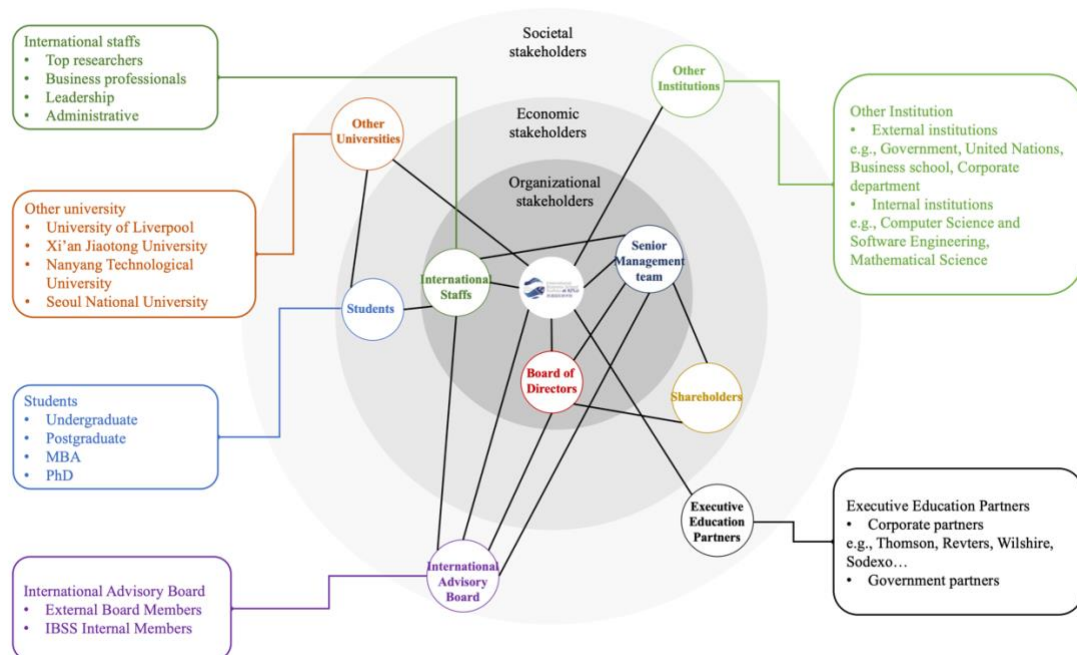


## Q1

### 1) The most important stakeholders for IBSS



#### Identify stakeholders of IBSS

According to Werther and Chandler (2010), a stakeholder refers to any individual or organization who has desire and capability to promote their interest from certain company. Followed the concentric circles of stakeholders, the stakeholders of IBSS should be divided into organizational, economic and societal stakeholders (showing above). Among organizational stakeholders, senior management team led by professor Youmin Xi is directly responsible to board of directors. The team also organizes international staffs, including top researchers, business professionals, leadership and administrative, to complete teach, research, and operation works, serving to other stakeholders. Although IBSS is an educational organization, it also has economic stakeholders, containing shareholders and students. Shareholders, as direct investors who invest their capital and fund or hold share of IBSS, not only affect the welfare of the IBSS, but also ask board directors to respond to them. Though students pay tuition fee, they are special economic stakeholder because they are not looking for financial rewards but for academic recognition. IBSS also has societal stakeholder. As an excellent international business school, IBSS invites (or is invited) other institutions to

work together for various projects and cooperates with other universities on exploring the opportunity on education in the future. International advisory board and executive education partner are two characterized groups in IBSS, helping IBSS well develop.

#### Conflicts between different stakeholders

##### shareholders vs. students

Shareholders seek to gain more profit from IBSS. However, students expect to pay low tuition fee and acquire superior educational resources.

##### staffs vs. senior management team

Staffs want to get high salary and better treatment from IBSS. Nevertheless, management team asks staffs to provide as much as educational resources to students with limited budget.

##### IBSS vs. other universities

IBSS competes with other universities for educational resources, including staffs, supporting policy, and additional construction site. Moreover, universities also compete for excellent students every year.

#### Prioritize stakeholders of IBSS

The essential step to address conflicts between various stakeholders is to prioritize stakeholders of IBSS. Werther and Chandler (2010) offers applicable model ([appendix 10](#)) to rank stakeholders:

Combining with vision and mission of IBSS ([appendix 11](#)), board of directors and senior management team should be set at first position because they possess high stakeholder motivation to act and high potential operational impact, leading IBSS to drive impact creation in the business community and society. Moreover, as customers, students possess high stakeholder motivation to act and medium potential operational impact, thereby being set at second important position. Among societal stakeholders,

government has low stakeholder motivation to act and high potential operational impact, and therefore, it should be set at third position when IBSS addresses conflicts between different stakeholders. Other societal stakeholders have low stakeholder motivation to act and potential operational impact, so they can be set at fourth position.

