Implementing Lean

Talking Points

**Slide 1 – Title**

Welcome comments

**Slide 2 – Agenda**

Today, we will talk about where Brink’s is currently with Lean as a company.

We will then talk about where Brink’s wants to go as a company and with Lean.

And then we will talk about how we can all help get there.

**Slide 3 – Where We Are**

ELT is requesting all countries to implement Lean in 2021.

Lean has been underway in Latin American operations for several years and has been very successful.

Brink’s now wants to expand Lean across the company to all countries.

**Slide 4 – About Lean**

Lean is a management methodology we will use to evaluate and improve processes and performances.

With Lean, you will be empowered to think and work differently.

You will be able to see ways to improve the work you do.

And you will be able to figure out how to fix or remove the frustrations you encounter as you go about your work.

Lean is designed to improve operations and our workplace culture.

**Slide 5 – What Is Lean & What Lean Is Not**

It’s important to understand what Lean is and what Lean is not.

First of all, **Lean is all about people and leadership.** It’s about unleashing the power and potential of our people. It’s about getting the leadership support and direction you need.

**It’s the way we work at Brink’s.** How we continuously improve. Lean inspires creativity, innovation and thinking differently.

**Lean is everyone’s opportunity.** Leadership must support and model Lean. It’s an opportunity for all of us, at every level in the company, to do our part and make a difference.

Lean is about **building capacity.** We can take on additional volume at less cost. We can improve productivity, margin and quality. We can reduce waste and errors.

**And lastly, Lean is better for Brink’s and our customers.** Lean helps improve employee and customer satisfaction. Creates a strong company performance. And gives us an opportunity for employee reward and recognition as we track success and celebrate achievements.

So with that, then this is what Lean is not.

**Lean is not a program or initiative.** Everyone is expected to be responsible for Lean.

It’s not a program being rolled out to a specific department or team or for operations. We all will learn new ways of thinking and working.

**Lean is not about cost cutting.** Lean is about people. About equipping and empowering people to think and work differently. To solve problems. Not simply about removing costs.

**Lean is not temporary**. Lean is here to stay. It’s part of our culture. It’s the Brink’s way. We need it for our future.

**Slide 6 – Where We’re Going**

We have a clear path before us.

We want to be the primary partner for all aspects of the cash and valuables supply chain.

To do this, we must transform our business. This takes bold moves.

We must work and think differently to optimize our operations, provide needed solutions and build a second-to-none customer experience.

**Slide 7 – Operational Excellence is Part of our Strategy**

To get us where we want to be, we believe our strategy defines how we will be successful.

Operational Excellence is so important that it is a component of our company’s strategy.

Lean directly supports our ability to deliver Operational Excellence for Brink’s.

**Slide 8 – Lean Drives Operational Excellence**

Our people will use Lean tools, Lean thinking and Lean practices to continuously improve our work.

Lean is designed to help us improve margins, create capacity, improve our work environment and create a more valuable customer experience.

**Slide 9 – Lean Timeline**

Now let’s talk about how we plan to implement Lean.

Every country will follow a standardized approach to implementation which will occur over 4 phases and 4 years. This is a proven roadmap that was used in Brink’s Latin America operations. So we know it works.

The activities during these phases will focus on:

* People & Planning
* Standards & Processes
* And Management & Assessment

You might look at this timeline and think … I can’t wait 3 or 4 years to start seeing results from Lean.

You’re right! None of us can wait that long. Please know that results will happen all along the way. And all these steps build on each other.

In fact, let’s look at an example from Czech Republic about how quickly you can see important results from Lean with minimal changes.

**Slide 10 – Lean Creates Immediate Results**

Czech Republic launched simple Lean tools to boost performance in cash processing in August 2020 and saw dramatic improvement by September.

In just two months, branch margin improved from 29% to 37% (which is a 28% increase). That’s incredible!

And productivity improved:

* Money processing area saw a 31% increase
* And the ATM area saw a 15% increase

These are impressive numbers. But it isn’t just numbers.

The story behind these numbers is about people.

Our colleagues in Czech Republic looked at the way they were doing work and figured out how to make it better. They are working better as a team, solving problems together and helping each other. They are becoming experts in their work, and they have a more satisfactory work environment. Their GM and country leadership is fully supportive and helping drive Lean.

And, remember, all this improvement happened in just two months!

**Slide 11 – How We Will Get There**

Leaders, like we talked about in Czech Republic, are critical to driving Lean.

Leaders must get trained and become experts in Lean. And they have to create a supportive work environment.

Lean is also for every employee at every level.

Transforming Brink’s requires the participation of everyone and those closest to the work being done are the best ones to make it better.

**Slide 12 – Tools to Support You**

To help you as we start expanding Lean, you will have access to a variety of Lean tools and resources. You will get a Lean handbook, training modules and playbooks.

Tools will be available on the Center of Excellence SharePoint site.

We are also launching a global eLearning training module on Lean. You will be able to go through these training modules to become certified in Lean.

It’s important that all of us are equipped in Lean, so we can all do this together.

**Slide 13 – Expert Support**

In addition, we have a dedicated team of Lean experts from around the company to serve as a resource for us.

These individuals make up our Operational Excellence Council, and they are ready to help us. We can reach out to our regional expert for help with Lean.

**Slide 14 – What’s Next**

Fill in your own details

**Slide 15 – Questions?**

Now for any questions.