

Research on Collaborative Development of Industrial Finance Integration and Financial Centralized Management

Hongzhuo Li

Heilongjiang International University in Heilongjiang Province China

641653497@qq.com

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Abstract: With the continuous improvement of China's market economy, market competition is becoming more and more fiercer. In addition to the need to enhance the competitiveness of the market, companies must strengthen internal management to achieve the goal of enhancing core strength. As the core department of enterprise management, the finance department must change from traditional extensive accounting management to refined operation management, creating conditions for business integration and centralized financial management. This paper expounds the enterprise financial integration and financial centralized management, analyzes the feasibility and necessity of the coordinated development of the two, and puts forward corresponding suggestions on the implementation of the coordinated development of financial integration and financial centralized management, aiming to provide relevant research. Learn from.

1. Overview of Industry Finance

The integration of business and finance is the combination of business and finance. Because the financial personnel knows the financial status of the enterprise and the financial goals of the development operation compared with the personnel of other positions, the financial department can realize the financial department in the process of participating in the operation. The optimal allocation of resources tends to be more in the field of management accounting in the traditional sense. The basic function of traditional accounting accounting is to provide financial data to users who serve financial information. However, in the process of financial integration, financial personnel must not only serve the business department, but also carry out the necessary management and control of the business department. After-the-fact accounting and supervision turned into prior planning and management, the financial perspective of the enterprise was differentiated and interpreted, and the data analyzed by the financial department provided reference for the business department or directly formulated the indicator performance evaluation. In general, business integration is a model of enterprise value management. It can achieve the ultimate goal of improving the economic efficiency of enterprises by refining the management of each link and the effective overall allocation.

2. The Concept of Financial Centralized Management

Centralized management of finance refers to relying on Internet technology to manage corporate financial information in the electronic information age, building a group financial data system, improving the timeliness of financial data used in group enterprise management, and thus centrally monitoring financial data, and constantly controlling corporate resources. The process of reducing the risk of capital operation and improving the quality and efficiency of financial management.

The main functions of centralized financial management include the following aspects. First, control corporate funds and credit resources. Through the construction of the financial data system within the enterprise, the Group can control the funds information of the subsidiaries in real time. Especially in the context of the perfection of the Internet financial management system such as SAP and Beit, it can completely control the capital direction of the subsidiaries and prevent the funds and

credit risks. And improve the efficiency of the use of funds. Second, supervise and control the subsidiaries. Group companies have many subsidiaries, complex organizational structures and management models, but all business activities can be reflected in financial data and economic chains. In the unified management of financial data, the enterprise group can obtain the business management information of the subsidiary and monitor the operation of the subsidiary in real time. Third, reduce corporate financial expenses. Enterprise groups can build a pool of funds through centralized financial management. On the one hand, they can negotiate with the bank to allocate capital costs through the construction of a pool of funds. On the other hand, they can collect funds in real time by centralized dispatching to limit the allocation of resources to avoid waste of resources and reduce financing needs. Fourth, provide information for strategic management of enterprise groups. The business objectives of enterprise groups are often decomposed into subsidiaries in the form of budget. Financial centralized management can always reflect the completion of the group's budget, which facilitates the Group to adjust its business management plan from the perspective of real-time strategy, maximize the advantages of the company, and make up or abandon the production. Weaknesses in operations and assisting companies to achieve strategic goals.

3. The Content of the Enterprise's Implementation of Financial Integration and Financial Centralized Management

3.1 The Necessity of Enterprise's Implementation of Financial Integration and Financial Centralized Management.

The inevitable trend of adapting to the development of the times. China's market economy has been continuously improved, and the traditional market has a very clear subdivision. The new market developed will be impacted in a short period of time, leading to pressure on production and operation in various industries in China. These pressures are both internal pressure and External pressure. Therefore, companies need to deal with external market competition, but also carry out internal management innovation to meet the needs of the times.

Fine management is an indispensable part of enterprise development. Most enterprises in China still adopt rough or simple intensive management, which leads to high internal production management and management costs, and it is difficult to protect the profits of enterprises. It is necessary to adopt refined management methods. Industrial finance integration and centralized financial management are all management modes of refined management, but the unified financial industry tends to be a single company. The integration of business and finance enables unified management of business and finance, timely communication between business and finance, participation in business resource allocation from a financial perspective, reduction of production and operation costs, and improvement of risk resilience; centralized financial management tends to group companies, enabling enterprises The Group can control the financial information of the subsidiaries in real time, and analyze the financial data to control the production and operation of the subsidiaries and play the role of financial management. Through the coordinated development of financial integration and centralized financial management, enterprises can realize centralized management of business on the basis of centralized financial management, and jointly resist operational risks from both business and financial aspects. On the one hand, the finance department can understand the allocation of funds and resources of the business department in real time, and adjust the allocation and collection methods of enterprise resources; on the other hand, on the basis of understanding the enterprise resources, the business department can also appropriately adjust the deployment of production and operation strategies. Promote coordinated development of business and finance.

3.2 Feasibility of Enterprise's Implementation of Financial Integration and Financial Centralized Management.

Industrial finance integration and centralized financial management belong to the internal management mode of the enterprise, but in comparison, the integration of business and finance is to

transform the internal functions of the enterprise. The difficulty of implementation is limited to the internal of the enterprise, so it can be put into practice as long as the management approves it. At the same time, the centralized management of finance has high dependence on external facilities and technology, and modern information technology is needed as a guarantee. Therefore, many enterprises are gradually testing the industry financial management mode, and the centralized financial management process is relatively slow.

