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ECONOMICS AND MANAGEMENT FACULTY

Public management and administration Department

QUALIFICATION WORK

Education Degree - Master

on: **Improvement of management and administration of business
processes of the organization**

Completed: student of
073 «Management» (EP «Administrative Management»)
Jiang Maoli

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Master of Administrative management

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SUMY NATIONAL AGRARIAN UNIVERSITY

Faculty Economics and Management
Department Public management and administration
Education degree «Master»
Field of Study 073 «Management» (EP «Administrative Management»)

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Head of
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TASK

on qualification work for student

Jiang Maoli

1. Theme of Improvement of management and administration of business Qualification work:

Supervisor Alina Mykhaylivna Brychko, PhD., Associate Professor

approved by the university from _____

2. Deadline for student completed project (work)

March, 08 2024

3. Background to the project (work):

educational methodical manuals, monographs, textbooks on the subject of research, scientific publications, economic and financial statements for the period of 2022-2023

4. Contents of settlement and explanatory notes (the list of issues to develop):

Learning "business process management", "business process restructuring", the concept of "financial sharing theory", discusses the methods and principles of enterprise business process, analyzes the theory of financial sharing, survey of A Enterprise, the situation of the financial department, the present situation of the three main business process research and organization work, put forward methods and measures to improve enterprise business process management.

5. Date of assignment:

December 22, 2022

CALENDAR PLAN

№	Title the stages of the degree project (work)	Date of performance project stages	Note
1	Definition and approval of the thesis, preparation of the plan - schedule of work	<i>December 2022</i>	done
2	Selection and analysis of literary sources, the preparation of the first theoretical chapter	<i>December 2023</i>	done
3	Preparation and presentation of draft of the first chapter of the thesis	<i>January 2024</i>	done
4	Collection and processing of factual material, synthesis analysis of application issues in the enterprise	<i>February 2024</i>	done
5	Making the theoretical part of the thesis, summarizing the analytical part	<i>February 2024</i>	done
6	Design options improve the research problem	<i>March 2024</i>	done
7	Completion of the project part of the thesis, design chapters	<i>March 2024</i>	done
8	Previous work and its defense review	<i>March 2024</i>	done
9	Checking the authenticity of the thesis	<i>March 2024</i>	done
10	Deadline for student completed the thesis	<i>March 2024</i>	done
11	Defense of the thesis	<i>March ,22 2024</i>	done

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Authentication performed

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Nadiia Baranik

Checking the authenticity conducted.
Thesis allowed to defense

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SUMMARY

Jiang Maoli. Improvement of management and administration of business processes of the organization.

Master's thesis in the specialty 073 «Management», EP «Administrative Management» SNAU, Sumy-2024 - Manuscript.

Business process management is an important part of enterprise management. With the continuous development of the times, business processes have gradually transformed from single, simple, isolated processes to cluster, complex, and interconnected process restructuring. In the 1990s, Michael Hammer and James Champy first proposed the concept of process restructuring, which broke the old functional boundaries and reconstructed processes that crossed departmental boundaries, Establish a process based, team based, and value chain centered enterprise organizational system. Common methods for optimizing business processes include ESIA analysis, flowchart analysis, ASME analysis, and fishbone diagram analysis. The principles followed in business process optimization are the eight principles proposed by Hammer. In today's rapidly developing information technology, the organizational structure and management model of the group will become increasingly cumbersome and redundant. The issues of non-standard and inconsistent financial business processes, ineffective integration of financial business, and weakened control over subsidiary branches by the parent company have become urgent and significant issues in the development process of the group enterprise, which cannot be ignored. Financial Shared Service (FSS) originated from the centralized processing of simple and unified businesses, in order to achieve the goal of cost reduction and efficiency improvement. By conducting thorough research on the current situation and requirements of A Enterprise's business processes, analyze the problems that exist in the business processes. Based on the strategic goals of the group's development, establish a financial shared service center with control as the main focus and service improvement, and establish a new financial operation management model that integrates "strategic finance, business finance, and shared finance". An analysis was conducted on the three main business processes that need to be optimized based on financial shared services: employee expense reimbursement, procurement to payment, and sales to receipt processes. Process reengineering was carried out on the three main business processes in conjunction with the financial shared platform, and specific explanations were provided on the expected results and subsequent security measures after optimizing the business processes. We have proposed operational suggestions to Group A, such as standardizing business process management systems and continuously maintaining and upgrading financial sharing systems, in order to improve overall business processing efficiency, increase overall competitiveness in the industry, and achieve a reduction in overall operating costs for the group. At the same time, it can also summarize the experience, help optimize the business processes of other large groups, and provide more practical references for the transformation of their management models.

Keywords: Business processes, Business process management, Process restructuring, Financial sharing, Financial sharing business processes

АНОТАЦІЯ

Чжанг Маолі. Удосконалення управління та адміністрування бізнес-процесами організацій.

Магістерська робота зі спеціальності 073 «Менеджмент», ОП «Адміністративний менеджмент» СНАУ, Суми-2024 р. – Рукопис.

Управління бізнес-процесами є важливою частиною управління підприємством. З безперервним розвитком часу бізнес-процеси поступово трансформувалися від одиничних, простих, ізольованих процесів до кластерних, складних і взаємопов'язаних процесів реструктуризації. У 1990-х роках Майкл Хаммер і Джеймс Чемпі вперше запропонували концепцію реструктуризації процесів, яка зламала старі функціональні межі та реконструювала процеси, які перетинали межі відділів. Створення організаційної системи підприємства, заснованої на процесах, команді та зосередженому на ланцюжку вартості. Загальні методи оптимізації бізнес-процесів включають аналіз ESIA, аналіз блок-схем, аналіз ASME та аналіз діаграми риб'ячої кістки. Принципи оптимізації бізнес-процесів — це вісім принципів, запропонованих Хаммером. У сучасних інформаційних технологіях, що швидко розвиваються, організаційна структура та модель управління групою ставатимуть все більш громіздкими та надлишковими. Питання нестандартних та неузгоджених фінансових бізнес-процесів, неефективної інтеграції фінансового бізнесу, послаблення контролю над дочірніми філіями з боку материнської компанії стали актуальними та важливими проблемами в процесі розвитку підприємства групи, які не можна ігнорувати. Спільний фінансовий сервіс (FSS) виник із централізованої обробки простих і уніфікованих бізнесів для досягнення мети зниження витрат і підвищення ефективності. Проводячи ретельне дослідження поточної ситуації та вимог до бізнес-процесів підприємства, аналізуйте проблеми, які існують у бізнес-процесах. Виходячи зі стратегічних цілей розвитку групи, створити центр спільного фінансового обслуговування з основним фокусом на контролі та вдосконаленні послуг, а також створити нову модель управління фінансовими операціями, яка об'єднує «стратегічні фінанси, бізнес-фінанси та спільні фінанси». Було проведено аналіз трьох основних бізнес-процесів, які необхідно оптимізувати на основі спільних фінансових послуг: відшкодування витрат співробітників, процеси закупівлі до оплати та процеси продажу до отримання. Реінжиніринг процесів було здійснено на трьох основних бізнес-процесах у поєднанні зі спільною фінансовою платформою, а також надано конкретні пояснення щодо очікуваних результатів і подальших заходів безпеки після оптимізації бізнес-процесів. Ми запропонували Групі А операційні пропозиції, такі як стандартизація систем управління бізнес-процесами та постійна підтримка та модернізація систем розподілу фінансів, щоб підвищити загальну ефективність бізнес-обробки, підвищити загальну конкурентоспроможність у галузі та досягти зниження загальних операційних витрат для групи. Водночас він також може узагальнити досвід, допомогти оптимізувати бізнес-процеси інших великих груп і надати більше практичних довідок для трансформації їхніх моделей управління.

Ключові слова: Бізнес-процеси, Управління бізнес-процесами, Реструктуризація процесів, Спільне фінансування, Спільне фінансове бізнес-процеси.

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INTRODUCTION

The relevance of the theme: With the development of global science and technology, the application of new technologies has put forward higher requirements for the management ability of enterprises. Enterprises must update their technology and processes to adapt to the new economic environment. Enterprises not only need to have the ability to sustain innovation in their operations, but also need to be able to respond more quickly to changes in front-end business and the diverse needs of internal and external users, supporting continuous innovation in business management capabilities, and operating efficiently. With the continuous expansion of enterprise scale and the increasing number of business types, as well as the ever-changing survival environment and rapid development of technology, traditional business process models are facing increasing pressure. Among them, rapid business changes and fast front-end business changes are the two major challenges faced by enterprise business process management. How to solve these two difficulties and establish an adaptive business process system has become an important part of enterprise management.

The continuous emergence of new technologies has brought opportunities and challenges to large group companies. The diversified development strategy, coexistence of multiple formats and industries, of group enterprises requires continuous establishment of branch offices. In today's rapidly developing information technology, the organizational structure and management model of the group will become increasingly cumbersome and redundant.

Taking China A Enterprise as an example, with the expansion of A Enterprise's scale, its subsidiary companies have gradually formed their own unique business processes. Although the unique business processes of each subsidiary have certain rationality for the development of A Enterprise, they have greatly weakened A Enterprise's control over each subsidiary. Moreover, the lack of standardized business processes among its subsidiaries can easily lead to the scattered business processes of Group A. Taking the financial business process of Group A as an example, each subsidiary lacks a unified standard business process. The issues of non-standard and inconsistent financial business processes, ineffective integration of financial business,

and weakened control over subsidiary branches by the parent company have become urgent and significant issues in the development process of the group enterprise, which cannot be ignored.

Financial Shared Service (FSS) originated from the centralized processing of simple and unified businesses, in order to achieve the goal of cost reduction and efficiency improvement. The emergence of the financial shared service model provides new ways and perspectives to solve this series of problems. The financial sharing model, as a process driven operating model, process optimization is a very important aspect of the construction process of the financial sharing service center. The paper takes the implementation of financial sharing in Group A as a case study to study its business process optimization based on the financial sharing service model.

The relationship with academic projects, plans, and themes. The master's thesis was completed according to the research program of Sumi National Agricultural University.

The purpose of this article is to scientifically demonstrate methods, relevant theories, principles, and case studies for improving enterprise business processes. To achieve this goal, the following tasks need to be addressed:

Based on the purpose, the main objectives of this study have been determined:

- summarize and define the theories of "business process management", "process restructuring", and "financial sharing theory";
- discuss the methods and principles for optimizing business processes in enterprises;
- analyze the theory of financial sharing;
- conduct research and organization on the overview of China A Enterprise, the situation of the finance department, and the current status of the three main business processes;
- analyze the overall characteristics of the financial sharing business process of A Enterprise;
- analyze the current situation of business processes before financial sharing in A Enterprise;
- an expected analysis of the implementation of financial shared business

processes by A Enterprise.

- study the problems in the pre financial sharing business process of A Enterprise;
- research on the optimization methods of business processes under the financial sharing model implemented by A Enterprise;
- propose methods and measures to improve enterprise business process management.

The main aim of master thesis is to improve the business process management of the enterprise.

Research topic: Taking China A Enterprise as an example, this study investigates the current situation, existing problems, and improvement measures of its financial sharing business process, and further explores ways to enhance enterprise business process management.

Research methods: logical generalization and comparison - summarizing the theories, concepts, and principles of "business processes", "business process management", "process restructuring", "enterprise efficiency", etc; expert assessment, statistical analysis, data Enterpriseing and aggregation - an overview of China's A Enterprise, the situation of the finance department, and the current status of the three main business processes; Data Analysis - Analyzing the financial shared business process related data of A Enterprise.

The sources of the information database include relevant works of domestic and foreign scholars in the field of business process management, relevant journals and magazines on business process management, data reports of China's A Enterprise, and enterprise information reports.

Scientific novelty of the results The provisions of that determine its scientific novelty and submitted for protection, are as follows:

Further developed: In the process of optimizing A Enterprise's business processes based on the financial sharing model, attention is paid to the restructuring of financial organizations and the improvement of financial work efficiency through financial sharing. At the same time, attention *is paid to improving* information sharing and business collaboration between financial and business departments, as well as the integration of processes between the company and external suppliers and customers.

Cross organizational business processes are constructed to supplement theoretical knowledge and practical cases of business processes.

Improved: recommendations can provide some experience for enterprises that are improving their business processes. On the one hand, it provides support for the financial management theory of group enterprises; On the other hand, it helps group enterprises improve business management efficiency and enhance enterprise efficiency.

The practical significance of the results is that it can serve as the basis for studying the methods and practices of enterprise business process management and improving business processes. The results of this study have been confirmed through its application in enterprise practical activities.

Personal Achievements:

1. Jiang Maoli Organize the concept and method of business process improvement *Матеріали Всеукраїнської наукової конференції студентів і аспірантів – (25-28 квітня 2022 р.).* Суми, 2023. С. 365.

2. Jiang Maoli Improvement of management and administration of business processes of the organization *Матеріали XII Міжнародної науково-практичної конференції «Економіка підприємства: сучасні проблеми теорії та практики» - (08-09 вересня 2023 р.).* Одеса, 2023. С.353-354.

The structure and scope of work. Master's thesis consists of an introduction, three chapters, conclusions, and proposals list of references with 36 titles. The main text posted on the 75 pages of computer text, the work contains 17 tables, 9 figures.

CHAPTER 1

THEORETICAL AND METHODOLOGICAL PRINCIPLES OF MANAGEMENT OF THE BUSINESS PROCESS ADMINISTRATION OF THE ORGANIZATION

With the continuous development of information technology, e-commerce has become the core competitive means of modern enterprises. Traditional organizational business processes are facing new challenges. In this context, organizational business process restructuring has become the trend. In fact, the concept of process reengineering has been constantly evolving with the rapid development of information technology, gradually transforming from single, simple, isolated process reengineering to cluster, complex, and interconnected process reengineering. In this process, the concept of process reengineering has also evolved from the earliest emergence of job process reengineering to enterprise process reengineering.

The concept of process reengineering emerged in the early 1990s in the book "Reorganizing Enterprises" co-authored by Michael Hammer and James Champy. Once the concept of enterprise process reengineering was proposed, it sparked a wave of business process reengineering in various industries around the world. And practice has also proven that the restructuring of enterprises has achieved tremendous success. In the book "Enterprise Restructuring", business process reengineering is defined as the fundamental rethinking and thorough redesign of a company's business processes, resulting in dramatic achievements that can be measured by performance in areas such as cost, quality, service, and speed. Afterwards, business processes have become a hot topic in the academic and business communities.

As early as the 1980s, before the popularity of process reengineering, due to the underdeveloped information technology at that time, the thinking and perspective on enterprise restructuring were not entirely the same as now. The goal of business management was basically the production process of the enterprise, which combined labor, machinery, and materials. The fundamental means were the mechanization and automation of the operation process. Therefore, by conducting a comprehensive and thorough analysis and reflection on the internal production methods, enterprises can

mechanize and automate the links that can be mechanized and automated, replace the links that cannot generate additional value, and merge the links with repetitive functions. This kind of homework process restructuring is an improvement on individual links in the mechanical organization mode, which enhances local production efficiency. However, the high efficiency of the production process does not necessarily represent the high efficiency of the entire enterprise operation, and the low cost of the production process does not necessarily represent the low cost of the entire enterprise operation. Therefore, this partial transformation may not necessarily benefit the entire enterprise. In particular, with the rapid development of high-tech represented by the Internet, it has brought profound changes to the market. In the past, only efficiency, cost and control were emphasized, but product innovation and response speed, service and quality were emphasized. In the traditional workflow model, work tasks are often passed from one person to another, from one stage to the next, from one department to another, with numerous procedures, lengthy processes, delays, and errors that are inevitable. Obviously, this model can no longer adapt to new market demands, and it is necessary to completely change the organizational structure of enterprises, transforming the one-sided and fragmented functional organizational structure based on labor division into a process based and value chain centered organizational system.

