

GREENWASH



Business Spirit

THIS IS A COMPLEMENTARY MAGAZINE
FOR LEADERS AND ENTREPRENEURS

ISSUE
03

MAY



BUSTING THE ECO MYTH

How modern businesses approach the ecology movement

WHY EBS?

Students explain why EBS is the only place for them

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EDITORIAL

Words by SIRET SCHUTTING

Green seems to be the new black, at least in business. Giant MNCs use relevant portions of their budget for sustainability and their CEOs have been sighted recycling more than once. We all love this little planet, so friendliness towards it is only good. But is it always? More often than not – especially in business – the deeper reasons for things are being overlooked and all the focus goes to the bottom line. Should we sometimes halt and wonder how much of the CSR budget line should really go under marketing expenses? Should we be pointing out double standards if an oil company throws a fundraiser to protect Alaskan seals?

Barthes would call ECO a myth. Rationally speaking, there is no reason why you should pay double the price for a product dubbed ECO. Ecolade, anyone? Would you want your holistic burger with a side dish of eco fries? The word has become so ubiquitous sometimes it is difficult to remember what is behind it. This issue tries to be more eco than usual (so please do try to recycle it) and encourage doing business in a way that doesn't harm others, even not in secrecy.

But there is also another important focus – soon, it will be time to make the most important decisions in your life. Should you pick EBS as your university? Those of us who have will tell you "yes", read for yourself.

This will be the last issue of this schoolyear, we will be back in autumn and hopefully, so will you. Have a lovely exam session and an even lovelier summer! See you in September.



GREENWASHING

THE ECO MYTH

Words by SIRET SCHUTTING



In the beginning of the nineties, ozone layer was definitely the big star. Even I had a t-shirt with a picture of the planet, the layer and tons of boys and girls holding hands around it. The idea of saving "the ozone layer" was pure and amiable, anyone could do it – just use less hairspray and don't dump your fridge in the forest.

Environmentalism has been around for half a century already, with spikes in trending. One of the big spikes definitely happened in 1970, when on April 22nd the first Earth Day was held. Some of the more cynical ones of us might ask why every day isn't Earth Day and, in fact, they would be quite right in doing so. When Earth Day becomes the next Super Bowl, it will be easily manipulated by the unethical marketers who know the price of everything and the value of nothing.

Leaving clichés aside, though, it really seems that around environmentalism, integrity is sometimes scarce. The term "greenwashing", coined by Jay Westervelt in 1986, refers to making something appear "greener" than it is or spending more money on appearing environmentally friendly, instead

of actually investing in environmentally friendly deeds or technology. Research suggests nearly 80% of consumers are influenced by whether or not the product is environmentally friendly. Sometimes, unfortunately, it only means adding a few phrases to the label, not improving the product itself.

More so, there are enterprises who spend huge amounts of their hard-earned cash on building a "green" image, whereas their deeds speak vice versa. So much can be done with branding. Elegant, light green logos with a short slogan build the image of a caring, planet-loving, tree-hugging company – not many people get to see the power plants, oil rigs or industrial polluting. The question here, of course, is not whether big companies pollute or not.

The main question is about the ethics of using false "environmental friendliness" as a trigger or influencer of the purchase decision, about using „being green“ as the competitive edge, about saying you're green when really you're as black as it gets.

In business, eco-love has been a great hit lately. Numerous MNCs have tied sustainability to their core strategies. Many quote one of their long-term goals to be the number one green company in their industry – but how many are willing to go further than a mission statement?

One of the more classic examples features McDonald's. In 2009, European McDonald's changed its signature colour from red to green. The official comment stated that this reflects

their responsibility in preserving natural resources; doesn't anybody question how much the rebranding affected the beloved planet? Certainly it is possible that this particular greenwashing had nothing to do with ecophilia in the first place and was an attempt to battle Starbucks – a theory proven by the launch of McCafé and free wireless internet around Mickey Ds in all Europe, but does having a green logo really prove that you are environmentally friendly?

Panasonic has struggled long and hard to get their green going, and not only by saying so. The multinational giant planned a true green smart city in Japan, more to follow. Panasonic is focused on sustainability on a higher level, by really offering environmentally sound solutions, the keyword being "sustainability" instead of "let's add a leaf on our logo".

The good thing is, being eco-friendly actually saves quite a buck for the company. Supplying less extras with products, eliminating paper manuals from videogames or reducing packaging saves the company a staggering amount of money, especially in case of high production volumes. If it is truly a cost-cutting measure, would it then be ethical to say that it is being done in order to be planet-friendly?

Another relevant greenwashing case study ironically features the CSR pioneer The Body Shop, whose natural-based ethically-sourced beauty products are closely linked to numerous social activism campaigns. In 2006,

The Body Shop announced that it had agreed to an acquisition by L'Oreal, a true beauty giant, but in the other end of the spectrum – L'Oreal has been severely criticized for animal testing, objectifying women and other malpractices. The Body Shop claimed that the 1.14 billion dollar deal helps them to "spread their values to L'Oreal which was hardly the case – in fact, L'Oreal was claimed to be buying CSR. For a billion dollars, that's quite some social responsibility.

Greenwashing in many countries lies in the same grey area like astroturfing

(companies creating positive buzz in social media by themselves), editing your Wikipedia page in the most flattering way and other questionable marketing tools. It is not exactly illegal, but we all get that it's wrong. In many countries, though, greenwashing has been regulated – Norway has extremely strict legislation on how cars can be marketed (I mean, cars can never really be good for the environment, can they?) and the EU regulates what can be called organic food and what not. The Estonian word for "organic" is mahe, which also means mild or mellow. When Saku Õlletehas launched its new mild beer called Mahe, it was attacked immediately with claims of greenwashing – calling an unorganic beer organic, whereas the name had nothing to do with being organic or "green" Food and energy is obviously more strictly regulated than, say, the book industry, but the most solid legislation should come from common sense. Next time you're drinking your organic soy milk, think about your purchase decision. Could it be that Medieval indulgences have been replaced by recycling?



HOW TO LIVE AN ENVIRONMENTALLY FRIENDLY LIFE

COURTESY OF EESTI.EE

GETTING STARTED

What should the first step towards reducing waste production be? A change of mindset and self-education. So before acquiring anything new, ask yourself:

Is it necessary to buy the product? Perhaps borrowing, repair etc. is an option?

How long can the product be used? Fashionable mass production is often of low quality and becomes quickly unnecessary or unfit for use.

Is it possible to give the product a "second life" later on? If the product is no longer needed, there is no need to mark it as unfit for use and throw it away as garbage.

How large has the environmental impact of the manufacturing of this product been? Material, design, route to the consumer – all of it requires spending resources. The less these originate from non-renewable environmental resources, the smaller the negative environmental impact of the product.

SHOP SMART!

Only buy as much as is consumed. Before a purchase, think about what and how much of it is needed.

Avoid useless packaging. Products that stay usable for a long time (dry ingredients, household chemistry etc.) should be bought in a large container.

Avoid unnecessary plastic. Weighted fruits and vegetables often fit in one small bag – for example, it is not necessary to package two tomatoes and a bell pepper separately.

When going shopping, use your own plastic, fabric or paper bags.

Choose a product whose packaging can be reused easily (for example, carton or paper packaging can be burnt in a fireplace).

Prefer a marketplace or the weighted goods counter. Products that are divided into portions (sliced) are easier to use, but are also significantly more expensive and over-packaged.

Choose products that are made from recycled materials.

Think of solutions for generating less waste without lowering the current standard of living, and share these solutions with others.

SAVING IN AN OFFICE

Print on both sides of paper – or even position two pages on one.

Documents can be worked on digitally. Text can be corrected and read on a computer; signatures can be given digitally etc.

Use electronic invoices.

In case of large documents, only print out the relevant parts.

For personal use, utilise so-called "mash paper".

Share newspapers and journals and less frequently needed office supplies with your colleagues.

Reuse stapling presses, folders etc.

Use fabric towels for drying hands.

Use office paper made from reusable material.

Use refillable printer cartridges.

Consume tap water instead of bottled water.

Sort waste.

Avasta uus i30. Tõestatud kvaliteet.



On uute mõtete aeg.

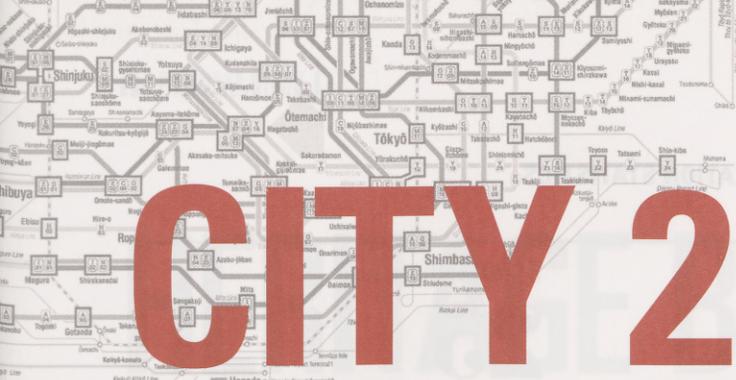
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Läbisõidupiiranguta



CITY 2.0

THE TRIAD OF BUSINESS, GOVERNMENT AND CIVIL SOCIETY

Words by GLEB MALTSEV, EBS CAREER CENTER
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During the past several hundred years the city has been exponentially developing into a great engine of economic, scientific, cultural and social development of today.

