

# Business Traveler

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- Bernie



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Venus Williams,  
photographed by  
Gillian Laub

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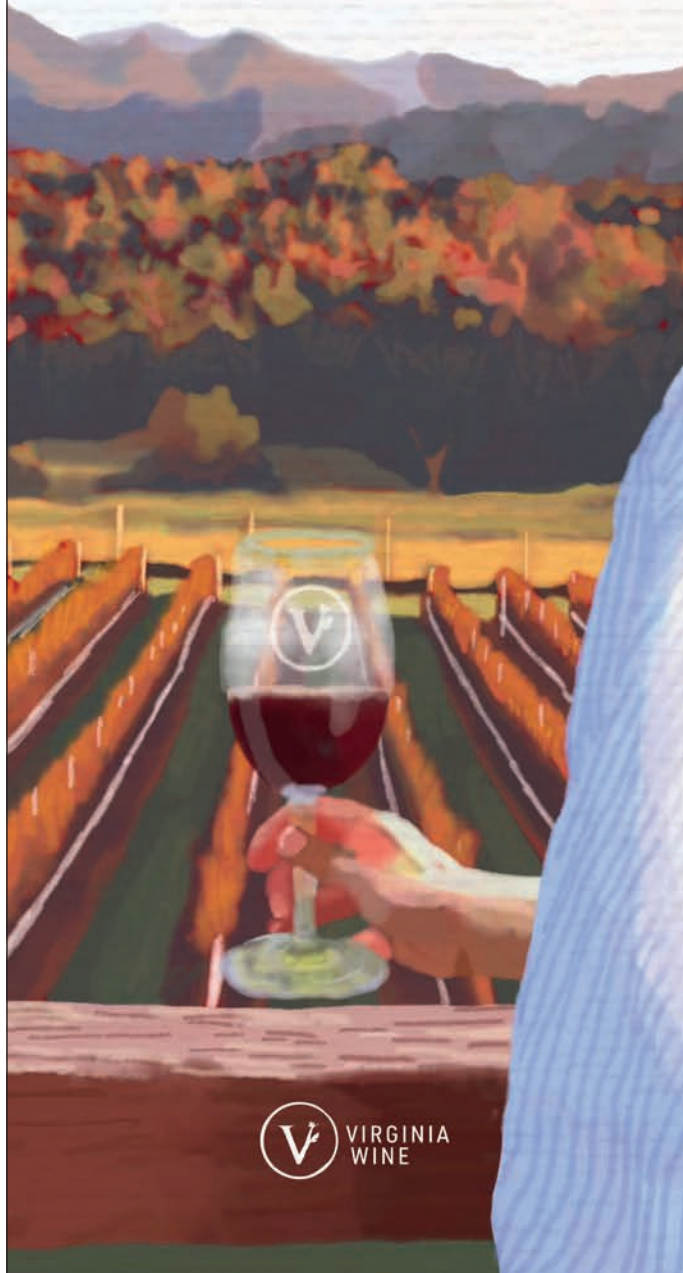


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# Editor's Letter

BT



**WELCOME TO THE** September issue, which features tennis legend, designer and entrepreneur Venus Williams as our cover profile. Long a superstar on the court, she has also been celebrated for more than two decades as a sought-after creator of interiors for clients including Brookfield and Hilton. Her new book, *Strive*, offers readers inspiring lessons for life and work based on her own experiences, setbacks and triumphs. In our exclusive interview, she describes why this was the right moment to release the book, shares her love for style and the arts, and discusses her new AI-driven design platform, which brings the Williams touch directly into users' homes.

Atmospheric flair is also key to the latest group of high-end airport lounges, which offer bounteous culinary programs, signature services and sophisticated settings. Airlines and credit card companies are outdoing themselves as they attempt to lure high-value travelers, but as our feature story shows, they may be succeeding too well. Many lounges are becoming overcrowded, thus driving the need for access restrictions and ever more elite sanctuaries. Step into some of these spaces to see what all the fuss is about.

One place where there's a lot of room is a golf course in New Zealand. Our golf editor travels from the top of the country's North Island to the bottom, along the way experiencing an incredible variety of breathtaking playing sites. Elsewhere, we speak with Lufthansa CEO Jens Ritter about the airline's new Allegris class, investigate the rise of offseason travel, and try on fall's important new watches.

We're also proud to announce the nominees for this year's *Business Traveler* North America Awards. Please visit [businesstravelerusa.com](https://businesstravelerusa.com) to vote for your favorites through October 15. Winners will be announced in our December/January double edition.

Please enjoy this issue.

Eric Newill  
Editor-in-Chief

## CONTRIBUTORS



### Laurie Brookins

#### WRITER

● Inside, Brookins speaks with designer Logan Home. His brand, which has garnered the attention of celebrities and athletes, employs sustainable practices in the luxury market. "He's creating unique designs you simply can't buy anywhere else." She writes for *The Hollywood Reporter* and *Robb Report*.



### Chris Wright

#### WRITER

● Inside, Wright brings to life the culture of online gamblers, who document their earnings through YouTube. "The most remarkable thing about slot-focused content creators is that above all they're *entertainers*." Wright is a UK-based writer and editor. His work has appeared in *The Boston Globe* and *Wired Middle East*.



### Ewelina Karpowiak

#### ILLUSTRATOR

● Karpowiak is a Polish illustrator working as Klawe Rzeczy. Her artwork accompanies this month's story on gaming influencers. "In gambling your biggest opponent is yourself, your desire to win. In this illustration I wanted to create distance." Her clients include *The Economist* and *Financial Times*.

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# Your Perfect İstanbul Getaway

The Bosphorus

With its millennia-spanning heritage and wide array of cultural offerings, culinary jewels and breathtaking vistas that straddle both Europe and Asia, İstanbul is a sublimely beautiful destination—one sure to inspire visitors from all walks of life. To experience the city like a true local during a long weekend there, be sure to enjoy a good many of the suggestions below.

## FOR HISTORY BUFFS

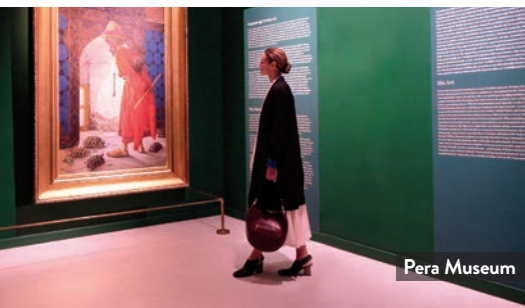
The historic peninsula where İstanbul was born is a true treasure trove, offering a wealth of exceptional landmarks to be explored during a delightful day's stroll starting from Sultanahmet Square.

» Visit the recently renovated **İstanbul Archaeological Museums** to explore masterpieces of antiquity, including an impressive collection of sarcophagi depicting mythological scenes as well as the world's first known love poem carved on terracotta and dating back 4,000 years to the time of the Sumerians. » **Topkapı Palace**, the former residence of the Ottoman sultans, gives visitors the chance to discover the splendor of the empire's court and the beautifully tiled *harem*—the private chambers where the sovereign lived with his family. The palace is a unique maze of courtyards, pavilions, kiosks and chambers now used as exhibition halls displaying iconic pieces from the renowned collection. » Feel an enveloping peace under the cascading domes of the **Hagia Sophia, Süleymaniye and Blue (Sultanahmet) Mosques**. Visit the recently inaugurated **Hagia Sophia History and Experience Museum** to learn the unique story of this awe-inspiring monument. » Discover the distinct aquatic heritage of the city, including the 6th-century **Basilica Cistern**, a subterranean marvel adorned with columns brought from ancient temples.

## FOR CULTURE ENTHUSIASTS

To feel a part of the vibrant city culture, one should venture deeper into the neighborhoods of İstanbul, all inviting microcosms unto themselves. Here is a quick itinerary to follow, from the heart of Beyoğlu to the shores of Kadıköy.

» **İstiklal Street**, the city's famous 2-km pedestrian thoroughfare, has been the center of food, arts and entertainment for more than a century. Start your adventurous walk from **Taksim Square**. This celebrated urban nexus is the city's cultural heartbeat once again, thanks to the renovated **Atatürk Cultural Center (Atatürk Kültür Merkezi)**, a vanguard palace for the performance arts. » After making its way past several architectural jewels—the alluring 19th-century townhouses and imposing St. Antuan Church spring to mind—İstiklal Street makes its way to the Galata neighborhood. Here you'll quickly be swept into the city's buzzing contemporary life, with its wide array of fashion and design studios, art galleries, coffee houses, fine-



Pera Museum

dining restaurants and scenic terrace lounges all lining the cobbled streets that culminate in the 14th-century **Galata Tower**. » Next, take a nostalgic ride on the 19th-century underground funicular line, the **Tünel**, connecting Galata to Karaköy. A short distance away, the **Tophane** neighborhood awaits those looking to immerse themselves in the city's contemporary art scene. After exploring **İstanbul Modern**, the city's newly reopened modern art destination, designed by Pritzker Prize-winning architect Renzo Piano, continue on to see the full expanse of **Galataport**. This unique 1.5-km waterfront complex boasting the world's first underground cruise ship terminal also offers exclusive fashion stores, art spaces and a fine selection of food and cocktail purveyors on the Bosphorus (İstanbul Strait). » And here, hop on a ferry from **Karaköy** or **Beşiktaş** for a scenic ride to **Kadıköy** on the city's Asian side. Time permitting, enjoy the sunset over the historic peninsula or turn your attention to the shimmering lights of the recently renovated **Maiden's Tower** as you near the other continent. As a thriving art and cultural district, Kadıköy has an undeniably youthful vibe and lively street energy.



Topkapı Palace

## FOR FOODIES

From Ottoman palace cuisine and fresh fish from the Bosphorus coast to unique gourmet experiences provided by restaurants making the lists of the world's best, there's so much to explore for dedicated gourmands in this city of never-ending flavors.

» Starting your day with a **classical Turkish breakfast** is a must when you are in İstanbul. Prepare for an expansive feast and its plethora of salty and sweet delectables, including the regional egg dish, *menemen*, cured meats, local cheese and olive varieties, jams, fruits and nuts, and local bread types (the sesame seed-crust *simit* is a favorite), as well as a brimming pot of Turkish black tea, of course! » Have a feast in a traditional *meyhane*, where a rich selection of *mezes* (cold and hot appetizers) is accompanied by glasses of *raki* (the region's famed anise liqueur)—a terrific setting for long chats among friends and the occasional street musician. » Indulge in the imaginative tasting menus of a new generation of **restaurants with MICHELIN Star**, celebrating and expounding on Anatolia's rich tradition of recipes and ingredients. These bites are well-paired with local wines, selected from Türkiye's burgeoning boutique vineyards.

## FOR STYLE HUNTERS

Find just the right jewelry, fashion items and antiques to take back home with you.

» Visit the **Grand Bazaar (Kapalı Çarşı)** for classics like *hamam* accessories (olive oil soaps and *pesthemals*) and jewelry, as well as exquisite textiles and kilims. **Spice Bazaar (Mısır Çarşısı)**, on the other hand, has been flourishing since its opening in 1664 with its iconic mounds of spices in a full spectrum of colors and traditional sweets, dried fruits and nuts, as well as freshly roasted Turkish coffee. » **Galataport** and the adjacent **Post Office Fashion Galleria** should be on your itinerary for seeking the best in local fashions and designs. » With their charming boutiques and flagship stores of local and international brands, **Nişantaşı** and **Bağdat Street** await for a full day of shopping indulgence.



Arnavutköy

## A SLICE OF NATURE IN THE METROPOLIS FOR NATURE LOVERS

And not to be overlooked, İstanbul has ample waterways, an aquatic culture, islands and beaches, and adjoining forests galore! For those seeking a respite from the hustle and bustle, the beauty of nature is just a stone's throw away.

» No İstanbul visit would be complete without a trip along Bosphorus—the impressive 30-km natural waterway bringing Europe and Asia continents together. You can hop on a commuter or tourist ferry departing from Eminönü. Or perhaps book a private yacht at sunset and enjoy the refreshing northerly breezes and verdant shores. The small coastal neighborhoods of Ortaköy, Arnavutköy, Kuruçeşme, and Bebek await you as well.

» Finally, a pleasant hourlong ferry ride will take you to the **Princes' Islands**, long admired by residents as a wistful escape from city life. The islands are renowned for their acclaimed fish restaurants as well as pristine hotels and guesthouses. This cluster of nine small islands offers car-free cobblestone streets framed by historic mansions, many festooned with mimosas, bougainvillea, and other colorful flowers.

## MICHELIN GUIDE İSTANBUL 2024 AT A GLANCE

Enhancing İstanbul's culinary landscape, the 2024 MICHELIN Guide İstanbul showcases the city's dining excellence. Presenting a carefully curated selection of seventy-seven recommended restaurants celebrated for their exceptional quality, the guide applauds İstanbul's refined palate. Recognizing excellence, it highlights restaurants honored with One MICHELIN Star, signifying the city's top-tier culinary offering with Two MICHELIN Star. Additionally, it commends numerous Bib Gourmand spots known for their high-quality meals at exceptional value, alongside eco-responsible restaurants honored with the MICHELIN Green Star. İstanbul's dynamic food scene invites an unforgettable journey through a diverse range of flavors, appealing to the discerning tastes of dedicated food lovers.

### 77 recommended restaurants:

- 1 Two MICHELIN Star restaurant: **TURK Fatih Tutak**
- 6 One MICHELIN Star restaurants: **Arkestra, Sankai by Nagaya, Araka, Nicole, Mikla, Neolokal**
- 18 Bib Gourmand restaurants
- 52 selected restaurants
- 2 MICHELIN Green Star restaurants: **Circle by Vertical, Neolokal**
- 1 MICHELIN Service Award: **Tuğra Restaurant**
- 1 MICHELIN Young Chef Award: **The Red Balloon**



# Memmos

AIRLINE AND TRAVEL INFO FROM AROUND THE GLOBE

The Wickaninnish Inn,  
Tofino, Canada

## Down Time

Why more and more destinations and properties are championing the allure of offseason

By Todd Plummer

▶ **A CENTURY AGO**, city elites used to decamp to their summer colonies: Bostonians to Cape Cod, Chicagoans to the towns along Lake Michigan, and so forth. Destinations have been shaped by what time

of year the leisure class would swoop in.

Consider Cape Cod's historic Wequassett Resort and Golf Club, which since its opening in 1925 would experience a highly seasonal clientele that visited

each summer—and would close each winter. In recent years, the rise of offseason travel suggested that what was once a presumed dead time of year might actually be a frontier for new business. In February 2023, the



resort officially transitioned to being open year-round.

Summers at the Wequassett revolve around the resort's tennis courts, waterfront pool and hydrangea-fringed cottages. To attract people in the winter when those things aren't available, the resort leaned into a strategy of on-site programming and events, including a visiting chefs series in its signature restaurant and a partnership with the British brand Barbour. Kara Lachance, the resort's director of marketing and sales, credits those partnership efforts, in part, with a 140-percent year-over-year uptick in food and beverage revenue during the month of December—and she expects to see that number rise.

It's not just domestic markets, either. Destinations such as British Columbia have rebranded their virulent winter as "Storm Watching" season, with hotels like The Wickaninnish Inn, a Relais & Châteaux property, offering galoshes so guests can turn British Columbia's soggy winters into a thrilling experience. Winter is now one of the most popular times of year

**FROM TOP:**  
Montage Big Sky, Montana; The Supper Club at Wequassett Resort and Golf Club, Harwich, Massachusetts



to visit. Even the African safari industry has seen shifts in visitorship.

Still, you don't need a passport to find destinations where offseason is becoming fashionable. The cooler months in Yellowstone National Park can actually be more advantageous for wildlife viewing. Without summer crowds clogging up the park's roadways, it's much easier to spot more elusive wildlife such as moose or bobcats.

"Most people come in summer, but there is something to see each month of the year," says Grant Johnson, a guide with Yellowstone Safari Company, which offers driving tours of the park. "There really isn't a bad time to come."

While there is no shortage of things to do or see in greater Yellowstone in the spring and fall, there are additional benefits. In May, a room at the tony Montage Big Sky will set you back about half of what it would during a peak weekend in August or ski season. But while shoulder season's competitive room rates might seem alluring, the freedom to travel wherever, whenever, will remain a pipe dream for most—especially those with school-aged children, according to Brian Tan, founder of Zicaso, a website that matches travelers with agents. That being said, he agrees that there has been an offseason boom of late.

"For 2023, we noted a modest rise in shoulder-season traffic among our travelers," says Tan. "But for 2024, it's been an avalanche. We saw double-digit growth in the spring and expect the same for fall."

## BOOKS

### ***Lead Bigger: The Transformative Power of Inclusion*** by Anne Chow (out 9/10)



• A former CEO of AT&T Business and the first woman of color to hold the position, Anne Chow has written a new leadership manual about how businesses can harness inclusion. She draws on her own three decades in the industry as well as the insights of other successful leaders, such as General Stanley McChrystal and Arianna Huffington. Along the way, she touts the power of workplace traits that are often lacking, such as building the concept of caring into the workspace.

