

Research on Comprehensive Plan Management of Electric Power Enterprises

Fan-Hua MENG^{1,a,*}, Meng-Wei SHI^{2,b}, Chun-Mei SONG^{3,c},

¹State Grid Hebei Electric Power Company Economic Research Institute

²State Grid Hebei Electric Power Company Training Center

³Shijiazhuang Vocational College of Finance & Economics

^amengfanhua85@163.com, ^bpx_shimw@163.com, ^cScm780929@163.com,

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Abstract. Comprehensive plan management has played an important role in improving the efficiency of business operations, avoiding risks, and optimizing the allocation of resources of electric power companies, and promoted the overall operation and comprehensive and coordinated development of electric power companies. Based on above, first of all, this paper analyzes the connotation of comprehensive plan management, and then elaborates the important role of integrated plan management from four aspects: avoiding risks, optimizing allocation of resources, improving operational efficiency, and process control. Secondly, it analyzes the existence of integrated plan management in electric power companies. Finally, several measures were put forward to construct a comprehensive plan management system for electric power enterprises in order to provide certain reference value for the improvement of the comprehensive plan management work of China's electric power enterprises.

Connotation of Comprehensive Plan Management

The comprehensive plan is the overall plan of the enterprise and is the overall goal that the company will achieve this year. Specifically, the enterprise shall comprehensively balance the specific plan indicators of the enterprise under the premise of fully considering the internal and external development environment of the enterprise according to its own development strategy and plan. , integration, optimization, and ultimately the formation of the company's annual plan goals and programs. From the meaning of the comprehensive plan, we can see that the comprehensive plan is not the same as the general plan of an enterprise. It consists of two aspects of strategic planning and planning, and the two are unified. The comprehensive plan is designed to achieve the company's strategy and involves the contents are broader and the coordination between professional programs is more important.

Comprehensive plan management refers to the management of the entire process of preparation, reporting, approval, release, implementation, adjustment, and evaluation of comprehensive plans. It aims to coordinate and optimize the company's core resources and competitiveness, and promote the smooth progress of all work in the power companies. The launch of the power company's strategy and plans has been implemented. Power company comprehensive plan management includes indicator management and project management. Indicator management includes development input indicators, power supply service indicators and business performance indicators. Project management mainly includes indicators such as power grid infrastructure, production and non-manufacturing overhaul, and information input. Comprehensive plan management indicators cover a wide range of indicators set more scientific and oriented, focusing on centralized management and process management, emphasizing cooperation between the company's departments.

The Important Role of Comprehensive Plan Management

Integrated management plans by major companies at home and abroad respected, this management model from the original program management model is very different, it is an effective solution to the

production process of uncoordinated operations, inefficiency, to a certain extent, to avoid risks To achieve optimal allocation of enterprise resources, increase operational efficiency, and control enterprise management processes, ultimately achieving the sustainable development of the enterprise.

To a Certain Extent can Effectively Avoid Risks

The comprehensive plan not only includes the company's overall strategic goals, but also clarifies the specific responsibilities, goals and plans of the various departments of the company, so that all responsible departments can work hard to complete their tasks, and at the same time pay attention to the cooperation and information sharing among various departments. So that when the enterprise internal and external business environment changes, you can identify problems in time, set the full power to limit the damage.

Optimize the Configuration of Enterprise Resources

According to the connotation of integrated planning and comprehensive planning management, comprehensive planning management is an important means for power companies to optimize resource allocation. Through the comprehensive plan management, the plans for various specialties and subordinate units are reviewed and managed. According to the company's strategic goals, all plans reported and optimized, and the company's important resources are centrally allocated, in order to maximize the overall benefits of the company.

Improve Business Efficiency

Comprehensive plan management is intensive management, focusing on improving the operating efficiency of the company, emphasizing that all departments should not only divide work but also collaborate, play a team spirit, optimize the allocation of resources, achieve revenue increase while minimizing operating costs or expenses, thereby increasing Business efficiency and effectiveness. In addition, the comprehensive plan management also pays attention to the collection and analysis of business data, making the decision-making of the company's management more scientific and rational rather than the decision-making approach of "taking the brains".