At this point, more than two thirds of the European population lives in urban areas.

That is over 500 million people. Out of that, over 210 million are condensed into 500 of the largest European cities. An average Top 100 European city is nearly the size of Estonia in terms of population numbers.

Last year in Europe, local and regional government borrowing has reached a historical peak of nearly €1.4tn. The same year total European public sector debt had risen to around €10tn.

With the EU economy now slipping into a widely predicted double dip recession, every decision maker is scrambling to find the magic scissors of debt and cost cutting. Cut borrowing, cut health care, cut wages, *cut baby cut*.

We at EBS know that is not likely to improve economic growth.

We understand, that policy makers, while having the best intentions and experiencing some serious political pressure, are behaving more like barbarians than surgeons. The consequences are potentially dire.

To describe what exactly is at stake here, I would like to borrow a concept that is very familiar to the ecology movement and that is the concept of resilience. Resilience is the ability of a system, be that a company or a country's

If the EU economy were compared to an individual, we'd have to imagine an obese middle aged boxer with a nasty drug habit trying to lose weight by starving himself

economy, to maintain its ability to function while withstanding external shocks. The external shocks in this case being the declining business, investor, consumer sentiments and rising inflation fuelled by the growth of oil prices.

Resilience is about any system's ability to take the hits, its stamina and strength.

If we'd compare the European economy to an individual, we'd have to imagine an obese middle aged boxer with a nasty drug habit trying to lose weight by starving himself. As you can imagine it doesn't really help his overall health.

So what is the alternative? We realize that we need to lose the fat and kick the oil habit. The questions are how to and how fast should be the transition?

The relevance and urgency of those questions have persuaded TED to put its money where its mouth is and to award the 2012 TED Prize of \$100,000 not to an individual but to an idea, an idea of the city of tomorrow, the City 2.0

An idea of a future in which more than ten billion people on planet Earth must somehow live sustainably.

Sounds like another glamorous way for the latte drinking liberal elite to feel good about themselves and put on the latest "world savior" hats on. In some ways it is.

Yet in another way, it doesn't just create global awareness of the issues but it also helps fund and come up with solutions for reducing the carbon footprint, environmental pressure on the areas surrounding cities and better urban planning. Most importantly it has the power to get business leaders, architects, technologists, urban planners, authors, policy makers and economists in one room. It has the power to get people to care.

Just a little over 3 weeks ago the California College of the Arts in San Francisco hosted 80 designers,

technologists and business strategists from companies including IDEO, Apple, Hot Studio and ESRI for the Unhackathon2: TED Prize City 2.0 Equality Challenge.

In 24 hours, 8 teams came up with and presented their ideas — all were designed to address real problems in a feasible, financially sustainable and replicable manner. So far, thecity2.org site hosts over 160 ideas on how to make cities a more sustainable place to live.

But, Silicon Valley is Silicon Valley. What about Tallinn?

Just 6 months ago Tallinn has hosted its very own TEDxLoodus attracting local as well as international speakers including Hannes Veinla, Ken Webster, Keit Pentus, Gaute Kivistik, Joan Marc Simon, Mart Jüssi, Aleksei Lotman, Rene Tammist, Tõnis Meriste, Leili Mihkelson and Kristina Mänd.

Much of the conversation was not just about nature preservation but about our current take, make and dispose economy and how environmentalists are working together with business leaders. After all, it is not just the the government and civil society that are responsible for the environment.

In the end it is much about the business, government and the civil society communicating and working together to create a better and more sustainable way for societies to live.

To create cities of tomorrow there has to be a network of information and community leaders that understand the problems of the cities of today, that engage municipalities on a local level and unite communities around concrete issues like pollution, transportation, inefficient public services for both citizens and companies.

It is altogether fitting that EBS's very own Dr. Robert J. Pefferly Jr. has dedicated his TEDxTallinn topic to information leaders and Martin Sookael, the man behind Uusmaailm.ee and MunicipalityTools.com chose to look for a business developer at the EBS Career Day.

The Estonian Business School, as the cradle of current and future business leaders, cannot ignore the fundamental need for change in how our cities are built, run and communicate with its citizens. After all, it's just good business.

WORLD URBAN POPULATION STATISTICS 2012—2025

Currently, there are
21
cities of over 10 million people

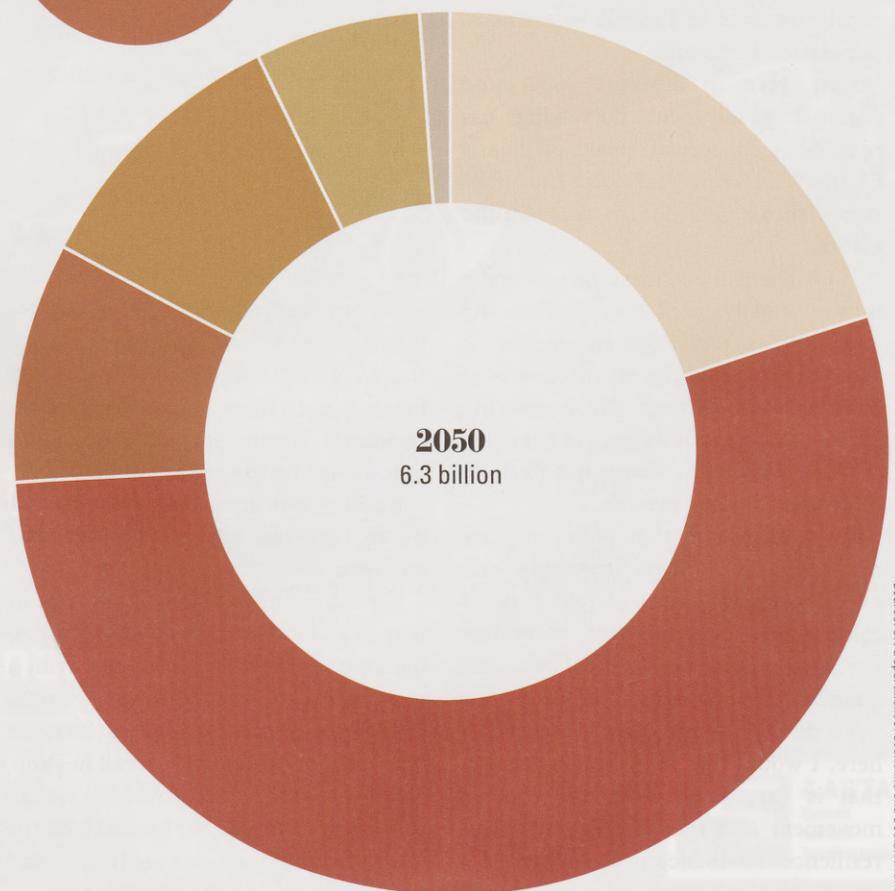
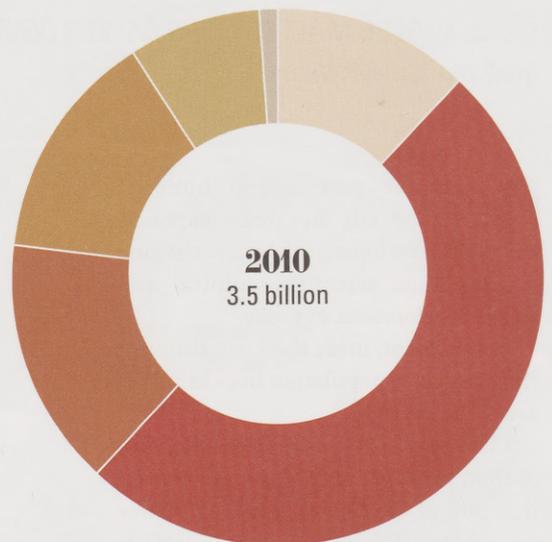
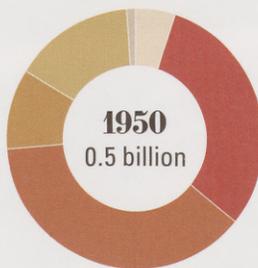
By 2025, there will
25
cities of over 10 million people

Tokyo is the largest city, with a population of

36,000,000+

WORLD URBAN POPULATION 1950—2050

- Asia
- Europe
- Latin America
- North America
- Pacific
- Africa



Source: UN Department of Economic and Social Affairs

HERITAGE BUILDINGS

MAINTENANCE OR ADAPTIVE REUSE?

Words by MARIS TÄMMÖ
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Nowadays we have so many historically valuable buildings that are abandoned and left behind. These buildings have no function yet they are cultural heritage. It is kind of an endless road to walk on - no function, no permission to demolish and time passes and working against their preservation.