### ***Hope for Cynics: The Surprising Science of Human Goodness*** by Jamil Zaki (out 9/3)



• For much of his career, Stanford University professor Dr. Jamil Zaki has been studying how empathy and kindness can impact the human brain, and he has noticed that we are spiraling into an epidemic of cynicism. Dr. Zaki makes the case for "hopeful skepticism"—in other words, approaching the world with an evidence-based, almost scientific mindset rather than only paying attention to media narratives. If we don't assume that everyone is greedy and out to get us, he argues, we'll be surprised by what we actually encounter. —NICHOLAS DERENZO

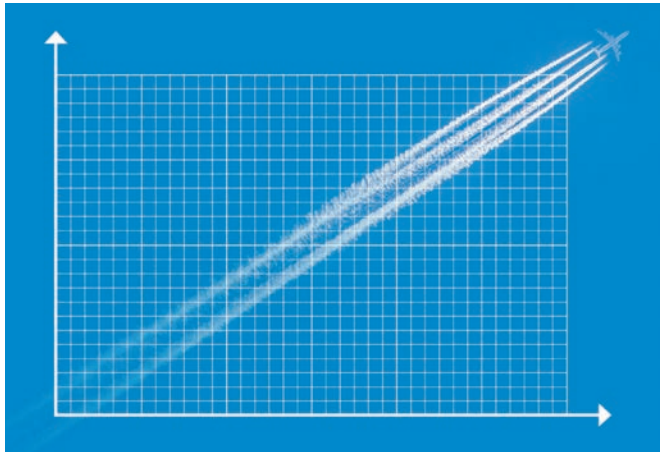


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▶ **REPORTS OF ITS death** have been greatly exaggerated. The death of business travel, that is. Bill Gates, in a 2020 interview with *The New York Times*, saw a contraction in business travel combined with a disappearance of days in the office. “It will be a high threshold for actually doing that business trip,” Gates told Andrew Ross Sorkin at the “DealBook” conference.

The truth? Business travel spending may reach or even top pre-pandemic levels by the end of the year, according to a recent report released by Deloitte. While lei-

## Back in Business

Why corporate travel is bouncing back to pre-pandemic levels

sure travel quickly bounced back after the pandemic, business travel, a crucial revenue stream for airlines, hotels and related industries, has been slower to recover. The rise of video-conferencing tools replaced many face-to-face meetings. But now, the study finds nearly 75 percent of corporate travel managers are seeing increased spending on business trips this year, with 58 percent projecting further growth in 2025.

Airlines and hotels are reporting revenue increases from corporate travel. Delta and United both saw a 14 percent jump, while Southwest experienced a surge, reaching 2019 levels. While the old “road warrior” lifestyle may not be in full throttle, companies are finding new reasons to travel, from team building to client pitches.

Among frequent travelers, the Deloitte survey found nearly a quarter of respondents now travel once per month for client project work (23 percent) or sales and client relationship building (21

percent), compared to just 13 percent for conferences and exhibitions. Nearly half (40 percent) of 135 global corporate travel managers surveyed by Morgan Stanley said they had already returned to pre-Covid travel levels, up from 25 percent a year earlier.

“We’ve witnessed in-person events make a strong comeback over the last few years,” said Patrick Smith, senior vice president and chief marketing officer at Cvent, which conducted a Harris Poll revealing 78 percent of business leaders believe in-person or face-to-face meetings are “absolutely necessary” or “very important” within their companies. Roadblocks to this momentum remain: costs, travel disruptions and safety. An SAP Concur Global Business Travel Survey noted nearly 90 percent of respondents had encountered unexpected delays, cancellations or re-routing issues over the past year. But at 44 percent, safety concerns are still the biggest reason for not taking a business trip.

### ON THE COPA A new route links North Carolina and Panama

● Copa Airlines has launched its first flight from Panama City to Raleigh-Durham (RDU), marking its 16th destination in the United States. The Panamanian flag carrier is expanding its presence in North America and now serves 18 destinations in the U.S. and Canada. With the addition of the new route, Copa’s network now spans 85 destinations across 32 countries in North, Central and South America and the Caribbean.

In addition to its U.S. expansion, the airline recently launched flights to Tulum, Mexico, and Florianópolis, Brazil.

Copa’s new operation to RDU has an initial schedule of four weekly flights. “This new route strengthens our presence in the United States, allowing our passengers greater connectivity and access to the Research Triangle area of North Carolina,” said David DeFossey, regional commercial manager,

North America, for Copa. “A new destination allows us to offer our passengers quick and convenient connections to an ever growing network across the continent, increasing commercial exchange opportunities and tourism development.”

Michael Landguth, president and CEO of the Raleigh-Durham Airport Authority, added, “The route opens up new possibilities for business and leisure travel from the Research

Triangle region to Panama and points beyond.”

Raleigh-Durham, already host to 17 other airlines, now has its 18th, solidifying its position as a key center for international travel.

Copa now joins Aeroméxico, Air Canada, Air France, Icelandair and Lufthansa as the sixth foreign carrier at RDU, contributing to the airport’s diverse range of airlines and destinations. —ENRIQUE PERRELLA



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## Close Quarters

The nation's newest airport hotels offer style with convenience

▶ **AIRPORT HOTELS ARE NO** longer just a convenient option for weary travelers—they are becoming destinations in their own right. These new properties, each within or near airports, offer luxurious amenities, stunning design and top-notch service, setting a new standard for travel convenience and comfort. Here are six to consider.

### Hilton BNA Nashville Airport Terminal



Opened in February, this hotel is connected to Nashville International Airport (BNA) by a covered pedestrian bridge. This 14-story, 298-room hotel features aviation-themed decor and 23,000 square feet of event and meeting space. Amenities include the Coffee Cafe, which serves beverages and pastries, and the restaurant Aviators. The BNA Sky Pavilion, a rooftop space with panoramic views of the airport's runway and Nashville's skyline, is the hotel's main attraction, featuring a swimming pool, firepit and Sky Bar Lounge. Additionally, a fitness center has floor-to-ceiling windows offering views of Nashville.



### GLö Best Western Pooler-Savannah Airport

A 10-minute drive from Savannah/Hilton Head International, this hotel provides a free airport shuttle. The 83 modern rooms feature 49-inch HD TVs, a refrigerator, microwave and in-room safe. Additional amenities include 24-hour fitness and business centers and a daily complimentary full hot breakfast.

### The Westin Raleigh-Durham Airport



The Westin Raleigh-Durham hotel is five miles from Raleigh-Durham International Airport and approximately 10 minutes from Research Triangle Park. It features a 236-room capacity, the brand's signature Heavenly bed and bath amenities, an Italian-inspired restaurant, Il Falò, 24-hour in-room dining and a Westin Workout fitness center with outdoor pool and sauna. The hotel also offers seven meeting rooms and a 6,752-square-foot Grand Ballroom.

### Cambria Hotel Burbank Airport

Located one mile from the Hollywood Burbank Airport, this property opened in December. The hotel features design-forward guest rooms and suites with spa-inspired bathrooms, two meeting rooms, outdoor spaces for rent, and the RhuBar Kitchen & Cocktails restaurant. Additionally, guests can enjoy an outdoor courtyard and fitness center, with convenient access to Universal Studios and Warner Bros. Studios.

### Hyatt Place Melbourne Airport



Opened in 2023, this property offers private terminals for jets and luxury aviation, spacious suites, a complimentary breakfast bar, lobby bar, event spaces, fitness center, rooftop patio with runway views, and an outdoor pool.

### Bangor Aviator Hotel

This hotel is directly connected to Bangor International Airport via an enclosed walkway. The pet-friendly property offers a mix of rooms and suites and features an on-site restaurant, Tailwinds Grille, which serves Maine-sourced seafood. Amenities include an indoor heated pool and fitness center.



TOP LEFT: COURTESY OF CAMBRIA HOTEL; TOP RIGHT: MARIOTT INTERNATIONAL; LEFT: JEFFREY R. PERRY; CENTER: COURTESY OF HYATT/BRYAN COHEN; BOTTOM RIGHT: COURTESY OF BANGOR AVIATOR HOTEL



## THE NEED FOR SPEED

Which global airports have the fastest Wi-Fi?

• Whether traveling for work or heading off on vacation, staying connected at the airport is growing in importance. And while airport Wi-Fi has certainly improved across the board in recent years, it's evident that some airports provide a much better connection than others. A recent report by Internet connection analysts Ookla has revealed which of the world's major airports offer the best connection to its passengers, whether on Wi-Fi or via a mobile connection.

Ookla analyzed download and upload speeds at more than 50 of the busiest airports across the world, and luckily for American travelers, the world's top ten airports with the fastest download speeds over Wi-Fi are largely in the United States.

According to Ookla, San Francisco International Airport has the world's best airport Wi-Fi, with a median download speed of 173.55 Mbps. In second place, with a median download speed of 166.51 Mbps, is Newark Liberty International Airport.

Newark was followed by another New York airport in third place, with John F. Kennedy International Airport clocking an average Wi-Fi download speed of 151.59 Mbps. This was closely followed by Phoenix Sky Harbor

International Airport in fourth place, with average download speeds of 151.28 Mbps. Seattle-Tacoma International Airport is ranked in the top five, with download speeds averaging 137.31 Mbps.

Only two airports outside the U.S. landed in the top ten for Wi-Fi download speeds—Paris Charles de Gaulle Airport with 107.13 Mbps and Hangzhou Xiaoshan International Airport in China with 101.01 Mbps. At the other end of the scale, Mexico City International Airport was found to have the slowest Wi-Fi of any major airport in the world. With average download speeds of just 5.11 Mbps, you'd struggle to browse social media when waiting for a flight there, let alone join a video call.

The airport with the second-slowest Wi-Fi is Tan Son Nhat International Airport in Ho Chi Minh City, Vietnam, with average download speeds of 7.07 Mbps, followed by Beijing Capital International Airport, with download speeds averaging 9.45 Mbps.

Cairo International Airport and Tokyo Haneda Airport have the fourth- and fifth-slowest Wi-Fi, with average download speeds of 10.62 Mbps and 11.37 Mbps, respectively.

—FERGUS COLE

### The world's top 10 airports for Wi-Fi

Rank	Airport	Median Wi-Fi Download Speed (Mbps)
1	San Francisco (SFO)	173.55
2	Newark (EWR)	166.51
3	New York (JFK)	151.59
4	Phoenix (PHX)	151.28
5	Seattle-Tacoma (SEA)	137.31
6	Dallas-Fort Worth (DFW)	119.92
7	Las Vegas (LAS)	107.84
8	Paris (CDG)	107.13
9	Hangzhou (HGH)	101.01
10	Orlando (MCO)	98.19



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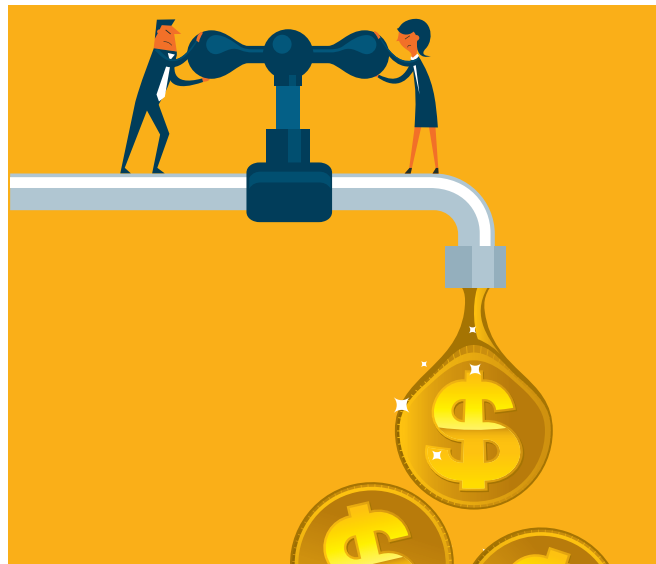


▶ **CALIFORNIA HAS TAKEN** a bold step: shooting down “junk fees,” a business practice that has caught the attention of federal regulators and the Biden administration. California Governor Gavin Newsom signed legislation banning these fees from becoming hidden surprises at check-in or checkout time. The new law adds momentum to federal action as lawmakers in Congress are also moving on legislation to address the issue.

Junk fees are added to various consumer products and services, including food delivery, bank accounts and hotel stays. These fees, which far exceed the actual cost of the service, cost Americans at least \$29 billion annually, according to the Consumer Financial Protection Bureau.

The law applies to hotel operators and third parties, such as Booking.com. It also applies to short-term rental platforms like Airbnb or Vrbo, which must show cleaning fees, service fees, host fees and other oft hidden costs in a list just before the customer books.

California’s move toward pricing clarity, a



## Junk Status

California passes a law banning hidden hospitality fees

practice that is already standard in Europe, may set a precedent for other states. Minnesota passed similar legislation, and the American Hotel & Lodging Association now advocates for federal standardization to avoid a patchwork of state regulations. President Biden has also announced efforts to address junk fees, with the Federal Trade Commission proposing a rule to ban misrepresentations of total costs.

Meanwhile, chains such as Marriott, Hilton, Hyatt,

Choice and Wyndham have all adjusted their pricing systems to comply with the new law. Noncompliance with California’s legislation could result in steep penalties of \$1,000 per infraction, in addition to potential damages and legal fees.

### At-a-Glance California Junk Fee Law for Travelers

#### Hotel Resort Fees:

Hotels must include mandatory resort fees in the advertised price, giving consumers a more accurate up-front picture of the total cost.

#### Hotel Parking Fees:

Hotels must include fees in the advertised nightly rate or clearly display these fees during the booking process.

**Early/Late Fees:** Hotels must disclose any fees associated with check-in or checkout during booking.

**Minibar Charges:** Hotels must clearly list minibar prices or disclose a flat minibar fee up front.

**Internet Fees:** Hotels must clearly disclose any in-room fees during booking.

#### Airline Baggage Fees:

Airlines must disclose all fees during the fare display.

TOP: SORBETTO/DIGITALVISION VECTORS/GETTY IMAGES; BOTTOM: COURTESY OF QATAR AIRWAYS

## RAISING THE BAR Qatar Airways ups the luxe quotient with its recently released Qsuite Next Gen

● Qatar Airways has once again redefined the standards of luxury in air travel with the launch of its Qsuite Next Gen business class at the Farnborough Airshow 2024. The new product is set to debut on the Boeing 777-9 aircraft by next year.

The airline’s CEO, Badr Mohammed Al-Meer, presented the Qsuite Next Gen alongside Sama, the airline’s AI-powered

cabin crew member. According to Al-Meer, the innovative product introduces several new and enhanced features designed to elevate the passenger experience, including increased storage, enhanced privacy and upgraded technology such as wireless charging, mood lighting and touch-screen panels. The suite also features taller, digitally controlled privacy dividers

and wider lie-flat double beds, complemented by a dedicated turnaround service.

Qatar also announced that Starlink would soon be available, including for those flying in the new Qsuites. The carrier plans to fit three Boeing 777-300ERs with Starlink by the end of the year, ensuring passengers stay connected throughout their journey. —ENRIQUE PERRELLA







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▶ **DELTA AIR LINES** has partnered with Italian luxury fashion brand Missoni to introduce a new in-flight amenity kit for its premium passengers. Delta One passengers are now presented with Missoni-designed amenity kits complete with all the flight essentials, from skincare and dental products to earplugs and socks.

## High Style

Delta partners with Missoni for a bit of flair in the air—and on the ground

Missoni amenity kits are available for Delta One passengers flying internationally

The navy-blue kit bags are embroidered with Missoni's signature zigzag pattern. The interior features an exclusive pattern and blue-gray color palette that evokes the view from 30,000 feet while also paying homage to Delta's near-century history.

Guests can enjoy a range of skincare products from all-natural Australian brand Grown Alchemist, a bamboo toothbrush with toothpaste, an eye mask, earplugs, socks, and even a pen, as well as an exclusive bedding set, which features a cozy duvet, large pillow and comfy slippers.

In addition to the kits, Delta's partnership with Missoni will see the Italian fashion brand implement customized details and touches to the brand-new Delta One Lounge in New York-JFK. The 39,000-square-foot lounge opened in JFK's Terminal 4 in June.

"We've been intentional about creating a Delta One experience that feels truly premium and elevated, and Missoni's elegance and prestige aligns perfectly with that vision," said Mauricio Parise, vice president of brand experience at Delta.

"The amenity kits, along with unique design elements that will be featured in our Delta One Lounge at JFK, will offer a distinct, high-end enhancement to our most premium spaces." Alberto Caliri, Missoni's creative director said, "The kits have been meticulously designed, embodying a timeless declaration of elegance and a profound connection with the surrounding world."

Missoni's new amenity kits are available to all Delta One passengers on transatlantic flights to and from Paris and Italy and are being rolled out on all flights with Delta One cabins this month.

## EASE OF MOVEMENT **Marriott Bonvoy unveils a booking platform that emphasizes efficiency**

● Marriott International is tipping its hat to unmanaged travel with a booking program called Business Access by Marriott Bonvoy. Aimed at small to medium-sized businesses (SMEs), it seeks to provide booking mixed with benefits and plenty of ease.

