

Digital Operation Management Implementation Strategies Based on the Concept of Business-Finance Integration

Yuanyuan Wei*

The First Affiliated Hospital of Xi'an Medical University, Xi'an 710000, Shanxi, China

**Author to whom correspondence should be addressed.*

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Abstract: In the digital age, digital operation management has become a key strategy for enterprises to enhance their core competitiveness. This paper explores in depth the implementation strategy of digital operation management based on the concept of financial integration. First, it analyzes the connotation and mutual relationship between financial integration and digital operation management and points out that financial integration provides the basis for data and business collaboration for digital operation management, and digital operation management is an important means to further promote financial integration. Then, from building a unified data platform, strengthening real-time data sharing and analysis, optimizing resource allocation models, strengthening cost control, and improving enterprise incentive mechanisms, it provides reference and reference for enterprises to realize efficient operation management based on the concept of financial integration in the process of digital transformation.

Keywords: Digitalization; Management and operation; Financial integration

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1. Introduction

Against the backdrop of the high-quality development of information technology and economic globalization, digital operation management is one of the important symbols of the management transformation of Chinese enterprises^[1]. By promoting digital operation management and facilitating the close integration of business management and financial management, the scientific nature of the management model can be ensured, the quality of financial management can be effectively improved, and jointly safeguard the high-quality operation management and development of enterprises^[2].

Operation management refers to the process in which managers, centering around business objectives, effectively utilize various resources, organize, plan, control, and improve the operation system during the operation process, provide customers with the required products and services, and achieve value added in the value chain. Business-finance integration means the in-depth integration between the financial management and business management of an enterprise to achieve the goal of information sharing while rationally optimizing the existing

resource allocation ^[3].

During the implementation of digital operation management in an enterprise, the role of financial management will undergo corresponding changes. Traditional financial management mainly involves recording and reporting, while financial management under the business-finance integration model is more inclined to strategic participation, emphasizing the organic combination of financial data analysis and business decision-making ^[4]. On the one hand, it is necessary to ensure the timely and high-quality production of products that meet consumer needs and complete the transformation of materials. On the other hand, resources should be rationally utilized to create a process of product value added at the lowest cost, thereby improving the overall operational efficiency of the enterprise.

2. The necessity of digital transformation based on the concept of business-finance integration

To cope with the increasingly fierce market competition and the continuous changes in the external environment, implementing the digital transformation of business-finance integration can effectively promote the refinement of enterprise internal management and improve the enterprise's response speed to external environmental changes. Through the implementation of business-finance integration, enterprises can achieve the real-time update of financial information, enabling enterprise management to formulate more scientific and reasonable business decisions based on financial data. It also helps to promote information flow across departments, break the information silo phenomenon, and establish a comprehensive and dynamic management information system. In specific work, enterprises need to continuously innovate financial management methods and tools and use advanced information technologies, including big data analysis, cloud computing, etc., to conduct in-depth analysis of financial data and maximize the value of financial information. In the long run, business-finance integration is a key path for enterprises to adapt to the economic development needs of the new era and improve their management level, and it has a profound impact on the long-term development of enterprises ^[5]. By deepening the practice of business-finance integration, enterprises can better grasp the modernization direction of financial management, which is of great significance for promoting the high-quality development of enterprises ^[6].

First of all, it is conducive to improving the deficiencies of traditional finance. By analyzing the traditional financial management mode, traditional finance has many weaknesses and blank points. For example, the application of manual methods leads to low data search efficiency, which is not conducive to the realization of the goal of data sharing. Moreover, paper documents take up a large amount of space and are difficult to store. The time and energy invested by financial personnel can only be used to complete basic tasks such as auditing bills and data statistics, and they cannot fully engage in financial management work. In addition, traditional finance attaches great importance to numbers themselves, ignoring the importance of management and service, resulting in a serious imbalance in the relationship between accounting, management, and service ^[7]. In economic activities, some financial managers only focus on post-event supervision and do not implement pre-event control, making it difficult for enterprises to accurately judge and predict potential financial risks. Through the digital transformation of finance, the above-mentioned phenomena of human resource consumption can be avoided, mistakes can be prevented, and the utilization efficiency of human resources can be improved. Moreover, the relationship between accounting, management, and service can be balanced, effectively improving the deficiencies in traditional financial management ^[8].

Secondly, it is conducive to the improvement of enterprise competitiveness. At present, the market competition situation is becoming increasingly fierce. Accurate financial data can provide strong support for enterprise business decisions, and digitalization plays an important role in the collection and processing of financial

data. By building a digital platform for financial management, enterprises can have an in-depth understanding of the use of funds, clarify the procurement, production, etc. processes, and continuously improve the deficiencies in their own operation and management processes. In addition, it can also achieve the smooth acquisition of relevant market data, enabling enterprises to better understand consumer preferences, provide a strong basis for the adjustment of production and operation, reflect the pertinence of product research and development, strive to meet consumer needs, and thus obtain more market share. Of course, it can also help enterprises accurately analyze the differences between themselves and their competitors, learn from others' strengths to make up for their weaknesses, and thus provide support for managers to make correct decisions.

