

Construction and Application of Tobacco Business Enterprise Management System Based on Performance Excellence Model

Xiaoping Zhang^{1,*}, Huicen Liu¹, Ning Ma², Feilong Ma¹

¹ Yinchuan City Company of Ningxia Hui Autonomous Region Tobacco Company

² Ningxia Vocational and Technical University, Ningxia Open University

* Corresponding Author Email: 43925854@qq.com

Abstract. In recent years, the tobacco industry has introduced a variety of management concepts, methods and tools, so how to straighten out the internal logical relationship between quality management, safety management, environmental management, lean management, standardized management and standardization work, and how to give full play to the multiplier effect of “complementing each other's strengths and forming a fist with one's fingers”. In view of this, we have introduced the model of performance excellence management and studied the idea of promoting the construction of “1416” comprehensive enterprise management system, i.e., focusing on the goal of “continuously improving the core competitiveness of the enterprise and striving to become a world-class enterprise”, and paying attention to “Four integration”, importing ‘a model’, applying ‘six steps’, further integrating management elements, optimizing management mode, promoting management upgrading, and forming a systematic and complete integrated management system with scientific norms and efficient operation, It will further integrate management elements, optimize management mode, promote management upgrading, and form a comprehensive management system that is systematic, scientific, standardized, and highly efficient, so as to gather power and empower the enterprise for high-quality development and modernization.

Keywords: Performance excellence, management systems, construct.

1. Introduction

In the late 1980s, the model of performance Excellence was first created by the United States. Its core content includes the criteria and guidelines for performance excellence evaluation. It is a general term for a comprehensive management model that leads enterprises to success, and the American Baldrige National Quality Award evaluation criteria are representative of the performance excellence model. Since the 21st century, large international companies have adapted to the needs and gradually integrated various specialized management systems to establish a comprehensive operational control system. ExxonMobil has established an integrated Operations management system (OIMS), and BP has established an Operations Management system (OMS). The National Energy Group, based on the OODA model and using digital technology, proposed a digital management system for integrated energy group projects [1].as shown in the Table. 1.

Table 1. Based on the OODA theory step function comparison tables

OODA theoretical steps	Module	Secondary modules
Observe	Annual goals for engineering projects	Annual goals for engineering projects
		Project coordination plan management
	Engineering information	Project Statistics
		Project list
Orient Decide	Risk Warning	Basic information on project risks
		Project risk early warning management
Action (Act)	Early Warning Disposal	Engineer risk adjustment
		Project early warning summary information
	Evaluation and adjustment	Next stage Engineering Management
		Enterprise Evaluation Management

The digital transformation of the tobacco industry is a systematic and innovative effort involving multiple levels such as tobacco cultivation, industrial enterprises, commercial enterprises, retail households, as well as multiple professional fields such as strategy, capability, technology, management, and business. Tobacco enterprises need to construct an overall framework for promoting digital transformation from four aspects: main goals, main tasks, development stages, and implementation strategies. Ultimately, build a digital ecosystem for the tobacco industry, as shown in the fig.1.

