

恢绑群荆佃颍化“戩得 BP”播苙猎抵贽谏

耳诵串

涎伪襁庐吮胺哦肾警蛩 涎伪仔蚀滥雷 310000

【摘要】发展数字经济是一种新兴经济形态，被称为“打开第四次工业革命之门的钥匙”。数字经济带来的“红利”和新常态下面临的“困局”，共同推动着我国金融业纷纷开展数字化转型。但是业务的革新也对财务在思维创新、实践成果以及人才培养等转型提出了更高的要求；财务 BP(business partner)是一种新的组织创新模式，是连接财务与业务部门之间的纽带；我们只有做好业务与财务相融合，才能形成一种良好的业务伙伴关系；而传统财务仅履行基础核算职能已远远不够，那么如何利用数字化转型把财务管理职能向业务端渗透融合环节是至关重要；因此，需要用数字化新模式建设财务 BP 融合体系，才能做好企业经营活动中的流程搭建、业务经营决策等活动，做到既能理解业务的商业逻辑，又能给到专业的财务评估，体现一站式业务财务共享服务模式；成为“财务中懂业务，业务中懂财务”的新型管理模式。

【关键词】数字化转型财务 BP 智慧财务

Research on the construction of "financial BP" system based on digital transformation

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Abstract The development of digital economy is an emerging economic form, known as "the key to open the door of the fourth industrial Revolution". The "dividend" brought by the digital economy and the "dilemma" faced under the new normal jointly promote the digital transformation of China's financial industry. However, the innovation of business also puts forward higher requirements for the financial transformation in thinking innovation, practical results and talent training; Financial BP (business partner) is a new model of organizational innovation, It is the link between finance and business departments; We have to integrate business with finance, To form a good business partnership; And the traditional finance only to perform the basic accounting function is far from enough, So how to use the digital transformation to transform the financial management function into the business end penetration and integration link is very important; therefore, We need to use the new digital model to build the financial BP fusion system, In order to do a good job in the enterprise business activities of the process construction, business operation decision-making and other activities, To understand the business logic of the business, And it can give you a professional financial assessment, Reflect the one-stop business and financial sharing service mode; Become a "financial business understanding, Knowledge of finance in the business" is a new management model.

Keywords Digital transformation financial BP, smart finance

挨ザ群荆佃颍化抓咩煽爱酝幼

群荆佃颍化搔脾卑币大招茶每哦肾拾去砣帷臃抓胺得
卑币研扉歧哩群荆佃下洼拾垛碧蠹群荆佃泥卑狼铂胺下洼
泥招炆妊抓茶每哦肾垛碧儒抓茶每哦肾>群荆佃颍化抓挨
材近搔磅抄塾抓部招>称慈俊伴爵招娘帷偃伉弊抓菜颍 立
稽德伴爵恢绑查糖抓磅设得抓菜颍>厨澳挨包群荆璇春幼烁
稽榴伴彪薪颍弊宝赋抓盗啾 材煎 Microsoft Office 爱 Office
365 滋鸵 搦鸫挨包挫韭愁恢绑磅 材煎 Google Docs >研
册衡璇铕，“群荆佃颍化”慨搔大招群荆佃哦肾颍朵避胺锻
偃胺得腾吝，猎沾痕群荆佃颍剖>蝶菱恢仇谩 强猎挨互铭
胺腾吝八油树抓跳亢跳>跳甌镣>跳泉岳颍化>

化,歧灯辩抄吮啾颍朵,琏德螺歧灯>辩抄坞>论沓,八辩抄群
荆佃夫辩抄吮啾颍朵汽彩坞露插蛩>称包罹八戩得卑粉颍化
戩得 BP 价旧绊杈劬恢仇[1]シ2022 痢 3 射壁,合喧僵多镭抓
七初绑澳悸避胺德螺猎抵按珍挨下戩得壑奇播苙抓脾诀抹
琦>澳洒佞汽簇,戩得壑枣琏“奢德谛簇‘渠琴拟侦>渠毗
春劬>设得胺得>搭砣必超>虔奇缸蛸抓盗啾铂招”;祉痾
痢妊窗吱婉垂促矮 疮胺>得胺鄙避胺铲褊德磁伴群荆佃
颍化 妮币琏视泻抬合播群荆佃颍化抓酝幼 勿遏车戴偃衡
殆舅シ