Finally, it improves the enterprise's risk prevention and control ability. The deep integration of financial information and business decisions provides enterprises with a more comprehensive and real-time decision-support system, thereby enhancing their competitive advantage. In practice, the forward-looking nature of financial management is strengthened, and it has a good early-warning function. Enterprises can promptly discover potential financial risks and formulate reasonable and feasible countermeasures to avoid blindness in business decisions. Through business-finance integration, enterprises can more accurately grasp the dynamic changes in costs and revenues, optimize resource allocation, and comprehensively improve the efficiency of capital use, thereby gaining a corresponding competitive advantage in the fierce market competition. In addition, business-finance integration can also play an important role in promoting the creation of a good business culture in the enterprise, prompting all departments and employees to pay more attention to financial performance and business results, thereby stimulating innovation vitality and enhancing the overall competitiveness of the enterprise. By deeply analyzing the correlation between financial data and business operations, enterprises can foresee potential risk factors earlier. Common risk factors include market fluctuations, credit risks, etc., and then promptly take corresponding preventive or mitigation measures to minimize possible negative impacts. In addition, since business-finance integration plays an important role in promoting communication and collaboration across departments in the enterprise, it can significantly enhance the speed and breadth of information flow, making risk management no longer the sole task of the financial department but a process jointly participated in by all members of the enterprise. This comprehensive risk management model can significantly improve the efficiency of enterprise risk response and effectively support the optimization of enterprise internal management ^[9].

3. Measures to promote enterprise digital operation management based on business-finance integration

3.1. Improving the top-level design of the digital information platform and optimizing the architecture of the digital integrated information platform

An enterprise's possession of a complete operation management information system is the key to the efficient integration of business and financial tools. Based on business-finance integration, and in combination with its business strategy and development plan, an enterprise should formulate a complete construction plan for the information system of the integrated information platform, achieving real-time data sharing and process automation, to support the enterprise in carrying out refined operation management efficiently ^[10].

First of all, improve the top-level design of the operation management information system. A complete, digital integrated information platform should meet the following requirements: First, comprehensive sharing. Break down information barriers within the enterprise, rely on a highly integrated IT platform to achieve the automation of data processes, ensure the seamless connection of business and financial data, and guarantee the accuracy, integrity, and timeliness of data, improving the efficiency and precision of operation management. Second, in-depth integration. Under the premise of unified systems, processes, and standards, strengthen the

connection between the financial system and the business system, and achieve the in-depth inter-communication and high-efficiency collaboration of internal business and finance in the enterprise. Third, data empowerment. The information integration platform shares all-domain data. Through data cleaning, algorithm construction, and analysis model building, it excavates the financial and business data resources accumulated and uses data empowerment to drive business growth and risk compliance control ^[11].

Secondly, conduct a comprehensive assessment and optimization of the existing information system, and fill in the missing information integration modules. In actual work, for the scientific implementation of an integrated information system, an enterprise needs to establish a more open and collaborative organizational culture, encourage active information exchange among departments, and enable team members with different backgrounds and professional knowledge to participate in the decision-making process, thereby enhancing the breadth and depth of decision-making. The integration of business systems can provide the financial shared service center with a richer business scenario, making financial analysis and reports closer to the business reality, enhancing the business relevance of financial data, and overall improving the enterprise's decision-support ability. Such system integration is conducive to significantly improving the efficiency of cross-departmental collaboration within the enterprise. Breaking down information barriers, it promotes the effective integration of the financial perspective and the business perspective, helping the enterprise make more accurate and rapid decisions in a complex and changeable market environment. In this process, the enterprise needs to comprehensively evaluate the existing information system and take targeted optimization measures to ensure that the system architecture can support the connection of business and financial data and at the same time ensure the accuracy and integrity of the data ^[12].

3.2. Strengthening the business-finance operation analysis ability and focus on the targets of lean management

Accurate, objective, and scientific operation analysis can provide multi-dimensional and comprehensive “useful data” for the strategic, operational, and business levels of the enterprise, provide data-based decision-support for enterprise managers, and at the same time provide a solid data foundation for the evaluation of departments, business groups, and individuals. Strengthen the application of analysis results to boost the improvement of enterprise operation efficiency and management ability.

In the actual transformation process, based on the concept of big data, analyze various contents such as budgets, financing, and investment, and combine the comprehensive budget management model to improve the enterprise's fund management ability. To improve the financial data analysis ability, it is necessary to establish a special operation analysis team composed of members from various departments, such as finance, sales, and production, responsible for data collection and sharing. Through the cooperation of various departments, information sharing becomes more convenient, giving full play to the role of the financial information platform and solving the problem of “information silos” ^[13].

