MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SUMY NATIONAL AGRARIAN UNIVERSITY
ECONOMICS AND MANAGEMENT FACULTY

Public Management and Administration Department

QUALIFICATION WORK

Education Degree - Master

on: **RESEARCH THE EFFECTS OF ELECTRONIC COMMERCE ON ORGANIZATIONAL MANAGEMENT OF THE ENTERPRISES**

Completed: student of
073 «Management» (EP «Administrative Management»)

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Master of Administrative management

SUMY - 2025

SUMY NATIONAL AGRARIAN UNIVERSITY

Faculty Economics and Management
Department Public management and administration

Education degree *«Master»*
Field of Study *073 «Management» (EP «Administrative Management»)*

Approved:
Head of Department
«_____» __________________ 20

TASK

on qualification work for student

Gao Chenggong

1. Theme of Qualification work: **Research the effects of electronic commerce on organizational management of the enterprises**

Superviser Tetiana Kharchenko, Doctor of Public Administration, Associate Professor

approved by the university from ________________________________

2. Deadline for student completed project (work) *March, 25, 2025*

3. Background to the project (work):
educational methodical manuals, monographs, textbooks on the subject of research, scientific publications, economic and financial statements for the period of 2021-2023

4. Contents of settlement and explanatory notes (the list of issues to develop):

Define core concepts (e.g., "e-commerce organizational management," "digital ecosystem"). Analyze the external environment influencing Alibaba's e-commerce globalization. Investigate measures to implement international competitiveness strategies. Develop frameworks to ensure the execution of e-commerce globalization strategies. Summarize findings and propose actionable recommendations..

5. Date of assignment:

CALENDAR PLAN

№	Title the stages of the degree project (work)	Date of performance project stages	Note
1	Definition and approval of the thesis, preparation of the plan - schedule of work	November - December 2023	done
2	Selection and analysis of literary sources, the preparation of the first theoretical chapter	January - February 2024	done
3	Preparation and presentation of draft of the first chapter of the thesis	March - April 2024	done
4	Collection and processing of factual material, synthesis analysis of application issues in the enterprise	May 2024	done
5	Making the theoretical part of the thesis, summarizing the analytical part	June 2024	done
6	Design options improve the research problem	July 2024	done
7	Completion of the project part of the thesis, design chapters	August – November 2024	done
8	Previous work and its defense review	December 2024 – January 2025	done
9	Checking the authenticity of the thesis	February 2025	done
10	Deadline for student completed the thesis	10 March 2025	done
11	Defense of the thesis	24 March 2025	done

Student ______________ ***Gao Chenggong***
(signature)

Superviser of science work ______________ ***Tetiana Kharchenko***
(signature)

Authentication performed ______________ *Nadiia Baranik*
(signature)

Checking the authenticity conducted.
Thesis allowed to defense ______________ *Svetlana Lukash*
(signature)

SUMMARY

Gao Chenggong. Research the effects of electronic commerce on organizational management of the enterprises.

Master's thesis in the specialty 073 «Management», EP «Administrative Management» SNAU, Sumy-2025 - Manuscript.

Previous research by scholars indicates that early studies on corporate innovation almost treated corporate innovation and technological innovation as the same concept. Many scholars propose that corporate innovation is essentially technological innovation, representing the process through which companies adopt new ideas, knowledge, and technologies to transform them into new products or services. Regarding business model innovation, some enterprises can quickly generate profits due to the application of innovative technologies that align with business model innovation. In contrast, other enterprises that have not yet applied these technologies or did so later may suffer significant setbacks. It is evident that the key to achieving operational returns lies in seizing opportunities whenever innovative technologies emerge.

Today, e-commerce, mobile payments, online shopping, investment and financial management are very popular. Internet finance is like an economic revolution. It has burst into endless vitality along with the wave of the third technological revolution. It has broken the fixed economic operation model of the traditional financial industry, not only reducing the marketing costs of various financial projects, but also accelerating the efficiency of financial transactions and circulation, and promoting the exponential growth of the financial industry. In the past, the ALB platform transaction model included payments between ALB e-commerce companies and suppliers, as well as payments between consumers and ALB e-commerce companies. In the past, consumers paid the money for the purchase of goods to ALB e-commerce companies. As an intermediate guarantee transaction platform, ALB e-commerce companies need to ensure that the merchants' goods are shipped on time, and consumers confirm the quality and other issues after receiving the goods and confirm receipt. After receiving the instructions from consumers to confirm receipt, ALB e-commerce companies will pay the money to the merchants.

The third chapter explains that the development and innovation of e-commerce enterprises under the Internet economy is mainly based on the research of business model innovation of enterprises. In order to solve the opportunities or problems found, enterprises integrate the information and resources of their internal and external stakeholders according to their own capabilities. In order to achieve business model innovation, this article needs to plan several paths, collect key factors, and use reasonable management models to reorganize key factors and optimize related paths. Through these methods, we can re-examine the path of business model innovation of e-commerce enterprises under the selection of reorganized factors and optimal paths, realize the formulation of enterprise development innovation strategy and strong support for enterprise development innovation model.

Keywords: innovation, e-commerce enterprises, organizational management, business model.

АНОТАЦІЯ

Гао Ченгонг. Дослідження впливу електронної комерції на організаційне управління підприємствами.

Магістерська робота за спеціальністю 073 "Менеджмент", ОП "Адміністративний менеджмент" СНАУ, Суми-2025 - Рукопис.

Попередні дослідження вчених показують, що ранні дослідження корпоративних інновацій майже розглядали корпоративні інновації та технологічні інновації як одне й те саме поняття. Багато вчених вважають, що корпоративні інновації, по суті, є технологічними інноваціями, що представляють собою процес, за допомогою якого компанії приймають нові ідеї, знання та технології для перетворення їх у нові продукти чи послуги. Що стосується інновацій бізнес-моделі, деякі підприємства можуть швидко отримувати прибуток завдяки застосуванню інноваційних технологій, які відповідають інноваціям бізнес-моделі. Навпаки, інші підприємства, які ще не застосували ці технології або зробили це пізніше, можуть зазнати значних невдач. Очевидно, що ключ до досягнення операційної прибутковості полягає у використанні можливостей кожного разу, коли з'являються інноваційні технології.

Сьогодні дуже популярними є електронна комерція, мобільні платежі, інтернет-магазини, інвестиції та фінансовий менеджмент. Інтернет-фінанси схожі на економічну революцію, котрі зламали фіксовану економічну модель традиційної фінансової індустрії, не лише зменшивши витрати на маркетинг різноманітних фінансових проектів, але й прискоривши ефективність фінансових операцій та обігу, а також сприяючи експоненціальному зростанню фінансової індустрії. У минулому модель транзакцій платформи ALB включала платежі між компаніями електронної комерції ALB і постачальниками, а також платежі між споживачами та компаніями електронної комерції ALB. Будучи проміжною платформою гарантійних транзакцій, компанії електронної комерції ALB повинні гарантувати, що товари продавців відправляються вчасно, а споживачі підтверджують якість та інші питання після отримання товарів і підтвердження отримання. Після отримання інструкцій від споживачів підтвердити отримання, компанії електронної комерції ALB виплатять гроші продавцям.

У третьому розділі пояснюється, що розвиток та інновації підприємств електронної комерції в Інтернет-економіці в основному базуються на дослідженні інноваційної бізнес-моделі підприємств. Щоб вирішити знайдені можливості або проблеми, підприємства інтегрують інформацію та ресурси своїх внутрішніх і зовнішніх зацікавлених сторін відповідно до своїх власних можливостей. За допомогою цих методів ми можемо переглянути шлях інновації бізнес-моделі підприємств електронної комерції за вибором реорганізованих факторів та оптимальних шляхів, реалізувати формулювання інноваційної стратегії розвитку підприємства та сильну підтримку інноваційної моделі розвитку підприємства.

Ключові слова: інновації, підприємства електронної комерції, організаційний менеджмент, бізнес-модель.

CONTENT

INTRODUCTION

Relevance of the topic. In today's rapidly evolving digital environment, enterprises face unprecedented challenges and opportunities driven by technological advancements and shifting consumer behaviors. Digital transformation has transitioned from a strategic choice to an inevitable necessity, particularly under the forces of globalization. Traditional business models are undergoing profound changes, and integrating e-commerce into organizational management has become a critical innovation for enterprises aiming to maintain competitiveness and ensure sustainability. This process demands not only the adoption of advanced technologies but also a deep understanding of market dynamics, consumer preferences, and global industry trends.

The e-commerce environment related to the development of network technology can be divided into four stages. First, the stage of ensuring the status of information transmission, which connects and transmits information through network terminal devices, enabling real-time interconnection and communication. This stage continuously enhances resource-sharing capabilities, allowing for the basic transmission of product-related information.

Second, the stage of forming computer network architecture. To network different structural systems of computers, the International Organization for Standardization (ISO) proposed a standard framework for connecting various computers worldwide. Thus, a system adhering to the same standard can communicate with another system anywhere in the world, corresponding to the e-commerce environment state, where product-related information can be transmitted globally.

Third, the stage of efficient utilization of network technology. By the end of the 20th century, computer network technology had gradually entered a phase of efficient and rapid development. During this period, advancements in fiber optic technology promoted comprehensive network development, achieving efficient connectivity. The corresponding e-commerce environment state is one where product-related information can be transmitted at high speed across the globe.

Fourth, the stage of comprehensive interaction and utilization of mobile and security technologies. The technological advancements in this stage provided essential and critical support for the secure operation of e-commerce systems on mobile platforms. The emergence of web browsing technology and security measures ensures the safety and integrity of transmitted information while also facilitating identity authentication for all transaction parties, such as those on PC and mobile platforms. This helps prevent denial of transactions and provides robust technical support for a large volume of online shopping activities. The corresponding e-commerce environment state is one where secure and instant transactions and payments for products can be conducted worldwide.

Regarding business model innovation, some enterprises can quickly generate profits due to the application of innovative technologies that align with business model innovation. In contrast, other enterprises that have not yet applied these technologies or did so later may suffer significant setbacks. It is evident that the key to achieving operational returns lies in seizing opportunities whenever innovative technologies emerge. For enterprises engaged in business model innovation, the development of e-commerce undoubtedly presents an important opportunity.

The purpose and objectives of the study is to identify strategies that enable enterprises to leverage the "Internet+" framework to enhance operational efficiency, decision-making agility, and global competitiveness. By combining qualitative and quantitative analyses, this research seeks to contribute actionable insights for enterprises navigating digital transformation.

To achieve this goal, the thesis addresses the following objectives:

- analyse the theoretical foundations of e-commerce and organizational management;
- examine the evolution of e-commerce within the "Internet+" initiative;
- identify challenges and opportunities in integrating e-commerce into enterprise management;
- investigate Strategic Decision-Making in E-commerce Initiatives;
- explore leadership roles in fostering innovation and managing cross-functional teams;

- assess internal (e.g., resource allocation) and external (e.g., regulatory policies) factors influencing decisions.

The object of the study is to examine the impact of e-commerce on organizational management within Alibaba Group, emphasizing digital transformation, supply chain innovation, and global competitiveness.

The subject of research is the system of improvement of e-commerce models and methods under China’s "Internet+" framework, focusing on Alibaba’s ecosystem (e.g., Taobao, Tmall, Cainiao, Alibaba Cloud).

Research methods: This study uses a multi-methodological research framework. Logical generalization and analysis in the study of literary sources on the topic of the study. Comparative analysis – in the study of components of the enterprise management system. Theoretical analysis - clarify concepts like "organizational agility" and "data-driven decision-making" through literature review. Qualitative and quantitative methods - SWOT/PEST analysis to evaluate Alibaba’s external opportunities (e.g., cross-border e-commerce) and threats (e.g., regulatory scrutiny). Statistical tools (SPSS) to analyse consumer behaviour data and operational efficiency metrics. Examine Alibaba’s "New Retail" strategy, Cainiao’s logistics network, and Alibaba Cloud’s role in digital transformation.

The database includes scientific research achievements of scientists at home and abroad in problem areas, national statistical report data, world statistical report data, publication of official and scientific journals, report information of enterprise manufacturers, and information of international and Chinese science time conferences.

Scientific novelty of the results is a formation of the framework for optimize e-commerce integration through technology and data analytics.

The practical significance of the results is forming localized strategies Alibaba cross-border e-commerce.

The structure and scope of work. Qualification work consists of an introduction, three chapters, conclusions and suggestions, a list of references, which consists of 38 titles. The main text is placed on 66 pages of computer text, the work contains 4 tables, 5 figures.

CHAPTER 1

THE THEORETICAL BASIS OF THE OF ELECTRONIC COMMERCE ON ORGANIZATIONAL MANAGEMENT OF THE ENTERPRISES

E-commerce refers to the means of conducting the entire business (buying and selling) process through electronic, digital, and network technologies, relying on computers, networks, and remote communication. The reason why e-commerce in China can drive commercial development is due to advancements in computer network technology. The continuous development of e-commerce ensures that the core business activities of commercial enterprises can be carried out quickly and continuously. It plays a crucial role in addressing issues such as single sales channels, the rate of product updates, and the centralized logistics and warehousing [1, p. 34].

A review of the changes in the e-commerce environment related to the development of network technology can be divided into four stages. First, the stage of ensuring the status of information transmission, which connects and transmits information through network terminal devices, enabling real-time interconnection and communication. This stage continuously enhances resource-sharing capabilities, allowing for the basic transmission of product-related information.

Second, the stage of forming computer network architecture. To network different structural systems of computers, the International Organization for Standardization (ISO) proposed a standard framework for connecting various computers worldwide. Thus, a system adhering to the same standard can communicate with another system anywhere in the world, corresponding to the e-commerce environment state, where product-related information can be transmitted globally [2, p. 43].

Third, the stage of efficient utilization of network technology. By the end of the 20th century, computer network technology had gradually entered a phase of efficient and rapid development. During this period, advancements in fiber optic technology promoted comprehensive network development, achieving efficient connectivity. The corresponding e-commerce environment state is one where product-related information can be transmitted at high speed across the globe.

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Previous research by scholars indicates that early studies on corporate innovation almost treated corporate innovation and technological innovation as the same concept. Many scholars propose that corporate innovation is essentially technological innovation, representing the process through which companies adopt new ideas, knowledge, and technologies to transform them into new products or services.

