Competitiveness of Estonian Exports and Future Trends


Eesti eksportööride konkurentsivõime uuring

Lõpparuanne
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Marko Rillo

Work
- 2016-… Associate Professor in Strategy and Innovation, Estonian Business School
- 2002-… Strategy Consultant, 5MPC
- 2001-02 AS Andmevara CEO
- 1998-01 EU Phare CFCU Director
- 1997-98 Price Waterhouse consultant

Education
- University of St.Gallen, Switzerland PhD Strategic Management, 2015
- Tallinn Tech, M.Sc. Economics 2003
- EBS, IntBBA 2000

+372 5040 260
Marko(at)MarkoRillo.com
Web: MarkoRillo.com
Skype: @MarkoRillo
Twitter: @MarkoRillo

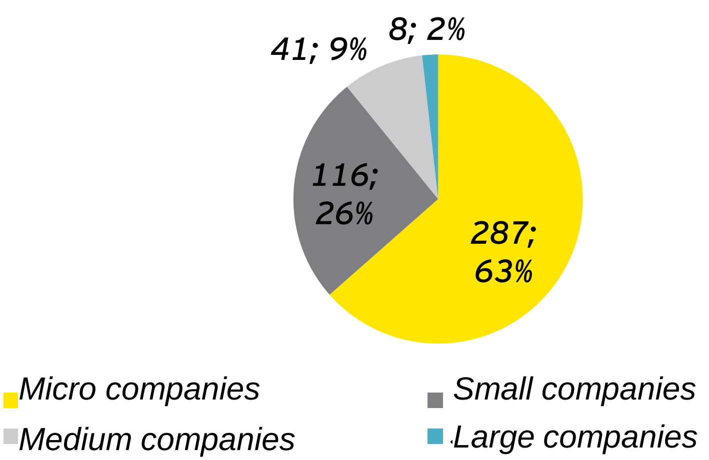
Services
- Strategy consulting
- Executive coaching
- Organizational design
- Change management
- LEGO© SERIOUS PLAY©

Focus industries
- Telco, IT and technology
- Professional services
- Public sector, government
- Health care
- Education

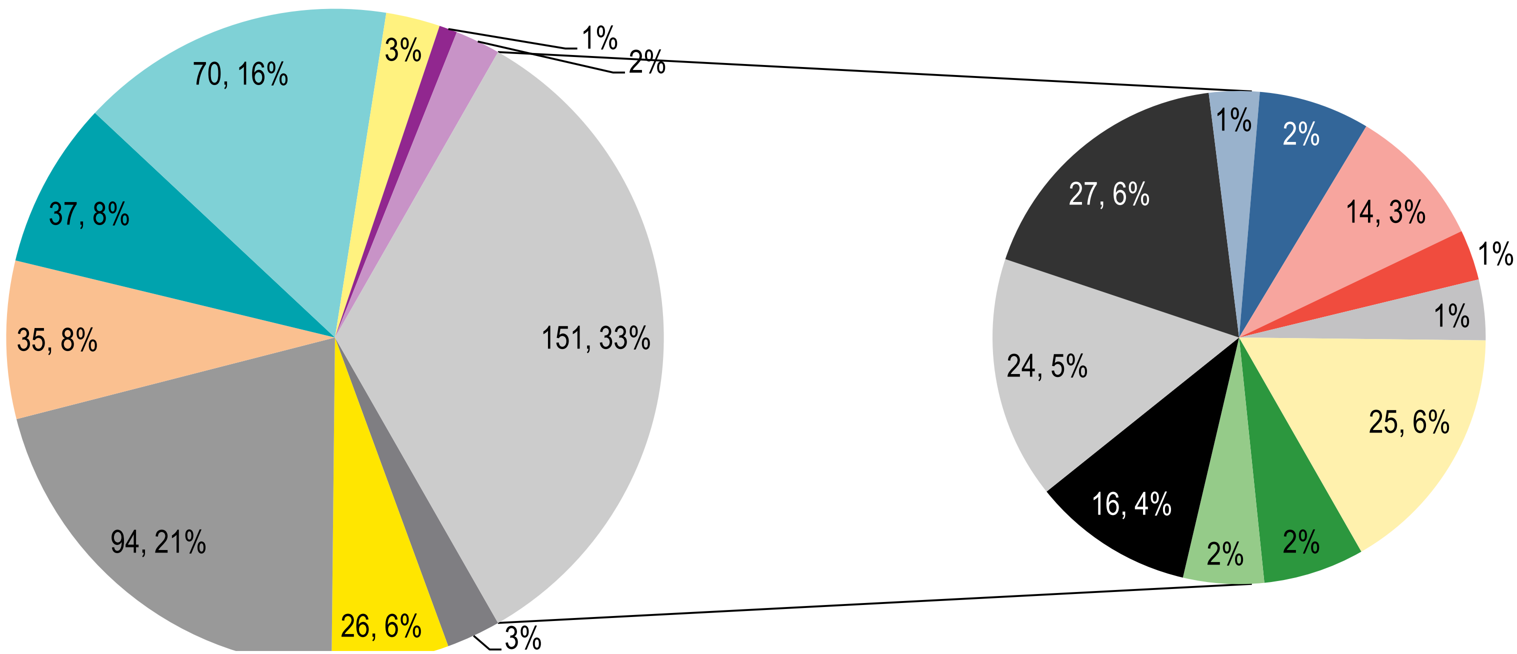
Estonian exports study - 2015

- Study commissioned by the Ministry of Economic Affairs, June – November 2015 with the team run by EY
- Since 2010, no of Estonian exporting companies has increased 26%
- Should we be happy or sad?

