Research on the Development Path of Competitive Intelligence System of Commercial Banks Based on SCP

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Abstract. Competition is the essence of market economy, and how commercial Banks reform and develop and occupy a dominant position in competition is a common concern in the fields of finance and information science. By sorting out relevant results, it can provide reference for the development and research of commercial Banks. Starting from financial intelligence, this paper discusses the development evolution of commercial Banks from the perspective of competitive intelligence. Based on SCP analysis of the development dilemma of commercial Banks, this paper proposes the development path of competitive intelligence system of commercial Banks. Putting forward new ideas for the development of commercial Banks, combined with the needs of the industry, in-depth competition intelligence collection and processing work for the innovation and development of commercial Banks is of great significance.

1. Concept category and status quo of financial competitive intelligence

Since the 1960s, with the intensification of competition in financial market activities, financial competitive intelligence has gradually become one of the factors of production in the economic development of various countries. Rational allocation and optimization of financial intelligence have a great impact on economic development. As an important branch of financial market activities, the research and application of financial information theory have also arisen and developed rapidly.

Financial competitive intelligence or financial investment main body (countries, organizations and enterprises) within the range allowed by the law and morality, all-round collecting, monitoring, impact on the economic security and capital competition status of operational risk, investment opportunities, as well as internal financial risk or threat factors such as the external environment and its corresponding changes, to make a targeted early warning analysis of the output of the products. Foreign research on financial intelligence mainly focuses on combating money laundering, network security and risk supervision of financial institutions. There is few literature on the introduction of competitive intelligence of commercial Banks, but it has practical applications in the actual operation of commercial Banks.

The research on financial competitive intelligence in China started later than that in western countries, and the corresponding theoretical research is less. The definition of financial competitive intelligence is more influential to professor Wu Guangwei's proposal of "providing timely information to the main body of the financial market". In this monograph, financial intelligence is divided into five categories: capital market intelligence, commodity intelligence, credit intelligence, foreign exchange intelligence and securities and stock intelligence. Domestic scholars then combined with the status quo
of domestic financial institutions, analyzed their operational characteristics, and focused the attention of financial competitive intelligence on the establishment of information centers.

2. Evolution of competitive intelligence system of commercial Banks

2.1. Development opportunity of competitive intelligence of commercial Banks
As early as the 1980s, some western developed countries have been theoretical basis, research methods of competitive intelligence and competitive intelligence system such as the establishment of practical problems, has carried on the thorough research, and gradually apply these findings to modern bank enterprise competition, marketing and strategic management activities, and even in the government formulated the later in the process of competition laws, regulations and industry regulation, has been widely used. Since the 1960s, with the acceleration of industrial transfer process in the global scope, a large number of transnational enterprises began to appear, and the role of international financial capital in promoting the economic development of a country was particularly prominent. Financial order has gradually evolved from the individual level to the social level. Governments have established financial information sharing and early warning mechanisms to adapt to the wave of economic globalization. Commercial Banks also began to build and improve competitive intelligence system to prevent bank credit risks brought by the financial crisis.

Statistics show that among the global top 500 enterprises, nearly 480 enterprises have a complete competitive intelligence system. The definition of competitive intelligence given by world-class non-governmental competitive intelligence organizations is as follows: competitive intelligence is the process of controlling and testing the overall competitive environment and competitors through legal means, including collecting and sorting out relevant information related to business activities such as enterprise goals, technological innovation, and analysis of advantages and disadvantages. For an effective competitive intelligence activity, it is a legal and ethical process of information collection, collation, analysis and research, which is different from the general information, that is, the information about the overall situation of competition and the strengths and weaknesses of individual competitors and competitive intentions. To establish a truly complete competitive intelligence system, it is necessary to collect, sort out and comprehensively analyze relevant factors, so as to better meet the needs of enterprise operators in formulating specific competitive strategies and anti-competitive schemes.

Competitive intelligence comes into being when commercial Banks' demands for adapting to competitive market, improving customer service and changing revenue growth mode become more and more prominent. In the context of the globalization of competition, in order to conform to the trend of The Times, the daily operation of commercial Banks relies more on the support of competitive intelligence to solve the specific structure and use efficiency of asset allocation. At the same time, in the operation of the banking industry, customer value is at the absolute core, while banking services attract customers. Therefore, improving service has become an inevitable requirement to build its market competitiveness. At the same time, competitive intelligence can help enterprises understand the real demands of customers and the satisfaction of enterprise services. In the end, we can know the advantages and disadvantages of our own customer service level in the whole industry, so as to improve the enterprise's own service, meet the needs of customers for service, and achieve the stability and expansion of high-quality customer base.

