

Implementation Pathways of Fine-Grained Management in Enterprise Practice

Peng Wang¹, Zhengtong Huangfu^{2*}

1. Hainan Vocational University of Science and Technology, Haikou, Hainan, 571126, China

2. PioEntropy Academy, Xiamen, Fujian, 361015, China

*Corresponding author: Zhengtong Huangfu, 3521580014@qq.com

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Abstract: With the fierce competition and the goal of high quality development, the traditional extensive management mode is no longer able to meet the requirements of the development of the enterprise in the fields of efficiency, quality, cost and development. The fine management mode of accurate, precise, meticulous and strict has become an important way to improve the quality of work, reduce the cost of the enterprise, strengthen the control of the quality and improve the competitiveness. This article, based on the study of the existing research and the actual situation of the enterprise, put forward a simple and feasible implementation plan. It is believed that fine management should be rooted in the culture, driven by the process, controlled by the details, supported by the people, enabled by the technology, and improved by the iteration. The paper puts forward the feasible way for enterprises to move from extensive management to fine management, and build a more systematic, operable and sustainable management mechanism.

Keywords: Fine-Grained Management; Enterprise Management; Process Optimization; Digital Enablement; High-Quality Development

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1. Introduction

With the increasingly fierce market competition and uncertain environment, the traditional extensive management has some limitations in resource allocation, process control, cost control, quality control and coordination and cooperation of the organization. For many enterprises, management based on scale, experience and after the fact correction is no longer suitable for the enterprise to operate efficiently and develop high quality. So fine management which is characterized by accurate, detailed and precise has become an important way to improve the management of enterprises, resource allocation and utilization, operating cost and quality control, and enhance the competitiveness of enterprises.

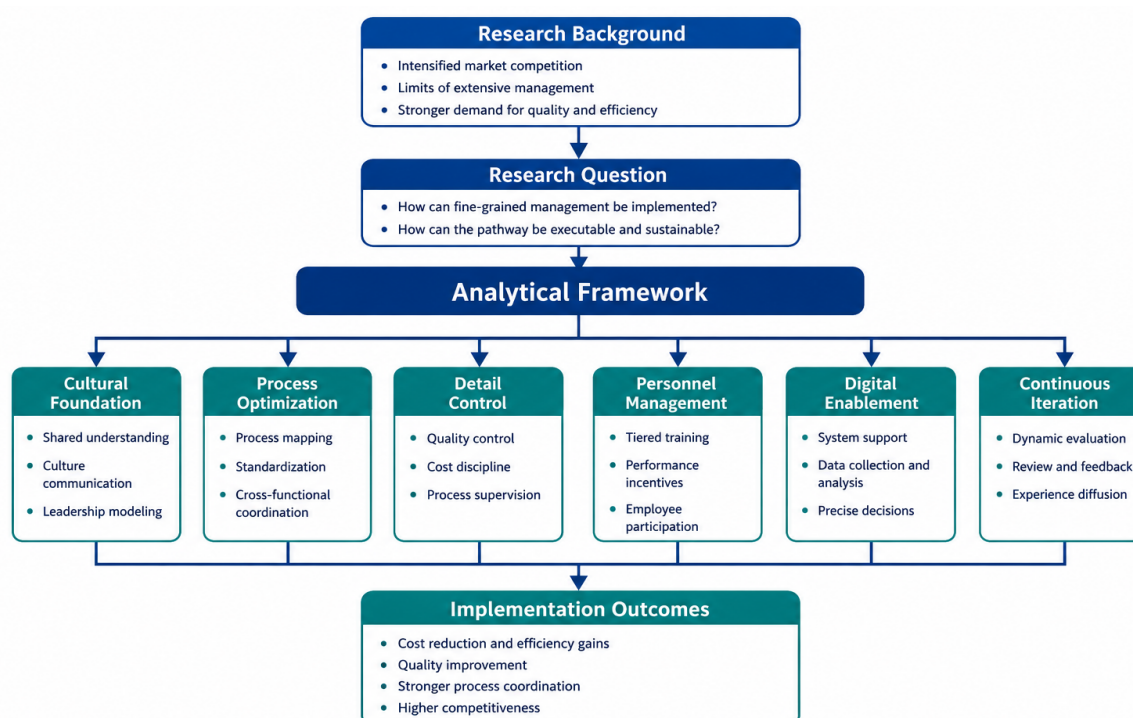
Fine management is not the simple division of the rules, process and job, nor it is the addition of more forms, indicators and requirements, but to build up the coordination of the strategic objectives, organizational structure, business process, cost control, personnel management, information system and continuous improvement. It is not the problem of “managing more”, but how to use the standard, process, data and responsibility to let the enterprise activities to be in line with the goals of operation.