A global survey Marriott conducted with Wakefield Research found that 75 percent of SME business travelers experience frustrations with their current booking platforms, citing difficulties in execution (56 percent), the inability to book travel and hotels from the same place (27 percent), and a lack of integration with travel expense programs (27 percent).

A staggering 58 percent of participants said they would rather ask for forgiveness than seek permission to book outside their companies' travel management platforms. Business Access by Marriott Bonvoy is now available in the U.S., Canada, Europe, the Middle East, Africa, the Caribbean and Latin America, with plans to expand to other regions in the future.

The new technology resolves these frustrations by providing a multilingual tool to book hotels, flights, rail and rental cars at discounted rates. It also offers live traveler data, real-time reporting and expense management to further meet the specific needs of businesses.

### Business Access by Marriott Bonvoy: What You Get

Discounted Marriott Bonvoy Rates and Awards: Participating businesses can access discounted rates at Marriott Bonvoy hotels worldwide, earning points for future stays, room upgrades and more. The program's online booking tool serves as a comprehensive platform to compare, book, manage and change reservations for all travel needs while complying with travel policies.

Customizable Travel Policies: Travel managers gain control over travel policies. The tool facilitates adjustments.

Expense Management Solutions: This feature streamlines

payment based on policies, simplifying approval and reconciliation for managers.

Access to Marriott Bonvoy Benefits: Users gain access to member rates, free breakfast, late checkout, mobile check-in and keys, mobile chat, free in-room Wi-Fi and room upgrades. —LARK GOULD



TOP: COURTESY OF DELTA AIR LINES; BOTTOM: MARRIOTT INTERNATIONAL

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## How Suite It Is

Turkish Airlines unveils its new Crystal Business Class cabin

► **TURKISH AIRLINES HAS** gone in-house to develop luxurious new suites for long-haul Business Class travelers, featuring the airline's first adjustable doors and lavish touches such as real marble side tables and locally sourced leather. Turkey's flag carrier introduced the product at the Farnborough International Airshow 2024.

Airline chairman Ahmet Bolat says the new interior "brightens up" Turkish Airlines' premium offerings and makes the airline a worthy competitor for the title of best business class suite in the world. Of course, the airline's Business Class offerings are currently nothing to sniff at.



The new Crystal Business Class will be available on the airline's Airbus A350s and Boeing 777s

This year, Skytrax named it the 10th-best business class airline in the world. That's despite a hard product that some frequent flyers say is mediocre, without closing doors and with seats that are fairly short when converted into lie-flat beds.

The new Crystal suites address these issues with closing doors and privacy panels, an expanded footwell and unimpeded views from window seats.

The color palette has also been refreshed and now incorporates brighter shades, including a dark gray leather headrest and a white marble side table.

The Crystal seats will be arranged in a 1-2-1 configuration—a significant improvement over the current 2-3-2 layout on the Boeing 777s—providing direct aisle access for each passenger. Additionally, each seat will come equipped with a 22-inch personal entertainment screen, a wireless charging pad, universal and USB-C charging ports, a noise-canceling audio jack and an adjustable mirror.

Turkish Airlines plans to install these new cabins on 70 Airbus A350s, expected to be delivered starting in 2026, as well as on its current Boeing 777s. Furthermore, Turkish Airlines has announced its commitment to providing all passengers with free, unlimited, fast Wi-Fi by the end of next year.

## ON OUR RADAR

● September usually brings the industry's most anticipated hotel debuts of the year. In 2024, **The Surrey, A Corinthia Hotel**, on Manhattan's Upper East Side, may be the star of the lineup. The chic 100-room property marks Corinthia Hotels' first North American location, an iconic luxury destination reinvigorated by Martin Brudnizki Design Studio. Features include an outpost of the celebrity go-to Italian restaurant Casa Tua and an intimate spa with Sisley Paris treatments....**Dua Miami** in Miami's Brickell neighborhood is another stateside debut.

Formerly an SLS, the stylish property has a large rooftop pool, spa, 58,000 square feet of event space, and a wood-fired seafood restaurant, Ahu|Mar.

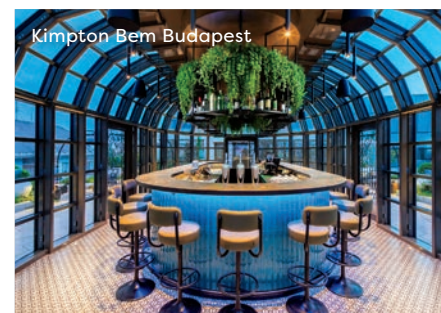
Overseas, Milan's **Rocco Forte House** is comprised of 11 one-, two- and three-bedroom private apartments. Located in the heart of town, the homes away from home are situated in a 19th-century palazzo and have large living areas and a separate kitchen....In Hungary, the **Kimpton Bem Budapest** occupies a 19th-century mansion with a Mediterranean restaurant and scenic rooftop

bar and garden....Stockholm's **Villa Dahlia** is also welcoming guests. The 103-room property features a spa, courtyard with cocktail bar, and bistro.

Going to Spain, **Tembo Barcelona** features three venues for dining and imbibing, an infinity pool with city views, and more than 14,000 square feet of event space, including 13 meeting rooms....In Rome, the glamorous **Cardo Roma** has multiple meeting and event spaces, a pool with a bar area, a restaurant serving authentic Italian cuisine, and Vertici Bar, where a large selection of local wines is a big draw....We

can't leave out the 275-room **Conrad Chongqing** in China, a property in the Nan'an District with three eateries, an indoor pool and an 8,600-square-foot outdoor garden.

—SHIVANI VORA



TOP: COURTESY OF TURKISH AIRLINES; BOTTOM: COURTESY OF KIMPTON BEM BUDAPEST



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By Shivani Vora

# Bright Ideas

PEOPLE, DESTINATIONS AND TRENDS INFLUENCING THE CULTURE

EXTRA DAY

## Dallas

> **THE COUNTRY'S FOURTH-LARGEST** metropolis by area, Dallas is a bold North Texas destination booming with culture, an ever growing shopping and culinary scene, and an abundance of picturesque parks and gardens that invite outdoor lingering. Design and sports are additional highlights of this dynamic city, and many of the neighborhoods are pedestrian-friendly. Meanwhile, the Kay Bailey Hutchison Convention Center Dallas is one of the biggest in the nation, with more than one million square feet of exhibition space and 88 meeting rooms.



### Dallas Design District

● When it comes to anything “hot” in Dallas, the Design District is where it’s at. You’ll find art galleries, noteworthy restaurants, antique shops and boutiques dedicated to the latest fashions. Stop by one of the local breweries. Our vote goes to Peticolas Brewing Company, offering 16 beers on tap and foosball. [dallasdesigndistrict.com](http://dallasdesigndistrict.com)

### Hall Arts Hotel

● A Hilton hotel, the Hall Arts features a combination of high design and luxury as well as a contemporary art collection. On the food and drink front, Ellie’s, which overlooks the Texas Sculpture Walk, serves delicious seasonal cuisine. Perks include an airy, souped-up gym, bike loans, an electronic concierge and dreamy in-room massages. [hallartshotel.com](http://hallartshotel.com)

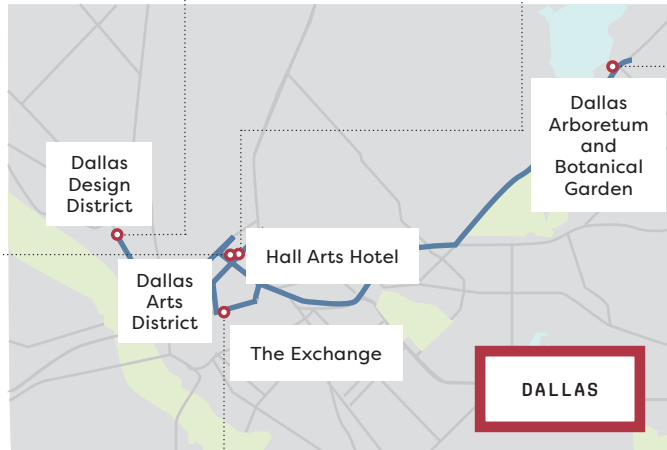


### Dallas Arboretum and Botanical Garden

● Spanning a stunning 66 acres on the banks of White Rock Lake, this ode to nature is among the top arboretums. The grounds feature multiple separate gardens, each distinctive. The Boswell Family Garden showcases colorful, fragrant roses and the Lay Family Garden blooms with perennials amid the backdrop of a waterfall and koi pond. [dallasarboretum.org](http://dallasarboretum.org)

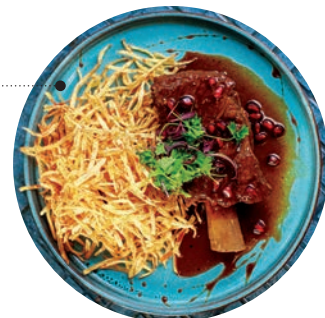
### Dallas Arts District

● Comprised of 20 blocks, this walkable neighborhood offers museums, galleries and concert halls. High points include the Dallas Museum of Art and its vast collection of works spanning 5,000 years, the glass-enclosed contemporary Nasher Sculpture Center, and evening performances, whether that means a musical, concert or comedy show. [dallasartsdistrict.org](http://dallasartsdistrict.org)



### The Exchange

● Dallas has so many fantastic spots to eat that narrowing it down to a single option would be unfair. The Exchange, a buzzy food hall in the AT&T Discovery District, is a way to try several places at once. A go-to for locals, it has 11 dining options and two bars. We recommend Chilangos for authentic Mexico City tacos (don’t miss the *barbacoa*) and Baboushi for zesty Lebanese and Moroccan flavors. [theexchangehall.com](http://theexchangehall.com)



TOP LEFT: COURTESY OF CRAIGHEAD GREEN GALLERY; TOP RIGHT: COURTESY OF HALL ARTS HOTEL; BOTTOM LEFT: TIMOTHY HURSLEY; CENTER RIGHT: JORGE GARRIDO/ALAMY STOCK PHOTO; BOTTOM RIGHT: COURTESY OF BABOUSHI



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**JENS RITTER'S TRANSITION** > from Lufthansa pilot to chief executive officer of the German flag carrier is truly inspiring. Often found in a flight attendant uniform personally serving meals and beverages on his own airplanes, Ritter has a range of skills that allow him to pilot commercial aircraft, work in the passenger cabin, and lead one of the industry's most renowned airlines.

Still, Ritter is not the only former pilot in a leadership role at Lufthansa. The chief executive officer of the Lufthansa Group, Carsten Spohr, is also a commercial pilot, which underscores the exceptional

## Game Changer

Lufthansa CEO Jens Ritter has high expectations for the airline's long awaited Allegris Business Class

leadership within Lufthansa. Both Spohr and Ritter worked as Airbus A320 pilots. Ritter, however, also flew long-haul journeys as a pilot on wide-body A330 and A340 planes.

Ritter, 51, assumed leadership of the group's most important carrier in 2022. He was born near Frankfurt Airport, which remains his current base of operations. Ritter epitomizes the service industry, displaying a willingness to undertake various tasks uncommon among other pilots or chief executives.

He tells *Business Traveler*, "I fly in all classes regularly, both as a passenger and as part of the cabin crew. It was

a priority for me as the one in charge of Lufthansa to get to know all classes from a customer perspective."

He has even flown long-haul in Economy Class on his airline. "A year ago, I did a product experience flight from Frankfurt to Singapore and on the return flew in Economy." Few leaders of major carriers would expose themselves to a 12-hour flight in the back of the plane.

### A Major Upgrade

May 1 was an important date for Ritter. After delays of approximately four years, Lufthansa's new Allegris long-haul cabin product finally saw its inau-



gural flight from Munich to Vancouver. “That was a great feeling after we waited for it for so many years,” says Ritter. “It was so motivating.”

His colleague Spohr even declared it a “game-changing event in the history of Lufthansa.” Ritter puts it more modestly: “It’s a kick in the right direction.”

Currently, Lufthansa has a very outdated long-haul Business Class product: six narrow lie-flat seats side by side per row, offering almost no privacy and no aisle access from windows. While the late introduction of Allegris—originally announced in 2017—was partly caused by the pandemic and the Boeing 777-9 delivery woes (Lufthansa is a launch customer for 20 of the aircraft), longtime customers know well that the German flag carrier is always among the last to introduce products that have become industry standard by then.

British Airways, for instance, introduced its first full-flat seat in Club World (business class) in 2000, while Lufthansa didn’t equip its fleet with a comparable product until 2014, and it is still in use today. Oddly, Ritter denies Lufthansa’s being constantly late to the game. “I don’t think it takes us longer. Surely, other airlines



that simply install standard seats might be quicker. But compared to competing big hub airlines, we are ranked somewhere in the middle,” says the CEO.

While Allegris is surely a game changer—one that will be rolled out on 90 percent of long-haul jets by late 2028—Lufthansa is for the first time spearheading an industry innovation: installing five physically different seats plus two subcategories in Business Class and selling them at distinct premiums. How are customers going to deal with this dazzling array of choices? “I am convinced that the advantages of the individual product will far outweigh its possible complexities,” says Ritter.

“We will develop an individual Allegris on-demand service. With it, customers can order their meals at any time of the flight.”

**CLOCKWISE FROM ABOVE:** The new Allegris Business Class product; Lufthansa Airbus A350-900; the group’s “Yes to Europe” campaign promoted a free and peaceful Europe ahead of the EU elections; Lufthansa CEO Jens Ritter

Will the competition copy this new level of unbundling? “We leave it to them, but we know full well that they will thoroughly look at us and how Allegris will succeed on the market,” says the CEO.

But then Allegris is far more than a vastly differentiated Business Class. In addition to four lavish First Class Suites (planned for later this year) and a markedly enhanced Premium Economy Class, it will offer an upgrade in overall service offerings in premium classes.

“We will develop an individual Allegris on-demand service. With it, customers can order their meals at any time of the flight rather than having them all served at fixed intervals,” Ritter says. “As soon as we have enough aircraft fitted out, we will launch that by fall 2025.” It’s not unlike United’s comprehensive Polaris makeover, as Allegris will also remodel 50 Lufthansa-branded lounges worldwide within three years, starting at its hubs in Frankfurt and Munich in 2026.

### Growing the Portfolio

Now that Allegris is finally underway, Lufthansa is focusing on enlarging its group portfolio. Besides Lufthansa, Swiss, Austrian Airlines and Brussels Airlines, Italy’s ITA Airways was given the green light to fly under the German group’s umbrella.

“Italy is one of our biggest markets in Europe,” says Ritter. “Over 30 percent of our guests in Munich connect to Italy. For Germans, it is our second-biggest destination. And ITA, with the power of long-haul and its Rome hub, will be a big gain for Lufthansa Group. We are optimistic. We can create very good synergies for Europe, ITA and Lufthansa.”





➤ **COULD ANY DESIGNER** ask for a better birthday present than finding out one of his looks was worn that day by one-half of the hottest couple on the planet? That's precisely what happened on September 17, 2023, when Logan Horne caught a glimpse on TV of Kansas City Chiefs tight end Travis Kelce—at the time the rumored boyfriend of Taylor Swift—arriving at Jacksonville's EverBank Stadium in a shirt from his eponymous label. “I already had a pretty good following of athletes and musicians,” Horne notes. “And I only noticed it because the Chiefs were playing my home

## Sustainable Style

Designer Logan Horne repurposes vintage silks from iconic fashion houses for his one-of-a-kind shirts and accessories

team, the Jaguars. But the crazy thing is that they went public with their relationship about a week later, and all of a sudden my site blew up.”

Kelce can be counted among the A-list fans who have become devoted to Palm Beach-based label J. Logan Home, which puts a spotlight on designs largely crafted from upcycled silk scarves. Horne, a former celebrity stylist and fashion-industry insider who grew up in Florida's Ponte Vedra Beach roughly 30 minutes southeast of Jacksonville, founded his label in 2020 at the height of the Covid pandemic while staying with friends in Palm Beach.

“I'm a consumer and lover of luxury goods like anyone else, but when I started the brand, I was looking to be in this business in a way that was about more than putting women in pretty dresses and sending them out on a red carpet,” he says. “I had been thinking a lot about how much waste there is in fashion, and that there aren't enough brands that make use of preexisting materials. At the same time, I really am a fan of heritage brands: their legacies, their themes and design codes, and how they feel just as relevant today as when they originally launched.”

MADISON MCGAW/BFA



Fold in changing attitudes about dressing for work, which shifted to an exceptional degree during the pandemic, and Horne realized there was an opportunity to recycle existing silks. “When I conceptualized my business, no one was getting dressed up—no one was wearing ties or pocket squares, and we haven’t really seen that concept of dressing up for the office return.”

A search for vintage and pre-worn silks—both online and via local thrift and consignment stores—from brands that range from Hermès and Dior to Gucci, Loro Piana and Celine quickly evolved into a business. From the outset, Horne envisioned clothing and home accessories that mixed prints and motifs, which also ensured each design would be one of a kind. “Each shirt, for example, is made from three scarves, and I never repeat the mix of prints, so each one really is unique,” he explains.

