

Research on Fund Management of Small and Medium-sized Enterprises based on Financial Sharing Mode

-- Taking Anhui Province as an Example

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Abstract

With the transnational and collectivized development of enterprises, the traditional decentralized fund management model faces huge risk of fund management and control, while the financial sharing center model can continuously improve the overall accounting level and fund management and control ability of group enterprises through standardized, standardized and professional high-quality and efficient services of the sharing center, and effectively prevent the risk of fund management and control. As the foundation of the sustainable operation of an enterprise group, the implementation of financial sharing inevitably brings many challenges to the centralized management of enterprise groups. Therefore, it is of great practical significance to explore the financial management and control under the mode of financial sharing center. On the basis of analyzing the importance of capital management and control under the mode of financial sharing center, this paper probes into the characteristics and difficulties of capital management and control of group enterprises under the mode of financial sharing center, and puts forward some countermeasures to strengthen capital management and control under the mode of financial sharing center.

Keywords

Financial Sharing; Group Enterprises; Administration of Funds.

1. Introduction

With the development of enterprises towards globalization and collectivization, the decentralized fund management mode has seriously affected the fund management efficiency of group enterprises, and at the same time, it is easy to cause the risk of fund management and control. The newly-built projects of some subsidiaries are located in remote mountainous areas, and the conditions are difficult, which leads to a big gap between the quantity and quality of accounting personnel and the group standards, and the lack of basic accounting knowledge. Second, because some subsidiaries are small in scale and lack of financial personnel, they can't strictly implement the principle of separation of incompatible posts, which leads to the fact that one accountant and cashier work concurrently, which easily leads to financial risks. Third, the gradual expansion of the scale of group enterprises is difficult to match the single fund management mode, which increases the difficulty of fund monitoring. Fourth, the financial management mechanism is not perfect, the accounts and bills of subordinate units are in confusion, and the business approval process is missing, which increases the risk of accountants seeking personal gain. The expansion of enterprise scale increases the difficulty of bank-enterprise reconciliation, and the reconciliation work is delayed, which leads to the discrepancy between accounts and reality. If the enterprise's fund management efficiency is

low and the risk control is not in place, financial risk accidents may occur, which will cause the enterprise to suffer huge economic losses and credit crisis [1].

In order to improve the efficiency of enterprise fund management, reduce financial costs, and strengthen the supervision of the group headquarters on the funds of subordinate enterprises, at present, large group enterprises are establishing financial sharing centers, bringing the basic and standardized accounting business of the whole group into the financial sharing center for processing, and constantly improving the group's fund management, accounting and financial analysis capabilities through highly information, standardization and systematic data processing in the financial sharing center [2]. Therefore, it is of great practical and operational significance to study the fund management of group enterprises under the mode of financial sharing.

2. The Advantages of Fund Management under the Financial Sharing Mode

Under the mode of financial sharing, the fund management of group enterprises mainly includes two aspects. One is internal fund management, mainly the daily working capital management of enterprises, including fund settlement, account management, salary payment, bill management, etc. Second, external fund management and control, mainly including banking system interoperability, unified accounting standards of companies at all levels, unified tax management, ERP system and unified management of electronic certificate. By establishing a financial sharing center, group enterprises can rely on funds management centers, financial companies and other platforms to improve the centralized management efficiency of enterprise funds, and further promote enterprises to change from a single fund flow management mode to a fund risk management and value management mode.

2.1. Scientific Management of Accounts, to Achieve a Unified Operation of the Pool of Funds

Under the mode of financial sharing, the group enterprises can gradually realize the unified management and operation of the group company's fund pool through the means of fund collection and total-branch linkage, which can not only record the fund status of companies at all levels in detail and accurately, but also meet the internal accounting requirements of enterprises, and at the same time, streamline the number of bank accounts, so as to realize the precise positioning of account accounting, financial analysis and financing needs.