Heritage buildings are defined as existing buildings with significant cultural value to society. Developed societies ascribe cultural value to existing buildings, so they are seen as cultural heritage. In general, it can be said that the cultural value of an existing building is as high as it is old.

There are several ways to hold a life in those high value cultural heritage buildings. One way is to take care of the buildings, to give maintenance. The other way is adaptive reuse of heritage buildings.

Maintenance is defined by the Standards and Guidelines of the Conservation of Historic Places in Canada (2004) as routine, cyclical, non-destructive actions necessary to slow the deterioration of a historic place. It entails periodic inception; routine, cyclical, non-destructive cleaning; minor repair and refinishing operations; replacements of damaged or deteriorated materials that are impractical to save.

Maintenance can be broken down into three categories: corrective, emergency, planned. First one is necessary to bring a building to an acceptable level. Second one must be done immediately for health, safety or security reasons

or that may result in the rapid deterioration of the structure, such as roof repairs after a storm or repairing broken glass. The third is to prevent problems that can happen predictably within life of a building, such as cleaning gutters or painting.

The purpose of maintenance is to ensure longevity, reduce costs and improve value. To ensure that a building maintains its integrity, it is critical that maintenance takes a leading role in a building owner's plans and activities. By maintaining heritage sites - repairing, cleaning or correcting defects - it is not only preventing deterioration of precious original materials, it is also ensuring that possible hazards are avoided.

The other way, as mentioned before is adaptive reuse, giving a new life to heritage buildings. Usually it is expensive, time-consuming, needs special skills and patience. All heritages are unique in their own way and needs a special approach.

Adaptive reuse is defined as: "Adaptive reuse is often the only economic way in which old buildings can be saved, by adapting them to the

requirements of the new tenants. This could sometimes involve radical intervention, especially in the internal organization of space" (Fitch, 1982). It can be considered as recycling the building.

The best way to give an overview of adaptive reuse of heritage buildings is to bring out two cultural heritages that have a new life in them. One is Katajanokka Hotel in Helsinki, Finland and the second one is Seaplane harbor in Tallinn, Estonia.

Katajanokka

Katajanokka prison, now a hotel, is located in Helsinki Katajanokka area. Prison was built in 1832-1837 by The Russian ruler, Tsar Nicholas I. As a prison Katajanokka functioned till 2002. It was called Nokka or Skatta and had a pre-trial detention facility. It is said that more than 40% of all prisoners in Finland was passed through Katajanokka prison to wait their trial. Prison had 164 cells in size 7m², and without toilets and showers. Approximately 10 000 prisoners went through Katajanokka during 1960s. It

technologists and business strategists from companies including IDEO, Apple, Hot Studio Unhackathon2: The Equality Challenge.

In 24 hours, teams presented their ideas to address real needs or financial ailments. The winning idea was to create a more sustainable way to live.

But, Silicon Valley is Silicon Valley. What about Tallinn?

Just 6 months ago Tallinn has hosted its very own TEDxLoodus attracting local as well as international speakers including Hannes Ylönen, Ken Webster, Kati Pentti, Gusto Kivirik, Juan Marc Serna, Mary Rose, Aikooli Lotman, Raul Tammi, Thau Marpac, Lilli Mikkelsen and Kristiina.

In the museum you will see full-size copy of a seaplane Short 184

brings out the fact that sometimes 30 prisoners had to be in cell at the same time.

As a historic building, strict limits were imposed on development, which is not a surprise. Renovations cost 15 million euros. A new function, The Best Western Hotel Katajanokka, was opened in 2007 May with 106 guest rooms.

Katajanokka building is unique in many ways. First, former prison has second oldest church in Helsinki, only Old Church in city center is older. Unique interior of the former church is protected and renovated in cooperation with The Finnish National board of Antiques.

Secondly, modern central heating was taken in to use first during 1960s and Katajanokka was one of the first building to have it with wood burning stoves. Also it was one of the first buildings to have electric light in all rooms.

WORLD URBAN POPULATION STATISTICS
2007-2025

36,000,000+

WORLD URBAN POPULATION
1950-2025

SEAPLANE HARBOR

Seaplane harbor is located in Tallinn, Estonia. Seaplane hangars were built as part of the sea fortress (Patarei prison) by Peter the Great in 1916-1917. These hangars are unique both in size and construction technology. This enormous building is designed by the Danish engineering company Christiani & Nielsen. Christiani & Nielsen company has designed the famous Sydney Opera House as well.

Renovations cost about 10 million euros. Seaplane hangars are cultural heritage since 1996. It is the first large scale concrete shell hangars in the world. Hangars were in a very bad condition before starting the renovations. Renovations required staff with special skills and they had to give workers schooling before the hard work started.

A new function, museum, in seaplane harbor will be open from 12th of May present year and the doors open 10 am. Be ready! During the first weekend they promise to be opened 33 hours in a row. So maybe it is better to wait some hours and go to visit the museum at night.

Seaplane harbor will be the only unique museum in the world. In the museum you will see full-size copy of a seaplane Short 184, visit a submarine and enjoy the exhibition of historic yachts, boats, etc. Seaplane hangars will be the center of the museum because of the uniqueness of construction technology.

So which is better – maintenance or adaptive reuse of heritage buildings? I'll let you decide...



- 01 Seaplane harbor in old times.
- 02 Seaplane harbor in December, 2011

P I R E T

THE SOUL OF ERKI FASHION SHOW

M Ä G I

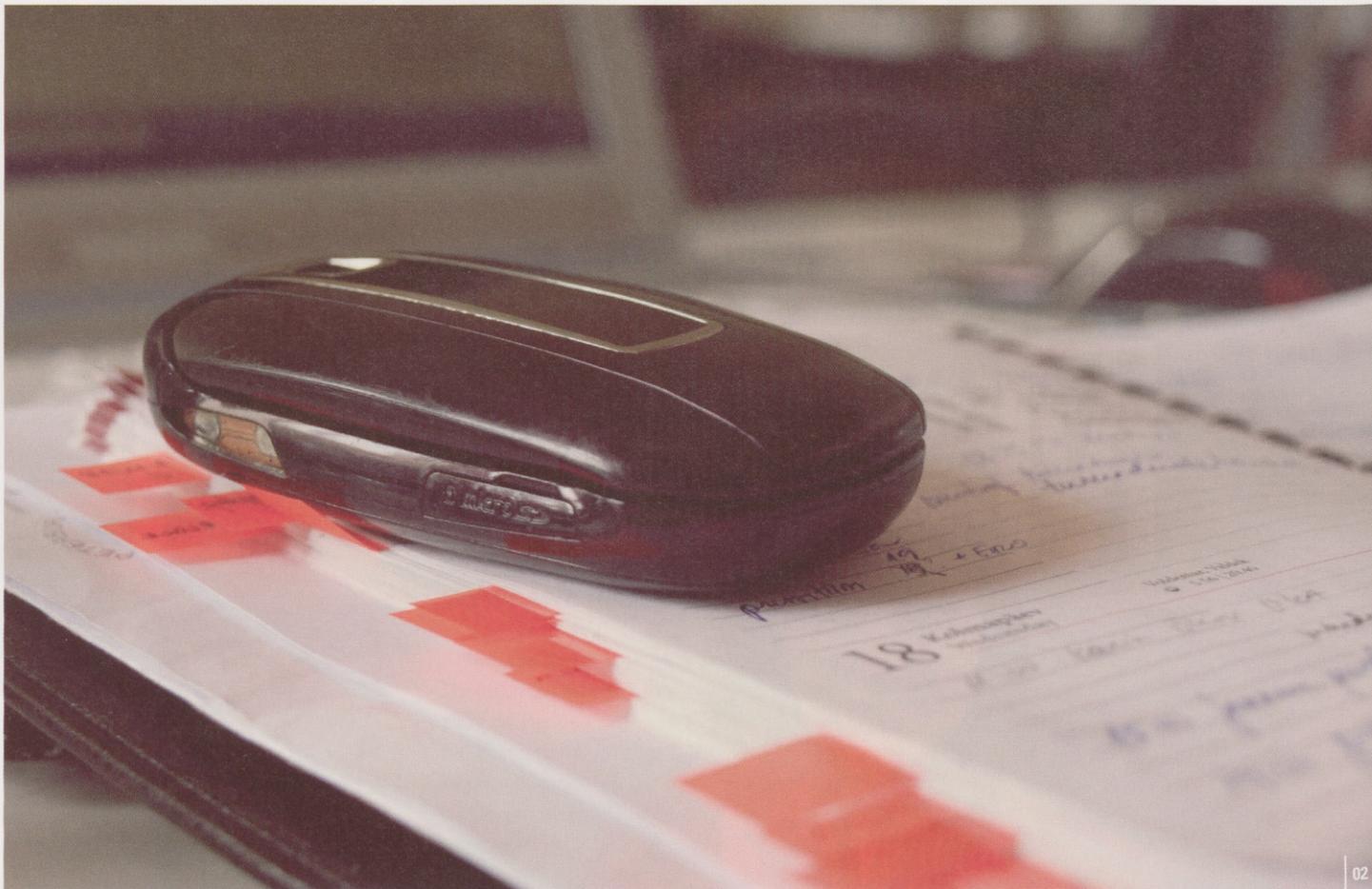


*Words by ANETE PALMIK
Photography by ANETE PALMIK*

ERKI Fashion Show is the oldest and the most famous fashion show for young fashion talents in all over the Estonia. I sat down together with the main organizer of ERKI Fashion show and asked her some questions about the whole organizing process and about the event itself.

