

## Case Study Alibaba

Seminar paper from the year 2014 in the subject Business economics - Trade and Distribution, grade: 1,4, Reutlingen University, language: English, abstract: Although, everybody has heard about the cyber giant "Alibaba", the majority is not familiar with the company's business therefore, this paper concentrates on giving some insights about the real impact of the Alibaba group. Firstly, the paper elucidates the company's structure and its latest actions, especially the acquisitions in the ASEAN countries secondly, the paper analyses the meaning of its IPO, as well as the company's impact on the overall economy, focusing especially on Alibaba's strengths and weaknesses; finally, the paper concludes whether the news are over- or underestimating the power of Alibaba, it answers if Alibaba actually have an influence on us and what additional value proposition Alibaba has, aside from being a Chinese version of Amazon.

The internationalization of e-commerce: a case study of the Alibaba groupEdUFRR

We cannot afford to miss the remarkable rise of Chinese business ecosystems. Alibaba and their peers Baidu, Tencent, Xiaomi, and LeEco showcase unprecedented growth and success in China and are expanding their impact globally. With a combined market capitalization of close to 600 billion USD, incubating over 1,000 new ventures and an average annual growth of over 50%, they have become a force to reckon with for the likes of Google, Microsoft, Apple, Amazon, and IBM. Business ecosystem is a frequently used concept to describe the unique competitive advantages of the American technology giants. This book explores not only the application of a business ecosystem approach in the Chinese context but also deals with the key strategic question: How did these five Chinese business ecosystems grow so rapidly and successfully? The book takes the growth and transformation of Alibabas business ecosystem as a focus case in comparison with Baidu, Tencent, Xiaomi, and LeEco. These business ecosystems developed in less than 20 years and transformed from organic growth to rapid expansion by investment and acquisition, entrepreneurship and incubation of new ventures, continuous innovation, and internationalization. This book brings insights and practical lessons on leading, creating, and disrupting markets for corporate executives and professionals in global business, a comparative case study for researchers and students of management, and food for thought on Chinese ways of doing business.

The concept of the Business Ecosystem, which is based on the existence of an orchestrator and the cooperation of various partnerships across industries, has proven itself not only as a young theoretical discipline, but also in practice. Companies such as the Chinese Alibaba Group, which was founded in 1999 by Jack Ma, have recognized that through cooperation a greater value proposition can be offered to the customer. For this reason, Alibaba has improved its original core business of e-commerce and expanded into other industries such as financial services, logistics, and health care. By understanding the customer's movements within different business fields, Alibaba can collect, process, and analyze significant amounts of data relating to their everyday behavior. This allows for the company to offer individualized products and services. This work investigates, as a case study, how Alibaba has developed since its foundation, how its highly complex Business Ecosystem has evolved, and how Alibaba might develop in the future. The main focus is on the analysis of the interactions between the Alibaba-owned companies and its external partners. As a result, the Alibaba case analysis shows that many separate, co-existing Business Ecosystems are embedded within the whole Alibaba Business Ecosystem. A total of five such separate Business Ecosystems are presented in this master thesis and their relative functions are explained. These are Alibaba's FinTech-, logistics-, ecommerce-, new retail-, and consumer centric ecosystems. As a result of this analysis, it was shown that Alibaba has partnerships that are very important for the existence of the ecosystem, but also, on the other hand, that some of their exits are negligible. Furthermore, even though the Alibaba Business Ecosystem is open to everyone, there still exist some exclusions and restrictions, once someone is locked-in to this Business Ecosystem.

Higher employment, economic growth and innovation are fundamental objectives of modern economies. One effective means of attaining these goals is the development of successful entrepreneurs, and this book aims to provide a deeper, research-based understanding of the factors influencing successful entrepreneurship. Mirjam van Praag compares and contrasts the economic theory of entrepreneurship with determinants of successful entrepreneurship derived from empirical evidence, in an attempt to discover what makes for an accomplished entrepreneur. The author's state-of-the-art historical, theoretical and empirical research on successful entrepreneurship - all from a explicit economic perspective - comprehensively addresses questions such as: 'What are the factors that influence individuals' decisions to start a business venture as opposed to working as an employee?' and 'What are the individual characteristics that make one successful as an entrepreneur?' thereby supporting or dispelling various existing myths. Individual factors contributing to the success of entrepreneurs that are considered include, amongst others, human capital, financial capital and psychological traits. The importance of such factors for the various phases of entrepreneurship, including start-up, delivery and performance is also measured.

