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**QUALIFYING MASTER'S THESIS**


on the topic:

**ORGANIZATION AND MANAGEMENT OF BUSINESS ON THE  
INTERNET AS A FACTOR IN INCREASING THE GLOBAL  
COMPETITIVENESS OF THE COMPANY**

submitted by the applicant of higher education **He Jia**

**The thesis is accepted for defence in the EC**

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**TASK  
FOR A QUALIFYING THESIS  
He Jia**

1. The topic of the thesis: " Organization and management of business on the Internet as a factor in increasing the global competitiveness of the company."

Scientific advisor PhD in Philology, Associate Professor Viktoriia Shevchenko

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2. The deadline for student submission of work November 18, 2024

3. List of questions to be researched:

In Chapter 1: to explore the management theories of companies, including the basic concepts of organizational management, classical management theories, and the challenges of online business management to provide a theoretical basis for understanding how companies can improve their competitiveness through modern management strategies.


In Chapter 2: to analyze Alibaba's practices, focusing on its techno-economic characteristics, how it operates its online business, and the management of its global brand reputation. This part shows how Alibaba is expanding globally through technological innovation and operational optimization.

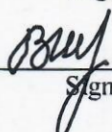
In Chapter 3: to proposes ways to improve the global competitiveness of enterprises, referring to the successful experience of Alibaba, to emphasize the importance of modern management tools, globalization strategies and Internet business optimization to enhance global competitiveness.

#### 4. Plan of qualifying master's thesis

No	Names of thesis chapters
1	THEORETICAL ASPECTS OF COMPANY'S MANAGEMENT
2	ANALYSIS OF THE CURRENT PRACTICE OF ORGANISATION MANAGEMENT OF THE ENTERPRISE
3	WAYS OF ENCREASING GLOBAL COMPATITIVENES OF THE COMPANY

5. Date of assignment issuance 25.09.2024

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## ABSTRACT

The qualifying master's thesis contains 72 pages, 8 tables, 14 figures and a list of 36 references.

**The object of the study** is the organizational management and online business strategies of companies, with a specific focus on Alibaba Group.

**The subject of the study** is the influence of modern organizational management methods and competition strategies on enhancing global competitiveness in the digital business environment.

**The aim of the qualifying master's thesis** is to analyze the theoretical and practical aspects of online business management, with Alibaba as a case study, to identify effective strategies for increasing a company's global competitiveness through optimized organizational management.

**The tasks of the qualifying master's thesis are:**

- to examine the theoretical foundations of organizational management and online business strategies, focusing on their application to digital commerce platforms like Alibaba.

- to analyze Alibaba's competitive strategy, particularly how its innovation and business model adaptation have contributed to global market leadership in the e-commerce sector.

- to study the technological and economic characteristics of Alibaba's online business, identifying key factors that have contributed to its growth and success.

- to evaluate the management challenges Alibaba has encountered while expanding its global presence, including how it has navigated cultural, regulatory, and market-specific challenges.

- to assess Alibaba's digital transformation efforts, including how its organizational structure has evolved to support its global ambitions and respond to changing market dynamics.

- to investigate the role of brand reputation and customer trust in Alibaba's online business strategy and its impact on sustaining competitive advantage.

- to propose actionable strategies based on Alibaba's practices that other organizations can adopt to enhance their global competitiveness in the digital economy.

**Based on the results of the research**, the study identifies critical factors in organizational management and strategic planning that can significantly improve a company's global competitiveness, especially in the context of digital transformation.

**The obtained results** highlight that successful companies like Alibaba leverage dynamic organizational structures, innovative online business practices, and competitive strategies to navigate global markets effectively. These findings can serve as a reference for other businesses aiming to strengthen their global presence through digital channels.

**Year of the qualification master's thesis completion:** 2024

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## INTRODUCTION

With the acceleration of the digital transformation of the global economy, the Internet has become one of the core driving forces for enterprises to enhance their global competitiveness. Especially in recent years, the rapid development of global e-commerce, cloud computing, financial technology and other online businesses has greatly changed the market competition pattern. As a global leader in Internet companies, Alibaba Group has become an important part of the Chinese and global economy with its comprehensive online business layout. However, with the continuous expansion of online business, the management challenges faced by enterprises in the process of globalization are becoming more and more complex. Nowadays, how to further enhance the global competitiveness of enterprises through the optimization and innovation of organizational management has become the focus of common attention of academia and industry.

The necessity of research is mainly reflected in the following aspects. First of all, the rapid development of online business requires enterprises to innovate in management models, especially in the rapidly changing global market, how to respond to challenges such as technology updates, market competition and regulatory differences through strategic adjustment is one of the key issues in today's company management. Secondly, with the acceleration of globalization of large enterprises such as Alibaba, how to coordinate global resources and maintain competitive advantages through effective organization and management needs to be studied urgently. Therefore, a critical analysis of the current state of Alibaba Group's online business management can not only reveal the key factors for its success in the global market, but also provide useful lessons for other enterprises to improve their global competitiveness in the digital economy era.

The purpose of this thesis is to explore how enterprises can enhance their global competitiveness through organizational management in the context of digitalization. Taking Alibaba as an example, this paper analyzes its online business management

model, competitive strategy, and performance in the global market, and puts forward management suggestions to enhance the competitiveness of enterprises in the context of globalization. The specific tasks are as follows:

- Examine the theoretical foundations of organizational management and online business strategies, focusing on their application to digital commerce platforms like Alibaba.

- Analyze Alibaba's competitive strategy, particularly how its innovation and business model adaptation have contributed to global market leadership in the e-commerce sector.

- Study the technological and economic characteristics of Alibaba's online business, identifying key factors that have contributed to its growth and success.

- Evaluate the management challenges Alibaba has encountered while expanding its global presence, including how it has navigated cultural, regulatory, and market-specific challenges.

- Assess Alibaba's digital transformation efforts, including how its organizational structure has evolved to support its global ambitions and respond to changing market dynamics.

- Investigate the role of brand reputation and customer trust in Alibaba's online business strategy and its impact on sustaining competitive advantage.

- Propose actionable strategies based on Alibaba's practices that other organizations can adopt to enhance their global competitiveness in the digital economy.

The research focuses on Alibaba's efforts to achieve sustained growth and competitive advantage in the global market through organizational management, competitive strategy, and technological innovation. The topics include the company's strategic decision-making in the context of globalization, the adjustment of the organizational structure, and the ways and means of its online business operation and management.

The object of the study is the organizational management and online business strategies of companies, with a specific focus on Alibaba Group. The subject of the study is the influence of modern organizational management methods and competition strategies on enhancing global competitiveness in the digital business environment.

A variety of research methods were used in this study, including case studies, literature analysis, and comparative studies. Through an in-depth case study of the current situation of Alibaba Group's online business management, combined with the management theories in the literature and the successful experience of global online enterprises, this paper evaluates Alibaba's global competitiveness and its future development potential. Compare and analyze the management models and strategic decisions of Alibaba and other international Internet giants (such as Amazon, Google, etc.) to reveal the impact of different management methods on global competitiveness.

This study has important practical significance. First of all, through an in-depth analysis of Alibaba's online business management model, this paper will provide effective management experience and strategic reference for other Internet companies around the world. Second, the study will provide useful suggestions for enterprises to respond to market competition, technological changes and regulatory challenges in the context of globalization, and help enterprises improve their global competitiveness. In addition, the results of this study can also provide support for governments to formulate relevant policies to promote the development of the digital economy and the competitiveness of global enterprises.

The information sources for this thesis include relevant legislation, normative documents, and theoretical literature in the field of management and economics. The main sources of reference are Alibaba Group's financial reports, business data, published market research reports, and related management and economic theoretical works. At the same time, it also refers to the industry standards of the Internet industry and the global competitiveness report.

The scientific novelty of this study lies in revealing the key role of online business management in enhancing the global competitiveness of Alibaba by analyzing the organizational management and business model of Alibaba, a global Internet company. Compared with the existing research, this paper will pay more attention to Alibaba's management innovation and practice in the global market, and provide new management ideas and practical paths for the development of enterprises in international competition.

The preliminary results of this research will be presented in the form of academic papers and conference presentations, showcasing Alibaba's successful experience in online business management and providing an empirical basis for other Internet companies around the world to enhance their competitiveness. At the same time, the research results will also provide inspiration for further research in the field of management, and promote the theoretical and practical exploration of global enterprise management in the academic community.

## CHAPTER 1

### THEORETICAL ASPECTS OF COMPANY'S MANAGEMENT

#### 1.1 Theoretical basics of organization management

Humans are social animals, especially in the form of organization. Organizations enable social resources to be concentrated and amplify the power of individuals, so as to do things that cannot be done by one person. The basic characteristic of organizational activities is that the members of the organization achieve the ultimate goal of the organization through division of labor and cooperation. Therefore, an organization will inevitably have organizational members, organizational goals, and organizational structures within the organization due to division of labor and cooperation. The larger the organization and the more detailed the division of labor, the more problems will arise accordingly, who will command? How to ensure that the members of the organization can work together to accomplish the organizational tasks and achieve the organizational goals? The problem of management arises from this, so the most basic meaning of management is actually organizational management, any organization in human society needs to be managed, and the difference is only in the specific form of management activities.

Organization is not only the concentration of human resources and resources, but also the division of labor, cooperation and coordination of human resources and resources. If the division of labor and cooperative relations between people and the way resources are used are not well coordinated, the concentrated manpower and resources will not be able to play a role, and the purpose of concentrating manpower and resources will not be realized. From the perspective of organizational management, the basic functions of management are nothing more than two: one is to improve the efficiency of organizational activities: the other is to ensure the effectiveness of organizational

activities. The former is called "doing things right": the latter is called "doing the right thing".

Although there are many types of human organizations, they can be basically divided into two categories: for-profit organizations and non-profit organizations. The representative of a for-profit organization is an enterprise. In modern society, the enterprise is a very important organization that creates wealth for the society, and enterprise management has become the most important content in management.

Organizational management is an essential activity for a business in the process of achieving its goals and tasks. Management theory provides a framework and guidance for the formulation and execution of a firm's strategy. Although there has been a "management" work in the long history of human beings for thousands of years, it was only in 1911 that people began to formally understand and study management. More than 100 years ago, when Taylor, the originator of modern management, put forward the "principles of scientific management", he himself was the manager of the enterprise, and he studied the theory of enterprise management.

Since the end of the 19th century, management theory has undergone many changes, from the early mechanized management model to the modern flexible and dynamic organizational management model. This section will start with a number of classical management theories and analyze the profound impact of these theories on organizational management.

1. Scientific management theory. Scientific management theory was proposed by Frederick Winslow Taylor, emphasizing the use of scientific analysis of workflows to find the optimal way of working to improve production efficiency. According to Taylor, the core mission of a business is to increase labor productivity and reduce waste [1]. He advocated the standardization and segmentation of work, and the introduction of a performance reward mechanism. Despite its remarkable success in manufacturing, the

theory places too much emphasis on process and efficiency, ignoring the individual needs and relationships of employees.

2. Theory of administrative management. France management scientist Henri Fayol put forward the theory of administrative management, pointing out that management not only includes specific operations in the production process, but also covers functions such as planning, organization, command, coordination and control [2]. This theory emphasizes the systematic nature of management activities and the irreplaceable role of managers in the enterprise. Fayol believes that the success of a business depends not only on the efficiency of front-line workers, but also on the leadership of managers and the perfection of the organizational structure.

3. Contingency theory. Contingency Theory is a complement to the theory of scientific management and administration, which emphasizes that management strategies should be adapted to the specific environment. The core idea of contingency theory is that there is no "optimal" management model, and that managers must develop appropriate management methods based on the external environment, task characteristics, and organizational structure [3]. This theory is particularly applicable to modern businesses, helping them to remain agile in a dynamic market environment.

4. Systems Theory. Systems Theory is an open system that emphasizes the interaction between the enterprise and the external environment [4]. This theory proposes that the operation of a company should not be limited to internal management, but also consider the impact of the external environment on the company's resources and opportunities. Systems theory provides a macro perspective for modern organizational management, enabling managers to grasp the relationship between enterprises and external factors such as markets, technologies, and policies as a whole.

Table 1.1

Theoretical framework of organizational management

<b>Type of theory</b>	<b>Key takeaways</b>	<b>Representative figures</b>
Scientific Management Theory	Standardized processes, quantitative management, and economic incentives	Taylor
Theory of administrative management	Systematic division of management functions (planning, organizing, directing, coordinating, controlling)	Henri Fayol
Contingency theory	Adjust management methods according to changes in the environment	Burns & Stalker
Systems Theory	Organizations interact with the outside as an open system	Katz & Kahn

Source: created by author

For more than 100 years, people have been trying to answer what management is. tab. 1.2 below selects some key events and development nodes that affect the development of modern management, which can generally see the development of modern management.

