

Analysis on the Construction and Operation of Country Garden Financial Sharing Service Center

Min Li, Qing Lian

School of Finance and Economics, Jiangsu University, Zhenjiang 212013, People's Republic of China
Email address: 18896651510@qq.com

Abstract— With the economic globalization, enterprises are facing the challenges of resource tightening, industrial upgrading and structural transformation. At the same time, the growing supply chain, customer differentiation and business complexity make the business of enterprises present the characteristics of complexity. Correspondingly, in order to solve this problem, financial sharing service, as a new financial management mode based on information technology systems such as big data, has attracted more and more enterprises' attention and application. In this paper, I chooses the Country Garden Company which is a high-speed real estate enterprise as the research object, analyses its construction and operation of financial sharing service center, and hopes to provide a useful model for other enterprises to apply financial sharing services.

Keywords— Country Garden; Financial Sharing Service Center; Construction And Operation.

I. GENERAL SITUATION OF COUNTRY GARDEN COMPANY

Country Garden Company is the largest urbanized residential developer in China. It adopts centralized and standardized operation mode. Its business includes property development, building installation, decoration, property management, property investment, hotel development and management, etc. Country Garden provides a wide range of products to meet the needs of different markets. It was listed on the main board of the Stock Exchange in 2007. In July 2017, it ranked among the top 500 in the world. In August 2019, it was selected as the top 50 board of directors of China.

The rapid development of China's economy has given country Garden a good development environment. In 2013, the sales amount of country Garden exceeded 100 billion, and its brand influence is very strong. According to Country Garden data, as of December 31, 2018, the company and its subsidiaries, together with its joint ventures and affiliated companies, had realized a total of about RMB501.88 billion yuan in contract sales belonging to the shareholders of the company, up 31.25% from the same period last year, and won the first prize in the industry.

II. THE NECESSITY OF CONSTRUCTING FINANCIAL SHARING SERVICE IN COUNTRY GARDEN

As far as the operation and management of real estate enterprises in China is concerned, a project company registered with an independent accounting system is adopted. It will not be cancelled until the sale and liquidation of the real estate is completed. Because of the uncertainties in the development time of a real estate, it sometimes takes several years or even more to develop a real estate. With the gradual increase of real estate, the number of project companies subordinate to the Country Garden is increasing. Up to now, there are more than 1700 independent financial accounting companies in the whole group. With the rapid increase of company projects, this management mode is not conducive to the effective management and control of subsidiaries, regional companies and the business departments of the group

headquarters. The weakening of enterprise risk management ability has a direct impact on the quality of enterprise service, and is not conducive to the improvement of integration ability, strategic expansion and the cultivation of core competitiveness. It even directly endangers the dynamic combination of enterprise strategy, structure and system.

Generally speaking, the company's difficulties and challenges in financial management mainly come from the following factors. First, the business is complex. The main performance is that the supply chain is getting longer and longer, the customer differentiation is getting bigger and bigger, and the degree of business complexity is increasing. Second, global competition has intensified. It is mainly manifested in the tightening of resources and the transformation of industrial upgrading structure. Enterprises are looking for how to provide efficient business decision support for the global business strategy. Third, the risk of control is increased. The main performance is that the cross-regional and cross-industry molecular companies are too many. Fourth, the lack of talent. The main manifestations are the difficulty in recruiting financial personnel, the strong liquidity of financial personnel and the difficulty in training global financial experts. Therefore, it is a bold attempt and inevitable choice for Country Garden to change its financial management model and establish a financial sharing service center model.

Under the above background, Country Garden Group actively explores the effective financial management model, and implements the financial sharing center in 2016. The project gradually goes online. Through process reengineering, it realizes an upgrade process of talent pool, process, technology, governance and strategy. It provides more financial and non-financial information for managers and support the strategic expansion of enterprises.

