

Financial Performance Evaluation Based on IPA——Taking XX Power Supply Bureau as an Example

Junda Yang¹, Yun Xia¹, Kefang Zhang¹, Liu Yang¹ & Zhongtao Zhang¹

¹ Finance Department of International Business School, Jinan University, China

Correspondence: Yun Xia, Finance Department of International Business School, Jinan University, Qianshan Road 206#, Zhuhai City, Guangdong Province, Post No. 519070, China. E-mail: 13676097885@163.com

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Abstract

Using the data collected by the internal employee questionnaire, this paper innovatively uses the IPA (Importance-Performance Analysis) model to construct a financial performance evaluation system for general power companies. In addition, based on some financial data of XX power supply bureau, this paper specifically analyzes its financial performance and operating status, and provide relevant rectification recommendations for its cost, income, assets and liabilities. It is expected to help power enterprise managers to accurately grasp the operation status of the enterprise, optimize the allocation of resources, and improve the management efficiency, so as to provide a useful reference for power enterprises to establish financial delicacy management system.

Keywords: power enterprises, financial performance evaluation, IPA

1. Introduction

1.1 Research Background

The power industry, as the pioneer of the whole economic operation, concerns the national energy security and the lifeblood of the national economy. As a basic industry of a country, the power industry is a basic industry that concerns the national economy and people's livelihood. The safety and stability of the power industry is an important guarantee for the comprehensive, coordinated and sustainable development of the national economy.

China's power industry is now in an important period of rapid development. The reform of the power system is deepening, the fluctuation range of coal price is increasing, the requirement of the state on environmental protection and social responsibility is also increasing. But the operating profit of power enterprises continues to decline, and the difficulty of management is increasing. With the gradual participation of electric power enterprises in the international market competition and facing greater challenges, the internal management of electric power enterprises has also put forward higher requirements.

With the continuous growth of economic strength, China's power enterprises also have the foundation and conditions for the establishment of world-class enterprises with global competitiveness. Paying attention to electric power enterprises and making targeted analysis and evaluation on the operation of enterprises, it is urgent for the sustainable, healthy and stable development of electric power enterprises. The effective and efficient analysis results can not only provide operation and management suggestions for the helmsman of power enterprises, but also provide guidance for internal financial management and operation efficiency of enterprises.

1.2 Research Significance

Studying the financial performance optimization model of grid enterprises can help enterprises improve the level of financial operation and management. With the gradual maturity of the market economy, the enhancement and improvement of the enterprise's own financial operation and management is an important guarantee for the enterprise to stay invincible and form a world-class enterprise with global competitiveness. The continuous development of the enterprise also makes the organizational structure of the enterprise increasingly large and the scope of management increasingly deepened. The existing post-evaluation methods, evaluation methods and evaluation conclusions are insufficient for enterprise managers and leaders to fulfill the established enterprise goals and shoulder enterprise responsibilities. The emergence and application of modern management ideas, the popularization of electronic information technology and the implementation of large-scale enterprise management system make it more important to build and complete the financial performance evaluation model

of grid enterprises.

Rationalize enterprise resources and improve operation efficiency. In the new market environment, in order to achieve the business strength and financial performance of power grid enterprises to achieve the goal of first-class enterprises, it is necessary to optimize the capital operation mechanism of enterprises and rationally allocate resources. It is not only necessary for the enterprise to keep improving and strengthen its advantageous projects, but also make great efforts to reinforce its weakness and turn weakness into strength. Managers and decision-makers should grasp the operation status of enterprises faster and more accurately, optimize the allocation of various resources, and improve the management efficiency, so as to make corresponding decisions.

