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CONTENTS

- 1 **Start with Consumers' Interests and Hobbies to Realize Accurate Marketing**
Ziqi Liu
- 6 **Yearning the Moon with Sixpence in Hand: Exploring the Relationship between External Corporate Social Responsibility, Employee Commitment, and Design Thinking**
Weiwen Cai
- 12 **Accelerate Fiscal Transformation, Actively Give Full Play to the Role of Financial Platforms**
Peng Yu Zijun Shi Lin Lv Xueqing Liu Xiumao Li

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Start with Consumers' Interests and Hobbies to Realize Accurate Marketing

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ABSTRACT

Since Weibo entered China in 2007, in just a few years, Weibo has spread and developed at an alarming rate. High-speed communication ability, convenient operation mode, low platform, strong interaction and other advantages have led all walks of life to enter Weibo, and many enterprises and businesses have seen the development prospects in Weibo. In the fierce market competition, in the current chaotic marketing field of Weibo, it is very important for enterprises to find effective marketing schemes to make marketing more targeted and achieve successful sales. The characteristics of accurate marketing positioning can guide enterprises to move forward in the storm of marketing in Weibo. This paper focuses on the description that while precision marketing has become a goal that marketing activities are striving for, on the basis of literature research, it makes an in-depth analysis of various situations that are easy to appear in the current situation of marketing in Weibo, and puts forward precision marketing strategies. Through qualitative and quantitative research, with a large amount of data analysis, the direct relationship between Weibo marketing and precision marketing, such as user interest, brand positioning, event marketing, targeted promotion and opinion leaders, is obtained. On the platform of Weibo, different user groups are subdivided and summarized according to marketing modes and methods, and three types of Weibo operation modes and precise marketing strategies are summarized. Based on Sina Weibo platform, this paper analyzes the effective application of enterprise Weibo precision marketing. On the basis of analyzing the case of precision marketing in Weibo, the marketing strategy is summarized to realize the precision marketing for customers in Weibo. It is hoped that this article can produce certain application value for enterprises under the combination of theoretical integration and practical cases.

1. Definition of Accurate Marketing

The theory of precision marketing was put forward for the first time in 2005. Philip Kotler (2005) thinks that precision marketing means that enterprises adopt more accurate, measurable and high return on investment marketing communication, formulate marketing communication plans that pay more attention to results and actions, and pay more attention to the investment in direct sales com-

munication^[1].

Jeff Zabin (2008), an American scholar, defined in his book that precision marketing is to send the right information to the right customers through the right channels at the right time, so as to really influence the purchase decisions of the target customers and promote the effective achievement of marketing objectives.

Xu Hailiang, a domestic scholar (2006) summarized the definition of precision marketing as: on the basis of precise

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positioning, establish a personalized customer communication service system, and realize measurable low-cost expansion of Zhang Zhilu. He believes that precision marketing has three meanings: the first is precision marketing ideas^[2]. The second is to implement accurate system guarantee and means. The third is to achieve the enterprise goal of low cost and sustainable development. Wu Qingsheng, Yu Ying and Zheng Xingshan (2006) think that precision marketing is a detailed analysis of different consumers in the target market by combining quantitative and qualitative methods. According to their different consumer psychology and behavior characteristics, enterprises adopt targeted modern technologies, methods and targeted strategies to realize marketing communication with high return on investment for different consumer groups in the target market.

Dong Hongying (2008) put forward that precision marketing is based on the full possession and analysis of customer information, aiming at the different needs of customers, and one-to-one marketing as much as possible. Its concern is to know the accurate target audience information, effective information dissemination channels and marketing means. This definition attaches importance to the status of customers in precise marketing, but still emphasizes the application of precision marketing ideas in advertising communication^[3].

Lu Wei (2008) put forward the definition of precision marketing from a wider scope: precise marketing is based on scientific management, with insight into customers as a means, properly and appropriately subdividing the market, and adopting precise marketing operation methods to make the market deeper and deeper, so as to obtain the expected benefits. This definition holds that customers and advertisements can be accurate, products and technologies can also be accurately positioned, and the scope covered is broader.

2. Characteristics of Precision Marketing

2.1 Targeted Audience

Jeff Zabin (2008) thinks that the first characteristic of precision marketing is the accuracy and pertinence of the target audience. Although traditional advertising is based on market segmentation and positioning^[4], due to the limitations of traditional media and technology, the pertinence of the audience is still not strong. Precision marketing can rely on powerful database resources and use modern information technology to accurately measure and analyze consumers' behaviors so as to choose the right channel to send the right information to the right customers.

2.2 The Economy of Cost

Kimberley (2006) thinks that on the Internet, it is pos-

sible to make more accurate IP targeting based on the user data on the website platform and the IP information of each computer network connection, so as to accurately find the target consumers at a very low cost. After accurately finding the target audience, it can save a lot of marketing costs for enterprises by using the relatively low-cost network-oriented delivery.

2.3 Controllability of Effect

An important feature of precision marketing is to track the process of marketing activities. With the maturity of technologies such as targeting and tracking, marketing activities can be monitored, and the process can be optimized by examining the effectiveness of each link. At the same time, for the measurability of the results achieved by marketing efforts, marketers can test all kinds of important factors provided in advance and make a reasonable analysis of marketing strategies.

