



K a i z e n H a n s e i

The Integrated Manufacturing Excellence Initiative



Responsibility is the ability
to Remain Credible

IMEXI INDIA ICON

APEX
APEX PLUS

DISTINGUISHED
DISTINGUISHED PLUS

COMMITMENT
COMMITMENT PLUS

CONTENTS

Click on the topics with page numbers to navigate.

IMexI: A Five Year Journey	03
Testimonials & Past Qualifiers	05
Introduction	
IMexI v2.0 – 2025	06
Enhancements in 2025	
Pre-Assessment	07
Post-Assessment	08
The Ideology	09
The IMexI Framework	10 - 12
Value Added Initiatives	
Smart Manufacturer Prize	13
Safe Factory Prize	14
Green Factory Prize	15
Advisory Panel	16
IMEXI 2024 Snapshot	17



A Five-Year Journey of Excellence and Growth (2020–2024)

Over the last five years, IMexl (Integrated Manufacturing Excellence Initiative) has established itself as a hallmark of operational excellence in the manufacturing industry. This Cerebral and Merit based assessment program has seen substantial growth in participation. This steady rise reflects an increasing commitment across industries to adopt best practices, innovation, and digital transformation.

Participation Trends and Expanding Reach

Diverse Industry Representation: In addition to the Chemical, Packaging, and Electrical sectors, by 2024, industries such as FMCG (Personal Care, Food, Nutraceuticals), Automotive (OEMs and Components), and Engineering Equipment emerged as dominant players, showcasing their pursuit of excellence.

Recognition Patterns and Focus Areas

The program’s recognition framework shifted to encourage higher performance benchmarks:

- Distinguished Prizes grew significantly, from a single award in 2020 to 19 in 2023, indicating the maturity and quality of participants.
- Apex Prizes saw a notable surge in 2024, emphasizing top-tier performance and innovative practices.

Evolving Metrics of Excellence

Over the years, IMexl has emphasized metrics pertaining to Innovation, Technology, and Lean Excellence, underscoring its alignment with global trends like Industry 4.0 and Smart Manufacturing.

A Catalyst for Future Growth

As IMexl progresses towards 2025, its focus on themes like Smart Manufacturing, Green Factories, and Digital Transformation will continue to inspire industries to embrace sustainability and innovation. The initiative’s journey from fostering foundational excellence to celebrating cutting-edge practices highlights its pivotal role in shaping the future of Indian manufacturing.

PERFORMANCE FIRST... ACKNOWLEDGEMENT FOLLOWS

Supported by a National Media Partnership

	2021	2022	2023	2024	2025
THE ECONOMIC TIMES					
ET NOW		2022	2023		
ET Manufacturing				2024	2025*

*The Media Partners (likely) for IMexl Version 2.0 2025 will be finalized during the course of the year, as has been the case every year.

What Our Participants Say

“Validates our Manufacturing Excellence Journey” “Helped in our SMART Journey” “Helped solidify

Akhilesh Yadav,
Hindustan Unilever Limited

“Dipstick to measure the present level of performance in Manufacturing Excellence”

Jayavel Murugan,
L&T-Rubber Processing Machinery Division

“Shopfloor-based Initiative” will “catalyze us to Operational Excellence”.

Himanshu Pandey,
VP-Manufacturing
Zydus Wellness Products Limited

“IMexI challenges our mindset to achieve more to build a competitive Advantage”.

Shirish Yadav,
Exec Vice President, Foods Div,
ITC Limited

“Helped us introspect” “A patient, In-depth assessment”

S. Ravichandran,
COO,
Delphi TVS Technologies

“Rigorous excellence assessment”, “Well structured and focuses on continuous improvement”

M. S. Ravikumar,
Vice President - Manufacturing
& Supply Chain,
WABCO India Ltd

To read more testimonials, visit www.imexi.org

Wall of Fame



IMexI v2.0 – 2025

Comprehensive Updates and Enhancements

The IMexI 2025 initiative, now in its 2.0 version, takes on a new look and approach to emphasize its purpose and impact. This evolution elevates its focus from actively enabling actionability and fostering Continuous Improvement through its incisive & comprehensive assessments.

The following changes and enhancements detail the updated approach, paving the way for a more dynamic and impactful future.

