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Case Study

EVN in Bulgaria (C) - Making it work...



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“We expected that 50% of the customers would not pay”—Kalina Trifonova

The tension built in the management team of EVN Bulgaria, a subsidiary of the Austrian energy provider EVN. It was a chilly day in February 2008 at 7 a.m. and Stefan Szyszkowitz, the Managing Director of EVN Bulgaria and his colleagues were standing at one of the entry roads to Stolipinovo Bulgaria’s largest Roma ghetto, which was situated right in the center of EVN’s service area. They watched police cars pull up and a small crowd gather. Today was the last day of the grace period for the Stolipinovo residents to pay their first energy bill to their new electricity provider EVN. The company had invested into the modernization of the broken electricity grid in the run down quarter, installed more than 5,000 distant-reading meters, 112 km of electricity lines, opened two cash salons in Stolipinovo and negotiated terms of payment of current consumption and old debts with Roma leaders in exchange for a reliable 24 hour electricity supply to the quarter. The whole endeavor was a big effort for the newly structured company under EVN’s ownership and also a big economic and reputational risk.

The Roma issue was a hot topic in Bulgaria, fuelled by accusations of discrimination and everlasting stereotypes ranted by the media and populist politicians against this population group, which belonged to the very bottom of the society. Even though Szyszkowitz had personally taken part in the ongoing mediation process between the company and the Roma community, he could not fully judge the situation. For the last time, he and the project team discussed their options in case of non-payment of the bills. About 60% of the customers had already paid their bills so far.

This case was prepared by Barbara Coudenhove-Kalergi and Christian Seelos as the basis for class discussion rather than to illustrate either effective or ineffective handling of an administrative situation.

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*...this case should be used together with the case: *EVN in Bulgaria (B) - Engaging the Roma Community*. *EVN in Bulgaria* cases (B) and (C) can be used as standalone cases or together with the following case which is available from IESE Business School Publications (<http://www.iese.com/en/>): *EVN in Bulgaria (A): “Eastern Fantasy” Meets Eastern Reality* (SM-1565-E).

This was more than EVN had expected but much less than was needed for the profitability of the project. If the defaulting rate would not go down to under 10% in the next couple of months, the investment would be deemed as sunk and the project a failure.

Szyszkowitz checked his watch. There was one hour left before the first cut-offs were about to start. Would the Roma pay? How would they react to the cut-offs of the defaulters? Would EVN's effort to engage with this problematic community pay off?

Breaking the Conventional Logic

"Everything EVN does rightfully follows an economic logic. But with Stolipinovo, we had to define a new playing field, because on the original playing field, no solution could be found. I think one of the most important elements of the solution was to break the traditional logic."—Stefan Szyszkowitz

When EVN Bulgaria as new owner of the former state-owned electricity company was openly accused of discriminating Bulgarians by continuing the electricity regime and not collecting the outstanding debts and the media began to hunt the company, Stefan Szyszkowitz decided to act. For him personally the Stolipinovo issue was not only a question of business but also a humanitarian question. He was simply not ready to leave thousands of Roma without electricity—especially during the heating season. Therefore, after a careful analysis of all Roma neighborhoods in EVN's service area, a working group was installed, which worked simultaneously on two approaches to the problem:

1. The development of a business model based on a technical approach to bring the especially run down parts of the electricity grid up to a state of the art-level. The technical approach consisted of the replacement of the old meters, electricity lines and renovation of the transformer stations—basically to install a completely new electricity provision system.
2. A mediation process with Roma leaders to negotiate terms and forms of mutual support and cooperation with the goal to turn them into normal customers.

To find the right persons among the heterogeneous Roma community to talk or even to negotiate with proved to be nerve-wracking and took several months. Finally—with the help of the lawyer Daniela Michalova, who worked for the Helsinki Committee for Human Rights and was an expert in Roma culture speaking also Romany—, trustworthy leaders could be identified.