3. Advantages of Precision Marketing in Weibo Platform

3.1 Targeted Marketing

As the name implies, precision marketing is characterized by doing the best thing at the fastest speed. It conducts marketing activities for target customers through detailed data classification of products and services, and achieves the best control of other activities except target customers. In order to achieve this goal, we must effectively communicate with the target customers and know their needs and opinions in time.

Whether it's Weibo marketing or other marketing methods, losing the marketing pertinence is like losing the sense of direction and being unable to move.

3.2 The Effect Can be Measured

Besides the strong pertinence of precise marketing, the measurement of marketing effect is also its important feature. Among several implementation tools of precision marketing, whether it is Weibo, narrow advertisement, social network or search engine, they all inherit the measurability of precision marketing. Compared with traditional media advertisements, precision marketing can accurately locate the data of each audience in marketing activities through a powerful data programming system, including personal basic information, preferences, location, purchase experience, etc., and can also predict other personal information through computer simulation, such as other members' information and other data needed by enterprises. The biggest advantage of data marketing is to

accumulate customer resources and lay the foundation for enterprises to carry out other marketing activities^[5].

The one-way spread of Weibo has increased the blindness of enterprises in marketing. In the process of finding the target audience, enterprises are like looking for a needle in a haystack and resigned to fate. Precision marketing speaks with data, presenting all unknown equations to enterprises in the form of algebraic results. Information dissemination carried out by enterprises with clear needs and objectives of the audience can not only easily arouse the attention and forwarding of the audience, but also increase the number of comments. Weibo's influence has been enhanced unconsciously.

3.3 Reduce the Negative Effects of Advertising

The measurable effect of accurate marketing and the pertinence of marketing bring a direct benefit to enterprises, that is, the significant increase of purchase conversion rate. This efficiency is not only reflected in the dissemination of enterprise information to target customers, but also in the marketing of enterprise products and services. Because the marketing activities of precision marketing are aimed at their own target customers, the news released by enterprises is generally consistent with the news that customers are willing to accept, which makes it easier to trigger the purchase intention of target customers and realize the value of marketing activities of enterprises.

In marketing in Weibo, enterprises usually blindly pursue the advertising arrival rate. According to the survey, users usually block all information (including related information) when they receive a large amount of information that has nothing to do with them. This situation directly leads to the loss of a large number of effective customers, which is not conducive to the long-term development of enterprises. Marketing accurately selects its own target customers in the database that are consistent with marketing activities for advertising push, which increases the attention of enterprises to target customers and helps target customers to become loyal fans.

3.4 Focus on Consumers and Attach Importance to Communication and Interaction

Accurate marketing goal is to obtain high-profit market communication for target customers. It's guided marketing with a strong data structure, closely following consumers' desires. At the same time of successful marketing, it is more convenient for consumers. When consumers accept the product information they are willing to accept, they also improve their satisfaction with the enterprise virtually.

Accurate marketing is consumer-centered, and it also

highlights its two-way relationship with consumers, attaching importance to communication and interaction. A major feature of direct contact and communication with consumers is that enterprises can get consumers' first-hand information. The more data they get, the easier it is for enterprises to improve the pertinence of their products, so that the products can meet the needs of the market and increase consumers' acceptance again.

In marketing in Weibo, enterprises often don't look at the long term, but only pursue short-term profits. However, it is easier to ignore the trust with fans, which makes it impossible to achieve long-term development. The meaning of precision marketing itself is the marketing that realizes the primacy of consumers and is implemented around consumers. Accurate marketing features not only greatly improve customer satisfaction, but also strengthen the two-way communication between enterprises and customers.

4. Promote the Weibo of Sales-oriented Enterprises

4.1 Use "Topic" to Find and Snare Target Users

To position Weibo as a promotion type, we should first solve how to find the target customers. The characteristics of topics in Weibo provide help for enterprises to find target customers.

Enterprises can realize the positioning strategy of target customers by searching the topic names related to the sales direction of the enterprise on Weibo. Generally, the users who participate in the topic discussion have some common attributes, so identifying the topic and participating in the topic can not only improve the influence of the enterprise, but also help the enterprise recruit more target users.

If the main sales area of the enterprise is skin care products, you can search the Weibo for functional hot topics such as # maintenance #, # acne #, # whitening #, etc., not only discussing the large number of users, but also paying more attention to the skin, all of which reserve a lot of resources for the target fan base of the enterprise and prepare for the next step of making profits.

4.2 Offline Localization Marketing

Online and offline interaction strategy Weibo marketing company interacts with customers. This kind of marketing enhances the interaction between the company and users, makes potential users become fans of the company, and at the same time, improves the loyalty to the company. Through interactive discussion, the company can clearly understand what the potential customers' concerns are and what their real interests are. Through frequent interaction and commu-

nication, Weibo Company can carry out various marketing activities such as marketing promotion, market research, customer relationship management, crisis management, etc., and make the best use of Weibo platform to realize the conversion of more online and offline customers.

4.3 “Weibo Wall” Marketing

The wall of Weibo is what we usually call the big screen of Weibo, and it is now widely used in corporate press conferences, star concerts and wedding banquets. Weibo has the following characteristics:

Timely: Timely feedback the feelings of the on-site personnel on the activities and the topics initiated.

