

Integration of Operation and Finance in Enterprises Based on Financial Sharing--Taking Good Future as an example

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Abstract. Nowadays, with the rapid development of market economy, the scale of enterprises is gradually expanding. As a result, they will face severe challenges such as more complex organizational structure within the group, gradually reduced management efficiency and gradually increased financial costs. Traditional financial information system may not be able to fully meet the needs of these enterprises, so the construction of financial sharing center has become an inevitable choice for the development of these enterprises. With the development and application of financial sharing center, the inconsistency between operation and finance and the separation of operation and finance have been solved accordingly. The sharing center integrating operation and finance will become the only way for enterprises to develop and grow in the future. This article will adopt the method of case analysis, based on the theory of operation and finance integration as well as the financial sharing center, choose good future enterprise carries on the research and analysis and then points out the positive effects as well as problems during its application and puts forward the corresponding solutions, to provide reference for the other enterprises of the same type. In order to promote the operation and financial integration of enterprises can be better used to achieve the purpose of strengthening the competitive advantages of enterprises, promote the sustainable development and growth of enterprises.

Keywords: Operation and Finance Integration, Financial Sharing, Good Future.

1. Case enterprise profile

Xuersi, as we all know, is the predecessor of Good Future. It changed its name to Good Future in 2013 and was listed on the New York Stock Exchange on October 20, 2010, becoming the first primary and secondary education institution listed in the United States in China. It is committed to exploring a new model of future education. It is a science and technology education company that takes smart education and open platform as its main body and quality education and after-class tutoring as its carrier to serve public education and help private education. At present, it covers a variety of personalized educational needs for ages 1 to 24. With its mission of "Love and technology make education better", it hopes to become a highly respected educational institution. So far, Good Future has more than 45,000 full-time employees worldwide and has established nearly 1,000 teaching locations in 102 cities, covering 331 prefecture-level cities in China and more than 20 other countries and regions. Now Good future owns many brands, such as Xueersi Peiyou, Xueersi Online School, Libu English, Tipaipai, Little Monkey Programming, Postgraduate entrance examination and so on. The business scope of the group is more diverse, such as quality education, K12 extracurricular education, maternal and child services, college students services, overseas study and so on.

2. Relative theory foundations

2.1 Financial Sharing

Within a group of the parent company to create a specialized agency, the main job is to make a unified management to the separated in different business units of routine activities mainly include human, financial resources and professional activities. Meanwhile, it will also be centralized management for those with more number of economic entity of the group. In order to achieve sharing, resources must be continuously integrated to make their services more professional, standard and unified, so as to achieve the purpose of reducing costs, improving efficiency and then creating greater value space. When the subsidiaries of those enterprises achieve unified standardization to complete

the creation of their sharing, the work that used to be complicated in steps and processes is simplified, and the efficiency is greatly improved. The parent company also greatly enhances its ability control over its subsidiaries.

2.2 Operation and Finance Integration

The integration of operation and finance plays a role of a bridge, the main purpose is to organically combine of the business information and financial information, so as to achieve an efficient informatization of operation and financial management, so as to promote the progress of other subsequent work more smoothly. The fusion of them is mainly to relate the information between the economic activity and financial, for relevant business personnel in the development of the financial activities can provide a direction and transform relevant functions of the financial department for a transition, mainly reflected in accounting and budgeting. Financial management needs to be based on the market demand, according to the enterprise's own operating conditions and the external market environment to do a good job of adjustment at any time, and the integration of operation and finance need to embed financial management work in business activities.

The core content of the integration of operation and finance is reflected in the three processes of business, financial accounting and management. The premise is to use some database information and technology to highlight the event-driven concept of the design process. Only when data sharing can be maximized can we effectively control the development of economic business and give full play to the core function of accounting management control.

2.3 Theory of Operation and Finance Integration

At present, there are mainly four concepts about the integration of operation and finance. One is to advocate a cooperative relationship namely the operation line of the relevant market and the administrative integrated line should be coordinated and integrated; second is to advocate the relationship between cooperation and balance namely should be paid attention to financial supervision and evaluation besides mutual support. Third is to advocate the integration of value chain means that enterprises must integrate finance to carry out value chain management. Finally, the integration of information system means to make data induction, collection, centralized processing and process analysis to form relevant data. No matter which one is an in-depth study of accounting issues, we need to strive to break through the boundaries between accounting and management to achieve a seamless connection between them.

3. Operation and Finance Integration of good Future

3.1 Design of financial sharing center framework

The design of financial sharing center is mainly reflected in three aspects namely the hierarchical logical framework of financial informatization; the platform framework of financial sharing center system and the key decision points of financial sharing center.