Every design is also hand-crafted from start to finish, with Horne employing Florida-based seamstresses and artisans. “Talent exists everywhere,” he says. “I like doing something that also proves you don’t have

to have it made in New York or L.A.”

The label’s mixed-print button-down shirts, which retail for \$2,650, have found an audience not only with Kelce—who “organically” fell in love with the brand, Horne says, and now owns more than a half dozen designs—but also with stylish stars including Dwyane Wade, Kevin Hart and Dua Lipa. That latter name also points to the fact that Horne’s pieces are intended to be unisex: “I cut the shirts large really to maintain the integrity of the print, but they’re designed to be nongendered,” Horne notes. “These days I sell to as many women as men, and a big selling point is to a couple: He wears it to dinner, and then she wears it the next day to the pool as a cover-up.”

The collection extends beyond Horne’s popular button-downs, with boxer shorts, hats, cube-style ottomans and accent pillows among the mix. The line is currently available on the J. Logan Home site, as well as at retailers beloved by the fashion community, notably The Webster and Kith.

Alongside the high-wattage attention, however, at least one



“Each shirt is made from three scarves, and I never repeat the mix of prints, so each one really is unique.”

**CLOCKWISE FROM ABOVE:** J. Logan Home’s Maison collection at New York Fashion Week; Nicky Hilton Rothschild at The Webster, Palm Beach, Florida; J. Logan Home at The Webster, Palm Beach; Logan Horne at Kirna Zabête, East Hampton, New York

heritage brand has registered its concern. Chanel took notice of the designs crafted partly from its previously worn scarves and sent Horne a cease-and-desist letter, an action first reported by website *The Business of Fashion* in April. “We are working toward a settlement agreement,” Horne says of the conflict. “I wish they saw it as a tribute and a way to promote a conversation about sustainability in fashion. I’m hopeful something good will come of it.”

Horne’s future plans are rooted in expanding the collection, but not at the expense of cutting corners to create a volume business. “For me, the handmade factor is super important, because it’s a dying art,” he says. “The primary seamstress I work with, for example, produces roughly 20 to 30 shirts a month, and I see the beauty and amount of detail she puts into each piece. Ultimately her work justifies not only the cost or the idea of buying one of my pieces. She also plays a huge role in each piece telling such a unique story from start to finish.”

TOP: CAMILLA M. MECAGNI/BFA; BOTTOM LEFT: ANNIE WATT; BOTTOM RIGHT: MIREYA ACIERTO



## GREAT ESCAPES

## Outside London

A quartet of luxury retreats less than three hours from the city

**WHEN YOU'RE IN** London for work, the possibilities of side trips from the city span a wide range. We've chosen four favorite properties that are worth at least a few nights' stay before or after your business trip. They're all within three hours of town and easy to reach by car or train.

Below, we take you to the spectacular farmlands of Somerset, the sprawling landscapes of East Sussex, the charming Cotswolds, and the waterside Dorset. Pick the one that grabs your attention most and start planning that getaway.

### The Newt in Somerset

Bruton

Set amid 1,000 acres of parkland with orchards, lakes, a grotto and a Roman villa, The



Newt bills itself as a “place of wonderment,” and that it truly is. The property, which dates to the 17th century, has a main house with understated yet chic guest rooms. Spend your time ensconced in the spa or partake in some of the many workshops on offer. Learn all about beekeeping, for example, or try your hand at farming and even dry-stone walling. Or book a cider stroll and tasting and explore the many historic villages near-

by. Much of the food for The Newt's restaurants is grown on-site, and the cuisine pops with freshness and flavor.

### The Pig on the Beach

Studland

The Pig brand has a loyal following among Londoners, and this property makes it clear why the cognoscenti are repeat guests. Set along Studland Bay in Dorset, it features spectacular panoramas of the surrounding coastline and of-



fers various rooms, including the two-story Lookout with its own beach hut. Dining, as at all Pigs, is a main reason to check in, with simple dishes beautifully executed with local produce. The menu, featuring options with ingredients that are sourced from within 25 miles, can change up to twice a day. That could mean a chilled pea soup with oregano sour cream as a lunch starter and pork loin from a nearby farm with a blackberry red wine sauce as your dinner entrée.

While you're here, take plenty of gorgeous coastal walks, and make time for a relaxing treatment at the rustic spa. Our vote goes to the Upper Body Unwind with a back exfoliation and arm and hand massage.

**The Star**  
Alfriston

Located in the quintessentially English village of Alfriston, The Star offers an endless list of diversions. Beaches (including a long stretch of undeveloped coastline), historical attractions, all levels of walks, art galleries, and wineries are on your doorstep. We also love Glyndebourne, regarded as one of the premier small opera houses worldwide. The challenge here is figuring out where you should spend your time. The rooms have been tastefully decorated by renowned designer Olga Polizzi, while the on-site restaurant, which serves delicious lunches and dinners, will pack a tasty picnic basket for excursions.

An 18th-century town house that sat abandoned now is the epicenter of the action.

action, with its always hopping bar, excellent Japanese restaurant Yoku (the sushi is a knockout) and The Terrace, which serves food all day. Sunday lunch is an affair here, with a menu that includes traditional English roasts and British dishes such as smoked ham hock salad.

Cheltenham itself is a hubbub of activity and home to many art galleries. It also hosts festivals all year, including ones celebrating jazz and literature.

**CLOCKWISE FROM TOP LEFT:** Sheep Hut treatment room at The Pig on the Beach, Studland; The Star, Alfriston; Yoku restaurant at No. 131, Cheltenham; Looe Harbour fish with sweet corn at The Pig on the Beach; guest room at Hadspen House, The Newt in Somerset, Bruton; Hadspen House at The Newt in Somerset

TOP LEFT: JAKE EASTHAM; TOP RIGHT: COURTESY OF THE STAR; BOTTOM LEFT: MAX MILLIGAN; BOTTOM RIGHT: COURTESY OF NO. 131



**No. 131**  
Cheltenham

Located on the Promenade, the main thoroughfare in the Cotswolds town of Cheltenham, No. 131 is a smart property in an 18th-century town house that sat abandoned for years. Now it's the epicenter of the





Alejandra Boquete Designs  
diamond and gold necklace  
alejandraboquetedesigns.com



Gucci green heels  
with rhinestone drops  
gucci.com



Brunello Cucinelli satin  
dress with metallic trim  
brunellocucinelli.com



Dolce &  
Gabbana



**MIAMI**

The Miami woman embodies elevated luxury in an offhandedly glamorous way, with an explosion of sparkle, shine and elegance. Metallic embellishments, rhinestone trims, bright colors and rich satins keep things modern.

**Business Attire**

Urban style across the globe



**LONDON**

The London man blends classic designs with a modern edge. The color combination for fall is a series of blacks and grays, with an offbeat foray into burgundies and reds. Outerwear is particularly strong, with classics such as generously cut wool coats. Everyday statement pieces include sweaters with mixed patterns.



Thom Sweeney shoes  
thomsweeney.com



Alexander McQueen  
tartan sweater  
alexandermcqueen.com



Brunello Cucinelli bag  
brunellocucinelli.com



Gucci

LONDON: MALCOLM PARK/LAMY STOCK PHOTO; MIAMI: ALEXANDER SPATARI/MOMENT/GETTY IMAGES





**Louis Vuitton** New Formal backpack  
[us.louisvuitton.com](https://us.louisvuitton.com)



**Thom Sweeney** black merino wool sweater  
[thomsweeney.com](https://thomsweeney.com)



**Dolce & Gabbana** Chelsea boot  
[dolcegabbana.com](https://dolcegabbana.com)



**Gucci**



### NEW YORK

The New York man embraces traditional luxury in tailored coats, fitted jackets, sleek knits, a color palette of dark-hued classics, and leather accents. His wardrobe infuses many details without looking overstated.



### LOS ANGELES

The Los Angeles woman creates a relaxed vibe in her wardrobe, exhibiting a sense of effortless ease with a neutral palette of soft, sumptuous hues, clean shapes imbued with thoughtful, rich detailing, and chic fun accessories.



**Brunello Cucinelli** suede jacket  
[brunellocucinelli.com](https://brunellocucinelli.com)



**Eleventy Milano** camel cowboy boots  
[eleventymilano.com](https://eleventymilano.com)



**Eleventy Milano** camel hat  
[eleventymilano.com](https://eleventymilano.com)

**Fendi**



LOS ANGELES: SHUTTERFALCON/ADOBE STOCK; NEW YORK: LUCIANO MORTULA-LGM/ADOBE STOCK



**>** ON A RECENT afternoon in Las Vegas, a man named Daniel Manachi sat down at a turtle-themed slot machine and deposited \$1,000. “Oh, Lord, please let it happen,” he said as columns of jazzy reels flashed by. Ten minutes later, Manachi’s bankroll had been reduced to \$64.11. “It didn’t happen,” he groaned. “My pain and suffering is real.”

## Wheel of Fortune

Online gamers are proving that even when they lose, they can win big

Actually, Manachi didn’t sound that upset. In fact, as his win-loss balance tilted further toward the ruinous, he became more and more playful, wiggling his fingers, quipping about the rage running through his body, and uttering insights such as, “We have nothing to fear but fear itself—that’s what I’m doing, trying to overcome my fear of fear itself.” When an especially

injurious moment arose, he’d cry out, “Police!”

Manachi has a sonorous, musical voice—more so when, mid-spin, he launches into a ditty about needing a bonus or how much money he has lost. He doesn’t always lose, of course, but as with all slot players, he tends to put more into the machines than he takes out. In fact, Manachi admits to losing approximately



\$500,000 last year, which still doesn't put a dent in his mood. But then, he has good reason to be happy.

Better known as Vegas Low Roller (or VLR), Manachi occupies the upper tiers of a small but ardent business community that—thanks to the magic of YouTube—nibbles at the edges of Nevada's \$15.5 billion gambling industry. The idea underlying their enterprise is that people will willingly spend their days watching videos of strangers pouring money into slot machines. No-brainer, right?

As it happens, out of the hundreds of people trying their luck at this game, only a few make any money at it. Manachi, who makes a *lot* of money, is a rare exception. In the 12 years since he started posting slot videos, his YouTube channel has garnered over 350,000 subscribers and more than 348 million views. Such popularity, and the wealth it generates, have effectively made him immune to loss.

It's tough to get even a ballpark sense of how much money Manachi makes from his channel. The nebulous criteria by which all YouTubers get paid make the Enigma code look like a game of *Wordle*. However, once you've disentangled the ad impressions and Super Chats, brand partnerships and subscription fees, you will find the answer: hard to say. When asked to clarify the situation, Manachi resorts to fudging. "I've made so much doing this it feels ridiculous," he says. "It's like winning the lottery."

And yet the man behind the VLR phenomenon isn't half as rich as he could be. "I don't take on sponsors," he

says, referring to the most coveted of revenue streams. "They throw so much money at you, you have no idea. I could make six figures a month from the sponsorship deals I turn down." When asked why he would shun such a glittering prize, Manachi says he is uneasy about promoting specific apps and developers. "We skirt a fine line between making gambling fun and entertaining and also not pushing it in a way that could ruin someone's life," he says. "It's a razor's edge."

Which is not to say that Manachi is without ambition. His business is in the midst of a growth spurt, which includes the launch of several new channels and developing a slot machine of his own. "I'm diversifying," he says. Despite these efforts, the Cleverness in Business Award goes to Brian Christopher, who arrived on the scene eight years ago and quickly took over. With close to 690,000 subscribers and half a billion views on YouTube alone, the former actor now curates a Brian Christopher room at Plaza, has his own self-branded slot machine in that very same room, employs a dozen staffers, and is beset by a constant hail of sponsorship money. "I'm making more than I did working for Uber, that's for sure," he says.

Like Manachi, Christopher entered this niche in the days when it was driven by a few wobble-handed hopefuls who kept one eye on the machine and the other on the lookout for aggressive security guards. "I remember thinking how weird it was," he says. "The shots were fuzzy, you couldn't see all the reels, and the players would hardly speak. Who would want to watch *that*?"

"I've made so much doing this it feels ridiculous. It's like winning the lottery."

Indeed, the hard part of all this is keeping viewers engaged (and therefore present) during the dreary and often relentless dead spins. To this end, Manachi has his funny absurdist stream-of-consciousness shtick, while Christopher tends towards intimate, slightly camp chitchat. "I talk nonstop—my viewers know pretty much everything about my life," he says. "I want to make people feel like they are sitting there with me."

Manachi, while accepting the importance of being an entertainer, says his manic monologues are largely involuntary, a product of his hyperactive mental process—except for the parts that can be traced to his lifelong love of comedy. "I do a bit where, when I miss a bonus by one small thing, I pause and dwell on the reels," he says, "and that comes from having a vague idea of what comedic timing is."

For all the fun and games, it's clear a lot of work goes into these half-hour routines (Manachi posts two half-hour videos a day, every day, while Christopher posts one). Do they ever tire of it? Do they think of hanging up their loyalty cards and finding other ways to make a living? Manachi's many devotees will be disappointed with his answer. "I don't particularly like being the face of this—I'd much prefer working behind the scenes," he says. "In a perfect world, I'd pivot into development."

Christopher, for his part, plans on staying put for as long as he can. "I can't see myself stopping," he says. "Even after a 12-hour day, to decompress I will sit in front of a slot and play. So I figure, if I'm going to be doing this anyway, I might as well be getting paid for it."



# Do You Know What Information to Trust?

How to avoid common misassumptions



By Alex Edmans

Illustration by Joel Kimmel

**B**USINESS LEADERS FACE a dizzying array of challenges, with artificial intelligence and ESG issues now responsibilities of the C-suite. But they have a formidable weapon—information. Academic papers are increasingly open-access, consultancies release studies sharing their trade secrets, and business magazines make findings accessible in bite-sized chunks.

But how do we know what information to trust? Confirmation bias refers to the fact that what people share—and thus what we see in our news feeds—is what they *want* to be true, rather than what’s *actually* true. In *May Contain Lies*, I develop the Ladder of Misinference, which highlights the missteps we make when interpreting information.

The first mistake is that a statement is not a fact, because it may not be accurate. Take the famous claim that “culture eats strategy for breakfast.” It’s widely quoted as the gospel truth because it’s attributed to management guru Peter Drucker. But Drucker never actually said anything of the sort. And even if he did, it’s just one person’s subjective opinion unless a rigorous study is conducted to demonstrate it. We often quote the most black-and-white statements, but their extremity masks the fact that there may be an insubstantial foundation beneath the house.

A second problem is that a fact is not data because it may not be representative. We love to learn from success stories—but even if they’re 100 percent accurate, they’re misleading as they may be cherry-picked, the exceptions that don’t prove the rule. Take Simon Sinek’s claim that “Start with why”

is the road to riches. He uses Apple, Martin Luther King, Jr., and the Wright Brothers as examples. But there could be hundreds of others who started with why and failed—Sinek never mentions them. To properly make that claim, he’d need to consider hundreds of companies that started with why, both those that succeeded and those that failed, and compare them to a control group that didn’t start with why. You can’t identify what drove success unless you also study failure.

The third warning is that data is not evidence, because it may not be conclusive. You might think that the antidote to anecdotes is to use tons of data. But data is merely a set of facts that can be consistent with multiple explanations. Evidence is a set of facts that supports a single conclusion—just as evidence in a criminal trial is only meaningful if it pinpoints a single suspect.

Several studies claim that sustainability improves performance—which I’d love to be true as much of my work is on the benefits of sustainability. But all they do is find a correlation between sustainability and performance. It could be driven by reverse causality: Profits allow a company to invest in sustainability, rather than sustainability boosting profits. Or there might be common causes: A great CEO improves both sustainability and performance. We all know that “correlation does not imply causation,” but we forget this when we like the result being paraded.

So how does a busy executive, who doesn’t have the time to look up every footnote, remain on their guard? If you see a result that you’re raring to accept, imagine it was the opposite and ask how you’d knock it down. If research found that sustainable companies did worse, you might appeal to common causes: A bad CEO delivers low profits, and a bad CEO also invests in pie-in-the-sky sustainability projects rather

than focusing on the core business. Now that you’ve alerted yourself to the role of CEO quality, ask if it might be an alternative explanation for the original claim, the one you want to accept. To combat confirmation bias, we need to apply the same discernment to a finding we like as to one we don’t.

A statement is not a fact because it may not be accurate.  
A fact is not data because it may not be representative.

*Alex Edmans is professor of finance at London Business School. He has spoken at the World Economic Forum in Davos and given the TED talk “What to Trust in a Post-Truth World” and the TEDx talks “The Pie-Growing Mindset” and “The Social Responsibility of Business.” He serves as nonexecutive director of the Investor Forum and on the World Economic Forum’s Global Future Council on Responsible Investing. He is the author of Grow the Pie: How Great Companies Deliver Both Purpose and Profit, a Financial Times Book of the Year, and May Contain Lies: How Stories, Statistics, and Studies Exploit Our Biases—And What We Can Do About It, published this year.*

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TEAM  KENTUCKY.



