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COMPETITIVENESS PROMOTION STRATEGY OF GUANGDONG PROPERTY INSURANCE COMPANY ON CUSTOMER LEVEL

QI DE GUO (Asia Metropolitan University), LAW KIAN AUN (UTAR)

INTRODUCTION

Under the new economic situation, the change of modern marketing concept makes customer-oriented enterprise competition gradually replace product-oriented enterprise competition, and customer assets become the source of enterprise value. Scholars in the theoretical circle begin to turn their attention to improve enterprise competitiveness from the perspective of customer assets. At present, the research on the development of the theory and practice is in the development stage, and more exploration by management practitioners and more valuable research results by theoretical scholars are needed to provide reasonable support for it. Aiming at the current situation of the development of enterprise competitiveness, how the enterprise better enhance their competitive advantage from the point of view of customer asset management and improve the force of sustainable development are the most urgent problem need to be solved by those enterprise managers who are guided by the customer asset management theory. Therefore, research on customer assets has practical impacts on promoting the enterprise competitiveness.

Background

Since the promulgation and implementation of the insurance law in 1995, especially since the establishment of the circ in November 1998, the speed of building and improving China's insurance market system has been accelerating. And a complete insurance market system with complete categories.complete laws and regulations is being established in China. Over the past two decades, China's insurance market has witnessed rapid development with the continuous increase of market entities and market size. Guangdong is the bridgehead of China's economic development, as can benefit from the macro environment, many insurance companies emerged in Guangdong province at that time, especially foreign-funded insurance companies, domestic and foreign-funded insurance companies, which made insurance market situation has changed a lot in

Guangdong. Many of the disadvantages of domestic insurance company began to highlight, which lower the competitiveness and development power severely, restricting the further healthy and rapid development.

Overview of Guangdong insurance market

In recent years, the insurance market business in Guangdong has been developing steadily and improving, with remarkable achievements in industrial transformation and rapid improvement in risk protection level. In 2017, the per capita disposable income of Guangdong residents was 3,3003.29 Yuan. The median per capita disposable income of residents is 26,445.8 Yuan, and the increase of disposable income means the improvement of consumption ability. The survey of more than 20,000 people shows that nearly 90 per cent of respondents believe it is necessary to buy commercial insurance, and nearly 80 per cent hope to increase insurance spending in the coming year. As an important insurance market in China, Guangdong province has broad development space. With the increasing willingness of young people to buy insurance, the higher economic level and consumption level of Guangdong province, the market demand of insurance market in Guangdong will expand.

Intensified Guangdong property insurance market competition

Looking from the market main body, at present, Guangdong insurance market main body increases obviously. Up to the end of December 2018, Guangdong has a total of 108 insurance companies (number do not contain Shenzhen, similarly hereinafter), including 49 property insurance companies, 58 property casualty insurance companies, 7 insurance legal entities, respectively, the Honesty insurance, Pearl River insurance, Allianz insurance, Guangdong Electricity insurance, Hengqin insurance, Fosun Joint Health insurance; In additional, there are 5,502 insurance branches at the provincial level and below. There are 233 professional insurance intermediaries and 3104 branches. The insurance industry employs has 672,000 people. Among them, foreign-funded insurance companies and foreign and domestic-funded insurance companies are close to 40. It mainly includes: Guangdong branch of American property insurance co., LTD. (USA), Allianz property insurance co., LTD. (Germany), Guangdong branch of axa tianping property insurance co., LTD. (France), Guangdong branch of sino-italian property insurance co., LTD. (Italy) and so on. Relying on the strong insurance operation technology and rich risk management experience of their foreign parent companies, foreign-funded insurance companies strive to build a competitive advantage in Guangdong property insurance market. They not only bring advanced management concepts to Guangdong, but also inject competitive pressure to Guangdong property insurance market.

Problem Statement

As the earliest area of property insurance development in China, Guangdong has been holding a

leading position in the market scale for many years. Especially since the reform and opening up, Guangdong insurance industry has made great achievements and contributed a lot to the economic development of Guangdong. However, while the insurance industry in Guangdong has made important achievements, there are also several outstanding contradictions, such as the mismatch between insurance supply and demand, and the unbalance development of insurance types, which restrict the healthy development of the market. There is still a long way to go for the development of insurance industry in Guangdong. Strong competitiveness is a powerful guarantee to realize the functions of insurance companies, a backbone force for the transformation of the insurance industry, and a catalyst for the reform and innovation of the insurance industry. Therefore, with the rapid development, intensified competition and the change of macro situation of the insurance market in Guangdong, it is important for both new property insurance companies that just come to the fore and is amassing resource and big property insurance companies with strong foundation, profound culture and history to find their own the most effective promotion strategy. Only by improving their own competitiveness can they survive and develop in the fierce market competition. Then how to improve the competitiveness of enterprises is also the urgent problem to be solved by Guangdong property insurance companies.

How to improve the competitiveness of enterprises and obtain competitive advantages has always been one of the priority goals of enterprises and managers when considering strategic issues. In this context, the representative research results of competitive ability are quickly integrated into various disciplines of strategic management, becoming a hot issue in strategic management theory. Correspondingly, these theoretical essences constantly promote the development and innovation of strategic management practice. By Michael Porter, Oprah Prahalad (C.K.Prahalad), before the big research first represented by famous contemporary strategy researchers and managers have been paying close attention to the source of enterprise competitive advantage, a growing number of studies have shown that customers are the life source of the property insurance company, companies need to develop potential customers on the basis of retaining existing customers. The theory of customer assets operates in this environment. Therefore, this paper needs to solve the core problem is that the strategies of Guangdong property insurance company to improve the competitiveness based on customer assets level.

Research Question

Based on this realistic background, it is necessary to comprehensively evaluate and analyze the competitiveness status and level of Guangdong property insurance companies from customer assets aspects, after that, putting forward effective countermeasures to improve the competitiveness of Guangdong property insurance companies based on customer assets level. Therefore, this article will try to solve the following problems:

(1) How is the competitiveness level of Guangdong province property insurance company?

(2) What are the factors affecting the customer assets of Guangdong property insurance company?

(3) What is the correlation between those influencing factors?

(4) What kind of impact does each factor play on the competitiveness of Guangdong property insurance company based on customer assets? Does it all have a positive impact?

(5) Based on the analysis of this paper, what are the countermeasures for Guangdong property insurance company to improve its competitiveness based on customer assets?

Research Objectives

By taking ZH property insurance company Guangdong branch as the research object, this paper is going to explore and develop existing enterprises' competitiveness, and through the scientific research and analysis, put forward the perfect scheme to improve the enterprise competitiveness so that the enterprise can reach higher efficient performance and occupy a place in Guangdong property insurance market. The specific objectives are as follows:

(1)Based on systematic thinking, comprehensively, systematically and deeply analyze the competitiveness level of property insurance companies in Guangdong province.

(2)Through literature analysis and in-depth study of competitiveness and customer asset theory, construct the system that influencing factors of customer asset management on enterprise competitiveness.

(3)Analyze the correlation of influencing factors and the co-integration effect of various factors.

(4)Studies on the effects of various factors on the competitiveness of Guangdong property insurance company based on customer assets.

(5)Establish the research mechanism of enterprise competitiveness based on customer assets, and determine the strategy of improving the competitiveness based on customer assets of Guangdong property insurance company.

Operational Definition

Enterprise competitiveness

Under the condition of market economy, competition is the basic form of enterprise survival and development. Since competition results directly determine the fate of enterprises, it is natural for people to explore the factors that can affect the success or failure of the competition and the way and process they play a role. Obviously, the factors that determine and affect the results of enterprise competition are various, including the factors of each side of the competitive

enterprise itself, as well as the external competitive environment of the enterprise. Among them, the "competitiveness" of the enterprises of the competing parties is generally considered to be the most basic, the most important and decisive factor.

Enterprise competitiveness is actually the competitiveness of enterprises. After this concept was put forward, it quickly became an important tool for people to explain the results of competition. People believe that an enterprise can compete because it is "competitive"; An enterprise in a competitive environment always has some "competitiveness", otherwise it will not survive; However, the reason why one enterprise can outperform the other in the competition is that the former is more "competitive" than the latter. According to this mode of explanation, the competition process of enterprises is described as the competition process of "competitiveness" among enterprises, which obviously caters to the thinking habits of the public deeply influenced by the classical physical and mechanical theories.

Since the competition of enterprises is the competition of enterprises by virtue of their respective competitiveness, the result of competition largely depends on the comparative situation of competitiveness. In this way, the factors that determine and affect the "competitiveness" of enterprises, or the source of "competitiveness", become the points of people's research and attempt to control.

Around the issue of "enterprise competitiveness" and its sources, Chinese and foreign management experts and economists have carried out long-term research and formed several research schools. In the early 1960 s, Philip Seitz Nick put forward in his book the art of leadership in the administration that an organization in the process of long-term development will gradually form a "special ability", such as long-term work within an organization, business experience and other important factors within the organization, are directly related to enterprise's success. In the 1960 s, a group of influential scholars from Harvard Business School, Ludlow, Christensen, Andrews and Gus, such as people think, the company's competitive strength from its unique "competitiveness", or the company best performance points, the success of a company strategic goals is through the unique competitive opportunities, they also developed the famous SWOT framework, which is used to analyze enterprise's strength, weakness, opportunity and threat.

In 1984, Werna Fert published enterprise resource theory in the American journal of strategic management. Starting from this, a relatively complete theoretical system was established after the development of Romante, Lippmann, Winter, Barney, Shindell, Kuer, Delix, Demsetz, Kurer, Pietraff, Chris, Montgomery and others, which is now commonly referred to as the resource school. This school of thought tries to explain the difference of corporate earnings from the perspective of enterprise resources. They believe that every organization is a combination of unique resources and capabilities, but there are differences between different enterprises in the internal tangible resources and intangible resources (including accumulated knowledge) that constitute an enterprise. The resource with value, scarcity and unrepeatability is the source of

enterprise competitiveness. Resource advantage produces competitive advantage and finally influences the result of competition.

Property insurance company competitiveness

The components of the competitiveness of property insurance companies can be divided into external market elements of the competitiveness of property insurance companies, internal elements of the competitiveness of property insurance companies (including resources and capabilities) and external policy environment elements of the competitiveness of property insurance companies.

The internal and external factors of the competitiveness of property insurance companies influence and interact with each other. Both are indispensable to the formation of the competitiveness of property insurance companies.The internal elements of the competitiveness of property insurance companies are the quality factors to form the competitiveness of property insurance companies. The external element of the competitiveness of property insurance companies is the quantity that forms the competitiveness of property insurance companies. For a property insurance company with inferior internal factors, it is useless to improve its competitiveness no matter how good the external market environment and policy environment are. However, a property insurance company with good resources and ability cannot have long-term competitive advantage without the external factors on which it depends for survival.

Customer asset theory

Rust, Zeithaml and L.mon (2000) define customer assets as specific customer resources that are owned or controlled by the enterprise within a certain period of time and can be measured in monetary terms and can bring future economic benefits to the enterprise. Customer assets consist of three elements: value assets, brand assets and relationship assets. Value assets are "customer assets acquired through customer value perception, which is more of a kind of cognition, objective evaluation and rational judgment". The three factors that affect value assets are quality, price and convenience. Brand equity refers to the customer assets obtained through the subjective evaluation of the brand, which is more of an emotional, subjective evaluation or irrational judgment. The three factors that affect brand equity are: Brand awareness, customer attitude to brand and business ethics. Maintenance assets refer to the tendency of customers to stick to the brand, which goes beyond the subjective and objective value judgment of the brand.

In their discussion on the relationship between customer assets and competitive advantages, Ley]and et al. regard customer assets as the only product in the process of enterprises acquiring competitive advantages. In turn, existing customer assets of enterprises can act as the source of enterprise competitive advantages, making them create stronger competitive advantages and produce higher customer assets. Therefore, the production, operation, investment and other strategic decisions in the operation and management of the enterprise must be made by reference

to whether the customer's assets can be maximized.

