

The Integrated Manufacturing Excellence Initiative

 **IMEXI**  
2026



Responsibility is the  
ability to Remain Credible

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## A Six-Year Journey of Excellence and Growth (2020 - 2025)

Over the last six 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 Reach

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

### 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 2026, 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.

Besides the three above, based on feedback from Industry, IMExl 2026 will also see the introduction of the **ADVANCED QUALITY EXCELLENCE MODULE** and the **ADVANCED SUPPLY CHAIN EXCELLENCE MODULE**. This is for those companies that believe in MUCH beyond mere compliance.

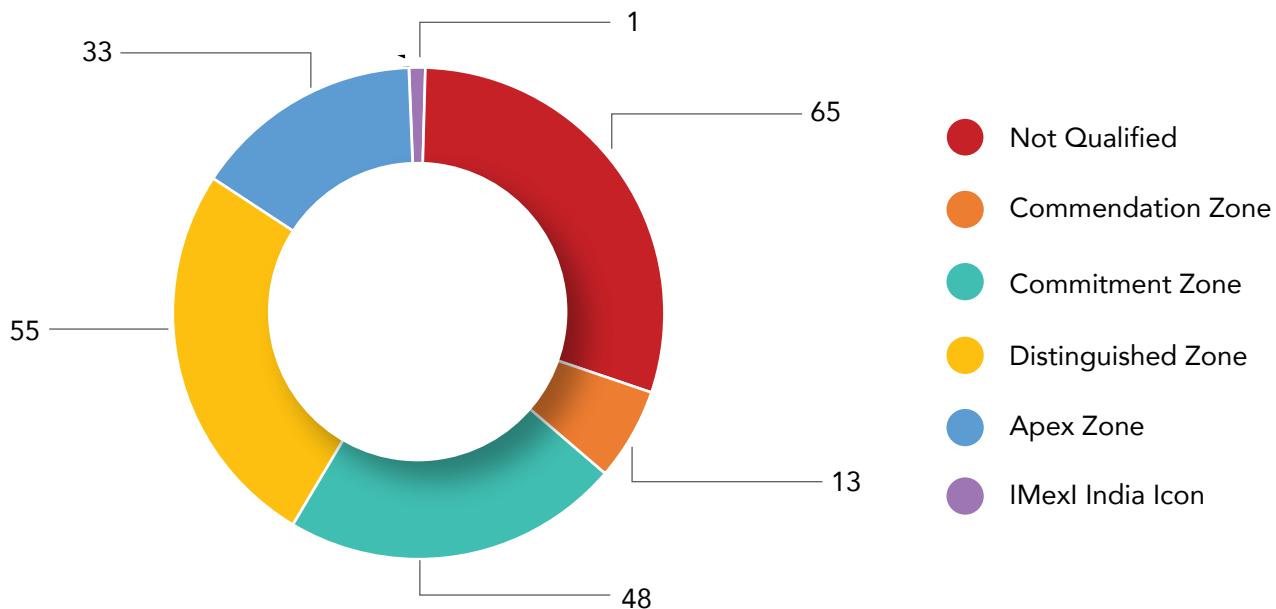
## PERFORMANCE FIRST... ACKNOWLEDGEMENT FOLLOWS

### Supported by a National Media Partnership

| ET THE ECONOMIC TIMES | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|-----------------------|------|------|------|------|------|------|
| ET NOW                |      | 2022 | 2023 |      |      |      |
| ET Manufacturing      |      |      |      | 2024 |      |      |

