

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SUMY NATIONAL AGRARIAN UNIVERSITY
ECONOMICS AND MANAGEMENT FACULTY

Public management and administration department

QUALIFICATION WORK

education degree - Master

**on: «PUBLIC PROPERTY MANAGEMENT: STATUS QUO AND
SUGGESTIONS FOR IMPROVEMENT»**

Completed: student of
073 “Management” speciality
EP “Administrative Management”

Xiao Peiwen

Supervisor ***Prof. Dr. Larysa Kalachevska***

Reviewer ***Eduard Kalachevskyi***
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Sumy - 2024

SUMY NATIONAL AGRARIAN UNIVERSITY

Faculty
Department

Economics and Management
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Education degree
Speciality

«Master»
073 “Management” EP “Administrative Management”

Approved:

Head of
Department
«_____»

Ass, Professor
A.Brychko
2024 p.

TASK

on thesis for student

Xiao Peiwen

1. Theme of Thesis: **PUBLIC PROPERTY MANAGEMENT:STATUS QUO AND SUGGESTIONS FOR IMPROVEMENT**

Supervisor Prof. Dr. Larysa Kalachevska

approved by the university from

23.02.24 №561/oc

2. Base of practical research:

Twin (Group) Co. , Ltd. of China

3. Deadline for student completed project (work)

August, 28 2024

4. Background to the project (work):

regulatory and legislative acts of China, educational methodical manuals, monographs, textbooks on the subject of research, scientific publications, economic and financial statements for the period of 2018-2022

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

According to the goal, we should determine the main tasks of the research:

- to study the theory of public financial management and its different analysis methods;*
- analysis of the financial and economic situation of the twin (group) Corporation and the level of efficiency in the management of the enterprise;*
- formulation of organizational and economic measures to improve the management system of the enterprise.*

6. Date of assignment:

June, 01. 2023

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	May, 2023	done
2	Selection and analysis of literary sources, the preparation of the first theoretical chapter	May 2023	done
3	Preparation and presentation of draft of the first chapter of the thesis	June 2023	done
4	Collection and processing of factual material, synthesis analysis of application issues in the enterprise	July-August 2023	done
5	Making the theoretical part of the thesis, summarizing the analytical part	September-October 2023	done
6	Design options improve the research problem	November 2023	done
7	Completion of the project part of the thesis, design chapters	December 2023- January 2024	done
8	Previous work and its defense review	February, 2024	done
9	Checking the authenticity of the thesis	March, 6, 2024	done
10	Deadline for student completed the thesis	March, 13, 2024	done
11	Defense of the thesis	March, 28, 2024	done

Student

Xiao Peiwen

Xiao Peiwen

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Supervisor of science work

(signature)

**Prof. Larysa
Kalachevska**

Checking the authenticity conducted.
Thesis allowed to protect

(signature)

АНОТАЦІЯ

Сяо Пейвен. Управління державною власністю: стан та пропозиції щодо вдосконалення (на матеріалах ТОВ "Твін (Груп) Ко, Лтд").

Кваліфікаційна робота за спеціальністю 073 "Менеджмент" ОПП "Адміністративний менеджмент". СНАУ, м. Суми - 2024 р. - Рукопис.

З постійним розвитком системи управління державною власністю в Китаї все більше уваги приділяється високоефективному, високоефективному управлінню активами. З трансформацією економіки в нову норму попит на якісні послуги з боку третинного сектору економіки став важливою рушійною силою соціально-економічного розвитку. Як галузь промисловості, управління комунальною власністю відіграє ключову роль у забезпеченні безперебійної роботи міських служб та інфраструктури. Однак існують проблеми, які необхідно вирішити для покращення поточного стану управління комунальною власністю. Ці проблеми включають відсутність стандартизації управлінських практик, недостатнє фінансування та ресурсів, а також брак професійних кадрів. Серед цих проблем - відсутність стандартизації управлінських практик, недостатнє фінансування та ресурсів, а також брак професійних кадрів. Крім того, неадекватна нормативно-правова база та відсутність ефективної координації між різними зацікавленими сторонами призводять до неефективності управління державним майном.

За нових умов трансформації та модернізації китайської економіки управління державною власністю, як важлива складова третинного сектору економіки, має світле майбутнє. Однак не можна ігнорувати поточні виклики та проблеми управління державною власністю. У цій статті ми обираємо Twins (Group) Co, Ltd

як об'єкт дослідження, щоб дослідити, як підвищити рівень управління державною власністю в новій ситуації, щоб надати корисні рекомендації для розвитку нашого управління державною власністю.

Управління комунальною власністю в нашому соціально-економічному розвитку відіграє все більш помітну роль. Це пов'язано не лише з нормальним функціонуванням міських служб та інфраструктури, але й безпосередньо впливає на якість життя мешканців та загальний імідж міста. Однак у сучасному управлінні комунальною власністю існує чимало проблем, серед яких відсутність стандартизації управлінських практик, недостатнє інвестування коштів і ресурсів, брак професіоналів, недосконалість нормативно-правової бази та відсутність ефективної координації між зацікавленими сторонами. Ці проблеми серйозно обмежують ефективність управління державним майном. Як учасник індустрії управління державним майном, Твін (Груп) Лтд. стикається з безпрецедентними можливостями та викликами. Для того, щоб краще сприяти розвитку компанії, в цій роботі використовується модель PEST-аналізу для проведення поглибленого аналізу зовнішнього середовища, з яким стикається компанія. На політичному рівні зростає підтримка державної політики в галузі управління державним майном; на економічному рівні процес урбанізації забезпечує широкий ринковий простір для управління державним майном; на соціальному рівні, на технічному рівні, застосування інтелектуальних технологій забезпечує можливість для інновацій в управлінні державним майном.

Виходячи з цього, в даній роботі використовується модель п'яти сил Портера для аналізу позиції компанії в галузевій конкуренції. Порівнюючи конкурентів, ми

виявили, що ТОВ "Твін (Груп)" має конкурентну перевагу з точки зору стандартизації управлінських практик, фінансування та ресурсів, розвитку навичок та навчання, нормативно-правової бази та координації, а також участі громадськості. Однак компанія також стикається з тиском конкурентів, зростанням витрат, втратою професійних талантів та іншими викликами.

Для подальшого уточнення напрямку розвитку компанії в цій роботі використовується модель SWOT-аналізу для визначення існуючих сильних і слабких сторін, можливостей і загроз компанії. На основі проведеного аналізу ми вважаємо, що ТОВ "Твін (Груп)" має прийняти наступну стратегію розвитку: стратегія розширення, розробка ринку, стратегія диверсифікації. Для досягнення цих стратегічних цілей компанія повинна вжити гарантійних заходів з аспектів гарантії організації, гарантії системи людських ресурсів, операційної здатності, здатності контролю якості, здатності фінансового управління, технічної здатності та культурного механізму.

У цьому контексті дана стаття та компанія "Твінс (Груп) Лтд" є об'єктом дослідження. Як об'єкт дослідження, ця стаття аналізує внутрішній стан розвитку та пропозиції щодо вдосконалення компанії, аналізує зовнішнє середовище компанії за допомогою моделі PEST-аналізу, поєднує можливості та виклики компанії та застосовує модель п'яти сил порту, посилює фінансування та ресурси, розвиток навичок та навчання, нормативно-правову базу та координацію, а також участь громадськості та участь у контексті стандартизованої конкуренції в практиці управління. Потім за допомогою моделі SWOT-аналізу проаналізувати існуючі сильні та слабкі сторони, можливості та загрози компанії, а також у

поєднанні з процесом аналітичної ієрархії вивчити відповідний набір корпоративних стратегій, спланувати загальні стратегічні цілі та завдання розвитку компанії, і, нарешті, сформулювати реалізацію стратегічних гарантій компанії. Щоб покращити управління державною власністю в Китаї, потрібно починати з багатьох аспектів, з усіх рівнів, щоб вирішити проблеми. Впроваджуючи заходи зі стандартизації, збільшуючи фінансування та ресурси, навчаючи фахівців, створюючи міцну нормативно-правову базу, інтегруючи технології та заохочуючи участь громадськості, можна підвищити ефективність та результативність управління державною власністю. Це, в свою чергу, сприятиме розвитку третинного сектору економіки та суспільному добробуту.

В результаті дослідження цієї статті зроблено висновок, що компанія Twins (Group) Co. має хороший розвиток, потужний потенціал розвитку, стикається з можливостями відповідної національної політики, а також з безперервним прогресом процесу урбанізації, застосуванням інтелектуальних технологій та проблемами ринку капіталу, викликом попиту на послуги, сильними конкурентами, пов'язаними з цим витратами, відсутністю професійних талантів та недосконалою політикою промислового механізму. Завдяки аналізу, Twins (Group) Co. Підходить для стратегії розширення компанії, дизайну ринку, диверсифікованої бізнес-стратегії, щоб реалізація стратегії компанії була життєздатною гарантією, тобто організаційною гарантією, гарантією системи людських ресурсів, операційною здатністю, здатністю контролю якості, здатністю фінансового управління, технічною здатністю та культурним механізмом.

Таким чином, завдяки вищезазначеним заходам очікується значне підвищення ефективності та результативності управління державним майном, що, в свою чергу, сприятиме розвитку третинного сектору економіки та покращенню суспільного добробуту. Twin (Group) Co. хоч і стикається з багатьма викликами, але також має широкий простір для розвитку. Поки компанія використовує можливості, інновації, зможе досягти сталого розвитку.

Ключові слова: Управління державною власністю; стратегічне управління; стратегія розвитку бізнесу

ABSTRACT

Xiao Peiwen. Public property management: status quo and suggestions for improvement (based on LLC “Twin (Group) Co. , Ltd.”).

Qualification work on specialty 073 “Management” EP “Administrative management”. SNAU, Sumy - 2024 - Manuscript.

With the continuous development of China's public property management, high-efficiency, high-efficiency asset management is more and more attention. With the transformation of the economy into a new normal, demand for quality services from the tertiary sector of the economy has become an important driving force for socio-economic development. As a branch of the industry, public property management plays a key role in ensuring the smooth operation of urban services and infrastructure. However, there are challenges that need to be addressed to improve the current state of public property management. These challenges include a lack of standardization of management practices, insufficient funding and resources and a shortage of professional staff. In addition, an inadequate regulatory framework and a lack of effective coordination among different stakeholders have led to inefficiencies in the management of public property.

Under the new normal of Chinese economic transformation and upgrading, public property management, as an important part of the tertiary sector of the economy industry, has a bright future. However, the current challenges and problems of public property management can not be ignored. In this paper, twins (Group) Co. , Ltd. as the object of study, to explore how to improve the level of public property management in the new situation, in order to provide useful reference for the development of our public property management.

Public Property Management in our social and economic development of the role of increasingly prominent. It is not only related to the normal operation of urban services and infrastructure, but also directly affects the quality of life of residents and the overall image of the city. However, there are many problems in current public property management, examples include a lack of standardization of management practices, insufficient investment of funds and resources, a shortage of professionals, an inadequate regulatory framework and a lack of effective coordination among stakeholders. These problems seriously restrict the efficient operation of public property management. As a member of the public property management industry, Twin (Group) Co. , Ltd. is facing unprecedented opportunities and challenges. In order to better promote the development of the company, this paper uses PEST analysis model to conduct in-depth analysis of the external environment faced by the company. On the political level, the support of the state policy to the public property management industry is increasing; on the economic level, the urbanization process provides a broad market space for the public property management; on the social level, on the technical level, the application of intelligent technology provides the possibility for the innovation of Public Property Management.

On this basis, this paper uses Porter's five forces model to analyze the company's position in the industry competition. By comparing competitors, we found that twin (Group) Ltd has a competitive advantage in terms of standardization of management practices, funding and resources, skills development and training, regulatory framework and coordination, and public participation. However, the company is also facing the pressure from competitors, rising costs, the loss of professional talent and other challenges.