Seminar paper from the year 2018 in the subject Business economics - Business Management, Corporate Governance, grade: 1.3, University of applied sciences, Cologne, course: International Strategy & Sales Management, language: English, abstract: Expansion into foreign markets is an issue that many companies have to address if they want to offer their products and services not only in domestic markets but also in foreign markets. In order to become successful internationally, various internationalization strategies can be chosen. The first part of the work describes traditional internationalization strategies with the focus on the Uppsala approach as well as a relatively new concept called "Born Globals" from a theoretical standpoint. In the second part of the work, the theoretical learning about Born Globals is applied to practice at the example of the Alibaba Group. The work ends with the conclusion that the Alibaba Group shares the most common behaviors and characteristics of Born Globals.

How e-commerce giant Alibaba is giving grassroots entrepreneurs the power and drive to succeed in the e-commerce

market—and you can, too... The world's largest online trading platform, Alibaba has created an astounding model for enterprise and growth in the 21st century. The story behind Alibaba's incredible success is not only fascinating, it's truly inspiring—especially if you're a small business owner or ambitious entrepreneur who wants to increase sales, satisfy customers, and drive innovation in the e-commerce world. THE ALIBABA WAY will show you: \* How rural villagers with little experience—and even less resources—are lifting themselves out of poverty using Alibaba's online trading site, Taobao.com \* How small local businesses are growing into nationwide industries by adapting to the needs, preferences, and buying habits of Alibaba customers \* How online sellers are finding exciting new ways to “routinize” innovation by using the Alibaba platform to identify trends, customize services, and boost production \* How grassroots individuals can borrow money without a credit record or collateral; and make money by establishing a wealth management account Now available in America for the first time, the case studies and targeted essays in this eye-opening book reveal the greatest sales secrets of China's amazing online successes—secrets that can be used to grow your own small business into a sustainable, global powerhouse. This is the most cost-effective way to make the most of your resources—and take the e-commerce world by storm. This is The Alibaba Way—growing by unleashing grassroots entrepreneurship. It's the ultimate e-commerce success story—a powerful new growth model for small business start-ups and grassroots entrepreneurs. Part eBay, part Google, part PayPal, the Chinese company known as Alibaba was launched by its founder Jack Ma in 1999 in a small apartment with a staff of only eighteen people. It quickly became one of the fastest growing Internet companies in the world, with more than 10 million e-commerce participants and a digital ecosystem serving a hundred million consumers per day. In The Alibaba Way—the first full-length account of this e-commerce phenomenon—you'll go behind the scenes and inside the sites that drive seemingly ordinary online sellers to extraordinary levels of success. Their stories will provide you with not just a road map to riches, but an invaluable lesson in entrepreneurship. You'll learn how to: \* Unleash your entrepreneurial spirit and grow a grassroots empire \* Make innovation a routine of your daily business operation \* Use emerging technologies to expand your company across multiple markets \* Tailor your online presence to meet changing customer's needs and habits \* Increase your productivity by making your vendors more productive \* Go global, get mobile, and turn your e-business start-up into a worldwide success Featuring brilliant insights and advice from global business experts, The Alibaba Way offers American entrepreneurs a rare opportunity to see the latest innovations—and borrow the greatest ideas—from a new generation of young Chinese entrepreneurs inspired by the Alibaba model. You'll learn how to compete with the biggest and the best—even if you have the smallest of budgets—by leveraging the power of microfinance and e-commerce to help level the playing field. You'll hear exhilarating stories from a small rural community transformed by the introduction of Internet access, discovering creative new ways to sell and trade and grow their businesses, the Alibaba way. Most importantly, you'll find practical, proven strategies of online selling that have turned small businesses into major players—and Alibaba into the e-commerce giant it is today. There are so many ways to take your business online. But the best way to make it grow and succeed beyond your wildest dreams is The Alibaba Way. Dr. Ying Lowrey is an Economics Professor at the School of Social Sciences, Tsinghua University, and Deputy Director of Tsinghua Research Center for Chinese Entrepreneurs. Previously she was senior economist at the US Small Business Administration and professor of economics at several US universities. She believes in that the Internet makes small even more beautiful.