How did you first get involved with ERKI Fashion Show and how did it happen that you became the main organizer of the event?

The time when I first got involved with ERKI Fashion Show's organizing side was in the second course of my BA in The Estonian Academy of Arts when we had lectures about organizing ERKI Fashion Show together with Jaanika



Terasmaa. At that time I thought that that's it - I have to be a part of it. And if some other fellow student was not interested about it then I thought – what is wrong with her/him? In the fall of 2010, when I had been in the team for two years, the manager of our fashion department asked me if I was willing to be the one in front of the whole ERKI's team and I said yes. I guess I had some kind of a skill and daring to accept so responsible task while actually knowing so less about how to lead a team or about all the nuances of a huge event – but we did it!

How do you choose the people to your team? What is the hardest thing about leading such a big group of people?

Generally team is the most complicater aspect of the whole process to me. I choose the people by the need, experience and by the willing – who shows the most will and the most optimism. Sure – sometimes I have to motivate people but I can not be the entertainer in front of the team all the time so that no-one would get bored. The

willingness of a person plays a huge role in choosing people but there are many traits more which I keep in mind while choosing my new team.

The hardest thing about leading such a big group of people would be getting all these people at the same time at the same place because everyone of them has many other responsibilities.

What is the hardest and the most pleasant thing about organizing such a big event as it is ERKI Fashion Show?

The hardest thing about organizing the event is certainly funding. We face this topic in every single organizing field. This year we had this naive thought to make the event happen with

zero budget – we'll see ...

The most pleasant thing – when we have awesome collections on stage because then we know that ERKI Fashion Show is important and necessary. The second thing I love about the whole process are all the good ideas and also all the wonderful people surrounding me. Success is one of the best feelings a person can feel.

How does a normal week as the main organizer of ERKI Fashion Show looks like?

It looks like you are reading a fairy tale book an hundred miles an hour – at one point I have an important meeting, the other moment I'm at the same room together with the programmer

- 01 [Previous] Piret Mägi
- 02 Piret's most important tool these days
- 03 Piret Mägi hard at work

and together we are thinking about how to build the whole ticket system with Nokia phones - it is all about thinking now and thinking fast. And inside of this all you still have to be professional - it is all very quick and at the same time very interesting.

This is your second year as the main organizer of ERKI Fashion Show - how did you feel last year after the show - were you happy with the results?

I believe I am an endless critic - I am never one hundred percent satisfied but at the same time I know that I gave one hundred and ten percent of myself so it balances things. When anyone has

“ Right now I am creating this vision for myself ”



anything bad to say then I would be happy to hear their proposals - of course I do not know everything but I'm learning. Last year I was very happy with the results because I had very efficient people in my team who were there in the critical moments and together we did something huge and I would like to thank these people. So ... Eva-Liisa Hanson, Britta Laumets, Karin Kallas, Taavi Kübar, Meelis Mölder, Kadri Veisner- thank you!

How do you choose the designers who will have the opportunity to show their collections on the stage of ERKI Fashion Show and what are the main things you are looking for from a collection?

All the collections which will be shown on stage will be chosen by a professional jury. The most important things which they are looking for from the collections are the x-factor, playfulness with the design, innovation and crossing the limits. One thing that is also very important - quality.

What are your plans for the future - how do you see yourself in five years?

Certainly I will still be involved with fashion and the sustainable design - creation is one of my callings. The times are complicated and it is almost impossible to tell your future these days but I am not worried. All my life I have known that I can do it - what ever comes to my way - I can do it and I really can! Certainly I am creating myself a certain base and plan but nothing to shout out loud. I am telling myself - do what you like, you have the energy and the time. Right now I am creating this vision for myself.

What would you recommend for these people, who would one day also be the main organizers of some big event?

Think big and be open and brave - converge all the good people around you - that way you can do anything.

ERKI Fashion Show takes place on May 26th. More information can be found at www.erki.artun.ee

SUPERFOODS

Words by MARIS MIGUR

In spring-time, we all need more vitamins and minerals to feel energetic and fresh. As exams are ahead, that need is even greater. Therefore, instead of eating candies, cakes, chips and other unhealthy products, I have a good solution!

Have you ever heard of food products with the best quality and the highest nutrient content? If not, then allow me to introduce you - superfoods!

Superfoods are food products of natural origin, which are positioned between regular food products and medicinal products, which have a long-term cultural background and a very high nutrient content. The majority of superfoods are excellent sources of proteins and many of them contain amino acids essential for our body. Some of the superfoods are so-called adaptogens, which help our bodies to adapt, i.e. to adjust to such changes in the environment like, for instance, stress. Superfoods are characterised by excellent absorption properties and low level of waste matter. These foods put the least strain on our bodies, while at the same time offer an abundance of nutrients in a maximally condensed and easily usable form. Furthermore, all superfoods contain a large quantity of vitamins, minerals and bioactive ingredients.

Although superfoods are often associated with being trend, it serves to remember that these products have been used for food longer than any other on this planet.

Today, superfoods are sold in food departments of Solaris, Kaubamaja, etc and in many health stores as well. It is possible to buy a pack of some certain superfood or trial-mix (mix of many different superfoods). But you should know that as superfoods are extremely

rich in vitamins and minerals, one or two teaspoons per day is enough.

The term "superfoods" includes different berries, seeds, powders etc. Here is an overview of some of those products.

Goji berries, probably the most known superfoods, are considered the most nutrient-rich berries in the world and in China it has accumulated thousands of years of history as a general-purpose healing product and the secret of longevity. People in China, Mongolia and Tibet have been cultivating goji berries for the last 5000 years.

Goji berries contain 21 minerals and microelements (incl. zinc, calcium, iron, magnesium, manganese, chromium, copper, selenium, sodium and phosphorus) and 18 different amino acids, which

make goji berries a splendid source of proteins (10–14%). Exceptionally rich in vitamins (A, B1, B2, B6 and E) and antioxidants.

Açai berries are deemed to be among the most nutrient-rich foods on the planet and in Brazil it has been used for centuries due to its legendary healing properties. Açai berries are rich in proteins, fibre and vitamins (B1, B2, B3, C, E), minerals (incl. iron, phosphorus, calcium, potassium), beta-carotene as well as valuable omega-3, 6 and 9 fatty acids. Açai strengthens the immune system, prevents inflammations and helps to balance cholesterol.

Mulberry is the most genetically complicated known food on the planet,



which contains an unbelievable quantity of chromosomes – 308! Mulberries have been widely used in the traditional Chinese medical already since 600 BC. Traditionally, they have been consumed to strengthen overall vitality, improve blood quality, balance high blood pressure and fight diabetes. Chinese have also been using it for centuries to enhance libido.

Mulberry is extremely rich in fibre, iron, calcium, as well as vitamins C and K. Mulberries contain large quantities of resveratrol – an antioxidant found in red wine.

Golden berries are a good source of bioflavonoids, Phosphorous, pectin, vitamins A, C, B1, B2, B6, and B12. For a fruit they are also exceptionally high in protein, about sixteen percent.

Baobab fruit powder forms naturally inside the hard-shelled fruit of the African baobab tree. The powder is pale in colour. Baobab is a great source of minerals, vitamins and essential amino acids and the fruit powder is rich in soluble pre-biotic dietary fiber. Baobab promotes healthy digestion and immune systems and protects against cancer and cardiac diseases as well.

Carob is so-called healthy (light) version of cacao. In comparison with cacao it contains three times more calcium, by a third less calories and seven times less fat. Carob powder is naturally sweet.

Lucuma, which is also known as the Incas gold, is a perfect supplement to a diet, because is rich in iron, calcium, phosphorus and beta-carotene, i.e. pro-vitamin A. The sweet and aromatic flavour of lucuma is

particularly well suited with toffee and chocolate

Maca is an adaptogen. Adaptogen is a term that is used to describe the ability of medical remedies to balance different systems of the body (e.g. the circulatory system, the nervous system, lymphatic glands). Adaptogens are used to enhance the body's ability to cope with the changing environmental factors, particularly the stress. Continuous stress starts burdening the immune system, reduces the body's ability to metabolise food and hampers hormonal functions. This, in turn, has a direct reducing impact on human vitality, performance and energy. Adaptogens protect our body against such impacts, promoting the functioning of the immune system, and thus invigorating both our body and mind. Maca contains 18 different aminoacids, various plant sterols and an abundant concentration of vitamins (B1, B2, B6, C), as well as minerals and microelements (incl. calcium, magnesium, sulphur, iron, phosphorus, zinc, copper, silica and manganese). Maca acts as a hormone balancing agent for both sexes and the libido enhancing effect of maca is well known since ancient Peruvian cultures. It has been proven that maca enhances male libido and increases semen quantity. Maca helps many women by controlling their menstrual pains, PMS symptoms, dry mucous membrane and hot spells. Traditionally maca has been also using for clarifying mind, developing memory skills, reducing depression and improving the quality of sleep.

