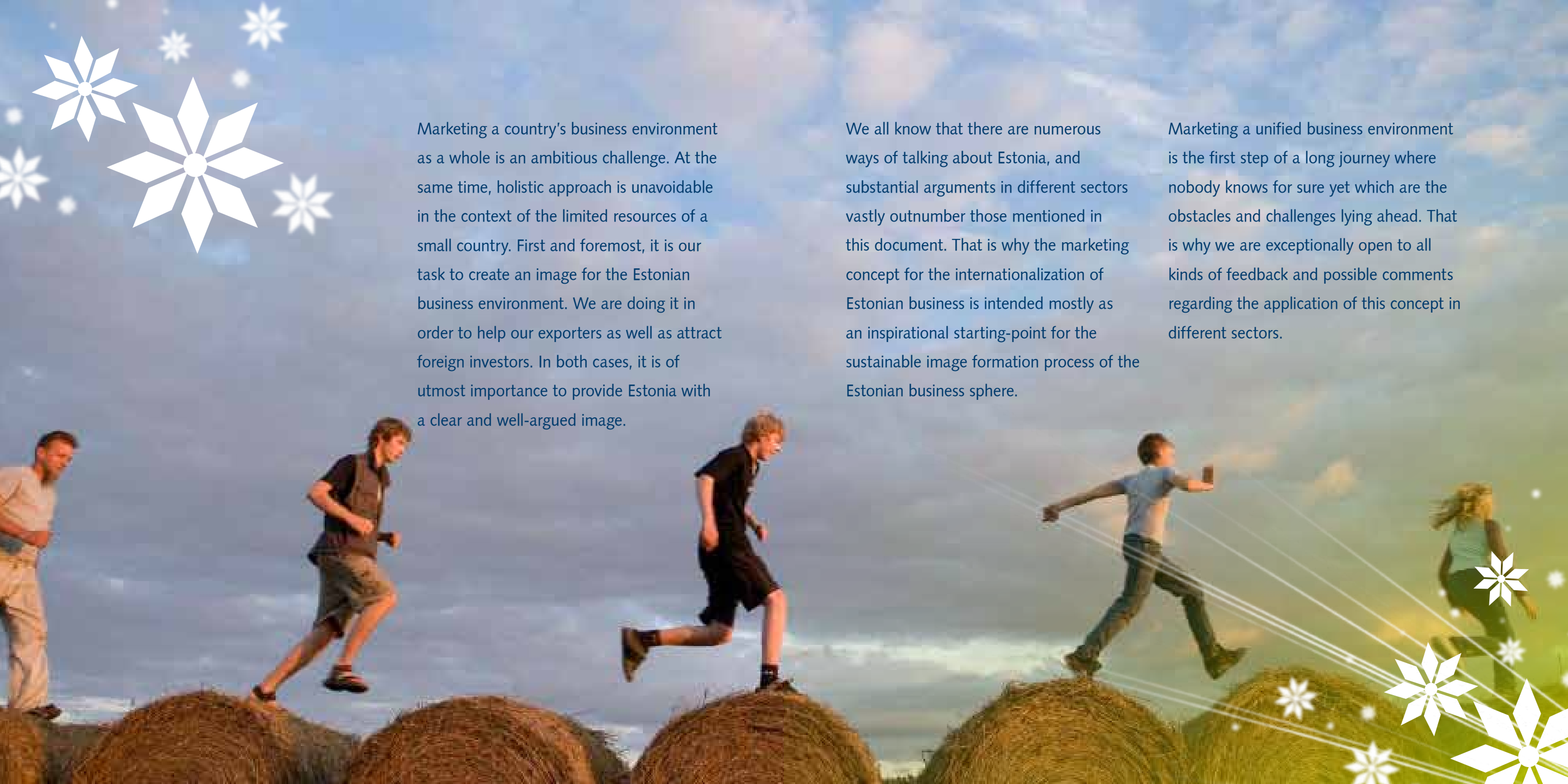


Marketing concept for the internationalization of Estonian business environment

# COMPLEX BUSINESS MADE EASY





Marketing a country's business environment as a whole is an ambitious challenge. At the same time, holistic approach is unavoidable in the context of the limited resources of a small country. First and foremost, it is our task to create an image for the Estonian business environment. We are doing it in order to help our exporters as well as attract foreign investors. In both cases, it is of utmost importance to provide Estonia with a clear and well-argued image.

We all know that there are numerous ways of talking about Estonia, and substantial arguments in different sectors vastly outnumber those mentioned in this document. That is why the marketing concept for the internationalization of Estonian business is intended mostly as an inspirational starting-point for the sustainable image formation process of the Estonian business sphere.

Marketing a unified business environment is the first step of a long journey where nobody knows for sure yet which are the obstacles and challenges lying ahead. That is why we are exceptionally open to all kinds of feedback and possible comments regarding the application of this concept in different sectors.

“Introduce Estonia” is a marketing concept for marketing Estonia. A small country needs to make a much bigger effort in order to gain international repute. First of all, its communication must be clear and

# ESTONIA – POSITIVELY SURPRISING

distinctive. We believe that the main basis for our distinction is the strong contrasts found here. These result from the interaction of the cornerstones that have over time given shape to Estonia’s uniqueness – rootedness, the Nordic influence, the Eastern influence and progress. Through the matrix, the cornerstones begin to interact in surprising ways, which can be interpreted as areas of communication.

These are: tourism, immigration (mostly education), business and domestic tourism. Each area is singular thanks to the unique combination of the cornerstones. The stories of Estonian tourism, for instance, are based on the interaction of our long history and

hospitable excitement. The marketing image of our international education, on the other hand, is an exotic and exciting experience combined with the clear Nordic quality. That is why our stories are always fascinating, contradictory in a good way, and positively surprising.

