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JAPAN FOR EVERYONE

Tokyo is like a fascinating, vibrant and yet a truly precise mechanism. Its advanced technological solutions, culture very much different from what we are used to in Europe, as well as sophisticated art and the world's healthiest cuisine - all this attracts tourists and businesspeople from all over the world. Last year alone, the Japanese capital was visited by 20 million people, and if the latest predictions are correct, this number will double in two years' time when Tokyo hosts the Olympic Games.

But how do you navigate this vast metropolis, which is widely considered as one of the most difficult cities to get around? In our cover article we write about the best phone apps that can help you find your way around the city simply and fast.

The Japan National Tourism Organisation (JNTO) recently launched the Japan Official Travel App (jnto.go.jp/smartapp/eng) in Chinese, English and Korean, offering a mix of content such as travel articles with practical information on how to get around, route mapping and guides to customs.

Another new app useful for anyone aiming to get out of Tokyo is the Tokaido Sanyo Shinkansen Reservation App (smart-ex.jp/en/lp/app), which offers train bookings in English – in this case for the bullet train (shinkansen). Importantly, it also allows you to change bookings up to four minutes before departure.

Have a successful trip to Tokyo - directly from Warsaw!



Marzena Mróz

Marzena Mróz
editor-in-chief

65 SIENNA

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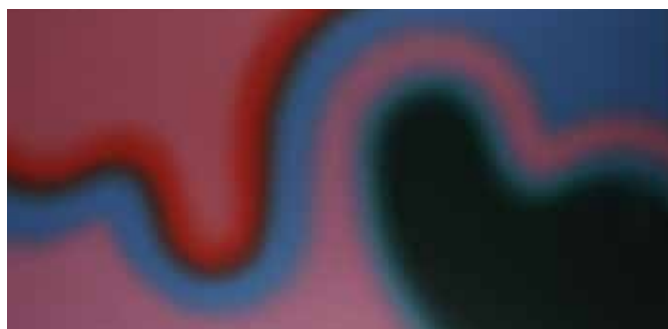
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Exhibition

Cosmopolitan Twarda 4 Apartment Building

PAINTINGS BY WOJCIECH FANGOR

Paintings-icons by Wojciech Fangor, one of the most renowned Polish artists, will be presented on the 42nd floor of the Cosmopolitan apartment building. The exhibition entitled "Fangor: Beyond the Visual Plane" will be organized on the 60th anniversary of the premiere of the artist's groundbreaking installation named "The Study of Space." The presentation of paintings from the private Jankilevitch Collection is yet another exhibition taking place on the 42nd floor of Warsaw's most popular luxury apartment building. The images will be on display from 26 May.

The exhibition will present works from the 1960s and 1970s, which is the most important period of the artist's work, during which multi-coloured, abstract compositions were created, built from circles, waves and amorphous shapes. The idea behind the exhibition was to show the artist's works in the way he wanted them to be presented. The images will establish "a dialogue" with the surrounding space, as well as with the environment that can be viewed from the windows of the 42nd floor of Cosmopolitan. The main idea of Wojciech Fangor, which he fully expressed in "The Study of Space", was to create an area of mutually permeating energy of images. "The paintings presented without frames, arranged perpendicularly to each other, interacted with each other, but also with the viewer, who entered the work of art and became its integral part," says Katarzyna Wąs, the curator of the exhibition.apartamentycosmopolitan.pl

Airline

Lufthansa

NEW SERVICES

Lufthansa's summer schedule includes new services from Munich to Łódź and Katowice. The German carrier now operates five flights a week to Łódź and the daily connection from Silesia to the capital city of Bavaria. The opening of the new service from Katowice coincides with the 25th anniversary of Lufthansa's presence at the Silesian airport and at other Polish regional airports. During that time the airline's presence in Poland was constantly growing, and currently Lufthansa flies to nine Polish destinations.

In addition to the new destinations, Lufthansa has also increased the number of flights between three Polish cities and its hubs. Gdańsk Airport has gained an additional daily connection to Munich and four connections a



week to Frankfurt. With additional six weekly connections offered by Lufthansa, passengers travelling from Krakow will now have a choice of up to five daily services to Frankfurt. Two years after the launch of Rzeszów-Munich route, the carrier has decided that since May there will be four additional services a week on this route. In addition, Eurowings has opened a new route from Wrocław to Stuttgart four times a week. The most popular destinations with Polish passengers travelling with Lufthansa Group airlines include Lisbon, Barcelona and Paris. As for intercontinental services, the top of the list is occupied by New York, Shanghai and Mexico City. lh.com



Business

Singapore

FRIENDLY HOTEL

The direct connection from Warsaw to Singapore, due to be launched by LOT Polish Airlines on 15 May, will certainly facilitate trade relations between Warsaw and Asia.

Singapore's Changi airport is regarded as a gateway to the Far East and Australia, and the country itself is a fascinating melting pot where many cultures meet.

One of the best places to stay in Singapore is Sofitel Singapore Sentosa, managed by a Pole, Piotr Kupec. The manager of the property keeps a personal eye on the comforts of his Polish guests, and he is happy to advise them on the places worth visiting in the Lion City. The hotel is set in a beautiful park with peacocks strolling around, sometimes peeking into guest rooms.

The best rooms - Corner and Junior Suite - are ideally located and beautifully decorated, while the hotel's restaurants are well known for their modern form of serving dishes and unique combinations of flavours.



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Airline

LOT

FROM WARSAW TO SINGAPORE AND BEYOND!

LOT, along with its partner airlines, offers connections to Singapore's major hubs in Southeast Asia, Australia and New Zealand. Direct flights from Warsaw to Singapore will launch on 15 May.

This is a very good news for passengers. As part of one LOT reservation, flights from Singapore will be operated by Singapore Airlines, carriers from the Jetstar group, as well as Qantas and Air New Zealand. Passengers choosing the Polish national carrier will be able to travel on a single ticket via Singapore to many cities in such countries as Thailand, Malaysia, Indonesia, Hong Kong, Vietnam, the Philippines, Australia and New Zealand. lot.com

Tourism

Switzerland

CYCLING ON THE ALPINE TRAILS

Riding a bike in Switzerland? That's a great idea, especially because Swiss bicycle trails are simply unmatched. One of them follows the route of Tour de France, while others run through the passes of Central Switzerland or near the attractions situated along the Rhine river. You can also cycle around Lugano, explore the cantons of Jura, Grisons and the Aare trail. Between 9 and 18 June 2018 all cycling fans will certainly follow the events of one of the world's most exciting races Tour de Suisse. In addition to the thrilling competition between professional cyclists, the event also features amateur races organized on weekends, both for individuals and teams (tourdesuisse.ch). Mountain bikers can also take part in the Eiger Bike Challenge taking place from 11th to 12th August at the foot of the majestic peaks of Eiger and Wetterhorn. There are two routes to choose from: the longer one is 88km, and the shorter is 55km. eigerbike.ch



Technology

Philips

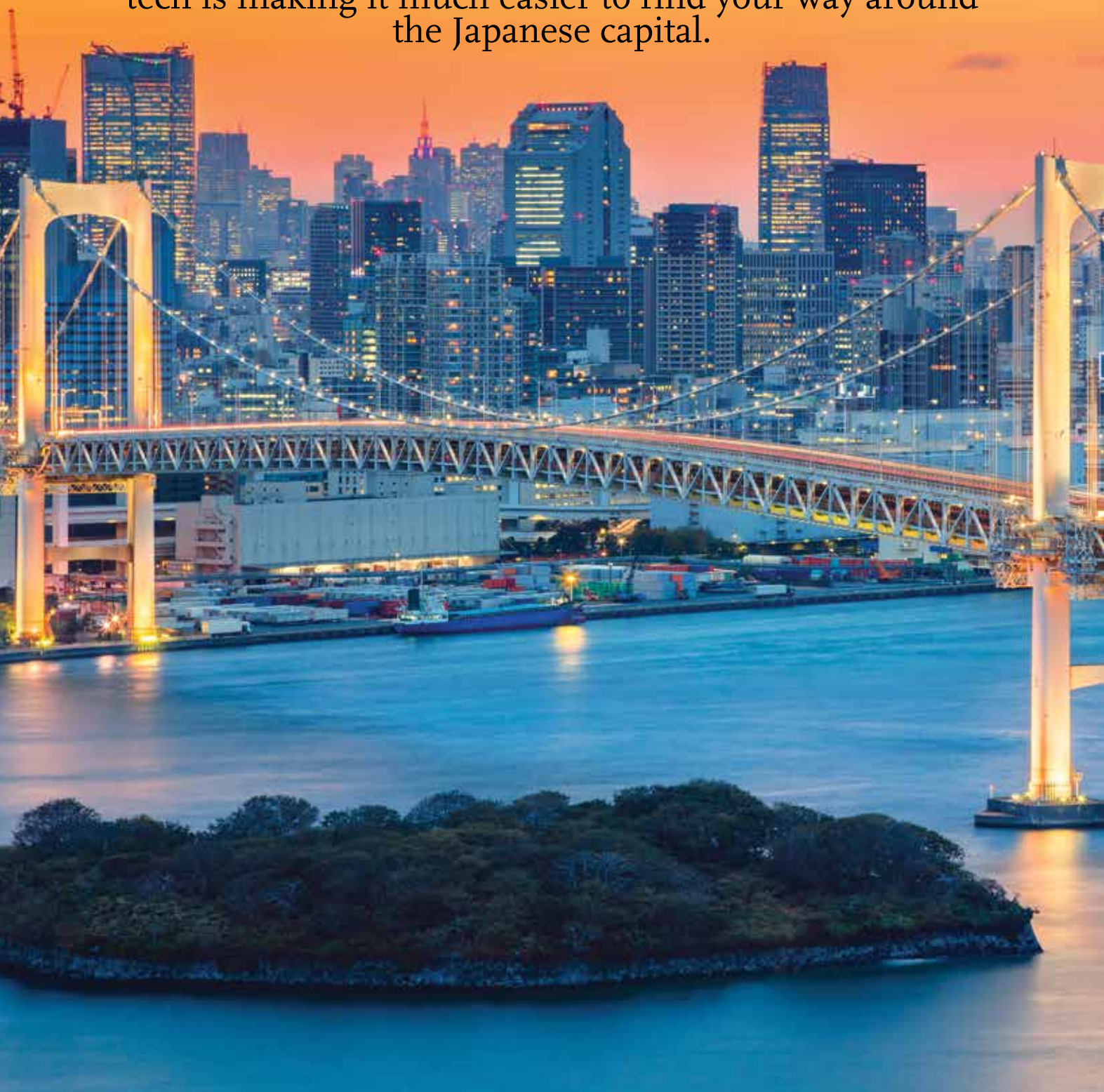
GADGET ON THE GO

Philips GC362 handheld garment steamer is the perfect solution both for your household and business travels. Now you no longer have to fold out the ironing board, because the Philips device can refresh and smoothen your clothes in just a few minutes, to make them look pretty before you leave the hotel for a business meeting or to the airport. The steamer is safe for all fabrics, it can be used to remove creases from delicate silk dresses or pleated skirts made viscose, but it will also be useful for refreshing tweed suits, wool coats, sweaters and even from upholstery. Hot steam kills up to 99.9 percent of bacteria, which means that the device is also perfectly suited for disinfecting clothes. price: PLN 319. philips.com



NAVIGATING TOKYO

Our British correspondent *Rob Goss* says that the latest tech is making it much easier to find your way around the Japanese capital.





Tokyo has always been notoriously difficult to get around, from its confusing address system (based on areas rather than streets) to a mind-boggling train network. Wifi hotspots and English-language apps have also typically been lacking. Short of a personal guide, a good GPS system used to be the only hope for foreigners. However, with the 2019 Rugby World Cup and the 2020 Olympic and Paralympic Games on the horizon, Tokyo is seeing a swathe of tech infrastructure and service industry upgrades that promise to make the city more accessible and easier to navigate for overseas visitors.

APP-ROPRIATE SOLUTIONS

Tokyo has one of the most efficient public transport systems in the world – a train company’s recent apology for a 20-second-early departure made headlines – but its size and complexity can be confusing. This is especially true at major stations such as Shinjuku, Ikebukuro, Shibuya or Tokyo Station, where the crowds and vast number of exits and platforms are overwhelming.

Service providers are also upping their game to help people navigate Tokyo and beyond. The Japan National Tourism Organisation (JNTO) recently launched the Japan Official Travel App (jnto.go.jp/smartapp/eng) in Chinese, English and Korean, offering a mix of content such as travel articles with practical information on how to get around, route mapping and guides to customs.

Another new app useful for anyone aiming to get out of Tokyo is the Tokaido Sanyo Shinkansen Reservation App (smart-ex.jp/en/lp/app), which offers train bookings in English – in this case for the bullet train (shinkansen) – and also allows you to change bookings up to four minutes before departure. It’s currently available for download in the US, Australia, Hong Kong, Singapore and Malaysia as well as in Japan, although the company hopes it will soon be rolled out in other countries.

