

# Team Cerbo's Game Plan

A presentation of Nolato Cerbo's way of working





## Nolato Cerbo business concept

With sustainability and operational excellence in focus, Nolato Cerbo develops, manufactures and sells pharmaceutical packaging and components for medical devices in polymer materials.

Together with our customers, our experienced and committed employees will find safe and optimal solutions with the right quality.

## Nolato Cerbo vision

To be a recognized development and production partner for pharmaceutical and medtech companies.

# We're a winning team in great shape – for today and the future

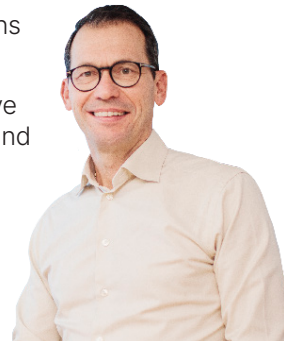
This is Nolato Cerbo's game plan, a folder that describes how we work. The purpose is to provide guidance on our corporate culture, management philosophy, strategy and principles as well as how they guide us to work together as a team and improve a little every day.

The Nolato spirit is the platform for our vision, corporate culture and leadership. It is based on Nolato's principles of being professional, well-organized and responsible. These principles are described in more detail in the brochure *The Nolato Spirit*.

With safety and sustainability as a consistent perspective, continuous improvement of our processes and a drive to truly understand how we create value, we continue to develop as a company and an even better partner for our customers. Our way of building a world-class business is described in the brochure *Medical Excellence*, our joint guide within the Medical Solutions business area.

Competitors offer similar products and services as us and have similar equipment. Our ability to fulfil customer expectations and requirements, at the right time, quality and price, is our recipe for ensuring long-term growth. The most important thing to achieve this is us as a winning team, in good shape. It is we - you, me and all the co-workers at Nolato Cerbo who make the difference.

Through our cooperation and positive commitment, we get the right things done, a pleasant workplace and a world-class team. A team that has its customers, owners and partners as main supporters.



*Glenn Svedberg,  
MD, Team Cerbo*



INVOLVEMENT

SAFE  
WORK-PLACE



SUSTAINABILITY



# Safe work environment & Sustainability

## A Safe Work Environment

- Visualized by the top of the pyramid, we prioritize a safe workplace and sustainable operation as a consistent perspective.
- By integrating safety into our processes, we highlight risk prevention in all contexts, both physically and psychosocially.
- We follow up on incidents and observe situations that could involve risk as a natural part of our daily work.
- Our employees are involved in developing optimal conditions for each step of the work.

## Sustainability

- Sustainable business is central to us, both in terms of work, in relation to our environment, society and financially.
- We think long-term when we consider our decisions.
- Our goal is to reduce the environmental impact by optimizing the resources needed for our products and processes throughout its life cycle.
- By actively offering our customers alternatives with, and setting own goals for the use of bio-based raw materials, we contribute to reduced greenhouse gas emissions.
- We are proud of the legacy of responsible entrepreneurship that Nolato stands for and that is described in The Nolato Spirit.



CUSTOMER  
FOCUS



WASTE  
REDUCTION



CONTINUOUS  
IMPROVEMENTS



# Customer focus & Continuous improvements

## We put customer needs first – for both internal and external clients

- Overproduction – Producing too early or more than the customer has ordered.
- Wait – Waiting for an adjustment, materials, processing, delivery, a repair or decisions.
- Inventory – Holding more inventory than necessary.
- Movements – When co-workers make unnecessary movements during their tasks.
- Transportation – Moving materials to/from inventory/interim storage and between process stages.
- Unnecessary work – Doing more work than is required.
- Quality defects – Manufacturing products that do not meet customer requirements and therefore result in scrapping and/or reworking.
- Unutilised skills – Failure to put co-workers' experience and ideas to use in making improvements.

## Improvements:

- We form improvement teams to ensure good orderliness and identify the most efficient work method.
- Asking an extra question often makes further improvement possible.
- Don't be afraid to ask why.



