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CHINA SURVIVAL GUIDE

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CHINA IN MORE THAN 10 WORDS

The Middle Kingdom is a vast subject. Yu Hua, the author of the world's bestselling book entitled "China in Ten Words", tries to prove that 10 words are just enough to describe this extraordinary country. However, we have taken the challenge and prepared a small guide that paves the way to businesspeople and tourists who visit Beijing, Shanghai, Xi'an, or Guangzhou for the first time.

In recent years, the focus of China's economic attention has moved away from the big coastal metropolises towards fast-growing inland cities such as Wuhan, Chengdu and Hefei. These rapidly expanding second- and third-tier hotspots are China's secret weapon and, by 2020, experts predict they will be home to almost half of the country's middle class. Even if you have been to China many times and grown comfortable with the bigger cities, chances are you may soon find yourself in, say, Maanshan, Yantai or Zhengzhou, exploring new opportunities. Luckily, getting to these cities might not be a problem, as China plans to have 230 airports by 2015, meaning that about 80 per cent of the population will be within 100km of one. This shows a remarkable pace of economic growth, trade dynamics, and remarkable development of the industry.

Those of you who wish to visit this amazing country, and especially those planning to do business there, should definitely read the article by our British correspondent. Enjoy your reading!

Marzena Mróz

Marzena Mróz
Editor-in-Chief





WITAMY W NASZYM NOWYM DOMU

TWOJE OKNO NA ŚWIAT

Z dumą pragniemy poinformować, że z nowego lotniska Hamad w Dausze, Qatar Airways lata już do ponad 130 miejsc na świecie.

Przesiadając się do 5-gwiazdkowych linii lotniczych na światowej klasy lotnisku, doświadczysz naszej gościnności i jeszcze lepszych wrażeń z podróży Qatar Airways.

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Airline

Swiss

WORLD TRAVEL AWARDS 2014 BEST BUSINESS CLASS IN EUROPE

SWISS has now claimed top spot in this category six times since 2005. Lufthansa was also the recipient of the award in two categories: "Best European Airline" and "Best First Class Lounge". The World Travel Awards voting involved travel and tourism industry experts from all over the globe. In recent years SWISS has steadily broadened its product offer and portfolio of customer services. On long-haul routes, SWISS has, since 2011, been offering a consistent Business Class product featuring a chair that converts into a fully lie-flat bed two meters in length. The airline's SWISS Taste of Switzerland culinary concept offers SWISS Business and First Class passengers on intercontinental routes an attractive menu of varied, regionally accented meals and beverages. SWISS also offers an exclusive service for Business Class passengers arriving at Zurich Airport on a flight from a point of origin in Europe required during peak operating hours to park on the airport apron. Immediately upon arrival, the aircraft is met by a special bus that transports Business Class passengers swiftly and without delay to the terminal building. SWISS customers with an onward flight from Zurich will find that the airport offers quick, easy connections thanks to its manageable size and adherence to a minimum transfer time of 40 minutes. SWISS Business Class guests have several lounges to choose from, including a state-of-the-art Arrival Lounge. In the event of an operational irregularity SWISS offers customers a pro-active service provided by specially trained SWISS Remote Business personnel who handle the situation from behind the scenes.

Watch

Certina

PODIUM BIG SIZE CHRONOGRAPH

CERTINA's DS Podium Big Size Chronograph brings together all those aspects that made the product line a great success – now enhanced by a Swiss Made ETA Precidrive quartz movement. Behind the strong, no-compromise design stands a movement with chronometer-level accuracy of +/- 10-sec./year. The watch is water-resistant up to a pressure of 20 bar (200 m), features a screw-in crown and case back as well as an anti-reflective sapphire crystal. Behind a sapphire



crystal with anti-reflective coating on both faces, the dial tastefully brings together strong design features such as chronograph counters with a dark-grey, snailed surface and a contrasting outer band, against the otherwise black dial background. Big easy-to-read numerals, bold indicator markings and faceted indices ensure perfectly clear timing. Hour and minute hands are coated with nickel and treated with Superluminova, as are matching dots at individual hour markings around the main dial. This edition has a black dial, a steel case and brown leather strap. Other versions include a classy silver-dial model with a black leather strap, a fully-black version with a sporty black rubber strap, as well as one with a three-row stainless-steel bracelet with contrasting natural steel and PVD black links. Price: PLN 2,940.



Airline

KLM

KLM CELEBRATES 95TH BIRTHDAY!

KLM Royal Dutch Airlines established on 7 October 1919, is currently the oldest airline in the world still operating under its original name! The carrier has played a significant role in the history of aviation and is still leading the way in this field. Investment in the latest technologies and solutions are the best example of this. KLM is distinguished by innovation, care for the environment, smiling flight-attendants, comfortable airport in Amsterdam and new technologies.

The airline has a fleet of 206 aircraft and employs 32,000 people. The airport in Amsterdam, which each year is visited by more than 51 million passengers, offers flights to over 130 cities around the world. Since this summer Business Class passengers can enjoy the new World Business Class on 22 Boeing 747 aircraft. By September 2015 all Boeing 777-200s and Boeing 777-300s belonging to KLM will have been upgraded. The airline spent more than €200 million for the modernization of its fleet.



BMW 218i: zużycie paliwa w cyklu miejskim: 6,4–6,1 l/100 km, pozamiejskim: 4,5–4,3 l/100 km, mieszanym: 5,2–4,9 l/100 km. Emisja CO₂: 120–115 g/km.

*Wysokość miesięcznej raty brutto jest przykładowa i została obliczona dla BMW 218i Active Tourer za 108 900 zł brutto przy założeniu następujących parametrów: oferta BMW Comfort Lease, opłata wstępna 20%, okres leasingowania 48 miesięcy, średnioroczny deklarowany przebieg 15 000 km, gwarantowana wartość końcowa. Oferta BMW Kredyt Niska Rata, opłata wstępna 20%, okres kredytowania 48 miesięcy, prowizja za udzielenie kredytu 6% (kredytowana w ratach miesięcznych), ostatnia rata balonowa 48 791 zł brutto, roczne oprocentowanie nominalne 7%, RRSO 8,99%. Niniejsza symulacja nie stanowi oferty w rozumieniu Art. 66 Kodeksu Cywilnego.

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Airline

Emirates

LUXURY AIRPORT LOUNGES

Over 22 million customers have enjoyed the haven of an Emirates Lounge since the airline opened its first international lounge outside of its Dubai hub, and demand is growing. These lounges are staffed by a 1,400-strong team who can interact with customers in over 25 languages. Combined, Emirates Lounges span an area of 69,565 sq m, and can seat 11,526 customers at one time, reflecting the demand from customers in tandem with the airline's growth. Emirates First Class and Business Class passengers as well as Emirates Skywards Platinum and Gold members, can access the lounges. Guests can enjoy an extensive open buffet of gourmet dishes both regional and around the world, Wi-Fi connection, TV and reading areas, shower facilities and a prayer room.

Restaurant

Brasserie Warszawska



SEASONAL DISHES IN A BIB GOURMAND RESTAURANT!

Autumn is the most beautiful and delicious season of the year. Restaurants worldwide change introduce into their menus dishes made with seasonal vegetables, fish or poultry. It's especially important in restaurants, which received BIB Gourmand - a prestigious gastronomic acknowledgment awarded for almost 100 years by Michelin Guides. In 2013 two Warsaw restaurants received such a distinction - Brasserie Warszawska and Butchery&Wine. From September the menu of Brasserie Warszawska features the king of the mushroom - the boletus served with home-made ravioli with butter, or Polish renkloda plum in fried duck barbarie.



Airline

Finnair

NEW AMENITIES

Finnair introduces a number of amenities and is developing a mobile app to make it easier for passengers to use the services both before the planned trip and during the flight. On long-haul flights the facilities include Economy Comfort package - a new offering in the front of the Economy Class cabin. It features at least four inches (10 cm) of extra legroom, comfy headrests, high-quality headphones and personal amenity kits. The meal service in all of Economy Class is also being updated with an additional complimentary mid-flight snack on day-time flights, a new wine selection and complimentary sparkling wine. Business Class will also soon include a new amenity kit with high-quality brand products. Throughout both Business and Economy, the inflight entertainment system is being redesigned with a fresher, more intuitive look and feel and a greater selection of movies, TV shows, newspapers, magazines and books.

Tourism

Switzerland

150 YEARS OF WINTER HOLIDAYS

Forget about boredom – the tourist offer of Jungfrau region and Haslital valley for the upcoming season is remarkably rich. The winter schedule includes the famous Lauberhorn Race, Swiss Snow Happening shows, festivals for children, as well as events related to the tradition of the region. All of this with the impressive peaks of Eiger, Mönch, and Jungfrau in the background. For the upcoming months Jungfrau region and Haslital valley have prepared a varied programme of sporting and cultural events for families with children.

In 2014 Switzerland is celebrating the 150th anniversary of its winter tourism. It was started by Johannes Badrutt, a hotel owner who proposed his English guests to come to Switzerland on holiday. He also promised that if they didn't like it, he would cover their travel expenses. He didn't have to. The English were so pleased with the winter holidays that they stayed here from Christmas until Easter. On the occasion of the anniversary, between 26 December 2014 and 27 March 2015, Wengen in Jungfrau region will hold Friday nostalgic skiing afternoons. Each participant of the event will have a chance to put on old clothes, boots and skis, and learn from experienced instructors how to use this equipment to masterfully ski down the slope (wengen.ch/en). Ski aficionados will probably be also interested in Whitestyle Open which will take place on 6-8 March 2015 in Mürren (Jungfrau region). The event is the competition for freeskiers and snowboarders combined with equipment tests and an afterparty. The main prize in the Night Air competition is 10,000 Swiss francs (whitestyle.ch)



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Tourism

France

A NEW BRIDGE TO THE ISLAND OF MONT SAINT-MICHEL

Mont Saint-Michel, a UNESCO World Heritage Site, is one of the most visited tourist destinations in France. This rocky tidal island in the Bay of Mont St. Michael in the south-western Normandy, is connected to the mainland France by a 1,800 metre long causeway. The historic Church of Michael the Archangel is visited by thousands of tourists every year. Only in 2013 it was visited by 2.3 million people, making it the second most popular attraction of France apart from Paris. The bay, where the isle lies, is also famous for its quicksand, beautifully described by Victor Hugo. It's, however, primarily known for its unique tidal variations reaching up to 14 metres. High tides tend to be very rough, the tide rises dynamically with the speed of a galloping horse, which caused a number of accidents in the past. There's a good news for the fans of this town situated on the spectacular hilltop. Up to recently, you could reach the place only by a road leading along the dam. However, since July this year tourists use a 760-metre bridge which connects the coast of Northern France with the hill. The pedestrian boardwalk (4.5 m wide) is lined with oak wood, while the road is to be completed by the end of October. The bridge is a part of the project to counteract the tides. In the following months the causeway will be removed. The bridge will be officially opened in summer 2015. More information at <http://int.rendezvousenfrance.com/fr/actu/ouverture-pont-passerelle-mont-saint-michel-pieton>

Airline

LOT

"MAMMA MIA!" ON BOARD!

LOT's Embraer 175 SP-LIA has now a new livery as a part of the cooperation with the ROMA Musical Theatre in Warsaw, which is preparing the Polish premiere of the musical based on the greatest hits of the Swedish band. "For many years, our aircraft have welcomed the greatest stars of Polish and world stages. ABBA has been among them. I hope that not only the sentiment for their songs but also the travel comfort in each of our three classes on short-haul flights will encourage a lot of people to visit Poland", says Sebastian Mikosz, CEO of LOT Polish Airlines. The LOT "Mamma Mia!" aircraft operates all European routes and is popular not only among



ABBA fans. While boarding, passengers hear the band's greatest hits: Mamma Mia, Chiquitita, Take a chance on me, Waterloo and Voulez - Vous. On 23 September in Warsaw, ROMA Theatre presented the Polish cast of the musical. The premiere is scheduled for February 2015. Additionally ABBA fans can take advantage of the offers prepared by LOT Travel. They include a unique package with Stockholm sightseeing in the footsteps of the legendary band.



Tourism

Czech Republic

VINTAGE TIME

Where can you go for the so-called 'vintage'? The closest place to do so is the Czech Republic. The Vintage is one of the favourite events among connoisseurs and wine lovers. At this time of the year numerous Czech and Moravian towns host wine-related events. These are accompanied by lively, if merely symbolic, celebrations for the whole family. It's worth visiting the royal town of Znojmo, where in its streets you can taste good wines and burčáks (znojemskevinobrani.cz). The famous wine town of Mikulov in Southern Moravia will hold a colourful procession of winemakers, the castle garden will be the venue of the medieval crafts fair, and the local amphitheatre will be the place to see numerous music bands. Templar wine cellars of Cejkovice are the place to go for wine tasting combined with lectures about the history of the order, as well as winegrowing in Moravia. It's also worth visiting the Castle of Karlstejn situated 33 kilometres from Prague. A rich cultural programme will take us to the days of the reign of King Charles IV (karlstejnskevinobrani.cz). More information can be found at czechtourism.com



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CHINA SURVIVAL GUIDE

More and more business travellers are finding themselves headed for China. Language barriers aside, the country, which slowly ended decades of isolation to become an open-market economy in the late 1970s, has very different ways of doing things compared with the West – and even the rest of Asia. **Sarah O'Meara** offers tips for negotiating the world's second-largest economy.

Big cities such as Shanghai, Beijing, Shenzhen and Guangzhou are more cosmopolitan but, even there, English seldom works beyond hotels, and something as simple as booking a train ticket can be strenuous.

In recent years, the focus of China's economic attention has moved away from the big coastal metropolises towards fast-growing inland cities such as Wuhan, Chengdu and Hefei. These rapidly expanding second- and third-tier hotspots are China's secret weapon and, by 2020, experts predict they will be home to almost half of the country's middle class. Even if you have been to China many times and grown comfortable with the bigger cities, chances are you may soon find yourself in, say, Maanshan, Yantai or Zhengzhou, exploring new opportunities. Getting to these cities might not be a problem, as China plans to have 230 airports by 2015,

meaning that about 80 per cent of the population will be within 100km of one. Existing airports keep expanding, with a dozen new regular international flights having been introduced to secondary cities by the world's biggest airlines in the past two years. The high-speed rail network – the most extensive on the planet with more than 10,000km of track in service – also continues to expand.

The challenge is to get around once you're in town. Local governments have installed metros in 25 cities, which is obviously good news for visitors – but none of that means much if you can't find your way out of the airport. Here's a helpful guide to figuring out the basics when you're out and about.

UP IN THE AIR

China's airports are among the busiest in Asia. But quantity hasn't yet led to mass quality. Expect your flights to be delayed

(either in the airport or on the tarmac) or cancelled, on a fairly regular basis. You can ensure minimal complications by using a travel agent. They will let you know about any cancellations and rearrange your travel for no extra charge. While it's easy to book flights online in China, it's difficult to rearrange them if things go wrong. However, Flight Centre has an office in Shanghai and it's extremely reliable. If you are caught out by delays or cancellations at the airport, expect the counter staff to get you on the next plane without bureaucratic fuss. You'll often be issued with a piece of paper with a flight number and sent to the gate, no questions asked. All airports in China are also easy to navigate and have signs in English. Avoid the taxi touts at airports. Official ranks are easy to find and are usually the only places where drivers know where you want to go. Unofficial taxis are illegal, can cost up to four times more than their legal





Official ranks are easy to find and are usually the only places where drivers know where you want to go. Unofficial taxis are illegal, can cost up to four times more than their legal counterparts and are no more efficient.

counterparts and are no more efficient. It's also worth noting that internal journeys in China require a passport, including those taken on inter-city trains.

All of the major mainland Chinese air carriers belong to airline alliances, with four of them members of Skyteam (China Southern, China Eastern, China Airlines and Xiamen Airlines). Flag carrier Air China, and the up-and-coming Shenzhen Airlines, are part of Star Alliance.

If you belong to an affiliated airline's loyalty scheme, you are afforded more privileges at major airports in China and are likely to be given more support in making alternative arrangements if something goes wrong.