Property insurance company competitiveness

Definition

This study defines the competitiveness of property insurance companies as: the property insurance company's ability to provide consumers with the products and services they need more effectively than their competitors, under the combined effect of their internal and external factors. The source of long-term competitive advantage.

Pre-study on the competitiveness of property insurance companies

1. Research on the competitiveness of insurance companies

At present, there are not many research results on the competitiveness of insurance companies at home and abroad, mainly focusing on the following aspects:

(1) Previous research by foreign scholars

The research on the competitiveness of foreign insurance industry is generally based on the application of the latest theory of competitiveness to the competitiveness of the insurance industry. The most representative literature includes J. David Cummins. International Analysis of Insurance Industry Competitiveness, Paul L. Joskow's Competition, Regulation and Insurance Company's Competitiveness, and Scott E. Harrington's Solvency and Competitiveness.The three classic documents analyze the competitiveness of the insurance industry from an international perspective, a regulatory perspective and a solvency perspective.

Foreign scholars' research on the competitiveness of insurance companies is generally based on the existing economics and management framework, the establishment of relevant index system, the use of measurement and statistical methods to evaluate it, but did not form a new theory.J. David Cummins (1999) from the macro perspective of the US insurance industry, with reference to the World Economic Forum (WEF) and the Swiss International Institute of Management (IMD) in the study of competitiveness, analysis of the impact of the US industry competition The various factors of the force and the establishment of a set of evaluation system, and then evaluate the current status of the competitiveness of the US insurance industry. Paul Joskow (1999) from supervision

Starting from the level, using Porter's corporate strategy and industrial competitive advantage theory to analyse the competitiveness of the insurance industry, and point out the relevant ideas to enhance competitiveness. Scott E. Harrington (2002) based on the resource-based competition theory, with the solvency and product price acceptance as the price of the insurance company, and proposed to improve competitiveness. Cold (CC Leng, 2002) found that the competition

between the two insurance companies in the two regulatory stages is significantly different through the relationship between the underwriting profits of US property and casualty companies and investment income from 1958 to 1999, and the supervision will be on the property insurance companies. The conclusion that competitiveness has a certain impact Yang (2006) expounded the competitive relationship of insurance companies from the perspective of the company's technical efficiency, using the two-stage data envelopment method to estimate the relationship between the production and output of Canadian life insurance companies, in order to evaluate the life insurance company's Competitiveness. When studying the scale effect of American insurance companies, J. David Cummins (2010) used the data envelopment method to obtain the rules of the US insurance market during the sample period.

The ripple effect, and believe that insurance companies should focus on their core business in order to improve the competitiveness of enterprises. When studying the European insurance market, waild Bahloul (2013), through the evaluation of the established indicator system, found that the CEO of the company had a significant impact on the efficiency of the company, while the management decision-making insurance The impact of the company's competitiveness is also obvious. Chen (S, Chen, 2015) used the approaching ideal solution TOPSIS to measure and analyse the competitiveness scores of insurance companies when studying the competitiveness of insurance companies. The results are consistent with those published by other independent business investigation agencies.Mori (MO vs. Tetsuo, 2016) studied the impact of e-commerce on the competition and strategy of the insurance industry from the perspective of globalization, and proposed suggestions for improving the competitiveness of insurance companies.

(2) Domestic literature review

Since China’s accession to the WTO, foreign companies have gradually entered the Chinese market, and more and more domestic scholars have begun to pay attention to insurance competitiveness. In the initial stage, due to the small number of competitors, the main research is the macro-competition of the entire insurance industry. With the increasing number of competitors in recent years, the research data has gradually enriched, and the research focus has gradually turned to the competitiveness of insurance companies. Therefore, domestic researchers focus on insurance competitiveness at two levels: first, research on the insurance industry, and second, research on insurance companies. First of all, the definitions and connotations of insurance competitiveness of scholars are slightly different. Yao Yiyuan (2004) pointed out that the competitiveness of insurance companies is a comprehensive system, which includes three aspects of environment, resources and capabilities, and can continue to be decomposed into different aspects in these three aspects. Indicators that give weight to these indicators can get the competitive status of insurance companies.

2.5 Establishment of Theoretical Models

The size of a company's competitive advantage is closely related to the amount of customer assets. The greater the scale of the company's customer assets and the better the quality, the stronger the competitive advantage. On the contrary, enterprises will be in an unfavorable competitive position. According to the four-dimensional driving model of customer assets, customer assets are driven by value assets, brand assets, relationship assets, and invisible assets, and these four assets can be decomposed into more sub-drivers, respectively. According to the above analysis of customer assets and their driving The intrinsic logical relationship between factors, sub-drivers and competitiveness, this paper establishes a theoretical model based on empirical research needs (see Figure 2-4).

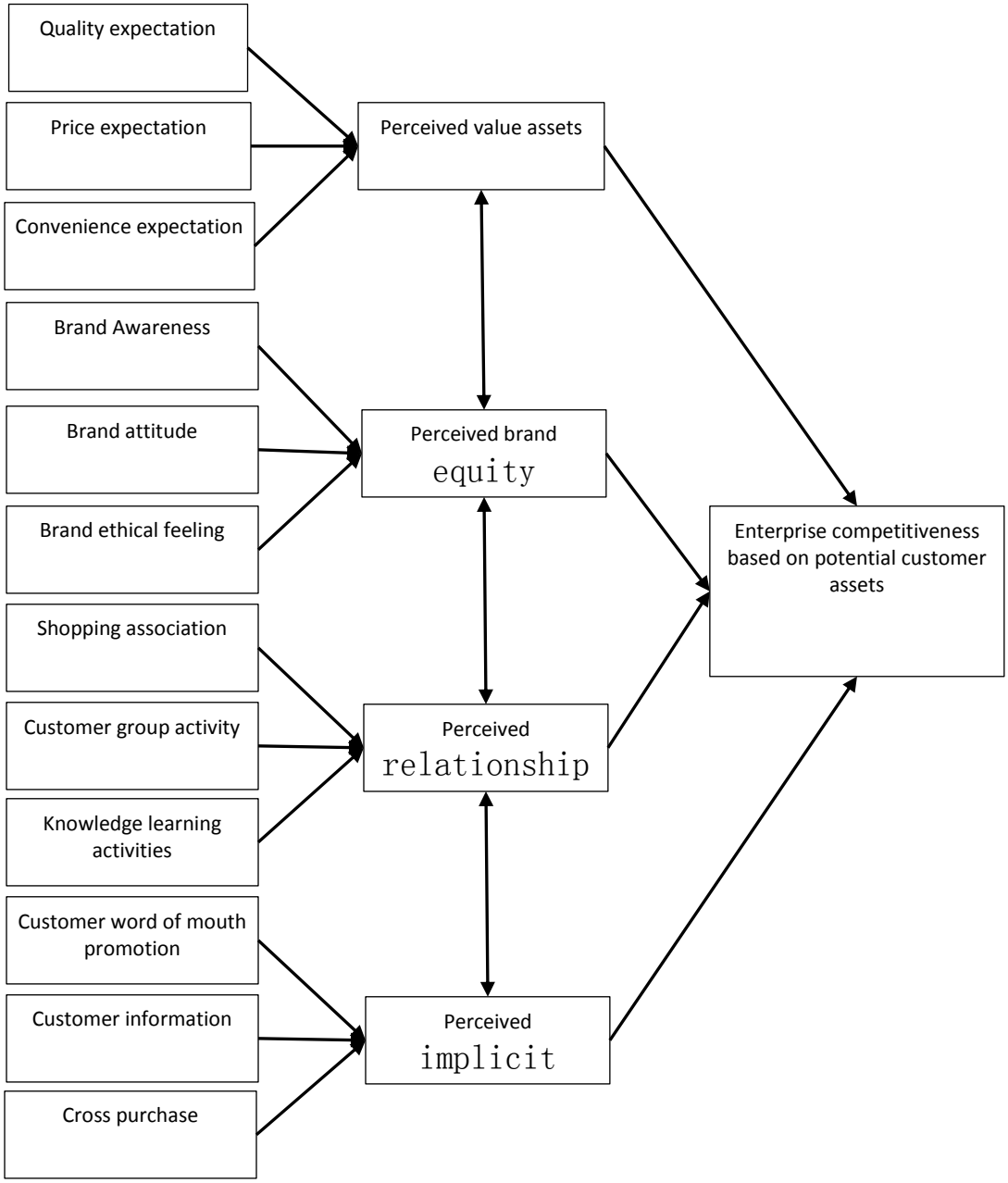

Figure 2-4

Theoretical models of customer assets and their driving factors, sub-drivers and competitiveness Source: It is sort out by this study.

2.6 Proposed Hypothesis

2.6.1 Analysis of the main driving factors of customer assets

The four-dimensional driving factor model of customer assets is applicable to all types of enterprises. According to this model, the four main driving factors of customer assets—value assets, brand assets, and maintaining assets invisible assets—although have different meanings, the importance will follow Changes in the characteristics of products or services, and specific industrial environments, etc., all have a positive impact on customer asset accumulation, which has a positive impact on the competitiveness of companies based on customer assets. Therefore, this paper proposes the following assumptions:

Hypothesis 1: Value assets have a positive correlation with customer assets and thus have a positive impact on the company's competitive advantage. Hypothesis 2: Brand equity has a positively correlated impact on customer assets and thus has a positive impact on the company's competitive advantage. Hypothesis 3: Maintaining assets has a positive correlation with customer assets and thus has a positive impact on the company's competitive advantage.

Hypothesis 3: Invisible assets have a positively correlated impact on customer assets and thus have a positive correlation to the company's competitive advantage. 2.6.2 Analysis of sub-drivers of customer assets

In practice, in order to maximize the competitiveness of enterprises based on customer assets, it is far from enough to understand the main drivers of customer assets. Managers must further identify and explore the driving factors of the above four main drivers. The sub-driver of customer assets.

1. Value assets are determined by the objective attributes of products and services perceived by customers. According to the four-dimensional driving factor model of customer assets, the three driving factors of value assets are quality, price and convenience. Quality includes the objective quality and subjective perceived quality of the overall combination of products and services, affecting the customer's perceived factors of product or service quality including product quality, service quality, service attitude and service environment; price refers to the customer's product or service for purchasing the enterprise. The cost involved includes the formation of costs (such as currency) and non-formation (such as time cost, energy cost, etc.). The main factors affecting prices include price concessions, deferred payments, and installment payments. Convenience refers to the convenience of customers purchasing enterprise products or services. The influencing factors mainly include geographic location, ease of use and availability (Joster et al., 2001). They should have a positive correlation effect on value assets. Therefore, this paper

proposes the following assumptions:

Hypothesis 1.1: Quality has a positive correlation effect on corporate competitiveness.

Hypothesis 1.2: Low prices have a positive correlation effect on corporate competitiveness.

Hypothesis 1.3: Convenience has a positive and negative impact on corporate competitiveness.

2. Brand equity is determined by the brand image and brand meaning of the customer. According to the relevant literature, the customer's attitude towards the brand, the customer's recognition of the brand and the customer's perception of brand ethics are the three brands of the brand. Driver. Based on the above analysis, this paper proposes the following assumptions:

Hypothesis 2.1: Brand recognition has a positive correlation to corporate competitiveness.

Hypothesis 2.2: Brand attitude has a positive impact on corporate competitiveness.

Hypothesis 2.3: Brand ethical feelings have a positively correlated impact on corporate competitiveness.