III. THE CONSTRUCTION OF COUNTRY GARDEN FINANCIAL SHARING CENTER

The financial sharing construction of Country Garden benefits from the strong support of management and the strong

executive power of the company. Based on the management's expectation of improving financial control and financial support ability, the group chose Yonyou Network Co Ltd as a partner of the solution to conduct sharing consultation at the end of 2015. On the site selection of the financial sharing center, it synthetically analyzed such factors as cost factor, human resource factor, infrastructure factor, government policy, urban competitiveness and control strength. The location of Country Garden sharing center is the headquarters in Shunde.

The idea of financial sharing center is to centralize the processing and submission of financial information at different levels, reduce the workload, liberate the labor force and reduce the management cost in the financial management of the enterprise. The most prominent characteristic of the financial sharing center is to standardize, process and unified management of essentially identical businesses to achieve scale efficiency. Because it has completely changed the previous financial management mode, the work content of the financial personnel will also change greatly. Therefore, in the specific transformation and innovation of enterprises, we should start from renewing ideas, organizational structure, financial process, information system and other aspects in accordance with the actual situation of group enterprises. Because of its systematic characteristics, in the process of reform and innovation, enterprises should follow the principle of gradual progress and implement the method of pilot first, branch construction and comprehensive development.

Although there are many types of business, the main business is concentrated in a single, multi-location and highly replicable real estate business, the real estate sector is the best financial sharing service pilot business. Based on the business characteristics of the company, the financial sharing center has

been piloting the group real estate sector since June 2016. The construction steps of financial sharing are as follows: first, the standard business types of the main business section of the pilot group (such as payment, cost sharing, and then accounting and statement sharing), and then gradually promote; first, the regional companies with centralized headquarters and headquarters offices are received, and then the regions with relatively close geographical areas are received; first, the domestic business is completed. We should consider foreign business when we are mature. We should support more mature platforms and regions from informationization, and at the same time, we should speed up the construction and standardization of informationization support platforms in other platforms or regions.

The group adopts the business process transformation scheme of "optimizing first, then solidifying". Through the pilot implementation of the pilot plate, pilot area and pilot business, the shared business continues to optimize. By providing standardized and standardized business, it can reduce the operation cost of the group's finance, improve the timeliness and accuracy of information acquisition and reduce the operation management cost. Through the transformation of financial personnel, risk control and expansion are strengthened, the functions of management accounting are strengthened, the comprehensive financial transformation of shared finance, business finance and strategic finance is realized, and the group integration and core competitiveness are improved. In the future, with the perfection and maturity of the model, the financial sharing center will serve as a profit center or a financial service company operating independently, providing services to the outside world and gaining profits. The specific construction plan is shown in the table.

TABLE 1. The specific construction plan

Reduce the financial operating costs of the group	Improve the level and efficiency of financial management	Improve the Group's Overall and Core Competitive Power	Commercialization of services to the outside world
multiple mode selection	set up a group select a technical platform		
organizational structure and personnel address option	detailed process design	set up a team	employee retention plan
planning of technology platform	set up post performance indicators	service standard revision	employee transformation
best practice reference	coordination of external service providers	inclusion of new services	non-cash reward
personnel quality requirements	recruitment of new staff	continuous training	technical renewal
government regulatory relationship	staff training	service investigation mechanism	professional partners
advance plan	feedback from end users	skill specialization	external contract
	service standard signing		
	placement of redundant personnel		
	Sharing construction and operation(2016-2020) (Internal: business support management auxiliary decision support)		Sharing expansion(2020-) (External service)

IV. ORGANIZATIONAL STRUCTURE OF COUNTRY GARDEN FINANCIAL SHARING SERVICE CENTER

Under the guidance of the strategic objective of the unified standardized management of the group, it strengthens the

monitoring and management of regional companies by optimizing the organizational structure, and continuously optimizes the management process of the whole group, and establishes and solidifies a unified and reasonable management system to ensure the accomplishment of the

group's operation and financial objectives. Implementing financial sharing services and reinforcing financial business functions is a strategic measure to take financial management as the core management.