How can a company that has never turned a profit have a multibillion dollar valuation? Why do some start-ups attract large investments while others do not? Aswath Damodaran, finance professor and experienced investor, argues that the power of story drives corporate value, adding substance to numbers and persuading even cautious investors to take risks. In business, there are the storytellers who spin compelling narratives and the number-crunchers who construct meaningful models and accounts. Both are essential to success, but only by combining the two, Damodaran argues, can a business deliver and sustain value. Through a range of case studies, Narrative and Numbers describes how storytellers can better incorporate and narrate numbers and how number-crunchers can calculate more imaginative models that withstand scrutiny. Damodaran considers Uber's debut and how narrative is key to understanding different valuations. He investigates why Twitter and Facebook were valued in the billions of dollars at their public offerings, and why one (Twitter) has stagnated while the other (Facebook) has grown. Damodaran also looks at more established business models such as Apple and Amazon to demonstrate how a company's history can both enrich and constrain its narrative. And through Vale, a global Brazil-based mining company, he shows the influence of external narrative, and how country, commodity, and currency can shape a company's story. Narrative and Numbers reveals the benefits, challenges, and pitfalls of weaving narratives around numbers and how one can best test a story's plausibility.

In an increasingly volatile, uncertain, complex and ambiguous world, achieving sustainable competitive advantage has never been more important, or more difficult. However, the key challenge for CEOs, senior executives and HR professionals is how to unlock the potential of their people, building a culture that allows employees to perform to the best of their abilities and effectively attract, engage, develop and retain the staff needed for sustainable business success. Building an Outstanding Workforce is a must-have guide for all professionals looking to leverage the potential of their people and maximise value for all stakeholders. Including evolutionary psychology, neuroscience and personality psychology, this book takes an evidence-based approach to people management. With practical guidance, expert advice and case studies from companies including Alibaba, Barclays Banking Group, Patagonia, Tata Group and Qantas, Building an Outstanding Workforce covers all the key issues including how to tailor people management to address the motivations of different generations, the impact of emergent technology on the workforce, the shift in the skills employees now need to learn and develop and how to handle the new challenges of remote and flexible working and the gig economy. There is also essential coverage of strategic workforce planning, people risk, people analytics, human capital reporting, the employer brand and employee value proposition and the benefits of embracing diversity and inclusion, well-being and other aspects of corporate and social responsibility. It presents a new people-focused framework for people management that redefines the structure, roles and responsibilities of human resource management and addresses the problems of role ambiguity and conflict associated with HR to deliver people management that everyone needs and deserves.

You think you have a winning strategy. But do you? Executives are bombarded with bestselling ideas and best practices for

achieving competitive advantage, but many of these ideas and practices contradict each other. Should you aim to be big or fast? Should you create a blue ocean, be adaptive, play to win—or forget about a sustainable competitive advantage altogether? In a business environment that is changing faster and becoming more uncertain and complex almost by the day, it's never been more important—or more difficult—to choose the right approach to strategy. In this book, The Boston Consulting Group's Martin Reeves, Knut Haanæs, and Janmejaya Sinha offer a proven method to determine the strategy approach that is best for your company. They start by helping you assess your business environment—how unpredictable it is, how much power you have to change it, and how harsh it is—a critical component of getting strategy right. They show how existing strategy approaches sort into five categories—Be Big, Be Fast, Be First, Be the Orchestrator, or simply Be Viable—depending on the extent of predictability, malleability, and harshness. In-depth explanations of each of these approaches will provide critical insight to help you match your approach to strategy to your environment, determine when and how to execute each one, and avoid a potentially fatal mismatch. Addressing your most pressing strategic challenges, you'll be able to answer questions such as: • What replaces planning when the annual cycle is obsolete? • When can we—and when should we—shape the game to our advantage? • How do we simultaneously implement different strategic approaches for different business units? • How do we manage the inherent contradictions in formulating and executing different strategies across multiple businesses and geographies? Until now, no book brings it all together and offers a practical tool for understanding which strategic approach to apply. Get started today.

A compelling profile of an emerging Chinese competitor Chinese firms are reinventing their business models, their corporate cultures, and themselves, becoming global competitors who increasingly offer knowledge rather than cheap labour in their quest to join the ranks of the "world's best" companies. This book offers a compelling profile of the most ambitious of these emerging Chinese competitors, the Haier Corporation (the world's largest manufacturer of home appliances), and shares insights on how one organization has repeatedly reinvented its business model and corporate culture in an effort to sustain its success.