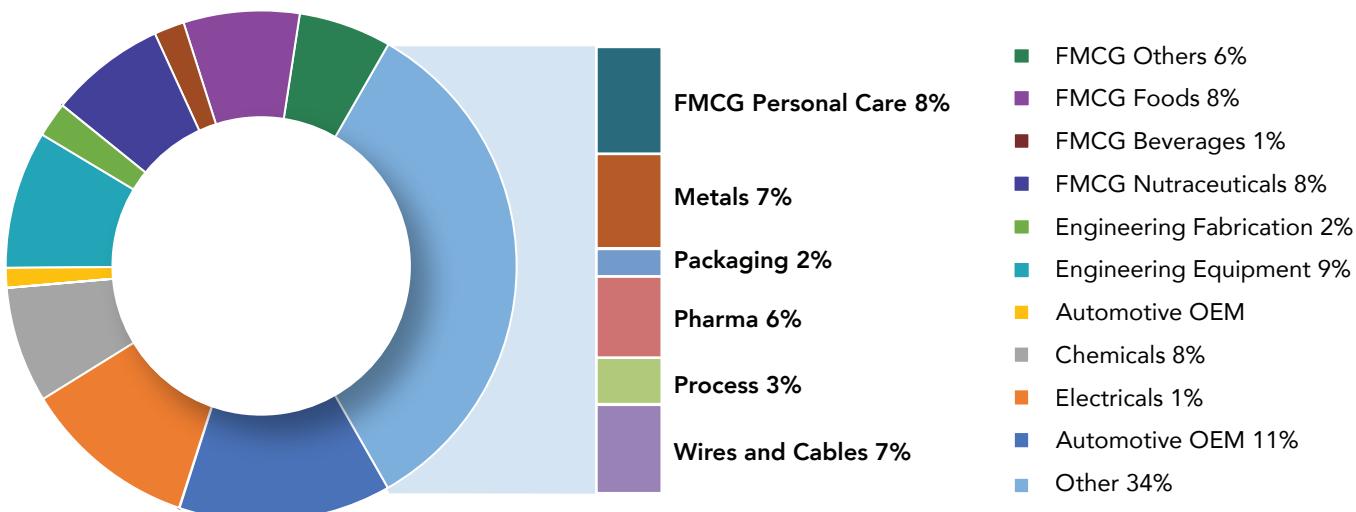
# Total Participation Over Past 6 Years

Of the 215 participants from 2020 to 2025, there have been 137 who qualified at various qualifying levels and 13 who were accorded a Certificate of Merit.



## Breadth of Industry Participation

IMExl has seen participation from across 16 Industry segments, dominated to an extent by Automotive, FMCG and Chemicals



# Wall of Fame

|   |   |   |  |   |   |
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## Strategic benefit to Participants

### Why Leaders Return to IMExl

Because IMExl delivers something rare: clarity that deepens, capability that compounds, and confidence that grows with every assessment.

Leaders across industries—many of whom return year after year—highlight seven reasons why IMExl becomes a long-term partner rather than a one-time evaluation.

#### IMExl Validates Direction, Not Just Performance

Leaders return because IMExl confirms **whether they are moving in the right direction**, not merely how well they performed last year.

*This assessment is not about a score or an award. It validates that the path we are taking is the right one.*

— SreeRangarajan, Nivea Flagship Factory

*As organisations grow and scale, this outside-in view becomes essential to understand what better looks like.*

— Anand Shukla, Raychem RPG

## Each Assessment Goes Deeper as Maturity Increases

**“This is our third consecutive year. Each assessment clearly picks up new gaps using cross-industry benchmarks.**

— T. S. Manjunath, Ashok Leyland

**“Even after TPM and JIPM, IMexl showed us there is much more to learn.**

— Vijay Kasture, Belrise Industries

**“What we believed was already strong still had opportunities we had not seen before.**

— Veerayya Hiremath, Tata Motors

## Progress Is Tangible, Measurable, and Visible

Leaders return because IMexl translates insight into **demonstrable improvement**, not abstract recommendations.

**“We moved from a score of 620 to 720. This reflected real gains in capacity utilisation, yield, and operational excellence.**

— Vivek Tyagi, Raychem RPG, Vasai

**“We started at 480 and progressed to 717. That itself proves what continuous improvement can achieve.**

— Nandakumar H, Shibaura Machine Tools

**“The assessment helped us scale efficiencies, reduce cost, and improve reliability.**

— Vivek Dahake, Triveni Turbines

## IMexl Is Deeply Gemba-Based and Credible

Leaders repeatedly emphasise that IMexl retains **rigour, honesty, and shopfloor depth**, even as organisations mature.

**“This is a much more gemba-based assessment—deeply rooted in real operations.**

— B. L. Dewangan, JSW Steel

**“Subject-matter experts go into the nook and corner and identify what internal teams miss.**

— Neeraj Kumar Gupta, Vedanta Limited

## IMexI Drives Cultural and Behavioural Change

Beyond tools and systems, leaders return because IMexI influences **mindsets, ownership, and behaviour**.

