

Official SIRI Assessment Report

Catalysing the transformation of manufacturing

Company: ALWifaq ALMuttahida
Company For Manufacturing
sharikat

**Assessment
Record:** OSAKSA1762358477943

Prepared By: Yaseen ALObaidan

Dated: 08 Nov 2025

This is to certify that

ALWifaq ALMuttahida Company For Manufacturing sharikat

Jeddah Second Industrial City, Jeddah, Makkah Province, 22614, Saudi Arabia

Has been assessed to be SIRI certified

OSAKSA1762358477943

For the following scope of products Paper Products (Tissues/Napkins), Aluminum Foil for Packaging, and Transparent Plastic Film/Wrap.

Date of Assessment: 08 Nov 2025

Date of Award: 12 Nov 2025

Certificate No: SIRI-CEKSA1762358477943

SIRI Emblem Score: 1.5

To verify this certificate, please visit at: verify.incit.org



The validity of this Certificate is 2 years from the date of award.

This certificate remains the property of International Centre for Industrial Transformation and shall be returned immediately upon request.

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Overview of SIRI

The Smart Industry Readiness Index (SIRI) was created by the Singapore Economic Development Board (EDB) in partnership with a network of leading technology companies, consultancy firms, and industry and academic experts. SIRI comprises a suite of frameworks and tools to help manufacturers – regardless of size and industry – start, scale, and sustain their manufacturing transformation journeys. SIRI covers the three core elements of Industry 4.0: Process, Technology, and Organisation.

Familiarity with SIRI is critical for the interpretation of the results. However, we recognise that not everyone reading this Official SIRI Assessment Report will be familiar with the concepts and terminology relating to SIRI. Therefore, we have included an overview of the following SIRI frameworks and tools that will facilitate the reader in making sense of the results and insights provided within this Official SIRI Assessment Report.

1. **LEAD Framework:** A circular, continuous four-step process that all manufacturers can adopt in their approach towards Industry 4.0 transformation.
2. **SIRI Framework:** An overview of the key building blocks, pillars and dimensions for Industry 4.0 Transformation
3. **Assessment Matrix:** The world's first self-diagnostic Industry 4.0 tool to evaluate the current state of a manufacturing factory or plant
4. **TIER Framework:** A summary of four key principles for companies to consider as part of a holistic prioritisation exercise.
5. **Prioritisation Matrix:** A management planning tool to assist companies in quantitatively identifying the high-priority SIRI Dimensions where improvements will bring the most benefit.



The LEAD Framework

Transforming and upgrading a manufacturing facility is not a one-off exercise. Rather, it is a continuous and iterative process. This is encapsulated in the LEAD framework – a circular, continuous four-step process that all manufacturers can adopt in their approach towards Industry 4.0 transformation.

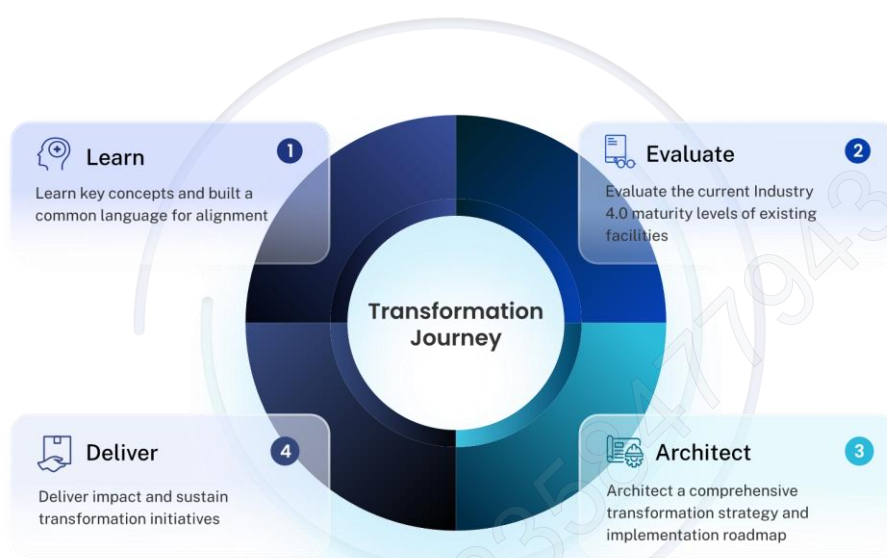


Figure 1 – The LEAD Framework

The SIRI Framework

The SIRI Framework comprises three layers. The topmost layer identifies three fundamental building blocks of Industry 4.0: Technology, Process, and Organisation. The second layer underpinning the building blocks comprises eight key pillars, which represent critical aspects that companies must focus on to become future-ready organisations. Finally, the third layer consists of 16 dimensions, which are areas of assessment that companies can use to evaluate the current Industry 4.0 readiness of their factories or plants.



