Research on the Financial Shared Service Center in the "Internet +" Era

Yanling Liu*
School of Economics and Management Nanjing University of Science and Technology, NJUST Nanjing, China
*Corresponding author: yanlingliu@njust.edu.cn

Abstract. At this stage, with our country's social and economic development, market competition is becoming increasingly fierce. How to maintain its own healthy and stable development in the fierce market competition has become a major challenge facing modern enterprises. At present, with the advent of the "Internet+" era, Internet technology has gradually been popularized and promoted, and the application environment is becoming more and more mature. Information management of corporate finance has become an inevitable requirement for the development of the times. Financial sharing in the "Internet+" era is conducive to promoting the implementation of information management of corporate finance, and thus better promoting the optimization and upgrading of corporate accounting work, and maintaining the healthy and long-term development of enterprises.

1. Overview Of The Financial Shared Service Center

1.1. Connotation of Financial Shared Service Center
The financial sharing service center is a relatively novel financial accounting management model born under the background of the information age. It can promote the centralization of accounting organizations and the sharing of accounting information. It can also cooperate with information technology such as mobile Internet and big data. It can promote the improvement of financial management efficiency of group enterprises. The reasonable application of the financial shared service center can solve the problem of repeated investment in the financial management of the group enterprise, realize the standardization, normalization and integration of financial management, reduce the economic operation cost of the enterprise, and promote the increase of its economic output value.

1.2. Construction value of financial shared service center

1.2.1. Achieve strategic development goals. The construction of the financial shared service center can promote the smooth realization of the strategic development goals of the enterprise and create more value for the enterprise. Group enterprises can promote the continuous expansion and the improvement of accounting accuracy and timeliness by building financial sharing centers. The financial shared service center can provide enterprises with a standardized work model to ensure that financial work can provide reliable support for the market operation and professional operation of group enterprises.
1.2.2. *Comply with economic development trends.* With the continuous advancement of our country's supply-side structural reform, it is necessary to make up for the shortcomings by reducing costs. The homogeneous centralized processing, specialized division of labor, and simplified design of processes and structures in the financial shared service center model can effectively improve financial management and service efficiency and save costs.

1.2.3. *Improve enterprise operation efficiency.* The traditional financial management model has a certain degree of lag, which is specifically manifested in the low value of financial resources, the asymmetry of financial data information, and the lack of comparability of financial data. The financial shared service center model can effectively make up for these shortcomings with the help of networked means and improve the efficiency of financial management.

1.2.4. *Promote the rapid development of enterprises.* Under the new development environment, in the process of expanding their scale and establishing new branches, the group companies need to set up the financial department and configure the financial personnel. With the help of the financial shared service center, expanding system function or adding a small amount of staffing can achieve their goals. Such a processing method can reduce the setup of financial institutions, simplify the process of branch construction, and realize its own rapid development.

1.2.5. *Expand the scope of business development.* Under the background of global economic integration, if enterprise groups want to meet the requirements of the times better, they must develop and improve from multiple aspects. The construction of a financial shared service center can help group enterprises carry out financial management work better, and even provide corresponding financial services for other companies to promote the expansion of business development.

1.3. *Feasibility analysis of financial shared service center construction*

1.3.1. *In line with financial transformation trends.* In the context of the "Internet +" era, the development trend of financial management models is the optimization of resource allocation, intelligent management and decision, regional unification of markets and financial activities, and efficient management mechanisms. The financial shared service center model just meets the trend from regionalization to sharing.

1.3.2. *Technical Support.* With the rapid development of information technology and Internet technology, a financial sharing service platform has been born, integrating financial processing, management accounting, data storage, risk identification, financial evaluation and other functions and effectively realizing the collaboration and interconnection of financial information.

1.3.3. *Theoretical basis.* At present, half of the top 500 companies have achieved financial sharing, which provides theoretical basis and advanced experience for the construction of domestic enterprise financial sharing service centers.

2. *Problems with the Financial Shared Service Center*

2.1. *Inaccurate information collection leads to increased workload*  
Financial sharing mostly relies on the electronization of information and data. Therefore, when accounting processing is generally performed, the electronic information is automatically generated according to the set template and the corresponding vouchers, account books, statements, etc. Now the relevant financial documents are mostly paper versions, such as train tickets and invoices. Although electronic invoices can now be issued, they are still a minority. Therefore, if you want to digitalize paper receipt data, you can only upload it by scanning or taking photos, and then grab the information through the system. In the process of capturing and recognizing information, recognition errors may occur,
causing the captured information to be inconsistent with the information on the bill itself. In order to prevent the import of inaccurate information from affecting the subsequent accounting processing, the staff still need to manually review the captured information on the computer. Only after reviewing the information can the system generate a certificate. In addition, the system needs to set up corresponding formula templates in the background to generate vouchers based on information. However, for each company, there will be differences in accounting processing. It may appear that the vouchers generated based on the formula template do not meet the actual situation of the company, so it still needs to be manually modified after inspection by the staff.

