



**STUDY ON STRATEGIES FOR IMPROVING
THE CORE COMPETITIVENESS OF BEIJING
VANKE PENSION APARTMENT IN CHINA**

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6317195502

**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION GRADUATE SCHOOL OF BUSINESS
SIAM UNIVERSITY**

2022



**Study on Strategies for Improving the Core Competitiveness of
Beijing Vanke Pension Apartment in China**

Thematic Certificate

To

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This Independent Study has been Approved as a Partial Fulfillment of the
Requirement of an International Master of Business Administration in
International Business Management

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23 / 8 / 2022

ABSTRACT

Aging population has become a health problem that cannot be ignored in China. The imbalance of the supply and demand structure of the elderly service market and the uneven distribution of medical resources affect the quality of life of the elderly in the new era. A single pension institution or medical institution can no longer solve these problems, and now a new pension model has emerged, a combination of medical care and nursing. With rapid transformation of pension institutions and the aging population market in China, these institutions need to actively explore and improve their core competitiveness in order to maintain a competitive advantage in the changing market, and provide better services to the market. This paper used Porter's Five Forces model and PEST analysis method to analyze the core competitiveness of Beijing VANKE Pension Apartment in China. The presented strategies to effectively improve the competitiveness were: 1. Optimize the industry culture system, enhance the consistency and cohesion of enterprise services; 2. Improve enterprise leadership and core team professionalism; 3. Improve customer satisfaction by improving and perfecting the evaluation system; 4. Pay attention to corporate image, strengthen brand promotion; 5. Focus on innovation and establish an ecological elderly care service system.

Keywords: elderly service, core competitiveness, nursing, Pension Apartments



摘要

题目：关于提升中国北京VANKE养老公寓核心竞争力的策略研究

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人口老龄化已经成为中国不容忽视的健康问题之一，养老服务市场供需结构失衡和医疗资源分配不均影响了新时期老年人的生活质量。单一的养老机构或医疗机构已经无法解决这些问题，现在出现了一种新的养老模式：“医养结合”。在养老机构快速转型时期以及即将面临需求供应的中国老龄人口市场，这些机构需要积极挖掘和提升核心竞争力，才能在不断变化的市场中保持竞争优势并为市场提供更优质的服务。本文将使用波特五力模型和PEST分析方法来分析中国北京VANKE养老公寓的核心竞争力，并提出有效提升竞争力的策略：第一，优化行业文化体系，提升企业服务一致性和凝聚力；第二，提升企业领导力和核心团队专业度；第三，通过提高和健全评价体系来提高客户满意度；第四，注重企业形象，强化品牌推广；第五，注重创新，建立生态养老服务体系。

关键词：养老服务 核心竞争力 医护 养老公寓

ACKNOWLEDGEMENTS

First of all, I sincerely express my gratitude to my tutor who is knowledgeable, self-disciplined and innovative. His selfless work attitude and innovative spirit deeply influenced me. Secondly, I would like to say thanks to my classmates and friends who have been helping me, and have put forward many valuable suggestions in the thesis-writing process. Finally, thanks to Siam University that provides us with an international MBA program, I would also like to express my special thanks to my family for their understanding and support. In a word, thank you for all you have done for me.

LIU NINGNING

CONTENTS

ABSTRACT.....	IV
摘要.....	VI
ACKNOWLEDGEMENTS.....	VII
List of Tables	XII
List of Figures	XIII
CHAPTER 1 INTRODUCTION	1
1.1 Overview of the Study	1
1.1.1 Structural contradictions between supply and demand of health and elderly care services are prominent	1
1.1.2.The market development potential of medical care industry is huge.....	1
1.2 Research Problem	2
1.3 Objectives of the study.....	2
1.4 Scope of the study.....	3
1.5 Research Significance.....	4
1.5.1.Theoretical significance	4
1.5.2.Practical significance.....	4
1.6 Theoretical framework.....	5
CHAPTER 2 LITERATURE REVIEW	6
2.1 Introduction.....	6
2.2 Literature Reviews	7
2.2.1 Ways to enhance the core competitiveness of pension institutions.....	7
2.3 Theory of Reviews	8
2.4 Research Relevant.....	8
2.4.1 Literature Research.....	8
2.4.2 Questionnaires	8
2.4.3 Quantitative Method.....	8
2.5Terms and Definition Used in This Study	9

2.5.1 Definition of Aging Healthy.....	9
2.5.2 Definition of Pension Agency	9
2.5.3 ERG Needs Theory	9
CHAPTER 3 RESEARCH METHODOLOGY	11
3.1 Mixed research methodology.....	11
3.2 The main characteristics and components of the core competitiveness of the combination of medical care and elderly care institutions.....	12
3.2.1 Systematize.....	12
3.2.2 Humanize.....	13
3.2.3 Innovation.....	13
3.3 Features VANKE Pension	14
3.3.1 Distinctive cultural characteristics	14
3.3.2 Sharing medical and elderly care resources	14
3.3.3 Complete supporting functions	15
3.4 Development Environment Analysis	15
3.5 Analysis on the development environment of VANKE Pension Apartment.....	17
3.5.1 The reason for choosing this retirement apartment.....	17
3.5.2 VANKE Pension Information promotion channels.....	18
3.5.3 Occupant satisfaction	18
3.5.4 Employee training	19
CHAPTER 4 Results of Study	20
4.1 Introduction.....	20
4.2 Core Competitiveness Evaluation Index System Construction	21
4.2.1 Opinions for the construction of Index System.....	21
4.2.2 Principle of index system construction	21
4.3 Index system construction method.....	22
4.3.1 Expert consultation method.....	22
4.3.2 The AHP method.....	22
4.4 Selection of evaluation index system.....	23
4.4.1 Enterprise culture construction ability	23

4.4.2 Human resource management skills.....	24
4.4.3 Customer management ability.....	24
4.4.4 Brand building ability.....	24
4.4.5 Public credibility	25
4.4.6 Innovation ability	25
4.5 The evaluation index system of the core competitiveness of VANKEpension apartment was established based on the expert perspective	25
4.6 Using AHP to determine the weight of each ability index	26
4.7 Fuzzy comprehensive evaluation of core competitiveness of VANKEpension apartment.....	28
4.7.1 Set core competitiveness evaluation set	28
4.7.2 Establish the comprehensive fuzzy relation evaluation matrix	28
4.7.3 Evaluate the indicators at all levels	30
4.8 Evaluation findings	33
CHAPTER 5 Conclusion and Recommendation	34
5.1 Improve the corporate culture system and enhance the cohesion of enterprises	34
5.1.1 Encourage filial piety culture and stimulate employees' sense of mission .	34
5.1.2 Improve the prevention and disposal mechanism of service disputes and enhance employees' sense of responsibility	35
5.1.3 Enrich cultural and sports activities and strengthen employees' sense of belonging.....	35
5.1.4 Improve working environment and enhance employee satisfaction	35
5.2 Consolidate human resource management capability and enhance core team professionalism	36
5.2.1 Improve the salary and welfare system	36
5.2.2 Establish Growth Incentive Mechanism.....	36
5.2.3 Promote talent training plan	37
5.3 Optimize customer management and improve customer satisfaction	37
5.3.1 Segment customer groups to meet multi-level needs.....	37
5.3.2 Enrich service content and enhance customer experience value.....	38
5.3.3 Improve customer management system and enhance customer stickiness .	38

5.4 Strengthen brand building and enhance corporate image.....	38
5.4.1 Extend the cultural value of traditional Chinese medicine and create a characteristic brand culture	38
5.4.2 Pay attention to brand publicity and enhance brand awareness	39
5.4.3 Advocate lifestyle and enhance brand reputation.....	39
5.5 Strengthen innovation and expand the ecosystem of healthy elderly care.....	39
References	41
Appendix	43



List of Tables

Table 1.1 The National Economy and Social Development Statistical Data(Beijing.2019)	1
Table 3.1 Occupant satisfaction survey	18
Table 4.1 Experts Status	22
Table 4.2 Evaluation index system of core competitiveness of pension apartment	25
Table 4.3 The scale and meaning of the matrix	26
Table 4.4 Weight table of core competitiveness evaluation index system of pension apartment	27
Table 4.5 Evaluation of core competitiveness of VANKE pension apartment	28
Table 4.6 Level 3 Evaluation Indexes	31

List of Figures

Figure 1.1 Technical route studied in this paper	5
Figure 3.1 Core Competitive Elements of the Elderly Pension.....	14
Figure 3.2 PEST Analysis.....	16
Figure 3.3 Porter's Five Forces	16
Figure 4.1 Steps of AHP	23



CHAPTER 1 INTRODUCTION

1.1 Overview of the Study

1.1.1 Structural contradictions between supply and demand of health and elderly care services are prominent

Take Beijing for example.as the proportion of the elderly population in the total population continues to rise and the number of the elderly with physical and mental disabilities continues to expand, the structural contradiction between supply and demand of health care services is becoming increasingly serious. On the one hand,Beijing's elderly service capacity is insufficient, the provision of elderly facilities and services need to be further improved. The lack of beds, nursing personnel shortage, the lack of long-term care insurance system and other problems still hinder the development of Beijing's pension industry. Take nursing talents as an example. There are only 7,000 nursing staffs in Beijing, a shortage of more than 20,000 . On the other hand, the shortage of beds in public pension institutions makes it difficult to find a bed. This not only reflects the serious disconnection between the supply of health care service and the demand of the elderly, but also reflects the unreasonable allocation of health care service resources. It is urgent to accelerate the combination of medical and nursing care and optimize the allocation of medical and nursing resources.

Table 1.1 The National Economy and Social Development Statistical Data(Beijing.2019)

Age(Y)	Number of People(Ten Thousand)	Rate(%)
0-14	226.7	10.5
15-59	1555.6	72.3
60+	371.3	17.2
(Among 60+)65+	246	11.4

1.1.2.The market development potential of medical care industry is huge

There is a big gap in the supply and service of the combination of medical care and elderly care institutions, and the market potential is great. According to relevant data, the market size will reach more than 1 trillion yuan in 2021. While meeting the diversified needs of the elderly group, it also has a positive impact on regional economic development, which is of great significance to China's economic and social development. From the aspects of social benefit, the traditional pension agencies into "medical" element, can not only improve its service quality, and because the medical technical personnel belongs to high-level talents, to a certain extent, can change the public for pension agency staff overall cultural level is low, poor quality of the traditional impression, lateral raise pension agency service staff's social status and professional confidence, Thus promoting the healthy and orderly development of

the pension market. At the same time, the combination of medical care and elderly care institutions is an emerging industry, which can create a large number of new jobs, effectively relieve employment pressure and reduce social conflicts.

1.2 Research Problem

Beijing VANKE Pension Apartment concentrate with the point of "neighborhood endowment" for the concept, professional services as the core, care for the elderly to provide a safe comfortable old dwelling place, care for the elderly health comfortable a refined, sophisticated life, professional and efficient service, is dedicated to bringing each check in the elderly have a temperature, decent and dignified life in old age.

VANKE Pension Apartment is a Beijing local for-profit pension institution registered with the industrial and commercial authorities. Taking it as an example, this paper tries to construct the evaluation index system under the background of the new era by using relevant theories of core competitiveness, and puts forward targeted optimization strategies based on the objective evaluation of its core competitiveness at the present stage. First of all, on the basis of in-depth research on the core competitiveness of pension apartments at home and abroad, the main characteristics and components of the core competitiveness of private medical care combined pension institutions are proposed. Secondly, the macro and micro levels of the internal and external development environment of VANKEpension apartment are analyzed by using PEST and Porter five Forces model. Combined with the survey data, it is concluded that the industry competition of VANKEpension apartment is fierce and the competitiveness of VANKEpension apartment is large. Finally, the evaluation index system of the core competitiveness of VANKEpension apartment is established and comprehensively evaluated. It is found that there are the following problems in its core competitiveness: insufficient ability of corporate culture construction, especially weak spiritual culture and behavioral culture; Human resource management ability is not high, staff dissatisfaction is more prominent, team service ability needs to be improved; Customer stickiness is not strong, and customer management ability needs to be enhanced; Innovation consciousness is not strong, and innovation investment resources are seriously lacking. Combined with the problems, the following suggestions are given: first, improve the corporate culture system and enhance the cohesion of the enterprise; Second, consolidate the ability of human resource management and enhance the professionalism of the core team; Third, optimize customer management and improve customer satisfaction; Fourth, strengthen brand building, enhance the corporate image; Fifth, strengthen innovation and expand the ecosystem of healthy elderly care.

