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On Monday, we took the opportunity to look at the new Cessna Sovereign that was on display for CEPA-EXPO visitors and guests at the Citation Service Center at Prague's Vaclav Havel International Airport. Improving on greatness is what this manufacturer does best. The aircraft has a range of 3,000 nm [5,556 km] non-stop. Winglets have been added to the new Sovereign ensuring its capability of reaching a top speed of 458kts (848 km/h) and contributing to the increased

range and enabling a direct climb to 45,000 feet (13.7 km) — while still being renowned for taking off and landing on short runways. It has the largest double-club cabin available in its class capable of seating 9 people, an all new interior, and features improved cabin cooling. With upgraded avionics and better performance, the Sovereign answers the call of today's business leaders and what they want in a corporate jet. Cessna has taken customer feedback and has combined it with Cessna engineering and craftsman-

ship to make a trusted Citation aircraft even better. The innovations underscore a commitment to bring cutting edge aircraft and service to market and deliver what customers want and need and even exceed their expectations. The new Cessna Sovereign is visionary midsize jet for visionary travelers.

In March this year, Cessna had proudly announced that the new Citation Sovereign rolled off the production line in the company's Wichita, Kansas, *continue on page 2*



for hundreds of dollars per hour less than competing aircraft in its category.”

In the afternoon we met Alessandro Barizzi, Cessna’s Vice President Customer Service Europe, who was one of the panel members of CEPA-EXPO’s ‘Service Center Session’. “Cessna’s Smart Global Growth strategy is about providing after-care service for customers. We have six service centers that we now own and operate in Europe,” says Alessandro. “It is something that will resonate with our European customers. We think that’s the

manufacturing facility. Currently there are four registered Sovereigns in Czech Republic alone. Yesterday, after CEPA-EXPO’s ‘Manufacturers Session; Perceptions and reality on the CEE market growth’ we asked Hardy Putrich, Sales Director CEE at Cessna Aircraft Company how he sees the developments on the European market. “The fleet of Citations in eastern and central Europe is growing steadily,” says Hardy. He warns that business aviation fortunes are not the same in all geographic regions, stating that the disparity in economic recovery is becoming more apparent, with North America set for growth while Europe remains under strong pressure. “Germany, for example, shows a higher demand for business aircrafts while Eastern Europe is still struggling economically,” says Hardy. “We are seeing slightly higher demand for entry-level business aircraft compared to recent years, while demand in the market remains strong for long- and ultra-long-range aircraft.”

“As for our new Citation Sovereign, which we showed at Prague’s airport on Monday, you saw it for yourself: if you think you know the Sovereign, it’s time to look at the new one,” says Putrich. “The upgraded cabin management system is a big hit with customers. All our guests appreciated the streamlined cabin and were impressed with the all-new interior, including wider seats which are designed for maximum in-flight comfort. Pilots are excited about the G5000 avionics. They like the split-screen options for the displays, and the reduced workload that comes with auto-throttles. These upgrades are inspired by customer feedback, and we can tell they are resonating positively with those who ride in the plane, and those who fly it. The Sovereign brings exceptional payload capabilities and outstanding performance

single biggest driver of loyalty—how well we take care of the airplane. The Citation Service Center in Prague is a significant step toward providing our operators a more comprehensive customer service and support experience in this region.” The 3,000 square meter facility in Prague that serves Citation’s growing fleet in Eastern and Central Europe is certified by the EASA and performs both scheduled and unscheduled maintenance operations as well as customizations, overhauls, repairs, and other Citation services. It also has a Mobile Service Unit (MSU) available for deployment to

**“The single biggest driver of loyalty is how well we take care of the airplane.”**

operators can save more than \$3,500 on a 2,000 nm trip when compared to direct operating costs of mid-size class competitors. Cessna boasts an extensive network of 15 factory-owned Citation Service Centers around the world, in addition to the 39 authorized Citation Service Facilities worldwide to assist with maintaining the Citation Sovereign aircraft.

customers who are unable to travel.

