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IN TIME / SUVI 2011

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TERO TASKILA

President & CEO of Estonian Air
Estonian Airi president

Hea klient, tere tulemast pardale!

Eesti ja eestlased on tuntud kui innovaativsed, nutikad ja kiired ja tehnoloogiate rakendajad. Eestlaste armastus loominguliste, lihtsate ja praktiliste lahenduste vastu on pannud aluse edulugudele internetis ja mobiilsete tehnoloogiate valdkonnas. Ma usun, et need Eesti kui riigi ja eestlaste kui inimeste positiivsed omadused peaksid olema tugevamalt esindatud ka Estonian Airis. Me oleme alustanud teekonda, et arendada oma toodet ja teenuseid ning saada paremaks kui kunagi varem.

Käimas on kampaania nimega „Minu Estonian Air“. Selle projekti eesmärk on leida viise, kuidas suurendada kõigi osapoolte (meie klientide, töötajate, omanike ja partnerite)

rahulolu. Projekt kestab suve lõpuni ning teie arvamus on meile väga oluline. Kas lennukompanii peaks jätkama traditsioonilisi teenuseid ja tooteid sisaldavate taskukohaste piletihindadega või pakkuma kõike eraldi ja eelkõige odavaid lende? Kas te tahate lennata muretult põhilennujaamadesse mugavatel aegadel või lennata madalama piletihinnaga, makstes iga teenuse eest eraldi? Te olete valinud Estonian Airi. Kas põhjuseks on mugav lennugraafik ja pardal pakutav või meie meeskonna suurepärase teenindus? Sõltumata põhjusest, tahame teada, kuidas saada veel paremaks ja „Sinu Estonian Airiks“.

Vastust oodates

Dear Customer, welcome onboard!

Estonia and Estonians are known as innovative, smart and quick in implementing novel technologies. Estonians' love for the creative, simple and practical solutions have created success stories in Internet and mobile technology. I strongly believe that many of these positive attributes of Estonia as a country and Estonians as people, should more strongly be a part of Estonian Air. We have embarked on a journey to develop our product and services further and to become better than ever.

We are now running a campaign called "My Estonian Air". The aim of this project is to find ways to improve the satisfaction of our stakeholders - customers, employees, owners and partners. The project will continue throughout the summer and your opinion will be very important for us.

Should the airline continue to include traditional service and product features into affordable ticket prices or unbundle everything and give you just cheap flights? Would you like to fly hassle free to main airports or reduce your ticket prices by accepting operations to more remote airports? You have chosen Estonian Air for a reason. Maybe it was the convenient flight schedule and onboard product or the excellent service provided by our ground and air crew. Whatever the reason was, we would like to learn how to become „ever better and how to become "Your Estonian Air".

I am looking forward to hearing from you!

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Estonia at a

Estonia

- ◀ Estonia is situated on the eastern coast of the **Baltic Sea**, with a coastline more than 3700 km long.
- ◀ Estonia lies south of Finland, north of Latvia and west of Russia. It has an area of **45 227 km²**, but much of this is divided up into islets and islands. The biggest islands are Saaremaa, Hiiumaa, Muhu and Vormsi.
- ◀ The eastern border of Estonia is on **Lake Peipsi**, the fourth largest lake in Europe.
- ◀ The population of Estonia is **1.34 million** with 400 000 of them living in the capital city Tallinn. Tallinn was first mentioned on the Arabian cartographer Al Idrisi's map in 1154.



Old town of Pärnu, the summer capital of Estonia.

Other largest towns

- ◀ University town **Tartu** (population 100 000), situated 190 km south-east of Tallinn.
- ◀ Border town **Narva** (population 70 000), situated 210 km east of Tallinn
- ◀ The sea resort of **Pärnu** (population 45 000), situated 130 km south of Tallinn.
- ◀ The oil-shale mining center **Kohtla-Järve** (population 45 000), situated 160 km east of Tallinn.

- ◀ The population density is **30 people per km²**, among the lowest in the world. Almost one third of the Estonian population lives in the capital city Tallinn.
- ◀ According to the year 2000 Census, the ethnic Estonians made up **67.9%** of the total population. The second largest group is Russians (25.6%), followed by Ukrainians (2.1%), Belarussians (1.2%) and Finns (0.9%).
- ◀ The highest point in Estonia is **Suur Munamägi** (the Big Egg Hill) in South Estonia at 318 meters above sea level. From the top of this hill you can see as far as Latvia and Russia.
- ◀ The average temperature is **-7 C** in January and **+22 C** in July. It gets dark at 3-4 pm in wintertime, but in the summertime the sun sets for only a few hours.



Baltic Chain in 1989.

History

- ◀ Roman politician and historian Tacitus wrote about Estonians in his „Germania“ in the year 98 AD. He recorded Estonia and described the people of Estonia: „Aestiorum gentes, their customs, clothing and their unfamiliar language.“
- ◀ Estonia has been attractive to many conquerors: the Teutonic Orders, Danes, Swedes, Poles, Russians. The independence of the Estonian State is quite recent.
- ◀ The Danish king, Valdermar II, conquered Tallinn in 1219. According to legend, the Danish flag **Danebrog** fell from the sky during the battle. Tallinn's name may be derived from Taani + linn (Danish + town).
- ◀ Tallinn, Tartu, Pärnu and Viljandi

Tallinn's medieval city wall.



belonged to the **Hanseatic League**. The Lübeck law came into effect in Tallinn on 15 May 1248.

- ◀ The times under the **Swedish crown** (1561-1710) between the Livonian War and the Northern War are remembered in Estonian folklore as the Good Old Swedish Times.
- ◀ For 200 years (1710-1918) Estonia was governed by **Russian emperors** and escaped from the worst Russification thanks to the Baltic German landowners, who maintained a special Baltic rule.
- ◀ After the **Declaration of Independence** on 24 February 1918 and the War of Independence that ended with the Tartu Peace Treaty, Estonia was independent for 22 years. The Tartu Peace Treaty is one of the very few treaties where Russia acknowledges her defeat.
- ◀ As a result of the **Molotov-Ribbentrop pact**, Estonia was occupied by the Soviet Union in 1940 and eventually restored her independence on 20 August 1991.
- ◀ The end of 1980ies is called the **Singing Revolution** – people held huge singing rallies to protest against Soviet occupation. On 23 August 1989 Estonians, Latvians and Lithuanians joined their hands to form a 530 km long **Baltic Chain** connecting the three Baltic capitals.
- ◀ The Soviet – then already ex-soviet – forces left Estonia on 31 August 1994, thus ending World War II in Estonia.
- ◀ Estonia became member of **NATO** and **EU** in 2004.

glance

Government

- ◀ **Official name:** Republic of Estonia
- ◀ **Type:** parliamentary democracy
- ◀ **Head of State:** President of the Republic Toomas Hendrik Ilves
- ◀ The unicameral parliament, Riigikogu, with 101 members, is elected every 4 years.

Currency

- ◀ As from 2011 Estonia is the 17th member of the **euro-zone**.



Language

- ◀ The official language in Estonia is **Estonian**, a Finno-Ugric language closely related to Finnish and distantly related to Hungarian. Also English, Russian, Finnish and German are widely understood and spoken.

Religion

- ◀ 80% of all believers are Protestant Lutheran, but there are also Greek Orthodox, Russian Orthodox, Roman Catholics, Baptists and Methodists.



Main house of the University of Tartu.

Education

- ◀ Going to school is compulsory for 7-16 year olds. Most of the 582 schools are state schools; 62 schools offer Russian-speaking instruction.

- ◀ The oldest of the universities, **Tartu University** was established in 1632 by Gustav II Adolf, king of Sweden and is among the oldest in Northern Europe.

Information society

- ◀ **70 per cent** of population (15-74 years) are Internet users, only approximately 316 000 people in Estonia don't use Internet.
- ◀ **All Estonian schools** are connected to the Internet.
- ◀ **79 per cent** of Estonian Internet users conduct their everyday banking via Internet.
- ◀ Nearly 90 per cent declare their incomes to the Tax Board via Internet.
- ◀ In 2000 the Government changed Cabinet meetings to **paperless sessions** using a web-based document system.
- ◀ Expenditures made in state budget can be followed on the Internet **on-line**.
- ◀ All of Estonia is covered with digital mobile phone networks.
- ◀ There are altogether **1155 WiFi covered areas**; most of them are free of charge. More at www.wifi.ee



USEFUL PHRASES IN ESTONIAN

Hello - *Tere*
 My name is - *Minu nimi on*
 Please - *Palun*
 Thank you - *Aitäh* or *Tänan*
 Cheers - *Terviseks*
 Bon Appetite - *Head isu*
 I would like - *Ma soovin*
 Yes - *Jah*
 No - *Ei*
 Where is - *Kus on*
 Good bye - *Nagemiseni*
 I love you - *Ma armastan sind*

National Holidays

1 January - New Year's Day
 24 February - Independence Day (1918)
 22 April - Good Friday
 1 May - Spring Day
 23 June - Victory Day
 24 June - Midsummer Day
 20 August - Day of Restoration of Independence (1991)
 24 December - Christmas Eve
 25 December - Christmas Day
 26 December - Boxing Day



Old Thomas is the symbol of old Tallinn.

text: TRIIN TAMMERT

photos: PEKKA PORKKANEN, ÕHTULEHT, VILLA AMMENDE

STORE

Creative Baltika Quarter

The Baltika Quarter at Veerenni Street is home for many design and creative companies. The former sewing factory and office buildings dating back to the 1960s have been turned into interesting stores and studios. There is the Fashion Street (Moetànav) offering Estonian fashion brands, such as Monton, Mosaic, Ivo Nikkolo and Baltman; a nice wine store, Wine Garage; and a bicycle salon selling stylish Electra

bikes. Further on, there is the Harriet photo studio where you can have your photo taken and the ArtPrint printing shop for having the photo printed either on paper, canvas or glass. The quarter also houses the Guitar School and the Tallinn Business Incubator as well as many other interesting stores. Come and see for yourself!

Baltika Quarter, Veerenni 24, Tallinn, www.baltikakvartal.ee



RESTAURANT

Romantic Villa Ammende

This summer, the main attraction of the lovely Art Nouveau style Villa Ammende, situated in Estonia's Summer Capital, Pärnu, is its chef, Herkki Ruubel, who only recently worked at the Noma Restaurant in Copenhagen. Noma has been called the best restaurant and the owner and chef, Rene Redzepi, the best chef in the world. And now that a piece of this glory

is being brought to Estonia you simply cannot miss the opportunity – what could be better than enjoying delicious food and top class service in a romantic environment?

The chefs of Villa Ammende Restaurant have always preferred local food – vegetables from local fields etc. In summer, there is the terrace restaurant and garden café offering an idyllic view on the surrounding park.

True romanticists, however, are offered a romantic dinner for two in the tower. Actually, the entire atmosphere of the villa is romantic, the reason for which probably lies in its history. It was built at the beginning of the 20th century by one of the richest merchants of Pärnu for the wedding of his beloved daughter.

The Villa Ammende Hotel and Restaurant is located in a beautiful park district just a few minutes' walk from the town centre and the white sandy beach of Pärnu.

Villa Ammende Restaurant, Mere pst 7, Pärnu, phone (+372) 447 3888, www.ammende.ee

EVENT

Summer festivals for every taste

Estonian summers have always been rich in cultural events offering something for everyone. But this year, the traditional events and festivals are complemented by the European Capital of Culture Tallinn 2011 programme. For further information see www.tallinn2011.ee/ syndmused.



Many interesting festivals and concerts are also organized in small towns as well as in the countryside. There is the Rabarock rock festival in Järvakandi in June; the Muhi future music festival "Juu Jääb" and the Viljandi Folk Music Festival in July; and

Leigo Lake Music in August. Several Estonian coastal towns also organize maritime days while others have opera days or other interesting events. For further information and purchasing tickets see www.piletilevi.ee.



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JAEGER-LECOULTRE

ESTONIAN ECONOMIC OVERVIEW: MAY 2011

Economy on the growth path



tekst: **OLAVI GRÜNVALD,**
(PricewaterhouseCoopers)

2010 was a year of recovery from the economic crisis for Estonia as well as the European Union. Still, the problems are not over yet. According to Statistics Estonia, the Estonian GDP growth rate accelerated to 6.7 percent in the last quarter of 2010 compared to the same period of 2009, which is the third consecutive growth quarter after nine successive quarters of decline. However, the cumulative decline in the years 2008 and 2009 amounted to more than 18 percent, thus it will take a while for the economy to recover.

Although external demand is still the major locomotive of growth, domestic demand is on the track as well. In the whole of 2010 GDP increased by 3.1 percent, which puts it among the top growth rates in the European Union and exceeds the two-percent mark expected by many analysts.

The driving force behind the growth – industrial production – continued to be strong also in the first quarter of 2011, and in the first three months the growth rates have exceeded 30 percent. In March manufacturing production grew by a whole 41 percent, with about three quarters of the products sold on external markets. The booming economy in Sweden is the main reason behind this expansion. Sweden was the best-performing country in the EU, with 5.5 percent real GDP growth in 2010, a rate the country had not experienced since the beginning of the nineties. Similar to Estonia, Sweden has managed to keep the public sector budget deficit and debt at a moderate level, which has given them a very good starting point for the recovery.

The improving economical situation eased tensions on the Estonian labour market slightly in the last quarters of 2010. In the last quarter of

2010, 14 thousand people more were employed, and the number of unemployed dropped under 100 thousand for the first time since the second quarter of 2009. However, conditions remain tense, with unemployment over 13 percent, which is expected to decrease only gradually in the coming years according to the Bank of Estonia. The growth of the nominal salary accelerated to 3.9 percent at the end of 2010, with a gross salary of slightly over 800 Euros per month. The downside is the sharp increase of consumer prices – 5.3 percent in the last quarter – driven by an increase of energy and food prices on the world market. Beyond that, for employers the salary costs increased in real terms, as the GDP deflator (i.e. the prices of local value added) increased by „only” 2.8 percent.

HOW TO SAVE THE EURO ZONE

The positive aspect about being anchored to Sweden seems to be its independence from the euro and problems related to the euro zone. Over the last year the Swedish krona has continually strengthened against the euro, which contributed to the rocketing of Estonian exports to this country. Another immediate impact of the situation in Sweden on Estonia, beside the export growth, is better access to capital for Estonia's major banks, as the biggest two have Swedish roots. This will make the refinancing of the huge foreign debt position of the local banks easier, the latter still makes up more than half of GDP but has decreased by more than a quarter since the end of 2008.

At the same time the euro zone is struggling to find a suitable medicine for the debt crisis. Given the severity and uniqueness of the problems, the disputes have been very emotional. Ideas have oscillated between propositions to

throw the problematic countries over board, and plans to consolidate the union under a common economic governance. Fortunately for the troubled countries the EU governments have abandoned the idea of throwing them out of the currency union. The outcome would be fatal for them, as it is difficult to imagine how countries like Greece or Portugal could redeem their euro and dollar obligations in case they only had drachmas and escudos to use.

The potential financial burden resulting from the agreed stabilisation instruments is deemed to be the main monetary obstacle for Estonian economic growth in the coming years, according to many analysts. This seems to exceed the possible impact of foreign debt on the economy, which had been considered the main monetary issue so far. The latter is resolving, although sluggishly, as the banks have managed to considerably reduce their foreign debt positions. In addition, joining the euro zone eliminated currency devaluation risks.

CULTURAL DISCREPANCIES

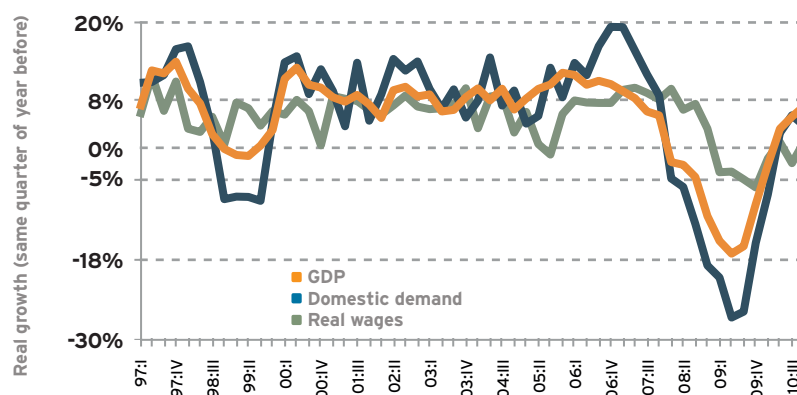
It is to hope that the euro zone will succeed with the stabilisation mechanisms both in the short and the long term. It is certainly a challenge to agree on efficient measures on this kind of political battlefield, where the most effective measures would mean the loss of a big part of members' economical sovereignty. All measures can only be a compromise, and with politicians of 17 or more countries involved the outcome can hardly be perfect. The main critics of the current plans say that the proposed mechanism is not an efficient incentive, i.e. it helps to solve the immediate problems, but it also eliminates the risks for the private investors investing into government bonds and thereby creates a mechanism encouraging further debt cycles. And, as expressed by the Bank of Estonia, the implementation of sanctions is not sufficiently automatic, and there is the possibility of „special cases” and „exceptional treatment” in the mechanism, which politicians like of course.

Many economists believe that in a monetary union with big income differences between members like it is the case in the euro zone, problems are pre-programmed. As has been seen, the relatively poor South-European countries are stuck deeper in the crisis. Theoretically, this is due to the decreased financing costs of those countries after their joining the monetary union, with which the growth of productivity and competitiveness couldn't keep up. However, in this case the mem-

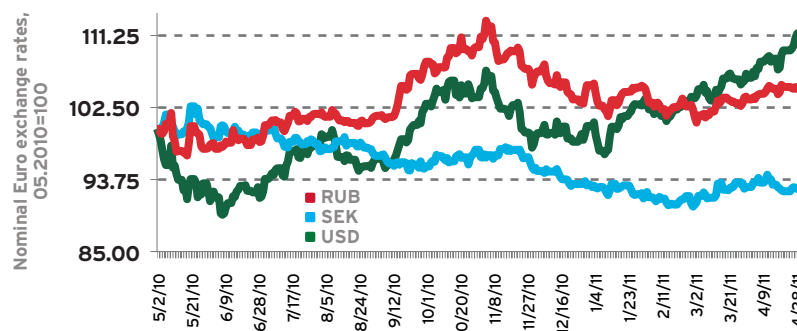
bers from the „Eastern Bloc”, like Slovenia and Slovakia, would have been the first candidates in need of support. There probably wouldn't have been a „go” for Estonia to join the euro zone if this had been the case.

All of this can be seen as a cultural problem, which the crisis, combined with the „benefits” of the monetary union, has just brought to the daylight: A culture related to the willingness to live within one's own possibilities, and to the keeping of fiscal stability. Whether or not this is easier to converge, compared to differences in income levels, only time will tell. <

GDP, domestic demand and real wages



Euro exchange rates: RUB, SEK, USD



Põneva ametiga MIEES

MITME HOTELLI LOOJA JA JUHT NING TALLINNA SADAMA TURU ASUTAJA
TAURI SUMBERG NÄEB EESTI TURISMIMAGNETINA TERVISEKESKUSI,
MILLE MEDITSIIINILINE JA TEENINDUSTASE ON VÄGA KÕRGE.

Kuidas sattusid tegutsema turismivaldkonnas?

Sattusin on õige väljend, lihtsalt koolist sattusingi. Õppisin Pärnu Majanduskoolis (praegu TÜ Pärnu kolledž). Kuna olime just nõukogude ajast välja astunud, siis tundus kõik see, mis puudutas mööda maailma reisimist ja hotellides elamist, noore inimese jaoks glamuurne ja põnev. Kindlalt mängis rolli ka kadedus, kuna vend oli juba hotellinduse tipus. Nagu paljud õppurid käisin kooli kõrvalt tööl ja hotellis töötamine sobib õppivale inimesele hästi.

Kuidas Eesti turismil hetkel läheb?

Kuna ma olen seotud ka mõnede projektidega Eestist väljaspool, siis kõrvalt vaadates on meil ettevõtluskeskkond kindlasti parem, aga ega see nüüd riigi kliimat või asukohta ei muuda. Meie siin arvame, et Lõuna-Eesti konkureerib Saaremaaga või Tallinn Tartuga, aga me oleme tegelikult nii väikesed, et peakime oma tegevuse ümber hindama ja aru saama, et me konkureerime muude riikidega ja muude Euroopa piirkondadega.

Eesti otsib oma valdkonda, milles silma paista. Üks neist võiks olla meditsiin, kus meil on palju häid spetsialiste.

Millist potentsiaali sa selles näed?

Kui midagi tehakse teistest paremini, siis tuleb tunnustus ja tähelepanu iseenesest. Eesti on mõnes mõttes unikaalses olukorras, mitme asjaolu kokkulangemine on põhjustanud olukorra, kus spaade kontseptsioon elanike arvu on kohta harukordselt suur. Ma usun, et varem või hiljem sulavad *wellness-* ja *medical-* spaad kokku, see on juba mõnel pool Eestis juhtunudki, sest konkurents nii väikesel turul sunnib osalejaid üksteist kopeerima. Ma arvan, et kui riik ja ettevõtjad suudaksid arengutes leida kompromisse ja vaadata kaugemale, siis oleks Eestil potentsiaali muutuda selle piirkonna nii ennetava kui ka taastusravi keskuks. Ma ei usu, et Eesti suudaks konkureerida Vahemere-äärsete maadega toidu ja joogi kvaliteedis või õhu ja vee temperatuuris, ega peagi konkureerima. Meil on pakkuda palju vaikust ja rahu, seda muidugi nendel kuudel, kui päikest ei ole.

Miks peaksid turistid Eestisse tulema?

Meil ei ole väga palju asju, mida kogeda aastaajast sõltumata. Kui ma peaksin valima ühe põhjuse, siis ma ütleksin, et Tallinn on unikaalne linn ja pakub kindlasti elamuse igale külalisele, mida tahes nad siis ka otsima ei tule. Tallinna restoranide teeninduse ja toidu kvaliteet on üllatavalt kõrge. Inimesed on külaliste vastu sõbralikud, käib vilgas ööelu, on põnevat ajalugu ja nauditavat kunsti, seda kõike keskkonnas, kus kogu tegevus on kontsentreeritud väga väikesele territooriumile.

Me ise peame turismihooajaks suve ja see aasta aeg toob inimesi igasse Eesti nurka, aga eelkõige jätvad inimestele võimsa mulje puutumata loodus, saared, Lõuna-Eesti, põhjarannik. Kõige igavam on Eesti siis, kui sellest lihtsalt läbi sõita. Kui kolm-neli päeva kohal olla ja inimestega suhelda, siis on see kindlasti seiklus.