Interaction: Interaction with live hosts and celebrities; Interaction between off-site users and on-site users in Weibo. Zero distance. Whether it is a celebrity or a grassroots; Or thousands of miles away, you can communicate through the Weibo Wall.

4.4 Customer-managed Weibo

Today, with the improvement of people’s living standard, high-quality service must be one of the first choices of customers. After the number of fans in Weibo of enterprises has reached a relatively stable level, it is necessary for enterprises to use Weibo to provide multi-level services for fans.

4.4.1 Solve Users’ Questions and Improve Customers’ Needs

When enterprises define Weibo as the type of customer management, they should start to analyze the characteristics of responding to the needs of different customers without strategies, so as to achieve customer satisfaction.

First of all, enterprises should quickly classify customer problems and determine the nature of the problems, such as product quality problems or improper service problems.

Secondly, different types of questions should be answered by different professional customer service to ensure the accuracy of answering questions. The advantages of problem classification are as follows: 1) Customer questions can be answered quickly and accurately, and customer satisfaction is high. 2) The delay of problems can easily lead to marketing crisis when major problems cannot be dealt with in time, which is detrimental to the long-term development of enterprises.

Finally, pay attention to the follow-up. After answering the customer’s questions, continue to track whether the customer has new questions or whether valuable experience sharing has been generated. Provide help for enterprises to accumulate marketing strategy materials for a long time.

Figure1 is the official Weibo of Sogou input method,

which is specially used to reply to the problems that users have in using the input method. This Weibo professional service staff answers users’ questions with a high degree of patience, and the effect is humorous. It not only solved the customer’s question, but also made a publicity for the enterprise, causing netizens to pay attention to forwarding. The content is roughly that the input method of “b-e-i-d-u” by the user can’t get the word “Baidu”, and the customer service staff prompts the user to input in Mandarin. This Weibo triggered 490 reposts and 94 comments.

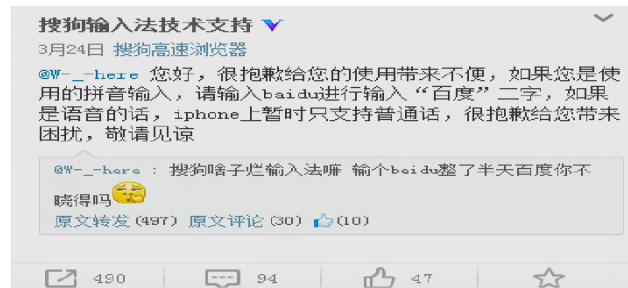


Figure 1. Official Weibo of Sogou Input method

4.4.2 Accurate Market Audience Research

For the dynamically changing customer groups, enterprises also need to conduct online research on customers through activities. After determining the market trend, guide the target customers to interact, and transfer offline customers to online for overall management. A Weibo can provide multiple services for many customers, which is a hundred times more efficient than offline one-on-one mode like telephone consultation. It not only improves customer satisfaction and loyalty, but also improves the effectiveness of Weibo’s marketing effect evaluation.

This paper mainly studies the feasibility and strategy of precision marketing under Weibo marketing. On the basis of literature research, this paper describes that while precision marketing has become a goal pursued by marketing activities, it makes an in-depth analysis of several situations that are easy to appear in the current situation of marketing in Weibo, and puts forward the strategy of precision marketing. Through qualitative and quantitative research and data analysis, the relationship between Weibo marketing and several precision marketing factors, such as user interest, brand positioning, event marketing, targeted promotion and opinion leaders, is obtained. On the platform of Weibo, different user groups are subdivided and summarized according to marketing modes and methods, and three types of Weibo operation modes and precise marketing strategies are summarized. Based on Sina Weibo platform, this paper analyzes the effective application of enterprise Weibo precision marketing. Finally,

it summarizes Weibo's precise marketing strategy by case, and realizes the precise marketing to customers in Weibo.

5. Summary

(1) Using qualitative research, it focuses on analyzing the problems that are easy to appear in the marketing of enterprises in Weibo, and combining with the theory and method of precision marketing, it puts forward suggestions for improvement.

The problems prone to enterprises are: 1) One-way dissemination of information, ignoring the wishes of the audience. 2) Pursuing the advertising arrival rate, ignoring the purchase conversion rate. 3) Pursuing short-term turnover, ignoring word of mouth and long-term development.

According to different problems, different suggestions are given: 1) For the one-way dissemination of information, it is suggested to post on the basis of understanding fans' interests and pay attention to forwarding at any time; 2) Aiming at the pursuit of advertising arrival rate, it is suggested that enterprises should first decide whether fans are willing to forward advertisements; 3) In pursuit of short-term turnover, it is suggested that enterprises should attach importance to establishing emotional interaction with fans.

(2) Expounding the correlation between Weibo marketing and precision marketing by questionnaire, and putting forward the idea of organic combination of Weibo marketing and precision marketing, so as to improve the current situation of Weibo marketing, improve the marketing effect, reduce marketing costs and marketing risks.

In the survey of Weibo of enterprises, the interviewees learned: 1) Weibo marketing has been known and understood by most people, and its usefulness or usability has been recognized to some extent; 2) It is necessary to lock the purchase conversion rate of corporate Weibo followers in young people's groups; 3) The motivation orientation of customers to use Weibo is mainly effective information, brand and communication.