Based on this background, Michael Hammer first proposed the concept of process reengineering, completely abandoning the organizational system based on the principle of division of labor and Taylor's scientific management theory, breaking through old functional boundaries, reconstructing cross departmental boundaries, and establishing a process based, team based, and value chain centered enterprise organizational system. Michael Hammer and James Champy pioneered the concept of Business Process Reengineering in his article "Reengineering Work: Don't Automate, Obliterate" published in Harvard Business Review. In the book "Enterprise Restructuring" co-authored by Michael Hammer and James Champy in 1993, BPR was defined as: fundamentally rethinking and redesigning existing processes with a focus on processes and transformation objects, with the goal of caring for and meeting customer needs; By utilizing advanced manufacturing technology and information technology, as well as modern management concepts and methods, we

aim to achieve maximum integration of technical and managerial functions, breaking away from traditional functional organizational structures and establishing a process oriented organizational structure, in order to significantly improve the operational capabilities of enterprises in terms of speed, quality, efficiency, and flexibility.

The term process is interpreted as:

(1) A series of related and interconnected activities or events that generate sustained, gradual, and uncontrollable structures for humans;

(2) A series of related human activities or operations that consciously produce a specific result. From the concept of process, we can see that it is related to concepts such as a series of activities or events, outcomes, etc.

Intuitively speaking, business processes can be described as the sum of all activities undertaken by an enterprise to produce and sell its products and services. These activities involve external competitors, customers, suppliers, sellers, partners, and shareholders of the enterprise. These activities occur in all necessary commercial transactions conducted by the aforementioned parties. The content of enterprise management is diverse, and the processes are also diverse in form. However, these various processes have some common characteristics, including:

(1) Purposeful, the process of an enterprise is generated to achieve a certain goal, and for a certain input, specific outputs are generated through the transformation of the enterprise process.

(2) Holistic, the process of an enterprise is composed of multiple activities, and a single activity cannot form a process. Only by connecting multiple different activities through certain logical relationships can a certain process be formed and corresponding goals be achieved. For the process reengineering of enterprises, integrity is particularly important because processes are traditionally largely divided by the internal boundaries of the organization, and participants in different processes often form a situation where they act independently, which will be a significant obstacle to business process reengineering.

(3) Hierarchical, the process of an enterprise produces certain results and achieves certain goals through the transformation of certain inputs. Therefore, the enterprise process is an input-output system, and high-level processes can be refined into relatively simple sub processes, which can be further refined to form a

hierarchical structure.

(4) Dynamicity, every enterprise process has a specific processing object, and the processing objects are different at different stages of the process, so the enterprise process presents a dynamic performance.

(5) Value added is a unique manifestation of processes, and in the process of process restructuring, emphasis should be placed on optimizing those processes that can add value.

The founders of process reengineering theory are Michael Hammer and James Champy. In their co-authored book "Enterprise Restructuring", they first explicitly proposed the idea of restructuring enterprises based on the perspective of processes. They define business process reengineering as "a dramatic achievement measured by performance in areas such as time, cost, quality, service, speed, and environment through continuous fundamental thinking and thorough restructuring of the existing processes of the enterprise". The focus of business process reengineering is on the business processes of the enterprise, not just the participants involved in the operation of the enterprise. All restructuring work is carried out around the business processes. In the past few decades, many companies have carried out process reengineering, which has brought huge profits to many companies. The most famous case is in the aviation industry. According to a research report by the Massachusetts Institute of Technology in the United States, since 1993, the aviation industry has increased production efficiency by 30% due to process reengineering.

At present, the academic and industry methods for improving and optimizing processes mainly include ESIA analysis, process diagram analysis, ASME analysis, and fishbone diagram analysis.

(1) The ESIA analysis method

The ESIA analysis method mainly aims to minimize non value-added activities in process optimization and increase the proportion of value creating activities in the entire process activity as much as possible. This method advocates a gradual and progressive improvement process, and its analysis method is widely used in various research applications of process optimization and transformation in the industry and academia. Its analysis method is mainly used to improve and optimize traditional general processes, by merging, eliminating, and automating to re optimize the entire

process. The process is relatively stable and can form breakthroughs in local areas, and has a boosting effect on the overall process.

Specifically, the ESIA analysis method consists of four aspects: Eliminate, Simply, Integrate, and Automatic.

Eliminate is the elimination of non value generating activities in convection, which are generally non value-added activities such as waiting and errors, unnecessary transportation, and repeated processing, resulting in resource waste and increased costs. For non value-added activities, there are some necessary transmission activities that are inevitable, and some redundant activities can be eliminated through optimization.

Simplify. After deleting the non value-added parts of all process activities, Simplify the remaining processes. Generally, the information transmission in the process is simplified, and the implementation form is data communication and input between different application systems.

Integrate. Integrate consolidates processes that are dispersed across various functions, thereby improving the efficiency of the entire process.

Automation is definitely not simply a matter of transitioning from manual to information-based methods, but rather a final step implemented after a series of process optimizations, such as changing a portion of manually entered data to automatically collected through application programs.

(2) The Flowchart method

Flowchart method is a widely used tool in enterprise management. It is a basic analytical method that uses symbols, lines, and diagrams as carriers, combined with concise textual annotations, to depict the starting and ending points of input and output for a certain business activity. The biggest advantage of the flowchart method compared to other methods is that it can present various business processes of enterprise operation in a clear visual graph, allowing readers to have a very intuitive understanding.

(3) The ASME analysis method

The ASME analysis method is to break down the entire end-to-end process into parts, and then use tables as analysis carriers to determine whether each link in the process is not value-added or value-added. By recording and analyzing the time and

value contribution required for each stage of the activity, we can analyze and determine whether it is necessary to merge or eliminate it. We can also identify and expose risky activities to avoid risks and enhance the overall value of the activity.

(4) The Fishbone diagram analysis method

The fishbone diagram analysis method is an analytical method that identifies the underlying causes of problems and has been successfully applied in various management fields. The general analysis categories of fishbone diagrams are problem type, countermeasure type, and causal type. The problem oriented fishbone diagram focuses on a series of sub problems of a certain problem and conducts a one-to-one analysis and research; The strategy based fishbone diagram is to list the goals or current situation to be achieved, and analyze practical and feasible strategies based on the above goals or current situation; A causal fishbone diagram is a deep decomposition of a problem or cause, identifying corresponding causes from different dimensions and levels.

Principles of process optimization

Michael Hammer summarized eight principles for process management:

(1) Guided by the final outcome, rather than a single task.

(2) Enable those who use the process results to execute the process. Due to the improvement of personnel's comprehensive quality, the development of education, and the widespread application of information data and specialized skills, many workflow processes no longer require personnel to coordinate, nor do they require the establishment of specialized supervisory positions, which is also conducive to the implementation of organizational flattening.

(3) We cannot view the information in the process in isolation. We need to restore the information to the process, so that the results of processing can be objective and fair, and have practical effects on the process.

(4) The resources that can be utilized in process management should be centralized resources. In order to maintain flexible and excellent services, enterprises need to actively use Internet technology, expand the scale of resources and strive to cooperate with other enterprise resources, so as to finally achieve the goal of full utilization of resources.

(5) In terms of parallel functions, it is necessary to coordinate the results during

the process and effectively connect parallel activities together to play a role, rather than simply merging them.

(6) The decision-making points of management should be set in the process work and effectively controlled. Transfer decision-making power to the staff involved in the process, embed control systems within the process, and avoid being managed by staff outside the process.

(7) In terms of information acquisition, attention should be paid to the source, and the data collected at the first time should be retained in the database. This can avoid the phenomenon of duplicate data collection when information cannot be transmitted.

(8) The support of senior management in the company and whether the leaders have foresight are key factors in achieving the ultimate results of process management.

In addition, after a large number of literature reading, the following four principles are added :

(1) Customer value is taken as the core. Taking customer value as the core is the most fundamental value of process management. In the fierce market competition, the customer is the core factor that determines the long-term development of an enterprise. Before the rise of "process management", the concept of "the boss is the biggest customer" was widespread in the industry, but due to various factors such as the objective environment, this phenomenon has not changed in China. However, the realistic environment facing enterprises is that once the enterprises ignore the market and customers, they will face the harsh reality of bankruptcy. Unfortunately, many enterprises are still unable to be customer-centered, and even their corporate behavior runs counter to customer needs.

(2) The principle of valuing responsibility over power in the process. After receiving the support of process management from the top leader, in the implementation of process management, the power in the position cannot occupy the dominant position. Adhering to who use who is responsible, the process of the personnel of equal consultation. In such a process, the rank is no longer supreme, even the leader, if not in the main channel of the process, is only a supporting role, reflecting the management idea that leadership is service; at the same time, the role of

the leader is no longer just approval and inspection, but also emphasizes the incentive function, adding the "core" of human nature to the system. As a manager, assign process responsibilities and process roles to practical employees, rather than just one of the two; employees should have practical ability to shoulder process responsibilities in the process role.

(3) Make the tacit knowledge explicit through systems or norms. In the current information age, in addition to some confidential technology or management mode, empirical knowledge and hidden rules are weakening, so the formation of standard documents to further standardize tacit knowledge is the best way to improve work efficiency and improve working methods.

(4) Improve the controlled procedures of the process. All the work in the work into the process, there is no "special affairs" situation, the details of business activities, are in the process design. Can simplify the work is absolutely not complex processing, put an end to simple problems of complex form concept, improve work efficiency.

Process reengineering steps:

(1) Comprehensively analyze the existing business processes. The current business process of an enterprise is not necessarily completely wrong, but it is no longer adapted to the development needs of today's society. Especially after the reform of the external market environment and the internal operation and management of the enterprise, the business process cannot meet the current business orientation, reducing the effectiveness of the business process and damaging the enterprise benefits. To think about the change, it is necessary to comprehensively and carefully analyze all the existing business processes, follow the principle of efficiency first, combine the development orientation of the market situation, find out the links that affect the effectiveness of the process, and comprehensively analyze them.

(2) Formulate the process reengineering plan. Seek solutions from the problems analyzed in the first step, redesign the business process, add, delete and modify the business process, evaluate the cost, risk, benefits and other elements, pay attention to the scientific design scheme, and conduct rational evaluation of the design scheme.

(3) Improve supporting measures. In the business process reengineering, the focus should be on the coordination of corporate culture, business norms, human

resources, organizational structure and other aspects, and from these aspects, to improve the supporting measures, and finally form a long-term mechanism, and introduce a set of overall and systematic reengineering scheme.

(4) Implement and improve the reengineering work. Implement and improve the reengineering work. After the plan is determined, relevant measures should be taken to ensure the successful implementation of the plan.

The focus of business process reengineering is to break the disadvantages of the original process, for the process that is not suitable for the future development Rub and rebuild. Through business process reengineering can effectively improve the enterprise operation efficiency and management intensity, for process reengineering The implementation needs the support of senior managers and the cooperation of employees. Analyze the present situation and find out the defects from it. The new requirements are designed and reconstructed, so as to propose the optimization scheme. Of course, process reengineering does not happen overnight. Need to carry out pilot promotion, so as to achieve the effect of point with surface. In the context of the rapid development of technology in the new era, customers The requirements will change with the development of the market, which also causes a fundamental change in the enterprise, the business process must again Manufacturing, for the financial sharing service center, is to exclude the low value-added work. For high value-added work into Unified promotion, so that the enterprise for efficient operation.

Shared Services refer to the separation of transactional work and some professional service work (such as financial revenue and expenditure, accounts receivable collection, human resource management, procurement management, IT management services, legal affairs, etc.) that were originally dispersed among various business units within an organization, and operated through specialized organizations using standard processes and systems. Financial Shared Service (FSS) originated from the centralized processing of simple and unified businesses, in order to achieve the goal of cost reduction and efficiency improvement. The Financial Shared Service Center (FSSC) is a popular business model and management method in recent years. It is to bring accounting transactions from different locations and entities to the financial shared service center for bookkeeping and report issuance, similar to a bookkeeping agency. However, this requires a unified structure of the accounting

vouchers obtained. Secondly, this method does not require centralized office work, thus saving a lot of office costs. The biggest characteristic of financial sharing is to effectively solve the problem of low production value. Financial sharing is a comprehensive reconstruction of traditional financial activities and the first step in financial transformation.

Under the background of the rapid living environment of enterprises and the rapid development of science and technology, the financial management and operation mode based on the traditional enterprises are facing more and more pressure. Among many factors, the following four challenges are the most prominent: rapid business change, front-end business changes, innovation, complex mode; complex data processing and analysis, massive data analysis is difficult, including more external data, data value potential; many mergers and acquisitions, many countries, system; strict financial ability requirements, enterprise diversified development and financial transformation requirements, more diversified and higher requirements for financial capabilities.

It is urgent to see how enterprises cope with these challenges and build a financial system to adapt to the new era, and financial sharing is an important way to empower financial organizations with agile response ability. Financial sharing service center with its "standardization, streamline, resource sharing, information" characteristics, the basic financial resources concentration and sharing, changed the traditional financial decentralized operation mode, basic financial management activities for the enterprise brought the efficiency and insight of double promotion, for senior financial management activities provides a good data base, so generally become the preferred mode of enterprise group financial management change.

In the construction process of financial sharing service, strategic positioning, organizational remodeling and job responsibilities segmentation, process reengineering, information promotion, operation management, site selection and so on are the main construction contents. The transformation from "traditional finance" to "financial sharing services" has realized the upgrade from "personal-driven" to "process-driven". Through process reengineering, the basic financial management ability of each financial personnel is condensed together to share resources, so as to achieve dynamic deployment, on-demand access and global scheduling. It can be said

that the effect of process optimization largely determines the construction effect of the financial sharing service center.

Thus, tracing the theory of business process and process restructuring, introduces in detail the theory of process restructuring, as well as the methods and principles of business process improvement, and at the same time, discusses the theory of shared service and the importance of financial shared service. These theories and tools lay the foundation and provide the basis for the analysis and solution of the problems in the financial sharing business process management of China A enterprise.

CHAPTER 2

ANALYSIS OF THE EFFECTIVENESS OF MANAGEMENT AND ADMINISTRATION AT THE ENTERPRISE

2.1 The mission, directions and main indicators of the enterprise's activity

In the field of commodity economy, as one of the various modes of organizational units, enterprises are organic economic entities formed according to certain organizational rules, generally with the purpose of profit, and with the mission of maximizing the interests of investors, customers, employees, and the general public, providing products or services in exchange for income. It is a product of social development, growing and growing due to the development of social division of labor. Enterprises are the main participants in market economic activities; Under the socialist economic system, various enterprises coexist to form the micro foundation of the socialist market economy. There are three basic organizational forms of enterprises: sole proprietorship, partnership, and company. Company based enterprises are the most important and typical organizational form in modern enterprises.

Modern economic theory holds that enterprises are essentially "a mechanism for resource allocation", which can achieve optimal allocation of social and economic resources and reduce the "transaction costs" of the entire society.

In order to facilitate research on how to improve the efficiency and direction of organizational business process management, this article will take the financial shared business process of China A Enterprise enterprise as a case study, analyze the current situation, existing problems and causes of the financial shared business process of A Enterprise enterprise, explore the improvement methods of the financial shared business process of the enterprise, and through case analysis, draw some directions that may improve the efficiency of organizational business process management.

China A Enterprise was founded in 1987 and has become a diversified joint-stock enterprise with cement, tourism, and casting as its main body after more than 30

years of development. A Enterprise entered the top 500 Chinese enterprises with a revenue of 16 billion yuan. A Enterprise's subsidiaries cover provinces and cities in China, including Henan, Liaoning, Shandong, Anhui, Shanxi, Inner Mongolia, Xinjiang, and Tianjin. The group actively utilizes changes in national and industry policies, and through advanced technological equipment, reasonable regional layout, sufficient resource reserves, standardized management and brand advantages, committed to environmental protection and sustainable development, the group is able to achieve rapid development and maintain and strengthen the market leadership positions of Henan and Liaoning provinces.

