

THE ROLE, SIGNIFICANCE AND TASKS OF DISTRIBUTIVE COMPANIES ON THE FREE MARKET OF ELECTRIC ENERGY

M. Vukčević, EPCG AD. Nikšić, Crna Gora

SUMMARY

In the upcoming period, especially in the following year or two, the electro distributive companies will face two basic groups of problems – the forming and functioning of the electric energy market on one side, followed by structural and organizational adjustment of their own businesses to those trends, on the other side. In time, accurate and precise recognition of their role, significance and tasks in that (new) surrounding, is of crucial and major significance, not just for the companies i.e. the branch or sector which they belong to, but for the entire economic and social flows of a particular society.

The premise of each competitiveness is the existence of a free market, which is equally accessible to everyone, and 'the spiritus movens' of each competition is the strife to as qualitative, reliable and economical product or service as possible. Though the electric energy had the status of the merchandise from the very beginning, and within it all the attributes of merchandise, for a long time it had the 'special treatment' and 'various particularities.' This was caused by both the objectively technical conditionality of creation, transfer and distribution of that 'merchandise,' and by the strategic state-political projections of the authorities on whose territory it was based (generating stations, networks and the subsequent resources are, by the rule, at the top of interests of all key factors in a society).

The irrepressible trend of globalization, with all the aspects of systematic, technological, social and economic changes, requires and sets qualitatively new demands in the entire area of electric energy, and therefore in the area which is a narrower subject of this summary, i.e. to its final distribution to the final consumers. Therefore, it is completely understandable, that business, functioning and entire organization of the distributive companies will have to be (self) perceived in the perspective of the contemporary and affirmed managerial structures, market dictations and the expected ambient.

With the increase of options, the risk levels increase as well, along with the growth of chances for success, the danger of failure is parallel, in a word, the (so far) logic is changing and the (new) logic is being created, which relates the business only to its own responsibility and abilities. In such constellation, the qualitative management of human resources, the reliable informational system, the efficient use of material resources, are imminent and indispensable factors. Generally speaking, in order to position the company, affirm it in market and business and gain the advantage in competition, one must decide to conduct the methodology and the principles of managing and organizing, which are the characteristics of multidiscipline, efficiency, flexibility, usefulness, (self) sustainability and similar categories.

Key words: the forming of the electric energy market, structural and organizational adjustment

Mihailo Vukčević, Projektni biro - Podgorica; tel. ++ 081/408460

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INTRODUCTION

In the upcoming period, particularly in a year or two, the electro distributive companies on the territory of Serbia and Montenegro (similar to the other companies in the region) will face two basic groups of problems – the forming and functioning of the open and free electric energy market on one side, and structural and organizational adjustment of its own business to these trends, on the other side.

Considering it imminent for the further presentation, but at the same time, too pretentious for the detailed elaboration in this place, we will only shortly formulate some attitudes, or premises, which will implicitly be understood. Therefore, we wish to emphasize the transitional ambient, the possession of a clear goals and globalization as the categories which should always be on one's mind, when inspecting the problems we are dealing with here.

Considering the fact that the transitional ambient is, at the same time, 'the participant and the stage' of the actions on questions of deregulations and privatization of the energy sector, it is necessary to perceive and study it well, first of all in the lights of the dominant influences to the key processes. We particularly emphasize the aspects on the consciousness, interests and motivation of the people who will be the doers or participants.

Though it may seem superfluous, we consider it justified to remind of the axiom of each qualitative action, which is the precise defining and consistent accomplishing of the goals. The insisting upon this is based on the fact that in more complex situations, with numerous strongly expressed interests and tumultuous dynamics, which are certainly the characteristic of development of deregulation and privatization of energetic sector, is easy to be subjected to instrumentalizations and confusion, therefore only the clear and accepted goal is the only safe sign and a reliable indicator.

