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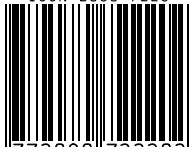
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CITIES OF THE FUTURE

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MEXICO CITY | JOHANNESBURG | DUBAI | ULAN BATOR | SONGDO

Golf paradise by *AIR MAURITIUS*

CONTENT | March 2012



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A JOURNEY INTO THE FUTURE

Although this issue of BT isn't devoted to the prospects of time travel, we deal here with an equally futuristic subject – the cities of the future. Imagine green oases off the coasts of clear seas, which resemble some quirky designs of spacecraft or visions of the Surrealists. Trying to anticipate what the world will look like in 20 years, as well as letting the reins of our imagination flow, we have selected several places worldwide which stand out as regards their potential to grow. While there is no doubt that the BRIC countries of Brazil, Russia, India and China will soon be vying for the title of “economic superpower”, over the next 40 years countries such as Nigeria, Iraq and Mongolia will also become key players. We will also do business in Novosibirsk, Chandigarh located at the foothills of Himalayas, and in Chinese Chongqing. However, the most fascinating of all trends is the one that involves building ultra-modern metropolises which are eco-friendly and based on intelligent technology. Masdar City in Abu Dhabi is a perfect example of this trend. Upon its completion it will be the world's first city with zero carbon dioxide production thanks to using only solar energy. Another example is Songdo, South Korea, which advertises itself as one of the most human-friendly cities in the world. Enjoy your reading.

Marzena Mróz

Marzena Mróz
Editor-in-Chief



Warszawa – Pekin

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A STAR ALLIANCE MEMBER

Warszawa – Pekin Najszybsze połączenie dla biznesu

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Hong Kong Airlines

Airbus A 330-200

ONLY IN BUSINESS CLASS!

HKA has presented the world's first passenger airliner, which doesn't feature any seats in economy class. Instead, the aircraft offers only premium seats in Club Premier and Club Classic classes, which guarantee the highest comfort of air travel. The seats, which have been designed according to the latest concepts on the optimum comfort during the flight, provide passengers with maximum privacy. On long-haul flights, passengers of Hong Kong Airlines travelling on board the A330-200, have access to broadband Internet connection, smartphones, tablets and notebooks. Hong Kong Airlines also guarantees its passengers a delicious onboard cuisine. The unique menu has been designed by renowned Chinese and British chefs who have taken up the challenge to meet the requirements of the most sophisticated palates. The media demonstrations, which advertise the new routes and on board services, were held in Hong Kong, Shanghai and Beijing. The plane offers 34 seats in Club Premier class configured 1-2-1, and 82 seats in Club Classic class in 2-2-2 configuration.

Economic cooperation

Poland – Switzerland

SWISS QUALITY IN POLAND



The Polish-Swiss Chamber of Commerce has launched the guarantee trademark swissstandards.pl which aims to promote the Swiss standards in quality and handling business transactions. The trademark is to guarantee the Swiss quality, reliability and innovation. The official introduction of the trademark was preceded by research on image of Switzerland in Poland, conducted by Ipsos Marketing.

The Chamber has for years provided support and inspiration to economic cooperation between Poland and Switzerland. "We believe that quality and reliability are crucial because they build trust in business contacts, which is the basis for their success. That's why, we have decided that it would be appropriate to introduce a guarantee trade mark," says Marek Kondrat, the President of the Chamber. The right to use the trademark is granted on the basis of careful analysis of the required documentation, including financial reports, as well as reviews of the customers of the company which is applying for the grant. At present, 12 companies are official users of the trademark. They are Alpiq, Brugg Pipe Systems, Paints Kabe, Freight, Franke, CSC Consulting, Hicron, HOBAS, Canpol, Stampfli, Swissmed, Zehnder and Franke Poland. To apply for the trademark a company must meet all the criteria provided in the regulations which are published on the website of the Chamber.

A New Hotel

Łódź

TOPPING OUT AT THE HILTON

DoubleTree by Hilton Łódź, whose construction began last year, has been topped out. The hotel is situated in the former Łódź Film Studio, which is presently home to TOYA studios, "Wytwórnia" Club, and Łódź Film Centre. The hotel's official launch is scheduled for late 2012. Guests of DoubleTree by Hilton will enjoy there numerous amenities, along with prizes from the Hilton HHonors loyalty programme, and a traditional welcome treat - the legendary chocolate cookie. The Hilton in Łódź will feature 193 rooms, including an exclusive presidential suite, a restaurant for 280 people, a fitness club and spa with a swimming pool on the top floor, overlooking the park. Importantly, the hotel has an ideal location – right in the city centre with an easy access to main thoroughfares of Łódź, as well as the city's airport and main railway station.



Nowe Audi A4

Kolejna odsłona postępu

Siłę postępu można mierzyć różnymi sposobami. W nowym Audi A4 wyrażają ją parametry, które są wynikiem nieustannie wprowadzanych, innowacyjnych osiągnięć technicznych. Na przykład w Audi A4 z sześciocylindrowym silnikiem najnowszej generacji 3.0 TDI i skrzynią biegów multitronic emisja CO₂ wynosi zaledwie 129 g/km przy mocy 204 KM. Z kolei w Audi A4 z nową jednostką 1.8 TFSI redukcja zużycia paliwa w porównaniu z poprzednim modelem wyniosła aż 18%. To wyjątkowe osiągnięcia w dziedzinie konstruowania wydajnych i mocnych jednostek napędowych. Odwiedź jeden z salonów Audi i doświadczyć niespotykanej siły postępu.

W nowym Audi A4 3.0 TDI 150 kW (204 KM) multitronic zużycie paliwa wynosi w cyklu miejskim: 5,5 l/100 km, poza miastem: 4,6 l/100 km, w cyklu mieszanym: 4,9 l/100 km; emisja CO₂ w cyklu mieszanym: 129 g/km. W nowym Audi A4 1.8 TFSI 125 kW (170 KM) zużycie paliwa wynosi w cyklu miejskim: 7,4 l/100 km, poza miastem: 4,8 l/100 km, w cyklu mieszanym: 5,7 l/100 km; emisja CO₂ w cyklu mieszanym: 134 g/km.

Infolinia: 801 200 500*

*Opłata jak za 1 jednostkę połączenia lokalnego.

Przewaga dzięki technice





A New Image Secure Egypt

„EGIPT TO MY” XXXXX

Egypt has launched its advertising campaign. The new image of the land of Pharaohs will be presented on billboards and in the press. The ads encourage us to visit various regions of Egypt, both the popular and less known ones. New campaign called „Egypt is us” is based on the integrated marketing communications using various tools (press, television, the Internet). In the media and the public space will be able to see the most interesting sights of this unusual country. Beautiful images depict the greatest resorts of Hurghada and Sharm el Sheykh, as well as the less popular tourist sites such as Dahab and Taba. In addition, the campaign also presents the classical Egypt with the Pyramids of Giza, Aswan and the Nile Valley. „Egypt is a true holiday paradise offering tremendous opportunities. Both enthusiasts of active leisure, such as divers or kite surfers, and those dreaming of sweet idleness will find there something for themselves,” says Ahmed Shokry, the advisor for tourism at the Embassy of Egypt in Poland. He guarantees that Egypt is a safe country for tourists. In addition to the advertising campaign, numerous other promotional activities are carried out. At the beginning of this year Egypt participated in the International Travel Market fair in Warsaw, as well as “The Underwater Adventure” diving fair. In April, Egypt will be a partner country of trade fair SUMMER 2012. „Last year’s collaboration with the organizers of Miss Polonia turned out to be successful,” notices Mr Shokry. “This year we are going to surprise with other interesting ideas. Despite the recent political turmoil, Egypt still enjoys great popularity among Poles, which we highly appreciate. We would like the number of tourists visiting our country to surpass the record 600,000 of 2010.”

Berlin Tourism Fair

ALL ABOUT TRAVEL

On 7-11 March, the German capital will host the International Tourism Fair. The event is an ideal opportunity to learn about the new trends in travel, as well as establish interesting business contacts. This year, over 10,000 tour operators, carriers, and hotels, will present their comprehensive offer of services. ITB Berlin has always been perfectly planned, the credit for which should mostly go to Messe Berlin - the German capital’s main convention centre. A detailed program of this major event for the hospitality industry can be found at www.itb-berlin.de/en/Events/. For those who are unable to visit Berlin at that time, the organizer has prepared a special website with a virtual market, where you can browse through offers of the exhibitors and view their catalogues.



Airlines SAS

ALWAYS ON TIME

SAS Scandinavian Airlines has been officially recognized as the most punctual airline in Europe. Importantly, the airline has held this top position for the third year in a row. Also, owing to the fact that 88.22% of all flights operated by SAS reach their destination on time, the Scandinavian airline also places third in terms of punctuality among world’s major airlines, after Japanese carriers ANA and JAL. Out of 239,320 flights operated by SAS in 2011, 208,972 reached their destination on time. The arrival statistics in 2011 are better than data from the previous year, when punctuality was at 86.47%. In 2009, SAS recorded punctuality rate of 89.83%, while in 2008 the number was 83.92%.

Hilton Warsaw Ready for Euro 2012

REFEREES AND ANTI-DOPING

Hilton Warsaw Hotel & Convention Centre, which won in 2011 a number of prestigious awards, including the one for the best conference hotel in Poland, will host the referees at the upcoming 2012 UEFA European Football Championship. This information was announced by UEFA at a press conference. Hilton Warsaw Hotel & Convention Centre will also accommodate the Anti-doping Centre for the championship. Remco Norden, General Manager of Hilton Warsaw claims that the hotel is prepared to meet the expectations of even the most demanding guests. The hotel has prepared for them to 314 comfortable guest rooms and suites, a conference centre, a fitness club “Holmes Place”, and several restaurants.



Learning&relaxation Quality of the Year

SITA

You’ve certainly have seen it somewhere, or, at least, heard about it. But have you had a chance to try it out? Sit comfortably in a chair. Place your arms freely on the armrests. Put on SITA device on your head. Close your eyes and listen to the pace of your breath... This is just one stage of learning a foreign language with SITA method. One of our colleagues has decided to test it. In the next issue you will read about the results of the test and her opinion about the method which uses relaxation to improve memorization process. SITA system has also been honoured with the title of Quality of the Year, awarded by the Polish Centre for Testing and Certification.



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WHAT'S ON

The Most Anticipated Events in March

MADRID THE COPY OF LA GIOCONDA

Museo Nacional del Prado Madrid boasts an unusual picture - the oldest existing copy of the famous „Mona Lisa”. The portrait was painted at the same time as the original, by a student of Leonardo da Vinci, and under his supervision. It has arrived in Madrid a long time ago, but its background was black. During restoration process it was discovered that the background features Tuscan landscape, which is identical to the one from the original portrait by Leonardo. Later this year, both the original and the copy will be put on display at the Louvre.

www.museodelprado.es



POZNAŃ, ŁÓDŹ, WARSZAWA AL DI MEOLA – 3 CONCERTS

Centrum Kongresowe, Palladium, Wytwórnia

The renowned guitar player will perform on 12 March in Warsaw's Palladium Club, on 13 March in the Congress Centre of the Medical University of Poznań, and on 14 March in Wytwórnia club in Łódź. Al Di Meola is one of the most interesting contemporary jazz guitarists. In his compositions he combines the classic sound of the acoustic guitar with futuristic sounds of synthesizers and ethnic percussion. He is inspired by jazz, the ethnic world music, Latin rhythms and tango. He's now promoting his latest album „Pursuit of Radical Rhapsody”.



LONDON LUCIAN FREUD

National Portrait Gallery until 27 May

The long-awaited exhibition of portraits by Lucian Freud has finally been launched. National Portrait Gallery has put on display over 130 works from various museums and private collections around the world. Among the works we will see the disturbing images of the artist's family members – his mother Lucie, daughters Esther and Bella, as well as Freud's friends and fellow artists. It will also be a one-time opportunity to see the famous „Portrait of the Hound”, which has never been displayed publicly before. The portrait shows the artist's assistant David Dawson with his dog Eli. It's the artist's last work which remained unfinished at the time of his death. www.npg.org.uk



NOW YORK KANDINSKY AT BAUHAUS

Guggenheim Museum until 25 April

In 1922 Vasily Kandinsky (b. 11, Moscow; d. 1866, Neuilly-sur-Seine, France) accepted a teaching position at the Bauhaus, the state-sponsored Weimar school of art and applied design founded in 1944 by architect Walter Gropius. The school's curriculum was based on the principle that the crafts were equal to the traditional arts and was organized according to a medieval-style guild system of training under the tutelage of masters. At Bauhaus, Kandinsky conducted the Wall Painting Workshop and Preliminary Course. Drawn from the museum's permanent collection, this intimate presentation features paintings and works on paper from this prolific period of Kandinsky's career. www.guggenheim.org



SITA wykorzystuje fakt, że najszybciej zapamiętujemy, gdy nasze półkule mózgowe pracują synchronicznie

ŻEBY ZAPAMIĘTAĆ....

Właśnie przejechałem samochodem skrzyżowanie. Jestem nie- złym kierowcą, nie szarżuję, jeżdżę rozsądnie. A jednak nie jestem w stanie przypomnieć sobie, czy przed trzydziestoma sekundami nie przejechałem skrzyżowania na czerwonym świetle. Nie zwróciłem uwagi? Zamyśliłem się aż tak bardzo, że mogłem spowodować wypadek? Nie wiem, nie mogę sobie przypomnieć...

Wszyscy znamy takie sytuacje. Wyszliśmy z domu i za nic nie możemy sobie przypomnieć, czy zamknęliśmy drzwi na klucz. Nie pamiętamy szczegółów pokonywanej codzien- nie trasy do pracy, chyba że w czasie drogi wydarzy się coś niezwykłego. Wszystko dlatego, że informacje o rutynowych czynnościach trafiają do naszej pamięci krótkotrwałej, która samoczynnie „resetuje się” już po trzydziestu sekundach.

Jak większość mechanizmów naszego organizmu, także ten ma coś na celu. Po prostu nie zaśmiecamy sobie głowy ba- nalnymi, powtarzającymi się informacjami. Po co pamiętać, w jaki sposób zasznurowałem buty, skoro automatycznie wy- konuję tę czynność codziennie?

Ośrodek pamięci mieści się w części mózgu zwanej hipo- kampem. Odkrycie tego faktu

sięga lat 50. W amerykańskim szpitalu dokonano wówczas pewnej operacji. Henry Mo- laison nie mógł wiedzieć, że jego przypadek zmieni oblicze neurologii. Zabieg, któremu miał zostać poddany, powinien wyleczyć powtarzające się na- pady epilepsji. Doktor William Beecher Scoville postanowił wyciąć pacjentowi niemal cały hipokamp. Była to ryzykowna decyzja, ale lekarze nie znali jeszcze wtedy znaczenia tej czę- ści mózgu, więc stwierdzono, że wyleczenie epilepsji jest ce- lem nadrzędnym.

I rzeczywiście – ataki usta- ły. Jednak z pacjentem zaczęły dziać się dziwne rzeczy. Po od- zyskaniu przytomności zapytał gdzie jest. W odpowiedzi usły- szał, że w szpitalu i że właśnie miał operację. Henry uspokoił się, by po minucie zapytać zno- wu, gdzie jest i co się z nim dzie- je. Spokojnie wyjaśniono mu, że operacja przebiegła pomyślnie. Po kilku minutach pacjent zapy- tał o to samo... Henry pamiętał, co się zdarzyło przed operacją, ale nie był w stanie przyswoić nowych faktów na dłużej niż kilka minut. Codziennie z za- interesowaniem czytał tę samą gazetę, bo nie pamiętał treści już chwilę po jej odłożeniu. Nie potrafił wrócić z łazienki, bo nie pamiętał drogi, nie mógł się z nikim zaprzyjaźnić, bo po

chwili nie rozpoznawał twarzy nowo poznanych osób.

Pamięć krótkotrwała pacjen- ta pozostała nienaruszona, ale stracił możliwość przenoszenia informacji do pamięci dłu- gotrwałej. W ten sposób lekarze dowiedzieli się o funkcji hipo- kampu w procesie zapamięty- wania. Badania mózgu Hen- ry'ego Molaisona pozwoliły dowiedzieć się więcej na temat funkcjonowania ludzkiej pa- mięci, tym samym przyczyniły się do opracowania nowocze- snych metod nauczania.

Proces zapamiętywania jest szczególnie ważny w przypadku nauki języków obcych, podczas której nasz mózg próbuje zapa- miętać słowa będące dla niego czymś zupełnie nowym. Od wieków wykorzystywano w tym celu powtarzanie. Słowo usły- szane jeden raz trafia do pamię- ci krótkotrwałej, po trzydziestu sekundach jest z niej po prostu wykasowywane. Dopiero powtó- rzenie go wielokrotnie pozwoli je zapamiętać.

Jednak mozolne wkuwanie wcale nie jest najlepszym spo- sobem nauki. SITA, nowocze- sny system nauczania języków, proponuje rozwiązanie skutecz- niejsze. Zamiast mechanicznie powtarzać słowa, naukę dzieli- my na określone fazy. Na począ- tek inicjacja, czyli nasze pierw- sze spotkanie z tekstem, który

chcemy zapamiętać. Najpierw go słuchamy, później czytamy, na koniec jeszcze raz słucha- my. Dzięki tym działaniom informacje trafiają do naszej pamięci krótkotrwałej. Potem zapamiętywanie: w stanie relak- su kilkakrotnie wysłuchujemy tekstu. Dzięki urzędzeniu SITA ten etap przebiega w stanie syn- chronizacji półkul mózgowych, więc łatwiej zapamiętujemy nowe słowa i zwroty. Kolejny etap to aktywizacja. Polega na wypowiedaniu zapamiętanych słów i zwrotów na głos. Ostat- ni etap lekcji to powtórzenie zapamiętywania. Jeszcze raz w stanie relaksu wysłuchujemy materiału, który chcemy zapa- miętać. Dzięki zachowaniu tej kolejności nasza pamięć dłu- gotrwała potrafi wzbogacić się o ponad tysiąc nowych słów i zwrotów w trakcie 44 godzin nauki. Kluczem jest stan relak- su, w którym dzięki jednocze- snemu użyciu wielu obszarów naszego mózgu, rosną nasze możliwości zapamiętywania.

A wszystko zaczęło się od przypadku. Podobnie jak wy- nalezienie penicyliny, wynale- zienie szampana, czy odkrycie prawa Archimedes. Dzisiaj możemy korzystać – już cał- kiem nieprzypadkowo – ze zna- jomości funkcji hipokampu, by lepiej uczyć się języków.

Konrad Daniłowski

Więcej informacji na stronie www.sita.pl Rabat w wysokości 200 zł przy zakupie urządzenia i czterech poziomów kursów dla czytelników Business Travellera.

CITIES OF THE FUTURE

Not London and New York, but Asian and African cities will become the key metropolises of the world. However, before the futuristic visions come true, let's get to know places that has already made a first step towards the future.



