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**The Alibaba Group Development
And Life Cycle Models Based on Adizes' Model**

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ABSTRACT OF THESIS

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Human resource is different from land, capital, and other production factors. It has unique characteristics and values. It is an important and scarce resource for enterprises and the only important source of sustainable competitive advantage for enterprises. From the perspective of the evolution process of enterprises, they have different requirements for human resources at different stages of their development, thus forming distinctive human resource management models. Although many scholars have studied the human resource management of each development stage of the enterprise life cycle, they have not carried out systematic research on several development stages of the enterprise life cycle, and the research on the combination of human resource management modes is even less. According to the collation, analysis, and induction of the literature related to the enterprise life cycle, this paper takes ALIBABA Company as an example, combines the characteristics of power transmission and transformation equipment manufacturing enterprises and uses the "four-factor method" to establish an enterprise performance evaluation index system from the four perspectives of enterprise system, enterprise culture, enterprise finance, and enterprise products. Through the analysis of the "four factors", it is judged that ALIBABA is in the mature stage of its life cycle. Through the analysis of the "four in one" full staff management mode of ALIBABA, this paper finds the difficulties and constraints faced by the company's human resource management in the mature stage. And from the relationship between enterprise life cycle and human resource management, the paper summarizes the company's human resource management model based on the internal and external environment of the enterprise and centered on the enterprise strategy.

Given the company's cost-priority business strategy and stable development strategy, specific improvement methods and measures are proposed from various modules such as human resource planning, personnel recruitment, employee training, performance appraisal, and incentive mechanism. Its application will play a strong role in guaranteeing the improvement of human resource management of online e-commerce enterprises.

Keywords: enterprise life cycle, management mode, strategic human resource management mode

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1. Introduction

1.1 Research background, purpose, and significance

1.1.1 Research background

In the era of the knowledge economy, many enterprises have obtained opportunities for rapid development, but many enterprises have been eliminated from the competition due to poor management. Why are some enterprises "flash in the pan" and some enterprises lasting for a hundred years? This has made us reflect on the relationship between the "human" factor and the enterprise life cycle.

As we all know, human resource is the core resource in economic resources and the most valuable resource in all resources. The development of any society and organization is inseparable from its guarantee. With the advent of the era of the knowledge economy, the role of human resources is becoming more and more significant. However, only the accumulation of human resources is not enough. Human resources can only give full play to their due efficiency by rational allocation. Among them, a reasonable human resource structure is an essential condition for giving full play to the function of human resources; It is an important guarantee to improve the overall efficiency of human resource management to adjust and combine the structure of human resources within the organization so that people can make the best of their talents and personnel.

The main research object of this paper is Alibaba group, which mainly operates professional and diversified e-commerce services. Its business involves an online trading platform, online sales platform, third-party payment platform, online shopping search engine, e-commerce cloud computing, and other services. For a long time, Alibaba Group has achieved rapid development through professional, thoughtful, and leading e-commerce services. Providing users with convenient and fast e-commerce services is its long-term business philosophy. Alibaba Group provides services to customers in more than 240 countries and regions through the Internet. It has become a large group enterprise with more than 25000 employees covering Greater China, Kobe, the United States, and other places. Facing the increasingly fierce e-commerce competition, the key problem for the company to achieve the goal of building a company with core competitiveness is to change the concept of talents and use innovative mechanisms to quickly improve the development, application, and management level of human resources, timely and appropriately carry out the self-transformation, adjust the development strategy, change the management process, and make human resources become the engine to promote the sustainable operation and sustainable development of the enterprise.

Since enterprises have different contradictions and characteristics in different life cycle stages, the focus of their human resources strategy will also be different. Therefore, based on five years of HR management experience and the characteristics of the enterprises I serve, taking Alibaba company as an example, I boldly try to explain the difficulties and Countermeasures Faced by human resource management from the perspective of the enterprise life cycle.

1.1.2 Research purpose

This thesis aims to combine human resource management with Adize's life cycle and formulate a human resource management model in line with enterprise development according to enterprise strategy, to truly integrate the human resource management model into enterprise strategy. Therefore, based on the previous research results, this paper attempts to achieve the following objectives through special research: correctly define the life cycle of two companies; Reveal the problems existing in the current human resource management of two companies; With the help of the relationship between enterprise life cycle and human resource management model, this paper makes an in-depth analysis of the plight of two human resource management, and defines the focus of the enterprise's human resource management at the present stage; According to the development characteristics of two company and the characteristics of human resource management of the enterprise, create a human resource management model suitable for its life cycle, and put forward specific paths.

1.1.3 Research significance

Theoretical significance: This paper summarizes the characteristics and performance of the whole human resource management system in different stages of the enterprise life cycle, especially from the perspective of the enterprise life cycle to observe and analyze the difficulties and reasons faced by human resource management, breaking through the previous research methods mostly from a single level, such as human resource planning, salary design, etc., or the management status of an enterprise at a certain stage. In addition, scholars at home and abroad have hardly made in-depth discussions on the mode of human resource management in e-commerce enterprises, and have not formed a special theory suitable for this field. From the life cycle perspective, taking the company as an example, and fully combined with the characteristics of e-commerce enterprises, this paper discusses some basic human resource management problems in this field.

Practical significance: for the research object team company selected in this paper, although its role as the largest e-commerce company in China is becoming increasingly prominent, the company still needs to be improved in management technology and efficiency. How strengthen management, especially for the most important resource within the organization - human resource management, is the guarantee to build the core competitiveness of enterprises. Therefore, based on the perspective of the enterprise life cycle, from the aspects

of human resource planning, employee recruitment and training, performance management, incentive mechanism, and corporate culture construction, this paper advises for Alibaba company to establish a human resource management model suitable for enterprises and also provides a reference for human resource management of similar enterprises.

At present, with the advent of the knowledge economy and the implementation of a national innovation-driven strategy, the life cycle stage and development characteristics of modern innovative enterprises are different from those in the traditional economic environment. Therefore, it is of great significance to use the life cycle theory to study the coordination of enterprise business strategy and financial strategy in the current economic environment, especially for innovative enterprises in the field of the Internet. Alibaba, founded in 1999, after 15 years of development, was listed on the New York Stock Exchange in September 2014 with an issue price of US \$68. With a financing amount of US \$21.8 billion, it created the largest IPO in the history of US stocks, with a total market value of US \$238.3 billion, surpassing Facebook and becoming the second-largest Internet enterprise in the world after Google. Combined with Alibaba's development process and its e-commerce ecosystem's formation process, I roughly divide its life cycle into a creation period, a growth period (further subdivided into an early growth period and a late growth period), and a maturity period. On this basis, I make a case analysis of Alibaba's enterprise development strategy and investment and financing strategy.

Theoretically, I hope to enrich the examples of the Adizes model through a large number of literature research, mining and combing the data published on the Internet, and in-depth research on Alibaba. Make contributions to further enrich the theoretical system research of e-sales development strategy and the evolution research of e-commerce model in the era of mobile Internet.

In a practical sense, through the corresponding analysis and research, I hope to provide references for Alibaba's future development strategy and practical references for other competitors in the industry on strategic transformation and whether it is suitable to adopt this strategy. At the same time, it can also provide meaningful cases and reference materials for friends who hope to start a business through micro-innovation in the context of the mobile Internet era.

2 Literature review

This paper will review the relevant theories and literature at home and abroad from three aspects: Adizes life cycle theory, human resource management theory, and their relevance.

2.1 Adizes life cycle theory

2.1.1 Research status abroad

Mason Haire (1959) first proposed the concept of the enterprise life cycle. He believes that enterprises can be viewed from the perspective of the "life cycle" in biology and that the development of enterprises also conforms to the growth curve in biology, that is, enterprises also have the process of birth, growth, maturity, aging, and death. After him, Harvard University Professor Grenier Larry e (1972) redefined the concept of the enterprise life cycle in the article "evolution and change of organizational growth". In his article, he conducted a more in-depth study on the enterprise life cycle and regarded the enterprise life cycle as a comprehensive process of enterprise development and change, which is regarded as the beginning of this theory. Subsequently, many economists and management experts conducted in-depth research on the theory, and the division of enterprise life cycle stages began to become the focus of research. Some scholars divide the enterprise life cycle into three stages: inception, high growth, and maturities, such as Lippitt (1967), Scott (1983), and Smith (1985); Some scholars also define the enterprise life cycle as four stages, namely entrepreneurship stage, collectivization stage, standardization stage and fine stage, such as Quinn (1983), Kazanjian (1988), Hanks (1993), etc. Greiner (1972), Galbraith (1982), Churchill N.C. & Lewis V.L. (1983), and others proposed a five-stage model of the enterprise life cycle: Entrepreneurial period, survival period, development period, take-off period, and maturity period. According to this model, the growth of enterprises generally presents four typical characteristics: temporary or permanent maintenance of the status quo, sustained growth, strategic transformation, and sale or bankruptcy.

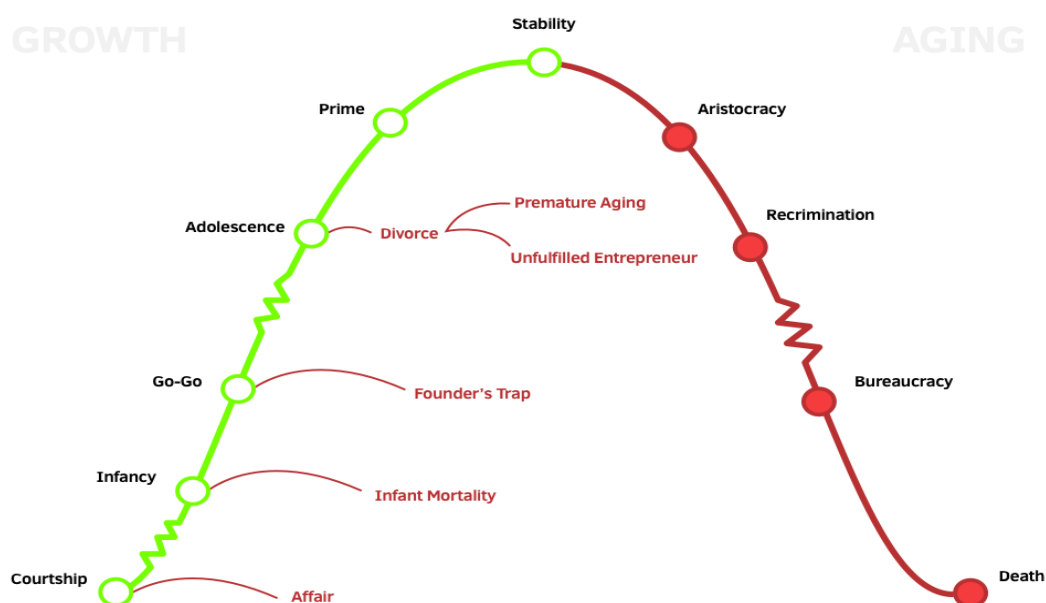
In addition, some scholars divide the enterprise life cycle into more stages, such as falmlholt's seven-stage model (1986) and ichak Adizes's ten-stage model (1989). Although the stages of the enterprise life cycle divided by different students are very different, they still have a lot in common. For example, the life cycle curve of an enterprise has a certain sequence of changes.

At the end of the 20th century, Antis Penrose proposed that the theory of enterprise growth is the theory of enterprise internal growth. Each enterprise is regarded as a research object, mainly studying the factors that affect the development of enterprises, and building a "research framework of enterprise resources, enterprise capabilities, and enterprise growth". Antis Penrose pointed out that enterprises' internal resources and capabilities of enterprises

determine the economic benefits and development direction. The company's resources determine the growth of the enterprise, and its ability determines the speed and way of developing a successful release of enterprise of the Theory has become one of the most influential works in contemporary economic management. Antis Penrose pointed out that the development of enterprises cannot be separated from innovation, and believed that only innovation can truly promote the growth of the company.

This article is mainly based on the model proposed by Adizes. Adizes can be regarded as one of the most representative figures in the enterprise life cycle theory. In his book "enterprise life cycle", he divided the enterprise growth process into ten stages: gestation period, infancy period, toddler period, adolescence, prime period, aristocratic period, initial bureaucratic period, bureaucratic period, and death period (see the figure below). He believed that each stage of enterprise growth can be reflected by two indicators: flexibility and controllability: when the enterprise is newly established or young, it is full of flexibility, it is relatively easy to make changes, but the controllability is poor Unpredictable behavior; When enterprises enter the aging period, they have strong control over behavior, but lack flexibility, until they finally die.

Figure 2.1.1 Adizes life cycle model



Sources of data: <https://cj.sina.com.cn/articles/view/7395349859/1b8cc1563001013r4r>

Marshall once used the analogy of trees in the forest to the life cycle of a company. "Time will affect them sooner or later... They will gradually lose their vitality". Our view is that due to the comprehensive impact of the economic cycle, in the industrial life cycle, resource cycle, management cycle, human life cycle and other factors on the enterprise, the profitability of the enterprise shows cyclical characteristics, leading to the cyclical characteristics of the enterprise's development process. The expected profits lead to the establishment of the enterprise and the enterprise enters the start-up period; The profit level has improved rapidly, and the enterprise has entered a growth period; The profit level has changed from a slow increase to a significant decline, and the enterprise has entered a mature period; The profit level continued to decline, and the enterprise entered a recession period.

