

connect

CWT's business travel magazine | UK & Ireland | Summer 2019

TRAVELLER TRIBES

How data profiling is helping travel managers

Reinventing the workplace

Why people are choosing stylish shared office space

Captivating your audience

Make a great impression on your next public appearance

A city transformed

Bogotá, a Latin American innovation gateway



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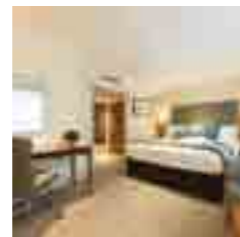
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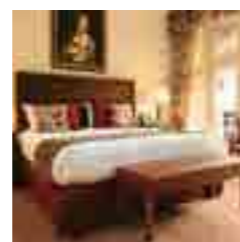
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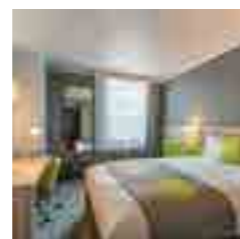
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Welcome to the summer issue of Connect!

The summer is finally here and I'm sure many of you are starting to accelerate your holiday plans as you prepare to head off somewhere special over the next couple of months. Before you do, however, we have a packed Connect for you to enjoy.

As senior Director Solutions Group EMEA, my role is to lead the consulting team for the region. I'm proud to be the guest editor of this issue, which sees a focus on traveller profiling and features an in-depth interview with my Solutions Group colleague Marine Bergeron, director EMEA, CWT Solutions Group. We highlight some different traveller types and how to best manage them, though these overviews only scratch the surface of the types of profiles your organisation might deal with.

We also give you the opportunity to download our new "Business Traveller Tribes" e-book (which you can access via the QR code found in the article.) In the book, you can enjoy taking our personality test to discover which tribe you belong to.

In this issue, we travel to Colombia and its sprawling, high-altitude capital, Bogotá, to find out how the city is becoming a major Latin American gateway for modern business and innovation. We also look at how social networking is changing the way we communicate at work and the boom in co-working spaces, while our "top five" presents some of the world's best city parks.

Have a wonderful summer, wherever you might be heading to, and we will see you in the autumn.

Rich Johnson
Senior Director, EMEA
Solutions Group



We highlight some different traveller types and how to best manage them ..."

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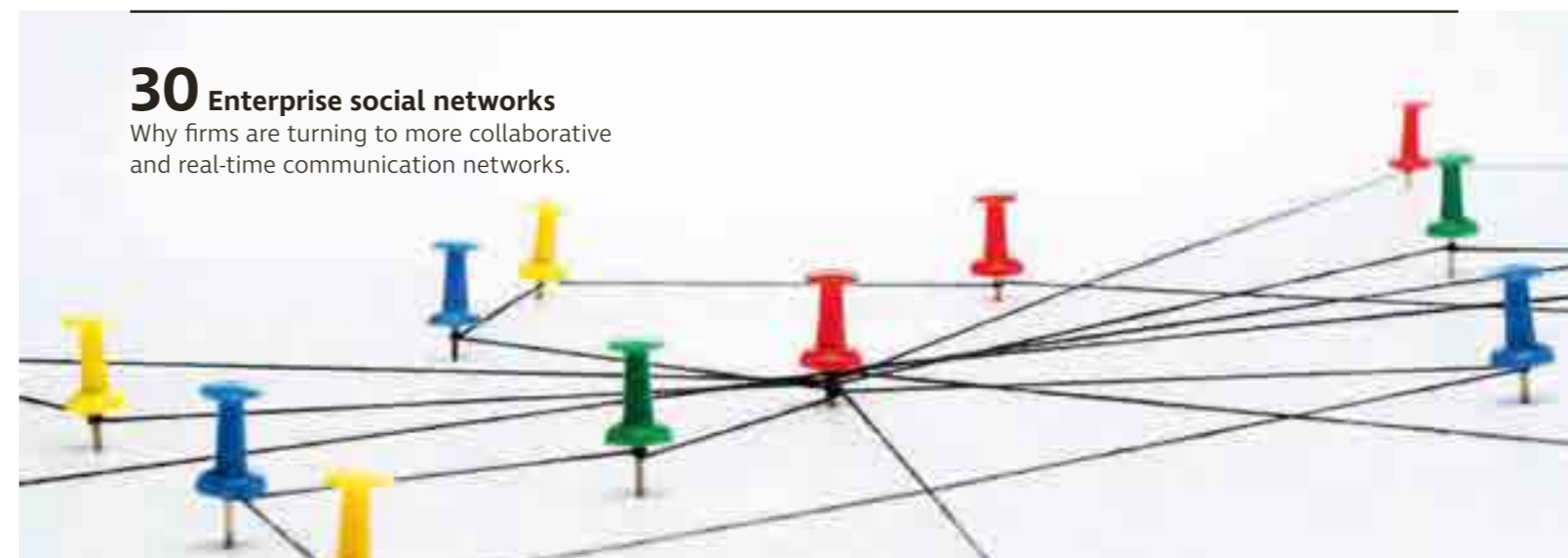
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Uber Eats direct to your gate

Airline passengers at Toronto Pearson International airport in Canada can now order food from the airport's restaurants using the Uber Eats app. The food will then be delivered directly to the passenger's gate in the Terminal 3 International and Domestic Departures areas. The pilot programme is the first time Uber has teamed up with an airport restaurant operator and it is due to run until the third quarter of 2019. Similar gate delivery services with other food delivery apps are available at other US airports, including at San Diego and Detroit.

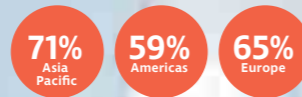
In brief

NDC: what's in it for me?

Many travel buyers say they don't yet have enough information to know whether the New Distribution Capability (NDC) will be good for their travel programmes or not – despite 2019 being a year of major growth in the number of NDC-based airline bookings made by business travellers. A total of 41% of passengers admit they don't have the knowledge to make an informed decision about the impact of NDC, according to a survey by the Business Travel Show.



65% of travellers prefer a window seat vs. aisle on a plane



It's a window seat for me

Coming in at a hefty 65%, most business travellers told CWT researchers that they prefer window seats over aisle seats when travelling by aeroplane. Interestingly, it seems where travellers come from makes a difference, with 71% of people in the Asia-Pacific region preferring window seats, 65% from Europe and 59% from the Americas. The research also shows that 52% of travellers surveyed would rather miss a flight than lose their luggage.

