



Brink's U.S.

Strategic Internal Communications Plan

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Executive Summary

In his seminal book, *Understanding Media: The Extensions of Man*, published in 1964, Marshall McLuhan wrote, "The medium is the message." McLuhan proposes that media and the way it conveys information is the focus, rather than the content it carries. His cynical viewpoint is no longer accurate. In the aftermath of such corporate debacles as Enron, how people receive and interpret information is changing. Modern corporate audiences are discerning, with an uncanny eye for deception that did not exist as recently as 30 years ago; and corporate messages often receive extra scrutiny. Today, a new maxim is in play: The message is the message.

Business Partners at Brink's are comprised of several different generations: Baby Boomers, Generation X and Generation Y. As Gen X and Gen Y become more prevalent in the workplace, the Company must increase the speed, quantity, variety, intensity and depth of its internal communications messages to remain relevant.

As Brink's transforms its operations to become more aligned and its corporate culture to become more responsive, internal communications increasingly becomes important. For internal communications to be effective at Brink's, they must conform to crucial set of criteria:

- The issues and initiatives communicated must be important enough to resonate with all Business Partners.
- Messages must be created and disseminated in ways Business Partners at all levels can receive and understand.
- In times where it might be tempting or easy to communicate less, one must communicate *more*.
- Such basic human emotions as compassion, whenever expressed in corporate messages, should be measured and must be genuine.
- Whatever is communicated must be the truth, as much as can be revealed at the time, even in situations where what is communicated is difficult to hear.

To communicate any less than the truth invites disaster. Once an audience has lost trust in what is being communicated, the cost can be increased cynicism, low morale, mistrust of upper management and the likelihood future communications messages will not be taken seriously. On the contrary, as a company with a strong reputation for integrity and commitment, Brink's is in the enviable position of being respected by the majority of its Business Partners.

Situational Analysis

A condensed situational analysis of Brink's internal communications reveals these strengths: Brink's management is aware of the need for a dedicated internal communications resource; Company leadership and Business Partners take great pride, across all divisions, in Brink's work and mission; and Brink's leaders have not hesitated to take on such difficult issues as the current global economic turmoil and have embraced change management. Weaknesses include the challenges presented by consensus management that often slow the transfer of important

information to Business Partners; the “cascade process” system often used to deliver information is not completely effective. Business Partners report they often are unaware of Company initiatives and what other divisions are doing. There are important opportunities: Brink’s is the market leader and can leverage this business prestige to better influence Business Partners; an April 2009 survey of Business Partners above the Branch Manager level indicated a familiarity with Brink’s communications; *Brink’s Link*, a quarterly mini-magazine, is well received among Business Partners and has the potential to generate increased interest in Brink’s initiatives. However, continued reliance on the cascade process to disseminate Company information could threaten the success of internal communications, as Business Partners will continue to miss critical messages—causing many to continue to feel like they are not included and interfering with the ability to secure Business Partner enthusiasm for important initiatives.

Audiences

Distinct internal audiences for communications include Brink’s U.S. corporate leadership, BCO, Business Partners in the corporate headquarters and branch management and front-line Business Partners.

Types of Messages

The types of messages delivered by internal communications include strategic news, product launches/services/marketing messages, change management/thought leadership, strategic company initiatives, safety and security, human resources/company policy and human interest. These message types intersect in myriad ways. For example, when a messenger is injured on the job, safety and security messages intersect with human interest and perhaps also with change management.

Goals

A concerted effort should be made to build awareness and understanding of the role, value and needs of Brink’s product and service offerings, and effectively communicate such messages to all Business Partners. The Company should be positioned to Business Partners as a national leader, making valuable contributions to the countries in which it operates. Systems and tools should be created to communicate critical Company initiatives to all levels of the organization.

Overall Strategies

Reliance on the cascade system to spread information to Business Partners should immediately be discontinued and effective systems should be created to get information to Business Partners at all levels of the Company. Overall internal communications strategies should include making sure that all important Company messages are repurposed in multiple media to ensure dissemination to, and acceptance by, all Business Partners. Another priority should be to create internal communications products in diverse media on an accelerated timeframe, as needed, to fulfill current and predicted needs. Emphasis should be shifted from reactive to strategic in Brink’s communications. Every avenue should be effectively used to build awareness of Brink’s product and service offerings, from new products to mature revenue generators. Overall quality and timeliness of internal communications messages should be improved.

Conclusion

Brink's must devote more resources to internal communications efforts to support the rapidly growing demand for Company information from Business Partners at all levels of the Company. The most important step the Company could take to improve internal communications is to create communications products targeting Business Partners who traditionally receive disproportionately less information than upper management. Equally important is providing a steady stream of carefully crafted messages from Company leadership to influence Business Partners and generate the requisite support for Company initiatives. Brink's immediately must decrease the reliance on cascading information. Instead, the Company should concentrate on repurposing information into messages that resonate with specific groups of Business Partners and distributing it through multiple channels that directly reach intended audiences.