SOUL

## THE EASTERN INFLUENCE

Affordability, excitement, exotic, surprising, hospitable, multicultural, inviting

## PROGRESS

First, fast, infrastructure, business environment, adaptability, creativity, modernity, resourcefulness

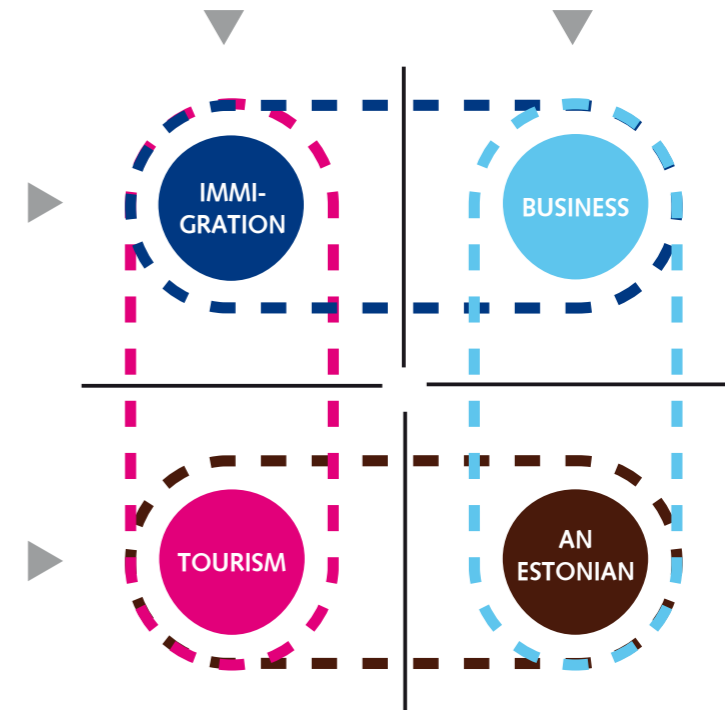
## THE NORDIC INFLUENCE

Clean, Northern, purity, freshness, quality, strength, clarity, nature, elegance, simplicity

HEART

## ROOTEDNESS

History, language, indigenous culture, natural, heroic, romantic, traditions, heritage, civilization



For more information on the essence, values and symbols of the value matrix, see the brand book of “Introduce Estonia” which is available for download in the [tutvustaeestit.eas.ee](http://tutvustaeestit.eas.ee) environment. The website also includes the tools needed for using the Estonian brand in designs.



## BUSINESS SPHERE – THE BROADEST FOCUS

As a potential business partner of the world's enterprisers, Estonia is very diverse with regard to its enterprisers and business environment. In broad terms we can say that [our success stories have always been a result of good adaptability \(progress\) and realistic and down-to-earth way of thinking \(the Nordic influence\)](#). That has historically provided us with various valuable segments of activity, from woodworking to engineering and from logistics to information technology. All this combined with different regulations is the Estonian business environment.

There are as many perspectives on Estonia as there are enterprisers. The marketing concept for business sphere helps open up the most important ones. Of course, one system cannot cover everything. Nevertheless, we strive to make sure that on a general level we would be telling stories of Estonia as a business environment that are based on common values. That ensures that those listening to our stories all over the world will realize that

[Estonia is positively surprising also in the sphere of business.](#)





## PRECONDITIONS

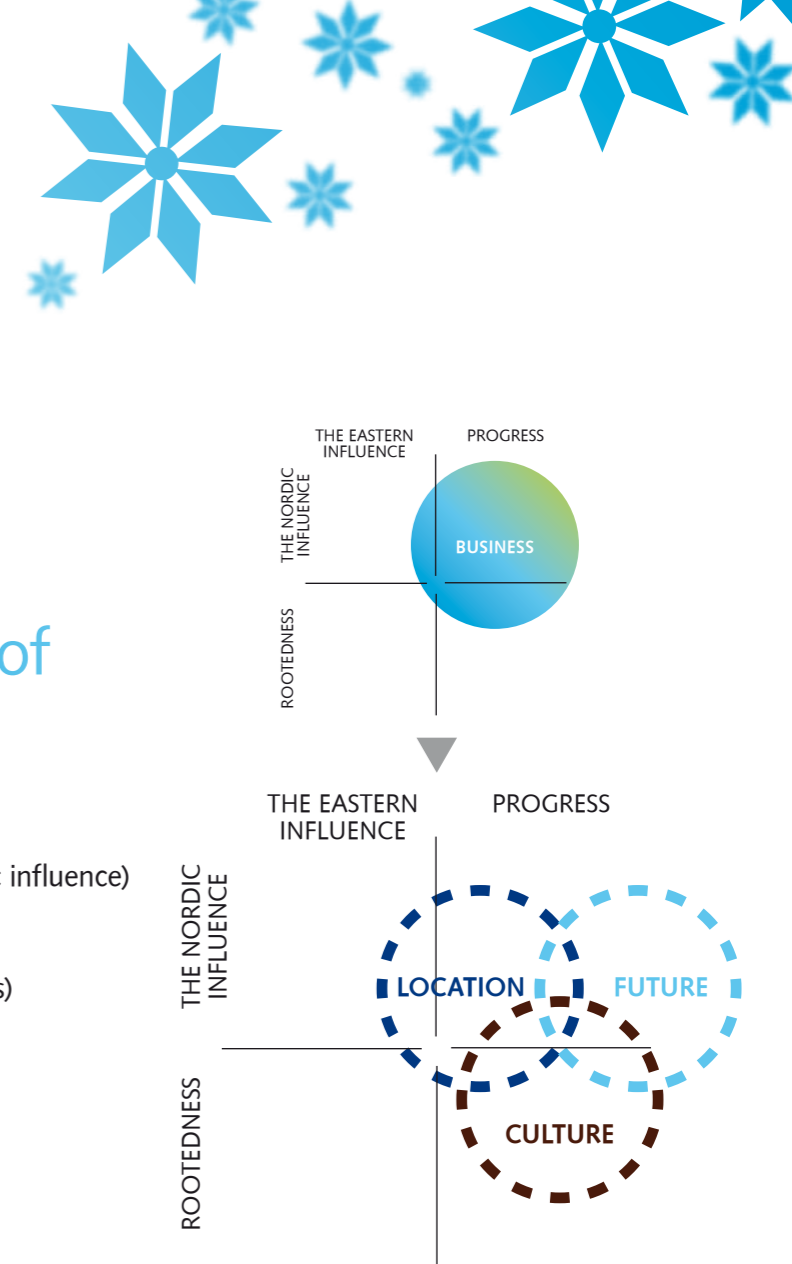
Each region of the world has its own business culture and popular image. With some, it is more elementary, with others, it is more specific. Southerners, for example, are good at bargaining, while Easterners are clever contrivers. In the high times of the Byzantine Empire, Estonians were known as a people from far up north who made long journeys along rivers in order to trade silver for amber and walrus tusks. These days, however, we need to start building our image from the start. Rivers have changed directions since then and nothing is left of Byzantium. The world must learn to understand who Estonians are – what are our strengths and what makes us different. Creating a positive image will improve our competitiveness as a country and as a nation.