To further clarify the company's development direction, this paper uses SWOT analysis model to sort out the company's existing strengths, weaknesses, opportunities and threats. Through the analysis, we think twin (Group) Co. , Ltd. should adopt the following development strategy: expansion strategy, market design, diversification strategy. To achieve these strategic goals, the company needs to make guarantee measures from the aspects of organization guarantee, human resource system guarantee, Operation Ability, quality control ability, financial management ability, technical ability and cultural mechanism

In this context, this article and twins (Group) Co. , Ltd. . As the object of study, this paper analyzes the internal development status and improvement suggestions of the company, analyzes the external environment of the company by PEST analysis model, combines the opportunities and challenges of the company, and applies the five forces model of the port, strengthen funding and resources, skills development and training, regulatory frameworks and coordination, and public participation and participation in the context of standardized competition in management practices. Then, through the SWOT analysis model to analyze the company's existing strengths, weaknesses, opportunities and threats, and combined with the analytic hierarchy process to study the appropriate corporate strategy mix, to plan the overall strategic objectives and objectives of the company's development, and finally formulate the implementation of the company's strategic safeguards. To improve China's public property management, we need to start from many aspects, from all levels to solve the challenges. By implementing standardization measures, increasing funding and resources, training professionals, building a strong regulatory framework, integrating technology and encouraging public

participation, the efficiency and effectiveness of public property management can be improved. This in turn will contribute to tertiary sector of the economy development and social well-being.

Through the research of this paper, it is concluded that the twin (Group) Co. , Ltd. has a good development, has a strong development potential, is facing the opportunities of relevant national policies, and the continuous advancement of urbanization process, the application of intelligent technology and capital market concerns, the challenge of service demand, strong competitors, related costs, lack of professional talent and imperfect industrial mechanism policies. Through analysis, twins (Group) Co. , Ltd. . Suitable for the company's expansion strategy, market design, diversified business strategy, so that the implementation of the company's strategy as a viable guarantee, that is, organizational guarantee, human resource system guarantee, operational ability, quality control ability, financial management ability, technical ability and cultural mechanism.

In conclusion, through the above measures, the efficiency and effectiveness of our public property management is expected to be significantly enhanced, which in turn will promote the development of tertiary sector of the economy and the improvement of social welfare. Twin (Group) Co. , Ltd. , while facing many challenges, also has a broad space for development. As long as the company seize the opportunity, innovation, will be able to achieve sustainable development.

Keywords: Public property management; strategic management; business development strategy

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INTRODUCTION

As China's economy enters the new normal, the economic consumption demand of the third sector has become an important issue in social development. The public property management based on urban services is an important part of the third economy. As a new field, public property management is the product of the professional development conditions of property management. Its particularity and public characteristics determine the difference between it and the general property management. Due to the short process and low degree of marketization of public property management, public property management enterprises are facing great difficulties and challenges in the process of strategy formulation.

Through this paper, it is concluded that Twin (Group) Co., Ltd. is developed well and has strong development potential, facing the opportunities of relevant national policies, the continuous promotion of urbanization, the application of intelligent technology and the attention of capital market; the challenges of service demand, strong competitors, related costs, lack of professionals and imperfect industry mechanism policies. By analysis, Twins (Group) Ltd. Suitable for the company's expansion strategy, market design, "diversified" business strategy, to make the implementation of the company's strategy become a feasible guarantee, namely, organizational guarantee, human resource system guarantee, operation ability, quality control ability, financial management ability, technical ability and cultural mechanism. This study aims to study the public management characteristics of Shuang (Group) Co., Ltd., study the internal and external environment of the industry, and establish the public management system model.

The main objectives of the study to ensure this objective are as follows:

- Study the theoretical and methodological principles of the concept of public property management, and determine its implementation characteristics in the field of public property management;

- Study the development status of Twins (Group) Co., LTD., to form an information database available for public management analysis;

- Strategic analysis of the internal and external environment of Twins (Group) Co., Ltd.

- Forming the public property management development and management system model of Twin (Group) Co., LTD. Detailed analysis of the company's operating conditions based on public management;

- Develop a measure system to ensure the implementation of the public management mode in the company.

The topic of this article is organizational and economic relations related to public administration.

The subject of this study is a set of theoretical and methodological provisions relating to the implementation of concepts presented in public administration activities.

The study is based on the public property management of Twins (Group) Limited

The main results of this paper are as follows: the twins (group) co., LTD. As the research object, analyze the internal development status and improvement Suggestions, using PEST analysis model of the external environment, according to the opportunities and challenges faced by the company, using the port five force model research the company facing the competitive environment. Then, through the SWOT analysis model, combined with the existing advantages, disadvantages, opportunities and threats, combined with the AHP level analysis and research on the strategic combination suitable for the company, the overall strategic objectives and target decomposition of the company's development are planned, and finally the company strategy implementation safeguard measures are formulated.

The main methods to solve the research problems are: study the system structure and abstract logic of the content and components of public property management process; comparison and graphical analysis of the external and internal environment of dual (Group) Limited, SWOT and PEST analysis methods, and port model to determine the company public property management model.

The work was done independently by the students and included an introduction, three sections, conclusions, reference lists from 44 sources and an appendix. The total length of

the work is__pages, where the length of the text is__pages.Number of tables is 9, figures - 1.

The information base of this study includes the analytical research and scientific development results of Chinese and international social scientists, data from the National Bureau of Statistics, and public administration data from Twins (Group) Limited.

The practical significance of the research results is to establish the public management system model of double (Group) Co., LTD. This will help to improve the company's competitiveness in China's public management services market and ensure its sustainable development.

CHAPTER 1

OVERVIEW THEORY OF PUBLIC PROPERTY MANAGEMENT

The new public management movement sweeping the world is in the ascendant. From the point of view of financial management, with public choice theory, economics and private sector management as the theoretical basis of new public management ideas, advocates abandon the public service supply in the traditional bureaucratic exclusive mode, the introduction of market competition mechanism, draw lessons from the private sector management technology and incentives, with less cost to achieve an efficient government. Public financial management is the category of public management. The quality of public financial management is directly related to the quality of public management.[1]

The overview theory of public property management mainly studies how to manage and use public property efficiently and reasonably in order to achieve the goal of maximizing social public interests. Public property refers to all kinds of material and non-material resources owned or controlled by the state, collective or social group and used to meet the public needs of the society. Public property management involves asset management, resource allocation, use efficiency and supervision and other aspects. The core of public property management is asset management. Asset management includes the purchase, use, maintenance and disposal of assets, aiming to ensure the safety, integrity and effective use of assets.[2] The management of public property should follow the principle of full-life-cycle management of assets, and realize the monitoring of the whole-process of assets from demand forecasting, procurement, use, maintenance to scrap disposal. Resource allocation is the key link of public property management. Resource allocation aims to realize the reasonable distribution of public property in various fields of society to meet the needs of different levels and different groups. Resource allocation should follow the principles of fairness, efficiency and sustainability, and realize the optimal allocation of resources through scientific methods and means. [3]

Use efficiency is an important indicator to measure the effectiveness of public property management. Improving the efficiency of the use of public property will help to reduce social costs and improve the level of public services. Public property management should pay attention to the utilization situation of assets, and improve the efficiency of asset use by means of technological innovation and management optimization. Supervision is an important means to ensure the standard operation of public property management. [4] The establishment and improvement of public property supervision mechanism and the whole process of asset management is conducive to preventing the loss, waste and abuse of assets. The supervision content includes asset purchase, use, disposal and other links, involving finance, audit, discipline inspection and supervision and other aspects. [5]

Public property management is a multifaceted process that requires a deep understanding of various theories to ensure the efficient and effective use of resources for the public good. The following is an elaboration on the theories involved in each step of the management process.

Public Choice Theory is fundamental in defining the scope of public property. It analyzes how collective decisions are made and the mechanisms through which they are implemented. This theory suggests that public choices are the result of interactions among individuals and groups with diverse interests. It helps in identifying which resources should be considered public property based on collective preferences and societal needs. By understanding public choice, policymakers can better allocate resources that reflect the common good and manage them in a way that maximizes societal welfare.

Policy Analysis and Public Management Theory are crucial in the development of public property management policies. Policy analysis provides tools and methods to evaluate the costs and benefits of various policy options. It ensures that policies are evidence-based and aligned with the broader goals of the public sector. Public

Management Theory, on the other hand, focuses on the implementation of policies and the structures and processes required for effective governance. It emphasizes the importance of clear, achievable goals and the need for accountability and transparency in public service delivery.

Setting management goals and standards involves Management by Objectives and Performance Management Theory. Management by Objectives is a process that involves setting clear, specific objectives that employees work to achieve. It aligns individual and organizational goals, fostering a sense of purpose and direction. Performance Management Theory complements this by focusing on the continuous monitoring and evaluation of individual and organizational performance against set standards. It provides a framework for measuring outcomes and ensuring that public property is managed to meet or exceed these standards.

Asset Valuation Theory and Cost-Benefit Analysis are essential in the assessment of public property. Asset Valuation Theory provides methodologies for determining the worth of assets, which is critical for making informed decisions about their use, maintenance, or disposal. Cost-Benefit Analysis is a systematic approach to estimating the strengths and weaknesses of alternatives, which is used to determine the option that provides the greatest benefit to society. Together, these theories help managers make decisions that are economically rational and in the best interest of the public.

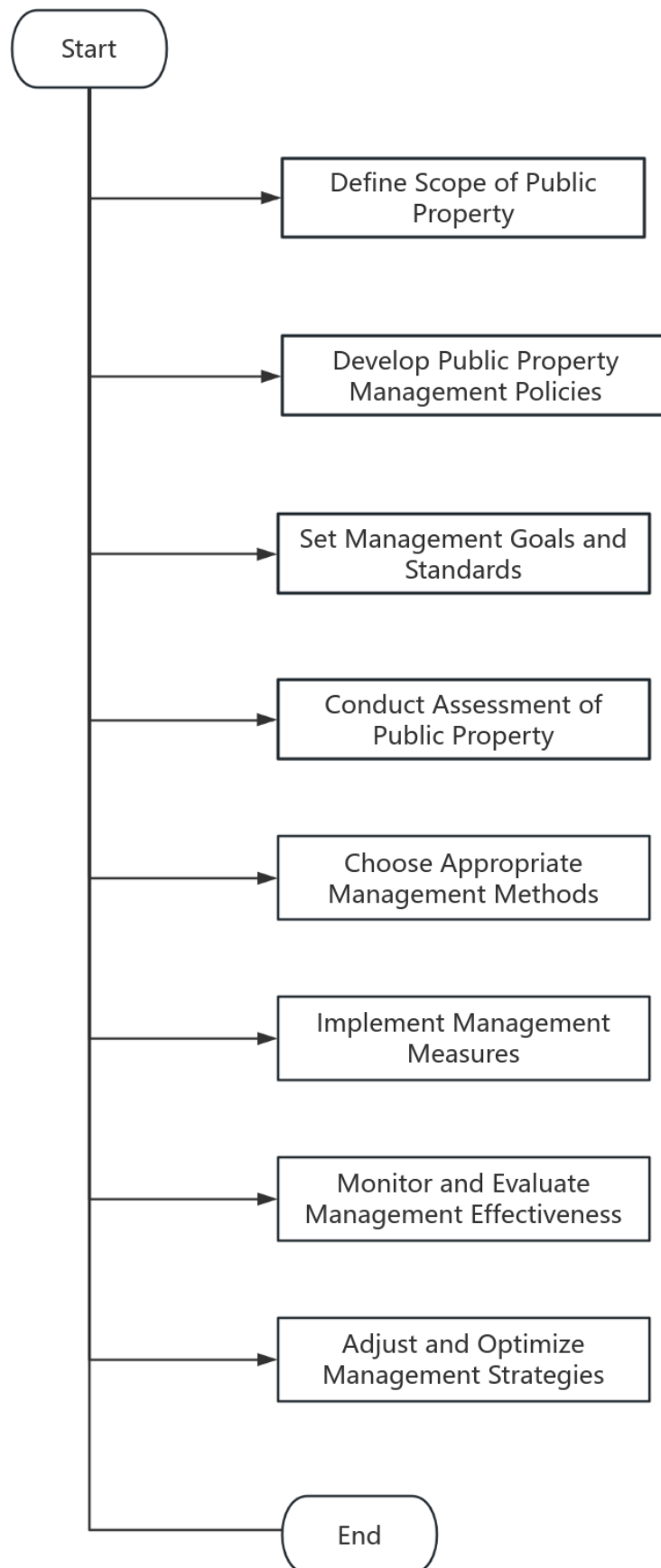


Figure 1.1— Steps and theoretical processes

Choosing appropriate management methods is guided by Public Goods Theory and Managerial Economics. Public Goods Theory explains how and why certain goods and services are provided by the public sector rather than the private sector. It helps in identifying the most efficient ways to manage public property, considering the non-excludable and non-rivalrous nature of public goods. Managerial Economics applies economic concepts and analysis to solve managerial problems, such as resource allocation and decision-making. It provides tools for optimizing the use of limited resources in the management of public property.