At some point this month, the number of people you are sharing the planet with will reach seven billion. About 60 per cent of them will be living in Asia. Chances are you are already jetting back and forth to this part of the world, busily brushing up on your Mandarin (if you have any sense) and mastering the art of the bow.

Still, the secret to long-term success is not simply securing that business deal in Singapore or Hong Kong but predicting where you could next be forging contracts. Adam Newton, manager of business environment and strategy for Shell, says: “Our projects are often worth billions of dollars and expected to run over a number of decades. My team has to gain an understanding of what the world will be like in 20 years’ time, taking into account political and economic shifts without being distracted by near-term volatility.

“You have countries such as China that are now reaching the most aggressive part of their economic growth, and, with it, millions of people are coming out of poverty for the first time.”

As travel patterns shift, airlines and hotels have to be ready to cater to new demand. Paul Edgecliffe-Johnson, senior vice-president and chief financial officer for Europe, Africa, Middle East and Asia at Intercontinental Hotels Group, says: “We have 1,190 hotels scheduled to open over the next three to five years. That includes 142 in Greater China, which will almost double the size of our business there.”

So what are tomorrow’s business cities going to be like, and where will they be located? Martin Raymond, co-founder of trend forecasting and research consultancy the Future Laboratory, says: “If you think about the eighties, what defined cities such as London, Paris, Hong Kong and Singapore was ‘muscular’ business activity – they were financial, pharmaceutical, corporate. But cities such as Toronto, Montréal and Melbourne are ‘female’ cities. They are intelligent, smart, cultured, livable and sustainable – these are the cities of the future.”

He adds: “If you are under 30, as entrepreneurs increasingly are, and a woman, the cities that represent the old values of business will bore you to death. In Europe you have had Milan as the industrial city of interest in Italy, but we know Rome is coming back on the map and, interestingly, Naples, which has all the rawness and touch points that ignite creativity. You are



● TOP TEN MOST LIVABLE CITIES 2011
● TOP TEN BUSINESS CITIES 2011

also seeing Tallinn, Berlin, Prague and Riga coming up.

“In the US, it’s all about Seattle, Austin, Boulder and Santa Fe, because these are the kinds of places that attract third-generation startups – they have young populations and people who take risks. Businesses are now avoiding cities where there is monoculture and conservative thinking.”

While there is no doubt that the BRIC countries of Brazil, Russia, India and China will soon be vying for the title of “economic superpower”, over the next 40 years countries such as Nigeria, Iraq and Mongolia will also become key players. Ben Derudder, professor of human geography at Ghent University, has worked with Loughborough University to establish a global cities ranking (see our data visualisation below). He says: “As these emerging markets become more important, they will continue to rise. So 20 years from now, the cities that will be ranked higher than they are now will be Mumbai, Sao Paulo, Shanghai and most in the Middle East.”

One new trend is building state-of-the-art “planned” metropolises that are sustainably designed, wired with smart technology and that incorporate the best urban features of existing cities, such as New York’s Central Park or the canals of Venice. Tom Murcott, executive vice-president and chief marketing officer for US real estate firm Gale International, which is developing Songdo in South Korea and Meixi Lake in China, says: “Millions of people are relocating from rural areas into cities and the infrastructure is straining to accommodate them. There is a dramatic need for this kind of city.

“If you believe what the experts are saying, that China needs 500 of them and India needs 300 in the foreseeable future, and

each one is a US\$40 billion undertaking, that’s some pretty significant maths. We’ve had interest from Vietnam, India, South America, Brazil and the Middle East.”

Still, not everyone will be able to live in high-tech “aerotropolises” – cities built close to airports – and so, as US journalist and author Robert Neuwirth points out in his TED (ted.com) lecture on “shadow cities”, the slums around Mumbai, Nairobi and Rio de Janeiro will also become cities of the future. Today, he notes, there are one billion people in the world living in shanty conurbations, and by 2030, there will be twice that.

Jean Robert Saintil, editor of chorsan-decho.com – a website that “curates global intelligence to give a deeper understanding of cities” – and co-author of the Courvoisier City Upgrade report, agrees: “People are moving to them en masse not because they want to be poor but because they want to work. They are moving out of poverty. These slums are now growing organically into becoming legitimate parts of the city and centres for innovation.”

Here are ten cities you could soon be visiting...

NOVOSIBIRSK, RUSSIA

Population 1.4 million

SIZE 503 sq km

Invest in a good pair of gloves because icy Siberia may soon be beckoning. Russia’s third-largest city, Novosibirsk, is 2,800km east of Moscow and is already attracting international hotel groups.

A spokesperson for Rezidor says: “Most of our contract signings are in emerging markets. We’ve seen demand in Moscow and St Petersburg skyrocket over the past decade and now we are focusing on expanding to

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major regional cities such as Novosibirsk, Ekaterinburg and Tyumen. These are industrial cities with large populations and increasingly diversified economies.” Novosibirsk specialises in electricity, oil, water and gas supply, mechanical engineering and metallurgy, but is also seeing a significant rise in sectors such as banking, high-tech and education. The “Silicon Forest” of Akademgorodok (so called because it is set in a vast swathe of birch and pine trees), 30km away, has a university, 35 research institutes and the Russian Academy of Sciences. The “Gateway to Siberia”, Novosibirsk is connected by the Trans-Siberian Railroad and has an international airport, Tolmachevo, which has seen 25 per cent growth in passengers over the past year. One of Russia’s fastest-growing airlines, S7, which joined the Oneworld alliance last year, is also headquartered here.

ULAN BATOR, MONGOLIA

Population 1.1 million
SIZE 4,700 sq km
Also linked by the Trans-Siberian rail line is the capital and largest city of Mongolia. No longer a country recognised primarily for its nomadic peoples, camels and yurts, its energy-hungry neighbours of Russia to the north and China to the south are ferociously importing its abundant natural resources of copper, coal, gold, uranium, zinc – the Gobi Desert’s Tavan Tolgoi is the biggest undeveloped coking coal reserve in the world. The US, too, is showing interest, and in July it was announced that Mongolia had chosen Peabody Energy from the United States as one of the potential developers for the Tolgoi deposit. With Ulan Bator at the helm of Mongolia’s boom – its economy is expected to grow 8 per cent this year, and the tugrik performed better than any other currency in 2010 – its citizens are getting rich fast. Armani, Burberry, Louis Vuitton and Hugo Boss have all opened stores here in the past few years. It has been suggested that with the government planning to distribute a portion of the profits from mining to Mongolian nationals, thanks to the introduction of a sovereign wealth fund, from 2013 the majority could be lifted out of poverty. Citigroup cited Mongolia as one of the top ten countries with the most potential for growth over the next 40 years.

CHONGQING, CHINA

Population 32 million
SIZE 82,400 sq km
At the intersection of the Yangtze and Jial-

ing rivers in southwest China, Chongqing is one of the fastest growing urban centres on the planet, with a population already greater than that of Malaysia thanks to the hundreds of thousands of people relocating from the countryside each year. In a bid to offset its carbon emissions and improve the quality of living for its residents – who endure more than 100 days of fog annually – the authorities are planting millions of trees with the aim of creating 17,000 sq km of woodland within five years. The hilly megalopolis is well on its way to being a major business hub, with global companies such as Wal Mart, Mazda and Deutsche Bahn already having a significant presence. Chongqing has a number of major universities, is a leader in car and motorbike manufacturing, and a centre for the production of steel, aluminium and iron. The region is also rich in coal, natural gas and minerals, and a giant crude oil refinery operated by China National Petroleum Corporation is to be built by 2015. The government is encouraging Chongqing to expand into high-tech manufacturing, with the 130 sq km New North Zone, which was established in 2002, dedicated to IT, biopharmaceuticals, software development, medicine, chemicals, clothing and genetically modified food. Last year it saw an output value of just over US\$4 billion.

MEIXI LAKE, CHINA

Population 180,000 (when complete)
SIZE 6.5 sq km
Meixi Lake is a futuristic new development located outside Changsha in the Hunan province of south-central China. Work began on it in 2009 and, when complete in 2020, it will comprise a high-rise central business district surrounding a 40-hectare lake, with eight neighbourhood “clusters” each housing 10,000 people. Careful attention is being paid to creating gardens, waterways, micro farms and natural landscaping, as well as integrated sustainable design such as water harvesting and energy-efficient housing. Master-planner Kohn Pedersen Fox describes it as “a new model for the future of the Chinese city”. Meixi Lake will form the hub of the West Changsha Pioneer Zone and will feature an extensive education, research and design sector. There will also be healthcare facilities, shopping malls, a five-star hotel and a convention centre. The project, which is modelled on Songdo, is being developed by Gale International in association with communication technology provider Cisco Systems, which will help to install “tel-

epresence” video-conferencing capabilities throughout the homes and offices. Visit kpf.com, gale.mydelphic.com

SONGDO, SOUTH KOREA

Population 70,000 residents, 300,000 workers (when complete)
SIZE 6 sq km
Songdo is branding itself as a “smart, sustainable reality that is one of the world’s greenest cities” and, at only 11km away from Incheon International airport, one that connects travellers to “a third of the planet’s population within 3.5 hours”. It is in its second construction phase – the first was completed in 2009 – and there are about 20,000 people living and another 25,000 working in the city, but by the time it’s finished in 2016, these numbers should have risen steeply. Korea’s tallest building, the 68-floor North East Asia Trade Tower (NEATT), will be unveiled at the end of next year in Songdo’s business district (also a Free Economic Zone), and numerous other office blocks will be erected over the next few years, as well as 22,500 housing units, a world-class healthcare facility, and a cultural complex with an opera house and a design school. Gale International’s Murcott says: “Walking around, you see people strolling in the park, attending weddings at the Sheraton Incheon hotel, visiting an exhibition at the convention centre, or playing a round at the Jack Nicklaus Golf Club. It’s a living, breathing city – it’s up and running.” It is anticipated that the entire city will achieve LEED (Leadership in Energy and Environmental Design) certification and, like Meixi Lake, will be wired with Cisco telepresence technology. Visit songdo.com

CHANDIGARH, INDIA

Population 1 million
SIZE 114 sq km
The North Indian city of Chandigarh, which sits at the foothills of the Himalayas and serves as the capital of both Punjab and Haryana, may not be as well known as other emerging Indian cities such as Hyderabad, Gurgaon, Pune and Ahmedabad, but it has a lot going for it. Chandigarh’s residents enjoy one of the cleanest cities in India, the highest income per capita, and an 80 per cent literacy rate. The city is also renowned for its good urban planning thanks to the father of modern architecture, Le Corbusier, who designed it. The Future Laboratory’s Raymond says: “Chandigarh is one of the cities that is going to happen over the next five years because of its architectural associations – it’s a bit like [Australian capital] Canberra in that



One of the most famous designers of cities of the future is Belgian architect Vincent Callebaut. In his futuristic designs he uses all the world known alternative energy sources. More on www.vincent.callebaut.org

it’s laid out in a classical way – and because it’s always had India’s ‘quiet but dignified’ universities.” Banking is big here, as is defence, government, paper manufacturing and pharmaceuticals, but outsourcing and IT are the future, with Chandigarh Technology Park providing a base for companies such as Infosys and IBM since its inauguration in 2005. The city is three hours from Delhi and its new international airport terminal opened in April. JW Marriott opened its first North Indian hotel here in July, and Park Plaza (see page 49), Starwood and Hyatt will be arriving soon.

MASDAR CITY, UAE

Population 40,000 residents 50,000 workers (when complete)
SIZE 6 sq km
If you thought Songdo and Meixi Lake were impressive, consider Abu Dhabi’s ambitious Masdar City, designed by UK architects Fos-

ter and Partners and located by the airport. It is set to become the world’s first “zero-carbon” city, as it will be powered by the sun, and will be entirely free of cars. Costing about US\$20 billion and with completion scheduled for 2016, the low-rise desert hub will boast the largest solar farm in the Middle East and 80 per cent of its water will be recycled. Beyond the boundaries of the city walls will be cool air conditioned homes and offices, eco-friendly driverless solar podcars, narrow shady streets and a university. It’s hoped that it will attract entrepreneurs and those working in clean-tech, finance, research and innovation. The first six buildings in the Masdar Institute campus are complete, while the Masdar HQ, which will produce more energy than it consumes, and the first commercial building, the 10,000 sqm Courtyard, will be open by 2013. Many dozens of companies have registered for office space, and will be able to reap the benefits (such as no taxes or im-

port tariffs and 100 per cent foreign ownership) of being in a Special Economic Zone when up and running. Visit masdarcity.ae

LUANDA, ANGOLA

Population 5 million
SIZE 2,257 sq km
The capital of Angola, and also its main port, Luanda has put its Civil War days behind it. Since fighting ended in 2002, stability has returned and a reconstruction boom has taken hold – a satellite city (Luanda Sul) has been built, housing is going up to offer an alternative to the slums, and new roads are being laid. Although more than 50 per cent of its rising population live in poverty, it was ranked the most expensive city to live in for expats in a survey by consulting firm Mercer (mercercor.com) earlier this year. Luanda has one of the world’s fastest growing economies. Over the past five years, it has seen more than 60 per cent growth in gross national income per capita. Manu-



Masdar City will be the worlds first city with zero carbon dioxide production. There will be no cars and all the needed energy will become from solar panels.

facturing of building materials, cigarettes, clothing, processed foods and textiles has contributed to this, along with exports of coffee, diamonds, sugar, iron, salt and cotton. Oil extraction and petrol refinement are also big income generators. A new international airport that will be the largest in Africa is nearing completion, a new terminal opened last year at its Quatro de Fevereiro International airport and a number of airlines, including Iberia and KLM, have announced new routes to the city. Henri Hourcade, KLM's general manager for the UK and Ireland, says: "Angola is experiencing strong economic growth, it is a key oil exporter and foreign investment in the region is increasing rapidly. We see high potential in this twice-weekly new route (from Amsterdam Schiphol, starting November 14)."

GUADALAJARA, MEXICO

Population 1.5 million
SIZE 151 sq km
Second only to Mexico City in terms of population, Guadalajara is the country's cultural hub, being the birthplace of Mariachi music and home to the annual International Film Festival of Guadalajara and the 2011 Pan American Games. Many multinational firms have been setting up manufacturing plants to take advantage of the

cheap yet skilled labour force, with textiles, shoes, food, steel and pharmaceuticals all in production. The city has also become known as the "Silicon Valley of Mexico" because of its emphasis on IT – Siemens, Hewlett-Packard and General Electric are all based here. About 40 per cent of Guadalajara's commodities are exported to the US. The Future Laboratory's Raymond says: "Mexico gives you the 'hourglass effect' – you push through the bottom and go into South America and push through the top and go into North America, giving you access to two premium markets." Guadalajara also scores points because of the high number of young people who live there, low unemployment, high literacy rate, good office and convention space, extensive public transport, and the large number of foreign investors.

CURITIBA, BRAZIL

Population 1.8 million
SIZE 430 sq km
Although the International Monetary Fund expects Brazil to lag behind other BRIC countries Russia, India and China over the next three years in terms of growth, Rio de Janeiro and Sao Paulo have been working hard to establish themselves in the global business network. At the same time, with

the country still an emerging economic giant, it is likely that other Brazilian cities will discover the limelight over the next two decades. Curitiba is the capital of the southerly state of Parana and is known for offering a high quality of living thanks to award-winning sustainable urban planning, social housing, a world-class bus network, low air pollution, plenty of green space (52 sqm per person), bike paths and an innovative waste management scheme. The government has also earned praise for building 50 educational centres, known as "Lighthouses of Knowledge", with libraries and internet access so poorer people can educate themselves. UNESCO deemed Curitiba a model for the rebuilding of cities in Afghanistan after the US invaded in 2001. Car manufacturing is huge, with Nissan, Volvo and Audi having a presence here, along with representatives from other sectors such as consumables (Kraft Foods) and energy (Exxon Mobil). Because Curitiba offers an English-proficient workforce and salaries that are lower than other Brazilian metropolises, outsourcing, particularly in IT, is also becoming popular, with HSBC Global Technologies, Accenture and Wipro moving in. Alfonso Pena airport, only 17km from the centre, is one of the best in the country.



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Restaurant

THE ORIENTAL RESTAURANT



CONTACT:
THE ORIENTAL RESTAURANT
in Sheraton Warsaw Hotel
ul. Bolesława Prusa 2
00-493 Warszawa
tel: 22 450 67 05
www.theoriental.pl

BACKGROUND

The restaurant is situated in the very heart of Warsaw, on Three Crosses Square, near Buffo and Imka theatres and the building of the Sejm. Although located inside of a hotel, it seems to be working fine on its own. It's good to know that in March, this one of the most interesting Warsaw restaurants will change its menu. It will include sophisticated dishes from Thai, Chinese, Japanese, Indonesian, Hindu and Malaysian cuisine.

DECOR

The interior in the Oriental is modelled on the best restau-

rants in Beijing, Shanghai or Tokyo. Black chairs and tables of the appropriate height, Japanese fans and screens, red ornaments on the walls - all this makes you feel like you are in a different reality, the moment you enter the restaurant. Discreet oriental music, omnipresent Japanese minimalism and the smell of Thai spices makes you expect a real culinary adventure, which is bound to happen here.

MENU

There are two Thai chefs as well as a cuisine manager of the whole hotel - Artur Grajber - to take care of the menu. His phi-

losophy is to present the changes that take place in oriental cuisine in the whole world. He also makes sure that the dishes taste and look unique, and are of top quality, which is especially important for regular clients.

In The Oriental you can eat such extravagant starters like: duck roulades with vegetables and sour-sweet citrus fruit salad, tandoori rice paper, i.e. rice paper roulades stuffed with chicken tandoori with nut sauce and tamarind or Thai salad with shrimps, mango and lemon chilli sauce. The real treat is ocean patak soup - aromatic seafood soup with shrimps, clams, king scallops and squ-

ids, with a pinch of chilli, mushrooms, lemon tree and fresh basil. A real bomb-shell in the new menu is the crunchy duck with green vegetables and sweet chilli sauce. A gourmet will also be delighted to have deep-fried beef fillet with black pepper sauce, Spanish kobe beef tenderloin (200 g) with bok choy cabbage and garlic sauce with green pepper and wild king prawns from Nigeria with coconut sauce and lychee fruit. Enthusiasts of crawfish and lobster will have no reason to complain either. Naturally, apart from the extravagant delicacies, there are also „ordinary” dishes containing rice or pasta, like Nasi goreng or Pad Thai.

Desserts are also impressive, and sometimes better than those I tried when in Thailand. The most extraordinary was coconut terina with chocolate base and mango fruit. But I wouldn't dare to order the one with red beans, sweet coconut milk and ice cream. Definitely too abstract for me.

SERVICE

The waiters are not only highly competent and discreet, but also intelligent and witty. They can provide good advice when you order, which is desirable as



the choice is truly impressive. And at the same time, they give guests ample time to study the menu carefully prior to placing an order.

