

# *The Exploration of Process Optimization under Goal Orientation*

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**Keywords:** Process Optimization, Goal Orientation, Problem Orientation

**Abstract:** In the process of factory operation, optimization demand, such as "five factory" strategy intention, path, implementation strategy, action plan put forward new requirements, the focus of factory annual policy target, digital transformation, build core competitiveness have new demand, business daily operation in the process of low efficiency, high cost, high risk, non-standard, poor efficiency, service does not reach the designated position, unclear responsibilities, interface problems such as improvement requirements, system internal audit (target check), management diagnosis, policy target checking, special inspection, supervision, audit, tour of the rectification requirements, and so on. Through clear goals, system analysis and pointing out the direction of optimization, we can find the optimization projects in many needs faster, implement the optimization more effectively, and solve the problems of no start and low efficiency. Enshi cigarette factory under the goal of process optimization exploration is based on enshi cigarette factory business practice, to the enterprise's business and management process to rethink and redesign, advocate "forging staff" do the right thing "and" work right "consciousness and ability, to strengthen the digital transformation foundation, lead the work, promote efficient governance.

## **1. Introduction**

This paper introduces the enshi cigarette factory to implement the goal-oriented process optimization exploration project background and discusses the relationship between goal orientation and process optimization, through the use of modern goal theory and BRP theory, the modern management theory to the process optimization work, with project system as the method, continuous system, deep, effectively promote the goal-oriented process optimization, improve the management ability and consciousness.

## **2. Project background**

Under the traditional function-centered management mode, the process is hidden behind the

bloated organizational structure, and the problems such as complex operation, low efficiency and customer complaints are endless. The whole organization forms what is called the "barrel effect". In order to solve the enterprise in the face of the new environment, the function of traditional management mode, must restructure the business process, essentially reflect on the existing business processes, thoroughly redesign business processes, in order to measure the key to performance (such as quality, cost, speed, service) on the breakthrough change.

Tobacco industry for many years, adhere to the system construction as one of the focus of enterprise management, synchronization in process optimization work, since promoting a new round of system construction, especially after the digital transformation work started, enshi cigarette factory party situation, the process optimization to factory strategic height, as its factory management system, improve governance efficiency, hope through process optimization forging staff "do the right thing" and "work right" consciousness and ability, to lead the work to improve.

There are some problems in the original process sorting and optimization work, such as unreasonable process architecture design, unclear process optimization goal, unclear direction, and unobvious effect. Digital transformation requires better processes, solving many problems existing in the previous process optimization process, and promoting high-quality process optimization has become a more urgent need.

## **2.1. Process optimization as the starting point to achieve the enterprise goals**

Optimize process management to achieve enterprise goals. In solving major problems or controversial business work, by perfecting the process method and path, the transverse to the edge, the longitudinal, comprehensive process, accurate analysis, find out the key reasons, the business process E (cancel), C (merger), R (rearrangement), S (simplified), truly achieve the goal of "do things correctly".

BRP Engineering is an organizational change project that needs to consider integrating the enterprise's strategies, business processes, and information systems to create the maximum value for its customers. The BRP is also a system engineering that must plan and manage its implementation through a systematic approach. From the perspective of enterprise change management, the conceptual model of process reorganization emphasizes the following two aspects:

(1) Link between process restructuring and enterprise goals. Process restructuring projects must be driven by and organically matched by enterprise goals. Enterprise goal is the fundamental guiding ideology of how the enterprise operates as a whole, and is a general expression of how the current and future actions in the dynamic changing internal and external environment. The "problem" here includes three meanings: the obstacles and challenges encountered in the normal operation of the enterprise, including the existing and predictable, such as the response speed of the enterprise to the market demand, the needs and expectations of customers of the enterprise, the operation of the process; the development opportunities or opportunities; the requirements and instructions proposed by partners, etc. The strategy of an enterprise is driven by the problems faced by the enterprise, and the process restructuring must support the enterprise goals and solve the problems faced by the enterprise.

(2) The content of the enterprise's business process restructuring. Business process reorganization engineering is a system engineering. To successfully implement BRP, it is not enough to thoroughly rethink and redesign the process. It also contains a very extensive and rich restructuring content: the working environment around the workflow also needs to be restructured according to the newly designed business process. Managers usually need to consider many factors: organizational structure; management ideas and means; information technology and human resources. Changes in business processes can cause changes in organizational structure,

management, information technology, and human resources. The enterprise business process restructuring emphasizes that the restructuring of enterprises should be process-oriented and create more value for customers as the benchmark and starting point. Enterprise business process restructuring is a re-examination and thinking of the reasons of enterprise process. At the same time, the business process restructuring must be conducted with the mental model of systematic thinking.

This project is based on the combination of management by objectives theory and BRP theory. Under the guidance of the goal, we use the system thinking to promote the process optimization and realize the enterprise value.

