



Alibaba
Business School

DIGITAL ACTION FOR ENTREPRENEURS IN THE AGE OF COVID-19

Key Learnings from Alibaba

PRESENTED BY
Alibaba Global Initiatives

*a division of the
Alibaba Business School*

EDITOR'S NOTE



In 1999, Alibaba's first job recruitment advertisement featured a famous headline, "If not now, when? If not me, who?" It's a statement that has come to exemplify so many aspects of Alibaba's culture and the spirit of its employees for the last 20 years. It's also the call to action that our founder, Jack Ma, has used to inspire young entrepreneurs all over the world to seize the moment and embrace technology to create a better future for all.

Never in our imagination did we envision the world today under the attack of COVID-19. Yet we must face this challenge together and push our limit to prepare and battle this crisis with all means at our disposal. It is for this reason, Jack's call to action is all the more pressing at a time like no other.

The Alibaba Global Initiatives team has therefore prepared this summary of the many actions the company and its ecosystem partners have taken to battle this crisis. We are grateful to all the Alibaba leaders and colleagues who devoted tireless efforts to forging new ways ahead during the COVID-19 outbreak so that we have examples to share of the ways technology can be effectively used amidst the pandemic. While we do not expect entrepreneurs to replicate everything we have listed in this report, we do hope that it can serve as a resource and inspiration for the impact a business leader can make on his or her community. Around the world entrepreneurs are today's heroes because they are society's change-makers at a time when change is what's most required to survive and ultimately

thrive as we get through this situation together.

Just as this report goes to publication, our Chairman and CEO, Daniel Zhang has announced the [“Spring Thunder Initiative 2020”](#), an initiative that will globally deploy the power of commerce and technology that Alibaba has harnessed over the past twenty years to build digital infrastructure, create new supply chains, stimulate new demand, and promote new trade through a series of aggressive measures. Alibaba intends to take every necessary action to help entrepreneurs and SMEs triumph over this economic winter, but we cannot do it alone!

Now it’s time for digital entrepreneurs in their own communities to also come together and create solutions to protect and help each other. We look forward to the new world we will all create together as we rise from the challenge before us!

As Daniel stated, “Sunshine always arrives after the rain.”
Dear friends and partners, let’s get started!



Brian A. Wong
Head of Alibaba Global Initiatives
Vice President, Alibaba Group
April 2020

FOREWORD



As we face an unprecedented crisis triggered by the spread of COVID-19 pandemic, fearless individuals on the front lines are risking their lives to save others all over the world. This act of bravery and selflessness is a true testament of the character of our healthcare heroes and their commitment to their profession even during the most dangerous of times. Our hearts and gratitude go out to each and every person helping to fight this battle.


Health is the most-basic need of any individual and public health for any community. As the world is fighting to address health concerns, the economic health of individuals and society needs to be addressed almost simultaneously to insure social stability. In particular, small and medium-sized enterprises (SMEs) are the backbone of any society for job creation and economic contribution. Therefore, we must also prepare and support the entrepreneurs running these businesses to insure they at least have a fighting chance to survive the impact of this COVID-19 crisis. The companies leveraging digital technology are in the best position to not only adapt their own businesses to meet the challenges, but also to help others in need. By providing services and support through the internet, whether it's commerce, payment, delivery or critical information, these companies can provide invaluable services where traditional systems fail or are not able to reach those in need. A resilient private sector that is prepared ahead of time will insure a faster recovery once the pandemic is contained.

It is for this reason that Alibaba Business School's Global Initiatives team, has created this reference manual based on our experiences in China. It documents the many ways Alibaba and its ecosystem companies have adapted and innovated to address the business roadblocks posed by the COVID-19 pandemic. And although each market and each business has its unique characteristics, the hope is that this manual can at least

serve as an inspiration or catalyst to help entrepreneurs and SMEs adopt a digital mindset and think of their own possible solutions for their local markets.

In such a monumental crisis, companies must take extreme measures to not only cut costs, but also repurpose their business functions to meet the evolving market situation and transformed needs of the consumers, focusing on those critical to peoples' survival. Businesses have more than a responsibility to just make profit. They should also create something of real value to society and they must act quickly and decisively if they are to weather the storm and be the pillars of their communities.

This is not the first social health crisis encountered by Alibaba in its history. Taobao, one of its largest retail ecommerce divisions, was actually born during the SARS outbreak in 2003. In times of crisis, opportunities can outweigh the challenges, as long as there is optimism and determination of the entrepreneurship spirit. We hope through sharing these stories, we can demonstrate that all is not lost despite the crushing impact of COVID-19. Entrepreneurs actually have a very important role to play in helping the broader society adapt to the new reality we are all facing. They are more nimble, resilient and innovative than larger, more established corporations. And we hope, that when all is said and done, the new foundation these entrepreneurs build for their communities will bring stability and prosperity in ways we never imagined.



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METHODOLOGY



The report begins with a general introduction to the Alibaba ecosystem to give the reader an overview of its various businesses. This is followed by how Alibaba's leadership-aligned business and people strategies to steer the many projects initiated during the COVID-19 crisis. To overcome the challenges posed by the pandemic, every business unit at Alibaba synergized to launch a variety of innovative projects ranging from solutions to help small businesses to continue operations, to AI-powered high-tech devices to support the rising healthcare-related demands.

The report lists projects undertaken by each business unit and structures the content around the below key topics to not only showcase what has been done, but more importantly, the thinking behind all these decisions and initiatives which could potentially have more implications for entrepreneurs to inspire them to come up with their own solutions.

- ① What was the purpose / problem addressed
 - ② How was the project executed
 - ③ Results / Expected Results
- 

The report also highlights a list of inspirational case studies from entrepreneurs connected to AGI's entrepreneurship training programs. These entrepreneurs have already showcased resilience, courage, and creativity through their digital initiatives to help local communities.

The report finishes with some closing remarks and a few pointers for entrepreneurs to keep in mind as they prepare for finding solutions to solve problems within their local communities.

SUMMARY: KEY TAKEAWAYS

ADVICE TO ENTREPRENEURS

➔ STRATEGY

In times of crisis, a clearly defined mission and vision are most important. Entrepreneurs need to ask themselves what is their core purpose and reason for their business to exist? Have the company's purpose and reason for existence changed in times of crisis? What then happens to the business model? Do the company structure and strategy need to be changed over time as well?

You must decide what you want, what you have, what you need to give up to set your direction in a crisis.

An economic downturn can be beneficial to startups which can quickly adapt and weather the crisis. They come out stronger and more resilient, while the less-capable companies end up shutting down. Which type of startup you are depends on the leader's ability to make the right choices and prioritize what matters.

➔ LEADERSHIP

As the leader of an organization, from the top down, set the direction and insure actions stay on course. At the same time, liberate your team from the bottom up, so that they can tap into their creative thinking to come up with innovative solutions to the challenges. This is the secret to Alibaba's innovation throughout its 20 years and during many of its most-difficult times.

A leader's responsibility is to make the team feel safe and

informed first, then make team members aware of the seriousness of the crisis so that everyone can align and prioritize their actions in the most-productive way. It is important to maintain a sense of optimism, while at the same time being realistic about what you need to do to achieve your results.

As shared by Alibaba's first COO, Savio Kwan during the SARS outbreak: "The opportunities for Alibaba were not brought by SARS, it was the Alibaba team who turned the disaster into a driving force. This was all because of the unity of our team, the common direction we shared and the initiatives the individuals take on their own. Let's face it. The management cannot be instructing how the team should work under those circumstances. All they can do is to care for and encourage their team."

➔ EXECUTION & IMPLEMENTATION

Figure out ways to utilize a platform approach to enable others to utilize the resources to also solve the identified problems. In the case of Ant Financial, the company activated its developer community to create 181 mini-apps for COVID-19-related challenges in just one week. In the case of Ele.me, it created a job platform to enable shared employees to fill the gaps being created in the market.

Don't just act alone. Many of Alibaba's individual BUs achieved much greater impact by working with partners in and outside of the Alibaba Group. The AGI entrepreneurs are demonstrating the power of partnerships in their own countries in preparation for COVID-19. As company leaders are establishing their plan of action, it is critical to find the right ecosystem partners to help collaborate with, to co-develop services and to scale your reach.

Don't rule out public-private partnerships, which allow you to work together with the government to align priorities and potentially secure needed resources to address the problems

Times of crisis are a good opportunity to reassess the value you are bringing to your market and reconnect with your customers. It's also a time to control costs and insure that your resources are being spent on only the most-important functions so that you are insuring you can survive for the longer-term.



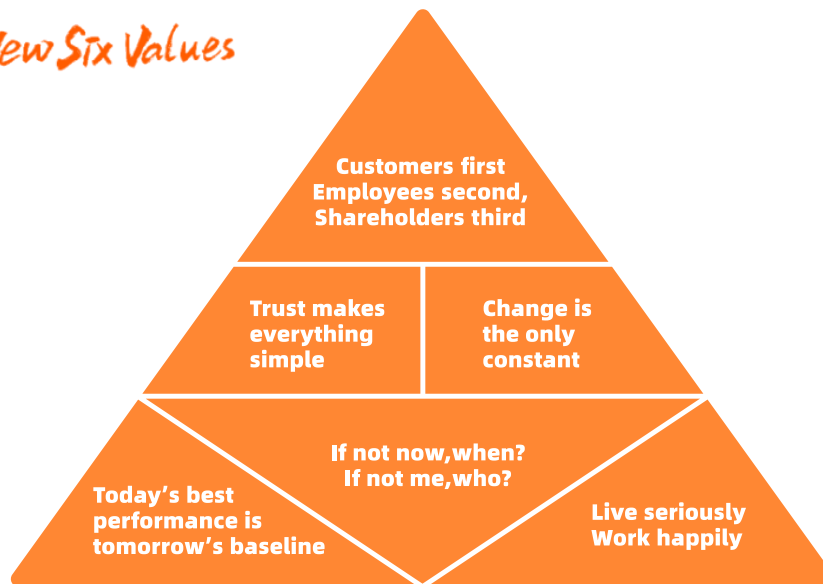
ALIBABA MISSION, VISION & VALUES

Alibaba was founded in 1999 with a simple mission: to make it easy to do business anywhere. Our founder, Jack Ma, understood the power of technology to level the playing field; and it is his belief that Alibaba must be helping small guys and underserved people to grow their business for the long term and to solve social challenges in an economically viable way. Enabling others and making a positive social impact has been core to our organizational DNA since day one and is essential to connect every Aliren (Alibaba employees) to Alibaba's mission, vision and values over the years. That mission becomes ever-more crucial as businesses everywhere face the test of their lifetime amid the COVID-19 crisis. And as a result, the actions Alibaba has taken internally, within its own businesses units and in the larger Alibaba economy, reflect this adherence to its core mission.

Mission To make it easy to do business anywhere

Vision For the Alibaba Digital Economy:

- To last for 102 years
- We do not pursue size or power; we aspire to be a good company that will last for 102 years.
- By 2036, we aim to serve 2 billion consumers, create 100 million jobs, and help 10 million SMEs to be profitable.



As described in the following case studies, Alibaba has taken deliberate measures and pushed the limits within each of its business lines to adapt its platforms by taking necessary and timely measures to address the immediate needs of the customers and community. Some of the decisions, such as reducing or eliminating fees, providing low- or no-cost microloans, and even enabling the sharing of staff and employees among its businesses and external business partners might seem counterintuitive to doing "prudent" business. But these are the actions necessary to help these companies to get through this difficult time and survive. Without these businesses (many of them SMEs) the economies, especially in the emerging markets, won't be able to provide jobs or keep the economy going once the pandemic is brought under control. More importantly, many of these businesses provide essential services and products critical to keeping people's lives going amid the pandemic. Hence, Alibaba has a responsibility to create or co-create solutions with these businesses, leveraging digital tools and platforms to help them through the crisis.

ALIBABA ECOSYSTEM

Alibaba has transformed from an ecommerce company to a company that is building the infrastructure of retail and commerce for the future. The Alibaba ecosystem today encompasses commerce, financial services, smart logistics and cloud computing. Each of these components play an important role in the technology infrastructure and complete value-chain that powers the digital economy, an economy characterized by network effects and mutual value creation.



Alibaba Ecosystem

New Paradigm: NOT how do we DIVIDE the pie, but how do we ENLARGE the pie

Ecommerce represents marketplaces for buying and selling of physical and virtual products from domestic and international sources, within online and offline environments, and between consumer-to-consumer, business-to-consumer and business-to-business segments. These marketplaces include online channels such as Alibaba.com, Taobao.com, Tmall.com, AliExpress.com and TmallGlobal.com etc., and also innovative “New Retail” businesses, like FreshHippo, as well as delivery services, like Ele.me.

Financial services include the ability to utilize payments, insurance, loans, investment products, all within a digital environment powered by algorithms and big data. Thanks to

the internet, financial services become truly inclusive and are available to all, anytime, anywhere and at a reasonable price.

Smart logistics is enabled through digital technology linking warehouses, airfreight, shipping, freight forwarders, couriers and delivery services all on one integrated platform. This provides unparalleled coordination across operators and regions and significantly lowers frictional costs and increases visibility and efficiencies.

Cloud computing provides the digital infrastructure and serves as engine of all of the above functions; it provides flexible and scalable computing power to meet the massive data and computational needs of the marketplaces, payment systems and logistics networks which sit on this cloud network. Companies, ranging from start-ups to large multi-nationals use the cloud to also power their big data and AI needs in order to provide market insights, decision analysis and powering of critical operational functions.

The digital economy has the potential to be the most inclusive, most sustainable, and most transparent in history. What ties this entire economy together, is the presence of data and insights that can be generated through every aspect of this economy. **Data is the new oil of the digital economy** and it flows through each and every aspect of this economy. It is the resource that powers commerce, financial services, logistics and big data. Data unlike oil, however, is a renewable resource. In fact, the more that data is used, the more new data it generates. Moreover, data is non-rivalrous, meaning it can be used simultaneously by many at one time and is never used up. **The greater number of participants** in the digital economy, **the more insights** and **potential value** that **can be created**. Hence, the new digital economy is a departure from the traditional zero-sum business model, with a renewed focus on the interests of customers and shared value creation across stakeholders. More importantly, digital technologies may bring new solutions to strike a balance between inclusive development, eco-environment protection and economic and social development. In short, through network effects and increased participation, **we all grow the pie together and can create a level playing field and a fairer, more equitable world.**

ALIBABA'S PEOPLE STRATEGY TO COMBAT COVID-19

BUSINESS BACKGROUND

Alibaba's mission is "to make it easy to do business anywhere." Jack Ma's vision for Alibaba, is for it to remain a good company, not just a big company. To become a good company, we need to resolve social issues. This is the core value of the business.

The COVID-19 crisis and the unavoidable lockdown that followed posed many unique challenges for business as well as end-consumers. With supply chains disrupted and rules for strict quarantine issued, many problems emerged that could only be resolved by innovating business solutions powered by technology. For instance, at the beginning of the COVID-19 outbreak, the medical staff on the front lines was short of medical supplies. There was a need to find quality personal protection equipment (PPE) for medical staff working in

*How business and people
strategy aligned to combat COVID-19*



pandemic-affected areas. Due to government-initiated lockdowns of cities, people's daily life came to a standstill. Measures had to be taken to make sure the public could still buy daily supplies without leaving home. Many SMEs were in dire straits as the

shutdown brought their business operations to a halt and threatened their survival.

Wuhan announced a lockdown on Jan. 23, 2020. On the same day, Alibaba set up an emergency working group, led by Alibaba Executive Chairman and CEO Daniel Zhang and Executive Chairman of Ant Financial Eric Jing, along with Secretary General of Alibaba Group Guo Jing and Alibaba Group Chief People Officer (Head of HR) Judy Tong.

Through dedicated collaboration with leadership teams, HR assured it would support all business decisions. One of the key values of the company is “if not me, who? If not now, when?” That means in difficult situations, every Aliren (an Alibaba employee), from top executive to new hire, would be responsible for thinking about how to leverage the system to find solutions to all problems the group faced.

Purpose / Problem addressed

Alibaba’s business strategy during this crisis was to “leverage Alibaba ecosystem to battle against COVID-19 and overcome the crisis.