GETTING CONNECTED

Of course, apps aren’t much good if you can’t access them. Despite Japan’s high-tech

reputation, wifi accessibility has long been extremely patchy in the capital. However, that appears to be changing. The Tokyo Metropolitan Government’s Free Wi-Fi & Tokyo (wifi-tokyo.jp) delivers connectivity in an increasing number of locations. It still isn’t perfect, but it is a move in the right direction.

If, however, you want guaranteed data during your stay, sort out pocket wifi when you arrive at Narita or Haneda airport, from the Japan Rail Pass counters. Pocket wifi uses the phone network to connect you. High-speed broadband and unlimited downloads are often part of the package. You can also book it in advance (at japan-rail-pass.co.uk/services/pocket-wifi). Prices vary, but around £7 per day is usual.

Alternatively, a free SIM card courtesy of new start-up Wamazing was rolled out in February 2017. Foreigners can pre-register for the service before arrival, and then pick up their free SIM from vending machines at Tokyo Narita airport. The SIM also comes with 500MB of data or usage for 15 days – whichever you hit first. Ad-



If trains, buses and taxis aren’t your thing, and you have spare time between meetings, Tokyo has another mode of transport: water buses.



Tokyo has one of the most efficient public transport systems in the world, but its size and complexity can be confusing.



ditional data can be bought through the Wamazing app (apps.wamazing.jp), plus access to services such as hotel reservations, taxis or booking activities. So far the app is only available in traditional Chinese (for visitors from Hong Kong and Taiwan), but Wamazing plans to offer English, simplified Chinese (for visitors from mainland China) and Korean in the future.

Finally, there is another app offering free wifi, called Travel Japan Wifi (japan-freewifi.com) from Wire & Wireless Co. A recent partnership with flag carrier Japan Airlines (JAL) has also seen the launch of an upgraded version, the JAL Explore Japan Wifi app, available for both Android and Apple devices (ar.jal.co.jp/world/en/jalwifi/). With this app, travellers can automatically connect to more than 200,000 wifi hotspots operated

by the company across Japan in public areas such as airports, major train stations, restaurants and key tourist locations. The app is specifically designed to cater to foreigners – residents in Japan are not even

able to download the programme. It's available in English, traditional and simplified Chinese, Korean and Thai, while Japanese is not supported.

FUTURE-TECH

Given Japan's reputation for robotics, it comes as no surprise that Tokyo is also turning to automatons to help visitors. In November Tokyo's governor, Yuriko Koike, unveiled five multilingual and anthropomorphic robots at the Tokyo Metropolitan Government Building as a test run before the 2020 Games. The five – all of which can communicate in Japanese and English, with some able to use Chinese and Korean, too – were in place until February 2018 to see how well they could assist visitors with such things as tourist information and directions.

Taking things even further into the future, you will soon be able to pay for and access a range of services with the tap of a finger. The new "Touch & Pay" authentication system is part of the Ministry of

Economy, Trade and Industry's efforts to promote biometric identification services, and since October 2017 it is gradually being rolled out at hotels and tourist sites across Tokyo. By 2020, it should allow travellers (after registering passport, credit card and fingerprint data at the airport or a tourist office) to check in to hotels, buy tickets and use lockers across Tokyo using finger scans or e-passport scans.

PLAIN SAILING

If trains, buses and taxis aren't your thing, and you have spare time between meetings, Tokyo has another mode of transport: water buses. Aiming to offer an alternative to the city's highly congested roads, a number of companies have launched services around Tokyo Bay, mainly operating routes around Odaiba and up the Sumida River to Asakusa. Tokyo Cruise Ship company (suijobus.co.jp/en) offers the most frequent daily services, with scenic journeys lasting between 20 minutes and an hour, and starting at ¥780 (approximately £5).



If the schedules don't suit, there's also a flexible on-demand service. Tokyo Water Taxi (water-taxi.tokyo) began operating its first diesel-powered vessels in mid-2016 around Tokyo Bay's waterways and it plans to have a total of 60 iconic yellow boats operating by the time the 2020 Olympic Games roll around. Some landings welcome passengers who haven't made a reservation,

but it's best to book just in case (there's a maximum capacity of six people). Journeys cost around ¥2,000 (approximately £13).

Room for growth

The yen was relatively weak during 2016 and 2017, prompting headlines declaring Tokyo as the best-value long-haul destination. Tourism was on the increase even before this; Japan's target of 20 million inbound travellers annually by 2020 was reached four years early in 2016. The Japanese government has revised that target to 40 million visitors in 2020. To cater to that growth, an additional 10,000 rooms are slated for the capital before the Games. One of the best is from the Aman group,

which has a sleek, relaxation-focused property in the prestigious Otemachi district: the Aman Tokyo. Looking at the newest offerings, Hoshino Resorts opened the Hoshinoya Tokyo early in 2017 in Otemachi, not far from Tokyo Station, offering a blend of high-end resort and traditional Japanese inn. Hoshino Resorts has also launched the new more lifestyle-oriented Omo brand in the outlying Otsuka district, designed to appeal to millennials.

In November 2017, Marriott introduced the group's millennial-focused brand with the opening of Moxy Tokyo Kinshicho, and also has a pair of Marriott Edition properties scheduled for 2020, one in the Toranomon business district and another in the prestigious Ginza area. Luxury serviced residence Oakwood Apartments Nishi-Shinjuku is scheduled to open in the summer.

Accorhotels will make a brand debut in the Japanese capital when it opens its 143-room Pullman Tokyo Tamachi in autumn 2018. A 190-room Four Seasons property is also planned to open in Otemachi by 2020.



Essential apps

FOR NEGOTIATING JAPAN

- **Google Translate** This app allows you to translate to and from multiple languages by typing or pasting in text or by speaking into your phone's microphone. Its finest feature, however, is the camera input. With it, you can scan Japanese text, such as a menu, and a fairly accurate translation will appear over the top of the words it detects.

- **Hyperdia** Free for 30 days after you first install it, this app makes navigating public transportation easy, providing timetable information and detailed route searches for trains, subways and planes nationwide. The Hyperdia by Voice app is similar, but uses spoken instructions in either English or Japanese.

- **GuruNavi** Type in parameters such as location, the food you want or your budget, and this will list options, including information on whether or not the restaurant has an English menu or English-speaking staff.



FOUR SEASONS RESORT MAURITIUS AT ANAHITA



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tel.: +230 402 3100
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reservations.mas@fourseasons.com

PRICE

From €640 per night in One
Bedroom Pool Villa.

Private luxury villas, a golf course designed by Ernie Els and a wide range of water sports. These are definitely the strongest points of the Four Seasons Anahita resort.

WHERE IS IT?

The Four Seasons Resort Mauritius at Anahita is one of the few best located resorts on the island. The hotel is located on the east coast of the island, at the foot of Mount Bambou, and has an area of more than 64 acres, 1/5 of which extends over a private island that belongs to the resort. The transfer from

Mauritius airport takes about 40 minutes.

THE VILLAS

The Four Seasons Resort Mauritius at Anahita is one of several resorts in Mauritius, which consists exclusively of villas and residences. There are 136 of them in total - the smallest has an area of 105 sqm, while the largest one the sumptuous 830 sqm. No doubt everyone will be able to choose something for themselves.

84 One Bedroom Pool Villas offer 105 sqm of space overlooking the beach, garden or ocean.

All feature a modern Moorish décor, as well as king size beds in the bedroom. Guests will also enjoy here a whole range of amenities typical of a five-star property, including an iPod docking station, a CD / DVD player, fast broadband Internet, LCD TV with a wide choice of channels, as well as Nespresso machine. Each villa has its own private terrace and a small private pool.

One Bedroom Sanctuary Pool Villas offer a little more comfort, with larger swimming pools and direct access to the beach.

For families the resort has prepared Garden Villas and Resi-

dence Villas with 266 sqm and two bedrooms and 360 sqm and three bedrooms respectively.

Undoubtedly, the most impressive properties in the resort are the two Royal Residence Villas with an impressive area of over 800 sqm each, and surrounded by a vast 3,000 sqm garden. Each comprises five bedrooms and can accommodate even a few families at the same time.

RESTAURANTS

Guests of all villas are offered sumptuous breakfast (included in the price of the stay), served in Beau Champ restaurant. At an extra fee they can also order the meal to be delivered straight to their apartment. Beau Champ is a typical modern French bistro, open for breakfast time and in the evening. It occupies three pavilions set directly on the waterfront. The breakfast menu includes homemade yoghurt, tropical fruit, as well as fresh pastries. There is also a live cooking station where the staff can prepare delicious pancakes on your request.

In the evenings Beau Champ serves excellent seafood and sophisticated desserts. It also has its own wine cellar stocked with more than 500 various types of wine from around the world.

Aquapazza is an obvious choice for lovers of Italian cuisine who feel like having a dinner in the Mediterranean style. The restaurant is situated in the sea front and is decorated in a fairly modern style with warm finishes. The menu of course includes traditional Italian pizza from a wood-fired oven, including specialties of the restaurant, such as Piemontese pizza with black truffles, cream, parmesan and mozzarella. Part of the restaurant is a seaside bar - a perfect spot for an afternoon aperitivo.

Golf lovers using the hotel's Ernie Els Design golf course, can also enjoy Italian cuisine served at the excellent Trattoria Il Forno. During the day the restaurant offers a wide choice of sandwiches, salads, bruschetta or spaghetti,



The Four Seasons Resort Mauritius at Anahita is one of several resorts in Mauritius, which consists exclusively of villas and residences.



Hotel

MAURITIUS



If you feel like delving into the secrets of Moorish cuisine, you can take part in a special culinary workshop held in Cotomili (the hotel's garden), where local spices are grown.

while in the evenings you can enjoy here delicious pizza.

Another food outlet is Bambou, named after the neighbouring mountain. It's situated near the beach and hotel pools, and serves sumptuous lunches and fine dinners. Bambou specializes in international cuisine. You can order here freshly-made sushi, various Asian delicacies, as well as dishes of classic European cuisine. Dinner is a culinary journey around the Indian Ocean with elements of Chinese, Mauritanian and Indian cuisine.

If you feel like delving into the secrets of Moorish cuisine, you can take part in a special culinary workshop held in Cotomili (the hotel's garden), where local spices are grown. The chef will guide you through the process of making unique Creole dishes, which are a staple of Moorish cuisine.

GOLFING

Four Seasons Anahita is an ideal place for golf aficionado. Within the resort, among the lagoons of the Indian Ocean, there is a picturesque golf course, designed by a renowned player Ernie Els. It has been designed in accordance with strict guidelines of the US Golf Association. The course is open to everyone: from beginners to the most advanced players. But if you are starting your

golfing adventure, it's not a bad idea to take a lesson at the driving range. It's worth trying, because the course with some of the fairways running along the ocean front, is a truly impressive place. There is, of course, an on-site golf store, as well as the Four Seasons Golf Academy where you can analyse on video whether or not you have made any progress. Importantly, all guests can use the golf course free of charge.

SPA AND ATTRACTIONS

The Four Seasons Resort Mauritius at Anahita is also an ideal place for unique holiday wellness experience. The resort's spa, situated on wooden stilts in azure lagoon and surrounded by mangrove vegetation, is simply a perfect spot for relaxation. You can use here several private suites equipped with baths and saunas, as well as a special pavilion for practising yoga. You can also enjoy a range of signature programmes, such as Mauritian Fusion, Jet Lag Revival or Indian Bliss.

The very location of the resort promotes active leisure. You will find here two wide beaches stretching on the private island (which is the hotel's property), and four swimming pools. California-edge is 28 metres long,

Infinity-edge is 11 metres, and the longest Lap Pool is 125 metres long. And, of course, there is the Children's Pool for the youngest holidaymakers.

The fitness centre, equipped with state-of-the-art equipment, is open from early morning to late evening. Jogging enthusiasts will be happy to learn that there is a dedicated 11-kilometre running path among the lush vegetation. Nearby the fitness centre there are two tennis courts. There is a water sports centre near Bambou Beach, where you can rent kayaks or try your hand at windsurfing or sailing a small boat. Twice a day the centre organizes a snorkeling trip to the surrounding lagoons.

VERDICT

The Four Seasons Resort Mauritius at Anahita is one of the best resorts on the island. It's luxurious, secluded, and fully focused on the needs of the most demanding guests from all over the world. With its isolated, beautifully decorated villas, it guarantees its guests maximum privacy. The Four Seasons brand is a five-star quality that never fails. Add to this a wide range of attractions and you can be sure that your stay in Mauritius will be packed with exciting adventures.

Rafał Sobiech



The very location of the resort promotes active leisure. The resort's course with some of the fairways running along the ocean front, is a truly impressive place and a good choice for golf aficionados.





HYATT REGENCY SYDNEY

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New South Wales
Australia, 2000
tel.: +61 2 8099 1234
www.sydney.regency.hyatt.com

PRICES

Internet rates for a Club Harbour View King room in mid-May start from A\$389 (around PLN 1020).

Hyatt Regency Sydney opened in 2016 following a major renovation of the former Four Points by Sheraton, which also included adding a new 24-storey skyscraper.