Table 1.2

A list of key events in the development of modern management

<b>Key events</b>	<b>figure</b>	<b>year</b>	<b>Key takeaways</b>	<b>Historical status</b>
"Principles of Scientific Management" was published	Frederick Taylor	1911	Job efficiency, task management, job analysis	He is the father of the classical school of management and scientific management

<b>Key events</b>	<b>figure</b>	<b>year</b>	<b>Key takeaways</b>	<b>Historical status</b>
Establishment of the Ford plant	Henry Ford	1914	Assembly line production, \$5 per day	Scientific management principles and practical development of management techniques
"Industrial Management and General Management" was published	Henri Fayol	1916	Define management functions and propose universal laws	The father of the classical school of management in general
The theory of administrative organization was proposed	Max Weber	1920	Administration, bureaucracy, bureaucracy	He is the father of organizational theory of the classical management school
"The Problem of Man in Industrial Civilization" was published	May	1935	The Hawthorne experiment opened up a theoretical study of human behavior	Founder of the School of Behavior Management
"The Functions of Managers" was published	Chester I. Barnard	1938	The worker's "social man" point of view	Founder of the Social Systems School
The theory of human motivation was proposed	Maslow	1943	For the first time, motivation is linked to motivation	Founder of the Hierarchy of Needs Theory of the Behavioral Management School
"Management Practice" published	Peter F. Drucker	1954	Management is more important than knowledge	Founder of the School of Empiricism

<b>Key events</b>	<b>figure</b>	<b>year</b>	<b>Key takeaways</b>	<b>Historical status</b>
"The Human Face of Enterprise" was published	Douglas McGregor	1957	Theory X and Theory Y put forward the two sides of human nature, negative and positive	Founder of the Behavioral Management School of Human Nature Hypothesis Theory
"Management" was published	Harlod Koontz, Cyril O' Donnell	60s of the 20th century	Systematic management process	Founder of the School of Management Process, inherited by Henri Fayol
"The New Science of Managerial Decision-making" was published	Herbert A. Simon	1960	Highlight the status of decision-making management	Founder of the School of Decision Theory
"Systems Theory and Management" was published	Fremont E. Kast	60s of the 20th century	Management is the coordination of multiple systems	Founder of the system management school
"Modern Production Management" was published	Ferber	1975	Scientific design and management of production management	Founder of the School of Management Science
"Introduction to Management: A Contingency Theory" was published	F. Luthans	1976	From the interconnectedness of the system structure, we should focus on finding the management mode that adapts	Founder of the contingency theory school
"Theory Z" was published	William Ouchi	1981	Democratic management	Founder of Cultural Management

Source: created by author

## 1.2 Competition strategy of a company

Organizations are formed by people working together to achieve the same goal, pooling resources. As a for-profit organization, enterprises have been emerging in the long course of history. Due to the limited market resources, the pursuit of profits and the need for survival and development, to meet the needs of different customers, as well as industry competition and market dynamics, and many other reasons, enterprises have formed a competitive situation. In order to maintain internal coordination and maximize resource mobilization, companies develop a series of strategies, such as competitive strategy, marketing strategy, resource development strategy, etc. The so-called strategy is strategy, strategy, is a series of measures formulated by enterprises for long-term and stable development, in order to achieve the same goal, enterprises can adopt different strategies according to the actual development environment, or make a series of adjustments.

In order to stand out in the fierce market competition, enterprises must choose the right competitive strategy. Hiroji Mitani believes that strategic development is mainly divided into four stages: one is the initial origin, the second is the era of the positioning school, the third is the era of the ability school, and the fourth is the era of positioning and ability integration. [5] The origins of business strategy can be traced back to Henri Fayol in 1917 and Igor Ansoff in 1965. Ansoff's formal concept of "strategic management" laid the foundation for the later development of corporate strategic management theory. In his published book, *Corporate Strategy*, he uses the military term "strategy" to address the focus of how companies should survive in a diverse and complex market. [6] At a time when companies had multiple decision-making models, Ansoff believed that the most important thing for top managers was strategic decision-making, because strategy was "the link between the present and the future." He believes that the first thing is to envision what the company will look like in the future, then to define what

the company will look like now, and then to analyze the gaps between the two and fill those gaps. At the same time, he also proposed the Ansoff matrix.

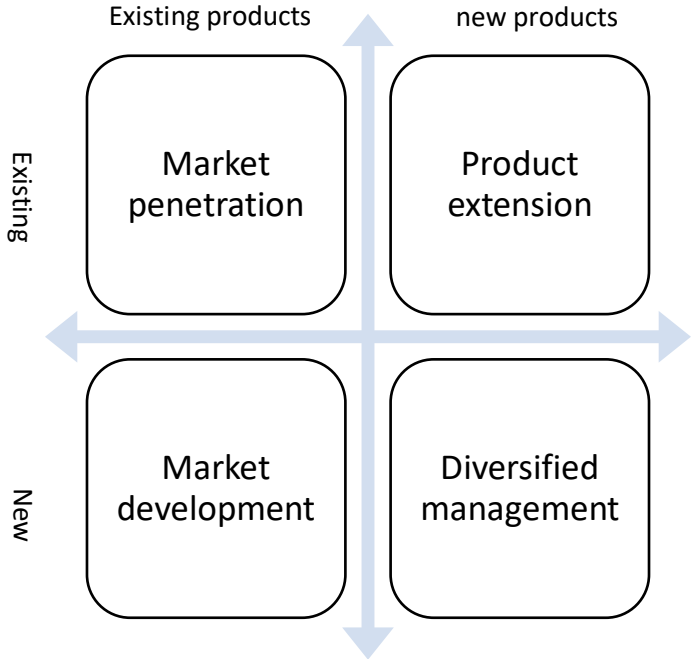


Fig 1.1 Schematic diagram of the Ansoff matrix

Source: created by author

Adopt a market penetration strategy to sell existing products in existing markets. The goal is to increase market share and tap the potential of existing markets. Adopt a product extension strategy to introduce new products in existing markets. By enriching the product lineup, we can meet the diverse needs of the existing market. Adopt a go-to-market strategy to promote existing products in new markets. Expand existing products into a wider range of markets, such as expanding from the middle-aged market to the younger market. Diversify and launch new products in new markets. Avoid the impact on existing markets by offering new products to new markets (See Fig. 1.1)

The strategic theory and SWOT (Strength, Weakness, Opportunity, Threats) analysis framework proposed by Andrews in the book "The Concept of Enterprise Strategy" are known as the "Dawes matrix" and are regarded as an important theoretical

basis for corporate competitive strategy. This theory argues that when developing a strategy, companies should first analyze the external environment and identify which factors provide opportunities for the development of the business and which factors pose threats. By assessing the internal strengths and weaknesses of the organization, strategies are developed to seize opportunities and mitigate threats [7].

A young man named Clarkson at the Boston Consulting Group came up with the theory of the "experience curve". He found that as the production of goods doubled, the manufacturing cost of a single product typically fell by 10%-30%. This means that companies that are the first to rapidly scale up production can gain a cost advantage over their competitors. By predicting how much cost will be reduced by increasing production in the future, companies can also accurately adjust prices and seize market share [8].

However, the widespread use of experience curves often leads to firms focusing too much on expanding production capacity and preemptively entering the state of experience curves through price reductions, ignoring other important strategic factors [9]. Later, Bain, another young man at the Boston Consulting Group, quit his job to found Bain & Company because he was not satisfied with doing business for a short time. Today, McKinsey, Boston Consulting Group, and Bain & Company are the three giants of strategy consulting.

In 1980, Michael · Porter published *Competitive Strategy*, followed by *Competitive Advantage* and *National Competitive Advantage*, which are known as the "Competition Trilogy", which built an unprecedented and complete system of competitive strategy, making Porter a leading figure in the field of strategy [10] [11] [12].

In the "Competition Trilogy", Porter proposes three main strategic models: the "Five Forces Model", the "Three Basic Strategies" and the "Value Chain". First of all, Porter's strategy system is called "competitive strategy", and its core idea is that strategy exists to deal with competition. In an environment where there is no competition,

companies only need to focus on their own operations, but when there is competition, the importance of strategy becomes prominent [10].

Porter divides competition into two categories: one is that companies produce and sell in the same way, provide similar products or services, and the goal is to "strive to be the best"; The other is that enterprises produce and sell in different ways, provide unique products or services, and pursue differentiation. Porter believes that the former is a zero-sum game of operational efficiency, and that there is no real winner in this competition. The latter, through differentiated competition and emphasizing corporate characteristics, is the real contest at the strategic level [11].

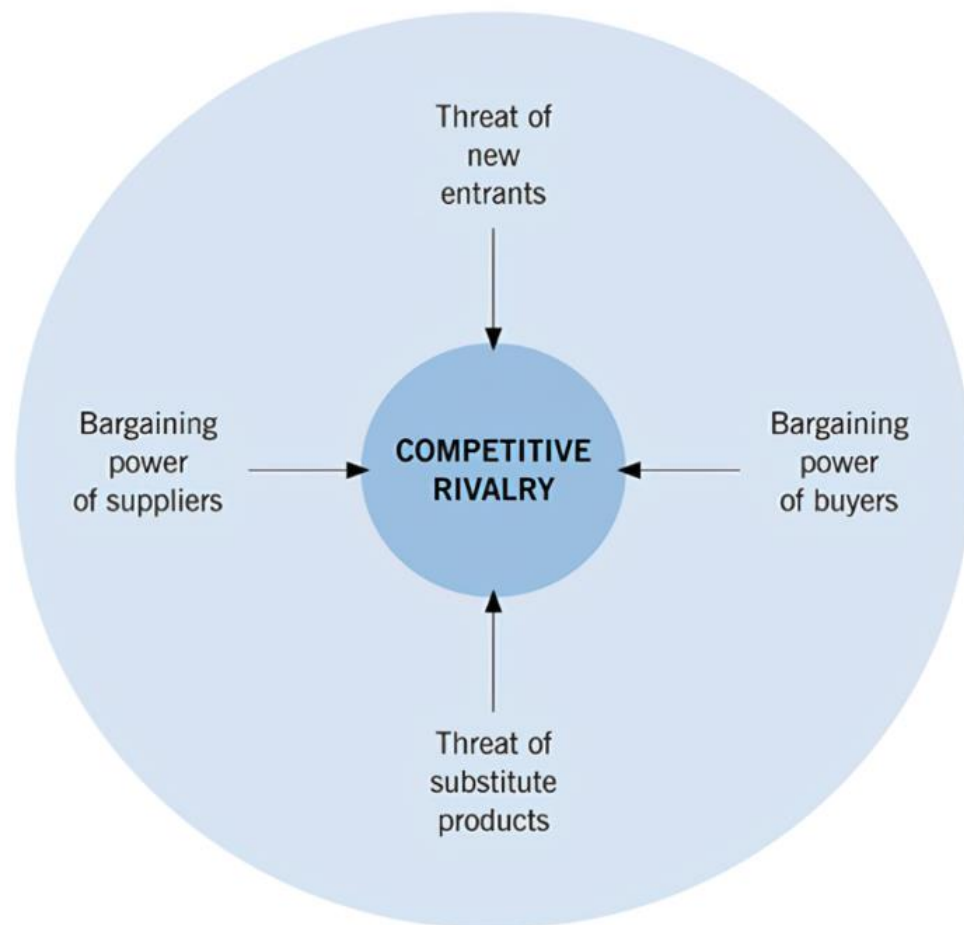


Fig 1.2 PORTER'S FIVE FORCES MODEL

Source: Adapted from M E Porter, *Competitive Strategy*, Free Press, 1980

Porter placed a strong emphasis on the influence of competitors, proposing the concept that there are five categories of potential competitors in the industry. In addition to his direct competitors, he also sees suppliers, buyers, new entrants, and substitutes as competitors and combines them into the famous "Five Forces Model". He believes that it is these forces that together drive the formation of competitive strategies [13].

- Existing competitors: the most direct competitors in the industry.

- Suppliers: Upstream firms, which have strong bargaining power, may adopt a vertically integrated strategy and produce their own critical supplies.

- Buyers: Downstream customers, strong buyers can drive down prices or demand higher added value of products.

- New entrants: Low-barrier industries are prone to attracting new competitors, and companies may invest in brands to enhance customer loyalty.

- Alternatives: Products or services from other industries that have alternative features.

In order to cope with the competition in Porter's "Five Forces Model", Porter proposed three general basic strategies: total cost leadership strategy, differentiation strategy, and target agglomeration strategy [10].

- Total Cost Leadership Strategy: Gain a competitive advantage at a lower cost than your competitors.

- Differentiation strategy: Differentiate yourself from your competitors by offering a unique product or service.

- Target agglomeration strategy: Focus on market segments that competitors have overlooked, and gain an advantage through differentiation or low cost.

These three basic strategies stem from a combination of two dimensions: the source of competitive advantage and the scope of the target market. Although it can be subdivided into four strategies, the scholarship still respects Porter's formulation of the "three basic strategies" [11].

Choosing one or more basic strategy types cannot fully form a competitive strategy, and it must be combined with the "value chain" for specific implementation in order to make the strategy truly take shape. The value chain not only defines the specific operational steps within the enterprise, but is also the core of the business model of the enterprise [11].

Therefore, based on the above, it is not difficult to see that the process of formulating a competitive strategy can be roughly divided into the following steps:

- Industrial pattern analysis: Firstly, by using the "five forces model" to analyze the competitive environment of the industry, and predict the future industrial pattern and its development trend.

- Strategic positioning: Based on the industrial pattern, clarify the favorable position of the enterprise in the industry and determine its own competitive positioning.

- Select the type of strategy: On this basis, the company needs to choose one or more suitable basic strategy types, such as total cost leadership, differentiation or target agglomeration strategy.

- Operational trade-offs: In order to maintain a competitive advantage, companies should prioritize and allocate resources to specific operational activities.

- Build a value chain: By designing a unique value chain, companies are able to integrate internal resources and achieve strategic goals.

- Proportionality and synergy: ensure the coordination and complementarity between various operational activities, so as to enhance the overall competitiveness of the enterprise and form a sustainable strategic advantage.

