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## 2. EMPLOYEE EDUCATION AND TRAINING STRATEGY IN ALIBABA

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**Annotation.** This paper presents a review of peculiarities of employee education and training strategy in Alibaba. It is shown that the company sets up incentive mechanisms to encourage employees to participate in training and learning activities. At the same time, the company also uses the training results as the basis for employee promotion and salary incentives to stimulate employees' learning motivation and growth willingness. Through continuous learning opportunities and incentives, the company hopes that employees can continuously improve their knowledge and skills, achieve personal career development and corporate performance growth.

**Keywords.** Employee education strategy, employee training strategy, educational management, Alibaba.

In the process of human resource training management, staff training needs to conform to the company's development strategy, which is the foundation of the company's development and the basis for formulating and implementing staff training plans. The design of training courses should be determined according to the needs of the development of the company, and can not be disconnected from the development of the enterprise.

Training to achieve a certain goal, the enterprise must make clear the training purpose, content, method and the way and means to achieve the goal. As employees of the company, they should know clearly what they should do in order to carry out the training effectively. Therefore, staff training must be clear about the status and role of their work in the enterprise, their responsibilities and the qualities they should have. Secondly, in the process of training, enterprises need to highlight the focus and pay attention to effectiveness.

In order to ensure the implementation and execution of the company's overall development strategy within a certain period of time, employees should focus on education training or special business training, so as to improve the overall quality of the enterprise. Only by constantly updating knowledge can we improve our ability level, so we must pay attention to effectiveness when conducting educational training or business training for employees.

Finally, before training employees, enterprises should grasp the training outline, step by step, and teach according to their aptitude. The business or skills engaged in by enterprise employees are gradually developed and improved, if education and training are carried out regardless of levels, they will become tired of vocational technology and lose their ability to develop. Education and training should therefore be arranged from the easy to the difficult. It is normal that the quality of employees varies in age and skills, so it is necessary to educate and train people of different ages and skill levels. In addition, education and training should also be carried out on different enterprises to improve their business knowledge, management level and ability quality [1].

Let's look precisely at Chinese e-commerce firm Alibaba.com and study its approaches to employee education and training. Actually it has a long history in this field – the company has spent more than 100 million yuan (US\$14 million) on recruitment and personnel training as far as 2008, and at present moment it holds its leading positions in personnel education [2].

Alibaba pays attention to the training needs and bottlenecks of employees, and determines the training plan through research and internal evaluation. The company will hold feedback meetings with department managers and employees to understand the training needs and problems of each department in order to develop targeted training plans. In addition, the company will also collect the training needs of employees, such as through employee surveys and questionnaires, to understand the training needs of employees more comprehensively.

Alibaba attaches importance to employee self-learning and supports employee self-learning by providing self-learning resources and platforms. The company has established an online learning platform, which employees can access at any time and anywhere to obtain learning resources. A wealth of learning materials are available on the platform, including an e-library, online courses and learning videos. In addition, the company encourages employees to participate in knowledge sharing and exchange, through internal forums, blogs and sharing sessions, employees can learn from each other and share experiences.

Alibaba is committed to improving the professional skills of employees and providing relevant training opportunities for employees. The company will organize a variety of professional skills training courses and seminars, employees can participate in these training to improve their skills. The training content includes product development, technology research and development, marketing, etc., covering the professional fields of various departments. In addition, the company will invite internal and external experts to conduct talks and workshops to provide professional guidance and practical experience for employees.

Alibaba focuses on cultivating employees' leadership and helping employees improve their management and leadership skills. The company organizes a series of leadership training courses and activities, from leadership theory to practical skills, covering all levels of management. In addition, the company encourages employees to participate in projects and teams, providing opportunities for leadership exercise. Employees can participate in management projects, serve as team leaders, and exercise their leadership skills.

Alibaba encourages employees to carry out cross-functional communication and training to improve their overall quality and cross-functional working ability. The company will organize cross-departmental training activities and exchange programs, and employees can apply to participate in these programs and collaborate with employees in other departments to complete tasks. Through such cross-functional communication, employees can understand the work processes and needs of other departments, and improve their comprehensive ability and teamwork ability.

Alibaba attaches great importance to cultivating employees' innovative thinking, and stimulates employees' innovative potential through innovative training and entrepreneurial practice projects. The company will invite innovation experts and entrepreneurs to give lectures and lectures to help employees understand innovative ideas and methods. In addition, the company has set up innovation LABS and business incubators to provide a platform for employees to practice and innovate. Employees can participate in innovative projects, give play to their creativity, and cultivate innovation awareness and ability.

Alibaba attaches great importance to team cooperation, and carries out team training and cooperation projects and other activities to improve employees' teamwork and communication skills. The company will organize team training courses and communication training so that employees can learn teamwork skills and conflict resolution methods. In addition, the company will also organize team projects, employees can work together to complete tasks in a team and exercise team cooperation skills.

Alibaba encourages employees to attend industry seminars and conferences to increase opportunities for employees to interact with industry experts and peers. The company supports employees to participate in relevant industry seminars and conferences, where employees can learn about the latest industry trends and developments, and exchange experiences and insights with industry experts and peers. In addition, the company also organizes internal industry seminars and lectures to provide employees with learning and networking opportunities. Alibaba focuses on training teachers, building an internal lecturer team, and improving the teaching level of trainers through training teacher training programs. The company will select employees with experience and professional background to train teachers, provide them with education training, teaching methods and presentation skills, and improve the teaching ability of the trainers. In addition, the company will also encourage trainers to participate in instructional design and curriculum development, and constantly improve the teaching level and professional knowledge of trainers.

