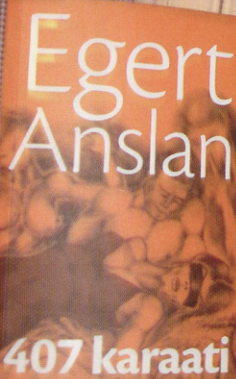


Jürgen Ligi, Estonian Minister of Finance:

"The future of Estonian economy
is in your hands, EBS students!"

Ants Liivat:

"There are no impossible dreams,
just our limited perception
of what is possible."



Egert
Anslan
407 karaati

Egert Anslan:

"The knowledge
I got from EBS
helped me a lot
while starting up
and managing
companies."

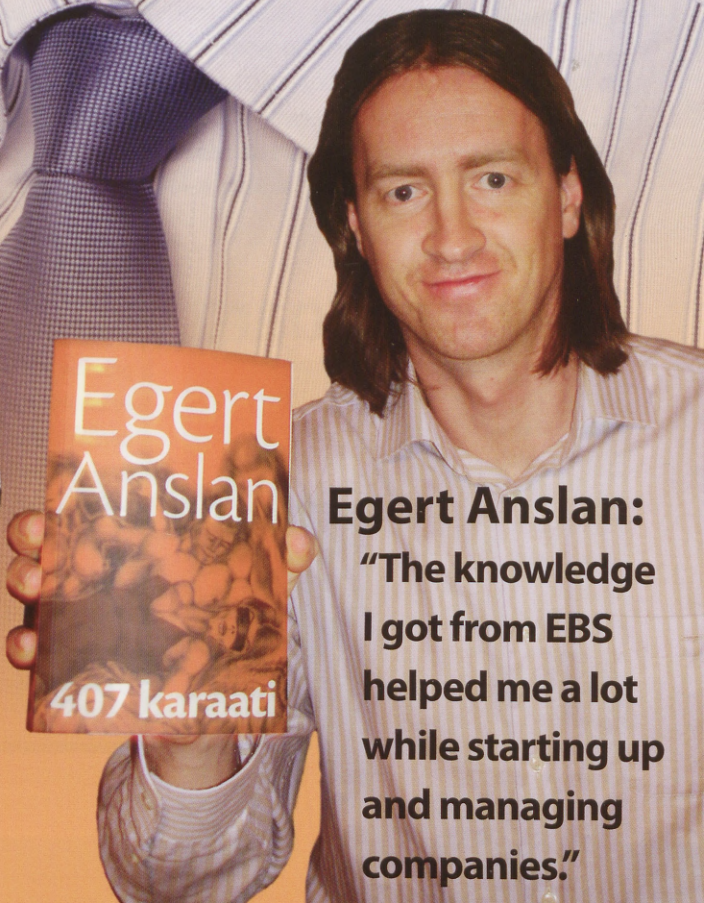


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Events in March:
 -St Valentine's Party
 - 25-27.02 EBS Winter Days in Otepää

Estonian Business School – Lancaster University Management School Double Degree

Bachelor students who want to receive the degree from Lancaster University Management School (LUMS) <http://www.lums.lancs.ac.uk/> from UK in addition to the EBS degree, can apply for the EBS – LUMS double degree. In order to qualify for the double degree, you should be currently studying in your 2nd year and your average grade in EBS should be at least 4.0 by the end of your third semester. In order to apply, you have to present an application, 2 reference letters, TOEFL or IELTS test result and transcript of grades to the EBS International Office (room 103).

EBS – LUMS double degree **application deadline is February 20, 2011.**

Later on, successful applicants will be contacted by a LUMS representative in March for an interview in Tallinn and conditional offers will be sent by June 2011.

Welcome to the Study Abroad Evening in February! Please receive meanwhile further information about the double degree on our website at <http://www.ebs.ee/double-degree-programme/> Application form is available at the International Office in room 103 or from Ms Eve Müür eve.myyr@ebs.ee.

The very first EBS – LUMS double degree alumni are Ms Anneli Hallik and Mr Ivan Altuhhov, who graduated in 2010. Congratulations!

ESN & International Club:

- 2 Feb - Pubcrawl
- 3 Feb - Movie Night (ESN Tallinn)
- 4 Feb - Democenter visit
- 5 Feb - City Game (ESN Tallinn)
- 6 Feb - Bus Tour (ESN Tallinn)
- 8 Feb - Social event "Mix & Mingle"
- 9 Feb - International Cuisine Evening
- 10 Feb - Welcome Party (ESN Tallinn)



The World is yours!



Hey, you student! Do you know that in couple of months you could be on the other side of the world? Internship as a Marketing leader in Argentina, an Accountant in Portugal, an English teacher in Africa, an IT specialist in Bulgaria – everything is possible! As a result of such an experience you will be a real highflyer and attractive for employers. This is a real chance, which is offered by AIESEC.

If you want to go on an internship, contact AIESEC and go abroad. The world is yours!

In addition, do you want to meet new cool active peers and enlarge your network? Do you want to make use of the academic knowledge which you get in lectures? You will probably remember only 20% of what you learn! If you want to increase that percentage – AIESEC gives you the opportunity.

Besides putting knowledge to good use, enlarging your network, meeting new people all over world, you will also learn skills which are not taught at school.

In order to get a better picture of what AIESEC is, come to an information evening on 3rd or 8th February. The rendezvous is at 18.00 at the main entrance of TUT or at the entrance of the main building of TLU (in both universities at the same time). Look for youngsters in blue AIESEC hoodies.

More information: www.AIESEC.ee/tallinn

Photo: Internet

Editorial Board

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Or visit: room 208
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Circulation: 1000

Renewed journal!

Dear reader!

Photo: private collection



Piret Merimaa

For more than twenty years, EBS has been the leading business university in Estonia. It's been a long time in the course of which our first alumni have managed to bring up their children, who are, actually, our present day students!

The identity of EBS cannot be limited to students only: it encompasses EBS founders, the alumni, High School students, lecturers, teachers, Study Department employees, and a remarkable number of Estonian business owners, and private and public administration leaders too. All members of the EBS community keep alive the idea of the free market economy, fair competition and discretion. We all are contributors to the success story of the Estonian economy!

The shoes of EBS Student Voice have turned out to be a bit narrow. **We feel that it should represent the whole community that keeps alive the EBS Business Spirit.** That is why the concept of the journal has been reviewed and updated. First of all, Estonia is an open economy and the "Professional Playground" we are competing in is not limited to Estonia but to the Nordic countries in general. For this reason, and **in order to facilitate the reader's readiness to use English** at work, **more** articles have been written in English.

EBS monthly journal's mission is to keep alive, facilitate and develop integration and interaction between previous, current and future students as well as their parents, supervisors and society as a whole. The EBS monthly journal aims at creating, developing and maintaining close relations between EBS alumni who are current employers and current students who will be the future employees.

It acts as a bridge by facilitating the information exchange between all parties interested, by helping students in the process of acquiring theoretical knowledge and practical experience, and by supplying employers with innovative and competitive employees with "the right attitude".

To achieve its goals, several new rubrics have been created. For example, the innovation section calls all creative

students to join the New Skype in Estonia –Fits.me and be a part of the new success story. In the Erasmus rubric, Liisi Poomann motivates EBS alumni as employers to benefit from ERASMUS students as a gateway to improving their knowledge of foreign markets. In the success corner, different aspects of personal development will be discussed. In the future, we plan to write about student companies and research work at EBS too.

Still, the backbone of the journal will be economics and business. In the February issue, Estonian Minister of Finance, Jürgen Ligi analyses the impact of the adoption of the euro on the Baltic economies, as well as role of the Estonian state in supporting young people in acquiring higher education, starting up businesses and financing their mortgages. EBS lecturer Lauri Luiker gives the macro-economic view of what will happen to the Estonian economy during 2011. EBS alumnus Egert Anslan describes his life as an example of the importance of being different: his success story from entrepreneur to writer. Current student Ants Liivat shares his experiences of combining and managing the roles of a student, chairman of EBS Student Council, and managing director of an IT company.

You will have the chance to contribute to the development of the journal too. If you are interested in writing economics and business related articles, you are warmly welcomed to our team. If you know outstanding leaders and entrepreneurs with an EBS background from whose experiences we all could benefit, please let us know! **If you want to express your ideas and expectations from EBS journal – make your voice audible!**

Piret Merimaa
Editor in Chief

EBS BBL alumna
EBS MBA-2
Member of EBS Student Council

Exchange Students in Spring Semester 2011 at EBS – Welcome!

Eve Müür, International Exchange Coordinator

Estonian Business School welcomes 35 international (26 bachelor and 9 master level) exchange students in the current spring semester. The students come from 11 countries and 18 different universities. All eighteen universities have signed bilateral or Erasmus agreements with EBS for student mobility.

Exchange students come from the following universities:

AUSTRIA: Vienna University of Economics and Business (1 student)

FINLAND: Hanken Swedish School of Economics and Business Administration (1 student)

FRANCE: Grenoble Ecole de Management (2 students)

Groupe ESSCA-Graduate School of Management (2 students)

Reims Management School (2 students)

IAE Aix en Provence Graduate School of Management (2 students)

Audencia Nantes Ecole de Management (2 students)

Euromed Marseille Ecole de Management (1 student)

IESEG School of Management (4 students)

Toulouse Business School (3 students)

GERMANY: University of Cologne (1 student)

Fachhochschule Stralsund (2 students)

GEORGIA: Caucasus University (3 students)

MEXICO: Tecnologico de Monterrey (1 student)

POLAND: Warsaw School of Economics (1 student)

SPAIN: Universidad CEU San Pablo (1 student)

ESIC Business & Marketing School (2 students)

SWEDEN: Linnaeus University (1 student)

SWITZERLAND: ZHAW School of Management and Law (2 students)

TURKEY: Middle East Technical University (1 student)

Tere tulemast! We wish you a wonderful and exciting time in Estonia!

Are You Interested in Studying Abroad in 2011/2012?

Eve Müür, International Exchange Coordinator

As a student of EBS you can apply for studies abroad as part of your EBS studies. In this way your studies will be based on bilateral agreement with one of our partner universities and the courses taken abroad will be transferred to EBS after your return from abroad. In order to plan your studies abroad as well as possible, you should first read through all information given on our website at <http://www.ebs.ee/study-abroad/> (in English) or <http://www.ebs.ee/valisopingud/> (in Estonian), then ask for further information from the International Office (room 103) and also discuss your plans with your study consultant in the Study Department. Additionally, it is useful to talk to EBS students who have already been studying abroad and who can tell you useful things from their experience. When you have made your decision, you should send the **application** (available at <http://www.ebs.ee/how-to-apply/>) to the International Office by **March 1, 2011**.

Comment:

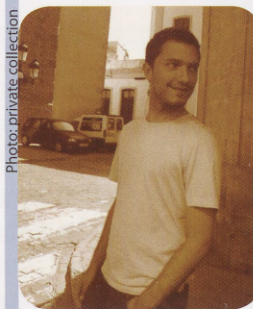


Photo: private collection

Kimonas Mademlis

I used to be an exchange student in EBS, while afterwards I graduated from my home institute (University of Athens, Department of Economics) and came back to Tallinn to live permanently. Luckily, I found a very good job and pretty fast in Ericsson Eesti AS and concluded that Estonia is the place to be!! EBS, through the Erasmus programme and all the academic staff, helped me a lot by giving me the opportunity to get to know Estonia and Tallinn, something that really changed my whole life as I decided to leave Athens, Greece in order to become a local. The Erasmus experience is something I definitely recommend to every student!

Foreign Faculty in the Spring Semester

In February (March and April):

Svetlana Sedunova from Russia –
International Partnership in Small Business

In March:

Georgijs Burakovs from RISEBA, Latvia – Logistics

Andreas Freytag from Friedrich Schiller Universität Jena, Germany – Corporate Governance

Peter Günther from FH Esslingen, Germany – Advanced Corporate Finance

Vladimir Kolchanov from IMISP, Russia – Doing Business in Russia

Andrey Kazakov from Russia – Doing Business in Russia

John Playle from UK – Intermediate Accounting

Dolf Tuinhout from the Netherlands – Logistics

In April:

Anders Näslund from Sweden – Strategic Management

Markku Virtanen from Finland – Corporate Governance

In May:

Benas Adomavicius from ISM, Lithuania –

International Business Opportunities in the Baltic Sea Region

Exchange studies can last from one semester to one academic year. In order to apply, your average grade should be at least 3,0 and you have to present a motivation letter to support your application. All students applying for European universities can apply for **An Erasmus scholarship** and master students applying for European or non-European universities can apply for a **DoRa scholarship** (further information to be requested from International Office).

EBS students can apply to all universities listed as our institutional partners with whom EBS has signed bilateral agreements for student mobility, the list of partner universities is available on our website at <http://www.ebs.ee/partner-universities/>.

You are welcome to come to the Study Abroad Evening in February, where all application procedures and partner universities are introduced.

EBSi lipp püsib „Ajujahi” konkursil kõrgel

Ettevõtluskonkursile „Ajujaht” saabus tähtjaks 306 uut ideed. Ideede taga on 243 inimest, kellest 25 andsid uhkusega teada, et õpivad Estonian Business Schoolis.

Korraldajad oleks oodanud äritudengite veelgi aktiivsemat osavõttu, aga et konkursi näol on tegemist uute äriideede otsimisega ja algajate ettevõtjatega ning EBSi tudengite hulgas on palju neid, kes juba ettevõtlusega aktiivselt tegutsesid, siis on tulemus igati hea.

Põnevamad ebsikate äriideede näited on energiasäästlik tänavavalgustussüsteem, mis aitab kulusid kokku hoida kuni 75%, hääl telefonis, mis loeb ette saabunud uudised ja tekstisõnumid, toiduainete värskuse järel valvav ja ohtudest teavitav külmkapp, päikesevalgust kontoritesse püüdev uudne energialahendus. Kõikide konkursile esitatud ideedega saate tutvuda aadressil www.ajujaht.ee.

Konkursile esitatud ideede hulgas valis eelhindamise žürii välja 100 tugevamat ideed, mille meeskondadel oli võimalus esitleda oma plaane laiendatud, 13-liikmelisele žüriile. Žüriiga kohtumisele eelnes ka koolitus selle kohta, kuidas ideid veenvalt esitada. Žürii kaasabil selgitati välja 20 silmapaistvamat ideed, mis jätkavad „Ajujahi” finaalis.

20 finalistit hulka pääses ka kaks EBSi vilistlast: Kaspar-Ikevald Rannap, kes kuulub meeskonda BändCämp Guide, ja Edward Anton, kes kuulub meeskonda Kontorielamus. BändCämp Guide loob internetis õppekeskkonda, mis lahendab muusikute suurimaid probleeme. Kontorielamus aitab luua igale ettevõttele omanäolist kontorit.

Finalistid osalevad mentorite käe all „Ajujahi” viiekuulises koolitusprogrammis. Maikuu selguvad nende hulgas konkursi võitjad, kelle vahel jagatakse 63 911 euro (1 mln kr) suurune auhinnafond.

Miks osalevad ettevõtlikud inimesed „Ajujahi” konkursil? Seda on paslik küsida finalist Kaspar-Ikevald Rannapilt: „Otsus „Ajujahil” osaleda tuli sellest, et olemasoleva idee elluviimiseks tekiks väline surve ja positiivne stress. Konkursil osalemisest loodame suurimat kasu läbi uute kasulike kontaktide, praktikute soovitude ja mentorite nõu. Raha võitmine oleks tore, aga see on teisejärguline põhjus.”

„Ajujahi” konkursile saab kaasa elada Facebooki ja konkursi kodulehe kaudu. Hoidke omadele põialt!



Foto: erakogu

Mentorite speed: BändCämp Guide nõupidamisel mentoritega.

Kui kaugel on EBSi ja LHV koostööprogramm?

Alar Kein

Majandusarvestuse ja rahanduse
õppepöoli juhataja

Alar.Kein@ebs.ee



Foto: erakogu

Kuigi EBS ei ole CFA programmi ametlik partner, oleme investeringute juhtimise spetsialiseerumissuuna õppeprogrammi väljatöötamisel lähtunud pikemaajalisest eesmärgist – saada CFA programmi ametlikuks partneriks. Seepärast püüame õppe sisu juures võimalikult täpselt järgida CFA seatud standardeid.

Praeguseks oleme välja töötanud spetsialiseerumissuuna ainete esialgsed kavad. Ainekavade koostamisel oleme püüdnud lähtuda sellest, et õppe sisu vastaks nõuetele, mida CFA kandidaatidele esitatakse. Samuti oleme analüüsinud rahvusvahelise ärijuhtimise bakalaureuseõppe ainete programme, et välja selgitada, kas õppeainetes käsitletav katab kõik teemad, mille kohta CFA esimese taseme eksamikandidaatidel teadmisi eeldatakse. Selles vallas on suure töö ära teinud Andres Vesilind.

