

Exploration of the Path of Fine Management to Promote High-Quality Development of Enterprises

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Abstract. In the current environment of increasingly fierce competition in international and domestic markets, opportunities and challenges coexist in the process of enterprise development. In order to stand out from the fierce competition and achieve long-term development goals, enterprises need to innovate the existing management mode. Lean management, as an advanced management model verified by many enterprises, has been affirmed and paid more attention to by more enterprises. Therefore, with this theme, this paper firstly elaborates on the background of the application of lean management, then specifies the meaning and application of lean management, and finally, proposes how to use lean management strategies to promote the high-quality development of enterprises from various aspects. We hope to inspire and draw reference from more enterprise managers to improve enterprise management and achieve high-quality development of enterprises.

1. Introduction

As a scientific management method and concept, the first refined management originated from Toyota, Japan. As a scientific management method and concept, it first originated from Toyota in Japan. Toyota maximized the profitability of the enterprise by adopting the refinement management for each aspect of production and operation cost, and the core idea of refinement management is on-time and automatic. At present, many enterprises in China have also introduced the concept and methods of refinement management, and achieved certain results. Refinement management not only takes innovation and reform movement as the purpose, but also is a standing management mode that enterprises actively guide from top to bottom and consciously respond from bottom to top in the pursuit of perpetual refinement. [1] In the fiercely competitive market economy environment, refinement management is the inevitable way to achieve a comprehensive high-quality transformation of enterprises, which includes both innovation in management concepts, but also a revolution in business management mode, only then can enterprises achieve rapid upgrading and sustainable development. At present, some of China's state-owned enterprises are facing difficulties such as slow adjustment of industrial structure and increased downward pressure on the economy, so they urgently need to promote refined management and enhance their core competitiveness. In this regard, enterprises continue to actively explore the refined management model, accelerate the pace of innovation and management model innovation, to achieve the transformation and upgrading of enterprise

industrial structure, and promote sustainable development of enterprises.

2. The connotation of refinement management

Refined management is a modern management science that achieves the efficient operation of enterprise management by disassembling and analyzing things to achieve the purpose of fine management, and relying on information data and standardization. Its main connotation is to refine and quantify the complex and tedious work, and finally form a standard process or standardized procedures to achieve optimal allocation of resources and effective control of a modern management tools. In the current economic environment, refinement management has a certain rationality and necessity, is the enterprise managers use the method of information data, focus on business operations and product services, and ultimately meet the needs of the public an efficient management means. [2]

Refined management is a management execution process that brings detail management to the extreme through detail splitting and management in order to achieve the strategic management objectives of the enterprise, and is the best way to test the ability of the enterprise to deliver. Therefore, enterprises in the production and operation activities need to start from a number of aspects to implement the fine management, including organizational structure, institutional system, business processes and other aspects to achieve detailed operation. And comprehensive control of all aspects of business operations, through continuous improvement,

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optimize each operational process, through the disassembly of tasks and control the completion of one by one, and gradually promote the realization of the overall strategic objectives, and then achieve high-quality development of the enterprise.

Refinement management, also known as "lean management", is a refinement management improvement project to find room for improvement in the business process, and then achieve the goal of efficient business management. Based on the refinement of the enterprise process improvement, should be carried out from two aspects: First, management to "fine", through the diagnosis and analysis of the current management problems or loopholes in the enterprise, put forward the corresponding streamlining and optimization strategies to reduce the process cycle; Second, the management of "benefit" Based on the diagnostic data, we can improve the level of resource allocation of enterprise links, and appropriately reduce resource input and increase output, so as to promote the efficiency of enterprise process operation, increase operational efficiency and achieve high-quality development of enterprises. [3]

3. The significance of refinement management

3.1 Conducive to improving enterprise management capabilities

Refined management provides the basis for modern enterprise management, which is conducive to promoting the optimization of the management process, improving the efficiency of production and operation, and enhancing the comprehensive management capacity of enterprises. With the increasingly fierce competition in the market, the only way for enterprises to achieve high-quality development is to continuously innovate the management concept, change and optimize the management model. The use of scientific unification, standardized refinement management mode, is conducive to re-optimization of the basic organizational structure and departmental structure of the enterprise, to establish a more detailed, clear corporate management objectives, to achieve the enterprise management system, management responsibilities, management tasks and other aspects of the improvement and refinement, and thus enhance the enterprise management capabilities. At the same time the use of refinement management, but also fully standardize corporate behavior and employee behavior, to help enterprise management into a new stage.

