







Technology has become a modern obsession: we are constantly inundated with news of how technology is advancing and transforming our society. We hoteliers fixate on these innovations in order to better serve our guests. And yet, sometimes it feels like the innkeepers of yesterday best understood the intrinsic nature of hospitality: a warm welcome, genuine care, a satisfying meal or a comforting cup of tea make people happier than any component of modern technology.

Food and beverage are universal symbols of welcome that never need translation and are at the heart of how we experience new cultures. At AccorHotels, we want to present food and beverage in a real way, with excellence, authenticity and simplicity.

These pages pay homage to our profession. We are restaurateurs, and this is a profession

of love and passion – one that connects the women and men who work in our kitchens and dining rooms to the farmers, artisans and magicians who supply us. It is also a profession of responsibility, which makes it our duty to become more respectful of our environment, its seasons and its bounty.

Our intention with this project is to share our point of view on what matters today. We also want to share our values and illustrate how we approach food and beverage in our hotels – and beyond. We do this by featuring venues that embody the type of hospitality we want to offer our guests, while showing how we are working to reinvent what we do.

We invite you to join us as we take you on an adventure around the world. You’ll see that this isn’t what you would expect from a typical hotel group. This is precisely how we want it and a small hint of what you can expect from us in the years to come.

Sébastien Bazin
Chief Executive Officer

Amir Nahai
Chief Executive Officer
Global F&B



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Our view on

trends

A great deal of time is spent thinking about cyclical trends. Ironically, these don't matter very much and by definition change all the time. At AccorHotels, we believe there are eight secular trends that have a profound impact on our guests and our craft.

TREND ONE

1



Interested

We are “hungrier” and more passionate than ever to explore all things food-related.

TREND TWO

2



Social

If you eat something delicious and don't post it on Instagram, did you really eat it?

TREND THREE
3



Informed

Menus and reviews for every hotel and restaurant are literally at our fingertips, creating a more informed consumer.

TREND FOUR
4



No compromise

Everything has to be awesome, no matter what the place or price point.

TREND FIVE
5



Healthful

*Guests have a more holistic view of health,
and demand greater transparency.*

TREND SIX
6



Hurried

*Guests want it all,
but they want it in less time.*

TREND SEVEN
7



Less is more

*Simplicity is the new luxury
(but black is still the new black).*

TREND EIGHT
8



Convenience

*There are more options than ever for eating in your PJs;
delivery services are slowly reshaping the landscape.*

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Our mission is to make food and beverage the heart and soul of our hotels by thinking like restaurateurs and delivering an experience that is excellent, relevant and authentic.

Doing this will help us create venues that are not simply “hot and trendy,” but rather essential to the very fabric of the cities and communities where we live – for locals and travelers alike.

We believe that accomplishing our mission will redefine the hotel industry and provide new levels of rewards for our guests, our owners and our organization.

PILLAR ONE

1



**DELIVER EXCELLENCE WITH
AUTHENTICITY & SIMPLICITY**

Excellence means the basics have to be perfect.

Authenticity means no lying.

Simplicity means no artifice.



ENTERTAIN

Today, people are looking for great experiences and moments to remember. Often, this just means being more transparent with the theater of our craft.



LISTEN TO OUR GUESTS

Feedback and data are powerful tools, but difficult to use, both objectively and emotionally.

We help address this by developing best practices on how to digest this data and act on it.



PILLAR FOUR

4



**INSPIRE & MOTIVATE
OUR TEAMS**

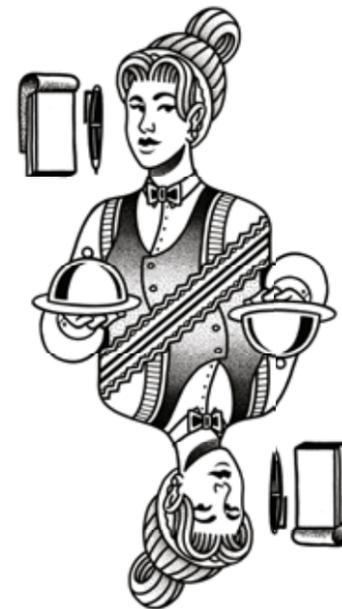
We select for personality and train for excellence.
We nurture and maximize talent
for the benefit of our guests.



DELIVER EXCELLENCE WITH AUTHENTICITY & SIMPLICITY



ENTERTAIN



LISTEN TO OUR GUESTS



INSPIRE & MOTIVATE OUR TEAMS

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FAIRMONT VIER JAHRESZEITEN

- HAMBURG / GERMANY -

A century of excellence in Hamburg

COMBINING THE ELEGANCE
AND CULINARY EXCELLENCE OF A CLASSIC
EUROPEAN GRAND HOTEL WITH
THE WARMTH OF A FRIEND'S HOUSE.





The crepe suzette
is served and flambéed
before your eyes.

It's a cliché to say that you can feel the weight of history, but at the Vier Jahreszeiten this might be true. In its 120 years of history, the list of remarkable stories is almost endless. Sofia Loren cooking pasta for her husband in the en-suite kitchen built for the occasion; Mick Jagger swinging from a chandelier and getting into a fight, leading to the Rolling Stones being banned for life from the hotel; Aristotle Onassis receiving a call over dinner informing him JFK had just been shot – and the list goes on. All these things actually happened at the hotel.

