



# Where Operational Excellence Meets Vision 2030-2040

Globally aligned, rigorously validated excellence framework, strong success record in India. Now customized for the UAE's industrial vision.

# Why IMExl? Why Now in the Middle East?

## The Middle East is Ready. IMExl is the Catalyst.

### Regional Visions: MIDDLE EAST's Operation 300bn, Saudi Vision 2030, Oman Vision 2040, Net-Zero commitments across the GCC

The region's push into manufacturing is not just a response to short-term trends, but a deeply coordinated, long-term policy pivot. National strategies of KSA, UAE, Qatar, Oman, Kuwait, Jordan, and other countries in the Middle East anchor manufacturing at the core of their future economic identities, promising stable, government-supported growth and investment resilience over the next decade.

- Bold national visions, government-driven investments, and a strategic focus on diversification, technology, and sustainability shape the Middle East's manufacturing future—regional Foundations.
- Gulf countries are transitioning from oil dependence to advanced manufacturing, enabled by the rapid adoption of Industry 4.0 technologies, robust infrastructure, and a push for economic diversification.
- The region is a nexus for trade between Asia, Europe, and Africa, with significant infrastructure projects enhancing global supply chain integration. Countries are also prioritizing sustainability, investing in green hydrogen, renewables, and electric vehicles to anchor future growth.

Country	Vision / Plan
Saudi Arabia	Vision 2030
UAE	Operation 300bn, Dubai 2030, Abu Dhabi 2025
Oman	Vision 2040
Qatar	National Vision 2030
Egypt	Industrial Expansion Plan
Kuwait	Vision 2035
Bahrain	Economic Vision 2030



# Why IMexI? Why Now in the Middle East?

## The Middle East is Ready. IMexI is the Catalyst.

**There is a need for structured, merit-based validation of excellence journeys.**

The Integrated Manufacturing Excellence Initiative (IMexI) is a rigorous, on-site assessment program that validates how far your manufacturing facility has progressed on its excellence journey, **in real operational terms**.

- IMexI is not based on self-nomination or documentation.
- It is built around **deep, merit-based introspection** by seasoned industry professionals with over 20 years of experience.

### **IMexI as a transformation enabler.**

Most importantly, **over 70% of the assessment time is spent at the Gemba—the shopfloor**, not in boardrooms. Within 10 working days, you receive a quantified report that reveals:

- Your maturity benchmark against peers and global best practices
- What's working, what's not, and where to improve
- A credible foundation for prioritizing improvement efforts

**IMexI recognizes performance, not promises.**

**It is not an award ceremony—it is a capability-building compass.**

Each plant is evaluated over 3 days using a **structured, multi-layered framework** that spans:

- Strategic clarity and deployment
- Process excellence and lean maturity
- Digital readiness and innovation
- Asset care and quality systems
- People development and safety culture
- Business and operational results

**Rapid industrial diversification needs a performance compass.**



# What Is IMexI?

## Tested, Trusted and Transformative

A globally-aligned, rigorously validated excellence framework, with a strong success record in India, and now customized for the UAE's industrial vision.



200+ plants assessed across sectors – FMCG, Oil & Gas, Chemicals, Auto, Pharma, Engineering



Recognized by HUL, ITC, Zydus, Reliance Industries, L&T, ZF, and others



Designed by senior practitioners with 20+ years of experience



Strong integration with Lean, TPM, WCM, and Digital best practices



Outputs: Actionable introspection reports within 10 working days



Recognized by leading CXOs as "credible and rigorous"



70% of time spent on the shopfloor (Gemba) Actionable reports in 10 days

**IMexI**

A Five-Year Journey of Excellence and Growth (2020–2025)

