

Rule Recognition and Element Construction of Banking Core Competence

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Abstract: The core competitiveness of the banking industry is not only closely related to its scale, technology level, market innovation level and other factors, but also restricted by the level of corporate governance structure, team level, strategic management level and risk prevention and control ability. The core competitiveness of banking has the characteristics of irreplaceable and replicable.

1. Introduction

At present, the world's macroeconomic environment is becoming more and more complex, the sustained slowdown of economic growth, the intensification of international trade disputes, the increasing volatility of capital markets and factors, the market share of banking industry and the increasingly fierce competition of bank interest spreads and other factors, the growth of banking assets and profits has been continuously reduced, the intensity of risk control has been further weakened, and banking operations are facing severe challenges. Therefore, whether the banking industry has the core competitiveness of the industry is the key to face and win the realistic challenges.

2. A Summary of the Recognition Methods of the Core Competence Rules of Banking Industry

The main methods of identifying banking competitiveness rules in foreign countries are as follows: first, when authoritative institutions such as the World Economic Forum (WEF) and the International Institute for Management and Development (IMD) evaluate banking competitiveness, they are composed of such competitiveness indicators as central bank policy impact, legal supervision, bank asset size indicators, deposit and loan spreads; second, the authoritative magazines such as British Bankers have 1,000 large banks worldwide. The annual ranking of B-type banks is made up of such competitiveness indicators as stable operation, first-class capital, return rate, asset size and other comprehensive indicators; the third is the Camel Rating System of American financial institutions, which is composed of competitiveness indicators such as capital rate, asset status, liquidity, management level, profitability and market risk resistance; and the fourth is the service of S&P, P and Moody's Investors. The evaluation of banking competitiveness by three major international authoritative investment credit evaluation institutions, namely, Division, Fitch International Credit Rating Corporation, includes macroeconomic and industrial risks, management and strategy, ownership and governance structure, management strategy, bank brand value, risk status and management, profitability, economic capital, franchising, profitability, risk management, capitalization and capital. It is composed of competitiveness indicators such as liquidity, securitization, market environment and owner's rights and interests.

The main rules and methods for identifying the competitiveness of banking industry in China are as follows: first, the methods in Jiao Jinpu's (2002) monograph on competitiveness, The Competitiveness Comparison of Chinese Banking Industry, consisting of competitiveness indicators such as realistic competitiveness, potential competitiveness, competitive environment and competitive situation; second, the methods in the study of Asian banking competitiveness under the chairmanship of Professor He Jia of the Chinese University of Hong Kong, are as follows: The third

is the method of the "Bank Competitiveness Report Task Force" of the Chinese Academy of Social Sciences, which consists of strategic management, scientific and technological information, organizational innovation, corporate governance, human resources, product services and other competitiveness indicators. Fourth, the method of "subjective evaluation and data comparison" is adopted. For example, Zhang Xiangjing (2004) constructed the evaluation index of banking competitiveness from the analysis of organizational mechanism, risk control, performance management and banking strategy of commercial banks. Cao Yongdong (2012) used the method of percentile assignment to score the observation indexes and rank the selected sample city commercial banks. Fifth, factor analysis was used to compete with the banking industry. The data of competitiveness indicators are empirically analyzed. For example, Guo Cuirong and Liu Liang (2012) used factor analysis to analyze and evaluate the data of 16 listed banks in China in 2010. Guo Na (2015) based on the analysis of financial indicators of banking industry, established the evaluation index of banking competitiveness from liquidity, profitability and security, and evaluated the competitiveness of 12 listed banks in China.

There are common rules and methods to identify the core competitiveness of the banking industry at home and abroad. It is the logical starting point to study the core competitiveness of the banking industry to recognize the characteristics and attributes of the core competitiveness. For example, Prahalad and Hamel (1990) believe that the core competitiveness of banking industry should have three characteristics: value, extensibility and difficult to imitate. Hafeez (2002) believes that the core competitiveness of banking industry should be characterized by scarcity, value, non-imitation, non-substitution and non-conversion. Zhang Weiying (2002), a Chinese scholar, has more popular interpretations of the core competitiveness of the banking industry: stealing, buying, dismantling, taking, flowing and unchangeable. Chen Hongzhuan (2012) argues that the fundamental characteristic of core competence is that it is difficult to imitate, extend, integrate, proliferate and forward-looking.