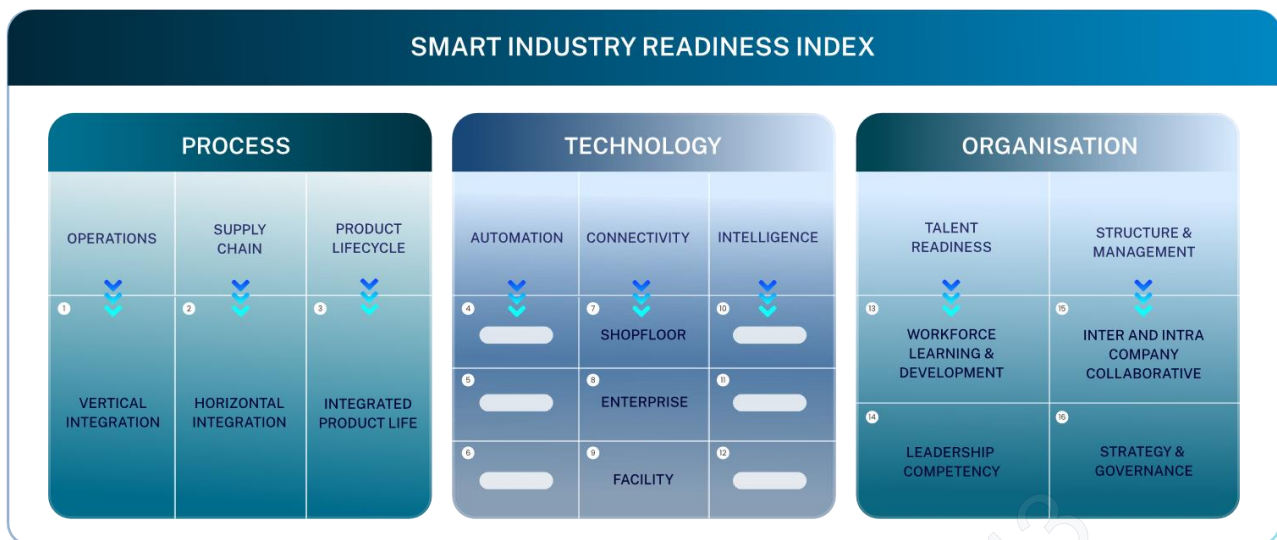


Figure 2 – The Smart Industry Readiness Index Framework

The TIER Framework

Prioritisation is the next crucial exercise in formulating effective Industry 4.0 roadmaps, as it helps companies identify business areas where improvements will generate the most value. The TIER Framework outlines four principles for companies to consider as part of a holistic prioritisation exercise. By evaluating these four principles, manufacturers can better focus their energies and resources on activities that bring the greatest benefits.



Figure 3 – The TIER Framework



The Assessment Matrix

The Assessment Matrix is the world's first self-diagnostic Industry 4.0 tool. Validated by a global advisory panel of industry experts, the Assessment Matrix is designed to strike a balance among technical rigour, usability, and relevance. Within the Assessment Matrix, there are six bands, in ascending order, tied to each of the 16 SIRI Dimensions. Each band describes a specific state within that dimension. Identifying a manufacturing facility's bands across all 16 dimensions therefore presents a snapshot of the manufacturing facility's current Industry 4.0 maturity level. This is referred to as the *Assessment Matrix Score*.

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The Prioritisation Matrix

To help companies translate the four principles of prioritisation into action, the Prioritisation Matrix was developed to provide recommendations that are company-specific and directionally correct. Designed as a management-planning tool, the Prioritisation Matrix aims to assist companies in quantitatively identifying the high-priority SIRI Dimensions in which improvements will bring the most benefit. The Prioritisation Matrix formula comprises three key factors: cost, top key performance indicator (KPI) categories and a company's proximity to the industry best-in-class. Each factor is weighted based on its level of influence on the company's prioritisation exercise. The three factors are derived from four inputs, which in turn reflect principles of prioritisation in the TIER Framework.

