

Business Traveler

Dream Team

The founders of Major Food Group on their acclaimed restaurants, signature cuisine and global expansion of a hospitality empire



THE GREEN REPORT

The latest innovations in sustainability • electric air taxis • eco-luggage trends
• the best wines in the sky • actor Adrian Grenier saves the planet



En route to a more sustainable way to travel

With the Boeing 787-9 Tahitian Dreamliner™ designed for sustainability

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The Boeing 787-9 Tahitian Dreamliner™ is made primarily of carbon fiber composite material. So the **manufacturing processes produce less scrap material and waste.**





As a major player in the development of the tourism industry in French Polynesia and aware of the challenges linked to its activity (climate-energy, competition, new regulations, etc.), Air Tahiti Nui has voluntarily committed itself since 2015 to a corporate social responsibility (CSR) approach.

2022

Various on board initiatives (voluntary plastic reduction and use of eco-friendly alternatives, on board educational material on the environment for kids).

2021

Introducing Passengers to CarbonClick, an online partner platform offering a voluntary carbon offsetting scheme.



2019

Complete fleet renewal to use the Boeing 787-9 Tahitian Dreamliner™ - ultimately resulting in reducing the greenhouse gas emissions by 20%.

2018

Relocation of Head Office to a sustainable building and mobility plan, involving ATN employees in an internal environmental approach.

2017

Silver Cube in overseas category at the national competition CUBE 2020 (energy savings thanks to eco-friendly action from workforce).

2015

Development of first carbon assessment and policy to reduce GHS.



AIR TAHITI NUI



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ON THE COVER

Major Food Group's Rich Torrisi, Jeff Zalaznick and Mario Carbone photographed exclusively for *Business Traveler* by Riocam at Contessa restaurant, Miami

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Business Traveler

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Editor's Letter



A BIT MORE than a decade ago, a trio of culinary entrepreneurs joined forces to bring a heightened level of style, sophistication and, frankly, fun to New York's restaurant scene. Major Food Group's theatrical venues—notably The Grill and The Pool in a historic space in Midtown's Seagram Building and Carbone in the West Village—enraptured the town's cognoscenti, leading to what is today a string of spots throughout the globe, from bases in New York and Miami to outposts in Boston, Dallas, Hong Kong, Paris and the Middle East. Future plans for condos and hotels and an elevated line of pasta sauces that has taken home kitchens by storm are only adding to MFG's mushrooming hospitality empire. We sit down for an exclusive chat with founders Mario Carbone, Rich Torrisi and Jeff Zalaznick to hear how it all happened and find out what's next.

To celebrate Earth Day, much of this issue features our "Green Report," a series of stories that highlight sustainability and eco-friendly practices. From the aviation industry's efforts to reduce carbon emissions to innovations in electric vehicles to actor Adrian Grenier's back-to-nature lifestyle, these pieces are intended to inspire and illuminate. (We even have some luggage and product recommendations for the eco-minded traveler.)

And don't miss our wrap-up of the best wines being served in the skies, tips on upcoming requirements for travel to Europe, and a lively guide to Louisville, site of next month's Kentucky Derby.

Please enjoy this issue.

Eric Newill

Eric Newill
Editor-in-Chief

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Yo Hosoyamada

ILLUSTRATOR

► Hosoyamada illustrates this month's "Green Report" feature, which dives deep into aviation's advancements toward sustainable fuel alternatives. "I wanted to represent a future that will hopefully become reality." She is based in London, with clients including *Elle* and *Harvard Business Review*.



Boyd Farrow

WRITER

► Inside, Farrow looks at four companies changing the future of sustainable transportation. "Who wouldn't want to zip around town in a high-tech bubble car? Or board a flying boat hearing the James Bond theme?" He writes about business and technology for *Wired* and *Fast Company*, among others.



Shivani Vora

WRITER

► Vora speaks with the trio behind Major Food Group about their success and next business moves. "I loved feeding off their energy—not to mention the scallops at any of their restaurants. I can't wait to see their projects in the Middle East." She contributes to the *New York Post* and *The New York Times*.



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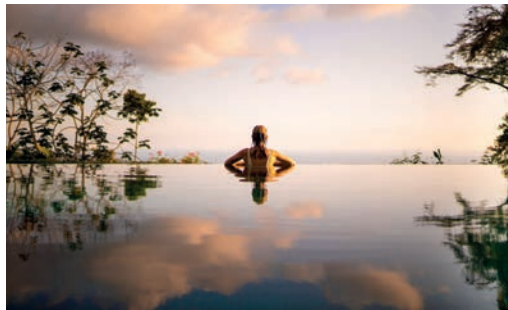
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Memos

AIRLINE AND TRAVEL INFO FROM AROUND THE GLOBE



Ground Rules

Travelers heading to Europe this fall will require new documents

By Lark Gould
Illustration by Michał Bednarski





► **THIS YEAR, THE** European Travel Information and Authorization System (ETIAS) is set to launch, requiring Americans, among many other nationalities, to apply, pay and then receive documented approval to cross into the Schengen Area countries. The new layer of travel planning marks a way for the countries in this region of the European Union to tighten security while collecting helpful revenues. The rollout is set for November.

Incorporating some 27 countries, the Schengen Area is the world's largest visa-free zone. Citizens of the United Kingdom, no longer a part of the E.U., must also apply for ETIAS clearance. Other countries, not full members of the Schengen zone (Iceland, Norway, Switzerland and Liechtenstein, among them), are still opting to participate in the program and collect the tax.

Applications will be entirely electronic and require filling out a form on the E.U.'s official ETIAS page. This process should only take minutes and

Copenhagen in Denmark, one of the countries that will require ETIAS clearance for travelers

WHICH COUNTRIES REQUIRE ETIAS?

Austria / Belgium / Bulgaria
Croatia / Cyprus
Czech Republic / Denmark
Estonia / Finland / France
Germany / Greece / Hungary
Iceland / Italy / Latvia
Liechtenstein / Lithuania
Luxembourg / Malta
Netherlands / Norway / Poland
Portugal / Romania
Slovakia / Slovenia / Spain
Sweden / Switzerland

should send approvals and papers shortly after payment.

Information needed includes the following:

- Personal information, including place of birth, parents' names, email addresses and phone number
- Passport or travel document details
- Education and occupation information
- Intended travel destinations and stay locations
- Any details about any criminal convictions, travels to war zones, and expulsions from countries

As November looms closer, travelers with plans to head to Europe will not need this document if they are less than 18 years old or older than 70. Once acquired, the approval status lasts for three years and allows an individual to enter the region for up to 90 days without a full visa.

PODCAST

Michelle Obama: The Light Podcast

(out now)



• On her recent six-city tour in support of her book *The Light We Carry: Overcoming in Uncertain Times*, former First Lady Michelle Obama held a series of chats with the likes of Oprah Winfrey, Conan O'Brien and Ellen DeGeneres. The resulting conversations—about subjects such as race, gender and visibility—were so illuminating that she decided to release them as a podcast, with a new episode dropping each week on Audible. It's the latest project from the Obamas' production company, Higher Ground.

BOOK

***The Wisdom of the Bullfrog: Leadership Made Simple (But Not Easy)* by Admiral William H. McRaven**

(April 4)



• William H. McRaven earned the title of "Bullfrog," given to the longest-serving Navy SEAL on active duty, and was instrumental in the capture of Saddam Hussein. And that's all before he became the chancellor of the University of Texas System. In his new guide, he draws on this experience to present parables on subjects such as ethical debates.

—NICHOLAS DERENZO



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Digital Upgrade

LATAM reduces emissions while improving its streaming advertising

▶ SOUTH AMERICAN CARRIER LATAM

Airlines has partnered with tech company SeenThis to improve the efficiency of its digital advertising and slash unnecessary emissions. Flights aren't the only contributors to the carbon footprint of airlines. As with other industries, their digital advertising can also be carbon-intensive, requiring millions of servers to conduct real-time bidding, cloud computing and machine learning.

One million impressions of a single video ad can generate the same amount of greenhouse gas emissions as a round-trip flight from Boston to London, according to data from Scope3, a company measuring the emissions of digital advertising. However, a new adaptive streaming technology from SeenThis cuts the amount of data used by digital adver-



LATAM Airlines has partnered with tech company SeenThis to provide better and more eco-conscious messaging

tisements while simultaneously making them more interactive, faster and more reliable for users with poor connections. LATAM has now adopted its streaming solution. The airline predominantly used static banner ads with binary video files, with its high-quality content reserved for expensive video inventory placements.

With SeenThis's technology, LATAM can now run interactive ads with multimedia features at comparable prices to static display ads. Manuel Breve, LATAM's team lead for paid search and marketing technology, described the savings as "mind-blowing for us."

For example, an online advertisement targeting customers interested in trav-

eling to South America can include multiple clickable destinations within the same display. When customers select their chosen destination, they're redirected to a landing page on the LATAM website showing flights for that specific country and available travel dates.

The ads are also dynamic, displaying distinct art within the video for different routes and reflecting changing ticket prices, loading immediately, just as it would for regular banner ads.

Despite all the interactivity, SeenThis-enabled ads are more sustainable: They stream when someone is actively watching them and pause when they're no longer in view, resulting in less data and energy usage and less media waste.

SeenThis also sends data in "micro fragments" directly to the user's device, resulting in a seamless viewing experience. Since partnering with SeenThis, LATAM has cut its cost per user by up to 83 percent, leading to about 14 tons of carbon savings.

LATAM was named the fifth most sustainable airline in the world in Standard & Poor's 2023 Corporate Sustainability Assessment.

ELECTRIC COMPANY In addition to its commitment to EVs, Lyft has debuted a new sustainability dashboard

Lyft has introduced a new sustainability dashboard that allows companies to download their ridesharing emission statistics. The new dashboard will enable organizations to easily access rideshare greenhouse gas emissions data, including variations such as emissions by fuel type and program.

This new tool is part of Lyft's

sustainability initiative that began in 2020 when the company committed to transitioning its services to 100-percent Electric Vehicles (EV) by 2030. Notwithstanding the up-front costs of EVs, Lyft believes that in the long run, the lower fuel and maintenance fees will translate into a more profitable and environmental operation.

Paul Augustine, Lyft's head of sustainability, noted, "The first step in helping our business partners achieve their climate goals is arming them with data to see their carbon footprint. The second is helping them reduce their emissions by transitioning to low-carbon forms of transportation."

Lyft is aware that reaching

this commitment in a decade might be difficult. "It will require the collective action of industry, government and nonprofit organizations to overcome the barriers currently preventing wide-scale electrification: up-front cost of the vehicle and access to reliable, affordable charging," he said.

—ENRIQUE PERRELLA



French Connection

Air Tahiti Nui's new route from Seattle to Paris adheres to its signature sustainability policy



FRENCH POLYNESIAN FLAG carrier Air Tahiti Nui is expanding its network with two new weekly flights from Seattle-Tacoma International Airport to Paris-Charles de Gaulle on June 12. This new route from the Pacific Northwest adds to the airline's existing service between Los Angeles and the French capital, allowing passengers to reach the French mainland from Papeete with up to seven weekly flights onboard the airline's four Boeing 787-9 Dreamliners.

The new flights between Seattle and Paris will continue to follow the airline's strict sustainability guidelines, which impact such diverse areas as route optimization, noise pollution avoidance, eco-friendly amenity kits in Business Class and Premium economy, and recycled flight attendant uniforms. According to the airline, its amenity kits feature integrated accessories made of eco-friendly materials and locally sourced items furnished by Heiva.

In addition, Air Tahiti Nui offers amenity kits for children, including an activity booklet raising awareness of marine biodiversity protection, produced in partnership with the committed association Te Mana O Te Moana.

Since introducing the Dreamliner into the airline's fleet, Air Tahiti Nui has seen dramatic improvements in CO2 emissions on all its flights. The new planes burn 30-percent less fuel than its predecessor, the Airbus A340-300, and offer the airline's customers a much more comfortable long-haul experience.

To complement these in-flight and on-ground practices, the French Polynesian carrier allows its passengers to offset their travel emissions by partnering with New Zealand start-up CarbonClick.



FROM TOP Air Tahiti Nui is adding a new route to Paris from North America; the airline operates a small fleet of four Boeing 787-9 Dreamliners

FLEET WAVE

Hertz orders 165,000 electric vehicles to lead the sustainability race

● Rental car giant Hertz has made history by ordering 100,000 Tesla Electric Vehicles (EV). The deal—which includes a similar order for 65,000 Swedish-made Polestar EVs—aims to electrify its fleet, allowing it to become a leading participant in the modern mobility ecosystem as an environmentally forward company. According to Stephen Scherr, CEO at Hertz, the deals with Tesla and Polestar will “accelerate the adoption of electrification while providing renters and rideshare partners a premium EV product, exceptional experience and lower carbon footprint.”

Hertz plans to operate the world's largest fleet of EVs and expects to make them available to rideshare drivers. “We are excited to partner with Polestar and look forward to introducing their premium EV products into our retail and rideshare fleets,” Scherr said.

The introduction of EVs has reduced the company's emissions and maintenance costs by as much as 60 percent. Hertz closed the year with a fleet of 428,700 vehicles, of which 11 percent were Tesla cars.

The rental company is also boosting its pro-environment campaigns by launching Hertz Electrifies—an initiative that aims to accelerate the transition to EVs while creating economic opportunity and environmental benefits for communities. The program will have Hertz bringing its EV fleet to American cities “while supporting the build-out of charging infrastructure and engaging with local organizations to extend the benefits of electrification to underserved communities.”



Tax Holiday

Most credit card rewards programs are not considered taxable income—but be sure to understand the details

► **TAX SEASON IS** here, and some frequent flyers keen on collecting bonus mileage and racking up credit card rewards may be seeing a pesky 1099 form in the mailbox showing taxable income amounts. Rest assured, if you are a points aficionado climbing the ladder of elite status, the IRS is not coming for your points or loyalty standing. The federal government took a look at that avenue some 21 years ago and decided it was too much of a quagmire to navigate. However, there are some clear cases where credit cards, flight rewards and the IRS do cross paths.

The good news is that rewards points gained from most credit card offers are

not taxable income. That means the 100,000 points bonus from American Express or an airline-branded Chase account can still be redeemed for tickets, merchandise and cash and not chime bells at federal tax collection offices.

Instead, it is seen as a discount—a coupon allowing you to purchase an item at a discounted rate. And that is because those points are not free. To have the points vested in a loyalty account, the cardholder must do something for that exchange, mainly spend money. The points, in that case, are no more taxable than the airport lounge access a card affords or those free checked bags.

But there is a glitch. If those airline or general rewards points were earned by making several referrals to the card company—who then successfully sign on those referrals as new cardholders—then suddenly those 100,000 points are seen by the IRS as income, a commission like any other in exchange for services rendered, according to Steven Rossman, CPA and shareholder at accounting firm Drucker & Scaccetti. Similarly, if you receive a deluge of points simply for signing on with a credit card offer—no minimum spend or initial fee—those points would be subject to taxation. “The only time credit card rewards are taxable is when you do nothing



in exchange for the reward, such as when you get 60,000 miles for signing up for a credit card with no minimum spending,” said Rossman.

And you may not receive that dreaded 1099-MISC form if you earned less than \$600 in value through such transactions. But you will still be expected to report that income and pay the appropriate taxes.

And there is another glitch, equally as obscure. A 2021 U.S. Tax Court ruling looked into how cardholders may earn rewards by purchasing cash equivalents: prepaid debit card re-ups, money orders and extravagant gift cards.

In one landmark case, a couple used their American Express cards with unlimited cash-back bonus plans to pile up some \$6.4 million in spending during 2013 and 2014. There is even a term for it: “manufactured spending.” As they purchased, they turned their cash-back into cash and redeposited the amounts in their bank accounts as they collected more than \$300,000 in such maneuverings.

The multimillion-dollar sums in money orders and other cash transfers went into accounts, and the IRS took note. But through a series of legal tests, the courts mostly sided with the couple, reasoning that credit card rewards are technically considered rebates on your purchases, not income, and therefore are not taxable. Credit card companies, however, have taken action since this ruling to stop the spending/rebate gambit by setting limits on how much a card-

holder can spend and earn from purchasing activity.

Fighting Back—With Points

Okay, so you had a great year and have a big tax bill. Can you leverage paying that number with points? The answer is sort of. You can pay the IRS with your credit card and at least get something back for your pain, but that, too, is going to cost you.

