

BUSINESS SPIRIT

THIS IS A COMPLEMENTARY MAGAZINE
FOR LEADERS AND ENTREPRENEURS

ISSUE
04

SEP

ISSN 2228-0472

EBS.EE



PLAYING THE GAME

WORK HARD, PLAY HARDER
The Estonian gaming industry

EBS 101
Welcome new EBS students!

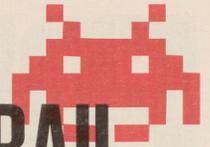
JOBS AT THE STUDENT COUNCIL
Earn some extra credit

In this
EDITION
of BUSINESS SPIRIT

Economy

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A GAME IS A GAME NO MATTER HOW FRAIL



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Contributors

Gerli Bednt, Renee Pesor, Anete Palmik,
Maret Mitt, Siret Schutting, Gleb Maltsev

Editorial

Editor in Chief EBS Business Spirit
Siret Schutting | siret.schutting@ebs.ee

Design & Illustration

Lewis McGuffie | lewisdoesdesign.com

Advertising Sales

Gleb Maltsev | gleb.maltsev@ebs.ee

Letter from the EDITOR

Words by
SIRET SCHUTTING
EDITOR IN CHIEF

Summer moved on and autumn welcomes us back to our offices and classrooms, somewhat excited, somewhat anxious, ever ready.

Business Spirit still surfs on the wave of innovation – we have implemented minor improvements to make the zine even more enjoyable for you to browse and read. The format is a bit smaller, being not only friendly to the environment, but also allowing more comfortable reading and better portability. We have streamlined the content layout to make everything ergonomically more readable and more pleasing to the eye.

In terms of content, we are keeping the three major focus areas: Business, Economy and Society, and introducing several new concepts within them. Each issue will feature a discussion with a professor on a relevant subject – in this issue, we are discussing smart work with **Tiit Elenurm**. This goes well with our this month's theme – the gaming industry. That is why we have selected **Andreas Jõesaar** as the alumni of the month. Andreas has a degree in IT management from EBS and worked for Elion for several years. However, a few years back, he changed his course and became an entrepreneur in gaming, focusing on board games. Today, he runs a successful online store and a cosy shop in Uus

Maailm. In his interview, we are discussing the means of entrepreneurship, gaming and, obviously, EBS.

We are also happy to continue cooperating with the other student institutions of EBS – the Student Representative Board discusses the pros and cons of internship through some practical experiences and the Student Council makes a nice introduction to the schoolyear. To all the newcomers – hopefully you will enjoy the interactive map of EBS. We know how easy it is to get lost during your first months. **Gleb Maltsev** from Career Centre ponders upon whether or not your career is a game and sheds light on investment opportunities in Estonia.

Business Spirit welcomes you at EBS and invites everyone to be a part of our community. If you enjoy writing and have an attentive eye, feel free to join our team. We also accept articles from everyone who wish to share their point of view, but do not wish to commit to being a full time journalist. There are wonderful opportunities that the Student Council provides for everyone in whatever field – from business and sales to PR and media to event management and cultural networking.

This semester, a new club is also introduced. The **Debate Club** will have its first meeting on the 19th of September, inviting all those interested to gather for an evening of fierce debates and getting to know each other. Albeit putting emphasis on the classical debate styles and attending contests, EBS Debate Club also trains public speaking and argumentation skills and offers a variety of different practical activities and exciting guests to spike your oratory abilities.

Have a wonderful year!

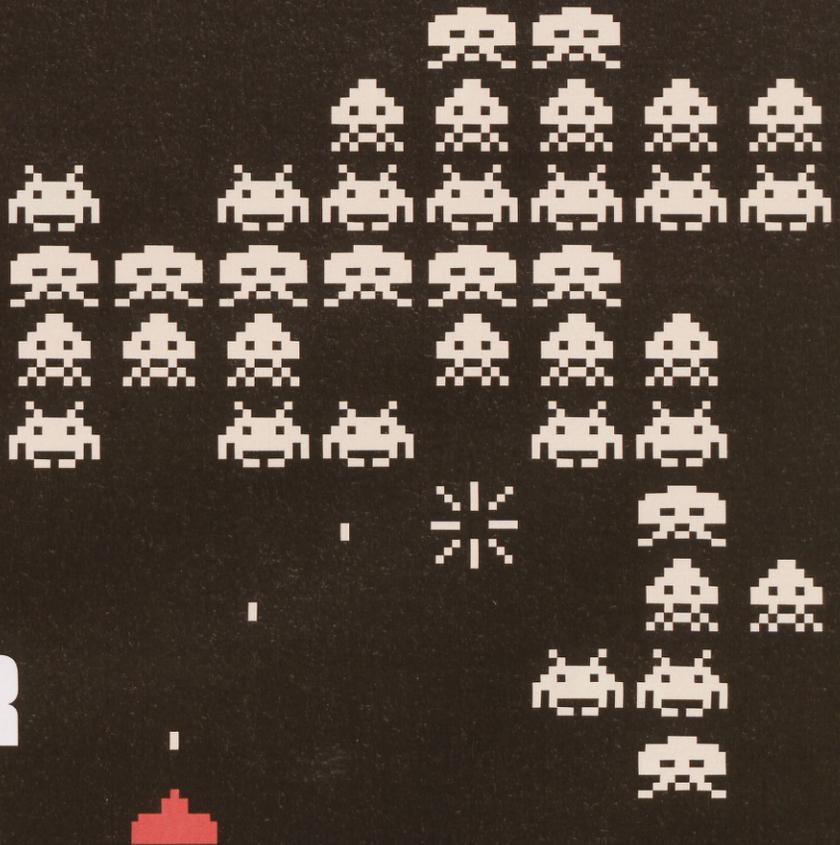
DID YOU KNOW?
IN THE FIRST HALF OF
2012

510
MILLION
REGISTERED & PLAYED
ONLINE SOCIAL GAMES
REGULARLY

&

81
MILLION
PEOPLE PLAYED
ONLINE SOCIAL GAMES
EVERYDAY

A GAME IS A GAME NO MATTER HOW FRAIL



Words by
BUSINESS SPIRIT

Recently, in the forums of the most prominent boardgaming site BoardGameGeek.com (in its essence, Facebook for gamers), a user nicked Kaffedrake started a thread with the question *What is a game?* We all seem to know pretty well what a game is, based on our experiences, values and beliefs. However, the replies vary phenomenally. Some of us seem to think everything is a game – our lives, our careers, our everyday errands. Others tend to take life more seriously, reserving the word „game“ for only strictly fun-related activities. There are others yet with even more varied perceptions

of what a game really is.

Therefore, what defines a game? According to Dictionary.com, a game is „an amusement or pastime“, but also „a competitive activity involving skill, chance, or endurance on the part of two or more persons who play according to a set of rules, usually for their own amusement or for that of spectators“. According to this description, the top tier game Agricola – which can very well be played solo – is in fact, not a game. And what about solitaire?

Let us say that a game is defined by a set of rules. By this definition, everything could be deemed a game. Our society is a complex set of agreements and rules. Failure to comply with those rules usually ends with exclusion, quite similar to the elimination of a player from a game. Also, in business all parties perform several activities bound by rules to receive the ultimate

prize – a good deal, a loyal customer or a major transaction. There are several boardgames, simulating business, economical engines or life-like algorithms – why then can't the real-life counterparts be deemed as games?

In natural ecosystems, gaming is used to test circumstances before getting to the „real deal“. Tiger cubs attack each other to simulate catching prey, human children play „home“ to simulate family life that will follow decades afterwards. Group tasks, school years and even army service try to suffice as the polygon where you can practice taking risks in a controlled fairly safe environment. Pilots spend hours practicing on a simulator before actually flying a plane, soldiers play wargames in the forests before attending a real battle. Gaming is present in all fields of our lives, whether we admit to it or not.

WORK HARD, PLAY HARDER

Words by
BUSINESS SPIRIT

This is probably why it is so difficult for us to estimate the amount of „gaming“ in our everyday life. While relatively easy to estimate the time spent on games i.e products (*I played three games of Arkham Horror this week*), it becomes a lot more difficult to estimate the more subtle, social gaming we participate in daily. Without even noticing, we are actually made part of various different rule sets that we happily to oblige to, therefore becoming unattentive players in someone else's games. The modern game industry is ridden with psychological expertise, that is now starting to overflow to other fields of life.

The most obvious example is World of Warcraft, and its numerous clones. Why would someone voluntarily spend 3 hours running through a virtual world to acquire a virtual item to exchange it for another virtual item? Let's be honest, it's not exactly „rare“ if it's a piece of code that can be reproduced infinitely, is it? The thing that tricks our brain is called false achievement, and it is one mean bastard when it comes to manipulating your mind. This comes down to building habits – you need a trigger, which sparks a craving, which then gets rewarded. Every time you complete a virtual quest, you gain something – an item,

experience points, or maybe a level. You start investing your time in order to get this reward, since your brain is programmed to succeed at things (even if this is hard to believe during the rampant surges of demotivation we all sometimes get). It is quite simple, really – after completing 10 quests, I gain a level. After completing 30 more, I gain another one, and so on, and so on. The small rewards and the sense of competitiveness work magic and then you realize you have spent 3 years of your life chasing binary creatures. For your brain, there is no difference between real life and virtual achievements – the chemical reaction is exactly the same.

Now all of this becomes interesting once we translate this pattern into real life. Retailers often use the same trick – sending you on a quest. By collecting 40 stickers, you get 5 euros off the embroidered duck you really, really need. Once you've spent a massive amount of cash in order to acquire something don't need, it will be too late.

However, there are positive effects to this as well. By chunking up bigger tasks, we can create the same sort of „quest“ for ourselves, rewarding our brain on a regular basis, thus creating a „motivational engine“. This is extremely powerful at a work place. For example, a major IT company in Estonia uses a „leveling“ system to award different motivational packages for loyal employees. Every „level“ is named after a fish and once you „level up“, you unlock a better motivational package – an all-included holiday or a generous compensation for a nifty hobby. This is very similar to

unlocking bonuses by completing achievements in a video game, and it works.