- 452 responses
- Interviews with 30
- 76% with more than 5 years of export experience



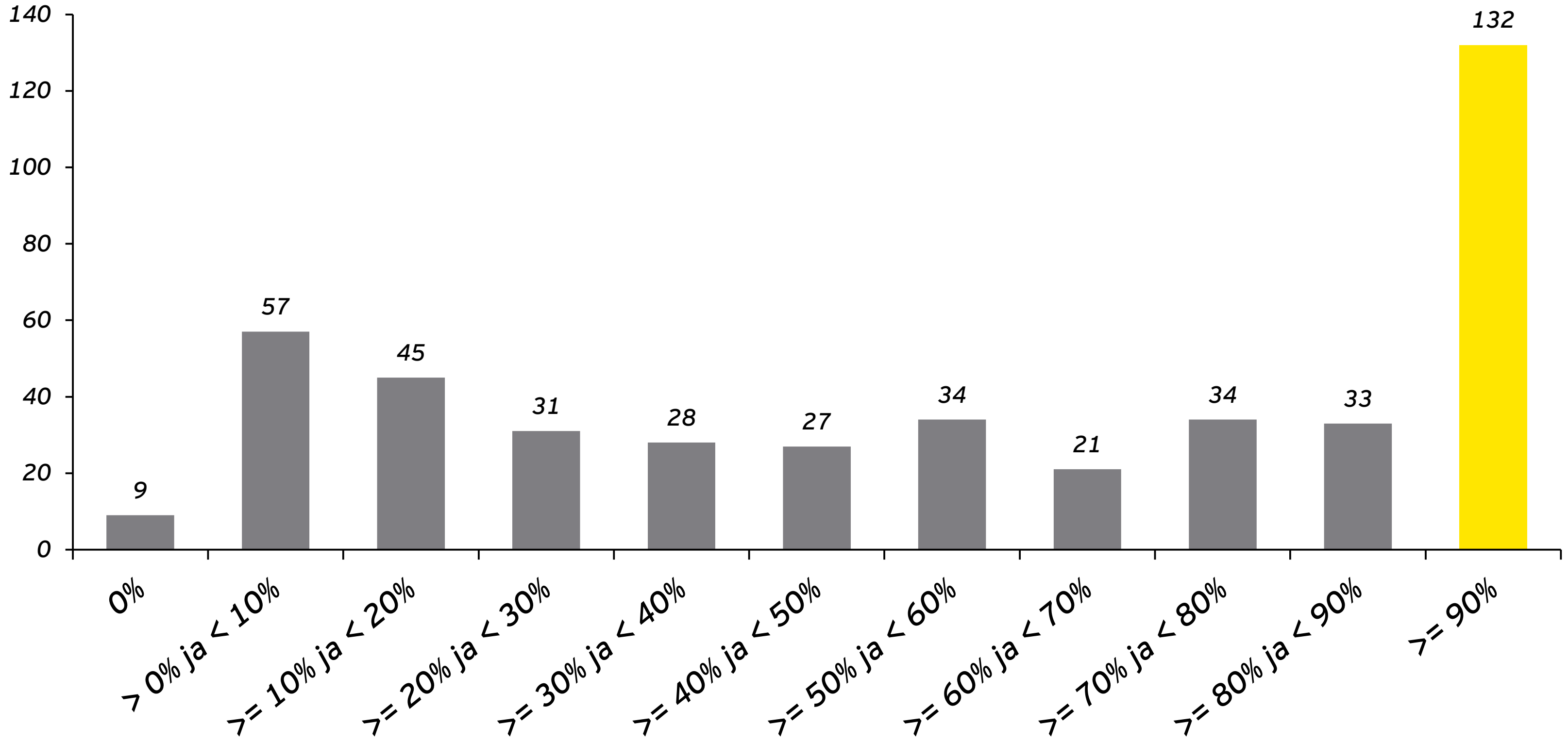
Fields of export



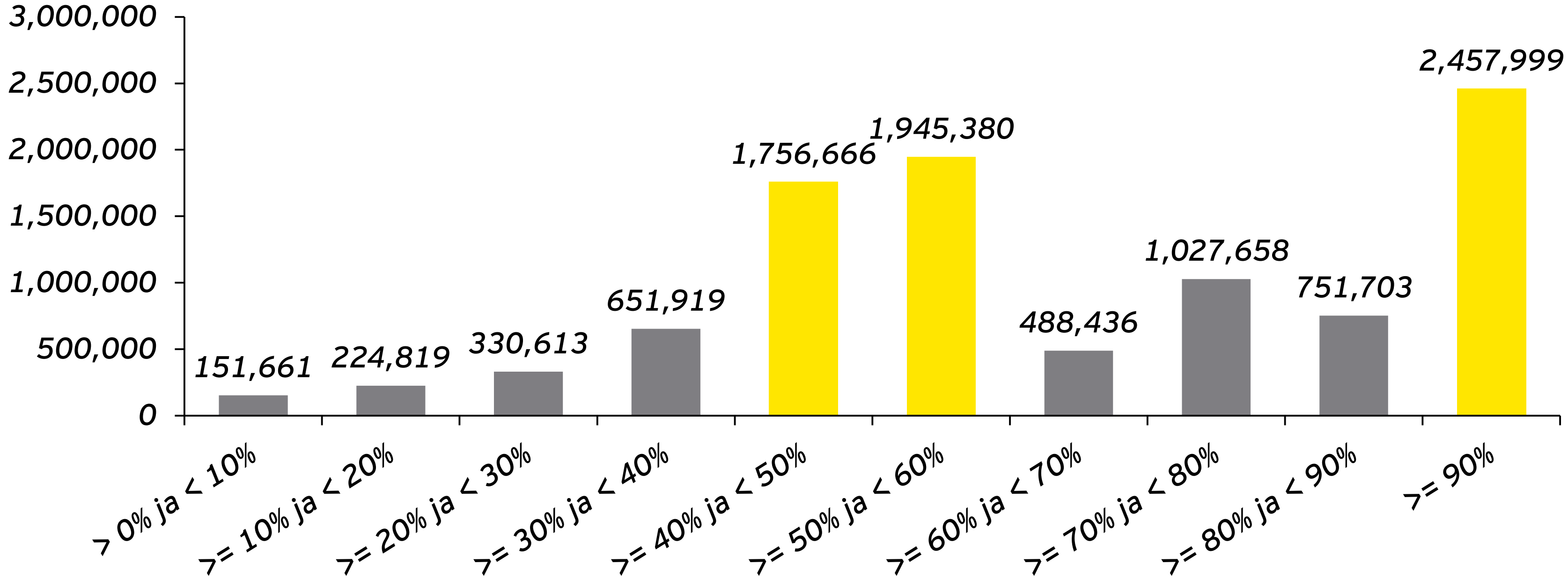
- Agriculture, forestry and fishery (EMTAK A) - 3%
- Construction (F) - 6%
- Retail and wholesale (G) - 21%
- Logistics and warehouses (H) - 8%
- IT and telecommunications (J) - 8%
- Science, research and development (M) - 16%
- Administration and support (N) - 3%
- Other services (S) – 1%
- Other EMTAK (K, L, P, Q, R) - 33%, **including …**

- Food production - 2%
- Textile production - 2%
- Garment production - 4%
- Wood production (excl. furniture) - 5%
- Metal production (excl. machinery) - 6%
- Computer and electronics production - 1%
- Machinery production - 2%
- Furniture production - 3%
- Other production - 1%
- Repairs and maint. of machinery - 1%
- Others - 6%