I. Introduction

"The medium is the message." — Marshall McLuhan

In Marshall McLuhan's seminal book, *Understanding Media: The Extensions of Man*, published in 1964, McLuhan proposes that media itself and the way it conveys information is the focus, rather than the content it carries. More controversially, he hypothesized specific content might have little effect on influencing society. It is a cynical viewpoint, and in the aftermath of such corporate debacles as Enron, WorldCom and AIG, to mention just a few of numerous heinous examples, how people receive and interpret information is changing. Audiences are vastly more educated and informed than they were more than four decades ago when McLuhan turned conventional wisdom on its head. In 2009 the poles are shifting again, and a renewed respect for the truth is once again becoming dominant.

Modern corporate audiences are discerning and decisive, with an uncanny sense for deception that did not exist as recently as 30 years ago. The disenchantment that began in the aftermath of Watergate has now become a finely tuned filter through which audiences of all kinds view world events. Corporate messages often receive extra scrutiny. Because of the above, a new maxim is in play:

The message is the message.

Business Partners at Brink's are comprised of several different generations: Baby Boomers, Generation X and Generation Y. As Gen X and Gen Y become predominate in the workplace, the Company must increase the speed, quantity, variety, intensity and depth of its internal communications messages to remain relevant.

As Brink's transforms its operations to become more aligned and its corporate culture to become more responsive, internal communications increasingly becomes important. For internal communications to be effective at Brink's, they must conform to a small, but crucial,

set of criteria:

- The issues and initiatives communicated must be important enough to resonate with all Business Partners.
- Messages must be created and disseminated in ways Business Partners at all levels can receive and understand.
- In times where it might be tempting or easy to communicate less, one must communicate *more*.
- Such basic human emotions as compassion, whenever expressed in corporate messages, should be measured and must be genuine.
- Whatever is communicated must be the truth, as much as can be revealed at the time, even in situations where what is communicated is difficult to hear.

To communicate any less than the truth invites disaster. Once an audience has lost trust in what is being communicated, the cost can be increased cynicism, low morale, mistrust of upper management and the likelihood future communications messages will not be taken seriously. On the contrary, as a company with a strong reputation for integrity and commitment, Brink's is in the enviable position of being respected by the majority of its Business Partners.

As the global economy convulses and evolves, Brink's has no choice but to stay a step ahead to prevail. The Company has been remarkable in embracing the principles of change management and developing systems and processes to support new ways of doing business required by shifting economic paradigms. The issues faced by Brink's are extremely complex, and the pressures are enormous. Company leaders have also shown uncommon awareness that internal communications has a vital role to play in supporting crucial Brink's initiatives.

To assist in determining how the Company might progress in developing new strategic internal communications processes during the next two years, dozens of Brink's Business Partners at various levels within the company were interviewed or engaged in informal discussions. Interviewees are listed in Appendix A.

This plan recommends steps to make internal communications more strategic (rather than response-related), consistent and informative at all Company levels. Although the list of interviewees was relatively small, more extensive research for this plan was unnecessary, and definitive conclusions can be derived from this sample. However, a comprehensive communications survey of Business Partners would be advisable, and is recommended in the plan.

II. Situational Analysis

This analysis applies to Brink's internal communications only. With limited exceptions, Brink's external communications and the Company situation are not analyzed in a broader context.

Strengths

- Brink's leadership sustains a clear focus on mission, which is the first requisite of an internal communications program driven by strategy, rather than merely by reaction to circumstances.
- Initial response to the hiring of the Senior Internal Communications Specialist has been good, indicating awareness on the part of Brink's management of the need for a dedicated internal communications resource.
- Brink's already has taken a number of important steps, including creating sales and marketing materials with a consistent design, redesigning existing publications and creating the Brink's World Portals to provide a centralized source for Company information paired with an attractive, easy-to-use interface.
- Brink's leadership and Business Partners take great pride, across all divisions, in the Company's work and mission. At the same time, there is a tangible readiness to acknowledge areas of weakness and to address them. Both Brink's pride and its humility can contribute to continuous improvement in communications, as in all areas.
- Some interviewees commented that Brink's top leaders promote an open work culture, where Business Partners are encouraged to share ideas with leaders and leaders look to Business Partners for input. Such openness creates a number of opportunities for communications.
- Brink's leaders step up to the plate. They have not hesitated to take on such difficult issues as the current global economic turmoil and have embraced change management. It is likely they will address internal communications initiatives as well.

Weaknesses

- The most significant weakness with regard to internal communications is the feeling among many Business Partners that they do not know what is happening with the Company. Change management, personnel restructuring, initiating and discontinuing product lines must all be communicated clearly and consistently, at every level of the Company, so Business Partners feel they are included and valued.
- Brink's Business Partners do not fit an easily definable type. Some are seasonal or transient, while others hope to stay with the Company a long time. Some are highly educated, while some have only a high school education or GED. Some are worldly and well traveled, while others live and work in the same neighborhood where they grew up. Some are white-collar executives living an affluent lifestyle, while others have been blue collar for generations.