Milliste riikide kliente peaksime eeskätt siia ootama?

Eelkõige naaberriikidest, nii see ka statistika järgi on – Soome, Venemaa, Rootsi, muu Euroopa. Eeldada, et see nimistu tulevikus muutub ja sellesse murrab sisse Jaapan või USA, on ebarealistlik, see lihtsalt käib maailmas niimoodi. Sõltuvalt riigi suuruselt on siseturismil oluline osakaal, ka Eestis kasvab siseturism aasta-aastalt, aga Eesti puhul on riiki külastavate turistide osakaal olulisem. See on otseses sõltuvuses ligipääsust – iga lennuliin on oluline; sadam toimib nii ehk naa nagu torujuhe.

Miks klient peaks külastama Saaremaad väljaspool tipp-hooaega?

Saarele minek annab tunde, et sa oled kuhugi ära sõitnud, sa oled teises keskkonnas, see võimaldab tunda ennast pärast rohkem puhana. Eestissegi jõudmine on kohati raske, Saaremaale jõudmine tundub omakorda täitsa ulme. Ma leiaks kümneid kohti, kuhu sama ajakuluga minna, aga kohalejõudnule saab teisel päeval selgeks, et ollakse sattunud täiesti unikaalsesse keskkonda – inimtühja, puutumata loodusesse. Saarel olev majutus, toit ja spaahoolitsused on samas hiilgava hinna ja kvalitee-



di suhtega, piinlik on nii vähe maksta. Mulle endale meeldib sügisel Saaremaal rohkem kui suvel, eriti Kuressaare lossipargis ja Salme rannas, aga on veel kohti.

Miks asutasid Tallinna sadamas Sadama turu?

Tahaksin lihtsalt head ja huvitavat toitu inimesteni viia. Meil tehakse väga lähedaid asju, väikesed kodutootjad panevad oma töösse hinge, tooraine on hoolikalt valitud, need on asjad, mida ei ole võimalik osta supermarketist. On suur hulk inimesi, kes ei taha süüa suvalist asja vaid sellepärast, et see on natuke odavam; nad tahavad teada, kes selle tegelikult teinud on ja millest tegelikult see toit koosneb. Ma ei ole üleilmastumise vastane, see on paratamatus, tänase suurema poeketi neelab alla järgmine, suurem poekett, et saada veel suuremaks, ühtlustada tarnet, sortimenti, suruda mahuga hinda alla, et tuleks rohkem inimesi, kes ostaksid kehvat toitu. Mulle lihtsalt meeldib hea toit, ma austan neid inimesi, kes teevad hästi süüa ja kes tunnevad rõõmu, kui saavad pakkuda kellelegi midagi erilist. Kui neid on rohkem, siis jääb Sadama turg kauaks püsima. Leian, et turg on pigem suhtluskeskkond tootja ja tarbija vahel, turu eesmärk ei ole olla odavam kui suur ketipood. Turg peab olema huvitav ja lähtuma tervest mõistusest ja heast toorainest. Tahaksin tänada Tallinna Sadama juhtkonda, kes sellel ajal juhtuda lasi, minu roll on väiksem kui nende oma.

Mis teeb Eesti tooraine turistile huvitavaks?

Pigem on mõtet rääkida nendest asjadest, mida poest ei saa, aga turult saab. Igal rahvusel on omad eripärad, näiteks Riia turult ostan ma alati suitsukana. Lätlased teevad suitsukana teistmoodi ja see on parem kui Eestis. Ka meil on mõned asjad teistmoodi ja paremad kui mujal. Võrtsjärve kalameeste suitsuangerjad, Vana-Torokse suitsusingid, Ristemäe talu küüslaugupekk või Uus-Kongo talu hapukapsas, aga ka Saku talu juust, turul müüdivad käsitsi tehtud leivad – no terve Peipsiveere lett on üllatavaid asju täis. Aga kindlasti on ka siin elavate erinevate rahvaste toidud huvitavad, nagu turul on grusiinide lavašš ja hatšapuri; Portugali vein ja tuunikala. See on see, mida ma nimetan terve mõistusega turuks – kui toit on hea, siis peab ta leidma tee kliendini, ja see ei pea olema alati 100% Eesti toit, maailm on üks suur katel.

Millised plaanid on sul Sadama turuga suvel?

Eks me tuleme õue kai peale kauplema ja paneme välja kõik selle rohelise, mille suvi endaga kaasa toob. Ja eks me katsume pakkuda väljas söömise võimalust, kindlasti sellest toorainest, mida turul müüakse.



MA OOTAN AEGA, KUI TEENINDAJA OLLA ON SAMA NORMAALNE KUI RAAMATUPIDAJA OLLA.



TAURI SUMBERG

- < Legendijuhtimise ASis olnud nii hotellide arendaja, käivitaja kui ka igapäevane juht. Erinevatel aegadel olnud tegevjuht hotellides Georg Ots Spa ja Kolm Õde.
- < 2010. aastal käivitas Tallinnas Sadama Turu.
- < Lisaks korraldab Riias asuva hotelli Albert igapäevast juhtimist.
- < Esimene töökoht oli Pärnu Best Western Hotell Victoria vastuvõtuleti teenindaja.

Kuivõrd oled rahul Eesti teeninduskvaliteediga?

Ma olen väga rahul, pigem jätab soovida kliendiks olemise pool. Ma üldse ei saa aru sildistamisest, et see rahvus on hea teenindaja ja see ei ole üldse teenindaja. Kui inimesel on loomumane soov teist inimest aidata, siis on ta hea teenindaja, rahvusega pole siin midagi pistmist. Pigem on selles süüdi ettevõtete juhid kui teenindajad ise; omanikud ja juhid loovad tingimused ja näitavad isikliku eeskujuga. Ma ootan aega, kui teenindaja olla on sama normaalne kui raamatupidaja olla. Hea teenindus on enesekindel, see nõuab elukogemust ja see tuleb aastatega.

Mis eristab head hotelli halvast?

Õigemini ma küsin, mis teeb hotelli hea hotelli, minu jaoks on õige vastus – inimesed, kes seal töötavad. Me võime ükskõik kui palju raha panna keskkonda, aga kui meil on valed inimesed tööl, on see rumalalt kulutatud raha. Heas hotellis töötavad head inimesed, kes võtavad vastutuse selle eest, mida nad seal teevad. Teine osa küsimusest on keerulisem, ma ise valin hotelli eriti hoolikalt ja uurin selle tausta väga põhjalikult, ma olen liiga ihne, et lollilt raha maksta. Kõige enam loeb mulle inimese jutt, kes seal ise käinud on, aga soov kogeda midagi uut on ka üks dominant. Seega peaksid inimesed enne võimalikult palju taustinfot koguma ja pärast oma kogemust jagama. <

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THE FOUNDER AND MANAGER OF SEVERAL HOTELS AS WELL AS THE HARBOUR MARKET IN TALLINN, **TAURI SUMBERG**, BELIEVES THAT MEDICAL SPAS ARE ESTONIAN TOURIST MAGNETS WHERE THE LEVEL OF, BOTH MEDICAL TREATMENT AS WELL AS SERVICE, IS HIGH.

text: TIIT EFERT < photos: ANU HAMMER



How did you get into tourism business?

It just happened. I graduated from Pärnu Business School (today the University of Tartu Pärnu College). Estonia had just emerged from the Soviet era and for young people like me everything that concerned travelling and hotels seemed glamorous and exciting. Envy also had much to do with my choice as my older brother was already involved in the hotel business and was doing well. Like many

young people I also worked while studying and hotels offer good possibilities for part time working.

How is Estonian tourism doing right now?

As I am also involved in business projects outside Estonia and therefore have a broader perspective on these things. I am convinced that our business environment is better than in most countries. But it does not change the climate and



ESTONIA HAS PLENTY OF PEACE AND QUIET, ESPECIALLY DURING THE MONTHS WHEN WE LACK SUNSHINE.

geographical position of Estonia. We, Estonians, tend to believe that South-Estonia is competing with the Island of Saaremaa and Tallinn is competing with Tartu while actually Estonia is so small that we must unite our forces to compete with other European countries and regions.

Estonia is still looking for its niche. One of the areas where it could stand out is medical treatment. Is there any further potential in this field?

When you do things better than others, recognition inevitably follows. In a sense, Estonia is in a unique position as the coincidence of many factors has contributed to the exceptionally large number of health spas per capita. I believe that sooner or later the wellness spas and the medical spas will merge – actually this has already happened. When the government and entrepreneurs agree on future development, Estonia has the potential to become the centre of preventive treatment and rehabilitation of the region. Estonia would never be able to compete with the Mediterranean countries in terms of food, wine, sunshine and the sea temperatures but Estonia has, on the other hand, plenty of peace and quiet, especially during the months when we lack sunshine.

Why should tourists come to Estonia?

We do not have many attractions that do not depend on the season. If I had to choose only one reason, I would say Tallinn as it is a unique town offering something for everyone. The quality of service and food in Tallinn's restaurants is surprisingly high and people are friendly to foreigners. Tallinn offers an active night-life, interesting history and enjoyable art experiences in a very compact environment.

We consider summer the high season as it brings visitors to every corner of Estonia whatever their interests might be. And true enough, Estonian pristine nature of the islands, South-Estonia and the northern coast is usually the attraction that leaves visitors with the most vivid memories. Estonia may look dull when you drive through it but it has a lot to offer if you choose to stay longer and get to know the people.

What are the countries we should most attract tourists from?

This is an easy one! Above all, from neighbouring countries, such as Finland, Russia and Sweden and only then from the rest of Europe. It would be unrealistic to expect this trend to change in the future and USA or Japan to become important players. The flow of tourists depends greatly on the means of access and therefore every single airline and port is of great importance.

Why should people visit your hotel on the Island of Saaremaa in low season?

When you travel to an island you will inevitably get the feeling you have travelled far, to an entirely different environment and once you get back home you feel more relaxed and fresh. It sometimes seems that getting to Saaremaa requires foreign tourists to make an enormous effort and I could name a dozen places they could get to with the same amount of time. But on the second day of their stay they realize they have struck gold by having found a unique environment – pristine nature that seems almost deserted. Accommodation, food and spa treatments, on the other hand, are offered at a bargain price. I personally like Saaremaa better in autumn than in summer. I especially enjoy the park surrounding the Kuresaare Castle and the beach at Salme, to name but two.

Why did you decide to found a market at Tallinn harbour?

Well, I wanted to introduce good and interesting food to the public. Small Estonian producers make wonderful things by carefully selecting the raw materials and putting their heart and soul into the process. These are the products that cannot be bought in supermarkets. There are increasing numbers of people who wish to know where and how the food they eat has been produced and by whom, and they are also prepared to pay more for that knowledge. I, therefore, see this type of a market also as a place for producers and consumers to communicate with each other. I am not against globalization and it is inevitable that supermarket chains engulf small stores only to be engulfed by

TAURI SUMBERG

- ◀ Sumberg has been the initiator, developer as well as the manager of several hotels of the Legend Management AS.
- ◀ He has been the CEO of the Georg Ots Spa Hotel and the Three Sisters Hotel and is now managing the Albert Hotel in Riga. In 2010, he founded the Harbour Market in Tallinn.
- ◀ His first job was reception clerk at Pärnu Best Western Hotel Victoria.



even bigger chains aiming at optimizing supply, harmonizing assortment and pushing down prices by selling more cheap food to more people. Market places, on the other hand, aim to offer quality food that is also a bit more expensive. I personally love good food and admire people who can cook and take pride in serving others with something special. I hope I am not the only one to feel that way and the Harbour Market will prosper. To that end, the market must be interesting and rely on quality raw materials as well as common sense. I would also like to take the opportunity to thank the management of the Port of Tallinn for their support and co-operation... their role in this was way bigger than mine.

What makes Estonian raw materials appealing to tourists?

I would rather make a distinction between what you can buy in markets. Every nation has its specialties – in Riga, for example, I always buy smoked chicken. Latvians have a special way to make it and I like it very much. We too make things differently than in other countries and that is what attracts tourists. Smoked eels prepared by fishermen at Lake Võrtsjärv, smoked hams by Vana Torokese Farm, garlic lard by Ristemäe Farm, sauerkraut by Uus Kongo Farm, cheeses by



WHEN A PERSON HAS A GENUINE WISH TO HELP OTHERS, HIS OR HER NATION HAS NOTHING TO DO WITH IT.

Saku Farm, the entire selection of Peipsiveere products and all kinds of hand-made bread... I could go on forever. We should not forget the national foods of the different nations living in Estonia – Georgian breads lavash and hatchapuri have found their way onto the market together with the wine and tuna fish from Portugal. That is what I call a market of common sense – not everything must be 100 per cent Estonian, the world of tastes is bigger than that.

What are your plans for the market in summer?

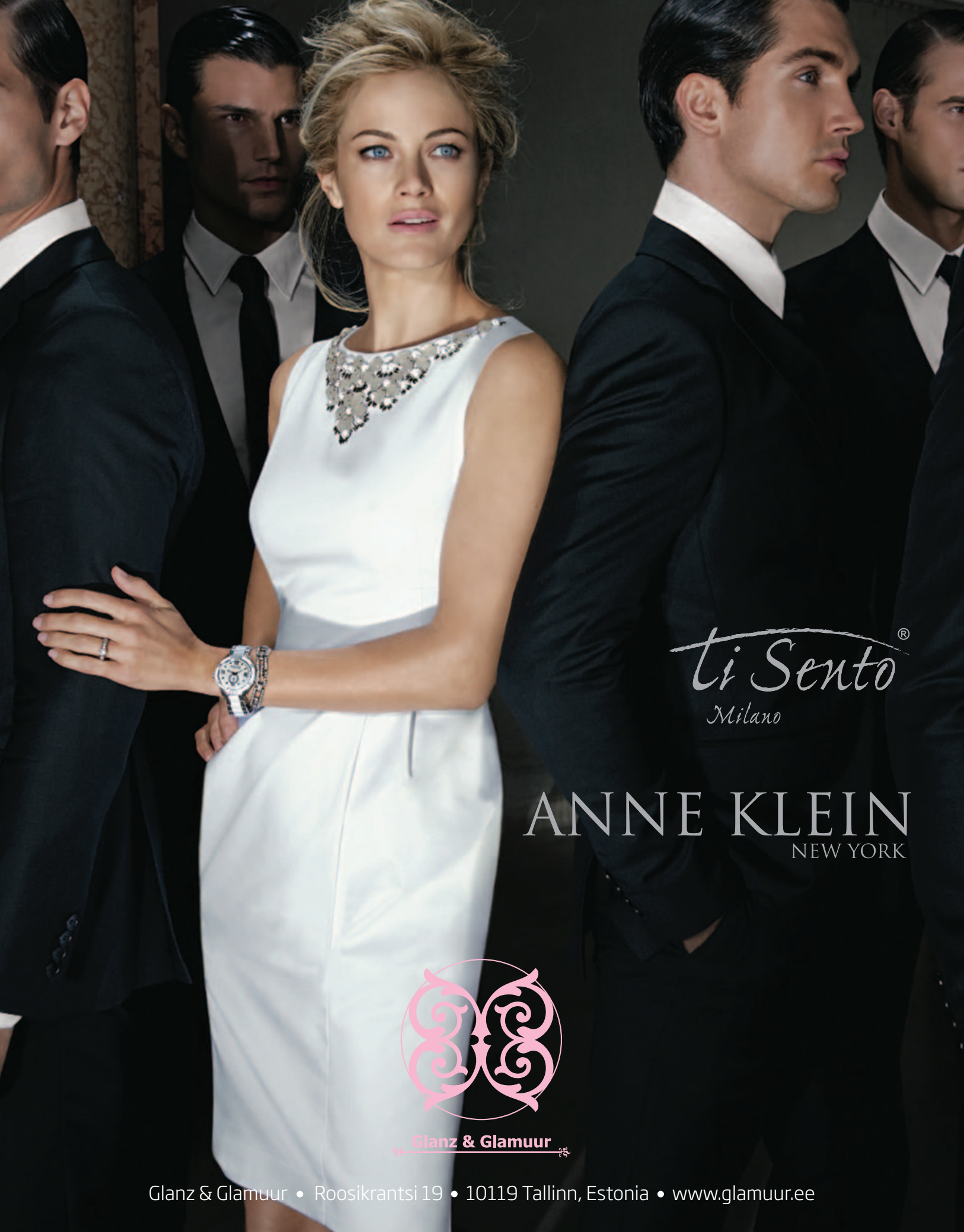
We plan to come out into the open air and put our counters up on the quayside and offer all the fresh products Estonia has to offer in summer. We also plan to start serving dishes made of the food sold in the market.

Are you satisfied with the level of service in Estonia?

Yes, I am actually very satisfied with it and would rather wish for better customers. I do not understand why people tend to label nations: these people are good service providers and those are not. When a person has a genuine wish to help others, his or her nation has nothing to do with it. One can encounter bad service anywhere in the world. I am convinced that not only the personnel should be blamed for the bad level of service but also the owners and managers as they are there to set the example. I cannot wait to see the day when the profession of a service provider becomes as prestigious as, say, of an accountant. Good service means, among other things, that the service provider is confident and this comes only with age and years of experience.

What makes the distinction between a good and a bad hotel?

For me – the people who work there. We may spend millions and millions in the physical environment but when we have the wrong people working there, these millions simply become a really dumb investment. A good hotel has good and responsible people working there who take pride in what they do. I personally am too penny-pinching to pay for bad products and therefore I choose hotels very carefully by making thorough background checks. It is always helpful to hear what people who have been there have to say, although a wish to experience new things is also an important factor. Therefore, I advise people to gather background information first and share their experiences with others later. <



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TAHAKS JU TEGELIKULT KIRJUTADA, ET ÄRGE LENNAKE BARCELONASSE. KUSKIL SÜGAVAL SISIMAS ISTUV KADEDUSEUSS TAHAKS KÕIK SELLE ILU, MÕNUSA KESKKONNA JA ELAMUSED ENESELE HOIDA. AGA RÄÄKISINGI JUBA VÄLJA KATALOONIA VÄÄRTUSED, MIS MEELITAVAD INIMESI SEAL KÄIMA.

Barcelona on olnud kosmopoliitne linn arvatavasti juba Kartaago ja Vana-Rooma aegadest. Just sinna saabus avastusretkelt Kolumbus, et raporteerida palee trepil Hispaania kuningapaarile India saarte avastamisest. Kataloonia ja Barcelona asuvad risteel, kustkaudu pääseb maitsi põhjapoolset Euroopast viljakale Pürenee poolsaarele, piki rannikut, mööda Pürenee mägedest. Kui soovite, siis edasi Aafrikassegi, meritsi sidemetest üle Vahemere rääkimata.

ELEGANTNE ARHITEKTUUR

Barcelona muutus kosmopoliitseks ilmselt enne kui nii mõnigi põhjapoolsem Euroopa pealinn. Tema õnn on see, et ta pole mitte kogu riigi, vaid Hispaania kõige arenenuma osa Kataloonia pealinn. Barcelonas puudub pealinnadele omane ametlik ja esinduslik rusuv õhkkond.

Arhitektuur on aga Barcelona ammune kvaliteedimärk terves maailmas, alates Eixample reegli-pärastest äralõigatud nurkadega kvartalitest ja surematu Antoni Gaudí loomingust, lõpetades paljude kaasaegse arhitektuuri suurmimedega. Toogem näitena siis kas Jean Nouveli kohaliku veefirma banaanikujuline ja värvi muutva fassaadiga pilvelõhkujate või erinevad kontori- ja eluhooned Poblenous ja ranna ääres või Pekingi olümpiastadioni autorite Herzogi ja de Meuroni sinise kolmnurkse näitusehalli Forumi kultuurikompleksis.

Kõige selle juurde kuulub eeskujulik ühistranspordi võrgustik. Vanas kesklinnas on enamik tänavaid jalakäijatele. Siin-seal võib näha punavalgeid



Bicingu jalgrattaid, aga neid saab laenutada vaid kaardiga, mida väljastatakse ainult kohalikele. Pigem otsige linnast teisi ratta-, rolleri- või GoCar-Toursi minibagisid meenutavate sõiduvahendite laenutusi, neid tuleb järjest juurde. Võite oma väikesele grupile võtta ka rattaga giidi, kes teab teed, sõidab teie ees ja räägib. GoCari väikestes kollastes kahekohalistes autodes on asukoha tänavasensorile reageeriv audiogiidi, kes räägib teile ka inglise keeles, kus te olete ja mida näha võite. Esimene tund maksab 35 eurot, hiljem on odavam. Vaata lähemalt www.gocartours.es/barcelona.

MUGAV TRANSPORT

Lennujaamast võite mustkollaste taksode asemel valida ka mugavate pakiriivulitega Aerobusid, mis väljuvad iga viie minuti tagant. Pooletunnine sõit kesklinna kõigisse olulisematesse punktidesse, kust on võimalikud ümberistumised metroole või teistele vahenditele, maksab edasi-tagasi 9,15 eurot. Tagasipileti kehtivus on sobivalt üheksa päeva. Või istute Renfe rongi, mis viib teid iga 20 minuti järel poole tunniga kesklinna sõlmjaamadesse maa all, kus samades jaamades peatuvad ka kaugrongid ja metroo. Pileteid saab soetada automaatidest, kus on võimalik asju ajada paljudes keeltes ning protseduur saab üsna hõlpsasti selgeks. Palju on valida erinevaid mitme sõidu ja ajapileiteid.

Kel reisiks eeltööd vaja teha, võtku internetis rahulikult lahti www.bcn.cat. Seal on kõik plaanide ja hotellideni selgelt ka inglise keeles kirjas. Kui soovite saada teada, kus peale hotelli või lennujaama on Wi-Fi leviala, siis sedagi saab sealt



La Rambla



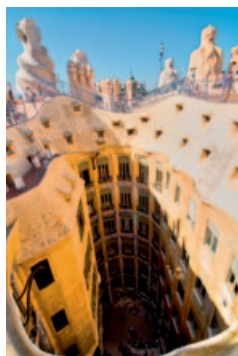
Montjuíci mäe all olev suur purskkaev, kus näeb valguse- ja veemängu muusika saatel.

PIKI KUULSAT RAMBLAT JALUTADES OMANDAGE MURETU RAMBLEERIV KÕNNAK.

näha. Plaani väljatrüki asemel on mugavam jälgida tänaval märke või poste, kus sinisel pinnal on valges rombis W-täht. Neid pole kõikjal, vaadake lisaks ka kohvikute ja kõrtside uksekleebiseid, neid alasid on linnas sadu.