2.2. Refine the Capital Plan and Accurately Set the Capital Position

The financial sharing system can cover all the internal and external accounting of the group, realize the refined management of the group's enterprise fund plan, scientifically set the fund position provision, realize the continuous control of the group's funds, and avoid the situation of insufficient or excessive fund provision.

2.3. Optimize the Management Process to Provide a Basis for Business Decision-Making

Financial sharing deepens the integration of ERP, contract system, tax system and third-party payment system, optimizes the management processes of group account management, fund settlement, financing control and so on, and realizes all-round and whole-process management of capital flow and financing of units at all levels, which not only improves the efficiency of capital management, but also provides accurate digital support for capital flow, investment and financing strategies in the next operation and management of enterprises.

2.4. Give Play to the Scale Effect and Improve the Efficiency of Capital Operation

After ensuring the accuracy and security of the financial sharing systems at all levels, through the unified fund pool operation, we can give full play to the scale effect, improve the efficiency of fund use and operating income, reduce the cost of position provision, reduce the scale of interest-bearing debts and save financial expenses. At the same time, it can realize the unified management of the group's bill pool. According to the bill's maturity date and unified cost control, the group's financial sharing center will collect and pay the bills in a unified way, thus reducing unnecessary capital occupation and interest expenses.

3. Problems in Fund Management of Group Enterprises under the Mode of Financial Sharing

Under the financial sharing mode, through the unified management of fund pool and bill pool, the accuracy and compliance of accounting are enhanced, the efficiency of fund use is improved, and the financial expenses are reduced. However, at present, the financial sharing operation mode of group enterprises in China is still immature, and there are some common problems.

3.1. The Top-Level Design is Insufficient, Which Makes the Financial Sharing Function Difficult to Play

Financial sharing is not a single process of financial organization reform and financial personnel adjustment, but a process of deep integration of system docking, information sharing and personnel cooperation. At the beginning of the establishment of the financial sharing center in the group enterprises, the top-level architecture design was not comprehensive, and the top-level design concept could not be well communicated from leaders to employees, so the financial sharing would stop at the system construction and personnel mobilization, which would affect the function of fund management.

3.2. The Immature Operation of the Sharing System Affects the Accuracy of Fund Management

At the initial stage of the establishment of the financial sharing center, due to the deviation between the business model of the unit and the logic program of the information system design, there may be repeated payments, inability to reconcile accounts, etc., which may easily lead to temporary discrepancies between accounts and reality. In addition, in the process of continuous optimization and upgrading of the shared system, different hardware configurations of units at all levels lead to different patch downloads and updates, which affects the normal fund settlement of the group.

3.3. Increase the Workload of Business Operations, Affecting the Accuracy of Business

Under the mode of financial sharing, the resource advantage and scale effect of the unified management of funds are fully exerted, but at the same time, the complexity and workload of the financial staff in the sharing center are increased, which affects the accuracy of financial work. First, the financial staff of the sharing center manages a large number of accounts of companies at all levels, and the account operation interfaces of different banks are quite different, which is prone to the conversion error of the fund payer, resulting in the inconsistency between the fund settlement and the trade contract. Second, business collection leads to an increase in the business volume entered and reviewed by financial personnel, which is prone to errors in entry and imprecise review. Third, due to the common business of group companies, operations such as fund payment tend to be concentrated at a certain time, which

leads to the doubling of the business volume of the sharing center in a certain time period, which seriously affects the efficiency of fund settlement.

3.4. Unclear Division of Responsibilities Increases the Risk of Repeated Operations

And the unclear management level of subsidiaries at all levels of the group is the key reason for the difficulty of fund management. Due to the geographical location, most group companies can't concentrate the fund payment business of all subsidiaries in the financial sharing center. Generally, the sharing center handles the online banking payment business, and the subsidiaries keep the financial seal to handle the counter business under special circumstances. However, due to the unclear division of responsibilities between the financial sharing center and the financial departments of subsidiaries, and the untimely communication, financial errors such as repeated payments are prone to occur.