Kevadsemestri jooksul on meil plaanis tutvuda CFA Instituudi ametlike partnerülikoolide poolt pakutavate sarnaste õppekavade ja ainete sisuga, et ainekavadele „viimast lihvi anda”, seejärel kooskõlastada aineprogrammid LHV esindajatega ning sõlmida kokkulepped lektoritega. Õppepöoli eesmärk on luua ühtne ja toimiv meeskond, kuhu oleks kaasatud parimad Eesti asjatundjad, sh nii EBSist, LHV pangast kui mujalt. Samuti uurime võimalusi kaasata õppetöösse väliseksperte (rahvusvahelisi eksperte).

Kevadsemestri lõpus plaanime tellida programmi jaoks õpikud ja panna paika spetsialiseerumissuuna kandidaatide valiku kriteeriumid. Kandidaatide valik toimub koostöös LHV panga esindajatega sügissemestri alguses. Valiku üheks oluliseks kriteeriumiks on kindlasti õppeedukus.

Spetsialiseerumissuund on juba praegu tõsiselt huvitatud, mistõttu loodame, et EBSi ja LHV koostöö jätkub ning LHV toetus investeringute spetsialiseerumissuunal rakendub ka 2011/2012. õppeaastal sellel suunal alustavate bakalaureusetudengite suhtes, kes programmi valituks osutuvad. Üldinfo spetsialiseerumissuuna kohta on toodud EBSi koduleheküljel <http://www.ebs.ee/investeringute-juhtimine-3>. CFA Instituudi kohta leiab teavet aadressilt <https://www.cfainstitute.org/pages/index.aspx>.

Foto: erakogu
Photo: private collection



EBS Rector Peeter Kross / EBSi rektor Peeter Kross.

Welcome Back!

Tere tulemast tagasi!

At the start of the New Year, 2011, I wish you a successful new semester at Estonian Business School. You will have many new experiences ahead of you in the coming few months, and I wish you success and enjoyment from your studies as well as from your other activities.

This spring, EBS is once again undergoing an assessment of the quality of its studies and procedures. Our doctoral programme will be under scrutiny in March, as part of the so-called transition assessment, successful completion of which is needed to conform to new Estonian education systems.

Also in March, the general election will shine a spotlight on the policies of the political parties with regard to education, amongst other things, and we are waiting with interest to see what kind of policy will emerge from the new government.

As usual, we shall have a large number of exchange students with us for the spring semester – 24 will arrive for the first time, and 12 who have already been with us for a semester are staying on until the summer. All of you are very welcome!

In June, EBS will host the largest educational conference ever held in Estonia. EURAM 2011 is expecting some 800 participants for the meetings from 1st to 4th June. Some of the sessions will be held in the school building, when we will be asking for the help of those students who want to be involved. You will be kept informed of the organisation and planning, but we know that all students, employees and faculty of EBS will be welcoming hosts to our guests.

Peeter Kross
Rector

Soovin teile kõigile uut edukat 2011. aastat ja algavat kevadsemestrit EBSis! Lähikuudel ootavad teid ees mitmed huvitavad sündmused ning soovin edu ja õnnestumisi nii õpin-gutes kui ka teistes tegemistes.

Ka sellel kevadel hinnatakse meie ülikooli õppetöö ja selle korralduse kvaliteeti. Meie doktoriõppekava vaadatakse ekspertkomisjoni poolt üle märtsis nn üleminekuhindamisel. Oleme hindamiseks valmis ja loodame selle sammuga veelgi tugevdada EBSi positsiooni Eesti kõrgharidusmaastikul.

Märtsis toimuvad riigikogu valimised tõstavad rambivalgusse poliitiliste erakondade suunad ka hariduselus ning me jälgime huviga, millised on hariduspoliitika uued arengud.

Nagu tavaks, asuvad ka algaval kevadsemestril EBSi õppima vahetusüliõpilased, kellest 24 saabub siia

esimest korda ja 12 jätkavad sügisel alustatud õppetööd. Tere tulemast!

Juunis võõrustab EBS Eesti suurimat hariduskonverentsi. EURAM 2011 tervitab 1.–4. juunil 800 osalejat. Osa konverentsi sessioone toimub meie ülikooli ruumides ning siin ootame koostööd kõikidelt üliõpilastelt, kes tahavad kaasa lüüa konverentsi ettevalmistamisel ja läbiviimisel. Peagi avaldatakse EURAMi konverentsi kohta ka lisainformatsiooni, kuid olen kindel, et kõik EBSi üliõpilased, töötajad ja õppejõud on konverentsi külalislahketeks võõrustajateks.

Peeter Kross
rektor

Üliõpilasesinduse uus juhatus

Luise Savik
Luise.savik@gmail.com



Alates veebruarist on EBSi üliõpilasesindusel (ÜE) uus juhatus, kuhu kuuluvad Raino Raasuke, Jürgen Visnapuu ja Maarja Kopli. Mida oodata uelt juhatuselt?

Raino

EBSi üliõpilasesinduse ülesanne on eelkõige ebisikate tudengielu rikastada. Selleks loob ja pakub ÜE neile erinevaid tegevusi ja hüvesid. Ülikoolist tuleks võtta, mis võtta annab. Meie eesmärk on see miski muuta võimalikult mitmekülgseks ja anda tudengitele laiad võimalused tegeleda õppetöö kõrval ka kõige muu põnevaga.

Meil on hulgaliselt uusi projekte, mida asume ellu viima. Arendame ettevõtluskeskkonda – loome tudengitele rohkem võimalusi „oma asjaga“ alustada, omandada kogemusi äritegemises, arendada loovust jpm. Äärmiselt tähtsaks peame üliõpilaste omavahelist suhtlemist – loome ka selleks rohkem võimalusi. Tutvused on ju ikkagi kindel kapital kogu eluks! Ühesõnaga paneme rõhku sellele, mis elus on oluline ning mis hea hariduse kõrval aitab saada edukaks.

Siiani on esindus liikunud väga huvitavates suundades ja kindlasti tahame positiivsete arengutrendidega jätkata. Jätkuvad traditsioonilised üritused, igal ebsikal on peagi võimalus soetada huvitavaid ning praktilisi meeneid tuluuuest e-poest, lugeda Tudengilehte mugavalt läbi interneti jne. Lisaks

jätkub ühtse koolivaimu loomine ja juurutamine. EBS on väga väärikas ülikool ja iga tudeng võib siin käimise üle uhkust tunda!

Kokkuvõtteks võib öelda, et asume tööle tudengite huvides, oleme nende häälekandjad nii kooli sees kui ka väljaspool. Meie ametiajal on iga tudeng oodatud oma arvamust avaldama ning uute ideede, ettepanekute ja probleemidega välja tulema. Koostöö on ikkagi üks edu alustaladest, nii et olge julged, tegusad ja suhtlusaltid!

Jürgen

Kus suitsu, seal tuld. Seega, kui võimaldada tudengitele atraktiivseid üritusi alternatiivsete vahenditega, mis sisaldavad endas kahtlemata ka eks-treemust, siis on ka üliõpilaste kaasatus kindel. Oleme võimelised pakkuma üritusi võimalikult madala hinnaga – kusjuures sellega ei kaasne ürituste arvu ja eelarvete kärpimine!

Meie suurimaks projektiks kujuneb „mÕIS“-i ehk mobiilse õppeinfosüsteemi loomine, mis hetkel on kuvandifaasis. See peab võimaldama SMS-teavitust ÕISI kalendrisündmustest ning igale tudengile vastavat infomenüüd. Süsteemi raken-

damine aitab tõsta tudengite teadlikkust ja kiirendada info liikumist.

Maarja

Üheks vähestest valdkondadest, kus EBSil veel teiste ülikoolidega võrreldes eelis puudub, on sport, kuid seda viga katsume parandada. Hetkel pakume vaid korvpalli ja võrkpalli mängimise võimalust ning koostööd Zelluloosi spordiklubiga, kuid järgmisest õppeaastast tahame seda valikut rikastada. Tundes ise puudust tüdrukuid huvitavatest spordialadest, on plaanis luua EBSi tant-sutüdrukute rühm ning pakkuda õrnema soo esindajatele aeroobikatunde. Samas ei pea kartma, et me poisid ära unustame. Nendelegi kavatseme midagi uut ja põnevat välja mõelda. Pikemas perspektiivis soovime vabaainete sekka lisada ka mõne spordiaine. Läbirääkimised EBSi juhtkonnaga selles suhtes käivad.

Lisaks peame oluliseks elavdada välistudengite ja kohalike tudengite vahelist suhtlust. Meie omalt poolt anname oma parima, et suhteid tihendada. Arvestades üsnagi suurt välistudengite arvu EBSis oleks lausa patt tulevikus kindlat kasu toovaid kontakte kasutamata jätta!



EBSi uus üliõpilasesindus: (vasakult) Maarja Kopli, Raino Raasuke ja Jürgen Visnapuu.

Alumni Dinner

Piret Merimaa
piretmerimaa@gmail.com

Photos: Taavi Olli



The Estonian Business School Alumni Dinner 2011 took place on January 25th. In the Radisson Blu Hotel Olümpia banquet hall, EBS management and its founder and Chairman of EBS Supervisory Board, Mr Madis Habakuk, as well as the alumni, master and doctoral level students got together and discussed current educational, business, economic and political issues.

The event was opened by EBS Rector Peeter Kross' welcoming speech. He presented to the participants greetings for a Happy and Successful New Year from EBS alumni all over the world. A short summary of the main achievements of 2010 followed, and the Rector mentioned that 2011 would be equally challenging and eventful. The heart of the event was the discussion between the Alumni

Dinner's guests of honour, the Estonian Minister of Finance Mr. Jürgen Ligi, and TV and radio journalist Mr. Märt Treier. Due to the forthcoming parliamentary elections, the majority of the questions were related to the forces that will shape the future Estonian political landscape as well as their impacts on foreign companies and the Estonian economy, as a whole, in the pursuit of growth.

During the gathering, people involved had the chance to enjoy good food prepared by top Estonian chefs and refresh and strengthen relations with their classmates and lecturers. In addition, a survey was carried out to find out how EBS could bring together business leaders and ERASMUS students who bring with them practice and expertise from foreign.

At the end of the dinner, Peep Aaviksoo, the Chairman of EBS Alumni Fund, called for alumni to take an initiative and start collecting donations for scholarships for talented EBS students without financial means. It did not matter, he said, how small your contribution was: if we all acted together, small sums could add up to a big total! Your helping hand would be very welcome! The bank account number of EBS Vilistlasfond in Swedbank is: 221011244906. Additional information: info@fond.ebs.ee.

Have a look at the gallery on page 33!



EBS Rector Peeter Kross' welcoming speech.



Good food and Märt Treier's moderated discussion added value to the meeting.



EBS management, its founder and Chairman of EBS Supervisory Board, Madis Habakuk, in discussion with the Minister of Finance, Jürgen Ligi.



Peep Aaviksoo, Chairman of the EBS Alumni Fund, launching the scholarship campaign for talented EBS students.

IMF Global and Trade Outlook for 2011



Piret Merimaa
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At the beginning of the New Year, we look forward to hearing good news concerning the global economy's state of health. Do the data composed by the IMF specialists (IMF World Economic Outlook: Recovery, Risk and Rebalancing, October 2010) support our expectations? Read more and you will find out the major forces that will have an impact on the world economy during the year 2011.

Achieving a strong, balanced, and sustained world recovery was never going to be easy. Olivier Blanchard, the IMF Economic Counselor, points out that it requires much more than just going back to business as usual. There is the need for two fundamental and difficult economic rebalancing acts: internal and external rebalancing.

What does rebalancing mean? First, when private demand collapsed, fiscal stimulus helped alleviate the fall in output. But fiscal stimulus has to eventually give way to fiscal consolidation and private demand must be strong enough to take the lead and sustain growth. Second, many advanced economies, most notably the United States which relied excessively on domestic demand, must now rely more on net exports. In contrast, many emerging market economies, most notably China, which relied excessively on net exports, must now rely more on domestic demand.

The two rebalancing acts are taking place too slowly. Private domestic demand remains weak in advanced economies. U.S. consumers who had over-borrowed before the crisis are now saving more and consuming less, and while this is good for the long term, it is a drag on demand in the short term. Housing booms have given way to housing slumps and housing investment will remain depressed for some time. Furthermore, weaknesses in the financial system are still constraining credit.

Second, external rebalancing remains limited: net exports are not con-

tributing to growth in advanced economies and the U.S. trade deficit remains large. Many emerging market economies continue to run large cur-



Olivier Blanchard: "Just going back to business will not bring about success."

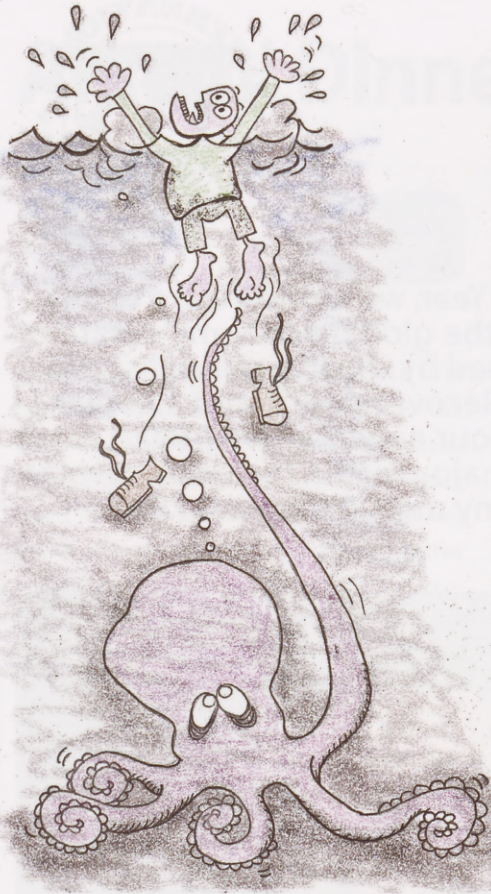
rent account surpluses and to respond to capital inflows primarily through reserve accumulation rather than exchange rate appreciation. International reserves are higher than they have ever been and continue to increase. The result is a recovery that is neither strong nor balanced and

first is coming to an end and the second is slowly being phased out. Consumption and investment now have to take the lead. Unfortunately, in most advanced economies, weak consumption and investment, together with little improvement in net exports, are leading to low growth. Unemployment is high and barely decreasing. By contrast, in many emerging market economies, where excesses were limited and

"There is the need for two fundamental and difficult economic rebalancing acts: internal and external rebalancing."

runs the risk of not being sustained. In more detail: for the past year or so, inventory accumulation and fiscal stimulus were driving the recovery. But, the

the scars are few, consumption, investment, and net exports are all contributing to strong growth, and output is once again close to potential.



Forecast for 2011: battle continues to stay afloat.

What can be done to improve things? Central banks should continue with accommodative monetary policy. Second, governments must continue both financial repair and financial reform. Many banks remain undercapitalized and tight credit is constraining segments of demand. Securitization, which must play an important role in any future intermediation system, is still moribund. Financial reform is proceeding but questions remain about “too-big-to-fail” institutions, the perimeter of regulation, and cross-border issues. The faster reform uncertainty is reduced, the more the financial system will support demand and growth. Third: governments must address fiscal consolidation. What is essential is not so much phasing out fiscal stimulus now but offering credible medium-term plans for debt stabilization and, eventually, debt reduction. And last but not least: emerging market economies with large current account surpluses must accelerate rebalancing. This is not only in the world economy’s interest, but also in their own. In many countries, distortions have led to too low a level of consumption or too little investment. Removing these distortions and thus allowing consumption and investment to increase is desirable.

The IMF stresses that all these “four pieces” are interconnected. Unless advanced economies can count on stronger private demand, both domestic and foreign, they will find it difficult to achieve fiscal consolidation. And worries about sovereign risk can easily derail growth. If growth stops in advanced economies, emerging market economies will have a hard time decoupling. The need for careful design at the national level and coordination at the global level may be even more important today than at the peak of the crisis, a year and a half ago.

Do financial crises have lasting effects on trade? The crises tend to depress imports substantially in the short term due to lower output. Imports tend to decline more if the economy entered the crisis with a relatively unfavorable current account balance and if the crisis resulted in a relatively large decline in the REER or poor credit conditions. Finally, exports exhibit a smaller and more gradual decline than can be fully accounted for by changes in output.

How do those results inform the outlook for trade? The recent financial crisis has been concentrated in many large, advanced economies. The IMF analysis’ findings have implications not just for individual economies but also for the global recovery and for global trade patterns. The 13 countries that recently had a systemic banking crisis account for about 40 percent of global demand, with the three largest countries—Germany, the United Kingdom, and the United States—accounting for more than one-third of global demand.