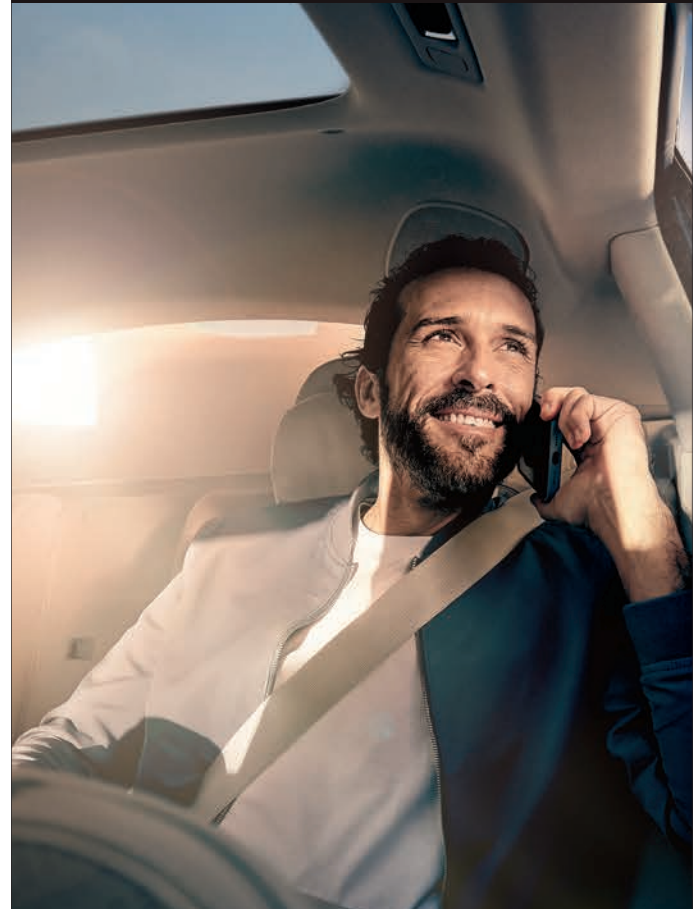
For instance, a \$20,000 tax bill can be a sizable addition to your loyalty status account, but you must weigh the fees against the mileage gained. That’s because the system is all sewn up: To make an IRS payment with a credit card, you have to use one of only three IRS-approved independent payment processors. And whether it is ACI Payments, Pay1040 or payUSAtax, it will cost at least \$2.50 or 1.87 percent of your overall bill, whichever is higher. So paying that \$20,000 bill by credit card costs you almost \$400.

The transaction will be more manageable than the value if your credit card nets you less than 1.87 percent back in rewards. However, such a transaction could earn the equivalent of a flight or hotel night in points, turning that fee into a \$500 value or more in travel savings.

Bottom Line

Unless you make payloads on arbitrage points and purchases, there is no need to worry about a letter from the IRS. Spend onward and reap. Uncle Sam will not be coming for your bonus mileage.

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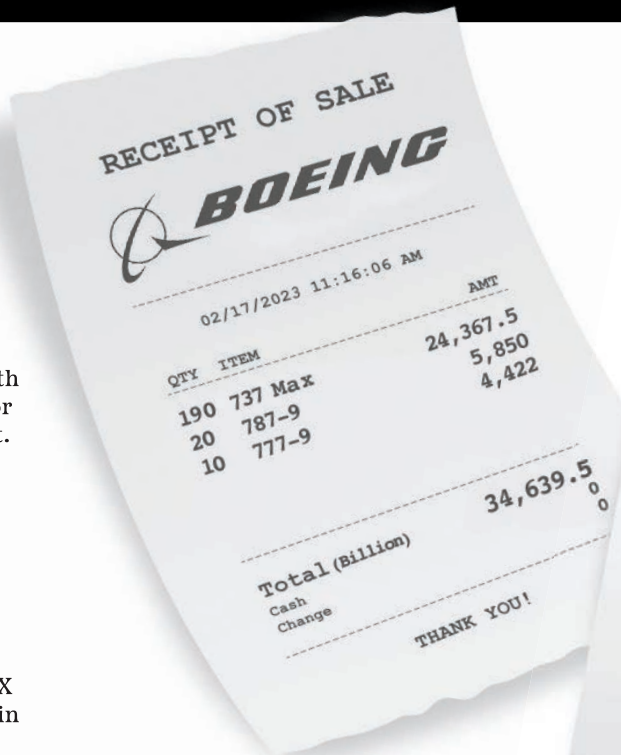
Spending Spree

Air India leans in with major buys for Airbus and Boeing

AIR INDIA HAS signed blockbuster orders with both Boeing and Airbus for a total of 470 new aircraft. The agreements, which could total more than \$100 billion, represent the largest one-time deal in commercial aviation history. The Boeing order includes 190 single-aisle 737 MAX planes, 20 787 Dreamliners and ten 777-X aircraft to begin delivery in early 2025.

Air India's deal with Boeing also includes options for an additional 50 737 MAX aircraft and 20 more 787s, bringing the planemaker's total to as many as 290 aircraft. Air India's CEO, Campbell Wilson, explained that this massive order from Boeing will enable the airline to "dramatically expand its network, both domestically and internationally," and will feature an all-new "world-class onboard product enabling passengers to travel in the highest levels of comfort and safety." Wilson added that this acquisition of nearly 300 Boeing jets "is a core element of Vihaan. AI, the comprehensive transformation and growth strategy we are pursuing at Air India."

Air India, which operates a fleet of 45 Boeing 777 and 787 Dreamliners, will now become one of the world's largest operators of the 737 MAX family of aircraft. Even though the order does



not disclose which variants the airline will get, Boeing has indicated that the 737-8 and 737-10 might be part of the deal.

For its part, Airbus also clinched orders for 40 wide-body A350s and another 210 narrow-body A320neo aircraft from the Indian carrier. "This is a historic moment for Airbus and for Air India," said Christian Scherer, Airbus' chief commercial officer. "India is on the verge of an international air travel revolution, and we are honored that our aircraft solutions will write that new chapter for the country's air connectivity."

Air India operates a fleet of 68 Airbus A319/320/321 aircraft, including 30 neo variants. With this new order, the Indian flag carrier will become one of the world's most prominent A320neo operators and new

A350 ambassadors. "The A350's unique capability will unlock the pent-up potential of India's long-haul market," said Scherer. "Its technology, long reach and second-to-none comfort will enable new routes and passenger experience with better economics and enhanced sustainability."

Air India—owned by India's oldest and largest conglomerate, Tata Sons—is the country's largest international carrier and second-largest domestic airline behind IndiGo. According to year-end figures from IATA, India's full-year domestic traffic rose 48.8 percent compared to 2021, reaching 85.7 percent of the level posted in 2019. At that pace, analysts project India is on track to become the world's third-largest aviation market in years to come.

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Bright Ideas

PEOPLE, DESTINATIONS AND TRENDS INFLUENCING THE CULTURE

EXTRA DAY

Louisville

Kentucky

KENTUCKY'S LARGEST CITY, Louisville is associated with many legends. Al Capone used the old-world Seelbach hotel as a hideout. F. Scott Fitzgerald escaped his military training camp to drink at the city's glamorous bars. The Greatest, Muhammad Ali, was born and raised here, and it inspired his original boxing nickname: the Louisville Lip. Commercially, Louisville is home to *Fortune* 500 insurance giant Humana and Yum! Brands, which owns KFC, Taco Bell and Pizza Hut. Culturally, it is equally as rich: Several Pulitzer Prize-winning plays and world premieres have originated at the Actors Theatre; the home of onetime resident Thomas Edison is now dedicated to his life and inventions; and the Locust Grove mansion is the only remaining structure west of the Appalachian Mountains known as a stopping point for Lewis and Clark. Louisville is often called the Gateway to the South, and an extra day allows visitors to discover a unique blend of hospitality and history.



610 Magnolia

● Tucked in a charming two-story clapboard building in Old Louisville, 610 Magnolia is celebrity chef Edward Lee's homage to the Southern table and his Korean heritage. Cases in point: The James Beard-nominated chef's seared scallops are topped with miso hollandaise and seaweed, and the duck breast, drenched in plum hoisin sauce, pairs succulently with charred okra and Cajun-style dirty rice.

610magnolia.com

Hell or High Water

● Located on Whiskey Row, a collection of 19th-century buildings once home to Louisville's bourbon industry, the aptly named Hell or High Water has survived both a fire and a flood. Red booths, leather-bound books and decorative rugs create a sensual backdrop for libations such as the Calling Card, whose hint of orange liqueur and sweet vermouth highlight notes of brandy and cognac and deepen the bourbon's pleasant sting.

hellorhighwaterbar.com



Muhammad Ali Center

● Louisville pays tribute to its hometown hero with a cultural center that covers boxing legend Muhammad Ali's life and career. Videos of his most famous fights and catchy verses inspire and entertain, but the exhibits that pack the biggest punch highlight Ali's Civil Rights activism, including a gallery dedicated to the Vietnam conflict and his refusal to be drafted.

alicenter.org

21c

● Brown-Forman heiress Laura Lee Brown melded her love of art with hospitality to create 21c, a museum-cum-hotel concept. The fanciful 21c is housed in a series of 19th-century warehouses and features a rotating exhibit of artworks in a gallery space and the guest rooms. Southern fare with international influences, such as country-fried rabbit with Parmesan dumplings, delights at the restaurant Proof on Main.

21cmuseumhotels.com



Churchill Downs

● The racetrack was built in 1875 for the Kentucky Derby, the longest continuously running sporting event in the U.S. Every first weekend in May, the horse race attracts royals, movie stars and tech billionaires who congregate under Churchill Downs' iconic twin spires to wager on the "the most exciting two minutes in sports." Enjoy mint juleps and elaborate hats in the grandstand—and if you find yourself in Louisville outside of May, there are other races to see.

churchilldowns.com



TOP LEFT: COURTESY OF 610 MAGNOLIA; TOP RIGHT: ANDREW HYSLOP PHOTOGRAPHY; BOTTOM LEFT: MICHAEL VENTURA / ALAMY STOCK PHOTO; CENTER RIGHT: GLINTSTUDIOS; BOTTOM RIGHT: MICHAEL NOBLE JR./GETTY IMAGES

flyLouisville

Record Growth

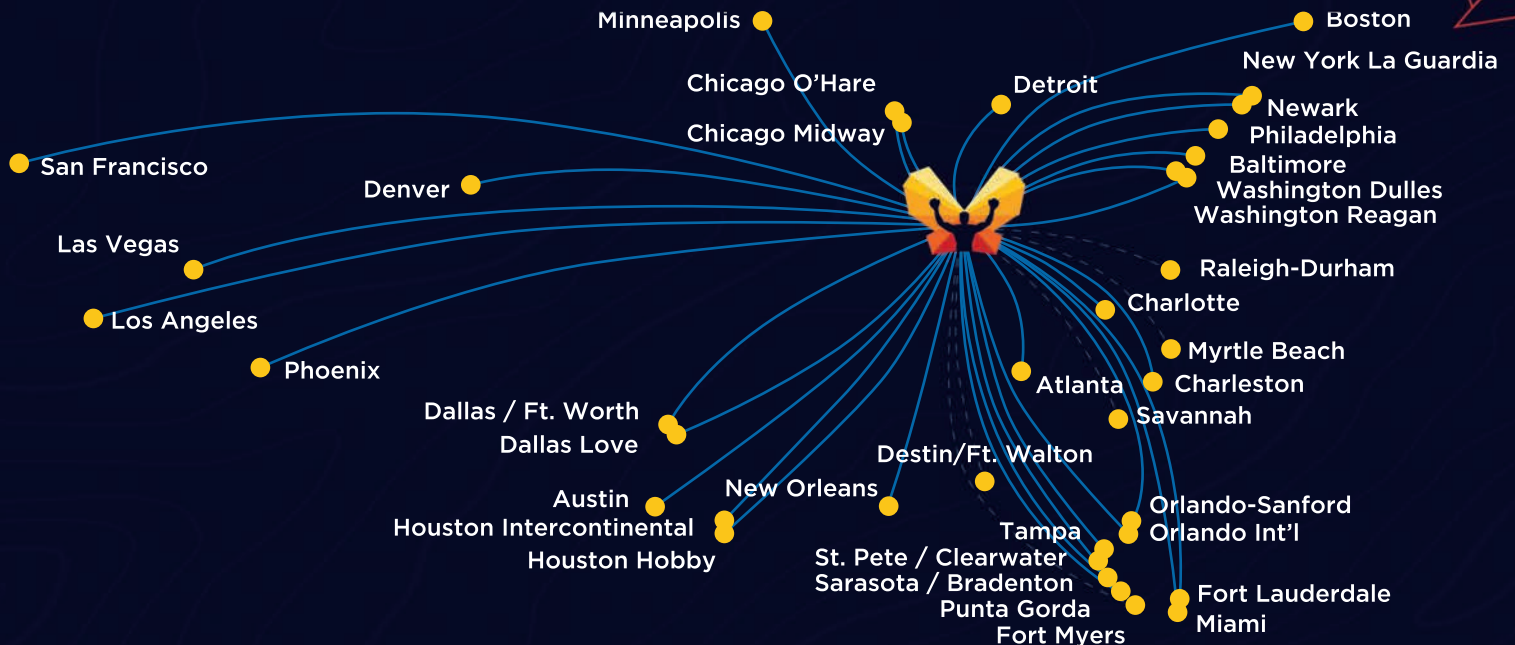
In 2022, nearly 4 million passengers used Louisville Muhammad Ali International Airport, making it one of the airport's busiest years ever, and 2023 is poised to be the **busiest** year in the airport's history. SDF has added over a dozen new destinations in the recent years and has more nonstop destinations and low fare options than ever!

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Green Screen

Actor Adrian Grenier's production company, Earth Speed Media, spotlights nature and sustainability

EVEN OVER A glitchy Zoom call from suburban Austin, Texas, Adrian Grenier is unmistakable: aqua eyes, strong brows, easygoing disposition. The actor—most recognized for his starring role in the hit HBO series *Entourage*, as well as his turn in the film *The Devil Wears Prada*—decamped to the Lone Star State a few years ago, leaving Los Angeles (mostly) in the rearview mirror and stepping up his role as an advocator of environmental issues.

"I found that my previous lifestyle left me feeling disconnected," says Grenier, farmland and machinery in the background. "I was living the American dream, but I still didn't feel like I belonged." (To note, he still acts—mentioning a "few things" on the horizon—but it's not as front and center in his day-to-day.)

Grenier is a UN Ambassador for the Clean Seas program, a campaign to end marine plastic pollution. He is also the founder of the Lonely Whale foundation, which is dedicated to supporting ocean health and the well-being of marine life.

Additionally, he is a cofounder of Earth Speed Media, a think tank and content-production firm that focuses on sustainability, social responsibility and environmental stewardship. At present, he is spending much more time developing the latter with cofounders Bia Carminati, Akira Chan and Ba Minuzzi.

"Earth Speed has been my focus. We're growing the media side, creating documentary content that's both short-form and medium-form, along with kind of bite-sized pieces," says Grenier. "Eventually, we're going to launch our storefront, which will offer a number of products within the culture and lifestyle of a nature-based ethos." (At this point, a cacophonous squad of chickens interrupts our call.) "Speak of the devil," he says with a big smile.

Grenier often puts himself in front of the camera, a place he has proven himself to be comfortable. It seems that much of what he's doing is also a sort of personal log. He's a man who's deeply concerned not only with the way and

wellness of the world, but also his role *in* it. For example, Earth Speed makes a brief video series called "Friends & Mentors."

"Look out for an episode in which we go to visit a wine mentor," says Grenier. "He's a multidecade vintner here in Texas making natural wines. He's teaching me how to make wine the natural way, the low-impact way, with Texas grapes."

["I choose to put my hands in the soil and be here in nature finding a more meditative way of living."](#)

What's the driving force behind his green pursuit? "I realized I needed to be grounded," he says. "I needed to see something that made a difference. When I water the plants, it makes a difference.

When I feed the animals, they respond. This is opposed to the abstraction of performance." **Meaning:** Acting often felt ephemeral. Being closer to and maintaining connection with nature is a much more permanent and fulfilling sensation. Grenier believes people may truly grasp the importance of environmental advocacy if they, too, seek this linkage.

"I choose, in my daily life, to put my hands in the soil and be here in nature finding a more meditative way of living. And that's really what we're offering people through Earth Speed. It's a suggestion to find time and nature within and around you—and just connect with it." He adds an interesting point, which speaks further to this vitality of the relationship between self and soil.

"People say, 'Reduce your carbon footprint.' That's de-meaning. It almost takes away your permission for existence. So I say, instead of reducing your footprint, maximize your handprint. Go out and make something. Go out and do something to make the world a better place."

