

Research on the Countermeasures of Enterprise Internal Control under the Financial Sharing Mode

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Abstract: As China's economy shifts from high-speed growth to high-quality growth, the financial sharing model puts new demands on internal control. Based on the financial sharing model, this paper reviews the literature related to financial sharing and internal control, analyzes the problems of internal control under financial sharing mode, and proposes countermeasures for internal control of enterprises under financial sharing mode.

1. Literature Review

Zheng Suping (2013) explored the risks and internal control points of internal control of enterprises under the financial sharing mode from the perspective of accounting. He Ying et al. (2013) used empirical analysis methods to analyze the impact of various factors on the implementation of financial sharing based on the process reengineering theory. Wu Yiping (2014) proposed internal control measures based on the analysis of the risks of mode positioning, organizational structure design, process, human resources and information system construction in the construction of the financial sharing center. Cheng Ping et al. (2016) constructed an internal audit implementation framework under the financial sharing model from the perspective of internal audit. Wang Wenxia (2018) built an internal control system based on the perspective of financial management. He believed that enterprises should not only improve the internal control system, but also strengthen the management of cost management and process control. Wang Meimin (2018) took ZTE's financial sharing center as a case study and studied its internal control design and implementation status.

Although some of the literature research involves the construction of the internal control system, there is a lack of literature on the internal control problems under the financial sharing model. Therefore, it has certain practical significance to conduct research on the impact of the sharing model on the internal control, analyze the existing problems and propose countermeasures.

2. The impact of financial sharing model on internal control

2.1 Reduce internal control costs

Cost control has always been the starting point for reform. Financial sharing packages and distributes decentralized financial activities in the form of big data to the sharing center, and then processes them through unified process standards. Some financial personnel from the units and projects of each branch and subsidiary are separated, and non-core functions are redesigned and integrated in order to make more effective use of human resources. These measures have effectively reduced the cost of internal control of the company.

2.2 Improve the quality of financial information

Through the scanning and uploading of the original documents, the financial sharing center automatically generates vouchers and accounts under the ERP system, so that the staff can efficiently complete tasks and improve the reliability of data. At the same time, it is also conducive to the standardization and timeliness of information transmission, and it avoids the drawbacks of low

efficiency of traditional financial accounting and information distortion.

2.3 Improve the management level of enterprises

Data can be shared within the financial sharing center. Because financial information can be obtained directly from the sharing center, which reduces the deliberate concealment of the subordinates. Therefore, enterprises can effectively supervise the financial condition and operating results of each branch and subsidiary, and further improve the management level.

3. Problems confronted by internal control in financial sharing mode

3.1 Sharing mode does not match internal control system

The implementation of the financial sharing model and the establishment of the financial sharing center have broken the previous independent financial model of each company, which made the previous internal control system unable to effectively guide and control the behavior of the current company management and employees. After the enterprise establishes the sharing center, the original workflow and process control system have not adapted to the requirements of internal control. Since the job responsibilities of the financial personnel have changed, it is necessary to establish new job authorities to match the new job responsibilities. The internal audit system also does not work well because of changes in the process, and a new monitoring system should be rebuilt.

3.2 Sharing mode makes information transmission control more difficult

After the sharing center is established, the information of each subsidiary is transferred to the sharing center by level. As the delivery level increases, the risk of information distortion increases. When the document is uploaded, the data is distorted and the information is incomplete, which makes it difficult for decision makers to make correct and appropriate decisions. Wrong decisions will increase the company's risk. In order to control the risk of information transmission, enterprises need to have a complete anti-counterfeiting system, and at the same time need to arrange special personnel for inspection and review. When the financial information is transmitted between different levels, only the related process personnel have the right to view or modify information.

3.3 Sharing mode makes internal control auditing more difficult

The internal audit in the financial sharing mode is no longer a simple on-site audit, but needs to use the database for analysis and processing, and sometimes requires specialized technical personnel to assist the work, which greatly increases the difficulty and risk of auditing. The scope of the audit is broader than before, not only related to the financial level, but also involves personnel authority, system security, job setup and other aspects, which makes internal auditing more difficult.

3.4 Sharing mode increases the risk of financial judgment

The finance staff of the sharing center can't get close to the actual business. Generally, they are only responsible for handling the documents and documents uploaded by each subsidiary and branch. It is impossible to make a fair judgment on the authenticity of business and transactions, so that the risk of financial judgment arises. In addition, because financial staff always deal with the transactions that are repetitive and single, it is inevitable to have doubts about their own value, which not only affects the employee's work enthusiasm, but also affects the employee's employment rate and the employee's future career. In order to reduce the risk of financial loss, companies need to develop corresponding measures in terms of talent training, promotion, performance evaluation, and compensation incentives.

4. Internal control improvement measures under the financial sharing mode

4.1 Improve the internal control system under the financial sharing model

The establishment of an internal control system suitable for financial sharing makes the work of

the finance sharing center documented. A sound internal control system can be established based on the improvement of sound process system, authority system and supervision system. On the basis of investigation and research, combined with the company's work flow, an internal control process system is built that is compatible with the company, such as expense reimbursement system, fund management system, etc.. Enterprises need to formulate regulations such as work responsibilities, post authorities, promotion, rewards and punishments for the staff of the sharing center. In addition, collective training and assessment are necessary before employment. Furthermore, it is important to improve the internal control system, establish a mutual supervision system for each position, separate incompatible positions, realize system online control and reduce human intervention.

4.2 Establish a risk warning mechanism under the financial sharing model

Establishing a risk warning mechanism is very important for the financial management of present enterprises. Especially after establishing financial sharing, financial information relies on electronic information technology for processing and analysis. Integrating big data with financial sharing can provide more data for corporate financial risk control. Therefore, it is necessary to supplement the original financial risks based on financial sharing, and improve the previous risk items and requirements. It is necessary to train financial personnel to improve the ability of big data analysis, analyze new risks in data integration, and prevent them in advance.

4.3 Improving the security level of information systems in shared mode

Information technology is the basis of financial sharing. It uses the information technology platform for financial processing, and concentrates all the generated business on the platform for unified processing, which can improve work efficiency. However, the electronic accounting system, calculation system and bill imaging system relying on financial sharing need the support of great information technology.

In the sharing mode, it is necessary to improve the level of information construction and reduce the loss of bills caused by the flow of documents. By establishing an ERP system that is unified with the branches of various localities, real-time uploading and real-time sharing of accounts can be realized. Through regular maintenance, data backup, and uploading of clouds, the security level of information systems can be improved.

4.4 Improve internal audit efficiency in financial sharing mode

With internal audit under financial sharing, data collection and sorting are all imported through the data port, and the required data can be retrieved. The evidence is more convenient and faster, and the efficiency of internal audit can be improved. Financial data and business data are obtained from the data pool audit port, and audit risks can be evaluated through big data analysis to determine audit focus, form an audit plan, and conduct audit work after approval. In the process of implementing internal audit, auditors analyze the risks of each workflow through big data processing, and compare the previous year's data for evaluation, and finally form an audit report. The internal audit based on the shared platform can provide timely feedback and timely communication, which improves the authenticity and integrity of the audit work in the business process.

5. Conclusion

The establishment of financial sharing brings many advantages to enterprises in terms of cost control, work efficiency and management level. In addition, the impact of the financial sharing model on the internal control of enterprises is also huge. Enterprises need to optimize their organizational structure and information systems, continuously improve process design, and strengthen the quality education and capacity development of employees, and maximize the advantages of financial sharing to ensure the sustainable development of enterprises.

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