The sphere of business is located at the crossroads of the cornerstones of progress and the Nordic influence, rootedness providing depth as an additional influence. These three cornerstones define making business in the Estonian way. On the one hand, we are experimenters and pioneers. On the other, we are honest and hard-working people who believe that a firm handshake is more important than a contract, and that promises are made to keep. However, these three cornerstones alone do not cover everything we have to offer for the world in the business sphere. How to talk about the strength of our transit, the peculiarities of our business services and the applicability of the ICT sector? Furthermore, how to stay true to the positioning of “positively surprising” while doing so? Estonia has a lot of arguments to share with the world. As a marine country, we can talk about the most modern and the northernmost ice-free port of the Baltic Sea and the easternmost port of the EU. As an

intelligent country, we can talk about unique e-solutions or the fact that within a short time period we have succeeded in making more than 90% of the Estonian population declare their taxes on the Internet. We can talk about the Internet being a human right in Estonia. But we can also talk in length about our rapid ascent into the list of the world’s most progressive countries in the context of business, about our liberal and transparent tax policy, or the predominantly high level of education of Estonia’s inhabitants compared to that of other countries in Central and Eastern Europe. We could go on and on with this list. Most of these arguments apply to several or all sectors, which is why we have divided the arguments of Estonian business sphere not by business sectors, but by preconditions. These preconditions are created as a result of the dominance of different business sphere cornerstones, in turn creating opportunities for doing business.

## The preconditions of Estonian business

- 1 **LOCATION**  
(dominant cornerstone: the Nordic influence)
- 2 **CULTURE**  
(dominant cornerstone: rootedness)
- 3 **FUTURE**  
(dominant cornerstone: progress)



Structured in this manner, it is the easiest to discuss Estonia’s strengths and to present your country.

# LOCATION

A strategically positioned Nordic country with plenty of time and space.

Estonia's position in relation to Scandinavia, the Baltic States and Russia is unique. As a country with a small area that combines different cultures, we are a sort of "Switzerland of the North" or a crossroad. Crossroads are sites of small area but great importance - they make traffic faster and, because of their unifying nature, provide more opportunities. Stockholm, Helsinki, Riga, Vilnius and Saint Petersburg are all located within a 400 km radius of Estonia. We are connected to all these directions by means of an established transportation network of many opportunities (land, sea and air transport), a centuries-old business background and close cultural relations.

Due to its Nordic character, Estonia is inhabited sparsely but evenly, making it possible to engage in virtually any activity that requires space or time. Estonia is a marine country, which is why directing big product flows from here to the world and the other way round is very simple and flexible. Our country has no gold, but the primordial times have left us with oil shale, the processing and usage of which we have mastered better than anybody else. We also have large quantities of peat, and 51% of our country is covered with forest.



## LOCATION ARGUMENTS ARE:

### THE BEST-KEPT SECRET OF THE NORTH

ESTONIA PROVIDES AN EASY ACCESS TO THE MARKETS OF NORTHERN EUROPE AND NORTH-WESTERN RUSSIA – 50 million consumers within 24 hours' distance, and 250 million consumers within 72 hours' distance. Good and versatile transportation to all Baltic States, Finland, Sweden, Germany and Russia.

**STRONG COMMON GROUND WITH THE NEIGHBOURS** – with Russia we have common history, with Latvians and Lithuanians the Baltic cooperation, with the Finnish linguistic and cultural kinship, and with Swedes close business relations. Estonia is the only country that combines Scandinavia and Eastern Europe on a level of essential understanding. That makes us the best translators between the East and the West in the Baltic Sea region.

### A MARINE COUNTRY WITH TRADITIONS

**THE MOST UNIQUE PORTS OF THE BALTIC SEA** – The Port of Tallinn together with Muuga is the biggest (in terms of commerce and the number of passengers combined) and deepest one of the Baltic Sea; the easternmost port of the EU is Sillamäe. The Port of Tallinn is also the northernmost ice-free port of the Baltic Sea. Altogether Estonia has more than 30 ports.

**LONG COASTLINE** – Estonia's coastline is six times the length of its land border. It is only four times shorter than that of China!





## A STRONG TRANSIT COUNTRY THROUGHOUT AGES

OVER 2000 YEARS OF COMMERCE – ancient Mediterranean aristocrats esteemed the amber of the Baltic Sea and the walrus tusks of Laplanders very highly. The only way to acquire them was by river routes crossing the territory of today's Estonia. It was a Silk Road of sorts, dating back 2000 years. Lennart Meri called it Silver White because the same route was used for bringing silver to the North in exchange for the goods.

EASTERN BORDER OF THE HANSEATIC LEAGUE – in the 14th and 15th century, Estonian ports were the only access available for Central European and Scandinavian merchants to Novgorod, the Russian market.

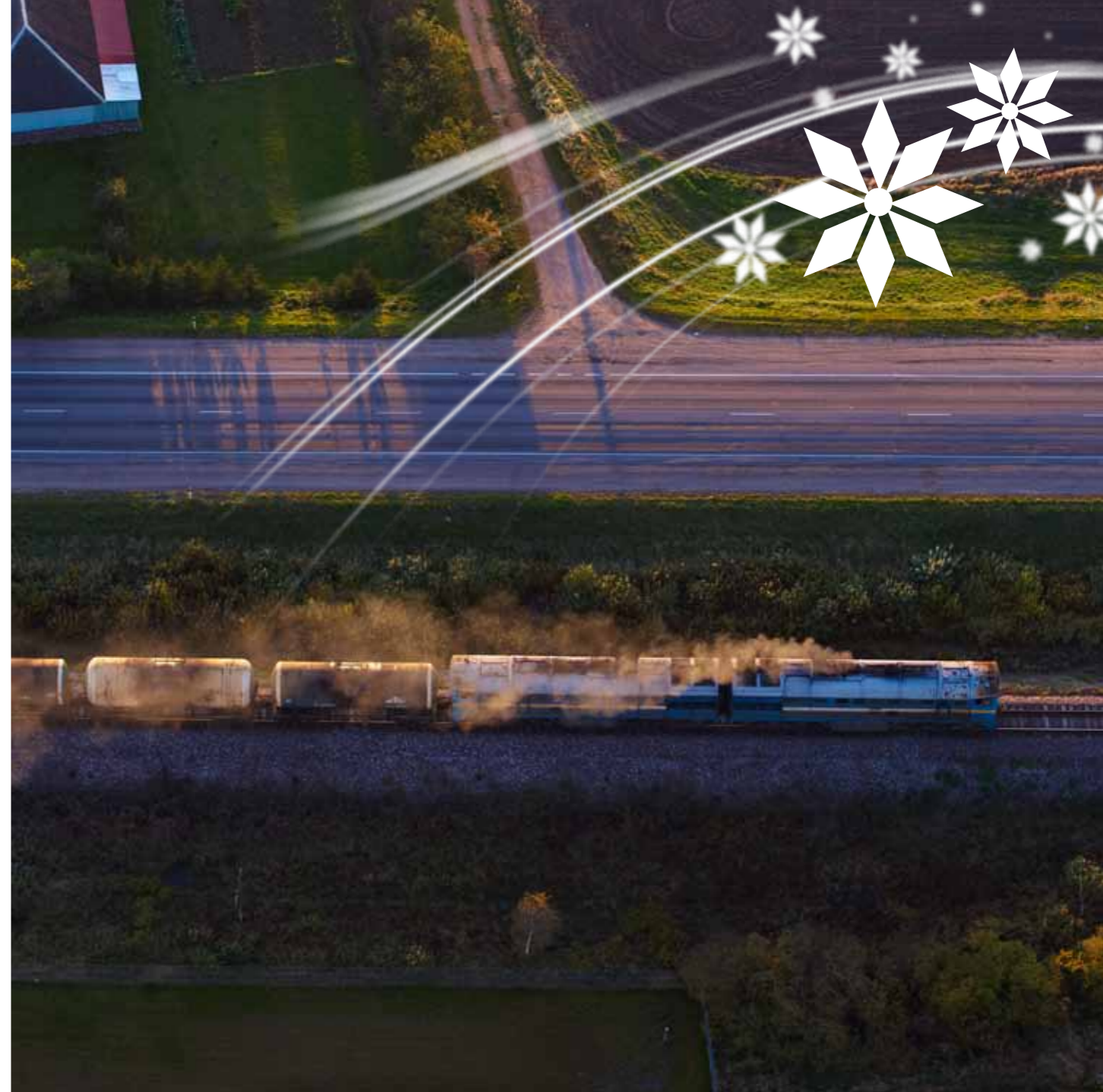
WINDOW TO EUROPE – that is what Peter I the Great called Estonia, because our country had a good infrastructure and excellent connections for taking passengers and goods from the East to the West.