3. Maintaining assets refers to the tendency of customers to continue to support a brand or a product. According to the relevant literature, the driving factors of maintaining assets include loyal customer feedback rewards, special awards, special treatment, customer team communication and entertainment, knowledge sharing, learning practice, operation demonstration and other activities, but these factors are not suitable for An empirical study of maintaining assets. This study adopts the research conclusions of other scholars, and re-summarizes the driving factors of maintaining assets according to the degree of influence of maintenance activities on customers as shopping mall association interaction, customer group activities, and knowledge learning activities. Therefore, this paper proposes the following assumptions:

Hypothesis 3.1: Shopping mall interaction has a positive impact on corporate competitiveness.

Hypothesis 3.2: Customer group activities have a positive impact on corporate competitiveness.

Hypothesis 3.3: Knowledge learning activities have a positively correlated impact on firm competitiveness.

4. The hidden assets of the customer consist of three parts: customer word-of-mouth promotion, customer information, and cross-purchase. First of all, customers who have the willingness to purchase or purchase are more willing to share personal information with interested companies. Information about customer purchase needs, purchase habits, personal preferences and other information becomes a valuable hidden asset of the company. This part of the invisible assets is not formed by customer perception. According to the purchasing needs and purchasing desires of the potential customers collected in the market, personal characteristics and personality

preferences, the company can accurately understand the customers and understand the market, thus helping the enterprises to develop targeted marketing and brand planning activities in a timely manner. In order to increase the willingness of existing customers and potential customers to purchase and cross-purchase intentions, the customer's word-of-mouth promotion plays a huge role in this process, and the increase in customers' willingness to purchase also indirectly increases the value of the customer's assets. Customer word-of-mouth promotion and cross-purchase of this part of hidden assets are formed by the customer's subjective recognition of the products and services provided by the company's brand and enterprise. It is the customer's perceived assets. Therefore, this article summarizes word-of-mouth publicity and cross-purchase as customer perception. Sexual asset drivers. Based on the above analysis, this paper proposes the following assumptions:

Hypothesis 4.1: Customer word-of-mouth promotion has a positive impact on corporate competitiveness.

Hypothesis 4.2: Customer information has a positively correlated impact on corporate competitiveness.

Hypothesis 4.3: Cross-purchase has a positively correlated impact on firm competitiveness.

The above analysis, the list of the paper is as follows, see Table 2-1:

Table 2-1 Research hypotheses

CONTENT
H1: Value assets have a positive correlation with customer assets and thus have a positive impact on corporate competitiveness.
Hypothesis 1.1: Quality has a positive correlation effect on corporate competitiveness.
Hypothesis 1.2: Low prices have a positive correlation effect on corporate competitiveness.
Hypothesis 1.3: Convenience has a positive and negative impact on corporate competitiveness.
H2: Brand equity has a positive correlation with customer assets and thus has a positive impact on the company's competitive advantage.

Hypothesis 2.1: Brand recognition has a positive correlation to corporate competitiveness.
Hypothesis 2.2: Brand attitude has a positive impact on corporate competitiveness.
Hypothesis 2.3: Brand ethical feelings have a positively correlated impact on corporate competitiveness.
H3: Maintaining assets has a positive correlation with customer assets and has a positive impact on the company's competitive advantage.
Hypothesis 3.1: Shopping mall interaction has a positive impact on corporate competitiveness.
Hypothesis 3.2: Customer group activities have a positive impact on corporate competitiveness.
Hypothesis 3.3: Knowledge learning activities have a positively correlated impact on firm competitiveness.
H4: Invisible assets have a positive correlation with customer assets and thus have a positive impact on the company's competitive advantage.
Hypothesis 4.1: Customer word-of-mouth promotion has a positive impact on corporate competitiveness.
Hypothesis 4.2: Customer information has a positively correlated impact on corporate competitiveness.
Hypothesis 4.3: Cross-purchase has a positively correlated impact on firm competitiveness.

Source:It is sort out by this study.

This chapter analyzes the literature review of domestic and foreign scholars on corporate competitiveness and customer assets, proposes the concept of customer assets, and analyzes the composition of the driving factors of customer assets by combining customer asset theory. On this basis, the relationship between the driving factors of customer assets and the synergistic effect of combination driving on enterprise competitiveness are studied, and a theoretical model

is established. In the third chapter, based on this model, the influencing factors system of enterprise competitiveness based on customer assets will be constructed. Based on this, the interpretative structural model method will be used to classify the established influencing factors system to determine the surface layer and deep layer of customer assets affecting the competitiveness of enterprises. The root cause lays the foundation for empirical analysis.

Research Design

Research design summary

1. Literature analysis. Collecting domestic and foreign research on customer

assets and corporate competitiveness theory, potential customer asset drivers, corporate competitive structure, and the latest research results of customer assets on the competitive advantage of enterprises, combined with the characteristics of the company's own potential customers and the current state of assets Research and exploration.

2. Quantitative analysis. Mainly through interviews and questionnaires. By means of written questionnaire or interview, the characteristics of potential customers of an enterprise are investigated, and the driving factor model of potential customers is combined to provide a realistic basis for constructing synergy effect of potential customer assets on enterprise competitiveness in dynamic environment. The questionnaire survey method includes four processes: questionnaire design, survey group selection, questionnaire survey process and survey result analysis.

3. Mathematical model method is used for data analysis in this paper.

(1) Interpretative Structural Modelling Method. This model is a method developed by American professor Walter to analyze problems related to complex socio-economic systems. It is characterized by the decomposition of the complex system into several elements, the use of people's practical experience and knowledge, and the help of the computer, the system is finally constructed into a multi-level hierarchical model structure.

(2)There are many factors that affect the competitiveness of enterprises, some of which may cross or be related to each other, and the structure is complex and not easy to decompose. Therefore, the interpretation structure model is used to qualitatively analyze the influencing factors, so as to form a simple multi-level hierarchical structure model diagram, grasp the essence of the problem, and find effective countermeasures to improve the competitiveness of enterprises.

(3)Logit regression model analysis method. In the analysis of actual economic problems, some dichotomous discrete variables are often encountered. When the subjects of these problems are influenced by multiple factors, their values have only two states: yes and no. The Logit

regression model is an analytical method for studying such problems. The advantages of multivariate logistic regression are: first, there is no specific requirement for the distribution of variables, so the parameter estimation is more robust and the scope of use is more extensive; the second specific company brings a probability value after being brought into the model which is very simple and convenient in actual use.

3.1.2 The Influencing Factors System of Enterprise Competitiveness in Constructing Customer Assets

1. Analysis of the process of building the system of competitive influence factors

To improve the competitiveness of enterprises, enterprises must understand in detail the key factors affecting the competitiveness of enterprises and their mechanism of action on competitiveness. Therefore, it is necessary to establish this system of influence. From the perspective of customer assets, the process of enhancing the competitiveness of enterprises is complicated and difficult to control. Since potential customers do not actually trade with enterprises, this has made it difficult to establish a system of influencing factors. At the same time, a single study of these factors can not accurately grasp the development of market potential customers, and cannot make effective recommendations for the problems in the process of enterprise competition. Based on this, this paper uses a large number of customer asset drivers related literature research to extract potential customer asset impact factors, combine market research to summarize and integrate the more influential factors affecting competitiveness, and establish a competitive influence factor system. It is conducive to the development of qualitative mathematical models to quantitative mathematical models, providing sufficient information and basis for enterprises to enhance their competitive advantages from the perspective of customer assets, enhancing the pertinence of enterprise resource inputs, reducing blindness and helping enterprises to become more From a scientific perspective, clarify the direction of market competition, optimize the allocation of resources, and improve the efficiency of competition.

(1) The significance of constructing a competitive impact factor system

① The basis for establishing an effective competition mechanism.

The factors affecting customer asset drivers are more complex and changeable. Establishing a system of factors affecting competitiveness is beneficial to enterprises to deeply analyze the impact factors and the mechanism of each factor's competitiveness. At the same time, according to scientific and reasonable methods to determine the different intensity of each factor, divide the level of influencing factors, provide parameter variables for the empirical analysis of the next section, it is conducive to enterprises to more accurately grasp the market dynamics, improve the accuracy of prediction, and thus establish a more targeted Sexual competition mechanism.

② A rich and perfect theory of competitiveness.

Most scholars' research on corporate competitiveness is limited to macroscopic perspectives, such as market environment, policies, and economic levels. The influence of customer assets, especially customer assets, on competitiveness is rarely considered. Therefore, constructing the competitiveness influencing factor system from the perspective of customer assets is the enrichment and improvement of the theory of enterprise competitiveness, and provides new enlightenment for enterprises to improve their competitiveness.

③ The he influencing factors of enterprise competitiveness from the perspective of system analysis.

The strength of competitiveness is often the result of the interaction of many factors. It is not realistic if the enterprise only analyzes the competitiveness from the perspective of a single factor. It is necessary to conduct comprehensive evaluation and research on all aspects of the enterprise from the entire impact system, which is the basis of competition management.

Establishing a complete and systematic system of factors affecting enterprise competitiveness is the basis for enterprises to accurately grasp the complexity, dynamics and non-linearity of the entire impact system; it helps enterprises to find out the root causes of customer assets' influence on competitiveness and between various factors. The inner link. On the basis of system analysis, enterprises can comprehensively analyze the evolution process of competitiveness from the perspective of management, and combine their own actual self-determined scientific and reasonable competitiveness improvement mechanism to rationally transform potential customers to real customers and realize customer value-added.

2. The construction steps

In order to ensure the scientific, systematic and complete impact factor system, this paper analyzes the relationship between customer assets and enterprise competitiveness, and combines customer characteristics to set the construction steps of the factor system of enterprise competitiveness based on customer assets, as shown in Figure 4-below.

