Optimization Analysis of Financial Shared Service Path under the Background of Accounting Information

--Take FOSUN Group as an Example

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Abstract

Based on the background of accounting information development, the establishment of a financial shared service center by enterprises provides a good value space for enterprise management decision-making, investment and operation. This article takes FOSUN Group as the case object, explores the problems of the financial sharing service center, provides a set of effective platform management mode to optimize the path, and improves the application level of accounting information. It aims to provide other similar enterprises in implementing the financial sharing mode and let other companies try to think from the three aspects of platform integration, project management, and performance optimization to provide guidance for the future development.

Keywords

Financial Sharing; Accounting Informationization; Optimization Analysis.

1. Introduction

Nowadays, accounting informatization uses network communication and other information equipment to manage information resources, which solves the information island of accounting computerization. Against this background, more and more companies have also adopted the financial shared service model, trying to use big data analysis and information integration to improve corporate investment decision-making and enhance corporate management efficiency. The improvement of the informatization level and the improvement of the informatization system can have a positive effect on the development of enterprises. However, financial sharing services also have problems such as platform decentralization, information decentralization, and lack of professional capabilities of personnel. Gao Ceran (2018) took the financial system as the horizontal and the function expansion as the vertical, and comprehensively studied financial sharing services, with the purpose of promoting financial sharing models of diversified integration and comprehensive development [¹]. Wang Yihan and Wang Zhenkun (2018) believe that financial accounting should be transformed into management accounting. Under the financial sharing mode, they studied how to use accounting information to improve the management ability and efficiency of financial personnel [²], Wang Lijie (2020) Public Budget Management Framework Model Analysis Integrating the financial sharing index system into accounting informationization, proposed the optimization of business processes, and explored the positive impact of management accounting informationization [³].
Through sorting out the literature, the author found that the research of accounting informationization results has become the mainstream, mostly exploring its development significance, specific process paths and application effects, while the financial sharing model is rarely mentioned, and the results are mainly focused on the system improvement and model construction of the financial sharing model. The current research lacks the path optimization of the financial sharing mode under the background of accounting informatization. This article is related to accounting informatization through path optimization analysis, based on the literature research, in order to maximize the advantages of accounting informatization, promote the development of enterprises and provides a paradigm about the financial sharing model for the promotion of financial sharing services under the accounting informatization.

2. Analysis of FOSUN Group’s Accounting Informationization Issues

2.1. Introduction to FOSUN Group

Founded in 1992, FOSUN Group is committed to investing in China’s dynamics and is now a global leader. After accurately grasping China’s dynamics, it maintained its industry-leading judgment and rapid entry. Since 2008, it has developed three major sectors of health, happiness, and prosperity, focusing on investment models, and successfully diversified businesses and promoted them globally. In 2010, FOSUN Group put forward the model of "China’s Power Grafting with Global Resources".

<table>
<thead>
<tr>
<th>Team Name</th>
<th>Functions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial review team</td>
<td>Using intelligence as a means and professionalism, it provides extremist member companies with front-end audits and checks including expense reimbursement and financial support, and supports the group’s strategic budget management and control. It is a base for cultivating professional talents.</td>
</tr>
<tr>
<td>Fund settlement team</td>
<td>Based on the full-mode fund settlement operation of global financial institutions, it manages 2500+ accounts, covering all settlement modes, and gradually realizes full-caliber bank-enterprise direct connection, relying on the fund system to support fund plan management, and is a base for training financial craftsmen.</td>
</tr>
<tr>
<td>Accounting team</td>
<td>It has been on the road to automation and intelligence, building an accounting engine that meets the needs of different business types, supporting the needs of standardized accounting, and improving the standardization and efficiency of accounting measurement. It is a base for cultivating expert talents.</td>
</tr>
<tr>
<td>General Ledger Tax Team</td>
<td>Services and support include not limited to various regulatory departments such as industry and commerce, taxation, etc., assisting and supporting group tax planning, profit management, investment decision-making, etc., and it is the cradle of financial BP training.</td>
</tr>
<tr>
<td>Investment and consolidated statement team</td>
<td>With professional financial knowledge, the main focus is on the value management of investment projects. Starting from investment, Datong’s complex model of statement consolidation and even the intelligentization of financial reports are the strategic financial reserve base.</td>
</tr>
<tr>
<td>Quality control team</td>
<td>Relying on SOX, build an operational quality management system in the financial operation field, build a risk management system for the group’s financial line, and be the vanguard of value protection, and it is a base for cultivating comprehensive management talents.</td>
</tr>
<tr>
<td>Information Construction Team</td>
<td>Always aiming at service sharing, data connectivity, and improvement of operational efficiency, it supports the improvement of intelligence and the development and application of big data. It is a base for cultivating innovative talents.</td>
</tr>
<tr>
<td>Archives management team</td>
<td>Relying on imaging and OCR technology, it can open up the whole life cycle service management of accounting files, and it is a base for training financial craftsmen.</td>
</tr>
<tr>
<td>Human administration team</td>
<td>Explore and train financial talents, adhere to the mission of &quot;bring in, train well, and send out&quot; to build the FOSUN Group’s Financial Shared Service Center into the group’s “Financial Line Whampoa Military Academy”</td>
</tr>
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In order to conform to the company’s strategic model and to ensure the company’s global business promotion, FOSUN Group established a financial shared service center in early 2017, with the goal of controlling financial risks, assisting investment, financing, management and retreat, promoting management innovation, and implementing reductions. The four aspects of this increase in efficiency. The scope of business is wide, with financial shared service centers
established all over the world, and operations and management of funds, review and settlement of financial documents, and informatization of accounting data are carried out. FOSUN Group divides the financial sharing center into nine teams (see Table 1 for details). Relying on financial sharing, industry-finance and taxation integration, and coordinated supply chain management, it gives full play to the initiative of accounting information, and comprehensively obtains data analysis for the company's global diversity.