Country Garden implements the financial sharing service at the group level, and sets up a financial sharing service center under the financial fund center of the Group, in which the financial fund center of the group realizes the function of

strategic finance, and the shared service center realizes the shared financial function, which is the support center of the financial fund center of the group. Each regional financial fund center achieves business financial functions, and reports business to the shared center to provide financial data requirements for shared finance. The financial organization structure of the Group is shown in the figure.

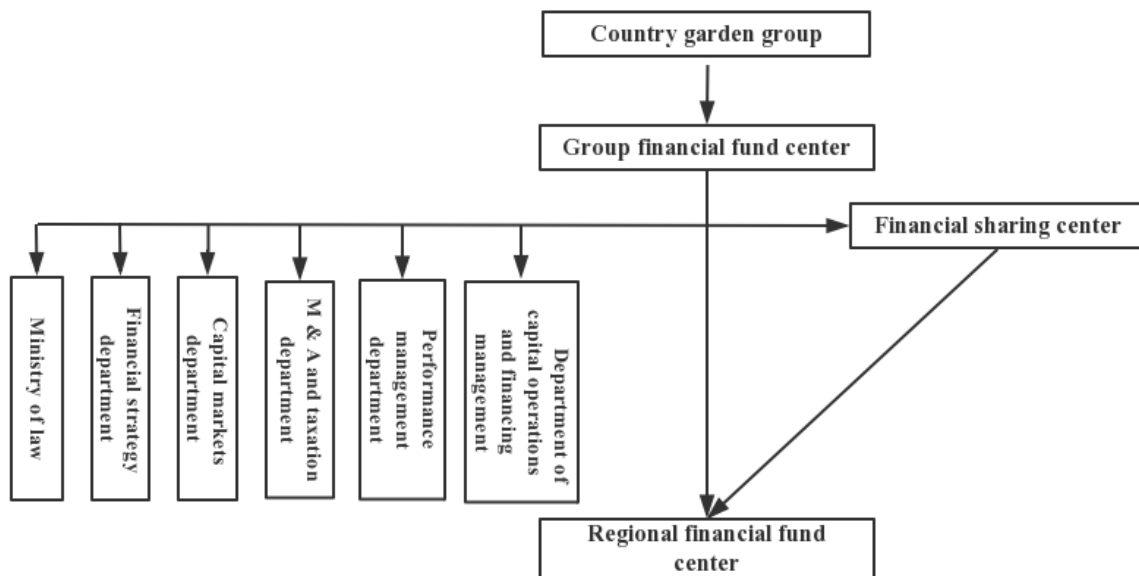


Fig. 1. The financial organization structure of the Group

The main responsibility of group financial fund center is to grasp the overall situation of financial management and realize the strategic financial function. The group capital center is mainly responsible for the formulation of financial management control system and the establishment of performance appraisal system, risk management, internal control, decision support, formulation of capital management policies and financing programs, tax management, etc. The basic accounting function of the regional financial capital center is transferred to the shared service center, and the financial personnel devote their main energy to financial management such as budget execution and control, tax planning, business analysis and so on, to provide support for the refinement and strategic transformation of enterprises. Its main work is to support regional performance management, financial analysis, cost and expense analysis, profitability analysis and other financial analysis, and cost control; to provide operational decision support for various business links; to preserve the original accounting files.

As a new mode of enterprise financial management, financial sharing service center provides services including accounting norms, standard process business centralized processing, accounting transaction settlement centralized processing, business process effectively controlled by financial information system and the ultimate realization of data sharing. In terms of management relationship, the

financial sharing service center is subordinate to the functional departments of the group and reports to the functions of the headquarters. In business, it provides centralized processing of accounting transaction settlement and fund payment services for online areas and projects. Regional financial funds center needs to cooperate with participating in the construction of financial sharing center, cooperating with the implementation of various financial processes, and in terms of management relations, it is subordinate to the management of group financial funds center. Group financial funds center formulates company's financial system and policy, Financial sharing service center optimizes business process and realizes data sharing. Regional financial funds center provides regional financial analysis report and business analysis report, and provides decision support for various business links. Each of the three carries out its own duties and achieves strategic finance and common goals. Enjoy the functions of Finance and business finance, and realize the overall financial transformation of the group.