2.2. The role of financial competitive intelligence on commercial Banks
The high informatization of the banking industry creates a good environment for its competitive intelligence activities, but this is far from enough. Only by strengthening the informatization construction of the banking business system can the informatization degree of the banking industry be further promoted. After China's accession to the WTO, Banks and enterprises have begun to face more challenges, such as developing new investment fields, introducing financial products and other aspects, and facing competitors from all sides. Therefore, China's banking industry should build a more
adequate information network and a more complete early warning program to ensure the smooth progress of competitive intelligence activities. For the inevitable requirement of improving the competitiveness of commercial Banks, the role of competitive intelligence activities is mainly in the following three aspects:

First, competitive intelligence plays a fundamental role in the management decision-making and operation process of commercial Banks. Decision-makers use the obtained information to reduce judgment errors and information imbalances, and then choose the most suitable solution from many schemes to assist decision-making. At present, commercial Banks are in complete market competition, and the correctness of decision-making is related to the future direction of each commercial bank, among which the ability to collect and analyze competitive intelligence is a very important factor.

Second, competitive intelligence plays a guiding role in the business and product innovation of commercial Banks. The normal innovation activities of the banking industry have become one of the important factors of whether the modern commercial Banks have internal competitiveness. Competition and risk is in the day-to-day business of commercial Banks and in the process of product innovation, only for targeted competitive intelligence research, real time control of the good potential rivals to the macro strategy, business and product development direction, in banking, access to unique advantages in the process of product innovation, beyond other competitors, and then clear the future direction of the business and product innovation. Cai Zhenxin discussed from the Angle of collecting, analyzing and forming intelligence products based on the specific needs of users, and further proposed that innovation and marketing based on competitive intelligence are more conducive to building the core competitiveness of Banks.

Third, competitive intelligence is the fundamental basis for seeking market information and exploring potential markets. Decision-makers obtain sufficient competitive intelligence, such as competitors, radiation regions, main businesses, target audiences and so on, and then make scientific and predictable marketing strategies. Adequate market information is the necessary guarantee for the smooth development of the market, which is inseparable from the development of competitive intelligence activities. Competitive intelligence plays an important role in promoting the development of commercial Banks, including: forecasting industry trends, providing entry points for marketing and pointing out the direction of financial product innovation.

2.3. The development of competitive intelligence system of domestic commercial Banks has three stages

2.3.1. Competition information system of domestic commercial Banks that just entered WTO

The bank's activities are based on the national policies and laws and regulations. Only under the guidance of the government's macro policies can a benign competitive environment be established to guarantee the development of competitive intelligence activities. After entering WTO, faced with severe challenges from foreign Banks, domestic commercial Banks introduced competitive intelligence mechanism, made early warning of crisis through competitive intelligence activities, in order to establish their competitive advantages.

In this stage of exploration and exploration, based on the overall macro policy environment of China's banking industry and the international background of China's accession to the WTO, China's banking industry has built a competition platform for the banking industry by applying the requirements of competitive intelligence facilities. Among them, hardware requirements include information security and knowledge management platform, software requirements include competitive intelligence analysis method, competitive intelligence practitioners' quality and competitive intelligence activity implementation system, through the complementary control of software and hardware to output competitive intelligence results of Banks. Group of the same year, ICBC Guangdong branch, based on the influx of foreign Banks, by comparing the state-owned commercial Banks and foreign commercial Banks respectively different emphasis on competitive intelligence, this paper discusses the background of establishing competitive intelligence system, condition and the
concrete way, decision makers and content of competitive intelligence, thinking from the commercial Banks, the range of competitive intelligence collection, collection methods and operation mode of commercial Banks competitive intelligence system four aspects, probes into the construction of industry competitive intelligence system problems, in order to cope with the international financial impact test.

After that, state-owned commercial Banks implemented joint-stock system reform, foreign-funded financial institutions stepped up their pace of entry, competition among commercial Banks intensified, and the demand trend of enterprise-level competitive intelligence in financial institutions became more and more urgent. Based on this background, commercial Banks coordinate the four tasks of establishing a competitive intelligence system: competitive environment analysis, market demand survey, competitor survey, as well as the assessment of their own competitive qualifications and the nine functions of the competitive intelligence system established by Banks. The market competition between Chinese and foreign commercial Banks is becoming increasingly fierce. In order to occupy a dominant position in the competition, it is particularly important for commercial Banks to know themselves and each other well. Therefore, it is a task that commercial Banks must pay attention to establish and apply competitive intelligence system. The competitive intelligence system of state-owned commercial Banks introduces the hierarchical pyramid structure reporting function of intelligence personnel (decision-making level, middle level, grass-roots level, business functional managers and employees) on top of the basic content and structure.