Hempseeds have earned their title as “superfood” because of their extreme versatility and high nutrient content.

Hempseeds are an excellent source of proteins, containing all the 8 amino acids essential for our bodies, as well as 12 other amino acids. excellent source of essential fatty acids. It's omega-3 and omega-6 fatty acid ratio is perfect for the human body.

Chia Seeds are a raw, vegan source of essential fats, dietary fibre, protein, vitamins and minerals. The wonder seed contains high amounts of omega 3 fatty acids that are good for the heart. They contain dietary fibers that help in cleansing the body and eliminated wastes in a quick way. They also control your appetite and prevent you from eating too much. Eating a teaspoon of those seeds makes you feel full because chia seeds swell up and cut your appetite down. The seeds have loads of vitamins that strengthen the immune system and minerals too for the formation of the muscle and the bones. Antioxidants are also present which are responsible for the repair of the tissues and cells in the body. They also slow down the aging process.

Raw cacao. Because of it's chemical makeup, cacao gives you a sense of physical as well as emotional well-being and leaves you feeling really great. Cacao is the most chemically complex superfood, containing over 300 chemically identifiable compounds. It contains a high level of antioxidants, which is several times higher than that of green tea, red wine, goji berries, açai berries or blueberries. The antioxidants in cacao are extremely stable and are easily absorbed by human metabolism. Furthermore, cacao is also rich in minerals and it is a natural source of magnesium, chromium, iron, calcium, potassium, zinc, copper and sulphur. Cacao is also an abundant source of fibre. Raw cacao is known to diminish appetite and aid in weight loss; it may increase your alertness and focus, and contains nutrients that literally make you happy. Cacao seeds contain 55% of fat, which consists of cacao oil, cacao butter and theobromin. Theobromin stimulates the central nervous system, acts as a muscle relaxant and dilates blood vessels. It has about 1/4th of the stimulating power of caffeine. It is also a mild diuretic.



KEEP YOUR BRAIN FIT

Words by SIRET SCHUTTING



Lumosity uses different fun games to boost your brain abilities. Take assessments first to see which brain functions need training – speed, memory or decisionmaking?

LUMOSITY

THE ONLINE CEO



Lets you create to-do lists and awards points for completion. It's World of Warcraft for the business folk!

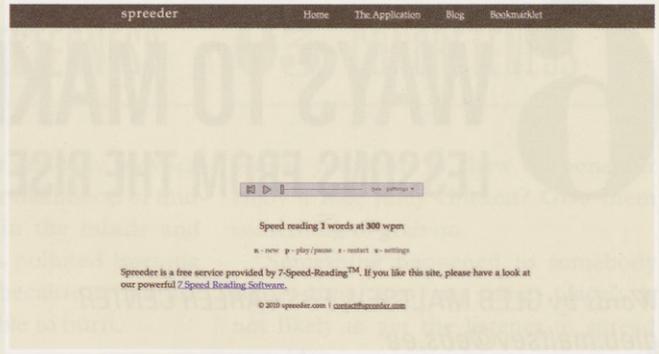
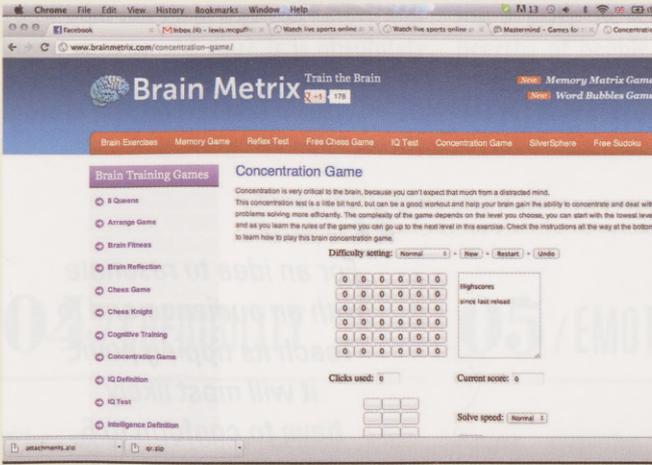
SPRINGPAD

Springpad resembles Evernote in a way, but instead of being limited to notes and Web clippings, it will organize all of your relevant data from music collection and library to favourite wines, cafes and recipes



BRAINMETRIX

A collection of brain training exercises and games.



SPREEDER

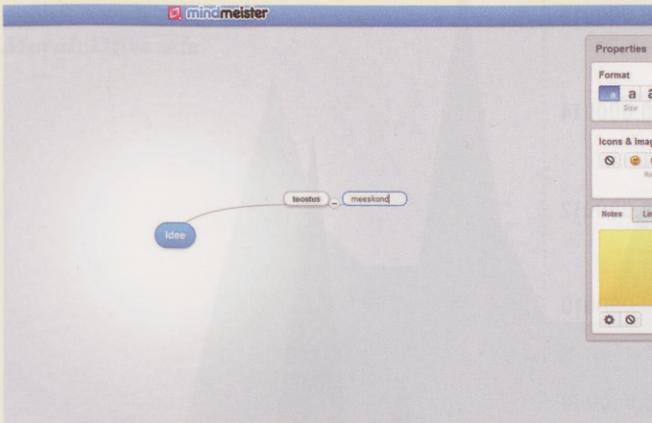


Online application helping you to boost your reading speed so that it would be easier to get through all of those assigned finance articles

MINDMEISTER



Online mind mapping tool with over 1 million users. Lets you create elaborate mind maps online, allows others to edit them and provides



GAMES FOR THE BRAIN



A simple website featuring some of the more popular intelligent games out there. Office approved.

TEUX DEUX

TeuxDeux is a simple, designy to-do app that will compile your to-do lists into easily manageable hubs. Use online or on your mobile device



6 WAYS TO MAKE YOUR IDEA SPREAD

LESSONS FROM THE RISE AND FALL OF THE ECO MOVEMENT

Words by GLEB MALTSEV, EBS CAREER CENTER
gleb.maltsev@ebs.ee

Take your smartphone and Google 'Cleveland, Cuyahoga River'. Now go to images.

You are likely to find a black and white photo of a burning river. That is correct, a *burning river*.

This is the image that back in 1969 has ignited the American environmentalist movement and got millions of people to start talking about water pollution. That resulted in US policy makers to adopt the Clean Water Act and the Great Lakes Water Quality Agreement. On December 2nd 1970, the resulting political pressure forced Nixon to create the Federal Environmental Protection Agency.

All of that from a story about a river that caught fire.

Since then the ecology movement has experienced a series of rise and falls in popularity, legislative setbacks and having its name devalued by a series of advertising practices called "greenwashing". Regardless of all that the movement continues to grow in relevance in a world that is bombarded by a never ending rain of media noise.

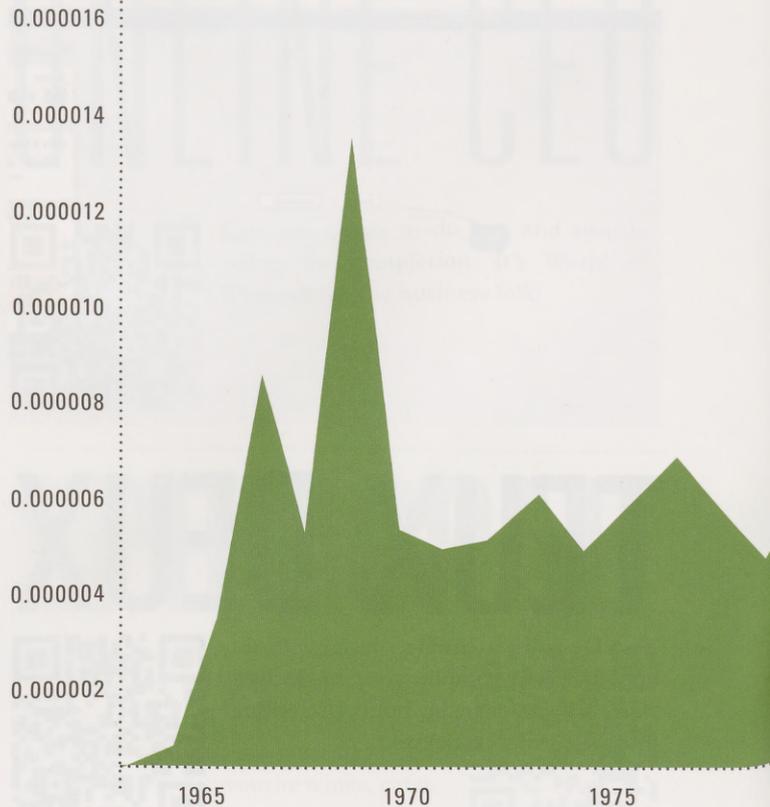
Born out of this example is the question of what makes ideas and movements like that of ecology spread and create lasting impact in a world polluted by information?