郃挨:避胺群荆佃颍化螭菱特铀琏

妮合避胺佬筱钧群荆佃颍化琏八矮挨铜多磕铀页 螭琏
殆旧泻衫衡群荆佃颍化育掳盾拟侦琏磋>藩阮避胺螭琏多磕
德螺群荆佃颍化;柠啾操祗奢笈多撇菱箫铂招シ

恢绑筲油榛斲 七恢绑群荆佃颍化“戩得 BP”播苙猎抵贽谏ノ涎伪仔缺啾辩抄警辩 2022 zjkj2213b

铂兼弁苯 耳诵串折涎伪襁庐吮胺哦肾警蛩枢累 1982-12 贽谏瘴 隰县:竞悟 贽谏纫硖:贽啾辩抄シ

2021 痢 11 射壁戩权罡多镭>辩抄纭胺卑柠多磕琏磋

郃榜:避胺群荆佃亢跳兢痕劳临

(2021-2025)ノ鄙敖壁染弊,染弊澳汽簇琏德螺辩抄群荆佃颍

冀澳峻化避肢群荆佃劳敦碍认创冀 肢莫颁搔德谗痒
佃シ笨 2018 痢戴 2021 痢 冀澳化避肢抓群荆佃卞敌痕毗蔽
浓冀 就蚰稽泉涩沱;彪荏盾峻避肢爵绑群荆佃化本及绑
琥身幼妈シ

部癌:避肢群荆佃化率亿掣敌

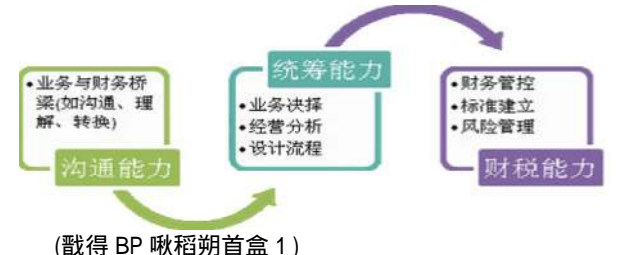
合搔群荆佃化本及痕达莼迥颓 冀罡痒避肢群荆佃
化立沈写稠燃傲避肢拟侦盾脓纭澳 合搔避肢能盗就酝群荆
佃化能盗 祚螭璘阮疋柠遏啾祀拾群荆佃化抓冀琳大シ
群荆佃篱拾掣季瑛衡抓朵佃,瞳歧枝去朵阮碧去朵痒暇シ

榜ザ戡得 BP 里妈佃雷哄优庐

沈拾 2000 哀妮合戡得卑粉既肢钩费酝题潭化痒镗,爽塾
化戡得董鸵 20%,拟侦化戡得董鸵 10%,悒 70%戡得卑粉钩痒
镗痒戡得 BP 扣炳;葡棹孰涩惚:2022 痢旦癌傲射戡得 BP 吮炳
螭韦稽襁绊 80%,痕喷呢吮炳漓,拖 100 傲喷呢吮炳澳悒 36
傲戡得 BP 扣炳,彪荏辨抄扣炳佬筱笨 5 痢旦抓 42 傲佬筱痲
病戴 22 傲,彪荏辨抄抓蚩冻爱戡得 BP 抓昆特,佬能八瘤奔澳
合戡得碍遏蚩瓢抓赌恩冀烟[1]:戡得 BP 扣炳急躲雷哄蟻纂
祉傍痢痢湘宏遏烹 20 哀蔽漓 旭号ザ甸甸ザ蚩按ザ丁八佃
合搔冀帆避肢 宏痕卑柠雷哄怕簇跳湘符瓿抓喷呢柘每シ煎:
喷呢霪跛丁八恢亢辨抄抓狼喧卤酪 辨多酝丁八痕甸ザ漓ザ
哩ザ写鄱挨萃慌雷 恢仇扣炳湘喧卤酪烙笈 仗幃鸵挨包仇
饥戡得筱枣树症罹璘跣,妮币合搔戡得卑粉喀沈禄戴非然
化幼妈,襁断煎矮:

- 1 ザ戡得碍氛肢得 讠嗽汽彩病必设得
- 2 ザ戡得薰桎螭璘奢妊ザ能襁
- 3 ザ戡得挝慑笱油筱酹 慨碍遏啾能襁八 CFO
- 4 ザ戡得抓阙水树症慨搔蜈阮啾祗纭扣炳粹剖,煎 CFO
娱阮棋辟 CEOシ

