

## Practical Exploration of the Integrated Management Model of Performance Excellence and Lean Management for Scientific Journals: Postprint

**Authors:** Bian Li, Ma Jun, Shi Benling, Zhang Xun, Dong Yanyan

**Date:** 2023-10-08T00:00:00+00:00

### Abstract

Taking the improvement of management level of science and technology journal publishing houses as the entry point, this paper analyzes the problems faced by publishing houses during their enterprise transformation. By introducing an integrated management model combining performance excellence and lean management into publishing house operations, it constructs a modern enterprise system with cultural characteristics, reduces costs, improves quality, and achieves the transformation and upgrading of science and technology journal publishing houses.

### Full Text

ChinaXiv Partner Journal: Practice and Exploration of an Integrated Management Model of Performance Excellence and Lean Management for Scientific Journals

**Authors:** Bian Li, Ma Jun, Shi Benling, Zhang Xun, Dong Yanyan  
[Shandong Cancer Hospital and Institute, Journal Office of Shandong First Medical University (Shandong Academy of Medical Sciences), Jinan, Shandong 250117]

**Abstract:** Focusing on improving the management level of scientific journal publishing houses, this paper analyzes the challenges faced by these institutions during their transformation into enterprises. By introducing an integrated management model combining performance excellence and lean management, we construct a modern enterprise system with cultural characteristics, reduce costs, improve quality, and achieve the transformation and upgrading of scientific journal publishing houses.

**Keywords:** scientific journals; performance excellence; lean management; integration; management model

**Classification:** G23

**Document Code:** A

**Article ID:** 1671-0134(2021)09-023-04

**DOI:** 10.19483/j.cnki.11-4653/n.2021.09.006

**Citation Format:** Bian L, Ma J, Shi BL, Zhang X, Dong YY. Practice and Exploration of an Integrated Management Model of Performance Excellence and Lean Management for Scientific Journals[J]. China Media Technology, 2021(09):23-25,107.

By the end of 2016, China had 5,020 scientific journals published by 4,381 publishing units [1]. Most of these journals were published by research institutes and universities, primarily organized as editorial departments or journal offices with public institution status. Their management was traditionally structured, rigid in system, and lagging in concepts and management capabilities. In recent years, with the deepening reform of national public institutions, some editorial departments and journal offices have been transformed into enterprises. On December 18, 2018, the General Office of the State Council issued the “Regulations on Transforming Operational Cultural Institutions into Enterprises in the Cultural System Reform” and “Regulations on Further Supporting the Development of Cultural Enterprises” [2], requiring further deepening of cultural system reform and continued promotion of the transformation of state-owned operational cultural institutions into enterprises. This transformation aims to accelerate the construction of a modern enterprise system with cultural characteristics, form an effective corporate governance structure with checks and balances, establish a flexible and efficient market-oriented operation mechanism, and promote enterprises to become stronger, better, and larger [3]. With the accelerated pace of transformation of scientific journal publishing houses and the advent of the “Internet Plus” era, the big data era has posed new requirements for scientific journals, presenting severe challenges and tests. The original management models of scientific journal publishing houses have fallen far behind the times, necessitating internal strengthening and enhanced management to achieve transformation and upgrading.

Performance excellence and lean management are two excellent management models widely applied by many outstanding enterprises internationally, but they have been rarely used in the management of scientific journal publishing houses. In GB/T 19580-2012 “Criteria for Performance Excellence,” the performance excellence model is defined as a comprehensive organizational performance management method that continuously creates value for customers, employees, and other stakeholders, improves overall organizational performance and capabilities, and promotes sustainable development and success [4]. The Performance Excellence Model represents the collective term for business management models represented by national quality award evaluation criteria [5] and has become one of the effective ways for organizations such as enterprises and hospitals to achieve continuous improvement and enhance competitive advantages. Lean management is an important means for enterprises to reduce costs, improve efficiency, enhance capital investment benefits, and strengthen

competitiveness. Promoting the application of lean management methods in publishing house management, firmly establishing lean concepts, and applying lean management methods to all major aspects of publishing house operations and management enables cost reduction, process optimization, waste elimination, efficiency improvement, and quality enhancement throughout the entire management process of scientific journal publishing houses, achieving lean improvement.