A Enterprise continues to promote information technology construction, using software such as Yonyou NC (a commonly used digital financial management system in Chinese enterprises) for its financial system, and Dingjie and Zhiyuan for its business system. Over the years of use, this has reduced the financial management costs of the enterprise and improved its management efficiency. The group continues to adhere to the overall development strategy of "industrial diversification, product specialization, modern management, and market internationalization", hoping to use modern and information technology means to fully build a digital group. At present, we are the first in the cement sector to launch the digital cement construction of "logistics automation, production visualization, asset standardization, cost refinement, customer e-commerce, office mobility, financial integration, and decision visualization". We hope that through financial sharing, we can take the financial management of enterprises to a higher level and help them operate quickly during mergers and acquisitions. The next step is to extend the experience of digital cement construction to other sectors such as digital casting, digital coking, and digital tourism.

A Enterprise is headquartered in Zhengzhou City and has departments such as the Group Office, Finance Department, Legal Department, Human Resources Department, and Information Technology Department. The Group's business is mainly divided into four sectors: cement sector, tourism sector, casting sector, and coal coking sector. Among them, the cement company has 17 subsidiaries in provinces such as Henan provinces, Liaoning provinces, and Hebei provinces.

The service ratio of financial personnel in Group A (accounting for the total

number of employees) is 2.32%. Among the branch companies, the tourism sector has the most streamlined financial personnel, with a service ratio of 1.58%, followed by the casting sector, tourism sector, and coal coking sector, with a service ratio of 2%, 2.07%, and 2.57%, respectively, as shown in Table 2.1.

Table 2.1 - Number of Financial Personnel in A Enterprise

	Annual operating revenue (100 million yuan)	Total number of employees in the company	Number of financial personnel	Number of financial management personnel	Financial personnel service ratio
A Enterprise	160	12918	300	42	2.32%
Cement plate	80	5450	140	17	2.57%
Tourism sector	32	3160	50	2	1.58%
Casting plate	24	2250	45	2	2.00%
Coal coking plate	22.4	1930	40	2	2.07%
A Enterprise headquarters	1.6	128	25	19	19.53%

Source: From HR data from A Enterprise

Based on the experience of excellent domestic and foreign enterprises, the service ratio of financial personnel is 1-2%, indicating that A Enterprise's financial personnel allocation is relatively reasonable and can be adjusted appropriately. Among the financial personnel, the proportion of financial management personnel is only 14%, and it is necessary to optimize resource allocation to maximize the value of financial personnel.

The average monthly workload of A Enterprise finance department. On average, financial personnel of A Enterprise have to fill out over 65000 vouchers per month, including over 28000 receipts and payments. The basic work is heavy, and financial personnel spend a lot of time on basic financial accounting work. However, they do relatively little work on providing financial and management reports. The average monthly workload of financial personnel is shown in Figure 2.1.

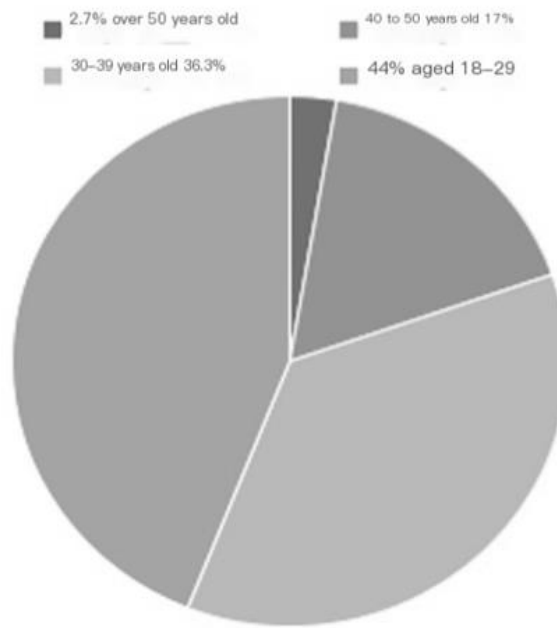


Figure 2.1 - Organizational Structure of A Enterprise

Source: From HR data from A Enterprise

The work investment of financial personnel in A Enterprise. Among the financial personnel of A Enterprise, the proportion of large-scale work and on-site work is 45.98%, accounting for a total of 78.31%. However, the proportion of investment in control work is only 2.05%, and the proportion of investment in operational work is only 18.49%, as shown in Figure 2.2.

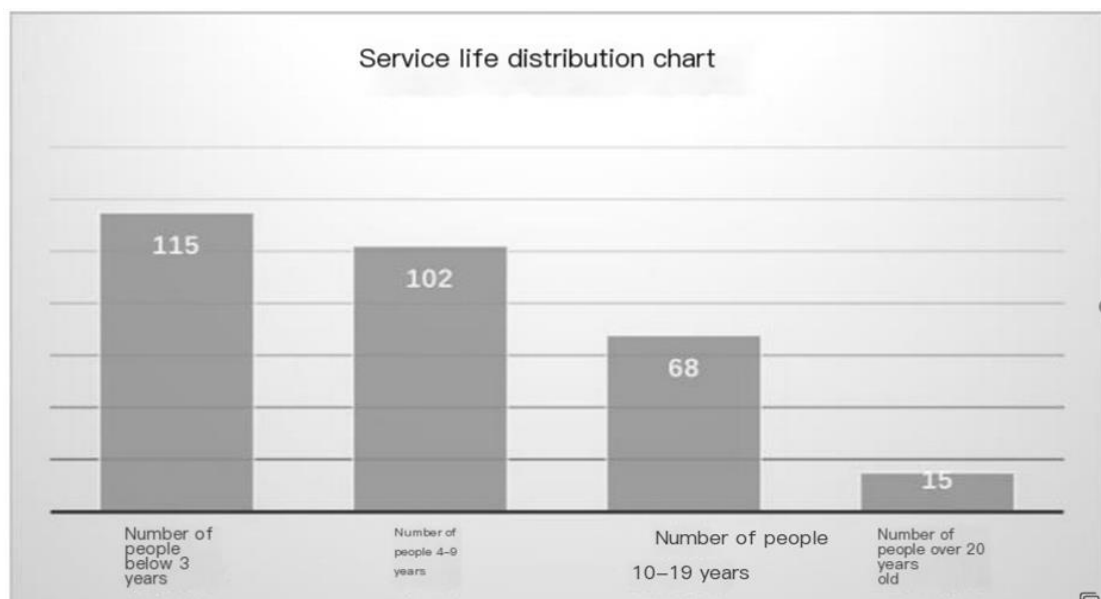


Figure 2.2 - Organizational Structure of A Enterprise

Source: From HR data from A Enterprise

Compared with excellent international enterprises, the financial personnel of A Enterprise mainly engage in low value, repetitive transactional work, while the number of people who invest in high-value, creative, and controlled work is very small. The operating costs of A Enterprise's finance. The total financial cost of A for the year was 33.232 million yuan, including labor costs including salaries, five insurances and one fund, welfare expenses, etc., totaling 28.24 million yuan, accounting for 85%. Operating costs include labor protection fees, entertainment expenses, travel expenses, communication expenses, transportation expenses, as well as consulting and intermediary agency expenses, expense amortization, and depreciation, totaling 4.992 million yuan, accounting for 15%, as shown in Table 2.2.

Table 2.2 - Financial Operating Costs of A Enterprise

Enterprise name (parent company of the sector)	Financial labor cost (10000 yuan)	Financial operating costs (10000 yuan)	Total financial cost (10000 yuan)
A Enterprise Finance Department	285	60.5	345.5
Cement plate	1316	232.4	1548.4
Tourism sector	510	65.2	575.2
Casting plate	389	78.7	467.7
Coal coking plate	324	62.4	386.4
Total	2824	499.2	3323.2

Source: From the financial data of A Enterprise

The current situation of A Enterprise's information system. The financial information system of A Enterprise includes NC57, U8, Inspur financial system, etc., as shown in Table 2.3, which presents the characteristics of decentralized, heterogeneous, and independent financial systems. There is no data interconnection, and the group cannot timely understand the financial situation of various sectors. The integration and connection between business systems and financial systems have not been achieved, which does not meet the requirements of building a business management platform for the group.

Table 2.3 - Existing Software System Situation Table

Company	Business	Finance	Business
A enterprise headquarters	Comprehensive	Yong You NC57	Zhiyuan OA
Cement plate	Cement production and sales	Yong You NC57	Zhiyuan OA, Dingjie ERP, LE weighbridge system, unmanned system
Tourism sector	Operation of tourist attractions	Yong You U8	Ticketing software
Casting plate	Casting parts and mechanical manufacturing	Yong You U8	MES、PLM MES, PLM
Coal coking plate	Coal coking	Inspur Finance	MRP、MES MRP, MES

Source: From the financial data of A Enterprise

Thus, in the service ratio of financial personnel in Group A, the financial personnel allocation is relatively reasonable and younger, and the service life is not long. The basic work is heavy and requires a lot of time to carry out the basic financial accounting work, mainly engaged in low-value and repetitive routine work, while the number of people with high-value, creative and controlled work input is very small. The financial system used is not unified, and there is no data interconnection and integration of business system and financial system.

2.2 Monitoring of the target market and strategic analysis of the company's development

Current situation of employee expense reimbursement process. The expense reimbursement process for employees in A Enterprise mainly refers to the accounting process for transportation, accommodation, and subsidy expenses incurred by employees for business trips, work transfers, learning and training, including airfare, transportation, accommodation, meal expenses, city transportation, family visit expenses, personnel dispatch expenses, inspection and liaison expenses, travel subsidies, and driving subsidies. The type of expense reimbursement for vehicle operation and maintenance expenses. In order to understand the current situation of employee expense reimbursement process in A Enterprise, on-site interviews were conducted with representatives from the financial leaders, accountants, and sales

personnel of companies such as Weihui Company, Anshan Company, and Tangshan Company under the A Enterprise headquarters and cement sector. Through research interviews, the current employee expense reimbursement process in A Enterprise was summarized, as shown in Figure 2.3.

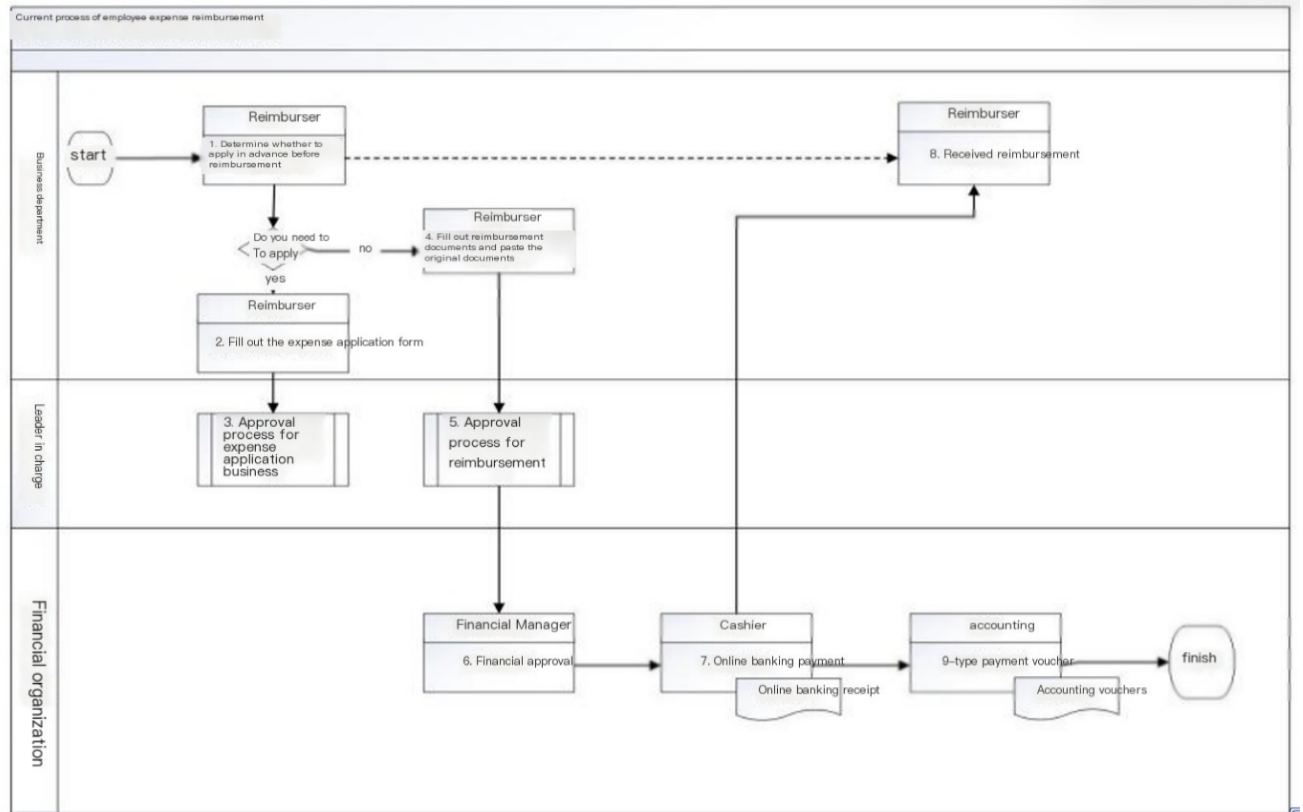


Figure 2.3 - Current Process of Employee Expense Reimbursement

Source: From the financial data of A Enterprise

The current process of employee expense reimbursement is shown in Table 2.4.

(1) Employees need to determine whether they need to apply for expenses before going on a business trip. The group does not have a unified standard for whether they need to apply in advance. Most companies judge based on the expected total amount of expenses. If the expected expenses exceed 1000 yuan, employees need to apply in advance, and there is a situation where companies go on a business trip before applying.

(2) Employees who need to apply in advance should fill out a paper expense application form.

(3) The department head of the subsidiary company approves the expense application form.

Table 2.4 Explanation of the current process for employee expense reimbursement

Steps	Current Business Process Description	Output documents	Position involved
1	The reimbursing party conducts pre judgment on business before expense reimbursement	nothing	all hands
2	The reimbursement applicant shall fill out an expense application form for business such as travel and entertainment that requires prior application	Paper expense application form	all hands
3	The head of the business department reviews the expense application form		Business department head
4	For expenses that do not require prior application, the reimbursement person can directly fill out the reimbursement document and paste the original document after the expense is incurred.	Paper reimbursement form	all hands
5	The head of the business department reviews the reimbursement form (the head of the business department is responsible for the compliance and authenticity of the business and expenses).		Business department head
6	The head of the finance department reviews the reimbursement form (the head of the finance department reviews the compliance of the business, such as whether it meets the reimbursement standards, whether it is within the budget and fund plan)		Financial Manager
7	The cashier makes payment through online banking based on the approved reimbursement documents	Online banking receipt	Cashier
8	The reimbursement recipient received the reimbursement amount		Reimbursing
9	The accountant (cashier voucher maker) prepares vouchers for payment transactions based on online banking receipts	voucher	financial accounting

Source: From the financial data of A Enterprise

(4) After completing the employee's business trip, fill out a paper reimbursement form and paste the expense application form and original documents.

(5) The department head of the branch approves the reimbursement form, checks the reasonableness of the expenses and the authenticity of the original documents. For reimbursement forms with large amounts, approval from the deputy general manager and general manager of the branch company is also required. There are no unified regulations for the approval process of reimbursement forms among different companies.