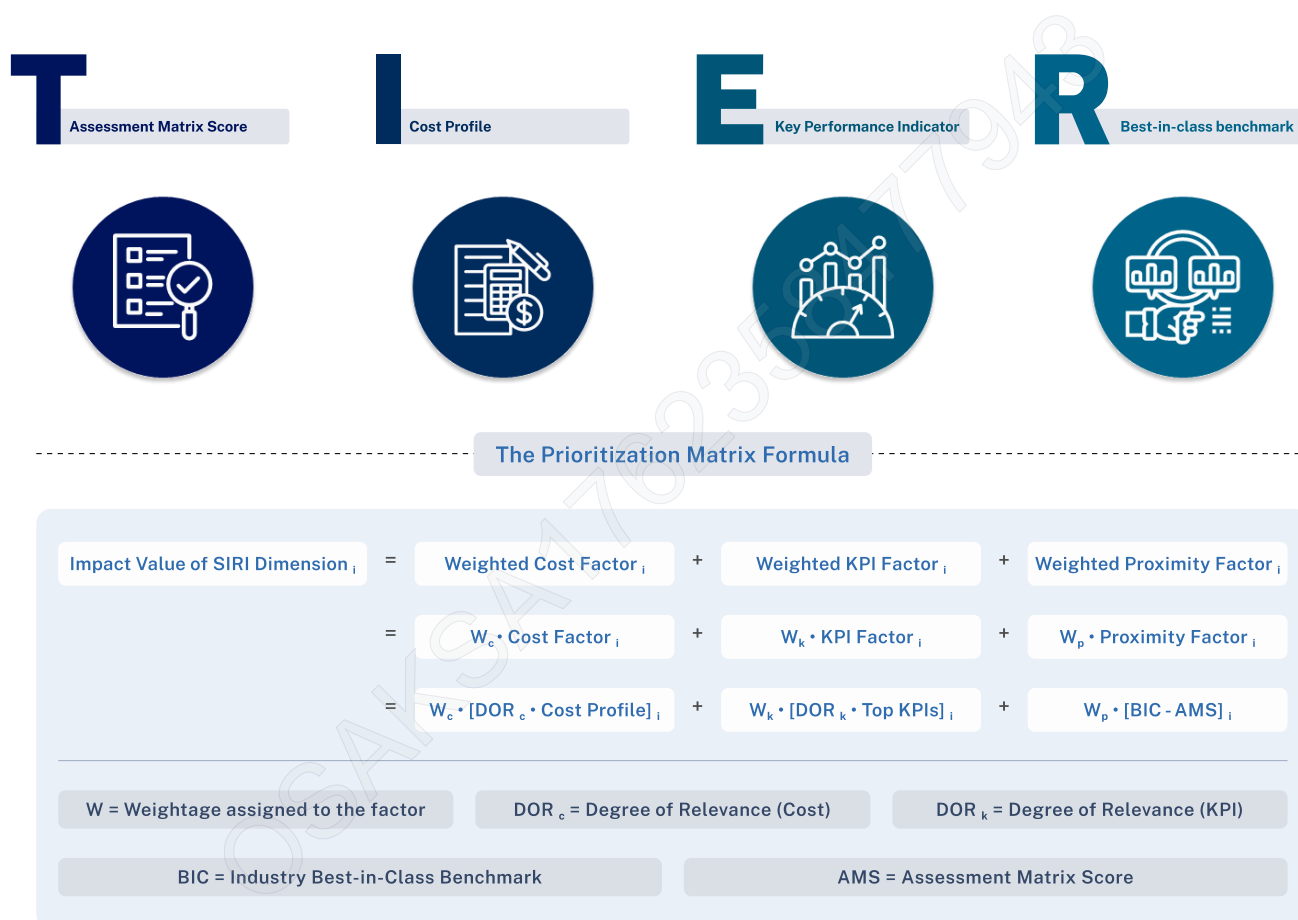


Figure 4 – The Prioritisation Matrix Formula



About the Official SIRI Assessment

The Official SIRI Assessment provides companies with a comprehensive evaluation of their factory or plant and identifies potential high-impact areas to focus on. The Results Section in this report details the findings from two key exercises conducted during the Evaluation Workshop at the company's premises:

- i. An evaluation of the current Industry 4.0 maturity level of the manufacturing factory or plant, using the Assessment Matrix; and
- ii. The identification of priority SIRI Dimensions for the company to focus on to bring about the biggest benefits, using the Prioritisation Matrix.

There are 5 Principles of Assessment underpinning the approach in which the SIRI Assessment is conducted:

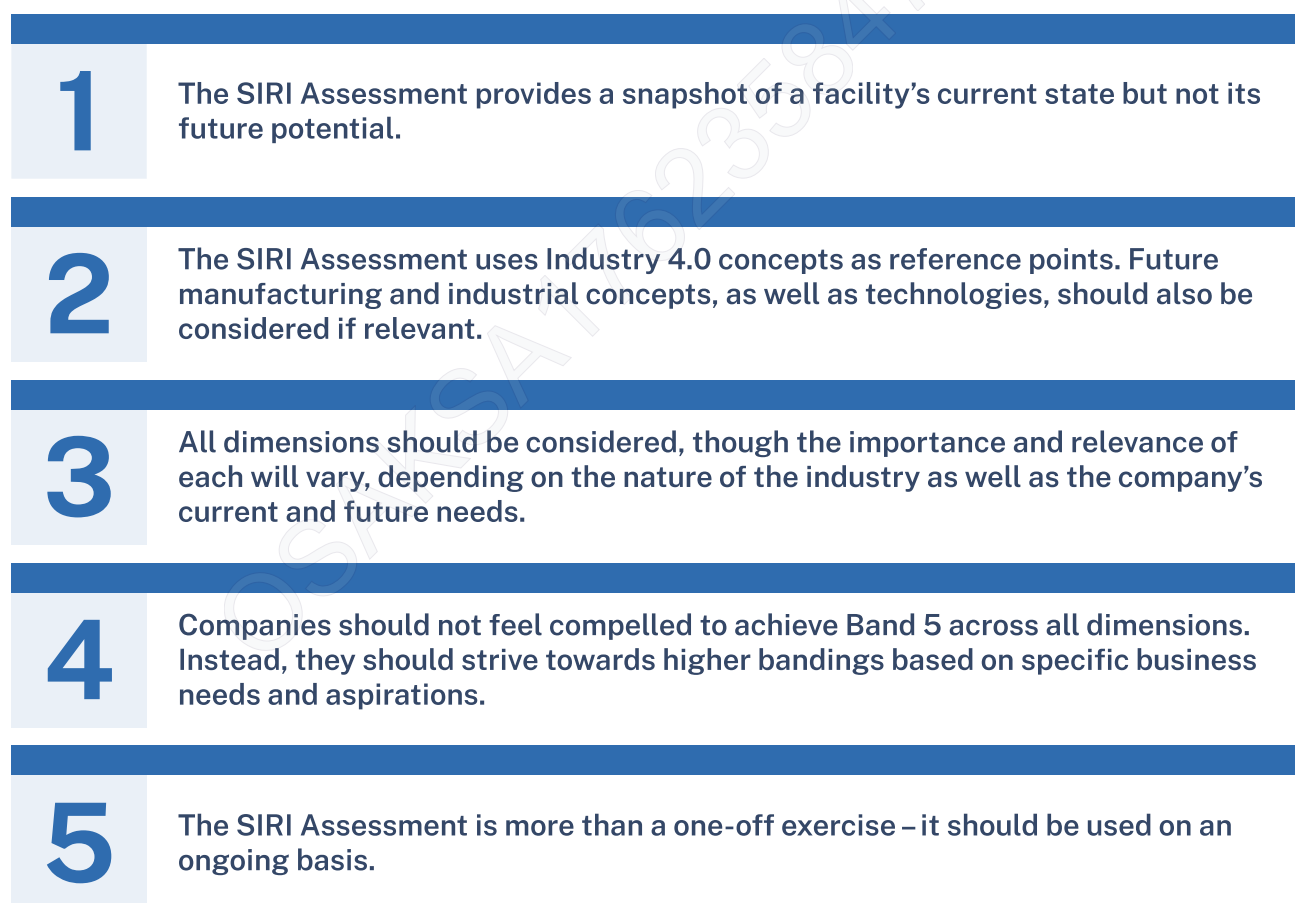


Figure 5 – Assessment Principles



A company may reference the various benchmarks provided in the “Insights” section of this report to obtain a sense of where the company stands vis-à-vis its industry peers and the rest of the manufacturing sector. It is also important to keep the 5 Principles of Assessment in mind as the company interprets the results provided in this report.

With this information, we hope that companies will be equipped with a repository of new insights to make informed and impactful decisions to take their manufacturing factories and plants forward into the Industry 4.0 age.

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Scope of Assessment

This Official SIRI Assessment was conducted by Yaseen ALObaidan (Assessor ID: SIRI010324SN014). The Assessment Record number, and the dates of the onboarding call, evaluation workshop, and debrief session are listed as follows.