In fact, there are still a lot of problems in the process of implementation, such as some enterprises regard the “fine”

management as the written system and the process document, but it is only the formalism but not the improvement; some enterprises are restricted by the barriers of the departments, unclear responsibilities, weak process links, poor data foundation, employees lack of participation and so on. With the deepening of digital transformation, the “fine” management is also gradually shifting from the manual supervision and control of experience to the system data collection, analysis and feedback. At present, there are many studies on the management of fine-grained from the aspects of competition advantage, enterprise case, sales logistics, financial management, training, information system, urban management, public service and so on, but many of these researches are only focusing on a single industry or a single function, and there are not enough researches on the interaction of culture, process, detail, people, digitalization, continuous improvement and so on. Therefore, this article proposes the implementation path of fine-grained management in enterprise practice.

To present the analytical logic more clearly, the implementation framework is shown in Figure 1.

Figure1: Framework for Implementing Fine-Grained Management in Enterprise Practice



2. Literature Review

At present, the research on the fine management has been gradually developed in the fields of enterprise management, finance, public space management, information management, logistics and digitalization. In the field of public space management, Zhang Xiaoming pointed out that with the transformation of park city construction from expansion to stock, the problem of large-scale management, weak service performance and unbalanced commercial format is becoming more and more important to carry out fine management and investment management^[1]. Wu Yunyao pointed out that the fine management of hospital finance is inseparable from information system, medical data and higher management quality requirements^[2]. Xu Zening, Wu Danxian and Gao Xiaolu pointed out that the fine management is closely related to the optimization of the administrative division in the central urban area, and the management span, workload, positioning, boundary design and other factors are important factors in the modern urban governance^[3].

Studies also discuss fine-grained management from the perspectives of information security, project cost control, and financial management. Lu Mingyuan and Xu Mengyao compare China and the United States in classified-information management for contractors, arguing that awareness, training, standardization, institutionalization, and technological innovation are essential^[4]. Tu Haijiang and Lü Lijuan construct a fine-grained control model for other costs in power-grid projects based on classified item management, internal control, and comprehensive budgeting^[5]. Zhang Zhanzhen and Wang Qinghua show that big data and cloud technology under the “Internet+” context improve data acquisition, business-finance integration, and precise

decision-making in management accounting ^[6].

A further group of studies focuses on enterprise cases and functional practices. Hong Qiu examines other management expenses in a county power-supply company and shows that selected controllable cost items can serve as entry points for fine-grained management ^[7]. Wu Shengzhu analyzes the financial management practices of Xiamen Road & Bridge, indicating that external pressure and declining efficiency can force enterprises to upgrade management ^[8]. Lu Yihua discusses fine-grained management as part of enterprise culture and organizational style ^[9]. Zhao Zhenyu emphasizes that enterprise training improves employee quality and provides human-resource support for management improvement ^[10].

Large-enterprise and strategic studies further enrich the discussion. Shou Donghua's study of Zhenhai Refining and Chemical shows that financial fine-grained management supports the development of management "soft power" in world-class enterprise construction ^[11]. Du Haijun discusses the financial fine-grained management of Yongmei Group under the "six-good" model, reflecting the need for stronger group control during business expansion ^[12]. Zhou Lihong stresses that, in an era of shrinking profit margins, detail management is a key means of tapping internal potential and enhancing competitiveness ^[13]. Wang Shunlin and Shen Wentian apply fine-grained management to sales logistics, showing its role in improving market responsiveness ^[14]. Sun Zhi summarizes the experience of Shandong Haihua and highlights the idea that management improvement has no endpoint and that refinement creates benefits ^[15]. Bao Gongmin provides an earlier theoretical analysis of fine-grained management and fine-grained competition as sources of modern competitive advantage ^[16].