Including 10 additional countries that Laeven, Luc and Fabian Valencia identify in their paper *Resolution of Banking Crises: The Good, the Bad, and the Ugly*, IMF working paper 10/146, 2010 as having had a “borderline” systemic banking crisis, the recent crisis countries account for over half of world demand and output. Estimates of post crisis trade dynamics are consistent with the sharp and substantial drop in import demand that has been evident in these countries. More important for the outlook, these countries’ imports are likely to remain depressed for a number of years, even more than their tempered output projections would suggest. In addition, if some economies fall into a sovereign debt crisis—which the analysis finds to be associated with more acute import losses—prospects for global import demand will dim even further.

For economies that rely heavily on external demand for growth, the analysis’ findings underscore the importance of rebalancing towards domestic sources of growth or, more generally, of developing “twin engines” of growth. Import dynamics may differ across the crisis countries. For lands that entered the crisis with a relatively weak current account, such as the United Kingdom and the United States, import demand is likely to be even more anemic. Exports to the United Kingdom are also weighed down by the substantial depreciation of the pound sterling since 2008. Finally, real credit in these two economies is decelerating or even contracting, which the analysis suggests will also weaken imports beyond its effects on output.

The fact that these countries’ exports are not expected to decline nearly as much as their imports implies a likely improvement in the external balances of the crisis countries and a deterioration in the balances of their partners. Because the United States accounted for a large part of the global imbalances that widened substantially in the early 2000s, a silver lining from the recent crisis is the narrowing of the U.S. external deficit. This narrowing may be more durable than in the absence of a financial crisis. On the other hand, the finding that imports decline mostly for investment-related goods suggests that the post crisis outlook for innovation and potential growth could be diminished. Domestic policymakers who might be concerned about the harmful effects of a financial crisis on exports may be reassured by the analysis’ findings that declines in exports are, on average, small and gradual. Moreover, these effects can be accounted for by weaker output, suggesting that addressing the factors that depress output on the supply side will help exports recover as well.

Although domestic policymakers may care more about the consequences for exports than for imports, the global nature of the recent crisis means that a coordinated and protracted slump in import demand across a wide swath of economies bodes ill for the global recovery. The findings admit that boosting output will considerably help imports to recover. In that regard, productivity-enhancing structural reforms could help raise growth. Beyond supporting domestic demand, taking steps to improve credit conditions, keeping protectionist tendencies at bay and avoiding excessive exchange rate volatility may help support the recovery of trade.

What will Happen to the Estonian Economy in 2011?

Lauri Luiker
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The economy is back on a path of sustainable growth, as exports have lead Estonia out of recession, and there is internal equilibrium. I want to caution against these conclusions. Beware the people who tell us "when the storm is over the ocean is flat again".

First about the definition: there was a pure depression in Estonia, not recession. Since World War II several countries in Europe have recorded a cumulative drop in GDP of more than 10%, huge unemployment, declining price levels and Estonia is a prime example of depression in 2008-2009.

Net exports to Sweden and Russia were very strong in H2 of 2010, and the revival of the domestic economy is largely thanks our non-eurozone neighbours. What makes this outcome unexpected is that Estonian exports surged despite depreciation of the krona! On the contrary, Estonia has a huge growing deficit with the export powerhouses of Europe - Germany and Poland. In addition, there has been a trend of trade deterioration for Estonia in all years but one since 2005 and this means a relative decline in total domestic welfare compared to our trading partners.

In terms of total employment Estonia is back 10 years to a similar situation in 2001, meaning that the economy has lost all the extra jobs that were added during a decade. Due to net emigration, Estonia's trading partners may have absorbed almost five years' total of the country's population growth. Going deeper into the numbers we see that employment in the value adding sectors is the lowest since Estonia joined the EU, down by about one quarter, and the total hours worked are down nearly 27% from the peak. Worrying signals come from productivity figures as the relative

For an outsider wishing to know what is happening in the Estonian economy it is nearly impossible to read any opinions beyond the visions of a few experts frequently quoted in the local media. Despite their past estimation errors and time inconsistencies these channels are still open to the bogus prophets. What is their current stance?

value added in the most recent quarters is down by 15% compared to the average of 2006-2008. Anyway, the double-digit GDP growth rates were not sustainable for a shrinking-labour-poor-productivity-high-energy-consuming economy like Estonia, and a growth rate for national income close to 4% would be a rather good new trend. Yet I see a lot of slack in the real economy, and if there was a European championship in the Misery Index (unemployment + inflation) then Estonia would score relatively easy trophies.

But the most gruesome situation is related to the main component of the macro aggregates - consumption, which makes up more than half the total output. Real wages in Estonia grew more than 6% in annual terms during the 6 years before EU accession, then 1.5 percentage points slower after Estonia joined the EU; but the average real wage has declined 3.3% in annual terms over the last eight quarters! No economy can be on a sustainable growth path until the main GDP factor - the domestic consumer - is firmly back on a driving horse. Have in mind the price increases across a wide range of elements in the domestic shopping basket, as well possible tax hikes the further we go, with an implicit budget deficit so far covered by the EU net transfers, and you will see no point to clap your hands. Lofty optimism may be premature - growth will be lower in the post-crisis world and employment will not revert to the pre-crisis level fast, if at all! It is also possible that weak net investment and human capital depreciation (stemming from the chronic mismatch in the labour market) will have a permanent adverse effect on the level and growth rate of potential output in Estonia. Moreover, the growth potential, according to academic studies of crises, slows significantly once the debt-to-GDP ratio exceeds 90%.



Photo: Fred-Anders Pann

Beware the ones who say: "When the storm is over the ocean is flat again!"

Estonia has been under such a debt load since 2008 already and the low government debt burden does not ease the pain - despite relatively low government borrowing the enormous amount of private sector debt makes the country vulnerable.

Now I must take a pinch of salt because I have written so little about the other side of our story: the economy also needs a serious supply-side policy and the current focus on demand is just part of any solution. But who cares about this? Definitely not those whom you hear most in the media.

Lauri Luiker:

- Lecturer at EBS.
- Wide experience in education, finance and industrial organization.
- International skills acquired from work in different countries (Switzerland, USA) and environments (central bank, academia, public company).
- Graduate of University of Geneva, Tallinn University of Technology, holds D.E.S. from IUHEI of Geneva.
- Main interests and publications in International Economics and Macroeconomics.

How did the Euro Actually arrive in Estonia?

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Before New Year Eve 2010, Estonia faced the most difficult and the most challenging logistical assignment: to transfer all IT-systems, banks, ATMs, big shopping centres, medium and small businesses, as well as consumers over the euro.

In fact, Estonia became the 17th country to switch to the new currency. A gross domestic product of 14 billion euros makes it the second-smallest euro economy, after Malta. Some 85 million euro coins featuring a map of Estonia and 12 million bank notes went into circulation on 1st January 2011, starting a two-week phase out of the national currency, the kroon. One euro is worth 15.6466 kroons.

On 30th December 2010 G4S (Group 4 Securicor), Estonia's biggest cash transport and processing company, started to fill more than 800 ATMs with euros. Cash transportation trucks were working 24 hours, 2 days back-to-back following the plan that was more accurate than clocks made in Switzerland because they had only 30 hours to fill all

the ATMs throughout Estonia. 17 armoured cars, in two shifts - it was more than 150 men and over 240 000 road kilometres – but the plan was carried out without any major problems! In contrast, in Slovakia, the same number of ATMs was filled with the new currency in the course of a week.

Since 1st January 2011, not only banks changed kroons into euros, but also post offices, mainly in little countryside places. During the first exchange day, the post offices exchanged 3.3 million kroons into euros.

Estonian Police announced that they had to secure, during the euro transportation time, more than 1300 premises and trading centres, and more than a thousand policemen were involved keeping an eye on ATMs and shopping centres.

Tea Varrak, the chancellor of the Ministry of Finance noted that the transformation from kroons to euros cost the state about 40 million kroons and that 50% of this amount will be reimbursed by the European Union.

Andres Lipstok, the Estonian Central Bank chief, will join the European Central Bank's policy-setting council and take part in his first interest-rate vote on 13th January 2011 in Frankfurt.

Since October 2010, 200 tons of Estonian coins have been returned to banks, the absolute value of which is about 30 million kroons. The Retailers Association CEO said in a press conference that the currency switch went well for all retailers. He added a funny example of the situation that took place in the countryside where the customer thought that the euro was the contrivance of the shopkeeper and that the cashier was responsible for this.

The Estonian press reflected all kinds of reports about euros, like "Does the currency switch increase the spread of infectious disease?" where doctors discussed the fact that instead of one and a half million people now the money belongs to 300 million people. Several experts admitted that coins are not the best place for bacteria to grow.

If you would like to know where your money circulates, visit the website <http://en.eurobilltracker.com/> and enter money serial number, supposing that somebody else enters the same money note as you did.

The exact description of different countries' euro coins is available at <http://www.ecb.int/euro/coins/html/index.et.html>

The cash and security division manager of Bank of Estonia, Rait Roosve, said that before membership of the European Union, the sum of cash that circulated in the market amounted to approximately 9.3 billion kroons. After 3rd January 2011, approximately 5.1 billion Estonian kroons are still in circulation in the market.

In an interview on 30th December 2010, Rait Roosve reassured the public: "Do not be afraid of fake euros. First of all because there is only a small amount of fake money circulating in the market and secondly there is a very small chance to see fake money in Estonia since it takes at least 6 months before fake money arrives in Estonia". The first formal announcement about fake euros was published on 4th January 2011, when an unidentified person paid at the baker's with a fake 50 euro note.



240 000 road kilometers - and EURO was ready for use!

The Estonian Kroon Through Time

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Photos: internet

Translated by Ellen Mjakonkih



The time has come when the Estonian kroon has been replaced with euros. It is not the first time that Estonia has had to give up its currency. Since independence Estonian money has been named differently, has had different designs, has been taken out of circulation, but numerous effective collector banknotes were issued.

Eesti mark

The Republic of Estonia was declared on 24th February 1918, but at that time the young country was missing its own money. World War I was still going on and in Estonia rather a lot of currencies from foreign countries circulated at the same time. There were German Marks, all possible Russian currencies – Rubles of Tsar Nicholas I, “Kerenskis” etc – and Finnish Marks. The same banknotes stayed in circulation after the end of WW I.

Of course, a strange currency could not satisfy the necessities of a young independent country. For this reason preparations for issuing our own money started. During a session of the Provisional Government (Ajutine Valitsus) on 30th November 1918 a law was passed validating Estonian Marks as the national currency.

Despite the rush to start printing Estonia's own money, the design was not ignored. On 13th December 1918 the Ministry of Finance announced a

competition for the design of the young republic's currency, postage stamps etc.

As the foundation of the Bank of Estonia took time, the National Treasury was already formed, and then the government decided to issue money as treasury notes. The statute of the Provisional Government from 9th December 1918 gave the Ministry of Finance the right to issue treasury notes, and Estonian Marks were made equivalent to German Marks.

It was not until 24th February 1919 that the Bank of Estonia was founded. One of its main tasks was organising monetary traffic and two months later it received the right to be the only issuing institution for banknotes.

Apart from the right to emit exchequer notes and banknotes, the Government Statute of 12th August 1921 gave the Ministry of Finance also the right to issue exchange money with the value of up to 25 Marks. State institutions were obligated

to accept exchange money in unlimited amounts, private persons – in limited amounts.

Estonian Kroon I

On account of the fast decrease in the value of Marks and state gold reserves, monetary reforms were needed, in the first place to fix a stable exchange rate for debts in 1924. From 1st January 1928 there was a new currency in circulation based on a fixed value. It was the Estonian kroon which was derived from Swedish kroner and corresponded to 100 old marks or 100/248 grams of pure gold. A huge foreign loan gave the chance to stabilize the exchange rate of the kroon and it gained a currency peg with the British Pound. The currency was depegged only in 1933 during the world crisis.

In order to have a design for the new money, on 4th July 1926 a competition was announced. Eduard Wiiralt, Nikolai Triik, Roman Nyman, Peet Aren and other famous artists took part in the



1919



1922



1923



1934



1928



1993

competition of designing 5, 10 and 50 kroon banknotes. As a result, the graphic artist Günther Reindorff won the competition and later he was given an order for the design of the 20 and 100 kroon banknotes as well.

As kroon banknotes were not ready in time, the old series of 100 mark banknotes was left in circulation in January 1928. Banknotes were supplied with the cherry red overprint "ÜKS KROON" ("one kroon"). It was not until September that the first 10 kroon banknotes reached consumers. In the following years, banknotes with the rest of the nominal values came into existence. In addition to banknotes, the state needed also change money. The Estonian kroon was subdivided into 100 cents which in turn was equal to pre-reform marks. The upper value of coins was 2 kroons. After the foundation of the Estonian Soviet Socialist Republic (ESSR) in 1940, kroons and cents stayed in circulation along with USSR roubles for a very short time. The money of the independent Baltic States was pronounced invalid on March 25th 1941.

Estonian kroon II

Until 1991, the only official currency in circulation was USSR money. This was apart from the years of World War II 1941–1944, when German occupation marks and also USSR roubles were both in use. However, already in 1987 along with a plan for economic autonomy (Isemajandava Eesti programm) Estonia headed towards an independent currency, which it was decided should again be the kroon.

In December 1989 the Council of Ministers of the Estonian SSR announced a competition for new designs of banknotes and coins. Vladimir Taiger won the first prize, Ado Tuuga won the second prize and the third one went to Urmas Ploomipuu. The final draft was a result of cooperation between U. Ploomipuu (1 and 2 kroons) and V. Taiger (5, 10, 25 and 100 kroons). Later V. Taiger also designed 50 and 500 kroon notes.

As for coins, it was decided not to award a first prize and two prizes were given instead – to Mari Käbin and Enn Johannes. Initial sketches of coins with the national cornflower (rukkilill) on the back were designed by Mari Käbin.

Following the introduction of the name and na-

tional symbols of the Republic of Estonia, requirements of the coins' design changed. From now on, coins had to have the national coat of arms on the front. Finally, all coins were struck according to the 1936 prototype 1936: three lions along with the year of mint on the back and the name of the state along with the nominal value of the coin on the front.

Collector banknotes

To celebrate the 90th jubilee of the Republic of Estonia and reintroduction of the Estonian Kroon, the Bank of Estonia issued for the first time a 10-Kroon collector banknote. The design is retrieved from the pre-war banknote and current banknote design. The front gravure printing is a copy of the pre-war 10 kroon note, the most stylish banknote in Europe of that time. On the front, Günther Reindorff portrays a maid in national costume with sheaves. The back of the banknote originates from the current 10 kroon banknote, where Vladimir Taiger depicted the biggest and oldest tree in Estonia – Tamme-Lauri oak. In addition, the reverse is decorated with the coat of arms of the Republic of Estonia. The collector banknote was printed by De La Rue Currency Limited (United Kingdom).

Euro

On 1st January 2002, the euro was introduced in twelve of the EU's member states. Already since 1999 bank transactions could be made in euros, but seven banknotes and eight coins entered circulation three years later. For Estonia, the change-over is not only a great opportunity, but also a great liability. During a referendum in autumn 2003 Estonians approved the decision to join the European Union which meant also joining the eurozone. It can definitely be said that Estonia has always quickly adapted to different changes and probably everything will go fine this year as well.

All those who have a greater interest in the history of Estonian money, have a perfect chance to visit the museum of the Bank of Estonia, where you can see almost all banknotes that have ever circulated in Estonia and ask for additional information from the very helpful personnel. Entrance is free.

Source: Eesti raha margast euron (Eesti Panga muuseumi kogude põhjal), 2010

1 kroon: 1992

Author Urmas Ploomipuu

On the front great Estonian painter Kristjan Raud, on the back a view of Toompea castle.

2 kroons: 1992; 2006/2007

Author Urmas Ploomipuu

On the front scientist Karl-Ernst von Baer, on the back the main building of Tartu University.

5 kroons: 1991/1992; 1994

Author Vladimir Taiger

On the front Estonian chess player Paul Keres, on the back the Narva river with Hermann castle and Jaanlinna fortress.

10 kroons: 1991/1992; 1994; 2006/2007

Author Vladimir Taiger

On the front Estonian folklorist, theologian and linguist Jakob Hurt, on the back Tamme-Lauri oak in South Estonia.

25 kroons: 1991/1992; 2002; 2007

Author Vladimir Taiger

On the front writer Anton Hansen-Tammsaare, on the back a view of Tammsaare-Põhja farm.

50 kroons: 1994

Author Vladimir Taiger

On the front composer Rudolf Tobias, on the back the Opera and Ballet Theatre "Estonia".