Assessment Record: OSAKSA1762358477943	
Date of Onboarding Call	29 Oct 2025
Date of Evaluation Workshop	05 Nov 2025
Date of Debrief Session	08 Nov 2025

Table 1 – Dates of SIRI Assessment

This SIRI Assessment was conducted for:

ALWifaq ALMuttahida Company For Manufacturing sharikat	
Business Entity Registration Number	7028680648
Industry License Number	451227034
Address	Jeddah Second Industrial City, Jeddah, Makkah Province, 22614, Saudi Arabia
Annual Manufacturing Output	SAR 8000000
Employment Size	35

Table 2 – Company Details

ALWifaq ALMuttahida Company For Manufacturing sharikat manufactures the following products: Paper Products (Tissues/Napkins), Aluminum Foil for Packaging, and Transparent Plastic Film/Wrap.. The scope of assessment covers the entire factory/plant. Based on the nature of the operations, the Company is classified under the **Paper Industry** Industry Cluster. The planning horizon for this assessment is **Strategic**.



The main point of contact from the company for this SIRI Assessment is Mr. MOHMMED NASSER, Lead Executive -CEO. The executives involved in providing inputs and comments during the Onboarding Call and the Evaluation Workshop are listed in [Annex A](#).

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Results

Assessment Matrix Score

Upon review, and in discussion with company representatives listed in [Annex A](#), the Assessment Matrix Score for **ALWifaq ALMuttahida Company For Manufacturing sharikat** can be found in *Table 3 - Assessment Matrix Scores*. Full notes detailing the observations and explanations for each SIRI Dimension can be found in [Annex B](#).

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Assessment Matrix Results

DIMENSION			BAND		DEFINITION
OPERATIONS	1	Vertical Integration	1	Defined	Vertical processes are defined and executed by humans, with the support of analogue tools.
SUPPLY CHAIN	2	Horizontal Integration	2	Digital	Defined supply chain processes are completed by humans with the support of digital tools.
PRODUCT LIFECYCLE	3	Integrated Product Lifecycle	1	Defined	Product lifecycle processes are defined and executed by humans, with the support of analogue tools.
AUTOMATION	4	Shop Floor Automation	1	Basic	Repetitive production processes are partially automated, with significant human intervention. Repetitive support processes are not automated.
	5	Enterprise Automation	1	Basic	Enterprise processes are partially automated, with significant human intervention.
	6	Facility Automation	1	Basic	Facility processes are partially automated, with significant human intervention.
CONNECTIVITY	7	Shop Floor Connectivity	0	None	Production assets and systems are not connected.
	8	Enterprise Connectivity	1	Connected	Enterprise IT systems are connected via multiple communication technologies and protocols.
	9	Facility Connectivity	0	None	Facility assets and systems are not connected.
INTELLIGENCE	10	Shop Floor Intelligence	1	Computerised	OT and IT systems execute pre-programmed tasks and processes.
	11	Enterprise Intelligence	1	Computerised	Enterprise IT systems execute pre-programmed tasks and processes.
	12	Facility Intelligence	0	None	OT and IT systems are not in use.
TALENT READINESS	13	Workforce Learning & Development	2	Continuous	Structured L&D programmes are designed to run on an ongoing basis, to enable the ongoing enhancement and/or expansion of employees' skillsets.
	14	Leadership Competency	3	Semi-dependent	Management is reliant on external partners to develop initiatives that leverage on the most recent trends and technologies to improve at least one area of the organisation.
STRUCTURE & MANAGEMENT	15	Inter- and Intra-Company Collaboration	2	Cooperating	Formal channels are established to allow teams to work together on discrete/one-off tasks and projects.
	16	Strategy & Governance	3	Implementation	Transformation initiative towards a Factory/Plant-of-the-Future has been formally implemented in least one functional area.

Table 3 – Assessment Matrix Scores



Prioritised SIRI Dimensions

Based on the company inputs provided for the Prioritisation Matrix (refer to [Annex C](#)), the SIRI Dimensions with the highest Impact Values are listed in Table 3 below:

Planning Horizon	STRATEGIC					
Weightages	Cost Factor	30%	KPI Factor	40%	Proximity Factor	30%
Recommended Dimension for Prioritization						
Dimension	Current Band		Next Band			
Enterprise Intelligence	Computerised	1	Visible	2		
Inter- & Intra-Company Collaboration	Cooperating	2	Coordinating	3		
Shop Floor Connectivity	None	0	Connected	1		
Vertical Integration	Defined	1	Digital	2		

Table 4 – Prioritised SIRI Dimensions resulting from the Prioritisation Matrix exercise



Cost Categories	Enterprise Intelligence	Inter- & Intra-Company Collaboration	Shop Floor Connectivity	Vertical Integration
Raw Materials & Consumables (33%)	High and Direct	Small and/or Indirect	Small and/or Indirect	High and Direct
Labour (8%)	Negligible	High and Direct	Small and/or Indirect	High and Direct
Depreciation (8%)	Negligible	Negligible	Small and/or Indirect	Small and/or Indirect
KPI Categories	Enterprise Intelligence	Inter- & Intra-Company Collaboration	Shop Floor Connectivity	Vertical Integration
Asset & Equipment Efficiency	Small and/or Indirect	Small and/or Indirect	High and Direct	High and Direct
Inventory Efficiency	High and Direct	Small and/or Indirect	Small and/or Indirect	High and Direct
Utilities Efficiency	Negligible	Small and/or Indirect	Small and/or Indirect	Small and/or Indirect
Planning & Scheduling Effectiveness	High and Direct	Small and/or Indirect	Small and/or Indirect	Small and/or Indirect
Process Quality	High and Direct	High and Direct	Small and/or Indirect	High and Direct

Table 5 – Prioritised SIRI Dimensions resulting from the Prioritisation Matrix exercise



Prioritized Roadmap Value

Phase 1

1. Enterprise Intelligence

a. Data Visualization and KPI Monitoring

I. Description

The focus is on leveraging the newly available data streams (from ERP and Shop Floor Connectivity) to enable basic, fact-based business intelligence.