VERDICT

The atmosphere and decor make The Oriental an ideal place for dinner for all gourmets. Dishes served here are unique

and worth their - unfortunately - high prices. A starter would cost between PLN 35 and PLN 60 (about € 8-14), while a main course between PLN 60 and PLN 150 (about € 14-40) The unpretentious service also contributes to the extraordinary, yet family-like atmosphere of the place.

Marzena Mróz



FOT: MATERIAŁ PRESOWE

HAMPTON BY HILTON BERLIN



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BACKGROUND

A mid-priced brand under the Hilton Worldwide Portfolio, Hampton was introduced in 1984 to meet demand of budget-conscious travellers who want the room rate to include all the needed amenities such as breakfast. Today, it means in-room wifi as well. There are currently 1,800 Hampton hotels in many parts of the world but not in Asia. That, however, will change soon as Hilton works to expand the brand's presence internationally.

WHAT'S IT LIKE?

It's not difficult to spot this hotel once your taxi turns onto Uhlandstrasse – the bright-red neon sign of the hotel's name was visible half a block away. I immediately had a good feeling about my stay as I entered the no-frills brown-brick building. The lobby area is IKEA-ish, but not in a bad way, with eye-catching couches, a white counter and Persian blue carpets and walls. The front-desk assistant was efficient and meticulous, as she explained when and where breakfast was served, and how I could access my in-room wifi. She also suggested that, since I was staying for five days, I get a WelcomeCard issued by the tourism office for €30 (US\$41.3), and explained clearly what I could use it for. Another thing I liked about the hotel was the roomy elevators which, unlike those little boxes in many mid-price European hotels, did not require you to climb over your suitcase to fit in.

WHERE IS IT?

Many visitors to Berlin like to stay on the east side of the city as it's more eccentric and colourful, but during my stay

I never felt too far from the action. Located between two main thoroughfares – Kantstrasse and Kurfurstendamm – the hotel is a short walk from many great shops and restaurants, as well as two U-Bahn stations, Uhlandstrasse and Zoologischer Garten. The latter was the one I used most, since it's one of the most important transport hubs in the city. It only takes 10 minutes to walk there, and once on the train you are no more than 20 minutes away from Alexanderplatz and Hackescher Markt, from where you can walk to Museum Island and the most happening parts of Berlin.

ROOM FACILITIES

I was in Room 515, which was a “family room with a sofa”. The décor was simple but very pleasant, with ultramarine cushions, golden brown curtains and a panelled collage of photos above the headboard showing Berlin landmarks. The 26-inch flatscreen TV was a nice surprise – but then this is a relatively new hotel so CRT TVs would not have made sense. The window looked out to the service lot at the back of the building, but it didn't bother me too much. The lighting was just right: spotlights illuminated the entrance area and the wall, and there was always enough light where I wanted it. The oval-shaped work desk was a good size, but the sockets next to it were European. Fortunately, plenty of adapters are available at reception. Since the in-room internet could only support one gadget at a time, I had to log off before switching between my computer and my phone. Housekeeping, which is outsourced, did a fantastic

job as everything had been made very neat and clean each time I returned to the room.

RESTAURANTS AND BARS

The open-plan layout of the lobby is meant to be multifunctional, and it also serves as an entertainment space. There are lounge areas, a computer corner, the HUB Bar, which is open 24 hours a day (although I never saw anyone using it), and function spaces on one side. Breakfast is served at the lobby, and guests can sit anywhere they like, including the conference rooms when they are not being used. You help yourself to everything, including coffee, tea and juices, and breakfast items include cereals, cold cuts, toast, eggs (which you boil yourself) and a selection of the usual hot breakfast choices such as sausages and bacon.

BUSINESS AND MEETING FACILITIES

There are Hampton 1, 2 and 3 meeting rooms, each at 30 sqm (340 sq ft), as well as the Hampton Suite at 95 sqm (1,020 sq ft). Seven different set-ups can be done with each of them, and in theatre style the suite can hold up to 120 people.

LEISURE FACILITIES

There is a small gym in the basement with treadmills, a ski machine, a press bench, weights and yoga mats.

VERDICT A hotel that offers value for money. The location is simply perfect: I was never more than 30 minutes from places I wanted to visit. The staff are very helpful and knowledgeable, and for a mid-range hotel, the environment is very comfortable.

FOT.: MATERIAŁY PRASOWE



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FIRST IMPRESSIONS

I had checked in for my flight the night before so when I arrived at Hong Kong International Airport (HKIA) at 0830, I only needed to drop off my luggage, which was quick and easy. Though there are kiosks to print out boarding passes, I chose to go to the counter as I wanted to request a vegetarian in-flight meal. Fortunately, there was no line at the Finnair counter so the entire process took less than five minutes, leaving me with just under an hour before my flight's departure at 0920. There were short queues at security clearance, and I breezed through immigration very quickly.

THE LOUNGE

Business class passengers or upper-tier Finnair Plus members have free access to the pay-in 'Travelers' Lounge at

HKIA, which is located close to Gate 1. The lounge is large and well equipped but it was rather crowded when I got there, making it impossible for me to relax or unwind. There is a buffet, newspapers, wifi internet access, showers and spa services.

BOARDING

Flight AY62 departed from Gate 19, which did not require a shuttle train ride and wasn't too far from the lounge. I strolled over and got there after everyone else had boarded so I did not have to wait in line. I was warmly greeted when I stepped onto the aircraft and was offered help with my hand-carry bag.

THE SEAT

The A330-300 used on this route is split into two classes, with 42 seats in business class and 221 in economy. When I

checked in online the day before, I selected seat 6D, which is in the first row after the galley. There are only two rows in this part of the aircraft before the economy class cabin, which means a sense of exclusivity despite the occasional noise from the galley and economy class. It also meant I could access the galley very easily whenever I felt peckish. The seat on this flight was an angled lie-flat. Finnair is still in the process of introducing its new flat-bed seats to its fleet and only some of its A330s have this new product. Therefore, at the moment, there is some uncertainty with regards to which seat you may get on this route. I found it difficult to settle in comfortably. The seat, with a shell back, is quite narrow and there are only three options: upright, sleep and a strange in-between one that puts you

in a "banana position". During recline the seat elevates and slides forward, but the bottom half of it does not rise up enough at times, and it cannot be adjusted separately. As a result, reclining into any position other than fully extended feels awkward.

WHICH SEAT TO CHOOSE?

Rows 5 and 6 are great for quick boarding and disembarking, and row 6 has more legroom. However, I'd stay away from the window seats as it can be difficult to get in and out when your neighbour is in the angled flat position.

THE FLIGHT

After much wriggling around, I finally felt comfortable enough for a short nap. When I woke up, I was pleasantly surprised to find that the cabin crew had tucked me into a blanket and a bottle of water was placed on the side table. Instead of reading, I decided to browse through the in-flight entertainment system, which was stored in my armrest due to the location of row 6. Though the IFE system was AVOD, it only consisted of 24 music channels and 34 movies, which I feel is quite limited after being spoiled for choice while travelling with Asian carriers that offer more than a hundred movies and a much wider selection of music.



Soon, the cabin crew started laying out the meal tables to serve the appetisers – a salad, grilled vegetables and zucchini soup. For the vegetarian main course, I had a choice of mushrooms with rice or mushroom ravioli in tomato sauce. I chose the latter, which was delicious, soft and not too heavy. Service throughout the flight was attentive and intuitive. At regular periods, cabin crew would come out with snacks and drinks, as well as ask each passenger whether they needed anything specific. When I couldn't decide what to eat, the crew members always knew what to suggest. Mostly I was happy with the chocolates served on board: they were by Fazer, the Finnish equivalent of Ladurée. The flight took just under 10 hours, which seemed to pass quickly

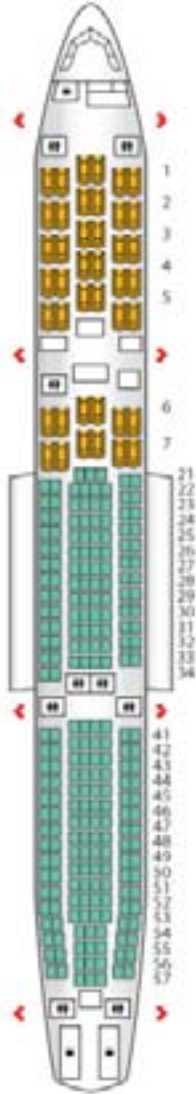
as I alternated between reading and watching movies.

ARRIVAL

There was some intense turbulence just before our descent but we touched down smoothly. We disembarked quickly, there was no line at immigration and our luggage came through as soon as we reached the carousel. Within minutes I was on my way out.

VERDICT

The seat was awkward, but the service saved the day. Within the next two years, the carrier will start to take delivery of its A350s featuring flat-bed seats, which will eventually be used on this route. The new seats, combined with Finnair's attentive service, will surely offer a great flying experience.



FACT FILE
PLANE TYPE A330-300
SEAT CONFIGURATION 2-2-2
SEAT PITCH 62 inches/157.5cm
SEAT WIDTH 19.8 inches/50.3cm
SEAT RECLINE 170°
PRICE Internet rates for travel in December in business class on this route start at HK\$32,466 (US\$4,168).



BEAUTY SALON

ENJOY THE “YOUTH ACTIVATOR” TREATMENT IN CLARINS SKIN SPA



CONTACT

Clarins Skin Spa
ul. Różana 8/10
02-548 Warszawa
tel: (22) 875 96 42
kom. 0-515 087 052
www.clarins.pl

BACKGROUND

Clarins Skin Spa in Mokotów, Warsaw, is a relaxing place filled with the scent of aroma therapeutic oils. Salons of the chain boast their own massage techniques called Clarins Touch. The secret lies in the fact that the beautician almost continually touches the client's body. The inventors of the technique came to the conclusion that no machine can ever replace the sensitivity, precision and softness of human hand. All the treatments in Clarins are based on unique, manual technique consisting of precise gestures based on insightful knowledge of human anatomy.

THE INTERIOR

The salon is spacious, with sterile furniture and good taste. On the ground floor there is a reception desk and a cosmetics kiosk. On the floor, there are treatment rooms, and a hall, where you can relax before the treatment, read a paper or have

a conversation. It is also a place, where Clarins corporate presentations and training courses take place.

THE TREATMENT

It is recommended for people with first symptoms of getting old. It smoothes, tightens and lights up the skin. The first stage is make-up removal, and then delicate, enzymatic peeling of the face, neck and neckline. Then there is time for massage with preparation containing extracts from caffeine, which redefines the facial oval and contour. But that's not the end of all the fun! After a while, you are treated with a central massage of the face, neck, neckline and shoulders using professional and highly-concentrated supplement, available only in the salon. Thanks to the massage, substances get into the inner layers of your skin. Muscles get relaxed, and the massage and pro-supplement mixture stimulate and warm up the skin.

An important element of the treatment is relaxation after the neck massage. The last active element is massage based on legendary Clarins Beauty Flash Mask with a draining effect. The mask lights up, smoothes and moisturizes the skin. All this is topped with serum and cream - adequate to your skin type, and rinsing and moisturizing your hands and feet, which is unusually pleasurable.

VERDICT:

A visit to the salon restore the perfect balance of your skin, improves the condition of your muscles, the looks of your face, and also has a relaxing effect. The „Youth Activator” treatment redefines the facial contour and looks, and gives a feeling of refreshment and regeneration. Besides the touch, the pleasant scent of cosmetics and oils based only on plant extracts and relaxing music, also create a nice impression. Price: PLN 280 (about €67)

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BOOKS AND MUSIC

Marcin Firgurski recommends books and CDs



Art and travelling

A fascinating account of a woman's experience and self-reflection of an artist, a well known sculptor and an unusual woman, who - before taking up sculpturing - was fascinated by the language of the Orient world and the culture of Italy (she was born in Milan, and lived in Iran). It's an intimate, well-edited memoir, consisting of words, sculptures and photographs. It reveals a private, patchwork-like story about the creative passion, female corporality, the motherhood experience and life on the road. There are two editions of the book: Polish and English. You can start reading in any place, and the words are completed with the pictures. The author writes: „My life is fragments of a mirror, in each bit another world. All that holds them together is my looking.”

Monika Osiecka „Mirror Fragments” Słowo/obraz terytoria



Presence on the Net

It's the most intimate book by the author of „S@motność w Sieci” (Loneliness on the Net). The deceased mother (Irena Wiśniewska) writes from the abyss of hell to her beloved son, Janusz, on Facebook. The posts combine into a narrative about family stories, often very intimate, and reveal numerous, previously-unknown aspects of Wiśniewski's life. The story begins with Hitler's birthday, which take place in hell, and with each paragraph it gets more and more interesting. The book contains reflections on God, art, the chemistry of human feelings. We will Milošević and ibn Laden, Freud and Curie-Skłodowska, Picasso and van Gogh, Hemingway, Leśmian and Wojacek. We will learn why Janusz L. Wiśniewski visits a young woman's grave every time he is in Moscow...

Janusz Leon Wiśniewski „Na fejsie z moim synem” Wydawnictwo Wielka Litera



The world in need

It's a moving, reporter's narrative about contemporary India and Nepal. The book touches upon huge world conflicts by depicting dramatic stories of individual people: the ill, the poor, the outcast. It's not a postcard from an exotic expedition or a colourful brochure advertising trips to South Asia. You won't find here sentimental pictures of Taj Mahal, romantic castles of Rajasthan or the majestic Himalayas. The author takes you to trip to the slums of Bombay, brothels, deep province and the middle of a silent war. You will get to meet humble people - heroes, who - despite all the odds - have the strength to struggle for a better world for themselves.

Paweł Skawiński „Gdy nie nadejdzie jutro” Wydawnictwo Dobra Literatura



Emotions, words and a voice

The fans of the singer had been waited long enough. Her fifth record has just come out! „Secret Symphony” is an ideal set of songs, written by the most respected artists. - it's going to be the record of my life - says Katie. The record contains a composition by Ron Sexsmith („Gold in them Hills”), Katie Melua's favourite song, previously recorded by Bonnie Rait („Too Long At The Fair”) and well known hits like „Keeping The Dream Alice”. On the album, she reunites with Mike Batt, who worked on her first three records.

Katie Melua „Secret Symphony”



Szymanowski in a new version

Thanks to his unique talent and nationality, Blechacz is a perfect artist to present the music of Karol Szymanowski. He is also an ideal candidate to perform pieces by Debussy, whose music - as well as that by Ravel, Scriabin and Strauss - inspired Szymanowski. In his latest album, the artist reaches for the less-known pieces by Szymanowski - Prelude and Fugue in C-sharp minor and Sonate C minor op. 8 - a crucial information especially for those, you'd like to become familiar with his music.

Rafał Blechacz „Debussy, Szymanowski”



EDUCATIONAL TRIPS

LEARN ABROAD WITH EF EDUCATION

How can we learn a language quickly and effectively? The answer is simple: through practice, and it's hard to imagine a better way of doing this than through contact with the language in its natural environment, or in a country where people use it every day. This should, however, be done under the supervision of experts, and learners should have an opportunity to verify the effectiveness of the method. Foreign language courses and educational trips, which EF Education has been organizing for nearly 50 years, provide exactly such an opportunity.

Nowadays, knowledge of foreign languages is fundamental. Obviously English is the most common language for international communication, but knowing other languages, such as Spanish, French, or

even Mandarin, may become an additional advantage. The huge demand for language education has resulted in creating more and more innovative teaching methods. However, the best results are achieved through the practical use of the language while pursuing your daily activities. This form of language learning also allows you to explore various parts of the world, so why not try it?

You should learn from the best. EF Education is the global leader in organizing foreign language courses. Its main goal is to break language, cultural and geographical barriers, which is effectively done through the chain of over 50 schools located in the most beautiful cities worldwide. Thanks to the professional teaching staff, you can quickly and effectively learn there not only English, but also German, Spanish, French, Italian, or even Mandarin.

„There is no single, universal method that could meet the needs of all people who wish to learn a language,” says Marlena Szymanek, Country Manager at EF Education. „At EF Education we are well aware of this, so we offer a wide range of language courses that are adapted to both the age and the industry in which our students work.” Participants of EF language courses don't need to worry that what they learn may be incompatible with their needs. This is because students can design their own curriculum for their language course. These days, time is a precious commodity. That's why, it's not worth wasting it on acquiring unnecessary knowledge.

The offer of EF also includes courses tailored to the needs of young people. Such courses are a great opportunity not only to learn a language, but also

to explore the world and make friends abroad. Learning no longer has to mean hours spent over a schoolbook. With EF language education turns into an incredible adventure! Who wouldn't like to dive among the reefs of Australia just a few moments after finishing their English lessons, or practice Italian while visiting Rome?

If you are interested in learning a language abroad, you can find out more about the offer of EF schools at www.ef.pl, where you can book your course at one of 50 schools located in the most beautiful places worldwide. You will also find there information about EF - Efekt™ System, which is one of the most advanced methods of learning English, combining individual learning with the latest interactive technology to make language learning even more effective.



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WHEN IN ROME...

or how to do business abroad

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A one-year contract in London, several business trips to China, and later a short holiday in Egypt ... For many people, this is the reality of today's world. In this new world, globalization, migration and mass tourism have all contributed to the fact that making new contacts with foreigners is simply indispensable. If, however, we want them to be effective, both in our private and professional life, we need to acquire at least the minimum knowledge about other cultures.

NOT ALL THE SAME

The first thing that we should realize is very simple and quite obvious: we are not the same. Each country has its own culture, which can differ radically from ours. Often the problem is that by the term „different culture” we often understand the culture of a distant exotic country. There's a grain of truth in it. The more we know about a particular culture or the more it has in common with the culture of our own nation, the easier the whole process of communication is. However, appearances can be truly deceptive. Sometimes even a person from a country which is close to ours, may possess quite a different set of customs and behaviours. Bulgaria is a perfect example of this. Imagine that while visiting this country you talk to one of the locals.

If you nod your head, trying to say “yes” or confirm a previous statement, a Bulgarian will read it as “no”, because this is how the gesture is interpreted in that part of the Balkan Peninsula.

There are numerous other examples of this sort. To make matters worse, they don't refer only to different interpretations of nonverbal behaviour, because culture is more than just gestures. It's also a system of values, traditions and beliefs that are shared by a specific group of people, and which largely determine their behaviour. In other words, culture is everything that surrounds us and for this reason it has an impact on every aspect of our life, also the professional one.

When doing business with foreign partners, we seldom realize just how big impact culture has on our work. Quite often successful negotiations, signing a contract or encouraging the other party to cooperation, depends on our proper behaviour. That's why, it's a good idea to prepare ourselves prior to any business trips, also with respect to culture, trying to learn as much as possible about the customs of our partners and the typical behaviour patterns of their



country. But how should we do it? Here's our practical guide to the field of the international business etiquette.

SAVOIR VIVRE ABROAD

Singapor In Singapore, we should always come on time for any formal occasions, and when the event is less formal, a slight delay (5-10 minutes) isn't seen as a great faux pas.

