

EBS Business Spirit

The Voice of Estonian Business School

March 2011



Hannele Tiik:

"It is fundamental to focus on the solutions and enjoy the process."



Olesija Roos:

"Act as if it is impossible to fail."



Kairi Metsaots:

"If a person is choosing EBS this already means being successful locally and internationally."



Kaja Kallas:

"The entrepreneur adds value to the state: social health care and pension systems only work if enough employers create jobs and both employer and employees pay their taxes."

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|---|---|
| 03.03
ESN Tallinn Movie Night II | 23.03
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| 08.03
ESN Sledging | 24.03
ESN Tallinn meets Culture: Opera “Cinderella” |
| 10.03-13.03
ESN Tallinn trip to Lapland | 27.03
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| 17.03
ESN Tallinn Star Party | |
| 22.03
ESN Tallinn Quiz II | |



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Events in March:

- 01.03-13.03**
Selection of candidates for EBS Students Representative Body
- 14.03-27.03**
EBS Students Representative Body elections by Internet
- 31.03**
Disclosure of the election results

EBS Chamber Choir is one of the best in Tallinn!

Photo: private collection



In the first Song Festival round EBS Chamber Choir achieved 5th place with 9.6 points! All together there were 40 mixed choirs. The best were Music High School, Theatre School, Estonian Young Voices and Puppet Theatre, but we were better than Georg Ots Music School, Tallinn University of Technology and Tallinn University - the ones that have always been unreachable.

Big thanks to choir conductors Kersti Seitam and Tõnno Piigli and of course to all the singers who have worked hard to keep EBS in glowing light! The second round will be on 17th April.

Experience vs academic knowledge – which one is better?

Photo: private collection



Piret Merimaa

Good education is a value that provides you a “gateway” to use your innate advantages both for your own individual good and for the common good. That is why the guiding and supportive and role of professors and lecturers cannot be underestimated.

But who is a good advisor? The one with a strong academic or a practical background? The one who excels at communication skills and raises students’ enthusiasm to read and study more than the minimum programme requires? Or the one who “tor- tures” the students by combining academic know- ledge and “real life” practice and demands putting academic knowledge into action already before getting the EBS diploma?

One way to find out what a young person expects from the university is to analyse the EBS students’ answers to the previous semester feed-back ques- tionnaire. The feed-back questionnaire is an anony- mous questionnaire where all students can express freely their satisfaction both with study programmes and professors and lecturers. One question still re- mains: what is and will be done with the students’ feedback? And how objective is it at all to generalize the expressed opinions to all EBS students’ stand- points? And, last but not least: is a young person smart enough to foresee what the future employer expects from him and demand that the university to provides him with relevant information necessary to fulfil those expectations?

EBS MBA student and lecturer Kaja Kallas is of the opinion that a young person should be able already at high school to model his would-be employer’s expectations and prepare himself accordingly. In addition, the personal big bang to shaping entre- preneurial skills must be given long before entering the university. That is why she strongly expresses the idea of already adding studies developing entre- preneurial skills and creativity to the high school programme. Being competitive in the labour mar- ket provides you with the freedom to choose that,

in return, is the cornerstone of being happy. All that requires a strict knowledge of what the market de- mands as well as a dedicated studying strategy at the university. One way to ensure that the univer- sity does take account of what the students want is to cooperate with other students and make your voice audible. That is how the EBS administration could take real advantage of the students’ feed-back answers as well as maximising the probability that strong corrective measures will be taken where necessary.

There are still some general expectations that stu- dents rank the lecturers. The Best Lecturer for 2010 autumn semester, EBS alumnus and lecturer Dr Urmas Arumägi, specifies that an ideal teacher has academic knowledge, the ability to connect theory to real life situations and communicate them un- ambiguously to students. EBS alumna and entre- preneur in Singapore, Kairi Metsaots, adds that the personal guidance and practical knowledge base you get from EBS via Student Companies is inval- uable and provides you with the right attitude while taking risks and building up your own company. EBS alumna Olesja Roos points out the fact that the ERASMUS exchange student experience equips you with the experience of how to adapt to and succeed in a completely different environment not only as a student but as an entrepreneur too.

To succeed in life, the combination of academic knowledge and experience helps you to build a strong foundation to your career. It is the EBS business spirit you get from here - act as if it were impossible to fail – both EBS’s as well as your own distinctive competitive advantage that accom- panies you throughout your life!

Piret Merimaa
Editor in Chief

Foto: erakogu
Photo: private collection



EBS Rector Peeter Kross / EBSi rektor Peeter Kross.

Rektori sõnum

Tänaseks on möödunud 93 aastat ajast, kui Eesti sai iseseisvaks riigiks – tähtpäev, mida tähistame 24. veebruaril 2011. Augustis möödub 20 aastat riigi taasiseseisvumisest. Paljud meie praegused üliõpilased ei olnud veel 1991. aastal sündinud ning neil on olnud privileeg üles kasvada riigis, mida tunneme praegu, riigis, mis on NATO, Euroopa Liidu, EOCJ ja eurosooni liige.

On paljugi, mille üle uhkust tunda, kuid iseseisvus ja enesemääramine on kaasa toonud ka mõningaid probleeme. Äsjane majanduslangus, kus Eesti kannatas vähem kui mitmed teised Euroopa riigid, on teinud ühiskonna enim haavatavate liikmete elu raskeks. Tekkinud on ka kiusatus keskenduda pigem isiklikule jõukusele ja arengule, hoolimata inimestest meie ümber. Loodetavasti ei vii see mõtete ja piiride sulgumiseni.

Eesti peaks muret tundma selle üle, kas ollakse piisavalt avatud teiste rahvuste, rasside, nahavärvide

ja religioonide vastu. Eesti on riik, kus vabadust peetakse kalliks, aga see ei tähenda, et eestlased ei peaks austama ka kõikide nende õigusi ja vajadusi, kes on siia elama tulnud mujalt. Väikeriigile on unikaalne võimalus oma arengus kasutada kõikide siin elavate ja töötavate rahvusgruppide kogemusi ja andeid. Asudes Euroopa Liidu äärealal, tunneme me lääne väärtusi ning võime samas õppida ka idapoolsete riikide kultuurist ja traditsioonidest.

EBS on vägagi teadlik sellest, et meie üliõpilaste karjääriplaneerimise oluline eelis on osasaamine eri kultuuride rikkusest. Kohalikele üliõpilastele on välisüliõpilased, kas siis vahetusüliõpilased või põhiõppes õppijad, abiks nii isikliku kui ka tööalase tuleviku täiustamisel. Need meie väliskülalised ei tea siia tuleku eel palju ei Eestist, tema inimestest ega ajaloo. Mõned neist jäävad siia õppima või töötama, hakates armastama seda väikest riiki ja tema võimalusi. Nad võivad Eesti õitsengule väga

palju kaasa aidata ja see omakorda teeb head sellele riigile.

Teades, mida võib kaasa tuua vabaduse kaotamine, oleme loodetavasti ikka avatud ja sõbralik ühiskond. Samuti loodan, et meie üliõpilased ja vilistlased kannavad neid unistusi ja väärtusi edasi, pühendudes aktiivselt meie kõikide parema elu nimel.

Peeter Kross
rektor

Rector's Message

On 24th February 2011, we have just celebrated the 93rd anniversary of Estonia's Independence, and this coming August we shall celebrate the 20th anniversary of the country's Re-Independence. Many of our students were not born in 1991, and have therefore had the great advantage of growing up in the country we know today, benefiting from the progress and prosperity which has brought Estonia into the family of European nations: membership of NATO, the EU, the OECD and now the Eurozone.

There is a lot to be proud of, but this independence and self-determination have also brought its own problems. The recent economic crisis, whilst Estonia suffered less than many other European countries, has made life difficult for the more vulnerable members of society. There is also the temptation to concentrate only on one's own prosperity and progress, without caring about those around us. I hope that it will not lead to a closing of minds or frontiers.

One major concern in Estonia must be the need to become more open to other nationalities, races, colours and beliefs. Estonia is a country which cherishes its own freedom, but this does not mean that Estonians can disregard the rights and needs of those others who were brought to live here. Far from it! It is a unique opportunity for a small country to develop and flourish by using the talents and contributions of all nationalities living and working in the country. Situated as we are, on the edge of the European Union, we know about the values of the west, but we can appreciate the culture and traditions of other countries to our east.

Estonian Business School is very aware of the benefit which its students can gain by incorporating into their career plans the richness of the cultures surrounding it. The foreign students who spend time with us, as exchange students, or full-time members of our student body, are a resource our local students must use to enhance their own future professional and personal progress. These

guests come here with little knowledge of Estonia, its people and its history. Some of them stay to work or continue studying, having come to love and appreciate this little country and its potential. They can contribute a great deal to the prosperity of Estonia, which in turn benefits all inhabitants of the country.

Knowing as we do what it is like to lose one's freedom, I hope we will continue to be an open and friendly society. I hope that the students and graduates of EBS will further these dreams and ambitions, and contribute actively to the progress and wellbeing of all.

Peeter Kross
Rector

Речь ректора

24 февраля мы будем праздновать 93 годовщину Независимости Эстонии, а в августе этого года исполнится 20 лет со дня восстановления независимости нашей страны. Многие из наших студентов еще не родились в то время, и поэтому у них была замечательная возможность вырасти в той стране, которую мы знаем сейчас, воспользоваться плодами прогресса и процветания, которые привели Эстонию в семью европейских народов: членство в НАТО, ЕС, ОЭСР, а теперь – и евро.

Есть многое, чем можно гордиться, но независимость и самоопределение приносит и свои проблемы. Недавний экономический кризис, от которого Эстония пострадала меньше, чем другие европейские страны, сделал жизнь сложнее для наиболее уязвимых слоев общества. Есть соблазн сконцентрироваться только на своем собственном благополучии и развитии, не заботясь о тех, кто рядом с нами. Я надеюсь, это не приведет к тому, что мы

закроемся от всего мира.

Мы должны больше заботиться о том, чтобы Эстония стала более открытой для других национальностей, рас, цветов, убеждений. Эстония – это страна, которая лелеет свою свободу, но это не значит, что эстонцы могут не уважать права и нужды других жителей страны. Это далеко не так! Для маленькой страны это уникальная возможность развиваться и процветать, используя таланты и вклад всех народов, живущих и работающих здесь. При таком расположении, как наше, на границе Европейского Союза, мы знаем о ценностях запада, но мы можем и ценить культуру и традиции стран к востоку от нас.

Estonian Business School ясно осознает эту выгоду, которую студенты могут получить, используя в своей карьере богатство культур, окружающих их. Иностранные студенты, которые находятся у нас как студенты по обмену, или постоянные

наши учащиеся – это ресурс, который местные студенты должны использовать в своем профессиональном и личностном росте. Эти гости приезжают к нам, мало зная об Эстонии, ее жителях и истории. Некоторые из них остаются работать или учиться дальше, потому что начинают любить и понимать эту маленькую страну и ее возможности. Они могут внести огромный вклад в процветание Эстонии, что в свою очередь принесет выгоду всему ее населению.

Зная, что значит потерять свою свободу, я надеюсь, бы останемся открытым и дружелюбным обществом. Я надеюсь, что студенты EBS будут и впредь идти к своим мечтам и целям, и будут активно способствовать всеобщему прогрессу и благополучию.

Пеэтер Кросс
Ректор

Hungary is closer than we think

The Hungarian ambassador in Tallinn Mr Jozsef Vig talks about the situation in the Eurozone, relations between his homeland and Estonia, and why students should go to Hungary for an exchange period.

Kadri Lenk

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Photos: internet, private collection



The new media law that took effect in Hungary this year limits freedom of speech. Why was it necessary to develop and accept this kind of law in the first place?

On 1st January Hungary assumed the presidency of the European Union for the first half of 2011, at a difficult time for the continent. Europe's strength has always been its democratic values. We should be clear as we take over the EU leadership that our commitment to these is as strong as ever.

The adoption of my country's new media law has provoked strong reactions, but they are based on total ignorance of its text. Our law is based on European values and is a reform worthy of the 21st century. Indeed it contains nothing but paragraphs that can be found in any other EU members' media legislation.

Legal objections contained in a letter sent to the Hungarian Government by Neelie Kroes, the European media and digital commissioner, were narrow. She raised doubts in the letter about whether or not several of the law's provisions complied with EU regulations. The doubts concern the requirement that non-broadcast audio-visual services should provide balanced coverage, that all media should be registered with national regulators, and the letter also raises a concern about the apparent application of Hungary's law to media outlets located in other member states.

Hungary's government is committed to ensuring that the country's media law falls in line with EU law, but believes that the law complies in the areas in which concerns were raised by the European Commission. My Government asked the Commission to consider Hungary's arguments in



Toomas Hendrik Ilves: "The relationship between Estonians and Hungarians has always been warm throughout time"

defence of the related provisions and requested that Hungarian experts should be allowed to consult with Commission officials if the provisions are still found to be problematic. If the Commission still finds the law problematic in the light of the

"Hungary has insisted the new media law is aimed at preventing the spread of anti-Semitism and hate speech"

arguments put forward in its response, Hungary is prepared to make any necessary changes and to update the body with details of the codification process. I am sure, that we will find a solution which suits everybody.

Hungary has insisted the new media law is aimed at preventing the spread of anti-Semitism and

hate speech. In the last couple of years, unacceptable language was spreading in different media or even on websites. The law was aimed at restricting anti-Semitic rhetoric and hate speech. Hungary has been a subject of criticism for several years because it has failed to act effectively against such statements.

On 1 January 2011 Hungary became the seat of the Presidency of the Council of the EU. How does the new law affect that?

I am absolutely confident, that the matter of the media law should be dealt with separately from the presidency issues. Fortunately all European political players share this opinion.

Hungary is performing the Presidency's work with respect and humility to promote Europe's big goals. The greatest danger facing Europe is the debt crisis; therefore the Hungarian Presidency's programme will highlight job creation, economic growth, and security.

The Prime Minister of Turkey has said that the EU is in a coma and on the edge of old age. Would you agree?

I never met this statement, so I cannot comment on it, besides it is not my duty at all. As for what concerns Europe, I am always optimistic. Nevertheless Europe must find its place in a shifting world economy, which calls for strength. Member states, including Hungary, can only be successful

“The time has come to devote more attention to each other and to discover the potential in the other country”

if the European Union is also strong. The greatest impeding factor and risk for the EU is severe indebtedness. This can only be overcome through work. We know this since Hungary has the lowest level of unemployment in the entire European Union.

The rescue plan for the Eurozone didn't help. Now there is a need for plan B. What could that be?

Member states unanimously supported the Hungarian Presidency's programme which is committed to a strong European Union, a strong Euro and strong European institutions that work closely together.

The six-month programme's motto is "Strong Europe with a Human Touch" reflecting the Hungarian Presidency's efforts to strengthen the European Union, the single currency and to reinforce institutions with a view to their close cooperation. Among the priorities in the Hungarian Presidency's six-month programme we pay special attention to economic and financial matters. The primary tasks include the stabilisation of the Euro and the Eurozone, the reform of economic governance and the launch of the European Semester.

Hungary is not a member of the euro zone but everybody has to mobilize to help to protect it. It is not the euro that is in a currency crisis, but member countries that are struggling because of their public debt crises. First we must put into force security mechanisms to protect the euro and secondly member states have to carry out structural reforms.

Estonia and Hungary have always had good political and ethnic relations. What about economic relations?

Relations between the two countries are special due to the emotional aspect based on the shared linguistic ancestry. It is our common goal to promote our relations, which are friendly and balanced, but somewhat lackluster when it comes to economic and trade related issues.

Hungary's presence in the Estonian market is characterized by high value added products. Most of the potential that Hungarian companies could better exploit lies in the vehicle industry, hotels,

construction and real estate development. My colleagues and I have been striving to increase Hungarian export here, with special emphasis on foodstuffs and Hungarian specialties.

I have found that despite the common linguistic roots, EU and NATO membership and the mutual sympathy, there is an unfortunately small amount of information about the other one in each country's public knowledge base. One of the most evident causes of this is that during the past twenty years, both nations have had a plethora of issues to deal with, thus they could not turn their attention towards the other country. Both nations have turned their worlds upside down, devoting all their energy to building a new network of relations. However, I believe that since representatives

of both countries have become quite familiar with the corridors in Brussels, the time has come to devote more attention to each other and to discover the potential in the other country. The often cited Finno-Ugric roots serve as an excellent foundation for achieving this.

Turnover of foreign trade between Estonia and Hungary in 2010 may have a significant growth and may reach 80 million euros. In the first ten months export and import was growing 23-24% and turnover exceeded 63 million euros. Törley is a leading brand in Estonia and per capita consumption of this sparkling wine in Estonia is higher than in Hungary. Richter pharmaceutical company also has a stable position in Estonia and has competed well with big multinational companies for years.

What has Hungary done to attract foreign investors?