Whispering Angel





>

FOLLOWING TWO YEARS of restrictions on in-flight services, travel is back. This also signaled the return to a normal judging process for *Business Traveller U.K.*'s Cellars in the Sky awards.

A panel of judges convened to select the best bottles served by airlines in business and first class in 2022. The judges were John Worontschak, Helen McGinn, Masters of Wine Peter McCombie and Sarah Abbott and head judge Charles Metcalfe, cofounder of the International Wine Challenge.

"The standard has been greater than previous years," explains Metcalfe. "There were very few wines that we felt did not perform." The pandemic did not lead to a drop in quality, with airlines continuing to invest in top-class beverages.

How the awards work

The competition is open to any carrier that serves wine in business or first class on mid- or long-haul routes. Each airline is invited to enter two reds, two whites, a rosé, a sparkling and a fortified or dessert wine from both cabins. They can compete in as many categories as they like, but to be eligible for Best Overall Cellar award they must enter at least one red, white and sparkling. For 2022, 22 airlines entered.

All tasting is blind, with the branding of bottles hidden beneath black bags. The judges are unaware of the wine make or the airline that entered it. Working in pairs, the judges taste half of the entries for each flight, with both teams putting forward their favorite bottles before retasting the final selection and grading them out of 100.

What the judges look for Acidity and tannins are em-



Top of the Class

Cheers to the winners of *Business Traveller U.K.*'s 2022 Cellars in the Sky Awards

phasized at altitude, so the judges look for expressive, bold and fruitier wines. "Subtlety can be a little problematic because humidity is low, so passengers dry out and become less sensitive to aromatic things," says McCombie.

Red wines always present a challenge as they have high tannins. Metcalfe points out that pinot noirs and Shiraz are more gentle and appealing options. McCombie advocates for fresher reds: "It would be nice to see someone getting excited about a good Beaujolais."

Even wine experts have personal preferences. "It's better to acknowledge them than to pretend you don't have them," explains McCombie, adding that the collegial element is critical. While the airlines are in competition with one another, the judges are working in alliance, so there's certainly "no fisticuffs," as Metcalfe puts it.

Often they are all in agreement. "The winning white in first class [Tolpuddle Tasmania

Chardonnay, 2018, Australia] absolutely stood out," says McCombie. The winning wine in the fortified and dessert category for business class [Domaine La Sobilane, Rive-saltes, 1948] prompted smiles.

The joy of this competition is that the wines occasionally even take our judges by surprise. The most off-the-wall entry this year was a church wine put forward by Finnair, which achieved a good score despite not winning an award. "We appreciate when carriers do that. It's part of the sense of discovery," says Abbott.

Big expectations

Passengers must set their expectations aside, as some of the more expensive labels don't do the trick. "The kind of wines that do very well at altitude are not necessarily the most famous, classic ones," says Abbott. Many come from the New World. "It's by no means certain that the European wines will win," Metcalfe adds.



WINNING REDS

► Best First Class Red

GOLD

British Airways

Teusner The Riebke Barossa Valley Shiraz, 2019, Australia
Judges said: Delicious black fruit flavors, warm spices and lovely, lingering saline finish

SILVER

Singapore Airlines

Clonakilla O'Riada Canberra Shiraz, 2019, Australia
Judges said: Very refined, supple, juicy, elegant, classy and beautiful

► Best Business Class Red

GOLD

Singapore Airlines

Teusner The Riebke Barossa Valley Shiraz, 2019, Australia
Judges said: Delicious black fruit flavors, warm spices and lovely, lingering saline finish

SILVER

British Airways

Santa Rita, Medalla Real Gold Medal Single Vineyard Cabernet Sauvignon, 2017, Chile
Judges said: Bursting with plum, berry and chocolate flavors, lovely tannins and long finish

WINNING WHITES

► Best First Class White

GOLD

Qantas

Tolpuddle Tasmania Chardonnay, 2018, Australia
Judges said: Toasty fresh oak, subtle depth and elegance, lovely length and delicate intensity

SILVER

Qantas

Penfolds Reserve Bin 18A Adelaide Hills Chardonnay, 2018, Australia
Judges said: Crisp oak, creamy, reductive, tangy, fresh, vibrant but not aggressive

► Best Business Class White

GOLD

Qantas

Penfolds Max's Chardonnay 2018, Australia
Judges said: Stone fruits, faint wafts of citrus, floral notes with a hint of ginger, oak balanced giving a nutty nuance

Here are the bottles that most impressed our judges. Congratulations to the winners and sincere thanks to all of the airlines that entered and to event sponsor Whispering Angel.

WINNING CELLARS

● BEST FIRST CLASS CELLAR

Gold - Qantas
 Silver - Singapore Airlines

● BEST BUSINESS CLASS CELLAR

Gold - Singapore Airlines
 Silver - Qantas

● BEST OVERALL CELLAR

Gold - Singapore Airlines
 Silver - Qantas

● FIRST CLASS BEST-PRESENTED WINE LIST

Gold - Singapore Airlines
 Silver - Japan Airlines

● BUSINESS CLASS BEST-PRESENTED WINE LIST

Gold - Singapore Airlines
 Silver - JetBlue

● BEST ALLIANCE

Gold - Oneworld
 Silver - Star Alliance

SILVER

Aircalin

Crozes Hermitage Mule Blanche Domaine Paul Jaboulet Aîné, 2021, France
Judges said: Aromatic nose, white flowers, delicate woody note, well-rounded, fresh finish

WINNING SPARKLING

► Best First Class Sparkling

GOLD

Oman Air

Champagne Charles Heidsieck, Blanc des Millénaires, 2007, France
Judges said: Creamy and complex, deeper gold-green hints, breezy aromatics

SILVER (JOINT)

Qantas and Singapore Airlines

Champagne Taittinger Comtes de Champagne Blanc de Blancs, 2008, France
Judges said: Rich, complex, spice and citrus feel, dense yet elegant

► Best Business Class Sparkling

GOLD

Air Tahiti Nui

Champagne Charles Heidsieck Brut Réserve NV, France
Judges said: Creamy and complex, vanilla, brioche, light and reductive on the palate

SILVER

Singapore Airlines

Champagne Piper-Heidsieck, 2014, France
Judges said: Sophisticated style, evolved, stony, salty, fresh acidity

WINNING ROSÉS

► Best Business Class Rosé

GOLD

Air Tahiti Nui

Château des Demoiselles - Côtes de Provence, 2021, France
Judges said: Vibrant, lively, savory, hints of lavender and rosemary

SILVER

Qatar Airways

Château Beaulieu, Cuvée Alexandre Rosé Coteaux d'Aix-en-Provence, 2020, France
Judges said: Savory, crisp, flavors of strawberry and red currants, nice acidity

WINNING FORTIFIED / DESSERT

► Best First Class Fortified / Dessert Wine

GOLD

Qatar Airways

Château Rieussec 1er Grand Cru Classé Sauternes, 2010, France
Judges said: Bouquet of ripe peach, nectarine and honey; hint of ginger, perfectly balanced acidity

SILVER

Qantas

Morris of Rutherglen Old Premium Rare Topaque, NV, Australia
Judges said: Treacle, raisin, nice bitterness, molasses, fig jam, smooth and balanced

► Best Business Class Fortified / Dessert Wine

GOLD

Aircalin

Domaine La Sobilane, Rivesaltes, 1948, France
Judges said: Aromas of quince and oranges, flavors of nuts and dried fruits, smooth and balanced

SILVER

Qantas

Baileys of Glenrowan Founders series Classic Muscat, NV, Australia
Judges said: Clean and bright within treacle muscat lusciousness

To read more, go to businesstravelerusa.com for the complete story





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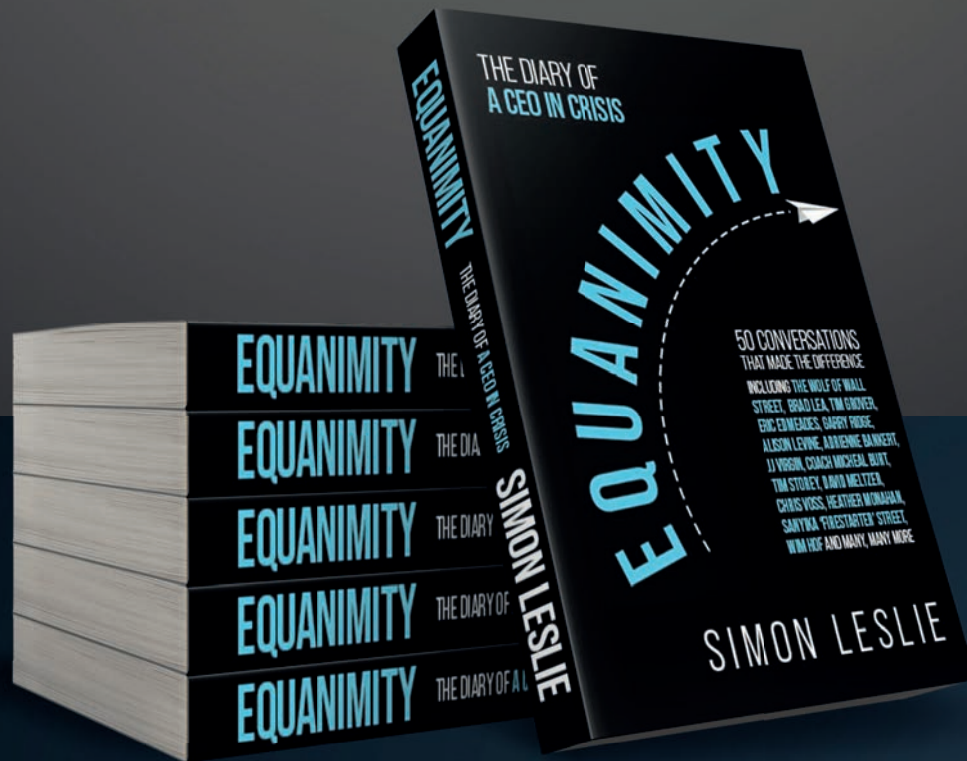
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Equanimity: The Diary of a CEO in Crisis by Simon Leslie is available to buy now as hardcover, paperback or audiobook.



Keep the Meter Running

By 2025, city dwellers may be able to scoot above town in a newly minted electric air taxi

Joby Aviation's five-seat air taxi

BRADLEY WENTZEL

PICTURE IT: YOU awaken to the smell of freshly brewed coffee and a hot breakfast as the purser gently returns your business class seat from horizontal to upright after a few hours of solid slumber. The dawn sun blazes through the window as you descend into Newark Liberty International Airport, the perfect red-eye flight from the West Coast. And then you spend two hours snarled in traffic inching your way into Manhattan. United Airlines hopes to end that maddening fast-fast-slow that any seasoned traveler knows well. The company recently announced

the first proposed route of an air taxi service utilizing an entirely novel type of aircraft, the so-called eVTOL (electric vertical takeoff and landing). Drawing on huge advances in electric motors and battery technology, eVTOLs typically have multiple propellers that allow them to take off vertically, then tilt to allow them to fly like a plane. And unlike helicopters, with their cacophonous thumping, they promise to be as quiet as the hum of a refrigerator, opening the possibility of inter- and intracity flights. United hopes to launch the service in 2025.

Ask people in the street about flying cars—a label no one in the industry particularly likes—and they would most likely dismiss the concept as a *Jetsons*-style fantasy. This is understandable. The sector has thus far been best known for artists' renderings and unmet promises. Yet quietly, a high-stakes race to develop the world's first air taxi service has begun. More than 200 companies have raised billions of dollars to develop wildly different prototypes of eVTOLs. One industry expert has dubbed this a new “Wright Brothers era” of invention.



Near the front of the pack is San Jose, California-based Archer Aviation, United’s partner, and its rival, Joby Aviation, located 33 miles down the road in Santa Cruz. Joby, founded by JoeBen Bevirt in 2009, has raised more than \$1.8 billion—far more than any of its competitors. Its vehicle has flown more hours and is furthest along the circuitous path of convincing the Federal Aviation Administration that its newfangled five-seat air taxi is airworthy. The company has progressed to stage three of a five-step multiyear certification process, putting it on track for a proposed 2025 service launch.

Archer has targeted the same time frame but is a relative newcomer. It was started in 2018 by Brett Adcock and Adam Goldstein, a duo who, despite not having any aviation experience or training, decided to plow the cash they earned from selling their recruiting business back into flying cars. It recently unveiled Midnight, a 12-rotor demonstrator aircraft, and is pushing ahead with the FAA certification process, even as rivals seek to slow it down in the courts. Wisk Aero, a Mountain View competitor developing a self-flying vehicle, has sued Archer, claiming it has copied its designs. Archer has denied that anything improper occurred and claimed that its own investigation into the allegations turned up nothing. The case continues.

But make no mistake: The stakes are high. Morgan Stanley has predicted that by 2040 the market for “advanced air mobility” could be worth \$1.5 trillion. “Many companies are developing full-scale prototypes now, and that’s the dress rehearsal before actually going into production,” says Sergio

Cecutta of SMG Consulting, publisher of a reality index that tracks the sector’s progress. “A year ago, we were massaging the dough. Now, the pizza’s in the oven. It will take some time to cook, but then, you know, 2024, 2025, that’s around the corner.”

Some of the world’s biggest companies—and deepest pockets—are betting that air taxis are, indeed, the future. Germany’s Lilium has lured the likes of Honeywell and NetJets as partners. Britain’s Vertical Aerospace has racked up more than 1,400 preorders from companies such as American Airlines and Virgin Atlantic for its five-seater.

While rivals jockey for position, cities are readying for the day when fleets of gently buzzing air taxis ply the skies. Los Angeles is preparing for them to arrive well in advance of the Olympic Games in 2028; discussions of where best to place “vertiports” and how to route air traffic have begun. Enthusiasts argue that the rise of quiet, battery-powered air

taxis could remake cities to a much greater degree than the work-from-home revolution has. Why pay San Francisco rents if an air taxi can turn an otherwise torturous commute from out of town into a quick glide above the gridlock?

Big hurdles remain, of course. Every last one of the eVTOL start-ups is losing large sums of money. They will continue to exist only if investors choose to back them and the dream they are selling. Here’s hoping it comes true, sooner rather than later.

FROM BELOW: Interior of Archer Aviation’s Midnight aircraft; the 12-rotor Midnight



COURTESY OF ARCHER (2)

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Northern Star

Icelandair CEO Bogi Nils Bogason discusses his airline's niche allure and its plans for growth as the country becomes a global destination

UP IN ICELAND, where winds and temperatures are harsh and change rapidly, running an airline and keeping it profitable is no easy task—let alone during a pandemic. But the country's flag carrier, Icelandair, has found a clever way of doing business, capturing a small stake of the world's most crowded and competitive markets while keeping its numbers in the black.

Icelandair offers customers an astute stopover program, inviting passengers to travel between North America and Europe by making a tourist stop in Iceland. This strategy has benefited the airline with high load factors and boosted tourism in one of the world's most spectacular destinations. In Reykjavik, Bogi Nils Bogason, president and CEO of the Icelandair Group, sat down with *Business Traveler* to discuss Icelandair's path through the pandemic and what seems to be an optimistic future.

After a successful career as an auditor and accountant at KPMG, Bogason reached the top position at Icelandair in 2018. "It wasn't easy," he says. "As soon as I was named CEO, the global grounding of the Boeing 737 MAX affected our network heavily. And when we came out of that crisis, the pandemic arrived."

Bogason found himself battling an unprecedented crisis in the aviation industry. The small island in the North

Atlantic couldn't escape the terrible effects of the pandemic, forcing its flag carrier to ground planes, lay off employees, and enter an uncertain hibernation mode until global travel picked up again. "It was a big challenge for us," he says. "With the help of the Icelandic community and government, we made it through. Our team did great."

With tourism flowing in Iceland and load factors returning to healthy numbers, the CEO says his team has "found a way of running an airline in the middle of the Atlantic" and is confident enough to add that they "are pretty good at it." But he's aware of two significant challenges: imminent fleet upgrades and competition.

Icelandair operates an all-Boeing fleet of five 767-300ERs, 21 757-200/300s and 16 new 737 MAX 8/9s. The airline is heavily scrutinizing the MAX planes—considered its future backbone—to see whether they'll be a proper replacement for its historic workhorse, the 757.

"Within the next two months, we will decide whether to replace the 757 with more Boeing planes or go with the Airbus option," Bogason says. "We are not waiting for Boeing—we issued a request for proposals in the fourth quarter of last year, and we should be making a decision soon."