- Brink's has historically defined a narrow role for internal communications. Its growing importance in carrying out Company initiatives demands a larger and more visible internal communications program. For internal communications messages to be accurate and effective, and to avoid missing critical communications opportunities, the Senior Internal Communications Specialist should be regularly included in top-level business planning and strategy sessions.
- The Brink's vision from the executive level seems not to have been fully codified, which makes the development of persuasive internal communications challenging.
- The "meeting culture" at Brink's, as well as the challenges presented by consensus management and the need for a greater level of personal accountability and autonomy, often slow the transfer of important information to Business Partners.
- The cascade process often used to deliver important information from the C level is not effective and cannot be relied upon to deliver messages to all Business Partners.
- Brink's does not effectively communicate the impact of work by Business Partners in terms of individual human beings. Until Brink's finds better ways to put a face on their work, it will have challenges connecting with its audiences.
- An April 2009 survey of Business Partners above the Branch Manager level, yielding a little more than 100 responses, indicated a familiarity with Brink's communications but provided no real data regarding Business Partner satisfaction with communications products.
- Brink's has limited resources to devote to internal communications. There is only one Business Partner, the Senior Internal Communications Specialist, to serve all internal communications needs. Additionally, there is a marked need for marketing and communications Business Partners with strong proofreading and copyediting expertise.
- Brink's publications often do not present clear information about Brink's revenue-generating operations in a way that Business Partners at all levels can understand and feel connected to.
- Most Brink's internal communications efforts are focused on management. Contact with frontline and many non-management-level Business Partners is strictly limited. Most Brink's Business Partners do not have Internet access to Brink's World and are unable to participate in Brink's Center Court.
- During interviews with Business Partners outside the management team, Business Partners report they often are unaware of what other divisions are doing. They cannot be effective Brink's ambassadors—which every Business Partner should be—without broad knowledge.

- Turnover among Brink's leadership and frontline Business Partners makes awareness-building and education about Brink's an ongoing effort requiring a great deal of attention.

Opportunities

- Brink's is the market leader and can leverage this business prestige to better influence Business Partners.
- Business Partner thought leaders are a largely untapped troop of communications ambassadors-in-waiting who could be especially effective in disseminating information to other Business Partners in their branches or work areas and could advise the Senior Internal Communications Specialist to communicate initiatives in ways all Business Partners can understand and relate to.
- An April 2009 survey of Business Partners above the Branch Manager level, yielding a little more than 100 responses, indicated a familiarity with Brink's communications.
- The *Brink's Link*, a quarterly mini-magazine, is well received among Business Partners. It has the potential to reach a broader audience and, at the same time, to generate increased interest in important Brink's initiatives.

Threats

- The most significant threat to Brink's with regard to internal communications is the feeling among many Business Partners that they do not know what is happening with the Company. If this situation remains unaddressed, frontline and non-management-level Business Partners will become increasingly disenchanted and demoralized over time.
- If reliance on the cascade process to disseminate Company information persists, Business Partners will miss critical messages, causing many to continue to feel like they are not included, as well as interfering with the ability to secure Business Partner buy-in and enthusiasm for important initiatives.
- Awareness of Brink's activities and knowledge of its products and services varies among Business Partners.
- Brink's Business Partners are awash in information. Brink's internal communications must be clear, consistent and concise, communicating only the most essential information, to break through the information clutter.
- Because of the limited resources currently devoted to internal communications, there is a likelihood the internal communications needs of Brink's executives, departments and regions will not be able to be adequately met.

III. The Plan

Internal Audiences

- Brink's U.S. corporate leadership
- BCO
- Business Partners in the corporate office
- Branch Business Partners

Types of Messages

The types of messages delivered by internal communications include:

- **Strategic News** — such as mergers and acquisitions.
- **Product Launches/Services/Marketing** — new products, changes to existing products, information on new or changes to existing services and all types of marketing-related messages.
- **Change Management/Thought Leadership**
- **Strategic Company Initiatives** — includes such messages as 2009 initiatives, the path to 2010 and realignments.
- **Safety and Security** — security alerts, safety habits and procedures.
- **Human Resources/Company Policy**
- **Human Interest** — all types of human interest, from employee awards and recognition to communications related to injuries and loss of life.

These message types intersect in myriad ways. For example, when a messenger is injured on the job, safety and security messages intersect with internal initiatives, human interest and perhaps human resources/company policies. Strong messages will help Brink's break through information clutter and diverse priorities to ensure Company messages are heard. These messages also could be useful for external audiences.

Goals

- Build awareness and understanding of the role, value and needs of Brink's product and service offerings, and effectively communicate these messages to all Business Partners.
- The Company should be positioned to Business Partners as a national leader, making unique and valuable contributions to the countries in which it operates.
- Create systems and tools to communicate critical Company initiatives to all levels of the organization.