# The Danger of Algorithms

Why we're giving up cultural responsibility



By Kyle Chayka  
• Illustration  
by Joel Kimmel

**APP INTERFACES THAT** present the appearance of recommendations can be as important as actual recommendations in determining what culture we consume and how we feel about it. Interface design falls under the tech industry label of “user experience”: the micro-interactions that happen as a user navigates, searches and clicks. The user experience of today’s platforms tends to be overwhelmingly passive. You’re not supposed to look under the hood too much, just consume what’s already in front of you—theoretically, the algorithm knows you better than you know yourself, though that’s patently untrue. If we can always rely on the Netflix home page, Instagram Explore page or TikTok For You feed to show us something that we’re interested in, then we have less impetus to decide for ourselves what to look for, follow and, perhaps most important, save. We often build our sense of personal taste by saving pieces of culture, a monument to our preferences, like a bird constructing a nest.

But the more automated the algorithm feed is, the more passive it makes us as consumers, and the less need we feel to build a collection, to preserve what matters to us. We give up the responsibility of collecting. Over the past two decades, the collecting of culture—whether films on DVD, albums on vinyl, or books on a shelf—has shifted from being a necessity to appearing as an indulgent luxury. Why would I bother worrying about what I have access to at hand when digital platforms advertise their ability to provide access to everything,

forever? The problem is that there is no guarantee of permanence in what digital platforms offer—the appearance of totality is a facade, buttressed by recommendations—and their interfaces are constantly changing. The confusion induced by a suddenly changed interface is a common experience.

One morning in late 2021, I opened Spotify on my laptop and found myself suddenly lost. I was used to performing a specific set of clicks to access the music I like—in this instance, a 1961 jazz album by Yusef Lateef called *Eastern Sounds*. Many weekday mornings working from home during the pandemic I would put the album on first thing. But that day I couldn’t find the album or the full list of albums that I had saved with the Spotify Like button, which was the software’s principal way of keeping them in one place. My muscle memory didn’t work. The collection had been rearranged without giving me any notice or choice in the matter. It felt like a form of aphasia, as if someone had moved around all the furniture in my living room overnight and I was still trying to navigate it as I always had. A new Your Library tab in Spotify’s moody black-and-green interface hinted at everything I was trying to find, but instead it opened a window of automatically generated playlists that I didn’t recognize. The next tab over offered podcasts, which I never listened to on the app. Nothing made sense.

As all forms of media have moved into streaming, when everything seems to be a single click away, it’s easy to forget that we can also have physical, nonalgorithmic relationships with the pieces of culture we consume in our personal time. We store books on bookshelves, mount art on our living room walls, and keep stacks of vinyl records. When we want to experience something, we seek it out, finding a book by its spine or pulling an album from its case. The way we interact with something, and where we store it, also change the way we consume it, as Spotify’s update forcibly reminded me. The same thing happened with Twitter when it added its own algorithmic For You feed and Instagram when it moved the button to post a photo, at one point replacing it with the button to watch TikTok-style videos. All these changes make me crave the opposite: a fixed, stable, reliable way of accessing whatever culture you want.

The confusion induced by a suddenly changed interface is a common experience.

*Kyle Chayka is a staff writer at The New Yorker, where he covers digital technology and the impact of the Internet and social media on culture. This is an extract from Filterworld: How Algorithms Flattened Culture. Reprinted by permission of Doubleday, an imprint of the Knopf Doubleday Publishing Group, a division of Penguin Random House LLC. Copyright © 2024 by Kyle Chayka.*

# STRETCH OUT IN OUR BUSINESS CABIN

DISCOVER THE  
FRENCH ART OF TRAVEL



**AIRFRANCE** 

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# Net Gain

In a new book, tennis icon and entrepreneur  
Venus Williams reveals her secrets to success  
in business, sports and life

By Shivani Vora







**WHEN I INTERVIEW** Venus Williams just before the release of her health and wellness book, *Strive*, she's genuinely warm. This affable quality contributes to the tennis superstar's success as a multifaceted businesswoman, who turned two of her personal passions—interior design and wellness—into thriving professional pursuits. Among the most accomplished players in the history of tennis, Williams began competing professionally at age 14 and has achieved seven Grand Slam titles, five Wimbledon championships and four Olympic gold medals.

Williams may have spent hours a day on the court during the peak of her career, but she always had an eye on design. After becoming a certified decorator, she founded her firm, V Starr, in 2002. Most recently, she has merged decor and technology by launching an AI-powered design platform, Palazzo.

Williams also established Happy Viking, a plant-based protein powder brand, and indulges her love for art by curating exhibitions and supporting artists. Impressively, she manages all of these endeavors while grappling with Sjögren's syndrome, an autoimmune disorder that can cause fatigue, swelling, dry mouth and a host of other symptoms. "I try to get enough sleep, which is hard because I love to work," Williams tells me. Lately, that includes *Strive*, on sale September 10.

### Why *Strive* and Why Now

*Strive* doesn't mark Williams' first foray as an author. She published a motivational book, *Come to Win*, in 2010, which hit number five on *The New York Times* Best Seller list. Fast-forward 14 years to this new release, and the theme of inspiring others continues.

*Strive* details a life-improvement program founded on eight tenets such as "observe," "believe" and "balance." Every chapter guides readers through applying these principles to their diets, activities and environments.

"It takes a lot of time to write a book, and you're putting all of your emotions into it," Williams explains. "I was getting an incredible itch to share what I have learned since I wrote my last book."

She says that she wants nothing more than to see people living their best lives. "I love seeing people happy and thrive. *Strive* is about activating toward your best life and making it easy to do so. It doesn't have to be complicated or scary."

As is usually the case with any worthwhile self-help read, Williams' own experiences have informed her book and shaped its

writing, with her tennis career leading the way. "Everything I have learned on the court plays into *Strive*," she says.

In the book, she reflects on her semifinal match at the US Open when she was 19. "I was too nervous and afraid, and it got in the way. Serena was playing too and ended up winning the tournament," Williams says. "That match showed me I had to change. I was going to be a good player and get far by listening to my coaches and not holding back by playing it safe. I was going to make the right move. If the right move was to go to the net, then that's what I would do.

"At the end of the day," she continues, "greatness isn't luck—it's execution. I had to learn it."

### A Healthier Body and Mind

The most valuable lesson from Williams' own life that she hopes to impart to others in *Strive* is that it's okay and even helpful to be uncomfortable. "You want to embrace being uncomfortable and not keeping it easy, not just in tennis but in life," she says. "Challenges are an opportunity to build skills. I don't remember the easy matches I played. I remember the hard ones."

Further, she believes that honesty and communication are important in cultivating these skills. "If you're in a relationship and not communicating with that person about the things you need because you're afraid of a breakup or won't tell your boss that you need a raise for fear of what will happen, the truth eventually busts out," Williams says. "At that point, you've exploded." And given that *Strive* is a service book centered on wellness, Williams offers plenty of advice on how people can be healthier, both mentally and physically.

Many of us, for instance, struggle with getting enough exercise. Counter this, Williams suggests, by moving your body every day but doing it in a way that's enjoyable. "Do what you like—dancing, pickleball or anything else," she says. "Of course, days off are fine, but I encourage every person to move."

With respect to diet, Williams says that eating the right foods to meet your specific goals is key. "What we put in our body fuels us or breaks us, whether you're training for a marathon or looking to drop a few pounds."

Williams says her own objective at this point in her life is to gain muscle and reduce inflammation—the latter being a side effect of Sjögren's syndrome. "I haven't been eating as much because I have been running around and traveling, but I need to eat more to put on muscle and have to observe that," she says.

Venus Williams as Wimbledon champion, 2008  
**OPPOSITE:** With her portrait by Robert Pruitt at the Portrait of a Nation Gala at the Smithsonian's National Portrait Gallery, Washington, D.C.



LEFT: SIMON BRUTY/ANYCHANCE/GETTY IMAGES; RIGHT: PAUL MORIGI/GETTY IMAGES FOR NATIONAL PORTRAIT GALLERY





**“At the end of the day, greatness isn’t luck—it’s execution. I had to learn it.”**

development or a luxury private home. V Starr’s clients include Brookfield, Hilton, Related, Terra Group and InterContinental Hotels & Resorts. Palazzo, Williams says, is her mark in the technical aspect of interior design and a collaboration with entrepreneurs Raffi Holzer and Edward Lando.

Palazzo allows users to upload photos of the areas in their homes they want to design. An AI chatbot, Vinci, analyzes the images and suggests ideas for the rooms.

“I’ve spent my whole life in interior design, but now I’m involved with AI because I want to be a part of the future, and the innovation is incredible,” Williams says. “When the opportunity came, I couldn’t resist.”

### **The Art of Success**

“Art is my happy place,” Williams tells me, and being a part of the arts landscape is a priority for her. In 2022, she received the Portrait of a Nation Award for her outstanding contributions to the United States and selected the renowned artist Robert Pruitt to create her portrait for the Smithsonian’s National Portrait Gallery in Washington, D.C. Last year, Williams cocurated an auction exhibition with Pace gallery and artist Adam Pendelton for the Nina Simone Childhood Home preservation project, an initiative to save the namesake singer’s former residence.

Williams is also excited about her new six-episode *Widening the Lens* podcast, in partnership with the Carnegie Museum of Art in Pittsburgh. The series highlights 20 notable artists, writers and scholars, many of whom are featured in the museum’s exhibition on photography and the environment.

Besides art, Williams enjoys travel and says Paris is her “other happy place.” “I love Europe and would live in Europe if I could, but it might be too late.” Other favorite diversions include karaoke, movies and escape rooms: “I’m an escape-room junkie and just did a virtual one with my niece.”

But ultimately Williams is passionate about working and considers her career a hobby. I ask her secret to becoming a high-achieving entrepreneur who juggles multiple roles.

“It’s about trusting your instincts and having a great team,” Williams says. “Entrepreneurship evokes the idea of risk, but it doesn’t have to be that way. You can test in small ways to minimize the risk and pivot if you need to.” She pauses and adds, “Oh, and you should always have a plan B.”

Eliminating sugar and increasing her fruit and vegetable intake have been two of the most significant steps she has taken to set herself up for success. “I have been off sugar for about 90 days now. I feel better, and the mental freedom is exhilarating,” Williams says. “My favorite candy is SweetTarts, and I’m not thinking about when I can get my next fix because I don’t have the cravings I had.”

Williams also believes that meditating is a road map to wellness. “Meditate on your goals through visualization, journaling or actual meditation. Put the mental effort into it,” she says. As she embarks on a tour for *Strive* and meets her fans at signings, Williams says she’s most looking forward to hearing the stories of readers who are applying the book’s principles to their lives. “When you do healthy things, you feel on top of the world and good about yourself, and I want everyone to feel that.”

### **A Love for Design**

Williams’ inclination toward fashion and design was the impetus for V Starr, a firm that is noted for its impressive projects in the hotel and residential spaces. Her company imagines interiors with a fresh style, bringing in a global perspective and having a distinct voice for each job, which could be a large

**FROM TOP:**  
V Starr design for Modera Coral Springs, Florida; Williams’ new book, *Strive: 8 Steps to Find Your Awesome*





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airport group



By Ramsey Qubein

# Lounge Act

As airport lounges become increasingly busy, airlines and credit card companies are outdoing themselves in creativity and exclusivity

**> NEVER HAS AN** early airport arrival seemed so attractive. New airport lounges (and a growing number of ways to access them) have made traveling much more pleasurable—especially before takeoff. And competition between airlines and credit card brands means that the stakes are higher in the effort to entertain travelers with over-the-top amenities. Free spa services, restaurant dining and shower suites are no longer unusual. These days, it takes a lot more to impress travelers.

### **Airlines Up Their Lounge Game**

After many years of hinting about lounges reserved for its top cabin, Delta One, the airline has finally

opened its first at New York-JFK. The new lounge, accessible to premium cabin customers, offers everything from massage treatments and showers to a 140-seat brasserie serving chef-prepared meals, allowing passengers to maximize rest onboard (or satisfy their appetite twice, should they wish).

Thirsty travelers need not wander far for a drink, since roving bar carts make their way around the lounge. Larger than any Delta Sky Club and designed to provide an elevated experience over Delta's standard lounge network, the Delta One Lounge shares characteristics with some Sky Clubs, like an outdoor seating area with retractable roof, but as Claude Roussel, Vice President of Sky Clubs and



Sapphire cocktail at the Chase Sapphire Lounge by The Club at New York-LaGuardia

**OPPOSITE:** Relaxation room at the Capital One Lounge at Denver International Airport

LEFT: COURTESY OF CAPITAL ONE; RIGHT: COURTESY OF CHASE SAPPHIRE



Lounge Experience, says: “It’s a new era for Delta. This lounge is raising the bar across the board, from the amenities to the food and beverage offerings to the level of personalized service.” A memorable beginning to a long-haul journey is a great opportunity for airlines to woo travelers, which is another reason they often invest in lounges outside their home country.

Meanwhile, Delta’s SkyTeam partner Air France has cut the ribbon on its newest lounge in Los Angeles, citing the busy operation both Air France and partner KLM have at LAX. “The reason for opening a lounge at LAX was very simple,” says Zoran Jelkic, senior vice president for Air France-KLM long-haul operations. “Together with KLM, Air France has seven flights per day out of LAX. It is second to JFK in terms of our North America operation.”

The work of famous French designers informs the chic new space, which includes furnishings such as Ester chairs by Patrick Jouin, Ribbon armchairs by Pierre Paulin, a coffee table by Charlotte Perriand, and lighting creations by Margaux Keller.

The dining area, designed to look like a French brasserie, serves traditional dishes like beef bourguignon and cassoulet with duck confit from an open kitchen. A complimentary Clarins spa with 20-minute treatments rounds out the preflight pampering.

In Europe, TAP Air Portugal unveiled its newest lounge at Lisbon Airport. For years, travelers flying beyond the European Union had to leave the attractive premium lounge earlier than desired because it was outside passport control. The stress of missing your flight is no longer an issue now that the Star Alliance member has opened a new lounge for long-haul flights in the airport’s international area.

Sofia Lufinha, TAP’s chief customer officer, reaffirms the need for this latest airport amenity. “TAP has a

very strong presence in markets such as Brazil, the United States and Africa, and now we can provide a more comfortable experience for passengers on non-Schengen flights.”

Alma Design oversaw the project using local materials such as ceramics and cork. Hub-and-spoke airlines like TAP often carry passengers who may not stay in Portugal, which is why cuisine and design touches add so much character for people who may not get to know the destination otherwise. This facility also features exhibition space for local artists to display their work.

And the Oneworld alliance has launched its second branded lounge for member airline passengers. The first opened earlier this year in Seoul’s Incheon, and the latest facility was unveiled in Amsterdam. At the latter, look for local design details such as the city’s birds characterized in silhouette above the bar and strings of lights similar to what illuminates the many canal bridges.

### Credit Cards Compete on Airport Lounges

While American Express started the card-branded lounge concept, most major credit card providers have followed suit. Among the newest options are the Centurion Lounge at Washington-Reagan, which features art from D.C.-based talent as well as a trio of celeb chefs overseeing the menu.

Last year, Capital One expanded its airport lounge network with new Denver and Washington-Dulles locations. Coming soon are new lounges in Las Vegas and JFK’s Terminal 4 that will feature unique amenities like an in-lounge bodega with New York-style bagels and coffee and a cheesemonger who will help source cheeses to be served in the lounge.

**FROM TOP:** The Air France lounge at Los Angeles International Airport; TAP Premium Lounge Atlântico at Lisbon Airport  
**OPPOSITE, FROM TOP:** Fitness room at The Club at San Francisco International Airport; market at the Delta One Lounge at New York-JFK



TOP: VIRGINIE VALDOIS; BOTTOM: COURTESY OF TAP AIR PORTUGAL



Capital One Lounges share other offerings such as grab-and-go snacks and the “perfect airport beer.” Capital One challenges local breweries to come up with the ideal beer for each airport location. “Grabbing a beer before a flight is a ritual for many travelers, and it’s been a pleasure to see how each of our brewery partners in Dallas, Dulles and Denver have developed takes on what makes the perfect airport beer for that special moment before takeoff,” says Jenn Scheurich, managing vice president of Capital One Travel, Lounge & Retail Experience.

Later this year, Capital One will open a new concept, Capital One Landing, in Washington-Reagan and New York-LaGuardia, in partnership with the José Andrés Group. These venues will have a strong culinary focus. Access details are still being finalized. And the Chase Sapphire Lounge by The Club opened at LGA earlier this year before the summer launch of The Club at SFO in Harvey Milk Terminal 1.

### If Everyone Is Elite, No One Is Elite

This saying was created by Delta years ago as part of the carrier’s plan to elevate the requirements and perks of elite status. Now, with the popularity of credit cards providing lounge access and savvy travelers using their status to access them, crowds have become a problem in many airport lounges.