Regarding business model innovation, some enterprises can quickly generate profits due to the application of innovative technologies that align with business model innovation. In contrast, other enterprises that have not yet applied these technologies or did so later may suffer significant setbacks. It is evident that the key to achieving operational returns lies in seizing opportunities whenever innovative technologies emerge. For enterprises engaged in business model innovation, the development of e-commerce undoubtedly presents an important opportunity [4, p. 380].

The opportunities presented by changes in the e-commerce environment for business model innovation can be reflected in several aspects:

Rapidly Meeting Customer Needs: Previously, most physical enterprises faced challenges in their business models due to the immaturity of network information technology, a lack of third-party information exchange platforms, and market supply and demand issues. This led to information asymmetry regarding customer needs, making it difficult and costly to collect customer demand information. Consequently, manufacturers often judged overall market trends in advance, conducting product development and sales or trial sales to fill market gaps, with products reaching customers through distributors. The emergence of e-commerce leverages its advantages to reduce the time of information asymmetry, accelerating product information delivery and enhancing the ability to collect customer value propositions and consumption habits. By utilizing this technology for information sharing and strengthening its advantages, businesses can achieve rapid product delivery, meet customer needs swiftly, and attract more clients, thereby generating economic returns. Thus, enterprises must recognize the market dynamics and firmly grasp the important opportunities that technological advancements in the e-commerce environment provide for business model innovation [5, p. 88].

More Accurate Depiction of Customer Personalized Needs: Technologies such as cloud computing, big data, the internet, the Internet of Things (IoT), and various endpoints (PCs, mobile devices, smart wearables, and sensors) are widely applied in e-commerce, creating a new social consumption consciousness of "Internet Plus" and providing necessary conditions for the digital transformation of the commercial industry. Big data and technological means can help enterprises analyze user profiles and conduct precise marketing. Based on the analysis of big data, businesses can share user dynamic information and achieve personalized customization on demand. In traditional physical commerce, due to the inability to accurately understand the needs of a certain number of customers, replenishment of best-selling products and return of unsold items would only occur after a period of regular sales based on actual customer responses.

This not only leads to missed sales opportunities but also generates inefficiencies. The application of e-commerce technologies allows physical businesses to achieve precise positioning during product ordering and manufacturing, maximizing customer satisfaction and facilitating sales while avoiding unnecessary costs. Moreover, concerning individual customers, the use of e-commerce technology enables physical businesses to predict products based on a large volume of similar consumer habits, satisfying their needs. Additionally, they can analyze the overall consumption habits of individual customers and recommend products or services that meet their preferences in clothing, food, sports, and leisure, promoting frequent purchases and cross-selling. In summary, the application of e-commerce technology enables physical businesses to create economic returns by more accurately meeting various customer needs, which is a significant opportunity provided by changes in the e-commerce environment for business model innovation [6, p. 240].

Reducing Customer Time and Physical Costs: With the development of e-commerce technologies, AI interactive technologies and media communication functions facilitate community-based communication, allowing more customers to complete "try-on" experiences from home through photo manipulation with products. When physical businesses adopt this in their e-commerce strategies, they can significantly reduce customers' time spent filtering options and physical effort. The time and energy saved can be redirected to other service consumption, such as dining, entertainment, and movies, thereby generating additional economic returns for physical businesses. This illustrates how the e-commerce environment provides opportunities for business model innovation by lowering customer time and physical costs.

Providing Rich Customer Experiences: The changes in the e-commerce environment and the widespread application of related technologies continuously drive business model innovation within physical commerce. Technologies such as VR, AR, AI, and smart wearables are applied by physical businesses to enhance spatial experiences and create display atmospheres. After an initial investment in equipment, businesses can change content based on marketing dynamics, saving costs while enhancing the authenticity of customer experiences and interactivity. Additionally, combining AI technology with big data allows businesses to authenticate first-time customers and collect relevant information. Through backend calculations analyzing their consumption habits, businesses can provide proactive notifications for dining queues, finding parked cars, and reserving seats for movies, enabling customers to enjoy multidimensional services even before completing their shopping. It is clear that through enriched experiences, the development of e-commerce also presents certain opportunities for business model innovation [7, p. 52].

Based on the study of innovation drivers, some scholars approach the external drivers of innovation from the perspectives of technological innovation, demand theory, and pluralism. These external drivers include: the emergence of new technologies that propel enterprises forward, market dynamics reflecting the need for innovation, and the interaction between enterprises and external collaborators. Other scholars propose internal drivers of innovation from the perspective of innovation mechanisms, including the dependency of enterprises on innovation for sustainable development and the triggers for innovation through relevant incentives.

For businesses, innovation in business models is as crucial as product or technological innovation. Whether a business timely innovates its model in response to internal and external drivers determines its survival and sustained positive development. Accordingly, this article analyzes the external and internal drivers affecting business model innovation based on research into innovation drivers and the background of e-commerce development [8, p. 16].

E-commerce Advances Drive Business Model Innovation: As mentioned earlier, the development of e-commerce provides excellent opportunities for the innovation of business models. Therefore, the author argues that the development of e-commerce is still a driving force for continuous innovation in business models. The advancement of technology enables more novel functions, and the upgrades in products or services provided by these functions can spawn new business models, which in turn convert into operational revenue and market share. Thus, e-commerce has a significant driving effect on business model innovation.

Upgrading Customer Demands Drive Business Model Innovation: The value proposition for customers requires continuous innovation in business models to maximize customer satisfaction and attract new customers. Currently, many business models have successfully catered to customer needs. With the development of e-commerce, information is rapidly disseminated, leading to swift changes in customer demands, with many new products and services emerging. Businesses, driven by the evolution of e-commerce, need to continually innovate their models to adapt to these changing demands; otherwise, they risk being rejected by customers and subsequently eliminated from the market. Therefore, customer demand, especially the upgrading of customer needs generated by e-commerce development, is an important driver for business model innovation [9, p. 21].

Competitive Elements in the New Environment Drive Business Model Innovation: Zhao Long stated that the competitive landscape arises from the dynamic characteristics of the market. Besides traditional businesses, many emerging enterprises gain advantages in competition, and the emergence of substitutes increases the pressure on business development. For example, domestic e-commerce platforms like Taobao, JD.com, VIPShop, and Suning.com engage in fierce competition, primarily concerning products and services. Such a competitive environment means that businesses that fail to innovate their models or delay doing so will find themselves operating in a smaller market space, leading to decreased operational revenue. Lacking the necessary funding for innovation, these businesses cannot achieve industry-leading levels, nor can they compete with those that have innovated earlier. Thus, the competitive elements in the new environment compel businesses to be bold in innovation and to innovate early to accumulate funds, enabling them to emerge as market winners. Hence, a highly competitive market environment is also an important driver for businesses to innovate their models.

Owner's Requirement for Asset Value Appreciation and Preservation: The primary objective of business operations is to integrate key elements such as capital, knowledge, and organization to achieve value appreciation and preservation. As discussed earlier, businesses must continually innovate their business models during operations to ensure revenue and consequently safeguard asset value. To achieve this goal, businesses are driven to persistently innovate their models. Therefore, the elements of capital, knowledge, and organization are core factors influencing asset value appreciation and preservation and are important internal drivers of business model innovation [10, p. 42].

Capital: This element significantly impacts the cost inputs of business operations and is a prerequisite for investment and output. As mentioned, businesses that innovate their models can enhance revenue and increase market share; conversely, businesses without innovation see reduced market share and revenue. Over time, this forces them to cut operational costs, making it impossible to preserve asset value. Hence, capital, as a core factor for asset preservation, is an internal driver of business model innovation.

Organization: This refers to the various components or elements that make up the business operation system. Organizational elements determine the structure, functions, attributes, and characteristics of the enterprise. An organization is an open cooperative system with specific goals. In other words, collaboration through the organization can achieve predetermined objectives for asset preservation or appreciation. According to innovation theory, businesses that do not innovate their models cannot maximize operational efficiency, thus failing to ensure asset appreciation; therefore, organization is also a core factor for asset preservation and can drive model innovation [11, p. 42].

Knowledge: Knowledge plays a significant positive role in enterprise operations, and internal knowledge sharing facilitates the emergence of new ideas. Through collaborative learning, organizations can develop guiding thoughts and execution experiences that safeguard revenues. Driven by new innovative knowledge and thinking, continuous innovation in business models can be achieved, leading to enterprise appreciation; conversely, a lack of direction can result in inefficiencies and unrealized revenues. Thus, knowledge influences asset appreciation and drives business model innovation.

The combination of capital, knowledge, and organization, whether individually or through integrated internal resources, constitutes the core elements affecting asset value appreciation and preservation, driving the innovation of business models internally [12, p. 32].

Employee Expectations for Income: Business models encompass the profit models of enterprises. When the overall profit of a business increases, employees expect their income to change accordingly, aligning with the business's growth. Conversely, if model innovation does not synchronize with the industry, affecting profits, employees may find their income expectations unmet, leading to decreased enthusiasm and efficiency, creating a vicious cycle that hampers continuous innovation. Therefore, employees’ expectations for income are also an internal driver for ongoing business model innovation.

In studying the innovation process, scholars from various disciplines provide different perspectives. Most scholars recognize the concept of "stages," viewing the innovation process as a combination of decision-making actions made continuously in response to a particular change, adhering to a certain logical form. Each decision action in one stage is triggered by the preceding stage, with these stages logically divided into several relatively independent parts.

Based on the connotation and characteristics of business model innovation, the process can be divided into four stages: the triggering stage of business model innovation, the strategic design and management stage, the specific design stage, and the implementation stage of the innovative business model [13, p. 138].

Triggering Stage of Business Model Innovation: This is the starting point for business model innovation, where the primary activity involves analyzing the environment and identifying the need for innovation. As analyzed previously, the drivers for business model innovation stem from changes in the business environment. Enterprises must identify the need for innovation based on environmental analysis; otherwise, there is no basis for business model innovation.

Strategic Design and Management Stage: After recognizing the necessity for business model innovation, enterprises must make strategic design decisions. This phase includes selecting the path for innovation and establishing the organization for innovation. The chosen path for innovation determines its direction and completes the strategic design, setting innovation goals that guide the establishment of the innovation organization and related arrangements. The innovation organization is the design, coordinating personnel according to the innovation strategy to support model innovation and establishing effective connections and plans to ensure smooth and efficient operations in achieving innovation goals [14, p. 102].

Specific Design Stage of Business Model Innovation: This stage involves the organization and its members specifically designing the new model based on the identified needs and chosen path. This process requires members to organize and clarify their innovative knowledge in line with the innovation strategy and objectives, facilitating effective communication and understanding of various innovative ideas, leading to specific design concepts. Through frequent exchanges and discussions, the organization and its members refine design ideas to complete the specific business model design.

Implementation Stage of the Innovative Business Model: This is where enterprises apply the newly designed model in business operations, involving phases such as trial runs, promotion, and large-scale implementation. The process of business model innovation includes four interconnected stages that mutually influence, providing continuous feedback and adjustments. Issues identified during specific design may indicate flaws in path selection or organizational design, prompting enterprises to provide real-time feedback based on their capabilities, adjusting or reselecting innovation paths and modifying organizational plans as necessary. Similarly, during implementation, small-scale trials are essential, followed by adjustments and corrections before large-scale implementation, ensuring continuous optimization for efficient and sustainable innovation [15, p. 34].

Based on the study of innovation drivers, some scholars have proposed external drivers for innovation from the perspectives of technology push, demand, and pluralism. These external drivers include: the emergence of new technologies that drive enterprises, market dynamics reflecting the demand for innovation, and the interactive relationships between enterprises and external collaborators. Other scholars have suggested internal drivers for innovation, focusing on the dependency of enterprises on sustainable development and the triggers provided by relevant incentives.

For commercial enterprises, the innovation of business models is as important as product or technological innovation. Whether a commercial enterprise can timely innovate its business model under the influence of internal and external drivers determines its survival and ongoing healthy development. Therefore, this paper analyzes the external and internal drivers affecting business model innovation in conjunction with the background of e-commerce development based on research into enterprise innovation drivers [16, p. 32].

Advancements in E-Commerce Drive Business Model Innovation: As previously mentioned, the development of e-commerce provides significant opportunities for business model innovation in commercial enterprises. The author believes that the growth of e-commerce is a driving force for continuous innovation in business models. Technological advancements enable the realization of novel functions, which can lead to upgrades in products or services and subsequently foster new business models that translate into operational revenues and market shares. Thus, e-commerce plays a substantial role in driving innovation in business models.

Upgraded Customer Demand Drives Business Model Innovation: The value proposition for customers requires constant innovation in business models to align with and maximize customer needs, thereby attracting new customers. Many business models currently succeed by catering to customer demands. With the rapid dissemination of information in e-commerce, customer needs are also evolving quickly, leading to changes in the demand for new products and services. Consequently, commercial enterprises need to continuously innovate their business models to adapt to these changes; failure to do so may result in rejection by customers and eventual market elimination. Therefore, customer demand, especially the upgrades driven by e-commerce development, is a significant motivator for business model innovation [17, p. 14].

Competitive Factors in the New Environment Drive Business Model Innovation: Zhao Long posits that the competitive landscape arises from the dynamic characteristics of the market. Besides traditional commercial enterprises, many emerging businesses have gained advantages in competition, while the emergence of substitutes adds pressure to the development of commercial enterprises. For instance, domestic e-commerce platforms such as Taobao, JD.com, Vipshop, and Suning.com are engaged in intense competition, particularly regarding products and services. This competitive environment means that businesses that do not innovate their business models in a timely manner may find themselves with diminished market shares, forced to operate in a smaller market space with reduced revenues. Lacking the financial support necessary for innovation, such enterprises will struggle to achieve industry-leading status, let alone compete with those that have pioneered business model innovation. Hence, the competitive environment drives commercial enterprises to embrace innovation proactively, enabling them to gather funds and emerge as market winners. Thus, a highly competitive market environment is also a vital driver for business model innovation [18, p. 24].

Owners’ Demand for Asset Appreciation and Preservation: The primary goal of commercial enterprise operations is to integrate key elements, including capital, knowledge, and organization, to achieve appreciation and preservation of assets. As discussed earlier, commercial enterprises must continuously innovate their business models during operations to ensure revenues and safeguard asset value. Therefore, the drive for business model innovation is fueled by the necessity to achieve these goals through capital, knowledge, and organizational elements.