2.2. Information gaps may affect the development of enterprises
In the financial sharing model, each person or group is only responsible for one of the modules, and does not know the specific ins and outs of business and data when performing business operations. This requires ensuring that each link (bill collection, procurement business accounting, cost accounting, Sales business accounting, tax declaration, etc.) information and data accuracy. Because there are problems in communication between the personnel responsible for each module, inaccurate information in one module may cause problems in the data of other modules, affecting the whole body. Because of the separation of modules, only the part they are responsible for without considering the overall situation may also lead to reduced tax sensitivity of various institutions, which is not conducive to corporate tax management. In addition, the financial decisions of enterprises will also be affected to varying degrees. For companies that have established their own financial sharing service centers, the impact on financial decision may be small, but for companies that rely on external financial sharing companies or agents, they may encounter difficulties. Financial business outsourcing or finding an agent may involve the confidentiality of the company’s financial information. Therefore, some companies may choose to entrust different types of business to different financial sharing service companies for processing, which may cause the company difficulties in integrating information and obtaining information about the decisions.

2.3. High cost of information management and information system maintenance
Whether an enterprise establishes its own financial sharing service center or an external financial sharing service company, it needs specialized IT professionals to establish a financial sharing system and continue to provide technical support for the system in the later period. Whether it is the early stage construction of the platform or the later maintenance and upgrade, the cost is huge. In addition, the security of the Internet and platform is also an issue that the financial shared service center needs to care about. After adopting the financial sharing service, the company's financial information data is generally stored in the computer of the financial sharing service center or backed up in the corresponding cloud. Professional IT personnel cannot guarantee the absolute stability of the platform and the Internet. If there is a problem with the platform entity or the cloud, causing data loss or leakage, this will affect the development of the enterprise. If the data is lost, companies need to invest a lot of manpower and time to repair the data. Repair costs and data delays may bring tremendous pressure to the enterprise. Data leakage will also have a significant impact on the company's future strategic development.

2.4. Financial staff labor costs and job issues
After adopting the financial shared service model, the financial staffing of the subsidiaries of the group company will be reduced. The subsidiary may no longer set up a separate accounting institution but send financial data to the company’s financial shared service center. The financial staff of the financial shared service center perform relevant accounting. If companies set up their own financial sharing centers in non-first-tier cities, it can indeed reduce labor costs. However, most corporate headquarters are in first-tier cities, and the salary level of employees in first-tier cities is generally higher than that in other cities. This situation may also cause labor costs do not fall but rise. Moreover, the shrinking of the financial department will also cause some financial personnel to lose their jobs and increase social employment pressure. In addition, it is also necessary to consider the position of financial personnel. As mentioned
earlier, whether it is a group financial shared service center or a financial shared service company, the financial staff is often one person or a group responsible for a single module. Although the profession is more subdivided, it will affect the development of the comprehensive ability of the financial staff. A large number of the same repetitive work will also increase the burnout of the financial staff, and some financial shared service operations such as data collection and verification do not require accounting professionals.

2.5. Rising communication costs
Financial accounting is generally closely related to the company business, and the formation of the financial sharing model is just the opposite, leading to a disconnection between finance and company business. Financial accounting work will involve a wide range of company specific businesses such as sales, procurement, cost accounting, salary and tax treatment, etc. Under normal circumstances, financial personnel need to communicate with business personnel at any time to get useful information on time. However, under the financial sharing model, both corporate financial sharing service center personnel and financial sharing service company personnel may not be able to communicate face-to-face with corporate business personnel, which may lead to a significant increase in communication costs.

3. Countermeasures to adapt to the financial shared service center

3.1. Make a good choice of location
It should be clear that in the enterprise group, the financial shared service center is meant to be a financial processing department with a special nature and an independent existence. It emphasizes the basis of computer network technology, in the context of the rapid development of "Internet +" technology, taking advantage of the network's advantages in information transmission, application data can be quickly transmitted and highly shared, and the actual spatial distance becomes meaningless. In this case, enterprises should consider the cost issue in the process of building a financial shared service center as a priority. The salary of the staff will have a direct impact on the construction cost of the financial shared service center. From the perspective of reducing cost input, companies should do a good job in selecting the location of the financial shared service center, and select locations with low salary levels and low daily consumption levels, setting up a financial shared service center to reduce the cost of financial management as much as possible.