Reinventing Giants provides an exclusive look within the Haier Corporation and shows how managerial accountability and responsibility have been repositioned at every level of the organization, with the core value of market-centricity, while aligning strategy on each level of management. It includes actual work reports that show this process in detail from the ground up. The authors emphasize how a belief in the liberation of employee talent has consistently been the driving force underlying Haier's success. Includes the remarkable story of Haier's turnaround and how these lessons can be applied to other organizations Contains information for any company grappling with competition in the global marketplace Shows how to liberate employees' talent to drive business success Written by Bill Fischer, Professor of Innovation Management at IMD in Switzerland, Umberto Lago, Professor of Management at Bologna University, Italy, and Fang Liu, Research Associate of IMD Reinventing Giants helps global managers rethink their own business models and accompanying corporate cultures in order to be able to apply Haier's lessons directly to their own organizations.

How Strategy Works in an Interconnected, Automated World Leaders already know that the classic approach to strategy--analyze, plan, execute--is losing relevance. But they don't yet know what replaces it. As everyone and everything becomes more interconnected and digitized, how do you operate, compete, and win? Ming Zeng, the former Chief of Staff and strategy adviser to Alibaba Group's founder Jack Ma, explains how the latest technological developments, such as artificial intelligence, machine learning, the mobile internet, and cloud computing are redefining how value is created. Written especially for those outside the technology industry or the startup arena, this book introduces a simple, overarching framework to guide strategy formulation and execution in this data-rich and highly interactive environment. Revealing the revolutionary practices that he and his team have developed at Alibaba, Zeng shows how to: Automate decisions through machine learning Create products informed by real-time data from customers Determine the right strategic positioning to maximize value from platforms and suppliers Repurpose your organization to further human insight and enable creativity Lead your company's transformation into a smart business With insights into the strategies and tools used by leaders at Alibaba and other companies such as Ruhan and Red Collar, in a variety of industries from furniture making to banking to custom tailoring, Smart Business outlines a radically new approach to strategy that can be applied everywhere.

This casebook demonstrates that the future of global business lies in how well the multinational landscape is charted and how the importance of Asian market leaders is deeply embedded in it. It offers international management students and researchers an extensive guide to the business history, strategy development, and foreign market entry modes used by emerging Asian multinationals. The cases focus on well-known companies such as Lenovo, Alibaba, Infosys, Huawei, Panasonic, and Rakuten. These companies, all of which generate huge revenues in their own countries (e.g. in China, India, South Korea, Taiwan, Vietnam), are now becoming increasingly sophisticated and striving to become global brands, while also enjoying the active support of their governments in terms of their international business. Readers will learn about the current multinational landscape in Asia, the management challenges, and the future implications for traditional western companies seeking to retain their market share. Chapters on corporate entrepreneurship, human resource management and intercultural competence, and current branding trends in Asia will provide a cutting-edge update on international business strategy for students and practitioners alike.

This original book presents in-depth research into thirteen successful Chinese private enterprises through interviews with their founder-entrepreneurs. While Chinese economic growth has focused primarily on governmental policies and institutional factors, Leadership of Chinese Private Enterprises proposes that the success of these firms was primarily due to the 'visible hands' of these entrepreneurs. The authors present insights into the managerial realities of four separate industries- Financial and insurance, IT and e-commerce, construction and real estate, and consumer goods. Through a critical evaluation of interviews, this book identifies the managerial recipe for entrepreneurial success in competitive and inhospitable environments and offers a model of private firm leadership and leadership principles that guide their strategies and relationships.

In just a decade and half Jack Ma, a man who rose from humble beginnings and started his career as an English teacher, founded and built Alibaba into the second largest Internet company in the world. The company's \$25 billion IPO in 2014 was the world's largest, valuing the company more than Facebook or Coca Cola. Alibaba today runs the e-commerce services that hundreds of millions of Chinese consumers depend on every day, providing employment and income for tens of millions more. A Rockefeller of his age, Jack has become an icon for the country's booming private sector, and as the face of the new, consumerist China is courted by heads of state and CEOs from around the world. Granted unprecedented access to a wealth of new material including exclusive interviews, Clark draws on his own first-hand experience of key figures integral to Alibaba's rise to create an authoritative, compelling narrative account of how Alibaba and its charismatic creator have transformed the way that Chinese

