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## **COSTUMER CARE MANAGEMENT IN THE CASE OF KOSOVO ENERGY CORPORATION**

Arbenita Krasniqi

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University for Business and Technology  
Department of Management in Business and Economics

**COSTUMER CARE MANAGEMENT IN THE CASE OF KOSOVO  
ENERGY CORPORATION**

Master of Science in Management, Business and Economics

Arbenita Krasniqi

Prishtina 28.09.2012



University for Business and Technology  
Department of Management in Business and Economics

Master Thesis  
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Student:  
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**COSTUMER CARE MANAGEMENT IN THE CASE OF KOSOVO  
ENERGY CORPORATION**

Supervised by:  
Prof. Dr. Edmond Hajrizi

Prishtina 28.09.2012

### ACKNOWLEDGEMENT

This work is the result of my experience conjoining practical with the theoretical part composed at the University for Business and Technology.

Master Programme in UBT on International Engineering Management has offered the opportunity to use theoretical and practical part of experience in my profession. Hoping that this research of mine will give the opportunity in the future for establishing of the new strategies in the framework of recommendations that provide current results on the status of customer service of electricity in Kosovo.

My sacrifice during the period of studies and professional commitment in this area would not be possible without the moral and financial support of my family which deserves a special gratitude who are dedicated and still continuing to support my professional development.

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I should admit that the high quality and professional staff during my experience in the bachelor and master studies at UBT have been the backbone of my inspiration to expand the horizon of further knowledge. All my professional achievements and successes in the future will be dedicated to their attributes.

*Arbenita Krasniqi September 2012,*

### ABSTRACT

If we want to ask for our public assets how they operate, and how profitable they are we will have lot of questions and criticism starting from management, pricing, and engagement up to customer service.

The most critical issues of post-war is, continuous reduction of electricity, rumours of controversial non genuine strategy of operation causing major technical and commercial losses, corruption and misuse, unprofessional management, all of this point out to the only energy company in Kosovo which continues to operate as a monopoly "Kosovo Energy Corporation.

A lot of questions, various documentaries, TV broadcast organized by our media have become subject to this corporation, all these to define the need for identification of new processes and procedures, the need to re-set it on set up, against the privatization of assets where I, have analyze only one of the critical parts, what we end up is that mostly the Customer suffers the consequence.

Based on my conjoining practical master studies and experience in UBT International Engineering Management, fulfils my knowledge to be able to research a work of this level using **customer questionnaire**, and analyzes problems and concerns in order to give close assessment on one of the possibilities for the re-organization of new management techniques in the future that will assess thoroughly **customers needs and expectations** to provide a service of higher quality. This in turn would improve monitoring system and raise effectiveness of employee's performance

*Key words: Customer, customer service, customer satisfaction and Energy Corporation of Kosovo (KEK).*

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### LIST OF ABBREVIATIONS

<b>KEK</b>	Kosovo Energy Corporation
<b>ZRrE</b>	Energy Regulatory Office
<b>HPP</b>	Hydro Power Plant
<b>GWh</b>	Giga watt hours
<b>HPPs</b>	Small hydro power plants
<b>NGO</b>	Non Government Organization
<b>USAID</b>	United State Agency International Development
<b>EU</b>	European Union
<b>MWh</b>	Mega watt hours
<b>KV</b>	Kilowatt
<b>MEM</b>	Ministry of Mines and Energy
<b>KPMM</b>	Independent commission for mines and minerals
<b>EE</b>	Efficiencies of Energy
<b>KOSTT</b>	Transmission System operator of Electricity Market in Kosovo



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## 1. INTRODUCTION

The energy corporation of Kosovo (KEK) is currently almost the only energy source of Kosovo supplying the entire population of the country, or more than 400.000 contractors<sup>1</sup>.

Nowadays, KEK insists primarily on the production of coal and electric energy, its distribution, and sale services. The corporation splits up into four main divisions, such as: the division of coal production, of energy regeneration, of distribution, and of supply. KEK uses mainly its coal and some limited number of small hydro power plants (HPPs) to supply this clientele.

Hereby, it is important to know that before the break of the former Federal State of Yugoslavia, Kosovo had a countable number of other resources for energy, which broke down their resource supplies due to the inconveniences related to the previous political situation of the country. Under the Serbs management, KEK was left with no investment related to its maintenance, or what so ever since 1990's, while at the same time being used intensely<sup>2</sup>.

In the years 1989-99 most of the inland experts have been fired from their work places. This way, under some intense usage and no investment, KEK was left at the mercy of fate from late 1980s until the end of war in 1999, turning to be as one of the most difficult challenge for all Kosovo Governments to come.

International community has played an important role participating together with institutions of Kosovo in more than 1 billion Euros of investment in the corporation<sup>3</sup>. Despite all those investments, KEK spokesman, yet states that the company operates with an outdated production technology, which, according to him, fails to produce enough

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<sup>1</sup> <http://kek-energy.com/rrethKek.asp>

<sup>2</sup> <http://kek-energy.com/rrethKek.asp>

<sup>3</sup> <http://institutitigap.org/repository/docs/ProjektetEnergjetikeneKosove.pdf>

energy for all Customers<sup>4</sup>. This problem does not justify the enormous investment in this company, says former Minister of Energy and Mining. Therefore, as it seems no significant changes seems to have resulted increasing the pessimism that KEK cannot survive without continues investment, imports, and power cuts of electricity.

KEK has continuously raised the problem of billing collections and energy waste as the main challenge to its objectives for stable energy supply. Therefore, supply in proportion to billing collections is a standard procedure followed by KEK.

They have emphasised the role of their strategy to divide clients in categories. This division takes place depending on the number of those who pay divided by the number of those who do not regularly pay the bills. Campaign called ABC has started since 05.12.2005, first introduced to users by, media relations officer of the corporation<sup>5</sup>. The plan shows that group A will have no electricity cuts, group B will have 1 hour of cuts in every 5 hours of electricity, and 2 hours of cuts after every 3 hours of electricity for group C. The media relation officer said that there will be no power cuts for certain areas within the settlements, which have managed to pay their debts to KEK on 70 percent and above. The regions that have not achieved this percentage, or have a low percentage, shall be subject to hours reductions or be supplied only by the energy that remains ought.

However, individual billing collections in proportion to supplies is a standard procedure followed by any serious company. Making Customers feel as equally treated is another important factor on the customer care management departments. However, Customers of KEK seem not to have enjoyed the above usual business followed behaviour. KEK still categorises all users in the same range with those who do not pay. Citizens express their disappointment with the power supply seen as discriminatory to those who are regularly paying the electricity bills<sup>6</sup>. Some users just because may be living in the same region with

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<sup>4</sup> <http://www.energija.al/component/content/article/34-news/3153-kosove-kek-u-edhe-investime-edhe-reduktme>

<sup>5</sup> <http://www.evropaelire.org/content/article/1012541.html>

<sup>6</sup> <http://gazetainfopress.com/index.php/ekonomi/678-thaci-harron-planin-abc->

a higher number of non payers are collectively punished. Therefore, KEK should assess each customer individually and not make a collective punishment.

Secondly, KEK has strongly inflated electricity bills many times in the past just as in December of 2010. The citizen's show that, despite the limited use of electricity this month, bills have been many times more expensive than on the previous months. Customers have already made their complaints, but they received no results or answers<sup>7</sup>.

Thirdly, KEK has most recently decided to ask all business enterprises that are on the category A+ to pay 25 percent advance for the electricity bills if they want to remain supplied nonstop. Despite the exercised pressure of Chamber of Commerce and Business Agency of Kosovo to lower this percentage to 10 percent, KEK has continued to reject those requests of the business community.

Among many other customer care strategies, KEK has decided to have another category of clients called passive clients. These clients are considered the once that use electricity within short periods of time, those that live abroad, classified clients in vacations, but those who pay during their stay in Kosovo. Those clients should have been given the right from KEK to be classified as "passive" clients from the moment they leave Kosovo. This way, they should not be sent other pay checks anymore. However, there are doubt that employees of KEK illegally did sorting of some clients as "passive" according to an unofficial source<sup>8</sup>. According to the USAID-report, the amount of the so called "passive users" increased from 27000 to more than 100000 in the last years. "It is assumed that, more than 70000 clients of KEK have been fraudulently categorized as "passive"<sup>9</sup>. This has happened as some active clients were declared as passive. This way they have accumulated an immense debt. It is also admitted that some employees had replaced the old energy counters of some clients with new ones, and have returned them to zero, hereby having

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<sup>7</sup> <http://www.gazetaexpress.com/?cid=1,14,45964>

<sup>8</sup> <http://balkanblog.org/2008/12/31/das-schwarze-energie-loch-kosovo-fest-in-hand-der-politischen-mafia/>

<sup>9</sup> Ibid

deleted their prior debts. “Many had debts that exceeded a sum of 10 000 €, however they just installed new energy counters – and deleted through this their debts” is interestingly stated.

These procedures definitely break all regulations of KEK in regard to client equal treatments. In addition, no client can be classified as “passive” in case someone owes previous debts to the company.

Finally, Dona-juice factory in Podujevo, located in north-eastern Kosovo, shall conclusively elaborate the difficulties faced by a number of companies in the country. Again according to the same source, employees in this company communicate with signs due to the constant noise of two diesel generators installed in the manufacturing building of the factory. The owner, of the private business “Dona Juice” has expressed that he has no choice but to use the noisy machines. He has spent 90,000 Euros for the installation of these large generators. Eight years ago he decided to become independent from the KEK as he was tired of the many power outages<sup>10</sup>.

KEK has continuously raised the problem of billing collections and energy waste as the main challenge to its objectives for stable energy supply. However, records show that KEK has not paid enough attention to customer care management as a way to better billing collection and energy savings. In this line, EU legislation has standardised laws and regulations for countries who want to become EU members in regard to transparent billing and customer care management.

Correspondingly, this situation is highly crucial to any social developments and most specifically to the business enterprises of our recent independent country. Energy is increasingly considered as the life blood of any country in the nowadays dynamic international environment of all socio, economic and other interconnections. On the other hand, as Ervin Frand states “Every company’s greatest assets are its customers, because

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<sup>10</sup> Ibid

without costumers there is no company..” gives good grounding to believe that better customer care management shall be a way to the solution.

Therefore, this thesis reviles the importance to explore the current situation of the energy sector of Kosovo, its managerial problems and its dependence on Government subsidies in one hand, and its challenges and possible potential to better serve and be able to increase the billing collection from its costumers on the other hand.

However, this thesis will bring arguments and recommendations to KEK, civil society and to the Government of Kosovo the importance of customer care management as the way to better billing collection and to EU integration.

## 2. LITERATURE REVIEW

### *“Customer is King”*

The customer is the one that pays the salaries of everyone in the company, he decides will a business function or fail, he can dismiss from high hierarchy to lower workers with lower organizational structure and all this can be achieved simply, just spending the money elsewhere.

However, customers face a variety of products and brand choices, prices and suppliers. How do they make their choices? Customers estimate which offer will deliver the most value.<sup>11</sup>

Everything we do, every concept adopted, any technology developed and any person employed is directed to a single objective: customer satisfaction. If we ask any leader of a company, the president of a bank, the manager of any sector or a simple worker, the customer will be define as: Their mission, their top priority, their purpose and the reason why they are in business<sup>12</sup>.

In order to have better developed service there are three main elements that must exist:

1. Expanding your view for the service;
2. Thinking about the Customer;
3. Growth of techniques which are friendly for Customer;

I believe that with focusing in three points mentioned above, customer service will brings a significant improvement.

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<sup>11</sup> Marketing Management – Philip Kotler

<sup>12</sup> Sam M. Walton, Head of Wal-Mart ( The largest hypermarket in the world)



### 2.1 What is Customer Service?

Customer Service is not a department. It is a philosophy that includes every person and aspect of the best and powerful companies. Every organization has customer service. The question is, "Is it good or is it bad"? "Customer loyalty is not about a life-time. It is about the next time"<sup>13</sup>

Companies or organization that manages the best customer service are those that develop policy/opinion and keep it. This may seem easy, but at a time of economic transition, political, increasing competition, regulations, change in the behaviour of employees, etc. Support of policy/opinion of customer service can be quite challenging.

#### 2.1.1 Elements of Customer Service

Limited definitions regarding service, that are based on the exchange of money for products or services do not take into account the general sense of service to Customers. "Service" should fulfil the Customer and to give the Customer more than one product for him/her, should provide pleasure.

The most important I think is that the Customer is satisfied after the completion of the transaction - not just satisfied but happy. A satisfied Customer will continue to be buyer and will return to buy again.

For sure, each company would like to give Customer what they want, but this is not always possible. If we define Customer service to only what they desire, I believe that we are not aware/mistaken of a very important aspect of the service - to help Customers to decide what they want. I think this is more delicate and difficult, that requires to be heard, friendship and our sensitivity, as service provider.

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<sup>13</sup> Shep Hylken, CSP, CPAE – speaker and bestselling author who works with companies and organizations who want to build loyal relationships with their customer and employees.

