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THE EFFECTIVENESS AND SIGNIFICANCE OF FINANCIAL SHARED SERVICE CENTER OF LOGISTICS ENTERPRISES -- A CASE STUDY BASED ON SF GROUP

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Abstract: Shunfeng Group, as the head industry of the domestic logistics industry, began to establish a financial shared service center in 2014, and the financial shared service center was officially put into use in 2015, with a plan to achieve a comprehensive digital transformation by 2025. This paper analyzes the purpose, financial performance and current results of establishing a financial shared service center of SF from a theoretical point of view by studying the example of SF's establishment of a financial shared service center. Through the analysis of SF, the establishment of financial shared service center helps SF to achieve great improvement in financial management efficiency, decision-making support capability and cost control, etc. At the same time, it is found that there are problems such as low functional completeness of the industry and financial system, data dispersion, etc. SF solves the current problems by constructing the framework and mechanism of "1+1+n+x" and so on. This paper analyzes and researches the purpose, achievements and challenges of SF's financial sharing center to provide reference for the current logistics enterprises to carry out financial shared service center.
Keywords: Digital transformation; Financial shared service center; Corporate finance; Performance

1 INTRODUCTION

In the wave of digital transformation, Financial Shared Service Center (FSSC), as an important tool for modern enterprise management, is gradually becoming a key link for enterprises to optimize resource allocation and enhance financial management efficiency. As a leading enterprise in China's express and logistics industry, SF Group, faced with increasingly complex business environment and diversified customer needs, the traditional financial management model has been difficult to meet its efficient and accurate management needs. Therefore, Shunfeng Group chose to establish a financial shared service center, aiming to improve the efficiency of financial management, reduce operating costs, and enhance the competitiveness of the enterprise through centralized, standardized, and information financial management. This paper provides an in-depth analysis of the financial performance and effectiveness of Shunfeng Group after the establishment of the financial sharing center, as well as the related challenges and countermeasures.

The establishment of a financial sharing platform by SF Group is an important initiative to cope with globalized competition, improve financial management efficiency, reduce operating costs, strengthen risk management and control capabilities, and support the strategic transformation of the enterprise. Through the establishment of the financial sharing platform, SF Group can realize the centralized management of financial resources, improve the efficiency and accuracy of financial processing, reduce operating costs, strengthen risk management and control capabilities to provide strong support for the strategic transformation of the enterprise. In the future, with the continuous progress of technology and management improvement, SF Group's financial sharing platform will play a more important role for the enterprise and create greater value.

2 THEORICAL BASIS AND LITERATURE REVIEW

2.1 Theoretical Basis

2.1.1 Financial shared services theory

The theory of financial shared service is a distribution management model based on information technology and aimed at optimizing organizational structure, standardizing processes, enhancing efficiency as well as reducing operating costs. Financial shared services centralize financial business processes within or across enterprises to achieve standardized, specialized and automated financial management, in order to reduce enterprise management costs and improve the operational efficiency of financial work. Shunfeng Group chose to establish a financial sharing center in the process of financial digital transformation, which provides a great help to improve the efficiency of corporate financial work.

2.1.2 Process reengineering theory

Process reengineering theory, also known as "BPR theory", was first proposed by economist Michael Hammer and refers to the fundamental re-analysis and design of business procedures and the pursuit of performance through the management of related business changes, so that the enterprise continues to improve. The main purpose of process reengineering is to effectively improve the operational efficiency of the enterprise in order to provide more efficient services for the internal operation of the enterprise.

2.1.3 Organizational change theory

Organizational change theory, is a theoretical system that explores how organizations adapt to changes in internal and external environments by adjusting their structure, processes, and culture in order to operate more efficiently. The core of the theory lies in understanding the necessity, process, challenges, and response strategies of organizational change. The theory emphasizes that in a rapidly changing market environment, organizations must remain flexible and adaptive, and optimize resource allocation, improve operational efficiency, and enhance competitiveness through continuous change.

2.2 Literature Review

Enterprise digital transformation refers to the redesign and improvement of business through the application of digital technology to ensure sustained growth, efficient operations and better service. Claude Saddo, author of Digital Transformation: Redefining Business Models, points out that digital transformation is not only a technological upgrade, but also an all-encompassing change in corporate culture, organizational structure and business processes. This transformation helps enterprises to reduce costs, improve efficiency, and enhance competitiveness, and has become a strategic choice for the survival and development of enterprises. Qiu Li-Chen believes that the core concept of digital transformation lies in the in-depth integration and reengineering of core business processes [4], management systems, and business models through a new generation of digital, networked, and intelligent technologies, which provides enterprises with new perspectives and tools to maintain market competitiveness for them.