exercise their new found economic freedom, inspiring entrepreneurs around the world and infuriating others, turning the tables on the Silicon Valley giants who have tried to stand in his way. Duncan explores vital questions about the company's past, present, and future: How, from such unremarkable origins, did Jack Ma build Alibaba? What explains his relentless drive and his ability to outsmart his competitors? With over 80% of China's e-commerce market, how long can the company hope to maintain its dominance? As the company sets its sights on the country's financial and media markets, are there limits to Alibaba's ambitions, or will the Chinese government act to curtail them? And as it set up shop from LA and San Francisco to Seattle, how will Alibaba grow its presence and investments in the US and other international markets? Clark tells Alibaba's tale within the wider story of China's economic explosion—the rise of the private sector and the expansion of Internet usage—that have powered the country's rise to become the world's second largest economy and largest Internet population, twice the size of the United States. He also explores the political and social context for these momentous changes. An expert insider with unrivaled connections, Clark has a deep understanding of Chinese business mindset. He illuminates an unlikely corporate titan as never before, and examines the key role his company has played in transforming China while increasing its power and presence worldwide.

The first in-depth look at the multibillion-dollar company Alibaba.com—known to many as "China's eBay"—and the inspirational story behind the man who created it. A bestseller in China and now translated into English and updated with recent events, *Alibaba* by Liu Shiyong and Martha Avery tells the remarkable story behind the Internet phenomenon Alibaba.com and its founder Jack Ma, a man *Barron's* named one of the World's Top 30 CEOs in 2008. Ma's rise to prominence presents a riveting story: Despite growing up in China during the Cultural Revolution—in a period of total state control of the economy—he developed the keen entrepreneurial instincts that propelled him to billionaire status and enabled him to build a company outside the usual government channels. These instincts and habits incorporated martial arts training and allowed him to recognize, early on, that the Internet could leverage his company to rapid growth and also transform the way business is done around the world. Alibaba.com, where businesses can buy and sell everything from air beds to zippers, started with a modest initial investment of \$60,000 and has grown exponentially since its founding in 1999 to become the world's biggest business-to-business Web site. In 2007 it became the second largest IPO in history (after Google), and *Fast Company* has named it one of the world's most innovative companies. As a result, smart investors and technology insiders will be keeping a close eye on Alibaba for years to come. Whether you're seeking to understand China's meteoric rise, or just searching for the next Google, Yahoo!, or Amazon, *Alibaba* is crucial reading.

10 Case Studies on Chinese Companies Breaking the Mold, by professors and researchers from the Cheung Kong Graduate School of Business. The companies profiled include Huawei, Midea, Haier and Tujia.

China's rise as an economic superpower has caused growing anxieties in the West. Europe is now applying stricter scrutiny over takeovers by Chinese state-owned giants, while the United States is imposing aggressive sanctions on leading Chinese technology firms such as Huawei, TikTok, and WeChat. Given the escalating geopolitical tensions between China and the West, are there any hopeful prospects for economic globalization? In her compelling new book *Chinese Antitrust Exceptionalism*, Angela Zhang examines the most important and least understood tactic that China can deploy to counter western sanctions: antitrust law. Zhang reveals how China has transformed antitrust law into a powerful economic weapon, supplying theory and case studies to explain its strategic application over the course of the Sino-US tech war. Zhang also exposes the vast administrative discretion possessed by the Chinese government, showing how agencies can leverage the media to push forward aggressive enforcement. She further dives into the bureaucratic politics that spurred China's antitrust regulation, providing an incisive analysis of how divergent missions, cultures, and structures of agencies have shaped regulatory outcomes. More than a legal analysis, Zhang offers a political and economic study of our contemporary moment. She demonstrates that Chinese exceptionalism—as manifested in the way China regulates and is regulated, is reshaping global regulation and that future cooperation relies on the West comprehending Chinese idiosyncrasies and China achieving greater transparency through integration with its Western rivals. "Over the past two decades, an unprecedented burst of entrepreneurialism has transformed China's economy from a closed, impoverished, state-run system into a major power in global business. As products in China become more and more sophisticated, and as its companies embrace domestically developed technology, we will increasingly see Chinese goods setting global standards. Meanwhile, companies in the rest of the world wonder how they can access the fast-rising incomes of China's 1.3 billion consumers. Now Edward Tse, a leading global strategy consultant, reveals how China got to this point, and what the country's rise means for the United States and the rest of the world"--