Table 1.3 gives the comparison of the main scientific schools of strategic enterprise management:

Table 1.3

## The comparison of the main scientific schools of strategic enterprise management

School	Representatives	Advantages	Disadvantages
1. Prescriptive schools			
The design school	A. Chandler, K. Andrews [21, 22]	The simplicity and informality of the process of creating a strategy	A certain abstractness of thinking from action, a low level of flexibility.
The planning school	I. Ansoff [1, 2]	A clear sequence of procedures for developing a strategy.	Fascination with internal procedures at the expense of the actual choice of strategy, strategic creativity.
The positioning school	Sun Tzu [23], K. Clausewitz, M. Porter [15]	Deepening market analysis, competitive advantages of the organization.	The actions of an organization can be "read" by competitors; the role of the internal potential of the enterprise is underestimated.
2. Behavioral schools			
The school of strategy formulation	K. Marx, J. Schumpeter [24]	Best suited for small businesses and niche markets.	Significant dependence of strategic management on the intuition and charisma of the leader.
The cognitive school	L. Simon, G. Davies [25]	Analyze cause and effect relationships when mapping a situation.	Difficulties in changing strategy; complexity of the psychology of knowledge in the mind of the manager-strategist.
The learning school	J. Quinn [26]	Continuous process of improving the strategy.	Learning can become an end in itself, which causes the eternal "incompleteness" of the process of strategy formation.
The authority school	L. Bolman, W. Dill [27], M. Porter [15]	Growth through conflict of interest.	The risk of decline from the effects of conflict and instability.
The school of culture	T. Peters, R. Waterman [28]	Involvement of all employees in the awareness of the organization's strategy	The culture of the organization is usually perceived by the employee as simplistic and partly erroneous.
The school of environment	M. Hannan, J. Freeman [29]	Reorientation from internal factors to the external environment.	Alternative to "choice" since there is only one strategy in each specific environment.
3. Configuration and cooperative strategies schools			
The configuration school	P. Handawall, D. Miller [30]	The synthesis of previous schools. knowledge	By focusing on the "jumps", other important moments of "inter-transformation" may be missed.
The school of cooperative strategies	G. Astley, C. Fombrun [31]	Focusing the strategy on achieving benefits not only for the organization but also for its partners.	The focus may be dispersed on various forms of collaboration and the company may lose its identity.

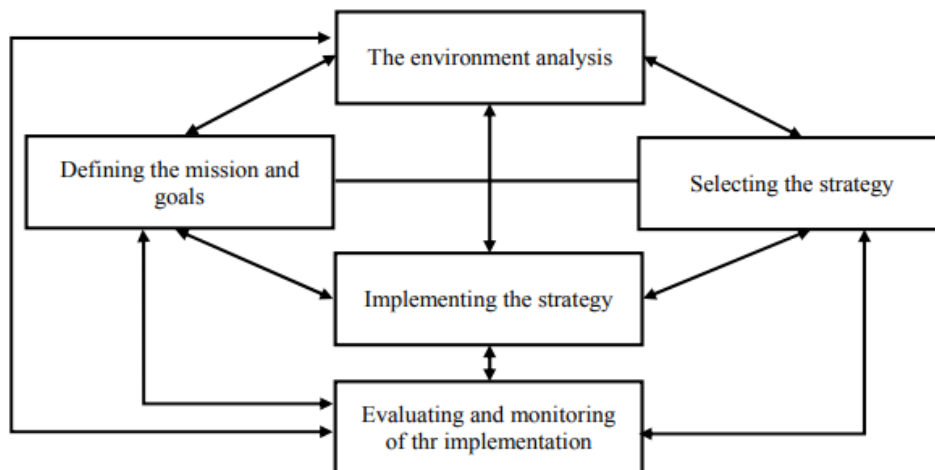


Fig. 1.3. The structure of strategic enterprise management

Source: created by author

### 1.3 Challenges for online business management

With the rapid development of the economy and the rapid progress of science and technology, the digital era has arrived, and online business has gradually become a key means for enterprises to expand the market. E-government, smart city, e-commerce, mobile payment, sharing economy, culture and entertainment..... The network is everywhere and all the time. However, in the face of a complex competitive environment, traditional strategic theories such as Porter's competitive strategy have gradually shown their shortcomings. In terms of management mode and way of thinking, enterprises have been unable to fully adapt to the rapidly changing market and consumer needs. Therefore, companies must accelerate the pace of adapting to the challenges of the digital era and seize the opportunities in this transformation.

First and foremost, the biggest challenge is the rapid change in technology. The rapid pace of technology is one of the most significant challenges in online business. With the continuous development of cutting-edge technologies such as artificial intelligence, blockchain and big data, enterprises must adjust their technical architecture at any time

to cope with the dynamic changes in the market, which also requires a certain degree of flexibility in the organization and management of enterprises. Technological renewal not only brings competitive pressure, but also puts forward higher requirements for the resource allocation and management of enterprises.

Companies need to continue to invest significant funds and resources in staff training and technical equipment upgrades to ensure that they can keep up with technological developments [14]. The "Internet Development Trend Report (2017-2018)" released by the China Academy of Information and Communications Technology pointed out that "intelligence" and "integration" will evolve into the core characteristics of Internet development in the new era, and the global Internet will accelerate into a new era of intelligent integration.

Secondly, it is the technical challenge of how to do a good job in data security and privacy protection. With the popularization of the Internet and the rapid development of information technology, the generation and collection of big data in online business is increasing, including personal information, enterprise information, government information, etc., and data security and privacy protection have become the core issues that cannot be ignored. As digital transactions become more prevalent, businesses collect and process large amounts of private information data from users, and cybersecurity risks increase.

In recent years, cyber attacks have occurred frequently around the world, and enterprises need to make more efforts on how to effectively protect user data and avoid data leakage. Big data security and privacy protection need to face various technical challenges, such as data encryption, data masking, data grouping, etc. These technical challenges require us to evolve new technologies and approaches to solve them. Big data security and privacy protection need to face various challenges in laws and regulations, such as imperfection of laws and regulations, and inconsistency of laws and regulations. These legal and regulatory challenges require us to continuously develop new laws,

regulations, and policies to address. Big data security and privacy protection need to face various organizational challenges, such as insufficient and uncoordinated organizations. These organizational challenges require the development of new organizational structures and mechanisms to address them.

If the economic loss caused by the leakage of the user's personal information data, fraud, etc., will have a negative impact on the development of the enterprise. Cyber security can now even rise to national security, so a series of data encryption, network protection and compliance management have become important issues in enterprise management due to the development of online business. Ensuring compliance with national laws and regulations and improving data protection mechanisms is one of the challenges that enterprises must face in their digital transformation [15].

At the same time, there are unprecedented challenges to consumer trust and brand building. In an online business environment where face-to-face interaction is lacking, consumers are more reliant on a company's brand reputation. Compared with traditional sales models, online transactions rely more on customer evaluation systems and brand reputation, and companies need to win consumer trust through transparent and fair services. There is a significant difference between the online experience and the offline experience, and consumers can only understand through the pictures displayed on the page or product-related information, such as the after-sales experience and feedback of related products, and at the same time, merchants cannot better understand the post-consumer experience of the product. This poses a more severe test to the product improvement and marketing strategy of online enterprises.

Enterprises need to actively encourage consumers to give feedback on product evaluations, and take the initiative to respond to consumer feedback, and use Internet big data to make detailed judgments and analyses of consumers' taste preferences, cultural sensitivities and shopping habits through active interaction, and at the same time, they also need to make timely localized adjustments to products. Therefore, continuously

improving product quality, optimizing customer service experience, and strengthening after-sales guarantee are all key measures for enterprises to establish long-term competitive advantage. In addition, online platform branding is not only an important means for enterprises to attract new customers, but also an important guarantee for retaining loyal customers [16].

Table 1.4

Classification of online business management challenges

<b>Challenge type</b>	<b>Description</b>	<b>Coping strategies</b>
Technology is changing rapidly	Constantly adapt to emerging technologies and stay ahead of the curve	Increase investment in technology and cultivate technical talents
Data security and privacy protection	Protect user data and prevent privacy breaches	Strengthen data encryption and comply with laws and regulations
Consumer trust and brand building	Earn consumer trust through high-quality service and transparent operations	Establish a customer feedback mechanism and strengthen brand management

*Source: created by author*

To sum up, it is not difficult to see that the challenges faced by online business management require enterprises to pay more attention to data confidentiality, management innovation, teamwork and policy flexibility for digital management, and enterprises need to change the original traditional hierarchical system and rigid management model, and advocate employees to use more open and innovative ideas to put forward good management opinions for enterprises, and at the same time strengthen the work spirit of team unity and cooperation.

## CHAPTER 2

### ANALYSIS OF THE CURRENT PRACTICE OF ORGANISATION MANAGEMENT OF THE ENTERPRISE

#### 2.1 Technical and economic characteristics of Alibaba

Alibaba Group was founded in 1999 in Hangzhou, China, by Jack Ma, a former English teacher, and 18 partners from diverse backgrounds. At that time, China's Internet market was just emerging, the concept of e-commerce was not yet popular, and online business was still blank.

Since the early days of the company, the founders have been aware of the huge potential of the Internet and firmly believe that the Internet can be relied on to create a fair market environment, which can enable China's small enterprises to expand their business through innovation and technological strength, and participate more effectively in the competition between China and international markets. Therefore, they created an e-commerce company for small and medium-sized enterprises in China on a B2B model (business-to-business) model, using e-commerce to serve small and medium-sized enterprises. The creation of an online platform for Chinese manufacturers to connect with international buyers also encountered problems such as the lack of full penetration of the Internet, the inconvenience of payment for international transactions, and the lack of corporate trust in cross-border transactions.

In 2003, Alibaba launched Taobao and officially entered the C2C market, competing with eBay at that time. At the same time, Alibaba launched Alipay as a third-party payment tool to solve the payment security problem in e-commerce, which laid the foundation for the rapid growth of its platform. Alibaba went public in Hong Kong in 2007 and continues to expand its business segments. In 2010, Tmall Mall was launched, further consolidating its position in the B2C market. Alibaba has gradually built a

comprehensive ecosystem covering e-commerce, payments, logistics, cloud computing and other fields.

In 2014, Alibaba went public on the New York Stock Exchange, becoming one of the world's largest IPOs. In recent years, Alibaba has not only consolidated its leading position in the domestic market through investment in cloud computing (Alibaba Cloud), big data, artificial intelligence and other technologies, but also expanded its business footprint globally, especially in Southeast Asia and Europe.

In the more than 20 years since its development, Alibaba has been a history of innovation that has continuously broken through itself. They have been committed to integrating digital and real economy with technology, and it is our responsibility to promote the development of the digital real economy. With innovation, we will move towards a green future, do a good job in green Alibaba, strengthen the green value chain, and expand the green ecology. With action, we will go to the hot land, and continue to bring real help to the countryside with solid investment and exploration. His achievements further confirm the management reform and innovation of the digital economy in the era of big data, as well as the application of creativity and flexibility in the process of deepening reform and digital transformation. Today, Alibaba has become one of the world's leading Internet technology companies, not only in the field of e-commerce, but also involved in finance, cloud computing, logistics and other fields.

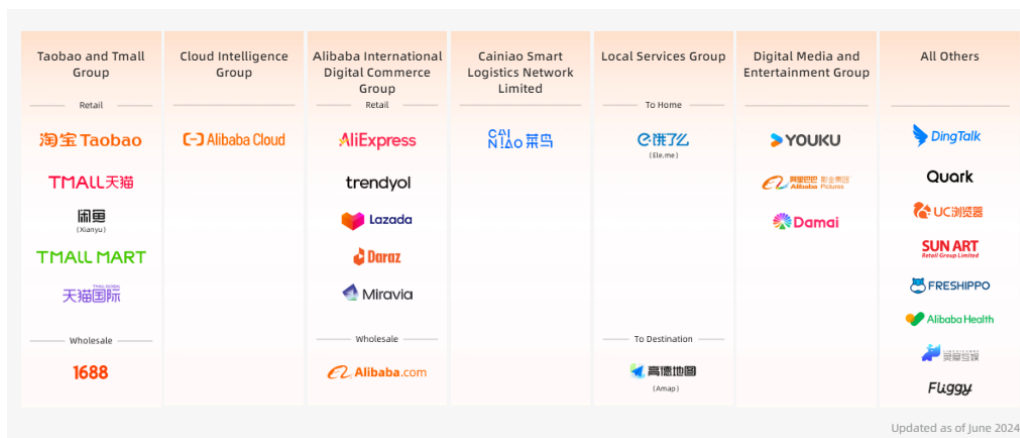


Fig 2.1 Alibaba's business scope

*Source: The picture comes from the official website of Alibaba Group*

From Alibaba's growth experience, it is not difficult to see that its technology and economy can be roughly divided into three stages: the first stage is to use technology to create new business and build basic service facilities for e-commerce transactions; The second stage is cloud innovation, which promotes industrial digitalization and the development of the real economy through Alibaba Cloud. The third stage is to use technology to better serve and give back to society. Alibaba's technology-based economic model is mainly reflected in the synergy of platform economy, digital finance, technological innovation, and smart logistics and supply chain, forming a highly competitive global business ecosystem. This model has not only promoted the transformation and upgrading of China's domestic economy, but also has a profound impact on the development of the global technological economy.

First of all, Alibaba's innovation in the platform economy, using the characteristics of the Internet, through the e-commerce platform, has successfully built a huge multi-sided market, including consumers, merchants, service providers, logistics companies and other stakeholders. Through network effects, the number and activity of Alibaba's platform has grown exponentially, bringing greater market appeal and economic scale.