When Boeing abandoned its plans to develop a new middle-of-the-market airplane, the world's operators of the 757 found themselves having to look elsewhere for an apples-to-apples substitute. So, carriers such as American Airlines switched over to Airbus and ordered the A321neo, something Bogason and company are pondering.

According to him, the 757 is his favorite plane because it gives him the flexibility to operate routes efficiently. For example, it can fly routes as short as a domestic hop from Keflavík to Akureyri or as long as an eight-hour journey between Reykjavík and Seattle—something the 737 MAX can't do. "The 737 MAX has been overperforming," he says. "The plane is doing better for us than Boeing said it would do. We are stretching its range to Denver and Orlando. But it's still limited compared to the 757's performance."

The Airbus A321neo LR (long-range) and XLR might be a proper replacement for Icelandair's 757. But it would be a big decision for so small an airline to make such a significant change. The carrier's pilots—type-rated on the 757/767 and 737 MAX—would have to retrain and switch to the Airbus philosophy. It would not only be a cost-adverse choice for the airline but also require "at least ten years to replace with an all-Airbus lineup," according to Bogason.

The 757 isn't the only plane needing replacement, though. "The wide-body 767s are also close to retiring. And if we decide to stay with Boeing, the natural replacement for this plane would be the 787," he says. The Dreamliner would provide higher passenger capacity, longer range, a better passenger experience and dra-



matic fuel-burn improvements. "But going with that option would require us to make a choice—Boeing or Airbus."

The imminent fleet change decision, like domestic and foreign competition in Iceland, is rapidly approaching. Even though Bogason seems at ease with Iceland's new low-cost carrier, Play, and the influx of foreign airlines bringing herds of tourists to the country, he's well aware of them.

Play offers flights to similar destinations at a fraction of the cost. Still, Bogason believes his product mix is "more complete"—a business class, a successful stopover program and affordable prices. "We are right in the middle of the market," he explains. "We have a business class cabin unique in Europe, but don't offer lie-flat seats like some North American carriers do."

Regarding Icelandair's future network, the CEO sees his airline increasing frequencies on its current routes to

"We are right in the middle of the market. We have a business class cabin unique in Europe."

Europe and North America rather than opening new destinations. Although he doesn't rule out adding Miami and some other U.S. cities to its network soon, the immediate plan is to consolidate, strengthen and increase its current network presence. "We are also building up an air freight connecting operation here in Iceland," he says, adding some weight to the airline's future fleet decision.

Bogason sees Icelandair holding a prime position by offering a niche product with attractive tourism and low-cost appeal. Passengers can take a leisurely trip across the Atlantic on a reliable carrier, often at lower prices than the competition offers, and arrive on time.

The decision to go with Boeing or Airbus will determine Icelandair's long-term future. Happily, Bogason and company are strong-minded professionals seeking sustainable growth for one of the most noteworthy airlines globally.

ABOVE: Reykjavik, Iceland
OPPOSITE, FROM TOP:
Icelandair CEO Bogi Nils
Bogason; Icelandair
737 MAX 8 and 9 aircraft

TOP LEFT: COURTESY OF ICELANDAIR; TOP RIGHT: HARALD NACHTMANN/MOMENT/GETTY IMAGES; BOTTOM: © THE BOEING COMPANY/ED TURNER



Rest Cures

Hotels are putting a spotlight on post-workout recovery therapies

> **WHEN IT COMES** to fitness, exercise is only half the equation. Recovery *from* said activity is just as critical—and it's finally getting a spotlight in the wellness world. "Historically, recovery was an afterthought," says wellness advisor Kerry Bray, who runs her own yoga and meditation retreats. Slowly but surely, the conversation's changing, and the past five years have seen a boom in recovery treatments offered at spas. "Today, people are diving deeper into their health and wellness, and including recovery as a critical part of their routines."

Recovery and cardio have always gone hand in hand: Ex-

ercise causes tears in muscles, and during rest and recovery, the muscles build back and become stronger. Forgoing this phase can lead to overtraining—a mistake that sparks injuries and fatigue. Rest and recovery don't call for becoming a couch potato, though, and there's more to it than simple stretching and massage. (That said, listen to your body: If you crave couch time, take it.) Experts say the R&R period can include mild exercise with a different movement pattern than your go-to cardio, such as light weight lifting or yoga for runners and swimming or barre for frequent cyclists.

Increasingly, hotels have made it easy to stick with





Resort spas and gyms around the world now offer an array of recovery experiences.

ing extensive programming. Experiences check off nearly every wellness box: nutrition, fitness, sleep, mindfulness and recovery. For the latter, Siro runs its innovative Recovery Lab with cutting-edge technologies such as cryotherapy, infrared and oxygen therapy, physiotherapy, acupuncture and assisted stretching. Mindfulness coaches aid guests with everything from breath work to visualization, ensuring that travelers not only get the rejuvenation they've come for, but also return home with new fitness and recovery tricks.

La Quinta Resort & Club California

Stretching is a core component of any fitness recovery program, and for that, La Quinta Resort & Club has an answer: fascial stretch therapy. The 60-minute sessions incorporate undulating movements and guided breath work to ease the connective tissue around muscles, bones, nerves and organs, resulting in relaxation and healing. The property also runs a stretch and roll fitness class to teach recovery best practices, with in-room rentals so guests can rent percussion tools to use at their leisure.

workout and rest plans on the road. Resort spas and gyms around the world now offer an array of recovery experiences: compression boots, guided stretching, percussion massage devices and trigger-point massages. Mental care, such as visualization and meditation, is also on offer and equally important. Here are four hotels leading the way in recovery offerings, from guided stretching to sports massage.

Fairmont Century Plaza Los Angeles

The Fairmont Century Plaza built recovery into the experience when it unveiled its new spa in 2021. One of the most innovative options helps guests unwind in NASA-inspired antigravity chairs while compression boots aid circulation, an infrared mat alleviates chronic pain, and an LED face visor facilitates blood flow while generating collagen and improving metabolism. In addition to its spa experiences, the getaway also runs a stretch and recovery

zone in its fitness center with handheld percussion massage devices, ensuring that travelers can get their steps in, then recover, just like they would back at home.

Arctic Bath Harads, Sweden

Enthusiasts rave about the inflammation-reducing properties of cold plunges, but they're hardly a fad. Cold dips have been part of Swedish culture for millennia. At Arctic Bath, a resort in Swedish Lapland, travelers can unwind in a pine forest while enjoying this tradition firsthand. The spa experience includes Jacuzzis and a cold pool. In addition to the traditional hot/cold experience, Arctic Bath offers deep-tissue massage and yoga to counterbalance the adventures on-site, which range from expedition skiing to snowshoeing.

Siro Dubai, United Arab Emirates

In 2023, fitness-centric brand Siro will debut in Dubai offer-

FROM TOP: Siro, Dubai, United Arab Emirates; La Quinta Resort & Club, California
OPPOSITE, FROM TOP: Arctic Bath, Harads, Sweden; Fairmont Century Plaza, Los Angeles



TOP LEFT: DANIEL HOLMGREN; BOTTOM LEFT: COURTESY OF FAIRMONT CENTURY PLAZA; TOP RIGHT: COURTESY OF SIRO; BOTTOM RIGHT: COURTESY OF LA QUINTA RESORT & CLUB



Changing Solutions for a Changing World

Mastercard's chief sustainability officer on the urgent need for corporate leadership



By Ellen Jackowski •
As told to Eden Herbstman •
Illustration by Joel Kimmel

ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) PRINCIPLES AND SUSTAINABILITY ARE NOW AT THE CENTER OF GLOBAL ISSUES AND CONFERENCES LIKE THE WORLD ECONOMIC FORUM. THIS YEAR WE SAW MORE THAN 60 CHIEF SUSTAINABILITY OFFICERS PARTICIPATING IN THE ANNUAL MEETING. IT'S AN IMPORTANT SIGNAL THAT THE WORLD IS UNDERSTANDING THE URGENCY OF CLIMATE CHANGE AND OTHER SOCIAL IMPACT ISSUES. HISTORICALLY, THERE WASN'T REALLY A ROLE CALLED "CHIEF SUSTAINABILITY OFFICER" (CSO). THERE MIGHT HAVE BEEN A SUSTAINABILITY TEAM BOLTED ONTO THE SIDE OF AN ORGANIZATION RATHER THAN TRULY INTEGRATED INTO THE FULL MECHANICS OF THE BUSINESS. AS CSO I HAVE OVERSIGHT OF THE GOVERNANCE STRUCTURE OF ESG STRATEGIES AND REPORT OUR COMMITMENTS IN OUR ANNUAL SUSTAINABILITY REPORT.

The door is now opening for those of us in these roles to focus on identifying solutions. My team and I are very aware of external trends and innovations happening in other companies, and how we can speed up our own work. Networking with other CSOs is very important. I'm part of several groups where CSOs convene, such as 50 Sustainability & Climate Leaders and Corporate Eco Forum. And more are emerging every day. There's a lot of energy in this space right now to bring us together, to share best practices and leverage ideas and solutions.

Part of my job is to make sure that Mastercard is delivering on the changes we've committed to. Mastercard set a

goal to be net-zero by 2040, which is ten years ahead of what climate science demands. It's an aggressive leading goal. But because Mastercard is not a manufacturer, our carbon footprint size is relatively small. The bigger impact we can have, and contribution we can make to society, is in driving sustainable consumption and leveraging the power of the value chain.

We've set a goal to be net zero by 2040, which is ten years ahead of what climate science demands.

Mastercard touches three billion of the eight billion people on the planet. There's an amazing opportunity to influence sustainable consumption. Our initiatives include the Carbon Calculator, which reviews the carbon impact of transactions included in monthly financial statements; the Priceless Planet Coalition, a program to restore 100 million trees by 2025, which currently has 100 partners; and the Sustainability Innovation Lab, dedicated to research and development of products and services.

Moving Fast, Moving Smart

An obstacle CSOs are facing is the pressure to move really fast in this

space. Even the reporting aspect is a very nascent evolving area and will continue to undergo changes. When you think about the history of financial reporting, and the hundreds of years it has taken to perfect it, right now we're trying to move as fast as we can knowing the urgency of this issue. We need to learn from mistakes and failures and incorporate those learnings into improvement.

My first job in high school was scooping ice cream at Ben & Jerry's. The two founders were some of the earliest doctors of integrating environmental and social impact directly into the core of their business. From an early age I had access to these ideas, how a corporation could help impact society from an environmental and social point of view, not just from a view of profitability. I've always had a strong drive to ensure I'm contributing to the community through my professional work. I'm thrilled to be part of a company like Mastercard that shares the same values that I have and is committed to solving global problems.

Ellen Jackowski is the chief sustainability officer of Mastercard, where she is spearheading the integration of the company's environmental, social and governance strategy. She served as chief impact officer at HP. She is part of the advisory board of the Ocean Plastics Leadership Network and an advisor on the World Economic Forum's Champions for Nature community.

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By Tim Storey

Illustration
by Joel Kimmel

Creating Magic for the Earth

Four ways to change our habits for a better planet

AS SOMEONE WHO has traveled to more than 75 countries, I have witnessed the beauty of the world and met many amazing people. Earth is a magical place—it sets the conditions for daily life and is a source of beauty and joy. It is essential that we take care of this magical place in the same way it takes care of us.

My book *The Miracle Mentality* is about helping readers recapture the childlike wonder and magic of life we experience in our youth. As we face life's challenges, it's easy to lose that sense of wonder. However, it is possible to rediscover the magic of life. These moments or events are like unexpected gifts, such as breakthroughs, miracles and blessings that can come in the form of love, friendship, ideas, financial and personal growth and opportunities in partnership, family or business.

What is true in life is also true for the environment. Just as we can set the conditions for the magic in life, we can also do so for the Earth. Our actions matter, and our daily habits have an impact. By shifting our habits, we can make a positive impact on both our lives and the environment. Adopting an eco-conscious mindset, by learning and being proactive in protecting our environment through our daily habits, can foster a greater sense of awareness and responsibility. This shift can help preserve not only the environment but also one of our greatest assets: Earth. Here are steps to help regain the magic of the Earth and cultivate an eco-conscious mindset in our daily lives.

Step One: Become Awake

Being awake means being aware, knowledgeable and attentive. It is crucial to understand what is happening to the Earth and the impact we have on it. Take a moment to look at what is in your trash can. Consider whether the contents are contributing to the preservation of our environment. Educating ourselves and staying informed about environmental issues is essential to make more conscious decisions.

Step Two: Take Inventory

Taking inventory of our daily habits and consumption is the first step to making a positive impact. By creating a checklist of reusable and recyclable items, we can make changes that have a big result.

Step Three: Declutter

To make more conscious choices, we must declutter our daily habits and reduce consumption by opting for sustainable alternatives. Switching from single-use paper plates to compostable bamboo plates is a small step toward sustainability. While paper plates are convenient, they are nonrecyclable and contain chemicals that can contaminate the environment.

Step Four: Partner With the Right People

Clutter can often result from unhelpful voices. Partnering with like-minded

individuals who share our values is essential. This includes collaborating with environmental organizations, forming partnerships with sustainable businesses and advocating for industry-wide changes. Look for companies prioritizing biodegradable ingredients and recyclable or compostable materials. Check your packages for biodegradable peanuts, compostable envelopes and containers with recycling codes.

These small steps can make a big difference in cultivating an eco-conscious mindset. This involves an awareness of our impact on the environment and a willingness to make choices that minimize that impact. To restore the wonder of our world, we must become aware, declutter and partner with like-minded individuals. By seeking

sustainable alternatives and promoting environmentally friendly practices, we can preserve the natural world for future generations.

*Tim Storey is an acclaimed author, speaker, life strategist and counselor. His book *The Miracle**

Clutter can often result from unhelpful voices. Partnering with like-minded individuals who share our values is essential.

*mentality provides a road map to help renew the mind. He has been featured by Oprah Winfrey, Steve Harvey and Today. Storey is the host of *The Daily Moment* on ReachTV, the airport television network with screens in 90 commercial airports, and will soon cohost the podcast *Never Alone* with Deepak Chopra.*

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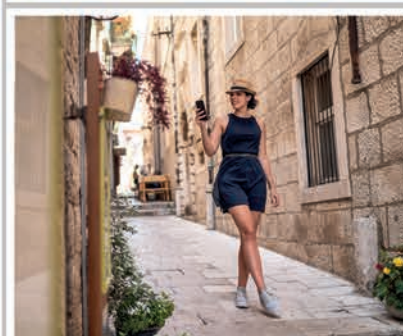
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Taste Sensation

With acclaimed restaurants including Carbone and Sadelle's and locations from New York and Miami to the Middle East, is Major Food Group set to take over the culinary world?

By Shivani Vora • Portrait by Riocam

TOP LEFT AND RIGHT: DOUGLAS FRIEDMAN; CENTER: EVAN SUNG





IT WAS A Monday night in January, an achingly slow time for restaurants as diners recovered at home from holiday revelries. But The Lobster Club, a Japanese eatery in Midtown Manhattan, was a microcosm of its own.

Here, in a dark, glamorous space designed by renowned architect Peter Marino, a well-dressed crowd gathered at the bar sipping cocktails and pours of rare Japanese whisky. More filled every table in the sleek dining room and ordered plates of sushi and other raw fish dishes presented with seafood that had arrived from Japan earlier that day.

Guests kept pouring in as the evening stretched on. Oblivious to the seasonal slump, they were here for good food and a memorable time. From their animated faces, it was clear that both were being had by all.

Welcome to just another night with Major Food Group (MFG), whose diners are never there for only a meal. A reservation heralds a full-on theatrical spectacle that engages every sense. Among today's most successful hospitality brands, the company is on its way to becoming a global empire.

If you don't know the name MFG, you've likely heard of at least one of its concepts. They are, after all, chronicled frequently in the press for their inventiveness and celebrity-studded clientele.

Founded in 2010 by restaurateur Jeff Zalaznick and chefs Mario Carbone and Rich Torrisi, the brand is behind the Italian-American spot Carbone, with locations in New York City, Las Vegas, Hong Kong, Miami Beach, Dallas and Doha. The trio also created the brunch institution Sadelle's, which has outposts in New York, Paris, Las Vegas, Miami, Dallas, Boca Raton and Riyadh, and The Grill and The Pool, a steak house and event space located in New York's Seagram Building. Once home to the Four Seasons Restaurant, it's a venue that plays a significant role in American dining history.