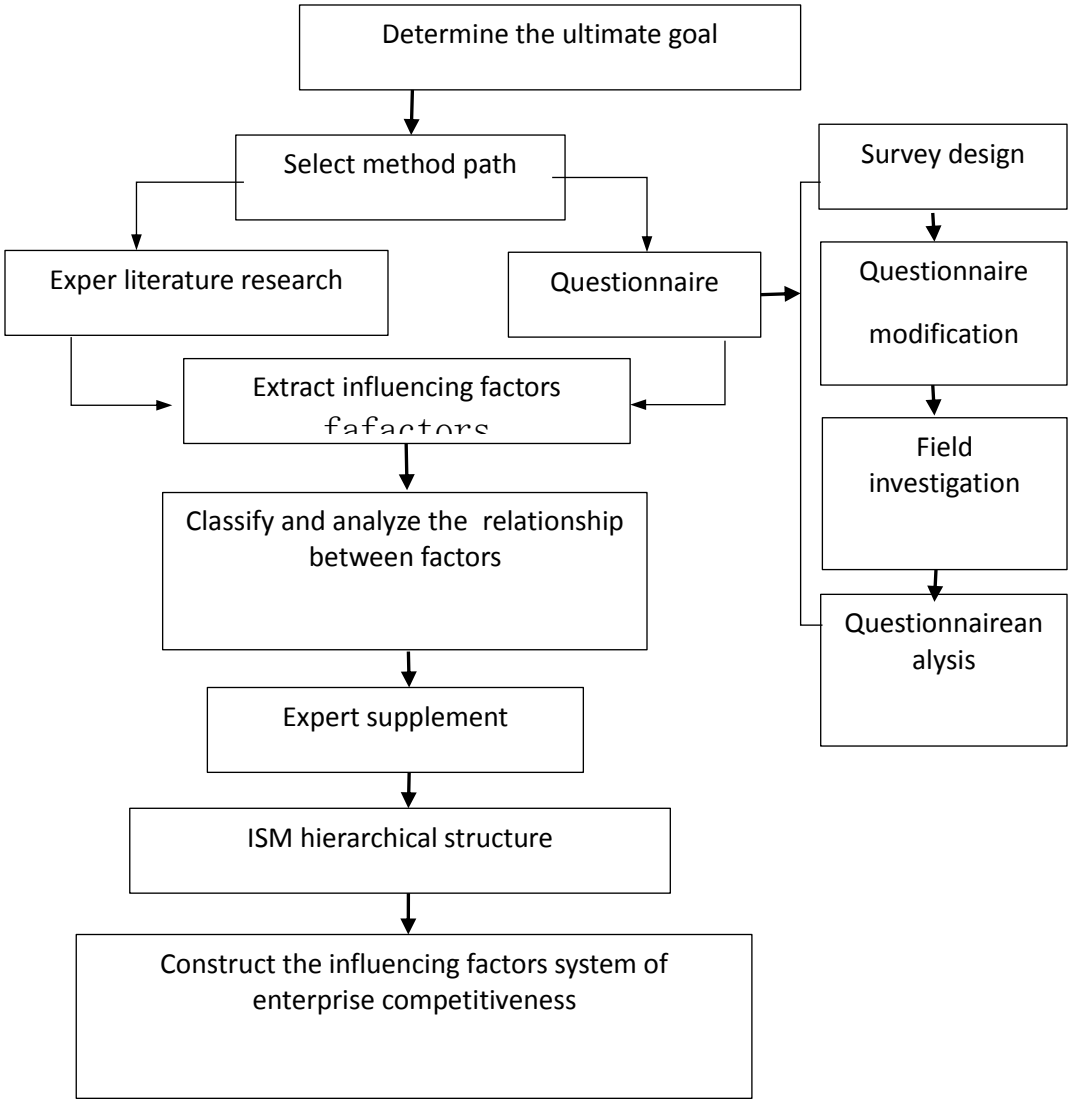

Figure 3-1 Flow chart of building competitiveness influencing factors

The first is to determine the goal. The goal of establishing the influencing factors system of enterprise competitiveness based on customer assets is to establish a relationship model of the influencing factors of enterprise competitiveness, find out the most important impact factors, and provide the basis for the research strategy. Second, choose the method and path to obtain the influencing factors. In this study, the literature collection and questionnaire survey are selected. Through literature research, a large number of relevant literature studies are conducted to find out the influence factors of many scholars influencing the competitiveness of the company in terms of customer assets to extract as many impact factors as possible. The questionnaire survey obtained the relevant information through the on-site questionnaire of the enterprise.

The third is the impact factor of the classification extraction. The analysis is mainly based on the nature of the impact factors, and the initial structure of the impact factors is established.

The fourth is evaluated by experts. It is mainly to supplement the missing impact factors or to eliminate the factors with minimal relationship, to determine or modify the relationship between the influence factors, to improve the scientific rationality of the established impact factor system, and to select experts to engage in customer assets and competitiveness. Research scholars.

Finally, determine the correlation, reflect all the reasons that have a significant impact on the competitive advantage, explain the structural model analysis of the influencing factors, and finally obtain the transfer-level relationship of the influencing factors, which intuitively reflects the influencing factors system of the enterprise competitiveness, and pave for the empirical quantitative analysis.

3.5 Data Collection Process

In order to ensure that the sample data can reflect the situation of the whole market, this study entrust the person in charge of the 21 sales department of the Guangdong Branch of the property insurance company to arrange for the special staff to obtain a random intercept questionnaire in their respective business halls to obtain customer sample data and send a small gift to the customer who receives the visit. 350 questionnaires are distributed and 235 are collected. The sample characteristics of the survey are shown in Table 3-6.

Table 3-6 Analysis of effective sample structure

Index	Grouping	Number of samples	Proportion
Gender	male	105	40.7%
	female	130	59.3%
Age	15—25 years old	23	2.2%
	26—35 years old	95	55.6%
	36-45 years old	67	34.8%
	46—55 years old	29	6.7%
	56 years old and above	21	0.7%
	Current students	28	9.6%
	College teachers	49	25.2%

	Staff	94	51.1%
Career	Company manager	19	3.0%
	Civil servant	17	1.5%
	Else	28	9.6%
Monthly income	Below 4000 yuan	21	8.9%
	4000 -5000 yuan	27	11.5%
	5000-6000 yuan	59	25.1%
	6000-7000 yuan	76	32.3%
	7000-8000 yuan	21	8.9%
	8000-9000 yuan	16	6.9%
	More than 9000 yuan	15	6.4%
Education	Below high school	33	9.6%
	High school	40	14.8%
	College	90	51.9%
	Bachelor	45	18.5%
	Graduate and above	27	5.2%

According to the above survey, the ratio of male to female is not much different. The ages of 26-35 and 36-45 are the main components. Most of the respondents are college teachers and corporate employees. The monthly income is concentrated at the level of 6000 and 7000. The secondary school and the junior college are the main ones. This result is consistent with the local population structure and the sample reliability is high.

3.6 Data Analysis Methods

This study uses Logit regression analysis for the competitiveness of Guangdong property insurance companies. Through the qualitative analysis of the previous section ISM, the main factor structure diagrams affecting the competitiveness of enterprises in terms of customer assets are obtained, but the influence weights between the main influencing factors are difficult to

divide. A quantitative empirical analysis is required. Therefore, in order to improve the content, the Logit regression model is used, combined with the Guangdong Provincial Property Insurance Company to conduct on-the-spot questionnaire analysis to verify the importance of these factors, and to derive the weight of the main factors affecting competitiveness, paving the way for the following research on the competitiveness path.

Logit regression analysis is the result of the continuous development of multiple regression methods. It has many similarities in the form and thought of expressions and multiple regression analysis. In multiple regression analysis, when analyzing the relationship between variables or making predictions, the dependent variable is required to be a continuous normal distribution variable. When the variable is a discrete value or a logical variable, multiple regression analysis cannot be performed. Different from the linear discriminant model, the Logit regression model is a probability-oriented model. Using Logit regression, a set of explanatory variables can be used to predict the probability of occurrence of each of a set of dependent dependent variables. That is, in the Logit regression model, the dependent variable can be a categorical variable, and the explanatory variable can be an interval variable, a categorical variable, or a mixture of interval variables and categorical variables.

In our daily lives, we often encounter things that require us to make judgments. For example, if the medical staff is sick, if the house price should be adjusted. The result of our judgment is also a discriminant value, that is, yes or no, whether or not, both of which are logical judgment results. We can use abstract 1 or 0 to represent these two results. Here we set 1 or 0 is the logical value. Corresponding to these two logical values, we can calculate the probability of occurrence of each logical value, which is called the logical judgment probability. The model established on this basis is the two-category logic back to scale. In a nutshell, a two-class logistic regression model is a model that analyzes how the probability of occurrence of two logical values of a dependent variable changes as the explanatory variable changes.

In this paper, the competitiveness of enterprises is the dependent variable, only 1 and 0 (1 means that the customer chooses the enterprise, 0 means the customer does not choose the enterprise), which is incompatible to the application premise of multiple regression analysis, Logit regression is used to study the occurrence of an event. The probability of this can be a good solution to this problem. Therefore, this paper uses Logit regression analysis to further process the data.

Whether the customer chooses the enterprise or not, whether the competitiveness of the enterprise is strong can be used the dependent variable of the binary response model, $Y_1 = 1$ represents that the customer chooses the enterprise, and the enterprise has strong competitiveness. $Y_1 = 0$ represents the customer does not choose the company,and the company's competitiveness is weak. The probability of occurrence of Yi=l by P is:

$$P(Y_i=1)=\frac{e^m}{1+e^m}=\frac{1}{1+e^{-m}} \qquad (4.1)$$

$$m = \beta_o + \beta_1 X_{1i} + \beta_2 X_{2i} + \bullet\bullet\bullet + \beta_n X_{ni} \qquad (4.2)$$

In the formula:

$(X_{1I}, X_{2I}, \bullet\bullet\bullet, X_{NI})$ is an independent variable vector, $(\beta_1, \beta_2, \bullet\bullet\bullet, \beta_n)$ Is the

regression coefficient corresponding to X.

It can be known from the probability of occurrence that the probability of occurrence is 1-P, that is,

$$p(y_i = 0) = \frac{1}{1 + e^m} \qquad (4.3)$$

$$\frac{p}{1-p} = \frac{1 + e^m}{1 + e^{-m}} = e^m \qquad (4.4)$$

Therefore:

$$In(\frac{p}{1-p}) = m, \log it = In(\frac{p}{1-p}) \qquad (4.5)$$

Therefore, it can be seen from the above expression that Logit (P) is linear for each variable ( ), and the evaluation model can be constructed with Y and X.

Ethical Considerations

I have fully informed the researcher about the rights of the researcher, including the identity of the researcher, the content and purpose of the research, the way the research was conducted, the behaviors that may be required to cooperate during the research process, the right to terminate the research relationship, and the data processing process. The confidentiality measures and uses, so that the research object fully understands the significance of the research and related information, decide whether to participate in the research, and finally sign the participation consent form as the agreement for mutual cooperation and compliance.

This chapter is based on the competitiveness influencing factors system constructed in the previous chapter and the hierarchical structure chart of the influencing factors system established by the interpretation of the structural model method. Combined with the Logit regression model,

the Guangdong property insurance company is used as an example to obtain the influencing factors data through questionnaires. The influencing factors carry out empirical research and draw the key factors affecting the competitiveness of insurance companies, paving the way for the following path research. Based on the above research results, this paper will elaborate on the research on enhancing the competitiveness path of enterprises in the fourth chapter.

Analysis of the status quo of Guangdong branch of property insurance company

1. Financial resources

Since the opening of ZH property Insurance Guangdong Branch in 2003, the business development has shown rapid growth, strategic suspension, negative growth, bottlenecks and restorative growth. Table 1 shows the changes in the main business indicators of ZH property Insurance Guangdong Branch from 2006 to 2018.

Main Indicators of Annual Management of ZH property Insurance Company Guangdong Branch

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Premium income (100 million)	18.49	21.71	21.09	18.19	17.83	18.92	21.57	25.31	30.32	33.66	30.87	30.57	31.27
Market share(%)	12.5	11.1	9.6	7.3	5.6	4.9	4.9	4.9	4.9	4.8	4.2	3.5	3.1
Comprehensive cost rate (%)	97.8	131.6	111.3	168.7	96.5	88.7	91.7	98.7	98.0	101.0	96.2	94.9	99.3

Source: the financial statements of previous years, industry data, and the “Guangdong Insurance Yearbook”

Figure 4-1 shows the scale of premiums for ZH property Insurance Guangdong Branch over the years. Since 2008, there has been a decline in business, and development has stagnated. By 2012,

it was basically the same as in 2007, and there has been a continuous decline in business growth for many years.It has resumed growth since 2013. In 2016 and 2017, it has experienced negative growth for two consecutive years. In 2018, it reversed the trend of negative growth and achieved positive growth again.

