A classification planning method for power grid enterprises adapted to the development of globalization

Haiyun Song[a]*, Xiaodong Li[b], Menghua Fan[c], Rui Li[d], Xiaofeng Zhang[e], Xiaoxuan Zhang[f], and Li Ma[g]

State Grid Energy Research Institute Co., Ltd., Beijing 102209, China

[a]songhaiyun@sgeri.sgcc.com.cn, [b]lixiaodong@sgeri.sgcc.com.cn, [c]fanmenghua@sgeri.sgcc.com.cn, [d]lirui@sgeri.sgcc.com.cn, [c]zhangxiaofeng@sgeri.sgcc.com.cn, [d]zhangxiaoxuan@sgeri.sgcc.com.cn,

*Corresponding author

Keywords: Globalization, Power Grid Enterprise, Classified Planning

Abstract: Classified planning is an inevitable choice for power grid enterprises to implement the central government's policy on SOE reform, promote global development and build world-class enterprises. On the basis of analyzing the necessity of classified planning of power grid enterprises, this paper analyzes the positioning of classified planning of power grid enterprises, and puts forward different planning methods for regulatory business, competitive business and emerging business.

1. Introduction

According to the main business and core business scope, state-owned enterprises are divided into commercial and public welfare categories, and classified development, classified supervision and classified assessment are proposed in the "guidance on the definition and classification of state-owned enterprises" issued in December 2015. This provides direction guidance for the specific promotion of the classified reform of state-owned enterprises [1]. The classified reform of state-owned enterprises focuses on management [2]. Classification planning is an important task to implement the policy requirements of the central government on the classification reform of state-owned enterprises, clarify the development direction and focus of enterprises with different attributes, and form a differentiated development path. The natural monopoly industry should implement the separation of transportation and network and the opening of competitive business according to different industries [3]. For power grid enterprises, in the implementation of classification reform, their current business development planning and management is relatively extensive. They should consider the differences in business attribute, development stage and degree of competition between regulatory business, competitive business and emerging business, so as to form a classification planning method suitable for different business characteristics. Therefore, it is of great practical significance to study the necessity, orientation and method of classified planning of power grid enterprises for better guiding the development of enterprises and improving the comprehensive competitiveness of power grid enterprises in the era of globalization.

2. Necessity of classified planning for power grid enterprises

2.1 Classified planning is an inevitable requirement to carry out the reform policy of state-owned assets and enterprises and give full play to the role of central enterprises as "national team" and "major power"

The report to the 19th National Congress of the COMMUNIST Party of China for the first time called for "strengthening and improving state capital" and "fostering world-class enterprises with global competitiveness." This has pointed out a new direction for the reform and development of state-owned enterprises. At the same time, the new round of state-owned enterprises reform divides state-owned enterprises into public welfare and commercial enterprises according to the functional

positioning and business attributes of their main businesses, and proposes to carry out "classified reform, classified development, classified supervision and classified assessment", which also requires state-owned enterprises to conduct functional classification. Therefore, as a power grid enterprise that is the lifeline of the national economy, implementing classified planning and control of internal business is an important measure to implement the central government's policy requirements on classified reform of state-owned enterprises and cultivation of world-class enterprises. It is also an inevitable requirement to play the role of "national team" and "great power".

2.2 Classified planning is an important measure to adapt to the reform of electric power system and change the mode of enterprise operation and development.

In the new round of power system reform, power transmission and distribution business is supervised and audited according to "permitted cost + reasonable income". Power grid business has become a regulatory business strictly subject to government supervision. Objectively, it is required to be independent of competitive business. At the same time, the profit model of power grid enterprises has undergone fundamental changes under the reform of electric power system, and its efficiency growth needs to rely more on competitive business. However, it is difficult to adapt to the development needs of competitive businesses to implement the management and control mode that refers to the main business. In addition, with the release of the electricity selling side, the emergence of traditional and new businesses such as incremental distribution and competitive electricity selling requires the grid enterprises to treat them in a new way.

2.3 Classification planning is the objective need to promote the implementation of corporate strategy and promote the development of enterprises with different attributes

Scientific planning is the key to ensure effective implementation of enterprise strategy. There are differences in development goals, competitiveness and industrial maturity among various businesses of power grid enterprises, so the implementation of scientific management and control inevitably requires "industry-specific measures" and classified planning. For example, integrated energy services, electric vehicle charging and changing services and other emerging businesses are neither regulated businesses nor can they be planned and developed in accordance with mature competitive businesses in the early stage of development. Instead, they should be regarded as key support objects in business planning and given more internal resources.