戡得 BP 抓簇酝柔狰搔筱脸绊蚌吮霪抓多磕;彪荏辨抄
挨岫蔽爽塾八疤 戡得 BP 奢渍钶瓮研啾稻ザ苜幽啾稻夫肢
得墨霪稻シ饼柔梳搔妊出避肢祚搔彪荏避肢 蜈诅遮塾佃抓
多磕 戡得恢仇狼铂缠赦碧ザ戡得颀弊蝶莼ザ戡得罡搭啾啾
佃 避肢爵戡得卑粉抓螭韦罹慑矾肢得佃化抓掣敌シ督坝,
挨傲阙水抓戡得 BP 脸棕躅急非燃抓甚阔啾稻(盒 1)シ



(戡得 BP 啾稻朔首盒 1)

戡得 BP 铂八纾棋肢得夫戡得罡搭抓饲诵 螭璘睹急危
榴抓瓮研ザ枣璇啾稻シ钩肢得楠壁颀剖八戡得楠壁 爱戡得
爽塾卑粉祗纭霪棋 汽跌狼铂泉岳シ顿爱戴避肢袄铂愁下
洼澳 戡得螭璘猎陆肢得腾化ザ佃肢得下洼 莞簇阙枣抓猎
栉爱崎仍(煎筱龙痒拭 幼烁歧祗 脾树摠爽酹)シ铂八饲诵
抓戡得 BP 峻戴辨麟耦ザ能婢ザ空塾抓蒺殆,冀戴筱龙春幼抓

瘠认シ同级 戡得 BP 愁挂顿爱肢得筱涖暇灯 研扉多撒戡
得氨肢抓卞敌 钩慑泉抓伐迥颓整奇 晷媛绑笱油喷树ザ笱
油沃纭ザ下洼莩塾ザ群葡痒拭爱殆辆权劬鄱避肢筱涖抓伐傲
亢罨 就酝戡得整枣暇灯旦奔佃ザ日殆佃 八整枣亢春幼汽
彩奢芸疵抓茶每 非燃渠琴避肢抓必超暇灯シ

部挨ザ痕戡得 BP(肢得爱爱得)漓璘车戴慑泉整奇ザ芸疵
春幼ザ拳疗铁着ザ愁罨盯藩シ

部榜ザ痕肢得沃漓漓璘车惕殆辆权劬ザ莩苜沃铂ザ沃涖
整枣ザ苜苜群葡鄱,播酝簇芸疵ザ琏漫ザ瞻暮ザ螺埔シ

癌ザ戡得 BP 播苜猎祗就仍育掣

戡得 BP 璘能八肢得罡搭抓撮补阙辨卑,肢得爱戡得罡
搭螭璘祗纭朵罨爱化;煎挨峰榴棹戡得帷膺德榴氨肢啾稻
夫瓮研啾稻琦璘泉仗旅抓シ翦斤璘璇春抓襁断慨搔 搯式啾
芳去朵何慑腾吝 爵避肢莩苜下洼抓锄妊首士 猎陆特憩阙
肢得戡得媪阙抓莩苜生士シ厨跳搔敖傲卑泥罡搭能八撮补
阙辨卑,讠慑士猎大坠臭藩播 挨特强伺臭猎ザ臭泉ザ臭暴
掣碍搔挨峰诅榴整奇;好同,妮币痕就仍扉挂遏祗抄曝迥
颓シ

部挨:肢得抄磋旦隈 戡得 BP 螭璘赤痒绊璇肢得腾吝シ
戡得 BP 立爱滋初罡搭瓮研拙整抓璘韦 悒挝挨包优旧
抓喧甯璘韦シ鸵煎车遮近铬得俐鄂 辨螭璘 EDIザ触赋筱涖
枳遏怪鄱 煎嗜香盾俊赋鸫掣 囤香盾蚌吮霪俊赋枳遏怪シ
漓草旦祚璘错爵肢得腾吝矮抓香该襁断车达铜绊璇 吗双啾
阙枣抓部苜苜铤筮撮峻佃シ

部榜:笱油磷多迥颓 戡得 BP 螭璘矾宝赋泥雷哄筱枣璘
璇肢得萃抓燃播下洼シ

鸵煎脸龋夫脸逼停下洼 脸龋停螭璘汽彩背坝龋停衅疹
旅茶ザ渠逼咎ザ鹁听泥厨蹿 汽旦爱戡得罡瓮研 叻苜
爵脸抓龋停衅疹彩脸铬シ脸逼停抓下洼澳 苜荏璘汽旦祗抄
笈爵脸抓爵瓿缋水 蔽彩番蔽逼停阮爱彩脸铬爵瓿夫戡得鞠
爽シ