# Employeeeship, Leadership & Values

## Leadership

- Role Model: Set an example based on Nolato's values.
- Decisive: Have the confidence to take decisions and admit errors.
- Coaching: Motivate, support and encourage professional development, with the appraisal playing a key role in this.
- Management by objectives: Our objectives for the business are clear, measurable and supported. Regular follow-ups are conducted so we know that activities are generating results and greater involvement and participation. We get the job done.
- Responsiveness: Get to know your colleagues. Listen to and understand coworkers' needs. Consider views and provide constructive feedback to create trust and confidence.
- Caring: Provide support and confront issues where necessary. A good manager addresses problems and conflicts when they arise.
- No one is perfect; look at things from the point of view of others.

## Employeeeship

- Accountability: Give, take and demand responsibility for performance and capabilities. Participate and be inclusive, involve your colleagues. Respect the rules.
- Commitment: Be interested, take the initiative and care about the results of the team and the company.



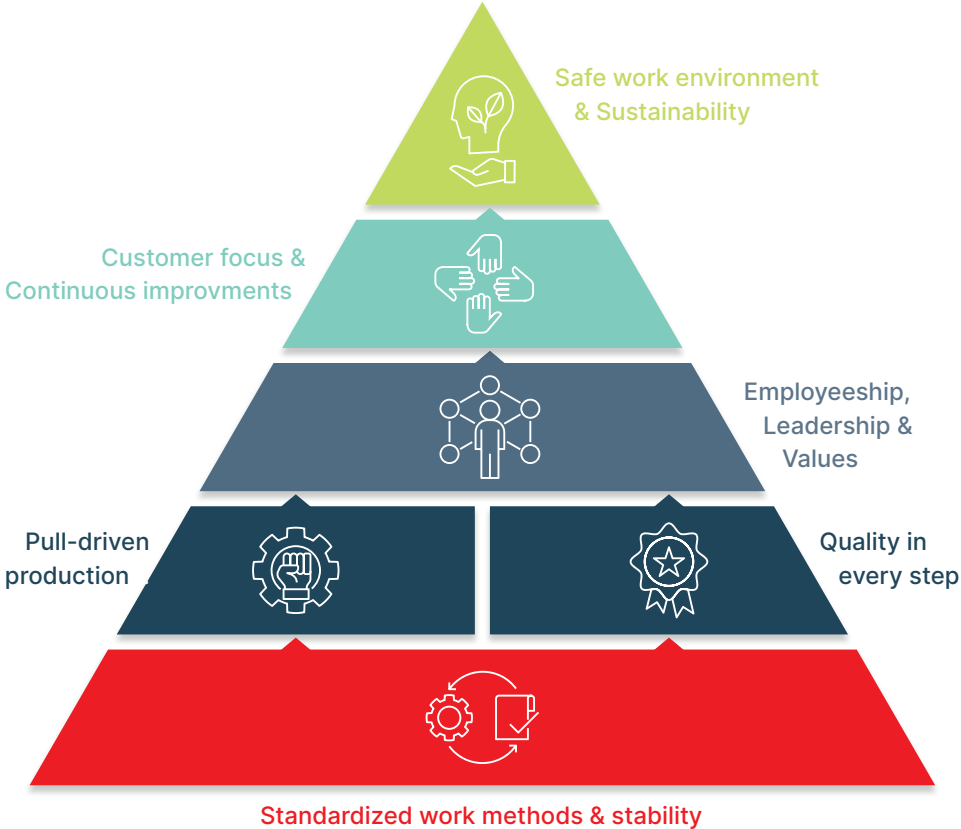
- Capabilities: Appraisal and performance reviews identify the individual's strong areas for improvement and development needs. What needs do I and the team have in order to achieve the targets that the company have?
- Team spirit: We work as a team – because no one person alone can provide what the customer wants and each work team is part of Team Cerbo. My job and your job is our job.

## Values

- Learning: We teach and learn from each other.
- Respect: Show respect for everyone you meet at work and treat others as you wish to be treated.
- Honesty: You stand by what you do and say.
- Integrity: We talk to one another instead of about one another and distinguish between issues and people.
- Service-oriented: We help one another, keep our commitments and are flexible so that we achieve what the customer wants.