Tips, stories, and strategies for the job that never ends. When it comes to being a working parent, there are no right answers to the tough questions you grapple with, from how to get your toddler out the door to supporting your teen through struggles with their peers to whether or not to accept that big promotion—and the extensive travel and long hours that come with it. But there are answers that are right for you and your family. The HBR Working Parents Series Collection assembles the ideas and strategies you need to help you get ahead—and get through the day. Included in this set are *Managing Your Career*, *Getting It All Done*, and *Taking Care of Yourself*. This compilation offers insights and practical advice from world-class experts on the topics that matter most to working parents including making decisions at home and at work that align with your priorities; navigating tradeoffs—and managing the feelings that come with them; developing strategies for managing both the details of your day and the long-term view of your career; finding time for personal development; and making career choices that work for you—and your family. The HBR Working Parents Series supports readers as they anticipate challenges, learn how to advocate for themselves more effectively, juggle their impossible schedules, and find fulfillment at home and at work. From classic issues such as work-life balance and making time for yourself to thorny challenges such as managing an urgent family crisis and the impact of parenting on your career, this series features the practical tips, strategies, and research you need to be—and feel—more effective at home and at work. Whether you're up with a newborn or touring universities with your teen, we've got what you need to make working parenthood work for you.

The information and digital age is shaped by a small number of multinational enterprises from a limited number of countries. This volume covers the latest insight from the International Business discipline on prevailing trends in business model evolution. It also discusses critical issues of regulation in the new information and digital space.

Get to better, more effective strategy. In nearly every business segment and corner of the world economy, the most successful companies dramatically outperform their rivals. What is their secret? In *Better, Simpler Strategy*, Harvard Business School professor Felix Oberholzer-Gee shows how these companies achieve more by doing less. At a time when rapid technological change and global competition conspire to upend traditional ways of doing business, these companies pursue radically simplified strategies. At a time when many managers struggle not

to drown in vast seas of projects and initiatives, these businesses follow simple rules that help them select the few ideas that truly make a difference. Better, Simpler Strategy provides readers with a simple tool, the value stick, which every organization can use to make its strategy more effective and easier to execute. Based on proven financial mechanics, the value stick helps executives decide where to focus their attention and how to deepen the competitive advantage of their business. How does the value stick work? It provides a way of measuring the two fundamental forces that lead to value creation and increased financial success—the customer's willingness-to-pay and the employee's willingness-to-sell their services to the business. Companies that win, Oberholzer-Gee shows, create value for customers by raising their willingness-to-pay, and they provide value for talent by lowering their willingness-to-sell. The approach, proven in practice, is entirely data driven and uniquely suited to be cascaded throughout the organization. With many useful visuals and examples across industries and geographies, Better, Simpler Strategy explains how these two key measures enable firms to gauge and improve their strategies and operations. Based on the author's sought-after strategy course, this book is your must-have guide for making better strategic decisions. This case explores how Alibaba Group has nurtured the creation of a business ecosystem to underpin the success of its Taobao Marketplace and Tmall.com e-commerce businesses that have come to dominate on-line shopping in China.

Global service-based firms are often 'born global,' and these organizations have developed integrated global strategies based on industry relationships, in order to thrive in new environments. Focusing on these global strategies, this textbook explores the workings of modern service businesses, presenting theoretical management concepts alongside illustrative examples. Original case studies from a range of global sectors, including Starbucks and Facebook, as well as broader studies, such as healthcare in Japan, provide practical insights into the art of thriving as a global business. Written by a leading expert in the field, this multidisciplinary text is a vital read for all scholars and students wishing to view strategic relationships from the focal point of service industries.

This book examines the political-economic dynamics in the development of a leading global Internet giant: Alibaba. As both a prominent example of, as well as providing the basic infrastructure for, China's outward expansion, Alibaba demonstrates the complex interplay between different state agencies and units of capital in the context of the rise of global China. Hong Shen investigates the development and expansions of Alibaba and discusses how Alibaba has not only become a leader of China's increasingly globalizing internet but has also increasingly served as a basic infrastructure model for other Chinese companies to go global. Shen also addresses how this process has been constantly shaped and reshaped by complex state-capital interactions along the way. This book shows how different units of capital, both inside and outside of China, have interacted with Alibaba's developmental strategies and illustrates how different state agencies, both domestic and international, have enabled or constrained the company's development, especially its global expansion. This book will appeal to students and scholars of critical political economy of media, global media and digital industries, communication, technology and society, and internet studies. It will also be relevant to policy-makers working in the arena of global internet and trade policies.