Pre-Assessment Enhancements

One Day Training Session

ManEx 4.0 GAP Analyser

Training Modules for IMexI Pillars

Post-Assessment Enhancements

Continuous Improvement Champion

What Continues from 2024 Onwards

To maintain continuity and encourage excellence, the following aspects from previous cycles remain unchanged:

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 2.0 fosters preparation, drives actionable improvements, and promotes a culture of sustained excellence across participating sites.

One Day Training Session

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.

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.

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.

Continuous Improvement Champion

Process Overview:

- 1. Actionable Report Submission:** The IMexI assessment report is shared with the site within 7 days of assessment completion.
- 2. 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.
- 3. Recognition:** Successfully validated sites will have their OpEx leads and their team recognised as **“Champions of Continuous Improvement”** certificate during on the IMexI Felicitatation Day at the same venue.

Example

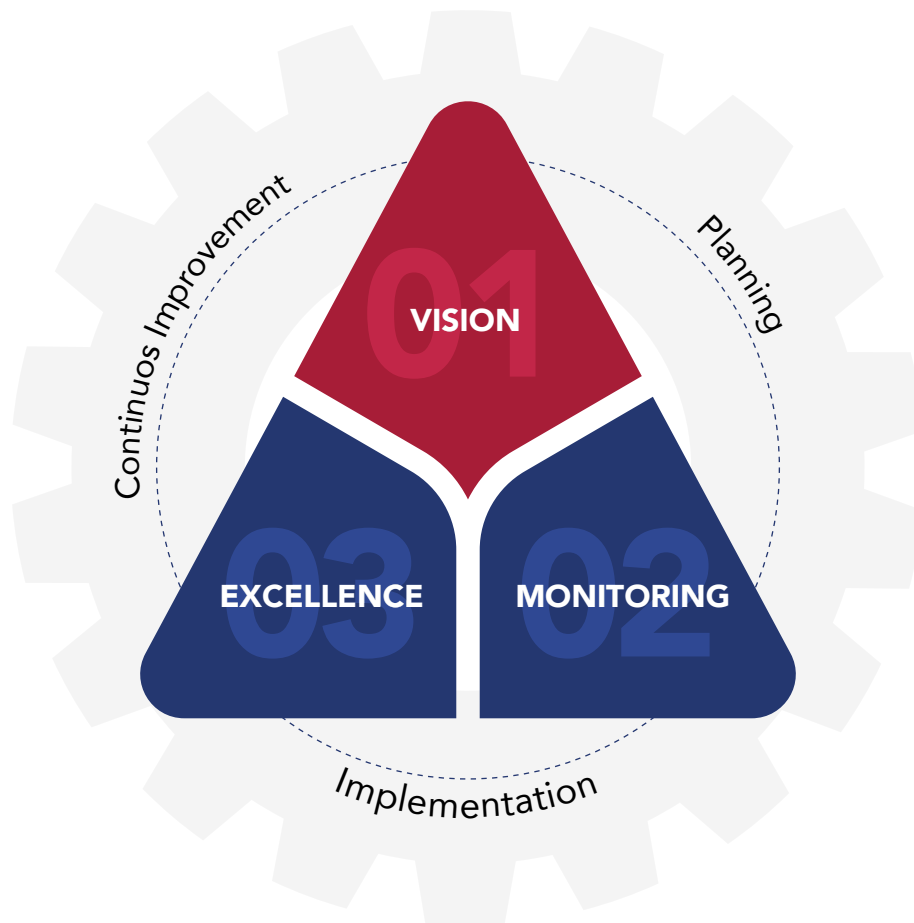
- Assessment Date: 10th November 2024.
- Report Submission: By 17th November 2024.
- First Certified Statement: By February 2025.
- Second Certified Statement: By May 2025.
- A quick virtual review by Ex Comm appointed panel
- Recognition: The OpEx Lead and his team are recognised as “Champions of Continuous Improvement” at the 2025 IMexI Felicitatation Ceremony.