Under the above premise, the consumer decision-making process model assumes that the user's purchasing behavior is related to five precise marketing factors: user's interest, brand, activity marketing, targeted promotion and opinion leader, and the certification results are obtained by statistical methods. It is pointed out that the organic combination of Weibo marketing and precision marketing can increase the purchase conversion rate of users.

(3) Optimize the marketing mode of Weibo.

Based on precision marketing ideas, the operation mode of marketing in Weibo is divided into three modes: Weibo, a sales promotion enterprise, Weibo, a brand building enterprise and Weibo, a customer management enterprise.

Put forward different marketing strategies for the three modes: Promote the Weibo of sales-oriented enterprises. We should use "topic" to increase target users, combine offline localization marketing, and cooperate with "Weibo Wall" marketing to increase sales. Weibo, a brand enterprise. We should make use of the events that have happened, create our own hot events, and create a contact event with Weibo, a celebrity expert, to maintain and promote the corporate brand; Weibo, a customer-managed enterprise. We should pay more attention to solving users' questions, improving customers' needs and making accurate market audience research.

(4) Analyze and demonstrate the feasibility of precision marketing in Weibo.

By analyzing the advantages, disadvantages, opportunities and threats of implementing precision marketing in Sina Weibo, it is concluded that the precision marketing in Weibo is more effective than other network marketing methods, and the precision marketing in Weibo will be the main network marketing method for Chinese enterprises in the future.

(5) Guided by specific examples, enhance marketing practicality.

Aiming at a specific e-commerce online store, this paper analyzes the operation mode, method and good effect of its Weibo precision marketing. Once again, it demonstrates the precise Weibo marketing strategy which is directly related to Weibo marketing, including brand positioning, user interest, activity marketing, targeted promotion, opinion leaders and other factors of users' purchasing behavior.

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Yearning the Moon with Sixpence in Hand: Exploring the Relationship between External Corporate Social Responsibility, Employee Commitment, and Design Thinking

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ABSTRACT

Prior studies have emphasized the positive relationship between corporate social responsibility (CSR) and employee organizational identification, with the argument that external CSR acts could enhance employee commitment, work engagement, and loyalty via perceived prestige. Despite such emphasis, minimal suggestion has been given in terms of how to design and execute a moderate, structural, and sustainable CSR program to bond with employees on a deeper level of emotional connection. The aim of the present study was to highlight the benefits of adopting the design thinking method for investing and practicing external CSR, so as to realize a positive link between employee commitment, financial performance, and social recognition.

1. Introduction

“So busy yearning for the moon that he never saw the sixpence at his feet.”^[6] (Curtis and Whitehead, 1997). W. Somerset Maugham’s profound novel, *The Moon and Sixpence*, in which the main character resolutely quits his money-centred job (symbolized by the sixpence) in middle age to pursue his art dream (symbolized by the moon), has resonated with countless readers. Such popularity has been achieved because the novel offers an escape for people who must choose “sixpence” over “the moon” due to their living conditions, despite still being curious about the universe, appreciating nature, pursuing social equality, and having concerns about their community. To achieve a lower rate of turnover and absenteeism, organizations want to attract employee’s commitment and increase

employee engagement. As such, there are questions concerning whether there is a possibility that companies can “yearn for the moon” with their employees, satisfying the goodwill towards society, the aspiration for a better environment, and the romantic imagination of the vast universe together. Through such cooperation, employees will become more loyal to the company and more committed to their work because they have shared values and a consistent growth direction.

In the present study, the significance of corporate social responsibility (CSR) and its role in motivating employees to have a higher commitment to a company is investigated. Particular focus will be given to the external dimension of CSR, which does not directly show the benefits towards the employee, but generates shared notions,

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ideals, and values between company and employee to increase their loyalty and fondness. Firstly, several terms are defined and their relevance in the CSR discussion is explained. Next, several studies are reviewed that focused on external CSR actions that enhance employee's prestige, sense of achievement, and the needs of romanticism, which are argued to influence employee organizational identification. Finally, a proposal is given stating that design thinking should be invested in the action of CSR to establish a visionary and sustainable bond between employees, the organization, and external stakeholders.

2. Theoretical Background

According to Hirschman's theory, customers and employees have two options in response to decline in firms: Exit and Voice^[11] (Hirschman, 1970). In the action of Exit, customers stop purchasing, and employees start leaving. Here, the leadership must act immediately to salvage the situation. In the action of Voice, customers and employees begin to express their dissatisfaction through acts such as protests. Here, the leadership must communicate with customers and employees and solve any problems (Hirschman, 1970). Hirschman indicated that Loyalty was an indispensable part of the process of Exit and Voice, through which the firm can listen to the Voice and take care of customers and employees before the Exit (Hirschman, 1970). Notably, Loyalty takes time and effort to develop. The relationship between CSR and employee loyalty has become a significant topic in the fields of organizational behaviour and industrial psychology (Jones and Rupp, in press).

CSR is a self-regulatory business model that allows a company to be socially accountable to its customers, workers, stakeholders, and the general public. Companies may become more conscious of their impact on all aspects of society, including the economic, social, and environmental, by engaging in CSR. CSR has been a topic of discussion and debate for many years, with some arguing that companies should focus on making profits for their shareholders and others arguing that companies have a responsibility to use their power and influence to improve society. Previous researchers have shown a tendency to link CSR actions with a firm's financial performance and consumer behaviour^[18] (Orlitzky, Schmidt and Rynes, 2003). However, in the past two years, the COVID-19 pandemic has provided corporations with an opportunity to become more authentic in their CSR efforts and help address pressing global social and environmental concerns (He and Harris, 2020). During the pandemic, organizations were held responsible for employees' psychological state, and the strong bond between the firm and employees

became more significant than ever.

