

Developing a competitive strategy for in alternative energy power company: A case study of Taizhou Sanxin co., ltd.

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Abstract

This article aimed to study the market competition environment of Taizhou Sanxin Company. 2: Formulate the sustainable competitive advantage strategy of Taizhou Sanxin Company to attract more investors and expand the scale of production and operation. 3: Through the sustainable competition strategy, the state grid power project bidding project wins and obtains profit. Quantitative methods were used in this study. For the goal to be achieved, namely obtaining a sustainable competitive advantage strategy, this study used two data sources, namely primary and secondary data. The main data were obtained through questionnaires and staff interviews. Secondary data include previous successful cases of Taizhou Sanxin Company and State Grid Corporation, including data charts of the company's successful cases, such as the use of new energy power in different years. To make a comprehensive analysis of Taizhou Sanxin Company and State Grid Corporation, we will also conduct extensive literature research and in-depth interviews with experts to investigate the external and internal environment of Chinese energy market sales. After determining the key factors affecting the company's investment and development, the SOWT analysis method is used to evaluate its advantages, disadvantages, opportunities, and threats, respectively. To get specific and accurate data. At the same time, 30 investors completed the feedback questionnaire.

Keywords: competitive strategy; energy power company



Introduction

Taizhou Sanxin Co., Ltd. was established on June 12, 2006. The company's scope of business includes: power supply, sales and service, installation, repair, test and testing of power facilities, power technology consulting and training, power equipment distribution, (Cantarero, M. M. V, 2020) power facilities custody and operation, comprehensive energy services, etc. In the past, (Li, X., Zhu, S., Yüksel, S., Dinçer, H., & Ubay, G. G, 2020) the company's technology and production and operation scale has been unable to meet the increasingly tight traditional energy consumption, and facing the rise of other competitors, the company's advantage is slowly decreasing. (Anton, S. G., & Nucu, A. E. A., 2020). The overall situation of the world energy consumption continued to increase strongly, (Jeremy 2022) and the contradiction between supply and demand further worsened. Fossil energy occupies the dominant position in the overall world energy consumption. Most of the world's energy supply is still in the hands of the West. Other energy sources, (Thomas, J. M., Edwards, P. P., Dobson, P. J., & Owen, G. P, 2020) especially new energy sources, are developing rapidly, but it will take some time to make substantial progress. International oil prices are difficult to return to their original states, (Pascaris, A. S., Schelly, C., Burnham, L., & Pearce, J. M., 2021) and price fluctuations pose severe challenges to both energy producers and consumers (Caineng, Z. O. U., Xiong, B., Huaqing, X. U. E., Zheng, D., Zhixin, G. E., Ying, W. A. N. G., ... & Songtao, W, 2021) Energy supply and demand relationship is generally tense. Despite the overall balance of oil supply and demand in the world, the balance is fragile. In some countries and regions, (Clausen, L. T., & Rudolph, D., 2020) often due to natural disaster sales, social private activities and other reasons, (Li, L., Lin, J., Wu, N., Xie, S., Meng, C., Zheng, Y., & Zhao, Y, 2022) resulting in some countries and regions from time to time oil shortage, power shortage and other energy supply tension. In general, in the past two years, there have been fewer and fewer newly discovered oil fields in the world, and the energy production capacity has increased slowly, but the energy consumption demand has increased rapidly. (Bill gates 2021)

Current reserves and production status of various energy sources Proved oil reserves maintained a small increase, and refining capacity continued to grow In recent years, the demand for renewable energy has increased due to concerns about the security of fossil energy supplies and concerns about climate and environmental issues. However, (Solangi, Y. A., Longsheng, C., & Shah, S. A. A, 2021) the development of renewable energy is more



dependent on government support and subsidies, and the development of late renewable energy still faces many difficulties and problems. (Bill gates 2021)