Good future enterprise financial informatization logic framework is mainly composed of strategy financial, sharing financial and operation financial these three parts, including strategic financial belong to the headquarters, sharing financial subjects include operations management, business inspection, report compiling, fund settlement and accounting calculation these several modules to constitute its financial sharing center. The relationship among the three is that operation finance drives shared finance and strategic finance monitors and analyzes shared finance. At the same time, shared finance provides data support for strategic finance and provides operation traceability for operation finance.

Financial sharing center system platform architecture is mainly in order to achieve the purpose of a collaborative office, good future enterprise established master data management system in the development platform, the modeling platform, process platform, integration platform, analysis platform, data platform and mobile platforms, WeChat docking these eight platform layers and using

electronic image to render an account on the net to control. At the same time, the business system will generate relevant electronic files to connect with business services, banks and tax systems, so as to carry out human resources integration, market operation, contract management and project management. Finally, business analysis and comprehensive budget of all parties are integrated to achieve overall coordination.

The key decision points for good future business process design mainly include 11 aspects. From the beginning of bill initiation, it is necessary to initiate the bill by the business operator, and the relevant documents to be initiated by the financial professional candidate. In addition, scanning points should be set up in the financial sharing center and according to each region and unit. In terms of scanner staffing, the financial staff of each unit should hold the post concurrently and the special person assigned by the business department of each unit should supervise the approval of scanner. All online video approval, no longer check summary table with entry and exit list, according to the material information system push directly into the account. The identification of invoices shall be reviewed by the financial department personnel. Accounting file preservation is still selected for each branch accounting unit site. Cash transactions should be avoided; The review of financial vouchers is no longer to review. For reimbursement involving contract business, the business manager selects the contract number, and the reimbursement system synchronizes the information in the contract management system and scans the key pages of the contract as an essential part. Sort out the special business unity which can be tolerated, the rest of return.

3.2 Implementation of operation and finance integration based on financial sharing center

Through the sorting, integration and classification of internal business, The Good Future has formed a total of 10 business processes: Petty cash and expense accounting process; Capital settlement accounting process; Asset accounting process; Materials accounting process; Settlement accounting process; Compensation accounting process; Tax accounting process; Revenue cost process; Financial accounting process; Material document process. Different numbers of sub-processes are set up under each main process, and 94 sub-processes are set up in these 10 categories. Among them, the expense reimbursement process corresponds to the loan, repayment, travel reimbursement, general reimbursement; payment of funds settlement process for receivables accounting process, settlement and payment processing process, bank payment accounting process, bill payment accounting process, fund transfer accounting process, internal exchange accounting process business; asset class process corresponds to fixed (intangible) asset accounting process business; revenue cost process corresponds to course fee confirmation process and cost confirmation process; material accounting process corresponds to material settlement accounting process business; salary accounting process corresponds to the salary drawing process and salary payment process; tax accounting process corresponding to tax withdrawal process, tax payment process business; financial accounting process corresponds to expense income and expenditure process, and general business process business.

Because of the establishment of the financial sharing center, Good Future has restructured its financial organizational structure accordingly, mainly optimizing the functions of the strategic finance, business finance and shared finance mentioned above. Finally, its financial organization structure is divided into four parts namely Financial headquarters; Financial sharing center; Budget Analysis department and Audit Department. Under the financial headquarters, the taxation team and the financial informatization team were set up, which mainly connected the financial aspects of strategic follow-up and feedback of enterprises. The financial sharing center mainly sets up four departments, namely General Affairs Department, Operation Management Department, Payable and Receivable Department and Service Operation Department. The budget analysis department is divided into the financial analysis group and the operation financial group, which are mainly to achieve a docking between the financial aspects and the management department for enterprise business strategy planning; The audit department is the internal audit department of enterprises

divided into inspection team and operation audit team, which is an independent department, it is independent of the financial management system.

In terms of information platform construction, Good Future mainly achieve the following five integration: integration of sharing center and business system well push the data of all business systems to the entrance of sharing center, so that all business data can be pushed to the corresponding business group for processing; integration of sharing center and capital control system; integration of sharing center and tax management system Good Future adopted the integration of tax system and financial sharing center; integration of sharing center and image system; integration of the shared center system with other business systems, such as contract management and fund management. A complete set of business and data flow chain can further improve the management level of enterprises.

As the core department that can realize the integration of operation and finance, the business department may sometimes bring some reaction to the financial department, mainly reflected in the following four aspects: first, the business-driven financial process; second, business departments can not only accurately grasp the market but also quickly transfer market information; third, the operation department can achieve a more efficient implementation of the hard financial indicators; fourth, operation units dare to put forward corresponding rectification suggestions on some rigid indicators stipulated by the Financial Department based on the actual implementation status, which can greatly improve its operability and truly improve its efficiency.