Photos: iStock (4), FRAPort/DB, Uber



FRAnny makes Frankfurt debut

Frankfurt airport is trialling a new robot concierge service called FRAnny that's designed to help travellers by answering frequently asked questions. These include dealing with flight queries, helping passengers find the correct gate, giving directions to restaurants and explaining how to assess free wi-fi. FRAnny, which uses artificial intelligence and comes in the form of a "talking head", can speak nine different languages, including English, French, German, Spanish, Italian and Japanese. The service is also undergoing a six-week trial at Berlin's central railway station.

A risk too far?

Would you travel to countries deemed risky? Nearly half of business travellers said "no" in a survey of European business travellers by SAP Concur. Almost one-fifth say they were "close to" or "involved in" what they thought was a risky situation while travelling for business during the past year, including incidents such as flooding, health epidemics, riots, earthquakes or terrorist attacks.



Loyalty comes with guaranteed rates

A large proportion of business travellers (43%) would be interested in using a corporate hotel loyalty scheme offered by their employer if it guaranteed them better hotel rates than consumer channels do, according to research by the Global Business Travel Association. Being able to collect loyalty points is a key consideration for travellers, with 38% saying they would book a hotel through a corporate scheme if they could earn rewards both individually and for their organisation. Travellers are also keen to be allowed to use any points for personal purposes.





In a new data-driven era, profiling is crucial

Marine Bergeron, Director EMEA at CWT Solutions Group, tells Nick Easen why traveller profiling is important in an age when data, analytics and consumerisation are coming to the fore.

TEXT: Nick Easen

Can you explain what traveller profiling is and why it can help travel managers?

It's a methodology we use to segment travelling executives into groups. We consider certain criteria, such as spending patterns, human resource data or travel behaviour. If you want to understand a problem you need to create both a macro and a micro picture. We use three sets of data: information from us, the travel management company; expense data from the traveller; and HR data from the client. With that data we can profile traveller types to give the buyers more understanding about what kind of traveller types the company has. This allows managers to understand why certain profile groups aren't in policy, and others are. By profiling we can also

address issues in certain groups and create targeted communications, rather than blanket emails. It's so much more effective when you make your messages specific for your different traveller audiences.

You talk about "certain profile groups" – how do you create these? And are they different for every customer?

It depends on the criteria we use based on our three categories of data. However, it often makes sense to look at the same criteria: trip frequency or behaviour KPIs, such as whether they book in advance or air fare type; or HR-related, such as job needs or constraints. Our CWT Travel Consolidator brings the information sources together and uses algorithms to



"Travel is a really complex environment with an ecosystem of players"

Marine Bergeron is Director EMEA at CWT Solutions Group, which gives expert advice and insights in order to improve processes and efficiencies – ultimately helping businesses save money. cwtsolutionsgroup.com

analyse the data. We can then provide – or put together – certain groupings. But only by working with travel managers can we understand the significance of the data we collect. For instance, luxury companies put more weight on status and titles when it comes to travel spend.

More and more companies are putting a personalised offer at the centre – Amazon for example. What is CWT learning from this approach?

Travel is a really complex environment with an ecosystem of players. A retail company controls all points along the customer journey and the data it collects. We are far from in a consolidated market situation. We have similar goals, though – customising and personalising services as much as possible, based on traveller profiling. For example, a company that is able to segment travellers correctly based on their

needs and constraints will be able to customise their travel policy to make their employees more productive, as well as attract new talent.

Are there challenges in creating a stronger customer-centric approach?

Data sharing in this post-GDPR [the EU's General Data Protection Regulation] era is an issue, especially in Europe. You can use travel data, but with some limitations. Marrying it with personal information is an issue, yet this is the data that could add the most value. Our challenge is to show that this is done for the benefits of all parties: savings for the company and benefits for travelling staff. So everybody wins in the end. Also, it will allow corporations to create travel policies that keep employees engaged and attract talent. For instance, the big multinational tech giants do this well already. »

Analysis of traveller data can help identify trends, assist with policies and compliance. How can buyers ensure data is correctly used?

The first thing is it can involve the agreement of many departments. If you want to use finance or HR data, for instance, you need approval and sign-off. Secondly, you also need travel consulting experts to make sense of the data properly and then drive the analysis. This can involve combining multiple data sources, selecting relevant profiling criteria and benchmarking travel behaviour KPIs. If you have this sorted out you can make sensible recommendations. It is imperative that you know the companies well and how they operate in daily life.

How can companies ensure their travel programme is used as a retention and attraction tool for potential candidates and not turn them away to a competitor?

Adapting your travel programme to your traveller needs is crucial for its success. Therefore, really try to understand their habits. It's not about: if you're compliant, you're good; if you're not, it's bad. Additionally, promote the benefits of a travel programme and share happy traveller stories. Some multinational companies, especially in technology, have difficulties in attracting talent. An attractive travel programme can make a difference in the recruitment process and serve as a nice fringe benefit. ■

Business travel tribes – decoding the future

New breeds of business travellers are shifting the lines of what we traditionally thought executive trips looked like. Technology, millennial globetrotters and evolving expectations mean that it's time to decode what these new tribes might actually look like.

Today, business travellers don't define themselves by demographics, age or gender; they define themselves by activities and how they cope with the myriad of tools and technology that are presented to them by the travel management community. Of course, these can only ever be generic categories, and they differ from company to company, so here we present common ones.

ET-suite: time-poor Masters of the Universe

This tribe tends to be a familiar, traditional grouping to travel managers. It's top executives, mainly with senior roles in an organisation. The proliferation of tech solutions (apps, travel offerings and options) has made their lives more complicated. They want less choice, not more. The tech-revolution in business travel management has left them a little exasperated.

The lowdown: These time-poor, long-time road warriors want simplicity and managed travel. The multiplication of options out there and lack of comparability means this group is increasingly lost in a jungle of travel options, services and channels.

Dealing with them: They're easy to deal with once you have enough data points on their travel preferences. Luckily, many of them have enough air miles and hotel nights accumulated for a detailed picture. Complex data analysis can also give a good picture of future plans. Greater access to more consumer-like tools makes it easier for this tribe to book direct.

Typified by:

- This tribe tends to be handled with care by travel managers. Making the traveller's preferences the focal point is crucial here.
- A shift to consolidated tools will help this time-poor group. There's an increasing number of touch-points in their journey happening in the digital space. Improved communication between partners and data rationalisation will help these travellers.
- They hold a lot of the levers of big business and are therefore worth investing in. Their time overseas can make or break companies.