Capital is a crucial factor influencing the cost of enterprise operations and is a prerequisite for input-output processes. As mentioned, enterprises that innovate their business models can enhance revenues and increase market share. Conversely, without innovation, an enterprise's market share and revenues will diminish, leading to reduced operational costs and preventing asset preservation. Thus, capital, as a core element of asset preservation, is an internal driver of business model innovation [19, p. 24].

Organizational Factors constitute the various parts or components of an enterprise's operational system. The organizational elements determine the structure, functions, attributes, and characteristics of the enterprise. Organizations are open systems that collaborate towards specific goals. In other words, through organizational collaboration, enterprises can achieve their set goals of value preservation or appreciation. Based on innovation theory, businesses that do not engage in business model innovation cannot realize their organizational structures' full efficiency, jeopardizing their asset appreciation. Hence, organization is also a core element for asset preservation, driving the innovation of business models.

CHAPTER 2

ANALYSIS OF THE CURRENT BUSINESS MODEL OF E-COMMERCE ENTERPRISE

2.1 General characteristics of Alibaba group

Founded in 1999, Alibaba E-commerce Enterprise has been developing for over 100 years, achieving remarkable and unparalleled results during this time. Alibaba’s culture, business model, and systems are resilient, ensuring long-term sustainable development. Alibaba’s vision is, "We do not seek to be big or strong; we aim to be a good company that lasts for 102 years, where customers can meet, work, and live.” The mission of Alibaba is to make it easier to do business anywhere. The company aims to help businesses transform their marketing, sales, and operations to improve efficiency. Alibaba provides technological infrastructure and marketing platforms for merchants, brand owners, retailers, and other channels, helping businesses leverage new technology to engage with users and customers and operate more efficiently. Alibaba also offers leading cloud infrastructure and services as well as enhanced collaboration tools to facilitate their digital transformation and support business growth [20, p. 17].

Alibaba’s business portfolio includes China commerce, international commerce, local services, Cainiao (logistics), cloud, digital media, entertainment, and innovative businesses. Around its platforms and services, Alibaba has created an ecosystem encompassing consumers, merchants, brand owners, retailers, third-party service providers, strategic partners, and other businesses. In 2022, the Gross Merchandise Volume (GMV) of Alibaba’s ecosystem reached RMB 8.317 trillion, comprising GMV generated by China consumer-facing businesses and GMV from international retail business. Alibaba's ecosystem serves approximately 1.31 billion annual active consumers globally, with over 1 billion consumers in China and 305 million consumers overseas. Figure 2.1 shows the relationship between Alibaba Group's business architecture and ecosystem:

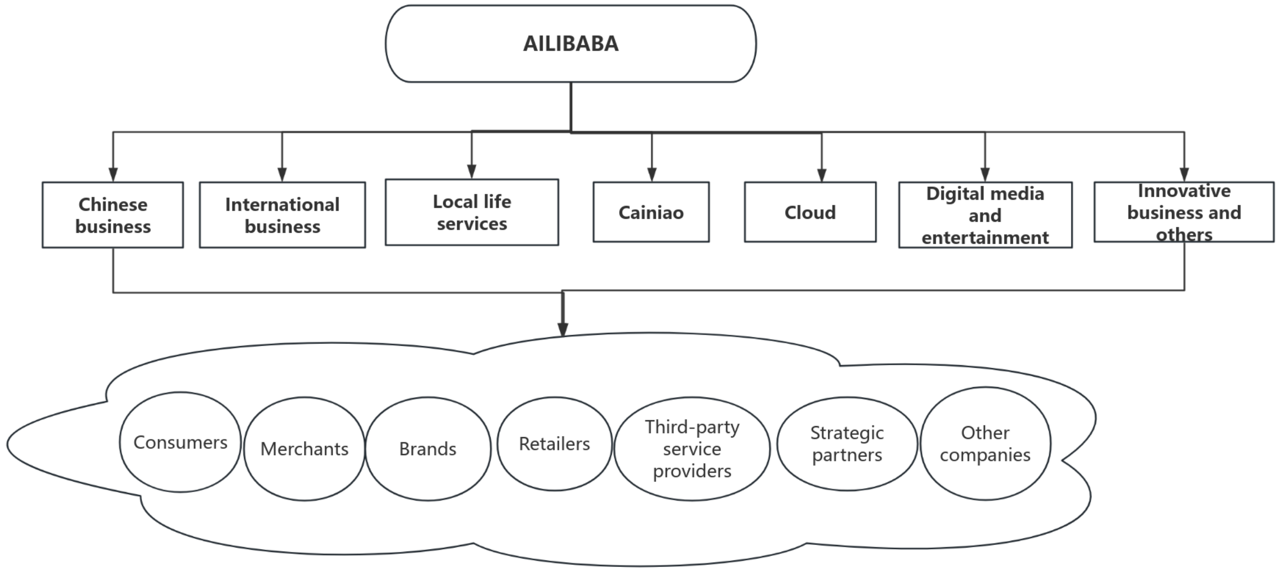

Figure 2.1 – Alibaba Group’s business architecture and ecosystem

Source: [21, p. 11]

Start-up Period: When the company was initially established, its management aimed to create an e-commerce trading platform to connect small and medium-sized enterprises (SMEs) with internet users, streamline transaction processes, and improve efficiency. This platform has now become a primary channel for transactions among thousands of businesses and customers, significantly reducing transaction costs by eliminating intermediaries. This has enabled SMEs and merchants to overcome challenges such as limited marketing channels due to insufficient funds, while allowing many internet users to enjoy the convenience of online shopping. Through its own growth and a series of initiatives, Alibaba has transformed China's e-commerce and physical economy. In early 2003, Alibaba launched the Taobao website and established the third-party payment platform, Alipay. In its initial phase, Taobao was mainly a consumer-to-consumer (C2C) e-commerce platform focused on individual merchants (C stores). In 2011, Tmall and AliExpress were established, with Tmall targeting business-to-consumer (B2C) transactions. This move marked Alibaba’s entry into cross-border e-commerce, with further expansion into e-commerce information, software, and tool services through acquisitions of Vendio and Auctiva.

Growth Period: In recent years, Alibaba has expanded significantly through platforms such as Taobao, Tmall, and Alipay, maintaining a positive growth trajectory and optimistic cash flow. The large user base attracted to Taobao and Tmall provides Alibaba with extensive information and data. By building an internet data platform, Alibaba further processes customer data, transaction data, and converts it into analytical charts applied to the data market, enhancing cash flow. This shows that timely reforms and management innovations contribute significantly to Alibaba's expansion. By 2012, Alibaba had accumulated substantial information on domestic and international merchants, which helped domestic businesses expand their reach in foreign trade. Alibaba provides merchants on its platform with independent accounts and passwords, as well as English URLs, allowing nearly 10,000 professional buyers from over 20 countries to browse company information online, creating more opportunities and traffic. In 2013, Alibaba announced a restructuring of its organizational structure to better develop overseas markets. On August 10, 2015, Alibaba entered into a strategic partnership with Suning Commerce Group Co., Ltd. In 2018, on August 15, Alibaba partnered with Kroger to sell products like nuts and dietary supplements in China [22, p. 19].

Peak Period: On June 6, 2019, Alibaba submitted its annual report as a listed company. The report showed that Alibaba's revenue reached RMB 376.844 billion in fiscal year 2019. At the 2021 Alibaba Cloud Financial Intelligence Summit, the president of Alibaba Intelligence stated that the company’s data governance methodology consists of three unifications: Technical unification, where the entire group moves from a scattered to a unified platform, transforming from a siloed to a distributed architecture and eventually achieving an internet-based structure; Data unification, where data management transforms from a resource to an asset, standardizing data across the business; Cultural unification, establishing a middle-office strategy to achieve "big middle-office, small front-office" alignment, ensuring strategic consensus from top to bottom and supporting organizational restructuring. Figure 2.2 reflects Alibaba Group's values during its development process:

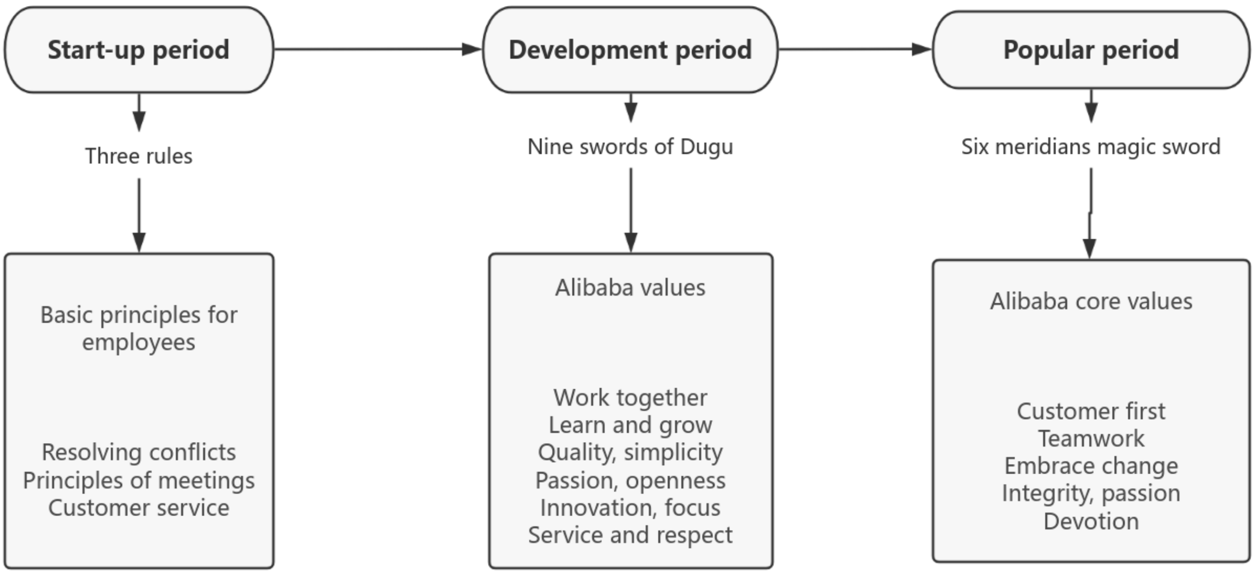

Figure 2.2 Alibaba Group's values development process

Source: [23, p. 15]

In January 2022, with Su Quan in charge of the China digital commerce division, Taobao, Tmall, and Alibaba E-commerce were restructured into a comprehensive Taobao ecosystem, merging the backend operations of Taobao and Tmall. The Taobao-Tmall division was restructured into three major centers.

2.2 Strategic positioning analysis of Alibaba Group

This paper analyzes Alibaba's strategy using PEST analysis, Porter's Five Forces model, and SWOT analysis to examine Alibaba's macroeconomic environment, current strengths and weaknesses, political and economic competitive pressures, social and technological factors, internal capabilities, and external opportunities and threats. Through these models, the paper provides an in-depth analysis of Alibaba's strategy. It finds that, given the rapidly developing economic environment and the shifting motivations of consumer groups, Alibaba needs to innovate its business model based on its strengths and weaknesses to respond to market changes. Continuous innovation is essential to maintaining Alibaba's leadership position in the e-commerce sector. The innovation of its business model depends on strategic clarity, making Alibaba’s strategic positioning crucial.

Political Environment. With the increasing penetration of the internet, the e-commerce sector has contributed significantly to the national economy. The government places greater emphasis on the e-commerce sector, creating a stable political and legal environment. By the end of 2022, China had introduced over 20 policies in two years related to the e-commerce industry, including the comprehensive E-commerce Law passed by the Standing Committee of the 13th National People's Congress, China’s first integrated law in the commercial field. This law reflects the government's support and regulatory stance on e-commerce, providing legal guidelines crucial to its sustainable growth. Additionally, policies tailored to support e-commerce include strategies for e-commerce exports, e-commerce supply chain and logistics development, urban assistance for rural areas, and commercial-agricultural mutual support, underscoring the critical role of e-commerce in China’s economic development [24, p. 19].

Economic Environment. China is transitioning economically, with major shifts in consumption patterns since the 2020 pandemic. Prior to 2020, China was in a phase of rapid economic growth, with GDP growth reaching 6.6% in 2018, surpassing RMB 90 trillion. While the pandemic led to a temporary economic downturn, consumers now focus on quality and sustainability, combining consumption with e-commerce trends. These trends align well with the structure of the e-commerce industry, which offers a competitive advantage over traditional physical industries.

Social Environment. The rapid rise of internet technology and the widespread adoption of digital tools have driven changes in Chinese consumer behavior. This trend has fueled e-commerce development, particularly in younger demographics who rely on online shopping for convenience and variety. The digital age has also introduced social media as a key platform influencing consumer decisions. Platforms like WeChat, Weibo, and Douyin (TikTok) are widely used by e-commerce enterprises, such as Alibaba, to reach consumers and market their products directly, creating an interactive shopping experience and enhancing customer loyalty. Additionally, the shift towards a more digital society is expected to increase the demand for online retail platforms, aligning with Alibaba’s strategic goals [25, p. 11].