Overall Strategies

- Immediately cease reliance on the cascade system to disseminate information and create reliable communications products that will ensure Brink's Business Partners receive the information they need to effectively and safely function and to know what is happening with the Company.
- Shift emphasis from reactive to strategic in Brink's communications.
- Begin ongoing repurposing and reformatting of important Company messages in multiple media to ensure dissemination to, and acceptance by, all Business Partners.
- Create internal communications products on an accelerated timeframe, as needed, to fulfill current and predicted needs.
- Use every communications channel to increase cross-team awareness of Brink's product and service offerings, from new products to mature revenue generators, to decrease information siloing and increase cross-team cooperation.
- Better showcase the positive work of Brink's and its Business Partners within the Company to reinforce Company morale and increase awareness among frontline and non-management-level Business Partners that they are appreciated at the executive leadership level.
- Develop an internal communications culture at Brink's that supports the critical role internal communications plays in supporting Company initiatives and Business Partners.
- Make it easier for Brink's Business Partners to communicate information to the Company.
- Increase the overall quality and improve the timeliness of internal communications messages.

Existing Internal Communications Channels

Existing channels for distributing internal communications include:

- *Brink's Link*
- Brink's World/SharePoint Sites
- Corporate Communications E-mails
- Brink's Center Court
- Memos from Larry Rodo and Shellie Crandall

Brink's Link

At present, the content in *Brink's Link* is useful, but presents information in a somewhat fragmented manner, and could be more consistent on an ongoing basis. The appearance of the *Link* is being redesigned to better reflect the positive changes going on at Brink's and reignite Business Partner interest. The quality of the writing will be improved, with greater attention being paid to use of tight quotes from Business Partners that better support articles and Company interests. The use of last names of subjects when attributing quotes will create a more formal tone and convey increased level of respect. To reflect Brink's concern for the environment, we should begin printing *Brink's Link* using Forest Stewardship Council-certified paper stock. The FSC is readily recognized as a legitimate organization dedicated to conservation and sustainable forestry. To increase awareness of Brink's products, services and

initiatives, more articles should regularly focus on such content. Articles also should consciously integrate compelling, real-life examples of Business Partners and customer success stories.

New, ongoing departments will revitalize the *Link* and create a sense of continuity between issues. Suggested new regular departments include:

- **Courage Under Fire** – Each issue of *Brink's Link* would feature one story about a Business Partner or group of Business Partners who acted to protect customer liability, to avert a potentially dangerous situation or who witnessed and reported suspicious persons or activity while on the job.
- **The Change We Need or Managing Change** – change management initiatives.
- **Brink's World Resources** – The latest and most useful Brink's World resources and SharePoint sites.
- **Our Partners** – A freeform section composed of one or two two-page spreads. The section would feature various stories about Brink's Business Partners and Business Partner-focused events from branches around the country.
- **Brink's Center Court** – A summary of Brink's Center Court calls since the previous issue.

Brink's World

Brink's World is a useful tool for spreading information to Business Partners who have Internet access and who are aware of it. Unfortunately, at least three-fourths of Business Partners do not have access to it on a regular basis. Of the Business Partners who do have access to Brink's World, some indicate they either were not aware of much of its functionality, or do not regularly visit or use it.

- Relaunch Brink's World with information about its existence and usefulness in a regular department in *Brink's Link*, and in corporate communications e-mails, the branch newsletter, branch videos and in special articles on Brink's World.
- To make better use of existing sites, begin tracking unique IP address hits and analyze every six months. Current usage statistics reflect total hits, but do not reflect unique viewers.
- Underutilized sites should be more fully developed and subsequently promoted by owners or should be deleted or combined with other sites to reduce information clutter.
- Sites should be crosslinked to other sites using common links to improve awareness of and accessibility to important information.
- Create a designated Business Partner Information area with links to all useful sites and document areas. Promote additions to it through the Corporate Communications e-mail account and *Brink's Link*.
- Add a "Story Ideas" box to the Brink's World U.S. homepage with an e-mail link to encourage Business Partners to submit article ideas.
- Guidelines should be established for the automatic roll-off of articles on Brink's World. These roll-off dates would be set when the article is posted. Guidelines are:
 - 2 years for major company initiatives, mergers and partnerships agreements

- 1 year for new product and services announcements
 - 6 months for general announcements and general interest articles
 - 4 months for human resources-related and promotional announcements
- In addition to Brink's World, there is concern about external-facing Company websites. There are too many, each with a slightly different look, creating confusion among site visitors. There should be one primary Brink's website with branching off points for different companies, products and services.

Corporate Communications E-mails

This communications channel should be used more effectively and consistently on an ongoing basis to communicate to Business Partners.

- Increase slightly the number of messages from Larry Rodo regarding the progress of important Company initiatives.
- Ensure compassionate messages are clear and consistent. The same type and style of message should be used consistently when there is an injury or loss of life. These messages should be released in less than 24 hours and, ideally, should appear the same day an incident occurs.
- In addition to being reviewed by legal and human resources for undesirable verbiage, all messages relating to unfortunate incidents should be written by or reviewed by internal communications to ensure they exhibit the requisite formality and restraint. Although message from Larry Rodo and Shellie Crandall have consistently maintained a professional tone, some messages distributed after a negative incident have contained language that was highly emotional and were considered less than entirely professional by some Business Partners.