Under the mode of financial sharing service, the financial fund center of the group company, the finance department of the regional fund center and the financial sharing service center have different functional positioning and responsibilities. For employment management, the specific business synergies among the three are as follows.

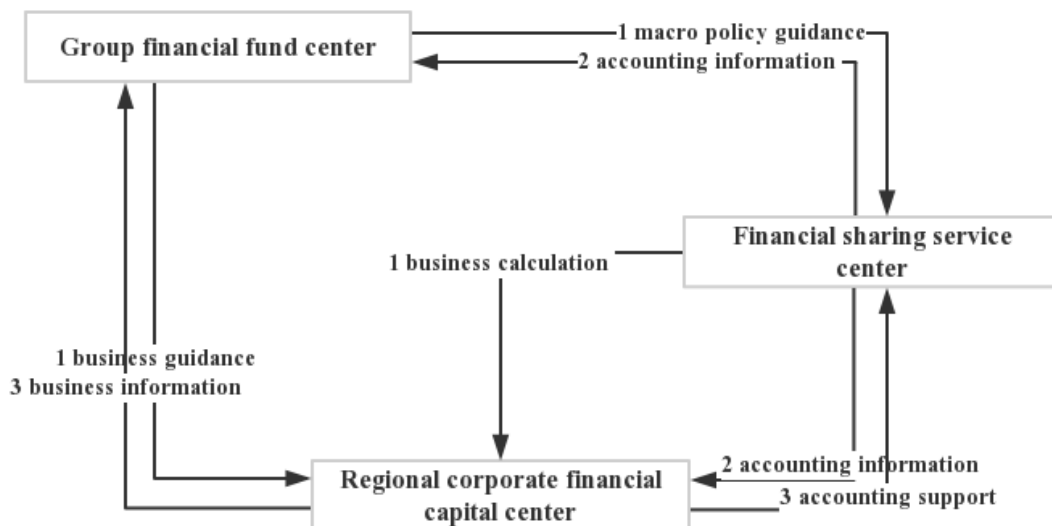


Fig. 2. The specific business synergies among the three

Notes:1: Interaction of management relationships;2:Interaction of accounting information;3:System supported interaction

First, the interaction of management relations. The function of group financial funds center is positioned as strategic financial function and its main responsibilities are to formulate financial management control system and establish performance appraisal system for the group as a whole, risk management, internal control, decision support, fund management policy, financing scheme and tax management. It provides financial policy and system guidance for the financial sharing service center, and also gives guidance to the operational level of the regional financial fund center, while the financial sharing service center provides basic accounting to the regional financial fund center to meet the region's needs for financial data.

Second, the interaction of accounting information. The responsibility of the financial sharing service center is located as the shared finance. The main responsibilities are to provide accounting standard, standard process business centralized processing service, accounting transaction settlement centralized processing, general ledger reconciliation, closing account, and financial statements. The business process is effectively controlled by financial information system to realize data sharing. Providing statutory financial report and standard financial analysis report to the group's financial fund center to meet the group's demand for the basic accounting information, and further realize the strategic demand of financial support business development. At the same time, the financial sharing service center also provides basic accounting information such as standard financial management statements to the regional financial fund center, and provides decision support for various business links.

Third, the interaction of collaborative support. The responsibility of regional financial fund center is business finance. Its main responsibility are to support regional performance management, financial analysis, cost analysis, profitability analysis and other financial analysis, and to control the cost, to provide operational decision support for various business links, and to preserve the original accounting

files. Regional financial funds center provides business data such as financial analysis report and business analysis report to the centralized financial funds center. At the same time, it provides business accounting support to the financial sharing service center, including bill scanning, archiving, auditing, capital, assets and tax interface and other supporting work.