1.3 Objectives of the study

As an industry with public welfare nature, under the condition of not violating the public welfare, the combination of medical care for the elderly Organizations that want to make money need to have a very good business model design. VANKEPension Apartment in China

as the "pioneer" in the high-end market of the health combination industry has been put into operation since 2019, and its development path .It is very representative. The innovation of the mode of combining medical care and nursing and the development bottleneck facing today are common in the whole industry. Therefore, the author takes VANKEpension apartment as an example to conduct an in-depth study on the increasingly fierce combination of private medical care pension institutions.

VANKEpractices the model of Continuing Care Retirement Community, providing living facilities and services that integrate self-care, nursing and assistance, so that the elderly can continue to live in a familiar environment when their health status and self-care ability change.

In this study ,we are going to discuss how to identify, evaluate and effectively enhance the core competitiveness, build competition barriers, and maintain healthy and stable development of private medical care institutions for the elderly in the increasingly fierce market competition.

1.4 Scope of the study

The main body of this study is private pension institutions integrating medical care and nursing care. The theme is based on the strategic background of "Healthy China", taking VANKEpension apartment as an example, to explore how private pension institutions integrating medical care and nursing care can seize the opportunities of The Times, identify and cultivate core competitiveness with characteristics, and finally achieve sustainable development through transformation and upgrading. The relevant research content mainly includes the following parts:

Part one: Introduction. This paper mainly introduces the original intention, purpose and significance of the research.concept dcombs the domestic and foreign core competitiveness, pension institutions, pension institutions core competitiveness of relevant literature, expounds the content, clear ideas, determine methods.

Part two: Efinition and theoretical basis. This paper defines the concepts of healthy aging, combination of medical care and elderly care institutions, and expounds the Theory of ERG needs and welfare pluralism. On this basis, the main characteristics and components of the core competitiveness of the combination of medical and nursing institutions are analyzed.

Part three: Analysis of the development environment of VANKEpension apartment. Firstly, VANKEpension apartment is introduced. Secondly, the macro environment of VANKEpension apartment is analyzed from the aspects of politics, economy, social culture and technology. Then porter's five Forces model is used to analyze the competitive environment of VANKEpension apartment. Finally, the internal conditions of VANKEpension apartment were analyzed through questionnaire survey.

Part four: VANKE pension apartment core competition evaluation and promotion strategies. This is the core of this article. Firstly, through expert consultation, the core competitive elements of apartment VANKE are determined and an evaluation index system is constructed. Secondly, AHP is used to determine the weight of each index system. Then, the weight distribution was calculated and the results were theoretically analyzed. The research data were obtained by questionnaire, and the comprehensive quantitative evaluation was carried out by fuzzy comprehensive evaluation method. Finally, based on the evaluation results of core competitiveness of V, specific and feasible promotion strategies are proposed.

Part five: Conclusion and prospect. Summarize and analyze the conclusions and put forward feasible suggestions.

1.5 Research Significance

1.5.1. Theoretical significance

1. From the perspective of intellectual capital, Ligen and Zhenlin(2010) constructed an evaluation index evaluation based on knowledge capital structure, and established a fuzzy comprehensive evaluation model based on membership transformation.

2. Improve the evaluation system for the core competitiveness of private pension institutions. According to the concept and theory, on the basis of referring to the existing competitiveness evaluation index system of private pension institutions and combining the mode of medical care, the evaluation index system suitable for the core competitiveness of contemporary private pension institutions is constructed and applied empirically. It lays a theoretical foundation for the construction of the evaluation index system of the core competitiveness of private pension institutions and enriches the theoretical system of the management theory and core competitiveness of private pension institutions.

1.5.2. Practical significance

1. Improve the core competitiveness of old-age apartment. Taking A pension apartment as an example, this paper uses relevant theoretical models to study and analyze the core competitiveness of A pension apartment, and proposes strategies to improve the problems found, so as to provide scientific basis for its business decisions and theoretical tools for medium - and long-term strategic planning.

2. Help the city's aging cause to improve quality and efficiency. To provide reference for the development direction of the private medical and old-age care institutions, further improve the operation capacity of the private medical and old-age care institutions, improve the quality of old-age services, improve the living conditions of the elderly, and speed up the overall development of the cause of aging.

1.6 Theoretical framework

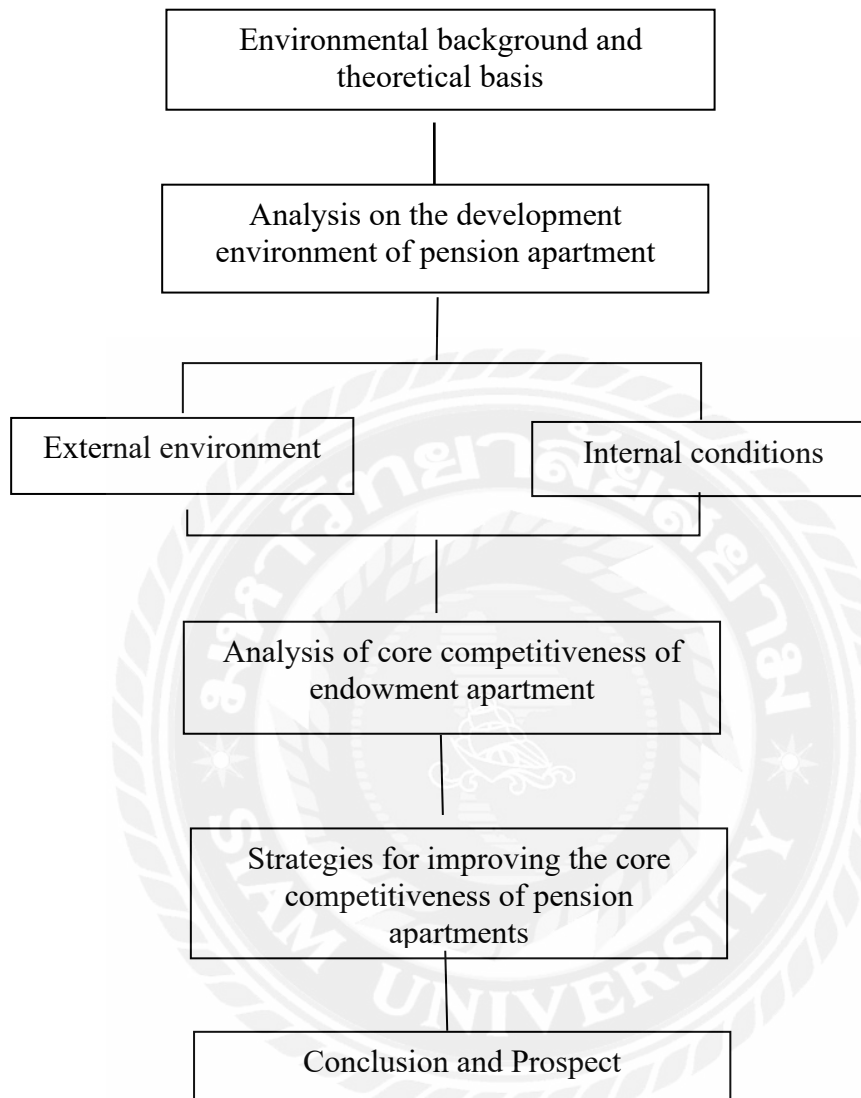


Figure 1.1 Technical route studied in this paper

CHAPTER 2 LITERATURE REVIEW

2.1 Introduction

The concept of core competence was first put forward by Prahalad and Hamel,(1990) and it is defined as "accumulated knowledge in an organization, especially the ability to coordinate different production skills and combine multiple knowledge organically".As for the definition of core competitiveness, foreign scholars mostly discuss from its characteristics. However, domestic scholars mostly study from the constituent elements. Guan Yixin(2000) believes that core competitiveness is a comprehensive system that can create more satisfactory products and services for consumers. Wang Xiaojun(2018) believe that brand and corporate culture are important components of enterprise core competitiveness. Li Xueming(2018) believes that core competitiveness is a combination of various resources, abilities, knowledge and culture. Lu Yanjie(2018) believes that the essential connotation of core competitiveness is to let customers get irreplaceable products and services higher than competitors. They all represent a view that the development of an enterprise is determined by its distinctive resources, and the enterprise needs to build its capability system around these resources to achieve its competitive advantage. According to the research subject, background and significance, this paper thinks that core competitiveness is a kind of sustainable development ability of enterprises. It can meet and even guide the various needs of consumers at different stages, and always maintain a state of "people without me, people have me better" with industry competitors. It can even be said that this core competitiveness makes it the most important essential feature of the enterprise that distinguishes it from other similar enterprises. It can be a single point, a line of points, a surface of lines... . It is not fixed, but with the growth of the enterprise development and upgrading of the multidimensional aggregate. There are two forms of core competitiveness: one is the dominant resources of human, financial and material; The other is management, culture and other main invisible resources, according to the characteristics of the industry slightly different.

Among foreign scholars, Andreas Hinterhuber and Stephan M. Liozu (2014)believe that pricing innovation is the next source of core competitiveness. Mahbubeh Khaluee, Fatemeh Khozaei(2016) The core values of an enterprise are an important way to cultivate core competitiveness. Among domestic scholars, Weng Daning (2018)believes that increasing service innovation ability is an important way to enhance the core competitiveness of third-party logistics enterprises.Among domestic scholars, Weng Daning (2015)believes that increasing service innovation ability is an important way to enhance the core competitiveness of third-party logistics enterprises. Wang Yuanyuan (2016)pointed out that the fourth party logistics enterprises should pay attention to supply chain management in the cultivation of core competitiveness. Jiang Yanan (2017)showed in the study that the credibility of enterprises the improvement of core competitiveness has a positive impact.Hasworth Serena

and Winfree Jaclyn(2019) believe that attention should be paid to the spiritual needs of the elderly and positive encouragement and support should be given to them.Eliopoulos(2001) proposed that the most critical factor in pension institutions is qualified medical staff, whose professional quality will directly affect the development of pension institutions.Madubata (2015)believes that the dimission rate of management personnel is inversely proportional to the quality of life of the elderly, and the higher the dimission rate of management personnel, the lower the quality of life of the elderly.Hodgson (2016)believed that the service ability of service personnel in pension institutions directly affects the life quality and satisfaction of the elderly.

2.2 Literature Reviews

2.2.1 Ways to enhance the core competitiveness of pension institutions

Institutions for the elderly should provide comprehensive services such as diet, daily living, cleaning, living care, health management and recreational activities for the elderly,to improve the service capacity of elderly care institutions, good efforts need to be taken. Only when pension institutions are built up and run well can their core competitiveness be continuously enhanced. to meet the multi-level and personalized service needs of the elderly, it is necessary to take targeted improvement measures based on the contradictions and problems faced by the current pension institutions.

As for the research on the core competitiveness of pension institutions, most scholars at home and abroad put forward corresponding measures based on the Angle of service quality of pension institutions. Among foreign scholars, Eaton(2011) believes that changing managers' management concept and optimizing service personnel structure are effective measures to improve service quality of pension institutions. Abizanda et al (2015)pointed out that providing physical exercise places and coaching guidance for the elderly in pension institutions can effectively improve the quality of life of the elderly, thus improving the service quality of pension institutions.Tuinman et al(2016)., in order to meet the needs of different elderly people by staffing appropriate service personnel and providing targeted services according to their physical conditions Nordin (2017)believes that the physical environment of nursing homes plays an important role in improving the quality of life of the elderly, so it is necessary to constantly improve the physical environment of nursing homes. Improve the quality of material environment. Among domestic scholars, Zhou Liujian(2008) put forward four suggestions based on marketing perspective: clear functional positioning, pay attention to nursing staff cultivation, strengthen customer management and take the road of branding. Wu Wanshan (2009)put forward five suggestions from the perspective of operation management: increasing corporate culture construction, improving staff quality, improving incentive mechanism and performance evaluation, and establishing service brand to strengthen internal management.Li Xuedong(2010) believes that private pension institutions should be positioned according to internal conditions and external environment, and then be improved from institutional management, infrastructure, physiotherapy services and other aspects. Dong Hongya believes that pension institutions should carry out market

segmentation to meet the needs of diversified and personalized pension services. At the same time, to improve marketing awareness. Li Yuan (2017) pointed out that in the context of the new era, private pension institutions should clarify their positioning, innovate service methods and enrich their product portfolio.