Most Singaporeans greet foreigners with a handshake. However, note that for men it's an inappropriate way to greet Malaysian women (just nod your head instead). Meetings in Singapore have their own pace and are very formal. Hierarchy and respect for the elderly play a very important role there, therefore it's considered improper to criticize one's superiors or undermine their decisions.

Particular attention is paid to the tone of voice, gestures and facial expressions – for Asians nonverbal behaviour means more than words. As Singaporeans seek to create harmonious relations between business partners, direct confrontations and arguments aren't welcome there. Also, open denial via the short “no” is improper. It's better to say: „I'm not sure” or „I'll think it over” instead. Remember not to respond to a question immediately. A moment of hesitation means that you are considering the matter, as opposed to an immediate response which may suggest lack of manners and carelessness.

Exchanging business cards is also done in a slightly different way. You should al-

ways present and accept them with your both hands. Also, before putting a card into your pocket, you should read it carefully – showing in this you're your respect to your partner.

Brazil It's a typical Latin country. Here, business is mostly about people, and the relationship between business partners is more important than any written contract. Therefore, it's so important to hone this relationship if you want to win the trust of the other party.

In the land of samba there's no place for hasty business. Before we begin the negotiations, it's worth taking the time to talk about other, sometimes trivial issues, such as football, which Brazilians simply love. You shouldn't also be too surprised to hear questions about your private life – in Brazil it's a totally natural process of learning about the other person.

Brazil, like most Latin American countries, attaches great importance to the body language. Sweeping, sometimes exaggerated gestures are the most desirable. And even if you're there to talk about business, a poker face won't do you any good. Also remember not to use the ‘OK’ gesture (the thumb and the index finger joined to make a circle), because in Brazil it's very offensive and inappropriate!

Germany Speaking of doing business with the Germans, we must definitely start with punctuality, which for German people means arriving at a meeting at an exact time - neither earlier nor later. In this Central European country everyone carefully plans their day, so ignoring these plans is considered to be a great insult. Time plays also a crucial role in organizing various meetings – the best idea is to plan such an event at least 2-3 weeks ahead. During first negotiations, it's considered inappropriate to address your interlocutor by name, unless this form is proposed. There's also no place for small talk in such situations. At a business meeting you should only discuss the business.

Therefore, not much importance is applied here to the relationship between partners. During negotiations, it's good to present statistics, data, facts. Germany are very much afraid of any risk and things they don't know well. Specific examples supported by factual arguments will impress your interlocutors and confirm their belief that it's a good idea to do business together.

Canada Canadians approach their business partners with certain caution. They aren't too effusive, so don't try to make friends with them at any cost. You may also remember to keep a distance during conversation, as Canadians greatly value their personal space.

A swift and decisive greeting handshake is more than enough. While doing this, remember not to touch the arm of the other person with your other hand, as if you wanted to hug them. You must also remember that Canada is a multicultural country and its inhabitants speak two languages: English and French. And although the international business language is English, when doing business with people from the province of Quebec, it would be nice to, at least, greet them in French.

During negotiations good manners may be extremely helpful. Canadians often use such expression as: „please” or „thank you” and expect the same from their partners. Tact and a matter-of-fact discussion are the key to success in this country.

United Arab Emirates UAE is a Muslim country and religion plays a significant role in the lives of its residents. For this reason, business meetings are arranged so as not to interfere with the time devoted to daily prayer. Avoid doing business during Ramadan and other important holidays for Muslims.

The preferred greeting form is a handshake. Be sure to greet only with your right hand, because the left is considered un-

What we value most

The countries of Western culture (North America, Northern and Western Europe, Australia) - individualism, punctuality, focus on doing business, the content, lack of the notion of “face”.

The countries of Eastern culture (Central and South America, the Mediterranean, Middle East, Asia, Africa) - collectivism, gentler approach to time, focus on human relationships, the context, the notion of „face” (honour is important).

lean! Sometimes you will be greeted with „Salaam aleikum” („Peace be with you”), to which you should reply: „Wa ‘aleikum salaam” („And with you”). This will certainly leave a good impression on your interlocutor.

Similarly to Singapore, businesspeople from the UAE attach great importance to good relations with their partners. There's no clear distinction between personal and professional life there. Trust and mutual friendship are of utmost importance, and a spoken word is of greater significance than written contracts - so failure to fulfil a given promise results in loss of honour!

IT'S GOOD TO KNOW THAT...

The international savoir vivre is a truly broad subject. Taking into account the number of countries in the world, this issue seems inexplorable. This guide contains mere basics, but is a good introduction for those who would like to explore deeper the matter of the intercultural communication. It's certainly worth doing, because - as the popular proverb says: “When in Rome, do as the Romans do.”



A swift and decisive handshake is more than enough. While doing this, don't touch the other arm of the person you're greeting.

TIME FOR TASTY BUSINESS

16th International Food Service Fair EuroGastro 2012.



Trade fairs are an excellent tool for direct marketing, which helps develop relations with existing and potential customers. They are also a good venue for business meetings. Nowadays, exhibition stalls are just one of many components of trade fairs, because more and more often such events also comprise various shows, competitions, as well as conferences and seminars. Only the most prestigious and important events for a given industry can become a permanent part of a trade fair calendar. One such event is the International Food Service Fair EuroGastro, which is mainly addressed to the catering and hospitality sector. This year's edition will be held on 21-23 March, at Trade Fair and Congress Centre MT Polska on Marsa 56c Street, Warsaw.

EuroGastro is one of the most important events for HoReCa market in Poland. Visitors to the fair will find here a comprehensive offer in four categories: kitchen and catering equipment, food and beverages, coffee making equipment and accessories, as well as accessories for gastronomy.

There will be over 250 exhibition stalls. Importantly, apart from Polish exhibitors, there will also be companies from 21 other countries, including such exotic ones like China, Morocco, and India.

Success through Development

The fair isn't only a platform for business discussions, but also a unique opportunity to exchange experiences and ideas, as well as to upgrade your qualifications. As every year, the organizers have prepared a series of interesting accompanying events.

One of them will be a seminar "Gastronomy in the Face of Change" which will be held on 21 March. During the meeting, the experts from the Faculty of Human Nutrition and Consumer Sciences of the Warsaw University of Life Sciences (SGGW) will discuss trends in the offer of gastronomy, as well as organizational and technological aspects of catering services.

The visitors to the event will also have an opportunity to participate in a certified training course „How to Gain Customers and not Go Bankrupt, or Judicious Marketing

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in a Time of Crisis”, organized by portal GdzieZjesc.info. Participation in the meeting requires an additional registration, as the number of attendees is limited.

On the last day of the fair the Polish Association of Chefs and Confectioners organizes a lecture on „Standards of production, standards in breeding.”

DELICIOUS SHOWS

This year's fair will feature numerous demonstrations by confectioners, baristas, and chefs. Visitors will have a unique opportunity to watch them in their element. Who knows – perhaps the remarkable demonstrations will inspire some visitors to start their own business?

There will also be demonstrations of confectionery skills organized by Masters of the Confectionery Art: Bożena Sikoń, Tomasz Deker and Paweł Mieszala who will create various chocolate sculptures, sophisticated pralines, chocolate truffles, English style decorations, and Easter desserts.

Guests to EuroGastro will also have the opportunity to observe the best baristas preparing fancy coffee drinks, while competing in the 2nd Polish Brewers Championship 2012, organized by Q Coffee and Consonni Gourmet, as well as the 11th Polish Barista



Championship 2012 traditionally organized by Apro Trade.

Cooking demonstrations by top chefs will also leave no-one indifferent. On the first day of the fair, during the 7th Greek Cuisine Festival, Theofilos Vafidis - a culinary expert from Greece, and a TV celebrity, will be promoting Greek cuisine among hoteliers, restaurant operators, chefs and consumers. On the same day, you will have an opportunity to watch a culinary contest for dishes inspired by Greek flavours, as well as the 4th Carving Festival.

On the second day of EuroGastro young chefs will compete in a contest organized by chef Robert Sowa, and called „The Culinary Talent.” The third day of the fair will

see another presentation - this time called „Smells of Tradition - the Presentation of Cultural and Culinary Traditions of Podlasie” and prepared by Marcin Budynek - the chef and catering manager at Warszawa Spa & Resort in Augustów.

The demonstrations will definitely be a delicious treat, in a literal sense, as well. Of course, guests will be able to taste all the delicacies prepared during the presentation.

ONLINE IS CHEAPER

You can participate in all the events after registering online at www.eurogastro.com.pl/rejestracja or on-site. Those who register online are entitled to 50% discount on tickets.



For more information about EuroGastro 2012 go to www.eurogastro.com.pl or to www.e-gasto.com

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RISKS AND OPPORTUNITIES FOR BUSINESS

CEOs believe that the revenue of their businesses will grow in 2012, though they negatively assess the prospects for improving the economic situation in the world.

According to the 15th annual „CEO Survey 2012“ conducted by PwC, nearly half of the surveyed CEOs representing over 1,250 companies worldwide, expect a further slowdown of the economy in 2012, while only 15% of them believe there will be some improvement. Despite this, 40% of those surveyed are still confident that the revenue of their companies will grow this year.

In Poland, the mood swings are even more visible - only 28% of Polish CEOs are „very certain“ that their revenue will grow in 2012 (compared with 66% last year), while 24% rather or definitely don't expect to achieve better results this year (compared with 6% last year). However, the biggest decline of confidence has been noted in the

Western Europe, where only 27% of CEOs are confident of the growth in revenue (compared with nearly 40% last year). In Central and Eastern Europe those certain of better financial results constitute impressive 41%.

„Interestingly, the number of CEOs who believe in their own ability to generate growth, is three times larger than the number of those who believe that it's mostly favourable economic conditions that contribute to better results of their companies,” says Olga Grygier-Siddons - the President of PwC Poland. “This confidence comes mostly from the fact that managers are aware of how much work has been done in order to prepare their companies to operate under difficult conditions. It also appears that

such a long cycle of economic slowdown has taught many companies how to act in an even more efficient manner.”

LONG-TERM CONFIDENCE

The confidence of those surveyed, regarding long-term prospects, has also decreased - worldwide 47% of the respondents (compared with 52% last year) are „deeply convinced“ that they will be able to achieve revenue growth over the next three years. 89% of those surveyed in the global study believes that there's a chance for improved performance in the following 3 years (94% last year).

In Poland, the level of optimism regarding the period of the next three years is slightly higher than in case of the following 12

months - 33% of Polish CEOs are definitely certain that their financial performance will improve. Once again we can see that the reactions and changes in attitudes of Polish managers are more dramatic than those observed worldwide.

EMPLOYMENT

Despite the cautious or even pessimistic assessments of the economy, more than half of the respondents expect to increase employment in their companies over the next 12 months.

In Poland, the lower level of optimism regarding the opportunities for growth translates into more conservative employment plans. While worldwide as many as 51% CEOs expect to increase employment in their companies with only 18% predicting redundancies, in Poland those numbers are 30%, and 28% respectively.

Despite the continuing unfavourable economic situation, last year about half of the surveyed companies employed more personnel. In Poland, the number of employees increased in 47%, compared with 53% globally. Only minority of businesses - 22% in Poland and 23% worldwide – decided to make redundancies.

“It's clear that Polish firms, which are often smaller and not supported by a mother company, tend to be more conservative in their employment policies, as opposed to foreign companies conducting their business in our country,” notes Witold Orłowski, the chief economic adviser to PwC in Poland. “Only 15% of domestic entrepreneurs are planning to increase employment, compared to 40% of foreign companies operating in our market.”

RISKS AND OPPORTUNITIES

The CEOs surveyed by PwC are most concerned about the uncertainty of the economic growth (87% in Poland, 80% worldwide). Among Polish companies the most pressing challenges include fluctuations in exchange rates (81% versus 58% worldwide), more aggressive policy on the part of the competition (74% in Poland - this question wasn't included in the global study), volatile capital markets (73% vs. 64% worldwide), the change in demand and consumer behaviour (69% vs. 50%) and inflation (63% versus 42%).

The survey shows higher than average confidence of Polish CEOs to the state au-

thorities. They are less concerned about the government's reaction to the problem of debt (62% in Poland vs. 66% worldwide), the excessive degree of market regulation (54% vs. 56%), and protectionist trends in the government (33% versus 44% worldwide). The same percentage of CEO's both in Poland and worldwide are concerned about the economic corruption (34%).

GROWTH OPPORTUNITIES

Almost 1/3 of the respondents worldwide are planning to seek opportunities for growth by increasing their share in existing markets, as well as developing new products and services.

Meanwhile, CEOs managing companies in Poland see development opportunities in increasing existing market share (58% versus 30% worldwide). They more rarely see opportunities in the introduction of new products or services (21% vs. 28%) and in expansion into new geographic markets (16% vs. 18%). Polish CEOs barely see any growth opportunities in new ventures or strategic alliances (only 4% vs. 10% worldwide), don't see significant growth opportunities through mergers and acquisitions (1% vs. 12% worldwide).

“This conservatism is justified. For Polish companies expansion into new markets, especially overseas, is still more risky, while the needs of Polish consumers are still not fully satisfied, which is a real chan-

ce for development focused primarily on local markets,” argues Olga Grygier-Siddons.

Most respondents worldwide (59%) consider emerging markets to be more important than more developed economies. The most potential for growth is seen in BRIC markets (Brazil, Russia, India and China) as well as in the USA and Germany. Over 60 different economies were named by CEOs as key overseas markets, some adjacent to their home market and others on the other side of the world. Poland was listed 21st - from Central and Eastern Europe only Russia was ranked higher.

TIME FOR CHANGES

The situation in individual markets has led to various priorities among CEOs - as long as worldwide most of them point out the need for changes in talent management (78%), in Poland it's ranked lower, in the fifth place (62%).

However, almost 75% of CEOs in Poland and worldwide are willing to invest in research and development, as well as innovation and new technologies (ranked 1st among Polish CEOs, 2nd worldwide). Polish respondents believe that the most important is innovation which could result in savings in current business processes (76% versus 66% worldwide) or change the offered goods and/or services (69% vs. 54%). However, they very rarely indicate the significance of innovation leading to creation of new products (56% vs. 68%), and new business models (44% vs. 56%).

Most CEOs worldwide agree that in such changeable business environment, more attention needs to be paid to risk management (70% in Poland – ranked 2nd, vs. 67% worldwide - ranked 4th). The need for changes in the organizational structure (including mergers and acquisitions) is seen by 62% of Polish CEOs compared with 72% worldwide.

The head managers of the largest companies also pay attention to the benefits of the company's reputation and intend to focus more on building trust (57% in Poland and 50% worldwide).

The focus is still on cost reduction - 76% of CEOs claim that they have cut costs in the last 12 months (compared with 84% last year). This may indicate that the restructuring actions bring long-lasting benefits. However, 66% of CEOs plan to cut costs even further over the next 12 months.



PwC is a global professional services firm operating in 158 countries. It employs nearly 169,000 people, providing its customers with the highest quality of such services as auditing, business consulting, as well as tax and legal advisory solutions. For more information go to www.pwc.pl



TASTING THE HIGH LIFE – THE MENU IN BUSINESS CLASS

If it wasn't for the new TV drama Pan Am that began airing on BBC2 in November, the glorious Jet Age – with its glamorous stewardesses, cocktail swilling and lobster munching – would well and truly be dead and gone. **Jenny Southan** looks at how airlines are meeting the culinary demands of premium passengers.

A little investigation into the online archives of the Northwestern University Transportation Library reveals that passengers on board British Airways’ 1979 flight from London to Boston were tucking into historically themed dishes from the “Elizabethan Club”, with menus inscribed in Ye Olde English font.

“Capon puddyng after mistress Duffeld’s way – prepared from capon chickens minced and blended with ground pork, butter, chopped figs, ginger and cinnamon” was washed down with “Posset Sir Francis – a hotel beverage of milk flavoured with spices and fortified with liqueur.” (If in doubt as to whether this was more a case of novelty over quality, it can be noted that the diner scrawled on the back of the menu: “Excellent fooe”).

LONGING FOR THE CONCORDE
Just over a decade ago, top-tier travellers flying New York to Paris on Concorde with Air France found the options to be rather more sophisticated. Brunch on AF1 kicked off with “petals of mango and kiwi garnished with red fruit”, followed by a choice of hot dishes such as “scrambled eggs with truffles and medallions of Maine lobster served with creamed wild morels”. But perhaps this kind of culinary adventure tailed off with the demise of supersonic flight.

For some airlines, advances in technology such as steam ovens, toasters and induction

ovens – which can cook steaks to order, poach eggs and bake pizzas (standard convection ovens simply heat food) – have contributed to better grub. However, cost-cutting has meant few carriers can afford to upgrade their galleys. And many passengers grumble about the poor quality of ingredients used, a lack of variety and slap-dash presentation by overworked crews.

SAVE OR NOT TO SAVE?
Catering that arrives on the plane already plated – ie, meat, veg and sauce already in the dish – combined with a somewhat bumpy ride and a holding temperature of at least 60°C for what might be several hours before it lands on your tray table, is a more than adequate explanation for the fact that the dish isn’t presented at its best.

However, some airlines are putting considerable effort into improving their onboard dining experience, seeing it as a way to differentiate themselves from their competitors. Robin Padgett, vice-president of aircraft catering for Emirates, says: “One of the easiest ways to save money is on catering but we have resisted that. The key to the success of our food is attention to detail, quality and being generous. Linda Patrice Celestino, general manager of in-flight services in Oman Air’s commercial department, agrees: “[Catering] is not the first driver in customer decision-making in terms of who they are going to fly with, but we know it’s critical if

Catering is not the first driver in customer decision-making in terms of who they are going to fly with, but it’s critical if they are going to decide to fly with a given airline again.



they are going to decide to fly with us again.”

WATER, NOT ALCOHOL
Times have changed. Today people have a better understanding of healthy living, so airlines have been forced to take into consideration the salt, fat and nutritional content of what they serve, as well as special dietary needs.

More customers are demanding to know what goes into their food and the provenance of ingredients. We have introduced a healthy option in all premium cabins, as well as a calorie-counted main. A spokesman for British Airways agrees: “Thinking about the effect air travel has on your body and mind has really landed with our customers. For instance, the amount of water we put on the plane today compared with 20 years ago is dramatically different. We used to load our bars full of spirits but these have been massively reduced because most comes back untouched.”

BA’s premium food offering has also changed. The spokesman says: “Grand lobster dishes are just too complicated and people don’t want them – we have moved away from that. The approach that we have been taking is to remain true to what we know people like – comfort food, but comfort food that is not stodgy or bad for you. That said, there do have to be a few little indulgences – there would be anarchy if we took bacon rolls out of first class.

LUXURY ON BOARD
Still, even if passengers don’t order the more extravagant dishes, they still like to know they can if they want to. It’s about fulfilling expectations – high-paying passengers want to see what is available to them, and know why business is better than economy, and first better than business.