If we address these Customer needs, will secure possibility to their obvious desires (which also increase the business) and better opportunity to know.

### 2.1.2 Knowledge with Customers

The Customers, buyers and clients are looking to pay a fair price for the quality of the product or service, to feel satisfied when they pay for service or product and in return they receive what they paid.

They also want someone to care of them. They need someone who understands their needs and answers them. Customer needs for someone who holds your hand and walks along the process. Customer service begins with ability to hear the customer and to find out through questions politely what he/she wants or needs.

Trying to refine a sales system without adequately knowing your customers is like playing pin the tail on the donkey. You'll stumble around blindly unless you're lucky enough to stick something by chance<sup>14</sup>

Customer service and contact with the customer understands that the Customer will be heard and the problems he/she may have will be answered and will not be ignored. It also means that by analyzing and discussing in details, you should understand your Customer, what they like, don't like, their ideas, their background etc.

Another important aspect is hearing the Customer what he has to say. If the buyer does not understand what is to motivate the customer, they will not be successful in their treatment. Research of the Customer, their habits, what they desire and what they expect is the core of their recognition.

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<sup>14</sup> <http://www.davekahle.com/article/knowing.html> - By: Dave Kahle – 2005

A few companies/organizations should distinguish service for internal Customer and external Customer. While the focus is only to the external customers the internal customers can be staff who can lead the company to great success. Both external and internal customers should enjoy the same.

The chain of internal Customer is the same as that of the external Customer because all of us are Customer within and outside the company or organization. In an article from the Wall Street Journal was written “*Workers who are treated poorly will treat poorly the Customers*”.

### **2.1.3 Access to Customer**

All companies or organizations that provide services have one thing in common, the growth of a system and purpose that promotes better service to Customers. Good Customer service is viewed as the most important part of your job in essences "The Customer is always right," which is obtain from the better service to Customers.

There are two main qualities to Customer friendly approach:

- Communication;
- Relationship;

These two tasks are basis for successful connection with Customer: To communicate and develop relationship.

Communication involves positive dialog with Customer and continuous efforts for development of long-term relations.

Customer service is to provide quality product or service that meets the needs/ desires of a Customer and keeps them likely to return again. A good service to Customer is very important which means continuous success, increased profits, higher satisfaction at work, increase the moral of the company or organization, more team work and expansion in the market of products/service.

If we analyze places why we want to buy (spend money) - restaurants, stores, gas stations, banks, why unless the product and service they give us and we would like to buy there? Some of us think that for a reasons the sellers are polite, not late, are friendly, flexible, interesting, etc. They not only meet our needs but also help us to make us feel positive and happy.

On the other hand there are some businesses or organization that we don't like but in lack of other options we are forced to go there. An example might be, perhaps Municipality when we need a new passport or perhaps is a store that keeps a necessary product for us however, offers a very poor service. From both cases we can conclude that the Customer experience is followed with long waiting, harshly service, weak processes, and salesmen not friendly or rude, lack of flexibility and without sensitivity to the Customer worries. In these cases we may feel exploited, unsatisfied, and others have profit from you - in essence, your experience is quite negative.

Unfortunately, in the above-mentioned cases, in the absence of another option we as Customers will bear services of the municipality as an example or rude salesman. This would be advantage monopoly on a product or service because otherwise in competitive market, unsatisfied customer will buy elsewhere.

Must be kept in mind that good Customer service results in Customer satisfaction, Customer comes again and business growth while weak Customer service, except in monopolistic industries, usually results in Customer being disappointed.

*Quality of Customer Service:*

***Customer service = Responsibilities + Distribution***

Customer service is:

- *Basis*
- *Simply*
- *Daily*

- *Orientated on time*
- *Insisting*
- *Specific*

*“Many people have strange things to say about Customer service by including us. But this is only a daily activity, not perfect, persistent and exhausting”* <sup>15</sup>

### **2.1.4 Professional Quality to Customer Service**

A professional who constantly deal with Customers (inside and outside the company) shall endeavour to achieve certain qualities to assist the fulfilment of the Customer needs. Professional quality of the Customer service always has to do with what the Customer really wants. According to the previous researches that have been made in relation to Customer service, they hide their bad experience. There are six Customer basic needs:

*Willingness* – is the basic should be done politely and with courtesy.

*Sensitivity* – the Customer needs to know that the servant considers their needs

*Justice* - Customer want to have proper care and reasonable response

*Control* – Customer will like to know that his needs and inputs will have impact on final result

*The alternatives* - Customers want selection and flexibility in service. They are aware that this is a long process to meet their needs,

*Information* – Customer wants to be informed constantly for products and service on timer.

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<sup>15</sup> Leon Gormar, president i LL Bean ( the largest seller of catalogue in U.S)

### 2.2 Problem of Customer Care Management of KEK

Several companies in Kosovo have lack of strategic care for consumers. This problem is very obvious to state institutions where all Kosovo citizens are aware that this situation comes as a result of mismanagement and political spirit.

Some private companies treat customer with full responsibility but, the large number of them have lack of strategic management on this sector as a result of the shortage of professional staff that have expertise in this field.

The customer care is advanced little more in banks and some International institutions which exercise caution regarding customer and train their staff to be always updated and ready for a full quality services for customer.

In KEK are spotted some problems as follows:

- Internal strategic problems of analysis of customer requirements, including complaints and the most frequent concerns;
- Problems with the resources of this department in the absence of knowledge and training that have to do with customer care;
- Problem in the further development of this sector in the absence of support by senior management;

Problem with restructuring of staff or shift positions which some of them have direct contact with the customer and a lack of quality in customer service, as a result of non-competence of the leaders of this sector.

### 2.3 Purpose and question of the thesis

High tariffs, electricity reduction, unprofessional management, corruption, nepotism, etc, the most critical issues of past war, all of this point out to the only electricity energy corporation in Kosovo. A lot of TV broadcast have organized by our media in order to find a new processes and procedures. Citizens of Kosovo have expressed many times their disappointments addressed these issues. Based on that I have chosen to analyze the most critical part, what we end up is that mostly suffers the consequence, which is *Customer*. All gathered information from research and information collected from my experience and academic practice regarding the customer are architectural structure of this topic for masters.

- Information regarding the electric energy in Kosovo
- Information regarding the customer care department
- Analysis for customer care department
- The results of the research made with the customer
- Recommendations for Customer Care Management of KEK
- Further research
- Sources of Information

The main question of the thesis is:

***Q Are costumers satisfied with Energy Corporation of Kosovo (KEK) and the service which are provided?***

### 3. METHODOLOGY

Transparent and customer friendly billing methodologies are one of the most important requirements for customers' awareness in regard to switching options, complaining possibilities, and making use of their right to choose their energy supplier if possible.

Only where bills are understandable and clearly separate between energy prices, tariffs and other costs such as taxes, green energy etc, and customers are able to compare offers. European Commission has already adopted a best practice recommendation for standard bills<sup>16</sup>. The need for transparent billing has been underlined by 3rd EU energy legislative package<sup>17</sup>. In this regard, Kosovo has to cope with those standards set for its clients if it wants to apply for its membership to EU. Hereafter, this thesis, in one of its objectives, will use the following method to assess KEK's obligations towards its costumers:

Compare the content information of the best recommended billing EU standards with Kosovo's billing content for its clients.

Therefore, data will be collected via questionnaires and face to face interviews with KEK's costumers (Kosovo citizen/users)

The questioner will mainly be open ended with questions as aligned with the objectives and the already presented content of this thesis. Further details on questions asked and details of the answers will be found attached on the appendix of this work.

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<sup>16</sup>[http://ec.europa.eu/gas\\_electricity/doc/forum\\_citizen\\_energy/2009\\_09\\_29\\_citizens\\_energy\\_forum\\_reports\\_and\\_materials.Zip](http://ec.europa.eu/gas_electricity/doc/forum_citizen_energy/2009_09_29_citizens_energy_forum_reports_and_materials.Zip)

<sup>17</sup> <http://eurlex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2009:211:0055:0093:EN:PDF>



### 3.1 Qualitative methodology

As pointed it out during the research it was seen reasonable to use qualitative method, using field interview face to face with customer and the electronic questioner. The reason for using this method was to try to establish a rapid formulation of questions and giving to the customer more options.

As we know this type of cases we have difficulties for getting the written answers from customers were most of them will refuse to give information's which will make this research much more difficult.

### 3.2 Research strategy

In research strategy it was used the direct interviews of customer, by meeting with them and receiving direct feedback/info regarding distribution of questioners and any obstacle they are facing.

Because this questioner has included also customers of older age and it was visible that the level of education/knowledge was low. In many cases I had to fill in the questioners by myself and do the questions in form of interview.

### 3.3 The profile of Energy Corporation of Kosovo



Fig.1. Termocentral "Kosova B"<sup>18</sup>

Kosovo Energy Corporation j.s.c (KEK) is the sole power corporation in Republic of Kosovo. KEK j.s.c is vertically integrated and was legally incorporated in the end of 2005 year. In different periods of time KEK went through a lot of changes.<sup>19</sup>

For a long period of time Kosovo was integrated as part of energy system of ex Yugoslavia. In the 90s, during the dissolution of Yugoslavia, the country energy system was maintained purely and without investments. From 1989 until 1999 the majority of local employees left their work places. However, in mid-June of 1999, when the war with Serbia ended,

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<sup>18</sup> Photo taken from KEK website <http://www.kek-energy.com/rrethKek.asp>

<sup>19</sup> <http://www.kek-energy.com/en/rrethKek.asp> - photo taken from internet

## Customer Care Management in the Case of Kosovo Energy Corporation

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Albanian workers began to return to Kosovo and were able to return to their work places. In the post-war period the energy sector received an "infusion" of major international aid.<sup>20</sup>

Today, the Corporation's primary function is the production of coal, electricity production, distribution, sales service and care for the Customer. KEK is organized into four main divisions: the Division of Coal Production, Power Generation, Distribution and Supply Division.

The Corporation operates with two mines surface, namely mining Mirash and Bardh, two power plants, TC "Kosovo A" and TC "Kosovo B" and a distribution network of 18.898.43 km (from 0.4 kV voltage level up to 35 kV), which is extended to the whole territory of the Republic of Kosovo.

It operates with supply sector, which includes the function of electricity sales. Corporate functions are regulated by the Energy Regulatory Office policy of the Republic of Kosovo .Corporation has registered about 400,000 customers at different levels and over 8000 employees operating in various fields.

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<sup>20</sup> Part taken from : "Energy Projects in Kosovo" KIPRED, FIQ and Institut GAP

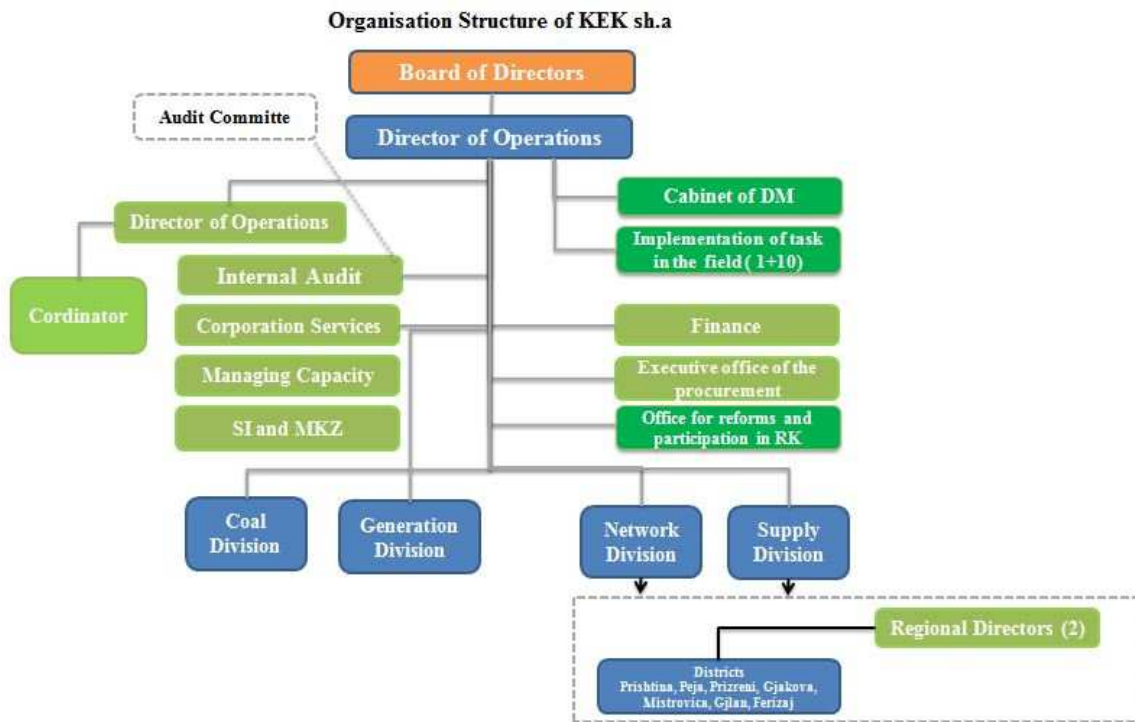


Fig.2. KEK Chart/Organogram<sup>21</sup>

### 3.4 Current situation of energy in Kosovo

Efficient and adequate use of energy is one of the most important factors for economic growth and development. Right policy foundation for power supply helps to create conditions for safe supply of energy which in return will create conditions for attracting investment and sustainable development.