Cessna Aircraft Company has recently announced a unique program covering all scheduled maintenance and parts costs for the Citation Sovereign for the first five years or 1,500 flight hours. It is called the “Sovereign Shield” program and practically eliminates maintenance-related direct operating costs of model year 2013 Citation Sovereign aircraft, allowing owners to operate the Citation Sovereign for far less than other business jets in the midsize category. Buyers who take possession of a Sovereign now can rest assured that the maintenance for the next five years is covered. This is an industry-leading service program which instills confidence and passes savings onto those customers who choose the Sovereign as their business tool. When covered by the Sovereign Shield program,

Cessna took a great aircraft and made it even better. It offers more maintenance services under better conditions. Success breeds success and that’s easy to see with the new Cessna Sovereign. **C**

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Cessna team – Hardy Putrich, Nicole Panuschka

## Quotes of the day

### Gerd Strobl

*President & Proprietor, Faircraft;  
moderator of the Operator’s  
Session at CEPA Expo*



**“Aircraft don’t fly because of wings but because someone puts money in on one and it comes out at the other end.”**

### Zdenek Valis

*Director of Foreign Trade Section at the Ministry  
of Industry and Trade of the Czech Republic*



**“All regulation should be reconsidered because it restricts growth.”**

### Richard Koe

*Managing Director,  
WINGX-Advance*



**“Non CEPA countries have declined over a 5-year period; whereas, over all, the majority of CEPA countries have increased business aviation activities.”**

### Andrew Charlton

*Managing Director  
of Aviation Advocacy*



**“The issue of infrastructure is a vastly complicated taxation question; everybody loves infrastructure but everybody hates taxation; somewhere between the two, you have to find a balance.”**

### Jonathan Nicol

*Managing Director of Strataget*



**“We need to stop arguing between ourselves, we need to start fighting together to get new business.”**

### Thierry Barré

*Technical Director  
ABS Jets*



**I saw an excellent business aviation experts and I loved the morning quote: “The only thing the money can buy is time and space.”**

# Intelligence is a Must; not a Myth!

Cdr. Bud Slabbaert

Richard Koe, Managing Director of WINGX Advance was yesterday's first key note speaker after the conference opening rituals. WINGX Advance specializes on business aviation intelligence gathering and analysis. To have a key note speaker like Richard as a conference opener is important because the presented facts are frequently referred to in many of the following panel discussions. Panels may reflect opinions and experiences; Richard's expertise is factual and contributes to explaining why things happened and indicate what might be expected in the future. The conference schedule only allowed for a 30-minute presentation but we all know that there is more information and knowledge. I had the opportunity to sit down with him and get a bit more out of him from different angles:

CdrB: "Business Aviation exists for quite awhile now. Richard, give me some straight answers. To begin with, what should the professionals in the industry keep in mind?"

Richard K: "Business Aviation today in many ways still resembles its origins as a private flight department for very rich

CdrB: "Okay. I hear what you're saying. What I observe is that all the executives and managers in the various parts of the industry have expertise and a long experience. So, there all a bit like "Mr.-Know-It-All". What do you believe that they need to know more than they already do?"

Richard K: "Yes, business aviation is

CdrB: "What is all the intelligence - "hupla" about? One report says that things look rosy in the future; the next carefully states that things are stagnating. And the reader thinks: "Sure, but what's in it for me?"

Richard K: "In any other industry it goes without saying that you need to know what's going on in your market. Market activity is the main basis for investment decisions, resource allocation and business development; without it you cannot understand your customer. Business Aviation is no different. Of course to answer your other comment, the analysis has to be of high quality, otherwise it's simply misleading"

CdrB: "What is essential to know and get straight answers for? Is the confident businessman who serves all needs of his clients better off just moving ahead to the best of his knowledge without the forecasts?"

Richard K: "We do not pretend to provide a crystal ball on the future. Our intelligence exposes the current state and value of the market, and relates these trends to the specific interests of clients. In our view, no business should want to invest in a market where this information is unobtainable, however confident they are about making the right decisions on gut instinct."

CdrB: "Why is it not enough to just read forecasts and statistics in magazines? Why do you ask for more?"