Alibaba's e-commerce platform uses network effects to drive rapid growth among platform participants. The more frequent the interaction between consumers and sellers, the more attractive the platform becomes, creating a virtuous circle. This process has enabled Alibaba to strengthen its market position and effectively resist the intervention of competitors in the same industry[17]. At the same time, Alibaba's online business model is not limited to a single type of e-commerce platform, but also includes C2C (Multi-level and multi-channel business models such as Consumer to Consumer, such as Taobao), B2C (Business to Consumer, such as Tmall), and B2B (Business to Business, such as Alibaba International Station), enable them to cover the needs of different types

of consumers and merchants. This model has greatly enhanced its economic resilience and market adaptability.

Secondly, Alibaba has also continued to innovate in digital finance, creating a precedent for China's digital finance through Alipay and Ant Financial in its platform economy. Alipay not only solves the problem of e-commerce payment, but also launches diversified financial products through technological innovation, such as Yu'e Bao and Huabei. These products are both convenient for consumers and provide a wide range of financing channels for SMEs and the self-employed.

Alipay and its derived financial services enable hundreds of millions of small and medium-sized enterprises and individual consumers to access the modern financial system, especially in rural and remote areas that are difficult for traditional banks to reach, as well as for transactions in cross-border trade. This innovation has reduced the cost of financial transactions, promoted consumption and economic growth, and enabled more SMEs to go abroad and enter the large market of global trade [18]. Alibaba broke the monopoly of the traditional financial system on the payment system through Alipay, taking advantage of the convenience of mobile and online payments to give birth to a widespread mobile economy. Alipay has contributed to the rise of China's digital economy, and its global expansion has also boosted the development of financial technology in more developing countries.

At the same time, Alibaba is vigorously expanding its technology-driven innovation business. Through technology platforms such as Alibaba Cloud, the entire e-commerce ecosystem has been promoted to develop in the direction of intelligence and digitalization. Alibaba Cloud provides cloud computing, artificial intelligence, big data and other technical services for Alibaba itself and thousands of third-party enterprises, which not only greatly lowers the technical threshold for small and medium-sized enterprises, but also improves the efficiency of the overall economy.

The development of Alibaba Cloud has greatly reduced the IT costs of enterprises, especially small and medium-sized enterprises, and can achieve rapid expansion of online business without the need to build their own servers and manage complex IT infrastructure. This has not only improved the technological efficiency of the economy, but also promoted the digital transformation of the entire industry [19]. Today, Alibaba is also enhancing the intelligence of its platform by collecting and analyzing massive amounts of user data to drive its AI algorithms to optimize its marketing strategies and user experience. This not only enables consumers to enjoy more accurate recommendation services, but also enables merchants to reach their target user groups more efficiently. For example, on the online sales page, merchants can use the platform's own AI technology to design and compile promotional pages, and customize personalized sales copy for consumers in different regions and countries, so as to show the value of the product itself to a greater extent and improve the sales rate, and locate key consumer groups.

In addition to developing online sales business, Alibaba has also developed and promoted logistics and supply chain management business according to its own needs.

Alibaba has established a global intelligent logistics system through the Cainiao network. Incubated in Alibaba's world's largest e-commerce ecosystem, Cainiao has built a global smart logistics network to meet the complex and fast-growing needs of e-commerce logistics through continuous innovation. Cainiao is the world's No. 1 cross-border e-commerce logistics company, with business covering international express delivery, international supply chain, and overseas local services. Through disruptive solutions such as "Global 10 Days" and "Global 5 Days", we help small and medium-sized enterprises to carry out cross-border trade. This system not only covers domestic logistics, but also gradually extends to international supply chain management. Through IoT technology, data analysis and intelligent warehousing systems, Cainiao Network has

improved the efficiency of logistics and transportation, and reduced the transaction costs of merchants and consumers.

Using intelligent logistics, the core innovation of the rookie network lies in its global intelligent logistics system, the rookie's intelligent logistics network has the most advanced technical support, and continues to innovate in the research and development and application of digital technology, through the deployment of independent research and development of intelligent hardware, automation, Internet of Things, artificial intelligence and other advanced technologies, intelligent deployment and control of key network nodes, can handle all kinds of peak demand, provide extraordinary flexibility, Predictability and efficient network operations. Through real-time data monitoring, intelligent scheduling and unmanned warehousing, the accuracy and timeliness of logistics have been greatly improved. Especially during the "Double 11" and other major promotions, the Cainiao network ensured the rapid processing of massive orders, reflecting its technical advantages in large-scale logistics scenarios [20].

While focusing on the development of domestic small and medium-sized enterprises, Alibaba is also actively expanding the international "blue ocean market", expanding its business to overseas markets through cross-border e-commerce platforms and global logistics networks. Its global supply chain management system has helped Chinese enterprises quickly enter the global market, enhanced the international competitiveness of Chinese manufacturing, and added strong impetus to China's economic development. Cainiao is also constantly striving to provide global merchants and consumers with faster, more cost-effective, and greener services.

Table 2.1

## The techno-economic characteristics of Alibaba

<b>Techno-economic characteristics</b>	<b>Description</b>	<b>Make an impact</b>
Platform economy	Connect users around the world through network effects	Increase deal size and market share
Big Data and AI	Accurately analyze user behavior and improve user experience	Optimize operations and increase customer loyalty
Cloud computing technology	Deliver cloud services to drive digital transformation	Expand the business field and improve the ability to export technology
Intelligent logistics network	Optimize supply chain management and improve logistics efficiency	Reduce costs, speed up timeliness, and improve service speed

*Source: created by author*

## 2.2 Analysis of current practice of online business of Alibaba and its competitiveness

Alibaba's online business model spans multiple sub-platforms, including Taobao, Tmall, 1688 and AliExpress, forming a diversified online business ecosystem. Through these platforms, Alibaba has successfully achieved comprehensive coverage of individual consumers (B2C), enterprises (B2B) and cross-border e-commerce (C2C).

<i>(in RMB Mn, except per share data and percentages)</i>	Three months ended Mar 31,			Twelve months ended Mar 31,		
	2023	2024	YoY%	2023	2024	YoY%
Taobao and Tmall Group	89,889	93,216	4%	413,206	434,893	5%
Cloud Intelligence Group	24,742	25,595	3%	103,497	106,374	3%
Alibaba International Digital Commerce Group	18,915	27,448	45%	70,506	102,598	46%
Cainiao Smart Logistics Network Limited	18,915	24,557	30%	77,512	99,020	28%
Local Services Group	12,340	14,628	19%	50,249	59,802	19%
Digital Media and Entertainment Group	4,989	4,945	(1)%	18,444	21,145	15%
All others <sup>(3)</sup>	53,303	51,458	(3)%	197,115	192,331	(2)%
<b>Total segment revenue</b>	<b>223,093</b>	<b>241,847</b>	<b>8%</b>	<b>930,529</b>	<b>1,016,163</b>	<b>9%</b>
Unallocated	232	397		866	1,297	
Inter-segment elimination	(15,125)	(20,370)		(62,708)	(76,292)	
<b>Consolidated revenue</b>	<b>208,200</b>	<b>221,874</b>	<b>7%</b>	<b>868,687</b>	<b>941,168</b>	<b>8%</b>
<b>Income from operations</b>	<b>15,240</b>	<b>14,765</b>	<b>(3)%</b>	<b>100,351</b>	<b>113,350</b>	<b>13%</b>
Share-based compensation expense	7,546	7,123		30,831	18,546	
Amortization and impairment of intangible assets	2,494	2,081		13,504	21,592	
Impairment of goodwill, and others	-	-		3,225	11,540	
<b>Net income</b>	<b>21,996</b>	<b>919</b>	<b>(96)%</b>	<b>65,573</b>	<b>71,332</b>	<b>9%</b>
Diluted earnings per share <sup>(2)(3)</sup>	1.12	0.16	(86)%	3.43	3.91	14%
Diluted earnings per ADS <sup>(2)(3)</sup>	9.00	1.30	(86)%	27.46	31.24	14%
<b>Non-GAAP Measures</b>						
Adjusted EBITA	25,280	23,969	(5)%	147,911	165,028	12%
Non-GAAP net income	27,375	24,418	(11)%	141,379	157,479	11%
Non-GAAP diluted earnings per share <sup>(2)(4)</sup>	1.34	1.27	(5)%	6.82	7.78	14%
Non-GAAP diluted earnings per ADS <sup>(2)(4)</sup>	10.71	10.14	(5)%	54.56	62.23	14%

Fig 2.2 Alibaba Group's latest financial highlights

*Data from Alibaba Group official website March Quarter 2024 Results (May14, 2024)*

Alibaba Group's current online business covers e-commerce, cloud computing, fintech, digital entertainment, logistics and other fields. Its core business segments include Taobao, Tmall, Alibaba Cloud, Cainiao Network, Alipay (Ant Group), etc., which together form Alibaba's strong ecosystem.

The first is Alibaba's e-commerce business. It mainly includes its Taobao and Tmall, as well as other cross-border e-commerce platforms.

Taobao and Tmall are Alibaba's core online businesses, mainly responsible for attracting a large number of consumers and merchants. Taobao mainly caters to small and medium-sized merchants and individual sellers, while Tmall focuses on brands and large and medium-sized enterprises, and the two shopping platforms have slightly different brand positioning. The two platforms carry out a series of marketing activities through online shopping festivals such as "Double 11" and "618". Promoting the development of the online shopping market has also become the main channel for families and young people to shop at present, and even around the world. At present, Taobao and Tmall

dominate the Chinese market compared with other similar shopping platforms, and the sales of "Double 11" in 2023 will once again break the industry record, which also shows its strong market influence.

Through platforms such as AliExpress and Lazada, Alibaba is aggressively expanding its e-commerce business in international markets, especially in Southeast Asia and Europe. The development of cross-border e-commerce is an important part of Alibaba's globalization strategy, and the potential in this area will remain strong in the future.

Secondly, there is Alibaba's cloud computing business, which provides a variety of cloud platform services, including computing, storage, networking, security, databases, big data, artificial intelligence, etc. Alibaba Cloud services cover the world, support customer needs in multiple scenarios, industries, and scales, and facilitate digital transformation and innovation. Alibaba Cloud is the largest cloud computing service provider in China and the third largest in the world. With the acceleration of enterprise digital transformation, the importance of cloud computing in enterprise IT infrastructure is becoming more and more prominent. Alibaba Cloud not only provides technical support for Alibaba's e-commerce ecosystem, but also provides cloud services to external enterprises and government agencies, covering a full range of services from storage and computing to artificial intelligence and big data analytics.

Alibaba's fintech business is also a bright spot. The first is represented by Ant Group, which is the core of financial technology in Alibaba's ecosystem, and its Alipay, one of the world's largest third-party payment platforms, has hundreds of millions of users. We are committed to providing users with a safe and fast electronic payment/online payment/secure payment/mobile payment experience, as well as life service applications such as transfer collection/water, electricity and gas payment/credit card repayment/AA collection. Ant Group provides diversified financial services ranging from payment and wealth management to insurance and lending, and the innovation and inclusiveness of

digital finance have made it have a profound impact on the world. Although Ant Group's IPO plan was once blocked, its market shares and technological advantages still cannot be ignored.

Logistics is an indispensable and important part of the transaction. With the huge demand for logistics brought about by the development of the e-commerce sector, Alibaba has developed the Cainiao network to solve the bottleneck of e-commerce development due to the impact of logistics. The Cainiao Network is Alibaba's layout in the field of logistics, and through the intelligent logistics system and global supply chain network, the Cainiao Network has effectively improved the efficiency of domestic and international logistics.

In addition to its regular business development, Alibaba is also thinking about other industrial markets, and has ventured into digital entertainment and new retail businesses. Youku and Alibaba Pictures are important layouts in the field of digital content, expanding its influence in the digital culture industry through film and television production and online streaming services. In addition, new retail projects such as Hema Fresh are exploring innovative models for future retail through online and offline integration.

Alibaba has become one of the most competitive Internet companies in the world with its comprehensive ecosystem, technological innovation and global presence. However, in the face of a rapidly changing market competition environment and increasingly stringent regulatory policies, especially the regulation of Ant Group and platform monopolies, which have also brought uncertainty to Alibaba's expansion [22]), Alibaba's future growth needs to consolidate its existing advantages while constantly exploring new business growth points Especially innovation and expansion in the global market.