Energy sector especially the production of electricity, continues to be one of the serious problem for Kosovo. Customers, both households and businesses, are being faced with poor quality and unstable supply with electricity. Due to wrong handling of this sector, and major technical and commercial losses, Kosovo continues to be the country with the highest dependence in the region regarding the import of electricity<sup>22</sup>.

<sup>21</sup> Based on KEK website <http://kek-energy.com/organogrami.asp>

<sup>22</sup> [http://www.fes-prishtina.org/wb/media/Publications/2011/Briefing%20Paper%20-%20An%20alternative%20approach%20to%20energy%20\(Shqip\).pdf.pdf](http://www.fes-prishtina.org/wb/media/Publications/2011/Briefing%20Paper%20-%20An%20alternative%20approach%20to%20energy%20(Shqip).pdf.pdf) “Alternative approach for energy”

Production of electricity in Kosovo is based mainly in burning of coal in power plants, and in very small percentage of utilization of aquatic plants.

Currently electricity produced in power plants is about 95-96% of total electricity produced. The rest is produced in plants - about 40 MW (32 MW from Lake Ujman and 8 MW by Lumë bardhi).

Currently these links are characterized by managerial and technical deficiencies. The Kosovo Energy Corporation management scores multiple failures Plants Kosovo A and B are characterized by frequent multiple defects, unusual for the work of large power plants. Except Albania, electricity supply in Kosovo is weakest in the region. Currently using lignite as the only source to produce electricity, this energy production system in Kosovo in technical sense is not preferential.

<b>Fact #1 – Most of the Customers in Kosovo initially are connected to lower voltage (0.4 KV)</b>				
<b>Voltage level</b>	<b>Billed Energy 2011 (GWH)</b>	<b>% of Billed Energy</b>	<b>Number of Customers</b>	<b>% of Customers</b>
<b>220 KV</b>	<b>594</b>	<b>17%</b>	<b>1</b>	<b>-</b>
<b>110 KV</b>	<b>83</b>	<b>2%</b>	<b>2</b>	<b>-</b>
<b>35 KV</b>	<b>40</b>	<b>1%</b>	<b>15</b>	<b>-</b>
<b>10 KV</b>	<b>204</b>	<b>6%</b>	<b>220</b>	<b>0.1%</b>
<b>0.4 KV</b>	<b>2,648</b>	<b>74%</b>	<b>430, 762</b>	<b>99.9%</b>
<b>TOTAL</b>	<b>3,569</b>	<b>100%</b>	<b>431, 000</b>	<b>100%</b>

Tab.1. Customers in Kosovo initially are connected to lower voltage (0.4 KV)<sup>23</sup>

<sup>23</sup> Sierra Club "Reports "Possible Electricity for Kosovo"

According to this table, we can see that three-quarters of Customers are connected to low-voltage 0.4 KV where as a result of this tension are connected most of the losses. As well as commercial losses (originally estimated power theft) are connected to low voltage.

The heating options for Customers in relation to this tension are limited, which results in greater exploitation of electricity in this aspect.

The use of wood and coal as a heating source contribute significantly in saving of electricity Customers also lack of natural gas for cooking and water heating which results in greater consumption of household.<sup>24</sup>

According to the diagram below we see seasonal load changes that are inevitable, especially in household use of electricity for heating.

<b>Fact #2 – Losses according to the data for the year 2011</b>			
<b>Category of losses</b>	<b>Input of Energy in the System (GWH)</b>	<b>Wasted Energy</b>	<b>Wasted Energy as % of Input</b>
<b>Technical losses in transmission</b>	<b>8,444</b>	<b>115</b>	<b>1.3%</b>
<b>Technical losses in Distribution</b>	<b>4, 682</b>	<b>786</b>	<b>16.8%</b>
<b>Commercial losses in distribution</b>	<b>4, 682</b>	<b>784</b>	<b>16.7%</b>

Tab.2. Losses according to the data for the year 2011<sup>25</sup>

### 3.4.1 Trade, energy supply and KEK distribution

Market operator operates independently from any enterprise engaged in activities on electricity except transmission. The main legislation describes the market operator as a legal entity responsible for the organization and administration of trading (buying and

<sup>24</sup> Analysis and comments of KEK „regarding the "Sierra Club "Reports "Possible Electricity for Kosovo", "Reassessment of Available Options for Energy in Kosovo”

<sup>25</sup> Table taken from Ministry of Energy and Mining Report 2009-2018

selling) of electricity and determines payments between producers, suppliers, and customers<sup>26</sup>.

According to KOST new model of the electricity market in Kosovo has proposed to remove the monopole, enabling more companies to trade electric energy. This is planned to take place after the privatization of KEK. In this model is foreseen that after the privatization of the Kosovo Energy Corporation, customers will be able to be supplied with electricity also from other companies. Exactly this compiled design provides a bilateral market, based on a balanced mechanism<sup>27</sup>.

According to the Energy Regulatory Office, this document is in the process of review and analysis from internal experts, and well known expert for energy Ethem Ceku who said, that the idea was to have also other company to supply electricity. Customers will continue to have one operator, but as external supplier will have other companies. So, it will be possible to be supplied with much cheaper electric energy.

### **3.4.2 Energy supply and distribution of KEK**

Supply Division of the Kosovo Energy Corporation is responsible for the commercial part of the Company, for collection of incomes of about 400 000 Customers and for providing electricity to the entire territory of Kosovo. The main purpose of this sector is that Customer's needs for electric energy are meet. Supply Division is organized into four departments with 2080 workers in 7 districts: Performance analysis department, Customer service department, Department of Billing and Business Support Department<sup>28</sup>.

Distribution division covers the entire territory of Kosovo and is organized in seven districts. This division is responsible for the maintenance electrical power from the 110 kV

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<sup>26</sup>[http://www.kostt.com/website/index.php?option=com\\_content&view=article&id=130&Itemid=334&lang=sq](http://www.kostt.com/website/index.php?option=com_content&view=article&id=130&Itemid=334&lang=sq)

<sup>27</sup> [http://www.lajmeditore.com/portal/index.php?option=com\\_content&view=article&id=1201:mnistri-rexhepi&catid=54:kosove&Itemid=70](http://www.lajmeditore.com/portal/index.php?option=com_content&view=article&id=1201:mnistri-rexhepi&catid=54:kosove&Itemid=70)

<sup>28</sup> <http://www.kek-energy.com/furnizimi.asp>

(from transformer) to the Customer. Also makes the planning, operation, measurement, reading and calculating the energy and technical losses for the entire corporation (KEK-grid)<sup>29</sup>.

The situation in the distribution system of electricity is hard, which is visible with the difficulties posed to cope with current demands. In general, both lines and power stations during the winter are overloaded and this has consequently high technical losses in 2006 were 17.93% in 2007 were 17.19% while in 2008 about 17.1%.<sup>30</sup>

Distribution and Supply from KEK is expensive and ineffective. Kosovo's government is not able to provide the level of expertise, investment and technical skills needed to operate a world-class operation. These non-efficiencies associated with deficits in collections, theft, and infrastructure, is creating a huge financial burden for the Kosovo Consolidated Budget. Having in mind all this issues, the Kosovo government has decided to privatize part of the supply and distribution. This is because the investment for reorganization of these sectors is very hard and is making very high technical and commercial losses.

According to the Minister of Economy and Finance, Ahmet Shala, the aim of the Government in the privatization of this enterprises is to make the energy sector in Kosovo sustainable, and according to the representatives of civil society and the opposition in Kosovo privatization of KEK distribution is non-transparent process and not in accordance with the law, since this privatization is expected to increase energy price<sup>31</sup>.

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<sup>29</sup> <http://www.kek-energy.com/rjjeti.asp>

<sup>30</sup> Kosovo Energy Strategy 2009-2018

<sup>31</sup> <http://www.evropaelire.org/content/article/1965216.html>



### 3.4.3 Current prices and procedures of KEK compared to the regions

Energy Regulatory Office determines tariffs based on tariff methodology. According to this office fees are determined with reasonable price, which allows investment in the system, taking into account the protection of Customers and the environment, as well as eliminating cross-subsidies between different categories of Customers<sup>32</sup>.

If we compare retail average total fee with prices in other countries, it is evident that Kosovo prices are very low. Since the government is the owner of the energy sector, it is clear that there are substantial subsidies. Some of them are clearly involved in the import subsidy, Government Grants, low-cost government loans and international donors over the years. According to the Energy Regulatory Office the value of all assets in KEK before 2006 is set to be zero since it is determined that the value of these assets are not to be reflected in the tariffs for Customers.<sup>33</sup>

### 3.4.4 Agreement for setting the price

In the context of harmonization of legislation are conducted rules for setting the prices, which have replaced tariff methodology:

- Rules for generating
- Rules for Transmission System and Market Operator
- Rule for distribution operator and
- Rules for public supplier of electric energy

Pricing rules are the basis for the assessment of the maximum allowed income for licensees who might benefit in one tariff year, in order to cover the reasonable costs of development, operation and maintenance, in accordance with the Law on Energy Regulator<sup>34</sup>.

Following are presented the tariff retail structure of electricity for regulated consumers of KEK applied from June, 2012.

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<sup>32</sup> Annual report, 2011 <http://www.ero-ks.org/>

<sup>33</sup> Sierra Report – Analysis and KEK Comments on Reports of the Sierra Club, Electricity Potential for Kosovo, Reassessment of Options Availability for Energy in Kosovo

<sup>34</sup> Annual report, 2011 <http://www.ero-ks.org/>

## Customer Care Management in the Case of Kosovo Energy Corporation

Tariff Group	The level of supply Voltage	Tariff element	Unit	Time during Day	Pathz	
					High season	Low season
					1 Oct – 31 Mar	1 Apr – 30 Sep
0-1	220 V	Fixed customers	€/customer/month		182,53	
		Engaged power	€/kW/month		14,44	
		Active energy(P), of which	€/kWh		2,23	
0-2	220 V	<b>Fixed customers</b>	<b>€/customer/month</b>		<b>91,27</b>	
		Engaged power r	€/kW/muaj		6,09	6,09
		Active energy (P), of which	€/kWh	High tariff	7,07	2,09
			€/kWh	Low tariff	2,94	1,72
		Reactive Energy (Q)	€/kVArh		0,00	0,00
1	35 kV	<b>Fixed customers</b>	<b>€/customer/month</b>		<b>12,07</b>	
		Engaged power r	€/kW/muaj		6,33	6,33
		Active energy (P), of which	€/kWh	High tariff	7,39	3,20
			€/kWh	Low tariff	3,91	2,88
		Reactive Energy (Q)	€/kVArh		0,72	0,72
2	10 kV	<b>Fixed customers</b>	<b>€/customer/month</b>		<b>4,99</b>	
		Engaged power r	€/kW/muaj		5,45	5,45
		Active energy (P), of which	€/kWh	High tariff	8,28	3,69
			€/kWh	Low tariff	4,46	3,36
		Reactive Energy (Q)	€/kVArh		0,72	0,72
3	0.4 kV Category I (Large consumers of reactive energy)	<b>Fixed customers</b>	<b>€/customer/month</b>		<b>2,81</b>	
		Engaged power r	€/kW/muaj		3,17	3,17
		Active energy (P), of which	€/kWh	High tariff	9,20	5,11
			€/kWh	Low tariff	5,80	4,82
		Reactive Energy (Q)	€/kVArh		0,72	0,72
4	0.4kV Category II	<b>Fixed consumer's tariff</b>	<b>€/ consumer/month</b>		<b>3,18</b>	
		Active energy (P)	€/kW/month	Single tariff	11,33	11,33
		Active energy (P), of which	€/kWh	High tariff	13,64	8,94
			€/kWh	Low tariff	6,82	4,46
5	0.4kV Category II	<b>Fix tariffs for consumers</b>	<b>€/ consumer/month</b>		<b>2,27</b>	
		<b>Active energy (P) for consumption:</b>				
		<200kWh/month (First block):	€/kWh	High tariff	5,05	3,63
			€/kWh	Low tariff	2,54	1,81
		200-600kWh/month (Second block):	€/kWh	High tariff	7,00	5,01
			€/kWh	Low tariff	3,51	2,51
		>600 kWh/month (Third block):	€/kWh	High tariff	10,16	7,27
€/kWh	Low tariff		5,07	3,65		
6	0.4kV 1 tariff meter (1-value meter, Household)	<b>Fix tariffs for clients</b>	<b>€/ consumer/month</b>		<b>2,27</b>	
		<b>Active energy (P) for consumption:</b>				
		<200kWh/month (First block):	€/kWh	Single tariff	451	3,22
		200-600kWh/month (Second block):	€/kWh	Single tariff	6,24	4,46
>600 kWh/month (Third block):	€/kWh	Single tariff	9,05	6,49		
7	0.4kV (household)	Evaluated consumption:		€/ consumer/month		
		<200 kWh/month		€/ consumer/month		
		200-600 kWh/month		€/ consumer/month		
		>600 kWh/month		€/ consumer/month		
8	Public Light	<b>Fixed consumer's tariff</b>	<b>€/consumer/month</b>		<b>3,18</b>	
		Active energy (P) for consumption:	€/kWh	Single tariff	9,17	9,17

Tab.3. Tariff retail structure of electricity for regulated consumers of KEK applied from June, 2012<sup>35</sup>

### 3.5 Other energy sources in Kosovo

Kosovo has various natural resources which in the future may be a quality source for development. From 9 strategic minerals in the world, Kosovo has, such as nickel, zinc, lead and coal. Requirements that are planned per year for these minerals are quite large (5% nickel, zinc 4.9, Lead 5.7 and coal 5.5%)<sup>36</sup>

Among the natural resources of Kosovo is also the biosphere (sun, air, water, etc.). Biosphere has very special importance because does not pollute the environment, heavy polluters are the KEK and Trepca, where KEK works with significantly reduced capacity while the second mostly does not work at all.<sup>37</sup>

Among the natural resources of Kosovo are the climate, land and mountains. In Kosovo are three types of Mediterranean climate, variable, continental and mountain. The main source of primary energy in Kosovo is coal - lignite. Other energy sources such as oil, gas and uranium are not yet explored<sup>38</sup>

Energy sector in Kosovo continues to be a very high problem. Despite domestic and international investments, Kosovo continues to live in a constant energy crisis characterized by pollution from coal production, with old grid and inefficient distribution transmission and large technical and commercial losses.