## **2) Corporate Social Responsibility is important for the future development of IBSS.**

IBSS's rights and responsibilities

When discussing the importance of CSR to IBSS, we must identify the rights and responsibilities of IBSS. Strategic CSR can help IBSS better enjoy rights and fulfill obligations.

First, IBSS possess the ability to own property. For example, IBSS governs capitals and its own campus. Second, IBSS is able to sue other legal individuals. For instance, if legal benefit of IBSS destroyed by other institutions and organizations, IBSS can accuse them. Third, IBSS has the right to live in perpetuity. Finally, IBSS has the right to free speech. For more details, IBSS can publish academic reports and essay done by professionals or students and present viewpoints to certain event.

In contrast to rights of IBSS, IBSS should also create values to society and respond to its decision and operation. For example, in addition to obeying the law and paying taxes, IBSS helps address unemployment problem and provides educational opportunity to international students. Moreover, researches and experiments of IBSS could help solve social hot events.

Five driving forces of CSR

### *Affluence*

Compared to organizations in poor society, organizations in affluent society face a greater threshold to respond to requirement of their stakeholder (Werther and Chandler, 2020). Though, China, as a developing country, is the world's second economy, China

encounters the inequality within countries, and therefore, IBSS should capture opportunities to contribute to transformation to a moderately prosperous society at phase where CSR threshold is medium.

### *Sustainability*

IBSS awareness of sustainability will ensure that it will attract more societal partners and secure competitive differentiation by integrating CSR throughout strategic planning and tactics.

### *Globalization and Communication*

Under the globalization, the flow of the information is not controlled by firms or organizations, transferring to more stakeholders and improving conversation and mobilization (Werther and Chandler, 2010). IBSS, tending to be a bridge between East and West, should execute strategic CSR to respond to more international and acquainted stakeholders.

### *Brands*

Brand stands for a firm's reputation, which is a central point of corporate success (Werther and Chandler, 2010). IBSS, accredited by AACSB and EQUIS, should integrate CSR into strategy and daily educational and administrative operations, to protect its brand around the world and to repair brand in the event of the crisis.

To sum up, CSR is important to development of IBSS because only embedding the CSR into strategic and tactics does IBSS satisfy its all stakeholders.

## **Q2**

### **1) Identifying the value creation strategy**

Value creation strategy defines how the firm creates values both to firm itself and the society. According to Werther and Chandler (2010), economic value and social value are not separate concepts, and they correlated and integrated during the firm's

production decisions. Therefore, the central to comprehensively identify the value creation strategies of Alibaba, JD.com and Pinduoduo is considering both economic value creation strategy and social value creation strategy.

□ Economic value creation strategy

Alibaba

[\*Strategy 1: Drive user growth and engagement\*](#)

[\*Strategy 2: Empower businesses to facilitate digital transformation\*](#)

[\*Strategy 3: Continue to innovate\*](#)

According to Alibaba Group Holding Limited (2020), in 2020 core commerce revenue is about RMB436,104 million. Alibaba.com, Lazada, AliExpress, Trendyol and Daraz are main business that Alibaba group aims to develop southeast Asia markets. In order to execute [\*Strategy 1\*](#), Alibaba runs Youku and Alibaba Pictures whose revenue is RMB26,948 million in 2020 to improve monetization for content providers across the digital economy. Driven by [\*Strategy 3\*](#), Alibaba generated RMB46,659 million revenue from cloud computing and other Innovation Initiatives.

JD.com

[\*Strategy 1: Further grow scale to strengthen competitive advantages\*](#)

[\*Strategy 2: Continue commitment to technology development\*](#)

[\*Strategy 3: Further enhance customer engagement and customer experience\*](#)

[\*Strategy 4: Extend online and offline retail scenarios\*](#)

[\*Strategy 5: Continue to execute tailor-made customer acquisition strategy\*](#)

[\*Strategy 6: Prudently explore growth opportunities in overseas markets\*](#)

[\*Strategy 7: Continue to focus on the key areas of technology initiatives\*](#)

[\*Strategy 8: Continue to optimize our organizational structure\*](#)

[\*Strategy 9: Continue to enhance synergies between business units and encourage innovation\*](#)

[\*Strategy 10: Be committed to attracting new talents\*](#)

Although JD.com has formulated at least ten economic value creation strategies in its

financial report, these strategies could be divided into how to achieve greater economies of scale, how to continue develop technology and how to optimize organizational structure. With these strategies, JD.com has created great economic value to firm and society. In 2018, JD.com received RMB45,911 million revenue and maintained 292.5 million annual active customers.