Control of the Enterprise Management Process

Control is the process of ensuring that activities are monitored and reviewed as planned. The comprehensive plan provides the standard for the control. The comprehensive plan management is a whole process and real-time dynamic management, so that the whole process of the plan can be tracked and analyzed, and the existing problems can be discovered in time so that the targeted measures can be taken quickly and quickly. Problems to ensure smooth and stable development of all activities.

Problems Existing in Comprehensive Plan Management of Power Companies

Comprehensive plan management plays a central role in the management of electric power companies, and plays an important role in improving the efficiency of business operations and the transformation of development models. However, there are some problems in the implementation of integrated plan management.

Faucet Guiding Effect is not Obvious

Power companies are monopolistic industries. The degree of implementation and control of internal planning are the core elements of corporate management. Comprehensive plan management plays a leading role in the development of the electric power industry. Therefore, the preparation and management of comprehensive plans is very important, and it is related to the sustainable development of the electric power industry. However, in the current preparation of the comprehensive plan for power companies, there is a disconnection between China Directives and the detachment of comprehensive plans from special plans. The lack of comprehensive control of the overall plan in the execution of various parts makes it difficult to integrate comprehensive plans and

special plans, and comprehensive plan management. Failing to achieve the expected results, its leading role needs further strengthening.

Data Integration Analysis is not in Place

The comprehensive plan includes the overall plan of the company and the professional plan of each department. A large amount of business data will be generated during the implementation of the plan. This kind of process management will increase the complexity and dynamics of data information. In addition, existing data analysts may not have this “big data” analysis capability in a short period of time, resulting in the existence of a comprehensive plan management process for power companies. Data integration and analysis work is not in place, and the value of data is not fully tapped. Once the risk arises, the company's response is not timely. In addition, the lack of effective and timely communication and feedback between departments will result in data asymmetry and reduce the operating efficiency of enterprises.

The Overall Process is Not Strong

The power company's comprehensive plan management emphasizes overall consideration and balances, and optimizes horizontal plans such as production plans, financial plans, and service plans, as well as vertical plans such as provincial company plans and prefecture and city plans. However, judging from the effect of the implementation of the current power company's comprehensive plan management work, there is a widespread loss of information in the process of planning management from top to bottom. There is an “almost” thought in the implementation of the plan, and there is no In reality, there are man-made operations in the performance appraisal stage. The emergence of these problems indicates that the enterprise did not strictly implement the comprehensive and whole-process management and control in the implementation of the comprehensive plan management process.

Build a Comprehensive Plan Management System for Power Companies

The objective of the power company's comprehensive plan management system is to build a management system with “clear processes, complete systems, scientific indicators, and strong management and control”. In order to establish an efficient operation, coordinated and orderly implementation of a powerful management system, the Under the background of the “big five” construction, according to the actual situation of power company comprehensive plan management and implementation, it needs to be strengthened in the following aspects:

The first is to improve management systems and methods. Based on the comprehensive plan management system of the State Grid Corporation of China, with the aim of “improving the system,” establish and improve a strict and binding comprehensive plan management system and method, and complete the process of preparation, reporting, approval, release, implementation, adjustment, and assessment of comprehensive plans. Conduct detailed regulations and responsibilities to people, and establish a whole-process tracking and analysis mechanism.

The second is to improve the comprehensive plan management index system. Comprehensive plan indicators management includes development input indicators, asset quality indicators, electricity supply service indicators, and business performance indicators. Electric power companies should establish a scientific, rational, and quantitative indicator-based index system according to their own actual conditions, and designate lead agencies. Hierarchical hierarchical management.

The third is to establish a dynamic management mechanism. The internal and external development environment of electric power companies are changing all the time. If comprehensive plans cannot be released, they will be used once and for all. A dynamic management and control mechanism should be established to fully and comprehensively manage and supervise the implementation of the plan, identify timely risks in implementation, and set up various links. Key risk points to improve corporate problem response capabilities. The comprehensive plan management department should improve the process control and control, and establish a penalty mechanism that is in line with the plan implementation effect.

Conclusion

Under the new situation of smart grid construction, comprehensive plan management is at the core of electric power enterprise management. In order to make all plans work smoothly, reduce resource waste, improve the efficiency of production and business activities, and avoid risks, comprehensive plan management must be Realize the situation and ensure that the power company realizes.

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