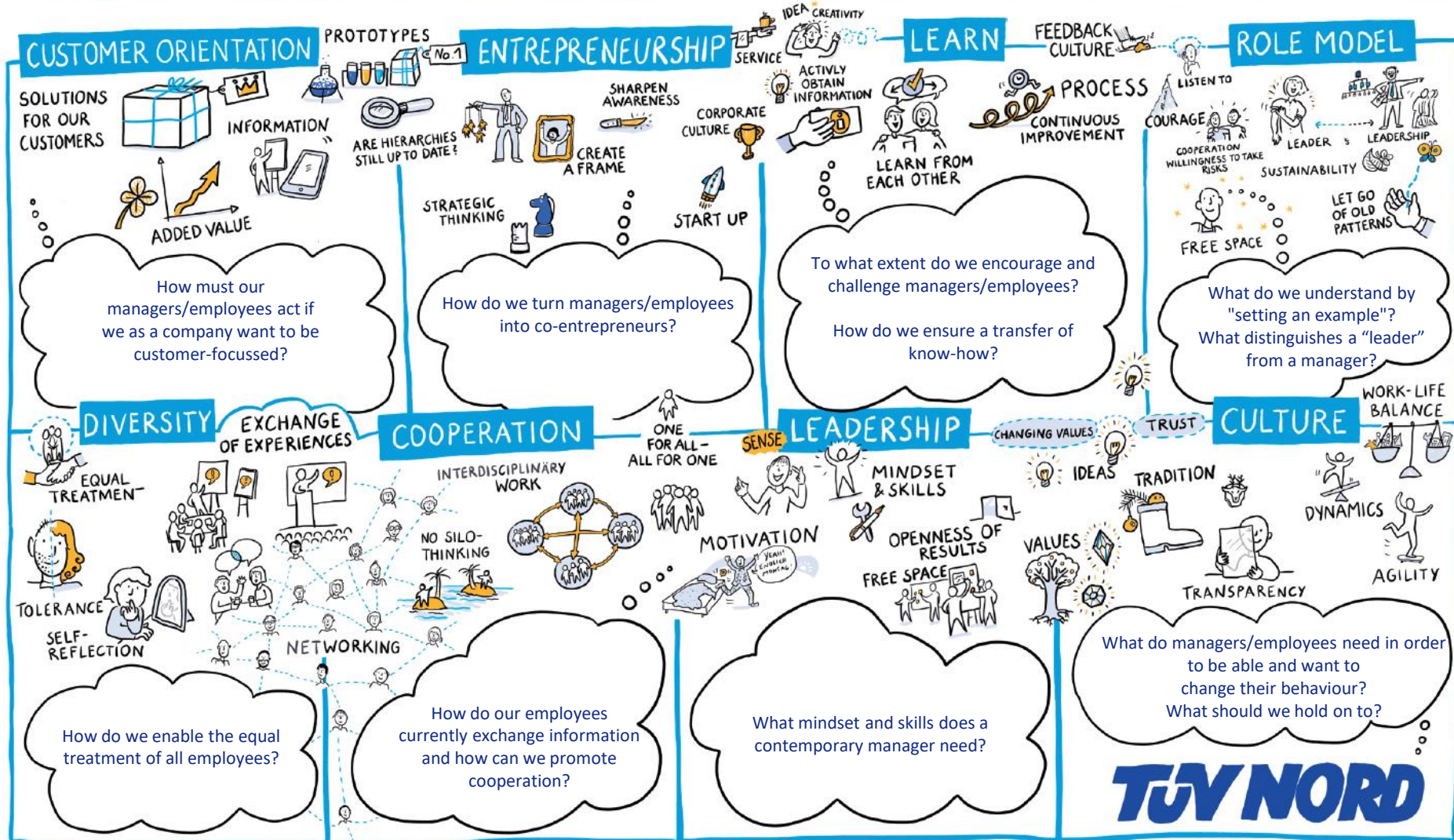


# STRATEGIC LEADERSHIP MAKES SUCCESS

Description of a best practice approach

# LEADERSHIP GUIDELINES

## TRANSLATION INTO EIGHT FIELDS OF ACTIVITY



# PRESENTING THE BEST PRACTICE APPROACH

<p><b>TITLE</b> Give your best practice approach a concise title (name, slogan, ...)</p>	<p>Strategic Leadership Makes Success</p>
<p><b>CHARACTERISATION</b> Describe the best practice approach in more detail here. You may also submit supporting documents, image material or videos.</p>	<p>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.</p> <p>According to the latest requirements of IEC61646-2 scheme, a CBTL shall be only 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.</p>

At a later stage during the award process, your presentation will be published in our internal communication.