Venture Capital funds are the fastest growing sector of the financial industry, and possibly the least understood. In this book, the author provides a primer on what some of the world's best venture capitalists have in common. How do the world's top venture capitalists consistently obtain supernormal returns? How do they add value to entrepreneurs they have backed? Why is a top venture capitalist like a skilled chef? How did Lip Bu Tan, when he was Chairman of Walden, manage to invest in Creative Technology, despite the CEO's aversion for VCs? How did Nam Ho, Founder and Managing Partner of Altos Venture, turn an introduction by a Stanford Business School professor into a venture capital firm managing a quarter billion dollars of capital? How does Bing Gordon, Partner at Kleiner Perkins Caufield & Byers and author of the business plan that resulted in KPCB's investment in Electronic Arts, time exits properly? Why did Soo Boon Koh, Managing Director of IGlobe Ventures, back a GPS company which was filing for Chapter 11, in the post 9-11 market? The Way of the VC: Having Top Venture Capitalists on Your Board is essential reading for venture capital practitioners, including partners, principals, analysts, consultants and limited partners--both institutional and private. It is also useful to students of finance who want a better understanding of what goes on in the venture capital world.

Rooted in strategic management research, Business Model Innovation explores the concepts, tools, and techniques that enable organizations to gain and/or maintain a competitive advantage in the face of technological innovation, globalization, and an increasingly knowledge-intensive economy. Updated with all-new cases, this second edition of the must-have for those looking to grasp the fundamentals of business model innovation, explores the novel ways in which an organization can generate, deliver, and monetize benefits to customers.

"a provocative new book" -- The New York Times AI-centric organizations exhibit a new operating architecture, redefining how they create, capture, share, and deliver value. Marco Iansiti and Karim R. Lakhani show how reinventing the firm around data, analytics, and AI removes traditional constraints on scale, scope, and learning that have restricted business growth for hundreds of years. From Airbnb to Ant Financial, Microsoft to Amazon, research shows how AI-driven processes are vastly more scalable than traditional processes, allow massive scope increase, enabling companies to straddle industry boundaries, and create powerful opportunities for learning--to drive ever more accurate, complex, and sophisticated predictions. When traditional operating constraints are removed, strategy becomes a whole new game, one whose rules and likely outcomes this book will make clear. Iansiti and Lakhani: Present a framework for rethinking business and operating models Explain how "collisions" between AI-driven/digital and traditional/analog firms are reshaping competition, altering the structure of our economy, and forcing traditional companies to rearchitect their operating models Explain the opportunities and risks created by digital firms Describe the new challenges and responsibilities for the leaders of both digital and traditional firms Packed with examples--including many from the most powerful and innovative global, AI-driven competitors--and based on research in hundreds of firms across many sectors, this is your essential guide for rethinking how your firm competes and operates in the era of AI.

Seminar paper from the year 2019 in the subject Business economics - Operations Research, grade: 1,8, Reutlingen University, language: English, abstract: This paper is a case study about Alibaba entering the US e-commerce market. Can Alibaba make large-scale sustainable success in the American e-commerce market? Or is the industry not attractive and the market saturated? Alibaba provides technology, infrastructure and marketing to help merchants, brands and businesses to leverage the power of new technology to engage with their customers. The Alibaba Group was founded in 1999 by Jack Ma and 17 other people. Alibaba was originally founded as a B2B e-commerce portal to connect Chinese manufacturers with overseas buyers. Nowadays, Alibaba ranks in the Top Ten companies in terms of market value. Most of the credit goes to Ma himself, because he utilized the first-mover advantage and successfully planned entrepreneurial growth and corporate initiatives. Looking back, Ma has traveled more than 800 hours to dozens of countries to meet business leaders and state representatives to convince them of Alibaba's aim: to let small and medium businesses (SMEs) from all parts of the world trade freely and securely on Alibaba's platforms. The company's vision is to achieve \$1 trillion in gross merchandise by 2020 and to serve two billion customers by 2036. To achieve this, global operations are key and experts propose: "globalization is better done now than later". Alibaba is currently experiencing high competitive pressure in China and will need to conquer new territories to continue on current trajectory. Needless to say, entry into the US market will not only be difficult, but also require premium strategic decisions with little to no room for errors.

The book entitled "The internationalization of e-commerce: a case study of the Alibaba group" has been written by the Brazilian researchers Matheus Felipe Pereira de Souza and Elói Martins Senhoras. It is the 31st didactic book of the "Communication & Public Policies Collection" which aims to stimulate the development of textbooks fulfilling bibliographical gaps. This book brings into light 3 main discussions: International Business as a scientific field of study the internationalization process of e-commerce and, a case study of the Alibaba Group. Tying the Autocrat's Hands provides a comprehensive, empirical evaluation of legal reforms in contemporary China. Based on the author's

extensive fieldwork and analyses of original data, the book tells a story in which foreign investors with weak political connections push for judicial empowerment in China, while Chinese investors struggle to hold on to their privileges.