The Ideology

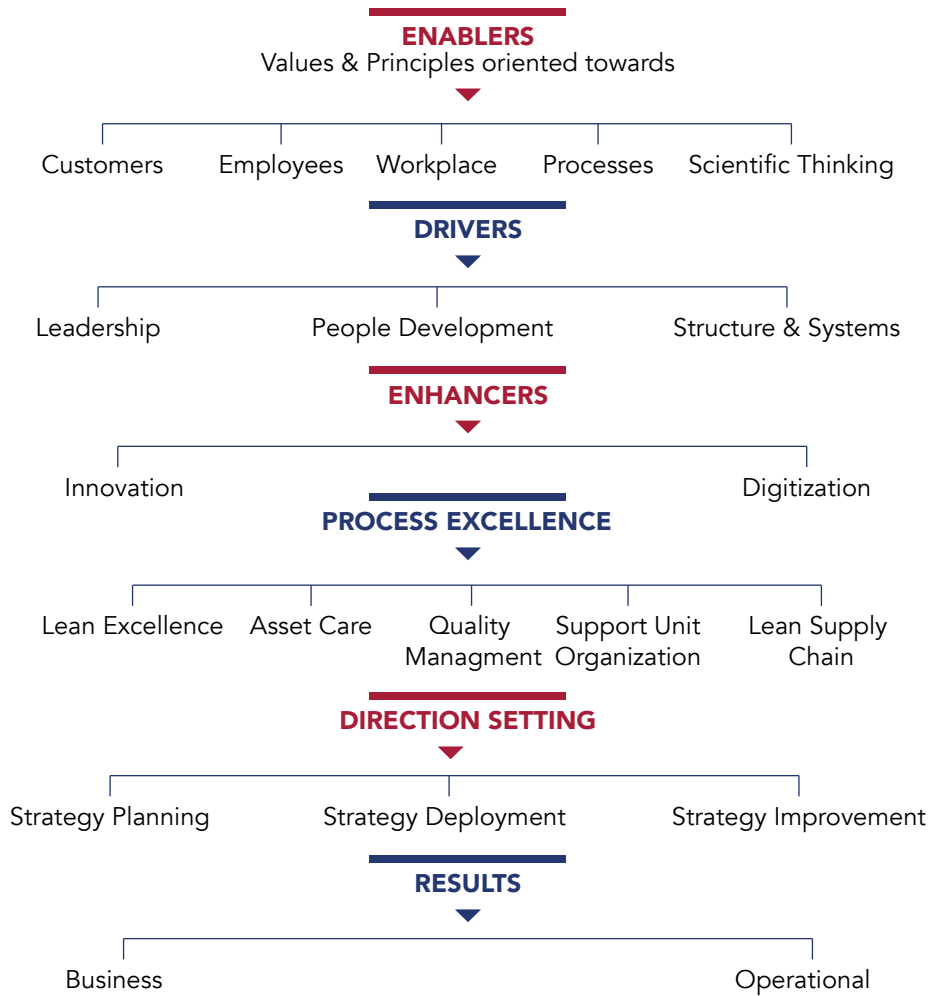
Manufacturing – Supply Chain Excellence is neither an accident and nor is it something that can happen spontaneously or without planning. It happens when visionary planning is complemented by meticulous and resolute implementation excellence and topped with adequate amounts of policy deployment based monitoring.

The program recognises Operational Excellence; no matter what the excellence philosophy. (could be TPM, TQM, Lean Sigma, WCM...or even a Home Grown, yet effective and sustained approach)

The On-site assessment methodology embodies this very principle, with a sound evaluation of the very foundations (The Enablers) that culturally makes up and differentiates various manufacturing organizations. It further goes on to evaluate the direction and effectiveness of deploying this into reality (by means of the Drivers involved as well as the Direction Setting Initiatives undertaken). Process Excellence initiatives are reviewed, so as to assess the Leanness and Flexibility of Operations, including the extended Supply chain. Having a roadmap, adoption of appropriate Technology (Automation/Smart/Predictive Analytics/Machine Learning/AI/IIOT, etc) and the ability to Innovate so as to derive competitive advantage is assessed to complete the site assessment.