1. Initial stage. Enterprises in this stage start from two situations: first, enterprises established by individual proprietorship, collective joint venture, or state investment, not after obtaining certain proprietary technology; Second, the original enterprises take over other enterprises and become new ones. Enterprises in the start-up stage have poor production equipment; Have certain production technology or proprietary technology; Small production scale, low product market share, and large fixed cost; The organizational structure of the enterprise is simple, the production operators and managers are integrated into one, and the management system adopts the centralized mode; Capital is mainly the capital stock invested by shareholders and a small amount of debt; Enterprise profitability is low, cash flow is not smooth, and financial difficulties often occur. Enterprises in the initial stage often adopt the strategy of "drilling the gap" to provide heterogeneous products or personalized services in the market segments of an industry. Due to the small scale of the enterprise, it can be said that "small ship makes a good turn" and can quickly adapt to changes in the environment. In addition, the management habits of enterprises have not been formed, various internal control systems have not been completely established, and the management mechanism is flexible and flexible.

2. Growth period. After the initial stage, the enterprise entered a growth period. The growth period can be divided into two stages: rapid growth stage and stable growth stage. In the rapid growth stage, the enterprise has formed unique products. The product market share has steadily increased, the market competitiveness has gradually increased, and the performance growth has accelerated. After rapid growth and accumulation, the number of market competitors increased, the growth rate of product market share slowed down, and the enterprise entered a stage of steady growth. At this stage, the enterprise is approaching maturity, which is a transitional stage of maturity. The enterprise now has a clear market position in the competitive industry. To maintain its speed, the enterprise will continue to seek new businesses and new profit growth points. The ability of decision-making management and risk management of enterprise management is strong, the decentralized management mode is gradually improved, and professional managers with management experience are constantly absorbed into the enterprise.

3. Mature period. This period can be divided into two stages: the first stage is called the early mature stage; The second stage is called the mature stage. The main difference between the two stages is that the early stage of maturity is the period of evolution and development of backbone enterprises to large or larger enterprises. The main feature of this stage is that most enterprises are still single units (single factory form), enterprises are still entrepreneurial business style, and mature managers have not yet formed in enterprises. At this time, through forward integration and backward integration, the enterprise has obtained control of raw materials and sales, forming a relatively complete industrial chain; The enterprise has abundant funds, advanced technology, rich human resources, improved management level, and strong viability and competitiveness. The later stage of maturity is an important period for large enterprises to evolve into modern giant companies or super larger rises mature stage. The biggest difference between it and the early stage of maturity lies in the formation of multiple units and professional managers in the enterprise. At this time, the enterprise has moved towards the diversification and collectivization of its internal units. The enterprise can more effectively coordinate its daily business processes and effectively allocate its resources, thus promoting its low-speed and sustainable growth. However, in the later stage of the maturity of the enterprise, the market for the original products has been saturated, and the production capacity has been surplus; The efficiency of the enterprise has declined, the cost has begun to rise, and there has been a bureaucratic tendency within the enterprise. To solve these problems and put the enterprise back on the growth track, it is necessary to innovate technology and management or make then the enterprise make their transformation of business and the change of management system through separation, merger, asset restructuring, and other forms.

4. Recession. The enterprises in the recession period show several situations: one is that the enterprises in the early mature period have not realized the transformation in the later period and have declined; The other is that after the transformation, the enterprise naturally enters the recession period; Another is that after transformation, enterprises become super large enterprise groups and enter a new growth stage. No matter what happens, it shows that enterprises follow the law of the cycle the e. The market share of the products of enterprises in the recession is gradually declining, and the trial production of new products has failed or has not been fully accepted by the market; Bureaucracy and departmentalism of the management are serious, and departments shirk responsibility and morale is low; A loss occurred and the stock price gradually fell. At this time, the possibility of being taken over and merged by competitors increases, and the survival of the enterprise is threatened.

The proposition of enterprise life cycle is the product of Adizes's questioning of academic management theory. Based on more than 20 years of management consulting work of Adizes, this book is said to be the first book to take the real life of enterprises as the research object, analyze the reasons for the birth, growth, and aging of enterprises and propose corresponding countermeasures. Adizes once declared: "This book is not an overview of management literature, nor is it an interpretation of limited views. The purpose of this book is to test new

concepts, analyze practical experience, and explain the different effects of Adizes therapy on customers after its application."

In Adizes's opinion, Academics tend to believe in certain doctrines, believing that "as long as certain things are followed, problems will disappear". In reality, people can feel that the more "lively", the more problems. Management should start from reality and see the positive significance of the problem. From the perspective of management philosophy, it is necessary to recognize the rationality of problems and contradictions and know that there is no one and for all management. The growth of an enterprise means that it can deal with larger and more complex problems; The aging of enterprises means that the ability to deal with problems is declining. An enterprise is alive, just like an organism, it also has its life cycle, and managers need to grasp its growth mechanism. Simply eliminating problems or preventing problems is equivalent to stopping life at a certain stage. For example, adolescents will show a lot of problems during puberty. Trying to prevent these problems may hinder the normal development of adolescents. Similarly, children have children's problems, and old men have old men's problems. The role of leadership is to properly grasp the life stage of the enterprise, focus on the problems that will certainly occur in this stage, and make use of the situation to make problems become the driving force for growth, to prepare other change changes next stage. Normal problems are usually temporary and can be solved by the internal management personnel of the organization, which will not hinder the growth of the enterprise. Sick problems are sequelae that are not treated in time and are the evolution of normal problems, which will endanger the development and survival of the organization and require the external intervention of "doctors" to overcome the difficulties.

In the life cycle of an enterprise, normal and abnormal problems will come unexpectedly. Only by understanding the life stage of the enterprise can we know what it needs and what can be done to it.

2.1.2 Domestic research status

Professor Chen Jiagui was the first to study the enterprise life cycle in China. Since 1988, he has successively published many papers on the enterprise life cycle, constantly improving and revising the enterprise life cycle theory of western scholars. According to Professor Chen Jiagui's research, the enterprise life cycle can be divided into a gestation period, survival period, high-speed growth period, maturity period, recession period, and transformation period. In addition, he also specially studied the decline period of enterprises and believed that after the decline period, enterprises have two prospects: decline and transformation. Li Ye (2000) further revised the enterprise life cycle model. The difference between him and Chen Jiagui is that he takes the sales volume as the main basis for dividing the enterprise life cycle and proposes that the enterprise life cycle should be divided into five stages according to the sales volume: pregnancy, birth, growth, maturity, and recession. The reason is that sales reflect the value of the enterprise's products and services in the market, and can more accurately reflect the growth of the enterprise. Miao Yanjuan (2001) focused

on the enterprise development strategy, evaluated the enterprise's operating efficiency and operator performance from the aspects of enterprise profitability, asset operation level, solvency, and follow-up development ability, and took the lead in defining the stage of the enterprise's life cycle with performance indicators. Zhou Sanduo and Zou Tongjiao (2002) summarized the enterprise growth process into three stages: specialization, diversification, and refocusing according to the enterprise business strategy. Han Furong (2002) proposed a three-dimensional life cycle model based on flexibility, controllability, and enterprise scale. Professor Ren Peiyu (2003) analyzed the complex process of the enterprise life cycle from the perspective of complexity and revealed the internal mechanism of enterprise development and change.

Jiang Yiwei has made great achievements in studying the theory of enterprise growth. In his representative work *Enterprise Standard*, he is more famous for his argument that enterprises are living and can grow by themselves, not like the lifeless "bricks" we usually think.

In 1996, Yang Du scholars elaborated the theory of enterprise growth from another perspective, namely, management resources. His representative work "On Enterprise Growth" put forward relevant arguments. He believed that the growth of enterprises should be analyzed from two aspects: quality and quantity. When the equivalent change reaches a certain value, qualitative change will occur, and the enterprise will also undergo periodic changes.

2.2 Research on the development status and problems of e-commerce in

China

2.2.1 Alibaba and other e-commerce development environment has been continuously improved, and the development scale has been continuously expanded

The rapid development of the online shopping market and the maturity of China's mobile Internet have driven China's mobile online shopping into a rapid upward channel. According to the *2014 Q1 China Mobile Online Shopping Market Research Report*, the overall market scale of China's online shopping in Q1 2014 reached 647.85 billion, an increase of 11.7% month on month, showing a rapid development momentum. In terms of the scale of online shopping users, the number of online shopping users in China exceeded 310 million by the end of 2014 Q1¹. As Professor Li Qi of Xi'an Jiaotong University described in "*reform, innovation and comprehensive development of China's e-commerce*": "This has indeed formed a new industry. It can be said that there is no industry whose number is growing so

¹ CNIT Research: 2014 Q1 China Mobile Online Shopping Market Research

fast. " China's e-commerce industry has become an important growth point of China's economy, and the driving force of e-commerce development continues to increase.

2.2.2 The deep integration of e-commerce and industrial development continues to increase, accelerating the formation of a new trend of economic competition

Alibaba's development has also promoted the continuous expansion of the application of e-commerce in China's industry, agriculture, business circulation, transportation, finance, tourism, urban and rural consumption, and other fields, and is forming a development trend of in-depth integration with the real economy. Wang Jian, a professor at the University of international business and economics and an expert from the Ministry of Commerce and the Ministry of industry and information technology, put forward *the transformation of the manufacturing industry by e-commerce*: "e-commerce and the traditional market are not banned, but complementary to each other. Using information and network technology to bring product innovation and process innovation to the traditional market is far more meaningful than the online transaction of e-commerce itself. The development system of e-commerce should be the deep integration of e-commerce, equipment manufacturing, and the modern service industry. " New e-commerce is deeply integrated with traditional industries. They promote each other and develop harmoniously.

2.2.3 Mobile e-commerce is becoming a new application field of e-commerce

China's mobile online shopping is currently in a stage of rapid development. As of Q1 2014, China's mobile end users have reached 1.25 billion. The rapid growth of mobile Internet users has expanded a broader development space for the growth of mobile online shopping users. Online shopping providers have increased the construction of mobile online shopping platforms, launched mobile online shopping clients with rich functions, and given preferential policies to encourage online shopping users to use mobile clients for shopping. Professor Lv Tingjie's "*mobile e-commerce*" once explained: "facing the needs of users, the content of mobile commerce services is becoming more and more diversified, and the competition among operators in the global mobile commerce market is becoming more and more fierce."

2.2.4 Imperfect credit system construction

The development of the e-commerce market also needs the support of a credit system. Han Lihong, Xia Xiufang, and Qi Lei pointed out in *the discussion on the construction of China's e-commerce credit system*: "e-commerce, as a virtual economy and non-contact economy, honesty and trustworthiness is the basis for the establishment and operation of its system norms, and it is also an important condition for effectively preventing the operation risk of

e-commerce." "The vigorous development of e-commerce shows the great development potential of network economy in China, but if the basic position of credit foundation in market transactions is uncertain, its development prospect is not optimistic," Zhou Miao of Xining Central Branch of the people's Bank of China said in an *analysis of the problems of e-commerce credit investigation mechanism*. Therefore, it is urgent to do a good job in the construction of a credit investigation system in the field of e-commerce or extend the existing credit investigation system to the network to realize the sustainable and rapid development of e-commerce.

2.2.5 E-commerce tax lacks corresponding solutions

Taxation is an important source of Finance for a country. Because the transaction activities of e-commerce are carried out in the international information network environment without fixed places, it is difficult for the state to control and collect e-commerce taxes. Liu Huijuan's *"theoretical review of China's e-commerce tax issues"* mentioned: "E-commerce has brought great challenges to the traditional tax laws and collection and management methods. Based on the analysis of China's e-commerce tax problems, this paper puts forward the corresponding countermeasures, which are of great significance to improve China's e-commerce tax policy and safeguard the national tax interests. Zhang Bing also said in *"Reflections on tax issues of e-commerce"*: for the "special benefits" obtained by e-commerce relying on its advantages, it should and must be redistributed and fair with tax. "

2.2.6 Future development trends of China's e-commerce

In "Analysis of the current situation and trend of China's e-commerce development" Liu Jun said, "in the next few years, China's online population will still be dominated by people with medium and high-income levels. They have strong purchasing power, high education level, and greater development potential for vertical websites that provide one-stop services and professional websites for certain products and services." The professional business trend can not only make consumers experience the convenience of online shopping, but also improve the overall efficiency of the e-commerce industry and improve the social division of labor.