The Hungarian government is firmly determined to make Hungary the 21st century financial services centre of Central Europe by the recently released, long-term and sound economic policy concept. To reach European competitiveness standards, we intend to create an environment with such taxation as well as legal and market regulatory background which, by stimulating financial investments, could turn Hungary into an attractive destination for foreign institutional investors and which could facilitate the long-term rise of the domestic savings



Hungarian Prime Minister Viktor Orban, left, receives the flag of the European Union from Prime Minister of Belgium Yves Leterme, right, during a hand over ceremony as Hungary starts its six month rotating EU Presidency.

rate.

The recently launched New Szechenyi Plan aims to help Hungary raise GDP growth to 4%-6% annually by 2014 from current growth of 1% per year through increasing the country's investment rate to 22% from the current rate of 17% and create 250,000-300,000 new jobs over that period.

The implementation of the concept offers a great opportunity for Hungary, as emerging market economies have been looking for investment destinations for their capital deposits (the sovereign funds of China, India, the Middle East) during the recovery from the global financial crisis. Due to Hungary's optimal geographical position for the financial services sector, it has become possible for the country to be the "Luxemburg of Eastern Europe".

WikiLeaks helps to keep governments open. Do you think it's a good or a bad thing? Is WikiLeaks capable of harming the economy in any way?

In my opinion this behaviour is not fair and could be quite dangerous, because it could cause severe tensions in international or bilateral relations and is capable of harming economic interests as well. The biggest damage the leak may cause is the prevention of "informal communication" which is a vital instrument of diplomacy. From now on, diplomats will think twice about what informal statements they make, I think.

How attractive is Estonia/EBS among Hungarian students while making choice regarding ERASMUS programme?

We have only a few random details about Hungarians studying in Estonia. Generally, it may be true that Hungarian students prefer big countries because of their language ability. (For students in higher education two foreign languages are compulsory, and learning the Estonian language is not in the main stream. Most preferred languages are: English, Spanish, German, French, and Italian.) There is another reason as well. If students go abroad they may check the labour-market of the hosting country and they may build up longer business connections to this country. Since Estonia offers

a relatively small market and the unemployment rate has been high for years, it cannot be so attractive as some other bigger European countries.

How many students from Hungary are here at the moment?

I would say approximately 30-40, most of them in Tartu, but some of them also in Tallinn.

Why should Estonians go to Hungary as an exchange student?

Welcome to our centuries-old universities in Budapest, Szeged and Pécs!

We offer high-standard programmes in the fields of Medicine, Dentistry, Pharmacy, Veterinary Science and Physiotherapy. Besides medical subjects you can also study Psychology, Physical Education and Architecture, Economics or various disciplines of Health Care.

In the past two decades more than 15.000 international students enrolled at the universities. Today, the top 12 countries of student enrollment are Germany, Iran, Israel, USA, Norway, Japan, Spain, Turkey, Cyprus, Greece, Ireland, and Sweden.

You can consider a few facts:

- The Hungarian university training in sciences dates back to the 13th century
- Our international programmes in English and German started in 1983
- Our medical degrees are recognized by the WHO and all our degrees are automatically accepted in the EU
- The programmes are run by highly qualified academic staff and the seminars are performed in small-sized groups
- All our universities are located either in the capital or in traditional university towns with lively in-

Ten reasons why Hungary is the ideal investment location:

1. Dynamic economic growth
2. Business-friendly environment
3. Membership in the European Union and NATO
4. Long term political stability
5. EU conform investment incentives
6. Highly developed logistical, transport and communications infrastructure
7. Well trained, creative and flexible human capital
8. High productivity/wage ratio
9. Strong presence of foreign and multinational companies
10. Location in the heart of Europe

ternational student communities

- We offer competitive tuition fees combined with reasonable living costs

Allow me to quote the message of a French student from the website of the Corvinus University in Budapest:

"Being on an exchange is such a wonderful experience that it should be mandatory! It opens up your mind to so many things. And Budapest is the perfect city for that. First, it has a very good university, with helpful people and good level teachers. Then it is so much enjoyable living there: many things to do and see, very young and animated, many parties. And finally, from Budapest, you can go and see many other places of central and eastern Europe in Hungary (Szeged, Kecskemét, Pécs...) and abroad (Croatia, Bosnia, Czech Republic, Poland, Romania...). To sum up, Budapest, Hungary, is THE place to be on an exchange programme!"

Bastien, HEC Paris, France

Thank you, Your Excellency!



Find all you need to know about Hungarian Presidency of the Council of the European Union at www.eu2011.hu.

What is more important: dignity or money?

Ellen Mjakonkih
ellen.mja@gmail.com



There is a saying, "All's fair in love and war". In some sense business is war. We spy on our rivals, generate strategies etc. Yet how far can we go with greed and cheating?

In January a scandal arose: Harles und Jentzsch, a German chemical industry company, mixed fatty acid with ingredients of animal feed. Due to this frivolity millions of eggs and chickens were infected with dioxine, a life-endangering poison. According to specialists, fatty acid is cheaper than fat used for animal feed production.

For me this situation was a double shock. Firstly, how could such thing happen in Germany, where quality, high standards and safety are number one priorities? Secondly, is money really so much more important than the lives of millions (!) of people and animals? How much can a person violate principles of (business) ethics?

"Is money really so much more important than the lives of millions of people?"

I know every company's number one goal is to make a profit. I agree that during hard times costs have to be reduced and income increased. But does anyone think of the consequences?

Hereby I want to prove that being successful in the business world and being ethical at the same time is possible. Stephanie Raabe is a representative of SAP, a worldwide software corporation, headquartered in Walldorf, Germany. She agreed to answer some questions on the topic of business ethics.

What is the key word of business ethics in the business world?

For me, the key word is transparency. If behaviour is made transparent, people automatically behave in a more ethically sound manner.

What are the corporate values at SAP?

At SAP, we talk about our passions instead of values. Those passions are:

- **Success:** We measure our success by our customers' success. Commit to the success of customers, partners, colleagues, and SAP.
- **Accountability:** We embrace accountability and always make good on our promises. Keep your word by executing on commitments we have made to ourselves and others.
- **Professionalism:** We exhibit professionalism by consistently delivering quality work. Act with integrity, treat others with respect, pursue personal expertise, and execute with discipline.
- **Integrity:** We are honest and fair and take responsibility for all our actions. Treat our customers and co-workers with sincerity and respect.
- **Teamwork:** We value teamwork because it enables us to exceed our individual limits and share greater success. Take personal initiative in collaborating to achieve success.
- **Trust:** We work for each other's success and take personal responsibility for all of our relationships, be it with customers, partners, or colleagues.

Acting according to ethics often requires making some sacrifices with regard to profit or development. How do you combine business ethics and success?

At SAP, we believe that ethical behaviour in line with the passions is the very basis for our success. If we do not behave in an ethical way, we will not be successful in the long run.

How are the corporate values of SAP set out for other SAP employees? How are your employees encouraged to follow

"If we do not behave in an ethical way, we will not be successful in the long run"

them?

Our ethics and passions are made transparent to employees through internal communication campaigns. In addition, there is a very formal step for employees to acknowledge the standards by which we live: Every employee has to sign our Code of Business Conduct when entering the company and is thus committed to certain ethical behaviour. The Code of Business Conduct is publicly available on our home page.

So, next time before taking an unethical action, think again: "Might there be a more honest solution or I'm simply too lazy to create that?"

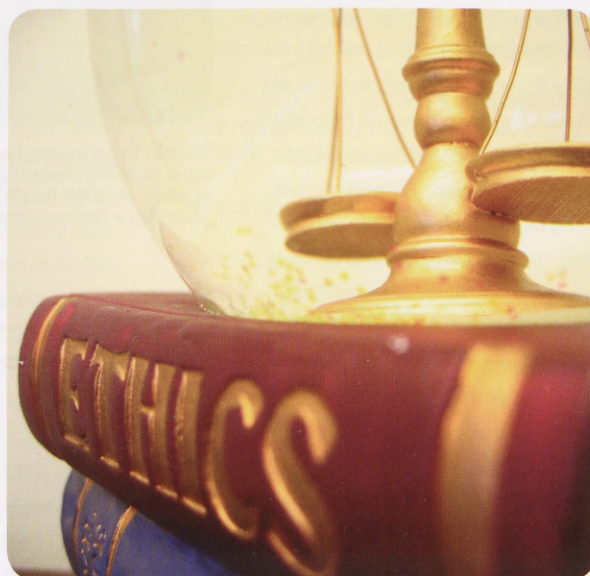


Photo: Internet

Success, accountability, professionalism, trust - do you have these values?

Recovery year in the stock market moves into a growth year

Nils Vaikla
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Year 2011 started successfully for the Tallinn Stock Exchange with the Estonian market being one of the world's top advancers in January.

The stock market has been lifted by positive sentiment created by Estonia's adoption of the euro, but also improved expectations on listed companies' results. On the other hand, some investors lack confidence for further investments after shares have climbed by hundreds of percent from the bottom levels two years ago. I believe that share prices will this year continue their upward trend, supported by improving companies' financials and a solid macro picture. For this reason LHV Bank expects the Tallinn Stock Exchange index OMXT to grow by 35% in 2011.

The year 2010 was a record year for Tallinn Stock Exchange companies when the OMXT index ended the year up by 73%. 13 listed companies' shares out of 15 had a strong year. The yearly gain was impressive but after losing over three quarters of its market value since the year 2007 peak, extreme pessimism had been followed by brighter views. Key advancers were lingerie producer Silvano Fashion Group, shipping company Tallink and casino operator Olympic Entertainment Group, whereas the two laggards were the utility company Tallinna Vesi and construction company Nordecon. I would name last year in the stock market as a year of recovery. Recovery occurred in share prices and in the companies' financials. In the beginning of last year the majority of Tallinn Stock Exchange companies were in the red on the net profitability side, which meant that buying shares involved substantial risk. As the stock market is forward looking, then

Photo: internet



Thanks to contracted overhead costs companies' productivity indicators have in some places reached record levels, profit margins are currently already at 2008 levels and are expected to continue improving, which provides a further upside for stock prices.

investors were betting on a recovery in profitability in the next twelve months but at the same time risk/reward ratio was rather high. Now we can say that the risk paid off and the OMXT posted the highest single year return in its history. In 2011 the Tallinn stock market will move to calmer waters, which means a smaller risk, less volatility but also smoother returns, because risk and return always go hand in hand.

The equity market cycle has been usually divided into four distinctive phases – despair, hope, growth and optimism phase. In a despair phase the stock market falls from the peak to a trough. In that phase shares have the worst return, financial results disappoint investors and the economy is contracting. The hope phase can be described by very rapid share price growth, earnings however still remain depressed. There are the first signs of light at the end of the tunnel, which lifts expectations. As companies are often not yet earning profit, then calculating earnings ratios like P/E multiple, is not possible. In the growth phase reality catches up with earlier expectations, meaning that companies have adjusted to the new economic situation, cost cutting has paid off and earnings are again positive. Earnings growth is usually faster than P/E multiple growth, thus the companies' valuations are low. In the optimism phase the economy and the stock market are showing signs of overheating. Just like in a hope phase, the stock market returns are very high. P/E ratios are at above normal levels and the majority of shares are rather expensive.

In my view the Estonian Stock Market has just entered the growth phase as companies' two year period of losses and revenue fall is replaced by optimistic forecasts. Investors' focus is moving this year from the macro level to the micro level, meaning that in recent years macro news about GDP

fall, devaluation concerns and unemployment figures dominated stock market performance. In the middle of the stock market downturn little attention was paid to companies' financial results, which often resulted in ludicrous valuations. As the effect of Estonia's joining the euro zone is already priced into the share prices and negative news from the macroeconomic front have disappeared, financial results of specific companies are again in the limelight.

In 2009 and 2010 companies' main focus was on fighting the recession and its aftermath. The main tool against negative results was aggressive cost cutting. This included lowering the labour, administrative and marketing costs, as well as rent expenses. Loss making operations had to be closed or sold. For example Olympic Casino closed half its casinos in the Baltics and in Central Europe. Silvano sold its apparel segment and is focusing now only on lingerie production and wholesale. Tallinna Kaubamaja froze its Latvian Selver supermarket operations, which had been opened just a year before. Already in the second half of last year, the financial results showed us that companies' self denying cost cutting methods have paid off. Already at the end of last year average profit in the Tallinn Stock Market was higher than in 2009 and in some cases reached 2008 levels. Of course companies in different sectors and with a different geographical footprint do not recover from crises at a similar pace.

We believe that during the current early stage of economic recovery cyclical companies outperform non-cyclical companies. This is valid in global markets as well in the Baltics. Cyclical companies' financial performance and thus their share price depend largely on the economy's health, especially GDP and consumer spending fluctuations. Examples of cyclical sectors are manufacturing, retailing, travel, entertainment and construction. During the economic downturn companies' financial results in the abovementioned sectors deteriorated significantly, because expenditures on durable and luxury goods are usually cut first as the growth outlook subsides. In a bear market cyclical

companies are the biggest decliners. Olympic and Silvano Fashion Group shares dropped by 80-90% from their 2007 peak before bottoming out. As the economic trends turn, cyclical companies' financial results go through impressive performance, which lift the oversold share prices by double or triple digit growth rates. That is why top gainers last year on the Tallinn Stock Exchange were cyclical companies.

Although in some cases shares have surged from the bottom by several times, I believe that the upside gap has not been closed yet. Our top picks for current year are Tallink, Olympic Casino, Silvano Fashion Group, construction company Merko Ehitus and retailer Tallinna Kaubamaja. Economic growth and recovering financial results support the continuance of the bull market. Reduced unemployment and improved consumer confidence are helping to boost domestic consumption. While consumers will remain rather cautious, more and more free resources are being put to use to make purchases and use services postponed so far. These are changes in the macroeconomic environment that benefit in 2011 especially the cyclical companies.

“Investors' focus is moving this year from the macro level to the micro level. As negative news from the macroeconomic front has disappeared, financial results of specific companies are again in the limelight”

2011 can be called a year of growth. Companies' sales revenues are in some cases 25-50% lower than they were in boom years. From this year we expect, depending on the company, 7-15% increase in revenue. Thanks to contracted overhead costs companies' productivity indicators have in some places reached record levels, profit margins are currently already at 2008 levels and are expected to continue improving. As a positive surprise, margins in some cases might reach even 2007 levels. Due to the high proportion of all costs represented by fixed costs, revenue growth creates operating leverage. This means that growth in sales revenue does not raise a company's cost base significantly, helping the revenue growth to feed through to the bottom line. Thus companies' pro-

At the micro level most companies' sales revenue has already bottomed out or will do so within the next quarters, thereby breaking the two year downward trend. Due to improved companies' financials and a growing economy

fitability swing in 2011 will be driven by rising top line numbers, enhancing the total stock market returns. The cycle of average profit levels still suggests ample upside in prices, which supports our positive stock market outlook. Economic cycles that largely correlate with the stock market cycles usually last 5-7 years, which means that currently we are only in the beginning of the long-term upward trend. In that perspective current stock market levels offer an attractive entrance point for new investors.



Photo: private collection

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„Vaba konkurentsi olemasolu on oluline nii eraisikule, ettevõtjale kui ka riigile!”

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Fotod: Jarek Jõepera



Konkurentzialaseid rikkumisi ei panda sageli toime mitte soovist keelatud kokkuleppeid sõlmida, vaid eelkõige teadmatuses selle kohta, mis on keelatud ja mis lubatud. Kaja Kallas selgitab, kuidas olukorda muuta.

Miks on vaba konkurentsi olemasolu eraisikule, ettevõtjale, riigile nii vajalik?

Vaba konkurents pakub võimaluse valida. Konkurents suurendab inimeste valikuvõimalusi kaupade ja teenuste hindade ja kvaliteedi suhtes. Kui võrd ettevõtjad on alati ka teatud kaupade ja teenuste tarbijad, siis konkurents tarnijate tasandil suurendab samamoodi ettevõtja valikuid ning üldjuhul alandab sisendite hindu. Konkurents oma toodete või teenuste vallas sunnib ettevõtjaid pingutama, aga ka leidma uusi innovaatilisi lahendusi, millega saavutada teiste konkurentide ees eelis. Konkurents mobiliseerib ega lase laisaks muutuda.



Konkurents mobiliseerib ega lase laisaks muutuda.

Kuidas hindate Eesti inimeste konkurentsiõiguse alaseid teadmisi?

Oma töös näen väga sageli, et konkurentzialaseid rikkumisi pannakse toime mitte niivõrd soovist keelatud kokkuleppeid sõlmida, vaid eelkõige teadmatuses selle kohta, mis on keelatud ja mis lubatud. Üldiselt teatakse, et hindades ei tohi kokku leppida, aga seda, et hindadest ei tohi ka rääkida või muud konkurentsitudlikku informatsiooni vahetada, tavaliselt ei teata. Karistused on aga üsna karmid. Seetõttu leian, et inimeste teadlikkust selles vallas tuleb tõsta ja olen omalt poolt seda ka järjepidevalt teinud, tehes vastavaid koolitusi.

Kas ja kuidas saame rääkida konkurentsis avalikus sektoris?