Macro-CSR researchers frequently distinguish between internal and external CSR, since CSR beneficiaries are typically either within or external to the organization^[26] (Werther & Chandler, 2010). External CSR is most connected with environmental sustainability, supporting the local community, or consumer caring^[8] (El Akremi et al., 2015). CSR that targets the environment includes lowering the negative ecological impacts of the company, investing new energy, and focusing on climate change and sustainable future generations. CSR also refers to the efforts and policies that businesses adopt to have a beneficial impact on the communities in which they operate. Sponsoring local sports teams, donating to charity, investing in local business, supporting humanitarian causes, and building sustainable communities are all instances of CSR. Consumer-focused CSR refers to a company's obligations to those who use its services or buy its goods. Product safety measures and customer service programs are examples of CSR practices in the industry^[10] (Farooq et al. 2017). The most typical concern of external CSR is a firm's public image and its position on societal issues, and such CSR is frequently used to urge employees to be conscious of what the company does.

Early studies of CSR often concluded that employees are the benefactors of internal CSR efforts, while external stakeholders are the beneficiaries of external CSR activities^[16] (Margolis and Walsh, 2003). In the present investigation, employees' perceptions of external CSR were found to have an impact on their organizational identity via the prestige mechanism. External CSR actions provide externally visible indications that the organization is appealing, generous, and distinctive, and that such efforts are highly recognized and appreciated by the community. Employees receive information about their corporate via media, word of mouth, and publicity. Such opinions of the firm from the outside are internalized as a source of self-worth and self-esteem, with the sense of belonging intended to manifest itself in the form of loyalty. Here, external CSR becomes a source of pride for employees to define themselves^[10] (Farooq et al., 2017).

Additionally, Farooq's study also revealed that various employees are responsive to different types of CSR efforts based on their social and cultural orientations. External CSR may be more important for employees with high cosmopolitan orientation who seek recognition from the external community, while collectivist employees are more concerned about external CSR since their identities are formed through group affiliation^[10] (Farooq et al., 2017). The result is beneficial for start-up companies when operating on a small scale in that the firm can learn every

employee's personality and mentality to act on CSR with more support and appreciation from employees.

However, the relationship between external CSR and labour productivity has been examined as a nonlinear model in other studies^[1] (Bolton, 2020). Both low- and high-level external CSR are negatively related to work performance. Due to insufficient external CSR, employees' self-worth may not be fulfilled, and they may feel embarrassed that their organizations are not as good as others^[17] (Onkila, 2015). At high levels of external CSR, employees would be cautious of self-serving motivation driving external CSR activities^[9] (Farooq et al., 2013), because enterprises would have spent too many resources on programs that do not provide additional advantages.

Thus, to attract a broader party of stakeholders and employees, organizations need to find a moderate and balanced level of external CSR activity, which is structural for long-term and innovative practice. In the present study, the benefits of design thinking in external CSR actions are highlighted, which can influence a positive and sustainable relationship between organizations and employee loyalty.

3. Case Studies

Design Thinking

Herbert Simon coined the phrase "design thinking" to describe the distinct mental skills employed by designers to solve issues in his influential book, *The Sciences of the Artificial* in 1969. The phrase gained further traction after Tim Brown, CEO of design consultancy IDEO, defined his firm's approach to strategy in a 2008 Harvard Business Review article. Design thinking, according to Brown, who practiced and applied the method as leader of IDEO to solve both small and large problems: "Design thinking combines the designer's sensibility and methodology to match people's demands with what is technologically achievable and what a viable business strategy can turn into customer value and market opportunity"^[3] (Brown, 2008). As such, design thinking lies at the intersection of human desirability, technological feasibility, and economic viability.

At present, design thinking does not have a single definition, being regarded as a concept, plan, method, or strategy. Any individual or organization can deepen and broaden the meaning of design thinking for using any way they perceive. In the present study, the IDEO's design thinking approach was adopted, which includes three core activities: inspiration, ideation, and implementation. The most significant aspect of design thinking is humans are placed at the centre of every action. Empathy, optimism,

iteration, creativity, and ambiguity are critical components of the designer's mindset that run through the core activities of design thinking^[14] (IDEO Design Thinking, 2021). In the phase of inspiration, a human-centred designer inquires and empathizes with the target audience directly to define the problem or need. During the ideation phase, designers brainstorm and create ideas freely and boldly to formulate ideal and innovative solutions that fulfil their needs. Finally, the implementation phase involves the designer implementing their vision to ensure that the solution is materialized and touches the lives of end-users.

In the present study, adopting the design thinking method to invest in and practice external CSR is argued to be desirable from a human (employee) point of view, while also being technologically feasible and economically viable.