Before the decision for the challenging technical repair of the grid and the installation of the new meter system in Stolipinovo could be taken, it was necessary to find an agreement with the Roma in terms of a trouble-free process and to discuss the simple offer EVN wanted to present: 24-hour electricity supply in return for regular and correct payment. The offer was based on the assumption that as a consequence of ongoing discrimination and manipulation of the Roma, non-payment was not primarily rooted in lack of affordability but in unwillingness to pay. This assumption was backed by field research by the Bulgarian chapter of the Helsinki Committee for Human Rights on Roma's attitudes regarding payment for communal services like electricity or water supply. The finding of the research showed that the most important precondition for the Roma to pay the bills was equal and non-discriminatory treatment as customers.

Starting a mediation process—get to know the customer

“The first community meeting was arranged in a coffee shop in Stolipinovo with identified Roma leaders,” Szyszkowitz recalls. He was accompanied by other members of the management board in order to show respect to the Roma leaders. Szyszkowitz and his colleagues were well prepared by Daniela Michalova. However, the EVN team felt quite uneasy about the situation. About 100 people, “very unhappy and ready to scream”, most of them men, took part in the meeting. „They only wanted to talk to the boss“, remembers Kalina Trifonova, member of EVN Bulgaria management board, „They were very direct with us showing their anger. So we also gave them key figures of the company and about the quarter for them to understand our situation.” The Roma discussed concerns, fears and obstacles for payment and also discrimination issues with EVNs managers. For the Roma the most important argument was the promise by EVN to deliver 24 hours of high-quality electricity after many difficult years with the old electricity provider. However, they had concrete requirements regarding their support of a sabotage-free renovation of the grid as well as their willingness to pay:

- To install the meters at eye level, so they could track their consumption.
- To have one meter per household, no sharing with other families.
- Equal treatment as clients.
- To establish cash payment kiosks within the neighborhood so they would not have to travel.
- To hire Roma to work for EVN in Stolipinovo.

This first community meeting was an essential step and marked the starting point of the future communication and mediation process. *“We could see that there was a real will by EVN to solve this problem,”* said one of the Roma leaders, Anton Karagyozev. EVN agreed to all the requirements. *“At the beginning I couldn’t imagine that someone would put so much effort and investment into a Roma neighborhood,”* said Daniela Michalova about her cooperation with EVN in accompanying the mediation process.

Introducing a new logic

“An essential finding of Stolipinovo was that if you are confronted with a problem that is seen as unsolvable due to its high complexity, you are forced to analyze the single factors and isolate the elements that you can influence. You have to break down the complexity somehow.”—Stefan Szyszkowitz

This new logic consisted in counteracting traditional perspectives and stereotypes regarding the Roma community. Five important elements constituted the agreement between EVN and the Roma community:

1. Installation of the new electric meters at eye level—equal treatment

“A representative of the regulator warned us not to take down the meters from the high poles, but we said that we want equal treatment for all customers. We also wanted to convince the Roma that we are partners and that we would not accept discrimination.”—Kalina Trifonova

Removing the meters from the 12 meter-high poles was a strong signal for the Roma that there was a will to treat them as equal customers. It also meant getting rid of a much-hated symbol of discrimination and distrust towards the Roma.

For EVN it was a risk because of previous tampering and vandalism. The investment in the distant meter-reading system together with hiring a security company to guard the new meters was substantial but seen as inevitable to protect the investment.

2. Individual meters for every Roma household

The willingness of the Roma to pay for the electricity consumed was dependent on ownership of the meters. The existing meters were often used by several households and also tapped illegally. Introducing individual meters was a matter of trust to prevent the widespread habit of illegal connections. This also led to the setup of a completely new customer database on Stolipinovo, which had not existed before.

3. Handling of the old debts—turning things upside down

“It was clear that EVN could never get 6 Million Euro back—never! It was better to forget about the old debts, accept a loss and to make people pay their current bills than to insist on the old bills and never connect them to electricity.”—Kalina Trifonova

The payment of the old debts had always been the former EDCs crucial prerequisite to re-connect households to the electricity network. It turned out that it was also one main reason for making the problem seem unsolvable. The main obstacle to retrieve the old debts was the bad quality of data and the resulting difficulty in charging the right customer with the right debts. There were many cases where customers argued that the accumulated debts on their bill belonged to the previous tenant. *“Due to the lack of reliable data the company was quickly getting defensive in reaction to a determined customer group. We were literally tinkering with the old debts and the offer that we wanted to submit to the Roma. Little by little we understood that we had to let go of the priority of the payment of the old debts,”* explained Stefan Szyszkowitz.