Brink's Center Court

Brink's Center Court is a useful tool for spreading information to Business Partners who are aware of it and who have time in their day or the necessary access to listen to the calls. Unfortunately, at least three-fourths of Business Partners do not have access to it on a regular basis. Of the Business Partners who could listen to Brink's Center Court, some indicate they either were not aware of it or do not listen to the calls. Brink's Center Court provides valuable information Business Partners need to receive. Because they will not be able to listen to the calls, the information presented must be distributed to Business Partners in other ways.

- Distill the information in each Brink's Center Court into a 5-10-minute scripted summary to be provided to branch managers to read during monthly speak outs. Branch Business Partners indicated during interviews they are eager for this information and they regularly attend speak outs.
- Include post-call summaries of Brink's Center Court information in articles on Brink's World.
- Create a quarterly Brink's Center Court summary and publish it in *Brink's Link*.
- List the most critical pieces of each call in the branch newsletter.
- List branch-related information from Brink's Center Court calls in the monthly branch video.

Memos from Larry Rodo and Shellie Crandall

Larry Rodo and Shellie Crandall are well known throughout Brink's. Most Business Partners who have never met them are aware of who they are and have respect for them. Any messages that come from Larry or Shellie targeted to frontline and non-management-level Business Partners must be formal, respectful, compassionate and consistent.

- Ensure consistent tone from Larry and Shellie.
- Make sure messages appear timely, especially after a serious injury or loss of life.
- Language in memos regarding Company initiatives must be written to resonate with audiences.

New Internal Communications Channels

Proposed new internal communications channels include:

- Bi-Monthly Branch Newsletter
- Monthly Branch Flash Videos
- Video Messages from Larry Rodo or Shellie Crandall
- Brown-Bag Luncheons

Bi-Monthly Branch Newsletter

This two-page bi-monthly newsletter would target Business Partners in the branches. The format would be front and back printing on a standard letter-sized page, making it easy to print, transport and distribute.

- Articles would focus on information specifically related to branches: Company information, change management, daily habits, best practices and safety.
- Articles also should consciously integrate compelling, real-life examples of Business Partners and customer success stories.
- Enthusiasm at the branch level for such a newsletter is extremely high.
- Distribution requested by Business Partners interviewees would be by e-mail and by printed copies delivered to the branches and placed in Business Partner mailboxes and route boxes.

Monthly Branch Flash Videos

These would be produced monthly and would incorporate information from diverse internal communications sources to which frontline and many non-management-level Business Partners do not have access. Such information could include ongoing Company initiatives, security updates, benefits information, video messages from Brink's executive leadership.

- Most of the information would be presented in a text-only format using very short sentences that would fade out as new information fades in.
- Videos would be approximately 10 minutes in duration and would be set to auto repeat

endlessly, ensuring the information is presented again and again to ensure message penetration and allow for repeat viewing.

- The video messages could be created in-house by Marketing staff, and would be encoded in the universally recognized and playable Flash format for play on a low-end PC with attached computer monitor located in branch break rooms.
- The videos would be silent, except for messages from Company leadership.

Video Messages from Larry Rodo or Shellie Crandall

Video can be an effective tool to communicate critical initiatives, progress on existing priorities or to quickly build consensus for short-term objectives. Brink's Business Partners trust Larry and Shellie, so these messages would resonate with them. Creating the videos would require purchase of a higher-end PC system than the laptops currently used for day-to-day work. Videos could be created in house using Adobe Premiere Pro and After Effects software running on a dedicated video production computer.

- Videos could be distributed via e-mail with an embedded link that streams the file from a Brink's server.
- Videos also could be embedded in the monthly branch Flash videos.
- They can be promoted using articles on Brink's World with a link to the video.
- They could be burned onto CD-ROM disks and mailed to branches.

Brown-Bag Luncheons

Hosted by Brink's executives at the SVP and VP level, these informal luncheons, where everyone brings their own lunch, will create opportunities for Business Partners to connect across departments to share information, inform each other about department functions and see the larger Brink's picture.

Strategies and Tactics

Immediately cease reliance on the cascade system to disseminate information and create reliable communications products that will ensure Brink's Business Partners receive the information they need to effectively and safely function and to feel like they know what is happening with the Company.

- Make Brink's executive leadership and other interested parties aware of the ineffectiveness of the cascade system.
- Better employ existing communications channels and create new communications channels to ensure Company messages are able to always reach the right Business Partners.

Shift emphasis from reactive to strategic in Brink's communications.

- Meet with all interested parties at Brink's to determine internal communications needs and historical challenges to acceptance of Company initiatives.