Collaborative Fomos: the ultimate networking traveller

This traveller sets up the breakfast six-way conference call before the London flight to go over a Hong Kong lunch get-together. They use travel for maximum collaboration. They're the "fear-of-missing-out" (fomo) brigade.

The lowdown: Middle-management on the way up, this tribe is too busy networking to worry about the identikit hotel the travel manager booked. This tribe covers a spectrum of traveller types, from those wanting a travel manager 24/7 to those happy with an app, a website or a virtual assistant. They use tech to the max.

Dealing with them: They can be hard work for the travel manager. They use technology for human interaction more than anything else and can be a good test bed for the latest app or service because they're tech savvy and give valuable feedback.

Typified by:

- They value the human touch over impersonal experiences.
- They relish the thought of more opportunities to interact, such as the continued proliferation of virtual assistants.



Content Tsars: the new-experimentals

This tribe encompasses the boardroom hipster or the executive who is less interested in travel as a means to escalate the corporate ladder and more interested in travel as an experience. Reluctant travellers, work-life balance is key. They seek authenticity in their private lives, value “content” and “meaning” over brands and bottom lines. They’re seeking out a very specific set of criteria when it comes to their trips.

The lowdown: Borderline millennials, they’re looking for something bespoke. They have specific accommodation criteria – maybe cutting-edge architecture and interior design. They look for intuitive hospitality delivered by well-trained staff. They hang out in creative environments and co-working spaces.

Dealing with them: The most likely to go off policy, they can be the most difficult group to incentivise or control. Offer them good content and experiences on trips that answer their needs and they become easier.

Typified by:

- They want genuine brands that actually care about them and the communities they visit and impact.
- It can often be more about an experience than an executive trip. They travel less than other groups.
- If they could be a flexexecutive, working from home and work in a flexible arrangement, they would. They value bleisure (mixing leisure-business trips).



Rigid-digit: digitally focused flyer

This person is part of the “rigid-digit” tribe whose motto is “failing to prepare is preparing to fail.” They love speedy boarding, security fast-track and any other services or digital apps that allow them to rigidly create a seamless business travel experience.

The lowdown: They’re not millennials, but older, Generation X and beyond. They’ve been spoon-fed a series of travel apps and products over the years and lapped them up. They play by the rules because they’ve mastered them. They’ve got a raft of digital loyalty profiles and air miles. They adopt expense claim apps that allow them to easily scan receipts.

Dealing with them: In some ways they’re the perfect business traveller tribe to manage. Too rigid, blinkered or focused, they don’t go off policy. Tech and travel management services are the oil that greases the travel allowing them to do business. They’re quite happy to use new apps and services if they make the trips even easier.

Typified by:

- It’s functionality over frills. They’re happiest when a brand meets their direct needs in an unfussy way.
- Convenience over experience: self-service over room-service, emailed bills and speedy checkouts.
- Travel platforms that guide and limit choices can help manage this group. They’re good at following policies – just meet their basic needs.



Travennials: the next-gen road warrior

Millennials with Fitbits on their wrists, gadgets in their bag and business destination in mind are digital nomads personified. Digital natives, they bathe in pools of social media, share data without concern and tweet what they like. Travel managers are only just beginning to understand them.

The lowdown: This upcoming demographic will claim a predominant place in the corporate traveller scene. Many are travelling far and wide already fuelled by the tech- and digital-led economy. They have the potential to really disrupt the travel industry because they aren’t led by convention. Ignore them at your peril.

Dealing with them: These digital natives and nomads are happy with remote, flexible working. Bleisure trips make sense and it’s more about the novelty than experience. They don’t mind trading data capture for direct benefits, have huge digital footprints and are not always compliant. They’re young and question things.

Typified by:

- They can deal with complex travel systems and all of these platforms are simple to them. They utilise many in their private lives and have great expectations.
- Expect high-tech and app adoption. You’re more likely to find them in chatrooms than in hotel bars. Navigating mobile booking apps is a doddle.
- They were born with the innate ability to go directly to travel providers and book. They’re bored of traditional loyalty programmes. Expect service and experience-led loyalty not brand loyalty. Oh, and instant gratification.



Get our “Business Traveller Tribes” e-book



For more information on these different tribes, and some top tips from industry experts on how to keep them happy and aligned with your travel programme, download our latest e-book entitled “Business Traveller Tribes”.



Photos: iStock (6), private

Modern shared workspaces are attracting increasing numbers of co-workers



Reinventing the workspace

What does your office look like? For a growing number of people, the answer is, “That depends where I want it to be.” After starting just over a decade ago as a way for freelancers or start-ups to share office space, co-working is becoming one of the fastest-growing trends changing the way some of us work.

TEXT: Geoff Poulton

Cloud storage, fast and accessible internet, and other technological changes have made remote work easy. Today, there is no need to sit in a café or a hotel room to work when travelling for business. Increasing numbers of workers are choosing stylish shared office spaces in hip, city-centre locations and the chance to surround themselves with a community of productive, like-minded people.

An early haven for independent workers

The first co-working space is believed to have been set up in San Francisco in 2005. There are now

approximately 19,000 around the world, with more than 30,000 expected by 2022. Initially a haven for independent workers, co-working spaces are now also starting to attract employees, occasionally entire companies, keen to tap into the diverse networks and innovation potential.

Werk 1 is a government-funded space in the southern German city of Munich and it is home to approximately 100 co-workers and 40 start-ups. “Co-working gives employees the chance to get out of everyday office life,” says Marie Rohracker, Werk 1 Community

Photos: WeWork, iStock (2)

Manager. “They have access to a creative atmosphere where they can collect and develop new ideas for their own work.”

The co-workers themselves appreciate the combination of isolated concentration and spontaneous social interaction that such spaces provide. “I like this structured chaos: everybody is doing their own thing, but I can also grab a coffee and chat with a variety of different people,” says a translator and interpreter working at Werk 1. “It’s a wonderful place to work productively in a focused environment and be creative,” adds a video producer.

Co-working spaces: What you need to know

- #1 The companies**
A quick internet search reveals a mesmerising number of co-working companies. The biggest are represented across the globe, and experienced co-workers know what they’ll get. But smaller ones that are one-offs in a specific city or other location are also worth checking out.
- #2 What does it cost?**
Depending on where the co-working space is located and the facilities it offers, a desk can be as little as GBP130 a month, with day rates typically starting at about GBP13. Free trial days or initial discounts are common as competition stiffens, so it pays to look around and see what fits best for your needs.
- #3 What you get and what you might need**
Most spaces will provide a few basics for your working day, including a desk, Wi-Fi and kitchen area for making tea and coffee (often included free). Some will provide extra equipment, such as monitors and keyboards, for an extra fee or provide storage for your own – hunching over a laptop every day isn’t recommended. Noise levels will vary and not all spaces have private call booths, so headphones can be a good idea.

