

The Integrated Manufacturing Excellence Initiative



INFORMATION BOOKLET

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1. Hansei Ethos & The Continuous Improvement Connection

“Hansei” in Japanese, means “reflection” ... Reflection of what one truly is. All improvement starts from this knowledge...either evident to oneself, or as reflected by a third party.

In association with Kaizen Institute, India, Hansei administers programs that encourage introspection-based improvement; through comprehensive diagnostic assessments/audits and associated excellence enhancement forums.

It will strive to make an honest positive contribution to every sector it operates.

- The "Pursue Wisdom" (the third in the list of values), defines Profound knowledge and wisdom based on practice and reflection
- Kaizen Hansei indulges in cerebral activities and programs in conjunction with other lean principles and continuous improvement philosophies
- Never flout the core values, it will lead passionate companies in the right direction and will reflect its slogan...“Responsibility is the ability to be Credible”.
- The Hansei “eagle” will always have the birds-eye view in mind and will be in the company of like-minded & mature organizations

2. About IMexI

a. Objectives

Within any organization, nothing speaks better than the results! The program is conceptualized as a facilitator and as one that has an organization's long-term interest in mind. The Integrated Manufacturing Excellence Initiative is designed to be a merit-driven initiative, with Operational excellence aspirations of the industry participants in mind.

Today, with rapidly transformative and disruptive changes sweeping across value chains, it is necessary for one to be continually introspective of one’s readiness for the future. It can be credibly assisted and partnered by somebody who has spent sufficient field time in helping existing companies become lean, flexible.... and most importantly inculcate creating a culture wherein transformation sustains.

The IMexI program embodies all that one would need to know and would need to take care of if one were to derive genuine long-term benefits from persisting on this path.

- It not only helps benchmark one’s existing state of excellence realistically but also provides a seasoned advisory as to what needs to be done by the industry from a sustenance perspective.
- It is for those seeking to implement an effective and sustainable Continuous Improvement program in their organizations.
- The assessments are conducted by professionals of repute who have enormous transformation experience and in a culture of continuous improvement in supply chain organizations.
 - “Been there and done that” ...and is now advising clients on where and how to consolidate their efforts for better benefit!

b. Which Organisations Should Consider?

- All serious disciples of lean and operational excellence.
- Organisations that want to have a quick reality check on the maturity status of their efforts.
 - a. this could be an added advantage for organizations that are aspiring for other global recognition
 - b. as well as the ones which have achieved these recognitions in the past, but now want to test the efficacy/sustenance of the good manufacturing practices in their organizations.
- Those who want to make a positive statement towards stakeholder value enhancement
- Manufacturing organizations that will benefit from an outside-in perspective of how they can do more to build a sustainable culture of operational excellence in the Gemba.
- Organisations that believe in worthy and credible recognitions. *(An accolade should be the natural outcome of an established process....and/but not the end in itself.)*
 - a. A meritorious and fair-based recognition will have a motivating effect on teams and internal initiatives... thus facilitating the cause of continuous improvement.
- Organisations that want to re-assess the effectiveness of their Journey to Excellence.
 - a. Operational Excellence is a Vector. It has Pace and Direction, besides a priority of targets.

c. Benefits

Our Value definition allows us to indulge in only those activities and initiatives that add value and facilitate Excellence in client organizations.

- Expect your operational excellence program and projects to be validated.
- Expect to identify additional activities which will expedite your journey along the path
- Expect this to add value to your own teamwork, team spirit, and team-based learning
- Expect to gain the experience and wisdom of assessors, industry benchmarks, best practices, and cross-industry learning.

d. Fair Play Policy

1. Value Derived through Passion for Excellence
2. Performance along CI of Key Metrics to be Focus of Evaluation
3. Sustenance activities to be evaluated
4. Maturity Levels to be decided based on the above three points
5. Merit Performance, to be the sole criteria
6. Discounts and Canvassing strongly discouraged
7. Assessors are to be bound by a strict code of conduct
- 8.