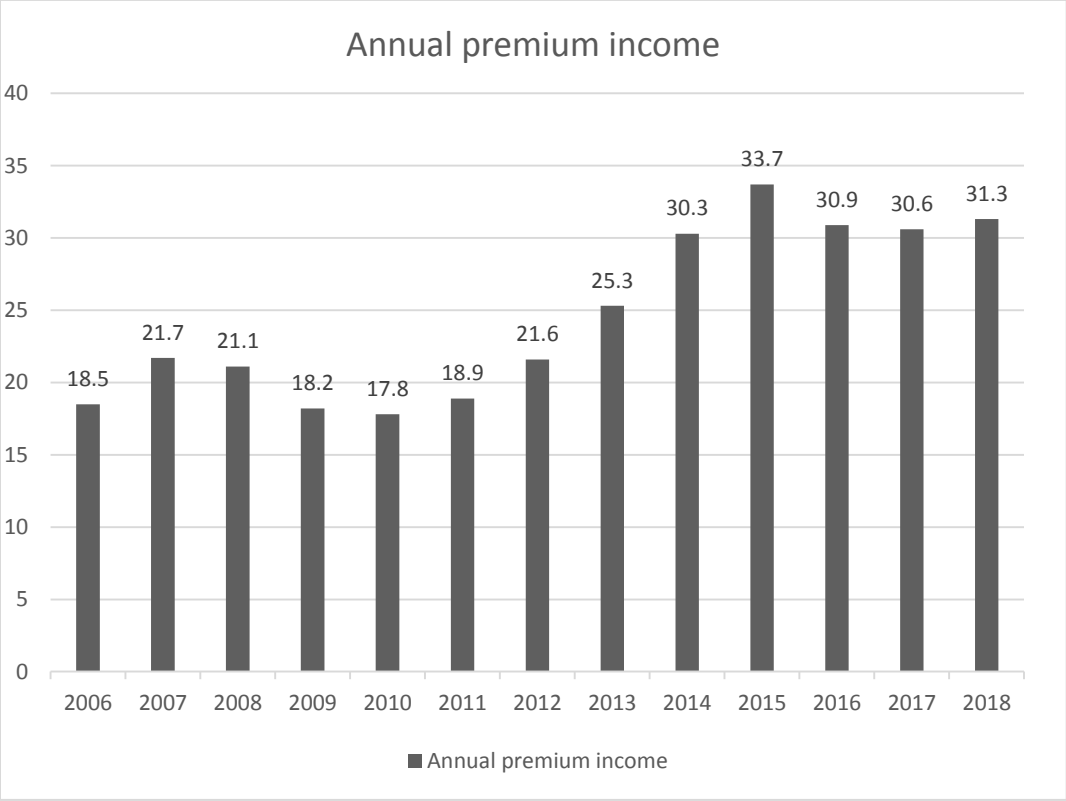

Figure 4-1 Annual premium income of ZH property Insurance Guangdong Branch

Source: based on calendar year financial statements.

Figure 4-2 shows the share of ZH property Insurance Guangdong Branch in the Guangdong property insurance market over the years. Although the business has resumed growth since 2013, the market share has continued to decline and reached its position in 2006. After the market share of 12.5%, it continued to decline to 3.1% in 2018, and its market share decreased by about three-quarters, showing a continued shrinking trend. Reflecting the rapid expansion of the market, the company's growth potential is insufficient.

Figure 4-2 Market share of ZH property Insurance Guangdong Branch over the years

Source: Industry data and "Guangdong Insurance Yearbook" statistics

Figure 4-3 shows the status of the key operating rate of the key business indicators of ZH property Insurance Guangdong Branch over the years.The lower the overall cost ratio, the greater the profit margin. From 2007 to 2009, there was a continuous loss, and the loss was more serious, indicating that the quality of business underwriting and cost control during the period was not good. There were also factors for accruing large reserves, and the three-year period from 2007 to 2009, the average cost ratio is about 37 percentage points above the profit line. It was not until 2010 that the underwriting profit was restored. During the period, there was also a gradual release of the reserves of the previous year to generate a portion of the profits. In general, the profitability of the branch from opening to the present is insufficient.

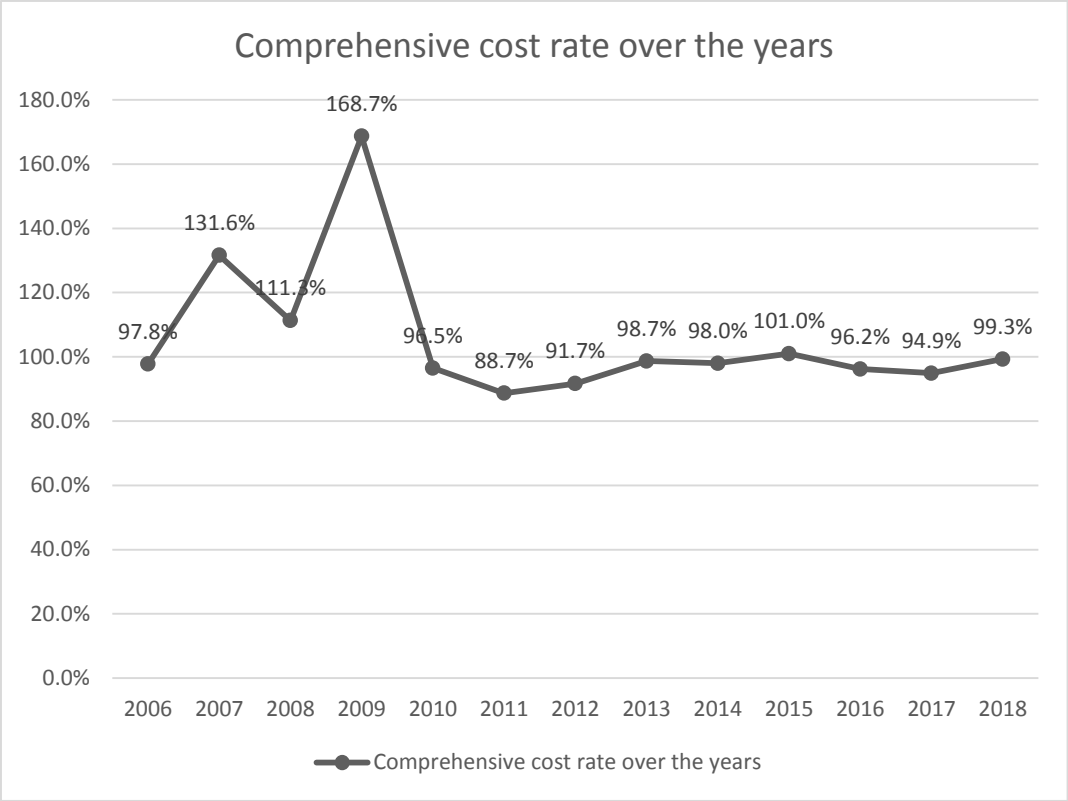

Figure 4-3 Market share of ZH property Insurance Guangdong Branch over the years

Source: financial statements of the calendar year, the comprehensive cost rate is the report caliber data.

According to the comparison of the above three aspects, the branch company's business growth rate and benefit insurance proportion are lower than the market average, especially the comprehensive cost rate is higher than the market average, indicating that the profitability is lower than the market average, and the sustainable competitive advantage is obviously insufficient. However, from the historical data comparison, in the market environment of the strong competitors and duopoly, the premium scale of the branch in the development process can still remain in the top 5 in the market. By 2018, it belongs to the second level team in the property insurance company. With the strategic advancement and management of the head office, the branch is gradually improving its operational indicators in the adjustment and has achieved recovery growth. From 2010, in addition to the 2015 profit loss, the remaining years can maintain underwriting profit, and profitability is further improved.

2. Organizational resources

At present, Guangdong Branch has established Guangzhou, Zhuhai, Shaoguan, Shantou, Foshan, Jiangmen, Zhanjiang, Maoming, Zhaoqing, Huizhou, Meizhou, Qingyuan, Shanwei, Heyuan, Yangjiang, Dongguan, Zhongshan, Chaozhou, Jieyang, Yunfu, in total twenty-one grassroots

institutions. In Guangdong Province, a complete network structure with complete coverage, outstanding emphasis and deep community has been formed. A mature service structure has been established in Guangdong Province, which is not inferior to the layout of enterprises of the same scale.

3. Technical resources

In terms of underwriting technology and claims technology, the company has accumulated a large amount of data and cultivated an experienced insurance technology backbone. With years of cooperation with professional information technology companies such as eBaoTech, Zhongkesoft, UFIDA and many years of insurance actuaries, product development and actuarial can help companies quickly determine rates, scientific pricing, and improve products. It not only provides scientific basis for business management, but also can measure and monitor various risk management. Since its establishment in 2003, the company has established an actuarial system and an information technology department. Through years of operation with the support of information technology, the company has integrated and transformed the core functions of the business with financial, claims, customer service support centers, and industry association data docking functions. A shared platform for the integration of underwriting, claims, and customer resources provides technical support for value chain upgrades and customer value enhancement.

4. Human resources

The Guangdong branch of ZH property insurance company regards human resources as the primary productive force for survival and development. It develops and introduces talents through various channels, organizes relevant training and education according to different positions and talent characteristics, and cultivates a suitable development needs for the company. The high-quality, compound talent team provides customers with quality professional services. Its human resources profile is as follows:

First is educational structure. Among the 3,125 people in the province, the secondary school education and below accounted for 29%, the college degree accounted for 41%, and the undergraduate degree or above accounted for 30%. Among the non-sales sequence staff, secondary school and below accounted for 9%, junior college accounted for 42%, undergraduate accounted for 47%, and master's degree accounted for 2%. Overall, the level of the staff level is still low. The province's non-sales sequence employees account for less than 50% of the undergraduate degree or above, and the employee education structure needs to be optimized.

Table 4-2 The status quo of educational structure

Classific	Total number	Academic structure							
		Maste	Propor	Bache	Propo	Colle	Propo	Techn	Propo

ation		r student	tion	lor	rtion	ge	rtion	ical secondary school and below	rtion	
Wholeprovince	Non-sales sequence	1421	25	2%	674	47%	599	42%	123	9%
	Sales sequence	1704	1	0%	222	13%	686	40%	795	47%
	Subtotal	3125	26	1%	896	29%	1285	41%	918	29%
Branchoffice	Non-sales sequence	185	17	9%	136	74%	29	16%	3	2%
	Sales sequence	8		0%	5	63%		0%	3	38%
	Subtotal	193	17	9%	141	73%	29	15%	6	3%
Their	Non-sales sequence	886	7	1%	407	46%	397	45%	75	8%

d-level institution	Sales sequence	542	1	0%	113	21%	233	43%	195	36%
	Subtotal	1428	8	1%	520	36%	630	44%	270	19%
Four-level institution	Non-sales sequence	350	1	0%	131	37%	173	49%	45	13%
	Sales sequence	1154		0%	104	9%	453	39%	597	52%
	Subtotal	1504	1	0%	235	16%	626	42%	642	43%

o n

Second is age structure. The province has 3,125 employees, with an average age of 36.5 years. Among them: the branch level of the branch is 32.5 years old, the level of the third level is 35 years old, the level of the fourth level is 38.5 years old. The proportion of employees under the age of 30 is 30%, the proportion of employees aged 30-40 is 38%, and the employees of 40-50 years old is more than 26%, furthermore, employees over 50 years old accounted for 6%. Non-sales in the province accounted for 22% of employees over 40 years old, and sales of employees over 40 years old accounted for 42%. The overall age structure of the province's teams is relatively balanced, but the sales team is gradually showing an aging trend and needs attention.

Table 4-3 The status quo of educational structure

				Age structure											
Classification	Total number	Average age	30 years old and below	Proportion	30-35 years old	Proportion	35-40 years old	Proportion	40-45 years old	Proportion	45-50 years old	Proportion	Over 50 years old	Proportion
Whole province	Non-sale	1421	34	543	38%	345	24%	232	16%	156	11%	93	7%	52	4%
	Sales	1704	38.5	377	22%	291	17%	329	19%	307	18%	258	15%	142	9%
	Subtot	3125	36.5	920	30%	636	20%	561	18%	463	15%	351	11%	194	6%

	al													
Branch office	Non-sale	185	32.5	85	46%	43	23%	27	15%	17	9%	9	5%	4	2%
	Sales	8	31	5	63%	0	0%	1	13%	1	13%	1	13%	0	0%
	Subtotal	193	32.5	90	47%	43	22%	28	15%	18	9%	10	5%	4	2%
Third-level institution	Non-sale	886	33.5	356	40%	229	26%	142	16%	82	9%	52	6%	25	3%
	Sales	542	38	156	29%	99	18%	91	17%	79	15%	75	14%	42	8%
	Subtotal	1428	35	512	36%	328	23%	233	16%	161	11%	127	9%	67	5%
Four	No	35	36	102	29	73	21	63	18	57	16	32	9%	23	7

-level institution	non-sale	0			%		%		%		%			%
	Sales	1154	39	216	19%	192	17%	237	21%	227	20%	182	16%	100	9%
	Subtotal	1504	38.5	318	21%	265	18%	300	20%	284	19%	214	14%	123	8%

Third is gender structure. Among the 3,125 people in the province, there were 1,654 male employees, accounting for 53%，and 1,471 female employees, accounting for 47%. The proportion of male and female employees in branch offices was 46% and 54% respectively. The proportion of male and female employees in the tertiary institutions was 51% and 49% respectively, and the proportion of male and female employees in the fourth-level organizations was 56% and 44% respectively. In general, the proportion of men and women at all levels is basically balanced. The proportion of female employees in branch offices is 8 percentage points higher than that of male employees, and the proportion of male employees in four-level institutions is 12 percentage points higher than that of female employees. This proportional contrast reflects the insensitivity and relative focus on the gender ratio of male and female employees due to differences in job responsibilities and job nature.