Improve the safe consumption capacity of the power grid to new energy. We will strengthen the safety and stability of new energy units connected to the grid, and strengthen the safety support for the frequency and voltage of key nodes (Kamran, M., Fazal, M. R., & Mudassar, M, 2020) We will promote the establishment of a sub-synchronous oscillation wide-area monitoring system to improve the ability to prevent and control the risks of new forms of stability problems. (Ahmad, T., Zhang, D., Huang, C., Zhang, H., Dai, N., Song, Y., & Chen, H, 2021) We will promote the establishment of a government-enterprise consultation mechanism for the planning and development of new energy, and improve the safe capacity of the power grid to absorb new energy. (Peter Thiel 2021)

Future global economic development (Daiyan, R., MacGill, I., & Amal, R., 2020). for a long time will be the main power energy market, master power energy means grasp the global economy, from the market source to obtain the initiative, (Majid, M, 2020)traditional coal power generation technology (Aghahosseini, A., Bogdanov, D., & Breyer, C, 2020) backward, inefficient, belong to non-renewable resources, serious environmental pollution, cause serious damage to human health, does not conform to the future economic development, (Agyekum, E. B., Amjad, F., Mohsin, M., & Ansah, M. N. S., 2021) new renewable power energy is the future development direction of developed countries. (Peter Thiel 2021)

The researcher is therefore interested in studying the subject of Developing a Competitive Strategy for in Alternative Energy Power Company: A Case Study of Taizhou Sanxin Co., Ltd. in order to increase competitiveness in the said business and for sustainability in operations. future business

Objective

1. Study the market competition environment of Taizhou Sanxin Company ;
2. Formulate the sustainable competitive advantage strategy of Taizhou Sanxin Company to attract more investors and expand the scale of production and operation ;
3. Through the sustainable competition strategy, the state grid power project bidding project victory, obtain profit.



Methods

This research is a research that combines qualitative and quantitative research (Mixed Methods) with the following research methods.

1. Population and sample groups in the research include:

1.1 Population and sample group includes employees of State Grid Corporation, randomly selecting 50 internal employees, 50 employees from various departments, 10 people per group, including the sales department, legal department, finance department, repair department, technology research and development department, all 50 employees will conduct the survey. questionnaire Including the concept of the market environment. customer needs Problems at work Competitive analysis

1.2 The target group includes visiting 6 industry experts to communicate Provide technical advice and interview information, summarize and collect information, analyze market risk factors in the energy and new electric power industries, and collect advice on risk avoidance from experts in these industries. These 6 experts are in order. The technical personnel of the main energy headquarters and universities, have theoretical knowledge and practical experience in electric power and are competent in the new electric power industry. It represents the latest frontier for the energy industry.

2. Research tools include 1) interview form (Interview) 2) questionnaire (Questionnaire) 3) others. Quantitative sample: Questionnaire (Questionnaire) consists of part 1: general status of the respondents. It has the characteristics of a survey, part 2 the questionnaire expresses the strategic opinions of the business, and part 3 selects the company's technical ability and front-line sales staff as the main topic, understanding the current development level of new energy technology and the difficulties in It is a comparative energy market sales development of foreign new energy energy market seminars and put forward Targeted questions From the results of the actual survey, important factors were found that affect investment in the new energy market. and summarize the icons, as well as the researcher has brought questionnaires to look for the quality of the tools, namely 1) brought the questionnaire to meet with a consultant and proceeded to improve it according to the recommendations. 2) brought the revised questionnaire and presented it to 3 experts to Check the consistency of the content by looking for the consistency of the objectives with the questions (Index of Item–Objective



Congruence: IOC) (Luan Saiyot and Angkana Saiyot, 2000, p. 249). It was found that the IOC value was between 0.80–1.00. and 3) testing the instrument with a non-sample population of 30 sets. The evaluation results had discriminatory power between 0.25–0.75 and the confidence value of the questionnaire was determined using Cronbach's method (1951, p.274; Cited in Bunchom Srisa-at, 2015), which the confidence evaluation results have a confidence value of 0.95.