2.3.2. Development of competitive intelligence system of domestic commercial Banks after the transition period of five years after China's entry into WTO

Accession to the WTO in 2007, five years after the expiry of the transition, commercial Banks based on competitive intelligence system platform construction work was basically completed, but in the business development and risk control, profitability, innovation ability and service level, level of domestic commercial Banks still have gap with Banks such as Citigroup, HSBC, bank will comprehensively improve our competitiveness in the international community, must speed up the construction of our banking industry competitive intelligence platform.

The competitive intelligence system platform of commercial Banks further introduces market early warning, environmental monitoring, strategy formulation, competitive intelligence system construction, competitor analysis, technology tracking, trade secret protection and impact prevention measures and other improvement platforms. Aiming at the current situation of incomplete competitive intelligence system of commercial Banks, various information resources are integrated by obtaining four information collection methods of competitive intelligence of commercial Banks, so as to further improve the competitive intelligence system of commercial Banks.

The global financial market experienced the once-in-a-century financial tsunami in 2008, and its influence gradually spread from the United States to the world through trade and financial transactions. The crisis has put forward higher requirements on the risk supervision and control of the competitive intelligence system of commercial Banks. In view of the three characteristics of the development of foreign Banks in China, commercial Banks in China should take three measures to strengthen the competitive intelligence work, such as raising intelligence awareness, establishing competitive intelligence departments of Banks, and establishing competitive intelligence systems of Banks. By analyzing the feasibility of building competitive intelligence system of commercial Banks, the overall framework of competitive intelligence system of commercial Banks is constructed.

Then, aiming at the competition situation of "oligopoly dominance, coexistence of large, medium and small financial institutions" in China's banking industry, domestic commercial Banks, guided by knowing themselves and each other and the environment, set up the working mechanism of inter-bank competitive intelligence through the way of competitive intelligence collection and analysis in the banking industry. The working mechanism mainly includes the following four aspects: one is "to know the environment": to know the competitive intelligence environment of the industry and its influencing factors on the competitiveness of the banking industry; Second, "know the enemy": 
consider and grade the competitive intelligence of the same trade, and clarify the relevant requirements of commercial Banks at different levels; Third, "confidant" : clear the industry's primary competitors, clear their competitive ability to compete; Fourth, the "intelligence channel" : to understand the access to competitive intelligence of inter-bank commercial Banks.

2.3.3. In recent years, domestic commercial Banks competitive intelligence system development status
The introduction of new network measurement method breaks through the bottleneck of the development of competitive intelligence system of commercial Banks. By sharing network link analysis, and word can analysis bank competition tendency of the enterprise, at the same time, network measurement method is introduced into a bank of competitive intelligence analysis, through the visual display of data and charts, for bank practitioners and researchers to provide more valuable advice, further to provide reference information for the bank senior policymakers, formulate competitive strategy.

The CMT analysis model based on the three dimensions of market, time and capability conforms to the current needs of Banks, refines the intelligence capability evaluation index, and then analyzes the credit capability of commercial Banks. Then, based on the risk competitive intelligence information of single bank, network system infection and macro banking system, the formation factors of bank systemic risk were analyzed, so as to build the "integrated competitive intelligence system" and "integrated risk prevention and control system". Then, combined with the value chain model of commercial Banks, VC-CCI matrix of anti-competitive intelligence strategy of bank of communications was introduced to promote commercial Banks to establish and improve the marketing intelligence protection system of commercial Banks.

3. Development dilemma of SCP based competitive intelligence system for commercial Banks
Foreign commercial Banks first introduced competitive intelligence into the operation of banking enterprises. However, after the 20th century, the competitive intelligence system of commercial Banks was gradually established and improved. However, due to its late start, China still needs to improve the practical application of introducing financial competitive intelligence into commercial Banks. This paper introduces the SCP (structure-behavior-performance) analysis model to analyze the development dilemma faced by commercial Banks. From the perspective of specific industry structure, enterprise behavior and business performance, this paper analyzes how commercial Banks break through the predicament under the external impact.

With the transformation of economic structure and the intensification of competition among commercial Banks, the net interest margin shows a narrowing trend and the profit growth shows a downward trend. In addition, under the impact of ministry of finance, the interest rate growth rate of commercial Banks is gradually close to the profits of non-financial companies in the same period, and the differentiation among commercial Banks is also gradually emerging, so it is urgent to find new profit growth points. At the same time, the rapid development of P2P and other Internet finance has brought new shocks to commercial Banks.