## **2.2 Adhere to the goal guidance and improve the process system**

Adhere to the goal orientation and problem orientation, according to the 14th Five-year Plan of the factory and the annual "1381" goal, combined with the difficulties, pain points and blocking points, consider the requirements of digital transformation, focus on the key areas such as procurement implementation, quality inspection and identify the optimization projects, determine the measurable and evaluated optimization goals, define the timetable and implement, step by step. The successful experience of the optimization project is summarized and solidified (standard, information system), and other processes are optimized. According to the arrangement of "Enshi Cigarette Factory 2023 Annual System Construction Work Implementation Plan", resolutely implement the major decision of "process management is the strategic choice of the factory", and promote it as a whole. By reviewing the previous process system, determine the factory process structure and list, and plan the process system. Form the "Enshi Cigarette Factory Process System Table (List)".

## **2.3 Complete the EPROS process realistic task according to the target requirements**

The enterprise Management Department realizes systematic business sorting and standardized design of the process. From business sorting to continuous optimization management, the new process system table organizes all departments to complete realistic tasks according to the requirements of EPROS platform. Through the software platform, we can guide and facilitate enterprises to continue to do a good job in process management, and realize the value in the whole process from planning to design, and then to continuous improvement. According to the target requirements, complete the realistic task according to the EPROS.

## **2.4 Optimize projects and optimization objectives according to the application process of department requirements**

team work. Promote process optimization in the way of project. According to the principle of participation in the whole process, the head of the responsible department takes the lead to form a cross-department, cross-line and cross-level optimization team. When necessary, we can seek external support, gather the wisdom of all people, and form a strong joint force in order to produce practical results. Under the premise of compliance, the project team implemented the optimization according to the optimization principles and methods specified in QB(L)/HBZY.BJ9-2020 Hubei China Tobacco Process Management Application Guide (Trial). According to the actual needs of each department, each department of the enterprise applies for the process optimization project. For the process optimization project, certain methods and steps are needed. According to the process optimization task book, clarify the schedule and road map, and report to the process office for approval plan. Then, the projects and objectives declared by each department are reviewed and issued after confirmation. According to the process optimization task book, cross-department,

cross-line and cross-level optimization project teams were set up, and 23 process optimization projects were established.

### **2.5 Evaluate the completion results of each optimization project and report for incentive**

Review review. Adhere to the result-oriented, in the implementation process, the project leader should be regularly

Organize a review to solve problems encountered in the process in time; and pass trial operation

The line verifies the effectiveness of the optimization to ensure that the optimization objectives are truly achieved.

## **3. Implementation effect**

### **3.1 Process architecture is more reasonable**

The process architecture is clear about what the factory does, what the business does, and how the business is done. According to the business structure of the company, combined with the actual situation of the factory, through the top-down and bottom-down combination method, the original structure is optimized, the process structure is more reasonable, more matched with the factory, and the basic support role for the digital transformation of the factory is more prominent.

### **3.2 Optimization direction is more clear**

In the process of factory operation, optimization demand, such as "five factory" strategy intention, path, implementation strategy, action plan put forward new requirements, the focus of the factory annual policy target, digital transformation, build core competitiveness have new demand, business daily operation in the process of low efficiency, high cost, high risk, non-standard, poor efficiency, service does not reach the designated position, unclear responsibilities, interface problems such as improved requirements, system internal audit (target check), management diagnosis, policy target checking, special inspection, supervision, audit, tour of the rectification requirements, and so on. Through clear goals, system analysis and pointing out the direction of optimization, we can find the optimization projects in many needs faster, implement the optimization more effectively, and solve the problems of no start and low efficiency. For example, in the approval process of financial expenditure, it saves the reimbursement person's time, improves the work efficiency, and increases by 25%.

### **3.3 The optimization effect is more significant**

Each project team focuses on the optimization goal, gathers the wisdom of the people, clarifies the schedule and roadmap, and implements them step by step; solves the problems encountered in the promotion process in time through the trial operation, so as to ensure the realization of the optimization goal and the effect is more significant. The optimization rate of the optimization projects has reached 100%. For example, the project undertaken by the Group Work Department optimized the process of the evaluation and evaluation, which improved the efficiency by 53% and greatly saved the time of the evaluation and evaluation.

### **3.4 Consciousness and ability have been improved**

The implementation of the 23 process optimization projects has played a good demonstration role for the comprehensive implementation of the factory process optimization, and stimulated the

enthusiasm of the employees to carry out the process optimization. At the same time, each project team members have been trained in the implementation process, and their process thinking, process knowledge, combing and optimization ability have been improved to varying degrees, laying a good human resource foundation for the process management level of the factory in the future.

#### 4. Summary

This project under the goal of process optimization exploration is based on enshi cigarette factory business and actual project, based on the disadvantages of traditional management mode, forging "do the right thing" and "work correctly" ability, the need of the digital transformation, through the modern goal theory and the theory of BRP, using the theory of process optimization exploration. By reviewing the preliminary process system, determine the factory process structure and list, and plan the process system. Form the enshi cigarette factory process system table (list), in accordance with the requirements of the target, at a specific time, the process system table according to the EPROS realistic task, according to the actual needs of each department, to declare the process optimization project, in view of the process optimization project, formulate process optimization specification, clear schedule and roadmap. It was finally established

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