(6) After the reimbursement form is signed and approved, the financial manager approves the reimbursement form, checks whether the expense application form is complete, whether accommodation and travel meet the reimbursement standards, and whether they are within the budget and funding plan. Different companies have inconsistent reimbursement standards.

(7) Each branch cashier makes payment based on the approved reimbursement form.

(8) Each branch accountant prepares accounting vouchers based on online banking receipts and reimbursement forms.

Description of employee expense reimbursement process requirements: Through interviews and research, employees of various companies have the following requirements for employee expense reimbursement business. The business personnel believe that employees are currently reimbursing business expenses. Through the current business process of A Enterprise, it can be seen that employees need to advance funds in the early stage for personal expense reimbursement. After the advance, reimbursement documents are filled out, and then signed and approved by leaders at all levels. Finally, the financial personnel transfer the reimbursement expenses to the employee's bank card. Although this can ensure the safety of funds, it is time-consuming and laborious, which requires a lot of time for business personnel. In the event of a leader's business trip, reimbursement is far from possible. For business personnel, reimbursement is currently a highly criticized project in A Enterprise, and there is no unified standard for financial personnel to review documents. Therefore, most business personnel hope to achieve paperless review, accelerate the approval and reimbursement process, accelerate the speed of reimbursement payment, and reduce expenses. Financial personnel have a heavy workload in expense reimbursement and document review. They hope to standardize reimbursement standards and processes from the source. If the expense application process is not approved, it cannot be entered into the expense reimbursement process. A reimbursement limit will be set for the corresponding level or personnel's reimbursement standards, and those exceeding the standard will not be reimbursed; For overdue reimbursement expenses, the overdue time will be automatically calculated and deducted according to the corresponding penalty ratio. However, in

case of special circumstances, approval from department leaders can be applied to improve the efficiency of various approval processes. When various business transactions occur in subsidiary companies, documents need to be mailed. After being sent to the headquarters, the headquarters will inspect the invoices, which results in low efficiency. Moreover, all documents are concentrated in the group's finance department, which can easily lead to document loss and other situations. Financial personnel find it difficult to inspect them in a timely manner after receiving express delivery, which is inefficient and prone to errors. Therefore, it is urgent to strengthen and improve financial control and business services. We hope to strengthen the supervision and management of various subsidiary companies, and in the future, we can automatically calculate the non productive expenses of each department or company based on the actual amount incurred by department and expense category. At the same time, we hope to achieve the reduction of financial organization staff and the reduction of financial personnel costs through the construction of cost sharing.

2. Explanation of the current process from procurement to payment. The process from procurement to payment status is shown in Table 2.5.

(1) Each branch's procurement personnel independently search for suppliers, compare prices, and after approval by the responsible leaders, determine the procurement supplier and sign a procurement contract with the supplier. Due to cyclical effects, there are significant fluctuations in procurement volume and prices, and there are also significant differences in procurement costs between different companies.

(2) The purchaser scans the paper procurement contract and submits it for contract approval in the group's OA system. The procurement manager and deputy general manager in charge of procurement of the branch company review the procurement contract and review the prepayment terms stipulated in the contract.

(3) The branch cashier shall use online banking to make advance payments in accordance with the contract terms.

(4) The cashier prepares prepaid business accounting vouchers based on online banking receipts.

Table 2.5 - Description of the current process from procurement to payment

Steps	Current Business Process Description	Output documents	Position involved
1	The purchaser signs a procurement contract with the supplier	Procurement contract	Purchasing Officer
2	The relevant person in charge approves the advance payment for the contract		Responsible person for procurement business
3	Cashier pays advance payment	Online banking receipt	Cashier
4	Cashier prepares prepaid business accounting vouchers based on online banking receipts	voucher	Cashier Single Post
5	The purchaser places a purchase order with the supplier	Purchase Order	Purchasing Officer
6	The purchaser or warehouse manager receives a purchase arrival notice	Purchase arrival order purchaser	Purchasing Officer
7	The warehouse keeper copies the purchase order or purchase receipt to generate a purchase receipt based on the actual receipt of goods	Purchase receipt form	Warehouse management
8	The purchaser receives the supplier's invoice, fills out the credit approval form, and pastes the purchase invoice, warehouse receipt, quality inspection form, weighing form, and other documents onto the credit approval form	Pending account approval form	Purchasing Officer
9	The person in charge of the procurement business approves the pending account approval form		Procurement related person in charge
10	The cashier makes offline payments through online banking based on the approved pending account approval form	Bank receipt	Cashier
11	The accounts payable accountant creates NC system invoices in the Yonyou NC system, and prepares invoices for purchase and payment settlements in the general ledger	NC system invoice, payment settlement, voucher	AP Accountant
12	At the end of the month, the accounts payable accountant processes the estimated accounts payable and prepares accounting vouchers	Estimated A/P voucher	AP Accountant
13	The accounts payable accountant processes last month's estimation in the NC system, and currently the estimation processing is done using	Estimating and offsetting documents	AP Accountant

Source: From the financial data of A Enterprise

(5) The purchaser issues a purchase order to the supplier based on the purchase contract, determining information such as delivery quantity, delivery time, and delivery location.

(6) The supplier ships the goods according to the purchase order. After the goods arrive at the factory, the supplier notifies the purchaser of the arrival.

(7) The warehouse keeper copies the purchase order or purchase receipt to generate a purchase receipt based on the actual receipt of goods.

(8) The supplier issues an invoice and sends it to the purchaser. The purchaser receives the supplier's invoice, fills out a paper credit approval form, and pastes the

purchase invoice, warehouse receipt, quality inspection form, weighing form, and other documents onto the credit approval form.

(9) The person in charge of procurement business shall approve the pending account approval form.

(10) The cashier makes offline payments through online banking based on the approved pending account approval form.

(11) The accounts payable accountant creates NC system invoices in the Yonyou NC system and prepares invoices for purchase invoices and payment settlements in the general ledger.

(12) At the end of the month, the accounts payable accountant prepares vouchers for the estimated receipt of invoices that have not yet arrived. After receiving the cross month invoice, the accounts payable accountant processes the previous month's estimation in the NC system. Currently, the estimation processing adopts the invoice to back offset mode, and prepares documents for the related business of the estimation processing.

Description of procurement to payment process requirements: Through interviews and research, the procurement leaders and employees of various subsidiary companies in the group have the following requirements for procurement business. The procurement leaders in this department of the group hope to promote centralized procurement, uniformly select qualified suppliers, take the A Enterprises the main body, cooperate with suppliers, provide the company's procurement bargaining power, and reduce product quality problems caused by different material quality. Purchasing and finance personnel hope to strengthen information sharing between both parties, enhance the timeliness of information, achieve integrated management of the procurement process, and reduce repeated communication and confirmation between the two departments. Financial personnel hope to connect the business system with the financial system, reduce the transmission of paper documents, and reduce the workload of duplicate information entry.

Current status of sales to payment process: The current process from sales to payment is that the cement sector of A Enterprise mainly adopts a sales strategy of direct sales+distribution. The direct sales customers are mostly large and medium-sized construction companies, national and local key projects, large real estate

companies, etc. The direct sales channels have the characteristics of facing customers directly, having a small number of customers, and high average sales per unit. And in the marketing process, local branches will build sales networks in various regions to expand the market. The distribution model is mainly used for retail and dispersed customers, with characteristics such as a wide range of points, small single order amount, and large order quantity. The two sales models have significant differences in single order sales, and the sales process is basically the same. Through research and interviews with salespeople, sales managers, and financial personnel from various companies in the cement sector of A Enterprise, the current process from sales to payment in A Enterprise is shown in Figure 2.4.

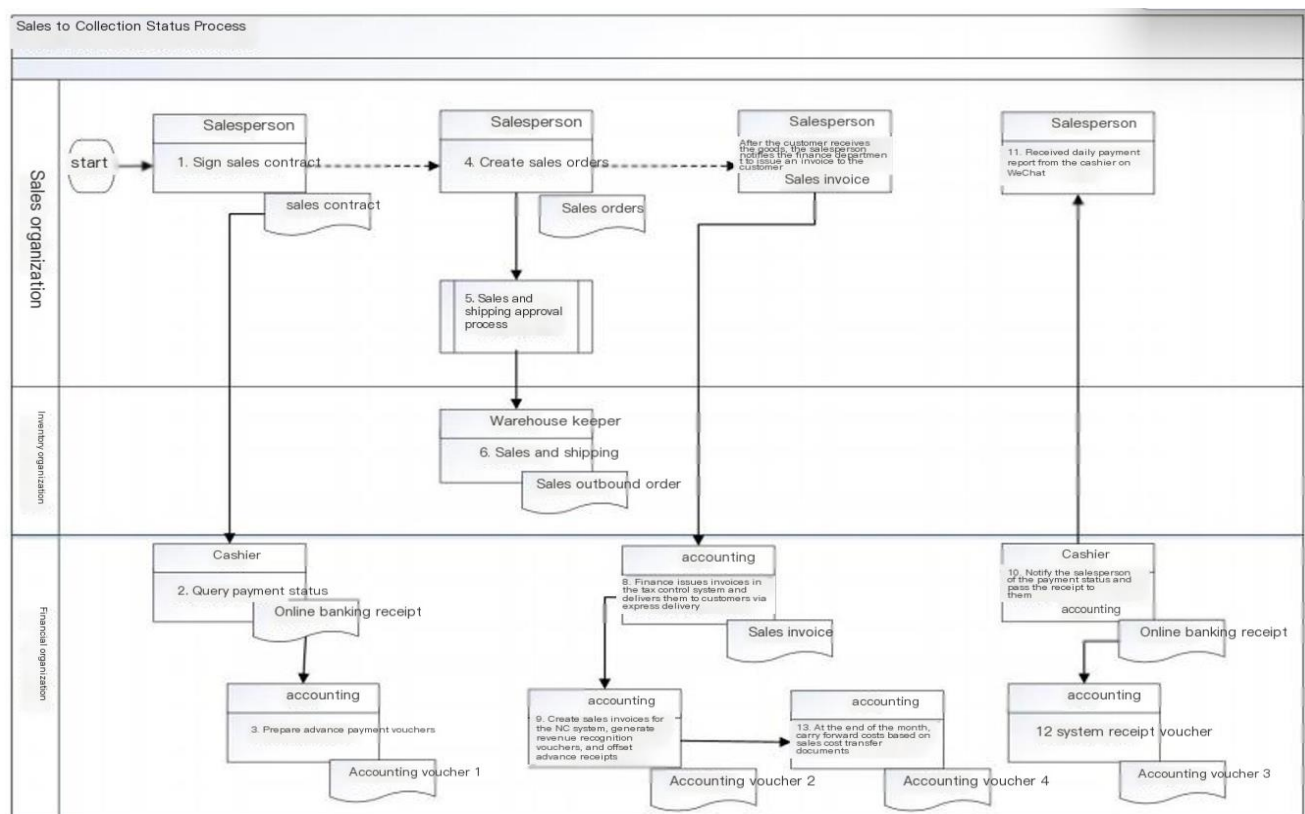


Figure 2.4 - Sales to Collection Status Flow Chart

Source: From the financial data of A Enterprise

The process description of sales to payment status is shown in Table 2.6:

(1) Sales representatives sign sales contracts with customers, direct sales contracts are signed by company sales representatives, and distribution contracts are signed by channel administrators, collectively referred to as sales representatives.

(2) The cashier checks the advance payment status and provides feedback to the accountant.

Table 2.6 - Explanation of Sales to Collection Status Process

Steps	Current Business Process Description	Output documents	Position involved
1	Sales personnel sign sales contracts with customers	sales contract	Sales representative
2	The cashier checks the advance payment status and provides feedback on the payment status to the finance department	Online banking receipt	Cashiers and sales representatives
3	The accounts receivable accountant manually prepares vouchers for advance payment transactions in the general ledger		Accounts receivable accounting position
4	Sales representatives create sales orders	Sales orders	Sales representative
5	The sales and finance responsible persons need to review sales orders or shipping orders and verify the accounts receivable in accordance with the contract content.		Sales Manager Financial Manager
6	The warehouse keeper ships based on the approved sales order or sales shipment note, and also creates a sales outbound note in the NC system	Sales outbound order	Warehouse keeper
7	After the customer receives the goods and meets the invoicing conditions, the salesperson notifies the finance department to issue a sales invoice to the customer		Sales representative
8	Accounts receivable accountants issue sales invoices and express them to customers in the anti-counterfeiting tax control system	Sales invoice	AR accountant
9	The accounts receivable accountant generates sales invoices in the NC system based on the sales invoices issued in the anti-counterfeiting tax control system, and prepares relevant business documents in the NC system	voucher	AR accountant
10	The cashier checks the payment status and sends relevant payment information to the salesperson through WeChat group	Online banking receipt	Cashier
11	The salesperson received a payment message from the customer		Sales representative
12	Accounts receivable accountants prepare receipts for related collection transactions based on online banking receipts	Voucher	Accounts Receivable Accounting
13	At the end of the month, cost accounting will carry forward the main business cost based on the sales cost transfer form, and prepare relevant receipt business documents	Voucher	Cost accounting

Source: From the financial data of A Enterprise

(3) The accounts receivable accountant manually prepares vouchers for advance payment transactions in the general ledger.

(4) The cashier provides feedback on the payment situation to the salesperson, who then fills out the sales order based on the contract.

(5) The sales responsible person and the financial responsible person shall review the sales order or delivery note, verify the advance payment according to the contract content, and only approve the sales order for shipment after receiving the advance payment.

(6) The warehouse keeper ships based on the approved sales order or sales shipment note, and also creates a sales outbound order in the NC system.

(7) After the customer receives the goods and meets the invoicing conditions, the salesperson notifies the finance department to issue a sales invoice to the customer.

(8) The accounts receivable accountant issues sales invoices and courier them to customers in the anti-counterfeiting tax control system.

(9) The accounts receivable accountant generates sales invoices in the NC system based on the sales invoices issued in the anti-counterfeiting tax control system, and prepares relevant business vouchers.

(10) The salesperson collects the remaining payment, the cashier checks the payment status, and provides feedback on the relevant payment status to the salesperson through the WeChat group. Channel management personnel have a large number of orders and a heavy workload in querying and statistics. Sometimes it is necessary to communicate with the finance department multiple times for confirmation.

(11) The salesperson received a payment message from the customer.

(12) The accounts receivable accountant prepares vouchers for related collection transactions based on online banking receipts.

(13) At the end of the month, the cost accountant or sales accountant shall carry forward the main business cost based on the sales cost transfer document, and prepare relevant receipt business documents

Overview and requirement description of the sales to payment process: Through interviews and research, the sales leaders in charge of the A Enterprisend employees of various subsidiary companies have the following requirements for sales business.

The sales leaders in charge of this department of the group hope to promote centralized sales, and each subsidiary company will formulate a unified sales policy,

classify customers based on direct sales and distribution, and enjoy different sales discounts for different customers to enhance the company's brand influence.

The finance manager hopes to strengthen the connection between accounts receivable and receipts, making the business chain more complete and facilitating aging analysis.

Sales and finance personnel hope to strengthen information sharing between both parties, reduce the workload of manually verifying accounts receivable and receipts, and reduce error rates. Financial personnel also hope to strengthen the connectivity and interoperability of information systems, and achieve integrated applications of contracts, invoices, and payments.

2.3 Analysis of the effectiveness of management and administration of the organization's business processes

1.The expected results of business process optimization under the financial sharing model of A Enterprise

Optimize personnel configuration to reduce financial management costs:

By introducing a financial shared service platform, internal resources can be integrated to achieve the operational goal of reducing costs and increasing efficiency for enterprises. After adopting a financial shared service center, the accountants in the shared center can handle similar businesses of multiple subsidiaries alone, simplify approval methods, and increase the work efficiency of financial personnel. In this mode, as the workload continues to increase, the company's personnel configuration can be optimized and the work efficiency of financial personnel can be improved. At present, the per capita labor cost of financial personnel in A Enterprise is 94000 yuan, and the financial operating cost related to personnel is 16600 yuan. Due to the optimization of the shared organization, a total of 96 personnel are expected to be adjusted, of which 52 can be transferred to the financial shared center, saving a total of 44 personnel. The estimated annual cost savings are about 4.6 million yuan. The specific calculation process for personnel optimization is as follows.