4. Problems of good Future Implement Operation and Finance Integration under the Financial Sharing

4.1 Performance review

Good Future in operating financial sharing center, about the relevant financial personnel performance appraisal in sharing center is not very complete, concrete embodiment in the center of its sharing, including some campus financial related personnel, but most of the financial personnel in the center is based on the headquarters of financial personnel performance appraisal and assessment. At this time, the financial personnel in the shared center and inside will not be able to obtain effective evaluation, which is not conducive to the improvement of employees' work enthusiasm. As for the performance management of the shared center, the main problems are lack of quantitative evaluation indicators, poor performance evaluation implementation and fuzzy performance evaluation target.

4.2 Staff Turnover

The main reason for staff turnover is that employees think their jobs are not good for future career development, which has a great impact on their career planning. Due to the continuous implementation of financial sharing services, Good Future subdivide the labor of various accounting management tasks in accounting and finance. Therefore, many accountants will continue to repeat the same business operation process, and the work content will become very simple and boring all of a sudden. Although convenience for employees to get started and learn can improve the overall efficiency of the operation process to form a large-scale, but for employees themselves, they can not see a bright future development. In addition, as Good Future financial integration and its service sharing center continues to mature, its team will need more information technology. More talents are needed in areas such as operations and maintenance, legal taxation, and so on, which is now in short supply.

4.3 Risk Control

The financial sharing center saves labor costs for the Good Future but at the same time it also brought a certain financial risk. This is mainly reflected in the fact that it is difficult to verify the authenticity of various operations because the financial sharing center is committed to providing remote services for various financial businesses of each subsidiary. In addition, under this model, the

actual business operation of the enterprise is actually separated from the financial accounting, which may lead to the general ledger may be required to transfer profits, the financial statement transparency problem and some others. Compared with the traditional enterprise accounting, although the financial sharing center integrates the accounting process of the entire financial management, its business continuity and integrity will be affected to a lesser extent.

5. Optimal Design

5.1 Performance management optimization

Good Future can take BSC as its support. Firstly, classify BSC to realize the company's strategy when applying BSC, and then establish corresponding strategic BSC according to different departments of the company. The BSC should be developed according to the characteristics of employees, and the index evaluation system of Good Future financial sharing center should be established by using the decomposition of index level of its strategic evaluation. In addition, it can be supplemented by 360-degree assessment to enhance communication and collaboration, strengthen the autonomy of employees, avoid focusing only on themselves instead of becoming more loyal to the whole team organization. The wider dimension of its evaluation sources can make the evaluation results more comprehensive and objective, and also improve the overall performance level.

5.2 Personnel management optimization

First of all, the most basic is to improve the talent cultivation system, and establish a training system in various ways to train different business skills for different types of employees. Develop monthly, quarterly, and annual training plans that meet employees' abilities and focus on their interests. In addition, some skills competitions and other activities can be set up to train some pre-management talent. Moreover, it is necessary to classify the employees of the enterprise and design different career plans according to their individuality, so that they can have a more suitable platform and development space in the following work. For example, some professional training and professional competitions can be carried out for some skilled employees to enhance their professional skills; for some employees who have strong communication skills and are capable of management, a selection mechanism can be established within the enterprise to explore broader career development possibilities for employees through job rotation and other operational means.

5.3 Strengthen financial risk prevention

Good Future should focus on strengthening the supervision function of the financial department, because of the original financial accounting function of the financial personnel has been transformed into financial supervision. If there are some financial problems, we must avoid shirking the responsibility of the operation departments and the sharing center. Local financial personnel need to conduct operational supervision of physical assets and authenticity to ensure financial information integrity, and financial personnel in both places need to supervise each other to prevent duplication of operations. The strengthening of internal control and inspection can also reduce the financial risk of enterprises and strictly monitor the existence of profit operation and account interference. In addition, Good Future can also carry out regular inspection of key performance indicators so as to reflect the cooperation degree of business departments and the authenticity of data in a more realistic manner. Increasing the control of business key points can strengthen the control of weak links of the enterprise, and timely meeting to clarify the new process of new business can better meet the business development of the enterprise.

6. Conclusion

Good future in operation and finance integration based on the financial sharing center emphasis on operation combing and the actual operability of the plan, pilot around the use of feedback message

constantly enhance its actual operability and its internal employees also actively participate in while the executive force is very strong. Running through the complete business integration and operation suggestion feedback are good to perfect the management system. However, there are still some problems in the concrete implementation of the project. This paper also puts forward some suggestions, hoping to provide reference value for many enterprises trying to establish financial sharing center in our country. Financial and operation integration is an important support for the realization of the sharing center, as well as its foothold and starting point. In order to give full play to the value of its management information system, enterprises must integrate various basic operations. Only by connecting key business links, critical control points and financial accounting with each other can the sharing center be effectively used and promoted in a more comprehensive way.

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