2. Literature Review

2.1 Foreign Research on Enterprise Financial Performance

In general, foreign studies on corporate financial performance can be divided into three stages: cost-benefit evaluation period, operation performance evaluation period and enterprise performance evaluation period (Guerralópez & Ingrid, 2002). In the period of cost-benefit evaluation, cost accounting is the earliest performance evaluation object. The measurement indicator of enterprise performance changes from the single cost data to the standard cost and difference analysis based on the actual situation of the enterprise. In the period of operation performance evaluation, DuPont established the Du Pont Analysis method (Herciu et al., 2011). With ROE as the core, this method associates multiple financial indicators related to enterprise operation according to the relationship between various financial indicators, so as to achieve the evaluation of enterprise operation performance. In the period of enterprise performance evaluation, the evaluation methods and systems are more diversified. EVA (Economic Value Added) was proposed in the 1990s. It refers to the profit balance of the enterprise after tax net operating profit minus all input capital costs including equity and debt. The core concept of EVA theory is that the enterprise's capital gains can bring value to shareholders when the total cost of the capital invested in obtaining such returns is exceeded. In order to improve the performance level, enterprises should constantly reduce the cost of capital input and maximize the capital output. In today's rapid economic development, the competition between enterprises lies in the core competitiveness. A single financial performance indicator can no longer meet the needs of enterprises, and the balance score card comes into being. BSC is a new performance management system that measures enterprise performance from four dimensions: finance, customer, internal operation and learning and growth (Robert & David, 2008). In recent years, foreign scholars have selected a variety of accounting indicators to evaluate corporate financial performance, and innovated other financial performance evaluation models. McGuire et al. (1988) used the growth rate of sales, ROA, total assets, asset growth, the growth rate of operating profit as well as the market return rate and total market return in the indicators of market return to measure the financial performance of enterprises. Yalcin et al. (2012) constructed a hierarchical financial performance evaluation model based on AFP and VFP main-criteria and its sub-criteria, and determined the weight of the criteria using the FAHP. Shaverdi et al. (2014) evaluated the financial performance of seven petrochemical enterprises by combining fuzzy comprehensive evaluation and hierarchical analysis.

2.2 Domestic Research on Enterprise Financial Performance

The domestic research on enterprise financial performance can be divided into three aspects: financial performance evaluation indicator, financial performance evaluation method and financial performance evaluation research object. In terms of financial performance evaluation indicators, Benyun and Fangwen (2012) selected a number of indicators on the cash flow scale and took 33 companies in the top 50 manufacturing enterprises in 2007-2008 as samples. They adopted the principal component analysis method and believed that there was a big difference between the ranking of comprehensive financial performance and the published performance ranking. Bowen et al. (2012) used DEA model to conduct quantitative analysis on the financial performance of 39 listed companies of wind and power listed company board. They believed that China's listed wind and power companies need to further optimize, expand input-output systems, control costs and reduce the degree of redundancy of operating costs. They suggested further expanding the operating scale of enterprises and improving financial performance through mergers, joint ventures and other means. Yi (2017) evaluated EVA of medium and small sized enterprises listed on the SEM board and GEM board, and believed that compared with traditional financial performance indicators, the net interest rate of equity capital is generally higher than that of debt cost capital. In terms of financial performance evaluation methods, Fang (2016) made a comprehensive evaluation of the financial performance of listed manufacturing companies in the central plains economic zone in 2014 by using the objective weighting characteristics of entropy method and dimensional reduction features of factor analysis. On the basis of the original financial evaluation indicators, Heping and Jiajia (2017) added the