From this we can see that the literature has three directions of research, one is the research on the value of fine - grain management, two is the research on the application of fine - grain management in the function of finance, cost control, logistics and training, three is the research on the application of fine - grain management in information system, urban management, public service and information security, etc. But the existing researches are still not enough to analyze the culture, process, detail, participation of employees, digitalization, iteration of fine - grain management from the overall perspective. This article makes a simple summary of the enterprise from the overall perspective.

3. Internal Logic of Implementation

Fine-grained management is a systemic transition from extensive management to intensive, standardized, and efficient management. It is not the use of a single tool, but the joint operation of management concepts, institutions, processes, talent, and digital technologies. It affects cost control, process efficiency, quality improvement, and the formation of competitive advantage ^{[13][16]}.

First of all, change the concept of management, management is often based on experience, result only and after the fact correction, and then it is not clear responsibility, deviation in the execution, the fine management needs to emphasize the full process control from the source, process and result, the company needs to let employees know the value of refinement, and the daily work behavior of the transformation.

Second process optimization, process is the core of operation. Procurement, production, sales, service, finance all need to be carried out through the process, clear links, clear standards, clear responsibilities, will directly affect the operation efficiency. The study of cost control, sales and logistics, financial management and other links, process optimization and responsibility division are the key to the improvement of management level.

Third, to control in detail is to have the real grip. "Fine" does not mean that the management is more detailed, but to find the key nodes, key risks, key deviations, and so on. Quality problems, waste of cost, complaints from customers and safety risks are mostly caused by small errors in the operation process, but not caused by strategic mistakes. Enterprises should move the attention of management to the posts, steps and data.

Finally, the continuous improvement is the guarantee of sustainable development. The fine management is not a short term campaign, but a long-term process, because the market, the demand of customers, the technology, the internal resources and other factors are constantly changing, the enterprise needs to carry out regular evaluation, problem feedback, experience sharing and mechanism improvement, to make the improvement a regular ability.

4. Practical Problems in Enterprise Implementation

Although fine-grained management is widely valued, many firms still face cognitive, organizational, technical, and human-resource barriers.

First, some enterprises think that the refinement is more rules, more forms, more indicators, which is not only not efficient, but also creates formalism and burden for employees, and the real purpose of fine management is to create value, improve quality and do a better job.

Second, the process is not standardized, and the business is not coordinated. Each department has its own routine, and there is a boundary between departments, resulting in poor communication, unclear responsibility, and the independent development of procurement, production, sales, finance and after-sales services, and so on, and the need to improve is to redesign the process of cross - departmental, and not to control the process in the process of the department.

The third is the detail control is not connected with the responsibility. If the tasks, standards, indicators and responsibility are not clearly assigned, it is difficult to trace the problems in the quality, cost and risk management and correct them. The enterprises need the indicators to be measurable and supervision loop.

Fourth, the employees ' participation and the support of employees ' capability are not strong enough. In the end, the fine management is all about the employees, if the employees do not participate in the requirements, give feedback and give incentives, then the implementation will not be sustainable. It is necessary to carry out the training and human resources development.

The fifth is the weak digital foundation. In the era of digital, the more precise management is carried out, the more the collection of data and information system is required, and the analysis and processing of information in real time is also required. The information system can help the enterprise to do financial refinement and management accounting, but there are still many enterprises that are still in the stage of scattered system, inconsistent data standards, and limited information analysis ability.

5. Implementation Pathways of Fine-Grained Management

5.1 Build a Cultural Foundation

The first is to build consensus on culture. It is not a task that only a few managers or departments can complete, but a fine management of the company should be the responsibility of all employees. Through communication, training, sharing of cases, and discussion in the position, let employees understand the goals and values of the company.

In addition, managers should also set a good example, by means of the concept of refinement into the culture, the concept of refinement into the enterprise, the concept of refinement into the management, the senior leaders to make the concept of refinement from the slogan into the common action standard of all employees, when employees see the refinement is the growth of themselves, the value of the job and the development of the enterprise, it is more willing to participate in the construction of refinement.