As a result, lounges have cut back on who can enter these holy grails of airport comfort. Delta slashed access for many cardholders and even restricted its members from entering until three hours before their flight. American Express has a similar policy. Chase Sapphire Reserve, The Ritz-Carlton Credit Card and J.P. Morgan Reserve Card, which come with Priority Pass membership, are abandoning the perk of members swiping their card at airport restaurants in exchange for a dining credit—a disappointing change for travelers who prefer to have a proper meal rather than graze on lounge snacks.

With so many travelers vying for the same lounge access in various forms, brands are getting creative in looking for ways to solve possible friction. Instead of members showing up and hoping for access, some lounges are taking advance reservations for visits. But these aren’t your average airport lounges.

Hawaiian Airlines made a splash when it launched a VIP lounge called Apt. 1929 at Honolulu International Airport. This discreetly located space is behind a locked door with a starting fee of \$500 for two people. While that price seems hefty, the airline says the lounge has proven quite popular. Upon arrival, guests are met with a lei and escorted through baggage claim to any waiting car. Upon departure, passengers are met at their car and escorted through check-in and security to a private space where a prearranged three-course meal awaits. An open bar including a liquor menu by James Beard

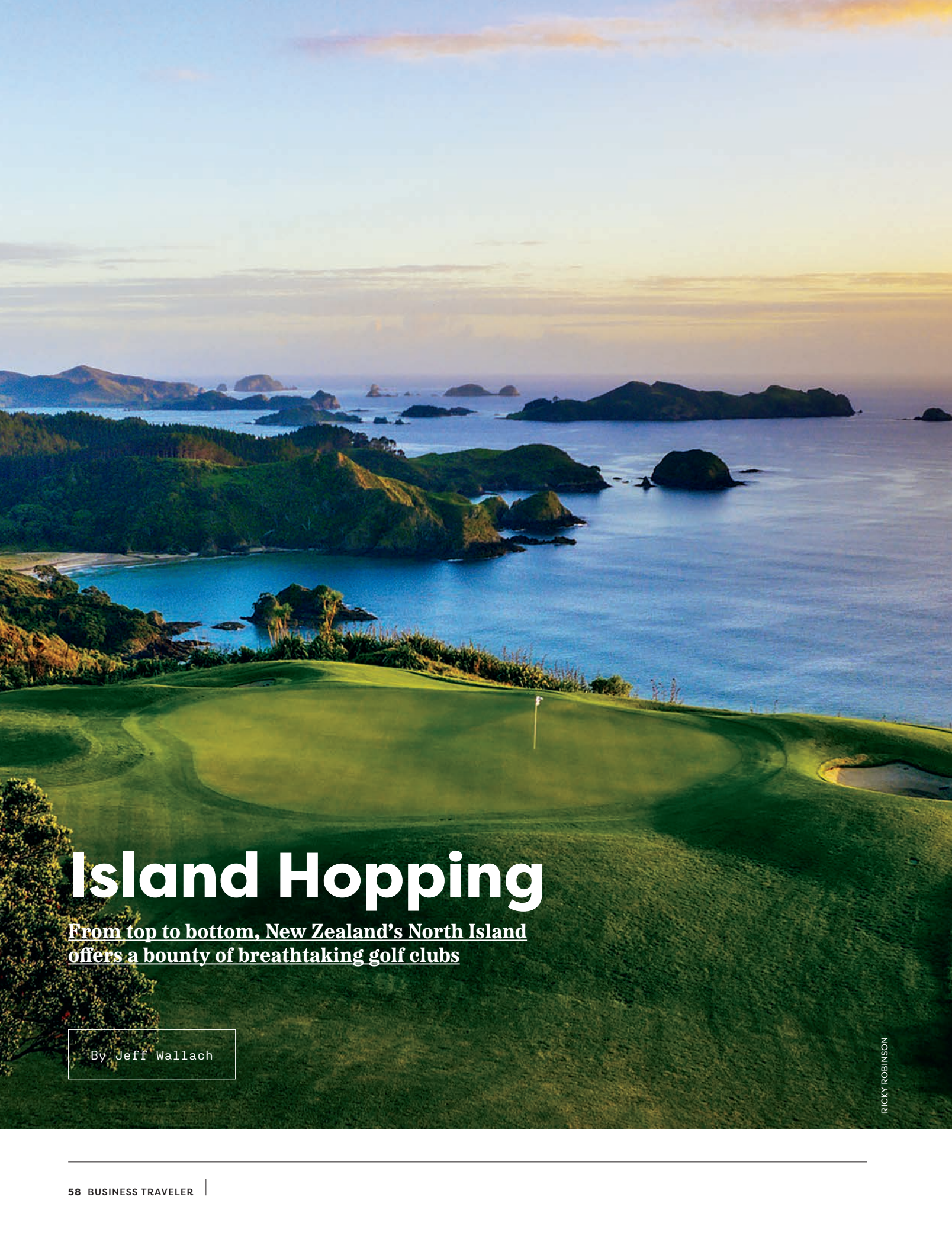


**“Our brewery partners have developed takes on the perfect airport beer.”**

Award-winning Bar Leather Apron and an alfresco patio offer additional pleasures.

PS, which stands for Private Suite, is another service that provides exclusivity for travelers who wish to avoid the main airport terminal. Instead, they undergo security procedures in a private area where they can dine and drink from a chef-curated menu. Once the flight begins boarding, travelers are driven in a private car directly to the plane. The first PS lounge opened in Los Angeles, with a second now in Atlanta. Next year, the brand expects to open in Dallas-Fort Worth and Miami.

The popularity of lounge access before or between flights has led to innovation and creativity, with airlines and credit card companies on a never-ending quest to outdo each other. And the traveling public reaps the benefits.



# Island Hopping

From top to bottom, New Zealand's North Island offers a bounty of breathtaking golf clubs

By Jeff Wallach

RICKY ROBINSON



Rosewood Kauri Cliffs, Matakauri Bay

**>** **WHEN YOU LOOK** down on the North Island of New Zealand from the air, the land appears well-suited for three things: sheep, hobbits and golf. We'll focus here on the Pacific nation as one of the world's best weeklong golf destinations.

Begin your adventure at **Rosewood Kauri Cliffs**, where architect David Harman made 42 visits from Florida to craft a layout that presents a greatest hits of design. One moment it's a Carolina low-country track playing through wetlands before climbing to windswept, ocean-view ridgetop holes that recall Hawaii's Kapalua. At other times it elicits memories of rolling Irish hill country dotted with sheep before morphing into mountain golf like you'd find in Colorado, where shots carom off hills and steep slopes. The par threes here are particularly heroic, all requiring carries over ravines. It adds up to a harmonious amalgam of terrific shot challenges melded into a balanced whole.

Kauri Cliffs is found at the Robertson Lodges property of the same name. Pursue scuba diving, big-game fishing, sailing and other sports; hike to waterfalls, the unmissable Pink Beach and an 800-year-old kauri tree; and otherwise enjoy the upscale tropical plantation styling, thoughtful room appointments (even the bathroom hooks are finished in leather) and five-course tasting menus with wine pairings each night. Kauri offers the pinnacle of high-end golf resort experiences.

Traveling south a couple of hours will land you at the rolling dunelands of **Te Arai Links**, distinguished by clean, minimalist architecture and design evident in the luxe lodgings and two courses that are maximalist in terms of fun, challenging seaside golf. There's no way to avoid comparisons to Oregon's Bandon Dunes here: The architects of Te Arai's courses both designed layouts at Bandon; the property sits a long way from anywhere on the Pacific coast; and it offers pure links golf with few other activities. Both resorts were also created by wealthy American visionaries on two of the world's best sites for the game.

Te Arai's South Course romps across natural sand hills with views of the ocean and Little Barrier and Hen and Chicken islands, with no bunkers but vast waste areas. The focus is on enjoyment, and management doesn't even set out championship tees, figuring that anyone good enough to play from them will know where to look. Owners empowered architects Bill Coore and Ben Crenshaw to accomplish three things: create the best course possible, make the golf fair and fun, and design a walkable layout that can be played in less than four hours.

While Tom Doak's North Course seems far more caffeinated than the South, director of golf Jon McCord says it plays a mere half shot harder thanks



to “rollicking and frolicking greens.” Doak sneaks in bailout areas (sometimes hidden) to safely collect errant shots, but greens may prove more complicated than elf politics in Rivendell. Red sandstone rock faces, grass-faced bunkering and pockets that alternate between inland pine forests and coastal sand blowouts further define this venue. After golf, head to The Playground, a vast 12-to-18-hole putting course perfect for settling a few bets and providing one more excuse to stroll among the effervescent scenery.

Traveling 90 minutes south to Alister MacKenzie’s **Titirangi** golf club will take you back a century in time. This old-school private British-style club delivers bracing formality with its trophy cases and a dining room that serves a perfect savory lunch pie and a good pint. MacKenzie’s original sketches for the course show bold lines depicting the route of attack for scratch players and dotted lines indicating alternative paths for higher handicaps. MacKenzie, who designed camouflage during WWI, wrote, “There is an extraordinary resemblance between what is now known as the camouflage of military earthworks and golf-course construction. The chief object of every golf architect or greenkeeper worth his salt is to imitate the beauties of nature so closely as to make his work indistinguishable from nature itself.”

According to director of golf (and MacKenzie aficionado) Doug White, trees have encroached on MacKenzie’s original layout over many years and the club is patiently restoring it to a more original condition. The 12th hole demonstrates what a crazy green looked like during the golden age of golf architecture (before Doak got a bulldozer). Holes wind naturally through a jungle of ferns,

## Doak built the epic course on fingers of cliffs tilting in ridges toward the sea.

palms and native bush, and an often hidden creek crosses the closing holes six times. Little earth was moved in creating the understated routing, and few holes are visible from other holes. Many shots must be hit precisely over gullies and ample fairway bunkering, and positioning is paramount off the tees, including employing specific angles of attack—a MacKenzie trademark. The four par threes each play in a different direction. The walkable course has hosted numerous New Zealand Opens and has been listed among *Golf Digest’s* Top 100 Courses Outside the U.S.

Continuing three hours south of Titirangi, you’ll discover the paradise of **Kinloch Manor & Villas**, a Jack Nicklaus layout built on pumice and sand. Director of golf and head pro Tom Long describes it as the toughest in New Zealand and “brutal off the back tees.” Here, balls must complete their flights toward the putting surfaces or you’ll be scavenging in the fescue or hitting out of all manner of overamped bunkers below, above but seemingly never near the greens. A preponderance of the ample trouble lies short, so take more club on this muscular American-style layout. Several blind shots increase the difficulty and Long encourages the “Irish drop,” whereby players take a one-stroke penalty for a lost ball and move along.

The first green indicates further mayhem to come. Aiming poles are helpful, whereas water hazards prove not to be. And forget about flat lies entirely as Kinloch was built during Nicklaus’ vindictive period. There aren’t many trees on this parkland layout overlooking Whangamata Bay, but the few present are put to good use in framing greens and forcing players to shape certain shots. Many decent but not great strikes will be duly punished, but low handicappers will appreciate the challenges and no doubt loudly celebrate successes. The elevated tenth tee offers a panoramic view of everything nearby, including a wide, welcoming

FROM TOP:  
Hole 15 at Cape Kidnappers, Te Awanga; Ric’s Restaurant at Te Arai Links, Tomarata



TOP: COURTESY OF CAPE KIDNAPPERS; BOTTOM: COURTESY OF TE ARAI LINKS

# JULES & GEM

HAWAII





Bar at Kinloch Manor & Villas, Taupo

fairway. Seventeen presents a downhill par three protected by the ice wall from *Game of Thrones*. And the 18th brings water into play on a par five crouching beneath steep green hills. Remember throughout that fescue equals death.

Possibly the best part of Kinloch is the tony lodging perched high above the course with great views of golf and the bay beyond. The memorable dining and public rooms feature African patterns, leather and copper, with daybeds and cushions located beside windows and fireplaces scenting the spaces. Guest rooms spacious and luxurious.

Heading farther south and to the east coast you'll reach **Rosewood Cape Kidnappers**, sister property to Kauri Cliffs and equally exquisite. Doak built the epic golf course on fingers of cliffs tilting in ridges toward the sea on a vast private property still operating as a working farm—which is echoed in the design theme throughout. The golf is firm, fast and windy, playing over tea trees and between ravines, with the ocean 500 feet below. By the second hole you'll recognize you're in the hands of a master architect.

Do your scoring early here, with three par threes on the front side and the final ones coming at holes 11 and 13, after which the course ramps up to a massively difficult final three holes on the back—and if you're walking, best to have a Red Bull in your bag to get you up the hills. While the variety of holes is entertaining, they also succeed like an ensemble cast in creating a coherent drama. The most difficult hole may be number 15, named Pirate's Plank—the fairway narrows out onto a plateau for about a gazillion yards. Golf shop manager Matt Hamill says that if you take a nine but finish with the same ball you've done well.

Lodgings feature airy rooms tucked into the forest close to a heated outdoor pool, Jacuzzi and

spa and looking out across the vast landscape. The main lodge—including the most beautiful grain silo you've ever sipped local wine in—encompasses cozily designed rooms decorated with farm implements and artwork and serves masterful food.

On your way to the artsy small capital city of Wellington, at the southern end of the island, stop in at **Paraparaumu Beach Golf Club** to experience what may be the most unadulterated fun offered by any of New Zealand's golf layouts. Designed in 1949 by Alex Russell, a partner of MacKenzie's, it stands as one of the last golden age golf courses built worldwide. The terrain consists of pleasing grassy humps and bumps, with no earthworks and a mere 34 sculpted bunkers, many with lovely revetted faces. In the best British tradition, the course has 924 members but offers friendly outside play to all.

Former general manager Leo Barber, who recently stepped down after 18 years, describes the natural topography thus: "Dig a hole here, you have a bunker. Mow some grass and you have a fairway." And if you find yourself in the ample fescue rough you have a good chance of finding more golf balls than you hit in there. The course features clever short par fours, and number eight is one of the best, a severe dogleg left that gives you the choice between, as Barber says, "the line of instinct versus the line of charm." He adds, "The routing ducks and dives around a bit so you never have the same wind for more than two holes." Still, it's not about individual holes here—although there are many standouts—but more the overall feel of the grassed terrain under your feet and the pure pleasure of running the ball along perfect well-coiffed golfing grounds. If you want to emulate Tiger Woods after golf, book one of the two rooms at Greenmantle, set in an ancient forest a few miles away. But not to worry: The trees will not begin talking.

## PRO TIPS

- While distances between destinations may not seem far, driving times will prove longer than expected
- Remember that Kiwis drive on the opposite side of the road, which means the steering wheel is on the opposite side of the car. And your turn signals and wipers will be reversed
- Make sure to check yardage guides at each golf course because distances may be measured in yards or meters, and these may be to the front or the middle of greens
- All putts break toward the ocean, which isn't helpful on an island

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# Tried & Tested

EXPERT TAKES ON THIS MONTH'S ESSENTIAL PLACES AND PRODUCTS

Tesla Model 3



COURTESY OF TESLA



• Back in the mid 1980s, the Maui Land & Pineapple Company—century-long stewards of more than 22,000 acres of real estate on the Hawaiian island of Maui—approved the development of a luxury hotel on a wedge of land nestled within the company-operated Kapalua resort. But preconstruction excavations of the area uncovered an ancient Hawaiian burial ground. So, in a brilliant pivot, that land was designated as the Honokahua preservation site, while next door, The Ritz-Carlton Maui, Kapalua, was reimagined a nudge inland. The result: an

HAWAII

## The Ritz-Carlton Maui, Kapalua

immaculately landscaped 54 acres of comfortably unfussy elegance, which, following a recent \$100 million renovation, has surpassed its already heady

levels of luxurious seclusion in paradise.

This is not to say that The Ritz-Carlton Maui does not have a beach. In fact, it has direct access



TOP: COURTESY OF THE RITZ-CARLTON MAUI, KAPALUA;  
BOTTOM: MELIA LUCIDA



televisions, comfortable lounge furniture and well-stocked refrigerators, are ideally situated to soak in the incredible ocean vistas. Sunset is not to be missed, and there's no better way to enjoy it than seated around a firepit in the Alaloa Lounge, the lobby-adjacent lanai looking out over Honokohau Bay.

Comprising nearly a quarter of the 468 new guest accommodations are the Residential Suites. Located throughout the resort, these rooms fuse luxe comforts—a furnished lanai with views of the ocean or mountains, island-inspired decor featuring works from local artists, a kitchen filled with top-of-the-line Wolf appliances, curated amenities, and tastefully appointed living areas—with one of the greatest luxuries of all, privacy.