2.2. Problems in the financial shared services of FOSUN Group under the background of accounting informationization

2.2.1. Crossing of permissions between financial sharing platforms

As a diversified group enterprise, FOSUN Group has a huge business volume and countless data. Accounting information can easily be provided in a staggered manner under such circumstances. The process of communication of the same business may be involved in different platforms. In the overall management of the financial sharing platform, the same business authority exists between different platforms. Whether the same business is caused by problems caused by the same opinion or the progress of the process caused by different opinions, it reduces the efficiency of information exchange and weakens the decision-making capacity of managing information.

2.2.2. Information fragmentation between financial sharing processes

With the current level of accounting informatization, FOSUN Group conducts every business process step by step, but there are always gaps at the intersection of information exchanges. Taking reimbursement documents as an example, the time difference and the sequence of the review and approval process between the financial review team and the accounting processing team can easily cause data processing errors; the information gap between the industry and the financial and the time gap between the actual accounts will be major factors that cause financial risks. In the same situation, the invoice management relies on the image and OCR technology, but due to the quality of objective invoices cannot be entered manually, nor can they be identified intelligently, which greatly slows down financial sharing information exchange. At the same time, intelligent management cannot guarantee the authenticity of 100% invoices, and false invoices for reimbursement will also take advantage of the loopholes. Thereby increasing financial risks and corporate governance risks.

2.2.3. The professional level of financial staff varies

The number of companies covered by FOSUN Group's financial sharing services is as high as 700. On the one hand, the financial sharing platform has only developed for three years, and the growth rate of personnel is far behind business development; at the same time, the number of domestic and foreign companies accounted for about half and as a result, office locations are highly dispersed, accounting standards in different countries are different, and financial personnel need a certain amount of time to adapt, which also increases the cost of corporate staff management; on the other hand, the shortage of composite financial personnel is related to the uncertainty of corporate financial personnel’s turnover rate, having an important factor in corporate financial risks, and FOSUN Group's job rotation system has broadened the requirements for the knowledge and skills of financial personnel. Various factors have severely restricted the progress of corporate financial information sharing.

3. Optimization plan of FOSUN Group's financial shared service model

3.1. Integration of financial platforms and large-scale integration of resources

From the financial sharing 1.0 model at the beginning of 2017 to the current 3.0 model, FOSUN Group has gone from simple physical concentration to intelligent and refined operation and has
continued to improve the financial sharing system from the latest generation of financial sharing. The service platform has been able to analyze data processing to a certain extent, relying on the integration of industry finance and taxation platforms to achieve comprehensive financial digitization. At the same time, we need to realize that the information output that satisfies decision-making is not only a single platform operation, but also a cost-benefit system, product assurance and quality assurance, etc. Excessive refinement of the financial sharing center alone can easily lead to isolated islands of financial information, increasing the difficulty and speed of data sharing.