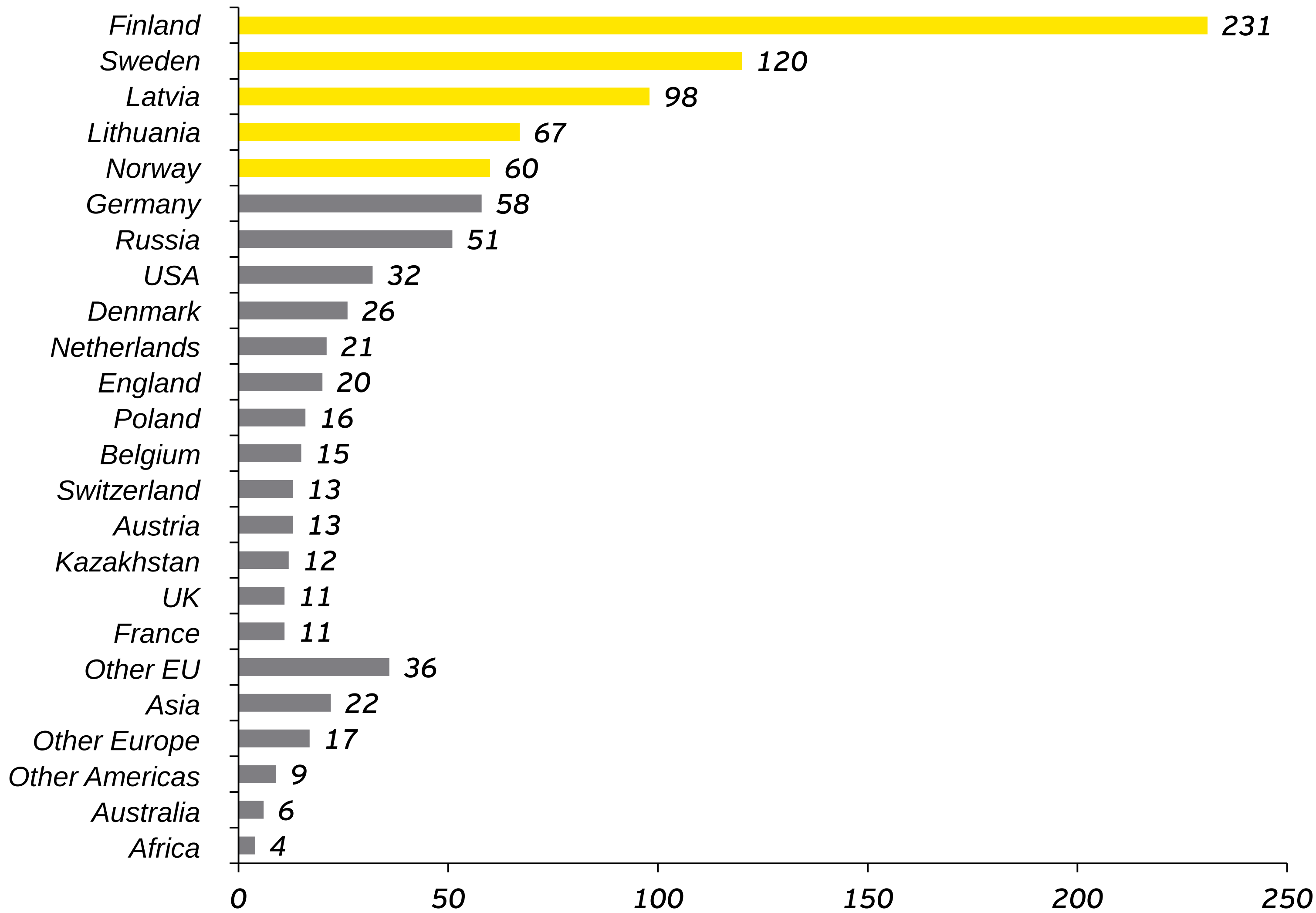
Share of exports / turnover in 2014



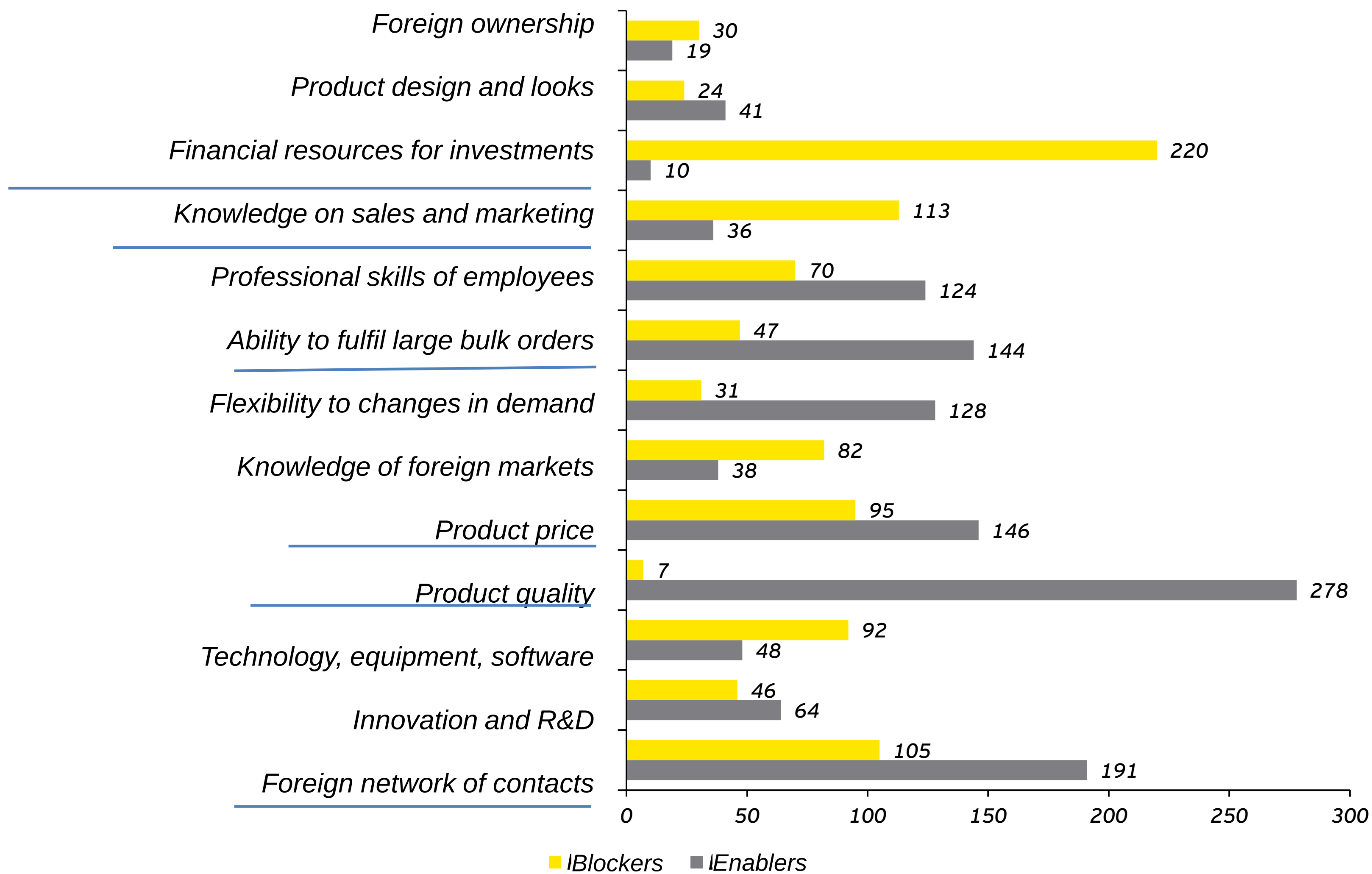