Erineva headuse ja hinnatasemega hotelle on tohutult, peaaegu kõik suhteliselt hiljuti renoveeritud või tuttuued. Kel soovi nautida mingil ajal rannamõnusi – just nimelt, sest linnal on kesklinnast põhja poole ulatuv pikk liivarand –, siis võite Poble nous, endises tööstuslikumas äärelinnas, mille on tänaseks hõlvanud rohkem boheemlased ja rahulikku ümbrust hindavad kohalikud elanikud, valida näiteks veidi kallima neljatärnihotelli H10 Marina. See on kvartali kaugusel 1888. aasta maailmanäituse Ciutadella pargist ning seega jalutuskäigu kaugusel kesklinnast ning vaid viie kvartali kaugusel merest. Tubade hinnad algavad 90 eurost ning vaade katusebasseini veerelt on suurepärase. Loomulikult on seal mere lähedal ka odavam klasi öömaju.

Barcelonat külastades ei saa muidugi mööda Gaudí loomingust. Güelli park, mullu katuse alla saadud Sagrada Família katedraal ning Casa Milà ja Casa Battló uhkel ja laial Passeig de Gràcial on need vabatahtlikult kohustuslikud märgid Gaudí loomingust, mida peaks nägema, kui võimalik, ka seestpoolt. Umbes 15-eurone piletihind on seda igati väärt. Tudengitele ja lastele on muidugi allahindlused.



Casa Milà ehk La Pedrera.



Barcelona kaitsepühaku La Mercè (Halastava Jumalaema) pidustused.

VAATAMIST JAGUB

Piki kuulsat Ramblat jalutades omandage muretu rambleriv kõnnak, aga ärge unustage oma raha- ja käekotti kindla valveta. Rambla enda kireva pildi kõrval ärge kindlasti unustage sisse pöörata La Boqueria turule. See Euroopa suurimaid toiduturgete on Ramblast kerge hoonetereaga eraldatud, aga suurtest kaaravadest pääseb sellele ligi. Veidi edasi on suur Liceu ooperiteater, üks maailma kümnest juhtivast omasugusest. Võimalikud on ka külastused väljaspool etenduste aegu. Ning seejärel maanduge väikesele kohvipausile teisel pool tänavat kvartali sisemusse peitunud Plaça Reiali varjulises galeriis.

Plaça de Catalunya ja vana katedraali ühendav, paralleelselt Ramblaga jooksev Portal de l'Àngel on teine suurem äritänav, millelt tasub pöörata ära väiksele Carrer Montsióle. Seal on Nelja Kassi kohvik, Els Quatre Gats. Siinses möödunud sajandi originaalses interjööris tasub teha väike paus ning mõelda Picasso esimesele näitusele neis ruumides või veel ringi hõljuvale Gaudí ja teiste toonaste katalaani suurnimede vaimudele elavates kultuuriväitlustes.

Sealt on vaid paar sammu üle transpordiküllase Via Laietana ühe maailma kaunima kontserdimaja ja Palau de la Musica Catalanani. See arhitekt Domènech i Montaneri sajandivanune meistriteos väärib imetlemist nii väljast kui seest. Inglisekeelsed ekskursioonid on iga tunni järel (12 eurot, kestab tunni).

KOGU LINN ON SÜNDMUSI TÄIS

Muidugi väärib vaatamist 1929. aasta maailmanäituse kompleksis Montjuíci mäe all olev suur purskkaev, kus neljapäevast pühapäevani näeb kell

20–24 valguse- ja veemängu muusika saatel (pool tundi klassikat ja pool popmuusikat vaheldumisi). Selle kõrval on ka imekaunis Mies van der Rohe kavandatud Saksa paviljon maailmanäituse ajast ning vastas üle tänava on vanas tekstiilivabrikus CaixaForum, kohaliku hoiupanga spondeeritav näitustesaal. Eksponeeritakse tavaliselt kuulsaid nimesid, sissepääs on tasuta. Samas lähedal Plaça d'Espanyal on vanast härjavõitluse areenist, kus kunagi esines legendaarse kontserdiga The Beatles, arhitekt Richard Rogersi projekti järgi värskest renoveeritud uus kaubanduskeskus, mille katuselt avaneb suurepärase vaade linnale.

Ajaliselt oleks eriti soovitatav sattuda Barcelonasse 24. septembri paiku, mil on linna kaitsepühaku La Mercè (Halastava Jumalaema) pidustused. Kogu linn on sündmusi täis. Tantsitakse *sardana*'t, linnavalitsuse ees Sant Jaume platsil tehakse 8-9 (enamasti) mehe kõrgusi inimtorne, samuti toimub suur hiiglaste rongkäik ja õhtu lõpetab grandioosne, ligi pooletunnine kunstipärane tulevärk mere ääres.

Kui püüaks kõike kirjeldada, ei saaks see lugu kunagi valmis. Olles õhtuks linnast väsinud ja elamustest tulvil, seadke sammud Gràcia kunagise eeslinna kitsastele tänavatele, ikka selle Passeig de Gràcia ülemise osa kõrval. Seal on noori, on kohalikke, keda vaadata, palju väikseid moe- ja disainipoode ning muidugi arvukalt tähelepanumatuid, aga väga hea köögiga körtse. Teisel õhtul aga sööge rannarestoranides, seal kusagil Barceloneta kandis või veidi edasi, vaatega laisalt loksuvale merele. Võtke kindlasti üks rahvuslik riisiroog paella ning tingimata mereandidega. Värsked mereannid on need, mida seal on küllaga, aga meil pole tuldse. Desserdiks mahe *crema catalana*. Kann lahjat sangriat, milles ujuvad puuviljatükid, ning veinid ja *cava*'d on kõik kohalikud joogid, olete ju Kataloonias. <



Katalaani rahvuslik riisiroog paella mereandidega.

Barcelonal on kesklinnast põhja poole ulatuv pikk liivarand.



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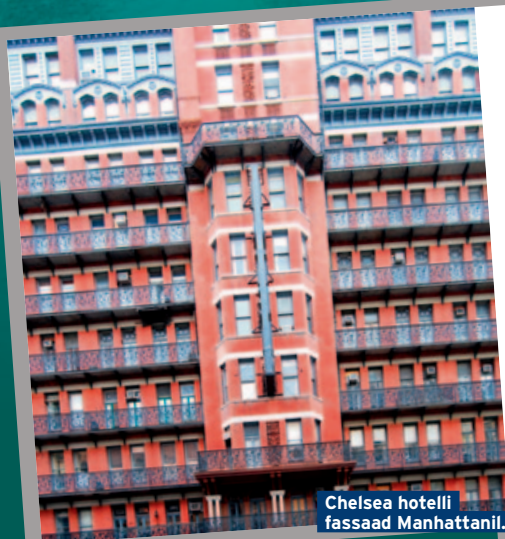


Eesti Arengu
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Tekst: KÄRT ULMAN < fotod: AUTOR, SHUTTERSTOCK

Kihav katel New York

ERILISE ENERGIAGA MAAILMALINNAS NEW YORGIS LEIDUB KÕIKE, MIDA HING IHALDAB. SIIN ELAVAD SÜMBIOOSIS KUNSTID, ÄRI, INIMSUHTED JA ELAMUSED. JALUTUSKÄIK PAKUB SIIN KÕVASTI ÄRATUNDMISRÕHMU, SEST **NEW YORK** ON MAAILMA FILMITUIM LINN.



Chelsea hotelli fassaad Manhattaniil.

Kus ööbida?

- < Hotellid on New Yorgis kallid, internetist otsides võib leida soodustusi. Ka on hotellid väljaspool Manhattanit tavaliselt odavamad. Kuid siis tasub kindlasti uurida, kas hotelli lähedale pääseb ka ühistranspordiga.
- < Veebileht <http://newyork.craigslist.org> pakub sektsioonis "Sublets/Temporary" ööbimisalternatiivina kortereid, mis suurema grupi puhul on tihti soodsamad kui hotellid.



Uisuväljak Rockefeller Centeris.

Mida vaadata?

- < Jalutamiseks ja sisseastumiseks sobivad Central Park, Times Square, Greenwich Village'i linnaosa, Manhattani lõunatipp South Street Seaport ja Wall Street, 5. avenüü ja Rockefeller Center, Empire State Building, Brooklyni sild, botaanikaaiad Brooklynis ja Bronxis, Metropolitan kunstimuuseum, Natural History (loodusloo) muuseum, Guggenheimi, MoMa ja Fricki kunstimuuseumid; Apple'i klaasmaja 5. avenüül.
- < Ostlemine - disainerikaupu müüvad allahindlusega kaubamajad Filene's Basement, Loehmann's ja Century 21. Suured kaubatänavad on 42., 34. ja 14. tänav Union Square'i ümbruses. Luksuslikud kaubamajad Saks ja Bergdorf Goodman asuvad 5. avenüül.

Estonian Air pakub lennupileteid rohkem kui 180 sihtkohta nii Estonian Airi kui ka partnerfirmade lendudele. Vaata aadressilt www.estonian-air.ee ka hotelli- ning autorendipakkumisi!

Millal minna?

- ◀ Aprillist juunikuuni ja septembris-oktoobris on New York vahest kõige meeldivama kliimaga, juulis-augustis võib seal olla hingematvalt palav. Suvel on mõnus teha praamisõit ümber Manhattani ning suuremates parkides toimuvad vabaõhu ooperietendused, kontserdid ja filmilinastused.
- ◀ Kevadel õitsevad linnas lugematud kirsi- ja magnooliapuud, oktoobri lõpu poole saab parkides jälgida imepärast värvidemängu, kus puulehtede toonid varieeruvad helekollasest purpurpunaseni.
- ◀ Talvel on linnas avatud liuväljad, jõuluajal on tõmbenumbriksi kaubamajade vaateaknad ning lugematud teatrietendused.
- ◀ Ja päike paistab New Yorgis keskmiselt 110 päeva aastas.

Kevadine Central Park.



Broadway teatrite ja suurte reklaamiekraanidega ääristatud Times Square on New Yorgi sümbol.

Kuidas liigelda?

- ◀ Metroo (*subway*) ja bussiliinid toimivad ühes piletisüsteemis, ühe Metrocardi läbitõmbega saab kahe tunni jooksul liiklusvahendit vahetada. Busse tasub kasutada Manhattani idaläänekalda vahet liiklemiseks, *subway*ga saab seda teha vaid 42. ja 14. tänaval. Ailmaarauttee on suhteliselt odav (üks sõit 2.50 dollarit) ja tööpäevadel on graafik regulaarne. Nädalavahetustel tasub oma marsruut enne internetist järele kontrollida (mta.info), sest liinide korrastustööde tõttu on muutused tavalised.
- ◀ Parim metrookaart linnaplaani peal asub www.onnyturf.com/subway, muuseas ka eestikeelsena! Alati võib käetõstega peatada kollase takso, karjuda "Taxi!", nagu filmides tehakse, pole vajadust.



Luksuslik Kobe Club restoran West 58ndal tänaval.

Kus süüa?

- ◀ Unustage müüdid hamburgereid pugivatest ameeriklastest – New York on restoranide linn ja siin on esindatud kõik maailma köögid.
- ◀ Enamikus eksklusiivsetes restoranides tuleb kohad ette kinni panna, eriti kuumade söögikohtade ooteaeg küündib mitme nädalani.
- ◀ Restoranid on linna tervishoiuameti poolt hinnatud A- (kõrgeim), B- ja C-klassi. Vastav kleebis peab olema ka restoranis näha. Infot leiab ajakirjast Time Out NY (igal kolmapäeval uus) ja restoranijuhust Zagat (zagat.com)
- ◀ Kaasa osta tasub toitu delidest – paljudes saab segada ise kokku värsket salati just oma maitse järgi, kindlasti saab sealt kohapeal valmistatud võileibu, kohvi ja vahel ka suppi. Whole Foods'i kauplustes asuvad nii sooja kui külma mahetoidu iseteeninduslaud, süüa saab ka sealsamas.
- ◀ Keskkonnas on ka palju toiduautosid (*food trucks*), kust saab maitstvat Ladina-Ameerika või Lähis-Ida kiirtoitu. <

tekst: TIIT EFERT < fotod: JAREK JÕEPERA

Lennukite ÖÖELU

LENNUKI KONTROLL
ALGAB SELLEST,
ET KAPTEN VAATAB
IGA LENNU EEL JA
JÄREL OMA SÕIDUKI
ISE ÜLE. LENNU
AJAL MONITOOB
LENNUKI TÖÖD
TEHNIKA. LISAKS
KONTROLLITAKSE
LENNUKEID IGAL
ÖÖSEL JA TEHAKSE
REGULAARSELT
SUUREMAID
HOOLDUSI.

Esimese suurte lennukite baashoolduse kohaks mõeldud angaari ehitamist alustati Tallinnas 1989. aastal ning see oleks pidi mahutama TU-154 tüüpi lennuki. Riigikorra muutumise tõttu aga ühtegi TU-d siia ei jõudnud ning angaari ehitus jäi pooleli.

Kui Eesti rahvuslikuks lennukompaniiks saanud Estonian Air liisis esimesed Boeingud, tuldi tagasi mõtte juurde Tallinnas lennukite baashooldust pakkuda. Angaar võeti kasutusele 1995. aastal, 2000. aastal valmisid töökojad, kus saab lennuki-komponente kohapeal remontida.

2002. aastal eraldus hooldusosakond Estonian Airist ning moodustati eraldi ettevõtte Maersk Air Maintenance Estonia. 2003. aastal sai firma nimeks Air Maintenance Estonia ning see kuulub hetkel riskikapitalifirmale BaltCap, kellel on plaan ettevõtte tegevust laiendada ning uus ja suurem angaar ehitada.

ÕPPINUD MEHED...

Ettevõttes töötab 160 inimest, kellest vahetult lennukitega tegeleb sadakond. Baashariduse lennukite hoolduseks annab Tartus asuv Eesti Lennuakadeemia, mille tase on Air Maintenance Estonia kvaliteedijuhi Kalle Alliksoni kinnitusel väga kõrge. „Aga selle hariduse võib saada ka mõnes vastavas välismaa koolis. Praegugi on

meil seitse Rootsi tudengit praktikal,“ lisab ta.

Töökeel on ettevõttes inglise keel. Kõik lennukitootjate juhendid ja käsiraamatud, mida pidevalt uuendatakse, on selles keeles.

Lennukimehaanikud õpivad kogu elu. Kooliharidusele järgnevad lennuki tüübikursused, mis kestavad viis kuni kuus nädalat, seejärel praktika, mis võib sõltuvalt varasemast töökogemusest kesta kahest nädalast nelja kuuni. Alles siis saab töötaja Eesti Lennuametilt litsentsi ja Air Maintenance Estonialt volituse seda tööd teha, kuid ei pääse ikka edasiõppimisest – pidevalt toimub korduvkoolitusi erinevatel teemadel. „Iga asi peab olema selge ja korratud,“ kinnitab Allikson. Kui töötaja pole kaks aastat alaga kokku puutunud, kaotab litsents kehtivuse.

Estonian Airi uute lennukite tulekuga on mitmest mehest saanud Bombardier CRJ spetsialistid. „Kohe asub neid lennukite tundma õppima uus grupp mehi,“ ütleb Allikson.

TUNNUSTUS EESTI ETTEVÕTTELE

Lennundus on konservatiivne ala. Seda eriti siis, kui asi puudutab hooldust – üks viga võib tähendada pankrotti. See, et mitme riigi lennufirmad hooldavad oma lennukite Tallinnas, näitab siinse töö kõrget taset. Tallinnas on hooldatud lennukiteid kõikidest naaberriikidest ja ka kaugemalt – Austriast, Saksamaalt, Suurbritanniast jne.

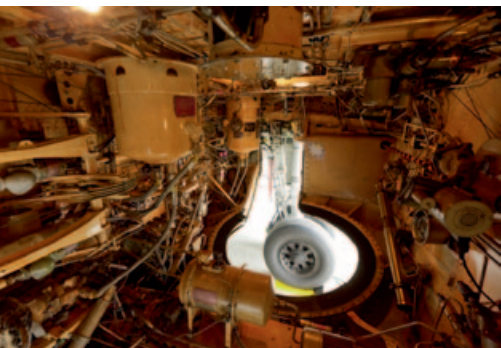


Ka lennuki teliku ruuum on juhtmeid ja torusid täis.

Kõige levinumad lennukid maailmas on Airbus 320 ja Boeing 737 oma erinevate seeriatega. Nende hooldustööd tuleb Tallinna lennuväljal ka kõige rohkem teha. „Tegelikult on kõik lennukid, sõltumata tootjast, väga sarnased. Nii konstruktsioon, elektroonika kui ka mootor võivad olla ühesugused,“ räägib Allikson. „Lennukid on täis elektroonikat, mis tuvastavad vähimagi vea; peaaegu alati ütlevad andurid ka vea täpse põhjuse. Kui hoolduse käigus avastatakse lennukil tõsine viga, siis teatatakse sellest 72 tunni jooksul nii Eesti Lennuametile, tootjamaa lennuametile kui ka tootjale. Tootja peab tegema parandused ning info tema ettepanekuga jõuab meile tagasi, näiteks võib olla lahenduseks sagedasem hooldamine või konstruktsiooni parendamine.“

Lennundus on üks reglementeeritumaid valdkondi. Kui mõni ettekirjutus või eeskiri pole täidetud, siis lennukil õhku tõusta ei lubata.

Lennuki hooldus toimub ka lennu ajal. Kogu lennuki tööd monitooritakse – jälgitakse vedelike temperatuuri ja rõhku,



Boeing 737 mootori hooldamine nõuab vilumust ja täpset kätt.

voolutarvet, õhu ja väljalaskegaaside temperatuuri jpm. Pärast lennu analüüsitakse neid andmeid ning vähimagi normist erinemise korral võetakse lennuk käigust maha, kuni põhjus on välja selgitatud ja viga kõrvaldatud.

Kõiki probleeme pole siiski võimalik monitooringuga avastada ning seetõttu on kõikidele lennukitele ette nähtud regulaarsed kontrollid, mis jagunevad erinevate tasemetega vahel vastavalt sellele, kuidas tootja on ette näinud.

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PARSIFAL : RICHARD WAGNER ooper
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HELDE PUU : TALNO AINTSI muusikale loodud tantsuetendus, esiettekanne Nargen Opera | Shel Silverstein | Marina Kesler | Tõnu Kaljuste

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Estonia kontserdisaalis 4.09 kl 19

BALTIC VOYAGE & PÄRT
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Noblessneri valukojas 9.09 kl 19.30

ARVO PÄRDI NELI SÜMFOONIA
ERSO | Tõnu Kaljuste

Jaani kirikus 11.09 kl 18

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Lennukite rataste ja pidurite hooldamine on Air Maintenance'i üks põhitgevusi.



Ultravioletse valguse abil tuvastatakse peenemgi pragu lennuki pidurites. Seda ei märka silm ka kõige parema tavavalguse käes.

Lennuki osad jagunevad kolme rühma

1. Piiratud kasutusajaga (*life-limited*) osad, mis tuleb välja vahetada teatud aja järel.
2. Hooldustevahelise perioodiga (*service-limited*), millele on kehtestatud hooldustevaheline periood lennutundide või ajavahemike järgi.
3. Seisukorra järgi vahetatavad, mida tuleb jälgida ja vajadusel välja vahetada.

Üldjuhul lennuki osi ei remondita ega parandata. Kui avastatakse rike, pannakse täiesti uus varuosasele, mis teeb lennuki hooldamise kulukamaks, ent peamine eesmärk on siiski ohutus ja selle saavutamisel ei saa kokku hoida.



Lennuki kokpit on täis tulesid ja andureid, mis näitavad lennuki korrasolekut.

BOEINGUTE HOOLDUSTASEMED

Järgnev jutt on Boeing 737 näitel. Igal öösel toimub ülevaatus, mida kutsutakse igapäevaseks kontrolliks (*Daily Check*). Selleks kulub umbes üks töötund ja see tähendab, et mehaanik vaatab lennuki üle.

Ülepäeviti tehakse põhjalikum *Service Check*, mille käigus vaadatakse lennuk üle ja uuritakse vedelikutagavarasid, mida vajadusel täiendatakse. *Service Check*'i juhend on umbes 17 lehekülge pikk, kuid sisaldab palju viiteid teistele juhenditele ja kontrollnimekirjadele.

Iga 250 lennutunni järel (laias laastus kord kuus) tehakse *A-Check*, mis võtab aega umbes 80 tundi. Tehakse kergem funktsionaalne kontroll, määratakse ettenähtud sõlmi jne.

Iga 4000 lennutunni järel toimub *C-Check* (mõnele lennukitüübile tehakse vahepeal ka *B-Check*), mille käigus võetakse lennuk üsna lahti. Selle käigus tehakse täielik funktsionaalne kontroll ning vaadatakse üle ja remonditakse ka detailid, mis hakkavad väsimata.

Iga 24 000 lennutunni järel toimub *D-Check*, mille käigus eemaldatakse lennukilt sisuliselt kõik, mida suurema lõhkumiseta eemaldada annab, ning kontrollitakse põhjalikult lennuki põhistruktuuride korrasolekut. <

Mõistus ja tunded. Uus Mercedes-Benz CLS.

Uus Mercedes-Benz CLS teab, kuidas tekitada kirglikke emotsioone juba esimesest silmapilgust, lisades samas kindluse, et värskest sümpaatiast saaks kasvada vastastikune sügav lugupidamine. Terviklik dünaamika läbi iga jõulise kujustusjoone, jõulised ja säästlikud uue generatsiooni mootorid ning üle 80 elektroonilise ohutus- ja juhiabisüsteemi. Kõik, et tunnetada olemise terviklikkust kõikide oma meeltega. Nii mõistuse kui ka tunnete tasandil.

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The night-life of PLANES

THE CAPTAIN OF A PLANE EXAMINES THE AIRCRAFT BEFORE AS WELL AS AFTER EACH FLIGHT. DURING THE FLIGHT PLANES ARE MONITORED BY COMPUTER. BUT EVERY NIGHT PLANES ARE THOROUGHLY CHECKED AND MAINTAINED BY QUALIFIED TECHNICAL PERSONNEL.

text: TIIT EFERT < photos: JAREK JÕEPERA



Faulty spare parts used as training material.



Trainees from Sweden checking the fuel tanks.

The construction of the first large maintenance hangar in Tallinn began in 1989 and it was supposed to house a TU-154 type plane. But with the collapse of the Soviet regime construction work was discontinued and TUPOLEV-type planes were never repaired there.