The IMexl Framework

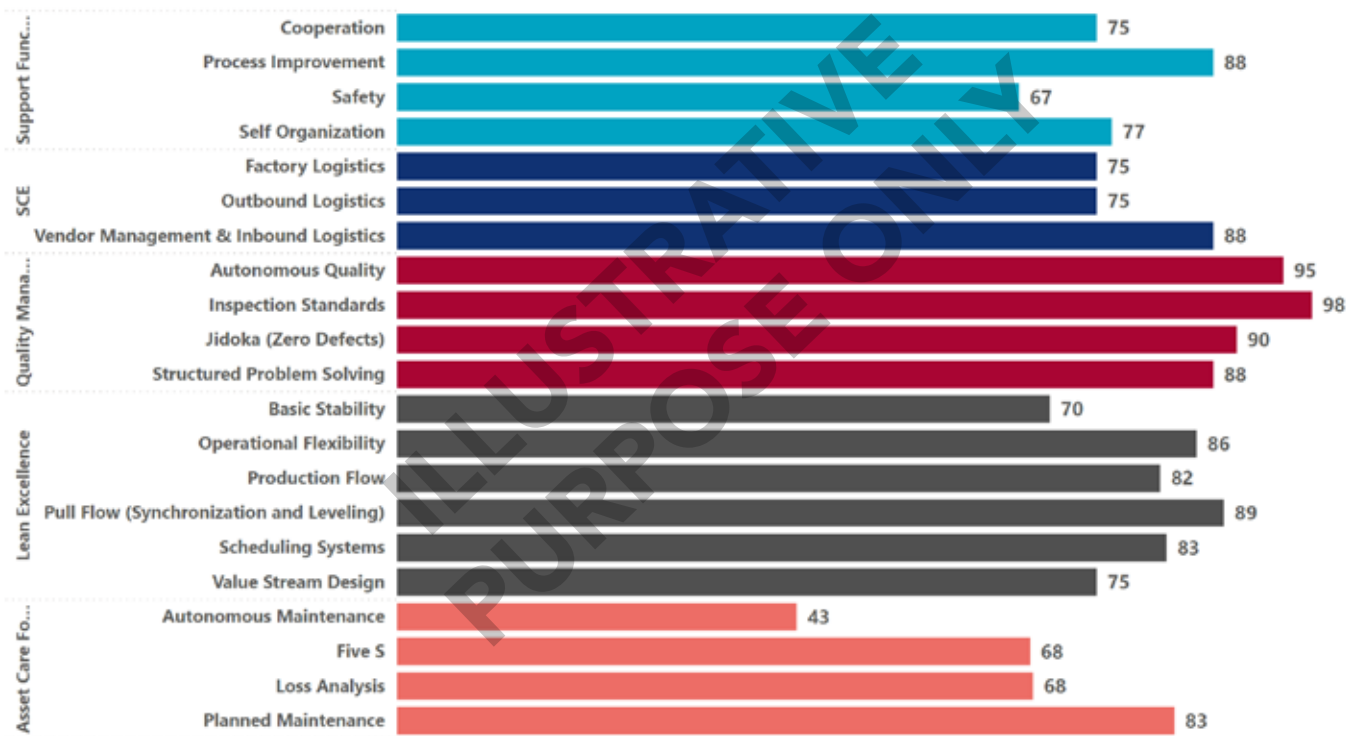


The IMexl Prize Categories

900 - 1000	IMexl INDIA ICON
800 - 900	IMexl APEX PRIZE
700 - 800	IMexl DISTINGUISHED PRIZE
600 - 700	IMexl COMMITMENT PRIZE
400 - 600	COMMENDATION CERTIFICATE

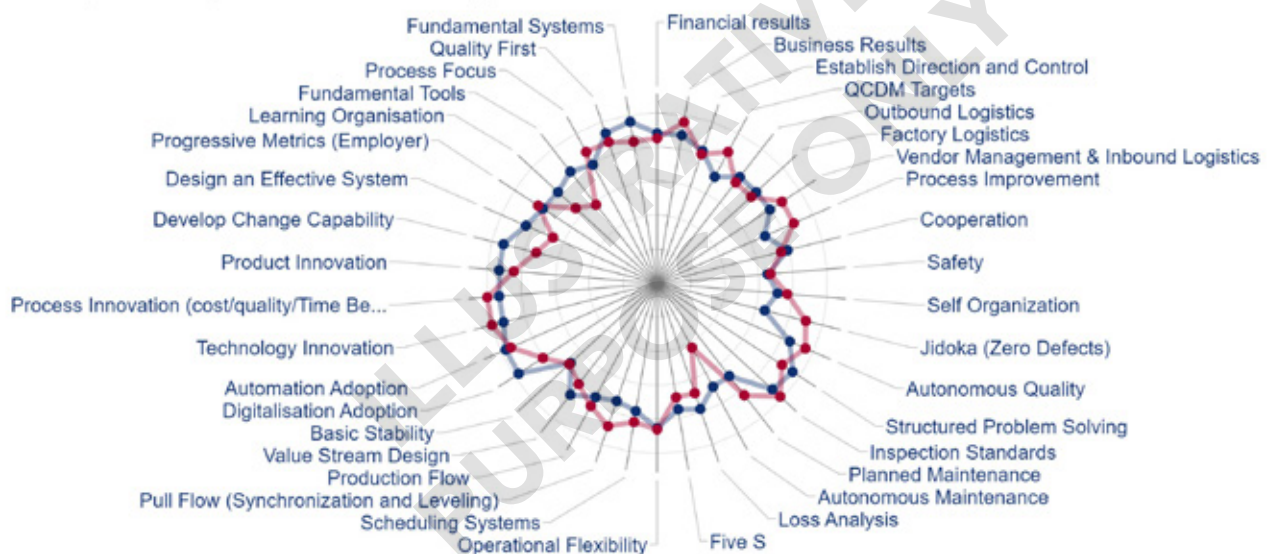
(Commitment PLUS, Distinguished PLUS & Apex PLUS will also be accorded to sites that qualify)