related indicators of enterprise innovation input, and constructed an improved cross-year evaluation model of factor analysis based on the TOPSIS method. And they used the model to test the long-term development capacity of 32 listed manufacturing companies in Wuxi city. Other scholars selected the models such as grey relational analysis (Hongbo, 2017), cluster analysis (Qingdong, 2005) and BP neural network (Nan & Ruifeng, 2014). As for the research object of financial performance, Jianyue and Hui (2016) studied the gas and water companies from 2004 to 2014. Through panel data analysis, they believed that the state-owned holding ratio of utility companies and financial performance presented an inverted U-shaped relationship. Qi (2017) comprehensively evaluated the financial performance of 34 media listed companies He used DEA method to build the financial performance evaluation model, and thought that the media industry listed companies had weak competitiveness, and proposed to constantly expand the enterprise's input scale to get greater output. For the research object of electric power enterprises, scholars mostly use traditional financial indicators to evaluate the financial performance of electric power enterprises from the perspectives of debt paying ability, operation ability, profitability and investor profitability (Xiaoqin, 2018). Or use grey correlation analysis (Yao et al., 2013) and principal component analysis (Meng et al., 2018) to build the financial performance evaluation system of power enterprises. Few scholars use IPA model to construct the financial performance evaluation system of power enterprises. Based on this, this paper innovatively uses IPA to evaluate the financial performance of power enterprises, and constructs an IPA model suitable for general power enterprises. It can help the power enterprise managers to accurately grasp the operation status of the enterprise, optimize the resource allocation, and improve the management efficiency, and provide useful reference for the power enterprise to establish the financial delicacy management system.

3. Research and Design of IPA Model for Financial Evaluation of Electric Power Enterprises

3.1 Introduction of IPA

IPA model takes the performance evaluation value of selected indicator elements as the abscissa, the importance value of indicator element perception as the ordinate, and builds four sub-quadrants with the average importance and average performance of all indicators. According to the importance and performance evaluation of each measurement indicator, the analysis matrix is established in these four quadrants.

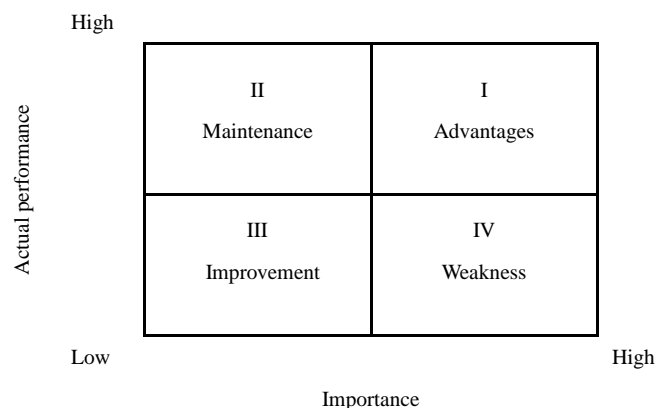


Figure 1. IPA analysis matrix diagram

IPA model is divided into four quadrants, in the I quadrant representing survey indicator factors in good state of high importance and high performance, is the selected indicators has the advantage of project. Enterprises should ensure that the indicators according to the current state of good development. In the II quadrant representing survey of indicator elements in low importance and high performance of the area. That is, the performance of these indicator elements is relatively good, but the degree of importance is relatively low. Therefore, in order to achieve the optimal allocation of resources, these indicators can continue to maintain the current state. In the III quadrant represents indicator elements in a low importance and performance improvement area, the area of indicator elements while the performance is not high, but the important degree of relative is not high also. Therefore, enterprises only need to allocate resources appropriately to improve the performance of this indicator. Compared with the indicators in the IV quadrant, companies can ignore it. In the IV quadrant, the indicator element is in the weak area with high importance and low performance. On average, the respondents believe that the indicator is of great importance, but the performance of the indicator is very low. Therefore, enterprises

should increase their efforts and take corresponding measures to put more energy into the strengthening of these indicators. Compared with the third quadrant, the priority of the fourth quadrant improvement is higher than the third quadrant.

3.2 Determination of Measurement Indicators

According to the strategic deployment of the provincial network company, combined with the financial operation status of the XX power supply bureau, this paper starts from the four dimensions of income, cost, assets and debt and find the key business matter indicators that will drive these four dimensions to improve in each business area of the XX power supply bureau. The indicators selected are as follows.