Zhang, Zijian and Wang, Linjie believe that enterprises need to create a financial digitalization platform by fully researching and analyzing the core needs of financial management of group enterprises [5]. Shunfeng Group, on the other hand, accomplishes this by establishing a FSSC. In carrying out financial digital transformation, Cui Meihui believes that there is a certain inevitability in the financial digital transformation of enterprises in the era of the digital economy, and that enterprises carry out financial digital transformation to improve data decision-making ability [1], operational efficiency and management level and enhance enterprise competitiveness and innovation to adapt to the development needs of the era of the digital economy. With the depth of the digital transformation of enterprise finance, enterprises can improve the efficiency of financial management and achieve long-term sound development. At the same time, it provides enterprises with optimized resource allocation and maximizes value. Therefore, in the current complex and changing market environment, enterprises need to have the ability to quickly respond and adapt to business changes. Financial digital transformation can help enterprises better respond to market changes and maintain a competitive advantage in the market. Shunfeng Group chose to establish a FSSC in the digital transformation of finance, Chen Feng believes that the establishment of a FSSC can simplify the staff structure [2], reduce labor costs and improve the level of enterprise financial management, play a role in the enterprise, and promote the exchange and communication of financial information. However, the establishment of a FSSC may lead to an information disconnect between business and finance, while placing higher demands on the carrying capacity of the company's information system and the efficiency of dealing with problems. Zhang Yifan also mentions that a FSSC can enhance the risk management capability of an enterprise group [3], ensure the transparency and consistency of financial information, can optimize basic financial operations, enable the corporate finance team to focus on higher-value financial analyses and strategic planning work, and provide the corporate management with more comprehensive decision-supporting information, which can energize the development of the enterprise.

3. CASE INTRODUCTION

3.1 Development History and Business Scale of SF Group

Since its establishment in 1993, SF Group has started from Shunde, Guangdong Province and gradually expanded to the whole country and even the world. Through the key transition from franchising to direct operation, SF has laid the foundation of high-quality service and realized rapid development from 2002 to 2014, involving in aviation, e-commerce, finance and other fields, especially the establishment of airlines in 2009, creating a new era of logistics. In recent years, SF's business has returned to the core of express logistics and transformed into an integrated logistics service provider, strengthening its strength through acquisitions and cooperation, such as integrating DPDHL's supply chain business in China in 2018 and deepening the layout of the cold chain. Its business network covers a wide range of regions at home and abroad, with a domestic city coverage rate of 99.4% and international business reaching 98 countries and regions. SF's financial performance is strong, with solid growth in both revenue and business volume in Q1 2024, with supply chain and international business being particularly prominent. The company is also actively expanding into new areas such as inter-city delivery and cold transportation, and is driven by technological innovation, integrating cutting-edge technologies such as artificial intelligence and the Internet of Things, to continuously improve operational efficiency and customer experience, demonstrating a vibrant momentum of continuous expansion and transformation and upgrading.

3.2 Initial Intention and Goal of SF to Establish a Financial Sharing Center

SF officially started to establish a FSSC in 2014 and put it into operation in 2015. With the continuous changes in the market environment and the intensification of competition, the traditional financial management model has been difficult to meet the needs of rapid development of enterprises. The digital transformation of finance can help Shunfeng quickly adapt to market changes and improve the efficiency and accuracy of financial management. The establishment of a financial sharing center makes it easier for SF to access and analyze a large amount of financial data, thus providing management with more comprehensive and accurate decision-making support. This helps SF make more informed decisions in the complex and changing market environment. Through financial digital transformation, SF can more accurately grasp the financial status and operation of each business, thus optimizing the allocation of resources and improving the efficiency of resource utilization. Financial digital transformation is not only a change in financial management mode, but also an important means to promote business innovation. By means of digitalization, SF can have a deeper understanding of customer needs and market trends, so as to develop products and services that are more in line with market demand.