Implementing management measures relies on Project Management Theory and Organizational Behavior. Project Management Theory provides a structured approach to planning, executing, and closing projects, ensuring that objectives are met within constraints of time, budget, and quality. It is crucial for the successful implementation of public property management initiatives. Organizational Behavior explores the impact of individuals, groups, and structures on behavior within organizations. Understanding these dynamics helps in creating a work environment conducive to effective management and the achievement of organizational goals.

Monitoring and evaluating management effectiveness is supported by Performance Evaluation Theory and Feedback Control Theory. Performance Evaluation Theory focuses on assessing the extent to which objectives are achieved and identifying areas for improvement. It provides metrics and benchmarks for evaluating the performance of public property management. Feedback Control Theory is about maintaining or achieving a desired state by comparing actual performance with a standard and taking corrective

action. It ensures that management stays on track and can adapt to changing circumstances.

Finally, adjusting and optimizing management strategies is informed by Change Management Theory and Continuous Improvement Theory. Change Management Theory deals with the tools and techniques to manage the human side of changes within an organization. It is essential for ensuring that adjustments to management strategies are accepted and effectively implemented. Continuous Improvement Theory emphasizes the ongoing betterment of products, processes, and services. It instills a culture of constant evaluation and refinement, which is vital for the long-term sustainability of public property management.

In conclusion, the management of public property is a complex process that requires a blend of theoretical knowledge and practical application. Each step in the process is underpinned by specific theories that guide decision-making and action. By understanding and applying these theories, public managers can ensure that public property is managed in a manner that is efficient, equitable, and aligned with the public interest.

1. Definition of public property management

(1) The purpose of public property management: the core purpose of public property management is to realize the public interests. Public interest is a broad concept, which covers national security, social stability, economic development, improvement of people's livelihood, environmental protection and many other aspects. The activities of public management always revolve around this goal, aiming to meeting the basic needs of the people and improving the overall welfare of the well-being of the people by optimizing resource allocation, improving service efficiency and ensuring social equity.

(2) The subjects of public property management: the subjects of public property management include the government and its various departments, non-governmental public organizations, social organizations and individual citizens.[6] Among them, the government is the main implementer of public property management, responsible for formulating policies, providing public services, maintaining social order and so on. Non-governmental public organizations and social groups play an auxiliary and complementary role in public management, and they participate in the governance of public affairs in a specific field. Individual citizens are the participants and beneficiaries of public property management, and their needs and satisfaction are the important criteria to measure the effectiveness of public management.[7]

(3) Object of public property management: The object of public property management is public resources and public affairs. Public resources include natural resources, social resources, human resources, etc., which are the basis of supporting social operation and development. [8]Public affairs refer to the affairs involving social and public interests, such as education, medical care, social security, urban planning, traffic management, etc. Public property management guarantees social order and promotes social harmony through the effective governance of these resources and affairs.

(4) Means and methods of public property management: Public property management adopts a variety of means and methods, including laws, policies, economy, administration, etc. Legal means regulate public administration behavior through the formulation and implementation of laws and regulations; policy means guide public administration activities through the formulation and implementation of policies; economic means regulate the allocation of public resources through financial, tax and financial means; administrative means implement public management through the specific actions of government departments.[9]

To sum up, the definition of public property management covers many aspects, such as purpose, subject, object, means, characteristics and other aspects, reflecting its important position and role in the modern social governance system. As an interdisciplinary and practical field, public property management is developing

continuously, providing a strong guarantee for China's social stability, economic development and the improvement of people's livelihood. [10]

Table 1.1—The characteristics of public property management

authority	Public property management activities have the authority given by law, and the government and its relevant departments have the power of decision-making, execution and supervision in public administration.
public welfare	Public property management pursues the social public interest, rather than the personal interest of individuals or specific groups.
pluralism	Public property management involves multiple fields and levels, and it is necessary to coordinate the relationship between different stakeholders to achieve a multi-party win-win situation.
dynamic nature	Public property management is a process of continuous adjustment and optimization. With the change of social environment, the content, means and objectives of public property management will be adjusted accordingly.
complexity	The problems facing public property management are complex and diverse, and the political, economic, cultural, social and other factors should be comprehensively considered to formulate appropriate solutions.

2. The core content of public property management

As a practical and comprehensive discipline, the core content of public property management covers all links from policy formulation to implementation, as well as the allocation of public resources, the supply of public services, the internal management of public organizations, and the whole process of public supervision and evaluation. These core elements will be detailed in below.

(1) Policy making: Policy making is the logical starting point of public property management. It is a complex decision-making process, involving multiple steps such as problem identification, goal setting, program planning and so on. [11] In the stage of problem identification, public managers need to accurately identify social problems and clarify the necessity of policy intervention through research, data analysis and other means. Goal setting requires managers to set specific and measurable policy goals based on the results of problem identification. [12] Program planning is to design a variety of possible paths to achieve the policy goals, and to evaluate and select these paths.

The core of policy making is to ensure that the policies are scientific and democratic. Science requires that policy formulation is based on sufficient data and evidence and follows objective laws, while democracy requires full listening to the opinions of all parties in the process of policy formulation, especially the voices of stakeholders, to ensure the fairness and acceptability of policies. [13]

(2) Policy implementation: Policy implementation is a key link to transform policy objectives into practical results. In this process, public managers need to address the "last mile" problem of policy implementation to ensure that policy intentions are effectively communicated and implemented. Policy implementation involves the deployment of resources, organization coordination, personnel incentive and other aspects. [14] Managers need to establish an effective execution mechanism, including a clear division of responsibilities, making implementation plans, monitoring the execution process, dealing with problems in execution, etc.

The challenge of policy implementation lies in how to deal with the complex and changing environment, and how to deal with the deviations and resistance in the implementation. Therefore, public managers need to have good adaptability and communication and coordination skills.

(3) Allocation of public resources: The allocation of public resources is an important part of public property management, which is related to the effective utilization and fair distribution of social resources. The allocation of public resources includes financial resources, human resources, material resources, etc. In this process, public managers need

to follow the principles of fairness, efficiency and sustainability, and ensure the reasonable allocation and efficient use of resources through budget management, human resources management, material procurement and other ways. [15]

The difficulty of public resource allocation lies in how to meet the diverse social needs with limited resources, and how to balance the conflicts of interest between different groups. This requires the public managers to have superb decision-making ability and resource integration ability.

(4) Public service supply: Public service supply is an important way for the government to perform its functions and meet the public demand. Public services include basic education, medical and health care, social security, public security, environmental protection and other fields. Public managers need to improve the quality and efficiency of public services through the innovation of service supply mode, so as to ensure that the public can enjoy equal, convenient and efficient services.

The challenge of public service supply lies in how to achieve the personalization and differentiation of services, and how to improve the service efficiency through technological innovation. [16] Public managers need to constantly explore new service models, such as government purchase of services, public-private cooperation, etc.

(5) Public organization management: Public organization management focuses on the internal operation of the government and non-governmental public organizations, including the design of organizational structure, the development of human resources, the standardization of financial management, the construction of information system, etc. The effective management of public organizations is the basis of improving the overall efficiency of public management. [17]

The goal of public organization management is to establish a flexible, efficient and transparent organization system, which requires managers in the organization design pay attention to flattening, decentralization, emphasis on incentives and constraints in human resource management, in the pursuit of budget transparency and efficiency in financial management, pay attention to the data integration and sharing in the construction of information system.

(6) Public supervision and evaluation: Public supervision and evaluation is an important means to ensure that public management activities are legal, compliant and effective. It includes the supervision and evaluation of policy implementation, service supply, organization and management and other links. [18] Public supervision aims to prevent the abuse of power and corruption and ensure the rational use of public resources by means of audit and supervision. Public evaluation evaluates the effectiveness of public management activities by means of performance evaluation and project evaluation, so as to provide a basis for policy adjustment and management improvement.

The difficulty of public supervision and evaluation lies in how to establish a scientific, objective and fair evaluation system, and how to ensure the authority and practicability of the evaluation results. This requires the public managers to constantly improve the supervision and evaluation mechanism, and improve the professionalism and credibility of the supervision and evaluation.

To sum up, the core content of public property management constitutes an organic whole of interrelated relations and mutual influence. Every link is crucial, which needs to be carefully designed and effectively implemented by public managers to ensure the smooth progress of public management activities and realize the maximization of public interests.[19]

3.Management method of public property management

The method of public property management is the tool and means for public managers to achieve management goals, solve public problems and improve governance efficiency. With the development of society and the progress of science and technology, the methods of public management are constantly enriched and improved. The following several major public management methods will be introduced in detail.[20]

(1) Quantification method

Quantitative method is a commonly used analysis method in public management. Through mathematical models and statistical analysis, it transforms complex social phenomena into quantifiable data to facilitate analysis and decision-making. In the public property management, the application of quantitative methods includes:

-Statistical analysis: Through the collection, collation and analysis of a large amount of data, it reveals the regularity of public problems and provides a basis for policy formulation.

-Prediction model: Use historical data to build models to predict future trends of public problems and help managers make forward-looking decisions.

-Cost-benefit analysis: to evaluate the costs and benefits of policies or projects to ensure the effective allocation of resources.

The advantages of quantitative methods lie in their objectivity and accuracy, but they also have limitations, such as the difficulty to quantify some intangible social values, so they need to be used in combination with other methods in practical application.[21]

(2) Case analysis

Case analysis is a method to understand and solve the problem of public property management by studying specific cases. It usually includes some steps, such as case selection, data collection, case analysis, and conclusion extraction. The advantages of the case analysis are that:

-Strong practicality: By analyzing real cases, we can better understand the actual situation of public management problems.

-Strong operability: Case analysis provides specific solutions and strategies for managers.

-Applicable to complex problems: case analysis can deal with multi-factor, multivariate problems, and help to reveal the underlying causes of the problem.

The method of case analysis has been widely used in public management education and management practice, but it also needs to pay attention to the representativeness of case selection and the scientific nature of the analysis methods.

(4) Comparative study

Comparative studies compare the practices of different countries or regions to find the best management practices. The methods of the comparative study include:

-Cross-country comparison: to compare the practices and effectiveness of different countries in specific areas of public administration.

- Cross-regional comparison: to compare the differences in public administration in different regions within the same country.

- Historical comparison: to compare the development and changes of public administration in different historical periods.

The methods of comparative research can provide rich experience and lessons for public managers, and help to promote the development of public management theory and practice.

(5) Rule-making

Rule-making is an important method to ensure the consistency and standardization of policy implementation in public administration. it contains:

- Enactment of laws and regulations: make coercive legal norms through the legislative process.

- Formulation of policy documents: issuing specific policy documents to guide public administration activities.

- Development of operating procedures: develop detailed operating guidelines to ensure the consistency of policy implementation.

The method of rule-making requires the public managers to have good legal literacy and policy understanding ability to ensure the rationality and operability of the rules.

In conclusion, the methods of public administration are diverse, and each method has its own unique value and scope of application. In practical work, public managers need to flexibly use various methods according to the specific situation to achieve the best management effect.

4.Challenges in public property management

As a highly practical subject, public property management is facing many challenges. These challenges arise from the complexity of the social structure, the diversity of public needs, the dynamics of the governance environment, and the limitation of management resources. The main challenges encountered in the practice process are explored in detail below. [22]

(1) Conflict of interest

The core of public property management lies in the realization of public interests. However, there are often conflicts of interest demands among different interest subjects. In the case of limited resources, how to balance and coordinate the interests of all parties has become a major challenge for public management. For example, in urban planning, developers pursue profit maximization and residents pursue the quality of life, while the government should consider the sustainable development of the city. The conflict of interest among the three factors need to be reconciled through effective public management strategies.

(2) Information asymmetry

Information asymmetry refers to the imbalance of information mastery between managers and the managed, between managers and managers at different levels, and between managers and the public. This information asymmetry may lead to deviation in policy formulation, errors in execution and failure of supervision.[23] Public managers need to improve information transparency to reduce the challenges caused by information asymmetry and establish information sharing mechanism.

(3) Change and innovation

With the development of social economy and the progress of science and technology, the environment and demand of public management are also constantly changing. Public managers face the challenge of how to adapt to these changes and make effective change and innovation. Change and innovation not only involves the improvement of management concept, but also includes the optimization of management system, the update of management technology and the innovation of management methods. [24]Public managers need to be forward-looking and pioneering spirit to lead the development of public management.