Emirates’ Padgett describes the thinking behind its catering: “In business class, it is about being able to select from a wider range of options – so great cheeseboards, exciting starters, a range of desserts. Then, as you get into first class, it’s about adding that luxury. We serve Iranian caviar, for example. It’s about those lavish touches – that it’s not just any old caviar, it’s Iranian; that it’s not just any champagne, it’s vintage Dom Pérignon.”

In today’s celebrity-obsessed culture, it is not surprising to see airlines hurrying to associate themselves with well-known chefs. In October, Etihad began offering



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Delicious Cuisine

ROBERT SOWA
RECOMMENDS

The new business class menu at LOT Polish Airlines has been prepared by Robert Sowa. In accordance with the slogan: „Gain more energy before a business meeting,” he proposes salmon rolls, quiche with vegetables and fruit salad. Those travelling with LOT from Warsaw to Beijing (to be launched this May), will enjoy Chinese delicacies.



OLYMPIC MENU

British Airways’ collaboration with the Willy Wonka of gastronomy, Heston Blumenthal, and Michelin-starred chef Simon Hulstone, will see special long-haul meals created in celebration of the 2012 Olympics (for more on how the event will affect business travel, see page 32). The “bold British menu” will be offered in Club World and First cabins from May to September (as well as in economy and premium economy), although passengers will have to wait until the official unveiling in March to find out what they will be tucking into.

first class passengers “five-star restaurant-quality” meals cooked à la carte by onboard chefs trained by award-winning Dutch gourmand Thomas Ulherr. South African Airways teamed up with a renowned local chef, Reuben Riffle, in the autumn “to prepare some of his signature dishes for business class customers”. And in June, Japanese carrier All Nippon Airways introduced new meal options by respected homegrown chefs Yuji Wakiya and Masayasu Yonemura. These remarkable dishes are available in business class on flights to Europe, North America and select Asian destinations.

SKY RESTAURANTS

Lufthansa’s “Star Chefs” programme, which offers in-flight dishes created by famous chefs for long-haul first and business passengers on a two-monthly rotating basis, has been running for 11 years, but Singapore Airlines (SIA) was one of the first – launching its “Book the Cook” service for first and business passengers in 1998. The online system allows passengers to request a dish such as “grilled scallops with dill pesto, black ink gnocchi with tomato salsa and saffron fennel” up to 24 hours in advance, from a menu created by a panel of culinary experts. Hermann Freidanck, food and beverage manager for SIA, says: “There has been a distinct move away from eating a lot towards eating quality food instead.”

Airlines are also teaming up with restaurants on the ground. Estonian Air launched its “Sky restaurant” in September, with bu-

siness passengers given a taste of recipes such as “coq au vin with curry rice” created by the chef de cuisines of eateries such as Tallinn’s Gloria, Dominic and Stenhus. Cathay Pacific also launched a promotion in the autumn in conjunction with Swire Hotels’ restaurants – until the end of January, business and first class customers will be able to try the likes of “braised short rib of beef with soft polenta” from the Michelin-starred Café Gray Deluxe in Hong Kong.

According to Heidi Niemenlehto-Jarvinen, manager of in-flight product and development at Finnair, pre-ordering food will become more commonplace. “We should have more choices available but this is the hardest thing to do in the air, so we decided to open a pre-ordered meal service for our intercontinental business class customers. I believe more customers are ready to make their decision before their flight.”

Since March 2011, those booking business seats on the Finnish carrier have been able to choose from three different menus – “Wellness and Energy”, “Food Lover’s Treat” and “Chef’s Gourmet”.

CHAMPAGNE AT 10,000 METRES

At Air France, travellers who have chosen business, premium or first class Air France, are greeted onboard with a glass of champagne, which is followed by refined appetizers, four entrees to choose from (a dish of meat, fish, risotto or pasta), a selection of cheeses and dessert (sorbet, fruit or cake). Wines have been selected by the renowned

sommelier Olivier Poussier. Air France uses the services of Servair – France’s leading airline caterer and the third in the world.

Michael Quissac, Servair’s Corporate Chef promotes cuisine emphasizing seasonality of products, lightness of ingredients and the power of flavour, the focus is on ensuring well being and good eating. Annually, Servair kitchens provide more than 100 airlines with 40 tons of foie gras, 100,000 fruit baskets, 110 tons of smoked salmon and 25 tons of fresh salmon. For Air New Zealand (ANZ), which has cutting-edge equipment such as induction ovens in its B777s, the concern is to provide restaurant-quality food all the time.

Matt Cooper, its international airline product and service manager, says: “Our menus are designed by our culinary standards team in conjunction with our three consultant chefs – Peter Gordon, Rex Morgan and Geoff Scott. The menus are then put through a workshop process with the airline caterers in each port. Dishes include the likes of “seared New Zealand lamb loin with Lyonnaise potatoes and minted crushed peas” and “chunky vegetable and tofu coconut curry with spinach and coriander green rice”. Each is crafted by an onboard chef and presented on white china.

TO FEAST OR TO FAST?

In all likelihood, many more airlines will plate up premium meals on board, rather than in a factory, in the years to come. Oman Air already does it. Celestino says: “Our business and first class menus have a lot of items that are not cooked, or only part-cooked, on the ground.

Premium cabins give us the flexibility to have more dedicated crew per customer and the equipment we need in the galley.” Reassuringly, with all the evidence pointing towards continued demand for good food, the best may be yet to come. Celestino says: “Being able to offer Loch Fyne salmon from Scotland and Osetra caviar from Paris is going to increase costs but it’s worth it.

Once you add award-winning wines and champagnes, as we have done, the cost obviously increases but so does passenger appreciation.” Emirates’ Padgett agrees that food remains as important today as ever: “There is a cultural element with where we are from – food is incredibly important for the Gulf Arabs. If you are entertaining someone, you have to be generous with the food and probably the rudest thing you could do in an Arab household is not have enough food and for people to finish their plates. We want people getting off the plane thinking: ‘Wow, that was so much, that was fab.’”

In all likelihood, many more airlines will plate up premium meals on board, rather than in a factory, in the years to come.



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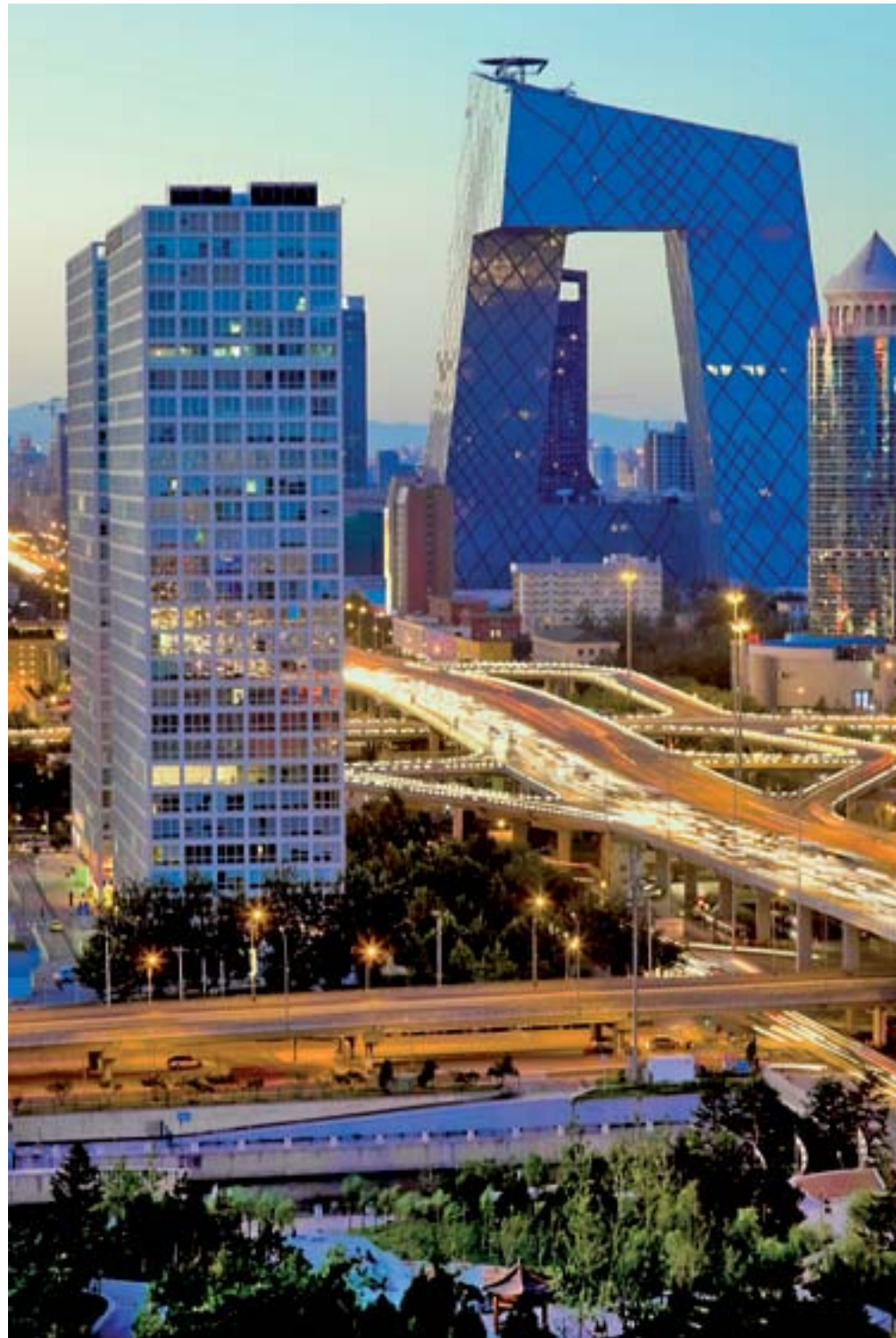
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WE'LL FLY TO BEIJING

Soon merely nine hours will separate us from the Forbidden City, the Temple of Heaven and the Chinese Wall. PLL LOT SA launches a new direct connection from Warsaw to Beijing.



The first aircraft operated by the Polish airline will fly to the Chinese capital on May 29.

For the third time in its history, LOT Polish Airlines has decided to launch a long-range connection to the capital of China. The planes will take off from Warsaw three times a week: on Tuesdays, Thursdays and Sundays at 4.10 pm to reach Beijing at 6.35 am. Return trips will be held on Mondays, Wednesdays and Fridays, with planes flying out of China at 8.45 am local time and reaching Warsaw at 12.40 pm. LOT's aircraft will land at Beijing international airport (Beijing Capital International Airport), located in Shunyi, 20 kilometres east of the city centre. The port handles almost all international and domestic flights. It's also China's main air hub. During off-peak traffic times, it can be reached from the centre of Beijing within 40 minutes. There's an underground railway station near the terminal.

EXOTIC DESTINATIONS

The new destination opens plenty of opportunities. Beijing - the heart of politics and culture of China, as well as the great economic centre with well developed engineering, automotive, electronics, chemical, food and textile industries - is one of the fastest growing cities in the world. The direct flight from Warsaw will be appealing not only to tourists, but also to business people heading for Beijing Financial Street (the financial centre of the metropolis), as well as Zhongguancun - a district known as China's Silicon Valley.

Boeing 767 aircraft, which operate on this route, are renowned for their comfortable economy class, and praised by passengers thanks to the increased legroom. During the flight you will be able to enjoy a specially composed menu, including traditional Chinese cuisine. Marcin Piróg - the Chairman of the Board of LOT Polish Airlines hopes that in 2013, Polish aircraft will operate on this route on a daily basis.

You can already book your tickets online at LOT's website, which is available in Polish, English and Mandarin.

LOT is also considering introduction of direct flights on Warsaw-Shanghai and Warsaw-Tokyo routes. Mr Piróg is positive that such flights could be launched as early as 2013.

NEW AIRCRAFT

Later this year, LOT's fleet will be upgraded with new Boeing 787 Dreamliner which is considered a brand new generation of passenger aircraft. The delivery of the first two planes is due by 30 November 2012, and by February 2013, LOT will have received a total of five new Boeing 787, which will replace the Boeing 767 currently in service. The deliveries of the last two Dreamliners are scheduled for 2014 and mid-2015.

FINANCIAL INFO

In 2011, LOT Polish Airlines



carried 4,376 million passengers on scheduled routes, which is an increase by 9% in comparison to 2010. Including charter flights, in 2011 the total number of passengers flying with LOT amounted to 4,635 million. Net income from core activities for 2011 was minus PLN 145,5 million as compared to minus PLN 163,1 million in 2010. This result was primarily affected by the dramatic rise in the price of aviation fuel, amounting to PLN 275 million, which is almost 30%, in comparison to 2010, the slowdown in passenger carriage dynamics in Europe during the 4th quarter and the rapid increase in the dollar exchange rate at the end of the year, the consistent restructuring of the company, the positive result of which, namely PLN 263 across the year, more than compen-

sates for the foregoing factors. More Passengers

The load factor on flights ran at a similar level to that for 2010, with an average of approximately 74% and exceeding 81% in the high summer season. For the current year, LOT plans to increase the number of passengers carried by a further 9%, as well as attain a positive result of plus PLN 52.5 million for its core activities, which permits the company a more stable functioning and assumes the possibility, in the nearest future, of self-financing operations and fleet development. The planned profitability of operational activities for 2012 indicates that a profit of PLN 52.5 million will be attained and that there will be an improvement in excess of PLN 750 million for the 2010-2012 period.

The new destination opens plenty of opportunities. Beijing - the heart of politics and culture of China, as well as the great economic centre with well developed engineering, automotive, electronics, chemical, food and textile industries - is one of the fastest growing cities in the world



FOT: MATERIAŁ PRASOWY, ISTOCKPHOTO (2)



PREMIUM VOYAGER – A NEW CABIN CLASS



Offered by Air France on intercontinental flights, situated between the economic and business cabins. The exceptional feature of the class is the personal space which is totally protected thanks to a fixed-shell seat offering 40% more room than in the Voyager (economy) cabin. Modern, wide seats feature comfortable armrests and adjustable headrest, as well as a footrest. The seat reclines within its own frame, thus not intruding on

the space of the passenger behind. Each seat is equipped with a 26-inch screen and a state-of-the-art multimedia system, as well as noise cancelling headphones. There's also a large work tray, an electric plug for a laptop, and a personal reading light. Additionally, each passenger receives a business class travel kit.

VARIED MENU

The on-board service begins with aperitif including French

champagne. Then passengers can choose one of two hot dishes, accompanied by a side dish and dessert, as well as fine wines. On flights lasting more than 10½ hours, a buffet service offers passengers a selection of snacks to suit all tastes, including mini-sandwiches and Häagen Dazs ice cream bars.

PRIORITY AT THE AIRPORT

At the airport, Premium Voyager passengers enjoy the same facilities as those in business



40%
more space compared
with economy class,
at an attractive price.

class, including separate check-in, priority at boarding and baggage claim area, as well as increased baggage allowance i.e. 2 pieces of luggage of 23kg each, plus hand luggage.

**HIGH COMFORT
AT AN ATTRACTIVE PRICE**

With Premium Voyager passengers travelling with Air France can experience a truly big difference in the comfort of traveling with a relatively small difference in price. In addition,

members of Air France's loyalty programme receive 25% more miles, and companies participating in BlueBiz programme – PLN 400 rebate for each ticket (granted in the form of programme points). They can also receive free accommodation at Sofitel Victoria in Warsaw, one night before their flight including breakfast and transfer to the airport. This is a particularly attractive option for passengers who live outside of Warsaw.

EXAMPLES OF TICKET PRICES IN PREMIUM VOYAGEUR CLASS	
route	price
Warsaw - New York	4039 pln*
Warsaw - Beijing	5223 pln*
Warsaw - Washington	4199 pln*

* Round trip includes airport taxes and charges, the price is subject to change depending on the date.

A REAL REVOLUTION IN LOYALTY PROGRAMMES

When in 1999, Starwood Hotels & Resorts launched the SPG frequent travellers received something they had been waiting for so long. The revolution continues. Starting March 1, Starwood introduces further unique benefits for guests who travel the world even more frequently.



The new offer is the result of Starwood's three-year pilot programme. Its goal was to gain in-depth knowledge of the needs of guests who the company refers to as „mega travellers.“ They constitute only 2% of all hotel guests, generate 30% of the company's revenue. As a result of these observations, Starwood has introduced new benefits to SPG programme, which is a revolution in the market of hotel loyalty programmes. What can members of the SPG

programme expect? This question is answered by Mark Vondrasek, Senior Vice President, Distribution, Loyalty & Partnership Marketing in Starwood Hotels&Resorts. „What we heard loud and clear from travellers was that they wanted more choice, more control and more personal service. Today, through high touch and high tech, we have a newfound ability to better understand our guests, their preferences and even the nature of each unique trip. By delivering a whole new

definition of choice and personal services, we're moving beyond a purely points arms race to instead build loyalty for life.“

CONVENIENCE IS IMPORTANT

Turning an ancient hotel convention on its head, Starwood is for the first time ever abolishing the industry's long-standing 3.00 p.m. check-in time and giving its most frequent travellers control of their own arrival and departure time. Your24 lets Members choose their own 24 hour check-in and checkout time. For example, a guest who checks in at 10.00 p.m. won't have to check-out until 10.00 p.m. on their day of departure. The Your24 programme is offered to SPG Members who spend 75+ nights at Starwood hotels annually.

„Our goal is to make SPG so rich that it's impossible for mega travellers not to choose Starwood,“ said Vondrasek. „We also want to make the programme wildly aspirational for all frequent travellers. And because we know that many of our Members are also Members of other hotel loyalty programmes, we believe these upgrades give travellers a compelling reason to consolidate their travel with us.“

To show its appreciation for its most loyal and enduring travellers, Starwood Preferred Guest is introducing SPG Lifetime(TM) status. Now Members who have stayed 250 nights total and maintained



elite status for at least five years (consecutive or not) are awarded SPG Lifetime Gold status. Members with 500 total nights and 10 years of Platinum SPG status (consecutive or not) will enjoy their top tier status for life.

PERSONAL AMBASSADOR

Starting March 1, all Members who stay 100 nights annually are invited to participate in this unique service designed to provide the ultimate in tailored experiences across all 1100+ Starwood hotels. What separates this from a traditional travel concierge programme is the unique personal relationship between Member and ambassador. Starwood's ambassadors work one-on-one with guests to understand their preferences and what matters to them on each trip to deliver a customized experience on property. other benefits:

- **SPG 100 Nights Benefit:** After crossing the 100-night threshold, SPG Members are paired with their personal ambassador.
- **SPG 75 Nights Benefit:** After spending 75 nights with Starwood, Members earn four Starpoints for every eligible U.S. dollar spent. They can also gain access to Your24™.
- **SPG 50 Nights Benefit:** At 50 nights, Members will receive 10 Suite Night Awards (TM) to use

for room upgrades.