**“It pushes teams to become adaptable—not only in doing, but in thinking.**

— K. Srinivasan, Endurance Group

**“Hansei—self-reflection, ownership, and action—is what makes improvement real.**

— Nishikant Joshi, Belrise Industries

## IMexI Strengthens Customer and Market Alignment

Leaders return because IMexI reinforces the link between **manufacturing, customer value, and market responsiveness**.

**“Manufacturing excellence must ultimately align to consumer needs.**

— Manoj Shukla, ITC

**“IMexI helped us become more agile, consistent, and responsive to market demand.**

— Prasun Bansal, ITC Foods

**“Customer centricity and PQCDSM are strengthened through this assessment.**

— Himanshu Sharma, Polycab

## IMexI Motivates Teams and Builds Pride

Finally, leaders return because IMexI **energises people**, not just systems.

**“The recognition motivates teams to continue their improvement journey.**

— Anant Maheshwari, ITC Foods

**“People feel comfortable, engaged, and motivated throughout the assessment.**

— B. L. Dewangan, JSW Steel

# IMexI v2.0 – 2026

## Corporate Version, new Value-Added Options 2026 and Post Assessment support

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

### Enhancements in Value-Added Options

Advanced Quality Excellence Module

Advanced Supply Chain Excellence Module

### Post Assessment Enhancement

IGNITE to IMPROVE workshop (at your site) and the Readiness and Trajectory Review

**What Continues from 2025 Onwards :** To maintain continuity and encourage excellence, the following aspects from previous cycles remain unchanged:

#### PLUS Categories:

- **Commitment PLUS Prize:** Awarded to sites scoring over **650**.
- **Distinguished PLUS Prize:** Awarded to sites scoring over **750**.
- **Apex PLUS Prize:** Awarded to sites scoring over **850**.

Sites must also satisfy other specific conditions to qualify for these categories.



*The Integrated Manufacturing Excellence Initiative*  
**Scaling Manufacturing Excellence Across  
Multi-Site Enterprises**

**IMexI Corporate** is a structured, governance-led framework that enables **credible, enterprise-wide recognition of manufacturing excellence** across multi-site organisations—without diluting the rigor of individual site assessments.

Designed for corporates with **five or more manufacturing sites**, IMexI Corporate moves beyond flagship-plant narratives to provide a **statistically representative, system-level view of operational maturity**.

Please refer to Page 14 for more detailed information.

## Post-Assessment Enhancements

### Ignite to Improve and Readiness & Trajectory Review (RTR)

IMexI extends beyond assessment through two **clearly bounded, non-scoring interventions** that help organisations **convert insight into action and decide the right moment for reassessment**—without compromising assessment integrity.

Together, they ensure that improvement is **owned, governed, and sustained**, not episodic.

A Two-Day Implementation Workshop Conducted **AT YOUR SITE**



**From IMexI Insight to Execution Ownership - Ignite to Improve** is an **optional, time-bound enablement workshop** conducted post an IMexI Site Assessment.

Its purpose is to **translate assessment truth into a focused, owned, and executable improvement agenda**.

#### What Ignite is?

- A **facilitated introspection and planning** forum
- A structured mechanism to convert IMexI findings into:
  - **5–7 priority initiatives**
  - **Clear ownership and governance cadence**
  - A first **60–90 day execution plan**
- A **capability and ownership accelerator**—not an implementation substitute

#### What Happens

- Synthesis of IMexI **themes and systemic gaps**
- Prioritisation of **quick wins vs structural work**
- Design of the **"how"**:
  - review rhythm, escalation paths, evidence discipline
- **Outputs:**
  - 90-day Improvement Charter, Initiative runbook templates, Internal governance rhythm calendar



The **Readiness & Trajectory Review (RTR)** is a **non-scoring, forward-looking review** conducted typically **7–8 months after an IMexI assessment**. "Are you ready for a reassessment in the near future?"