### **1.1 Feasibility of Integrating Performance Excellence and Lean Management**

Both performance excellence and lean management are developed based on the concept of total quality management, with consistent core philosophies. Performance excellence shows enterprises what the right things to do are, while lean management tells enterprises how to do things right [6]. Lean management achieves refinement in management by improving existing methods and processes to obtain better results, aiming to enhance enterprise capabilities. Performance excellence is an open management framework that sets requirements for all aspects of enterprise management without specifying specific methods and processes. The key to applying the evaluation system lies in promoting improvement and enhancement through self-assessment and diagnosis. The advantage of performance excellence lies in systematic evaluation and diagnosis. The requirements for process implementation and improvement in the performance excellence model are consistent with the requirements of lean production, while the advantage of lean management lies in specific business improvements. The two form complementary advantages. Performance excellence focuses on diagnosing and identifying problems and weaknesses, while lean management uses waste elimination as its starting point and focuses on continuous improvement. Lean management and performance excellence evaluation are management methods with consistent goals and mutual reinforcement, possessing inherent consistency in improvement philosophy and process focus. Therefore, the organic integration and coordinated promotion of performance excellence and lean management can effectively improve the maturity level of enterprise operation and management. For major issues identified through performance excellence self-assessment, lean project construction can be used as the starting point, and lean management tools and project management control methods can be employed to promote effective lean improvement work, enhance the lean management level of scientific journal publishing houses, and continuously improve overall performance and management capabilities.

In practical work, we promote the application of performance excellence management concepts and methods. According to performance excellence evaluation guidelines and outlines, we gradually integrate the nine concepts of performance excellence management and the “Approach-Deployment-Learning-Integration” (A-D-L-I) methodology into daily management, disseminate them to all specialties, and implement them in every position, making the performance excellence

management model truly become a work guideline that guides the management practice of publishing houses.

Publishing houses must enhance management, carry out exploration and practice of lean management, promote improvement of enterprise weaknesses and management enhancement, and further improve the efficiency and benefits of publishing houses. This has important practical significance for improving the quality and benefits of publishing house development.

### **1.2 Integration Approach for Performance Excellence and Lean Management**

In accordance with GB/T 19580-2012 “Criteria for Performance Excellence” and GB/Z 19579-2012 “Implementation Guidelines for Performance Excellence Evaluation Criteria,” we comprehensively introduce the performance excellence model. Through employee participation in performance excellence evaluation, we excavate management advantages, identify improvement opportunities, comprehensively diagnose the management maturity and performance excellence of publishing houses, establish improvement and enhancement plans, and comprehensively improve the comprehensive management level.

Performance excellence evaluation and lean management respectively provide a checklist for diagnosing current management levels and improvement tools for enterprises. Each has its own management philosophy and concepts. GB/T 19580-2012 “Criteria for Performance Excellence” proposes nine basic concepts of performance excellence: visionary leadership, strategic orientation, customer-driven approach, social responsibility, people orientation, win-win cooperation, focus on processes and attention to results, learning, improvement and innovation, and systematic management [7]. The five major management principles of lean management are: define value, identify value stream, flow, pull, and perfection [8]. The nine basic concepts of performance excellence and the five major principles of lean management each have their own focus, but both reflect the most advanced management concepts and methods.

Scientific journal publishing houses implement the management concept of “value-driven, lean and meticulous, closed-loop improvement, and continuous enhancement” [9] in their management. Through analysis, diagnosis, and continuous improvement, they carry out lean management enhancement. Based on the principles of “top-level design, problem orientation, and system integration,” they implement lean management based on performance excellence evaluation. From the aspects of system design, management evaluation, improvement implementation, management platform, and capability building, they explore and construct an integrated management model of performance excellence and lean management to promote the continuous improvement of publishing houses’ management maturity and performance excellence.