Richard K: "We agree that professional and clear presentation in trade journals are helpful, which is why we are always willing to contribute facts



people. In some ways, it's an old fashioned concierge business mostly still run by pilots and aircraft enthusiasts, with its main focus on the aircraft owner, not the charter customer. Its DNA is not commercial as its raison-d'être has been to provide service at cost, rather than make money or grow. It needs to change if it is to realize its potential to provide a business tool to thousands of travelers who cannot effectively meet their travel needs with the scheduled aviation services."

quite an insulated industry and some of its executives probably don't think it needs to change. But the fact is, it's not in great shape. Most of its operators are unprofitable, and aircraft deliveries, prices and flights are in their 5th year of decline. In any other industry, this recession would have been precipitated a major shake-up, with lots of firms going bust, others consolidating and innovating. Instead, by and large the industry has stuck its head in the sand and wants the storm to blow over."

and statistics. But to make the analysis meaningful, and actionable, we need to explain the implications of our insights for a business, in terms of risks and opportunities."

CdrB: "Revenue may be related to traffic, and traffic figures are found in statistics. Statistics are history and the future is only seen in a crystal ball.

What can numbers suggest for future traffic and revenues?"

Richard K: "Yes, we're all weary of economists getting their forecasts wrong but no one seriously believes that the future simply pops into existence without any relation to the present and the past. For example, you can only really project business aviation activity in 2014 by understanding its trends during this year."

CdrB: "What do you see happening on the computer screen and systems that are getting too little attention?"

Richard K: "Beyond the computer screen, think smart phone. What is happening, wherever you look in the travel sector, is that customers expect to be able to search, evaluate, compare and purchase services online, on the move, in real time. They expect this of business aviation as well, and because they don't get it, our market is much smaller and less relevant than it should be."

CdrB: "If you were on the Board or a Committee of a Business Aviation asso-

ciation, what would you try to accomplish that would be the right thing for the industry?"

Richard K: "Two things in particular. We need to encourage promising initiatives, such as those enhancing the cus-

## "Beyond the computer screen, think smart phone."

tomers' ability to pick and choose services from a transparent market. And we need to combat negative issues, especially illegal flights, which blight the industry's reputation."



Cdr. Bud Slabbaert and Richard Koe at CEPA EXPO 2013 in Prague

CdrB: "Richard, your concluding general remarks?"

Richard K: "This is a very exciting industry to be in because of its growth potential. Business aviation has no choice but to grow up, and when it does, painful though that might be, it will appeal to a much larger market."

CdrB: "We've heard your presentation. Give us a quick short CEE summary."

Richard K: "Business aviation in this region grew spectacularly until 2008, but has slowed since then and is struggling this year. But the potential is there for more growth, now that the regional economy has stabilized. Ukraine is already showing the way, and the Czech Republic is also cementing its importance in

the region. And there significant pockets of growth in terms of customer demand. For example, activity at the top and bottom end of the jet fleet - on ultra long range jets and very light jets - is 10% up

this year on last year. We expect CEPA business aviation activity to resume its growth path from 2014."

CdrB: "Thanks Richard, for sharing your expertise with us." C

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# CEPA EXPO 2013: Summit Summary

The first day at CEPA Expo was an outstanding start of an event with first-rate panel discussions by highly qualified professionals in the industry; an event that has all the characteristics of an industry summit. Combined there were several hundred years of expertise and experience in panels and audience.

The Czech Government gave its recognition of the importance of the conference for commerce development in the region though an opening speech by Zdenek Valis, Director of the Foreign Trade Section of the Ministry of Industry and Trade, who amongst others spoke very openly and un-politically about regulation issues that made one

hope that all other governments in the EU would think similarly.

Keynote speaker Richard Koe of WINGX-Advance gave an overview of the data available on the CEE market with interpretations of where we are right now; a start with the facts.

The Operator's Session with representatives of Stratojet, DC Aviation, Aviation Consult Jetexpert and Éclair Aviation was moderated by Gerd Strobl.

The Manufacturer's Session with representatives of Cessna, Beechcraft, and Embraer was moderated by CEPA Chairman Philippe Lienard.

The quest of the industry may be the need to become more realistic, more transparent and more open as for how

the business aviation can be developed jointly. We are not in the year 2008, 2009, or 2010 anymore. Change happens and it is important to find new ways for the industry. It is not always about new aircraft or new avionics. Much is about the way how the industry communicates with potential new clients. But, also the stakeholder in the industry should communicate more openly with each.

In all sessions it was a pleasure hear some guiding words by conference president Andrew Charlton, who is always able to make a point with a slight bit of English humor which is well appreciated by all delegates.