#### What RTR is?

- A **readiness and momentum check**, not a maturity judgment

#### What Happens

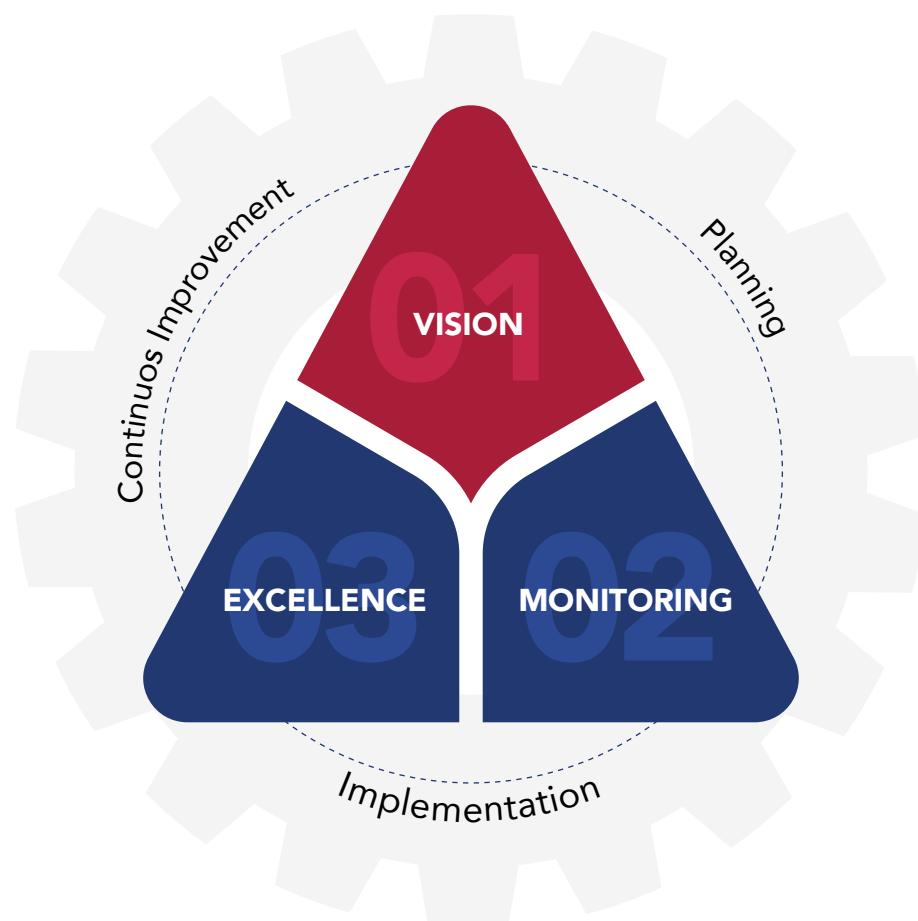
- A **confidential Readiness & Trajectory Note**, for **internal use only**