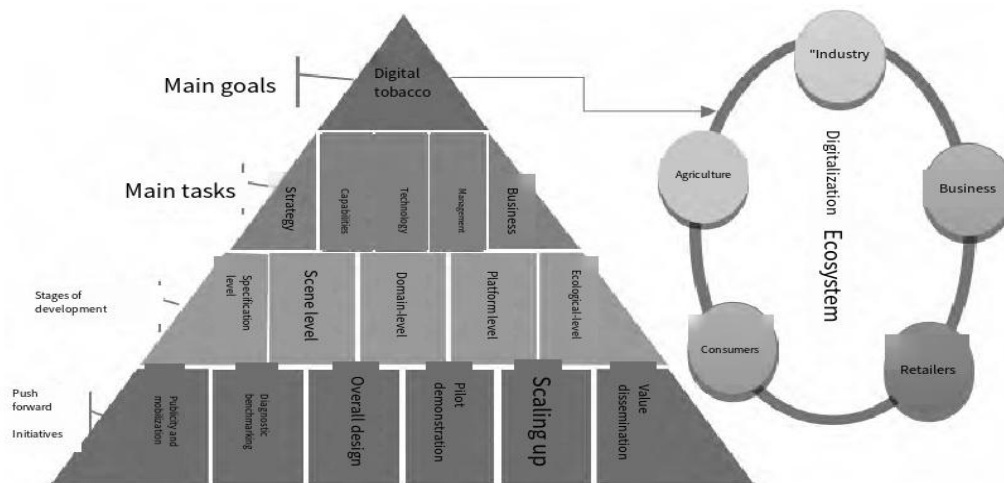


Fig. 1 Theoretical framework for digital transformation of tobacco enterprises

Hubei Tobacco Industry Co., Ltd. is actively promoting the construction of a "1+X" integrated management system aimed at facilitating the integration of management systems, seeking scientific, comprehensive, sustainable and healthy development in its new stage of high-quality development, and becoming a strategic project to achieve the vision of "Double First-Class"[2].

Tianjin Jinnan District Tobacco Monopoly Bureau (Branch) has effectively promoted the practical application of ISO9001:2015 standard revision in tobacco commercial enterprises by applying the "know", "understand", "use" three-dimensional integrated management system practice model of tobacco commercial enterprises, integrating the idea of enterprise standardization into the process of operation and management, And put forward further optimization suggestions for the problems in the operation of the system[3]. From the research results both within and outside the industry, it can be

seen that there are very few units within the industry that study the integrated management system. A few units have made beneficial explorations and applications for the construction of the integrated management system, providing us with new ideas, new methods and new paths for promoting the integrated management system.

2. Background

In recent years, the Yinchuan Municipal Bureau (Company) has successively introduced the ISO9000 series of standards, continuously established and improved the standardized management mechanism, built the "1746" lean management model, implemented the "eight-character decision" of quota management, completed the transformation and upgrading of the new version of the quality management system, and achieved positive results in all aspects of enterprise operation and management. However, compared with the higher goal of "continuously enhancing the core competitiveness of the enterprise and striving to become a world-class enterprise" proposed by the state Bureau, the current management work of the enterprise cannot effectively adapt to the new management requirements. It needs to widely absorb and draw on advanced management concepts and methods both inside and outside the industry, especially in the aspect of digital transformation and upgrading, there is a large gap compared with the advanced units in the industry. It has not yet formed a comprehensive management system that operates in a systematic and procedural manner. To this end, it is imperative to accelerate the construction of an integrated management system based on the application of the excellence performance model, and to establish a set of scientific, systematic and applicable evaluation indicators for the integrated management system, in order to improve the rational allocation and effective utilization of enterprise resources and systematically promote the transformation and upgrading of enterprise management.

3. Main Research Ideas and methods

3.1. Focus on "one goal" and draw up a blueprint for the development of comprehensive management

Integrate the goal positioning of "continuously enhancing the core competitiveness of the enterprise and striving to become a world-class enterprise" into the process of promoting the integrated management development of Yinchuan Tobacco, highlighting the orientation of digital empowerment and value superposition, with standardization as the basic guarantee and excellence performance as the implementation path, Focus on key areas such as smart regulation, supply and demand balance, customer service, green logistics, talent cultivation, cost reduction and efficiency improvement, and in accordance with the low-code implementation method of "form + process + report", build application scenarios of core management matters around the informatization process of information collection, transmission, storage and computing, and draw the blueprint of comprehensive management development of "creating benchmarks and strong leadership".

3.2. Focus on the "four integrations" to build an integrated management operation system

3.2.1. Focus on the integration of ideas

We believe that whether it is quality management, safety management, benchmarking management or lean management, they all revolve around the strategic goal of "enhancing the core competitiveness of the enterprise and striving to become a world-class enterprise", standardization is the support guarantee and realization path for enterprises to achieve requirements such as quality management and safety management, The ideas and methods of quality management, lean management, and benchmarking management run through the process of continuous improvement and optimization of enterprise standards, and through the integration of ideas, promote the common purpose.

3.2.2. Focus on the integration of elements

In accordance with the "Guidelines for Standardization Construction of Tobacco Commercial Enterprises" and the "Criteria for Performance Excellence Evaluation", formulate the "Criteria for Performance Excellence Process Evaluation", "Criteria for Performance Excellence Result Evaluation", and "OKR+KPI Basic Information Collection Form" through the "standard requirements + record form" model. Clarify the constituent elements, measurement units, procedural requirements and other information for standard formulation to promote element integration and management in the same direction.