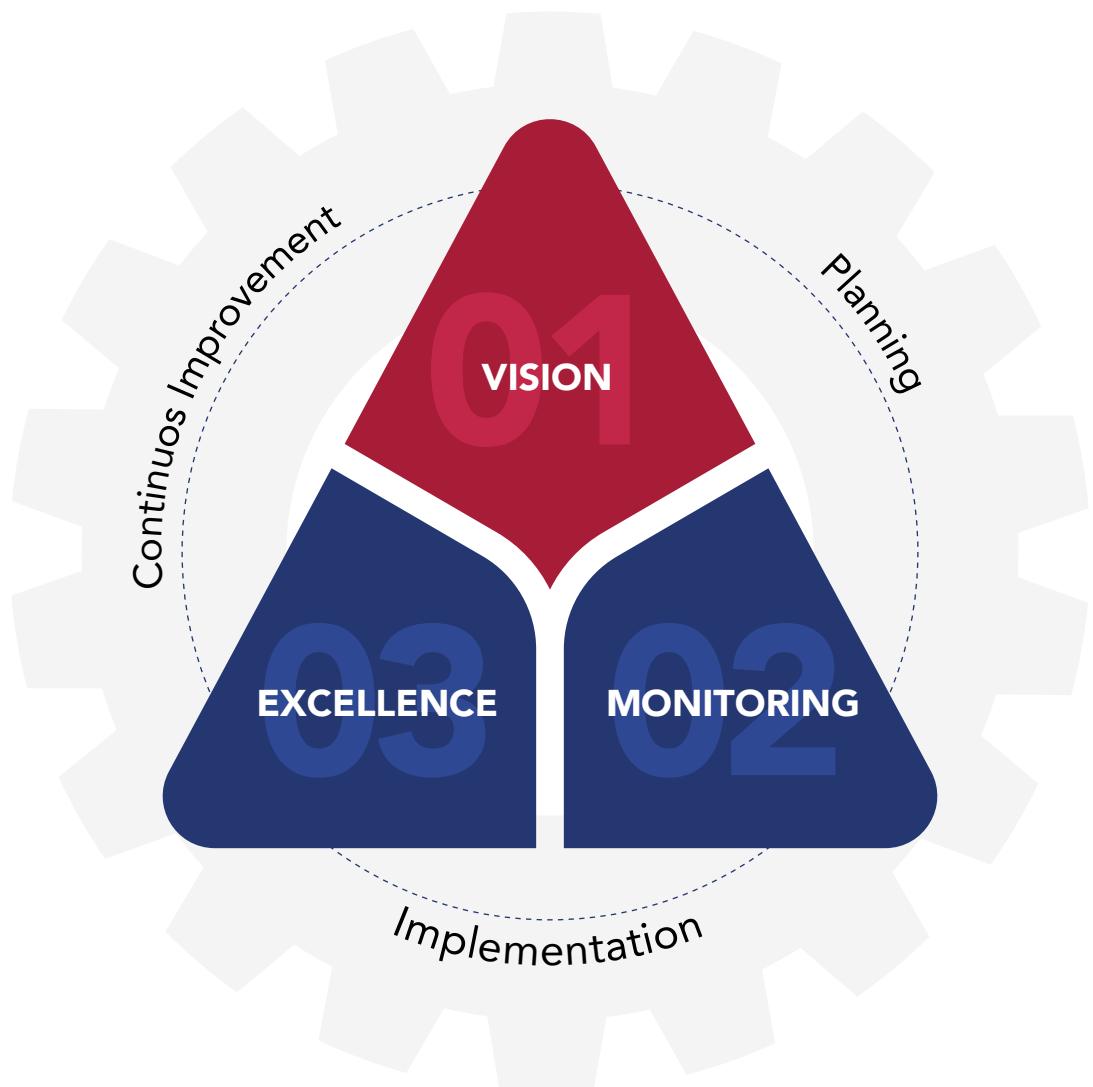
5

Over the last five years, IMexI (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.