5.2 Optimize Business Processes

Process is the carrier of the fine management. Enterprises should check the procurement process, production process, sales process, finance process and after-sales process, and find out the redundant approval, information gap, waiting time and responsibility blank, so as to create a simple, standardized and coordinated process.

Procurement: The demand, review, selection of supplier, price comparison, contract signing, arrival inspection and payment settlement can be standardized. Production: Work procedures, rhythm, waiting and equipment utilization can be optimized. Sales and after-sales service: The management of customer information, visit plan, contract, order and customer feedback can be clearly defined.

Process optimization should balance control and efficiency. Excessive detail may create rigidity, while excessive simplification may increase risk. Firms should therefore standardize key nodes while retaining appropriate flexibility.

5.3 Strengthen Detail Control

Detail control turns management requirements into executable standards. Quality, cost, efficiency, and risk should be managed at the level of specific steps, indicators, and responsibilities.

In terms of quality management, the company should carry out full process control, from the purchase and storage of raw

materials, to production, inspection, logistics, after-sales feedback, etc. In terms of cost management, the company should not only do accounting after the fact, but also assign the cost responsibility to departments, posts and activities, such as defect rate, process cycle, inventory turnover, complaint rate, budget execution and other indicators, to make the control and improvement of cost more measurable.

5.4 Refine Personnel Management

Personnel management is the driving force of the internal. The enterprise should carry out the different training according to the position, level and ability. Front-line staff should be trained in the skills, quality and standard, the middle-level management staff should be trained in the process management, coordination and problem solving, the senior management staff should be trained in the strategic thinking, innovation and change leadership.

Incentives should be connected with the results of fine management, compensation, promotion, praise and other aspects of performance assessment, and timely recognition should be given to employees who have contributed to the improvement of process, cost reduction, quality and service improvement, and at the same time give feedback and guidance, and help to correct the poor implementation.

5.5 Enable Management with Digital Tools

Digital technology is conducive to the precise control, ERP, CRM, production management system, supply chain system, financial shared service platform and other systems can help enterprises to collect, integrate and analyze the operation data in real time, compared with the manual control, digital technology helps to improve transparency, reduce errors and improve coordination speed.

In production, it is possible to monitor the equipment, the progress of the process, the quality and energy consumption. In sales, data analysis can help to understand the change of customer needs. In inventory and finance, it is also possible to help enterprises to carry out dynamic replenishment, budget control, expense approval, cost accounting, performance analysis and other work through the help of digital tools.

But digitalization is not the refinement of things itself, if there is no redesign of the process and the definition of responsibility, the low efficiency of the offline process will be just transferred to the online process. The enterprises should start from the needs of business, unify the data standards, connect the systems step by step and improve the decision-making based on data.

5.6 Establish Continuous Iteration

Fine management needs to be optimized for a long time, and enterprises should often conduct assessments and reviews, not only including the indicators of the results such as cost reduction, efficiency, quality and customer satisfaction, but also the indicators of the process such as execution, participation, adaptability of the system and data quality.

Monthly review, special improvement meeting, internal sharing, employee suggestions and other ways to find the problems, find solutions, good practices, standardize and promote to other departments, outdated rules and regulations, to revise, form a closed loop of goal setting, execution, monitoring, feedback, improvement and experience.

6. Conclusion

Fine management is an important way for enterprises to move from the extensive development to high-quality development, according to the literature and practice of enterprises, the six aspects of culture, process, details, people, digital and improvement are the key to the implementation of fine management.

In fact, enterprises should not reduce the detailed management to the level of rules and regulations and the surface of the assessment, but should take the problem as the guide, the process as the guide, the data as the guide and the employees as the guide, because the enterprises are different in size, industry, stage of development, ownership and digital foundation, there is no one-size-fits-all model, each enterprise should start from the key problems and the core processes, first try and then expand, summarize experience and gradually expand.

Future research can also be carried out from the perspective of industry, ownership and life cycle, and can also explore the impact of different combinations of fine management on cost control, operating efficiency, quality, employee performance, organizational resilience and competitive advantage. In addition, there is also the need to explore new mechanisms of

refinement in the context of digitalization and intelligent management.

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Conflict of Interests

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