(1) Adjustment Table for Judging the Types of Responsibilities of the Group Finance Department. There are currently 25 financial personnel in the group's finance

department, and their job responsibilities are divided according to the three pillar models of strategic finance, business finance, and shared finance. Six of them are suitable for inclusion in the financial shared center, as shown in Table 2.7.

Table 2.7 - Adjustment Table for Current Responsibility Types of Group Finance Department

N u m b e r	post	Job responsibilities	Strategic financial control type and expert type	Business and financial operation type, on- site type	Shared financial regulatory models and accountin g models	FSSC Whether included in FSSC	Numbe r of people
1	CFO	Financial strategy Financial policies	√ √			no	1
2	Budget and Assessment Management Division	Budget management Performance evaluation	√ √			no	6
3	Taxation and Fund Management Division	Tax planning Financial operation	√ √			no	4
4	Information and Comprehensive Department	Informatization and Financial Supervision	√ √			no	7
5	Director of Settlement Department	Payment review			√ √	yes	1
6	Accounting at Settlement Office	Payment review			√ √	yes	1
7	Settlement cashier	Payment of funds			√ √	yes	1
8	Director of Accounting Department	Cost review			√ √	yes	1
9	Accounting Department Accountant	Cost accounting			√ √	yes	1
10	Director of Asset Department	Asset Management Policy	√ √			no	1
11	Asset Management Committee member	accounting for assets			√ √	yes	1

Source: From the financial data of A Enterprise

(2) Adjustment Table for Judging the Types of Responsibilities of the Finance Department of the Branch Company. There are a total of 140 financial personnel in each subsidiary of the cement sector. According to the three pillar model of strategic finance, business finance, and shared finance, job responsibilities are divided, and 89 people are suitable for inclusion in the financial shared center, as shown in Table 2.8.

Table 2.8 - Adjustment Table for the Current Types of Responsibilities of the Finance Department of the Branch Company

Number	post	Job responsibilities	Strategic financial control type and expert type	Business and financial operation type, on-site type	Shared financial regulatory models and accounting models	FSSC Whether included in FSSC	Number of people
1	Finance Manager	financial analysis		√ √		no	17
2	GL accountant	General ledger accounting			√ √	yes	17
3	AP Accountant	A/P voucher preparation and A/P review			√ √	yes	17
4	Settlement accounting	Cost accounting			√ √	yes	17
5	AR accountant	A/R voucher preparation and A/R review			√ √	yes	17
6	cost accounting	Cost analysis and cost accounting		√ √		no	17
7	Tax accounting	Tax Planning		√ √		no	8
8	Cashier	Collection and payment			√ √	yes	21
9	budget accounting	Budget preparation		√ √		no	9

Source: From the financial data of A Enterprise

(3) Estimated monthly workload statistics of the Financial Sharing Center

According to statistical analysis, the estimated workload of A Enterprise's Financial Sharing Center is shown in Table 2.9.

(4) Calculation of per capita business volume for each position in the Financial

Shared Service Center By conducting research on benchmark enterprises in the same industry that have already implemented financial sharing and collecting online data, the per capita business volume of each position in the Financial Sharing Service Center is calculated as shown in Table 2.10.

Table 2.9 - Monthly Workload Statistics of Financial Sharing Center

Service content	Job Card Responsibility	Group Responsibilities and Workload	Responsibilities and workload of branch offices	Total workload
Expense reimbursement accounting	Cost accounting	360	6000	6360
Expense reimbursement accounting	Cost review	360	6000	6360
Accounts payable accounting	Accounts Payable Review	350	6000	6350
Accounts payable accounting	Payment review	650		650
Accounts payable accounting	Payable Review	350	6000	6350
Accounts payable accounting	Payment review	650		650
Accounts receivable accounting	Accounts receivable accounting	300	5000	5300
Fixed asset accounting	accounting for assets	25	400	425
Fund settlement	Payment of funds	650		650
Fund settlement	Collection and payment		10875	10875
General ledger report	General ledger accounting	15	260	275

Source: From the financial data of A Enterprise

Calculation of staffing for the Financial Shared Service Center Based on the workload of the personnel in the Financial Shared Service Center, evaluate and calculate the workload, and ultimately determine the number of personnel required by the Financial Shared Service Center. This method is used to set up personnel positions. This method belongs to the re establishment of the original position, so the previous position has no reference value and can only choose the workload method for benchmarking estimation. The staffing confirmation of the Shared Center

Operations Department adopts this method. The working hour method is a method of determining personnel requirements based on business volume and work efficiency.

Table 2.10 Calculation of Per Capita Business Volume for Each Position in the Enterprise Financial Shared Service Center

Number	Business type	Per capita business volume (transactions/month)
1	Accounts receivable accounting	1000
2	Accounts receivable reconciliation	2000
3	Accounts payable accounting	800
4	Payable Review	2000
5	Accounts payable reconciliation	16000
6	Cost accounting	1000
7	Cost review	2000
8	Accounting for assets	500
9	Inventory cost accounting	80
10	Cost analysis	160
11	General ledger report	80
12	Fund settlement (receipt and payment)	2000

Source: From the financial data of A Enterprise

(4) It determines the staffing of positions such as accounts receivable, accounts payable, and expense settlement through the estimated workload of A Enterprise's Financial Shared Service Center and the monthly average workload of industry enterprise shared centers.

(5) The total number of personnel in the final financial shared service center is 52, and the calculation process is shown in Table 2.11.

(6) Staffing of Group Finance Department after sharing

(7) Organizational staffing of the finance department of cement sector subsidiaries After sharing, the finance department of each subsidiary in the cement sector has 3 personnel, including 1 finance manager, 1 business finance, 1 comprehensive accountant, and 17 subsidiaries.

Table 2.11 - Financial Shared Service Center Personnel Staffing Calculation Table

Department	Post	Business analysis method	Working hour method	Benchmarking evaluation method	Total workload	Per capita workload	Number of required personnel
Central leadership	Center Director	√ √					1
Operations Department	Director of Operations Department	√ √					1
Operations Department	Operations Management Post			√ √			1
Operations Department	Quality Audit Post			√ √			1
Operations Department	Comprehensive Service Post			√ √			1
Operations Department	Administrative Management Post			√ √			1
Accounts Receivable Business Group	Accounts receivable team leader	√ √					1
Accounts Receivable Business Group	Accounts Receivable Accounting Post		√ √		5300	1000	6
Accounts Payable Business Group	Payable Business Team Leader	√ √					1
Accounts Payable Business Group	Accounts Payable Accounting Post		√ √		7000	800	9
Accounts Payable Business Group	Payable Review Post		√ √		7000	2000	4
Cost settlement team	Head of expense settlement team	√ √					1
Cost settlement team	Cost Review Post		√ √		6360	1000	7
Cost settlement team	Cost Review Post		√ √		6360	2000	4
Cost settlement team	Asset Accounting Post		√ √		425	500	1
General Ledger Cost Group	Director	√ √					1
General Ledger Cost Group	General Ledger Accounting Post		√ √		275	80	4
Fund settlement team	Leader of the Fund Settlement Team	√ √					1
Fund settlement team	Center cashier fund settlement, receipt and payment		√ √		11252	2000	6
Total							52

Source: From the financial data of A Enterprise

After sharing, the number of personnel in the finance department of the group is 19, as shown in Table 2.12.

Table 2.12 - Personnel Staffing of the Finance Department of the A Enterprise after Sharing

department	post	responsibility	Number of staff members
	CFO	Financial strategy and policies	1
Budget and Assessment Management Division	Budget and Assessment Management Post	Budget management and performance evaluation	6
Taxation and Fund Management Division	Tax and Fund Management Post	Tax planning and fund operation	4
Information and Comprehensive Department	Information and Comprehensive Management Post	Informatization and Financial Supervision	7
Asset Management Division	Director	Asset Management Policy	1

Source: From the financial data of A Enterprise

The total number of personnel is 51, as shown in Table 2.13.

Table 2.13 - Organizational Structure of Finance Department of Cement Sector Subsidiaries

Department	post	responsibility	Number of staff members
Corporate Finance Department	Finance Manager	financial analysis	17
Corporate Finance Department	Business Finance	Business compliance review	17
Corporate Finance Department	Comprehensive accounting	Tax planning and budget preparation	17

Source: From the financial data of A Enterprise

(8) Number of financial positions after sharing

After sharing, the finance department of the group has a staffing of 19 people, which is 7 people less than the current number. The finance department of the company has a staffing of 51 people, which is 89 people less than the current number. The personnel of the financial sharing center need to be transferred from the current

personnel. According to the workload test, the staffing is 52 people, which has saved a total of 44 people. The staffing is shown in Table 2.14.

Table 2.14 - Quantity Table of Financial Position Staffing after Sharing

Organization	Number of staff members	Current number of people	Number of required personnel
A enterprise Group Finance	19	26	0
corporate finance	51	140	0
Financial Sharing Center	52	0	52

Source: From the financial data of A Enterprise

2. Transform financial functions and shift financial focus

The Financial Shared Service Center is a new financial management model based on standardization and process, which separates a large amount of repetitive work from the work of the group, thus forming a new financial management model. The process of the Financial Shared Service Center is reengineered to improve business efficiency, achieve cost reduction and efficiency increase, and enhance control. Through the Financial Shared Service model, the overall management ability of the group is improved.

The Financial Shared Service Center maximizes the advantages of new technologies by referencing them. By establishing a comprehensive accounting platform, various business information is linked to ensure that relevant business departments can timely review business progress and processes, thereby maximizing the efficiency of review; Moreover, through information processing, it is possible to reduce offline transmission time and reduce the workload of financial personnel; Through the automatic storage function, it is possible to achieve precise storage of relevant materials and prevent the problem of data loss.

By optimizing the financial shared service platform of A Enterprise, the financial organization is restructured to achieve personnel reassignment. Divide financial functions into basic business accounting functions, financial operation monitoring functions, decision support functions, and value creation functions, and strengthen the concepts of strategic finance, business finance, and shared finance. The overall functions of A Enterprise's financial organization are transitioning towards the following two aspects.

(1) Transforming from transaction processing to decision support

At present, the management of A Enterprise can only obtain financial statements by requesting from each subsidiary, and can only see the operating status of each subsidiary in a timely manner. However, the pre budget and in-process supervision in terms of financial functions are difficult to play a role. After the financial sharing process reengineering, enterprises will divide finance into strategic finance, shared finance, and business finance, thereby achieving unified business processing of the financial sharing service center. By dividing the overall financial responsibilities of the group through three different aspects of finance, the operational costs of finance can be reduced, accounting efficiency and quality can be improved. Moreover, in a relatively transparent business model, management can intervene in the business to assist in its services, play the role of financial pre budgeting and in-process supervision, and enhance the ability of finance to create value.

Not only that, financial sharing work not only achieves the transformation of financial functions, but also standardizes the overall business of the group through unified business processes and implementation standards. The unified processing of financial work with a unified caliber ensures the efficiency of financial work, as well as the standardization and efficient operation of information processes, thereby promoting management to make high-quality decisions.

(2) Transforming from financial control to value creation

For the construction of A Enterprise's financial shared service center, the key service target is the management of the group. By restructuring financial processes, financial management goals can be achieved and group control can be strengthened. Not only that, it can strengthen the correlation between the A Enterprise and its subsidiaries, enhance the integration within the group, centralize the processing of unified business, simplify repetitive, scattered, and low value-added work, and play the role of intelligent finance. In addition to strengthening group financial control and reducing costs, financial shared services can also help improve group satisfaction. This will be an important aspect of the transformation of the group's financial function, from "financial control" to "value creation".

3. Implement cross organizational full process digital management

Taking the construction of a financial shared service center as an opportunity,

establish an organic integration of finance and business, achieve the interaction and collaboration of commercial flow, logistics, fund flow, and information flow, improve the efficiency of cross organizational business collaboration, and enhance the ability to control the entire process before, during, and after the event.

By building an intelligent business travel budget control and expense reimbursement process, linking external Ctrip business travel platforms, financial sharing, bank enterprise cloud, and bank payment systems, business and financial personnel can operate on both PC and mobile applications, including document filling, approval, business travel booking, querying, printing, auditing, settlement, data analysis, and other full role applications. Through the comprehensive application of the system, business personnel can query the reimbursement status anytime and anywhere when submitting reports, making approval by leaders worry free and effortless. Financial audits are simple and fast, and vouchers and settlements are automated. Realizing the actual reimbursement and reimbursement of personnel expenses, through the transmission of information technology, can enable relevant personnel to quickly process work reimbursement business, thereby accelerating the reimbursement process and effectively improving operational efficiency.

By constructing a cross organizational collaborative centralized procurement business process starting from contract management, with the A Enterprises a whole, connecting external suppliers, enterprise supply chain systems, financial sharing, payment settlement systems, and tax systems, and using digital contracts as the basic carrier, the entire contract process management is carried out according to "procurement demand summary - supplier sourcing - contract signing - purchase order - procurement execution - procurement settlement - accounts payable pending - contract payment - supplier evaluation". By enabling departments related to the same business to query it at any time, the time required for manual offline data transmission can be reduced, thus achieving a system of real-time supervision and early warning of contracts.

By building a cross organizational collaborative and unified sales business process starting from contract management, the group formulates sales and price policies based on customer classification, links customers, supply chain systems, one card systems, financial sharing, settlement systems, and tax systems, and based on sales

contracts, manages the entire product lifecycle and process according to the integration of "contract signing - advance receipts - customer credit management - sales orders - sales outbound - sales invoicing - accounts receivable pending - collection verification - customer evaluation". By specifying sales policies, it is standardized how much preferential privileges sales personnel, business managers, and other sales personnel at different levels have, ensuring the guarantee of sales profits. By establishing sales systems, managing customer credit, receiving and shipping payments, improving first payment efficiency, and reducing bad debt risks. The centralized collection model can also enable senior leaders of the group to have a better understanding and mastery of the group's financial information, increasing the accuracy of decision-making. Real time understanding of the product quality of each subsidiary and maintaining the company's brand image through customer feedback. Through the above measures, the entire process of unified sales business can be controlled and product lifecycle management can be achieved.

A unified standard system is the core of the business process of the entire financial shared service center, which unifies the management of the business of the entire A Enterprisend its subsidiaries. By standardizing and standardizing the transmission of data, unified work standards can be established for employees to prevent non-standard operations. Regular training for employees can ensure that they improve their professional skills and enhance the execution standards of business norms. This not only optimizes business processes but also promotes a standardized production environment within the group. In this mode, senior leaders can constantly grasp the operational and financial status of the group, making the production and operation of each subsidiary more transparent, enabling leaders to concentrate on handling management decision-making issues, and increasing the accuracy of decision-making.

Thus, the expected results of business process optimization under the financial sharing mode of A Enterprise include optimizing personnel allocation and reducing financial management costs, transforming financial functions and changing financial focus , To realize the digital management of the whole process across the organization.