1- Connect all data sources (ERP, machines, facilities) to a central Business Intelligence (BI) platform.

2- Train managers on using BI tools to extract custom reports and rely on data for decision-making.

3- Digitally measure and monitor the five selected KPIs (OEE, Utilities Efficiency, Planning, etc.) via dashboards.

4- Activate the Demand Forecasting module in the ERP and train the sales team to utilize it for resource planning.

2. Inter- & Intra-Company Collaboration

a. Formalizing Internal Communication and External Portals

I. Description

1- Transition Internal Communication Platform: Officially migrate all internal communication from informal channels (WhatsApp) to a unified, professional collaboration platform (e.g., MS Teams or Slack).

2- Activate Digital Proof of Delivery (POD): Implement mobile applications linked to the ERP/Sales module for sales representatives to capture Proof of Delivery digitally, instantly replacing the manual paper signature process.

3- Establish CRM Functionality: Activate the Customer Relationship Management (CRM) module within the new ERP system to track all sales leads, customer interactions, and request responses systematically.

4- Digitize Basic External Documents: Centralize external communication via the official ERP-linked email and begin adopting digital signature solutions to replace paper-based contracts and approvals with suppliers.

3. Shop Floor Connectivity

a. Foundation Building and Data Acquisition (Short/Medium Term)

I. Description

The focus is on establishing a resilient industrial network and deploying sensors to begin collecting basic machine status data.



- 1- Establish a secure Industrial Communication Network (Wired/Wireless) across the shop floor.
- 2- Install IoT sensors on legacy machines to capture basic operational data (Run/Stop status)
- 3- Update and standardize communication protocols (e.g., OPC UA) to ensure machine interoperability.
- 4- Establish a preliminary Data Lake for storing raw operational data collected from the machines.

4. Vertical Integration

a. Advanced ERP - Linking Production Data to ERP Modules

I. Description

The focus is on eliminating paper records and automatically feeding basic operational data directly into the newly installed ERP system's core modules.

- 1- Activate the Inventory and Production modules in the ERP and start automatic input of production data from the shop floor (replacing logbooks).
- 2- Integrate scale readings to automatically register the actual weight of incoming raw materials into the ERP system.
- 3- Activate the Electronic Document Management System (EDMS) associated with the ERP to digitize procedures and training plans.
- 4- Utilize machine tablets for direct entry of basic Quality Assurance/Control (QA/QC) and defect data into the ERP.

Phase 2

1. Enterprise Intelligence

a. Advanced Analytics and Decision Support

I. Description

This phase focuses on deploying true machine intelligence and predictive models to automate decision-making and uncover hidden operational inefficiencies.

- 1- Build Advanced Analytics models to perform real-time product and customer profitability analysis.
- 2- Develop an automated Decision Support System that recommends optimal inventory levels and required production orders.
- 3- Apply AI for Root Cause Analysis to identify the primary drivers of waste in production and administrative processes.
- 4- Implement an early warning system for risks based on supply chain and inventory data.

2. Inter- & Intra-Company Collaboration



a. Integrated Collaboration and Knowledge Management

I. Description

The second phase involves achieving deep integration between the collaboration platforms and core systems, enhancing external automation, and establishing centralized knowledge sharing.

1- Develop Integrated Supplier/Customer Portal: Fully implement a digital portal via the ERP or SCM module, allowing key customers and suppliers to independently submit orders, view real-time shipment status, and access digital invoices.

2- ERP-Collaboration Platform Sync: Integrate the professional collaboration platform (Teams/Slack) with the ERP system to provide automated notifications for critical business events (e.g., 'New Purchase Order Requires Approval' or 'Delivery Confirmed').

3- Implement Knowledge Management System (KMS): Establish a centralized, digital system (e.g., within the ERP or an associated EDMS) to store, manage, and share all documented procedures, training plans, and operational best practices.

4- Achieve Electronic Data Interchange (EDI): Establish direct, automated integration with the top 5 strategic customers and suppliers for seamless, real-time exchange of transactional data (orders, inventory levels, invoices) without human intervention.

3. Shop Floor Connectivity

a. Real-Time Monitoring and Control Readiness

I. Description

This phase leverages the established network to implement real-time monitoring, diagnostic tools, and prepare for advanced automation.

1- Implement a Predictive Fault Alerting System based on real-time machine data.

2- Activate a Manufacturing Execution System (MES Lite) for digital work order routing and production flow control.

3- Connect new smart machinery to the data center to feed AI/Machine Learning systems.

4- Develop visual dashboards on the shop floor to display real-time OEE (Overall Equipment Effectiveness) metrics.

4. Vertical Integration

a. Advanced ERP - Automated Costing and Advanced Planning

I. Description



This phase aims for full data transparency by automating complex financial calculations and integrating scheduling capabilities based on real-time data

- 1- Automatically link new machines/sensors to the ERP Production module for real-time tracking of quantities and waste.
- 2- Automate the product "Costing" process within the ERP using automatically recorded raw material and utility data.
- 3- Activate the Advanced Planning and Scheduling (APS) module in the ERP based on real-time machine capacity and inventory.
- 4- Develop digital and sequential approval workflows between factory departments and management.

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Insights

Manufacturing Sector Wide Comparison

The 3B Maturity Benchmark provides a manufacturing sector-wide reference point of what it means for a factory or plant to be Best-in-Class (BIC), in the Broad Middle, or lagging behind with the Bottom Performers. Based on the SIRI Assessment Results and the prevailing 3B Maturity Benchmark (2023/2024 Edition), **ALWifaq ALMuttahida Company For Manufacturing sharikat** has **3** number of dimensions falling within the Bottom Performers range, **13** falling within the Broad Middle range, and **0** falling within the BIC range.