After Estonian Air became the national air carrier in 1991 and leased the first Boeing plane in 1995, the issue of aircraft maintenance in Tallinn was raised again and the hangar was completed in 1995. In 2000 the workshops for aircraft component maintenance were completed.

In 2002, this maintenance department separated from Estonian Air and became an independent company Maersk Air Maintenance Estonia. In 2003, the company was named Air Maintenance Estonia and today it is owned by the private equity and venture capital investor, BaltCap, which is planning to expand the company's activities and build another new and larger hangar.

SKILLED PERSONNEL

Today, Air Maintenance Estonia employs 160 staff about 100 of whom maintain the planes. Basic aircraft maintenance training is given at the Estonian Aviation Academy in Tartu. According to the quality manager of Air Maintenance Estonia, Kalle Allikson, the qualification level for graduates is high. "The same qualification can also be acquired abroad. Currently we have seven students from Sweden doing their practical training here," says Allikson.

The working language of the company is English as all the manuals and instructions are issued in English and constantly updated. They must be regularly updated.

Aircraft mechanics learn throughout their working life. Basic training is followed by aircraft type training



lasting for five or six weeks and professional traineeship (also known as hands-on training) lasting from two weeks to four months depending on the former working experience of the trainee. And it is only then that a mechanic gets his or her licence issued by the Estonian Civil Aviation Administration as well as the authorization from Air Maintenance Estonia. The learning process, however, is not over yet as engineers must regularly attend continuous and refresher training courses. "They must be familiar with every aspect of their work and, therefore, repetition is necessary," says Allikson. The license becomes invalid when mechanic has not worked professionally for two years.

With the arrival of the new Estonian Air Bombardier CRJ type planes some of the mechanics had to re-specialise. "A new group is about to commence their studies," says Allikson.

RECOGNITION OF THE ESTONIAN COMPANY

Aviation is a conservative field of activity, especially when it comes to maintenance as one tiny mistake may bankrupt the entire company. The fact that air carriers from all the neighbouring countries as well as Austria, Germany, Great Britain, etc. have their planes maintained in Tallinn shows the high level of professionalism of local staff.

The most common planes operating in the world today are basically the series of Airbus 320 and Boeing 737 and therefore these planes are also most commonly maintained in Tallinn. "All the planes are in fact similar regardless of the producer. The construction, electronics as well as engines are the same," says Allikson. "Planes are full of electronics that detect even the smallest malfunctions and usually the sensors are also able to determine the reason for a malfunction. When the maintenance personnel find a major fault the Estonian Civil Aviation Administration, the aviation administration of the producing country as well as the producer are notified within 72 hours. The producer is then required to assess the situation and make proposals for remedying it. Often the solution lies in more frequent maintenance or upgrading of the construction."



This is what a aeroplane engine looks like when taken apart.

A memorial to a seagull at the company's office demonstrating damaged rotor blades.

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Air Maintenance Estonia specializes in maintaining aircraft brakes.

Aviation is also one of the most regulated fields of activity. When just one precept or rule is not met the plane must stay on the ground.

The maintenance process in fact goes on all the time – even during the flight when the operation of the plane is monitored. Pilots check the temperature and pressure of fluids as well as the voltage, power consumption and the temperature of air and exhaust gases, etc. After every flight all the performance indicators are analysed and in the case of abnormal deviation the plane is grounded until the reason is found and the fault dealt with.

Of course, not all the problems can be detected with monitoring and, therefore, regular checks are carried out that are divided into different levels and as prescribed by the manufacturer.

THE LEVELS OF MAINTENANCE

The following applies to the Boeing 737.

Every night, these planes undergo an inspection called Daily Check which takes approximately one hour for a technician.

Every other day, planes go through a more thorough Service Check, during which the fluid and coolant supplies are checked and if necessary, topped up. The Service Check manual has 17 pages referring to several other instructions and checklists.

Every 250 flight hours (approximately once a month) an A-Check is carried out that takes about 80 hours and includes general functional checks, lubrication of certain assemblies, etc.

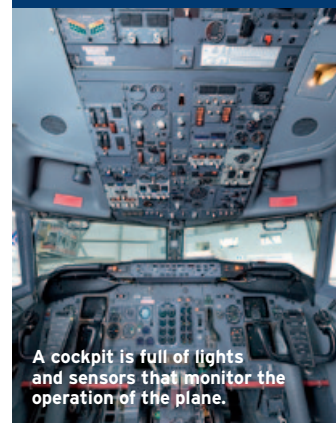
Every 4000 flight hours a C-Check is carried out (in case of some aircraft types a B-Check is also carried out before that) during which the main structures of the plane are checked and general repair works, as well as thorough functional checks, are carried out.

Every 24,000 flight hours a D-Check is carried out during which the plane is taken more or less apart and its main structures is thoroughly inspected. <

Plane parts fall into three categories:

1. Life-limited parts that need to be replaced after certain time, e.g. 25 years.
2. Service-limited parts that need to be replaced after a certain number of flight hours or after a certain amount of time has passed.
3. On condition parts that need to be monitored regularly and replaced whenever necessary.

Generally, plane parts are not repaired. In case of a fault, a new part is installed which, of course, makes airplane maintenance more expensive but when human lives are at stake money is not an issue. All of the air-carriers in the European Union must abide by common rules and requirements to ensure that air-travel is a safe way of travelling.



A cockpit is full of lights and sensors that monitor the operation of the plane.

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text: MARGUS MÜIL < photos: JAREK JÕEPERA, EAS, FOCUS MEDIA



Estonian islands are unique for their pristine nature, old windmills and fishing villages. One of these islands is Muhu where time stands still and the sea tells evocative stories...

ACTIVITIES IN THE NATURE

Muhu is the leading choice of people who appreciate natural beauty, a historic atmosphere and

privacy. The unique dining places at Muhu, succeed in pleasing even the most demanding of customers, as they often prepare dishes using only the local organic produce. Accommodation is offered in archaic tourist farms as well as in the luxurious Pädaste Manor Hotel.

In addition, the island also offers a wide range of recreational activities, such as canoe and fishing at sea, hunting, horseback riding, hikes introduc-



Muhu in numbers

Population: 1904 (January 1, 2011).

Territory: the island of Muhu together with the surrounding islets - 206 sq km, comprising 52 villages.

Centre: the Village of Liiva with 203 inhabitants (January 1, 2011).

Distance from Tallinn: 153 km.

Distance from Kuresaare: (the centre of the neighbouring Island of Saaremaa) 65 km.

ing the ancient history of the island and bird-watching. There is also the Ostrich and Kangaroo Farm and workshops organised by local craftsmen and shipbuilders, to name just a few.

FRESH AIR AND PRISTINE NATURE

The biggest asset of the Island of Muhu, however, is its pristine nature. There are 750 different plant species, including 23 species of rare orchids.

Although alvars with junipers are most characteristic of the island, Muhu also offers treats for the eyes of nature lovers with its variety of beautiful wooded meadows, marshes and coastal cliffs.

Muhu is also a home for hares, foxes, elks, deer,

raccoon dogs and wild boars, not to mention smaller mammals. The island is also rich in ducks, geese and swans and even has several couples of white-tailed eagles nesting undisturbed on coastal areas.

A large part of the island belongs to the EU network of protected areas, Natura 2000. This would not be the case were it not for the inhabitants of the island who have contributed to nature protection through their respectful attitude towards their environment.

The inhabitants of Muhu love their island and say that it is a place where time stands still.



KEEPING THE TRADITIONS

The islanders form a close knit community famous for their involvement in various forms of folk art. The making of local national costumes, needlework, woodcarving, folk dancing and folk music form an inseparable part of their everyday life. Centuries old traditions are still very much alive and popular among the islanders.

Even today, many families, just like their ancestors, spend their long winter nights fixing household tools or making beautiful pieces of handicraft. Perhaps the most famous items made by the local artisans are the beautiful woollen Muhu blankets decorated with embroidered flowers, as well as the bright coloured local national costumes that are often worn on festive occasions.

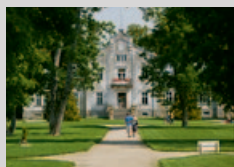
SPECIAL PEOPLE

It is estimated that the oldest human settlement on the Island of Muhu dates back some 5,000 years while the first written document dates back to the beginning of the 13th century. The Chronicle of Henry of Livonia describes the events of a bloody battle at a Muhu stronghold between German crusaders and the locals in 1227 – the last one before entire Estonian territory fell under foreign rule for centuries.

The inhabitants of Muhu call themselves „Muhu people”, marking their desire to distinguish themselves from the inhabitants of other



Sights of interest



PÄDASTE MANOR

The centuries old Pädaste Manor complex housing a five-star hotel, spa, gourmet restaurant, wine cellar and bar offers unforgettable moments in an historic atmosphere.

The earliest written documents referring to Pädaste Manor date back to 1566 when the King of Denmark, Fredrik II, gave the manor to the von Knorr family in recognition of their services rendered to the Danish Crown. But it must have been much earlier, however, soon after the crusaders defeated the Estonians, that this beautiful site was selected for a manor house. In 1768, the manor passed into the hands of the von Aderkas family and was subsequently acquired by the von Buxhoevden.

The prominent neo-Gothic main building was completed in 1875. The following two decades saw the erection of the granite and dolomite

auxiliary buildings around the courtyard in front of the main building – a two-storied granary, cheese dairy, smithy, stable and coach house, etc.

After centuries of glory the Soviet regime first turned the manor into an army headquarters, then into a fish distribution centre and finally a nursing home.

At the beginning of the 1980s, Pädaste Manor was abandoned altogether until the year of 1996 when the present owners took up the challenge of restoring the complex with the aim of turning it into a luxury hotel. www.padaste.ee



MUHU STRONGHOLD

The remains of the Muhu Stronghold are located in a field near the Village of Linnuse in the South-Western part of the island. The ramparts that in places are up to 8 metres high are the sole reminders of this once powerful stronghold which was

the stage of the final battle that put an end to Estonians' fight against the crusaders. The Chronicle of Henry of Livonia has it that the stronghold withstood the attacks of the 20,000 strong army of the Livonian Brothers of the Sword for six days, after which all but one of the 2,500 men and women in the stronghold were killed.



ST CATHERINE'S CHURCH

The Early-Gothic style St Catherine's Church in the Village of Liiva was first mentioned in 1267. The church was dedicated to Saint Catherine of Alexandria who lived at the turn of the 4th century. In 1703, during the Great Northern War, the church suffered considerable damage and was subsequently rebuilt in 1738. It is considered one of the most beautiful country churches in Estonia. Today, the church belongs to the Estonian Evangelical Lutheran Church.

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Vorsprung durch Technik 



islands as well as those of the mainland. It is even said that Muhu people also have a distinct character – proud and a bit stubborn but known for their friendliness, sense of solidarity and a sharp sense of humour.

NEIL TENNANT IN DISTRESS

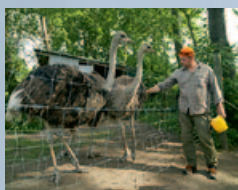
The quiet Island of Muhu has attracted many cultural figures to move there, including the grand old man of Estonian pop and rock music, Ivo Linna. But he is not the only musician to be inspired by its nature and the surrounding seas.



In summer 2000, Estonian media published the news that the composer and member of Pet Shop Boys, Neil Tennant, celebrated his birthday in Pädaste Manor. Tennant's host, the owner of the Pädaste Manor, Imre Sooäär, had organised a boat trip from Muhu to the islet of Suurlaid for his guest but suddenly a storm broke out.

Once safely back at the manor, the experience inspired Tennant to compose the same evening the song „Between Two Islands”, that was later released as the „I Get Along” single B side by the Pet Shop Boys. <

Tips for tourists



OSTRICH FARM

The Muhu Ostrich and Kangaroo Farm in the Village of Nautse also has a mini-zoo, a gourmet cafe and a farm store. It is the largest and oldest ostrich farm in Estonia. <http://www.jaanalind.ee>



VANATOA B&B

The history of the Vanatoa farm, situated in the ancient Village of Koguva, dates back to the 16th century. Vanatoa offers accommodation, catering, cultural events, hunting trips, boat trips and hikes to the Islet of Kõinastu. <http://www.vanatoa.ee>

MUHU FISH CAFE

The Fish Cafe is situated in the Village of Liiva and it offers delicious dishes made

with locally caught fish, such as Baltic herring, plaice, bass, pike, etc. www.kalakohvik.ee

NAMI NAMASTE

The Muhu national style farmhouse complex, situated in the Village of Simisti, offers a relaxing accommodation as well as cooking courses where delicious dishes are prepared from the local organic products. The farm is run by the famous Finnish TV chef, Sikke Sumari. www.naminamaste.com



MUHU RESTAURANT AND HANDICRAFT SHOP

The Muhu style restaurant, located in the Village of Liiva, offers a variety of local dishes. The premises also houses a handicraft shop offering the products of local craftsmen from needlepoint to ironwork. There is also a fleece workshop. www.muhurestoran.ee

VÄINAMERE UISK THEME PARK

The aim of the non-profit organisation, Väinamere Uisk, located in the Village of Koguva, is to revive the

tradition of building and use of the uisk-type vessels by offering special educational programmes. It also offers boat trips introducing the local maritime environment. www.uisk.ee



LÕUNARANNA PORT

The port has berth places for 55 vessels and a beach for swimming. It also offers accommodation, catering and a sauna. www.lounaranna.ee



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Kaarel Kivikangur and Andres Uibomäe say that Renard is not only a „moto sculpture” destined to stand in a garage but also a vehicle for everyday use.



text: TOIVO TÄNAVSUU (Eesti Ekspress) < photos: JAREK JÕEPERA, RENARD, DELFI

Bike for a millionaire

WHAT WOULD NORMALLY INVOLVE HUNDREDS OF PEOPLE AND MILLIONS OF EUROS IS BEING DEVELOPED BY TWO ESTONIANS ON AN EXTREMELY LIMITED BUDGET AND IN ASCETIC CONDITIONS. ALLOW US TO PRESENT A NEW SPORTY AND EXCLUSIVE MOTORCYCLE TO BE LAUNCHED ON THE US MARKET LATER THIS YEAR.

Some time ago, a group of designers, product developers and racing engineers came together to develop from scratch and launch on the market a unique looking Renard motorcycle. Renard Motorcycles, founded in 2008, presented the first prototype in Hanover, Germany in 2010, followed by a series of test drives.

A PROJECT OF FANATICS

For the launchers of the project and motorbike fanatics, Andres Uibomäe and Kaarel Kivikangur,



it has been a complicated but also useful and instructive journey. Their goal is to do things as professionally as possible and yet with as minimum resources as feasible. Their motorcycle that will probably cost about 75,000 euros is, no doubt, a luxury vehicle falling in the price range of motorcycles only produced in a limited number, less than 100 bikes a year.

At first glance, it would seem an impossible mission – to take an exclusive and expensive motorcycle brand developed in a small garage on the outskirts of Tallinn and launch it on the world

market where at least a couple of dozen strong, prosperous and famous rivals have already proven themselves.

But the men at Renard are armed with determination and the courage to take risks. They have also put together a very capable team comprising not only product developers and designers but also the best engineers in the field, brand experts and scientists. The Renard Grand Tourer, made of cutting edge components, is a sporty powercruiser designed not for racing but for showing off.

EXPENSIVE AND HIGH QUALITY

The high price and exclusivity are intentional. The aim is not to compete with mass production where the production cycles are much shorter and less labour intensive. Instead, Renard concentrates on individuality and quality.

“One third of the Grand Tourer’s value lies in its design, one third in its powerful engine and one third in engineering intelligence. The public should buy our motorcycle not because it is cheap but because it is a unique bike which their neighbour simply does not have,” says Andres Uibomäe, the man behind the entire Renard conception.

The exterior of the new Renard is extravagant and eye-catching – smooth lines combined with a laconic load-bearing body that hides most of the eclectic components. Renard’s developers are often asked whether it is a roller or a bike and the answer has always been the same – it is a unique Renard GT.

When talking about the technical data, it should be mentioned that apart from the 1200 cc Moto Guzzi V2 engine that only recently underwent additional tuning in Germany, the Öhlins suspension, the ISR monoblock brakes and Dymag carbon fibre rims, everything is designed and produced in Estonia. When comparing it with competitors, the most distinctive feature is the ultra-light composite unibody that weighs only 11 kilograms.

“We aim to show that Estonia is not only a subcontracting country but also a birthplace of top vehicles boasting design and functionality that can be compared with that of, say, the Swedish Koenigsegg,” says Andres Uibomäe who takes comfort from the fact that it took Koenigsegg ten years to get the necessary type-approval.

HISTORIC BACKGROUND

The Renard (meaning “fox” in French) brand, however, is not entirely new to Estonia. In the 1930s, a company of the same name produced motorized bicycles in Tallinn. Unfortunately the



Estonian President Mr. Toomas Hendrik Ilves visited Renard Motorcycles factory in March this year.

THE PUBLIC SHOULD BUY OUR MOTORCYCLE NOT BECAUSE IT IS CHEAP BUT BECAUSE IT IS A UNIQUE BIKE WHICH THEIR NEIGHBOUR SIMPLY DOES NOT HAVE.

factory took a direct hit during the bombing raid in March 1944 and motorcycle production in Estonia fell off until Uibomäe and Kivikangur heard of the long forgotten enterprise and started to consult the archives for further information.

“We still hope to find someone who knows at least something about the production of the very first Renard motorized bicycles or has old photos or, better yet, components from the original bikes. This would be extremely exciting for us,” says the co-founder of the Renard Motorcycles, Kaarel Kivikangur.

At present, the Renard motorcycles are not for sale as the company is still making slow but steady progress towards small series manufacture. But what is reassuring is that there are already interested people who are prepared to pay the price. Kivikangur and Uibomäe have promised to launch the first motorcycles on the US market later this year although there is still a lot of red tape to be addressed. The Estonian government is helping to attain the necessary VIN-codes and type approvals that would allow the motorcycle to be tested on as well as off the street.

KEEPING FINGERS CROSSED

Surprisingly enough, Renard has already become relatively well-known all over the world. Innumerable bloggers as well as moto, lifestyle and luxury commodities magazines from all over the world are enchanted by the Renard’s design and technical data, including CQ Magazine, TopGear (Russia), Playboy and the Abu Dhabi royal family publication, Simply Abu Dhabi Magazine. This is largely thanks to the fact that Renard Motorcycles has compiled a considerable press pack together with photos that gives a thorough overview of the motorcycle. <





Eesti patrioot

MAHAJÄETUD SÕJAVÄEBAAS SAAREMAAL JA AUTOSÕIT ÜLE MERE MÖÖDA TALVIST JÄÄTEED ON SOOME-ROOTSI PÄRITOLU INVESTEERIMISPANKURILE JA ESTONIAN AIRI NÕUKOGU ESIMEHELE **JOAKIM HELENIUSELE** ÜHED EREDAMAD KOGEMUSED ELUST EESTIS.

tekst: KÄRT BLUMBERG < foto: ÄRIPÄEV

“See on veider tunne. Ootan kogu aeg, et jää murdub,” meenutab mees. Kauni looduse, spaahotellide ja seenemetsadega on Saaremaa Heleniuse jaoks üks südameselähedasemaid kohti.

Mis teile Eestis veel meeldib?

Meeldib käia kanuutamasa Pärnumaal. Seal on kitsad ja käänelised ning seal sõites tekib tunne, nagu oleksid ainuke inimene ümbruskonnas. Pärast grillid aga seltskonnas liha, mis maitseb fantastiliselt. Mulle meeldivad sellised puutumata kohad Eestis. Talvel käisin lumesaaniga sõitmas ja suusatamas Lõuna-Eestis. Seal on fantastiline loodus.



Kõige tähtsam koht minu jaoks on aga Tallinna vanalinn. Seda armastan ma kõige rohkem. Kui ma istun siin ruumis ja vaatan aknast välja, siis see inspireerib mind. Siia paistab Oleviste kirik – keskajal oli see kõrgeim hoone Euroopas.

Kuidas sai alguse teie suhe Eestimaa?

Elan siin 1993. aastast, nii et ma olen näinud kõrvalt, kuidas Nõukogude Liidust tulnud vaesest riigist, kus olid lagunevad hooned ja halvad restoranid, on sirgunud tugeva majandusega täieõiguslik Euroopa Liidu riik. Hooned on renoveeritud ja siin on palju väga häid restorane. Eesti on nagu teine kodu mulle, ma olen suurem Eesti patrioot kui paljud eestlased.

Mis teid Eesti küljes hoiab?

See on nii uskumatu, kuidas Eesti inimesed, kes on ajaloos nii palju kannatanud, tulid 1990. aastatel kokku, et see riik üles ehitada. Ma hindan väga eestimaalaste praktilist meelt, tänu millele suutsid nad aktsepteerida muutusi, mida valitsus viimase majanduskriisi ajal läbi viis. Siinsed poliitikud on jätnud ettevõtjatele suure vabaduse riigi arengus kaasa rääkida. Samuti meeldib, et siin on madalad maksud ja et riigil on väike võlakoores.

Usun, et kui seni on Eesti Põhjamaid endale eeskujuks seadnud, siis varsti on Põhjamaadel põhjust Eestilt õppima hakata. Ma arvan, et inimesed, kes Eestit ei tunne, peaksid tulema ja vaatama, mis siin toimub ja miks Eesti on nii edukas. <

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text: KÄRT BLUMBERG
photo: RAUNO VOLMAR/EPL

Patriot of Estonia

AN ABANDONED MILITARY BASE IN SAAREMAA AND A DRIVE ACROSS THE SEA ALONG AN ICE ROAD ARE AMONG THE BRIGHTEST EXPERIENCES OF THE CHARISMATIC INVESTMENT BANKER AND THE CHAIRMAN OF THE COUNCIL OF ESTONIAN AIR, **JOAKIM HELENIUS**.



“It is a weird feeling as you expect the ice to crack at any minute,” says Helenius recalling the times he has driven from the mainland to the Island of Saaremaa along the ice road. Saaremaa with its beautiful nature, spa hotels and forests full of mushrooms is one of the places especially close to his heart.

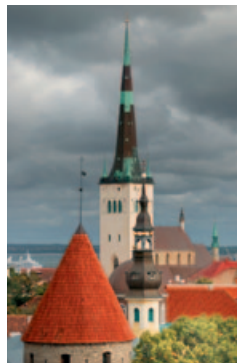
What else is there about Estonia that you like?