CHAPTER 3

DIRECTIONS FOR IMPROVING THE EFFICIENCY OF MANAGEMENT AND ADMINISTRATION OF BUSINESS PROCESSES OF THE ORGANIZATION

3.1 Direction for improving organizational business process management

The problems in the financial sharing business process of A Enterprise

1. Emphasize accounting over management

A Enterprise has 300 financial personnel, of which only 14% are financial management personnel. In the work of financial personnel, the proportion of scale modeling and on-site work exceeds 75%, while the proportion of investment in control, operation, and expert work is less than 25%. The group has more than 65000 monthly vouchers and more than 28000 monthly payment operations. From the above data, it can be seen that the current work of financial personnel in the group is repetitive and singular, And this business does not require a high level of education and professional proficiency, and a lot of manual time is spent on checking, organizing, and other work. However, the professional skills of financial personnel, such as preparing entries, accounting, and report analysis, have not been properly utilized, resulting in personnel waste. Moreover, for some special or urgent businesses, this information transmission method is too slow to accurately and effectively account for expenses, resulting in a certain degree of lag, which may lead to significant decision-making errors in some decision-making aspects. In the rapidly changing business environment, branch offices often make commercial decisions without the consent of the group, which is in line with the group's management system. Therefore, in this situation, The development of A Enterprise has been constrained by inadequate informatization. In the current operation process of A Enterprise, the role that the finance department can play is only to provide business data to managers. As for the role that financial personnel should play in financial analysis and decision-making, there is no effective insight into the management and use of funds, the introduction of production facilities, and product launch. However,

in the recruitment process, the focus is mostly on graduate students, which neglects the role of talent, Only playing the basic role of talent has resulted in personnel waste.

2. Low degree of information sharing.

A Enterprise has numerous subsidiary companies with a large scale and long distances between them, which has caused significant difficulties in information transmission between the A Enterprise its subsidiaries. For the requirements of the Group, the subsidiaries may not be able to effectively implement them, while for the Group, there is a lack of precise and effective supervision over the subsidiaries. For matters that require confirmation of information, mailing and other methods are needed to achieve this, This has resulted in slow business progress and greatly increased the risk of ticket loss. In this situation, business personnel constantly complain about various systems. For example, in terms of employee expense reimbursement, the method used is for each subsidiary to first organize and summarize them, and then report them uniformly at the end of each quarter. This results in employees having more funds to rely on in the financial reimbursement system, and using this method will inevitably lead to the inability to accurately calculate expenses and can only be classified simply by quarter; Not only that, it will also cause a sharp increase in business volume for the group's financial personnel at the end of the quarter, which may reduce the accuracy of accounting and prevent timely support for company decisions. At present, in the procurement process of A Enterprise, the procurement department and the finance department are relatively independent, and key information cannot be synchronized. The payment progress and approval process are relatively inconsistent, which increases the difficulty of managing procurement to payment. For the sales to payment process, the company adopts a model of receiving payment in advance before shipping. In order to prevent bad debt risks, business personnel need to repeatedly confirm the receipt of funds with finance. On this basis, the collection of funds only relies on sales personnel to urge, which affects the time for sales personnel to expand the market. In the process of debt collection, it is also necessary to continuously verify the amount with finance, Significantly reduces the work efficiency of sales and finance personnel. The financial and business data of each subsidiary are independent of each other, and different information systems are used. Data cannot be transmitted between different

information systems, and detailed data information cannot be shared. Each subsidiary needs to first organize and summarize the data before reporting it. However, the group's control over each subsidiary only relies on business reporting and reported data, which makes it difficult for the group to supervise its subsidiaries. The lack of timely data acquisition leads to the inability to make reasonable and effective business decisions, and in the long run, it may lead to serious management loopholes.

3. Inconsistent business processing standards.

A Enterprise has not established a unified and standardized management process and system for process reengineering under its existing business processes. At the beginning of the establishment of A Enterprise, a unified business processing standard was established. However, with the development of the times and economic business, the various economic businesses faced by subsidiaries have gradually become complex. Using the original process system will affect the decision-making efficiency of A Enterprise, which leads to each subsidiary handling its affairs separately, lacking communication between subsidiaries, and inconsistent process steps, resulting in huge losses for the group. For example, in the expense approval process, there are inconsistent expense reimbursement standards, non-standard management, inadequate budget supervision and execution, situations where expenses are incurred without approval, and situations where expenses exceed the standard. Under the principle of unified accounting in the group, each subsidiary has its own business processes and document submission rules, which leads to certain differences between the group's requirements and those of its subsidiaries. Moreover, there are differences in the business systems and financial systems of each subsidiary, which results in a lack of communication among them. Although it belongs to the same group company, the accounting process is like scattered sand without standardization. And currently, A Enterprise lacks effective management and solutions to these phenomena, which has led to a relatively unfavorable business development.

3.2 Direction for improving organizational business process management

Principles of Business Process Optimization:

(1) Dual combination of strategic clients

For the optimization of business processes in A Enterprise, the first step is to respect the group's strategic development goals, as the long-term development of the enterprise is the driving force for its survival and development. On this basis, it is necessary to meet the needs of enterprise management and development. A Enterprise belongs to a large group enterprise, which requires a combination of internal strategy and external customer dimensions. Firstly, in the process of optimizing business processes, it is necessary to have unified requirements for information transmission and standardization within the A Enterprisend its subsidiaries, in order to strengthen communication between the A Enterprisend its subsidiaries, as well as between subsidiaries; Secondly, in the external dimension, it is considered to establish a timely feedback mechanism for customers, and set up an evaluation mechanism for personnel. Through WeChat official account, SMS, telephone and other ways, customers can provide timely feedback on enterprise services, and customers can put forward corresponding opinions, thus promoting the continuous optimization of A Enterprise; Finally, the design of A Enterprise's financial shared service center adopts a wide-ranging approach. With the continuous development of new technologies and changes in policies and regulations, A Enterprise has the ability to continuously update.

(2) Emphasize overall process optimization

Considering the overall situation of A Enterprise, there is a considerable geographical distance between the A Enterprise its subsidiaries. However, the group now has plans to strengthen the management of its subsidiaries. Therefore, in the design process, it is necessary to thoroughly reengineer the original process. In the reengineering process, not only the needs of the group but also the needs of its subsidiaries need to be considered. Following the principle of prioritizing the group, we focus on the collaborative development of various subsidiaries, and conduct in-depth optimization and process reengineering for inconsistent and non-standard businesses.

(3) Continuous optimization principle

For business optimization, it is not something that can be done once and for all. With the continuous development of technology, considering the group's strategic

adjustments and satisfaction evaluation, this will cause many people to give opinions on processes and documents. In the process of establishing a financial shared service center, it is necessary to form an expert team to analyze the suggestions and develop optimization plans. This requires the optimized plan to not only be able to achieve adjustments, but also to enable the group, subsidiaries, and departments to make simple adjustments based on their specific needs and actual situations, in order to achieve the goal of improving efficiency.

Objectives of Business Process Optimization:

(1) Realize professional division of labor and optimize accounting quality

By differentiating between business and finance, and based on the current situation of business processes, summarizing and summarizing normative documents of systems and standards, efficiency can be improved, business workflows can be standardized, and each employee can focus on their core work. In a core work area, deep cultivation and meticulous work can be carried out. By introducing systems and constructing standard documents, the rights of employees to reimbursement, process follow-up, and progress feedback can be guaranteed, and information sharing can be achieved. Not only that, but also transforming the financial staff, allowing them to not only do simple tasks before, but also

More experiences can be incorporated into financial analysis, strategic decision-making, and process optimization, enabling the group to monitor various financial indicators in real-time. By optimizing accounting quality and enhancing internal control management, financial risks can be prevented. On this basis, business and financial personnel create value in their respective professional directions, thereby achieving the group's strategic goals and promoting value enhancement.

(2) Reduce financial management operating costs and improve management efficiency

By building a financial shared service center and standardizing and streamlining existing businesses, we aim to enhance employee value-added. In addition, through the use of information technology, we can timely reduce the operational costs of financial management, significantly improve management efficiency, and enhance enterprise management efficiency. Through this approach, we can achieve cost reduction and efficiency increase, enabling the group to achieve a strategic

transformation that requires performance from the management department.

(3) Quickly support scale expansion and control expansion risks

With the rapid development of A Enterprise, if we carry out reforms under the existing model, it will take some time in terms of manpower and information systems, and there will be certain management difficulties. But if the financial shared center service model is adopted, rapid reforms and personnel position changes can be carried out. By adopting a shared financial model, the finance of each subsidiary and group can be uniformly allocated, and the existing financial experts can be adjusted to the financial shared center's financial experts. This can better achieve supervision of each subsidiary, rotate the financial personnel of the shared center, and quickly make up for the lack of financial strength.

Reshape a flat and efficient financial organization:

Under the financial sharing mode, the overall financial organization planning of A Enterprise is divided into three parts: strategic finance, shared finance, and business finance, as shown in Figure 3.1. The financial function is divided into basic business accounting function, monitoring function, decision-making function, and the ability to create value. After adopting the financial shared service center, various subsidiaries were used for business and financial processing, while the A Enterprise accountant was mainly responsible for strategic and approval processing. The original information transmission was changed to be reported and implemented layer by layer by the group finance, branch finance, and subsidiary finance personnel, resulting in low efficiency. In the financial sharing mode, strategy, business, and sharing are all flattened, and management and grassroots staff communicate directly. Accounting policies can be implemented by the group's subsidiaries, achieving real-time data transmission and enhancing the group's control over each subsidiary. The specific responsibilities of each financial position are as follows.

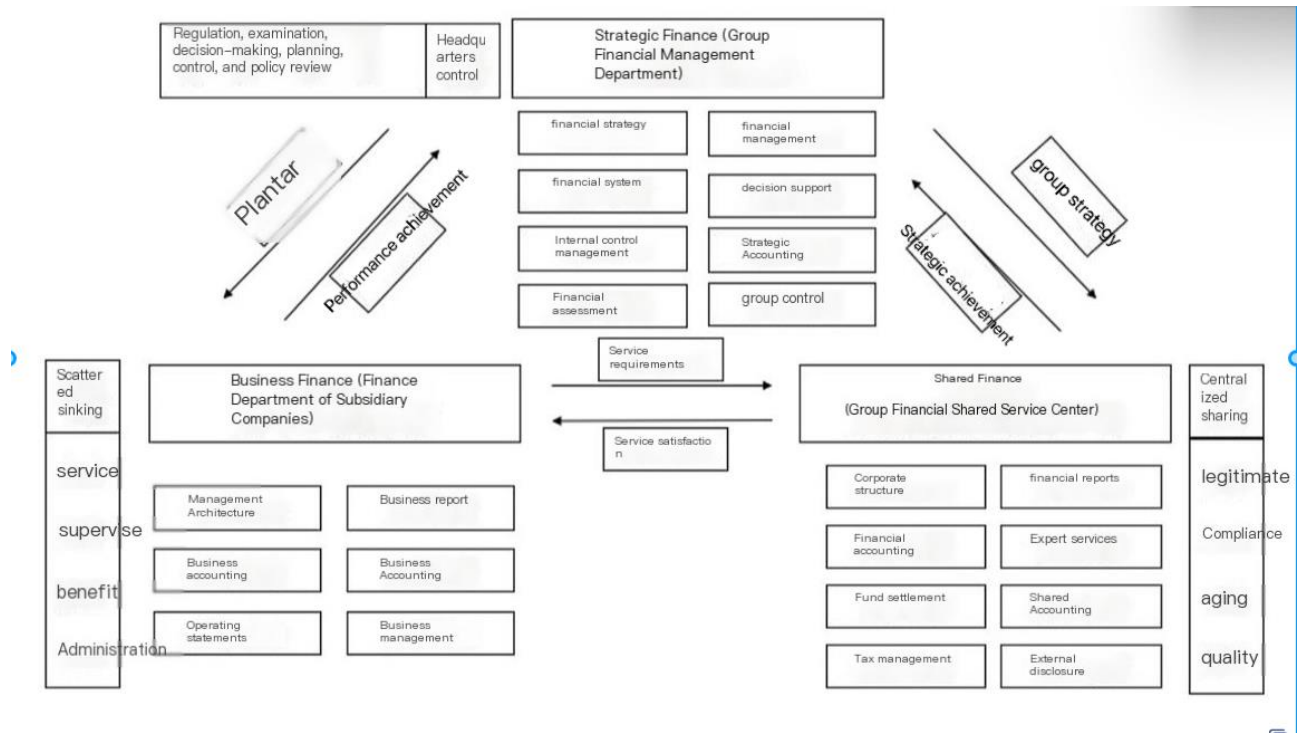


Figure 3.1 - A Enterprise Financial Organizational Function Planning Diagram
Source: From the financial data of A Enterprise

(1) Strategic Finance

Strategic finance focuses on combining national policies, accounting standards, group strategy, capital operations, and other aspects of work to provide financial support at a high level, which is the overall decision-making of financial strategy. Specifically, it includes being responsible for the process reengineering of the group's financial accounting and management accounting standards in accordance with national financial regulations and systems, and formulating financial policies; Responsible for process reengineering and improving the comprehensive budget management system of the group company, organizing the annual comprehensive budget preparation work of the group company, and supervising, inspecting, and assessing the budget execution of subsidiary enterprises.

(2) Shared Finance

Shared finance is located in the shared finance service center of the group finance, with a focus on accounting review, accounting, and other work. In this regard, shared finance will receive various financial transactions from various subsidiaries and groups according to the rules of the financial shared service center platform, and carry out unified accounting processing based on the specific content and signing

situation of the documents, involving reimbursement and fund settlement business, Payment and settlement can be directly carried out through the fund service under account custody. After completion, the data can be uploaded to the platform in a timely manner for data aggregation and analysis, providing effective data support for strategic accounting to make strategic decisions.

(3) Business Finance

The financial departments of member units at all levels under the A Enterprises are the business finance departments, whose main responsibilities include budgeting, cost, taxation, financial reporting, etc., with a focus on providing financial support for their subsidiaries. In terms of specific job responsibilities, mainly responsible for conducting risk inspections on subsidiary bills; Responsible for the purchase and opening of invoices for this unit; Assist the Financial Sharing Center in carrying out financial work in subsidiaries; Learn the latest requirements of the financial shared service platform and provide simple reimbursement training to employees of subsidiary companies; Organize and send paper documents uniformly; The documents that need to be retained by our unit need to be bound and archived.

Building a digital sharing platform that integrates industry and finance:

The sharing of information is a global development trend, especially for internal data within enterprises. Being able to quickly access and use it when employees need it is an important requirement for digital transformation of enterprises. Enterprises should combine the latest technology to transform towards digitization, refinement, functionalization, and integration. The construction of A Enterprise's Financial Shared Service Center adopts the Yonyou NC Cloud Large Enterprise Digital Platform (NCC), which is based on the integration of business and finance, imaging platform, operation platform, operation platform, integration platform, invoice platform, and other aspects of sharing; Integrate with the enterprise's supply chain, asset management and other businesses, and interface with the tax platform. The financial sharing platform architecture adopts platformization, full staff application, business sharing, and full process control to meet the high availability and high concurrency business needs of enterprises, as shown in Figure 4.2.