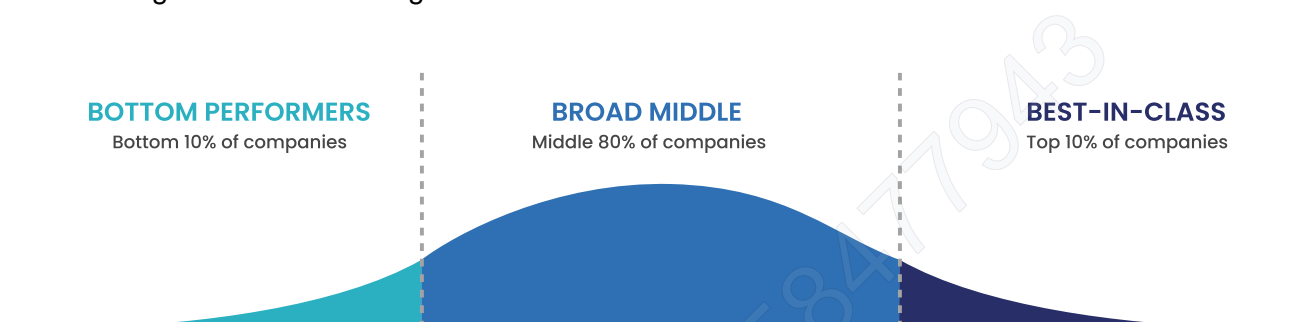


Figure 5 – Illustration of the 3B Maturity Benchmark



Manufacturing Sector Comparison

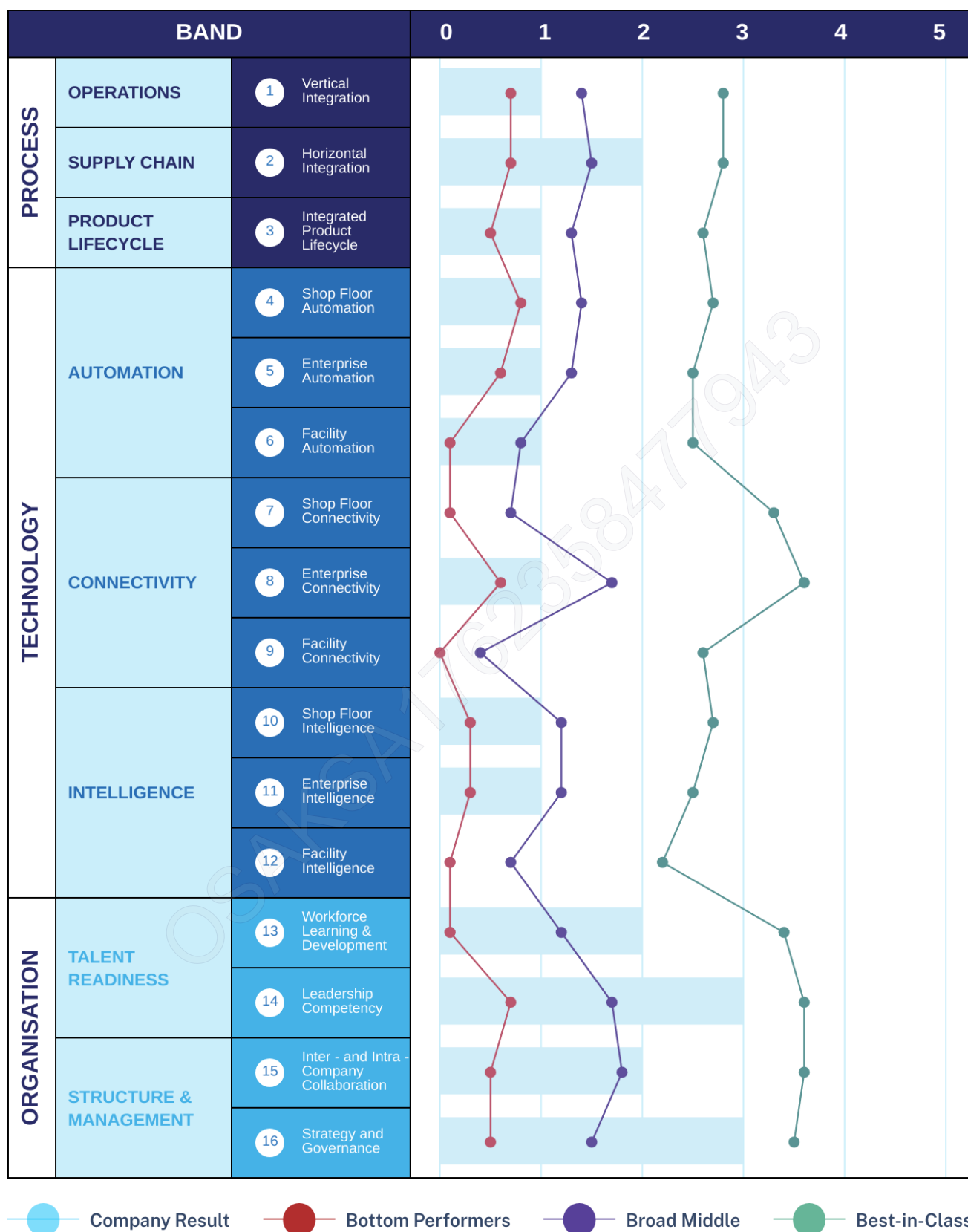


Table 6 – Comparison with 3B Benchmark



Industry Cluster Comparison

The state of transformation can be highly industry-specific, often heavily influenced by factors like the nature and volume of products, complexity of manufacturing processes, and competitive dynamics. Macroeconomic trends also influence business conditions and operating environments of various industries in different ways.

The Industry Performance Cards (IPC) are industry-specific benchmarks. They offer more apples-to-apples comparisons for companies to assess how they fare against their industry peers. Within each IPC is the average Assessment Matrix Score across all 16 SIRI Dimensions for companies in that industry. In comparison to the **Paper Industry** IPC, **ALWifaq ALMuttahida Company For Manufacturing sharikat** has **6** dimensions performing *On Par and Above* the industry average, and **10** performing *Below* the industry average.

