# RPG Operating System

The RPG Operating System is how we run the company: the values we hold, the processes every plant and office follows, and the habits that turn good intentions into results. It applies in Stuttgart and in Pune, on the shop floor and in the sales office.

Each value has three parts. Foundational processes are the basics every team must have in place. Growth drivers are where we invest to win and keep business. Levers of excellence are the habits that separate a good team from a great one.

## Our customers keep running

**Foundational processes**

- Order acknowledgement within one business day
- Field failure reporting through RPG ServiceLine
- Quarterly voice-of-the-customer reviews in every division
- A single point of contact named on every order

**Growth drivers**

- Application engineering support from quote to commissioning
- DriveSense® monitoring offered on every new installation
- Spare parts stocked for every active SKU
- Account plans for our top customers in each division

**Levers of excellence**

- On-time delivery measured against the date we promised
- Root cause shared with the customer within 10 days
- Personal follow-up on every low customer survey score

## We build it together

**Foundational processes**

- Safety first, on every shift at every site
- Cross-functional design reviews before release
- One set of engineering standards across all eight facilities

**Growth drivers**

- Joint development projects with key customers
- Rotations between plants and R&D centers
- Mentoring for new engineers and technicians
- Supplier development with our strategic partners

**Levers of excellence**

- Problems solved at the level closest to the work
- Recognition for help given across teams
- Lessons learned published, not filed away

## We act like owners

**Foundational processes**

- A named owner and budget for every cost center
- Standard work for recurring tasks
- Honest reporting of misses and near misses

**Growth drivers**

- Capital spent where the return is proven
- Make-or-buy decisions reviewed every year
- Pricing discipline on quotes and renewals

**Levers of excellence**

- Waste removed through daily kaizen
- Decisions made at the lowest sensible level
- Working capital reviewed every week
- Leaders on the floor every day

## We earn tomorrow