3.1. Industry structure (S) analysis
In the domestic financial market, commercial Banks mainly include large state-owned commercial Banks, joint-stock commercial Banks and urban commercial Banks. In January 1984, the industrial and commercial bank of China (ICBC) was founded and began to support socialist economic construction through its daily business of credit and savings, marking the beginning of the embryonic form of China's commercial Banks. With the establishment of the four state-owned Banks of China construction bank for industry and agriculture, China's banking industry has formed a banking industry pattern with the central bank as the core and the four state-owned professional Banks as the main body. However, at that time, the banking business division and service objects were relatively fixed, and the overall industrial pattern was highly monopolized.
In 1986, the State Council re-established the bank of communications through the way of state-owned holding. The establishment of the bank of communications has also become the first national state-controlled joint-stock commercial bank in China's history. In the following years, the well-known joint-stock commercial banks, such as Pudong Development Bank, China Merchants Bank, Industrial Bank, and CITIC Bank, were also established. Although these joint-stock commercial banks are not as large as the four state-owned banks in terms of overall scale, their business models are more flexible and market-oriented, and their ability to obtain competitive intelligence in the industry is stronger than that of the four state-owned banks. In 2007, with China's accession to the WTO, foreign banks such as Citigroup, Standard Chartered, and HSBC officially lifted the restrictions on ownership and began to provide RMB business services to local residents. The official entry of foreign banks into the RMB business field is an important opportunity for them to learn from foreign banks how to improve their ability to obtain competitive intelligence. At the same time, the influx of foreign banks also puts forward higher requirements for the operation of Chinese commercial banks.

3.2. Enterprise behavior (C) analysis

Commercial bank behavior is mainly divided into credit behavior and merger behavior. In the credit behavior, the most important is the credit examination behavior, the credit risk management behavior, the non-performing asset disposition behavior and so on three aspects. In the behavior of credit examination, it mainly focuses on the quality, capital, and repayment ability of the credit granting subject. At this time, the ability of commercial banks to obtain timely and accurate information of credit granting subjects is highly required. Only by obtaining the information of credit granting subjects more quickly and accurately than other commercial banks and conducting review can a solid foundation be laid for the subsequent credit risk management, so as to truly reduce the generation of non-performing assets and optimize the operation ability and level.

M&A can be simply summarized into three categories. The first category is the merger and acquisition of credit cooperatives by urban commercial banks. Most urban credit cooperatives are small in scale and have poor capital liquidity. With the expansion of a city and economic development, the scale of urban credit cooperatives is very difficult to cater to the needs of modern social and economic development. The general meeting, led by the government, will be the number of small credit social integration into a larger city commercial banks, in order to meet the demand for capital, the city to further optimize the city financial asset allocation. The second category is the merger and acquisition of urban commercial banks by joint-stock commercial banks. This generally takes the way of asset acquisition, the acquisition process by asset size, customer market, such as obvious advantage of joint-stock commercial banks in market competition at a disadvantage position in the city commercial bank merger to absorb, realization of joint-stock commercial banks in a rapid expansion of the city, improve the joint-stock commercial banks in the competitiveness of a region. The third category is merger or equity participation between urban commercial banks. Such mergers and acquisitions often take place in different cities in the same province. Compared with the overall acquisition, this method can make the merger and acquisition behavior of commercial banks more flexible. Not only will the formal merger and acquisition process bring about the impact of all aspects to the minimum, but also to achieve the commercial banks to enhance their own asset size, take advantage of the advantages of commercial banks, deepen cooperation, collaborative development, and achieve the optimal allocation of bank resources.

3.3. Business performance (P) analysis

The analysis of business performance of commercial banks should be mainly evaluated and analyzed from four aspects: profitability, asset liquidity, interest rate, credit risk and solvency. Profitability is a measure of the ability of commercial banks to obtain greater profits on the basis of controlling capital costs and expenditures. The profitability analysis takes the return on assets and return on equity as two core evaluation criteria. Through these two and other derived financial ratio indicators, the profitability of a commercial bank can be objectively evaluated. As an important index to measure the
profitability and safety of capital of any enterprise in modern society, asset liquidity is particularly important for commercial Banks. Due to the characteristics of their own business, commercial Banks' requirements on capital liquidity are more prominent among enterprises in other industries. Therefore, it is an inevitable requirement for a commercial bank to stabilize its daily business to improve its asset liquidity through competitive intelligence. Interest rate and credit risk are the risks that every commercial bank must face every day. Reducing interest rate risk, avoiding credit risk and reducing bad debts through competitive intelligence have become the necessary means for modern commercial Banks to operate steadily. Solvency is the ability of commercial Banks to use all assets to repay debts, which reflects the degree of protection of creditor assets of commercial Banks and has a great impact on the credibility of commercial Banks. Therefore, in daily business operations, commercial Banks must ensure adequate capital and match the capital with the scale of assets, so as to avoid the bank's insufficient solvency or insolvency caused by the low net asset value.