At present, the nine major team systems of FOSUN Group are subdivided and cannot be effectively integrated. If FOSUN Group management only builds refined teams and does not pay attention to cooperation between teams, problems will not be effectively solved, and invalid work is prone to occur. Other problems such as time issues and personnel handling inefficiencies, high financial risk ratings will occur frequently. We should reset and integrate the modules in accordance with the goal of maximizing shared efficiency. The financial review team, the fund settlement team, the accounting processing team, and the general ledger tax team are based on finance; the investment and consolidated statement team, the quality control team, the file management team, and the human administrative team are based on business management and control. The team is based on "business wealth" and is linked through the information construction platform. The communication authority of the internal team operates in the order of the process, and jointly integrates comprehensive data and submits it to the information construction platform for analysis. At the same time, the information construction platform provides data and technical support to ensure business have smooth completion and financial data guarantee (see Figure 1 for the specific structure model). Personnel outside the team distribute individual accounts through the company's intranet, provide progress reports for their own invoice reimbursements, and review business processes. At the same time, relevant personnel conduct centralized examination and approval of difficult problems through this channel, which improves the efficiency of management.

**Figure 1. Structure of Financial Platform**

FOSUN Group's OA system is used for initiation processes, reimbursements, etc.; the funding system is used for fund settlement, and the shared platform is a dedicated system for the financial sharing center. The HFM reporting system is dedicated to consolidated statements. Based on the above platform, the integration benefits are maximized. The OA system and the capital system can be used as a module of the shared platform, as a part of the process operation, under the original independent system platform, combined with the shared platform module, the data is automatically updated in the shared platform, gradually forming a scale effect, and
the resources are effectively integrated. It can continuously reduce operating and management costs, up to 40%, and can also maximize financial sharing and provide effective accounting information.

3.2. Financial operation management focus, project management synergy

FOSUN Group’s global investment in the three major business segments of health business, happiness business, and affluent business, is precisely because of the complexity of the business, it has also created the particularity of the FOSUN Group’s financial sharing center. According to the directors of FOSUN Group, various professional intelligent modules and functions have been continuously iterated and evolved on the basis of the shared operation platform.

3.2.1. Intelligent investment and operation

For a large number of investment businesses, the group has introduced automated investment accounting in the accounting team, general ledger processing team and other financial and taxation teams. The front-end and back-end data are automatically matched, and the entered data can automatically generate accounting vouchers; the diversification of the project sector decentralizes the management, but collaborative management between different projects is essential. Therefore, the intelligent unified Kanban is updated regularly and quickly, so that sharing centers scattered around the world can keep abreast of the company’s financial, business, and project status in a timely manner. They can also make detailed queries on different content.

3.2.2. Intelligent financial management

After FOSUN Group carried out refined 3.0 management, it strengthened the reference and reference of financial robots, imaging robots, input tax verification functions, etc., to ensure the operation discipline of each group’s position, drive daily management, and implement the project sharing system. The construction of the project sharing system with SOP standard operating procedures can coordinate and integrate corporate financial data and operating results, and make corporate decisions efficiently and accurately.

3.2.3. Performance appraisal of financial personnel, and refined performance review

There is a certain difference between the financial work of the financial sharing center of the financial department of general enterprises. The role of financial personnel in the sharing center is very important. How to grasp the personnel management is another important content of optimizing the financial sharing service center. Firstly, FOSUN Group positions personnel performance management to adhere to the dual excellence of quality and service, and to create service benchmarks. Compared with the financial shared service centers of other large listed companies, the personalized tasks within the FOSUN Group are the bulk of all tasks. These non-traditional financial service sharing businesses are based on the provision of quantitative indicators as the main evaluation basis. Relying on standard working hours, standard costs, etc. are included in similar customer service projects, but this lacks the rationality of performance evaluation. We not only rely on quantitative indicator analysis, but also need to conduct appropriate analysis and evaluation of the characteristics of different businesses to ensure the accuracy of performance evaluation. The author believes that the reason why there is a quantitative distinction between non-quantitative tasks and quantitative tasks is that there is a certain difference in nature. We should conduct diversified business assessments and comprehensively assess the business in many aspects. At the same time, the Financial Shared Service Center focuses on the word “service”, conducts personalized assessments of financial personnel, improves service levels and service awareness, meets customers’ individual needs, and embeds customer scoring systems. Xu Wei, head of FOSUN Group Financial Shared Service Center Emphasize: "Quality is our bottom line and red line; good customer service is the guarantee of our sustainable
development." We should try our best to ensure the transparency of performance evaluation, whether it is rigid indicators or service quality ratings, there should be no bias. We need regular and reasonable consultation and training, reasonable ratio assessment, data transmission to the information construction team at the same time, long-term effective analysis for employee evaluation, targeted problem feedback, to ensure employee training and care, and reduce the turnover rate, providing effective data support for shared recruitment (see Figure 2 for the specific process).