2.3 Human resource management theory

2.3.1 Research status abroad

The term "human resources" was first put forward by the famous management scientist Peter F. Drucker in a book entitled "management practice" published in 1954. He believes that among many resources, human resources should be different from other resources because of their unique characteristics of "coordination ability, integration ability, and judgment". In

1958, sociologist E. Wight Bakke elaborated on many aspects of human resource management in more detail in human resource function. He believed that human resource management occupies the same important position as other management functions of the organization, such as production, sales, and financial management. Since the 1980s, scholars have gradually deepened their research on human resources and their management and achieved fruitful results in the field of strategic human resources management. At present, the research directions of foreign human resource management can be summarized as follows: (1) in the current form of increasingly fierce economic globalization, the cultural conflict between employees from different countries has become the focus and difficulty of human resource management research in many large multinational corporations; (2) Study how to organically link human resource management with the realization of organizational development goals, and improve human resource management to a strategic level. The above two parts of theoretical research redefined the concept of human resource management, constructed the analysis framework of human resource management, and promoted the enrichment and development of the theoretical system of human resource management to a great extent.

2.3.2 Domestic research status

In the 1980s, the concept and essence of human resource management were gradually introduced into China from the West. In the 1990s, the issue of human resource management attracted more and more attention from China's academic and business circles. Many scholars have combined advanced western theories with China's special national conditions to carry out innovative research on China's human resource management from different angles. The domestic theoretical research on human resource management innovation can be summarized into the following five aspects: first, the innovation of the human resource management concept. In 2000, Sun Jian'an and Li Zhiming put forward the "6p" mode of human resource management, which is composed of six management systems: contract, position appointment, salary and punishment distribution, performance appraisal, reward and punishment, and training. Zhang Caixia and Liu Hui (2006) advocated that based on the "people-oriented" management concept, a new management concept - "ability-based management", which takes human knowledge, intelligence, and practical innovation ability as the core content, should be gradually formed, that is, a new human resource management model with human ability as the management object and management core. The second is employee recruitment innovation. Zhang wensong (2002) believes that internal selection helps to maintain the existing strong organizational culture, and external recruitment helps to improve or reshape the existing weak organizational culture. Liu Yuhui (2002) pointed out that the reliability and validity of talent selection based on psychological evaluation are limited. Third, staff training and development innovation. Many scholars have done important research on evaluating the training effect, avoiding training risks, training career management, and learning organization. Zhang Liqun (2007) pointed out that the training evaluation should include the overview of the training project, the training results of the

trainees, and the evaluation results of the training project, and should be timely transmitted, communicated, tracked, and fed back in the enterprise. Fourth, human resource management salary and performance evaluation innovation. Wei Minggang (2004) proposed to establish a competitive compensation system and improve the distribution system of elements, equity, and options of scientific and technological personnel. Fifth is the human resources, management model. With economic globalization, China's human resource management model is facing great challenges. Many management scholars and entrepreneurs began to innovate management models to meet the needs of enterprise development.

2.4 Research on the relationship between enterprise life cycle and human resource management

2.4.1 Research status abroad

Only a few foreign scholars combine the enterprise life cycle with human resource management. For example, Baird and Meshullam (1988) summarized and sorted out the various stages of the organizational life cycle based on the interview results of more than 20 human resource experts, and took the lead in putting forward the view that human resource activities are closely related to the development stage of the enterprise. Further research by Kazanjian (1988) and Terpstra and Olson (1993) found that the importance of human resource management activities in different stages of enterprise development is different. Subsequently, the research of Hanks, Chandler (1994), and Brown (1999) also confirmed this point one after another. Some scholars have also systematically studied the structure of enterprise sales force according to the enterprise life cycle.

2.4.2 Domestic research status

Wei Zhengde (1999), a scholar from Taiwan, China, studied the relationship between enterprise life cycle and human resource management. Subsequently, Zhao Shuming, Wu Cisheng, and Xu Jun (2001) studied the relationship between enterprise group growth and human resource management theory and used the organizational life cycle model to explain the characteristics of human resource management in the process of enterprise group growth. Li Hucheng and Zhong Dingguo (2004) discussed the measures that should be taken in human resource management in the four stages of enterprise development. They believe that enterprises in the initial stage must implement and maintain a low-level salary strategy to achieve the goal of rapid expansion because of their limited venture capital; Enterprises in the growth stage should gradually establish a scientific and reasonable human resource management system in line with the actual situation of the enterprise; Enterprises in the mature stage, due to the increasing scale of enterprises, it is necessary to further improve the level of enterprise human resource management and enhance the effectiveness of human

resource management; Enterprises in a recession must focus on stabilizing the core staff and stimulating the creativity of employees to the greatest extent. Chen Xian'an and Tang Xuemei (2005) proposed the general idea of enterprise human resource management at different stages of the life cycle. They believe that the key to human resource management is to stimulate employees' entrepreneurial enthusiasm and reduce the management cost of enterprises in the start-up period; In the growth period of the enterprise, the human resources department should be reasonably set up and divided; In the mature period of an enterprise, the role of the human resources department should be positioned as the high-level strategic partner of the enterprise, and the human resources of the enterprise should be scientifically and reasonably updated, configured, used, developed and encouraged to achieve the strategic objectives of the enterprise in a certain period; In the period of enterprise recession, on the one hand, we should reduce the number of idle employees or relocate them to reduce the enterprise's salary cost, on the other hand, we should provide on-the-job education and enterprise market competition knowledge training for on-the-job employees to enhance their confidence and sense of responsibility for the enterprise.

3 Own analysis

This thesis will be conducted in the form of an individual case study, and strive to achieve two combinations of research methods: quantitative and qualitative, and theoretical analysis and empirical research. Since Alibaba has been listed, I can not only conduct relevant empirical research through Alibaba's financial information, but also comb and study through a large number of literary readings and data published on the Internet, and put forward the research conclusion of this paper. Through the application of strategic management knowledge, this paper analyzes the early, middle, and late-stage model of Alibaba's development and SWOT analysis of its advantages and disadvantages, and combs the influencing factors of Alibaba's success. It also puts forward the investment strategic objectives, characteristics, and effects in different periods. This study will comprehensively use the combination of qualitative and quantitative methods, and propose to adopt the research methods of literature research, theoretical analysis, empirical analysis, and so on.

3.1 Literature research

By consulting the literature on e-commerce, Adizes life cycle model and e-commerce model at home and abroad, and consulting a large number of industrial research reports and market research reports related to mobile phones and mobile Internet, I comprehensively collected the relevant news reports and materials of Alibaba. Study the research methods and conclusions used in the relevant literature, conduct empirical analysis and research in connection with the case of Alibaba, and explore the context of Alibaba's development and the environment at that time, which makes it easier for me to analyze Alibaba at different stages of life and development.

3.2 Research methods and data

- Combine theoretical research with practical application. By collecting, identifying, and sorting out literature, this paper comprehensively and accurately grasps the relevant achievements of enterprise life cycle and human resource management theory at home and abroad. At the same time, this paper applies these theories to the discrimination of a team's development stage and the analysis and evaluation of human resource management mode and tries to fully combine theory with practice.
- Interdisciplinary research. This paper collects the data of two companies on human resource structure, salary system, and talent training analyzes the difficulties faced by the company's human resource management, and tries to explore the way to break through the difficulties by using the theories and methods of demography, labor economics, management, organizational behavior, and other disciplines.

- Combination of qualitative and quantitative analysis. This paper uses charts to assist theoretical analysis. When defining the stage of the enterprise life cycle, it combines qualitative and quantitative analysis and discusses the main factors affecting the definition of the life cycle stage according to their nature.

The data sources of this paper mainly include:

- Various documents. Including relevant literature in Chinese and foreign languages, that is, research results related to the enterprise life cycle and human resource management. In addition, it also collects the system examples of successful enterprise human resource management, to provide system reference for the organization design, personnel selection, employee training, salary management, and other links of the team company.
- Various statistical data. This paper adopts a combination of qualitative and quantitative methods, which will inevitably use some statistical data to enhance persuasion. These statistics include Alibaba's enterprise work standards, enterprise management standards, enterprise salary distribution standards, company training plans, etc.

3.3 Innovations

Based on the Adizes model, integrating the business model innovation theory, e-commerce model development theory, and enterprise strategic management theory, combined with the era background of the rapid development of the new mobile Internet, taking Alibaba as the case analysis object, this paper puts forward that the overall strategy of the enterprise should follow the life cycle of development, The investment strategy should follow the guidance of the enterprise consolidation strategy.

Although many scholars have studied the characteristics of human resource management in each development stage of the enterprise life cycle, they have not carried out systematic research on several development stages of the enterprise life cycle, and the research combined with the human resource management model is even less. The main innovation of this paper is to select a typical sample of a team company as the research object, combine the human resource management model with the stages of the enterprise life cycle, and comment on its "four in one" all-staff management mode at the present stage, and put forward and prove that the company should establish a human resource management mode centered on enterprise strategy.

3.4 Definitions of the phase life cycle stage of Alibaba company

According to the enterprise life cycle theory, the enterprise characteristics are different in different stages of the life cycle. This paper quotes the "four-stage theory" of Adizes enterprise life cycle, that is, there should be differences in human resources strategic planning, employee recruitment, employee training and development, performance appraisal

management, salary management, incentive mechanism, and enterprise culture in the initial stage, growth stage, maturity stage, and recession stage of the enterprise. Defining the life cycle stage of Alibaba's company through the enterprise performance evaluation index system is helpful to establish a human resource management model suitable for the company.

3.4.1 Company profile of Alibaba

Alibaba Group Holding Co., Ltd. (hereinafter referred to as Alibaba Group) is a company founded in Hangzhou, Zhejiang Province in 1999 by 18 founders led by Ma Yun.

Alibaba Group operates several businesses. In addition, it also obtains support from the business and services of affiliated companies in the business ecosystem. The business and business of affiliated companies include Taobao, small, just-effective, global express, Alibaba international trading market, 1688, Alibaba mother, Alibaba cloud, and group, rookie network, etc.

Over the past 20 years, Alibaba has completely transformed from an e-commerce company into a technology-driven platform including digital commerce, financial technology, intelligent logistics, cloud computing, human land relationship, culture, and entertainment, serving hundreds of millions of consumers and tens of millions of small and medium-sized enterprises. Alibaba is committed to ensuring that there are no difficult businesses in the world, developing business infrastructure in the era of the digital economy, helping the prosperity of the consumer market, and promoting the digitization and intellectualization of all walks of life.

On September 19, 2014, Alibaba Group was officially listed on the New York Stock Exchange under the stock code "Baba". On November 26, 2019, Alibaba was listed on the Hong Kong stock exchange, becoming the first Chinese Internet company to be listed on both US and Hong Kong stocks.

3.4.2 Design of performance evaluation index system defining enterprise life cycle

1. design principles and ideas for performance evaluation index system:

The following principles should be followed in the selection of an enterprise performance evaluation system: first, the selection of an enterprise performance evaluation system should be based on the research results of enterprises at home and abroad; Second, the indicators are closely linked and complementary; Third, the indicators have strong operability; Fourth, the indicators are horizontally and vertically comparable. The design ideas of the performance evaluation index system in this paper are as follows: first, determine the composition of performance index categories; Second, determine the weight of performance indicators; Third, determine the evaluation criteria of performance indicators; Fourth, determine the scoring method of performance evaluation indicators.

2. basic framework of performance evaluation index system:

When dividing the stages of the enterprise life cycle, this paper is mainly based on the "four factors" of the enterprise's system, culture, finance, and products, and then subdivides the four factors into several elements, giving the boundary weight and standard range, calculate the comprehensive score, and judge which stage of the enterprise's life cycle compared with the standard range.

- Enterprise system. Enterprise system is the general name of the regulations and norms that all employees of an enterprise must abide by in their production and business activities. The Enterprise system generally includes various normative documents such as enterprise organizational structure (a division of departments and division of responsibilities), job description, professional management system, and so on. This paper intends to make a qualitative analysis of this factor.
- Corporate culture. Corporate culture is not only the values formed by organization members but also the normative cultural system of people's thoughts and behavior. The corporate culture referred to in this paper includes corporate values, corporate spirit, and corporate management philosophy, which is to be analyzed qualitatively.
- Corporate finance. This paper selects the following indicators: first, the growth rate of operating revenue. The growth rate of operating revenue = the growth amount of operating revenue this year / the operating revenue of the previous year $\times 100\%$, and the growth rate of operating revenue is greater than zero, indicating that the operating revenue of the enterprise has increased this year. The higher the index value, the faster the growth rate and the better the market prospect of the enterprise. The second is the operating profit margin. The operating profit margin = operating profit / operating revenue $\times 100\%$, the higher the index, the stronger the market competitiveness of the enterprise, the greater the development potential, and the stronger the profitability. The third is the enterprise scale, which is in an inverted U shape with the order of the enterprise life cycle. In the entrepreneurial period, the scale is very small, the scale in the growth period begins to grow, the scale of the enterprise is the largest in the mature period, and the scale begins to shrink in the recession period. This paper intends to make a quantitative analysis of this factor.
- Enterprise products. The specific indicators reflecting the enterprise's products are product innovation and market share. Product innovation can be divided into new product innovation and improved product innovation. Market share is the direct reflection of product brand competitiveness and the basis of enterprise survival and profit. This paper intends to make a quantitative analysis of this factor.

3.4.3 Define the stage of Alibaba's life cycle

1. Enterprise system

The company's organizational structure is reasonable, and there are normative documents in the job description and professional management system.