# Some of the Best Kept for Last?

Thursday's Editor's Pick

On Thursday, the Marketing Session "Aviation in the Age of Developed Internet and Social Media" will be held. During industry conferences most of the time is devoted to typical aviation issues. However conference delegates at CEPA will also have the opportunity to participate in sessions on topics that may have an effect on the industry or may be helpful to bring new ideas. Sometimes such sessions are providing food for thought; sometimes they offer a view over the fence.



Jan Rezab

When the use of social media such as Facebook, Twitter, LinkedIn and others will be discussed in the Marketing Session, Jan Rezab will be the expert to listen to. He was speaker at more than 75 international conferences including speaking engagements at Harvard Business School and Stanford University. He just returned from the USA where Socialbakers, a worldwide leader in social media analytics and the company of which Jan Rezab is CEO and Co-Founder, held its third annual conference "Engage NYC 2013" at the Manhattan Center. During the event digital leaders from global brands like Intel, L'Oreal, Pernod Ricard and other global innovators in social advertising, customer care and content creation revealed how they turn analytics-driven insights into action to deliver some of the greatest social media campaigns anywhere. At the meeting, Socialbakers released its 2013 Trends Report that is based on a major new survey of over 1400 brands into their social media marketing.

If you assumed after reading this, that Jan Rezab is an American, you are mistaken; Jan is Czech and Socialbakers a.s. is a Czech company that was set up as a so-

cial media consulting operator in 2008 by Jan Rezab and two co-founders. It quickly morphed into a fast-growing analytics firm and now Socialbakers has offices in Prague, London, San Francisco, Paris, Munich, Sao Paolo, Mexico City, Dubai and Istanbul with a team of 190 people. The company counts 30 of the Fortune 500 as customers, including Lufthansa, Danone, Vodafone, Samsung, GE Money, Kraft, and Peugeot. For the most part, Socialbakers bring to place an end-to-end platform that provides social media network statistics and analyses helping customers to build social media campaigns. For example, it measures engagement of the visitors of the social media sites by taking things like "Comments", "Likes" and "Posts" into consideration. Socialbakers enables the creation of Facebook apps to boost performance. "We are a "customer developed" company," says Jan Rezab, "Our customers kept telling us the metrics they wanted to see."

And so, Socialbakers offers the analytic tools and services needed to give customers insights and enable them to monitor social media profiles, by using performance indicators to track key influencers, analyze engagement rates, measure fan growth, follow competitors, benchmark performance against industry standards,

optimize social media presence and generate graphical reports.

People who have worked closely together with Jan Rezab in the past commented:

"He practices what he preaches, and truly understands the dynamics of today's marketing and digital environment. What he does and what he says has substance."

"Jan is a bundle of energy, enthusiasm, ideas and determination. I think of Jan as "the digital native who creates and conducts his business with his creativity, vision and insights". He finds different approaches to doing business and gets people on board with facts, diligence, tenacity and charm."

"Open to challenging opportunities, Jan has two traits which I highly appreciate; a strong personal drive and a profound knowledge of and belief in what he is doing. He manages to combine expertise with a very approachable personality which makes him a true professional."

"He has a huge passion for social media, wonderfully engaging and knowledgeable."

"He likes people who are not afraid to disagree and he is not afraid to disagree

either, through a constructive debate you will come."

How does Jan Rezab, as Chief Executive of one of the world's fastest growing social media and digital analytics company see social media advertising becoming mainstream?

"I think Facebook is the best channel for a full-scale global marketing campaign. Facebook has 600 million people accessing its homepage every day. Show me a television station that has that anywhere in the world. There are more people browsing their News Feed on Facebook right now than people watching any single TV station. Facebook and Twitter have evolved to become an extension of human communication. But what's it to advertisers? They can tap into social media by purchasing sponsored content and pushing it to the top of Facebook and Twitter feeds, as high as they can. With that said, I don't think advertisers have come to this realization yet. Eighty to 90% of brands are not ready to take the leap into this new world of social advertising."

Of course we will be interested to hear about Jan Rezab's views on how social media may be used in the aviation industry.