The globalised society, with constant and rapid changes and interconnection of processes and events, is an unavoidable factor, and a required parameter which we mean in analyses of many situations, therefore even those which follow, and will follow in the future, the processes of an actual forming and functioning of free electric energy market in South-East Europe.

Finally, through listing all significant factors and relations, using the axiomatic logics of previously stated attitudes, we will try to affirm the attitude that accurate, precise and in time perspective of one's own role, significance and tasks in a free and open electric energy market, is of crucial and major significance for each distributive company.

THE DOERS AND FLOWS OF FREE ELECTRIC ENERGY MARKET

Though from the very beginning, the electric energy had a status of merchandise, and therefore all the attributes meant by this notion (production, buying, selling, transport etc.), it had a 'special treatment' and different 'particularities' for a long time. This was caused by both the obvious technical requirement of creation, transfer and distribution of that 'merchandise', and by the strategic state-political projections of the authorities on whose territory it was (generating stations, networks and the subsequent resources are, by the rule, at the top of interests of all key factors in a society), therefore the trend of monopolies and lack of true market competence in this field, was kept for a long time.

Along with the development of social relations, parallelly to the technological and technical progress, the awareness and expectations of the consumers were formed, first of all in the countries with capitalistic socio-economic system, so all the elements of production, transferring and distribution acquired the marks and characteristics of the 'usual' notion of the product or the service. What is to say, the final consumer showed the aspiration to an as quality, reliable and economical product as possible i.e. the service, so as the imminent response to that showed up the setting for rules and processes of the market game in the area of electric energy. At the same time, this is the way and the reason of existence of the free market, easily accessible to everyone, with clearly defined rules, and the premises of each competition whose basic goal is pleasing the consumers' demands.

In all the countries that we call transitional, one can say, that until 90s of the last century, the property and basic management over electro energetic sector was, almost completely, under the rule of the state. It was normal that the actual authority, through the corresponding ministries and the dominant influence on the national electro energetic companies, executed the strategic influence and the control of that entire sector. In accordance to that practice and the logic, the consumer was in most cases, just another link in the chain, whose needs, interest and role were defined more by the other factors and not by him. In the last decade and a half, even the transitional countries have begun changing the political systems, and altogether the economic-social reality, overall models of life, work and behavior. However, the additional problems in functioning the economy and other key social processes based on the principles of the market economy, private property and free entrepreneurial initiative, occur. The so far practice showed that the biggest part of those problems was related to the ideological legacy, the set system of values and the inertia of the awareness. Though the new laws, standards and regulations related to certain field are adopted quickly everywhere, the most successful in basic setting of the new reality and actual use of the formally proclaimed, had those areas and societies which set the new, adequate matrix of thinking and evaluation, in the fastest and fullest manner.

Let's move now to the more concrete level of description of the present and in the near future expected ambient related to the free market of electric energy, emphasizing the relevant institutions, inter relations and functional flows. Here as well, is possible to set the general analogy of Serbia and Montenegro to the countries in the region, as, though they can slightly differ in the strictly formal name, the core and the purpose of the relevant institutions, processes and procedures is identical. Therefore, along with already existing 'traditional' national Ministries for Energetic and Consumers, the new key doers of the electric scene would be the Regulative Agencies for Energetic and Consumers and Market Operators, licensed production and transfer of electric energy, operators of the transfer network, the licensed distribution of electric energy and operators of distributive network and supply of electric energy. Considering the fact that the right and obligation of the Regulative Agency for Energetic is issuing the licenses, the suggestion and setting the market rules, controls and monitoring of particular parts of business, it is clear that entire work and functioning of the free market of the electric energy, depends on it, especially in the initial phase of its setting.

Also, we should stress the fact that in all national laws on energetic, Statutes, rules and normative acts of the above mentioned institutions, there are identical key attitudes which enable and condition the creation and functioning of the open and free market of electric energy. The additional strength and obliging character for all the signatory countries has Contract on Forming the Union of European south-east countries.