Average export sales per respondents



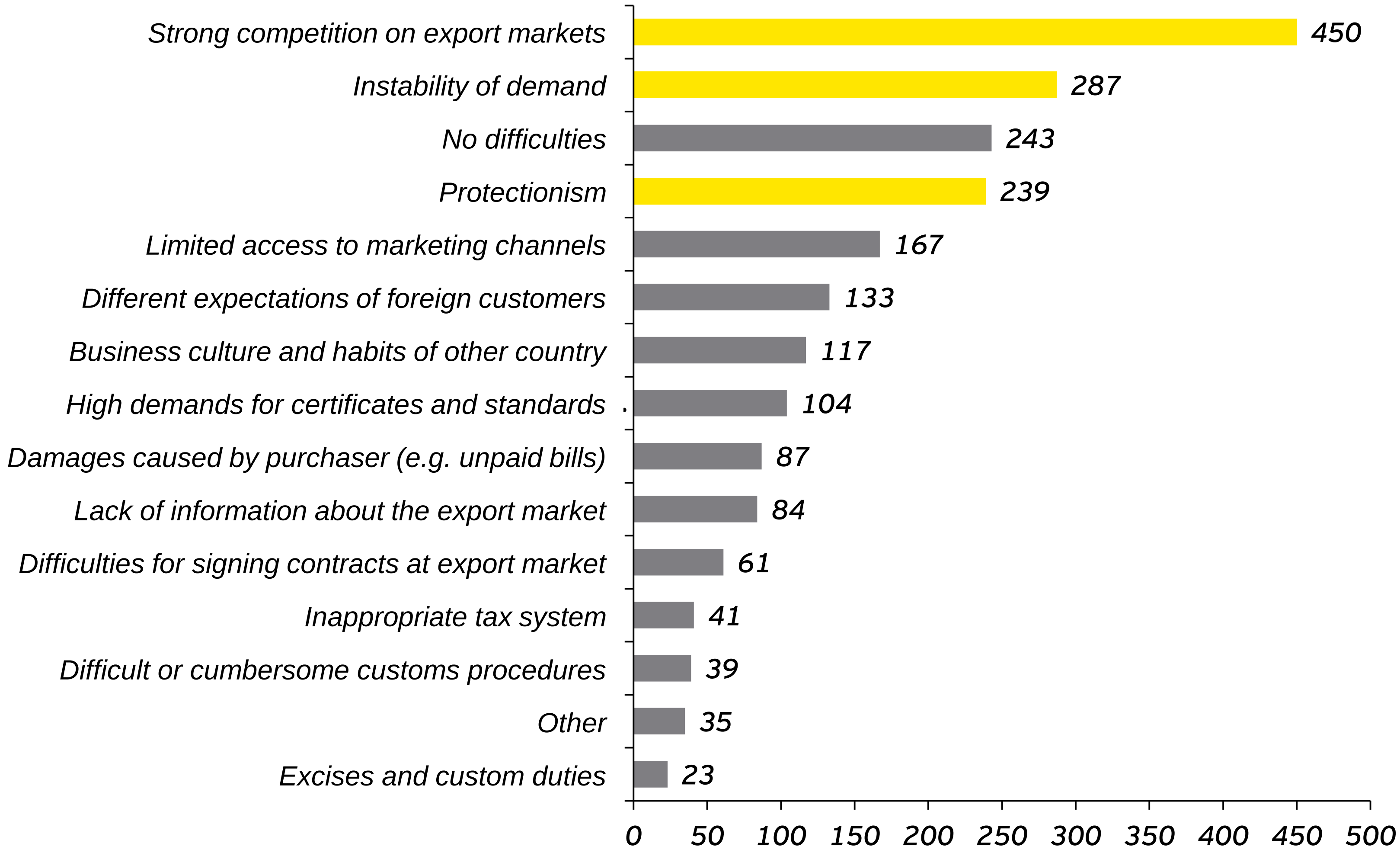
Where do respondents export to?