All told, MFG has 40 establishments and counting—more than 20 of which have opened in the last two years. “We're storytellers at our core,” Carbone tells me during an interview with the three founders at Contessa, their opulent two-story

Italian eatery in Miami's Design District. “In the same way that a writer approaches a story, or a director makes a movie, we put on a play with our restaurants. The audience is our customers.”

Speaking of stories, the one of how MFG started is now the stuff of modern dining folklore: The Westchester, New York-raised Torrisi, who had worked at French restaurants, and Carbone, who grew up in Queens and cooked at Italian spots, met while they were students at the Culinary Institute of America. Both Italian-Americans, they became fast friends and collaborated to open Torrisi Italian Specialties on New York's Mulberry Street. By day, it sold sandwiches, and for dinner, it transformed into a fine-dining boîte.

Word spread among food cognoscenti about the excellent cuisine, and Zalaznick, an entrepreneur with an investment banking background who was always looking for the next restaurant gem, heard about it. “I walked in, ordered everything on the menu and came back again and again,” he says. “I knew that I had to be part of the magic.”

Six months later, Zalaznick joined the team, and MFG was born. Their sandwich shop Parm followed in 2011, and then came Carbone. “All three of us, independent of each other, wanted to open a restaurant that paid homage to classic Italian-American cuisine. Rich and Mario had grown up with it, and I loved eating it,” recalls Zalaznick. “Carbone is the result.”

A throwback to restaurants from the 1950s, the eatery offers an experience akin to stepping back

BELOW: Carbone, Miami Beach, Florida
OPPOSITE: Capellini Cantonese at Torrisi, New York City
OPENING SPREAD, FROM LEFT: Carbone, Miami Beach; sweet and sour sardines at Torrisi; Carbone, Dallas; Rich Torrisi, Jeff Zalaznick and Mario Carbone at ZZ's Club, Miami



in time. Music from the era—think Frank Sinatra and doo-wop—sets the mood while bow-tied servers proffer oversized plates of shrimp scampi, Caesar salad, veal marsala and the much talked-about spicy rigatoni vodka.

“The dishes on the menu are exactly what you would find in an upscale Italian restaurant in 1958,” says Torrisi. “We didn’t touch them, but we did make the best versions of them that we possibly could.”

He attributes MFG’s success in part to the principle of keeping food authentic. “A lot of chefs put a spin on classics, but it’s not something customers necessarily connect with,” he says. “Our view is to stick to the original, because people relate to it and feel comforted by it.” Torrisi believes this is why MFG attracts regulars who dine at the restaurants multiple times a week.

Carbone was an instant sensation, with critical acclaim and a number of high-profile diners. Reservations were and continue to be hot tickets. With their presence firmly established on the restaurant map, Zalaznick, Carbone and Torrisi continued to roll out new concepts over the next seven years, including Dirty French, offering their interpretations of classic French dishes such as duck à l’orange and trout amandine.

“Through the years, Major Food Group has made fine dining fresher, younger and trendier,” says former *Eater New York* editor and *Houston Chronicle* columnist Bao Ong. “They’ve been able to attract a new audience to the landscape. They’re a brand that the food world follows closely.”

And then came the pandemic and Miami—the catalysts that catapulted MFG into worldwide fame. In March 2020, Zalaznick was in the city staying at the Four Seasons in Surfside on a trip with his family when the world shut down. Instead of heading back to New York, he decided to stay put and hunkered down with his wife and children for the next six months. “Everything everywhere was closed, but Miami, save for a short period, wasn’t,” says Zalaznick. “I was drawn to the city’s energy but saw that quality restaurants like ours didn’t exist. The business opportunity was huge.”

Carbone came to visit and was equally attracted. “Miami made a great impression on me,” he says. “I was coming from a dead city to one that was alive and loved the idea of having a restaurant in town.”

Less than six months later, in January 2021, Carbone made a splashy debut in South Beach in a space featuring luscious interiors conceived by decorator Ken Fulk. Zalaznick’s instincts were spot-on: Customers swarmed in, and the red-sauce joint became the hub for Miami’s see-and-be-seen

“We put on a play with our restaurants. The audience is our customers.”

social set. “It was like New Year’s Eve every night,” recalls Carbone. “In the midst of an awful pandemic when the world was dark, we were able to make people happy.” Even today, the fever pitch for a reservation here hasn’t waned.

Carbone and Zalaznick moved to Miami full-time while Torrisi held the fort in New York. “I love Miami, but New York will always be home,” he says.

Following South Beach, the three set their sights on the Design District, an area that appealed to them for its pedestrian-friendly streets. Their footprint here includes Contessa and ZZ’s Club, which has an invite-only membership.

In addition, Sabelle’s now has an outpost in Coconut Grove, and there’s a Dirty French Steakhouse in Brickell. MFG has also expanded in Florida with four restaurants at The Boca Raton, a resort that recently completed a \$200 million renovation. The list includes a mid-century chophouse, The Flamingo Grill, and Principessa Ristorante, inspired by Lake Como’s grand villas and resorts. Zalaznick vacationed at the property as a child, and it has a special place in his memories, he says. “It’s wild to me that we have the same amount of restaurants in Florida as we do in New York, where we got our start.”

“I agree,” Torrisi chimes in. “Covid shut a lot of businesses down, unfortunately, but it paved the way to push us forward and help us grow.”

MFG also had a notable pandemic-related debut with Contessa on the rooftop of The Newbury hotel in Boston, a landmark property that originally opened as The Ritz-Carlton in 1927. “We’re obsessed with history and love taking on projects with a past or bringing the past into something new we create,” says Torrisi. Contessa is now one of the busiest restaurants in the city, seating between 700 and 1,000 diners a day.

The Grill,
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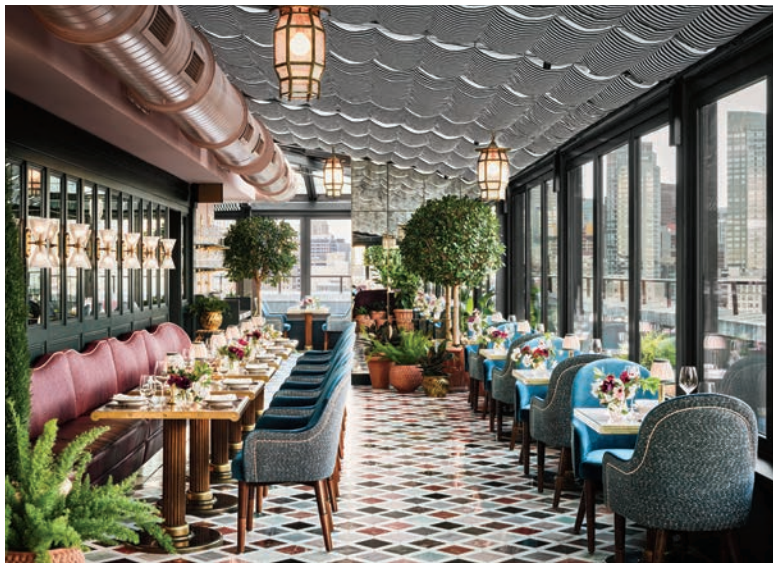
Zalaznick, Carbone and Torrisi stress that they haven't abandoned New York. The original Torrisi closed in 2015 but was resurrected in December in the historic Puck Building Downtown. As expected, it became a highly sought-after reservation from the day it opened, and recently received a rave from *New York Times* critic Pete Wells. “I'm in the kitchen there cooking every night,” says Torrisi. “It's what I love most.”

This year will also see an outpost of ZZ's Club in Hudson Yards. Spanning 30,000 square feet, the venue will feature a Japanese spot, a members-only Carbone, three bars and two lounges. Global openings include a Carbone in Riyadh.

The trio tells me that they have ambitions beyond restaurants. “We're interested in hospitality overall,” says Zalaznick. “We're looking at creating branded residences in collaboration with a developer and also hotels. We would bring the same approach to living that we do with restaurants. The quality is top-of-the-line, the amenities are second to none, and the design is a feature.”

He pauses and adds, “Let's just say that we've scratched the surface of what we're going to do, but we still have a long way to go.” They're already stars with their first non-restaurant venture—a line of Carbone pasta sauces that launched in 2021. “We wanted to produce a product that could reach everyone, and for us, pasta sauce was obvious,” says Carbone. The line of six sauces, including tomato basil and roasted garlic, fast became a phenomenon. Available at close to 20,000 stores, they're on track to sell seven million jars this year. “The explosive growth of the sauces has well exceeded our expectations,” says Carbone.

Even though they're no longer all living in the same city, Zalaznick, Torrisi and Carbone speak daily and work together with an easy rhythm. Torrisi spends the bulk of his time in the kitchen at his namesake restaurant and tests all the recipes for MFG's concepts. Carbone hops between various kitchens to oversee the cooking lines and lend tutelage while Zalaznick wears the business hat and is the taste tester for the group. Still, their



FROM TOP: Contessa, Boston; fennel and grapefruit *insalata* at Carbone Vino, Dallas

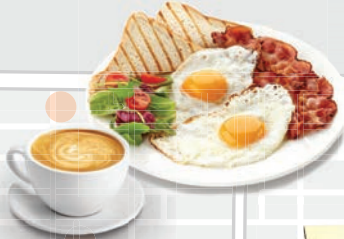
roles are interchangeable, they say. “We all wear a lot of hats,” insists Zalaznick.

Business partners, yes, but Zalaznick, Carbone and Torrisi are also great friends. The day I interview them is Carbone's 43rd birthday. Torrisi has flown in for the occasion, and they plan to celebrate over dinner that night. “We're still trying to figure out where to go,” says Zalaznick. “The truth is that we create restaurants that we ourselves want to eat at all the time, so they're always our go-to, but since we own them, we're on the job whenever we're there.”

Torrisi and Carbone nod in agreement. “What's the point of having a business when the people behind it wouldn't want to be patrons?” asks Carbone. “That goes against everything we believe in, and how we got to where we are today.”

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Illustration by Yo Hosoyamada

Aviation Is Reducing Its Environmental Impact

By John Walton

AIRLINES WORLDWIDE ARE committing to reducing their environmental impact, with many setting targets of net-zero carbon emissions by 2050. This requires new technologies, changing how aviation does business—and dramatically reducing their use of conventional jet fuel.

By an enormous margin, the environmental impact of aviation comes from direct jet-fuel burn. Everything else is almost a rounding error.

As one example: United Airlines' 2021 direct emissions were some 21.37 million metric tons, of which 21.25 million were the gross emissions from mainline aircraft. Of the remaining approximately 117,000 tons, roughly two-thirds came from facilities including maintenance, engine testing and so on, while a third came from mainline ground vehicles.

Other initiatives, such as removing single-use plastics onboard or reducing food waste, will make a small and sometimes locally significant difference. But if any changes add weight to the cabin, that's unlikely to be an environmental win.

One critical task is to reduce this fuel burn. Part of that is lighter planes, using more carbon fiber and advanced metals.

That's why, for most passengers, this sustainability revolution will be almost invisible: You'll

be flying in lighter and more efficient planes with more sustainable service, but seats and cabins will mainly evolve from what we see today rather than being revolutionary changes. The big question is how to power the airplanes of the future—and an even bigger one is how to reduce the impacts of the airplanes of today, which will be flying for decades to come. New, lower-emission power sources such as battery-electric, hybrid and hydrogen aircraft are on the horizon for the 2030s or 2040s.

Early indications and aviation research trajectories suggest that these will, at least initially, be most applicable to shorter routes of an hour or a few hours, leaving long-haul flights primarily powered in the way they are now: by jet fuel. But it may not be the same *kind* of jet fuel.

Jet fuel of some form will still be needed for decades

Whether a 600-passenger Airbus A380 jet or a 42-seater ATR turboprop, modern commercial airplanes are powered by burning jet kerosene. This is often referred to as Jet A-1, the specification for the exact mix used in most of the world. In many ways, this fossil fuel is similar to the diesel fuel used in many trucks and automobiles, and it is refined and processed from crude oil.

Like burning fossil fuels, jet engines contribute to global warming by emitting greenhouse gases. Jet-engine exhaust comprises roughly 70 percent carbon dioxide, just under 30 percent water vapor, and less than one percent each of carbon monoxide, nitrogen oxides, sulfur oxides, volatile organic compounds, atmospheric particulates and other trace components. The water vapor in the exhaust, together with some of the other components, also creates contrails and contributes to cloud formation, which has additional warming effects.

To calculate the climate-change impact of all these emissions in terms of global warming, they are usually converted to carbon-dioxide equivalents. But it's not just the emissions that are a problem: It's where they are emitted and how they interact with the atmosphere. While the science behind calculations is complex, recent studies suggest that the impact of the non-CO₂ emissions—essentially, particulates, contrails and cloud formation—could be around half to two-thirds of the total warming impact of aviation. To reduce this impact, aviation uses three key technologies: more sustainable fuels like biofuels, hydrogen via combustion or fuel cells, and battery-electric or hybrid aircraft.

Sustainable aviation fuels

The solution with the most significant impact over the next 30 years will be using more sustainable aviation fuels (SAFs). These are, in essence, ker-

osene created from non-fossil-fuel feedstocks. These include processing biomass, plants, sugar fermentation, alcohol and waste products into a biofuel.

Their sustainability stems either from reduced emissions or a sequestration process during production. For example, municipal solid waste converted to SAF would otherwise have generated methane in a landfill. At the same time, plant-based SAF absorbs carbon dioxide during growth, which is emitted when burned. However, none of these are zero-emission fuels, with even the greenest fuels estimated to leave around 20 percent of the current emissions footprint compared with fossil kerosene.

On the plus side, some of the non-CO₂ effects are reduced: The chemical structure of SAFs differs from fossil kerosene, with fewer “aromatic” impurities such as sulfur, meaning that its overall climate impact is lower. The big barrier to SAFs is production. Researching, developing, certifying and industrializing takes years and significant investment. Airlines are doing an increasingly good job in signaling demand to the market. However, governments will still likely need to step in to speed up development and encourage greater investment.

Hydrogen and hydrogen fuel cells

The new aircraft of the 2040s and beyond will most likely be powered by hydrogen, either by direct combustion (burning hydrogen in jet engines) or through electric engines powered by hydrogen fuel cells. Airbus is betting on hydrogen technology: It’s using the original A380 test-bed aircraft to trial hydrogen engines fixed to the back of the fuselage.

Hydrogen is a lot less energy-dense than kerosene, so more fuel storage will be needed onboard. That will require a change in how aircraft are shaped and technological advancements to supercool the hydrogen into liquid. Early suggestions include large fuel tanks along the fuselage or within the cabin, or a different shape like blended-wing-body aircraft.

Since most hydrogen today is produced using coal or gas, an industrial system is required to produce it in a low-carbon way. There’s also the *Hindenburg* factor: People hear “hydrogen” and think “boom,” and

The new aircraft of the 2040s and beyond will most likely be powered by hydrogen.



that’s something aviation needs to figure out. And if it is looking at hydrogen combustion rather than fuel cells, it will still need to account for the contributions to global warming from contrails and cloud formation.

Battery-electric and hybrid aircraft

Today’s batteries aren’t powerful enough for large-scale use in anything larger than a commuter plane, and aren’t likely to be for some decades to come. Small aircraft carrying perhaps 10 to 50 passengers might be powered by battery-electric or hybrid options between now and 2050, but this end of the market is unlikely to tip the scale.

Offsets

For any kind of onboard combustion, it seems likely that there will be residual climate emissions equivalents. Aviation’s answer: offsetting, in essence a system of carbon credits that reduce others’ emissions to compensate for those from aviation. The idea of offsetting is not universally approved, but for industries such as aviation whose activities (and thus emissions) are classified as “hard to abate,” believable, certified offsetting—rather than thinly veiled greenwashing—must be a crucial part of their sustainable future.



Travel Sustainably From Your Front Door to Your Hotel Room

By Melissa Klurman

IF YOU'VE HAD the environment on your mind while traveling lately, you're not alone. Eighty-one percent of global travelers reported that sustainable travel is important to them, according to recent research from Booking.com, with half saying that news about climate change has encouraged them to make more sustainable travel decisions.

Air travel is responsible for nearly three percent of global climate emissions, says The International Council on Clean Transportation. A single flight can produce three tons of carbon dioxide per passenger. And for every metric ton of carbon dioxide produced, the ice cover in the Arctic is reduced by 32 square feet, according to research

in *Science* magazine. The numbers are enough to give you "*flygskam*," the newly coined Swedish term for "air travel guilt." The good news is you don't have to give up travel or luxury to make an impact when you're on the road. Making minor adjustments can create significant changes in your carbon footprint and even make your trip more comfortable.