3.2.3. Focus on process integration

Records are the carrier of standard operation and the basis of statistical analysis. From the three dimensions of system type, bar type and node type, three types of nonconformities A, B and C are identified and classified into three levels of very serious, very serious and relatively serious according to the extent of their impact. Through the "three nodes" of monthly control, quarterly assessment and semi-annual review, statistical control is carried out around policy objectives, benchmarking indicators, lean measures, standard implementation rate, etc. Using records as the "input" for analyzing and judging nonconformities, and identifying end-factor factors as the "output" for proposing improvement requirements, a PDCA cycle was formed to promote process integration and execution synchronization.

3.2.4. Focus on method integration

Whether it is quality management, safety management, environmental management, lean management, benchmarking management, standardization or many other management requirements, all are carried out in accordance with the PDCA closed-loop management approach, and inspection, improvement and enhancement are implemented in accordance with standards such as the "Operation Table of the 'Three Types and Six Transformations' Comprehensive Evaluation System", which is an important guarantee for the optimization and improvement of the comprehensive management system.

3.3. Introduce "one model" to clarify the implementation path of integrated management

The "Excellence Performance" model, which evolved from the American Baldoric National Quality Award, is an effective approach to total quality management widely recognized by the international community at present. It integrates modern management concepts and methods to enable enterprises and employees to progress and develop, enhance the core competitiveness of enterprises, create value for customers, and drive enterprise management towards excellence.

3.3.1. Build an operational framework for performance excellence

GB/T 19580-2012 "Criteria for Excellence Performance Evaluation" clearly defines the elements and structure of excellence performance evaluation [5]. Based on this, We focus on the seven key elements of the performance excellence model, namely leadership, strategy, customer and market, resources, process management, business results, measurement, analysis and improvement, following the PDCA closed-loop management approach, Build a "four-wheel drive" performance excellence operation framework of "ideas + actions, goals + key results" to achieve vertical consistency and horizontal coordination of the integrated management system.as shown in the fig. 2.