Twelve months ended Mar 31, 2024													
(in RMB Mn, except percentages)	Taobao and Tmall Group	Cloud Intelligence Group	Alibaba International		Cainiao Smart Logistics Network Limited	Local Services Group	Digital Media and Entertainment Group		All Others <sup>(1)</sup>	Total segments	Unallocated <sup>(2)</sup>	Inter-segment elimination	Consolidated
			Commerce Group	Digital Group			Services Group	Entertainment Group					
Revenue	434,893	106,374	102,598	99,020	59,802	21,145	192,331	1,016,163	1,297	(76,292)	941,168		
Revenue YoY%	5%	3%	46%	28%	19%	15%	(2)%	9%			8%		
Adjusted EBITA	194,827	6,121	(8,035)	1,402	(9,812)	(1,539)	(9,160)	173,804	(6,190)	(2,586)	165,028		
Adjusted EBITA YoY Change	5,687	2,020	(3,091)	1,793	3,336	1,250	228	11,223	5,953	(59)	17,117		
Adjusted EBITA YoY% <sup>(3)</sup>	3%	49%	(63)%	N/A	25%	45%	2%	7%			12%		

Twelve months ended Mar 31, 2023													
(in RMB Mn)	Taobao and Tmall Group	Cloud Intelligence Group	Alibaba International		Cainiao Smart Logistics Network Limited	Local Services Group	Digital Media and Entertainment Group		All Others <sup>(1)</sup>	Total segments	Unallocated <sup>(2)</sup>	Inter-segment elimination	Consolidated
			Commerce Group	Digital Group			Services Group	Entertainment Group					
Revenue	413,206	103,497	70,506	77,512	50,249	18,444	197,115	930,529	866	(62,708)	868,687		
Adjusted EBITA	189,140	4,101	(4,944)	(391)	(13,148)	(2,789)	(9,388)	162,581	(12,143)	(2,527)	147,911		

Fig 2.3 Alibaba Group's Revenue

Data from Alibaba Group official website March Quarter 2024 Results (May14, 2024)

Alibaba's biggest competitive advantage lies in its powerful platform ecosystem, which provides platform, logistics, data, AI and other services, realizes closed-loop management of online e-commerce, and even expands its promotional service platform through its digital entertainment market. In line with its user-first strategy, Alibaba has developed systems for brands, merchants, and manufacturers of industrial belts to operate efficiently on online e-commerce platforms, with the goal of providing a shopping experience that meets all consumer needs at attractive prices. Alibaba aims to enhance the user experience by increasing strategic investments in areas such as competitively priced product offerings, customer service, loyalty program benefits, and technology, thereby increasing consumer retention and purchase frequency. Through its vast platform ecosystem, Alibaba has established a comprehensive business layout from e-commerce and payment to logistics and cloud computing. This wide coverage of the business gives Alibaba a strong competitive barrier, and it is difficult for other competitors to replicate its comprehensive capabilities in a short period of time. Alibaba's ecosystem not only enhances business synergies, but also enhances user stickiness. For example, consumers

not only shop on Taobao, but also use Alipay to pay, and even deploy business solutions through Alibaba Cloud, all of which form a huge competitive advantage for Alibaba [20].

The three major technology drivers of technology-driven Internet platform business, AI-driven technology business, and global business network have also brought strong impetus to Alibaba's industry development. Alibaba continues to invest heavily in technology, especially in areas such as cloud computing, artificial intelligence, and big data. In the AI era, Alibaba is actively engaged in technological revolution and product innovation, creating and incubating innovative businesses and technology products to meet the new expectations and needs of the expanding market for products and services. Alibaba Cloud's technological competitiveness has made it not only a leader in the domestic market, but also gradually expanding into the global market. As enterprises around the world accelerate their digital transformation and the demand for cloud computing services is increasing, Alibaba Cloud's strong technical reserves and market experience make it have great potential for future development [21]. For the quarter ended March 31, 2024, Cloud Intelligence Group's revenue was RMB25.595 billion (US\$3.545 billion), up 3% from RMB24.742 billion in the same period in 2023.

<i>(in RMB Mn, except percentages)</i>	<b>Three months ended Mar 31,</b>			<b>Twelve months ended Mar 31,</b>		
	<b>2023</b>	<b>2024</b>	<b>YoY %</b>	<b>2023</b>	<b>2024</b>	<b>YoY %</b>
<b>Revenue</b>	<b>24,742</b>	<b>25,595</b>	<b>3%</b>	<b>103,497</b>	<b>106,374</b>	<b>3%</b>
<b>Adj. EBITA</b>	<b>987</b>	<b>1,432</b>	<b>45%</b>	<b>4,101</b>	<b>6,121</b>	<b>49%</b>

Fig 2.4 Cloud Intelligence Group Alibaba Cloud Computing Financial data

*Data from Alibaba Group official website March Quarter 2024 Results (May14, 2024)*

While Alibaba dominates the domestic market, it has actively promoted its globalization strategy in recent years, especially in emerging markets such as Southeast Asia and Europe. One of Alibaba's visions is to serve 2 billion consumers around the world by 2036, and globalization is an important strategy for Alibaba to seek growth in

the next decade or even two decades. According to the latest financial report of Alibaba Group, Alibaba International Digital Business Group's revenue was 27,448RMBMn, a year-on-year increase of 45%, which is still the most significant growth rate among all businesses. In the quarter ended March 31, 2024, Alibaba's international commerce retail business revenue was 22.278 billion yuan (US\$3.086 billion), an increase of 56% compared to 14.247 billion yuan in the same period in 2023. Cainiao Group's revenue was 24,557RMBMn, a year-on-year increase of 30%, second only to international digital business groups. For the quarter ended March 31, 2024, Cainiao Intelligent Logistics Network Co., Ltd.'s revenue was RMB24.557 billion (US\$3.401 billion), an increase of 30% compared to RMB18.915 billion in the same period in 2023, mainly due to the increase in revenue from cross-border distribution services. However, behind the high growth is the continuous high investment, and globalization is not the proposition of Ali as a company. In the past year, in the face of pressure from established e-commerce companies such as Amazon and eBay, as well as the encirclement of the "Four Tigers Going to Sea" in China, Alibaba's international business, which started at the earliest, also needed to make multiple adjustments to cope with the competition. Alibaba has gradually expanded its e-commerce and logistics network through platforms such as AliExpress and Lazada, forming a multinational business ecosystem. This global layout not only enables Alibaba to be more resilient to risks, but also provides huge space for future market expansion.

<i>(in RMB Mn, except percentages)</i>	Three months ended Mar 31,			Twelve months ended Mar 31,		
	2023	2024	YoY %	2023	2024	YoY %
Revenue	18,915	24,557	30%	77,512	99,020	28%
Adj. EBITA	(319)	(1,342)	(321)%	(391)	1,402	N/A

Fig 2.5 Cainiao Smart Logistics Network Limited( “Cainiao” ) Financial data

*Data from Alibaba Group official website March Quarter 2024 Results (May14, 2024)*

Alibaba's new retail model breaks down the barriers between traditional retail and e-commerce through the integration of online and offline. Alibaba's new retail, represented by Ele.me and Amap, has explored innovative models of omni-channel sales and efficient supply chains, greatly improving the consumer experience. For the quarter ended March 31, 2024, local services group revenue increased 19% year-on-year to RMB14,628 million (US\$2,026 million), driven by Ele.me and Amap. Local Services Group's revenue for the quarter ended March 31, 2024 was RMB14,628 million (US\$2,026 million), up 19% from RMB12.34 billion for the same period in 2023, mainly due to order growth for Ele.me and Amap. This model has been successful in the Chinese market, and it is possible to enter the international market through technology export and cooperation in the future, further enhancing Alibaba's competitiveness.

<i>(in RMB Mn, except percentages)</i>	Three months ended Mar 31,			Twelve months ended Mar 31,		
	2023	2024	YoY %	2023	2024	YoY %
Revenue	12,340	14,628	19%	50,249	59,802	19%
Adj. EBITA	(4,063)	(3,198)	21%	(13,148)	(9,812)	25%

Fig 2.6 Local Services Group Financial data

Data from Alibaba Group official website March Quarter 2024 Results (May14, 2024)

<i>(in RMB Mn, except percentages)</i>	Three months ended Mar 31,			Twelve months ended Mar 31,		
	2023	2024	YoY%	2023	2024	YoY%
<b>Taobao and Tmall Group</b>	<b>89,889</b>	<b>93,216</b>	<b>4%</b>	<b>413,206</b>	<b>434,893</b>	<b>5%</b>
China commerce retail	85,757	88,264	3%	395,352	414,414	5%
- Customer management	60,545	63,574	5%	291,541	304,009	4%
- Direct sales and others <sup>(1)</sup>	25,212	24,690	(2)%	103,811	110,405	6%
China commerce wholesale	4,132	4,952	20%	17,854	20,479	15%
<b>Cloud Intelligence Group</b>	<b>24,742</b>	<b>25,595</b>	<b>3%</b>	<b>103,497</b>	<b>106,374</b>	<b>3%</b>
<b>Alibaba International Digital Commerce Group</b>	<b>18,915</b>	<b>27,448</b>	<b>45%</b>	<b>70,506</b>	<b>102,598</b>	<b>46%</b>
International commerce retail	14,247	22,278	56%	50,933	81,654	60%
International commerce wholesale	4,668	5,170	11%	19,573	20,944	7%
<b>Cainiao Smart Logistics Network Limited</b>	<b>18,915</b>	<b>24,557</b>	<b>30%</b>	<b>77,512</b>	<b>99,020</b>	<b>28%</b>
<b>Local Services Group</b>	<b>12,340</b>	<b>14,628</b>	<b>19%</b>	<b>50,249</b>	<b>59,802</b>	<b>19%</b>
<b>Digital Media and Entertainment Group</b>	<b>4,989</b>	<b>4,945</b>	<b>(1)%</b>	<b>18,444</b>	<b>21,145</b>	<b>15%</b>
<b>All others<sup>(2)</sup></b>	<b>53,303</b>	<b>51,458</b>	<b>(3)%</b>	<b>197,115</b>	<b>192,331</b>	<b>(2)%</b>
<b>Total segment revenue</b>	<b>223,093</b>	<b>241,847</b>	<b>8%</b>	<b>930,529</b>	<b>1,016,163</b>	<b>9%</b>
Unallocated	232	397		866	1,297	
Inter-segment elimination	(15,125)	(20,370)		(62,708)	(76,292)	
<b>Consolidated revenue</b>	<b>208,200</b>	<b>221,874</b>	<b>7%</b>	<b>868,687</b>	<b>941,168</b>	<b>8%</b>

Fig 2.7 Alibaba Group's Revenue Breakdown

Data from Alibaba Group official website March Quarter 2024 Results (May14, 2024)

Table 2.2

## SWOT analysis of Alibaba's online business status and competitiveness

<b>SWOT</b>	<b>Content</b>
Strengths	1. Strong e-commerce ecosystem (Taobao, Tmall dominate)
	2. Technology-driven innovation capabilities (cloud computing, AI, big data)
	3. Global influence of fintech and payment platforms (Alipay, Ant Group)
	4. Global expansion and cross-border e-commerce (AliExpress, Lazada)
Weaknesses	1. The business is overly dependent on the domestic market
	2. Subject to government regulatory restrictions (anti-monopoly, financial regulation)
	3. It is difficult to promote the new retail model (Hema Fresh)
Opportunities	1. Global Expansion and Growth in Emerging Markets (Southeast Asia, South Asia)
	2. Digital Transformation and Cloud Computing Market Development (Alibaba Cloud)
	3. Fintech Innovation and Expansion (Digital Payments, Financial Inclusion, Blockchain)
Threats	1. Intensified domestic competition (JD.com, Pinduoduo)
	2. Global economic uncertainty and competition in the international market (Amazon, regional e-commerce platforms)
	3. Challenges arising from technological developments (information security, privacy issues)

*Source: created by author*

SWOT analysis is a powerful tool through which we can comprehensively evaluate Alibaba in terms of strengths, weaknesses, opportunities and threats. Gain a better understanding of Alibaba's current competitive landscape and future growth potential.

**Advantages:** When we analyzed the current situation of Alibaba's online business above, we have already analyzed Alibaba's advantages. First, a strong e-commerce ecosystem. Alibaba has the world's leading e-commerce platform, and Taobao and Tmall dominate the Chinese e-commerce market. Taobao attracts a large number of users with its large number of merchants and product variety, while Tmall provides a specialized online sales channel for well-known brands. These platforms have strengthened Alibaba's market share and brand influence through the network effect of consumers and merchants. Second, technology-driven innovation. Alibaba has invested heavily in cutting-edge technologies such as cloud computing, artificial intelligence, and big data, and Alibaba Cloud is China's largest cloud service provider with a strong technology infrastructure. Its cloud computing technology not only supports Alibaba's internal business operations, but also provides advanced digital solutions to a large number of enterprises and institutions around the world, resulting in significant revenue growth. Third, the global reach of fintech and payment platforms. As the world's leading third-party payment platform, Alipay provides payment and financial services to hundreds of millions of users. Through Ant Group, Alibaba has achieved great success in the fintech sector, covering a variety of businesses such as online payments, loans, insurance, etc., forming diversified revenue streams and greatly enhancing user stickiness. Finally, the expansion of globalization and the development of cross-border e-commerce business. Through its global supply chain and logistics network, Alibaba has gradually penetrated into more international markets and expanded its business footprint.

**Disadvantages.** Although Alibaba has incomparable advantages, there are also certain limitations to its development due to factors such as the market environment and the industry itself. First, the business is overly dependent on the domestic market. Alibaba's main profit comes from the development of its e-commerce platform, and although Alibaba dominates the Chinese market, most of its revenue still comes from domestic e-commerce business. Despite the growth of cross-border e-commerce, there is

still a certain gap in its influence and competitiveness in the international market compared with global giants such as Amazon. This dependence on the domestic market exposes it to the risk of economic volatility, policy changes and market saturation. For example, the development of China's Dou yin platform and international Tik-tok. Second, it is limited by government regulation to a certain extent. As the Chinese government tightens its antitrust regulations on large tech companies, Alibaba has been restricted in a number of ways, including the market monopoly of e-commerce platforms, the operation of payment platforms, and Ant Group's fintech business. These policies create uncertainty for Alibaba and could impact its long-term profitability. For example, Ant Group's plans to go public in 2000 have been blocked. Finally, it is difficult to promote the new retail model due to regional factors. Due to the lack of technology or the slow pace of market change, consumer acceptance in some second- and third-tier cities in China and international markets is low, resulting in limited business expansion of innovative new retail models that combine online and offline.