Most recently, The Ritz-Carlton Maui unveiled its Fire Lanai Collection. Located on the ground floor of the Napili Tower, these 33 guest rooms and suites were designed to exude a sophisticated take on the spirit of aloha, highlighted by extended lanais with private firepits. Surrounded by lush foliage, each accommodation features a shaded trellis, hammock, custom outdoor lounge furniture, dining table and views of Kapalua's tropical landscape. And while The Ritz-Carlton Maui, Kapalua, is the only resort in the Hawaiian Islands to offer guest rooms with private firepits, one can't help but assume that any number of luxury resorts throughout the islands (and stateside) will soon follow suit. [ritzcarlton.com](http://ritzcarlton.com)



**CLOCKWISE FROM TOP:** Alaloa Lounge; guest room; Plantation golf course; luau; aerial view

to a lovely stretch of D.T. Fleming Beach, which is so secluded that one feels a bit like Robinson Crusoe, if Daniel Defoe's shipwrecked hero had been able to avail himself of such luxuries as Wi-Fi, restrooms and the delightfully delicious fare from the beach-adjacent Burger Shack. (Tip: Ask that your milkshake—which is not to be missed—and burger be packed so you can enjoy an alfresco lunch on the beach just steps away.) But

the beach is more of an ancillary amenity, with most guests opting instead to congregate at the resort's focal point, the expansive 20,000-square-foot pool complex designed to evoke the lava rock formations at nearby Makaluapuna Point with a trio of infinity-edge pools connected by waterfalls. For a luxe-plus experience, reserve one of the custom luxury cabanas, which, in addition to featuring flat-screen

TOP AND BOTTOM RIGHT: JASON DEWEY; BOTTOM LEFT: COURTESY OF THE RITZ-CARLTON MAUI, KAPALUA



● Air France operates a fleet of 34 Airbus A350-900 aircraft, with some originally intended for use by Joon, Air France’s former low-cost carrier. At present, 20 of these jets feature a Business Class cabin boasting 34 seats without sliding doors, most of which are utilized for flights to the U.S. Meanwhile, the newer aircraft come with 48 closed-door suites. In both cabin configurations, passengers can bask in the unique sensation of “France is in the air,” encapsulating the essence of French sophistication and elegance.

**Check-In**

For the Los Angeles to Paris flight, check-in takes place at the Tom Bradley International Terminal (TBIT). Business Class fliers have access to SkyPriority counters and the recently opened Air France lounge in the terminal.

LOS ANGELES TO PARIS

**Air France Business**

**Boarding**

The gates in the satellite TBIT terminal employ electronic doors. Passengers need to scan their boarding passes and wait for the sliding plexiglass panels to open. Air France’s Premium passengers line up by the Zone 1 sign and proceed to board through the Airbus A350-900’s 1L door.

**The Seat**

My parents and I occupied the first three window seats on the port side, near the forward galley and lavatory by the flight deck. This plane has 34 Safran Optima seats, set up in a 1-2-1 configuration. Each seat is 20 inches wide and provides direct aisle access. The seat’s length extends to a comfortable 6 feet 7 inches in its flatbed mode.

On the gray cushion of the seat, there was a pillow, packaged comforter and coat hanger.

The side table held an enclosed cupboard containing a water bottle, headphones and amenity kit. The cocooned seat also included useful features such as a universal AC power outlet, USB-A sockets, seat adjustment buttons, remote control and reading light.



COURTESY OF AIR FRANCE (4)



It is worth noting that the headphones were not of the best quality, as one side broke off at the end of my journey.

The 18.5-inch HD touch screen offers a wide variety of entertainment. Personally, I enjoy watching French cinema when flying with the French flag carrier.

Additionally, the tail camera provides live streaming of takeoff and landing to the monitors. However, the most impressive feature of this plane is the window blinds, which are controlled by pressing the up and down buttons above the windows.

In the section behind the mid galley is the Premium Economy class, which consists of 24 Recaro seats arranged in a 2-4-2 configuration. These seats offer lumbar support, footrests and 13.3-inch HD touch-screen displays. Each seat is 19 inches wide with an eight-inch recline and 38-inch row pitch.

The Economy class is divided into two sections, with 266 Safran seats arranged in a 3-3-3 layout located over the wings and aft of the plane.



### The Flight

As the passengers settled in, the cabin crew went down the aisles to hang jackets, serve champagne and juice, and take lunch orders on this midafternoon flight. Once the plane reached cruising altitude, the attendants distributed warm towels, rolled out drink carts, and covered the tray tables with white linen cloths, serving cheese crackers and skewered shrimp as appetizers. I enjoyed the bites as I admired the view of the gracefully curved wingtip of the A350 against the Californian blue sky.

The attendants then brought out a tray of starters, including scallop mousseline and smoked salmon, fennel and tomato salad, warm

**CLOCKWISE FROM ABOVE:** Business Class meals are designed by acclaimed Michelin-starred chefs; Air France's new lounge at LAX; Air France offers two types of Business Class on its A350 fleet, with 34 aircraft in total; Business Class cabin

bread and butter. For the main course, I opted for the Breton fish stew, a creamy dish containing two types of fish, shrimp, and potatoes. Although the presentation might not have been appealing, the taste was delectable. It's worth noting that Air France partners with Michelin-starred chefs to create its seasonal menus.

Following the savory dishes, two types of desserts were presented on white rectangular plates: a trio of cheeses and three small cakes and macarons. The drink list was extensive, offering French wines (two red and two white), aperitifs and digestifs, aromatic teas and coffees, sodas, still and sparkling water and juices.

After the satisfying meal, I slept on this ten-hour flight in the extremely comfortable flat seat. The attentive staff also arranged a selection of snacks and beverages in the mid galley, with champagne available at all times.

Approximately 90 minutes before reaching Paris, the crew adjusted the lighting to a rose-gold hue and began the breakfast service, offering a warm or chilled option: a mushroom and goat cheese omelet or smoked salmon, cream cheese and a bagel. The meal also included fruit, yogurt and flaky pastries.

### Arrival

The aircraft landed smoothly at Charles de Gaulle Airport. As my parents and I had a layover before flying to Geneva, we exited the secured area and took the air train to the terminal where we could store carry-on luggage. We then headed to the city for some sightseeing.



### VERDICT

Charles de Gaulle is not the best airport for connecting flights due to its inefficient terminal design and multiple security checkpoints. However, the onboard experience in Air France Business Class exceeds the standard. There's just that certain *je ne sais quoi* French flair. [airfrance.us](http://airfrance.us)



RONALD REAGAN WASHINGTON  
NATIONAL AIRPORT

## The Centurion Lounge

American Express has opened its 29th Centurion Lounge, the first credit-card-branded sanctuary at Ronald Reagan Washington National Airport (DCA). The sleek, sun-filled space overlooks the Potomac River and surrounding airfields.

### Location

The lounge is located in Terminal 2's National Hall, between the south security checkpoint and the entrance to gates B10 through B22. Guests can access the lounge, which occupies the departure hall's newly constructed upper level, by elevator or modernist floating staircase. A living green wall at the entrance signals an escape from the hubbub of the terminal.

The space is convenient for travelers using Concourse B, which houses Delta, United and Alaska Airlines. However, the lounge is also available to passengers flying out of the terminal's three other concourses, which serve American Airlines and JetBlue flights.



### Access Options

Entry is limited to certain cardholders and their guests. American Express Platinum and Business Platinum cardholders will be charged \$50 per guest (\$30 for children aged two through 17). Centurion card members may bring two guests free of charge. Delta SkyMiles Reserve and SkyMiles Reserve Business American Express cardholders can also visit the lounge for free when ticketed for a Delta-operated flight. They may bring up to two guests for \$50 per person.

### The Lounge

The 12,000-square-foot retreat takes design inspiration from the history and rich culture of Washington, D.C., featuring an art collection with pieces by established and emerging local artists. The entry gallery showcases pop impressionist painter Maggie O'Neill's canvas of the Capitol Building. Visitors can learn more about each piece by scanning the QR codes underneath them.

Beyond the gallery is an array of seating areas, from cozy nooks to private rooms. The dining room, with an extensive buffet and full-service bar, serves as the

heart of the lounge. Its grand ceiling sculpture, comprised of 260 unlit lanterns, is a tribute to the original boundary markers used to outline the city upon its founding. For additional privacy, Centurion cardholders can access a more exclusive lounge near the buffet.

### Food and Beverage

The Centurion Lounge at DCA pays homage to thoughtful cuisine, with not one but three celebrity chefs from other Centurion locations curating its daily menu. Current highlights include sweet-potato hash and tamari-honey glazed tofu from San Francisco chef Ravi Kapur, lemon ricotta pancakes and chimichurri grilled chicken from Miami chef Michelle Bernstein, and Shabazi-spiced salmon from Philadelphia chef and five-time James Beard Award recipient Michael Solomonov.

Pair the preflight meal with a specialty drink curated by Centurion Lounge mixologist Jim Meehan. The Haku Hanami is a martini inspired by D.C.'s cherry blossoms, featuring cherry blossom-infused vodka, vermouth and maraschino liqueur. A selection of wines is also available.

### Amenities

In addition to a complimentary full bar and buffet, the lounge provides amenities typically found in the Centurion Lounge network. That includes a conference room, soundproof phone room and seating areas with power outlets and high-speed Wi-Fi. Visitors can also set up at dedicated workstations, take a shower, or use the well-stocked restrooms. The seating capacity is 250.

**FROM ABOVE:** The lounge showcases a stunning ceiling sculpture comprised of 260 unlit lanterns; seating areas are adorned with art by local artists



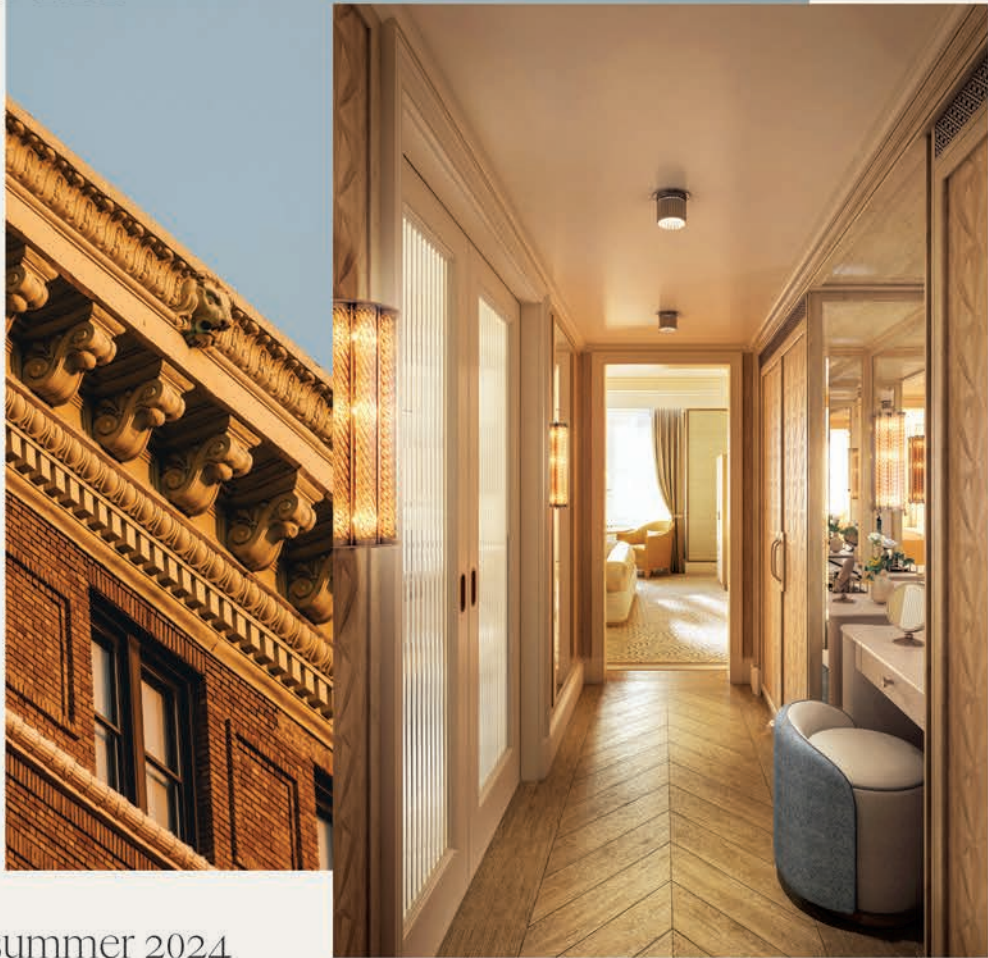
### VERDICT

American Express's latest Centurion Lounge is a boon to Washington, D.C.-area business travelers. Perched above the main level of the departures hall, this glass-walled aerie is a respite for frequent flyers who want to catch up on work or rest and refuel in comfort before their next flight.  
[thecenturionlounge.com](http://thecenturionlounge.com)





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LIMA, PERU

# Central

● In 2008, the humble and brilliant chef Virgilio Martínez opened Central in Lima’s luxe Miraflores District. There he created his own culinary language, using indigenous ingredients in preparations influenced by his travels to important kitchens around the world. But his drive to dig deeper is reflected in his motto, “Outside there is more.” In 2013, with his sister, Malena, he created Mater, a research center with the objective of exploring Peru’s products, biodiversity and ecosystems, in an effort to fuel the continued development of Central’s gastronomic mission. After landing on The World’s 50 Best Restaurants list in 2014, Central moved to Casa Tupac, a former cultural center in the Barranco District, to serve a new adventure.

Central’s decor is extremely modern, with extravagant usage of woods, polished stones, crafted textiles and rare metals. The unique menu is designed around heights and ecosystems, featuring ingredients sourced from 49 feet below sea level as well as ones found 13,780 feet above sea level. This extraordinary culinary voyage finally confirmed Central’s number-one spot on The World’s 50 Best Restaurants list in 2023. Let’s dive into the experience:

First came *rocas negras* (black rocks), from 33 feet beneath the sea. Sargassum and squid ink are combined in a doughnut, which complements deliciously fatty clams served in a crab shell



with an emulsion of blue Codium and fine crab meat. A third dish features squid sliced like pasta ribbons over an algae mousse with a surprising taste of Parmesan, onions, garlic, lemon, oil and spirulina.

From the *valle seco* (dry valley) 2,900 feet above sea level came a dish that was simply amazing. Diners are presented with an impressive and intimidating pitch-black piece of what seems to be ceramic but is actually a half *loche* squash covered in black organic ash. As I dug into it, I discovered a bright yellow pumpkin mousse mixed with *palta* (avocado) and bits of sweet fresh local shrimp.

**FROM TOP:** Hall 1 at Central; cacao Chunchu (cocoa assortment); *extrema altura* (corn, *kiwicha* and sweet-potato leaves)



This unforgettable creation features two ingredients found only in Peru.

We then journeyed to the *sabana amazónica* (Amazon savannah) 1,250 feet above sea level to enjoy *aguaje*, a sweet and sour fruit, and *yacón*, a tuberous root known as a superfood for diabetics. These were combined in a splendid syrup and served alongside an orange and green sponge naturally flavored with local flowers and plants and encasing shrimp. Next appeared a fantasy from the *extrema altura* (extreme altitude), featuring unbelievably tasty corn, *kiwicha* (similar to quinoa) and crunchy sweet-potato leaves.

Ultimately, a total of 14 courses were served, but the “wow” dish turned out to be *cerebro del mar* (sea brain algae) with octopus, Codium and sea lettuce, which we were told improves our brain waves. At my age I need all the help I can get, and if it tastes as good as at Central, why not dig deeper and learn from Martínez and his wife, Pia León, who has been named The World’s Best Female Chef? This is one “power couple” who truly deserve the title. [centralrestaurante.com.pe](http://centralrestaurante.com.pe)

TOP: GUSTAVO VIVANCO (2); BOTTOM: CAMILA NOVOA





MIAMI

## ViceVersa

• More than 20 years ago, the vivacious Valentino Longo began his bartending career at the Hotel de Russie's landmark Stravinskij Bar in his native Rome. Then he went to London to work at the much lauded Corinthia and Ritz, and then back in Rome, created the bar programs for La Moderna, renowned for its cocktails and food. Destiny brought him to Miami, where Longo became head bartender of The Champagne Bar at the Four Seasons at The Surf Club. Awards started to pour in, and in 2020 he was named Bombay Sapphire's Most Imaginative Bartender. Based on purity and natural ingredients, Longo's recipes heighten classics through simple techniques.

At his new Italian *aperitivo* bar, ViceVersa, in downtown Miami, Longo marries the DNA of Italian mixology with a Floridian attitude, introducing the deeply rooted *aperitivo* culture, a sophisticated way of enjoying high-end spirits alongside delicious snacks, appetizers and Neapolitan pizzas. He says, "With this new bar, I look forward to guests experiencing this journey firsthand, as I honor my Italian upbringing, my life in Miami, and my love for *aperitivi*."

Inside, an emerald-green tiled bar features globe lights and an 18-seat walnut top crafted by Token. Contrasting slate-green walls are embellished with bronze sconces complemented by palm-frond lighting fixtures hanging over marble tables



with black leather banquettes and wooden chairs.

At ViceVersa you won't find endless pages of drinks. Instead, Longo's approach to crafting cocktails is to focus on how complexity can be achieved by being straightforward. To that end, only 14 drinks are featured in three categories: Negroni family, martinis and signature cocktails.

Martinis include a variation of a classic dry martini called the Avanguardia, an aromatic drink made with Bombay Premier Cru—the brand's newest elevated gin with an intense focus on lemons—dry sherry, fortified marsala wine, *makrut* and Cocchi dry vermouth. A departure from the norm is the affogato martini, inspired by the espresso martini and featuring ice cream. It is made with Grey Goose vodka, coffee liqueur, toasted coconut and house-made Sicilian pistachio gelato.