Focus Areas Included:

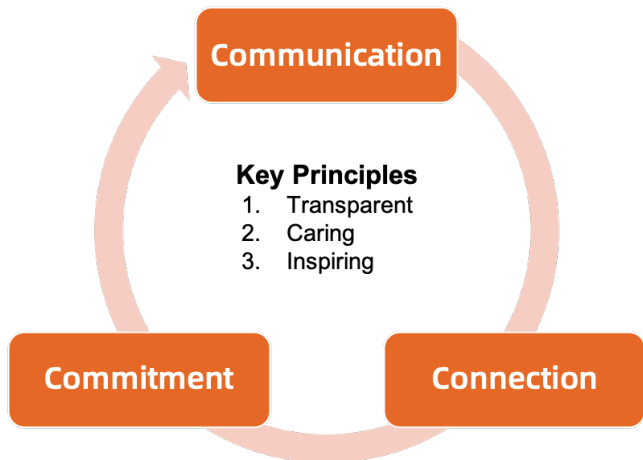
- Supporting medical services
- Supporting people’s daily life
- Supporting SMEs to overcome the crisis
- Bringing positive energy to society

Following the above methodology, Alibaba HR came out with a “3C strategy” to support businesses, detailed below.

Implementation

3 C Strategy

- ① **Communication** – Staying in touch with what's happening on the battlefield via real-time status-sharing
- ② **Connection** – Finding ways to stay connected to each other to battle COVID-19
- ③ **Commitment** – Inspiring people to continually perform well in difficult situations



① **Communication** – What happens on the battlefield? Staying in touch via real-time status- sharing

- Alibaba Group's Organization Culture and Communication team started a regular video program called, “Daily News in the Battle against COVID-19.” This program shared the most-important daily news from Alibaba's ecosystem showing how employees came together to combat COVID-19.
- Each business unit also created its own daily reports or videos about key actions taken in the battle against COVID-19.



Daily reports and updates generated by various business units at Alibaba group

② Connection – How do we connect to each other to battle against COVID-19?

Employee-to-Employee

Alibaba has several hundred employees working in Hubei province – the area first hit by the pandemic. To support them, the HR devised two projects:

- Videos and notes from Alibaba employees from around the world sending kind and supportive thoughts to those employees in Hubei
- An online karaoke session on DingTalk, Alibaba's official communicator organized by the HR team saw thousands of people join the group and participate. Performers even included the Executive Chairman of Ant Financial Eric Jing and CEO of Ant Financial Simon Hu.



Video messages and Notes from Alibaba employees all over the world to Alibaba employees in Hubei

Company-to-Employee

- **Medical Supplies Gift Pack**
During early days of the pandemic, employees in Hubei, did not have enough masks, hand sanitizer or other supplies to ensure their families' safety. The HR team organized the dispatch of gift packs with essential medical supplies to all Hubei-based employees.
- **Health Status Tracking**
To keep track of employee well-being, safety and to prepare for the resumption of work, each employee was asked to share their health status on a daily basis.
Questions covered:
 - a) Daily health status
 - b) Information about others sharing the same living space

c) Tracking contact, they may have had with potentially infected people

- **Health Code Generation- Who qualifies to return to the office?**

Absent any symptoms or exposure to anyone who was infected, employees with a “clean” health declaration for 14 consecutive days received a green code, meaning they could enter the Alibaba campus and return to their workplace. Otherwise, they were asked to continue working from home.



A Green QR Code is a pass that every employee has to obtain before they can resume work on Alibaba Campus

Business Leader-to-Employee

To maintain vital connections during COVID-19, business leaders addressed a series of questions and took specific actions. They were, namely:

- Where is the battlefield, and which business units need to be involved?
- Create a working group, leverage existing business resources to support frontline employees.
- What kind of different organizational structure do we need (versus normal structure) to build to combat COVID-19?
- What kind of new talent are we seeking in areas we still need to hire?
- Clarify roles and responsibilities of each member of the working group.

③ Commitment - How can we inspire people to continually perform well in difficult situations?



Jack Ma addressing the HR teams

- **Jack Ma spoke to the HR team to set direction**

“Only those who can face challenges and enterprises which can overcome difficulties will have a bright future,” Ma said during the Feb. 8, 2020 teleconference.



Battle Song - Penned by Yulang

- **Battle Song**

The author of this song is Yulang, an Alibaba engineer, originally from Hubei. Due to COVID-19, Yulang didn't go back to his hometown to



celebrate Chinese New Year. He wrote this song from his home in Hangzhou.

Scan QR code to listen to this battle song on Ali Music

- **Employee Story**

- VLOG - “One Day in an Aliren’s life from front line.” The HR teams invited employees working on the frontlines to make a video about their workday, to be shared on the Alibaba internal employee portal.

- **Work from Home**

Created posters and videos to share best practices when working from home. This included a rap video sharing tips on how to work from home effectively.



Content to inspire employees during the four-week lockdown



Content to inspire employees during the four-week lockdown



Results / Expected Results

All actions taken by the business teams, together with the HR teams, ensured smooth execution of various projects at a business level while keeping employee and consumer welfare as the key focus. During crisis situations it's important to create an emergency working group to lead the company as it attempts to overcome the many challenges the unit or company face. HR should have a deep business sense to be able to build people strategies while supporting businesses effectively. At Alibaba HR strategy is derived from business strategy.

ALIBABA CLOUD: DIGITAL ACTION IN THE FIGHT AGAINST COVID-19



Alibaba Cloud

BUSINESS BACKGROUND

Established in 2009, Alibaba Cloud, the data intelligence backbone of Alibaba Group, is among the world's top three IaaS providers, according to Gartner. It is also the largest provider of public cloud services in China, according to IDC. Alibaba Cloud provides a comprehensive suite of cloud computing services to businesses worldwide, including merchants doing business on Alibaba Group marketplaces, start-ups, corporations and public services. Alibaba Cloud is the official Cloud Services Partner of the International Olympic Committee.

During this ongoing health crisis, Alibaba Cloud has closely cooperated with many organizations, institutions, enterprises, and small businesses affected by the epidemic. Working with Alibaba's ecosystem partners, Alibaba Cloud quickly launched tailored cloud solutions to help prevent, analyze and combat COVID-19, to help offline retailers fast track their migration online, and to facilitate communication and collaboration among the research institutions, hospitals and universities to combat the global pandemic.

1. COVID-19 HEALTH CARE SOLUTIONS

Purpose / Problem addressed

To improve the efficiency and accuracy of COVID-19-related monitoring, diagnosis and emergency response protocol implementation, Alibaba Cloud launched a range of COVID -19 technology solutions to support frontline healthcare workers. Alibaba Cloud worked with Alibaba DAMO Academy, the global research initiative developed by Alibaba Group, to deploy three solutions, namely Epidemic Prediction Service, Genome Sequencing Data Analysis and CT image Analytic Service. These solutions have helped hospital and medical professionals in China during the tough battle against COVID-19. And Alibaba Cloud is opening up these solutions to medical professionals and research institutes globally, through collaborations with local partners in accordance to local laws and regulations.

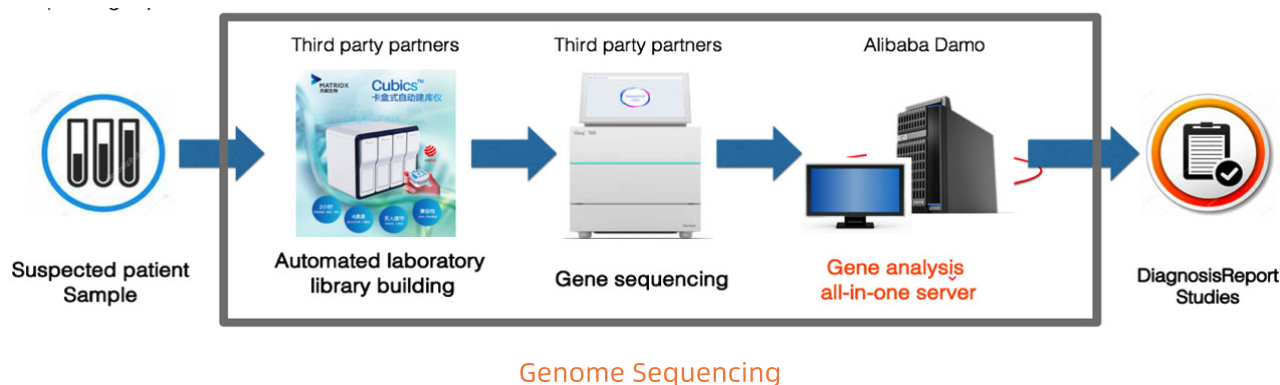
Implementation

1) Epidemic Prediction Services

This solution identifies characteristics of COVID-19 in a particular region, providing estimates on size, peak time and duration of the epidemic, as well as the trends on spread under three conditions - optimistic, neutral, and pessimistic.

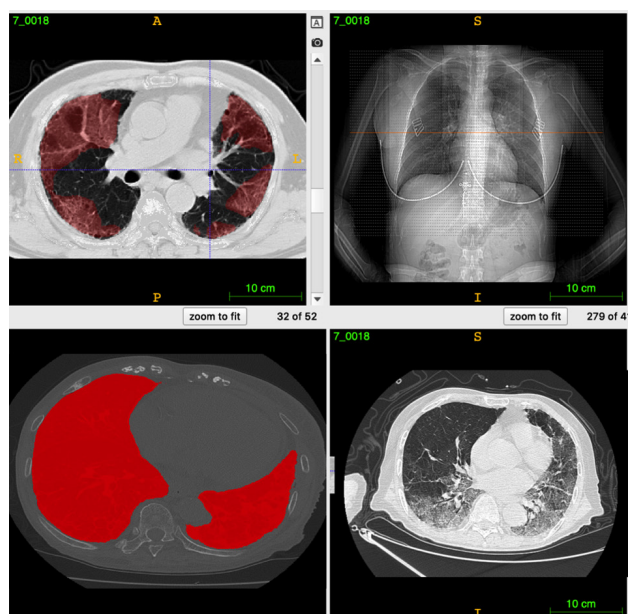
2) Genome Sequencing Data Analysis

This is an AI algorithm from Alibaba DAMO Academy that runs on Alibaba Cloud. It is a virus genome sequencing solution for coronavirus analytics, including viral genetic data screening, evolutionary analysis, protein structure analysis, and diagnostic reporting.



3) CT Image Analytic Services

This is a CT image analytics technology service that can significantly improve testing accuracy and detection efficiency for diagnosing COVID-19. With deep-learning algorithms



CT Image Scanning

trained by data, the trained model can predict the probability of different strains of pneumonia, including the variety associated with COVID-19. It also performs computations of the proportion of lesions and the affected volume ratio to the entire lungs, by using the lung segmentation method.

Results / Expected Results

1) Epidemic Prediction Services

This algorithm has analyzed data from 31 provinces in China and has averaged 98% accuracy. It can serve as a reference for policymakers and medical researchers on prevention and control measures, medical resource allocation and travel advisories.

2) Genome Sequencing Data Analysis

This tool can complete the diagnosis of COVID-19 within 14 hours, which is five times faster than other available sequencing solutions in China. It can screen more than 20 people simultaneously, thus averaging the time to analyze each sample to just around a half-hour. This is one-fourth the time taken by the traditional PCR method. The solution helps disease control centers, hospitals, clinics, and laboratories address challenges such as insufficient nucleic acid detection capacity, high false-negative rates of the PCR method, and possible virus mutations.

3) CT image Analytic Services

The whole test takes about three to four seconds to run, with 96% accuracy in diagnosis, making it nearly 60 times faster than human detection. More than 160 hospitals in China are currently using the solution. As of March 14th, 2020, the system has already analyzed more than 240,000 CT image volumes, over 13,000 images per day. The technology has also been used in M3, one of the biggest medical service info providers, and JBC, a leading IT service provider in Japan. M3.com member physicians were able to securely upload anonymized CT images (pulmonary window setting) and basic information of suspected COVID-19 patients via a specialized COVID-19 page on m3.com, to receive remote image diagnosis support from St. Marianna Hospital physicians, free of charge.

2. RETAILER PLUG & PLAY ECOMMERCE SOLUTIONS

Purpose / Problem addressed

To simplify and speed up retailers' digital transformation so as to survive the COVID-19 period, plug-and-play products and solutions in the areas of multimedia and video livestreaming, security and data analytics were launched. The core benefit of Alibaba Cloud's e-commerce solutions is the ability for retailers to upgrade to omnichannel shopping experience within days.

Implementation

Alibaba Cloud's experts, with rich experience in e-commerce, provide remote hands-on training with a focus on time to market. The solutions support three business models: business-to-consumer (B2C), business-to-business-to-consumer (B2B2C) and online-to-offline (O2O). Businesses can launch a B2C platform in five days and a B2B2C or an O2O platform in less than 25 days.

Alibaba Cloud also launched a dedicated campaign to support businesses in the fight against COVID-19 through technology.

Eligible organizations will be offered \$1000 cloud credits and can sign-up for e-commerce solutions for free for 3-months.

Campaign page

<https://www.alibabacloud.com/campaign/supports-your-business-anytime>.

Results / Expected Results

One case in point: Lin Qingxuan, a cosmetics company based in China, was one of many brands severely affected by the coronavirus outbreak. Having to temporarily close half its store locations, coupled with a drastic decline in physical store traffic, Lin Qingxuan's sales plummeted by 90% during the 2020 Chinese New Year shopping season.

However, with the help of Alibaba Cloud's e-commerce solutions, Lin Qingxuan was able to transform its business model. The company began hosting livestreaming sessions to recommend products on e-commerce channels. Its livestreaming on Valentine's Day attracted over 60,000 viewers and helped the brand sell more than 400,000 bottles of camellia oil. By leveraging collaboration tools like DingTalk, Lin Qingxuan's shopping advisors can offer personalized customer service online.

ALIBABA HEALTH: DIGITAL ACTION IN THE FIGHT AGAINST COVID-19



BUSINESS BACKGROUND

Alibaba Health is Alibaba group's flagship healthcare platform. It aims to provide fair, affordable and accessible healthcare services by leveraging the group's advantages in the areas of e-commerce, digital finance, logistics, big data and cloud computing. During COVID-19, Alibaba Health identified many areas where it could contribute meaningfully to address the communities' needs related to accessing health consultation, medical supplies and chronic health remedies via online channels. Alibaba Health has collaborated with other business units to realize synergies and roll out a number of timely solutions, thus making a real impact on people's daily life. The technology-based solutions also assisted the community in curbing the spread of infections and improving diagnosis efficiency.

1. MEDICAL SUPPLIES DELIVERY SERVICE

Purpose / Problem addressed

During the early stage of COVID-19 outbreak, people in Wuhan started running out of medical supplies like face masks and sanitizers. With more and more residential complexes locked down, it became much more difficult for chronic patients to renew prescriptions and purchase medicines. Everyone was requested to avoid visiting hospitals to lower the chance of cross-infection.

Implementation

- ① Since early January 2020, Alibaba Health has been cooperating with local pharmacies to distribute free masks to delivery drivers in Wuhan. Consumers in cities such as Wuhan, Beijing, Shanghai, Guangzhou, Shenzhen and Chengdu, among others, could easily buy face masks and sanitizers through Alibaba Health's "Emergency Drug Delivery" services without leaving home.
- ② On February 6, 2020, Alibaba Health launched a service allowing people with chronic illnesses to purchase medicine online. Patients with chronic illnesses could submit their medical records or speak with a doctor online. After an approval process, the patient was able to use the service to purchase their specific medicine online and have it delivered to them.
- ③ On February 13, 2020, Alibaba Health launched a "Registration of medicine shortage" service to support patients with chronic disease in Hubei Province. Through reallocating merchants' resources on the platform, Alibaba Health helped and supported those patients source the medicine in need. Alibaba Health staff handled the submitted requests for medicine and aimed to get back with an update within 72 hours.
- ④ On February 26, 2020, Alibaba Health co-launched a service with Tmall to serve chronic patients from 10 cities. Medicines were delivered as fast as within 30 minutes. Patients only needed to enter the details of medicines needed on Tmall, then go through the process of "online doctor consultation & prescription" and "prescription review by online pharmacist." Once these two steps were completed, the medicine would be delivered to the patients' homes.
- ⑤ Alibaba Health has also collaborated with more than 50 top domestic and overseas pharmaceutical companies to launch its "Chronic Disease Support Service Page" on the Tmall platform. The collaboration ensures the online supply of medicine for chronic diseases, and provides online disease

management services to patients with chronic illnesses.



*图中为部分合作企业，排名不分先后

50 domestic and overseas top pharmaceutical companies to support the online supply of medicine for chronic diseases

Results / Expected Results

- Three million users visited the chronic illnesses service page within 3 days.
- Within one day, the number of chronic patients looking for medicine on Tmall increased by 200%.

With the help of digital infrastructure, such as e-commerce platforms, digital payment services, logistics networks and cloud computing, different business units can quickly launch new products to respond to emergency situations. There are synergies between different business units, which ultimately benefits the community and people in need.

2. KNOWLEDGE SHARING

Purpose / Problem addressed

There was initially a lack of know-how about preventing COVID-19 and protecting ourselves. A lot of rumors started surfacing on the internet.