Opportunity. Due to its special nature, the Internet business itself has a strong opportunity market. The first is the expansion of globalization and the growth of emerging markets. With the growth of e-commerce demand in the international market, especially in emerging markets such as Southeast Asia and South Asia, Alibaba has great potential to expand in these regions by virtue of its successful overseas platform building experience, which can further increase its global market share. Second, digital transformation and the rapid development of the cloud computing market and AI. Digitalization and technological innovation are inevitable global development trends, with the growth of demand for services such as cloud computing, big data, and artificial intelligence, and technological updates and iterations. With its belief in innovation, high technology and new quality productivity, Alibaba will occupy an important proportion in the field of technology application in the future.

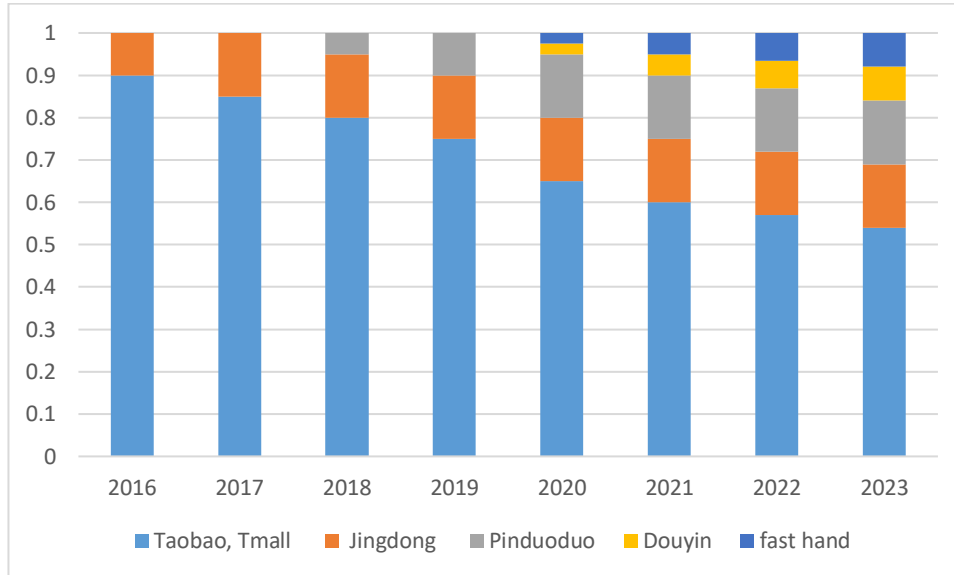


Fig 2.7 Trend of market share of Taobao and Tmall (2016-2023)

*Data sources: company announcements, 36 krypton, focus analysis Zhong tai Securities Research Institute*

Threats. Benefiting from the lack of e-commerce market in China at the time, Alibaba's entrepreneurial path was very successful, attracting other corporate investors to follow suit, and competitors with the same business in the industry gradually developed. The first is the intensification of competition from within China. The competition in the e-commerce market is becoming increasingly fierce, and competitors such as JD.com and Pinduoduo are making efforts in logistics, supply chain management, social e-commerce and other fields, which has brought huge competitive pressure to Alibaba. Pinduoduo has grown rapidly through an innovative social e-commerce model, seizing market share in many third- and fourth-tier cities, while JD.com continues to maintain its competitiveness in the high-end market with its strong logistics and supply chain capabilities. For details, see Table 2.8, the trend of market share change from 2016 to 2023. Second, global economic uncertainty and competition in the international market. The origin of modern e-commerce was in the United States in the 90s of the 20th century. In the early 1990s, American companies began to use the Internet to build e-commerce platforms, Amazon

(Amazon) was founded in 1994, and eBay was founded in 1995, both of which developed much earlier than Alibaba, so his competition came more from the threat of international giants. In addition, global economic uncertainties, trade protectionism, and geopolitical factors may adversely affect Alibaba's international business. Third, the challenges brought about by the rapid iteration of technology. With the rapid development of science and technology, opportunities and challenges brought by emerging technologies such as artificial intelligence and blockchain coexist. Alibaba needs to continue to invest in cutting-edge technologies to maintain its technological leadership, or risk being overtaken by emerging technology companies. In addition, data privacy and information security issues have also become a major challenge for digital platform companies, and any security breach could seriously damage Alibaba's brand reputation and user trust.

To sum up, through the SWOT analysis, it is not difficult to find that Alibaba still has strong competitiveness in the current wave of globalization and digitalization, especially relying on its technological advantages, global market expansion and diversified ecosystem. However, in the face of fierce competition in the market at home and abroad, tightening policies and regulations, and continuous innovation in the field of technology, Alibaba also needs to continue to innovate and optimize its business model in order to maintain its leading position in the global digital economy.

### 2.3 Assessment of online brand reputation of Alibaba

The internet has opened the door for corporate brands to be subject to rigorous and detailed public scrutiny, and brands need to be prepared and equipped to build a good reputation, protect it, and effectively manage public perception. Building and maintaining a good brand reputation is essential to succeeding in an increasingly online world, especially through social media. Especially through the internet and social media, consumers, stakeholders, potential employees, and the general public have access to a

wealth of information about each brand. From online reviews and ratings, social media posts and influencer reviews to viral PR nightmares, advertising and marketing play a vital role in shaping public perception.

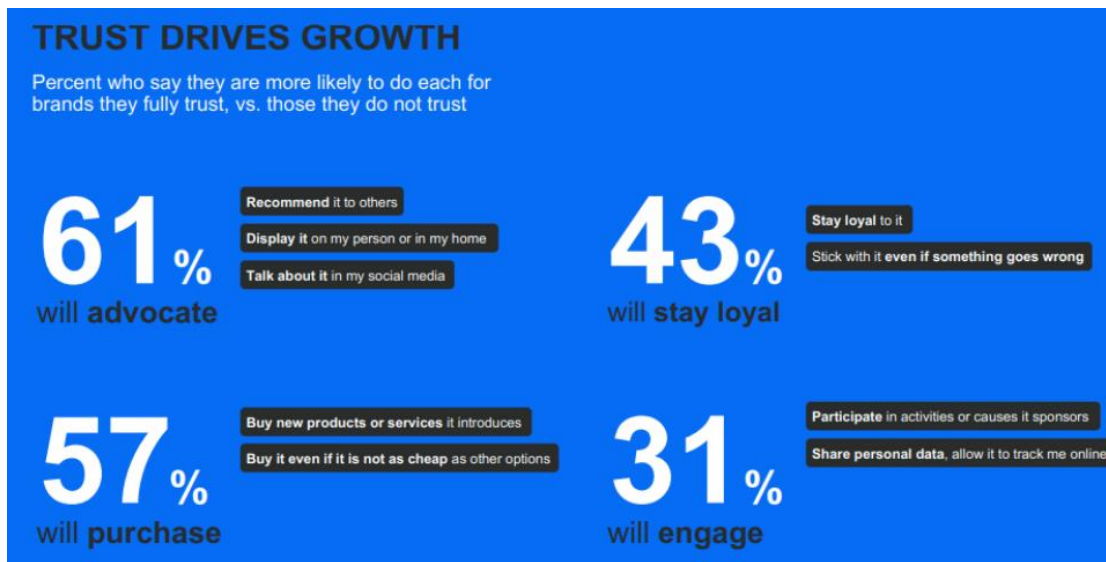


Fig 2.8 Image Source: Edelman 2021 Trust Barometer Report

Brand reputation is an intangible asset that is essential to success and is closely linked to brand value. A good brand reputation means that the brand of a business is considered credible, trustworthy, and desirable. Trust is a key factor that influences how many people buy, loyalty, and whether or not they will champion a brand. Brands that are trusted and seen as credible are not only more profitable, but also more resilient. In times of crisis or economic hardship, buyers will always choose to support brands they trust and feel they can trust. Online brand reputation refers to the overall impression and evaluation of a brand by consumers, users and potential customers in the online environment.

KPI analysis is often used to measure a company's performance in key areas. This article will use data from social media analytics tools (Brandwatch), customer satisfaction surveys (NPS surveys), search engine ranking data (Google Search Console), and user

reviews on Alibaba's platform to evaluate Alibaba's online brand reputation from the following ten dimensions:

- Social mentions
- Sentiment analysis
- Customer satisfaction (NPS score)
- Local search rankings
- Google Page Ranking
- Number of duplicate website visitors
- Online reviews and ratings (quality and quantity)
- Social media reach and engagement
- Share of voice
- Conversion rate

**Social Mentions.** Social mentions refer to how often Alibaba is mentioned on various social media platforms. Using social media analytics tools such as Brandwatch, we can see Alibaba's average monthly mentions on platforms such as Weibo, WeChat, Douyin, and more. According to 2023 data, Alibaba has about 3 million social mentions per month, ranking among the top in the e-commerce industry. Alibaba's total visits last month were 71.8M.

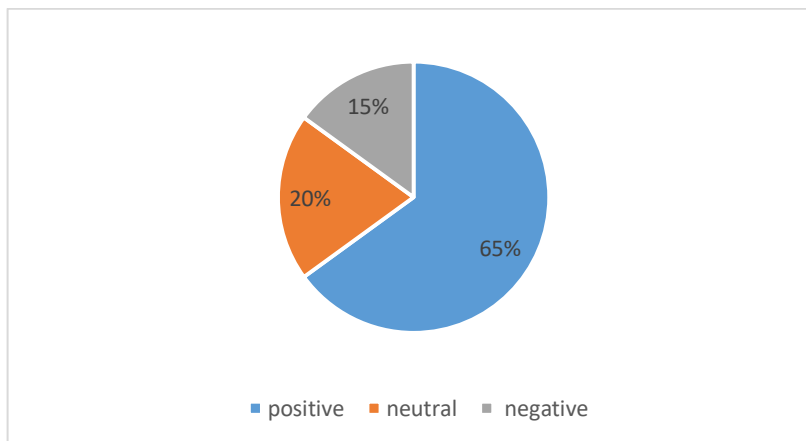


Fig 2.9 Alibaba sentiment ratio

Source: Publicly available social data

**Sentiment Analysis.** Sentiment analysis mainly measures whether users' mentions of Alibaba are positive, neutral, or negative. According to the data, 65% of mentions were positive, 20% were neutral, and 15% were negative. This shows that Alibaba's brand reputation is in a positive state overall. The positive keywords mostly revolve around enthusiastic responses ("fantastic," "fantastic," and "love"), as well as references to Alibaba boss Jack Ma and China, suggesting that the brand's local heritage is a strong selling point for consumers. On the other hand, the negative conversations surrounding Alibaba often involve "fake" or "counterfeit" products, as well as some references to "scams."

**Customer Satisfaction - NPS score.** With the rapid development of the Internet, people's lifestyles are also undergoing tremendous changes. Both individuals and enterprises are constantly pursuing a more perfect user experience, and an efficient feedback mechanism is an important way to achieve user experience optimization. In recent years, NPS (Net Promoter Score) has been widely used as an indicator to measure customer loyalty and satisfaction. Alibaba, China's leading digital economy platform, also makes extensive use of NPS metrics to evaluate user experience and has established a digital NPS system to further improve user satisfaction and loyalty. NPS is a very important criterion to measure whether a product has truly won the approval of users. Alibaba has an NPS score of +70 in 2023, showing high customer loyalty. In comparison, JD.com has an NPS score of +65 and Pinduoduo has a +60 rating.

**Local Search Ranking.** Local search ranking refers to Alibaba's search engine ranking performance in different regions. Alibaba's global Google search rankings and Baidu's local search rankings are very high, especially in e-commerce keyword searches, which are always in the top five.

**Google Page Ranking.** Through the authoritative evaluation of Google Page Rank, Alibaba's official website and its platforms such as Taobao and Tmall have long

maintained the top 50 page rankings in the world, which reflects the high traffic of its website and the trust of search engines.

**Repeat Website Visitors.** According to statistics, the number of repeat visitors to Alibaba accounts for about 40% of the total visits, which indicates that a large number of customers not only visit Alibaba's e-commerce platform, but also return to purchase or browse products many times, which helps to increase brand loyalty.

**Online Reviews and Ratings.** The number of user reviews on Alibaba's platforms is huge, with an average rating of 4.6/5. Negative reviews account for about 12%, which is on par with JD.com and Pinduoduo, but Alibaba's number of positive reviews is relatively high.

**Social Media Coverage and Engagement.** Alibaba's social media reach reaches 85% worldwide. In addition, Alibaba's social media engagement exceeds 1.2 million times per month, especially among younger consumers. Alibaba gets the most social media traffic from Facebook, followed by Youtube and WhatsApp Webapp (PC). Engaging your audience through Instagram can open up new opportunities.