(1) Division of departments and post responsibilities of the company. The basic functions and post-setting responsibilities of each department are as follows:

Basic functions of the business department. Collect and sort out the information of each link (project information, bid winning information, user information, competitor information, product quality information, etc.), project bidding, contract negotiation, contract management, contract decomposition, contract execution, product acceptance, handling and storage protection, transportation and delivery, installation acceptance, after-sales service and statistical analysis of user satisfaction; Be responsible for organizing the reception of users' visit to the factory, engineering consultation, product ordering, and product supervision; Organize the overall plan coordination meeting of products, arrange the technical preparation plan according to the contract, formulate the project plan outline and monthly warehousing plan and distribute them to all departments.

The basic functions of the procurement department. Be responsible for the procurement of raw materials, parts, and accessories required for the production of the company's products, and deliver them on time according to the production requirements; Be responsible for the procurement of parts and components required for equipment and tooling maintenance; Be responsible for the inspection, warehousing, reimbursement and payment of purchased materials; Be responsible for completing the inquiry and quotation of specified materials according to the requirements of relevant departments; Be responsible for the import and export related business of the company; Be responsible for solving various problems in supply according to relevant regulations, such as requesting after-sales service and compensation from suppliers.

Basic functions of the manufacturing department. Responsible for completing the manufacturing process; responsible for all work of the team; Responsible for material management; responsible for product production process coordination and plan management; Responsible for the recycling and sale of waste materials.

The basic functions of the general affairs department. Responsible for the company's planning management, human resources management, salary management, and scientific research management; Be responsible for the management of the company's office, secretary, archives, foreign affairs, and business vehicles; Be responsible for the safety, fire fighting and security of the company.

Basic functions of quality assurance department. Be responsible for the implementation, monitoring, and assessment of the company's quality management; Be responsible for the control and supervision of product delivery quality; Be responsible for product tests and physical and chemical inspections; Be Responsible for test equipment management.

Basic functions of the design department. Responsible for the company's document preparation, document countersignature of relevant departments, and standard control;

Responsible for product design and development; responsible for the quality planning of product design and development; responsible for providing technical support to relevant departments; Responsible for staff training of the Department.

Basic functions of the process department. Be responsible for production process review, process scheme, and process route division; Responsible for process test and research; Responsible for equipment safety and energy management; responsible for the management of procurement plan, supporting details, material quota, packing list, and drawings.

The basic functions of the finance department. Be responsible for completing financial statements by relevant laws, regulations, and the company's financial system, providing financial analysis reports every month and providing financial data for the company's quarterly, interim and annual reports; Be responsible for reflecting the company's financial status and cost management information and providing the basis for the company's decision-making; Be responsible for cooperating with the business department to complete the bidding quotation; Be responsible for the price management of various waste materials.

(2) Job description: take the job description of the management of Alibaba company as an example. Job description of general manager. His job responsibilities are: to be fully responsible for the party construction of the company and preside over the work of the Party committee of the company; Preside over and organize the administration and operation management of the company on behalf of the board of directors; Organize the formulation of the company's management system and workflow; Organize the formulation of the company's development plan and business policy, and make major decisions; Fully control the financial situation of the company; Be responsible for the organization setting, cadre team construction, cadre allocation and human resource management of the company; Complete all temporary tasks assigned by the board of directors. The requirements of post ability are good ideological and political quality, conscientiously implementing the principles, policies, laws, and regulations of the party and the state, correct ideals and beliefs, and having one sense of dedication and responsibility; Being consistent with the group company in thought, action, organization, and discipline; Strong production, operation and management ability, familiar with the business of the industry, and master modern management, finance, science and technology, and law

And other basic knowledge, with rich working experience and scientific decision-making ability necessary for performing post responsibilities.

Job description of deputy general manager of production. His job responsibilities are: to be fully responsible for the production management of the company; Organize the procurement of production and operation materials; Responsible for the company's warehousing and logistics management; Be responsible for docking with offline logistics and supply companies; Complete the temporary tasks assigned by the general manager. The requirements of post ability are strong production management ability, familiarity with the business of the industry, master the basic knowledge of modern management, finance, science and technology, and law, rich practical work experience, and scientific decision-

making ability necessary to perform post responsibilities; Have professionalism and pioneering and innovative consciousness, democratic style, outstanding work performance, keep consistent with superior leaders in ideology, organization, and action, and have strong organization and coordination ability.

Job description of deputy general manager of marketing. His job responsibilities are: fully responsible for the marketing of the company's products and the daily management of the business department; Organizing product sales, service, maintenance, and payment recovery; Complete the temporary tasks assigned by the general manager. The post-ability requirements are strong operation and management ability, familiarity with the business of the industry; Strong ability in market analysis, marketing, and promotion, and good interpersonal communication skills; rich practical work experience, and scientific decision-making ability necessary for performing post responsibilities; professionalism and a sense of development and innovation.

Job description of chief engineer. His job responsibilities are: to organize and urge the departments in charge to fully complete various tasks within the scope of responsibility; Be fully responsible for the technology and quality management of the company; Be responsible for the management of scientific research and development, technological progress and technological transformation projects; Be responsible for the quality, safety, and environment; Be responsible for enterprise information construction; Complete the temporary tasks assigned by the general manager. The post ability requirements are: be familiar with the company's process, working principle, and mechanism, and have the ability to hands-on operation; Ability to solve production process problems quickly; Good English reading and understanding ability, English listening and speaking ability is better; Strong oral expression ability and organization and coordination ability; Strong decision-making and analysis ability; Strong management skills and interpersonal skills.

Job description of chief financial officer. His job responsibilities are: fully responsible for the company's finance, accounting, and the daily management of the finance department; Be responsible for the company's price audit and waste material disposal; Be responsible for docking with banks, tax authorities, and other institutions; Complete the temporary tasks assigned by the general manager. The post-ability requirements are strong financial management ability, familiarity with the business of the industry, mastering the basic knowledge of modern management, finance, science and technology, and law, having rich practical work experience and scientific decision-making ability necessary to perform post responsibilities; Abide by discipline and law, be honest and self-disciplined, be realistic and pragmatic, contact the masses, have a strong concept of the legal system and the masses, and be able to act in strict accordance with the law and regulations.

(3) Professional management system. At present, the company has formulated special enterprise management standards, such as labor discipline management regulations, labor contract management regulations, salary management regulations, special operation personnel management standards, scientific research and development management control

procedures, special labor protection regulations for female employees, quality reward and punishment management measures, etc.

2. Corporate culture

The assistant director of the general affairs department of Alibaba company is specially responsible for the construction of corporate culture and the planning and implementation of corporate image. The company's corporate culture is reflected in the enterprise values of dedicating to users around the world with the best quality and service, the enterprise spirit of self-confidence and self-improvement, the pursuit of excellence, and the enterprise management philosophy of serving the country based on industry and forging a world brand.

3. Corporate finance

The growth rate of operating revenue. The operating income of the company since 2011 is shown in the figure (figure 3.4.3) :

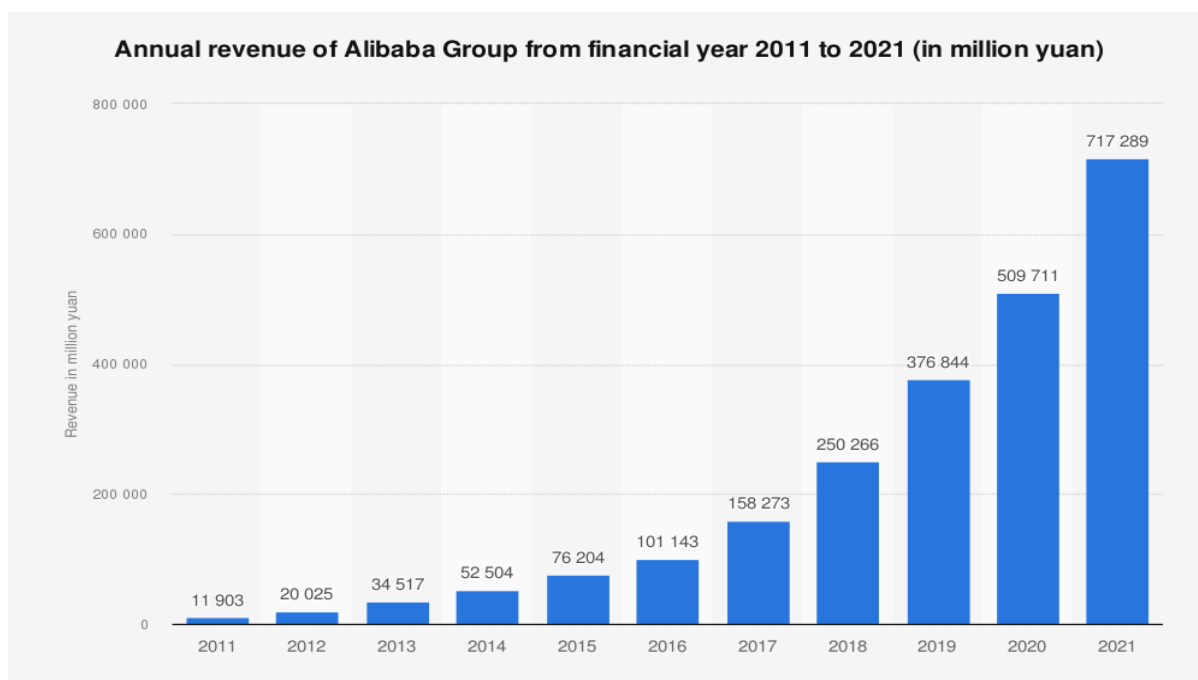


Figure 3.4.3 Annual revenue of Alibaba Group from the financial year 2011 to 2021

Sources of data: Alibaba 20-F and F-1 files

Generally speaking, the income growth rate of enterprises in the initial stage is between 10% - 50%; The income growth rate of the enterprise is more than 50%; The revenue growth rate in the mature period of the enterprise is less than 10%; There is no growth or negative growth during the recession. According to the chart data, Alibaba company has experienced a high-speed growth period from 2003 to 2005 and has entered a mature period at present.

Operating profit margin. During the five years of the joint venture, the sales revenue of the company increased by three times, and the profit increased by 18 times. In recent years, it

has developed steadily and developed at the same time as logistics, and the growth of the operating profit margin is very stable.

Enterprise scale. As of June 30, 2021, Alibaba has 254702 regular employees. According to the measures for the division of large, medium, and small enterprises (Provisional) formulated by the National Bureau of Statistics in May 2003, Alibaba is a large enterprise.

4. Enterprise products

Alibaba is mainly engaged in e-commerce services, financial services, rookie logistics services, big data cloud computing services, advertising services, cross-border trade services, and Internet services other than the first six e-commerce services. Alibaba Group operates several businesses. In addition, it also obtains support from the business and services of affiliated companies in the business ecosystem. Business and business of affiliated companies include Taobao, small, just-effective, global express, Alibaba international trading market, 1688, Alibaba mother, Alibaba cloud, financial services, rookie network, etc.

Alibaba aims to empower enterprises, help them change the way of marketing, sales, and operation, and improve their efficiency. Provide technology infrastructure and marketing platforms for businesses, brands, and other enterprises to help them interact with users and customers with the power of new technology and operate more efficiently. Business includes core business, cloud computing, digital media and entertainment, and innovative business. In addition, ant financial, a nonconsolidated related party, provides payment and financial services to consumers and businesses on the platform. Around the platform and business, a digital economy covering consumers, merchants, brands, retailers, third-party service providers, strategic partners, and other enterprises has been established.

(1) Market position. Alibaba is a famous brand of global B2B e-commerce and the largest online trading market and business exchange community in the world. With good positioning, stable structure, and excellent service, Alibaba has become the first e-commerce website with more than 6 million merchants in the world, the preferred website for global merchants' network promotion, and has been rated as "the most popular B2B website" by merchants.

Alibaba's outstanding achievements have attracted the attention of people from all walks of life. Sutherland, the first director-general of WTO, served as Alibaba's consultant. Government and private institutions such as the US Department of Commerce, the Japanese Ministry of economy and industry, and the European Federation of small and medium-sized enterprises all recommended Alibaba to local enterprises.

Alibaba has been selected as the MBA case of Harvard University twice, setting off a research upsurge in American academic circles; It has been selected as one of the best B2B sites in the world by Forbes, an authoritative American financial magazine, for five consecutive times; It has been rated as the world's most popular B2B website, China's excellent business website, China's 100 excellent websites and China's best trade network by relevant institutions for many times. It is praised by domestic and foreign media, Silicon

Valley, and foreign venture capitalists as one of the representatives of the five major Internet business schools comparable to Yahoo, Amazon, eBay, and AOL.