From the Negroni family, the wonderful Mito, a Dolce



FROM TOP:  
Bar; Negroni

Amaro blend, references the Milano-Torino, the origin of the Americano. With this as a base Longo builds the *sbagliato* by adding bubbly Franciacorta, a classic Negroni by adding Bombay Sapphire, and a Negroni punch with gin and seasonal fruits.

Signature cocktails include the unique Brucio in Bocca, which takes the spicy margarita to another level: Cocchi Vermouth di Torino over silver agave tequila incorporates a Barolo marmalade alongside pineapple, Hagave and a red-wine-salt rim. To complement these amazing potables, dig in to the Treasure Coast oysters, royal red shrimp with cherry bomb relish, tuna tartare with pistachio and green olive, and house-made *culatello* and coppa. These are just a few of the delicious dishes created by Jaguar Sun chefs Carey Hynes and Justin Flit exclusively for ViceVersa.

[viceversamia.com](http://viceversamia.com)

## Fall's Best New Timepieces

• Every spring, the eyes of watch fans around the world collectively turn toward Geneva, where the world's most celebrated watchmakers gather to tout their new and often pricey releases. Many brands gather for an event known as Watches and Wonders, while others choose to present around the city center, typically in upscale spaces that offer idyllic views of Lake Geneva. It's a must-attend week for anyone who loves the beauty and immensely intricate craft that goes into the timekeeping device we've relied on since the 16th century.

And fall's arrival means that the majority of new pieces have arrived in watch boutiques. We're highlighting five terrific options: three that put an accent on travel-friendly features, a dive watch that's sure to be coveted even if you don't indulge in deep-water sports, and a piece that blends undeniable artistry with easy wearability.



### Bovet Récital 12

< Pascal Raffy, owner of Bovet, traditionally has set his artful timepieces on leather straps, all the better to focus on the incredible level of detail. But he has also heard calls from collectors who desire a metal bracelet, so for 2024 Raffy has answered that request. The new Récital 12 features a 40-millimeter case and bracelet crafted in titanium, resulting in an ultralight-weight piece. The case is only 9.10 millimeters thick, revealing the openwork design of the manual-wind movement and a guilloché dial embellished with eight layers of lacquer.

**Price upon request, at [bovet.com](http://bovet.com)**

### Alpina Startimer Pilot Quartz Worldtimer

> Worldtimer functions, which allow the wearer to effortlessly read the time in multiple cities at once, are typically pricey, so it's always notable when an affordable option arrives. That's the case with this Alpina Startimer, a quartz watch that offers the convenience of the 24 time zones around the perimeter of its elegant navy and white dial, which is housed in a 41-millimeter steel case with a satin and polished steel bracelet. Other functions include a GMT hand and a date at three o'clock.

**\$1,095, at [alpinawatches.com](http://alpinawatches.com)**





### Rolex Deepsea

< You don't have to be a diver on par with James Cameron to love Rolex's new Deepsea watch. Crafted in 18-karat yellow gold, this is a stunner of a status watch. It offers all the functions of a dive watch, from the unidirectional bezel to the large Chromalight hour markers for maximum luminescence. But it was the substantial hand feel of its 44-millimeter case and Oyster bracelet, coupled with its eye-catching dial, that quickly vaulted this Deepsea to the top of everyone's wish list in Geneva. Other functions include a date window at three o'clock. **\$54,200, at [rolex.com](https://www.rolex.com)**



### TAG Heuer Aquaracer Professional 300 GMT

▲ TAG Heuer has released a true beauty as part of its Aquaracer collection. This piece highlights a dial in a brilliant green, housed in a 42-millimeter case, while the bidirectional bezel allows the wearer to track their home city's time via the 24-hour markers, which are also color-coded to easily gauge the difference between day and night—when you're in Hong Kong and trying to figure out the time in Chicago, you'll appreciate that detail. Luminescent hour markers and a date at six o'clock are also among the functions in this automatic watch. **\$4,200, at [tagheuer.com](https://www.tagheuer.com)**

### Patek Philippe World Time With Date, Ref. 5330G-001

> Patek Philippe excels at every type of sought-after function, but its World Time designs always rank high in wow factor. The 5330G started out as a limited-edition piece but proved so popular it was added to the house's primary collection for 2024. That's fantastic news for anyone who appreciates the juxtaposition of a high-end world timer with denim-influenced design. This mechanical timepiece features the 24 time-zone cities on a blue-gray opaline dial, while an outer ring is employed for the date. It is all housed in a case of 18-karat gold and set on a calfskin strap. **\$76,590, at [patek.com](https://www.patek.com)**





# Tesla Model 3

• Few cars look as innocuous as Tesla’s Model 3 midsize sedan, which is both understated and underwhelming to the eye. The restrained style and modest price offer no hint that underneath this is a seriously quick electric vehicle.

The latest Performance version raises the bar even higher, thanks to dynamic tweaks that deliver supercar statistics. Incredibly, the zero to 60 mph time is cut to 2.9 seconds—similar to a Lamborghini—while maximum speed tops 160 mph.

Upgrades to the chassis and suspension are key changes, with sport-tuned adaptive dampers fitted for the first time on a Model 3, plus stiffer springs and bigger brakes. The front fender is also redesigned, with large air intakes ensuring the Performance looks more dynamic on the road.

Equipped with dual motors, output is increased to a substantial 510 hp. However, all that power has an impact on the official range of 328 miles—a



serious consideration for those who also want to use a Model 3 as their daily runabout.

Inside, the cabin is typical Tesla minimalist, while the normally soft seats have been bolstered to aid more enthusiastic drivers. The back seats are just as uncomfortable as in the standard Model 3, but it’s super spacious otherwise.

Unlike its key rival, the high-performance,

The Tesla Model 3 features a fresh color—Ultra Red—designed to change with the light, as well as a new interior with premium materials and a back-seat touch screen

gas-powered BMW M3, the Tesla feels softer and more relaxed on the road. With no noisy tailpipes and a nearly silent cabin, the Performance slips through the air with a minimum of fuss.

That’s not to say the Model 3 wouldn’t be a lot of fun on a racetrack, but the Tesla is effectively a small family car with a naughty bit of speed. It’s well-priced, too, with prices from \$54,990. [tesla.com](https://www.tesla.com)



COURTESY OF TESLA (3)

# I'm ME, Not MEAT.

See the Individual. Please, Go Vegan.





# Business Traveler North America Awards Nominations

▶ We are excited to announce the nominations for this year’s *Business Traveler Awards*. Here are the best airlines, airports, hotels and travel services of the year, compiled with the cooperation of our panel of travel experts. We need our readers’ help to determine the winners, which will be announced in our December/January double issue. Please vote and join us in celebrating the best of travel.



## Airlines & Cabins

### NORTH AMERICA

#### Best Airline

- Alaska Airlines
- Delta Air Lines
- JetBlue
- United Airlines

#### Best Business Class

- Delta One
- Hawaiian Leihōkū Suites
- JetBlue Mint
- United Polaris

#### Best Premium Economy

- American Airlines
- Delta Air Lines
- United Airlines

#### Best Frequent Flyer Program

- Alaska Mileage Plan
- American Airlines AAdvantage
- Delta SkyMiles
- United MileagePlus

#### Best Airline App

- American Airlines
- Delta Air Lines
- United Airlines

#### Best In-Flight Food and Beverage

- Alaska Airlines
- Delta Air Lines
- JetBlue

### WORLD

#### Best Airline

- Emirates
- Qatar Airways
- Singapore Airlines

#### Best Leisure Transatlantic Airline

- Condor
- Finnair
- Icelandair

#### Best Transpacific Airline

- All Nippon Airways
- Cathay Pacific
- Korean Air
- Singapore Airlines
- Starlux

## Best Latin-American Airline

- Aeroméxico
- Copa Airlines
- LATAM Airlines

## Best First Class

- Air France
- Emirates
- Singapore Airlines

## Best Business Class Plus

- JetBlue Mint Studio
- Lufthansa Allegris Suite
- Virgin Atlantic Retreat Suite

## Best Business Class

- Air France Business
- Korean Air Prestige
- Qatar Airways Qsuite
- Singapore Airlines Business Class
- Starlux

## Best Premium Economy

- Emirates
- Finnair
- Qantas
- Singapore Airlines
- Virgin Atlantic

## Best Frequent Flyer Program

- Air France/KLM Flying Blue
- British Airways Executive Club
- Emirates Skywards
- Lufthansa Miles & More
- Turkish Airlines Miles & Smiles

## Best Airline App

- Air New Zealand
- All Nippon Airways
- British Airways
- Emirates
- Singapore Airlines

## Best In-Flight Food and Beverage

- Air France
- Cathay Pacific
- Qatar Airways
- Singapore Airlines
- Turkish Airlines

## Best Airline Alliance

- Oneworld
- SkyTeam
- Star Alliance



## Airports

### NORTH AMERICA

#### Best Airport

- Dallas-Fort Worth International Airport
- Hartsfield-Jackson Atlanta International Airport
- New York-LaGuardia Airport
- San Francisco International Airport

#### Best Airline Lounge

- American Airlines Flagship Lounge – MIA
- Delta One Lounge – JFK
- United Polaris Lounge – SFO

#### Best Independent Lounge

- American Express Centurion Lounge – ATL
- Capital One – DFW
- Chase Sapphire – LGA
- The Club – SFO

### WORLD

#### Best Airport

- Doha Hamad International Airport
- Seoul Incheon International Airport
- Singapore Changi
- Tokyo Haneda

#### Best Airline Lounge

- Al Mourjan Business Lounge, Doha – Qatar Airways
- Clubhouse at London Heathrow – Virgin Atlantic
- La Première Lounge at Charles de Gaulle – Air France
- The Pier, First Hong Kong – Cathay Pacific

#### Best Independent Lounge

- American Express Centurion Lounge – Hong Kong
- IGA Lounge – Istanbul
- SkyTeam Lounge – Amsterdam Schiphol
- Vienna Lounge – Vienna



## Boats & Cars

#### Best Ocean Cruise Line

- Celebrity Cruises
- Cunard
- Viking
- Virgin Voyages

#### Best River Cruise Line

- AmaWaterways
- Scenic
- Uniworld

#### Best Expedition Cruise Line

- Hurtigruten
- Ponant
- Seabourn
- Silversea

#### Best Car Rental Company

- Avis
- Budget
- Hertz
- Sixt

#### Best Car Service

- Blacklane
- Carey International
- Empire CLS

#### Best Rideshare Service

- Grab
- Lyft
- Uber



## Hotels & Properties

#### Best Business Hotel Company in North America

- Four Seasons
- Hyatt
- IHG
- Marriott

#### Best International Business Hotel Company

- Accor
- Four Seasons
- Hilton
- Peninsula

#### Best Independent Hotel Company

- Langham Hotels International
- Loews Hotels
- Mandarin Oriental Hotel Group
- Rosewood Hotels & Resorts
- Standard Hotels

#### Best Hotel Loyalty Program

- Hilton Honors
- Marriott Bonvoy
- World of Hyatt

#### Best Golf Resort

- The American Club
- Bandon Dunes
- Tiburón Golf Club

#### Best Wellness Resort

- Aman Le Mélézin (France)
- Joali Being (Maldives)
- Lanserhof (Germany)
- SHA Wellness Clinic (Mexico)

#### Best Hotel Company for Conferences

- Hyatt
- IHG
- Marriott
- Wynn Resorts

#### Best Brand for Extended Stays

- Element by Westin
- Homewood Suites by Hilton
- Hyatt House
- Staybridge Suites/IHG

#### Best Coworking Brand

- The Malin
- Selina
- WeWork

#### Best Private Club Brand

- Core
- Soho House
- Zero Bond



## Credit Cards & Luggage

#### Best Credit Card for Travel

- American Express Platinum
- Capital One Venture
- Chase Sapphire Reserve

#### Best Credit Card Rewards Program

- American Express Membership Rewards
- Capital One Rewards
- Chase Ultimate Rewards

#### Best Overall Credit Card

- American Express Platinum
- Capital One Venture X
- Chase Sapphire Preferred

#### Best Luggage Brand

- Away
- Briggs & Riley
- Rimowa
- Tumi



## Destinations

#### Best U.S. Meeting Destination

- Chicago
- Las Vegas
- Miami
- New York City
- Philadelphia

#### Best International Meeting Destination

- London
- Paris
- Singapore

#### Best MICE Destination

- Boston
- Honolulu
- Las Vegas
- Orlando

#### Best MICE Event Venue

- Hacienda del Mar, Cabo San Lucas, Mexico
- MGM National Harbor, Oxon Hill, Maryland
- The Venetian Resort, Las Vegas

#### Best Restaurant Group

- Dinex
- José Andrés Group
- Major Food Group



## Best Global Sustainability Initiative

- 1 Hotels
- Accor
- IHG Green Engage
- Melia Travel for Good
- Rosewood Impacts

Visit [businesstravelerusa.com](https://www.businesstravelerusa.com) to cast your vote and support your favorites through October 15.





### SLS Baha Mar

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[bahamar.com](http://bahamar.com)







### Canyon Ranch Tucson

8600 E. Rockcliff Rd., Tucson, AZ  
▶ Canyon Ranch is one of the country's top wellness getaways. The flagship offers more than 1,500 services that combine modern technology and ancient practices. Nutrition, fitness, mindfulness and of course wellness are on offer. Rooms and suites highlight Southwestern elegance and comfort. Your appetite will be satiated with healthy, locally sourced ingredients from morning to sundown.  
[canyonranch.com](http://canyonranch.com)



### Graduate Palo Alto

488 University Ave., Palo Alto, CA  
▶ Each Graduate Hotel blends university nostalgia with design whimsy. This Northern California outpost near Stanford University's campus showcases wooden beams, floral tapestries and velvet furnishings. Portraits of alumni including Sigourney Weaver hang on the walls, but don't be fooled—this property is more than an upscale dorm. Lou & Herbert's provides all-day dining in a Spanish-colonial ambience.  
[graduatehotels.com](http://graduatehotels.com)

OPPOSITE: COURTESY OF SILS BAHHA MAR (2); TOP LEFT: COURTESY OF CANYON RANCH TUCSON; TOP RIGHT: DAVID MITCHELL; BOTTOM LEFT: DOUGLAS LYLE THOMPSON; BOTTOM RIGHT: PAUL COSTELLO



### Hotel Anna & Bel

1401 E. Susquehanna Ave., Philadelphia  
▶ Fishtown's new boutique hotel provides an urban escape filled with thoughtful amenities. The neighborhood, known for its arts and culture scene, is a fitting check-in for creatives. Contemporary and vintage touches accent the 50 rooms and suites. Common areas are many, including a courtyard. You'll enjoy Mediterranean dishes at restaurant Bastia, while cocktail and piano lounge Caletta is an evening destination to savor.  
[annaandbel.com](http://annaandbel.com)



### The Chloe

4125 St. Charles Ave., New Orleans  
▶ Few places define the city's creole roots like this 19th-century mansion turned hotel. From the original Thomas Sully architecture to chef Todd Pulsinelli's all-day neoclassic menu to the 14 singularly designed rooms, The Chloe is all Uptown class with none of the oft too raucous Bourbon Street downside. The pool and bar are as relaxing as the lush surrounding streets, making this the perfect spot to enjoy America's most unique city.  
[thechloenola.com](http://thechloenola.com)



**Zedd** ▶ Grammy Award-winning DJ and producer Zedd admires craftsmanship in all its forms, from luxury watches to premium coffee beans. “I have probably spent seven hours on YouTube watching coffee videos about the right temperature, pressure and gram levels.” His first solo album in almost a decade—*Telos*—is out now. “The name has many meanings—completion, goal, aim. I created something I didn’t know I could.” Here, his recent stops.



**AUSTRALIA**

“Australians invented my favorite coffee drink, the flat white. I learned a lot there, including how to get my beans better. I tried five coffee places a day and every one was incredible. I especially recommend No Name Lane Café.”



**HAWAII**

“It was my first time playing there. And it was special because most of the crowd had never been to an EDM show before. It felt exciting and fresh. I got to take a helicopter tour of Oahu, which was amazing and beautiful.”



**GENEVA**

“I visited Patek Philippe and learned so much. I found it inspiring to learn about the history. It gave me a completely new level of appreciation for people who dedicate their time to create something so precise.”



**JAPAN**

“I will go the extra mile to spend a couple of days in Japan. Nishiki Market in Kyoto is phenomenal. And the Aman is one of the most luxurious places I’ve stayed. It’s so remote, but you have every amenity in the world.”



To read the full interview, go to [businesstravelerusa.com](https://www.businesstravelerusa.com)

CENTER: STEFANIE KEENAN/GETTY IMAGES FOR AUDEMARS PIGUET; TOP LEFT: COURTESY OF @NONAMELANECAFE; TOP RIGHT: ART WAGER/E+/GETTY IMAGES; BOTTOM LEFT: BIM/E+/GETTY IMAGES; BOTTOM RIGHT: COURTESY OF @ZEDD

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