Another issue was that the elderly and children were not able to read information about COVID-19, due to vision-related problems or illiteracy. As COVID-19 kept spreading globally, doctors around world shared knowledge and experience sharing on how to deal with the disease.

Implementation

- ① On January 21, 2020, Alibaba Health published “COVID-19 Precaution Guidance.” People could get more information and guidance about COVID-19 through social media channels like Weibo, Wechat, TikTok, Taobao Live, etc.
- ② From January 25, 2020, by working together with the Health Communication Center under the Chinese Center for Disease Control and Prevention (CCDC), Alibaba Health shared authoritative information about COVID-19 via Alipay and Taobao platforms.
- ③ On January 31, 2020, Alibaba Health organized a special livestreaming session in which doctors helped answer questions for people who wanted to get more understanding of COVID-19.
- ④ On February 3, 2020, by collaborating with Tmall Genie, Alibaba Health provided real-time audio service to the people who might not be able to read, such as the elderly and children. Users could tap the latest COVID-19 information through voice input.
- ⑤ On February 18, 2020, Alibaba Health released a “Medical Service Guide,” providing information on special registration requirements and procedures issued by more than 300 hospitals in 14 cities in China. Users can find useful information when they need to see a doctor, make an advance booking when it is mandatory or if there is any other special requirements. This could also avoid making unnecessary trips to the hospital. “prescription review” to speak to doctors and clear the “prescription review” by the pharmacist online. Once this is done the medicine would be delivered home. This is a joint

service from more than 50 pharmaceutical enterprises and logistics partners such as Cainiao Logistics, SF-Express, Jointown etc.

Results / Expected Results

Alibaba Health successfully managed to bring accurate information about the pandemic and preventative measures to be undertaken to the general public. For instance, a doctor from Jiangxi Province got 100,000 views within an hour on his first livestreaming on Taobao, raising awareness and sharing correct information is a “must-have” during such a situation.



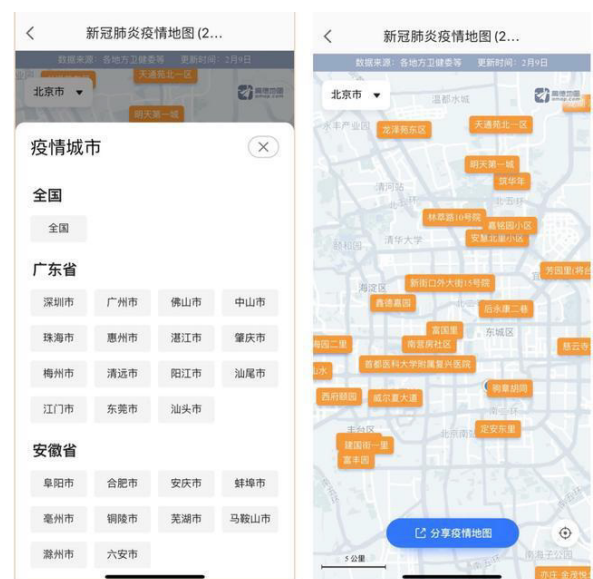
Doctors to answer people's questions from their professional perspective on Livestreaming Channel

3. CONTAGION TRACKING FOR DISEASE SPREAD CONTROL

Purpose / Problem addressed

There was a growing need to help people get information about whether any of their contacts was confirmed as COVID-19 positive, so that they would know whether they need to quarantine themselves.

Every neighborhood in China imposed strict checks on each resident to get information on whether they were healthy or following quarantine rules, etc. The government had to collect all the information to respond quickly to make policies. That could only be possible if there were an information source common to the government and public, thus maintaining transparency and promoting faster decision-making.



Contagion tracking through data maps

Implementation

- ① On January 22, 2020, Alibaba Health partnered with other BUs and organization, such as Alipay, to launch its COVID-19 map. From the map, people could receive general guidelines on symptoms and self-diagnosis, as well as how to prevent infection. The map continued to expand its offerings to include reports on nationwide infection data, real-time relevant information updates, a science column, a column offering clarifications, overseas infection information updates, a fever map, an infection map of different districts and more. The map was well-received by users and local medical institutions.
- ② On February 10, 2020, Alibaba Health joined hands with Alibaba Cloud, Alipay and DingTalk to launch a free mini-program for smart epidemic prevention and control in communities, supporting frontline staff to easily complete entry and exit registrations and health check-ins, and sending out notification to residents regarding the epidemic.
- ③ On February 14, 2020, Alibaba Health launched a “Close Contact Tracking” function on Alipay. Users were able to check information, such as whether they shared the same vehicle with a confirmed or probable case of COVID-19 infection, which helped them take proactive protective measures.

Results / Expected Results

The first version of the COVID-19 map covered more than 2,000 locations in 91 cities across 21 provinces. The “Close Contact Tracking” function became one of the most-important references for early detection, individual precautions and policy-making for enterprises and local authorities.

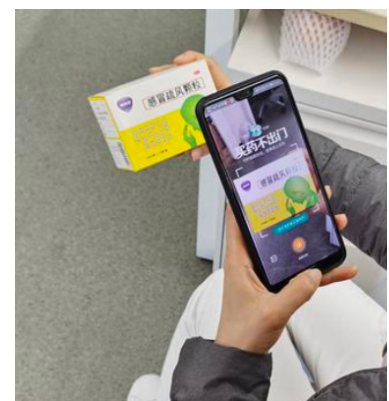
4. ONLINE HEALTH CONSULTATION COVERING INTERNATIONAL AND LOCAL AUDIENCES

As cases and deaths mounted, there were psychological implications within the general public. As the epidemic started spreading globally, overseas Chinese started reaching out for advice on how to protect themselves. With face-to-face doctor consultations often impossible, an

online health consultation service facing local and international audiences became the need of the hour.

Implementation

- ① On January 24, 2020, Alibaba Health dedicatedly launched free online health consultation service for Hubei residents. People could easily access doctors via different apps in the Alibaba ecosystem, including the Taobao and Alipay apps, to get help without physically going to hospitals. It also helped prevent cross-infection.
- ② On January 31, 2020, Alibaba Health launched mental health support for doctors and patients in Hubei Province suffering from ongoing stress.
- ③ On February 1, 2020, the “Alibaba Health Online Health Consultation” was officially launched together with Alipay to serve local users in China. People could access the service by just searching for “ask a doctor” or “ask an expert” on the Alipay or Taobao apps.
- ④ On February 21, 2020, Alibaba Health collaborated with several hospitals in Zhejiang, including Zhejiang Provincial People’s Hospital, Zhejiang Quhua Hospital and People’s Hospital of Quzhou, quickly launching online services which enabled chronic patients to make appointments for a follow-up visit and order prescriptions online, then receive deliveries of medicine on their doorstep.
- ⑤ Based on the previous programs, on March 4, 2020, Alibaba Health rolled out the “Chronic Illnesses Benefit Program.” Patients who joined this membership program could access exclusive online doctor consultations, purchase medicines provided by pharmaceutical enterprises directly, and receive personalized medication guidance. To make it easier for elderly users to search for medicines online, Taobao and Alibaba Health also launched a feature called “Image Search” (Pailitao) with additional functions that let users search medicines by just taking a picture of or scanning the tracing code on the package. Alibaba Health



Patients can search for a product by sharing an image

plans to cover 100 million chronic patients in the coming three years.

⑥ On March 8, 2020, Alibaba Health launched a cross-border free online health consultation service for overseas Chinese. Volunteer Doctors in China with frontline experience treating COVID-19 have participated and supported overseas Chinese through the online platform by sharing experience in dealing with the virus and providing general healthcare tips from China Time 08:30 to 24:00 every day.

LOCAL SERVICES: DIGITAL ACTION IN THE FIGHT AGAINST COVID-19



BUSINESS BACKGROUND

Established after the merger of the Ele.me and lifestyle services platform Koubei delivery businesses in October 2018, Alibaba's local services businesses leveraged these online platforms to link consumers with offline lifestyle services and on-demand delivery. It helps businesses in retail and restaurant sectors to digitize their operation and offer more convenience to customers. During the COVID-19 outbreak and the subsequent lockdown, local services platforms became the lifeline for confined consumers and affected businesses. The long period of lockdown threatened the very existence of small businesses. Alibaba's local services team created effective programs to help businesses and support consumers in need.

1. SPECIAL SUPPORT and MERCHANTS DIGITIZATION EMPOWERMENT PROGRAM

Purpose / Problem addressed

During the outbreak, a lot of small and medium offline businesses experienced heavy losses from store closures. A range of stores, including supermarkets, convenience stores, fruit and vegetable sellers, needed to move their businesses online to survive.

Implementation

① Alibaba local services platform Koubei waived commission fees for all merchants until the end of February 2020, and until the end of March 2020 for Wuhan-based businesses. After the fee-waiving period, the platform continued to offer a reduced commission for qualified merchants, a rate 5% to 7% lower than average. To help with their cash flows, the qualified merchants did not have to wait for consumers to confirm receipt to get paid by the platform and could receive advance payments from MYBank.

② Koubei and Ele.me provided a total of RMB 1 billion in special support funds to some national catering chains which had to suspend services across the country because of the outbreak to help them relieve operating pressure.

③ Ele.me also set aside RMB 1 billion to subsidize its supply chain and courier businesses, and provide compensation to riders, including extra allowances for order pickups and free insurance. Ele.me provided a special care protection plan for riders across the country: Deliverymen received special coverage of up to RMB300,000 during the outbreak.



Every delivery boy has to register his temperature before he picks up products

④ Ele.me launched a "plug and play" takeout online service solution and provided RMB 25 million worth of online traffic promotion support. To open an Ele.me account, merchants only needed to submit business licenses, identification information and store information. As long as all the documents were accurate, after completing the online verification process, the merchants could get store approval on the same day. The new merchants could also enjoy a series of support measures provided by the platform, including commission reductions.

⑤ Alibaba's local service businesses worked with other

platforms in the Alibaba ecosystem to attract more online traffic to compensate for the loss of offline orders faced by merchants. Traffic from platforms such as Taobao, Tmall and Amap drove more than 100 million visits to Alibaba's local service businesses every day. It also included Taobao livestream services for all offline merchants. KOLs and Taobao livestreamers promoted products with zero commission for merchants.

6 During the outbreak, Koubei's livestream platform helped shopping malls to establish their own "live shopping mall." Through the "free check-in," "personal reception," "live training" and "traffic support" functions, it enabled consumers to visit shopping malls without leaving home, receiving the products on their doorstep via Ele.me delivery.

Results / Expected Results

By mid-March 2020, 200,000 merchants benefited from the commission reduction/waiver scheme. As of February 16 2020, 20,000 small shops have been audited and takeout services reopened. By the end of February 2020, 50,000 offline shops migrated online. By the end of March 2020, the daily sales of the operating stores had increased by nearly 250% versus the previous quarter.

2. COMMUNITY SUPPORT- HOW LOCAL SERVICES-ENABLED LOCAL COMMUNITIES

Purpose / Problem addressed

In-person contact, which was essential for most local service businesses, became taboo during the outbreak. New ways of delivery without contact had to be created. Moreover, as cities were under lockdown, the local communities were affected significantly. Many jobs were at risk, and small businesses could not afford to pay their employees.

Implementation

Starting from February 10, 2020, companies resumed work gradually in China. However, meal services for employees became an urgent issue. Local services provided meal delivery to employees and healthcare work-



ers. They also shared contactless delivery and work resumption best practices and supported livestreaming for small offline stores (to mitigate losses due to shutdowns) and created flexible job openings as small businesses resumed work.

- 1 Koubei and Amap worked together to identify 100,000 restaurants in 300 cities nationwide that were "open for business" or "permitted for takeout" on Amap, to help drive traffic to the businesses during the lockdown.
- 2 Koubei and Ele.me also offered a series of 4,000 online courses covering topics ranging from sanitary practices and epidemic-prevention measures to applications of policies and regulations to help its merchants handle challenges related to work resumption.
- 3 Ele.me and Koubei arranged for contactless delivery so that riders could complete delivery without meeting the customer by placing the order at a designated location. Customer could request contactless delivery when placing orders on the platform
- 4 On February 6, 2020, Alibaba local services launched their "Blue Ocean" job-sharing platform, aiming to ease the wage burden on affected businesses by offering flexible short-term employment to their workers.
- 5 Ele.me teamed up with 60,000 stores in 38 major cities to upgrade online grocery shopping services, providing online grocery shopping and delivery services for customers. Products

offered included vegetables, fruits, poultry and seafood.

⑥ Ele.me partnered with suppliers such as Youxian Vegetable Farm, Caiwenji, Vegetable Commune, Four Seasons Fresh, and Cai Laobao to bundle pur-

chases. At the same time, Ele.me also adopted a model to increase the amount of directly sourced produce from high-quality agriculture regions. In addition, if there were no online grocery services nearby, consumers could also use the Hummingbird errand service to buy food.



Results / Expected Results

① As of February 15, 2020, Ele.me and nearly 500 catering companies delivered a total of 158,200 meals to healthcare workers in 156 hospitals in 35 cities across China.

② By the beginning of March 2020, nearly 6,000 catering companies from 13 cities in China had joined the "meal delivery" service. By the end of the month, a further 3,000 catering companies had joined the program.

CAINIAO: DIGITAL ACTION IN THE FIGHT AGAINST COVID-19



BUSINESS BACKGROUND

Established in 2013, Cainiao Network is dedicated to meeting Alibaba Group's logistics vision of fulfilling consumer orders within 24 hours in China and within 72 hours anywhere else in the world. To realize this vision, Cainiao Network establishes and operates a global fulfillment network together with logistics partners. It offers domestic and international one-stop-shop logistics services and supply chain management solutions, addressing various logistics needs of merchants and consumers at scale. Cainiao Smart Logistics Network has teamed up with industry partners to launch a global logistics channel that expedites the delivery of medical-aid donations to areas in China hit by the coronavirus outbreak. On January 25, Cainiao launched the "Green Channel" initiative in response to surging demand for personal protective equipment and medical supplies, especially for frontline medical staff in Hubei.

1. CAINIAO NETWORK - GLOBAL RESCUE GREEN CHANNEL PROJECT

Purpose / Problem addressed

In January 2020, the number of COVID-19 infected patients in Wuhan started to increase drastically, and there was a shortage of medical supplies in hospitals. However, on January 23, 2020,

the Wuhan government placed a lockdown on the city. On January 24, 2020, a number of hospitals in Wuhan jointly sent requests for support in securing medical supplies to ensure the safety of frontline medical staff. The news quickly spread all over the world, and many firms attempted to make donations. To help these donations to be delivered to the epidemic area as fast as possible, Cainiao Network announced it would establish a global “Green Channel” on January 25, 2020.



By March, the epidemic began to spread around the world. Cainiao had previously delivered medical supplies from overseas to China, but now turned around and delivered medical supplies from China to overseas countries around the world.

Business Leader-to-Employee

A very detailed process was undertaken to plan end-to-end execution of this project.

1. Green Channel Set Up and Execution - Explained Further

1.1. Allocate budget

Alibaba Foundation raised RMB 1 billion to support the Alibaba ecosystem's battle against COVID-19. It covered Cainiao's costs.

1.2. Setup Process

- Opened 24-hour hotline for Chinese and overseas donors
- Set up strict donor qualification checks

- Set up processes to identify recipients for donations
- Identified cities qualified to receive donations

1.3. Information Collection

- Collected the donation information through the 24-hour hotline

1.4. Verify leads

- Call center staff, upon receiving donor's call, would verify their information.
- Double check if donor's local customs allow export of medical supplies to China, as the relevant policies kept changing during the pandemic.
- Double check whether the donor had a designated recipient, which was required to be classified as an NGO.
- If the donor met the criteria above, he/she was then asked to submit more details on the donation
- Pass the details to the pickup team.

1.5. Setting up overseas pickup points

- Contacted donor about transportation.
- Transferred medical supplies to a transit city, where a Cainiao partner would deliver the products to China.
- Submitted the documents for customs clearance
- Delivered the medical supplies to an NGO in China
- A Cainiao partner in China delivered the supplies from the storage facility to the hospitals

1.6. Domestic Delivery / Custom Clearance

Many customs offices did not have prior experience in expedited handling during this type of situation. Had they gone through the standard customs-clearance process, the process would have taken a couple of days at least. Cainiao team worked with customs in China and countries where supplies passed through and came up with a variety of procedures to

speed up the process and facilitate faster delivery of medical supplies to pandemic-affected areas.

1.7. Managed Line Haul delivery, factoring in limited numbers of drivers and quarantine rules

Delivered the medical supplies from the landing city to the recipient city. If the recipient city was in an epidemic-affected area, the driver who made the delivery would be expected to be in quarantine for 14 days upon return. For this reason, the drivers' schedules had to be planned carefully.