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Industry Cluster Comparison

Dimension			Band		Comparison	
			Company	Industry IPC		
Process	Operations	1 Vertical Integration	1	1.25		
	Supply Chain	2 Horizontal Integration	2	1.28		
	Product Lifecycle	3 Integrated Product Lifecycle	1	1.3		
Technology	Automation	4 Shop Floor Automation	1	1.27		
		5 Enterprise Automation	1	1.05		
		6 Facility Automation	1	0.47		
	Connectivity	7 Shop Floor Connectivity	0	0.33		
		8 Enterprise Connectivity	1	1		
		9 Facility Connectivity	0	0.07		
	Intelligence	10 Shop Floor Intelligence	1	1.22		
		11 Enterprise Intelligence	1	0.88		
		12 Facility Intelligence	0	0.17		
	Organisation	Talent Readiness	13 Workforce Learning & Development	2	1.2	
			14 Leadership Competency	3	1.62	
		Structure & Management	15 Inter - and Intra - Company Collaboration	2	2	
16 Strategy and Governance			3	1.35		

	– On Par or Above		– Below
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Table 7 – Comparison with Paper Industry IPC



Looking Ahead

With the completion of the Official SIRI Assessment, companies who are ready to take the next step in their transformation journey may consider one or more of the following courses of action:

INTERNAL	EXTERNAL
<ul style="list-style-type: none">▪ Organise sessions to share the result of the SIRI Assessment Report with key stakeholders to stimulate discourse and raise awareness on the opportunities for Industry 4.0 transformation.▪ Form in-house transformation teams to drive and lead the development and planning of Transformation Projects and/or Roadmaps.	<ul style="list-style-type: none">▪ Organise sessions to share the result of the SIRI Assessment Report with relevant partners (e.g. customers, suppliers, and solution providers) to initiate dialogues and solicit feedback on opportunities for Industry 4.0 transformation.▪ Engage a technology solution provider or consultancy to explore potential interventions for Industry 4.0 transformation.



ANNEX A:

Executives Involved

Assessment Record: OSAKSA1762358477943

Lead Executive	Title	First Name	Last Name	Designation	Email
✓	Mr.	MOHMMED	NASSER	Lead Executive - CEO	al.fakhama45@gmail.com

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ANNEX B:

Assessor Notes on the 16 Dimensions of Assessment

1. Vertical Integration

Band: 1

Justification:

The data flow from the shop floor to the IT systems is manual and discontinuous, leading to a significant time delay in inventory updates, Cost of Goods Sold calculation, and decision-making.

2. Horizontal Integration

Band: 2

Justification:

The communication with suppliers and customers relies on unstructured means such as email and WhatsApp. Shipment tracking is done through a separate external program, and proof of receipt for raw materials and the final product by the customer is done via paper documents (signature on the accounting statement) which are manually entered later.

3. Integrated Product Lifecycle

Band: 1

Defect management is manual and isolated. There is no digital workflow to capture quality data, link defects back to production parameters, or perform root cause analysis on material quality (e.g., raw material humidity).

4. Shop Floor Automation

Band: 1

Automation is basic and device-bound. Tasks like product transfer are manual, and the defect handling requires full human intervention for diagnosis and correction.

5. Enterprise Automation

Band: 1

Enterprise systems are isolated. The lack of system integration necessitates manual data transfers, making core administrative processes inefficient.

6. Facility Automation

Band: 1

Automation is rudimentary and isolated. Only critical safety systems have basic automation, while major utility consumers lack any central control or automation.

7. Shop Floor Connectivity

Band: 0

All operating production equipment is completely unconnected. Machines do not communicate with each other (M2M) or any centralized control/monitoring system.

8. Enterprise Connectivity

Band: 1

Minimal internal IT integration. Data transfer between IT systems relies entirely on human effort and manual processes.

9. Facility Connectivity

Band: 0

Zero connectivity between facility systems. Energy usage monitoring requires manual meter readings and manual recording of bills.

10. Shop Floor Intelligence

Band: 1

Intelligence is localized (Isolated). There is no central Manufacturing Data Acquisition (MDA) system to perform analytics (e.g., OEE, predictive failure) or provide diagnostic information.

11. Enterprise Intelligence

Band: 1

Intelligence is absent (Isolated). The system cannot provide data-driven insights or decision support due to manual input and lack of analytical modules.

12. Facility Intelligence

Band: 0

No intelligence for optimization or predictive maintenance. The only intelligence is external (fire alarm linked to Civil Defense).

13. Workforce learning & development

Band: 2

Competencies are defined and reviewed (Defined) through manual/paper-based processes. The factory lacks a digital Learning Management System to track and verify skills acquisition digitally.

14. Leadership Competency

Band: 3

The leadership demonstrates a high level of competency and strategic commitment (Integrated) to the 4IR journey. This is the factory's strongest pillar, ready to champion the transformation.

15. Inter- & Intra-Company Collaboration

Band: 2



(Defined / Cooperating) The factory relies on manual, non-integrated channels for all critical data exchange. Although communication exists via defined routine meetings (weekly calls, monthly workshops) and tools (WhatsApp groups, internal email), this collaboration is not linked to core operational or financial IT systems. The systems themselves are isolated (HR is separate from Accounting), requiring extensive manual effort (human bridge) to transfer data between departments (Intra-Company). Externally, customer and supplier coordination uses unstructured means (WhatsApp/Email), and crucial proof of delivery (POD) is handled via paper signatures that must be manually processed and entered into the system later (Inter-Company). This prevents real-time, seamless collaboration.

16.Strategy & Governance

Band: 3

Planning is long-term and aligned (Integrated) with business goals (expansion, digitalization). The purchase of assets confirms the serious strategic intent, although execution is currently blocked by physical constraints.