The important thing is to use these game mechanisms to induce positive behaviour in real life. When it comes to collecting achievements or winning, our biological reflexes become a lot more powerful than any rational thought. In fact, humans are the only animals who can resist apparent failure and stay blind towards blatant facts in order to reach their goal. This is thought to be an evolutionary asset, so that the reflex to quit things we would most probably fail at would „power out“ and we would still give the improbable a chance. Not trying to advocate reckless behaviour here, but if all folks were good at risk analysis, we wouldn't have insurance agents or, in fact, business.

In a 1952 issue of *Popular Mechanics*, an enraged reader voiced his opinion on automatic choke in cars. He thought those who didn't ride a stick should „not be driving at all“. „What next,“ he asked, „a light that shows us when to check for changing oil?“. It takes a brave heart to think forward and to break the rules of present day, but those who do, are those who create the future.

While games have changed, the mechanics stay the same. Whether you're playing the Royal Game of Ur, dating more than 5000 years back, or playing on the OMX, the ways in which we perceive gaming, victory and loss, have stayed interchangeable. Try to figure out what a game is, and once you do – master it, and win. Always remember, you either make the rules, or play by someone else's.

EBS 101

It's a new year and a new semester



FLOOR 1 (KORRUS 1)



Words by
GLEB MALTSEV

Dear EBS freshman, On behalf of the student body of EBS I would like to congratulate you on making one of the most important moves in your life. You have earned the right to be a student at the Estonian Business School. At this point, you are probably asking yourself, "What the hell should I do now?"

You might have already visited the Study Department and made the necessary arrangements in terms of selecting your courses, getting that paperwork for the bank or

even applied for a scholarship. It might also be the case that you've managed to get your textbooks from the library in room 118. You are bound to have tried the food at the downstairs cafeteria by now. Hopefully, you're starting to feel at home here.

What you have not done yet is probably figure how to navigate from class to class. I wish I'd had this magazine when I arrived here and spent hours wandering through the corridors, getting lost around

every corner. Another difference from back in the day is that EBS did not really have a place to relax. Now you can actually go to room 209 and make yourself comfortable in the new Student Lounge of EBS. Keep in mind that the Student Council/Career Center office is just in the next room 208. Feel free to drop by. We are trying to keep the doors open at all times. In any case, we hope this map can help you find your way around the rest of our wonderful diverse school.

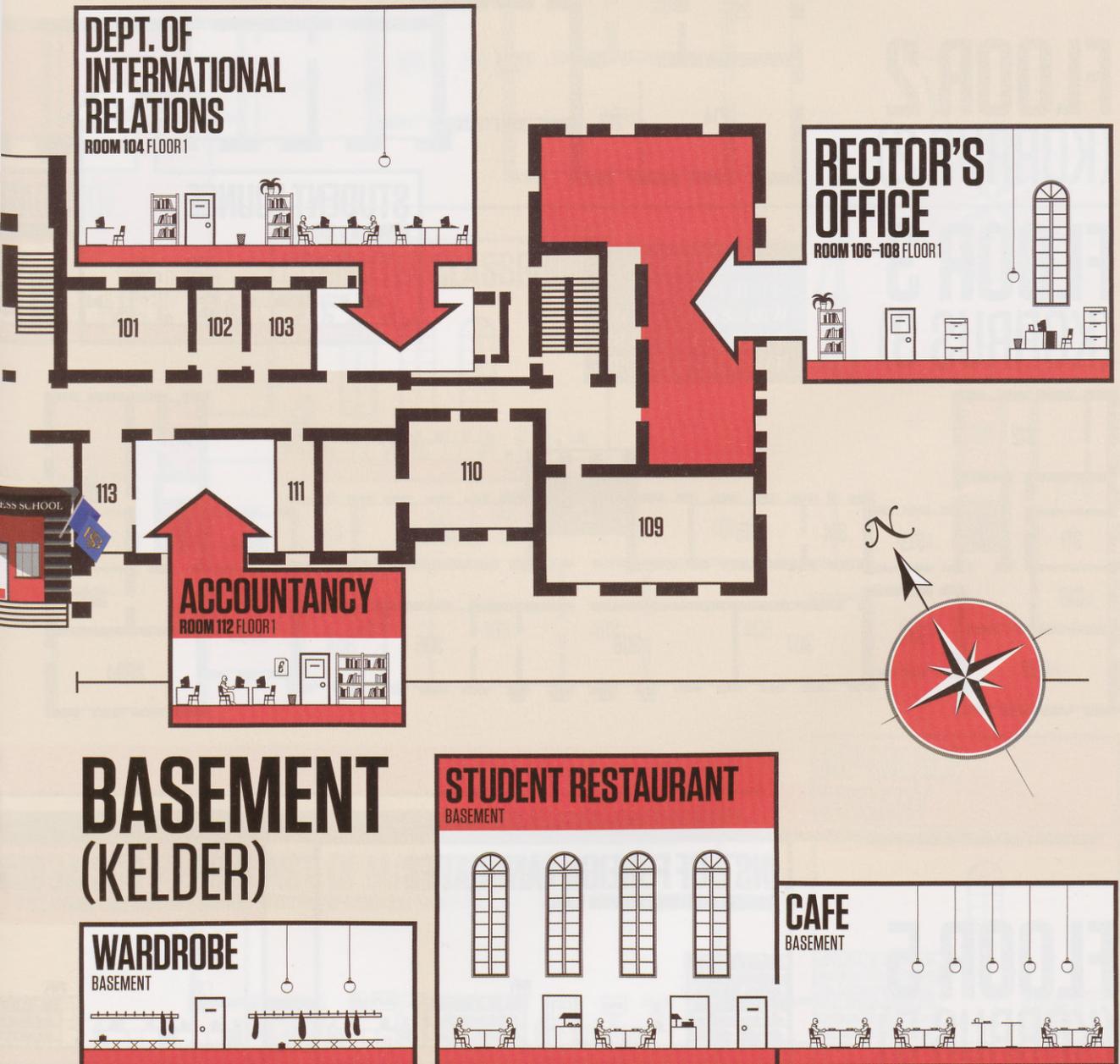
DID YOU KNOW?

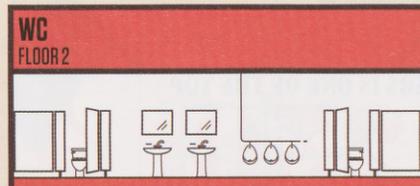
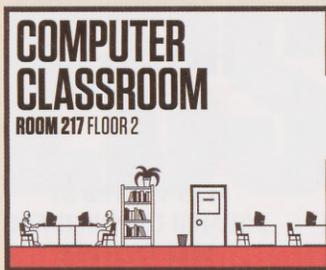
EBS IS ONE OF THE TOP
230
BUSINESS SCHOOLS
IN THE WORLD

THIS YEAR
45%
OF INCOMING
STUDENTS ARE FROM
OUTSIDE OF ESTONIA

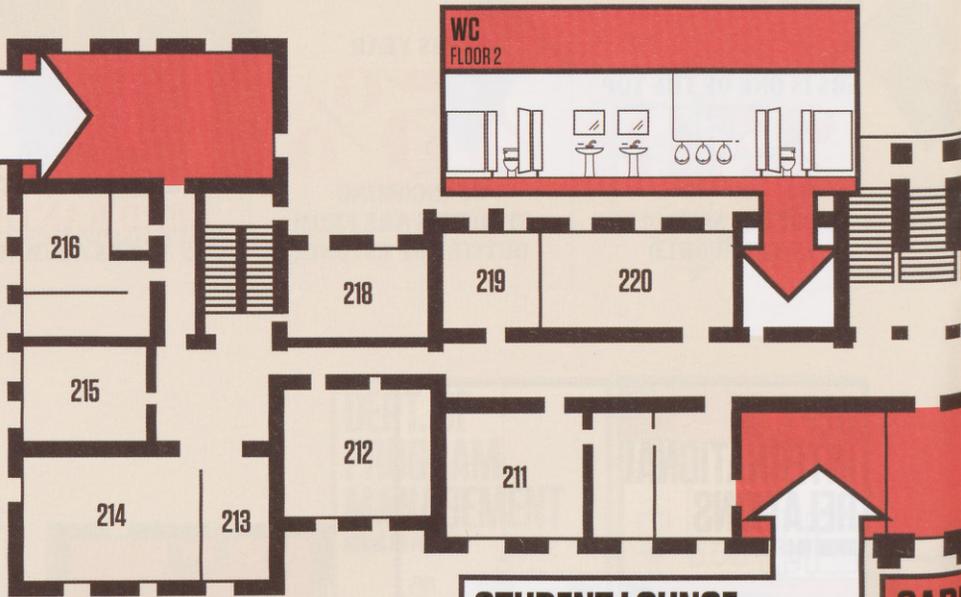
2008
OLYMPIC
GOLD MEDALIST
GERD KANTER
IS AN EBS ALUMNUS

TEN YEARS AGO
EBS
WAS VISITED BY
FORMER US PRESIDENT
BILL CLINTON



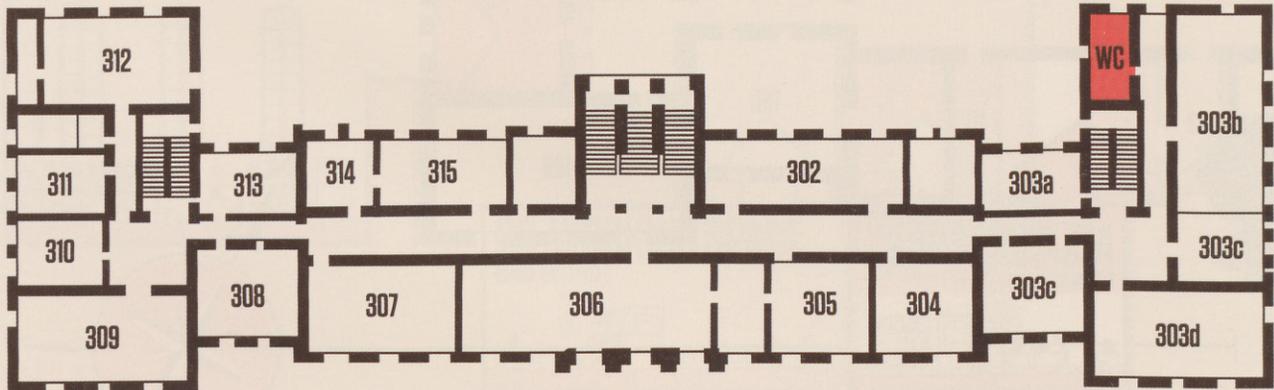


FLOOR 2 (KORRUS 2)

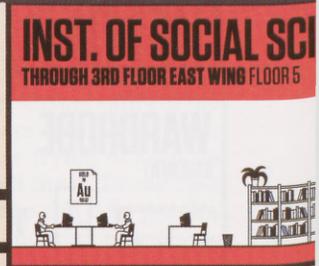


FLOOR 3 (KORRUS 3)

FLOOR THREE AND FLOOR FOUR ARE WHERE EBS'S CLASSROOMS AND LECTURE HALLS ARE LOCATED.