3.2 Help optimize corporate culture

Enterprise culture construction is crucial to enterprise management, the role of refinement management, not only in management, but also to the construction of enterprise culture to point out the direction of development. The use of the concept of refinement management of enterprise culture construction for

effective guidance, is conducive to the enterprise according to the internal and external environment changes, timely restructuring of the core values of corporate culture, so that it can continue to meet the requirements of the market and the times, and make corporate culture has greater value. Enterprise culture reflects the soft power of the enterprise, the fine management into the enterprise culture, can promote the enterprise culture to adapt to the needs of fine management, so that the enterprise culture in the fierce competition in the market constantly stimulate the important value, and constantly optimize the enterprise management system, business processes, business philosophy, etc., to build a unique enterprise culture based on fine management, and build a continuous promotion of enterprise forward development of the enterprise value system. [4]

3.3 Conducive to improving the core competitiveness of enterprises

Refinement management focuses on comprehensive management and control of enterprise details and each link, and integrates this concept into each work link and task of the enterprise, strictly based on scientific and reasonable process norms for implementation and management, and realizes the refinement and comprehensive control of enterprise operation links. Based on the refined management mode, each employee of the enterprise can give full play to the sense of ownership and responsibility, their own position and the task they are responsible for closely combined with the development of the enterprise, not only through active work to achieve their own sense of value, but also to improve the management level of the enterprise, and then enhance the core competitiveness of the enterprise, helping the enterprise to stand out in the fierce competition.

4. The use of refinement management to enhance the development of enterprise quality strategy

4.1 Create a strong culture of refinement management

In order to fine management of enterprises, the first thing is to cultivate a strong culture of refinement, and build the business philosophy of "optimizing costs and maximizing benefits" within the enterprise. And vigorously promote the "fine refinement" craftsmanship, in the cultural level of the professional value orientation and behavior of employees for spiritual guidance, such as the establishment of dedicated, lean, focused, innovative corporate core culture and values, and this concept through a variety of promotional models or practical activities to each employee. First, to carry out relevant training and learning and promotion on the theme of refinement management, so as to achieve unity in the mindset of all personnel and make the enterprise

employees realize the importance of refinement for enterprise management and the positive impact on improving the company's profitability. Second, the use of new media platforms, and actively popularize and promote the concept of refinement management and related norms and standards, so that employees in the process of work gradually familiar with the work rules and norms related to refinement management, so that the implementation of refinement justified, there are rules to follow. In addition, managers should play an exemplary and leading role in the implementation of lean management, set an example and fully stimulate collective wisdom, gradually enhance the participation of all employees, strengthen the sense of belonging and responsibility of workers, and gradually build a unique corporate culture based on refined management. In addition, enterprises can also promote the active participation of employees through targeted incentive mechanisms to suggest ideas for refined management. For active and effective proposers, certain spiritual or material rewards will be adopted, and regular or irregular sharing sessions on the results of fine management will be held to gradually form a strong atmosphere of fine management in the enterprise and enhance the active participation enthusiasm and initiative of all employees. [5]

4.2 Optimize the organization of enterprise fine management guarantee

In order to realize the fine management of the enterprise, it is also necessary to build a scientific and perfect fine management organization, which is also a necessary factor to realize this management mode. At the beginning of lean management, it is necessary to establish a facilitating organization that corresponds to the development status of the enterprise. This facilitation organization requires that the company's production and operations are carried out according to a strict plan, and that this management organization is highly compatible with the current production and operation structure of the company, with the top management as the primary leader and promoter of lean management. In addition, the Lean Facilitation Organization must maintain regular and frequent communication, in the form of meetings or shared discussions, to maintain regular reports on project progress and possible problems, to ensure that senior management matches the expected progress of the project with the current progress, and to identify and resolve any problems or loopholes in the Lean Facilitation process in a timely manner, and to promote the refinement of management. This will ensure that senior management can match the expected progress of the project with the current progress, identify and solve the problems and loopholes in the process of lean management, and promote the smooth implementation of lean management.