Table 1. Financial performance indicator system of XX power supply bureau

Target layer (A)	Elements layer (B)	Indicators layer (C)
Indicators affecting financial performance of XX power supply bureau (A)	Cost control (B1)	Cost of power supply (C1) Staff salary (C2) Depreciation and amortization (C3)
		Controllable costs (C4)
		Production and operation cost (C5)
		Customer service cost (C6)
		Auxiliary cost of production (C7)
		Power purchase cost (C8)
		Line loss management (C9)
		Purchase price (C10)
		Quantity of electricity purchase (C11)
		Quantity of hydroelectric power (C12)
	Quantity of renewable energy power (C13)	
	Quantity of province electricity (C14)	
	Other costs (C15) Income tax burden (C16)	
	Giving guarantee (C17) Financial expense (C18) Interest expense (C19)	
	Income increase (B2)	Regulated business income (C20)
		Power price (C21)
		Average unit price of electricity sold within the province (C22)
		Quantity of electricity sale (C23)
	Liabilities optimize (B3)	Quantity of electricity sale within the province (C24)
		Debt structure (C25) Short-term loans (C26)
	Assets strengthen (B4)	Medium and long-term loans (C27)
Current assets (C28) Monetary fund (C29)		
Power charge receivable (C30) Inventories (C31)		
Engineering materials (C32)		
Intangible assets (C33) Land (C34)		
Investment of informatization (C35)		
Fixed assets (C36)		
Assets received (C37)		
Community customer assets (C38)		
Power grid investment (C39)		
Marketing technology reform (C40)		
Production technology reform (C41)		
Small infrastructure (C42)		
Main grid project (C43)		
Distribution grid project (C44)		
Asset retirement (C45)		

3.3 Questionnaire Design and Research

This paper uses the financial performance indicators identified above as the evaluation object, and use the 6-point Likert scale to design the questionnaire, where 1 means "Not at all", 2 means "Not important", and 3 means "Not too much", 4 means "Important", 5 means "More important" and 6 means "Very important". When filling out the questionnaire, the internal employees of the company can rely on their own work experience to score the importance of the optimization of each indicator to the company's goal of achieving "first-class" financial management. The financial performance of each indicator is calculated by the internal financial

management personnel to provide us with the target value. The questionnaire was conducted by the internal staff of the grid company, and the research time was in the second half of 2018, and actual value of the corresponding financial indicators for the year. In this study, 52 employees were surveyed, 52 questionnaires were retrieved, and invalid questionnaires (at least one unanswered or obviously inconsistent questionnaire) were screened out and 52 valid questionnaires were obtained. The effective questionnaire recovery rate for this survey is 100%.

4. Application of IPA Model for Financial Indicators of XX Power Supply Bureau

4.1 Questionnaire Reliability Analysis

Reliability analysis is mainly used to evaluate the stability or reliability of the questionnaire. The current method of reliability measurement commonly used in academia is the Cronbach's alpha coefficient method founded in 1951 by Cronbach. This paper uses SPSS21.0 software to make a reliability analysis of the data results of the overall item based on the results of the questionnaire survey. The reliability measure shows a reliability Cronbach's α coefficient of 0.697, which is higher than the minimum acceptable limit of 0.6. It shows that the evaluation indicators used in this study are of good reliability and can be used for further data analysis and application.

Table 2. Reliability statistics

Cronbach's Alpha	Items
.697	49

4.2 2017 XX Power Supply Bureau Financial Indicator Elements IPA Model Results

According to the results of the survey, the values calculated for all financial indicator elements are shown in the following table:

Table 3. The importance of financial indicators and the degree of performance completion