Avaliku sektori toimimist korraldab riik, kuid ka siin saab eri valdkondade puhul pakkuda valikuvõimalusi, et muuta teenuseid efektiivsemaks ja paremini kättesaadavaks. Seadusega on riigil ette nähtud võimalus sõlmida halduslepinguid või organiseerida teatud teenuste korraldamine PPP (*public-private partnership*) või nagu presidendi väljakuulutatud sõnauusel pakuti, AE-koostöö kaudu.

Millistes valdkondades ja millises ulatuses on õigustatud riiklikud piirangud vabale konkurentstile?

Paljudes valdkondades on olemas turutõkkes kas litsentside, lubade või muude piirangute näol. Tu-

leb vaadata, milleks sellised piirangud on loodud. Näiteks reklaamikeeld on turutõke, sest uuel tulijal on tunduvalt keerulisem oma toodet tarbijatele tutvustada. Alkoholi- ja tubakareklaami keeld tundub olevat õigustatud, et vähendada alkoholi ja tubakatoodete tarbimist alaealiste hulgas. Heaks näiteks turutõkete kaotamise kohta võib tuua telekommunikatsiooniteenuste turu vabakaskmise – hetkel on meil mitu sideoperaatorit, kelle vahel toimib tõhus konkurents. Hinnad on tänu sellele tunduvalt langenud ning kvaliteedis ja teenuste valikus püütakse pidevalt tarbijate poolehoidu võitmise huvides täiendusi teha.

Millised on ülereguleerimise ohud?

Ülereguleerimine baseerub põhimõttel, et riik teab paremini, mis on kodanikele ja ettevõtetele hea ega lase neil vabalt otsustada. Ülereguleerimise ohtudeks võib pidada haldusaparaadi kasvu, ettevõtjate ja riigi kulude kasvu seoses bürokraatiaoüete täitmise ning vaidluste lahendamisega kuni selleni välja, et liigsed regulatsioonid muudavad ettevõtlusega tegelemise liialt koormavaks. See võib omakorda viia olukor-rani, et olemasolevad ettevõtjad loobuvad või liiguvad teistesse riikidesse. Riigi seisukohalt on oluline silmas pidada, et riigi loodud töökohtade pealt makstavad maksud on riigi raha ühest taskust teise tõstmine ja lisaväärtust, millest pidada ülal kulukat sotsiaalsüsteemi, need ei loo.

Rahandusminister Jürgen Ligi arvamusel ohjeldab konkurentsi soodustamine hinnatõusu. Millised on Eesti ettevõtjate konkurentsis püsivuse vahendid? Milliseid ku-

lusid tuleb konkrentsis püsümise nimel alan-dada (tööjoulukulud)? Kuna Eesti turg on väike ja avatud, suudavad odavamalt hinda pakkuda just välismaised tootjad (mastaabiefekt), mis-tõttu on Eesti ettevõtjate konkrentsivõime enam kui kaheldav.

Kui väga lihtsustatult võtta, siis on hinnatõusu taga tõesti vähene konkrents. Hinnad tõusevad, sest tõusevad maailmaturu hinnad, turul on sõlmitud kartell või on turul tugev turuvalitseja. Ajalugu on näidanud, et kui maailmaturu hinnad tõusevad üle kriitilise piiri, siis soodustab see uute lahenduste arengut ja innovatsiooni. Parimaid näiteid võib tuua energeetikast, kus naftakriisi ajal sai lõpliku tõuke tuumaenergeetika areng ja ka taastuvate kütuste kasutamine. Kui konkrentsi moonutab turul sõlmitud kartell, siis peavad sellega tegelema ametivõimud. Kuid oluline on silmas pidada, et kartelle sõlmitakse üldjuhul siis, kui turul on vähe osalisi. Samuti on tugevate turuvalitsejate teke võimalik juhul, kui konkrents on nõrk ja turul tegijaid vähe. Seega taandub kõik Eesti inimese, eelkõige ettevõtja ettevõtlikkusele. Kas tal on pealehakkamist konkrenteerima hakkamiseks ja uute lahenduste pakkumiseks või mitte? Me ei ole ainuke väikeriik ja väike turg maailmas, seega pole see midagi unikaalset. Küsimus on selles, kas me võtame oma väiksust kui võimalust – võimalus kergemini uutele turgudele ümber orienteeruda, võimalus katsetada – või kui takistust.

Kas ja kuidas on omavahel seotud riigi maksusüsteem ning inimeste ja ettevõtete konkrentsivõime ja tahe?

Mida madalamad on maksud ja mida rohkem raha jääb inimestele kätte, seda rohkem on inimestele endale jäetud valikuvõimalusi, mida selle rahaga teha. Kuidas neid valikuvõimalusi kasutatakse, on inimeste enda teha. Sama võib öelda ettevõtete kohta. See, et meil puudub ettevõtte tulumaks, soodustab kindlasti edasisi investeeringuid ega sunni tulusid varjama. Samuti on oluline maksusüsteemi lihtsus ja üheselt kohaldatavus – isikule annab kindlust, kui on üheselt selge, mis on maksumatav ning kuidas ja millal ta makse tasuma peab. Kui süsteem peidab endas rohkesti erandeid ja keerulisi reegleid, siis on maksude rägastikus orienteerumiseks vaja välist abi ja liigne keerukus võib pärssida soovi üldse ettevõtlusega alustada.

Olete öelnud, et oma töös pörkate tihti kokku ebaõiglusega: et „suured“ teevad liiga



Naisi peaks hindama eelkõige sisu järgi ja mitte keskenduma välisele.

„väikestele“, et ebaõiglus on programmeeritud juba seadusesse ning et ka avalik arvamus asub tihti ebaõigluse poolele. Rääkige palun mõnest konkrentsest juhtumist lähemalt.

Kuivõrd advokaadi poole pöördumise fakt ja sisu on seaduse kohaselt konfidentsiaalsed, siis selliseid näiteid ametieetika tuua ei luba. Sisuliselt on igasugune vaidlus seotud sellega, et kedagi on ebaõiglaselt koheldud või ta arvab, et teda on ebaõiglaselt koheldud.

Kuna Eestis puuduvad tegevusvabaduse piirangud, siis võib igaüks asutada oma äri. Miks oleme siiski praegu seisus, kus ettevõtlustulu deklareerib eestlastest vaid 2% (mujal maailmas on see näitaja vähemalt 10%)?

Minu hinnangul on põhjus selles, et ettevõtlus pole meil au sees. Ehk on see tingitud sovetiaegade pärandist, kus kapitalist oli vaenlane. Liiga palju on kuulda arvamust, et kui ettevõtja on edukas ja teenib kasumit, on ta tõenäoliselt petis või liiakasuvõtja. Kui aga ettevõtmine ei õnnestu, siis parastatakse ja pankrotis ettevõtte omanikesse suhtutakse kui kurjategijatesse. Ometi ei ole kõik ettevõtmised ka mujal maailmas edukad ja iga kümne ebaõnnestumise peale tuleb üks õnnestumine. Kes aga ei proovi, ei saa kunagi ka õnnes-

tuda. Tuleb suurendada inimeste teadlikkust selles, et ettevõtja on see, kes loob riigile töökohtade pealt makstud maksude näol lisaväärtust, millest saab ülal pidada sotsiaaltoetuste süsteemi ning maksta pensione. Kõik algab minu arvates koolist – õpilastele ei seletata, kuidas töökohad tekivad ning kuidas riik toimib ja kust oma toimimiseks raha saab. Seetõttu on noorte eeskujuks pigem kindlad ametikohad, kus riske suurt võtma ei pea, aga saab kellast kellani tööl käia ning keegi hoolitseb ja maksab palka.

Millistes valdkondades peaks soodustama vaba konkrentsi?

Konkrentsi tuleks soodustada valdkondades, kus turutõkkes pole enam õigustatud ning inimestel on konkrentsist enam võita. Näiteks energia-valdkonnas on konkrentsi suurendamine nii eri energialiikide kui ka tootjate seas vajalik selleks, et ühelt poolt suurendada meie energiasõltumatust teiste riikide teenuse osutajatest, aga ka selleks, et võimalikult palju püüda pehmenendada hinnatõusu, mis kaasneb reguleeritud hinnaga elektri müügi lõppemisest 2013. aastal. Kui meil on vaid üksikud teenusepakkujad, siis võime end leida olukorras, kus turgu valitsev ettevõtja saab konkrentseivate pakkujate puudumisel hinda lihtsalt tõsta. Ja kuivõrd elekter on meile tänapäeval esmavajadus,

millest sõltub nii meie elamine, suhtlemine kui ka liikumine, siis oleme konkureerivate pakkumiste puudumise korral sunnitud seda teenust vaatamata kõrgele hinnale ikkagi tarbima.

Kas teie meelest eksisteerib Eesti ühiskonnas naiste ja meeste konkurentsivõimes erinevus?

Ma ei oska kõikide valdkondade kohta hinnanguid anda. Advokaaditöös ei ole küll vahet, kas oled mees või naine.

Naisi on selles ametis isegi rohkem kui mehi.

Kui ma aga alustasin, siis oli oluline vahe – kliendid eelistasid juriidilise nõustajana ikka pigem meest ja pigem vanemat meest. See olukord on muutunud ja loodan, et tulevikus muutub järjest paremaks.

Kas ja kui tugev on Eesti ühiskonnas nn *glass ceiling effect*?

Kui advokaaditöös ei ole seda väga tundnud, siis poliitikas tunnen küll, et naistele on suuremad piirangud kui meestele.

Kuidas seda kõrvaldada?

Alustada tuleks naiste enda suhtumise muutumisest. Kui me ise teisi naisi ei hinda, ei saa seda nõuda ka meestelt. Kui naised toetaksid edasipürginud/pürgivaid naisi, siis annaks see enesekindlust ka teistele ennast paremini kehtestada. Naisi peaks samuti hindama eelkõige sisu järgi ja mitte keskenduma välisele – kuidas keegi riides käib ja välja näeb. Kui me naistena ise teiste naiste suhtes toetavamad oleme, siis usun, et järjest enam naisi julgub äris tegutsema hakata või ühiskonnas sõna sekka öelda.

Võrreldes näiteks nõukogude ajaga, kui tööle mindi suhteliselt vara, pakub tänapäevane (tasuta) kõrgharidussüsteem pikemat lapsepõlve ning soodustab seega hilisemat küpseks saamist. See omakorda vähendab ettevõtlikkust ning põhjustab kartust riskide võtmise ees. Kui varakult peaks noortele majanduse toimemehhanisme õpetama hakkama?

Arvan, et ettevõtlikkust tuleks õpetada juba

põhikoolis. Ettevõtlikkuse all pean silmas nii ettevõtlusõpet kui ka loomingulise lähenemise õpetamist – et noored näeksid ettetulevates takistustes võimalusi ning oskaksid neid ära kasutada. Sellega seonduvalt oleks mõistlik õpetada ka üldise asjaajamisega toimetulemist. Eks kõik sõltub muidugi õpetajast, kuid oluline on seostada õpitav reaalse eluga – milleks mingi fakt või teadmine on kasulik ja kuidas see päriselus rakendub.

Suurim väline tunnus on teile olnud maailma juhtivate advokaatide hindamiskataloogide, nagu nt Chambers' Globali poolt valimine juhtivaks tegijaks Eesti konkurentsivõime valdkonnas mitmel aastal. Millistel alustel mainitud tiitliga pärjatakse?

Igal aastal korraldatakse küsitlus selle valdkonnaga tegelevate advokaatide (ehk konkurentide) seas, klientide ja ametiasutuste esindajate hulgas. Nende tsitaatide, klientide ja lahendatud/käsilolevate kaasuste raskusastme põhjal koostavad sõltumatud hindajad pingerea.

Olete EMBA programmi üks koolitajatest. Keda ja mis vallas harite?

Olen EBSi Juhtimiskoolituskeskuse programmi „Juura mittejuristile“ juhtiv õppejõud ja nii seal kui ka EMBA programmis õpetan koos oma kolleegidega õiguse põhialuseid. Programmi „Juura mittejuristile“ olen üles ehitanud ettevõtte tegevuse toimimise loogikast lähtudes. Kogu juurat, mida me ülikoolis õpime, kuue päevaga selgeks õpetada pole võimalik ja see pole ka vajalik. Tähtis on, et inimene tunneks probleemi ära ja teaks, kust otsida vastuseid. EMBA programm on suunatud eelkõige juhtidele ja seal õpetame samuti ettevõtte juhtimises vajalikke põhilisi õiguslaseid teadmisi.

Kellele ja miks oma kursusi soovitate?

Kuivõrd nii mina kui ka minu kolleegid oleme praktikud, siis soovitan kursust eelkõige inimestele, kes tegelevad või soovivad tegeleda ettevõtlusega ning tahavad täpsemalt teada praktikas ettetule-

vaid situatsioone ja võimalikke lahendusi. Püüame võimalikult palju tuua huvitavaid kaasuseid, mis on meil töös ette tulnud.

Milline on teie sõnum EBSi üliõpilastele?

Kõige paremini omandate ja mõistate õpitavat siis, kui te ise võimalikult palju õppetöös kaasa lööte. Õppimise ajal on unikaalne võimalus oma ala asjatundjate käest küsida, mida hilisemas elus sageli sellisel kujul enam ette ei tule (või tuleb küsimise eest maksta kõrget hinda, nt konsultanditasu). Oma MBA ajast hindan kõige rohkem teemaarendusi, mis tekkisid õppejõudude ja üliõpilaste vahelistes aruteludes. Sama palju kui õppejõult, on õppida kaastudengitelt, kes tavaliselt on kõik eri valdkondade tegijad. Kindlasti tuleks ära kasutada kõik võimalused külastada ettevõtteid, et mõista reaalse elu toimimist. Ja selle kõige kõrval ei ole vähem oluline luua tugev side kaasõppijatega, sest suhtlusvõrgustik on hilisemas tööelus väga tähtis.

Kaja Kallas

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Eesti Reformierakond

Olulisemad maksumuudatused aastal 2011

Alates sellest aastast jõustuvad mitmed maksumuudatused. Neist olulisematest annab ülevaate Eesti Maksumaksjate Liidu esimees Lasse Lehis.

Luise Savik
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Esimene uuendus on see, et arvnäitajad maksuseaduses ümardati. Samuti toimus muudatusi maksumuudatuses.

Mitmed muudatused tehti maksumuudatuses. Näiteks täpsustatakse kohtus vaidlustatud maksuvõla avalikustamise tingimusi, muudetakse dokumentide Ametlikes Teadaannetes avaldamise nõudeid, rahandusministri määrusega kehtestatakse täpsemad nõuded elektrooniliselt säilitatavate andmete edastamise kohta, avardatakse maksuhalduri võimalusi viia läbi ilma etteteatamiseta vaatlusi ja arestida potentsiaalse võlgniku vara veel enne temale maksuotsuse tegemist. Täpsustatakse intresside määramise, sissenõudmise, tasaarvestamise ja aegumise sätteid ning tuuakse ka maksuõigusesse praegugi võlaõigusesseaduses sätestatud põhimõtte, mille kohaselt viivis (maksuõiguses vastab sellele intress) ei tohi ületada põhivõlga.

Tulumaks

01.01.2011 hakkas kehtima kolm tulumaksuseaduse muudatuste paketti:

Seotud isiku mõiste muutub mitteammendavaks. Välismaa mittetulundusühingutele saab teha maksuvabalt annetusi, aga riigi- ja omavalitsusasutustele enam maksuvabalt annetusi teha ei saa. Piiratakse eluaseme müügi maksuvabastust. Lõpetatakse elatise maksustamine saaja tuluna ja mahaarvamine maksja tulust. FIE ettevõtte (sh ka erikontol oleva raha) üleandmist ei maksustata. Üle 3-aastase kehtivusega osalusoptiooni ei maksustata erisoodustusena, kuid töötaja laenu intressimäär arvutamise kord jääb samaks.

3. juunil 2010 vastu võetud nn investeerimiskonto seadus võimaldab füüsilise isiku reinvesteeringud

väärtpaberitulu maksustamist edasi lükata. Muudatusega kaasneb ka intresside ja elukindlustuslepingute maksuvabastuse piiramine.

Kolmas muudatus puudutab täiendavaid mahaarvamisi mitteettevõtjast füüsilisele isikule metsamaterjali müügist ja raieõiguse võõrandamisest saadud kasust.

Käibemaks

Ühendusesisese käibe aruanne muutub igakuiseks ja kreditarvest tekki- vaid parandusi hakatakse deklareerima jooksvalt, kehtestatakse riigisisene pöördmaksustamine vabatahtlikult maksustatud kinnisvaratehingutele ja vanametalli müügile, kassapõhist maksuarvestuse erikorda saavad edaspidi kasutada ka juriidilised isikud.

Maamaks

Ainus muudatus maamaksuseaduses on seotud euro kasutuselevõetuga. Kui aasta tagasi tulus minimaalne määratav maamaksusumma 20 kroonilt 50 kroonile, siis 2011. aastal jäävad maksuteated saatmata alla 5 euro (78.23 krooni) suuruse maksu maksjatele.