Pinduoduo

*Strategy 1: Pioneering an innovative “team purchase” model*

*Strategy 2: Cooperate with leading third-party online payment providers*

*Strategy 3: Provide buyers with a fun and interactive shopping experience*

*Strategy 4: Provide online marketing services to merchants – Duo Duo University*

*Strategy 5: “C2M” (Consumer-to-Manufacturer)*

*Strategy 6: Leverage “Internet + Agriculture” initiative*

“Team purchase” model of Pinduoduo has created competitive advantages and helped this young e-commerce company engage and maintain at least 300 million customers. Pinduoduo leverages “Internet + Agriculture” initiative to help farmers in rural area address low-productiveness and low-income problems. The profile of these strategies has precisely created economic value to firm itself and society, making Pinduoduo become infusive brands in e-commerce industry.

The firm, to a large extent, creates economic value to itself for fiscal return and corporate development; this economic value also helps optimize the distribution of social resources and maximize economic welfare, thereby being recognized as one kind of social value. For instance, when Alibaba, JD.com and Pinduoduo develop their business, they require and recruit various employees and talents, addressing local and national unemployment problem. Moreover, to maximize firm’s profit, each firm will improve their capability of learning demand of customers, and data collected and analyzed will help save recourses from production process.

□ Social value creation strategy

Alibaba

[\*Strategy 1: Fight the COVID-19 Pandemic\*](#)

[\*Strategy 2: Create job opportunities and enabling small businesses\*](#)

[\*Strategy 3: Support poverty relief and rural development\*](#)

[\*Strategy 4: Contribute Environmental Sustainability\*](#)

[\*Strategy 5: Charitable Contributions and Community Service\*](#)

When COVID-19 Pandemic broke out, Alibaba group procures, donates and transports medical supplies through collaborative efforts across multiple businesses, becoming the main business force to address supply problems in pandemic. [\*Strategy 3\*](#) is highly related to China's government's mission which devote effort to leading most people into well-off life. Alibaba launched the Alibaba Poverty Relief Foundation that focuses on education, rural commerce advancement, women empowerment, healthcare and environmental sustainability (Alibaba Group Holding Limited, 2020). Focusing on long-term development, [\*Strategy 4\*](#) states that Alibaba group asks partner enterprises for implementing environment sustainability business model across all various factors.

JD.com

[\*Strategy 1: Environmental Sustainability\*](#)

[\*Strategy 2: Employee care\*](#)

[\*Strategy 3: Poverty alleviation\*](#)

[\*Strategy 4: COVID-19 outbreak relief\*](#)

JD.com sets Environment Sustainability as primary corporate social responsibility. In 2019, JD.com together with several internationally recognized brands constructed China E-Commerce & Logistics Packaging Standard Alliance to improve Environmental, Social and Governance (ESG) program (JD.com, Inc., 2020). JD.com also cares about employees' right. JD.com provides diverse work environment and a wide range of career development opportunities to its employees (JD.com, Inc., 2020). Responding to the government's call for poverty alleviation, [\*Strategy 3\*](#) stated that "JD.com pioneered rural e-commerce strategy, aiming to make agricultural products in rural areas available online and at the same time, allow authentic products to reach

residents in rural areas” (JD.com, Inc., 2020).

Pinduoduo

[\*Strategy 1: Implement strict policies and control measures\*](#)

[\*Strategy 2: Help to battle poverty in rural China\*](#)

[\*Strategy 3: Back-end security system\*](#)

[\*Strategy 4: Establish an additional private charitable foundation\*](#)

[\*Strategy 5: Alleviate the hardship from the outbreak of COVID-19\*](#)

Though Pinduoduo was founded in 2015, its society-related value creation strategy has responded to concerned problems in China. Therefore, Pinduoduo could be recognized not only as for-profit firm but also as strategic CSR embedded brands.

Strategic CSR contains five essential components: (1) that firms embed a CSR perspective in culture and strategy planning process, (2) that any actions are relevant to operation, (3) that firms follow stakeholder theory and satisfy their stakeholders, (4) that firms do better value optimization, (5) that firms formulate medium or long-term business decision. Reviewing Alibaba, JD.com and Pinduoduo’s core value from [appendix 9](#), we can find that all three firms put customers’ benefit at first position and respond to stakeholders’ requirement respectively, and we believe that three firms will become valuable brands around the world.

## **2) Comparison between value creation strategies**

Economic value creation strategy

[Appendix 7](#) directly shows common economic value creation strategies employed by e-commerce firms and unique economic value-creating strategies. All three firms are planning to expand economies of scale and seeking to user growth and engagement. **For unique economic value creation strategy, the difference between three firms’ strategy for expansion should be central in this analysis.**

Social value creation strategy



[Appendix 8](#) clearly exhibits common social value creation strategies employed by e-commerce firms and unique social value-creating strategies. All three firms make relevant strategy to respond to COVID-19 pandemic, poverty alleviation and charitable contribution. **For unique social value creation strategy, the difference between three firms' strategy for environment sustainability should be central in this analysis.**

### **3) Potential rationale behind the unique strategies of each firm**

Vision, Mission and Values

Vision and mission are crucial guidance when company formulate strategy and tactics; therefore, reviewing vision and mission is an inevitable process when identify potential rationale behind the unique strategies of each firm.