While other sources called renewable energy which are not available at present in Kosovo are: hydro potential energy / water potentials researched in 2006, while in 2008 are appraised potentials of solar energy, gas, wind, bios mass and geo thermal water.

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<sup>35</sup> Energy Regulatory Office " Tariff retail structure of electricity for regulated consumers of KEK to be applied from 1 June, 2012

<sup>36</sup> Ministry of Energy and Mining Report 2009-2018

<sup>37</sup> Ministry of Energy and Mining Report 2009-2018

<sup>38</sup> <http://www.scribd.com/doc/47774337/RESURSET-NATYRORE-TE-KOSOVES>

Different projects have been done on renewable energies such as: public awareness campaign on energy efficiency/savings in primary and secondary schools in 2006, in 2005 was held seminar on the Role of energy efficiency and BRE then in 2008 course study for Energy Audit on EE measures in some public buildings, also drafting tender procedure for the construction of small hydro power plants in 2008, while the promotion of solar energy is developed in 2008 by installing solar panels on some of the Universities, Clinic, and Student Centre in Prishtina.

According to the strategy on energy in Kosovo, in the context of rational research of energy and increasing the efficiency, consumption of renewable energy resources, and the introduction of new technologies that do not harm the environment, all of these strategies are defined by implementation of international standards.

Energy institutions include MEM Ministry of Energy and Mines, Energy Regulatory Office and the Independent Commission for Mines and Minerals (ICMM), while major energy corporations are: system operator, transmission operator and the electricity market in Kosovo (KOSTT) Kosovo Energy Corporation (KEK) and central heating utilities of cities. Drafting of growth policy, organization, regulation and management of the energy sector in the Republic of Kosovo is drafted through a set of laws that are in accordance with the European Union. Acquis<sup>39</sup>

### 3.5.1 Central Heating

As mentioned above one of the main sources of energy in Kosovo is also concentrated/central heating. These systems exist only in Prishtina, Gjakova and Mitrovica. These systems are stretched to a 3% of the requirements for space heating. This heating technology is based on heavy fuel oil combustion. Like electricity sector also the central

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<sup>39</sup> Part of literature from the energy sector in general are taken from the "Energy Strategy of the Republic of Kosovo 2009 - 2018" compiled by Ministry of Energy and Mines

heating sector faces a negative impact on the environment as well should be mentioned the low level of billing and collection of expended energy.<sup>40</sup>

Central heating sector, especially existing one in Prishtina -is facing financial difficulties and there was no opportunity to be sustainable and most of the time they are dependent on the Kosovo budget. Commercial losses are high due to poor management, as well as existing fees are not presently able to cover the cost of supply with the heating.

### 3.5.2 Water hydro potentials

Also water is considered as an important source from which Kosovo can benefit in terms of electricity production. Based on studies carried out in 2006 by Albanian experts, in Kosovo are identified 18 potential places for building small Hydro plants.

Their capacity is expected to be smaller as it was in the first locations: 22 MW. Finally, last year research from Albanian experts point out that it is possible to have at least 41 Hydro plants with capacity of 50MW.

These places will be distributed in 16 rivers: Iber, Llapi, Klina, River Morava Bincës, Istok, Nerodime river, Sitnica River, River of Aliaga, Drini i Bardhe - Jablanica, Lepenci the bottom, Prizren, Peja, Llocani. The total capacity of all these small HPP is expected to be somewhere between 131 MW or less than 1/10 of the actual demand of electricity in Kosovo.

It is anticipated, that the investment cost for all these small Hydro plants, will not exceed the amount of 162 million Euros. Since most of these would not pass power 5MW which means that there is no need for construction of the large dams which is a very important factor to avoid damaging aquatic world.<sup>41</sup>

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<sup>40</sup> Based on the paper guide "alternative approach for Energy" June, 2011

<sup>41</sup> Based on the paper guide " Alternative approach for Energy", June, 2011

## Customer Care Management in the Case of Kosovo Energy Corporation

In the table below are presented summarized data:

Basic parameters	2006	2009	2010	Total
Number of HEC Evidenced	18	20	41	79
Power-MW	58.6	22.6	50	131.2
ENERGY, GWH/VIT	270	110	253	633
INVESTMENTS, IN EURO	64.46	47.18	50.86	132.5
VALUE OF ENERGY ( Price 55 EURO/ MWH),	15.5	6.5	14.5	36.5
AVERAGE PERIOD OF PAYMENTS INVESTMENTS, YEARS	5.72	7.98	4.82	6.12

Tab.4. Water Hydro Potential <sup>42</sup>

Zhur hydro plant represents a good opportunity to produce a large amount of electricity. This hydro plant is expected to be the largest ever built one in Kosovo, installed capacity of 305 MW by building of this grand hydro plant will require a detailed analysis in order to implement this project from which will benefit citizens of Kosovo

	Capacity ( MW)	Production ( GWh)
Zhur 1	2x131	342.2
Zhur 2	43	55.39
<b>Total</b>	<b>305</b>	<b>397.6</b>

Tab.5. Hydro Power Zhuri<sup>43</sup>

The 305 MW power plants has been proposed as a peaking plant to help compensate for the variability in Kosovo demand. In the absence of gas reserves or a gas pipe line in Kosovo,

<sup>42</sup> Table taken from "Alternative access to Energy"

<sup>43</sup> "Alternative access to Energy"

and the inability of the existing coal power plants to quickly and reliably adjust production, the Zhur plant can be operated as a peaking plant.<sup>44</sup>

### 3.5.3 Wind Energy

Production of wind energy represents a good potential, and usage of this kind of energy is considered as a priority in terms of European standards on environmental protection. However, researches/studies conducted until now in Kosovo from meteorological institute data shows that Kosovo unfortunately, has not the right speed of the wind to produce energy.<sup>45</sup>

Moreover, the installation of wind turbines and generators are conduct of high costs and therefore the price of electricity produced by wind cannot be competitive against electricity generated from other sources (especially coal) (Dragusha, et al., 2009). Despite this fact, different investors in Kosovo have made the first installation for production energy.

The first investment was made in Golesh hill from a stock association German-Albanian "Wind-Power", company which has established three wind generators with a current capacity of 1.35 MW.<sup>46</sup>

The same company is planning to install similar generators placed in Artanë, Rahovec, Prizren and Gnjilane. Also, the company Belgium "Belenergy" is concentrated in Decan which is a suitable place for the construction of 150 wind turbines, which are expected to produce energy for the entire region of Dukagjin. This project is in the initial phase and the effects are expected to be seen late.

Even that the wind energy does not represent a high source which can support the general needs, it can be used as an important alternative for production of electricity.<sup>47</sup>

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<sup>44</sup> "Sustainable Energy Options for Kosovo" An analysis of resource availability and cost – Daniel M. Kammen, Maryam Mozafari and Daniel Prull, January, 2012

<sup>45</sup><http://rael.berkeley.edu/sites/default/files/Kosovo%20Energy%20Scenarios-19-Jan-2012.pdf>

<sup>46</sup> Sustainable Energy Options for Kosovo

### 3.5.4 Solar energy

Solar energy as a renewable source should be considered as an alternative to reduce electricity consumption in Kosovo, which mainly comes from coal. The fact that Kosovo is considered to have approximately 278 sunny days shows that this country has clear indications for use of this source.

Also, the intensity of radiation during these days is considered to be similar to those countries that have begun to install solar panels. According to the regulator's office, in Kosovo can be produced approximately 1100 to 1250 KW for m<sup>2</sup>.<sup>48</sup> However, according to numerous analyzes that have been made to install solar panels and lamps at the beginning it is expensive but the effects are visible, over the years you save money by exploitation of those panels. It is characteristic that these solar panels remain longer and require very little maintenance.<sup>48</sup>

### 3.5.5 Geothermal energy

Geothermal energy, that comes from the earth, and that does not emit gases that pollute the environment comes under the category of renewable energy.

In Kosovo geothermal energy started to be used only in recent years and the level of investment in this kind of energy is very low and largely investment are done in private sector.

Despite the high initial cost that requires installing geothermal system, benefits in the long term exceed the cost. Return of investment in the installation of geothermal system is estimated to be 4 to 5 years, depending on the capacity of the installation. According to a study done by Reinvest, replacing electricity with geothermal energy would result in a reduction of heating costs for four times. If such a replacement would be done at the national level, then a significantly will spear the electricity which would be used for heating.

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<sup>47</sup> Renewable & Appropriate Energy Laboratory Energy & Resources Group

<sup>48</sup> Alternative Approach for Energy – Report, 2011



### 3.5.6 Bio masses energy

Biomass fuels, substances used as biomass are: wood, crops, fertilizers, lander landfills etc. Advantages of using biomass energy are produced continually and easily accessible. The raw material is not expensive and if is not being used as fuel, will be deposited as waste.<sup>49</sup>

The weakness is that it frees some harmful gases, although in minimal amounts, and it is not always sufficient the amount of biomass that we have available for combustion therefore to be able to produce a certain amount of electricity we should a really use high amount. Sometimes uses also grains.<sup>50</sup>

Type of resources	Resource	GWh/y
Biomass, wood	0.9 mill m3	2812
Biomass, livestock	352.000 cattle, 152.000 sheep/goats	1363
Biomass, agriculture	0.30 mill ton straw	1200
Solid waste	0.44 mill ton	1229
<b>TOTAL</b>		<b>6604</b>

Tab.6. Theoretical renewable energy resources in Kosovo, GWh/year<sup>51</sup>

<sup>49</sup> <http://rael.berkeley.edu/sites/default/files/Kosovo%20Energy%20Scenarios-19-Jan-2012.pdf>

<sup>50</sup> Sustainable Energy Options for Kosovo – An analysis of resource available and cost

### 4. CURRENT CUSTOMER CARE MANAGEMENT OF KEK

Customer care in a way has been operating since the war, ie since 2000, where they performed various services for customers.

With the creation of KEK Supply Division in 2004 has started to function department for Customer, but in the professional manner since 2007-2008 and in this regard has been done a lot of hard work in service for Customers and protection of Customer rights

Number of Customer department personnel at district levels in Kosovo is about 45 and 25 operators in Call Center which functions in the framework of the Department for Customer. Customer Department is directed and focused directly on the execution and implementation of all customer service according to the laws on force, regulations, procedures, claims, demands, disputes, corrections, new customer connections etc.

Informs Customers about power cuts, debts, disconnection, breakdown in the network, receives calls from Customers, and call them. Advises Customers to energy savings and cost saving, guides the Customers, and performs all necessary services for customer.

According to Customer Department Manager, has a good relation with all organizations that deal with Customer protection, among them in the energy sector is the Department for Customer Protection in the framework of the Energy Regulatory Office.

Customer Department offers the following services:

1. Requirements and implementation
2. Complaints and their resolution;
3. Call Centre;
4. Legislation in force;
5. Guidelines for electricity saving

### 4.1.1 Requirements and implementation

This part includes: Registration of a new customer at KEK (Contract for domestic Customers, the contract for non-household customers and application form)

Change of owner respectively changing the file name of the account, changing meter - measuring point, closure account/closed account activation, Replacement of household Customer tariff group in commercial customer and vice versa, request for meter control, the request for consent electro-energy principle or general requirement re-looking, application for re-connection

### 4.1.2 Complaints-Resolution

According to the guidelines stated in the Kosovo Energy Corporation website, Customers can download the form online or by going to the office for the customer care.

