

Financial Shared Services at SAIC Motor: Market Response and Outcomes

Sixuan Li

School of Cultural Management, Nanjing University of Media and Communications, Nanjing, China

W12230213@outlook.com

Abstract. Under the background of digital transformation of enterprises, the financial sharing center has gradually transformed from accounting reimbursement center to data value creation center, and the construction of financial sharing architecture of large diversified groups has become a hot spot in practice. This paper takes SAIC as a research case to explore the market performance and implementation effect of the financial sharing model of automobile manufacturing diversification group. It is found that SAIC has achieved results in reducing operating costs, strengthening capital risk management and promoting the integration of industry and finance by adopting the differentiated path of building financial sharing centers in different sectors, but at the same time, there are practical pain points such as non-uniform standards, insufficient cross-departmental coordination, redundant approval process and difficult personnel transformation. This study enriches the case study of financial sharing of automobile diversification groups and provides practical reference for similar large-scale automobile enterprises to optimize the construction of financial sharing and release the value of digital financial management.

Keywords: Financial shared services, SAIC Motor, market response and outcomes

1. Introduction

The upgrade of the financial shared center from a simple "reimbursement center" to a "data center" and a "value creation center" is the real path currently being practiced by leading domestic enterprises such as large state-owned enterprises, Huawei, ZTE, etc. With the expansion of domestic vehicle companies' overseas production bases and overseas dealer layouts, building a global financial sharing system that is compatible with multiple currencies and tax systems, and connecting production and sales financial data has become a core digital hotspot in the industry.

Existing financial sharing research mostly focuses on a single industry or individual enterprise, and comparative analysis of the "multi sector, sub center" sharing architecture of diversified automotive manufacturing groups is relatively scarce.

There is still a lack of complete discussion on the situations involved in various industries and how various enterprises can use financial shared services, and no particularly suitable solutions have been proposed. Therefore, the theory proposed cannot be applied too broadly, and its practical application is also limited. Another viewpoint suggests that if the financial sharing center lacks

independence, or if management uses centralized data permissions for systematic fraud, financial sharing may become a tool to conceal earnings management. In addition, due to the shared center being far away from the front line of business, if the integration of business and finance is not smooth, the management may be more likely to manipulate the essence of the business for "real earnings management". Although from a technical perspective, generative AI does provide feasibility for the innovation of financial shared service centers, it faces numerous difficulties in practical implementation. Behind this lies a series of complex challenges from underlying technology to upper-level organization, which are intertwined and interrelated. Any shortcoming in any of these links may lead to the stagnation of the entire innovation process [1]. Based on this, this article takes the financial sharing of SAIC Group as an example to analyze market reactions and effectiveness.

2. Case study

2.1. Industry background

Shanghai Automotive Group Co., Ltd. completed its asset restructuring in November 2004 and was listed on the Shanghai Stock Exchange. The group's automotive manufacturing business can be traced back to the Shanghai Automotive Assembly Plant in 1958. In 2004, the joint-stock company was restructured and listed, with its headquarters located in Shanghai. The company's main business covers the research and development, production, sales, and automotive finance of complete vehicles and components.

From 2006 to 2020, SAIC's wholesale sales of complete vehicles ranked first among domestic car companies for fifteen consecutive years, with a total wholesale volume of 5.604 million vehicles in 2020. Among them, SAIC's self-owned brand sold 2.6 million vehicles, accounting for 46.4% of the total sales, creating a historic high. His new energy vehicles have also sold 320000 units in overseas markets.

In 2021, China experienced both the pandemic and chip shortages, but the automotive industry involved was still able to cope with various difficulties with resilience. China's automobile production was 26.082 million units that year, an increase of 3.4% year-on-year, and has not experienced a decline for three consecutive years (since 2018). The Practice and Implementation Method of Financial Sharing in SAIC Group

When SAIC Group wanted to implement financial shared services, it did not adopt a one size fits all approach. Instead, it thought about the problems based on the large number of businesses and various brands it operates and made practical and unique arrangements for the implementation methods. At the same time, in order to face real challenges and promote the paradigm shift of financial shared service centers from "sharing" to "empowerment", it is very important to fully unleash the application value of generative AI in the field of enterprise financial management [2].