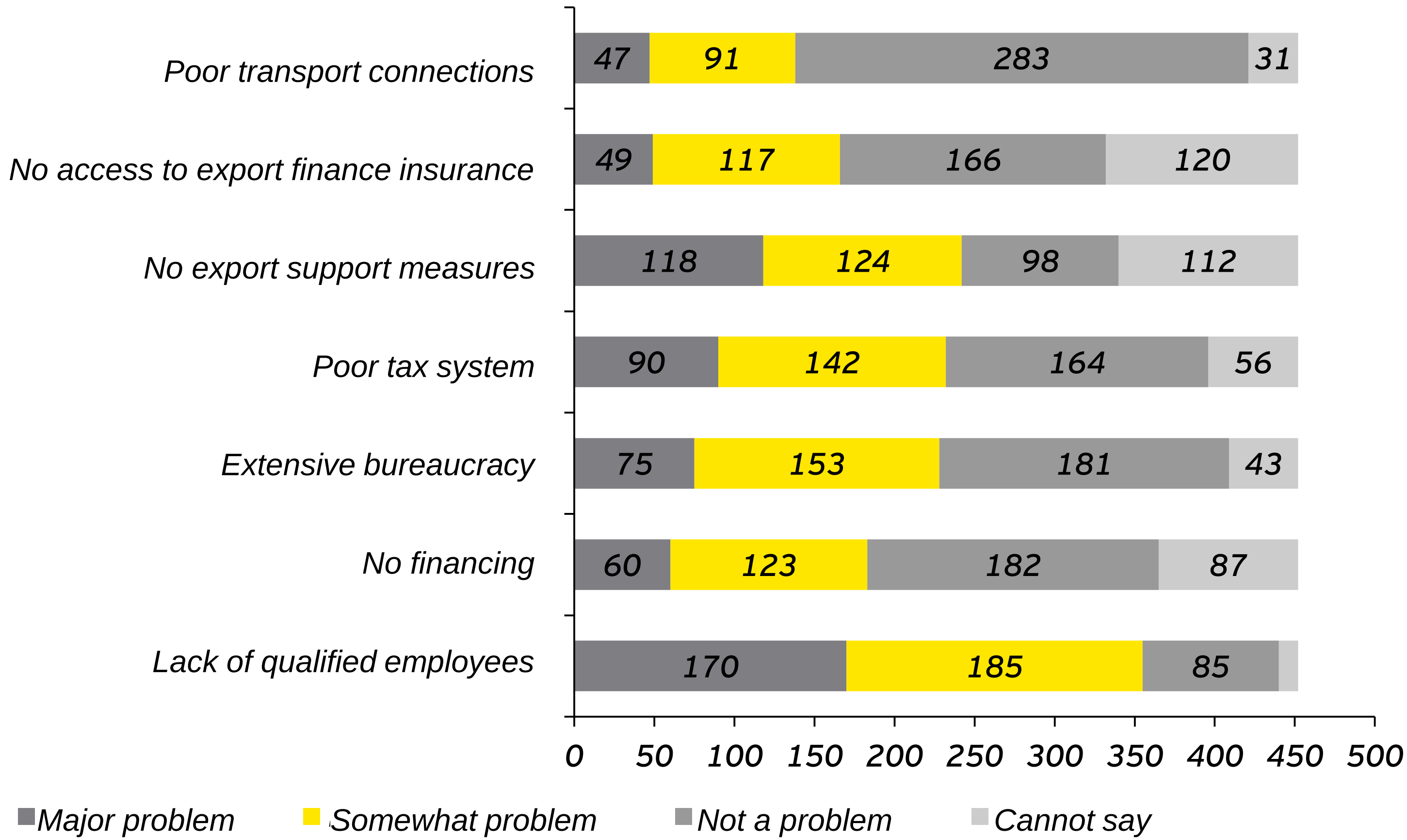
Blockers & enablers of export



Main difficulties during export



Problems with Estonian economy



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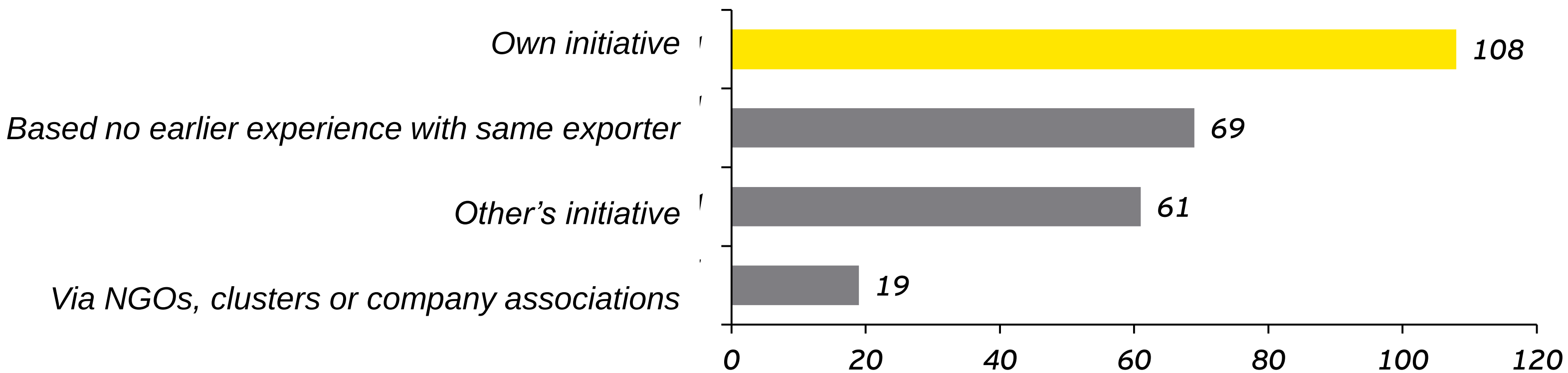
Changes in Estonian Exports

	2010	2015
Competitive advantages	Speed, flexibility, high quality	Product quality, contact networks, ability to fulfil orders, flexibility
Problems	Poor marketing ability, no information about foreign markets, little or no export contact networks	No financing, poor marketing, no contact networks
Obstacles	Lack of qualified employees, high competition	High competition, instability of demand, protectionism of foreign markets, lack of qualified employees
Collaboration	Weak	Average