2.3 Theory of Reviews

Guo Hongyan, Wang Li et al(2014). constructed a set of service quality evaluation index system of pension institutions with 3 first-level indicators, 13 second-level indicators and 46 third-level indicators by using analytic hierarchy process. Ye Xiaogang, Wang Lijian et al. (2015) Based on the survey data, the SPO model was used to construct the service quality evaluation index of pension institutions in Jiangsu Province. Li Yumeng, Fa Ruobing et al (2017) constructed a service quality evaluation index system from the five dimensions of hardware facilities and environment, operation management, safety protection, humanistic care and basic health. Zhao Na, Fang Weihua applied the PZB service quality gap theory to construct an evaluation index system from the dimensions of assisted meals, cleaning, emergency assistance, medical and health care and spiritual consolation. Gao Jing, Xiao Yuhua et al.,(2019) based on the service quality model, constructed evaluation indicators of pension institutions from four dimensions of tangibility, reliability, responsiveness and empathy and 24 items, and passed the empirical test.

2.4 Research Relevant

2.4.1 Literature Research

By sorting out and studying the domestic and foreign literature on core competitiveness, pension institutions, pension institutions core competitiveness, to support the construction of VANKE pension apartment core competitiveness index system, and provide a feasibility basis.

2.4.2 Questionnaires

1. Conduct a questionnaire survey on the staff and residents of VANKE Pension Apartment. Through the analysis and comparison of the questionnaire data, find the competitive advantages and disadvantages of VANKE Pension Apartment before.
2. Conduct a questionnaire survey on VANKE pension apartment managers and experts in the field of Beijing private medical-care nursing institutions to grasp the score of core competitiveness of each index in the core competitiveness index system of VANKE Pension Apartment.

2.4.3 Quantitative Method

Based on the construction of the evaluation index system of VANKE Pension Apartment's core competitiveness, this paper uses AHP to determine the weights of indicators at all levels, conducts quantitative evaluation through fuzzy set theory, finds the factors restricting its development, proposes solutions, improves the operation mode, and improves the core competitiveness of VANKE Pension Apartment.

2.5 Terms and Definition Used in This Study

2.5.1 Definition of Aging Healthy

The academic circle regards "physical health, mental health and good social adaptation" as the three most basic indexes to measure aging healthy. As for these three indicators, more than half of the elderly in China not only suffer from chronic diseases such as hypertension, but also become the loneliest group increasingly separated from their families and society due to their long-term neglected and repressed emotional needs. This is not only a departure from The Chinese culture of benevolence and filial piety, but also a huge loss of human capital of the elderly. Especially under the complicated background of urbanization and family miniaturization, the family support ability is weakening day by day. However, traditional pension institutions, which mostly provide basic care services, cannot meet the diversified and deep-seated health needs of the elderly. VANKE pension revolution has arrived. With the proposal of "combination of medical care and nursing care", the pension market will carry out a new round of "big changes".

2.5.2 Definition of Pension Agency

As the name implies, pension institutions are organizations or groups that provide pension products for service objects, and they are service-oriented industries. A qualified service organization should constantly update its products as the needs of its customers change. In combination with the characteristics of The Times, this paper defines pension institutions as groups and organizations that provide services including but not limited to daily care, disease prevention, health consultation, leisure and entertainment, tourism and sightseeing based on the needs of customers.

2.5.3 ERG Needs Theory

On the basis of Maslow's hierarchy of needs, Alderfer conducted research closer to actual experience and proposed a new humanistic need theory. Alderfer believes that people have three core needs, namely, the need for survival, the need for mutual relationship and the need for growth and development. The need for survival is related to people's basic material survival needs, including the physiological and safety needs proposed by Maslow. The second kind of need is the need for mutual relationship, which refers to people's requirements for maintaining important interpersonal relationships. The satisfaction of such social and status needs is achieved through interaction with other needs, which corresponds to the external part of Maslow's classification of social needs and self-esteem needs. Finally, Alderfer separates the need for growth and development from the intrinsic desire of individuals for development, including the intrinsic part of Maslow's classification of self-esteem needs and the characteristics contained in the hierarchy of self-actualization.

In addition to replacing 5 needs with 3 needs, different from Maslow's hierarchy of needs, Alderfer's "ERG" theory also indicates that people may have more than one need acting at the same time; If the satisfaction of higher needs is suppressed, the desire for lower

needs becomes stronger.

Maslow's hierarchy of needs is a rigid ladder ascending structure, that is, the needs of the lower level must be fully satisfied before the needs of the higher level are satisfied, and the two have irreversibility. On the contrary, "ERG" theory does not consider the hierarchy of needs as rigid structures. For example, even if a person's needs for survival and interrelationship have not been fully satisfied, he can still work for the needs of growth and development, and the three needs can work simultaneously.

This paper argues that ERG needs theory provides a very reference guiding ideology for the transformation and upgrading of private pension institutions, that is, when setting up service functions, we should pay attention to the balanced development of the physical and mental health and social needs of the elderly .



CHAPTER 3 RESEARCH METHODOLOGY

3.1 Mixed research methodology

In 2020, V's annual operating revenue was RMB419.11 billion, up to the growth of 27.2% than last year. Ranked 160th in the Fortune Global 500 listed in 2021. By May 2021, the elderly care business has been distributed in 13 cities, with a total of 47 reserve bed projects, covering CCRC elderly care communities, urban care institutions, rehabilitation hospitals, community embedding institutions and home sunshine services.

VANKE Apartment is located in the suburbs of Beijing, where the environment is beautiful and provides a comfortable living space for the elderly. VANKE is committed to providing a full range of services for the elderly, including nursing services, medical care services, rehabilitation services, and reasonable meals and various recreational items for the elderly to choose.

According to the survey, there are certain problems in nursing institutions throughout the country: for example, the lack of professional medical facilities and medical staff can not meet the medical needs of the elderly, and the lack of security facilities and nursing staff allocation in apartments leads to the elderly's mobility difficulties. The elderly also have higher requirements for services in daily life, such as not being able to use VANKE or mobile phones, and need more high-level services such as companionship, nursing, spiritual comfort, entertainment and rehabilitation. However, there is still a lack of professional and professional service personnel, which has become a factor restricting the development of pension institutions.

At present, the research on core competitiveness domestic and overseas has been very practised, forming a systematic scientific system. This paper provides a solid theoretical basis for the study of the core competitiveness of Vanke pension apartment. However, the ability of practise in the field of pension institutions is not that much. With the development of information technology and consumption upgrading, the connotation and extension of pension institutions continue to be extended, pension institutions have been transformed and upgraded, and cross-border cooperation is increasing. The original research may not be able to promote the healthy development of pension institutions in the new era. In this paper, when constructing the evaluation index system of the core competitiveness of vanke pension apartment, the characteristics of The Times will be fully considered and the elements with characteristics of the Times will be integrated to make it more contemporary. Developed countries in the West, Europe and the United States entered the aging period earlier, and accumulated a lot of valuable experience and methods and measures in the process of solving the social pension problem, forming a series of valuable theoretical system, which can bring a lot of enlightenment for China, which is entering the aging period, and is worth learning from. Due to the relatively late entry of aging in China, the realization of the situation is also very

different, so the research direction is different from foreign countries. It has a certain universality for the problems and improvement path of domestic pension institutions, especially for private pension institutions how to improve service quality to provide useful theoretical support and practical reference. However, most of the existing studies on private pension institutions are based on the cultivation of their own resource capacity, and there are few studies from the perspective of consumer demand, especially the lack of objective basis to combine with the actual needs of the current elderly. In essence, pension institutions provide services. Service is a very subjective experience, and customers' needs will change with time and environment. As a service provider, we should not only discover and meet the demand in time, but also create and guide the demand. In this paper, customer vision is added, and the needs of the target group of Vanke Apartment are deeply explored by mixed research methodology, by using qualitative research method over the review and research of domestic and foreign literature on core competitiveness, pension institutions, and core competitiveness of pension institutions, to support the construction of the core competitiveness index system of VANKE apartment, and to provide a feasible basis. also use the method of quantitative analysis, on the basis of completing the construction of the evaluation index system of the core competitiveness of Vanke endowment apartment, AHP is used to determine the weight of indexes at all levels, and the fuzzy set theory is used for quantitative evaluation, so as to find out the factors restricting its development, propose solutions, improve the operation mode, and improve the core competitiveness of Vanke endowment apartment. so as to provide a more scientific reference for the scientific development of contemporary private pension institutions.

3.2 The main characteristics and components of the core competitiveness of the combination of medical care and elderly care institutions

The essence of the combination of medical and nursing care is to provide multi-level and whole chain health services for the elderly by integrating various resources. The ultimate goal is to achieve healthy aging. This determines that the ultimate foothold of the core competitiveness of the combination of medical and nursing institutions is to provide customers with products and services that meet or even exceed the psychological value. Therefore, its core competitiveness is based on resource integration, the key is in people, and the focus is in innovation.

3.2.1 Systematize

The combination of medical and nursing institutions is not only the carrier of the organic integration of "medical" and "nursing", but also the integration and development of resources in multiple industries. With the continuous upgrading of its business model, the services and products it provides will gradually develop from the basic life care and rehabilitation care to the whole chain services such as culture and education, leisure and entertainment, ecological tourism, etc. It is difficult to maintain the core competitiveness only to do a good job in a certain link, so it becomes necessary to integrate the relevant resources of the industrial chain

across industries ,The universal law of its development. It can be said that in the medical care industry, the ability to integrate resources is directly proportional to the competitive advantage of enterprises.

3.2.2 Humanize

In the final analysis, the combination of medical and nursing institutions is a service industry, in which people are the most critical factor. On the one hand, its products are services provided by people, and employees decide the quality of service products, customer satisfaction and market competitiveness of enterprises. Therefore, talents, especially medical and nursing talents, play a decisive role in their development. On the other hand, to transform any product into economic benefits, customers need to pay the bill, and the products provided by the combination of medical and nursing institutions are the same. Therefore, the customer has become another key factor in its core competitiveness.

3.2.3 Innovation

Innovation is the artery of science and technology enterprises, and pension enterprises have little to do with. As they all know, in the fast-changing era of big data, to ignore innovation is to commit suicide. The ability to innovate is indispensable for individuals, enterprises and countries. Services also need to be upgraded iteratively. If we stay on the old concept, rely on the old technology and develop the elderly care service with the old thinking, it will be eliminated by The Times.

The combination of medical care and elderly care institutions are mostly transformed from pension institutions, which have problems such as long investment return cycle, low profit and slow turnover. Effective and diversified financial support is an important condition for their development. In order to ensure its smooth transformation and normal operation, abundant capital is indispensable.

Based on the theories of core competitiveness, pension institutions and other relevant theories and the industrial characteristics of the medical-support pension institutions, this paper believes that the analysis of the core competitiveness elements of the medical-support pension institutions should be grasped from the following aspects: Core elements (human management ability), basic elements (resource integration ability), driving elements (innovation), supporting elements (capital, policy) and other aspects to grasp.

According to the definition and connotation of core competitiveness, we can regard core competitiveness as a permutation and combination of enterprise series resources. Based on the above analysis, this paper takes the ability of integration, cultural construction, organization and management, ethics, brand building, innovation and credibility as the main elements of the core competitiveness of the combination of medical and nursing care institutions. The combination of medical care and elderly care institutions can combine the seven elements according to their own development strategies, so as to maximize the core competitiveness.