Skyteam also offers a "Go Greater China" package (skyteam.biz/en/travel-offers/go-china) that helps travellers to draw up their own itineraries with a choice of 110 destinations in mainland China, Taiwan, Macau and Hong Kong.

While travellers in China still tend to book through agents, most Chinese airlines do offer online booking options. In fact, the country's only low-cost carrier, Spring Airlines, sells all of its tickets through its official multilingual website (china-sss.com/

en), although you do have to sign up as a member first.

Worst-case scenario, you can quickly book a cheap ticket (a one-way flight from Shanghai to Singapore with Spring Airlines, for example, can cost less than US\$100) and get out of town.

ON THE GROUND

Most hotels in China have internet access, but not all have wifi, so it's a good idea to make sure you have a computer that can connect via an ethernet cable. When you're out and about, it's much easier to access the web. Phone and data contracts are incredibly good value in China, so if your company doesn't provide you with a wifi dongle, head to a China Unicom store and buy a local SIM card. Most of its outlets in the larger cities have English-speaking staff.

On the health front, be aware that air quality is getting worse in China. If you have any respiratory problems, or are keen to know more about the air that you breathe, check out the China Air Pollution Index app (available for Apple iOS and Android) before you arrive.

Another great app to get you on your feet is China Menu (iOS only). For travellers

in more remote parts of the country, not being able to communicate your culinary desires at the end of a long day can be frustrating. This app has 250 popular dishes accompanied by pictures and characters that you can use to decipher a menu or show to the staff.

Make sure you've got the Explore Metro guides (iOS and Android) downloaded if you're heading to Shanghai, Beijing, Guangzhou, Hong Kong or Shenzhen. These offer underground maps with location services, so you can find the closest stops and get directions (although you'll need wifi or a 3G connection).

In general, China is a safe place to visit; the major cities are certainly safer than many Western ones. But every city in the world has people looking to take advantage of foreigners.

Overall, you're more like to fall victim to a scam than be mugged on the street. Whether it's someone leading you to an exorbitantly priced tea ceremony, pretending you've run them over to extort 1,000 yuan (£95), or playing a confidence trick that involves you giving them your cash, it's worth reminding yourself that you're an easy target.



Modern business travellers regularly wonder how they would have coped in China before the invention of smartphones. The answer seems to be obvious. They would have to know Mandarin language.

ON THE MOVE

Getting around China is pretty easy and certainly no more difficult to navigate than anywhere else when you don't speak the language. The most important signs (streets, train stations, toilets, shops) are written in English, and more often than not, the people you are visiting will send someone to escort you wherever you need to go.

With persistence and confidence, it's definitely possible to make yourself understood in Mandarin on your first trip. If someone doesn't understand your phrase-book demands, try repeating yourself a few times, focusing on pronouncing the tones correctly.

Before you travel anywhere you haven't been before, remember to "star and save" every place you're likely to need in Google Maps, from stations and airports to hotels and institutions.

Both Android and iOS phones offer a facility that enables you to download (or cache) offline maps of where you're going that include these stars. This is particularly useful for showing taxi drivers where you need to go. From then on, you'll be able to find yourself on the map and share that information with others when lost.

If you're looking for help in a major Chinese city, a good bet is to approach a person

in their early twenties, as there's a strong chance they will have been through the university system and can speak some English. Most taxi drivers don't speak any English, so it's best to arm yourself with business cards of the places you are heading to. A major hotel is never a big issue, but if you are going to somewhere more obscure, have a map either on your phone or printed out.

Alternatively, you can communicate by using street names and hand signals. Write down the nearest major crossroads to where you're going. (House numbers are rarely useful.) Then say the name of each road, adding *lu* (pronounced "loo"), meaning road, while crossing your forearms. This indicates you want to go to the crossroad of those streets. The driver will usually repeat this, which you will confirm with "Hao de! Hao de!" (pronounced "how da", meaning "Yes. Yes.") This should work every time.

Still, it's good to have a map as backup. Follow the course of the journey on your smartphone to be sure you're heading in the right direction. When you get to your destination, you can then tell the driver by saying "Dao le! Dao le!", which means "arrived".

If you prefer public transport, getting around Shanghai and Beijing, and other large cities such as Wuhan and Guang-

zhou, is almost as easy as by taxi. Most journeys in Shanghai cost about 4 yuan (less than 50p). For a deposit of 30 yuan (£2.80), you can get a metro card (*jiao tong ka*) that can be recharged for use on all transport, including taxis.

Trains are fast becoming the best way of getting between major cities. They are much more reliable than planes as they are rarely late. A good example is the high-speed service between Shanghai and Beijing, which takes five hours (the flight time is two hours but you have to factor in getting to the airport, going through security, and so on).

Unfortunately, trains are more difficult to organise from outside the country. The best resource for timetables is the China Train Guide (chinatrainguide.com), or you can ask your hotel concierge. There are two ways to book – at train-travel kiosks before you travel or from the station. Give yourself an hour for the latter. While it should only take 20 to 30 minutes, queues can be long.

At the station, find a window with a rolling display above it with the phrase "Pass to travel" or "Passport pick-up ticket" scrolling past in English and Chinese. Show the person at the window your passport, and your booking reference (a nine-digit number preceded by an "E") if you have reserved in advance.

There are several seat classes to choose from. Be aware that "business class" usually indicates the top-level ticket. Then comes first and second class.

Prices for bullet trains are highly competitive with air travel. For example, a second class seat from Shanghai to Beijing costs 553 yuan (£53). It's 933 yuan (£89) for a first class seat and 1,748 yuan (£167) for business. On board, you can expect to have access to a power socket in business and first class. Small snacks are provided in higher classes, and usually there is also a dining car. Seats are relatively spacious throughout, but train etiquette is mixed. Earplugs are probably a good idea.

GETTING CONNECTED

While it's true that the internet in China is not as open as it is elsewhere, neither is it completely cut off, and you shouldn't have too much difficulty accessing your email and other services. Some sites, including Twitter, Facebook and YouTube, are blocked. But it is possible to access these using a Virtual Private Network (VPN). There are many such services available, and many Chinese people themselves use these. A popular multi-platform VPN service is PandaPow, which

costs US\$9 per month and can be accessed across all mobile devices. Some of the bigger international hotels have their own VPNs, in which case you don't have to do anything as the internet will already be fed through the Great Firewall of China (usually via Hong Kong).

Other services, such as Gmail and other Google websites, are slow, rather than cut off completely. If you're having trouble with these, either use a VPN or choose the "non-secure" option within these services (so that they're accessed via an http rather than https protocol) to improve your connectivity. Free wifi is becoming the norm in many public spaces, everywhere from coffee shops to airports, and staff can help you to type the access codes into your phone if you can't follow the Mandarin instructions.

LANGUAGE BARRIERS

Modern business travellers regularly wonder how they would have coped in China before the invention of smartphones. The answer is that they would have learnt more Mandarin. But in any event, technology is your friend.

Before you start browsing app stores, spend half an hour learning how to pronounce

Pinyin – the standard system of Romanised spelling for transliterating Chinese. Your ability to pronounce city names such as Xi'an and Chongqing properly will not only make your life easier but also show respect to local business partners.

In addition, there are many apps that can translate Chinese characters on the fly, from either the phone's camera or photos taken with the phone. Apps that include an optical-character recognition feature include Pleco, Google Translate, China Goggles, CamDictionary, Word Lens, Lost in China and Baidu Translate. These vary in quality and versatility, and it's worth browsing to see which best fits your needs.

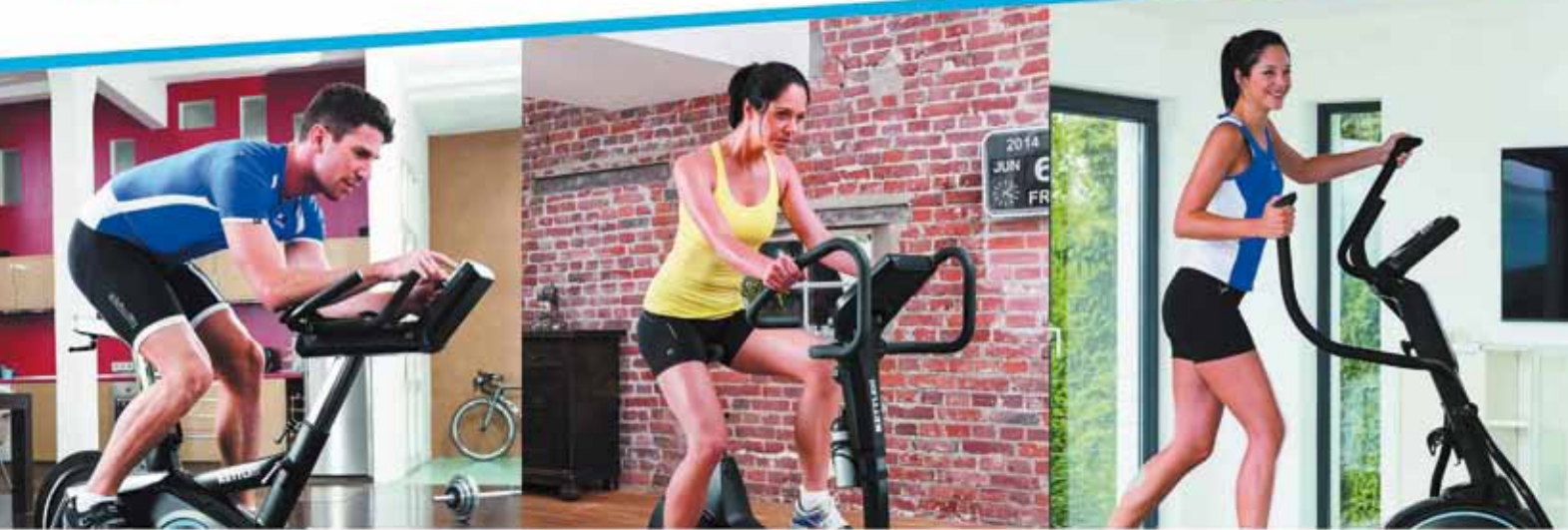
One of the most well-known all-singing, all-dancing versions is Pleco (iOS and Android). In addition to the optical-character reader, the app has a full English-Mandarin dictionary with audio pronunciation, and can be used offline.

Alternatively, the free Google Translate app (iOS and Android) has many of the features of Pleco and translates sentences and paragraphs more accurately, but requires an internet connection. There are lots of phrase book apps around too: a good one is LearnChinese by Codegent (iOS and Android).

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THE SULTANS WAY



The Sultans Way yachts feature sleek contemporary styling, state-of-the-art engineering and the best safety features.

The Maldives is unique. It's an exquisite archipelago of 1,192 islands, which boasts some of the finest beaches and most luxurious resorts in the world. Visitors are invariably struck by the intensity of the colours - the rich cobalt seas, the fiery orange sunsets, the iridescent turquoise lagoons. It's also a perfect place to dive and explore the underwater world. You can also choose to stay above the crystal-clear waves to practise a variety of water sports. Some come here to have a good time, while others simply to rest. However, all of them can be sure of one thing - they will experience here their life adventure. I was lucky enough to watch this extraordinary part of the world aboard a luxury yacht - the Sultans Way.

STANDARDS AND DESIGN

Built to the highest standards by the Italian manufacturer Azimut, the Sultans Way yachts feature sleek contemporary styling, state-of-the-art engineering and the best safety features. Each yacht is delivered with a full complement of crew from captain, private chef, to diving instructor. The crew will attend to your every desire, and then discreetly melt away so that you can enjoy precious time alone with your family or friends. All you need do is put your feet up and relax. The Sultans Way fleet can cruise at the speed of 30 knots or more. Each of them comes with air-conditioning throughout the living areas, state-of-the-art entertainment systems, and is ultimately finished to the very highest levels of onboard luxury.

THE SULTANS WAY 007

This Azimut 103S is the pride of the Sultans way fleet and a

true free spirit. It combines the stunning beauty of the latest styling with the reliability and performance created from the best innovation and technological research. The Sultans way 007 also offers stylish interiors, unrivalled performance and total onboard comfort, making it one of the most prestigious power yachts available for private charter. Gliding at top speed, watching the swiftly retreating islands behind you and admiring the sheer elegance of the yacht cutting through the wind, you realize that you have never felt so free and safe. The length of the yacht is 30.91 metres and it comes with Bang and Olufsen sound and video system, flat screens in all cabins, WiFi internet connection, in-room safe, mini bar in master suite, fly bridge with bar and sitting area, two jet skis, jet tender and water toys. It can accommodate up to 20 guests, offering up to 10 sleeping places. There is one Master Suite, one VIP Guest Cabin, and two Twin Cabins. The Sultans Way 007 is registered under the flag of the Maldives and its crew consists of four people.

THE SULTANS WAY 006

This Azimut 68S boat, a member of the 2007 range sports series, was designed in such a way to create dual purpose areas in which guests can enjoy the wind, the sun and the seas. Its amenities include Sony Bravia TVs and BOSE entertainment systems in saloon and both cabins, WiFi internet connection, in-room safe, mini bar in master suite, jet ski, jet tender and water toys. The yacht features offers four sleeping places in the Master Suite and the VIP Cabin. Its total length is 21.17 metres and it reaches the speed of 33 knots.

THE SULTANS WAY 001

Design and power come together in this Azimut 98 Leonardo, the ultimate ocean coupe. With exceptional speed provided by



The yachts can be chartered for a day, private transfers from airports, as well as for longer periods of time.



Yacht

MALDIVES



CONTACT

Fasmeeru Building
Boduthakurufaanu Magu
20077, Male, the Maldives
tel.: + 960 332 0330
sultansoftheseas.com

PRICES

Sultans Way
model 007 from €14,000 per
day of charter
model 001 from €11,800
model 006 from €4,700
Prices vary depending on
season and include all of the
above services (except alcoholic
beverages).

twin engines and smooth dynamic lines, this is a yacht that will carve through the waves as you cruise distant islands and discover your own private paradise. This yacht offers maximum performance combined with outstanding passenger comfort. With open decks and 360-degree ocean views, the Sultans Way 001 lends itself perfectly to the tropical climate of the Maldives.

WHY CHOOSE A YACHT?

What are the advantages of chartering an exclusive yacht, aboard which you can visit the tropical archipelago? First of all, it's free of all discomforts that you can encounter even in the best hotels. Chartering the Sultans Way you can feel like a real sultan, and decide how you want

to spend your holiday. You can choose the route, crew, music, meal times, decide if and where smoking is allowed, select champagne, wine... and many other aspects of your stay. One of the most significant aspects on this unforgettable cruise was the perfect crew – those were the best of the best - discreet, yet extremely attentive. This was more than enough to enjoy complete privacy on board. I also loved the unique details, such as the bedding made of finest Egyptian satin, Bang & Olufsen audio equipment, sunscreens placed in sunbathing areas, as well as the comfortable and beautiful bathroom full of luxury cosmetics. The chef fulfilled all our wishes. "Fresh lobster? No problem!" After a day full of fun, gourmet dinner and

fine wine, our personal butler kept recommending new attractions – for example, smoking shisha. And all this took place in a remarkable scenery of unpopulated islands, blue lagoons and coral gardens.

VERDICT

With the Sultans Way yachts you can spend your time as you want and sail wherever you wish. The yacht comes with a jet ski with which you can ride around the boat or take a trip for lunch to a nearby island. A cruise on board the Sultans Way is the holiday of a lifetime. It's also a perfect way to spend corporate money on your own unimaginable luxury, as well as impress the counterparties or clients.

Rafał Sobiech



PRZYWRÓĆ WITALNOŚĆ

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LA MER

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Ta energetyzująca, kremowa maska przywraca skórze młodzińczy wygląd. Silne antyoksydanty pomagają chronić ją przed przedwczesnym starzeniem się, spowodowanym stresem i zanieczyszczeniem środowiska. Już po 8 minutach, skóra wygląda na zdrową i jędrną, dzięki niezwyklej mocy legendarnego The Miracle Broth™.