● **Platinum Members** (25 Stays or 50 Nights Annually): Now have the option of complimentary breakfast as part of their welcome gift at check-in, and choose from bonus Starpoints or a local gift.

● **Gold Members** (10 Stays or 25 Nights Annually): Now receive a welcome gift at check-in and can choose from bonus Starpoints, complimentary in-room Internet access or a complimentary beverage.

A BIT OF HISTORY

The SPG programme's breakthrough policy of No Blackout Dates at the world's most sought after collection of hotels, reinvented the hospitality loyalty programme when it launched in



1999. By creating a programme centred on its Members, SPG has developed the most passionate and knowledgeable membership base in the hotel loyalty space. Through its use of new technologies and innovative channels such as SPG.com, SPG.com/stayconnected, SPG.com/flights and others, SPG continues to innovate and lead the industry. By offering No Blackouts on standard rooms at over 1,000 hotels and resorts in nearly 100 countries, No Blackouts on hundreds of airlines, and once in a lifetime experiences available through SPG Moments at spg.com/moments, the programme has proven to be a big draw for the world's most frequent travellers.

How are Starpoints collected? Earning points is very simple - for every dollar spent in Starwood hotel chain, the guest receives one point. They can be redeemed for free hotel nights, airline tickets, the items offered by the programme partners such as Amazon, iTunes, Gap, etc., but also use them at SPG Moments auctions to bid on extraordinary events and once-in-a-lifetime experiences.

It's worth noting that Starwood Preferred Guest programme offers different membership levels, which depend on the number of visits spent at Starwood properties.



By delivering a whole new definition of choice and personal services, we're moving beyond a purely points arms race to instead build loyalty for life. SPG programme won a Freddie Award, which is equivalent to Oscars among travel loyalty programmes.

WE FOCUS ON DEVELOPMENT

Joanna Krzyczkowska talks to **Gheorghe Cristescu**, the Regional Sales Director at Best Western in Poland



Until recently, Best Western chain was barely known in Poland. Is it changing?

That's true – we didn't open our first hotel in Poland until 2001, but our chain was established in the USA almost 65 years ago. The chain has been constantly expanding, and presently we possess over 4,000 hotels worldwide. We are also focusing on expansion in Poland. In 2010, we had only 5 hotels here, but last year this number increased to 11.

How different is Best Western from other chains?

The major difference is that we operate (though not entirely) on a franchise model. We are a hospitality organization - an association of people and companies that operate under our brand name, but who remain owners of their hotels, and we - quite consciously – leave them a lot of flexibility in managing their businesses. That's why our offer includes very diverse places - from large hotels, such as Best Western Portos or Best Western Felix in Warsaw with over two hundred rooms, to small cosy hotels like the boutique Spa&Congress Best Western Żubrówka. And because we are just an association, decisions regarding development, strategy, and marketing aren't imposed by any management, but taken together at annual meetings which are held in our European headquarters in Helsinki.

Do hotel owners easily accept the loss of their own brand, when joining the chain?

They can retain the name of the hotel, adding merely the name



of our chain to it. Besides, the minimum length of the franchise contract is only two years. This increases the sense of security. Similarly as the fact that our CEO, as well as all the board members are also hotel owners. All problems our members face, are also well known to them. Thanks to this, all decisions are well thought out. Also, despite inflation and exchange rate fluctuations, we try limit the increase in fees. At the same time, hotels affiliated with Best Western have access, mainly online, to various tools that increase quality and efficiency, such as trainings, presentations, etc.

What conditions must be met for a hotel to join Best Western chain?

It depends on what class it represents. The basis of our port-

folio constitute hotels of Best Western class - with 3 stars. Best Western Plus is a slightly more prestigious class, which includes hotels whose ambition is to "stand out from the crowd". The top shelf is reserved for Best Western Premier class, which consists of very unique hotels, not only in terms of quality of service and equipment, but also as regards their appearance and artistic expression. In Poland we have three hotels of this class – in Cracow, Katowice and Białowieża ...

Sajia Kekkonen, CEO of Best Western Hotels Finland, Baltic States and Poland, says that the chain is friendly to businesspeople. What does he mean by that?

We have a lot of amenities which are aimed at entrepre-

neurs. For instance, we have extremely friendly booking tools. In addition to the normal procedure, which is booking rooms via the reception desk or the Internet, we also have a toll free call centre. It's just enough to call it and say the city where you want to stay, and we will take care of everything. It's a very convenient solution for someone who travels a lot or without long-term planning. Also our Best Western Travel Cards are a very interesting and convenient option. They can be recharged online with any amount, or purchased at our hotels to use them later to pay for all hotel services. The cards can be issued for a person or a company, so it's a really convenient solution for both small and large firms which often send their employees on business trips. We also have an attractive loyalty programme.

You've been working for Best Western for a few months. What do you consider to be your greatest achievement so far?

Probably the fact that I'm a part of it. I have been observ-

ing the development of Best Western for a long time, because I think that franchising is a good choice and nowadays many hotel chains try to go this way. I'm glad that we are negotiating with a lot of hotels. However, I try not to focus that much on what has already been done, but rather on what can still be done.

You've been observing the hospitality market in Poland. How has it changed in recent years?

I've known Poland since 1990s. Back then, there weren't many hotels here, with only two by international brands - Marriott in Warsaw and Radisson in Szczecin. Now, the situation looks much better - there are quite a lot of five star hotels in the largest cities, and a considerable number of beds in smaller cities and towns. Competition has become more fierce, but it's good both for hotels and their customers.

Do you see any differences between Polish and foreign hotels?

Yes, I do, but these differences

are positive ones. Although I wouldn't want to offend my colleagues from other countries, I think, that the level of customer service in Polish hotels is higher than abroad.

You speak fluent Polish. How did you learn it?

I was lucky to study in Poland, partly thanks to my parents who convinced me to do so, as they had worked in Warsaw. First, I learned Polish in Łódź, then studied journalism and political science in Warsaw. The knowledge of Polish also helps me at work and Poles appreciate the fact that a foreigner took an effort to learn their language. I've been living in Poland since I was 18. I've spent here more time than in my native Romania and my wife, Ania, is also Polish.

How did a graduate in journalism become a hotel specialist?

I was looking for a job after I graduated, and at Radisson in Szczecin they were looking for new employees. My friends persuaded me to apply, and so I got there a job as

a porter. Three months later I was promoted to the position of a reception desk assistant. I worked there for 2.5 years, I liked it, so I decided to stay in the industry.

What are your private interests?

Recently I and my wife have been mostly preoccupied with our daughter. Amelia is 3.5 years old, has just started attending kindergarten, and my duty is to wake her up in the morning. I also like to read, although I always have too little time to do it, as well as watch good movies. Also from spring to fall, I try to practise jogging. And, of course, I love football. When I was a kid I played football for 10 years, I even came close to playing in the junior national team, but now I only watch matches on TV.

Which national team do you support?

Naturally the Polish team.

And if they play against Romania?

Then I pray for a draw.

Best Western operates under a franchise model. But the hotels that join the network don't lose their identity. They simply add the chain's name to their own one, while their owners have a lot of freedom as regards decision making.



HOW TO ORGANIZE A BUSINESS MEETING

Meeting @ NOVOTEL step by step guide to success



The complex conference programme by Meeting&Novotel gives you a chance to organize business meetings of really high standard.

Properly arranged and conducted business meeting is quite a challenge. The number of factors, which influence the success of a training, presentation or a bonding event may complicate the whole process or lead to a failure. Experts working for Novotel will tell you what to remember about, what to start with and what to avoid. Before you get down to organizing a meeting, you need to decide what kind of event you want it to be. A training or bonding event? A presentation? Or perhaps a brainstorming session? You need to think about eve-

rything ahead of time, so that during the meeting you can focus only on the merits. Below, we present a few valuable tips - indispensable for a successful meeting.

A TRAINING EVENT

When organizing such a meeting, remember that the educational goals are most important. Its participants should be willing to learn and use the knowledge in practice. The success of such a course is determined by whether the people influence each other and are eager to take part in discussions. It's important to draw the participants together.

"We can achieve this by forming the tables into a „U” letter. This will allow for a proper interaction between the participants and the lecturer. If the group is slightly bigger, consider dividing the participants into smaller groups and holding the lectures in a few smaller rooms, instead of one large," says Ewa Ilaszczuk, Sales Manager in Novotel Katowice Centrum.

A BONDING EVENT

The integration of workers is a foundation of a company's success. That's why the bonding events should be held outside office, where the participants



would feel at ease. The atmosphere should encourage them to exchange their views and discussions.

"As regards bonding events, we suggest organizing additional attractions for the participants, taking place both in the hotel (for example in a form of a theme dinner), as well as out of doors. On your request, the hotel staff can organize a sightseeing tour or an evening concert. Regardless of what you choose, it will definitely be a time well-spent, and it will help you to integrate your team," claims Marcin Ziobro, Corporate Sales Manager in Novotel Kraków Bronowice.

PRESENTATIONS

Introduction of a new product or service, or press conferences, during which you talk about your achievements is nothing new for many companies. Hotels have the best infrastructure for such meetings. To present a product in a most efficient way, you should choose a room with theatre style seating, so that the speaker is visible for all the par-

ticipants. With meetings of this sport, the technical facilities are the most important thing. A room should come with a projector, a screen, and lighting and sound system with bigger audiences.

"When arranging the room, we suggest using elements that will help people identify your company like posters or banners, to create an appropriate atmosphere. For a start, we provide the guests with hot and cold drinks. Towards the end, we usually suggest serving refreshments in a form of buffet," says Anna Głuch, Sales Manager in Novotel Poznań Centrum.

A BRAINSTORMING SESSION

Meetings organized in order to exchange ideas is the best formula, if you look for innovative and creative solutions, e.g. launching a new product or a service, together with your team. Here, we suggest using round tables. Each table should come with a flipchart, to maximize creativity. Drinks and snacks should be available for the participants all the time,

that's why Meeting&Novotel experts suggest having the buffet in the room where the meeting is organized.

EXPERTS SUPPORT

Meeting&Novotel programme guarantees support from the very beginning until the end of every project. Novotel team is well-trained to answer all your questions. They will prepare an offer for you and check the availability of your dates and the room within 24 hours. Conference rooms can be adjusted to all sorts of meetings. They are equipped with the most important multimedia equipment to increase comfort. All participants can connect their devices to the Internet. The experts always offer their help, taking care of the proper infrastructure. In case of a failure, emergency equipment is available as well. Each project has its own coordinator, who is responsible for how the meeting goes. They are always available for the organizers, and their task is to control everything, so that the meeting is a success.

YOUR CHECKLIST

- "Organizing each meeting, whether for 15 or 500 people is always connected with a lot of stress. Below, we present you with a list of the most important factors you should take into account, if you want your meeting to be a successful one," says Przemysław Orchowicz, Sales Head Manager in Novotel Warszawa Centrum.
1. Confirm and update your reservation (a conference room, guestrooms, meals, additional services).
 2. Determine the terms and conditions of Invoice.
 3. Confirm the number of participants and their names.
 4. Arrange for signs directing to conference rooms.
 5. Choose the menu.
 6. Determine the meeting agenda.
 7. Send all the important information such as the hotel address, contact info, an access map, car park info, or the meeting agenda to the participants.
 8. Prepare materials and hand-outs (documentation related to the discussed issues, presentation materials, brochures, demonstration materials, meeting agenda plans, and contact info of a staff member in the hall, as well as the participants).

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DUBAI A TREASURE IN THE DESERT

Here, everything is the biggest, different, unique. Sheiks' suites full of gold, the highest buildings in the world and fancy architectural designs erected under the Orient sky - all this to create an alternative source of income to the shrinking oil pools. **Marzena Mróz** takes you to Dubai.





City like from a Tale One Thousand and One Nights - a place where the rich of this world will find everything they only dream of, paying for the luxury significant parts of their fortunes.

Exotic flowers in the desert, the only snow-covered ski slope in Arabia, the most expensive hotels in the world, the biggest shopping centres on the planet and private islands visible from space - that's what Dubai is like. The city, which like mirage, attracts tourists from all over the world. It's difficult to believe that 50 years ago, the place was a desert inhabited by 6 thousand people, whose main occupation was fishing and pearl hunting. Only when natural resources like gold or oil were discovered in United Arab Emirates, the local rulers and authorities earned quite a fortune. Then came the idea to invest some of the money to build a one-thousand-and-one-nights-like city, a place where the richest of this world could find everything they can only dream about and pay for it with huge amounts of money they have collected. Then came the idea to invest some of the money to build a one-thousand-and-one-nights-like city, a place where the richest of this world could find everything they can only dream about and pay for it with huge amounts of money they have collected.

A TAX-LESS PARADISE

Located on the Arabian Peninsula and belonging to United Arab Emirates, Dubai, is a metropolis inhabited by 3 million people of 150 nationalities. European companies set up their branch offices here (foreign trade is tax-free), the Hindu work in hotels and on the construction sites, merchandise and drive taxis. There are also many Pakistani, Turks, and numerous Far East nations. The most numerous are the Arab people, about 20% of the population. The native people of Dubai comprise 17% of the population. The owner and the biggest visionary of Dubai, Muhammad bin Rashid Al-Maktoum, managed to erect the world's most modern city in the middle of the desert, as if with a single wave of the magic wand. His idea was to create a tax-free investment paradise, attracting the best architects to Dubai and generating interest in the city among the celebrities. It worked. The investors weren't disappointed, and fashion designers, actors and sportspeople loved Dubai at first sight.

Holiday with a sheik

Dubai, one of the seven Arab Emirates, under the rule of sheik Muhammad Raszid al Maktum, called Dream Person or just „Sheikh Mo”, is worth visiting, especially to see the unusual architectural designs, societal contrasts, buy branded clothes, gold accessories or fresh exotic spices at low prices, as well as to lay in the sun, dive, do windsurfing or take a camel ride. The tourism (about 300 hotels and 130 luxury apartment buildings offering 30 thousand guestrooms) and transport (a tax-free seaport on the cross of trade routes) generate most of the city's income. An interesting fact: Dubai is the biggest gold importer in the world. It's best to visit Dubai in autumn or winter, when the temperatures and humidity fall down. What goes up, is the prices, but the comfort makes up for it. Do you think the latest idea: an ice palace with a special cooling system, which maintains stable minus temperature even when the heat outside reaches 50 °C - will appeal to the residents and tourists? The investors believe so.

RICH PEOPLE'S WORLD

One of the first famous investors in Dubai was David Beckham, who, already in 2002 bought a residence on one of the first three artificial islands and paid 1.6 million dollars. Roger Federer, the best tennis player ever, long ago left Switzerland and spends his every moment of free time by the Persian Gulf, just like his older friend, Boris Becker. The golf master, Tiger Woods, builds exclusive golf courses here. The best F1 drivers also like this particular emirate. Lewis Hamilton is said to soon become a neighbour to the F1 legend Michael Schumacher, who got a private island from a Dubai sheik. The place also appealed to Brad Pitt and Angelina Jolie, who bought here an island called Ethiopia (their adopted daughter comes from this country), which cost them US\$ 6 million. The actor has already declared to erect there an eco-friendly five-star hotel with 800 suites.

Nowadays, the biggest enterprise in Dubai is Fashion Island, designed by Karl Lagerfeld.

MOST NOTABLE SIGHTS IN DUBAI

Dubai attracts visitors with its golf courses, water parks, horse races, evening boat cruises down the Dubai Creek (a canal dividing Dubai into left-bank and right-bank parts, best traversed in an abra - a water taxi), excursions to mountainous resort Hatta and for safari. The desert is



FOT.:ISTOCKPHOTO, BIGSTOCKPHOTO, NA POPRZEDNIEJ STRONIE: DREAMTIME

about an hour's drive from the city centre and can be reached by means of a terrain car. The drive finishes when you get to the oasis, where visitors can expect another attraction: an Arab meal consisting of baked and fresh vegetables, kebab, wholemeal pancakes and hummus. A lot of people come here to do their shopping. The Arab people love doing shopping and western goods, so even in June, when there aren't many tourists the gigantic Mall of Emirates is packed with people. An elegant, 18-kilometre-long shopping passage is being built now around Dubai, as well as 130 five-star hotels. What also makes an impression, is the world's most expensive resort, Atlantis, located on an artificial palm tree-shaped island, which cost 1.5 billion dollars. The opening ceremony was attended by Oprah Winfrey, Kylie Minogue, Michael Jordan and Janet Jackson. On the island, there are 200 luxurious villas, 40

The city of 22nd century

Tourists coming to Dubai can expect modern hotels, futuristic skyscrapers and sandy beaches shaded with palm trees. It's the only place, there the population of foreign residents from all over the world is ten times as high as the population of the native people. In this incredible melting pot of cultures, religions and cuisines, you can feel as if you are on a spaceship.

top-class hotels, shopping centres and cinemas. It can accommodate half a million people. The advertising campaign, which cost a staggering amount of money, claims that the island is visible from the Moon. To top all this richness or extravagance, as some say, the Dubai investors have covered a 400-metre high mountain slope in Mall of Emirates with snow. Now, after a hard day of shopping by the Persian Gulf,

you treat yourself with some skiing. As both the locals and tourists say, in this city, moderation is a sin, and richness seems to be a natural state.

THE CHARM OF THE ARABIAN NIGHT

The ever hot Dubai is only 4.5 hours' flight from the cold Europe. The city is famous for the world's most expensive 7-star hotel Burj Al Arab (Tower of the Arabs), divided into 202 twin suites. The area of the smallest one is 169 sq m, while the largest one is 780 sq m. The prices of the cheapest suites vary between US\$ 1,000 and US\$ 6,000 a night. The most expensive is over US\$15,000 a night. One of its restaurants, Al Muntaha (meaning „the ultimate” or „the top”) is about 200 metres from the Gulf, and you can see Dubai from there. You can get to the restaurant using a panoramic lift.

Both the residents of Dubai and the tourists eagerly visiting this place agreeably claim that - moderation in this city is a sin, and wealth is the natural state.



FOT.: ISTOCKPHOTO



AGENCJA
MIENIA WOJSKOWEGO

Morzyczyn, ul. Szczecińska



Powierzchnia gruntu: 1,1742 ha

Cena: 2 200 000,00 PLN

Przetarg: 21.03.2012 r

Przeznaczenie: rekreacyjno - wypoczynkowe

WĘGORZEWO, WDW Węgorzewo



Powierzchnie gruntu: 2,4404 ha

Przeznaczenie: rekreacyjno - wypoczynkowe

OLSZTYN, u. Zimowa



Powierzchnia gruntu: 1,8720 ha

Cena: 2 500 000,00 PLN

Przetarg: 15.03.2012 r

Przeznaczenie: usługowo - handlowe

Świnoujście, ul. Bohaterów Września



Powierzchnia gruntu: 10,7124 ha

Przetarg: 30.03.2012 r

Przeznaczenie: rekreacyjno - wypoczynkowe

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Zapraszamy do odwiedzenia stoiska AMW na targach MIPIM w Cannes, w dniach 6 -9 marca, nr stoiska LR3.03



THE AIRPORT IN THE AZTEC LAND

When landing in Mexico City, the world’s third largest after Tokyo and Seoul and inhabited by 25 million people, we first see two giant volcanoes. These are the picturesque Iztaccihuatl and Popocatepetl, which seem to grow out of the Sierra Nevada as if they were the good spirits of the place.