- Develop communications aimed at frontline and non-management-level Business Partners and key internal stakeholders to address ongoing challenges to buy-in of important Company initiatives.
- Ensure communications are prepared well in advance of introduction of initiatives and prepare Business Partners for coming realignments or initiatives.
- Create a comprehensive communications survey with a personalized login for every Brink's U.S. Business Partner to establish a benchmark for Company communications. The survey should establish a baseline for their attitudes and perceptions about Brink's and the communications help they receive. Repeat the survey annually or every two years to determine ongoing satisfaction with internal communications efforts. Surveys should include open-ended questions and room for suggestions. More frequent surveys and requests for feedback will quickly lead to decreased response rates and create a chilling effect regarding internal communications.
- Based on survey feedback received, adjust communications channels or create new communications channels to better address Business Partner needs.

Begin ongoing repurposing and reformatting of important Company messages in multiple media to ensure dissemination to, and acceptance by, all Business Partners.

For example, when the goal is to emphasize Business Partner compliance with Company policies, introduce a new policy with a message from the Corporate Communications e-mail address with the policy attached; feature an article on Brink's World about what the new policy is, why such a policy is important and with a link to where it can be found; and have a listing in the next issue of *Brink's Link* about what policies are new, a brief summary of each and a link to where they can be found.

- Analyze all messages for suitability to communications channel audiences.
- Rewrite messages—adding, subtracting and altering detail as necessary and appropriate—for such channels as *Brink's Link*, Brink's World, a branch newsletter, corporate communications e-mail, executive video messages, branch videos and custom newsletters or posters.
- Ensure the message is right for every communications channel and audience. People respond to messages that resonate with them, and Company issues and initiatives always must be communicated in ways that are appropriate for each type of audience.

Create internal communications products on an accelerated timeframe, as needed, to fulfill current and predicted needs.

- Meet with interested parties to determine internal communications needs and historical challenges to timely production of messages.
- Ensure internal stakeholders are aware of internal communications resources and the importance of allowing for sufficient time to create effective messages and products.
- Ensure internal stakeholders are aware of the ability of internal communications to create full-color, professionally designed publications on an expedited, as-needed basis. *Flu Facts* was designed on a two-day turnaround, and consisted of a two-page newsletter with two

versions each week for eight weeks, distributed in the Adobe Reader PDF format. *Flu Facts* addressed education at the branch level regarding Brink's H1N1 strategies.

Use every communications channel to increase cross-team awareness of Brink's product and service offerings, from new products to mature revenue generators, to decrease information siloing and increase cross-team cooperation.

- Create a brochure on Brink's that emphasizes not just Company products and services, but also provides an overview of its values and that reinforces key Brink's messages. Target Business Partners as the primary audience.
- In all Brink's publications, regularly include articles prior to or during key department time periods. For example, articles on Customer Service Week can emphasize the Customer Support department.

Better showcase the positive work of Brink's and its Business Partners within the Company to reinforce Company morale and increase awareness among frontline Business Partners that they are appreciated at the executive leadership level.

- Encourage increased visits by Larry Rodo and Shellie Crandall to branches around the country, especially in branches with such challenges as likelihood of union traction or a history of management tension.
- Integrate compelling, real-life examples of Business Partners and customer success stories into communications to make Brink's work real and relevant for internal audiences.
- In the event of messages related to injuries or loss of life, messages should be created and communicated within 24 hours.
- Include a story in every *Brink's Link* about a positive outcome, such as a customer helped or a best practice initiated, as a result of a Business Partners initiative.
- Increase frequency of informative and compassionate messages to Business Partners from Larry Rodo and Shellie Crandall. Do not limit these messages to the memo format, but publish these messages in multiple communications channels.
- Seize such current event opportunities and trends as the H1N1 pandemic and hurricanes to show how the work of Brink's Business Partners and Company preparedness plans have made a difference.

Develop an internal communications culture at Brink's that supports the critical role internal communications plays in supporting Company initiatives and Business Partners.

- Increase the financial and Business Partner resources dedicated to internal communications.
- Transition to becoming the preferred company resource for proofing of all internal communications materials prior to distribution or posting.
- Transition to Marketing internal communications becoming the preferred company resource for creation of consistent internal communications documents for C-level executives.

- Transition to becoming preferred company resource for creation of all important internal communications materials.
- Transition to becoming preferred company resource for proofing of all internal communications materials prior to distribution or posting.
- Integrate communications planning into leadership initiatives from the outset.
- Work across departments to create an understanding of the importance of internal communications and the necessity of ensuring Brink's always articulates clear, consistent positions framed appropriately for each audience.
- Marketing team members should consciously work both formally and informally to create stronger, more trusting relationships between Marketing department team members and Business Partners in other departments and locations.

Make it easier for Brink's Business Partners to communicate information to the Company.