Types of Customer complaints to the KEK are: Complaints for unregistered payment, complaints for opening balance account, complaints for not having bills, complaints charge over-limit, random billing complaints, and irregular reading, complaints about incorrect meter measurement, complaint for debt repayment for privatized property, complaint for debt repayment under court decisions, complaints about debt repayment for occupied properties, complaint for disconnection without notice and other types of complaint<sup>52</sup>.

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<sup>52</sup> <http://www.kek-energy.com/ankesatFur.asp>

Nr. referencës  
Broj Reference  
Refrenc number

**Formulari i Ankesave së Konsumatorit**  
Forma Žalbe Potrošača  
Customer Complaint Form

**Të dhënat mbi Konsumatorin / Podatci o Potrošaču / Customer Data**

Emri Konsumatorit Ime Potrošača Customer Name	Shifra e konsumatorit Šifra Potrošača Customer ID
Adresa Adresa Address	Nr. i Telefoni Broj Telefona Phone number
Nr. i Identifikimit Br. Lične Karte Unmik ID No	Nr. Njehsorit Br. Strujomera Number of meter
Shtegu Ruta Route	

**Vendosni shenjen / në llojet e ankesave / Stavite oznaku / na vrstu žalbe / Mark with / sing type of complais**

**B1**  Paguesa e kryer por e pa regjistruar në kartelën e kons. / Ne zavedena uplata na kartici potrošača / Payment made butr not registred in customer balance

**B2**  Bilanci fillestar jo korrekt / Neispravno početno zaduženje / Outstanding balance not correct

**B3**  Mos marja e faturave me rregull / Neredomno primanja faktura / Non regulary received bills

**B4**  Ngarkesë me mbi limit jo korrekt / Neispravno zaduženje blok tarife / Charged over limit incorrectly

**B5**  I ngarkuar fat, paushall por deshiron të fat. bazë konsumit të matur / Zadužen Fakturisan paušal ,želim zaduženje na osnovu merene potrošnje / Fixed rate,want to be billed on measured consup.

**B6**  Leximi jo korrekt / Ne korektno očitavanje / Incorrect reading

**B7**  Leximi jo i rregullt / Ne redovno očitavanje / Non rregulary reading

**B8**  Matja jo e saktet e njehsorit / Neispravno merenje brojila / Bill measuring of meter uncorrect

**B9**  Kërkesë për shlyrje borxhi (Vendim HPD ose Gjykatës) / Zahtev za brisanje duga (Rešenje HPD ili Suda) / Request for clearing of debt (HPD or Curt Decision)

**B10**  Shkyqje pa njofim / Isključenje bez obavještenja / Disconnected without notification

**Tjera / Drugo / Others**

Konfirmoj që të dhënat e shenuara janë të sakëta dhe se unë jamë mbajtësi i llogarisë së KEK-ut dhe përgjegjës për pagesat e shërbimeve të KEK-ut. Ovim potvrđujem da su podatci tačni i da sam imalac KEK-ovog računa i odgovoran za plaćanje usluga KEK-a. I hereby confirm that the information filled in this form are correct and that I am the KEK account holder responsible for paying KEK services.	Nenshkrimi Potpis Signature
	Data Datum Date

CO1 Ankesa e konsumatorve / Žalba potrošača / Customer Complaint - form

Fig.3. Complaint form <sup>53</sup>

<sup>53</sup> Fig .4. Complaint form - <http://w.kek-energy.com/doc/df/formaAnkeses.pdf>

### 4.1.3 Call Centre

Within the Department for the Customer is “Call Centre” where Customers have the right in case of problems to contact the sector within 24 hours via phone number or electronic e-mails. Through this calls the Customer can be informed about: debt, monthly bill, monthly instalment schedule reductions, service procedure also to report denunciation, breakage or any other complain<sup>54</sup>.

### 4.1.4 Law on force

Customer department includes also the legislation on force which means that the work of KEK is based on this legislation. All registered Customers and those wishing to become regular Customers of KEK are treated according to this legislation regardless of any complaints or request.

### 4.1.5 Guidance for energy savings

In this part KEK was consulting Customers of the best ways for saving of the electrical energy.<sup>55</sup>

According to KEK, the electricity can be saved in many methods, some of them mentioned are: insulation heating or cooling of the environment, accumulating energy, electric ovens, water heater (boiler), washing machines, drying machines, microwave, air conditioning, fan, fridge, freezer (Frizi), lighting and other equipment

According to Customer Care Manager has pointed out that the only complicated types of requirements or complains they try accomplishing.

Bellow you can find tables with data for the year 2010, 2011 and up to July 2012.

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<sup>54</sup> <http://www.kek-energy.com/qendraThirrhsejes.asp>

<sup>55</sup> <http://www.kek-energy.com/legjFur.asp>

According to these data we can see what types of complaints Customers address:

*B1 Non checked payment*

*B2 Wrong initial balance*

*B3 Non Acceptance of bills*

*B4 Overlimit*

*B5 Change of the lump sum*

*B6 Improper reading*

*B7 Irregular reading*

*B8 Not accurate meter*

*B9 Requests for debt payment*

*B10 Over Load with VAT*

*B11 Other*

## Customer Care Management in the Case of Kosovo Energy Corporation

Type of complaints	-Received copmlaits - and finished	DPR	DPZ	DPE	DFE	DGL	DMI	DGJ	Total
B1-Non registered payment	<b>Complaints</b>	212	365	0	2	3	3	0	<b>585</b>
	<b>Finished</b>	190	562	48	0	3	1	0	<b>804</b>
B2-Wrong initial balance	<b>Complaints</b>	22	13	1	10	6	9	0	<b>61</b>
	<b>Finished</b>	23	2	0	1	1	2	0	<b>29</b>
B3- Non acceptance of bills	<b>Complaints</b>	0	0	0	0	4	0	0	<b>4</b>
B4- Over limit	<b>Complaints</b>	1300	0	0	670	155	6	28	<b>2159</b>
	<b>Finished</b>	1316	0	0	627	125	6	0	<b>2074</b>
B5-Change of lump sum	<b>Complaints</b>	803	0	20	16	44	57	16	<b>956</b>
	<b>Finished</b>	909	0	16	0	64	21	1	<b>1011</b>
B6-Improper reading	<b>Complaints</b>	1612	1116	218	846	96	168	105	<b>4161</b>
	<b>Finished</b>	1687	1287	887	734	215	355	289	<b>5454</b>
B7- Irregular reading	<b>Complaints</b>	312	606	26	59	103	453	577	<b>2136</b>
	<b>Finished</b>	261	648	73	360	157	274	472	<b>2245</b>
B8-Not accurate meter	<b>Complaints</b>	99	114	0	42	72	217	58	<b>602</b>
	<b>Finished</b>	73	148	15	11	106	217	11	<b>581</b>
B9-Request for debt payment	<b>Complaints</b>	114	62	112	27	0	24	25	<b>364</b>
	<b>Finished</b>	95	84	0	17	6	7	14	<b>223</b>
B10- Overload with VAT	<b>Complaints</b>	14	3	0	0	1	0	0	<b>18</b>
	<b>Finished</b>	14	3	0	0	1	0	0	<b>18</b>
B11-Other	<b>Complaints</b>	3278	991	250	1043	1320	913	1257	<b>9052</b>
	<b>Finished</b>	3873	1050	879	845	1329	605	593	<b>9174</b>
<b>Total</b>	<b>Complaints</b>	<b>7,886</b>	<b>3,270</b>	<b>627</b>	<b>2,715</b>	<b>1,804</b>	<b>1,850</b>	<b>2,066</b>	<b>20,218</b>
	<b>Finished</b>	<b>8,561</b>	<b>3,784</b>	<b>1,918</b>	<b>2,595</b>	<b>2,011</b>	<b>1,488</b>	<b>1,380</b>	<b>21,737</b>

Tab.7. Customers complaints according to the types during the year 2010 received/finished.

## Customer Care Management in the Case of Kosovo Energy Corporation

Type of complaints	-Received copmlaits - and finished	DPR	DPZ	DPE	DFE	DGL	DMI	DGJ	Total
B1-Non registered payment	Complaints	229	462	27	1	-	-	-	719
	Finished	215	500	55	-	-	-	-	770
B2-Wrong initial balance	Complaints	41	19	2	3	12	5	-	82
	Finished	39	8	-	-	4	1	-	52
B3- Non acceptance of bills	Complaints	1	-	-	-	1	-	-	2
B4- Over limit	Complaints	982	-	24	238	114	-	-	1,358
	Finished	575	-	-	295	173	-	-	1,043
B5-Change of lump sum	Complaints	134	-	46	88	509	19	14	810
	Finished	393	-	14	150	1,132	17	4	1,710
B6-Improper reading	Complaints	2,295	1,832	1,434	1,397	98	2,203	3	9,262
	Finished	6,412	2,375	1,376	199	314	2,683	2	13,361
B7- Irregular reading	Complaints	313	542	65	33	92	343	849	2,237
	Finished	370	631	71	-	146	218	665	2,101
B8-Not accurate meter	Complaints	40	80	2	14	16	114	40	306
	Finished	24	99	26	-	60	106	26	341
B9-Request for debt payment	Complaints	222	36	147	25	5	18	3	456
	Finished	199	116	44	-	-	3	2	364
B10- Overload with VAT	Complaints	22	-	-	-	-	-	-	22
	Finished	19	-	-	-	1	-	-	20
B11-Other	Complaints	3,894	1,034	705	503	3,125	1,251	1,651	12,163
	Finished	5,227	839	1,297	328	3,154	582	896	12,323
<b>Total</b>	Complaints	<b>8,173</b>	<b>4,005</b>	<b>2,452</b>	<b>2,302</b>	<b>3,972</b>	<b>3,953</b>	<b>2,560</b>	<b>27,417</b>
	Finished	<b>13,473</b>	<b>4,568</b>	<b>2,883</b>	<b>972</b>	<b>4,985</b>	<b>3,610</b>	<b>1,595</b>	<b>32,086</b>

Tab.8. Customers complaints according to the types during the year 2011 received/finished.



## Customer Care Management in the Case of Kosovo Energy Corporation

Type of complaints	-Received copmlaits - and finished	DPR	DPZ	DPE	DFE	DGL	DMI	DGJ	Total
B1-Non registered payment	<b>Complaints</b>	106	108	43	1	-	-	-	<b>258</b>
	<b>Finished</b>	121	117	43	-	-	-	-	<b>281</b>
B2-Wrong initial balance	<b>Complaints</b>	2	6	-	-	3	-	1	<b>12</b>
	<b>Finished</b>	2	-	-	-	3	-	-	<b>5</b>
B3- Non acceptance of bills	<b>Complaints</b>	-	-	-	-	1	-	-	<b>1</b>
B4- Over limit	<b>Complaints</b>	688	-	37	71	21	-	-	<b>817</b>
	<b>Finished</b>	574	-	-	60	30	-	-	<b>664</b>
B5-Change of lump sum	<b>Complaints</b>	110	-	33	57	37	17	5	<b>259</b>
	<b>Finished</b>	159	-	14	457	294	13	-	<b>937</b>
B6-Improper reading	<b>Complaints</b>	1,220	790	1,559	411	125	244	-	<b>4,349</b>
	<b>Finished</b>	1,961	1,582	683	301	364	492	-	<b>5,383</b>
B7- Irregular reading	<b>Complaints</b>	198	197	92	-	95	271	314	<b>1,167</b>
	<b>Finished</b>	264	243	45	-	179	213	212	<b>1,156</b>
B8-Not accurate meter	<b>Complaints</b>	39	24	1	2	31	138	6	<b>241</b>
	<b>Finished</b>	13	46	36	-	49	138	3	<b>285</b>
B9-Request for debt payment	<b>Complaints</b>	80	25	176	4	2	6	1	<b>294</b>
	<b>Finished</b>	69	30	67	1	1	3	-	<b>171</b>
B10- Overload with VAT	<b>Complaints</b>	10	-	-	1	-	-	-	<b>11</b>
	<b>Finished</b>	8	-	-	1	-	-	-	<b>9</b>
B11-Other	<b>Complaints</b>	3,871	391	993	161	2,352	641	1,071	<b>9,480</b>
	<b>Finished</b>	4,361	394	1,425	467	2,655	281	707	<b>10,290</b>
<b>Total</b>	<b>Complaints</b>	<b>6,324</b>	<b>1,541</b>	<b>2,934</b>	<b>708</b>	<b>2,667</b>	<b>1,317</b>	<b>1,398</b>	<b>16,889</b>
	<b>Finished</b>	<b>7,532</b>	<b>2,412</b>	<b>2,313</b>	<b>1,287</b>	<b>3,575</b>	<b>1,140</b>	<b>922</b>	<b>19,181</b>

Tab.9. Customers complaints according to the types covering the period from January-July 2012 received/finished<sup>56</sup>

<sup>56</sup> The statistic are taken from Customers servile department of KEK.