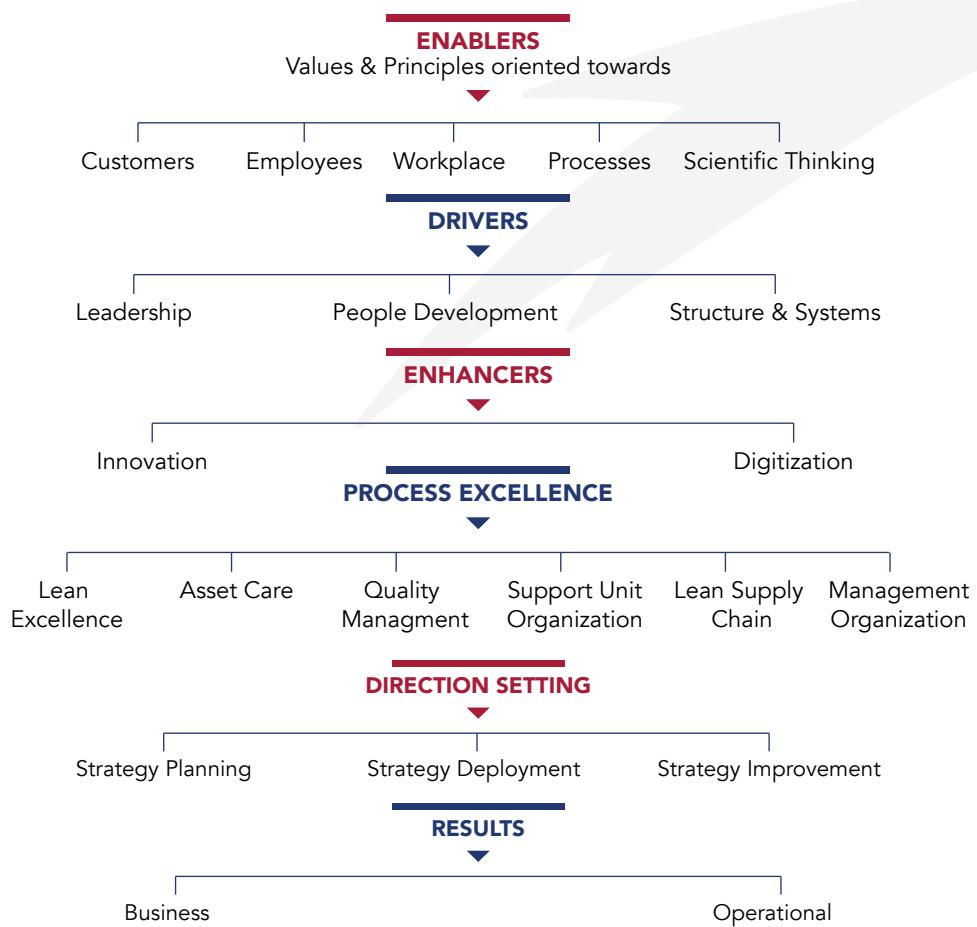
# The Ideology

Manufacturing – Supply Chain Excellence is neither an accident nor something that can happen spontaneously or without planning. It occurs 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, regardless of the underlying 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 make up and differentiate various manufacturing organizations. It further goes on to evaluate the direction and effectiveness of deploying this into reality (using the Drivers involved 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, adopting appropriate Technology (such as automation, smart, predictive analytics, machine learning, AI, and IIoT), and the ability to innovate to derive a competitive advantage are assessed to complete the site assessment.