Mention co-working spaces to anyone, and it’s highly likely that WeWork will be mentioned. Since its establishment in 2010, WeWork has expanded at an incredible speed and now has more than 400,000 members across 425-plus locations in 27 countries. Their “community members” range from freelancers to employees from giant multinationals, such as Facebook, Microsoft or General Electric. And they’re invariably housed in stylishly decorated buildings designed to maximise co-worker interaction, regardless of industry or background.

Mobile and flexible employees

“Companies of all sizes face increasing operational challenges,” says a representative from WeWork. “Today’s employees are more mobile and flexible and want to work in environments that allow them to thrive personally and professionally.” To do that, WeWork constantly looks to optimise each space, responding to members’ needs and offering a variety of events and facilities to suit them all, from workshops and socials to well-stocked kitchens, common areas and private call booths.

A busy period of travel and client meetings may make a city centre location close to home the most convenient option, whether in London, Madrid, New York or Berlin. Looking to get away from it all instead? Then choose from a growing number of spaces in more remote mountain or beachside destinations – check out your favourite holiday destination, from Thailand to the Alps, and there will be a co-working space either already set up or one on the way.

Of course, not all locations are equally glamorous, but choose the best one for you and they can be hugely productive and rewarding places to work. ■



Tyre firm gets bounce with new travel app

With a history that goes back to 1889, French tyre manufacturer Michelin has long been an innovator. When its employees in Spain were presented with mobile application myCWT, early adopters enthusiastically embraced it.

TEXT: Mari Carmen Pascual



Isabel Moreno Artigas, Travel Manager of Michelin in Spain, explains that being able to book a hotel instantly and effortlessly from an app has conquered many employees. And the figures prove it: a few months after employees started using the app, in October 2018, 34 per cent of all hotel bookings were being made through this channel. By

February 2019, bookings had reached 41 per cent, representing a clear and rapid upward trajectory.

The need to find a solution

Back in 2017, when Moreno took up her position managing her colleagues' business trips, hotel reservations were made in the traditional way – meaning through a phone call or an e-mail. Although Michelin offices in other countries already had an online booking tool to perform many of the tasks involved in business trips, Spain had not yet implemented such software.

It was clear to Moreno that she needed to find an attractive solution in order to streamline the booking

“Some of our employees have even decided to download and use the app on their personal mobile phone ...”

process and improve the experience for Michelin's many travelling employees. “Our employees complained about the loss of time booking through traditional channels and the insecurity created by not having immediate written confirmation of a booking,” explains Moreno. “In addition, sales people who travel a lot, and spend a lot of time on the road and in meetings, did not always find the optimal time to make that call or send that message to book their next hotel. And when something unforeseen happened, the possibilities for reacting quickly and making the necessary modifications were very limited.”

Moreno and CWT started out researching the possibilities and eventually the idea of booking hotel reservations through CWT's mobile app became an exciting proposition. Including both Michelin and CWT negotiated rates, as well as those of well-known Internet aggregators and hotels not included in the GDS, the myCWT app emerged as the best choice for the tyre manufacturer's accommodation needs.

A positive response

“There were employees who were delighted with the app from the start, because they prefer to make the reservations themselves. They wanted to be able to do it quickly and easily,” says Moreno. She also points out that by using the app, responsibility for compliance with company travel policy is transferred to travelling employees. When employees get reservations through a travel manager, the manager is in some way responsible for not allowing him or her access to offers that are outside travel policy.

In the case of myCWT, the app limits options and includes the customer's preferred fares prominently, so that employees are able to book the best option for themselves and the company. “If

an employee needs to spend a night in an accommodation that doesn't fit our policy, he or she has to communicate it to a superior and justify it. There are, however, very few occasions when we have been in this situation,” she explains. Policies are clear and travelling employees generally respect them.

Word of mouth

Moreno believes that word of mouth among employees who already use the app is facilitating its high take-up rate within the company. She originally informed colleagues about myCWT via a concise email, encouraged them to try it and left them alone to give it a go. The strategy paid immediate



Tyres, travel and food

Established in 1889 by brothers Andre and Edouard, the eponymously named Michelin grew to become one of the biggest manufacturers of tyres in the world. The French company has 114,000 employees and its tyres go to more than 170 countries from 69 production facilities. The brothers also created the Michelin guide books, which are also sold worldwide. The guides' Michelin restaurant reviews leave top chefs hoping for one, two or three of its famous stars.

dividends, evidenced by the aforementioned 34-per cent early take-up rate. “Some of our employees have even decided to download and use the app on their personal mobile phone, because they do not have a company mobile phone,” says Moreno. “And it's the youngest and the sales people on the road who are most delighted with the flexibility and ease of use that it allows.”

On the back of its positive reception the company has recently enquired about the possibility of enabling airline reservations on myCWT for employees at the earliest opportunity. “We are very interested in having this feature in order to continue improving the experience of our employees who travel for work,” says Moreno.

Photos: Michelin





myCWT app for your mobile device



The myCWT business travel app provides a host of information to get you to your destination as smoothly as possible. Stress-free and with real-time information at your fingertips, it's your mobile solution for speedily booking hotels, getting travel alerts and changing your plans. Download myCWT now for iOS or Android, or scan this code with your mobile device.

Bogotá: a city transformed

Think you know Bogotá? Colombia's capital is leaving behind its turbulent history and becoming Latin America's gateway for business, innovation and eco-friendly industries.

TEXT: María Isabel Magaña

The approach to Bogotá by plane is a unique experience: a white cloudy sky suddenly opens up, and in an instance all you can see is green. This is the bushy Andean mountains, known to Bogotanos as Cerros Orientales, the terrain where farmers raise livestock outside the city. It's also where you see greenhouses packed with flowers, a reflection of the fact that Bogotá's rural region provides 80 per cent of the floral market in Colombia – helping the country to be the world's second largest flower exporter, after the Netherlands.

As you prepare to land at El Dorado International Airport you start to appreciate that this is a big, busy capital, home to eight million people, 11 million if you take into account the surrounding rural area. Such is its importance that the city creates 31 per cent of the country's GDP: USD103.7 billion (GBP80 billion), more than countries such as Guatemala, Uruguay, Panama and Costa Rica.