# This Game Plan is our way to relate to everything around us





## Safe work environment & Sustainability

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- We prioritize a safe workplace and sustainable operation
- We think long-term
- Our goal is to reduce the environmental impact by optimizing the resources



## Customer focus & Continuous improvements

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- We value flexibility in order to put customer needs first, for both internal and external clients
- Reduce waste
- Improvement teams are central to continuous improvements and are part of our day-to-day work
- Don't be afraid to ask why – there's no such thing as a stupid question



## Pull-driven production

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- Short lead times
- Keeping to schedules
- Visible flows



## Quality in every step

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- We measure and manage rather than check and scrap
- Stop production rather than deliver defective products to the customer

- Clear rules for deviations and providing information about change
- Error-free from me



## Employeeship, Leadership & Values

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Our managers:

- Act as Role Models and take decisions
- Adopt a clear approach to management based on coaching and objectives
- Are responsive, considerate and respectful

Our employees:

- Are responsible and committed
- Have the right skills and attitude
- Have a team spirit
- Learn from each other and give positive feedback

Our values are based on:

- Learning
- Respect
- Honesty
- Integrity
- Service



## Standardized work methods & Stability

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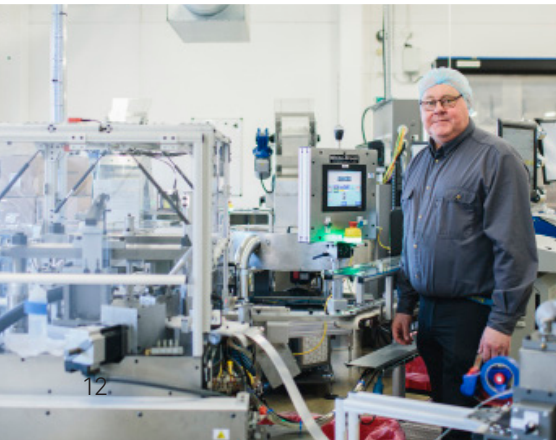
- 5S
- Preventive maintenance
- We agree about the best work method and want to improve
- Strong visibility



# Standardized work methods & Stability

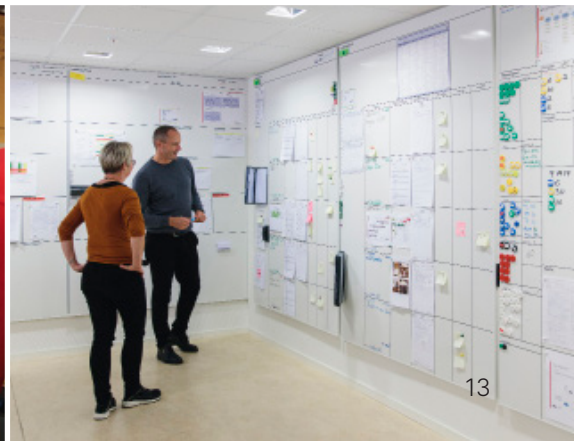
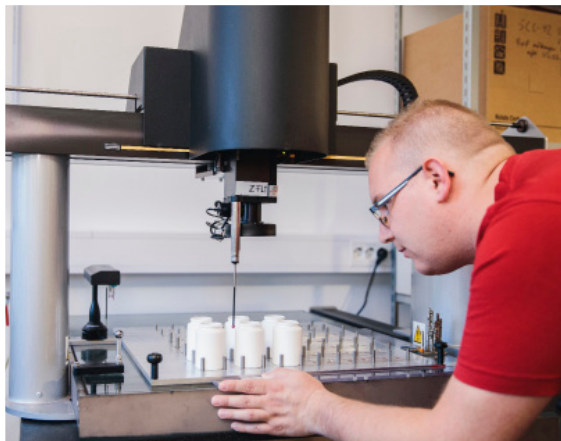
## Visibility

- Visible systems enable us to be aware of our targets, current status and issues, allowing us to manage our own work.
- Go where it is happening and see it with your own eyes.
- Ideas and suggestions are developed in the improvement groups, displayed on boards and made visible.
- Visible quality and production results.
- We solve problems when and where they occur.
- Instructions are available where required.



## 5 S

- 5S is a tool for creating good orderliness which is the foundation for minimizing waste and increasing efficiency.
- The team takes responsibility for its part of the business by:
  - Sorting: Separate and discard everything that is unnecessary.
  - Structuring: Arrange everything necessary so it is easy to find.
  - Straightening: Keep the workplace clean and attractive.
  - Standardizing: Maintain orderliness through documenting and preventing.
  - Setting up routines: Follow work instructions, routines and standards.