# THE TEAM

## MANAGER

Name: Ms. Angella XU

Email: [txu@tuv-nord.com](mailto:txu@tuv-nord.com)

Position: Senior Vice President of OBS Renewables, President of Global PV Cluster, Vice President of TÜV NORD Greater China  
company: TÜV NORD (Hangzhou) Co., Ltd.

## TEAM MEMBERS

(direct reports, persons involved in the best practice approach, ...)

With the appointed colleagues as creators but actually 46 as a team behind, we have the different background of education and working experience. We joined the company in the different time. We work on the different positions but for the same target that is to achieve the sustainable business. We have Ms. Angella XU as Head for general management, and central team with Ms. Kerry ZHU for operational and risk management and Ms. Michelle WANG for marketing for Renewable China. We have Mr. Roger MIAO as Head of PV China and two business teams PV products and PV system reporting to him. In each team, we have groups of sales, administration, project management, R&D.

Mr. Roger MIAO, [rmiao@tuv-nord.com](mailto:rmiao@tuv-nord.com), PV General Manager, TÜV NORD (Hangzhou) Co., Ltd.

Ms. Kerry ZHU, [kezhu@tuv-nord.com](mailto:kezhu@tuv-nord.com), Operation Director of Renewable Energy, TÜV NORD (Hangzhou) Co., Ltd.

Mr. Shawee WEI, [swei@tuv-nord.com](mailto:swei@tuv-nord.com), Operation Director of PV Products, TÜV NORD (Hangzhou) Co., Ltd.

Mr. Loy YANG, [loyang@tuv-nord.com](mailto:loyang@tuv-nord.com), Sales Director of PV Products, TÜV NORD (Hangzhou) Co., Ltd.

Mr. Leo SU, [lsu@tuv-nord.com](mailto:lsu@tuv-nord.com), Sales Director of PV System, TÜV NORD (Hangzhou) Co., Ltd.

Mr. Leon LIU, [leliu@tuv-nord.com](mailto:leliu@tuv-nord.com), Technical Manager, TÜV NORD (Hangzhou) Co., Ltd.

Mr. Gordon GE, [gge@tuv-nord.com](mailto:gge@tuv-nord.com), Global Business Development Manager, TÜV NORD (Hangzhou) Co., Ltd.

Ms. Michelle WANG, [miwang@tuv-nord.com](mailto:miwang@tuv-nord.com), Marketing Supervisor, TÜV NORD (Hangzhou) Co., Ltd.

## CREATORS OF THE APPLICATION

(Persons involved in creating the description of the best practice approach)

Surname, forename, email, position, company

Ms. Kerry ZHU, [kezhu@tuv-nord.com](mailto:kezhu@tuv-nord.com), Operation Director of Renewable Energy, TÜV NORD (Hangzhou) Co., Ltd.

# CONTRIBUTION OF THE BEST PRACTICE APPROACH AS A WHOLE

## IMPLEMENTATION

Please describe how the best practice approach was introduced and implemented in your everyday work.

We work in the sales and marketing for customer approach, branding management, exchange of experience such as customer visit, seminar and exhibition. We work in QM, R&D for training and new business development, PM for project delivery and customer satisfactory, Administration support in office for quotation and contract, payment. We have frequent weekly, bi-weekly or monthly report or meeting in the different groups and teams. We will then make right action plans with the things going for the purpose of well management in the fore mentioned functions.

## IMPACT

What noticeable positive difference does this make in how the team works together, and/or in the cross-team cooperation?

- PV cluster established for global PV network in TNG. We have worked together with teams in Europe, MENA and Asia for business discussion and project delivery in more than fifteen countries and regions. The global PV network is outlined.
- M.A.P. as the digital solution for some of our service such like technical due diligence provides us the data for analysis and evaluation. We also successfully applied and obtained patents.
- Growth in annual performance and team, creating the annual revenue from 1.1 million EUR to 10 million EUR and adding up approx. 64 million EUR in turnover and 6.2 million EUR in EBIT since we founded the business.
- Market share and branding. We have been one of the most important and leading players in China by our strong leadership although we are the last one involving in PV. Today, TN is a well-known branding in PV. The customers trust us, so most of them place orders to us every year.
- 1<sup>st</sup> JV lab in China. The business model supports our PV certification business sustainable by our own accredited lab in the most cost-efficient way. We hold 40% shares but share half profit.

## ADDED VALUE

What benefit results from this for TÜV NORD and for our customers as a whole?

- Create the fully new business unit and enrich TN branding by such a new business in PV.
- Huge resources in the global PV network, in which those banks, insurance companies, EPC, investors and owners involve not only in PV but also the other energy fields such as wind energy. It enhances TN branding stronger and more famous in the worldwide.
- JV lab supports the PV business without risk in accreditation. It protects the existing business sustainably.