1.8. Last-mile delivery

2. Global Relief - From China to overseas

In the past few years, Cainiao has been striving to build a global digitalized logistics network with logistics partners around the world. Under the Alibaba-led eWTP initiative to promote cross-border e-commerce trade, Cainiao has also established e-Fulfillment centers around the world, including one in Liège, Belgium, and another in Kuala Lumpur, Malaysia, both of which have been playing significant roles in processing and moving the medical supplies around Europe and Asia during COVID-19. On November 25, 2019, the Ethiopian government and Alibaba signed an eWTP agreement to help build up the internet and logistics infrastructure in the African country. Ethiopia has also become an important hub for Alibaba to support Africa during the pandemic.

Through Cainiao's logistics command center, Cainiao can match logistics resources across the board with global partners. With an optimized algorithm, Cainiao is able to find the most-appropriate suppliers to deliver medical supplies in the fastest way. The digitization of the whole logistics chain expedites the delivery of medical supplies to epidemic areas. These technologies were originally used in global e-commerce trade and became the key to Cainiao's green channel.

Results / Expected Results

Inbound Green Channel

As of March 26, 2020, 71.38 million pieces of protective gear were delivered free of charge through the Cainiao Green Channel, to epidemic-affected areas to help protect medical workers. The deliveries included 53 million facial masks and 2.9 million isolation gowns. Cainiao has received 41 thousand incoming calls in the process and handled donations from 39 different countries.

71.38 million pieces of protective gear delivered by Cainiao Green Channel for free to help protect medical workers



Outbound

In the evening of March 13, the first batch of 300,000 medical masks donated by the Jack Ma Foundation and Alibaba Foundation to Europe were transported to Liège Airport in Belgium. These masks completed customs clearance and other preparatory work in two days, and finally arrived at Liege Airport in less than 72 hours.

On March 22, 5.4 million masks, 1.08 million kits, 40,000 sets of isolation gown and 60,000 protective masks arrived in Addis Ababa, the capital of Ethiopia. This was the first batch of anti-epidemic supplies donated to Africa by the Jack Ma Foundation and Alibaba Foundation, sent to support 54 African countries in fighting the epidemic.

By the end of March, Cainiao had delivered medical supplies from China to more than 70 countries and regions around the



world, and at the same time, shipped back goods from overseas, which were sold on Chinese ecommerce platforms, such as Tmall Global and Kaola.

Cainiao had also processed more than 100 million units of medical supplies inbound and outbound as of April 1.

ANT FINANCIAL: DIGITAL ACTION IN THE FIGHT AGAINST COVID-19



BUSINESS BACKGROUND

Ant Financial Services Group, officially established in October 2014, is an innovative technology provider that aims to bring inclusive financial services to the world. Headquartered in Hangzhou, China, Ant Financial is the operator of Alipay, which was launched in 2004 as an online escrow service to enable e-commerce in China. Alipay has since evolved into the world's largest digital lifestyle platform. MYbank is an Ant Financial brand and an online private commercial bank focused on serving small and medium-sized enterprises (SMEs). MYbank was established in 2015 as the first bank in China to establish its core banking system entirely on the cloud without any physical

branches. MYbank leverages Alipay's AI, computing and risk-management technologies to improve customer service and increase efficiency. The COVID-19 outbreak hit businesses large and small in ways they were never prepared for. Funding to sustain cashflow was a primary challenge for most businesses to survive during this period. Another challenge was to find ways to contin-



ONLINE GROCERY SHOPPING & ALIPAY

In Feb 2020, daily average no. of transactions grew by **300%**

Meicai

- China's leading catering supply chain since 2014 serving **2m+** restaurants
- Focused on B2B business before Feb 2020
- Launched a **mini program** to make its delivery services available to Alipay users amid the COVID-19 outbreak
- In just 1 week, Meicai attracted more than **800,000 new users** and orders poured in from across **80 cities** in China

*Online Grocery Shopping
via Alipay*

ue serving customers. To help out, MYbank decided to provide dedicated funding support by waiving or lowering interest rates for SMEs in need. Ant Financial further opened up its Alipay digital lifestyle platform to better support service providers and help them combat the outbreak by going digital.

Purpose / Problem addressed

The outbreak meant most of the offline business operations were temporarily suspended, and consumers stayed at home. This caused a significant gap between the dwindling supply of goods, services and the demand for them. As demand shifted from offline to online, the digital lifestyle platform Alipay was able to make a difference by using technology to connect the businesses that previously were not prepared for digitalization with consumers, with added benefit of enabling merchants to utilize various capabilities, such as logistics, ecommerce and enterprise communication solutions from the Alibaba ecosystem.

Implementation

- ❶ On January 26, 2020, Alipay launched a dedicated in-app section to provide the latest updates about the coronavirus epidemic and online medical services, including hospital registration and consultation. As of February 13, a total of 300 million people had used the in-app section.
- ❷ On January 27, 2020, Alipay's Ant Insurance platform, set up a fund to help protect medical workers taking part in the fight against the outbreak. Those infected by the coronavirus could apply to receive RMB 100,000 each through the fund. In the case of death of a medical worker due to the virus, the family could apply for RMB 500,000.
- ❸ On February 6, 2020, Ant Financial launched an incentive program that encouraged developers to create mini-programs dedicated to helping cope with the outbreak, fulfilling all kinds of demands of users who had to stay at home. Developers and service providers participating this

program were told they'd enjoy:

- i. up to RMB 500,000 cash incentives;
- ii. online traffic privileges directed from apps including Alipay, Taobao and Dingtalk;
- iii. access to the Ant Blockchain Open Community free of charge;
- iv. cloud computing services free of charge from Alibaba Cloud for three months.

4 On February 7, 2020, Ant Financial also announced it would provide its mPaaS (mobile Platform-as-a-Service) mobile development platform for free, to developers creating outbreak-related apps. With the technology capabilities brought by mPaaS, it can take as short as a half-day to develop dedicated sections related to the coronavirus outbreak within the apps.

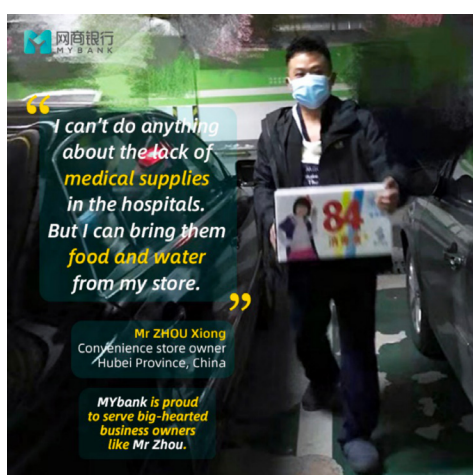
5 On March 10, 2020, Alipay laid out plans to open up its platform and offer upgraded tools and features to help 40 million service providers digitize their businesses over the next three years. This was an extension of efforts to further help small businesses recovering from the COVID-19 outbreak. Within a week of the campaign's launch, 181 mini-programs were created and housed on the Alipay app, including programs for contactless grocery deliveries, legal and medical advice, logistics and public services. Among those who helped were Mo Jiaxuan, owner of MOMO Fun Star, an electronic claw-machine maker, who not only obtained a business-saving loan via Alipay, but also developed an online toy-catching mini-program on Alipay that helped digitize his business.

6 In Gansu Province, Ant Financial launched a blockchain-powered online bid-opening system, enabling SMEs to participate in contactless bidding remotely during the COVID-19 outbreak. Ant's consortium blockchain technology ensures materials and processes of the bid openings are tamper-proof, ensuring even contactless bidding participation is transparent and trustworthy.

7 Ant Duo-Chain, a blockchain-powered supply chain finance platform developed by Ant Financial, is helping many small

and medium suppliers apply for loans from banks with the receivables owed to them by large enterprises without providing any other collaterals. The platform helps them deal with potential financial constraints during this epidemic. For example, Guangzhou Wubiao, an import and export trading company, has recently received loans amounting to RMB 2 million with its receivables from e-commerce platform 1919.com.

⑧ MYbank, announced a series of measures to help small and micro business owners overcome the economic impact of the coronavirus outbreak, especially those at the epicenter in Hubei Province. These measures are expected to potentially benefit 8.5 million small and micro merchants and facilitate their digitization transformations.



Online Grocery Shopping
via Alipay

- i. To ease the cashflow pressure for SMEs, MYbank provided one-year loans totaling RMB 10 billion to online merchants from Hubei Province registered on Taobao and Tmall. These loans were interest-free for the first three months, and rates were lowered by 20% from the prevailing rate for the remaining nine months.
- ii. MYbank also provided 12-month loans totaling RMB 10 billion to Taobao and Tmall merchants from

outside Hubei, with interest rates also lowered by 20% from prevailing rates.

- iii. Established in 2015, MYbank pioneered the “310 model” for SME financing, which offers collateral-free business loans that take less than three minutes to apply for on a mobile phone, less than one second to approve, and requires zero human intervention.
- iv. A recent online survey by MYbank underscores the resilience of small and micro businesses in China during the COVID-19 outbreak. Surveying over 20,000 small and micro merchants, the report found that 80% of respondents needed short-term funding, while 70% were confident they could get through difficult times if their funding needs

could be met. The survey also found that more small merchants, such as restaurants and grocery stores, were offering takeout services to customers via digital platforms amid reduced in-store foot traffic.

- v. In addition to waiving or lowering interest rates for small and micro businesses, as mentioned above, MYbank will continue to offer collateral-free business loans to SMEs in China amid the coronavirus outbreak, and more than 50 million small enterprises will be eligible to apply.
- vi. On March 6, 2020, MYbank partnered with 100 Chinese banks, and leading industry organizations to jointly launch "Contactless Loans," aimed at supporting 10 million SMEs, individual businesses, and farmers across China, help them resume work and overcome the impact of COVID-19. Through the "310" lending model pioneered by Alipay and MYbank, loans take three minutes to apply on the mobile phone, approvals can be given within one second, and all this with zero manual intervention. For banks, this is the quickest way to reach the millions of small businesses scattered across the country; for entrepreneurs, this gives easy access to potentially business-saving funds, without the need to travel to a branch in person. AI-based risk management technologies prevent excessive lending and ensure SMEs in need can obtain the funding they need to get through the outbreak while making loans sustainable. So far, the first batch of SMEs have already received this "contactless loans" through MYbank, including the owner of a wholesale business in Heilongjiang Province, which supplies toilet rolls to 800 supermarkets in Mudajiang City.

Results / Expected Results

Ant Financial, Alipay and MYbank took these measures to support SMEs and consumers amid the COVID-19 outbreak. Such initiatives are expected to not only maintain the vitality of the SMEs during the epidemic, but also help them prepare for recovery.

FLIGGY: DIGITAL ACTION IN THE FIGHT AGAINST COVID-19



BUSINESS BACKGROUND

Fliggy (www.fliggy.com) is a leading online travel platform in China which provides comprehensive travel reservation services, including airline tickets, accommodation, train tickets, car rental, package tour and destination attractions. Fliggy is dedicated to providing travelers with flexible and comfortable travel arrangements, while harnessing the power of the internet to empower hospitality merchants on its platform. As a platform operator, Fliggy is dedicated to helping merchants and associations working in the tourism industry worldwide to build direct relationships with Chinese consumers. During the COVID-19 crisis in China, Fliggy undertook a number of measures to support both merchants and customers as the tourism industry experienced the largest shock in recent years.

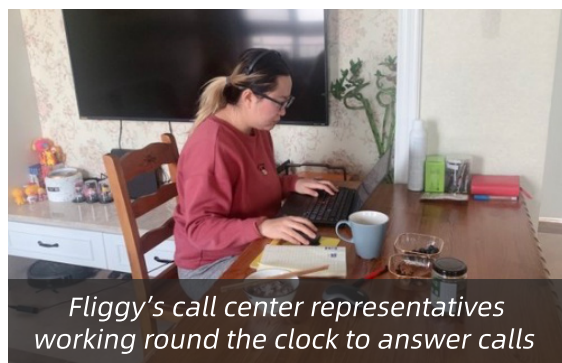
Purpose / Problem addressed

Due to COVID-19, the direct loss for the Chinese tourism industry hit RMB 5 trillion (USD 77.51 billion) during the Chinese New Year/Spring Festival holiday, with an average loss of RMB 17.8 billion/day (USD 2.51 billion/day). As losses mounted and customer sentiment plummeted, it became important for Fliggy to think about how to serve both customers and merchants to get through the crisis.

Implementation

1. For consumers: Ticket Refund Policy

On January 23, 2020, Fliggy issued policies announcing 100% free cancellation of all tourism packages on its platform, including hotels, air tickets, railway tickets and cruises sold by platform's merchants, to prevent the spread of COVID-19. Up until March 9, Fliggy helped merchants who were unable to pay back customers, with RMB 1 billion (USD 141.06 million) in loans. When the policy was issued, Fliggy customer services received 10 times the amount of phone calls compared to the same period from the previous year.



All Fliggy staff were asked to pick up calls to process refunds on Chinese New Year's Eve. Within two days, Fliggy also launched a self-service refund system to simplify the refund process, with 95% of the requests handled by an AI bot. Fliggy's FlyZoo Hotel also used its bots to serve customers to reduce face-to-face contact with service personnel.

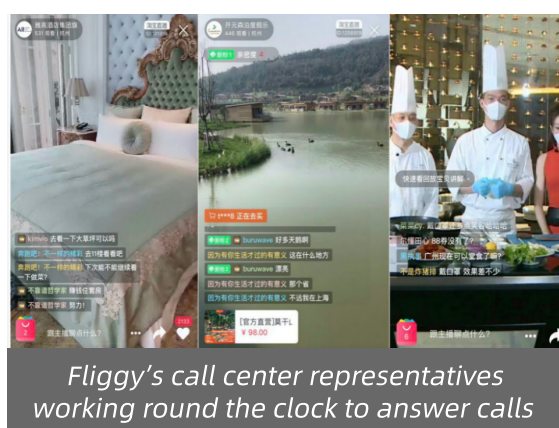
2. For Platform Merchants: Merchant Support Plan

- ① **Waived management fee for merchants:** To relieve the pressure brought on by COVID-19, Fliggy decided to waive the six-month platform management fee for merchants in the Wuhan area. For all the other merchants on the platform, a three-month waiver (starting in January) was issued.
- ② **Waived commission fee for hotels:** For hotels that offered free accommodation to medical staff, Fliggy waived its platform

commission fee.

- ③ Loans: Fliggy worked with Alipay to offer a series of loans for merchants, worth RMB 500 million (USD70 million) with an interest rate of 0.5% or interest-free, in some cases.
- ④ Insurance for merchants: Fliggy worked with Ant Financial's insurance platform to provide free insurance for merchants to cover some losses for merchants on the platform should they encounter similar situations to COVID-19 during Golden Week and other holidays in 2020.
- ⑤ Joint call for disinfection in hotels: Fliggy worked with governments and hotels in promoting a campaign called "Live with Assurance," with more than 20,000 hotels across 400 cities joining. Hotels that joined the campaign set up routine disinfection and provided contactless services for customers.
- ⑥ Free livestream training for merchants on the platform:

Fliggy worked with Taobao University in delivering hundreds of online classes for the merchants for free, teaching them how to use livestreaming to show tourism packages and how to digitally transform their traditional tourism business.



Results / Expected Results

More than 20,000 hotels across 400 cities joined the "Live with Assurance" campaign.

More than 500 tourist destinations managed by platform merchants were opened to medical staff for free. Since February 2020, merchants on Fliggy have conducted more than 2,000 livestreaming sessions, with more than 10 million viewers across these sessions. Hotels, theme parks and travel agents are keeping customers engaged by giving virtual "tours" online. 80% of the viewers are women.

DINGTALK: DIGITAL ACTION IN THE FIGHT AGAINST COVID-19



BUSINESS BACKGROUND

DingTalk is one of the world's largest enterprise communications and collaboration platforms developed by Alibaba Group. It serves over 320 million users - 200 million business professionals and 120 million students. DingTalk rolled out a series of dedicated solutions to address the need of businesses, schools and even health professionals to move some of the offline interactions online and to forge collaborations even closer than before to during the pandemic.

Purpose / Problem addressed

The massive lockdown or stay-at-home order to prevent the spread of COVID-19 left most factories idle, shops and restaurants closed and forced schools across the country to be closed. DingTalk, an online communications and collaboration tool, stepped in and facilitated online collaboration among professionals and rolled out a powerful digital-learning solution to help children continue their education.