2.2. Financial digitalization construction

The construction of SAIC Group's financial shared center is mainly led by each business unit. At present, the main core enterprises of each business sector (such as SAIC GM) have basically established their own financial sharing centers. This model allows each sector to arrange the implementation sequence and scope according to its own business characteristics, actual situation, and cross regional distribution, and to adapt to local conditions and circumstances.

The financial sharing reform is not just about adjusting financial personnel, but a comprehensive reengineering project covering the entire chain of accounting processes, organizational structure, and global data standards. SAIC Group has always prioritized the construction of a financial shared center, utilizing various electronic and system resources to make relevant processes unified and simplified. The group has a positive attitude towards the various aspects involved in digital development. The financial sharing reform is not just about adjusting financial personnel, but a comprehensive reengineering project covering accounting processes, organizational structure, and global data standards. Experts from China Petroleum & Chemical Corporation (Sinopec) Share Company stated that Sinopec started the construction of Enterprise Resource Planning (ERP) in 2003. Through 23 years of hard work, the company has built system layers such as ERP "three streams in one" and financial sharing and has basically established a group level digital resource management platform (DRP) system, achieving high-quality penetration supervision. This fully demonstrates that SAIC Group's plan is feasible [3].

3. Significant results after implementing financial sharing

By implementing financial shared services, SAIC Group has achieved multidimensional positive results in cost control, operational efficiency, risk management, and strategic decision-making

3.1. Significantly reduce operating costs and improve processing efficiency

Financial sharing provides a unified and standardized arrangement for many repetitive financial transactions, which is a good way to save manpower and management costs. As for individual companies, the accounts payable sharing center set up at SAIC GM Dongyue Base has been operating well for many years, with accurate and timely payments (100%). If scholars examine the situation of the entire industry, according to the annual report data of SAIC Group from 2020-2024, after adopting financial sharing, the cost of each document generally accounts for only about 50% of the original amount, reducing travel expenses by 50% or more, and the processing time of accounts payable does not need to be 10 days, it can be completed in 1-3 days.

3.2. Strengthening risk management and ensuring fund security

SAIC Group will consolidate the accounting functions of its subsidiaries into a shared center and simultaneously build a three-tier functional system of shared finance, business finance, and strategic finance, forming a three-dimensional control structure. The architecture adopted is reversible for business, and headquarters or internal audit agencies can observe it at any time. Therefore, fraud related to finance and business is less likely to occur, and various risks involved in funds are greatly alleviated.

3.3. Promote the integration of industry and finance, support enterprises to reduce costs and increase efficiency

The financial sharing reform is not just about adjusting financial personnel, but a comprehensive reengineering project covering the entire chain of accounting processes, organizational structure, and global data standards.

As for SAIC GM Dongyue Base, its finance department has utilized a combination of business and finance methods to conduct cost research and control and effectively cooperated with the company to reduce costs and increase efficiency through financial means. In addition, most financial

shared service centers have moved away from simple accounting work and turned to management accounting forms such as forecasting and analysis, which have made significant efficiency improvements to management and decision-making.

4. Improving comprehensive financial performance and operational capabilities, as well as current issues

Combining digital transformation with financial sharing will greatly promote the overall financial situation of SAIC Group. As shown in Table 1, since the launch of digital reform in 2016, its inventory turnover has been significantly improved, that is, the time for inventory to be converted into actual cash has become shorter; The financial sharing reform is not just about adjusting financial personnel, but a comprehensive reengineering project covering the entire chain of accounting processes, organizational structure, and global data standards. The construction of financial sharing involves multidimensional inputs such as systems, personnel, processes, and venues. The current main pain points are the lack of scientific cost planning, which leads to excessively high construction costs; The second issue is that senior management lacks long-term value recognition and only values short-term investment, resulting in an imbalance between input and output. This directly affects the enthusiasm of enterprises to build financial shared service centers [4].