FLOOR 5 (KORRUS 5)



YOUR CAREER GAME

*From introspection to
making the right moves*

Words by
GLEB MALTSEV
EBS CAREER CENTRE

Go to Amazon.com and search for the phrase “career advice”. You are likely to yield around 26,000 recommendations. One of the popular books you are certain to find at the top of the search results would be *What Color Is Your Parachute?* by Richard Nelson Bolles. One of the oldest editions of this book dates all the way back to 1970 and has been reprinted in its 40th iteration in 2012, making the series over forty years old.

It is estimated that 15,000 to 20,000 copies of the book are sold each month. To top all of it off, the US Library of Congress included Mr. Bolles’ work into their list of “25 books that shaped readers’ lives”, positioned right between *War and Peace* and *The Wizard of Oz*.

What is so important about the book is its influence on career conscious readers and career professionals. To this very day, they learn to focus on three key factors when analyzing career success: interests, skills and personality. What they do not focus on however, is what to do after all of that introspection. The underlying assumption is that after finding out more about yourself, all you need to do is to go out there and look for that dream job/project/start-up that fits your specific set of interests, skills and personality.

At this point, a large portion of the readers might side with Richard Branson’s “Screw it, let’s do it” philosophy and avoid over-thinking the issue altogether. For the ones who think that answering the ubiquitous “who am I?” question is not enough to rock a career, I present you with a revised career paradigm. A way of viewing your career as an exercise in game theory.

“Gentlemen prefer blondes” was the title for the 1950’s Marilyn Monroe classic. It is also happens

to be a great way to understand the essence of game theory. Simply imagine a group of men at a bar, looking for a good time, when a group of five women walk in – one blonde and four brunettes. For the sake of the story, let us imagine that the blonde instantly grabs the attention of all the five men. Independent of each other, the men start plotting their respective moves with the same goal of enticing the beautiful blonde. In a glorious display of courage, each of the men makes his move. Each of them gets in the way of the other and fails.

What went wrong? The men certainly knew who they were and what they wanted. This is where introspection ends and game theory begins. Anticipating each other’s moves, instead of focusing solely on individual gain, would have given the men a shot at winning the attention of all the five women.

The observation to make here is that in a competitive environment with several players, such as dating



or career progression, knowing who you are is not enough and an individual's best move is often dependent on the anticipated move of other players.

Only after a career is understood as a game involving other players who are competing or have the potential to do so, can you become a better player with a higher chance of career success. Acknowledging this is a step forward, although it is but a step on a longer staircase to career building and progression.

STEP-BY-STEP

FUZZY GOALS

The next important step you need to take is to acknowledge that while goals are important, they are not diamonds. Instead, they can be fuzzy and break to give way to something new as you learn and grow. This is especially true when managing creative work. The theory of fuzzy goals has been identified by a Cambridge researcher, Alan Blackwell and developed into a practical methodology by Dave Gray, Sunni Brown and James Macanuffo in their book *Gamestorming*.

PROBABILITY, PAYOFFS & RATIONALITY

Rationality, payoffs and probability are the three of the fundamental concepts of game theory and steps to mastering career progression. While Dr. Daniel Kahnemann's Nobel Prize winning discovery of humans not always pursuing economic self-interest is more relevant than ever, it does not contradict the fact that we are rational decision makers. While making irrational decisions under stress, we are capable of careful long-term planning, delayed gratification, estimating probability of success and generally look to get the best return on our labor.

The reason why presumption of rationality is so important to career planning is that while parties behave in a way that tries to maximize an outcome, the pattern of their actions can be predicted. Without this, it becomes

increasingly difficult to play the career game with a positive outcome.

Furthermore, estimating probability of rationality or irrationality will determine the best moves and bets a player can make. Probability of success multiplied by investment will equate to the expected value of that particular move or decision. The concept is used extensively in financial planning, yet the payoffs do not need to be strictly monetary. It can be anything ranging from a chance to meet a client or getting an office with a better view as a result of the decision.

GAME SPACE, PLAYERS & RULES

You need to know the field you are playing on. It has to be clear to you as a Scrabble board having 225 squares, Monopoly having 22 properties you can build on or the fact that a chessboard has 64 individual squares.

In an office environment, you could take different departments as territories of play with their own unique terrain qualities, set of players and rules. You can view clients and business hubs as fields of play or battle in terms of sales. Pinpointing the concept of game space in business is a bit more difficult than with conventional board games but it is possible nevertheless.

To be considered a player is to be in a position where your actions can impact the position of other players. The closer you are to the decision making process, the greater is your ability to influence the outcome. A classic example would be a HR Manager having direct influence over who is getting hired into the company, at the same time a person recommending a candidate within the company would be further removed from the process, yet have some influence over the decision.

Rules of a career game can encompass a whole set of explicit and implicit rules set by legal agreements, code of ethics, office politics, tradition, reputation and so forth.

TIME, INFORMATION & POWER STRUCTURES

Every company has its deadlines, milestones, annual meetings, quarterly and interim reports, seasonal slumps and hikes. Knowing the timings and what they mean to your position and responsibilities in the company is paramount to your ability to delegate and plan out work, to negotiate better terms, take a vacation, making yourself indispensable in the company and so forth. End game decisions are usually very different from procedural everyday moves.

In a white collar environment information is literally the life blood of company. Proximity to key hubs of gossip, management decisions, information on leads, informal events and general accessibility can shift the informational asymmetries in your favor.

Almost every organization has its very own unique power structure. This can be perceived from the standpoint of formal authority, expert competencies, popularity, negotiating power and quite a few others.

YOUR GAME PLAN

Armed with game theory fundamentals, while keeping in mind that goals are not in fact fixed will give you a shot at winning the career game. At the same time it is important to understand that while knowing probabilities, payoffs, game space, rules, the players and their goals as well as the structures can go a long way, true mastery, like in chess or poker can only be achieved through years of repetition and pain inducing work.

There is quite a bit more to game theory than can be covered in a two page spread but it is enough to get you started to see and understand that it is not enough to be interested in the right things, have amazing skills or have a winning personality and know about it. You need to start seeing your career for what it really is - a game that can and should be mastered. After all, the results will have a lasting impact on your life for years to come.



THE LONGEST
SPACE INVADERS
GAME LASTED

33 1/2 HOURS

AND WAS PLAYED BY
ERIC FURRER, USA
AGED 12

ALUMNUS INTERVIEW

Meet Tallinn based entrepreneur *Andreas Jõesaar*

Interview by
SIRET SCHUTTING
EDITOR IN CHIEF

You graduated from EBS in 2006. What did you study and what triggered this choice?

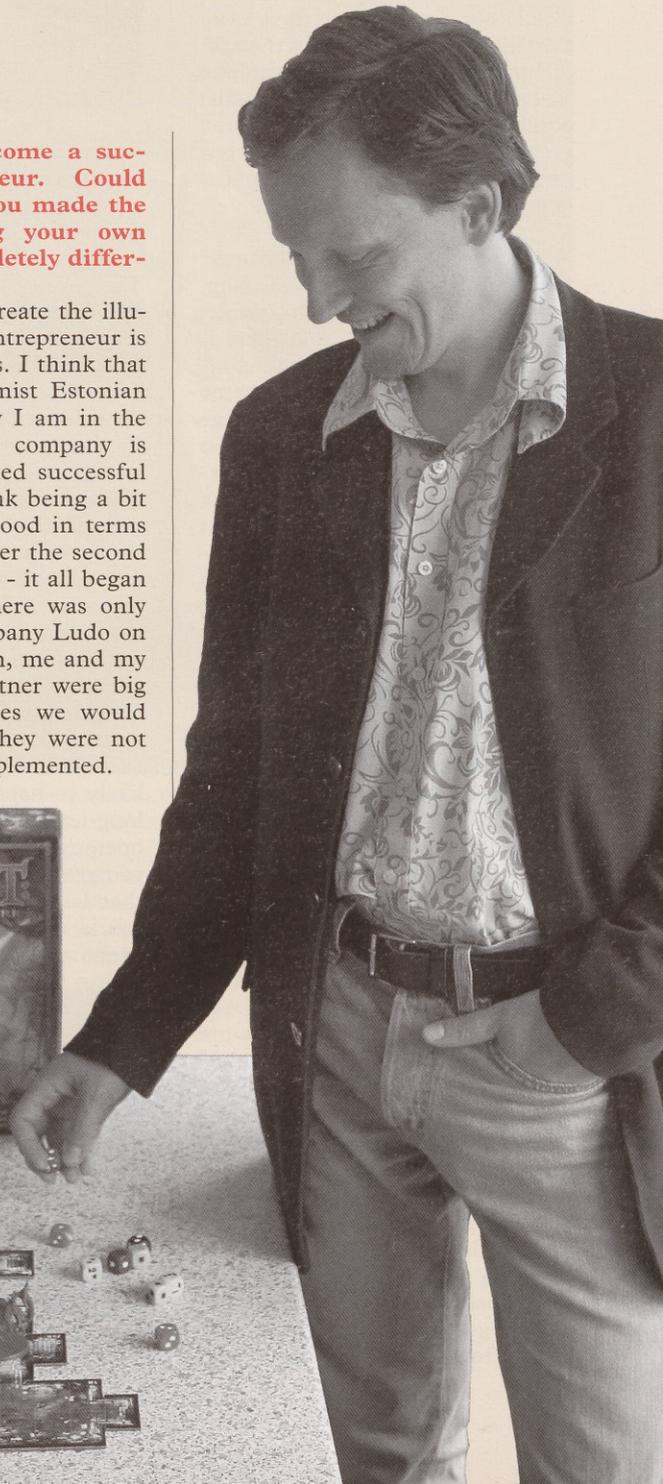
I studied IT management at EBS. I was working in the IT field and at that time, I felt that my job required more extensive knowledge on the subject. So you could say I was an IT manager studying IT management! Moreover, it was important for me to acquire a degree to enhance my future career. Promotions without a degree were not in question.