Indicator	Mean of importance	Degree of performance completion	Indicator	Mean of importance	Degree of performance completion
B1 Cost control	0.9808	1.0183	C22 Average unit price of electricity sold within the province	1.0000	1.0165
B2 Income increase	0.9872	0.9963	C23 Quantity of electricity sale	1.0000	0.9762
B3 Liabilities optimize	0.8389	1.0000	C24 Quantity of electricity sale within the province	1.0000	0.9762
B4 Assets strengthen	1.0000	0.9796	C25 Debt structure	0.6346	1.0000
C1 Cost of power supply	0.9808	1.0750	C26 Short-term loans	0.7051	1.0000
C2 Staff salary	0.9135	1.0679	C27 Medium and long-term loans	0.7051	1.0000
C3 Depreciation and amortization	0.8526	0.9830	C28 Current assets	0.7724	0.9659
C4 Controllable costs	0.9712	1.1623	C29 Monetary fund	0.9968	0.9325
C5 Production and operation cost	0.9103	1.1880	C30 Power charge receivable	0.9679	0.9434
C6 Customer service cost	0.7821	1.2412	C31 Inventories	0.8814	1.0000
C7 Auxiliary cost of production	0.7724	1.0523	C32 Engineering materials	0.7340	1.0000
C8 Power purchase cost	0.9519	0.9829	C33 Intangible assets	0.8846	0.9863
C9 Line loss management	0.9904	1.0171	C34 Land	0.9455	1.0000
C10 Purchase price	0.8974	0.9189	C35 Investment of informatization	0.8878	0.9718
C11 Quantity of electricity purchase	0.9359	1.0081	C36 Fixed assets	0.9904	0.9842
C12 Quantity of hydroelectric power	0.6186	1.0457	C37 Assets received	0.8237	0.9286
C13 Quantity of renewable energy power	0.5673	1.0283	C38 Community customer assets	0.8686	0.9286
C14 Quantity of province electricity	1.0000	0.9734	C39 Power grid investment	1.0000	0.9533
C15 Other costs	0.6763	0.9861	C40 Marketing technology reform	0.9423	0.9621
C16 Income tax burden	0.6282	1.0000	C41 Production technology reform	0.9423	0.8681
C17 Giving guarantee	0.7628	1.0000	C42 Small infrastructure	0.9071	0.9639
C18 Financial expense	0.7436	0.9601	C43 Main grid project	1.0000	0.9877
C19 Interest expense	0.7564	0.9601	C44 Distribution grid project	1.0000	0.9813
C20 Regulated business income	1.0000	0.9963	C45 Asset retirement	0.7949	1.0000
C21 Power price	1.0000	1.0165			

4.3 Horizontal Comparison of Financial Indicators of XX Power Supply Bureau in 2017

By using the data shown above, this paper makes a horizontal comparison between the importance of financial indicators and performance of enterprises, so as to obtain various strong and weak conditions of financial performance indicators, and conducts a targeted analysis on the financial operation status of enterprises.

In order to determine the priority of the four overall factor indicators: cost, income, assets and debt, we made an IPA chart by using the importance and performance completion values of these four factors separately. The mean value of the overall significance of these four indicators is 0.9517, that is, the baseline of significance is 0.9517, and the baseline of performance completion is 1. The results of IPA matrix are as follows:

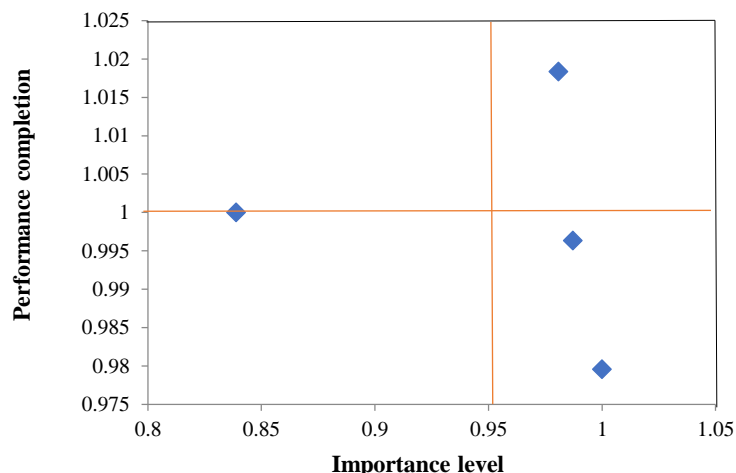


Figure 2. IPA chart of the four financial elements of XX power supply bureau in 2017

The results of each point partition are shown in the following table:

Table 4. Finance four major elements IPA model partition of XX power supply bureau in 2017