100 kroons: 1991/1992; 1994; 1999; 2007

Author Vladimir Taiger

On the front poet Lydia Koidula, on the back a storm wave.

500 kroons: 1991; 1994; 1996; 2000; 2007

Author Vladimir Taiger

On the front the great leader of the Estonian National Movement Carl Robert Jakobson, on the back the Estonian national bird the barn swallow.

Egert Anslan – from Entrepreneur to Writer

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Photos: private collection



Please tell us a little bit about yourself (childhood, past etc).

I spent my childhood in a country called the Soviet Republic of Estonia. Growing up in a socialist country wasn't a problem for me, as I did not imagine any other life, but I guess restricted environment made us all quite alike. I lived in an ordinary 5-storey apartment block, did my shopping in a typical grocery store and went to a local school, where everybody looked the same. Really, I was about to become a proper citizen with a grey face and brown suit like anybody else. Thanks to God, chance and politics it all changed. As you see, I have a happy face and black suit now. *(laughs)*

What expectations in life did you have as a freshman in EBS?

By the time I decided to go to university, I was 24 years old and had some entrepreneurial experience already. So I guess I was quite aware of the choice I was making. However, the reason I chose EBS was its location, which cannot be considered a smart criterion, when choosing a university. But hey, what's wrong with that?, I would ask. When we choose a girl- or boyfriend, don't we tend to follow our instincts? Of course, there can always be a better bride or groom somewhere overseas, who is more beautiful or makes more money, but at the end of the day, bachelor level education is very good in Estonia. The knowledge I got from

Who would have thought that some years ago there was a student in EBS who was going to be a writer? Egert isn't afraid to make changes in his life and do what society doesn't expect from him – not behave like everybody else.



Busy city: „business lunch“ on the bank of Thames.

You have lived and worked in London for a while. What brought you there?

I worked in Enterprise Estonia; you know this tourism, export and investment promotion agency that each country has. Well, such organizations have branches abroad and I used to manage its

London's stone jungle is surely a good hunting place.

What invaluable experiences did you gain in London?

London is among the most intense cities I have been to. Depends what you do there, of course, but I mean in terms of living and doing business. Such intense places help to put Tallinn into its right context. Let's say that very often I hear complaints about our city. Somebody says that it is expensive to live here. Somebody is not happy with the traffic. For somebody Tallinn is too small, which means that not much happens here. Certainly, a bigger city offers more opportunities. There will be more universities and more active

“The knowledge I got from EBS helped me a lot when managing companies and setting up new businesses”

EBS helped me a lot when managing companies and setting up new businesses in later years, so much that I even returned and did my masters degree here. Only after that did I go to the UK to get my doctorate.

London office, which was in charge for the UK and Ireland. Basically, it is about promoting Estonia in chosen sectors, to get more tourists and foreign direct investments. It's a pretty tough business as every country is chasing after the same prey and



EBS Rector Peeter Kross visiting me in London.

nightlife. There is more variety and freedom. Professional groups, whatever they do – architecture, contemporary art or investment banking – are bigger and stronger. There is a higher probability that superstars will give their concert there, or you meet David Beckham on the street. Yeah, it's all nice, but the benefits are not universal. I think up to two million inhabitants any city is getting better in terms of opportunities and variety, WITHOUT affecting the quality of life in a bad way. The more the number of inhabitants exceeds two million, the more the individual starts to dissolve into the crowd. In cities the size of London, nobody knows their neighbours, commuting time in the morning and evening eats all your free time, crime gets out of control, etc. Opportunities are even bigger of course, but for the individual it doesn't mean any-

“London helped me to see, how perfectly well organized and handy Tallinn is and how much I like it here”

thing, you can still only attend one event in one evening, and not three. The benefits are good in statistics, but the individual is not able to consume all this goodness. At some point it becomes more important whether it takes you 30 minutes to get to work or 1.5 hours. So in this sense London helped me to see how perfectly well organized and handy

Tallinn is and how much I like it here. You can think globally and travel worldwide, but it's nice to have your base in a safe, clean and green country like Estonia. This makes sense to me.

What do people in London think about Estonia from an economical prospective?

You can divide UK people in two groups. Firstly, those who don't know anything about Estonia. This group is bigger than we like to think. Secondly, those who do know something, and I deliberately emphasize “something”, because in the majority of cases people have only a very basic knowledge about Estonia. It depends on a direct experience, whether you have it or not. For instance, how much do you know about Moldova? Probably you

have a vague idea of where it is located? Okay, let's come a little bit closer. Czech Republic? Prague, Vaclav Havel and good beer? The UK is doing business all around the globe and Eastern Europe has opened up just recently, when we think in longer terms. So they do not have widely accumulated knowledge about Estonia and really, when you

look from distance, we all look the same. Only the well aware people know our political, economic and tax system, strengths, advantages and opportunities. Enterprise Estonia works day and night to make this group bigger, because for investing here, you need to know more than the beautiful Old Town, cheap beer (which is not that cheap anymore) and beautiful women (they always will be).

You seem to have had an interesting life in London. What made you put the business world aside and take up writing?

I think at some point in life, everyone of us finds himself in a situation where he asks himself: will I keep on doing it? Forever? Or, do I want something else? This usually happens when you have achieved your targets and should be happy, but instead of that, you have a feeling that something is missing. Sometimes it's called growing up, sometimes mid-life crisis, sometimes self actualization (from Maslow hierarchy of needs). Whatever it is, I decided to follow my inner call and devote myself to activities I enjoy most. By this time, I had almost completed my first novel – The Conspiracy of Jaybirds – and got the taste of writing in my mouth already.

What is “The Conspiracy of Jaybirds” about?

Good question. I am still trying to figure out to which genre it belongs! I think it's somewhere between fantasy and satire, or probably both. When you start writing your first novel, you have no idea about the "proper" way of doing it. Therefore, I believe, the book breaks some rules and puts the reader's fantasy and humour limits to the test. It is about friends, who create a community where no money is used. Their way of living gets so popular, that people from all over the world start a massive migration there, leaving the developed world at the outset of economic crisis. Such progress is against jaybirds' business interests. They are very intelligent birds and have their own world similar to ours. Driven into corner, they come up with a dirty conspiracy, that is about to bring along terrifying consequences for mankind. Some people who have read the manuscript, think I am nuts. Well, I never denied I have this side in me... (laughs)

Your second book "407 Carats" is a crime story. Where did that turnaround come from?

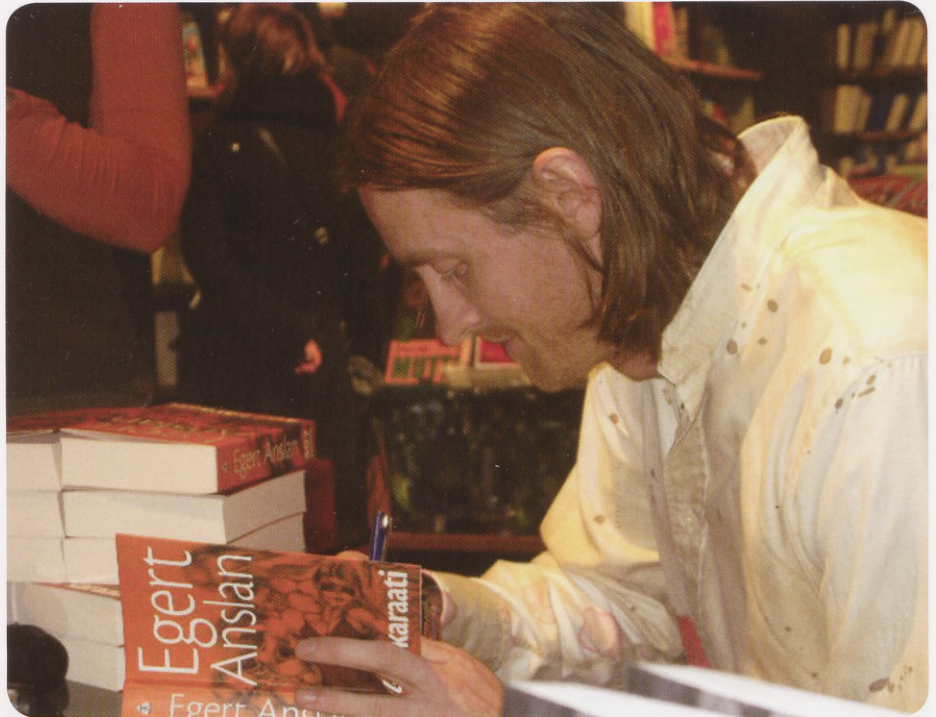
I wanted my second book to be completely different from the first. Indeed, 407 Carats is a crime story but I wouldn't call it a turnaround, but rather exploring my different sides as a writer. You know, when you write a book, you feel like God. You create a world and put the people in it. You spend time with them, determine their actions and decide their destiny when Judgment Day comes. You literally live in the same world during the writing and certainly your emotions depend on the topic. In 407 Carats I travelled back to London. The story is about a Moscow actor, called Artist, who is hired by the mafia to steal a diamond from a

"Everything is business these days"

Jewish widow. Artist becomes her lover but falls in love with another girl and loses his professional perspective. When things go wrong, the story gets multilayered and results in a most unexpected outcome. I wrote a 26-page "business plan" for the actions to come together at the end and was so excited, I even did not want to eat and sleep. There surely is some adrenaline in writing, too.

Where do you get inspiration for writing?

Inspiration is always there. It bustles in my mind in the form of accumulated thoughts, ideas, emo-



At a book signing event.

tions and experience that want to be shared. You can draw inspiration from a drunk who sleeps on a street. It can be in a boring office meeting. It can be in a sexy message that comes from an unknown phone number. When I don't have any of the above, I can get inspiration just from a furious man, arguing with a neighbour when his dogs shit in front of the house. A more important question is how to come up with a new story. This is somewhat more difficult, as a story has to be interesting and engaging, have a start and an end, plot, characters, conflict, development – in a word – meet a million criteria. If you don't want your book to be a waste of time, both for yourself and a reader, then you need to put a lot of thinking into that phase.

How do you promote your books? Is it hard or easy to sell?

When I started writing, I thought it was all about writing. That's the most challenging part, isn't it? But when my first book came out in print, it turned out that, from this point on, it is business only. If a writer stops there, and starts working on his next book, leaving promotion to a publisher, he faces the threat of being unnoticed. It's like building a house for sale next to a street, hoping that one

Egert Anslan

Date of birth:

May 6th, 1974

Personal status:

excellent

Education:

EBS – BBA, MSc,

University of Nottingham –
EdD Postgraduate diploma

Work:

Fiction writer

Website:

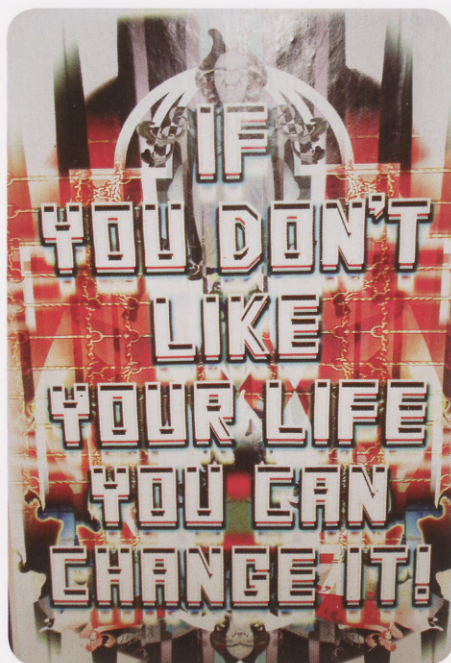
www.egertanslan.com

Hobbies:

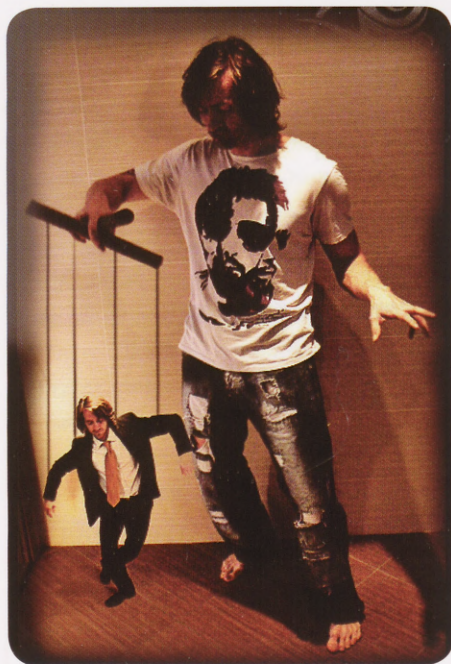
travel, cooking, sports

Motto:

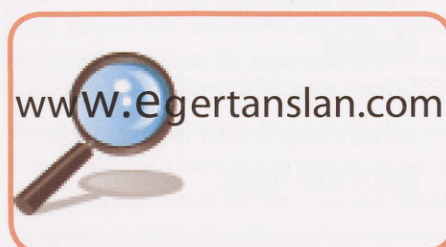
Some say, it's impossible,
others say, it can be done.
Both are right.



Message from the wall of London underground.
Simple. True.



We are supposed to control our life.



day somebody stops and wants to buy it. Writing a book is one thing, selling another. Which part is more important? Both! This is where an EBS education comes in. (*laughs*) I guess you can see all the subjects in the process – negotiations, marketing, advertising, financial planning (especially important, because writers deal with limited resources), project management, etc. I guess maths and statistics are the only subjects you don't see in this process and that's the good thing about it. To make a long story short – everything is business these days and there is no way some knowledge of the field can harm you in whatever you do.

What are you currently working on and what do you want to achieve?

I want to get published abroad and currently I am organizing the translation of "407 Carats" into Russian and English. It's a tough nut to crack because translation costs a lot and the chance that you get published can be 0.5%. In economic terms such investment is nonsense, but in artistic terms you just do it, no matter what it takes, because you want it to happen and that's the only way. The Estonian market is too small, so if you want to make a living with writing, you just have to break through to bigger markets. I call it "the export of thoughts". Wouldn't it be wonderful, if we got paid for thinking?

What was the relationship between you and literature as a child? Did you imagine yourself as an author?

In Soviet times, people had a lot of books at home and so did we. I remember, every day I came from school, made myself a huge cup of hot chocolate, covered the kitchen table with sandwiches and started to read. Until my mother came home and promised to beat me up, if I didn't start preparing for the next day's lessons. But I never thought I would be writing books myself. It was easier for me to imagine that I could become a cowboy, musketeer or trolleybus driver. The first two I have already been, so I guess the third is to come yet. Maybe I'll take it up when I stop writing.

What kind of books do you read yourself? Do you have any favourite books or authors?

In my teenage years I read a lot of fiction, adventure, classics, biographies and travel books. After that I managed to spend 10 years in universities.

It's really difficult to read something else than textbooks during your studies, as the pile on your table reminds you of your duties. Every time you grab a fictional book, you feel guilty because you know that you should be reading "Intermediate Accounting II" or some other horror instead. During this period I went mainly for popular science and management books. Later came esoteric and spiritual stuff. Now I have noticed that I read books that are somewhat related to what I am writing at the time. When I wrote "Conspiracy of Jaybirds", I read Woody Allen, Terry Prachett, Mihhail Bulgakov, George Orwell, Milan Kundera and Cervantes. When I wrote "407 Carats", I read crime stories and books about psychology, the KGB, the Russian mafia, Asian criminal syndicates and the Israeli secret service. Today I am reading the Chinese book of change "I Ching", mysteries from forgotten worlds, the Prophet Mohammed, the journey of souls and reincarnation, so you can assume what my third book will be about.

Do you think you would have missed anything important if you hadn't come to study at EBS?

It's fascinating how life puts some choices in front of us. We pick one and by doing so, eliminate others. The new way we choose then presents the following choices, that we pick or leave, and so this tree of chances grows. We cannot know what life would have brought us, if we had gone somewhere else. Of course, there would have been other friends, other jobs and other choices. To me EBS represents a solid tree and I am very blessed to have climbed higher on its branches. People who I met on this journey, have influenced my life greatly. Many good opportunities arose on the way and I am extremely satisfied with the results they brought along.

How is your relationship with EBS now?

It's 12 years since I got married to EBS and we are on the threshold of our silk wedding anniversary. Although we do not physically live together at the moment, we know how the other is doing and we meet once in a while. Sometimes I supervise students with their bachelor or master dissertations, take up reviewers work and participate in alumni events. I feel the chemistry is there forever.

Jürgen Ligi - Euroopa parim rahandusminister

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Kuidas mõjutab euro kasutuselevõtt Eestis meie lähinaabreid Lätit ja Leedut? Kas kõrgelennuline karjäär eeldab „naha alla pugemist“ või vastuvoolu ujumist? Kas ja kuidas peab riik noori toetama? Neile ja veel teistele EBSi tudengite küsimustele vastab rahandusminister Jürgen Ligi.