Technological Environment. The ongoing advancements in technology, particularly in artificial intelligence (AI), big data, and cloud computing, have greatly influenced the e-commerce industry. For Alibaba, these technologies have facilitated the implementation of personalized marketing, intelligent logistics, and predictive analytics, enhancing user experiences and operational efficiency. With Alibaba’s development of Alibaba Cloud, the company now provides cloud computing services that not only support its operations but also serve other enterprises, further strengthening its competitive advantage in the e-commerce sector. AI-driven tools, such as the intelligent assistant “AliGenie,” streamline interactions with customers, automate processes, and improve service quality. Alibaba's commitment to technological innovation continues to shape its strategic direction in a fast-paced digital economy. Figure2.3 clearly illustrates the above PEST analysis:

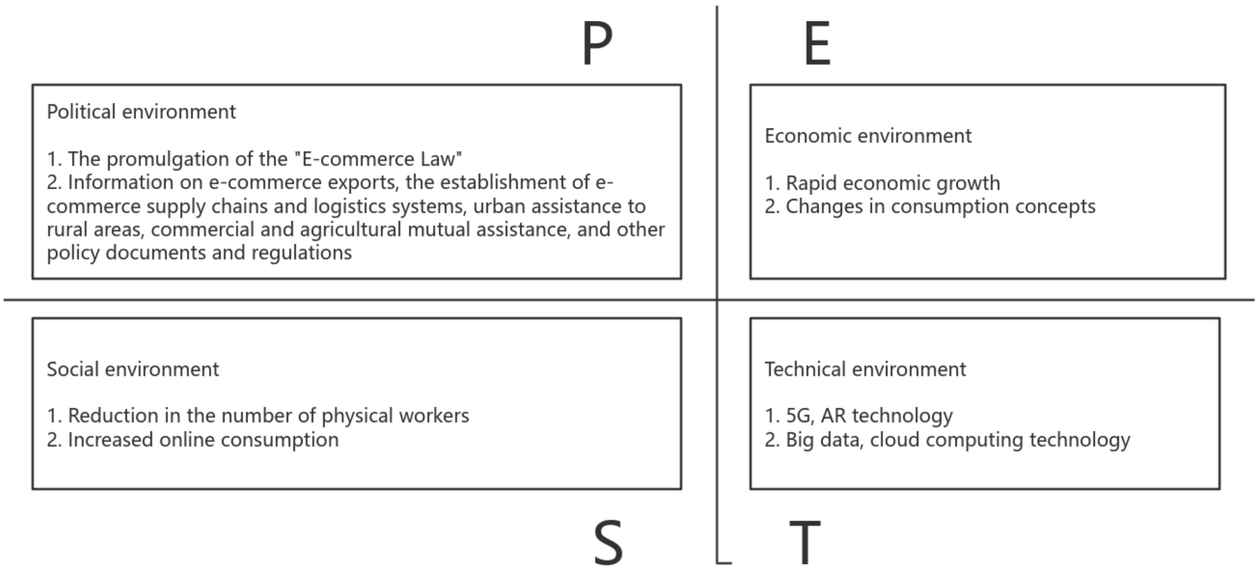

Figure 2.3 - PEST analysis diagram

Source: [26, p. 13]

The five forces analysis provides insights into Alibaba's competitive positioning and the external pressures it faces within the e-commerce market:

For ALB e-commerce companies, competitors intending to enter the e-commerce sector are potential new entrants. The rapid development of internet technology has lowered entry barriers, and platform-based e-commerce companies operate at significantly lower costs than e-commerce companies like ALB that need to establish their own warehousing and logistics systems. Therefore, e-commerce companies with established platforms are likely to become potential competitors to ALB. For example, Baidu, a leading player in China's search engine industry, has a vast resource of internet users and technical talent and has made several attempts to enter the e-commerce sector to capture market growth opportunities. Baidu could leverage big data for customer behavior analysis, enhance consumer experiences, and enable targeted marketing. Additionally, logistics companies like SF Express also have the potential and resources to enter the e-commerce sector. These companies, with extensive customer bases and proprietary logistics networks, pose a significant competitive threat to ALB if they establish e-commerce logistics systems. Currently, not only SF Express and ZTO Express but other large courier companies are also entering the e-commerce business, shifting brick-and-mortar customers to their platforms to serve clients and create new value, keeping up with the "Internet+" trend and countering the impact of e-commerce on physical stores.

Table 2.1 - Top five e-commerce platforms with average monthly active users in China in 2022

E-commerce platform	Monthly active users (10,000 people)
Taobao	47694.5
JD.com	25642.8
Pinduoduo	10396.6
Vipshop	8508.6
Tmall	7508.7

Source: [27, p. 18]

As shown in Table 2.1, the leading platforms in the domestic e-commerce industry have already taken shape, with Alibaba's Taobao and Tmall being prominent shopping platforms, along with JD.com. Monthly active users on these platforms indicate that the two companies have established an oligopolistic position, holding 50% of the total industry volume. Other competitive e-commerce platforms include

Pinduoduo, Vipshop, and Jumei Youpin, each with unique positioning and user bases. The following categorizes e-commerce platforms based on their distinctive characteristics:

Taobao and Tmall are among the earliest e-commerce platforms in China, with widespread brand recognition. Consumers nationwide often shop on Taobao and Tmall for the wide variety of products. Taobao appeals with low prices, while Tmall wins consumer trust with its reputation for authentic goods via official flagship stores. However, quality inconsistencies among Taobao merchants affect shopping experiences, as the same product may vary in price and quality across sellers. JD.com, known for 3C digital products, has successfully differentiated itself by focusing on these categories, thus attracting users interested in electronics and posing a threat to ALB e-commerce [28, p. 138].

Meituan represents a new generation of e-commerce platforms focusing on community group buying. The pandemic accelerated the growth of this business model, which serves local residents within a 5 km delivery radius. Meituan mainly delivers fresh produce within an hour, while also offering services like lodging, food delivery, movie tickets, and more. Meituan's recent impressive performance reflects its popularity, although it remains underdeveloped in some northern areas. Meituan leverages its rider delivery system to enhance customer experiences, making it a major competitor to ALB's Tmall Supermarket and Taoxianda, which need to increase market share within communities.

Pinduoduo started later than ALB's Taobao and Tmall, but with clear positioning and a specific target audience. Unlike Tmall, which targets urban professionals, and JD.com, which attracts digital enthusiasts, Pinduoduo targets rural markets and low-income households. Consumers have ingrained associations with platforms for different needs: books on Amazon, fashion on Taobao, and low-cost items on Pinduoduo. These platforms cater to specific product types or customer groups, focusing on refining product categories and after-sales service to attract more customers. ALB’s competitive edge lies in brand recognition and a broad product selection.

Amazon is a self-operated e-commerce platform focusing on cross-border e-commerce. Compared to ALB, Amazon's diverse offerings serve global customers, allowing domestic suppliers to open export-focused stores on Amazon. By combining retail and wholesale, Amazon uses mainstream data services to drive its e-commerce business, and it is now the world's largest cloud computing provider. ALB has been influenced by Amazon's strategic positioning, although it remains dominant in China’s e-commerce. This study suggests ALB could surpass Amazon through innovation in strategic positioning [29, p. 24].

Figure 2.4 gives a visual representation of the Porters Five Forces model analysis:

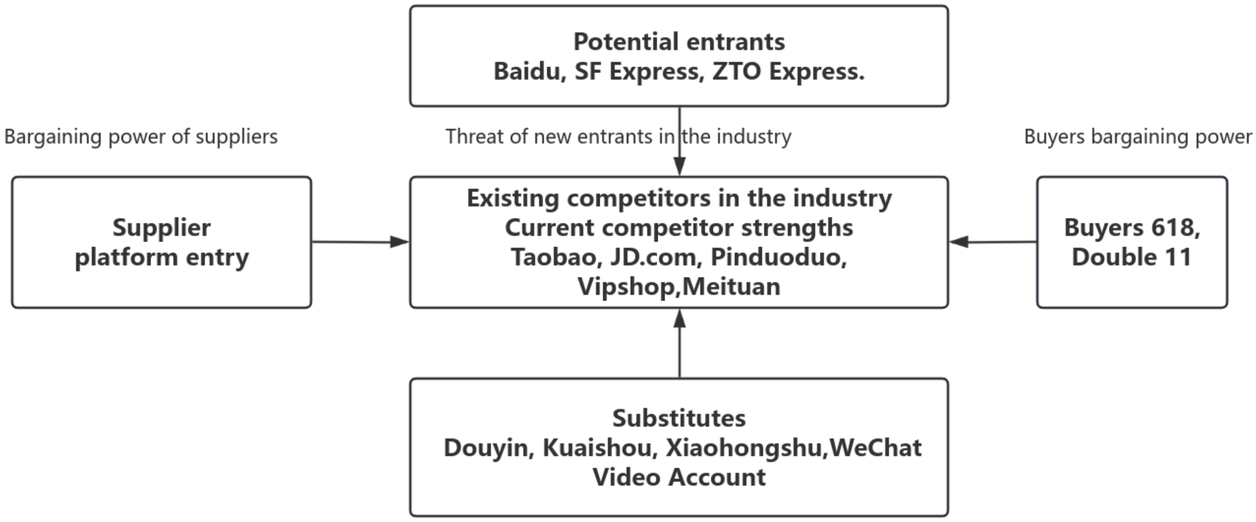

Figure 2.4 - Porter's Five Forces model for ALB e-commerce

Source: [30, p. 22].

With the rise of e-commerce and the consumption preferences of Generation Z, live-streaming and C2C micro-business platforms have become substitutes for ALB's Taobao and Tmall. Platforms like Xiaohongshu, Douyin, and WeChat leverage social media to attract consumers of different age groups and income levels. Although brick-and-mortar stores are declining due to the pandemic and internet influence, live-streaming channels pose a significant threat to ALB. The interactive nature of live-streaming, where real-time visuals provide an immersive shopping experience, appeals to consumers willing to spend time and money. While ALB uses AR technology to create virtual fitting experiences, it doesn’t match the realism of live-stream shopping. However, the authenticity of influencers remains a risk in live-streaming, which ALB must consider when mimicking this trend.

In the internet age, information transparency enables consumers to compare prices across platforms, increasing their bargaining power. Platforms like Tmall, JD.com, and Suning.com have engaged in intense price wars during major promotions like Double 11 and 618 to attract customers, underscoring the strong bargaining power of buyers and the threat of ALB being forced to reduce prices to retain customers.

Supplier bargaining power is reflected in the pricing, quality, and service of products offered through platforms. Leading e-commerce platforms like Taobao and JD.com attract suppliers who seek to leverage platform brands and traffic. However, well-resourced suppliers may develop their own platforms to avoid platform control and achieve higher margins, as seen with Gree Electric and its use of Douyin. Suppliers with sufficient resources now have strong bargaining power, while smaller suppliers remain reliant on platforms like ALB, which must explore new strategies to mitigate this risk [31, p. 26].

ALB Based on the analysis of the strengths and weaknesses of ALB e-commerce enterprises and the opportunities and threats they face, the following analysis is made on the current strategic positioning of ALB e-commerce enterprises:

Strength analysis. First, ALB e-commerce enterprises have a good reputation in China and have formed brand awareness. Therefore, they can further strengthen brand building and enhance the brand's value and influence. Second, further expand product lines: According to consumer demand, they can optimize the commodity supply chain, expand product lines, and improve the variety and quality of products to meet consumer needs and increase user stickiness and loyalty.

Third, strengthen user relationships: actively interact with consumers, enhance the interaction between users and platforms, provide more personalized and customized services, and let consumers better experience the value brought by the brand. Finally, build a strong logistics system: strengthen cooperation with logistics companies, build a strong logistics system, improve logistics efficiency and quality, reduce transportation costs, speed up the delivery of goods, and improve customer experience. Whether it is the 168 platform of ALB e-commerce enterprise, or Tmall and Taobao platforms, they all have stable suppliers and customer bases. The brand's influence has expanded to other e-commerce platforms such as large and small enterprises, and has a positive influence.

Disadvantage Analysis. First, the 168 platform of ALB e-commerce enterprise is mainly based on the intermediary model. Suppliers open stores on the platform and sell mostly in a wholesale mode. The price is mainly based on a low-price strategy, which has caused vicious price competition between suppliers and between platforms, and sellers' profits are low, and the market is sluggish. Secondly, whether it is the 168 platform or the Taobao platform, the quality of sellers is uneven, the quality of goods cannot be guaranteed, and even fakes will appear, giving consumers a bad experience, which also hinders the development of the ALB e-commerce platform. Finally, there are limited ways to display goods on e-commerce platforms. There is often a big difference between the seller's show and the buyer's show. Consumers have been looking forward to buying goods for a long time, but after receiving the goods, they find that they are far from the seller's show. Then they have to go through after-sales return and exchange. Although Taobao and Tmall platforms provide their own Cainiao Kuaigou express service and support door-to-door pickup, for consumers, returns are ultimately a waste of time and energy. These phenomena are constantly disappointing consumers with the platform, sellers and products, affecting the platform's reputation and hindering the development of the platform.

Opportunity analysis. At present, the country has a very positive attitude towards e-commerce enterprises and has issued a series of laws and regulations to ensure the healthy growth of the e-commerce industry. In recent years, the country has issued a series of laws and regulations that not only regulate the market of the e-commerce industry, but also effectively control the barbaric growth of some non-compliant platforms, illegal micro-businesses and other organizations. This is an effective promotion and protection for large enterprises such as ALB e-commerce companies. In addition, due to the favorable trend of the current market environment and market economy, the number of Internet users in my country has been steadily increasing year by year. The habit of online shopping has spread to thousands of households and has become a necessary action in people's daily life. Therefore, ALB e-commerce enterprises have sufficient customer sources and huge development potential.

Threat analysis. Regarding threat analysis, first of all, although ALB e-commerce enterprises currently have a considerable market share, many other e-commerce platforms are also expanding the market and snatching customers. The competition in the entire industry is very fierce, so ALB e-commerce enterprises have always been under threat. Secondly, today's consumers are becoming more and more picky, and there are no absolutely loyal customers. In order to increase customer stickiness, in addition to meeting consumer needs in terms of price, ALB e-commerce enterprises also need to innovate in quality and service. Third, the bargaining power of suppliers is constantly increasing, and the relationship with suppliers is tense. How to balance the relationship between suppliers and consumers is also a problem that ALB e-commerce enterprises need to face. Finally, Internet security is an ultimate problem. Ensuring consumer privacy and property security is a problem that all e-commerce platforms need to pay attention to and solve. Figure 2.5 gives a visual display of SWOT analysis.

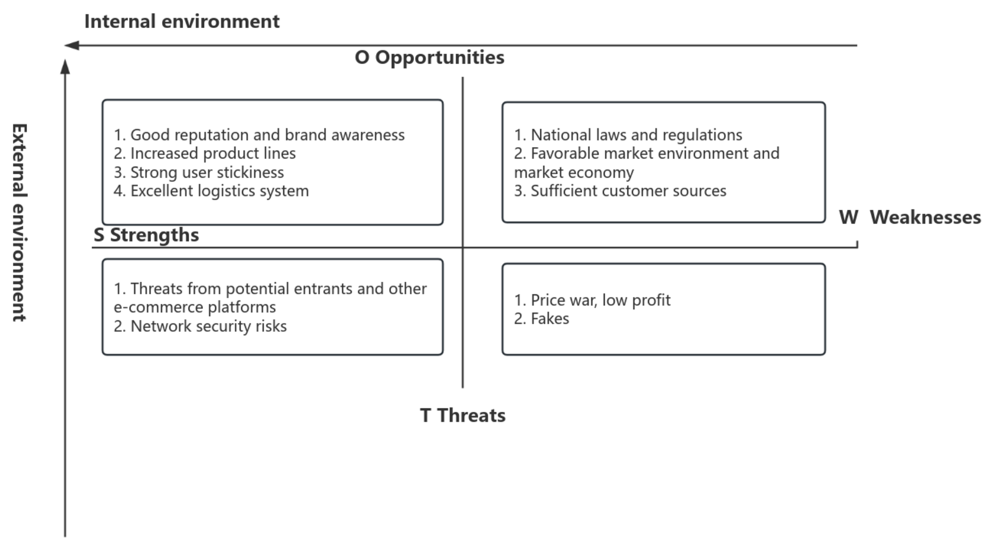

Figure 2.5 SWOT Matrix Analysis

Source: [32, p. 18]

From the earlier analysis of ALB's internal and external environment, as well as its strengths, weaknesses, opportunities, and threats, ALB’s strategy is identified as one of diversified expansion. During its early development phase, ALB's strategic direction centered on horizontal integration and vertical integration across its industry chain. In its later stages, ALB shifted towards diversified expansion. Thus, the strategic development sequence for ALB is as follows: horizontal integration, then vertical integration, and finally diversified expansion. Observing the strategies of major domestic and international corporations, most tend to evolve from simple to complex, from horizontal to vertical development, and eventually to diversified expansion. This broadens business areas, reduces operational risks, boosts revenue, and supports the company’s long-term growth.