(4) Corruption and clean government

Corruption is a major problem in public management. It not only damages the public interest, but also reduces the credibility of the government. Public managers are faced with the challenge of how to establish an effective supervision mechanism, prevent the abuse of power, and improve the level of clean government. This requires public

managers to strengthen their self-cultivation, establish a sound legal and regulatory system, strengthen the supervision and accountability system, and ensure the fair exercise of public power.

(5) Ability improvement

The ability of public managers directly affects the effectiveness of public management. In the complex and changeable public management practice, managers need to constantly improve their professional ability, decision-making ability, communication ability and emergency response ability. The challenge of capacity improvement lies in how to enable public managers to adapt to the changing management environment and improve management efficiency through effective training and learning mechanisms.

(6) Multiple participation

Public property management is no longer a one-man show by the government, but a governance process that requires the joint participation of the government, the market and the society. How to build an effective multiple participation mechanism and stimulate the enthusiasm of social organizations and individual citizens has become a major challenge for public management. This requires public managers to fully listen to the opinions of all parties in the process of policy formulation and implementation, establish cooperative partnerships, and realize joint contribution, joint governance and shared benefits.

(7) Fiscal pressure

With the increasing demand of public demand, public management faces the challenge of financial pressure.^[25] How to allocate funds reasonably, improve the efficiency of fund use, and ensure the quality and level of public services under the limited financial resources are the problems that public managers must face. This requires the public managers to carry out scientific budget management, optimize the structure of fiscal expenditure, and explore the diversified sources of funds.

(8) The lag of laws and regulations

Laws and regulations are an important basis for public management, but the formulation and revision of laws and regulations often lag behind the speed of social development. How to solve the lag problem of laws and regulations and ensure the legality and compliance of public management is another challenge for public

management. Public managers need to strengthen the research of laws and regulations, and promote the timely update and improvement of laws and regulations.

To sum up, the challenges of public property management cover interest coordination, information management, reform and innovation, clean government construction, capacity improvement, diversified participation, financial pressure, laws and regulations and other aspects. These challenges are both the obstacles to the development of public administration and the impetus for the progress of public administration. [26]Public managers need to face up to these challenges and take effective measures to continuously improve the level and efficiency of public management.

CHAPTER 2

ANALYSIS OF PUBLIC PROPERTY MANAGEMENT OF TWINS (GROUP) CO., LTD

2.1 Company Overview

Since its establishment in 1998, Co., Ltd. (Group) Co., Ltd. has grown continuously and has become a national key leading enterprise in China's agricultural industrialization. In the overall development process of the company, public property management plays a vital role. Here is a detailed introduction of the Twins Group on public property management.[27]

First of all, in terms of pig breeding business, Twins Group makes full use of public property resources to provide value for customers, so that consumers can eat safe pork. The group has established many live pig breeding bases across the country, adopting advanced breeding technology and management mode to improve the survival rate of live pigs and pork quality. With the rational use of public property, the group has achieved remarkable achievements in the field of pig breeding, which provides a strong guarantee for China's pork market.

Secondly, in terms of feed business, Twin Group gives full play to the advantages of public property and constantly improves the quality of feed products. The group feed products won "China famous brand product", "national inspection free product" and other honors, and passed ISO9001:2000 quality management system and HACCP feed safety management system certification. The rational allocation of public property enables the group to achieve resource optimization in the feed production process, reduce the production cost, and improve the market competitiveness.

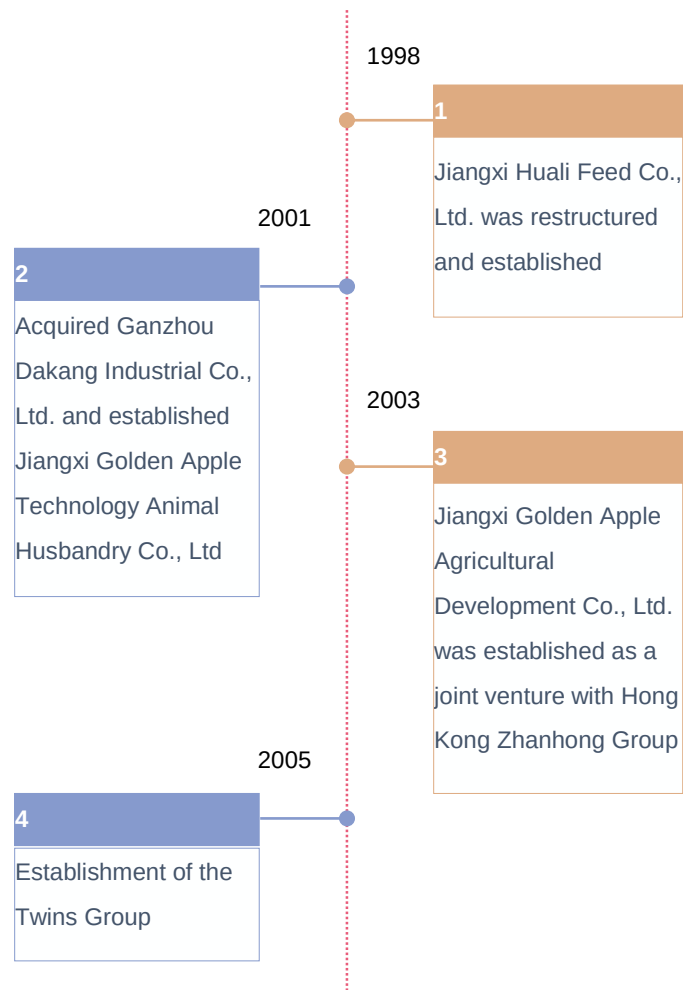


Figure 2.1—The history of the company

In terms of pig slaughtering and deep processing business, since its establishment, Twin Food Company has made full use of public property resources, and is committed to providing consumers with safe and healthy pork products. The company introduces international advanced slaughtering, segmentation, packaging equipment, strictly control every link in the production process, to ensure food safety. The effective management of public property has established a good reputation in the industry and increased its market share.

In terms of grain planting and trade, Twins Group makes full use of public property resources to carry out grain planting, acquisition, storage, processing, sales and other businesses. By establishing stable cooperative relations with farmers and cooperatives, the group has guaranteed the stability of food supply and contributed to China's food

security. [28]At the same time, the rational use of public property reduces the cost of grain trade and improves the economic benefits of the group.

In terms of enterprise management, Twin Group attaches great importance to the management and supervision of public property. The Group has developed a series of perfect rules and regulations to ensure the safety, integrity and efficient use of public property. Through internal audit, financial disclosure and other ways to improve the transparency of public property management and prevent corruption. In addition, the group also actively carries out staff training to improve the staff's public property management awareness and ability.

In terms of fulfilling its social responsibilities, the Twin Group makes full use of its public property and actively participates in public welfare undertakings. The group has invested a lot of money in environmental protection, education, poverty alleviation and other fields to contribute to the harmonious development of the society. The rational use of public property enables Twin Group to fulfill its social responsibilities, improve its corporate image, and win the recognition of all sectors of society.

In terms of scientific and technological innovation, the Twin Group makes full use of its public property and increases its investment in scientific research. The group has established cooperative relations with a number of domestic and foreign scientific research institutes, and jointly carried out technical research in pig breeding, feed production and other fields. [29]The effective investment of public property has brought fruitful scientific research results to the group and promoted the sustainable development of the enterprise.

The case study of Twins (Group) Co., Ltd. shows the following aspects of concern:

Table 2.1 — Case study of Twins (Group) Inc

Competitive advantage in the Suckling pig feed business	The success of the Twins Group in the Suckling pig feed business can serve as a case study of its competitive advantage in the feed industry. Through strategic transformation, the group focuses on the production of Suckling pig ingredients, and has become the top-selling brand in China's pig feed market in just six years. In 2013, the twins ranked first in pig feed sales in Asia and eighth worldwide. This success is due to the focus strategy and differentiation strategy implemented by the Group, including the core —— focus of the target agglomeration strategy, and the competitive advantage created by individual activities in the enterprise value chain. Through the application of these strategic principles, the Twin Group has built a lasting competitive advantage.
Digital transformation practice	The digital transformation practice of the Twin Group is another case worth studying. The group cooperated with Tianyi Cloud to connect institutions and factories across the country through cloud network technology, realizing the opening of the whole link of pig breeding. This transformation has not only reduced costs and improved efficiency, but also promoted the development of pig breeding into a large-scale, standardized, green and high-quality way. In this process, the SD-WAN solution provided by Tianyi Cloud helps the twins to reshape the competitiveness of the enterprises and improve the overall production efficiency. This case shows how the Twin Group keeps up with industrial trends and uses digital technology to drive sustainable development.

These case studies demonstrate the capabilities and achievements of the Twin Group in strategic planning, market positioning, and technological innovation, and provide valuable experience and reference for other enterprises to develop in similar areas.

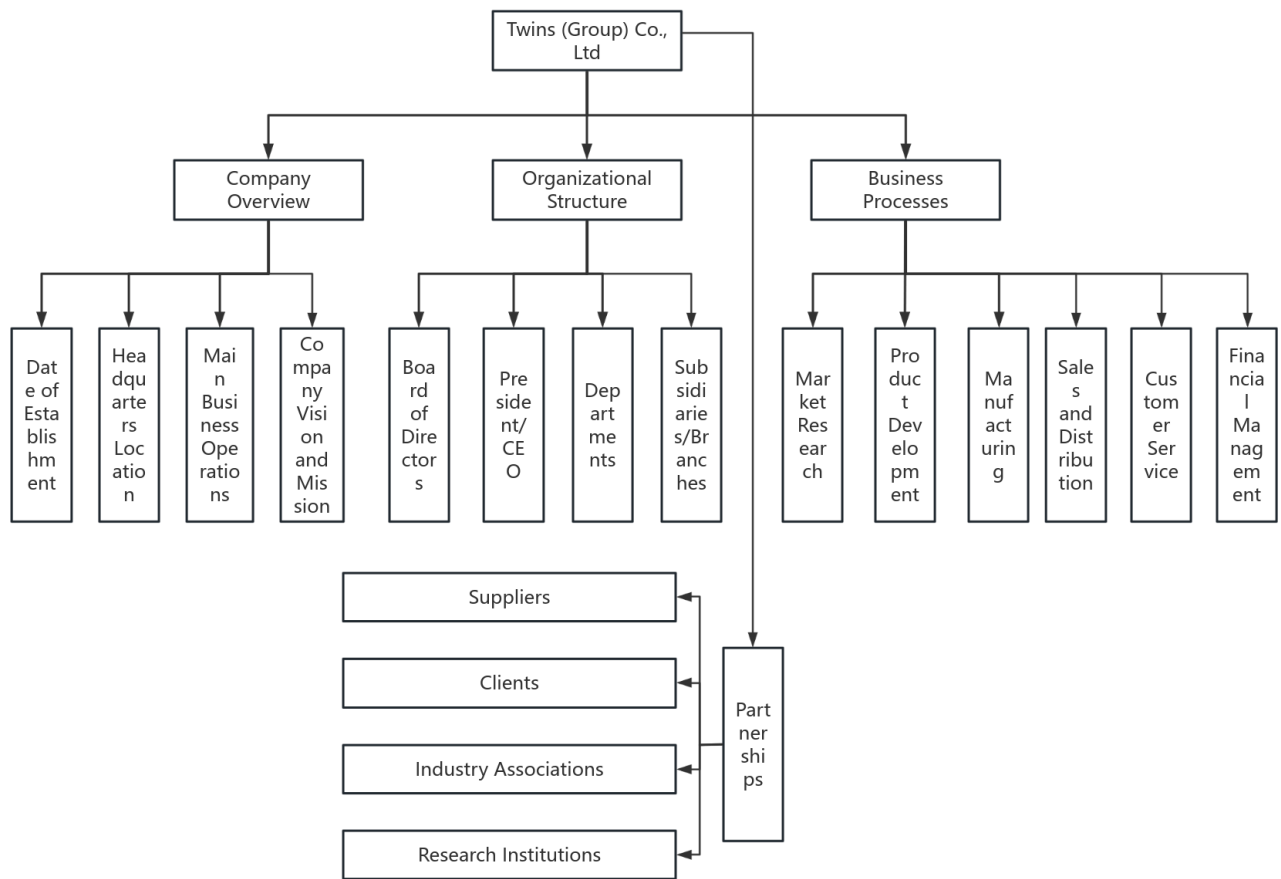


Figure 2.2—The company's main structure and operational processes

Although Twins (Group) Co., Ltd. has made remarkable achievements in public property management, there are still some problems, as follows:

First of all, the decentralization of asset management is becoming increasingly prominent. Due to the wide business scope and numerous branches, the group has a lack of unified coordination and planning of asset management, and the uneven distribution of resources among different departments, making it difficult to achieve the maximum utilization of resources. [30] This decentralized management not only reduces efficiency, but it also may lead to repeated investment and waste of resources.