3. Facilitating CI and Culture Building

IMexI is founded on the ideology that excellence has to be systematically and gradually incorporated into the DNA of an organization. Towards this end, a few aspects become important; such as knowledge of critical metrics of success, appropriate deployment down the line, a healthy monitoring protocol...and finally, the need to ensure that all of this results in a healthy business impact over time. Thus, one needs to take care of the dual needs of

- An effective and efficient policy deployment process based on sound customer values (Market In) and
- A mechanism that ensures that these metrics are persistently monitored for continual improvement. (Sustained Improvement)

Thus, a culture of sustained continuous improvement has to be seen during the assessment.

4. The Concept of Motivating through Meritorious Peer Acknowledgement

Credible programs that lead to genuine and hard-earned respect from peers are motivation enough by themselves. (The underlying philosophy of Continuous Improvement, that forms the DNA of this initiative)

IMexI prize can be potently used by management to effect and expedite internal progress/initiatives that are aligned to the larger long-term business interests of the organization.

5. The IMexI Excellence Framework

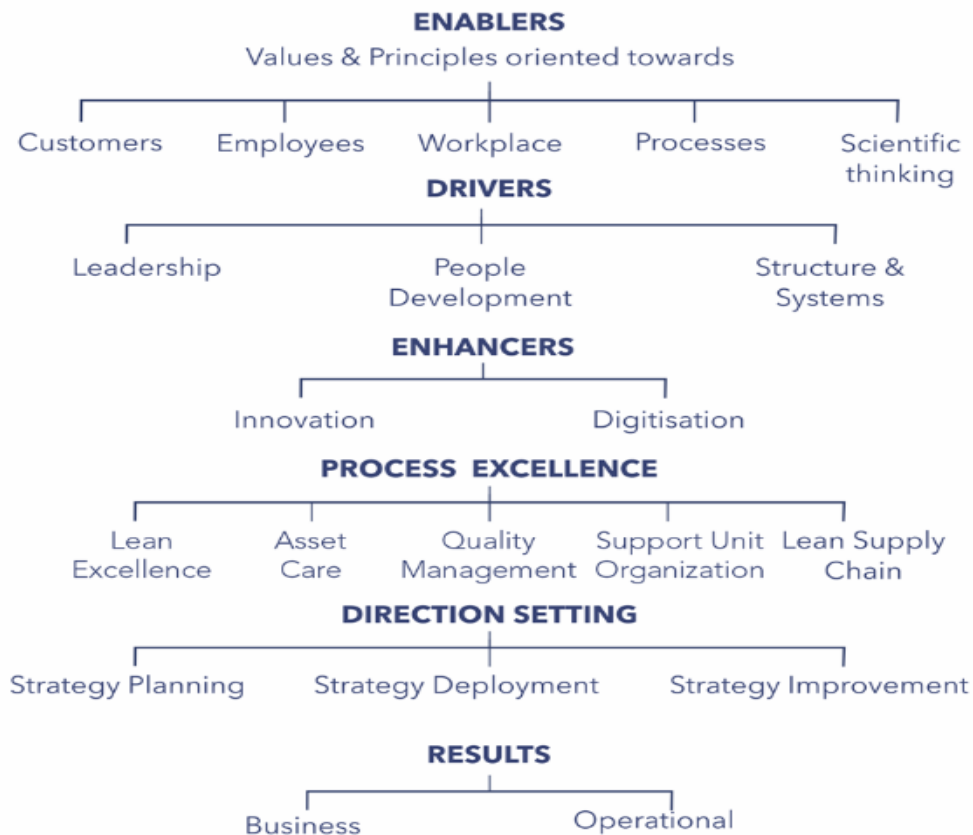
The IMexI Assessment tests for Existence, Deployment, and Sustenance of appropriate Operational Excellence Initiatives. (Knowing What to do, How to do it, What to measure, and how to Sustain it well).

It consists of 6 main parameters viz Enablers, Drivers, Enhancers, Process Parameters, Direction Settings, and Results. 375 checkpoints that constitute these six, cover all critical aspects of a business that are needed to build, implement, and sustain OpEx.