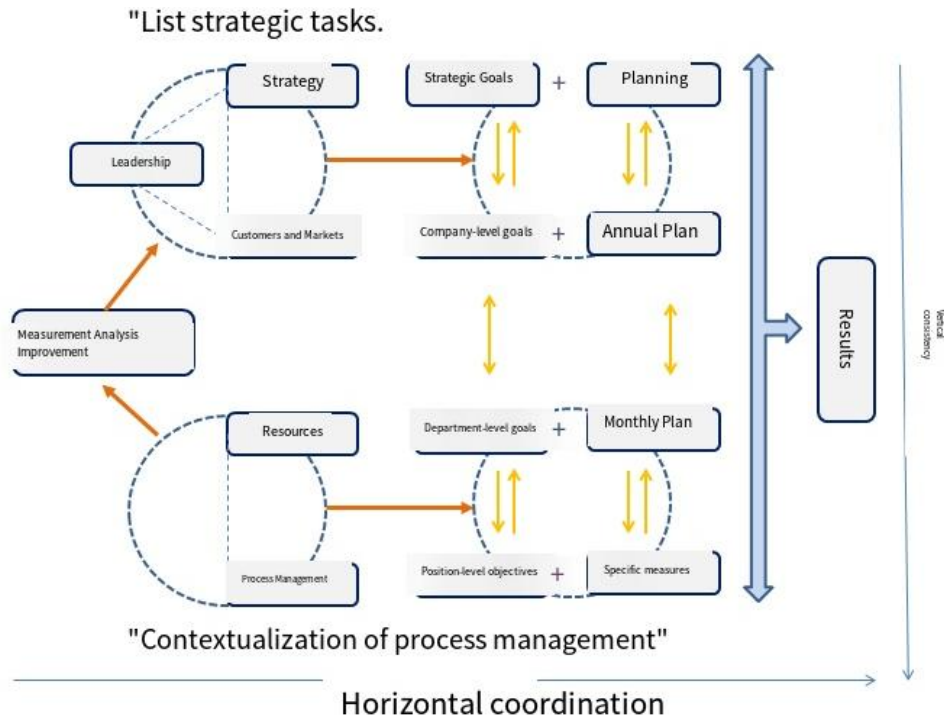


Fig. 2 Diagram of the operational framework for performance excellence

On the one hand, build an enterprise "idea triangle" model from the three aspects of leadership, strategy, and customer and market. The idea Triangle aims to break the reality of employees' lack of goals in their work and the disconnection between departmental plans, job measures and corporate strategic planning, establish core values oriented towards "customers and markets", achieve effective identification of corporate strategic goals, strong support and layer-by-layer decomposition of key results, clarify the basis for outstanding leadership, achieve effective utilization of resources, and enhance corporate governance efficiency. **On the other hand**, build the "linear action" model of the enterprise from the aspects of resources and process management. "Linear action" focuses on how the enterprise operates most effectively, emphasizing the full mobilization and utilization of enterprise resources, the exertion of the subjective initiative of all employees, and through the application of key matters in scenarios, strengthening the monitoring, management, guidance and adjustment of processes to achieve the shortest process and the fastest flow rate. **Third**, around the "idea triangle" and "linear action", establish an implementation path based on "OKR+KPI", namely strategic goals + planning, company-level goals + annual plans, department-level goals + monthly plans, position-level goals + specific measures, to form a management model that is vertically integrated, horizontally connected, internally and externally integrated. OKR consists of two parts (objectives) and KR (Key Results), where the "O" answers the question of "what do I want to achieve?" The "KR" answers the question of "How to achieve the goal/how to measure whether the goal is accomplished." **Fourth**, use measurement analysis and improvement as the chain in the "four-wheel drive" to organically connect the four "wheels" and form a closed loop for the entire integrated management system. The measurement, analysis and improvement of performance can guide the integrated management of the enterprise to form a cycle of practice, self-learning and continuous improvement, ultimately moving towards "continuously enhancing the core competitiveness of the enterprise and striving to become a world-class enterprise".

3.3.2. Path to achieving outstanding performance

In the current situation where it is difficult to "identify", "evaluate" and "feedback" in the enterprise's existing management system, through the excellence performance management mechanism of "process evaluation + result evaluation", monitor the process of achieving strategic goals and action plans, analyze and evaluate the performance and capabilities of the enterprise, and continuously enhance the core competitiveness of the enterprise.

3.3.2.1. Terminology and definitions

Excellence in performance. Excellence performance applies the "process evaluation" + "outcome evaluation" approach through the enterprise's comprehensive performance management methods and pathways to enable the enterprise and individuals to progress and develop, improve the overall performance and capabilities of the enterprise, create value for customers and other stakeholders, and drive the enterprise towards continuous high-quality development and modernization.

Leadership. Enterprise excellence performance management cannot do without the attention and participation of top leaders and leaders at all levels. Leaders should lead the enterprise towards excellence, provide resources for the enterprise's excellence performance activities, and create a favorable atmosphere and environment for the enterprise's operation. At the same time, it is necessary to ensure that enterprises carry out corporate governance, actively assume social responsibilities, and achieve a win-win situation for both enterprises and society.

Strategy. Strategy is at the core of business operations. The enterprise should be guided by its mission and vision, and formulate its strategy in combination with the analysis of the external environment and the analysis of internal resources and capabilities, clarify strategic goals, and on this basis carry out strategic deployment, break down the strategy and strategic goals to relevant functions and departments, formulate specific implementation plans and key performance indicators, and carry out strategic implementation work.

Customers and the market. To achieve sustained and healthy development, enterprises need to conduct surveys of customer needs, expectations and preferences, and fully apply the survey information for analysis in order to meet customer needs, expectations and preferences; Build and maintain good customer relationships to improve customer service quality and increase customer satisfaction.

Employees. Employees are the most important resource and guarantee for the high-quality development of an enterprise. Enterprises should carry out effective management of employee training and utilization, learning and growth, performance and motivation, etc., in order to enhance employees' sense of value, honor and belonging and promote high-quality development of the enterprise.

Process management. To adopt the process approach, systematically identify the operational processes that support the implementation of the strategy, and by strengthening the management of each process, build the core competitiveness of the enterprise and enhance the ability and level of enterprise performance excellence management. Enterprises are required to plan, implement and control processes that may be involved, such as "marketing", "design and development", "procurement and supplier management", "service provision" and "inspection and improvement".

Measurement, analysis and improvement. It is necessary to systematically plan and establish an evaluation system, clarify the logical relationship between the policy objective "O" and the key support measures "KR", and measure, analyze and evaluate the performance level to identify opportunities for improvement in the enterprise and continuously enhance the management and operation level of the enterprise.

Results. The purpose of business operations is to achieve excellent business results. By comparing the results, the gap with the benchmark can be clearly identified, facilitating the enterprise to implement improvement, narrow the gap, and continuously pursue excellence.