In the current economic environment and technology environment, many financial management software can meet the financial centralized management needs of enterprises. UFIDA, Kingdee and Guanjiapo software can realize the cross-regional transmission of financial data in the network, and the enterprise develops and applies continuously. The security of this kind of software is greatly improved, which can meet the financial centralized management needs of the SME Group. For the larger enterprise groups, high-end management software such as SAP, Pan-Microsystem and Beit System can satisfy most of the financial integration. And financial management requirements, enabling middle and high-level managers to control the development of subsidiaries through the system approval and transmission of financial data, and even through the different management system terminal interconnection to achieve resource system configuration. In the information age, the feasibility of coordinated development of financial integration and centralized financial management has been greatly enhanced. At the same time, with the gradual improvement of the management software market, the service fee of the enterprise financial software system will gradually decrease, which will reduce the cost of financial management and promote Enterprises achieve sustainable development.

3.3 Practical Value of Enterprise's Implementation of Financial Integration and Financial Centralized Management.

Enterprise implementation of financial integration and centralized financial management has high requirements for information systems. By combining business processes and financial data through information processing, it can improve the informationization level of enterprise management and operation, and ensure the timeliness of production and operation activities. At the same time, through the coordinated development of financial integration and centralized financial management, enterprises can build a relatively complete internal control system. Through the information processing model, they can clarify the positions and responsibilities of the posts, and can be in various stages of production, operation, implementation and feedback of various lines. Clearly approve the approval process so that funds can be disbursed, used and collected to clear the approver, and it is convenient to supervise and manage the internal production and operation activities of the enterprise.

In addition, the coordinated development of corporate financial integration and centralized financial management can also guarantee the financial goals of the corporate group. This mode of realization is to segment financial targets by centrally managing financial data. Each subsidiary and business entity realize their financial goals in the form of coordinated development of business and finance, that is, the business group will The form of financial objectives is reflected, the financial objectives are subdivided into the middle-level production and operation companies and departments, and the middle-level production and operation subsidiaries and departments complete the strategic objectives of the business operations in the form of completing financial goals. The advantage is to transform the business objectives into financial Indicators are easy to assess and reward and punish, and can clarify indicators of grassroots production and operation activities and serve the development of enterprises.

4. Suggestions on the Coordinated Development of Enterprise Implementation of Financial Integration and Centralized Financial Management

4.1 Improving the Institutional Structure of Financial Integration.

The enterprise group promotes the coordinated development of financial integration and

centralized financial management, which is to control the business activities of the subsidiaries and serve them to the overall strategic objectives of the enterprise. It is the key to control the control of the enterprise group. Therefore, enterprise groups should control the financial integration results of subsidiaries through the application of centralized financial management. They should use capital leverage comprehensively, control subsidiaries through resource allocation, and establish a management department that coordinates finance and business to negotiate resources. The configuration problem is to ensure the necessary capital supply for the development of subsidiaries in the business line, and to balance the capital structure of the enterprise group in the operation and financial lines to ensure the sustainable development of the enterprise.

4.2 Building a Sound Financial Management System.

To achieve centralized financial management, enterprises must unify the financial management system within the group. On the one hand, it facilitates communication and accounting between subsidiaries; on the other hand, it facilitates the management of enterprise groups, unifies financial accounting, and guarantees the financial departments of each subsidiary according to the group. The requirements are accounted for, making the financial data summary faster and more accurate. At the same time, the financial department of the Group should establish a unified financial management system, so that financial centralized management can be based on evidence, set a unified and fair distribution system, balance the resources required for the business development of each subsidiary, and rationally allocate internal trading profits. In the process of financial integration, the degree of recognition of the financial centralized management business unit is increased. In addition, enterprises must also develop a complete financial system to make internal audit and external supervision in an orderly manner, and improve the efficiency of supervision and supervision. Among them, the internal audit department can audit the subsidiaries according to the unified financial management system of the group and the internal financial regulations of the enterprise, ensuring that the financial data has consistent and true and accurate reflection of the essence of the business development, thus facilitating the audit work of the enterprise. Enhance the authority of audit work in the business sector.

4.3 Paying Attention to the Supervision and Management of Subsidiaries.

For the enterprise group, whether the subsidiary conducts production and operation activities according to the needs of the group and whether the subsidiary completes the production and operation indicators of the group is absolutely strictly controlled. However, because the operation and profit rate of the subsidiary often directly constitute the performance of the subsidiary operator, and directly affect the direct interests of the subsidiary operator, the subsidiary operator falsely reports the financial data. After the integration of industry and finance, although the finance department is still responsible for the financial line, the power of the operation line is stronger than the financial line. As a result, many enterprises control or intervene in the financial data when the financial integration is implemented, resulting in financial data. Distortion, there were a lot of problems in the performance of the subsidiary company, and even the sub-company of the department group did not match. Therefore, in the process of promoting the integration of financial resources, enterprise groups must pay attention to the supervision and management of operators, and appropriately promote the authority and independence of the financial department. In addition, the basic work of financial integration will inevitably require the participation of business departments, but the data transmission, data aggregation and analysis of financial centralized management must be the responsibility of the group finance department to ensure the reliability and accuracy of financial data analysis results.

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