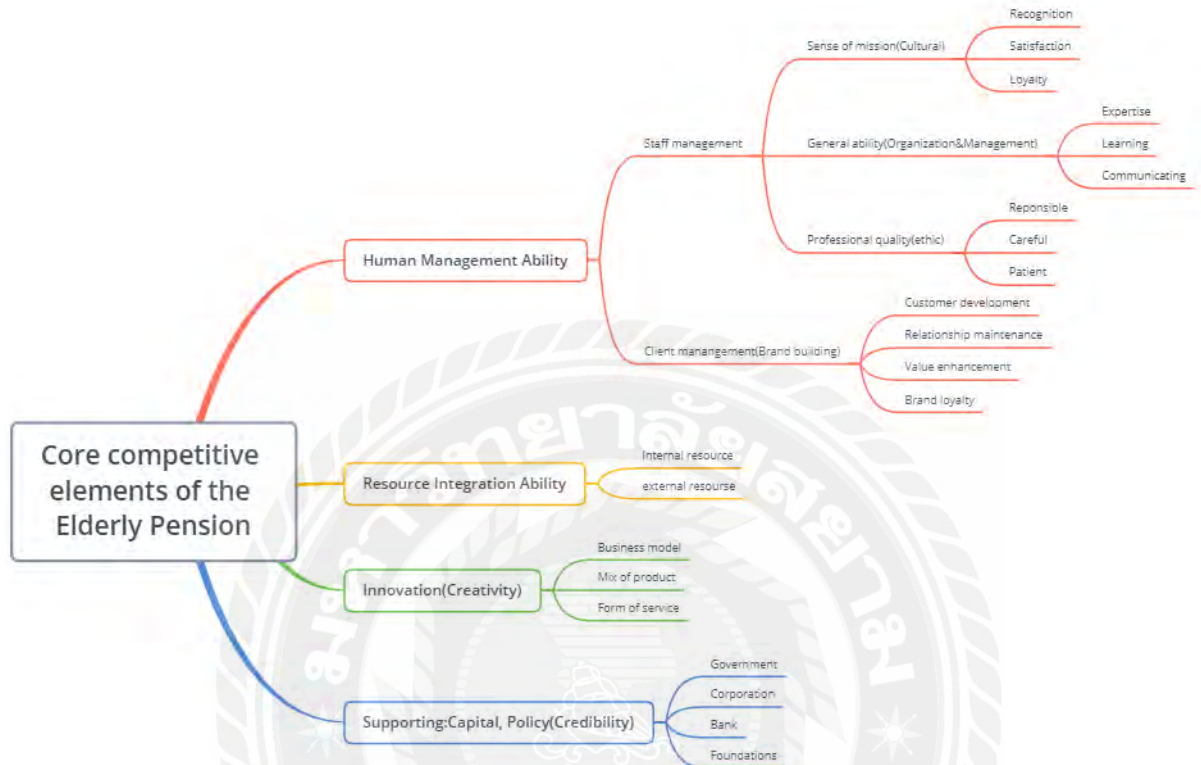


Figure 3.1Core Competitive Elements of the Elderly Pension

3.3 Features VANKEPension

With a total area of 40,000 square meters and nearly 800 beds, VANKE is a public and private pension project jointly built by Beijing VANKE and the government. It is located in CSD New Town, Changyang, Southwest Of Beijing. It to health as the core, which are characterized by physical therapy, was sold on the basis of cultural resources of Chinese medicine, on the basis of real demand in the elderly group, digging their own resources, give priority to with "a", "d" as the auxiliary pole, into the "article" element, innovation to guide the elderly health way of life, create quality Oriental health endowment habitat.

3.3.1 Distinctive cultural characteristics

VANKEpension practices the Continuing Care Retirement Community (CCRC) model. It provides living facilities and services integrating self-care, nursing and assistance, so that the elderly can continue to live in a familiar environment when their health status and self-care ability change.

3.3.2 Sharing medical and elderly care resources

VANKE Pension Apartment has achieved seamless connection between maintenance

services and medical services, and medical and maintenance resources are shared. In health care facilities of the old people don't need to travel between hospital and home, rehabilitation hospital of traditional Chinese medicine doctor can enter the old house to make a diagnosis and give treatment, the elderly need to undergo a physical, also have a housekeeper and nurse accompanied him, whether in health care facilities or rehabilitation hospital of traditional Chinese medicine, can enjoy the care and maintenance of the combination of pension services, The elderly can also realize the rapid conversion of beds in TCM rehabilitation hospitals and pension centers according to their physical conditions.

3.3.3 Complete supporting functions

In addition to the basic medical and nursing services for the elderly, VANKEApartment for the elderly is equipped with five sections including traditional Chinese medicine culture exhibition, tourism vacation, ecological agriculture experience sightseeing, shopping town and film and television base in order to improve the added value of medical and nursing services, so as to provide all-round health care services for the elderly

3.4 Development Environment Analysis

By using PEST and Porter's five Forces model and combining with questionnaire survey, this paper analyzes the internal and external development environment of VANKEpension apartment, providing reference for the construction of its core competitiveness evaluation index system.

Based on the existing theoretical research on the core competitiveness of private pension institutions at home and abroad, new elements are integrated according to the industry characteristics of private pension institutions in the new era, which provides a reference for the theoretical research on the core competitiveness of private pension institutions.

P	1.Local government's new policy is good 2.Support subsidies continued to increase 3.Encourage social and private capital to enter the medical service industry; 4.More attention has been paid to traditional Chinese medicine
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E	<p>1.From 2013 to 2019, GNP showed a trend of increasing year by year. The growth rate was slow first, then fast, and then gradually slowed down.</p> <p>2.From 2013 to 2019, consumption level of urban residents and consumption level of rural residents showed a trend of gradual increase, with a steady increase. The improvement of consumption level is the material guarantee for residents to enjoy high-quality life in their later years.</p> <p>3.From 2013 to 2019, the growth rate of per capita disposable income of rural residents was higher than that of local GDP, thus it can be concluded that rural residents have a high sense of happiness.</p>
S	<p>1.The aging of the population has accelerated</p> <p>2.Family structure changes</p> <p>3.The concept of public health has been improved</p>
T	<p>1.It application in health has been steadily promoted</p> <p>2.Total medical resources continue to increase</p> <p>3.Medical services have been strengthened</p> <p>4.National and regional medical centers have been launched</p>

Figure 3.2 PEST Analysis

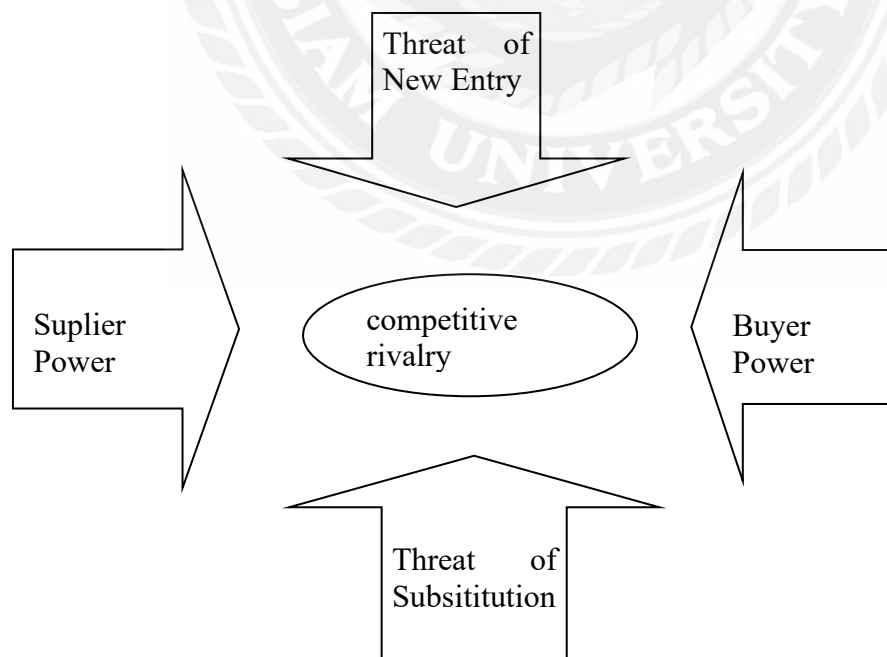


Figure 3.3 Porter's Five Forces

Supplier Power

Medical and nursing equipment is the basic guarantee for the operation of VANKEpension apartment, mainly including medical device companies, service providers for age-appropriate transformation, rehabilitation equipment suppliers, intelligent pension enterprises and other daily necessities in the operation process. The supply of the above products is sufficient, basically in the perfect competition market, the bargaining power is relatively low.

Buyer Power

Some elderly people no longer meet the most basic popular pension services, but more expect to get personalized services that match their own situation. However, at the same price, there are A large number of institutions that can provide similar services in China. If the products and services provided by VANKEpension Apartment cannot stand out from its competitive edge, it will bear greater bargaining power of buyers.

Threat of New Entry

For the combination of medical care and elderly care institutions, due to long investment cycle, slow profit return, and strong medical professionalism, the barriers to entry are higher than other industries. Many giant enterprises outside the industry have "cross-border" enclosure layout, with strong capital quickly cut into the health and pension industry. After VANKE pension apartment was put into operation, the brand effect had not been formed due to the low brand building intensity, and the target customer loyalty was not enough, so it was at A disadvantage in the market competition

Threat of Substitution

If VANKEpension apartment wants to reduce the pressure and threat from alternative products, on the basis of effective integration of various functions, it should constantly reform and innovate its products and services to highlight its core resource advantages and create value beyond expectations for the target group.

Competitive Rivalry

VANKEPension apartment industry competition is fierce. If VANKEpension apartment, as A large-scale pension institution combining medical care and nursing care, wants to win in the competition, on the one hand, it should highlight its own service characteristics and form competition barriers. On the other hand, it is necessary to have scientific operation management and continuously improve comprehensive competitiveness.

3.5 Analysis on the development environment of VANKEPension Apartment

3.5.1 The reason for choosing this retirement apartment

As many as 58.8% of the residents need to be cared for due to physical reasons, and

more than 68.1% of them are elderly groups with chronic diseases such as cardiovascular disease and hypertension. The superior natural environment and health care supporting facilities of VANKEApartment for the aged have certain help in the treatment of chronic diseases. Secondly, the tourism resources and traditional Chinese medicine culture of S endowment Apartment are important factors to attract the "migratory bird style" health preservation of the elderly group from other provinces.

3.5.2 VANKEPension Information promotion channels

According to the survey, 90% of the elderly group found relevant information about VANKEendowment Apartment through pension websites. One part of the information was deeply understood after being attracted by the medicine and health preservation culture in the tourism guide around Beijing. 10 percent learned about the apartment at a local retirement fair. The recommendation of newspapers, magazines and friends is almost zero, indicating that THE brand awareness of VANKEendowment Apartment is low and the publicity channel is single.

3.5.3 Occupant satisfaction

According to the survey, it can be seen from the table below that the overall satisfaction of residents to VANKEPension Apartment is 3.91 points, nearly 4 points. Among them, the two items with the highest score are natural environment and dietary conditions; The two items with the lowest score were psychological counseling and sports and sports activities. This shows that the hardware advantages of VANKEpension apartment are greater than the software, which also reflects that it does not pay much attention to the psychological construction and spiritual activities of the elderly. The overall environment score is relatively high, while the medical resources are relatively low, indicating that the medical resources of VANKEPension Apartmentare average, which needs to be improved in the future. The uneven score of service personnel's attitude and skills indicates that there is a gap between the matching degree of service personnel's ability and job responsibilities, which requires skill training. In terms of fees, residents' satisfaction with accommodation and miscellaneous fees is relatively low, combined with the score of space layout/humanized design. It can be inferred that VANKEendowment apartment needs to be further upgraded in terms of age-appropriate design and service, so as to adapt to market demand and improve the sense of value acquisition of residents. At the same time, this paper learned from the management that the occupancy rate has increased and satisfaction has been further improved since the medical insurance was opened in the rehabilitation Hospital of 2020 VANKEpension Apartment. This phenomenon also further indicates that the opening of medical insurance is an important factor influencing the satisfaction of residents.

Table 3.1 Occupant satisfaction survey to VANKEpension apartment

Occupant satisfaction survey	
CONTENT	SCORE
Room Layout	3.7
Surroundings	4.8

Recreational and sports facilities	4.21
Diet condition	4.33
Daily care satisfaction	4.02
Treatment of basic diseases	3.87
Emergency treatment	3.6
Rehabilitation service	3.8
Health consultation	3.91
Psychological counseling	3.4
Organizing of cultural and sports activities	3.29
Staff Service level	3.72
Accommodation rate	3.85
Care and Food rate	4.16

3.5.4 Employee training

After investigation, VANKEpension institution can provide clear career development plan for employees and has its own training system. It supports employees to participate in various trainings organized by the government and selects outstanding employees to study and investigate in other cities.