The objectives of SF in establishing the financial sharing center are to achieve centralized management and real-time sharing of financial data, enhance the automation and intelligence of financial management, optimize financial processes to improve operational efficiency, promote the in-depth integration of business and finance, and form the layout of the global intelligent supply chain. Through digital transformation, SF can establish a unified financial management platform to realize centralized management and real-time sharing of financial data, which will help improve the accuracy and timeliness of financial data and provide more reliable decision-making support for the management; digital transformation will promote the automation and intelligent development of SF's financial management, and through the introduction of advanced technologies such as artificial intelligence, big data, etc., SF will realize automation of financial processes, reduce manual intervention, and lower operational efficiency. Processing, reduce manual intervention, reduce the error rate; at the same time, through the intelligent analysis function, enhance the decision-making support ability of financial management; establish a financial sharing center to carry out comprehensive optimization of the financial process, reduce unnecessary links and duplication of labor, and enhance the efficiency of financial operations. At the same time, through digital means to strengthen the monitoring and management of various businesses to ensure the stability and compliance of business operations; SF will be committed to promoting the deep integration of business and finance, and realize the full penetration and support of finance to business through digital transformation. This will help SF to better grasp the market demand and customer dynamics, and provide more powerful financial protection for business development.

3.3 Construction and Application of Financial Sharing Center

SF started the preparatory work for the construction of the financial shared service center in 2014, and the financial shared center was formally put into use in 2015. By the end of 2016, SF had achieved comprehensive centralized sharing of the basic work of the finance, and initially realized the centralized management of the financial work.

SF has realized the centralized management and real-time sharing of financial data through big data technology. This enables financial managers to obtain and process financial data more quickly, improving the efficiency of financial management. At the same time, the application of big data technology also reduces manual intervention, lowers the error rate, and further improves the accuracy of financial management; in the process of cost accounting, SF utilizes big data technology to aggregate and distribute various costs. Through big data analysis, the source and composition of various costs are more accurately identified, providing management with more refined cost information. Big data technology helps SF optimize its cost control strategy, reduce operating costs and improve profitability; big data technology also plays an important role in SF's risk management, through the analysis of massive financial data, potential financial risks and hidden dangers can be found in time and corresponding measures can be taken to prevent and cope with them, and the credit status of customers can be assessed by using big data technology, so as to reduce the risk of bad debts. At the same time, big data provides strong support for SF's decision-making, SF can use big data technology to analyze and predict market trends, customer demand, competitive situation, etc., to provide management with a more comprehensive and accurate basis for decision-making. This helps SF to formulate more scientific and reasonable strategic planning and business strategies, and enhance its competitiveness and market position; SF discovers new market demand and business opportunities through the analysis of customer behavior, transaction data, etc., so as to develop products and services more in line with customers' needs, and recommend relevant products and services according to customers' purchase history and preferences, and enhance customer satisfaction and loyalty.

4. FINANCIAL PERFORMANCE ANALYSIS

SF started to establish a financial sharing center in 2014 and started to use it in 2015, so we chose the financial data from 2010 to 2020 for our financial performance analysis.

4.1 Solvency

Solvency is to reflect the ability of the assets owned by the enterprise to be able to repay the loan in the credit period, this paper analyzes the solvency of SF by calculating three indicators, such as current ratio, quick ratio and gearing ratio, and the calculation results are shown in Table 1.

Table 1 Solvency Analysis, 2010-2020

Measures/year	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010
Current ratio	1.24	1.38	1.21	1.42	1.16	3.48	3.43	2.06	2.51	2.80	7.11
Quick ratio	1.21	1.36	1.18	1.40	1.14	2.60	2.62	1.69	2.11	2.47	5.97
Gearing ratio(%)	48.94	54.08	48.35	46.23	53.42	20.04	25.52	37.03	31.43	30.49	11.69

In terms of short-term solvency, it is usually generally recognized that a current ratio of around 2 would be more appropriate, with a lower limit of 1; a quick ratio of around 1 is more appropriate. As can be seen from Table 1, in 2015 before SF began to use the financial sharing center, the current ratio are above 2, and the current ratio fluctuation is relatively large, after 2015 are all around 1, at a normal level; similarly, the quick ratio before 2015 is around 2, after 2015 the quick ratio fell sharply to around 1. In terms of long-term solvency, pre-2015 gearing ratio is only around 20% -30%, SF's long-term solvency is very low, and after 2015 gearing ratio is at around 50%, which is at a relatively normal level.

Through the significant changes in the data before and after 2015, it can be seen that after putting into use the financial sharing center, SF, short-term solvency and long-term solvency have been significantly improved, and can intuitively find that the financial sharing center for SF solvency significantly improved.