The city was founded in the 14th century by the Aztecs who called it Tenochtitlan, which means “Place of the High Priest Tenoch”. In 1512 it was captured and taken over for three centuries by the Spanish conquistadors. Modern Mexico City brings together different cultures and styles. It’s a city of monuments and modern districts, as well as unusual views. With a bit of luck, you may see through your plane window the temples and palaces of the Aztecs: the Pyramid of the Sun, the Pyramid of the Moon or the Palace of Quetzalcoatl.

**THE RUNWAY
IN THE CENTRE OF MEXICO**
Benito Juárez International Airport in Mexico City is located merely 13 kilometres



west of the centre of the Mexican capital. It’s considered one of the busiest airports in Latin America and in the world, each year handling around 32 million passengers. The port is the main base for Aeromexico, the largest Mexican airline, as well as the second base for Aeromexico Connect. Most of the major airlines are present here, offering direct flights to over 100 cities around the world.

GUACAMOLE IN THE TERMINAL
The airport is spacious, functional, and - especially a for European standards - quite exotic. There are two passenger terminals there: Terminal 1, and Terminal 2 which was officially opened in November 2007. Both terminals provide a number of services and amenities. You can drink delicious

coffee in one of numerous cafes and bars, restaurants serve genuine tortillas, spicy tacos, flautas, guacamole and Antojitos - delicious snacks similar to Spanish tapas. There is also a post office, a pharmacy, banks, shops and numerous information desks. Wireless Internet is available throughout the whole area of the airport. Travellers can also relax in one of several hotels located within the area of the airport. The ones worth visiting include Hilton and Camino Real, decorated with reproductions of world famous painter - Frida Kahlo, whose family home can be visited in Coyoacan.

GET THERE FAST
Terminal 2 is connected to the domestic part of Terminal 1 by Aerotrén – a monorail system, which allows for quick transfer between both terminals. The official airport cabs are available after exiting the baggage claim area near the far end of Lounge A and E, right next to the arrival gates, in special booths marked TAXI / TRANSPORTACION TERRESTRE (ground transportation). They are staffed by personnel wearing bright-yellow jackets emblazoned with TAXI AUTORIZADO (authorized taxi). Buy your ticket from the clearly marked taxi counters inside the terminal and tell the ticket seller your hotel or destination. Ticket prices are fixed, based on a zone system and depending on the number of passengers. After purchasing your ticket,



go outside to the line of taxis where an official taxi “chief” will direct you to the next taxi in line. Present your ticket to the driver. Travel time to downtown Mexico City is about 35 minutes. The city centre can also be reached by metro (open from 5 am). The station is located next to the domestic terminal. If your final destination is a bit further away, you can use the 24/7 bus service. Coaches go to such cities as Cuernavaca, Puebla, Pchuca, Querétaro, Toluca, and Cordoba.

Important Facts
Benito Juárez International Airport of Mexico City: Capitán Carlos León s/n Colonia Peñón de los Baños Delegación Venustiano Carranza C.P. 15620 México, D.F. Official website of the airport: www.aicm.com.mx All travel information and the airport can be obtained by phone at +52 55 2482-2424, ext. 2260. IATA: MEX, ICAO: MMMX
•The airport is served by seven car rental companies (Avis, Budget, Hertz, Fresno, Dollar, National Car Rental, Royal). Their offices are located in domestic and international arrivals halls.

- Short and long-term parking at Mexico City International is available near almost all the airport lounges. A new multi-level car park provides 2500 parking spaces.
- Connection with the city is provided by taxis, buses, and the underground rail.
- The bus terminal is located at the international terminal. It has several waiting rooms, and offers such services as VIP lounge, the internet, conference rooms, reading rooms, bars, shops and currency exchange.

THE ENERGIZING EFFECT OF COFFEE

Orson Welles claimed that there are three things in life, which cannot be tolerated: lukewarm champagne, an overexcited woman, and - cold coffee. He said that coffee and loves are best when hot.



The word coffee comes from an old Arabian word "qahwah", originally referring to wine. There is a legend hanging over the discovery of unique properties of coffee. It mentions an Arabian shepherd Kaldi, who was intrigued by the sight of goats dancing, after they have eaten fruit from a nearby tree. Today, the world production of coffee amounts to 7 million a year - only crude oil has greater commercial significance.

AN ETHIOPIAN RITUAL
The home country to coffee is Ethiopia, where it was first grown in the 6th century. At first, soldiers ate ground coffee beans before battles - to get energy for the fight. The tradition of drinking coffee as a hot drink is only 1,000 years old! According to an old Ethiopian tradition, welcoming a guest with a cup of coffee was very solemn and lasted for a few hours. The host would get in front of the house to greet a visitor. Then he would invite them inside and let them sit on a three-leg wooden tree - a token of respect to the guest. The hostess would scatter fresh grass or sand around the hearth. Then, a special earthenware oven, used for roasting coffee beans, was placed in the fireplace. After roasting, the beans were crushed on a stone or in a wooden mortar and pestle, and put into a jebena - a pot with a rounded bottom, pour hot water and put in the fire place for a moment. The drink was then po-

ured into earthenware cups. Ethiopia, up to this day, is a producer of high quality coffee, Arabica. Much of the exported coffee comes from wild trees, though.

COFFEE IN ARABIAN FASHION
The ever-popular coffee cafes in the Middle East, have been traditionally furnished with glass lamps, colourful strings of beads, low benches with open-work rests and convertible tables covered with ivory, tortoiseshell or marble. The Arab people have always liked hot and aromatic heavy roast coffee. Ground coffee beans are put into a cezve, also called a briki, and then they are brewed three times. Additional ingredients include: sugar, cinnamon, cardamom or cloves. Before serving a few drops of cold water are added to make the grounds settle down. Then this tartar-like liquid is poured into cups and served to the guests. In the old times, the host was the first one to drink the coffee, so that the ensure the guests there was no poison in it. A cup half-filled with coffee was a token of respect for the person who received it. Drinking coffee always used to go with smoking the hookah - a decorative water-pipe.

A BRAZILIAN ROMANCE
In the 18th century broke out a conflict between French Guiana and Dutch Guiana. The agreement was brokered by Francisco de Melo Palheta from Brazil.

Facts

Coffee enthusiasts turn to it mostly thanks to its refreshing effect. Thanks to the caffeine, the tiredness disappears and you get more energy. After one cup, you mind works more efficiently, you feel less tired and your physical activity and blood pressure increase. The scientist claim that, in small quantities, coffee lessens asthma symptoms. Another advantage is that coffee has a positive effect on your mood. It stimulates the secretion of endorphins - the hormones of happiness and increases your resistance to stress. What's more, it contains oxidative substances, which protect your organism against free radicals.

During his mission he made friends with the local governor and asked him for a coffee seedling, which he could plant in his country. But because the export of the seedlings was forbidden, the governor refused. Palheta reconciled both sides, and the agreement was celebrated with a banquet, during which Palheta was introduced to the governor's wife. She gave him a bouquet of coffee flowers, among which there were also coffee seedlings. Soon afterwards, Brazil became a coffee empire, and the today enormous plantations go back to those coffee seedlings hidden in the bouquet.



COFFEE BEANS IN POLAND
It's still unknown whether the coffee reached Poland through the Netherlands or Turkey. In 1603, a doctor Tomasz Ormiński recommended taking "koffe" as a medicine. Coffe became more commonly in Poland after the publication of a book on how to properly use Turkish coffee in 1769. Adam Kazimierz Czartoryski, an author of a comedy entitled "Kawa" from 1779, also contributed to its popularity. Since the 19th

century Polish aristocracy hired baristas, whose occupation was coffee brewing, described in "Pan Tadeusz" by Adam Mickiewicz. The first cafe in Warsaw was founded in 1724 behind Iron Gate near the Saxon Garden. Its founder, Meyerhifer, was a royal courtier. The cafe quickly went bankrupt, as the Warsaw citizens at first didn't want to drink coffee in public. Only the next cafe, open in 1763 in the Old Town square, gained popularity. Initially, coffee was an elite drink, available only for the rich, but it soon became more common. It was drunk with milk, sweet cream, sugar or salt. In 1790, the so called coffee houses were places of Kołłątaj's Forge propaganda. In 1882 there were almost 100 cafes in Warsaw. The most famous ones were "U Okuniowej" and open-to-this-day "Honoratka" in Miodowa street. "Ziemiańska" cafe in Mazowiecka street was a place where the members of the Skamander literary group members like Julian Tuwin, Jan Lechoń or Antoni Słonimski used to meet. The cafe in Europejski hotel dates back to 1856! Other famous cafes in Warsaw include one in Bristol Hotel, open in 1901. Up to this day Tadeusz Konwicki and Henryk Berezka have their private tables in "Czytelnik" cafe in Wiejska street in Warsaw.

Myths

Many people say that coffee, like cigarettes or alcohol, is highly addictive. The latest research overturn this theory. It turns out, you can only grow accustomed to drinking it. It also doesn't increase the risk of heart diseases like cardiac ischemia or arrhythmia. There seems to be no correlation between coffee drinking and high cholesterol levels. Another myth is its contribution to osteoporosis. The research proves that moderate coffee drinking doesn't contribute to the amount of calcium being removed from the organism. It has been also proved that coffee drinking cannot be considered a cause of infertility.

Various
COFFEE DRINKS

- Espresso** - very strong black coffee in a small amount
- Espresso doppio** - a double espresso
- Espresso con panna** - espresso with whipped cream
- Caffè latte macchiato** - espresso with foamed milk served in a tall glass.
- Cappuccino** - espresso with milk foam served in a cup.
- Caffè americano** - espresso completed with hot water.

Coffee can be also served with flavoured syrup like caramel, nut, vanilla or orange and sprinkled with chocolate, cinnamon or fresh orange zest.



DREAMTIME, NA POPRZEDNIEJ STRONIE ISTOCKPHOTO

Zuzanna Bass

TOWARDS THE END OF THE REVOLUTION

As Poland is still on the boundary of the wine world, new trends arrive with some delay. And so, when we are only starting to take interest in Portuguese wine, the Western world has already experienced quite a revolution in this respect, and the popularity of the wines begins to stabilize.



What has happened in Portugal since the end of the 20th century, only proves how fascinating the European world of wine is. After a few thousand years of gradual evolution, it's still capable of experiencing a sudden impulse.

The wine business in Portugal has been in a rut, stuck with mediocre and not very characteristic wines. Even Porto, despite its unique character, was not able to prove what's it worth. There were many reasons behind it, the policy being the most important one. The authoritarian policy, which defeated small private producers, to make room for gigantic behemoths, which controlled the wine trade. Such strict centralization gave an opportunity to control the market, but not the quality of wines - but it wasn't in anybody's interest at that time... Luckily, those times are a history now, as Portugal has experienced massive changes which lead to a major transformation of the wine market. This was a time for small, ambitious producers, who wanted to make wines on their own and sell them. Thanks to that trend you can now recognize local characteristics in wines from particular regions, although in the past, they were practically indistinguishable. Particular mansions - Quintas started to produce their own wines, based on explosions of new ideas and various innovations of Portuguese ethnologists.

NOT ONLY PORTO

Although Portuguese wine was widely associated only with enhanced sweet Porto, nowadays red dry wines are recognizable, as well. In the middle reaches of Douro river, among the rocky hills, appeared the most precious treasure in the wine world of Portugal or even the whole Iberian Peninsula - old, vineyards located on granite-limestone hills. With time the bushes lost their efficiency, but they gained the quality of individual bunches, which are the essence of what could possibly be produced from

such neglected and austere environment. That's why, beside the chocolate-jam-like concentration of wine produced in this area, its pure, cold and mineral matter also came to surface, which rarely happens in climate like this. What's more, the enormous number of local varieties, found by wine-makers in the old cellars (even up to a dozen of varieties in one cellar) contribute to the fact that this wine seems deep, while at the same time intellectually sophisticated. Despite its international career and grandeur, these wines are still available at relatively low prices, although they come more expensive in Portugal than anywhere else!

It's quite the opposite with white wines. Apart from the Northern region of Minho, where Vinho Verde - young, vivid slightly acid and sparkling wine is produced, Portugal is lacking in interesting white wines. Even the "green" ones, which by nature should be simple and unpretentious, are quite scarce. And white wines, unlike the red ones, are not resistant to the excess of the sunlight. They are too tired, overheated, oily and over-oaked, although you can sometimes come across individual bottles, which will surprise you with vitality, but there are truly scarce.

THE HIERARCHY

But the quality revolution isn't limited only to Douro. It sprang across the whole country, motivating wine producers to fight for their position once more and present the potential of their vineyards. However, strangely enough, the wave of change began to weaken as quickly as it had begun, and after several years the hierarchy was already established with nothing left to fight over. And thus, Douro remained its highest position, gained mainly for its intelligent elegance. Estemadura with its unrestrained expression - and occasional flirtations with international varieties like Cabernet Sauvignon or Syrah - comes as the second one. Number three is a bit schizophrenic Alentejo, which is partly a region of simple but decent local wines, and partly a homeland to dynamic and experimental innovations in this wine world, worthy of every praise and highest rewards. Then, there are less interesting regions like Dao or Ribatejo, which seem to be stuck in agrarian inclinations, largely because of too rich soil and plateau-like character. The Peninsula de Setúbal



with its sweet and enhanced Moscatel and the famous Madeira are a separate category.

ENHANCEMENT

A huge increase in popularity of dry wines was a major threat to Porto and other enhanced sweet wines produced in Portugal. Their marginalization would have negative consequences, as in this category, no other wine in the world comes even close to thick, bloody Porto or sentimental, balsamic and nutty Madeira. But despite its violent character the wine revolution did not eat its children, but rather gave them new life. As a result, apart from the famous and legendary red wines, we have new Porto wines, which said goodbye to the mass-scale production and are more focused on subtle differences in expression and ideas of winemakers. Instead of having this sweet raisin-like flavour, they taste of bloody coal and peat earthiness or herbal sprightliness. Previously boring Porto became more dynamic and colourful.

Madeira was less lucky, as this unique wine produced on the island by the same name is losing the battle with the island's tourist infrastructure. Nevertheless, the changes that took place in Portugal deserve respect not only because of their energy and breadth, but mostly because they help to preserve and highlight winemaking traditions in Portugal. To preserve the authenticity.

**Michał Poddany,
Robert Mielżyński**

Great diversity of local strains, which vigneron found in the old vineyards, makes the wines deep, multi taste, thereby causing a pleasant intellectual irritation.

Well closed bottle

CORK FROM A CORK?

It's more and more often that we come across a wine bottled with artificial closure. It's no longer only the case with the cheapest supermarket wines, but also more sophisticated ones. We observe the phenomenon slightly alarmed or even disgusted. But, there's nothing to be worried about. Besides the looks, modern closure is much better than traditional. Cork contains substance, which may spoil the wine. It may be not be tight, and the wine may oxidize or mildew. The list of cork-related conditions in wine is long, but there is one advantage. Only natural cork allows for ageing the wine for longer than 6-7 years, so wines fit for ageing cannot do without it, but all the other wines are much safer and cheaper when they come with artificial alternative. Although it's difficult to get used to the sound of it being pulled out.



WHAT ABOUT GLASS?

In response to the doubtful charm of the artificial corks, the Austrian producers came up with glass closures. Sound improbable, but they succeeded. And thus, we get impressive closure with an almost invisible silicone gasket with all the advantages of artificial closure, but without its major drawback - the looks. But the production of glass cork and specially designed bottles requires precision and carefulness, which is typical of the Austrians and Germans. The Italians tried it as well, but, mysteriously enough, they failed...



A VERSATILE APPLE

When Steve Jobs, the late visionary of technological works of art, featuring a logo with a bitten apple, presented the very first model of the iPhone, it was obvious that a real revolution had come. However, no one thought at that time that the iPhone would so quickly dominate the whole world.



The successive models of Apple's smartphone aroused great excitement and desire among customers. The same can be said about the long-awaited fifth generation which, however, hasn't been introduced yet (the most recent iPhone was badged 4S instead). It doesn't matter, however, which generation iPhone is going to hit the market, because the madness continues, and the number of the phone's enthusiasts is growing rapidly. Naturally, there are also a number of various accessories available for the iPhone, as well as thousands of more or less useful applications (downloaded over billion times) as well as devices which can be attached to the phone in order to, supposedly, make our life easier.

THE DOCKER

There are literally hundreds of Apple docking stations. One of the newest and most interesting devices is JBL OnBeatXtreme. This portable device also allows you to dock your iPod (of any generation), and features a remote control. Thanks to Bluetooth connectivity and a built-in microphone, it can be used like a normal speakerphone. On-Beat Extreme has four 30 Watt speakers, and costs around PLN 2,200 (€520). jbl.com

A COLOURFUL DRONE

American company Parrot provides all iPhone gadget lovers with a unique opportunity to become a real pilot of a helicopter. The flying vehicle called AR Drone (price around PLN 1,400) is controlled directly from the

phone, has four propellers and two onboard cameras which provide live video feed directly to your phone. The battery allows for a 12-minute flight at the speed of 18 kmph, then the drone has to be charged for over an hour. All you need is an appropriate application on your phone and a little practice to be able to fully enjoy this amazing gadget. parrot.com

HOW ARE WE FEELING TODAY?

Although we still don't know how much this inconspicuous gadget will cost in Europe (supposedly around \$100), it has attracted a lot of attention. The Singaporean company Zensorium has decided to take care of the physical shape of iPhone owners. You simply attach a special sensor, called Tinke, to your smartphone, start the application, place your finger on the sensor, to be able

to read your pulse, blood pressure and blood oxygenation level. Following the analysis of the entered data, the application determines the long-term vitality index of the body. It's a shame there's no breathalyser included. zensorium.com

ZOOM IN

If you feel like becoming a home-grown paparazzo, the built-in zoom feature of your iPhone 4 may not be enough. A special lens by German manufacturer Rollei provides 8x telephoto zoom (18 mm, f=1.1) and is suitable even for professional uses. The package includes a neat little tripod to stabilize the equipment and provide maximum sharpness of images. The additional equipment weighs only 45 grams, and the lens costs less than PLN 200. rollei.com



JBL OnBeatXtreme



Agua Phone

iCade Mobile

THE THIRD EAR

This revolutionary gadget from Canada called Eers, is the world's first pair of earphones which adapt to the individual parameters of each ear (output 120 dB, frequency response from 20 Hz to 20 kHz). The process takes slightly more than 4 minutes. Simply position special SonoFit Custom Fitting System on your head and wait until the silicone in the pads adjusts to your ears. Then simply detach earphones from the SonoFit System, attach the faceplates, and your custom moulded earphones are ready!