EVN decided to offer to connect all households conditional to the payment of the current electricity consumption. At the same time, a simple debt rescheduling would be introduced based on individual agreements on the amount to be paid.

By changing the conventional logic, EVN wanted to achieve four essential goals:

- The payment of the current electricity consumption would be manageable for customers. *“We gave the customers the possibility to pay the old debts in fair installments. What I mean is that we have calculated that the average customers will be able to pay only about 5 Euro per month,”* said Anton Gramatikov.
- The debt-rescheduling scheme would allow the collection of at least some of the old debts, which would otherwise have to be written off completely.
- A signal would be sent to the Bulgarian majority that the Roma had to pay for their consumption and their old debts. This was to settle once and for all the question of preferential treatment of Roma over the Bulgarian majority.
- With this agreement, both EVN and the Roma community would “save face”.

In the end, it came down to this simple message for the Roma: if they regularly paid their current consumption for the first six months of re-connection to the grid, an arrangement would be made to add a reasonable repayment amount to the regular bill.

4. Connecting illegal houses—finding a legal loophole

“In the case of the illegal houses, strictly abiding to the law would have created a majority of losers.”—Stefan Szyszkowitz

When preparing the repair work EVN found around 500 buildings without a building permit, which were illegally connected to the electricity grid. This posed a permanent threat to the stability of the grid and was the cause of frequent blackouts. However, the question of how to deal with these houses was not only of technical importance. The legal situation only allowed the connection of houses with a building permit. These findings created two new problems for EVN: The complete repair of the electricity network and replacement of the electricity cables involved the temporary cut-off of all connected households. Following this, only the previously legally connected households could be re-connected to the new grid in order not to endanger the stability and quality of the electricity supply. From a legal point of view, the re-connection of the previous illegally connected households was legally not possible because of the lack of documents such as building permits or deeds of ownership.

For Stefan Szyszkowitz this issue became critical for the success of the project. It was not acceptable for EVN to once again leave thousands of Roma without electricity because of a lack of documents. He decided to take the risk to connect these houses to the grid. In the meantime, EVN would try to find a legally valid solution with the help of the municipal authorities.

5. Employing Roma and open cash payment kiosks within Stolipinovo

It was agreed to appoint five Roma as “consultants”, each chosen by a different community leader¹. They should act as mediators between the company and the community in terms of due payment, issues regarding the bills and general questions of the customers.

Also, it was agreed to open up two cash payment kiosks in Stolipinovo. In Bulgaria bills for community services are traditionally paid in cash. For the Roma it was important to have the possibility of paying within their neighborhood, not only to save money from traveling to payment centers outside of Stolipinovo but also not to be exposed to discriminatory behavior there.

Grid rehabilitation and installation of the distant meter reading system—Critical Factors

“This was one of the most interesting projects I have ever been involved in.”—Jurg Tschanz, project manager, technical solutions

“We managed to implement the project in 34 months. The impact was huge, also in economic terms.”—Kostatin Velichkov, director of the KEZ organization.

¹ Perrine S, Murray B., 2009, Beyond the grid—connecting the Roma in Bulgaria, nextbillion.

As soon as an agreement was reached and the budget for the project approved by the board in early 2007, several factors had to be reconsidered regarding the implementation of the technical roll out.

Timing

"We knew that we had to finish the rehabilitation of the grid and the installation of the new meter-reading system in summer before the first winter bills were due."—Stefan Szyszkowitz

The sheer size and the lack of structure of this ghetto was one of the main critical factors influencing all decisions and processes. This also posed specific challenges to the technical implementation process and slowed it down. For example the whole neighborhood had to be mapped, as there was no existing cadastre map.