Inspiration – to empathize

Regarding participation in corporate social responsibility projects, big technology companies such as Google, AMD, and eBay once invested in a non-profit initiative called One Laptop per Child (OLPC). OLPC was established to transform education for children by designing and distributing inexpensive laptops for children in the developing world, so as to facilitate a better education experience for such children. OLPC was first proposed in 2006, but after more than six years, instead of achieving the original goals, OLPC produced disappointing results and was shut down in 2014^[20] (Robertson, 2018). OLPC spent a long period of time entangled with building low-cost laptops and ignored the fact that, at the time, many developing countries were undergoing a technological revolution. For example, China and India ensured their own low-cost mobile computing devices through brilliant talents, rapid tech progress, and mature manufacturing. Thus, OLPC never entered into the large nations they initially targeted^[25] (Watters, 2012).

As imagination, the intention of using inexpensive computers to educate the children can be considered wonderful and positive. However, aggressive responses to other country's education matters can sometimes be risky and contentious and can be perceived as technological colonialism. Despite being aware of such concerns, OLPC still chose to use a "non-invasive" strategy to implement the project. However, as could be predicted, the targeted problem was not solved and OLPC was criticized as being unsupportive^[25] (Watter, 2012). Any intention of helping developing areas requires a more comprehensive understanding and sophisticated analysis of the local situation and close partnership with indigenous designers, who are irreplaceable in terms of knowing what complementary

work has to be done to make a project successful. In the case of the OLPC project, teachers encountered difficulties when guiding their students to effectively use laptops to study because of the lack of professional training that was given^[19] (Osborne, 2013). As could be expected, the project resulted in disappointing feedback data. According to the project's evaluation by Inter-American Development Bank (IDB) and a report by Peru's education ministry (the country with the largest involvement), found that there was no significant improvement or increased motivation to study in both math and literacy for children who received laptops^[19] (Osborne, 2013).

The results were not unexpected. Besides the irrational assumption that teachers should know how to use laptops, the outcome could be attributed to a number of other factors. For instance, the project implementers need to ask themselves: has evidence been found that shows students have a higher desire to study in countries where tech devices are ubiquitous among children? Is a laptop a stimulus to study or a distraction from study? Moreover, did researchers investigate whether the country receiving aid has the ability to use such devices continuously? Is there enough stable electricity power and internet access? Since OLPC did not inquire, listen, and empathize during the process of designing the project, failure was the result.

When designing a philanthropic program for a certain area in need, the designers or developers should not assume what the people need. Communication, research, and discussion are essential processes in design thinking as well as in the development of CSR programs.

Ideation – to think bold

Environmental sustainability is one of the most concerning topics in CSR practice, and a long-term plan, activity, and experiment is needed to examine the outcome. With one of the world's most popular online and mobile payment and lifestyle platforms, Alipay implemented their bold CSR project, Alipay Ant Forest, to tackle climate change after careful consideration. Alipay Ant Forest is a public welfare project aimed at driving the public to reduce carbon emissions. In the Ant Forest, everyone's low-carbon behaviour can be counted as virtual "green energy", such as biking, walking to work, and going paperless. When virtual green energy is accumulated to a certain level, users can use their mobile phones to apply for the planting of a real tree in areas where the ecology is in urgent need of restoration, or claim protection rights in areas where biodiversity is in urgent need of protection.

Ant Group donates funding to public welfare groups through Alipay Ant Forest's ecological restoration initiatives in various locations, and the public welfare organ-

izations coordinate particular tasks such as planting and upkeep. There are donation agreements and acceptance reports for each initiative. Alipay Ant Forest has recruited over 500 million users, planted 100 million trees across 112,000 hectares in Northwest China, and protected 12,000 hectares of conservation land since its launch. By cooperating with farmers to plant trees, produce organic agricultural items, and connect them with e-commerce platforms, Alipay Ant Forest has helped create over 400,000 employment possibilities and \$8.4 million in revenue^[24] (UNFCCC, 2019). Green and low-carbon technologies have become a central trend of global economic development due to the degrading global environment. By advocating low-carbon behaviour, the Ant Forest project has greatly reduced China's carbon emissions. In 2019, Ant Forest won the UN Champions of the Earth award and was recognized by The United Nations Environment Programme (UNEP) in the "Inspiration and Action" category. Inger Andersen, Executive Director of UNEP, described Ant Forest as a project that uses the best of human intellect and innovation to make the world a better place and uses digital technology to fundamentally redesign our relationship with our planet^[24] (UNEP, 2019).

While contributing to environmental sustainability, Ant Group and its related companies such as Alibaba have also gained recognition from countless consumers. In this regard, Ant Group has also developed itself while taking on social responsibilities.

Implementation – to put in action

COVID-19 posed a number of new challenges for industrial marketers, who suddenly found themselves without markets, facing a bleak future, and dealing with insecure employment. Before managing an internal situation, many organizations choose to quickly respond to public crises and place their high value and determination on CSR actions. Some of the most well-known names in consumer luxury would have rapidly switched their ateliers from creating exquisite products to providing hand sanitizer and personal protection equipment (PPE) to overworked medical personnel^[4] (Cankurtaran and Beverland, 2020). As an example, LVMH joined the fight against COVID-19 as soon as the epidemic broke out, making hand sanitizer in their perfumes and cosmetics maisons, masks and gowns in their fashion and leather goods maisons, and importing over 40 million surgical masks, ventilators, and blood tests for public health authorities. The LVMH Group and its Maisons all joined the massive effort in the group's host countries, including a range of initiatives to support healthcare workers, suppliers, and non-profits^[15] (LVMH, 2020). Despite struggling