![Performance Evaluation System](image)

Figure 2. Performance Evaluation System

Secondly, FOSUN Group needs to increase the recruitment and internal training of compound talents, establish a financial shared service center training plan, and gradually transform from traditional accounting type accountants to financial analysis and business decision-making managers, and provide effective strategic suggestions for corporate investment decisions and at the same time better discover the value of employees. Therefore: enterprises need to increase preferential treatment, comply with national policies, absorb employees through generous salary and benefits, improve the talent training system, build a talent development system internally, and focus on the cultivation of accounting information talents.

Finally, in terms of the group as a whole, we understand that the promotion system of the nine teams is fragmented, and the lack of overall communication between the teams is not conducive to the overall development of the company. We should change from a single team promotion system to a flexible multi-channel promotion system. Through the "project-team" personnel exchange mechanism, employees can choose a team that they are better at, and at the same time, they can understand the differences and basic affairs of different teams, reduce communication barriers, and ensure that the financial shared service center is closely integrated with the company's three major projects, creating an efficient and clear promotion path.

4. Analysis of the optimization effect of FOSUN Group's financial sharing model

4.1. Optimization effect of financial sharing platform

4.1.1. Improve the efficiency of financial sharing within the enterprise

Data unified team management, sub-teams perform their duties, effectively avoiding process duplication and waste of resources. Take the issue of invoice reimbursement as an example. In
a series of processes from presenting, receiving, scanning, inspecting invoices, verifying documents, invoice verification, OA approval process, cashier review, cashier payment, and settlement, the original invoice inspection, document review. In the process of invoice verification, several teams may repeat operations. Now according to the process improvement, the teams perform their duties, know the progress of the process through the information construction platform, make decisions quickly and conveniently, and finally feedback the data to the information construction platform and enter the data. The analysis module is convenient for enterprises to make investment decisions. In the same travel reimbursement process, the existing OCR technology is not sufficient to identify problems such as the loss and wear of invoices. It is reasonable to provide artificial applications. In the lead approval process, the company’s intranet is equipped with relevant personal accounts to effectively centralize the processing of approvals. On the other hand, applicants can also check the invoice reimbursement progress at any time, and adjust the content according to the actual situation at any time.

4.1.2. Enhancement of project business process linkage
Projects are managed collaboratively, and similar projects are managed in a unified manner to drive synergy; and different projects are transmitted to the information construction center in different categories to optimize the business and financial system, and then subdivide the project to provide program optimization and services within the personalization in project. Resource integration was carried out in the general direction, which reduced the company’s operating costs. Although the small aspect has raised the requirements of relevant personnel for details and increased the burden on human resources, it has provided a good guarantee for the company's long-term development and reputation building.

4.1.3. Specialization of data analysis.
The relevant intersections of each team are effectively connected with the information construction team. The information construction team uses a dedicated data analysis department to conduct efficient data integration and effective data feedback based on obtaining data from the two major directions of business and finance, let the financial shared service center truly become a central resource, and provide effective data services for corporate managers based on shared data. Accounting information can become truly effective investment decision-making information.

4.2. Optimization of financial sharing management system
4.2.1. Improve the efficiency of corporate decision-making
After the implementation of the optimization plan, the various departments of FOSUN Group are coordinated to drive, and information exchanges are close. Different teams can be connected in series in the same project. From the original fragmented state to interconnection, the supervision and communication of each team has been strengthened, and the presentation of information also reduces the cost of team communication, and the openness of the plan helps to collect more plans, optimize and evaluate the project, and help promote the improvement of the efficiency of corporate decision-making.

4.2.2. Improve the efficiency of information acquisition
Information asymmetry and information islands are due to the respective development of each team. After FOSUN Group’s intelligent and refined operation, it is assisted by intelligent machines such as intelligent receipt cabinets, intelligent operation boards, and financial robots. Meanwhile, the embedded company’s intranet system is mainly used, and they greatly speed up the information dissemination rate, so that the group’s resources are fully shared, and the functions are fully coordinated. This is also conducive to the improvement of the overall operating efficiency of the group.
4.2.3. Reduce the business cost

According to FOSUN Group’s main financial indicators (Table 2), it can be concluded that since the opening of the financial shared service center in 2017, the company’s gross profit margin has increased from 34% to nearly 38%, the optimization of accounting information, and the centralized management of corporate teams will help promote the efficiency of corporate capital utilization, reduce corporate operating costs, reduce redundant personnel expenditures, and improve corporate operational management efficiency.