I Quadrant	II Quadrant	III Quadrant	IV Quadrant
B1 Cost control	B3 Liabilities optimize	/	B2 Income increase B4 Assets strengthen

In terms of elements layer partition results, the indicator B1 control costs in the I quadrant. As stated earlier, in terms of cost indicator, in the quadrant I shows that the importance level of the indicator is greater than baseline, performance completion is greater than the line 1. It shows that the actual value of the cost indicator is greater than the target value and the performance meets the requirements. That is, the indicator is located in the advantage area of high importance and high performance. Indicator B3 liabilities optimize, is located in the II quadrant. It is less important than the benchmark, indicating that it is less important than the other three indicators. While the performance completion degree is 1, indicating that the actual value of performance is equal to the target value. Therefore, this indicator is in the maintenance zone, and enterprises can continue to maintain the current status of this indicator. Indicator B2 income increase, B4 assets strengthen in the IV quadrant. For these two indicators, they belong to the indicator of high importance and low completion degree, that is, these indicators are in the weak area. Enterprises should focus on improving these two indicators.

To sum up, we can see that the focus of improvement for enterprises is to increase income and strengthen assets. Next, using the IPA matrix, we will further analyze the relevant decomposition indicators of these two aspects.

4.3.1 Income Increase

Conduct data analysis on five C20 to C24 indicators related to income increase. The mean importance value of these five indicators is 1, indicating that all of these indicators are important. Take the point (1,1) as the central horizontal and vertical coordinates to make a vertical line, forming the base line of importance degree and performance completion degree, and using the decomposition indicators related to income to make a scatter diagram to form the IPA matrix. The results are shown in the following figure:

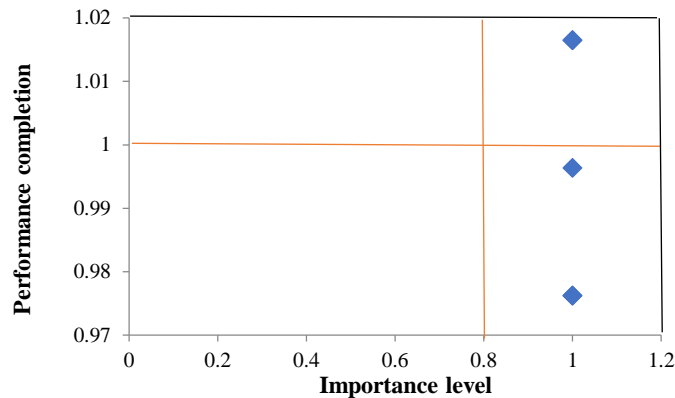


Figure 3. IPA Figure of financial indicators related to income of XX power supply bureau in 2017

According to the IPA matrix in figure 3, the partition of decomposition indicators related to income increase is shown in the table below:

Table 5. 2017 XX power supply bureau income related financial indicators in IPA model partition

I Quadrant	II Quadrant	III Quadrant	IV Quadrant
C21 Power price			C20 Regulated business income、
C22 Average unit price of electricity sold within the province	/	/	C23 Quantity of electricity sale
			C24 Quantity of electricity sale within the province

I Quadrant (Advantage area): The indicators of C21 and C22 are all more than 1, which indicating that the actual performance value of these indicators exceeds the target value and overfulfils the performance requirement, while its significance value is 1. Therefore, these indicators belong to the financial indicators of high performance and high importance, that is, these indicators are the advantage indicators that the enterprise should continue to steadily improve.

IV Quadrant (Weakness area): The performance completion degree of C20, C23 and C24 is all less than 1, indicating that the actual performance value of these indicators is less than the target value and has not yet met the performance requirement. And its importance value is 1, indicating that it is very important for the construction of first-class enterprises. Therefore, these indicators are financial indicators of low performance and high importance. Therefore, these indicators are weak indicators that enterprises need to focus on improvement.