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LA MER

MARSZ NA KAWĘ



CONTACT

Marsz na kawę
ul. Marszałkowska 6
Warsaw
tel.: 22 628 21 40

Nearby the trendy and lively place which the recently renovated Unia Lubelska Square in Warsaw has become, opened a new café called Marsz na Kawę (Go for a coffee). The ground floor of an old tenement house at 6 Marszałkowska Street has been beautifully renovated and received a new shop window. Its interior is cosy and arranged with a great attention to detail: there are plenty of fresh flowers, tantalizing goodies and a lovely garden. It's an ideal place for a romantic dinner for those on tight budget, but still want to have something tasty and have a glass of good wine at reasonable price.

COFFEE LIKE IN ROME

The cafeteria is open from 8.00 am for delicious breakfasts and, as the name suggests, coffee. The choice of coffees is staggering and preparing both espresso and latte is considered here a serious thing, like in Italy. Milk for cappuccino must be fresh, cold and then properly frothed, so that the air bubbles are not too big. I have no idea if anyone actually measures their diameter, but the final effect is

fantastic and the coffee tastes heavenly.

MENU

The menu includes a few breakfast sets at prices PLN 14-20 (about €3-5), everything is sophisticated and delicious. I recommend a set of three bread spreads made from rocket, seeds and pecorino, dried tomatoes or eggs or salmon and fresh crispy bread. A hit of the season are homemade lemonades e.g. based on green tea extract with ginger and dried oranges, as well as green smoothies - the same as those in LA which help celebrities maintain ideal figures.

Lunch options include colourful sandwiches and salads, e.g. excellent combination of baked bacon and fresh figs served with well-seasoned salad mix. White vegetable cream soup I had was too spicy for my taste and unnecessarily sprinkled with chives, which is better to be avoided when having a date. My critical remark was promptly accepted: "Tomorrow we will use a different seasoning," the owner assured me.

It's then good to drop here by from time to time to become a culinary critic and share your opin-

ion, which the owner is positively open to. Thanks to that, the menu will include better dishes and seasonal novelties. It's also a perfect place to grab a bite on a busy day.

MARSZ NA COCKTAIL

In the evening, the café has also a new bartender Tomek and changes to Marsz na cocktail (Get a cocktail). Apart from the permanent list with delicious, strong red wines like Primitivo, Priorat, Amarone, Rioja, there is also a refreshing and reasonably priced Spritzer Prosecco and innovative drinks. I had white wine with Cassis liqueur (from blackcurrant and fresh American blueberries). The bartender makes his own liqueurs, syrups and creates interesting extras on the spot, like fried exotic fruit.

VERDICT

The owner of the place, Beata Sujkowska, is an aesthete and a pedant. She gained professional fulfilment in a totally different field, and now has created a perfect spot - a dream café, which she takes care of and wants her guests to feel welcome and looked after. Let yourself be tempted and - get the coffee!

Magdalena Boratyńska

Jesteśmy Agencją Turystyczną, która **POSZUKUJE** dla swoich klientów **NOWYCH, ORYGINALNYCH DESTYNACJI**. Wiemy, że Europa **ZACHODNIA I POŁUDNIOWA** to już **PRZESZŁOŚĆ**. Odkryj z nami **TAJEMNICZY WSCHÓD**, który już niebawem będzie **PRZEWODNICZYŁ W TRENDACH TURYSTYCZNYCH!**

Ponadczasowy Azerbejdżan

Powszechnie nazywany krainą wiecznego ognia, urzekający pięknem przyrody i architektury, kojarzony głównie z naftowym imperium. Dzięki swojemu znakomitemu położeniu w kilku strefach klimatycznych, można zaznać różnorodnych klimatów, od subtropikalnych lasów po ośnieżone szczyty Wielkiego Kaukazu. Warto odwiedzić Azerbejdżan i poznać lepiej ten niezwykle kraj, który aspirując o miano pełnowymiarowego kraju europejskiego spełni oczekiwania nawet najbardziej wymagających odbiorców.

Piękna Gruzja

Niegdyś zapomniana, dzisiaj modna. Wyróżnia się na tle innych państw przede wszystkim bogatą historią, zapierającymi dech w piersiach krajobrazami, wieloma zabytkami. Niezwykła gościnność mieszkańców i piękno Gruzji sprawia, że można tu poczuć się wyjątkowo swobodnie.



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Szlakiem Carów - rejsy po Wołdze

Rejsy po najdłuższej rzece Europy, w Rosji po Wołdze, na której szlaku znajdują się piękne zabytki z czasów carskich. Wyjątkowa forma wycieczki cieszy się dużym zainteresowaniem i ma wielu zwolenników.

Wyciszenie - golf, wędkowanie, SPA, Litwa

Z hotelu Le Meridien Vilnius roztacza się widok na 2 malownicze jeziora. Goście mogą zrelaksować się w spa Oasis oraz skorzystać z centrum fitness i kortu tenisowego. Obok hotelu znajduje się wspaniałe, pełnowymiarowe 18-dołkowe pole golfowe klubu V Golf Club.

Ekscytujące polowania na tury dagestańskie

Odbywają się one w Azerbejdżanie. Są BARDZO TRUDNYM ZADANIEM ze względu na stromość gór i trudność w chodzeniu (odłamki skalne). Dlatego ważna jest DOBRA SPRAWNOŚĆ FIZYCZNA.

„SKY LUXURY TRAVEL AGENCY ściśle współpracuje z wieloma HOTELAMI I BIURAMI PODRÓŻY w GRUZJI, AZERBEJDŻANIE I KIRGISTANIE jak również z BIURAMI ORGANIZUJĄCYMI POLOWANIA. SERDECZNIE ZAPRASZAMY DO SKORZYSTANIA Z NASZYCH OFERT!”



FRANCJA, TRZY DOLINY Val Thorens Sensations

NOWY KLUB

Forfait les vallées inclus

4*

POŁOŻENIE: Sabaudia, 60 km od Albertville, najwyższy położony kurort narciarski w Europie. Hotel na stoku – 2300 m n.p.m.
LOTNISKO: Genewa lub Lyon, transfer ok 2 h 45 min.



Wyobraź sobie idealne miejsce na narty – nowy, luksusowy, przestronny hotel o oknach od podłogi do sufitu, leżący na stoku z widokiem na piękne Alpy, górujący nad wyciągami największego regionu Francji. Wspaniały fitness center, SPA, eleganckie restauracje, open bar, przyjęcia. Właśnie został wybudowany. Otwarcie w grudniu 2014 roku.



REGION: Trzy Doliny – Méribel, Courchevel, Les Menuires i Val Thorens.

WYSOKOŚĆ: 1300-3200 m n.p.m.

WYCIĄGI: 180; **Armataki śnieżne:** 2000

Trasy: 600 km:

NARTY: instruktorzy narciarstwa i snowboardu (od 12 lat) – wszystkie poziomy. Specjalny Program Narciarski dla młodzieży (11-18 lat).

Karnet narciarski: cały region.

Ski-servis i wynajem sprzętu*: Patrz str. 22.

ZAKWATEROWANIE: nowoczesne pokoje od 24 m² (łazienka, WC, suszarka, TV plazma, sejf). Pokoje Deluxe* i Suite*

DZIECI:

Nie ma Mini Clubów
Babysitting*

RESTAURACJE: 3 restauracje w tym 1 – specjalności – różne bufety.

Otwarty bar. Drinki i przekąski przez cały dzień.

APRÈS SKI:

W klubie: taras słoneczny, łaźnia turecka, zajęcia gimnastyczne, siłownia, dyskoteka, ściana do wspinaczki, przedstawienia wieczorne.

Club Med SPA* Carita

Poza klubem*: Centrum Sportów: tenis, squash, basen, siłownia, sauna, łaźnia turecka, kino, kluby nocne, sala gimnastyczna. Skutery śnieżne, sanki na najdłuższym torze Francji, spacer po lodowcu.

OTWARTY: 14.12.2014 – 3.05.2015

Pobyt od	7 dni pobytu w klubie / za osobę			
	Cena** w złotych	Cena Euro	Dzieci 4-12 lat €	Dzieci 2-4 lat €
14.12.14	6766	1611	1289	0
21.12.14	8446	2011	1609	0
28.12.14	10798	2571	2057	643
04.01.15	8278	1971	1577	0
11.01.15	7732	1841	1473	0
08.02.15	7858	1871	1497	0
15.02.15	9286	2211	1769	0
22.02.15	8698	2071	1657	0
01.03.15	8278	1971	1577	0
08.03.15	7732	1841	1473	0
12.04.15	7186	1711	1369	0
19.04.15	6682	1591	1273	0
26.04.15	6010	1431	1145	0

** cena orientacyjna wg kursu 1€ = 4,2 PLN

* dodatkowa opłata

Club Med Ψ

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www.clubmed.pl

WHERE WILL YOUR IMAGINATION TAKE YOU ?



HEY BIG SPENDER

Jenny Southan investigates the pros and cons of earning air miles on the basis of what you pay, not how far you fly



Is there anything more satisfying than earning enough air miles to get a free first class flight?

For many years, even the average holiday-maker or business traveller on a budget could rack up the miles from frequent or long-distance trips to reward themselves with a dream experience that would otherwise be unattainable.

However, as US legacy carriers follow the lead of low-cost counterparts such as Southwest Airlines and Jetblue, whose “revenue-based” schemes award miles according to dollars spent as opposed to distance flown, many flyers are concerned that they will no longer be able to achieve the status and perks they have become accustomed to.

For a few hobbyists, it also heralds the possible end of “mileage runs”, whereby someone will take a cheap flight simply for the sake of generating extra miles to achieve a certain status level.

According to a poll of 532 readers on businesstraveller.com, 73 per cent are against revenue-based programmes. As with most capitalist economic models, it could be argued that this is one that enables the rich to get richer, handing out freebies to those who can afford to pay for them in the first place. Then again, this is the business of loyalty, not charity.

As Brian Kelly, founder of thepointsguy.com – a website dedicated to helping you get the most out of your travel points – says, the airlines “are not there to give everything away for free”.

Frequentflier.com founder Tim Winship says: “Loyalty schemes were always intended to reward customers for their revenue contribution to the company, but initially it was easier to use miles as a proxy for revenue.”

“For those [airlines] that have started more recently, at the back end, the computer systems are more robust. They have better access to the actual dollar amounts spent by members so they have been able to reimagine and redesign the programmes on the basis of a member’s revenue contribution.”

SPENDING THE NIGHT

Hotels have been implementing a spend-based approach to recognition for some time. Hilton HHonors offers members ten base points and five bonus points per US dollar spent on their room, while IHG Rewards Club and Marriott Rewards provide five or ten points per US dollar spent (de-

pending on hotel category), instead of just rewarding the number of nights stayed.

To earn a free night at a Hilton Worldwide property, of which there are ten categories, you’d need 70,000-95,000 points for a five-star hotel such as the London Hilton on Park Lane, the equivalent to at least US\$4,667 spent on stays at the likes of Conrad and Waldorf Astoria properties.

To earn a free stay at a Marriott top-level (nine) hotel, you’d need 45,000 points, the equivalent to US\$4,500 spent on stays at brands such as Renaissance and Courtyard.

PURCHASING POWER

At the beginning of the year, Delta Air Lines revealed changes to its Skymiles scheme, becoming, as a press release on news.delta.com reads, the “first US global carrier to transition its frequent flyer programme to one based on ticket price from January 2015”.

Travellers will earn between five and 11 miles per dollar spent based on their



More and more carriers follow the lead of low-cost counterparts such as Southwest Airlines and Jetblue, whose “revenue-based” schemes award miles according to dollars spent as opposed to distance flown.

Skymiles status, as well as up to two miles per dollar on Delta Skymiles credit cards. The Delta statement says: “The updated mileage-earning plan will better recognise frequent business travellers and those less frequent leisure customers who purchase premium fares. The move is consistent with a trend in the travel industry of rewarding customer behaviour based on price.”

Compare this with the earning structure of British Airways’ Executive Club, which awards passengers with one Avios (the unit of currency it uses) for every mile flown, with a minimum of 500 Avios per flight.

You also earn tier points (these depend on the route, class of travel, ticket type and whether or not you are using a BA code-share partner airline), and the higher your status, the more bonus Avios you get (25 per cent of miles flown for bronze, 100 per cent for silver and gold). However, there is a revenue component in the fact that you also get a “cabin bonus” according to whether you are flying premium economy, business or first class.

Kelly at thepointsguy.com says he is “cautiously optimistic”, adding Delta’s new redemption chart “could have been a whole lot worse”. In many cases, the cost of award travel will go down for Level 3 (formerly Standard) and Level 5 (formerly Peak) tickets, meaning if you want to book a premium award flight in Business Elite, First or Business from the US to Europe, it will cost 195,000 points as opposed to 200,000.

However, to generate 195,000 points, even as a Diamond Medallion member, you would have to spend US\$15,000 if you bought flights with a Delta Skymiles credit card (13 points per mile), or US\$17,728 without (11 points per mile). That said, if you think it is easier going the distance, bear in mind that 200,000 miles is the equivalent to circumnavigating the globe eight times.

As Delta merged with Northwest Airlines in 2008, United joined forces with Continental in 2010, and AA joined with US Airways at the end of last year – making it the biggest airline in the world – these three surviving giants are the ones to watch. Delta now has more than 90 million Skymiles members, while AAdvantage has 71 million and United Mileage Plus 52 million. In contrast, BA Executive Club has only seven million.

Following Delta’s Skymiles overhaul, United has also said it will introduce spend-based changes to its Mileage Plus Premier status requirements, from next March (US-

UNITED MILEAGE PLUS PREMIER STATUS QUALIFICATION REQUIREMENTS FROM MARCH 2015 (US CITIZENS ONLY)

Mileage Plus Premier status is attained by earning the required number of premier qualifying miles (PQM) or premier qualifying segments (PQS). Next year, US members will also have to meet a minimum annual spending level, which is tracked with premier qualifying dollars.

SILVER	25,000 PQM OR 30 PQS + US\$2,500
GOLD	50,000 PQM OR 60 PQS + US\$5,000
PLATINUM	75,000 PQM OR 90 PQS + US\$7,500
1K	100,000 PQM OR 120 PQS + US\$10,000

DELTA SKYMILES MEDALLION QUALIFICATION CHANGES

Since January, there is a minimum spend requirement for US members to qualify for status in the 2015 Medallion programme based on the price of tickets purchased.

		Silver	Gold	Platinum	Diamond
MQD = Medallion Qualification Dollars	MQD ▶	US\$2,500 &	US\$5,000 &	US\$7,500 &	US\$12,500 &
MQM = Medallion Qualification Miles	MQM ▶	25,000 or	50,000 or	75,000 or	125,000 or
MQS = Medallion Qualification Segments	MQS ▶	30	60	100	140

SKYMILES MILEAGE EARNING ON DELTA FLIGHTS:

5 MILES PER US\$1 ▶	GENERAL MEMBER
7 MILES PER US\$1 ▶	SILVER MEDALLION
8 MILES PER US\$1 ▶	GOLD MEDALLION
9 MILES PER US\$1 ▶	PLATINUM MEDALLION
11 MILES PER US\$1 ▶	DIAMOND MEDALLION

SOUTHWEST AIRLINES RAPID REWARDS

Points earned per US\$1 according to fare type:

- **(If a Base tier level member)**
 - 12 POINTS PER US\$1 (BUSINESS SELECT)
 - 10 POINTS PER US\$1 (ANYTIME)
 - 6 POINTS PER US\$1 (WANNA GET AWAY?)
- **(If an A-List tier level member)**
 - 15 POINTS PER US\$1 (BUSINESS SELECT)
 - 12.5 POINTS PER US\$1 (ANYTIME)
 - 7.5 POINTS PER US\$1 (WANNA GET AWAY?)
- **(If an A-List Preferred tier level member)**
 - 24 POINTS PER US\$1 (BUSINESS SELECT)
 - 20 POINTS PER US\$1 (ANYTIME)
 - 12 POINTS PER US\$1 (WANNA GET AWAY?)