3. The Connotation and Characteristics of the Core Competence of Banking Industry

From the perspective of many scholars, a large number of studies have covered the connotation of the core competitiveness of banks. The core competitiveness of banking industry can create unique competitive advantages for the banking industry, enable it to surpass its competitors in the market, obtain the characteristics of market share and capital gains with more unique strategies, better management, more efficient operation mode, more excellent brand image. And level. Compared with the general level of decision-making and management, the core competitiveness of the banking industry is easier to reflect the unique nature of the core competitiveness itself. It is the non-replicable experience and ability accumulated in the long-term development and practice of the banking industry, and it is not easy to be imitated by competitors or surpassed by followers. The core competitiveness of the banking industry is in practice. Accompanied by the banking industry, rooted in the banking business activities and organizational management, and integrated with the foundation of banking culture, its effects and benefits will be longer and lasting. Whether the banking industry can stand out in the severe market competition environment and develop continuously depends on whether the banking industry can cultivate its own core competitiveness and whether the core competitiveness can be sustained. In practice, the core competitiveness of banking industry will pay more attention to strategic management and strategic risk control. It will pay more attention to the arrangement of key elements such as elite team, organizational effectiveness, strategic management, innovative ideas, social responsibility and risk control of banking industry, rather than to market share, profit margin and technology sharing and application under the premise of monopoly, and the core competition of banking industry. Force is the essence of penetrating into the banking market and organizations, and can be regarded as a high-quality force for making progress.

To distinguish the core competitiveness of banking industry, we should first recognize the attributes and characteristics of the core competitiveness of banking industry, and the role and influence of these attributes and characteristics on the enhancement of the core competence of

banking industry. The core competitiveness of banking industry is a combination of intellectual and non-intellectual elements, a companion of the development of banking industry, and reflects the core rules of banking competition. . Secondly, we should distinguish the specific composition of the core competitiveness factors of banking industry. The core competitiveness of banking industry has unparalleled competitive advantages in the market, and the core competitiveness of banking industry can lead the main direction of the development of competitiveness in the industry. Meanwhile, we can obtain the average market share and profit income in the industry. Compared with the elements that do not have core competitiveness, the core competitiveness factors should be the core competitiveness factors. Can play a probable efficiency role.

The key elements of banking core competitiveness are not simple additions and combinations. They are independent and logical in accordance with the banking industry's own planning and business attributes and market profit-seeking space on the premise of following market rules. Thirdly, we should clarify the function of the core competitiveness of the banking industry. The core competitiveness of banking industry is to effectively classify and identify the market competitiveness through strategic planning and management. It is to logically rank and construct the unique promoting role and sustainable impact of competitive factors on the development of banking industry. In addition, the core competitiveness of the banking industry means that the banking industry has the ability of continuous innovation and profitability. The ability of continuous innovation and profitability of the banking industry comes from the strategic advantages, organizational advantages, cultural advantages, ability advantages and other elements of its core competitiveness.

4. Elements of Building the Core Competence of Banking Industry

Although scholars at home and abroad have different discussions and perceptions on the composition of core competence elements of banking industry, from the perspective of common perception and discussion, the construction of core competence elements of banking industry needs to integrate the reality of banking industry and the objective needs of future development, with its uniqueness, effectiveness, utility and sustainable development.

4.1 Establishing a mechanism for training and reserving high-quality professionals

For the banking industry, it is urgent to speed up the construction of a high-quality professional banker management team. The management team of bankers should possess key qualifications, such as strategic planning ability, organizational management ability, communication and coordination ability, execution and innovation ability, and cooperative learning ability. At the same time, it needs to have comprehensive quality conditions, such as personality characteristics, psychological quality, competitive tendency and responsibility. Generally speaking, the key qualities and comprehensive abilities of bankers' professional management team can be summarized as follows: innate strategic planning management ability, competitive adaptability and psychological burden ability; acquired rich professional knowledge, work experience and communication and coordination ability. In order to establish a banker management professional reserve mechanism, we should identify the ability and position, adhere to the principle of combining local cultivation with external introduction, in order to conform to the rule mechanism of banking development and find the target personnel. We should adopt the simultaneous mode of professional training and comprehensive training, and continuously cultivate and promote the target personnel by formulating effective key post reserve talent selection plan and post rotation plan, part-time plan, on-the-job counseling, on-the-job training and development plan. We should adhere to the parallel way of static management and dynamic entry and exit, and rationally manage the management team of bankers' professionals.

4.2 Establishment of a modern banking system

Modern banking system is a banking system based on market economy, with legal person system as the main body, limited liability system as the core, with clear property rights, clear rights and responsibilities, separation of government and enterprise, and scientific management as conditions.