3. Positioning and methods of power grid enterprise classification planning

3.1 Positioning of grid classification planning

Classified planning is based on the functional positioning, development strategy, reform demand, marketization degree and other factors of the company's affiliated enterprises, and taking into account the relevance degree with the grid business, the classified planning takes the regulatory business, competitive business and emerging business as the object, and focuses on the development direction and development focus of various businesses. Therefore, from the perspective of the relationship between classified planning and general planning, classified planning of power grid enterprises is the expansion, deepening and refinement of different business aspects of the general planning, and classified planning must conform to and be connected with the general planning.

Special planning is made with the business segments of power grid enterprises (power grid, industry, finance, international), production and operation links (construction, regulation, transportation and inspection, marketing), or important functions of an enterprise (human resources, financial management, material management, enterprise culture, scientific and technological innovation, etc.) as the objects. Classified planning and special planning for power grid, industry, finance and international business development directions and paths are planned from different perspectives. Construction, regulation, transportation, inspection and marketing planning in special planning mainly correspond to regulatory business planning, and human, financial and material planning runs through each classified planning. As classified planning is strategic and instructive for

various enterprises, the preparation of classified planning should precede or be carried out simultaneously with the special planning.

3.2 Classification planning method for power grid enterprises

The external environment requirements and internal resource capabilities of all kinds of power grid enterprises are quite different. Therefore, it is necessary to establish a scientific planning method to adapt to the characteristics of various enterprises and the requirements of classified management and control. Referring to the theory and practical experience of strategic planning management at home and abroad, and according to the characteristics of different business classification planning, the differentiated planning method suitable for regulatory business, competitive business and emerging business is constructed, which is conducive to more accurate analysis of the development environment and key influencing factors of various affiliated enterprises, and provides technical support for further improving the scientificity and standardization of the company's planning system.

(1) Regulatory business: As the leading business of power grid enterprises, the regulatory business has a high maturity, relatively stable development prospects and low operational risk. However, macro-environment such as politics and economy is a key factor affecting their development direction. PEST analysis and benchmarking analysis are characterized by focusing on the analysis of the influence of external environmental factors and formulating enterprise development goals according to the industry's advanced enterprises. They can meet the requirements of regulatory business planning for the study and judgment of macro environmental trends and define long-term development direction and near-term goals for the development of regulatory business. Therefore, planning methods such as PEST analysis and benchmarking analysis can be adopted for supervision business of power grid enterprises.

(2) Competitive business: Due to the existence of similar competitors in the market and fierce competition in the industry, the behavior of competitors is the key factor affecting the development of competitive business. The characteristics of competitor analysis, market positioning and other methods are to adjust and analyze their own positioning according to the behavior of competitors, which can adapt to the demand of dynamic response to market competition situation in competitive business planning, and help to study and judge the development direction and competitive strategy of power grid enterprises' competitive business. Therefore, competitive business of power grid enterprises can adopt PEST analysis, benchmarking analysis and other planning methods.

(3) Emerging business: Due to the high uncertainty of future development, market opportunities and threats coexist, profitability and risk response ability are the key influencing factors of emerging business. The characteristics of such planning methods as market environment analysis, financial feasibility assessment and risk management are that they focus on the analysis of market opportunities and threats and the assessment of cash flow and operational risks, which can better meet the needs of emerging business planning to cope with the development uncertainty. Therefore, market environment analysis, financial feasibility assessment and risk management can be used in the emerging business of power grid enterprises.

Table 1 Classification planning methods applicable to power grid enterprises

Business Classification	Classification Planning Method
Regulatory business	PEST analysis;Benchmark analysis
Competitive business	Competitor analysis; Market positioning method
Emerging business	market environment analysis; Financial feasibility evaluation;Risk management method

4. The conclusion

In this paper, based on the analysis of the necessity of power grid enterprise classification planning, from the classification planning and overall planning, special planning perspective, the

relationship between the location of power grid enterprise classification planning, and combined with the analysis of the demand for different business attribute and planning, put forward to adapt to the regulator, competitive business and the emerging business planning method. The conclusion of this paper is that PEST analysis and benchmarking are suitable for regulatory business of power grid enterprises, PEST analysis and benchmarking are suitable for competitive business, and market environment analysis, financial feasibility assessment and risk management are suitable for emerging business.

Acknowledgments

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