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ANNEX C:

Company Inputs for the Prioritization Matrix Exercise

Company : ALWifaq ALMuttahida Company For Manufacturing sharikat					
Cost Categories as a Percentage of Annual Revenue			Top KPI Categories (Select 5)		
Aftermarket Services/Warranty	6		Asset & Equipment Efficiency		
Depreciation	8		Inventory Efficiency		
Labour	8		Materials Efficiency		
Maintenance & Repair	6		Utilities Efficiency		
Raw Materials & Consumables	33		Workforce Efficiency		
Rental & Operating Lease	7		Planning & Scheduling Effectiveness		
Research & Development ("R&D")	3		Production Flexibility		
Selling, General & Administrative Expense ("SG&A")	5		Workforce Flexibility		
Utilities	6		Time to Market		
Transportation & Distribution	7		Time to Delivery		
Planning Horizons (Select 1)			Product Quality		
Strategic			Process Quality		
Tactical			Safety		
Operational			Security		
Industry Cluster for Best-in-Class Benchmark (Select 1)					
Transportation	Chemical	Electronics	Energy	Fast Moving Consumer Goods	General Manufacturing
Metal and Mining	Advanced Manufacturing	Pharmaceuticals & Healthcare	Paper	Utilities	Textile, Leather, Apparels



Assessor Comments

Pillar 1: Process

Vertical Integration

Production quantities, material usage, and scrap data are manually recorded in notebooks at the end of each shift by the Production Manager. This batch-collected, paper-based data is then manually entered into the Infotech Accounting System by the Accountant for inventory and costing purposes. This results in significant time delays and potential human errors, breaking the link between the shop floor and management systems.

Horizontal Integration

Communication regarding customer orders and supplier requests relies heavily on unstructured and fragmented channels, primarily WhatsApp, email, and direct phone calls. Customer order information is manually input into the accounting system by the Accountant. Material and final product receipt confirmation requires physical customer signatures on paper accounting statements, which are later manually reconciled and updated in the system.

Integrated Product Lifecycle

Product quality assessment is predominantly manual. Finished rolls are manually weighed to verify quality specifications, and workers manually adjust slightly defective products to be reintroduced into the line. Defect tracking is limited to internal paper notebooks for re-production purposes only, preventing any integrated analysis of defect root causes (e.g., poor raw material humidity) across the lifecycle.

Integrated Supply Chain

The factory tracks incoming material shipments (raw paper/foil) using a separate, external vessel tracking program. The delivery note is manually verified against the physical materials by the Production Manager upon receipt. Following manual verification, a paper report is generated, which is then used by the Accountant to manually update the quantities in the inventory system.

Pillar 2: Technology Adoption

Shop Floor Automation

All currently operating production equipment (13 machines) requires product specifications (dimensions, count, etc.) to be individually and manually entered into the machine's local control panel during setup. Product transfer between specialized machines (production to packaging) is exclusively handled by human labor, lacking any automated or robotic material handling.

Shop Floor Connectivity

All production equipment and machines currently in operation are entirely unconnected. There is no network infrastructure (physical or wireless) linking the machines to each other (M2M) or to any central data collection, monitoring, or control system. This complete lack of connectivity prevents automated data acquisition (MDA).

Shop Floor Intelligence

Intelligence is limited to local, device-level notifications. Each machine features an independent screen with its own operating instructions. In the event of a significant product fault, the machine generates a basic alarm light or shuts down, requiring the human operator to manually diagnose the cause and implement a fix.

Enterprise Automation

The core administrative systems are functionally isolated. A basic accounting system (Infotech) handles sales and inventory, while a separate HR system (JISR) manages personnel data. These systems do not communicate, necessitating manual data re-entry (e.g., in processing POs) and preventing seamless data transfer between administrative functions.

Enterprise Connectivity

There is no active digital link or integration layer between the Infotech Accounting System and the JISR HR System. Data transfer, such as cost data or labor hours, is achieved entirely through manual steps carried out by employees (human bridge).

Enterprise Intelligence

The current accounting and inventory system primarily functions as a record-keeping tool. It possesses no built-in analytical capabilities, such as automated demand forecasting, production resource planning (MRP), or the ability to generate predictive business insights.

Facilities Automation

The factory's fire suppression system exhibits partial automation, featuring automatic water release in the event of a detected fire and a low-water reservoir alarm. Conversely, the HVAC units are operated individually via manual on/off switches by the workers, and utilities (water, electricity) are manually metered for bill entry.

Facilities Connectivity

There is a complete absence of interconnectedness among the facility management systems. All utility systems (electricity, water, and HVAC) and the fire system operate entirely independently without a unifying Building Management System (BMS) or Energy Management System (EMS).

Facilities Intelligence

No intelligence features are present for utility management. Energy consumption is not monitored or analyzed automatically to optimize usage or predict equipment failure. The

primary intelligence function is the external connection of the fire alarm system to Civil Defense for offsite response.

Pillar 3: Organisation

Workforce Competencies and Training

New employees undergo a defined two-month trial period. Training procedures focusing on job-specific skills are documented on an external physical paper retained by the General Manager. Monthly workshops and performance review meetings are routinely held to assess and maintain employee competence and performance.

Leadership Competencies

The Owner/General Manager demonstrates a high level of awareness regarding the Fourth Industrial Revolution (4IR), having gained knowledge from official government channels, the Factories of the Future program, and relevant Saudi human resource and labor courses. This knowledge is shared proactively with other leaders in regular meetings.

Inter- & Intra-Company Collaboration

Internal collaboration is facilitated by routine communication channels, including four official WhatsApp groups for general announcements and weekly online meetings for performance review. Externally and internally, collaboration lacks digital integration; critical customer and supplier orders rely on unstructured communication, and proof of delivery uses manual paper forms.

Strategic Planning

The factory has established a clear, long-term strategic plan focused on development and digital transformation. Execution evidence includes the proactive purchase of seven advanced, highly automated machines, confirming a strategic commitment to transitioning to higher technological maturity.



SMART INDUSTRY READINESS INDEX

OFFICIAL ASSESSMENT REPORT