

Problems and Optimization of Enterprise Financial Sharing Service Center -- Take Order Group as an Example

Meng Wang

School of Economics and Management, Xi'an University of Posts & Telecommunications, Xi'an, China

Abstract: Digital economy has become the core element of modern business, among which financial digitization means to change the traditional financial model, and plays a decisive role in the digital transformation of enterprises. The financial sharing service center integrates the financial functions which were scattered at all levels of the enterprise and improves the efficiency of financial management. The construction of financial sharing service center often encounters difficulties in personnel management, information system construction and other aspects. If the existing problems can be analyzed and the solutions can be put forward in time, the operational value of financial sharing service center can be guaranteed. This paper will start with Order Group to analyze the problems from the construction to the landing and operation of its financial sharing service, and analyze the reasons and optimization scheme.

Keywords: Financial sharing service center; Problem; Promote

1. Introduction to Order Group enterprises

Order Group is a comprehensive private enterprise focusing on energy. The group has two groups, such as financial holding, urban investment, equipment manufacturing, engineering construction, etc., with more than 280 subsidiaries. Shandong Order Gas Co., Ltd. is one of the top 500 private enterprises in China. Order Gas Co., Ltd. operates in many regions. The main business energy industry includes city gas, vehicle gas, natural gas transportation and so on. In addition, with the implementation of the new energy development strategy, the energy industry project covers 15 provinces, the energy industry is distributed in more than 200 cities across the country, and the development of oil and gas fields overseas and gas marketing business, is a global comprehensive energy service provider. Financial Holding Group has commercial banks, asset management companies, investment companies and other institutions. By building banking, insurance, trust, securities and other financial platforms, it is committed to building an international, fully licensed financial industry group.

2. Introduction of the Enterprise Financial Sharing Service Center of Order Group

2.1. Motivation for the construction of corporate financial sharing service center of Order Group

2.1.1. Rapid business expansion, lack of financial personnel

Order Group main business is the marketing of gas and its derivatives, there are many gas sales companies, although there are nearly three hundred people, accounting personnel but due to the large amount of work, financial personnel gap to one 6, and the rapid expansion of the business, many financial personnel to undertake the duties within the scope of property management duties, In this aspect, Order Group is faced with serious problems and has to build a financial sharing service center.

2.1.2. The information system is chaotic and lacks planning

Order Group is not clear about the construction target of informatization. The financial information system of Order Group includes the fund management system of Bytter and the financial management system of Yonyou. In terms of business, it mainly sells gas and filling station system, but the company does not have a corresponding good system in some aspects, such as online account reporting.^[1] The information of multiple systems within the enterprise cannot be timely transmitted among each other, and there is the situation of information island, which hinders the sharing and transmission of

information, brings serious adverse effects, and makes the work efficiency low and prone to error.

2.2. The specific process of building the enterprise financial sharing service center of Order Group

The construction process of Order Group financial sharing center is mainly divided into three stages: project preparation period (2016.10-2018. 4), sharing pilot period (2018.5-2019.12), and optimization and upgrading period (2020-2021).

2.2.1. Project preparation period

Through comparison and understanding, Order Group finally decided to cooperate with Yonyou Software Co., LTD. During this investigation, Yonyou has the following advantages. Firstly, Yonyou has strong teamwork ability and better communication. Secondly, the construction scheme of the financial sharing center provided by you is more complete. Through negotiation, the location of the financial sharing center and the basic content and organizational framework of the financial sharing center are jointly established.

2.2.2. Sharing pilot period

First, Order Group chose two units at the center of the financial Shared to pilot, after the pilot work, has carried on the training to the unit's staff, and implement the product test and embedded process and so on, the next three months, in the group of sharing platform of more than ten enterprises financial trial, until December 2019, More than 160 companies have come online.

2.2.3. Optimize the promotion period

At this stage, all major business segments within the group were integrated into the financial sharing center, which carried out comprehensive optimization and upgrading for various problems, realized the sharing of basic business accounting, and formed the financial big data center of the enterprise.