Also, new work processes had to be developed to accelerate the implementation speed. Altogether 17 transformer stations and 112 km of electricity lines had to be installed, with time management crucial because of the usually high winter bills. One of the challenges was the prevailing bureaucracy and some inflexibility amongst EVN employees, a behavior dating back to the communist system. One of them recalled: *"It was important to adapt our internal working processes. During this time, many new processes were developed and standardized. There were many discussions and continuous monitoring, something we were not used to before."*

Safety Issues

"The acceptance of our agreement with the Roma community was of utmost importance."—Stefan Szyszkowitz

The mediation process and the weekly meetings with individual Roma leaders prior to the grid rehabilitation works supported the acceptance of EVN as the new electricity provider in Stolipinovo. The focus in stakeholder orientation was also a means of calculating the risks for the EVN technicians and the employees of the two construction firms hired for the renovation. *"We could not be sure whether the agreement between EVN and the Roma community would be kept to. This affected the process of the technical implementation and the safety of our employees and contractors,"* said Stefan Szyszkowitz. Many incidents contributed to this skepticism. The technical personnel was often harassed during maintenance operations in the neighborhoods and therefore needed police protection. Roma blocked the way to and from meter tables that had to be repaired. There were cases where repaired meters or cables were destroyed or stolen the very same day several times over, or company cars were damaged. In addition, the workers feared the hepatitis epidemics that were repeatedly occurring in the ghetto.

The first construction phase of the renovation proved to be critical. *"There was one case where two Roma jumped into a ditch that had been excavated to put in one of the electricity poles, and threatened the construction. We had to call the police,"* recalled Genadi Marinov, manager of the KEZ customer service centers. After a while the situation calmed down through the ongoing mediation efforts.

Based on these experiences EVN hired a security firm to guard the workers and the newly installed meters. *"This was one of the points where I was feeling quite uncomfortable because we could not assess the readiness for conflict. Luckily, there were no attempts to manipulate or steal our devices,"* said Szyszkowitz. The Roma were informed about the security measures in the community meetings to make clear that there was a "zero-tolerance" approach to cases of vandalism or destruction.

Furthermore, EVN provided vaccinations for the technical workers to protect them against illnesses.

Continuous community meetings—keeping up the flow of information

“We were there every week before and during the implementation of the technical solution—constantly explaining what we were doing and how the community would benefit”—Kalina Trifonova

Every week for almost four months the team of the “Risky Customers” working group went into Stolipinovo to talk to the different Roma leaders to explain the approach and process of the renovation of the grid and the installation of the new meters. They explained for example that the meters had small windows to make electricity consumption completely transparent. EVN Bulgaria published and communicated its commitment based on principles to be followed while delivering its services².

These principles were:

- Increasing the security of supplies
- Correct individual meter reading
- Equal treatment of clients in similar situations
- Presenting an option for a fair solution of the due-payment problem
- Creating conditions for intolerance towards theft

The customer service centers KEZ played an important role in this ongoing mediation process. The new customer-service philosophy introduced by EVN placed the client at the centre of the service. This needed increased communication with the clients, also the Roma. *“We showed the Roma that we were not afraid to come to Stolipinovo and talk to them face-to-face. They were impressed and told us that no-one had come to the neighborhood before to discuss their problems or fears,”* said Kostadin Velichkov.

Improving the collectability

A high and sustainable collectivity rate was the basis of the business model for Stolipinovo. Therefore the five Roma consultants played a crucial role in the process. The idea was to actively inform the customers about their bills and the amount they had to pay before the bills was sent so there would be no surprises. The consultants were to act as mediators trusted by their own people. This was seen as a necessary step because there had been accusations about corrupt bill collectors. It was decided to cut off any defaulters to raise levels of discipline regarding payment and to avoid the accumulation of debts to an amount that would become impossible to pay.

Furthermore, a plan for customer education was set out, as the style and appearance of the bills would differ from that of the former company. The new bills included several elements showing night and day tariffs, electricity grid usage fees and value-added (sales) tax. Also these elements had to be explained to the customers by the Roma consultants.

Legal connections for illegal houses

“The solution of the problem with the illegal houses was critical for the success of the project. But for me it was amazing how it was solved in the end.”—Stefan Szyszkowitz

² see EVN Bulgaria AD Commitment, 2007.