To sum up, based on the SCP analysis model, it can be seen that, from the perspective of industrial structure (S), the industrial pattern of commercial Banks is gradually changing, with a wide market audience, low market concentration and high degree of market competition. Therefore, competitive intelligence research should be carried out at the audience level to improve the competitiveness of commercial Banks. From the perspective of enterprise behavior (C), the main credit and merger and acquisition behaviors of commercial Banks have become the leading profit growth points. It is necessary to obtain and study relevant information from risk audit, control and other aspects to improve the ability to resist risks and thus promote the profit growth of commercial Banks. From the perspective of business performance (P), in the era of big data, the evaluation of various indicators of commercial Banks should not be limited to the internal data collection and analysis of commercial Banks, but the collection and analysis of competitive intelligence for the whole market, so as to get the first chance and pre-empt the competition in the industry.

4. Discussion on the development path of competitive intelligence system of commercial Banks

Based on the above research and discussion, the following development Suggestions are put forward:

(1) Comply with the development of industrial structure, improve business performance

With the deepening of reform and opening up, China's entry into the WTO and the marketization of commercial Banks have been promoted in an orderly manner. Want to always in an impregnable position in the fierce competition, must conform to the changes in the industry structure and development, continue to focus on their own business performance, optimize asset allocation, emphasis on competitive intelligence research and analysis of the commercial Banks, to learn from foreign Banks advantages, complement our country commercial bank in this deficiency, improve their own management capacity.

(2) Strengthen business model innovation, improve profit structure

Competitive intelligence plays a guiding role in the business and product innovation of commercial Banks to strengthen the business model innovation. The impact of the Internet era on traditional commercial Banks is obvious. Only by constantly innovating, changing the traditional business model and constantly looking for new profit models, can we conform to the trend of The Times, gradually improve the profit structure of commercial Banks and achieve stable operation.

(3) Improve asset allocation and liquidity

We should integrate the acquisition of competitive intelligence into the whole process of business operation of commercial Banks, give full play to the positive role of information in optimizing asset allocation, improve the asset structure of commercial Banks and improve asset liquidity.

(4) Continuously reduce non-performing assets and avoid operational risks

Make full use of the advantages of the era of big data, start from the credit granting subject, in-depth analysis of credit information of credit granting subject, establish a perfect risk assessment system and risk management mechanism, ensure the debt paying ability of credit granting subject, and avoid predictable credit risks.

(5) Pay attention to maintain adequate capital, establish good business reputation
Commercial Banks should ensure adequate capital, expand capital scale, utilize economies of scale and ensure their solvency in their daily business activities. Customer as the core, optimize business philosophy, improve customer loyalty, establish a good business reputation.

5. Conclusion
Introducing competitive intelligence into the business activities of commercial Banks, foreign countries have experienced a long time of exploration and research, and gradually established and improved the competitive intelligence system of commercial Banks. This paper studies foreign commercial bank competitive intelligence systems, introduces the competitive intelligence field of our country commercial bank, and helps our country commercial bank adapt to the trend of the time, to meet the needs of global market, to help our country commercial bank management decision makers to promote our country commercial bank and to realize rapid development both in product and market.

At the present stage, the research and practice of competitive intelligence in China have become increasingly perfect, but this is only limited to general business enterprises. In the financial field, especially in the field of commercial Banks, the development of financial competitive intelligence system is still in the early stage. In the process of continuously improving the competitive intelligence system of China's commercial Banks, commercial Banks should first establish the important position of competitive intelligence from the consciousness, truly attach importance to competitive intelligence from the ideology, and strive to promote the collection, processing, research and analysis of competitive intelligence information. According to different customers, different levels of information needs are sorted out to refine the classification of competitive intelligence information of commercial Banks. In-depth study of various financial projects and in-depth collection and processing of competitive intelligence based on customer needs aim to avoid being obsessed with theoretical research on competitive intelligence and ignoring the actual needs of the industry. Only in this way, can we promote the faster and better development of competitive intelligence research of China's commercial Banks, and make innovations and contributions to the daily business of China's commercial Banks.

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