After graduation, did you continue at your previous job? What role did EBS play in this?

I did continue my previous job, but the degree from EBS provided opportunities with more responsibilities. Even later in my career, I often used the knowledge gained from EBS in my working life. The most relevant step was starting a new department from scratch at Elion. I had the opportunity to create the department of IT Quality Assurance and using the knowledge I gained from EBS played a huge role in this process.

You have now become a successful entrepreneur. Could you explain how you made the choice in starting your own business in a completely different field?

I wouldn't want to create the illusion that being an entrepreneur is a way to easy success. I think that as an average pessimist Estonian (laughing), currently I am in the survival phase. My company is too young to be called successful - only 3 years. I think being a bit pessimistic is only good in terms of business. To answer the second half of your question - it all began with my hobby. There was only one boardgame company Ludo on the market back then, me and my current business partner were big fans of it. Sometimes we would propose ideas, but they were not really accepted or implemented.



From there on, we decided to start a boardgame store that would match our ideas. At first, it was something we did to complement our daily job - I mean, we only had an online store in mind. However, after visiting Essen's gaming fair in 2009, the decision was made. We talked to a lot of publishers and, mind you, we were two guys from Eastern Europe who only thought of opening a store, but everyone was so friendly! For us two t-shirt donning board game geeks, it was a great success - we got a lot of contacts and ideas and a few months later, the store was launched.

What were the main challenges?

Hmm, this takes some thinking. Perhaps making yourself visible, to make people know that there is another option besides the monopoly of the existing board game company. The next big challenge was trying to be different. So that we wouldn't be merely taking someone's idea and copying it - we wanted to do a store that would reflect our ideas and concepts. Perhaps that was our main difference. We wanted to bring more American-style boardgames to the market, with more luck, more theme, more adventure, as opposed to the number-crunching Euro games more present in Estonia at that time. I think those two were the main challenges. Others like setting up an e-store were not much of a challenge - we both had an IT background. Of course the financial issues of setting up a company was in question, but still not much of a challenge.

What are your main recommendations for young people who want to engage in business activities?

Don't get stuck in your illusions, be a realist. Nevertheless, don't be too much of a realist, let your fantasy fly free. That is why we are a good match with my business partner - I am a realist and my partner is the one who generates crazy ideas. In that sense we balance each other. Pick a good partner, who is different from you. We even have a



wild product range because we are so different. When you can find a compromise between each other, it will work out.

Also, use your capital wisely. The money that we used to start the company (40 000 kroons at the time), I would use very differently now. We took too many risks. I'm not saying you should make a business plan, but actually you should (smiling). I think things would have been different, had we devised a business plan.

Stick to your own money and try to avoid debt in the beginning - you never know how it is going to go, so it is not too wise to be stuck in loans. Of course when you are very certain of yourself, it is probably fine.

And also, don't cultivate the usual Estonian attitude - get cash fast in your pocket. It is not likely to happen - see things in a long-term perspective. You're not opening a company for a few years, you are trying to create something that lasts decades. That is why I would recommend to reinvest the profit made.



What are the most important aspects of entrepreneurship in your opinion?

What helps me with being an entrepreneur - you should know your field extremely well. Thanks to the fact that I am a passionate board-gamer, I am more successful than someone without a boardgaming background. You should be a specialist of the field your company operates in.

When we are talking about service industry, customer service is key. It has to be top notch, it is the most important thing. If your customer service is poor, then regardless of how good your product or how low your price, it still amounts to zero. Vice versa also, if you are friendly and have a good attitude, you can have a higher price. I truly believe in a good customer service. That is the reason why I choose to be behind the counter, although being an owner - it is in my best interest to provide the best service possible. When you have higher staff, you should always think about motivating them to provide the same values.

The third aspect, albeit a mystic one, is your gut feeling. You have to know your opportunities and assess your risks.

Let's talk about the gaming industry in Estonia. How would you describe it?

It is taking child steps. There are currently 3 board gaming store chains in Estonia - us, Ludo and WePlay. However, it is growing with each day. There are new game designers sprouting who are not afraid to take the risks

of game publishing; also, the market is growing. When we started three years ago, I knew all of the boardgamers in Estonia - the community was small. But now, I am surprised every day by how many new boardgamers there are. I couldn't be more glad.

What are the main challenges in the industry today?

The main challenge is to break the dogma that boardgaming is for children. There are many myths - that boardgaming is a light and silly pastime and that it offers nothing. These myths need to be broken.

Also, the problem in Estonia is that designers design roll-and-move games, which resemble classic games from Soviet times.

Moreover, the industry could benefit from looking further from your nose. If you design something sitting in a forest and only test it on your family without any research - it is possible that your game is not perhaps that unique and perhaps someone has already tried it out. Think for yourself and be original!

How often do you use the knowledge provided by EBS in your everyday doings?

IT management education has been successful in a way that the IT part was extremely useful when I worked at Elion, but now being an entrepreneur, I use the business part. I believe EBS gives the best business education in Estonia and this is a part of my studies that I still use today.

Where will your business be in 15 years?

In 15 years, we aim to be a serious famous player in the Scandinavian and Baltic region. Similar to Lautapelit now.

How did you find gaming? How is it to be a gaming entrepreneur?

In my childhood, I played the regular classic games. As an adult, I sometimes played Alias, Monopoly or Risk. But then, one of my friends bought Lord of the Rings Risk. I wanted to get it and



Andreas Jõesaar, CEO & Founder of Fortuna Games OÜ, operating laumangud.ee and Luha Lauamängupood at Luha 19, Tallinn

stumbled upon boardgamegeek.com and found out that, whoa, there are so many games in the world. I found "War of the Ring" (Ed. - a very heavy strategy game). I played that game with my child, until I discovered Game of Thrones from a blog. He was a total stranger for me, from Mehikoorma. Through his blog comments, we arranged a game with him. There, I met some boardgamers and the rest is history. I found Ludo and the Estonian board gaming community and have been a gamer ever since.

Do you have an interesting story about your time as a gaming entrepreneur?

Every day, I am surprised at how many different boardgamers there are in Estonia. One of the most exciting ones is when an elderly woman came to my store, who had pre-ordered a relatively heavy war game (A Few Acres of Snow). She told me that she chose that from the e-store and really liked it. I asked her whether she knew that it was a wargame and what kinds of games she has previously played - she replied that her life partner was a big history fan and this is something they could play together. That really warmed my heart. Thank you!



3,466,000
REGISTERED GAMES PLAYERS

APPLE IPHONE 4 16GB
(FOURTH GENERATION)



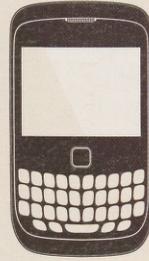
1,528,000
REGISTERED GAMES PLAYERS

APPLE IPHONE 3G S 16GB
(THIRD GENERATION)



1,321,000
REGISTERED GAMES PLAYERS

APPLE IPHONE 4 32GB
(FOURTH GENERATION)



1,318,000
REGISTERED GAMES PLAYERS

RIM BLACKBERRY CURVE 8520



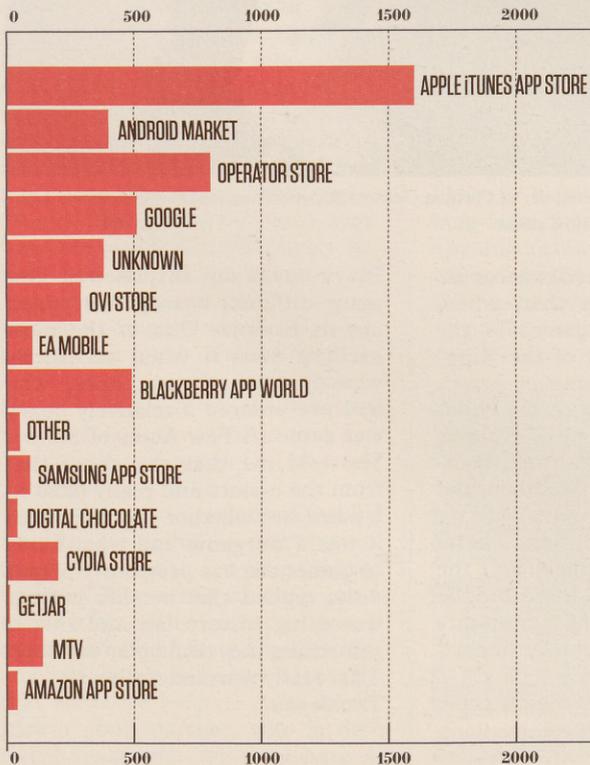
1,223,000
REGISTERED GAMES PLAYERS

SAMSUNG GALAXY
S I9000 8GB

WHO'S PLAYING?

This month's infographic — on the mobile gaming generation

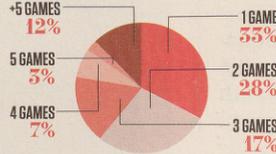
GAME PURCHASE LOCATIONS DOWNLOADERS (000'S)



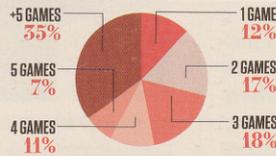
HOW OFTEN ARE WE GAMING?