Do you have the right strategy to lead your company into the future? Get more of the management ideas you want, from the authors you trust, with HBR's 10 Must Reads on Strategy (Vol. 2). We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you combat new competitors and define the best strategy for your company. With insights from leading experts including Michael E. Porter, A.G. Lafley, and Clayton M. Christensen, this book will inspire you to: Choose a strategy that meets the demands of your competitive environment Identify the signals of disruption and take steps to avoid it Understand lean methodology and how it is changing business Transform your products and services into platforms Instill your strategy with creativity and purpose Generate value for your company, while also contributing to society This collection of articles includes "Your Strategy Needs a Strategy," by Martin Reeves, Claire Love, and Philipp Tillmanns; "Transient Advantage," by Rita Gunther McGrath; "Bringing Science to the Art of Strategy," by A.G. Lafley, Roger L. Martin, Jan W. Rivkin, and Nicolaj Siggelkow; "Managing Risks: A New Framework," by Robert S. Kaplan and Anette Mikes; "Surviving Disruption," by Maxwell Wessel and Clayton M. Christensen; "The Great Repeatable Business Model," by Chris Zook and James Allen; "Pipelines, Platforms, and the New Rules of Strategy," by Marshall W. Van Alstyne, Geoffrey G. Parker, and Sangeet Paul Choudary; "Why the Lean Start-Up Changes Everything," by Steve Blank; "Strategy Needs Creativity," by Adam Brandenburger; "Put Purpose at the Core of Your Strategy," by Thomas W. Malnight, Ivy Buche, and Charles Dhanaraj; "Creating Shared Value," by Michael E. Porter and Mark R. Kramer.

This book is the first to explore the issue of corporate governance in China's new corporations. With rapid development over the last two decades, China has seen compelling achievements in overseas investment. Specifically, an increasing number of Chinese companies have been "going out" to become multinational enterprises. From the practical view, corporate governance issues have been identified in the literature as one of the most important factors in determining whether these Chinese multinational enterprises succeed or not. However, existing literature provides little investigation and understanding about corporate governance of Chinese multinational enterprises. This book fills that gap and will be of value to corporate executives, scholars of China's economy, and journalists.

One of the first of its kind, this book examines the digitalization of Chinese businesses both theoretically and practically. Taking a fresh and unique approach, the authors seek to adopt individual theories for each empirical case explored and investigate the dramatic digital transformation that Chinese firms have undergone in recent years. With a particular focus on social networks, the authors observe and analyze the way that digitized applications can interlink with financial systems, developing new capabilities that help to yield competitive advantage. Covering both small to medium sized enterprises (SMEs) and globally orientated multinational enterprises (MNEs), this book is a valuable resource for those researching Asian business, or international business more generally, as well as innovation and technology management.

I3E 2009 was held in Nancy, France, during September 23–25, hosted by Nancy University and INRIA Grand-Est at LORIA. The conference provided scientists and practitioners of academia, industry and government with a forum where they presented their latest findings concerning application of e-business, e-services and e-society, and the underlying technology to support these applications. The 9th IFIP Conference on e-Business, e-Services and e-Society, sponsored by IFIP WG 6.1. of Technical Committees TC6 in cooperation with TC11, and TC8 represents the continuation of previous events held in Zurich (Switzerland) in 2001, Lisbon (Portugal) in 2002, Sao Paulo (Brazil) in 2003, Toulouse (France) in 2004, Poznan (Poland) in 2005, Turku (Finland) in 2006, Wuhan (China) in 2007 and Tokyo (Japan) in 2008. The call for papers attracted papers from 31 countries from the 5 continents. As a result, the I3E 2009 program offered 12 sessions of full-paper presentations. The 31 selected papers cover a wide and important variety of issues in e-Business, e-services and e-society, including security, trust, and privacy, ethical and societal issues, business organization, provision of services as software and software as services, and others. Extended versions of selected papers submitted to I3E 2009 will be published in the International Journal of e-Adoption and in AIS Transactions on Enterprise Systems. In addition, a 500-euro prize was awarded to the authors of the best paper selected by the Program Committee. We thank all authors who submitted their papers, the Program Committee members and external reviewers for their excellent work.

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