# The Ideology

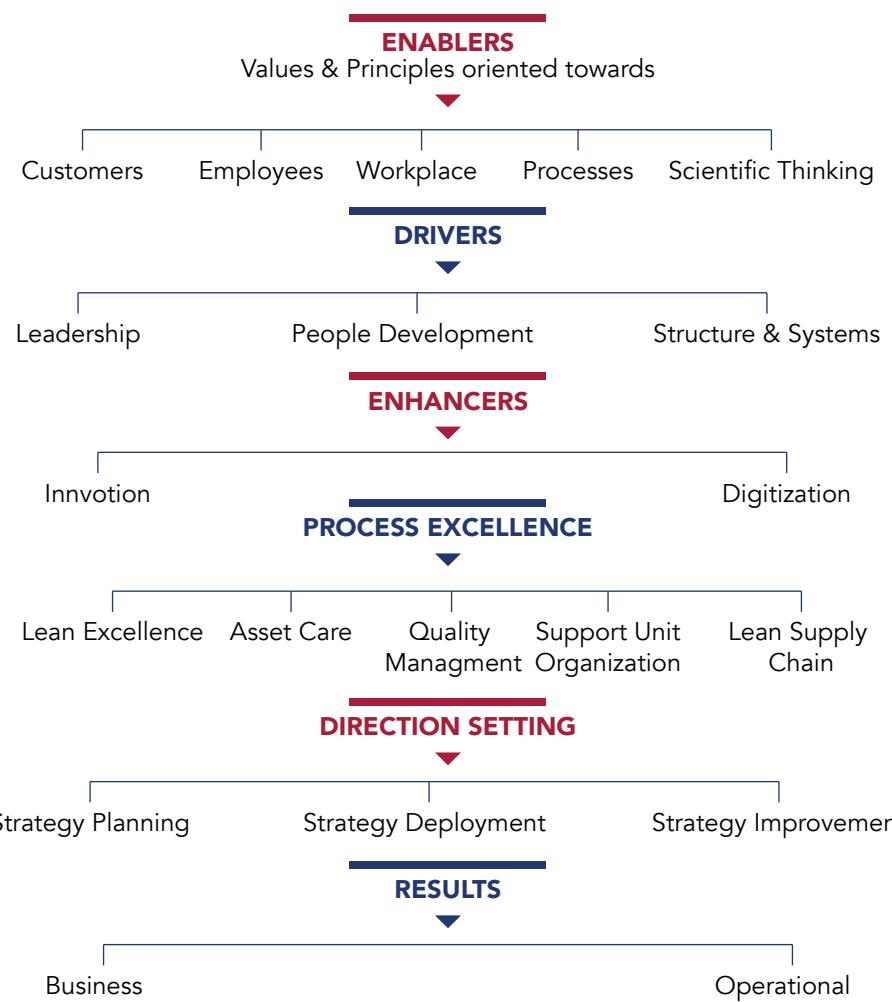
Manufacturing – Supply Chain Excellence is neither an accident and nor is it something that can happen spontaneously or without planning. It happens when visionary planning is complemented by meticulous and resolute implementation excellence and topped with adequate amounts of policy deployment based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



## The IMEXI Prize Categories

**900 - 1000** **IMEXI INDIA ICON**

**800 - 900** **IMEXI APEX ZONE**

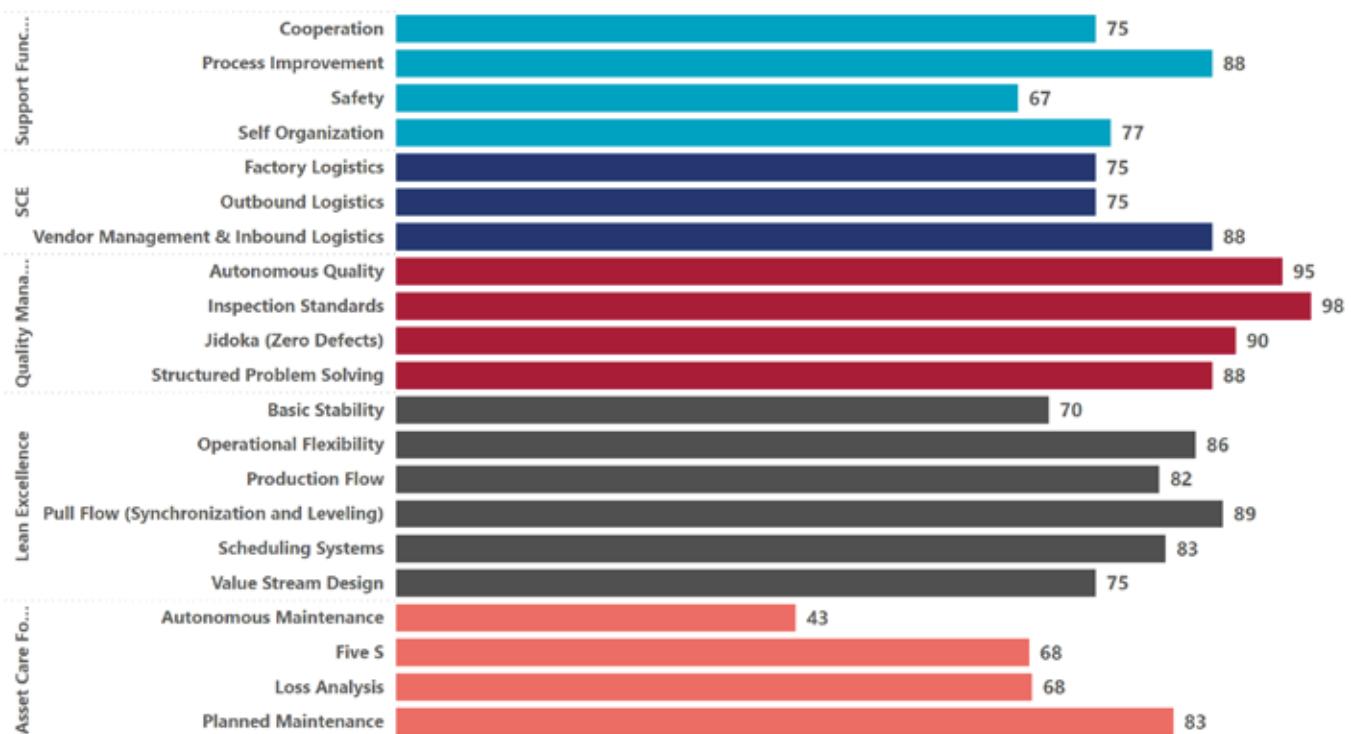
**700 - 800** **IMEXI DISTINGUISHED ZONE**