IN THE SUMMER OF 2011, MORE THAN 60% OF GAMES DOWNLOADERS ADDED UP TO TWO GAMES A MONTH. WITH HEAVY USERS, ACCOUNTING FOR 12% OF DOWNLOADERS, INSTALLING ON AVERAGE FIVE OR MORE GAMES PER MONTH OVER THE SUMMER.

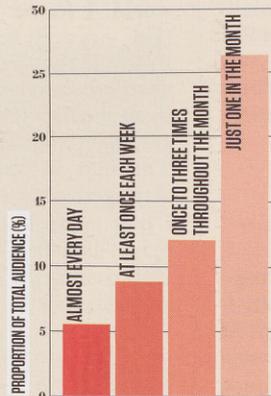
NUMBER OF GAMES DOWNLOADED IN A MONTH



NUMBER OF GAMES INSTALLED IN A MONTH



OVER 25% OF MOBILE PHONE USERS (62M CONSUMERS) PLAYED A GAME PER MONTH IN THE SUMMER OF 2011:



OF THE FIVE WEALTHIEST EU NATIONS, MORE THAN

40.0%

OF THE TOTAL MOBILE AUDIENCE NOW USE MOBILE MEDIA

SMARTPHONE OWNERSHIP HAS REACHED 94 MILLION -

40.1%

OF THE MOBILE POPULATION

THE TOTAL SMARTPHONE AUDIENCE INCREASED BY

46.0%

YEAR ON YEAR



1,145,000
REGISTERED GAMES PLAYERS

APPLE IPHONE 3G S 8GB
(THIRD GENERATION)



1,132,000
REGISTERED GAMES PLAYERS

NOKIA 5800 XPRESS MUSIC



969,000
REGISTERED GAMES PLAYERS

HTC DESIRE (GSM)



887,000
REGISTERED GAMES PLAYERS

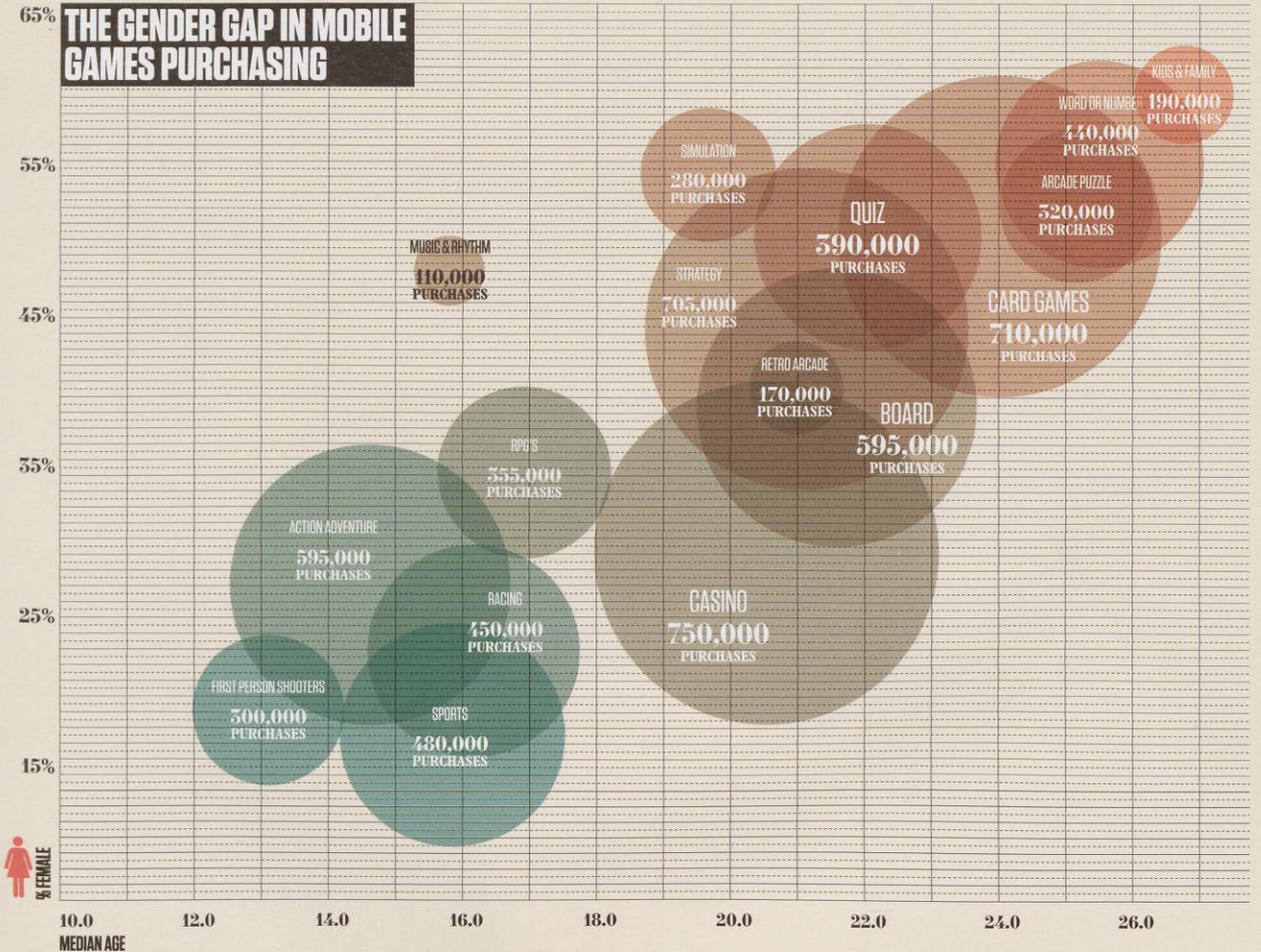
APPLE IPHONE 3G 16GB
(SECOND GENERATION)



831,000
REGISTERED GAMES PLAYERS

HTC WILDFIRE

THE GENDER GAP IN MOBILE GAMES PURCHASING



STATISTICS ARE AVERAGES FOR THREE MONTHS ENDING SEPTEMBER 2011. SOURCED FROM COMSCORE - MOBILE GAMING STATE OF THE EUROPEAN MARKET



ANGRY BIRDS
HAS BEEN DOWNLOADED
+1 BILLION TIMES
AND COSTS **99¢ (US)**



FRUIT NINJA
HAS BEEN DOWNLOADED
+130 MILLION TIMES
AND COSTS **99¢ (US)**

HOWEVER,
81% FREE
OF ALL AVAILABLE MOBILE GAMES ARE



GREAT SPEECHES TAKE PRACTICE

Toastmasters International is a global organization where the leaders and great communicators of today are made. The organization dates back almost a century and has over a quarter million members in 13,500 clubs in over a hundred and ten countries.

Toastmasters Estonia, is the first all English public speaking and leadership organization in the country. Each of the **Toastmasters** meetings is a 'learn-by-doing' workshop in which participants develop their speaking and leadership skills in an international setting.

If this sounds interesting to you, why not start by attending our sessions on every second and fourth Thursday of the month at the **Estonian Business School** in **room 109**.

The sessions start at **6PM** and last for one and a half hours. Let us know you are coming by writing to us at:

info@toastmasters.ee

We will fight them on
the roundabouts
carparks
M25 Ringroad!!
BEACHES

TOASTMASTERS
INTERNATIONAL



5 REASONS TO JOIN THE EBS DEBATE CLUB

Words by
**SIRET SCHUTTING
& GLEB MALTSEV**

Debating has long been a vital part of the Estonian educational and professional scene. Universities as well as boardrooms rely heavily on argumentation to form positions and make decisions. The Estonian Debating Society has been awarded the best NGO of the Year award back in 2004 and has hosted the European Universities Debating Championship in 2008. Both Tallinn University and Tallinn University of Technology have fully established debate clubs with members participating in international competitions. The Junior Chamber International Debate Club organizes one meeting a month in EBS.

We believe that one meeting a month is not enough for one of the top business schools in Europe. That is exactly why, at last, the art of debating is coming to EBS on a regular basis, allowing your sharp minds to be tested against one another.

Here is why you should join the EBS Debate Club:

1. Learn to Listen. Debating greatly enhances your listening skill – in order to break your opponents nifty defense, every syllable becomes important. Learn to reflect others' thoughts at a moment's notice. Needless to say, it is an immensely useful skill to have in everyday life.

2. Learn to Speak. Debating boosts your confidence and develops you into a competent public speaker. It is one thing to give a good toast at your friend's wedding; it is another to speak before an opponent who is listening (see pt 1)

3. Learn to Truly Speak. The EBS Debate Club also features lectures and workshops on rhetoric and oratory. Most great speakers speak alike – you can acquire the same skill set to ignite the hearts and minds of your audience.

4. Network. The EBS Debate Club is all about networking – each session features different group tasks and exciting workshops. You are not bound to the same people every time and you can hop on the train any time you like. Just pick the subject that is of interest to you and give it a try.

5. Compete. Need we say more? Debating is all about testing yourself and proving your worth. We give you the opportunity to face a worthy opponent. The least you can do is to give it a go.

We welcome speakers of any level, background, personality or debating style. The only things we expect are a shared passion for a good argument and commitment for seeking out the truth.

Register for the upcoming meetings by writing to

siret.schutting@ebs.ee

DEBATE CLUB PROGRAMME

There are eight Debate Club (DC) meetings during the fall semester. Each of these meetings features a brief course on a certain topic in addition to several practical activities in order to enhance the rhetoric, oratoric and debating skills of the members.

Introductory event

DC principles, action plan, getting to know each other, defining the course of actions. Setting up group goals. Introductory group activities.

Setting the rules

Classic debate styles. Debating rule systems. Setting up club rules and teams.

Speaking 101

Principles of rhetoric. Basic Argumentation and Logical Fallacies. Exercising Public Speaking.

Thinking fast

Instant Debate. Offensive & Defensive Questioning. Instant Speech.

Logic

Basic Argumentation II. Logic for Beginners.

Politics

Political Debate.

Round table debate

Simulation of an organization.

Final event

SENAT.