Secondly, the imperfection of the supervision mechanism has become a major short board of the management. In the supervision of public property, there are blind spots and loopholes, which make the security of assets cannot be fully guaranteed. Insufficient

supervision is easy to lead to the loss, damage and even misappropriation of assets, which seriously affects the economic interests and image of enterprises.

Moreover, the shortage of information construction has become a bottleneck restricting the management efficiency. Although the group has made some progress in the digital transformation, the integration degree and intelligence level of information systems still need to be improved in terms of public property management. [31] As a result, there are lag in asset tracking, data analysis and other aspects, making it difficult to grasp the asset status in real time.

Finally, employees' sense of responsibility and professional ability in public property management need to be improved. Due to the lack of training and education, some employees have insufficient understanding of public property, irregular operation, and even negligence. This lack of a sense of responsibility increases the risk of public property management.

2.2 External environment analysis of public property management

Twin (Group) Co., Ltd. is a national large-scale enterprise group established in 1998, mainly engaged in pig breeding, pig raising services, feed sales, grain planting and trade, pig slaughtering and deep processing and other businesses. The group has more than 500 branches under the number of more than 20,000 employees. In 2023, the group's feed sales volume exceeded 13.66 million tons, the number of listed pigs reached 13.52 million, and the output value reached 86.8 billion yuan. It is one of the top 500 Enterprises in China, and also a national key leading enterprise in agricultural industrialization.

When conducting the external environment analysis of the twin group, we can elaborate from the following aspects:

- The impact of the policy environment on the public financial management

(1) Changes in fiscal policy. Twin Group needs to pay close attention to the changes in national fiscal policy. In recent years, the Chinese government has increased its support for the real economy, but it has made frequent policy adjustments in tax incentives and

financial subsidies, which has brought uncertainty to the financial budget and capital arrangement of the Twin Group. For example, the adjustment of preferential tax policies may lead to an increase in the corporate tax burden, which will further affect the net profit and cash flow of enterprises.[32]

(2) Financial policy adjustment. The adjustment of financial policy has a direct impact on the financing cost and financing channels of the Twin Group. In a period of tight monetary policy, corporate financing became more difficult and financing costs rise, putting pressure on the twin group's financial situation. At the same time, the changes in financial regulatory policies may also affect the financial investment and financial management activities of enterprises.

-The impact of the market environment on the public financial management

(1) Increasing market risk. The volatility of the feed market is relatively large, and the change of raw material price, product price and other factors have a great impact on the income and cost of Twin Group. When the market environment is poor, the enterprise income declines, the profit space is compressed, and the public financial management faces greater market risks.

(2) Exchange-rate risk. In foreign trade, the Twin groups will inevitably involve foreign exchange settlement. The fluctuation of exchange rate has a certain impact on the financial situation of enterprises. For example, the depreciation of exchange rate may lead to the increase of import costs of enterprises, and then affect the profits.

-The impact of the social environment on the public financial management

(1) Rising social costs. With the development of social economy, the cost of production factors such as manpower and land keeps rising, and the twin groups need to fully consider these factors in their public financial management. [33] Rising costs will compress the profit margins of enterprises and have a negative impact on their financial position.

(2) Increased social responsibility expenditure. Enterprises to fulfill their social responsibilities, such as environmental protection, public welfare undertakings, need a certain amount of capital investment. In the public financial management, the Twin Group

should reasonably arrange the social responsibility expenditure to ensure the financial stability of the enterprise.

-Impact of the technical environment on public financial management

(1) Financial pressure brought about by technology upgrading. The technology update speed of the feed industry is fast, and the Twin Group needs to continuously invest funds in the technical transformation and equipment renewal in the public financial management. These investments may put pressure on the financial situation of enterprises in the short term, but in the long run, they are conducive to improving the competitiveness of enterprises.

(2) Investment in information technology construction. In order to improve the efficiency of financial management, Twin Group needs to invest funds in information construction. This puts forward higher requirements for the financial situation of enterprises. How to reasonably arrange the investment in information construction on the premise of ensuring the production and operation is a big challenge for the public financial management.

In conclusion, the twin groups face many challenges and opportunities in the external environment. To maintain competitiveness, the Group needs to continue to pay attention to market dynamics, strengthen technological innovation, optimize management, and actively respond to changes in the policy environment. [34]

The analysis of market trends often relies on large amounts of market data and industry reports. The following is a trend analysis based on market data, and while the data may not be up-to-date, it can provide a general framework to show how to use the data to support market trends for the analysis:

(1) Changes in consumer preferences:

-Consumer demand for healthy, safe meat products has continued to rise in recent years, according to the China Meat Association. For example, the market growth rate of organic pork and green pork has remained above 10% for three consecutive years, indicating that consumers are more inclined to buy high-quality meat products.

-According to Nielsen's market research report, more than 60% of consumers are willing to pay extra prices for higher quality pork, indicating a solid consumer base for higher quality pork demand.

(2) Market size growth:

-According to the Market Outlook and Investment Strategy Planning Analysis Report released by Qianzhan Industry Research Institute, it is expected that China's pork market will reach 1.5 trillion yuan by 2025, with a compound annual growth rate of about 5%.

-The rapid growth of the online fresh food market also provides a new growth point for the Twin Group. According to data from iResearch, the size of China's online fresh market reached 256.44 billion yuan in 2019, and is expected to maintain a growth rate of more than 20% in the next few years.

(3) Increasing industry concentration degree:

-With the intensification of industry competition, the concentration of the pig breeding industry is increasing. According to the Ministry of Agriculture and Rural Affairs, the market concentration of China's top 10 pig breeding enterprises has reached more than 20 percent in 2019, and the proportion is expected to continue to rise in the next few years.

-This is both a challenge and an opportunity for the Twin Group, as leading companies are more likely to expand their market share through scale effects and technological advantages as market concentration increases.

(4) Impact of technological innovation:

-According to the Global Agricultural Science and Technology Report 2019 released by Pricewaterhousecoopers, global investment in agricultural science and technology reached a record \$16.9 billion in 2018, with the Asia-Pacific region seeing the most significant growth.

-The Twins Group can use this data to guide its own R & D investment, such as investment in intelligent breeding, biotechnology and other fields, to improve production efficiency and product quality.

Through these data, we can see the specific impact of market trends on the Twin Group, and provide data support for the group's future market strategy. For example, the Group can offer more healthy pork products tailored to consumer demand for high-quality pork, and through the growth of online fresh-quality market.[35] In addition, the group can also improve production efficiency and reduce costs through technological innovation to cope with the competitive pressure brought about by the increased industry concentration.[36]

This section summarizes the external environmental issues as follows:

In 1995, the Budget Law was officially promulgated. It is the most important legal system to regulate the management of revenue and expenditure of the government and administrative institutions, and it is the basic basis for revenue and expenditure management. In order to better implement the principle of budget law, all parts of China are gradually carrying out the budget management reform of departmental budget, project budget and zero-base budget.

-Serious loss of state-owned assets, exposed loopholes of public financial management in the restructuring of state-owned enterprises and institutions, individuals using power and management loopholes, or transfer concealment to turn state-owned assets into private; or sell state-owned assets at low price; or malicious collusion with intermediary agencies, high valuation, malicious auction, embezzle state-owned assets.

-Although the Budget Law clearly stipulates that the deficit budget is not allowed, and the deficit budget should be "balanced between revenue and expenditure with a slight balance", governments at all levels and government departments implement the deficit budget, large or even excessive borrowing has always existed, and even intensified. In some governments, the financial fiduciary responsibility of public departments is unclear, the financial behavior is irrational, and the public behavior is short-term and serious, which leads to the high debt of the public sector and the public financial crisis, which seriously threatens the sustainable development ability of finance.

2.3 Internal environment analysis of public property management

The internal environmental analysis of the public financial management of Twins (Group) Co., Ltd. mainly refers to the comprehensive investigation of the planning, allocation, use and supervision of the company's financial resources. This includes an in-depth understanding of key financial activities such as corporate raising, investment, working capital management, cost control, risk management, and financial reporting. Public financial management plays a vital role in the overall operation of the company. It is not only related to the financial health of the enterprise, but also the basis of strategic decision-making and sustainable development of the enterprise.

With these data support, we can see more clearly the results of the twin groups in public financial management, and how these results translate into the market competitiveness and sustainable development ability of enterprises. These data not only reflect the current operating conditions of the Group, but also provide a basis for future strategic planning and decision-making.[39]

The internal environmental problems of the public financial management of Twin (Group) Co., Ltd. mainly involve the challenges and deficiencies encountered in the planning, allocation, use and supervision of financial resources. These problems may affect the capital liquidity, cost control, investment decision-making, risk management and overall financial health of enterprises, and thus affect the long-term development and market competitiveness of enterprises. [40]The specific problems are as follows:

(1) In terms of public property management, although Twin Group has a huge asset scale, the asset management efficiency is not ideal. Some fixed assets fail to fully exert their production capacity partly due to poor geographical location or unreasonable design; on the other hand, the asset replacement speed is slow and some old equipment is still in use, which not only reduces production efficiency but also increases maintenance cost. [41]In addition, the group also has deficiencies in the management of current assets, such as the inventory turnover rate is lower than the industry average level, resulting in excessive capital occupation.

Table 2.2 — Data information in the public financial management of the Twin Group

asset management	The group's total fixed assets reached Rmb 5 bn in 2022, up 10% from the previous year. This increase was mainly due to the expansion of new pig farms and feed mills, as well as the upgrading of production equipment. The group's current assets turnover rate remained at more than 5 times, higher than the industry average level, indicating that the group is more efficient in the management of current assets.[37]
cost for control	Through centralized procurement, the group has saved about 5% of its raw material costs in 2022, totaling more than 200 million yuan. The group's unit production cost is 10% lower than the industry average, an advantage that helps to improve the market competitiveness of the products.
management through finance	The group's financial budget implementation rate reached 95%, showing the group's strict and efficient budget management. The internal audit found that the group had saved more than RMB 10 million in 2022 by improving processes and reducing waste.
Organizational structure and human resources	The group's employee turnover rate is below 5%, well below the industry average of 10%, indicating that the group performs well in terms of employee satisfaction and retention rates.[38] In 2022, the group invested RMB 5 million yuan for staff training, an increase of 20% year on year, effectively improving the professional skills of the employees.
Technology research and development	The group's R & D investment in 2022 accounted for 3% of its operating revenue, reaching 150 million yuan, up 15% year on year. The new generation of feed formula developed by the group has increased the growth rate of live pigs by 5% and the feed conversion rate by 3%.
market position	The Twins Group's market share was 15% in 2022, up 2 percentage points from the previous year, showing the group's competitive advantage in the market.

(2) In terms of cost control, the Group is faced with the challenge of raw material price fluctuations, especially the rise of feed raw materials prices, which has had a significant impact on the cost structure. Although the group has implemented a centralized procurement and cost accounting system, there are still loopholes in cost monitoring in practice, leading to frequent waste phenomena. For example, some departments have overspend in the process of budget implementation, which not only affects the effectiveness of cost control, but also increases the difficulty of financial management.

(3) In terms of financial management, the implementation of the budget system needs to be strengthened. Although the budget preparation is scientific and reasonable, but in the actual implementation process, some departments fail to act strictly in strict accordance with the budget, resulting in the virtual financial planning. [42] Although the internal audit found problems, the follow-up and rectification measures of the audit results were not resolute enough, so that some financial risks could not be controlled in a timely and effective manner.

(4) In terms of organizational structure, although the matrix structure improves the decision-making efficiency, it also brings difficulties in inter-departmental coordination and complex decision-making process. Poor information transmission leads to information deviation between the decision-making layer and the executive layer, which affects the timeliness and accuracy of decision-making. At the same time, there are too many organizational levels, resulting in increased management costs and reduced work efficiency.