Parempoolsed poliitikud pidid aastaid tegelema euro vajalikkuse põhjendamisega ning räägiti üksnes positiivsetest aspektidest. Kas nüüd saab alata aus diskussioon vääringuga seotud ohtude üle?

See võimalus on ju kogu aeg olnud ja neid ohte on tegelikult hoopis üle eksponeeritud. Mõistlikku alternatiivi ju pole, meie ohud hoopis vähenevad. Mis eurosooni puutub, siis see jääb ja Eesti suur huvi on ühisvaluuta ilma igasuguse kahtluseteta. Samas olen ma ise palju esinenud just ELi rahandusliku olukorra ja ohtude teemal.

Kuidas vastate neile, kelle meelest võeti euro kasutusele üksnes selleks, et aastatepikkusel tehtud töö mitte raisku lasta minna?

Ma polegi sellist jama kuulnud. Otsus tuli ju 1992. aastal valuutakomiteega ning aastal 2002 tuli lubadus ELile. Meil pole vaja sõltumatu rahapoliitika teemal iseendale ja turgudele lolli mängida. Oleme täielikult eurosooni majandus juba ammu ilma väärilise usalduseta, ent vahetuskuludega.

Euro isenesest ei lahenda Eesti riigi ja rahva ees olevaid probleeme: loodetakse, et euro aitab välisinvestoreid Eestisse meelitada ning lõppkokkuvõttes tööpuudust vähendada. Mis on teie arvates magnet, mis suudab investorid Eestisse meelitada?

Kogu meie keskkond on oluline – nii õigus-, majandus-, ettevõtlus-, poliitiline, maksu-, infra- kui muu keskkond. Oleme hästi toimiv, ettearvatav ja suhteliselt korruptsioonivaba. Aga me pole väiksenäga magnet, mistõttu peame olema kogu aeg väga head.

Mainite, et Eesti peaks loobuma finantskeskuse ideest. Millisena näete tulevikus Eesti pangandust? Milles seisneb meie finantssektori konkurentsieelis?

Kõik finantsteenuste arendajad on siin teretulnud, aga poliitilise visiooni ja erikohtlemisena ei ole finantskeskuse jutt tõsiseltvõetav. Meie pangandus jääb rahvusvaheliseks ning usun, et hästi juhituks ja kapitaliseerituks. Väga erilisi konkurentsieeliseid meil sektoris pole, kuid inimesed oma ideede ja ettevalmistusega saavad neid luua.

Kas ja kuidas mõjutab euro kasutuselevõtt Eestis meie lähinaabreid Lätit ja Leedut, nende majandust ja rahanduspoliitikat?

Me oleme toonud regiooni usalduse, mis oli siin 2009. aastal täiesti kadunud. Ja oleme neile rahanduses teenäitaja. Kuigi mõne poliitiku jaoks on viinamarjad alati hapud, ei täi nad tegelikult igaveseks maha jääda.

Endine õiguskantsler Allar Jõks avaldas hiljuti nõrdimust Eesti noorte mõtteloiduse ja lihtsustatud maailmapildi pärast. Kas olete tema avaldusega nõus? Kuidas teie meelest saaks tõsta noorte huvi poliitika vastu?

Sõber Jõksi maailmapilt on liiga rikutud võitlustest poliitikutega ja ma ei usu, et siingi muud suurt peidus on. Noored peaks aga tõesti huvi tundma



Foto: NATO

Jürgen Ligi - Euroopa parim rahandusminister.

ja tahtma aru saada, aga aktiivseks tegelemiseks võiks enne õppida ja elu näha.

Millised on teie pilgu läbi noorte praegused suurimad probleemid? Mida on nende lahendamiseks või leevendamiseks riiklikul tasandil kavas ette võtta?

Tööpuudus ja hariduse kvaliteedi ebaühtlus. Ent



Rahandusminister Jürgen Ligi euronäituse avamisel Narvas Astri kaubanduskeskuses.

ma keeldun minemast kaasa noorte inimeste haletsemisega. Noorus läheb mööda, aga see on kõige kergem aeg elus. Eluvõitlus ei lõpe kunagi, aga riiklikul tasemel mingeid noorte eelistamisi ja kummardamisi ei tohiks teha.

Kas ja kuidas peaks riik teie meelest noori aita- ma? Pean silmas tuge hariduse omandamisel, eluaseme soetamisel jne. Kas on see noorte ja nende vanemate enda asi või vajab see siiski riiklikku sekkumist?

Riik ei ole olemuslikult loodud „noorte aitamiseks“. Haridus on siin riigi ainus tõsiselt võetav vastutus põlvkonna ees. Riik on loodud asjadeks, mida on koos tõhusam teha kui üksi, ning vanad ja lapsed on need, kelle puhul vastutus on tõsiselt põlvkond- lik. Noor peaks tahtma riigilt head majanduskesk- konda ja hariduse kvaliteedi tagatust, muus sõltub ta pigem endast.

Kaitseministrina pooldasite tuliselt professio- naalse kaitseväge moodustamist. Kas olete endiselt sel seisukohal ja miks?

Loomulikult. See on üks kõige küünilisemalt ta- petav debatt Eestis. Tänapäeval ei sõdita ja am- mugi ei tagata julgeolekut ebaprofessionaalsuse kaudu. Me oleme praktiliselt viimased NATO liikmed, kes seda ei tunnista ja sellist ebatõhusat

ühiskondlikku kulu tuima näoga poiste arvel kan- nab.

Financial Timesi gruppi kuuluv rahvusvaheline majandusajakiri The Banker valis teid mullu Euroopa aasta parimaks rahandusministriks. Mida te ise oma karjääri suurimaks saavu- tuseks peate?

Aga seda pole ju vähe. Olen osalenud Eesti ehi- tamisel kõige kõrgemal tasemel ja tahtnud teda põhimõtteliselt just sellisena. Mind on poliitikas alati aktsepteeritud, ilma et oleksin püüdnud kel- lelegi meeldida. Ja olen paljusid teemasid veda- nud, peale säästueelarvete ja €-projekti meie tulu- maksusüsteemi, vanemahüvitist jpm. Vastu voolu olen ujunud palju, aga kaitseministrina kahtlema- ta oli too vool kõige kiirem, mistõttu see vahemaa, nagu on kinnitanud mu vahetud kaastöötajad, oli pikem, kui oli olnud eelkäijate ambitsiooni.

Olete kuulunud riigikogu nelja koosseisu. Mis on olnud teie suurim õppetund riigikogu liik- mena?

Et õppetunnid pole kunagi liiga suured. Olen aina näinud, et kogemused ja teadmised annavad poliit-ikas korvamatu eelise. Oskasin neli esimest aastat olla aktiivne, aga kogenumate suhtes siiski lugupi- dav. Seejärel jõudsin alikkoosseisu, fraktsiooni esi-

meheks. Poliitikas ei ole kunagi puudu ideedest, küll aga äratundmisest, et rõhuv enamik neist on lollused.

Poliitiku tegevus leiab alati kriitikat. Millele mõtlete, kui avaldate või võtate vastu Eesti riigi ja rahva jaoks määravaid otsuseid? Mis aitavad teil meedia ja poliitiliste vastaste arvamusi üm- ber lükata?

Kunagi ei mõtle ma avalikkusele pugemisele, küll aga alati sellele, mida ütlen ja kuidas arusaadav olla. Valetamise kunsti ma ei valda ega hinda. Mis aitavad? Argumendid. Ega seda argumenteeritud kriitikat ju palju ole ka, aga vaidlustes tunnen end kodusel ning suurim mure on, kas jään lolluse peale viisakaks.

Mis on teie peamine tööalane väljakutse aastal 2011?

Kahtlemata parteide ohjamine. Valimiste ajal on valitavatel silma paistmise ja vastandumise kihk üle kõige ja mälu haugi oma. Avaliku rahaga lu- batakse siis teha asju, mille peaks kvalifitseerima kelmuseks ja korruptsiooniks. Aga ka eurogrupi täieõigusliku liikmena olen rõõmuga täiesti uuel tasemel lahingus.

Olete väljendanud mõtet, et teie suurim väl- jakutse on olla vajalik. Mida see mõte kevadel 2011 tähendab?

Ma olen seisus, kus ma enda vajalikkuses ei kahtle. Mu mure on pigem selles, kuidas leppida asjade ja inimestega, keda ja mida ma muuta ei suuda.

Teil on olnud kokkupuude ka EBSiga. Mis eriti meeldis ja kas midagi jäi ka vajaka?

Mul pole siin eraldi palju öelda. Õppisin Saare- maale loodud osakonnas kaugõppes, plaaniga hakata seejärel ise õpetama. Lemmikainena on meeles makromajandus, mida lugus Avo Viiol. Mul on kahju, et ma lõpetada ei saanud, sest sattusin riigikokku. Kaugõppida läks kole raskeks ja narr olnuks kolmanda kõrghariduse peale ka lõputult panustada.

Milline on teie sõnum EBSi tudengitele?

Eks teie käes ole Eesti majanduse tulevik. Mina püüan luua selleks parima keskkonna, kui valija võimaluse jätab.

Tegus ebsikas Ants Liivat

Ellen Mjakonkih
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Räägi oma tegemistest enne EBSi tulekut.

Kooli ajal olin kuus-seitse aastat seotud õpilasesindusega, noorena osalesin ka noortelehe Verus väljaandmisel ning ühtekokku seitse aastat korraldasin Mustamäe noortefestivali „Vägivalata noorus“. Pean olema tänulik oma keskkooli huvialajuhile, kes 5. klassis võttis mul sõna otseses mõttes kratist kinni. Mu vanem vend oli kooli õpilasesinduses aktiivne olnud ja tänu temale saingi võimaluse esindusse tulla. Sealt saigi mu õpilasesinduse karjäär pöördelise alguse. Esinduse tavalikmest sai minust alguses õpilasesinduse asepresident, hiljem president. Loomuliku jätkuna õnnestus saada Eesti Õpilasesinduste Liidu juhatuse aseesimeheks. Nii oli ka EBSi juhatuse kandideerimine iseenesestmõistetav.

Ent kandideerida juhatuse esmakursuslasena? Alati tuleb ju kõigepealt uut keskkonda tundma õppima. Mis õhutas sind kohe kandideerima?

Tänu Liisi Poomanni kutsele liitusin EBSi Tudengilehe meeskonnaga samal päeval, kui EBSi tulid. Ühel päeval tuli minu juurde endine koolivend Fred ning tegi pakkumise kandideerida koos Tomiga juhatusse. Otsus oli kiirelt positiivne.

Kas oli hirmus ka?

Hirmu ei olnud, ehkki tagantjärele mõeldes oli see parasjagu julge tegu. Samas, olles tulnud EBSi ning tundes väga sügavat huvi kogu koolis toimuva vastu, imesin saadud informatsiooni ja koolielu puudutavaid küsimusi ning mõtteid endasse nagu käsn. Mida päev edasi, seda enam mõistsin, et olen järjest enam valmis ning võimeline teostama oma ettekujutust, kuidas EBSi tudengite elu saab paremaks muuta. Ausalt öeldes ei kahelnud ma hetkegi, sest tundsin tugevat kutsumust.

Kui küsida Antsu käest, millega ta tegeleb, kõlaks vastuseks 20-minutiline nimekiri tema tegevustest. Üliõpilasesinduse juhatuse esimees, sihikindel sportlane, oma firma juht - ja see loetelu jätkub. Teatud inimestel tundub olevat enam kui 24 tundi ühes ööpäevas.



Foto: erakogu

Tartu maraton 2010. aastal, 63 km distantsil.

Kirjelda oma kõige meeldejäävamat sündmust juhatuses oldud aja jooksul.

Väga raske on ühte ja ainsat erilist mõtet välja tuua. Kõik tehtud teod ja otsused, ka kõige väiksemad, olid vajalikud selleks, et jõuda sellesse punkti, kus praegu oleme. Kui rääkida õnnestumistest konkreetselt, siis näiteks Kuldne Haba oli väga silmapaistev üritus. Üliõpilasesinduse kui terviku arendamisel saavutatud edusamme analüüsidest tunnistati, et minu missioon oli korrastada üliõpilasesinduses tegutsemise viisid ning luua teatav stabiilsus. Tehtud töö tulemusena on mul võimalik mantlipärijatele anda üle terviklik, toimiv ning „lahtiste otsteta“ üliõpilasesindus.

Kas sa kahetsed midagi?

Ei, sest aega tagasi võtta ei saa.

Kas viimase aasta jooksul on olnud ka hetki, kus kohustused ja tegevuste nimekiri kuhjub üle ning tahaksid kõik pooleli jätta?

Eks ikka, aga olen ikkagi nii palju kui vähegi või-

malik ära teinud kõik, mis on juba kohustuseks ja vastutamiseks võetud. Ma ei ole väga käegalõõja tüüp. Kui midagi teen, siis juba kirega. Mu vene keele õpetaja ütles juba keskkoolis: „Kui sa ei tee asju praegu ära, siis hiljem püüavad need tegevused sind ikka kinni.“

Sellegipoolest on ju igal inimesel tarvis mõnikord aeg maha võtta. Kuhu sa tavaliselt põgened?

Asjade eest põgeneda on mõttetu. Parim väljapääs on läbimine. Kui mul on vaja võtta puhkust ja turgutada vaimu, siis sõidan Otepäele. Eks siin võib olla mitu põhjust, miks see nii on, aga konstateerida tuleb ka fakti, et mu emapoolsed juured on just sealt pärit.

Praktika on näidanud, et tudengid ei ole väga alati juhatuse kandideerima. Mis on sinu arvates need põhjused?

Arvatavasti ei teki tudengitel seost, et esinduse juhtimine annab väga hea juhtimiskogemuse, mida niisama lihtsalt ei ole võimalik nii noorena

saada. Teiseks võib-olla ei mõisteta päris täpselt, mida tähendab üliõpilasesinduse juhtimine või seal töötamine. Samas usun, et pigem las olla vähem, aga kvaliteetsed kandidatuurid. Suhetumine „tulen-vaatan-mis-saab“ kaugele ei vii.

Sa oled seotud firmaga A Team Solutions OÜ. Mis valdkonnas see firma tegutseb ning millised on sinu ülesanded selles firmas?

Tegemist on erinevaid IT-lahendusi pakkuva firmaga. Sõber asutas firma aastal 2005 koos oma teise sõbraga. Kaks aastat hiljem liitusin ka mina. Viimased kolm ja pool aastat olen ettevõtte tegevjuht olnud, seega tegelen igapäevase tegevjuhtimisega. Mulle väga meeldib IT-sektoris töötada, sest Eestis on selles valdkonnas palju tegijaid, aga vähe kvaliteetseid tegijaid. Samuti võib öelda, et Eestis on palju tugeva IT-kompetentsiga inimesi, ent projektijuhtimis- ning müügi- oskustest jääb vajaka.

Projektijuhtimis- oskused sul on. Kust on aga tulnud IT-oskused?

Olen juba päris noorena omal käel veebiprogrammeerimisega tegelenud ning eks kogemuse kaudu on tulnud ka oskused. Kui miski pakub tõsiselt huvi, siis tänapäeval on vaja julget pealehakkamist ja oskust infot internetist leida.

Sul on 1. veebruarist märkimisväärselt väiksem koormus. Kuidas sa tekkinud aega sisustada kavatsed?

Tõenäoliselt 31. jaanuaril tähistan ameti lõppu heade sõpradega, arutan saadud superkogemust ja mõtteid nii tagasi- kui ka edasivaatavalt. Eks ma siis nädal-kaks võtan rahulikult ja elan tavalise üliõpilase elu ning siis hakkab juba edasise samme planeerima. Tore on muidugi see, et minu õuele on ikka tulnud uusi väljakutseid, kui üks etapp läbi saab. Samas pean tõdema, et praegugi on mul nii mõnigi nii-öelda ootel plaan, milleks ei ole siiani lihtsalt aega ja jõudu jagunud. Eks tulevik näitab.

Mis tähendab esindus sinu jaoks?

Esindus on minu jaoks nagu laps. (Naerab muhedalt.) Selle arvamuse põhjuseks on seik, et kui kusagilt tuleb mõni negatiivne signaal EBSi või üliõpilasesinduse suunas, siis ma olen valmis asuma argumenteeritud vestlusesse ja mõneti ka kaitseksse. Ma ei kujutaks ette esinduse juhtimist nagu kellaajalist tööd: lähed hommikul tööle, teed asjad

ära, ootad igal kuul kujutletavalt vastavat tasu jne. Esimees või juhatuse liige peab oma töötajate jaoks olemas olema igal ajahetkel, mistõttu tegelen meeleldi esinduse asjadega ka puhkepäevadel.