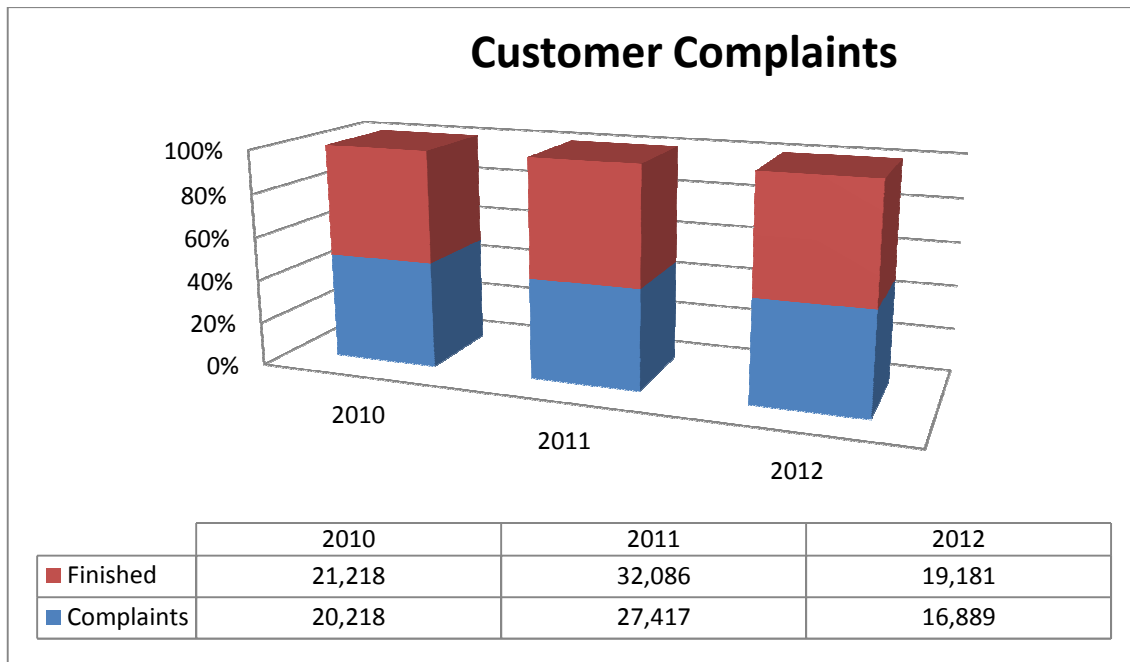


Fig. 4. Customer complaints of the years 2010, 2011 until July of 2012

Above you can see tables which show complaints of Customers for the period 2010/2011 until July 2012.

According to the department for Customers usually are reported the same complaints. Statistic from this department shows that every year more and more work is being done in this regard.

If we analyze the received complaints for 2010 which are 20,218 and finished are 21, 737 it is visible the difference of the work which was done 1.519.

In the year 2011 received complaints are 27, 417 finished 32, 086 and the difference 4, 669 complaints. Also in the year 2012 for the period January-July the number of received complaint 16, 889 and finished 19, 181 with the difference 2, 292 work which was finished by KEK.

According to the Customer department they usually deal with Customers complaints and try to finish them as soon as possible but in mean time there are much more new request submitted by the Customers.

Types of complaints:

**B1 None checked payment** -This type of complaint is filed in the case when Customer has paid the bill and the same bill is not registered as paid one and the Customer notice that on receipt. This happens most often when the invoice is paid through the bank office and the transaction is not authorized. The team of this department responds immediately to the bank and in the next bill the customer has reduced the paid amount.

**B2 Wrong initial balance**– These happen when the Customer starts paying the electric energy and realize that initial balance is wrong.

**B3 Non acceptance of bills**-The number of this complaint is low according received data because it is very rear that the bill is not submitted to the Customer. This can be visible upon delivery of the second month receipt which will be much higher.

**B4 Over limit** – This type of complaint is made in cases where reading is not done regularly, for example, two or more months, then collected kilowatts are high, and spending 600 kilowatt is treated as over limit and the price/bills are higher. The customer can make a complaint for improper reading or over limit then the department checks the data and does the correction.

**B5 Change of lump sum** - This type of complain are of the Customers which have been categorized on the part of the lump sum where the process has determined to which extent the Customer can pay the bill. But according to the Department for the Customer, this type of service does not exist anymore and it has been eliminated due to some abuses.

**B6 Improper reading** – This complaint is part of the service and collectors, occurs in the case when the customer sees that within two months the bills is low while in another month two or three times higher. This is because in the first time the reading was not correct.

According to the department for Customers this issues have been eliminated due to the fact that collectors of time meter can be punished with termination of employment.

**B7 Irregular reading** – This complaint is not happening any more because of often visits of the KEK workers.

**B8 None accurate meter** – In cases where the meter does not register correctly, but register more or less kilowatt on higher or lower fee or in both tariffs meter then need to be sent for test the calibration and based on factual, minutes and other records needs to be adjusted kilowatts.

**B9 Request for debt payment** – These types of claims are in the cases when the Customer complains for not liquidating the debt which happens for technical reasons in the financial department in this cases the department takes action for correction of the bill.

**B10 Over load with VAT** – In this case KEK has released a portion of customers with most difficult financial conditions, but for technical mistake happens to be issued a VAT invoice to the customer.

**B11 Other** – According to the department for Customer in this group is part of different types of complaints, such as: not functioning office for appeals which is established for Customers, there are other cases when the customer complaints to the KEK worker for bad service.

## 5. RESULTS FROM RESEARCH

I have focus on details about the customer service regarding the electric energy as part of my master thesis and to carry out a research with public opinion. Having on mind that my focus was on the rights of the consumers I have included survey of consumers of electricity in Kosovo expressing their impressions about "customer service electricity". Also through this survey I have manage to asses some problems and issues which citizens of Kosovo are faced with regarding the electricity.

### 5.1 Methodology of activities and research

Initially I have prepared the questioner with 24 questions. The questions were done starting from my family opinion about the service which KEK provides, close friends, public opinion, documentary and different TV broadcasts. 284 questioners on public opinion addressed KEK were done in some of municipalities in Kosovo which are listed below:

Municipalities	URBAN	RURAL	Conducted Questionnaires
PEJA	15	5	20
MITROVICA	10	5	15
GJAKOVA	15	5	20
GJILAN	10	5	15
PRISTINA	80	20	100
PRIZREN	15	5	20
FERIZAJ	15	5	20
SHTIME	10	5	15
FUSHE KOSOVA	10	5	15
OBILIC	25	0	25
LIPJAN	17	2	19
<b>TOTAL</b>	<b>222</b>	<b>62</b>	<b>284</b>

Tab.10. Interviewed places

## Costumer Care Management in the Case of Kosovo Energy Corporation

According to the places mentioned above I have focused in towns which are in surrounding of Pristine and main cities of Kosovo but mostly the problems still exist in rural areas / villages.

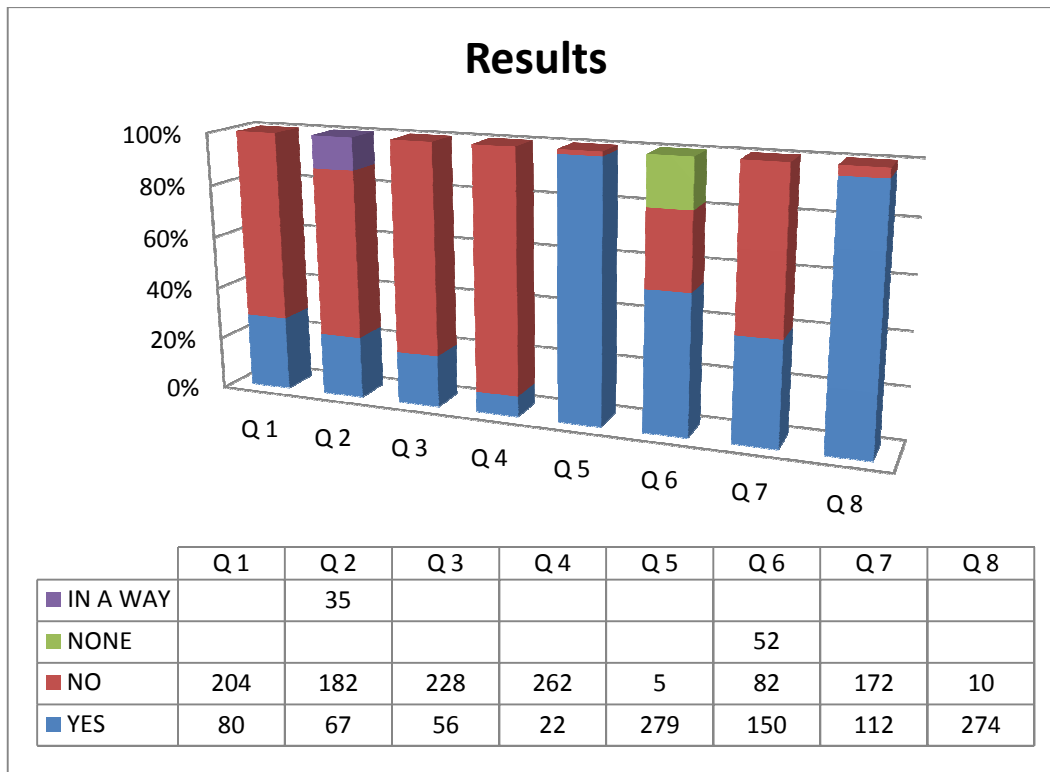
Total of 284 questionnaires were conducted of which 50 were female and the rest of the respondents were male, 80% of the survey were mainly contributing to payment of electricity. According to the social structure of interviewed 246 were employed, 35 un-employed and 3 of them have been retire.

In the table below are details of the interviewed:

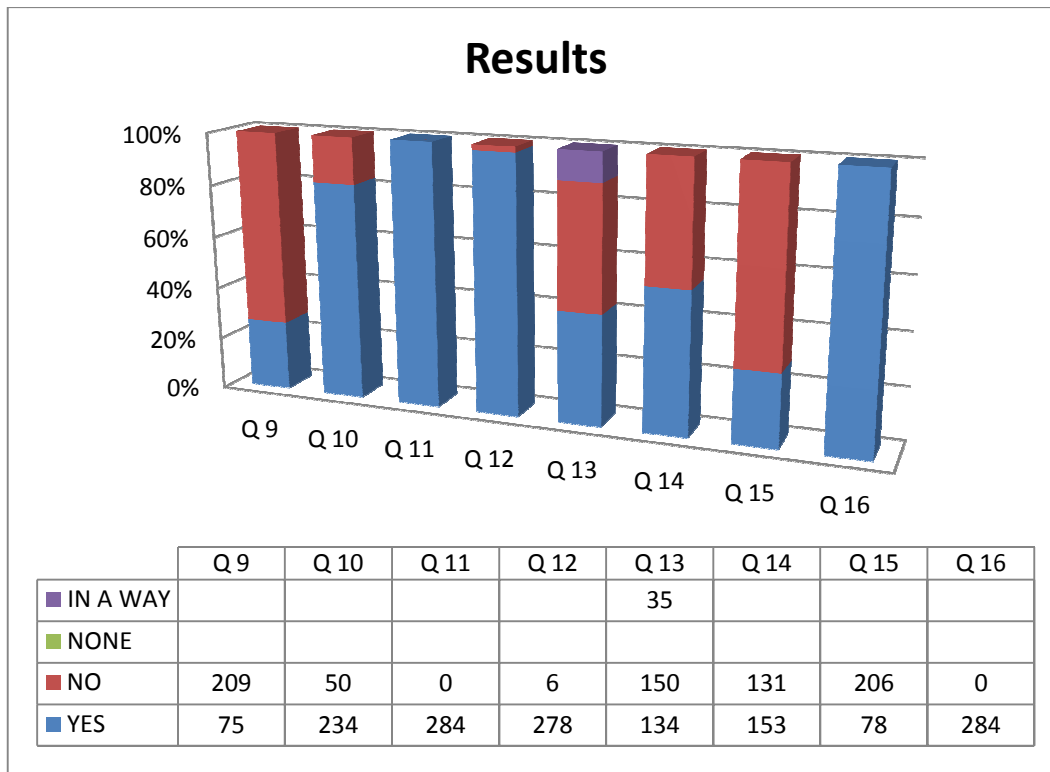
GENDER		AGE				
F	M	20-30	31-40	41-50	51-60	61- higher
50	234	20	135	64	65	3

Tab. 11. Survey data collected by age and gender

Below you can find the summary of costumer responses including also their recommendations to the department for costumer rights.