The On-Site assessment methodology embodies the CI principle, with a sound evaluation of the foundations (the Enablers) that culturally differentiate various manufacturing organizations. It further evaluates the direction and effectiveness of this deployment into reality (using the Drivers) as well as the direction-setting initiatives undertaken). Process Excellence initiatives are reviewed, to assess the Leanness and Flexibility of Operations, including the extended supply chain. Having a roadmap, adoption of appropriate technology (Automation/Smart/Predictive Data Analytics/Machine Learning/AI/IIOT, etc), and the ability, to Innovate to derive competitive advantage are assessed to complete the site assessment.

Each checkpoint is weighed and meritoriously rated, on a 4 Point scale and adds up to a maximum score of 1000.

THE IMEXI ASSESSMENT FRAMEWORK



PARAMETER	MAXIMUM SCORE
Enablers	100
Drivers	75
Enhancers	150
Innovation	75
Digitisation	75
Process Excellence	500
Lean Excellence	100
Asset Care	100
Quality Management	100
Support Unit Organization	100
Lean Supply Chain	100
Direction Settings	75
Results	100
TOTAL	1000

6. Categories of Qualifying Recognition Zones

Organization

Organizations are classified into five categories based on their turnover and size. However, from an acknowledgment perspective, there is the *Commendation* category and three acknowledgment-specific categories for organizations to Challenge.

First is the *IMexI Commitment Prize*, then is the *IMexI Distinguished Prize* followed by the *IMexI Apex Prize*. Within the Apex medallion zone, over 900/1000 score is termed as the “IMexI India Icon”.

For the IMexI Apex category of participation, specific terms of nomination have been outlined below, and the same may be referred to.

a. Qualifying Criteria

All passionate disciples of manufacturing and operational excellence are welcome to participate. There are no specific qualification criteria for any applicant whatsoever, as long as they are seen as an organization that has made or has aspirations of treading the path of operational excellence...in all earnest. They could be following any of the popular streams of excellence that exist today. (The assessment is agnostic to this aspect and treats all efforts equally, as long as they are in the right direction).

1. Those who decide to proceed with the participation could choose to avail of the MANEX GAP ANALYSER.. for multiple reasons.
 - a. Validation of their maturity. (This is in no way to be seen as any sort of corroboration for the eventual outcome during the final assessment if they decide to proceed with the participation)
 - b. The MANEX GAP ANALYSER will be conducted by senior consultants and experienced resources. Their inputs/advice could be actioned upon, before the final assessment. (the final IMexI assessment will be conducted with a firewall and by a set of examiners, different from the ones who conducted the MANEX GAP ANALYSER and any subsequent training).

To request a MANEX GAP ANALYSER for your sites and to know more about the program itself, please write to the convener at imexi@kaizenhansei.in. Please note that the outcome of the assessment can influence your decision. The MANEX GAP ANALYSER assessment will be conducted within a month of the request being made.

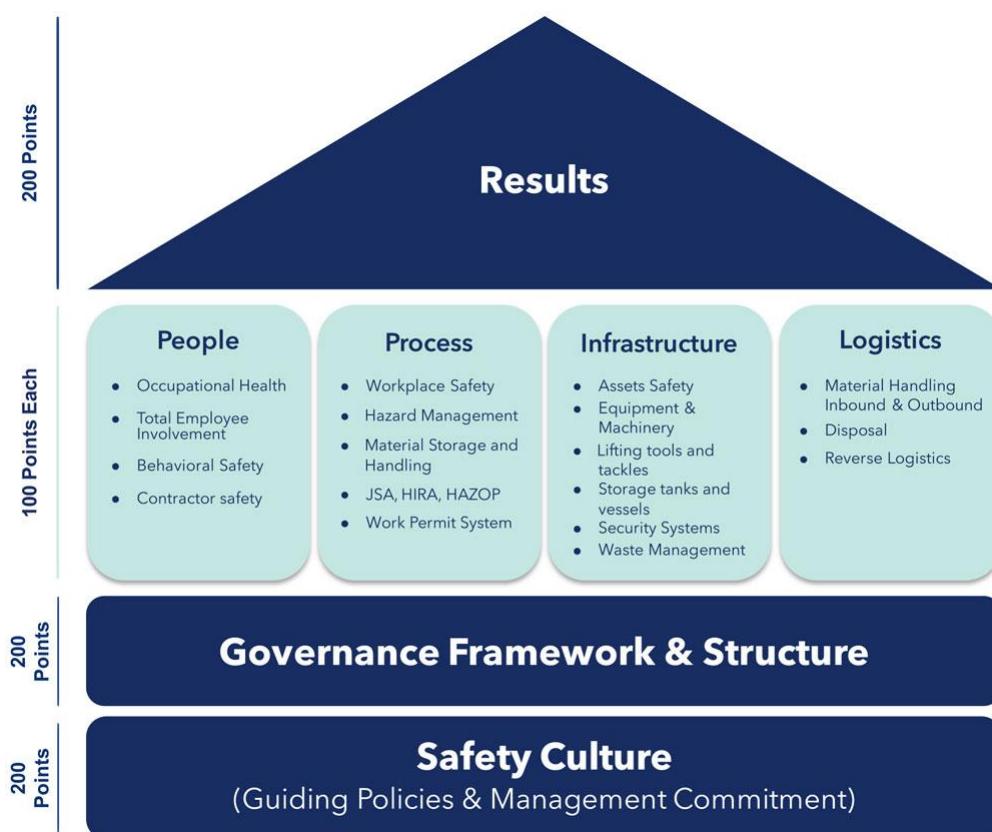
7. Safe Factory Prize: “Where Safety is Guaranteed...”