Mis on esimehe roll esinduses?

Esinduse esimees ei pea tingimata olema pöörane tööloom. Peamine on oskus delegeerida ja töötajaid motiveerida. Hea juhina peab oskama oma usku edasi kanda. Kindlasti on esimehe roll esindada ülikooli ka väljaspool. Fakt on see, et kui muljal silma ei paisteta, siis ei ole meid teiste jaoks olemas. Esimees peab töötama selle nimel, et meid ka laiemalt teataks.

Sinu suur hobi on sport. Mis aladega tegeled?

Võrkpalli ja suusatamisega. Olen väga spordilembne inimene. Võrkpalliga alustasin ligikaudu kaheksa aastat tagasi ning mul on õnnestunud tulla kolmekordseks Tallinna meistriks. Kui keegi küsib minult: „Kas sulle meeldib võrkpall või suusatamine?“, siis ma vastan „Ei, ma armastan võrkpalli ja suusatamist.“

Kas sul on mõttes olnud millalgi venna jälgedes poliitikasse minna?

Praegu mitte. Ma ei kuulu ega taha kuuluda ühtegi noortekogusse. Loomulikult on mul oma poliitiline vaade, aga erakonda kuuluda hetkel ei soovi.

Kes või mis siin elus motiveerib kõige enam?

Suurimad motiveerijad on mu kaks vanemat venda, Anto ja Anti. Kui on kaks vanemat venda, kes on niivõrd erinevad ja niivõrd edukad, siis see rikastab ja paneb mindki pingutama. Siinkohal tahan kindlasti toonitada, et ka mu vanemad on olnud väga head toetajad. Olen arvamusel, et inimene õpib ikkagi sellises keskkonnas ja just nende inimeste seltsis, kes on targemad, kogenumad ja motiveeritumad, edasipüüdlikumad. See sunnib ennastki väga tugevalt tagant ning annab võimaluse heaks arenguks.

Milline on sinu suurim unistus?

Mul on üks komplektne unistus: edukas ja toimiv ettevõtte ehk materiaalselt kindlustust ja röömu pakkuv töö, toredad lapsed (vähemalt kaks) ja hoolitsev taktitundeline naine. Samuti soovin olla vaba, mis tähendab, et kui mul ühel hommikul

tuleb tuju minna Fidži saartele, siis ma istun lennukile ja sinna ka lendan.

Parim liidriks olemise soovitus?

Juhi eesmärk on olla *cool guy* – motiveerija ja delegeerija. Selle all mõtlen just inimest, kes on osav kõneleja, hea konfliktilahendaja, oskab näha teravikot ning olla enda tegemistes eeskujuks ja inspireerijaks.

Lõpetuseks, sinu lemmiktsitaat?

Ameerika kirjanik Beth Mende Conny on öelnud: „Pole olemas võimatuid unistusi, on vaid meie piiratud ettekujutus võimalikkusest.“



Foto: erakogu

Kommentaari

Teadsin Antsu enne esimeheks valimist vaid ühe semestri, olin näinud tema püüdlusi õpingutes. Pärast juhatuse esimehe ametisse astumist sain aru, et ükskõik mida ta teeb, pingutab ta alati parima tulemuse nimel. Ants ja edukus on lahutamatu kooslus. Mina pole Antsu veel pörumas näinud.

Ants kui koostööpartner pingutab samuti alati edu nimel. Kui on vähegi tõenäoline saavutada parim tulemus, siis sellest kehvat varianti pole tema jaoks olemas. Koolis grupitööd tehes saab alati temale kindel olla ning vajaduse korral võib ta ka üksinda ära teha kogu töö, kuid meelsamini ta ikkagi delegeerib toiminguid ka teistele. Tema edujanu väljendub samuti spordis. Kui koolitööde puhul on Ants pigem järeleandlik ning abivalmis, siis vastutusrikastel juhi-kohtadel (esindus) väljendub tema nõudlikkus ja rangus. Sealjuures säilitab ta ikkagi sõbraliku joone.

Taavi Olli, kursusekaaslane

Eesti uus Skype: robotmannekeen!

Piret Merimaa
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Tudengilehe veebruarikuu innovatsiooninurk tutvustab robotmannekeeni võidukäiku rõivatööstuses. Vaatamata virtuaalkaubanduse hüppelisele kasvule müüakse vaid seitse protsenti valmisriietest veebikeskkonna vahendusel. Miks on see nii? Põhjuseks tõsiasi, et vaid vähesed kliendid on nõus n-ö pörsast kotis ostma. Võrdluseks: viiskümmend protsenti arvutitest ja üle kuuekümmend protsenti raamatutest ostetakse internetist.

Veebipõhise rõivamüügi mahu suurendamisel on olulise läbimurde saavutanud Eesti teadlased ja ettevõtjad. Eesti kapitalil põhinev ettevõtte Massi Miliano OÜ arendab koostöös Tartu Ülikooli tehnoloogiainstituudi, Tallinna Ülikooli biorobootikalabori ja Saksa firma Human-Solutionsiga ainulaadset robotmannekeeni, mille abil on võimalik leida lahendus virtuaalrõivapoodide põhilisele probleemile – ostuotsuse langetamise eel riiete sobivuse testimisele. Uuringute kohaselt ei söanda ligi 80% inimestest internetist rõivaid osta just sellepärast, et neid ei ole võimalik enne selga proovida. Ning neist 20% julgetest, kes internetist riideid ostab, tagastab sobimatuse tõttu ostetud kauba iga neljas, kallimatel kaupadel ligi 40% ostjatest.

Massi Miliano Fits.me kaubamärgi all turustatav virtuaalne proovikabiin pakub *online*-rõivakaubanduse Achilleuse kannu kõrvaldamiseks välja alljärgneva lahenduse. Klient siseneb soovitud rõivabrändi veebipoodi ja sisestab vastavasse aknasse oma kehamõõdud. Virtuaalne mannekeen võtab mõõtude alusel inimkehale vastava kuju, mis võimaldab veebipoe külastajal võrrelda tootemudeli enda kehaga sobivust. Sellise lahenduse rakendamine suurendab ostja rahulolu ja kindlustunnet, sest puudub erinevate rõivatootjate rõivanumbrite vaheliste erinevustega seotud risk. Müüjal jäävad aga ära tagastatavate toodete seotud kulud.

Tulevikus loodetakse seda lahendust rakendada ka rätseparõivastele. Näiteks kui soovid tellida õhtukleiti tuhandete kilomeetrite kaugusel asuvalt tuntud disainerilt, ei pea selleks Pariisi või Milanosse sõitma. Tuleb vaid oma keha mõõdud mobiili või veebikaamera abil üles pildistada ja edastada need rätsepale. Disaineri juures asuv biorobootiline mannekeen võtab mõõtude alusel ostja kuju

ning erinevaid värvide ja materjalide kombinatsioone välja pakkudes pildistatakse variandid üles ja saadetakse tellijale. Nende alusel saab kodus arvutist vaadata, kuidas riided tegelikkuses selga sobivad. Mudelikombinatsioonide seast saab ostja endale meeldivaima valida või esitada konkreetseid täiendusetpanekud.

Rakendust oleks võimalik ostuprotsessi kiirendamiseks kasutada ka n-ö tavakaubanduses. Näiteks kui klient soovib kaubamajja minnes aega kokku hoida ning poodlemist vältida, astub ta poe proovikabiini ning seal võtab kehaskanner tema kehalt detailsed mõõdud. Saadud andmed lähevad arvutisse ja nende põhjal saab ostja kiirelt teada vastavas kaubamajas just tema kehale sobivad parimad tooted.

Loomulikult eeldavad vastavad lahendused edasist arendustööd ning robotmannekeeni võimet arvesse võtta eri brändide ja tootjate numbri- ja löikeerinevusi.

Analüütikute hinnangul suletakse aastaks 2018 peaaegu iga neljas „päris“ riidepood. Massi Miliano asutajad ennustavad, et biorobootilise lahenduse rakendamisega kaasnevad olulised muudatused rõivatööstuses: rõivabrändid suudavad virtuaalse proovikabiini abil oma *online*-müügikäivet kolm korda suurendada. Hetkel on võimalik Fits.me lahenduse abil osta endale riideid veebipoodidest Hawes&Curtis, John Smedley, Soulrevolver, Griffin.

Oma teenusega on Fits.me mitmelt poolt juba tunnustust saanud. Näiteks valis USA äriuudiste kanal CNBC Fits.me virtuaalse proovikabiini 2011. aasta kahekümne parima läbimurdebrändi hulka.

Peale erainvestorite on projekti aidanud rahastada EAS ja Arengufond. Fits.me lahendust peetakse Eesti uueks Skype'iks ning arvestades, kui vajalikku lahendust 26 miljardi dollarilise mahuga *online*-rõivakaubandusturule pakutakse, on selline paralleelitõmbamine igati õigustatud.

Lisainfo ettevõtte kohta www.fits.me

Raketina tõusev Fits.me otsib andekaid ja tublisid noori inimesi.

Kandideeri julgelt aadressil info@fits.me. Lisaks on võimalik ettevõtluse õppetooli juures kirjutada lõputöö just Fits.me-st.

Tore on olla uue Skype'i alguse juures!



Robot võtab mõõtudele vastava kuju.

Employing an Erasmus Exchange Student as a "Gateway"

Liisi Poomann
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There are more than 1500 students in EBS most of whom have very good study and work experience from different countries. There are also exchange students who come to EBS from foreign countries. Until now this is an unused resource which would be a great possibility and opportunity for the companies who want to expand their company, get more clients or find business partners from abroad.

The Erasmus exchange programme is a good way to get to know other cultures, languages, traditions and people but it should be more than that. More and more we are talking about international networking, cross-border cooperation, getting international and global so students must achieve and create more value using the international networks with foreign students and companies. One possibility is the implementation of development projects for the companies in Estonia who are interested in expanding their business in the Baltic or other regions.

There are many small businesses in Estonia who do not have enough resources to acquire information about foreign markets, business partners or information about a specific sector. This problem

can be solved if the small businesses understand that they could use help from the exchange students who come here for a semester or a year. Also they could employ those students who already know that they are going abroad but are still here. Until now this is an unused resource which would be a great possibility for such companies!

It is very important that there is a connection between the companies who need this kind of project and the students who are interested in expanding their international network and act "as a gatekeeper." If the local or exchange student needs information about the companies who would be interested to cooperate with them, the EBS Career Centre of the Student Council will be able to give appropriate information about companies who

need an assistant and agree to compensate the costs for the student. This means that companies will inform the university about their needs!

It is even perhaps time to think of paid internships in Estonia. This is normal in the rest of Europe, and in a climate when there may once again be too few workers, Estonia may have to face this option.

As a result of this project the small businesses will get more value hiring local or exchange students for their own business aims – expanding the company, getting more clients or business partners etc. I think that many of the Erasmus students have thought about working and studying abroad at the same time. Acting "as a gateway" will be definitely useful to all of the counterparts so there should be a motivation system too because companies know that students are a valuable resource. EBS Career Centre is carrying out a survey of students who would like to assist Estonian companies in developing their business in foreign countries. The project is called "Employing an Erasmus exchange student" as a gateway" to improve knowledge of foreign markets." This research also concerns companies which are interested in this kind of opportunity!

So if you are interested in obtaining more information about how to employ EBS students or which companies are interested in these students, please leave us your contact information and we will get back to you!

Liisi Poomann
+372 55 63 61 44

Visit also:

In Estonian: www.surveymonkey.com/s/BH22WNC
In English: www.surveymonkey.com/s/K85YS7J



Students must achieve and create more value using the international networks with foreign students.

Queen's University at Kingston – New Partner Institution in Canada

Eve Müür

International Exchange Coordinator

EBS students will be admitted as exchange students to the School of Business and will enroll in third or fourth year undergraduate courses. As a bachelor student one should have finished the two first years in EBS before going to Queen's University.

Students who are interested in studies in Canada can ask for more information from the exchange coordinators: Ms Eve Müür (eve.muur@ebs.ee) in EBS and Ms Angela James (ajames@business.queensu.ca) in Queen's University. The application deadline and procedures are the same as for all EBS exchange partners: March 1, 2011 for studies in the 2011/2012 academic year.

About Queen's School of Business.

Queen's School of Business, being one of the world's premier business schools, was founded in 1937. The world-class reputation of this small, elite school is a testament to the high quality of its programmes, its faculty and students, who come from Canada and abroad. For example, the School's full-time MBA ranked No 1 in the world outside the US by Business Week magazine. It is also home to Canada's most respected Executive MBA programme, delivered nationally via videoconference to cities across Canada. Queen's Bachelor of Commerce programme is renowned for having the highest entry standards of any undergraduate programme in Canada, and Queen's Executive Development Centre has been ranked among the world's top 15 by Financial Times and Business Week for its executive education.

About Queen's University

Queen's University is located in Kingston, Ontario, Canada. The University was established by Royal

Estonian Business School and Queen's School of Business, Queen's University, have recently signed a Memorandum of Understanding for cooperation in management studies. According to the agreement each year two EBS students can go to Canada for one semester starting from the 2011/2012 academic year.



Banff National Park of Canada.

Charter of Queen Victoria in 1841 – twenty six years before the Canadian confederation. Classes were first held in 1842. The earliest degree-granting institution in the united Province of Canada, and the first to establish a student government, Queen's has reflected and helped shape Canadian values and policies, educating many of the country's most notable political and cultural figures. Queen's student body represents 83 different countries, along with every Canadian province and territory. The University has 14 491 full-time undergraduate students, 3532 full-time graduate students, 4454 part-time or other students, including 1413 international students.

Useful information

University Website at www.queensu.ca

School of Business Website:
www.business.queensu.ca

Exchange Website:
www.business.queensu.ca/international

Canada's Official Tourism Website:
<http://uscw.canada.travel/>

About Canada

Sovereign: Queen Elizabeth II (1952)

Governor-General: Michaëlle Jean (2005)

Prime Minister: Stephen Harper (2006)

Land area: 3,511,003 sq mi (9,093,507 sq km);
total area: 3,855,102 sq mi (9,984,670 sq km)

Population (2009 est.): 33,759,742 (growth rate: 0.8%); birth rate: 10.2/1000; infant mortality rate: 4.9/1000; life expectancy: 81.3; density per sq km: 3

Capital (2004 est.): Ottawa, Ontario, 1,142,700 (metro. area)

Largest cities (metropolitan areas) (2004 est.): Toronto, 5,203,600; Montreal, 3,606,700; Vancouver, 2,160,000; Calgary, 1,037,100; Edmonton, 1,101,600; Quebec, 710,700; Hamilton, 710,300; Winnipeg, 702,400; London, 459,700; Kitchener, 450,100

Monetary unit: Canadian dollar

Photo: Internet

Culture Calls, Pick Up!

Kadri Lenk
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Photos: www.tallinn2011.ee



This year there won't be a day in Tallinn without culture. It follows you everywhere so don't even try to escape. Instead, take the maximum from it. Here are only a handful of events that it would be regrettable to miss. For more information go to www.tallinn2011.ee

ART



Exhibition "For Love, Not Money" at KUMU Art Museum from January 2nd to April 17th

"For Love, Not Money" will attempt to express in modern art the current situation during the global financial crisis. The project tries to show the problems which occur concerning creation, exhibiting and reception of art. The main attention is centred on artists from the Baltic States - Estonia, Latvia and Lithuania, but you will also see the works of many invited and prize winning artists from abroad. The exhibition will focus on the latest trends in modern art, including video, performance, photography and print media.

Art Bus "Hop on Art / Hop off Art" from February to June

If you have gathered enough inspiration by visiting art galleries and want to create something on your own then The Art Bus is for you! The Art Bus will take you straight to the heart of art where architects, designers and artists will introduce foundries, handicraft centres, artists' workshops, studios and factories where art is being created. Participants can have a peek into the backstage of Estonian art and meet face-to-face with leading artist and designers. Of course you can put your own creativity to the test by attending various workshops.

MUSIC

Tallinn Music Week from March 24th to 26th around Tallinn

Tallinn Music Week introduces to you Estonian music from jazz and folk to punk and metal. In its own way it's like an intensive course in Estonian music which on one spring weekend will fill all the clubs, pubs and theatres with fresh and exciting local music. It is a large-scale party for all Estonian and foreign music lovers.

Jazzkaar in the city from April 24th to 30th around the city

The aim of the project is to raise interest in and bring jazz music to people in the city. Every day, two to four improvisational concerts will be performed in a public space – a park, street, plaza or elsewhere. A joint public concert will be held on 30 April 2011. Come and see (hear) acknowledged young musicians from Tallinn and around the world.