OKR. OKR consists of two parts: (Policy Objectives) and KR (Key Results), where the "O" answers "what I want to achieve"; The "KR" answers "How to achieve the goal/how to measure whether the goal is accomplished".

3.3.2.2. Establish a system of metrics for performance excellence

The master's thesis of Shandong University titled "Construction of ICU Nursing Quality Evaluation Index System Based on the Excellence Performance Evaluation Criteria" clearly defined the components of the excellence performance indicator system [4]. We fully drew on and expanded this knowledge, and combined it with the actual situation of the enterprise. Apply the Balanced Scorecard to optimize the indicator system, so that while target management focuses on the economic benefits of the enterprise, it pays more attention to the requirements of high-quality development

drivers such as customer service, internal operations, and learning and growth. Introduce the OKR decomposition and expansion method, emphasizing that each indicator should have both the pursuit of the goal and the measurement requirements, as well as the safeguards to support the achievement of the indicator. The KR line is the path and method to support and guarantee the realization of the goals at each level of the "Four Strong and Four Excellent" enterprise strategy goals, which are broken down and detailed into company-level, department-level and position-level goals. For example, long-term and medium-term plans are the measures to achieve the strategic goals, which are further broken down into the company's annual work priorities, departmental monthly plans, and specific measures for each position, so that the pursuit of the enterprise's goal value is transformed into the conscious actions of all employees. Through top-down hierarchical decomposition and bottom-up hierarchical support, an effective connection and unified OKR indicator system of strategy and planning, goals and measures, measures and tasks is formed, better implementing the requirements of the "five-step implementation method" proposed by the Party group of the district bureau (company) It has achieved vertical and horizontal integration of enterprise management, keeping "leadership attention" and "full participation" in an interactive state all the time.as shown in theTable. 2.

Table 2. Enterprise Excellence Performance Evaluation Index System

Enterprise excellence performance evaluation index system		
First-level indicators	Secondary indicators	Tertiary indicators
A Leadership		A1.2 Implement the "1+4+6" policy system A1.3 "Year of Quality Improvement in Enterprise Management" campaign A1.4 Rural revitalization A1.5 Confidentiality management A1.6 Standardized management A1.7 The role of legal supervision in service guarantee is brought into play A1.8 Works safety, emergency management, public opinion control, tobacco control compliance, cybersecurity
		B1.1 Departments have clear strategic objectives (policy objectives) B1.2 Positions have clear supporting goals, and the coverage rate of positions should reach 100%
B Strategy	B1 Strategy Formulation	
	B2 Strategic Deployment	B2.2 Allocate relevant human, material and financial resources for the implementation of the strategy
C Customers and Markets	C1 Service Marketing	C1.1 Terminal construction C1.2 Satisfaction Management C1.3 Market Foundation Work C1.4 Customer Service C2.1 Full-process closed-loop supervision
	C2 Market regulation	C2.2 Management of Abnormal movement of real smoke C2.3 Regulation of disposal of waste tobacco monopoly products C2.4 Basic internal management work C2.5 Anti-counterfeiting and anti-smuggling, market regulation, administrative licensing, monopoly basic management
Resources	D1 Human Resources	D1.2 Technological innovation D1.3 Implement the digital transformation tasks of the enterprise D1.4 Per capita logistics efficiency D1.5 Negative List: Includes requirements related to the responsible list
	D2 Financial Resources	D2.1 Personnel expense rate D2.2 Labor cost profit margin D2.3 Logistics cost per container,
	D3 Material Resources	D3.1 Green Logistics Construction D3.2 Logistics Equipment Management D3.3 Lean Logistics improvement D3.4 Labor productivity
E Operating	E1 cigarette business	E1.1 Marketing E1.2 Brand marketing E1.3 Marketing Management
F Finance	F1 Financial Management	F1.1 Deviation in the completion of tax and profit budgets F1.2 Comprehensive Budget Management F1.3 Management of state-owned assets F1.4 Financial security efficiency