# The IMEXI Framework

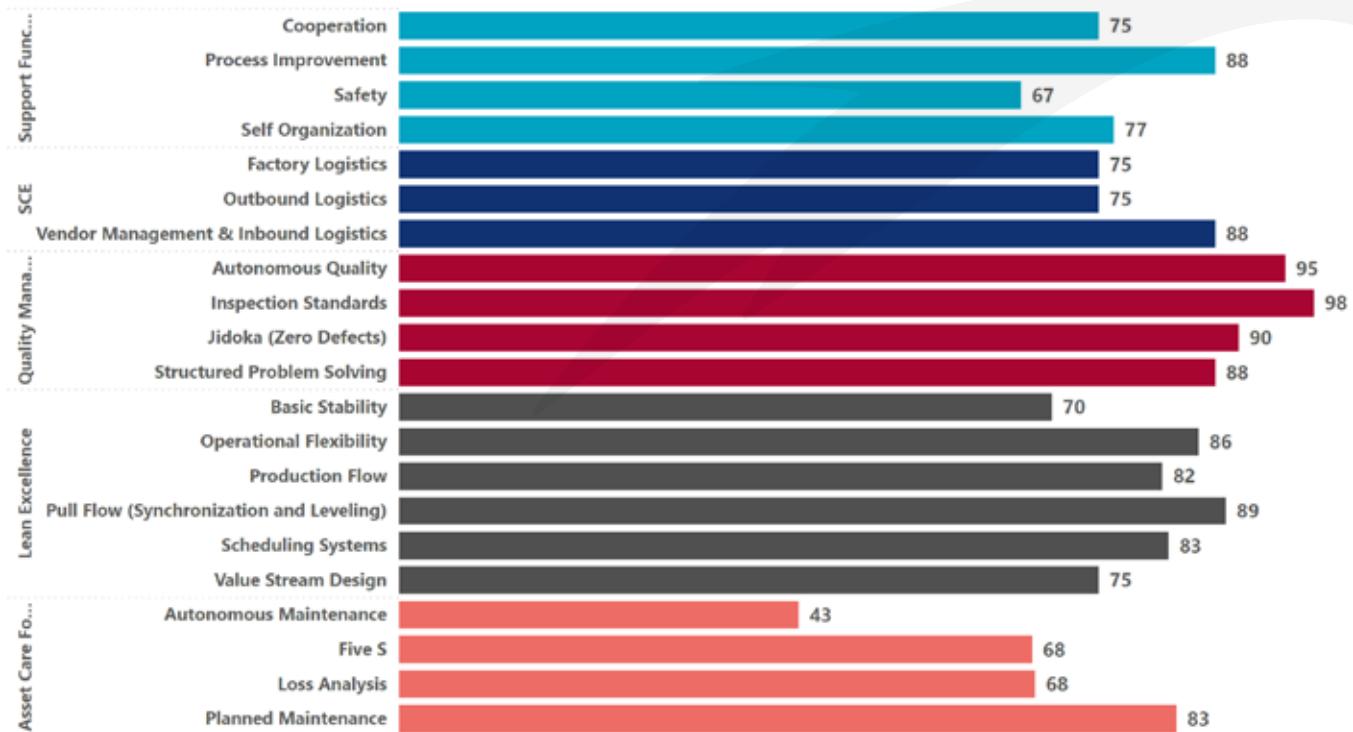


## The IMEXI Prize Categories

<b>900 - 1000</b>	<b>IMEXI ME ICON</b>
<b>800 - 900</b>	<b>IMEXI APEX PRIZE</b>
<b>700 - 800</b>	<b>IMEXI DISTINGUISHED PRIZE</b>
<b>600 - 700</b>	<b>IMEXI COMMITMENT PRIZE</b>
<b>400 - 600</b>	<b>COMMENDATION CERTIFICATE</b>