2.3 Estimation of issues in ALB’s Business Model

According to Dopfer and Fallahi (2017), a business model is viewed as an activity system where enterprises, partners, suppliers, and customers are closely interconnected and interdependent. Activities within this system influence these stakeholders' behavior. To understand the current state of ALB’s business model, interviews were conducted with employees from various departments, suppliers, and customers. Key topics included work processes, existing issues, and suggestions for improvement. Based on Elie’s (2022) four-factor model from the Harvard Business Review, ALB's business model is analyzed from the perspectives of customer value proposition, profit model, key resources, and core business processes.

The customer value proposition of ALB e-commerce is that customers come first, employees come second, and shareholders come third. Trust makes it simple. Putting customers at the core and providing satisfactory services have always been the most important part of ALB e-commerce's corporate culture and are closely related to the company's development history. This reflects the company's firm commitment to the concept of always being customer-centric, customer-oriented and customer-satisfied, and providing the best quality services. The 38 consumers interviewed in this interview also gave ALB e-commerce a good review of its customer service, but also reflected some problems:

Good and bad product management. The continuous development and improvement of the market economy has made the variety and quantity of products more and more abundant, meeting people's daily consumption needs. Taobao, owned by ALB e-commerce, is one of the e-commerce platforms that consumers love. The reason why consumers choose to shop on this platform is that the platform has a complete range of products, covering almost all aspects of work and life, and the price is lower than other platforms. In addition, the quality of the products is guaranteed, and many high-quality and low-priced products can be found. However, due to the large number of stores and different product supply platforms, it is not possible to guarantee that all products are genuine.

For some small-value daily necessities, such as clothes or daily necessities, there are cases where the main pictures of the products are the same, but the prices are very different and difficult to distinguish.

Imperfect operation system. Competition between enterprises is becoming increasingly fierce. If ALB enterprises want to dominate the e-commerce market, they not only need to invest a lot of money, but also need to polish some details. Among the consumers interviewed, they all mentioned that there are large differences between the sellers' and buyers' pictures on Taobao, and it is impossible to distinguish the quality of the products. In addition, there are frequent returns due to reasons such as the large difference between the products and the sellers' main pictures. Consumers who have been looking forward to the products for several days do not find them suitable after trying them on, so they think that the management of Taobao stores is relatively chaotic. The reason for this problem may be that Taobao sellers have various cooperation models such as enterprises and individuals, and the management of many details of sellers is not entirely the responsibility of Taobao staff. The imperfections of operation management and after-sales service systems need to be further improved by ALB enterprises [33, p. 28].

Loss of consumer confidence. In the early days of e-commerce development, the "e-commerce shopping festival" marketing method successfully attracted consumers from offline to online, and physical retail was transformed from retail stores to consumer shopping experience stores. Online e-commerce ushered in a bonus period, with a large number of orders coming one after another and sales growing rapidly in a short period of time. The emergence of marketing strategies created a good start for e-commerce. Every year, the "Double Eleven" began to warm up in mid-October, and advertisements even released deposit pre-sales and various red envelope activities. However, as this marketing model continued, malicious price competition occurred among e-commerce companies, and social e-commerce became more and more intense, consuming consumers' patience and expectations for product promotion activities, making e-commerce shopping festivals gradually become boring.

A major problem for e-commerce growth is to expand new customers. When the traffic dividend gradually shrinks or even runs out, how to maintain user growth and continuously attract new customers has become a current problem for ALB e-commerce companies. After seeing many marketing tricks, consumers have become more rational. Complex calculations of full discounts, cashing out red envelopes, game rules, and forwarding in Moments have become the most criticized topics by consumers. Consumers prefer the simplest and most direct price discounts and product promotions in e-commerce marketing. In addition, when Taobao products are promoted during major festivals, there is a gimmick of first raising prices and then discounting or reducing prices, deceiving consumers. There are even rumors of price gouging. The prices of products are defined according to different people, which harms the rights and interests of consumers. Therefore, when offline physical stores seize the opportunity and use the same holiday promotions to attract consumers, consumers' enthusiasm for online "Double Eleven" activities has dropped sharply in recent years. A part of online traffic has gradually shifted to physical stores, and e-commerce transaction volume has begun to decline [34, p. 24].

Data security risks. Looking at the current e-commerce industry, there are deficiencies in safeguards in laws and regulations. In the operation of e-commerce enterprises, the following points should be paid attention to:

Information security. The transaction mode of e-commerce platform is mainly to trade goods and funds through virtual network. The transaction process involves the transmission, storage and processing of information. These actions may bring information security risks to merchants and consumers. Therefore, e-commerce platforms need to pay attention to the security of information, so that criminals can not get in the way, and protect the property safety of merchants and consumers.

Protect the legitimate rights and interests of consumers. Due to the characteristics of the network platform, there are many uncertainties in transactions on the Internet. Therefore, to protect the legitimate rights and interests of consumers, we must be able to ensure the quality of goods purchased by consumers in a fair trading environment and protect the interests of consumers with customers as the center.

Malicious competition. Due to the imperfection of the regulatory mechanism, some merchants steal other people's trademarks and brands in order to seek profits, and maliciously slander and destroy the reputation of competitors. Therefore, in order to enable the healthy development of the e-commerce industry, it is necessary to improve relevant laws and regulations to create a harmonious and beautiful environment for e-commerce [35, p. 21].

The core competitiveness of ALB e-commerce enterprises includes ALB's brand value, ALB's supplier access screening capabilities, and ALB's self-built logistics capabilities. However, there are always two sides to everything. Behind the advantages are also hidden disadvantages. These core competitiveness, in addition to bringing good benefits to ALB e-commerce enterprises, have gradually brought cost pressure and burden to ALB e-commerce enterprises, becoming the weak link of the enterprise.

High marketing costs lead to the loss of supplier resources. In the traditional B2C transaction model, merchants need to pay more production costs and marketing costs. When these costs are passed on to the consumer side, they restrict consumers' purchasing desire to a certain extent. In the long-term development, ALB e-commerce enterprises hope to provide merchants and consumers with a satisfactory platform. In the process of cooperating with merchants, let merchants put more business on the ALB platform, and finally achieve a win-win situation with ALB e-commerce enterprises. However, ALB e-commerce enterprises have launched a variety of marketing models, including various promotional methods for major shopping festivals such as 618 and Double Eleven, advertising services such as product recommendations and extremely popular store recommendations, as well as value-added services such as store decoration. The proportion of these revenues in the total revenue of ALB e-commerce enterprises has increased year by year. From the perspective of disadvantages, while these services bring income, they are also more expensive than other e-commerce platforms, and there is no trend of adjustment in the short term. This may affect the stability of the company, causing some high-quality suppliers to be attracted by the low-price model of other e-commerce platforms. The loss of suppliers will put ALB e-commerce enterprises in a passive position [36, p. 25].

Uneven distribution of personnel. The geographical distribution of technical personnel and service personnel of ALB e-commerce enterprises is too concentrated. The headquarters of ALB e-commerce enterprises is located in Hangzhou, Zhejiang Province, and most of the technical personnel and service personnel of ALB e-commerce enterprises are also concentrated in the headquarters. From the development strategy of ALB e-commerce enterprises, it can be seen that ALB e-commerce enterprises' business is spread all over the country, so the geographical layout of technical personnel and service personnel should also follow the strategic direction and be dispersed to various regions across the country. In this way, the cost of technical personnel and service personnel is saved, the service efficiency and technical level are improved, and the response speed to consumer needs and problem feedback is improved. At the same time, according to the geographical location and culture of different regions, dispersing personnel is also convenient for collecting and sorting market conditions in different regions, and timely feeding back this information to local business managers, which can greatly improve the market response speed and respond to demand changes in a timely manner, further improve the company's adaptability and risk resistance, and enhance the company's market competitive advantage.

The profit model of e-commerce companies is the corporate organizational structure, business structure and business structure of the company's revenue and the final profit after deducting costs. In layman's terms, it is the way, method and channel through which the company obtains corporate revenue and calculates corporate profits. The profit model reflects the company's operational capabilities, business capabilities, and management capabilities, and is an important factor in determining whether the company can develop for a long time. Through in-depth interviews with 10 suppliers, we learned that the operating income of ALB e-commerce companies mainly comes from the membership fees paid by consumers who register as merchant members on

Taobao and Tmall platforms, as well as the continuous value-added services for domestic and foreign suppliers [37, p. 36].

Increased costs. The 10 ALB suppliers interviewed in this interview all said that when cooperating with ALB e-commerce companies, due to the brand effect and platform traffic advantages of ALB e-commerce companies, the fees they need to pay to ALB companies are higher than those of other e-commerce platforms. This will bring high cost pressure to suppliers. In order to maintain profits, suppliers have to reduce costs in other ways such as products, logistics, and services. These reduced services will eventually be fed back to end consumers, giving consumers a bad shopping experience. Secondly, the self-built logistics system of ALB e-commerce companies is a set of intelligent warehousing automatic service systems built on the current mainstream big data services through complex data computing capabilities. This article surveyed the employees of relevant departments of ALB e-commerce enterprises and mentioned that whether in terms of facility configuration, system execution, system testing and maintenance, a lot of manpower and financial resources were consumed, resulting in very high operating costs for logistics services, and these costs often need to be paid by suppliers or consumers.

Difficulty in corporate profit growth. The Taobao platform under ALB e-commerce enterprises has not yet reached the "cutting leeks" period. How to retain consumers and continue to achieve profit growth after collecting various fees is a problem that ALB e-commerce enterprises need to think about now.

At the same time, the development of the e-commerce model will inevitably bring about the emergence of new transaction models, such as the B2B2C model, which is an important new attempt for ALB e-commerce enterprises and even the entire domestic e-commerce industry. With the help of the previous e-commerce model service system, a good foundation can be laid for the implementation of the B2B2C business model. However, the emergence of any new thing will bring new problems. How ALB e-commerce enterprises can use this new business to create more profit space is also a problem that ALB e-commerce enterprises need to face and solve.

Judging from the profit model and development history of ALB e-commerce companies, truly open, information-based, and localized e-commerce is the most vital.

China's e-commerce must establish an e-commerce model that conforms to the cultural heritage of the Chinese people. In the future, it will integrate the resources of multiple enterprises, develop together, create more profits and value for enterprises, and realize the economies of scale of e-commerce enterprises.

Key business processes are the core of the entire e-commerce business process, including the entire process from customer ordering to customer receiving the goods and evaluating shopping satisfaction. For ALB e-commerce companies, they are committed to building a more efficient, reliable and secure trading platform, including Taobao Mall, Tmall Mall, Juhuasuan and Xianyu, and Alipay, as the third-party payment tool with the largest coverage in my country, is also an important component of the company. At the same time, the integrity guarantee "Integrity Pass" membership system is also regarded by the company as one of the important pillars of corporate culture [38, p. 28].

Logistics service system. In order to ensure the efficiency of key business processes, ALB e-commerce companies interviewed employees from its logistics, technology development and finance departments to understand the company's problems and needs in these key business processes. These employees believe that the company has achieved certain achievements in e-commerce business, but there are still some problems. The most important problem is that due to the large number of return and exchange orders, the company's brand image has a negative impact, which has a negative impact on the company's operating costs and brand reputation. Therefore, the company is actively seeking solutions and strategies to solve this problem, including optimizing logistics management and improving consumer services so as to improve customer satisfaction and corporate image.

Financial services. Today, e-commerce, mobile payments, online shopping, investment and financial management are very popular. Internet finance is like an economic revolution. It has burst into endless vitality along with the wave of the third technological revolution. It has broken the fixed economic operation model of the traditional financial industry, not only reducing the marketing costs of various financial projects, but also accelerating the efficiency of financial transactions and circulation, and promoting the exponential growth of the financial industry. In the past, the ALB platform transaction model included payments between ALB e-commerce companies and suppliers, as well as payments between consumers and ALB e-commerce companies. In the past, consumers paid the money for the purchase of goods to ALB e-commerce companies. As an intermediate guarantee transaction platform, ALB e-commerce companies need to ensure that the merchants' goods are shipped on time, and consumers confirm the quality and other issues after receiving the goods and confirm receipt. After receiving the instructions from consumers to confirm receipt, ALB e-commerce companies will pay the money to the merchants. This approach not only increases the financial security burden of ALB e-commerce companies, as well as management issues such as the delivery speed and product quality of merchants, but also increases the merchant fund collection cycle, increasing the risk and difficulty of merchants in fund turnover. In this wave sweeping the entire financial industry, ALB e-commerce companies must adjust their business model goals, take advantage of new Internet technologies, and quickly develop corresponding financial services. In short, ALB e-commerce companies need to continue to improve and perfect key business processes, enhance various business processes and service systems, enhance corporate brand image, and improve market competitiveness in order to develop steadily in the fiercely competitive market [32, p. 18].

This paper analyzes the macroeconomic environment, current strengths and weaknesses, political and economic competitive pressure, society and technology, internal capabilities, and external opportunities and threats of ALB e-commerce companies. Through these models, we conducted an in-depth study of corporate strategies and found that the current business model of ALB e-commerce companies has the following difficulties.