3. Data collection includes collecting data from

1) Primary Data is information obtained from in-depth interviews with target groups and Success cases of Taizhou Sanxin and State Grid Corporation, including charts of company success cases such as new energy applications in different years. To carry out a comprehensive analysis of Taizhou Sanxin Company and State Grid Corporation, we organized investor business negotiations. Submit the company's sustainability strategy letter and a book that comprehensively introduces the company's strengths to investors. or publicizing through speeches to gain the trust of investors Collect investor response forms on the spot and make timely adjustments. Sustainable strategic plan In the electric power investment market looking for 30 economic strengths of companies or individuals. It develops sustainable strategies, great competitive advantages passed on to investors. Through words about the company's competitive strategy Gain trust and support and compile a suggestion table Hope investors Taizhou Sanxin Company's project investment participates in the company's final dividend payment, making a profit.

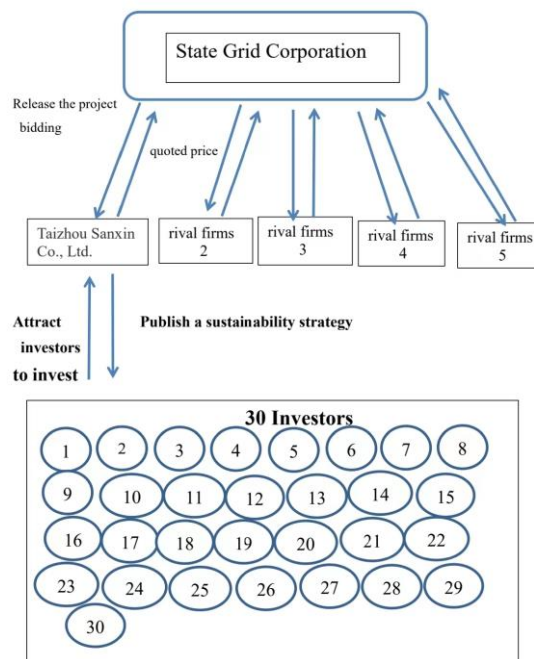
2) Secondary Data is information obtained from collecting various documents (Document Research) such as books, textbooks, academic documents, research, and related electronic media. Obtaining information can be done through a large number of books and professional documents. These data can fully understand the use of new energy both domestically and abroad. Including the current situation of the new energy market by reading relevant documents and journals, we can also understand the latest development trends in energy and new energy research. In, including state of new technology research fully. Information can be obtained through several professional books and documents to reduce market risks in developing a sustainable competitive strategy. And these data can fully understand the use of new energy both domestically and abroad. Including the current situation of the new energy market by reading relevant documents and journals, we can also



understand the latest development trends in energy and new energy research. Including the state of new technology research fully. To reduce market risks in developing sustainable competitive strategies, etc.

4. Data analysis includes data analysis divided into 2 parts:

1) Qualitative data analysis, By the way, SWOT analysis is a type of internal analysis method in an organization. That is, according to the conditions of the established analytical organization. That depends on the internal and external competitive environment and competition under the conditions of situation analysis. It is closely related to the research object of various internal main advantages and disadvantages. and external opportunities and threats through investigation and arranged according to matrix format Then use the concept of systems analysis.



5. Collect feedback forms from investors.



6. Methods of on-site communication surveys and questionnaires Select the company's technical ability and frontline sales staff as the main topic, understand the current development level of new energy technology and the difficulties in the comparative energy market sales reality, the development of the new energy market seminar from different countries and put forward Targeted questions From the results of the actual survey, important factors were found that affect investment in the new energy market. and summarize icons

7. SWOT Analysis: The SWOT analysis method is a type of internal analysis method in an organization. That is, according to the conditions of the established analytical organization. That depends on the internal and external competitive environment and competition under the conditions of situation analysis. It is closely related to the research object of various internal main advantages and disadvantages. and external opportunities and threats through investigation and arranged according to matrix format Then use the concept of systems analysis. Match the factors in analysis A set of coherent conclusions And conclusions often accompany certain decisions.