The unified accounting system adopted has also reliably organized accounting data, which is the basic guarantee and starting point for enterprises to make decisions and analyze the situation. With the victory in the battle against the epidemic, the production and operation of enterprises have gradually returned to the right track, and the situation in the automobile market has shown improvement. The production and operation situation of enterprises has been improved. In 2021, the operating revenue of China's automobile manufacturing industry was 8670.62 billion yuan, a year-on-year increase of 6.7%. The total profit was 530.57 billion yuan, an increase of 1.9%.

After entering the 21st century, the difficulties faced by the development of large enterprises in China have gradually been exposed, which are reflected in various aspects of enterprise operation and development. The first one is the constantly increasing cost. The second is that the large branch offices of the enterprise lead to overly complicated management of the group headquarters. Thirdly, there will be significant risks involved.

Based on such a severe situation, Shanghai Automotive Group Co., Ltd. has also begun to trial the financial sharing management model.

Table 1. Trend analysis of core financial indicators (2020-2024)

Indicator/Year	2020	2021	2022	2023	2024 (E)
Total operating revenue (in billions of yuan)	7421.32	7863.40	7440.75	7267.90	7450.00
Year on year growth (%)	-12.52%	596.00%	-20.20%	-233.00%	251.00%
Net profit attributable to parent (RMB 100 million)	204.31	133	161.18	141.06	155.00
Gross profit margin (%)	1107.00%	1083.00%	961.00%	945.00%	980.00%
Net profit margin (%)	375.00%	420.00%	254.00%	218.00%	245.00%
Return on Equity (ROE) (%)	809.00%	918.00%	582.00%	497.00%	535.00%

Centralized accounting of the overall management expenses of the sustainable pressure reduction group; In 2023, the revenue decreased by 2.33% year-on-year, but the double pressure of rising raw

material prices and terminal prices resulted in a net profit decline of 12.48%. Financial sharing can only slightly hedge against profit pressure.

Even if the shared center arranges internal affairs more efficiently, it cannot completely resolve the huge cost problem caused by external factors such as low sales of fuel vehicles. In summary, the current financial sharing model has played a crucial "moat" role in profit margins during the industry downturn, but its empowering effect is still insufficient in driving the expansion of high value-added businesses and maintaining long-term profits. It must be made clear that accounting informatization and resource integration from the perspective of financial sharing is not simply an iteration of technical tools, but a profound reshaping of the underlying logic of financial management. It aims to fundamentally create new value increments for enterprise finance by breaking down information silos, optimizing resource allocation, and strengthening data empowerment [5].

Table 2. Profitability analysis

Indicator SAIC Group (2023)	BYD (2023)	Industry Average (Reference)	
Year on year growth of total operating revenue (%)	-2.33	42.04	10-15%
Net profit attributable to shareholders increased year-on-year (%) -12.48	80.72	Varieties Widely	
Gross profit margin (%)	9.45	20.21	12-16%
Net profit margin (%)	2.18	5.41	4-6%
ROE (%)	4.97	25.26	8-12%
Asset liability ratio (%)	63.85	77.94	60-65%
Total asset turnover rate (times)	0.58	0.82	0.65-0.75

As shown in Table 2, the annual asset liability ratio held by SAIC Group decreased from 66.28% in 2020 to 63.85% in 2023, which has not exceeded the industry's reasonable range (i.e. the upper limit set at 60-65%) and is better than BYD's 77.94%.