I like to go on canoe trips in Pärnumaa. The rivers there are narrow and crooked and while paddling, I often get the feeling that if I am the only human being in the entire county. Later we grill meat together with my friends and it always tastes delicious. I love these almost pristine places in Estonia. During winter I went to South-Estonia for a snowmobile ride and to ski.

The most important place for me, however, is the Old Town of Tallinn. I love it most of all. When I am sitting here in my office I can feel it inspiring me. Look, I can see Oleviste Church from here. This once used to be the highest building in the whole Europe. (Helenius points from his office window at the church steeple towering over the red tile roofs of the Old Town.)

How did your relationship with Estonia begin?

I have been living in Estonia since 1993 and I have watched it grow from a poor country emerging from the Soviet Union with decaying build-



I BELIEVE THAT PEOPLE WHO ARE NOT FAMILIAR WITH ESTONIA SHOULD COME AND SEE WHAT IS GOING ON HERE AND WHY ESTONIA IS SO SUCCESSFUL.

ings and bad restaurants into a full member of the European Union with a thriving economy. Many of the buildings have been renovated and there are many good restaurants in which to dine. Estonia is a second home to me and I believe I am a greater patriot of Estonia than many Estonians.

What ties you to Estonia?

It is incredible how the Estonian people who have suffered so much throughout their history came together in the 1990s to build this country. I admire the practical mind of Estonians that has helped them to accept the changes their Government enforced during the recent economic crisis.

I support politicians developing a country with a competitive economy. I strongly believe in what is going on here. Politicians have given the entrepreneurs a lot of opportunities to have a say in the development of the country. I also like the fact that the tax burden and the level of government's debt burden are low.

So far Estonia has always considered Nordic countries as an example to follow but I believe that Nordic countries will soon have a good reason to learn from Estonia, for example in how to make citizens more independent of the state and thus keep the economy flexible and competitive. I believe that people who are not familiar with Estonia should come and see what is going on here and why Estonia is so successful. <

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Peeter Pihel juhitud restoran Alexander on viimase nelja aasta jooksul valitud kaks korda Eesti parimaks restoraniks.



tekst: TIIT EFERT < fotod: JAREK JÕEPERA

Muhu jaanalinnu äkis

MUHU SAAREL PÄDASTE MÕISAS ASUVA ALEXANDRI RESTORANI PEAKOKK **PEETER PIHEL** VALMISTAS ROA, MIS ÜHENDAB PÕHJALA SAARTE TRADITSIOONE JA TOORAINEID.

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„Saarte toorainet on läbi aegade oluliselt mõjutanud ilmastik. Mõnel pool kutsutakse seda pinnasetunnetuseks või prantsuskeelse sõnaga *terroir*. Meil on nendeks mõjutajateks pikk ja külmapoolne kevad ning soojem sügis. Kuid väga karmid ilmaolud võivad osutada ka ootamatuks eeliseks. Suvised valged pikad öhtud, talvekülm, temperatuuri muutumine vastavalt aastaegadele – pole kahtlustki, et see kõik mõjutab toidu maitset. Traditsiooniliste toiduvalmistamistehnikate puhul, nagu soolamine, kuivatamine ja suitsutamine, saame tulemuse, mis sobib suurepärast meie kööki – tehnikatest, mida kunagi kasutati tihti talve tileelamiseks, on saanud nauditavad abilised uute maitsepalettide loomisel,“ lausub restorani Alexander peakokk Peeter Pihel.

Eelistatakse kasutada toorainet, mis on kohaliku päritolu, värsket, metsik ja hooajaline. Ennekoike lähtutakse loomulikult Muhu saare

omapäradest, kuid samuti teiste Põhjala saarte nagu Gotlandi, Bornholmi, Ålandi, Ölandi ning Saaremaa ja Hiiumaa toorainest ja traditsioonidest. Aasta tagasi käidigi erinevatel Läänemere saartel põnevaid kogemusi, teadmisi ja inspiratsiooni omandamas.

Muhus on saada nii kõrgekvaliteedilist lambaliha, siga, vasikaliha, pödra- ja metssealiha, aga samuti kala, aedvilju, mett, seeni ja marju. Aedvilju ja maitsetaimi saadakse mõisa oma aiast ja peenardelt. Kuid põnevaid koostisosi otsitakse ka metsast, põldudelt ja rannast.

„Minu inspiratsiooniallikateks on kahtlemata minu saareline päritolu ja kõik, mis sellega seotud – nii loodus kui inimesed. Kohalikud, kes teavad ja tunnevad siinset taimestikku ja loodust – näiteks kust milliseid marju korjata ja millal. Samas on neil ka alati varuks mõni muhe vana jutt toidutegemise traditsioonide kohta,“ sõnab Pihel. Muhu saarel on, mida (taas)avastada. <

Muhu ostrich äkis

THE CHEF OF THE ALEXANDER RESTAURANT AT PÄDASTE MANOR ON THE ISLAND OF MUHU, **PEETER PIHEL**, HAS CREATED A DISH COMBINING LOCAL FOOD PREPARATION TRADITIONS AND FOOD PRODUCTS GROWN ON ESTONIAN ISLANDS.

“Throughout the ages, the foodstuffs of the island have been considerably influenced by the local climate. There is even a French term for it: *terroir* or „a sense of place”, used to denote the effects that the local environment has on the products grown there. In our region, the factors that have the greatest effects on the products grown here are the long and cold springs and relatively warm autumns. Yet even the harshest weather conditions may have a positive effect on the quality of the products. There is no doubt that the long and light summer evenings and short nights, the winter frosts and temperature changes depending on the season have much to do with how the local food tastes. The traditional food preparation techniques, such as salting, drying and smoking that once were used only for the food preserving purposes have now become interesting ways of adding to the flavour palette,” says Peeter Pihel.

He and his team aim at using local fresh and wild seasonal foodstuffs. Although the focus is, first and foremost, on the food produced on the Island of Muhu, inspiration is also drawn from the traditions and foods of the other islands of the Baltic Sea, such as Gotland, Bornholm, Åland, Öland, Saaremaa and Hiiumaa. Last year, they went on a special tour visiting the aforementioned islands, after which they could say with confidence that the food preparation traditions of other Nordic islands are more or less the same. High quality mutton, pork, veal and venison as well as fish, vegetables, honey, mushrooms and berries are available depending on the season. While vegetables and herbs are grown in the manor house garden, other interesting ingredients are also sought in the forests, fields and seashores.

“I draw my inspiration from my heritage as an islander – the nature as well as the local people who know what, where and when to pick. And they always have a story or two to tell me about local cooking traditions,” says Pihel. In this respect the Island of Muhu has plenty to offer – again and again! <



Recipe

Slice 70 g of Muhu ostrich fillet

PREPARE THE MARINADE:

1 shallot onion
a bunch of chives
1 tbs malt vinegar
10 tbs rape oil
5 tbs water
salt
sugar
Keep the ostrich fillet in marinade overnight

FOR SERVING:

marinated wild garlic stalks
fresh horseradish
herbs to your taste



During the last four years the Alexander Restaurant managed by Peeter Pihel has been twice voted the best restaurant in Estonia.

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Belize



Curacao



Rio De Janeiro



Keenia, Amboseli Rahvuspark, Taamal Kilimanjaro.

tekst: TRIIN TAMMERT < fotod: ERAKOGU

Hea seltskond+ spontaansus= õnnestunud reis

ESTONIAN AIRI TÖÖTAJATE AMETISÕITE KORRALDAV
TRIIN TIITSAAR LEIAB, ET LIIGNE PLANEERIMINE
TEKITAB REISIL ÜLELIIGSET STRESSI NING ET
VÄGA OLULISED ON INIMESED, KELLEGA SA REISID.



Millised on lemmiksihtkohad, kuhu lähleksid alati tagasi?

Tagasi lähaksin igale poole, sest midagi jääb ju alati nägemata ja tegemata. Kindlasti lähaksin veel kord Brasiiliasse. See on nii suur maa, et ühe reisiga ei jõua kindlasti näha kõike, mida tahaks. Eelkõige tulevad Brasiiliast meelde sõbralikud ja abivalmis inimesed ning palju kauneid randu, inimtühjast rannast Arraial do Cabos kuni puupüsti täis Copacabana ning Ipanemani Rios.

Uus-Meremaa võlus loomulikult oma fantastilise loodusega. Mulle meeldis väga ka see, et kiivi kodumaal võis süüa piiramatus koguses kiivisid ning näha piiramatus koguses lamibaid imeilusatel rohelistel nõlvadel.

Kindlasti lähaksin igal ajal tagasi ka Maldividele, paradiisisaartele, kus saab nautida rahu ja vaikust ning uskumatut ilu ümberringi, vee all ning vee peal.

Mehhiko puhul meeldis see, et on võimalik

lühikese ajaga ja kerge vaevaga näha palju erinevaid kohti. Yucatani poolsaarel leidub kõike: turistiderohke Playa del Carmen, Tulum ilusate randade ja maiade linnavaremetega, Chichen Itza... Ja seal on väga lihtne ka edasi reisida Belize'i ning Guatemalasse.

Kustumatu mulje jäi Keeniast – inimestest, loodusest ja kultuurist. Loodusparkidest, kus sai vabalt liikumas näha eksootilisi loomi.

Šoti saared võlusid mind karge loodusega, seal on väga kaunid mäed ja fantastilised inimtühjajad rannad, sest vesi on seal jahe ning kõva tuul ei lase seljast võtta ei kampsunit ega jopet.

Milline on sinu unistuste sihtkoht?

Tore oleks näha Prantsuse Polüneesia imeilusaid saari ning kindlasti saaks fantastilisi elamusi külastades Galapagose saari ning Lihavõttesaart.

Mille alati reisile kaasa pakid?

Esimesena lennupiletid, passi ja raha. Kõike muud nii minimaalselt kui võimalik, nii väikesesse pagasisse kui võimalik. See, et reisikott on aastatega aina väiksemaks jäänud, on tulnud kogemustega, vaja on ju tegelikult väga vähe.

Hea idee või nõuanne reisimiseks?

Väga oluline on inimene (või inimesed), kellega sa reisid. Reisi käigus õpid erinevates olukordades tundma nii iseenast kui ka teisi. Ise olen õppinud hindama inimestes head huumorimeelt ning valmidust katsetada ja kogada alati midagi uut. Kindlasti on oluline, et kaaslastel oleksid ühised huvid ja elutempo. Armastan reisides spontaansust, sest liigne planeerimine tekitab reisil üleliigset stressi.

Palun kirjelda oma tööd Estonian Airis!

Aitan korraldada Estonian Airi töötajate tööõite ning abistan teiste lennufirmade töötajaid, kui nad reisivad Estonian Airiga. <



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Göran Sjöholm
CEO



Tulum, Mexico

Maldives

Chichen Itza, Mexico

Masai Mara National Park Kenya

Western Isles, Scotland.

Copacabana beach Brazil

Good company+ spontaneity= an enjoyable trip

TRIIN TIITSAAR ARRANGES TRAVELS FOR ESTONIAN AIR STAFF. BUT WHEN TALKING ABOUT HOLIDAY TRIPS, SHE SAYS THAT TOO MUCH PLANNING MAY CAUSE UNNECESSARY STRESS.

What are your favourite destinations - those which you are always willing to visit again?

I would probably like to revisit all the destinations I have been to because there is always more to see and more to do. I would definitely go back to Brazil as it is such a large country that one trip could not possibly cover it. I will always remember Brazil for its friendly and helpful people, beautiful beaches starting with the desolated beach at Arraial do Cabo and ending with the Copacabana and Ipanema packed with people. Then there is the Sugarloaf Mountain at night with the city lights shining brightly below you and the magnificent statue of Jesus Christ the Redeemer.

New Zealand, on the other hand, enchanted me with its pristine nature. For me, it was rather exotic to eat kiwi fruits in the homeland of kiwi birds while watching countless white sheep on the beautiful green mountain slopes.

I would also like to return to the Maldives, the paradise islands offering peace and quiet and beautiful scenery above as well as under water.

I liked Mexico because it was possible to see many different places in a short period of time and with little effort with the Yucatan Peninsula being a fine example. There is the Playa del Carmen resort packed with tourists, the Mayan City of Tulum with its beautiful beaches and ancient ruins as well as that of Chichen Itza with its unique Mayan architecture. And from there it is very easy to travel to Belize and Guatemala.



Another country I will never forget is Kenya with its people, unique nature and culture, not to mention the national parks where exotic animals wander around.

Scotland and the Western Isles made an impression with their beautiful nature – magnificent mountains and fantastic shores most of which are isolated as the water is cold there and consistently blowing winds never let you take off your sweater and jacket.

What do you always take with you when travelling?

Plane tickets, passport and money are the first to find their place in my bag. As to the rest, I take along as little as possible. This habit has developed over the years with experience as I find that we actually need surprisingly few things when travelling.

Do you have any good advice for travelling?

It is very important to choose who you travel with. While travelling, people encounter extraordinary situations and learn new aspects about themselves as well as their fellow-travellers. I have learned that a good sense of humour and willingness to experience new things are of great importance. I personally love to be spontaneous as too much planning may cause unnecessary stress.

Please describe your work in Estonian Air!

I help employees of Estonian Air in planning their business trips and assist employees of other air companies when they travel with Estonian Air. <

Teie parim reisikorraldaja sellel suvel!

TÜRGI

Piirkonnad: Alanya, Kemer, Side, Belek, Lara
Väljumised: kolmapäeval, laupäeval, pühapäeval
(7-14 ööd), kuni 23.10

UUS MARMARIS

Väljumised: neljapäeval
(7 ja 14 ööd), 25.08-15.09

BULGAARIA

Piirkonnad: Sunny Beach, Golden Sands, Obzor, St.Konstantin, Nessebar, Pomorie, Albena
Väljumised: lennuga Varnasse pühapäeval
(7 ja 14 ööd), 29.05-18.09.
Lennuga Burgasesse neljapäeval
(7 ja 14 ööd), 09.06-18.08

KREETA SAAR (KREEKA)

Piirkonnad: Rethymon, Hersonissos, Stalida, Malia, Elounda, Agios Nikolaus, Hania **UUS**
Väljumised: neljapäeval ja pühapäeval (7-14 ööd), kuni 09.10

RHODOSE SAAR (KREEKA)

Piirkonnad: Rhodos, Ixia, lalyssos, Kalithea, Faliraki, Lindos, Kolymbia
Väljumised: reedel (7 ja 14 ööd), 11.08-01.09

RINGREISID

Türgi ringreis
Väljumine: 24.09 (8 päeva)

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On the way to the top

YOUNG ESTONIAN TENNIS PLAYER, **ANETT KONTAVEIT**, IS WELL ON HER WAY TO THE TOP. THE 15 YEAR OLD GIRL HAS EVERYTHING IT TAKES TO GET THERE AND HOPEFULLY LADY LUCK WILL ALSO SMILE DOWN ON HER.

text: TIIT EFERT < photos: PIRET PAKLER, SCANPIX

Anett Kontaveit caused a great stir a couple of years ago when she won the Estonian women's tennis championship at the age of 13 – the youngest player ever in Estonia to do so.

ACCURATE SHOTS

According to Märten Tamla who has been Kontaveit's coach since February the strength of the young tennis player lies in her accurate placement of shots. "However, as important as this is the strength of her shots and her ability to read the game. She often wins not because of her shots but

because of her cleverness," says Tamla who went through his tennis coach training in the University of Memphis, USA.

Tamla says that he enjoys working with Kontaveit because she herself contributes immensely to the training session. "Anett is willing to try new exercises and methods when she is convinced they might prove useful for her development," says Tamla.

SECOND CHOICE

Tennis, however, was not Anett Kontaveit's first love. "Tennis was not my first choice. I started out with figure skating but after couple of years I found tennis more attractive," says Anett. "This had probably a lot to do with the fact that my mother was a tennis coach. She took me along to practice sessions and gradually tennis grew on me." Anett was six when she started to play tennis regularly. Her very first coach was her mother and later on Ain Suurthal and, at the age of 12, Andrei Luzgin.





Anett Kontaveit's training volume depends on whether there are competitions coming up or not. "During the preparation period the focus is largely on physical exercise and less on tennis itself but when competitions are near I definitely play more tennis. The average amount of time I daily spend playing tennis is three hours," says Anett.

She made her first breakthrough at the age of 11 when she reached the finals of the ETA-12 (Tennis Europe) in France. When talking about her latest achievements Anett points out her Estonian champion title and her victories at the 10,000 USD tennis tournament in Tallinn as well as the ITF Category 1 tournament in Bangkok.

The victory in Tallinn also brought Kontaveit WTA ranking. "For me, it is a new beginning," says Anett. Her next target is to reach the top 10 of the ITF Under 18 Chart.

Märten Tamla finds predicting a thankless task. "For tennis players, making the top 100 is a somewhat magical point in their career. I do hope that someday Anett will also make the 'magical hundred'," says Tamla.

AN INTRIGUING SITUATION

According to the President of the Estonian Tennis Association, Urmas Sõõrumaa, the situation for female tennis in Estonia is intriguing. "We have Kaia Kanepi who is among the strongest players in the world and once we reached the play-off ties to reach the Top 8 teams in the world. But in order not to drop out of the competition we must have at least one more player ranking close to the

Top 50. So when the second best female tennis player of Estonia, Maret Ani, decided to take a break in her career we were one player short," says Sõõrumaa. "We hope that Anett Kontaveit will have, in addition to her talent, the will power and will to work, and enough luck to take up her rightful position in the world of tennis in a few years time." Sõõrumaa also hopes that Kaia Kanepi has enough motivation and patience to wait for Anett to develop and reach the top players.

„When talking about our dreams and hopes concerning the future of Estonian double team, there are several young players, such as Eva Paalma, Tatjana Vorobjova and Erika Hendsel, to claim to the position," says the President of the Estonian Tennis Association. <



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The criteria for company success

ALTHOUGH THE PAST FEW YEARS HAVE BEEN EXTREMELY CHALLENGING, THEY HAVE ALSO BEEN A PROVING GROUND FOR BUSINESS. SO, WHAT ARE THOSE LESSONS WE COULD LEARN FROM THIS CRISIS? WHAT DID THE SUCCESSFUL BUSINESSES DO WELL AND WHERE DID THE FAILING BUSINESS GO WRONG?

In order to find some answers, law firm Eversheds has used its international client base and contacts across a wide variety of sectors and industrial groups to research one possible factor for achieving success, namely the composition of the board.

There were two main strands to the project conducted by independent research company, RSG Consulting Limited. First of all, they examined the board composition and share price performance of 241 of the leading global companies between January 2007 and December 2009 taking an international approach and choosing companies with headquarters in the UK, continental Europe, the USA and the Asia-Pacific region. This analysis was complemented with in-depth interviews with 50 directors from a cross section of the 241 companies involved. They were asked for their opinions on board role, board composition and board effectiveness. The findings were analysed both by region and industrial sector.

Several factors emerged from the report that could have an impact on company's effectiveness, including smaller boards, more female directors and a higher proportion of independent directors. And as expected, companies whose directors had served longer on the board and in their current board positions, fared better during the financial crisis.

BETTER PERFORMED COMPANIES

While there were some regional differences – the best performing companies were found in Hong Kong where there was a 15.6% average rise in share prices compared to an average decrease of 29% in mainland Europe – some global trends in boardroom success also emerged.



tekst: **MAIVI OTS,**
(Eversheds Estonia)



THE BETTER PERFORMING COMPANIES HAD FEWER DIRECTORS ON THEIR BOARDS.

The better performing companies had fewer directors on their boards. While this was particularly true for Hong Kong and the US, European companies, excluding the UK, appeared to suffer from having the highest number of directors, averaging 19 directors per company in 2009. Many of those surveyed believed that having a smaller board resulted in a greater focus on major issues, better management from the chair, quicker decision making and better overall dynamics between the board members.

The analysis also reveals that those companies who had more female directors performed better during the financial crisis – this was particularly so in the UK and in the banking sector. Although the proportion of women on European companies' boards increased from 6.9% in 2007 to 9.1% in 2009, the ratio was still amongst the lowest across all the regions identified in the report.

While the report showed that the more successful companies had more female directors on their boards, when interviewed, only 55% of directors thought that diversity for its own sake was beneficial for board and company performance and only half that number was directly in favour of taking positive action to appoint more women onto boards.

STRONG CORRELATION

There is also a strong correlation between share price performance and the number of independent directors on company boards, yet in mainland Europe the ratio of independent directors remained low, with just 52% in 2009 compared with 87% in the US. When interviewed, directors narrowly preferred independence to experience, however 67% believed that both were equally important.

CHARACTERISTICS OF BOARD COMPOSITION

1. **BOARD SIZE:** lower total number of directors
2. **„SUBSTANTIAL SHAREHOLDING“:** higher percentage of shares held by substantial shareholders
3. **WOMEN:** higher percentage of female directors
4. **INDEPENDENCE:** higher percentage of independence directors
5. **TENURE:** directors serving longer terms
6. **SERVING CEOs AS NEDS:** more directors who serve as CEOs of other companies
7. **COMPENSATION:** lower total board compensation
8. **AGE:** younger average age of directors
9. **COMBINED CEO/CHAIR:** companies with a combined CEO/Chair (where appropriate)
10. **EXTERNAL APPOINTMENTS:** fewer external appointments held by each director
11. **EXECUTIVES ON THE BOARD:** fewer executives on the board
12. **EXPERIENCE:** higher percentage of NEDs with „relevant industry experience“.

RELATIONSHIP TO SHARE PRICE CHANGE

Related to better share price performance

No consistent relationship



Estonian Chamber of Commerce and Industry since 1925

THE FIRST BUSINESS ADDRESS IN ESTONIA

The Estonian Chamber of Commerce and Industry (ECCI) is the oldest and largest Estonian representative organisation of entrepreneurs and was founded to represent and protect the common interests of Estonian merchants, industrialists, bankers and ship owners in the year 1925. The mission of the ECCI is to develop Estonian entrepreneurship through taking actively part in designing economic policy and via rendering business services.

The analysis also revealed that having a serving chief executive of another organisation appears to be an asset to another's board. During the period under review, companies who had a CEO from another company serving as non-executive director on the board tended to perform better.

FACTOR FOR SUCCESS

Substantial individual shareholdings – companies with a higher percentage of share capital held by individual shareholders holding 3% or more of the issued share capital – also proved a factor for success. In mainland Europe however, the ratio of shares held by individual substantial shareholders was low, at just 25% in 2009, having risen slightly from 23% in 2007. Companies that performed better during the financial crisis were much more likely to have a higher number of shareholders with substantial shareholdings.