Safety is one of the most important aspects for any organization to become sustainable. Attention to Safety not only helps businesses avoid legal penalties, but also improves employee morale, productivity, retention, and, most importantly, achieving higher brand equity. Effective workplace safety programs often have a tremendous impact on a company's bottom-line financial performance.

The program is designed to identify the companies that have demonstrated effective deployment of Safety Practices in their organization and assist the companies in adopting world-class and robust safety practices through healthy benchmarking. The program involves a comprehensive evaluation of an organization’s safety governance, policies, and effective implementation of safety practices.

Assessment Framework:

Safety Assessment framework consists of all the essential elements that are being adopted by manufacturing companies globally through their Safety Management Systems. Assessment will focus on systems and processes that have been deployed to create a safe workplace and policies implemented towards sustenance and upgrades.



Note: Companies interested in applying for this add-on module, need to put a tick mark in the application form. Subject Matter Experts would be deputed for the IMEXI assessment team to evaluate the maturity of the site on safety parameters

Qualifying Criteria for Recognition:

Companies must score a minimum of 600/1000 marks to qualify. Companies crossing the threshold limit would be recognized with Medallions (Qualifying Scores: Silver-600, Gold-700 & Platinum-800).

Note: Companies interested in applying for this add-on module will have to put a tick mark in the application form... Further, the sites would also be required to send the duly filled Self-Appraised Assessment Report (SAAR) for Safety.