WHERE IS IT?

In an enviable position in the city's CBD, about 20 minutes from Sydney Airport, with a stunning backdrop of Darling Harbour. The hotel offers direct access to The Promenade, which is lined with bars and restaurants stretching into the fashionable Barangaroo district.

WHAT'S IT LIKE?

With 892 rooms (making it the largest hotel in Australia), the lobby is constantly bustling. However, check-in was a speedy affair (though I did have to queue on a Saturday evening after my room key card randomly deactivated).

ROOMS

At 28 sqm my Club Harbour View King room felt small, though this seems to be the city

standard. The décor was smart and neutral. The standout feature is the view: floor-to-ceiling windows offer a fabulous panorama across Darling Harbour. The bed itself was large and comfortable – combined with great blackout curtains and quiet, ambient air-conditioning, I had a great rest.

The bathroom was clean and functional, with Pharmacopia products and a high-quality hairdryer.

RESTAURANTS

The main food outlet is the all-day dining, 272-seat Sailmaker, located beyond the lobby. It gets very busy at breakfast and you are likely to have to queue – those with Club access should avoid. During lunch, Sailmaker offers a health-focused buffet (great for a light business lunch). At weekends the evening “seafood table” shines, and after dinner heading up to rooftop bar Zephyr is a must.

MEETINGS

One of the standouts of this property is its 3,700 sqm of

state-of-the-art venue space. The two ballrooms feature sail-like ceilings with customisable lighting and Darling Harbour views. The venue also offers a car and goods lift, separate coach check-in facility for expedited registration of large groups, and 21 meeting rooms. All rooms are air-conditioned and have modern AV equipment, as well as free wifi access.

LEISURE

There's a 24-hour fitness centre with cardio and strength training facilities on the 11th floor. Recently, the hotel entered into a partnership with Canon to host a rotating gallery in the hotel's Heritage Café, built in 1887. Another piece of history connected to the hotel is the historic Dundee Arms pub.

VERDICT

Laid-back, Aussie-style five-star, with an unpretentious focus on practicality over chandeliers. Fantastic location, good facilities and a comfortable stay.

Tamsin Cocks

MANDARIN ORIENTAL

Dating back to 1880, this Neo-Renaissance property is located in the heart of Munich's old town (altstadt), conveniently located for shopping with the boutiques and designer stores of Maximilianstrasse a couple of minutes to the north. Marienplatz (the central square) is a five-minute walk, while Munich International airport is a 30-minute drive.

WHAT'S IT LIKE?

The hotel's corner location lends itself to some extravagant architecture, with a wedding cake-like turret bringing a sense of grandeur. Heavy doors lead into a light, open lobby with plush gold-flecked carpet, white walls and a dramatic sweeping staircase. Décor references Munich's vernacular style, but there are Far Eastern flourishes.

The concierge desk can offer assistance with anything, from sorting out tours of the city to charging phones (they have chargers for every make) and helping with flight cancellations. And staff have an uncanny knack of somehow making guests feel special yet at home.

ROOMS

There are 48 guest rooms and 25 suites on a theme of East-meets-West. Accommodation varies in size from the Superior Rooms, from 33-35 sqm, to the 325 sqm Grand Presidential Suite.

The king-size bed is voluptuously comfortable and bedside tables feature a drawer with controls for the lighting and room service. Storage, meanwhile, is notable in its generosity, with a capacious walk-in wardrobe offering a place for everything.

The large work desk has plug sockets, universal plug converter and a tablet. Wifi is fast and each room has a portable phone.

The marble-clad bathroom features a heated floor, vanity unit, walk-in shower, bath with handshower, and separate toilet and bidet. There are Shanghai Tang toiletries and cotton bathrobes. A turndown service is also offered.

RESTAURANTS

Of the four food and drink options, the highlight is Matsuhisa on the first floor, from chef Nobuyuki Matsuhisa (of Nobu fame), which serves excellent Japanese-Peruvian fusion in a sleek interior. The main bar in winter is the ground floor Bar 31. It's

open in the evenings with snacks served and good cocktails, as they should be at these top prices. The Lounge in the lobby also serves food and drinks throughout the day. In summer, the rooftop bar opens. Guests can dine al fresco or sip a cocktail while drinking in the 360 views.

MEETINGS

Three meeting rooms offer space for up to 150 guests. Events can be catered and a complete office set-up is available. There is also a business centre in the lobby, with computer, printer and fax.

LEISURE

In the summer months the rooftop pool (for in-house guests) is open. There is a small fitness centre with a steam bath and sauna.

VERDICT

Facilities are good, décor is elegant yet inviting and the entire experience is one of comfort and ease. Excellent bar and restaurant offerings add to the impression that it would be easy to ignore the charms of Munich and simply enjoy the brief respite from not having to worry about anything at all.

Becky Ambury

CONTACT:

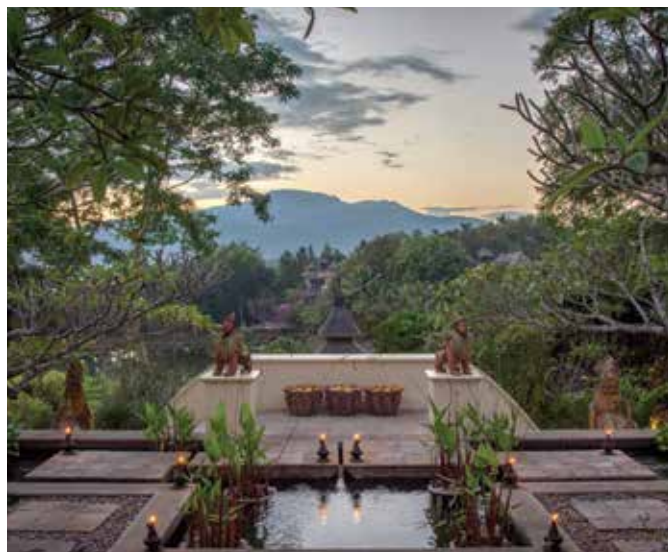
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The Four Seasons opened in 1995, originally as a Regent before rebranding in 2003. It is one of three Four Seasons resorts in Thailand, with a new Bangkok property to open in 2020.

WHAT'S IT LIKE?

Quietly stunning. The hotel is set on a shallow slope with buildings gathered around a lake. The open-fronted main buildings have traditional steeply pointed roofs and enjoy expansive views – not only of the estate and its paddy fields, but also of towering tropical trees and cloud-topped mountains. The resort feels hidden away and benefits from gardens planted with Jurassic Park-sized palms and ferns. At night, hundreds of lanterns light the resort, with flaming torches reflected in the pools and lake. Restaurants and bars have dark-wood floors and furniture, lifted by vibrant pattern and colour via fabrics and soft furnishings.

WHERE IS IT?

A 30-minute drive from central Chiang Mai in the Mae Rim Valley. The hotel runs a regular complimentary shuttle bus into the centre of Chiang Mai.

ROOMS

Accommodation includes Pavillions, Pool Villas, and two-, three- and four-bedroom Private Residences. All the 64 Pavillions, refurbished in 2016, are large and come with coffee machines and wine fridges. All of them also have balconies or terraces and the so-called “salas”, which are outdoor areas suitable for private dining.

BARS AND RESTAURANTS

There are two main restaurants. Terraces, next to the pool, is good for lunch or a casual dinner and offers Italian favourites. The more formal open-kitchen Rim Tai serves a modern Thai menu. It's also where the breakfast buffet is held. The Ratree Bar and Lounge offers cocktails, wines, beers and snacks.

MEETINGS

The open-plan Rachawadee Residence is used for meetings and includes a foyer, library, hall, living room and covered terrace.

Leisure

As well as the main pool there is a quiet one for adults and another with Jacuzzi near the Residences. A Spa offers a selection of treatments. There are yoga classes in the open-sided yoga barn, a gym and a separate room with Pilates Reformer equipment. On top of activities, such as kickboxing lessons, cycle tours, nature trails and rice-planting, there are a number of other art and cultural “experiences”.

VERDICT

The Four Seasons manages the balance between luxurious seclusion and a list of activities that could keep anyone busy for a full week. It's a beautiful location with superb food and, at night, it is simply magical.

Tom Otley

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HOTEL BRANDS ALL IN A NAME

Hotel companies continue to expand while
busily launching new brands.
But is this a good thing for guests?





The big news in 2016 in the world of hotels was the merger of Marriott and Starwood to create a company with 30-plus hotel brands. Although there were many reasons for the merger, streamlining the number of hotel brands wasn't one of them. Sheraton and Marriott, Four Points by Sheraton and Courtyard by Marriott, Luxury Collection with Autograph Collection all continue as before, with no amalgamation.

Roll on to 2018, and the number of brands increases weekly. It's fair to say that no business traveller wakes up in the morning and says to themselves, "I really wish someone would invent a new hotel brand." However, the hotel chains keep on creating them. At a recent Global CEO panel where the bosses of Wyndham Hotels Group, Intercontinental Hotels Group (IHG), Accorhotels, Hilton and Choice Hotels were represented, they alone had more than 90 hotel brands between them, and no one disagreed with the assertion that there would probably be 100 between them within the next year.

Sébastien Bazin, the forthright and sometimes outspoken chairman and CEO of Accorhotels, said that he had been "dead wrong" in believing brands would gradually

become less important. In fact, he thought they were "more important than ever."

The reason? "Brands are like a group of friends. For every occasion you can count on them for a different purpose, and that's what people want. It's a shortcut in a very crowded world. Brands matter." Bazin added, "You talk to the Online Travel Agents (OTAs) and they will tell you that the conversion factor is twice as much for a branded hotel than a non-branded hotel, because it matters to customers. They recognise it, they feel more comfortable, they know what to expect. Whether you have too many brands isn't the point, you just have to make sure you differentiate the experience, the promise between each of the brands, because they have to be different."

This approach seems to be spreading. For many years, Intercontinental Hotel Group (IHG) had comparatively few brands – Holiday Inn and Holiday Inn Express, Crowne Plaza and Intercontinental being the best known. But IHG currently has 15 brands, having launched Avid last year in the US (75 newly built hotels have signed up to join), buying the Regent Hotels luxury brand in March 2018 and announcing plans for what hoteliers call a "conversion brand".

BRAND POSITIONING

A conversion brand is typically a brand that can be used to "reflag" an existing hotel – Doubletree by Hilton would be an example. IHG has yet to announce the name of this new brand, but it is coming, and great things are predicted for it along with a "development pipeline" of lesser-known brands, such as Hualuxe (seven hotels opened so far, with 21 in that pipeline) and Even hotels (eight so far, 12 in development). Kenneth Macpherson, IHG's chief executive officer of Europe, Middle East, Africa and Asia has nearly 1,000 hotels open in his region alone. He told me the expansion wasn't just about new brands. It was also about "strengthening core brands" we know well, such as Crowne Plaza.

"The brands are a promise to guests," says Macpherson. "So you've got to have the resources to invest in those brands so they provide a return to investors – those people who put their capital into them – and to meet the needs of guests."

If brands are a promise, why do we so often feel let down by that promise? According to the hoteliers, that's more of a legacy issue, and one which brands are dealing with, firstly by expelling properties whose owners



The brands are a promise to guests, so you've got to have the resources to invest in those brands so they provide a return to investors – those people who put their capital into them – and to meet the needs of guests.

will not pay to keep up with standards, and secondly by improving branding. The CEO of IHG, Keith Barr, says that the hotel industry has become better at branding than it was ten years ago, and that part of the reason is technology and the benefits it has brought consumers.

GROWTH INDUSTRY

For Carlson Rezidor, the importance of branding was demonstrated by renaming itself Radisson Hotels, and also adding consistency across its brands. Its luxury “Collection” brand, Quorvus, has now been renamed the Radisson Collection (with properties such as the Strand Stockholm in Sweden, the Royal Copenhagen in Denmark and the Royal Mile Edinburgh in Scotland). It also announced an intention to “rebrand or reposition” some 500 properties in the 1,400-strong group. Federico J. González, president and CEO, told me that “over the next five years [we will increase] from 80,000 to 100,000 hotel rooms; a net gain of 20,000; but actually we will see more than 10,000 exit if they are not in good shape, or the owner has no plans [to invest].”

Radisson is the 11th largest hotel group in the world and has eight hotel brands, with more than 1,400 hotels in operation or under development. In the next five years, the group says it will expand “only organically”, meaning not by acquiring other hotel companies; but that then creates a suspicion that it will in turn be acquired. The prospect doesn’t seem to worry Gonzales.

“It’s very good in life to be a moving target. We need to play with certainties. We have a huge business potential, we can grow significantly, and, in parallel, we will have time to see if someone wants to buy us, but I can’t worry about it. With the five-year plan we have got at the moment there is so much to get on with. I think the shareholders will say ‘Show us what you can do,’” Gonzales says.

For all the talk of having brands for different “guest occasions”, they also help power the growth of the hotel companies themselves. That’s important, according to Geoff Ballotti, CEO of Wyndham, the world’s largest hotel company with 8,400 hotels across 20 brands, including Ramada and Days Inn.