A REAL GAMER

iCade Mobile is a portable handheld game controller for the iPhone or iPad Touch. Simply connect your smartphone to the machine via Bluetooth, and then launch the game. The ergonomic keys, which console players may be familiar with, offer far greater possibilities of controlling the on-screen action. The phone attached to the controller can be flipped vertically (for games which operate only in this mode), and costs about PLN 350. ion.com

THE ROBOCOP

The idea for designing a device called BodyGuard was forged by David Brown after he heard about a fatal bear attack on a tourist in Orange County, USA. The inventor has created a Kevlar construction with a flashlight,

a HD camera with live video feed option, and electric taser powered from its own battery. Where is the iPhone? It's hidden inside the device, in a special pocket worn by the user on his forearm. In this way you can easily communicate with the world and call for help in case of emergency. Interestingly, the invention has received financial support from Kevin Costner himself, and the first demonstrations were held at a police trade fair, arousing considerable interest among law enforcement officers. The price hasn't been announced yet. armstar.net

BACK IT UP

The iPhone is not only excellent an excellent phone or a digital camera, recording our pleasant memories. Sometimes it serves as storage space for business information and secrets, losing of which could make you gray. That's why, it's so important to copy valuable data to the virtually indestructible ioSafe – a 1TB portable hard drive. It costs around \$500, and its manufacturer guarantees that it can withstand all extreme weather conditions, exposure to chemicals or even jet fuel, immersion in water for as many as 3 days, as well as the pressure of over 2 tons. The hard disk also features the extra quick USB 3.0 slot. iosafe.com

MOVING PICTURES

Americans, love sharing their memories, as we all do. Probably that's why US-based Optoma company has designed an iPhone projector. Neo-i enables you to project images big-screen images of up to 120 inches in WVGA onto a screen or just a wall. The smartphone is docked via a special mount, and the set also feature 16-Watt stereo sound speakers with bass boost. The device costs around \$300 and integrates LED technology to offer bright (50 lumens) projection for up to 20,000 hours. You can connect the projector to other devices via VGA and HDMI inputs. optoma.com

FASTER FINGERS

Everyone knows that it's fairly easy to make several mistakes in one sentence while writing a text message or an important note on the touch screen of your phone. Sometimes this accumulation of typos makes the sentence hardly comprehensible. Luckily, now iPhone 4 or 4S can be attached to Type n 'Slide sliding Bluetooth keyboard case which makes writing texts way more comfortable. The qwerty keyboard has its own power source (a single charge allows for up to 90 minutes of continuous work) and operates at the distance of up to 10 meters. The devices communicate via Bluetooth. ionaudio.com

Accessories for iPhone mean thousands of more or less successful and meaningful additions, applications (users have already downloaded a few billion of them) and devices which connected to the iPhone make our life more enjoyable.

FOT: MATERIAŁY PRASOWE FIRM, NA POPRZEDNIEJ STRONIE ISTOCKPHOTO

A SMART PRINTER

Within the following few weeks we will see the world's premiere of a small but very efficient mini printer. The device manufactured by Lantronix, doesn't require any additional software to instantly print the contents of your iPhone. xPrinter Server can connect wirelessly to over 4,000 various models of printers, including the least popular ones. lantronix.com



Type n' Slide

A WATERPROOF WONDER

Usually, users of electronics avoid walking anywhere near water with their favourite devices, because in most cases moisture may have detrimental effect on integrated circuits. However, now moisture poses no threat anymore and your iPhone can dive freely – of course after you've placed it in a special waterproof case called AquaPhone. This simple solution, which costs as little as PLN 250, provides you with an opportunity to make spectacular underwater images and movies, or chat with your friends. Well, unless you land on a desert island, where your phone is out of range. thumbsuk.com

VIBRATING PLEASURE

Although Apple has determinedly been fighting with such gadgets, threatening

their inventors with penalties and legal actions, their popularity is growing. The company called OhMiBod, which specializes in manufacturing gadgets which provide bodily pleasures, sells an application and a vibrator, which can turn the old decent iPhone into a real pleasure control centre. With a gentle touch of the screen you can enhance or weakens the pace of the vibrations, while the application remembers your favourite settings, which then can be recalled from the memory with just one button. The manufacturer claims that the gadget is a real hit.

PIG-LIKE SPEAKERS

The popularity of the game Angry Birds has reached such unprecedented levels that its merchandise is selling now like hot buns. That's why, the company Gear4 has

decided to take advantage of the craze and design plastic speakers resembling in their shape the creatures from the game. If, however, you wish to listen to your iPhone or iPod music amplified by a green pig loudspeaker, you will have to pay through the nose, i.e. around PLN 350. gear4.com

FOLLOW ME!

We're not quite sure if our pacifist views should allow for presenting such toys, but with this piece of plastic, called AppBlaster (which costs around PLN 100), you can go back in time to your childhood when you would run around your playground with a stick and pretend to be a soldier or a policeman. This game is just as simple - connect your iPhone to the device, and when you start the application, you get a picture of a cosmic battle straight from an old amusement arcade. All you need to do is to shoot accurately. The device is manufactured by Spin Master Ltd. and is intended for children over 8.

spinmaster.com

Rafał Jemielita

is a journalist for Playboy magazine, and a co-presenter of "Automaniak" - TVN's motoring programme.



It does not matter that soon there will be fifth, sixth, or any other generation of iPhone. The madness continues, and the lovers' of multi task mobiles are still growing.

FOT.:MATERIAŁY PRASOWE FRM



PASJA TO WYJĄTKOWOŚĆ, A NIE PRZECIĘTNOŚĆ.

Wsiądź za kierownicę Zwycięzcy. Nowe BMW serii 3 powstało z pasji do radości z jazdy, innowacji i designu, w przeciwieństwie do swoich konkurentów. Mocne i oszczędne silniki TwinPower Turbo oraz pełno kolorowy wyświetlacz Head-up to tylko jedne z wielu przykładów przewagi technologicznej nowego BMW serii 3. W zależności od Twojego charakteru dobierz jedną z 3 linii stylistycznych: Sport, Luxury lub Modern u Dealera BMW Auto Fus już od 11 lutego. Już dziś zarejestruj się na jazdę próbną na www.bmw.pl/seria3

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Zeskanuj kod QR i dowiedz się więcej o nowym BMW serii 3.





THE MOST INNOVATIVE VOLVO

This year Volvo starts selling the most technologically advanced model in its history - Volvo V60 Plug-In. The production of this hybrid car in the first year will be limited to 1,000 units, and its price depending on market will begin at €57,000.

Putting the new Volvo V60 Plug-In on sale is a turning point for Volvo. The car is the world's first plug-in hybrid, which combines a 2.4-litre 215 hp diesel engine with a 70 hp electric motor. Thanks to this combination the driver receives the advantages of three cars in one – an electric, hybrid and a muscle car. “With the V60 Plug-in Hybrid we boost our leading position in electrification. None of our competitors can offer customers an equally ingenious car. It elevates hybrid

technology to an entirely new level,” says Stefan Jacoby, President and CEO of Volvo Car Corporation.

THREE-IN-ONE

The car works in three different modes – Pure, Hybrid or Power. In Pure the car runs only on its electric motor as much as possible and its range on fully charged battery is up to 50 km. Hybrid is the default mode whenever the car is started. The diesel engine and electric motor interact to provide

the optimal balance between driving pleasure and low environmental impact, with fuel consumption of only 1.9 l/100 km. In Power the technology is optimised to give the car the best possible performance. The diesel engine and electric motor have a combined power output 215 + 70 horsepower and maximum torque of 440 + 200 Nm.

“We offer drivers the opportunity to drive with low carbon dioxide emissions without taking away the adrenaline rush that promotes genuine driving pleasure. The

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V60 Plug-in Hybrid is a result of close cooperation of Volvo Car Corporation and the Swedish energy supplier Vattenfall. The design work on the model was jointly financed by both companies.

V60 Plug-in Hybrid has all the traditional properties of a genuine sports wagon. What we've done is to spice it up with spearhead technology that allows the driver to choose: zero emissions, high-efficiency hybrid or full-on performance. Just select the mode that suits best," says Jacoby.

DIGITAL GAUGES

The production version of the V60 Plug-in Hybrid will be launched in just one colour - Electric Silver. It will be offered with Pure Limited specification, which includes the highest SE Lux trim level and will include aero-designed 17-inch wheels, integrated exhaust tailpipes and a number of bodywork features in glossy black, such as the grille and the aerodynamic front spoiler. The car will also feature an entirely digital Driver Information Monitor that replaces the conventional analogue gauges with a single LED screen. Menus in the system allow the driver to customize how they want.

NEW D6 MOTOR

On the car's tailgate there is a D6 badge. The reason is that the combined performance of the five-cylinder turbo-diesel and electric motor puts the car firmly within the same horsepower range as the petrol powered

Additional info

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T6. Pressing the AWD button activates the electrical four-wheel drive. Instead of the mechanical power transfer of conventional four-wheel drive, the central control unit distributes power between the diesel-driven front wheels and the electrically-driven rear axle.

STATE-OF-THE-ART BATTERY

The electric motor is powered by a lithium-ion battery producing 11.2 kWh power and mounted under the boot. The technologically advanced and extremely small battery consists of 10 modules of 20 cells each. The

built-in computer constantly monitors the performance of the system and compares the temperature and charge level of each of the 200 cells. The battery also has a built-in water cooling system, controlled by the car's air conditioning system.

The car's batteries can be recharged when connected to a standard wall outlet (230V/6A, 10A or 16A) at home or in a parking lot. The charging time depends on the voltage in the socket. A full charge with 10A takes 4.5 hours. This is cut to 3.5 hours with 16A, while a 6A charge takes 7.5 hours. While charging batteries it's possible to warm or cool the interior in order to start your trip with maximum comfort.

ELECTRIC BRAKES

The car is also equipped with a two-stage braking system. When you press the brake pedal, the system begins to brake the electric motor, which powers the rear axle. In this way, the braking energy is used to charge the battery. Mechanical brakes are activated only when it's necessary. Volvo will initially produce 1000 cars for the 2013 model year, increasing production of the V60 Plug-in Hybrid to 4,000 and 6,000 annually in 2014.

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4 HOURS IN... JOHANNESBURG

Johannesburg, by its white citizens called Jo'burg, or as its black people call it, Egoli (place of gold) is one of the strangest and unique cities in the world. **Marzena Mróz** tries to discover both its bright and dull sides.



Is it beautiful? You can surely say so, if you go Newton Cultural Precinct or near Mary Fitzgerald Square, or Nelson Mandela bridge built in 2003. On the other hand, there are plenty of places, which struck you with ugliness and cause anxiety. The biggest and, since the discovery of gold a hundred years ago, the richest city in South Africa has a reputation of a place where it's all about the money. The authorities try to change it and do their best to attract the tourists.

CARLTON CENTRE

Situated in 152 Commissioner St., it's still the tallest building in the city (223 metres). Its construction was finished in 1973. From the 50th floor called "the Top of Africa", at the height of 202 metres you can admire the views over Johannesburg and nearby Pretoria. At a small charge you can get to the very top of the building to see the panorama from the windows of Marung restaurant. On the ground floor there is the tourist information centre, a playground and the biggest car park in South Africa.

Where to go:

Hotel: The Westcliff, 67 Jan Smuts Avenue, 2193. A luxurious, tucked-away and surrounded with exotic greenery. The rooms overlook Johannesburg. www.westcliff.co.za

Restaurant: Gramadoelas, Market Theatre, Bree St, 2001. Here you can have Nelson Mandela's favourite dish: beef with beans and corn, sosatie, tomatoe bredie and other traditional dishes.

Bar: Buzz 9 Cafe, 7th St, Melville. Situated in a charming and safe district of Old Meville - nearby there is plenty of art galleries, antique shops and restaurant serving cuisine from Mosambique or Maledives.

APARTHEID MUSEUM

An impressive building with excellent permanent exhibition, as well as temporary exhibits, located on Golden Reef Road. The museum is spacious, modern and well-equipped. It looks more like a museum of modern art than an African open-air museum. It reminds of the most dishonourable period in South African history - the apartheid. There are separate entrances for the whites and blacks, and for women and men. It documents the policy of the National Party, which considered 20 million black South Africans to be second-category citizens. A room with 131 nooses, symbolizing political prisoners sentenced to death, creates a particularly moving effect. There is also a huge exhibition as a tribute to Nelson Mandela. This freedom fighter and a defender of black citizens spent 27 years in prison. In 1993 he was honoured with Peace Nobel Prize, and in 1994 he was elected president in the first free elections.

GOLD REEF CITY

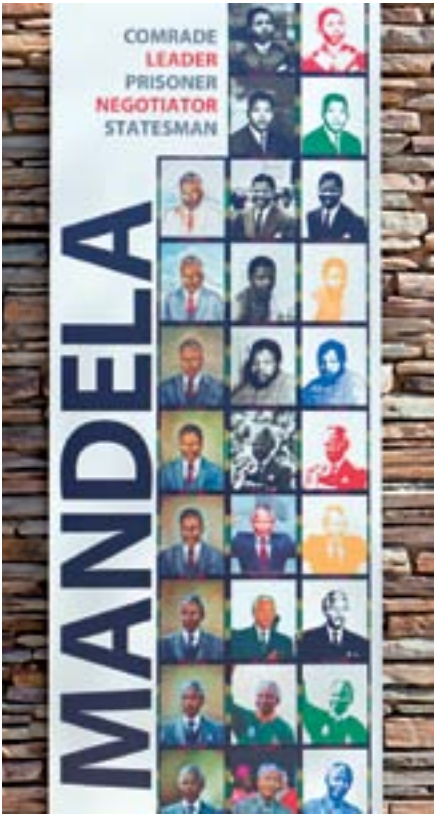
Here you can see a reconstruction of Johannesburg from the 19th century. It was built around a pit shaft number 14, once a part of a gold mine. You can see how Johannesburg was developing from a gold diggers' settlement to a proper city. Visitors can go on a tour round the closed mine, see a traditional dancing performance or see the city from the perspective of the highest Ferris wheel in Africa.

SOWETO (SOUTH WESTERN TOWNSHIP)

Situated about 15 kilometres from the centre of Johannesburg, it's an incredible mixture of splendour and poverty. It's a complex of 50 housing estates combines into suburbs, consisting of slums, ordinary houses and real palaces.

The former are inhabited by unemployed Zulu people, while houses belong to shop owners, drivers and many privileged citizens. Palaces and villas are properties of the local millionaires - the owners of car salons and golf courses.

There are 18 clinics, hundreds of schools, 7 swimming pools, and the world's biggest hospital with 5 thousand beds - Chris Hani Baragwanath Hospital. There are also shopping centres, like modern Maponya Mall, 4-star Soweto hotel located by Freedom Square or Thokoza Park with little streams,



Having experienced all the adventure, you can sit together with one of the black citizens of Johannesburg, and you will hear their favourite phrase: hakuna matata, which means: don't worry.

willow trees and restaurants serving African and French cuisine. All this makes this neighbourhood a real showpiece. Gone are the days when the tourists were discouraged to go to Soweto. In the past only the bravest ones drove into the city, but they tried not to stop at the lights, not to get robbed. Today, Soweto attracts the tourists. The first person to change it was Jimmy Ntntili, who, in 1985, started city tours for visitors called "Jimmy's Face to Face". Today, it's one of the leading and reliable travel agencies. The sightseeing tour includes Vilakazo - the street of two Nobel prize winners. There

is a house of Desmond Tutu, who received Peace Nobel Prize in 1984. Nearby, there is a house (number 8115) where Nelson Mandela's family once lived. Mandela's wife, Winnie, still lives here, and the family members have created a popular Mandela's Family Restaurant. You should also see Hector Peterson Museum and the catholic church of Regina Mundi. Most importantly, once in Soweto, you should look for narrow streets. Sit together with the black citizens, admire the world, have a laugh and hear their favourite phrase: hakuta matata, which means: don't worry.



ASK PETER

Letters

Piotr Kalita is related with air transport market for almost 20 years.

He is specializing in corporate and diplomatic travel segment. Have a question? - ask Piotr.

Mail your question to: redakcja@businesstraveller.pl

Only one room with a discount

I've checked prices of a hotel in Paris on their website. In the advertisement, the price is cheap, but when I try to book 3 rooms, I get an information that the booking process can't be completed. I'm allowed to book only one room at the special offer price, 2 other rooms would be much more expensive. Why can't they give me the same price for all the rooms? Do I have to call them, to finish the booking?

Paweł

Dear Paweł,
Hotel chains, just like the airlines don't have a one standard room price. There are a few levels of prices, dependant on the season, the length of your stay, availability of the rooms or the room category. What's more, the hotel chains have special offers for different groups of guests: corporate clients, the elderly, loyalty schemes members.

When determining the prices on particular days, they use special systems, like „revenue management”, modelled after those used by airlines. Based on data from previous years and other parameters, hotel owners can estimate the availability of the rooms and the expected revenue.

That's why during a given time, they can sell 1 or 2 rooms at a special offer, which doesn't even cover the costs. The point of advertising is creating interest among the potential clients. All the other rooms are available at higher rates, so that the hotel makes a profit. Apparently, that was your case, when you were making the reservation.

Remember that booking systems are dynamics, and the prices may change quite frequently. You can try to complete the booking in the next few days. It's possible, that another room will be available at a lower rate, but the all risk is entirely on your side. Naturally, you can also consult your situation directly over the phones. Theoretically speaking, the hotel has the same database as the internet search engine, but they may have more rooms for direct sales.

How do I bring my scooter?

Like every year, I'm planning to go Tenerife with my family on holidays. We take a direct charter flight. I have an unusual question concerning the luggage. My son is desperate to take his scooter with him. In previous years the scooter was smaller, but the new one is too big to fit in a suitcase even after folding. What are the costs connected with taking it?

Paulina

Dear Paulina
Your question is really unusual, although interesting. Airlines regulations say a lot about bicycle and sport gear transport, but I've never heard anything about scooters. With European flights, the weight system is applied. Each passenger can take up to 20 kg of baggage (some airlines even allow for 23 kg). The regulations say nothing about the number of pieces of luggage, so you can take a suitcase and a scooter. There are 2 rules: The weight of the items you take should not exceed 20 kg, and secondly the three dimensions of a scooter (height, width, and length) should be less than 158 centimetres when added. If you don't meet the criteria, you will have to pay extra. The cost of extra luggage on European routes is 10 euro for each kilogram. You should also remember that taking a bicycle is charged extra, because of its size. However, if it's a convertible scooter, you shouldn't be forced to pay extra. I would also suggest protecting it, by putting in into a cover.

You've mentioned it's a charter flight. You should carefully check the baggage regulations with your carrier. Charter airlines often have their own limits, less favourable for the passengers. It may well be one piece of luggage of no more than 15 kilograms and then the scooter will be charged extra.

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