During the 1980s and 1990s, Bogotá was seen as a violent city, where narcos (organised crime gangs) and guerrillas ruled. Violence was a reality and the development of the city stagnated. In the 2010s, however, the government's peace negotiations with FARC-EP (Revolutionary Armed Forces of Colombia – People's Army) and the agreement to end the bitter armed conflict seems to be working. Alongside this, and the creative city administrations of mayors such as Antanas Mockus and Enrique Peñalosa (who is governing the city for a second time), Bogotá is undergoing an exciting transformation. It is becoming a place where business, innovation and green technologies are »





Golden artwork at the Museo del Oro, the Gold Museum

flourishing. It's also led to the booming of the cultural and creative industries, entitled the Orange Economy.

Smart Specialization Strategy

Three years ago, Bogotá's academia, public sector and private enterprises got together to define the future of the city to improve productivity and prosperity, plus sustainable development. The result was the Smart Specialization Strategy, which focuses on promoting creative economies as pillars of growth; science and life industries, including health services, cosmetics, pharmaceuticals and medical devices; BPO (business process outsourcing), logistics and transportation; human resources, advanced knowledge; and sustainability.

"This roadmap has permitted the creation of 17 clusters that identify the bottlenecks that limit industries' development, allowing the creation of specific portfolios according to each need," says Marco Llinás, competitive vice president at Bogotá's Chamber of Commerce (CCB). It includes a new law to help implement the Orange Economy and the creation and promotion of commerce platforms (art fair Artbo,

Bogotá Fashion Week and Bogotá Audiovisual). The result: in 2018, these clusters were responsible for 46 per cent of the city's sales, according to the CCB. The second part of the strategy includes the creation of science, technology and innovation portfolios, consisting of 56 projects that should be fully implemented in three years. One of the most iconic is the Science, Technology, and Innovation District currently being built in Bogotá. It will hold think-tanks, university research groups and enterprises related to Industry 4.0 tech, the so-called fourth industrial revolution of connected devices and the Internet of Things.

The strategy has been fundamental in attracting new foreign investment, including companies to the country such as Amazon, Huawei, HBO, Sonda and L'Oréal. Bogotá's potential, however, has long been clear and the scale of investment in the past two decades has been impressive. "Between 2002 and 2018, the number of foreign companies located in Bogotá has tripled, from 492 to 1,504," says Juan Gabriel Pérez, executive director of Invest in Bogotá.

Gateway to the Latin American market

Bogotá is now home to a quarter of the Colombian workforce, the third largest labour force in Latin America and the second among all Spanish-speaking countries. The city has an extensive number of bilingual talents and the highest annual rate of graduates. It's no surprise that one in four adults in the city is in some way involved in entrepreneurial activities as the Global Entrepreneurship Monitor reported in 2016. Because of this, half of Colombia's start-ups, most of them based on technology services, are in Bogotá. Business such as Rappi, Mercadoni, Tappsi or Fitpal can testify to how important the city was for them to transform an idea into an internationally focused business in under five years. »



Murals painted on walls form the backdrop to a discussion



Bogotá is a busy capital, with eight million people



Strolling around Bogotá, taking in impressive architecture



Try out some fresh fruit from the city's markets

Where to eat

Club Colombia Restaurant: located in the middle of the financial district, it has a reputation for creating the best authentic Colombian cuisine in the city.

Café Escuela de Baristas: this coffee shop is also a barista school and it will provide you with some of the best cups of coffee you've ever had.

La G: this is the gastronomic district of the city, where you'll find some of the best Colombian restaurants, as well as international cuisine.

Plaza de mercado de Paloquemao: this is the city's traditional market, renowned for local fresh fruits and traditional lunches.

What to do in Bogotá

Locals and visitors alike can delight in Bogotá's 80 public libraries, eight gastronomic districts, more than 120 museums and galleries, 70 theatres, and countless parks and recreation areas. Here are a few of our favourite activities:

Party at **Andrés Carne de Res:** one of the most iconic bar-restaurants in the city, head here for dinner and then dance the night away.

Visit **Montserrat:** a towering mountain next to the city, which provides an awesome panoramic view. At the top, there is a good restaurant, Casa San Isidro, and the 3,152-metre-situated Basílica del Señor de Montserrat.

Pick up some history at the **Gold Museum & Botero Museum:** both these museums are located in the city centre and provide visitors with general history and artistic traditions in the city.

Check out the **Flea Market at Usaquen:** enjoy a good lunch and fabulous crafts each Sunday in one of Bogotá's most beautiful neighbourhoods.

Take a **graffiti walking tour:** this free walking tour shows visitors the city's history through its graffiti art.



The bus network is the city's main public transport solution



Getting to, and around, Bogotá

El Dorado Airport holds 49 international daily passenger flights, and 800 cargo movements. Skytrax has named it the best airport in South America for three years in a row. El Dorado holds the largest photovoltaic installation of any air terminal in Latin America, with solar panels, that produce energy equivalent to what's consumed by 1,500 households. Its implementation has allowed the airport to reduce its carbon footprint extensively. The airport has received a Carbon Footprint Accreditation by the International Airports Council for Latin America and the Caribbean.

The city has a substantial bike network, and the system grows during Sundays and holidays when some streets are closed to vehicles. Services such as Grin, an electric scooter rental app, is an option to move in a fast, cheap, and eco-friendly way in the northern area of the city.

The Transmilenio bus service is the city's principle transportation solution, moving 1.8 million people daily – it's slowly introducing electric buses to the network. French company Systra is building the city's first underground line, which will be 100 per cent electric, and has a completion year of 2022. An aerial cable car system for the south of the city, and a tram line between Bogotá and the rural region are in the pipeline.

All these developments will create a more integrated, sustainable travel network. But as with all cities, more will be needed as climate change hits harder.

Photos: iStock (7), imago images/imagebroker

“The city is the ideal gateway to the Latin American market due to its geographical position, its political stability and its constant economic growth,” explains Pérez. And his position has been backed by the World Bank, which considers Bogotá the third friendliest city to do business in Latin America. And in April 2019, fDi Intelligence named Bogotá as the fourth best city in the world for its investment attraction strategy.