In addition, when constructing the organization system of fine management, we should pay attention to the actual combination with the enterprise's own operation and management, and establish a management

organization with its own characteristics, and strictly implement the task responsibility system according to the fine management specification, and make a clear and detailed division of tasks and responsibilities for each link and detail, with responsibilities to each department and specific post individuals, to ensure that the posts and responsibilities are unified and clear, and that all work is based on evidence and responsibilities. can be followed, there are responsibilities to ensure that problems can be responsible to individuals. In addition, the enterprise should establish a special department to promote fine management, so as to achieve the purpose of supervision and inspection of the implementation of the management system. During the operation of the fine management of the organizational system, it is specifically responsible for responding to and supporting the difficulties and problems in the implementation of lean management. The management also needs to make adjustments and improvements in the details of the organization system in accordance with the actual operation of the system and the problems or difficulties that arise, in order to reorganize and optimize the organization system scientifically and improve the quality of fine management. On this basis, the enterprise should also build a set of fine management work quality evaluation system, for the enterprise management work implementation effect assessment, for the continuous optimization of fine management strategy to provide a scientific basis. [6]

4.3 Strengthen staff training and performance assessment

Enterprise employees are the bearers of fine management ideas and the implementers of fine management behavior. Therefore, enterprises should organize comprehensive training for employees, strengthen the penetration of fine management concepts and management models and norms to them, so that employees have a basis for the implementation of work. Enterprises should also continue to enrich the training methods, the use of practical cases and video and other diversified means, the organization of workers together to study and research, in order to guide workers to a deeper understanding of the fine management model, and fully understand the close link between the development of enterprises and their own growth. In addition, enterprises should strengthen the construction of coordination between various departments and positions of smooth communication and information feedback channels, encourage employees to actively contribute ideas, give full play to their initiative, and actively respond and feedback on the implementation of policies and suggestions in fine management. In addition, enterprises should also combine the fine management standards and requirements to improve the current performance appraisal mechanism, in view of the good performance in the daily work of employees with a positive attitude to work, to be commended accordingly to show incentive; poor performance, irresponsible employees, to promote the implementation of fine

management on the ground with the development of science.

4.4 The implementation of enterprise human resources, administrative and financial fine management

Human resources, administration and financial management are the basic links in the operation and development of enterprises, in order to fully implement the fine management model, it is necessary to do a good job of reform and innovation in these three areas. First, we should integrate the fine management mode and method in human resources management, and carry out practical innovation to reasonably coordinate the enterprise's human, financial and material resources, and pay attention to building a human resources information management platform, using "big data" to integrate and share information and resources of all parties to achieve the employment. We should focus on building a human resource information management platform, using "big data" to integrate and share information and resources of all parties, so as to realize the reduction of labor cost and truly realize the efficient goal of "the right place for the right person, the right person for the right talent and the right place for the right talent" of refined human resource management. Secondly, we should integrate the core concept of fine management - "streamlining, efficiency" in the administration, and according to the work responsibilities of each department of the enterprise, the system of fine, streamlined processes, fine forms, fine operation of all aspects of fine management to carry out strict and precise. The implementation of the implementation, to promote the optimization of management efficiency and maximize. Third, the refinement of management into the enterprise financial management links, and in strict accordance with the requirements of the refinement of financial management, according to the actual operating conditions of the enterprise, operating costs are strictly controlled, and strengthen the structure of labor costs, management costs, production costs and other costs for in-depth analysis, deep excavation of which may exist "due to a process of waste caused by the". We will also deepen the analysis of the structure of labor cost, management cost, production cost and other costs, and deepen the analysis of the possible "inefficiency or profit decline caused by waste in a process", and propose timely optimization and improvement measures, and deepen the current situation of "inefficiency or profit decline caused by waste in a process", and propose feasible measures and put them into practice. Finally, the refinement of human resources, administration and finance departments should be decomposed and implemented step by step, department by department, to minimize waste, reduce costs, improve efficiency, and promote the enterprise to high-quality development with refinement management. [7]