However, the internal training is less and the training method is single. Most of the training is in the form of meeting training, ignoring the individual and job differences of employees, which has little effect on the improvement of the overall quality of employees and cannot give full play to their ability and expertise. Through the analysis of the macro environment of VANKEpension apartment, it is found that the combination of medical care and nursing in the city is at a primary stage, various business models emerge one after another. From the perspective of industry policy orientation and regional resource conditions, there is still room for further improvement of industry concentration, and there are huge opportunities and challenges. Based on porter's Five Forces model, the paper analyzes the industrial competitive environment of VANKEpension apartment, and combines it with it in terms of internal resources, it can be concluded that S endowment apartment has certain resource advantages in the same industry in the region, but the market weak awareness, poor operation and management, lack of innovation, resulting in insufficient development momentum, in the face of an increasingly fierce market competition, the risk of displacement is greater. In order to seize the "blue ocean" opportunities in the health care industry, it is necessary to find our core competitiveness and continuous optimization to ensure sustainable and healthy development.

CHAPTER 4 Results of Study

4.1 Introduction

According to the definition of health by WHO in 1946, physical, psychological and social aspects are the three basic dimensions of health evaluation. In May 1987, "healthy aging" was proposed for the first time in combination with the global pension problem, and in 1990, it became a global development strategy to deal with population aging. In October 1995, Professor Wu Cangping first introduced the concept of "healthy aging" into China. In his report, he stressed that the whole society should not only pay attention to the length of life of the elderly, but also help them extend the breadth and depth of life and realize the ultimate value of life. He points out that healthy ageing can be measured objectively and scientifically quantified. Healthy aging is related to the well-being of the whole society, we should adopt scientific means to actively intervene in the factors that affect the health of the elderly group, stimulate the enthusiasm of the elderly group, improve social participation, and create a social environment where everyone is properly placed and everyone has something to do.

According to the theory of follow-up development, the academic circle regards "physical health, mental health and good social adaptation" as the three most basic indicators to measure healthy aging. As for these three indicators, more than half of the elderly in China not only suffer from chronic diseases such as hypertension, but also become the loneliest group increasingly separated from their families and society due to their long-term neglected and repressed emotional needs. This is not only a departure from The Chinese culture of benevolence and filial piety, but also a huge loss of human capital of the elderly. Especially under the complicated background of urbanization and family miniaturization, the family support ability is weakening day by day. However, traditional pension institutions, which mostly provide basic care services, cannot meet the diversified and deep-seated health needs of the elderly. VANKE pension revolution has arrived. With the proposal of "combination of medical care and nursing care", the pension market will carry out a new round of "big reshuffle".

The civilian-run combination of medical and nursing service is a multi-functional pension service institution derived from the mode of "combination of medical and nursing" in recent years. Through the integration of resources, the whole chain of health management services for the elderly is provided to achieve the optimal ratio of medical care. According to the nature can be divided into for-profit non-profit. Non-profit pension institutions, on the other hand, are more public welfare. They are operated under the guidance of the government, and their profits should be invested in the pension service industry and not distributed by themselves. They are operated under the guidance of the government, and all profits should be invested in the pension service industry, not distributed by themselves. In comparison, private for-profit pension institutions have more flexibility and vitality, and can better play the function of social pension.

As the forerunner and pioneer of an era, how to provide an environment for the elderly to enjoy a good night is not only a professional problem that the elderly service industry and the elderly service industry should pay attention to, but also a solution that we, as the successors, should hand over. As an indispensable part of the social endowment force, it is worth exploring how private pension institutions can seize the opportunities of The Times, give full play to their core competitive advantages and achieve leapfrog healthy development.

4.2 Core Competitiveness Evaluation Index System Construction

4.2.1 Opinions for the construction of Index System

This paper based on the "Competitiveness Monitoring Model of Chinese Enterprises" established in 2003 by Jin Bei, a researcher at the Institute of Industrial Economics of The Chinese Academy of Social Sciences, this paper intends to start from the second chapter "The main characteristics and components of the core competitiveness of the Combination of medical and old-age care institutions". The core competitiveness evaluation system of VANKEpension is constructed based on the development status and internal investigation of VANKEpension.

4.2.2 Principle of index system construction

1. Targeted

The design of indicators should be based on the internal and external development environment of VANKEpension apartment, instead of being limited to the indicator system of previous studies.

2. Scientific

All evaluation indicators should objectively and truly reflect the competitiveness of VANKEpension apartment. Indexes should be reasonably compatible with basic theory and practice to prevent repeated contradictions. Should not be too detailed and overlapping, in case of information loss, resulting in incorrect, untrue situation.

3. Systemic

The selected indicators should reflect the competitiveness of VANKEpension apartment in different ways, which are independent and interrelated, and form competitive advantages together.

4. Dynamic

The development of an enterprise has a life cycle, so the evaluation index should not only reflect the present, but also consider the future

5. Combination of qualitative and quantitative

As an abstract concept of management, a single mathematical index can not fully explain the connotation of core competitiveness. Therefore, the combination of qualitative and quantitative indicators should be fully considered when selecting indicators.

4.3 Index system construction method

4.3.1 Expert consultation method

Expert consultation method, also known as Delphi Method, is a structured decision support technology that can obtain relatively objective information, opinions and opinions through independent and repeated subjective judgment of several experts. According to the mind map of the core competitiveness of the medical-nursing care institutions and the actual situation of VANKE Pension Apartment, this paper sorted out the questionnaire, and invited 15 experts from the Municipal Health Commission, the Civil Affairs Bureau and senior managers who have worked in the pension service industry for many years to make evaluation. Determine the components and importance of V's core competitiveness evaluation index system.

Table 4.1 Experts Status

Basic information		Number	Proportion
Degree	Bachelor	6	60%
	Master	4	40%
Work Area	Pension Industry	3	30%
	Nursing Industry	4	40%
	Government	3	30%
Years of work	10-20Y	7	70%
	20Y+	3	30%
Position	Management	5	50%
	Senior management	3	30%
	None	2	20%

4.3.2 The AHP method

It was proposed by American operational research scientist and Professor T. L. Saaty of University of Pittsburgh in the early 1970s. AHP is a simple, flexible and practical multi-criteria decision-making method for quantitative analysis of qualitative problems. Its characteristic is through the various factors of complex problems into interconnected orderly level, streamline, according to the structure of a certain objective reality of subjective judgment (mainly is the comparison of the two) the expert opinion and analysis of the objective judgment result directly and effectively combined with the importance of a two level elements compared to quantitative description. Then, mathematical method is used to calculate the weight reflecting the relative importance order of elements in each level, and the relative weight of all elements is calculated and sorted through the total ordering among all levels. The method was introduced to our country since 1982, with its combination of qualitative analysis with quantitative analysis to deal with all kinds of the characteristics of the decision factors, and the advantages of the system is flexible and concise, quickly in our country in the social and economic fields, such as energy systems analysis, urban planning,

economic management, scientific research evaluation, etc., has been widely attention and application.

It is a decision-making method of qualitative and quantitative analysis. The premise is that the elements associated with the decision are decomposed at multiple levels. Using AHP to analyze the problem should go through the following five steps:

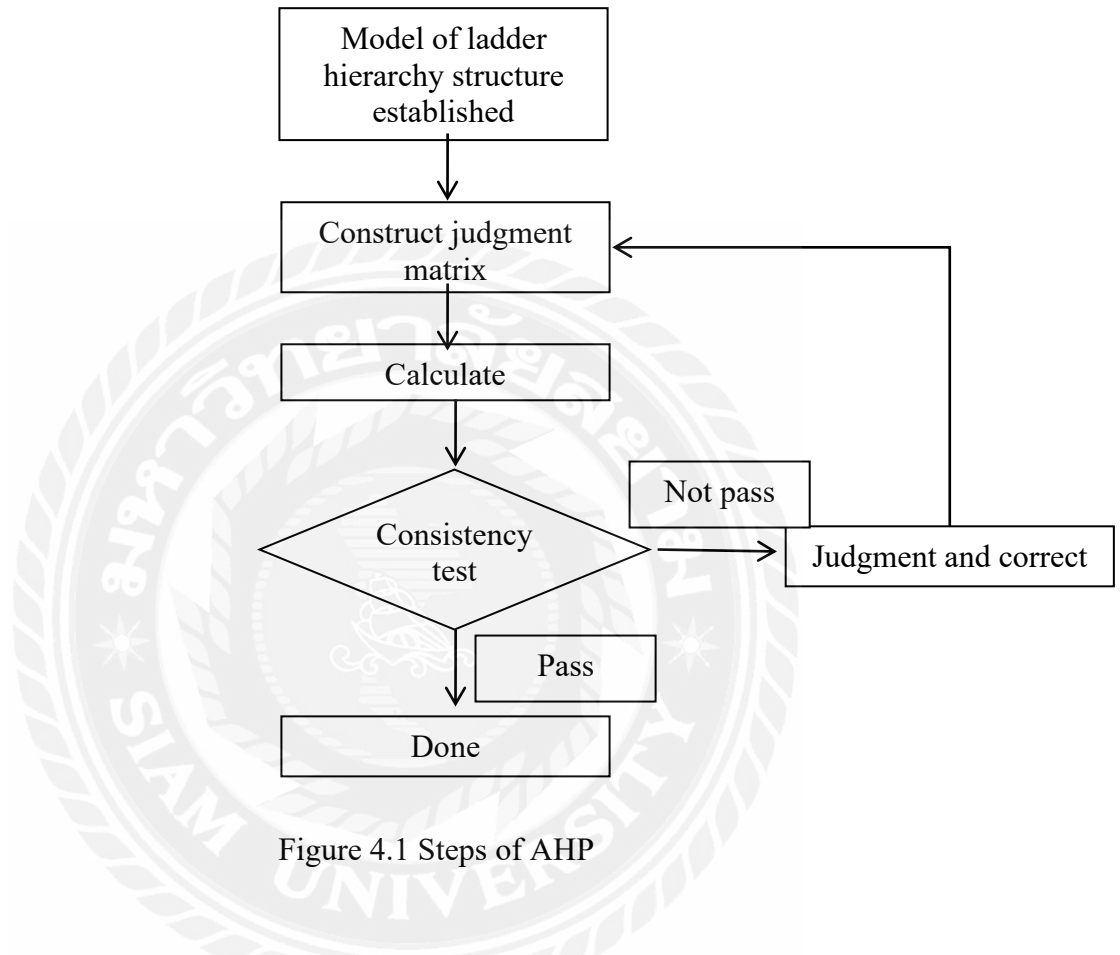


Figure 4.1 Steps of AHP

4.4 Selection of evaluation index system

Based on the above analysis, this paper holds that the core competitiveness of VANKEpension apartment consists of internal services and external image construction and innovation ability collection system composed of three parts, including the ability to enterprise culture construction, human resource management, customer management, brand building, credibility, innovation ability of the six aspects ability. These elements influence and support each other, and ultimately constitute the core competitiveness of VANKEPension Apartment

4.4.1 Enterprise culture construction ability

Corporate culture is a set of distinctive and difficult to imitate value system formed in the process of enterprise development, which can be said to be the common ideal and belief of enterprise employees. Including core values, vision, spirit, business philosophy,

management characteristics and corporate activities. But the market competition of modern enterprise has risen from commodity service platform to spiritual culture. As an emerging service industry, VANKEApartment for the aged must establish a cultural system consistent with its development strategy in order to build and enhance its core competitiveness, and always adhere to the belief and practice. The evaluation of corporate culture construction ability of VANKEPension Institution mainly starts from the construction of spirit, system, behavior and material

4.4.2 Human resource management skills

As a labor-intensive enterprise, VANKEPension Apartment mainly provides services provided by people. Employees determine the quality of service products, customer satisfaction and market competitiveness of the enterprise. Therefore, the level of human resource management ability determines whether it can maintain long-term competitive advantage in the fierce competition. According to the actual development of VANKEPension Apartment, its human resource management ability can be evaluated from four aspects: comprehensive quality of employees, namely professional skills, service attitude, learning ability and communication ability; Employee growth platform construction, that is, whether the enterprise can provide a good growth environment for employees, including reasonable career planning, good promotion channels, standardized work process; The effectiveness of incentive mechanism, that is, whether it can stimulate the subjective initiative of employees to create value for the enterprise, including the way and means of incentive, the strength of system implementation, the matching degree of ability and post; Employee satisfaction, that is, whether the enterprise can retain talents, including scientific compensation and welfare system, good working atmosphere, effective communication mechanism.

4.4.3 Customer management ability

Effective customer management is the key factor for enterprises to gain competitive advantage. In the customer-centric era, creating customer value has become the starting point of VANKEpension apartment's core competitiveness. The four indexes of customer management ability are customer insight ability, customer value creation ability and customer relationship maintenance ability. VANKEpension apartment should attach importance to effective communication with customers, provide personalized and customized services, and maintain long-term relationships. In addition, in the information age, enterprises should pay more attention to the selection and application of CRM software, comprehensively grasp customer information, predict customer behavior, meet demand, enhance customer loyalty, improve competitiveness.