4.2 Operational Capacity

Operating capacity reflects the efficiency of asset utilization and management level in the process of production and operation of the enterprise, and the higher the efficiency of asset utilization, the better the management level of the enterprise. This paper analyzes the operating capacity of SF by calculating three indicators: accounts receivable turnover, inventory turnover, total asset turnover, etc. The calculation results are shown in Table 2.

Table 2 Analysis of Operating Capacity, 2010-2020

Measures/year	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010
Accounts receivable turnover ratio	10.64	11.28	12.92	13.15	13.06	3.51	4.95	4.35	4.45	4.50	4.28
Inventory turnover	138	109	118	135	142	3.74	4.54	4.52	6.88	6.28	5.12
Total assets turnover	1.51	1.37	1.37	1.35	1.46	0.72	0.77	0.66	0.80	0.75	0.80

As can be seen from the data in Table 2, after the financial sharing center was put into use in 2015, the accounts receivable turnover ratio improved from 3.51 to 13.06, the company's likelihood of incurring bad debts was greatly reduced, and the cycle of capital recovery was shortened; similarly the inventory turnover ratio reached a substantial increase from 3.74 to 142, the company's inventory management efficiency improved, the inventory turnover rate was rapidly increased, and the total asset turnover ratio also increased from 0.72 to 1.46, reflecting the improvement of SF's sales ability and the utilization rate of assets, which shows that the efficiency of SF's total assets has been improved.

To sum up, we can see that the operating cycle of SF shows a shortening trend, and SF has effectively improved its asset utilization, inventory management and accounts receivable recovery, etc. We can find that SF's operating ability has also been greatly improved after it started to use the financial sharing center.

4.3 Profitability

Profitability reflects the ability of the enterprise to utilize the available resources. This paper analyzes the profitability of SF by calculating three indicators such as gross profit margin, net profit margin and ROE, and the calculation results are shown in Table 3.

Table 3 Profitability Analysis, 2010-2020

Measures/year	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010
Gross margin (%)	16.35	17.42	17.92	20.16	19.69	19.78	13.15	13.98	13.32	13.29	16.45
Net margin (%)	7.19	7.06	6.85	9.06	10.60	2.72	2.28	3.68	4.61	4.49	4.02
ROE	15.20	14.86	13.19	18.15	22.46	7.83	3.31	5.57	6.66	5.85	3.74

Through the data in Table 3, we can see that there is a relatively small increase in gross profit margin before and after 2015, indicating that the increase in value-added profitability of SF after 2015 is flat, indicating that SF is more stable in cost control and pricing strategy, but the net interest rate is increased from 2.72% in 2015 to 10.60% in 2016 after SF formally used the financial sharing center, indicating that SF started to use the After the financial sharing center, cost control has been effectively improved, and the level of profit has been greatly improved, at the same time, after the financial sharing center is put into use, ROE also occurs a substantial increase, which illustrates that Shunfeng's profitability is greatly improved, the capital structure is significantly optimized, and the financial risk is effectively managed. Through the establishment of the financial sharing center, Shunfeng's profitability has been improved and the enterprise value has been increased.

5. OTHER BENEFITS OF THE FINANCE SHARING CENTER

5.1 Improvement of Financial Management Efficiency

SF Finance Sharing Center has achieved remarkable results in improving financial management efficiency. Shunfeng Group started to prepare for the construction of the financial sharing center since 2014, began to put it into use in 2015, and realized the comprehensive centralized sharing of financial fundamentals at the end of 2016. This transformation from a regional decentralized management mode to a centralized shared management mode marks the improvement of SF Group's financial management efficiency. By establishing the financial sharing center, Shunfeng Group has significantly improved the efficiency of financial processing data, and financial personnel are able to process and analyze financial information more efficiently, thus improving the overall work efficiency of the enterprise. In addition, the financial sharing center also simplifies business processes and reduces repetitive work, allowing financial staff to devote more energy to high value-added financial management activities, such as budget management, financial analysis and decision support.

The establishment of the financial sharing center reduces the operating costs of the enterprise to a certain extent. Through standardized and automated process handling, it reduces human errors and enterprise management costs to a certain extent, and at the same time realizes enterprise resource allocation.