A tangible sign of its transformation is the Bronx District, a downtown area that for years was feared because of violence and drug dealing. The area is undergoing a fundamental change that some say makes it Latin America's most ambitious creative district. Enrique Peñalosa, the city's mayor, has made a decisive contribution by supporting programmes aiding drug addicts and arresting criminals. In addition,

the district has been buying land and tearing down old buildings in the last couple of years. The next step is the investment of EUR 52 million to build a three-story complex that will be the heart of the new district. A few metres away, two institutes of cultural interest that few have recently been able to see will be rehabilitated and returned to the city: the Recruitment Battalion and the former Geology Museum. On the back of all this, the mayor office has received a large amount of proposals from entrepreneurs aspiring to establish themselves in the Bronx.

Nowadays, however, new building work comes with new responsibilities. Like all cities Bogotá is coming to terms with the reality of climate change. It's steadily improving its public transport infrastructure and in how it deals with new buildings and construction projects. As Viviana Valdívieso, executive director of the Colombian Council for Sustainable Construction,

states, the city has been chosen as one of the 26 Building Energy Efficiency Accelerator (BEA) cities in the world. This has pushed the agenda for the city to commit to sustainable projects, materials and standards, such as using the international LEED certification system for sustainable construction.

Rewriting a reputation

Bogotá is a city with a reputation, but it is one that is being rewritten. Parts of the city, of course, still have challenges. But from being known as a troubled city, the peace process is one of several developments allowing the city to flourish.

Clearly, business and government confidence and investments are paying off. Boosted by innovative regional businesses and backed by investments from international concerns, Bogotá is gaining a reputation as a city being transformed. ■

Bogotá is becoming more welcome to cyclists



Cutting-edge luggage with style

Lugging your baggage around train stations and airports, and in and out of taxis, can at times be a pain. But it doesn't have to be that way. The most modern, innovative baggage solutions make travel a much less stressful experience, and in some cases even fun.

TEXT: Paul Wheatley

1 Let your luggage take the strain

If it's ease of use and a little bit of fun you want when travelling, look no further than Modobag. It's the idea of Kevin O'Donnell, who hit a lightbulb moment when pulling his kids on his traditional-style suitcase. The result is a motorised case that literally does the pulling and pushing for you ... while you sit on it. The battery is charged in just two hours, can carry an 81-kilogramme person around six miles before a recharge and has a maximum weight limit of 118 kilogrammes. Foot rests and a telescopic handlebar with a throttle point to its uniqueness. But two USB ports, custom-made wheels, 1800 cubic inches of interior space and an app for real-time tracking with proximity alert show it also wants to compete with more regular cutting-edge luggage. **GBP 1,140 modobag.com**



2 Theft-proof backpacks

XDDesign have made a habit of coming up with stylish backpacks that aim to thwart thieves. Now with seven backpacks in their range, the latest to be developed are Bobby Tech and Bobby Pro, which look deceptively alike – for good reason: the (almost hidden) difference is Bobby Tech has solar panels and a wireless charging module to enable travellers to charge their mobile devices when on the go. Both have anti-theft features, such as “cutproof materials” and two RFID pockets to prevent your banks cards getting scanned. Inside there are removable compartment organisers, outside lockable phone holders, and substantial parts of the backpack are made from recycled materials.

Bobby Tech: GBP 264.95
Bobby Pro: GBP 129.95
xd-design.com



3 Collapsible surprise

From the outside, The Carry-On Closet looks remarkably similar to many other stylish and robust suitcases. But this is a suitcase carrying a fabulous secret, revealed only when opened. That's because The Carry-On Closet is exactly what its name suggests: a collapsible, integrated shelving system that travellers pop up when they reach their destinations. The shelves are supported from the case's handle, and fold back into the case when travellers are ready to leave. Designed by Solgaard, it has a USB charger and its polycarbonate shell provides outer strength. **GBP 172 solgaard.co**

4 Best international styles combined

An Italian-made leather and waterproof easy access front pocket is an indication that style and accessibility were at the forefront of the thoughts of Horizn Studios designers when they came up with M5. The German-made super-strong polycarbonate casing comes in a range of eight shades, from black to blue vega. A removable charger, Japanese-designed spinner wheels, the easy access front pocket that holds a 15" laptop, laundry bag and in-built compression pad are all features to attract the most discerning traveller. **GBP 320 horizn-studios.co.uk**



5 Strong, colourful and compressible

Want the latest suitcase mod-cons and innovations but in a stylish and minimalist manner? Take a look at the Away Luggage collection, which comes in four sizes. The two smallest, The Carry-On and The Bigger Carry-On, are arguably the most eye-catching, with their options of with or without ejectable battery for charging devices. Their polycarbonate shells make them extremely strong, they have 360-degree spinner wheels, hidden nylon laundry bags separating clean and used clothes, and interior compression systems – simply buckle down the compression pad to save space. They come in a range of colours and can be personalised with three letters for quick identification.

The Carry On GBP 210
The Bigger Carry On GBP 226 awaytravel.com



Photos: Producer. All prices as of May 2019

How to shine on your next public appearance

Not everyone has that disarming British humour. But a little bit of self-deprecation and a joke can put an audience at ease, putting you on your way to captivating your audience. When you lose track, for example, “Hang on, where was I?” is something people can relate to – because who has not lost track? Ian Cummings, Vice President EMEA at CWT Meetings & Events explains how to get your audience onside. In his top tips, he explains how you can make the best of any opportunity when you have an audience in front of you.

TEXT: Vicki Sussens

Captivating your audience is critical. “With all the noise through social media, we see firms increasingly investing in face-to-face events to properly engage with an audience,” explains Ian Cummings. That takes presentations to a whole new level. “You can no longer wing it. Content must be bang on cue: interesting, entertaining and connecting.”

But how do you captivate an audience? “Content is key,” says Cummings. “So, too, is preparation. But you also need the tools to engage your audience. If you don’t win them early on, then you run the risk of Generation Xers and Millennials switching off and pulling out their phones.” So, how do you become a speaker who can captivate your audience? Cummings provides his **top tips**:

Stand out from the crowd

It’s embarrassing how often people use the same information or jokes. How many times have you heard the analogy of Blockbuster deciding not to buy Netflix in a digital transformation talk? Audiences are desperate to be engaged, so don’t use information they can readily access. Dig below the surface for interesting facts, analogies and stories – much like journalists do.