Bobby McFerrin at Nokia Concert Hall on April 28th and 29th

He is one of the most charismatic and one-of-a-kind artists in the music world today, a ten-time Grammy winner, well known as both a musician and conductor. Every concert he gives is unique and unlike any other with plenty of surprises in store for the audience. Don't worry, be happy and come and meet the master of his genre yourself.



FILM



Cinema in the City: Rooftop Cinema from May to November

The Rooftop Cinema offers a wonderful experience in a unique environment. Dedicated film fans can now enjoy the best films on the edge of the sky of Tallinn. The open-air movie theatre was born in the hands of creative souls and cinema lovers. The selection of films varies from timeless classics to latest releases. The unique flavours of new Nordic cuisine, a rooftop café and a spacious sun deck enrich the atmosphere as you enjoy an experience bigger than the screen.

Japanese animation film festival (JAFF) at Artis and Solaris cinemas from April 15th to 24th

The Fifth JAFF theme synchronizes with Capital of Culture theme "Stories of the seashore". Films are related to the sea and ocean which in Japanese animation is organically tied with themes of outer space. In addition to animated films there is a sub-programme "To draw or play" which will present feature films based on anime and manga plots. Also, there's an exhibition of photographs and a film programme dedicated to Japanese youth, an anime costume show and scenes, songs and dance numbers from beloved anime films.

CULTURE



Chinese New Year carnival in Freedom Square

February 3rd 2011 marks the start of the Year of the Rabbit in Eastern calendars. The event will be marked with a huge Chinese New Year festival designed for the whole family. Of course you can see a famous dragon and lion dance, traditional dances with fans and lanterns by colourfully-dressed young ladies, martial arts performances and fireworks, all straight from Beijing. There will also be a market offering Chinese goods and delicious food.



Russian Shrovetide Maslenitsa on March 5th

Estonians have some nice Shrovetide-customs themselves but if you want to get closely acquainted with the Russian customs of Shrovetide then Maslenitsa is the best way to do it. Find out what kind of dishes the Russians eat on that day, what kind of games they play and what dances they have, what is the secret of cooking the biggest pancakes and why do they burn scarecrows at the end of the festival. Come and we'll have a big fun party together!

Estonian Shrovetide week at Open Air Museum on March 8th

Want to know how Estonians celebrate Shrove Tuesday? On this day, people eat pig's trotters and rich pea soup, fashion tops out of bone, play Shrovetide games and slide over the snow as far as they can. It's all part of ancient fertility rituals and making sure that the year ahead will be a good one. So if you want to check out what future has in store for you then come and see for yourself!



Easter and spring fair at the Open Air Museum on April 24th

Easter, which goes by many names in Estonia, should not be missed, and probably can't be. The arrival of spring is greeted with colourfully painted eggs, the call of willow pipes and the squeaking of traditional swings, delicious holiday treats and the cheerful environment of the spring fair.

SPORTS



Simpel Session 11 in Saku Suurhall from February 2nd to 7th

Once a local competition, Simpel Session is now an international and well-known extreme sports festival attracting more and more foreign competitors and famous skaters and riders every year. It also has millions of viewers via the Internet. On one weekend you will have the chance to see the elite of extreme sportsmen from all over the world. The event will also in-

clude a film festival where selections of best skate, bike and snowboard movies are shown and party programme where you can lay back with all the Simpel Session lovers before and after the big competition.



Fourth World Martial Arts Games at Blue Pavilion, Estonian Fair Centre from February 23rd to 27th

For the first time, Tallinn has the honour of hosting the World Martial Arts Games outside Asia. Over 2,500 participants from 60 countries are expected to attend from all over the world. During the 5 days, various duelt-type tournaments as well as a martial arts and folklore festival will be held, along with a number of cultural events, and a creative exhibition featuring different nationalities. The programme of course includes dizzying leaps, smashing of objects, exotic dances and a fire show, too!

Did you know that European Capital of Culture Tallinn 2011 is...

7358400 cultural breaths
 525600 minutes of cultural events
 404500 residents of Tallinn
 200000 additional tourists
 100000 participants in the youth song and dance festival
 13000 mobile phones used to make benches in the city centre
 1980 host of the sailing events for the Olympic Games
 857 years since Tallinn first appeared on a world map
 500 volunteers at cultural events
 177 kilometres from its sister Cultural Capital, Turku (Finland)
 159 square kilometres of city
 98 percent of bank transactions are performed online
 38 parks
 14 ports and harbours
 8 very different city districts coming to life
 2 lakes

How to Survive Winter in Estonia

Ellen Mjakonkih
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Photos: Fred-Ander Pärn, internet



Dear exchange students, welcome to lovely Estonia! Hopefully you are already having a great time here. However, some of you may already regret coming to Estonia, "If only I knew that it is so damn freezing here!" No worries. It is not as bad as it seems.

In order to help you to overcome the tough Estonian winter and other everyday issues which are normal for Estonian people, I will share with you some following tips.

Rule nr 1: mind the icicles!

Although there is a law according to which house owners are obliged to remove snow and dangerous icicles, not all landlords do so. At best, they surround dangerous area with a red tape or with planks. Yet, in spring they cannot do anything against melting and falling snow from roofs. Thus, when walking by old houses, look up!



Rule nr 5: cure yourself immediately.

All kind of remedies are effective only within the first 24 hours of weakness. Which means it is better to skip a night out or some classes in the name of not being chained to bed for the next two weeks. Dress warm, drink a lot of camomile tea with honey and sleep!

Rule nr 6: do not kiss outside!

At least not when it is below -10C degrees, unless you literally want to stick together forever with your partner. Why do you think an Eskimo's kiss includes only rubbing noses?

Rule nr 2: mind the buses!

Generally, drivers are very polite and allow you to cross the road. Even if a pedestrian jumps out of the blue, they manage to stop. However, as buses do not have winter tyres, then bus drivers barely can stop even at of a bus stop. So, whenever you cross the road, watch out for a bus!



We do not have polar bears... yet.

Rule nr 7: do winter sports.

It may sound impossible to force yourself to go out of the house in such weather, yet it is much better than sitting in a cold home and freezing. Moving is the solution. Go ice-skating on Harju square in the old town, skiing in Nõmme or Pirita, sledge down every hill you find or just play a snow fight! Through these activities you get warm and have a lot of fun.

Rule nr 3: invest in proper winter boots.

As many of you are from countries with a warm climate, it was probably impossible to dig out good winter shoes. Yet, my daddy taught me, "The most important is to keep your feet warm and dry." He was right. If your hands are cold or wet, you can quickly warm them up in hot water, but how about feet? Not to mention that "winter boots" bought in your country probably have slippery soles. I suggest you invest in a pair of proper boots and woollen socks.

Rule nr 8: smile a lot!

Usually foreigners who come to Estonia for the first time tend to say that Estonian people are unfriendly and do not smile. Quite true. Please try to understand: after not seeing sun for 4-5 months, suffering from a lack of vitamins, having struggled with such an amount of snow, without vacation etc, people finally do have reasons to be tired and grumpy. Simply smile at them and don't take offence. Be the sunshine we miss so much! :)

Rule nr 4: wear warm underclothes.

Quite uncomfortable when your legs get cold because of loose jeans or jeans stick to your legs and start rubbing? Solution? Girls: wear tights. Good and pretty cheap tights may be found from Seppäla. Boys: wear at least soft knee pads usually used by football or volleyball players.

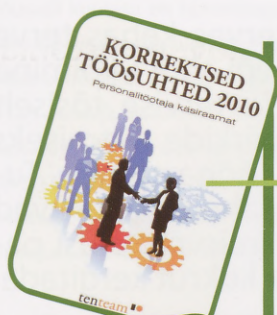


Warm socks rock!

So, I reckon, that is the most important for you to bear in mind. Hopefully now it will be easier for you to take the most of your stay in Estonia. Be healthy and have fun!

Raamatusoovitused

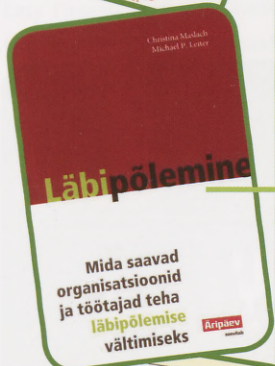
Ellen Mjakonkih
ellen.mj.a@gmail.com
Fotod: internet



Korrektssed töösuhted 2010. Personalitöötaja käsiraamat, Ten-team OÜ 2010

Tea oma õigusi nii tööandja kui ka töötajana

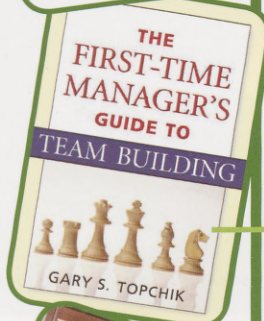
Seadusi on vahel raske mõista. Eriti keeruliseks osutus töölepingu seadus pärast 1. juulit 2009. Aitamaks lihtsustada saada aru nii olulisest õigusaktist, on koostatud raamat, mis on *must have* mitte üksnes personalitöötajale, vaid igale töötavale inimesele. Tegemist on TLSi lühendatud ja loetavamaks muudetud tõlgendusega. Enamik seaduse tekstist on varustatud ka sotsiaalministeeriumi ametlike kommentaaridega. Lisaks on iga peatüki juures näidislingud ja muud dokumendid.



Läbipõlemine. Mida saavad organisatsioonid ja töötajad teha läbipõlemise vältimiseks, Väike Vanker 2007

Enneta läbipõlemist

Soojade ilmade saabumiseni on veel mitu kuud aega, ent kevadväsimuse kiuste tuleb saavutada kõik püstitatud eesmärgid. Elamiseks edukalt üle pingutust nõudvaid aegu, tasub võtta enda jaoks veidi aega ning lugeda kasulikku raamatut. „Läbipõlemine“ seletab, mis on ja kuidas tekib läbipõlemissündroom, kuidas samm-sammult seda ennetada ja/või üle elada. Muidugi ei puudu ka näited ja illustratsioonid elust enesest.



The first-time Manager's Guide to team building, Gary S. Topchik

Kas sinu töömeeskond tegutseb kui üks tervik?

Ülikoolis antakse tavaliselt häid akadeemilisi teadmisi ning *hard skill*'e. Ent juhtimine ei ole üksnes teistest targem ning võimukam olemine. Iga kollektiiv vajab ka inimlikkust. Tihtipeale tekivad konfliktid meeskonnas just üksteise mittemõistmise tõttu, sest ei tunta üksteist. Parim viis mõõdarääkimisi vältida on õppida üksteist tundma. See raamat aitabki muuta meeskonna perekonnaks, kus iga liige toetab üksteist ning koos liigutakse ühise sihi poole.

Iacocca: an autobiography / Lee Iacocca with William Novak. Toronto [etc.]: Bantam Books, 1986

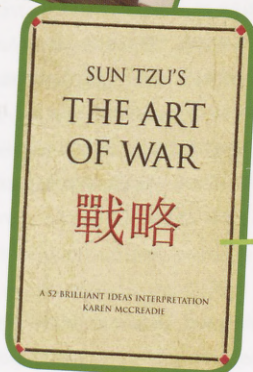
Kõik ülikoolis õpetatav ühes raamatus

„Kui mul oleks olnud vähimigi aimdus sellest, mis mind ootab, kui ma võtsin vastu töökohta korporatsioonis Chrysler, poleks ma mitte mingisuguse summa eest sinna läinud.“ Lee Iacocca on üks kuulsamaid tegijaid USA ärimaastikul. Tema autobiograafia on oma aja bestseller, milles meelelahutuslikus vormis kirjeldatakse *wunderkind*'i eluteed tudengieast tippjuhini. Tänu oma andele suutis ta päästa Chrysleri autokompanii hukust ning viia firmajuhtimise uuele tasandile. Ehkki raamat on kirjutatud veerand sajandit tagasi, jäävad selles raamatus toodud tõed kehtima ka tänapäeval.

Sõjapidamise kunst, Sun Tzu

Kui tahad võita, oska võidelda

Erinevad strateegiad äris ja turunduses on pärit sõjapidamise kunstist. Sellest tulenevalt ei ole paremat raamatut strateegilise juhtimise õppimiseks kui 2500 aastat tagasi Sun Tzu kirjutatud „Sõjapidamise kunst“. Kuna turundus on sõda tarbija poolehoiu pärast, on raamatus esitletud strateegilised valikud rakendatavad ka turundusvaldkonnas. Sun Tzu lähenemised õpetavad seda, kuidas saavutada edu minimaalsete jõukulutustega, minimaalsete konfliktidega ja maksimaalse tõhususega.



Mens sana in corpore sano

Piret Merimaa

piretmerimaa@gmail.com



Maret Mitt

maret.mitt@gmail.com



Juba vanad roomlased teadsid ütlust „terves kehas terve vaim”. Ainuüksi loengus, raamatukogus või tööl viibimine ei suurenda meie edu, vaid paneb meie tervise tõsiselt proovile. Palju jõuda soovija vajab eesmärkide täitmiseks tasakaalustatud elu, sealhulgas tõhusat lõõgastumist. Tudengileht uurib, millised on EBSi vahetus läheduses asuvad sportimiskohad: milliseid erinevaid treenimisvõimalusi pakutakse ning kui palju tuleb tudengil oma kukrut kergitada.

Sportiklubi MyFitness Viru asub EBSist kiviviske kaugusel Viru keskuse 5. ja 6. korrusel. Klubis jagub tegevust nii meestele kui ka naistele, seda nii hommikuti, õhtuti kui ka nädalavahetusel. Kompleksis asuvad jõusaal, kaks treeningstудиot ning värvimuusikaga spinningisaal. Kuna esimene treening algab tööpäeviti kell 7.30, on EBSi tudengi jaoks tegemist suurepärase tervise eest hoolitsemise kohaga – kes käib päeval tööl ning on õhtul loengus, on ainus võimalus treenida varahommikul. Peale selle pakub klubi võimalust treenida ka värskes õhus: talvel toimuvad Pirita metsas suusa- ning kevadel ja suvel jooksu- ja rulluisutreeningud. Mõnusat lõõgastust pakuvad klubi aurusaunad, solaarium ning klassikalise ja sportmassaaži teenused. Paketi hind klubi liikmetele on alates 31.9 eurot kuu (päevane täispakett), tudengi täispakett maksab 51 eurot kuu. Parkimine klubi liikmele maksab 0.95 eurot tund. Lisainfo: www.myfitness.ee.

Sportiklubi Reval Sport asub vanalinnas Aia 20. Lisaks jõu- ja aeroobikasaalidele on treenija käsutuses ujula, kus saab nii ujuda kui ka vesiaeroobikat nautida. Põnevaid elamusi pakuvad *shaping*, sulgpalli- ja sisesõudmistreeningud ning vaimu ja keha ergutavad erinevad võitluskunstid (*taibox*, *kickboxing*). Tudengipaketi hind enne kella 16 on 36 eurot kuu, terve päeva pakett maksab 41 eurot kuu. Lisateenustena pakutakse pallisaali koos saunaga (22.36 eurot tund) ning ekstra väärtust lisab tõsiasi, et parkimine on klientidele tasuta. Lisainfo: www.revalsport.ee.

Kalev Spa veekeskus ja sportiklubi paiknevad Reval Spordi vahetus läheduses aadressil Aia 18. Seal saab ujuda, vesi- ja „tavalist” aeroobikat harrastada ning jõusaalis treenida. Veekeskuse ühekordne külastamine (2,5 tundi) maksab tudengile 7.67 eu-



Taskukohaseid sportimisvõimalusi kesklinnas pakub Myfitness Viru.

rot, jõusaali kuukaart sõltuvalt kellaajast 37.7 eurot (enne kella 15) või 56.88 eurot (piiramata aeg). Samad hinnad (vastavalt kellaegadele) kehtivad ka aeroobikatreeningute kohta. EBSi kaardiga kehtib 10% soodustust kõikidel üksikpiletitel. Parkimine Europark parklas Aia 7 maksab 2.87 eurot 1 tund 45 minutit, veekeskuse esisel platsil parkimiskellaga kaks tundi tasuta. Lisateenusteks on solaarium ja infrapunasaun. Lisainfo: www.kalevspa.ee.

Solarise keskuses asuv Tallinna Tantsuakadeemia pakub emotsionaalseid treeninguid igat liiki tantsu- ja aeroobikastiilide harrastajale. Ballett, *break-dance*, kõhu-, modern- ja klassikaline tants on vaid mõned näited pakutavatest stiilidest. Lisaks pakub stuudio kaheksat eri liiki aeroobset treenimisvõimalust. Ühekordne akadeemia külas-

tamine maksab 5.75 eurot ning kümne korra kaart 47.93 eurot (tuleb ära kasutada 45 päeva jooksul). Parkimistasu arvestatakse vastavalt Solarise keskuse hinnakirjale (tavahind 2.55 eurot tund, soodustingimustel 1.27 eurot tund). Lisainfo: www.tantsuakadeemia.ee.