Jack Ma, founder, and CEO of Alibaba was selected as a "future leader" by the famous "World Economic Forum" and a "business leader" by the Asian Business Association of the United States. He is the first Chinese entrepreneur to become the cover figure of Forbes in 50 years and has been invited to give lectures to the world's famous universities, including Massachusetts Institute of Technology, Wharton School of Business, and Harvard University many times. In May 2002, Ma Yun became the cover character of Japan's largest Nikkei magazine. Nikkei magazine spoke highly of Alibaba's contribution to the field of Sino-Japanese Trade: "Alibaba has reached a balance of payments and become the pride of the whole Internet world." In the five years since Alibaba was founded, more than 400 well-known news media in more than a dozen languages around the world have never stopped tracking and reporting on Alibaba, which is praised by the media as a "real world-class brand".

(2) Innovation ability and scientific research investment. According to the ranking of R & D revenue of major enterprises in China in 2020, Alibaba's total R & D investment in the whole year was as high as 43.08 billion yuan, accounting for 8.4% of Alibaba's total revenue that year.

3.5 Human resource management mode of Alibaba company

Human resources are different from means of production resources or means of living resources. They have a unique value. They are important and scarce resources for enterprises. They are the only important source of sustainable competitive advantage for enterprises. From the perspective of the evolution process of enterprises, enterprises have different requirements for human resources in different stages of their development, so they will form their own unique human resource management models.

3.5.1 Basic framework of "four in one" all-staff management mode

At the beginning of Alibaba's preparation, Dr. Lin Zeyan of the China Academy of labor and social security proposed the "3P management mode" of human resources, namely position analysis, performance appraisal, and payment distribution. The essence of this model is to take post-analysis as the starting point, performance appraisal as the center, and salary distribution as the result, and take this as the mainline to carry out enterprise human resource management activities. In management practice, the company's leaders are at the decision-making level, and the human resources management department is responsible for the coordination and implementation of specific work. At the beginning of the establishment of the company, this model showed quite strong vitality, which gradually put the company's human management on a more standardized track.

However, with the changes in the internal and external environment of the enterprise and the evolution of the enterprise life cycle, especially when Alibaba company enters the mature period, the defects of "3P management mode" are more and more obvious, such as the lack of some key modules of human resource management, employee training, and career planning. Therefore, Alibaba company has learned from the modern management experience of Tencent group and other e-commerce or scientific and technological innovation enterprises for many years. When implementing the enterprise human resources management, it pays more attention to the whole staff management and employee development, and gradually forms a "four in one" whole staff management mode composed of the company's leadership, human resources management department, other departments, and front-line employees.

In the company's documents on work standards, it is clear that the general manager is responsible for the construction of the company's core team, cadre allocation, and human resource management; The "human resources team" of the general affairs department is responsible for the development and implementation of human resources management, including the overall coordination and monitoring of the distribution system, evaluation system, training system, personnel deployment, and employment system, making suggestions on personnel changes according to the evaluation results, and formulating action plans for the future; Other departments of the company cooperate with the "human resources team" to be responsible for some affairs within the Department, such as cooperating with the "human resources team" to do a good job in the training of personnel of the Department. In addition, the head of each department has the right to make decisions on the appointment, distribution adjustment, bonus distribution, promotion or not of personnel in various functional positions within his department, as well as major matters related to the vital interests of employees. Most importantly, the "four in one" all-staff management mode fully reflects the company's modern human resource management concept of "people-oriented", and strives to provide a stage for each employee to display their talents and create opportunities for learning, development, and promotion. There are opportunities for employees to participate in the formulation of salary and benefit plans, as well as in the process of self-evaluation of employee performance.

3.5.2 Main contents of "four in one" full staff management mode

According to the function division of human resource management, the main contents of the "four in one" all-staff management mode are as follows:

1. Employee recruitment

Employee recruitment is the most basic link in human resource management. It includes not only recruiting new employees from outside to enter the enterprise, but also selecting employees from within the organization to supplement them to specific positions.

At present, the company's recruitment channels mainly include:

- Advertising recruitment. Alibaba company generally publishes information about vacant positions in the enterprise on its website and then carries out publicity in combination with advertising media. Because the company has a good corporate image in society, it can attract more excellent talents to apply for employment, which is conducive to selecting the right talents needed by the enterprise. This channel is mainly aimed at professional management talents or senior technical talents with 3-5 years of relevant work experience or higher professional titles.
- Campus recruitment. This is an important way for the enterprise to obtain potential managers and professional technicians in recent years. A University campus is a place where high-quality talents are relatively concentrated, so enterprises can find enough qualified applicants with high quality in campus recruitment. At present, the company mainly recruits graduates of undergraduate and above levels. Technical posts are generally selected from engineering colleges. The professional requirements are mostly mechanical and electrical, and generally do not require work experience.
- Internal recruitment. Internal recruitment is also a very important recruitment channel for the enterprise. Generally speaking, people think that recruitment is external, but in fact, internal personnel is also reserve personnel for vacant positions. Internal recruitment can make the reasonable flow of human resources within the enterprise, and it is also an important promotion channel for employees. Alibaba company is in a period of rapid development, and the problem of "second best" is easy to occur in personnel supplement. Due to being familiar with the enterprise, and understanding and recognizing the corporate culture, the internal human resources can quickly "take up the post" and "enter the post", which is not only conducive to improving employees' loyalty to the enterprise, but reducing the possibility of talent turnover and loss, but also saving recruitment and training costs and reducing recruitment costs, It is especially suitable for large and medium-sized enterprises. In recent years, the enterprise has paid more and more attention to recruiting employees from within.

In addition, over the years, the enterprise has set aside some posts to meet the employment needs of the children of employees within the enterprise, and then solve the employment and resettlement of retired professional soldiers by national policies. To some extent, this limits the employment autonomy of enterprises and the work of employing employees based on merit.

2. Employment criteria

All departments of Alibaba company have job standards, which not only clarify the job responsibilities of various functional personnel but also provide a basis for selecting and employing employees. For example, the post responsibilities proposed to the designer in charge of the design department are: responsible for the electrical and structural design of a certain type of product and the technical improvement and improvement; Be responsible for product construction drawings, trial production reports, and check design drawings. This

position requires that the personnel on duty should have a bachelor's degree and an intermediate technical title or above; Be familiar with transformer structure and transformer standards, master the development trend of professional technology in this industry and be able to apply advanced technology to design; Have high transformer design and review skills and relevant component selection and application skills; Have certain organization and coordination ability. For another example, the job responsibilities of the assistant director of the manufacturing department are: to be in charge of planning and safety production management, to be responsible for the revision and review of quality standards; Guide, assess, and evaluate the production management of each section according to the operation plan, and put forward reward and punishment opinions. This position requires that the candidate should have more than three years of grass-roots management experience and master computer skills

using; master the relevant theoretical knowledge of industrial enterprise management, and be familiar with transformer product structure and process flow; Understand the process technical conditions and requirements.

3. staff training

Employee training is the main method of enterprise human capital appreciation. Its purpose is to make employees improve in knowledge, technology, and work attitude, to meet the work requirements of the enterprise. Alibaba company is a knowledge and technology-intensive industry, which has high requirements for the quality of employees. In terms of employee training, the main mode adopted by the company is to establish "two supports": the first support is to build an innovative team of builders through training and strive to cultivate senior technical talents and senior management talents; Through training, establish a high-quality staff team with senior skilled talents as the core, which is the second support. To make the training activities meet the objectives of the enterprise, Alibaba company has established an employee training system.

Among them, the company's training for new employees is mainly entrusted by the general affairs department to the education center of the group company. The training contents mainly include: company profile, safety education, quality awareness, professional ethics, and other basic knowledge; The professional and technical training of transferred employees shall be organized by the employing department according to the characteristics of the post. In addition, the company also specially organizes the training of that special operation personnel and insists on retraining according to the time specified by the work safety supervision and management department (once every three years for pressure vessel operators and once every two years for other special operation personnel). Those who fail to participate in the retraining according to the specified time or fail to pass the retraining examination are not allowed to work. Special technical training shall also be conducted for posts adopting new technology, new process, new equipment, and new materials.

(1). Comprehensive staff training plan

The general affairs department of Alibaba company is the competent department of the company's human resources management, which is responsible for the preparation and implementation of the company's training plan. At the end of the year, each functional department shall put forward the training requirements for employees in the next year to the general affairs department, including training objects, training contents, training methods, and training time. The general affairs department shall put forward the company's new personnel plan and training plan for the next year.

Based on Tencent's training experience, Alibaba has specially established a two-level training system for the company and departments, issued relatively perfect staff training management measures, and established a training leading group headed by the deputy general manager of Japan. Taking the overall training plan of the company as the outline, combined with the actual needs of the production line, formulate training materials suitable for each team, and conduct an assessment using examination and summary, forming a lifelong education system for employees. The company formulates a special staff training plan every year, including both full staff training and special training for technical departments; In terms of training methods, there are both internal training and external training. In addition, Alibaba also actively cooperates with Mitsubishi to train middle-level managers and team leaders, and regularly organizes them to go to Japan for training. In recent years, with the coordination and cooperation of Tianwei Group, Alibaba company has strengthened the exchanges with the universities in Baotou, successively established a joint training mechanism with North China Electric Power University and Hebei University, and established a higher-level training platform for the company to improve the quality of employees. In practice, this cooperation mode between enterprises and colleges and universities is not only conducive to the talent training and new product research and development of enterprises but also conducive to giving full play to the scientific and technological advantages, talent training, and technical service advantages of colleges and universities, to achieve a "win-win" in the combination of industry, University, and research.

(2). Employee training progress tracking

In addition to formulating the employee training plan, Alibaba company also pays special attention to the progress of training, and checks and supervises the training through the employee training progress tracking table.

The general affairs department of the company evaluates the effect of training regularly or irregularly and fills in training records through theoretical assessment, operation assessment, performance evaluation, observation, and soliciting Department opinions. For employees who are not competent in their work, retraining shall be arranged in time. After passing the assessment, they shall be transferred to another post, to match the employee's skills with the job they are engaged in as far as possible.

3. performance appraisal

An important task of enterprise human resource management is to establish a scientific evaluation mechanism and system, correctly evaluate talents, respect the personality and

value of talents, and recognize the labor and performance of talents. In China, many enterprises take work performance, work behavior, workability, and work attitude as the basic content of performance evaluation. All departments of Alibaba company have formulated special performance appraisal standards to evaluate and affirm employees' work performance and ability in the current month. The appraisal results are related to employee development, employee deployment, salary, and welfare, which not only mobilized employees' work enthusiasm but also promoted the improvement of enterprise work efficiency. As stipulated in the assessment standard and bonus distribution system of the company's business department, 20% of the total bonus shall be taken as the assessment fund for work quality, work compliance, implementation of safety discipline, and implementation of management system within the Department every month, accounting for 10: 4 :2 :4 respectively.

Work quality assessment is a measure of the contribution of enterprise employees and the core content of the assessment. It mainly includes market business, market management, packaging, transportation, contract execution, engineering plan, and after-sales service:

- Market business assessment. According to the regulations, the business personnel who fail to provide and improve the market information of the jurisdiction every month, the business personnel who fail to provide and improve the market user information of the jurisdiction every month and fail to make relevant explanations, the business personnel who fail to fill in the travel schedule and have not been approved by the competent minister or assistant minister, and the business personnel who fail to submit the travel report on time shall be fined 100 yuan and deducted from the salary or bonus of the current month.
- Market management assessment. Market managers who fail to collect relevant online information on time and report it to the competent Minister shall be fined 50-100 yuan as appropriate; Market managers who fail to complete the presentation on time shall be fined 200-500 yuan as appropriate; Market managers who fail to solve or deal with user problems on time shall be fined 50-100 yuan as appropriate; Market managers who fail to provide drawings to users on time shall be fined 50-100 yuan as appropriate. The above fines shall be deducted from the salary or bonus of the current month.
- Packaging assessment. If the parts are damaged due to poor packaging, a fine of 10-100 yuan shall be imposed as appropriate; In case of missing parts on-site due to packaging errors, a fine of 10-50 yuan shall be imposed as appropriate; If the management of warehousing products is not in place, a fine of 10-20 yuan shall be imposed each time. The above fines shall be deducted from the salary or bonus of the current month.
- Transportation assessment. If the goods cannot be delivered on time due to inadequate transportation tracking management and adverse effects are caused, a fine of 20-50 yuan shall be imposed as appropriate; If the impact recorder is not installed during transportation or the impact recorder does not work normally due to human factors, a fine of 30-10 yuan shall be imposed each time as appropriate; If the transformer oil is

shipped without test or test results, a fine of 10-30 yuan shall be imposed as appropriate; If the oil tank is lost due to poor management, a fine of 50-200 yuan shall be imposed as appropriate; If the packing list records are returned without the user's signature, a fine of 30 yuan will be imposed each time. The above fines shall be deducted from the salary or bonus of the current month.