Implementation

① Business: Help SMEs to operate and work remotely

Since January 2020, to help businesses severely affected by the

COVID-19 pandemic, Ding Talk opened its communication platform and began to provide services to SMEs for free. It provided a versatile communication platform that could support up to 302 people joining a single video conference call at the same time. Ding Talk supported its Key Account partners by opening more than 600 API accesses, which allowed merchants to develop their own tools on DingTalk. The “contactless check-in” function has been widely adopted among customers, allowing employees to check-in to work anywhere, anytime, as long as they are online.

② Education: Move offline classes online.

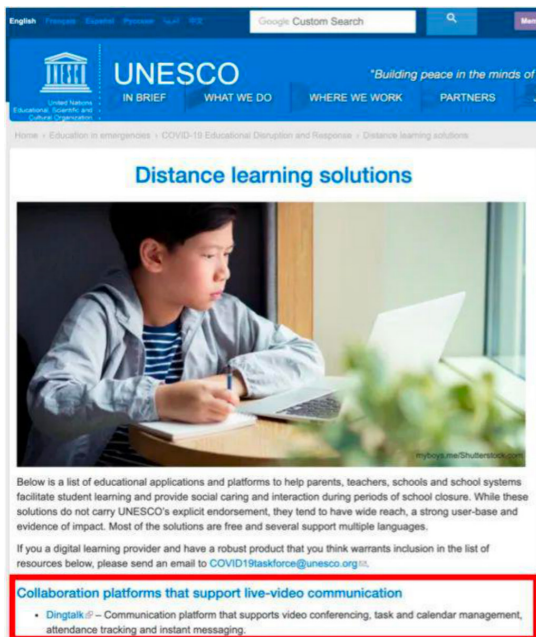
In Jan 2020, when the Chinese government called for the new school semester opening to be delayed due to the COVID-19 outbreak, the app immediately launched a series of functions including livestreaming, online testing and grading feature.

③ Knowledge Sharing

DingTalk launched the International Medical Expert Communication Platform, which allows verified medical personnel around the world to share their experiences through online messaging, video conferencing and livestreaming. The platform is already being used by members of the First Affiliated Hospital, Zhejiang University School of Medicine. By using the platform, which includes real-time artificial intelligence translations into 11 different languages, staff from the hospital can further share their knowledge and experience with global peers.

Results / Expected Results

DingTalk has enabled 10 million merchants and 200 million employees to work remotely during the outbreak of COVID-19. About 140,000 schools and 120 million students across China resumed classes through DingTalk. UNESCO has recognized Ding Talk as a powerful digital-learning solution to help children continue their education as schools worldwide face closures due to the ongoing COVID-19 pandemic. And to date, over 440 medical institutions from 104 countries and regions



have applied to learn and share experiences in battling COVID-19 through the International Medical Expert Communication Platform.

UNESCO identifies Ding Talk as a powerful digital-learning solution to help children continue their education

ALIBABA'S ECOMMERCE PLATFORMS: DIGITAL ACTION IN THE FIGHT AGAINST COVID-19



BUSINESS BACKGROUND

Alibaba's commerce ecosystem consists of Alibaba.com (B2B), Taobao.com (C2C), Tmall.com (B2C - General trade), Tmall Global and Kaola (B2C, Cross-border), Tmall World (China->overseas Chinese consumers), along with AliExpress (B2C, China -> World). Millions of merchants who operate on these platforms serve customers in China and the rest of the world. Revenues of merchants on Alibaba's platforms were heavily affected, as COVID-19 started to spread and lockdowns were put in place. The platforms quickly decided to support the merchants with concessions and to help businesses to source medical supplies in critical need.

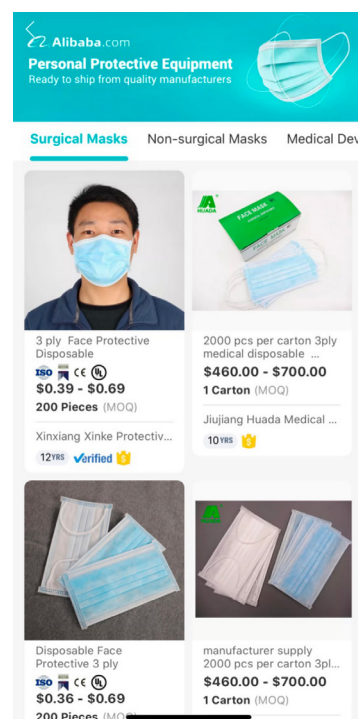
1. ALIBABA.COM - GLOBAL DIRECT SOURCING PLATFORM

Purpose / Problem addressed

As COVID-19 became a worldwide pandemic, healthcare facilities and governments needed help to locate high-quality mask supplies. Alibaba.com, a global B2B sourcing platform was uniquely positioned to connect suppliers to institutions in need.

Implementation

In March 2020, Alibaba.com identified and organized high-quality suppliers of masks under a single online destination to facilitate sourcing by healthcare systems and relevant government authorities worldwide and help meet urgent needs for these items. To ensure these critical items got to frontline personnel and patients where they were most in need, before buyers were allowed to place orders, they were required to affirm that the products purchased would be directed only to healthcare organizations or relevant government authorities.



Alibaba.com's Online Destination for Masks

Results / Expected Results

Alibaba.com connected commercial supply and demand to facilitate effective sourcing of high-quality masks by healthcare systems and relevant government authorities worldwide.

2. Rural Support Program

Purpose / Problem addressed



Farmers in remote locations of China are now participating in Alibaba's digital ecosystem

A technology-enabled ecommerce solution was needed to help farmers with unsalable agricultural products due to supply chain disruption caused by the COVID-19 outbreak and a nationwide lockdown.

Implementation

- ① On February 6, 2020, Alibaba initiated a “ Rural Support Program” to help farmers in need. By collaborating with Alibaba’s platforms, such as Tmall, Taobao, Juhuasuan, Freshippo, Ele.me, Cainiao, Rural Taobao, the company created a one-stop omnichannel service for collection, dispensing, storage, marketing and delivery of unsalable agricultural products.
- ② Provided capital to ensure continuation of work and production using digital financial products at the county level. Leveraging Alipay’s rigorous risk-management capability and borrower evaluation, Ant Financial provided up to RMB 1 million per person in loans to farmers.
- ③ Built a dedicated ecommerce logistics network for agricultural products. Cainiao united with Yuantong, Zhongtong, Shentong, Yunda and other Chinese logistics companies to open a "green channel for agriculture" and launched a special direct agricultural logistics line to help farmers directly deliver fresh agricultural products by long-haul trucks. For last-mile delivery, fresh fruits and vegetables were delivered to consumers by deliverymen from Alibaba Group’s local services platform, Ele.me, and “New Retail” business, Freshippo.

Results / Expected Results

- ① As of April 1, 2020, 157,000 tons of produce were sold through the rural support program, the largest such effort in China. As of March 19, 2020, the total 125,000 tons of agricultural products sold by this program accounted for about one-eighth of the total quantity in the country’s overall disaster relief efforts.
- ② More than 200 tons of oranges from Hubei province’s Zigui county have been sold on Taobao and Freshippo platforms.
- ③ With the rural support program, Xiao county, considered a poverty-stricken county in Anhui Province, sold 500 tons of carrots, and the wholesale price rose to RMB 1.3 per

kilogram, which was more than four times the level before Chinese New Year, ensuring adequate income for the farmers.

3. Livestreaming as a Tool for Merchants to Revive Businesses

Purpose / Problem addressed

COVID-19 outbreak and the subsequent nationwide lockdown in China forced a significant number of offline businesses to pause their operation. Businesses across retail, restaurants, hospitality and other consumer-facing industries were unlikely to survive without a swift shift to engage with their customers through digital channels. Livestreaming on ecommerce platforms became a necessary tool for many of these businesses to maintain operation.

Implementation

To accelerate livestreaming adoption for merchants most in need, Alibaba Group's various business units such as Taobao and Tmall undertook the following measures:

- **Taobao Live Merchant Relief/Training Program**

In early February, Taobao Live removed barriers for new merchants to join the service, including the waiving all service fees. It allowed merchants to use Taobao Live's tools and technologies to start livestreaming and launch new products instantly. Taobao Live also helped more retail stores and wholesale markets tap into its technologies to supercharge the shopping experience for consumers. On March 30, Taobao Live announced plans to host livestreaming sessions from 300,000 merchants per day in 2020. It also aims to train more than 10,000 retail sales people across China to become livestreamers.

- **Tmall Enabled a Fully Digital Shanghai Fashion Week**

Due to the COVID-19 pandemic, organizers of Shanghai

Fashion Week brought the entire autumn-winter 2020 edition online in partnership with Tmall. This was the world's first fashion-week event at this scale to go fully digital. More than 150 designers and brands livestreamed their collections from March 24-30 via Tmall. Some designers utilized Tmall's "See Now, Buy Now" experience to enable viewers of fashion week to pre-order for brands' fall collections.

Results / Expected Results

- **Taobao Live**

As a result of Taobao Live's measures to attract new merchant adoption, the number of merchants utilizing Taobao Live for the first time surged 719% in February, compared to January. Livestreaming also saw wider adoption among the hardest-hit restaurant and tourism businesses. On Taobao Live, top Chongqing-style hotpot chains hosted livestreaming sessions where viewers requested their hosts eat their favorite hotpot items on their behalf in February. Close to 10 million online visitors participated in Taobao Live's virtual spring tour of eight national museums across the country, including the National Museum of China and the Gansu Museum in February.

- **Shanghai Fashion Week+Tmall**

The virtual fashion week helped brands generate both consumer engagement and sales during the COVID-19 outbreak. The opening showcases on the first day attracted 2.5 million views. By the end of the fashion week, the event's streams had totaled over 11 million views and helped generate more than RMB 20 million (USD 2.82 million) in gross merchandise volume.

4. 20 MEASURES TO SUPPORT ONLINE MERCHANTS

Purpose / Problem addressed

Help merchants in the Alibaba ecosystem to survive/mitigate losses due to COVID-19 outbreak.

Implementation

On February 10, 2020, Alibaba Group unveiled measures to help small and medium-sized enterprises in China affected by the COVID-19 outbreak. Leveraging Alibaba's extensive ecosystem, 20 measures were put in place to support to merchants.

1 Reduced or waived platform fees

Alibaba waived certain fees across its platforms including B2C marketplace Tmall, which planned to waive service fees for the first half of 2020 and offered free services to eligible merchants registered in Hubei, the epicenter of the Coronavirus outbreak. The group's logistics arm, Cainiao, offered to waive two months of fees for warehouse rentals before the end of March, while local-services platform Koubei waived commissions for merchants until the end of February, 2020 – and until the end of March 2020 for Wuhan-based businesses.

2 Low-interest and interest-free loans

An Ant Financial affiliate, online SME bank MYBank, announced interest-free and low-interest loans to Taobao and Tmall merchants registered in Hubei. A total of RMB 10 billion (USD 1.43 billion) is expected to be offered. These loans will be interest-free for the first three months, and afterwards, the rate will be 20% below current rates. Another RMB 10 billion will be rolled out and made available to merchants outside Hubei province with interest rates 20% below current levels. Until March 2020, payments were also issued to merchants free of charge as soon as an order was fulfilled.

③ Subsidized delivery personnel and increased logistics efficiency

Taobao, Tmall and Cainao pooled their resources to launch a RMB 1 billion fund for supply chain and logistics services. Couriers received extra compensation for their services, while companies enjoyed various waived fees and subsidies.

④ Creation of flexible job openings

Alibaba's New Retail supermarket, Freshippo, introduced an employee-sharing scheme that allows those who work in hospitality, dining, movie theaters, department stores and various other sectors to find temporary jobs at Freshippo. Similarly, Ele.me's and Koubai's "Blue Ocean" initiative gives restaurant employees opportunities to work as temporary couriers or convenience-store clerks.

Results / Expected Results

It is expected that these combined measures from the Alibaba platforms to support merchants will build trust and confidence for them, help them survive the downturn and build partnerships in the future.

LAZADA:

DIGITAL ACTION IN THE FIGHT AGAINST COVID-19



Purpose / Problem addressed

Lazada is a leading ecommerce platform in SEA. As the entire Southeast Asia region started feeling the pressure due to COVID-19 pandemic spread, Lazada came together with local partners and government authorities to take necessary action to mitigate the impact on supply chains and that donations from Alibaba, Lazada and its partners were distributed wherever they were needed. Lazada has been focusing on empowering sellers leveraging its logistics capabilities and ensuring a safe and convenient shopping experience for its customers.

A series of steps as listed below were undertaken

- Work with local government to identify areas to contribute
- Onboard local partners to support local community through Lazada's digital-giving platform, LazadaForGood, and make monetary/medical supplies donations to relevant organizations
- Invite qualified local doctors to share knowledge of how to cope with COVID-19 through educational livestreaming sessions on Lazada app
- Onboard local SMEs and traditional retail businesses to help

them continue sustainable businesses online. For example, Lazada helped farmers solve their technical and logistics problems to sell their agricultural products on the Lazada platform during the outbreak.



Lazada Singapore partners with Singapore agency Community Chest to bring awareness and help local vulnerable groups.

Implementation

1 Lazada Malaysia read about Cameron Highlands farmers who had to throw away their fresh produce due to supply chain issues during a government movement control order (MCO). The Lazada team reached out, figured out the tech and the logistics and got them onto the Lazada platform in two days. During this time, Lazada Malaysia helped connect vegetable and poultry farmers and fishermen to buyers, and in many cases, **working closely with local startups in this process. For example, to fulfill last-mile delivery in Kuala Lumpur, Lazada worked with GoGet, a gig work platform founded by Francesca Chia, who is also a Fellow who graduated from the eFounders Fellowship program.**



Tonnes of freshly-harvested vegetables were being discarded by growers at Cameron Highlands as they could not be transported to other locations due to the MCO. —
Picture courtesy Jason Kong

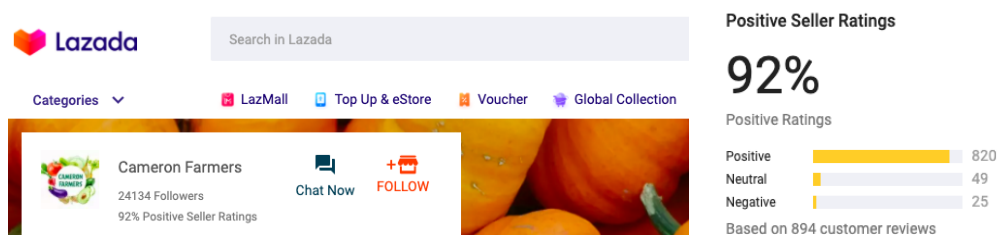
② Lazada Thailand has onboarded two major public hospitals King Chulalongkorn Memorial Hospital and Siriraj Piyamaharajkarun Hospital on the LazadaForGood page. Lazada Thailand has donated a total of THB 3 million to them to fight the coronavirus pandemic in Thailand and aid medical personnel as well. Lazada Thailand also launched #YesICan Lazada Heart-to-Heart campaign on April 2-3 to support Thai sellers who temporarily closed down during the COVID-19 outbreak, bringing famous shopping areas, including JJ market, Siam, MBK and others to the Lazada platform for customers so they can shop at home.

③ Lazada Philippines held its first charity concert livestream #RadioGivesBack: LazadaForGood Charity Concert from Home. It was livestreamed on the Lazada app, and simulcast over four local radio stations (Magic 89.9, Jam 88.3, Wave 89.1 and Play 99.5) in the Philippines with special performances by popular local artists. These benefit concerts were one-hour sessions, and a second one was held on April 6.