Table 4-4 Gender structure

Classification		Total number	Gender			
			Male	Proportion	Female	Proportion
Whole province	Non-sales sequence	1421	713	50%	708	50%
	Sales sequence	1704	941	55%	763	45%
	Subtotal	3125	1654	53%	1471	47%

Branch office	Non-sales sequence	185	86	46%	99	54%
	Sales sequence	8	3	38%	5	62%
	Subtotal	193	89	46%	104	54%
Third-level institution	Non-sales sequence	886	438	49%	448	51%
	Sales sequence	542	290	54%	252	46%
	Subtotal	1428	728	51%	700	49%
Four-level institution	Non-sales sequence	350	189	54%	161	46%
	Sales sequence	1154	648	56%	506	44%
	Subtotal	1504	837	56%	667	44%

5. Innovation resources

In the past two years, the company has begun to increase investment in products and services, and gradually established a product research and development team based on actuaries and a variety of professional and technical personnel. Focusing on innovation channels to tap potential and increase efficiency, we will strive to explore and play insurance. The new function, developed a series of targeted sub-products in the general demand for liability insurance and personal property insurance, will help meet customer expectations. The company is still innovating on the construction of the third- and fourth-level institutions and optimizing the marketing service network, trying to take a development path with its own characteristics. As a branch, the Guangdong branch is developing in accordance with the strategy of the head office. However, due to the shortcomings of human resources, the branch's current achievements in innovation in products, management, and services are not obvious, and innovative resources need to be further developed.

6. Product structure resources

The insurance structure of the Guangdong Branch of ZH property insurance company is relatively comprehensive in the current property and casualty insurance market. Property insurance includes corporate property insurance, engineering insurance, family property

insurance, ship insurance, cargo transportation insurance, special risk insurance, etc. The contracting business covers aerospace, power, petrochemical, infrastructure and financial trade, ship vehicles, machinery and equipment, electronic communications, warehousing and logistics, textile and tobacco, technological innovation and other industries and fields.

The main types of insurance for liability insurance are liability insurance of road passenger carrier, road dangerous goods carrier, tourist site public, medical liability, lawyer practice, insurance agent practice, school, power supply. Liability insurance also mainly involves vocational college student internship liability insurance, faculty liability insurance, travel agency liability insurance, employer liability insurance for construction companies, enterprise safety production liability insurance, product liability insurance, public liability insurance, fire public liability insurance, etc.

The main products of accident insurance and health insurance are group accident insurance, construction accident group accident insurance, travel accident insurance, student and child safety accident insurance, public traffic accident insurance, century relief group medical insurance , group major illness insurance, group supplementary work injury insurance, female health insurance, urban residents supplementary medical insurance, new rural cooperative supplementary medical insurance, Ankang high-value group supplementary medical insurance.

Credit guarantee insurance is developed in the mode of “three-wheel drive” of assets, agriculture, and cities. It has achieved good results in agriculture, small and medium micro finance, industrial chain finance, and non-asset transfer and credit enhancement. Among them, cooperation with Internet finance model is in the forefront of the industry, and the cooperation model is constantly innovating. The main products include SME loan guarantee insurance, borrower performance guarantee insurance, specific contract performance guarantee insurance, litigation property preservation insurance, urban and rural microfinance guarantee insurance, financial lease contract rent performance guarantee insurance and other insurance types.

7. Brand resources

ZH property Insurance Company is the second insurance company with independent legal personality with “National” brand and the “ZH” title. In recent years, the company has been awarded the honorary title of Top 500 Chinese Enterprises and Top 500 Asian Brands. At the same time, the company has won the following honors including Asia's insurance industry competitiveness "China's top ten non-life insurance", China's financial institutions gold medal list of the best agricultural insurance service insurance company, China's most trusted property insurance company, Guangdong Province “May Labor Certificate”, Guangdong Province Financial Technology Professional Competition Group First Prize, Guangdong Province Excellent Automotive Financial Service Provider. ZH property insurance company has a deep foundation and its strength and glory. In the rapid and healthy development of Guangdong Branch in recent years, combined with the development of social economy, politics and culture,

while taking into account the insurance guarantee function, it also assumes the social management function, and participates in social disasters. The service played a positive role. The company has been carrying out charity activities and donated the Banqiao Township Hope Primary School in Qingchuan County. In addition, the company has also launched a number of signature activities, customer service festivals and so on. The company implemented the first "Rubber + Futures" precision poverty alleviation project in Guangdong Province.

The Guangdong branch of ZH property insurance company focused on building the company's brand and achieved certain results. However, the company needs to improve its strategy in brand marketing, so that the brand becomes a sustainable competitive advantage for the company. The social reputation is very important for the marketing of the company's products and obtaining customer recognition.

8. Comprehensive ability

Ability refers to the efficiency with which companies allocate resources. These resources are purposefully integrated to achieve an expected final state. Abilities are generated through the continuous integration of tangible and intangible resources that enable companies to use insight and intelligence to create and leverage external opportunities to build lasting advantages.

Since the resources owned by the company have a certain gap with the market-oriented main body, the internal value chain also has cumbersome and inefficient problems. The management team has insufficient ability to allocate and control resources. The corporate culture forms synergy within the enterprise, achieving high efficiency and high efficiency. The impact of customer value is small, and the lack of innovation ability makes the company unable to integrate intangible resources and tangible resources into a sustainable competitive advantage that the opponent cannot surpass and imitate.

Construction of competitive influence factors m model

Analysis of specific factors affecting customer competitiveness

The correlation analysis between customer assets and enterprise competitiveness in the reference literature, and the analysis of the results of the questionnaire survey, initially determine the main factors that have significant influence factors on the competitiveness of the customer assets. As shown in the table, the content is described for each element.

Table 4-5 Specific factors of customer assets impact competitiveness

Serial number	Influencing factor	Description
Perceived value assets		

1	Quality expectation	Expectations for actual products, service offerings, service delivery and service environments
2	Price expectation	A psychological balance of product and service price/performance
3	Convenience expectation	Expectations in terms of location, ease of use and availability
Perceived brand equity		
4	Brand Awareness	Customer-perceived communication mix; media; information
5	Brand attitude	Information communication, special events, brand cooperation, product display and celebrity signature affect the customer's preference for the brand
6	Feeling of brand ethics	Feelings of corporate public welfare, privacy protection policies, environmental protection, and commitment to employees and products
7	Brand Culture	The recognition of corporate social responsibility and the contribution to society
8	Brand experience	Participate in the experience and experience of the event, and experience the impact of the event on the brand
9	Transfer cost	Economic costs, psychological costs, emotional costs, search costs, and risk costs, from one company to another
Perceived relationship assets		
10	Mall networking event	Loyalty reward activities, special appreciation and special treatment activities, emotional exchange activities
11	Customer group	Customer group discounts, group purchase

	activity	discounts
12	Knowledge learning activities	Invite customers to learn more about the company; learn relationships or structure contracts
13	Corporate commitment	Enterprises actually fulfill their promises 'There is no fraud and flickering behavior, honest trading
14	Intimacy with the company	In the enterprise can feel the warmth, feel valued, respected, and intimate
Perceived implicit assets		
15	Customer word of mouth promotion	After the customer purchases the product service, he or she evaluates the product service according to his own experience and subjective feelings, and exerts influence on others, thereby generating another person's positive or negative impression on the product.
16	Cross purchase	A customer's prior purchase of a branded product service has a positive impact on subsequent decisions to purchase other brands or products of the business, resulting in a purchase.
17	Customer information	Personal information about the customer's personal characteristics and personality preferences is conducive to the development of customer needs

Source: This study

Construction of competitiveness influencing factors model

Interpretative Structural Model (ISM) is a type of system structural model developed by American professor Warfield in 1973 as a method for analyzing problems related to complex socio-economic systems. The main basis of this method is directed graph model and Boolean Matrix. It is characterized by decomposing a complex system into several subsystems (elements), using people's practical experience and knowledge, and finally constructing the system into a

multi-order hierarchical structural model. ISM is a conceptual model that transforms ambiguous thoughts and ideas into intuitive models with good structural relationships.

The working procedure of M is represented by Figure 4-4:

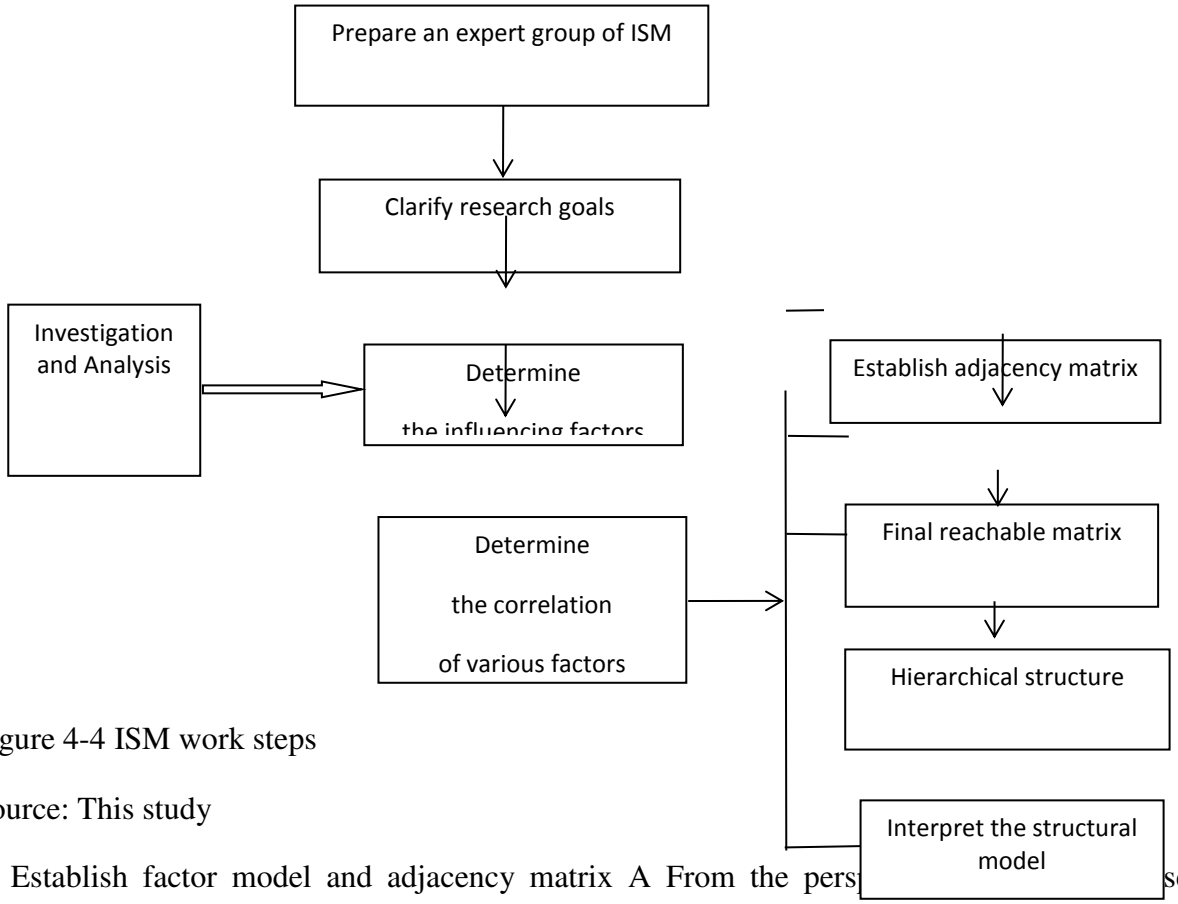

Figure 4-4 ISM work steps

Source: This study

1. Establish factor model and adjacency matrix A From the pers sets, corporate competitiveness will be affected and constrained by many factors. According to the specific factors of the potential customer assets impact competitiveness according to the analysis in Table 4-6 above, the final choice is s=(S_1 。 S_2 。 S_3 , ……S_{17}). 17 factors are used as the main analytical elements of the explanatory structural model (ISM) (see Table 4-7) to explore the hierarchical relationship of potential customers' assets to competitiveness. The purpose is to analyze the importance of these influencing factors. The influence of the underlying factors on the competitiveness of enterprises is more profound, paving the way for the research on the path of competitiveness improvement based on customer assets in the next chapter.