(5) In terms of human resources, the Group has bottlenecks in the introduction and training of high-end talents, especially in the field of technological innovation and marketing. The staff structure is unreasonable, the proportion of front-line production staff is too high, and the management and research and development personnel are relatively insufficient, which limits the group's technological innovation and market development ability. [43]

(6) In terms of technology research and development, the group's R & D investment is low compared with that of leading enterprises in the industry, and its innovation ability needs to be improved. The conversion rate of R & D results is not high, and some R & D projects fail to effectively transform into actual productivity, leading to the group being at a disadvantage in the market competition.

Compared with the external environment, the intensification of market competition, the diversification of consumer demand, the strict environmental regulations and the uncertainty of the policy environment have all brought great challenges to the Twin Group. The Group needs to constantly adjust its strategies to adapt to the changes in the external environment, while solving the internal management problems to ensure the sustainable development of the enterprise. [44]

This section summarizes the internal environmental issues as follows:

-The function of financial management is weak, and the use of funds is low. The administrative function of institutions cannot be completely marketized, the department budget is not standardized, the funds squeeze each other, no plan, no quota, or planned quota but a formality. The management of funds in the financial department is often post-accounting, ignoring the prediction before the use of funds and the control in the use of funds. The assessment of the income and expenditure only stays on the surface balance, and the efficiency of the use of funds is rarely assessed. Therefore, the use of funds is inefficient.

-Financial management system is not perfect the financial management system of public institutions is not perfect.(1) Management of special funds. Control is lax and the supply range is too wide. Due to the financial department or the superior unit before the special funds, project lack of necessary argument, the funds and should do project, thus in all levels of fiscal budget and final accounts of almost all spending subjects with special funds, use scope with great ambiguity and uncertainty, lack of "degree", capital allocation is serious randomness.(2) Year-end clearing and settlement and financial settlement. At the end of the year, all accounting settlement and accounting settlement is an important link in the annual final accounts, and also a basic work to ensure the accuracy, authenticity and integrity of the final accounts of the unit. Unit financial did

not timely clear settlement, current payments often due to the year of unclear responsibility, the formation of bad debts.

-The internal control system and system of the unit need to be improved, the internal control system of the unit is not smooth accounting positions and personnel allocation is not reasonable, the business crossover, too many part-time personnel, and the responsibilities are not clear. Accounting before, during, after the audit supervision is a mere formality. There are also a considerable part of the units did not set up the internal audit organization, has established the internal audit organization can not play its due role, the unit control system to be improved, part of the establishment of the internal control system is not enough attention, has established the internal control system units, part of the control system is incomplete or the lack of reasonable content. But more or have rules do to follow, the established system "printed on paper, hanging on the wall" to cope with the inspection and audit of the relevant departments, and in the implementation of a big discount. Encounter specific problems to overemphasize the flexibility, so that the internal control system exists in name only, lost the due rigidity and seriousness.

The defects existing in the department budget of public institutions are as follows: (1) the base method is still generally used, which directly affects the efficiency of the use of funds to a large extent.(2) The department budget preparation in the project expenditure of the scientific degree of the basic expenditure quota and other aspects is not enough, for some units to misappropriate funds, extravagance and waste left a trap.(3) The department budget preparation is not careful and rigorous enough, and there are many human factors in the arrangement of project expenditure budget, and there are certain randomness and blindness. The projects that should not be arranged should arrange funds artificially, resulting in the project budget that should be arranged, which affects the accuracy of budget preparation and reporting, leads to the common additional budget in the process of budget implementation, affects the seriousness of the budget, and also brings some difficulty to the performance assessment of the project.

CHAPTER 3: THE FORMATION OF THE PUBLIC PROPERTY MANAGEMENT SYSTEM

3.1 Principles and objectives of the implementation of public property management

In view of the external and internal environmental problems of Twin (Group) Co., Ltd., the following are some suggestions and countermeasures, aiming to improve the overall operation efficiency and market competitiveness of the enterprise, while improving the cost control process is a key measure for the enterprise to enhance economic benefits and enhance market competitiveness. Here are some specific steps and methods to help Twins (Group) Corporation improve the cost control process:

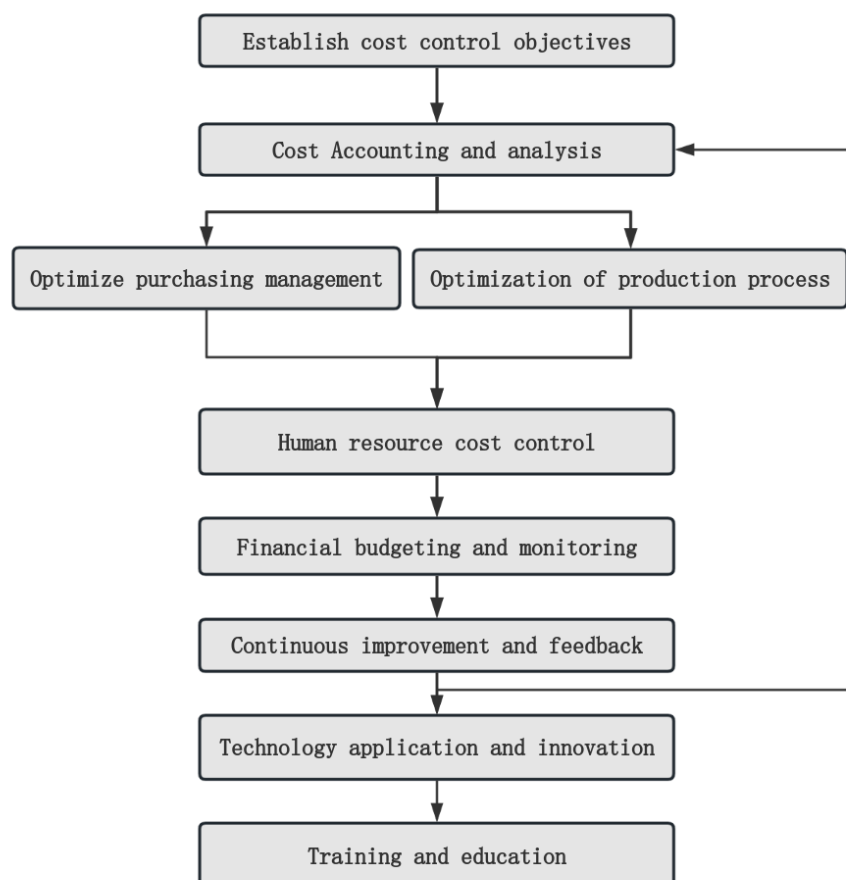


Figure 3.1—Improve the cost control flow chart

Through the above steps and methods, the Twin Group can systematically improve the cost control process, achieve continuous cost optimization, and improve the overall profitability of the enterprise.

Table3.1—Principles and objectives analysis

fairness:	Twin Group during the project planning phase, working with local governments to ensure that the project is open to all community members. They focused on local farmers and poor families, providing training and support to enable them to participate in all stages of the project.
productiveness:	The group has designed its farms and processing facilities with state-of-the-art agricultural technology and energy-saving equipment to reduce resource consumption and improve production efficiency. They have also implemented streamlined supply chain management to reduce transportation costs and time.
sustainability:	The Twin Group emphasizes environmental practices throughout the project, including the use of organic fertilizers, the implementation of water recycling systems, and waste reduction through biodegradable technologies. They also work with local environmental organizations to conduct afforestation activities to compensate for the environmental impact of the project.
pellucidity:	The Group regularly reports to the public on the progress and financial status of the project, including the costs, benefits and environmental impact of the project. They also built an online platform for the public to ask questions and feedback and participate in the decision-making process of the project.
property of participation:	Before the launch of the project, the Twin Group held a community meeting to gather opinions and suggestions from local residents. They also formed an advisory committee of local residents to ensure that the project was designed and implemented with full consideration of the interests of the local community.

In the case of Twin Group's public property management, we can observe the practical application of five key principles and objectives, while also proposing suggestions for improvement to further enhance management effectiveness.

Firstly, in terms of fairness, Twin Group has already collaborated with local government to ensure that the project is open to all community members, particularly providing training and support for impoverished families and farmers. However, to further enhance fairness, Twin Group can consider the following suggestions for improvement:

- Establish a more comprehensive fairness assessment mechanism to regularly evaluate and adjust the fairness of the project implementation process. By setting up a fairness assessment team, Twin Group can regularly evaluate the fairness of the project implementation process and address any issues that arise.

- Strengthen long-term support for impoverished families and farmers to ensure they can continuously participate in the project and benefit from it. In addition to providing training and support, Twin Group can consider establishing a long-term support program to provide continuous economic assistance and technical support to impoverished families and farmers, helping them improve their living conditions, enhance their production skills, and improve their business capabilities.

Secondly, in terms of efficiency, Twin Group has already adopted the most advanced agricultural technologies and energy-saving equipment to reduce resource consumption and improve production efficiency. To further enhance efficiency, Twin Group can consider the following suggestions for improvement:

- Continuously monitor and introduce the latest agricultural technologies and management systems to maintain competitiveness. By collaborating with agricultural technology companies and research institutions, Twin Group can stay informed about the latest agricultural technologies and management systems and introduce suitable technologies and methods for project implementation to enhance production efficiency and product quality.

- Strengthen cooperation with supply chain partners to optimize logistics and transportation processes and further reduce costs. By establishing closer relationships

with supply chain partners, Twin Group can work together to optimize logistics and transportation processes, reduce transportation costs and time, and improve product circulation speed.

In terms of sustainability, Twin Group has already emphasized environmental practices, such as using organic fertilizers, implementing water resource recycling systems, and reducing waste through biodegradation technology. To further enhance sustainability, Twin Group can consider the following suggestions for improvement:

- Strengthen cooperation with environmental organizations to jointly carry out more environmental protection activities, such as carbon emission reduction and ecological protection. By collaborating with environmental organizations and research institutions, Twin Group can jointly carry out more environmental protection activities, such as carbon emission reduction and ecological protection, to reduce the project's impact on the environment and promote the recycling of resources and sustainable development.

- Regularly assess and adjust environmental protection measures to ensure that environmental practices during project implementation remain effective. By setting up an environmental assessment team, Twin Group can regularly assess the environmental protection measures during project implementation and address any issues that arise, ensuring that the project's environmental practices remain effective.

In terms of transparency, Twin Group has already regularly reported project progress and financial status to the public and established an online platform for the public to ask questions and provide feedback. To further enhance transparency, Twin Group can consider the following suggestions for improvement:

- Strengthen communication with the media and the public to improve the dissemination and transparency of project information. By strengthening communication with the media and the public, Twin Group can enhance the dissemination and transparency of project information, allowing more people to understand the project's progress and financial status and increase public satisfaction.

- Establish a more comprehensive feedback mechanism to respond to public concerns in a timely manner and improve public satisfaction. By establishing a more

comprehensive feedback mechanism, Twin Group can respond to public concerns in a timely manner and improve public satisfaction, promote public participation and supervision, and enhance the legality and effectiveness of the project.

Finally, in terms of participation, Twin Group has already held community meetings to collect local residents' opinions and suggestions and established a consultation committee consisting of local residents. To further enhance participation, Twin Group can consider the following suggestions for improvement:

- Carry out more public promotional activities to increase residents' understanding and acceptance of the project and promote community participation. By carrying out more public promotional activities, Twin Group can enhance residents' understanding and acceptance of the project, promote community participation, and allow more people to understand the project's progress and financial status, thereby improving public satisfaction.

- Regularly assess and adjust participation measures to ensure that public participation in the project implementation process remains effective. By regularly assessing and adjusting participation measures, Twin Group can ensure that public participation in the project implementation process remains effective, allowing more people to participate in the project decision-making process, enhance the project's democracy and representativeness, promote community participation and understanding, and enhance the project's social recognition and acceptance.

Through the above suggestions for improvement, Twin Group can further enhance the effectiveness of its public property management and promote social harmony and sustainable development.

We can see how the twin groups apply the principles and objectives of fairness, efficiency, sustainability, transparency, and participation in the management of public property. Through these practices, the Twins Group not only improves the efficiency of the use of resources and maximizes the public good, but also promotes social harmony and sustainable development. This case also demonstrates the importance of public property management in promoting social and economic well-being.