Kalevi spordihall Juhkentali 12 pakub võimalust tegeleda erinevate pallimängude ja võimlemisstiilidega. Külastaja kasutuses on riietus- ja duširuumid ning hubane kohvik. Tunnitasu väljakute kasutamise eest sõltub väljaku liigist ja kellaajast ning maksab 5.10–23 eurot. Lisainfo: www.spordihall.ee.

Zelluloosi sportiklubi asub Tartu mnt 80d Zelluloosi keskuse hoovis 1. korrusel. Kompleksi kuuluvad jõu- ja aeroobikasaalid, sulgpalliväljakud

ning lauatennise mängimiseks mõeldud ruumid. Lisateenusteks on lõõgastumine tervisekapslis või infrapunasauanas ning võimalus treeningu ajaks jätta oma järeltulija sõbraliku lapsehoidja hoole alla. Jõusaali kuutasu on hommikupoolikuti 35.15 eurot ning piiramatu ajalimiidiga 44.73 eurot. Aeroobikatreeningute kuukaardi hinnad on vastavalt 31.95 eurot ja 44.73 eurot kuus, sulgpalli kuutasu vastavalt 6.71 või 10.22 eurot tund ning lauatennisel 5.11 või 7.34 eurot tund. EBSi tudengid saavad kõikidest hindadest 10% allahindlust. Parkimine on külastajatele tasuta. Lisainfo: www.zelluloos.ee.

Easy Fitnessi leiab trennisõber Narva mnt 9e / Hobujaama 12 asuvast majast. Hoone on end peitnud Narva mnt 5 asuva Foorumi keskuse

taha. Oluline on teada, et Easy Fitness positioneerib end kui spordiklubi, mis on mõeldud ainult naistele. Kontseptsioon on üles ehitatud ringtreeningule. Trenn koosneb soojendusest, südame ja veresoonkonna ehk kardiotreeningust, lihastreeningust, pulsi taastamisest ja venitusest. Harjutused on jagatud „jaamadesse“ ning igas „jaamas“ kestab üks harjutus 30 sekundit. Harjutuse lõppemisest annab märku muusika vahele monteeritud lause „vaheta harjutust“, mille peale trennisõber liigub järgmisesse „jaama“. Märguande „alusta harjutust“ peale algab pihta uus. Ühes ringis on kokku 16 eri „jaama“ ning 30 minuti jooksul jõutakse tavaliselt läbida kaks ringi. See, kui kaua keegi soovib ringi peal olla, otsustab iga inimene ise. Koha peal on kogu aeg olemas treener, kes

kõik vajalikud liigutused ette näitab, hea meelega inimesi juhendab ning toetab ka õpetussõnadega, kui kellelgi on täiendavaid küsimusi keha sõbralikuma eluviisi või toitumise kohta. Aastase lepingu kuumakse on 29 eurot, pool aastat maksab 36 eurot, 3 kuud 125 eurot. Olemas on ka ühe kuu kaart ja kümne korra pääse. Need, kellele meeldib ühe korra kaupa trenni eest tasuda, peaksid taskusse pistma 5.20 eurot. Lahe on see, et ette registreeruma ei pea, kohale võib minna mis iganes klubi lahtioleku ajal ning teha trenni nii kaua, kui sulle just parajasti aega on. Suurepärase koht kiire elutempoga treenijale! Lisainfo www.easyfitness.ee ja [facebook.easyfitness.ee](https://www.facebook.com/easyfitness.ee).

Uus püsisuhe

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Jaanuarikuu on aeg, kus inimesed kohanduvad aasta lõpus antud lubaduste täideviimise, kohandumise või ignoreerimisega. Veebruar on kuu, mis paljastab tõe – lubadused on edasi lükatud, täitmisel või siis unustatud, lõplikult.

Mina 2011. aastaks lubadusi ei andnud. Katsetan juba teist aastat strateegiat, mis ei tundu nii ahistav ja on parem lahendus kui lubaduste andmine – aasta alguses panen kirja oma unistused ja soovid, mille poole tahan käimasoleva aasta vältel püüelda. Nendeks on isiklikku arengut ja eraelu puudutavad tegevused, kõik see, mida tahan teha, aga kuidagi tehtud ei saa, on n-ö „plaanis“.

Parema ülevaate saamiseks tuleb minna ajas tagasi. 2010. aasta märkmiku esilehele sai ritta ligi 30 soovi-plaani-unistust – näiteks „käia korra poole aasta jooksul teatris“ – ja asusin neid tasapisi täitma. Tundub imelik? Teatris käimine on unustuse hõlma vajanud, kuid ma tahaksin väga teatris käia, seega kui teatrikülastus on mu aastaplaanides kirjas, siis vähemasti köidavad mängukavade reklaamid mu tähelepanu.

Möödunud aasta oli peaaegu edukas: kogu loetelust kümnele sain panna järgi plussi „tehtud“, viiele sain märkida juurde linnukese „protsess käib“ ja ülejäänule jäi miinus ehk „pole tegelenud, pole tehtud“. Meeleheite otsustasin jätta neile, kes seda

naudivad, seega kandsid 15 seisma jäänud plaani uude aastasse ja lisisin veel sama palju juurde, et tuleks üks mõnus aasta. 2010. aasta kogemus õpetas, et tark on aeg-ajalt märkmiku esikaas silmadega üle vaadata, vajaduse korral nimekirja täiendada ning unustuse hõlma vajanud mõtted taas päevakorda tuua.

2011. aasta esimene soov oli end mõne spordiklubi hingekirja panna ja kujundada spordist igapäevane tegevus, milleta edaspidi ollagi ei oskaks. Siia maani on sport olnud minu elus esinud n-ö vabal viisil, piisavalt korrapäratult, et seda täieulatuslikult nautida.

Esmalt oli vaja leida klubi, mis oleks meelepärane ja mugav, järgmine ja kõige raskem samm oli reaalselt klubisse kohaleminek, et teatud sorti paberimajandus korda ajada, ning viimaseks vajas muutmist mu suhtumine. Nüüdsest lähenen sporti kui püsisuhtesse, mis nõuab aega ja pühendumist, sellesse tuleb endast midagi anda (oma vaba aega) ja spordist tuleb võtta (emotsiooni, koormust, kaunistat figurijoont). Treenimine

vajab vabadust ning valikuid, treeningute vahele tuleb jätta ruumi. Enda peale ei saa olla vihane, kui kiire elutempo tõttu alati treeningusaali või metsajooksule ei jõua. Sportimisega tuleb arvestada, siis mahub tunnike liikumist suurepäraselt päevakavva ning sellesse tuleb suhtuda kirega. „Püsisuhe“ vajab vaheldust, seetõttu ei piira ma mõttetgevust ning naudin ühtmoodi mägist krossijooksu, kepikõndi, rühmatreeninguid, ujumist, talvel suusatamist ja uisutamist. Sporti ei ole vaja teha üksinda, seega oleks mõistlik haarata uudse mõtlemisega kaasa sõbrad, tuttavad, naabrinaine ja naabrimees, ema-isa, õed-vennad. Treeninguid tuleb planeerida ehk suhe võiks olla pidevas, paraja tempoga arengus. Selleks sobivad suurepäraselt rahvaspordiüritused, millest igal aastal osa võttes kujuneb välja traditsioon.

Püsisuhte kontseptsioon annab mulle palju rohkem jõudu, et olla edukas kogu aasta vältel. 2011. aasta esimesed kuud on olnud edukad, olen rõõmus ja tegus. Töö- ja õpitulemused on paranenud, hing laulab ning „püsisuhe“ õitseb. Kes tahab koos trenni minna, kirjutage mulle!

Valentine's Day is a Perfect Day to Be Special

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Photos: Fred-Ander Pärn, internet



The tradition of celebrating Valentine's Day in Estonia came from Finland in the early 1980s and became popular quite fast. My first contact with Valentine's Day was in February 1996 when my English teacher asked our class to prepare Valentine's Day cards for classmates as homework. Then I realized that this was a nice way to show my feelings for favorite classmates and since then I have been busy, in the beginning of every February, by writing anonymous and not so anonymous letters for my favorite girlfriends and boyfriends.

This year is different: I decided to make a gift to total strangers by giving them an opportunity to stay alive. I went to North Estonia Medical Center to donate blood as a voluntary donor.

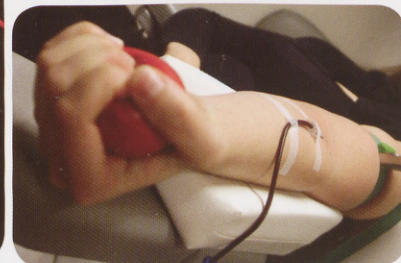
My feelings during the procedure were positive. The knowledge that I was doing a good thing made me feel I was a special person. I have all the good qualifications for being a donor; I have a rare blood type and I can do something to change somebody's destiny. Why not use it?

Some days ago I met, unexpectedly, a lady who had needed donated blood several times and I haven't seen a more grateful stranger in my life! She almost cried with happiness, because there still were volunteers who donated blood! This unexpected encounter proved that being a donor was the right thing to do!

Be special and go to donate blood on Valentine's Day and take your friends with you! Believe me, this is a much better gift than buying a box of chocolate or heart shaped souvenirs. You can be the one who makes the world a little bit nicer place to live in.

Anybody who hesitates about the necessity of donors should think further. Some day maybe you, or a friend of yours or a family member may be the one who needs a blood transfusion. By giving blood we can be sure that the blood supply in Estonia is enough to provide help for everybody who needs it (all type of accidents and fateful moments).

The Blood Center staff is really friendly and welcomes every person's help. First they check your identity by asking for your ID-card and enter your contacts in their database. Then you have to fill in a questionnaire about the condition of your health. It is very important to answer honestly and if you aren't sure about the answers then the nurse will help to draw up the answers and give you advice.



Despite cheap gifts, give something special to your friends!

You Can Be a Donor If You Are:

- A citizen of the Republic of Estonian or lived in Estonia over a 1 year
- 18-60 years old
- Bodyweight over 50 kg
- Healthy, rested and eaten
- Do not smoke a couple of hours before giving blood
- Men can donate blood 3-4 times a year, women 2-3 times
- 450 ml blood is taken from you during the process, which is only 8% of an adult's total blood amount. The number of red blood cells will recover after 72 hours
- Before giving blood drink 2-4 glasses of water or juice (not hot coffee or tea), it provides a better feeling afterwards.

More information: www.verekeskus.ee

Alumni Dinner 25.01.2011

Fotod: Taavi Olli



Tudeng vs. õppejõud

Seekord panevad oma teadmised proovile ettevõtluse ja ärijuhtimise eriala esimese kursuse tudeng Isabel Joao ning õppejõud Maris Zernand-Vilson juhtimise õppetoolist.

Luise Savik
Luise.savik@gmail.com



Fotod: erakogu

- 1) Millises Euroopa Liidu liikmesriigis ei ole raudteed?
- 2) Hetkel on toimumas murrang kogu IT-maailmas. Sarnane olukord on ka ärianalüüsi valdkonnas ning kasutusele on tulnud mõiste BI 2.0. Mida see tähendab?
 - a) cloud computing
 - b) integreeritavus uue meediaga – Twitter, Facebook
 - c) mobiilsed lahendused
 - d) sotsiaalsus
- 3) Kes valiti 2010. aastal maailma parimaks jalgpalluriks?
- 4) Mis on DAPHNE? See on seotud Euroopa Liiduga.
- 5) Millal öitseb sõnajalg?
- 6) Mitu kuldmedalit võitsid Eesti sportlased 2007. aasta maailmeistrivõistlustel? Kas 0, 4, 7 või 11?
- 7) Mitu omanikku võib olla leiutisel? Kas üks või mitu?
- 8) Millised maksud laekuvad Eestis riigieelarvesse?
- 9) Mis rahvusest oli Vasco da Gama?
- 10) Milliste riikidega on Türgil ühine piir?
- 11) Mitmest saarest koosneb Veneetsia?
- 12) Mis aastal võitis Soome Eurovisiooni?



Isabel Joao



Maris Zernand-Vilson

VS.

- 1) Äkki Maltal. (1 p)
- 2) Ma arvan, et b. (1 p)
- 3) Messi. (1 p)
- 4) Mingi leping või? (0 p)
- 5) Sõnajalg ei öitsegi. Jaanipäeval. (1 p)
- 6) Üks kuld pidi ikka tulema. Äkki 4. (1 p)
- 7) Tavaliselt on ikka üks ju. (0 p)
- 8) Tulumaks, käibemaks ja sotsiaalmaks. (2 p)
- 9) Portugallane. (1 p)
- 10) Isabel: Kreeka, äkki Bulgaaria. Iraan ja Iraak äkki. (4 p)
- 11) Ma pakun 156. (0 p)
- 12) 2007. (0 p)

12p

- 1) Mingi väike riik ilmselt. Island. (0 p)
- 2) Mulle tundub, et see on c) mobiilsed lahendused. (0 p)
- 3) Seda ma küll ei tea. (0 p)
- 4) Ma ei tea seda. (0 p)
- 5) Väidetavalt jaanipäeval, aga muidu ei öitse. (1 p)
- 6) Päril 4 nüüd küll vist ei olnud. Ma kardan, et 0. (0 p)
- 7) Ma arvan, et mitu. (1 p)
- 8) Tulumaks, käibemaks. Ei, tulumaks läheb ju kohalikule omavalitsusele. Aktsiisimaks. (2 p)
- 9) Ma pakun itaallane. (0 p)
- 10) Maris: Itaalia, Rumeenia. Rohkem ei paku igaks juhuks. (1 p)
- 11) Umbkaudu 150. (0 p)
- 12) 2006. (1 p)

7p

1) Malta; 2) b) 3) Lionel Messi; 4) Programm laste-, naiste- ja noortevastase vägivalda vältimiseks; 5) Ei öitsegi; 6) 4; 7) Mitu; 8) Sotsiaalmaks, käibemaks ja aktsiisimaks; 9) Portugallane; 10) Kreeka, Bulgaaria, Gruusia, Armeenia, Iraak, Iraan, Süüria; 11) 118; 12) 2006

	Ajakiri	American Airlines	British Academy of Fencing	Vehkleja ... Embrich	...-särk	Sari	Asula	"... lendab mesipuu poole" (J. Liiv)	... ei peitu rahas	C naaber	Asukas
Algtõde, üldtuntud tõde											
Viker...					Suusamark Paelad pükste küljeõmbusel					Liiter Heli-	
Veregrupp		Liha pehmeim osa Allvee-uuriija						Nõnda Märguanne hädaohu puhul			
Dalton			Linn Hoone piirde-tarind						United Nations Jäärak		
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Praam Ekspeaminister				
Naisenimi				Nuuma-mine	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hüüe kraana-juhile						Baleriin Tekkimine					Idem ... idem (seesama sellesama kaudu)
Õhutama										Fosfor Hektar	
Rand Põhja-Eestis			Kasutaja (ingl. k.) Mõni teine					Parsil kuivav vili Osmium			
	Läbipääsuta koht Oxygen						Arutu, juhm Umbes				
... Lepland				... ex machina							EESTI RAHVA RISTSÕNAD RISTIK

Võida EBSi meene! Saada ristsõnamõistatuse vastus aadressile ebs.tudengileht@gmail.com.
Võitjaga võtame ise ühendust!

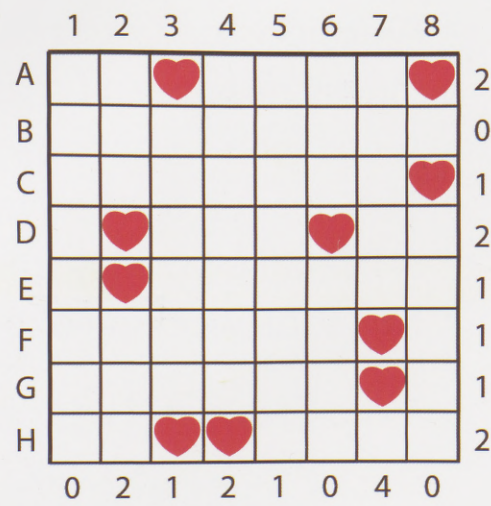
Heart next to heart

Iga punase südame kõrval on sinine süda. Sinised südamed ei asu mitte kunagi kõrvuti, isegi mitte diagonaalidel. Numbrid ruudustiku paremal ja alumisel serval näitavad, mitu sinist südant vastavas reas või veerus on. Leia siniste südame asukohad!

Võida EBSi meene!

Saada kingipakkide koordinaadid aadressile ebs.tudengileht@gmail.com.
Võitjaga võtame ise ühendust!

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