First, the source of customers is shrinking. Although the survey data so far shows that the market share of Taobao and Tmall platforms under ALB e-commerce companies accounts for half of the overall e-commerce industry, the rise of self-media platforms and social software in recent years, live streaming and other traffic videos have attracted a large number of consumers, and people are more inclined to shop on self-media social platforms such as Douyin and Xiaohongshu, which has greatly reduced the source of customers for Taobao and Tmall platforms. Although Taobao and Tmall platforms have also launched merchant live broadcasts and big V traffic to bring goods, such as Li Jiaqi's live broadcast room, these big V bloggers not only broadcast live on Taobao and Tmall platforms, but also have close cooperation with platforms such as Douyin and Xiaohongshu. Therefore, for ALB e-commerce companies, they have lost their unique competitive advantage and the retention of customer sources has been greatly discounted.

Secondly, the product quality problem of ALB e-commerce companies has always been a major problem that troubles consumers. The advantages of Taobao and Tmall platforms of ALB e-commerce companies are that there are buyer reviews of products and store ratings. In recent years, the "Ask a Question" function has also been launched, which is more authentic and reliable than the buyer answers in the product evaluation area. However, there are still shops that fake orders and good reviews, and those that write articles on other channels and platforms to divert traffic to shops. A typical case is a blogger on Xiaohongshu, who published a product experience article that seemed to be a real evaluation, and then diverted a large number of users to Taobao shops.

Due to the herd mentality of consumers, they followed the trend and blindly consumed, and finally found that the goods were not satisfactory after receiving them. These were mostly women's skin care products. In addition, the clothing products with the highest sales volume often have the same product picture sold by multiple stores at the same time, with different prices, and the quality of the received goods is also uneven, which greatly reduces the shopping experience of consumers. Finally, the high operating costs of ALB e-commerce companies are also a major dilemma they are facing. Due to the impact of the epidemic in recent years, consumers' consumption psychology has undergone major changes, and has changed from previous impulsive consumption to today's rational consumption. Although the state has also introduced relevant policies to expand domestic demand for the national economy and stimulate consumption, the effect of reversing this situation is obvious. For ALB e-commerce companies, in order to increase consumer stickiness and loyalty, they need to spend more operating and marketing costs to attract and retain customers.

In addition, with the rapid development of the Internet economy, the security of consumers' online data has also become a major hidden danger. In order to eliminate the risk of privacy leakage in consumers' online shopping, ALB e-commerce companies must also invest a lot of operating costs to strengthen the security of online shopping. In addition, the annual operating costs of Cainiao Guoguo, the self-built logistics system of ALB e-commerce companies, are also a huge financial expenditure. Compared with third-party logistics companies, although the logistics systems of other e-commerce platforms are a model of cooperation with third-party logistics, this operating model may result in service quality not being guaranteed during transportation, goods loss and other unregulated, and merchants, third-party logistics companies, and consumers shirking responsibility for each other and being unwilling to bear the responsibility for losses.

Based on this situation, ALB e-commerce companies have to build their own logistics systems to provide consumers with a better shopping experience, but this also leads to an increase in operating costs. The high operating costs reduce the profits of ALB e-commerce companies, which is a huge gap from the expected benefits. In short, based on the current business model of ALB e-commerce companies, the reduction of customer sources, the inability to guarantee product quality, and the increase in operating costs are the main problems that ALB e-commerce companies need to solve urgently. They must be suppressed and effectively solved as soon as possible to ensure that ALB e-commerce companies can remain invincible in the development of the Internet economy.

CHAPTER 3

INNOVATIVE TOOLS IN THE MANAGEMENT SYSTEM ALB E-COMMERCE ENTERPRISE BUSINESS MODEL

3.1 Customer value proposition innovation in strategic planning Alibaba Group

Through the analysis of the internal and external factors that affect the development of ALB e-commerce enterprises in Chapter 3, it reflects the current dilemma of ALB e-commerce enterprises' business model. This chapter mainly introduces the changes in the four elements of ALB e-commerce enterprises' business model innovation under the background of the rapid development of the Internet economy , and constructs a new value creation system. This paper also conducted a consumer satisfaction survey, focusing on the Taobao and Tmall shopping scenarios of ALB e-commerce enterprises. Finally, a new business model innovation evaluation system was constructed for the development and innovation model of e-commerce enterprises, and the relationship between business model elements and business model innovation was explained in the form [32, p. 19].

In terms of business model innovation, customer value proposition innovation is very critical. Enhance the position of corporate brands in the hearts of consumers, that is, capture the hearts of consumers and enhance consumer stickiness and loyalty. Because the mass consumers have the mentality of following the crowd and being lazy, and the higher the brand awareness of the product, the stronger the strength of the enterprise. After the brand takes root in the minds of consumers, they will blindly believe that the brand products are not bad, and the customer's willingness to buy becomes stronger. According to the communication effect, there will be more and more consumers. Taobao and Tmall Mall of ALB e-commerce platform need to take a series of measures to establish a good brand image in the minds of consumers and enhance brand competitiveness. The specific practices are as follows: First, we must operate in good faith. When ALB e-commerce companies choose merchants to enter Taobao and

Tmall platforms, they need to strengthen the review qualifications of merchants, such as sample inspection of the goods sold, whether the quality is qualified, and whether the price is appropriate, to ensure that the goods sold on the ALB e-commerce platform are high-quality, high-value and reasonably priced goods, and to operate in good faith, rather than low-quality, low-value counterfeit products that are mixed with pearls, or even counterfeit goods. Therefore, the key to doing a good job in good faith operation is to maintain the quality of goods and eliminate false goods, so as to gain the recognition of consumers, enhance consumers' trust in ALB e-commerce companies, and enhance consumer loyalty. Secondly, it has a good service reputation. There are many consumers of ALB e-commerce companies around readers. Whether it is yourself or your family, you must have purchased goods on Taobao and Tmall platforms, and you must have had after-sales experience of returns and exchanges.

Except for some special products such as disposable or intimate clothing, which do not support returns and exchanges after they are sold, all other products on Taobao and Tmall Mall support 7 days of unconditional returns and exchanges without removing the trademark or artificial damage [35, p. 21].

Moreover, even if there is a dispute with the merchant, Taobao and Tmall Mall platforms will tilt the result to the consumer side and support the consumer's rights protection behavior. The worry-free shopping guarantee of returns and exchanges provides consumers with a good shopping experience, allowing consumers to buy goods on the ALB e-commerce platform with confidence. In addition, the "Cainiao Kuaiguo" platform, a self-operated logistics service for returns and exchanges on Taobao and Tmall platforms, supports a 2-hour door-to-door pickup service, which also adds convenience to consumers' return and exchange after-sales service.

Thirdly, innovation in marketing activities. In the past, ALB e-commerce companies had fought price wars with platforms such as JD.com, and their products attracted consumers with low prices. As a result, in addition to disrupting the market economy and hurting both merchants, there was no better way to promote the development of the market through healthy competition. It is worth praising that Taobao's Double Eleven event and the subsequent 618 event are unprecedented shopping festivals with Chinese characteristics. The event plan design of these festivals has brought considerable operating income to various e-commerce platforms. The turnover on the day of the event accounts for 40% of the annual performance of the entire e-commerce platform. It can be seen that if ALB e-commerce companies want to win better brand reputation, they need to design better marketing event plans, attract consumers through novel marketing activities, establish brand image, and provide consumers with a diversified shopping environment, so as to improve the external competitiveness and brand value of the company. Finally, increase the soft power of the company and expand the construction of the talent team. The core talents of an enterprise are like the engine of the enterprise, supporting the operation of the enterprise. The enterprise should also adjust the echelon construction of employees in a timely manner according to the needs of its own development, including the rotation system of employees, the open selection system of job grades, etc., so as to better play the role of employees' abilities, create higher value for the enterprise, and thus enhance the core competitiveness of the enterprise [30, p. 22].

Enterprises spend a lot of financial and material resources on marketing activities to create market momentum, and spend a lot of money just to obtain higher brand reputation and corresponding performance. However, in recent years, there are many brand merchants, and the marketing method of using only traditional advertising models is not enough to attract consumers. Therefore, major enterprises and merchants need to keep up with the market trends of the times in marketing models, grasp the psychology of consumers, and constantly create new marketing models to obtain loyal customers.

As we all know, ALB e-commerce companies have always maintained a strategic cooperation relationship with Suning.com. In 2015, ALB e-commerce companies spent a huge amount of money to acquire 20% of Suning.com's shares. Since then, Suning.com has also been embedded in the Taobao platform to give consumers a brand new shopping experience. In addition to the online shopping model where the order is placed, the manufacturer delivers the goods to the consumer, Suning.com also includes the mode where consumers place an order in the online mall and then pick up the goods at a nearby offline store. This online and offline shopping method not only makes consumers have a higher degree of trust in the brand and product quality of the merchant, but also attracts traffic to offline physical stores and revitalizes the customer flow of offline physical stores.

In addition, ALB e-commerce companies also focus on state-owned brands based on the new generation of young main forces of the current Z generation, encouraging merchants to incorporate more Chinese elements into product marketing, follow the interests and emotions of Z generation consumers, and realize the consumer psychology of self-worth as the main goal. The Z generation has a unique understanding and emotional pursuit of traditional Chinese culture. This generation is confident and loves the national style. You can see the Z generation wearing Chinese-style clothing everywhere in the streets and alleys, and the national cartoon "Chang'an 30,000 Miles" that is frequently screened in cinemas. Behind the box office boom, they all cater to the consumer psychology of the Z generation [27, p. 18].

In addition, the current marketing method based on social software is also reflected in the ALB e-commerce platform. Merchants on Taobao and Tmall platforms have not only launched brand live broadcasts, but also invited big names in the live broadcast industry to the platform to carry out online live broadcasts and sell goods. The two more successful big bloggers, Wei Ya Live and Li Jiaqi Live, although Wei Ya Live was eventually suspended due to tax issues, this live broadcast method of selling goods is in line with the hearts of the general consumers. In summary, ALB e-commerce companies need to continue to adopt a variety of innovative marketing methods to attract consumers' attention, enhance consumer stickiness and loyalty, and enhance the company's own brand power and market competitiveness. This also provides ideas and experience for other e-commerce platforms, and provides reference for e-commerce companies to jointly actively and better develop the e-commerce industry.

Product shopping evaluation is crucial for both consumers and e-commerce companies, because the evaluation system is related to the quality of the goods provided by the merchant, whether the price of the goods is reasonable, whether the logistics and distribution services are good, the merchant's customer service and the overall rating of the merchant's store. These are all related to the improvement of the merchant's various services, including the improvement of product quality, the improvement of the merchant's customer service reception customer relationship, the improvement of the merchant's logistics and distribution services, and the maintenance of the merchant's own brand reputation. If the store and the goods are well evaluated, it will continue to bring positive customer resources and benefits to the merchant. On the contrary, customer loyalty is getting lower and lower, the ability to acquire new customers is weak, and the merchant's performance gradually declines, which will lead to the risk of closing the store.

For consumers, the evaluation system is a kind of evaluation of the goods before purchasing them. Customers can have a preliminary understanding of the goods through the evaluation of the goods and the comprehensive service level rating of the store. By referring to the quality of these evaluations, consumers can make a decision whether to continue to buy. Similarly, after purchasing goods, consumers can also make objective evaluations of the goods, including the quality of the goods, the consistency of the goods with the seller's main picture, the logistics and delivery services of the goods, and the customer service of the store during the purchase process, so as to provide a reference for other consumers. In addition to the previous merchant store rating and product evaluation functions, ALB e-commerce companies have also designed a "Ask a question" function, which is mainly used for consumers who intend to buy to ask questions about the relevant information of the goods in the Ask a question function column below the goods. Buyers who have bought the goods will receive the information of the questions and reply freely.

Different from the product evaluation function below the product column, the product evaluation function often forges some false evaluations such as fake orders because the merchant store needs to increase the popularity of the store. The uniform good reviews reduce the trust of consumers. The Ask a question function is a multiple-to-one reply from real buyers, so the buyer's real reply rate is higher, which can give consumers more real evaluation feedback. ALB e-commerce enterprises have been continuously improving and improving the consumer evaluation system, making product evaluation more real and valuable. In addition to winning the trust of consumers, they can also give merchants suggestions on improving products and services, helping merchants to better make products and services. ALB e-commerce enterprises have always stood from the perspective of consumers to continuously improve the customer service evaluation system, enhance consumers' shopping experience, impress customers with sincerity, and continuously win customers' trust.

With the continuous expansion of the e-commerce market, the protection of personal information has received more and more attention. Since personal information is regarded as an extremely valuable asset, once it is stolen or leaked, it will bring great losses and risks to consumers. As the main source of information leakage and the most exposed place, e-commerce platforms must take effective measures to protect consumers' privacy and financial security. In response to this problem, ALB e-commerce enterprises have adopted advanced big data technology to protect consumers' personal information [24, p. 19].

When registering an account with ALB e-commerce enterprises, the system will automatically generate a serial number and bind it to the consumer's identity information. At the same time, consumers can also obtain information authorization keys for subsequent information confirmation and authorization. In each node of the mall, consumers need to obtain authorization to view the authorized part of their information. In the subsequent transaction process, consumers do not need to disclose personal identity information. They only need to verify the order number and the serial number authorized by the consumer. The transaction can be completed if the verification result is consistent. In this way, ALB e-commerce enterprises have created a safe and free shopping environment and won the trust and support of consumers. In short, protecting consumer personal information is an important responsibility and obligation of e-commerce enterprises. ALB e-commerce enterprises provide consumers with a safer and more convenient shopping experience by using advanced big data technology and strict information security management, and have won high praise and recognition from consumers. In the future, the company will continue to strengthen information security management and technological innovation to provide consumers with better services and guarantees.

Innovation of key resource capabilities In order to successfully realize the innovation of the business model of an enterprise, the enterprise needs to have two core elements: the innovation of the core resource capabilities of the enterprise and the innovation of the external ecological chain of the enterprise. At different stages of enterprise development, the business model of the enterprise needs to be adjusted in a timely manner, and the business model of the enterprise also needs to rely on the relevant business resource capabilities and technologies of the enterprise to support the business development of the enterprise. How to obtain and improve the relevant business resource capabilities and technologies of the enterprise determines the important premise for the successful innovation of the business model of the enterprise. For ALB e-commerce enterprises, the key business resource capabilities and technologies of the enterprise include the enterprise's vision, the enterprise's cultural values, the enterprise's talent training, the enterprise's management philosophy, and the enterprise's data middle platform technology. ALB e-commerce enterprise is an enterprise that integrates technology and key business resource capabilities, and has a high-value corporate culture. This culture gives the team a solid foundation, and it is also constantly improving and advancing in the customer value-centered concept, and has achieved remarkable results. Finally, the innovation of the core resource capabilities of the enterprise can be analyzed and studied from three aspects: core resources, key businesses, and important cooperation, in order to further promote the development of ALB e-commerce enterprises [31, p. 26].