[Appendix 9](#) lists the vision, mission and core values of Alibaba, JD.com and Pinduoduo at large respectively, intuitively exhibit the differences of three companies. In the case of vision, all three companies have a clear answer to the question of why they exist. While Alibaba makes it clear that a company will survive for 102 years, indicating that medium and long-term benefit will be considered by its shareholders and managers when making decisions, JD.com's claim to become the world's most trusted company indicates that JD.com will consider relevant interests of external stakeholders in making strategies. However, Pinduoduo has made it clear that it has become a global and institutional technology platform, which shows that its strategic deployment is closely linked to science and technology.

Potential rationale behind the unique value creation strategy

□ Resource perspective & Industry perspective

Alibaba and JD.com have mature e-commerce platform model. For example, Alibaba has founded Alibaba Business Operating System (ABOS), and JD.com having developed for 22 years has great market share and customers. However, Pinduoduo, founded in 2015, is a new and young e-commerce firm, lacking mature technique and experience. Nevertheless, Pinduoduo targets individuals with low income in rural area

or less developed area in China, successfully entering e-commerce industry. In addition, Pinduoduo adopt “team purchase” model, which is different to business model of Alibaba and JD.com, to engage customers. Therefore, while Alibaba and JD.com are focusing on innovation initiatives and expanding abroad markets, Pinduoduo is adhering to developing domestic market, improving quality of existing business.

#### □ Strategic CSR perspective

Alibaba, JD.com and Pinduoduo take voluntary action in CSR and achieve competitive advantages, reaching CSR sweet spot. Moreover, their action targets various stakeholders such as employees, customers, suppliers, unions, communities, media and even environment. However, Pinduoduo did not formulate strategy related to employee care and environment sustainability. There may be two rationales: (1) Pinduoduo does not have enough budget for employee care and environment sustainability. According to Pinduoduo Inc. (2020), the costs of Pinduoduo are about developing core business and financial actions including public offering and issuance of preferred shares and bonds. Until now, costs employee care and environment sustainability have not been disclosed; (2) Pinduoduo does not construct its own digital economy ecology. The businesses of Alibaba and JD.com have exceeded the span of e-commerce industry, aiming to construct entire digital economy community, where these two companies can easily ask various stakeholders from different industries to adopt new consumption models; however, Pinduoduo lacks relevant capability. With the increase of economic scales and the concerns on strategic CSR, Pinduoduo must create more social value to more stakeholders.

### **Q3**

Social issue 1: E-commerce platforms have limited competency to supervise quality of products sold by merchants and online retailers because platforms are only third-party providers, which just construct transaction platform for customers and merchants.

In July 2018, Pinduoduo was exposed by the media for selling fake Skyworth products

on its platform, soon being accused of illegal transaction by Skyworth. Coincidentally, Taobao and JD.com were also exposed by customers or medias for selling inferior products at the beginning of creation. The reason why merchants sold fake or inferior products is that e-commerce platforms seek to high expansion of economic scale, thereby neglecting the threshold of merchants. Following the analyzing issues ([appendix 12](#)), we can analyze that the event on selling fake products happened belongs to emerging issue and Pinduoduo is under compliance when developing a sense of corporate responsibility, and therefore, the event brought both opportunity and threat to Pinduoduo.

There are three solutions to relieve issue 1: (1) e-commerce firm enhances threshold of entering online platform, (2) e-commerce firm organize specific group to monitor and supervise products on their platforms, (3) e-commerce provides relevant training to their partners.

Social issue 2: Most e-commerce firms develop their own financial service platforms such as Alipay and JDDigits; however, these platforms are in the blind spot of financial regulators.

Peer-to-Peer lending (P2P) is the important service provided by e-commerce payment. However, P2P has disturbed the conventional financial system. In November 2020, Jack Ma and others board of directors were invited to explain their P2P business by the People's Bank of China (PBOC), China Banking and Insurance Regulatory Commission (CIRC), China securities Regulatory Commission and State Administration of Foreign Exchange. On the same day, CIRC and PBOC jointly drafted the "Interim Measures for the Administration of P2P Business (Draft for Comments)", which strictly standardized online small loan. According to [appendix 12](#), P2P business belongs to institutionalized and make Alibaba group under compliance, therefore bringing large danger to Alibaba group.

To relieve issue 2, three potential ways are advised: (1) e-commerce firm must obey "Interim Measures for the Administration of P2P Business (Draft for Comments)", (2) platform must strictly assess customers' aptitudes before lending loan to them.