Before you leave home

Go digital. Remember when all plane tickets were paper? It's easy to skip this step now. Download your airline's app for a digital ticket and to keep track of travel documents for your flights, all conveniently in one spot.

In transit

Fly on newer aircraft. More than two percent of global carbon emissions originate with the aviation industry, but airlines are stepping up with more fuel-efficient engines and streamlined designs that reduce emissions. Newer aircraft, such as Boeing 787s and Airbus A350s, are made with lighter-weight composite materials that reduce fuel burn and CO₂ emissions. These planes are more eco-friendly and provide a smoother ride with less drag, a lower cabin altitude and a higher humidity level, reducing jet lag for a true win-win for travelers.

Other initiatives by airlines to combat climate change include the reduction of plastics and a shift to more biofuels. For example, Alaska Airlines is the first U.S. carrier to phase out plastic cups in flight—replacing the 55 million previously used with paper—moving towards eliminating single-use plastics by 2025.

Choose nonstop flights. Planes use the most fuel on takeoff and landing, so avoiding extra trip legs reduces this excess usage. Bonus: You'll also have less chance for additional flight delays this way.

Consider a train instead of a plane for short trips. According to the EPA, rail travel produces up to 73 percent fewer emissions than flying. Plus, trains emit almost six times fewer greenhouse gases than a plane, per data from the science experts at The Company of Biologists. And trains efficiently bring travelers to the heart of cities, eliminating the need for additional airport transportation. Train travel has become such a popular green alternative to flying that French lawmakers voted to ban short domestic flights last year as part of a broader climate bill intended to slash carbon emissions by 40 percent by 2030.

In the U.S., Amtrak estimates that 32 million customers avoided up to 660 million kg of carbon dioxide equivalent (CO₂e) by riding Amtrak instead of flying in 2019. And when Amtrak's new Acela



Pérez Art Museum Miami

Yayoi Kusama: LOVE IS CALLING

March 9, 2023–February 11, 2024

pamm.org

Image: Yayoi Kusama, *LOVE IS CALLING*, 2013. Acquired through the generosity of Barbara Lee/The Barbara Lee Collection of Art by Women, Fotene Demoulas and Tom Coté, Hilary and Geoffrey Grove, Vivien and Alan Hassenfeld, Jodi and Hal Hess, Barbara H. Lloyd, and an anonymous donor. Photo by Mel Taing. © YAYOI KUSAMA. Courtesy David Zwirner, New York; Ota Fine Arts, Tokyo/Singapore/Shanghai; Victoria Miro, London/Venice.

Presenting Sponsor

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cars launch later this year, they will use 40 percent less energy per passenger utilizing all-electric power on the Northeast Corridor, truly making train travel the eco-friendly option to help shrink your travel carbon footprint.

Also, add a reusable bottle to your bag. More than one million plastic bottles are used every minute around the world. Cut down on your plastic bottle usage by adding a refillable option to your carry on.

At your destination

Rent an electric or hybrid vehicle. EVs produce zero tailpipe emissions and just a third of the carbon dioxide of a standard car. Hybrid engines produce half the CO₂ of a regular engine. With EV and hybrid rentals more widely available, and an increasing number of hotels offering charging stations, this is an easier switch than ever before.

Dine out. Here's a tasty option for your next trip: Choose restaurants that use real glassware, cutlery, dishware and napkins, all of which translate into a reduction of single-use plastics and paper and ultimately less waste. Visiting regional restaurants that source their ingredients locally instead of national chain options adds another layer of sustainability.

Stay at a sustainable hotel. There's good news for travelers regarding eco-conscious practices at lodging options. Most major hotel players have programs to cut back on waste and lessen their

Amtrak's new Acela cars will use 40 percent less energy, making train travel the eco-friendly option to help shrink your carbon footprint.

impact on natural resources. Hilton, for example, implemented a soap recycling program and offers digital keys through its app, eliminating the ubiquitous plastic cards. Four Seasons is committed to eliminating single-use plastics and non-compostable materials across its portfolio. Marriott has committed to reducing water intensity by 15 percent, carbon intensity by 30 percent, and food waste by 50 percent by 2025. Hyatt, Fairmont and IHG all have myriad "green" initiatives in place.

Follow good hotel protocol. To support your hotel's sustainability initiatives, use towels more than once, turn off lights when not in use, and close the window curtains when you're out to keep the room cool.

Back home

Offset your carbon footprint. Once you've returned home, neutralize the effect of your travels with carbon offsets, a practice where you measure your travel footprint and then donate a coordinating sum of money to projects working to clean up the atmosphere—for example, reforestation. "Carbon offsetting allows us to become more sensitive to our impact on the planet and gives us the opportunity to contribute to global projects trying to remove or avoid putting more carbon dioxide into the atmosphere," explains Nelly Gedeon, founder of Wayaj Earth Friendly Travel. You can calculate and purchase carbon offsets from your airline, hotel or organizations certified by the United Nations.

To quickly calculate your impact, figure that 1,000 miles of air travel generates approximately 500 pounds of carbon emissions per passenger. This is according to the carbon offset website Terrapass, which equates this amount to planting four trees at the cost of \$8. It's an easy way to keep traveling while helping the planet.

OTHER INITIATIVES...



● **Blade:** The urban air mobility platform that provides air transportation from congested cities to international airports with a fleet of helicopters has set its sights on Electric Vertical Aircraft (EVA). Blade completed its first EVA flight in New York in February in partnership with Beta Technologies, which will produce 20 carbon-neutral EVAs for Blade to be delivered in 2024.



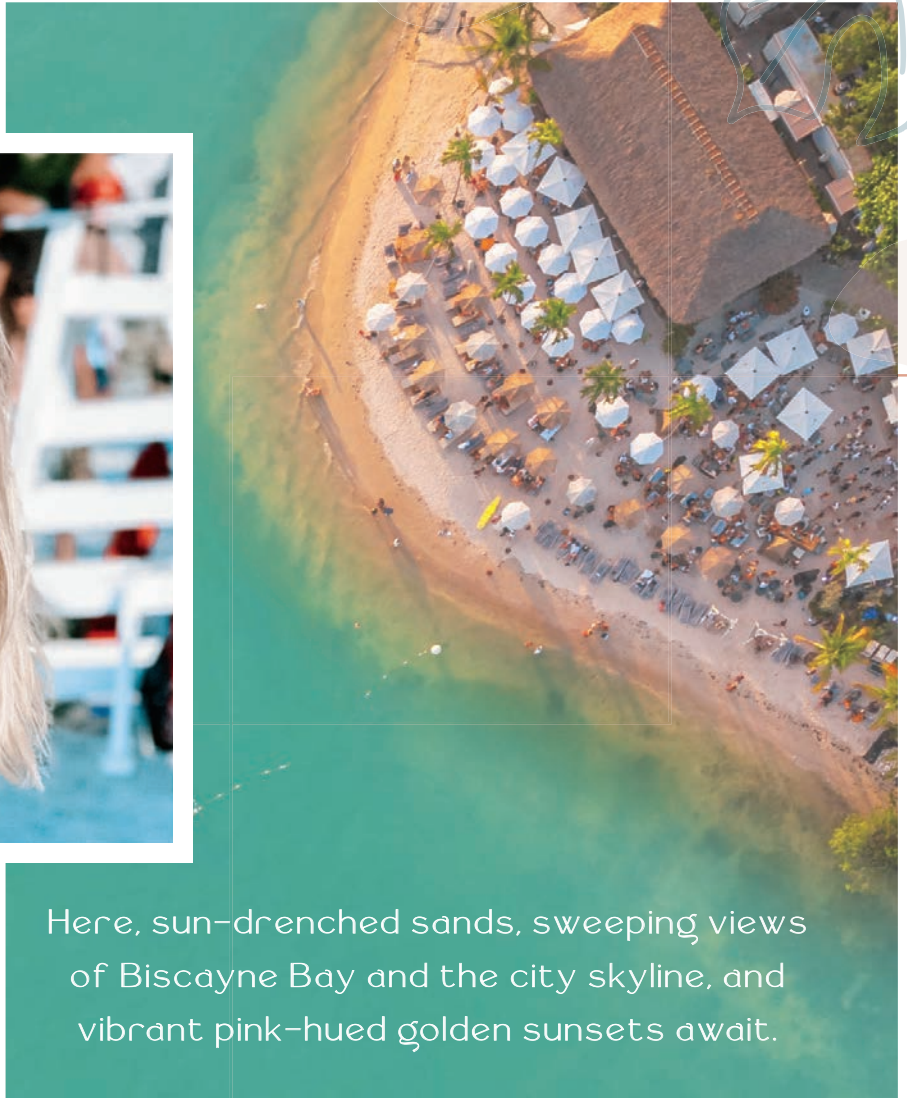
● **Rolls-Royce:** The British auto and aviation engine manufacturer allocated more than \$740 million into its sustainable aviation projects. The funding comes from the European Union's Clean Aviation program, which aims to pave the way toward a net-zero aviation industry by 2050. Rolls-Royce is currently supporting initiatives such as a new hydrogen-powered engine led by European low-cost carrier easyJet.



● **Etihad:** Etihad became the first international carrier to produce Sustainable Aviation Fuel (SAF) in Japan. The airline celebrated this milestone with a flight from its base in Abu Dhabi to Tokyo using a 40-percent blend of SAF. According to Etihad, this represented the first delivery of 50,000 gallons of SAF entirely produced in Japan. —ENRIQUE PERRELLA

joia beach

• RESTAURANT & BEACH CLUB •



Hidden behind a picturesque pathway encompassed **by lush jungle greenery** and ambient lighting, sits **Joia Beach**, a day-to-night dining destination located in an **exclusive enclave** on Miami's Watson Island.

Here, sun-drenched sands, sweeping views of Biscayne Bay and the city skyline, and vibrant pink-hued golden sunsets await.

Opened in 2020 and designed by Francois Frossard, Joia Beach has been hailed as one of "the best beaches in Miami." Described as one of the best places in Miami for "those craving a slick beach scene away from Miami Beach's masses," Joia Beach is Miami's ultimate hidden oasis.

Perfect for sunset cocktails, waterfront dinners, stunning Sunday brunches, and evening and weekend festivities, Joia Beach has quickly become renowned as one of the best beach clubs and restaurants in the magic city.

European inspired bites and platters designed for sharing, handcrafted cocktails, and live DJs and entertainment redefine south beach dining and transport you to a place of *pure joia*.

Freshly sourced seasonal ingredients are the core of Joia Beach's culinary program, where classic techniques meet modern influences. The Joia Beach restaurant and dining experience brings global flavors to Miami's only private beachfront restaurant. The venue's fresh caught seafood, prime cuts of meat, extensive raw bar, and

weekly chef's specials accompany live music and an ambiance found nowhere else in the city. Here, dishes are designed for sharing, freshly shaken cocktails are always on hand, and an extensive wine list awaits.

For those seeking a lounge atmosphere, discover *Pure Joia* weekends, where bottles of champagne, spirits, and rosé wine are accompanied by waterfront views, swaying palms, and the sounds of live DJs and entertainment. Tulum vibes meet European-inspired fare and international clientele. Here, paradise comes without a passport and the party transitions from day to night, with a stunning golden hour sunset in between.

Joia Beach is open Wednesdays and Thursdays from 4pm -11pm for dinner service, from noon until midnight for lunch, dinner, and bottle service on Fridays through Sundays, and hosts a Sunday Brunch party every weekend.

Reservations are recommended and can be made by visiting joiabeachmiami.com or calling 305-400-7280

Official instagram @joiabeach

By Boyd Farrow



Fast Companies

COURTESY OF EVIATION



By land, sea and air, four start-ups are looking to revolutionize the way we travel

E

EVEN WITHOUT THE chip shortage and the recent cascade of Russia-triggered gas price increases, our attitude to travel is changing rapidly as we confront the pressing challenge of how to cut carbon emissions. Over the last few months, some European countries have started to subsidize public transport, with France even banning all short-haul domestic flights when there is a train alternative of 2.5 hours or less. In the U.S., the government has set aside \$66 billion to allow railways operator Amtrak to reestablish itself as a viable nationwide transportation option.

Meanwhile, on both sides of the Atlantic, hundreds of start-ups are coming up with innovative and inspiring green transport ideas, from software-laden smart bikes to batteries that divert energy from electric vehicles to their owners' homes. Here are four of the more interesting business concepts.

Smile Ahead

"All the car you need' is not just a slogan," says Merlin Ouboter, cofounder of Microlino, the electric vehicle that looks like it burst out of a Pixar movie. "This is the future of driving."

The Ouboters—father Wim and sons Merlin and Oliver—are the Swiss family behind the Micro electric scooters. Their latest brainchild is a reimaging of the Isetta bubble car from the 1950s, positioned as a lifestyle purchase for eco-minded urbanites.

"On average, a car is occupied by 1.2 people, traveling a daily distance of less than 20 miles," says Ouboter. "The Microlino can go 55 miles per hour, has a 142-mile range and can comfortably carry two people and three crates of beer."

Ouboter is convinced micro vehicles will soon become the main mode of private transport in cities. "For vacations or trips to IKEA," he says, "there are enough car-sharing options."

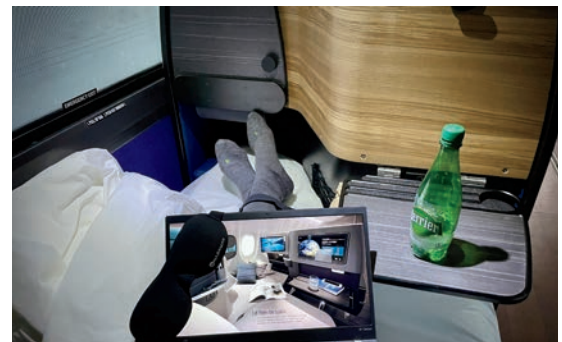
Apart from its cute retro look, the Microlino features a front-opening "fridge door" that gives it a competitive edge. "Three cars can fit in one parking spot," he notes.

Manufactured in Turin, Italy, between 4,500 and 5,000 Microlino vehicles are expected to roll out across Europe this year, a figure that is set to more than double in 2024. Judging by the number of preorders, Ouboter says the company's biggest challenge is meeting growing demand.

Although the price for the basic model starts at \$16,115, the family is resisting moving production as it scales up. "We want this to look and feel like a long-lasting, quality product," says Ouboter. "As a Swiss company, we can never compete on prices. But we will appeal to design-conscious consumers who might buy premium products from Apple or Alessi." Targeting the high-end market will, inevitably, lead to limited-edition versions of the vehicle and almost endless customization opportunities, from paint jobs and sound systems to what Ouboter calls a "cargo" version—which conjures up images of a shiny espresso machine on wheels.

This summer will see the debut of the Microlino Spiaggina, "a summer model" with a white and blue striped fabric roof that is completely open at the sides and rear. The beach vibe continues with a white and blue interior in vegan leather and a wooden floor.

Also set to enter production in 2023 is the Microlino Lite, a slightly lower-priced version aimed at younger customers. Classed as a heavy quadricycle, this model will have a top speed of 28 miles per hour, so it can be taken on highways. Just wait for the electric-scooter-riding teenagers to see one of these.



COURTESY OF NAPAWAY (2)



Upgrading to Coach

It was when a pal zonked out in his lie-flat seat after their fortuitous upgrade to business class that Dan Aronov had his lightbulb moment. “My buddy had never been able to sleep on a plane before,” the former banker explains. “I thought, What if you could take those business-class suites and install them in a bus? You’d be able to offer travelers a high level of comfort at incredibly low prices.”

After securing 18 such suites with Butterfly Flexible Seating Solutions, a Hong Kong industrial design studio used by several airlines, Aronov launched Napaway, which he describes as “a new type of premium sleeper coach service.” The 10- to 11-hour ride from Washington to Nashville—Napaway’s sole route so far—costs roughly the same as an economy flight, which takes less than two hours. However, for their ticket, bus passengers get more than 13 square feet of private space, which they can configure into an office, lounge or 6.5-foot-long bed with memory foam mattress. Pillows—“real ones, not airline pillows”—blankets, amenity kits and bottled water are provided, as is free fast Wi-Fi and an entertainment system.

“Speed isn’t the only factor for travelers,” says Aronov, himself a frequent long-haul flyer. “This is because not all time is the same. ‘Awake time’ isn’t the same as ‘sleep time’; ‘comfortable time’ isn’t the same as ‘uncomfortable time.’ If you factor in the schlep to the airport, TSA checkpoints, flight delays and all the other stressful things that have made traveling by plane so horrible, this is a pretty good option.” He also points out that many people simply hate flying.