4.3.2 Assets Strengthen

Analyze the data of 18 indicators related to assets strengthen from C28 to C45. The overall importance of these 18 indicators averaged 0.9077. The vertical line is made with the point (0.9077,1) as the central abscissa and ordinate to form the base line of significance and performance completion. The scatter chart is made with the decomposition indicator related to assets to form the IPA matrix. The results are shown in the following figure:

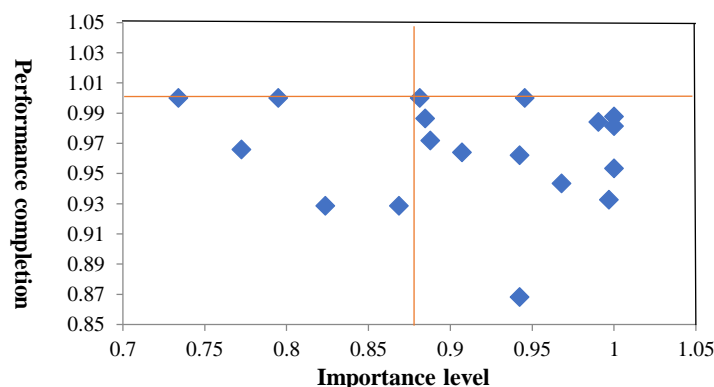


Figure 4. IPA Figure of financial indicators related to assets of XX power supply bureau in 2017

According to the IPA matrix in figure 4, the partition of decomposition indicators related to assets strengthen is shown in the table below:

Table 6. 2017 XX power supply bureau assets related financial indicators in IPA model partition

I Quadrant	II Quadrant	III Quadrant	IV Quadrant
			C29 Monetary fund
		C28 Current assets	C30 Power charge receivable
	C31 Inventories	C33 Intangible assets	C36 Fixed assets
C34 Land	C32 Engineering materials	C35 Investment of informatization	C39 Power grid investment technology reform
	C45 Asset retirement	C37 Assets received	C40 Marketing technology reform
		C38 Community customer assets	C41 Production technology reform
		C42 Small infrastructure	C43 Main grid project
			C44 Distribution grid project

I Quadrant (Advantage area): The indicator C34 belong to high-importance and high-performance indicators, which are superior indicators of enterprise management and need to be maintained.

II Quadrant (Maintenance area): C31 C32 C45. The actual value of these indicators is equal to the target value set by the enterprise. At present, they have reached the performance requirements, but their importance is relatively low. Therefore, these are indicators that enterprises need to continue to consolidate.

III Quadrant (Improvement area): C28 C33 C35 C37 C38 C42. The performance completion value of these indicators is less than 1, indicating that these indicators have not yet reached the performance requirements of enterprises, but the importance of these indicators is not high. Therefore, these are indicators that enterprises should gradually improve.

IV Quadrant (Weakness area): C29 C30 C36 C39 C40 C41 C43 C44. The performance completion of these indicators is less than 1, and the performance requirements of the enterprises have not yet been completed, and they are indicators of high importance and low performance. Therefore, these are weak indicators that enterprises should focus on strengthening.

4.4 Summary

In general, according to the analysis results of the IPA model of the financial indicators of XX power supply bureau, we can see that the main body of XX power supply bureau in need of key breakthroughs is income and assets. As for the income of enterprises, the controlled business income of enterprises belongs to the current weak link of enterprises. Enterprises must strengthen efforts to overcome difficulties, improve the controlled business income of enterprises, and optimize the income performance of enterprises. As for the income of enterprises, the controlled business income of enterprises belongs to the current weak link of enterprises. Enterprises must strengthen efforts to overcome difficulties, improve the regulated business income of enterprises, and optimize the income performance of enterprises. In terms of assets, the current assets and intangible assets of the enterprise generally belong to the goals that the enterprise needs to improve at present. The enterprise should consider to improve their current assets and intangible assets by increasing monetary capital and informatization input. While fixed assets belong to the weak areas of enterprises, enterprises should increase their efforts to strengthen the fixed assets of enterprises from the aspects of marketing technology reform, production technology reform, main grid projects and distribution grid projects. The enterprise's cost control related indicator is the enterprise's advantage area, the performance is outstanding, the enterprise should keep the superiority. As for the debt structure, enterprises mainly need to maintain the debt structure of enterprises and arrange the distribution of corporate debts reasonably.