Finally, it is used to define a sustainable competitive advantage strategy. and provide guidance to Taizhou Sanxin Corporation to implement sustainable competitive advantage strategies.

8. How to collect feedback forms

Arrange investors for business negotiations Submit the company's sustainability strategy letter and a book that comprehensively introduces the company's strengths to investors. or publicizing through speeches to gain the trust of investors Collect investor response forms on the spot and make timely adjustments. Sustainable strategic plan

Results and Discussion

1. Analysis results of the internal and external market environment of China's new energy power

New energy sources, also known as unconventional energy sources, refers to various forms of energy other than traditional energy sources, including solar energy, wind energy, biomass energy, nuclear energy, geothermal energy, hydrogen energy, ocean energy and so on. With the increasing shortage of traditional energy, the development and utilization of new energy has been widely concerned by all countries in the world. More and more countries



have adopted policies and measures to encourage the development of new energy, and the production scale and use scope of new energy are expanding. After the expiration of the Kyoto Protocol, the new greenhouse gas emission reduction mechanism will further promote the comprehensive development of green economy and sustainable development model, and new energy will usher in a golden age of development.

2. Investigation of the implementation of UHV technology strategy China's UHV transmission technology (UHV) refers to the high-voltage transmission technology with a transmission voltage of 800 kV and above. Since China successfully developed the world's first UHV transmission line in 2009, UHV technology has made rapid progress in China and has gradually emerged in the international market. This paper will analyze the application prospect and challenges of UHV technology in the international market. UHV technology in the international market. With the development of the global economy and the increasing population, the demand for electricity is constantly increasing, especially for the efficient transmission of power over long distances. UHV technology has the advantages of low transmission loss, large capacity and long distance, which can meet the needs of long-distance power transmission, so it has great potential in the international market. At present, some developing countries and regions, such as Brazil, India, Russia and so on, have begun to pay attention to and use UHV technology, and it is expected to be widely used in the international market in the future. Through the way of field or online consulting, six business consulting power industry experts, mainly around China's latest UHV technology questions, and each expert answer do a special questionnaire, which includes: UHV technology implementation, technical advantages, technical problems, how to solve technical problems and UHV technology implementation prospect, etc.

3. Core competitiveness analysis of Taizhou Sanxin Company With the rapid development of China's economy, the demand for more power energy is becoming more and more urgent, and the market competition is becoming more and more fierce. Every year, different private power enterprises seize the market. Taizhou Sanxin Company must accelerate management innovation and improve the core competitiveness of the market.

4. The SWOT analysis method was used to discuss and analyze the Taizhou Sanxin Company



Internal advantages of Taizhou Sanxin Company:

1. Market stability: State Grid Corporation of China has large project bidding every year. The stable supply and growing demand ensure the profitability of Taizhou Sanxin Company. Taizhou Sanxin Company passed the qualification examination and won with other competitors.

2. Technical advantages: Taizhou Sanxin Company has been established for 20 years. The company has stored a large number of excellent technical talents, and has advanced power production technology and equipment, which can effectively reduce costs and improve efficiency.

3. Resource advantage: Taizhou Sanxin Company has a large number of resources, including coal, water, natural gas, etc., which can ensure the continuity and stability of power production.

4. Capital advantage: Due to the large investment in fixed assets and the high entry threshold of the market, power companies usually have a certain scale of capital and can maintain a relatively stable market share. The strong company scale of Taizhou Sanxin Company can win the trust of investors, attract more investors to become shareholders and participate in the operation of the company.

Internal disadvantages of Taizhou Sanxin Company:

1. Environmental protection problem: The production process of Taizhou Sanxin Company will produce a large number of waste gas, waste water and other pollutants, which will have a great impact on the environment. It is accused of being a source of environmental pollution. Every year, the company needs to spend a lot of money to control the pollution.

2. Strong dependence: The production of Taizhou Sanxin Company is limited by the supply side resources, which largely depends on the supply situation of energy suppliers and other suppliers. The increase in material cost will aggravate the company's capital expenditure.