3.3.2.3. OKR process evaluation

Excellent performance stems from excellent process management, and only by focusing on process improvement can performance be enhanced. A "four-dimensional five-degree" process evaluation mechanism has been established, that is, process maturity is evaluated based on five levels of "no activity, poor, average, good, and excellent" around the four dimensions of "practical, consistent, methodative and innovative". Take the number of innovation awards as an example. In the process evaluation, the KR indicator that supports this goal is implemented through a "challenge-based" approach, focusing on whether activities are carried out and assessing the suitability of "practicality" from the aspects of soliciting and establishing the database, issuing reminders, soliciting and receiving questions, and evaluating and verifying the effectiveness of the evaluation. The consistency is evaluated based on the clarity of the motivation relationship between O and KR. Evaluate the scientific nature of the "method" from the rational application of management method tools. Evaluate the effectiveness of "innovation" by whether the path provided for innovation is replicable and reproducible. The "four-dimensional five-level" process evaluation method has become a regular training mechanism for cultivating basic qualities and enhancing basic capabilities of all staff.as shown in theTable. 3, Table. 4.

"Practical", carry out various types of enterprise management based on the actual situation of the enterprise, focus on practical results, avoid mechanically copying and blindly pursuing high-end;

"Consistency", the overall system consistency of the enterprise, vertical inheritance consistent from top to bottom, and horizontal collaboration rigorous consistency.

"Method" emphasizes the extensive and flexible application of various management tools and methods;

"Innovation" refers to unique, productive improvements and innovations that are replicable and reproducible.

Table 3. Evaluation Criteria for Enterprise OKR Processes

Dimension	Weights	Excellence (95 points)	Good (90 points)	Average (80 points)	Poor (70 points)	No activity (60 points)
Practical	20%	Carry out various management activities based on the actual situation of the enterprise, solidify them into corresponding standards, publish them in the office OA system or quality management system information system, and achieve practical results, and avoid being out of touch with reality.	Start thinking and implementing practical and effective management based on the actual situation of the enterprise, and solidify it into corresponding standards. The new standards have improved aspects compared to the old ones, but they are not published in the system.	The main process began to learn and attempt various types of management, which were somewhat practical but did not form standards or schemes.	There were sporadic management activities at the beginning, which were largely remedial and ineffective. In an emergency.	
Consistent	20%	Enterprise management activities focus on vertical succession and horizontal coordination. Management activities are systematically integrated and meet the following three conditions: first, KR (Key results) can fully support policy objectives. The second is to conduct relevant field knowledge training and explanations in the tobacco system and above units throughout the region, facilitating the coordination of work between the upper and lower levels. 3. Actively serving and solving problems for relevant units (departments).	The overall activities of the enterprise have basically achieved coordinated development in terms of vertical inheritance and horizontal coordination. And at the same time, two of the following conditions are met: First, the KR (Key results) can well support the policy objectives. The second is to conduct relevant field knowledge training and explanations in municipal bureaus (companies) and above units to facilitate the coordination of work on both sides. 3. Actively serving and solving problems for relevant units (departments).	The main activities are basically consistent in terms of vertical succession and horizontal coordination. And at the same time, one of the following conditions is met: First, the KR (key results) can basically support the policy objectives. 2. Training and explanations in the relevant field are conducted within the department or above to facilitate collaborative work within the department.	There is a lack of coordination in some areas of the enterprise, with each level planning and directing activities, and each department acting on its own. There is a lack of horizontal coordination.	
Method	25%	Extensive, flexible and extensive application of digital tools such as low-code, AI, QUICK BI, etc.	Extensive use of a large number of management tools, mathematical statistics methods, etc.	Be able to apply lean tools such as TWI, SOP, A3 reports, and quality improvement methods more accurately, but not widely enough.	Starting to use fewer management tools and methods sporadically in some areas without applying management tools and methods.	
Innovation	35%	Based on the actual situation of the enterprise, be able to carry out work with new ideas, new methods and new tools, or make effective improvements and innovations to existing management tools and methods, and promote and apply them throughout the city to become a model for other units (departments) to learn from.	Those who have carried out systematic management improvement and innovation activities based on facts and have promoted and applied them within their own departments.	Those who began to proactively plan and carry out improvement activities but lacked management innovation and did not promote and apply them.	No proactive improvement activities were carried out, only passive improvements were made under internal and external pressure.	There was no improvement or innovation in management.