“The cost of keeping up with technology, or cyber security – the money you have to spend to make sure you have the best system, that’s why platform matters and size matters,” Ballotti says. “Size and scale helps in terms of how much leverage you have when you are negotiating contracts, and your loyalty programme helps drive savings for everyone. The ultimate measure is the

share of occupancy that is coming through the loyalty platform. It lowers the cost of acquiring the guest for owners because it’s not coming with a 10 or 20 per cent commission, and so you want the best technology platform available.”

IMPORTANT DILEMMAS

However, not everyone believes a proliferation of brands is best. Scandic Hotels has only two brands – Scandic, and Downtown Camper by Scandic – yet it is the largest operator of hotels in the Scandinavian and Nordic region with 280 hotels (55,000 rooms) in six countries. CEO and President Even Frydenberg, who previously worked at Starwood Hotels and Resorts, knows all about the power of brands; yet while toying with the idea of a further brand, he certainly doesn’t plan to head for double figures. Why should he?

“We are very big in one region, but that region is made up of many countries with different economic drivers. Norway, Sweden and Finland are all completely different, and it gives us a better base to stand on. Our success is being concentrated on certain markets, so we can quickly get the benefits of scale.” Instead Scandic is continuing successful expansion in Germany and Poland using the Scandic brand, though even here Frydenberg doesn’t rule out introducing a new brand.

It’s also true for other global brands that biggest isn’t always best. Peter Norman, Hyatt’s senior vice president of Acquisitions & Development, admits that Hyatt “is never going to be the size of the others, and that’s not our strategy.” Instead, Hyatt concentrates on “Growing responsibly and sustainably,” an approach that has seen it reach 700 properties in more than 50 countries across six continents, yet it is still only one-tenth the size of Marriott.

“We can show that by the way our hotels outperform the competition in many of the markets, and that’s because guests love the hotels,” says Norman. Hyatt’s growth is coming through existing brands such as the Hyatt Regency in Dusseldorf, the Hyatt Centric Grand Via in Madrid, the Hyatt Place at Frankfurt Airport and Andaz (Munich branch opening at the end of 2018). It also has the inevitable collection brand (called the Unbound Collection) with famous properties such as the Martinez in Cannes joining it and, at the end of 2018, a new central London property in the former home of the London Metropolitan police called (in full) The Unbound Collection by Hyatt, Great Scotland Yard Hotel, London.

It’s not just large hotel companies creat-



Coming

TO HILTON

Hilton showcased a number of products and innovations at a media event at the annual travel trade show, ITB Berlin

- **Beam** Allows guests to project their own entertainment, or visually receive information about the hotel. The pico projector runs from a light bulb socket and can create a full-screen theatre experience.
- **NuCalm** A device that puts travellers into a recovery state, said to give users the equivalent of two hours sleep in just 20 minutes; for use in spas and meeting rooms, not guest rooms.
- **Nightingale** Emitting a range of noise-masking sounds, this plug-in socket device combats common disruptive noises such as traffic, voices or construction work, helping to improve sleep.
- **Meural** Allows you to customise your room with a digital art screen that can display anything – a favourite artist or even family photos.
- **Pilot** A wireless translation earbud that will allow Hilton employees to communicate with guests no matter what language they are speaking.
- **Ava Mobile Telepresence** Video-conferencing on wheels, this device allows anyone, anywhere, to be present for a meeting without leaving their location. The person who dials in can control the device’s movement, and see and hear what’s going on in real-time.

ing (or acquiring) new hotel brands. There are smaller companies creating innovative chains, with Citizen M being one that many admire. Nevertheless, Sébastien Bazin makes a telling point about these smaller brands: “These interesting funky trendy brands, they are sexy from year one to year five, and they maybe grow to 25 properties, and then they aren’t as trendy as they once were. They don’t have the loyalty from customers, they don’t have the bookings, so they pay big percentages to the OTAs [online travel agents], and they are not happy about it, and then they start to look for an umbrella and they come to talk to the big operators.”

TECHNOLOGY

The other big push by hotels is in technology, though unlike the consensus on brands, here opinions differ. Hotels have become far more sophisticated at capturing our custom directly rather than through third parties (such as the OTAs) by using hotel loyalty programmes to offer benefits such as points and free wifi. Once they have our personal data, it allows them to market directly, but also to “personalise” our experience, something of a buzzword in recent years.

You will also see better technology in the rooms, though not before time. Most business travellers of a certain age will remember how many hotel rooms only offered a

couple of wall sockets for power, often just above the skirting board of a room, and often with a lamp already plugged into one them. Contrast that with the Holiday Inn Express I stayed in during the trip to Berlin, which had eight power sockets in a small room, and a USB charger next to the ones by the bed.

Nevertheless, hotels are still trying to charge for wifi, and now have introduced complicated and largely ignored two-tier pricing, where basic speed is complimentary and high speed (which few use) is chargeable.

So what should hotels be doing on the technology front? Although a lot of innovation has come from trendy smaller brands such as Citizen M, the larger brands such as Accorhotels, Marriott and Hilton have all set up innovation labs to try and test new technology. We have written previously about shower cubicles which allow you to sketch out ideas on the steamy glass and memory mattresses, but there’s much more coming.

CYBER ROOMS

Jonathan Wilson, Hilton Vice President, Product Innovation and Brand Services, showed me devices the company is working on. These include NuCalm, which promises to give users the equivalent of two hours’ sleep in just 20 minutes; and Nightingale, plug-in socket device which emits white

noise and combats common disruptions heard in hotels such as traffic, voices or construction work – for a sound sleep experience. It also has rooms completely kitted out with fitness equipment in more than 30 hotels, and is expanding this scheme. The reason for doing so, according to John Rogers, senior VP Brands and Franchise Operations EMEA is partly “to make guests’ experiences better”, partly providing a “real differentiator” between the Hilton Hotels & Resorts brand and that of its competitors, and also because it fits with Hilton’s history. “Hilton has a history of innovation,” Rogers says. “A lot of things you see in hotels that are commonplace were trialled by Hilton – televisions, air conditioning, and hotels at airports.

Rogers says that today innovation is changing more quickly than ever because it is being driven by technology, and “It’s a huge challenge for the industry to combine technology with hospitality to make guests’ experiences better.”

The amount of data that many companies have on their customers, and hotels have on their guests, will allow a new level of personalisation. “When you walk into the room it will be the temperature you like because we know it, and we could even have a picture of your family by the bed.” But Rogers is clear that “There is a line to draw. “You have to be careful that it doesn’t become creepy.”



The other big push by hotels is in technology, though unlike the consensus on brands, here opinions differ...

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FASHION, BUSINESS AND DESIGN



Fashion, business and hotel design are the recipe for the Mercure Fashion concept, described by **Luc Gesvret**, Chief Top-line Officer at AccorHotels Eastern Europe



Where did you get the idea to combine hotel interiors with fashion?

Mercure hotels boast unique interior design, which is a distinguishing feature of the brand. According to our philosophy, the interiors are inspired by local trends. This means that through the design created in hotels we show the unique, local colour of the region where a given Mercure property is located. There are no two identical interiors, each project is unique and created in close collaboration with renowned architects and design studios. In Mercure Krakó Stare Miasto the lobby has a floor that resembles the one in the Wawel Castle, and in Mercure Gdańsk Old Town it is redolent of the cobbled streets of the city.

Combining these interiors with fashion was a natural

choice for us. Collaborating with the fashion industry, Mercure expresses the spirit of the brand, which includes passion, attention to detail and the ability to display the best qualities.

Mercure Fashion is a multi-dimensional project. What is it all about?

Mercure Fashion encompasses a variety of activities organized in Poland and Central and Eastern Europe. Their main aim is to combine fashion and design into one harmonious whole. The series was inaugurated by unique fashion shows under the common name of Mercure Fashion Night by... which took place in cooperation with talented designers. Through our activities we want to promote designers - both those who are well-known and valued, as well

as local ones - young, talented people who are just beginning their careers.

Mercure Fashion is also a great opportunity to shop for fashionable clothes, as well as consult your fashion choices with an expert in an on-site boutique, as part of Mercure Fashion Boutique Show.

We also have a special project addressed to men and organized under the "Mercure Fashion Gentlemen's Evening" slogan, during which we present most recent trends and styles for men.

What events have taken place so far as part of Mercure Fashion?

As part of the series, 8 events have taken place in Poland so far, and in Central and Eastern Europe a total of 10. We have undertaken to cooperate with

Anna Drabczyńska, who presented her premiere fall/winter 2017 collection at Mercure Wrocław Centrum. The interior of Mercure Gdańsk Stare Miasto hosted the premiere show of summer/winter 2017 collection by Dorota Goldpoint. During the gala combined with the 1st birthday of Mercure Kraków Stare Miasto guests saw the latest designs by Barbara Piekut. Outside Poland, two events were held as part of the series: in Ostrava, Czech Republic, in cooperation with Marketa Jedlicka's Axello brand; and in Budapest - by Lakatos Mark.

As part of Mercure Fashion Gentlemen's Evening, a fashion expert, journalist and costume designer Krzysztof Łoszewski, gave a fascinating talk on trends in male fashion. During the show in Poznań we cooperated with the Polish Academy of Fashion and Mrs. Teresa Rosati. In addition, we collaborate with such partners as AltraDea, which provides beautiful jewelry to complement the designs.

And who did you work with during the last project?

The last Mercure Fashion Night, which took place on Women's

Day at Mercure Kraków Stare Miasto, was organized in cooperation with Mario Menezzi brand. The presented ultra-feminine collection was created especially for this occasion and turned out to be a great success. This was another signal that fashion and hotel interiors are a good combination. The show was also unique because our two talented colleagues from Mercure Kraków Stare Miasto staff debuted as models.

Mercure Fashion Night is also an event addressed to hotel guests. Do they in any way get involved in the shows?

As Mercure, we want to provide our guests with as many positive experiences as possible; a sort of a souvenir from their journey, so to speak. Mercure Fashion shows are one of the elements that provide such an experience. Our fashion events take place in the public areas of the hotel, very often in the lobby and restaurants. Hotel guests are informed about additional attractions and invited to take part in this little game. We leave them notes or cookies with information in

their rooms. The initiative is received with interest as a window to the world of fashion, media and show business. After all, it is not that common to be able to sit at a fashion show next to Beata Kozidrak or Dorota Gardias, admiring the latest collections of top designers.

Will the brand develop the concept with further actions?

Mercure is always trying to keep track of the latest trends in the fashion world and be abreast of all novelties. That is why, we have a lot of ideas for further, long-term activities, such as young designer awards or "Mercure Fashion Ladies Night", that is meetings in the form of swap parties.

Fashion is the medium of communication with which we wish to emphasize that the Mercure brand, through the unusual design of hotel interiors, is a window to local culture for guests. Through a variety of activities, we will continue to show that fashion has many dimensions and that its different elements can complement each other, inspire each other and create together a new, better whole.

Fashion is the medium of communication with which we wish to emphasize that the Mercure brand, through the unusual design of hotel interiors, is a window to local culture for guests.



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approach in order to meet all the requirements and needs of the participants. Whether it's a private or a corporate meeting, it's best to entrust professionals and let them take care of everything. This way you can rest assured

that the whole meeting will run smoothly and that all details will be properly worked out. Opting for the right company, you might want to take into account its experience and previous projects it worked on.



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20 YEARS AT THE HIGHEST LEVEL

Sheraton Catering Service is one of the oldest catering companies in the hospitality industry in Poland. Its history began in 1996, with the opening of the Sheraton Hotel in Warsaw. A small banquet held on this occasion was just a foretaste of what was to come. Sheraton Catering spread its wings for good two years later, in 1998, when foreign companies began to enter Poland in their hundreds. The catering service was a response to new market needs and made perfect use of the niche that needed to be filled at that time. New companies were looking for a partner to organize events, build their own brands and introduce their first products. A partner that would be able to provide services at the highest global level. Drawing on the experience of the hotel's catering and banqueting services, Sheraton Catering Service has been a guarantee of excellent service and menu since the very

first days of its existence. Each event was tailored to the client's needs and matched thematically to the nature of the meeting. Some of the most prominent clients of the company include Maspex, Samsung, Triumph and Bayer.

FOR EVERY OCCASION

During 20 years of its operation, Sheraton Catering Service has been involved in a number of projects. The services are provided throughout Poland, both indoors and outdoors. Many of them have gone down in history, such as the sumptuous wedding at Malbork Castle organized for the niece of David Lynch. Costumes from the period, stylish decorations and royal menu, helped guest immerse deep in the atmosphere of this magical place and made the event truly memorable.

The unquestionable advantage of the SCS team is its readiness to come up with innovative ideas and the pioneering approach both in the kitchen and the set design for the event. In 2008, by co-organizing a congress on wind energy, the company became part of the eco-development and recycling trends, which are so popular today. Talking about creativity, you can't forget about the head chef Marcin Sasin, whose culinary sense

and inspiration drawn from long journeys are simply irreplaceable. His talent is highly-valued by clients, including those performing public functions both in Poland and abroad.