Kogumispension

2011. aastal hakkab kehtima 1% suurune kogumispensioni makse neile, kes ei soovinud 2010. aastal vabatahtlikult 2% suurust makset tasuda.

Mõned ümardused

Põhilised arvnäitajad maksuseaduses konverteeritakse kroonidest eurodesse kerge ümardusega maksumaksjale soodsamas suunas.



Eesti Maksumaksjate Liidu esimees Lasse Lehis.

Näiteks tulumaksuvaba miinimum 2250 krooni on eurodes 143.80, kuid ümardatult on see 144 eurot. Maksumaksja võib sellelt 50 eurosentit aastas. Välislihtetuse päevaraha on 500 krooni (31.96 euro) asemel 32 eurot.

Võivad ka need, kes kasutavad töötajate ajamiseks isikliku sõiduautot. Senise 1000-kroonise (63.91 eurot) maksuvaba hüvitise asemel kehtib uus määr 64 eurot. Aasta peale teeb see võitu tervelt 1.08 eurot. Kui töötaja peab töösõitude arvestust, siis saab talle maksta maksuvabalt 256 eurot kuus senise 4000 krooni (255.65 eurot) asemel, sel juhul võib töötaja aastas juba 4.20 eurot. Miinimumpalk arvutati eurodesse ümber sendi täpsusega – see oli 4350 krooni kuus ja on nüüd 278.02 eurot kuus.

Kõige rohkem võivad euro tulekust need maksu- maksjad, kelle 2010. aasta maamaksu kohustus jäi vahemikku 50 krooni kuni 5 eurot (78.23 krooni). Nemed on nüüd maamaksust täiesti priid, sest maamaksuseaduse muudatuse kohaselt alla 5 euro suurust maksu enam ei määrata.

Kas tudengi häält võetakse ikka kuulda?

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Fotod: erakogu



Muidugimõista algab kõik tudengitest, kes sisestavad informatsiooni õppeinfosüsteemi. Kui tagasiside on kord kinnitatud, laekub see andmebaasi, mida haldab programmihalduse juht Monika Siiraki. Saadud tagasiside jagatakse üldkommentaarideks ja kindla õppeaine või õppejõu kohta tehtud kommentaarideks, mis edastatakse vastava õppetooli juhatajale, instituutidele ning õppekava juhtidele. Iga õppetooli juhataja ülesanne on pidada oma õppetooli kuuluvate lektoritega vestlust, arutada saadud tagasisidet ning teha vastavaid järeldusi. Samal ajal jagavad õppejõud oma arvamusi ühe või teise rühma kohta, saamaks olukorrast terviklikku pilti. Tagatipuks kohtuvad õppetoolide juhatajad õppeprorektoriga ja arutavad omavahel nii tudengite kui ka õppejõudude tagasisidet ja järeldusi. Hetkel on ahelas nõrgaks kohaks viimane lüli: kuidas tudengeid tehtud muudatustest teavitada.

Kui anonüümsed vastused tegelikult on?

Tudengeid valdab ikka loomulik kartus: „Mis juhtub minu vastustega pärast ärasaatmist ning kas antud tagasiside mõjutab minu õppetulemusi?“ Tegelikuses on protsess väga anonüümne. Kõik vastused laekuvad andmebaasi tudengi nimeta. Vastaja ainsaks indikaatoriks on õpperühm. Seega isegi juhul, kui mõni päevaõppe tudeng võttis ühe aine õhtuse grupiga ja annab tagasisidet, siis andmebaasi silmis kuulub see päevaõppetudeng õhtuõppesse. Ühelgi administratiivsete õigustega isikul EBSis ei ole võimalik tuvastada vastaja täpset isikut. Halvimal juhul saab tagasiside andjat tuvastada IT-osakonna spetsialist.

Kui tõsiselt võetakse saadud informatsiooni?

Tihti ilmuvad väga teravad märkused, mis on üks-

Iga semestri lõpus hakkab ÕISis vilkuma banner, millega palutakse anda õppejõududele ja õppeainetele tagasisidet. Mõni tudeng täidab küsimustiku ajaviiteks, mõni kohusetundlikkusest, mõni aga jätab oma tähelepanu sellele pööramata – „Milleks? Niikuinii ei tehta sellega ju midagi!“ Tuleb välja, et tagasisidet võetakse üsna tõsiselt. Kuidas toimub info kogumise ja töötlemise protsess?

nes ühe-kahe tudengi arvamused. Ent olemaks konstruktivne, peab olema veendunud, et kõik õppejõudude kohta öeldu on üliõpilaste kollektiivne arvamus ning seetõttu on väga oluline tagasiside andnud tudengite arv. Siiski kinnitab tõsiseltvõetavust fakt, et õppejõududega on isegi lepinguid lõpetatud. Sellistel juhtudel peab aga olema kindel viide, et tegemist on kollektiivse arvamusel.

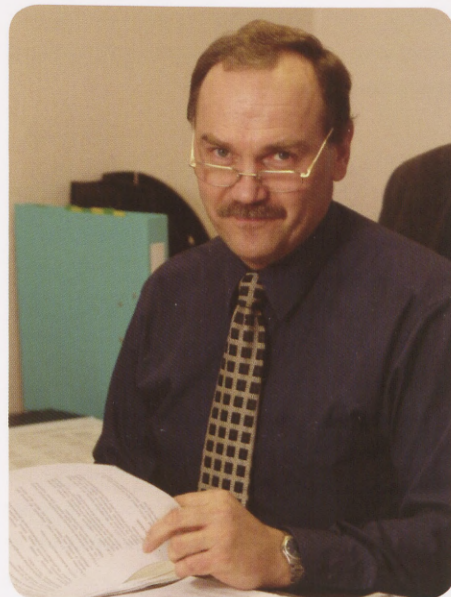
Mida tehakse negatiivse tagasisidega?

Tõsiasi, et jagatakse kiitusi ning tuuakse välja parimate saavutustega õppejõudusid, on selge. Kuidas on aga lood tudengitelt saadud kriitikaga? Olenevalt õppejõust üritatakse kas SA Archimede Primus-koolituste abil täiendusõpet rakendada või korduva negatiivse tagasiside saamisel võetakse appi mentorõppejõud. Kõige äärmuslikum, mida tehakse, on töölepingu lõpetamine. Ennekõike peab aga iga õppetool pidama arenguvestlusi ning andma edasistest plaanidest teada kõrgematele instantsidele ehk õppeprorektorile ja rektorile. Järgmisest tagasisidest saadakse teada, kas probleem sai lahendatud või mitte. Majandusteooria õppetooli juhataja kt Karmo Kroosi sõnul ühest retsepti kriitika käsitlemisel ei ole. „Üldiselt ei ole negatiivse tagasiside arutamine kerge, sest õppejõud on sarnaselt artistidele kergelt haavatavad. Isiklikult olen saanud tagasiside, et annan liiga palju lugemist. Pärast seda olen kohustuslikuks teinud vaid põhiaspekte käsitleva õppekirjanduse ning püüan oma ainet põnevamaks muuta näidete ja näidistöödega, mis peaksid hõlbustama tudengite teadmiste omandamist ning andma inspiratsiooni oma lõputöö kavandamiseks,“ kommenteerib Kroos oma kogemust.

Mis saab maja puudutavatest probleemidest?



Tagasiside andmebaasi haldab programmihalduse juht Monika Siiraki.



„Mida enam inimesi vastab, seda tugevam on mõjujõud,“ selgitab õppeprorektor Heikki Päeva.

Kes vastutab näiteks parkla või majaesise suitsetamise kohta tehtud kommentaaride eest?

Need sõnumid lähevad vastavatele isikutele ehk rektorile ja maja haldajale, kes üritavad olukorda parandada.

Kuidas saavad tudengid oma hääle veelgi kuuldamaks teha?

Eelkõige peaksid tudengid aktiivsemalt vastama. Mida enam inimesi vastab, seda tugevam on mõjujõud. Teiseks peaksid vastused olema konstruktiivsemad ja täpsemad. „Kommentaariid stiilis „see õppejõud ei kõlba kuskile“ aitavad vähe. Olukorra parandamiseks on tarvis eeskätt mõista, mille poolest ei kõlba – kas õppejõud ei oska ainet edasi anda, kas materjalid on kehvad või on distsipliiniprobleem,“ selgitab õppeprorektor Heikki Päeva. Seega tudengid võivad kindlad olla, et muutusi viiakse ellu.



2010/2011. aasta sügissemestri parim õppejõud dr Urmas Arumäe.

Õiguse ja avaliku halduse õppejõud dr Urmas Arumäe kommenteerib enda parimaks õppejõuks valimist:

Sain 2010/2011. aasta sügissemestril ligi 40 üliõpilasel suurepärase tagasiside ja seeläbi parima tulemuse (7 võimalikust 6,8 punkti). Mida ma tegin selleks, et n-ö semestri parimaks saada? Lihtne vastus on, et ei teinud midagi erilist – valmistasin loengud ja seminarid korralikult ette ja viisin need siis vastavalt oma võimetele üliõpilasteni.

Minu hinnangul on vähemalt kolm nõuet, mille täitmiseta heaks õpetajaks ei saa. Esiteks peavad õppejõul olema põhjalikud teoreetilised teadmised õpetatava materjali kohta. Teiseks peab õppejõud oskama teooriat praktikaga siduda ja siin on ideaalne, kui õppejõul on õpetatavas valdkonnas isiklik praktiline kogemus. Kolmandaks tuleb osata neid teoreetilisi ja praktilisi tarkusi edasi anda. Inimesed on erinevad. Mõni teab, aga ei oska seda teadmist edasi anda, teine on ehk kesisemate teadmistega, aga suudab selle vähesegi suurepäraselt üliõpilasteni viia. Sain tagasiside tekstilisest osast aru, et jäin nimetatud kolme nõude täitmisega üliõpilastele positiivselt meelde.

On veel üks oluline asi ja see on hoiak – see on vastamine küsimusele, miks ma sellega (st õpetamisega) tegelen. Ma olen endale vastanud nii, et

tegelikult ma ei õpetagi, vaid püüan pigem olla konsultant, kes aitab ja suunab üliõpilasi nende õppeprotsessis. Ma ei lähe loengusse või seminari eesmärgiga ettenähtud akadeemilised tunnid täis teha. Minu eesmärk on, et üliõpilased saaksid äriõigusest aru ja et nad saaksid seeläbi targemaks! Kui sellise hoiakuga üliõpilaste ette minna, siis käitunud ilmselt erinevalt sellest, kes tuli pelgalt loengut lugema. Ma siiralt loodan, et kui tulevased ettevõtjad ja ärijuhid saavad minu loengutel ja seminaridel selgeks näiteks selle, mis on juhilt eeldatav hoolsuskohustus ja kuidas vältida juhtimisvigu, on homsed ettevõtjad (õigus)kultuursemad, nende ettevõtmised läbipaistvamad, sotsiaalsemad jne ning nad suudavad ka mulle pensioni teenida (iseasi, kas senine pensionisüsteem on jätkusuutlik, aga see on teine teema).

Ma olen äriõiguse loenguid EBSis lugenud advokaaditöö kõrvalt juba aastast 1992, kuid põhikohaga õppejõuna tegutsen alles kolmandat aastat. Kuna ma pole õppinud pedagoogikat, vaid õigus- ja juhtimisteadust, siis võtsin eelmisel aastal Tartu Ülikoolist ühe kursuse teemal „Õppimine ja õpetamine kõrgkoolis“. Pole kahtlustki, et sealt saadud lisateadmised ja „nupid“ olid abiks sügissemestri loengute ettevalmistamisel ja läbiviimisel. Praktika hoiak on ennast tasemel advokaaditööga, mida ma vastupidiselt varasemale teen nüüd õpetamise kui põhitöö kõrvalt. Usun, et doktoritöö kirjutamine ja kaitsmine eelmisel aastal arendas samuti minu akadeemilisi võimeid ja oskusi – tunnen, et

nüüd on mul üliõpilastele midagi öelda.

Üks negatiivne tagasiside oli mul ka, kus üliõpilane ütles, et õppejõud oli laisk ega viitsinud ärajäänud seminariesitluste asemele midagi välja pakkuda, lubades üliõpilased varem koju. Selline asi tõesti juhtus, aga selgitan miks. Nimelt sõlmin ma üliõpilastega esimesel auditoorsel kohtumisel lepingu, mis tähendab, et oleme aineprogrammi läbi arutanud, vajaduse korral mõistlikud muudatused sisse viinud ja siis lubanud seda kui lepingut mõlemapoolselt täita. N-ö lepingujärgse seminari ajal, kus viis-kuus tudentit pidid ette kandma oma kodutöö (igaüks pool tundi koos üldise aruteluga), selgus, et üks üliõpilane oli otsustanud õpingud katkestada, üks oli haige ja üks oli küll kohal, kuid polnud valmis ettekannet esitama. Küsisin üliõpilastelt, et millega me tekkinud vaba aega täidame. Kuna ettepanekuid ei tulnud, läksime selleks korraks laiali. Pidanuks ma augu täiteks näiteks loengu, olnuks nendel, kes sel päeval puudusid, õigus süüdistada mind lepingu rikkumises (*pacta sunt servanda*). Õppetund seisneb selles, et edaspidi on mul seminaridel igaks juhaks kaasas mõni lisakaasus, millega üliõpilaste aega mõistlikult sisustada. See on väike näide sellest, et tagasisidel on mõtet ja see toimib.

Tegelikult ei tunne ma EBSis ühtegi halba õppejõudu. Täna kolleege ja soovin neile selles raskes töös edu. Tibusid loetakse taas kevadel.

Intervjuu õppejõuga: Riina Koris

Luise Savik
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Riina Koris on õppejõud, kelle loengutes igav ei hakka. Teooria kõrvale on alati näiteid elust, lahendatakse kaasuseid ja samuti võimaldavad loengud kaasärääkimist. Uurime, mida Riina Koris ise asjast arvab.

Mida te EBSis õpetate?

Turundus ja müük bakalaureusetudengitele ning kaasustel põhinev *branding*'u kursus nii bakalaureuse- kui ka magistritaseme tudengitele.

Kellena te veel töötanud olete?

Ei olegi – seda võib nimetada minu esimeseks päris tööks. Ülikooli ajal sai ka töötatud, aga see oli rohkem selline tudengi hädaabi variant.

Mis teile õpetamise töö juures kõige rohkem meeldib?

Meeldib see, et ümber on kogu aeg noored inimesed – niiviisi jääb endale ka sära kauemaks silmadesse. Meeldib akadeemiline vabadus, aga ka vastutus ja see, et ma mitte ainult ei õpeta tudengeid, vaid ka õpin neilt. Meeldib selline õppimise kontekst, sest kuigi teemad, mida loengutes käsitlen, muutuvad aasta-aastalt aina mitmetahulisemaks, muutun ise raamatutõdede suhtes kriitilisemaks ja õpetan ka tudengeid mitte uskuma kõike, mida näiteks härra Kotler (oi, ma tema järgi vist eriti ei õpetagi) on öelnud ja raamatusse kirja pannud. Meeldib see, et kursuse keskpaigaks hakkavad tudengid saavutama teatud harjumust ja julgust kaasa rääkida ning asjus kahelda – ma arvan, et niiviisi õpitaksegi mõtlema.

Ja veel meeldib mulle väga see, et ise pead oma teadmisi ka pidevalt värskendama – see hoiab vaimu erksa.

Millised on tänapäeva turundustrendid? Kas on üldse mingeid trende?

Ma ei tea, kas seda võib nimetada turundustrendiks, aga mulle endale meeldib selline postmodernne lähenemine turundusele. Leian, et mitmetes olukordades oleks ettevõtetel mõistlik taevani kiidetud kliendikeskus hoopis tagaplaanile jätta, sest vaadake, ega need kliendid ka



Foto: erikoogu

Oma töö juures meeldib Riina Korisele see, et peab ka ise oma teadmisi pidevalt värskendama.

mingid inglid pole – varastavad hotellidest rätkuid ja susse, valetavad oma lapsed nooremaks, et ei peaks muuseumi või veepargi piletit ostma, söövad toiduainetekaupluse puuviljaletis tasuta

viinamarju (nimetavad seda proovimiseks) jne. Mulle tundub küll, et vana hea „täidame lihtsalt oma lubaduse“ on hoopis midagi muud kui „kummardame ette-taha“ ja „ületame lootusi“. Kindlasti

on edukad need ettevõtted, kes suudavad selle DNAsse sisse kirjutada emotsiooni, hea enesetunde ja võib-olla ka mõne mõnusa vimka, mis kliendid heatahtlikult muigama paneb. Mis sellest, et vimka tehti minu kui kliendi arvelt.

Tänapäevane turundus on kuidagi nii halliks ja igavaks muutunud – värvi, muusikat ja *fun*'i oleks tarvis, sest tegelikult on see ju maailma kõige suurem šou, aga enamikul kampaaniatel ja ettevõtetel on kogu aeg selline pokkerimängija nägu ees.

Milline peaks olema turundusega tegelev inimene? Millised iseloomomadused on vajalikud? Või piisab ainult huvist ja tahtest?