5.2 Enhancement of Decision Support Capability

With the continuous operation of Shunfeng Group's Financial Sharing Center, a large amount of business data has been generated. These data serve as important assets of the enterprise, and through data mining and analysis, the financial sharing center is able to provide management with accurate decision support. The application of real-time data and scenario-based application makes the financial sharing center gradually evolve to a big data center, and the enterprise realizes more timely, efficient and accurate decision analysis and risk early warning; Shunfeng Group realizes the integration of resources through the technical means of the ERP system and SAP financial system, and provides comprehensive data support and decision-making basis, which further meets the financial analysis, prediction and decision-making needs of managers at all levels; the financial sharing center not only meets the financial analysis, prediction and decision-making needs, but also provides the financial analysis, prediction and decision-making support for the management, which is a very important asset of the enterprise. The Finance Sharing Center not only focuses on daily financial accounting and supervision, but also deeply participates in the strategic planning and major investment decisions of the enterprise. In procurement, contract signing, production optimization projects, etc., the Finance Sharing Center provides the optimal solutions for decision-making by means of selecting solutions and comparing and contrasting measurements, etc.; the integration of the Finance Sharing Center and the Finance BP (Business Partner) model further strengthens the financial sharing center's ability to serve the business community and the financial industry. The integration of Finance Sharing Center and Finance BP (Business Partner) further strengthens the function of Finance Sharing Center in supporting corporate decision-making, and realizes the deep integration of finance and business through the data and process foundation of the Sharing Center and innovation in various aspects of corporate financial management.

At the same time, the establishment of the finance sharing center realizes the professional division of labor of the finance team, which enables the finance function to be effectively transformed from transaction processing to decision-making support, so that the finance staff can be more involved in business support and strategic decision-making.

5.3 Improvement of Cost Control and Risk Management

SF Group continues to optimize its corporate cost structure by implementing lean resource planning and cost control and promoting multi-network integration between cross-business units. SF mentioned in its Q3 2023 financial report that the company adhered to lean resource planning and cost control, and enhanced management efficiency through technology empowerment. SF continues to promote the integration of the four networks of express transportation, express transportation, warehouse network and Feng network to realize cost reduction and efficiency. This includes the integration and use of transit yards and automation equipment, as well as the integration and optimization of trunk and branch lines. In terms of cost control financial sharing mode can better monitor and reduce unnecessary expenditures compared with the traditional mode, thus improving the overall financial effectiveness. Through automation and standardized processes, it can significantly reduce the need for manual operations and accelerate the speed of financial processing, which is difficult to achieve in the traditional mode.

In terms of risk management, SF has established a sound internal control mechanism, including financial management, human resource management and information technology management, to ensure the standardization and safety of corporate operations. Meanwhile, in the process of identifying and sorting out the risk information base, SF has fully integrated environmental, social and governance risks, which are mainly distributed in the strategic risk areas.

These measures have not only improved SF's operational efficiency and profitability, but also strengthened the enterprise's anti-risk ability, effectively reduced operational costs and prevented potential risks, enabling SF to maintain its leading position in the fierce market competition.

6.CHALLANGES AND RESPONSES

6.1 Challenge 1: Organizational Structure and Process Re-engineering

Under the traditional financial management model, each branch has its own independent financial department, making it difficult to achieve unified management and standardized operation. The establishment of the financial sharing center breaks the original organizational structure, re-planning financial functions, and realizes the centralized processing of business finance. The organizational structure is complex, and a smooth transition is required to ensure that operations are not affected; process re-engineering resistance, financial process re-engineering involves the adjustment of the responsibilities of multiple departments and positions, and requires adequate communication and coordination; with the establishment of the financial sharing center, the traditional financial positions need to be properly resolved in the transition or abolition of the problem, to prevent the loss of talent.

SF should clarify the strategic positioning of the financial sharing center to ensure that its construction objectives are consistent with the overall strategic objectives of the enterprise; promote the adjustment of the organizational structure in phases, focusing on communication and consultation with employees to ensure a smooth transition; SF should develop a unified financial processing standards and operating procedures for the existing financial processes, and through the introduction of advanced systems to achieve the automated processing of financial operations and data sharing; develop a comprehensive staffing The company should also formulate a comprehensive staff resettlement program and provide diversified choices for affected employees. At the same time, we will strengthen employee care and incentives to enhance the sense of belonging and loyalty, so as to ensure the smooth implementation of the change and minimize the negative impact.

6.2 Challenge 2: Information System Integration and Data Migration

When building a financial sharing center, SF faced the challenges of information system integration and data migration. Due to the different financial systems used by each branch, data formats and standards are not uniform, making it difficult to realize seamless data connection and real-time sharing. In addition, the data migration process may encounter problems such as data loss and data inconsistency, which increases the complexity and risk of the project.