## ESTABLISHED NETWORK

THE BEST CONNECTION TO SCANDINAVIA AND RUSSIA – Estonia is the shortest possible route between Europe and Russia. Furthermore, rail gauge in Estonia is the same as in Russia, saving a lot of time with railroad transport.

GOOD ACCESS IN EVERY WAY – one of the best access routes of Baltoscandia from sea to mainland and thence to railroad or roadway. Good air traffic with all neighbours and the majority of Central Europe (altogether 12 airports, 5 of which are international).

WE HAVE SPACE – Estonia has a historically developed structure of modern industrial and transport junctions. At the same time, there is room for development activities also in the immediate vicinity of the existing junctions.

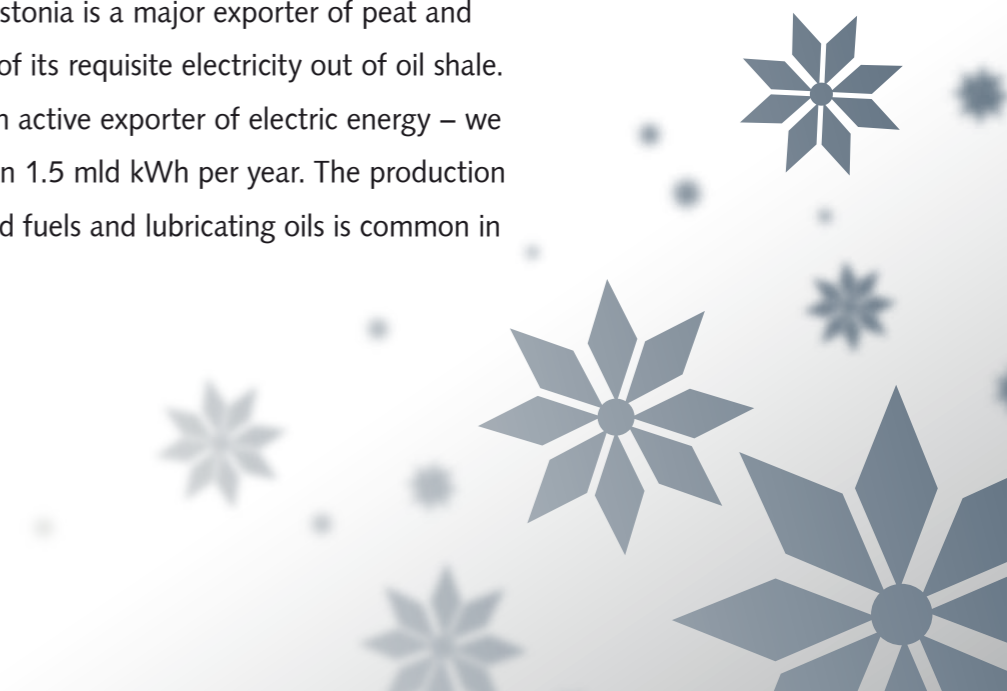




## UNIQUE NATURAL RESOURCES

51% OF ESTONIA IS COVERED WITH FOREST – we have a lot of opportunities when it comes to timber – from gathering wood to creating added value.

ABUNDANT TREASURES OF THE SOIL – limestone, oil shale, peat. Estonia is a major exporter of peat and generates most of its requisite electricity out of oil shale. Estonia is also an active exporter of electric energy – we export more than 1.5 mld kWh per year. The production of oil shale based fuels and lubricating oils is common in Estonia as well.



# CULTURE

Good people who know what they are doing and do what they know.

Estonia did not emerge just yesterday. Our identity is the result of an almost 10,000-year-long evolution. Throughout the ages, Estonia has been the connecting link between all four cardinal directions, as well as a seaside region of strategic interest to many powerful countries and organizations that have gained footing here. Each one of them has left behind part of their heritage. Some of it exists in our operational collective memory, while some has become the cultural layer of our social essence that has a distinctive identity also in the sphere of business.



## CULTURE ARGUMENTS ARE:

### ESTONIANS ARE HARD- WORKING AND HONEST PEOPLE

**HONEST PEOPLE AND HONEST COUNTRY** – Estonian people are honest by nature. It is no wonder that it is possible to obtain quickly and from definitive sources adequate information on the country, municipalities, people and companies as well as their assets through public channels of communication. Estonia also has one of the lowest levels of corruption among Eastern and Central European countries.

**SEVERAL LANGUAGES, SEVERAL NATIONALITIES** – two major communities that are well-integrated by European standards exist here in side-

by-side; good language skills (English, Russian, Finnish, German) are common throughout the country.

**HIGH LEVEL OF EDUCATION** – literacy has been an important part of Estonian identity since time began. We are historically good at sciences. We have competitive academic and vocational institutions of higher education. Our average level of education is higher than that of other Central and Eastern European countries.

**HIGH OUTPUT POTENTIAL** – In terms of quality, Estonian business environment is comparable to Scandinavia, while still being cheaper for the enterpriser than in other Nordic countries with regard to both labour and taxes.



