



**Use this document to explain the Plan for 2012 to Brink's customers. Below are some questions that may arise, as well as answers for you, your customers and anyone who inquires about this initiative. Do not distribute this document externally.**

## **Why did you change?**

The economic pressures affecting our industry and our business have continued, unabated, for the past four years. Our industry is experiencing severe downward price pressure that has affected our revenues. We recently made a number of organizational enhancements to ensure Brink's ongoing strength and stability, meet our company financial goals, retain our quality position and remain competitive.

## **What do these changes mean to me, as a customer?**

Our Plan for 2012 does not change the service we provide to customers. The plan incorporates a number of changes internal to Brink's that should have no negative customer impact. There are several parts to Brink's Plan for 2012:

- We are reducing the number of Brink's U.S. regions from six to four. These regions will be the Northeast Region, the Southeast Region, the Central Region and the West Region.
- The Vice President – Operations for each region will continue to have responsibility for all lines of business within the region, and each region will be supported by a Regional Support Team.
- Four regions will provide Brink's with an Operations organization that is aligned to enable solid results, is positioned for growth and that will be able to provide an increased span of oversight to better ensure customer satisfaction.
- Four regions will provide increased oversight to better ensure customer satisfaction. With four regions, there will be fewer customer touch points. For larger customers and customers utilizing more than one of our solutions, that means fewer phone calls when an issue arises and faster resolution.
- Although the changes to our regional structure affect our regions above the area manager

level, our branch structure from the area managers and strategic market directors through our frontline employees remains unchanged, meaning that the gains from our 2011 Branch Unification initiative will remain in place.

- Branch Unification is proceeding well, and Brink's will continue to capitalize on our improved efficiencies and ability to deliver solutions as we progress with this important initiative.

### **Are your employees ready for this?**

They are. After cross-functional collaboration with Operations, Sales, Product, Human Resources and Customer Care, Brink's teams across the Company have prepared for this change and are committed to its success. While we move forward, you can expect us to continue to improve our systems and processes to better serve you.

### **Has anything else changed?**

Yes. Brink's continues to improve the service and solutions we deliver to our customers. Here are some of the many ways we are continuing to create positive change at Brink's:

- Additional dedicated training will take place soon to ensure Customer Care professionals have a more complete understanding of our product mix. Our Learning and Development team has created certification programs for Money Processing and ATM, and is now developing a certification program for CompuSafe.
- Customer Care employees and product specialists already receive instruction on correct operating procedures and enhanced product and service education—training that reinforces customer service skills and emphasizes the importance of establishing and maintaining exceptional customer relationships. A call-monitoring system is being evaluated to allow supervisors to monitor Customer Care calls, assist Customer Care professionals and coach them when necessary.
- Our Sales team is actively listening to what customers tell us they need; and the Inside Sales team is strongly focused on making sure our current customers remain Brink's customers year after year.

- Our Product Strategy and Innovation group is continuing to develop the solutions customers are asking for, with a narrowed focus on products that will be ready during 2012.
- The essential capital investments we are making in our business, particularly in Information Technology, will continue.
- Field Force Automation is an exciting initiative to automate a number of manual processes that includes field mobile smart devices to enable package tracking, as well as a new customer portal for service metrics, proof of delivery, scheduling E-Cash, front-line maintenance and more.
- The BGS Partner Branch program is an important initiative to create important synergies between ground armored and BGS. The Philadelphia branch recently became the first certified BGS Partner Branch after undergoing training and certification, work with the Process Improvement team, agreement with the BGS service-level agreements, and IT systems integration. We are expanding this program to offer BGS services to customers across the country.

**If I have an issue with my service, who do I call?**

Your contacts for customer service have not changed. You still contact the same people whenever you need assistance from Brink's.