There is a clear need for Business Partners to get information to the Marketing department regarding articles for *Brink's Link*, *Brink's World* and the branch newsletter. Business Partners have different preferences for how they want to accomplish this. Some want to communicate by phone or voicemail; some want to send information by e-mail; and others feel most comfortable giving information to someone at the branch to deliver to Brink's U.S. headquarters. Because of these diverse preferences, the following is recommended:

- An e-mail address, link@brinksinc.com, has been created for materials and articles submissions. We will print this e-mail address in all printed materials and promote it in print and online communications materials.
- Create a new or use an existing phone number (perhaps the phone number of the Senior Internal Communications Specialist) and promote it in print and online communications materials.
- Designate a communications ambassador for each branch who would, as part of their regular job duties, also serve as a conduit for information from the branch to Brink's U.S. headquarters, as well as ensure communications materials sent to the branch were delivered and posted or distributed as intended.
- Repeating verbiage in *Brink's Link* and occasional articles or announcements on *Brink's World* or in corporate communications e-mails should encourage Business Partners to submit ideas or materials for articles.
- Add a "Story Ideas" box to the *Brink's World* U.S. homepage with the link@brinksinc.com e-mail address to encourage Business Partners to submit article ideas.
- Provide new Business Partners with a communications packet, to be developed, that will help them communicate Brink's messages to the Marketing department, as well as to other Business Partners, customers, potential customers and consumers. Also post this information in the Business Partner Information area on *Brink's World*.

Increase the overall quality and improve the timeliness of internal communications messages.

Internal communications of all kinds must be first-rate, without errors of any kind. Currently there are occasional qualitative issues with internal and external communications pieces. All communications should be timely, with messages that are disseminated before or in

conjunction with important Company events. In the event of messages related to injuries or loss of life, messages should be created and communicated within 24 hours.

- Communicate the importance of creating timely messages to Brink's leadership. Messages must be quickly created, just as quickly approved and then disseminated to ensure Business Partners do not feel left out or they hear incorrect information through informal channels.
- Consider creating a core approval team to expedite approvals and ensure they understand and agree to quickly review materials and act decisively to make sure momentum is not lost on messages in the pipeline.
- Develop a strong, formalized proofreading system in which all internal (and external) communications materials are proofread by at least two people who did not write them.
- Ensure all internal (and external) materials are proofread for Company style and consistency, as well as grammar, by someone within the Marketing department.
- Ensure consistent use of terms for all internal communications. Capitalize Business Partner and Company when Company refers specifically to Brink's. Do not capitalize such job titles as messenger and driver. Refer stakeholders to the *Brink's Brand Guide* for questions about usage and style.
- Identify Business Partners with strong proofreading and editing skills outside the Marketing department (e.g. support staff) and ask for their assistance when needed. These individuals can help ensure the correctness and consistency of Brink's messages at various levels and across broad internal and external audiences.
- Send designated Marketing staff and/or proofreading staff to copyediting or proofreading workshops to improve skills.
- Ensure Marketing department team members have or have access to such important resources as current version of the *Associated Press Stylebook and Briefing on Media Law*, *The Elements of Style* and *On Writing Well, The Classic Guide to Writing Nonfiction*.
- Purchase such copyediting and proofreading training materials as books and CD-ROM and DVD-ROM classes so Marketing department team members and other Business Partners can improve their skills at their own pace.
- Subscribe to such newsletters as *Copyediting* and *CW Bulletin*. These should be required reading for all Marketing communicators.
- Emphasize the importance of strong writing, copyediting and proofreading skills in future Marketing department hires. Future hires should be tested to ensure they have excellent skills in these areas.
- Expand Brink's operational crisis management plan to include a communications component. See Appendix B for elements to include in a basic crisis internal communications plan.
- Communicate with responsible parties to ensure e-mail addresses and lists of such categories as Directors and RVPs are updated weekly so scheduled messages and critical Company communications are correctly delivered to the necessary Business Partners.
- Consider the creation of e-mail lists so regional managers, district managers and branch managers can quickly share information without that information having to be filtered through Brink's HQ. These e-mail lists also would be used to distribute important Company information.

IV. Conclusion

Brink's must devote more resources to internal communications efforts to support the rapidly growing demand for Company information from Business Partners at all levels of the Company. The most important step the Company could take to improve internal communications is to create communications products targeting Business Partners who traditionally receive disproportionately less information than upper management. Equally important is providing a steady stream of carefully crafted messages from Company leadership to influence Business Partners and generate the requisite support for Company initiatives. Brink's immediately must decrease the reliance placed on cascading information. Instead, the Company should concentrate on repurposing information into messages that resonate with specific groups of Business Partners and distributing it through multiple channels that directly reach intended audiences.