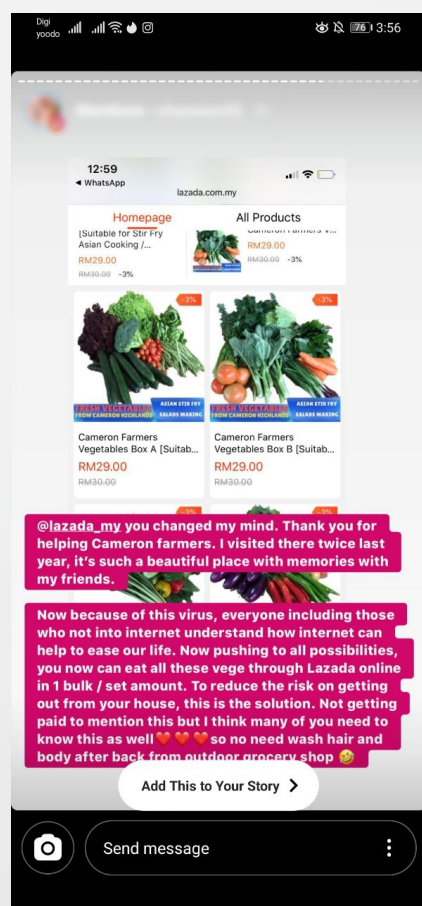
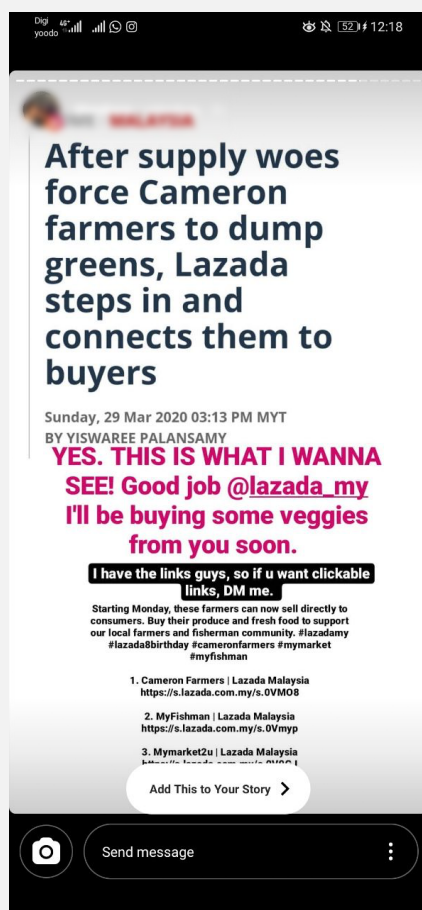
④ Lazada University launched eight special topics, an anti-epidemic series, which included latest information from various countries on logistics, operations, livestreaming training, advisory for seller and buyers and more.

Results / Expected Results

The initiative helped Cameron Highlands farmers in Malaysia save 1.5 tons of vegetables from going to waste by delivering them to 200 Malaysian households on a single day on Lazada's 8th anniversary, March 27, 2020. As of April 6, 2020, the store had gained 24,134 followers and received 894 customer reviews, each review representing an actual order.



Screenshot of Cameron Farmers on Lazada Malaysia on April 4th



Screenshots of customer feedback on social media

ALIBABA FOUNDATION AND JACK MA FOUNDATION FIGHT AGAINST COVID-19



BUSINESS BACKGROUND

Alibaba Foundation

In May 2010, Alibaba Group announced that 0.3% of the group's annual income will be allocated as public welfare fund from 2010, mainly for environmental protection.

The mission of Alibaba Foundation is to create a good atmosphere for doing public welfare and promote the sustainable development of human, society and nature.

Jack Ma Foundation

Established by Jack Ma, the founder of Alibaba Group, the Jack Ma Foundation was founded on 15 December 2014 and has been focusing on education, entrepreneurship, women's leadership, and the environment. The Foundation aspires to be a reliable, participative, and sustainable philanthropic organization. The Jack Ma Foundation has so far supported projects worldwide including the Jack Ma Rural Education Program, the Africa Netpreneur Prize Initiative, the Ma & Morley Scholarship Program, and Jordan's Queen Rania Foundation. Additionally, the Foundation has funded a number of projects in its priority areas. The Jack Ma

Foundation is committed to empowering rural educators, entrepreneurs, rural children, young start-ups, and women to equip them for the future and to help build a happier, healthier, more-sustainable and more-inclusive society.

The Jack Ma Foundation supported a number of aid initiatives for areas of the world most-affected by the COVID-19 crisis, sourcing and delivering various types of medical supplies to Asia, North America, Africa, Europe and Latin America. The Foundation is also funding research and development of COVID-19 virus treatment options in China and at the Peter Doherty Institute for Infection and Immunity (Australia) and Columbia University (USA).

FOUNDATION INITIATIVES

Purpose/Problem addressed

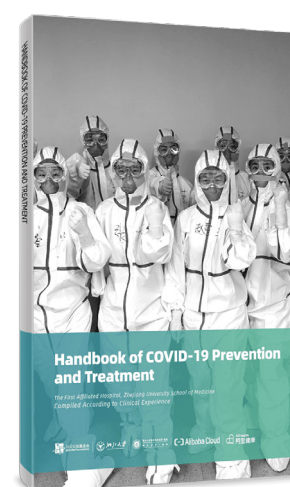
As the COVID-19 pandemic spread across the globe, the Jack Ma Foundation and Alibaba Foundation stepped up their commitment to provide necessary support to impacted countries and regions. The sharing of hard-earned lessons and best practices among the global medical community became a critical aspect.

How was it implemented

1 Expertise Sharing: Reference handbook for COVID-19 healthcare workers:

The Jack Ma Foundation and Alibaba Foundation shared a coronavirus prevention and treatment handbook from doctors, medical administrators and staff who worked on the frontlines of the pandemic in China and were crucial to slowing its spread.

The handbook is a comprehensive knowledge-sharing resource for other hospitals and medical professionals facing the pandemic, and includes guidelines on screening, diagnosis,



Jack Ma Foundation
Handbook

and treatment of COVID-19 patients. The handbook has been translated into 10 languages.

② Global MediXchange for Combating COVID-19 (GMCC):

The Global MediXchange for Combating COVID-19 program was also jointly established by the Jack Ma Foundation and Alibaba Foundation. It is designed for medical experts around the world to communicate seamlessly with each other to share their invaluable experience of fighting COVID-19 and to ask and answer each other's questions.

Another centerpiece of the program is the International Medical Expert Communication Platform. The platform is a free collaboration tool based on Alibaba's enterprise productivity app DingTalk for medical professionals to share information and advice on the prevention and treatment of the COVID-19 outbreak. Through individual or group discussions and sessions, video conferencing and real-time AI translation into 11 languages (Arabic, Bahasa, Chinese, English, French, Japanese, Russian, Spanish, Thai, Turkish, and Vietnamese), the platform aims to build a virtual community, inviting Chinese doctors to share their experiences and answer questions from global peers.

Results

The Chinese and English versions of the handbook were viewed 1.4 million times within the first five days of publication. So far, over 440 medical institutions from 104 countries and regions have applied to learn and share experiences in battling COVID-19 through the platform. It is the hope of the Jack Ma Foundation and the Alibaba Foundation that medical administrators and staff around the world can come together to treat COVID-19 patients.

AGI ENTREPRENEURS' STORIES



eFounders Fellowship

Alibaba Global Initiatives (AGI), a division under Alibaba Group/Alibaba Business School, was created to share the positive impact of the new business paradigm in promoting inclusive development and to inspire and empower entrepreneurs, youth and women globally to date, AGI has trained over 281 platform building entrepreneurs from 28 countries in Africa and Asia through the eFounders Fellowship program and 269 digital aspired business owners from Malaysia, Indonesia, Thailand and Rwanda through the Alibaba Netpreneur Training program. These mission-driven entrepreneurs and business owners have spent 10 days in Alibaba's headquarters to learn directly from the business leaders in Alibaba ecosystem and experience firsthand the impact of digital economy post-training, AGI continues to support the AGI entrepreneurs to grow and contribute to the community by sharing the experience and learnings from the Alibaba ecosystem and facilitating collaborations among the entrepreneurs. During the COVID-19, the AGI entrepreneurs have played a significant role in helping local hospitals, businesses and communities leveraging digital platforms and technology.

CASE 1

Nigerian eFounders partner with each other in delivering daily food and products for locals during lockdown

Location Nigeria

Situation Since the Lagos State went into lockdown, major business activities were interrupted and many markets that provide vital food supply to the community could not be opened because of COVID-19. Logistics also became a major challenge due to the shortage of fleets and the lockdown measures put in place by the government.

Pivot

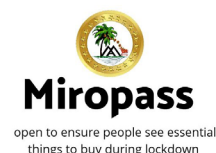
Miropass, founded by Adejoro Oluwashola, is an offline and online supermarket with its own fleets. Leveraging the logistics capacity, Miropass is currently supporting with the ecommerce businesses of three eFounder Fellow to fulfill their orders online across Nigeria. They have created a partnership to address the needs of the local community. Miropass' combined online and offline daily sales online and offline has been growing at 135% rate since Nigeria's lock down.



Adejoro & Miropass



Partners to support the fight against COVID-19



Nigerian B2C Business Needs

CASE 2

Digital education platforms Eshuri & O'Genius Panda help Rwandan students continue to receive education online during the lockdown

Location Rwanda

Situation The lockdown in many African countries has caused many schools and educational institutions in the region to shut down. The Rwandan Ministry of Information Communication

Technology and Innovation officially recommended digital platforms created by Nadia Uwamahoro, a Rwandan eFounder Fellow and Origene IGIRANEZA, an Alibaba Netpreneur Training (Rwanda) Program entrepreneur be used to enable local students to continue their lessons remotely during the outbreak.

Eshuri is an e-learning platform that applies interactive technologies in distributing online courses. It is working with local high schools, the University of Rwanda, Government of Rwanda, the city of Kigali, and the Ministry of ITC in delivering training and business solutions online.



O'Genius Panda is an e-learning platform that supports the education curriculum with provision of highly interactive content, evaluation tests, digital laboratory experiments and other learning resources.

Pivot

After the COVID-19 outbreak, Eshuri started working with two more universities and seven secondary schools, serving more than 21,000 clients and seeing a 50% growth of its business since the lockdown began.

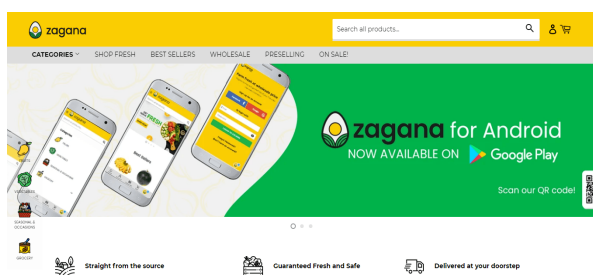
O'Genius Panda is now working with nine schools, for a total of 8000 students on board and is seeing 20% business growth every week.

CASE 3

Zagana.com delivers fresh produce from farm to every Filipino household.

Location Philippines

Situation Zagana.com was founded on Oct. 2019 by two eFounder Fellows, Joshua Aragon and Steve Sy in the Philippines, aiming to improve the lives of Filipino farmers through fair trade, good agricultural practices and helping them provide high-quality food for people in the Philippines. Zagana



pivoted and expanded its customer base to provide vegetables and fruits to confined consumers since the lockdown in the Philippines began.

Pivot

Prior to the lockdown in the Philippines, Zagana.com used to focus more on bulk orders to restaurants and hotels. As the lockdown progressed, retail businesses had to shut down, and Zagana.com fully activated its resources to accept fresh produce orders through its website and app and deliver to local consumers within three days. Its own micro-fulfillment center was launched on March 16, just in time for the COVID-19 lockdown in Metro Manila. Farm-fresh produce can be stored in the facility after the FDA approval.

How does it work:

- 1 Consumers sign up and purchase their produce through the Zagana.com website or app.
- 2 Input delivery details
- 3 Pay via COD, online banking, credit card or e-wallets
Other platforms have also leveraged on Zagana to fulfill online orders are Lazmart, Shopee and Grabmart.

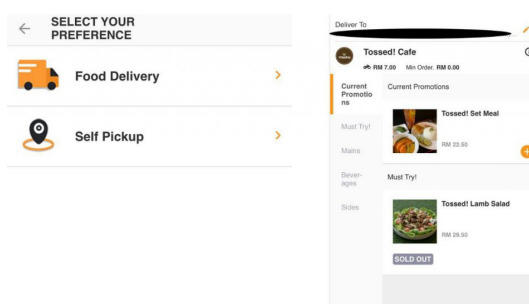


CASE 4 StoreHub Powers Food Delivery for Restaurants

Location Malaysia, expanding to Philippines and Thailand

Situation Storehub, a startup founded by eFounder Fellow

WaiHong Fong in 2013, is offering the omnichannel operating system for 13,000 plus retail and F&B businesses across Southeast Asia. Prior to the lockdown in Malaysia, the platform launched a new service “Beep Delivery” to restaurants on its platform. Beep Delivery is a solution that integrates with StoreHub’s own software to allow registered F&B users to join the delivery system through partnering with the logistics eFounder Fellows’ ventures, GoGet, ZeptoExpress and TheLorry.



Pivot

Beep Delivery was launched on March 16, 2020. Within 14 days, Storehub had onboarded 200+ restaurants, with another 400 restaurants in training and fulfilling over 1000 orders per day. Storehub is on track to expand Beep Delivery to Thailand and Philippines by mid-April and onboard 2000 restaurants by the end of April.

When businesses sign up for Beep Delivery, they’ll be provided with their own website link that they can send to customers.

Their customers will then be able to use the link to:

- Choose between self-pickup and delivery
- Browse the menu and order
- Key in their delivery address and details
- Pay via credit card, online banking, or e-wallets

Storehub’s delivery partners GoGet, ZeptoExpress and TheLorry will then fulfill the orders placed online

CLOSING THOUGHTS



The methods the Alibaba Group and its ecosystem utilized during the COVID-19 outbreak include a myriad of initiatives focused on addressing the frontline healthcare industry needs, supporting the people's daily consumption habits amid the disruption, aiding businesses of all sizes and their continuity of operations and providing technology resources to the public and private sectors.

In sharing these examples, we are not implying that digital entrepreneurs in emerging markets will or should do things exactly the same. Rather, these examples are intended to spur **ideas and inspiration** for what business leaders can do by **leveraging technology** and capabilities, **to find solutions** for problems their local communities face.

We believe this is possible because Alibaba endured a similar challenge in 2003 during the SARS crisis when it was a much-smaller firm and came out stronger and more confident in its ability to survive such adversity. Today, the once-small firm has become a much-larger organization, yet its spirit and purpose remain the same.

Alibaba cannot deliver all the medical supplies needed all over the world. Nor can Alibaba, alone, create a digital infrastructure for the entire world. But the one gift we can try and give others, is the **belief** and **confidence** that the **entrepreneurs of the digital economy can play a major role in the battle against the COVID-19 crisis** to address the innumerable challenges societies will face. And we call on all of you to do your part during this unprecedented moment in history to stand up together and help the world battle COVID-19!

United we stand, divided we fall!

APPENDIX: ARTICLES FROM AGI INSIGHTS

Entrepreneurs should have a mindset to serve society

Curated by Alibaba Business School

Source: Hupan University



Shao Xiaofeng (nickname Guo Jing, a Kung Fu master from a Chinese martial arts fiction), used to be a policeman, who joined Alibaba in 2005 by the invitation of Jack Ma. He has been in charge of several businesses including

Cyber Security, Taobao, Alipay, and others in the past 13 years. Now he is the Secretary General of the Alibaba Group and one of the 36 partners.

Not long ago, Shao Xiaofeng came to Hupan University to share his experience in Alibaba over the years, especially his understanding of corporate mission and vision. "How big and great an enterprise can be relying on how great-minded the founder is," said Shao. "And the mission and vision are the most important means to inspire the mind."

Shao believes that enterprises have a strong social attribute. Entrepreneurs should not only pay attention to the

development of business but also to the social value they create. They should effectively combine the problems which the government and society consider, with their business development to take certain responsibilities.

① The size of one's mission determines one's potential

Everyone here (at Hupan University) are real entrepreneurs. In Alibaba, the real entrepreneur is Jack Ma. And I am only a follower and participant. Since its establishment 19 years ago, Alibaba has developed step by step to its current scale and entered into various fields. However, you can hardly find any business is done by Jack Ma himself.

But without Jack, it is impossible to bring together so many people to achieve so much. What helps unify these senior managers and those ordinary people is not only Jack's personal charisma, but also the mission and vision of the company, which I think is the key.

I believe each of you has a persistent dream deep in your heart just as Jack does. It is the thing that you determine to pursue, it is the direction and goal of the enterprise. And that is what we call mission and vision.

We can understand mission and vision in two perspectives. From the angle of humanity, it is the advanced level of human awareness. I have always felt that people have two levels of needs, one is the material or survival needs, and the other is higher needs on the spiritual level.

And there are also two kinds of the higher spiritual needs: one is the pursuit of art, such as literary works, art works, music works, which transcends the survival and material needs of human beings; the other is that human beings as animals with social attributes would inevitably have the potential needs to be recognized as a contributor to the society.

Mission and vision is a very advanced realm of human nature in many cases. It reflects the recognition and realization of one's social value, self-worth within a social context. People always

hope to achieve a sense of achievement through the realization of social value. From another dimension, how big and aspirational an enterprise can be has a very close relationship with the entrepreneur's own mindset. Hence the mission and vision of a company is the most important method to link an entrepreneur's own mindset and the company's purpose.

It is often said that as an individual, one should have a big mind and broad vision as a human being. But without a relatively high-level mission and vision, it is impossible to reach that high mindedness. The size of one's mission decides his extend of mind. Mission is something that one truly believes, because there is no right and wrong of mission and vision.

