

**The formation mechanism of entrepreneur strategy
from the viewpoint of organizational evolution:
Case studies of Ruimin Zhang and Jack Ma**

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Abstract

With the continuous development of socialist economy in China, gradual acceleration of global economic globalization and upgrading of high-tech, enterprises are facing an increasingly complex and changing “super competition” environment. In the dynamic environment of rapid changes in the market, enterprises that seize the opportunity can quickly establish a competitive advantage in the emerging niche market, but may also be defeated by the latecomers who are better at using the opportunity in the extreme time. In the complex and changeable dynamic environment, the unchanging enterprises will be eliminated by the times eventually. Only by continuously adapting to the market environment and adjusting the strategic evolution of the enterprise, can the enterprise maintain its own sustainable development advantages and realize the considerable development of the company. With the development of enterprises, the environment of economy and market competition is also changing. The organizational and strategic objectives are constantly shifting. The roles of their leaders are starting to gain public attention. As the promoters of enterprise evolution, how to make enterprise organizations avoid the risks brought by uncertainty, and finally achieve the success of organization evolution, and obtain positive benefits, that is, to ensure the quality of

organization evolution has become the most concerned topic.

The strategic choices of an enterprise reflect the values and cognition of its executive officers and play an important role in the construction of corporate management model, organizational performance and competitive strength. The leadership in organizational management affects the ideology of each participant in the organization and finally the development of the organization. The internet means much for corporate development. In the future, the development of enterprises will be inevitably correlated with network. In the internet industry full of competitions, Alibaba and Haier maintain a leading position in the Chinese market and have a certain status and influence in the international market. Alibaba group, as the representative of Internet enterprises, has a representative and typical development process, and its strategic layout has risen to the height of national strategy. Haier Group, as the representative of household electrical appliances manufacturing enterprises, has a representative and typical development process, and its strategic layout also has a lot to learn. Jack Ma is the leader who arranges the strategies of Alibaba. His cognition is reflected in the strategies of the Group. Also, he is an “innovator of digital economy”. His ideas are highly praised by entrepreneurs, and he is a typical representative of Chinese entrepreneurs. At the same time, the success of Alibaba group founded by Jack Ma is a good model for the evolution of modern enterprise strategy. Zhang Ruimin is a strategic planner of Haier Group. His cognition is reflected in the strategies of the Group. He is not only the founder, chairman of the board of directors and chief executive officer of Haier Group, but also one of the top 50 thinkers in the world. He is a world-renowned enterprise management expert and a typical representative of Chinese enterprises. This paper

takes the leadership of Alibaba and its leader Jack Ma and the leadership of Haier Group and its leader Zhang Ruimin as the research object, mainly analyzes the organizational evolution process of Haier Group over the years from the perspective of strategic leadership measurement and organizational evolution. There are many factors involved in the success of organization evolution. Nowadays, the concept of strategic leadership has been introduced into high-tech enterprises. How strategic leadership plays a decision-making role in organizational evolution has also attracted attention. In this paper, the theory and evolution of strategic leadership are briefly reviewed. In the process of organizational evolution, the process of organizational evolution is emphasized. In the theory of strategic leadership, the concept and evaluation criteria of strategic leadership are briefly introduced.

Using the case study method, this paper studies Haier, an outstanding representative of China's white household appliance industry, and Alibaba, an excellent representative of the internet industry. By collecting the typical cases of Haier and Alibaba, this paper describes the main evolution phases of both enterprises in different periods, studies the general process and growth mechanism of enterprises' strategic evolution, summarizes the driving factors and typical characteristics of the strategic evolution, probes into the issues that may occur in different phases and the behavior characteristics and strategies of strategic leaders. Also, it makes a comparative analysis on the strategic evolution of Alibaba, an emerging enterprise that grows out of e-commerce, and Haier, a representative of traditional enterprises. Through comparisons, this paper seeks the common points of strategic evolution for both enterprises and those of behavior characteristics for both leaders so as to provide more enterprises with the universal experience that can be drawn for the

implementation of strategic development.

Through the above analysis, the strategic leadership and organizational evolution model is proposed and is interpreted from two aspects.

This paper aims to find the application contexts of the western strategic leadership theory in China through case study of Chinese enterprises and creatively proposes the models of strategic leadership, organizational evolution and transformation.

Keywords: organizational evolution, organizational variation, strategic leadership, Haier, Zhang Ruimin, Alibaba, Jack Ma