V. OPERATION OF COUNTRY GARDEN FINANCIAL SHARING CENTER

To change the mode of enterprise financial management, business process reengineering is the core of implementing financial sharing service. It is the push to reconstruct the original business process, and it is the development trend of enterprise financial management system. Country Garden financial sharing center has the characteristics of unified and efficient business processing. The financial business process is designed according to the principle of image flow, physical flow and capital flow synchronization, and the operation sequence is rearranged. At the same time, the control points are added in the key process to better control the integrity of the whole process information, so as to integrate the financial operation, realize the separation of the basic business and the financial management, give full play to the financial support business, improve the financial value, and ensure that the financial sharing service as an innovative financial transformation model can finally achieve the main goal of improving the financial value.

The financial sharing mode has realized the synchronization of the third rate. According to its own actual business, combined with the goal and principle of implementing financial sharing, Country Garden Company has brought the basic accounting work, which has large amount of processing, high repeatability and easy batch operation, into financial sharing. In the new mode of financial sharing management, the company fills in the documents. Business links such as image submission, process approval and status tracking have been optimized to a certain extent to determine the process design scheme, which mainly includes purchase and payable accounting, cost payable accounting, employee

expense reimbursement and receivable accounting process. The three-in-one operation of financial sharing services is shown in the figure.

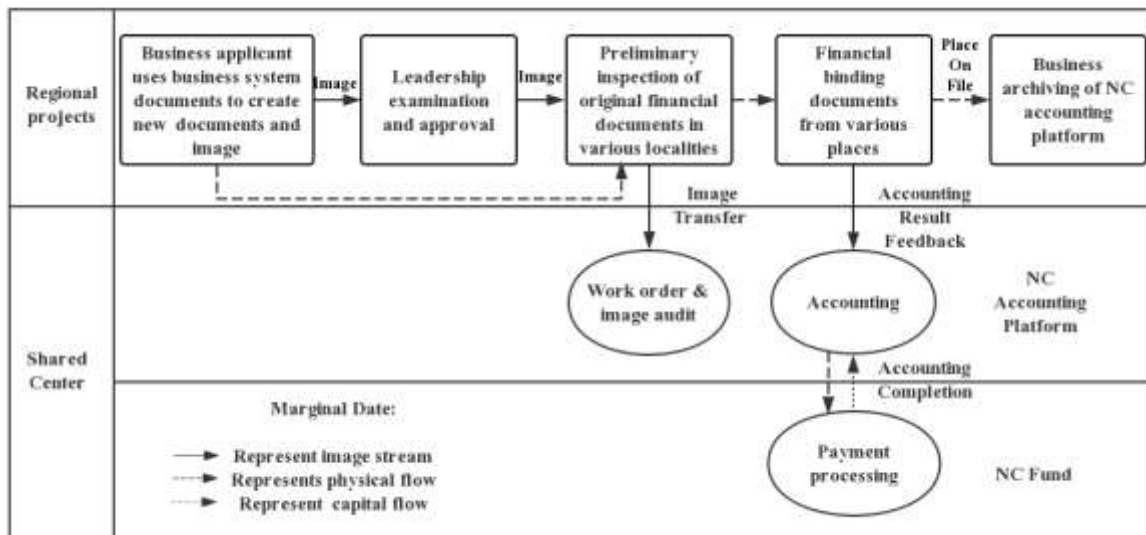


Fig. 3. The three-in-one operation of financial sharing services

VI. STRATEGIC VALUE OF COUNTRY GARDEN FINANCIAL SHARING CENTER

With the intensification of global competition, the complexity of corporate business and the number of molecular companies have brought challenges to corporate financial management. How to break through the bottleneck of financial management and effectively provide business decision support for the company's global business strategy has become an important issue of concern to the Country Garden Company. The application of financial sharing service center to change the original financial management mode of enterprises is an important measure to break through the bottleneck of management and meet the requirements of financial management and business development of the company. Financial sharing separates the transactional work and professional work of each regional capital center through overall planning, organization and coordination of the whole business process, and it centralizes the processing in the financial sharing service platform according to the standardized process. Through specialized division of labor, standardized operation, automated processing of accounting factory model, it improves work efficiency, quality of work and customer satisfaction.