8. Smart Manufacturer Prize:

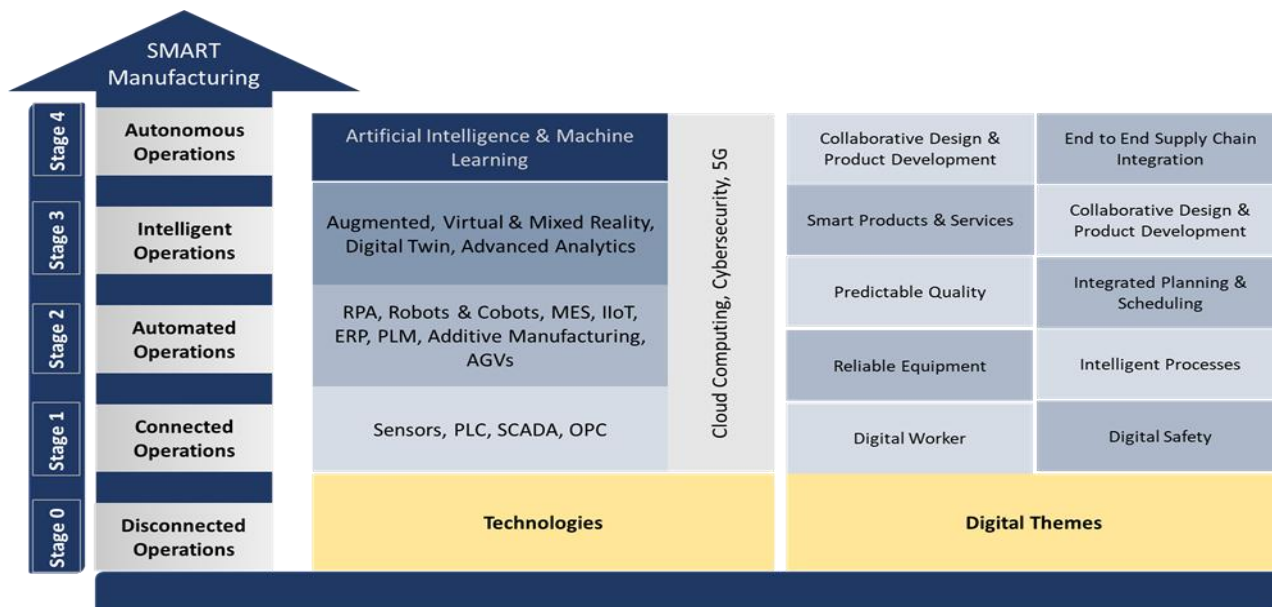
The manufacturing sector is adopting Industry 4.0 technologies to further its operations to the next level of Flexibility, Efficiency, Reliability, Predictability, and Resilience to consistently outperform stakeholders' expectations. Industry 4.0 Technologies is driving unprecedented disruption in the industry by transforming traditional, linear manufacturing supply chains into dynamic, interconnected systems that can more readily incorporate ecosystem partners. Digitalization across the value chain is increasing visibility, transparency, and predictability enabling quicker decision-making, course correction, and consistent value creation for the stakeholders. Indian companies are evolving to accommodate more flexible business needs through more predictive planning. In coming years, it would be expected to quickly respond to new demands.

As key enablers, Technologies like MES, IIoT, 5G, AR & VR, Hyper-Intelligent Automation, Additive Manufacturing, Digital Twin, Advanced Data Analytics, Artificial Intelligence & Machine Learning, etc. are going to help to change the way that products are made and delivered, making factories more efficient, ensuring better safety for human operators, and saving millions of dollars, at the same time.

Assessment Framework:

The framework consists of all the essential elements that are being adopted by manufacturing companies globally in their journey to be future-ready. The assessment will focus on the adoption of the tools and technologies that are most relevant to them, for delivering strategic value in terms of improved financial performance and enhanced customer satisfaction by building smart products, services, and processes at an operational level.

The Assessment Framework is designed to acknowledge the fact that Indian Organisations Will Selectively Adopt Smart Technologies.



Qualifying Criteria for Recognition:

Companies must score a minimum of 600/1000 marks to qualify for the recognition. All companies crossing the threshold limit would be recognized with Medallions (*Qualifying Scores: Silver-600, Gold-700 & Platinum-800*).

Note: Companies interested in applying for this add-on module will have to put a tick mark in the application form... Further, the sites would also be required to send the duly filled Self-Appraised Assessment Report (SAAR) for Smart Mfg.



9.Green Factory 2025...“Viable Green is Sustainable ”

The Green Factory Initiative initiative aims to synchronize excellence initiatives with resource conservation and sustainable practices while subtly facilitating the adoption of risk prioritization and mitigation activities. It emphasizes financial sustainability as the only viable approach.

The initiative encompasses focusing on various aspects of environmental stewardship and facility-related social responsibility. These stages involve criteria such as green awareness, carbon footprint assessment, communication and reporting, energy efficiency, waste management, and more.

Recognition categories range from Silver to Green ICON for top scores. These categories are determined based on the organization's performance in green operations, supply chain management, product sustainability, and adherence to responsible manufacturing practices.

In essence, the Green Factory Initiative strives to promote responsible manufacturing practices that align with environmental sustainability and related social responsibility, ultimately contributing to a more sustainable and resilient manufacturing sector.