Huvi ja tahe peavad kindlasti olema – muidu teed ju vägisi ja siis head nahka ei saa. Aga see inimene peaks olema heatujuline, kindlasti loov (see ongi vist kõige raskem) ja julge. Oma tegemistesse peab ka usku olema ning peab nägema asja laiemalt – seda, kuidas ja kas need pisikesed kilukesed ettevõttest, mida me iga päev näeme, sööme, tunneme, kuuleme, nuusutame, vaatame, kogeme, annaksid kokku ühtse terviku. Näiteks EBSi kaunis tammepuust uks ja hõbedases kirjas kooli nimi ning lehvivad lipud ukse kohal ei lähe üldse kokku ukse ees suitsetavate tudengitega. Ma räägin seda tudengitele iga päev tunnis, aga ikka suitsetavad ukse ees. Nojah, kuhu neil minna ongi?

Kuidas te oma vaba aega sisustate?

Aias ja kodus meeldib mulle väga toimetada. Kodus pigem talvel, aias suvel. Kevadel rohi kas või muru! Reisida meeldib mulle ka, aga mitte vist nii palju kui varem ja parema meelega ikkagi Euroopas kui Aasias. Mul on Aasiaga vist mingi sotsiaalkultuuriline konflikt. Liiga palju asjad häirivad mind seal ja seetõttu ei saa ma seal hästi puhata (kui me nüüd ikka puhkusereisidest räägime). Ja veel meeldib mulle kohutavalt lugeda. Ausõna. Ma tean, et see on selline pika habemega vastus, aga mulle tõesti meeldib lugeda. Mõni aasta tagasi otsustasin, et nüüd loen ainult „häid“ raamatuid. Klassikuid, ma mõtlen. Sest mulle hakkas tunduma, et Dan Browni võib lugeda, aga Tolstoid ja Nabokovit peab lugema. Üldse on mõnikord tunne, et läheks näiteks laupäeva keskpäeval Rocca al Mare kaubanduskeskusesse (muidugi eeldusel, et mõne parkimiskoha leiab) ja hüüaks kõva häälega: „Head inimesed, minge parem Kadriorgu jalutama või Kumusse maale vaatama või Harku metsa suusatama!“ Mõnikord tekib tunne, et inimesed



Foto: etakogu

Vabal ajal on Riina üks lemmiktegevustest reisimine. Pilt on tehtud Viinis.

tegelevad tühistes asjadega (nagu näiteks mina siis, kui lugesin ahnelt kaasaegset ebakvaliteetset kirjandust).

Kuidas te tudengeid motiveerite? Millised on meeldejäävad tudengid?

Ma tegelikult eeldan, et kui tudengid kooli tulevad, siis see on juba enesemotivatsioon õppida. Sama kehtib tegelikult ka turunduse tundide kohta – lähen tundidesse eeldusega, et tudengid tahavad õppida ja targemaks saada ja see peaks olema parim motivatsioon. Aga eks ma muidugi üritan ka oma loengud ikka tänapäevased ja päevakohased hoida ning võrtsitan teoreetilist materjali asjakohaste näidetega, et tekiks paremad

“Kindlasti on edukad need ettevõtted, kes suudavad oma DNAsse sisse kirjutada emotsiooni, hea enesetunde ja võib-olla ka mõne mõnusa vimka, mis kliendid heatahtlikult muigama paneb”

seosed ning asi „koju“ jõuaks. Ise katsun ikka alati heatujuline olla, nagu turunduses peakski või siis võiks. Mõnikord ma muidugi käratan ka ja saan

kurjaks, aga seda ikka alati asja eest.

Meeldejäävad tudengid ongi need, kes jäävad meelde. Oma osavõtlikkuse ja huvitatuse poolest. Need, kes kaasa mõtlevad, juurde küsivad, analüüsivad, kritiseerivad, kahtlevad ja omalt poolt tundidesse panustavad. Ja kindlasti ei pruugi nad alati olla tudengid, kes ainult parimaid hindeid saavad.

Kas tudengite juures midagi mõnikord häirib? Kas on midagi, mida tudeng saaks omalt poolt teha, et oleks parem õpetada?

Ega ma ei saaks öelda, et mul oleks halb õpetada. Õpetada on tore ja see võib küll tunduda klišeena, aga see „making a difference“ paneb kindlasti minu rattad käima.

Kui häirivatest tudengitest rääkida, siis vast need, kes asju poolikult teevad või jätavad õigeks ajaks tegemata ning siis käivad mangumas ja lunimas – küll ajapikendust, küll paremat hinnet, küll uut võimalust jne. Ma olen võib-olla vanamoeline (mulle meeldib rohkem sõna „traditsiooniline“), aga leiain, et koolis peavad olema reeglid ja neid tuleb järgida – mis neist reeglitest muidu teha?

Aga mõnda tudengit kohtan oma loengutes küll aastast aastasse, sest igal aastal jäävad tal minu tunnis asjad ripakile – neid võtan kui oma andunud fänne või siis EBSi sponsoreid, nagu minu hea kolleeg Jaanika Sarv neid nimetab.

Experience vs academic knowledge – which one is better?

Ellen Mjakonkih
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Being so young and having an almost complete lack of both practical experience and academic knowledge – I have contemplated for a really long time: which one is more important? Should I concentrate only on my studies or rather deal with other things like broadening my mind by getting a job and other practical duties?

It was quite recently that one friend of mine asked me to fill in a survey. As it was quite easy and meant as a home assignment, then I answered it straight away. I believe there would not have been much of a difference if I had not done that. Why? Because it was ridiculous and would not have given him/her any adequate results. I asked my friend what such a survey was created for. The answer was: "Because sometimes you need to take courses that are compulsory, yet absolutely not related to your specialism, and you need to do home assignments." My question was: why the hell do you go to university then? One: either change the university/speciality if the curriculum is so badly organised. Or two: you are definitely not the one who deserves to get higher education if you have such a *laissez-faire* attitude.

Why I became so frustrated overall about people not wanting to attain proper academic knowledge is one example. The European Parliament organised Safer Internet Day 2011 and released a video on that topic. I watched it. And thought. "Is it only me or this video is below all criteria?" I read comments about that clip on Facebook and the idea was: the European Parliament should come up with something better than that and not waste money on such useless promotions, ideas and people.

What happened? Probably their Marketing department was on holiday. Or they simply did that because they had to, when, at the same time, it is so "insignificant and not related to our subject". Or that video was made by people who had no clue

about how proper promotional videos should be made not having studied that.

In the world of entrepreneurship it is vital to see things from a wider perspective. What I mean by that is that a prosperous entrepreneur or manager has to have a global mindset. This does not include only reading the Financial Times and Guardian every

"A prosperous entrepreneur or manager has to have a global mindset. This does not include only reading the Financial Times and Guardian every day"

day to get information about Brazil and China, but also having knowledge about every possible field of life. It is useful to read professional analysis by the Financial Times. On the other hand, who helps you when it comes to signing a contract with a plant in Singapore or Japan? Attractive places from the point of view of the economy and nature, but have you looked at the statistics for natural disasters in that region? Some knowledge from geography classes is still essential.

In order to understand why some things happen around us, we firstly need to have some theoretical background. We may know that people keep blaming other people for their own mistakes and



Photo: internet

How to find inspiration for learning a boring subject?

such actions frustrate us. Why do people do so if it is not right? You probably got the answer in the lectures of psychology. Although, at first glance a question might have arisen, as to how psychology could be related to business. Another example was about being friends with geography. Thus, in my opinion, people who cannot find one or another subject interesting and useful should find inspiration and the purpose of it.

How to find inspiration for learning a boring sub-

ject? First, ask the lecturer for some examples from their own life or ask for extra explanation. Secondly, watch videos. When I had some pitfalls in macroeconomics, I googled and found very educative videos on various topics - got the idea in 10 minutes. This method is most effective when it comes to learning foreign languages. Watch some movies. Getting an audiovisual picture either makes you inspired and enthusiastic, or at least helps you to listen to proper pronunciation. In addition, what I like about watching videos is that they do not require much effort. Simply sit, relax and watch.

Now, some may wonder: are there actually some topics that you do not need and yet have to study. "Why do I need to waste my time on that? I will never use that rubbish in my life!" Never say never! Let me give you a simple example. In high school I terribly disliked media studies, grammar of the Estonian language and writing essays. At that time I truly believed that I would never have anything to do with writing. Guess who is now fascinated by journalism and is struggling with getting words right?

So, we got the idea that academic background is essential, but how about the importance of experience? We all know the miracle called Richard Branson – almost no education, yet one of the

most successful and richest men in the world. The same is true of Roman Abramovich and... the list goes on. What is uncommon with all those men is the will to break out of the situation where they were and out-of-the-box thinking skills. The latter comes of course with experience gained from real action and knowing a little about everything.

How much theory and how much experience is necessary in order to break through in the business world? As I personally see it, in the field of leadership and management these two can be compared with driving a vehicle, where the size of the vehicle stands for the size of the company. I know a person who has been driving a car since the age of 13 and does that every day. He lives in the countryside, of course. He has gained enormous experience by now, yet this person cannot drive a car officially. Or on the contrary, you may be the one who has passed the theory, done the required hours of driving, got your driving licence and... put them on a shelf for some years. Which choice is better?

Even when it comes to such practical skill as driving, you still need theory. Firstly, you need to know the rules in order to be safe. This includes getting acquainted with laws, traffic signs, solving theoretical situations etc. At the same time, or a little later,

start driving a car. That is all the same for management. You may have led a team since the age of 13, be very skilful, but - let's be honest – without knowing the laws of survival you will not stay in the (legal) game for long.

As just mentioned, I must admit that there is one vital exception in "useless subjects": If the teacher is boring. The worst thing that can happen is if an (incompetent) lecturer turns your biggest desire into an object of hatred simply by delivering it in a dull manner. Moral: lecturers, make sure your students do not have any reason for falling asleep during your classes!

So, to wrap my idea up, I would like to point out my two favourite quotes: "Love it or leave it" and "In the real world there is only one grade: 100%". This means if you do not like what you do (study), then leave it! Or if you do like it, then do it with all your might (study well all the subjects). You may have one chance in a lifetime in an unexpected field where you must give everything. What if that all is, as usual, only 60%?

Koostage äriplaan just selle kohta, mida elus tegelikult teha tahate!

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Kui tahad saada tõeliseks ettevõtjaks, siis tuleb kuskilt alustada. Kui tahad hakata n-ö suuremat mängu mängima, siis tuleb õppida, kuidas kaasata raha. EBSi vilistlase Kaspar-Ikevald Rannapi sõnul pakub „Ajujaht” suurepärase võimaluse õppida seda, kuidas minna investori juurde ja veenda teda oma idee tugevuses.

Kuidas on seotud õpingud EBSis, BändCämp ja „Ajujaht”?

BändCämp on idee, mis sai alguse teisel kursusel. Roland Tokko tegi mulle ettepaneku seda üritust korraldama hakata. Tundus huvitav ja võtsin ettepaneku vastu. Viimase kahe aastaga oleme

arendanud kaubamärki ning kokku pannud 16 bändi, 17 koolitust ja 22 kontserti. Aasta tagasi kirjutasin EBSis õppides Ülle Pihlaku kursusel äriplani, mis sisaldas ideed BändCämp Guide'ist.

Kuidas sündis äriidee?



Foto: erakoguuv



BändCämpi liikmed tegemas „Ajujahi“ tunnuslugu „Raju jah“.

Idee sündis EBSis ruumis 116, kus asub ettevõtluse inkubaator. Üheks lähtepunktiks oli BändCämpi missioon, milleks on arendada inimeste loovust muusika kaudu. Arutasime erinevaid ideid ning mõtlesime, mida ja kuidas tahaksime teha. Üks soov oli liikuda rahvusvahelisuse poole. BändCämp Guide tundus selle eesmärgi poole liikumiseks see kõige parem tee.

Kuidas tekkis idee osaleda „Ajujahil“?

Meil oli idee ja plaan, mida tahame teha. Tuli teha esimene samm. Kusjuures impulss selle projektiga tegelema hakata tuli tänu välisele survele ehk meie toetajatelt. Mõtlesime proovida ja vaadata, kui kaugelt jõuame.

Mis on äriideeks?

Luaa veebikeskkond BändCämp Guide, mille vahendusel on võimalik lahendada muusikute suuri-

maid probleeme. Eesti ja välismaiste muusikute seas tehtud uuringu põhjal selgus, et kõige suuremad probleemid on bändikaaslaste ja esinemiste leidmise ning enda turundamisega seotud mured. Nii nende kui ka kõigi teiste muusikaga tegelevate inimeste muredega me tegelemegi.

Kuidas te oma ideed ellu kavatsete viia?

Esiteks keskendume bändikaaslaste leidmise probleemile, sest see on hetkel kõige aktuaalsem. Järgmiseks aitame bändidel leida esinemisvõimalusi ja teadmisi, kuidas end turundada. Muide, Eestis toimunud ürituste kaudu oleme jõudnud neid probleeme juba lahendada ning nüüd on aeg hakata tegema seda üle maailma.

Kes moodustavad teie meeskonna?

BändCämp Guide'i meeskonda kuulub seitse inimest. Mina ja Roland Tokko oleme eestvedajad,

Peeter Pärtel on meie finantsjuht ning lisaks kuuluvad meie meeskonda veel kolm programmeerijat ja disainer. BändCämpi enda meeskond on suurem: seal on eraldi video-, üritus- ja turundustiim.

Räägi palun lühidalt „Ajujahi“ (töö)korraldusest: millised etapid on praeguseks läbitud ja millised ootavad ees?

Võistlusele kandideeris algselt ligi 350 ideed, millest sadakond valiti välja ning nemad said võimaluse žüriile oma ideed kolme minuti jooksul esitleda. Ettekannete alusel valis žürii välja 20 vahefinalisti. Finalistid läbivad hetkel neljakuulist koolitustsükli. 14. aprillil selguvad kuus lõppfinalisti ning 12. mail lõppgalal selguvad võitjad.

Mis on sinu meelest hea äriidee realiseerimise eeldus?

Esmalt tuleb väga täpselt defineerida probleem, mida just selle äriiga tegelemine lahendab. Seejärel leida probleemile ainulaadne lahendus ja siis seda sihtgrupile pakkuma hakata. Minu jaoks ei alga äri poeetiliste sõnadega „Ma saan, suudan ja unistan“. Pigem aitab ideed realiseerida mõtteviis „Vahet pole, proovime ära ja vaatame, mis saab!“ Tuleb hakata ideega tegelema ja katsetamise käigus jooksvalt juurde õppida.

Mida on „Ajujaht“ sulle ja su meeskonnale andnud?

Peamiselt välise surve, et äriplaan sahtlist välja võtta ja aktiivselt ideega edasi tegeleda. Kui olla Eesti mõistes väikeettevõtja, siis piisab erialastest teadmistest ja tööst. Kui tahad suuremat äri hakata ajama, siis tuleb osata kaasata teiste inimeste aega ja raha. Rahvusvahelises äris läbilöömiseks tuleb õppida, kuidas kaasata raha. „Ajujaht“ pakub suurepärase kogemuse (ja hiljemaks ka enesekindluse), kuidas minna investori juurde ja veenda teda oma äriidee kasumlikkuses. Lisaks oleme sealt saanud palju vajalikke kontakte: konsultante, kes annavad nõu ja mõtleavad kaasa. Soov võita on meil kindel ning seda soovi tugevdab võistlusmoment: kaasvõistlejate poolne grupisurve.

Mida soovitate neile, kel just äriplaan koostamine käsil?

Koostage äriplaan just selle kohta, mida reaalselt elus teha tahate!

What bothers you?

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Whining and complaining seems to be a natural trait of every human being. As a rule only very few people take real actions in order to change the situation. If you want to be different from these people, then there is a great possibility to use your own interests for the better.

In March 2011 besides the elections to the Estonian parliament, there are also elections to EBS Representative Body. Many students have had at best a vague idea of the existence of this institution. However, **it is the place where students can share their ideas for improving the quality of education they get or even better** – be one of those who makes the changes. How do you do that?

What is the Representative Body?

The Representative Body is a board of EBS students elected by their fellow students. The main task of this institution is to represent and protect students' interests. In the case of EBS the thing is that students of EBS elect the Representative Body, which, in turn, elects the board of Student Council. The first one brings up problems to be solved and the latter one deals with overall decision making and management. Almost the same as in a company – a board and shareholders – where the shareholders are students.

What are the students' interests that you protect? How does the Rep Body find them out?

In the first place, students are interested in getting a valuable education and of course fair and equal treatment when it comes to assessment. Interests could also be in outside school activities which help to engage their free time and to develop themselves in some untraditional way.

We find out students' needs by facing them personally. Members of the Representative Body are students themselves and study on different programmes. In addition, we try to involve the heads of each programme. We are always open to all suggestions about which topic needs to be brought up during our meetings.

We also have international programmes and students. How do you involve them and their

interests?