**600 - 700** **IMEXI COMMITMENT ZONE**

**400 - 600** **COMMENDATION CERTIFICATE**

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

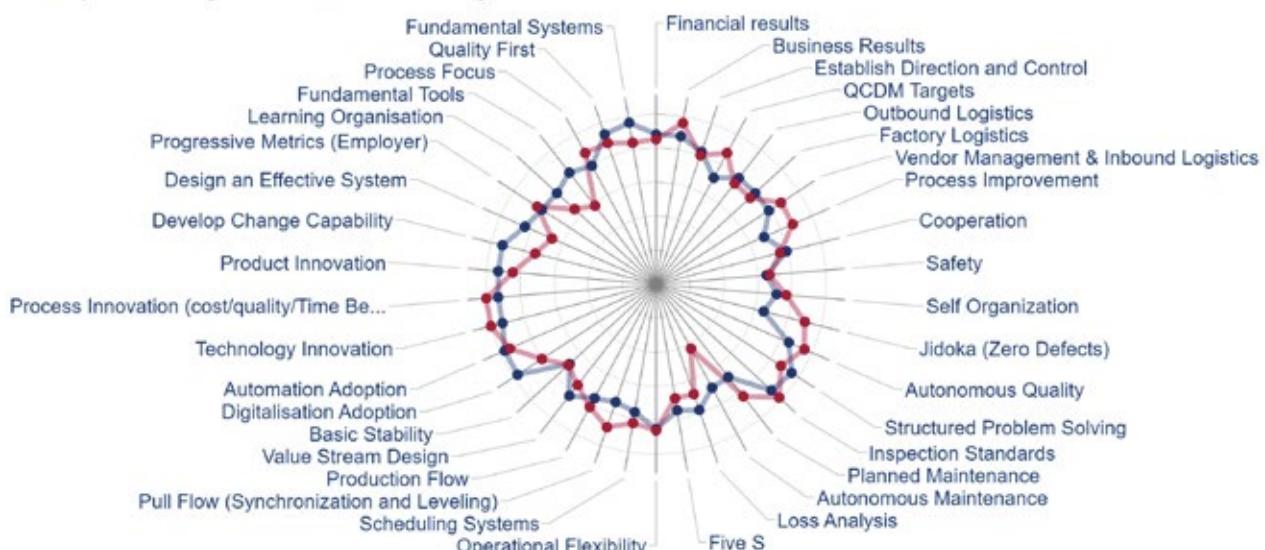
# Process Excellence Parameters



\*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



INTRODUCING

*The Integrated Manufacturing Excellence Initiative*



**IMEXI Corporate** is a structured, governance-led framework that enables **credible, enterprise-wide recognition of manufacturing excellence** across multi-site organisations—without diluting the rigor of individual site assessments.

Designed for corporates with **five or more manufacturing sites**, IMEXI Corporate moves beyond flagship-plant narratives to provide a **statistically representative, system-level view of operational maturity**.

### Why IMEXI Corporate

In multi-site organisations, excellence is rarely uniform.