Assessment Framework:

The Green Assessment framework consists of all the essential elements that are being adopted by manufacturing companies globally with Green Initiatives that conserve and preserve natural resources. The assessment will focus on systems and processes that have been deployed to create a green and sustainable organization. The Model tests a site for Awareness, Green Operations, Green Supply Chain and Green products...in a sustainable way. Assessment Gradations and Grades Based on : Approach, Comprehensiveness, Effectiveness and Continual Improvement



Qualifying Criteria for Recognition:

Companies must score a minimum of 600/1000 marks to qualify for the recognition. All companies crossing the threshold limit would be recognized with Medallions(Qualifying Scores: Silver-600, Gold-700 & Platinum-800).

Note: Companies interested in applying for this add-on module must put a tick mark in the application form...Further, the sites may have to send the duly filled Self-Appraised Assessment Report (SAAR) for Green Practices and SAAR for IMEXI.

For more information and to receive an application form, please get in touch with the Program Coordinator at imexi@kaizenhansei.in.

10. WHAT IS NEW in the IMexI v2.0 Processes?

IMexI v2.0 – 2025: Comprehensive Updates and Enhancements

The IMexI 2025 initiative, rebranded as IMexI v2.0, elevates its focus from merely evaluating Business Performance links of Operational Excellence to actively enabling actionability and fostering Continuous Improvement. The following changes and enhancements detail the updated approach.

Pre-Assessment Enhancements

1. Training Session in Mumbai : A one-day training session will be introduced to provide participants with a deeper understanding of the IMexI framework and its criteria.

Purpose:

- To familiarize participants with the IMexI assessment process.
- To explain how Business Excellence cascades through:
 - Operational Excellence (OpEx) metrics.
 - Process parameters.
 - Work culture transformation.

Content Overview:

- Detailed explanation of the rationale behind IMexI criteria.
- Breakdown of sessions and assessment areas.
- Insights into what qualifies a site as an Apex Site.
- IMexI Model's Emphasis Areas
- IMexI v2.0 integrates a systematic approach to Operational Excellence.

The emphasis areas, in sequence, include:

- Business Excellence Sustenance Requirements.
- Linkage to Operational Metrics and identification of critical ones.
- Process Control and Process Performance Requirements.
- Work Practices and Skill Development.
- Sustenance of Results and Continuous Improvement.

2. ManEx 4.0 GAP ANALYSER : To prepare sites for the IMexI assessment, the ManEx 4.0 GAP ANALYSER will be introduced as a preparatory step.

Key Features:

- A 1.5 to 2-day dipstick assessment offered between December 2024 and April 2025.
- Aims to identify and highlight operational gaps needing improvement.
- Simulates the IMexI assessment process to help sites prepare better.
- Does not assign scores but serves as a diagnostic tool.
- Conditions: Sites must participate at least six months before the full IMexI assessment.

3. Training Modules for IMexI Pillars : An indicative list of training modules tailored to each IMexI pillar will be available to guide sites in addressing specific aspects of Operational Excellence, if they so opt to. This will be conducted by various experts and will have varying duration, depending on the topic and the scope.

Post-Assessment Enhancements

1. **“Continuous Improvement Champion” Initiative** : To ensure sites act on assessment recommendations, IMexI v2.0 introduces the “Continuous Improvement Champion” initiative. This program translates observations into actionable plans and projects, with recognition for successful implementation.

Process Overview:

- Actionable Report Submission: The IMexI assessment report is shared with the site within 7 days of assessment completion.
- Action Planning: Within 3 months, site management:
 - Reviews the report.
 - Identifies actionable projects.
 - Assigns champions and sets mandates, starting references, and target KPI values.
- Projects Deployment - *First Validation* : By the end of 3 months, the Authorizing Signatory and Senior Authority validate progress through a certified statement submitted to the IMexI ExComm.
- Project Implementation - *Second Validation*: Over the next 3 months, the site implements projects as per the schedule. A final certified statement is submitted to IMexI ExComm at the end of 6 months
- IMexI Excom Review: This final certified statement is then examined by an IMexI Excomm-appointed jury (possibly virtually), at a mutually convenient time.
- Recognition: Successfully validated sites will have their OpEx leads and their team recognised as **“Champions of Continuous Improvement”** certificate during on the IMexI Felicitating Day at the same venue.