The pending situation regarding a legal approach to solving the problem of the many illegal buildings in Stolipinovo posed one of the biggest challenges for EVN. Even though the company decided to connect illegal buildings to the new grid to avoid further social discrimination, the legal restriction seemed to be intractable. The attitude was: no building permit—no electricity. In a meeting between Stefan Szyszkowitz and the district attorney in Plovdiv to explain the difficult situation, there was initially no sign of flexibility or support. The legal consequence would have been to tear down the illegal buildings. Szyszkowitz argued that EVN's best contribution to the integration of the Roma into Bulgarian society was to make them pay their current electricity bills. *"This sign of integration and social stability should be seen superior to a rigid situation,"* he said.

Finally, after lengthy discussions, a legal loophole was found. People living in illegal buildings who could prove with any document that they had been customers previous to the amendment of the law—for example by presenting old bills—would be asked to make a leasing contract with existing customers and an agreement to install separate electronic meters at the legally-built houses. This agreement had to be verified by a notary, and the respective documents were presented to EVN. This way, former illegal customers could be connected legally. *"I counted on the issue to come up again and again, but it was just not spoken about anymore,"* remembered Szyszkowitz.

The business case calculation

The underlying business model for Stolipinovo was based on two assumptions:

1. There was no realistic chance to get the outstanding 6 Million Euro back. According to one of the team members, even the 750,000 Euro to be collected through the agreements to pay back the old debts were a "big surprise" and filed as "bonus".
2. The investment of 3.2 Million Euro invested into Stolipinovo must pay off in two-and-a-half years.

Regarding the forecasts of the economic profitability of the investments in Stolipinovo, the working group acted on the assumption that the energy delivered to Stolipinovo would have to drop between 30% and 50%.

The business case calculation was based on different factors:

- Technical losses have to exceed 20% to justify implementing the new technical solution.
- Technical losses have to fall below 8.5% after the repair of the grid and the installation of new meters.
- After the repair of the network, electricity consumption has to decrease by at least 50%, due to new electricity cables and the prevention of illegal tapping by introducing the new meters and security.
- Paying back of at least a part of old debts can be secured through payment-by-installment.
- The energy available for distribution should not exceed 28 GWh per year.
- The acquisition of new clients, because illegal customers become legal customers.
- The collection rate has to continuously exceed 85%.

See table 1.

The first electricity bills

When the repair of the transformer stations and the grid, and the installation of the new meters were finished after 34 months of intensive work efforts, EVN together with the Roma community organized a street party. This was not only done to celebrate the end of the renovation works but also to show the public that the residents of Stolipinovo now had electricity during the whole day. The event was covered positively by the media. However, the critical time of issuing the first bills was approaching. EVN started an information campaign to prepare its customers in Stolipinovo with flyers and posters showing the location of the newly opened cash salons. The Roma consultants regularly visited customers throughout the neighborhood, informing them about their electricity consumption and the bills. This was an important way of creating awareness among the households and encouraging the regular payment.

Also the cash salons in the quarter prepared themselves. The employees who worked in the cash salons were selected on the basis of their interpersonal and social competences. *“The Roma customers need a lot of attention, they want to talk, it is a little bit of a game. They complain about the amount of the bills and say that it is not possible that they have consumed so much. The people who work in the cash salons have to be very patient,”* said Kalina Trifonova in foresight of the expected complaints regarding the bills.

Raising awareness of the value of electricity and energy efficiency

“In winter they heat with electric stoves. They have 200-watt light bulbs and big TV sets running 24 hours. They are not used to saving energy.”—Kalina Trifonova

The consumption of electricity by a Bulgarian household is three times higher than that of a household in Romania, Slovakia or Lithuania, and is even higher than in Turkey, whose GDP per capita is twice as much as in Bulgaria³. One reason stated for this situation, besides the structure and technological state of the economy, is the excessive electricity consumption by the population for heating purposes (given that electricity is the most costly form of energy) resulting from both low prices and the limited choice of alternatives.