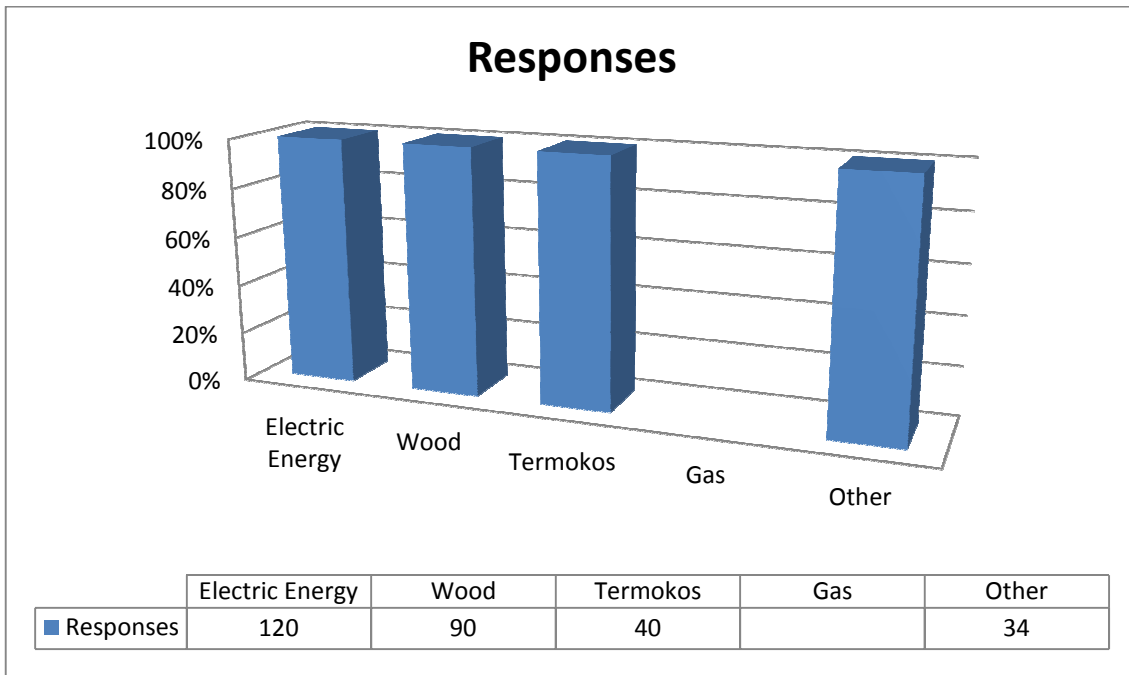
QUESTIONS	DESCRIPTION
Q1	Are you the main contributor of electric energy ?
Q2	Are you satisfied with KEK service ?
Q3	Do you have problems with supply of electric energy ?
Q4	Do you think that the prices are reasonable ?
Q5	Are you responsive in payment of bills ?
Q6	Are you satisfied with the informations which is shown in the receipt ?
Q7	Have you ever made a claim to the Customer Department ?
Q8	Do you think that in KEK exist nepotism ?



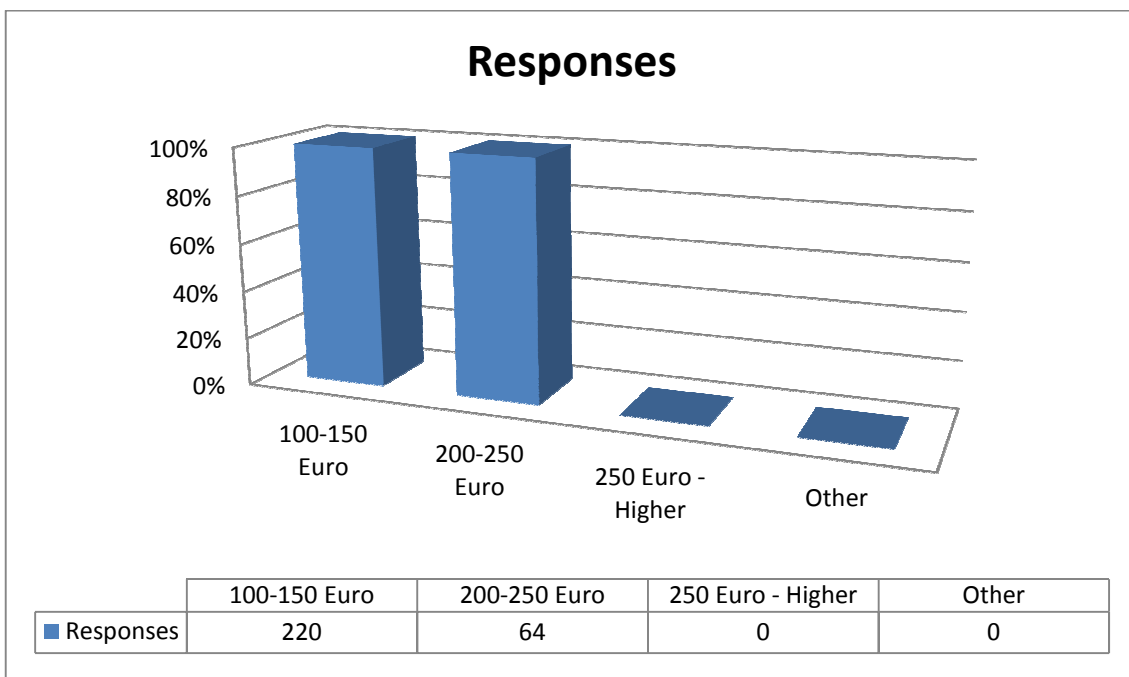
QUESTIONS	DESCRIPTION
Q9	Do you think that with privatization of KEK the Customer Service will be increased ?
Q10	Do you know your rights and your obligations toward KEK ?
Q11	Do you think that KEK is using the current monopole position of Electric Energy in Kosovo ?
Q12	Do you think that in KEK exist corruption ?
Q13	Did regularly correct amount of current that spent energy was read ?
Q14	Is your clock meter read regularly?
Q15	Have the power cuts caused destruction of your electrical equipment
Q16	If you were able to be supplied with electricity by other company will you accept ?



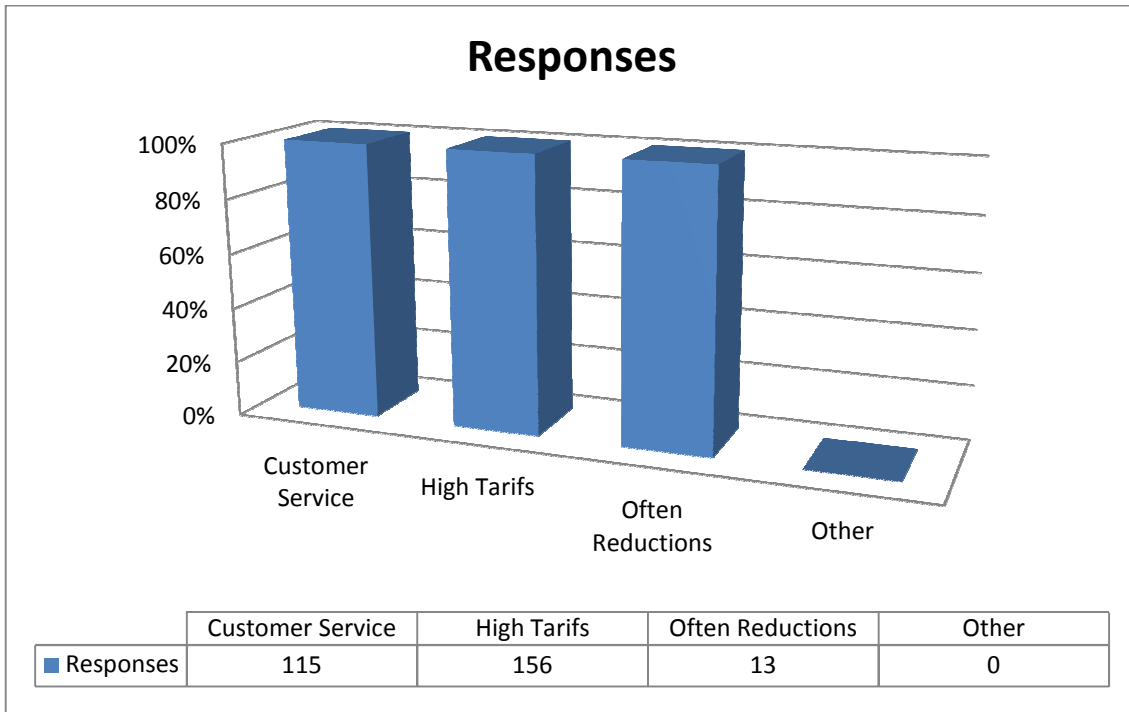
**Q 17 What kind source of heating you use in your house/apartment during the winter?**



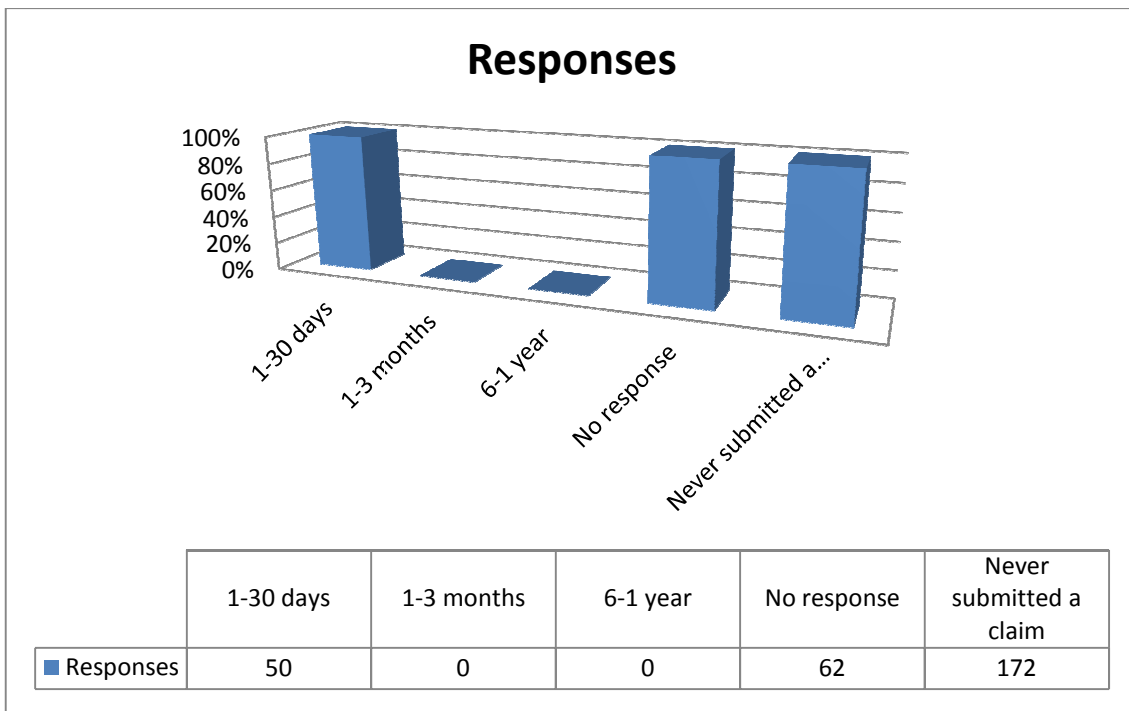
**Q 18 What is the average consumption of electric energy during the winter?**



Q 19 Which are the main basic problems which KEK is face for the moment?



Q 20 How long was KEK response after submitting the claim?



**Q 21 If you think that in KEK exist corruption, which are the reasons?**

**Option 1:** Because the KEK collector has request cash money.

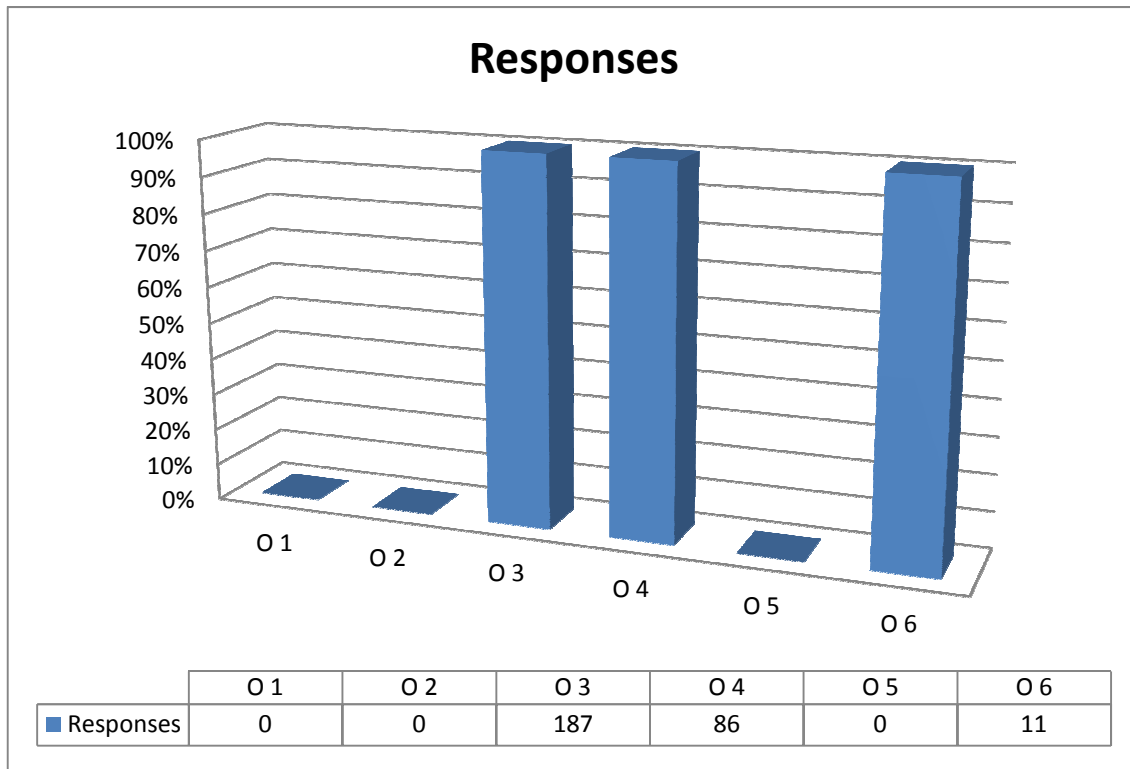
**Option 2:** Because I could not finish any service without bribe.