Process Excellence Parameters



Systems Orientation of the Manufacturing Organisation

Axis ● Aspirational Organization ● Assessee Organization



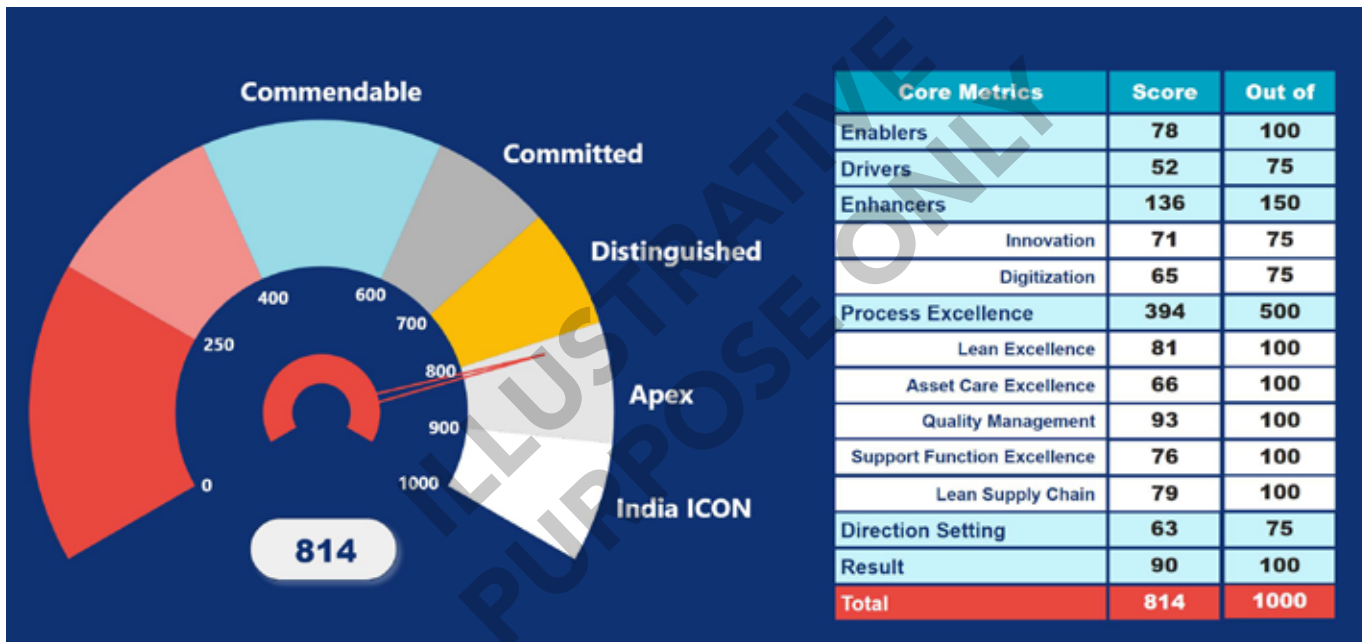
Know Where You Can Improve Relatively

Peer Comparison



A Detailed Quantified Score Card

Sets The Reference To Improve





Digitization.. Digitalization.. Digital innovation

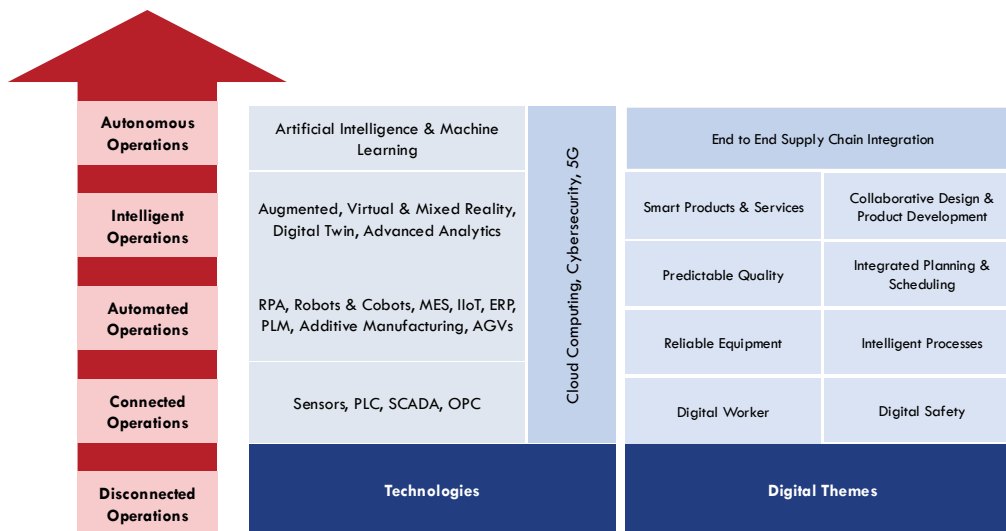
The manufacturing sector is embracing Industry 4.0 technologies to enhance Flexibility, Efficiency, Reliability, Predictability, and Resilience, consistently exceeding stakeholder expectations. These technologies are transforming traditional supply chains into dynamic, interconnected systems, fostering greater visibility, transparency, and predictability for faster decision-making and value creation.

Indian companies are evolving with predictive planning to meet flexible business demands and adapt quickly to new challenges.