## 2. Construction of the Integrated Management Model of Performance Excellence and Lean Management

Through top-level design, we establish an integrated management platform for performance excellence and lean management. We compare the nine basic concepts of performance excellence with the five major principles of lean management, analyze and research their management concepts, basic principles, tools, and methods, clarify the connections between them, identify integration points, and define the connection methods between them. Performance excellence evaluation provides a systematic “diagnostic measuring instrument” for organizations pursuing excellence. Through self-evaluation, it identifies weaknesses that need improvement. For how to improve these weaknesses, lean management needs to provide corresponding management and technical support. Through effective connection and mutual integration of the two, the goal of promoting continuous improvement and management enhancement is achieved, ultimately realizing excellent results.

### 2.1 Building the Integrated Management System of Performance Excellence and Lean Management

We construct an integrated management system of performance excellence and lean management for scientific journal publishing houses. This system consists of three parts: “management concept,” “evaluation and improvement,” and “support system,” which are holistic and consistent.

- (1) “Management concept” defines the concept of integrating performance excellence and lean management. Through the implementation of concepts such as problem orientation, customer-driven approach, and improvement enhancement, it determines the correct path for integrating performance excellence and lean management.
- (2) “Evaluation and improvement” determines the methodological approach. Driven by performance excellence and lean meticulousness, with the core of improving management refinement and performance excellence, it forms a management cycle of “lean management—performance excellence evaluation—improvement and enhancement—innovative development” [10]. It comprehensively integrates key elements such as leadership, development strategy, organizational control, core resources, business layout, support guarantee, performance indicators, evaluation and improvement, forming the foundation for performance excellence evaluation and lean improvement.

Performance excellence evaluation includes two parts: process evaluation and results evaluation. The process part consists of six modules: “leadership,” “strategy,” “resources,” “core business processes,” “support service platform,” and “measurement, analysis, and improvement” [11]. The results part is the interpretation and development of the publishing house’s strategic goals. Lean improvement includes the lean five-step method and lean method tools. The lean five-step

method consists of five steps: “start preparation–problem diagnosis–solution design–improvement implementation–solidification and improvement,” which is the implementation path of lean management projects. Lean method tools include analysis and improvement categories, which are powerful weapons for implementing lean improvement.

“Lean management topic selection” and “lean improvement enhancement” are the means of integrating performance excellence and lean management. For problems identified through performance excellence evaluation, they are transformed into lean management projects through lean management topic selection. Lean management projects achieve good process management and leading performance results through continuous improvement and enhancement.

- (3) “Support system” provides support and guarantee for the integration of performance excellence and lean management. The support system includes organizational system, mechanism support, financial support, talent support, cultural support, etc., making the integrated operation more efficient.

“Management concept,” “evaluation and improvement,” and “support system” interact with each other to form an organic whole. “Management concept” provides conceptual guidance for “evaluation and improvement,” “evaluation and improvement” promotes the realization of “management concept,” and “support system” provides various guarantees for “evaluation and improvement.”

## 2.2 Implementing Performance Excellence Evaluation

Performance excellence is a result-oriented evaluation method based on the current situation [12]. The key to applying the evaluation system lies in promoting improvement and enhancement through self-assessment and diagnosis, and the advantage of performance excellence lies in systematic evaluation and diagnosis. We integrate performance excellence evaluation concepts, A-D-L-I and Le-T-C-I evaluation elements with lean management principles to establish a performance excellence evaluation system applicable to scientific journal publishing houses. We combine inheritance with innovation, theory with practice, and dynamics with systematicness, with employee participation to achieve internalization of corporate culture in the heart and externalization of excellent behavior in action, creating an excellent atmosphere for conducting excellent self-assessment, compensating for weaknesses, and continuous improvement. We optimize evaluation content, integrate lean management-related content into evaluation clauses, conduct quantitative analysis as much as possible, further streamline processes, and target efficiency and effectiveness. Through the implementation of lean management projects, we integrate lean management with performance excellence, improve weaknesses, and ultimately achieve management level improvement.