From the perspective of capital pool and with the help of unified debt financing arrangements, SAIC can effectively utilize existing funds and avoid excessive use of high-priced external financing. As far as finance itself is concerned, it is now a "goalkeeper" that can assist companies in reducing financial risks and maintaining a better margin of safety compared to competitors during difficult times Secondly, advanced technologies such as robot process automation and artificial intelligence should be actively introduced to promote process automation and enhance the intelligence level of shared centers. By automating repetitive and rule-based tasks, not only can labor costs be significantly reduced, but error rates can also be effectively reduced, processing speed and data accuracy can be improved [5, 6].

There are three main pain points in the current process construction. Lack of standards and difficulty in cross departmental collaboration. At present, some subsidiaries are not operating uniformly according to the group's requirements. As a result, an "information island" is formed between the business system and the financial system, and document transmission requires a lot of manual verification. The main data sometimes needs to be recorded offline using Excel. What financial personnel do is low value input labor, which makes transformation difficult. The approval process is redundant and affects efficiency. If multiple levels of offline approval processes are excessively added, solely pursuing risk control without relying on online automatic verification, it will prolong the entire reimbursement process processing cycle; Reasonable online rule approval can

balance risk control and efficiency. As the core strategic resource of the financial shared service center, the quality of data directly determines the accuracy of enterprise cost accounting and the scientificity of business decision-making. However, there are still some urgent problems in data management for some enterprises, which seriously weaken the authenticity and decision-making value of data [7].

Moreover, when the responsibilities of the approver are unclear or the approver lacks sufficient knowledge, the audit may become a formality and misjudge compliance matters, which may put the business department in a passive position without practical convenience. Different regions have different practices and inconsistent implementation. The differences in financial systems or operational habits between regions can cause certain difficulties, and for cross regional businesses (such as cross regional payments and fund allocation), the burden of manual verification is relatively high, resulting in an increase in implicit management costs for enterprises.

5. The guarantee factors for optimizing the financial shared service center

5.1. Project team and funding preparation

In the shared financial service center project, good team building is crucial, and its organizational level must be as horizontal as possible, because the information transmission chain of the flattened project team is short, making it easy for front-line finance and technical personnel to synchronize feedback on process pain points; However, the lack of high-level coordination can easily lead to inconsistent standards across different sectors. At present, state-owned enterprises have achieved significant results in the construction of financial shared service centers, becoming a key pillar in promoting the modernization and efficiency of enterprise financial management. Many state-owned enterprises have established centralized and standardized financial sharing platforms, achieving centralized management and unified processing of financial data [8].

A key factor in successfully improving the financial shared center project is having sufficient financial support. According to the approved and improved common affairs model, project funds must first be reasonably calculated and approved by senior management before being allocated to all project business processes, including improving organizational structure, technology, processes, etc. The full process reengineering of financial sharing involves system procurement, human resources training, and stable special budget, which is the core guarantee condition for project implementation. Nowadays, state-owned enterprises are relying on the construction achievements of financial shared service centers to fully activate the new driving force of modernization and efficiency in financial management. A series of centralized and standardized financial sharing platforms have emerged, not only breaking down data silos, but also making centralized management and unified processing of financial data a reality [9, 10]. Once there is an excess or shortage of funds, it is necessary to promptly notify the group headquarters and seek approval for funding from the group headquarters, but it must be within a reasonable range.

5.2. Risk control and prevention

When optimizing the financial shared service center, enterprise groups may also encounter various risks, and the impact of these risks on the enterprise cannot be determined. It can only be judged based on the overall development of the enterprise and its own actual situation. The overall risk can be divided into three categories: system iteration data loss risk, cross sector process standard conflict risk, and financial personnel transformation resistance change risk.

Standardization has fundamental preventive significance for risks. Approval should be authorized, responsibilities should be clear, and processing should have a time limit. This can avoid inconsistencies between regions or departments, make management complete, and ensure compliance for the enterprise.

The financial sharing center currently under discussion has included the entire vehicle business from research to production and even sales in its service scope. After the initial adjustment phase, there have been significant improvements in the processing of relevant documents, and both the headquarters and various branches can obtain unified and rapid financial information.