Table 2. 2016-2019 FOSUN Group’s main financial indicators (thousand yuan)

<table>
<thead>
<tr>
<th>Year</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Operating income</td>
<td>73966562.00</td>
<td>88025169.00</td>
<td>109351641.00</td>
</tr>
<tr>
<td></td>
<td>Operating cost</td>
<td>(48094096.00)</td>
<td>(55874895.00)</td>
<td>(67728602.00)</td>
</tr>
<tr>
<td></td>
<td>Gross profit</td>
<td>25872466.00</td>
<td>32150274.00</td>
<td>41623039.00</td>
</tr>
<tr>
<td></td>
<td>Gross margin</td>
<td>34.98%</td>
<td>36.52%</td>
<td>38.06%</td>
</tr>
</tbody>
</table>

Data source: FOSUN Group's 2016-2019 Corporate Annual Report

4.3. Optimize the management system of financial personnel

4.3.1. Salary management system

The favorable treatment conditions and the rich and flexible internal promotion system have reduced the turnover rate of employees. At the same time, the echelon training of financial personnel is carried out, and the recruitment of financial personnel can be obtained through various channels such as campus recruitment, social recruitment, and enterprise cooperation recommendation. The internal information construction of the financial sharing service center provides data analysis and screens financial personnel that are more suitable for different team positions. Financial personnel perform rotation exercises and targeted training, and eventually become specialized and compound talents, while the Financial Sharing Center has become the "Whampoa Military Academy" for financial organizations at all levels.

4.3.2. Performance evaluation system

With a three-dimensional system of quantified task indicators, non-quantitative humanized assessment, and customer service evaluation, we will ensure transparency of information and improve the entire performance evaluation system under conditions of fair evaluation. Close team communication, which can better provide suggestions for employee training, and also accumulate big data, provide effective information assistance for management and performance appraisers, improve the rationality of decision-making, and also provide performance evaluation for different teams of the company’s business.

5. Enlightenment and conclusion of optimization of financial sharing path

5.1. Enlightenment

5.1.1. Establish effective integration of resources and expand the use of accounting information

Accounting informationization can be collected and analyzed more effectively through the effective integration of the resources of the financial sharing service center, and there is an effective connection point between the information and the sharing center for corporate management decision-making and investment operations. At the same time, the centralized sharing of financial information is conducive to reducing financial management costs and labor costs, and corporate accounting information can also maximize the utility. At the same time, centralized information exchange reduces the risk of data dispersion. Through financial sharing,
relevant personnel can understand the entire process, become more familiar with the company’s strategic goals and business rules, and have a greater awareness of risk warning, and can better find and raise problems earlier. The effective analysis of data also fulfills the purpose of dynamic supervision and risk avoidance.

5.1.2. Oriented by data analysis, the corporate financial sharing model is characterized
This article takes FOSUN Group as an example to optimize the targeted financial shared service center by understanding the characteristics of the company. Therefore, we need to find the applicable conditions and prerequisites for the financial shared service model in the context of accounting informationization. At the same time, the company has a wide geographical area. We can give priority to the financial shared service model. Also, it can be found that the path optimization of corporate accounting information focuses on the analysis of data, and the data is used as an effective support to provide a comprehensive analysis, so that the maximum utility of the financial service sharing center can be exerted and correct management decisions can be made.

5.1.3. Improve performance appraisal system and strengthen talent training
The supporting objects of enterprise accounting informationization are related personnel. We need to improve the comprehensive ability of financial personnel and cultivate compound professionals. While perfecting accounting theory, we must also have good computer operation capabilities to contribute to the development of accounting informationization. Through a reasonable performance evaluation system, dynamic personnel promotion and rotation, more proficiently adapt to the financial sharing model, improve the comprehensive ability of financial personnel, in order to better perform shared services.

5.2. Conclusion
This paper explores and analyzes the deficiencies of the current financial sharing model of the FOSUN Group’s financial sharing service center, proposes a series of path optimizations, consolidates and integrates dispersed financial sharing services, and conducts collaborative management of parallel projects, and reasonable evaluation of personnel performance will effectively improve the decision-making and investment management of enterprises.

This article innovatively joins the data analysis team in the financial sharing service center, uses the data integration after process optimization, carries out big data analysis, realizes the development of accounting information and big data landing, provides the two to promote the integration of the two, which is conducive to promoting the construction of financial sharing system. After the optimization of corporate management reform, relying on the financial system to expand the scope of functions will improve the application of accounting information and realize value creation under the sharing model.

References