4.4.4 Brand building ability

Brand is the image of the enterprise, is the audience in the same type of enterprises for rapid and accurate identification of the effective way. The three indicators to measure the brand building ability of VANKEPension Apartment are: brand positioning ability, that is, whether the brand image of VANKEPension Apartment is based on the needs of target groups, highlighting its competitive advantages in resources and capabilities; Brand communication ability, that is, the way of brand communication, as well as the breadth, depth,

popularity and reputation; Brand extension capability refers to V's ability to launch new services or products with the help of existing brands.

4.4.5 Public credibility

Corporate credibility is the credibility and social influence gradually formed in the process of enterprise development. As a kind of hidden resources and capital, it can not only improve the favorable impression of the social public enterprises, but also obtain the trust and support of the third party cooperative units, so as to improve the competitiveness of enterprises. VANKEpension undertakes the responsibility of social pension, so the importance of public credibility is self-evident. The three indicators of its credibility are: the willingness of the elderly to move in, the degree of trust of the elderly and the public, and the ability to fulfill social responsibility.

4.4.6 Innovation ability

Innovation is the driving force of the core competitiveness of enterprises, and can constantly input new power for the cultivation of the core competitiveness of enterprises. The innovation ability of the combination of medical care and elderly care institutions is mainly reflected in the service content and form and technological innovation, such as the application of artificial intelligence and Internet information technology. In combination with the actual situation of VANKEpension apartment, this paper puts forward the four indicators of its innovation ability for: support innovation mechanism, innovation input resources, equipment, intelligent degree and level of Internet use

4.5 The evaluation index system of the core competitiveness of VANKEpension apartment was established based on the expert perspective

To sum up, the evaluation index system of core competitiveness of VANKEpension apartment is shown in Table 4.1 based on the scoring of 10 experts in the field of health and old-age care.

Table 4.2 Evaluation index system of core competitiveness of old-age apartmentsa

Level 1(A1-A3)	Level 2 (B1-B6)	Level3(C1-C23)
A1 Internal service capability system	B1 Enterprise culture construction ability	C1 Spiritual culture
		C2 System culture
		C3 Behavior culture
		C4 Behavior culture
	B2 Human resource management skills	C5 Comprehensive quality of the Staff
		C6 Construction of the staff growth platform
		C7 Effectiveness of the incentive mechanism
		C8 Satisfaction of the staff

A2	External building system	B3	Customer management ability	C9 Ability of customer investigation
				C10 Ability of customer value creation
		B4	Brand building ability	C11 Ability of customer relationship maintenance
				C12 Customer satisfaction and loyalty
				C13 Brand positioning ability
A3	Innovation system	B5	Public credibility	C14 Brand communication ability
				C15 Brand extension ability
		B6	Innovation ability	C16 Customer's Intention to stay
				C17 Customer and social trust
				C18 Ability to fulfill social responsibility
				C19 Mechanisms to support innovation
				C20 Resources invested in innovation
				C21 Level of equipment intellectualization
				C22 Level of internet use

4.6 Using AHP to determine the weight of each ability index

In order to make the weights of all indicators of core competitiveness of VANKEpension apartment more scientific and public trust, this paper gives element values by proportion scale according to the scoring situation of 10 experts, and makes pairwise comparison of 3 first-level indicators, 6 second-level indicators and 22 third-level indicators to construct judgment matrices of all levels. The root method is used to calculate the eigenvalues of each matrix and the weights of each index. In order to quantify the results of pairwise comparison, according to Santy's research suggestions, relative scales (generally 1-9, as shown in Table 4.3) were adopted for comparison to improve accuracy.

Table 4.3 The scale and meaning of the matrix

Scale	Implication
1	Equal importance
3	Q is slightly more important than H
5	Q is obviously more important than H
7	Q is strongly more important than H
9	Q is extremely more important than H
2,4,6,8	Represents the median value of the above judgment, capitalized according to the number corresponding to importance
Reciprocal	$Q/H=5$ then $H/Q=1/5$

The weights of all indexes in the evaluation index system of core competitiveness of VANKEpension apartment are determined through calculation.

Table 4.4 Weight table of core competitiveness evaluation index system of elderly apartment

Level 1(A1-A3)	Level 2(B1-B6)	Level3(C1-C23)
A1 Internal service capability system 0.5396	B1 Enterprise culture construction ability 0.5714	C1 Spiritual culture 0.4668
		C2 System culture 0.2776
		C3 Behavior culture 0.1603
		C4 Behavior culture 0.0953
		C5 Comprehensive quality of the Staff 0.4444
		C6 Construction of the staff growth platform 0.2222
		C7 Effectiveness of the incentive mechanism 0.1111
		C8 Satisfaction of the staff 0.2222
A2 External appearance building system 0.2970	B3 Customer management ability 0.1429	C9 Ability of customer investigation 0.0709
		C10 Ability of customer value creation 0.4959
		C11 Ability of customer relationship maintenance 0.1543
		C12 Customer satisfaction and loyalty 0.2789
	B4 Brand building ability 0.5	C13 Brand positioning ability 0.1047
		C14 Brand communication ability 0.6370
		C15 Brand extension ability 0.2583
		C16 Customer's Intention to stay 0.1365
A3 Innovation system 0.1634	B5 Public credibility 0.5	C17 Customer and social trust 0.2385
		C18 Ability to fulfill social responsibility 0.6250
	B6 Innovation ability 1	C19 Mechanisms to support innovation 0.5205
		C20 Resources invested in innovation 0.0776
		C21 Level of equipment intellectualization 0.2010
		C22 Level of internet use 0.2010

As can be seen from the table, level 1 index $A1 > A2 > A3$, it can be seen that in the construction of the core competitiveness of S pension apartment, the internal service capacity system accounts for more than half of the weight, followed by the external image construction system, and then the innovation system. Secondary indicators $B1 > B6 > B2 > B4 > B5 > B3$, corporate culture construction in the core. It plays an important role in the construction of competitiveness, followed by innovation ability, followed by human resource management ability, Strength, brand building ability, credibility and customer management ability. The weight of the third-level indicators ranked in the top ten successively: $C1 > C14 > C18 > P2 > C19 > C5 > C3 > C15 > C10 > C17$. In the process of enhancing core competitiveness, VANKEApartment should first pay special attention to the spiritual and cultural construction of corporate culture construction, pay attention to the communication ability in brand construction, optimize communication channels and actively fulfill corporate responsibilities to improve credibility. Next, want to strengthen the construction of system culture, improve the comprehensive quality of workers, support innovation, especially the establishment of innovation mechanism. Finally, to promote the construction of behavioral culture, to create value for customers, increase the social public and the elderly VANKEpension apartment trust degree, establish a good corporate image

4.7 Fuzzy comprehensive evaluation of core competitiveness of VANKEpension apartment

4.7.1 Set core competitiveness evaluation set

Based on the comprehensive weight of the evaluation index system of the core competitiveness of VANKEpension apartment, this paper evaluates the core competitiveness of VANKEpension apartment according to the method of expert scoring. Set up ", good, average, poor, very poor" five grades, and in a percentage system corresponding to the evaluation grade area. It's called V. Then V= very poor (0-20); Poor :(21-40); General :(41-60]; Good :(61-80]; Excellent :(81-100).

4.7.2 Establish the comprehensive fuzzy relation evaluation matrix

The expert group and the management of VANKEpension Apartment were invited to determine the rating level of each three-level indicator, and then the frequency of each indicator level was counted, so as to obtain the evaluation membership degree of each three-level indicator. Therefore, the weights and membership degrees of indicators at all levels in the evaluation of core competitiveness of VANKEpension apartment are shown in the table4.5.

Table 4.5 Evaluation of core competitiveness of VANKEpension apartment

Evaluation index system of core competitiveness of Pension apartment								
Level 1(A1-A3)	Level 2(B1-B6)	Level3(C1-C23)		Grade P				
				Excellent	Good	General	Poor	Very poor
A1 Internal service capability system 0.5396	B1 Enterprise culture construction ability 0.5714	C1	Spiritual culture 0.4668	0.1	0.3	0.5	0.1	0
		C2	System culture 0.2776	0.2	0.4	0.3	0.1	0
		C3	Behavior culture 0.1603	0.1	0.2	0.4	0.2	0.1
		C4	Behavior culture 0.0953	0.3	0.3	0.4	0	0
	B2 Human resource management skills 0.2857	C5	Comprehensive quality of the Staff 0.4444	0.2	0.2	0.5	0.1	0
		C6	Construction of the staff growth platform 0.2222	0.2	0.3	0.3	0.2	0
		C7	Effectiveness of the incentive	0.1	0.2	0.5	0.1	0.1

		mechanism 0.1111 C8 Satisfaction of the staff 0.2222	0	0.1	0.5	0.3	0.1
		C9 Ability of customer investigation 0.0709	0.3	0.3	0.4	0	0
	B3 Customer managemen t ability 0.1429	C10 Ability of customer value creation 0.4959 C11 Ability of customer relationship maintenance 0.1543	0.2	0.2	0.4	0.2	0
A2 External appearanc e building system 0.2970	B4 Brand building ability 0.5	C12 Customer satisfaction and loyalty 0.2789 C13 Brand positioning ability 0.1047 C14 Brand communication ability 0.6370 C15 Brand extension ability 0.2583	0.2	0.3	0.5	0	0
		C16 Customer's Intention to stay 0.1365	0.3	0.3	0.4	0.1	0
	B5 Public credibility 0.5	C17 Customer and social trust 0.2385 C18 Ability to fulfill social responsibility 0.6250	0.1	0.2	0.4	0.2	0.1
			0.2	0.3	0.2	0.2	0.1
A3 Innovation system 0.1634	B6 Innovation ability 1	C19 Mechanisms to support innovation	0.1	0.3	0.4	0.1	0.1

0.5205						
C20 Resources invested in innovation	0	0.2	0.4	0.2	0.2	
0.0776						
C21 Level of equipment intellectualization	0.2	0.3	0.4	0.1	0	
0.2010						
C22 Level of internet use	0.1	0.2	0.5	0.2	0	
0.2010						

Using the evaluation data in the table above to establish the fuzzy relationship matrix of specific indicators of the six modules of enterprise culture building ability, human resource management ability, customer management ability, brand building ability, public credibility and innovation ability:

$$P1 = \begin{pmatrix} 0.1 & 0.3 & 0.5 & 0.1 & 0 \\ 0.2 & 0.4 & 0.3 & 0.1 & 0 \\ 0.1 & 0.2 & 0.4 & 0.2 & 0.1 \\ 0.3 & 0.3 & 0.4 & 0 & 0 \end{pmatrix}$$

$$P2 = \begin{pmatrix} 0.2 & 0.2 & 0.5 & 0.1 & 0 \\ 0.2 & 0.3 & 0.3 & 0.2 & 0 \\ 0.1 & 0.2 & 0.5 & 0.1 & 0.1 \\ 0 & 0.1 & 0.5 & 0.3 & 0.1 \end{pmatrix}$$

$$P3 = \begin{pmatrix} 0.3 & 0.3 & 0.4 & 0 & 0 \\ 0.2 & 0.2 & 0.4 & 0.2 & 0 \\ 0.1 & 0.3 & 0.5 & 0.1 & 0 \\ 0.2 & 0.3 & 0.5 & 0 & 0 \end{pmatrix}$$

$$P4 = \begin{pmatrix} 0.3 & 0.5 & 0.2 & 0 & 0 \\ 0.1 & 0.1 & 0.2 & 0.4 & 0.2 \\ 0.1 & 0.3 & 0.4 & 0.2 & 0.1 \end{pmatrix}$$

$$P5 = \begin{pmatrix} 0.2 & 0.3 & 0.4 & 0.1 & 0 \\ 0.1 & 0.2 & 0.4 & 0.2 & 0.1 \\ 0.2 & 0.3 & 0.2 & 0.2 & 0.1 \end{pmatrix}$$

$$P6 = \begin{pmatrix} 0.1 & 0.3 & 0.4 & 0.1 & 0.1 \\ 0 & 0.2 & 0.4 & 0.2 & 0.2 \\ 0.2 & 0.3 & 0.3 & 0.1 & 0.1 \\ 0.1 & 0.2 & 0.5 & 0.2 & 0 \end{pmatrix}$$

4.7.3 Evaluate the indicators at all levels

Evaluation of indicators at all levels VANKEEndowment apartment's overall evaluation of core competitiveness adopts the method of evaluating from specific evaluation indicators step by step, that is, the initial score is multiplied step by step with the corresponding weight

of the level, and the final score is summed up. It can be expressed as follows:

Formula 4.1

$$S_c = \sum S_{ij} * W_{ij}$$

In the above formula, SC represents the overall evaluation score of the core competitiveness of S pension apartment. Sij represents the evaluation score value of the index item belonging to the competitiveness Si functional module of the specific evaluation. Wij represents the weight of Si functional module factor index to the overall index.