STATUS LEVEL REQUIREMENTS:

A-List = 25 one-way qualifying flights or 35,000 tier qualifying points (US\$2916 spent on Business Select flights at Base level)

A-List Preferred = 50 one-way qualifying flights or 70,000 tier qualifying points (US\$5,833 spent on Business Select flights at Base level)

JETBLUE TRUE BLUE

3 POINTS PER US\$1

6 POINTS PER US\$1 for bookings through jetblue.com

STATUS LEVEL REQUIREMENTS:

True Blue Mosaic = 30 segments plus 12,000 points in a year or 15,000 points (US\$2,500 on flights booked through jetblue.com)



For a portion of business travellers revenue-based schemes will be preferable – typically because they spend lots of money or travel frequently.

based members only, see below), as well as a new award miles system for all members based on price rather than distance flown, starting from five miles per US dollar.

MONEY VERSUS MILES

Winship says such announcements point to a “herd mentality” among carriers, and that it is “a pretty fair expectation that American Airlines will do the same” by rolling out a new revenue-based loyalty scheme in the near future.

So why did Delta introduce a revenue-based scheme? A spokesman says: “Distance flown is no longer the sole way to determine how frequently a customer is travelling with you, who is the best or most valuable. The move to a revenue component was to ensure that our most loyal customers received the best benefits and the most exclusive experience.”

He adds: “One of the things you need to account for in an FFP [frequent flyer programme] is the dollar value that a customer pays. If you look at the US transcontinental route from New York JFK to Los Angeles, you get about 2,500 miles. You may get one customer who buys this ticket for US\$300 and will get 2,500 miles, compared with somebody who purchases a fully-flat bed, front-of-cabin experience in Business Elite for US\$2,000.

“If you look at the difference in who is the most valuable customer, it doesn’t make sense for the customer who purchases the US\$2,000 ticket to earn the same amount of recognition as the one who spent US\$300.”

Of course, it’s not as simple as that, as anyone booking Business Elite on Delta would have also earned bonus miles or sectors for Medallion status qualification. Airlines do reward the cabin class booked – so the Skymiles member who spent US\$2,000 in first or business would also have got a 50 per cent bonus (1,250 miles). But the point is, the airline wants to measure who really is an asset financially – and on the face of it, you’d expect that to mean their highest-spending flyers.

Randy Peterson, founder of flyertalk.com, points out that many miles-rich members haven’t earned their miles through jet-setting: “The guy with the most miles in the world has about 120 million miles but he’s not even that much of a frequent flyer. He gains most of his miles from credit cards.”

THE FINER POINTS

Delta’s spokesman says it will continue to let members collect miles through affiliated credit card deals. It makes sense, as earning points for credit card use is another way of acknowledging loyalty by rewarding spend. For a portion of business travellers (almost 30 per cent of our readers, according to our online poll), revenue-based schemes will be preferable – typically because they spend lots of money or travel frequently.

Redeeming your points can also work out well. Peterson says: “In a revenue-based programme such as Southwest Airlines’ Rapid Rewards, where you are redeeming against real-price tickets, you never see a reward chart because it’s all based on the go-

ing rate of airfares on that particular day.” So if the economy has taken a dive and airfares have gone down, for anyone looking to redeem a lot of points they have saved up, “the points you earned on higher fares are gained against lower fares,” he explains.

Europe’s largest loyalty programme - Miles & More proposes passengers an intermediate solution. The number of miles you can earn for an intercontinental flight is still based on the distance. However, an important factor that determines how many miles will be credited to our account, is also the fare, in which we purchased a ticket. In this way passengers who travel with most flexible economic fares can earn up to six times more than those who have bought a cheap promotional economy fare with restrictions. Another method of calculating miles is proposed for European routes. Here distance is no longer relevant - miles are awarded in a lump sum, which is the same regardless of whether we travel to Prague or Madrid. The amount of the sum depends only on the fare in which you have bought the ticket. When you want to redeem your miles, the system takes into account the popularity of the route, popularity of selected flights, as well as the distance of travel. On this basis is determined a valid ticket price expressed in miles. It, however doesn’t include additional fees, such as airport charges. These must be paid by credit card. For some flights additional charges can be covered for with miles - the cost is 18,000 miles irrespective of the route. Only in this way a free award ticket will really be free.

Podróż służbowa: łatwiej, szybciej, taniej

Pomaga zarządzać podróżami służbowymi i redukować związane z nimi koszty nawet o 20 proc. Amadeus e-Travel Management to narzędzie ułatwiające kompleksowe planowanie wyjazdów biznesowych. Jak działa?

Podróże służbowe odgrywają kluczową rolę w zacieśnianiu relacji z klientami czy partnerami biznesowymi. Spotkania face to face są najlepszą formą kontaktu, pozwalającą osobiście przedstawić stanowisko firmy w danej sprawie czy efektywnie negocjować warunki współpracy. Dlatego firmy, pomimo dynamicznego rozwoju technologii związanych z komunikowaniem się, jak video- czy telekonferencje, zdają sobie sprawę, jak ważną funkcję pełnią osobiste spotkania biznesowe.

Planowanie kontrolowane

Wydatki na podróże służbowe w przedsiębiorstwach czy instytucjach publicznych często są znaczącą inwestycją. Jeśli szuka się oszczędności w tym obszarze, warto wdrożyć Amadeus e-Travel Management – efektywne, przetestowane przez ponad 6 tys. firm na całym świecie, internetowe narzędzie do samodzielnego rezerwowania usług turystycznych i zarządzania podróżami służbowymi w firmie. Pozwala ono łatwo i szybko uzyskać znaczne oszczędności i kontrolować wydatki ponoszone na ten cel, a w perspektywie długofalowej pomaga zoptymalizować budżet firmy przeznaczony na wyjazdy biznesowe. Często proces implementacji narzędzia zaczyna się od stworzenia w firmie zbioru zasad i reguł dotyczących delegacji, czyli tzw. polityki podróży.

Ważne jest również przekonanie pracowników do korzystania z wprowadzonego rozwiązania. Od tego zależy, czy wdrożenie Amadeus e-Travel Management będzie sukcesem w wymiarze finansowym. – *Rezerwowanie podróży przez tzw. self booking tools daje firmie pełną kontrolę*

nad wydatkami na ten cel, a co za tym idzie, umożliwia optymalizowanie budżetu przeznaczanego na wyjazdy biznesowe pracowników. Mając dostęp do kompletnych raportów zawierających bardzo szczegółowe dane na temat czasu i miejsca pobytu, noclegu, przelotu czy rodzaju wypożyczonego samochodu, firma zyskuje kartę przetargową w negocjacjach z dostawcami usług turystycznych – liniami lotniczymi, hotelami czy wypożyczalniami samochodów – mówi Paweł Rek, dyrektor generalny Amadeus Polska i dyrektor regionalny Amadeus na Europę Środkową.

Podróż za jednym kliknięciem

Amadeus e-Travel Management umożliwia łatwy i szybki dostęp do kompleksowej oferty wielu dostawców usług przy zachowaniu prostoty obsługi, wygody użytkowania oraz kontroli kosztów już na etapie planowania podróży. Konkretnie oferty są przy tym prezentowane na jednej stronie, w przejrzysty sposób, co pozwala na ich selekcję i finalny wybór dosłownie za pomocą jednego kliknięcia. Pracownicy mogą porównywać stawki poszczególnych przewoźników (np. tradycyjnych i niskokosztowych) na jednym ekranie i wybrać ofertę zgodną z polityką przedsiębiorstwa. Co więcej, system pozwala zintegrować wszystkie elementy globalnych programów podróży (preferowani dostawcy, negocjowane stawki, wytyczne firmy) na jednej, prostej w obsłudze stronie internetowej, a także dostosować się do proekologicznej polityki firmy dzięki kalkulatorowi emisji CO₂. Aplikacja pozwala na przyznawanie pracownikom określonych uprawnień, w ramach których mogą oni samodzielnie

Amadeus IT Group

Działalność: Rozwiązania IT dla branży turystycznej i transportowej m.in.: linii lotniczych, kolei, portów lotniczych, hoteli i biur podróży oraz internetowych wyszukiwarek biletów lotniczych.

dokonywać rezerwacji oraz zarządzać nimi według stosowanej przez przedsiębiorstwo polityki podróży. Firma może zarządzać tymi uprawnieniami oraz profilami podróźnych zarówno w przypadku grup pracowników, poszczególnych działów firmy, jak i pojedynczych osób. Dzięki narzędziom śledzenia rezerwacji i raportowania w każdej chwili można sprawdzić, gdzie aktualnie znajdują się podróżni, a także zareagować w przypadku problemów podczas podróży.

Ponadto aplikacja z łatwością integruje się z istniejącą infrastrukturą IT firmy, co nie zakłóca dotychczasowej pracy. Narzędzie zostało również wyposażone w funkcjonalności do sporządzania raportów i zestawień finansowych. Automatyzacja procesów pozwala na obniżenie opłat serwisowych i kosztów transakcyjnych, a nawet średniej ceny biletów. – *Zdarza się, że w ciągu roku od wprowadzenia rozwiązania Amadeus e-Travel Management firmy redukują wydatki na podróże służbowe nawet o ponad 20 proc.* – dodaje Paweł Rek.

Ogromną zaletą Amadeus e-Travel Management jest mobilna wersja tego narzędzia, która pozwala na zarządzanie podróżami służbowymi 24 godziny na dobę przez 7 dni w tygodniu. Rozwiązanie jest szczególnie przydatne w sytuacjach kryzysowych związanych z nagłą chorobą czy koniecznością zmiany planów.



Paweł Rek

Dyrektor Generalny
Amadeus Polska
Dyrektor Regionalny
Amadeus Europa
Środkowa



Zarządzaj podróżami służbowymi

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LUFTHANSA - QUALITY AND GROWTH PLANS



The Wings concept is to cement Lufthansa's good market position in passenger traffic in its home markets of Germany, Austria, Switzerland and Belgium in the long term, including with point-to-point connections

Supervisory Board approves order for ten Airbus A320neo aircraft for Eurowings. Executive Board proceeds with development of a new long-haul platform. Long-haul concept focussing on the leisure travel segment with up to 14 Airbus A340-300s operating under Lufthansa brand. Lufthansa Technik AG invests €60 million in a new facility in Frankfurt. The Lufthansa Group's Supervisory Board has paved the way for the planned transition to a more economical type of aircraft at Eurowings by approving an order for ten Airbus A320neo planes for the company. With its fleet of 23 aircraft, Eurowings services domestic German and European routes from airports other than the Frankfurt and Munich hubs on behalf of

Germanwings. A further 13 A320s will be transferred from the Group's total aircraft order volume to Eurowings starting in 2015, in order to make its entire fleet consist of Airbus aircraft. Replacing the current Eurowings fleet of Bombardier CRJ900 regional jets with modern A320neo aircraft will further increase the Düsseldorf-based airline's unit cost advantage and will thereby improve its ability to compete with low-cost airlines in Europe.

STRONG POSITION

The Lufthansa Group intends to use its Wings concept to cement its good market position in passenger traffic in its home markets of Germany, Austria, Switzerland and Belgium in the long term, including with point-to-point connections. Business

on these routes away from the major hubs is characterised by above-average growth in the leisure travel segment and by stiff competition from the rapidly expanding low-cost airlines.

SUN EXPRESS

The Executive Board also presented its plans for the new cost-efficient offer for long-haul connections as part of the Wings concept to the Supervisory Board. One option for realizing this concept could be a new platform based on the airline Sun Express, which is a fifty-fifty joint venture between Lufthansa and Turkish Airlines. In this respect, talks with the Star Alliance partner are to continue. The idea is for the new platform to complement the Lufthansa Group's product range with up to seven Airbus

A330-300s and to commence operations in autumn 2015 with three aircraft in Munich, Düsseldorf or Cologne. The focus here will be on destinations that promise above-average growth in the leisure travel segment and that round out the Lufthansa Group airlines' current route networks.

SERVICE AND COMFORT

In addition to the founding of this new long-haul airline, other intercontinental traffic approaches will be developed in order to once again profitably fly leisure travel-dominated routes using the Lufthansa brand in the future. To offer this, up to 14 Airbus A340-300s from the long-haul fleet will be fitted with a cabin that is optimised for leisure travel. Commencing with the start of the 2015/2016 winter flight timetable, this A340-300 sub-fleet will fly at a much lower cost while nevertheless offering the high-quality travel experience of a Lufthansa flight, with high service standards and comfort levels. The as many as 14 aircraft will operate without a First Class and with 18 Business Class seats, 19 Premium Economy seats and 261 Economy seats, and will in particular serve new leisure travel destinations or markets from which Lufthansa would otherwise have to withdraw without the introduction of this less expensive offer.

NEW CONCEPT

"The combination of our core brands' focus on quality and the premium sector, and the development of new platforms for the leisure travel sector, which is experiencing dynamic growth but is also price-sensitive, is our way of working towards a successful future for the Lufthansa Group airlines," said Carsten Spohr, Chairman of the Executive Board and CEO of Deutsche Lufthansa AG. "This would strengthen the successful multi-hub system comprising the key hubs of Frankfurt,



Commencing with the start of the 2015/2016 winter flight timetable, this A340-300 sub-fleet will fly at a much lower cost while nevertheless offering the high-quality travel experience.



Munich, Zurich, Vienna and Brussels," he added. "This strategy additionally gave the Company the scope to also grow in sectors of this kind, where the Lufthansa Group's traditional quality brands were not able to participate in market developments," he said.

LUFTHANSA TECHNIK

In addition to the growth concept for the Lufthansa Group airlines, the Supervisory Board is approving capital expenditure of €60 million by Lufthansa Technik AG in Frankfurt. The Group's technical division intends to build a new wheel and brake workshop in Frankfurt's eastern dock area (Osthafen).

The building is expected to commence operations as early as at the start of 2017. These new operations will allow Lufthansa Technik, which is the world's leading provider of aircraft-related technical services, to also achieve further growth in the important segment of wheel and brake maintenance. In so doing, Lufthansa Technik will safeguard the existing 130 jobs for qualified employees based in Frankfurt and will create the parameters for further growth. The building is to be fitted with cutting-edge building services so as to exceed the requirements of Germany's Energy Conservation Regulations (EnEV) by 30 per cent.

12 REASONS WHY YOU SHOULD CHOOSE FLYING BLUE



The main advantage of Flying Blue is that the collected miles may be primarily redeemed for award flights, thanks to a huge flight network around the world, offered by Air France, KLM, and partner airlines in the programme.

Flying Blue – a joint loyalty programme of Air France and KLM and aimed at individual customers, for the second consecutive year has received the Freddie Award for the Best Frequent Flyer Programme. What privileges can you get as a Flying Blue member and why should you choose this programme?

1. It has nearly 25 mln members - Flying Blue is currently the leader among loyalty programmes in Europe!

2. A huge flight network means plenty of opportunities to collect and redeem miles with more than 30 airlines and 100 partners on the ground.

3. Flying Blue for the second consecutive year has received the Freddie Award in the category: the Best Frequent Flyer Programme.

4. It's easier to get prizes, because you collect miles much faster. All this thanks to generous bonuses which a participant receives depending on the type of his membership card. The Platinum Card means 100 per cent miles more, Gold Card – 75 per cent, and Silver one – 25 per cent.

5. Business and first class passengers are also awarded extra – from 1.25 to 3 times more miles for a flight! How does it work in practice? After completing even a single flight in business class on an intercontinental route (e.g. to Asia), a Platinum card holder earns enough miles to



take a round trip within Europe (under Promo Awards).

6. It's easier to obtain a higher membership status in the programme: silver, gold, platinum – before you know, you get it all! Flying Blue requires fewer qualifying flights and miles for a Gold (40,000) or Platinum Card (70,000).

7. It's easier to retain your status with the option to rollover your miles for the next year (applicable for Silver, Gold, and Platinum Card holders).
An example? A Platinum Card holder has earned 100,000 miles. Retaining the status requires 70,000 miles. The difference – 30,000 miles – is rolled over to the next year for a good start!