Example

- *Assessment Date: 10th November 2024.*
- *Report Submission: By 17th November 2024.*
- *First Certified Statement: By February 2025.*
- *Second Certified Statement: By May 2025.*
- *Recognition: The OpEx Lead and his team are recognised as “Champions of Continuous Improvement” at the 2025 IMexI Felicitating Ceremony.*

What Continues from 2024 Onwards

PLUS Categories:

- Commitment Prize: Awarded to sites scoring over 650.
- Distinguished Prize: Awarded to sites scoring over 750.
- Apex Prize: Awarded to sites scoring over 850.
- Sites must also satisfy other specific conditions to qualify for these categories.

This comprehensive overhaul ensures that IMexI v2.0 fosters preparation, drives actionable improvements, and promotes a culture of sustained excellence across participating sites.

11. Schedule of the IMexI v2.0 Processes

Sr No	Activity	Date / Period
1	Application (for all categories)	From January 15 th , 2025
2	Assessment Commencement	Mid May, 2025
5	IMexI Felicitation Ceremony	December 5 th , 2025

- *The Prizes/Medallions will be conferred in December 2025. We shall inform you with more details are available.*
- *All Assessments will strictly be On-Site (Gemba)*

12. Facilitation Support (based on the MANEX GAP ANALYSER)

Post the MANEX GAP ANALYSER, a facilitation workshop can be requested for, wherein senior resources will explain the Observed gaps and shortcomings that need to be attended to and addressed by the facility.

Hansei will provide a Menu of Training sessions that can be availed of, for each of the pillars of the IMexI Model. The facility may choose to, at its discretion, avail any of the sessions, based on the gaps identified.

Mandatorily, to avoid any conflict of interest, there will be a different set of assessors/consultants be deployed during the final/main evaluation (for the IMexI Prize).

It is up to the individual sites to use this facility to effect the enhancement and hence their eventual standing in the prize program. Deploying the suggestions (post concurrence) effectively is the only way that enrolling in diagnostic-based support will make a difference in the final assessment.

Extended Support

At Hansei, we don't provide consulting support or endorse any particular consulting organization or any consultant in particular. We are equally respectful of all excellence ideologies

However, to encourage continuous improvement based on deploying advisories from our reports (that are submitted to the sites within a week to 10 days of the assessment), we have introduced the **Continuous Champions Certification**. Enrolment in this voluntary and complimentary program, Operational Leads in participant organizations will be recognized for effecting improvements in their sites based on the report submitted. More specifics of this can be had from the "{What is New in IMexI 2025 section. Do ask for the explanatory video as well)

We are supportive of, (and will repeatedly reiterate) open to and appreciative of all transformation models of Operational Excellence, be it TQM, TPM, TOC, Six Sigma, Kaizen...or any successfully deployed locally developed approach as well... as long as the vector appears logically right.

13. Docket Submission & Purpose

- All of those who apply will go all the way. Normally, there will be no rejections.
- The Application will be complete when the Application fees complement the completed & appropriately signed Application form.
- Site assessment fees will have to be paid one month before the Site assessment. This is to avoid any perceived conflict of interest.
- Once an Application is made, there can be no withdrawal, and the Authorising signatory of the facility undertakes to make sure of that.
- Detailed Achievement reports on Safety, Smart manufacturing, and Green adoption, may be shared, at the discretion of the participating site.

14. IMexI Information Dissemination Meeting (to Site Personnel)

A one-day workshop will be organised in Mumbai.

Individual Online information briefings can be organized on request by the applicant sites. These would typically be about an hour and can address the core Operations team.

Please write to imexi@kaizenhansei.in to schedule a session with our senior resources.

15. Assessment Schedule

The assessment will be for 3 days and will involve between 2 to 4 assessing resources. (this depends on the size and complexity of the operations)

The assessment program & schedule will be shared with sites nearer to the date of the assessment. This "Assessment Guidebook" will contain the schedule, and will throw light on the nature of queries in each department, that will be "discussed" during the assessment.