Generally there was little awareness in the Bulgarian population of the value of electricity, which was heavily subsidized during the socialist era. According to a research project by the Open Society Institute on the impact of local development strategies on poor neighborhoods, ‘after a certain threshold is passed, it seems that there is no use trying to control consumption, so electricity is used in an unrestricted manner, which can quickly lead to the accumulation of further debt that becomes unmanageable.’⁴

In the first months of 24-hour electricity delivery to Stolipinovo, EVN quickly realized that the consumption of many households had to be reduced, as otherwise the electricity bills would exceed an affordable amount. EVN feared that this could lead to massive defaults again. It was therefore decided to start an energy-saving campaign in cooperation with the Open Society Institute, with simple tips for the everyday use of electricity. *“These are people who are not well educated and with bad habits dating from socialist times. No one cared about energy efficiency because it was so cheap. We told them to do the washing at night when the tariff was lower, to put a lid on the*

³ *Energy Strategy of Bulgaria*, p14.

⁴ Pallai K. 2009, *Who decides? Development, Planning, Services and Vulnerable Groups*, Open Society Institute, p75.

pot when cooking or to close the window when the airconditioning was on,” said Iva Panayotova. Flyers listing energy-saving tips and featuring pictures, graphics and easy explanations were produced and distributed to the households.

See graph 1.

Proving credibility and honesty

Another critical moment was how to handle the many complaints from the Roma regarding their consumption. *“People said that the new meters were not working correctly because they were showing higher levels than the old meters. This was an indirect accusation of fraud,”* said Iva Panayotova. In order to prevent any social unrest or open protests, EVN decided to have the meters checked at its own cost. Official technicians of the Bureau of Metrology were invited to check the meters in question. This approach was unusual for Bulgarian standards, as generally check-ups have to be paid for by the customer directly. Stefan Szyszkowitz justified the decision thus: *“We had the meters of those customers who were complaining the loudest checked openly in order to prove that one meter can be incorrect, but that this is not a structural problem.”* EVN also informed the customers that if they felt that the meters are incorrect after this official check, they would have to pay for a following check themselves. All meters checked were running correctly.

The first cut offs and a happy end?

It was 10 minutes to 8am when the five Roma consultants returned from their last round through the quarter to the families who had not paid yet to warn them that they would be cut off soon. The consultants reported that there were some families who stated that they would not pay. The team members of the “Risky Customers” working group who had set up the mediation process and conducted the negotiations with the Roma made a particularly strong argument for cutting off the defaulters without hesitation. *“Roma are like kids. You have to keep your word; otherwise they will not trust you. You have to prove that you have the will and resources to act so they will not manipulate you”*, they argued. They had decided that the cut-offs should be carried out in groups of 20 households at a fixed time, and the next 20 an hour later. The tension could be felt physically now.

When the first cut-offs started as planned, everyone held their breath. For a couple of minutes, not a sound could be heard as everyone waited for something to happen. Half an hour passed before one of the employees of the cash salons phoned to inform that people were approaching the building. Right after the Roma realized that EVN was being serious, they started to rush into the cash salons to pay the bills. By the end of the day the collection rate was at 80%. With the help of the consultants the collection rate even increased to 86%. Stefan Szyszkowitz never felt more relieved in his life.

Also two years later, the collection rate of over 80% was stable in Stolipinovo. *“Today, when the date of payment arrives, there are lines in front of the cash salons”*, said Genadi Marinov. The Stolipinovo project proved to be *“the perfect business case”* according to Kalina Trifonova. The approach and methodology was transferred to several other risky customer areas and Roma ghettos in EVN Bulgaria’s service area with similar success rates. However, even though Stefan Szyszkowitz was convinced to have done the right thing, he was pondering several questions:

Could EVN capitalize on the success of handling the issue with the Roma regarding the public image? Would the success of the project have any influence on EVN’s license to operate? Could this be used to influence the regulator? In 2010, EVN was

openly accused by Bulgaria's Prime Minister Boiko Borisov to rip off customers and threatened to re-nationalize the country's power distribution utilities⁵.