## NORDIC THOROUGHNESS

**WE LIKE TO THINK** – concluding a business deal might take longer than average because, as a Nordic people, it is our principle to “measure twice, cut once.” Long pauses during negotiations do not signal the end of negotiations – we just need some time to think. Decisions, once made, are definitive and valid even after decades.

**ENGLISH HUMOUR WITH A SIDE OF SCANDINAVIA** – self-irony and even sarcasm is common to Estonians. That does not mean we don't like our country or companions. People are serious and not very talkative, but they have great appreciation for intelligent and clever humour – you can always see their eyes smiling despite the serious faces.

**GERMAN ACCURACY** – keeping one's promises is a matter of honour. Handshake is more important than a contract. Matter is more important than form. We are very demanding of ourselves as well as of our partners – every little detail must be done right.

**ANYTHING FOR THE RIGHT CAUSE** – Estonian people are true individualists. 80% of our companies are micro-enterprises. But for a great cause, they are capable of being combined into much larger organisms. This trait has been in our blood for ages – just think of the Song Festival, working campaigns, the Baltic Way.



## OPEN DEMOCRACY

**ESTONIA IS BUSINESS-ORIENTED** – fast cross-border trading, efficient customs, starting and doing business is easy. With regard to foreign direct investments, Estonia is one of the leading countries in Central and Eastern Europe. Our economic policy has been certified as clear and transparent by the World Bank.

**EQUAL OPPORTUNITY TO ALL** – open market economy, clear and simple regulations, liberal tax policy, and equal treatment of foreign investors and local enterprisers – these are the principles firmly ingrained in our business environment.

**STABLE POLITICAL SITUATION** – based on various data, Estonia's political stability is comparable to that of Finland, which is considered one of the politically

most stable countries in the world. We are increasingly learning to appreciate decisions that are beneficial in the long term.

## SIMILAR VALUES WITH NORTHERN EUROPE

**ESTONIA IS PROTECTED BY MULTIPLE UMBRELLAS** – we belong to both the EU and NATO, participating actively in both organizations.

**CONSERVATIVE FINANCIAL POLICY** – Estonian kroon has been tied to the fixed rate of a strong foreign currency from the start, first the Deutsche Mark, now the euro. Estonia is hoping to join the eurozone in 2011. Estonia's public sector debt is the lowest in Europe, and the economic policy is based on a balanced state budget.



# FUTURE

We rely on tomorrow already today.

The blacksmiths of Saaremaa were the first in the region to forge durable swords out of meteoric iron. Our special river barges were the only ships that were capable of travelling through the complex network of rivers extending from here to Byzantium. Thanks to innovative distillation methods, our vodka was the purest in the world. During the Soviet times, the optical equipment of space technology that required utmost precision was manufactured right here in Estonia. The world would have to do without Skype, if our countrymen had not invented the unique peer-to-peer technology for transmitting large volumes of data without a central server. And Estonia would not be Estonia, if we did not have the e-Tax Board, e-health, e-school, e-state, m-parking, X-Road or the other solutions that seem ordinary to us, but futuristic to the world. Estonians have always been able to see and do things in novel ways. That is part of our characteristic way of thinking - we have always adapted to new circumstances: we are able to combine different technologies; we rely on the future.



## FUTURE ARGUMENTS ARE:

### THE BEST ICT ENVIRONMENT IN THE WORLD

**WE ARE CRAZY FOR BROADBAND** – ¾ of the population and 90% of enterprises have access to fast or super-fast Internet connection; fibre-optic cables cover the whole country; places without cables have a fast WiFi or WiMax connection. Estonia has over 800 public Internet access points and more than 1,200 free WiFi zones all over the country. Here, Internet is considered a human right.

#### **A COUNTRY MAXIMALLY CONNECTED**

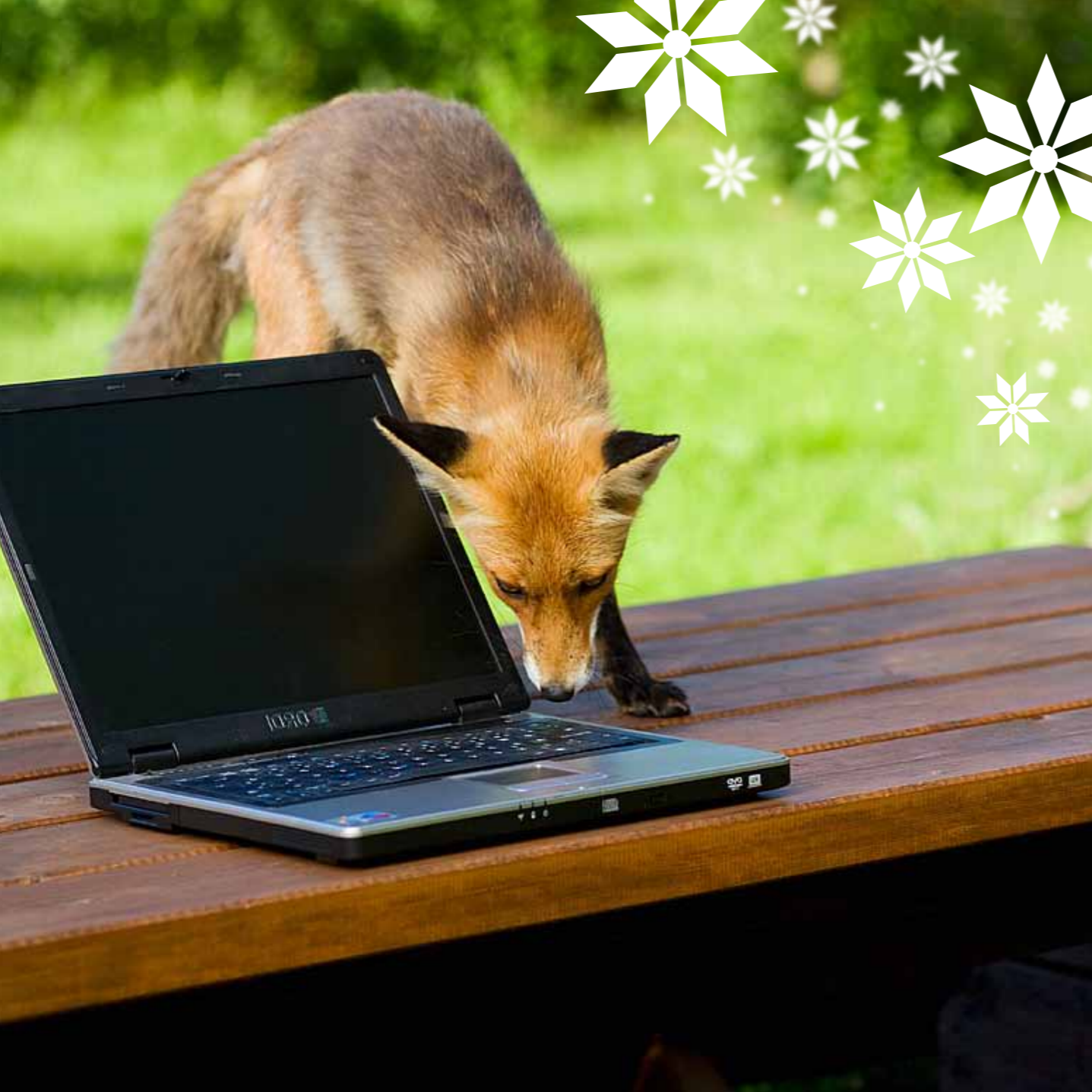
– Estonia is connected by means of a submarine cable to Finland as well as Sweden. An underground fibre-optic cable connects us via Latvia to Central Europe.