They are involved in the same way as other EBS students – through the elections of the Representative Body. International students may also apply to be a member of Rep Body. In fact, it would be an interesting case and we would change the work language in the name of involving internationals. In addition, their interests should be represented through the heads of programme.

How does the Representative Body work?

From my point of view, the Representative Body is the place where the decisions are made, which means that most of the work has to be done before the meeting. At the moment the board meets once a month, where we discuss problems which have arisen and decide which of them are common to most of the students and thus will be tackled.

How are students' problems solved in reality?

The aim of the Representative Body is to be di-

rectly or indirectly accountable for the activity of the Student Council. So usually the Representative Body creates some general instructions about how to deal with a problem, delegates it to the board of the Student Council which, in turn, takes necessary actions in order to solve the issues. Sometimes even the Student Council is not able to solve the problem because things do not depend on them. For this reason, my answer would be that the solution is found in the process of negotiations.

There are elections coming in March. Why should a student run for the Representative Board?

After each meeting of the Rep, I have thought that today was again a practice of strategic management. Partly it's a joke, partly not - it is all about finding solutions, yet problems in Rep are not so serious. Thus, the main motivation for a student should be developing strategic thinking which is incredibly important in every field of life.

In addition, all EBS students have the potential to be successful in the future. In Rep, there gather active people who will all probably be very successful in the future. So another incentive would be meeting great people with whom to have good contacts in the future.

What are the main criteria that a student should have when he/she has decided to participate in the elections?

I think two things are important. Firstly, the student should care and have some inner motivation to make studying at EBS better and make the Student Council and Rep body stronger. Secondly, he or she should have spare time to do it.

Interview with Priidik Vaikla, the speaker of the Representative Body



Photo: private collection

Priidik Vaikla: "The main motivation for a student should be developing strategic thinking".

Enterprising Student Hannele Tiik

Ellen Mjakonkih
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Photos: private collection



Who would have thought that a dance group that was created as a joke would become a real success? Who would have thought that a girl, who looks as if she would never harm a fly, is a wise team leader and a project manager guru? A great example of what it means to be soft on the outside, tough on the inside.

You sing and dance and act... and study business? How come?

The interest in business is an equation which evolved from my active nature, creativity and from the examples that both my brothers and my sister had already set in that field. Business studies seemed to be what I needed to pursue in order to provide the knowledge and environment to best apply my skills. Creative activities like singing and dancing are my empowering sources, they keep both my body and mind fit.

You are currently a coordinator of COIT at EBS. What does COIT stand for and what are your exact responsibilities in COIT are?

COIT stands for Communication and IT department and is responsible for the student portal www.ebsikas.ee, the Student Council's monthly newsletter Digituvi, event and campaign marketing and other communication channels between the student body and the Student Council. My aim today with COIT is to establish continuous fine communication involved with the Student Council and through that enhance trust between the student body of EBS and their Student Council.

Yet you haven't studied IT. Where do you get your IT skills from?

"I was fortunate to discover the "project manager" bug in myself quite early"

I must admit that my personal IT skills end with knowledge on Powerpoint and Excel. But not my interest! Though with IT problems greater than updating the student portal, the student council



With brothers Andreas and Kristjan Tiik, both EBS graduates.

has luckily provided me with contracted IT-people to turn to. I'm glad to be engaged with something that involves IT management as it is of such great significance in today's communication world – thanks to my work I have a greater opportunity to be more familiar with the different IT solutions and possibilities there are.

What does working in COIT mean for you?

From the experience of working in an organization to encountering new challenges I am very glad to be working with COIT and for the Student Council alongside with all the inspiring people there. It is a great opportunity also to put much of what we have been taught in EBS communication and organization classes into real practice.

You have organized your own projects and been a coordinator for such a great event as FIBIT. What attracts you in project management?

I was fortunate to discover the "project manager" bug in myself quite early. My first remarkable accomplishment, at the age of 15, was creating and organizing a competition for young fashion designers Kassikõnd ("Catwalk" – E.M.) together with my two classmates. The head sponsor for the event, taking place in Linnateater, was L'Oréal and the jury consisted of Estonia's most famous fashion designers. Kassikõnd is now an annual tradition at VHK, the high school I attended. From there I was offered to be a coordinator for one of the FIBIT fashion shows. It was another kind of challenge and I couldn't have been more excited to be part of it.

How have you improved your project management skills?

I have participated in a wonderful schooling in project management, organized in Hungary. It was a week full of different seminars and tasks on writing a project, ways of financing and different team building activities. The point was to learn how to write EU projects.

What is most essential when it comes to project management, in your opinion?

To create a close connection with your team and to find motivation in which everyone is interested. I always try to awaken the spirit of "We will do it!" For this reason it is important for me always to praise my team members and to celebrate their accomplishments, recognize their work. In addition, planning, preliminary work and sharing clear responsibilities are of enormous significance.

What have you done if one of your team members has taken a responsibility, yet laid it aside?

When I get a team together, I know for sure that there are people who are greatly motivated, those whom you are able to attract to the idea and those who are just not interested. I recognize demotivated people immediately and I've experienced that there is no point in trying to persuade them into doing something or to try changing their mind. I focus on working with those who share the goal and are willing to work for it.

You are one of the creators and dancers of Lamice. Tell us a little more about it.

Lamice is a creative group, that grew out of a dance team between my life-long friends and myself. After what I'd like to refer as a truly ridiculous success for one of our videos on Youtube (146,000 views in 9 months) and responses that followed, we've stretched our activity into producing commercial videos and taking on larger video production projects. It is an exciting thing and even though for the moment it is more of a hobby and we are currently operating as a Non Profit Organisation, we actually see potential in turning it into a real production company one day. Why not Lamice Productions!

How would you describe yourself as a leader? What qualities would you like to develop more in order to be a perfect leader?

Leadership is setting the right example. One of my basic rules to fair leadership is that I myself am willing to carry out the tasks I expect from others.

I want the people I work with to feel engaged and empowered to accomplish our common goals. It is also fundamental not to focus on problems but rather on the solutions and to enjoy the process. Another

advantage I see in my qualities as a team manager is my having belonged to a serious dance group Palestra for 9 years since I was 8 years old. I've grown up being a team player and I'd say I have learned quite a lot about team psychology and ways to work with it.

As for my weaknesses, then I might have the per-



On duty as a fashion show production assistant for the seasonal Stockman fashion shows.

sonality to administer a group of people to work but I become terribly shy and insecure when around authoritative people and I wish I had the entrepreneurial arrogance of "storming" in through doors and making a sale of my ideas.

You are very active physically and mentally. How do you succeed in that?

I don't! This is the area where I have a messy room to prove it. However, I try to create a certain role around every responsibility I have and then dedicate myself with every cell to it. Whether I'm a COIT coordinator, a student or a granddaughter

– each of these duties requires most of my attention. So, switching between roles is what helps me in realizing it.

How do you see yourself in the future?

My dream is to step into my mother's and grandmother's footprints into the world of fashion – it is such a compelling and feminine world! For example being a marketing specialist in a beauty company would be excellent.



Hannele through my eyes

Hannele is a real friend who is full of positivity, joy and sincerity. When she enters a room, she brings with her that powerful energy and her beauty is never left unnoticed. As a coursemate, she is irreplaceable and always adds that extra value with her ideas when it comes to team work. Hannele is very diverse, and her activities include dancing, singing, acting and even making music videos. I truly believe that there is nothing that she cannot manage.

Anne-Mari Zukovits, BBL-2

"It is fundamental not to focus on problems but rather on the solutions and to enjoy the process"

Doing business in Singapore

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Photos: private collection



Kairi Metsaots, an EBS alumna who has lived and worked in Singapore for two and a half years now, tells us about the exciting life there and doing business in Asia.



At work.

How did you find your way to Singapore?

Two and half years ago my boyfriend was looking for a school to do his last Master semester and our common aim was to experience something new. We looked at Australia, USA, and Asia as we had not been in those continents yet. Somehow Asia seemed most appealing from its different kind of point of view. Unfortunately we do not speak any local language so the only option was Singapore and thankfully our wish was fulfilled. It was the best decision at the time. We love it here. This city-state has lots of stories to tell and its diversified population makes it even more charming. Vibrancy and good travelling opportunities are the other two pleasant factors to keep us here.

Tell us about the business you work in. What is your regular work day composed of?

I am in charge of Marketing and Sales for the

whole of Singapore in a distribution company for quality toys. The extra task is to run international projects. My usual day starts with checking emails, organizing the display in our showroom, continuing ongoing projects and following up with business partners in terms of promotions and fairs, sales and merchandising. Most probably the second half of the day I spend outside the office doing retail checks and displays in my stores and meeting department store buyers. Being responsible for sales, I am prospecting for new B to B customers daily. Furthermore, I am looking after and developing our business into other South-East Asian countries. In a small company the work never ends and with a small team we have a chance to put hands on nearly everything even the warehouse if needed. For example I also know how to assemble

dollhouses and children's furniture.

Do you think that you would have found the same success if you had stayed in Estonia?

I think at the time I left it would have been difficult to find the same type of responsible job. By now companies are definitely giving much more chance for young professionals to prove themselves and work in the field they desire. In terms of moving up on the career ladder and stepping into executive boots it is faster here. Comparing remuneration packages, they are more competitive in Singapore. I must admit people are workaholics here as well, which means long hours every day. However, I think Estonia has the potential to develop fast and reach high.

How easy or hard is it to sell kids toys in Singapore? How is the market different from Estonia's?

The kids' toys business is interesting in Singapore. As the Asians are very price sensitive, displaying quality items next to the cheap "bling bling" seems like mission impossible. It will take probably a few more years to educate parents about high-quality wooden toys and to persuade them to spend more money than they are used to. Dealing with retail, I am often facing space limitations that are not an issue in Europe or even just next to Singapore in Malaysia.

Unfortunately children do not have a chance to run off their energy, explore and simply play, mostly due to studying around the clock. Quite often all

"EBS is like the big spring board into the exciting world"

kind of regulations can be limiting as well. When those sweet little angels go to the stores with their maids or parents they start discovering toys by punching a finger through the packages, demolishing the toys and playing with them inside the store. One time I got a real shock seeing the

store in a mess, there were pieces and leftovers of my counter and toys all over the place. If you say: "Could you please not do that" the parent is going up to management to have the staff member sacked. This is how crazy it sometimes can be. Overall it is a fun environment to work in as you can win a smile within a few seconds simply by talking about toys. I love to see people smiling.

All in all, the Singapore market is very competitive, which makes achieving success challenging - the key word for me in my everyday work. I need challenges constantly. As regards the quality of toys Asian markets are still developing.

In what areas is Singapore economically better or worse than Estonia?

I would not say better or worse, but there are visible differences like the tax system, the living standard and the multicultural group of people, who all contribute to the economy. Looking at all the puzzle pieces of the economy, I wish Estonia and Singapore would learn more from each other and fill in the missing gaps. Having been living in Singapore for over two and a half years I see increasing amount of activity between these two countries and hopefully the ties will get even tighter. For this progression, I would give lots of credit to our Honorary Consul Mr. Sonny Aswani here in Singapore. He is an incredible person and a real Estonian patriot.

How much is EBS involved with the success you have?

I am not so sure if I could call it success, nevertheless I am happy and where I want to be in my life. I would say it is my personal success. EBS has been a big part of both: personal and career development. In the other words EBS is like the big spring board into the exciting world for me. The personal approach and practical knowledge base you get from there is invaluable. Furthermore, the EBS team is so fun and supportive that you want to keep contact with them all through your life. EBS is my friend.

How often do you visit Estonia?

Living on the other side of the world is setting limits for going back as often as I would like to, but once in a year for sure. Every time I go back I ask my mom to come from Ireland as well. Otherwise it would not be possible to see everybody I care

about and miss. I wish next time I could ask my parents-in-law from France to join us as well. There is nothing else like family and friends in the world.

Where do you see yourself in 5 years?

Could be still here in Singapore and could be anywhere else in the world. I am trying to live one day at a time and enjoy myself 100%. Goals such as running my own business and being fluent in at least one Asian language will, I hope, be realized by that time.

"This city-state has lots of stories to tell and its diversified population makes it even more charming. Vibrancy and good travelling opportunities are the other two pleasant factors to keep us here"

What about your hobbies?

For me, relaxation is a very important part of balanced life. Daily I try not to stay later than 6.30 or 7 pm at work so I can have some time for myself and my boyfriend. I am fond of sports and try to move

as much as possible, for example by doing Pilates, swimming, wakeboarding and something more manly - practicing Muay Thai. I couldn't imagine I could be so much into boxing. At the moment it is on hold due to my knee problem.

Beside sports I love to meet my friends in bars, cafes or over dinner. Living in a multiethnic environment it takes a few days of my week to meet up with all those different friends' groups. Furthermore, I like to organize gatherings between members of our little Estonian community.

If there are festivals we always try to pass by. Museums, musical concerts, nature walks are another group of my favourite activities. The rest of the time we are travelling and exploring Asia.

It may look I have a hyper active schedule here; actually having summer all through the year is the main reason for that. The city is buzzing 24 hours a day. If you want to go out and have fun on Monday evening, it is also possible.

And to forget all this running around I have always a few books next to my bed, which I am using to relax my mind before falling asleep.

There are other people from EBS in Singapore, correct?

You are right; I am not the only EBS alumna here in Singapore. The previous year in August Relika Arras came to discover Singapore life as well. She works in Standard Chartered as Executive Assis-



The view from The Peak in Hong Kong.

tant to the Group Head. I can proudly say she is as active or even more than I am. We all fully enjoy the life here.

How is it to adapt to the life in Asia? What helped you to settle in?

Singapore is definitely a good place to get acquainted with all kinds of cultures. The differences between Asian and Western cultures can be quite broad in many aspects. Family is extremely important in Asian cultures. Elderly members of the family are treated with much importance. They love to stay together under one roof. Even if they are already married and have kids, their parents and other siblings will love to stay with them. In courtship and marriage Asian ladies are reserved. Usually the man will do the courting and he should ask permission from the parents of the lady when they want to get married. It is always proper for the guy to visit the lady in the home rather than meeting her anywhere.

Asians also love shopping, especially branded clothes and accessories. When you meet them and ask what they have been doing, they start listing where they have been shopping and what they have been buying. It's funny to me.

The other big difference is in eating habits. Asian people love to eat all the time. They start their day with Nasi Lemak (fried rice) and finish it with Kway Teo (popular noodle dish) around 11 pm for example. The manners at the table are also pretty much vice versa. Nearly everything that is impolite for us is normal for them.



Discovering the world with my boyfriend.

In the business world you need to take into account the different religious backgrounds and make your approach accordingly.

Overall, after travelling and living in Asia for over two years, I can say with great warmth that the people are extremely friendly and helpful on the whole. To be honest I haven't needed any help to adapt into such different world; I guess my open-mindedness and interest towards Asian culture have been my only supports.

What advice would you give to EBS students

who want to strike out abroad?

Attitude: "Everything is possible!" Be confident, be yourself and constantly willing to learn. If a person is choosing EBS this already means being successful locally and internationally.

This city-state has lots of stories to tell and its diversified population makes it even more charming. Vibrancy and good travelling opportunities are the other two pleasant factors to keep us here.

Act as if it is impossible to fail

Maret Mitt

maret.mitt@gmail.com

Photos: private collection



Olesija Roos is one of the most inspiring and active businesswoman I have had the honour to interview. She is energetic, knows the formula for success and how to keep the balance between work and quality time at home.

How does your usual workday start? How many goals do you achieve during the day?

I start my day by going for a walk to Kadriorg Park with my dog. Every morning I put together a list

of tasks I have to deal with during the day and fix the priorities. 15 minutes of focused evaluation of daily need-to-do-this-and-that-and-do-it-now in relationship to actual long-term goals and plans helps to see the day with clarity and focus on

what's really important and makes a difference. It also helps to clear the brain of clutter and distraction. As I have several projects going on simultaneously, my day is normally divided into several thematic blocks and particular daily tasks go into

those blocks. I strongly believe that if you fail to plan, you plan to fail. And most importantly, the whole point of making a plan is that you use it :)

You are active in an internet marketing business and a steel trading company at the same time – which one is more cherished? Or are both businesses at the same level?

They are completely different - one is traditional, conservative, almost 100 % men- dominated by B2B. I like the challenge, the drive, the complexity of the topic, variety of the product, steel itself and the production facilities. But at the same time I am totally in love with shoes and in addition to the fact that Kingakaubamaja.ee is all about shoes, it is also an innovative creative dynamic online B2C environment.

Women and steel, not so usual a composition: How did you run across the steel business?

I went to the Galvex (today Arcelor Mittal Tallinn) hot dip galvanizing plant to work as HR manager and fell in love with sales and steel.

In 2005, after only a month in GALVEX Estonia, you moved from human resources manager to sales manager. And after being 3 months in the sales manager position you became a general manager. It is a very fast move up the ladder. What made this giant jump possible?