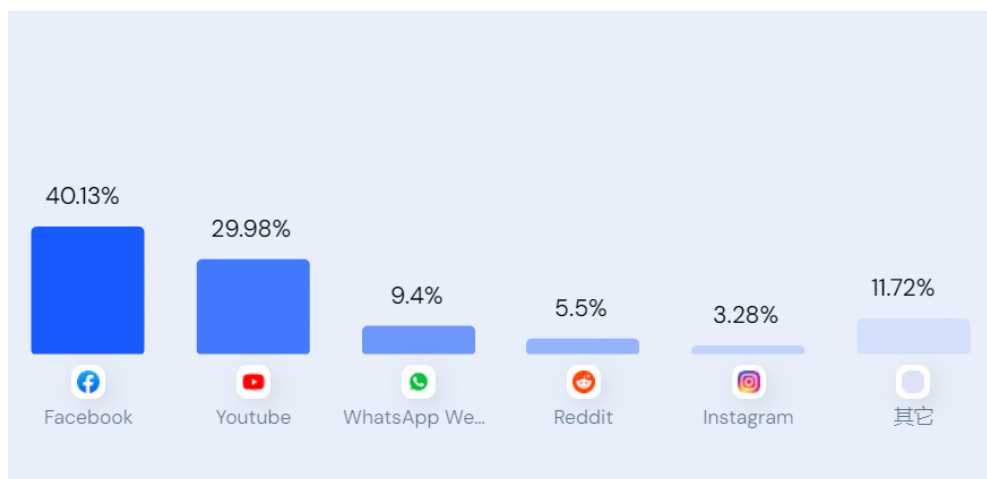


Fig 2.10 Distribution of Alibaba's social networks

*Data source: SimilarWeb*

SOV (Share of Voice) is a marketing metric that measures a brand's visibility or presence in a particular market or industry relative to its competitors. It represents the percentage of a brand's total advertising or media exposure relative to its competitors. It can be used to assess a brand's dominance and effectiveness in advertising campaigns. Use share of voice to measure Alibaba's exposure in the marketplace. Alibaba's voice share in the e-commerce sector is 40%, and it maintains a clear competitive advantage in both the domestic and global markets. Currently, 827 publishers are referring visitors to Alibaba.

Conversion Metrics. Alibaba's e-commerce conversion rate is about 2.8%, which is higher than the industry average (2.3%). A high conversion rate means that users actually make a purchase or sign up after visiting the platform, which reflects the effectiveness of their website and the quality of their user experience.

By analyzing the reputation of Alibaba's brand from the KPIs of the above 10 dimensions, we can see that Alibaba performs well, especially in terms of voice share and number of repeat visitors. In the future, Alibaba can continue to optimize its customer service and user experience, and further improve the reputation and market competitiveness of its online brand.



1. 资料来源：Chnbrand 2024年中国品牌力指数<sup>SM</sup> (C-BPI<sup>®</sup>)

Fig 2.11 2024 China Brand Power Index SM (C-BP)<sup>®</sup> comprehensive e-commerce platform brand ranking Source: Chnbrand China Brand Power Index 2024 sM (C-BP<sup>@</sup>)

## CHAPTER 3

### WAYS OF ENCREASING GLOBAL COMPATITIVENES OF THE COMPANY

#### 3.1 Modern management strategies for increasing global competitiveness of Alibaba

The realization of the global competitiveness of enterprises is a multi-dimensional and all-round strategic process. It requires enterprises not only to have excellent internal operation and management capabilities, but also to have keen market insight and innovation capabilities. In today's globalized business environment, businesses are facing unprecedented challenges and opportunities. In order to stand out from the crowd, companies must build their own internal foundations. This is not only a strategic choice, but also an inevitable requirement for survival and development.

In an increasingly complex world, customers across industries are accelerating their digitalization and transformation. In terms of retail consumption, online shopping is not only a purchase behavior of consumers, but also an indispensable sales channel for physical retailers. For businesses and organizations, digital transformation is accelerating as technology changes the way people live and work. Generative AI, an innovative technology powered by large language models, provides innovative ways to take productivity to the next level, further accelerating the digital transformation of businesses and organizations. These shifts represent tremendous opportunities for growth, but they also require companies to define strategic priorities and strengthen competitive advantage in a more focused, innovative and agile way. With a new organizational and governance structure, Alibaba is actively implementing organizational transformation, focusing more on its core business, injecting more flexibility and unlocking more value into the decision-making process. With environmental, social and governance responsibility as the foundation of its long-term strategy, Alibaba strives to strengthen its leading position in

the three strategic areas of consumption, cloud computing and globalization, and build the necessary strategic core capabilities.

Further optimize organizational change and break through "Norwig's Law". Dr. Peter Norvig, director of Google Research and a senior member of the Association for Computing Machinery (ACM) and an expert in artificial intelligence, said that when a company has more than 50 percent of the market, it can't double its market share. The only way to break through the shackles of "Norwig's Law" is to organize change, liberate human nature, liberate talents, liberate productive forces, and move from endogenous to exogenous. From endogenous to exogenous is the company's development dualism, the technological/commercial transition period applies to the exogenous development model, and the rest of the time to apply the endogenous development model.

Before the advent of the digital economy, corporate management often followed traditional models that were heavily influenced by the industrial age. Traditionally, companies have a hierarchical organizational structure, with power and decisions passed from the top down. Senior management sets the strategy, which is then delegated to various departments. Decisions are usually made by senior management or the board of directors and then communicated to middle management and junior employees. This vertical process can lead to delayed decision-making and loss of information. Corporate management tends to have centralized control and authority, and data collection and sharing are relatively difficult, which leads to limited decision-making.

Alibaba has adopted a flat management structure that encourages open communication and innovation. The company has established a board of directors, which is elected by employee representatives, and this unique leadership structure helps to increase employee participation and accountability. Alibaba Group's businesses were reorganized into six business groups and several business subsidiaries, forming a new "1+6+N" governance framework. [36] "1" refers to Alibaba Group, "6" refers to the six major business groups of Alibaba Cloud Intelligence, Taobao Tmall Business, Local Life,

Cainiao, International Digital Commerce, and Dawen Entertainment, and "N" refers to its multiple business companies, such as Alibaba Health, Sun Art Retail, Freshippo, etc., as well as companies that may be newly established or invested in the future. Each business group has formed its own CEO responsibility system under the leadership of the board of directors, operating independently, clarifying rights and responsibilities, breaking the rules and regulations within the system, liberating productivity, from endogenous to exogenous, and breaking the shackles of "Norwig's law". The new "1+6+N" governance structure is called the "thinnest" organizational structure: shorter decision-making links and faster responses. In the global competitive environment, Alibaba has not only improved the efficiency of internal communication but also enhanced business collaboration through flat organizational structure and matrix management. By simplifying the management hierarchy, the decision-making process is accelerated and the organizational agility is significantly improved. This structure not only adapts to the diversified needs of the global market, but also responds more effectively to market changes, thus laying a solid foundation for the company's global layout.

Talent is the core of development. In fact, the core point of Internet sales is talent. Alibaba put forward a talent point of view, which is called "find a group of ordinary people and do extraordinary things." "With the vigorous development of the local digital economy in various countries, in the process of Chinese enterprises building global brands, "overseas localization" operation and in-depth grasp of the needs and minds of localized users will become an important threshold in the digital era. More and more Chinese students, returnees, and overseas Chinese with international backgrounds are also participating in the event, which has become an important link between Chinese enterprises and overseas local markets. Alibaba understands that global competition relies not only on technology, but also on talent. Through global talent acquisition and training, the company ensures the continuity of technological innovation and market expansion. At the same time, through cultural integration and team building, Alibaba has further

strengthened the cohesion and synergy of its global teams to ensure efficient cooperation in a multicultural context. For example, the "Brand Cross-border Sycamore Program" is a training program initiated by Alibaba's Global Digital Talent for brand cross-border project management talents.

In the process of globalization, Alibaba has always adhered to the two-wheel drive strategy of market expansion and innovation-driven. [23] Despite the complex and volatile global macro environment, Alibaba remains firmly committed to providing multi-layered products and services to consumers around the world, as well as assisting its global merchants and partners. Through its precise presence in emerging markets such as Southeast Asia and its investment in cutting-edge technologies such as cloud computing and AI, Alibaba has transformed from a traditional e-commerce platform to a diversified business. This strategy enables Alibaba to continue to meet the challenges of the global market and maintain its long-term competitive advantage. Alibaba's strong consumer and technology ecosystem supports the company's core globalization strategy.

First of all, we are committed to building a leading digital global supply chain network. The goal is to integrate and upgrade our established network of products and global logistics into a digital global supply chain network, based on major local commodity and logistics hubs, covering various overseas markets. Second, we will continue to invest in artificial intelligence and digital retail technology to promote operational synergy across different operating platforms and markets, and further drive consumer experience innovation. Third, it will focus on key strategic markets such as Southeast Asia and Europe, strategically pursuing growth opportunities with ideal return on investment. There is still a lot of room for growth in e-commerce penetration in most of the major strategic markets. Based on our established business footprint and foundation, our assessment of the growth potential of each local market, and our strategic priorities, Alibaba has increased its investment in certain regional markets to progressively improve its localization capabilities.

Alibaba's global competitiveness largely depends on its innovation management. The company maintains its market leadership by constantly introducing new technologies and business models. For example, Alibaba's "new retail" model has redefined traditional retail by integrating online and offline channels and created new revenue streams for the company [24]. In addition, Alibaba has invested in innovation in multiple technology areas, such as artificial intelligence, Internet of Things and blockchain, which not only enhance the company's internal efficiency, but also help Alibaba further expand its ecosystem.

The retail industry is Alibaba's main business, and retail is strongly dependent on the supply chain, Alibaba's digital supply chain focuses on the whole link of the retail supply chain, and the retail operating system built by Alibaba has become an important infrastructure of the group. Focusing on people, goods and yards, we have built a set of supply chain product systems from digital to intelligent. In terms of business support, Alibaba's digital supply chain division supports the supply chain business of more than 20 BU of the entire group, and at the same time, for more than 600 million consumers, nearly 50,000 external merchants are also providing services for consumers based on this system (2023 data statistics), for example, Tmall supermarket, Tmall Global, Taobao, Tmall, retail, consumer electronics and overseas Lazada and other upper-level businesses are all operating with high quality with the support of Alibaba's smart supply chain. In the face of global operational challenges, Alibaba relies on its strong data analysis capabilities and global logistics network to continuously optimize supply chain management and improve operational efficiency. Through intelligent supply chain management and high-quality customer service, Alibaba has not only been able to reduce operating costs, but also improve the customer experience and ensure continued growth in competitiveness in the global market.

Standardizing development and optimizing the business environment are the foundation of platform enterprises, and only by operating in compliance can they achieve

steady and long-term success. In its global operations, Alibaba uses real-time market monitoring and risk assessment to ensure that its strategy is agile and responsive to external changes. In particular, in the field of data privacy and cybersecurity, Alibaba strictly abides by the laws and regulations of various countries and builds a compliance operation system to reduce legal risks in the global market and ensure the long-term stable development of the enterprise.

Table 3.1

Alibaba's modern management strategy to enhance global competitiveness

<b>Policy category</b>	<b>Specific measures</b>
Organizational structure optimization	Implement flat management, simplify decision-making links, and improve business collaboration and flexibility. Through the "1+6+N" architecture, each business group operates independently, freeing up productivity.
Global Talent Management	Global recruitment and localized operations attract international talents, enhance cultural integration and team collaboration, and improve the efficiency of global teams.
Market expansion and innovation-driven strategy	Strengthen the layout of strategic markets such as Southeast Asia and Europe, promote e-commerce, cloud computing, and AI innovation, and promote business diversification.
Supply Chain & Operations Optimization	Build an intelligent supply chain management system to improve operational efficiency, reduce costs, and strengthen global logistics and service capabilities.
Risk Management & Compliance Operations	Strengthen data privacy and cybersecurity, ensure compliant operations, flexibly respond to changes in the global market, and ensure stable development.

Source: created by author

### 3.2 International experience in online business management

Alibaba's global competitiveness is also due to its experience in international online business management. This includes successful practices in cross-border e-commerce, global supply chain management, and international logistics network construction. This experience has not only helped Alibaba build a strong business network around the world, but also set a benchmark for the development of global e-commerce. Alibaba International Digital Business Group operates a number of retail and wholesale platforms, including AliExpress, Trendyol, Lazada, Daraz, Miravia, and Alibaba.com. In the second quarter of 2024, Alibaba's international business revenue reached 29.293 billion yuan, up 32% year-on-year. This figure not only represents Alibaba's strong expansion in the global market, but also shows that its strategic deployment is gradually paying off. This section will analyze Alibaba's key successes in digital transformation, glocalization strategy, customer orientation, supply chain optimization, compliance management, and cross-cultural management through its internationalization experience.

Digital Transformation and Technological Innovation of International Online Business Management. Alibaba's global success is largely due to its ongoing digital transformation and technological innovation. Through the application of cutting-edge technologies such as cloud computing, big data, and artificial intelligence (AI), Alibaba has provided a solid technical foundation for the expansion of international business.

For example, Alibaba Cloud is an important support for Alibaba's digital transformation [27]. Alibaba Cloud provides a scalable cloud infrastructure for enterprises around the world, enabling them to quickly enter international markets and operate across borders. At the same time, Alibaba's big data analytics platform can effectively process massive amounts of data, and use AI algorithms to help companies optimize supply chains, predict market demand, and improve global operational efficiency.

Globalization and localization strategies for international online business management. When expanding internationally, Alibaba has adopted a strategy that combines globalization and localization. A globalization strategy is the application of global best practices and technical capabilities to different markets, while a localization strategy emphasizes adaptation to local market needs, cultures, and regulations [25].

Alibaba has effectively entered the Southeast Asian market through the acquisition of Lazada, a Southeast Asian e-commerce platform. Through the Lazada platform, Alibaba has not only brought its strong e-commerce technology and supply chain management experience to Southeast Asia, but also provided localized payment methods and user interfaces based on the payment habits and cultural needs of local consumers, successfully winning the hearts and minds of consumers in the region.

In addition, Alibaba has implemented a globally unified back-office system in its international business, but has implemented localization on the front-end to ensure that it can provide personalized services in different cultural contexts. For example, in the Middle East and South Asia, Alibaba has greatly enhanced the shopping experience for consumers by supporting local languages and local payment methods, such as Alipay's cross-border payment solution.