"We recently conducted a study on social media categories and their natural engagement. One of the industries that was most affected and benefitted the most was the airline industry. There are some brands that excel at social media customer service. From surveying our clients, we found that 70% considered it a cost-saver, but even more considered it a ROI-driver. KLM or Royal Dutch Airlines sells their customers a better seat via social media, which drives customer satisfaction. Air France also does a stunning job on social customer service."

How does Jan Rezab know all this and

what makes him a specialist on social media measurement, social media applications, mobile business, mobile marketing, geo-local social search, Facebook applications, and Facebook strategy? The answer may lay in some the products that his company has developed.

"Analytics PRO" measures, compares and maximize social media performance. It offers analysis of key performance indicators such as: Fan Growth, Social Interactions, Engagement Rates, Question Response Rate, Industry Benchmarking, Post Response Rate, Competitive Analysis, Monitor Response Time, and Key Influencers. Then there is "Listening", a tool that mediates monitoring conversations across Facebook and Twitter in real time. Its us-

"...airlines can perform so well: these companies are content houses..."

ers can set up alerts that notify them when conversations about their brand occur and assess their successes and failings on Facebook and Twitter. "CheerMeter" is one of the features of the Listening product that tracks and analyses Twitter buzz. The first CheerMeter was used for the 2012 London Olympics and followed which sports, athletes and languages were trending on Twitter per specific time intervals. CheerMeter was also used for the 2012 US Presidential election following Mitt Romney and Barack Obama. It has live Twitter and Instagram feeds assessing the sentiment in addition to the raw numbers of mentions.

Socialbakers may be considered a Czech success story. To originate a startup from Europe was hard for Jan Rezab and his partners. "It was bootstrapping pure. We had to make some money from the start and for almost a year we had to

eat rats to survive, so to say." He believes that startups originating in Europe need to focus on building a company with a solid business model that will be profitable, simply because many US investors don't invest in certain areas of Europe. Now, Socialbakers is getting a significant number of investment offers from important industry players in the US, because of the level of relevance in the world that the company has reached. In September 2011, Socialbakers raised \$2 million in funding from Early Bird Venture, funding that was used for acquisitions of companies like Checkfacebook.com and Social RSS, a feed reader for Facebook. Last November, the company raised \$6 million from Index Ventures, with additional follow-on fund-

ing from first-round investors. Jan believes that for companies looking for a global market, the key is to think globally from the start. "Build everything like you were physically in San Francisco. Just half of the day

imagine you were there and act as if you were there," he says. "But we don't make it secret that we're European either. No way, we're proud of it!" He believes the Czech Republic just needs a "big exit" to put it on the map. "We hope to give it to the country," he says, "and to support more entrepreneurship in a global way."

Jan Rezab believes that social media is not just one platform anymore. It's not just a Facebook, or a Google+, or a LinkedIn, it's a use case," he says. "We've all learned to be social, regardless of what. And that use case will never change." He foresees a future where "social" is not a feature, it's everything and adds: "It is also becoming a time where content is king, time for really exciting copy, really exciting pictures and really exciting videos. That is why for instance airlines can perform so well: these companies are content houses, they know how to produce it, and they know how to present their products in a beautiful way with great content."

CEPA delegates will look forward to find out during Thursdays Marketing Session (15:30-16:30) how they can benefit from using Social Media for their marketing and customer relations and have an opportunity to meet Jan Rezab. C



## How to Bring an Airline from Loss to Success within 12 Months

Cdr. Bud Slabbaert

A country straightens out its airline. Estonian Air is the country's flag carrier based in Tallinn. The airline is 90% government owned. SAS is in with less than 10% ownership. To get the job done, the airline selected Jan Palmer, a Swedish veteran who has been in the airline business for more than 20 years. From all the media reports and interviews, one may conclude that his communication is straightforward and transparent which on its turn that may result in trust, confidence, sympathy and also national pride.

Jan Palmer is one of the invited panel members at CEPA EXPO.

It began about a year ago when the news media reported: "Estonian Air fires CEO". Baltic's state-owned Estonian Air showed a nine-month loss of €20.2 million, nearly doubled from €11.2 million in the year-ago period. The Supervisory Board of Estonian Air will change the company's direction and assigns Jan Palmer as the new CEO of Estonian Air starting November 1, 2012.