Table 4. OKR Process Evaluation Levels

Levels	Excellence	Good	General	Poor	No activity
Process evaluation level	91<B-pro<95	85<B-pro<90	80<B-pro<84	70<B-pro<79	B-pro<70
Note: B-pro stands for department-level policy objectives and key supporting measures process evaluation level					

3.3.2.4. Evaluation of OKR results

In terms of results evaluation, a results evaluation index system was designed using the six dimensions of excellence performance results evaluation, such as "product and service results" and "customer and market results", as the framework, focusing on the completeness of the results indicators, the trend of performance level growth, the position within the industry, and the support of innovation achievements for core competitiveness. And based on the four elements of Co-I-L-N of excellence performance, a comprehensive evaluation was conducted from the four dimensions of "complete, growth, leading, innovation" and at the five levels of "poor, mediocre, good, excellent" to identify shortcomings. Use graphical and digital means to grasp the achievement of indicators, advanced level, growth trend, time series comparison and improvement and enhancement, effectively promoting the stability of quality and the achievement of goals. as shown in the Table. 5, Table. 6.

"Complete", the measured performance indicators cover the main aspects of the enterprise's strategy and operations.

"Growth", the main performance indicators show a good development trend.

"Leading" means maintaining an advanced position in business results within the industry through the management activities of the enterprise itself.

"Innovation" produces innovative results (including business capabilities, products or services) that constitute core competitiveness and are not easily imitated for a certain period of time, and provides important support for the strategic development of the enterprise and the acquisition of competitive advantage.

Table 5. Evaluation Criteria for OKR Results of Enterprises

Dimension	weight	Excellence (95 points)	Good (90 points)	Average (80 points)	Poor (70 points)	No activity (60 points)
Complete	20%	A complete OKR indicator system has been formed, fully implementing the secondary policy objectives of the district bureau company, with coverage reaching 100%, and corresponding KR support guarantee measures and evaluation requirements have been formulated, which can be adjusted and optimized according to the development requirements of the district bureau and the municipal bureau (company).	A relatively complete OKR indicator system has been formed, effectively supporting the secondary policy objectives of the district bureau company, with a coverage rate of 100%, and KR key result measures that can reflect the core business objectives have been formulated. There are individual indicators and key results that have not been adjusted and optimized in accordance with the development requirements of the district bureau and the municipal bureau (company).	A basically complete OKR indicator system has been formed, basically in line with the secondary policy objectives of the district bureau company, and corresponding KR support and guarantee measures and evaluation requirements have been formulated, but the coverage of KR key support and guarantee measures has not reached 100%.	Basically in line with the secondary policy objectives of the district bureau company, but no corresponding KR key measures have been formulated for the core key objectives, in order to form the KR indicator system.	No results or very poor results.
Growth	25%	The overall policy objective results showed a good growth trend and a sustainable favorable trend. (95 points for the highest slope of the 18 departmental policy objectives, 70 points for the lowest slope, 90 points for those above average and 80 points for those below average in the middle level)	Most of the policy and objective results showed a good growth trend. (95 points for the highest slope of the 18 departmental policy objectives, 70 points for the lowest slope, 90 points for those above average and 80 points for those below average in the middle level)	The growth trend of the policy objective results is average or not obvious, and a few policy objective results show a growth trend (95 points for the highest slope of the 18 departments, 70 points for the lowest, 90 points for those above average and 80 points for those below average)	The growth trend of the policy objective results was poor, and the key policy objective results did not increase. (The highest slope of the 18 departmental policy targets was 95 points, and the lowest was 70 points, based on mid-range standard data.) The average is given 90 points above average and 80 points below average.	
Lead	25%	Policy Objectives Results Have one or more objectives become industry benchmarks (top in the industry 5) If no industry benchmarking is carried out, 70% of the indicators are leading in the Ningxia tobacco system, and the county-level bureau's policy objectives rank first among the six counties.	If industry benchmarking is not carried out, 70% of the indicators are in a relatively leading position in the tobacco system of Ningxia (ranking among the top two in the entire region). A county-level bureau that ranks second among six counties in terms of policy objectives is considered good.	Seventy percent of the indicators are basically leading in the tobacco system of Ningxia (ranking among the top three in the region). A county-level bureau that ranks third or fourth among six counties in terms of policy objectives is considered average.	Seventy percent of the indicators are at a medium to low level in the Ningxia Tobacco system (the overall ranking is poor within the system, lagging behind). Fourth among county-level bureaus. The policy objective of the county-level bureau ranks first among the six county-level bureaus and fifth among the county-level bureaus is considered poor. Six means no activity.	
	30%	Produce innovative results with a clear core competitiveness and form a sustained competitive advantage. Innovation achievements (including science and technology innovation projects, QC activities, inventions made in the course of employment, lean topics, etc.) have won awards at the district level or above.	Initial innovation achievements with core competitiveness have been produced, which play a significant role in the enterprise's strategy. Innovation achievements (including science and technology innovation projects, QC activities, inventions made in the course of employment, lean topics) that have won awards at or above the municipal level.	Initial innovation achievements with core competitiveness have been produced, which will play an important role in the strategic development of the enterprise. Innovative achievements (including science and technology innovation projects, QC activities, inventions made in the course of employment, lean topics) that have been officially released at the municipal level or above.	No innovation achievements with core competitiveness initially formed innovation achievements (including innovation projects, QC activities, and innovation achievements of job-related inventions where science and technology have not formed core competitiveness. Lean topics, which have not been published at the municipal level.	