Know your audience

Make sure you properly research your audience’s demographics and culture so you can address issues close to their hearts and knowledge. A lot of people forget this and use the same speech everywhere. Yet what appeals to a baby boomer may not appeal to a Millennial. Remain authentic. When boomers try to talk like Millennials it mostly falls flat. Acknowledge

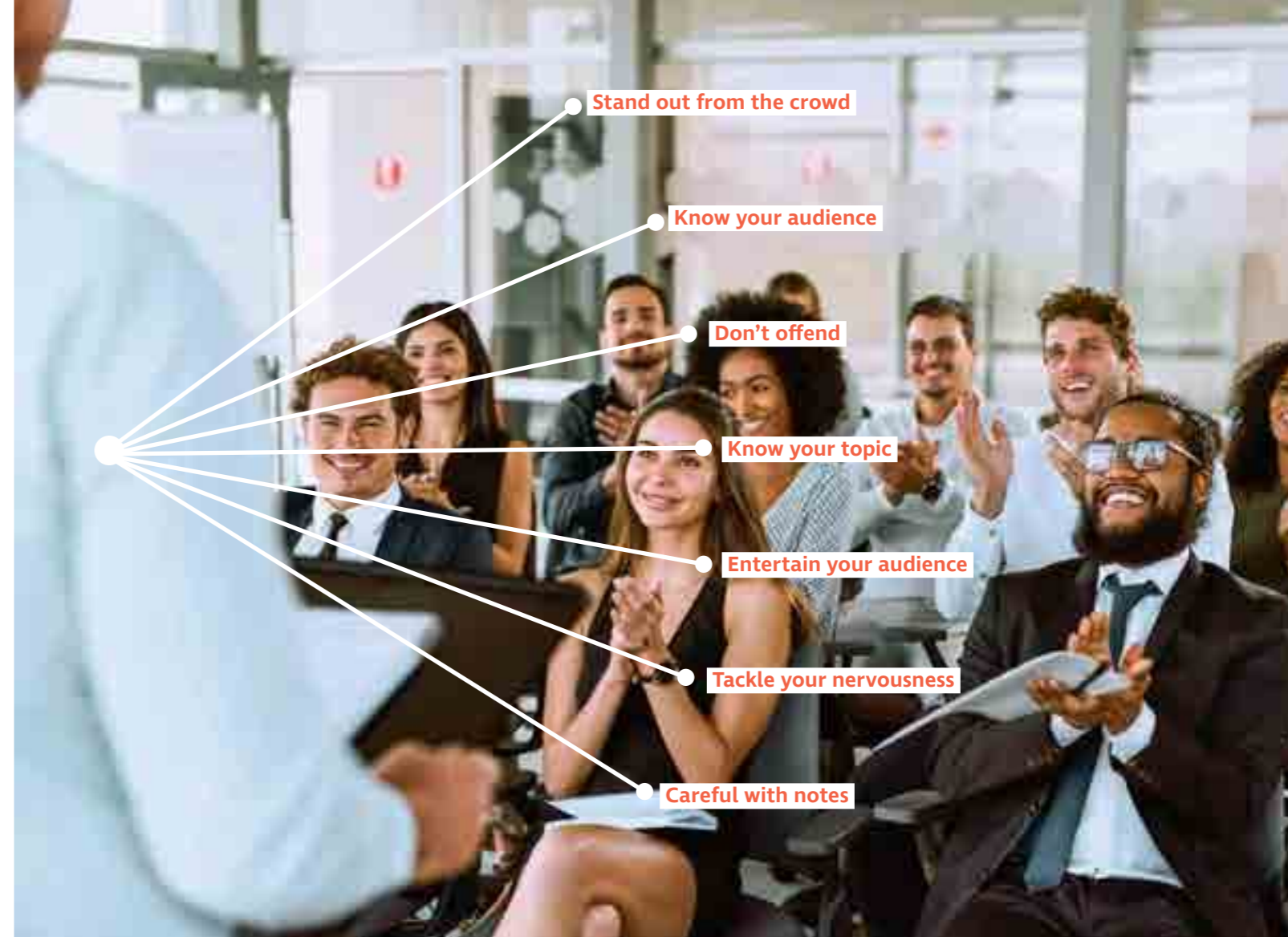


Being well prepared, interesting and entertaining are essential nowadays in presentations, says Ian Cummings

the differences: “In my generation I would have said this, but with you guys I am going to say that ...” You can also address cultural differences with humour. I once listened to a German presenter who was hilarious about the typical stereotypes we have about Germans – chief among them being that Germans don’t have [a sense of] humour.

Don’t offend

These days you risk offending so many people in so many ways. Be sure to run your talk past people who can pick out the problematic parts. However, most people can take light-hearted humour about themselves or their nationality.



Stand out from the crowd

Know your audience

Don’t offend

Know your topic

Entertain your audience

Tackle your nervousness

Careful with notes

Know your topic

The better you know your material, the more engaging your performance. It also allows you to confidently deviate from the script and address issues as they arise. Research well and practice your talk – on your own but also in front of your harshest critics.

Entertain your audience

People love watching something visual. A super-cool video clip midway or towards the end will keep them interested. Storytelling is big – for good reason. Personal anecdotes let you connect to the audience on a very human level. And they give depth and context to your topic. They’re certainly more entertaining than PowerPoint slides.

Walk across the whole length of the stage to engage as many people as possible. We now organise a lot of events with a central walkout stage, which allows speakers even more audience interaction. If you notice the audience is disengaged or looking at their phones, get them active – for example, run a poll on the event app. Give them a yes/no question to answer or options to vote on. Everyone will do this because they can’t wait to get back to their phones. When the results come up on the screen behind you, draw them in: “That’s truly interesting, let’s discuss why you think that ...”

Tackle your nervousness

Be well prepared. And talk slowly. You tend to speed up when you’re nervous, have tics or are emotional. Take a deep breath, pause between sentences, and be very deliberate in your delivery. Control nervous habits, such as putting your hands in your pockets or over-use of “er ...” or “right?” by practising your talk. Some people use a lectern to hide nervousness. You can rest your hands on it, lean on it for comfort and also hide notes on it. But walking the stage will engage the audience more.

Careful with notes

Even the best speakers use “comfort” notes to help them stick to their talk track – often on a monitor in front of them. But never read them. Reading quickly becomes obvious.

The five big “no-no’s”

- 1 Nervous body language or nervous speech (“er ... er”)
- 2 Too many PowerPoint slides
- 3 Reading from notes
- 4 Clichéd information or jokes
- 5 Giving the same talk to very different audiences



Parks and recreation

A business trip often means airports, planes, trains and the insides of hotel rooms. But you can expand your horizons: many cities are also home to some outstanding parks. Here are five of our favourite urban green spaces.