Level 3 Evaluation Indexes

The score value corresponding to each comment level is "Excellent 100, Good 80, General 60, Poor 40, Very poor 20, S is used to represent the evaluation score, then the evaluation value of each three-level index like table 4.6:

Table 4.6 Level 3 Evaluation Indexes

Level3(C1-C23)	Grade P					Score
	Excellent	Good	General	Poor	Very poor	
C1 Spiritual culture 0.4668	0.1	0.3	0.5	0.1	0	68
C2 System culture 0.2776	0.2	0.4	0.3	0.1	0	74
C3 Behavior culture 0.1603	0.1	0.2	0.4	0.2	0.1	60
C4 Behavior culture 0.0953	0.3	0.3	0.4	0	0	78
C5 Comprehensive quality of the Staff 0.4444	0.2	0.2	0.5	0.1	0	70
C6 Construction of the staff growth platform 0.2222	0.2	0.3	0.3	0.2	0	70
C7 Effectiveness of the incentive mechanism 0.1111	0.1	0.2	0.5	0.1	0.1	62
C8 Satisfaction of the staff 0.2222	0	0.1	0.5	0.3	0.1	52
C9 Ability of customer investigation 0.0709	0.3	0.3	0.4	0	0	78
C10 Ability of customer value creation 0.4959	0.2	0.2	0.4	0.2	0	68
C11 Ability of customer relationship maintenance 0.1543	0.1	0.3	0.5	0.1	0	64
C12 Customer satisfaction and loyalty 0.2789	0.2	0.3	0.5	0	0	74
C13 Brand positioning ability 0.1047	0.3	0.5	0.2	0	0	82
C14 Brand communication	0.1	0.1	0.2	0.4	0.2	50

ability 0.6370

C15 Brand extension ability 0.2583	0.1	0.3	0.4	0.2	0.1	68
C16 Customer's Intention to stay 0.1365	0.2	0.3	0.4	0.1	0	72
C17 Customer and social trust 0.2385	0.1	0.2	0.4	0.2	0.1	60
C18 Ability to fulfill social responsibility 0.6250	0.2	0.3	0.2	0.2	0.1	66
C19 Mechanisms to support innovation 0.5205	0.1	0.3	0.4	0.1	0.1	64
C20 Resources invested in innovation 0.0776	0	0.2	0.4	0.2	0.2	50
C21 Level of equipment intellectualization 0.2010	0.2	0.3	0.4	0.1	0	72
C22 Level of internet use 0.2010	0.1	0.2	0.5	0.2	0	64

Level 2 Evaluation Indexes

The score value corresponding to each comment level is "Excellent 100, Good 80, General 60, Poor 40, Very poor 20", S is used to represent the evaluation score, then the evaluation value of each secondary index is: SB1=69.34, SB2 = 65.11, SB3 = 70.38, SB4 = 58, SB5 = 65.39, SB6 = 64.68.

Level 1 Evaluation Indexes

$$A1=(B1 \ B2 \ B3)= \begin{bmatrix} 0.1468 & 0.3117 & 0.4189 & 0.1065 & 0.0160 \\ 0.1444 & 0.2000 & 0.4556 & 0.1667 & 0.0333 \\ 0.1917 & 0.2504 & 0.4433 & 0.1146 & 0.0000 \end{bmatrix}$$

$$A2=(B4 \ B5)= \begin{bmatrix} 0.1209 & 0.1935 & 0.2517 & 0.3065 & 0.1532 \\ 0.1762 & 0.2762 & 0.2750 & 0.1864 & 0.086 \end{bmatrix}$$

$$A3=(B6)= \begin{bmatrix} 0.1123 & 0.2721 & 0.4201 & 0.1279 & 0.0676 \end{bmatrix}$$

Comprehensive Evaluation

$$A=(A1 \ A2 \ A3)= \begin{bmatrix} 0.1525 & 0.2710 & 0.3716 & 0.1248 & 0.0187 \\ 0.1166 & 0.2328 & 0.3359 & 0.2172 & 0.1104 \\ 0.1123 & 0.2721 & 0.4201 & 0.1279 & 0.0676 \end{bmatrix}$$

Therefore, the final overall evaluation value of the core competitiveness of VANKE Pension apartment is S=63.65.

4.8 Evaluation findings

From the overall evaluation, the core competitiveness of VANKEpension Apartment is in the middle level in the industry. From the perspective of the first-level indicators, although the scores of the three are all in the "good" range, the scores are low, indicating that the core competitiveness of VANKEpension Apartment still has a lot of room for improvement and improvement. Among them, the external image construction system scored the lowest, indicating that the external image construction of VANKEpension apartment needs to be strengthened. From the score of the second-level index, customer management of VANKEpension apartment ability score is the highest, followed by enterprise culture construction ability. The scores of human resources ability, public credibility and innovation were almost the same, and generally maintained at a medium level. Brand building ability scored the lowest, lower than the overall score level. It indicates that VANKEpension apartment should focus on brand construction in the strategy of enhancing its core competitiveness. From the level of three indicators, the main reason for the low score of brand building ability is the weak communication ability. VANKEpension Apartment should attach great importance to this, optimize communication channels, and improve brand awareness and reputation. In addition, the score of employee satisfaction and investment in innovative resources is also lower than the overall score of the total score, which should be paid more attention to in the later promotion strategy of VANKEpension apartment.

Based on VANKEpension apartment as an example, this paper through the literature research methods to learn from the domestic and foreign pension institutions developing abundant research results, based on the current situation of the development of VANKEpension apartment, based on the core competence theory, the AHP method was used to construct VANKEpension apartment core competitiveness evaluation model, and the fuzzy comprehensive evaluation method of comprehensive evaluation. Finally, according to the evaluation results, this paper proposes the following measures for improvement:

Further market segmentation. On the basis of meeting the needs of customers, VANKEpension apartment should excavate new demands and guide customers to consume. At the same time, to provide personalized services, enhance the value of customer experience.

Based on reality, to create a unique corporate culture. VANKEpension apartment should be based on its own resource advantages, advocate the business philosophy of "integration of body and mind" health management mode, and combine "filial piety culture" and "Traditional Chinese medicine culture" to create its own unique corporate culture.

Strengthen the construction of brand communication force. VANKEpension apartment should pay special attention to the construction of brand communication, not only optimize its own communication channels, but also strengthen the cooperation with other health pension industry platforms, and pay attention to the "community" effect of the elderly.

CHAPTER 5 Conclusion and Recommendation

Based on VANKEpension apartment core competitiveness evaluation results, this paper argues that in the VANKEpension apartment the optimization tactics of the core competitiveness, should adhere to the contemporary elderly demand as the center, based on the unique culture of Chinese medicine resources, and pays special attention to the "people" of the most dynamic, the most important factor, follow the "internal quality, outside tree image, strengthen the innovation" the overall train of thought, Integrate internal and external resources to comprehensively improve core competitiveness.

5.1 Improve the corporate culture system and enhance the cohesion of enterprises

Culture is to enterprises what roots are to trees. For a tree to thrive, its roots are vital. Similarly, for an enterprise to achieve benign development, the construction of corporate culture is indispensable. When the enterprise is developing when encountering difficulties, excellent corporate culture can be transformed into internal motivation to promote sustainable and healthy development of enterprises. VANKEpension apartment should be improved from four aspects of spirit, system, writing and material according to the evaluation results the whole enterprise culture system.

5.1.1 Encourage filial piety culture and stimulate employees' sense of mission

In the survey, it is found that although the salary is higher than that of the same industry in the same region, their professional identity is not strong, and their job satisfaction is generally low. The reason is that the individual and society have one-sided views on the profession of elderly care nurses, and generally believe that elderly care nurses belong to "three low" jobs: low threshold, low treatment and low value. Such professional prejudice directly affects the professional self-confidence of elderly care nurses, resulting in their poor work enthusiasm and low love for work. Most people just regard elderly care nurses as a temporary transitional job. As a service-oriented enterprise, nursing staff is the core driving force for the development of VANKEpension apartment, and the loss of nursing staff will restrict its long-term development. Only based on their actual needs, solve their real career problems, and enhance their sense of identity for their own career can they retain talents and allow them to devote themselves to the elderly service work. Therefore, s elderly care apartment should integrate the "filial piety culture" into the corporate culture, strengthen the positive publicity and guidance internally, highlight the important responsibilities and glorious missions undertaken by nurses in the context of aging, enhance the professional confidence of elderly care nurses and enhance their professional identity. Externally, we will use the media to carry out extensive publicity, so that the public can correctly understand the

work content and concept of nursing staff in VANKEpension apartment, spread the positive energy of "respecting, loving and helping the elderly", change the public prejudice, recognize the significance and value of nursing staff's work, and make their labor creation and social value respected in the whole society.

5.1.2 Improve the prevention and disposal mechanism of service disputes and enhance employees' sense of responsibility

Because the combination of medical care and nursing care is still in the exploratory stage, and some functions of the elderly are degraded, the possibility of service disputes is greatly deepened. VANKEpension apartments should use the core concept of "prevention of disease" in traditional Chinese medicine thinking, take prevention as the primary principle, continuously improve the safety awareness of all employees, further standardize service processes and standards, and eliminate potential risks from the source. First of all, establish a health assessment mechanism for the elderly living in elderly care institutions. Secondly, strengthen emergency training. Carry out regular emergency plan drills for medical personnel to increase emergency response capacity and reduce medical risks. Finally, improve the communication mechanism. Establish a doctor-patient dispute handling team, strengthen communication and coordination, and solve complaints and disputes

5.1.3 Enrich cultural and sports activities and strengthen employees' sense of belonging

Colorful cultural and sports activities can not only stimulate the creativity and enthusiasm of employees, but also strengthen communication, promote team building, and enhance the centripetal force and cohesion of employees. They are an important way to promote the harmonious development of enterprises. VANKEpension apartment should carry out various cultural and sports activities based on the needs of employees. In particular, we should pay attention to the public day activities for family members of employees, take the initiative to invite family members of employees to enter VANKEpension apartment, go to the scene to have a deep understanding of employees' work, publicize the important mission of serving the elderly, affirm the social value of employees, and appreciate the support and understanding of family members for employees' work. By connecting the big "home" of VANKEpension apartment with the small "home" of employees, the development of VANKEpension apartment is closely combined with the development of employees, so as to further enhance the employees' sense of honor and belonging to VANKEpension apartment.

5.1.4 Improve working environment and enhance employee satisfaction

As the workplace for employees, the environment has a direct impact on employee satisfaction. VANKEpension apartment should stand on the position of employees, improve the overall working environment, so that employees can work better. Due to the high work intensity and pressure of front-line employees, VANKEpension apartment should give full play to the advantages of environmental resources to create a comfortable and pleasant office environment through reasonable layout and scientific design. With the help of natural healing power, employees can go to work like walking in a park, and their body and mind can be relieved in an all-round way. Do a good job in logistics support to keep the office environment clean. Set up a private healing room to timely intervene employees' bad

emotions. When employees are unwilling to take care of the elderly, unable to communicate with the elderly, irritable, tired and other phenomena, they should timely conduct emotional counseling for employees and nursing workers, understand their difficulties, and give help to make them work better.