Then there’s the growing number of people who are looking for a more eco-friendly way to travel. “This is clearly becoming more important,” says Aronov. “At some point we will be exploring the option of electric vehicles when technologies improve, but even now our trips generate a quarter of the carbon emissions of comparable flights.”

“Our core business plan is to have a variety of routes with journey times of between four and 12 hours,” he continues. “Passengers have requested trips from Washington to Atlanta, New York and Boston. Georgia to Florida is another contender. We’re evaluating our next move but are not committing ourselves to any time frame. Right now, everything is up for grabs.”

Even Napaway’s sleeper concept may be adjusted. “At some point we may offer a daytime service for passengers who want to look out the windows.”

Making a Splash

Determined to get more city dwellers to use existing waterways, French start-up SeaBubbles



has built what it claims is the first “flying” boat that runs on both electrical energy and hydrogen. “Our vision for public transport is zero wave, zero noise, zero emissions,” says CEO Virginie Seurat. “And in confronting this environmental challenge, we’ve created a pretty cool way to travel.”

Powered by a hybrid system comprising hydrogen fuel cells and an electric battery pack combined with automated and retractable foils, the SeaBubble can cover 50 nautical miles at 18 knots with only four minutes needed for recharging. At 26.1 feet long and 10.2 feet wide, the crafts are ideal for carrying eight to 12 passengers around busy sheltered bays, such as the Sydney and San Francisco waterfronts, and rivers such as Paris’ Seine and London’s Thames.

“We have used a variety of technologies developed by the shipbuilding, automotive and aeronautic industries to come up with a vessel that doesn’t emit CO₂,” she says. Yet this is not the only environmental dividend. The boat’s foils enable it to skim along two feet above the water’s surface, reducing the consumption of onboard energy by 35 percent and without creating waves that would accelerate the erosion of the shoreline.

According to Seurat, SeaBubbles’ innovations are symbiotic with the ongoing development of a hydrogen industry and local ecosystems, such as

CLOCKWISE FROM ABOVE: Microletta electric scooter; Napaway coach in Washington, D.C.; Napaway interior
OPENING SPREAD: Eviation’s Alice prototype aircraft



jetties with charging stations. Owned by Mediapps Innovation, the company is setting up pilot routes on Alpine lakes and cranking up production at its workshop in Saint-Jorioz, on the banks of Lake Annecy in Haute-Savoie.

The first SeaBubble vessels will be rolled out in France, Switzerland and the Netherlands before crossing over to the U.S. Interest is high in San Francisco and New York, says Seurat, while one operator in Miami seems keen to order a flotilla. “We are in discussions with three potential partners in the U.S.,” says Seurat.

There is also much interest in Singapore and the Gulf states, where several sustainable smart cities are being built from scratch. Last year, SeaBubbles signed a deal with the United Arab Emirates’ Al Masaood Power Division, which is looking to make a customized version of the boat for Dubai Creek and Abu Dhabi’s Corniche. Additionally, the company—like other potential partners in the leisure sector—sees SeaBubbles’ ability to operate with minimal water disturbance as the key to developing ecotourism in protected wetlands.

Ready for Takeoff

Gregory Davis’ love affair with planes began on his third birthday, when his father and grandfather, an aeronautical engineer, gave him a model kit of a British fighter jet. He earned his glider pilot license at 16, before acquiring both private and commercial pilot licenses. Yet the industry veteran says he is even more excited today, “at the dawn of a new golden age of aviation.”

“In confronting this challenge, we’ve created a pretty cool way to travel.”

ABOVE FROM LEFT: SeaBubble hybrid boat on Lake Annecy, France; Microlino Pioneer in Atlantis Blue

Davis is CEO of Eviation, an Arlington, Washington-based start-up whose electric battery-powered prototype aircraft, Alice, completed her test flight last year. “Eviation was created to develop an alternative to fossil fuel-powered flight, and Alice’s all-electric MagniX propulsion system is a major step forward for the industry,” he says. “Within a few years this environmentally sustainable aircraft will change how people work and live.”

Eviation is currently working on an electric battery that can be charged in approximately 30 minutes for one hour of flight for short-haul trips of up to 250 nautical miles. “Half of the world’s flights are actually less than 500 miles, so there is no shortage of potential routes,” says Davis, although the next generation of batteries will likely offer longer range.

The sleek Alice can carry nine passengers in comfort. There are panoramic windows with individual electrochromatic shades, 32-inch-pitch seats, and a spacious baggage compartment. “Being electric, it is also very, very quiet,” says Davis.

The “executive” configuration carries three fewer passengers, but the lucky half-dozen get premium furniture and accessories. Stripped for cargo, there is 450 cubic feet of temperature-controlled space.

The company has already signed a deal to supply national flag carrier Air New Zealand with up to 23 Alice planes, and has a letter of intent from New England-based commuter carrier Cape Air for an unspecified number of the aircraft. Launch customer DHL has ordered 12 cargo-configured planes.

Eviation hopes to have both passenger and cargo planes in the skies by 2027. Before then, Davis says he’s excited to try out Alice himself—if not as a pilot, then as a passenger.

LEFT: COURTESY OF SEABUBBLES; RIGHT: COURTESY OF MICROLINO



Located in the heart of Miami's artistic Wynwood neighborhood, Mayami is a Tulum-inspired restaurant and bar brought to life by hospitality and nightlife guru Philippe Kalifa. Since opening in November 2020, the Wynwood hotspot has made a name for itself with its ultimate dinner parties and Mediterranean influenced cuisine. The 10,000-square-foot dining destination has attracted some of the biggest names in Latin entertainment and has unveiled a variety of new dining options. Featuring performances from aerialists and fire dancers to top DJs and live music, Mayami transforms into a celebration destination seven days a week.

Extraordinary weekly programming includes Tuluminati Tuesdays, offering specialty cocktails and unique performances; Ladies Night, serving complimentary cocktails for ladies every Thursday from 7-10 p.m.; Mayami Fridays and Mayami Saturdays, hosting the hottest DJ performances late into the night; and Happy Hour specials, available Monday through Friday from 5-7 p.m.

MAYAMI



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COURTESY OF BMW

The BMW i7



PLAYA DEL CARMEN, MEXICO

Rosewood Mayakoba

● It's safe to say I haven't treated my body like the proverbial temple so much as an amusement park, so usually the concept of a so-called wellness retreat and all it might entail—flavorless low-calorie/low-carb meals, patchouli oil, shots of wheatgrass juice, colonic irrigation, what have you—fills me with no small amount of dread. Yet something about the way that Rosewood Mayakoba presented its wellness experience just

struck me as different: more of an emphasis on mental and spiritual well-being, while sacrificing none of the luxury. This appeared to be something into which I could really sink my teeth. So I did, and was not disappointed. Upon arrival at the Cancun International Airport, I was transported via a Cadillac Escalade to Mayakoba, a lush expanse of coastline on Mexico's Riviera Maya, comprising a quartet of world-class luxury resorts by Andaz, Banyan Tree, Fairmont and Rosewood, as well as Latin America's first PGA Tour golf course, the Greg Norman-designed El Camaleón. After checking in, I was taken to a boat that delivered me to the lagoonside dock of my Wellness Suite.

Located on what staff and frequent guests refer to as "spa island," the Wellness Suites form a cluster of eight town-house-style cantilevered lofts along the lagoon. The primary

suite offers a patio off the bedroom, a hall of closets, a dedicated vanity area, and an expansive limestone bathroom with a double vanity, rain shower, soaking tub and outdoor meditation pavilion-cum-treatment area with a reflexology fountain. On the main level are a large living room and dining area, another bathroom (with yet another rain shower) and a spacious lawn with a heated plunge pool and stairs leading down to a private dock.

After an afternoon spent exploring the suite, I was led to the spa cenote where, on an intimate dock, the resort's director of culinary operations, chef Juan Pablo Loza, was waiting to prepare a Yucatán heritage dinner for me and a few other guests. After we each tossed handfuls of spices into the cenote—an offering to the spirits—the meal commenced. We began with a fresh and flavorful *kampachi* and tuna *tiradito* (with black *aguachile*, passion fruit and mint) and savory fried white bean *polcanes* with cabbage salad and toasted pumpkin seeds. A choice of entrees included beef tenderloin, fish fillet or cauliflower with green *pipián* and aromatic herbs and spices. I opted for the tenderloin that, in addition to being as moist and tender as I could've hoped, was given a zesty punch by the *pipián*, a green mole of sorts made from pureed greens and ground pumpkin seeds. Ending our meal on a sweet note was a caramelized brioche with walnut praline and pumpkin-seed horchata, served with a scrumptious cotija cheese ice



COURTESY OF ROSEWOOD MAYAKOBA



cream, followed by coffee served with a presentation of wonderfully piquant Tabasco chocolates. Most definitely not a menu I'd have ever thought possible on a typical wellness retreat, and one that (if I had even a modicum of culinary talent) I'd try to recreate at home.

Upon returning to my suite, I found that the resort had covered my pillows with cases embroidered with my initials. On my last day, when I returned from breakfast to pack, I would find these on the nightstand, folded and tied with a satin bow, as a parting gift. Talk about your personalized touches!

The wellness portion of my stay commenced the following day in the Sense spa, where under a big *palapa* I met Daniel Seymour, the resort's Ayurveda practitioner. Hailing from Guadeloupe and featuring a rich baritone, Seymour sounds like he should be doing voice-overs for car insurance commercials. Also, the man looks to be in his mid 30s, so you can imagine my surprise when he later told me, "I am 61." Three cheers



CLOCKWISE FROM TOP: Dishes at Agave Azul restaurant; El Camaleón golf course; Aquí Me Quedo beach club and restaurant; Aquí Me Quedo conversation area; Mayakoba lagoon and main bridge

for Ayurveda!

I spent an hour with Seymour as he explained the basic tenets of Ayurveda, the power of breathing and how it impacts our minds, our emotions and our ability to self-heal. I'm all for oxygenating, and between his melodic voice and the sounds of nature, I was lulled into a delicious meditative state. Then it was back to the suite to shower and change for my cooking class and lunch at La Ceiba Garden & Kitchen, where guests were to receive personalized instruction in the art of making Yucatán-style salsa.

We were seated at the counter before large stone

molcajetes and *tejolotes*, Aztec mortars and pestles formed from volcanic rock, and I learned how to make a sensational salsa. The class concluded with the chef preparing our group a delicious lunch of totuava (a large fish found in Mexico's Gulf of California) cooked in root beer with a pinch of salt and wrapped in *acuyo jacinta* leaves.

After a dip in my plunge pool, I returned to the spa for the Conscious Body Ritual, a holistic combination of five treatment types—acupressure, reflexology, aromatherapy, logotherapy and massage—utilizing 11 pure essential oils and specially designed remedies to eradicate deep-rooted stress. The goal is to restore balance and promote a deeper contact with your inner self. I left the spa feeling very blissed out, and didn't stop smiling for the rest of the evening, which I spent snacking on an array of dishes from room service and trying each of my rain showers. All too soon, it was time to return home, physically, mentally and spiritually reenergized.

rosewoodhotels.com





● After Saudi Arabia opened its borders to foreign tourists in 2019, the country launched a massive campaign to revamp the passenger experience at its main airports and flag carrier Saudia Airlines. A world-class terminal now pampers passengers at King Abdulaziz International Airport (JED) in Jeddah. And in November, the government announced the construction of an entirely new aerial gateway in Riyadh.

Saudia refreshed its fleet by acquiring a large number of Boeing 787-9 and -10 Dreamliners featuring a new Business Class product and an enhanced onboard service and in-flight entertainment. The Dreamliners are used chiefly on long-haul services to West Africa and East Asia and on a few medium-haul flights to some American and European destinations, including Milan.

JEDDAH TO MILAN

Saudia Airlines

So, visiting a friend who lives in Jeddah became the perfect occasion to try the top-notch product of the Kingdom’s airline. To avoid spending a fortune for a relatively short trip, I booked a ticket in economy class on my way to Saudi Arabia and upgraded to Business Class on the leg back to Europe.

Upon making my reservation, I discovered that my flight would be operated by one of the carrier’s Boeing 787-9s. The aircraft features a 24-seat Business Class cabin arranged in a 1-2-1 cross section—a considerable step forward in privacy and comfort compared with what passengers experience on the carrier’s 777s, which feature older seats and an outdated 2-2-2 configuration. The airline operates the 777 product on its USA network, which includes New York, Washington and Los Angeles.

For my return flight to Italy, I arrived at King Abdulaziz Airport Terminal 1 two hours before departure. At JED, Saudia’s premium passengers check in inside an exclusive hall. After that, they proceed through dedicated passport and security facilities into the main departure hall. Alfursan Lounge, situated one floor up, is luxuriously decorated and offers ample, comfortable seating. Unfortunately, the beverage offering doesn’t include alcoholic drinks, which are against the law in Saudi Arabia. But overall, the lounge is a lovely place to relax before departure.

Boarding and cabin

● Priority boarding allowed me to reach my window seat in seconds. The 1-2-1 layout instilled a sense of exclusivity and peace, as did the elegant

LEFT: COURTESY OF SAUDIA AIRLINES; RIGHT: BOEING COMMERCIAL AIRPLANES



sand-toned palette of the cabin. A light-blue blanket and pillow were on the seat, with noise-insulating headphones, a food menu and bottle of water on a shelf.

The flight attendants started the cabin service with a welcome drink of fruit juice or water, as the dry policy adopted by Saudi Arabia extends to its airline. Afterward, Arabian coffee and dates were distributed, along with unbranded amenity kits: below-par small sachets containing socks, earplugs, eye masks, toothbrushes and paste. During pushback, a Muslim prayer was broadcast on the public announcement system, a not so infrequent custom on North African and Middle Eastern airlines.

The flight

• The captain announced a five-hour and 35-minute flight to Milan. After takeoff, we flew over the fantastic coral reefs along the eastern shores of the Red Sea, the Sinai Peninsula and the southern Mediterranean Sea, where we encountered a lot of turbulence. However, the bumps finally ended over Greece, giving way to a smooth ride as we crossed

the Italian Peninsula bound for Milan Malpensa Airport.

Meal service

• Surprisingly, for a late-morning flight, the food menu displayed a choice of three types of breakfast, including a traditional, banquet-style option, a contemporary Arabic offering and a modern European breakfast. I set myself in brunch mode and went with the latter, which consisted of a platter of mixed fruit followed by scrambled eggs and a zucchini, salmon and asparagus fritter with vine cherry tomato and sour cream. As for the drinks, I opted for orange juice and a bottle of Perrier.

Saudia has an onboard cook in Business Class, and my eggs, clearly prepared on the spot, were the best I'd ever had on a plane. However, while the taste and presentation of the food were excellent, the serving was very modest.

Onboard service was so slow that my breakfast arrived at my seat two hours after the flight attendant had taken my order. I rounded out my meal with an espresso coffee, as the menu provided no dessert. Still hungry, I asked if I could

expect a second meal or snack before landing, and the answer was no. Overall, the dining experience was below my expectations regarding the variety and quantity of food—a far cry from the gastronomic feasts I enjoyed flying business class on other renowned Middle Eastern airlines.

The seat

• Saudia chose the Collins Aerospace Super Diamond seat for its Dreamliner fleet, a relatively common product across business cabins worldwide. Its best features are the abundant storage space and the almost infinite seating positions it allows. The in-flight entertainment system (IFE) was superb with its impressive library of more than 400 movies, plus television shorts and series, games, 3D moving maps, and music compilations.

The individual screen guaranteed an excellent resolution. The complimentary Wi-Fi, accessible through a code Saudia customer service had emailed me the evening before, was merely symbolic, as complimentary connectivity was over after sending a video and a couple of WhatsApp messages.

Verdict

• Saudia Business Class products are good but far from excellent. Apart from the IFE, nothing impressed me during the five hours I spent in the sky. But everything was alright, apart from the slow dining service. I missed the feeling of being pampered, which is the core of traveling in the up-front cabin.

saudia.com



LEFT:
Saudia Airlines
787-9 Dreamliner
OPPOSITE:
Saudia Business
Class cabin



MIAMI

MaryGold's

• When you enter MaryGold's at the newly opened Arlo Wynwood hotel in Miami, you will see chef Brad Kilgore expediting, serving and mingling with the patrons of the already über-popular Florida-inspired brasserie, the new home for Kilgore's flourishing modern American cuisine. The music blares at a loud but comfortable sound level, making guests want to get up and swirl around. The potables, a collaboration between Kilgore and Elad Zvi and Gabe Orta from Bar Lab, under the direction of Bar Lab's global beverage director, Christine Wiseman, are among the best and most perfectly balanced in town. The sexy Apricot & Soursop cocktail, served in a tulip-shaped glass draped in a fuzzy gold-hued swag, features a mix of two fine rums, apricot liqueur, bergamot, soursop and sparkling wine. This *aperitivo* fizzes us up while we struggle not to order the whole menu.