To capture maximum opportunities, the firm should embed CSR within the strategy-planning process when the awareness of issue is just among activities. First, combining with its vision and mission, firm should identify and prioritize its stakeholders. When company seeks to value optimization, its actions should conform to interest of its stakeholders. "Voluntary change is central to the idea of CSR as the "integration of [stakeholder] consideration into core business operations over and above legal obligations"" (Blyth, 2004). Second, [appendix 13](#) is a useful model to help firm identify operational constraints. The CSR filter ensures that stakeholder concerns are places at the heart of the decision-making process, containing a set of guiding values. Finally, the firm has to formulate strategies to achieve medium-term or long-term implementation. For implementation to be successful, the executive leadership must understand strategic CSR, and board of directors must support the decision about long-term implementation; consequently, officers must embed the sustainability within their operations to appeal stakeholders. We always believe that company who integrate CSR into their strategy will survive from severe crisis.

## Appendix

### 1. Economic value creation strategy of Alibaba

<i>Strategy 1: Drive user growth and engagement</i>	1. "The strategy focuses on how firm can expand scale of market by driving existing users and attracting potential customers. First Alibaba aims to provide a broader range of products and services across their digital platform, including various goods, local consumer services, travel, media and entertainment, healthcare and financial services, among others."
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	<p>2. “Consumption needs of individuals living in less developed areas are also the concentration to Alibaba, which devotes effort to matching suitable quality merchandise and services to customers consumption capabilities.”</p> <p>3. “Alibaba has started with developing market in southeast Asia, serving users around the world with localized operations.”</p>
<i>Strategy2: Empower businesses to facilitate digital transformation and improve operational efficiency</i>	<p>1. “Alibaba Business Operating System (ABOS) consists of diverse commerce platforms, extensive consumer insights, cloud computing, new retail supply chain management and S&amp;M (sales and markets) systems, forming a critical foundation that facilitates digital transformation for businesses.”</p> <p>2. “Basing on the successful experience that ABOS benefited Alibaba and other enterprises from enhancing operating efficiencies, Alibaba intends to make ABOS available to a broader span of enterprise customers.”</p>
<i>Strategy3: Continue to innovate</i>	<p>“Alibaba persists innovation to continue to empower its core business and develop digital economy ecology. With cloud computing as accessible and scalable service, Alibaba can now capture undiscovered and underutilized data to support their own and their customers’ business, forcing enhanced operating efficiency. In addition, Alibaba makes strong commitment to data security and privacy.”</p>

## 2. Social value creation strategy of Alibaba

<i>Strategy 1: Fight the COVID-19 Pandemic</i>	<p>1. “Alibaba procures, donates and transports medical supplies through collaborative efforts across multiple businesses.”</p> <p>2. “Alibaba has used advanced technology as a force to fight</p>
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	<p>the COVID-19 Pandemic, including Alibaba Cloud, AI technology and DingTalk.”</p> <p>3. “To support the community in Wuhan, Hubei Province, Freshippo, Lingshoutong and Ele.me continued to operate throughout the lockdown in Wuhan. Alibaba’s businesses ensured there were sufficient groceries and daily necessities for the public, who were quarantined at home for nearly two months.”</p>
<p><i>Strategy 2: Create job opportunities and enabling small businesses</i></p>	<p>1. “Digital economy has created new opportunities for service providers in logistics, marketing, consulting, operations outsourcing, training, services and other online and mobile commerce professions.”</p> <p>2. “The international expansion of our business also creates job opportunities by enabling merchants from different parts of the world to do business online.”</p> <p>3. “The digital economy has enhanced the varieties and diversification of scenarios for employment and women can obtain more inclusive employment opportunities.”</p>
<p><i>Strategy 3: Support poverty relief and rural development</i></p>	<p>1. “In December 2017, we launched the Alibaba Poverty Relief Foundation that focuses on education, rural commerce advancement, women empowerment, healthcare and environmental sustainability.”</p> <p>2. “To reduce intergenerational poverty through better healthcare, we had provided health insurance to cover major illnesses to over four million people in over 70 impoverished counties for twelve months ending December 31, 2019”.</p> <p>3. “To empower women, we have developed a comprehensive insurance plan that covers women’s education, pregnancy and illness in impoverished counties, affording young women</p>

	opportunities to be educated without worrying about their families' financial situation.”
<i>Strategy 4: Contribute Environmental Sustainability</i>	<p>1. “Alibaba committed to raising public awareness of environmental issues and promoting an eco-friendly mindset among the public.”</p> <p>2. “Alibaba also works with enterprises to implement environmentally sustainable business models across various sectors, such as manufacturing, retail, logistics and cloud computing.”</p> <p>3. “Cainiao Network actively spearheads and promotes “green” initiatives with its courier partners and within our digital economy.”</p>
<i>Strategy 5: Charitable Contributions and Community Service</i>	<p>1. “In addition, since September 2015, we have encouraged our employees to perform a minimum of three hours of community service every year.”</p> <p>2. “Reunion, a platform that our employees created during their free time, connects our mobile apps and our partners’ mobile apps to help locate missing children across China.”</p> <p>3. “Over the years, Alibaba partners have initiated five charity foundations which support various social needs.”</p>

### 3. Economic value creation strategy of JD.com

<i>Strategy1: Further grow scale to strengthen competitive advantages and achieve even greater economies of scale.</i>	“JD.com can deliver stronger value propositions to our customers, especially everyday low price, wider selection, and better quality.”
<i>Strategy2: Continue commitment to technology development, investment in logistics infrastructure and</i>	“Fueling JD.com’s growth and eventually strengthen our self-reinforcing virtuous cycle.”