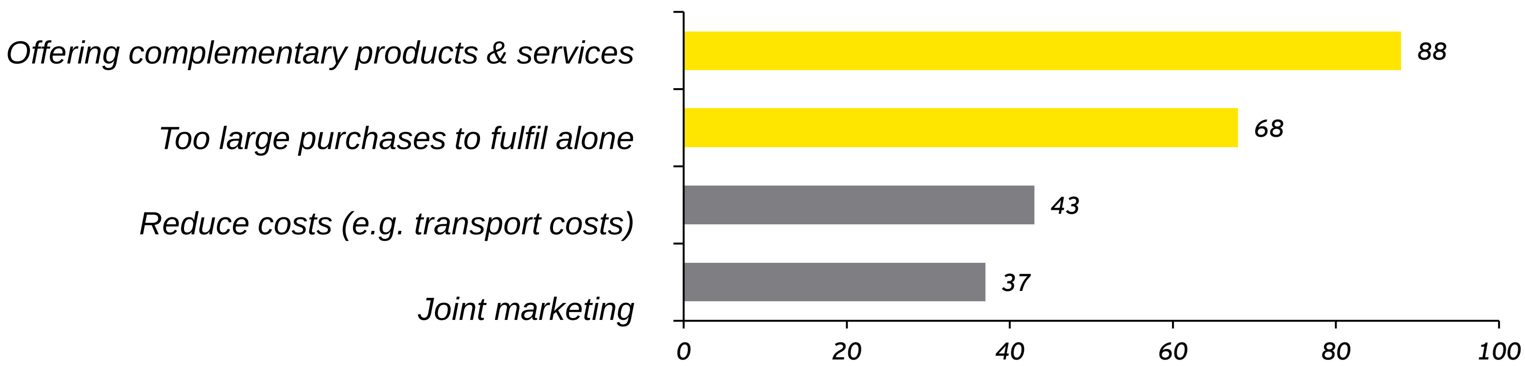
Exporters – own actions to improve

35% respondents had collaborated with other exporters

Trigger for collaborating



Objective for collaboration



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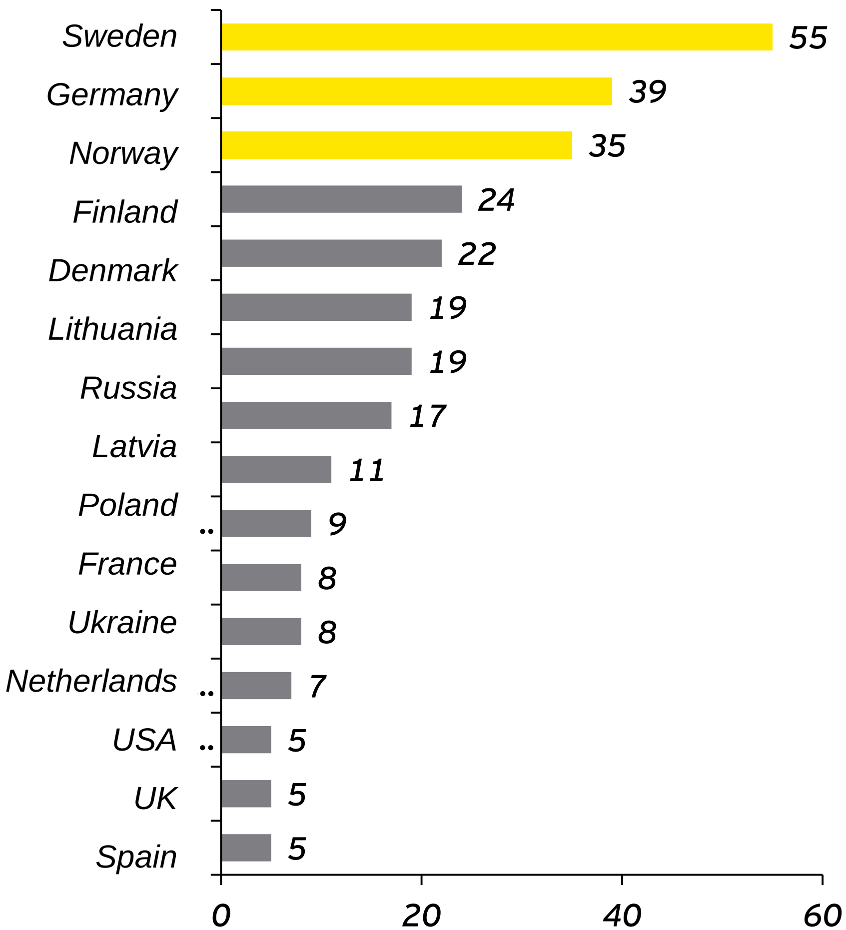
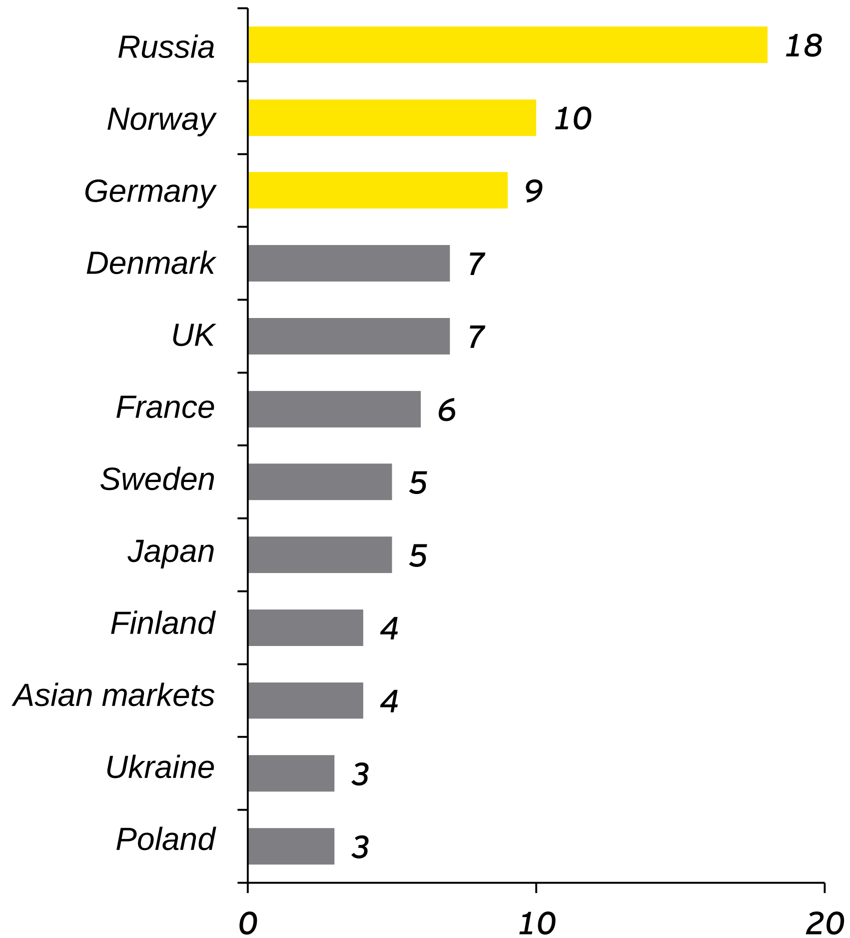
Plans for the future