"Estonia has a problem, but a lot of other airlines are also having problems in this environment today. It's a very tough business," says Jan Palmer, the new CEO, at the inaugural press conference. "The situation in Estonia is not so different from some of the companies that I've been working for. I always believe it's possible to solve it. I have been doing this kind of turnaround in companies for many years because part of the business in aviation is that it goes up and down all the time. I honestly believe it is possible to get it down to at least a break even situation."

Palmer's main goals are to ensure smooth service for the customers, to adjust the route network based on real economic demand, and to reduce company's costs in proportion of the new business volumes.



Jan Palmer: "reduce company's costs in proportion of the new business volumes"

### Between then and now

Half of the staff was laid off. The number of flights was cut to 10 core destinations. The Estonian government lends €8.3 million to Estonian Air. New agreement with a Union will increase the work efficiency of cabin crews up to 15%, wage level retained on the 2008 level. Fleet size was cut. The four-storey office building at Tallinn Airport was sold. In July 2013, Estonian Air is back in profits. Management Board is downsized. Estonian Air operates charter flights to utilize the fleet better. Regularity and punctuality are at 99.9% and 93.2% respectively.

### Now

One year after Jan Palmer took over the nine-month loss is down by 66% year on year. Revenue dropped by 21% and 38%

less passengers were carried. More profitability, more revenue per passenger and higher efficiency. The company hopes to be profitable by the end of the year. The Estonian Air CEO summarizes: "Our mission of Estonian Air is to provide Estonia with reliable and regular double daily connections to destinations of strategic importance and of substantial demand." "We fly regular routes to Stockholm, Copenhagen, Amsterdam, Brussels, Oslo, Moscow, Munich, St Petersburg, Kiev, Vilnius and Trondheim. A small country on the periphery of Europe depends on such connections, and Estonian Air is committed to providing these services. Serving a small home market requires to be a very cost effective and flexible airline. We now have built up an optimal network that enables us to stay competitive and ensures sustainable core business." C

## More Orders For SportCruiser From USA

Czech Sport Aircraft is pleased to announce the signature of a purchase agreement for 2 additional SportCruiser with its U.S. importer, U.S. Sport Aircraft Importing. The contract was signed this morning and takes the sales tally so far in 2013 for the SportCruiser up to an impressive 25 units including sales for all remaining pre-2013 production aircraft. The new order includes both SportCruiser SVAP+ and SVAP Light models.

Speaking after signing the new purchase agreement, Matthew Harvey, Vice President Sales & Marketing, Czech Sport Aircraft, said, "We have such high expectations from the US market and have done so well this year that we were starting to get a little nervous having seen two quiet months in September and October. That just goes to show how far we have come in the last 10 months. With this order and other prospects currently being worked, the signs are very good through to the end of December and we are firmly on course to achieve the ambitious target that we set at the beginning of the year."

Commenting from the SportCruiser Flight & Distribution Centre in Addison (TX) after placing the new order, Patrick Arzen, President of U.S. Sport Aircraft Importing, said, "2014 is now just around the corner and, based on the important changes both U.S. Sport Aircraft and Czech Sport Aircraft have implemented and the huge success we have had this year, we can move forward with confidence. With the SportCruiser, we are representing a distinguished aircraft built to the highest standards of General Aviation. Quality and safety is of paramount importance and the success of the recent FAA audit of Czech Sport Aircraft confirms the difference between the SportCruiser and other Light Sport Aircraft on the market."

The new SportCruiser SVAP Light is based on the increased demand from

the U.S. market for an entry-level Light Sport Aircraft that combines affordabil-



SportCruiser

ity and advanced features with the flexibility to upgrade. This version is also the result of an extensive weight reduction exercise carried out by Czech Sport Aircraft engineers, resulting in an increased useful load. Both new models are equipped in 2013 with Garmin 796 GPS and ADS-B Receiver. In addition, Czech Sport Aircraft continues to supply the SportCruiser Classic with analogue instrumentation. C



## CEPA EXPO DINNER

Wednesday evening 27<sup>th</sup> of November at 20:00

CEPA EXPO dinner will be held at the Sahara Cafe, situated at Namesti Miru, in Prague City Center. Join us for a casual evening at a venue which we feel mirrors our approach providing a relaxed and informal environment.

We look forward to enjoy with you a glass of wine, dinner and some light entertainment whilst talking about the day events.

Transportation will be provided by CEPA EXPO.

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