Key enablers like MES, IIoT, 5G, AR/VR, Hyper-Intelligent Automation, Additive Manufacturing, Digital Twins, Advanced Analytics, AI, and Machine Learning are revolutionizing production. They boost factory efficiency, improve safety, and reduce costs significantly.

Assessment Framework:

The framework includes key elements adopted by companies globally to become future-ready. It assesses the use of relevant tools and technologies to deliver strategic value through improved financial performance, customer satisfaction, and the development of smart products, services, and processes.



Qualifying Criteria for Recognition:

Companies will have to 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 to apply for this value added module will have to put tick mark in the application form.

For application form write to imexi@kaizenhansei.in



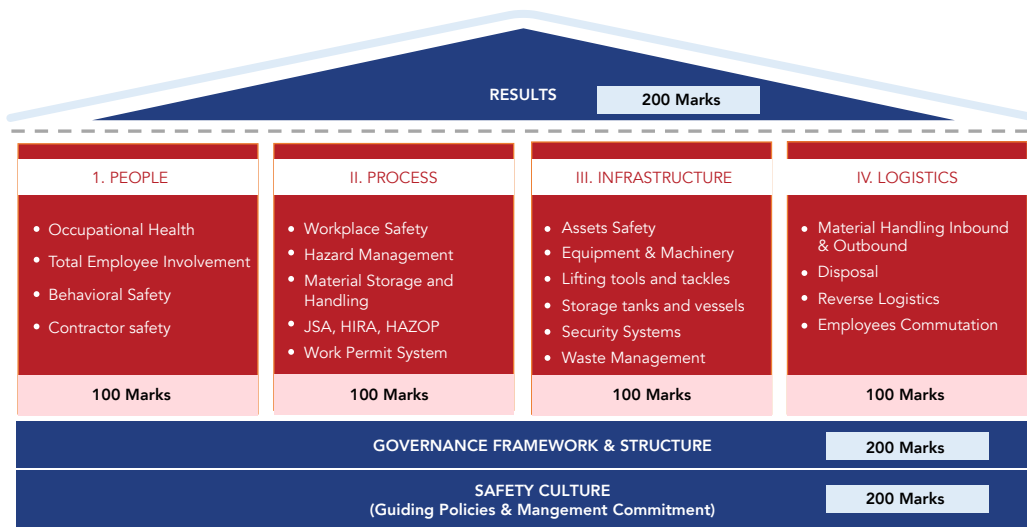
Where Safety is Guaranteed

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 with an objective 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 framework has been designed for comprehensive evaluation of an organization's safety governance, policies and effective implementation of safety practices.