Through the establishment of financial sharing center, the goal of Country Garden financial sharing center is to help the company gradually reduce the financial operation cost, strengthen the management and control function, reduce the financial risk on the basis of centralized control and operation standard, and promote the transformation of financial organization at the same time, which provides strong support for the group to continuously promote the standardization and fine management construction, practice the lean and efficient management, and realize the management goal and strategic goal of comprehensive monitoring. It implements the financial function model, and focus on dealing with a large number of

cumbersome and repetitive business. Through the implementation of standardized and systematic group policies and standardized business processes, the efficiency of employees will be greatly improved. In addition, it separates accounting function from financial management function, focus more on the company's nuclear business, and provides accurate and standardized financial data for company managers in real time, so as to enhance the financial value and the group's quick feedback ability to the market. These are mainly reflected in the following aspects:

- (1) Separation of basic business from financial management to enhance financial value
- (2) Accuracy and standardization of financial data
- (3) Data sharing in the whole process
- (4) Unification and systematization of group policy
- (5) Efficient and mobile operation process

The strategic value of financial sharing service in country Garden is the best way to promote financial practice through process standardization and standardization, so as to maximize the interests of enterprises.

(1) process centralization: take advantage of scale to form economies of scale by merging previously poorly coordinated and completely different business activities, and to achieve centralized and efficient handling of basic accounting.

(2) process standardization: establish standardized business processing process and processing mode for centralized business, provide consistent accounting information, maintain a unified financial system of the group, and enhance the ability of enterprise management and control.

(3) realize comprehensive finance: through financial sharing, realize financial data sharing, provide statutory financial report and standard financial report analysis for management; reduce financial risk through risk management, internal control, provide more strategic support for business development, and realize the transformation of comprehensive finance of the group.

VII. SUMMARY AND ENLIGHTENMENT

With the development of the new era in the 19th century, our country has entered a new economic development period with the technical support of big data technology and cloud computing. Although the financial sharing service is not fully popularized in China, the financial sharing service center of our country has entered the high-speed development stage, and under the urgent demand of the transformation of the enterprise's financial accounting mode, the growth rate of the development of the financial sharing service center will be faster and faster. The practice of Country Garden financial sharing Service Center shows that the application of the financial sharing center has achieved remarkable results, greatly improved the management and control ability, greatly improved the work efficiency, saved personnel and financial costs, and enhanced the financial value. By releasing financial resources, more financial resources can be invested into the strategic support of the company. "shared service center" is the general trend of the future development of large real estate enterprises, which is helpful for large real estate enterprises to optimize the organizational structure, improve the quality and efficiency of financial management, and reduce the operating costs of large real estate enterprises. Under the trend of financial sharing center, enterprises must keep pace with the times, update the concept of financial management in time, and constantly explore and innovate the work of financial management, so as to effectively improve their core competitiveness.

VIII. SUGGESTIONS FOR IMPROVEMENT

The financial management model of an enterprise implementing a financial shared service center needs to pay attention to the quality of service and how to improve customer satisfaction. By applying the service quality assessment scale from the four dimensions of reliability, responsiveness, guarantee and empathy, the service quality of Country Garden Financial Shared Service Center is analyzed, and the items with lower scores in the assessment questions are searched one by one. The status quo of quality, targeted improvement of the service quality of the financial sharing service center

First of all, for the reliability dimension, from the use of DMAIC model to strengthen quality management, to achieve the docking of engineering deduction business and financial sharing services and improve the inter-system interface improvement recommendations. Secondly, according to the responsiveness dimension, suggestions for improvement are given from the aspects of establishing a comprehensive knowledge management system, perfecting the talent training mechanism, establishing a perfect employee performance evaluation system and strengthening the process management to establish an emergency plan. Then, for the assurance dimension, suggestions for improvement are given from two aspects: improving the workflow platform and improving the security management system. Finally, for the empathy dimension, suggestions for improvement from the diversion of the financial staff's career direction and the creation of a learning enterprise culture

The concept of the financial sharing center is to centralize the processing and reporting of financial information at different levels of the enterprise, reduce the workload, liberate the labor, and reduce the management cost in the financial management of the enterprise. The most prominent feature is to standardize the business with the same essence. Process and unified management to achieve scale effect. Because it has completely changed the previous financial management model, the work content of financial personnel will also change greatly. Therefore, in the specific reform and innovation of the enterprise, the concept, organizational structure, financial process and information should be updated from the actual situation of the group enterprise. In terms of system and other aspects, due to its systemic characteristics, it cannot be achieved overnight. Therefore, in the process of reform and innovation, enterprises should follow the principle of gradual and orderly implementation, and implement the methods of pilot first, branch construction, and full deployment.