Customer Orientation and Behavior Analysis for International Online Business Management. In international business management, understanding consumer behavior in different cultural contexts is essential for success. Alibaba's behavioral analytics and customer data-driven decision-making models ensure that it can pinpoint global customer needs to provide highly personalized services.

For example, Alibaba, through its Tmall Global platform, collects and analyzes consumers' purchase data and preferences, recommends personalized product portfolios, and optimizes advertising strategies based on users' browsing and purchase history. This customer-oriented approach not only improves the customer experience, but also

effectively increases conversion rates and user loyalty, and strengthens Alibaba's competitiveness in the international market.

Supply chain optimization and global logistics for international online business management. Alibaba's supply chain management capabilities are another key factor in its success in the global market. By integrating global supply chain resources, Alibaba is able to achieve efficient logistics management in international markets, reduce operating costs, and improve delivery speed. Cainiao Smart Logistics Network is Alibaba's global smart logistics platform that uses big data and artificial intelligence technology to monitor and optimize global logistics networks in real time. The platform is able to accurately predict market demand and ensure the timely delivery of international orders through technologies such as intelligent warehousing and automated sorting[26].

Alibaba's global supply chain optimization is also reflected in its in-depth layout of cross-border e-commerce. For example, Alibaba has reduced cross-border transportation time by setting up international warehousing centers in strategic locations around the world, and has improved the efficiency of cross-border logistics and customer satisfaction by optimizing customs clearance and customs processes.

Compliance management and risk control of international online business management. Operating in the international market, companies face the laws, regulations and compliance requirements of different countries. By establishing a robust compliance management system, Alibaba has effectively responded to regulatory challenges in different regions and ensured the legal compliance of its global business.

For example, Alibaba has realigned its data storage and processing processes for the EU's General Data Protection Regulation (GDPR) to ensure that it meets the EU's high standards for data privacy and security. In addition, Alibaba has also quickly adjusted its supply chain management and tariff strategies in the face of trade policy changes in the U.S. market to ensure the continuity of its cross-border e-commerce business.

Alibaba has also invested heavily in cybersecurity, ensuring the data security of its customers around the world through technology and management systems. This not only helps to reduce the operational risk of the enterprise, but also strengthens its credibility and customer trust in the international market.

Talent and cross-cultural management in international online business management. Talent management is an important part of business success in international online business management. Alibaba ensures that it maintains a competitive edge in global business expansion by developing a leadership team with a global perspective and cross-cultural communication skills.

Alibaba's Global Leadership Program focuses on cultivating management talents with multicultural backgrounds, and improving employees' cross-cultural management capabilities through job rotation and cross-departmental cooperation. In addition, Alibaba is building a global talent network to attract outstanding technical and business experts from all over the world to drive the continued development of its internationalization strategy.

Marketing strategy and branding for international online business management. Alibaba has successfully increased its visibility and influence in the global market through innovative branding, online and offline integration, and cross-border collaborations.

Alibaba's global branding strategy is based on its strong e-commerce ecosystem and global technology service capabilities. Through a series of precise brand positioning and marketing communications, Alibaba has successfully established its brand image as the world's leading e-commerce platform[28]. First of all, Alibaba has made full use of its Tmall Global platform in the marketing of major festivals around the world. Alibaba, for example, has successfully expanded its brand to overseas markets through large-scale promotions such as the Singles' Day shopping festival. These activities not only attracted the attention of global consumers, but also made Alibaba's brand image more

international. Alibaba also uses big data analytics and precision targeting through its extensive marketing efforts across media and social platforms to ensure that its ads and content reach their target audiences. Alibaba's international advertising strategy, for example, goes beyond digital advertising and strengthens its presence in emerging markets by partnering with major global media outlets to increase brand exposure.

As part of its global expansion, Alibaba has adopted an integrated online and offline (O2O) marketing strategy, leveraging digital technology to optimize the shopping experience for consumers. By deeply integrating online platforms with offline stores, Alibaba has not only expanded its market coverage, but also increased customer stickiness through a rich user experience [29]. In overseas markets, Alibaba promotes the integration of global merchants with its online platforms through localized O2O marketing. For example, by partnering with offline retailers, Alibaba's consumers can pick up or return goods directly from local partner stores after placing an order, which greatly improves the convenience of cross-border e-commerce and meets the different needs of consumers around the world.

Another highlight of Alibaba's marketing in the international market is its cross-border cooperation and brand linkage strategy. By partnering with leading brands in different industries, Alibaba has not only broadened its business boundaries, but also enhanced its cross-border appeal and global visibility.

A successful example of cross-border cooperation is Alibaba's cooperation with luxury brands [30]. In partnership with luxury brands such as Burberry and Gucci, Alibaba has introduced high-end products to the Chinese market through its e-commerce platform and increased the exposure of these brands in the global market through Tmall Luxury Pavilion. This strategy has made Alibaba not only a global leader in e-commerce, but also a key player in the luxury market. In addition, Alibaba has partnered with the sporting events and entertainment industry, such as becoming an official partner of the Olympic Games and the World Cup. Through the exposure of these world's top events,

Alibaba not only enhanced its international brand image, but also showcased its technology and service capabilities to a global audience, enhancing the international competitiveness of its brand.

Table 3.2

Successful experience in international online business management

<b>Focus on</b>	<b>Content overview</b>	<b>Key Lessons</b>
Big data drives decision-making	Alibaba uses big data analytics to enable market forecasting and user behavior analysis.	1. Real-time data analysis supports accurate decision-making.
		2. Optimize product and service offerings.
Cross-border e-commerce cooperation	Through a global e-commerce platform, Alibaba cooperates with international brands and platforms to achieve a win-win situation.	1. Promote international trade facilitation.
		2. Expand the international market share of the brand.
Localization strategy	Alibaba implements localization strategies in different countries to meet the needs of the local market.	1. Culturally adaptable market entry strategy.
		2. Provide local payment and logistics solutions.
User experience optimization	Continuously improve the online shopping experience of users, and adjust services through data analysis and feedback.	1. Strengthen customer support and after-sales service.
		2. Personalized recommendations enhance user stickiness.
Supply chain management	Alibaba uses technology to optimize supply chain management and improve efficiency and transparency.	1. Use cloud computing and the Internet of Things to improve logistics efficiency.
		2. Transparent supply chain information.
Marketing Strategy & Branding	Employ innovative branding and marketing strategies to increase brand awareness.	1. Integrated online and offline marketing strategy.
		2. Cross-border cooperation and brand linkage.

Source: created by author

### 3.3 Recommendations for developing management of business on the Internet as a factor in increasing the global competitiveness of the company

In recent years, big data, artificial intelligence, the Internet, blockchain, cloud computing and other technologies have developed rapidly, and innovation has also emerged. These technologies are hot topics in this era, not only changing lifestyles, but also promoting the progress of society as a whole [31]. Intelligent transformation and digital transformation are the inevitable trend of modern enterprise development, and major countries and regions around the world are actively accelerating the strategic layout of digital transformation, accelerating the development of digitalization, and making it develop to the national strategic level. Alibaba's success is the best example of this.

The high-quality development of the digital economy is inseparable from the important subject of Internet enterprises. Modern enterprises should promote the deep integration of the digital economy and the real economy, and gradually develop Internet business management. Internet enterprises should work together to promote digital industrialization and industrial digitization, empower the transformation and upgrading of traditional industries, cultivate new industries, new business forms and new models, and strengthen the innovation and application of key digital technologies, so as to seize the new opportunities of the new round of scientific and technological revolution and industrial transformation. In this context, Internet companies have timely changed the traffic thinking dominated by "customer expansion" and "drainage", and transformed to the thinking mode of empowering traditional industries and promoting the development of the real economy supported by digital technology.

The Internet plays a transformative role in improving a company's global competitiveness. Managing business activities online isn't just about digitizing processes; It requires the integration of advanced technologies, the creation of flexible platforms, and the assurance of seamless interactions with customers across the globe. By cultivating

a strategic approach to internet management, companies can reach a wider customer base and operate effectively in different markets. The Internet has enabled businesses to transcend geographical boundaries and enter emerging markets. For example, e-commerce platforms such as Alibaba use online marketplaces to connect buyers and sellers in different regions, significantly lowering barriers to market entry.

Business management on the internet often involves the automation of tasks such as customer service (via chatbots), inventory management, and marketing (through targeted digital advertising). This results in cost savings, increased efficiency, and scalability, all of which increase competitiveness. Alibaba's use of artificial intelligence in logistics and customer service processes illustrates the benefits of automating online business management. The platform processes millions of orders per day while providing round-the-clock customer support, increasing its competitiveness by ensuring operational efficiency [32].

With an internet-based platform, companies can try out new product lines or services at a relatively low cost. This increases the company's ability to innovate and meet changing global market demands faster than traditional business models. For example, Alibaba's cloud services (Alibaba Cloud) provide global enterprises with the infrastructure and tools that enable them to scale operations and innovate more efficiently [33]. This increases global competitiveness by helping other companies leverage Alibaba's digital platforms to improve their operations.

The ability to collect and analyze large amounts of customer data allows companies to refine their marketing and sales strategies. Companies like Alibaba use this data to optimize the customer experience through personalized recommendations, which can significantly improve customer satisfaction and loyalty. Research on the use of customer data in Internet governance shows that companies that prioritize customer data-driven decision-making tend to have a stronger global market position [34]. This data-centric

approach allows them to tailor products and services to local preferences while maintaining global consistency.

Internet-based businesses have the unique advantage of using digital platforms for global brand development. Effective online marketing strategies, such as cross-border partnerships and digital campaigns, help build a company's global reach. Alibaba's 11.11 shopping festival is an iconic example of how online businesses can use digital marketing strategies to increase brand awareness on a global scale, while attracting customers through promotions and collaborations with global brands [35].

## CONCLUSIONS

Through the theoretical basis and analytical tools of operation organization management, this paper takes Alibaba as a business case and analyzes the key factors for Alibaba to become a global Internet online commerce giant.

Combine theory and practice to enhance competitiveness. Alibaba's success stems from its effective application of classical management theories and practical innovation. The basic theories of organizational management, such as hierarchical management and flat organizational structure, have been flexibly applied in Alibaba's global expansion. Alibaba dynamically adjusts its organizational structure to meet the needs of different markets to ensure that it remains competitive in a rapidly changing environment. In the Internet economy, Alibaba has made its organizational structure highly flexible and responsive by integrating different business units and applying innovative technologies, such as big data and cloud computing. This not only improves its intrinsic operational efficiency, but also strengthens its market responsiveness. Alibaba's example illustrates that theoretical knowledge needs to be applied flexibly in practice, and it is also necessary to continuously optimize the operating model of the organization.

Continuously optimize the competitive strategy and market adaptability of the enterprise. Alibaba's competitive differentiation strategy has enabled it to occupy a leading position in the global e-commerce field. Through payment systems (such as Alipay), logistics networks, and innovative shopping festivals (such as 11.11), Alibaba has built a unique business ecosystem. This strategy not only enhances its dominance in the Chinese domestic market, but also establishes a strong brand presence on a global scale.

In addition, an important factor in Alibaba's success is its balance between globalization and localization. By understanding the culture, regulations, and consumer

behavior of the local market, Alibaba is able to flexibly adjust its strategy in different regions, thereby improving its adaptability and competitiveness in the global market.

Continuously improve technological innovation in organizational management. Technology is one of the key drivers of Alibaba's growth. Alibaba has enabled the management and expansion of its global online presence through an innovative technology platform. This includes global support through Alibaba Cloud, a cloud computing platform, and optimizing the customer experience through big data analytics. This technology-based organization enables Alibaba to maintain a high degree of flexibility and innovation in a highly competitive global market.

In addition, Alibaba's continued investment in technology, especially emerging technologies such as artificial intelligence and blockchain, has further strengthened its global competitive advantage. This technology-driven management model not only improves operational efficiency, but also enhances the company's ability to scale globally.

Alibaba's global success has provided valuable lessons for other businesses. Especially in the context of the rapid development of the Internet economy, companies need to learn from Alibaba's organizational flexibility, technology-driven innovation strategy, and balance between globalization and localization if they want to gain a competitive advantage in the global market.

Flexible organization and management are the key to competitiveness. By adapting their business and organizational structure in a timely manner, companies can quickly adapt to changes in the market. Innovative competitive strategies, especially differentiation strategies, can help companies gain a competitive advantage in the global market. The in-depth application of technology is not only an important means to improve operational efficiency, but also the foundation for global expansion. Other companies should invest more in technology, especially in areas such as big data, cloud computing, and artificial intelligence.

The core theme of this paper, the organization and management of Internet business, as an important factor in enhancing the global competitiveness of enterprises, is fully demonstrated in the case of Alibaba. Internet business management is not only about the technical capabilities of enterprises, but also about the strategic adjustment of the global market, the flexibility of the organizational structure, and the global promotion of the brand. By building a strong online platform, Alibaba has not only achieved rapid global expansion, but also continued to promote its global competitiveness through technological innovation, market insights and a flexible management structure.

Alibaba's growth and success show that in today's era of globalization and rapid technological development, enterprises can only gain an advantage in the fierce global market competition through flexible management structure, customer-oriented innovation strategy, and local adjustment of the global market. Other companies can learn from Alibaba's success and pave the way to improve their global competitiveness by learning from its organizational management strategies and culture of innovation.

Thus, all the tasks set at the beginning of the research have been completed and disclosed.

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