Assessment Framework:

This Assessment framework incorporates key elements of global Safety Management Systems, evaluating systems, processes, & policies to ensure a safe workplace and support continuous improvement.



Qualifying Criteria for Recognition:

Companies will have to 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 to apply for this value added initiative will have to put tick mark in the application for.

For more information and to receive application form, please contact the Program Coordinator at imexi@kaizenhansei.in



Viab**le** Green is Sustainable

The Green Factory Initiative aims to align excellence initiatives with resource conservation and sustainable practices while facilitating risk prioritization and mitigation. Emphasizing financial sustainability as the only viable approach, the initiative focuses on various aspects of environmental stewardship and facility-related social responsibility, including green awareness, carbon footprint assessment, communication and reporting, energy efficiency, waste management, and more.

Organizations are recognized with categories ranging from Silver to Green ICON based on their performance in green operations, supply chain management, product sustainability, and adherence to responsible manufacturing practices. Ultimately, the Green Factory Initiative promotes responsible manufacturing practices that align with environmental sustainability and social responsibility, contributing to a more sustainable and resilient manufacturing sector.

Assessment Framework:

The Green Assessment framework incorporates key global practices for conserving natural resources through Green Initiatives. It evaluates systems and processes aimed at building a green and sustainable organization, focusing on Awareness, Green Operations, Green Supply Chain, and Green Products. Grades are based on Approach, Comprehensiveness, Effectiveness, and Continual Improvement.

GREEN AWARENESS	GREEN OPERATIONS	GREEN SUPPLY CHAIN	GREEN PRODUCTS
<ul style="list-style-type: none"> • Identification of Green Projects • Carbon Footprint Assessment • Communication & Reporting 	<ul style="list-style-type: none"> • Energy Efficiency & Renewable Sources • Yield and Waste of Materials • Water Usage & Pollution • Air Pollution & Emissions • Ecological Damage 	<ul style="list-style-type: none"> • Involvement & Development of suppliers • Transport optimization 	<ul style="list-style-type: none"> • Reduction of Hazardous materials • 3R of Non Biodegradable material • Maximization of life cycle • Eco-design

Qualifying Criteria for Recognition:

Companies will have to 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 value added initiative will have to put a tick mark in the application form.

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

Advisory Panel



Vinod Grover
Managing Director & Founder, Kaizen Institute, SAIN



Ajay Shankar
Former Secretary – DIPP
Former Member – Planning Commission
Former Member Secretary - NMCC



Dr. N Ravichandran
Manufacturing Guru, Executive Director & CEO (Retd), Lucas TVS Ltd.



Vijay Kalra
Ex ED & CEO MVML and Chief of Mfg.Operations AD



Y S Shashidhar
Advisor, Dubal Holdings, UAE & Former Partner & Managing Director, Frost & Sullivan



Pradeep Banerjee
Executive Director (Retd), Hindustan Unilever Ltd



Dr. Sarita Nagpal
Partner Kaizen Institute, India, Former DDG & Former Principal Counsellor at CII



Ajay Tandon
Former MD & CEO, TATA Autocomp Systems Ltd, Former CEO, Tata Johnson Controls

Who should **consider applying?**



All serious disciples of lean and operational excellence.



All organisations that want to have a quick reality check on the progress and maturity status of their efforts.



Those who want to make a positive statement towards stakeholder value enhancement.



Managements that want to understand the adequacy of and need for additional support by their supply chain organisations.



Manufacturing organisations that will benefit from an outside-in perspective of whether they are doing sufficient enough.



Organisations that believe in meritorious and credible recognitions. An accolade should be the natural outcome of an established process...and/but not the end in itself.



A meritorious and fair based recognition will have a motivating effect on teams and internal initiatives... thus facilitating the cause of continuous improvement.

IMEXI 2024 PRIZE WINNERS



FOR MORE DETAILS VISIT
WWW.IMEXI.ORG

FOR QUERIES CALL +91 96118 44548