MOTIVATION AND PURSUIT OF PERFECTION

The high quality of services provided by Sheraton Catering Service is proved by numerous flattering recommendations and a group of regular customers, as well as, of course, new projects. The excellent work has been noticed by the event industry, which nominated the company for the prestigious MP Power Awards, appreciating its contribution to the organization of the ZMPD gala for almost 2,000 people last year.

As the 20-year history shows, regardless of the scale of the event, Sheraton Catering Service makes every effort to meet the needs of its customers and exceed their wildest expectations. Organising a catering service in even the most unusual venue isn't a problem, so no matter what you plan, the professionals from the Sheraton Catering Service will be a real highlight at every event. The Sheraton Catering Service is the guarantee of perfect service and delicious menu! To find out more or to book service, go to: sheratoncatering.pl

During 20 years of its operation, Sheraton Catering Service has been involved in a number of projects. The services are provided throughout Poland, both indoors and outdoors.

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Who and how much should you tip when abroad? Tipping etiquette varies from country to country – in the US it can feel like you have to tip everyone generously, while in Japan tips are never expected.

UNITED STATES

US establishments usually don't include service charges in the bill. In restaurants you typically add 15-25 per cent, with high-end restaurants tending

towards 25 per cent. If a waiter or waitress performs phenomenally well, the tip could climb to 30 per cent.

The general rule for tipping bartenders is US\$1 per drink. Porters receive US\$1-2 per bag and taxi drivers are usually given a 10-15 per cent. Coffee shops or fast food restaurants may put tip jars next to the cash register; however, do not feel obliged to leave a tip. Over-the-counter services generally are not rewarded with tips. Hairdressers, masseuses and other

personal services are typically tipped 15-20 per cent.

EUROPE

Unlike the US, many restaurants and some cafés and gastropubs (pubs serving quality meals) in the UK add a service charge of 10-12.5 per cent to the bill. Where this is added, no tip is expected. Otherwise, it's customary to tip around 10 per cent.

In pubs, tipping bar staff is not common. On occasion, you might buy the bartender a

drink. As for taxis, it is customary to round up to the nearest pound and let the driver keep the change, or tip 10 per cent if it's a long journey. Porters tend to receive around £2 for their service, maybe £5 at a higher-end hotel.

Tipping customs across Europe are broadly similar to the UK, with slight variations from country to country.

CHINA

Tipping in most Asian countries is less widely practised than in the US, UK or Europe. In China, it is very rare, though upmarket restaurants may garner a meagre 2-3 per cent in tips. Westernised cities such as Hong Kong and Macau incorporate 10-15 per cent service charges, so there is no need to tip on top of that.

In most other cases, such as with taxis or hotels, no tip is given. However, in Hong Kong, bellboys usually receive HK\$5-10 per piece of luggage.

INDIA

Restaurants in India usually accept 7-10 per cent tips, but the larger the bill, the lower the percentage. For example, on bills above Rs1,000, a 5-7 per cent tip will suffice. Restaurants in Delhi and Mum-

bai often incorporate service charges, negating the need to tip. In hotels, one usually tips for the entire hotel staff, generally 5-7 per cent and usually put in a central tipping box near the front desk. Sometimes, if there are no tipping boxes, bellboys will expect a small tip. There is no need to pay auto-rickshaw drivers, taxi drivers or porters more than the agreed fare.

JAPAN

Tipping in Japan is never expected. Offered tips will be refused and may be considered offensive. The only exceptions are tour guides. Although it is not obligatory, tour guides do accept tips and will not be insulted by the gesture.

MIDDLE EAST

Most countries in the Middle East will expect to see 10-15 per cent tips at restaurants. Cities such as Dubai typically add 10-15 per cent service charges to the bill, though it is still customary to tip an additional 5-6 per cent on top of that.

Taxi drivers are not usually given gratuities, but some hotel staff may expect tips of around 10 per cent. In Israel, the standard tip for porters is six shekels per bag and four shekels per day for housekeepers.

SOUTH AFRICA

South Africa has an informal system of tipping car guards, R2-R5, to assist you with parking and discourage thieves as theft is so prevalent. Tipping at restaurants in South Africa is usually around 10 per cent, but it is customary to tip 10-20 per cent to bartenders. Hotel porters get between R10-R100 and in cabs the total cost is rounded up to the nearest R10.

AUSTRALIA AND NEW ZEALAND

Neither Australia nor New Zealand have strong cultures of tipping. Tipping is never socially required, so it's all up to the customer. It is slightly more common with taxis and hotels than restaurants – \$2 might be given to cab drivers or bellhops.

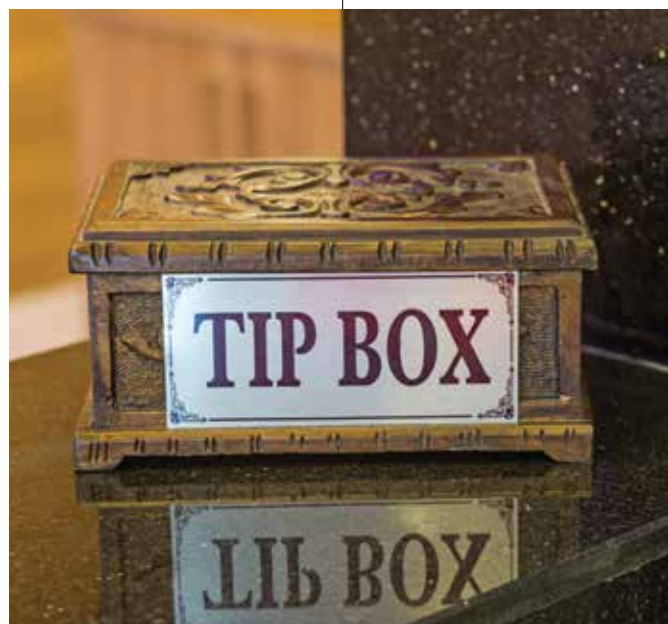
SOUTH AMERICA

Tipping tour guides is common in South America; generally 10 per cent of the cost. Hotel doormen tend to receive equivalents of US\$1-2, and taxi drivers accept tips, though it is not expected. In countries such as Paraguay and Peru service workers are not paid much, so tipping in all cases is appreciated. In restaurants, tips are around 10 per cent, higher or lower depending on service. Where service charges are added, tips are not expected.

In China, tipping is very rare, practised mainly in upmarket restaurants.

In most other cases, such as with taxis or hotels, no tip is given.

However, in Hong Kong, bellboys usually receive HK\$5-10 per piece of luggage.



SELFIES WITH TIMON AND PUMBAA

Cessna 208 Caravan is gently rising above the clouds to an altitude of 10,000 feet. Illuminated by the sun, the snow-white clouds, contrast with the intense blue of the sky, pierced only by the peaks of higher mountains along with the enormous Mount Kenya. This is the Dark Continent you have never heard of before.



The most convenient connection from Warsaw to the capital of Kenya, Nairobi, is offered by Turkish Airlines, with a short layover in Istanbul. For your first night in the city choose a stay in the colonial-style Sarova Stanley Hotel, whose classic interiors are a favourite meeting venue for whisky and cigar aficionado. Kenya can be explored in many various ways, but with its vast expanses and poorly maintained roads (or lack thereof), light aircraft are still an indispensable tool for all those wishing to experience the African adventure at its best. To reach one of the reserves, it's best to use the local Safarilink airline (flysafarilink.com).

Time for safari, which in fact is a Swahili word for "a trip". After weighing their luggage, passengers board a small Cessna seating 12 people. Both the take-off and the following 1.5 hours of flight are quite a pleasant experience. Even though the airplane must first make its way through the clouds, which is no easy feat for such a small machine, once it has succeeded to do so, the rest of the flight is uneventful.

SAMBURU

The first stop is at the Samburu National Reserve, which lies just north of the equator. There are fewer and fewer clouds in the sky, and with each covered mile the green African hills are more visibly turning into dry savanna landscape. In the distance, we can see the runway, almost completely hidden amongst thick acacia woodland. The pilots begin the landing procedure. And though

the moment the wheels touch the gravel runway (which is by no means a smooth landing) can be a powerful experience, but the view of zebras galloping nearby makes you forget about all the inconvenience.

The airfield is located in a complete wilderness. The support personnel take passengers' luggage to Toyota Land Cruisers. For the rest of the journey we will be travelling through the African wilderness on board those excellent 4x4 vehicles. The passengers immediately become absorbed with the sheer beauty of the wildlife. The roof of the Land Cruiser is raised to make it easier to take photos. The Samburu National Reserve is divided by the Mara River with its numerous sources gushing out of the ground to the delight of local animals that quench their thirst there. The most frequent sightings are of impala and waterbuck antelopes, zebras, warthogs, oryxes, but also elephants and giraffes.

One of the sources is home to Sarova Shaba. Located along the bank of the river, the resort with its lush greenery is a real feast for the eyes and a true oasis in the midst of the dry savanna, where guests are protected from the wildlife by a live fence. The resort's stone bungalows are located high above the ground, making it possible to observe crocodiles basking in the afternoon sun. To cope with intrusive baboons, several members of the staff walk around the area with slingshots, marking the territory where the nosy animals are unwelcome. The pool filled with fresh, cold water is a perfect way to regenerate after a long safari.

The rhythm of the day is determined by sumptuous meals, as well as morning and evening trips to see the wildlife. The remaining time is used to relax and taste the cold Kenyan Tusker beer. In the evenings, you can enjoy here fabulous sunsets, which are especially beautiful when observed in good company and with a glass of fine wine. The sun quickly hiding behind the horizon is then replaced by the warmth of the camp fire, by which you can admire stars and the Crux (Southern Cross) constellation. All of this done with the sounds of wildlife in the backdrop. But no worries, the armed staff will make sure you feel safe in this untamed environment. sarovahotels.com/shabalodge-samburu/

The local tribe of Samburu is also worth a visit. The Samburu are, in fact, closely related to the Maasai people. Their habits are very similar, but the former live on less fertile lands and rely mostly on goats as their source of livelihood. Therefore, they lead a nomadic lifestyle. Surrounded by a barricade of thorny bushes, the village consists of simple huts. Among them you can observe women wearing colourful costumes and groups of cheerful children who, despite a poor diet, sport beautiful white teeth.

MAASAI MARA

Although using light aircraft can reduce travel time to a minimum, you need to be prepared to face frequent turbulence. It all depends on the weather conditions, wind speed and the ceiling of clouds. The wind can both speed up and slow down the aircraft. However, clouds situated just at the





The tents are essentially comfortable rooms with wooden floors, beds, bathrooms, hot water and electricity, while the walls and the roof are made of canvass in khaki colour. Of course the windows and the entrance are protected by mosquito nets.

cruising altitude cause turbulence every time the Cessna enters one of them. But as a reward for your upset stomach you get to see unforgettable views. Unless, with all the swinging of the plane plus less oxygen at this altitude, you doze off.

On the border with Tanzania, there is a reserve that outshines anything you may have seen in other African countries. I'm talking here about Maasai Mara - the land inhabited for centuries by some of the most recognizable Kenyan tribe - the Maasai people.

Though the runway is tiny and looks as if it had been taken from the nature after a long fierce fight, the traffic on it seems endless. Cessna Caravans keep taking off and landing tirelessly, transporting here thousands guests from all over the world every day.

We are headed to the Governors Camp located in the spot where the forest surrounding the banks of the Mara meets the savanna. A century ago, British officers and representatives of the colonial government would use the Camp as their base for hunting trips. In the restaurant, which opens smoothly into the savanna, you can have enjoyable lunch in the nature. Antelopes, zebras and buffaloes graze nearby, crocodiles bask lazily on the banks of the river, while cheeky birds only wait for a proper opportunity to steal something from your plate. At night, due to the greener vegetation than elsewhere, the camp is often visited by elephants and hippos. Armed personnel guide

guests to their tents. After dark you mustn't walk around the camp alone. To call one of the guards, simply flash your phone towards them. You can ask for such an escort at any time.

The tents are essentially comfortable rooms with wooden floors, beds, bathrooms, hot water and electricity, while the walls and the roof are made of canvass in khaki colour. Of course the windows and the entrance are protected by mosquito nets. After a long safari you can take a soothing bath in warm water, heated by camp furnaces. Every day in the morning and evening, the staff feeds the fire in the furnace (situated next to the tent) with dried up elephant dung, which is a very cheap and extremely eco-friendly fuel.

The Governors Camp is also one of the few places on earth where you can take a selfie with Timon and Pumbaa. These popular characters from the legendary "The Lion King" animated film, keep your company at meal times. Timon, which in fact is a mongoose, is a very useful predatory mammal, effectively cleaning the camp off all large insects and smaller snakes.

