

LeanPOST

Operational
Excellence
News
FOR YOU

2023 Q3 EDITION | LEAN POST

A MESSAGE FROM JAMAL POWELL



Welcome to the latest edition of Lean Express, our quarterly newsletter on Operational Excellence. In this issue, we share two new initiatives: SQDCP and Huddles.

In this edition, we introduce the SQDCP framework – an invaluable tool within our Brink's Business System (BBS) to set goals, track progress, and identify areas for improvement. Comprised of Safety, Quality, Delivery, Cost, and People, this comprehensive framework drives operational excellence and propels our organization toward new heights.

We also explore how Lean has made a difference in the Dominican Republic. These stories showcase the power of collaboration and continuous improvement in achieving outstanding results.

Thank you for your unwavering dedication to Operational Excellence. I am excited to see what we will achieve together when we implement Huddles and Huddle Boards.



INTRODUCING SQDCP

A FRAMEWORK FOR OPERATIONAL EXCELLENCE

During a recent meeting with global leaders, Mark Eubanks and Jamal Powell introduced the SQDCP framework as part of the Brink's Business System (BBS). Here are some highlights.

WHAT IS SQDCP?

SQDCP stands for Safety, Quality, Delivery, Cost, and People, and is a comprehensive framework used across industries to enhance operational performance. It is widely considered to be the most important performance evaluation framework for the success and growth of a company.

WHAT ARE THE BENEFITS?

By using SQDCP, Brink's will:

- optimize operations
- boost efficiency, and
- achieve excellence by setting clear goals, tracking progress, and identifying areas for enhancement.

This approach enables employees to align their efforts, measure success, and share ideas for improvement.

HOW DO WE START?

As part of the framework and as an integral part of BBS, we are rolling out Huddles and Huddle Boards around the world. Huddles are daily check-ins between teams and their leadership to help us build a strong sense of team and mutual support, helping to make Brink's a great place to work.

SAFETY

QUALITY

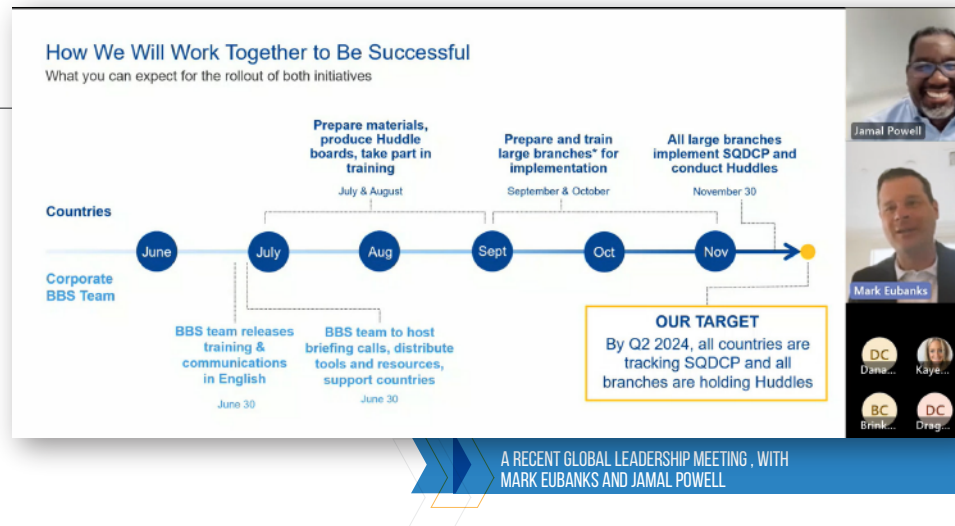
DELIVERY

COST

PEOPLE

CAN YOU TELL ME MORE ABOUT HUDDLES AND HUDDLE BOARDS?

Because everyone on the team needs to be able to see the metrics, talk about them, and take action to improve them, we'll use Huddle Boards as a visual model.



- track and communicate the progress of activities based on SQDCP
- address problems
- review and recognize accomplishments
- set expectations, and
- capture ideas for improvement.

By using a Huddle Board, we can:

WHAT IS MY ROLE?

Our goal is that by Q2 2024, all countries will be monitoring SQDCP, and all branches will be performing Huddles.

Please participate in the planned training sessions and use the communications tools provided to implement these important aspects of BBS.



A DIGITAL SAMPLE OF A HUDDLE BOARD WITH THE SQDCP FRAMEWORK





AT PARKED AT CHECK-IN THE NIGHT BEFORE FOR THE TEAM DESTINED TO CARRY OUT THE CERTIFIED TRUCK PROCESS THE FOLLOWING DAY

DOMINICAN REPUBLIC AND THE POWER OF LEAN TOOLS

TEAM SAVES TIME AND MONEY AND
INCREASES PRODUCTIVITY



Our colleagues in the Dominican Republic teach us a lesson about two key components of Lean, A3s and visual management. By implementing A3s - Lean's structured problem-solving tool - the team achieved significant improvements in branch operations, productivity, and cost savings at two branches, Santo Domingo and Santiago.

PROBLEM

Lengthy branch exit time, low productivity, significant overtime costs, and inefficiencies in ATM and CIT dispatch processes.

OBJECTIVES

- Reduce branch exit time more than 75% at Santo Domingo Branch and more than 50% at Santiago.
- Increase productivity and reduce overtime costs.
- Improve efficiency in ATM and CIT dispatch processes.
- Enhance communication and provide a clear and shared vision for employees.

ACTIONS TAKEN

- Began conducting Huddles for task discussions and progress measurement.
- Used A3 problem-solving tool to make improvements:

Cash-in-transit business: Analyzed delays, implemented monitoring systems, programmed routes in advance; introduced incentives, used carts for shipments, improved radio equipment; installed check-in structure in truck yard.

ATM business: Consolidated stops on routes, optimized ordering of stops; improved training, coordinated processes with appropriate tools and personnel.



AND NOW...

Results



The results were worth the effort. This is another example of the power of Lean culture, and how it can make us all more successful.

Meredith Waterman

BOLIVIA, DOMINICAN REPUBLIC AND PANAMA LEAN LEADER



BRANCH EXIT TIME REDUCTION

MORE THAN 75% DECREASE AT SANTO DOMINGO BRANCH AND 50% AT SANTIAGO.



PRODUCTIVITY GAINS AND OVERTIME SAVINGS

CASH-IN-TRANSIT: 42% TIME SAVED PER ROUTE, 273 HOURS SAVED IN A MONTH

A3 EXPEDITION ATM: 62% TIME SAVED PER ROUTE AND INCREASED PRODUCTIVITY BY 46%





Huddle Board

a model

BELOW YOU CAN FIND
OUR HUDDLE BOARD MODEL

HUDDLE BOARD



SAFETY	
METRIC	
week 1	
week 2	
week 3	
week 4	
week 5	
week 6	
week 7	
week 8	
week 9	
week 10	

TARGET:

QUALITY	
METRIC	
week 1	
week 2	
week 3	
week 4	
week 5	
week 6	
week 7	
week 8	
week 9	
week 10	

TARGET:

DELIVERY	
METRIC	
week 1	
week 2	
week 3	
week 4	
week 5	
week 6	
week 7	
week 8	
week 9	
week 10	

TARGET:

COST	
METRIC	
week 1	
week 2	
week 3	
week 4	
week 5	
week 6	
week 7	
week 8	
week 9	
week 10	

TARGET:

PEOPLE	
METRIC	
week 1	
week 2	
week 3	
week 4	
week 5	
week 6	
week 7	
week 8	
week 9	
week 10	

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IMPROVEMENTS

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IDEAS