Although the overall trends were broadly consistent across all market sectors, the analysis paid special attention to the banking and finance sector. This sector received the worst hit during the financial crisis in terms of share price performance and therefore has had to think innovatively to survive. And as expected, the better performing banks did have fewer directors on their boards, a higher percentage of female directors and more independent directors.

Although the study did not focus on Estonian companies in particular, the conclusions also make sense in the Estonian context, especially in respect of the stock exchange listed companies and companies with a larger number of shareholders, particularly where the shareholders were not directly involved in the daily management of the company. <

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E-mail: koda@koda.ee

WWW.KODA.EE

Come outside to play!



In the summer of European Capital of Culture Tallinn's creative people will come to the streets. This summer there is no need to search for art just in galleries as artists and architects as well as musicians and actors will be working on the streets of the city.

Straw Theatre

Another installation is the NO99 Straw Theatre. According to the idea of the director, theatre and video artist Ene-Liis Semper a black cube made of straw has been built on Skoone Bastion just next to the Old Town. Skoone Bastion has been abandoned since decades, now the Straw Theatre and surrounding public space have brought life back to the area. There is a consumption free space with many activities for children and adults. The installation is the focal point, a work of art made of straw that creates many different associations and at the same time it's a theatre, where during five months a programme curated by Theatre NO99 will present performers from the USA, Germany, UK, Finland, Estonia and others.

NO99 Straw Theatre is temporary just as other installations: even though it is a building, it exists – and then it will be gone.

SEE MORE AT POHUTEATER.NO99.EE.

Cromatico invites to raise your voices

Tallinn Song Festival Grounds is worth an extra visit this year as due to the European Capital of Culture year a playful sound sculpture has been erected there. „Cromatico“, created by the German sculptor Lukas Kühne visualises a „well-tempered“ chromatic musical scale that has been used by most classical and pop music compositions in the last three hundred years. The artist invites people into the sculpture to a journey through the twelve tones of the octave, from fa to mi in a physical space.

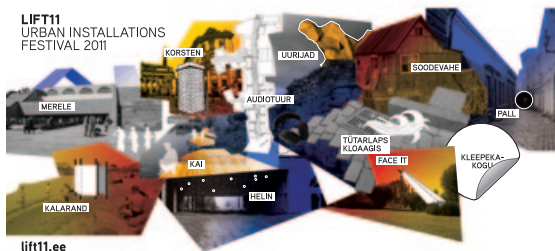


FOTO: STEN JÕEMETS / NIKON



Gateways. Art and Networked Culture.

Kumu Art Museum in Kadriorg Park presents one of the biggest media art exhibitions in Europe this summer, exciting and hands-on „gateways. Art and Networked Culture“. Some works of the exhibition curated by Sabine Himmelsbach from Germany have been hidden in Tallinn city space. „Electrical Walks“ by Christina Kubisch will make Tallinn's various electromagnetic waves heard. Equipped with special headphones and a map with electromagnetic milestones visitors can take off for an adventure of sound. The headphones can be rented at the Tallinn 2011 information centre in the Rotermann Quarter (Rotermanni 5 / Roseni 10, open daily 10–19). Clara Boj and Diego Diaz' work „Observatorio“ visualizes the density of wireless networks in city space. On the roof terrace of Radisson Blu hotel (Rävala St 3, 24th floor, open daily 12-02) a modified telescope allows viewers to see that historic buildings are covered with modern communications networks. „Observatorio“ shows new urban landscapes while real and virtual spaces visually overlap in the installation.



lift11.ee

LIFT11

Urban installations festival LIFT11 is bringing 17 objects into the city space, that have been created by Estonian artists and architects who won the competition. Not all installations are static – a project by young artists „0“ is a giant black ball that will be moving around Tallinn on a „secret“ route – appearing, surprising and disappearing.

Many of the installations are located at the seashore in town centre next to the Culture kilometre: in July architects will grow another ten meters of stairs on top of one of the sights of the 1980s, Linnahall. An installation made of 10 000 bells called „Helin“ is a homage to the former concert programme of Linnahall. LIFT11 will be present in the city space from June 12th to September 12th. MORE INFO AT WWW.LIFT11.EE



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16. juuni FC Viljandi - Tartu JK Tammeka

Juuli/July

3. juuli Tallinna FC Flora - Nõmme JK Kalju

9. juuli Lasnamäe FC Ajax - Tartu JK Tammeka

16. juuli Narva JK Trans - Tallinna FC Flora

24. juuli Tallinna FC Levadia - JK Narva Trans

30. juuli FC Viljandi - FC Kuressaare

August/August

6. august Tallinna FC Levadia - Nõmme JK Kalju

13. august Tallinna FC Flora - JK Sillamäe Kalev

20. august Tallinna FC Levadia - Tallinna FC Flora

27. august Paide Linnameeskond - Tallinna FC Levadia

Rohkem infot mängude kohta: www.jalgpall.ee

Information about the games can be found on Estonian

FA website: www.jalgpall.ee

Piletid Piletilevist!

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6. September at 21:30 - Estonia - Northern Ireland

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27.-30. juuni / 27-30 June (Tartu, Võru, Otepää, Viljandi)

Tallinn2011 Soccer Trophy

U19: Dynamo Moscow, West Ham United, PSV Eindhoven, Estonian national team

21.-27. juuli / 21-27 July

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Tarbijana Euroopas...

Mida teha, kui puhkusereisil ostetud digitaalkamera lakkab töötamast või vahemereäärses kuurordis soetatud käekott läheb katki? Kuidas enda eest seista, kui autorentifirma võtab Sinu krediitkaardilt maha suurema summa kui auto rentimisel kokku lepiti? Millest alustada, kui broneeritud lend tühistati või reisilt koju naastes avastad, et Sinu pagas on kaduma läinud? Kuidas tegutseda, kui teise riigi internetikaubamajast ostetud kaup ei jõua Sinuni, kuigi oled selle eest maksnud?



Kõikide selliste olukordade puhul võib Sulle tunduda, et oled oma murega üksi ega oska kuskilt abi otsida. Kuidas käituda ning kuhu pöörduda, kui kaupleja, kelle suhtes Sul on kaebus, asub teises liikmesriigis?

Euroopa Liidus spetsiaalsed tarbija nõustamiskeskused

Arvestades, et Euroopa Liidu lai siseturg koos ahvatlevate pakkumiste ja konkurentsivõimeliste hindadega võimaldab meil kõigil piiranguteta osta kaupu ja teenuseid, peab olema tagatud ka tarbija õiguste kaitse juhtudel, kus kaupleja ja tarbija ei asu samas riigis. Selleks, et tarbijad tunneksid end teistest liikmesriikidest oste sooritades sama kindlalt kui koduriigis, ongi loodud igasse liikmesriiki spetsiaalsed Euroopa tarbija nõustamiskeskused ehk ECC-keskused (European Consumer Centres), mis nõustavad ning abistavad probleemi lahendamisel. Keskused moodustavad üleeuroopalise

võrgustiku European Consumer Centres' Network, mille tööd koordineerib Euroopa Komisjon ning mis katab kõik Euroopa Liidu riigid ning lisaks Norra ja Islandi.

Abi saab oma koduriigis

Eestis kaitseb tarbijate õigusi ülepiiriliste ostudega seotud probleemide korral Tarbijakaitseameti juures tegutsev Euroopa Liidu tarbija nõustamiskeskus. Keskuse töötajad tulevad tarbijatele appi juhtudel, kus mure on seotud teisest liikmesriigist ostetud kauba või teenusega. Lisaks juba tekkinud probleemide lahendamisele on tarbijad alati keskusesse teretunud, et ennetavalt küsida oma õiguste kohta seoses teise riigi kauplejalt tehtavate ostudega.

Tarbijal on ka kohustused

Tegelikult on need reeglid, mida tuleks ostu korral järgida, lihtsad. Hoolimata

sellest, millisest EL liikmesriigist ost sooritada, on probleemide ilmnemisel esimeseks sammuks müüjaga ühendust võtta ning talle kaebus esitada. Hea on teada, et kõikides liikmesriikides on kehtestatud EL direktiiviga miinimumnõuded, mis lubavad tarbijal müüjale nõudeid esitada vähemalt kahe aasta jooksul. Küll aga tasub meeles pidada seda, et iga ostu kohta tuleb kauplejalt küsida ostu tõendav dokument ning see kindlasti alles hoida! Ostutšekk on aluseks kaebuse esitamisel.

Oma õiguste ja kohustuste kohta seoses piiriüleste ostudega loe lähemalt www.consumer.ee.

Meeldivat ülepiirilist ostmist soovides,
Kristina Vaksmaa
EL tarbija nõustamiskeskuse juhataja
Tarbijakaitseamet

Kingi rõõmu!



Raamat/Mäng/Muusika/Film

TALLINN

Solarise Keskuse II korrusel
Kristiine Keskuse I korrusel
Ülemiste Keskuse I korrusel

TARTU

Tartu Kaubamaja III korrusel
Lõunakeskuse II korrusel

HAAPSALU

Haapsalu Kaubamaja II korrusel

PÄRNU

Kaubamajakas

RAKVERE

Kroonikeskuse I korrusel
Vaala keskkuses

Film

TALLINN

Viru keskkuses kaupluses Lasering
Kesklinna Filmipood/Videoplanet, Pärnu mnt 42
Sõpruse Filmipood/Videoplanet, Sõpruse pst 170
Viimsi Filmipood/Videoplanet
Ülemiste keskuse Videoplanet

TARTU

Tartu Videoplanet, Poe 10
Tartu Kaubamaja Filmipood

MUJAL EESTIS

Keila Videoplanet, Keskväljak 14

Paris

PARIS CHOPIN FESTIVAL

One of the glories of Paris' musical heritage was the decade and a half in which composer Fryderyk Chopin was associated with the city. Artists are invited from around the world.

June-July at Orangerie de Bagatelle

BLACK EYED PEAS

The Black Eyed Peas are an American hip hop group, formed in Los Angeles, California in 1995. The group is composed of rapper and multi-instrumentalist will.i.am, rappers apl.de.ap and Taboo, and singer-rapper Fergie.

June 25 at Stade de France



IRON MAIDEN

Iron Maiden is a British metal band famous for their intelligent lyrics, melodic guitar riffs and unconventional treatment of metal music.

June 27-28 at Palais Omnisports de Paris Bercy

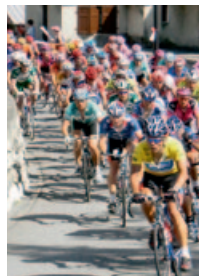
BASTILLE DAY

France's national holiday commemorates the storming of the Bastille at the start of the French Revolution.

July 14 at Champs Elysées

ARRIVAL OF THE TOUR DE FRANCE

The most coveted cycling event of all time, the Tour de France offers Parisians and tourists the most spectacular part of the competition. July 24 through the streets of Paris and along the Avenue des Champs-Elysées



Copenhagen

ROSKILDE FESTIVAL

The Roskilde Festival always presents the most up to date and progressive music programme and bands as well as lots of events and activities. This year the main artists are Iron Maiden, Arctic Monkeys, PJ Harvey e.t.c. Camping is free with a festival ticket. Roskilde is located 35 km from Copenhagen and just 30 minutes by train.

June 30-July 3 at Roskilde



COPENHAGEN JAZZ FESTIVAL

The famous Copenhagen Jazz Festival is spread all around Copenhagen at various venues and "hot spots", where Danish and international Jazz Bands will perform in concert at indoor/outdoor venues. This is the 33rd festival of Jazz in Copenhagen.

July 1-10 at Copenhagen

COPENHAGEN OPERA FESTIVAL

The Copenhagen Opera Festival is a must for all opera lovers and also appeals to the new curious generation that wants to get familiar with opera and experience the drama and passion of this fine and magic art performed all around Copenhagen - on the streets, on the water and even underground.

July 28-31 at Copenhagen

JOE COCKER

Legendary rock and blues singer Joe Cocker's live outdoor concert in Tivoli Gardens. The concert is a part of his world tour called Hard Knocks Tour - 2011.

August 2 at Tivoli

DOLLY PARTON

The American singer, songwriter, author, multi-instrumentalist, actress and philanthropist, who is best known for her country music. She is one of the most success-



ful female country artists, garnering the title of "The Queen of Country Music."

August 25 at Forum

Amsterdam

OPEN GARDEN DAYS

Discover hidden beauty along Amsterdam's canals as gardens of private houses usually closed to the public are open. Around 25 gardens between Brouwersgracht and the Amstel River are open for the weekend during the annual Open Garden Days.

June 17-19 at Amsterdam

TASTE OF AMSTERDAM

From French to traditional Dutch cuisine, Amsterdam's best restaurants showcase their signature dishes at Taste of Amsterdam in Amstelpark. The open air event is held over four days each year and includes lunch and dinner, cooking demonstrations and more.

In June at Amstelpark

AMSTERDAM INTERNATIONAL FASHION WEEK

Inspired by the annual fashion weeks in Milan, New York and Paris, Amsterdam International Fashion Week takes its turn. It hosts a packed programme of catwalk shows, trade fairs, presentations and parties at venues across the city.

July 13-17 at Amsterdam



TAKE THAT + PET SHOP BOYS

An excellent chance to see two British pop legends together on the same stage.

July 18 at Amsterdam Arena

NATIONAL HERITAGE DAYS

During National Heritage Days, Amsterdam's major monuments are open to the public free of charge. The buildings provide guided tours, and some that are normally closed can be visited. Entry into the capital's major museums is also free.

September 10-11 at Amsterdam

Berlin

CARNIVAL OF CULTURES

Berlin's Carnival of Cultures street party and parade celebrates the German capital's multicultural spirit with music and dancing in the Kreuzberg district. Exotic food and drinks add to the atmosphere and around half a million people join in the fun.

June 10-13 at Berlin



ELTON JOHN

Elton John who obtained a knighthood 13 years ago is one of the most successful performers of all time who has sold more than 450 million records.

June 18 at O2 World Berlin

ERASURE

This London originated synth-pop duo is one of the most successful bands in its realm. The concert involves earlier hits, as well as their newer and not so well known music.

June 27 at Zitadelle Spandau

ALL NATIONS FESTIVAL

Berlin's annual All Nations Festival gives visitors the chance to see the inside for-
eign embassies across the German capital. Around 30 embassies open their doors, allowing visitors to watch films and sample the typical national cuisine.

July 2 at Berlin

CLASSIC OPEN AIR

This outdoor concert series brings together opera, classical and pop-symphonic productions to enthusiastic crowds on the grand Gendarmenmarkt square. Settle down with a drink and a snack, admire Berlin's neoclassical landmarks, and let the show commence!

July 7-12 at Gendarmenmarkt square



INTERNATIONAL BERLIN BEER FESTIVAL

The first weekend in August transforms the streets with over a mile of stalls offering beer from brewers across Germany. Stages with live music and shows provide entertainment between the pints.

August 5-7 at Karl Marx Alley

JUDAS PRIEST

Judas Priest is a heavy metal band from England that has been active since 1969. Together with some other bands Judas Priest is considered to belong to the group that founded heavy metal as an authentic music style.

August 9 at O2 World Berlin

KUNINGA



RESTORAN



Uus restoran Tallinna vanalinnas.

Новый ресторан в Старом Таллинне.

A new restaurant in Tallinn's Old Town.

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kohv ja 4 cl Meukow V.S.O.P.
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Festivals

RABAROCK

The performers at the largest rock festival in the Baltic States, the Rabarock, include Pendulum (AU), Filter (USA), Public Image Ltd (UK), Mustasch (SWE), Electric Wizard (UK), IAMX (UK), Sunrise Avenue (FIN), Circle (FIN), Teräsbetoni (FIN) and No-MeansNo (CAN) as well as Estonian artists, such as Rock-Hotel, Winny Puhh, Metsatöll, Ultima Thule, J.M.K.E., Oreliipoiss, etc. June 17-18 at Järvakandi

WHITE NIGHTS FESTIVAL

On three consecutive nights of the weekend with the shortest nights, the festival offers a selection of Estonian films as well as beautiful open air concerts. June 17-19 at Viimsi Open Air Museum



ÕLLESUMMER BEER FESTIVAL

A four-day festival of beer and concerts featuring artists from Estonia as well as abroad. On July 8, the festival presents the Irish rock band, The Cranberries. The Jacob's Creek Jazz and Wine Garden offers interesting tribute concerts as well as jazz and soul. July 6-9 at Song Festival Grounds in Tallinn

GLASPERLENSPIEL MUSIC FESTIVAL

While the main venue of the festival is Jaani Church in Tartu, the Festival Club at the legendary Tartu University Cafe offers films, photo exhibitions, lectures, meetings with festival guests and alternative performances of musicians. This year, emphasis is on the 20th and 21st century music as well as on interpretations of Russian folk music. July 21-26 in Tartu

ROCK RAMP

This three-day festival features nearly 30 Estonian rock bands. July 21-23 in Viljandi

EUROPEADE

The largest festival dedicated to folk culture in Europe. July 20-24 in Tartu



TARTU HANSEATIC DAYS

For three days, the Old Town of Tartu is turned into a medieval town filled with people dressed in medieval costumes adding to the general atmosphere of merriment. July 22-24 at Tartu

VILJANDI FOLK MUSIC FESTIVAL

Viljandi Folk Music Festival will fill the town centre and the Castle Hills with lively crowds. The festival, the theme of which is Rhythm and Pulse, features musicians from Estonia as well as abroad. July 28-31 at Viljandi

ESTONIAN MANORS

The concert series combines music with architecture, history, a romantic atmosphere and preservation of the architectural heritage. In addition to beautiful music performed by Estonian top artists, the historian, Jüri Kuuskemaa, introduces the history of the manor houses. July 28-31 at manor houses all over Estonia

INTERNATIONAL JÄRVI SUMMER FESTIVAL PÄRNU

The festival features ten concerts by four symphony orchestras, twenty conductors, fifteen chamber ensembles, altogether 150 musicians - including the Järvi family - from all over the world. It also comprises several conducting master classes. July 28-August 4 in Pärnu and its vicinity

VIRU FOLK

The folk music festival adds to the atmosphere of this beautiful beach village of Käsmu involving music, poetry readings, films, lectures and hiking through the surrounding nature. August 12-14 at Käsmu



BIRGITTA FESTIVAL

The opera music event, Birgitta Festival, combines the dark charm of the medieval Pirita Convent with the latest works in modern musical theatre in all its variety and richness. August 13-21 at Pirita Convent in Tallinn

Opera & Theatre



AMERICAN BALLET STARS

A ballet evening featuring ballet stars from San Francisco and Tiit Helimets, one of the best-known Estonian ballet stars in the world. The first part of the evening introduces a short ballet, Apollon, by Igor Stravinsky and George Balanchine. The second part features dance numbers by renowned choreographers. June 17 at Estonian National Opera

SAAREMAA OPERA DAYS

Saaremaa Opera Days have become an important opera festival for the entire Baltic region as well as the main tourist attraction of Saaremaa's cultural life. Numerous concerts in Kuressaare as well other locations feature opera stars July 18-23 on the Island of Saaremaa

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PÕLTSAMAA OPERA GALA

The gala concert comprising famous opera arias, choruses and overtures was put together by Arne Mikk, Estonia's „living encyclopedia of opera literature“. The concert features the Vanemuine Theatre Symphony Orchestra, Estonian National Male Choir and celebrated soloists from Russia. Conductor Eri Klas.
July 30 in Põltsamaa Castle courtyard

PEOPLE OF THE SEA

A concert trilogy based on the novel "Silver White" by Lennart Meri, Estonia's first President after the country regained its independence: how the meteorite falling at Kaali on the Island of Saaremaa must have changed the way people perceived the world.
Part I "The Grave of the Sun" July 9 at Kaali on the Island of Saaremaa
Part II "The Ships of the Milky Way" August 5 as part of the Leigo Lake Music Festival in South Estonia
Part III "The Ships Will Fly" August 18-19 in Tallinn



ORCHESTRE DE PARIS

The opening concert of the season of Eesti Kontsert features the Orchestre de Paris, conductor the Music Director of the orchestra, Paavo Järvi. Pärt, Stravinski, Bartok.
September 1 at Estonia Concert Hall in Tallinn

DON QUIJOTE

The opening concert of the 85th season of the Estonian National Symphony Orchestra, Alexander Zemtsov (viola), Jan-Erik Gustafsson (cello), Estonian National Male Choir; Conductor the orchestra's artistic director Neeme Järvi. V. Kapp, Schumann, R. Strauss.
September 2 at Estonia Concert Hall in Tallinn

VANEMUINE SYMPHONY ORCHESTRA

The opening concert of the season comprises overtures from the operas La forza del destino (The Force of Destiny), Luisa Miller and Nabucco as well as the Requiem by Giuseppe Verdi. Conductor Paul Mägi.
September 9 at Vanemuine Concert Hall in Tartu
September 10 at Jõhvi Concert Hall
September 11 at Kaarli Church in Tallinn

Concerts

SILVI VRAIT AND RAIVO TAFENAU

The Grand Old Lady of Estonian music, Silvi Vrait, and Jazz Musician of the Year 2010, Raivo Tafenau with his band perform songs from the repertoire of Edith Piaf as well as other evergreen French chansons.
June 16 at Jõhvi Concert Hall

SEAL

The English soul and R&B singer-songwriter, Seal, gives a concert in the framework of Pärnu's Watergate water festival.
June 18 at Pärnu Vallikäär



THIRTY SECONDS TO MARS

To date, the American rock band formed by Hollywood actor, Jared Leto, has sold over 5 million albums.
June 21 at Song Festival Grounds in Tallinn

THE WIDE WORLD BEGINS IN A SMALL LAND

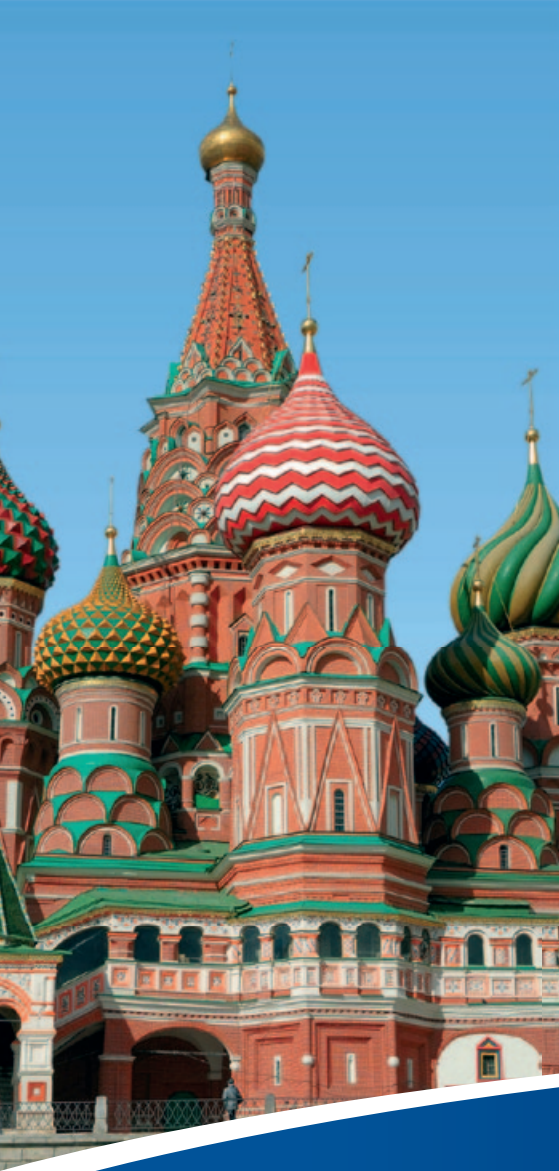
An introduction to the song and dance celebration, the concert introduces the 13-year-old child prodigy, pianist Tengku



>Milano

>Moskva

>London



 **ESTONIAN AIR**

www.estonian-air.ee



Eesti Kontsert

ESTONIAN CONCERT SUMMER HIGHLIGHTS



Viktoria Tolstoy

Scandinavian jazz star and
**ESTONIAN DREAM
BIG BAND**

Thu 7 July St. John's Church of St. Petersburg
Fri 8 July Jõhvi Concert Hall
Sat 9 July Kõltsu Manor

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LENA PARTNER ESTONIAN AIR



World-famous tenor

JOSÉ CURA

orchestra and choir of
Estonian National Opera

Sat 23 July Kuressaare Castle Opera House

www.concert.ee



SAARENMAAN
OOPPERAPÄIVÄT

Where to go <<< Where to go

Ahmad Irfan from Malaysia, together with the Estonian National Symphony Orchestra and Estonian National Male Choir.