It was a period of big changes when previous managers had left and new ones were yet to be found. Somebody had to take the responsibility and get things done. And the more you did the more responsibility you got. I was young, extremely ambitious, enthusiastic, eager to learn and very self-confident. I never took no for an answer. It was an extremely stressful, full-speed 24/7 learning period on your own - being thrown into the water to see what would happen. But it was the best and most intense business education I could have ever got, and after all the only way to discover the limits of the possible is to go beyond them into the impossible.

You created Estosteel - a young and ambition steel trading company. How did Estosteel get started?

It was a very logical step. I always wanted to work for myself and make things happen. I thought I



Olesija is totally in love with shoes, thereby came to life www.kingakaubamaja.ee.

knew everything I needed to, but I surely didn't. But as I always believed that a true failure is not to

“Action is for sure the foundation to success”

have tried it never stopped me :) Action is for sure the foundation to success.

How did the year 2010 and the currency change influence Estosteel's revenue and strategic plans? So far, the European market has been your main objective. Is Estosteel planning to expand into Asian or Russian markets?

We have completely changed the business model, market and customer segment. At the moment our main focus is on CIS countries and Eastern Europe.

You have been compared with the legendary steel business woman Tiiu Silves. How does this argument affect your career/life?

I never took this comparison as a serious one. Two similar words in a CV: steel and a woman, is not grounds for a comparison. We worked in completely different business environments, with different products and are completely different people.

Kingakaubamaja.ee achieved Best Internet 2010 award in the Social Media category. In your opinion, what are the new trends in the internet marketing business in 2011 and 2012?

I think there will be numerous developments with businesses using social media and internet marketing will eventually become mainstream.

Are there any new, innovative ideas coming in the market, created by you? Some special projects?

This spring Kingakaubamaja.ee is going to come up with something totally different and we are all

“Act as if it is impossible to fail. If you care at all, you will get some results; if you care enough, you will get incredible results”

very excited about it :) There are also several very fascinating start-ups going on but the time to talk about them is yet to come.

You have published some articles where you encourage women to become entrepreneurs. In your opinion, what is the main reason why women do not dare to take this initiative?

It is all about priorities and ambitions. People in general and women especially want stability. Starting your own business, you have to forget about stability, a fixed salary every first week of the month, be ready to fail, start over and never give up.

There is a sad fact that male CEOs are more common and female CEOs are rarity. If and what personal skills does a female CEO require?

In very many business areas, women have to learn more, know more to be taken seriously and be respected. Women have to have extreme self-confidence and really be the Top of the Top.

Think back to the beginning of your career, what is the most valuable lesson that you have had?

Act as if it is impossible to fail. If you care at all, you will get some results; if you care enough, you will get incredible results.

What is your stand for exchange students?

It is definitely a valuable experience to go to a completely different environment and succeed on your own. Every new culture and people you meet enriches you and gives your perception of the world a new perspective.

Do you have a mentor or a good adviser?

I don't have a mentor, but I have come across a lot of fascinating people, who have helped me a lot.

I know that you love yoga, jogging and tennis. How often you find time to do sport?

During summer I am jogging every morning with my dog, otherwise my weekly schedule includes at least 2-3 times some kind of sporting activity.

What is your nightstand book?

If any, then it would be a Facebook :) If seriously, I read a lot, but mostly during weekends or while travelling. Evenings are for my family.



Olesija and her beloved dog Mõmmi.

A piece of Mexico in Estonia

Kadri Lenk
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Photos: private collection



A lot of dull young Estonians go abroad to find excitement and wonder. Mexican exchange student Alfonso "Poncho" Zetina finds all these emotions right here and sees beauty in places that it seems to be lost.

The answer that everybody wants to hear first. Why Estonia? Why EBS?

It was 12th November, an International Business lecture where I was learning about cultural dimensions. Diana Bank (the most inspiring educational soul I have ever known in my short life) began to explain Power Distance Index and individualism, also focusing on the remarkable differences between international economies. I can still hear her words in my head as if she was talking this morning. "Let's compare a different and far economy to ours" she said. Then, like destiny itself was reaching our lives, Geert Hofstede site's scroll-bar showed up Estonia. I was intrigued by the location of this unknown territory and by the end of the class Diana's eyes, deep in mystery and filled with wisdom, looked to me, expressing the most emphatic enthusiasm. She said: "Alfonso, you, the one who always say you were born in the wrong era, along with your inkpot, your medieval handwriting and your passions, need to discover Estonia before the time passes". Instantly a smile escaped from her lips and her eyes turned to the folded documents in her brown leather case and she left the classroom leaving me alone with the Estonian mystery. I needed to know where Estonia was located on the planet but more important, I needed to know why a faraway place of which I had never heard before should make me a better man. I have always wanted to find a place which understands me and my soul but above all understanding could cause enough mystery that would help me to understand who I am and what I could do as an individual in this huge, raw, dangerous, beautiful, wild Earth.

I have observed the pro-activity of Estonian citizens, fusing their individualism with the desire of belonging to a social stability but something has captured my special attention. It's the Estonian identity which has remained untouched even after all these centuries of conquests, wars, invasions, technological development and the constant complexity of contemporary, absurd and



Nature lover Poncho.

unmeasured barbarian nihilism. I have found Estonia as a way of telling to history that she could always pass no matter what. The vital structure of Estonia won't be lost in the wind like the leaves in October. Yet I have to visit the countryside territo-

"I have found Estonia as a way of telling to history that she could always pass no matter what."

ries in order to know more about this land.

I am convinced that Estonia gives me a huge pile of fresh breath in my lungs and some fantastic ideas in my mind. I am intrigued by the constant passion in the daily trajectory of Estonian people in a place that offers thousands of landscapes and

infinite angles to capture life, hundreds of spaces to develop perspective and so many beautiful areas to demonstrate still covered with this white veil which apparently will melt in about two and a half months. History (some others would say fate) reaches us all in different manners, moving constantly and setting us up paths to walk and landscapes to share.

What was your first impression when you stepped out of the airport in Tallinn?

Actually I stepped out from the bus station after a tiring sixteen hour trip by bus across Poland, Lithuania and Latvia. I found a friendly view with a bit of international flavour in it and at the same time so cosy in its freshness. There were Adrien Ruggirello, Beáta Bankó and Toomas Tuude picking me up from the snowy bus station around midnight. There! Tallinn showing herself to me as

a small but amazing city, covered in grey and white and shining all around with the warm lights coming from inside the buildings. Each time I step onto a new territory there is this thought crossing my mind: "nothing is written, no action and no experiences will ever be the same as they are in the present time". Estonia is not an exception and the thought from that night has not changed.

Tell us about your country.

Mexico is certainly a place to visit with plenty of time and full ardent stamina running through the veins. But with tears in my eyes I can say lately this beautiful land in its colourful veil has been stained by ideologist barbarism, drug dealers' lack of humanity and politicians' selfishness. Mexico is the land of mystery where you can find millions of daily life details and actually feel yourself as a Mexican. The national territorial extension is 1,964,375 km² and the total average population is 103,263,388 people which mean there are more than a million adventures to be experienced. The diversity of good food is quite wide and the party time is certainly a thing to see and live. Local people actually find the common food as hot and spicy as foreigners do, but there are as many flavours as stars in the sky. Whenever in Mexico, try chiles en nogada, mole poblano, chilaquiles, chileatole and many more. I already miss all this food and certainly I'll cook it during my time in Tallinn.

Mexico is quite a landscape for those who love painting and capturing life in a photograph, quite an adventure for those who love outdoor sports and wildlife, quite a heaven for those who would rather relax with the sound of the waves and the heat of the sun, quite a museum for lovers of an extended and rich history and of course quite a world for those who enjoy the good company of humble and kind people.

What is the thing you love most about Mexico and cannot find anywhere else in the world?

Easy! There are two main factors: my lovely family who always will be there for me as much in the bad



Grr - he is actually always happy and smiling.

times as in the good ones, those who have bled with me in defeat and celebrated in victory. And the second factor is food the flavours and variety of which will take my soul forever and make me now twice hungry. It is in my nature to be hungry all the time. There is no food around the globe like what is cooked by one's mother, I really miss it.

What are your impressions about EBS so far? What are you going to study here?

"Mexico is the land of mystery where you can find millions of daily life details and actually feel yourself as a Mexican"

EBS seems to be a serious and professional institution in which the quality of academic life resides in the trust of the local and international business market. I am going to study my 9th and 10th se-

mester of International Business before graduating from Instituto Tecnológico de Estudios Superiores de Monterrey (ITESM, my Mexican university).

What is your University like?

My university has 34 campuses all around the Mexican Republic. Some lovely campuses are for example Guaymas whose facilities were built in front of a lovely beach especially for visiting foreign students and summer pupils; Chiapas and Jalapa, to discover the southern culture and XVIII century buildings. Campus Monterrey is the biggest campus which houses the hugest international community of students in Mexico in bachelor and major studies. ITESM is the largest university in Mexico and receives the main employment demands from Volkswagen México, Grupo FEMSA (Coca Cola México), Telmex, Audi, among other companies. The most interesting thing is that the prices for the universities vary a lot so students from every-

where can arrange a proper fee according to their own budgets.

Do you have any interesting projects going on as an entrepreneur?

Actually I am interested in Estonian culture as a way to Culture Fashion Development. Let's just say it's a project which I am already working on. As for commerce I produce my own tobacco and I have future plans for this hobby.

What are your plans after graduating from university?

I will take a year to meet new people and capture themes for clothes around the globe and then choose a location where to establish an exclusive store for my clothing brand Alfonso Zetina. In a further future I want to have a family, of course, gorgeous kids, a lovely wife and a lighthouse to live in. Needless to say I want to do business and establish commerce in textiles, ceramics/porcelain and tobacco.

One of the most important traditions: International Cuisine Evening

Eleri Kurvet

elerikurvet@hotee

Photos: Margus Press

Usually, the event has taken place in the middle of the semester. But this time we wanted to try something else and connected it with the first weeks when new international students are here, so they can prepare already before coming to Estonia and bring along some things from their country. Also, it's a great socializing event where people get to know each other better.

This semester, students from 12 different countries presented their food and culture.

The Estonian table was filled mostly with desserts like chocolate, "kirju koer", oatcookies, "kohuke", but also Baltic sprat breads, "kama" and "kali". Other countries invited guests to try filled pancakes, boiled potatoes, schnitzel and many more.

Examples of prepared food from different countries:

Spain: tortilla

Mexico: enchiladas rojas

Poland: faworki; barszcz biały (a soup of fermented rye flour)

Austria & Switzerland: Wiener Schnitzel; Kartoffelsalat (potato salad), Lindt (Swiss chocolate); Mannerschnitten (famous Austrian wafers)

Georgia: khinkali, mtsvadi, khachapuri

Approximately 70 visitors attending the event

had a unique opportunity to see the performances by EBS local and foreign students. Estonian folk dances opened the evening; after that, the stage was free for anybody who wanted to show something traditional from their country or just present their skills. A student from France made a great performance with sticks, the guys from Georgia didn't mind the fact that they had no female representatives from their country - they still managed to do an incredible dance from their homeland. Last but not least, a Finnish guy closed an evening with beautiful live music. Everybody went home or to the afterparty with good mood and stomach full of tasty food.

Next International Cuisine Evening will take place in the Autumn semester, it's free of charge and all visitors are more than welcome to come, taste and have a great evening.



Tudeng vs. õppejõud

Teadmiste rubriigis kohtuvad käitumisteaduste õppetooli õppejõud Jaan Ennulo ning päevases õppes võõrkeeli ja ärikorraldust studeeriv Anton Lehtla. Küsimused said sedapuhku euro-sini-mustvalged ja kohati ka globaalsed.

Maret Mitt

maret.mitt@gmail.com

Fotod: erakogu



- 1) Kes on Peep Taimla asemel ETV uus ilmateadustaja?
- 2) Kes on Eesti vabariigi hümn „Mu isamaa, mu õnn ja rõõm” viisi ja sõnade autorid?
- 3) Millise igapäevaeluseadme, mida loodetavasti paljud pole näinud, võttis 1972. aastal kasutusele General Motors?
- 4) Millise osariigi senaator oli USA valitud president Barack Obama?
- 5) Millise spordiala kohta on Mark Twain öelnud „... on ära rikutud jalutuskäik”?
- 6) Kes on Mark Zuckerberg (sündinud 1984)?
- 7) Mitu korda ööpäevas moodustavad kella minutiosuti ja tunniosuti täisnurga?
- 8) Kes on Eesti euromüntide kujunduse autor?
- 9) Mitme riikliku teenetemärgi väljastamisega tunnustas riigipea Eesti vabariigi 93. aastapäeva eel riigi kodanikke?
- 10) Mille hirm on dromofobia?
- 11) Kui palju on 4! (faktoriaalis)?

- 1) Triin Tuula (1 p)
- 2) Viis: Pacius, sõnad: Jannsen (2 p)
- 3) Turvapadi (1 p)
- 4) Lõuna-Carolina (0 p)
- 5) Jooksmine (0 p)
- 6) Facebooki asutaja (1 p)
- 7) 4 (0 p)
- 8) – (0 p)
- 9) 99 tk (1 p)
- 10) Hirm magama jäämise ees (0 p)
- 11) 16 (0 p)



- 1) Triin (1 p)
- 2) Viis: Pacius, sõnad: Jannsen (2 p)
- 3) Turvapadi (1 p)
- 4) Alabama (0 p)
- 5) Käimine (0 p)
- 6) Märksõna on Facebook (1 p)
- 7) 47 (0 p)
- 8) - (0 p)
- 9) 99 tk (1 p)
- 10) Kaameli kartus, tuleneb sõnast dromedar? (0 p)
- 11) Ei mäleta, kooli lõpust on kaua möödunud (0 p)



Väärikas viik. Ilus.

Õiged vastused:

1) Triin Tuula 2) Viis Frederic Pacius, sõnad Johann Voldeemar Jannsen 3) Turvapadi 4) Illinois 5) Golf 6) Facebooki looja 7) Minutiosuti teeb ööpäevas 24 tiru, tunniosuti 2 tiru, minutiosuti jõuab tunniosutite äärel ja moodub 22 korda, iga kord moodustub tunnis 2 täisnurga, kokku 44 korda 8) Lembit Lohmus 9) 99 tk 10) Hirm tänavavälitamise ees 11) $n! = 1 \cdot 2 \cdot 3 \cdot 4 = 24$

Raamatusoovitused

Nils Vaikla soovitab:

Saario investeerimisraamat: Kuidas ma investeerin börsiaktisiasesse, Seppo Saario, 2009

Seppo Saario on legendaarne Soome investor, kes seletab raamatus, milliseid põhimõtteid tema investeerimisel järgib ning mille põhjal investeerimisotsuseid teeb. Autor on oma kodumaal saavutanud erakordse populaarsuse ja usaldusvärsuse. Palju teadmisi ja oskusi aktsiasse investeerimisest on ta saanud ise õppides, lugedes ja börsiettevõtteid külastades. Autor käsitleb investeerimisküsimusi just väikeinvestori seisukohast, tänu millele on raamat huvitav lugemine nii algajale kui ka juba kogunud väärtpaberitesse investeerijale. Seppo Saario püüab investoreid panna väärtpaberiturul iseseisvalt mõtlema, analüüsima ja arutlema. Investeerimishuviline lugeja leiab Saario investeerimisraamatust asjalikke õpetusi, kuidas investeerimisprotsessi analüüsida ja otsuseid langetada.

The Intelligent Investor, Benjamin Graham, 1949

Benjamin Graham tutvustab raamatus väärtusinvesteerimise põhimõtteid ja on sellega üks väärtusinvesteerimisele aluse panijaid. Väärtusinvesteerimine on investeerimisfilosoofia, mille kohaselt investeeritakse börsiettevõttesse, mille turuväärtus on aktsiaturul madalam kui fundamentaalse analüüsi tulemusel saadud ettevõtte õiglane väärtus. Teisisõnu, väärtusinvestor otsib üles need aktsiad, mille väärtuse on turg mingil põhjusel valesti ehk tegelikust odavamaks hinnanud, ning ootab, kuni turg vea üles leiab.

Raamat sobib investorile, kes ei otsi kauplemiseid, vaid kuidas turvaliselt, vigu vältides ning börsi tõuse ja mõõnu üle elades börsile pikaajaliselt investeerida. Nii autori kui ka raamatu tähtsusest annab aimu Grahami õpilase ja tuntuima väärtusinvestori Warren Buffetti kommentaar raamatule, kus ta on öelnud, et tegemist on kaugelt parima investeerimisteemalise raamatuga, mis seni on kirjutatud.

Kaja Kallas soovitab:

Commanding Heights, Daniel Yergin ja Joseph Stanislaw Bourgeois Virtues, Deirdre N. McCloskey

Raamatutest soovitatakse EBSi üliõpilastele eelkõige neid kaht. Esimene raamat räägib ülereguleerimise ohtudest ja tagajärgedest ning toob näiteid maailma kõikidest paikadest ning näitab poliitika ja majanduse seoseid, ühtlasi toob see eriti selgelt esile ülereguleerimise ohud eri riikide näidete varal. Teine teos räägib kapitalismi eetikast ja sellest, kuidas kapitalism on meile hea, samuti kapitalismi eetilistest kategooriatest. Autor tõestab, et kapitalism on teinud meid ka paremaks, mitte ainult rikkamaks.