THE ROLE, SIGNIFICANCE AND TASKS OF DISTRIBUTIVE COMPANIES

From the very 'definition' of the projected relations in the field of electric energy, i.e. the perception of the basic authority and the field of work of particular instances, it is possible to see which position and function can the distributive companies expect in the free market of electric energy. As there are some significant changes compared to the so far concept, but similarities as well, it is necessary to precisely

perceive and analyze both categories in the meaning of repercussions which they would have as tasks and the functioning of the company in the new conditions.

Separating the functions of supply and distribution, for example, as a consequence has the setting of the qualitatively new relation between the electro distributive company and final consumers. The Market operator, Distributive network operator and Supply, each from their point of view, will make decisions on rates, conditions and ways of supply and delivery of electric energy, and distributive companies will have the opportunity to make business relations to them, bringing therefore their overall technical, material and human resources to the market. In theory and practice, a certain smaller or bigger number of Operators of distributive network and Supply, will be enabled to, as independent and special entities, make contracts with the consumers on delivery, or to enable them in some other way to use the electric energy (vouchers, paid quotas, terms etc.), and for the 'physical' i.e. material realization to rent and engage the resources of the distributive companies.

The infrastructure of the distributive companies – transformer substations, distributive network, the subsequent plants and equipment, i.e. entire material and technical means, will be in property and solitary jurisdiction of the companies, so the accurate, safe and reliable work is very much in interest of good business. Especially, when you know that in the interrelations with other factors of the energetic market, will be acknowledged and meant only certain level of tolerance, based on technically based parameters, and all the exceptions, mistakes and errors in the meaning of network losing, quality and safety of the delivered energy, will be responsibility only of the one who cause them. Therefore, operatively prompt and efficient in business, electro distributive company is a prerequisite of both successful functioning of entire system of final delivery of electric energy, and a guarantee of one's own qualitative survival in the market.

Let's see now two basic stages, with specific tasks and goals, which one distributive company has to go through, on the road of taking its own position in a free electric energy market. The first one would mean the formal founding of the company, registration and license issuance, definition of the owner and managerial structure, the starting material, financial and human resources consolidation, and the second stage could be called the structural and organizational accommodation of one's own business and trends in the market. Apart from the time, these stages differ in another very important indicator – they will have the dominant participation of different people, institutions and factors of influence. Actually, while in the first stage you may expect involvement of a wide range of domestic and foreign structures, the authorities, political organizations, economic-financial circles, potential investors, then employees of the existing elements of the energetic sector, to media, expert and laymen public, and in the second stage the leading role in the process will have the company itself. So, we could call these stages 'external' and 'internal' stage, and the strategical forms of actions are adapted to the corresponding demands.

The thing in common for both stages, is that they would take place in a business environment, characterized by the tendencies according to which with the increase of the options, the risk level increases too, along with the growth of chances for success is the danger of failure, in a word, changing the so far and setting a new logics which connects the business solely for its own responsibility and abilities. Therefore it is necessary to manage the human resources qualitatively, to have a reliable informational system; efficient use of material resources always sets the list of priority tasks and goals. In general, in order to position the company, affirm it in market and business and achieve the advantage in competition, one must decide to conduct the methodology and the principles of managing and organizing which are the characteristics of multidiscipline, efficiency, flexibility, usefulness, (self)sustainability and similar categories. To it, however, can contribute the knowledge, accomplishments and results of relatively new areas, which treat making the creative intellectual climates, motivating work space, harmonic and responsible behavior of the employees.

CONCLUSION

The irrepressible trend of globalization, with all the aspects of systematic, technological, social and economic changes, requires and sets qualitatively new demands in the entire area of electric energy, and therefore in the area which is a narrower subject of this paper, i.e. to its final distribution to the final consumers. Therefore, it is completely understandable, that business, functioning and entire organization of the distributive companies will have to be (self) perceived in the perspective of the contemporary and affirmed managerial structures, market dictations and the expected ambient.

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