3. Regulatory pressure: Taizhou Sanxin Company needs to go through various government supervision, including environmental protection, energy management, market mechanism and other aspects. The cumbersome regulatory procedures will increase the operating costs and risks of enterprises.



4. Large price fluctuation: the power engineering project process is complex, the product cost is high, and the price fluctuation range is large. It is difficult for Taizhou Sanxin Company to stabilize the price and profit under the condition of market price fluctuation.

5. Fierce competition: In order to seize the market share, the peer companies adopt the methods of lowering prices, introducing advanced technology, recruiting foreign technical experts, and recruiting company talents with high salaries.

Corporate External environment opportunities of Taizhou Sanxin Company:

1. Gradually maturity of renewable energy power generation technology.

Renewable energy is an important direction for the sustainable development of the power system in the future, and the gradual maturity of its power generation technology is an important opportunity for the power system industry. In the renewable energy power generation technology, solar energy, wind energy and other technologies are widely used, and can be better combined with the traditional thermal, hydraulic and other energy sources. In addition, in recent years, the development of battery storage technology has also enabled renewable energy to better connect to the grid, enabling the sustainable development of the power system.

2. Strengthening of smart grid architecture and technical support

The rapid development of smart grid has brought new opportunities to the power system. As the development trend of future power system, its architecture and technical support have been continuously strengthened. Compared with the traditional power grid, the smart power grid can realize more refined scheduling and management, and greatly improve the energy utilization efficiency and network stability. At the same time, the smart grid can also enable users to better participate in the management of the power system, so as to achieve the optimal allocation of resources and reduce energy waste.

3. The improvement of the electrification level

With people's demand for power services, the improvement of electrification has also become an important opportunity for the power system industry. In terms of electrification, the differences between urban and rural areas will gradually disappear, and a new period of rapid electrification development will begin across the country. The development of electrification will bring about the expansion and transformation of the power system network,



and also promote the upgrading and update of the power equipment, so as to promote the development of the power system industry.

4. Overseas market orders increase, European and American countries to change their views on new energy

Overseas market demand for new energy, affected by the war, Russia cut off the gas supply, lead to the European and American countries resources, the production costs, the dependence on new energy power demand, however, European and American countries due to excessive dependence on traditional energy, research and development in new energy

External threats of Taizhou Sanxin Company:

1. The process of energy model transformation is slowing down

The transformation of energy model is an important direction for the future development of the power system, but due to various reasons, the slowdown of the transformation process has become an important challenge for the power system. Under the traditional energy model, some backward places still rely too much on fossil energy, and there are great problems of waste and low efficiency of resource utilization. Therefore, the power system needs to strengthen the investment and promotion of renewable energy to promote the transformation of the energy model.

2. Power market reform encountered difficulties

The reform of power marketization is an important way to promote the development of power system to marketization and socialization. However, at present, the implementation of market reform has encountered many difficulties, such as some local power market is not open, the enthusiasm of market subjects to participate is not high. At the same time, the market reform of electric power also needs to establish a perfect market system and supervision mechanism, but the construction of these systems and mechanisms also needs some time, so the market reform of electric power is still facing many challenges.

3. Insufficient energy supply and aging power grid facilities

Insufficient energy supply and the aging of power grid facilities are important challenges for the future development of the power system. Especially in some areas, due to natural conditions, technical restrictions and other reasons, the energy supply is generally tight, leading to power instability and load management difficulties. At the same time, the aging of



power grid facilities is also a prominent problem. These aging facilities may have some safety risks, which need to be updated and transformed in time.

4. Overseas markets are vulnerable to war effects

Although there are many orders for new energy in the overseas market, the political power in overseas countries is unstable and the risk of war breaks out at any time, which prevents the project and threatens the life safety of the company's employees.