Pumbaa, on the other hand, gets along well with Timon thanks to his uncontrollable desire for munching anything anytime. After all, he's a warthog, known for being a real glutton. With its slightly chunky body and a "smile" created by a pair of tusks protruding from the mouth and curving up-

wards, it's impossible not to feel sympathy for this creature. governorscamp.com

SAFARI

We go to safari early in the morning or evening. Kenya is located on the equator, which means that the sun rises and sets here at the same time all year round, and the day and night are of similar length. Before dawn, the staff will wake you up with a cup of strong Kenyan coffee and a cereal biscuit. This is enough to make you satiate your morning hunger before you set off and enjoy the sunrise already in the savanna. It's worth taking warmer clothes, because mornings can be quite chilly. If you have several 4x4s to choose from, take the one with windows and an opening roof. This will protect your equipment from dust and you will be able to take your photos in standing position. Also, always choose a Maasai driver, who knows the savanna like the back of his hand.

The animals that can be seen in the Maasai Mara National Reserve are different from those found in other regions of the country. Zebras here are much smaller than in the Samburu, but their stripes are visibly larger. The most common sightings include small Thomson gazelles and wildebeest, the latter scattered around the savanna in their thousands, as if they were herds of bison from American prairies. Their skulls, whitened by the sun, can be seen almost everywhere.

Interestingly, herbivores don't compete with each other for food as each species prefers a different type of plants. Hence you can meet here impala, topi and eland antelopes, but also zebras and buffaloes - all grazing in perfect harmony. Obviously, giraffes can reach for their food a little bit higher. When it comes to predators, the lowest rank in the hierarchy is occupied by jackals, followed by carrion feeding hyenas. Slender-looking cheetahs hunt in the vast flat terrain, while leopards lurk in the treetops. However, it's Simba who is the real emperor of the savanna. Maasai Mara is a true kingdom of lions.

You can come across here numerous prides of lions with their young ones lazing around in high grass. A pride can comprise up to a dozen or more individuals. Each of the lions rests in a different position, which is a perfect chance to take unique photos. Once the lions have digested their meals, they go hunting again. And since there is plenty of food, there is more than a few opportunities to observe lionesses as they hunt. Male animals are kept away from the herd. With their huge posture, dense orange and black mane, as well as long claws, they arouse deserved respect. There are few places in Africa where lions look so splendid.

With a bit of luck you can observe their mating rituals. A lioness starts flirting with a male resting in the shade of a bush, by rolling on the ground. In this way, she encourages him to mate with her, and he, being a true gentleman, agrees four to five times a day. Although the show lasts only one minute, it's worth waiting for a big yawn of the male, which marks the end of the whole act.

After the morning safari, it's time for breakfast in the bush, held amidst dense vegetation in the bend of the Mara, and served on an elegantly laid table, just two metres from a steep cliff. Enjoying your breakfast you can observe hippos bathing in the river with males making incredible sounds. If you have seen "Jurassic Park", you may remember the sounds of brontosaurus. Those are, in fact, the sounds of fighting hippos. Fry omelettes, pancakes, juicy mangoes and papayas as well as aromatic Kenyan tea will make everyone happy after a successful safari.

Near the Governors Camp there is its smaller counterpart, called the Little Governors Camp, which can be reached only by ferry. In one section of the river its current has been slowed down by a dam built with large sacks and tree branches. Strong rope and a small boat attached to it is more than enough to take you and your luggage to the other side. In the evenings, during dinner, when the darkness of the night is illuminated only by kerosene lamps, you can observe bats hunting on moths. The bar stocked with good alcohol as well as the sounds of wildlife, are a guarantee of a good sleep and being ready to explore the area first thing in the morning.

THE MAASAI

The Maasai Mara National Reserve is famous for its great migration of wildebeest antelope, which roam annually between the Serengeti National Park in Tanzania and Kenya - a ritual, which combined with the dangerous crossing of the Mara River, has

been going on for thousands of years. If you look at the map of the area, you will see that the Maasai Mara National Reserve constitutes only a tip of the Serengeti Park. The area is special, however, because of the well-known semi-nomadic tribe, dressed in red, blue, black, striped, and chequered clothes. You can't go to Maasai Mara and not visit Maasai people there.

Approximately two-hour drive away from the Governors Camp is the Maasai village of Entasikira. You can't simply enter it, because it's surrounded by a thick wall made of thorny bushes. First, you will be greeted by the inhabitants and then with the special permission of the chief or his deputy, you will be allowed to come inside. Maasai people are very hospitable. Both men and women perform welcome dances, while children twirl happily among cows. In fact, it's impossible to meet a sad member of this tribe. Although the Maasai lead a very simple life, they are faithful to their traditions and don't tolerate changes. Their life cycle revolves around cattle grazing.

Cows are very important for this African tribe, at the same time showing their wealth status. One cow costs 30,000 Kenyan shillings, or around US\$300. Depending on the size of the village, the herds may range from several dozen to several hundred cows. Maasai people accept polygamy. In not so distant times, when a Maasai man was mature enough to marry, he had to undergo a test of fortitude and kill a lion. Now that hunting has been prohibited in Kenya, these practices are fought against by the state. Lions can still be hunted, but only when they



You can't go to Maasai Mara and not visit the Maasai people there. Approximately two hours drive away from the Governors Camp is the Maasai village of Entasikira.

attack Maasai livestock. To start a family, a young Maasai man has to pay 10 cows for his wife and brew 50 litres of beer for the wedding.

The husband has to build a separate hut for each new wife. However, he can decide for himself which wife he wants to sleep with on a given day. In such a case he plants his spear outside the wife's hut, which is a sign that he shouldn't be disturbed.

Although Maasai people often work in cities and their children study in schools, they usually return to their village and cultivate their traditional way of life. They also rarely take off their colourful outfits and wear them even on streets of big cities. All these interesting features make the Maasai extremely popular with tourists who "hunt" for them with their cameras.

DIANI BEACH

After the hardships of safari it's always good to find some time to rest and relax. Apart from active leisure, Kenya also offers something for fans of holiday laziness. Diani Beach is the favourite beach of Kenyans. You can get there from Mombasa in less than an hour. However, if you travel from inland, it's best to get here by plane. If you fly from Nairobi, you will land at Ukunda Airstrip. Halfway through the flight, passengers sitting on the right of the aircraft can enjoy the view of the highest mountain in Africa, Kilimanjaro, with its snow-capped peak protruding above the clouds. From Ukunda Airstrip it's just a 10-minute drive to Baobab Beach Resort & Spa. Directly adjacent to Dani Beach, the resort is a typical all-inclusive complex, offering a vast choice of leisure options. baobab-beach-resort.com

All activities take place around the pool and the beautiful beach, whose fine, soft, white sand fights a daily battle against the Indian Ocean. The high tide can shorten the beach to a width of 20 meters, while the low tide reveals the distant coral reef. It's a great place for snorkelling enthusiasts, as water here is warm, while the reef is just a few metres below the surface. The reef is also home to tropical thermophilic fish, octopuses and starfish. Daily winds are favourable for windsurfers. Keep in mind, however, that a fall on the reef can be dangerous. The same is true for strolling through the shallows without protective shoes, which can be a truly painful experience. Beachers will find it a good idea to ride a stately camel caravan. Warm, oceanic climate, the pleasant rustle of palm leaves and delicious local cocktail... Can you imagine a better way to say farewell to Africa?

Piotr Grzybowski



After the hardships of safari it's always good to find some time to rest and relax. Apart from active leisure, Kenya also offers something for fans of holiday laziness. Diani is the most popular beach with Kenyans.



HOLIDAYS IN THE SHADOW OF TROY



Every year, around 500,000 visitors walk between the ruins of Troy (which is now a national park), looking for traces of the legendary metropolis and soaking in the spirit of the city where mythological heroes lived and died.

There are many reasons to visit Turkey. One of them is the rich history of this unusual country, which you can explore this summer among the ruins of the ancient Troy.

IN HOMER'S FOOTSTEPS

Situated within the Turkish province of Çanakkale, the Troy region (also called Hisarlık Hill), is the place associated with Homer's famous "The Illiad/The Odyssey" epic. It was discovered in 1871 during excavation work carried out under the direction of German archaeologist Heinrich Schliemann. Nine layers visible in this region prove that the ancient city of Troy existed continuously for more than 3,000 years! The civilisations of Anatolia, the Aegean region and the Balkans, all found their place in Troy, which proves that at that time it was one of the most important ancient cities.

In 1998, Troy was granted UNESCO World Heritage status. On the occasion of the 20th anniversary of that event, 2018 has been declared the year of Troy by the Ministry of Culture and Tourism of the Republic of Turkey. Throughout the year, there are a number of sporting, promotional and cultural events held in Turkey and abroad, including theatre performances, exhibitions and festivals.

CITY OF MYTHICAL HEROES

Every year, around 500,000 visitors walk between the ruins of Troy (which is now a national park), looking for traces of the legendary metropolis and soaking in the spirit of the city where mythological heroes lived and died. The first town of Troy, founded in 3000 BC, was destroyed by an earthquake around 2500 BC. It is also known that even earlier before there had been human settlements in this area. Archaeologists and histori-

ans believe that the first city on the site was founded in the 3rd millennium BC.

FOUR THOUSAND YEARS OF HISTORY

The Troy Museum, built near the ruins of this magnificent city, will be open to the public in June this year. The main role of the museum will be providing comprehensive information about Troy's past and present, as well as confronting stories with facts and encouraging visitors to exploring its history and secrets. The history of the works shown at the Troy Museum goes back 4,000 years. Studying them, you will learn more about Troy, mythology, geography, culture and the history of archaeological excavations in the region. They tell of cultures and cities that were developing and collapsing to finally go down in history thanks to Homer's "Illiad". It is a perfect destination for this year's holiday!

TROJA

Czy wiesz, że starożytne miasto Troja było odbudowywane aż 9 razy? Wyobraź sobie, że możesz odkrywać ślady każdego z tych miast, podczas gdy twoje dzieci będą bawiły się w chowanego wokół repliki słynnego konia trojańskiego. Odkryj Turcję, home of Troja. Bądź naszym gościem!


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A QUESTION OF LOYALTY

Our British correspondent **Alexander Freeman** ponders if airline lounges should be a reward for revenue, or perhaps... for loyalty?

Airlines used to mainly be in the business of getting passengers from A to B. And, of course, they still are. However, as part of running profitable and sustainable businesses in a highly competitive global market, the airlines have also become focused on something else: passenger loyalty, embodied in things such as frequent flyer schemes.

Many of us who travel frequently will agree that a key part of managing customers' loyalty is managing their expectations. We customers are a demanding lot, particularly those of us who travel frequently as part of our work. No longer content with just getting to our destination, we expect the travel process to be seamless, well supported, comfortable and perhaps even a little bit special. We also expect to be recognised and rewarded, not just in the sky but on the ground as well.

Getting customer loyalty right is important for any airline that wants to attract and maintain those lucrative corporate and premium customers. In fact, most full service airlines rely on this higher yielding business to counter the poorer returns back in economy. Lounges are a crucial part of maintaining loyalty, both in terms of reward and recognition.

The lounge revolution started with the rise of the major airline alliances back in

the 1990s. For most business travellers, a key benefit of holding a higher tier membership of Oneworld, Star Alliance and/or Skyteam is cross-airline lounge access, especially when travelling in economy where lounge access isn't included in the fare.

To cope with constantly growing passenger volumes, fierce competition and customer expectation, airline lounges have slowly evolved from cosy spaces with armchairs, magazines and a coffee machine into vast spaces that rival good hotels, restaurants, bars or clubs in terms of their food, drink and service.

Lounges have now become major projects in their own right, taking up a growing chunk of many full service airlines' capital and operational expenditure. Airlines are continuing to invest hundreds of millions of dollars for the benefit of their most high-spending customers. Doha, Dubai, Hong Kong, Singapore and London's Heathrow Airport contain many lounges, which cover significant amounts of the available floor space.

Is this spending justified? Taking a look at Business Traveller's online forum, one of the most talked about aspects of business and premium travel is what the airlines are doing (or in some cases not doing) with their lounges. The pre-flight experience has become a key part of the business traveller's

journey. A change in the brand of champagne or biscuits provided can lead to protests. Nevertheless, for business travellers, basic requirements such as fast and reliable access to wifi and power can make or break our productivity in the hours before a flight. Get that wrong and the airlines risk frustrating their most loyal customers before they even get on the plane.

And then there's the question of comfort. With lounges now being heavily marketed as a key part of the travel experience, most eligible customers arrive looking forward to the lounge. We've paid a lot for that business or first class ticket and circled the planet multiple times to reach super elite frequent flyer status. So, we expect to be recognised and rewarded. We want spa treatments, premium food and drinks, and high-quality facilities and services akin to those in a four- or five-star hotel.

This sort of pre- and post-flight pampering doesn't come cheaply for the airlines, especially when access is granted even to those in economy through their frequent flyer status. With some lounge visitors consuming more in value than they generate in profit, this begs the question: should lounges be a reward for revenue or loyalty?

REVENUE VERSUS LOYALTY

I recently flew from Sydney to London on Qatar Airways in economy class. But as I'm a loyal Oneworld Emerald frequent flyer (ie the top tier), before the first flight to Doha, I was able to spend two hours at the Qantas first class lounge at Sydney International airport. This is because I was able to gain access to any Oneworld member's first class lounge before departure, an Emerald privilege. I arrived early, and so after a three-course gourmet lunch in the restaurant, several glasses of champagne, a complimentary 15-minute massage followed by a shower and then more champagne, it felt like I'd consumed a quarter of AU\$1,500 economy ticket's value in pure lounge extravagance.