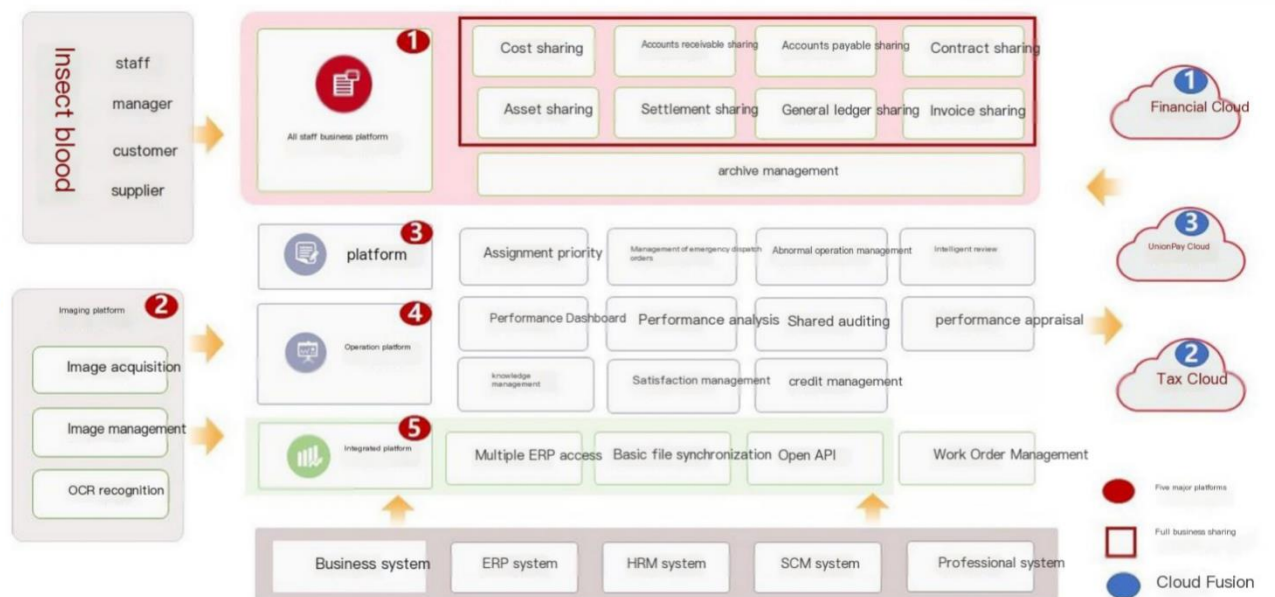


Figure 3.2 - Architecture of Financial Sharing Platform

Source: From the financial data of A Enterprise

Shared services are based on the full staff business platform, imaging platform, operation platform, and operation platform, supporting cost sharing, procurement to payment sharing, and sales to payment sharing. Integration of business, finance, and taxation is achieved through seamless integration of internal and financial, supply chain, and asset business systems through invoice centers, as well as external and tax systems, achieving the integration of shared service industry, finance, and taxation.

The image platform forms paper documents into an important part of electronic documents. Information documents are transferred through the information system in the form of graphics and text. In addition, electronic information databases and paper methods are also used in the custody process. In the process of only checking, only checking out the electronic database is needed, which greatly improves the production efficiency.

The homework platform is mainly used by the financial sharing center's homework personnel and homework team leaders to complete the review of business documents in the sharing center.

Operation platform, for the responsible person of the shared center, task team leader, and operation personnel, to view the organization and the task execution status of the shared center operation personnel and work groups; This includes performance

dashboards, performance analysis, performance evaluation, shared auditing, knowledge management, satisfaction management, credit management, and other content.

Shared service integration platform, supporting the integration of multiple ERP systems and data transfer with the original ERP system.

After adopting the financial sharing platform, the uploaded physical documents are scanned and transferred to the shared center accounting through the approval business process. After the shared center documents are reviewed, they will be automatically recorded in the financial system and settlement instructions will be sent for direct fund payment.

Building a new process for intelligent business travel budget control and expense reimbursement:

Intelligent business travel expense reimbursement process design, intelligent business travel employee expense reimbursement process diagram:

Before the implementation of financial sharing, in order to solve the problems of inconsistent standards, processes, and unclear systems in expense reimbursement for various subsidiary companies, it is necessary to first establish unified standards for process reengineering, including daily expense reimbursement standards, and standardize reimbursement behavior; Sort out expense items, clarify the scope and behavior norms of expense reimbursement, and implement centralized management of expenses; Develop A Enterprise expense management system to achieve planning and proceduralization of expense management, so that expense control management has a basis for formulating expense approval processes, improve the level of group procedural management, strengthen internal management, and improve internal control systems. Embed management systems, approval processes, and business rules into the information system, and automatically trigger budget management and financial accounting for business activities through the information system, achieving synchronization between business flow and financial value flow. Optimize the employee expense reimbursement process as shown in Figure 3.3.

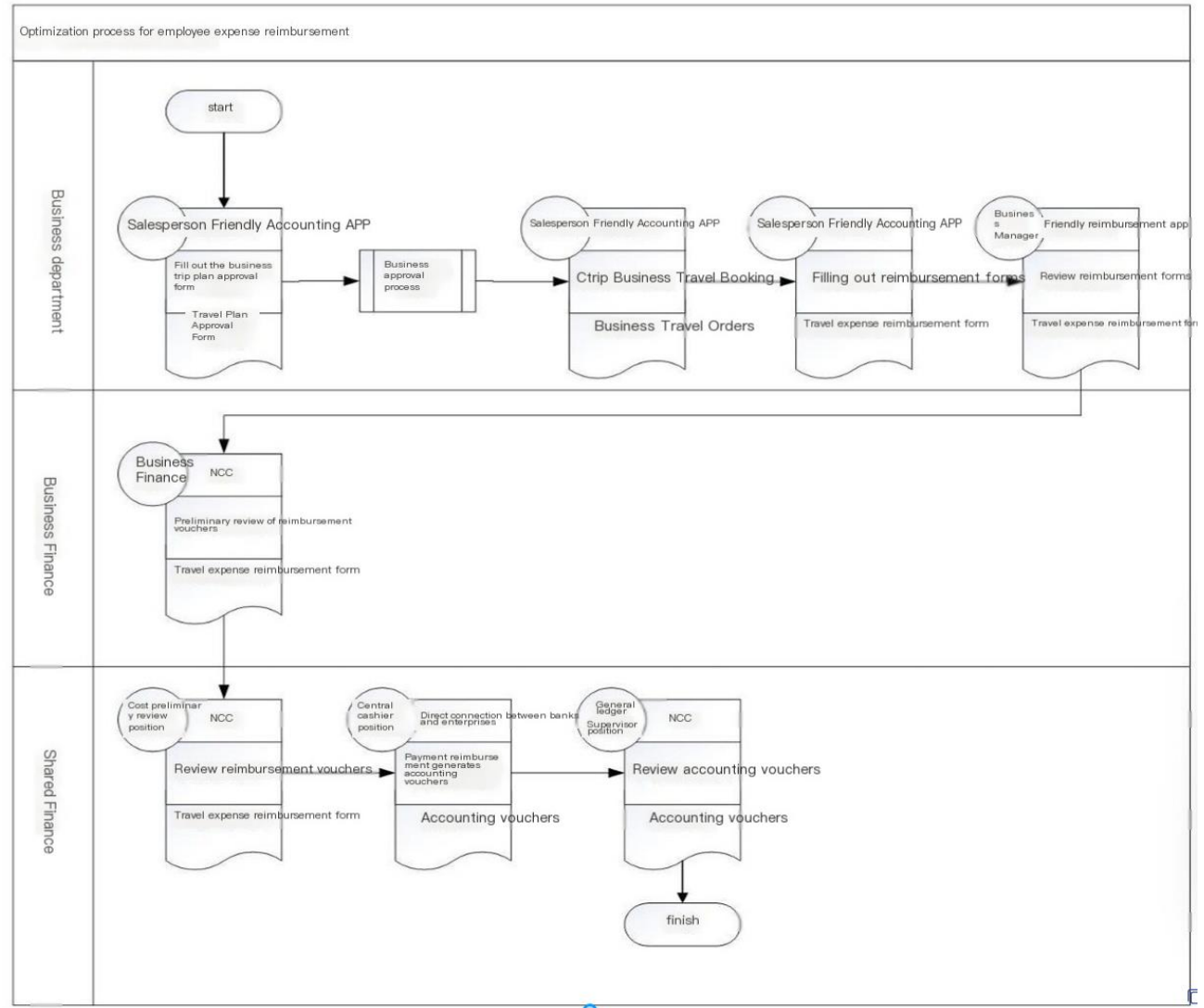


Figure 3.3 Optimized Employee Expense Reimbursement Process
Source: From the financial data of A Enterprise

The intelligent business travel employee expense reimbursement process is explained, and the optimized expense reimbursement process is shown in Table 4.1.

(1) When on a business trip, employees fill out the travel plan approval form on the Youbao Accounting app. The travel application mainly includes cost attribution information and itinerary information, including the start date, end date, departure location, and arrival location of the trip, waiting for approval from the leader.

(2) According to the company's approval process, department managers, deputy general managers of branch offices, and other relevant leaders approve the travel plan approval form.

(3) After approval, the salesperson can enter Ctrip Business Travel Booking through the Youbao app. When choosing to book a flight or train ticket, when filling out a business travel reservation, the reservation order will be associated with the

travel plan approval form to verify whether the departure date and passenger of the reservation are within the scope specified in the approval form. If they do not meet the requirements, an error message will pop up. When choosing to book accommodation hotels, hotels that meet personal reimbursement standards will be automatically selected based on the applicant's position and business trip location when booking on the Ctrip Enterprise Business Travel Platform, making it easy to search. In the order filling interface, the hotel's associated itinerary number should be selected on the travel plan approval form, which will verify whether the booked check-in time and check-in person are within the specified range on the approval form. If they do not meet the requirements, an error message will pop up. After a successful reservation, the next day the order will be pulled to the personal order center of the Youbao app, and the system will automatically generate a ledger from the order center the next day after the trip.

(4) Employees can enter the Friendly Reimbursement app, open the travel reimbursement form, select Invoice/Order Import for travel details, select Pull Order Information, select Transportation and Accommodation Travel in sequence, and submit the reimbursement form after all details are generated and filled out. The reimbursement form can be automatically generated. The reimbursement personnel collect invoice information through the Youbao Accounting app, and the Youbao Accounting retrieves the verification results of the tax cloud service feedback invoice. The verified invoice is saved to the invoice pool in the tax cloud backend (financial personnel can view the invoice information in the pool through the shared system). Invoices that have failed verification or have been reimbursed are fed back to the reimbursement personnel through Youbao Accounting. The invoices collected through friend reimbursement are first saved to the personal folder of the tax cloud (the invoices of the reimbursement person will not be confused). After the reimbursement form is submitted for approval, the invoices are transferred from the personal folder to the enterprise folder (for financial personnel to manage later).

(5) Business leaders use the Youbao Accounting app to approve reimbursement forms.

(6) The branch's business finance department conducts a preliminary review of the compliance of reimbursement forms and invoice images. The previous work mode

was that financial initial audit personnel received paper documents and manually checked the online documents and the original bills collected offline one by one. The workload was very heavy, and the use of the Friendly Accounting intelligent receipt plugin can replace the workload of manual verification, greatly reducing the work pressure of financial personnel.

(7) The personnel of the Financial Sharing Center review reimbursement forms through the sharing system.

(8) If fund payment is required, the central cashier of the shared center fund settlement group will make the payment through the bank enterprise direct connection, and perform document pasting, binding, and archiving processing.

(9) Print vouchers for business finance, paste, archive, and bind original documents submitted by local business departments.

Table 3.1 - Explanation of Optimizing Employee Expense Reimbursement Process

steps	Process Description	Output documents	Position involved
1	The salesperson fills out the business trip plan approval form	Travel Plan Approval Form	Salesperson
2	According to the approval process standards, department managers and deputy general managers of branch offices review the approval form for travel plans		Department Manager Deputy General Manager
3	Book train tickets and hotels on the Ctrip business travel platform	Business Travel Orders	Salesperson
4	The salesperson fills out the travel expense reimbursement form	Travel expense reimbursement form	Salesperson
5	Branch department manager approves reimbursement form		Business Manager
	Branch Business Finance Preliminary Review Reimbursement Form		Business Finance
7	The shared center expense review post reviews reimbursement forms		Shared Financial Expenses Group
8	The shared center cashier pays reimbursement expenses and generates accounting vouchers	Accounting vouchers	Shared Financial Fund Settlement Team
9	Shared Center General Ledger Supervisor Post Review Vouchers		Shared Financial General Ledger Group

Source: From the financial data of A Enterprise

Improvement points of intelligent business travel expense reimbursement process:

Friendly reimbursement connects with business travel service providers, starting

from travel applications, operates paperless throughout the entire process, and automatically captures transaction data, achieving automation of reimbursement, reducing manual operations, lowering operating costs, and improving employee satisfaction.

(1) Multi terminal and automation

The intelligent business travel expense process meets the needs of business and financial personnel in both PC and mobile applications, including document filling, approval, business travel booking, query, printing, announcement, conversation, customer service, audit, settlement, data analysis, and other full role applications. Through the full staff application of the system, business personnel can report and query the reimbursement status anytime and anywhere, making approval by leaders worry free and effortless. Financial auditing is simple and fast, and vouchers and settlements are automated.

(2) Intelligent control

The reimbursement standards for travel and accommodation expenses are based on the job level configuration of the reimbursement applicant in the human resources management system (HR system), and the personnel job level information on the financial sharing platform is synchronized with the information in the human resources management system. The business travel platform automatically filters train tickets and hotel information that meet the job level standards, which is simple and fast. The sharing platform presets the reimbursement standards for travel and transportation expenses, accommodation expenses, and subsidies executed by each unit in the reimbursement form. If the travel standards exceed the standard, the exceeding expense column will automatically display an exceeding prompt. The humanized design of travel standard control can achieve prompt, control, and non control.

(3) Cross organizational integration

Connecting more than 20 domestic service provider platforms, involving various services such as flights, hotels, taxi travel, catering, express delivery, and non production procurement, achieving multi platform price comparison control, travel standard control (restriction or reminder warning methods), automated synchronization of transaction data, corporate settlement and unified invoice, rich

travel report analysis, and other functions. Through the connection of business travel services, management can be prioritized, playing a more important role in cost control and risk management for enterprises.

(4) Automatic anti-counterfeiting

The integrated electronic invoice management platform can automatically synchronize electronic invoices issued after consumption to mobile devices for reimbursement reporting, and OCR recognition technology can also automatically obtain reimbursement information from paper invoices; Directly connect with the tax system to verify the authenticity and authenticity of paper and electronic invoices.

Building a new cross organizational collaborative centralized procurement process:

Centralized procurement process design, centralized procurement process diagram:

The centralized procurement model of A Enterprise integrates the annual procurement needs of various subsidiary companies, adopts a centralized bidding method, selects suppliers uniformly, signs annual procurement contracts with suppliers, and each subsidiary company signs purchase orders with suppliers on a monthly basis according to their own production needs, improving the group's bargaining power and ensuring uniform raw material quality. The procurement payment business is a business in which the procurement department receives the supplier's procurement invoice and then sends it along with the receipt to the finance department for review and bookkeeping at the shared service center. Optimize the procurement to payment process as shown in Figure 3.4.

The centralized procurement process is explained, and the optimized procurement process is shown in Table 3.2.

(1) The purchaser signs a purchase order with the supplier, enters the purchase order into the NCC system, and determines the delivery time, quantity, and location.

(2) The procurement manager approves purchase orders in the NCC system.

(3) The supplier notifies the purchaser of the arrival notice, and the warehouse keeper generates a purchase arrival order based on the purchase order information in the NCC system. The information on the purchase order is automatically carried to the purchase arrival order, reducing the workload of duplicate information entry.

(4) The quality inspector inspects the materials.