- Flagship plants often mask systemic gaps
- Performance varies widely across sites
- Boards and investors seek enterprise-level assurance—not anecdotes

#### IMEXI Corporate answers a critical question:

*Is excellence institutionalised across the enterprise—or isolated to a few locations?*

### What Makes IMEXI Corporate Different

- **Overlay, not replacement** – Site-level IMEXI assessments continue unchanged
- **Same rigor, same assessors, same standards**
- **No averaging, no dilution, no exceptions**
- **Recognition reflects systems, not isolated excellence**
- IMEXI Corporate preserves the credibility of site recognitions while enabling a **defensible corporate-level signal**.

### Who Is It For

- Corporates or business units with **≥5 manufacturing sites**
- Organisations seeking **enterprise-wide maturity visibility**
- Leadership teams committed to **raising the floor, not just celebrating the ceiling**



#### Corporate Recognition Logic

- Each site retains its individual IMEXI recognition
- Corporate recognition is awarded based on the majority recognition category across assessed sites
- Flagship sites cannot mask systemic weaknesses

This ensures recognition reflects enterprise consistency, not exceptions



#### Built-In Improvement & Upgrade Path

IMEXI Corporate is designed as a journey, not a static rating.

- Low-scoring sites can be improved
- Sites may be resubmitted for reassessment
- Corporate recognition can be upgraded over time

Progress is earned through capability building, not claimed through optics



### Value to Boards & Leadership

IMExl Corporate provides:

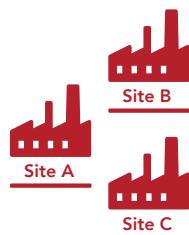
- A defensible view of enterprise-wide manufacturing maturity
- Evidence-based prioritisation of capex, talent, and digital investments
- Early warning of systemic operational risks
- Credible signalling to customers, investors, and regulators
- Longitudinal proof that improvements are sustained, not episodic



### The IMExl Principle

Recognition must reflect system maturity—not isolated excellence.

IMExl Corporate shifts the conversation from  
"Which plants are excellent?"  
to  
"Is excellence institutional across the enterprise?"



### Multiple Sites Assessed

- Rigorous Site Evaluations
- Standard IMExl Criteria



### Improve & Upgrade

- Enhance Low-Scoring Sites
- Drive Site Improvements



Building Enterprise-Wide Manufacturing Excellence



### Phased Evaluation Over Time

- 1, 2, or 3 Year Options
- Continuous Monitoring

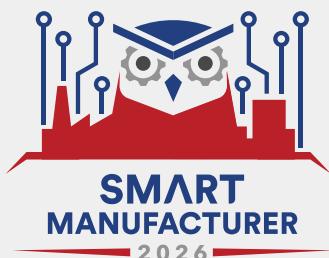


### Surveillance Audit



### Corporate Recognition

- Majority-Based Rating
- Enterprise-Level Award



## Digitization.. Digitalization.. Digital innovation

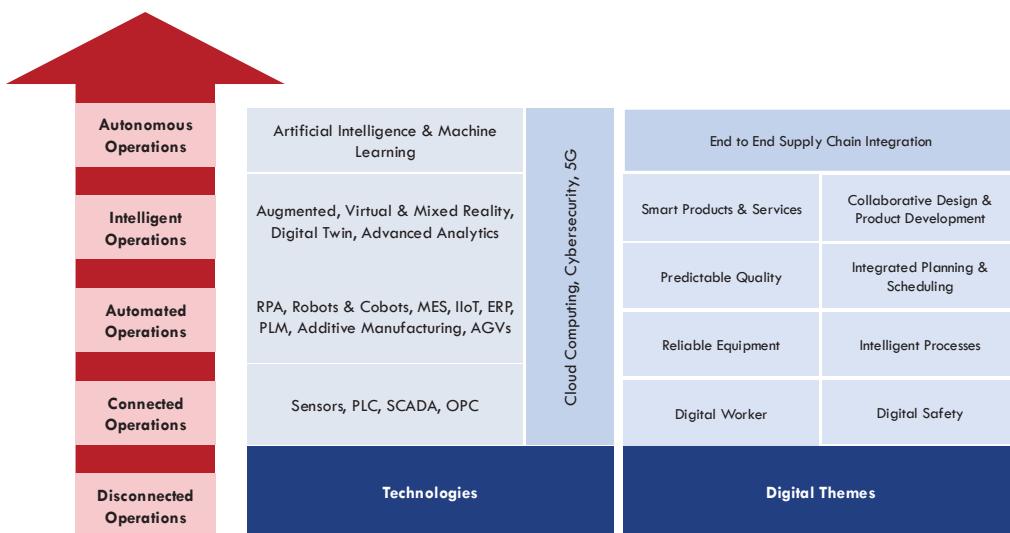
The manufacturing sector is embracing Industry 4.0 technologies to enhance Flexibility, Efficiency, Reliability, Predictability, and Resilience, consistently exceeding stakeholder expectations. These technologies are transforming traditional supply chains into dynamic, interconnected systems, fostering 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](mailto: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).