Future export markets

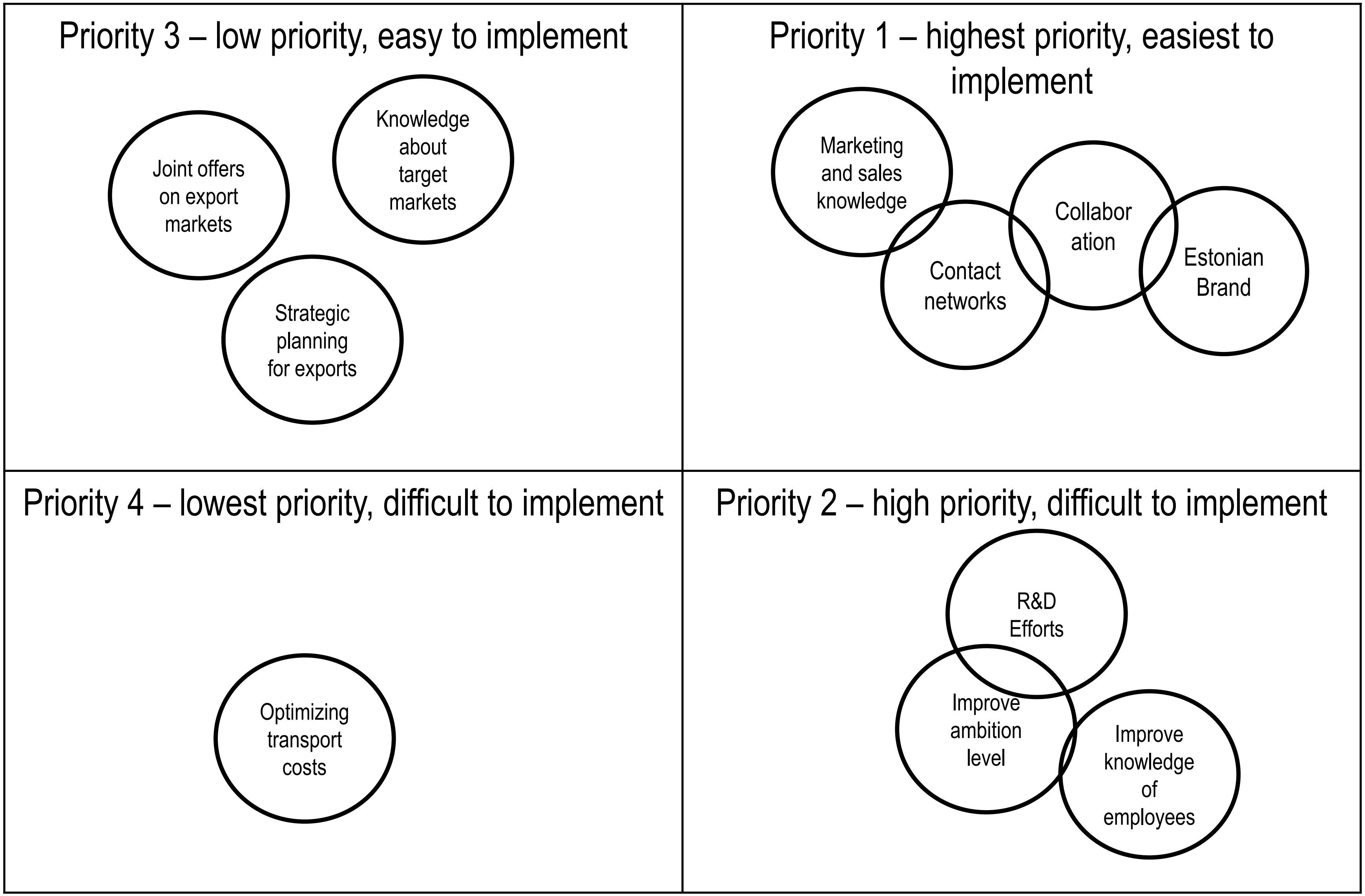
Short-term perspective



Long-term perspective (3-5 years)



Priority mapping



Key takeaways and challenges for today

- How to increase the opportunities of selling to home markets and testing here before exporting
- How to improve collaboration
- How to increase ambition