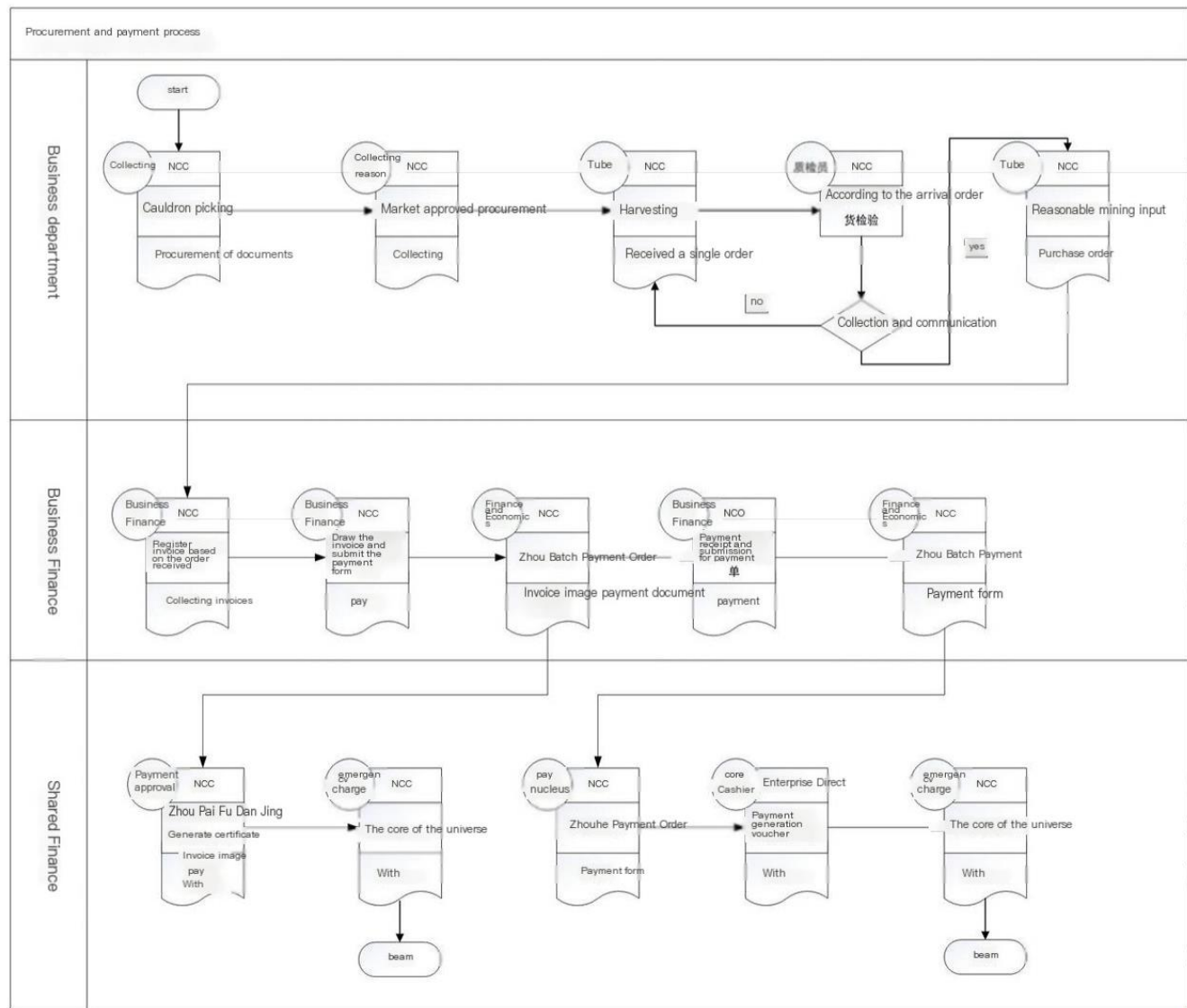


Figure 3.4 - Optimized procurement to payment process diagram

Source: From the financial data of A Enterprise

(5) After passing the inspection, the warehouse keeper generates a purchase receipt document in the NCC system based on the purchase arrival document, and the quantity of goods received is modified according to the inspection quantity.

(6) The purchaser receives the invoice sent by the supplier and transfers it to the business finance department. The business finance department generates a purchase invoice in the NCC system based on the purchase receipt.

(7) When the business meets the conditions for confirming accounts payable, the business finance department generates an accounts payable document in the NCC system by referencing the purchase invoice, scans the relevant accounts payable confirmation information, including the purchase receipt and purchase invoice. When the image is scanned and uploaded, the system automatically verifies the special

ticket and pushes the ticket information to the tax cloud system.

Table 3.2 - Explanation of Optimizing the Procurement to Payment Process

steps	Process Description	Output documents	Position involved
1	The purchaser signs a purchase order with the supplier	Purchase Order	Business department purchaser
2	The procurement manager reviews the purchase order		Business Department Procurement Manager
3	Upon arrival of the purchase, the warehouse keeper generates a purchase arrival document based on the purchase order	Purchase delivery note	Business department warehouse keeper
4	The quality inspector inspects the incoming goods and materials		Business department quality inspector
5	After passing the quality inspection, the warehouse keeper generates a purchase receipt document by referencing the purchase arrival document	Purchase receipt form	Business department warehouse keeper
6	The purchaser receives the invoice sent by the supplier and transfers it to the business finance department. The business finance department generates a purchase invoice based on the purchase receipt form		Business Finance
7	Business finance scans paper invoices and generates accounts payable documents by referencing purchase invoices	Accounts Payable	Business Finance
8	The financial manager of the branch company reviews the accounts payable form		Business Finance
9	The shared finance A/P team reviews invoice compliance images, and the system automatically generates them	Accounting vouchers	Shared Accounts Payable Group
10	The shared financial accounts payable group reviews accounts payable accounting vouchers in the system		Shared General Ledger Group
11	Business finance references A/P documents to generate payment documents	Payment Order	Business Finance
12	The financial manager of the branch company reviews the payment form		Business Finance
13	The shared finance accounts payable team conducts audits on compliance, imaging, etc		Shared Accounts Payable Group
14	The central cashier pays accounts payable and generates payment accounting vouchers		Shared Fund Settlement Team
15	The shared finance A/P team reviews the vouchers automatically generated by the system		Shared General Ledger Group
16	Print vouchers for business finance, paste, archive, and bind original documents submitted by business departments.	Accounting vouchers	

Source: From the financial data of A Enterprise

(8) The finance manager of the subsidiary checks the compliance of invoices and reviews accounts payable.

(9) The shared finance A/P team extracts A/P documents from the job pool, reviews

invoice compliance, images, etc. After the review is completed, the system automatically generates A/P vouchers based on business rules.

(10) The shared finance A/P team checks the automatically generated A/P accounting vouchers in the system, confirms them to be correct, and then reviews the vouchers.

(11) According to the company's payment plan, for transactions that meet payment conditions, the business finance department generates payment documents based on the A/P documents.

(12) The finance manager of the branch company reviews the payment form.

(13) The shared finance A/P team extracts payment orders from the job pool and reviews compliance, imaging, and other aspects.

(14) The central cashier pays the accounts payable and generates payment accounting vouchers.

(15) The shared finance A/P team reviews the vouchers automatically generated by the system.

(16) Print vouchers for business finance, paste, archive, and bind original documents submitted by business departments.

Building a new cross organizational collaborative and unified sales process:

Unified sales process design, unified sales process diagram, Sales receipt business refers to the business in which the sales department signs an order with a customer, applies for a sales invoice to be issued to the customer, fills out the A/R form in the system and sends it to the shared service center for bookkeeping. After the finance department receives the customer's payment, it notifies the salesperson to claim it and automatically generates a receipt form, which is approved by the business leader and reviewed by the shared service center to generate accounting vouchers. The optimized sales to payment process is shown in Figure 3.5.

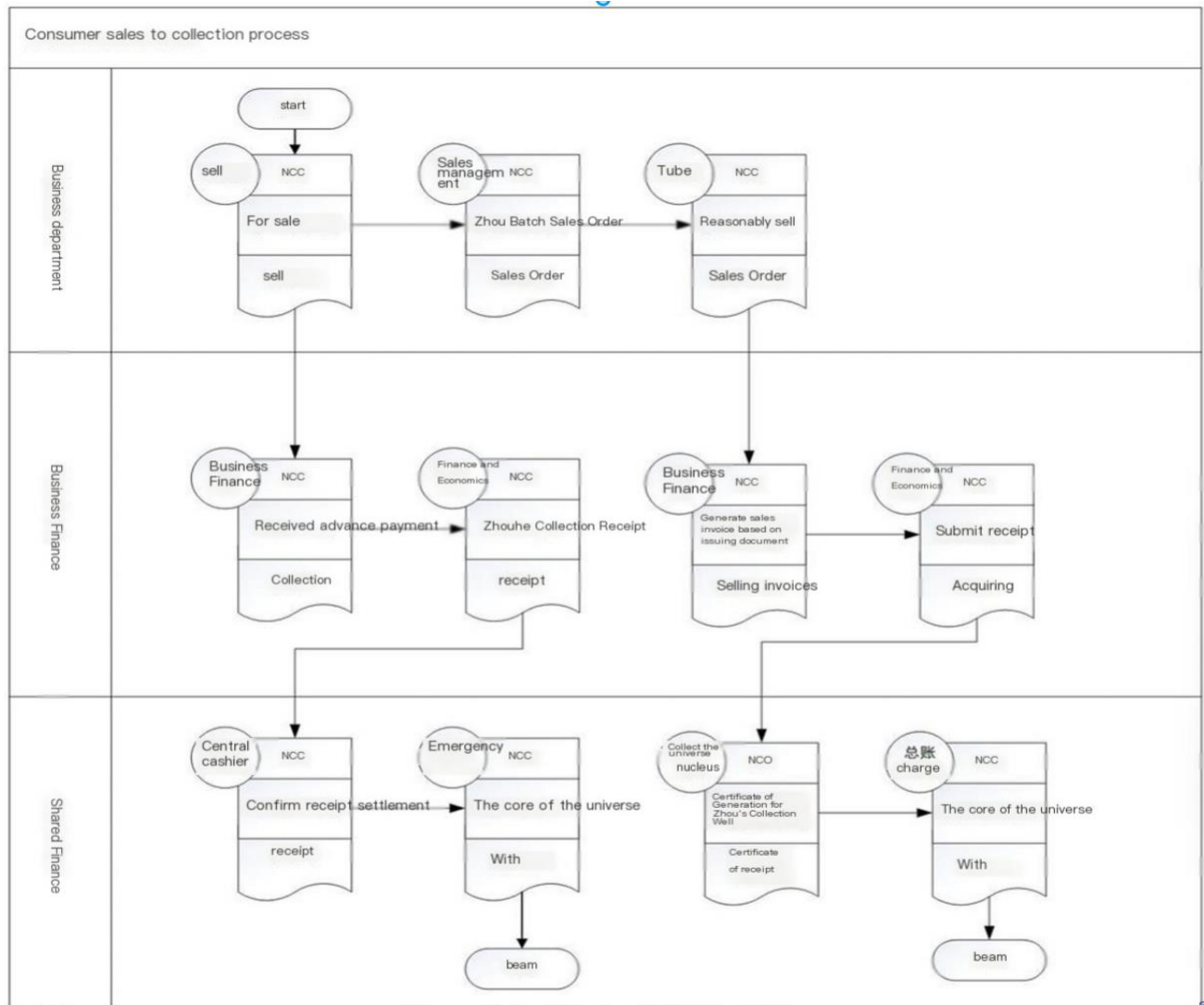


Figure 3.5 - Optimized Sales to Collection Process

Source: From the financial data of A Enterprise

The unified sales process is explained, and the optimized sales to payment process is shown in Table 3.3:

- (1) Salespeople sign contracts with customers, scan sales contract images, enter sales orders in the NCC system, and upload contract images.
- (2) The sales manager of the branch company reviews the contract content and approves the sales order in the NCC system after confirming its accuracy.
- (3) Upon receiving the customer's advance payment, the branch's business finance department enters the payment receipt into the NCC system.
- (4) The finance manager of the branch company reviews the payment receipt. After the payment receipt is approved, the customer's credit limit will be automatically increased. If the credit limit is insufficient, shipment operations cannot be carried out.

(5) The cashier in the center of the shared financial fund settlement group reviews the payment receipt, and the system automatically generates a payment voucher.

Table 3.3 - Explanation of Sales to Collection Process after Optimization

steps	Process Description	Output documents	Position involved
1	Salespeople sign contracts with customers and enter sales orders into the NCC system	Sales orders	Sales personnel in business departments
2	Sales Manager approves sales orders		Sales Manager of Business Department
3	Business finance enters payment receipts in the NCC system	receipt	Business Finance
4	The finance manager of the branch company reviews the payment receipt		Business Finance Manager
5	The shared financial fund settlement team reviews the payment receipt, and the system automatically generates payment vouchers		Shared Financial Fund Settlement Team
6	The shared financial general ledger group reviews vouchers generated automatically by the system	Accounting vouchers	Shared Financial General Ledger Group
7	Process sales outbound and generate sales outbound orders	Sales outbound order	Business department warehouse keeper
8	Business finance refers to sales delivery orders to generate sales invoices	Sales invoice	Sales personnel in business departments
9	The financial manager of the branch company reviews the sales invoice, and the system automatically generates an accounts receivable document		Business Finance
10	The shared financial accounts receivable team reviews compliance, imaging, etc., and the system automatically generates accounts payable accounting vouchers		Shared Financial Accounts Receivable Group
11	Vouchers automatically generated by the shared center general ledger group review system		Shared Financial General Ledger Group

Source: From the financial data of A Enterprise

(6) The shared finance general ledger group general ledger supervisor reviews the vouchers automatically generated by the system.

(7) After review, the sales order is pushed to the measurement card system, and the warehouse keeper handles the sales outbound. After completing the vehicle sales weighing information, the system automatically pushes a sales outbound order to the NCC system.

(8) When the business meets the conditions for confirming accounts receivable, the business finance department issues a sales invoice in the tax system, and generates a sales special invoice in the NCC system based on the outbound order. Multiple

outbound orders can be generated into one invoice, reducing the workload of reviewing accounts receivable in the shared center.

(9) The finance manager of the branch company reviews the sales invoice, checks whether the original invoice is accurate, and the system automatically generates an accounts receivable document.

(10) The shared financial accounts receivable team reviews compliance, imaging, etc., and the system automatically generates accounts payable accounting vouchers.

(11) Vouchers automatically generated by the A/R group review system in the shared center.

CONCLUSIONS

In today's increasingly fierce financial market competition, business processes are an important part of enterprise operation. If enterprises want to survive in the market for a long time, they must attach importance to the management and improvement of business processes.

The original intention of introducing the financial shared service model in enterprises is to achieve standardization, process, and resource sharing of basic financial business through this model, thereby strengthening the control of basic financial information, enhancing the quality of basic financial information, and improving the efficiency of basic financial work. Therefore, in the early stage of the construction of the financial shared service center, it largely relied on standardized and smooth business processes to achieve the above management demands, and business process optimization became the most important construction content in the construction process of the financial shared service center. This article systematically designs and explains the implementation and operation effects of A Enterprise's financial shared business process through the review and research of relevant literature and theories. By summarizing the entire article, the following conclusions can be drawn:

(1) The optimization of enterprise business processes has solved the problem of non-standard and inconsistent business processes in A Enterprise. By reengineering the business process of A Enterprise, combined with its business requirements and relevant literature on financial sharing, the expense reimbursement process, procurement to payment process, and sales to receipt process of A Enterprise have been optimized, achieving the goal of integrating business and finance, reducing costs and increasing efficiency.

(2) Supplementary theoretical research has been conducted from the perspectives of organizational planning calculation, business process comparison and optimization analysis, and shared implementation guarantee measures for the current situation of the enterprise. Through this article on the implementation of financial sharing in A Enterprise, relevant literature, theories, and financial sharing are effectively analyzed in organizational planning, process design, and implementation

assurance, thus filling the gap in theoretical research on financial sharing implementation.

(3) Combining the financial sharing design of A Enterprise, the concept of financial sharing is linked to A Enterprise's economic activities, and the optimization of financial sharing business processes is integrated into each economic activity, thus achieving the integration design of the concept of financial sharing into economic activities.

(4) Through the case of A Enterprise's financial shared business process, several directions for improving business process management are identified: firstly, to focus on the combination of enterprise strategy and customers; Secondly, focus on optimizing the overall process of the enterprise; The third is to implement the principle of continuity in optimizing enterprise business processes.

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