In order to more comprehensively improve the internal environmental issues of Twin (Group) Limited, the following are the proposed suggestions and countermeasures to provide more detailed operational guidelines for the Group:

(1) Asset management principles and objectives

-Optimize asset allocation: The Group should optimize asset allocation according to business needs and market environment, to ensure the rational use of assets and maximize benefits. For example, a comprehensive assessment of existing assets, eliminate or upgrade inefficient equipment and improve the efficiency of assets.

-Improve the efficiency of asset management: By introducing advanced asset management software and system, realize real-time monitoring and intelligent management of assets, reduce human error, and improve the efficiency of asset use.

(2) Cost control principles and objectives

-Cost accounting and analysis: establish a sound cost accounting system, conduct regular cost analysis, and find out the potential areas of cost savings and the reasons of cost increase. For example, analyze the cost data and find out the cost structure analysis and cost change analysis to find out the potential areas of cost saving and the causes of the cost increase.

-Procurement management optimization: implement centralized procurement, establish long-term cooperative relationship with suppliers, obtain more favorable procurement conditions through negotiation, and reduce costs. For example, through centralized procurement strategies, the procurement cost of raw materials and services is reduced through economies of scale, and supplier evaluation and screening mechanisms are established to ensure the quality and service of suppliers.

(4) Organizational structure principles and objectives

-Simplify the decision-making process: streamline the organizational level, reduce unnecessary approval links, and improve the decision-making efficiency. For example, by streamlining the organizational level, reducing the approval links in the decision-making process, improving the efficiency of decision-making, and ensuring the timeliness and accuracy of decisions.

-Optimize human resource allocation: adjust the staff structure according to business needs, increase the proportion of management and research and development personnel, and improve the innovation ability of enterprises. For example, adjust the staff structure according to the business needs, increase the proportion of management and R & D personnel, improve the innovation ability of the enterprise, and ensure that the employees can understand and implement the cost control measures.

(5) Technology research and development principles and objectives

-Increase R & D investment: increase R & D budget, encourage innovation, and enhance the technological competitiveness of enterprises. For example, increase the research and development budget, encourage innovation, enhance the technological competitiveness of enterprises, and ensure their technological leadership position.

-Promote the transformation of R & D results: establish a mechanism for the transformation of R & D results to ensure that R & D projects can be quickly translated into real productivity. For example, a mechanism for transforming research and development results should be established to ensure that R & D projects can be quickly translated into actual productivity and improve the conversion rate of R & D results.

(6) Principles and objectives of market adaptability

-Enhance market adaptability: strengthen market research and timely adjustment of products and services to meet consumer demand. For example, strengthen market research, timely adjustment of products and services to meet consumer demand, and improve market competitiveness.

-To respond to the changes in the policy environment: pay close attention to the policy dynamics, make good policy adjustment countermeasures in advance, and strive for policy support. For example, pay close attention to policy dynamics, take response measures for policy adjustment in advance, strive for policy support, and reduce the impact of policy environment changes on enterprises.

(7) Continuous improvement and feedback principles and goals

-Continuous improvement: establish a cost control feedback mechanism, encourage employees to put forward improvement suggestions for cost saving, regularly evaluate the effect of cost control measures, and adjust the cost control strategies according to the

actual situation. For example, establish a cost control feedback mechanism to encourage employees to make improvement suggestions on cost saving, regularly evaluate the effect of cost control measures, adjust the cost control strategy according to the actual situation, and ensure the effectiveness and sustainability of cost control measures.

-Feedback mechanism: encourage employees to put forward suggestions for cost saving, establish cost control feedback mechanism, and timely deal with their opinions and suggestions. For example, employees are encouraged to make suggestions for cost saving improvement, establish a cost control feedback mechanism, and timely handle their opinions and suggestions, to ensure that employees can understand and implement cost control measures.

Through the implementation of the above suggestions and countermeasures, the Twin Group can effectively solve the internal environmental problems, improve the operational efficiency and market competitiveness of the enterprise, and lay a solid foundation for the sustainable and healthy development of the enterprise.

3.2 Selection and implementation of public property management

In the public property management of Twins (Group) Co., regulatory measures are key to ensuring the safe and efficient use of assets. The Twin Group has adopted a series of strict measures in public property supervision to ensure the rational use of resources and to prevent the loss of assets:

Through these regulatory measures, Twins (Group) Co., Ltd. has effectively guaranteed the safety, integrity and efficient use of public property, laying a solid foundation for the sustainable development of the enterprise. At the same time, these measures also help to improve the social image and reputation of the enterprise, and provide an important guarantee for the group to maintain a leading position in the fierce market competition.

Table 3.2 — Specific regulatory measures

Establish and improve the management system	The group has formulated a set of perfect public property management system, including asset procurement, use, maintenance, scrap and other aspects. These systems define the subject of responsibility and the scope of responsibility, and ensure the standardization of public property management.
Implement hierarchical management	The Group implements a hierarchical management system, delegating the management authority and responsibility of public property to various departments and branches. By clarifying the responsibilities of managers at all levels, the fine supervision of public property has been realized.
Strengthen internal audit	The Group has established an independent internal audit department that regularly audits the use of public property. The internal audit not only checks the accuracy of the financial accounts, but also evaluates the efficiency and compliance of the asset use.
Transparent financial management	The Group implements a financial disclosure system to ensure that the income and expenditure of public property are transparent to all employees. The transparency of public property management was improved through the regular publication of financial reports.
Establish a supervision mechanism	The group has set up a supervisory committee to supervise the management of public property. Committee members are composed of senior managers from different departments to ensure the independence and effectiveness of supervision.
Implement information management	By introducing an advanced asset management information system, the Group has realized the real-time monitoring and dynamic management

	of public property. The system can automatically record the use of assets, so that the management personnel can find problems and take measures in time.
Regular inventory and evaluation	The Group regularly takes stock of public property to ensure that the accounts are consistent. At the same time, the value of public property assessment, timely find and deal with idle, waste and other problems.
We will strengthen accountability	For the problems in the management of public property, the group implements the accountability system. Any illegal use, damage or loss of public property will be dealt with seriously to ensure a sense of responsibility among managers and employees.
Staff training and education	The Group regularly trains employees on public property management knowledge to improve their awareness and ability of asset management and reduce property losses caused by improper operation.

In the context of Twin Group's public property management, here are suggestions for improvement aimed at enhancing management effectiveness:

Firstly, in the selection of public property, Twin Group can consider the following improvements:

(1) Strengthen the evaluation and selection process for public property. When choosing public assets, Twin Group should intensify the assessment and filtering of potential properties to ensure they align with the company's strategic objectives and operational requirements. By establishing a comprehensive evaluation framework, the

group can comprehensively assess factors such as location, resource potential, and market viability, thereby enhancing the quality of the property selection process. Additionally, Twin Group could also consider engaging third-party evaluators to enhance the objectivity and reliability of the assessment outcomes.

(2) Enhance risk management for public property. When selecting public property, Twin Group should thoroughly assess potential risks and develop appropriate risk management strategies. This includes evaluating risks related to politics, economics, law, and the environment to ensure that risks are effectively managed throughout the selection and implementation phases of public property. Moreover, Twin Group could establish a risk warning system to promptly identify and respond to potential risks, minimizing their impact on the project.

Secondly, in the implementation of public property, Twin Group can consider the following improvements:

(1) Optimize project management and resource allocation. During the implementation of public property, Twin Group should enhance project management practices to ensure that resources are allocated efficiently and effectively. By utilizing advanced project management tools and techniques, the group can bolster organizational coordination and execution capabilities, ensuring that projects progress according to plan. Additionally, Twin Group could establish a project progress monitoring mechanism to track the project's advancement in real-time and adjust resource allocation as necessary to ensure the achievement of project objectives.

(2) Strengthen talent cultivation and team building. During the implementation of public property, Twin Group should prioritize talent development and team-building efforts to enhance employees' professional capabilities and overall qualities. By providing training opportunities, fostering an environment of innovation, and promoting teamwork, the group can cultivate a high-caliber, professional project management team, thereby ensuring the smooth implementation of public property projects. Moreover, Twin Group could implement an incentive system to encourage team members to actively participate in project implementation and enhance the overall effectiveness of the project team.

(3) Strengthen environmental protection and sustainability. During the implementation of public property, Twin Group should prioritize environmental protection and sustainability to ensure that projects are environmentally friendly. By employing green technologies, energy-saving and emission reduction measures, and enhancing environmental monitoring and assessment, the group can ensure that environmental quality meets relevant standards during project implementation. Additionally, Twin Group could collaborate with environmental organizations to engage in environmental protection initiatives, thereby enhancing the project's environmental consciousness and social responsibility.

(4) Enhance public participation and satisfaction. During the implementation of public property, Twin Group should strengthen communication and engagement with the public to increase public participation and satisfaction. By conducting public awareness campaigns, gathering public opinions and suggestions, and establishing a public consultation platform, the group can ensure that public interests are fully considered during project implementation, thereby increasing public recognition and support for the project.

(5) Strengthen project evaluation and feedback. During the implementation of public property, Twin Group should strengthen project evaluation and feedback mechanisms to promptly identify issues and shortcomings in the project implementation process. By establishing a project evaluation team, the group can regularly evaluate and provide feedback on the project's progress, ensuring that problems are addressed in a timely manner. Additionally, Twin Group could establish a project feedback system to collect suggestions and opinions from project stakeholders, providing a basis for project optimization and adjustment.

By implementing these suggestions for improvement, Twin Group can further enhance the management effectiveness of public property selection and implementation, achieving efficient resource utilization and maximizing public benefits, while promoting social harmony and sustainable development.

3.3 Assurance measures for the development of the public management system

When Twins (Group) faces the external environment challenge of public management, Twins) Co., Ltd. must establish a perfect public management system to ensure the sustainable and healthy development of the enterprise. The following will elaborate on the guarantee measures for the development of the twin group in four aspects: policy, market, society and technology.

(1) Guarantee measures in terms of policy environment

Detailed measures for establishing a policy analysis and response mechanism: The Twin Group shall set up a special policy research department, responsible for collecting and analyzing national and local policy information, and evaluating the impact of policy changes on enterprises. On this basis, formulate corresponding coping strategies to ensure that enterprises can timely adjust the business policy and comply with the policy guidance.

(2) Guarantee measures on the market environment

Twin Group needs to conduct regular market research to understand the market demand changes, competitor dynamics, consumer preferences and other information. According to market changes and consumer demand, we will continue to optimize products and services, improve product quality and service level, and enhance market competitiveness. At the same time, actively carry out brand publicity and promotion, enhance brand awareness and reputation, and enhance consumers' loyalty to the brand. In addition, establish diversified sales channels, expand online and offline sales channels, and expand the market share. Through these measures, the Twin Group can better adapt to the changes in the market environment, grasp the market opportunities, and realize the sustainable development of the enterprise.

Table 3.3 — Detailed measures of the mechanism

Set up a policy research office	Equipped with professional policy analysts, responsible for collecting and analyzing national and local policies, regulations, industry standards and other information.
Regular policy seminars are held	External experts and internal management are invited to discuss the trend of policy changes to provide reference for enterprise decision-making.
Formulate policy response preplans	According to different policy changes, formulate corresponding plans to ensure that enterprises can respond quickly.
Establish a policy information base	Collect the relevant policy information, form a database, easy to query and comparative analysis.
Detailed measures to strengthen the communication and cooperation with the government departments	
Develop a government relationship maintenance plan	Clarify the time node, communication content and work objectives of communication with government departments.
Visit the government departments regularly	Understand the policy trends, express the demands of enterprises, and strive for policy support.
Participate in government projects	Actively undertake government projects, enhance the corporate image, and lay a foundation for government cooperation.
Establish a government-enterprise liaison mechanism	Set up special positions, responsible for the daily communication and contact with the government departments.

Table 3.4 — Guarantee measures on the market environment

Specific measures to improve the market risk management system	
Establish a risk management team	It is composed of finance, market, production and other relevant departments, responsible for market risk identification and evaluation.
Develop a risk management manual	Define the types, assessment methods and countermeasures of market risks.
Establish a risk early-warning mechanism	Through data analysis, timely discovery of market risk signs, formulate preventive measures.
Regular market risk training	Improve employees' risk awareness and enhance the overall risk prevention and control ability of enterprises.
Specific measures to optimize the product mix and marketing strategy	
Carry out market research	Understand the customer needs, to provide the basis for product innovation and structural adjustment.
Strengthen product research and development	Invest resources in new product research and development to enhance product competitiveness.
Adjust marketing strategies	According to the market changes, formulate targeted marketing strategies to expand the market share.
Enhance brand publicity	Use online and offline channels to increase brand publicity and enhance brand influence.