In fact, many entrepreneurs hope their enterprises can become bigger and stronger, have greater value to the society and gain greater influence. Then, when you set goals and directions for the enterprise, you should set your own aspirations and mindset to be as big as possible.

② Excellent Companies need to build common destiny with society

A roadside vendor can chase profit without thinking about social impact. A onetime profiting opportunity is good for the micro businesses so long as they can abide by the law and meet the moral bottom-line.

For SME's, it is important to become more systematic and create sustainable profit. It is not enough for SME's to survive by just grabbing a one-time opportunity. They must start thinking about customer value. At this development stage, it may still be sufficient to just abide the law and meet the moral bottom line.

When companies reach a certain size, you start to pursue influence and a leadership position in the industry. You have to not only meet the legal and moral bottom-line, but also think about the positive impact you are bringing to the industry. You have to start make decision on things that you should do or should not do. There are certain things you should not do even if it is legal to do and even if it makes money.

When you develop into an exemplary company that creates huge influence to society, you become an important part of the society and share the common destiny with the society. The decisions you make are not judged on whether they are legal or not.

In the grey areas where law and policy may not cover, companies need to be self-regulated to create positive impact to the industry and society. These decisions are made based on one's mission and vision.

Many excellent companies face the same question on how to maximize social value when they reach a certain size. I will give you two examples. When facing aging population, as companies innovate their business models and technological solutions, they need to think about how to solve social problems created by aging population.

As an industry progresses, there will be common issues emerging in the industry, industry leaders have the responsibility and duty to solve these new issues that are beyond the company's development speed and profit.

③ Social attributes play a vital role in the development of an enterprise

Intellectual property rights violation is a persistent problem, not caused by Taobao, but if you are in the e-commerce industry using the Internet to conduct business activities, you must take responsibilities accordingly and employ better methods to protect intellectual property rights. This is a new way to solve old problems.

How a 20-year old Alibaba maintains its freshness and vitality

Curated by Alibaba Business School

Author: Kangyu Xie

From SARS to COVID-19, Alibaba has grown up and is available



to help protect others.

Outline

- How are Alibaba business units engaging in their battle against COVID-19?

- What actions have the company

and its employees taken in this anti-epidemic battle?

- What combination of the collective company thinking and the individual's attitudes make a company's execution so effective?

In the past 20 years, there were a number of key turning points in the history of Alibaba: the experience of the SARS epidemic and the battle between Taobao and eBay in 2003, the creation of Alipay to provide a more trustworthy transaction payment method in 2004, the establishment of Alibaba Cloud and the launch of the first Double 11 shopping festival in 2009, and the birth of Cainiao Smart Logistics for global delivery in 2013.

If you ask any Alibaba employee why Ali-day (May 10th every year) is dedicated for families of employees and why Alibaba organizes group wedding ceremony on that day, he/she would joyfully answer that it relates to the SARS epidemic in 2003 during which all Alibaba staff and their families combated SARS together. And one of the reasons for Taobao rapid rise was due to fact that people had to stay at home and at the same time needed to buy things.

Jack Ma has also mentioned many times in his public speeches

that the battle with SARS was an important sign that Alibaba had grown up. Besides the cause and effect relationship between Alibaba's growth and SARS, there's no other logical explanation that links the two. In truth, any startup company encountered a crisis like SARS, would have likely responded in a similar way like Alibaba, and the result of its growth would have been similar.

Alibaba's combat with SARS in 2003 was considered as the best action for a small-sized company confronting a major crisis. The main achievement of Alibaba was not how it donated and helped the society to fight against the epidemic, but its growth after surviving the crisis.

Now in 2020, Alibaba has taken responsibility as a large company amidst the COVID-19 outbreak. And its key achievement is how Alibaba has gone all-in in the battle against the epidemic with all of its resources and how it has redefined the role and responsibilities of an enterprise.

In 2003, the newly-born Alibaba had to assure itself not to be defeated by the epidemic.

In 2020, the large Alibaba seized its responsibility to help the larger society fight against the COVID-19 outbreak.

We are not going to review all of what Alibaba has done in the past 2 months, although there are many outstanding actions. At the beginning of the crisis, Alibaba set up a RMB 1 billion anti-epidemic fund which was the largest amount to date among all the enterprise level donations. In February, Jack Ma himself helped China source anti-epidemic materials globally, and now he is returning the favor to help other countries in the same way, a complicated operation in itself.

Because Alibaba now is so large, it's difficult to track the many contributions its various basis have made in battling the COVID-19 outbreak, even Alibaba staffs can't remember

everything the company has done in this time. This is because many of the Group's business units including Hema, Alipay, Cainiao, Alibaba Cloud, Tmall, B2B, Customer Service, have all taken initiative to fight against COVID-19 by uniting together. And they are doing best to contribute by leveraging their unique resources capabilities to help in some way.

What an Internet company can do during the outbreak can be concluded in 4 points:

Donate materials (Alibaba Group, Cainiao Logistics)

Support people's daily consumption (Hema)

Support merchants in need (Alipay, Tmall, B2B, Customer Service)

Provide open technology resources (Alibaba Cloud)

All these actions above are partly under the direction of Alibaba leaders, and partly from spontaneous actions of different business units, and even individual staffs. The company seems to integrate two contradictory traits at the same time: to maintain consistency from the top to bottom (in the same way Alibaba treasures its corporate values), and acknowledge and encourage the autonomous thinking and spontaneity for each individual staff. Alibaba tries its best to maintain the collective consciousness and individual freedom all at the same time.

If two seemingly contradictory conditions can co-exist in one entity, it works well. It is not unlike an harmonious marriage that exists in simple daily life. In order to continuously maintain the freshness of love, the elements of collective consciousness and individual freedom should be both co-exist. This is also the guarantee for a large company not to lose its essence.

Alibaba always said it is going to be a company that can last 102 years. The 20-year old Alibaba is quite young comparing to 102 years old. But as a Chinese company which has

experienced 2 cycles of catastrophic risk, it is old enough. As the first batch of Aliren including the 18 founders who experienced the SARS epidemic in 2003 with Jack retired, very few of senior Aliren are still working the current company.

Now the Alibaba belongs to the new generation. The real reason we are discussing Alibaba in light of the COVID-19 outbreak is that we want to help people understand how Alibaba can maintain its freshness and vitality after being established 20 years.

A mini Alibaba sprouts from the epidemic

Cainiao Logistics Network, which defines the upstream resources in logistics, was the first Alibaba business team that drew nationwide attention even before the lock down in Wuhan. Cainiao dedicated 400 hotlines to collect the requests for COVID-19 related resources from all over the country, particularly from the Hubei province. Cainiao has also launched a green channel to fast track the delivery of the much-needed resources purchased through Alibaba's global sourcing platform. These actions taken by Cainiao provided the critical resources that the frontline hospitals needed in late January and early February. By February 1st, Cainiao enabled the delivery of 300,000 units of life saving items donated by 9 provinces to Wuhan Xiehe Hospital. This was a huge confidence booster to the hospitals as well as the society and widely praised by the public.

Even as early as 26th January, a truck loaded with 100,000 masks arrived in the Dong Xi Hu district in Wuhan at 5am in the morning. Alibaba and Cainiao started mobilizing the resources and stakeholders even earlier than that.

These masks were the first donation Alibaba Group sent to Wuhan. They left Anhui at 7pm the day before. Through the green channel, they arrived in Wuhan in less than 24 hours.

In comparison, the donations sent out on the same day to Wuhan Xiehe hospital through a different channel did not arrive until January 31st, 5 day later.

This would not have been possible without the support from the 25 employees who worked hard to source the masks from social organizations and the smart logistics network which leveraged AI to mobilize close to 80% of the logistics resources.

And this was just one gear in the huge Alibaba machine. At almost the same time Cainiao launched the green channel, Alibaba also announced the All-in strategy to support Wuhan.

Apart from setting aside a dedicated RMB 1 billion fund to source medical resources and ensuring the operation of logistics services to deliver supplies to Wuhan, Alibaba also mobilized the business teams to ensure the supply of food, masks and other essential products to the public living in Wuhan.

In fact, even before the announcement from the group level, Alibaba's business units and employees in Wuhan have already started to respond to the outbreak.

The Aliren in Wuhan were the first to act. Without leaders or organizations, they took their own initiative to protect the city they called home. Their individual acts were self-initiated.

Huang Hui who works in a Hema store in Wuhan was one of these employees. As the outbreak escalated, more and more customers came in to empty out the shelves. He worked hard to constantly restock the shelves to ease off the panic buy situation from the customers.

To support the frontline healthcare staff who did not even have time to eat their meals, Huang Hui drove his own car to deliver lunch boxes to the local hospitals.

In a city that was overwhelmed by the pandemic, a lot of real

pressing challenges surfaced during the peak period in early February.

There was a shortage of medical supplies, so the Alihealth employees looked for medicine, masks and protective wears day in and out. The transportation system had come to a halt and the healthcare staff could not commute to and from work. The Aliren in Wuhan organized themselves to take turns to drive the healthcare staff to and from work. Some of the healthcare staff could not get back to home as they take around the clock shifts. The Fliggy employees would contact the nearby local hotels to provide free accommodations to the healthcare staff.

These volunteers used Alibaba Daily report and meeting system to create SOPs and standardize these self-driven rescue activities. A mini Alibaba was born and expanded in the city.

Soon after that, the business teams behind these individual employees started to mobilize themselves. Similar to the Wuhan rescue team, these business units very quickly started to operate and manage without any direction from the company group level.

Hema promised that they would not stop their operation in Wuhan nor would they increase the price on 22nd January. Since then, they increased the stock supply to Wuhan many times compared to the normal times. With the support from Hema's HQ in Shanghai, they mobilized the much in demand disinfectant and soap from Shanghai to Wuhan.

Three days before Wuhan's lock down, the outbreak news spreading through social media caused panic in the public and masks became the most sought-after products overnight. To prevent chaos on the platform, Taobao issued an urgent announcement to the mask sellers on both the Taobao and Tmall platforms that they could not inflate the price of masks. Alibaba was the first ecommerce platform to publicly urge the merchants to control their prices.

The outbreak happened during the Chinese New Year festival when most people had booked tickets to go home or go on holiday. The turn of events saw many people cancelling their travel plans including flight tickets. Fliggy was the first to issue the refund notices on multiple channels including Alipay on 21st January even before the airlines issued their refund policies.

In order to mobilize the resources to support the COVID-19 battle, 1688.com, Alibaba.com and other business units created a joint task force to coordinate the mask suppliers in China and overseas. At the same time, the factories on the Alibaba supply chain also called their workers back to start the production.

Two days after that, Tmall Supermarket joined hand with Cainiao and ShuiFeng to setup the first emergency warehouse dedicated to medical supplies. The supply of masks could be delivered directly to the consumers bypassing the logistics centers at the provincial and city levels. This operation significantly shortened the delivery time to the consumers.

Launch a product within 13 hours

Running faster than the Alibaba group, industry peers, and the formulation of government directives, there lies a platform with a business mechanism operating with a flat hierarchy. This platform enables unexpected innovations and can quickly turn ideas into reality.

During the days when the epidemic was spreading, every business unit in Alibaba was grappling with the question: What can we do to fight against this epidemic?

It was January 26, the second day of the Chinese New Year and around 1:00am, the teams of Alipay and Ant Insurance were still actively debating what practical protection can they provide for medical staff? After serious discussion, everyone agreed to offer a free health insurance to frontline medical

staff.

Around that time, there were also some organizations which provided medical personnel with a certain amount of insurance coverage, but the usual model required the relevant departments or charity organization to provide a name list. This model had two problems: one, there is no way to directly reach the medical staff; two, under the current situation, this arrangement would increase the workload for related departments and public welfare organizations.

Therefore, in terms of product design, Ant Insurance took the approach to allow medical staff to collect the insurance directly from Alipay, which could then bring direct assurance to medical staff once they purchase.

What's more, in this epidemic, the protection provided by many institutions for medical staff was only effective on the condition of "death". In other words, only when medical staff lost their lives due to infection with coronavirus, could they get compensation. In contrast, the health insurance fund of Ant Insurance covered the medical staff who have had confirmed diagnosis.

Think and decide, decide and act. On the second day of the Chinese New Year (January 26th), a team of about 50 people of Ant Financial, located all over the country, all resumed working from home. The project kicked off at 13:00, and several teams including engineering, PD, UED, legal, finance, PR, customer service, etc. all started to work independently. The product pre-released at 23:00, and fully released at 2:00 am on January 27.

Just 1 hour after launching online, 10,000 people signed up. 100,000 people in 4 hours, and more than 1 million people in 3 days.

In the past, the chain of insurance product development was

very long. Generally, building an influential commercial product takes half a month to one-month time in average, from project approval, evaluation, actuarial, to claims service and risk control system. While with this medical staff protection project, it took Ant Financial staff only 13 hours in total from project approval to launching online.

According to Ben Tan, the product owner of the team, the most heard one sentence in the whole process is "Give me one minute, I will solve it." After this battle, we all become one team.

"In general, interaction design job only starts after the business requirements are confirmed, and visual design after the interaction design is confirmed. But this time, the interaction design has started while the business requirements are still to be confirmed, and so does the visual design. All collaborative work goes in parallel, everyone is taking the initiative to cover the position and race against time to ensure that the project goes online quickly. "Project UED designer Qing Cang said.

When others lamented that the Alibaba people were really a group of workaholics, everyone in the team only felt that they were pushed forward by a spirit of "If not now, when? If not me, who?" . With a strong sense of purpose, they've accomplished the mission.

In such moments of epidemic outbreaks, there are examples of Alibaba's "on fire" stories that emerged from many different business units.

A few days before Wuhan city lockdown, a key Alibaba business related to everyone's daily life, "Eleme", the company's "local life" delivery service, had been discussing internally about whether this epidemic would affect consumers' dining and grocery shopping access.

On January 25, the first day of the Chinese New Year, Wang Lei, president of Alibaba local life service, asked new retail business

team: "Can we think of a way to supply fresh food in Wuhan?"

Fresh e-commerce is the larger end of new retail business. This new business, which was established only in August 2019, was pushed to accelerate at a rapid rate in the fight against the epidemic.

Put forward ideas, make quick decisions, and solve problems quickly. "In the thick of things, we break through barriers, one by one. Solve one problem, and move to the next. Many of these challenges we encounter for the first time. We must make quick decisions and solve them quickly with the limited resources, " said Ban He, the fresh e-commerce business owner.

At that time, Wuhan city was locked down, and many offline wet markets had closed due to the Chinese New Year holiday period. Ban He and his team wondered if they could use some new methods to solve the problem like self-pickup, perhaps it's a good meth.

In fact, before this epidemic, Eleme had already been planning to offer fresh food self-pickup service in second and third-tier cities, and the sudden outbreak quickly put this business on track. Ban He said that during this week, the entire team only slept for four to five hours a day.

The business model was decided on the first day of the Chinese New Year, prepared on the second day and on the early morning of the third day, this new service was officially launched for business.

The first problem to be solved was finding self-pickup points. At that time, the first thing that came to Eleme team's mind was contacting the local partners, starting from the convenience store. But then the team found that there are not many convenience stores open during the Spring Festival.

After that, Eleme team tried to find some bakery stores, but still

ended up with the same problem. Later, Eleme tried to contact the local government, hoping that the local government could open the property management offices and neighborhood committee property management offices as self-pickup points.

After continually calling district mayors and Commissions of Housing and Rural and Urban Construction, the problem was finally solved.

The supply chain is another big problem. The original main suppliers were wet markets and online service providers, but most of them had closed during the Spring Festival. In this case, the Eleme fresh food team had to start rushing to take in fresh food stores with higher operating rates in the residential community.

Alignment of individual thinking is the alignment of collective action. Everyone is focused on the big goal of solving the same key problems. When everyone faces every problem in an aligned way, things get solved more quickly.

Internal Collaboration

On the other side, Ban He realized that many B2B companies providing products to companies also had a lot of inventories, especially frozen food products, hence it would be a good idea to also include these products into the supply chain.

The Fresh Department under Ele.me found a local company called WanDunTong, which used to partner with Alibaba Cloud and Ant Financial. It had its own cold storage as well as food products delivered by cold chain logistics, which met the expectation of Ele.me.

However, this company had not done any B2C business before, and Ele.me had no local staff to assist. In a hurry, Ban He came up with the idea of "borrowing local staff" from HEMA and Cainiao to help WanDunTong to streamline the operation process.

This was simply an idea brought by Ele.me which had nothing to do with the KPIs of HEMA, Cainiao and other business units, and it was a risky idea. Why would people agree with it by the end? "Actually, I don't think I need to say anything at that moment. Everyone shared the same goal." During the cross-departments collaboration, Ban He felt very efficient and smooth.