Alibaba formulates personal career development plan and provides relevant training and learning resources for employees to improve their professional quality and promotion opportunities. The company will help employees develop personal career development plans and provide training and learning opportunities according to their interests, abilities and goals. The company has also established a Career Development Steering Group to provide career counseling and guidance to employees to help them achieve their personal career development goals.

Alibaba establishes a knowledge sharing and exchange platform to encourage employees to share knowledge and experience and promote learning and collaboration. The company will build an internal knowledge sharing platform, on which employees can publish their learning notes, experiences and experience sharing, so that other employees can share and learn. In addition, employees are encouraged to participate in internal forums and professional communities to exchange discussions with peers and broaden their knowledge and horizons.

Alibaba measures and evaluates the effect of employee training through the training results evaluation mechanism, and timely adjusts and improves the training plan. The company will use various evaluation methods, such as employee satisfaction survey, learning achievement test and performance evaluation, to conduct quantitative and qualitative analysis of training results. Based on the evaluation results, the company can understand the effectiveness and shortcomings of the training, optimize the training plan and improve the quality of training.

Alibaba has established a sound training system and training culture, integrating training into the normal operation of the organization and forming a good learning atmosphere. The company will develop training policies, training procedures and training evaluation standards to ensure the smooth progress of training. At the same time, the company encourages employees to participate in training, and regards training as an important way to improve themselves. Within the company, training has become an important cultural value, and employees generally attach importance to training and learning, forming the cultural atmosphere of a learning organization.

Alibaba cooperates with universities and training institutions to introduce external resources and provide diversified training courses and resources. The company will establish partnerships with well-known universities and training institutions to share resources and teaching experience. By bringing in outside experts

and teachers, companies can offer more diverse and specialized training courses to their employees. In addition, the company will also invite industry leaders and professional consulting institutions to participate in training activities to provide employees with rich learning resources.

The Alibaba Group's staff training programme consists of three major components, namely, the company's needs analysis, the design and management of training programmes and staff education.

The company uses a *variety of training methods*. In order to meet the needs of the development of enterprises and achieve diversified development of enterprises, staff training methods should be diversified. Here are a few options that are relatively appropriate to Alibaba.

**Teaching:** teaching is the most common method, both in school and in the enterprise, making it relatively easy for employees to receive the knowledge taught, but at the same time, less efficient is the main disadvantage of this method. This method has a high accuracy of employee reception, but often takes a long time.

**Seminar:** through the training form of the seminar, to provide the opportunity for two-way discussion, the training atmosphere is more active, instructors can also keep track of the training schedule. On the other hand, seminars sometimes form small groups of employees, and Alibaba can organize mobile seminars to maintain the mobility of seminar team members.

**Job rotation:** job rotation is a more effective way of staff training, to a certain extent, can also solve the problem of disconnection in the training process. This kind of staff training method may expand the staff's post ability, enables the staff to be competent for many aspects of the work. **Case training:** specific performance for the training of employees using the group's past classic case, through the staff's personal thinking, group discussion or group debate and other ways, make the staff have more objective, specific and profound understanding of the duties of the post. However, due to the existence of a certain degree of lag, it is necessary to make appropriate fine-tuning.

*Detailed link of training process* is to link up each link of staff training scientifically and reasonably so as to reduce the differences between each link of training as far as possible. Below from the staff's targeted and auxiliary training the following aspects are introduced.

1. Targeted training for employees. For some co-existing problems, the training process should be focused on reminding the staff; for the staff to show the unique problems, it should be specific analysis of the reasons for their emergence, analysis of their common possibilities, provide guidance to employees.

2. Assistant training for employees. In the day-to-day operation of the enterprise, there will often be staff job transfer, and often after the transfer of staff business proficiency greatly reduced, and often affect the operational efficiency of the enterprise. In view of this problem, can carry on to the staff and the present post related several post's work ability expansion and the raise. After the staff receives the post related auxiliary training, the enterprise has the flexibility in the staff job exchange.

3. Employee training initiative transfer. The efficient operation of the enterprise can not do without the high enthusiasm of the staff. Similarly, in order to ensure the efficient implementation of the staff training, the motivation of the staff is very important. Employees should be aware of: to participate in the company's organization of training, is a continuous learning process to receive new knowledge. Not only can employees get skills training, but they can also explore their potential, which will help employees better understand themselves, and thus have a more clear and scientific plan for their future. In addition to positive encouragement, enterprises should set up some necessary systems to urge employees to participate in company-organized training programs, which can be divided into hard rules and reward and punishment system. The hard rule is that the enterprise will stipulate that the staff must participate in some training programs, or take the training as the necessary reference condition for the promotion and salary increase of the staff. The reward and punishment system is to reward or punish the employees to some extent [5].

4. Follow up feedback on training results. A series of performance indicators after staff training are followed up, observed and counted. Through vertical and horizontal comparison, we can reflect the completion of staff training and training effect. Through timely feedback to improve staff participation enthusiasm to improve the implementation of training results. The enterprise may carry on the staff retraining, makes up for the staff on the work post ability loophole.

In short, taking Alibaba as an example, the development of employee education and training strategies needs to be customized according to the needs and characteristics of the enterprise. The key is to understand the needs of employees, provide a variety of training methods, and create a good learning atmosphere. Alibaba encourages employees to continue to learn, through rewards, promotions and other ways to motivate employees to maintain the enthusiasm and motivation of learning.

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