SF should formulate unified information system standards and data format specifications to ensure that the information systems of each branch in the financial sharing center can be compatible and integrated with each other. By introducing advanced information system integration technology and management tools, the seamless connection and efficient operation of information systems can be realized; SF improves the efficiency and accuracy of data processing by introducing advanced data processing technologies such as big data and cloud computing. By utilizing these technologies to deeply mine and analyze data, it provides strong data support for corporate decision-making.

6.3 Challenge 3: Risk Assessment and Internal Control

Establishing a perfect risk assessment system and internal control mechanism, SF needs to provide timely early warning and control of possible risks. Inadequate risk assessment process, SF's risk assessment process lacks standardization and systematization, making it difficult to comprehensively and accurately identify and assess potential risks; inadequate internal control mechanism, with the establishment of the Financial Sharing Center, SF's internal control environment has undergone significant changes, and the original internal control mechanism may not be able to adapt to the new management mode.

Such problems can be solved by establishing a standardized risk assessment process. By introducing advanced risk assessment techniques and tools, SUNFENG improves the accuracy and scientificity of risk assessment, strengthens the training and guidance for risk assessment personnel, and improves their risk identification and assessment capabilities; at the same time, it improves the internal control mechanism to ensure the sound operation of the financial sharing center, clarifies the responsibilities and authority of each position, and strengthens the supervision and inspection of the implementation of internal control. Meanwhile, the internal control mechanism is improved to ensure the sound operation of the financial sharing center, the responsibilities and authorities of each position are clarified, and the supervision and inspection of the implementation of internal control are strengthened. In addition, a third-party auditing organization has been introduced to conduct regular audits and evaluations of the financial sharing center, so as to enhance the transparency and credibility of the internal control.

6.4 Challenge 4: Personnel Training and Career Development

SF needs to train a new type of financial personnel to adapt to the financial sharing model. Existing financial personnel are resistant to the new model, while some traditional financial positions are facing abolition or transformation, which also increases the difficulty of personnel management. By strengthening the training of financial personnel, improve their professional ability, formulate career development plan for financial personnel to clarify their career planning, provide diversified development opportunities, and recognize and reward outstanding personnel to enhance the sense of belonging; at the same time, a scientific talent ladder system should be established to ensure the supply of talents in the process of financial sharing center construction. Establish a talent echelon system, internal and external combination, build a high-quality financial team, to protect the talent needs of the financial sharing center construction.

In the process of building a financial sharing center, SF is faced with the challenges of organizational structure and process re-engineering, information system integration and data migration, risk assessment and internal control, as well as personnel training and career development. By clarifying the strategic positioning of the financial sharing center, promoting the adjustment of the organizational structure in phases, optimizing the financial process, unifying the information system standard, formulating a detailed data migration plan, establishing a standardized risk assessment process, and improving the internal control mechanism and other measures, it is possible to effectively cope with the challenges and successfully build a financial sharing center to achieve a comprehensive improvement in the level of financial management.

7. RESEARCH CONCLUSION

In summary, by studying the effectiveness and significance of logistics enterprise Shunfeng Holdings in establishing and using a financial sharing center, we can conclude that Shunfeng Group has successfully realized the digital transformation of financial management through the establishment of a financial sharing center, and the establishment of a financial sharing center has enabled SF to centralize the management of financial data, achieve real-time sharing and rapid processing of financial information, greatly improving the efficiency of financial management , in terms of solvency, operating capacity and profitability have been improved, and there is a positive effect on financial performance. Through the use of big data and artificial intelligence technology, data is deeply mined and analyzed, providing management with more comprehensive and accurate decision support, in addition to promoting the improvement of cost control and risk management of SF, realizing cost reduction and efficiency, and enhancing the profitability of the enterprise. At the same time, the establishment of a sound internal control mechanism and risk information database enables SF to better cope with potential market risks and ensure the stability and security of corporate operations. The establishment and use of SF Group's Financial Sharing Center not only optimizes the internal management of the enterprise, but also enhances the competitiveness of the enterprise in the market. Through the sorting and optimization of the financial process, SF further improves the efficiency of business processing, reduces the operating costs, and strengthens the enterprise's ability to cope with the changes in the market. The financial digital transformation of SF Group through the establishment of financial sharing center has been effective, and is of great significance for other logistics enterprises. By learning from the experience of SF, establishing financial sharing center and realizing the digital transformation of financial management, SF Group will help to improve the management efficiency and competitiveness of the enterprise and achieve sustainable development.

COMPETING INTERESTS

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