Why was it so hard to gain any goodwill from the success of this project? Should he have communicated the project in Bulgaria more pro-actively? So far, the case was used as a good-practice example of corporate social responsibility in Austria, EVN's home country. But in Bulgaria the case was hardly known outside of Plovdiv. Szyszkowitz knew very well that the same problems with low collection rates existed in other ghettos in Bulgaria, which belonged to the service areas of CEZ and E.ON, the two other foreign companies that had acquired majority stakes in Bulgarian companies in 2004. However, neither CEZ nor E.ON bothered with the Roma problem and just seemed to ignore it.

Could the learning of Stolipinovo be used in other countries, where EVN was confronted with similar problems?

Or was this problem specific to the Roma minority?

⁵ Sofia News Agency, 9 April, 2010, Bulgaria PM Power Swipe Reminiscent of Hugo Chavez.

Table 1: Cost effectiveness study based on a decreased electricity consumption of 50%

Cost Effectiveness Study based on a decreased electricity consumption by 50%

Yearly numbers		2007	2008	2009	2010	2011
		0	1	2	3	4
Investment period	100,00%	100%	0%			
Investment sum*	-1.351.758,50	-1.351.758,50	0,00			
Running expenses - security		-120.000,00	-180.000,00	-180.000,00	-180.000,00	-180.000,00
Revenues		30%	100%	100%	100%	100%
Increase in sales volume		0	0	0	0	0
Decrease in technical losses		233.883,50	779.612,50	779.612,50	779.612,50	779.612,50
Collection of old debts	4.853.500,00	0	0	0	0	0
	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%
Cash flow		-1.237.874,50	599.613,00	599.613,00	599.613,00	599.613,00
Discount rate of cash flow	10,00%					
Current amount – discount		-1.237.874,50	545.102,50	495.547,50	450.498,00	409.543,50
Current amount /Sum			-692.772,00	-197.224,50	253.273,50	662.817,00
Internal profitability value				-11,00%	10,30%	20,80%

All numbers in Euro, rounded

* Cost of new metering system and security

Source: EVN

Graph 1: EVN Energy-Saving Tips “How to cut your electricity bill”

НАШИТЕ СЪВЕТИ ЗА РАЗУМНО ПОЛЗВАНЕ НА ТОК

Как едно средно-статистическо 4-членно семейство би могло да спести значителна сума (около 500 лв. годишно), спазвайки няколко обикновени съвета за пестене на ток.

Има две тарифи – дневна и нощна. Използвайте повечината нощна тарифа.

Нощна тарифа:
Зимно часово време от 22.00 часа до 06.00 часа
Лятно часово време от 23.00 часа до 07.00 часа



1. При готвене може да спестите от ток около 35-40 лв. годишно





Покривайте тенджерата с капак, за да сготвите по-бързо

- За неща, които се готвят дълго, използвайте тенджерата под налягане
- Изключете фурната 10 минути преди яденето да стане готово, то ще се доизпече от топлината, която излъчва фурната. Така ще спестите до 20 % от тока, който е изгорил докато готвите.



Избягвайте да отваряте фурната по време на печене

- Използването на енергоспестяващи лампи може да спести над 70 лв. годишно.
- Използвайте 75W или в краен случай 100W крушки, вместо 200W.
- Гасете лампите, ако напускате помещението за повече от 10 минути.
- Не палете лампите в светлата част на деня, освен ако не е необходимо.

2. При правилно използване на хладилника може да спестите над 80 лв. годишно.



Не поставяйте отоплителни уреди в близост до хладилника

- Не слагайте хладилника или фризера до печка или друг уред за отопление. В колкото по-топло помещение е хладилникът, толкова повече ток гори.
- Проверете уплътненията на хладилника. По-доброто уплътнение може да спести до 40% ток.
- Размразявайте хладилника редовно (1 см лед в камерата означава до 75% по-високи сметки за ток).
- Не слагайте в хладилника или фризера топли и горещи неща.
- Не отваряйте често и за дълго хладилника или фризера.

3. При правилно ползване на пералня може да спестите до 20 лв. годишно.

- Ако пералнята събира до 5 кг пране, слагайте толкова, а не по-малко.
- По възможност перете на 40 градуса, а не на 60 или 90 градуса.

Source: EVN Bulgaria