Business model innovation is crucial for the development of enterprises, but the feasibility of the innovation path needs to be evaluated before implementation.

In order to effectively implement business model innovation, it is necessary to establish a scientific business model and its innovation evaluation system, to conduct a comprehensive and objective evaluation. Based on Clayton M. Christensen's Four Elements Theory of Business Model Innovation, the Path and Method of Business Model Innovation law can start from four aspects: customer value proposition, key resource capabilities, profit model, and key business processes. In implementation conduct an evaluation of the innovation path, set evaluation indicators and weights, evaluate and screen the innovation path to determine the optimal path for business model innovation. However, most of these elements are vague, uncertain, and difficult to quantify. Therefore, in the evaluation of business model innovation, the fuzzy comprehensive evaluation method can be used. Using expert judgment and average index through scientific operations of fuzzy mathematics, comprehensive evaluation results are obtained to effectively assess the feasibility of business model innovation.

The indicators of business model innovation are customer value proposition innovation, key resource capability innovation, profit model innovation, and business model innovation Business process innovation, coded as A1 A2、A3、A4。Considering the current business model dilemma faced by the enterprise.

The study proposes 11 innovative points in the four elements of innovation , and Table 3.1 describes the content of each evaluation element.

Table 3.1 - Evaluation index system

code	Evaluation	assessment element	
		code	Element Name
*A*1	Customer Value Proposition Innovation	*A*11	Commission based brand competitiveness
		*A*12	Marketing Model Innovation
		*A*13	Enhance the service evaluation system
		*A*14	Data property security system
*A*2	Innovation in Key Resource Capability	*A*21	Core resource innovation
		*A*22	Ecological Chain Innovation
*A*3	Profit model innovation	*A*31	Big data revenue innovation
		*A*32	Innovative sources of income
		*A*33	Cost structure innovation
*A*4	Business Process Innovation	*A*41	intelligent logistics system
		*A*42	Financial payment methods

Source: [21, p. 11]

According to the evaluation index system table in Table 3.1, apply the two-level fuzzy comprehensive evaluation method to evaluate the business model of ALB e-commerce enterprises

The feasibility of the innovative path is evaluated through fuzzy evaluation, and the steps are as follows:

(1) Determine the weight of indicators. According to the evaluation index system in Table 5.1, the evaluation elements are set to obtain a set of primary evaluation elements, represented as A={A1,A2，A3，A4}。Among them, A1 represents customer value proposition innovation, A2 represents key resource capability

innovation, and A3 represents Profit model innovation, A4 represents key business process innovation. Correspondingly, each factor also includes many grading elements,

Form a corresponding set of secondary elements. These secondary indicators are related to the path of business model innovation and include a wide range of business factors. Factors such as market positioning, competitive strategy, personnel training, and operational efficiency will help evaluate business models the comprehensiveness and practical application of the formula, the set of secondary elements is: A1={A11 A12，A1,3，A14}； A2={A21，A22} A3={A31，A32，A33}； A4={A41，A42}。 Let A1, A2, A3, and A4 have weights of a1,a2，a3，a4， The corresponding weight matrix is A={al, a2, a3, a4}; Let A11, A12, A13, and A14 match A1 the weights are b11, b12，b13，b14， Similarly, the weight sets of the secondary indicators are Al={b11,b12，b13，b14}；A2={b21，b22}；A3={b31，b32，b33}；A4{b41，b42}.

This serves as the basis for determining the membership degree of each evaluation indicator. For this purpose, this article invited 18 professionals, including ALB-level managers of e-commerce companies, experts in business model research, and senior representatives of online shopping consumers, to provide corresponding evaluations. The price indicators were evaluated and their weights were assigned (see Appendix B for specific evaluation content and questionnaire). After organizing the questionnaire data, the membership degrees of each evaluation indicator were obtained, as shown in Table 3.2.

Table 3.2 - Weights of each indicator

code	Evaluation	assessment element	
		code	Element Name
A1	Customer Value Proposition Innovation(0.3)	A11	Commission based brand competitiveness(0.2)
		A12	Marketing Model Innovation(0.1)
		A13	Enhance the service evaluation system(0.2)
		A14	Data property security system(0.5)
A2	Innovation in Key Resource Capability(0.25)	A21	Core resource innovation(0.6)
		A22	Ecological Chain Innovation(0.4)
A3	Profit model innovation(0.3)	A31	Big data revenue innovation(0.6)
		A32	Innovative sources of income(0.2)
		A33	Cost structure innovation(0.2)
A4	Business Process Innovation(0.15)	A41	Intelligent logistics system(0.7)
		A42	Financial payment methods(0.3)

Source: formed by author

According to Table 3.2, the weights of each level of indicators are A=(0.3, 0.25, 0.3, 0.15); A1=(0.2，0.1，0.2，0.5)； A2=(0.6，0.4)； A3=(0.6，0.2，0.2)； A4=(0.7，0.3)。 The results of these data will become the model for the future the basic basis for comprehensive evaluation of paste.

Determine the evaluation set. The role of evaluation set in fuzzy comprehensive evaluation is crucial. Based on the evaluation elements presented in the innovation path, experts. Objective scoring was conducted on the innovative achievements, and P was used to represent the evaluation set. These evaluation sets can be qualitative or

It's a score based on quantity. This article divides the evaluation set into five levels: "excellent, good, average, poor, very poor", where P={excellent,Good, average, poor, very poor.

In order to conduct a system evaluation and determine the weights of evaluation indicators at each level, this article invited a total of 18 experts, including managers of ALB e-commerce companies, business model research experts, and senior representatives of online shopping consumers were evaluated. After organizing and summarizing these data, the evaluation results of each indicator were obtained.The volume is shown in Table 3.3.

Table 3.3 - Expert evaluation results

level 1 evaluation indicators	level 2 evaluation indicators	Excellent	good	average	poor	verypoor
Customer Value Proposition Innovation(0.3)	Commission based brand competitiveness(0.2)	0.7	0.2	0.1	0	0
	Marketing Model Innovation(0.1)	0.5	0.3	0.2	0	0
	Enhance the service evaluation system(0.2)	0.4	0.3	0.2	0.1	0
	Data property security system(0.5)	0.6	0.2	0.1	0.1	0
Innovation in Key Resource Capability(0.25)	Core resource innovation(0.6)	0.7	0.2	0.1	0	0
	Ecological Chain Innovation(0.4)	0.5	0.3	0.2	0	0
Profit model innovation(0.3)	Big data revenue innovation(0.6)	0.7	0.3	0	0	0
	Innovative sources of income(0.2)	0.5	0.4	0.1	0	0
	Cost structure innovation(0.2)	0.6	0.3	0.1	0	0
Business Process Innovation(0.15)	intelligent logistics system(0.7)	0.6	0.4	0	0	0
	Financial payment methods(0.3)	0.7	0.2	0.1	0	0

Source: formed by author

The evaluation results obtained in this way are as follows: According to the calculation results, the feasibility score of ALB e-commerce enterprise's business model innovation path is 82.75, which is higher than the good value of 80 in the evaluation set P indicates that the business model innovation studied in this article is feasible under the guidance of scientific computing methods.

This chapter discusses the business model innovation of ALB e-commerce enterprises by selecting evaluation methods and constructing an evaluation index system. Feasibility evaluation of the path. By collecting and calculating a series of data scripts, we ultimately determine the innovative business model. The data results aim to demonstrate that the business model innovation path of ALB e-commerce enterprises proposed in the previous text is executable and feasible.

3.2 Directions for adapting the resource innovations on organizational management of the enterprises

ALB e-commerce enterprises have rich core resources, among which B2B business is its important support. Brand assets and website databases are the main intellectual assets that constitute their core resources and are an indispensable part of the enterprise's business model.

The domestic and international merchant information databases owned by ALB e-commerce websites have become important data retrieval platforms in the e-commerce industry. The continuous improvement and updating of these databases have laid a good foundation for customer management and formed a virtuous circle.

In addition, ALB e-commerce enterprises also have a sales and service team with strong practical and management capabilities. With outstanding performance, the team has become the backbone of the core resource pool of the enterprise. In addition, each member of the team has rich knowledge and experience, and can provide customers with high-quality services and support, thereby improving customer satisfaction and continuously expanding the market.

The good coordination and coordinated operation between various resources have achieved seamless connection and efficient operation within the enterprise. The effective integration and utilization of core resource systems such as brand assets, knowledge assets and human resources have continuously improved the competitive advantage of ALB e-commerce enterprises in market competition and created more resources and new barriers. The enterprise also continuously improves the effective utilization rate of various resources it owns and reduces the waste of resources through employee training and performance incentives [32, p. 18].

In summary, ALB e-commerce enterprises have abundant core resources, which include not only the knowledge assets and brand assets required for their B2B business, but also sales and service teams with strong practical and management capabilities. The concerted efforts between these resources help enterprises strengthen their competitive advantages in market competition, continuously improve resource utilization efficiency, and create new resources and barriers. This also provides new ideas and experiences for the development of e-commerce companies.

In today's value network, enterprises need to establish ecological cooperation, which is an important part of the business model. In such a cooperation network, enterprises can obtain the resources they need, and at the same time define the relationships and roles of different stakeholders, and finally achieve a win-win situation for all parties. In this regard, ALB e-commerce enterprises adopted this strategy in their early business cooperation. By cooperating with other enterprises and utilizing the resources of other enterprises, ALB e-commerce enterprises expanded their own capabilities and successfully outsourced their call center business to Beijing Xunniao Software Co., Ltd. Strategic partnerships provide enterprises with an effective way to make up for the lack of resource reserves and achieve a win-win situation for all parties, which is an indispensable part of enterprise development.

When establishing a cooperative relationship, ALB e-commerce enterprises pay attention to the high reliability of their partners. For example, the cooperation with Beijing Xunniao Software Co., Ltd. was very successful. The company performed well in providing call center services to ALB e-commerce enterprises. This cooperative relationship not only helped ALB e-commerce enterprises to successfully achieve business growth, but also provided a guarantee for their reserves in terms of resources.

In summary, for enterprises operating in the value network, establishing ecological partnerships is not only an important part of the business model, but also a key factor in the development of enterprises. Through strategic partnerships, enterprises can use the resources of their partners to make up for their own shortcomings and achieve win-win results for all parties. For ALB e-commerce companies, successful partnerships provide strong support for their successful creation of comprehensive e-commerce companies [34, p. 25].

ALB e-commerce enterprises advocate that there is no difficult business in the world. For the better development of enterprises, ALB e-commerce enterprises are committed to building a comprehensive e-commerce enterprise from the beginning to the end, whether it is the 1688 B2B e-commerce platform mainly engaged in wholesale, Tmall operated in a B2C platform mode, or Xianyu operated in a C2C mode. The main sources of income for ALB e-commerce enterprises are as follows: membership fees paid by members, advertising fees paid by merchants for advertising on e-commerce platforms, ranking fees paid by merchants for displaying ranking positions on e-commerce platforms, decoration fees for store decoration services provided to merchants, value-added service fees such as data analysis provided by ALB e-commerce enterprises to merchants, various exhibitions held offline by ALB e-commerce enterprises every year, and business cooperation fees for ALB e-commerce enterprises to convene various merchants, governments, media, etc. These sources of income are important components of the profit model of ALB e-commerce enterprises.

As an industry giant whose annual revenue accounts for nearly 50% of the annual revenue of all e-commerce companies, ALB e-commerce companies can be imagined that in addition to providing a trading platform for suppliers and consumers, they also obtain a large amount of data information, including business information, consumer personal information, transaction information, product information, etc. These rich data are collected, governed, cleaned and screened on the basis of ensuring the personal privacy and authorization of consumers and merchants, and have become a new valuable data asset. These data can generate new value and benefits through reasonable and legal transactions. For example, through the analysis of these data, the preferences, age groups and other information of the customer groups of a certain product category can be obtained, and then pushed to the corresponding merchants. While improving the products, targeted marketing can also be carried out for these consumers, increasing the exposure rate and transaction rate of merchants. And ALB e-commerce companies can also obtain reasonable returns through the transactions of these digital assets. At the same time, these data can provide more effective market insights and predictions for suppliers, manufacturers, advertisers, etc., helping them to conduct product research and development, marketing and promotion and other business activities more accurately, and improve the competitiveness of enterprises. ALB e-commerce companies can also use these data to predict consumer demand before shopping festivals such as 618 and Double 11 in advance, and then arrange storage resources reasonably, reduce storage pressure, and use resources more effectively. The predictability of this data can not only provide ALB e-commerce companies with more accurate prediction results, but also provide more powerful support for the company's strategy formulation, improve the company's operational efficiency and profitability.

In summary, ALB e-commerce companies have accumulated a large amount of data assets by establishing a credit ecosystem. Through digital asset transactions, these data are mined for value and the utilization rate of asset value is improved. At the same time, these data also provide more accurate and effective support for the company's own operations and decision-making, helping companies to better respond to market challenges and achieve sustainable development [27, p. 18].

According to the survey, ALB e-commerce companies adopt a variety of revenue models, including sales revenue, advertising fees and membership fees. In particular, since 2017, the company has gradually shifted to a value-added charging model through structural changes, providing highly targeted value-added services to paying members. As of 2021, the number of its paid members exceeded 25 million, and at the same time, the company's revenue was further improved. This move paves the way for the launch of more value-driven activities in the future. It is worth noting that the number of registered users of the "Integrity Pass" series of products launched by ALB e-commerce companies has increased year by year, with an average annual growth rate of 257%. This shows that the company's advertising and membership services can meet the growing needs of consumers and promote more users to approach and purchase. In addition, ALB e-commerce companies' free trial model without prepayment has attracted a large number of potential customers, bringing higher customer traffic and higher paid membership conversion rate to the company. The continuously improving paid membership conversion rate and the continuous enrichment of value-added services have brought the company stable operating income and laid a solid foundation for the company's future development.