- Contract execution assessment. If it fails to communicate with users about product supervision and other information according to the requirements of the contract, it shall be fined 20-100 yuan as appropriate; Those who fail to conduct the satisfaction survey on the users coming to the factory as required shall be fined 10-20 yuan each time as appropriate; If the problems are brought to the site due to the inadequate implementation of the contract, a fine of 20-100 yuan shall be imposed as appropriate; If the user is dissatisfied due to the unfavorable reception arrangement, a fine of 10-50 yuan shall be imposed as appropriate; If the contract and relevant documents are not issued in time, resulting in adverse effects, a fine of 10-50 yuan shall be imposed as appropriate. The above fines shall be deducted from the salary or bonus of the current month.
- Project plan assessment. If the technical preparation plan and warehousing plan cannot be issued on time, a fine of 20-50 yuan shall be imposed as appropriate; If the final draft is not discussed according to the procedure, a fine of 20-50 yuan shall be imposed as appropriate; Those who fail to complete the planned monthly statistical analysis and assessment on time shall be fined 50 yuan each time. The above fines shall be deducted from the salary or bonus of the current month.
- After-sales service assessment. If it fails to complete the statistical analysis of customer satisfaction on time, it shall be fined 50 yuan per month; If the market information is not processed in time and causes adverse effects, a fine of 20-50 yuan shall be imposed as appropriate; If the external quality information cannot be sent to the quality assurance department in time, a fine of 10-30 yuan shall be imposed as appropriate; In case of adverse impact due to unfavorable dispatch, a fine of 10-30 yuan shall be imposed as appropriate. The above fines shall be deducted from the salary or bonus of the current month.

Work compliance assessment:

In principle, the business department has clear posts and each does his or her duty. However, due to the staffing situation, the nature of work, and many other factors, based on the division of labor, we need to carry out necessary cooperation and complement each other; When the department leader arranges over time and supports the work of nonposts due to work reasons, he shall provide unconditional service under normal circumstances. If he cannot attend under special circumstances, he shall explain to the leader in time; Those with poor obedience will be punished as appropriate.

Assessment of safety discipline implementation system:

Strictly implement the management regulations on the wearing of labor protection articles of the company; Strictly implement the company's smoking management regulations; Strictly implement other relevant management regulations of the company. For those who violate the company's system, in addition to the punishment according to the company's system, the Department shall also impose the same punishment.

In addition, the attendance system is also one of the assessment systems of the business department, and the assessment results are also directly linked to personal income. A specially assigned person shall be responsible for attendance management and submit the monthly attendance report of the previous month to the market management group before the 2nd day of each month. The bonus shall not be deducted for more than 3 days per day according to the regulations; Deduct 20 yuan per day for more than 3 days; If the accumulated days of compensatory leave in the current month exceed 15 days, the upper limit shall be the deduction of all bonuses in the current month. Different departments have formulated departmental reward rules. Taking the quality assurance department as an example, the bonus distribution principle is as follows: based on the one-time distribution of the company, the quality assurance department redistributes the monthly bonus. In addition, to encourage the enthusiasm of technicians to carry out scientific research, the company gives certain material rewards to those who complete scientific research projects. The reward results shall be uniformly distributed by the general affairs department after being approved by the general manager, and the bonus distribution results of each project shall be reported to the general affairs department for filing. For the bonus obtained from applying for the superior scientific and Technological Achievement Award, the project leader shall propose a preliminary distribution scheme, which shall be distributed by the general affairs department after being approved by the chief engineer.

4. salary management

The important contents of the salary system include salary level, salary structure, and salary increase criteria. Salary includes tangible treatment and intangible treatment. Tangible benefits include basic salary, bonus, welfare, and security, while intangible benefits mainly include paid rest time and vacation. The implementation of an effective salary strategy in enterprises is conducive to attracting, developing, and retaining excellent talents. While encouraging employees to give full play to their initiative and creativity to achieve enterprise goals, also improves employees' ability, to unify enterprise goals and personal goals.

The general affairs department of Alibaba company is responsible for the formulation of salary policies and daily salary management of the whole company. The specific contents and methods include:

- Salary system: the company implements the post-benefit salary system with post salary as the main body based on the principle of "post salary, post salary matching, and dynamic assessment".
- Salary calculation method: the company's employees implement the calculation method of monthly salary day, and the daily salary is calculated according to the average of 21

days per month; The company's employees are paid the salary of the current month according to the specified salary day, and the attendance is based on the assessment of the previous month; For newly transferred employees or internal post adjustment (changing majors or types of work), the post sequence shall be re-verified according to the postconditions, and the minimum wage standard of the corresponding post shall be implemented. After one year, they can be assessed with other employees on the post and adjust the wage grade; For overtime salary and graduate probation salary, the corresponding standards stipulated by the company shall be implemented.

Payment methods for various vacation wages:

- Annual leave. If each unit is unable to arrange for employees to take annual leave due to work needs, it may not arrange for employees to take annual leave with the consent of the employees themselves. For the number of days of annual leave that an employee should take but has not taken, 300% of the employee's daily wage income shall be paid for the annual leave.
- Employees' marriage leave, funeral leave, family planning leave, and breastfeeding leave shall be by the company's regulations on labor discipline management, and the salary shall be paid during the leave.
- The round-trip travel expenses for employees to visit their spouses and unmarried employees to visit their parents shall be borne by the enterprise, and the part beyond 30% of their basic salary for married employees to visit their parents shall be borne by the enterprise; The part within 30% of my basic salary shall be taken care of by myself.
- Sick leave and personal leave shall be deducted by the corresponding coefficient.

Bonus:

- Bonus payment principle. The amount of bonus among departments, teams and employees shall be graded according to the size of responsibilities, labor achievements, and assessment results, and fully reflect the principle of distribution according to work of more work, less work, less gain, and no work.
- Bonus management. All forms of bonuses, individual awards, and one-time bonuses granted by functional departments with the approval of leaders within the company, regardless of the source of expenses and payment form, must be handled by the general affairs department and implemented after being approved by the general manager or the competent leader of the company.
- Bonus payment. Focus on the principle of quality first and linking with economic benefits, and the distribution method shall be published in standardized written materials. College graduates recruited into the company have a probation period of one year. There is no bonus during the probation period. They will receive the full award after passing the examination at the expiration of the probation period; Employees transferred from other companies of the group will receive 1 / 2 of the award for half a year, and then receive the full award after passing the examination; During the off-duty study period

approved by the company, employees will only be paid post salary and seniority salary, and no benefit salary will be paid (unless otherwise agreed).

Salary withheld by the company:

Individual income tax withheld and paid for by the government; Various social insurance expenses that should be borne by employees themselves according to government regulations; Housing accumulation fund that should be borne by employees according to government regulations; Housing fees, water, and electricity fee, house maintenance fee, etc. that should be paid by employees themselves.

Salary payment form:

Wages shall be paid in legal currency and shall not be paid in kind or securities instead of currency. In case of no special circumstances, the salary shall be paid on the date agreed by the company. In case of holidays or rest days, it shall be paid in advance to the nearest working day. Wages are paid at least once a month.

Scope of special labor protection provisions for female employees:

It is forbidden to arrange for female workers to carry 20 kg of continuous weight (more than 6 times per hour) and 25 kg of intermittent weight. Unmarried and married female workers waiting for pregnancy should not be engaged in the coating operation of lead-containing paint, benzene-containing paint, and benzene-containing flux. During pregnancy, female workers shall not be arranged to engage in toxic and harmful operations such as lead and its compounds, mercury and its compounds, benzene, and aniline; Female employees who are pregnant for more than 7 months shall not be arranged to engage in night shift work or extend working hours. They shall have a certain rest time during working hours, and enjoy normal attendance treatment during the prenatal examination. During childbirth, female employees shall enjoy maternity leave of no less than 90 days, including prenatal leave of 15 days; Dystocia increased by 15 days; For multiple births, the maternity leave will be increased by 15 days for each additional birth. For late childbearing, 45 days of maternity leave shall be awarded; Those who receive the one-child certificate during maternity leave will be rewarded with 30 days of maternity leave. According to the current salary policy of the company, I think the salary model of Alibaba company is a typical "mixed salary strategy model" - between the "mechanical model" and "organic model". Among them, the salary system of the "mechanical model" emphasizes basic salary, often carries out quantitative performance appraisal, and mainly measures personal performance. The salary of enterprises is generally higher than the market level. The organic model emphasizes the performance of skills, teams, and individuals. In terms of the design and management of the salary system, the salary policy of the organic model is to lower the salary and use the bonus and deferred income to achieve higher incentives.

3.6 Difficulties and constraints of human resource management in Alibaba company

This chapter will analyze the difficulties and constraints faced by Alibaba's human resource management in combination with its life cycle and the current situation of human resource management.

3.6.1 Difficulties of human resource management of Alibaba company

According to the previous discussion on the human resource management model of Alibaba company, combined with the basic functions of human resource management, I think the company's human resource management difficulties are mainly reflected in the following aspects.

1. lack of coordination between human resource management and enterprise strategy

The enterprise human resource strategy is derived from and subordinate to the overall strategy of the enterprise. Only when the human resource strategy is well in line with the overall strategy of the enterprise, can it play its supporting and promoting role. There is a matching relationship between the two. The matching between the two is the key to achieving the business objectives and improving the competitiveness of enterprises. The "four in one" all-staff management mode arranges the four main modules of human resource management - employee recruitment and employment, employee training, performance appraisal, and salary management in order, but does not command each module of human resource management with the overall strategy of the enterprise. According to the characteristics of human resource management, human resource management must match the overall strategy of the enterprise vertically and realize the matching of each human resource management module horizontally. This means that human resources must closely focus on the overall strategy of the enterprise, and must not carry out recruitment, training, assessment, and distribution in isolation. Instead, human resources management should be regarded as a system to coordinate and integrate all modules of human resources management under the guidance of the overall strategy of the enterprise.

2. lack of human resource utilization planning and insufficient talent reserve

Human resource planning is a core work of enterprise human resource management. Its key is to scientifically analyze the current situation of enterprise human resources and effectively predict the demand and supply of human resources. In terms of human resource planning, Alibaba's problems are mainly as follows:

First, the autonomy of personnel recruitment is limited to a considerable extent. The current employment situation of the enterprise can not be completely independent: first, it is controlled by the superior enterprise to a certain extent; Second, the employment

arrangements for the children of employees within the enterprise and the employment arrangements for demobilized soldiers.

Second, is the lack of long-term human resources planning. It is mainly manifested in the lack of long-term prediction of human resources supply and demand, and the staff recruitment is blind, arbitrary, or short-sighted to a certain extent, resulting in a certain gap between human resources and the requirements of enterprise development objectives in the process of enterprise development.

Third, the recruitment channels are narrow and the talent reserve is small. At present, Alibaba has 254702 regular employees, including 5 senior managers, accounting for about 1% of the total; 117 people with bachelor's degrees or above, accounting for about 26% of the total; 21 senior engineers, accounting for about 5% of the total, including 2 senior engineers; 76 design and R & D personnel, accounting for about 17% of the total; 191 middle and senior technicians, accounting for 80% of the front-line employees.

The middle and senior managers of the company are in their prime life, but most of them are from a technical background and lack systematic management knowledge and skills; The age structure of the company's design and R & D team is reasonable, but the educational level and professional title level are low, and the educational level is low compared with the identity of its high-tech enterprise; The sales force is mainly young and middle-aged, but the number is too small, mainly from a technical background, and lack of systematic marketing professional education; The age structure of workers is reasonable, but the level of education needs to be improved.

At present, campus recruitment is the main channel for the company to obtain talent from outside. There are usually three ways of campus recruitment: first, enterprises directly send recruiters to campus for open recruitment; Second, enterprises invite some college students to practice in enterprises before graduation; Third, joint training between enterprises and schools. Among the three methods, the first one is the most widely used. With its outstanding performance and good reputation, the company can recruit a group of college graduates every year. However, due to the imperfect employment system and unreasonable internal mechanisms, college students resign every year. Therefore, the main reason for the unsatisfactory recruitment effect is that the talent introduction channel is too narrow and the pertinence is not strong. In addition, enterprises still have the phenomenon of nepotism of "seniority" "being pro only" and "being near only", which is also one of the reasons for the brain drain.

3. insufficient investment in human resources development and low value-added

The purpose of an enterprise training and development plan is to maintain or improve employee performance and promote enterprise development. Through the above analysis, the leaders of Alibaba company certainly pay more attention to employee training, but there are still some problems in the specific implementation process: first, the current training management mode emphasizes planning and lacks autonomy and adaptability; Second, the training needs are not clear, the content setting is unreasonable, and is out of touch with the

actual work; Third, the training and development method is single, mainly adopts the teaching method, lacks interaction with the training object, and the training effect is poor; Fourth, the training process is lack of effective supervision and improper evaluation methods, which often leads to the training work becoming a mere formality. The existence of this series of problems has become the main reason for the low utilization efficiency and low value-added degree of human resources.