First of all, based on strategic goals and implementation feasibility, setting operation analysis indicators at different levels is the basis for strengthening operation analysis. For example, at the overall enterprise level, set up profit-return indicators, etc.; at the business level, set up cost-benefit analysis indicators for high-value assets, the scheduling and utilization of public assets, etc.; in budget execution analysis, dynamically monitor budget execution to provide more basis for resource allocation; in investment management, first conduct predictive analysis, evaluate the risk level and take effective preventive measures. Strengthen control during the process, analyze the generated investment results, and use the information platform to provide timely feedback. If necessary, technologies such as big data, AI, and expert systems can be used to establish a data analysis model, import data for intelligent analysis, predict results, and conduct comprehensive evaluations, providing more basis

for management to make decisions.

Through the real-time monitoring of the information system, financial management is more closely integrated with the daily operations and strategic decisions of the enterprise. Improve the accuracy and depth of financial analysis to provide more accurate and comprehensive decision support for management.

At the same time, improving cross-field business understanding and analysis ability is also the key to improving the efficiency of department integration. Financial personnel should have an in-depth understanding of the enterprise's business processes and market environment to play a more active role in the integration of financial management and business decision-making. Through regular cross-departmental training, promote the interaction between financial personnel and other business departments. In this way, information barriers can be effectively broken, trust among teams can be enhanced, and the overall collaboration efficiency can be improved.

3.3. Optimizing the resource allocation model, strengthening cost control, and continuously optimizing the economic structure

By effectively tracking key indicators such as business income and costs, budgets, and asset utilization rates, and at the same time conducting comprehensive analysis in combination with business data, identify potential risks, accurately grasp development opportunities, and on this basis, formulate forward-looking financial plans. An integrated information system for optimizing cost, budget, and cash-flow management can more effectively track and manage key financial indicators such as costs, budgets, and cash-flows, and at the same time conduct comprehensive analysis in combination with business data. Enhance risk identification and the forward-looking nature of financial planning to identify potential risks and opportunities and achieve more flexible and forward-looking resource allocation ^[14].

In terms of strengthening contract management, conduct an in-depth analysis of contract plan requirements to reasonably formulate a fund management plan to ensure the rationality and scientificity of fund allocation. To achieve the desired implementation effect, start from the collection progress. Department leaders need to strictly approve fund payments to ensure the smooth payment of funds and the proper implementation of contracts. Finally, for group enterprises, they should pay more attention to the enterprise's capital situation, review project funds comprehensively and from multiple perspectives, and continuously improve the level of budget management. In addition, after the preparation of financial statements, in-depth analysis and comparison of the differences between the budget and the actual execution should be carried out, and the financial report should be continuously adjusted to facilitate the enterprise to make accurate decisions.

In terms of strengthening internal control and risk management, it reduces the risks of errors and fraud through automated processes and real-time monitoring and ensures the security and reliability of business and financial information. The high-efficiency integration of business tools and financial tools not only supports the refinement of financial management but also enhances the enterprise's adaptability and competitiveness, providing support for sustainable development.

3.4. Building a performance appraisal system and improving the enterprise incentive mechanism

Building a performance appraisal system and improving the enterprise incentive mechanism is a systematic and complex process. It needs to be closely combined with the enterprise's strategic goals, cultural characteristics, and employees' specific job responsibilities, and is of great significance for enhancing employees' enthusiasm, improving work efficiency, and the overall performance of the enterprise.

The following steps can be taken: (1) Combine strategic goals, design performance appraisal indicators by combining quantification and qualitative assessment, and clarify the performance appraisal goals of each position.

(2) Set a reasonable assessment cycle: According to the actual situation of the enterprise and assessment goals, set different assessment cycles such as monthly, quarterly, and annual. Ensure that the assessment cycle matches the business cycle, which is convenient for identifying problems and adjusting strategies. (3) Use the information integration platform to standardize the assessment process, achieve real-time data monitoring and timely feedback of results, and improve the efficiency and transparency of assessment management. (4) Link the assessment results with salary adjustments, job promotions, training and development, etc., to form an effective incentive and restraint mechanism. Analyze the assessment results, identify problems, and formulate improvement measures. (5) Establish a feedback and communication mechanism: Conduct regular performance interviews, give timely feedback to employees, and point out their strengths and weaknesses. Encourage employees to put forward opinions and suggestions and jointly improve the performance appraisal system^[15].

Through the above steps, an enterprise can build a scientific, fair, and effective performance appraisal system, stimulate employees' enthusiasm and creativity, promote the close connection between employees and the organization, and promote the overall performance improvement of the enterprise.

4. Conclusion

In a complex and changeable market environment, the application of digitalization has laid a good foundation for achieving the goal of data resource sharing. It can help enterprises achieve the refinement of financial management, effectively improve the level of centralized financial management, contribute to the smooth transformation and upgrading of enterprise financial management, and provide solid support for the sustainable development of enterprises. The above is the author's analysis of enterprise operation management in the digital context based on practical work experience, hoping to provide some inspiration for further promoting the optimization and implementation of financial management work.

Disclosure statement

The author declares no conflict of interest.

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