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

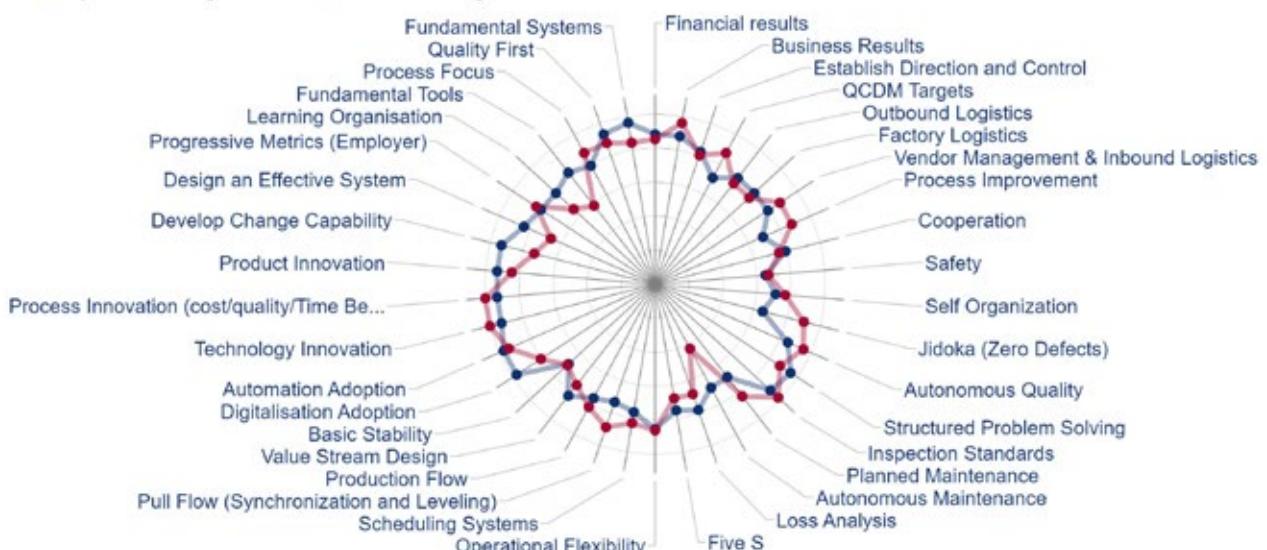
# Process Excellence Parameters



\*ILLUSTRATIVE PURPOSE ONLY

## Systems Orientation of the Manufacturing Organisation

Axis • Aspirational Organization • Assessee Organization



\*ILLUSTRATIVE PURPOSE ONLY

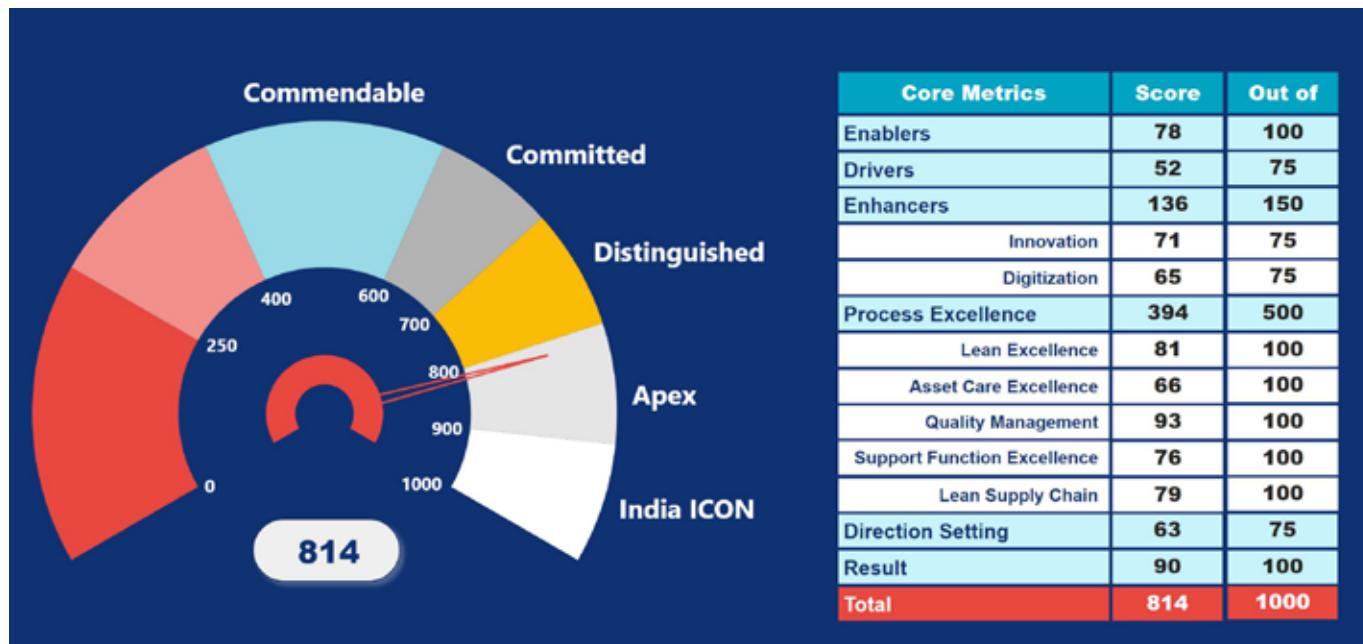
# Know Where You Can Improve Relatively

## Peer Comparison



*\*ILLUSTRATIVE PURPOSE ONLY*

## A Detailed Quantified Score Card Sets The Reference To Improve



*\*ILLUSTRATIVE PURPOSE ONLY*



## Digitization.. Digitalization.. Digital innovation

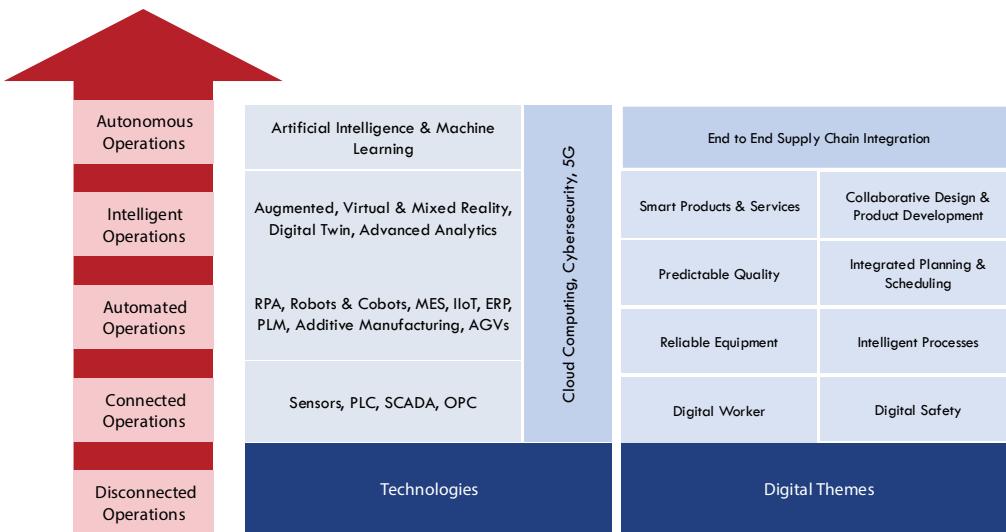
The manufacturing sector is embracing Industry 4.0 technologies to enhance Flexibility, Efficiency, Reliability, Predictability, and Resilience, consistently exceeding stakeholder expectations. These technologies are transforming traditional supply chains into dynamic, interconnected systems, fostering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

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 innovative 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](mailto:imexi@kaizenhansei.in)



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

### 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](mailto:imexi@kaizenhansei.in)

# Who should consider applying?



All serious disciples of lean and operational excellence.



All organizations' 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 organizations'.



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



Organizations that believe in meritorious and credible recognition. 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.