We deeply integrate other management systems. To avoid the phenomenon where “performance excellence” evaluation becomes disconnected from daily operation and management, we explore the integration of other management

systems according to actual conditions during the performance excellence evaluation process to improve evaluation efficiency.

During the evaluation process, we integrate the four dimensions of “Approach-Deployment-Learning-Integration” (A-D-L-I) with elements such as processes, responsibilities, systems, and assessments. When evaluating the “Approach” dimension, we use elements such as processes, responsibilities, and systems corresponding to standard clauses as one of the evaluation bases. When evaluating the “Deployment” dimension, the scope of method application and professional coverage levels are the main evaluation points. We compare them with the scope and deployment levels of processes corresponding to standard clauses to evaluate the depth and breadth of “deployment.” When evaluating the “Learning” dimension, we take the continuous conduct of evaluation and improvement work as one of the evaluation points, considering whether performance evaluation and assessment are conducted for matters corresponding to standard clauses, and whether improvement and enhancement plans are formulated based on assessment results. When evaluating the “Integration” dimension, we take cross-departmental coordination within processes as the evaluation point, focusing on considering situations where inter-departmental coordination is not smooth or where weaknesses affect overall performance results.

Performance evaluation should focus on comprehensiveness, fairness, and objectivity, evaluating organizational or individual work performance based on objective performance information, avoiding subjective speculation and personal emotions [13].

### 2.3 Implementing Lean Management Projects

Based on performance excellence evaluation, we implement lean management projects to promote improvement and enhancement of management weaknesses. Lean management projects originate from performance excellence evaluation results. We select weaknesses from the comprehensive diagnosis report, adopt a problem-oriented approach to analyze the initial project direction, and according to the SMART principle, transform or decompose the project direction into specific projects. Problems identified in performance excellence management and evaluation provide the direction for lean management project selection. Some specific problems can be directly transformed into lean management projects, while others require further decomposition.

After determining lean management projects, we set evaluation indicators and specific project outcomes based on the gap between current performance levels and target requirements or benchmarks. We design lean management project methods and paths. Using systematic classification methods, we sort out lean tools and methods, conduct in-depth research, and use them as powerful weapons to guide publishing houses in lean management practice.

We formulate lean management project implementation plans, which include five steps of lean management project implementation: preliminary preparation

—problem clarification—measure formulation—plan implementation—summary and solidification. (1) The preliminary preparation stage includes establishing work organizations, formulating work plans, conducting publicity and training, and establishing work mechanisms. To implement lean management, we must first build lean concepts and capabilities among leaders, managers, and employees [14], and do adequate preliminary preparation. (2) The problem clarification stage is a key stage in the lean management project process. Through in-depth interviews, data collection, process data analysis, and process analysis, we identify the root causes of problems and clarify improvement directions. (3) The measure formulation stage is an important stage in lean management projects. It mainly improves the basic management of scientific journal publishing houses, optimizes processes, clarifies corresponding improvement measures, strengthens performance management, and formulates corresponding management systems. Measures should have clear quality requirements and clarify responsible departments and individuals. (4) The plan implementation stage includes formulating specific plans, organizational coordination, plan implementation, and feedback. (5) The summary and solidification stage involves summarizing experiences for measures proven effective during the implementation stage and incorporating them into rules and regulations, solidifying processes to form long-term mechanisms, refining excellent results, compiling typical cases, and publicizing the effectiveness of lean management through multiple channels. During the lean project implementation process, we strengthen project process control and establish efficient communication and coordination mechanisms to effectively promote and control projects, break through barriers between lines and departments, and enable effective communication and exchange of goals, management information, and project progress among organizations and employees at all levels.

#### **2.4 Summarizing Experience, Forming Long-term Mechanisms, and Continuous Improvement**

After project implementation, we conduct evaluation and acceptance, comprehensively summarize experiences and effectiveness, extract typical experiences and practices from the integrated implementation of performance excellence and lean management projects, summarize best practices of projects, reward excellent projects, fully leverage the demonstrative effect of excellent projects, and promote them through project release meetings, on-site meetings, symposiums, and other forms to enable more departments and personnel to participate in the integration of performance excellence and meticulous management. We upgrade some good practices summarized from projects to publishing house systems and standards through certain procedures. The implementation of lean management projects should be normalized and persisted in the long term to form long-term mechanisms and continuously promote lean management.