Conductor Neeme Järvi.

June 30 at Nokia Concert Hall



YOUTH SONG AND DANCE CELEBRATION

Song and Dance Celebrations are an almost intrinsic part of the Estonian culture. This year, the Youth Song and Dance Celebration under the title "The Wide World Begins in a Small Land" tells a story of how the desire to see the world may transform into the desire to return home. July 1-3 at Song Festival Grounds in Tallinn

PAPER ROSES

Popular songs performed by popular Estonian artists.

July 6 at Käsnu Museum

VIKTORIA TOLSTOY

Viktoria Tolstoy, the great-great-granddaughter of the famous Russian writer, Leo Tolstoy, is a celebrated Swedish jazz singer who has so far released eight albums.

July 8 at Jõhvi Concert Hall

July 9 at Kõltsu Manor



ANNE VESKI

Estonian pop-singer, Anne Veski, celebrates her anniversary with a concert tour accompanied by Koit Toome, Karl Madis, Uku Suviste and a live-band.

July 14-24 at different locations all over Estonia

THE FLAME OF SOUTHERN SONGS

The early music ensemble, Hortus Musicus, performs early music from Italy, France, Spain, Portugal and the New World.

August 12 at Haapsalu Kursaal

Exhibition



100 HOUSES

The best of Estonian architecture is being presented at the Museum of Estonian Architecture - 10 selected architectural classics and 90 masterpieces from the last decade.

June 16 - August 21 at the Museum of Estonian Architecture

Sports

RALLY ESTONIA

Rally Estonia is the largest international motor sport event in the Baltic States.

July 15-16 in South-Estonia

TRACK-AND-FIELDS

The European Athletics Junior Championship introduces the future top athletes.

July 21-24 at Kadriorg Stadium in Tallinn



KIVIÕLI MOTOFESTIVAL

FIM sidecar motocross World Championship Estonia, extreme hillclimbing show and the late night MX/Open supercross with participants from 15 countries.

August 13-14 at Kiviõli artificial ash-hill

ESTONIA VS NORTHERN IRELAND

2012 European Championship Qualifying Match Estonia vs Northern Ireland.

September 6 at A. Le Coq Arena in Tallinn



VORMIRÕIVAS PROFLINE'ST

AS PROFLINE on ameti- ja vormirõivaste disaini, konstrueerimise ning tootmisega tegelev Eesti ettevõte.

Naistele valmistatakse bleisereid, seelikuid, pükse, veste, pluuse, kleite, jopesid, mantleid jne.

Meestele õmmeldakse pintsakuid, pükse, veste, triiksärke, jopesid ning mantleid.

Erinevatele jõustruktuuridele pakub AS PROFLINE -

- esikmodelite arendust
- mudelite tehniliste kirjelduste koostamist
- näidiste valmistamist ja tootmist

PROFLINE klientideks on riiklikud kaitsestruktuuri üksused, pangad, turismi- ja teenindusettevõtted, koolid ning eraettevõtted.

PROFLINE valmistatud on ka Estonian Airi uued kaunid vormiriided, mille disainis Tiina Talumees.



10.06.–18.09.2011

PAVEL FILONOV

The Russian Avant-Garde and Afterwards

The exhibition focuses on the work of Pavel Filonov (1883–1941), one of the most unique masters of the Russian avant-garde in the first half of the 20th century, and it is supplemented by the works of K. Malevich, W. Kandinsky, I. Brodsky and others.

KUMU ART MUSEUM
Weizenbergi 34 / Valge 1, Tallinn
Info: +372 602 6000
www.kumu.ee

OPEN:
May–Sept: Tue 11am–6pm, Wed 11am–8pm, Thu–Sun 11am–6pm
Oct–Apr: Wed 11am–8pm, Thu–Sun 11am–6pm
NEW! Long Wednesdays 11am–8pm

Welcome to Estonian Air

- ◀ Estonian Air news
- ◀ About Estonian Air
- ◀ For the loyal customer
- ◀ Before the flight
- ◀ During the flight
- ◀ Airport information
- ◀ Fleet and route map
- ◀ Contact



Brüsseli täpseim lennufirma

Brüsseli lennujaamas toimunud lennundusauhindade jagamise tseremoonial tunnustati lennuettevõtteid eelmise aasta tulemuste eest. Estonian Airile omistati täpseima lähiregiooni lennufirma tiitel. Brüsseli lennujaama lendab ühtekokku ligi 80 lennufirmat maailma eri regioonidest.

See on juba teine sellelaadne rahvusvaheline tunnustus. Möödunud aastal omistati Estonian Airile täpseima lennufirma tiitel Amsterdami Schipholi lennujaamas, kuhu lendab ligi 100 lennufirmat üle maailma.

Mandritevahelised lennud

Tänu heale koostööle lennufirmadega SAS ja KLM Royal Dutch Airlines laienes Estonian Airi kodulehel pakutavate mandritevaheliste lendude valik.

Lisaks 190 sihtkohale Euroopas pakub Estonian Air oma kodulehel atraktiivsete hindadega lennupileteid sellistesse maailma suurlinnadesse, nagu Atlanta, Bangkok, Boston, Kaplinn, Chicago, Delhi, Dallas, Denpasar (Bali), Dubai, Houston, Johannesburg, Kuala Lumpur, Mumbai, Muscat, Mexico City, Miami, Minneapolis, Montreal, New York, Osaka, Peking, Sao Paulo, San Francisco, Seattle, Shanghai, Singapur, Taipei, Teheran, Tokyo, Toronto, Vancouver ja Washington.

Lend Eestist transiitlennujaama ja tagasi toimub Estonian Airiga. Jätkulennule suundujatele kehtivad kõik partnerlennufirma pileti- ja pagasireeglid.

Uus bussiliin lennujaama ja kesklinna vahel

Alates mai lõpust sõidutab turiste ja linnaelanikke Tallinna Lennujaamast kesklinna uus bussiliin nr 90K. Buss väljub lennujaamast iga täis- ja pooltund kell 8-18. Liini korraldab Hansabuss koostöös Tallinna Lennujaama ja Estonian Airiga.

Bussid on selgesti eristatava disainiga. Pilet maksab 2 eurot ning bussid on peatuste ja linna kaart, tasuta WiFi, koht pagasile. Kokku on liinil 11 peatust.

Uue bussiliini marsruut on lennujaam – bussijaam – hotell Olümpia – Vabaduse väljak – Mere pst – Balti jaam – hotell Tallinn – Vabaduse väljak – Kunstiakadeemia – bussijaam – lennujaam.

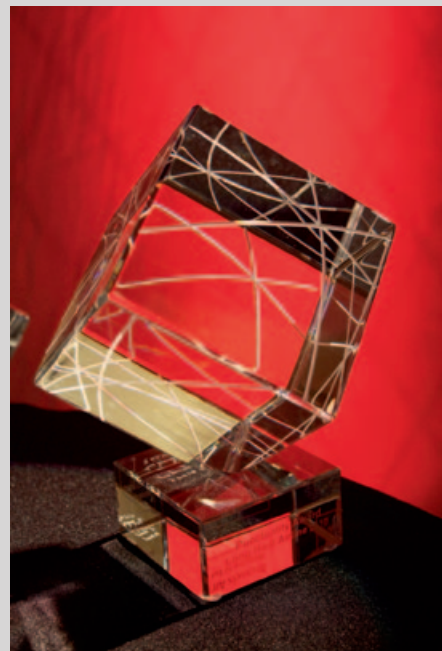


The most punctual airline in Brussels

On a ceremony of Aviation Awards at Brussels Airport airlines were recognized for their performance in 2010. Estonian Air was recognized as the most punctual airline, which is already the second of this kind of international award.

Brussels Airport is serving around 80 airlines from different regions of the world.

Last year Estonian Air was nominated as the most punctual airline in Amsterdam Schiphol Airport, which is serving more than 100 airlines.



Intercontinental flights

Thanks to good cooperation with SAS and KLM Royal Dutch Airlines, Estonian Air widens the selection of to intercontinental flights on its homepage.

In addition to 190 destinations in Europe, Estonian Air offers tickets with attractive fares to some of the biggest cities in the world such as Atlanta, Bangkok, Boston, Cape Town, Chicago, Delhi, Dallas, Denpasar (Bali), Dubai, Houston, Johannesburg, Kuala Lumpur, Mumbai, Muscat, Mexico City, Miami, Minneapolis, Montreal, New York, Osaka, Peking, Sao Paulo, San Francisco, Seattle, Shanghai, Singapur, Taipei, Tehran, Tokyo, Toronto, Vancouver and Washington.

Flights from Estonia to hubs and back are operated by Estonian Air. Partner airlines' ticketing and baggage rules apply on the entire flight.

New bus service between airport and town centre

Since the end of May a new bus service No. 90K has been operating between Tallinn Airport and the centre of town. The bus leaves the Airport on every hour and half hour between 8 a.m. and 6 p.m. seven days a week. The service is operated by Hansabuss in cooperation with Tallinn Airport and Estonian Air.

The buses are easily recognisable thanks to their distinctive design. A fare is 2 euros. All the buses have city maps showing all 11 bus stops which are: Airport – Bus Station – Hotel Olümpia – Vabaduse väljak – Mere str – Tallinn Railway Station – Hotel Tallinn – Vabaduse square – Kunstiakadeemia – Bus Station – Airport. All the buses have free WiFi and ample space for luggage.

ESTONIAN AIRIST ABOUT ESTONIAN AIR

- < Estonian Air, Eesti rahvuslik lennufirma, pakub ärireisijatele ja turistidele otselende Tallinnast Euroopasse: Amsterdam, Barcelona, Berliin, Brüssel, Kiiev, Kopenhaagen, London, Milano, Minsk, Moskva, Nizza, Oslo, Pariis, Peterburi, Stockholm ja Vilnius. Lisaks Vilniusest Amsterdami, Milanosse ja Stockholmi, Tallinnast Kuressaarde ja Tartusse ning Kuressaarest Stockholmi. Lisaks regulaarlendudele korraldatakse tellimuslende, posti- ja kaubavedu. Estonian Airi koodijagamiskasutajad on SAS, Aeroflot, AeroSvit, Belavia, Brussels Airlines, KLM Royal Dutch Airlines, Rossiya, Spanair.
- < Estonian Air kasutab kahte CRJ900 NextGen, kahte Boeing 737-500 ning kahte Boeing 737-300 lennukit.
- < Estonian Airis töötab üle 300 töötaja.
- < 2007. aasta kevadel asutas Estonian Air tütarfirma Estonian Air Regional, mis teostab Estonian Airi lühemaid lende Eesti lähinaabruses asuvasse linnadesse kahe 33kohalise SAAB 340 lennukiga.
- < Estonian Air on asutatud 1. detsembril 1991 ja meie peakorter asub Tallinnas. Estonian Airi omanikud on Eesti riik ja SAS Grupp.
- < 2005. aastast on Estonian Airil tänapäeva lennunduse kaalukaim kvaliteedialane tunnustus - IOSA (Rahvusvahelise Lennufirmade Assotsiatsiooni lennuohutuse audit) sertifikaat. See kinnitab Estonian Airi tahet tegutseda vastavuses kõrgeimate lennuohutuse nõuetega.

- < Estonian Air, Estonia's national carrier, provides both business travellers and tourists direct air link from Estonia to European cities. Estonian Air flies non-stop from the Estonian capital, Tallinn, to Amsterdam, Barcelona, Berlin, Brussels, Copenhagen, Kiev, Kuressaare, London, Milan, Minsk, Moscow, Nice, Oslo, Paris, St Petersburg, Stockholm, Tartu and Vilnius, from Vilnius to Amsterdam, Milan and Stockholm, from Kuressaare to Stockholm. In addition to scheduled flights Estonian Air operates charter flights; carries cargo and mail. Estonian Air has code-share agreements with SAS, Aeroflot, AeroSvit, Belavia, Brussels Airlines, KLM Royal Dutch Airlines, Rossiya, Spanair.
- < Estonian Air operates with two CRJ900 NextGen, two Boeing 737-500 and two Boeing 737-300 aircraft.
- < Estonian Air has more than 300 employees.
- < In spring 2007 Estonian Air established a subsidiary company Estonian Air Regional which operates Estonian Air's short-range flights to neighbouring regions with two 33-seater SAAB 340 aircraft.
- < Estonian Air was founded on 1 December 1991, with headquarters in Tallinn. Estonian Air is owned by the State of Estonia and the SAS Group.
- < In 2005 Estonian Air obtained the aviation industry's highly respected recognition awarded of the IOSA (IATA Operational Safety Audit) Registration certificate. This registration confirms Estonian Air's commitment to conform with the highest air safety requirements.



Member



PÜSIKLIENDILE FOR THE LOYAL CUSTOMER

Estonian Airi E-klubi



Estonian Airi E-klubi on elektrooniline postitusnimekiri, mille liikmeid informeeritakse igakuise uudiskirjaga Estonian Airi parimatest pakkumistest ja uutest toodetest. Andmeid hoitakse konfidentsiaalselt Estonian Airi andmebaasis, mida ei edastata kolmandatele isikutele ega kasutata muudel eesmärkidel. E-klubiga saab liituda Estonian Airi kodulehel. Rohkem infot: www.estonian-air.ee/eclubi

Eurobonus programm

Estonian Airi ametlik püsikliendiprogramm on SAS EuroBonus, mis on Skandinaavia üks edukam eraisikutele suunatud püsikliendiprogramm. EuroBonusega on liitunud üle 30 lennufirma – SAS, Blue1, Widerøe, Lufthansa, Swiss, Air China jpt.

EuroBonus programmi põhimõte on lihtne: mida rohkem ja kaugemale lendate, seda rohkem punkte kogute.

EuroBonusega liitumine on tasuta ning nüüd saavad ka lapsed programmiga liituda. Lastele kehtivad programmis samad tingimused, mis üle 18aastastele EuroBonus programmi liikmetele. Liituge EuroBonusega Estonian Airi kodulehel www.estonian-air.ee/eurobonus või küsige taotlusvorm meie pardameeskonnalt või Estonian Airi kassast. Esitage alati oma EuroBonus kaart lennule registreerimisel.

Pakkumistest ning uudistest informeeritakse EuroBonus programmi liiget elektrooniliselt.

Punkte saab koguda ka tagantjärele

Kui olete unustanud oma kaardi esitada lennule registreerimisel, saab punkte oma kontole taotleda 6 kuu jooksul pärast lennu toimumist. Selleks tuleb SAS EuroBonus klienditeenindusele saata elektrooniline pilet ja EuroBonus kaardi number ning olla endiselt EuroBonus programmi liige. Punktid kehtivad kuni 5 aastat.

Preemiareis

Teenitud EuroBonus punkte on võimalik kasutada preemiareisiks kõikidel Estonian Airi regulaarlendudel. Samuti võib teenitud punktide eest lunastada preemiareisi oma pereliikmetele, sõpradele või tuttavatele. Preemiareiside kohtade arv on piiratud! Broneeringut EuroBonus punktide eest on võimalik teha läbi SAS EuroBonus klienditeeninduse, saates e-kirja aadressile eurobonus.ee@sas.dk või telefonil 666 3030 esmaspäevast reedeni kell 9–17.

Rohkem infot EuroBonus soodustuste kohta Estonian Airi lendudel: www.estonian-air.ee

Rohkem infot teiste lennufirmade EuroBonus soodustuste kohta: www.flysas.com



Estonia Air E-club



Estonian Air E-club is the newsletter list of Estonian Air which enables its members to get information about

Estonian Air offers and new services. All data is maintained as confidential in the Estonian Air database. It is not transmitted to third parties or used for other purposes. E-club membership can be claimed from Estonian Air homepage. More information: www.estonian-air.ee/eclub

Eurobonus programme

Estonian Air's official customer loyalty programme is SAS EuroBonus, which is one of Scandinavia's most successful loyalty programmes designed for private customers. More than 30 airlines have joined EuroBonus, including SAS, Blue1, Widerøe, Lufthansa, Swiss, Air China and many others.

The principles of EuroBonus programme are simple: the more and further you fly, the more points you earn.

Joining EuroBonus is free of charge and now also children and youth are welcome to join EuroBonus. Same membership conditions apply to children and adults. Join EuroBonus online www.estonian-air.ee/loyalty, or ask for an application form on board or from Estonian Air ticket office. Please present your EuroBonus card, when checking in.

EuroBonus members are informed about offers and news by e-mail.

Points can also be collected afterwards

If you forget to show your card when checking in, you can still apply for the points up to six months after your flight. Provided that you are still a member of the program, all you need to do is send your e-ticket and EuroBonus card number to your local EuroBonus office. Points are valid for up to 5 years.

Award trips

You can use your EuroBonus points for award trips on any Estonian Air scheduled flight. You can also use the points for award trips for your family members, friends and acquaintances. The number of seats available for award trips is limited! Make an award trip booking via local SAS EuroBonus Member Service.

More information about EuroBonus benefits: www.estonian-air.com

More information about other airlines' EuroBonus benefits: www.flysas.com

PUNKTITABEL < POINT CHART

- * Lastele vanuses 2-17 eluaastat kehtib allahindlus 50% preemiareisi väärtusest.
- 1 – EuroBonus punkte ühe suuna lennult turistiklassis (pileti hinnaklassid A, G, T, V, Z)
 - 2 – EuroBonus punkte ühe suuna lennult turistiklassis (pileti hinnaklassid L, K, U, W, Q, H, E, M)
 - 3 – EuroBonus punkte ühe suuna lennult paindlikus turistiklassis (pileti hinnaklassid Y, S, B)
 - 4 – EuroBonus punkte ühe suuna lennult äriklassis (pileti hinnaklassid C, D, J)
 - 5 – Edasi-tagasi preemiareisi väärtus turistiklassis
 - 6 – Edasi-tagasi preemiareisi väärtus paindlikus turistiklassis
 - 7 – Edasi-tagasi preemiareisi väärtus äriklassis

Tallinn - Kuressaare, Vilnius	1	2	3	4	5	6	7
Copenhagen, Oslo, St Petersburg, Stockholm	150	600	900	1200	12000	16000	20000
Moscow	300	1200	1800	2400	20 000	25 000	30 000
Amsterdam, Berlin, Brussels, Kiev, London, Minsk, Paris	300	1200	1800	2400	30 000	40 000	50 000
Barcelona, Milan, Nice	450	1800	2700	3600	40 000	50 000	60 000
Stockholm - Kuressaare	1	2	3	4	5	6	7
	150	600	900	1200	12000	16000	20000

- * Children between 2-17years pay 50% of the bonus flight total value.
- 1 – EuroBonus points from one-way Economy class flight (booking classes A, G, T, V, Z)
 - 2 – EuroBonus points from one-way Economy class flight (booking classes L, K, U, W, Q, H, E, M)
 - 3 – EuroBonus points from one-way Flexible Economy class flight (booking classes Y, S, B)
 - 4 – EuroBonus points from one-way Business class flight (booking classes C, D, J)
 - 5 – Return bonus flight value in Economy class
 - 6 – Return bonus flight value in Flexible Economy class
 - 7 – Return bonus flight value in Business class

ÄRIKLIENDI PROGRAMM < CORPORATE PROGRAMME

Ärikliendiprogramm

Estonian Airi ärikliendiprogramm pakub ettevõtetele paindlike tingimustega lennuvõimalusi ja hinnasoodustusi äriklassi ja paindliku turistiklassi piletite ostul.

Fikseeritud hindadega piletid

Programmiga liitumine on tasuta. Fikseeritud hinnad hakkavad kehtima kohe pärast programmiga liitumist. Uutel liitunutel on 12 kuu vältel võimalik osta fikseeritud hindadega pileteid. Pakkumist pikendame järgnevas 12 kuus, kui ettevõtte töötajate aastane lennumaht Estonian Airi lendudel ületab 5000 eurot.

Paindlikud tingimused

Äriklassis või paindlikus turistiklassis reisides kehtivad teile paindlikud tingimused piletite muutmisel ja tagastamisel. Kui teie reisiplaanid muutuvad ja vajadus lennureisi järele kaob, on teil võimalik pilet tagastada. Kasutamata pileti maksumus hüvitatakse (välja arvatud teenustasu).

Lisaväärtus

Hea kohtade saadavus, äriklassi lauas pileti registreerimine, 30 kg äraantavat pagasit, parda-toitlustus vastavalt lennu pikkusele ja väljalennu ajale. Äriklassi piletiga kaasneb võimalus veeta lennuelset aega mugavalt äriklassi ootesaalis. Estonian Airi kodulehel asuv ärikliendikeskkond on tellimuste mugavaks vormistamiseks ja teie broneeringuteks avatud ööpäevaringselt. Rohkem infot: www.estonian-air.ee/corporate

Corporate Programme

Estonian Air's Corporate Programme offers for companies more flexible conditions and fixed fares in Flexible Economy class and Business class.

