

TABLE OF CONTENTS

PREFACE	213
BACKGROUND [About aviation in Estonia and the Baltics before Estonian Air]	215
CREATION OF ESTONIAN AIR [Some of the headlines: New routes and plans for the future, The Boeings are coming, Financial problems and investigation by the State Auditor's Office, Privatization, SAS, Maersk Air]	220
THE FIRST YEARS AFTER PRIVATIZATION [Some of the headlines: Taking the Fokker aircraft into service, Internal changes, U-turn of the strategy: from fight to co-operation]	234
TOWARDS GROWTH AND PROFITABILITY [Some of the headlines: Giving up the 3rd Boeing and thoughts about new types of aircraft, A setback for Maersk Air and a worldwide setback in aviation, 2 Departments separate from Estonian Air – MAME and MASE are founded, Start of a new strategy, increasing the fleet and the route network and the end of the Fokker era, More new routes, more competition after joining the EU]	247
FINDING ESTONIAN AIR'S ROLE IN THE SAS GROUP [Some of the headlines: Some adjustment to the strategy, Expansion continues: a 6th Boeing is acquired and the daughter company Estonian Air Regional is established, The growing interest of the state and disagreements between the owners, End of the Boeing era, The state reacquires Estonian Air]	266
UNDER THE WINGS OF THE STATE: A STEEP ASCENT IS FOLLOWED BY AN EMERGENCY LANDING [Some of the headlines: A new supervisory council, searches for a new strategy, The expansion of the route network begins, Emergency landing and a complete U-turn of the strategy, Turnaround plan and the investigation of the EU Commission, Tallink and Estonian Air, A critical view on the Commission's decision and the EU rules, comparison with AirBaltic]	282
THE DIFFICULT NEW BEGINNING [About establishing the successor]	303
TABLES:	
ESTONIAN AIR'S ROUTES	310
ESTONIAN AIR'S FINANCIAL RESULTS & PASSENGER NUMBERS	313
SOVIET AIRCRAFT FROM AEROFLOT	314
ESTONIAN AIR (WESTERN) AIRCRAFT	316