Under the trend of financial sharing center, the internal organizational structure of the enterprise should be changed in the direction of specialization, standardization and process. For example, the accounting personnel engaged in standardization work in the financial management of enterprises are separated and unified into financial sharing.

The heart, the financial department of each region (city) and the finance department of the project company are no longer equipped with accounting personnel, only equipped with corresponding docking personnel, responsible for reviewing the legality and standardization of the original bills and uploading them to the financial management background. Taking China Railway Second Bureau Real Estate Group Co., for example, due to the expansion of the Group's expansion acquisitions and cooperative development projects during the period of 2011-2014, coupled with the complicated ownership structure of new projects, insufficient staff structure, multiple levels, and long processes, It is difficult to achieve standard and unified financial supervision. Decentralized financial management leads to frequent financial management risks, and it is difficult to meet the latest challenges and requirements of the new era economic development. Therefore, in recent years, it has been moving towards the financial sharing center management model. Conduct management change. First of all, In terms of organizational structure, it established a financial sharing center affiliated to the Group's accounting department, and defined the specific functions of the financial sharing center. First, accounting accounting and financial information reflection, and second, financial control and supervision functions. Therefore, they have established cost group, fund management group, expense reimbursement group, budget and final account group, and comprehensive information file group. Secondly, in the financial process, in order to avoid the situation of non-uniform management of homogeneous business, the business process of the molecular company is centralized, and the standardization and standardized management of the sharing center are unified.

After adjusting the organizational structure and business processes of the enterprise, in order to meet the financial management needs of the “shared service center”, the functions, performance, and processes of the enterprise financial system must be upgraded to prevent business operation requirements and system functions, processes, and performance. In line with the situation. Taking Anhui Zhenxing Group as an example, it focuses on real estate development in its business form, and also involves commercial operations, property management, industrial investment, etc. At the same time, it has a number of holding subsidiaries, which are located in many cities such as Shanghai and Hefei. Under the trend of financial sharing center, it first optimizes the process, re-engineers homogeneous standards and unifies standards. Secondly, the cost management system, image management system and fund management system are respectively set up in the information system upgrade. The cost management system belongs to the core system of the financial sharing center. It implements the daily operation, sales, investment, marketing and other expenses of the enterprise under the premise of budget monitoring; the image management system solves the cross-regional approval accounting, which realizes paperless approval and accounting operations; the fund management system refers to Establish and operate the “Bank-enterprise interconnection” model based on the Financial Sharing Center to achieve close connection between account management, fund transfer, and bank-enterprise reconciliation. Although some modules of the whole system have not yet been fully realized, the information system integrated with budget, capital and accounting created by the company is conducive to the continuous development of the financial management mode of the enterprise to the trend of the financial sharing center management model. Enterprises achieve an orderly, centralized, standard, and unified financial management model, and ultimately achieve the goal of improving core competitiveness.

In summary, with the 19th National Congress proposing a new era of new development concepts, China has entered a new period of economic development with the support of big data technology and cloud computing. Although financial sharing services are not currently widely available in China, China

The atmosphere of financial sharing center construction has become more and more concentrated. The “shared service center” is the general trend of the future development of large-scale real estate enterprises, which is conducive to large-scale real estate enterprises to optimize organizational structure, improve financial management quality and efficiency, and reduce operating costs. Under the trend of financial sharing center, enterprises must keep pace with the times, update financial management concepts in a timely manner, and continuously explore and innovate financial management work, thereby effectively improving their core competitiveness.

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