

Strategic Leadership Makes Success

Executive	Angella XU	Brief characterization We started from China for Chinese customers by five colleagues but today working with a team of 46 and our international colleagues for global customers in the management of PV cluster, increasing the annual revenue from 1.1 million EUR to 10 million EUR. TÜV NORD has become one of the most famous branding in PV industry, successfully transforming from a follower to a leader in the PV market. According to the latest requirements of IECCE-CB scheme, a CBTL shall only be accredited with one NCB. It means if we don't have our own lab, we will have a big risk that we couldn't run the PV business some day in future in case we don't have any subcontracting lab in cooperation. Therefore, the most pivotal issue is that TNG approved the business plan of JV lab to guarantee the PV business without such a risk. The yearly 10 million EUR business is protected and we manage the continuous growth.
Team size	46	
Creator	Team	
TÜV NORD Region	China	
TÜV NORD unit	OBS Renewables, Global PV Cluster, TÜV NORD Greater China	

One-pager: contributions to the management guidelines

Customer Focus	All responsible managers, sales and PM visit and contact customers frequently. Yearly attendance in the PV fair SNEC in Shanghai and Intersolar in Munich. Last year we got known from a trader that a batch of PV modules was denied by Pakistan Customs. We contacted Pakistan Customs and studied their requirements. Finally, they approved us as the qualified party, which means if the shipment with our evaluation report will be released. We supported more than 20 customers for the above mentioned case of Pakistan Customs clearance, amounting to approx. 210kEUR in contract value.
Employees as Key to Success	We allocate our employees in different function where they are interested, good at and have potential. With the team and business development, talented employees have more chances to grow and make success for TN. We provide colleagues trainings, e.g. internal training organized by SC for ISO9001 and MT for function safety. We have the team building to establish the team culture and align the staff's aims. We allow and are pleased to arrange the technical engineers to go together with sales and customers approx. 180kEUR/person/year.
Integrity as Basis	We create and maintain the quality documents such as working instruction and document template for colleagues to follow. We emphasize the importance and give training to the staff to make sure that they understand and will follow. For any difference against the request, we must have a discussion and update accordingly. The related colleagues will be informed in time. Periodic internal audit in the team to guarantee the compliance by the QM responsible colleagues.
New Opportunities by Diversity	The team is diversified with people in different age, gender, personality, education background & working experience. - We worked with group companies such as TUV Hellas, TUV ME, TUV Egypt and TUV Malaysia in the management of PV cluster and OBS Renewable. We exchanged German experts to work in China to support the wind energy business development.
Innovation Culture towards Future	We have the culture of innovation in product portfolio extension, business model and cross selling to gain the continuous business development: - We have the function of R&D in the team for innovation in product - We made the business plan to found the JV lab with China Merchants New Energy for the purpose of gaining an own lab - We collaborate with SC and MT colleagues for the cross selling.