8. Lifetime privileges “Platinum for Life” – after 10 consecutive years of membership with the highest status, Platinum card holders receive a lifetime card – which means the right to enjoy the highest privileges regardless of the number and frequency of flights in a year.

9. Cheaper flights – a reward ticket bears lower fees because the fuel tax is partially included.

Almost the whole reward is paid for with miles – all you need to pay is the reduced fuel surcharge and airport taxes.

10. Access to business lounges at airports for all statuses except for the Ivory (entry level). In Flying Blue only holders of the entry level Ivory Card cannot use airport lounges. Silver members need to pay (with credit card or miles), while Gold and Platinum members are granted free access and invite one guest.

11. Promotions and discounts – a wide range of Promo Awards reward tickets with a 50 per cent discount. Book your reward flight online and spend only half of the required miles. In addition the cardholders are entitled to special, more comfortable seats on board with plenty of leg room (in Air France and KLM Economy Comfort) for free or at a discount of 25-50 per cent.

12. Luggage free of charge – each Flying Blue card* exempts you from luggage charges for European flights on board KLM aircraft. * (from 1 October 2014 Ivory members receive a 50 per cent discount).

FLYING BLUE FOR THE UNINITIATED

Flying Blue – a joint loyalty programme of Air France and KLM and aimed at individual customers. Programme members collect air miles for flights with Air France and KLM, other airlines belonging to Sky Team, and for services of programme partners (e.g. hotels, car rental companies). The miles can be redeemed for prizes, e.g. prize tickets. Members of the programme can also enjoy a number of additional services and privileges. There are four levels of membership in Flying Blue: ● Ivory ● Silver ● Gold ● Platinum. The status of a member depends on the amount of accumulated miles. The more flights, the higher membership status, more travel amenities and faster way to gain awards (through bonuses). You can join the programme by visiting flyingblue.com website or using a touchscreen next to the Air France KLM ticket office in the departure hall of the Chopin Airport in Warsaw. Flying Blue, the leading European frequent flyer programme has now almost 25 mln members and brings together 31 airlines around the world.

FLYINGBLUE

www.flyingblue.com



KASTRUP AIRPORT IN COPENHAGEN



Polish passengers are especially fond of very convenient connections to Copenhagen offered by SAS airline not only from Warsaw, but also from Wrocław, Poznań, and Gdańsk.

Fjords, amazing scenery, and exceptional order – this is how many people see Scandinavia. Copenhagen Kastrup Airport, the largest airport of the region, is considered the most punctual in Northern Europe. It has also been recognized as the most friendly place for transferring passengers.

DESIGN AND WOODEN FLOOR

The airport in Copenhagen is beautiful and functional. Passengers praise its design and appreciate the fact that the transit area between gates is covered with wooden floor. Kastrup boasts the best shopping zone in Europe. Particularly note-

worthy are modern bakeries as well as world famous cafes and restaurants. Between 2009 and 2013 the retail zone of the terminal in Copenhagen received the prestigious ASQ award based on passenger surveys.

PASSENGER FRIENDLY

The distance between the terminals is small, and the transfer time reduced to a minimum: in Schengen area it is 30 minutes, while for intercontinental flights it is 45 minutes. If you want to easily find your way around the airport, download a free CPH app (available at cph.dk/app). It features a panoramic map of the entire airport, flight information, a list of more than 120 branded shops and restau-

rants, as well as directions to special lounges where you can relax or work. It is worth noting that travellers can enjoy here free unlimited Wi-Fi access throughout the whole airport. Kastrup handles about 70,000 passengers daily. More than 90 per cent of the traffic are international flights.

PARTNERSHIP WITH SAS

Polish passengers are especially fond of very convenient connections to Copenhagen offered by SAS airline not only from Warsaw, but also from Wrocław, Poznań, and Gdańsk. At Kastrup they can continue their journey, choosing from a great number of destinations within Europe and Scandinavia. The

most popular are Geneva, Zurich, Brussels, Amsterdam, Helsinki, as well as Hannover and Hamburg. It is worth noting that Poles attach more and more attention to quality and comfort of travel, especially in Business Class, and the development plans of the airport is aimed at this direction.

“The results of our passengers satisfaction survey indicate that 86 per cent of Poles flying via Copenhagen are very satisfied with the services provided by the airport and that is why they choose Kastrup as their transfer airport. It is yet another factor proving the great potential of the Polish aviation market, and we believe that it is worth meeting the expectations of Polish passengers who want more than just low price,” says Ole Wieth Christensen, Director Route Development and Airline Sales at Copenhagen Airport.

THE LARGEST AND RELIABLE

Opened in 1925 Copenhagen Airport (CPH) is the largest airport in Scandinavia and one of the most important in Northern Europe. In 2013 the port handled 24.1 million passengers. It employs about 23,000 people from more than 700 companies. It is also one of the oldest international airports, famous for its facilities for transfer passengers, serving as the hub for millions of people from Northern Europe who travel to various destinations worldwide. 60 airlines present at the airport serve 156 routes from Copenhagen, including 27 intercontinental ones.

The airport is also well-known for a large number of restaurants, cafes, and places where you can safely work or relax. Kastrup is the main hub for SAS airline. Most European and intercontinental connections operated by SAS are available from the airport in Copenhagen. For detailed information go to www.cph.dk/en

Rafał Sobiech



The distance between the terminals is small, and the transfer time reduced to a minimum. To easily find your way around the airport, download a free CPH app.



THE CONCEPT OF A PERFECT TRIP



Marzena Mróz
interviews
Christoph Horak,
Country Manager
Poland at airberlin

What are the main goals of the new Country Manager for Poland at airberlin?

airberlin is established quite well in the Polish market. We have for example increased the number of frequent flyers throughout the last couple of years as well as the number of companies that participate in our business points program. I would like to maintain and further improve this development. My team and I are in constant exchange with our trade partners, travel agencies and our corporate clients to make sure airberlin is on their minds when booking the next flight. This would not be possible without our key distribution partners, the travel agencies, who strongly support and push our services & product. Our flights are also very well accepted by travellers coming to Poland to explore this beautiful and interesting country. Hence, we are in a way contributing to a flourishing exchange between Poland, Germany and other parts of the world.

Where is AB's focus for the coming months on the Polish market?

Poland is a very important market for us: an emerging one with an increasing need for business travel options and growing interest in worldwide leisure travel. Therefore, I think that our new second daily frequency from Berlin to Abu Dhabi starting from the 26th of October will be very much appreciated by our Polish guests. This increases the connections from Poland via Berlin & Abu Dhabi significantly and we

will be able to offer our guests flights to six destinations in India, four in China, two in Japan, Colombo, Islamabad and additionally Melbourne. Altogether, we offer up to a total of 39 destinations in Asia, Australia & Africa with our partner Etihad Airways thanks to the new frequency. In addition, we will be focusing on the corporate sector even closer. With our business points program, we offer a free bonus program for companies enabling them to collect points for each employee's business trips. In order to make even more companies aware of these and other benefits of our business points program we are currently offering a special for new corporate clients. If a company signs up for the business points program until the 30 November this year, they will receive 1,000 welcome bonus points after the first 4 segments have been flown on airberlin group or eligible business points partner airlines.

What connections does airberlin offer to passengers flying from Poland?

Our guests from Poland can choose between 50 weekly flights from Warsaw, Cracow and Gdańsk to Berlin and nine connections within Germany, for example to Düsseldorf, Nuremberg or Stuttgart. Within Europe, we connect Poland with 40 destinations, among them Madrid, Zurich, Stockholm or Vienna and Tel Aviv. On the long haul, connections via our hub in Berlin to Chicago, New York, Miami or Varadero are bookable. Last but not least, Abu Dhabi can

be reached with only one stop and then up to 39 destinations are available in codeshare with Etihad Airways. Furthermore, within the oneworld® network, nearly 1,000 destinations are offered.

What sets your airline apart from other carriers?

In Poland, we are the only carrier connecting Warsaw and Berlin and we offer three flights per day from Mondays to Fridays as well as a double daily on weekends. Travellers from Western Poland benefit from our near hub in Berlin-Tegel. On all airberlin flights, our guests receive a high quality service on board. In Germany, we are the only carrier offering flatbed seats on all Business Class flights. For everyone who likes to travel with more than one piece of baggage, for example sports equipment, the Topbonus Service card is a perfect choice. It allows the card holder to check-in additional luggage and the costs for the card do pay off already with the first return flight. Topbonus members collect and redeem miles not only on airberlin flights but also with our 14 oneworld® partners as well as on all codeshare flights with Etihad Airways. With numerous possibilities to collect award miles on the ground, our loyalty program is not only attractive for frequent but also for less frequent flyers. But all these facts would not have the same impact, if our idea of the perfect travel experience didn't stand behind it. Our passengers are our guests and we always serve them with a smile.



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IBIS STYLES HOTELS FOR LOVERS OF ORIGINAL DESIGN



ibis Styles Wrocław Centrum

KONTAKT
accorhotels.com
ibis.com

The development of the ibis brand Styles is gaining momentum with two new hotels launched in Riga and Wrocław. Worldwide the chain has more than 230 hotels and the number is constantly increasing. For 2015 ibis is planning to add four new properties in Poland. With such a large number of hotels, to say that each of them

has its own unique design, sounds truly impressive.

POWERFUL BRAND WITH THE IDEA

ibis Styles brand is continuing to win the hearts of guests. What makes it stand out in the segment of budget hotels is mainly remarkable design and high quality service. The interiors of the properties are

vivid, joyful and unique, because each of them has a different theme. Its popularity is also proven by numbers – there are as many as 233 hotels of the brand worldwide. In Poland and the Baltic States ibis Styles is just beginning to bud. So far Orbis Hotel Group has opened four hotels in this area – in Reda, Wałbrzych, Riga, and in Wrocław.

IBIS STYLES WROCŁAW CENTRUM

This year one of the most important events for the brand in Poland was the opening of ibis Styles Wrocław Centrum. On 1 October the chain started a new, fairy tale chapter in its history. The interior of the hotel, inspired by Lewis Carroll's book "Alice in Wonderland", will charm even the most demanding guests. Each element of the hotel was designed in the spirit of the story. The shape of the furniture, colours of walls and various ornaments take us to a magical world. Enjoying their breakfasts in hotel restaurant, guests can feel like in a world turned upside down, because the interior is decorated with tables suspended from the ceiling. ibis Styles Wrocław Centrum offers 133 rooms. Their walls are adorned with images of Alice reading a book, while the desks with key-shaped legs can inspire every amateur writer to create their own wonderland. Business customers will certainly like the hotel's conference facilities. ibis Styles Wrocław Centrum has the largest conference room in the centre of the city (450 sq m), as well as 7 smaller rooms ranging from 26 to 78 sq m.

IBIS STYLES RIGA

Recently the ibis Styles brand has also appeared in Latvia. In the port city of Riga, the design of the hotel is based on a nautical theme. In the lobby guests will notice a huge anchor as well as table tables in the shape of coils of rope. And this is just the beginning of the maritime adventure! The walls of each of the 76 rooms are decorated with numerous paintings inspired by the port. The 12th floor features a restaurant, which offers a spectacular panoramic view of Riga. Those who come here for business can use the hotel's three spacious conference rooms. Riga is called the Pearl of the Baltic Sea, thanks to well-preserved medieval monu-



ibis Styles Riga



ibis Styles Wrocław Centrum

ments. Tourists can admire the city's beautiful houses built in art nouveau style, or the Old Town, which is UNESCO World Heritage site.

Next year will be equally exciting for the brand with planned opening of new properties: ibis Styles Nowy Sącz, ibis Styles Białystok, ibis Styles Siedlce, and ibis Styles Grudziądz. With

these investments the chain will increase its supply by a total of 370 rooms. The offer aimed both at leisure and business travellers includes accommodation, buffet breakfast for each guest, unlimited WiFi access, as well as plenty of other amenities, such as free hot drinks available in the lobby 24/7 or gifts for children.

The interior of the hotel, inspired by Lewis Carroll's book "Alice in Wonderland", will charm even the most demanding guests.

WE WANT TO CREATE REALITY



Marzena Mróz interviews **Frits van Paasschen**, the President and CEO of Starwood Hotels & Resorts.

Recently Starwood has invested a lot in technological innovation. Why have you decided to focus on this area, and how costly is this investment?

Indeed, recently technology has been in the very centre of our attention. This is because it helps us to further personalize services in our hotels. Within five years we have invested \$500 million in technological solutions with which a stay in our facilities around the world is truly unique and distinguishes us from the competition. Few companies have the ability to invest in innovation on such a scale - we do and we wish to be the pioneers in this area, creating in this way a significant competitive advantage.

Digitalization allows us to know better our guests and customers, sell services via our own channels, and provide even more personalized service. Recent studies do not lie – technology has changed the way we book trips and seek inspiration. Currently, more than 40 per cent of visits to our website

is done via mobile devices, as opposed to just 16 percent two years ago. Starwood does not only want to respond to trends, we want to create them.

What innovative solutions has Starwood introduced recently and what novelties can we expect?

As I said, we want to be a pioneer and a leader in innovation in our industry. It is extremely important for us, as being first, we do not adjust to reality, but create it.

I must say that we already have a few successes to our credit, such as the first robot-butler A.L.O., which is now being tested in Aloft Cupertino hotel. Aloft is the world's first hotel brand that has hired a robot to perform various duties around the hotel, as well as serve guests. In January we presented an innovative solution with which guests can check in with their smartphones. With SPG app guests will be able to check in at the hotel, open their room with mobile devices, bypassing the hotel's front desk. The

pilot programme of the project is currently underway in Aloft Harlem and Aloft Cupertino hotels, and if all goes according to plan, our guests will be able to use this technology in Aloft and W hotels in 2015.

How is technology changing the ongoing hotel activities?

The real magic is not in the technology, but in the fact that it helps our employees to learn more about the guests, meet their needs and provide them with an unforgettable experience during their stay at Starwood hotels. Thanks to technology, we give our employees the tools and information with which they can provide guests with personalized service, making their stay at Starwood hotels truly remarkable.

Would you say that the expectations of guests towards hotels have changed over the years? What are the needs of the modern traveller and how does Starwood meet these expectations?



Frits van Paasschen during the interview at Sheraton Cracow.



Hotel Sheraton w Krakowie

In the reality where people can deal with numerous matters by means of their mobile devices, the requirements for us are also increasing. Modern travelers, for whom it is natural to book their air tickets online and shop with their tablets or smartphones, would also like to order services in our hotels and literally control their stay via their mobile devices.

We are trying to adapt to these needs and even surpass such expectations. Statistics show that an average person uses to mobile devices. That is why, in our hotels we enable guests to connect at least two different devices to WiFi network. Another important factor is the access to broadband Internet which enables our guests to quickly download what they wish. That is why, we are heavily investing in infrastructure to make sure that we offer our guests what they need.

Which market segment is the most profitable for Starwood – the luxury one or the one with lower-end products?

We have nine world-renowned brands. In contrast to our major competitors, we are mainly focusing on the segment of four and five-star hotels.

Global economic growth drives demand for high-end travel and new hotels, especially in emerging markets. That is why we are investing in this segment and later this year we are planning to open 12 luxury hotels.

That said, I must admit that such brands as Westin or Sheraton, that is five-star chains which are outside the luxury segment, are the main driving force behind the global expansion of our group. The most important for me is that the portfolio is diversified and generates profits, also in the segment of self-service hotels, which is why 40 percent of the hotels that we are planning to open in the future, will belong to this category.

What are Starwood's plans for the development in Poland?

Our group began operations in Poland in 1996 with the opening of Sheraton hotel in Warsaw. Since then we have been

building our portfolio of hotels located in key business cities in Poland. Currently we have six hotels here – four Sheratons, as well as Westin and Bristol in Warsaw.

Thinking of development, we are mainly focusing on cooperation with relevant partners in attractive places, so as to be able to fully demonstrate the nature of our lifestyle brands. Our goal is, of course, to widen our portfolio, so we are intensely looking for partners for cooperation.