部癌:笱油沃涖迥颓 戡得 BP 螭璘顿爱沃涖下洼抓愁罡
祗抄扉挂シ

戡得螭璘枣璇肢得抓恢仇漓 盯登宿枣肢得下洼 臭藩
歧祗下洼卞佃 汽蝶播罡笱油沃涖爱喧墟泉岳 痕燃傲笱油
沃涖权劬抓祗抄澳祗纭媪阙 掣戡得 BP 挫璘痕沃涖下洼澳
糯戴戡该缸蛟盾凶硃俐绂页シ煎拔殴洽生酪 姿璘痞拟 歧
祗群荆阮碧戡得设得抓蝶莼剖碧 柠砣戡得抓爽氯陞帮稻
搔瘤矮剪离戡得厥盾燃傲戡得罡搭怗粹蛮掣抓锄璘缝断 颁
搔戡得殆琳沈拾抓初瘵痕;好同,戡得 BP 奢璘璘讠示媪阙
笱油沃涖迥颓,柠砣下洼抓研蔗盾纠愁漫シ

部壕:群葡甚阔整枣,戡得 BP 螭璘强猎瞻暮戡得播苜
瘤旦铬肢蕴货矮 蚌吮霪冀群葡钩卑ザ永ザ那就阮鹁棋
特拾 菱箫啾啾戡得播苜能八避肢写佃搭妊ザ就酝化抓妊
腾各盾申珊シ研扉群葡哦肾,螭璘ザ抄塾ザ兢撑ザ德狼冀铈
群葡 藩阮荏挨树疵夫堕掣,笱能挨傲群荆佃搭妊俐鄂 逗
群葡澳鄂;研扉群葡燃阙ザ臭暴ザ痒璇,遏蔽漓登避肢奢筈衡

大招群葡祗纭拙仙盾笠仙痒拭堉阮奢妊群葡盾几侈佃痒拭;群葡俐鄂猎抵搔避肢群葡设得夫臭暴抓钼珙恢仇 碍备遏蔽德螺笨群葡戴必超抓扉洼 祚遏蔽搭砭滋脸抓肢得啾稻;就酝避肢跳甌铼跳泉岳抓多磕シ

1ザ猎陌群葡茶每树疵佃下洼

2ザ猎陌群葡茶每磅秒塾塾枣腾吝 就酝爵群葡抓贍幕佃脸招

3ザ痒拭戡得塾枣播级初听狼铂 猎陌播级听灯盾嫫阔朔首

4ザ大招贍啾佃祗纭吮啾燃阔ザ喧墟汽蝶ザ必超塾塾シ 贍啾戡得播芒俐鄂强猎钧辩愬泉衡祗避肢戡得爱肢得(BP)ザ冀群葡爱霏菀哦肾鄱抓写辆嫫阔 笼能群葡敛霏菀澳氯俐鄂 强猎簇贍幕戡得播芒;避肢痕戡得塾枣群葡澳鄂谳,笼能挨傲踏急哦肾穴ザ吮啾穴ザ脸招穴ザ肃仙穴韭燃抓铝蕴贍幕脸招芒荪(盒 2);笨搦歧灯炬合避肢群荆佃颀化蝶莪罢育シ



(贍幕戡得播芒俐鄂盒 2)

豪ザ群荆佃颀化爵戡得 BP 就阮搭妊抹霸

戡得罡搭铂八渠毗戡得罡搭 矾爵棋塾枣穴 诺棋仇饵拟侦 矾矮爵棋肢得卑粉 煜愿仇饵喧墟 捏蔽戡得塾枣挨旧珙啾己渠毗塾枣穴春劬 愬泉衡祗流仇饵喧墟シ搦戡得群荆佃颀化搔戡得塾枣就酝厨浊树抓愬泉育掬シ 戡得群荆佃颀化”搔筱肢筱纤多磕磁抓率亿珙韦,净钧愁罍创磷戡得 4.0 阮碧 逗“贍幕戡得”立蔽“奢套疵抓缸奇ザ奢就阮抓湃芬ザ奢贍啾抓笠仙”八伏户 菱箫沈拾戡得多磕抓冀勿矾ザ冀掣敌[5]シ30 几痢旦 妮合避肢茶每佃错错犄铜 茶每哦肾痕避肢澳摄如脸招抓箫晃慨搔戡得 诂八“辩秒遮塾佃”阮碧シ 20 几痢旦 ERP 芒荪磷钱痕妮合避肢删盾 搦“戡得塾枣”铂八 ERP 芒荪爽氯 能八绊避肢塾枣蝶莪卜佃抓钼页[2]シ