<i>supply chain platforms</i>	
<i>Strategy3: Further enhance customer engagement and customer experience</i>	“Continue to widen our product selection and improve personalization and other features on our platform.”
<i>Strategy4: Extend online and offline retail scenarios</i>	“Plan to extend online and offline retail scenarios and develop innovative retail channels to better meet evolving customer demand, enhance our touch points with customers and increase our wallet share over time.”
<i>Strategy5: Continue to execute tailor-made customer acquisition strategy</i>	“Offer compelling value-for-money products through more targeted channels.”
<i>Strategy6: Prudently explore growth opportunities in overseas markets</i>	“Plan to prudently explore growth opportunities in overseas markets to grow overseas customer base through organic growth, strategic collaboration, and selective investments and acquisitions.”
<i>Strategy7: Continue to focus on the key areas of technology initiatives</i>	“As a technology-driven company, JD.com will continue to focus on the key areas of our technology initiatives, such as AI, big data and cloud computing, to strengthen our competitive advantage in technology.”
<i>Strategy8: Continue to optimize our organizational structure</i>	
<i>Strategy9: Continue to enhance synergies between business units and encourage innovation</i>	
<i>Strategy10: Be committed to attracting new talents</i>	

#### 4. Social value creation strategy of JD.com

<i>Strategy 1: Environmental Sustainability</i>	<ol style="list-style-type: none"> <li>1. “Using green logistics and reducing resource consumption, environmental degradation and pollution in the process of storage, transportation and packaging.” (JD.com, Inc, 2020)</li> <li>2. “We proactively participate in the promotion of sustainable production and consumption.” (JD.com, Inc, 2020)</li> </ol>
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	<p>3. “In 2019, we enhanced our Environmental, Social and Governance (ESG) program with the launch of the China E-Commerce &amp; Logistics Packaging Standard Alliance together with several internationally recognized brands.” (JD.com, Inc, 2020)</p>
<i>Strategy 2: Employee care</i>	<p>1. “We have always striven to provide employees with comprehensive social benefits, a diverse work environment and a wide range of career development opportunities.” (JD.com, Inc, 2020)</p> <p>2. “In 2019, we also initiated employee surveys through our internal communication tools on a routine basis, covering a broad range of topics such as company culture, team cooperation, compensation satisfaction, and others.” (JD.com, Inc, 2020)</p> <p>3. “JD RUN” is an influential employer brand project in China. The project adopts training, internship and project competition to build the most valuable internship platform in the industry” (JD.com, Inc, 2020)</p>
<i>Strategy 3: Poverty alleviation</i>	<p>1. “We pioneered our rural e-commerce strategy, aiming to make agricultural products in rural areas available online and at the same time, allow authentic products to reach residents in rural areas.”</p> <p>2. “We operate China’s trusted online donation platform, through which our customers can purchase products and donate them directly to non-profit organizations and groups in need across China, leveraging our in-house logistics network.”</p>
<i>Strategy 4: COVID-19 outbreak relief</i>	<p>1. “We put together a task force to lead our epidemic relief efforts and took swift action to donate critically needed medical supply to hospitals and charity organizations in Wuhan,</p>

	<p>including a large amount of face masks and protective medical materials, which were in urgent demand and short in supply.”</p> <p>2. “JD Logistics applied our advanced supply chain technology and expertise, and deployed various technologies such as AI, Big Data and IoT into a dozen emergency and epidemic prevention solutions to support the relief efforts and policies of Hubei government.”</p>
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#### 5. Economic value creation strategy of Pinduoduo

<i>Strategy 1: Pioneering an innovative “team purchase” model</i>	
<i>Strategy 2: Cooperate with leading third-party online payment service providers in China</i>	“Pinduoduo cooperates with leading third-party online payment service providers in China, including WeChat Pay, QQ Wallet, Alipay and Apple Pay, and enable our buyers to make payments for their purchases easily and efficiently.”
<i>Strategy 3: Provide our buyers with a fun and interactive shopping experience</i>	“Pinduoduo provides buyers with a fun and interactive shopping experience. Pinduoduo embed in our mobile app a variety of fun elements such as games, livestreaming and promotions, to encourage user interactions, sharing, and platform engagement.” e.g., <i>Duo Duo Orchard</i> and <i>Duo Duo Live</i>
<i>Strategy 4: Provide online marketing services to help merchants promote their merchandise more effectively – Duo Duo University</i>	“Pinduoduo provide online marketing services to help merchants promote their merchandise more effectively and also offer them additional training resources and merchant support through Duo Duo University.”
<i>Strategy 5: “C2M” (Consumer-to-Manufacturer)</i>	“Pinduoduo strives to leverage data analytics and artificial intelligence capabilities to help merchants optimize their supply chain capabilities.”
<i>Strategy 6: Leverage “Internet +</i>	“Pinduoduo leveraged our platform and developed our