5.2 Consolidate human resource management capability and enhance core team professionalism

5.2.1 Improve the salary and welfare system

A scientific and reasonable salary system is the primary factor to realize the talent "entering and staying". When perfecting the salary system, VANKEpension apartment should be close to the reality of employees, people-oriented, adhere to the principles of fairness and rationality, and build a diversified salary and welfare system. Firstly, the salary structure proportion should be designed reasonably according to the different levels of employees. According to the current situation of the talent team of VANKEpension apartment, it can be divided into three levels: grass-roots front-line employees, professional technicians and managers. The front-line employees at the grass-roots level directly face the service objects, with high work intensity, high pressure, low social status and outstanding work slack. In the total income, their fixed wages should account for the highest proportion and meet the market benchmark; Professional and technical personnel mainly refer to doctors, nurses, nutritionists, fitness coaches, psychological consultants and other employees whose main contributions are skills. Their total income can be appropriately reduced lower the proportion of fixed wages, increase the proportion of skill wages, and do a good job in the quantitative evaluation of skill wages; As the core talents in the operation of VANKEpension apartment, managers have certain decision-making power and are most closely related to the development of the enterprise. Their total income is mainly performance-based salary, which combines the overall interests of the enterprise with personal development to stimulate their entrepreneurial spirit. Secondly, establish and improve the benefit sharing mechanism, including super target performance reward, post dividend incentive, performance differentiation incentive, etc. Finally, implement dynamic adjustment. Conduct a salary and welfare survey and evaluation every year to judge whether the salary and benefits provided by VANKEpension apartment in Beijing pension service market are competitive. At the same time, in accordance with the requirements of the labor law pay five insurances and one fund and reasonably arrange the working hours to avoid employees' ultra-high pressure operation, create a certain sense of occupational security for employees and enhance their loyalty and stability.

5.2.2 Establish Growth Incentive Mechanism

First of all, according to the principle of ability post matching, a dynamic management mechanism is established. Set up posts according to employees' different personality characteristics and professional skills, and provide an effective growth platform. Secondly, pay attention to employees' individual growth and career. On the basis of fully understanding employees' personal needs and career development wishes, put forward scientific and

reasonable career planning suggestions, optimize employees' rising channels, improve their fairness and accessibility, expand employees' personal development space, and enhance their sense of happiness and acquisition. Finally, we should optimize the communication channels with employees. In order to ensure the positive attitude of employees in the process of serving the elderly, VANKE pension apartment can unblock the interest expression and appeal channels of employees by setting up employee suggestion boxes, employee mailboxes, roast tree holes and other ways, so as to timely eliminate the negative feelings and hidden dangers of contradictions generated by employees in their work.

5.2.3 Promote talent training plan

First of all, establish a competency oriented and post based training management system, emphasize the process management of training, and implement targeted training for employees who are not up to the standard, especially the training of medical care technology and the art of communication with the elderly, so as to ensure that employees can clearly understand the skills (including professional ability and general skills) requirements of each post, so that when employees are promoted or transferred, they can clearly identify the differences between themselves and the job standards. Secondly, we will implement new power empowerment, accelerate the training of new forces and reserve echelons, and expand the ranks. We can cooperate with institutions of higher learning and large medical institutions to establish professional training courses, and invite relevant expert teachers to carry out professional training for employees. Finally, organize training and enrich training methods and contents. By setting up a multi-party exchange and learning platform, the professional quality of elderly care talents can be upgraded in an all-round way.

5.3 Optimize customer management and improve customer satisfaction

In the promotion strategy, we should continue to adhere to the service concept of "the elderly have a medical care, a sense of security, a sense of happiness and a sense of accomplishment", and take multiple measures to meet the diversified needs of the elderly for happiness and well-being.

5.3.1 Segment customer groups to meet multi-level needs

Due to different physical conditions, the elderly have different specific needs for the "combination of medical care and nursing" services before, during and after the onset of the disease. Therefore, VANKE pension apartment can provide differentiated services according to different stages of the elderly's physical conditions. In the process of specific implementation, it is particularly necessary to highlight the advantages of traditional Chinese medicine cultural resources, based on the physical and mental needs of the elderly group, and create a Chinese dream habitat for health preservation and elderly care in the form of full chain elderly care services. Traditional Chinese medicine believes that the essence of disease is the destruction of human ecological balance system under the action of internal and external factors.

5.3.2 Enrich service content and enhance customer experience value

Service is a subjective experience, and everyone's experience and feeling are different in each period. VANKE pension apartments should be customer-centered, pay attention to their experience and feelings, often ask for suggestions and opinions, timely update the service system, upgrade the service content, constantly improve the added value of retirement services, and make up for the gap between the expectations and perceptions of the elderly. Add educational facilities such as "University for the elderly" in terms of hardware, fill in the gap of "education", and form a full chain of "medicine, nursing, health, nursing and education" for the healthy elderly. Encourage regular joint activities with Beijing University for the elderly and Beijing elderly activity center to form a circulation and mobile ecosystem. Upgrade the functional facilities of the five supporting sectors, create a multi-format healthy life destination for the whole age, provide the elderly and their families with colorful characteristic experience projects, and let the elderly enjoy the happiness of their family. In terms of software, upgrade the private butler service, provide personalized customized services, and improve the comfort of the elderly. In addition, relying on the cultural resources of the temple, well-known experts and scholars at home and abroad can be regularly invited to give lectures on health culture to meet the spiritual and cultural needs of the elderly. Innovative service content, introduction of aromatherapy, music and other healing methods, comprehensive introduction of people from the body, emotion and spirit, so that the elderly can achieve the balance of "body and mind".

5.3.3 Improve customer management system and enhance customer stickiness

Improving and perfecting the customer management system will facilitate the management of customer information and planning activities on the one hand, and will facilitate the effective link between yourself and customers on the other hand to help you understand customers. VANKE pension apartment can design personalized health pension plans and establish personal files according to the specific conditions of each resident to ensure the effectiveness and continuity of services. At the same time, actively introduce the service quality management system certification to ensure the process, standardization and scientization of service management.

5.4 Strengthen brand building and enhance corporate image

5.4.1 Extend the cultural value of traditional Chinese medicine and create a characteristic brand culture

Facing the increasingly serious market of involution, VANKE pension apartment can gradually form its own competitive barriers and occupy a place in the healthy pension market only by highlighting its own characteristics and taking the road of brand differentiation. First, make clear the brand positioning and highlight the brand value proposition. According to the strategic positioning and audience characteristics of s pension apartment, this paper suggests refining the health preservation concept in traditional Chinese medicine culture and injecting meditation elements to create a brand value proposition of characteristic traditional Chinese medicine health management. Secondly, increase the investment in necessary software and

hardware facilities, such as expanding the talent team of psychological counselors and health coaches; Deeply explore the environmental healing function of temples. Secondly, carry out characteristic TCM health management according to the thinking system of "psychotherapy - dietotherapy - physiotherapy - pharmacotherapy", and inject environmental healing elements. Finally, upgrade and update traditional Chinese medicine health care brands with regional characteristics, such as traditional Chinese medicine dietotherapy, plant aromatherapy and hot spring physiotherapy, so that the brand innovation concept can be deeply integrated into the whole process of enhancing the core competitiveness of VANKEpension apartment

5.4.2 Pay attention to brand publicity and enhance brand awareness

As a private elderly care institution combining medical care and nursing care, v-care apartment should fully consider the needs of symbolic value, integrate and optimize various publicity channels, and strengthen the trust and identity of the target audience. First of all, do a good job in the brand identity system. Through the internalization and transmission of ideas, the standardization and standardization of behavior, and the unification of vision, the overall brand image is formed. Secondly, optimize publicity channels. This paper suggests that VANKEpension apartment can strengthen the platform cooperation with the elderly tourism, pension insurance, pension consulting and other industries, and then combine with its own online platform for communication, so as to form a more accurate advertising. Finally, enrich the forms of publicity. Strengthen cooperation with health, civil affairs, culture and sports and other relevant departments, jointly carry out roadshows, public lectures, free clinics and other activities, expand the influence and popularity of VANKEpension apartment, enhance the public's recognition of VANKEpension apartment, and create a pension brand trusted by the public.

5.4.3 Advocate lifestyle and enhance brand reputation

First of all, focus on the social needs of the elderly to create a pension circle culture. Starting from the existing elderly customers, by providing unique Chinese medicine cultural experience, we can increase the contact times between potential customers behind existing customers and elderly care institutions, so as to form an elderly care circle, expand the scope of communication and improve the quality of communication. Secondly, use aesthetic thinking to enhance the aesthetic feeling of space. In terms of brand design concept, it pays attention to the combination of business and environmental art, improves the comfort and pleasure of the elderly group, and enables them to fully recover in a warm environment after receiving good treatment and health management. Finally, advocate Chinese ecological convalescent lifestyle to enhance the rehabilitation value of chronic diseases. Focusing on the development direction of rehabilitation physiotherapy of traditional Chinese medicine, it combines different elderly care products to provide more perfect elderly care service experience for the elderly. Build a unique pension value system of VANKEpension apartment in the real scene experience, expand and consolidate the pension community, enhance public praise and enhance brand loyalty.

5.5 Strengthen innovation and expand the ecosystem of healthy

elderly care

VANKEpension apartment spans three major industries: medical care, pension and tourism, with wide coverage, long industrial chain and strong integration. With the transformation of lifestyle, consumption upgrading and diversified development of elderly care service demand, cross-border cooperation is bound to become a trend. In this context, if VANKEpension apartment wants to develop continuously, it must have the consciousness of innovation. Only by continuous innovation can we continuously deepen cross-border cooperation and establish a diversified and sustainable pension model. This paper suggests that VANKEpension apartment can be innovated from the following three aspects. First, innovate the financing mode. VANKEpension institutions should take the initiative to adjust their own business model, make full use of the financial policies issued by the state, innovate the financing model, continuously expand the scale, improve the profitability and seize the development opportunity. Secondly, innovate the profit model. In daily life, we often hear the view that "pension institutions do not make money". However, some profit-making institutions with the concept of health preservation, such as sales of elderly care products and beauty massage parlors, can always make a lot of money, which shows that the elderly have a huge demand for health preservation and are willing to invest money for consumption. VANKEpension apartment should be based on its own reality, strengthen cooperation with government agencies, banks, insurance and other aspects, and find out the appropriate profit model. In this way, it can not only promote the healthy and orderly development of VANKEpension apartment, but also benefit the elderly group and the whole society. Finally, innovative products and services. The health management of traditional Chinese medicine mainly focuses on "psychotherapy", that is, emotional management. V. the residence for raising a husband should give full play to its strengths, change the thinking and mode of healthy elderly care, highlight the value of spiritual comfort in the rehabilitation of chronic diseases, and integrate eco-tourism and culture experience and health and longevity are organically combined to form a new business model with rich business types, prominent functions and obvious benefits. At the same time, improve the intelligent level of elder assistance facilities and equipment and the application of "Internet +" platform.

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Appendix

Check - in Satisfaction Questionnaire

Dear Friends,

In order to understand your health status and service needs, further promote the aged service work of Vanke pension apartment, provide you with better quality and perfect medical care services, please make a choice according to your own situation. Thank you very much for your support and cooperation.

Part 1: Basic information

1. Age : ()
2. Gender: ☐ Male ☐ Female
3. Education: ☐ Uneducated ☐ Primary ☐ Middle School ☐ High School
☐ College ☐ Master and above
4. Occupation (Before retired)
☐ Administration ☐ Management ☐ Education ☐ Nursing ☐ Technology
☐ Business ☐ Worker ☐ Individual Business ☐ Other
5. Marriage status: ☐ Single ☐ Married ☐ Widowed ☐ Divorce
6. Children Number ()
7. Your residence place before: City() Province()
8. Your Salary: ☐ Under 5000 ☐ 5000-8000 ☐ 8000-10000 ☐ Over 10000
9. Who pay for your accomdation here: ☐ Self ☐ Children ☐ Government
☐ Other _____
10. Endowment Insurance: ☐ Yes ☐ No.
11. Reason you choose us: ☐ Environment ☐ Facilities ☐ Brand
☐ Service ☐ Nursing professional ☐ Near with Children ☐ Other _____
12. Length to stay: ☐ under 3months ☐ 3M-6M ☐ 6M-1Year ☐ Over 1 year
13. The way you know us:
☐ Advertisment on TV ☐ Newspaper ☐ Wechat ☐ Website ☐ Friends
☐ Agent ☐ Other _____

Part 2. Service Satisfaction

Contents	Satisfaction	Good	Normal	Improvement needed	Bad
Room Layout					
Surroundings					
Recreational and sports facilities					
Diet condition					
Daily care satisfaction					
Treatment of basic diseases					
Emergency treatment					
Rehabilitation service					
Health consultation					
Psychological counseling					
Organizing of cultural and sports activities					
Staff Service level					
Accommodation rate					
Care and Food rate					