5. Suggestions and Countermeasures

Based on the case analysis of the financial indicator IPA model of XX power supply bureau above, the following suggestions are provided for the objective problems in cost, income, assets and liabilities of the enterprise, providing beneficial references for the improvement of financial operation performance of the power industry.

5.1 Improve the Delicacy Cost Management System

Cost is an inevitable part of the enterprise production process and an important part of enterprise financial management, which is directly related to enterprise performance. Cost management has always been a key concern of grid enterprises. Through the efficient cost management system, the cost can be well controlled, the

benefits and value of the enterprise can be increased, and the competitiveness of the enterprise can be improved. Meanwhile, the operating capacity and management level of the enterprise can be improved, and more accurate price information can be provided.

In order to realize the optimized allocation of resources and make the delicacy cost management work more efficient, the first step is to realize the delicacy management of cost and expense, and to run the delicacy management concept through the whole enterprise management. According to the analysis results of the IPA model of financial operation of XX power supply bureau above, the enterprise needs to take power supply cost management as a key improvement project when carrying out cost control, and mainly focus on the control of production and operation costs. Production and operation management is particularly important for enterprises. As the foundation of enterprise activities, good and orderly production operation management is conducive to reducing the cost of products, improving product quality and thus improving the efficiency of enterprise operation.

5.2 Increase the Regulated Business Income

The most direct source of income for grid enterprises is electricity sales. According to the analysis results of IPA matrix, at present, for XX power supply bureau, the regulated business income is a weak link of enterprise income. To increase the business income of enterprise, it is necessary to focus on promoting the regulated business of enterprise. The development of enterprise's regulated business decides the strength of enterprise's competitiveness and development ability. The improvement of regulatory business can create more resources, and enterprises can make use of these resources to optimize the management and control mode. Enterprises must pay attention to the core income indicators, striving for a first-class enterprise.

5.3 Strengthen the Efficiency of Enterprise Asset Management

Judging from the IPA matrix of the assets related indicators of the XX power supply bureau, the main work of the enterprise to strengthen asset management is to manage fixed assets, covering physical and value management. In the process of asset management, there are problems in marketing technology reform, production technology reform, etc., and the physical management of assets and value management cannot be effectively linked. To improve the efficiency of enterprise asset management, the key is to improve the awareness of asset life cycle management and improve the technical means of asset management. The safety and reliability of power grid operation and power distribution are inseparable from the safety and reliability of power grid equipment. Under the background of transmission and distribution price reform, asset management is more important to the development of enterprise management. Strengthening the coordination of asset value management and equipment management is the key point for grid enterprises to carry out asset management. The linkage management of assets and equipment is the core management issue of power grid enterprises. It is not only related to the current basic management of power grid enterprises, but also related to the implementation of the company's overall strategy in the future. At present, the main network project and the distribution network project are all weak areas of the enterprise. Therefore, it is necessary for the enterprise to further optimize the linkage system of assets and equipment, improve the technical means of asset management, and pay attention to the material management work in the early stage of the project.

5.4 Reasonable Arrangement of Liability Structure

In terms of income, assets, the performance of the enterprise in terms of liabilities has been maintained well. Compared with the other two indicators, the importance of debt to the construction goal of first-class enterprises is second, so the company mainly needs to maintain the current debt structure of the company and arrange the liability structure according to the characteristics of each debt. Focus on comparison of deadlines, time and costs.

From the perspective of financial performance evaluation, this paper uses the IPA model to establish a set of system for financial evaluation and management of power enterprises. The evaluation system can be applied to the actual financial planning process, which is scientific, systematic and practical. It can help managers and decision-makers to grasp the operation status of enterprises faster and more accurately, optimize the allocation of various resources, improve the management efficiency, and provide beneficial reference for power enterprises to establish financial delicacy management system.

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