Table 6. OKR Results Evaluation Levels

Levels	Excellence	Good	General	Poor	No activity
Departmental OKR results evaluation level	91<B-res<95	85<B-res <90	80<B-res<84	70<B-res<79	B- res<70
Note: B-res stands for department-level policy objective outcome output level.					

3.4. Apply the "six steps" to implement the requirements of the integrated management system

We take excellence performance as a long-term and fundamental strategy for improving the overall management level of the enterprise, benchmark against industry leaders, define "prescribed actions", release "optional actions", highlight "characteristic actions", and through demonstration and leadership, point-to-surface, step-by-step implementation, etc. We will steadily advance the

implementation of six steps: learning-oriented, innovative, service-oriented and process-oriented engine, visualized dashboard, standardized operation, intelligent retrieval, process-oriented control, and digital performance.

4. Closing Remarks

Through the construction and application of an integrated management system based on the model of excellence performance, it is expected to achieve "three transformations", further integrate management elements, optimize management models, and drive management upgrades.

4.1. The first is to achieve a shift from "traditional management" to "digital management"

Through the effective integration and application of various management systems such as quality management, safety management, environmental management, lean management, benchmarking management, and standardization, not only has the problem of overlapping and repetitive business and complex content been solved, but also online information collection, online review and approval, and online assessment and verification of key processes, nodes and matters have been achieved, further improving work efficiency. It enhances the quality and efficiency of digital analysis and provides a mathematical basis for cigarette business decisions.

4.2. The second is the shift from "resource segmentation" to "resource integration"

The essence of the integrated management system of Yinchuan tobacco is based on the open sharing of resources, to play the leading role of a provincial capital city, to gather the indispensable elements such as information, knowledge, equipment, personnel, technology and policy necessary for comprehensive management, and through the construction and application of the integrated management system, to form a platform for element aggregation, talent aggregation, knowledge sharing and data sharing.

4.3. The third is the transformation from "experience-based judgment" to "data analysis"

Yinchuan Tobacco 's integrated management system uses low-code builds platform and table drag-and-drop technology means, with information transmission as the main line, to establish a good information communication and exchange mechanism, and to collect and summarize the formed effective information in a timely and complete manner; From the previous practice of doing things based on experience to the current scientific data analysis, the basic data is effectively connected with the Yida platform, improving the ability of data collection, data analysis and data application, maximizing the role of intercommunication up and down and connection left and right.

References

- [1] Li Aichen. Research on Digital Management System of Engineering Projects Based on OODA Model [J]. Modern Industrial Economy and Information Technology, 2023 (10): 136-138, 141.
- [2] Cheng Hui. Research and Practice on the Integration of Management System of State-owned Enterprises - Taking Hubei Tobacco Company as an Example [J]. Enterprise Reform and Management, 2023 (16): 41-43.
- [3] Li Qixuan. "Know", "Understand", "Apply" - A Brief Discussion on the Construction and Practice of Comprehensive Management System of Tobacco Commercial Enterprises [J]. Northeast China Economic Outlook, 2019 (10): 29-30.
- [4] Shang Miaomiao. Construction of ICU Nursing Quality Evaluation Index System Based on Excellence Performance Evaluation Criteria [D]. Jinan: Shandong University, 2017.
- [5] General Administration of Quality Supervision, Inspection and Quarantine of the People's Republic of China, China National Standardization Administration Committee. GB/T 19580-2012 Excellence Performance Evaluation Criteria [S]. Beijing: China Standard Press, 2012.