Table 4-6 Competitive Factors

Code	Influencing factor
S_1	Quality expectation
S_2	Price expectation

S_3	Convenience expectation
S_4	Brand Awareness
S_5	Brand attitude
S_6	Brand ethical feeling
S_7	Brand Culture
S_8	Brand experience
S_9	Transfer cost
S_{10}	Mall networking event
S_{11}	Customer group activity
S_{12}	Knowledge learning activities
S_{13}	Corporate commitment
S_{14}	Intimacy with the company
S_{15}	Customer word of mouth promotion
S_{16}	Cross purchase
S_{17}	Customer information

The first step in establishing an ism model is to clarify the logical relationship between the various influencing factors. The determination of the logical relationship is mainly determined by the expert group in the relevant field to determine the relationship between the various influencing factors. The questionnaire is investigated by the expert group. After multiple feedbacks and statistical analysis, the correlation matrix of Table 3-6 is obtained.

Table 4-7 Association matrix of each influencing factor

Element	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2
1	O	V	X	A	A	A	O	O	V	A	O	A	X	A	O	X
2	O	V	X	A	O	A	A	A	V	O	O	O	V	O	O	
3	O	V	V	O	O	O	O	O	V	A	O	O	V	O		
4	O	V	X	A	O	A	A	A	O	X	A	A	X			
5	O	V	X	X	A	A	A	A	V	A	X	A				
6	O	V	V	X	A	A	O	A	O	A	A					
7	O	O	V	V	O	A	A	A	O	A						
8	O	V	V	V	O	A	A	A	O							
9	O	V	O	O	A	O	A	O								
10	O	V	V	V	O	O	O									
11	O	V	V	V	A	O										
12	A	V	V	V	O											
13	O	O	V	O												
14	O	V	V													
15	O	V														
16	O															

The relationship between the influencing factors (i and j) in the table is represented by the symbols V, A, X, and O, where:

V means that i has an effect on j (i leads to j);

A indicates that j has an effect on i (j leads to i);

X indicates that i interacts with j;

O means that i is j independent of each other.

The ISM obtains the reachability matrix through the logical operation of the correlation matrix representing the directed graph, and then decomposes the reachability matrix, and finally decomposes the complex system into a hierarchical multi-level hierarchical form. SSIM (Table 3-6) needs to be transformed into an adjacency matrix, the initial reachable matrix.The conversion principles are as follows:

If (i, j) in the SSIM is V, (i, j) in the IRM becomes the number 1, (j, i) becomes the number 0;

If (i, j) in the SSIM is A, the IRM Medium (i, j) becomes the number 0, and (j, i) becomes the number 1;

If (i, j) in the SSIM is X, then (i, j) in the IRM becomes the number 1, and (j, i) becomes the number 1;

If (i, j) in the SSIM is O, then (i, j) in the IRM becomes the number 0, and (j, i) becomes the number 0;

From the above principles, the initial reachable matrix a of Table 4-8 can be obtained:

Table 4-8 Initial reachable matrix A

Element	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
1	1	1	0	0	1	0	0	0	1	0	0	0	0	0	1	1	0
2	1	1	0	0	1	0	0	0	1	0	0	0	0	0	1	1	0
3	0	0	1	0	1	0	0	0	1	0	0	0	0	0	1	1	0
4	1	0	0	1	1	0	0	1	0	0	0	0	0	0	1	1	0
5	1	0	0	1	1	0	1	0	1	0	0	0	0	1	1	1	0
6	1	0	0	1	1	1	0	0	0	0	0	0	0	1	1	1	0
7	0	0	0	1	1	1	1	0	0	0	0	0	0	1	1	1	0
8	1	0	1	1	1	1	1	1	0	0	0	0	0	1	1	1	0
9	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	1	0
10	0	1	0	1	1	1	1	1	0	1	0	0	0	1	1	1	0
11	0	1	0	1	1	0	1	1	1	0	1	0	0	1	1	1	0

12	1	1	0	1	1	1	1	1	0	0	0	1	0	1	1	1	0
13	1	0	0	0	1	1	0	0	1	0	1	0	1	0	1	0	0
14	1	1	0	1	1	1	0	0	0	0	0	0	0	1	1	1	0
15	1	1	0	1	1	0	0	0	0	0	0	0	0	0	1	1	0
16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
17	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1

A=

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
1	1	0	0	1	0	0	0	1	0	0	0	0	0	1	1	0
1	1	0	0	1	0	0	0	1	0	0	0	0	0	1	1	0
0	0	1	0	1	0	0	0	1	0	0	0	0	0	1	1	0
1	0	0	1	1	0	0	1	0	0	0	0	0	0	1	1	0
1	0	0	1	1	0	1	0	1	0	0	0	0	1	1	1	0
1	0	0	1	1	1	0	0	0	0	0	0	0	1	1	1	0
0	0	0	1	1	1	1	0	0	0	0	0	0	1	1	1	0
1	0	1	1	1	1	1	1	0	0	0	0	0	1	1	1	0
0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	1	0
0	1	0	1	1	1	1	1	0	1	0	0	0	1	1	1	0
0	1	0	1	1	0	1	1	1	0	1	0	0	1	1	1	0
1	1	0	1	1	1	1	1	0	0	0	1	0	1	1	1	0
1	0	0	0	1	1	0	0	1	0	1	0	1	0	1	0	0
1	1	0	1	1	1	0	0	0	0	0	0	0	1	1	1	0
1	1	0	1	1	0	0	0	0	0	0	0	0	0	1	1	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0

	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1

2. Establish the final reachable matrix L

The reachable matrix reflects all the direct and indirect structural relationships between different influencing factors. In order to further clarify the hierarchical structure between factors, the initial reachable matrix needs to be Boolean operation to obtain the final reachable matrix.In the operation, the rule of the matrix law is followed, and the rules of Boolean algebra are observed.

Law of change: when S_i directly goes through a path of length 1 to S_j, and S_j directly goes through a path of length 1 to S_k. Then, S_i would go through a length of 2 path , then reaches S_k.

Boolean algebra rules:

0+0=0，0+1=1，1+0=1，1+1=1,0×0=0，0×1=0，1×0=0，1×1=1。

The calculation method of the reachable matrix is to set a=IRM, l=FRM

$$A_1=(A+I) \qquad (3.1)$$

$$A_2=(A+I)^2 \qquad (3.2)$$

…

$$A_{r-1}=(A+I)^{r-1} \qquad (3.3)$$

$$A_r=(A+I)^r \qquad (3.4)$$

If

$$A_1 \neq A_2 \neq \ldots \neq A_{r-1}=A_r，\ r\leq n-1 \qquad (3.5)$$

Then reach the matrix:

$$L=A_{r-1}=(A+I)^{r-1}。 \qquad (3.6)$$

In the formula:

- unit matrix; n - matrix order.

In the above formula, A_1 describes the degree of accessibility after the passage of each factor between the lengths of not more than 1. A_2 Describes the degree of accessibility after a path with a length of no more than 2 between the factors, and so on.

Final reachable matrix:

Table 4-9 Impact table of final reachability matrix factor

	1	0	0	1	1	0	1	1	1	1	1	1	1	1	1	1	0
	1	1	0	1	1	0	1	1	1	1	1	1	1	1	1	0	0
	0	0	1	1	1	0	1	1	1	1	1	1	1	1	1	1	0
	0	0	0	1	1	0	1	1	0	1	1	1	1	1	1	1	1
	0	0	0	1	1	0	0	1	1	1	1	1	1	1	1	1	1
	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	0	1
	0	0	0	1	1	0	0	1	0	0	1	1	0	1	1	0	1
	0	0	0	0	1	0	0	1	0	0	1	1	0	1	1	0	1
L =	0	0	0	0	1	0	0	1	0	0	1	1	0	1	1	0	1
	0	0	0	0	1	0	0	0	0	1	1	0	0	1	1	0	1
	0	0	0	0	0	0	0	0	0	1	1	0	0	1	1	1	1
	0	0	0	0	0	0	0	1	0	0	1	1	0	0	1	1	1
	0	0	0	0	1	0	0	0	0	0	1	0	0	1	0	1	1
	0	1	0	1	0	0	1	1	1	1	1	1	1	1	1	1	1
	0	0	1	1	0	0	1	1	1	1	1	1	1	1	1	1	1
	0	0	0	1	1	0	0	0	0	0	1	0	0	1	0	1	1
	0	0	0	0	1	0	0	0	0	0	1	0	0	1	0	1	1

Element	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	Influence

t																		
1	1	0	0	1	1	0	1	1	1	1	1	1	1	1	1	1	0	13
2	1	1	0	1	1	0	1	1	1	1	1	1	1	1	1	0	0	13
3	0	0	1	1	1	0	1	1	1	1	1	1	1	1	1	1	0	13
4	0	0	0	1	1	0	1	1	0	1	1	1	1	1	1	1	1	12
5	0	0	0	1	1	0	0	1	1	1	1	1	1	1	1	1	1	12
6	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	0	1	13
7	0	0	0	1	1	0	1	1	0	0	1	1	0	0	1	0	1	8
8	0	0	0	0	1	0	0	1	0	0	1	1	0	1	1	0	1	8
9	0	0	0	0	1	0	0	1	1	0	1	1	0	1	0	0	1	8
10	0	0	0	0	1	0	0	0	0	1	1	0	0	1	1	0	1	6
11	0	0	0	0	0	0	0	0	0	1	1	0	0	1	1	1	1	6
12	0	0	0	0	0	0	0	1	0	0	1	1	0	0	1	1	1	6
13	0	0	0	0	1	0	0	0	0	0	1	0	1	0	0	1	1	5
14	0	1	0	1	0	0	1	1	1	1	1	1	1	1	1	1	1	13
15	0	0	1	1	0	0	1	1	1	1	1	1	1	1	1	1	1	13
16	0	0	0	1	1	0	0	0	0	0	1	0	0	1	0	1	1	6
17	0	0	0	0	1	0	0	0	0	0	1	0	0	1	0	1	1	5

The final reachable matrix not only indicates the direct relationship between the influencing factors, but also clearly reflects the indirect relationship between the various factors. At the same time, it has also been influenced by various factors, which explains the influence relationship between factors from the quantitative point of view. For example, the influence of factor 6 is 13, indicating that factor 6 has a direct or indirect relationship to 13 factors (including itself).

3. Factor level analysis

The interpretation structure model based on the implementation of matlab software has a very effective and concise function for the division of the influencing factors. On the basis of matlab, this paper analyzes the factors affecting the potential customers' assets, and obtains the ISM structure as shown in Figure 4-5.