COFFEE TALK

This month with Tiit Elenurm & Siret Schutting

Words by

**SIRET SCHUTTING
& TIIT ELENURM**

In this issue, masters student Siret Schutting had a coffee with professor Tiit Elenurm to discuss smart work, flexible working hours and how game theory relates to smart and distant work.

TIIT ELENURM: During all my working life, my timing of activities and the place where I work, has been quite free. It is very typical for academic circles to use distant work. Is distant work always smart work? That is the challenging question we are facing. Siret, you mentioned that in terms of smart work, prisoner's dilemma plays a big role in this in your opinion. Can you elaborate?

SIRET SCHUTTING: If you have a group of people who don't have deadlines or rules, it can only work if it is useful for them to cooperate instead of letting each other down. You have to avoid a competitive notion, because if they need to compete with each other in order to receive more credit, then they are prone to sabotage the group work

in order to be the „hero” in the group, the only one who did everything right

TE: Alright, so you mean that solution of „prisoner's dilemma” means avoiding competition between the parties? The classic prisoner dilemma is usually described as two suspects who have the opportunity to save themselves or the other suspect. In your case, the prisoner's dilemma is more positive for the loser, in the sense that if the „winner takes it all”, then the „not-winner” starts to sabotage.



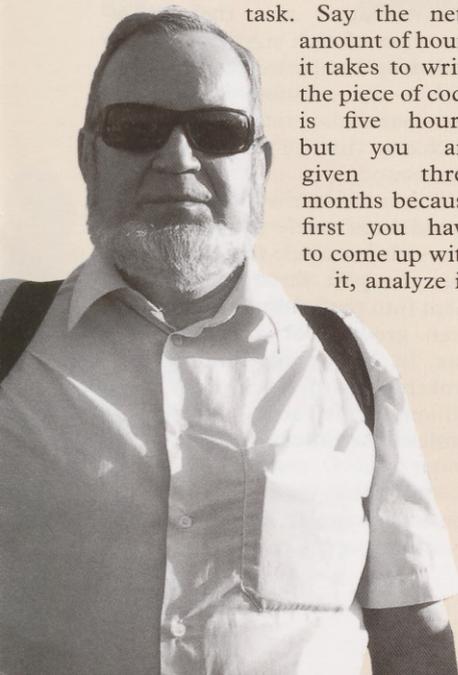
TE: Several times in my working life, when I have been talking to Estonian state officials or other employees in hierarchical structures, I have noticed that it is very difficult to book long-term meetings with them, say in 4 months time ahead. But people with free or flexible hours can always plan months ahead. When in 1989 I arranged presentation of a Finnish minister at a conference here in Estonia, I had to fix programme four months before the conference started. And he really came in time! But when you try to arrange meetings with people at a lower level in a bureaucracy four months ahead, they are usually insecure as to what will happen even next week.

SS: Maybe it is because when people are involved in smart work, creative work or if they work without a schedule, they have a larger vision for life and their projects. They understand that the impact of time is much higher – when I was an office worker from 9 to 5, I always felt that I will have enough time. If I'm going to take a longer lunch today, I will still come to the office tomorrow and have the time to do it then. You can chunk your working time into smaller piece. Whereas when you don't have specified working hours, there is no work/life difference. You don't have any weekends or free time, you are going to have to schedule it. But your vision is higher at the same time.

TE: Indeed, if we speak about distant work – distant workers need to be a lot more connected than office workers. Office workers can close their mobile phone when they leave the office, but smart workers need to be a lot more flexible and even react to things during vacation time. I would like to stress that if we link smart work with networked economy, then in a simplified sense we can say that all creative workers – let them be artists, writers etc have been smart workers for centuries. They have a distant deadline and then they have to manage it. If they are prominent, they can

ask for 2 extra weeks in case they have a good idea. But smart workers in a program to get a person to the Moon or Curiosity to the Mars have to be really exact about the deadlines. If we have turbulence or unpredictability, they have to be able to communicate really smoothly. My argument is that there is no real smart work without project management skills. These skills must not only be utilized by project managers, but everybody involved.

SS: I agree to a certain extent, but not with the idea that deadlines are crucial. I believe that the point is not making deadlines, but making clear why you should complete something for a certain time. It has to be a necessity. Let's say you are not a smart worker, you are an office worker at NASA. You go to work from 10 to 6 every day and you know that by the 21st of December you have to be finished with the IT module that communicates geological data back to Earth from Mars. Then you only think about December and the amount of neto time that it takes you to complete the task. Say the neto amount of hours it takes to write the piece of code is five hours, but you are given three months because first you have to come up with it, analyze it,



whatever. Exactly like in the university, you have two months to complete the essay, whereas the neto writing time could be three hours. If you only give the deadline as the result, then the worker will only think about the deadline, instead of the bigger vision as to why it is important in the first place.

TE: It is important to be part of the flow of the project.

SS: For example, in the gaming industry, similar to IT, you cannot really have deadlines, because if you start directing it with deadlines, you might end up with a worse result. When you are creative, you need your time.

TE: Let's clarify this NASA example first. It was a good point you made, WHY do we need it? But we need deadlines in order to direct the flow. Smart work means, from the point of project management, that you are able to plan your own activity within the given deadlines. So if you are a really prominent NASA expert, you are probably dealing with more than one project at a time. Now if you have a time slot, you have to take your planning capability into account. If one project has a very high level of unpredictability, I do not know how much time it will take from me, then I can start my part as early as possible. It is about creating buffer activities. It is not only rocket science, the same applies also in the construction industry. We should teach it to students also – those who are distant learners and who only start their work one day before the homework assignment deadline, they are not capable of doing smart work after graduating their studies. If you get sick or something happens, you will not have the opportunity to change anything if you leave everything for the last day.

SS: What if the students could choose their own deadlines? If you only gave one presentation per course and during the first class, you let the students know that by the last class, it has to be presented and you only accept two presentations per class, then I predict that there will be a few groups who just want to get it done and do it during the first classes, whereas some others do it during the last ones. Everybody has the chance to set the deadline by themselves. And it also creates a competitive element – are we going to be the first, or are we going to be rated after everybody has already presented theirs?



TE: Your proposal can work in some course arrangements but such approach would create competition that you wanted to avoid when you were speaking about the prisoner's dilemma. Smart workers have to be able to keep buffer time reserves for emergencies, even if the deadline seems to be far away. The same idea we should communicate to smart students – they should themselves think that may-be they happen to have a great party just a day before the exam or homework deadline. So if they are smart, they do their exam preparations a bit earlier and keep some extra time reserve both for positive and negative emergencies. Lecturers cannot predict which students need to spend more time with a new boyfriend or girlfriend at the beginning of the semester and which students need more time for such activities just before the exam session. J Students are free and smart to make such choices themselves. But they should also be smart to understand that other students are usually not happy to take extra classes for discussing their too late presented homework contributions after the course is finished.

GAMING LAUNCH PAD

An interview with Europe's first gaming accelerator

Words by

GLEB MALTSEV

EBS CAREER CENTRE

“There's a new startup accelerator in town, and by town, I mean Estonia.” — Opening line of the TechCrunch.com article on GameFounders, June 21st, 2012.

TechCrunch.com is a leading web publication with over twelve million total visits each month according to Google Adplanner. GameFounders is said to be the first European accelerator to focus on game developers. The accelerator was founded by Kadri Ugand, Lauri Antalainen, Sven Illing, and Paul Bragiel.

Kadri Ugand has received her BBA from EBS back in 1999, right at the dawn of the millennia and has since co-founded a number of successful companies: BDA Consulting, S'Nob, XPRS Deli as well as GameFounders and has been running “Ajujaht”, the top start-up competition in Estonia. Kadri is a powerhouse and a fine example of an EBS alumnus. Luckily for us, she has made time out of her intense schedule to answer our questions about her latest venture.

gamefounders.com

Why set-up a game accelerator? Why Estonia?

Why not? Estonia is probably one of the easiest places to start a business. It takes minutes to establish a limited liability company, hours to set-up a bank account and just a few days to get your VAT number with all of the remaining paperwork. There is an abundance

The issue with many start-ups is that the founders often end up working on the project part-time, in a mundane environment, having to earn a wage to live. We wanted to provide them with an opportunity to escape the cycle...

of local and EU funds that can really help kick-start a business. There is a vibrant stream of networking events provided by Garage48, Open Coffee, Estonian Start-up Leaders Club, Estonian Development Fund, Science Park Tehnopol, Technopolis and Start-up Estonia. It is at exactly those events do you get a chance to meet local start-ups, their mentors, investors and the community that gives Tallinn the title of the start-up capital of Europe.

Because of this solid start-up

infrastructure, Tallinn hosts a great deal of incubators, accelerators, co-working spaces – all dedicated to helping the tech entrepreneur. It is in this environment that I started meeting fellow entrepreneurs who kept telling me about the idea of setting up a new type of accelerator.

The issue with many start-ups is that the founders often end up working on the project part-time, in a mundane environment, having to earn a wage to live. We wanted to provide them with an opportunity to escape the cycle and get serious by making the project their single priority.

While we wanted to be part of the community, we did not want to end up calling ourselves the second, third or fourth accelerator in Estonia. It was clear to us that we had to be the first and that meant finding a clear niche. The situation was that different types of tech start-ups usually ended up in accelerator programs with a few mentors suitable for their particular niche. We wanted to change that, so we started looking around.

This is where the idea hit us. We would cater solely to game developers. It just made sense. After all, over the past three years investment into the gaming industry has been growing at a phenomenal rate. In 2011, game funding has broken a record, reaching \$1.540 Billion, divided across 145 companies. The time has come.

Is it true that GameFounders has 60+ major league gaming mentors on the team? Could

you give us a sneak preview of the kind of insight and advice that the teams can expect?

In fact, at this point the number is at 74 and growing. As to the kind of insight the teams will get, is solely up to the teams themselves. The first thing we do is help them identify the right mentor for their particular stage of development. The challenge is asking the right question from the right mentor. The teams really have to dig deep and figure out the kind of competence they need to bring in.

What would the top three things to keep in mind while asking for advice?

Do your research. Know which mentor to ask. Be specific. Ask questions that can help resolve the issues at hand. Listen. It helps to leave your ego at the table.