Tickets with fixed prices

Joining Corporate Programme is free of charge. New subscribers purchase for 12 months tickets at fixed prices. If purchase volume during this period is sufficient (at least 5,000 EUR), we extend the offer of fixed prices for the subsequent 12 months.

Flexible conditions

Unused tickets can be refunded both before and after the departure time indicated on the ticket (except service fee). Flight time change is free of charge.

Added value

Good availability of seats, business class check-in. 30 kg free baggage allowance and free catering on board. A business class ticket allows you to use the services of the business class lounge prior to departure. Personal service at the Estonian Air Corporate Service. More information: www.estonian-air.ee/corporate

Lennupiletid Estonian Airi kodulehelt

Estonian Airi kodulehelt saab osta lennupileteid rohkem kui 180 sihtkohta – lisaks Estonian Airi otselendudele ka partnerfirmade jätkulendudele. E-pileti ostmiseks internetist minge aadressile www.estonian-air.ee, valige sihtkoht, lennu kuupäev ja tasuge.

Majutus ja rendiauto

Estonian Airi kodulehel www.estonian-air.ee on võimalik lisaks lennupiletite ostmisele broneerida endale lihtsalt ja kiirelt majutus.

Estonian Airi kodulehelt www.estonian-air.ee saab tellida rendiautot nii Eestis kui ka välismaal. Tutvuge meie kodulehel pakumistega ja leidke endale sobiv lahendus!

E-registreerimine

E-registreerimine võimaldab teha check-ini interneti teel, valida istekoha lennukis ning trükkida pardakaardi. Interneti teel saab end Tallinnast väljuvatele lendudele registreerida mitte rohkem kui 22 tundi enne plaanipärast väljalendu. Interneti teel saab end lennule registreerida nii käsi- kui ka äraantava pagasiga reisija. Lennujaamas võib käsipagasiga reisija minna otse turvakontrolli. Äraantav pagas tuleb registreerida pagasi äraandmislauas väljalennu päeval. Pagasi äraandmislaud suletakse 45 minutit enne väljalendu.

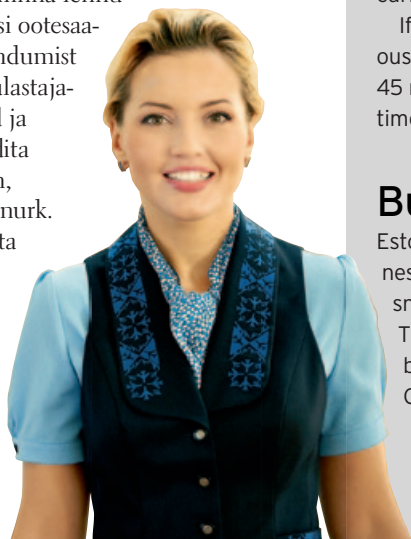
Varajane lennule registreerimine

Tallinna lennujaamas on võimalik end Estonian Airi lennule registreerida lennupäevale eelneval päeval kell 12-21, aga mitte varem kui 23 tundi enne väljalendu. Nii saab vältida eelkõige varahommikusel ajal lennule registreerimise järjekorras seismist. Kui reisija on end eelmisel päeval lennule registreerinud ja pagasi ära andnud, on soovitatav olla lennujaamas vähemalt 45 minutit enne väljalendu, et jõuaks läbida turvakontrolli.

Äriklasi ootesaal

Estonian Airi kliendid saavad Tallinna lennujaamas kasutada mugavat äriklasi ootesaali, kus saab enne lennukisse suundumist rahulikult aega parajaks teha. Küllastajatele pakutakse kergeid suupisteid ja jooke, võimaldatakse tasuta traadita interneti ja arvuti kasutamist jpm, suitsetajatele on eraldatud suitsunurk.

Äriklasi ootesaal on alati tasuta äriklasi piletiga reisijatele, lisaks SAS EuroBonus Pandion ja Kuldkaardi omanikele koos kaaslasega (sõltumata reisiklassist).



Flight tickets from internet

Estonian Air sells tickets to more than 180 destinations. The flights are operated either by Estonian Air or by its partners. In addition to Estonian Air network, it is also possible to purchase connecting flights throughout Europe on our partner airlines. Just go to www.estonian-air.com, choose a destination, flight date and pay for your e-ticket.

Accommodation and Rental car

You can book an accommodation easily and quickly on Estonian Air home page www.estonian-air.com. Rent a car through our partners - seek for solutions from our web page www.estonian-air.com and make your choice!

Web check-in

Save time at the airport with our web check-in. This service allows you to check in on the Internet, choose your seat on the plane and print your boarding pass. At the airport a fast baggage drop desk is available for your baggage. If you have only hand luggage you can go straight to the security check.

Early check-in

Estonian Air is offering its passengers the chance to check in at Tallinn Airport on the day before their departure between 12.00 noon and 9.00 pm but not earlier than 23 hours before departure. This way you can avoid long check-in queues, especially for early morning flights.

If you have checked in and handed over the luggage the previous day, it is recommended that you arrive at the airport at least 45 minutes before your flight's departure time, to allow sufficient time for security check.

Business Class lounge

Estonian Air passengers are welcome to the comfortable Business Class lounge in Tallinn airport. Here you can have a light snack or pass the time with free WiFi access or browsing a PC. The Business Class lounge is free for passengers travelling on business class tickets, as well as SAS EuroBonus Pandion and Gold members with one companion irrespective of travel class.

Pardale lubatav käsipagas

Lennuki salongi võib turistiklassi reisija kaasa võtta käsipagasi, mille mõõtmed ei ületa 56x45x25 cm ning kaal 8 kg, või ülakonnakoti. Äriklassi reisijal võib kaasas olla käsipagas, mis peab mahtuma laealusesse pagasilaekasse või eesoleva istme alla. Käsipagasi mõõdud ja kaal on piiratud, sest laeluste pagasilaegaste kandevõimet ei tohi ületada ega vahekäigus liikumist takistada.

Lapsega reisile

Pilet väikelapsele, kes lendamise ajaks ei ole veel 2aastane, maksab 10% täiskasvanud reisija pileti hinnast. Lastele vanuses 2-11 (kuni lapse 12. sünnipäevani), kehtib allahindlus 33% täiskasvanud reisija pileti hinnast.

Alla 5aastased lapsed tohivad reisida ainult koos vähemalt 16aastase kaaslasega, kes suudab reisi vältel lapse eest hoolitseda (lapsevanem, hooldaja või nende poolt ametlikult määratud isik).

Ka tiksi reisival 5-11aastasel lapsel peab olema vähemalt 16aastane saatja. Kui sellist saatjat reisil pole, peab piletit ostes ette tellima lapse saatmise teenuse. Saatmise teenustasu on 32 eurot ühe suuna kohta ühe pere kuni kahele lapsele. 12-15aastased lapsed võivad reisida iseseisvalt, kuid ka neile on võimalik tellida saatja.

Estonian Air ei paku lennukis turvatoole, kuid kasutada võib auto turvatooli, mida saab kinnitada lennukiistme turvarihmadega ja kui selle sügavus ei ületa 65 cm ja kõrgus 45 cm.



Turbiinipoiss

Turbiinipoiss tutvustab lastele Estonian Airi sihtkohti ja lendamise põnevat maailma. Turbiinipoisi keskkond asub Estonian Airi koduleheküljel aadressil: www.kids.estonian-air.ee

Lemmikloomaga reisima

Lemmikloomade vedu on tasuline eriteenus, mida saab tellida Estonian Airi kõnekeskusest. Loom tuleb paigutada spetsiaalsesse transpordikasti, mis tagab looma turvalise ja mugava transpordi, ning reisija vastutab looma riigist väljaviimiseks ja sihtkohariiki (ning transiitriiki) sissetoomiseks vajalike dokumentide olemasolu eest.

Koeri (välja arvatud juhtkoerad) ja kasse võib lennuki salongi võtta vaid järgmistel tingimustel: loom peab olema puhas; loom ja tema transpordikast ei tohi ületada 8 kg.

Üks reisija tohib kaasa võtta vaid ühe looma, kes peab kogu lennu jooksul viibima transpordikastis, et õhku satuks võimalikult vähe allergeene – kaasreisijate seas võib olla allergikuid.



Cabin baggage

Cabin baggage (max 56x45x25 cm) or a folding clothes bag, weighing not more than 8 kilos, is allowed on board in travel class. In business class, cabin baggage must be stowed under the seat in front or in the overhead compartment. The measurements are restricted to ensure that the overhead compartment is not overloaded and the aisle is not obstructed.

Travelling with children

Fare for the infant is 10% of the adult fare. An infant is a passenger who has not reached his/her 2nd birthday. Estonian Air offers for children in the age 2-11 years (until the 12th birthday) 33% discount from all available fares.

Child under 5 years of age must be accompanied by a person not younger than 16 years of age who is capable of taking care of the minor during the journey: the child's parents or guardian or a person assigned by these.

For children aged 5-11 (incl) travelling without such companion, Estonian Air offers escort service. Escort service is mandatory for unaccompanied children aged 5-11 (incl). The request must be placed at the time of booking a ticket. The service fee is 32 EUR per sector. If two unaccompanied minors travelling together are brothers/sisters, only one-time fee is charged. Children aged 12-15 may travel alone. However, the unaccompanied minor service similar to children aged 5-11 is available.

Estonian Air does not provide car-type baby seats but passengers may use their own, provided that the seat can be secured with the aircraft seatbelt and the seat's maximum horizontal measure does not exceed 65 cm and the height 45 cm.

Turbine boy

The Turbine Boy gives children the chance to get to know more about Estonian Air's destinations and the exciting world of flying. More information: www.kids.estonian-air.ee



Travelling with pets

Carriage of pets is a special service that can be booked via Estonian Air Call Centre. Pets are not included in the free baggage allowance.

The Passenger is responsible for securing proper documentation for health, entry and transfer for all countries on route and providing a suitable container to ensure safe and comfortable transport of the pet.

The only pets accepted in the cabin (except guide dogs) are dogs and cats on the following conditions: the pet must be clean; the container must be leakage proof, with weight together with the pet not exceeding 8 kg.

A passenger may carry only one container, and the pet must be kept in the container throughout the whole flight.



Pardateenindus

Tere tulemast meie lennule! Estonian Airi lendudel on kaks teenindusklassi – Premium ja Travel. Estonian Airi reisijaid toidustab Airo Catering Services Eesti, mis kuulub LSG Sky Chefs kontserni.

Premium klass

Premium klassi salongis reisivad klassikalise äriklassi piletiga ja paindliku turistiklassi piletiga reisijad. Premium klassi salongis pakutakse kõigile reisijatele regulaarlendudel külma või sooja einet sõltuvalt väljalennu ajast ning lennu pikkusest. Eritoit soovivad reisijad saavad selle tellida vähemalt 24 tundi enne väljalendu Estonian Airi klienditeeninduse või oma reisibüroo kaudu.

Paindliku turistiklassi piletiga reisijatel on paindlikud pileti lennukuupäeva ja reisija nime vahetamise ning pileti tagastamise õigused, võimalus end lennule registreerida äriklassi check-in lauas ja 23 kg asemel tasuta kaasa võtta 46 kg äraantavat pagasit.

Travel klass

Travel klassi salongis reisivad kampaania- ja turistiklassi piletiga reisijad. Travel klassi salongis pakutakse väikest suupistet (välja arvatud alla tühetunnistel lendudel) ja karastusjooke sõltuvalt väljalennu ajast ning lennu pikkusest. Samuti pakume Boeingute pardal võimalust osta

lisaks suupisteid ja alkohoolseid jooke. Maksta saab sularahas ning krediitkaardiga (MasterCard, Visa). Lendudele, mis kestavad vähemalt 1,5 tundi, on võimalik sooja toitu ette tellida (vähemalt 48 tundi enne väljalendu).



Onboard service

Welcome on board! Estonian Air has two onboard service classes, Premium and Travel. Catering for Estonian Air flights is provided by Airo Catering Services Estonia, which belongs to the LSG Sky Chefs concern.

Premium Class

In the Premium Class cabin travel passengers with classical Business Class tickets, plus passengers travelling on Flexible Economy fares. All passengers in the Premium Class cabin may enjoy breakfast, lunch or dinner and beverages on all our scheduled flights. Menu types are planned according to the flight time and departure. Special meal can be ordered at least 24 h before scheduled departure via Estonian Air Customer Service or your travel agency.

Flexible Economy passengers enjoy flexible conditions for name and flight date change and ticket refund; they are entitled to use the Business Class check-in counters, and their free registered baggage allowance is 46 kg.

Travel Class

Travel Class is designed for passengers with Economy fare tickets (Internet-only, campaign fares and lowest Economy fares). Passengers in the Travel Class cabin will be served a small snack (except on flights that last less than 1 h) and soft drinks according to the flight time and departure. On Boeing flights, alcoholic beverages and additional snacks can be bought from the mini-bar. Payment is accepted in cash (EUR) or credit card (MasterCard, Visa). Travel Class passengers have the possibility to order hot meal on regular flights that last more than 1.5 h. Hot meal can be ordered up to 48 hours before departure.



Alkohol ja lendamine ei sobi kokku

Kaasavõetud alkoholi pruukimine on lennukis rangelt keelatud. Tarvitada võib vaid salongipersonali poolt serveeritud alkoholi. Muu alkohol võidakse lennu ajal konfiskeerida. Reeglite rikkumisele antakse sihtlennujaamas üle ametivõimudele.

Pardal suitsetada ei tohi

Kõik Estonian Airi lennud, kaasa arvatud tellimusreisid, on suitsuvabad. Ka e-sigaretid on keelatud. Ka lennuki tualettides on suitsetamine keelatud.

Elektroonilised seadmed olgu välja lülitatud

Elektroonilised seadmed, mis sisaldavad raadiosaatjat või -vastuvõtjat, võivad segada lennuki navigatsioonisteede tööd ja sellepärast on nende kasutamine lennu ajal keelatud. Teisi elektroonilisi seadmeid ei või kasutada lennuki tõusul ja maandumisel. Mobiiltelefonid peavad olema välja lülitatud kogu lennukis viibimise aja jooksul. Palume järgida salongipersonali juhiseid.

Lisateenused

Tutvuge kindlasti ka meie pardapoe valikuga, info pardapoe valiku kohta leiate lennukis istmetaskust ja Estonian Airi kodulehelt. Mõned tooted on valmistatud vaid Estonian Airi pardapoe tarvis. Lisaks pakume oma lendudel pardavideo teenust koostöös Videoplanetiga. Teil on võimalik lennukõrgusele jõudes rentida portatiivne DVD-mängija ja film hinnaga eurot ning kõrvaklapid hinnaga 1 euro. Laenutuskomplekt maksab kokku 5 eurot. Lubatud on kasutada ka isiklikke kõrvaklappe.

Alcohol and flying do not fit together

Drinking your own alcohol is strictly forbidden. Passengers may only consume alcoholic drinks served by the crew. Cabin crew are permitted to confiscate all other alcohol. Passengers violating this rule will be handed over to the authorities in destination airport.

Smoking is not allowed

Smoking (including electronic cigarettes) is not permitted on any Estonian Air flight, including charter flights. Smoking is also forbidden in the lavatories of the aircraft.

Electronic equipment shall be switched off

Portable electronic devices containing a radio transmitter or receiver may interfere with the aircraft's navigation system and may therefore not be used during the flight. The use of other electronic equipment is restricted on take-off and landing. Mobile phones must be turned off during the entire stay on board. If you are in doubt, please keep the devices switched off for the duration of the flight, as it may interfere with aircraft systems.

Additional services

In our Flight Shop you will find a selection of the most recent and interesting, as well as established and well-known products. Some of the items have been made especially for Estonian Air. We offer on our flights an on-board video service in co-operation with the video rental company, Videoplanet. When the plane has reached the cruising level, you have an opportunity to rent a DVD-player and a film for 4 EUR and (unless you use your personal ear-phones) ear-phones for extra 1 EUR.

LENUJAAMADE INFO

AIRPORT INFORMATION

NB! Soovitame tulla lennujaama vähemalt 2 tundi enne lendu, et jääks piisavalt aega check-ini tegemiseks ja turvakontrolli läbimiseks. Check-in suletakse enamikus lennujaamades 45 minutit enne lennu väljumist.

NB! Please arrive at the airport at least 2 hours prior to your scheduled departure to allow time for check-in and security formalities. In most airports check-in closes 45 minutes before scheduled departure time.



AMSTERDAM SCHIPHOL

Estonian Air flights depart from Departure Hall 1.
To town: 14 km, 20 min by train to Amsterdam Central Station, 30 min by bus to Amsterdam Central Station.

BARCELONA EL PRAT

Estonian Air flights depart from Terminal 1.
To town: 12 km, about 30-50 min drive. Bus nr A1 (4 EUR), taxi (25 EUR).

BERLIN TEGEL

Estonian Air flights depart from Terminal A.
To town: 8 km, 25 min (3 EUR).

BRUSSELS ZAVENTEM

Estonian Air flights depart from Hall A.
To town: 20 minutes by Airport City Express train, four times an hour (3 EUR), taxi (30 EUR), bus to EU district 30 min (5 EUR).

COPENHAGEN KASTRUP

Estonian Air flights depart from Terminal 3.

To town: 13 km, 12 min by train to Copenhagen Central Station, 30 min by bus to Copenhagen Central Station, 15 min by subway line M2.

KIEV BORISPOL

To town: 35 km to the city centre, bus (5 USD), taxi (35 USD).

KURESSAARE AIRPORT

To town: 3 km, bus, taxi.

LONDON GATWICK

Estonian Air flights depart from South Terminal.
To town: 46 km, train to Victoria Station every 15 min (13 GBP), buses to city centre and airports (from 5 GBP), taxi (65 GBP).

MILAN MALPENSA

Estonian Air flights depart from Terminal 1.
To town: 45 km, 50 min by bus to Stazione Centrale, 40 min by train "Malpensa Express" to Cadorna Railway Station.



LENNUJAMADE INFO

AIRPORT INFORMATION



MINSK INTERNATIONAL AIRPORT

Estonian Air flights depart from Terminal 2.
To town: 42 km, 45 min by taxi, 60-80 min by bus.

MOSCOW SHEREMETYEVO-2

Estonian Air flights depart from SVO2 Terminal F.
To town: 37 km, 35 min by Express train to Savelovsky Station,
60-80 min by mini-bus and metro via metro station Rechnoy.

NICE AIRPORT

Estonian Air flights depart from Terminal 1.
To town: 7 km, 45 min by bus.

OSLO GARDERMOEN

Estonian Air flights depart from the main terminal. To town: 55 km, 20 min by Airport Express Train (Flytoget) to Central Station, 45 min by bus to Oslo City Center bus terminal.

PARIS CHARLES DE GAULLE

Estonian Air flights depart from Terminal 1.
To town: 25 km, train (9 EUR), bus (8 EUR), taxi (50 EUR).

ST PETERSBURG PULKOVO

Estonian Air flights depart from Terminal 2.
To town: 17 km, 15 min by public bus to metro station Moskovskaya and then by train to downtown.

STOCKHOLM ARLANDA

Estonian Air flights depart from Terminal 5.
To town: 40 km, 50 min by airport bus Flygbuss, 20 min by train Arlanda Express to Central Station.

TALLINN LENNART MERI AIRPORT

To town: 5 km, bus 90K (2 euros), taxi.

TARTU AIRPORT

To town: 11 km, bus, taxi.

VILNIUS AIRPORT

To town: 6 km, bus (2,50 LIT), taxi (40 LIT).



LENNUKID FLEET

Boeing 737-300



CRJ900 NextGen



SAAB 340



Estonian Air kasutab kahte CRJ900 NextGen ja nelja Boeing 737-tüüpi lennukit: kahte Boeing 737-500 ja kahte Boeing 737-300. **Estonian Air Regionali** lennukipark koosneb kahest 33-kohalisest SAAB 340 lennukist.

Estonian Air operates with two CRJ900 NextGen, two Boeing 737-500 and two Boeing 737-300 aircraft. **The Estonian Air Regional** fleet consists of two 33-seat SAAB 340 aircraft.

	Boeing 737-500	Boeing 737-300	CRJ900	SAAB 340	
Mootorid	CFM 56-3C-1	CFM 56-3C-1	General Electric CR34-8C5 turbofan	GE CT7-5A2	Engines
Kiirus	780 km/h	780 km/h	882 km/h	460 km/h	Speed
Lennukaugus	3150 km	3650 km	2200 km	750 km	Flight distance
Maksimaalne lennukõrgus	11 270 m	11 270 m	12 500 m	7620 m	Maximum flying altitude
Istekohti	118	142	88	33	Seats
Ridadevaheline kaugus	(row 1-4) 84 cm (row 5-20) 79 cm	(row 1-4) 84 cm (row 5-24) 79 cm	79 cm	(row 1-4) 74 cm (row 5-11) 76 cm	Seat pitch
Lennuki pikkus	31 m	33,4 m	36,20 m	19,73 m	Aircraft length
Tiibade ulatus	28,9 m	28,9 m	24,85 m	21,44 m	Wingspan
Lennuki kõrgus	11,1 m	11,1 m	7,51 m	6,97 m	Aircraft height
Maksimaalne stardikaal	52 389 kg	62 882 kg	36 514 kg	12 700 kg	Maximum take-off weight

SIHTKOHAD ROUTE MAP

TŠARTERLENDEUDE SIHTKOHAD CHARTER DESTINATIONS SUMMER 2011

- GREECE Crete, Rhodes
- ICELAND Reykjavik
- ITALY Trieste
- SPAIN Malaga, Mallorca
- TURKEY Antalya

● Estonian Air regular flights



EUROPE

0 250 500 km

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TICKET OFFICE IN TALLINN AIRPORT

2 Lennujaama tee, Tallinn
Phone +372 6 401 233

GROUP BOOKINGS

Minimum group size in economy class is
10 passengers.
Phone +372 6401 236
E-mail group@estonian-air.ee

CUSTOMER FEEDBACK

E-mail LZ@estonian-air.ee

ESTONIAN AIR CARGO SERVICE

The geographical position of Estonia
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Through co-operation between Estonian
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Fax +372 6401 206
E-mail cargo@estonian-air.ee

LOST & FOUND BAGGAGE

Phone (Tallinn airport) +372 6058 313

CHARTER DESTINATIONS

In addition to the scheduled direct flights,
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ter flights to holiday areas. Ask for the
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 **ESTONIAN AIR**

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