Next stop was Doha before the four-hour transit to London. I'd been looking forward to enjoying Qatar Airways' flagship lounge at their hub in Doha, so I was surprised to be politely told that I wasn't eligible for entry. The Al Safwa lounge, described as "an oasis of luxury" complete with flowing waterfalls, a fine dining restaurant and spa, is available only to Qatar Airways customers holding a first class ticket. I was directed to the smaller but completely acceptable Qatar Airways first class lounge (there were no wa-

terfalls) or invited to pay an additional 450 Qatari Riyals (about US\$150) for access to the much larger Al Mourjan lounge where Qatar Airways sends its business class passengers free of charge.

What had just happened? In Sydney, despite flying economy, Qatar Airways had invited me to the flagship Qantas first class lounge. Now in Doha, despite being Oneworld Emerald, I was denied access to Qatar's own flagship lounge. This, mind you, was in accordance with the terms and conditions on the Oneworld and Qatar Airways websites.

NOT ALL LOUNGES ARE THE SAME

Qatar Airways is one of a growing list of premium airlines, including Singapore Airlines, Lufthansa and British Airways, which are distinguishing between revenue and loyalty when allocating lounge access, particularly at their busy hub lounges.

For example, even where a passenger holds a top-tier Star Alliance gold card, if they have an economy or premium economy ticket, they're not eligible to enter the Silverkris and Private Room lounges at their Changi hub (see reviews at businesstraveller.com).



Airline lounges have evolved into vast spaces that rival good hotels, restaurants, bars or clubs

Instead they're invited to the Krisflyer Gold lounge, which doesn't provide showers or even dedicated toilets. Similarly, at London Heathrow T5, top-tier Oneworld Emerald cardholders don't get access to the Concorde Room, which is for those holding first class tickets. In Frankfurt, Lufthansa's first class terminal is limited to customers travelling in first class or HON Circle members. Top-tier Star Gold cardholders don't get access.

What this shows is that many airlines are now moving towards a model where, despite your frequent-flyer status, perks such as premium lounge access are provided based on the price you paid for your ticket, rather than your overall loyalty to the airline or alliance.

This arguably makes some sense. It corrects the injustice of a top-tier frequent-flyer status passenger who has paid \$2,000 for an economy ticket getting a significantly better pre-flight experience in the first class lounge than the \$8,000 business class ticket holder without frequent flyer status who can only use in the inferior business class lounge down the hallway. In the United States, however, there's an opposite trend. When travelling domestically using the three main US carriers – Delta, United or American Airlines – in most cases (excluding certain trans-continental flights), top-spending first and business class ticket holders don't get any lounge access included in the fare. Only those with eligible tier frequent flyer status can enter the lounge before the flight. Here, loyalty truly trumps revenue.

WHAT DOES THE FUTURE HOLD FOR LOUNGES?

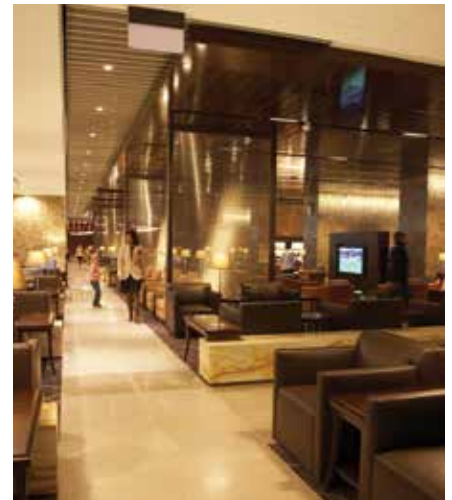
Qatar Airways recently announced they won't be providing complimentary lounge access to certain points-upgraded business and first class customers, at the same time offering a "pay-per-visit" option for those passengers without free access. Other full-service airlines such as Air France and Emirates already offer a similar scheme.

While ruffling the feathers of some frequent flyers, this new pay-per-visit strategy addresses the enormous cost of providing complimentary lounges and provides all customers the opportunity to have a luxurious pre-flight experience. Top-tier frequent flyers may feel neglected, or that their loyalty seems to be downgraded or ignored.

Will the changes alter purchasing behaviour? Perhaps. What is certain, however, is the growing importance of lounges to airlines and airports. The growth of Priority Pass and similar products show that lounge access – however it's obtained – is likely to remain a key part of many passengers' pre-flight experience.



Many airlines are now moving towards a model where, despite your frequent-flyer status, perks such as premium lounge access are provided based on the price you paid for your ticket, rather than your overall loyalty to the airline or alliance.



HOW TO GET FROM NEW YORK JFK TO THE CITY CENTRE...

by train, taxi or car



John F Kennedy International airport is New York's largest airport and just 19 miles south of Manhattan.

John F Kennedy International airport is New York's largest airport and just 19 miles south of Manhattan. It has six terminals – Terminals 1, 2, 4, 5, 7 and 8 (Terminals 3 and 6 were demolished in 2011 and 2013 to expand terminal 5). Terminal 4 is a major international terminal and acts as the international hub for Delta Airlines, while British Airways mainly flies into Terminal 7.

TRAIN

One of the easiest ways to get to Manhattan is via Airtrain and metro or Long Island Rail Road (LIRR). Airtrain departures are every five to 12 minutes, 24 hours a day, seven days a week. Depending on your destination in Manhattan, take the train from one of several stops at JFK and change to metro line E at Jamaica Station or line A at Howard Street

Station (\$7.75 for both metro and Airtrain). Journeys take 50-75 minutes. Slightly faster but more expensive, the LIRR goes to Penn Station from Jamaica Station (\$15 including Airtrain) and takes 35 minutes in total.

If you are staying in New York City for an extended time, it makes sense to buy a Metrocard, which allows you to buy an unlimited number of sub-

way and bus rides for seven days (\$32) or 30 days (\$121). For more information visit panynj.gov/airports/jfk-airtrain.html

TAXIS, CAR SERVICES AND SHUTTLES

A taxi from JFK to Manhattan costs a flat rate of \$52 (including tolls). Alternatively, if you pre-order a car service, such as HEC Airport Transfer, hec-airporttransfer.co.uk, to meet you at the airport, you may pay more, but you'll avoid the queues and can make sure you have a large enough vehicle if you're travelling in a group.

Another option is to take a shuttle (minibus) such as Go Airlink NYC, goairlinkshuttle.com, which has shared transfers from JFK starting at \$18 and runs 24 hours.

NYC Airporter, nycairporter.com, offers transportation between Penn Station, Port Authority and Grand Central to JFK for \$16. The service operates every 30 minutes from 5am to 11.30pm.

The Super Shuttle, super-shuttle.com, offers shared rides 24 hours a day via mini bus, private car or SUV. Fares vary depending on the destination and which service you choose. All taxis and shuttle services will pick you up from arrivals outside of your terminal.

UBER

JFK has dedicated space in the Limo and Cell Phone Lot for Uber drivers to park while they wait to receive ride requests. When using Uber, you can meet your driver outside arrivals at your terminal. The price can vary depending on the vehicle type or size and ranges between \$54 and \$139.

TIPPING

It's normal to tip taxi drivers between ten and 15 per cent. As a general rule, if anyone helps with your bag at the airport, in a taxi, or at the hotel, the recommended tip is \$1 to \$2 per bag.



One of the easiest ways to get to Manhattan is via Airtrain and metro or Long Island Rail Road.



LUGGAGE

JFK doesn't have its own luggage delivery services but you can book this service online with a courier such as Roadflex, roadflexdelivery.com/long-island-couriers/same-day-new-york-city-baggage-courier-delivery-specialists. Prices vary

depending on what is being collected and where it's being delivered to.

The airport does have luggage storage locations in Terminals 1, 4 and 8, which cost between \$4 and \$18 per day depending on the size of the baggage and which luggage store you use.



HOT CROSSES

SUVs will account for more than one-third of all new car sales in Europe by 2020 – these 4X4s and crossovers are leading the way



New model

BMW X4

Price: from PLN 199,900

bmw.pl

BMW is embracing the crossover and 4x4 boom and launching seven models by the end of 2018. It's hard to argue with the first-generation X4's 200,000-odd global sales since 2014, and the larger X6 has been nearly as popular too. This second-generation X4 is the latest progeny resulting from a 4x4 and sports coupe spending too long in a cupboard at a drunken party. This X4 is longer, wider and lower than its predecessor, and will offer two M performance models as well as, eventually, two- and four-wheel drive and smaller petrol engines – the latter likely to prosper with the downturn of diesel sales across Europe. With more niches being carved out in the crossover class, the market may well be ready to adopt this new X4.

No more bumps

CITROËN C4 CACTUS

Price: from PLN 52,990

citroen.pl

Citroën CEO Linda Jackson is on record as saying that she likes “Marmite” cars, those that cause a love-it-or-hate-it reaction. The firm's C4 Cactus certainly did that when it arrived in 2014 with its quirky looks and rubberised “airbumps” built into the doors. The problem was that for all its clever touches, buyers stayed away. As a result, this facelifted version now looks more conventional and has arguably lost some of its character, but should find more sales as a result. Some of its former idiosyncrasies have been retained (some good, some not so good) and new suspension is promising much improved on-road comfort levels too. The new C3 and forthcoming C5 Aircross models should also help to raise its profile.



Sporty one

FORD ECOSPORT

Price: from PLN 67,280

ford.pl

It's fair to say that the Ecosport hasn't had the easiest of starts. A child of Ford's "world car" policy that sees the same car sold in London or Los Angeles, Birmingham or Buenos Aires, the Ecosport was originally a product for South America and didn't meet European tastes. A few major tweaks later and things have improved, with this Ecosport offering four-wheel drive for the first time, a new, more economical 1.5-litre diesel engine and a sporty ST-Line model. An improved interior also sees better equipment levels with a heated steering wheel, reversing camera and B&O stereo all available. Whether it'll be enough for the Ecosport to seriously compete with the explosion of rivals in the small crossover market is another matter.



More spacious

LEXUS RX 450H L

Price: estimated from PLN 219,900

lexus.pl

With diesels firmly in the doghouse at present, and hybrids and 4x4s being hot property, the petrol-engined hybrid Lexus RX450h should have been flying out of showrooms faster than a selection of piping hot cakes. Yet despite all of the original RX450h's talents, it was lacking the seven-seater family practicality offered by some of its rivals. Until now that is. As the L in its name suggests, this is a 11cm (4 inch) longer version of the Lexus off-roader that boasts a third row of seats. Sitting slightly higher than the middle row, they're not really practical for anyone beyond teenage years, but the extra practicality they offer should boost the RX's appeal considerably.

Lighter but pricier

MERCEDES-BENZ G-CLASS

Price: estimated from PLN 540,500
mercedes-benz.pl

Like the Land Rover Defender, few cars attract such adoration among 4x4 enthusiasts as the Mercedes G-Wagen. This all-new G-Class brings it into the 21st century with subtly revised looks and a host of new features. Longer and wider than its predecessor, the new G-Class is, crucially, also 170kg lighter and boasts far more interior space than before thanks to improved packaging. For UK buyers, the first G-Class into showrooms will be a sporty Mercedes-AMG G63 version arriving this summer, followed by a diesel in autumn 2019. Expect high equipment levels to go with its high price, and excellent off-roading abilities too. Not that many of them venture beyond the wilds of Kensington and Chelsea though.



Perfect combination

RANGE ROVER P400E PHEV

Price: from PLN 399,900
landrover.com

Electricity is coming to Jaguar Land Rover. The two famous British brands are about to take the automotive world by storm with the Jaguar I-Pace (see below) and, first, this new Range Rover P400e Plug-in Hybrid Electric Vehicle. This is JLR's first plug-in, as the previous Range Rover hybrid was just a standard petrol and battery hybrid. The P400e combines a 2.0-litre turbo-petrol engine with an 85kW electric motor to produce 404bhp and a 0-60mph time of 6.4 seconds making it the second-fastest Range Rover on sale. While there's a 50km all-electric range, company car drivers are sure to like the tax advantages of the 64g/km emissions. A host of updates to the entire Range Rover line-up means that it's even more luxurious inside with airline-style seating options, a new massage system, wider seats and 17 connectivity points.





Wild and fast

JAGUAR I-PACE

Available winter 2018

Price: from around PLN 280,000

jaguar.pl

Whether traditional car enthusiasts like it or not, Jaguar is changing. The Coventry firm's "Pace" family is already starting to dominate. In retail terms, the F-Pace is selling almost as many vehicles as the rest of the range combined, while there's the new E-Pace (see Business Traveller February 2018), and now this latest all-electric I-Pace. With 400bhp from its 90kWh battery and four-wheel drive, the I-Pace can race from 0-60mph in just 4.5 seconds, while boasting a 480km range. Realistically speaking that will be enough for many drivers, although a 15-minute rapid charge gives around 100km of range. Jaguar is currently only talking about the I-Pace as a single five-door hatchback, although it's not hard to imagine a family of different body styles and power units in the future.