In Poland we still see potential for further hotels in business cities such as Gdańsk, Gdynia, Wrocław, Łódź and Katowice, as well as by the Polish seaside and in Zakopane. We would also like to introduce new brands such as Aloft and Four Points by Sheraton, because in our opinion, it would be an interesting addition to our portfolio.

My last question - what is your favourite hotel?

Today, it is certainly Sheraton Hotel in Cracow, where we are now talking.

Thank you for the interview.

We want to be a pioneer and a leader in innovation in our industry. It is extremely important for us, as being first, we do not adjust to reality, but create it.



STAR QUALITY

Take off your tie — London's top chefs are introducing a more relaxed approach to fine dining, reports **Jenny Southan**.



Lunch at the Ritz is not a casual affair. For a start, there's a dress code, so gentlemen need to wear a jacket and tie. Upon arrival at the restaurant, you will be seated in a sumptuously decorated, Louis XVI-style dining room festooned with chandeliers, gilt, murals and marble. Tables are draped in heavy silken cloths and set with polished silver, fine bone china and fresh roses.

Once seated, a linen napkin is draped over your lap and still or sparkling water poured. After, butter is presented, a selection of bread served and your choice of aperitif noted.

Once menus have been perused, waiters discuss dishes at length, informing you of how they are made, where the ingredients are from and which wines pair well. Starters average £22, mains £40.

"We have a *de jour* menu, which is a set menu of three courses that changes daily, an *à la carte* and a tasting menu. Then, if a resident comes to us and says, 'I feel like

something simple today,' like a steak, we wouldn't say no, even if it wasn't on the menu," says Simon Girling, executive food and beverage operations manager for the Ritz restaurant (theritzlondon.com).

"We offer a fine-dining service – an amuse prior to your starter; petit fours at the end. We decant wine, and your Dover sole or rack of lamb will be prepared at the table."

The Ritz is one of the few restaurants in the capital to have been awarded five red "spoons and forks", a rating the Michelin Guide ascribes to environments that provide "luxury in the traditional style".

Girling says: "You have to have an order of service, then for each of those tasks you would have a standard of performance – take the bottle of wine to the table, present it, read the description, let the guest taste and then pour the glass. Everybody is working to exactly the same format so you could change the head waiters and they could take over a table where the last person left off."

As wonderful as it is to have a *crêpe suzette*

flambéed in front of you, rich orangey aromas filling the room, the levels of formality exhibited at places such as the Ritz are going out of fashion in London. These days, Michelin-starred chefs have been taking a fresh approach to top-end dining, with an emphasis on excellent food in a relaxed setting.

The first thing to go has been the tablecloths. Two Michelin-starred Dinner by Heston Blumenthal at the Mandarin Oriental (dinnerbyheston.com) set the trend when it opened three years ago.

Simon Rogan's Fera, which opened in May at the five-star Claridge's hotel, has also gone for a minimalist, masculine look with naked walnut tabletops, handmade ceramic plates and, for some dishes, wooden forks.

Next are the uniforms. While waiters at the Ritz are styled in starched shirts, black bow ties and pristine white jackets, hosts at Andre Balazs' six-month-old hotspot Chiltern Firehouse (captained by Michelin-starred chef Nuno Mendes) wear pink jumpsuits.





At Alain Ducasse's new Rivea restaurant at the Bulgari hotel, unveiled in May, staff pad around in Converse trainers and cardigans.

Trendy elegance

What's driving this trend? It seems many people are tired of the pomp and ceremony that has traditionally accompanied fine dining. Tony Fleming, executive chef at Angler (anglerrestaurant.com), a Michelin-starred seafood restaurant at South Place hotel in the City, has noticed a shift: "About 15 or 20 years ago, Michelin-starred restaurants were almost considered sacred. Guests were in awe and chefs were untouchable. There were also fewer of them and they were very exclusive.

"Today, people are much more vocal about what they want and have more channels to express their views – social media has played a big part, as has the rise of review sites. Michelin has also been more receptive of the desires of its diners."

This spring, Marcus Wareing (marcus-wareing.com) reopened his restaurant – now known simply as "Marcus" – at the Berkeley hotel, following a £1.4 million revamp rid-

ding the interiors of heavy blood-red décor, serious drapery and temple-of-food atmosphere, yet still delivering its award-winning two-Michelin star cuisine. Although the tablecloths have remained, the experience is "more American and less French", the chef told *The Independent* in April.

"It's the opposite of what I was doing before – it is very relaxed and informal, it's fine dining with fun," Wareing tells *Business Traveller*. "The perception of fine dining is that it's expensive, that it's French, that waiters look down on you and intimidate you. I'm just tired of it. People simply want good food, good wine and good service."

He adds: "Now, my clients can eat as little or as much as they like – before, it was a set format where they had to have a tasting menu." It's still pricey, with an eight-course tasting menu at £120 per person (plus £95 for wine pairings), but you can also sit down for lunch and spend £11 on a starter and £19 on a main.

Ashley Palmer-Watts, executive chef at Dinner by Heston Blumenthal, says his collaboration with Blumenthal has taken a similar approach. "With Dinner, we wanted

New London

RESTAURANTS

FERA AT CLARIDGE'S

Modernist gastronomy goes back to nature. Michelin-starred chef Simon Rogan crafts highly artistic tasting menus inspired by "the wild", with foraged herbs, edible flowers, local ale and bowls carved from raw tree trunk. Even the bread course, served with cups of miso mushroom broth, is a surprising delight. You can also order à la carte. Opened in May. claridges.co.uk/fera

RIVEA AT THE BULGARI

Alain Ducasse takes a new direction from his three Michelin-starred restaurant at the Dorchester. Casually dressed staff serve the likes of Italian cicchetti and small plates inspired by the French Riviera at the yacht-themed Rivea in the Bulgari hotel. Opened in May. rivealondon.com

CHILTERN FIREHOUSE

Currently the hardest place in town to get a reservation. Part of the Chiltern Firehouse hotel in Marylebone, which opened in May, it's owned by Andre Balazs (of Chateau Marmont in Hollywood), with food created by Nuno Mendes. Expensive, mind-blowing sharing plates are the order of the day. chilternfirehouse.com

TYPING ROOM

Part of the boutique Town Hall hotel in Bethnal Green, the kitchen (formerly under Nuno Mendes) is run by Lee Westcott and backed by Michelin-starred Jason Atherton (Pollen Street Social, Berners Tavern and the new City Social in the City's Tower 42). Delicate components are placed on slate and stone and served in an understated dining room. Opened May. typin-groom.com





Michelin

RATINGS



Stars are solely for the food



Very good cooking in its category



Excellent cooking, worth a detour



Exceptional cuisine, worth a special journey

Spoons and forks are for dining experience



Quite comfortable



Comfortable



Very comfortable



Top class comfort



Luxury in the traditional style
(In red if particularly pleasant)

it to be simple, fun, bustling and relaxed – somewhere you'd come back to in the next couple of weeks for either steak and chips and a 'meat fruit' [chicken liver parfait in the shape of a mandarin] or a more involved dish such as pigeon with artichokes or braised celery."

You might wonder if the Michelin Guide has been willing to recognise less formal restaurants, but this hasn't been a problem for Dinner, which earned its second star last October – the rating is awarded solely for the cooking (see panel, facing page). There's even a pub with a Michelin star (Tom Kerridge's the Hand and Flowers in Buckinghamshire).

Rivea's head chef Damien Leroux says: "What has happened in London over the past ten years is unique. The diversity and quality it offers is extraordinary."

A good example of this is Lima in Fitzrovia (limalondon.com), which became the first Peruvian restaurant in Europe to win a star last autumn. Managing director Gabriel Gonzalez says: "We want people to have a great meal in a casual atmosphere and to experience new flavours. We have a friendly approach. People share a lot of the starters

because they like to try a bit of everything. It's more convivial."

He adds: "We don't have a sommelier as we didn't think it would suit the concept. Instead, we keep a short wine list and categorise it by description so the waiter can guide you through it." A second branch, Lima Floral, opens in Covent Garden in July.

Fine dining, it would seem, is becoming less elitist and more democratic for both chefs and consumers. Now, you can eat at Kaspar's seafood bar and grill (kaspars.co.uk), launched last summer at the Savoy, and be just as likely to be sitting across from a man in a rugby shirt as one in a suit – there's no dress code here.

Angler's Fleming says: "Michelin-starred restaurants are held at an extremely high standard, but the entire industry has become more accessible. Diners are moving away from overly stuffy service and want to feel relaxed. New trends such as pop-up restaurants, food trucks and secret progressive dining experiences rub off on the industry as well, and hotel restaurants, especially, need to keep up with diners' demands."

Cheers to that.

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AUTUMN IN THE SOUTH

The mild climate of the French South can be appreciated especially in the autumn. In September and October the sun still shines here, flowers bloom, and fruit ripen. One of the most beautiful cities of the region is Antibes – the mecca for artists, a colourful garden the blue Côte d'Azur interspersed with shades of green.

It is situated in the very centre of the French Riviera, between Nice and Cannes, facing the bay called la Baie des Anges. Antibes has a population of 75,000 people, rich history and a lot to offer. Over 2000 years ago it was a Greek port called Antipolis. However, Antibes really rose to real fame at the beginning of the 20th century, when numerous great people: artists, aristocrats and the European financial elite started to spend here holidays and buy new estates. The place was visited by Jules Verne, Victor Hugo, Graham Green, Sidney Bechet, Charlie Chaplin, and Ernest Hemingway. Nikos Kazantzakis wrote "Zorba the Greek" and Claude Monet painted some of his greatest works while admiring the promenade and Boulevard de Bacon. However, the biggest enthusiast of the city was Pablo Picasso, who - inspired

by the unique light and colours - moved to Château Grimaldi, where he built a studio overlooking the sea. In Antibes, he created some of the most cheerful works. Today, they can be seen in Musée Picasso, housing a huge collection of his drawings, graphics and pottery, including the famous painting "The joy of life". You can also find here works by Ernst Leger, Nicolas de Staël and Hans Hartung.

FROM THE MARKET TO THE PORT

When walking through the city to the sea, it's worth stopping at a huge market hall - a typical Provencal market, where every day you can buy local products such as cheese, seafood, honey, lavender, vegetables, flowers and truffle. Then you pass by an impressive mayoralty building, Château Grimaldi, and dozens of restaurants, to get to the port,

which - as for the size and the value of the yachts you can see there, is second to none. With 2,000 mooring places, and a possibility to accommodate even 100-metre long yachts, it is one of the most elite yacht ports in Europe. By the "Billionaire's Quay" (quai des milliardaires), you can see Octopus - one of the most expensive yachts in the world - belonging to Paul Allen, a co-founder of Microsoft, Lady Moura, which belongs to a Saudi Arabian prince Nasser al-Rashid, and a yacht of a Russian oligarch, Roman Abramovich - the owner of one of the residence on Cap d'Antibes. Every year the famous „Antibes Yacht Show" (www.antibes-yachtshow.com/fr/home) takes place here.

TOWARDS THE CAPE

When in Antibes, you should also find time to go southwards, to the cape. Most

of the peninsula (and the Plateau de la Garoupe covering most of the Plateau de la Garoupe) belongs to private owners. However, you can get to the lighthouse (Phare de la Garoupe) and the Notre-Dame de la Garoupe chapel, from where you can admire a panoramic view over the bay. You also need to see Juan-les-Pins, a seaside resort belonging to the commune of Antibes. It's situated on the western side of the peninsula, and is famous for its sandy beach and the annual jazz festival "Jazz a Juan" (www.jazzajuan.com). To learn more about the cultural events in the city, go to antibesjuanlespins.com

HISTORY AND MODERNITY

This legendary hotel - one of the most beautifully situated hotels on the Cote d'Azur, was considered fashionable already in the 1930s. The list of its guests is long. It was visited by such prominent people as Rudolph Valentino, Ernest Hemingway, Miles Davis, Edith Piaf, Catherine Deneuve and Carla Bruni. It's here where Scott Fitzgerald wrote his novel "Tender is the Night," in which he described the unique atmosphere of the place.

The owner of the hotel is Marianne Esten-Chauvin, a trained art historian, who poured her professional passion into this place. Boma - her grandfather came to France from Russia, and in 1929 he bought a villa, which he turned into the first 44-room hotel on the coast. Today, Belles Rives is a tribute to the 1930s, the credit for which goes to the architects and designers such as Olivier Antoine, who watched over the renovation of the building. The hotel features a spacious hall decorated with old furniture and mosaic floors with distinctive golden and silver lines. Pay attention to the old stained glass window and the renovated lift dated back to the 1930s. Each of the 42 rooms and suites has different decor, but in all of them you will find Maritime elements and decorations from the 1930s. Bathrooms are fitted with marble from Carrara. Most of the cosy rooms have balconies with sea views. bellesrives.com. Design and beach lovers may want to stay in the modern boutique Cap d'Antibes Beach Hotel, which has a private beach, a wellness centre, and an outdoor swimming pool. All rooms have a private terrace or garden. The hotel is only 2 km away from the city centre and just a 25-minute drive from Nice Airport. From the bar on the beach you can admire views of the Esterel mountains, ca-beachhotel.com.

**Marzena
Mróz**



Juan-les-Pins is home to a legendary hotel - one of the most beautifully situated hotels on the Cote d'Azur.





OUT OF THE SLOW LANE

While Jakarta is a hotbed for foreign investment, it is determined to do business on its own terms. As part of our series on the MINT economies, **Rose Dykins** reports on the Indonesian capital

Jakarta is a city that could easily swallow you up. The amount of time it takes to travel a couple of kilometres in a taxi – about 30 minutes as you inch your way through unyielding traffic – only exaggerates the sprawling dimensions of the capital. During my visit, I spent far more time gridlocked – staring out of my

cab's window at entire families balancing on single mopeds and the occasional petrified pony pulling a cart – than I did at the appointments I was trying to reach. Jakarta's chaotic traffic is symptomatic of a city whose infrastructure currently cannot cope with the demands of the many who want to feed off its enormous potential.

Fortunately, change is on its way. Work has begun on building a mass rapid transit (MRT) system, with the north-south line due to be operational by 2018. Construction of the east-west line is not expected to begin until 2024-27 but, once complete, the MRT will span more than 110km, and may finally persuade some of the ten mil-



lion daily drivers to take public transport. There are also plans for a two-line monorail to link up the city, with a 2018 completion date targeted.

For now, in a baby step towards reducing pollution and congestion, it is forbidden to drive on certain main roads every Sunday from 5am to 11am.

Looking down from my hotel window at this time, I see the tarmac of the main highway is still buzzing with activity, only the cars have been replaced by a sea of runners in brightly coloured shorts and children on bicycles. There's always something surprising to see in Jakarta – and those who are willing to embrace the chaos and understand the workings of this dynamic metropolis could reap some big rewards.

POTENTIAL TO USE

With Indonesia being one of four emerging economic powerhouses known as the “MINTs” (Mexico, Indonesia, Nigeria and Turkey), the nation has hit the financial headlines recently. Jakarta has been crowned number one (out of 34 cities) in AT Kearney's 2014 Emerging Cities Outlook report, and there are plenty of reasons why the capital has been tipped for big things.

Indonesia is the fourth-most populous country in the world, with more than 250 million people, about 50 per cent of whom are under the age of 30. Having a good source of young, ambitious workers is seen as a huge asset by potential investors, and is a contributing factor to healthy economic growth.