3.5. The Shortage of Compound Talents Makes it Difficult to Give Full Play to the Scale Advantage of Financial Sharing.

After most enterprise groups set up financial sharing centers, they usually directly transfer the finances of their subsidiaries to the financial sharing centers. These employees have not received comprehensive business training, resulting in a shortage of compound talents who know business, management and computer technology.

4. Measures to Strengthen Fund Management under the Mode of Financial Sharing

To properly solve the difficulties and pain points in the above-mentioned fund management and control process, we need to make use of the shared management mode, starting from the aspects of system security management, personnel training, division of responsibilities, function optimization, etc., and constantly improve the fund prevention and control ability and service enterprise ability [3].

4.1. Improve the Top-Level Design and Build a Financial Sharing Model with All Employees

In the process of building the financial sharing center, it is necessary to start the financial sharing construction from the strategic point of view of the group, and the whole group should change its financial management concept. The group leaders attach importance to the construction of financial sharing, and financial personnel at all levels fully understand the content of financial sharing. Companies at all levels have reached a consensus on the unified management of funds and the degree of financial information disclosure. At the same time, units at all levels cooperate sincerely, formulate standardized accounting procedures, key points of different business expansion and convergence, and deepen financial sharing reform from sharing management, cost control and information system creation.

4.2. Check the Logic Program of the System Repeatedly to Improve the Accuracy of the System

On the one hand, the problems in the initial operation of the system are investigated and sorted out one by one, and the verification rules of the shared system are scientifically revised. For example, for the entry of the financial data of an enterprise's routine business, a reasonable data interval should be set according to the daily operation situation, and a warning reminder should be set if it exceeds the range, so as to avoid the negligence of individual financial personnel affecting the accuracy of the overall financial data. On the other hand, according to the business development, it is necessary to continuously add new functional modules of the

shared system, conduct strict system evaluation and adequate system testing, determine the necessity and accuracy of new functional modules, improve the reliability of the overall operation of the shared system, and avoid the uncertainty caused by updating the system many times.

4.3. Increase Training and Use Automation to Improve Efficiency and Accuracy

Under the financial sharing mode, the Group has strengthened the ethics and skills training of financial personnel, formulated detailed job responsibilities and operational specifications, especially the business processes such as payment failure, business return and graded appropriation, which should be strictly implemented in accordance with the operational specifications. At the same time, the bank-enterprise direct communication channel is used to realize business batch processing. After the financial sharing platform is successfully connected with various commercial systems, batch processing and fund data sharing of payment services of different banks can be realized, and errors caused by repeated manual entry of online banking can be avoided.

4.4. Standardize Job Responsibilities and Avoid the Risk of Repeated Payment

According to the processing characteristics of financial sharing business, the Group's fund management system was revised again, and the job division of financial departments at all levels was clarified. The establishment of the financial sharing center has broken the original financial organizational structure of each unit, re-divided the personnel rights and responsibilities, strictly distinguished the shared financial accounting function from the basic financial management function, and effectively connected with each other without overlapping.

4.5. Establish a Talent Cultivation System to Improve the Efficiency of Fund Management

Improve the business level of financial sharing staff, build a team capable of financial sharing and centralized fund management, and then improve the overall level of fund management of the group company. First, set up a talent training system, conduct regular business training, implement the post rotation system, and cultivate a financial sharing comprehensive talents. The second is to establish an efficiency evaluation system, set up different evaluation systems and set up appropriate reward and punishment measures according to different business types and different work difficulties.

5. Conclusion

To sum up, under the mode of financial sharing, the optimization and promotion of fund management further promotes the transformation of enterprise financial management from value accounting to value management, and enhances the core competitiveness of enterprise groups. While using shared services to handle financial work efficiently and conveniently, we should also pay attention to the change of fund management mode under the financial sharing mode and the resulting financial risks, so as to nip in the bud and improve the service efficiency of financial sharing.

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