4.5 Improve the fine management work methods

In the process of introducing fine management mode in enterprises, managers should also focus on observing and understanding whether the fine management work of each department has really been implemented, and to comprehensively analyze how the effect of fine management, and whether it is compatible with the business operation and development needs of enterprises, and finally select the management methods suitable for enterprises scientifically according to the comprehensive analysis to ensure the effectiveness of fine management mode implementation. At present, the commonly used fine management methods are 6S fine management, just-in-time production, pull production, total quality management different management models, they all have rich management content and complex work system and other distinctive features, but whether they are suitable for the enterprise management situation, but need to conduct in-depth exploration and analysis. Therefore, enterprise managers need to fully understand the enterprise's own situation on the basis of a thorough understanding of different refinement management methods and judgment, clarify the logical relationship between different refinement management links, to avoid the rigid application of other companies management model, choose a more suitable for the enterprise's own actual management methods. In addition, each enterprise should also adjust the product production mode according to the market trend, promote the production process from mass production mode to "single-piece flow" conversion, from "large volume" to "small volume, single-piece flow" transition, and promote the enterprise Parts production and assembly of management mode reform.

4.6 Strengthen the refinement of management information and data construction

In today's rapid development of science and technology, in the process of implementing fine management, enterprises also make full use of information technology management tools, and to promote enterprise fine management to a deeper level. Enterprises through the fine management means of information technology, not only can use the efficient and convenient information platform to achieve the smooth promotion of management, but also to achieve the sharing and integration of enterprise resources and information, so that communication between departments more convenient and efficient, improve efficiency and quality. At the same time, the basic data formed in the process of enterprise refinement management can also provide a strong data basis for the top management to make decisions. Therefore, enterprises should focus on building an information-based fine management platform, pay attention to the collection of management information and on this basis to conduct serious analysis and research, to provide an important basis for the enterprise to carry out the refinement of the management process to improve, but also for the senior management of the enterprise to develop business quality standards.

In addition, through the construction of the fine management information and data platform, the enterprise executives can also conduct in-depth research on the data in the fine management of each department of the company, improve the logic of enterprise operation and decision-making analysis, and through the objective research and judgment of the enterprise operation data, provide more scientific and efficient strategic decision-making and market development trend judgment for the future management of the enterprise, and provide scientific for the enterprise to achieve high-quality development data information guarantee.

5. Conclusion

Refined management is a new enterprise management model, the purpose of which is to minimize enterprise management resources, reduce management costs, through rule refinement, standardization, institutionalization, implementation of accurate planning, decision, control and assessment to make every unit in the enterprise organization management become accurate and efficient, synergistic and continuous operation. At present, refinement management has become one of the important means to enhance the core competitiveness of enterprises, but also enterprises to adapt to changes in the market environment, to meet the challenges and opportunities of the road. It can help enterprises to move from traditional rough management to modern refined management mode, improve the effectiveness of enterprise management and increase economic benefits, which is the necessary way to achieve modern enterprise management. This paper firstly elaborates the connotation and value of fine management, and then puts forward the strategy of realizing enterprise fine management from six aspects, mainly including: creating a strong culture of fine management; optimizing the organizational guarantee of enterprise fine management; strengthening staff training and performance assessment; implementing the fine management of enterprise human resources, administration and finance; improving the fine management work methods; strengthening the information and data of fine management Construction. We hope to achieve the improvement of enterprise management level through fine management, and promote the enterprise towards the goal of high-quality development.

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