What is a game entrepreneur made of?

The key thing to keep in mind here is that it is not just about games. Gamified apps that try to change the world by making learning exciting are one example but there is so much more. It is part of a much larger trend of gamification. It is about a generation of entrepreneurs that want to make a difference through a completely different approach to problem solving.

On average, a gaming start-up requires a larger team than your everyday tech start-up. One of our top 20 applicants had 18+ members. Design, Story, Development, Publishing – all require top notch talent with a never ending pool of energy.

Angry Birds was the 52nd game that Rovio made. They were fortunate to have a strong team to get to that point as fast as they did.

And can you tell us what are the main risks associated with a gaming start-up?

After a team has produced a great game, the greatest risk for any gaming start-up is discoverability. In a world of hundreds of thousands of games, marketing is a key issue.

Investors face a challenge of having to go through hundreds of projects and end up cherry picking the right one. We work to save them all that hassle by bringing the top teams into one place.

One of our mentors estimated that an average game needs one million Euros and a year to develop. This largely depends on whether it is meant for a console, PC or a mobile platform. One of our teams, managed to develop a mobile game within five months with seven people.

72 TOP GAMING INVESTMENTS

01. \$1.2B
NEXON
For initial public offering on Tokyo Stock Exchange.
Investors: the public.



02. \$1B
ZYNGA
For initial public offering on Nasdaq.
Investors: the public.

03. \$490M
ZYNGA
For strategic expansion. Investors: Morgan Stanley, T. Rowe Price, Fidelity Investments, Kleiner Perkins Caufield & Byers.

04. \$86M
KABAM
For hardcore games on social networks. Investors: Google Ventures, Pinnacle Ventures, Performance Equity & SK Telecom Ventures, as well as existing investors.

05.	Razer	\$50.0M
06.	Rovio	\$42.0M
07.	OnLive	\$40.0M
08.	6waves Lolapps	\$35.0M
09.	Lumosity	\$32.5M
10.	Kabam	\$30.0M
11.	Gaikai	\$30.0M
12.	Happy Elements	\$30.0M
13.	Tapjoy	\$30.0M
14.	Online Warmongers	\$25.0M
15.	Wooga	\$24.0M
16.	CrowdStar	\$23.0M
17.	Funzio	\$20.0M
18.	Gazillion	\$20.0M
19.	Kixeye	\$18.0M
20.	Papaya Mobile	\$18.0M
21.	TinyCo	\$18.0M
22.	Zeebo	\$17.0M
23.	Fourth Wall Studios	\$15.0M
24.	Raptr	\$15.0M
25.	Rumble Entertainment	\$15.0M
26.	CocoaChina	\$14.0M
27.	Nubee	\$13.0M
28.	SNS Plus	\$12.5M
29.	Badgeville	\$12.0M
30.	Digital Chocolate	\$12.0M
31.	Kontagent	\$12.0M
32.	Rivet Games	\$12.0M
33.	Supercell	\$12.0M
34.	Unity Technologies	\$12.0M
35.	HealthTap	\$11.5M
36.	Peak Games	\$11.5M
37.	DreamBox Learning	\$11.0M
38.	Tiny Speck	\$10.7M

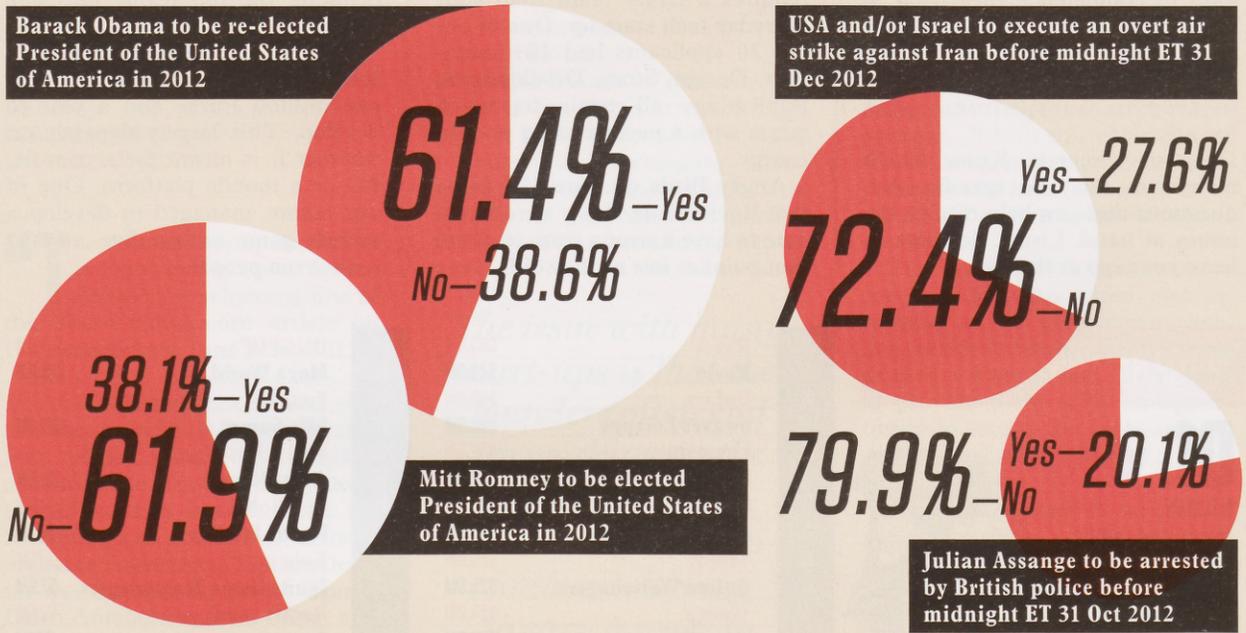
39.	OMGPOP	\$10.1M
40.	Moca World	\$10.0M
41.	Funcom	\$10.0M
42.	Idle Games	\$10.0M
43.	Sourcebits	\$10.0M
44.	A List Games	\$9.9M
45.	Red Robot Labs	\$8.5M
46.	Icarus Studios	\$8.1M
47.	Kobojo	\$7.75M
48.	Ignite Game Technologies	\$7.5M
49.	Rocket Ninja	\$7.5M
50.	Ogmento	\$7.1M
51.	Grockit	\$7.0M
52.	Telltale Games	\$7.0M
53.	Bunchball	\$6.5M
54.	Booyah	\$6.0M
55.	CrowdPark	\$6.0M
56.	CrowdTwist	\$6.0M
57.	Games2win	\$6.0M
58.	GameSalad	\$6.0M
59.	Striv	\$6.0M
60.	Woozworld	\$6.0M
61.	Playmesh	\$5.8M
62.	A Bit Lucky	\$5.0M
63.	Gamerizon	\$5.0M
64.	Peak Games	\$5.0M
65.	Pixonic	\$5.0M
66.	PlayJam	\$5.0M
67.	We R Interactive	\$5.0M
68.	SuperSonicAds	\$4.25M
69.	FanDuel	\$4.0M
70.	Roblox	\$4.0M
71.	Six Degrees Games	\$4.0M
72.	Xfire	\$4.0M

*Source: <http://www.venturebeat.com/>

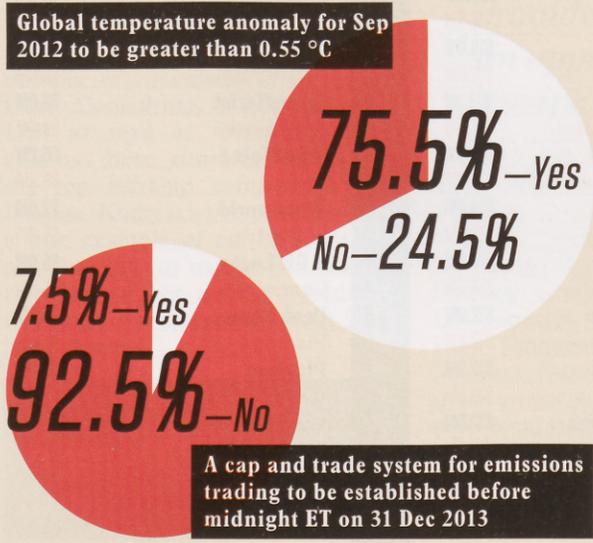
THE TRADING FLOOR

Betting statistics sourced from the experts at intrade.com

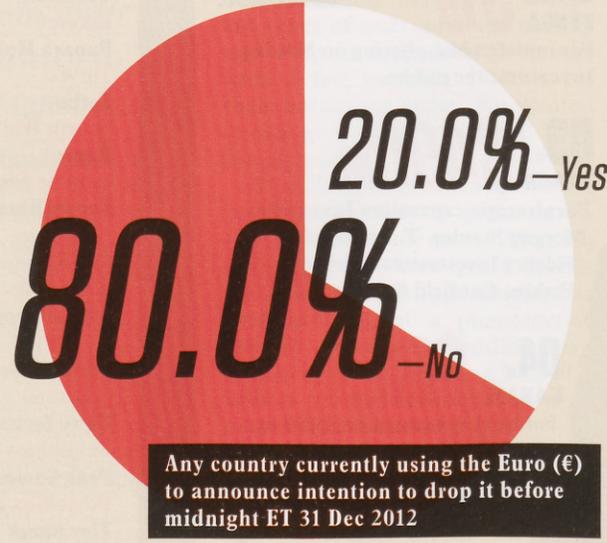
POLITICS & CURRENT AFFAIRS



SCIENCE & ENVIRONMENT



EUROZONE CRISIS



*Source: <http://www.intrade.com/> Odds accurate at time of printing

Selling blank space is easier than you think.
Tühja müümine on kergem kui sa arvatagi oskad.

