



IDEX Corporation

Linking Operational + Commercial Excellence

Challenge

Industry: Diversified industrials (Health & Science, Fire & Safety)

Footprint: 40+ global sites | 5,000 employees

Scope: Multi-year rollout of Operational Excellence (OpEx) across all sites, integrated with a corporate Commercial Excellence (VOC-led growth) program.

IDEX's businesses are vertically integrated with shared machining resources and mixed-model final assembly. Earlier Six Sigma work improved quality and process control, but leadership saw bigger gains were possible by putting controlled processes into flow- and then tying that flow to market-back growth.

The goals:

- Shorter, reliable lead times across shared resources and mixed models
- Visible, self-healing operations (normal vs abnormal flow) at every site
- Link OpEx to Commercial Excellence (formal Voice of the Customer) to drive organic growth without adding cost, space, or headcount

What We Did



Value Stream Design at scale: Designed end-to-end flows (engineering > machining > assembly > test), with product families, FIFO lanes, and Guaranteed Turnaround Times (GTTs).



Make flow visual: Line-side signals, standard material routes, and "see-with-your-eyes" management to correct abnormal flow immediately (not via meetings).



Educate to implement: Employees were assigned real OpEx responsibilities before training, creating immediate application and rapid capability building.



Link to growth: Rolled out a formal VOC process (Commercial Excellence) and freed leadership time to work "on offense" (innovation, solutions, new markets).

Why it Worked

- Flow before tools: Designed normal/abnormal flow and standard responses first, then taught everyone to see and fix flow.
- Self-healing operations: Visual controls and GTTs removed daily scheduling chaos and management heroics.
- Linked engines of growth: OpEx freed capacity and leadership time; VOC focused that capacity on the right customer problems- turning reliability into revenue.

2x Market Growth

Implementation Highlights

- IDEX Health & Science (Rohnert Park, CA)
 - Mixed-model/shared-resource flow across precision machining & assembly
 - Visual scheduling and standard replenishment routes
 - Production control reduced to two people; 70% of products built by visual signals (no office rescheduling)
 - Supervisor firefighting cut from 3-4 hours/day to 30 minutes/day, freeing time for value stream improvement and new product launches
- Micropump (Vancouver, WA)
 - Mixed-model flow and shared resources stabilized via formal OpEx
 - Leaders redeployed time to innovation (structured “innovation funnel”)
 - Product redesigns reduced customer system cost by 40% in a real deployment



Results

- Corporate
 - Markets grew 7%; IDEX grew 12% organically (14% overall), with OpEx enabling growth without adding cost, square feet, or headcount.
- IDEX Health & Science (Rohnert Park):
 - Grew at 3× market average; 35% of prior-year sales from new systems/products
 - Three all-time monthly sales highs; leadership spending 60-70% of time on “offense” (improvement, NPI)
- Micropump
 - Grew at 4× market average
 - +162% revenue from new products/markets
 - Innovation time +125%; innovation funnel value +240%

Contact Us

We believe we must earn our place by accomplishing results. We don't lock you into contracts. If. you don't think we're delivering value, don't keep us as a partner.

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