3.3 Formation of the framework of e-commerce innovation measures

Enterprise development innovation is mainly based on the research on business model innovation of e-commerce enterprises under the Internet economy. In order to solve the problems found and the opportunities that may be seized, enterprises integrate the information and resources of their internal and external stakeholders according to their own capabilities. Through in-depth analysis of the development path of ALB e-commerce enterprises, several safeguards for business model innovation of ALB e-commerce enterprises are summarized, so as to provide some suggestions and support for the business model innovation path of other e-commerce enterprises.

The innovation path of business model involves the strategic direction and management means of the enterprise. The choice of innovation path includes the structural design of innovation key elements and innovation components, as well as the future planning and trends refined in the process of enterprise development in combination with enterprise strategy and management means. Combined with the feasibility assessment of the innovation path of business model of ALB e-commerce enterprises in the previous article, it can be seen that the correct innovation path can lead ALB e-commerce enterprises to formulate strategic directions and the correct direction of business model innovation. Therefore, enterprises need to innovate business models according to their own conditions and innovation capabilities. 6.1 Change the industrial chain structure and develop business innovation chain

The value chain model breaks down the company into a series of strategically interrelated activities, which covers all the core functions of the enterprise, such as production, sales and design. According to the core functions of the enterprise, the enterprise value chain model includes enterprise infrastructure (finance, planning, etc.), human resource management, research and development, procurement management, production management, operation management, marketing management and after-sales service management. The operation of these basic activities will provide corresponding input resources and infrastructure. In addition, it also includes several major activities such as resource acquisition (such as procurement), human resource management, technology (involving general management and law) and company infrastructure [29, p. 24].

The value chain model of an enterprise is composed of a series of labor activities within the enterprise, and each activity is interrelated, interacting and interdependent. The orderly development and effective operation of these activities, as well as their mutual cooperation, form the enterprise value chain. For example, in order to ensure the normal production and on-time delivery of the enterprise, it is necessary to ensure that the enterprise's procurement work operates normally, and the logistics management and production management of the first-level enterprise are effectively connected. The more reliable the enterprise's value chain model is, the higher the enterprise's strategic direction and management level, the more stable the enterprise's core competitiveness, and the stronger the enterprise's ability to resist external forces. The strategic management of an enterprise aims to provide the enterprise with the correct strategic direction and provide direction for its development and customer value leadership. The role of the value chain model is to maximize the value created by the core elements within the enterprise and expand the total value of the enterprise's internal components.

This concept can be applied to e-commerce enterprises. The service value provided by an e-commerce enterprise is equal to the service price minus the operating cost. If the result is greater than zero, then the service value provided by the e-commerce enterprise is in a profitable state. Otherwise, the service provided by the e-commerce enterprise is loss-making, and the value service with long-term loss cannot maintain its stability and durability. Therefore, in the provision of e-commerce enterprise services, it is necessary to consider the income and output of value, and calculate the cost and profit. In addition, this paper also studies the impact and role of information technology in the enterprise value chain. The results show that the enterprise value chain model cannot be separated from the support of information technology. Information technology runs through the entire enterprise value chain model and is applied to almost every node. Information technology also affects the extension of the enterprise value chain and changes the nature of the association between each value chain activity. Therefore, the impact of information technology on the enterprise value chain will spread to the scope of the enterprise's external competitiveness. The far-reaching impact of e-commerce on the enterprise value chain is that e-commerce can effectively reduce the cost of the enterprise value chain, or provide higher quality products and services on the basis of the same cost, so that the difference between the total value and total cost of the enterprise's value chain is reflected in the maximum space, thereby creating a higher profit level for the enterprise [25, p. 11].

After years of hard work and innovative discoveries in intelligent technology, ALB e-commerce enterprises have become the future Chinese retail infrastructure service providers. Among them, the borderless retail strategic direction of ALB e-commerce enterprises provides important support for the development of its logistics business.

Providing consumers with a better shopping experience through borderless logistics is an important task of ALB e-commerce enterprise logistics. Logistics has formed a considerable scale and benefits, and adopts a variety of logistics models, including Cainiao Kuaigou Logistics, etc., so that consumers can get the goods they need more conveniently and quickly, and improve consumer satisfaction and loyalty.

In terms of cooperative enterprises, ALB e-commerce enterprise logistics also plays an important role. Through diversified logistics cooperation models, cooperative enterprises can better utilize their resources and obtain new transaction scenarios to achieve win-win cooperation [33, p. 28].

At the same time, ALB e-commerce enterprises integrate new technologies such as big data, cloud computing, artificial intelligence and blockchain into the enterprise logistics industry. The integration of new technologies will inject new elements into the innovation of the enterprise's logistics industry and have a profound impact on the future development of the logistics industry of ALB e-commerce enterprises. Therefore, the leading technology and advanced vision of ALB e-commerce enterprises in the logistics industry will be an important step in becoming an infrastructure service provider for e-commerce enterprises. On this basis, ALB e-commerce enterprises launched Cainiao Kuaigou Logistics. As the self-owned logistics system of ALB e-commerce enterprises, Cainiao Kuaigou has expanded the value space of the logistics service link in the enterprise value chain, enhanced the width and breadth of the enterprise's infrastructure, opened up new horizons for the logistics elements in the enterprise's innovation elements, and formed a new profit growth point for ALB e-commerce enterprises. This will not only meet the operational needs of the enterprise itself, but also have the potential to have a profound impact on the entire retail industry and promote the development of the future retail industry.

In the wave of continuous transformation and innovation in the retail industry, new technologies must be introduced to drive the development and transformation of traditional retail industry. Only by using innovative technologies and expanding new shopping scenarios can consumers' increasing demand for consumer experience be met. The application of innovative technologies has a wide range of applications in improving consumers' shopping experience, improving logistics distribution, and improving marketing effectiveness [36, p. 24].

For example, customers want to have a more comprehensive understanding of product information. At this time, traditional product display and text description can no longer meet the needs of consumers. The use of emerging technologies such as VR (virtual reality technology) and AR (augmented reality technology) may alleviate customers' pain points. In this case, consumers can enter the product scene through virtual reality technology and understand the product features and usage in the most intuitive way. With the addition of augmented reality technology, consumers can experience products in the actual environment, such as furniture, decoration, etc., thereby increasing consumers' confidence in purchasing products and decision-making speed.

In addition, innovative technologies provide new ideas and solutions for different marketing methods, increasing the possibility of gaining user attention. For example, through intelligent recommendation systems, artificial intelligence customer service, social marketing, personalized customization and other methods, consumers can achieve a more convenient, efficient and high-quality shopping experience, and improve consumer satisfaction and loyalty. Therefore, in the process of retail transformation, if traditional e-commerce companies want to break through bottlenecks and find new ways of growth, they must increase investment and development in innovative technologies. Through technological innovation, not only can marketing effects and user experience be improved, but also consumers' needs for personalized and customized consumption can be met, and a more advantageous position can be occupied in market competition to achieve sustainable development.

Only by further integrating online and offline channels and expanding new shopping scenarios can we re-impress customers in the scenario of meeting the upgraded consumer needs, increase consumer stickiness and loyalty, thereby improving the operational efficiency of the entire e-commerce retail industry and promoting the new retail transformation and business innovation of e-commerce enterprises. Therefore, based on this idea, the development strategic goal of ALB e-commerce enterprises is expanded. In addition to increasing the operation of Taobao and Tmall Mall, new layouts are also made for offline retail supermarkets to achieve the integration of online and offline channels. The deep integration of online and offline channels must abandon the original platform-type thinking and transform the traditional e-commerce enterprise development strategy into the development direction of the integration of online and offline channels. In order to expand innovative shopping scenarios, it is the entry point and breakthrough for the innovative development of e-commerce enterprises [38, p. 27].

With the integration of various businesses, the relationship is getting closer and closer, the boundaries are getting more and more blurred, and the depth and breadth between enterprises and consumers, and between production and consumption are getting stronger and stronger. An innovative e-commerce enterprise needs to find its own position and direction in the Internet business that is mutually integrated and infiltrated, and plan the correct enterprise development innovation model and market development trend. In the current increasingly competitive environment, we can remain unchanged in the face of changes, transform friendly competitors into allies, and jointly fight against market risks. As we all know, Youku acquired Tudou; Didi acquired Kuaidi; 58.com and Ganji.com and other companies have also formed a strategic alliance.

If Internet companies want to develop for a long time, they must find their own allies. At the same time, the business boundaries of each company have also expanded their business scope. For example, ALB e-commerce companies have spent a huge amount of money to build the Cainiao Kuaigou intelligent logistics system as the logistics construction of ALB e-commerce companies in Taobao and Tmall marketing channels to promote the development of ALB e-commerce business. At the same time, Ant Financial is also used as an alliance for payment and finance to jointly build a safe and fast electronic payment platform for Zhitufu. In addition, ALB e-commerce companies have also used middle-office technology to open up a middle-office model that is emulated by various companies in the Internet industry. Using technologies such as big data, cloud computing, and artificial intelligence, they have set off a technical direction indicator for the Internet industry and led the development of the entire Internet industry. The integration between e-commerce companies and consumers, that is, the integration of production and consumption, is becoming more and more popular and in-depth [36, p. 24].

This trend is due to the continuous development and popularization of Qeb2.0 and Qeb3.0 technologies, which make the interaction between producers and consumers easier and more convenient. Therefore, if new e-commerce companies want to gain a foothold in the new retail field, they must be good at integrating the advantages of online and offline. According to my many years of online shopping experience, only by integrating the advantages of both parties can a new development path be opened up. Online shopping provides consumers with the convenience of staying at home, saving consumers' time and transportation costs, while offline shopping emphasizes good shopping experience and irreplaceable humanized services. Therefore, traditional e-commerce and pure e-commerce companies have begun to pay attention to the integration of online and offline resources. The definition of new retail is explained in detail in the "New Retail Research Report" recently released by ALB E-commerce Enterprise Research Institute. It is a pan-retail model with consumer experience as the core and driven by data.

New retail is based on traditional retail, through the integration of online and offline channels, to expand innovative shopping scenes. It not only makes up for the shortcomings of online e-commerce shopping that cannot see real scenes and humanized services, but also adds new colors to the single and boring shopping scenes of offline traditional retail, providing consumers with shopping experience and services that exceed 1+1 greater than 2. At the same time, combined with innovative technology, it taps into consumer needs, better seizes consumer business opportunities, and realizes a consumption model that integrates people flow, logistics, and venue flow, truly expanding new shopping scenes. In the new e-commerce field, there are three different social e-commerce models. One of the models appears in the form of group buying, such as Pinduoduo's business.

The second model is to integrate the supply chain and combine it with community marketing, because this model can better control the entire supply chain, thereby achieving better results in ensuring quality and improving consumer experience. Finally, the third model is to combine social relationships with new e-commerce, which has become the main battlefield of "mass entrepreneurship and mass innovation". This model obtains super high value returns at the lowest cost, with a very low entry threshold and almost no requirements for practitioners, realizing the business model of "saving money for personal use and making money through promotion". In the new e-commerce field, we should combine theories such as sharing economy and network externalities to think about business model innovation in a cross-border integration way [29, p. 24].

This chapter first explains that the development and innovation of e-commerce enterprises under the Internet economy is mainly based on the research of business model innovation of enterprises. In order to solve the opportunities or problems found, enterprises integrate the information and resources of their internal and external stakeholders according to their own capabilities. In order to achieve business model innovation, this article needs to plan several paths, collect key factors, and use reasonable management models to reorganize key factors and optimize related paths. Through these methods, we can re-examine the path of business model innovation of e-commerce enterprises under the selection of reorganized factors and optimal paths, realize the formulation of enterprise development innovation strategy and strong support for enterprise development innovation model.

Based on the background of Internet economy, the countermeasures and suggestions for the development and innovation of e-commerce enterprises are analyzed, which are specifically manifested in the following aspects: enhancing brand competitiveness, expanding enterprise scale while ensuring enterprise profits, avoiding logistics shortcomings, reducing financial risks, developing industrial chain innovation structure, business model innovation (including management model, profit model, marketing model innovation), developing new technology innovation, broadening shopping scenes, integrating online and offline channels, and cross-border integration to create a digital and intelligent ecological chain system.

CONCLUSIONS

In this study, we analysed and improved the impact of e-commerce on organizational management of the enterprises, and obtained the following conclusions:

First, Alibaba's organizational management has been profoundly reshaped by its e-commerce ecosystem. The "Big Middle-Office, Small Front-Office" strategy centralizes data governance while decentralizing operational agility, enabling rapid decision-making and resource allocation. Technological integration, such as AI-driven analytics, blockchain for supply chain transparency, and the Cainiao logistics network, has enhanced operational efficiency and consumer trust. Global expansion through platforms like AliExpress and Lazada highlights the importance of adaptive organizational structures in diverse markets.

Second, Alibaba faces multifaceted challenges in sustaining its competitive edge. These include counterfeit goods undermining platform credibility, consumer fatigue from excessive marketing (e.g., "Double 11" promotions), high logistics costs from self-operated systems like Cainiao, and supplier bargaining power due to platform dependency. Additionally, competition from domestic rivals (JD.com, Pinduoduo) and international giants (Amazon), alongside regulatory scrutiny and cybersecurity risks, further complicates its strategic landscape.

Third, the study identifies actionable pathways for business model innovation. These include: customer value proposition innovation: Enhancing brand competitiveness through strict merchant vetting, 7-day return policies, and integrating live-streaming e-commerce. Core resource innovation: Leveraging big data monetization, optimizing global logistics networks, and diversifying revenue streams (e.g., paid memberships, value-added services). E-commerce safeguards: Integrating blockchain for supply chain traceability, adopting "light-asset" models in emerging markets, and balancing globalization with localized strategies (e.g., Taobao Villages for rural e-commerce).

Fourth, the research acknowledges limitations. The case study's focus on Alibaba may limit generalizability to other enterprises. Data reliance on public reports and interviews introduces potential biases, while rapid technological evolution necessitates continuous updates to strategic frameworks. Future studies should expand cross-industry comparisons, incorporate longitudinal data, and explore the long-term efficacy of proposed innovations.

Lastly, this study underscores that e-commerce-driven organizational management requires dynamic alignment of technology, strategy, and ecosystem collaboration. Alibaba’s success exemplifies the transformative potential of digital integration but also highlights the need for ongoing adaptation to regulatory, competitive, and consumer demands. Future research should prioritize ethical AI governance, cross-cultural talent management, and sustainability in global supply chains to address unresolved challenges in the digital economy.

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APPENDIXES