The key is to deal with the relationship between state ownership and the property rights of legal persons in banking industry, to establish the ownership restriction mechanism of banking operators, to clarify the self-responsibility for profits and losses in the property rights relationship of banking industry, and to have sufficient openness and liquidity of various factors of production in banking industry. In order to establish a modern banking system, it is necessary to carry out in-depth joint-stock reform in accordance with the three-step plan of "banking reform-warfare-listing", and to build and improve the modern corporate governance structure and operation mechanism composed of shareholders' meeting, board of directors, board of supervisors and senior managers. At the same time, according to the requirements of the modern banking system, it is necessary to build an internal monitoring system of vertical management and a comprehensive responsibility management system. Through promoting the re-construction of banking business process, we should further promote the mechanism construction of modern banking industry, such as specialized banking operation, holding subsidiaries, integrated banking operation, and constantly improve the organizational system of banking industry to support the cultivation of its core competitiveness. It is necessary to establish normative norms to save transaction costs and effectively motivate employees' work efficiency. Through the arrangement and implementation of modern banking system, the ability of resource integration in banking market can be improved.

4.3 Implementing strategic management of banking industry

Strategic management of banking industry is a series of working arrangements for the development of banking industry, including the analysis of banking system and environment, the prediction of economic development, the formulation of development direction and the management of major issues. The key is that the banking industry should focus on the long-term development of the market, make a scientific planning of the situation at the macro level, and implement the whole process of implementation and regulation of the banking development planning at the medium level. Establishing strategic management of banking industry needs to be grasped from three aspects: market integrity strategy, industry competitiveness strategy and organizational functional strategy. It should be based on historical and realistic analysis. We should grasp the core steps of strategic implementation from the perspective of organizational management and execution ability. We should examine the strategic execution ability of banking industry from the aspects of system establishment, resource allocation and business process reengineering, and whether to adapt to the changes of external environment. Strategic management is a dynamic and adjustable process based on the analysis of market data status and market direction in the future. It is necessary to adjust the development direction, development mode and profit mode of the banking market adaptively according to the current situation. This requires forward-looking decision-making and management thinking, and a high strategic vision to grasp the future trend.

4.4 Improve the innovative ability of the banking industry.

The innovation ability of banking industry is the ability of banking industry to systematically complete various activities related to innovation. In other words, the innovative ability of the banking industry is the creativity of the banking industry. The innovation ability of banking industry mainly includes the ability of technology and product innovation, marketing innovation and business model innovation. To improve the innovative ability of banking industry, whether the banking industry can provide sufficiently attractive products and services through innovation is the key. The banking industry should cultivate more Drucker's thinking of optimizing innovation, firmly grasp the law of the growth and development of banking industry under the conditions of market economy, and create new value for society, banking industry and customers. To cultivate innovative culture, innovation is change, innovation is better and better. Innovation should have the cultural characteristics of omni-directional, all-factor, whole-process and all-staff innovation. This cultural characteristics can be market-oriented and continuously provide irreplaceable innovative products and services to the market. To establish a technological innovation system, we should rely on Internet tools such as online payment, cloud computing, big data, social networks and search engines, make good use of

technological innovation service platforms and strategic alliances set up by the government and society, establish cooperative research and development mechanisms with scientific research institutes and universities, integrate high-quality social resources around market demand, and constantly create new markets and opportunities. This is the case.

4.5 Strengthen the risk management ability of banking industry

Risk management in banking industry is a kind of management activity in order to reduce the risk that the banking industry may suffer in the operation and management activities. The risk of banking industry mainly comes from external factors, such as many uncertainties in the macroeconomic situation at home and abroad, the compensatory risk of local governments, the credit risk caused by the large fluctuation of real estate prices and the adjustment of industrial structure, etc. Such as decision-making errors and poor management lead to operational risks and operational risks. To strengthen the ability of risk management in banking industry, we should improve the ability of risk identification, internal risk analysis and evaluation, risk control and risk decision-making in banking industry, and reduce the probability of risk occurrence and loss by establishing risk indicators and anti-risk system in banking industry. Through the introduction of independent directors, independent audit institutions, professional evaluation committees and other organizations, we should establish and improve the strict and clear risk control procedures and norms of the banking industry. Through market-oriented operation, we should explore the mixed operation mode of "big capital management", encourage the banking industry to expand to other financial fields such as insurance, securities, futures and so on, and develop the mixed operation business of "big capital management". It is necessary to introduce advanced risk-prevention assessment techniques and technical support, construct scientific and rational information support for the industry risk-prevention assessment system, and improve and perfect the performance evaluation system of banking risk-prevention.

The identification of banking core competence has its own rules and characteristics, and the cultivation of banking core competence has its unique needs and characteristics. We should correctly construct the key elements of banking core competitiveness, introduce rational cultivation mechanism under Sustainable constraints, establish an irreplaceable and irreplaceable competitive concept, pay attention to the incentive and restraint mechanism of banking strategic decision-making and performance evaluation of strategic management, construct a scientific and rational incentive mechanism of banking risk prevention evaluation system, and provide high-quality financial products and services for the society. It is the target of core competitiveness index elements of banking industry. It will not only promote the rapid and healthy development of the banking industry, but also promote the sustainable and healthy development of the world economy, and has important value and significance for the improvement of the overall competitiveness of the banking industry.

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