during the industry crisis, airlines such as Delta, JetBlue, and United Airlines offered free, round-trip flights to health care workers on the frontlines of the novel coronavirus pandemic^[5] (Conklin, 2020). For organizations managing through a public crisis, actions of creative initiatives and fast implementation will have enduring effects on how they are perceived. Facebook's Public Service Announcement Campaign "We're Never Lost If We Can Find Each Other" is an example of using a corporate's unique resources to respond to crises. Using real-life photographs taken during the first wave of the pandemic, the campaign helped consumers come to terms with lost futures created by the disaster. The campaign was narrated by a poem that took viewers through the emotional phases of this pandemic, from mourning, depression, to acceptance and hope. By letting go of the old, the audience were emotionally prepared to participate in a new future. As a social media platform, Facebook uses the advantage of communication to create PSA campaigns to quickly build consensus and drive coordinated action across society. By understanding the difficulties of the crisis setting, the delivery of critical public health messages can be facilitated.

The 'new normal' created by the pandemic will necessitate a stronger focus on risk management and scenario planning, in addition to the use of design thinking to respond quickly to emerging and fluid social situations^[4] (Cankurtaran and Beverland, 2020).

4. Discussion

After reviewing the case studies, adopting the design thinking method to create and practice external CSR projects seems likely to result in a more prosperous, influential, and appreciated outcome and a better chance of positive financial performance. For corporate participating in external CSR, the three core design thinking activities provide an alternative method. Inspiration reminds organizations to inquire and empathize with their target audience to avoid ineffective assumptions. Ideation asks corporate to think outside of the box and be creative and bold when intervening in intractable problems. Implementation implies that the organization not only offers ideas but also tangible solutions, ensuring that their concept is both ideal and real.

Notably, the limitation of the present study is the lack of measures on employees' feedback to external CSR actions that adapt the design thinking method. As such, a further study should be conducted with more focus on how innovative approaches can bond employees with corporate through external CSR, since employee's CSR perception has a positive link with commitment and loyalty, organizational identification, job satisfaction, and engage-

ment, as well as creativity^[13] (Hur, Moon, and Ko, 2016).

5. Conclusions

Based on the literature review and case studies, corporate social responsibility is a critical factor in the sustainable development of enterprises, individuals, countries, and society. In the present study, the three core activities of design thinking were adopted as an alternative methodology to design and practice CSR projects that show the result of an enhanced reputation, a potential positive connection between employee and organization, and a potential opportunity for the future market. With the "new normal" along with COVID-19, corporations will continue facing challenges from many aspects. Companies that value and embrace CSR with creative and visionary notions could have a better chance to win social recognition and achieve long-term development.

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Accelerate Fiscal Transformation, Actively Give Full Play to the Role of Financial Platforms

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ABSTRACT

The 20th report puts forward more scientific and precise guidance for economic development, and makes a scientific direction for economic work at the overall height of the country. In recent years, with the rapid development of China's economy and society, the financial situation has also changed to a large extent. Financial work is an important support for the current government work, and the quality of financial work is directly related to the harmony and stability of the whole society. Based on this, under the new situation, we will continue to deepen the research on financial transformation, fully stimulate the function of finance, let the financial platform play its function, and effectively provide a persistent guarantee for social and economic development.

1. Introduction

From the 17th report "promote the sound and rapid development of national economy", to the 18th big report "accelerate the transformation of the mode of economic development", the party's 19th big report "implement the new development concept, the construction of modern economic system", to 20th "speed up the construction of new development pattern, promote the development of high quality", the previous report changes more clearly outline the outline of China's economic development pattern. Finance is an important basis for supporting economic and social development. To strengthen financial transformation in the new era, it is necessary to continuously stimulate the role of financial platforms, stimulate the vitality of financial platforms from multiple perspectives, and effectively cover the diversified needs of financial transformation at the present stage.

2. Promote the Change of Style and Consolidate the Foundation of Financial Transformation

The high-quality practice of financial transformation requires thought first. First of all, we should pay attention to the work style, and according to the current financial transformation requirements, timely change the work style, and pay attention to it from the ideological height. Ideological and political and style construction can ensure the orderly progress of various work, which is directly related to the quality and effect of financial transformation work. In the process of financial transformation, to intensify efforts from the ideological level to pay attention to, increase the intensity of policy propaganda and the efficiency of work style adjustment, especially for financial staff to enhance theoretical knowledge learning and propaganda, let them realize the urgency of financial

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transformation and scientific, in order to enhance the enthusiasm in the process of work. Especially for the grassroots financial transformation of the financial system, because the grassroots financial management system is still not reach the ideal state of standardization, especially in the grassroots financial sector informatization, intelligent digital emerging technology content is still at a low level, is not able to use efficient digital technology to information processing of the data^[1]. Basic financial personnel in the process of work, formed the curing inertia thinking, it is easy to promote the work using the old mode to work, for new problems cannot use new ways to solve, not even very well to accept and digest the new type of financial management concept, the ideological dilemma affects the financial function into full play. Based on such consideration, the first step is to increase efforts in the change of work style, starting with the work style construction of the department, to create a clean and upright financial management atmosphere, establish a sound and perfect the financial management system and intelligent supervision and management system, so that the financial funds can be truly used effectively.