Natural-born beauty

INFINITI QX50

Available December 2018

Price: estimated from PLN 180,000

infiniti.pl

Not so long ago the idea of launching a petrol 4x4 to the UK would have been commercial suicide. But with the ever-decreasing popularity of diesel, the market could be heading towards the likes of this new Infiniti QX50. Boasting a new technology 2.0-litre turbo petrol engine that uses variable compression ratio to be more economical than a standard petrol motor, this QX50 also boasts good looks, excellent build quality and plenty of space inside as well as refined on-road manners. This is the best car we've seen yet from Infiniti, and this QX50 deserves far greater recognition than it's ever likely to achieve against the premium establishment rivals. A great alternative choice.



ecocar.pl

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Enjoyable to drive

TOYOTA C-HR

Price: from PLN 79,900

toyota.pl

Given that Toyota virtually invented the concept of a 4x4 being fun to drive with the original RAV4, this C-HR was always going to be a natural next step. Eye-catching coupe-like looks that hide the rear doors, diminutive dimensions and sharp lines make it stand out in what's become a busy and competitive sector. But what makes the C-HR really stand out is the way that it drives. A choice of 1.2-litre petrol or the same 1.8-litre petrol-electric hybrid used in the Prius are available, but on the road the C-HR proves to be engaging, fun and surprisingly enjoyable to drive. It feels like it's been built and engineered by enthusiasts for enthusiasts, making the C-HR easy to recommend.



Scandinavian design

VOLVO XC40

Price: from around PLN 131,000

volvocars.com/pl

Can Volvo do no wrong when it comes to family cars at the moment? It certainly seems that way. Its history in estates is well known and continues with the V90 and the latest V60, while its XC60 and XC90 4x4s are arguably some of, if not the best, in their classes. The Swedish firm will be hoping that its reputation continues with this baby XC40. With obviously similar styling to its larger stablemates, the XC40 certainly has the looks to stand out in the premium sector. Better yet, its on-road manners are equally impressive with the potential for plug-in and hybrid models in the future. A new Care by Volvo scheme will also be available that can combine all of car's costs (including servicing and insurance) into one monthly payment.



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LESS IS MORE

Breitling's image has long been derring-do, even macho. But with a new CEO and smaller watches, the Swiss company is now getting in touch with its feminine side

You know Breitling. You'll have seen the ad campaigns – fronted by John Travolta, and until recently, David Beckham – at the airport. Perhaps you'll have seen the enormous Bond Street premises in London, and the nearly as enormous watches.

TALENT, PORSCHE AND WATCHES

Breitling has courted controversy with its boutique decorations of pop-art pin-up girls astride bulging missiles; it holds the industry's largest and wildest party at the annual trade fair in Baselworld (helicopter displays, jacuzzis, dancers and live animals); and it runs one of the world's few private air display teams. It's one of the larger manufacturers, making some 140,000 watches a year, but for all that it hasn't quite been on top form recently.

If Breitling were a person, it would be that friend from university who hasn't quite left his partying twenties behind. You know the type: a first-team lad with a crooked jaw and full-volume laugh, who scraped a 2.1 in Economics despite sitting his last exam in a skirt from the night before. Now he's 43, and his friends have made partner at the firm, moved to the country and have a Porsche in the drive. Meanwhile, he's still got the bachelor pad in east London and a hangover every morning. Natural talent, force of personality and a good family name have got him so far, but there's a wake-up call in the post.



Having changed hands last year in a deal that valued the company at over a billion Swiss francs, Breitling lost no time in appointing a new CEO, Georges Kern (formerly of IWC), and he has his sights firmly set on a more grown-up approach.

LESS MEANS MORE

What does that look like, you may wonder? In January Breitling launched a new range of watches called the Navitimer 8, a whole family of new models that riffs on its most famous watch, the Navitimer (which the company first launched in the early 1950s), and balances modern sensibilities with a backstory that connects it to chronographs produced by Breitling in the 1930s aimed specifically at aviators. This new set includes basic automatics as well as chronographs, and also does away with the slide-rule bezel, an iconic hallmark of the Navitimer (and one that very few today know how to operate). These steps had die-hard fans spitting feathers, and other scratching their heads, but it all needs a bit of context.

Kern is determined to simplify Breitling's offering, and to that end is reducing the number of models offered by the brand from around 650 (that's if you include strap and colour configurations) to around 120. These will all sit in four families: Navitimer, Superocean, Chronomat and Premier. Within those, there will be a range of complications and clearer visual indications as to where a model sits in the hierarchy. For instance, a 3-6-9 high-contrast chronograph layout for watches with the in-house B01

movement; 6-9-12 monotone designs for those using third-party movements. It's all overseen by newly poached creative director Guy Bove (who is ex-Chopard and IWC), but all aimed at making a Breitling as recognisable as a Rolex.

MORE ATTRACTIVE FOR WOMEN

That's a huge binning of models: the Colt, Avenger, Galactic, Chronoliner and Montbrillant ranges won't be sorely missed, but I hope the Transocean gets a stay of execution. Also destined for the chop are the brand's quartz watches, and the misogynistic image – new ad campaigns will show men and women conquering the great outdoors together. Belatedly, Breitling will engage with trends such as the use of bronze, bi-metal designs and interchangeable straps, and there will be a concerted effort to sell watches to women.

The plan makes sense, so let's look at the Navitimer 8 in that light. I'm not offended by the less-cluttered look; I think the simple automatics look even better than the chronographs (where I can't help being vexed that the notched bezel looks like it should rotate, but doesn't). We'll see 38mm versions, ostensibly for women, and new colours on the Navitimer 01, in more familiar 46mm and 43mm sizes. Later in the year Breitling will introduce the Premier, a more elegant range that should take the brand yet further into the mainstream.



4 HOURS IN... MUNICH

It's not all beer gardens – this Bavarian city also has great food and fine art, all within an elegant cityscape



LENBACHHAUS

Start your tour at Lenbachhaus, an art gallery north-west of the centre. Originally built as a Florentine-style villa for painter Franz von Lenbach, it was acquired by the city in 1924 and opened as a museum in 1929. A gleaming modern wing has been added to the ochre villa, encapsulating a more widespread trend in Munich: the juxtaposition of old and new – a consequence of damage during World War II. Do take the time to view the artworks inside if you can. The main focus is artists associated with Munich – the Blue Rider permanent collec-

tion, featuring works by Franz Marc, Wassily Kandinsky and Alexej von Jawlensky, is a real treasure. Should you be peckish, the gallery's Café Ella serves excellent Italian meals in a lovely light setting.
lenbachhaus.de

PINAKOTHEKEN

Walk towards Königsplatz to continue to the impressive cultural hub that is the Pinakotheken area, a cluster of several different museums housing the Bavarian State Painting Collections. Be sure to pop into the Pinakothek der Moderne, a vast, strik-

ing contemporary building, where you'll find four galleries: modern art, architecture, works on paper, and design (it houses the largest collection of industrial design in the world). Exhibitions change regularly, with an exploration of Paul Klee's oeuvre "Construction of Mystery" currently running until June 10, 2018. Another highlight is the Alte Pinakothek – one of the oldest art galleries in the world, dating back to 1836 – which has a dazzling collection of works by Old Masters, such as Durer, Rubens and Monet.
pinakothek.de

ENGLISCHER GARTEN

If the sun is shining, whether it's winter or summer, continue east to the Englischer Garten – one of the world's largest urban parks. Runners, cyclists and walkers throng the 78km of paths that wind through the greenery, beside rivers and lakes. You can enjoy the views from the Monopteros, a circular colonnade with pillars that resembles a Greek temple. The turrets, towers and domes of the city's older buildings (many of which were reconstructed after World War II) peep above the tree tops and make a particularly mesmerising spectacle at sunset. The park also offers ample opportunity for raising a stein of Munich's most famous product: beer. Join the crowds in the huge beer garden at the Chinesischer Turm, an ornate folly. chinaturm.de

RESIDENZ SCHATZKAMMER

Just south-west of the park is the city's old town (altstadt), where you'll come to Residenz München. These striking buildings were formerly a palace, once the seat of government and home to Bavarian royalty from 1508 to 1918. While you'd be pushed to see all of the royal collections – there are ten courtyards and 130 rooms, plus gardens – the contents of the treasury in Residenz Schatzkammer are both manageable and riveting, with medieval crowns, swords and tiny, exquisitely crafted curiosities such as games sets. To get a true taste of Bavarian cuisine, nearby Spatenhaus an der Oper, just opposite the Bayerisches Nationaltheater, serves traditional dishes in a pristine period building replete with beautiful frescoes.

residenz-muenchen.de;

kuffler.de/en/restaurant/spatenhaus

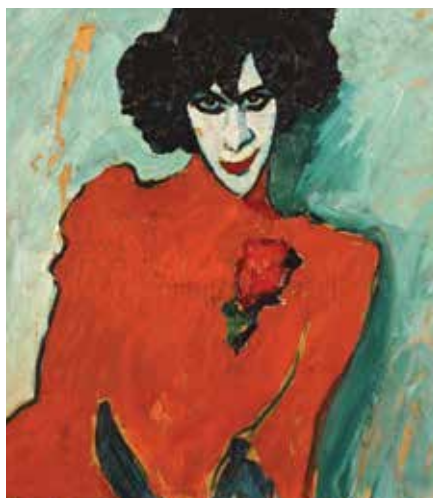
VIKTUALIENMARKT

Head south towards Theatinerstrasse and continue past the Frauenkirche, a Gothic church with mighty domed towers. You'll come to Marienplatz, a square in the centre of the altstadt. This is the location of the Neues Rathaus (new town hall), with its splendid glockenspiel; the old town hall, now home to a toy museum, is just east. Make your way south to the Viktualienmarkt. This daily market sells food, drink, flowers and more. Most eye-catching are the butchers' shops with pigs heads, trotters and white sausage (weisswurst) piled in the windows. In summer, return north towards ritzy shopping street Maximilianstrasse and stop for a sundowner and 360-degree views at China Moon Roof Terrace at the Mandarin Oriental.

mandarinoriental.com/munich



It's a good idea to start your tour of Munich at Lenbachhaus, an art gallery north-west of the centre.





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

Compensation for delayed flight

My plane from Brussels was delayed, so I arrived in Warsaw after 1am, instead of 11pm. I barely managed to get the last train home. Am I entitled to compensation? How can I apply for it? The time stated on the arrivals boards meant that the flight landed 1 hour and 57 minutes after the schedule. What compensation can I expect for such a delay?

Jarek

Dear Jarek,

Compensation for delayed or cancelled flights is regulated by Regulation No 261/2004 of the European Parliament and the Council of 11 February 2004. The main aim of the regulation is to treat the passenger as a consumer and to provide him or her with care analogous to that provided by other consumer rights.

There must be a minimum delay of 2 hours on flights of up to 1,500 kilometres, a minimum of 3 hours on flights exceeding 1,500 kilometres within the EU (1,500 to 3,500 kilometres on other flights) and a minimum of 4 hour delay on any other flights.

The amount of compensation result directly from the regulation. Compensation of €250 can be claimed for cancellations or delays of up to 1,500 kilometres, €400 for flights of more than 1,500 kilometres (within the EU), or €600 for flights of more than 3,500 kilometres.

The arrivals board displayed the time of landing of the plane (the touchdown). This is the standard time for calculating the punctuality of a flight (from the moment the plane leaves the parking stand at the airport of departure). Recent court rulings for the purpose of compensatory payments takes landing time as the moment of opening the door of the aircraft after it has taxied to the terminal building to allow passengers to disembark. This means that you are entitled to compensation.

Corporate programmes

I need to make a reservation at a Westin hotel for three employees from our company. The hotel doesn't have any vacant standard rooms, only suites and their price is too high. My boss has a golden card in this hotel, so I wanted the travel agency to book three rooms at a special price under the boss's name. The agency refuses to help me. Is there anything I can do here?

Samanta

Dear Samanta,

Loyalty programmes are aimed at individual passengers. In addition to crediting points to the account and using them as rewards, customers may also benefit from certain privileges. These may include e.g. early check-in and late check-out, room upgrades, access to the club room, free breakfast, a welcome gift or free Internet access.

One of the benefits of the highest level of Starwood Preferred Guest membership is that you can confirm your booking even if your hotel is overbooked. In such a case, the standard rate is usually applied without the guarantee of a specific type of room. The reservation should be made at least 72 hours in advance. The booking request should be made directly to the hotel, the room cannot be confirmed via a website or the travel agency.

However, this privilege can't be used by other employees of the company, as the offer is only available to the programme member. The benefits don't include the option to lower the price or apply a promotional rate for such booking. With full hotel occupancy it's not profitable for the property to reduce prices and consequently its revenues.

For this reason, you can't count on transferring your boss's privileges to other employees of the company. However, you can join the corporate SPG programme and you and other employees of the company will be able to benefit from its advantages.



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