**CONNECTED WITH MOBILES** – our mobile service usage rate of 117% is one of the highest in Europe. Only Italy is on the same level with us.

### EVEN COMPLICATED BUSINESS MADE EASY

**QUICK BUSINESS PROCESSES** – thanks to little bureaucracy, clear legislation and many e-solutions, it is very easy to start and do business in any sector.

**TRANSPARENT OPTIMUM TAXATION** – uniform income tax on both salaries and dividends, 0% income tax on reinvested capital, and uniform VAT calculation – to name just a few important arguments in this sphere.





## EXPERTS ON E-STATE AND CYBER SECURITY

**E-STATE, E-BANKING, E-SERVICES** – the services of e-government are used by more than 34% of the population and 77% of enterprises. Over 90% of people use the e-Tax Board. The world's first e-parliamentary elections took place in Estonia in 2007. 6 times more patient information is transferred in our e-health system than in any other analogous system in the world. The digital ID-card is an official replacement for passport and a practical identification tool for almost any e-service. In Estonia it is standard practice for companies to have a website that is not just an informative environment but a full-scale interaction and sales environment. For example, almost 90% of the population performs most of their banking operations in an online bank.

**THE WINNERS OF CYBER WAR** – ever since Russia's unsuccessful cyber attacks on our information systems in 2007, Estonia is known as a cyber security expert all over the world. As a result, both NATO and Skype have established their cyber security headquarters in Estonia.

**NATIONAL STRATEGY AND COMPETENCE** – thanks to our experience and high risk factor, Estonia is one of the few countries to have a long-term strategy for cyber war and security which includes specific applications. IT College is one of the two educational institutions in the world to have a separate cyber security department.



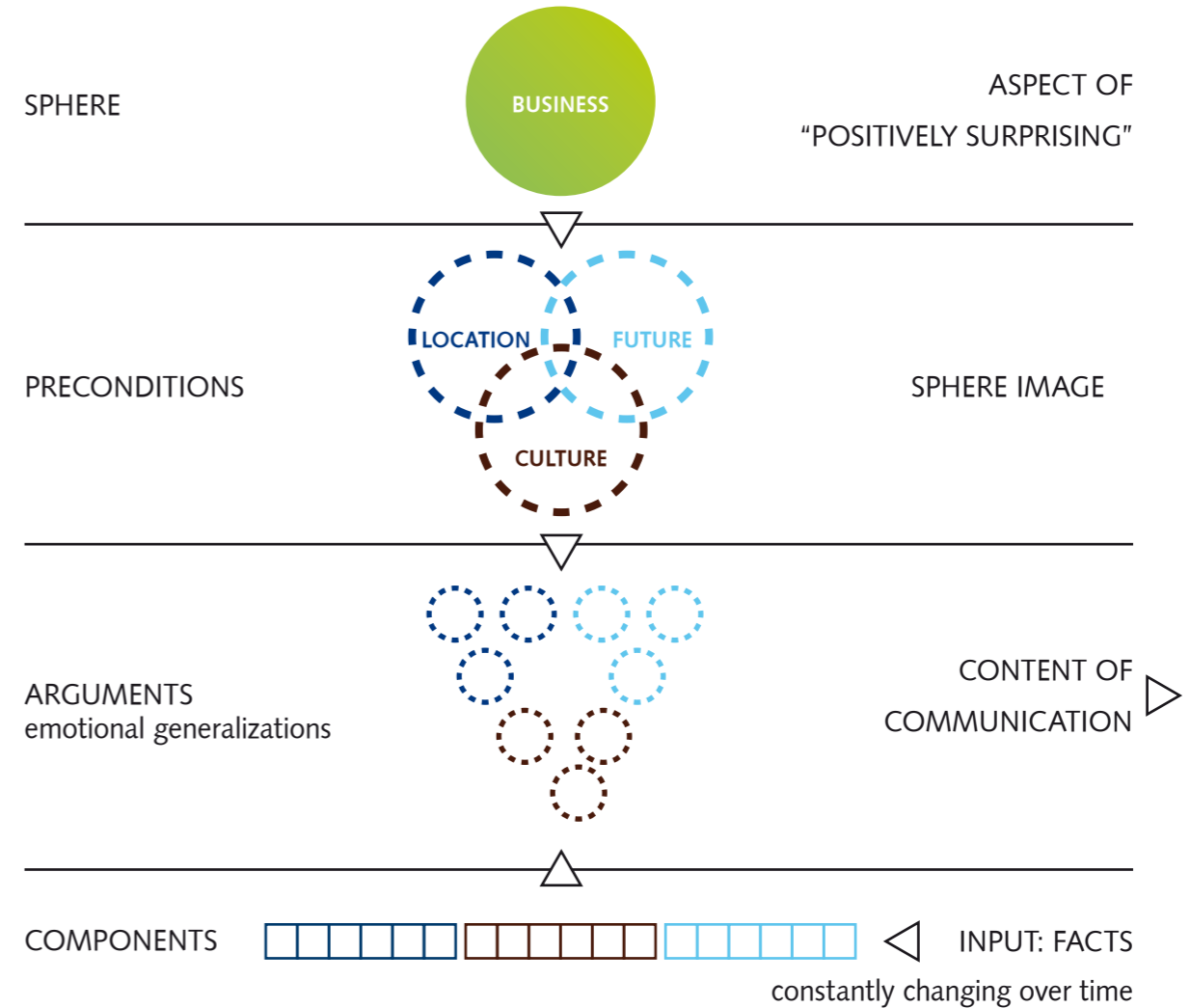
### MISSION: KNOWLEDGE BASE

**TOP-LEVEL SCIENTIFIC AND EDUCATIONAL INSTITUTIONS** – widespread and state-subsidized international master's and doctoral studies in all state universities.

