

Executive Summary For APS 1028 Team3 Final Report

Alibaba, one of the most successful e-commerce companies in the world founded by Yun (Jack) Ma has adopted different management styles during different development stages in order to fit in their benefit and scope of the company. As the company is initially founded, autocratic management is implemented in order to make employees more responsive due to lack of recognition and public acceptance in that period. As more high-skill employees has hired to boost up the company, Jack Ma managed to turn his management style into conducive style in order to effectively receive and utilize incoming expertise and ideas. This has largely settled loyalty and employees are more motivated. When the company has expanded into global market, persuasive management style is implemented which allows the managers to spend more time working with their subordinates and employees are more likely to be introduced the benefits of any enterprise decisions. Apart from that, Jack Ma has improved the management style even further to democratic style which was found way more effective for idea generation, in this manner, more employees are allowed to participate in decision-making process and come up with the best result that has been agreed by majority of people. Alibaba has extended its scope of business and market share since last decade, as an emerging e-commerce company it is seeking larger international marketplace. The notable potential of Alibaba has been aware by north America and European monopoly companies such as Amazon and Ebay.

The identified problems and obstacles through analysis were less knowledge loops within the company system and seniority-based systems tends to create non-focused teams. In order to analyze the enterprise balancing, managerial grid was used by which the relationship between concern for employees and concern for productivity was discussed in details. Based on the obstacles and market share, recommendations are offered as firstly decentralization which enables employees more involved in decision-making process. Secondly, a supervising system need to carried out and the variety participants in the market need to be enlarged for improving customers' experience. Then international operation strategies such as establishing global shipment network and setting local B2C or C2C market need to be implemented. Based on Alibaba's success, conclusions have been drawn as that company's core value (customer comes first), market understanding and foreseeing, being actively innovative and creative as well as valuing employee are essential factors for companies to remain a healthy long-run development.