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For more information and to receive application form, please contact the Program Coordinator at [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:

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**ADVANCED  
QUALITY  
EXCELLENCE**

## Building Predictable Quality

### What is Advanced Quality Excellence?

Advanced Quality Excellence (AQE) is IMExI's advanced framework designed to assess whether a plant's quality system is preventive, stable, and predictable — not merely compliant.

### AQE answers a fundamental leadership question:

"Will our quality system prevent defects — or only detect them after they occur?"

### Why Advanced Quality Excellence Matters

AQE focuses on the maturity of the quality system itself — governance, discipline, behaviours, and data integrity — rather than isolated quality results.

### What Makes AQE "Advanced"

|   |  |   |  |   |
|---|--|---|--|---|
| Focuses on system maturity, not documentation | Penalises firefighting and repeated failures | Rewards prevention, stability, and discipline | Evaluates behaviours on the shopfloor, not presentations | Highlights future quality risk, not just past performance |
|---|--|---|--|---|

### Closing Perspective

Advanced Quality Excellence reveals whether quality is built into the system — or achieved through constant inspection and intervention.

### Building Predictable Quality



**Quality Leadership**  
Governance & Strategy



**Risk Management**  
Risk Assessment & Mitigation



**Supplier Quality**  
Supplier Development



**Process Stability**  
Control & Capability



**Inspection Rigor**  
Robust Inspection

**Defect Reduction**  
Scrap & Rework Elimination



**CAPA Discipline**  
Root Cause Analysis



**Customer Quality**  
Customer Satisfaction



**Quality Culture**  
Engagement & Ownership



**Data Integrity**  
Accurate Records



From **Detection** to **Prevention** to **Predictability**



## ADVANCED SUPPLY CHAIN EXCELLENCE

# Building Predictable Supply Chains

### What is Advanced Supply Chain Excellence?

Advanced Supply Chain Excellence (ASCE) is IMExI's advanced framework for assessing whether a plant's supply chain is predictable, governed, and resilient—not merely responsive.

ASCE answers a critical leadership question:

"Is our supply chain managed by systems — or by expediting?"

### Why Advanced Supply Chain Excellence Matters

Organisations invest in ERP systems, planning tools, and logistics infrastructure. Yet shortages and excess inventory coexist, delivery promises change frequently, and expediting becomes routine.

ASCE addresses this gap by evaluating supply chain discipline end-to-end — from demand signals to supplier reliability to internal flow and delivery execution.

### What Makes ASCE "Advanced"

Focuses on flow predictability, not activity efficiency

Rewards disciplined planning, governance, and execution

Separates system reliability from individual heroics

Highlights future delivery risk, not just past performance

### Closing Perspective

Advanced Supply Chain Excellence reveals whether supply chains are governed by disciplined systems — or held together by constant intervention.



From **Firefighting** to **Flow Stability** to **Resilience**

# Advisory Panel



**Vinod Grover**  
Managing  
Director & Founder,  
Kaizen Institute,  
SAIN



**Vijay Kalra**  
Former Head - Mahindra Institute of Quality, Group Corporate  
Office Leadership Team & Member - Central Safety Council Ex  
ED & CEO MVML and Chief of Mfg.Operations AD



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



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



**Pradeep Banerjee**  
Executive Director  
(Retd), Hindustan  
Unilever Ltd



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



**Dr. Sarita Nagpal**  
Former DDG &  
Former Principal  
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## IMexI 2025 Qualifiers



FOR MORE DETAILS VISIT

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