## 2.5 Building the Support Platform for Performance Excellence and Lean Management Integration

Relying on performance excellence management organizations, we incorporate lean project management into overall control to form a lean management organization composed of leadership groups, working groups, and project groups. Organizations at all levels jointly promote lean management work to ensure that various tasks are implemented and achieve actual results, with clear objectives, clear requirements, and clear tasks, forming a work situation with strong organization, clear responsibilities, clear division of labor, and efficient operation. The leadership group is responsible for determining the overall thinking of lean management work, coordinating overall work arrangements, and making decisions on major issues in lean management work. The working group is responsible for promoting the normalization of lean management work, establishing work mechanisms, grasping overall progress, and coordinating solutions to difficult problems among various project groups.

First, we build a lean team and construct a talent mechanism. Combined with the construction of performance excellence evaluation teams, based on competency models, we establish hierarchical lean management talent teams through selection, training, practice, and motivation from both hidden and explicit capability aspects. Hidden capabilities examine employees' general competency and core competency. Explicit capabilities analyze and refine evaluation indicators from two aspects: knowledge skills and practical ability. In practice, we organize lean management talents to actively participate in project implementation, apply the concepts and tools they have mastered, and improve lean management practical abilities. In terms of motivation, we integrate with incentive systems and employee career development plans, provide lean management development channels, enhance the sense of honor of lean management talents, and form a benign development environment where employees "compare, learn, catch up, and surpass."

Second, we focus on publicity and promotion to create a lean culture. We vigorously promote lean management culture, carry out lean management publicity and reporting at multiple levels, and create a cultural atmosphere of lean meticulousness and innovative development. Leaders attach great importance to lean management publicity and management work to promote lean management cognition among employees. Combined with performance excellence evaluation work, we regularly carry out lean management exchange activities to continuously promote management improvement. For excellent results in the lean project process, we summarize management highlights, organize specific practices, and carry out experience sharing.

Third, we adhere to law-based enterprise management to guarantee the legal environment. We adhere to the principle of "three comprehensives and five reliances" (all staff, all aspects, all processes; rely on law, rely on systems, rely on standards, rely on procedures, rely on contracts), requiring all staff to abide

by the law, enabling every employee to learn, know, and understand the law, strictly abide by laws and regulations, perform duties according to systems, and handle affairs according to rules, fully integrating the requirements of law-based enterprise management into publishing house management.

Through commitment to lean transformation, scientific journal publishing houses take value realization as the starting point and improving comprehensive benefits as the goal, applying lean concepts, methods, and tools to optimize and improve the entire process of enterprise value realization, eliminate waste, improve quality, build enterprise lean capabilities, comprehensively improve enterprise operation and management levels, and continuously improve themselves, ultimately achieving performance excellence.

The key to applying the performance excellence evaluation system lies in promoting improvement and enhancement through self-assessment and diagnosis, effectively improving the maturity level of enterprise operation and management. Taking business improvement database construction as the carrier, we combine excellent management improvement and enhancement with the publishing house' s business improvement database management system, strengthen standardized control over problem-solving processes, promote the implementation of various improvement measures, use lean project construction as the starting point, and promote effective lean improvement work through lean management tools and project management control methods to enhance the lean management level of publishing houses and continuously improve overall performance and management capabilities.

**References:** [1] An Zhen, Chi Yingying, Sun Gaoxia. Discussion on the Cluster Development of Scientific Journals[J]. New Media Research, 2018(23):70-72.  
[2] General Office of the State Council. Regulations on Transforming Operational Cultural Institutions into Enterprises in the Cultural System Reform and Further Supporting the Development of Cultural Enterprises  
[3] (Citation text incomplete in original source)

*Note: Figure translations are in progress. See original paper for figures.*

*Source: ChinaXiv –Machine translation. Verify with original.*