3. Balanced Fiscal Revenue and Expenditure, Improve the Quality of the Financial Guarantee Transformation

To ensure the smooth transformation of financial security, we need to make efforts to balance fiscal revenue and expenditure. In order to give full play to the financial functions of the government, it must guarantee and balance the fiscal revenue and expenditure scientifically, and proceed smoothly from the following aspects.

First, to establish and improve the long-term management mechanism of financial expenditure, especially for some public projects and public service spending need to strengthen concern, specifically to build specialized work team, establish to ensure smooth public service expenditure management system and workflow, will be a complete set of detailed revenue expenditure and capital management system for service public projects. At the present stage, public investment pays more and more attention to education, science, culture, health and other undertakings, which means that the financial departments should devote more energy to the establishment of long-term financial management guarantee for science, education, culture, health and other undertakings, so as to successfully realize the effective and accurate financial management. For example, during the COVID-19 epidemic period, we will actively make smooth financial expenditure on various medical security to ensure the promotion of isolation, treatment machines and other matters, which can effec-

tively solve social problems and play a great role in ensuring social health and stability^[2].

Second, with the comprehensive use of various advantages, we will reduce the burden of government funds in the areas of people's livelihood and public services, and ensure that the expenditures on social and public utilities can receive special financial funds. We will take a combination of measures to strengthen the management of government expenditures and ensure that they are precise, targeted and personalized. In this regard, the government should strengthen supervision and management, and reasonably plan a fiscal revenue and expenditure system covering regional development. The government should also correctly distinguish special categories and the social public can participate in categories, let the audience can participate in the project and the related policy in the whole society, let the audience of the whole society can understand the government in fiscal functions and real utility, let the whole society can really trust the government in the fiscal spending, and is willing to participate in the work of social management work.

Third, we need to determine the organic coordination between regions to minimize personalized differences, especially the significant gap in economic growth among different regions. With the help of the financial allocation mechanism, various resources should be reasonably divided and allocated to realize the coordinated and balanced development of different regions. Local governments should give full play to their own advantages, carry out scientific regulation of fiscal policies from a macro perspective, ensure the reasonable allocation and scientific input of financial funds, make industrial development achieve balanced and sustainable development, and achieve high-quality urban development with efficient and accurate financial input.

4. Refine Expenditure Management and Improve the Transformation of Fiscal Expenditure

The work of the financial department is directly related to the capital control of the whole city, and the correct scientific expenditure can provide a solid support for the local economic development and higher-quality transformation. At present, in the post-epidemic era, the economic situation is relatively complex. Comparatively speaking, the source of fiscal revenue is limited to a certain extent, but the fiscal expenditure has to cover more levels. Therefore, in the process of fiscal expenditure, it is necessary to strengthen the scientific prediction and reasonable planning, to ensure the fine management of fiscal expenditure, so as to promote the fiscal transformation with higher

quality. Specific can be implemented from the following several aspects.

First, we should strengthen the revenue of fiscal revenue. By continuing to increase the reasonable distribution of financial payments, financial funds can really be truly invested in the most scarce places. In the process of appropriation, we must strengthen management, supervision and tracking, and ensure that fiscal expenditure in the whole link can be reasonably controlled, and in the process of dynamic supervision, we can truly ensure the safe use of fiscal finance. On this basis, we should promote the maximum revenue of fiscal revenue, which should also pay attention to the benefits generated by the withdrawal of funds and the results generated in the investment process, so that every fiscal expenditure can really play the biggest role. Second, to intensify government procurement, formulate strict system to regulate and integrate the government for the construction of public facilities and equipment procurement, will be more strict supervision and control system into purchasing funds investment, eliminate funds are waste or abuse, fine control of fiscal spending, with transparent, strict, standard, perfect and complete financial funds supervision system to make each work strictly justice. In this link, we should make use of the advantages of the online network, and disclose the financial information through the government affairs open network, so that the public can supervise the financial expenditure and the use of the finance. In addition, local governments should strengthen their financial supervision, strictly abide by the fiscal red line, ensure that they do not cross the line, take into account overall plans, and make reasonable arrangements, where the financial funds are really used accurately, and promptly stop and strictly control the inappropriate behavior in the use of financial funds.

5. Promote Digital Finance to Improve the Quality of Financial Transformation

First, the implementation of digital finance, can accelerate financial transformation and improve the quality of financial transformation. First of all, it is necessary to strengthen the publicity of digital finance, so that information technology can become the support of digital

finance, and pay attention to the promotion of digital finance, so that the staff can truly realize the convenience and superiority of digital finance brought to the work^[3]. Second, we should give full play to the leading role of the financial department to ensure that in the process of digital financial transformation, the subject have clear rights and responsibilities, and the financial department should play their core role, promote the comprehensive digitalization of various financial affairs, and coordinate and deal with complex problems and emergencies in the process of financial digital transformation. Three is to cultivate and perfect the data, technology, talent and management, etc., vigorously promote the smooth implementation of the construction of digital finances, strengthen the ability of information technology, pay attention to information protection, to promote big data and even artificial intelligence penetration into the financial work, using modern information technology to build a solid financial management platform, make digital financial management and service innovation.

In the process of financial transformation, together from multiple angles, stimulate the vitality of the financial platform, make diversified means of financial transformation road solid support, do deep financial transformation, truly for economic development, social progress, people's happiness and power, real escort for high quality transformation.

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