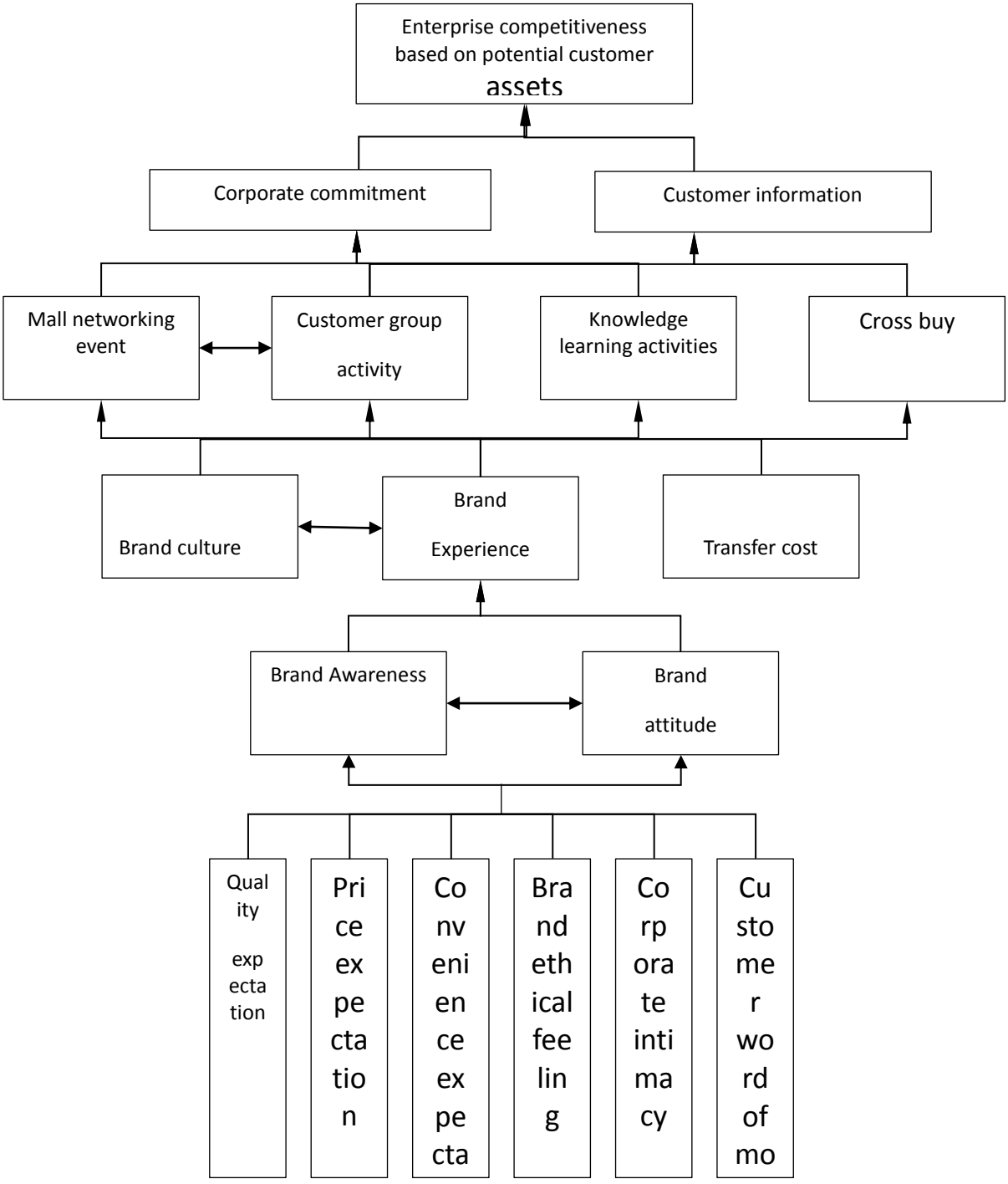

Figure 4-6 M structure of customer assets' impact on competitiveness

As can be seen from Figure 4-6, the structure of the potential customer's influence on the competitiveness is divided into six levels. This hierarchical relationship intuitively expresses the

direct or indirect level of the impact of the influencing factors on the competitiveness of the enterprise. Through the model, it can be seen that the enterprise competitiveness based on customer assets is the highest factor in the hierarchical relationship, and all other elements are affected by different paths.

The main influencing factors of the competitive advantage of enterprises driven by customer assets are the lowest factors in the figure. $S_1 . S_2 . S_3 . S_6 . S_{14}$ with S_{15}, that is, quality expectations, price expectations, convenience expectations, brand ethical sensibility, corporate intimacy and customer word of mouth publicity. These factors have direct or indirect effects on the other 11 factors and have an irreplaceable role in enhancing the competitiveness of enterprises. The level of influencing factors is divided into six layers. The second level of corporate commitment and customer information have a direct impact on the competitiveness of the enterprise. The quality of information provided by customers determines the level of corporate decision-making and directly affects competitiveness. The third level is mainly about the relationship asset relationship. The relationship between the company and the customer directly affects the information that the customer is willing to provide for the enterprise, which in turn affects the formulation of the competition strategy. The fourth-level brand culture and brand experience directly affect the relationship between customers and enterprises. A good brand experience will enhance customers' trust in the company and enhance the perceived relationship assets. Customer transfer costs affect customer loyalty and are beneficial to customer retention. The fifth-level brand recognition and brand attitude will directly affect the brand experience; good brand recognition, can enhance customers' expectations of the starting brand, and help to enhance brand value. The last layer is the most critical and profound factor. These factors have an effect on the upper level through the influence of brand recognition and brand attitude, which indirectly affects the ultimate corporate competitiveness. Enterprises can strengthen management from these aspects to enhance customer value and enhance their competitiveness.

According to the pre-determined steps based on the customer asset-based enterprise competitiveness influencing factors system, through sufficient literature research and questionnaire survey,which will determine the categories of influencing factors affecting the competitiveness of the competition, find out the interrelated relationship, and establish a systematic customer asset pair. On the basis of the influencing factors system of competitiveness, the interpretation of the structural model method is used to classify the established influencing factors system to provide a clear logical structure for enterprises to enhance their competitiveness from the perspective of customer assets.

4.3.3 Discussion

The opportunities and challenges faced by the property insurance company Guangdong Branch require the company to adhere to the customer-oriented, focus on the improvement of customer asset value, transform the new competition concept, and enhance its competitive advantage from

the perspective of customer assets. A series of problems faced by the ZH property insurance company Guangdong Branch can find that the market-oriented competition mechanism has not adapted to the requirements of modern market competition. The increasingly fierce competition status requires enterprises to be strategically oriented with customers implementation. Whether the property insurance company Guangdong Branch can survive and develop in the market economy, the key is to look at the customer resources. As an important part of customer's assets, potential customers' assets represent the future development potential of the company. It is the key factor for the company to form high-quality and sustainable competitiveness, and it is the core competitiveness of the company in the future. The customer's needs reflect the direction of future market competition. The basic information such as customer personality preferences and personal traits provided by the company's customer assets provides conditions for the company to understand the customers. The company can determine the future business scope based on these resources, develop and formulate. With new products and marketing strategies that meet customer needs, competitors will open the market and gain competitive advantage. When the Guangdong branch of the property insurance company develops the traditional marketing management strategy, it often uses the market share as the core indicator to measure the performance of the marketing investment. However, there are still many shortcomings in this indicator. Therefore, in order to gain competitive advantage and improve competitiveness, it is of strategic significance for the property insurance company Guangdong Branch to introduce potential customer assets into the competition mechanism.

Competitiveness Regression Analysis of ZH property Insurance Company Guangdong Branch

Establishing the Competitiveness Index System of Guangdong Branch of ZH property Insurance Company

The results of the hierarchical structure analysis show that the most important factors affecting the competitiveness of enterprises are 1 to 9, 14, and 15.The following will be combined with this result to construct an indicator system for the influencing factors of ZH property insurance company Guangdong Branch.

Among them, factor 1to 3 is mainly a driver of perceived value. In this respect, there are two types of services provided by the property insurance company Guangdong Branch, core services and support services. Insurance claims service is the company's core service insurance coverage, insurance benefits clearly reflect the quality of insurance business. At the same time, the support service is formed by the company to use its core services for customers such as business halls, business agents, and after-sales service hotlines. The quality of these service factors is also one of the manifestations of insurance business quality. The insurance amount is the insurance price reflects the perception of the insurance cost performance is an important basis for the customer to decide whether to buy. Convenience mainly refers to the convenience of customers to obtain

services, mainly reflected in the timeliness of company claims services and network services and hotline consultation.

Factor 4 to 6 belongs to the driving factor of perceived brand assets. The brand image, brand spirit and value of the property branch of Guangdong Property Insurance Company are recognized by customers, which makes customers generate brand preference. The company conducts a large number of advertising campaigns to increase the customer's attention to corporate advertising and influence the customer's trading behavior through advertising. Some of these insurance companies assume social responsibility through social welfare, embody brand culture and brand ethics, and use social reputation and credit to enhance customers' sense of identity with the company's brand, thus affecting customers' willingness to purchase. In addition, the cost of purchasing insurance transfer is relatively high, and once the customer agrees that a brand will not be easily transferred and lost, the competitive advantage of the enterprise is obvious. Factor 14 is the driving factor of perceived relationship assets. This paper argues that the intimacy between customers and enterprises is mainly represented by loyalty programs, preferential policies, special treatments, customer understanding of enterprises, business understanding of customers and customer trust in enterprises. The time-limited preferential insurance business launched by the Guangdong Branch of ZH property insurance company from time to time has great appeal to potential customers and can stimulate customer demand and become a reality. The company will hold new product meeting meetings at regular intervals to let customers understand the company and products, enhance customers' perception and trust in the company, and send new customers' forms through the old customers, send gifts to potential customers, and draw closer to customers' emotions. Distance triggers purchase behavior. Through some channels, enterprises will collect customers' personal information, consumption characteristics, consumer demand, etc., and provide customers with quality products and services based on market research and forecasting to improve competitiveness.

Factor 15 belongs to the cognitive implicit driving factor. After the customer purchases and enjoys the service or the customer interacts with the enterprise, it forms a good or bad reputation for the enterprise and publicizes it to others, so that others can have a positive or negative impression on the enterprise. Word-of-mouth publicity has two kinds of positive word-of-mouth publicity and negative word-of-mouth publicity. Positive word-of-mouth promotion increases customer purchases, which in turn increases customer assets, while negative word-of-mouth promotions can reduce customer purchases and thus reduce customer assets. When customers are satisfied with existing insurance services, they will make choices when they are not fully aware of other brands or services.

In summary, according to the previous analysis of the structural model analysis results and the characteristics of the customers in the insurance service industry, it can be concluded that the customer assets of the property insurance company Guangdong Branch have the main influencing factors on the competitiveness of the enterprise: 1. insurance products and service quality, cost performance, claims; 2. Convenience and timeliness; 3. Customer's brand

awareness, brand attitude, brand ethical feelings of insurance companies; 4. Customer and insurance company intimate relationship; 5. customer word of mouth publicity. According to the sub-driver elements of customer assets to set the indicator system in a scientific way.

The prospect of research

In future studies, this article also needs to make in-depth exploration from the following aspects:

This article build the competitiveness of the customer assets system model only contains several key factors, but does not include all the factors. At the same time, the establishment of these factors has strong subjectivity. How to bring related factors into the influence system more objectively and comprehensively is a problem that needs to be paid attention to in the future research.

This paper only analyzes the importance of customer assets to the enterprise, but does not evaluate the quality of this asset. Therefore, enterprises can evaluate the quality of customer assets according to the profitability and loyalty of customers through establishing the division chart of customer asset quality matrix structure and observing the proportion of various quality assets, at last, taking corresponding measures to improve the competitiveness of enterprises.

This paper conducts an empirical study based on insurance companies, and the effect of the proposed competitiveness improvement path needs to be further tested. In the future, it needs to be evaluated according to the market share and customer flow. At the same time, it is necessary to check the applicability of promotion path in combination with other types of enterprises.

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