**SCIENCE MUST BE APPLIED** – state-subsidized scientific centres at universities. Also, constant cross-border science and development-related cooperation between universities and international companies.

**STATE SUPPORT FOR INNOVATION** – the state contributes all-round to companies actively working towards innovation, cooperating with the local scientific and educational institutions, and creating jobs that require special knowledge and/or high educational basis.

### THE STRUCTURE & FUNCTIONS OF ELEMENTS



# ABOUT THE ARGUMENTS

In this document, arguments have been presented in general terms when discussing the themes that make Estonia's business environment distinctive and special. From the perspective of different sectors, each argument has a different priority. For the financial sector, it is more important to use numerical facts and international ratings in order to emphasize an argument, while for the creative industry, it is the emotional background that is the most important side of an argument. Manufacturing enterprises might need the aspect of efficiency. The usage of the arguments depends on the objective and the desired effect of the communication to be created. These are the lighthouses that reveal the places where to start seeking for particular, sector-specific solutions.

Economic environment is dynamic. Therefore, the arguments should be seen as guidance rather than the ultimate truth. When introducing Estonia, it is important to follow the logic of the preconditions:

**we always start from our location and the arguments arising thereof, continue with our essence and culture, and end with future prospects.**

Such an approach gives a quick and excellent overview of Estonia and its uniqueness. At the same time it is only natural that all users interlace this system with additional arguments that they find necessary and appropriate for themselves.





## BUSINESS IN ESTONIA IS VERSATILE

It would be difficult to convince a true logistics giant within one minute to invest here just because we are hard-working people with open democracy who have historically practised trading between the East and the West. Estonia becomes interesting to the giant only when we **add location arguments to our cultural background**: we are hard-working people with open democracy who inhabit a country of an established logistic infrastructure and an easy access to all the markets of Northern Europe and North-Western Russia. Security on the one hand, and opportunities on the other.

The same applies to all businesses. The fact that we are experts on cyber security would not be worth much without cultural and economic connections to the rest of Europe (future + culture). Likewise, it is not very fruitful to talk only about our high quality and quantity of timber, unless that is culturally related to the ability to actually do something with that timber – whether in the context of added value or transport (location and culture).

Therefore –  
**the communication of doing business in and with Estonia lies in combining the preconditions with each other.**

# (BUSINESS) OPPORTUNITIES:

## LOCATION + CULTURE

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Geopolitical situation + history, customs, mentality, traditions, people

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**ENGINEERING** – traditions, knowledge + infra and favourable business environment

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**TRANSIT / LOGISTICS** – traditions + infra and strategic location

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**CONSTRUCTION** – quality, people + strategic location and relations with neighbours

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**TIMBER INDUSTRY** – natural resources and network + traditions and people

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**FOOD INDUSTRY** – traditions and quality + network

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**TRADE** – traditions, people + network and strategic location

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This simplified model enables the enterprises of all business sectors to position themselves and find arguments for the ways in which the country supports their sector in B2B communication on a general level.

## CULTURE + FUTURE

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History, customs, mentality, traditions, people + ambitions, national priorities

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**ICT** – people, Europe + the best ICT environment

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**ELECTRONICS INDUSTRY** – quality, people, logistics + ICT environment and ease of doing business

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**SCIENCES** – traditions, people + ICT environment, knowledge base

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**NEW MEDIA** – Europe, democracy + ICT environment

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## LOCATION + FUTURE

---

Geopolitical situation + ambitions, national priorities

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**BUSINESS SERVICES** – strategic location and relations with neighbours + ICT environment

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**ENERGETICS** – strategic location and relations with neighbours + ease of doing business, knowledge base

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**FINANCIAL SERVICES** – strategic location and relations with neighbours + ease of doing business, ICT environment

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**TRANSPORT** – established network, marine country + ICT environment, ease of doing business

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**CHEMICAL INDUSTRY** – established network, marine country + ease of doing business, knowledge base

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# CREATING A MESSAGE

Estonia is a country of stark contrasts. That makes the experience of Estonia positively surprising for the rest of the world. We are hospitable, but have a Nordic edginess. Our lives are full of innovative technology, but we are a people of long-standing traditions. Our roots go back farther than most other European nations, but we are relatively young as an independent country. Because business environment is an integral part of the society, its image is subject to the logic of contrasts as well.

The creation of a marketing message for the Estonian business environment lies in a very simple device:

**we turn the heads of our listeners with emotion, and win over their hearts with fact.**

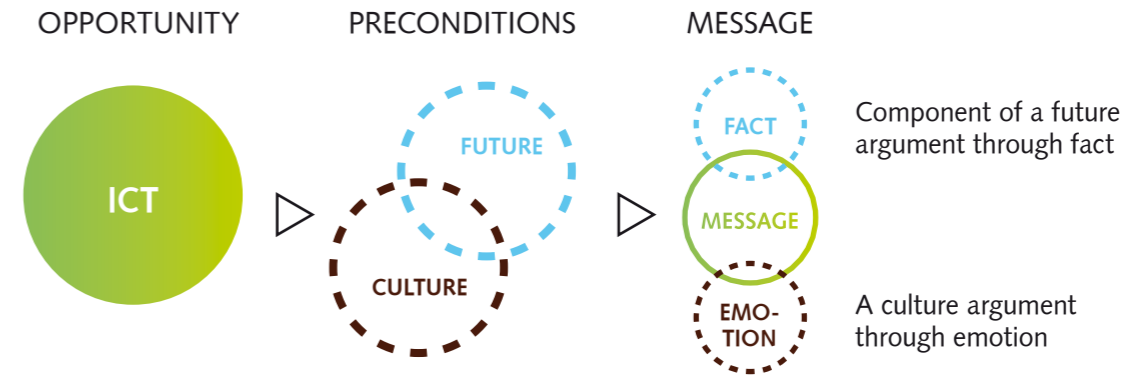
Or the other way round.

**EXAMPLE:** Each business sector consists of two preconditions. The two preconditions of the information technology sector, for instance, are culture and future. Or: transparent economic policy vs e-services.

One possible message of the information technology sector is to treat the open economic policy as an emotional argument and to find a unique fact from the area of e-services – for instance, the first e-elections in the world. The message is thus: “Indeed, how could the nation with the first e-elected parliament in the world afford anything less than a transparent economic policy?”

Another option is to turn the economic policy into a fact and the e-services into an emotion. In that case, the message would be: “In terms of efficiency in cross-border trading, we are the fifth in Europe. That is a solid achievement, but when it comes to building an e-state, we are the first by a long shot.”