(3) Assurance measures on the social environment

Twin Group actively performs its corporate social responsibility, pays attention to environmental protection, public welfare undertakings, employee welfare and other aspects, and establishes a good corporate image. Establish and improve the construction of corporate culture, create a positive working atmosphere, and enhance the cohesion and sense of belonging of employees. Maintain good communication with communities, partners and other sectors of society, actively participate in social public welfare activities, and promote social harmony and stability. Through these measures, the Twin Group can better integrate into the social environment, gain recognition and support from all sectors of the society, and create a good social environment for the development of the enterprise.

(4) Guarantee measures on the technical environment

Twin Group continues to increase investment in research and development, enhance the independent innovation ability, master the core technology, and enhance the core competitiveness of enterprises. Actively introduce advanced technology at home and abroad, improve the technical level of enterprises, and enhance their market competitiveness. Establish and improve the mechanism of talent introduction and training, introduce and train high-quality talents, and provide intellectual support for the development of enterprises. Strengthen information construction, improve the efficiency of enterprise management, reduce operating costs, and enhance the competitiveness of enterprises. Through these measures, the twin group can better adapt to the changes of the technological environment, grasp the trend of technological development, and realize the sustainable development of the enterprise.

According to the guarantee measures for the development of the public management system of Twin (Group) Co., Ltd., the countermeasures and suggestions are summarized as follows:

-As the saying goes, "Without rules, nothing can be achieved". Market economy is a legal economy, without the mandatory constraints of laws and rules and regulations, the subjective arbitrariness of financial activities is difficult to avoid. Therefore, in order to implement effective public financial management, it is necessary to establish rules and regulations. Establishing and perfecting the necessary laws and regulations and

perfecting the supervision mechanism is an important institutional guarantee to do a good job in public financial management.

Table 3.5 — Assurance measures on the social environment

Specific measures to strengthen the construction of corporate social responsibility	
Develop a social responsibility strategy	Clear corporate social responsibility goals, and incorporate them into the enterprise development plan.
Carry out employee welfare promotion projects	Improve the employee salary and treatment, improve the welfare system, and enhance the sense of belonging of employees.
Implement environmental protection projects	Increase investment in environmental protection, reduce pollutant emissions, and enhance the corporate image.
Participate in public welfare undertakings	Regular public welfare activities to give back to the society and improve the corporate social image.
Specific measures to establish a good social relationship network	
Join the industry association	Actively participate in the activities of industry associations, and strengthen exchanges and cooperation with enterprises in the same industry.
Build a partner platform	Establish strategic cooperative relationship with upstream and downstream enterprises to achieve win-win development.
Strengthen the interaction with the community	Participate in community construction, hold various public welfare activities, and enhance the feelings with the community residents.

Now should establish and improve the integration of public financial system as soon as possible, " not only should have a sound, performance oriented public budget system, also have a sound, scientific and standardized public income, public spending, government costs, public investment, public property, public funds, public debt management system and performance appraisal system, between these systems should be strict, mutual cohesion, thus forming the public financial system chain.

- Rational allocation of public financial power Reasonable allocation of public financial power, to deepen the reform of departmental budget, state Treasury, government procurement, revenue and expenditure, and the reform of the fiscal management system, establish a new budget management mechanism, and standardize the operation of financial power. Clarify the relationship between the central and local governments, according to the objective needs of governments at all levels to perform their functions (administrative powers) under the condition of socialist market economy, according to the principle of the unification of financial power and administrative power, so as to match the financial power and administrative power. According to the levels of public goods and services and the scope of benefits, the expenditure responsibilities and scope of governments at all levels should be reasonably divided.

- Due to the non-profit nature of government departments and units, the purpose of drawing on the successful experience of enterprises is not to make profits, but to reduce costs and improve efficiency. Since the 1970s and 1980s, there has been a wave of government reform with the purpose of reducing costs and improving efficiency. In the late 1970s, the British government introduced government reform featuring the introduction of private sector competition and customer orientation, aiming to reduce the operating costs of government departments, improve efficiency, and measure the effectiveness of government reform through government performance evaluation.

Table 3.6 — Guarantee measures on the technical environment

Specific measures to increase investment in technology research and development	
Set up a research and development fund	To provide financial guarantee for enterprise technology research and development.
Introduce high-end talents	Recruit experienced technical personnel to enhance the strength of the research and development team.
Cooperate with scientific research institutes	We will carry out industry-university-research projects, share scientific research resources, and improve research and development efficiency.
Detailed measures to establish the incentive mechanism for technological innovation	
Formulate incentive policies for technological innovation	Material and spiritual rewards shall be given to the employees who have achieved technological innovation achievements.
Carry out technological innovation competition	Stimulate employees' enthusiasm for innovation, and provide a steady stream of innovation power for the development of enterprises.
Establish a technical personnel training system	Through internal training, external learning and other ways to improve the technical level of employees.

- The government accounting and financial reporting system is the basis and an important tool for formulating policies, implementing the responsibility system, and

strengthening the public financial management and financial supervision. Based on the basis of the current budget accounting although a series of reforms, but with public financial management information requirements, also can not fully reflect the government assets and responsible for the letter, therefore, for a more real, comprehensively reflect the government's financial situation and financial activities, improve the financial information, information should set up a set of unified government accounting and financial reporting system, provide real complete information for public financial management ".

- Implement financial disclosure, strengthen financial supervision. Fully promote financial disclosure and consciously accept supervision from all aspects of society. Adopt democratic and open methods, such as the construction of government network, government procurement network and other information platforms, as well as through radio, television, various newspapers and magazines and various press conferences, to publicize the government financial management laws and regulations, system provisions. At the same time, the problems existing in the public financial management are publicly "exposed" to maximize the public's right to know, evaluation and supervision. In short, effective supervision should also be strong supervision, and strong supervision must rely on strong disciplinary measures as a guarantee. Without strong punishment measures, supervision is just a mere formality. Therefore, it is necessary to implement the accountability of financial fault, according to the principle of "who makes the decision, who is responsible", establish and improve the financial fault accountability system, so as to realize the unification of rights and responsibility of financial management behavior. At the same time, to strengthen the responsibility of public servants target personal system and financial violations of illegal punishment, with punishment and high cost to restrain and limit the financial behavior of civil servants, make the financial supervision really shock and demonstration education effect, to prevent the violations of civil servants in the public financial management work.

CONCLUSION

As a large agricultural and animal husbandry enterprise, the public financial management of twin Group is crucial to the stable operation and sustainable development of the company. However, there are some problems in the current internal and external environment of the company, which affect the efficiency and effect of public financial management. This paper will analyze these problems, and put forward suggestions for improvement measures, aiming to build a more perfect and efficient public management system, to achieve the standardized and scientific company's financial management.

As China's economic development into the new normal, the consumer demand of the third industry has become an important subject of social development, as an important part of the third industry, mainly urban services of public property management, as an emerging industry, public property management to the market course is short, low degree of marketization, enterprises in the process of making strategy is also facing greater difficulties and challenges. As a leading enterprise in the public property management industry in Changsha, Twin (Group) Co., Ltd. realized that it must grasp the connotation and characteristics of the economic "new normal" and formulate correct enterprise development strategies based on this, so as to obtain the development opportunity.

Through the study, the following conclusions are drawn:

(1) According to the environmental analysis of the development of Twins (Group) Co., Ltd., from the perspective of the internal environment, the age structure and educational structure of the employees of the company are relatively reasonable. The company has built a business system around the development of public property management, and has a reasonable revenue structure. At the same time, the company has good operating ability, market expansion, information construction has made certain achievements, brand construction has a wide influence in the region. In general, Twin (Group) Co., Ltd. has a good development status and has a strong development potential. From the point of external environment, twins (group) Co., Ltd. Is full of opportunities and challenges of the external environment and competition pattern, economic, political,

cultural, technology factors to promote the benign development of the industry, workers and government procurement bargaining power threat, and from new industry entrants, substitutes, competitors competition threat will prompt twins (group) Co., Ltd. Develop scientific and reasonable sustainable development strategy.

(2)Analyzing the new opportunities and challenges faced by Twin (Group) Co., Ltd., the opportunities include the encouragement of relevant national policies, the continuous advancement of urbanization, the application of intelligent technology and the attention of capital market, the increase of powerful competitors, the lack of professionals, and the imperfect mechanisms and policies in the industry. At the same time, SWOT matrix analysis of the company, its advantages, disadvantages, as well as the opportunities and threats, and thus obtained the company's SO, ST, WO and WT strategic combination. On this basis, through quantitative AHP and hierarchical analysis, Twin (Group) Corporation is suitable for SO expansion strategy based on SWOT analysis. At the same time, the company's strategic positioning was selected, the business strategy of "one main and two auxiliary" suitable for the development of the company under the "new normal" was designed, the company's overall strategic goal and its decomposition goals were formulated, and the key measures to promote the realization of the strategy were proposed.

(3)Analyze and sort out the guarantee measures to ensure the smooth and feasible implementation of Y Company's development strategy, including timely optimization of organizational structure, organizational guarantee; conduct human resource planning, establishing talent development system, and establishing scientific performance and salary system guarantee; guarantee the operation management system, strengthen the plan tracking strength; construct quality control system and implement quality control; guarantee the financial management system, guarantee the financial management ability for financial integration; guarantee technical ability guarantee and cultural mechanism guarantee. To ensure that the company can maximize its development strategy. The feasibility of the implementation, give play to the core competitiveness of the company, to ensure that the company to achieve sustainable, stable and healthy development.

The study presented in this paper has some limitations. First, as the industry is in a period of rapid development with rapid changes and the industry is developing with each

passing day, the literature and data consulted in this paper may have a certain degree of lag. Second, under the working environment of Twins (Group) Co., LTD., the internal analysis of Twins (Group) Co., LTD. May also have some subjectivity under the influence of a series of factors such as work thinking, management experience and corporate culture. At the same time, the accuracy of the research results also needs to be further evaluated and corrected in practice.

In the vast landscape of public property management, the Twin Group carries an important mission and responsibility. Facing the dual challenges of internal and external environments, the Group must adhere to the principles and objectives of public property management, and rely on the safeguard measures for the development of the public management system to refine and deepen its improvement strategies in property management.

The principles of public property management, which are fairness, transparency, efficiency, and sustainability, point the way for the Twin Group. Under the guidance of these principles, the Group's improvement in internal management is not just about optimizing processes and training personnel, but also a pursuit of fairness and efficiency. We are committed to building a standardized recruitment system that ensures every employee can stand out in a fair competitive environment, while continuous professional development training enhances the service awareness and professional capabilities of employees to meet the objective of public property management – providing high-quality and efficient property services.

In external cooperation and market competition, the Twin Group adheres to the principles of transparency and efficiency, establishing stable and trustworthy cooperative relationships with suppliers to ensure the quality and efficiency of material supply. By actively participating in industry exchanges, we not only learn advanced management experience but also enhance our brand image and market competitiveness. All these efforts are aimed at achieving the ultimate goal of public property management – creating a harmonious and livable community environment.

To ensure the development of the public management system, the Twin Group has adopted a series of safeguard measures. In risk prevention and control, we have not only

strengthened daily safety production inspections and the formulation of emergency response plans but also integrated risk management concepts into every clause of rental contracts to ensure the steady progress of the enterprise in the face of market fluctuations. In corporate culture promotion and brand building, we enhance employee sense of belonging and owner participation through various community events, thereby shaping a positive corporate image and increasing brand recognition.

In each of these improvement measures, the Twin Group always adheres to a people-centric approach, with service at the core and innovation as the driving force. We understand that only by continuously optimizing internal management, improving service quality, and strengthening external cooperation can we bear fruit in the field of property management. Additionally, by strengthening risk prevention and control and corporate culture building, we ensure the long-term operation and sustainable development of the public property management system.

In summary, every step of improvement in public property management by the Twin Group is a profound understanding and practice of the principles and objectives, as well as a firm execution of the safeguard measures for the development of the public management system. We believe that through these refinements and deepening efforts, the Twin Group will be able to better serve the general owners, set new benchmarks in the field of public property management, and achieve a harmonious unity of social, economic, and environmental benefits.

28.08.2024

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APPENDIXES