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# CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

**WHICH MANAGEMENT GUIDELINES DOES YOUR BEST PRACTICE APPROACH SPECIFICALLY REFLECT?**  
Please mark one or more guidelines.

<input checked="" type="checkbox"/>	The focus is on our customers	<p>Note:</p> <p>The evaluation will only take the marked guidelines into consideration.</p> <p>The number of guidelines selected brings no advantages or disadvantages.</p>
<input checked="" type="checkbox"/>	Our employees are the key to success	
<input checked="" type="checkbox"/>	Our integrity is the basis of all we do	
<input checked="" type="checkbox"/>	Our diversity opens up new opportunities	
<input checked="" type="checkbox"/>	Our culture of innovation points to the future	

**In the following, please write one profile each describing the contribution of the best practice approach to the *selected* guidelines!**

# CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

<b>MANAGEMENT GUIDELINE</b>	<b>THE FOCUS IS ON OUR CUSTOMERS</b> A LEADER ensures the focus is on the customer, and consistently acts in the interests of customers and their requirements
How does the best practice approach make the management guideline tangible in real terms?	<ul style="list-style-type: none"> <li>- Execution by different responsible managers, sales and PM. Manager's periodic visit to customers or sometimes because of an important new inquiries; Sales visit customer frequently (monthly or more, depends); Project engineers keep contacts with customers for some exchange of experience.</li> <li>- Yearly attendance in the PV fair SNEC in Shanghai and Intersolar in Munich, frequent seminars/workshops.</li> </ul>
What practical things do you do to implement the management guideline in your everyday work?	<ul style="list-style-type: none"> <li>- 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.</li> <li>- According to plan for 2021, we will have activities on three offline seminars, ten online trainings, two fairs and 25 conferences incl. presentation on 11 conferences.</li> </ul>
What positive effects result from this?	<ul style="list-style-type: none"> <li>- We supported more than 20 customers for the above mentioned case of Pakistan Customs clearance, amounting to approx. 210kEUR in contract value.</li> <li>- We have handled 55GW PV projects involved in 30+ countries and 280+ regions in China. We have developed 40+ service types for 450+ customers in 2200+ projects. We have been one of the most leading companies in PV industry. TN branding was firmly established.</li> </ul>

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# CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

<b>MANAGEMENT GUIDELINE</b>	<b>OUR EMPLOYEES ARE THE KEY TO SUCCESS</b> A LEADER: <ul style="list-style-type: none"> <li>- gets employees engaged and generates enthusiasm for forthcoming tasks</li> <li>- ensures employees understand their personal contribution to the success of the team and the company</li> <li>- takes responsibility for the image of TÜV NORD GROUP as an employer</li> </ul>
How does the best practice approach make the management guideline tangible in real terms?	We allocate our employees in different function where they are interested, good at and have potential. With the team and business development, the talent employees have more chances to be promoted and take over more responsibilities. They make success for the company. Meanwhile, they also grow themselves and get development in their career.
What practical things do you do to implement the management guideline in your everyday work?	<ul style="list-style-type: none"> <li>- Some of the senior employees are qualified as specialist manager for product certification, such as Ms. Angella XU, Mr. Roger MIAO and Mr. Shawee WEI, and some of the others qualified as technical reviewer for test report review, such as Mr. Leo LIU and Mr. Steve XU.</li> <li>- We provide colleagues trainings, e.g. internal training organized by SC for ISO9001 and MT for function safety.</li> <li>- We have the team building to establish the team culture and align the staff's aims in the same direction.</li> <li>- We allow and are pleased to arrange the technical engineers to go together with sales and customers, so that TN can get to know the customer needs and offer the professional proposal to satisfy them.</li> </ul>
What positive effects result from this?	The team members are required engaged and can develop their potential ability to the best. <ul style="list-style-type: none"> <li>- The qualified specialist manager can process the certification at the earliest convenience to make the local customers receive the certificate as early as possible.</li> <li>- The team is developed from five colleagues to forty six today, responsible for approx. 180kEUR/person/year.</li> </ul>

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# CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

<b>MANAGEMENT GUIDELINE</b>	<b>OUR INTEGRITY IS THE BASIS OF ALL WE DO</b> <i>A LEADER leads the way as a role model, and acts with personal authenticity and integrity</i>
How does the best practice approach make the management guideline tangible in real terms?	We have Ms. Kerry ZHU as Operation Director in the organization of Renewable China to manage the internal process, risk control. We have the QM team for annual audit of relevant qualification and accreditation by internal audit team, CNAS and DAKKS.
What practical things do you do to implement the management guideline in your everyday work?	<ul style="list-style-type: none"> <li>- 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.</li> <li>- For any difference against the request, we must have a discussion and update accordingly. The related colleagues will be informed in time.</li> <li>- Periodic internal audit in the team to guarantee the compliance by the QM responsible colleagues.</li> </ul>
What positive effects result from this?	In the past years, we always successfully passed the audits. No complaint was received from customer's side.