Marketing Academy

The seminar series will start in room 403 of EBS at 6pm

Programme:

- 8th November- Raul Vatsar - Marketing ABC
- 15th November- Katri Kerem - Integrated Marketing Communication
- 22nd November- Armin Tüll - Digital Marketing
- 29th November- Janek Mäggi - PR
- 6th December- Anu-Mall Naarits - Services Marketing

Seminar fee **€20**

Registration will begin in the second half of October.
Stay tuned for the latest news and offers at:
www.facebook.com/ettevotluskubi.arikatel

Turundusakadeemia

Seminarid toimuvad EBS'i ruumis 403 algusega kell 18.00

Kava:

- 08. november- Raul Vatsar- Turunduse ABC
- 15. november- Katri Kerem - Integreeritud turunduskommunikatsioon
- 22. november- Armin Tüll- Digitaalturundus
- 29. november- Janek Mäggi- PR
- 06. detsember- Anu-Mall Naarits- Teenuste turundus

Seminarisarja maksumus **€20**

Registreerimine avaneb oktoobri teisel poolel. Ole uudiste ja pakkumistega esimesena kursis: järgi Ärikatelt Facebookis:
www.facebook.com/ettevotluskubi.arikatel

The Beauty ...

A SATISFIED STOCK ANALYST

*Words by***RENEE PESOR****MEMBER OF THE STUDENT
REPRESENTATIVE BOARD**

Have you ever thought about what it would be like to work in a bank? Well I just found out this summer, when I participated in LHV's investment management programme. As a first official job experience I can say that it was pretty incredible.

I was granted the privilege to be a part of the LHV's analyst team for my internship. My first day started off quite well in a skyscraper named City Plaza, where the bank's headquarters is located in. I was all the way up on the 17th floor with a spectacular view of the Old Town. I could also see EBS from there, I mean how cool is that! On the top of it all, I noticed that LHV has a good organizational culture. The people in the building always greeted each other and seemed quite positive and friendly.

I got the chance to be LHV's stock analyst for five weeks. My main job was writing market overviews for LHV's financial portal. In addition, I was assigned to analyse two major software companies,

come up with some product ideas in a group work and pick a book from the bank's library to read. That's right, LHV has a one of a kind library for their employees! It came to me as a quite pleasant surprise. From their large selection of financial publications I picked a book about behavioral finance, since I am a bit rebellious towards traditional financial theory.

My typical day at work was mostly about monitoring financial news. Almost every morning I wrote articles on Asian markets and in the afternoon I covered European stocks. I mainly used such online sources as MarketWatch.com, Reuters.com and Bloomberg.com. Also there was a TV showing CNBC's financial news. On every article I usually tried to give a macroeconomic view about the region (GDP, inflation, unemployment, interest rates etc). Thereafter I analyzed the fluctuations in stock prices and tried to find out the reason behind the numbers.

I searched online for the latest events happening in the industry. Furthermore I kept a financial eye on companies' quarterly results and press releases. I got plenty of feedback from my supervisor who helped me to find the correct Estonian terminology, since at EBS I have taken many

courses in English, without actually being familiar with some of the terms in my native tongue. This experience greatly enhanced my understanding of financial markets. I even felt the sensation of putting theory into practice. It seems that those courses at EBS in business English, macroeconomics and corporate finance had really paid off by helping me to understand and recognize certain economic terms.

The most interesting skill that I learned was doing a stock valuation though scenario analysis in Excel. Based on historical prices and analysts' estimations, which I got from Bloomberg Terminal, I calculated a share's possible future value for bull and bear cases. It was really new to me and pushed me out of my comfort zone. Also what I learned from writing market overviews was the importance of reading financial news critically, because I sometimes came across with macroeconomic data, which just did not make sense.

On my last day of internship I actually felt a bit sad that I would be leaving this place, where I got so used to working. However, I am glad that I participated in LHV's investment management programme and I would recommend it to everyone.

... and the Beast of Internships

A FURIOUS CLIENT MANAGER

Words by
GERLI BEDNT
VICE-CHAIRMAN OF
THE STUDENT
REPRESENTATIVE BOARD

One of the most popular specialisation blocks in EBS is Investment Management. Who of us does not dream of working one day in Wall Street and receiving a huge bonus check? It seems easy money, for almost doing nothing, so it is not a surprise that so many want to study it.

When I first came to EBS I had a specific plan, I wanted to study Investment management. Couple of days before the beginning of my second year, after an interview, I finally got in. So I have been studying it for a year already. During this period I have had bigger and smaller disappointments about the specialising block, but nothing has been as disappointing as the summer internship in LHV bank.

I literally wasted 5 weeks of my

life on paper work. I was "granted" the opportunity to be a part of the LHV's client office team and see what they do every day on the first floor. My expectations for the internship were to learn something new and to get a chance to put my knowledge into practice, however, things did not go as expected. Most of my days were the same; I got in about 10 a.m. and left around 4 p.m. But what did I do?

Well in good days I had 2 or 3 one hour informative training sessions, from which we sometimes got some assignments to do. But usually we just went there, sat down and listened to the person talking; basically these were the highlights of my day. The days and moments, when we did not have any training sessions I archived different client documents and cards, made coffee, directed customers to the correct person and lend out books from the library. It was rather boring and had almost nothing to do with my studies.

Because I am not the type of girl, who just sits and bears the situation

I started complaining and after a while I got the opportunity to do some extra work and analyse an American airline company. Sadly I was not granted any extra time to do this. I still had to do everything I was previously told to do and if there would have been any time then work on my new assignment, but unfortunately there was not any.

I sincerely hope that next year, when new investment management students are going to do their internship in LHV bank, then no-one would be forced to work in the client office. I hope that my sufferings are enough. Nevertheless, this has been the first year when LHV bank had interns and in the end of this programme each one of us were asked to give feedback about the internship. Hopefully this has been a learning experience for the organization as well.

If you have any problems with your lecture, subject or with anything else concerning the school then come to 208 and let's talk about it, so that we could make our school a better place.

8 WAYS YOU CAN MAKE A DIFFERENCE

Job listings at the EBS Student Council

Words by
GLEB MALTSEV
EBS CAREER CENTRE

The Student Council is the beating heart of the student body of EBS. It is a non-profit institution that exists for the purpose of making EBS a more enriching experience for students on every level - Bachelor's, Master's and Doctoral studies. Founded almost twenty years ago, the Student Council has since developed from being a club-like institution with little financing to an indispensable part of the EBS experience and a budget to match.

Here are just a few things that the council is up to:

- ★ We train and get students employed through the Career Center.
- ★ We publish a monthly magazine, the EBS Business Spirit.
- ★ We build new rooms for students to work and chill in, such as the Student Lounge (room 209) and the Co-working Space (room 116).

- ★ We communicate your ideas, opinions and feedback to the management of the school.
- ★ We organize events, such as the Golden Haba gala, EBS 17th Birthday, the Christmas Concert, the Winter and Spring days.
- ★ We sell all of the EBS merchandise, such as the EBS rings, notepads, agendas, golf equipment as well as clothing.
- ★ We keep you fit through our sports institution and organizing the Health Week in the beginning of October.
- ★ We give you an opportunity to develop and sharpen your debate and public speaking skills through the eight step Debate Club program.

We give a damn about you getting the best out of your years at EBS. Here is how you can start doing the same:

JOURNALISM

Become a writer for Business Spirit.

SALES

Show off your sales skills by joining the Business Unit.

MARKETING

Test out your marketing acumen and create amazing videos to be seen by the 1500 students of EBS at the PR & Media Unit.

CORPORATE RELATIONS

Get corporate contacts at the EBS Career Center.

CREATIVE

Engage your creativity by helping us build the co-working space as well as the brand new recording studio within the walls of EBS.

ENTERTAINMENT

Channel your energy into organizing events that rock the foundations of EBS and are remembered throughout the years to come

TRAINING

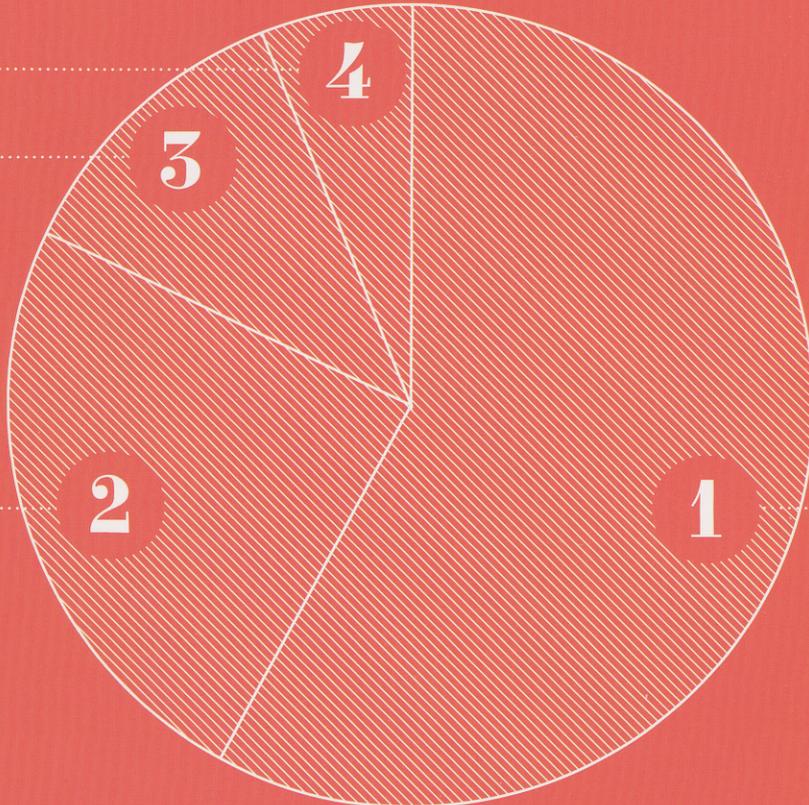
Impress your team, classmates or boss by becoming a kick-ass speaker at the Debate Club.

INTERNATIONAL RELATIONS

Meet, learn from and help other nationalities at the International Club.

Write us at esindus@ebs.ee or drop by at room 208 and let us know what you are all about. A CV would be good but what we really want to see is the energy and the motivation to make things happen.

Number of gaming devices per US household in 2012



58% AT LEAST **1** DEVICE

24% AT LEAST **2** DEVICES

12% AT LEAST **3** DEVICES

06% AT LEAST **4** DEVICES