4. fuzziness of performance appraisal

Whether the content and means of performance evaluation are scientific and reasonable will directly affect the quality of the evaluation. The performance appraisal contents specified in the company's documents include "characteristics, behaviors, and results related to employees' work", "investigation of employees' work performance (including quality, quantity, and attitude)", and "main problems and development potential in work", etc., but these requirements are general. Although the company requires all departments to formulate assessment rules in line with the actual situation of the Department, and the company also has assessment documents for specific personnel, it is also vague and the operation is not ideal. For example, in a manufacturing process, due to the different positions of each worker, the technical requirements and quality responsibilities are different. To reflect the labor complexity of different posts and reflect it in the wage level, it is necessary to multiply a coefficient based on basic working hours when calculating working hours. However, since the setting of this coefficient is also a rough estimation, it often shows a certain artificial nature. Another example is technicians, workshop managers, and department managers. The design department measures the workload based on the number of drawings and takes it as the basis for the bonus payment. It is an easy-to-operate distribution method rather than a performance evaluation method, and the workload and work quality of the technicians of the process department and the technicians of the process groups in each workshop of the manufacturing department are also difficult to quantify. There are also difficulties in quantifying the performance assessment of technicians in other positions, such as inspection and test technicians, equipment and energy technicians, and technicians of the engineering management department. Although different coefficients will be used to distinguish, like the problems mentioned above, the setting of this coefficient is also a rough estimation. For all kinds of managers at all levels, their performance is more difficult to quantify and compare. It is difficult to quantify and the assessment is vague, but it must be assessed. This leads to the following assessment phenomenon: the production front-line team only calculates the working hours, because the working hours are directly used to calculate the benefit salary, which is very convenient, even if it does not assess other aspects such as ability, professional ethics, spirit, and attitude; The assessment scores of managers or technicians in the same department are very close and close to full marks.

3.6.2 Factors affecting the efficiency of human resources management at Alibaba

1. constraints of the external environment of the enterprise

First, the market competition is becoming increasingly fierce. Alibaba's website has many competitors, and its strength is very strong! B2B competitors include huicong.com, made in china.com, global resources.com, dunhuang.com, etc. B2C competitors include Jingdong Mall, Amazon China, dangdang.com, etc. at present, they are developing well and have unique advantages in some aspects. The emergence of industry B2B has greatly affected the operation of Alibaba. The industry field is becoming larger and larger. China chemical network, China Textile Network, and China Pharmaceutical network are all leaders in their respective fields and gradually entering the machinery industry. It is undeniable that B2B in this industry is more professional than Alibaba and operates better in channels. Because the people who run these websites are quite familiar with this industry. Under the leadership of netting, B2B in the industry is developing very rapidly, dividing Alibaba's market share. China's e-commerce industry is developing rapidly, the industrial scale is expanding rapidly, and e-commerce information, trading, and technology service enterprises are emerging. To expand profits, companies try their best to expand sales, which leads to fierce competition among enterprises.

Generally speaking, in the later stage of maturity, the ability of enterprises to deal with environmental changes becomes weak. Affected by the survival pressure of the market, they have no time to consider the development strategy, resulting in unclear human resource planning and unclear salary strategy, which makes it difficult to give full play to the incentive role of salary management, resulting in the problem of brain drain and the continuous weakening of enterprise competitiveness. If this unfavorable situation cannot be reversed in time, it is likely to enter the recession ahead of time and face the risk of being phased out by the market.

Second, is the impact on the population and environment. In the external environment of enterprises, the number, distribution, age, gender, and quality structure of the population will have an important impact on the human resource management of enterprises. These impacts are mainly reflected in the following two aspects: first, the dynamic changes in the external population environment of the enterprise will affect the development strategy of the enterprise's human resources. When formulating human resources strategy, enterprises must determine the types and quantity of labor demand in a certain period, and understand the supply and composition of the social labor force, to grasp the initiative of work. At present, the supply of medium and high talent in the power transmission and transformation industry is increasing rapidly, and the waste of talent employed in low posts and high schools is more serious. In addition, the shortage of skilled talents in the market has also seriously affected the ability of enterprises to innovate independently. Second, the evolution of demographic characteristics of human resource management objects puts forward higher requirements for traditional human resource management. The team cooperation ability and interpersonal relationship of employees recruited by enterprises will affect the organizational structure, performance management, and cultural creation of enterprises, which are related to the demographic characteristics of employee groups, such as gender, age, and education level. At present, among the young people of Alibaba company, people in their thirties and

twenties have begun to become the main force. Compared with employees of other ages, they have obvious advantages. For example, they can usually get better educational opportunities. In addition, they grow up in the network era, with generally high computer ability and strong innovation ability. But in the workplace, their disadvantages are also more obvious. For example, this group is more self-centered, lacks professionalism, weak ability to withstand setbacks, and has poor career stability. Working in the factory is only a phased strategy for them to integrate into society and adapt to society, which may put forward a series of special requirements for traditional human resource management, thus affecting the mode of enterprise human resource management.

2. constraints of the enterprise's internal environment

The internal environment of an enterprise refers to the sum of the internal material, cultural and institutional environment of the enterprise. Specifically, it is composed of the material basis of the enterprise, entrepreneurship, corporate culture, corporate system, and so on. The restriction of the internal environment of the enterprise on the company's human resource management is mainly reflected in the following three aspects:

First, the awareness of innovation of enterprise managers has decreased. Enterprises in the mature stage, have strong strength, strong competitiveness, less risk, and unpredictability. During this period, the focus of enterprise management is to find new business growth points and profit support points. The goal is to maintain and improve the market share of enterprise products and services by innovating the enterprise value chain. At this stage, enterprise managers usually make decisions based on their feelings and experience, and the spirit of innovation and reform decreases. As the management in the mature period determines whether the enterprise will decline or develop continuously, the focus of human resource management at this stage should be on how to maintain the innovative spirit of managers and prevent and overcome complacency.

Second, the construction of corporate culture lags. Corporate culture is the soul of enterprise survival, competition, and development. The cohesion of an enterprise also depends on a unified corporate culture taking the helm. It cannot be denied that Alibaba has recognized the importance of cultural construction. However, there is still a lack of scientific and systematic research and design on corporate culture, and there is a lack of necessary investment and practice. From the specific situation of the company, the main problem is that it ignores the characteristics of the enterprise and fails to create a unique e-commerce corporate culture.

Third, is the lack of an effective incentive mechanism. Professor James of the United States found in the employee incentive research that effective incentives can stimulate the potential of employees, give full play to their enthusiasm, initiative, and creativity, and serve the realization of enterprise goals. For money to play an effective incentive role, employees must see the clear relationship between performance and compensation. After a systematic study of the company, the author believes that the company has the following problems in the incentive mechanism: first, the passivation of salary incentives. Each department of the

company has its assessment standards, but the number of employee bonuses and the assessment and evaluation of promotion opportunities often depend on the subjective judgment of department managers and grass-roots managers, and the evaluation results are not fed back to employees, which is not conducive to employees' performance improvement and self-motivation. Second, the incentive mechanism does not fully consider the actual situation of employees. The incentive method is single and lacks innovation. In addition, from the actual situation, Alibaba's incentive mechanism pays more attention to material incentives, but insufficient consideration is given to noneconomic incentives (such as spiritual incentives).

3.7 Effective countermeasures for human resource management of Alibaba company

Market competition, in the final analysis, is the competition of talents. To achieve the enterprise development goal of "serving the country based on industry and building a world brand", we must take talent strategy as a top priority and pay close attention to it. Therefore, enterprises should establish an efficient human resource management mechanism, strive to create a good atmosphere of respecting, valuing, loving, educating, and giving full play to their talents, and create as superior an environment and conditions as possible for the great development of enterprise talents.

3.7.1 Establish a strategic human resource management model

In 1981, De Vanna put forward the concept of strategic human resource management in human resource management: a strategic view. Strategic human resource management theory holds that human resources are the source of lasting competitive advantage for enterprises, but it is not enough to have this source alone. We should systematically use and develop this valuable resource through the complete integration of human resource management and enterprise strategy.

Through the systematic analysis of the human resource management difficulties and constraints of Alibaba company, I think the ideal strategic human resource management model should be explained as follows:

Human resource strategy comes from the overall strategy of the enterprise and serves the development of the enterprise. According to different classification standards, the overall strategy of enterprises can have many types, and the overall strategy of enterprises in different industries is also different. Generally speaking, every enterprise strategy is a synthesis of business strategy, development strategy, and cultural strategy, which will also affect the formulation and implementation of human resources strategy; The formulation of these strategies should fully consider the internal and external environment of the enterprise.

In 2022, the competition in the e-commerce industry will be more intense. To adapt to the increasingly competitive external environment, Alibaba company has formulated a cost-first business strategy, striving to minimize costs, expand the scale and reduce expenses in production and operation activities. On this basis, seek to maintain a stable and rising development strategy. The business goal is no longer high-speed development, but to expand the market share as much as possible on the premise of maintaining the existing market share. This requires that cultivating customer loyalty and tapping potential customers should be put in an important position, and pay attention to the stability and durability of enterprise development. According to the research of Wangfujing, a scholar in Taiwan, China, Alibaba company should adopt the "SEDUCTION" human resources strategy. This strategy is mainly to attract and cultivate talents through generous salaries, to ensure the reliability and stability of employees. To reduce labor costs, the number of employees should be strictly controlled and efforts should be made to improve work efficiency.

3.7.2 Establishment of strategic human resource planning

As a core work of enterprise strategic human resource management, the key of human resource planning is to scientifically analyze the current situation of enterprise human resources and effectively predict the demand and supply of enterprise human resources. Its purpose is to make the enterprise stably have a certain quality and necessary quantity of human resources to meet the needs of enterprise development. This includes accurately predicting the talent structure needed in the development of enterprises, such as education, professional title, ability, experience, expertise, and other structures, systematically analyzing the market supply and demand of corresponding talents and the gap between enterprises, and scientifically and reasonably formulating talent recruitment, development and training plans. Therefore, the work of human resource planning mainly includes post-planning, personnel supplement planning, education and training planning, human resource distribution planning, etc. Based on the dilemma of human resource management of Alibaba company, this paper believes that the focus of human resource planning of Alibaba company should be on personnel supplement and education and training.

1. strengthen personnel supplement planning and establish a talented team with a reasonable structure

The core of strategic human resource management is that human resources must adapt to the overall strategy of the enterprise, which requires human resource managers to correctly grasp the future development direction and focus of the enterprise when participating in the formulation of the overall strategy of the enterprise. As mentioned above, at present, the company has formulated a business strategy of cost priority and the development strategy of seeking to maintain stability and growth. When planning personnel supplements, the company should strictly control the number and type of employees, strive to reduce labor costs, and strictly control the number of employees. In the specific operation, I think we can learn from the theory of demography. Western countries often establish a model when

evaluating companies. There are two kinds of assumptions in the model: one is economic assumptions, including wage growth rate, inflation rate, etc; The second is demographic assumptions, including employee turnover rate, disability rate, retirement rate, and mortality rate, to calculate the liabilities caused by the change of personnel structure. Since mortality is an uncertain risk, to quantify this risk and reasonably predict future welfare expenditure, an appropriate life table is usually used as the hypothetical basis of mortality. Therefore, enterprises need to have a more accurate life table and make real financial figures. On the one hand, enterprises should make a cash flow forecast for welfare and prepare corresponding funds for employees in advance; On the other hand, let enterprises understand the changing trend of their personnel structure, make a reasonable quantitative analysis of uncertain risks in human resource management as far as possible, and make personnel allocation planning in advance.

Alibaba company in its mature stage should, in combination with the company's overall development strategy, actively tap potential talents, establish an "Echelon" training system for talents, enrich appropriate personnel for various posts, adjust the personnel composition structure, realize the rational allocation of the old, middle-aged and young, establish a set of scientific competition, evaluation and incentive mechanism, and build a team with reasonable scale, optimized structure and excellent quality Professional and technical talents with certain development and innovation ability. We should not only pay attention to cultivating and cultivating senior management talents who can control the market, deal with complex situations and understand operation and management; We should also strengthen the work of cultivating and bringing up high-level scientific and technological talents with comprehensive knowledge, good at research and innovation, as well as the work of cultivating and bringing up a team of high-level skilled talents who understand technology, can operate and have exquisite skills. As long as we have a multi-level and multi-type innovative talent team, we can maintain the long-term prosperity and stable development of the enterprise.

2. improve the education and training plan and explore a new model of talent training

- Improve the education and training system Enterprises in the mature stage of the life cycle have different characteristics from the start-up stage. At this time, it is necessary to make corresponding adjustments to the training system. When training the professional knowledge and professional skills of various talents, we should follow the principles of key training of important talents, special training of scarce talents, and priority training of young talents, to realize an effective combination of long-term training mechanisms and temporary short-term training, to meet various training needs.
- Explore a new model of talent training A major feature of e-commerce enterprise business training is "help and guidance", that is, the master imparts technology to the apprentice, helps the apprentice improve skills, and leads the apprentice to maturity. The company can establish and implement the "teacher leading apprentice" system to form a new talent training mode of "double assessment" of practical operation and theoretical knowledge. There are two basic requirements for "teachers leading apprentices": first,

teachers should have a sense of responsibility and obligation, which of course also needs a certain incentive mechanism to guarantee; Second, there must be a certain number of restrictions, which generally can grasp the ratio of 1:3. In terms of implementation, the training leading group can organize the signing of the master-apprentice training agreement, be responsible for the evaluation and assessment of the training effect, and pay subsidies to the master according to the number of apprentices and the passing rate of the assessment. In modern enterprises, the implementation of master with apprentice training is not a copy of the traditional model of one master with one apprentice and one master with one technique but can be combined with the characteristics of modern society and the production reality of the enterprise. The "oral and heart instruction" of masters can be compiled into a unified training lesson plan, printed into a book, and distributed to employees in relevant positions, which is not only convenient for standardized training of employees but also convenient for communication between employees.