The search for an answer to this question has kept many PR & Advertising professionals awake at night and has given Amazon a steady revenue stream. While I am not going to attempt to write an academic paper on the subject, I will however apply a framework developed by the brothers Chip and Dan Heath from Stanford University. They argue that for an idea to resonate with an audience and to reach its tipping point, it will most likely have to conform to 6 common principles.

“
 For an idea to resonate with an audience and to reach its tipping point, it will most likely have to conform to 6 common principles



USE OF THE TERM 'ECOLOGY MOVEMENT' IN ALL PUBLISHED & RECORDED ENGLISH TEXT



01 / SIMPLICITY

An idea has to be simple enough for people to understand and remember. You would not go to a grocery store and buy a cow, would you? It is absolutely essential to give the idea carrier something to pick up and take home.

02 / UNEXPECTEDNESS

A shocking or at least remotely provocative idea has a greater likelihood of finding a place to stay in the minds and hearths of people. A polluted burning river is memorable because rivers are not supposed to be able to burn.

03 / CONCRETENESS

Would you want to chew on bones or enjoy a nice juicy chicken? Give them something to grab on.

"Something happened to somebody some time ago at some place" is not likely to get the listener to spread your idea.

04 / CREDIBILITY

Why should anybody believe you? Having a PhD helps. For the ones of you who do not want to spend more years at university than you already have, I suggest using real people with real problems, being generous with the details and backing up your words with statistics. Think of creative and vivid ways of packaging the data.

Example: What is more likely to kill you? A deer or a shark?

Answer: The deer is 300 more likely to kill you than a shark, via the collision with your car.

Moral: Drive safe.

05 / EMOTION

Anger, empathy, fear, sexual desire, greed, insecurity - if you have made people feel at least one, you are on the right path. Careful with overusing images and words though, a happy baby will put a smile on your face the first 20 times or so but it will eventually lose its appeal. It is called semantic stretching. Try dropping that at a cocktail party.

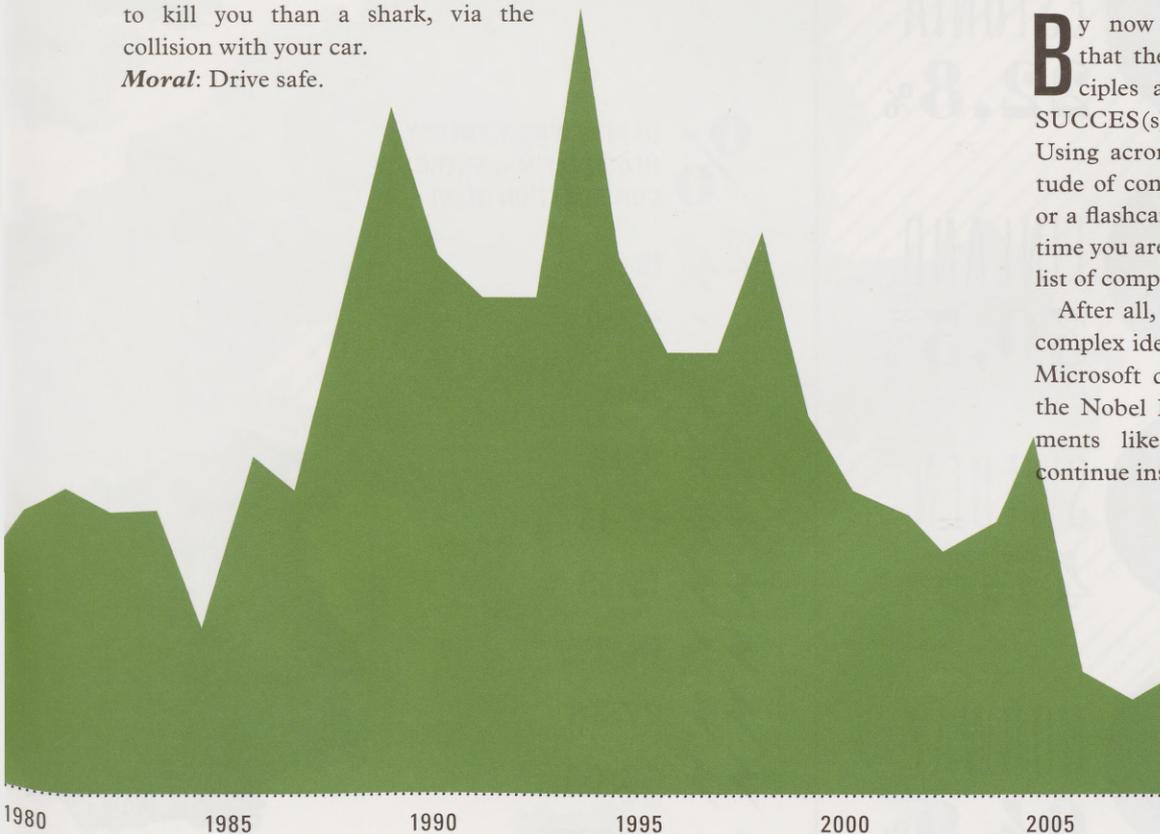
06 / STORYTELLING

You have probably heard that when you are trying to explain something you should tell a story. The reason for this is that a story is the most ancient and effective way to transmit and store information.

Before hard drives we just had our brains. It is true that not everything is bite size but the core of even the most complex of ideas can be morphed into metaphors and packaged into a story.

By now you might have noticed that the first letters of the 6 principles almost make out the word SUCCE(S). Cheezy, yet effective. Using acronyms to remember a multitude of concepts is called a mnemonic or a flashcard. Good to remember next time you are trying to teach somebody a list of complex ideas.

After all, being able to communicate complex ideas is why Apple thrives and Microsoft dies, why Al Gore received the Nobel Peace Prize and why movements like the ecological one will continue inspire people to action.



EUROPEAN RENEWABLE ENERGY CONSUMPTION



DENMARK
19.9%



ESTONIA
22.8%



FINLAND
30.3%



SWEDEN
47.3%



NORWAY
64.9%

% OF RENEWABLE ENERGY
IN GROSS FINAL ENERGY
CONSUMPTION (2009)