2.3. Personnel organizational structure of the financial sharing service Center

At present, Order Group financial sharing service Center has set up five business teams. The functional orientation of each business team is as follows: (1) Revenue accounting group: responsible for the audit of collection business. (2) General Ledger Accounting group: dealt with problems in general ledger documents and reviewed general ledger business of subsidiaries of the group. (3) Accounts Payable Team: responsible for timely answering daily business questions raised by online companies through various communication tools and reviewing payment documents. (4) Expense accounting team: responsible for supervising the approval of expense documents of the sharing service center and root the actual adjustment expense form. (5) System operation and maintenance team: responsible for daily maintenance, product upgrade, data backup and recovery and other business processing of the platform.

3. Problems faced by the operation of financial sharing service center of Order Group

3.1. Personnel Problems in the shared service Center

3.1.1. The overall quality of employees needs to be improved

There are 28 staff in the sharing center. In terms of professional titles, there are 2 certified public accountants, 3 intermediate professional titles and 18 junior professional titles. Other staff have no professional titles, but have professional certificates. In addition to the system operation and maintenance team, most of the other business team members are pure financial personnel. Once the system operation problems occur, they cannot solve them by themselves.

3.1.2. Unstable staff

Staff mobility has been an issue since the construction of the financial sharing Service Center began its real operation. From 2018 to 2020, the financial sharing service center of Order Group has had employees leave voluntarily every year, and the number has only increased. From the perspective of employees who left, intermediate accountants accounted for half of the total number of departures, with an average age of 35 years old, indicating that this part of the departures are young and important talents in the financial sharing service center.^[2] Mainly rely on campus recruitment for talent

introduction. Although the salary level of college students recruited on campus is low, they lack practical experience in financial operation, and they are more likely to quit after working in the financial sharing center for three or four years.

3.2. Problems in the information system of the financial sharing service Center

3.2.1. The system data usage is low

The large amount of data stored in the Order Financial Sharing Service Center does not mean that data can be used. In fact, Order's use of data is very shallow, not deep enough to provide decision support and strategic analysis, and even not penetrated into the daily business operation of subsidiaries. The data utilization of Order Financial Sharing Service Center is still limited to the preparation of ordinary financial statements and the calculation of common financial indicators, and the data analysis methods are mostly simple volume and cost analysis method and DuPont analysis system. These analytical methods are biased towards finance and cannot provide recommendations for group business decisions.^[3]

3.2.2. Data Security Risks Exist

In order to strengthen the construction of financial informatization, Order used cloud computing technology when building the information platform of financial sharing service center. As cloud computing is a cutting-edge information technology, it has not emerged long enough to form a perfect market management norms and legal system, which has laid hidden dangers for system data security.

4. Causes of the problems in the financial sharing service center of Order Group

4.1. Causes of personnel problems

4.1.1. The post value of financial sharing center is not well reflected

The application of the financial sharing service center liberates financial personnel trapped in basic financial accounting and focuses on management accounting work such as business support and operation analysis. However, this is not done in Order Financial sharing service Center, which is the main reason for the continuous loss of talents. Although the financial sharing service center of Order is only connected to the financial and accounting business of the main business segment at present, coupled with informatization and automation, the work content is simple, and the workload is much less than before.^[4] However, employees have a clear career development prospect in the financial department of the subsidiary, but there is no good career promotion channel in the financial sharing service center. Therefore, employees will not feel a sense of belonging to the financial sharing service center and will not have any loyalty to the company.

4.1.2. The sharing center lacks service consciousness

Some of the financial personnel transferred to the financial sharing service center are financial backbone or department managers in the subsidiary. After entering the financial sharing service center, they assume the role of "service providers", but due to the lack of proper guidance, their thinking concepts have not changed from the identity of managers, which is easy to form a psychological gap. The understanding of shared service concept is not in place, lack of service consciousness.^[5]

4.2. Causes of information System Problems

4.2.1. The system maintenance cost is low

In terms of system maintenance, Order has neither fully predicted nor taken effective measures to deal with the problems that may occur in the operation of the financial sharing platform. The financial sharing service center of Order Group is far from enough in the aspect of information personnel allocation. Judging from the talent echelon training program at the sharing center, Auld also doesn't value employees' ability in information technology operation and maintenance. In addition to the rapid update and iteration of information technology, the scale and types of the group's business are also constantly expanding, and the internal and external environment and financial sharing platform system naturally need to be constantly updated to fully support the group's business and financial work.^[6] Although Order Group has the intention to draw up the next step of the information system function optimization scheme, but it needs to spend a lot of time and energy and money cost.