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# CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

<b>MANAGEMENT GUIDELINE</b>	<b>OUR DIVERSITY OPENS UP NEW OPPORTUNITIES</b> A LEADER: <ul style="list-style-type: none"> <li>- promotes diversity and utilises the opportunities that result</li> <li>- sees internationalisation of the TÜV NORD GROUP as an enhancement,</li> <li>- and promotes communication between different countries and divisions</li> </ul>
How does the best practice approach make the management guideline tangible in real terms?	<ul style="list-style-type: none"> <li>- The team is diversified with people in different age, gender, personality, education background &amp; working experience.</li> <li>- We have the annual team building for the team culture management such as annual dinner, where colleagues put on a talent show of singing, dancing and comic dialogue, etc.</li> <li>- 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.</li> </ul>
What practical things do you do to implement the management guideline in your everyday work?	<ul style="list-style-type: none"> <li>- We have Mr. Leon LIU, who worked in the PV module manufacturers, for R&amp;D, so that he knows well how to understand customer's suffering and their needs. In case the proposal is something new we never offered, we will go through the internal process to develop the new services by the other colleagues. Outdoor performance evaluation is one of the best examples. We developed it in 2016 and cooperated with Jolywood for the 1<sup>st</sup> project for the new technology and product with bifacial solar cell. We organized a seminar then in PV industry with more than 100 attendees to share the actual performance and introduce the different performance by the different way of installation. In July 2021, we held the seminar again with more than 200 attendees.</li> <li>- We give technical support to TUV Malaysia for customer communication and later work on seminar preparation (what topics to be presented, whom to be invited). We held a seminar in July 2019 with more than 100 attendees.</li> </ul>
What positive effects result from this?	<ul style="list-style-type: none"> <li>- We have added up approx. 600kEUR in revenue in the service of outdoor performance evaluation, offering the service to the top PV module manufacturers Jinko, Chint, JA Solar, Jolywood, Hanwha, SPIC (State Power Investment Corporation) delivered in south and west China, and Italy. After the seminar in July 2021, we have received new inquiries with total amount approx. 330kEUR from seven customers. Outdoor performance evaluation has significantly enhanced the TN branding.</li> <li>- Business plan for TUV Malaysia was checked out and we've successfully gained first two orders approx. 70kEUR.</li> </ul>

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# CONTRIBUTION OF THE BEST PRACTICE APPROACH TO INDIVIDUAL MANAGEMENT GUIDELINES

<b>MANAGEMENT GUIDELINE</b>	<b>OUR CULTURE OF INNOVATION POINTS TO THE FUTURE</b> A LEADER: <ul style="list-style-type: none"> <li>- is willing to change, creating space for and encouraging innovation</li> <li>- communicates to employees the background and objectives of forthcoming changes</li> <li>- makes decisions, acts in a goal-oriented manner, and generates high added value</li> </ul>
How does the best practice approach make the management guideline tangible in real terms?	We have the culture of innovation in product portfolio extension, business model and cross selling to gain the continuous business development.
What practical things do you do to implement the management guideline in your everyday work?	<ul style="list-style-type: none"> <li>- We have the function of R&amp;D in the team for innovation in product. We have processed eleven test programs for new service development, such as snow load testing for PV modules, potential-induced degradation, dynamic mechanical load testing, dust and sand test, detection of light and elevated temperature induced degradation (LeTID), transportation and shipping of module package units, salt mist corrosion test, polymeric materials used for encapsulation and fixed metal mounting bracket for PV modules as well as HDPE floating buoy used in floating PV plants. Also, we obtained the patents for M.A.P.</li> <li>- We made the business plan to found the JV lab with China Merchants New Energy for the purpose of gaining an own lab as CBTL as a must and taking advantage of China Merchants's 12GW installation plan.</li> <li>- We collaborate with SC and MT colleagues for the cross selling. We work together with group companies for more international business and project delivery.</li> </ul>
What positive effects result from this?	<ul style="list-style-type: none"> <li>- We promote the certificate hand-over to customers in their company or during the PV fairs by Wechat or some other famous media platform.</li> <li>- The JV lab as our own CBTL, we'll never had any worries and risk to lose the certification business considering the fact that the competitors used to promise a bigger annual amount of subcontracting to prevent our key CBTL to cooperate with us.</li> <li>- With competence in PV and SC, we successfully won orders for IEC62941 from Jinko, Chint and other customers. We successfully supported international team, e.g. TUV Malaysia and TUV Brazil to gain orders from local market.</li> </ul>

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