V. Methods for Disseminating Brink's Messages

	Strategic News	Product Launches/ Services/ Marketing	Change Management/ Thought Leadership	Strategic Company Initiatives	Safety and Security	Human Resources/ Company Policy	Human Interest
Brink's Link	Yes	Sometimes	Yes	Yes	Sometimes	Sometimes	Yes
Brink's World	Yes	Yes	Yes	Yes	Sometimes	Yes	Yes
Corporate Comm. E-mails	Yes	Yes	Sometimes	Sometimes	Sometimes	Yes	Yes
Brink's Center Court	Yes	Yes	Yes	Yes	Yes	Sometimes	Yes
Memos from Larry Rodo and Shellie Crandall	Yes	Sometimes	Sometimes	Yes	No	No	Sometimes
Monthly Branch Flash Videos	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Bi-Monthly Branch Newsletter	Yes	Yes	Sometimes	Yes	Yes	Yes	Yes
Video Messages from Larry Rodo or Shellie Crandall	Yes	Yes	Sometimes	Yes	Sometimes	No	Sometimes
Brown-Bag Luncheons	Sometimes	Yes	Sometimes	Yes	Sometimes	No	Sometimes

Appendix A

Corporate Office Contributors

(Listed in alphabetical order)

Catherine Becker

Senior Strategic Market Research Analyst

Matt Bitterman

Senior Director Human Resources Services

Chris Cage

Vice President and General Counsel

Ben Caparoon

Web & Interactive Project Manager

Raul Castro

Creative Team Lead

Keith Derks

Vice President – Customer Support

Hila Eyal-Shpigelman

Director – Marketing and Communications

Pamela A. Griffin-Gazitano

Manager – Administrative Services

Andy Havener

Director – Safety

Rolando Hernandez

Senior Director of Human Resources – Employee Relations

Colin Holden

Vice President – Retail Markets

Fred Lowstetter

Change Leader

Alissa Martine

Senior Marketing Communications Specialist

Fred Purches

Senior Vice President – Product Management, Solutions, Marketing

Jim Spurlock

Senior Director of Human Resources

Brink’s Branches Interviewed

Boston Armored, Massachusetts

Boston Coin, Massachusetts

Buffalo, New York

Concord, Massachusetts

Dallas, Texas

Lawrence, Massachusetts

Nashville, Tennessee

Pittsburgh, Pennsylvania

Tampa, Florida

Appendix B

Crisis Communications Plan (internal)

The Company must be prepared to communicate with key internal audiences *before* a crisis occurs. Because the stress of the immediate situation adds complexity to the decision-making process, the worst time to develop a plan is after a crisis has occurred or while it is in progress.

Taking the following steps now will help Brink’s control access to and dissemination of critical information, and ensure clear and consistent messages if the worst-case scenario happens. These steps will prepare Brink’s to respond swiftly, provide the facts necessary to promote

balanced Business Partner perception, mitigate further damage and perhaps help prevent such occurrences in the future.

- **Designate a crisis team.** The team should be small and include members of the leadership team, staff with relevant expertise and the Senior Internal Communications Specialist. Each team member's specific responsibility should be identified in advance, e.g. gathering facts and information, working with law enforcement and/or Brink's legal counsel or human resources, developing messages, coordinating materials for media, advising Larry Rodo and Shellie Crandall and coordinating with Business Partners.
- **Appoint a lead spokesperson for communicating with Business Partners during a crisis.** Tell one consistent story to Brink's Business Partners during a crisis through one designated spokesperson, working with the support of the Senior Internal Communications Specialist and others. Larry Rodo or Shellie Crandall are suggested. Tertiary and quaternary spokesperson should be identified in advance for instances where Larry or Shellie are unable to address Business Partners.
- **Develop a crisis communications kit that includes:**
 - An up-to-date contact list for members on the crisis team and anyone else who would need to quickly be reached, including home, office, cell phones, pager numbers and e-mail addresses. Designate a Business Partner who is accountable for keeping the list current.
 - Written directions outlining for everyone answering main phone lines how to communicate with inquiring Business Partners.
 - A communications tree that includes the necessary parties who must review messages prior to dissemination to Business Partners, as well as any alternate approving parties in the event one essential approving party is unavailable.

The above information should be shared with all Brink's Business Partners, who should be kept updated and informed of any changes. Ideally, this information should be posted on Brink's World in a crisis communications site.

- **Identify the most important audiences to reach immediately and who will contact them.** Target priority audiences first and determine the best ways to reach them. Whenever possible contact internal audiences before making statements or media addresses outside the Company.
- **Train and coach key Business Partners.**
 - Stage a pretend crisis and test the plan.
 - Evaluate responses.
 - Based on the results of the test, make necessary adjustments to the plan.
 - Provide key Business Partners with checklists, contact lists and procedures.
- **Update Brink's World.** During a crisis, many people will visit the website before calling and

the media especially use it as a first—and sometimes only—resource. Make sure the information online is consistent with the information you are sharing in other ways.

- **Evaluate outcomes and adjust for the future.** After the crisis, review internal communications and evaluate their level of success. Talk to Business Partners and solicit their experiences and opinions about how the crisis was handled. Assess whether actions were consistent with Brink's desired image. Adjust the plan where needed. Publicly announce future plans or changes in policy that have resulted from this experience and thank Business Partners for their support.
- **Review and update this plan every six months.** Change the plan whenever personnel changes occur or when significant changes are made in the organizational structure.