4.2.2. Poor data analysis ability

At present, although the financial sharing service Center has issued a data standardization system to unify the basic data forms of the group, this system has not been implemented by the sub-companies. Even though the sharing center can collect the financial data of various processes such as receivables and payables of the sub-companies of the group, general ledger management, etc., these data are scattered in different databases with different form standards, which makes it very difficult to analyze. All these restrict the data analysis ability of the information system of the financial sharing service center, leading to the failure to play the important advantages of information mining and risk estimation, and to provide strategic support to the group.

5. Optimization suggestions for the financial sharing service center of Order Group

5.1. Suggestions on personnel optimization

5.1.1. Selection, training and incentive of financial sharing center personnel

First of all, we should strengthen the construction of shared team and establish a talent recruitment and training system. Assessment standards should be formulated separately for talent recruitment to ensure the recruitment of suitable candidates. Order Group can cooperate with colleges and universities to regularly hold information conferences on campus in the graduation season, or participate in vocational double-selection meetings organized by universities to select talents for the financial sharing service center. Enhance financial personnel's knowledge and understanding of financial sharing, and be able to combine theory with practice. Secondly, according to the situation of staff turnover, the salary incentive of the financial sharing center is obviously not enough, so it is necessary to increase the incentive, and the designed salary grade difference should be opened up. For talented employees with high professional level or strong working ability, the financial sharing service center can provide additional benefits to improve their loyalty to the financial sharing service center, such as option incentive.

5.1.2. Pay attention to service quality and strengthen communication

There is a running in period between the financial sharing service center of Order Group and the business unit. The problems between the financial sharing service center and the customer can be solved by strengthening the communication between the financial sharing service center and the customer, so as to improve the service quality of the financial sharing center. It is better for both parties to sign a service level agreement of the financial sharing center, and contract constraints on the timeliness and accuracy of the financial sharing service, etc., which can easily cause disputes, so as to form a new service standard of the financial sharing service center. In addition, the financial sharing service center should set up a complaint handling mechanism, such as a complaint hotline, to prevent customers from having nowhere to complain. Also strengthen the financial sharing heart service quality control, improve the service level. Specifically, the contact person directly assigns relevant personnel or relevant teams to deal with the problem, and records and tracks the progress and solutions of the problem, so as to improve the processing speed of the problem and improve the satisfaction of the business unit.

5.2. Suggestions for the optimization of information systems

5.2.1. Strengthen the maintenance of information system

The financial sharing service center of Order Group should vigorously cultivate the operation and maintenance talents of information system and promote the operation and maintenance team to work with certificates.^[7] Expand the vision of system operation and maintenance personnel, adapt to the potential requirements of the rapid development of information technology, improve the ability of operation and maintenance personnel to monitor, respond to and proactively discover threats, control new products and technologies, and timely discover and deal with new risks.

5.2.2. Construct the data analysis platform

Under the financial sharing mode based on the integration of industry and finance, the financial sharing service center can concentrate the financial data of companies at all levels into one data analysis platform instead of dispersing them in different systems. The data analysis platform should have enough capacity to store data and be connected with the internal business system platform of the

group company. When the transaction of sales, purchase, investment, budget and so on occurs in the front end of the business, it can be fed back to the data analysis platform and automatically saved.

6. Conclusions

In the continuous change of The Times, financial digital change the traditional pattern of financial, the establishment of the financial Shared center is the beginning of digital transformation of enterprises, the article first introduces the status of Order Group financial Shared services center and the formation process, then put forward from two aspects of problems, and gives detailed solutions to problems. By analyzing the financial sharing service center of Order Group, we hope to provide some reference and inspiration for the operation and development of the financial sharing service center of Chinese enterprises.

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