Besides sharing the same goal, the business relationships also became stronger partnership because they shared a common problem they all wanted to solve.

Alipay went to Ele.me, and asked whether some cities can help deliver masks, Ele.me went back to ask Alipay how many fresh markets are reachable through their payment system, Ele.me went to seek out AMap (Alibaba Group's digital mapping company) and asked them to add the pick-up service locations to the city maps.... These partnerships of solving "mutual problems" are happening everyday among Alibaba's business units. This has also become a point of attraction in working together to create new value together.

This partnership model has even been introduced to companies outside of Alibaba. For example, HEMA created the "shared staff" movement with external partners.

A store is in urgent need of labor, while an employee is at home waiting to restart work. On the February 3rd, Hema and various catering companies began to cooperate with each other. The first batch of employees came from restaurants like Yun Hai Yao and New Century Youth Food and Beverage, who couldn't go to work because of the epidemic. They started to work in HEMA and were able to take part time jobs while waiting out their other job deferments.

When the news came out that night, it caught a lot of attention. Hema's HR department point of contact Mr. Ma, suddenly received and onslaught of calls.

After Hema launched the cooperation with restaurants including Yun Hai Yao, Xi Bei, Tan Yu and Youth Food and Beverage, gradually, overall 32 enterprises, ranging from hotels, theaters, shopping malls, ride-hailing and car rental companies all started to join the partnership. as of February 10th, more than 1800 employees joined Hema and started to work on a "borrowed" basis.

Some of these “borrowed” employees helped solve the problem of labor, while some solved the problem of insufficient logistics capacity. On February 8, Dazhong transportation started to help deliver products for Hema Shanghai. The next day, more than 200 deliverymen from another eCommerce platform joined Hema to help as well.

Hema's "shared staff" movement has attracted many peers to join. At this moment, Hema is still in a special development period: a start-up that enters the fifth year of its business needs enter its sprint phase in development.

We know that a start-up goes through several stages of development: In the first three years, a business model shall be established ; during the 3rd to 5th years, one must scale the business to the next level; during the 5th to 8th years, it's time to enter the profitability period as efforts are harvested, and during the 8th to 10th years, entrepreneurs shall pay special attention the challenges brought by macro economy risk and figure out how to adjust the company's life cycle as an enterprise

Many start-up companies fail to enter Series C in their third year, or are not able to enter the key period of going public in the fifth year, or gain no profits in the eighth year, or suffer from the shock of their first round of risk cycles.

Of course, every company and every industry have its own unique characteristics. In the fifth year, Hema did not need to go public, and it had made a round of expansions in advance in

its third year. However, in the end, Hema needed to expand again in its fifth year.

We have seen that after the "shared staff" model become popular, Hema released news that it would recruit 30,000 people this year. Hema will incubate another business model, the mini stores, besides the existing offline super markets, which will witness a least 50 new stores to open this year. And the Hema Fresh Stores will continue to explore second-tier cities this year.

Hema's participation in combating the epidemic is a bit like an early "military exercise" before the expansion this year. During the epidemic, the orders on Hema have witness 6 times increase. Though still having some interruption in its delivery, after this fight, Hema has come out stronger and more capable than before.

Get everyone involved spontaneously

In Alibaba, almost all departments have been involved in the fighting against the epidemic. On March 5, Alibaba launched the "zero billing period" method to help sellers quickly withdraw funds. Meanwhile, Taobao, together with Ant financials MYBANK, provided loans of RMB 50-100 billion to small and medium-sized enterprises such as catering, agriculture, e-commerce sellers, etc. On March 13, Alibaba Cloud announced that its AI technology would not only support the domestic anti-epidemic initiatives, but also it would open COVID-19 detection technology access to medical research institutions, Centers for Disease Control and Prevention or other organizations around the world, free of charge.

Alibaba was not defeated by the SARS epidemic 17 years ago. 17 years later, Alibaba and the larger society fought together against the COVID-19 epidemic. Within a 2-month period, Alibaba has taken more actions than can be tracked.

How could Alibaba have done so much in its anti-epidemic

efforts? These actions come from the integration of individual will and collective consciousness.

The novel coronavirus can penetrate into the cells and endanger human life. If we want to defeat the epidemic, we need to do a good job in two ways. On the one hand, through medical technology we must eliminate the virus in the human body, and strengthen people's immune system. On the other hand, we should aggregate all the people and resources of the entire society to fight against the epidemic.

There is also the combination of people and organizations. On the one hand, we should find ways to transform a group of individual people into an organization with a common goals and strong execution ability, On the other hand, we need to find ways to develop each individual person, constantly optimize their abilities, and invigorate each individual with energy and passion.

Alibaba is well known for its mission, vision and values, and Alibaba developed its organization system in past 20 years. As a result, organizational consciousness and individual will can be relatively balanced and shared together.

Alibaba's anti-epidemic efforts are actually two anti-epidemic stories. One is Alibaba as a company, supports the whole society to fight against the epidemic. The other is every Alibaba employee does their best to fight against the epidemic.

The company contributes the company's resources, and the individual contributes his/her ability. Once individual strength and organization are integrated, it created the powerful execution ability during any crisis.

After all, what problem cannot be solved if you liberate the power of the individual to contribute in the best way possible? This is the key creating a culture and community of individuals that can help solve the challenges of today and those of the future to come.

Savio Kwan: How Alibaba responded to SARS 17 years ago

Curated by Alibaba Business School

Source: Hupan University

17 years ago, the small sized Alibaba encountered SARS. Every employee was forced to be quarantined for 2 weeks. At that time, Savio Kwan was the COO who experienced the whole incident as a decision maker.

As the novel corona virus (COVID-19) epidemic continues to spread globally, entrepreneurs are starting to make rational plans as they take social responsibility to support their communities at the same time.

Peoples' mindsets are usually built from experience and challenges. Victories often belong to those who can face to the difficulties and survive.



- How should a company respond to sudden crisis?
- What should leaders do when the crisis come?
- What is the basic driving force to support a team to overcome difficulties?
- What attitude should a CEO have to face to the challenges at this moment?

With these questions, we had an interview with Savio Kwan, here is what he had to say.

1. What preparations had we made on knowing the possible quarantine?

In the beginning of 2003, Alibaba was still a very small sized company. We had hundreds of people at headquarter and more than 10 offices across China.

In the beginning of May, my colleague Song Jie contracted a fever after returning to the Hangzhou office from Guangzhou. Everyone became very nervous. At that time, the only 2 suspected SARS patients had been quarantined in the hospital.

What should the hundreds of people do if Song Jie is quarantined?

Things were not clear during those days. But Alibaba had made some emergency plans in advance. Jack Ma and Lucy Peng were actively communicating with the government while Wu Yongming and Shi Yufeng, the technical leaders, prepared all the IT solutions in case the company was quarantined, to ensure everyone could answer the phones and connect to the Internet.

But at that time, something very special happened. Many of our colleagues came to me and asked, "Savio, I need 2,000 RMB". "What do you need the money for?" I responded. They said they need the money to install the broadband at home, if they are quarantined, they can work at home. And I agreed.

One after another, colleagues came to me asking for money and I agreed. The total amount was about 300,000 RMB, that was a lot of money at that time.

This was all happening around the time of the International Labour Day. On the day I returned to Hong Kong, I was told that Song Jie had been quarantined as suspected patient and therefore every staff had to be self-quarantined at home. In the coming hours, everyone started moving computers home, setting up Internet connections, purchasing daily necessities with the money we gave, and got ready to work at home.

That was a totally spontaneous process. No one from

management team told them what they should do, everyone decided to do this or that on their own initiative. To assist, Alibaba contacted the local telecom company and sent technical support teams to make sure each colleague could connect to the Internet and corporate system.

I was self-quarantined at home in Hong Kong. I told my wife that it was a big thing, so we even drafted our wills. I remember that I also wrote a letter to my daughter telling her where the things were at home.

2. What was the management board doing?

Many people have asked, how can Alibaba's employees respond so efficiently?

In my opinion, the key is because of the corporate culture and value. At time time, the employees were incredibly united and self-driven.

To deal with sudden external disasters, these two things are the most important. One is unity and the other one is spontaneity.

How to decide what are the priority things to do? I heard it more than once, that the employees all said that "we could be quarantined, but the customer service should not be interrupted". This is Ali's cultural value that "customers are first". If this culture had not been built long before, you would only be able to give orders when situation is this serious. Alibaba had a great advantage at the time, and it didn't need to give orders (because people acted spontaneously). So what did we, the managers, do during that time?

I remember Jack called the hospital every day and begged them not to keep Kitty Song with the other two patients. Because he felt that Kitty should be healthy, but if she was kept with the other patients, things might go bad. Therefore, he called the hospital every day to ask them not to do do.

He told me: "Savio, if something really happens, how can I explain this to her mom?"

Then what did I do? Lucy Peng passed me all the employees' phone numbers. I was at home in Hong Kong. So I had a landline, and two mobile phones. I made hundreds of phone calls to our employees every day and ask, "Hello, I 'm Savio, how is the situation now?" Then they told me, "we are doing fine, and the situation is like this and that...."

This is the best I could do. In times like these I should not give orders nor supervise people what to do. Instead, I must encourage everyone to keep fighting!

At that time, everyone was quarantined in their residences, and three meals were delivered by others. There was a lock outside to keep people from going out. Some people who got quarantined were with their parents, some are couples, and some were colleagues who rented apartments together. That was a very special environment.

At that time, the quarantine areas were Alibaba's headquarters, and dozens of branch offices elsewhere, mainly where sales people stayed. However, the functions of the headquarters could not be paralyzed, otherwise the entire company would stop operating.

When I called every employee in Hangzhou, there was an angelic voice: "Hello, this is Alibaba." If I were a client, I wouldn't be able to tell that the company's employees were quarantined. Everyone was very energetic, as if they were working in the company.

Employees in Hangzhou also felt bored staying at home. During the day, they work through online instant chat tools, emails, and telephones; however, in the night, they held online karaoke competition. These were all very good methods to relax and to inspire each other. This was key.

3. Opportunity or Challenge?

Retrospectively, many people considered SARs an opportunity for Alibaba. However, at that time, it felt more like a huge challenge or even catastrophe.

When catastrophe like SARs strikes, many companies have no choice but to give indefinite holidays. Our employees are also undergoing huge mental pressures. It is entirely reasonable for them to say that they have no bandwidth to serve the customers, to continue the work as if it is normal.

However, not a single person said it. The unity and sheer determination to continue our work was unbelievable. I believe, there would be no opportunities for Alibaba if it was not for our staff's determination.

Due to SARs, no SME's were willing to trade face-to-face. As a result, our platform's traffic increased by 7 times in a short space of time. Our technical teams worked hard to keep the servers running. This increase in traffic gives everyone even more workload than usual. It was a crazy period.

At the end of the quarantine, one of our telesales teams even reached the RMB 1 million mark. Telesales bring in 2300 per sale and usually, it takes 100 calls to close two sales, so to reach the 1 million mark, they would have made tens of thousands of calls.

One day, I called a female colleague and the phone was picked up by a man. He greeted me "Hello, this is Alibaba" I asked who he was. He assumed I was one of the clients and responded that he can help me if I have problems. I told him that I was Savio. He explained that his daughter and wife are both helping another client to solve a problem, so he was helping out by manning the phone.

I want to emphasize that the opportunities were not brought by

SARS, it was us who turned the disaster into a driving force. This was all because of the unity of our team, the common direction we shared and the initiatives the individuals take on their own. Let's face it. The management cannot be instructing how the team work in that circumstance. All we can do is to care for and encourage our team.

After the two week quarantine, I came back to Hangzhou. It was the time that Kitty also came out from her quarantine in the hospital. Jack, Jack's wife and I went to the hospital to welcome Kitty back on that day. We cried together and it was one of those moments that I will never forget.

It was a cry of relief - Kitty was ok and we were ok. Jack could now hand a healthy, SARs-free Kitty back to her parents.

4. CEO must be keep calm in the face of crisis

When encountering such sudden crises as "SARS" and "Novel Coronavirus" that affect the daily operation of the company, each company has different situations, and temporary emergency response and actions are very important, otherwise things will become a mess.

But I think the most important thing is the basic skills, which is the building of culture and values in daily work. It is the mission and vision shared by all of us. Only in this way, we are able to guarantee firm unity and cohesion. When we unite, we will not be afraid.

Alibaba began to practice its culture and values in 2001. In the first quarter of March 2001, Alibaba began to incorporate the values into its performance appraisal, which was inconceivable for most companies at this stage. We had more than two years of experience by 2001 and 2002, and there were many

cases to reference. Everyone's mentality was very good. The first reaction when facing the crisis was that customers are first - "we may be locked down, but the customer service cannot be interrupted."

With a unified belief, everyone has cohesion, people can unite, and their goals are very clear. No one asked me what I should do at this moment. The employees who have relations with the customers make every effort to support the customers. The backend office people help them support the customers. The service can't be interrupted, the server can't be down. Everybody are doing what their should do.

Just like the "Novel Coronavirus" epidemic this time, CEOs must not be in a hurry, and must keep calm in the face of crisis, he/she must be very clear.

If the CEO is in a mess, the company will be in a mess!

CEO should not do too many things. He/She must choose the most important things to do. The most important things of each company are different. Generally speaking, it's how to continue the business, how to keep the cash flow and the supply chain.

The other is to unite employees through all possible actions. We must support and encourage our employees, spend money where we should to survive. This is the time to test our basic skills - culture and values.



5. 3 Do's after resuming work Culture & values are the top priority

Before long, we will resume work formally. I suggest that, as a CEO, there are 3 things you need to do:

Firstly, find out the weaknesses in the company during the crisis.

Whether the team can resist the pressure, whether it can quickly resume operation, and what resources and human power need to be organized to improve the insufficient areas. This crisis is a severe survival challenge for SMEs.

After resuming work, we should tell our staff clearly that we have done a good job in the face of such great pressure, but on the other hand, we can see that we have some loopholes. Make a thorough review, point out a very clear direction, and let's start over again.

Secondly, after this crisis, think about something in the long-term.

Is the company's business model able to resist pressure? If not, what changes needs to be done? At the very least, what is my business model?

Many SME owners are so busy with making money that they overlook the question of what exactly my business model is. Because they are busy, they are fighting for survival every day, and they have to worry about all kinds of things every day. They don't sit down to think it through about this question. Now there is some time, they need to sit down and ask themselves this question. What customer needs have I solved? Can this model be carried out online?

Finally, reaffirm that we must attach importance to culture & values.

Culture & values are the soft power of a company, and it is the strength that can be built gradually. When a big disaster comes, which is where this thing comes in, and the company will not collapse. You have to start thinking about it and work on it.

Culture & values are forged from actual shared experiences. The "SARS" combatting also became part of Alibaba culture. On May 10 every year, Alibaba celebrates Aliday, inviting employees' families to come to the company to commemorate the experience and spirit of this battle they've been through together.

In fact, every company has its own culture & values. For SMEs, it is actually the culture & values of its founder. Alibaba's culture & values were shaped by Jack Ma and his other 17 co-founders after going through so many experiences. In fact, it is often misunderstood by many people that I was the one who brought company culture to Alibaba. Culture has already existed. What we did at that time was to spend seven hours filtering it out, refining it, and settling it down.

Lucy Peng and her colleagues spent three months writing down the first version of the nine values "Dugu Jiujian". This action was very critical. Only when you write down these specific behaviors clearly, you can get hold of them.

As a business owner, if you don't do this, you won't know what the goal is. If your goal and mission are to make money, there is already a problem. Staff are treated only as the tools to make money, and they won't stay for long.

Many SMEs owners don't understand this and they think that mission, vision & values are created by consulting companies. Many people say that Alibaba's culture & values are very good. Alibaba embraces change, and we also embrace change. Alibaba is customer first, and we are customer first too, and so on. But those culture & values are not their own, because they



never turn them into behaviors, which is a big problem.

Therefore, every SME owner should ask yourself, what is my mission? Do I want to provide something that others can't in this industry? If you don't figure it out, how you can make the employees all clear the first thing to do, the second and the third.

After this crisis, business owners should really make culture & values solid and think about how to align employees' long-term interests with companies. The most important thing is to practice internal skill, because it's the same with training an army for a thousand days to use it for a moment. If you keep practicing internal skill, your immunity and resilience will be improved.



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About Alibaba Global Initiatives (AGI):

The vision of Alibaba Global Initiatives is to empower entrepreneurs, women and youth globally through the education and training programs on the digital economy and the benefits it brings to larger society. For more information, please visit agi.alibaba.com.

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Do you have a personal experience with the COVID-19 situation that you'd like to share?

*Or a tip on how your business is handling the pandemic? Please email
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For further insights from AGI on how COVID-19 is impacting businesses, please visit:

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