Kairi Metsaots soovitab:

As a Man Thinketh, James Allen, 1903

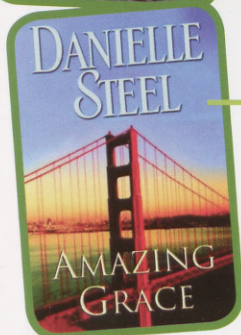
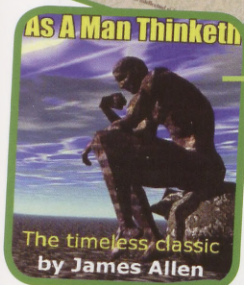
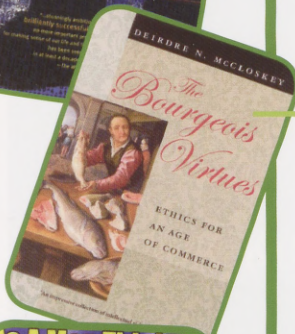
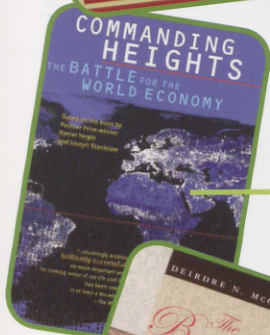
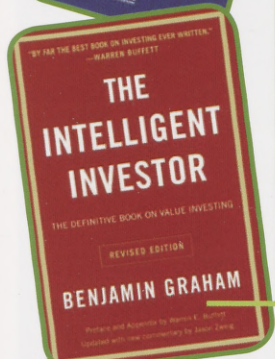
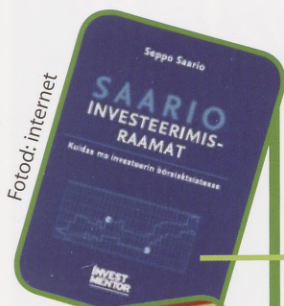
Elu, mida juhime, on loodud läbi meie mõtete. Kui soovime parandada elu käiku, peame oma mõtteid parandama. Õige mõtlemine algab sõnadega, mida endale ütleme. Me oleme ise oma elu arhitektid ja tahtmata põhjustame valu ning kannatusi alateadlike mõtetega. Kui me aga suuname oma mõtteid, liigume just selles suunas, mis on südamesooviks. Kogu kiire elu kõrvalt on lihtne põhilisi elutõdesid unustada, James Allen aga pöörab tähelepanu nende meenutamise vajalikkusele.

See on raamat, mida kannan endaga igal pool kaasas. Ühest korrast lugemisest ei piisa, seda tuleb pidevalt lehitseda, et meele pidada, kui võimas on inimese mõttemaailm ning mida kõike sellega teha suudame. Kui jaks on otsas, saan selle Alleni raamatu abil alati tagasi.

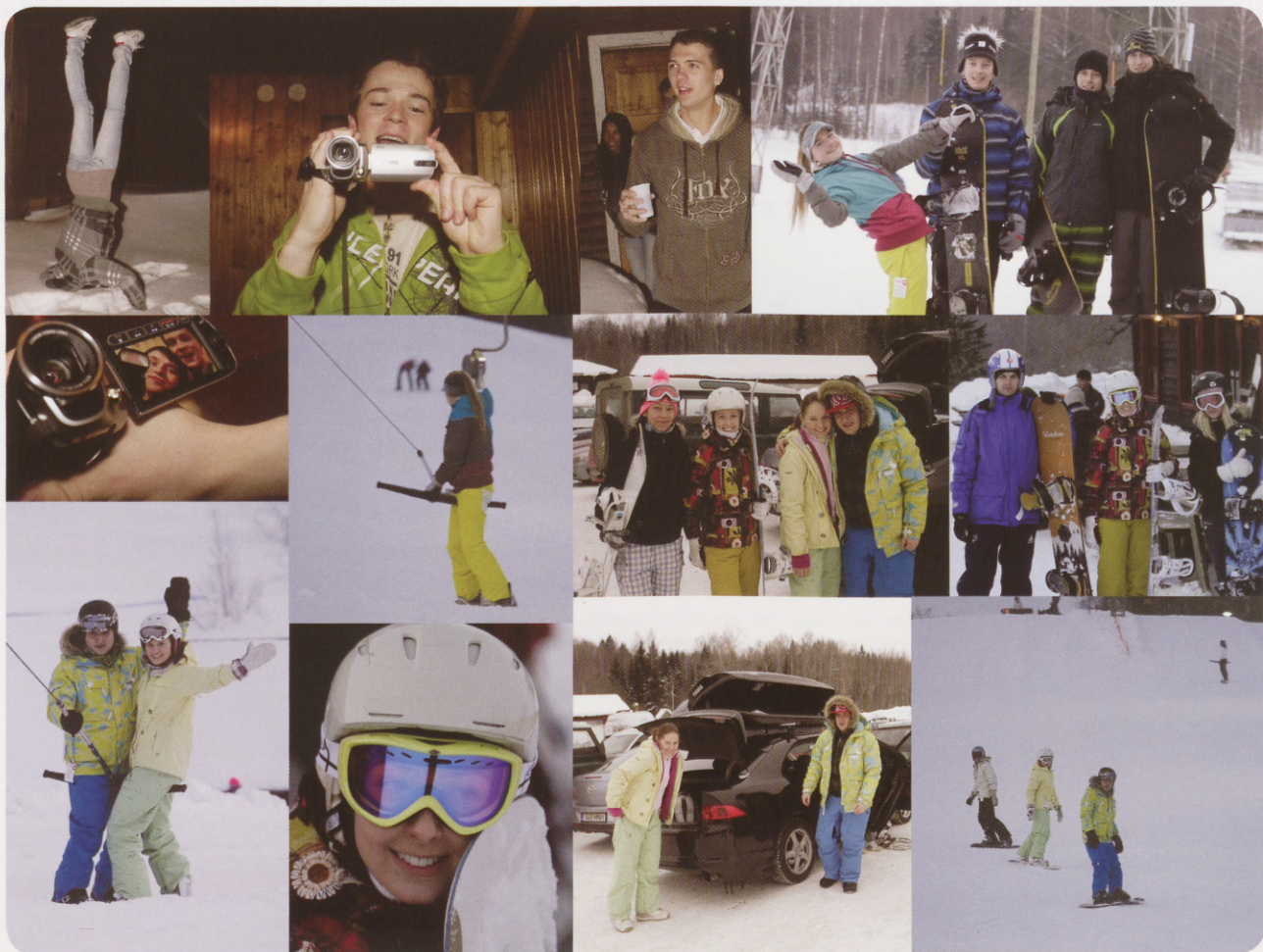
Amazing Grace, Danielle Steel, 2007

Maavärin San Franciscos viib neli täiesti erinevat inimest omavahel kokku ning muudab nende elusid täielikult. Finantsmehe naine vaatab pealt, kuidas tema elu kildudeks puruneb, Grammy võitnud laulja seisab silmitsi oma elu ja karjääri muutusega, fotograaf avastab uue eesmärgi tapatalgude keskel ning nunn, kes töötab kodututega, vaatab läbi rususid ning mõistab, et seal on palju veel teha...

Üks minu lemmikuid autoreid Danielle Steele suudab mind jätkuvalt oma raamatute külge siduda. Kui lugema hakkad, ei saa enam käest ära panna. Tema laused ja juhtumistekeerised kannavad mind kaasas läbi raamatu. Isegi kui päev on hall ja tuju null, on tema raamatud mulle alati abiks ja teevad südame soojaks. „Amazing Grace” puudutas mind eriti oma karakterite mänguga ja meeletute kontrastide jadaga. Pärast seda mõtlen ikka, et miks küll inimestel on tarvis traagilisi juhtumeid, et kokku hoida ja üksteisest hoolida.



EBSi Talvepäevad Otepääl 25.-27.02.11



Glow In The Dark 17.veebruariil klubis CatHouse



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Sudoku õige vastuse saad kokku lugeda punastest ruutudest.

Saada see aadressile ebs.tudengileht@gmail.com ja võida EBSi meene!

Võitjaga võtame ise ühendust!

Ringid ja täpid

Iga ringi kõrval on täpp. Täpid ei asu mitte kunagi kõrvalt, isegi mitte diagonaalidel. Numbrid ruudustiku paremal ja alumisel serval näitavad, mitu täppi vastavas reas või veerus on.

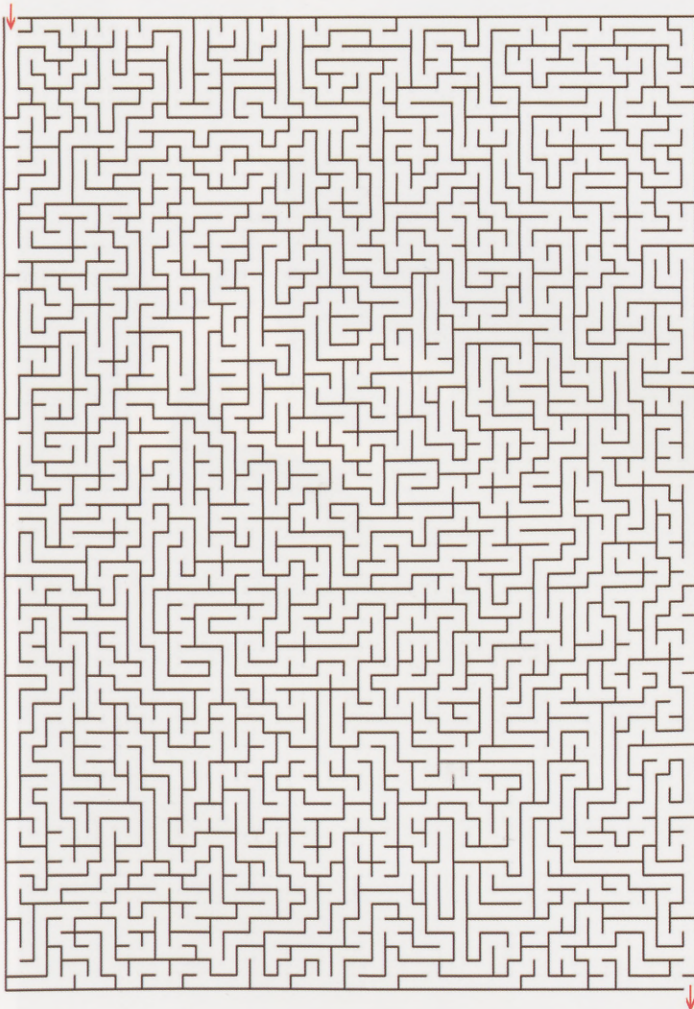
Leia täppide asukohad!

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Saada täppide koordinaadid aadressile

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Võitjaga võtame ise ühendust!



	1	2	3	4	5	6	7	8	
A				○					1
B									1
C		○							1
D	○	○			○			○	1
E			○				○		3
F								○	1
G									1
H			○						1
	1	1	2	1	2	0	0	3	

Palju õnne!

Elis Ojaperv, võitsid eelmise Tudengilehe mõistatuste õige vastuse eest EBSi meene!

Eduka karjääri algus pärast kooli

Äsja koolipingist tööturule siirduja seisab silmitsi karmi reaalsusega. Unistuste töökohani jõudmiseks on vaja rohkemat kui lihtsalt diplomit taskus: laia tutvusringkonda ja häid soovitajaid, palju aega ja kannatust, et end oma valdkonnas tõestada, oskust olla õigel ajal õiges kohas ning – mis paljude jaoks võib olla võõrastav – suurepärasest enesemüügi oskust.

Kui ülikooli astudes tehti otsus sinu sobivuse kohta peamiselt selle põhjal, millised on sinu teoreetilised teadmised ja eeldused tulla toime õppetööga, siis tööandjat huvitab see, kuidas sa päris elus, päris töökohal, päris situatsioonis ettevõtja eesmärgi suudad ellu viia.

Tulles tööturule, konkureerib noor inimene kogunud spetsialistidega, kellest paljudel on ette näidata lisaks haridusteele ka mitmekülgne töö- ja elukogemus ning pikk loetelu eri täienduskoolitustest. Paljud tööpakkujad eeldavad uuel töötajalt eelnevat tulemuslikku töökogemust. Hiljutisel üliõpilasel ei ole seda üldjuhul ette näidata.

Mida sa oma (töö)elult soovid?



Sinu karjääri algus



KESKUS

EESTI POPULAARSEIM TÖÖPORTAAL

Alustada tuleks eesmärkide seadmisest. Vasta kõigepealt küsimustele: Mida sa soovid oma tööelult? Milline on sinu jaoks ideaalne olukord 5 või 10 aasta pärast? Kirjelda seda olukorda võimalikult täpselt ja oleviku vormis. Näiteks „Olen tänapäevase tehnoloogiaettevõtte tunnustatud tippspetsialist. Minu juhtida on korraka mitu olulist tarkvaraarenduse projekti. Ma koordineerin mitme projektimeeskonna tööd. Töö on stressirohke, kuid see mulle meeldib. Ma teenin piisavalt, et ... jne“ Siit edasi võiksid kirjeldada ka muid eluvaldkondi (pere, tervis, vaba aeg, füüsiline keskkond, vaimne areng, majanduslik olukord) puudutavad isiklikud eesmärgid. Oluline on vaadata, et eri eluvaldkondadega seonduvad eesmärgid oleksid omavahel kooskõlas. Näiteks töö, mis eeldab pidevat reismist, ei pruugi olla kooskõlas harmoonilise pere-eluga.

Eesmärkide seadmine on eelkõige oluline sinu enda jaoks – kui sa need teemad enda jaoks läbi mõtled, on sul palju lihtsam oma edaspidiseid valikuid teha. Konkreetsed ja arusaadavad eesmärgid võimaldavad nii sinul endal, kui ka sinu potentsiaalsel tööandjal, hinnata sinu sobivust pakutavale töökohale.

Kuidas leida tööd?

Ettevõtjad otsivad töötajaid peamiselt kahte moodi: otsides sobivaid kandidaate CV-de andmebaasist või avaldades tööpakkumise ise, kas ajalehes või tööportaalis. Praktika näitab, et ilma töökogemusega inimesega tööpakkujatavaliselt ise ei kontakteeru, et talle pakkumist teha. Selleks, et sul oleks reaalne võimalus tööpakkujale silma jääda, pead ise aktiivselt kandideerima.

Tööpakkujat jaoks on kandidaatide seast esimese valiku tegemise kriteeriumiks korrektselt vormistatud CV ning müüv kaaskiri. Mida vähem informatsiooni on kirjutada CV-sse, seda rohkem tuleb keskenduda kaaskirjale. Kaaskiri tuleb kirjutada, lähtudes sellest, mis seda konkreetset tööpakkujat kandidaadi juures huvitab. Kaaskiri peab vastama küsimustele, miks just sina sellele töökohale parim kandidaat oled. Kaaskiri ei tohi olla liiga pikk ja esimesed laused peavad tekitama tööpakkujas sinu vastu huvi. Mõttele ka sellele, kes viib läbi värbamist (kes on tööpakkumises märgitud kontaktisikuks)

– kas ettevõtte tippjuht, personalitöötaja või sekretär. Tavaliselt teeb tema laekunud avalduste hulgast esimese valiku.

Intervjuu

Enne kui lähed intervjuule, uuri ettevõtte tausta, tee endale selgeks ettevõtte tooted/teenused, eesmärgid ja probleemid. Kui viimane on keeruline, siis vormista need küsimusteks, mida tööintervjuul ise küsida. Asjalikud küsimused näitavad sinu kohta rohkem kui sinu vastused standardsetele küsimustele. Õigete küsimustega on sul võimalus ka värbajale paremini meelde jääda.

Esimesed sammud tööturul – miks mitte tööpakkujana?

Töepoolast – paljudele ei sobigi palgatöö. Selleks võib olla erinevaid põhjuseid, mida siinkohal lahata pole ruumi. Eestis on ettevõtjate osakaal kogu tööjõulisest elanikkonnast mitu korda väiksem kui arenenud Lääne Euroopa riikides.

Võib-olla ongi õigem siseneda tööturule just tööpakkujana? Kui sul on palju värskaid ideid, sul ei ole veel suuri kohustusi (kodulaenu, lapsi jne), sul piisavalt julgust, et võtta riske, ja aega, et teha vigu, ning tulevikus tahad sa ju olla majanduslikult sõltumatu ning teha tööd vaid siis, kui sa tahad, mitte sellepärast, et sa pead.

Värskel koolilõpetajal konkurentsieelised tööturul

Puudub töökogemus – tööpakkujat saab kutsuda Sinu tööharjumused oma vajaduste järgi

Õppimisharjumused – omandat uut kiiremini ja süsteemsemalt kui vanad olid

Madalamad palgootused – Sul ei ole veel suuri kohustusi, saad vähemaga hakkama

Paindlikkus – kui pole veel peret ega muid siduvaid kohustusi.



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