A *Food & Wine* Best New Chefs winner, Kilgore is credited with helping to define Miami dining. His impressive credentials include working at three-star Michelin restaurants Alinea & L20 before moving to Miami, where he took the helm at award-winning Azul at the Mandarin Oriental before opening his acclaimed eateries Alter, Brava, Kaido and Ember.

At MaryGold's Kilgore shines completely. His sweet potato mini waffle, topped with crème fraîche, caviar and Parmesan cheese, is a sinful indulgence. A *robiolina*



tortellini is elevated with chopped escargot, pistachio bourguignon and parsley, an amalgamation of flavors that is out of the ordinary. The grouper *al pastor*, with orange peel, annatto seed, cashews, finger lime and shallot, is an ode to famous chef Claude Troisgros.

Crispy beignets topped with hearty jerk oxtail is softened by coconut Gouda sauce. Also on the lighter side: line-caught sashimi, a local catch with *naranja agria*, mustard-seed oil and radish medallions. A must-try is the crispy octopus *a*

CLOCKWISE FROM ABOVE: Dining room; Chicken & the Egg, featuring smoked scrambled eggs and whole roasted chicken; beignets with jerk oxtail

la plancha, beautifully glazed with sweet and sour Urfa chili.

But the big winners of the night were the impeccable steak au poivre (laced with foie gras) with crispy potato and the hand-cut tagliatelle tossed in homemade *pomodoro* with ample pieces of sweet crab, gjetost crema and scallop Parmesan. Desserts include a carrot-cake bread pudding with warm espresso-date caramel and double cream-cheese gelato—decadence in every bite.

marygoldssbrasserie.com



MADRID

Salmon Guru

Like the fish that lives in ice-cold water, leaps up in the air and swims against the stream, mixologist Diego Cabrera is forging his own path with Salmon Guru, a speakeasy-style destination in Madrid's Literary Quarter. When it opened, it immediately caught the city's attention and the word spread like wildfire. As one enters, a sensation of having arrived somewhere special takes over, in a space filled with shelves containing vintage bottles, shakers and bartending paraphernalia. Past a small vestibule door is the first seating area, a rectangular '60s lounge with red banquettes and body-hugging black velvet chairs. Then comes a superhero-inspired room with leather booths, multicolored neon lightning bolts and comics-inspired art. The last space, in the back, is dark and very red, a place to be romantic, to seduce and be seduced.

Changing seasonal menus honor Spain with creamy



mussel croquettes with escabeche and Sweden with a perfectly cured gravlax, which complements the cocktails with a touch of acidity. From Korea, a soft *bao* with slow-cooked short rib and a spicy emulsion is a perfect pairing for Sangre de los Dioses, served in a fiery looking wild cat with a spicy red fruit jam resembling blood. This potion of mezcal, Glenlivet, habanero chili cordial,

CLOCKWISE FROM TOP LEFT: Superhero-inspired lounge; Pichi Fizz cocktail with Tanqueray Ten gin, lemon juice and mint; Edad del Pavo, smoked with herbs under a glass bell; red lounge



mint and *chicha morada* juice is inspired by Greek mythology's ichor, a mineral present in the blood of the gods that allows them to achieve immortality.

From Hindu mythology, Les Fleurs du Mal—served in a lotus flower, symbolizing the creation of the universe—mixes Hennessy brandy and gin with chai and sesame seeds, mandarin juice and pistachio milk. For those who enjoy rum, the impressive Dragon Daughter is among the most popular of Salmon Guru's creations, presented in an oversize ceramic dragon that expels fumes. Holding the number 15 spot on The World's 50 Best Bars list, Salmon Guru has created a movement among other local bars and businesses that are emulating this phenomenon. Later this year, the food and drink menu will pay tribute to Mexico, and we had a preview. Be prepared to drink your *cochinita* and make your tequila *al pastor*. salmonguru.es

COURTESY OF SALMON GURU (4)



The Season's Best Eco-Friendly Bags

• When you've committed to living a sustainable life, traveling can be the element that's sometimes tough to justify. After all, if maintaining a small climate footprint ranks high among your priorities, likely you've been a bit gobsmacked when entering a convention ballroom and pondering the massive amount of electricity required to run that trade show you're attending. The good news: Many elements integral to your trip put an emphasis on sustainability—and yes, that extends to your carry-on and checked bags. Most luggage brands today recognize not only the consumer desire for sustainable features, but also that recycled materials and ethical practices benefit their profit margins in ways beyond feel-good slogans in marketing campaigns.

All of which means that it's easier than ever to purchase luggage that suits your travel and sustainability needs in equal measure—and it just might appeal to your personal style, as well. Here's a look at five bags that measure up to that goal, which thankfully is more attainable than ever.



Monos Carry-On Pro in Terrazzo

▲ Founded in 2018, Monos has put sustainability at the forefront of its philosophy, and was the first luggage company to be certified by Climate Neutral, which recognizes brands that measure, offset and reduce their carbon emissions. The latest Carry-On Pro is offered in a limited-edition Terrazzo print, which itself is enjoying a resurgence amid the current popularity of mid-century modern design. Key to this polycarbonate piece is its built-in padded front compartment, which features three inner and three zippered pouches and fits a 15-inch laptop, all of which can be accessed easily. Also notable about the aluminum telescoping handle: Aside from the fact that it glides beautifully, the leather detailing so prevalent on other bags is absent here, making Monos a vegan piece.

\$325, at [monos.com](https://www.monos.com)



Orvis Trekkage LT Adventure 80L Checked Roller Bag

▲ If you're not into outdoor pursuits, Orvis might not be on your radar, but if you want a piece of luggage crafted with a sustainability approach, it's time to check out this brand. The body of the Trekkage LT Adventure 80L Checked Roller Bag is crafted from a 100-percent high-tenacity polyester yard created from discarded bottles and packages, while the overall construction is designed so that several components are repairable—essential if you've ever thrown out a bag that lost a wheel thanks to baggage handlers. The sports vibe is seen in features like interior mesh compartments, reinforced high-wear areas and a height that was designed to hold a fly-rod tube, which makes it equally useful for that poster tube carrying the presentation you're about to make.

\$399, at [orvis.com](https://www.orvis.com)



Roam Carry-On

▲ Roam was founded in 2017 by a pair of former Tumi execs seeking to create a brand that was fun, functional and made in the U.S. The latter alone ups the ante on sustainability in luggage, as the distance it must travel from workshop to U.S. consumer is decidedly shorter than brands crafted elsewhere. Key to Roam's growing popularity is that you can customize every design element to create exactly the piece you desire, selecting colors for not only the front and back polycarbonate shells, but also the zipper, binding, wheels, carry handles and lining. Several elements, meanwhile, are crafted from recycled and eco-friendly materials. Roam also offers set styles named after global destinations (such as the Lyon, seen here), if the thought of all that customizing inspires a touch of anxiety.

\$550, at [roamluggage.com](https://www.roamluggage.com)



Skyway Rainier Large Check-In

▲ Founded in Kent, Washington, in 1910, The Skyway Luggage Co. remains one of the oldest luggage manufacturers in the country, but 2022 saw the debut of Rainier, a collection made from 100-percent recycled PET fabrics. The Rainier Large Check-In offers a spacious interior with mesh pockets, 360-degree recessed wheels, telescoping handle, and a quick-access front pocket, all in a nine-pound bag emblazoned with a subtle camo-style print. **\$159.99, at skywayluggage.com**



Solo Re:Treat Carry-On Spinner

▲ In 2020 Solo New York launched its Re:cycled Collection, a line of bags and accessories made with materials crafted from recycled PET water bottles and recycled ABS plastic from discarded household appliances and automobile parts. Among the brand's newest styles is the Re:Treat Carry-On Spinner, which stands 22 inches tall. Features include a pair of front zippered pockets, 360-degree spinner wheels, and webbed top and side handles. Among the features you don't see everywhere, Re:Treat pieces include a handy interior chart displaying symbols for everything from your shoes to your charger. If you dig the blend of sustainable construction with the collection's gray styling, the company also offers backpacks, laptop sleeves and more. **\$169.99, at solo-ny.com**

BEING GREEN

Three essential products for the frequent traveler

Anya Hindmarch Safe Deposit Case

● Anya Hindmarch's accessories neatly store personal belongings without skimping on style. The brand has received the Butterfly Mark, the industry's recognition of ethically designed luxury goods. Part of the Labelled collection, this travel case is a neat freak's dream: Designated compartments for earphones and cards are noted on the clear Perspex case, so you know where your items are at all times. Available in black, silver and camo green, it's constructed from regenerated Econyl materials. **us.anyahindmarch.com**



L'Occitane Gift of Nature Skincare

● L'Occitane continues to be a leader in sustainable travel products. Ingredients such as verbena, almond and shea butter are incorporated in hand and skincare products, best for sensitive and dry skin types. These are celebrated in the brand's Gift of Nature collection, honoring Earth Day. Travelers flying through key airports in Europe, the Americas and Asia-Pacific will notice stores converted into colorful gardens with blossoming flowers. Creams are presented in recycled aluminium tubes, decorated with fauna and flora motifs, and packaged in recyclable paper. **loccitane.com**



BYBBA The Double Take

● BYBBA ("Bring Your Bag Back Around") is on a mission to eliminate single-use plastics, and this pouch offers travelers an alternative to plastic laundry bags. It's designed using the brand's Techniluxe fabric, made from postconsumer plastic. Part of the brand's Upstream program, bags may be replaced at the end of use and recycled back into the manufacturing process (hence its name, reminding customers to return their bags). **bybba.com**



—EDEN HERBSTMAN



BMW i7

• BMW's i7 limousine pampers drivers in supreme comfort, but lucky passengers in the rear are cosseted the most. The all-electric luxury vehicle boasts an optional theater screen, folding down from the ceiling and taking in-car entertainment to new heights.

Still, those behind the wheel aren't overlooked, with electric gadgets at every turn. The opulent cabin materials are also a cut above the rest, with merino leather as standard, or the choice of more sustainable materials, such as a wool and cashmere mix. Thankfully, BMW has ditched touch-screen-only controls for this sublime new model—a rotary control between the front seats is far less distracting and a step up from the class-leading Tesla Model S.

i7 is powered by two electric motors that produce a healthy 536 hp, powering the car to 60 mph in a respectable 4.5 seconds. A near silent cabin adds to the air of luxury and



calm, making the BMW a fantastic vehicle for long-distance travel.

Battery range is the most common cause of stress for EV owners—the i7 officially covers 318 miles on a single charge, or around 270 miles in real-world driving conditions. This is no sports car, but handling is well-mannered and balanced, even on tight corners.

Not everyone will appreciate the i7's enormous, slit-eyed beaver front grille or the bland rear-end



BMW's all-electric i7 incorporates such features as a 31-inch screen for on-the-go entertainment

styling, but until Land Rover gets its act together with an all-electric Range Rover, the i7 has few rivals at \$120,000. However, the real talking point is that awesome cinema-style experience in the back seat. The system features a 31-inch display, backed up by a Technology Plus pack with an astonishing 39-speaker surround-sound system. It could add a whole new meaning to the term drive-in movie. bmwusa.com

COURTESY OF BMW



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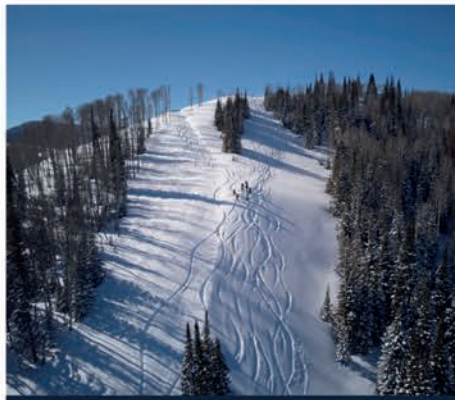
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▶ **THIS PROPERTY IS** comprised of 40 architecturally conscious private accommodations that blend into the cliffs of Big Sur, 1,200 feet above the Pacific Ocean. Choose from houses and suites that offer ocean, mountain or redwood forest scenery. The Cliff House, Pacific Suite and Mountain House were designed using natural glass, wood, stone and COR-TEN steel. Hybrid Lexus vehicles transport guests around the grounds, while award-winning Sierra Mar offers dishes using locally foraged ingredients. Guided nature walks, forest meditation and edible garden tours provide environmentally healing activities. The resort is also a habitat for endangered local species, such as Smith's blue butterfly. postranchinn.com



KODIAK GREENWOOD (2)



The Wesley

310 W. Fourth St., New York City

► This enclave invites the health-conscious to a full immersion in holistic dining. A living plant wall greets guests, while inside, the dining room exudes botanic vibes. The cocktail program pairs spirits with teas or fresh juices: Doctor’s Note, for example, blends aquafaba with mezcal and cinnamon. Chef Santiago Astudillo’s dishes include a mushroom ceviche, and entrées embrace sustainable options, such as trout with blistered lemon. thewesley.co



Ambiente, A Landscape Hotel

900 W. State Rte. 89A, Sedona, AZ

► Set in Sedona’s Red Rock Country, this adults-only boutique property highlights the region’s natural monoliths. Forty cubic atriums provide lodging, designed using organic and sustainable techniques. Floor-to-ceiling windows capture the surrounding Coconino National Forest, and each accommodation features a private rooftop for stargazing. Guests also enjoy an ancient waterway that was incorporated into the property. ambientesedona.com



Coulibri Ridge

Gallion, Dominica

► This eco-resort utilizes filtered rain water and on-site produce for a complete off-grid luxury escape. Located in a lush mountain ridge, the property features 18th-century ruins scattered throughout the grounds. Suites and common areas highlight recycled teakwood, while exterior structures are supported by hand-chiseled stones. Two infinity pools, dining rooms, a yoga pavilion and spa are on-site. coulibriridge.com



Hotel Marcel

500 Sargent Dr., New Haven, CT

► Named for architect Marcel Breuer, the property is the country’s first net-zero-energy hotel. Featuring 165 guest rooms and suites, it’s LEED-certified, free of fossil fuels, and solar-powered by more than 1,000 photovoltaic panels. Triple-glazed windows ensure restful slumbers, while in-room touch panels control lighting and temperature. Ample conference spaces are available, and Level 2 EV chargers are provided. hotelmарcel.com

TOP LEFT: TEDDY WOLFF; TOP RIGHT: JEFF ZARUBA; BOTTOM LEFT: COURTESY OF COULIBRI RIDGE; BOTTOM RIGHT: SEAMUS PAYNE



Sunny Hostin

▶ Fans can watch TV host and author Sunny Hostin on *The View*, but you can find her on some of the world’s best beaches. Her first novel, *Summer on the Bluffs*, was a bestseller. “My books are fact-based, but also a little out there.” A sequel, *Summer on Sag Harbor*, debuts in May. Here, her beloved getaways.



SAG HARBOR, NEW YORK

● “It has history, but more importantly, community. Around 60 percent of the properties on Havens Beach are Black-owned. And Wölffer Estate has great wines and charcuteries. When you’re drinking the rosé, it feels like Provence.”



OAK BLUFFS, MASSACHUSETTS

● “Being able to wake up and hear the water is very soothing. We stay right on the bay, and you can literally walk out at least 100 yards. We’re an active family of paddleboarders and wakeboarders, and my son loves surfing.”



ACCRA, GHANA

● “I stayed at the Kempinski, which felt like a seven-star hotel. The Afropunk festival was going on and I saw Vanessa Williams and Chance the Rapper. It’s a well-kept celebrity secret, so I guess I’m outing it.”



HIGHLAND BEACH, MARYLAND

● “Few people know about it and there aren’t a ton of inhabitants. Frederick Douglass was one of the folks who settled it. If I can find a direct descendant of his, I would be really lucky.”



CENTER: JAMIE MCCARTHY/GETTY IMAGES FOR AMERICAN BALLET THEATRE; TOP LEFT: GAVIN ZEIGLER/ALAMY STOCK PHOTO; TOP RIGHT AND BOTTOM LEFT: COURTESY OF SUNNY HOSTIN; BOTTOM RIGHT: MARYN JOSEPH/THE WASHINGTON POST VIA GETTY IMAGES

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