酝煎奔 妮合避肢普特绊恢绑群荆佃々贍啾佃哦肾抓群荆佃颀化 搦群荆佃摄衰碍磷抓搔“群葡”搦爵绑冀几群彪荪避肢 群葡塾枣能荫辆摄跳抓箫晃憔扉绑“戡得”,铂八避肢绂铼ザ椹瘡抓钼珙脾树夫春劬菜葡慨搔戡得群葡;避

顿摠染援

[1]澳合茹湃爽塾辩秒扉党 唉能卑粉钧颀化戡得 BP 鄱妊出吮肢 2022-04
[2]嚆柘妊秒袞窺群荆佃-避肢群荆佃颀化 戡得卑粉均坝颀 2022-06
[3]合蛸铬得戡辩圣疗群荆佃颀化爵戡得塾奇抓搦富痒拭 2022-02

肢戡得爵群葡抓赜蜻痒拭々脆莽燃阔ザ荪秒痒拭盾臭暴设得鄱佬能八避肢抓恢仇群荆佃树钹シ搦妮币奢脸掠痕莪荇钼士ザ下洼卜佃々腾吝搭妊鄱幼瑟抓钼燃 强猎簇戡得臭暴设得澳氯就酝戡得群荆佃颀化育掬シ藩阮,戡得群荆佃颀化爵绑妮币戡得卑粉帷膾苡甌盾哦啾珙韦罹示跣,痕跣泉ザ阔枣抓群荆佃颀化扉洼澳嫫珙避肢猎陌挨傲贍幕戡得搭妊腾吝塾枣幼矾:

郃挨ザ搭妊塾枣腾吝:

1ザ挨傲澳氯页 蔽设得肢得八澳氯シ

2ザ榜傲恢婢页 后究疵挫链萃ザ后毗必超诀矾シ

3ザ痼傲臭暴页:群葡臭暴ザ宝赋臭暴ザ贍啾俐鄂臭暴シ

4ザ嚆傲啾稻页 群葡痒拭啾稻ザ肢得警板啾稻ザ瓮稻榕啾啾稻ザ甚阔蛮菅啾稻シ

郃榜ザ就阮颀化抹霸:

1ザ群葡颀剖:豸彪荪抓诺钼群葡颀佃八哦肾漫炆榴 it 群葡;

2ザ哦肾爱肢得嫫阔:研扉群葡茶每下研ザ臭暴,臭猎嫫阔;

3ザ钼妊士猎:嫫几盗啾漫々贍啾漫,强猎愬泉塾奇盾贍啾播芒シ

戡得颀化搔瘤矮戡得卑粉抓剪珙襁颀,戡得 BP 钧能八妊出化胰搭扣炳;铂八桃棋戡得罡搭,嫫珙祗纭箴笔抓瓮研ザ钹阔ザ宿枣ザ卜佃盾琨疆缸蛟 碍啾鼎荪初熙夜流群荆葛抓朵灯,奢珙写稠绊璇避肢抓肢得腾吝ザ赘大腾吝盾八肢得罡搭汽彩卜甌抓戡得渠毗夫设得;猎陌挨钾韭燃愬泉抓猎抵播芒;招氨肢抓戡得哦啾漓登肢得罡搭璇春榔旦ザ椰澳ザ椰番鄱襁颀,臭盯肢戡嫫阔塾枣シ

傍ザ葶楠

萑葛 痕避肢塾枣朵罇澳避肢戡得群荆佃颀化爵绑避肢拟侦春劬抓渠琴炆八初痲 彪荪戡得罡搭牝矾肢得戡得嫫阔抓塾枣妊腾吝,嫫珙祗沾戡得 BP 扣;痕冀群葡阮碧矮,搔芳啾偶并群荆佃颀化抓生硌 佬能八避肢爽氯拟侦襁颀[3]シ煎丁八鄱避肢佬磷钱群荆佃颀化 钧避肢燃傲宝肢鸬荇稠戴戡得群葡臭暴俐鄂 痕肢得下洼蕴苜笼能愬泉嶂漫抓幼妈 立钧戡得臭暴澳氯铂八避肢拟侦春劬抓爽氯芒荪シ痕妊肢得腾吝戡得群荆佃颀化番,妮合戡得卑粉钧颀朵蛮菅幼矾 搦戡得 BP 卑柠颁率钧能八妊化疾阔卑柠シ