TEXT: Paul Wheatley



Tokyo

Imperial Gardens

Tokyo's Edo castle was for centuries home to Japanese leaders. It was replaced by the Imperial Palace in 1868, and it's still home to the Imperial Family. Wonderfully enclosed by trees and thick walls, three of the four palace gardens are regularly open to the public. Amidst views of nearby skyscrapers, the Outer Gardens are famous for the Nijubashi Bridge, which leads to the inner grounds; the Edo-era (1603-1867) East Garden has the Museum of Imperial Collections; and Kitanomaru Park is home to the multi-purpose Nippon Budokan hall (hosting concerts to judo competitions), the Science Museum and National Museum of Modern Art.

Highlights: the East Gardens is home to Japan's last Edo-period garden, seasonal flowers and expanses of blooming colour all year round.
japan-guide.com

English Garden

Created by American-born British adventurer and scientist Sir Benjamin Thompson in the 18th century, the huge English Garden is one of many impressive Munich parks. It has a boating lake and Chinese Tower, both with accompanying traditional Bavarian beer gardens. There is a gushing, spitting stream that attracts surfers, the Nazi-era created Haus der Kunst contemporary art gallery and even a nude sunbathing area.

Highlights: Haus der Kunst is putting on a "UK-Asia" research project entitled Southeast Asia Performance Collection (opens 28 June), with works by more than 50 artists. The Chinese Tower's annual Kocherlball (21 July) is a traditional Bavarian dance spectacle dating back to the 19th century.
schloesser.bayern.de/englisch/garden

Munich



Phoenix Park

The self-titled "largest enclosed public park" in any European capital, Dublin's Phoenix Park is impressive by its sheer size alone. Kids love the park's herd of deer, there is the Zoological Gardens, and at various times of the summer you'll see people playing everything from cricket to hurling. The park is also an archaeological site, going back to Neolithic and Bronze Age civilisations – there are burial mounds, a Viking cemetery and an 18th-century walled Magazine Fort.

Highlights: there are several tours running from spring to autumn, including the Magazine Fort and around the expansive Áras an Uachtaráin, residence of the President of Ireland.
phoenixpark.ie

Dublin



Photos: JINTO, imago images, iStock (4)

Central Park

It's not the biggest in New York City, but Central Park is certainly the most internationally famous – and the city's most visited park. The backdrop to countless films, such as "When Harry Met Sally" and "Breakfast at Tiffany's", it also has a zoo, an ice-skating area in winter time, a swimming pool, classical concerts, horse and carriage tours, a boating lake and an events line-up throughout the year.

Highlights: Shakespeare in the Park is free, and this year there are two plays to watch between mid-May and mid-August: "Much Ado About Nothing" and "Coriolanus". And SummerStage festival is a series of benefit concerts, from music to dance, by international performers that help the park fund more than 100 free summer concerts. centralparknyc.org

New York



Bois de Boulogne



Paris

Bois de Boulogne

An English landscape garden, botanical gardens, a zoo and the 18th-century Château de Bagatelle are only the beginning of the delights of Bois de Boulogne. One of the largest in Paris, this former royal hunting ground park has two race courses, with the Hippodrome de Longchamp one of the most famous in the world. The park's woods are home to the sustainable-focused GoodPlanet Foundation.

Highlight: Longchamp's Prix de l'Arc de Triomphe (5-6 October) is one of the most prestigious events in world horse racing. Travelling festival Lollapalooza returns to Paris' Hippodrome de Longchamp in 2019 (20-21 July), headlined by The Strokes.
en.parisinfo.com



Changing work: enterprise social networking

It's a familiar scenario: a stream of emails throughout the day that demand reading and replying to, all with varying degrees of usefulness. But is there an end in sight to what some describe as "email tyranny"? Some firms are turning to enterprise social networking for more focused, collaborative and real-time communication.

TEXT: Vicki Sussens

Ever tried to retrieve information lost in an endless email thread? Emails neither work for networking nor collaboration – or for keeping colleagues updated on latest project developments. In a social-media era, where firms now use Facebook and Twitter as core business processes, it's only logical that they increasingly turn to social networking as a communication tool.

Enterprise social networking (ESN) solutions borrow from social media sites, often including profiles of members, instant messaging (including video or voice calls), comment and tagging facilities, and a dashboard (start page from which users can choose where to go). They are primarily internal, private social network company tools for employees to access information and communicate with colleagues. "Companies are either turning to internal chatroom-style messaging like Slack or Microsoft Teams, or they're turning to internal project-management tools that have a communication function built in," says David Burkus, associate professor of leadership and innovation at Oral Roberts University in Tulsa, Oklahoma. "Both allow workers to engage or disengage from the communication stream if they need to," he says.

Favourable culture

Travel managers encourage the use of ESN because it makes working while travelling a much more fluid, streamlined process. But Burkus also finds them particularly beneficial for business travellers: "Having a smartphone that's receiving new messages every few minutes creates an 'always on' culture that can be hard to maintain when you're on the road. Switching to a system that lets workers drop in and out of the conversation ... leads to a culture much more favourable to travellers (and non-travellers) alike."

It doesn't, however, mean the imminent end of email at work, explains Burkus. "It's one of the few forms of electronic communication that is 'self-hosted' and does not run through a platform such as Facebook. With data privacy concerns, many people will still feel comfortable reaching out to customers via email." Nevertheless, this is unlikely to be the end of the story. Burkus believes that software which lets firms self-host electronic communications internally may one day eliminate internal email altogether. ■

Leading ESN software

- **Clarizen**
A social collaboration and project-management platform with workflow automation that allows everyone involved to track projects, communicate easily and participate on their terms. clarizen.com
- **ProofHub**
A work-management system that brings projects, remote teams and clients together in one unified communication hub. proofhub.com
- **Slack**
A cloud-based set of team-collaboration software and services. Different channels are created for different conversations, each providing a single place for messaging, tools and files. slack.com
- **Workplace by Facebook**
A collaborative platform that can be used for group communication or individual chats. It offers Facebook's social network features in a corporate environment. facebook.com/workplace
- **Igloo software**
A digital workplace platform that connects people to other people, information and processes. They describe themselves as a "departure" from outdated intranets. igloosoftware.com

Photos: iStock (2)

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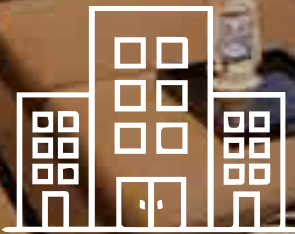
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