 0>3

 3>6

 6>9

 9>12

 12>15

 15>18

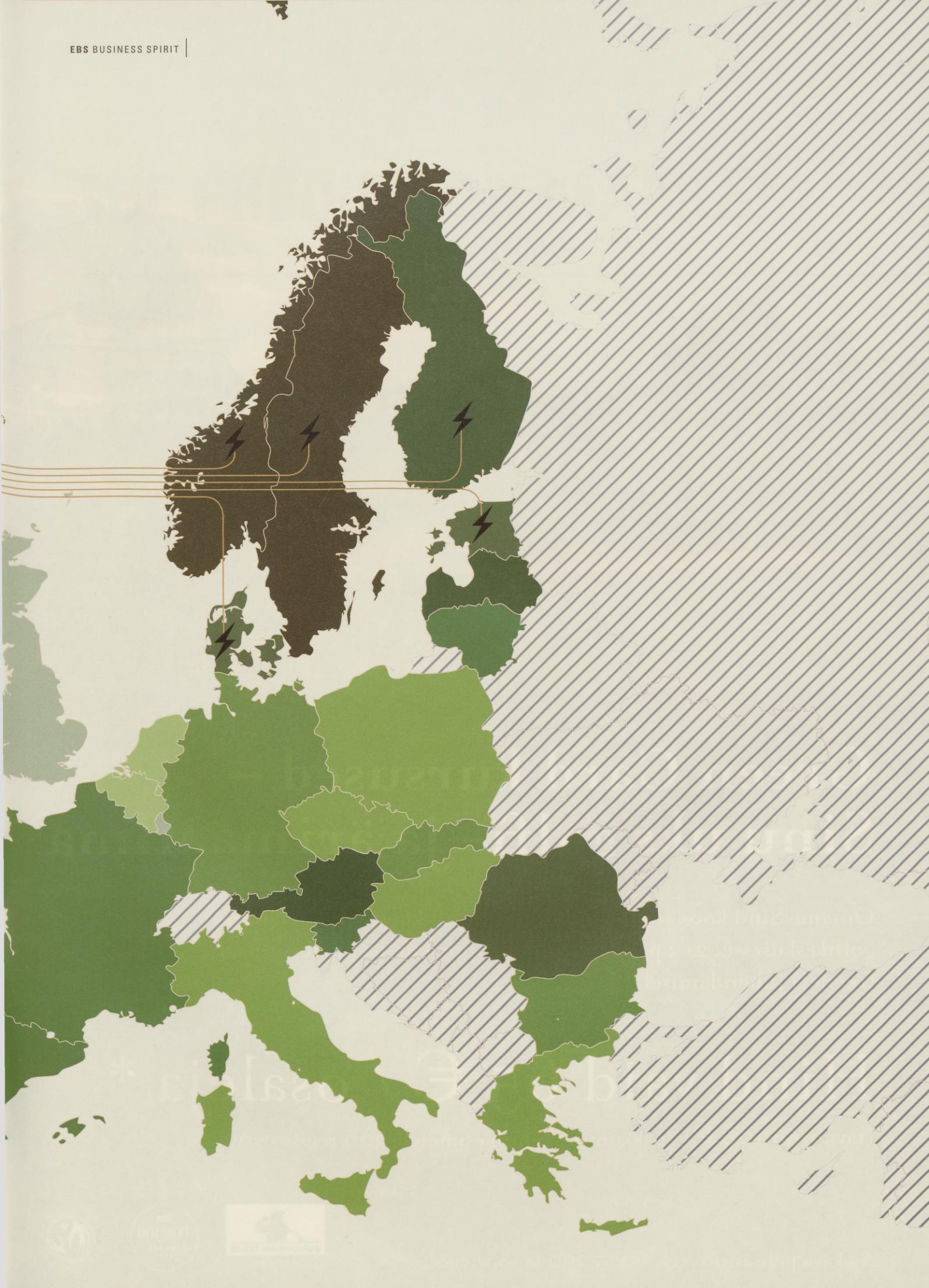
 18>27

 27>36

 36>64

 NO DATA

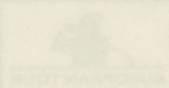




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(tavahind 100 €) *pakkumine kehtib esimesele 300 registreerunule

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THE PREDICTION MARKET

SOURCED FROM THE EXPERTS AT INTRADE.COM

EUROZONE CRISIS	3.2%	Germany will lose its AAA credit rating by 30 Jun 2012
	2.1%	Standard & Poor's to rate Ireland in default before midnight ET 31 Dec 2012
	10%	UK will lose its AAA credit rating by 30 Jun 2012
	30%	Spain to receive an EU/IMF bailout of more than €50B before midnight ET 31 Dec 2012
	22.6%	Any country currently using the Euro to announce their intention to drop it before midnight ET 31 Dec 2012
WORLD AFFAIRS	4.3%	NASA to announce discovery of extraterrestrial life before midnight ET 31 Dec 2014
	30%	The Freedom Tower/One World Trade Center to be officially opened before midnight ET on 31 Dec 2013
	10.1%	Focus Fusion process to generate net power before midnight ET on 31 Dec 2014

*Statistics accurate at time of printing, and subject to regular change. For updates visit intrade.com

THE NEW REPRESENTATIVE BODY FOR THE EBS STUDENT COUNCIL HAS BEEN ELECTED

AND HERE ARE

18

NAMES YOU
SHOULD
REMEMBER

The 18 fresh faces of the representative body all took up the challenge of fighting for the rights and interests of every EBS student on every level. Bachelor, Masters and Doctor.

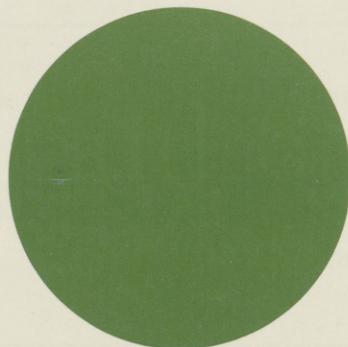
They are the ones who ensure that the quality of your education is one of the best in the Baltics.

They are the ones who scrutinize the student council's budget decision to guarantee that every cent is accounted for and spent for the benefit of the students.

They are the people who keep you informed of what is happening in your school.

They are the ones who give a damn.

Why don't you start doing the same by getting to know their names, writing them a couple of lines or simply adding them on facebook.





THE NEW MEMBERS ARE THE FOLLOWING

INTERNATIONAL BUSINESS ADMINISTRATION, BACHELOR STUDIES

Immo Ilmjärv **BBA-3**

Gerli Bendt **BBA-2**

Raili Pokk **BBA-1**

Renee Pesor **BBA-2**

Silja Kalmaru **BBA-2**

BUSINESS ADMINISTRATION AND LANGUAGES, BACHELOR STUDIES

Elise Uustallo **BBL-2**

Angela Tibar **BBL-1**

MANAGEMENT, DOCTORAL STUDIES

Anto Liivat **DÕ-2**

ENTERPRENUERSHIP AND BUSINESS ADMINISTRATION, BACHELOR STUDIES

Elina Kadaja **BEB-1**

Jürgen Visnapuu **BEB-2**

Indrek Künnapuu **BEB-33**

Meelis Mikiver **BEB-1**

Anete Palmik **BEB-1**

INTERNATIONAL BUSINESS/BUSINESS COMMUNICATION, MASTER STUDIES

Katarina Tuulik **MABC-1**

Anu Kerdi **MA2**

Kätrin Karu **MBA1**

Meelis Kiisel **MA2**

Priidik Vaikla **MA2**

TEEME ÄRA!

PROJECT CLOSE UP

The day of civil actions is a day of collective action that has been taking place in different forms all over Estonia since the year 2008. In 2008 people gathered together to clean Estonia from illegal garbage, in 2009 people gathered together to generate good ideas and in 2010 and 2011 there were several different bees (Estonian: talgud) all over Estonia. Every community, organisation or active citizen decided by themselves what needed to be done and asked other people to join according to that.

The main purpose of the Day of Civil Actions is the contribution to the civil society in Estonia by promoting active attitude, strengthening local communities and supporting the development of local leaders.

WWW.TEEMEARA.EE



Teeme ära!

WHY EBS?

01

Katrin Eleri Engel (BEB)

“Most importantly I started my studies in EBS because of the creative industry curriculum – this is perfect for me because it is a combination of business and creation.”



02

Martin Ligema (BEB)

“EBS is not only the best school to study entrepreneurship and business administration but also the best school where to find good contacts and awesome friends!”

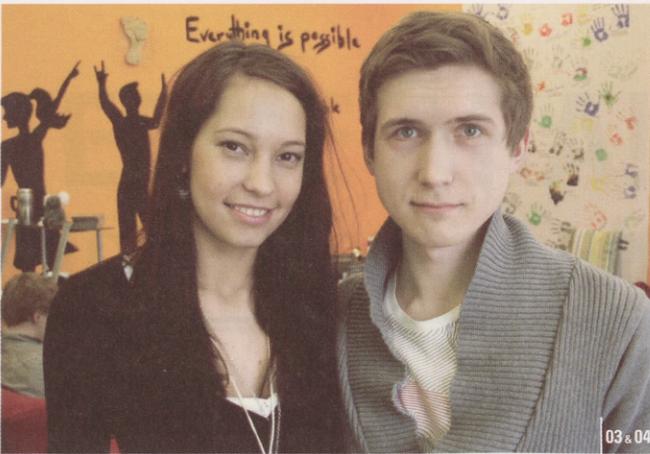


03

Emma Luhtanen (Int-BBA)

“First time I heard about EBS from the study fair in Helsinki- it seemed very interesting and the people were very nice and friendly. I very much like it in here and I am happy that I decided to come and study in EBS.”





03 & 04



06



07



08

04 & 05

Kersti Rehe (Alumnus of BBL)

"One of the things I love about EBS is the fact that it has many partner universities in many countries where students can go as exchange students. During my studies I was an exchange student in Austria for half of a year and I am very happy I have this experience."

Janar Palk (BBA)

"While ago EBS advertised its curriculum together with LHV bank. At that time I was trading actively with currency and I also was very interested in entrepreneurship I decided to start my studies in EBS – I am very satisfied with my choice."

06

Kadri Lenk (BBA)

"Before starting my studies in EBS I read my future curriculum and it seemed to be very fascinating – I am very happy with my decision"

//

*Business management
has always been very
interesting for me*

//

07

Grete Pehk (BEB)

"Business management has always been very interesting for me and EBS seemed to be the perfect place to study it. Even though I have only been here for one year I already have had many opportunities to put my new knowledge into practice."

08

Kerttu Pellinen (Int-BBA)

"I heard about EBS from my mother and because I had no plans for the year I decided to try it out. At first I thought I was going to be here just for a semester but I liked it and decided to stay."

GOLDEN HABA



On May 11th, at the Hotel Olympia Conference Hall, the brightest stars of EBS will shine. Who will they be? Feel free to explore all the candidates, ask questions from them, and most importantly – vote for your favourites. To keep guests happy, this year's event will be entertained by stand-up by Comedy Estonia. Wear your Sunday clothes, be awesome and come join the (future) entrepreneurs and leaders at the event of the year.

KULDNE HABA CAND

STUDENT'S FRIEND OF THE YEAR

A lecturer that students can always rely on and talk to. Candidates are nominated by the students' representatives.

Candidates

Kaire Oja
Maarja Murumägi
Taivo Reintal
Kati Tillemann
Tiit Elenurm

ALUMNUS OF THE YEAR

The one who has stood out the most after graduating. Candidates are nominated by the Marketing Department.

Candidates

Anne Mere
Enriko Aav
Siim Raie
Madis Müller
Herty Tammo

THE EVENT OF THE YEAR

The most memorable and extraordinary event for all EBS students. Candidates are nominated by Student Council.