**Option 3:** This is general opinion.

**Option 4:** Because there are power cuts of electricity.

**Option 5:** This conclusion is from different reports broadcast in media.

**Option 6:** Other



### Q 22 What you would like to know about KEK?

**Option 1:** How can I pay Electric Energy?

**Option 2:** How much I have spent each time?

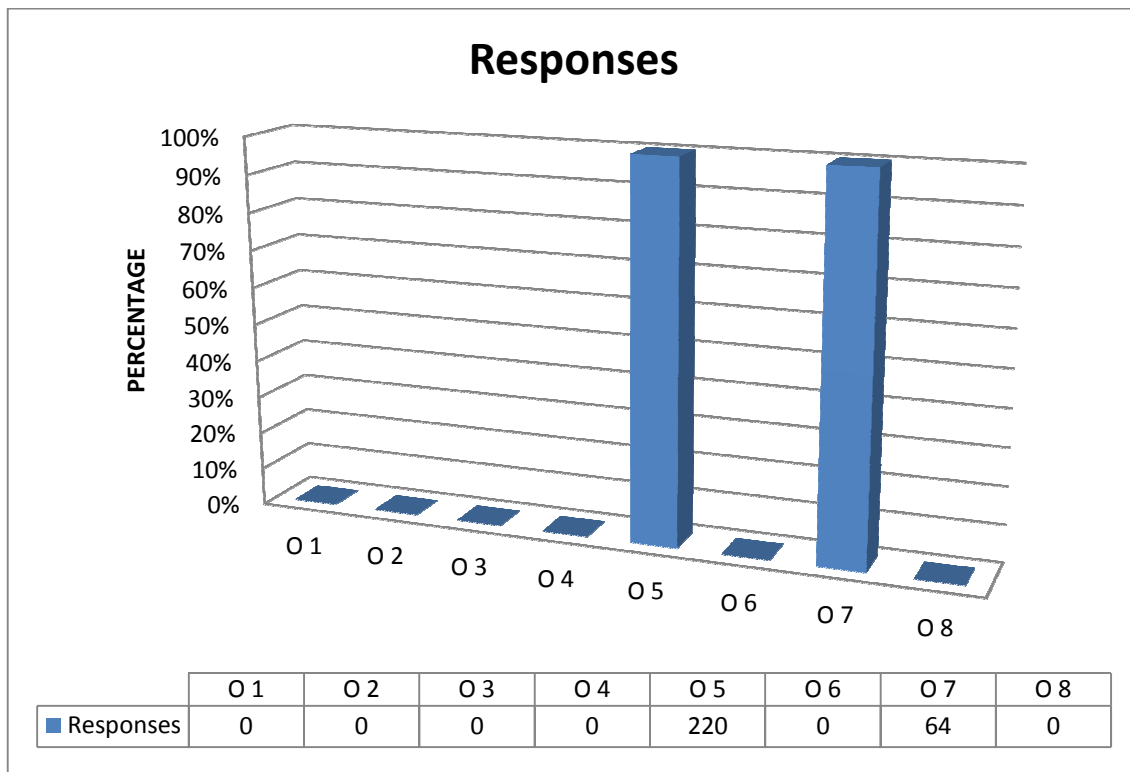
**Option 3:** How can I save energy?

**Option 4:** Which are the prices?

**Option 5:** To how should I address in case of problems?

**Option 6:** Where should I complain when I'm not satisfied with services to be informed in which category I belong?

**Option 7:** All above mentioned issues



### 6. CONCLUSION AND RECOMMENDATIONS

Completion of thesis is based on the theoretical and practical summary of the data and information's obtained from various reports published on the web sites of the relevant entities, Customer department, and different written articles regarding the electrical energy and also from answers of public opinion.

The survey showed that the majority of interviewers had major dilemma regarding KEK situation in general, without focusing only on service, which has come to my conclusion that if we had other options we will select another company.

This would be the same as when we go in the municipality regardless of our waiting's, bad behaviour of responsible persons who provide service and we still have to deal with this impossible situation for the only reason which is lack of other options. This was also seen in one of the questions in questioner where over 90% of the Customers will choose another company if they had other option for electricity service.

If we analyze all the responses of respondents through the above-mentioned places, including urban and rural areas, it appears that public opinion in Kosovo regarding KEK service about electricity mostly are not satisfied even though most haven't submit complaints to the office of customer service, but its noted that the electricity supply situation significantly improved in the last 2 years.

Most of the respondents stated that their complaints are more fundamental than just the energy service, by pointing out corruption, mismanagement and high prices. Major concerns of the citizens of Kosovo were about selling assets, specifically now with the privatization of part of the distribution where as a consequence stressed that there will be changes but not their best interest.

As a conclusion of this research might say that Kosovo Energy Corporation consumers expect new results from the KEK including new service for them, the reduction of tariffs and prices, to invest in equipment as much as possible, not to be part of privatization, especially with the amount that was offered for this company because we know that Kosovo contains underground assets and these assets must be maintained and not be sold.

The main recommendation for current situation of the Department for Customer Service of Electric Energy is that it should urgently be improved in order to gain faith of the Customer. I recommend that this Department can change taking the following steps:

1. To organize a media campaign for informing costumers which steps to undertake in case they need to address any issue regarding KEK.
2. Costumers should be informed when it starts and ends winter/summer season and this can be don like;
  - With receipt –season to be specified with different colours in receipt
  - With webpage – to be created a rotation banner which is fulfilled with necessary information's for the change of seasons.
  - By printing of leaflets with information's: as price of tariffs, how can electricity be saved ( info regarding the expenditure of each household equipments info for the change seasons etc)
3. Customer should be informed regarding the limits of spending the electric energy, otherwise if he spends more than average to be informed regarding the tariff price.
4. To have possibility for customer to submit their claims through webpage, in electronic form with a user code and password where each costumer can be informed regarding how much electricity was spent. This part can be managed by Call Centre by responding to the requests/claims/info, in case there are sensitive issues this can be forwarded to the department for costumers.

5. To provide intensive training to the employees directly working with the Customer, if needed also to increase or restructure the staff since for the time being there exists staff at older age that have slower intensity on their work and deficiencies in technical knowledge and use of internal systems.
6. Electric billing inspectors are part of the Department for Customer Service, their job is not easy in contrary is very complicated although it might be seen from outside as a routine job. They visit directly the Customer to read clock meter, when there are damages to it or other technical problems. I recommend two possibilities for application of this process:
  - To assign a supervisor for the Electric billing inspector and together visit the Customer. That does not mean that the supervisor should be there all the times but at least once a month for each Electric billing inspector. The reason behind it is that the department be informed at all times about the level of satisfaction of the Customer.
  - The Electric billing inspector should report its visits and condition of the Customers also they should be asked to get more information about the Customers like contact number or e-mail address. After these reports are accepted they should be reviewed. The strategy behind it is very simple, the data is reviewed and the Customer is visited, here we can engage the Call Centre Unit which can call the Customer or contact them by e-mail asking for any remarks or problems regarding this procedure and if yes their problems should be noted.

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- “*Perfect Phases for Customer Service*”, Second Edition – Author: Robert Bacal;
- Strategic Customer Service – Author: John A. Goodman, “*Managing the Customer Experience to Increase Positive*”, 2009;
- “*Word of Mouth, Build Loyalty, and Maximize Profits*” Author: John A. Goodman, 2009;
- “*Customer Care*” – Frank Atkison, 2011;
- “*English for Customer Care*” – Rosemary Richey, 2003;
- “*Customer Care Department at KEK*” – Petrit Pepaj – Office Director of Regulatory Affairs, Sabri Ternava – Manager of the Department of Customer, Mustaf Tahiri – Expert for essential projects.



## APPENDIX

### QUESTIONER

Electrical Energy Status in Kosovo

Please if you can share max 5 min of your time to complete the questionnaire regarding the status of Kosovo Electricity. We ask that your responses to transparent because these data will help us a lot to be informed with the current state of this issue and initiate a better choice in the future.

Thank you very much for your time

*With respect,*

*ARBENITA KRASNIQI*

### **GUIDANCE:**

**In response box you can pick X or  $\surd$  mark or you can even circle whatever choice is easier for you. Only mark with pen response that you thing is suitable for the current situation of electricity**

**PLEASE MARK THE AGE YOU ARE.**

<input type="checkbox"/>	20 – 30 YEARS
<input type="checkbox"/>	31 – 40 YEARS
<input type="checkbox"/>	41 – 50 YEARS
<input type="checkbox"/>	51 – 60 YEARS
<input type="checkbox"/>	61 - MORE

**Please mark the gender?**

Female

Male

**Are you employed?**

Yes

No

**Are you the main contributor in payment of electricity in your family?**

Po

Jo

No, also other members of family contribute.

**Please mark the town where you live?**

Prishtinë

Pejë

Gjakovë

Prizren

Mitrovicë

Gjilan

Ferizaj

If you don't live in above mentioned town please specify the town or village.

**Are you satisfied with KEK service?**

Yes

No

In a way

**Do you have problems with supply of electricity?**

Yes

No

Sometimes

**If yes how long is the power cut?**

Up to 1 hour

1 – 2 hour

3 hour – or more

**Have your equipment got destroyed by the cuts of electrical energy?**

Yes

No

**Do you think that the price of tariffs is reasonable for you?**

- Yes
- No
- Not at all
- Another answer \_\_\_\_\_

**Are you accountable with payment of receipt?**

- Yes
- No
- No, because I'm not satisfied with the service which they offer.
- I try to be accountable but I can't get balanced because of my financial circumstance.

**Are you satisfied with information presented on receipt?**

- Yes
- In a way
- Not at all

**What kind of sources of heating you use in your house/apartment during the winter?**

ELECTRIC ENERGY

WOOD

COAL

TERMOKOS

GAS

Other answer \_\_\_\_\_

**What is the average consumption of electric energy during the winter?**

100-150

200-250

250-more

Other answer \_\_\_\_\_

**Which are the main basic problems which KEK is face for the moment?**

- Service for Customer
- High tariff prices
- Often reduction of electric energy
- Other answer \_\_\_\_\_

**If you were able to be supplied with electricity by other company will you accept?**

- YES
- NO
- Maybe

**Have you ever submit a claim to service Customer office?**

- Yes
- No

**How long was KEK response after submitting the claim?**

- 1-30 days
- 1 - 3 months
- 6 months - 1 year
- 1 year – or more
- Never had a answer.
- Never submitted a claim

**Is your clock meter read regularly?**

- Yes
- No

**Is regularly read the exact amount of energy spent?**

- Yes
- No



**How do you assess the behaviour of the KEK workers during the distribution of bills and collecting debts?**

Not good

Average

Very bad

Very good

Good

**Do you think that with privatization of KEK the Customer service will be increased?**

Yes

No

Other answer \_\_\_\_\_

**What do you think will change with privatization of KEK?**

Tariff prices

Customer service

## Customer Care Management in the Case of Kosovo Energy Corporation

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Nothing

Everything

Other answer \_\_\_\_\_

**Do you think that in KEK exist nepotism?**

Yes

No

**Do you think that in KEK exist corruption (if yes why?)**

Yes

No

**If yes Why?**

Because the KEK collector has request cash.

Because I could not finish any service in KEK without bribe

This is a general opinion

Because there are power cuts of electricity

## Customer Care Management in the Case of Kosovo Energy Corporation

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This conclusion is from different reports broadcast in media

Other

**Do you know your rights and your obligations toward KEK?**

Yes

No

**Do you think that KEK has the advantage that continues to be a monopoly in the market in Kosovo (the only supplier of electricity in Kosovo)? Also, do you think that by being in this position is disadvantage for Customer?**

Yes

No

A lot

Not at all

Other answer \_\_\_\_\_

**What you would like to know about KEK?**

## Customer Care Management in the Case of Kosovo Energy Corporation

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- How can I pay Electric energy?
- How much I have spent each time?
- How can't I save energy?
- Which are the prices?
- To how should I address in case of problems?
- Where should I complain when I'm not satisfied with services to be informed in which category I belong? All above mentioned issues
- All above mentioned issues.
- None from above mentioned issues.

**In the end, please write your comments and answers to the above-mentioned questions or recommendations regarding electricity service addressed to Kosovo Energy Corporation (KEK).**

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