<i>Agriculture” initiative</i>	“Internet + Agriculture” initiative to facilitate direct sales between small-scale farmers and consumers.”
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#### 6. Social value creation strategy of Pinduoduo

<i>Strategy 1: Implement strict policies and control measures</i>	“At the same time, we implement strict policies and control measures aimed at ensuring the accuracy of product descriptions on our platform.”
<i>Strategy 2: Help to battle poverty in rural China</i>	“We help to battle poverty in rural China. Going forward, we plan to continue to increase our efforts in this area and provide more platform-wide support to the development of China’s agricultural market.”
<i>Strategy 3: Back-end security system</i>	“Our back-end security system is capable of handling hundreds of millions of instances of malicious attacks each day to safeguard the security of our platform and to protect the privacy of our buyers and merchants.”
<i>Strategy 4: Establish an additional private charitable foundation</i>	“Mr. Huang also plans to establish an additional private charitable foundation to support scientific and medical research and frontier technology.”
<i>Strategy 5: Alleviate the hardship from the outbreak of COVID-19</i>	“To help alleviate the hardship from the outbreak of COVID-19, we have donated more than 1 million facial masks, 200,000 gloves, and 30 tons of disinfectant. Furthermore, we set up a RMB100.0 million (US\$14.4 million) fund with Zhejiang University to support research for prevention and control of viral infection and respiratory diseases. The fund will also support research in medical resource allocation in heavily infected areas.”

#### 7. Economic value creation strategy

Strategy	Alibaba	JD.com	Pinduoduo
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For greater economies of scale	Y	Y	Y
For user growth and engagement	Y	Y	Y
For overseas markets	Y	Y	N
Extend online and offline retail scenarios	Y	Y	N
For technology initiatives	Y	Y	N
For agriculture	N	Y	Y
Cooperate with leading third-party online payment service	N	Y	Y
For talents	Y	Y	N
For Consumer-to-Manufacturer (C2M)	Y	N	Y
For logistics	Y	Y	N

(Y stands for having, N stands for not having)

#### 8. Social value creation strategy

Strategy	Alibaba	JD.com	Pinduoduo
For COVID-19 pandemic	Y	Y	Y
For employee care	Y	Y	N
For employment problem	Y	Y	N
For poverty alleviation	Y	Y	Y
For environment sustainability	Y	Y	N
For charitable contribution	Y	Y	Y
For customer benefit	N	N	Y

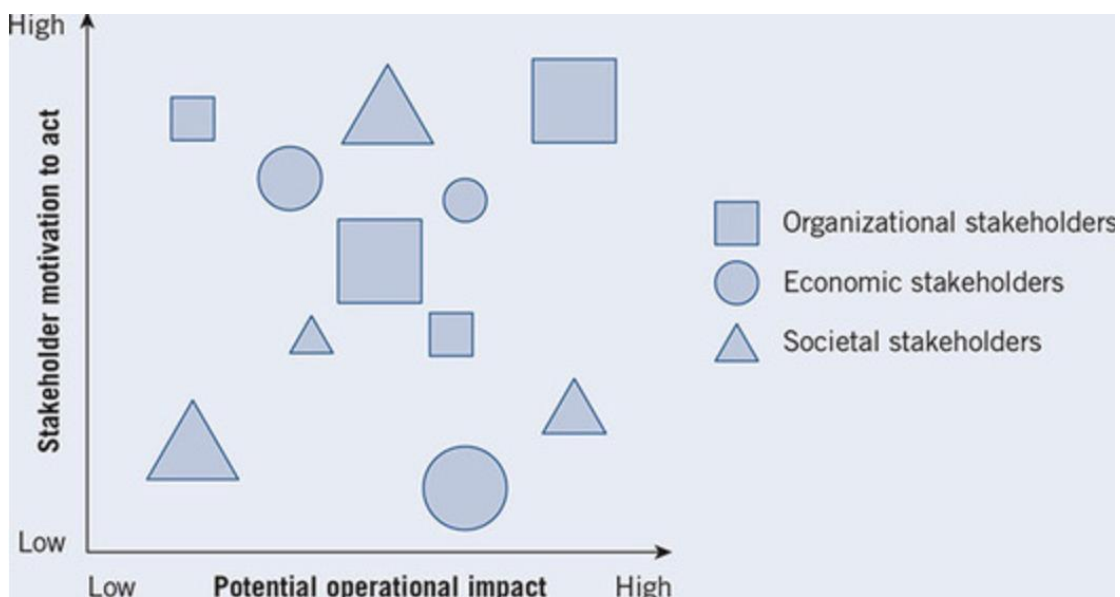
(Y stands for having, N stands for not having)