- The assessment will cover all regular functions of the supply chain including Production planning, Materials Planning, Procurement, Production, Stores, Quality, Maintenance, HR, NPD/Innovation/R&D, Technology/R&D, and Business Excellence teams.
- The assessment will check for the existence and effective deployment of required good manufacturing practices in a manner that promotes sustainability of the same. An improving trend of critical metrics...is also equally critical.
- The assessment will be driven largely by the facts seen and reflected in the GEMBA, and less so by the presentations made by various teams. To this extent, presentations may be limited to only those, as requested, by the assessors.

What do you need to do internally post-application and until the Assessment?

- Progress/ continue to increase the pace of consolidation/ deployment of GMP.
- PLEASE DO NOT make any changes in your existing systems and procedures without verifying the benefit to your organization.
- It is almost certain that the requirement to comply with IMexl requirements will be in perfect sync with your ongoing process. A waste...is largely a waste for all, except if the definition of business changes e.g., a Recycler).
- You can seek to get inputs from the Self Audit or the SAW if you choose to go for it.

16. Fee Details

Turnover (of applicant sites)	Application Fees (INR)	IMexl	Price For Each Value-Added initiative, to be assessed	
			Along with IMexl*	Independent of IMexl*
<= 100 Cr	95,000	3,45,000	1,50,000	2,50,000
> 100 Cr & <= 500 Cr		4,90,000	1,75,000	3,25,000
> 500 Cr & <= 1,000 Cr		5,80,000	2,05,000	4,05,000
> 1,000 Cr & <= 10,000 Cr		7,95,000	2,78,000	5,40,000
> 10,000 Cr		8,55,000	3,05,000	5,90,000

The 3 Value Added Initiatives Offered

- 1 SMART Manufacturer's Prize
- 2 GREEN Factory Prize
- 3 SAFE Factory Prize

Note-

* If companies apply for IMexl and other initiatives, the price per value added initiative mentioned in column 4 will be applicable.
 * Assessment for these initiatives will be conducted along with IMexl assessment
 ** Companies can apply for one or mutiple initiaitives (without applying for IMexl) as per the price per Value Added initiative mentioned in column 5.

Note:

- The above prices are exclusive of applicable taxes and surcharges, at the time of invoicing.
- The site assessment fee will have to be paid at least 1 month before the site assessment. This is to avoid a perceived conflict of interest.
- Electronic transfer is preferred.
- The site being assessed will have to provide and arrange for the to & fro air travel (economy), lodging, and boarding of the assessors. Norms for the same will be shared 15 days before the site visit.

17. Finalisation of Medal Categories

Categories of successful qualification would be based on the scores obtained during the assessment.

There would be the following categories of medallions;

- 1) IMexI India Icon Best of the Best
- 2) IMexI Apex Medallion..... Sustaining Excellence
- 3) IMexI Distinguished Medallion.....Improving Excellence
- 4) IMexI Commitment Medallion.....Aligned & Reliable Processes
- 5) Commendation Certificate.....Firm Resolve

This would be the pattern for the main IMexI Initiative, as well as the recognition programs of Safety, Smart.

18. Process Level Benefits as One Progresses up the Maturity Gradient

- As one progresses on this journey of IMexI, it is designed to ensure the effecting of a cultural transformation within an organization where identifying and eliminating all kinds of waste (throughout the value chain) becomes routine.
- Regular participation will increase the compliance and discipline of what is desired.
- Business Metrics take center stage and become the pivot around which other metrics get monitored.
- Process become stable at first...and then increasingly capable
- Efficiency and effectiveness of related transaction and information-based processes keep improving
- The impact of the above on financial performance gets seen...and becomes a natural pivot around which capability gets built
- Last, but not least, getting acknowledged credibly by a body of global excellence...is stimulating enough to step up the ante!

19. Privileges, Duties and Responsibilities of Medal Winners

All prize winners are expected to conduct themselves in a manner that is a reflection of their excellent standing and the accolade received.

To further the cause of Industry maturity, it is expected in principle, that, on request, the prize-acknowledged sites will organize Industry visits (non-competing companies) to their sites and be a part of facilitated Industry interactive events that will be organized.

Thank you.

imexi@kaizenhansei.in