3.2. Optimize business functions
For enterprises, the core purpose of building a financial shared service center is to achieve centralized processing of financial work, reduce repetitive financial work, and reduce dependence on financial personnel while fully ensuring the efficiency and effectiveness of financial processing. The direct object of the financial shared service center is financial data, which cannot fully reflect the business development status of group companies. Based on this, in the process of constructing a financial shared service center, a group enterprise should make a reasonable plan for its financial business functions, do a good job of overall planning from an overall perspective, and incorporate all fixed, streamlined and repetitive financial tasks in the enterprise in the financial shared service. The specialized financial work should be directly handled by the budget analysis department of each branch or head office to ensure the rationality of the financial shared service center's functional planning.

3.3. Set Innovative institution
The financial shared service center is a full-time structure handling financial work which is relatively single. For group enterprises, before the financial shared service center is built, financial work is carried out in a decentralized manner. One of the central tasks of financial work is financial supervision. A large number of financial personnel have been assigned to the financial supervision work, leading to the problems of bloated and inefficient institutions in the financial department. With the help of the financial shared service center, the centralized and unified processing of financial work is realized, so that each
branch under the group enterprise does not need to set up an independent financial department, which can reduce the intensity of financial supervision work to a certain extent. In the process of setting up the internal organization of the financial shared service center, the staff must rationally set up the organizational departments according to the specific functions of the financial work, realize the optimal allocation of personnel, give full play to their work efficiency, and promote the improvement of financial work efficiency.

3.4. Optimize data processing technology and strengthen the competitiveness of the sharing center

The essence of financial management is to process data, and the emergence of Internet technology has changed the way of financial data processing, and at the same time has affected the development of financial sharing. In this context, companies should use Internet technology to optimize financial data processing methods in order to strengthen their own financial sharing center competitiveness.

Firstly, improve the security of financial information data. In the context of "Internet +", financial information data presents the characteristics of complexity, openness, dynamics and integration. Although cloud services provide convenience for the storage of financial data, in the process of data transmission, they need to face greater external risks. Therefore, companies must strengthen their attention to financial information security, establish a sound risk monitoring and evaluation mechanism, and regularly conduct comprehensive scientific and technological risk inspections. Science and technology risk inspection mainly includes information technology governance, information security, information technology risk management, information technology operation, information system development and maintenance, information technology outsourcing, business continuity management and other aspects of the sharing center.

Secondly, companies need to strengthen their big data analysis capabilities. The management personnel of the sharing center and all senior executives of the enterprise need to check the real-time financial report issued by the financial sharing service center regularly. At the same time, the financial sharing center needs to regularly update the latest financial reports to the enterprise system platform, and accept the linkage supervision between various departments. In addition, companies need to improve their internal organizational structure to enhance the value of big data and make massive amounts of data a scientific basis for corporate decisions.

Finally, companies need to pay close attention to the latest technological developments. Cloud technology, big data, and artificial intelligence are the current mainstream trends in the development of information technology. These technologies will gradually be incorporated into the financial shared service center, accounting and accounting processing will shift to cloud processing and manuals only need non-real-time intervention and ex post intervention.

3.5. Strengthen information supervision and focus on model selection

3.5.1. Enterprises need innovative information supervision mechanism. Enterprises can build a central data platform to link various department systems to realize the data transmission and connection between the financial shared service center system, department information and various business information systems, and achieve monitoring and sharing financial data and business data.

3.5.2. Enterprises need to strengthen risk control management. By building a business financial classification supervision model, the data risks of the financial shared service center will be automatically identified, and error risk warnings will be made in time.

3.5.3. Strengthen the information supervision of financial service sharing center personnel. Enterprises need to conduct surprise inspections on operating system data of shared center personnel from time to time. For those who violate regulations, enterprises not only need to increase accountability, but also need to impose corresponding financial penalties.
3.5.4. **Strengthen the education and training of financial personnel.** The construction of the financial shared service center puts forward higher requirements for financial personnel. By training financial personnel under the traditional model, enterprises should supplement them with knowledge of financial theory, information technology, and business operations, and then turn them into compound financial talents. At the same time, enterprises need to strengthen the introduction of talents in technical departments to ensure the continuous optimization and upgrading of the financial shared service system.

3.5.5. **Focus on mode selection.** Depending on the business characteristics of the enterprise, the financial shared service model adopted will also be different. Therefore, companies should choose appropriate models or create their own models based on their own characteristics and development strategies.

4. **Summary**
In summary, under the background of "Internet +" in modern society, the integration of the Internet and the industry is a development trend, and the financial shared service model is a product conforming to social development. Although the establishment of a financial shared service center or a financial shared service company can help companies reduce some business costs, optimize corporate structure, and facilitate corporate management, but in terms of our country's current financial sharing service development, there are still such things as information management, personnel management, cost optimization and other issues to be resolved. Therefore, only by effectively solving these problems can we ensure the sustainable development of the financial shared service model in the later period.

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