#### 9. Visions, missions, and core values of Alibaba, JD.com and Pinduoduo

	<b>Alibaba</b>	<b>JD.com</b>	<b>Pinduoduo</b>
<b>Vision</b>	“We do not pursue size or power; we aspire to be a good company that will last for 102 years. We aim to build the	“Become the Most Trusted Company in the	“We aim to become a global and institutional technology platform by

	future infrastructure of commerce. We envision that our customers will meet, work and live at Alibaba.”	World.”	being rooted in our three principles - Benefit All, People First and being More Open.”
<b>Mission</b>	“Alibaba group’s mission is to make it easy to do business anywhere.”	“Powered by Technology for A More Productive and Sustainable World.”	“Serve all and benefit all”
<b>Core value</b>	“1. Customers first, employees second, shareholders third 2. Trust makes everything simple 3. Change is the only constant 4. Today’s best performance is tomorrow’s baseline 5. If not now, when? if not me, who? 6. Live seriously, work happily”	“1. Customer First 2. Integrity 3. Collaboration 4. Gratitude 5. All in 6. Ownership”	“Principles: 1. Benefit all 2. People first 3. More open Core value: "本分" (Ben Fen).”

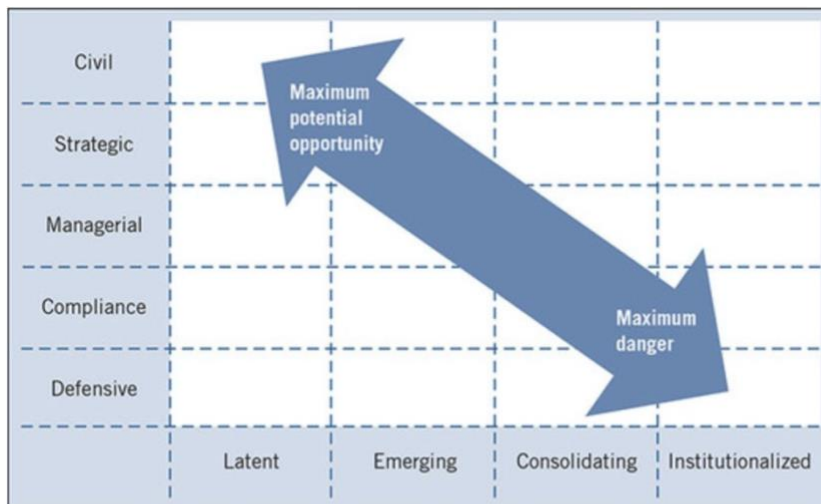
#### 10. Prioritizing among Stakeholders



### 11. Vision and mission of IBSS

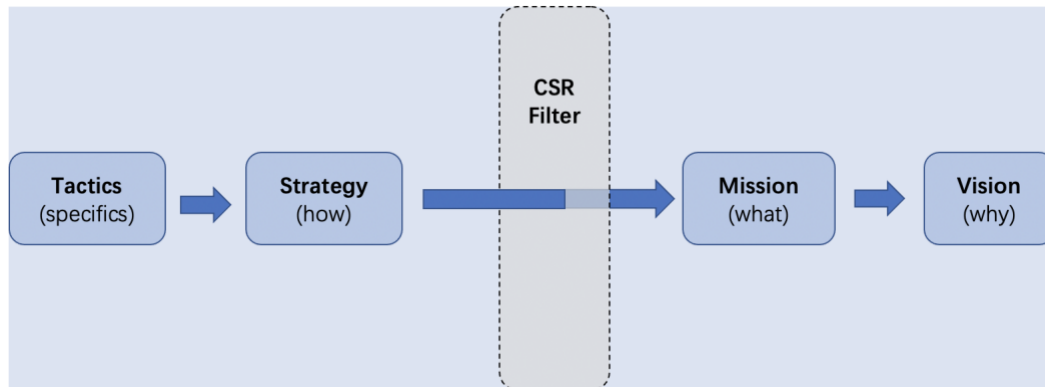
	Vision	Mission
IBSS	To be a model international business school in China, driving impact creation in the business community and society we serve.	To contribute to society through bridging East and West, delivering student- centred education and conducting impact-orientated research, and by acting as a catalyst of business education and sustainable development.

### 12. Analyzing Issues



Source: Zadek, "The Path to Corporate Responsibility," *Harvard Business Review*, December 2004, p. 129.

### 13. Operational Constraints and the CSR Filter



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