# What Our Participants Say

*"Validates our Manufacturing Excellence Journey" "Helped in our SMART Journey" "Helped solidify"*

— **Hindustan Unilever**

*"Dipstick to measure the present level of performance in Manufacturing Excellence"*

— **L&T-Rubber Processing Machinery Division**

*"Shopfloor-based Initiative" will "catalyze us to Operational Excellence".*

— **Zydus Wellness Products Limited**

*"IMexl challenges our mindset to achieve more to build a competitive Advantage".*

— **ITC Limited**

*"Helped us introspect" "A patient, In-depth assessment"*

— **Delphi TVS Technologies**

*"Rigorous excellence assessment", "Well structured and focuses on continuous improvement" business.*

— **WABCO**

Please tick the relevant subcategories you would like to apply for additionally:



Applying Entity : \_\_\_\_\_

Site Location : \_\_\_\_\_ City / Town : \_\_\_\_\_

Address : \_\_\_\_\_

Products	Turnover (USD million)	Employees (No)	Casuals (Nos)	Built Up Area (Sq ft)	Exports (USD million)

#### Highest Ranking Official (of Applicant Entity)

Name : \_\_\_\_\_  
 Designation : \_\_\_\_\_  
 Email : \_\_\_\_\_  
 Mobile : \_\_\_\_\_

#### Liaison Person

Name : \_\_\_\_\_  
 Designation : \_\_\_\_\_  
 Email : \_\_\_\_\_  
 Mobile : \_\_\_\_\_

#### DECLARATION

- I hereby declare that I am authorized to make this application on my organization's behalf. This Application, duly authorized by me, indicates my organization's **irreversible decision** to participate in this program.
- I understand that I will have to submit Applicable fees along with this Form to complete the application process. I further acknowledge that I will be required to pay the applicable site assessment fees at least 1 month before the Site Assessment.
- Both payments will be on "Immediate presentation of the invoice". To maintain the credibility of the assessment, all expenses, including the Site Assessment fees, should be paid at least 1 month before the Site Assessment.
- I understand and undertake to provide and arrange for the travel & stay of the assessment team, as and when the schedule is finalized and made known to me.
- While I appreciate that the IMEXI Committee will keep my application details confidential, I confirm that it has been made clear that no sensitive information (data/metrics/financial) will be requested of us for any purpose before/during/after the assessment.

#### Authorising Official (of this Application)

Name : \_\_\_\_\_  
 Designation : \_\_\_\_\_  
 Email : \_\_\_\_\_  
 Mobile : \_\_\_\_\_



Signature & Seal of Authorizing Person

Date : \_\_\_\_\_

**Document submission Requirement** (Minimum 2 weeks prior to Assessment)

1. Plant Overview presentation (only non-classified information)
2. Performance on key OpEx metrics (PQDCSM or equivalent)
  - Annual averages for last 2 years
  - Present year's monthly averages...YTD.

The above need to be the latest available set of documents, and need not necessarily be prepared for IMEXI 2026

FEE DETAILS		SITE ASSESSMENT FEES OPTIONS		
Turnover (of applicant sites)	Application Fee (USD)	IMEXI	Price For Each Value-Added initiative *, to be assessed	
			Along with IMEXI #	Independent of IMEXI @
<= 10 USD million	2,000	6,000 USD	3,000 USD	6,000 USD
> 10 <= 50 USD million		8,500 USD	4,000 USD	8,000 USD
> 50 & <= 100 USD million		10,000 USD	5,000 USD	10,000 USD
> 100 & <= 1000USD million		14,000 USD	6,000 USD	12,000 USD
> 1000 USD million		17,500 USD	7,000 USD	14,000 USD

The 3 Value Added Initiatives Offered

SMART Manufacturer's Prize  GREEN Factory Prize

**Note-**

# If companies apply for IMEXI 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 IMEXI assessment

@ Companies can apply for one or multiple initiatives (without applying for IMEXI) as per the price per Value Added initiative mentioned in column 5.

@ To apply solely for Smart Manufacturer or Green Factory recognition, please write to us or call the coordinates provided

Please e-mail the scanned copies of duly filled application documents to The Program Co-ordinator, IMEXI on

**imexi@kaizenhansei.in** or get in touch on **+91 74117 56405**