Candidates

Welcome Party
Golden Habo 2011
Masquerade
EBS Winterdays
EBS International Dinner

EBS GENIUS

A student who sets an example to others by being remarkably successful and active in both classroom and outside. Candidates are nominated by Study Department.

Candidates

Rasmus Noormägi
Maili Põrh
Mikk Villem
Meelis Kiisel
Mihkel Härm

DATES

LECTURER OF STYLE OF THE YEAR

A lecturer whose words and acts reflect true sense of style. Candidates are nominated by the Students' Representatives.

Candidates:

Mari Kooskora
Taivo Reintal
Ülle Päril
Ester Eomois
Jüri Sakkeus

EBS STUDENT COUNCIL ACTIVIST

Student who is very active and hard-working within EBS Student Council and helped to liven up school life. Candidates are nominated by the Board of EBS Student Council.

Candidates

Ivar Arulaid
Kadri Lenk
Gleb Maltsev
Mari Süda
Maret Mitt

PROMOTER OF THE YEAR

A student whose achievements outside the school are really worth noticing. Candidates are nominated by EBS Student Council.

Candidates

Joonas Lindgren
Kadri Ugandi
Katri Teller
Heleen Ode
Kättrin Karu

EXCHANGE STUDENT OF THE YEAR

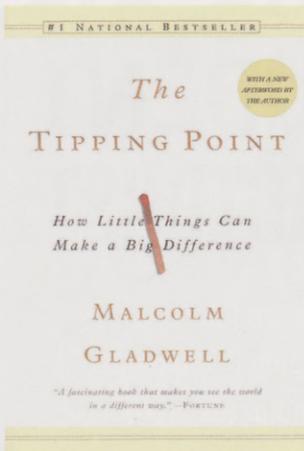
Well-known exchange student who has stood out with activeness within and without EBS. Candidates are nominated by the Head of International Club.

Candidates

Marco Andrea Patane
Valerio Lecci
Mette Cecilie Botveni
Robin Swartling
Kim Dyrkolbotn

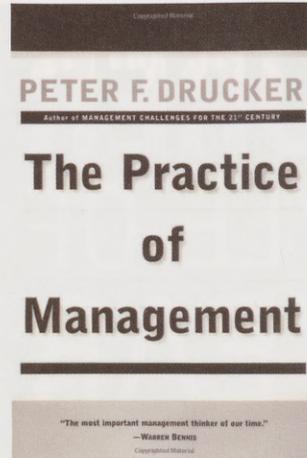


SUMMER READING



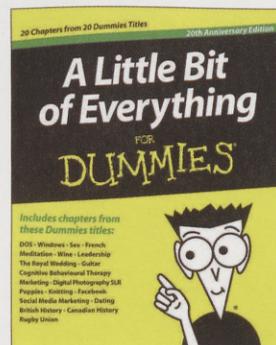
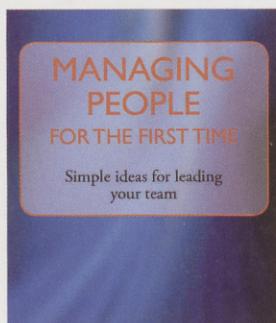
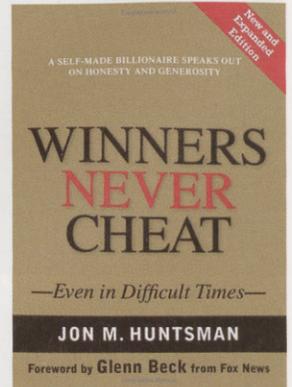
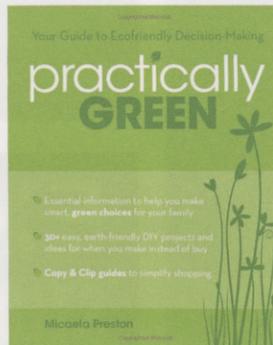
The Tipping Point: How Little Things Can Make a Big Difference
by Malcolm Gladwell

Drawing on a fascinating array of research findings and real-world examples, Gladwell presents a concise, elegant, erudite analysis of mass behavioral change that is strikingly counterintuitive. Regarded among marketing and sales professionals as one of the best books on the economics of popular culture, this entertaining read is, says author Jeffrey Toobin, “one of those rare books that changes the way you think about, well, everything.”



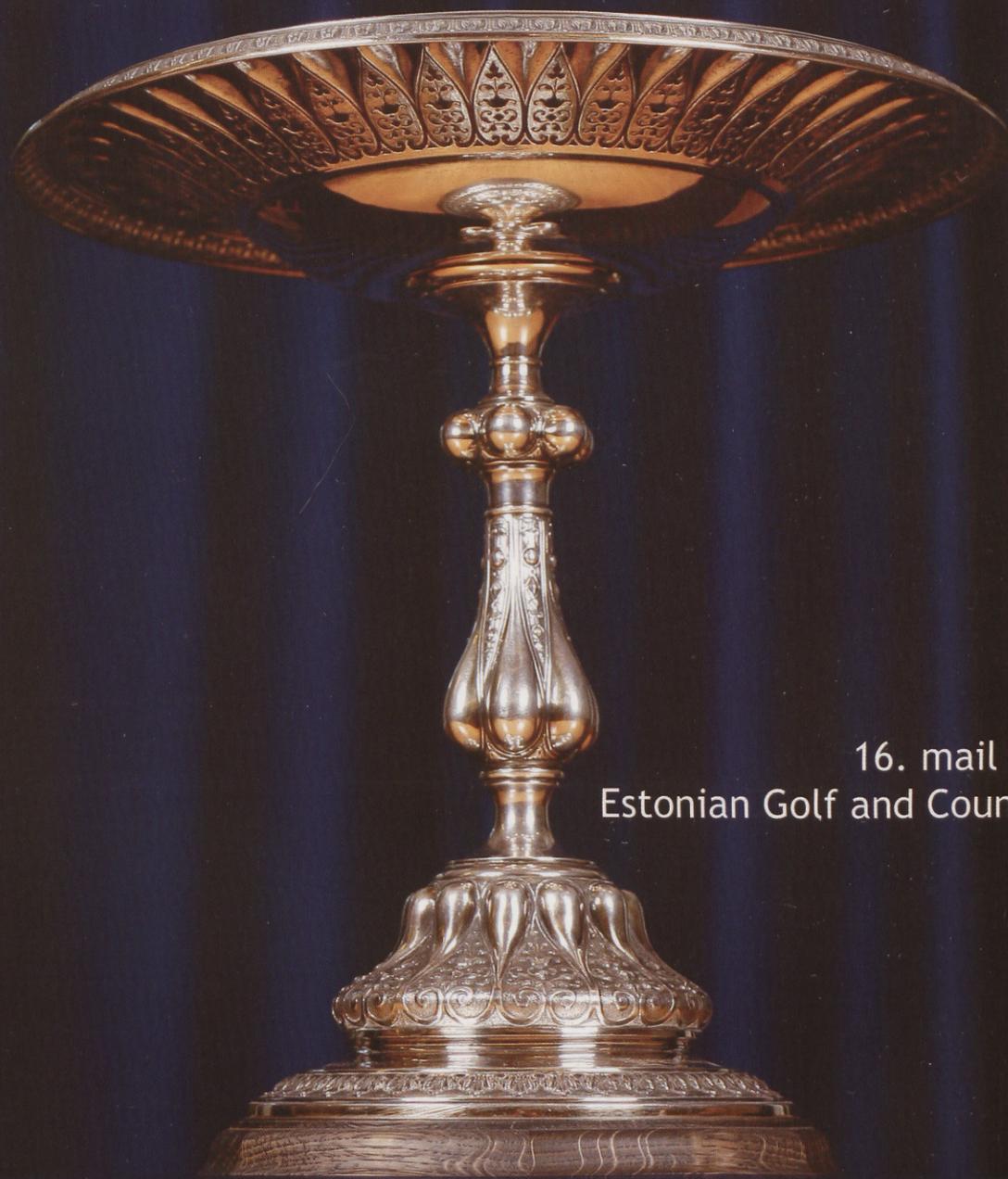
The Practice of Management
by Peter F. Drucker

Considered the foremost management and business thinker of the 20th century, Drucker was the first to depict management as a distinct function, a separate responsibility in the workplace: the work of getting work done through and with other people. This still-relevant book holds that management was one of the major social innovations of the last century, and it poses three now-classic business questions: What is our business? Who is our customer? What does our customer consider valuable?



EBS Alumni Golf 2012

Estonian
Business
School



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Golfidemo al 25 eurot mängija.

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Vilistlasfond kontole 221011244906.

Osaleda võivad vaid ebsikad.

Registreerimine ja täpsem info: <http://tinyurl.com/ebsgolf>



5 0 0 0 Y E A R S O F G O L F



PRESENTS



GOLDEN
HABBA
2012

May 11th at 7pm
at Hotel Olympia Conference Hall
Night's Special: Stand-up comedy by Comedy Estonia