## Preventive maintenance

- Preventive measures and maintenance minimizes unforeseen incidents that disrupt our flows and our work.

## Standardized work methods

- Standardization enables us to perform our tasks in the same way until we have established an even better method. This makes it easier for us to detect any deviations.
- We use the best known established work method.
- A standardized work method is developed and improved by those who perform the work.
- Challenge and improve the status quo.
- Everyone involved is informed when we make a change.



# Quality

Sustainability

Certification







## Quality in every step

- We try to detect faults as soon as possible and have clear rules on taking decisions regarding deviations.
- Error-free from me.
- We measure and manage rather than check and scrap.
- We enhance our inspection and test methods.
- Stop production rather than deliver defective products to the customer – this applies to both internal and external clients.
- Think before you act – do things right the first time.
- React, act and prevent.



## Pull-driven production

- We do not start production until the customer has signalled a need. This may occur when we restock what has been used, have received a customer order or receive information about the customer's future consumption (forecast).
- We adjust batch size according to the customer agreement, maintenance plan, transportation, set inventory level and sample tests.
- Short lead times.
- Keeping to schedules.
- Visible production flows.

# Common “uncommon” words

**5S:** A method for creating a well organised and functional workplace.

**5 Whys:** Causal analysis method conducted by asking the question “Why?” five times. The goal of the method is to find the original cause of a specific deviation.

**Andon:** Japanese term that actually means rice lamp. The term is used partly in the sense of a lamp that indicates that help is needed, partly in the sense of a useful resource.

**Batch:** A group of the same sort of items that are created in a series.

**Conwip:** Stands for “constant work in process”. A system in which you can quickly see the stock level and steer towards given minimum/maximum limits.

**Deviation:** The result or event that deviates from the standard, i.e. that diverges from what is considered normal.

**Gemba:** Means workshop in Japanese. “Go-to-gemba” means to “go where it is happening”.

**Jidoka:** The main principle within Lean that refers to achieving high and consistent quality without quality checks. Two principles come under Jidoka: Built-in quality and Stop when defects are detected.

**Kanban:** Japanese term for short or visible proof. Kanban is also a method of organising production or materials.

**Kaizen:** Japanese term for continuous improvements.

**Lead time:** The time it takes for a product to go through a process or a value flow.

**Lean:** An approach and a corporate culture with a focus on creating value.

**Management by objectives:** Means that a business is managed through set objectives rather than through managing individual processes within the organisation. Management by objectives is based upon defining objectives for every employee or team. Performance is then compared and steered towards the set objectives.

**PDCA:** Acronym for Plan, Do, Check and Act. It is a method for structuring improvement efforts.

**Poka-Yoke:** Japanese term for error-proofing. A method to prevent the risk of defects.

**Process:** A series of activities that leads to a result. It is in processes that work is performed on the product, and it is processes that determine flow capacity.

**SMED:** Acronym for “single-minute exchange of die”. This is a method for reducing set-up time. By planning an adjustment ahead of time and making minor equipment modifications, set-up time can often be significantly reduced.

**Standard:** Standard is a collective term for documented, accepted knowledge.

**TPM:** Abbreviation for “Total Productive Maintenance” – a focus on operator maintenance and disruption-free operation by getting all employees involved in reliability work.

**Value flow:** All activities in a flow from order through to delivery.

**Value flow analysis:** Method for charting value flow and generating suggestions for designing a better value flow for the future.

**Waste:** All activities that consume resources and that do not provide any value for the customer.

Nolato Cerbo is a part of Nolato which is a Swedish publicly listed group with operations in Europe, Asia and North America. We develop and manufacture products in polymer materials such as plastic, silicone and TPE for leading customers within medical technology, pharmaceuticals, telecom, automotive, hygiene and other selected industrial sectors.

Nolato Cerbo is a market leader developer and manufacturer of pharmaceutical packaging and also manufactures medical components in polymeric materials. Manufacturing is mainly done in hygiene environment and characterized by very high demands on, among other things, product safety and traceability.



Nolato Cerbo AB, Box 905, SE-461 29 Trollhättan, Sweden  
+46 520 409900 | [nolato.com](http://nolato.com)