As well as the number of youthful faces, another observation about Jakarta's citizens

Jakarta

WHERE TO STAY

- **Keraton at the Plaza – A Luxury Collection Hotel** Open since 2012 in the CBD, this 22-floor property connects with the Plaza shopping mall via a passage from the lobby. Each of the 140 luxurious rooms has butler service and huge walk-in showers. There is a 15-metre indoor pool for guests, as well as a 24-hour gym. The hotel's restaurant, Bengawan, serves Mexican cuisine and there are two sleek boardrooms, one of which is free to use by all guests for two hours per day during their stay. keraton-atheplazajakarta.com

- **Alila Jakarta** The 246-room Alila Jakarta, open since 2001, has smart and comfortable rooms offering free wifi and spacious bathrooms. Friendly staff help to create a pleasant atmosphere. The Shanghai Storm restaurant serves well-presented Chinese cuisine. There is an outdoor pool, a gym and a spa, which was refurbished last year. The leisure concierge service includes tailor-made sightseeing itineraries and excursions. alilahotels.com/jakarta

- **Kemang Icon** For those doing business in south Jakarta, the Kemang Icon is a characterful property with 12 suites offering a good amount of privacy, each featuring a different design and lots of space. The rooftop restaurant, the Edge, offers à la carte room service, and the area surrounding the infinity pool is a glamorous setting for events overlooking the rooftops of the bustling Kemang district. The hotel opened in 2006. alilahotels.com/kemangicon

- **Doubletree by Hilton hotel Jakarta-Diponegoro**

The first Doubletree by Hilton in Indonesia opened its doors in June, in the Menteng district, within easy reach of the CBD. Its 253 rooms are both comfortable and contemporary. The hotel's ballroom can hold up to 700 delegates theatre-style, and there are seven smaller meeting rooms. The Open restaurant serves up a variety of international cuisines, and there is a 60-metre outdoor pool and a 24-hour gym. doubletree.hilton.com





It remains to be seen how international business with Indonesia will be affected, but the opportunities are still there for those who go into the market with the right mindset.

is that they love to shop. While poverty is endemic, it is well hidden, and there is little evidence of it in the CBD, where the quantity and grandeur of its malls rivals the Middle East.

These shopping cities are air-conditioned social centres for the growing middle class. These newly affluent and aspirational consumers are another huge draw for international exporters and multinational companies.

Facebook opened offices in Jakarta earlier this year to access the local advertisers and companies that speak to its 69 million Indonesian monthly users. Ikea's first store in the country was scheduled to open in September, in western Jakarta, and Volkswagen opened an outlet here last year – 300 new cars join the capital's roads each day, so the automotive industry is big business.

According to the Boston Consulting Group, Indonesia's middle-class consumers are set to double in number to 141 million by 2020. Their spending power is such that international companies are ensuring they tailor their products accordingly to satisfy the local market.

Sean Brennan, regional vice-president of Alila Hotels and Resorts, says: "There are two million international travellers to Bali every year, compared with seven million Indonesians travelling there, so we know we need to build hotels for Indonesians, because that burgeoning middle class is fuelling the hotel sector."

Indonesia's GDP growth hasn't fallen below 5 per cent for the past six years and, although it has slowed (falling to 5.2 per cent in the first quarter of 2014, compared with 5.7 per cent the previous quarter), it is forecasted to rise again to 5.8 per cent in 2015.

Aside from the tropical beauty of its 18,000-island archipelago, which generates US\$8.5 billion in annual revenue from tourism, the abundant oil, gas, coal and mineral reserves are key pillars of Indonesia's economy. Mining exports account for 12 per cent of the nation's GDP, and the country is the world's number-one exporter of nickel ore, thermal coal and refined tin. Steps have also been taken recently to ensure that the financial gain from some of its natural assets stays in the nation's pocket.

Indonesia's Negative Investment List is essentially an index of business sectors indicating the percentage of foreign ownership permitted for each one, with some being closed entirely to overseas investment and partnerships. It is updated every three years, and the government issued a revised list in April. While there are some sectors on the

revised list where foreign ownership has increased slightly – including pharmaceuticals and telecoms – there are many key industries where it has diminished, such as warehousing; or closed altogether – electrical power installation, and oil and gas support services. The 2014 list also stated that onshore oil and gas drilling was now shut off from new foreign investment, whereas previously it was open to up to 95 per cent ownership. Overall, it's a setback for many potential foreign investors.

Although Indonesia is protecting its own interests, there is a danger that some of its more nationalistic policies could hamper its economic progress, particularly if it rejects foreign investment in areas that could use external expertise to grow. One example of this is education – foreigners are not permitted to have direct shareholdings in education facilities.

While the size and youth of Indonesia's workforce is there, many outside investors will not be able to utilise it if levels of education are not appropriate, and if workers can't communicate with the international business community.

In Indonesia, generally, English language proficiency is far behind Malaysia and Singapore. As a result, the country has lost out

on the opportunity to outsource services in the way that the Philippines has been able to. The business community feels that Indonesia does well and is growing, but it could be growing a lot faster, and it's got to be one of the world's biggest underachievers because of its lack of real, independent leadership.

In July, Jakarta governor Joko "Jokowi" Widodo was voted Indonesia's next president. Due to assume his new role next month, he has been likened to US president Barack Obama because of the potential social change that he represents.

Jokowi is seen as the people's president, with policies encompassing a national minimum wage, free healthcare and tackling corruption. He was also favoured by foreign investors over his main opponent, Prabowo Subianto – who previously declared that "Indonesia is not for sale" – for being more liberal and less nationalistic.

Although much has been written about how the presidential elections will decide how open for business Indonesia will continue to be, it should be noted that Jokowi will be leading a coalition government. His own party, the PDI-P (Indonesian Democratic Party), had to join forces with a handful of other political parties with diverse aspirations to gain enough seats in government.

Even if he attempts to make foreign investment easier, there's a strong chance that he will be shackled by the debts he owes to these parties.

It remains to be seen how international business with Indonesia will be affected, but the opportunities are still there for those who go into the market with the right mindset.

UPCOMING HOTELS

The 180-room Raffles Jakarta will open in the Ciputra World Jakarta complex in the central business district later this year.

Marriott is to open the 275-room JW Marriott Jakarta Kemang Village later this year, and the 208-room JW Marriott Jakarta West St Moritz in 2015.

Starwood will launch a 160-room Aloft hotel next January, a 250-room Westin in March and a 300-room Sheraton hotel in June. The 125-room St Regis Jakarta and the 250-room W Jakarta are due to follow in January 2016; and, in July 2017, a 140-room Aloft will join the portfolio.

The Langham Hospitality Group's Jakarta debut will open within the District Eight complex – a commercial development in the CBD – in 2017. It will have 170 rooms and 30 suites.

Rejsy Wycieczkowe



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GENES AND THE CHARACTER

BMW 3 Series Gran Turismo unites the sporty-dynamic genes of the Sedan with the practicality and versatility of the Touring. Driving dynamics has always been one of the hallmarks of the BMW 3 Series, and the new incarnation clearly stands out with more space inside the car and driving comfort.

As a result, the new BMW Gran Turismo can successfully play the role of both an elegant car for a businessperson as well as a dynamic and comfortable vehicle suitable for the whole family. Typical BMW proportions, four doors with frameless windows, coupe-like profile, sloping roofline and large tailgate define the distinctive exterior character of the BMW 3 Series Gran Turismo.

LARGER THAN EVER

The new BMW 3 Series Gran Turismo is 200mm longer than the 3 Series Sports wagon, offers a 110mm longer wheelbase and stands 81mm taller – this has not only added elegance, but also allowed to dramatically increase the interior. An interesting addition is also the active rear spoiler – the first on a BMW – which adds to the aesthetic appeal and reduces lift at highway speeds. The 3 Series GT is offered in the same trim lines as the 3 Series sedan: Sport Line,

Luxury Line, Modern Line, and M Sport. With such a wide range of options everyone can adjust the car to their individual preferences.

COMFORT AND SAFETY

High-quality material combinations coupled with class-leading levels of workmanship reinforce the premium ambience on board the new BMW 3 Series Gran Turismo. Generous interior dimensions allow passengers in every seat of the BMW 3 Series Gran Turismo to enjoy a feeling of space and freedom of movement. The front and rear passengers all benefit from a seating position that is 59 mm higher than the sedans, which provides outstanding visibility and makes entry and exit significantly more comfortable. The BMW 3 Series Gran Turismo also offers extra headroom. The increase in space will be especially appreciated by rear seat passengers, where a full 70mm of additional leg-

room over the Sedan and Sports Wagon is there to be enjoyed.

Assistance systems

A wide range of driver assistance systems and mobility package solutions offered as part of BMW ConnectedDrive makes the BMW 3 Series Gran Turismo a model car in its market segment in terms of safety, convenience, access to information and entertainment. One of the most interesting is the Head Up Display which projects key information onto the windscreen in sharp resolution to appear directly in the driver's field of view. Not only is the current speed displayed, but the speed limit is also flashed up for the driver's benefit, along with navigation instructions and various warning messages. The German manufacturer also offers a whole range of user-friendly systems and functions that enable comprehensive use of mobile phones integrated with the car. The Apps option and free BMW Connected application provide



With a plethora of innovative solutions on board, this powerful vehicle boasts impressively modest fuel consumption and low emissions.

access to services such as social networks, web radio and iPhone calendar functions. Last but not least, information and office services, and travel and leisure planners using the Google Maps.

RICH INTERIOR

The load area, increased by 25 litres to 520 litres, is larger than in BMW Touring. This and a high-opening deck lid as well as an abundance of other functional features, make packing a whole family for a holiday trip become a piece of cake. Folding down only the central segment creates a large through-loading aperture that enables four people to bring several pairs of skis or snowboards on board with them. The cargo area also comes with LED illumination, making it much easier to use the boot after dark or

in the underground garage, emphasizing the high functionality of the car.

FIVE ENGINES TO CHOOSE FROM

Customers can choose from a selection of five torquey, refined and economical engines from the launch of the new BMW 3-Series Gran Turismo, all of which work with the latest BMW TwinPower Turbo technology. The power output of those units ranges from 105 kW/143 HP to 225 kW/306 HP. The range-topping six-cylinder petrol engine under the bonnet of the BMW 335i Gran Turismo is joined by the state-of-the-art four-cylinder petrol units in the BMW 328i Gran Turismo and BMW 320i Gran Turismo. The two 2.0-litre diesel engines powering the BMW 320d Gran Turismo and BMW 318d Gran Turismo round off

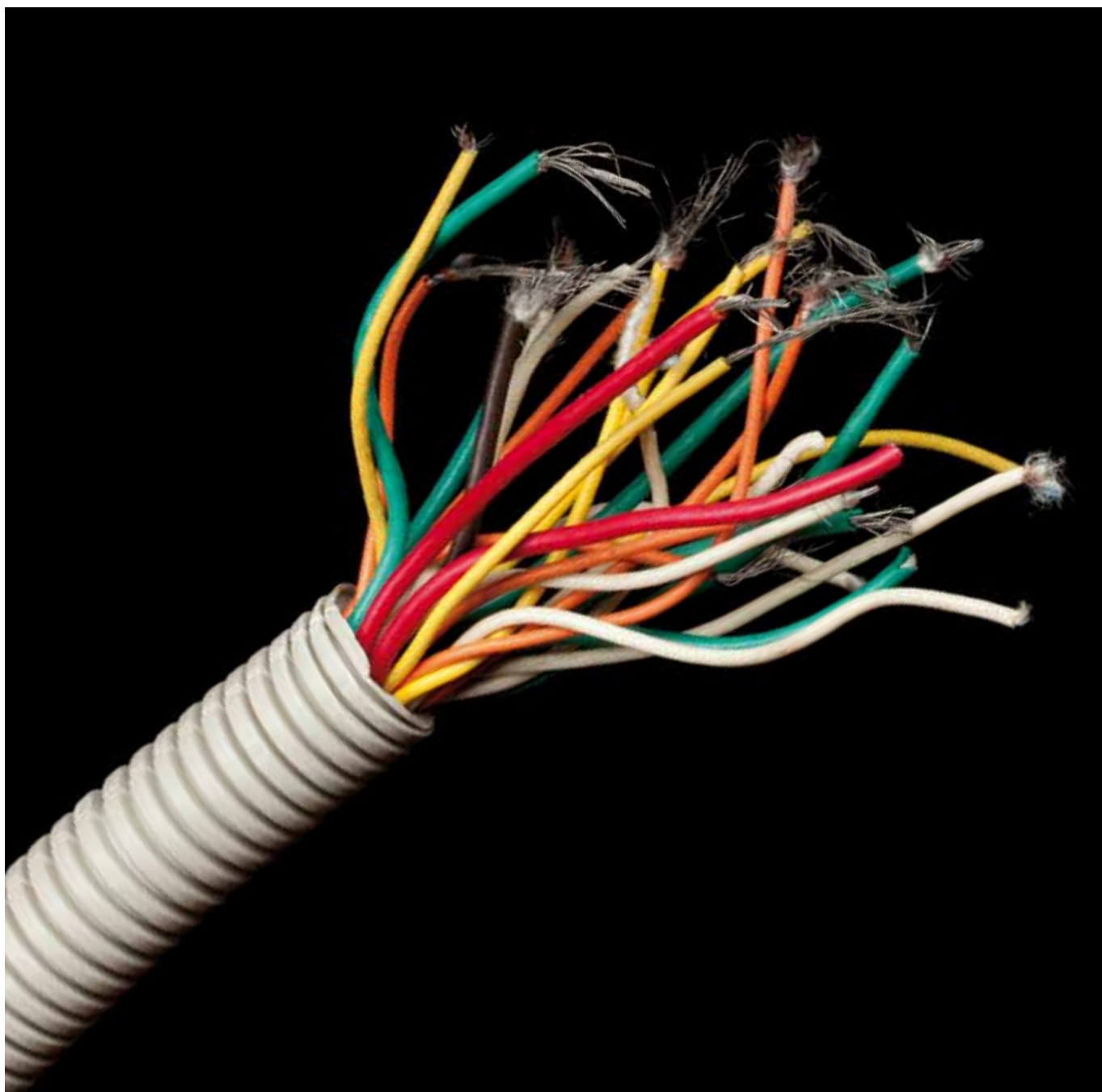
the line-up at launch. In basic versions the power is transferred to the rear wheels via an six-speed automatic transmission. BMW also offers an eight-speed automatic as an option for all engine variants.

DYNAMIC AND ECONOMICAL

Both gearboxes link up with the fuel-saving Auto Start-Stop function - one of the elements of the BMW EfficientDynamics package, which makes BMW 3 Series Gran Turismo not only a practical and dynamic, but also economical car. With a plethora of innovative solutions on board, this powerful vehicle boasts impressively modest fuel consumption and low emissions. The driver is offered a range of drive settings, such as Eco Pro, which allows to reduce fuel consumption by further 20 per cent.

High-quality material combinations coupled with class-leading levels of workmanship reinforce the premium ambience on board the new BMW 3 Series Gran Turismo.





CUT THE CORD

Bluetooth, wifi, NFC and inductive charging all spell the end of plugs and cables.

Steve Dinneen picks out essential wire-free gadgets

Do you suffer from isopreneenamelfilamentphobia? If the sight of wires snaking across your desk brings you out in a cold sweat, then the answer might be yes. Isopreneenamelfilamentphobia is the fear of cables and, if you are indeed in its grip, I

have some good news: we're rapidly marching towards a brave new world where wires – the bane of the 20th century – will be obsolete.

Devices that once relied on passing a current through metal cables are now increasingly leeching power and information si-

lently and invisibly from thin air. Arthur C Clarke's third law stated that any technology sufficiently advanced is indistinguishable from magic, and never were his words more appropriate. How many among us know how a wifi connection actually works, or Bluetooth headphones, or the new wave

of cable-less charging devices? Here's a brief explanation: Bluetooth – invented by Ericsson in 1994 and named after Harald Bluetooth, a Danish king from the 900s with a proclivity for blueberries – uses radio waves to exchange data with up to seven other devices in close proximity (up to ten metres). Anything with a Bluetooth chip – often mobile devices such as phones – transmits a signal over a special radio frequency, seeking a “pair” nearby. This differs from infrared (like your TV remote), which uses light waves and, therefore, needs a line of sight to communicate. The short distance makes Bluetooth perfect for pairing two or more mobile devices, such as hands-free sets and headphones, and it is also widely used in wireless keyboards and mice.

Wifi works in a similar way but generally allows you to connect to the internet instead of another device. Wifi is better for this purpose because its signal is stronger, faster and – if correctly configured – more secure. NFC (near field communication) technology – which is present in many newer smartphones and can be used for anything from paying for groceries to telling when they're about to expire in the fridge – works along the same lines, but is simpler than wifi or Bluetooth, transmitting a very narrow set of data over a very small distance (about 20cm). The short distance and high security makes NFC perfect for contactless payments, where you tap your device or card, equipped with a special microchip, to transfer small amounts (usually capped at £20, depending on your bank) in participating stores.