5.3. Organizational empowerment and support for composite talents

The optimization involved in the financial shared center should not only be seen as process improvements, but also as organizational restructuring. Traditional finance positions often excel in accounting and are unfamiliar with digital technology, which requires a comprehensive talent training program. It is necessary for the company to coordinate training resources, put the integration of business and finance on the agenda, and encourage financial personnel to break away from the state of doing "simple accounts" and enter a higher level of "analysis and decision-making assistance". At the same time, matrix management methods can be considered to manage the group's business, meeting the various expectations of subunits for flexible services on the basis of unified standards and maintaining rigid control. Secondly, starting from a unified standard, RPA robots and electronic processes should be incorporated into automated means to replace manual operations. The data processing efficiency obtained from this is relatively high, and the probability of errors is also small, making it an optimal cost control method.

6. Conclusion

This article takes SAIC Group as a case study to investigate the implementation mode, effectiveness, and existing problems of financial sharing in diversified automotive groups. SAIC Group did not adopt a centralized model of "one size fits all" for the group but instead chose a differentiated solution of each business unit independently building a financial shared center. This model effectively reduces financial operating costs, strengthens fund risk control, promotes the integration of business and finance, and improves the efficiency of the group's fund utilization. However, in practice, problems such as inconsistent cross sector standards, information silos, redundant approval processes, lagging financial personnel transformation, and regional execution differences are still exposed. Financial sharing can hedge some operational pressures, but it is difficult to fully offset the negative impact of external industry shocks on profits.

In the future, the construction of financial sharing in enterprises should not only focus on process accounting transformation, but also improve project teams and special fund guarantees, establish risk prevention mechanisms, cultivate financial talents with a combination of business and finance, and rely on technologies such as RPA and artificial intelligence to promote process automation. Further exploration can be conducted on the implementation path of generative AI in the financial sharing scenario of automotive companies, exploring optimization solutions for financial sharing that are suitable for diversified large groups, and better achieving the upgrade from process sharing to management empowerment.

References

- [1] Zheng, S. B. (2026). Research on the implementation path and effectiveness evaluation of digital transformation of financial shared service center. *Enterprise Reform and Management*, (13), 117–119. <https://doi.org/10.13768/j.cnki.cn11-3793/f.2026.0663>
- [2] Li, Z. (2026). From "sharing" to "empowerment": Research on the innovation of generative AI driven financial shared service center model. *China Management Informatization*, 29(15), 53–56.
- [3] Han, F. H. (2026). Promoting the healthy and orderly development of financial shared services. *China Accounting Journal*, July 24, 005. <https://doi.org/10.38301/n.cnki.nzgkj.2026.001358>
- [4] Wang, W. W. (2026). Research on the construction of enterprise financial shared service center. *China Management Informatization*, 29(14), 75–77.
- [5] Yang, Y. H. (2026). The impact and strategy of accounting informatization on enterprise finance from the perspective of financial shared service center. *Finance and Economics*, (20), 114–116. <https://doi.org/10.19887/j.cnki.cn11-4098/f.2026.20.018>
- [6] Wang, X. F. (2026). Construction and optimization of enterprise financial shared service center. *Shandong State-owned Assets*, (6), 117–118.
- [7] Yao, L. L. (2026). Research on operation optimization and value creation path of financial shared service center. *Modern Business Research*, (12), 166–168.
- [8] Du, Y. L. (2026). Construction and optimization path of financial shared service centers for state-owned enterprises. *China Market*, (17), 156–159. <https://doi.org/10.13939/j.cnki.zgsc.2026.17.037>
- [9] Li, X. Q. (2026). Research on optimization of enterprise financial shared services from the perspective of business finance integration. *Business Observation*, 12(16), 46–49.
- [10] Li, Z. (2026). The application practice of financial shared service centers in enterprise management. *Wealth Management*, (6), 64–66.