According to the current training situation of Alibaba company, employee education and training shall implement the hierarchical management system of the group company and its subsidiaries. Induction training, on-the-job training, skill training, vocational skill appraisal, qualification training, and examination approved by the State shall be completed by the human resources department of each subsidiary; The entrusted training of undergraduate, master, and doctoral students and the activities of a technical exchange abroad shall be organized by the group company. In addition, the company should strengthen the induction training of new employees. The training of new employees should be positioned to train the backbone and new force of production for the enterprise, not just to supplement the existing personnel. The company should help recruits adapt to the enterprise environment and complete the role transformation as soon as possible. According to the actual situation of Alibaba company, functional departments such as the manufacturing department, process department, design department, and quality assurance department should carry out pre-job training for new employees from different angles. The training content shall generally include theoretical knowledge, practical operation ability, work awareness, corporate culture, etc. Since each new employee has different graduation schools, majors, specialties, and hobbies, to make the best of their talents, the company should organize some "face-to-face" investigation activities, so that each new employee can have an opportunity to directly communicate and show their talents with the leaders of all departments of the company. This close contact and communication will not only reduce the strangeness and tension of new employees to a certain extent but also help the leaders of all departments to deepen their understanding of new employees and lay a good foundation for post-arrangement in the future.

In addition, to fully grasp the learning and training situation of all employees and correctly evaluate the training effect of cadre employees, the Company shall assign special personnel to establish the learning and training files of employees, record in detail the training organized by the human resources department, the internal training of the Department and

other training recognized by the human resources department, regularly assess the learning and training situation of the Department and each employee, and put the examination results into their files, As the basis for promotion and evaluation. At the same time, the company also needs to strengthen the management of training materials, especially the custody and borrowing of external training materials. At present, most training lesson plans are saved in the form of electronic documents, which needs to prevent the loss of data due to computer failure. For training materials, in addition to the electronic version of training materials, it is also necessary to print the materials into a volume to form a "collection of training teaching plans" for half a year or a whole year, which can be kept uniformly for employees to borrow at any time.

3.7.3 Establish an effective talent incentive mechanism

As the enterprise enters the mature stage, the development speed slows down, which will lead to the reduction of internal promotion opportunities. The reduction of promotion opportunities may lead to insufficient incentives and increased mobility of employees. To change this unfavorable situation, enterprises can help employees' personal development and realize their life value by carrying out career planning for each employee, providing competitive salary and systematic training, improving the evaluation and promotion mechanism, and providing multi-channel development channels such as management and technology.

1. improve the salary and welfare system

Salary strategy management includes salary strategy, salary system, salary structure, salary level, salary relationship, corresponding salary management system, and corresponding dynamic management mechanism. To improve the competitiveness of enterprises, we should use an appropriate salary strategy. Compared with traditional salary management, the focus of salary strategy management is to shift from labor cost management to the integration of enterprise resources, improve the utilization efficiency of human resources and enhance the core competitiveness of enterprises. Therefore, the design of the enterprise salary system must start from the enterprise strategy and serve and obey the enterprise development strategy. The salary strategy design of enterprises in the mature and stable period must have the following basic characteristics:

First, pay more attention to the internal fairness of salary. At this stage, the internal management of the enterprise tends to be more mature and standardized, and employees pay more attention to the internal fairness of salary. In this period, enterprises must pay special attention to the internal fairness of salary, so the post-based salary system is appropriate. On this basis, comprehensive consideration of employees' qualifications and team consciousness can well improve employees' enthusiasm and job satisfaction.

Second, external competitiveness is no longer emphasized. Mature enterprises face a more stable environment and prefer to establish a set of salary structures emphasizing the fixed

salary part through formal job evaluation. As for the salary level, enterprises generally pursue a salary that is equal to or slightly higher than the market level. In the mature and stable period, enterprises no longer pay special attention to the external competitiveness of salary, not because the external competitiveness of salary becomes unimportant at this stage, but because more importantly, the acquisition of excellent talents by enterprises at this stage begins to shift from the external labor market to the internal labor market of enterprises. Because when the enterprise develops to a mature and stable stage, it already has a large number of human resources. What the enterprise needs to do is how to find and to cultivate talents.

2. establish a multi-level incentive mechanism

There is a close relationship between the role of talents and the incentive mechanism. Only by exploring the incentive methods and means of various element combinations and grasping the principles of talent incentive can we effectively stimulate the vitality and creativity of talents. First of all, we should adhere to the combination of material incentives and spiritual incentives. The material incentive is the main mode of incentive, and its main forms include salary, bonus, allowance, and so on. However, in practice, material incentives alone may not work, especially the evenly distributed material incentives, which are easier to frustrate the enthusiasm of employees. Spiritual incentive mainly includes honor incentive, training, further study incentive, promotion incentive, care incentive, expectation incentive, and so on. Therefore, we must combine material incentives with spiritual incentives to truly mobilize the enthusiasm of employees. Secondly, the combination of individual incentives and collective incentives. Due to the detailed division of labor, a lot of work in modern enterprises needs team cooperation rather than individual efforts. Because they are worried that the way of collective incentive will lead to the phenomenon of "free-riding", which is not fair enough, most companies prefer to use individual incentives. However, compared with the collective incentive, the incentive based on individual performance may lead to the improvement of individual work styles and performance or local optimization. If the collective incentive method is used properly, it will bring overall performance improvement and overall optimization. Since incentive methods have their advantages and disadvantages, several incentives can be combined in practice. For example, in the honor incentive, we should pay attention to both individual honor incentives and collective honor incentives. The specific operability is as follows: employees who have just joined the work, lack a sense of teamwork. At this time, it is suitable to arrange for them to participate in the work with low task relevance, and stimulate their work enthusiasm and efficiency with personal incentive mode; After working for some time, they begin to pay attention to team activities and have a deeper understanding of cooperation. At this time, it is suitable to use the mixed reward mode, that is, the combination mode of individual incentive and collective incentive, or the combination of material incentive and spiritual incentive is more effective.

3.7.4 Create a corporate culture suitable for human resource management

In the final analysis, corporate culture is the scientific management of enterprises. Enterprises should strengthen the construction of corporate culture, create a good corporate cultural atmosphere, shape a good corporate cultural image, enable employees to establish common values and codes of conduct, form a strong cohesion and centripetal force within the company, and enhance employees' sense of belonging and honor to the enterprise. Traditionally, any enterprise has its own unique corporate culture, which is the core values recognized and shared by all employees. It stimulates people's basic thinking mode and behavior modes. For Alibaba company, in terms of corporate culture construction, it should fully tap its cultural heritage and gradually form a unique joint venture culture, build a joint venture brand and create a harmonious enterprise in combination with the management characteristics of Japanese enterprises. Therefore, this paper proposes to actively create "four atmospheres" within the enterprise, namely safety culture atmosphere, moral construction atmosphere, learning and communication atmosphere, and amateur culture atmosphere, to make the company's employees enhance the awareness of "everyone is the disseminator of the enterprise image" and consciously maintain the good image of the enterprise.

4. Conclusions and recommendations

Using the "four-factor method" analysis method, this paper establishes the enterprise performance evaluation index system and defines the stage of Alibaba's life cycle based on the Adizes enterprise life cycle model. A scientific understanding of the stage of the enterprise's life cycle can resolve some possible human resource crises and help to establish a human resource management model suitable for the characteristics of the enterprise's development stage. Although Alibaba company has established a "four in one" all-staff management model, for mature enterprises, ignoring the relationship between human resources strategy and overall enterprise strategy will lead to fatal problems. Through the analysis of the life cycle and the current situation of human resources management of Alibaba company, this paper points out the main problems existing in the development and utilization of human resources; According to the characteristics of various modules in the process of human resource management, such as human resource planning, personnel recruitment, employee training, performance appraisal and incentive mechanism, this paper puts forward the improvement methods and measures, and the viewpoint that the company should establish a human resource management mode centered on enterprise strategy in combination with the internal and external environment of the enterprise. Of course, no reform can be achieved overnight. According to the author's investigation and analysis of the company, it is found that the adverse factors in the enterprise's human resource management: first, the company's leadership lacks enthusiasm for the reform of human resource management mode; Second, employees are not enough adapted to the reformed human resource management model. Some employees have rebellious psychology because they touch on personal interests, which affects their work enthusiasm, which is not conducive to the maintenance of enterprise performance; Third, there is a lack of necessary supervision and feedback mechanism in the reform process, which cannot find and solve problems in a scientific and timely manner. Due to the lack of theoretical knowledge and limited time, the research on the problem may not be comprehensive enough, and the article is not in place in terms of logical structure and language expression. These problems will be gradually solved and improved in future studies.

5. Summary

1. The implementation of enterprise management strategy must follow the life cycle characteristics

From the perspective of Alibaba's overall strategy of "e-commerce ecosystem" construction and corresponding activities, its investment strategy layout, financing strategy matching, and enterprise life cycle have been effectively combined. Alibaba follows the e-commerce industry business ecosystem on the one hand according to its different life cycle stages the evolutionary law of "e-commerce population - e-commerce ecological chain - e-commerce ecosystem - e-commerce ecosystem", on the other hand, also follows the financial environment and characteristics faced by each life cycle stage, thus adopting different investment and financing strategies. Especially under the current knowledge economy environment and innovation-driven development strategy, innovative enterprises must seize market opportunities quickly, accelerate expansion, and at the same time, make rational investment layouts, and comprehensively choose financing Capital model and capital scale.

2. The implementation of the enterprise financing strategy must be effectively coordinated with the investment strategy and overall strategy

On the one hand, Alibaba has obtained a series of venture investments and battle road investments in combination with the enterprise's development stage, financing methods, costs, and other factors, providing financial support for the implementation of the enterprise's overall battle road and investment battle road; On the other hand, Alibaba's financing strategy has effectively promoted the enterprise's financing ability and financing efficiency through the improvement of its corporate governance structure and the optimization of its capital structure and promoted the formation of its competitive advantage. It is precisely based on the consideration of controlling rights and capital cost that Ma Yun did not choose capital support during the establishment period, which has important reference significance for some innovative enterprises at present. Innovative enterprises generally have good growth of projects or enterprises and have great opportunities to obtain venture capital. However, in terms of capital scale, they should not give as much as they want, but should comprehensively consider factors such as the demand for enterprise investment, financing costs, and risks.

3. The implementation of enterprise investment strategy must be effectively coordinated with financing strategy and overall strategy

On the one hand, Alibaba's investment strategy has completed the specific task of the enterprise's overall strategy - the construction and improvement of platforms and services related to the e-commerce industry chain, which has enabled the enterprise to establish its leading position in the e-commerce field and its core ability to build a business ecosystem; on the other hand, Alibaba's investment strategy has also achieved synergy with its financing strategy, such as the acquisition of Yahoo China in 2007, It not only incorporates the

important e-commerce industry elements in the business ecosystem but also obtains the corresponding capital investment; For another example, from 2013 to 2014, the implementation of a series of investment strategies not only improved the e-commerce ecosystem but also provided an important valuation element for its capital market operation (listed on the NYSE). For this reason, the operation of the capital market of innovative enterprises should not only plan the investment strategy to obtain higher market valuation factors, but also consider the future development direction (such as globalization), and also comprehensively consider the capital market environment.

In a word, the implementation of the overall strategy of the enterprise must follow the law of the life cycle stages of the enterprise development, grasp the financial situation and the corresponding characteristics of each stage, and then effectively implement the investment and financing strategy. Under the guidance and planning of the overall strategy, the investment strategy and financing strategy must also be rationally distributed and effectively coordinated to give full play to the role of the investment and financing strategy and achieve the corresponding effect.

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Annexes

Annexe 1:List of figure 1

Figure 1: Adizes life cycle theory model-----9

Annex 2:List of figure 2

Figure 2: Annual revenue of Alibaba Group from the financial year 2011 to 2021-----25

Declaration

STUDENT DECLARATION

Signed below, Liu Tianjian, student of the Szent István Campus of the Hungarian University of Agriculture and Life Science, at the BSc/MSc Course of

Business Administration and Management declare that the present Thesis is my work and I have used the cited and quoted literature in accordance with the relevant legal and ethical rules. I understand that the one-page-summary of my thesis will be uploaded on the website of the Campus/Institute/Course and my Thesis will be available at the Host Department/Institute and in the repository of the University in accordance with the relevant legal and ethical rules.

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Liu Tianjian

Student

SUPERVISOR'S DECLARATION

As primary supervisor of the author of this thesis, I hereby declare that review of the thesis was done thoroughly; student was informed and guided on the method of citing literature sources in the dissertation, attention was drawn on the importance of using literature data in accordance with the relevant legal and ethical rules.

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Approval of thesis for oral defense on Final Examination: approved not approved *

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