## MESSAGE FORMATION



The same model applies to all business sectors. It is the message creator's task to find sector-specific preconditions, to be inspired by the arguments. To find fact(s) and emotion(s) supporting the argument, and combine them into a message that includes a contrast and thereby supports the position of Estonia as positively surprising.

A marketing message is rarely just verbal. That is especially true in the fields of advertising and promotion where a picture often speaks louder than a thousand words. One option is to have the image support the contrast-based message as a background force, but it itself could form a contrast to the message as well.

Example of an image as a value-generating background.

# All roads go through Estonia.

50 million consumers within 24 hours' distance, and  
250 million consumers within 72 hours' distance.  
Add to that a people undaunted by work and  
trouble – it is hard to imagine a better logistics  
centre than Estonia.



Example of an image as a value-generating background.



## Milk science

Cowkeeping has been one of the main fields of activity in Estonia for many centuries. So is it a wonder that the discoverer of the revolutionary milk bacteria *Lactobacillus fermentum* ME-3, European Union's Woman Inventor 2007 Marika Mikelsaar, is an Estonian as well?



Example of an image as a value-generating background.

We have always been keen on new technology.

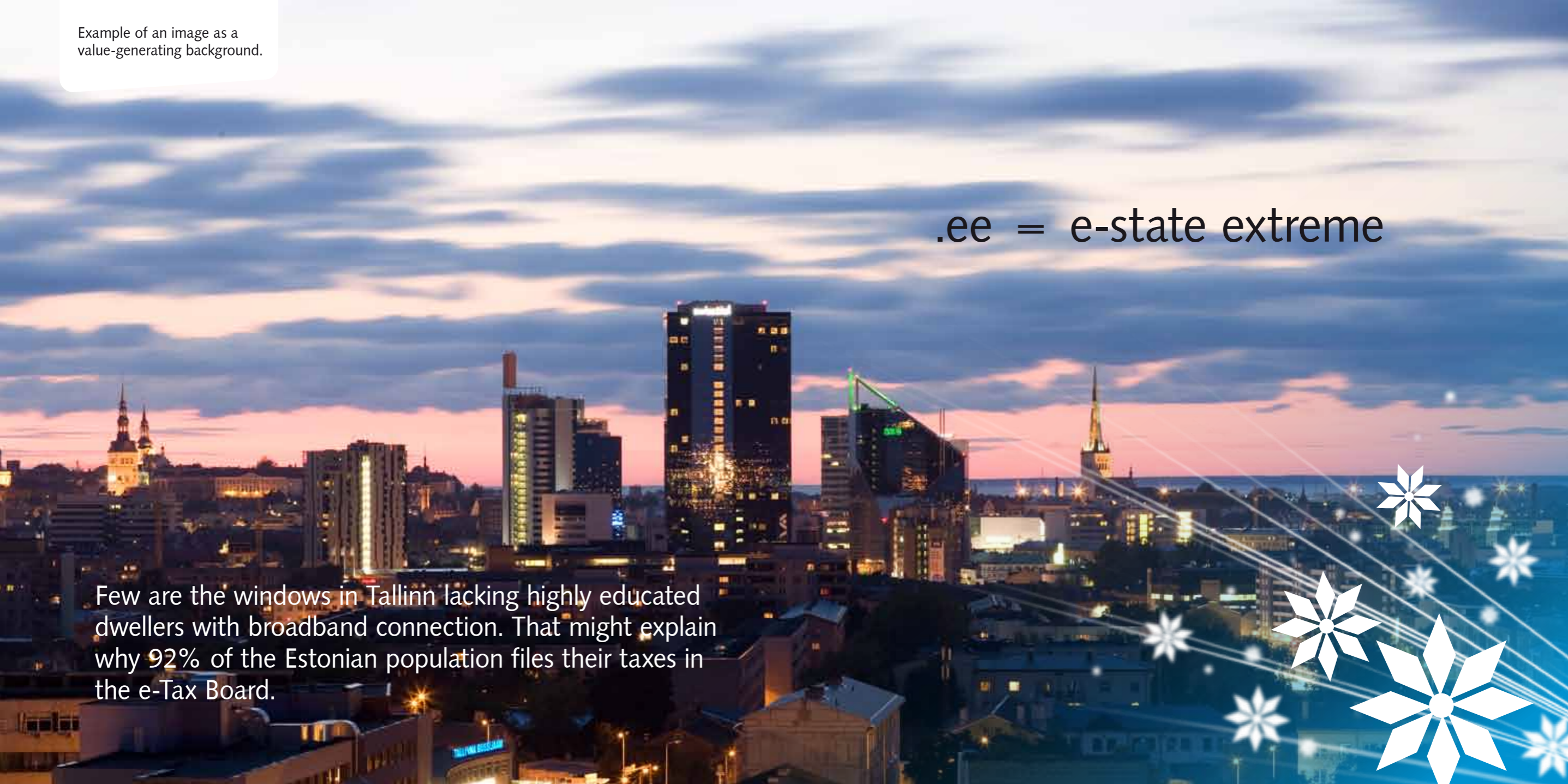
Engineering industry is Estonia's largest export sector. With the thriving world-class IT sector and the best marine transport opportunities of the Baltic Sea, soon anything could come out of here. Even electric cars.



Example of an image as a value-generating background.

.ee = e-state extreme

Few are the windows in Tallinn lacking highly educated dwellers with broadband connection. That might explain why 92% of the Estonian population files their taxes in the e-Tax Board.



# CONCLUSION

Hundreds of people work on a daily basis to strengthen the voice of Estonia in international space. There are dozens of examples all over the world of tiny countries having a strong influence in its region or even the entire world. Good examples are Switzerland, Denmark or Luxembourg – all three have an area smaller than that of Estonia, yet nobody doubts their ability to be a credible partner to countries ten times

their size, as well as to global enterprises. Everything depends on the perspective and the manner of self-presentation – how you display your strengths and thereby distinguish yourself.

Estonia has a properly functioning economic space and distinctive strengths. That applies to the internal and regional, as well as world level. This is how Estonia's marketing concept "Introduce Estonia" views our

business sphere. It is a source of inspiration which gives an overview to all Estonian enterprises engaging in international business of how Estonia presents its business environment. For the purpose of overall synergy, it would be reasonable for everybody to take this into consideration and to proceed from the same principles when talking about Estonia as a business environment. Doing so is effective and

enables boosting your marketing messages, campaigns and presentations abroad with the message spread by the country. World economy is changing. Large systems are disintegrating, principles are being reformed, information and democracy have acquired a new meaning. Global lines of force are taking completely new geopolitical courses. This is our chance, so let's use it!



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