Conclusion

This article selects the enterprise competitiveness of Taizhou research objects. Starting with the actual situation of China's new energy market. Analyze the competitiveness of the theory and practice of UHV energy technology value chain, application value chain theory. Using the UHV strategy, evaluating the core competitiveness, internal and external environment factors, and SWOT analysis of enterprise competitiveness, three new companies in Taizhou and put forward a competitiveness strategy. This article mainly derives the following research conclusions:

First of all, by investigating the UHV operation, we understand the competitive environment faced by Taizhou Sanxin Company. Based on an in-depth analysis of the macro environment and industrial environment of Taizhou Sanxin Company, this document concludes that the environment The current macrocosm of Taizhou Sanxin Company is relatively mature.

Second, from the analysis of the core competitiveness of electric power companies. China's new energy competitiveness is assessed from the perspective of the core competitiveness assessment model. On the basis of creating a new energy energy competitiveness assessment index system

Third, as a representative of new energy private enterprises that have good performance in the current market. Taizhou Sanxin's main advantage is mainly reflected in its technological innovation ability. An excellent corporate culture can strengthen a company comprehensively.

Fourth, through SWOT analysis, Taizhou Sanxin Company needs a large number of investors to participate. to take advantage of their own advantages Seize the opportunity for steady development Explore additional development plans and set new development goals Formulate a sustainable competitive strategy to eliminate investor concerns. and at the same



time We should protect against external threats. Make appropriate use of the good market economic development environment. Understand modern technology Understand market trends Increase efficiency of industrial structure Constantly changing and upgrading and increase the organization's core competitiveness Enterprises should give full importance to their resource advantages, expand investment, expand the scope of cooperation. and realize its industry leading position "Energy storage expert in the new energy field

New knowledge from research

From studying environmental opportunities outside the organization of Taizhou Sanxin Company: found knowledge that can be summarized It can be diagrammed as follows.

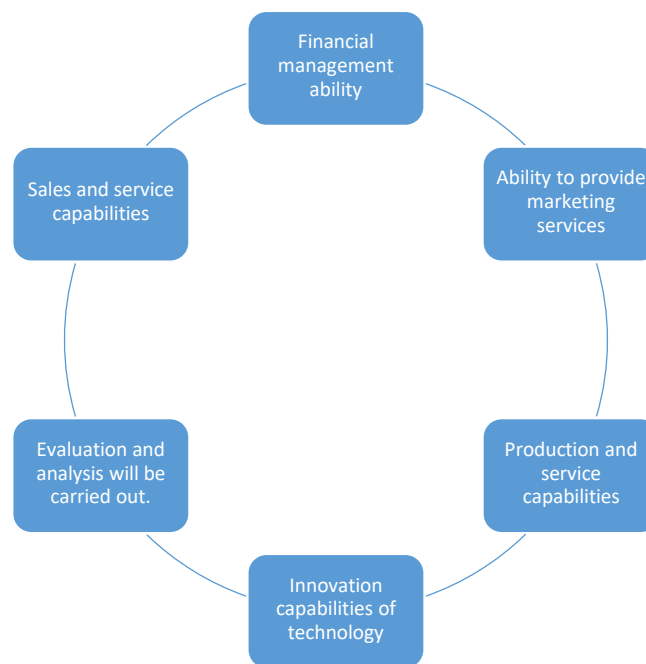


Diagram 2: Five indicators of Taizhou Sanxin's external environmental opportunities.

Found knowledge that can be summarized It can be diagrammed as follows based on 5 indicators: innovation capability of technology, production capability and service. Ability to provide marketing services Financial management ability and ability to sell and service Evaluation and analysis will be carried out.



Recommendations

Through research and discussion, and expert opinion, most of our views are consistent with the experts in developing a sustainable competitive strategy, including the following:

1. Increase the company's research and development of UHV technology, strive to achieve technical breakthroughs, and obtain market technology advantages;
2. Enhance the awareness of green environmental protection, and respond to the government's environmental protection requirements;
3. Enhancing the corporate culture awareness of employees is to obtain the sense of superiority;
4. Try to break through the domestic market, the new energy power technology to foreign countries, to seize the foreign market;
5. Enhance employees' awareness of quality service, and create a perfect experience for customers.

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