Wireless charging (also known as “inductive charging”), however, works completely differently. It uses magnets to beam energy between two devices. A charging station or dock, when plugged into a mains connection, creates an electromagnetic field, which generates a current in anything nearby that has a corresponding magnetic coil. Samsung and Nokia are both champions of the technology (with Apple tipped to follow suit with the upcoming iPhone 6), while electric toothbrushes have been using it for ages. Inductive charging is one of the hottest topics in tech right now, with electric car makers signalling it is likely to play a large part in the future of the industry. BMW and Daimler are already jointly developing a standardised form of large-scale inductive charging, which would allow vehicles to juice-up by simply parking in designated spots.

The wireless revolution is already under way; here are some of the gadgets blazing the trail...

Top calls

BOSE BLUETOOTH HEADSET SERIES 2

Price: £130, bose.co.uk

This is the creme de la creme of hands-free sets, it features brilliant noise-cancelling technology (a marked improvement on the previous version) in an attractive, slimline body (1.9cm x 4.6cm x 0.3cm, weighing 12g). Voices – both your own and incoming – are clear and the volume is nice and loud. It's very simple to operate, with a “call” button on the top, volume controls and an LED that flashes different colours to let you know how much battery life you have left. It charges using a USB cable and will last for almost five hours. You can also use the earpiece for listening to your music wirelessly, and it comes in both left- and right-ear versions. The bad news is that despite advances in wireless technology, you'll still look like a bit of an idiot when you're talking into it.



Arm extension

RAZER OROCHI BLUETOOTH MOUSE

Price: £65, razerzone.com

The Razer Orochi isn't just any old Bluetooth mouse: it contains the most precise laser sensor on the market for pinpoint precision. It can function using either Bluetooth 3.0 or plugged in – useful if your battery starts to wane halfway through a long-haul flight, although with two AA batteries providing three months of normal usage, that should not be a problem (an LED indicates when the power is running low). It features two main buttons, two sets of additional buttons on either side and a roller-wheel that lights up, which will impress the person sitting next to you. It is incredibly well designed, suitable for both left- and right-handed users and, after a few minutes, starts to feel like an extension of your own arm. If you want the best, this is it.



In network

NETGEAR NIGHTHAWK SMART WIFI ROUTER

£190, netgear.co.uk

If you plan on having a truly wireless household then you should think about investing in a decent router. The Netgear Nighthawk is optimised for the latest fibre broadband, meaning you'll be able to squeeze the maximum amount of speed out of those cables. It has a 1GHz dual-core processor and super-speedy AC 1900 connectivity, plus two “bands” of wifi, which means you can connect bandwidth-intensive devices to the speed-optimised band, while less taxing ones use the regular one. You'll be able to comfortably connect ten devices, so you can stream music while playing Grand Theft Auto, as your other half is watching Netflix via Apple TV. If you need to go old-school, it has room for five ethernet cables and two USB ports.



For workaholics

LOGITECH K810 BLUETOOTH ILLUMINATED KEYBOARD

Price: £90, logitech.com

A Bluetooth keyboard is the perfect solution for those desperate to remove any wires from their personal space. This one is packed with great features, including illuminated keys that automatically adjust to the ambient light, and a ‘hand sensor’ that switches the keyboard into sleep mode when it's not in use, preserving the battery. It has three Bluetooth frequencies, meaning you can sync it with – and switch between – three different devices without any interference (tablet, laptop and desktop PC, for example). It is solidly built, with satisfyingly hefty keys, and is small enough to squeeze into your hand luggage if you want to get some serious typing done during a flight. The battery is good for at least ten days of intensive work and can be charged while in use via a regular USB.



Audiophile's dream

SENNHEISER MM 500-X BLUETOOTH HEADPHONES

Price: £220, en-uk.sennheiser.com
Sennheiser has a reputation for being the king of headphones for a reason - and this pair shows why. The sound is crystal clear, with no loss of quality to indicate you're listening to your music wirelessly. It is built with playing music on your smartphone in mind, with an "invisible" microphone for making and receiving calls and easy, one-button switching between tunes and phone services. It charges using USB, giving you 20 hours of talk time or ten hours of music playback (charging takes three hours). If you're a stickler for the rules and don't want to use Bluetooth on a flight, you can also plug in a cable for 100 per cent aircraft-friendly listening. The headphones look great: perfect for style-conscious audiophiles.



Positively charged

ASUS PW100 WIRELESS CHARGING STAND

Price: £60, asus.com
This "pyramid" shaped inductive charging dock allows you to charge compatible phones and tablets wirelessly. It uses the "Qi" standard of wireless charging, so will work with Samsung and Nokia smartphones as well as a host of tablets, including Asus's own products. All you have to do is connect the stand to the mains and drop your device into the groove at the front to start charging - you don't even have to remove it from its protective case. A built-in LED will let you know when your phone or tablet is charging and when it is fully juiced and ready to go. The stand also allows you to use your device as a bedside clock while you charge it at night. It seems the death knell for cables has sounded.



Small but powerful

JABRA ROX WIRELESS EAR BUDS

Price: £120, jabra.co.uk
These tiny ear bud headphones pack one hell of a punch. The Bluetooth functionality allows for full, high-definition Dolby sound playback at a volume that is little short of amazing given their size (1.7cm x 2cm x 1.6cm and weighing 19g). They are light and incredibly comfortable, even when wearing them for several hours at a time. The "in-line" commands on the wire connecting the two buds give you control of your music library and act as a noise-filtering microphone for incoming and outgoing calls. Each bud contains its own miniature battery, giving you an impressive six hours of music streaming and 5.5 hours of talk time. When they're out of juice, simply plug them into your laptop with a USB cable for speedy recharging.



Rich sound

SONOS PLAY: 1 WIRELESS SPEAKER

Price: £169, sonos.com
Many people nowadays have their music collection spread over several devices. Sonos has come up with the Play:1 speaker system, which acts as a central hub for it all. Controllable from an app (Android or iOS) or using the buttons on the unit itself, you can access more than 100,000 internet radio stations as well as any music stored on your home network, such as your laptop's iTunes library. The sound is incredibly rich for a relatively small device (11.9cm x 11.9cm x 16.1cm, weighing 1.85kg), its build quality is excellent and the app is well designed and intuitive. One thing you should bear in mind - if this is your only piece of Sonos kit, you will need to buy a Sonos Bridge (C39) to avoid having to wire the speaker directly into your home wifi router.



Cinema redefined

APPLE TV

Price: £79, apple.com/uk
No matter how advanced and portable our entertainment gadgets get, the TV doggedly remains at the centre of most households, so no home is complete without a way to stream media to your TV wirelessly. Apple TV allows you not only to stream content from services such as Netflix and Sky Sports, but also to "mirror" the activity of your laptop so you can watch downloaded content on the big screen. You can also play media from your iPhone or iPad on the TV - useful for showing off home videos. The box is tiny (2.3cm x 9.8cm x 9.8cm and weighing 27g) and, in typical Apple style, looks slick, with a slender, brushed aluminium remote. Users with an iCloud account can access their stored media such as photos and movies. Set-up is quick and easy, and the unit is compatible with most modern TVs.



Design and quality

SONY PERSONAL CONTENT STATION

Price: £289, amazon.co.uk
Sony's Personal Content Station (PCS) is a 1TB external hard drive with a twist: you can access it via Bluetooth, wifi and - most interestingly - near field communication. The NFC capability means you can install an app on your smartphone and simply tap it against the PCS to initiate a connection, after which you can access the files stored therein (actual data transfer is done through wifi; the NFC is just a quick - and snazzy - way of establishing the connection). If you're not using an NFC device (for example, Apple users), you can skip the tapping and establish a direct wifi connection, or you can use a USB cable. It also has the advantage of looking like a piece of abstract sculpture and will sit wonderfully on your shelf next to your Apple TV box.



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4 HOURS IN... HANOI

This is one of the few capitals in the world, where in the streets you can see the hammer and sickle – the communist insignia. It's also a place where you can still admire the old Asian culture intact.

INSIDE HO CHÍ MINH MAUSOLEUM

Impressive building, housing the embalmed body of Ho Chí Minh – the founder of the Democratic Republic of North Vietnam, is an absolute must to visit. As you can imagine, the place is monumental with the dimensions of 20x40 m and is one of the most popular tourist attractions in Vietnam with never-ending queues leading to it. The mausoleum of “Uncle Ho”, as the Vietnamese people affectionately call their leader, is situated at Ba Đình square. Before visiting the mausoleum you need to get familiar with all the rules and prohibitions regarding the proper clothes and bringing the cameras in. Note the mausoleum is closed between September and December. During this time the body of Ho Chí Minh is subject to conservation works.

MUSEUM OF LITERATURE

Without a doubt, it's the most beautiful and largest of all the 180 temples in Hanoi. Situated in the heart of Đông Đa district, it's just 3 km away from the city centre. This colourful oasis of tranquillity is a perfect place to relax among the pagodas and ponds decorated with lotus flowers. It's like a great piece of art consisting both the elements or architecture and nature. The

entire temple is designed according to the principles of geomancy in the north-south direction. The number of yards symbolizes the five elements of nature: metal, wood, water, fire and earth. The first Vietnamese university had its headquarters here, already in the 11th century. Van Mieu Temple was built in 1070 by King Ly Thanh Tonga to honour the Chinese philosopher Confucius, his followers and students. The building is inspired by the Confucian temple in Qu Fu (China), the birthplace of Confucius. The place for the temple was chosen so that it remains in harmony with the pagodas: Taoist Bich Cau and Buddhist Chua Mot Cot.

WATER PUPPET THEATRE

It's one of the most interesting cultural events Hanoi can offer. The surface of water is used as a scene, and the puppets are controlled by the actors hidden from the audience. In order to see such a spectacle, you need to get to the city centre, as the theatres are situated on the northeastern side of Hoan Kiem lake. The almost two-hour long, colourful and a bit naive spectacle takes place on the surface of water, and the actors control the puppets from behind the scene, immersed in water up to their waist. The performance is accompanied by mu-

sic played on old-Vietnamese instruments, e.g. one-string dan bau, whose extraordinary power is legendary. The puppet theatre in the Red River delta has an over thousand-year-old history. Although derived from the plebeian tradition, today has become a cultural showcase of the whole of Vietnam. Initially, the performances were played on lakes and swamps, so the natural surroundings was the scenery. At the beginning of the 20th century, the puppet theatre experienced a setback. Its revival is owed to a French organization, which provided it with new puppets and techniques.

36 STREETS DISTRICT

It's an old commercial district, which has been home to business for over a thousand years. Because of the historical surroundings, culinary attractions and undeniable, yet chaotic charm of the place, most of the hotels and guesthouses aimed at Western tourists are located here. The Old Town in Hanoi is a genuine melting pot: vegetable-fruit markets are adjacent to street soup kitchens that the Vietnamese are very fond of. There are countless stalls, where you can buy cotton T-shirts, “silk” scarves, painted wooden chopsticks, little Buddha statues, “Uncle Ho” portraits, and conical Asian hats we often associate with



Vietnam – all for just a dollar. Small family restaurants serve delicious Vietnamese dishes, such as pho soup or world-popular spring rolls. The name of every street in the district comes from a profession once performed by its citizens, the craftsmen who came to the capital to meet the needs of the imperial palace. To this day, there are streets where you can only buy shoes, or clothes, toys or paper decorations.

A walk around the Old Town will fill delight you – the architecture, with numerous peculiar tenement buildings called tunnel houses, is really impressive. Its name comes from the fact that behind thin facades there are very long hallways. They are usually 3-metre wide and 60-metre long. This original architectural design was a response to an estate tax imposed by the emperor, which was calculated on the basis of the width of the building. Seeing a house like that is a must when in Hanoi. That way you can imagine what the life of its tenants was like.

HOAN KIEM LAKE

In the very heart of the Hanoi, shrouded in the morning mist, there is Hoan Kiem lake, surrounded by many legends. Its name in Vietnamese means “the lake of the recovered sword”, which refers to a story about a magical sword that was found in the lake and helped the future king Le Thai To in his spectacular conquests and led him to the throne. One day the rightful owner, a giant turtle, claimed the right to the sword. Hanoi citizens believe that even today there are giant turtles living at the bottom of the lake. As the legendary guardian of the city, they are paid tribute to in the Ngoc Son temple. Perhaps that is why they often visit this place with their whole families and practice tai-chi by the shores of the lake.

Marzena Mróz



There are countless stalls, where you can buy cotton T-shirts, “silk” scarves, painted wooden chopsticks, little Buddha statues, “Uncle Ho” portraits, and conical Asian hats we often associate with Vietnam – all for just a dollar.



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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@businessstraveller.pl

Hotel for conferences

Our CFO flies to San Francisco for a conference. I made a registration on the organizer's website. I wanted to book a hotel with our agent. It turns out he can't make a reservation at a good price. Other hotels in the neighbourhood are expensive, costing over \$400. Our agent has always had reasonable prices, so I'm wondering why he can't offer them to us now. Are there any exceptions in the case of conferences?

Grażyna

Dear Grażyna,

There is no one simple rule. Generally speaking, every big agent has its own rates negotiated with a number of hotel chains. Sometimes the agent's rates are better, something the corporate ones. A good agent will always compare the corporate rate, his own rate and a promotional rate offered by a hotel – and choose the best offer. The best one doesn't necessarily mean the cheapest. There are many cheap rates requiring clients to make a full prepayment (non-refundable), and in case of a change in the business plans, booking such offer is rather risky. It's better to book at a rate allowing you to make a free cancellation on the day of your arrival at the hotel.

But the conferences are a whole different story. The organizer makes group reservations in the hotels at a special rate. The hotel can't sell these rooms on the market, they are at the organizer's disposal. The agents and individual clients can only see that the hotel is booked or has only the most expensive offers. If you send a request directly to the hotel, you will be directed to the conference organizer's office.

I checked the link to the conference website you sent me. I found information stating that the hotel may be booked only by the organizer when making an online registration via the site. At any time after the registration you can use the "edit" function and add a hotel reservation. The conference organizer doesn't give its rates to the hotel agents, you must make the reservation yourself.

That's why in case of individual reservations your agent can always book at the best rate. With conferences, it's better to book a hotel during registration. Unless your agent agrees to go through the whole registration process – then, the hotel will be booked in the package.

Around the world

My CEO already has a return ticket from London to Tokyo in November. Meanwhile, departure plans have changed and he has to go to Dallas. I checked the connections myself: a return from Tokyo to London, and then to Dallas would mean 25 hours on board of a plane and in airport lounges. Are there any other possibilities? My boss is flying in business class with British Airways. The ticket cost over 265 GBP.

Iwona

Dear Iwona,

I've studied the ticket you sent me. Indeed, coming back from Tokyo to London and then to Dallas isn't the best option, when it comes to the time of the travel. A flight from Tokyo to London lasts over 12 hours, and from London to Dallas – another 10 hours.

I don't think it's worth coming back from Tokyo to London in order to take another flight to Dallas. American Airlines operate direct flights from Tokyo to Dallas, the plane flies over the Pacific Ocean, and the flight lasts 11 hours 35 minutes. The plane leaves Tokyo at 11.30 am and lands in Dallas on the same day at 09.50 (crosses the International Date Line eastwards).

It would seem much more efficient to cancel the current flight and return the ticket, and buy a new one on London-Tokyo-Dallas route. The current ticket cost 5,000 GBP and the conditions allowed for cancellation free of charge. The total cost of the ticket from London to Dallas is 4,000 GBP in business class. The total cost of the two flights is about 9,000 GBP. The around-the-world ticket by Oneworld in business class costs about 6,500 GBP, assuming the journey spans across three continents. Your boss will save over 2,000 GBP and one business day.

Note that you don't have to return to Europe, to go from Asia to North America. Airlines offer many flights over the Pacific Ocean. It's worth checking out these offers.



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