But a friendly word from the doorman or receptionist brings you back to the present and reminds you that “hospitality” isn't a hollow or antiquated word here. “*I hate the formality of classic hotel training,*” confirms Ingo Peters, the hotel's General Manager. “*I tell my employees they should treat our guests like family friends, and I let every individual express their character. It has to come from the heart.*”



Deliver excellence with authenticity & simplicity
We don't recruit people for their skills, but for their mindset. People can be trained; after all, our profession is not rocket science. We need optimistic, good-humored, glass-half-full kind of people.

Entertain
We host many types of events: a lecture by a famous conductor, charity dinners, social events, teddy bear tea for kids during the holidays, etc. You need to be active in the community to be a hub. You have to offer a lifestyle to be a true grand hotel, and provide more than just a bed and a roof.

Listen to our guests
You need to be where the music is playing. Studying spreadsheets in your office all day doesn't improve service for guests. You have to be close to your employees and your guests, and always have your ear to the ground.

Inspire & motivate our teams
Team building is something we do every day. But we also have a special day once a year for every department (the executive team, housekeeping, F&B, etc.), with whitewater rafting, horseback riding, mountain climbing, and so on. It's an important way to get to know each other better and work together more effectively.

✂

“I tell my employees they should treat our guests like friends. It has to come from the heart.”

✂

Ingo Peters,
General Manager



Excellent and authentic

This philosophy runs through the entire hotel, all the way onto diners' plates. What makes the Vier Jahreszeiten fascinating is the diversity, whimsy and uniqueness of each of its outlets. Simply put, you would not expect to find all these places at one location. This starts with the small, 15 m² bar that used to be the owner's office. Today, it features red seats from an old Rolls

Royce and a bartender who whips up the best cocktails in town. It continues with a brand-new Nikkei restaurant that can compete with any of the world capitals' top izakayas. It continues with Haerlin, which has two Michelin stars and is widely known as Hamburg's most elegant restaurant. And of course you can't forget the cozy Wohnhalle, with its fireplace, marble floors and mouth-watering afternoon tea.





The restaurants at Vier Jahreszeiten focus on the highest quality ingredients, served as simply as possible.



With its two Michelin stars, Haerlin is considered the best restaurant in Hamburg and is an attraction in itself.

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***“The best compliment
is when guests
come back.”***

✂

Christoph Rüffer,
Executive Chef at Haerlin

What all of these places share is a combination of excellence and simplicity, where everything is homemade, from the ice cream to the sauces to the bread – even the bouquets, with flowers bought fresh from the market. *“We want to make sure we always have the best possible product available: the best tomato, the best egg... every little thing,”* says Mr. Peters. *“I want something real on the plate, without any frills. Which is also why the focus is on local, organic and fair-trade products – it goes almost without saying.”*

The fact the hotel’s restaurants are full every day confirms that this type of no-frills approach to the best of what gastronomy has to offer is what guests want in this day and age, and that a truly great food and beverage offering will always bring in the crowds. In fact, over 80% of the restaurant’s guests are not hotel guests. *“The best compliment is when guests come back,”* says Christoph Rüffer, the Executive Chef at Haerlin. *“Sometimes, they are so impressed that they book a table for another date the very evening they visit us for the first time.”*



A team in constant communication.



Fresh scallops.

Having satisfied guests starts
with having a satisfied staff.
Everything is done to ensure the
highest quality freshness and
excellence for staff meals.



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Here, the restaurants are self-standing attractions that bring in guests, without regard to the prestigious hotel they are attached to. It's a win-win situation that really works here, as a fair number of guests come for the culinary experience first and foremost, and happen to book a room as well. In fact, Ingo Peters has a maxim for that: *"A good restaurant puts heads into beds!"*

As he says, the hospitality business is not rocket science: you have to smile, serve good products, and treat guests like friends. Yet everyone knows that launching and especially maintaining a successful bar or restaurant is a tricky endeavor. So what's the secret? *"It's like a puzzle. The music, the lighting, the uniforms, the tabletop, even the scent in the room: everything has to work together seamlessly, and the result will genuinely impress people. But it all has to be perfect and authentic."*

No contact like direct contact

Trusting your good taste while developing such a subtle combination is good; keeping your ears peeled for what guests are saying is even better. In that respect, Ingo Peters is

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***“I want something
real on the plate,
without any frills.”***

✂

—
Ingo Peters,
General Manager



an upholder of the old school. Sure, he has a team dealing with online reputation, travel website feedback and the like, but as far as he’s concerned, there’s no contact like direct contact. Part of his daily routine consists of picking up his phone and personally calling guests who left any kind of feedback – positive or negative. The guests would never have expected his call. It’s easy to imagine the glowing image they’re sure to keep of their stay after that....

The same goes with face-to-face situations, when a misunderstanding is on the verge of tarnishing a guest’s experience. A simple conversation, possibly concluded with a

complimentary beverage, can go a long way to resolving the issue – certainly more than your typical “let me check with my manager.” Clearly, this is much more in line with the politeness and empathy expected in an upscale establishment such as this one.

You can tell there is an overall positive state of mind at the Vier Jahreszeiten, maintained in no small part by choosing optimistic, good-humored, glass-half-full kind of people to staff the hotel – skills aren’t an issue; they can always be acquired. “*The hotel personnel and environment are very positive,*” adds Benjamin Dayag, the executive chef at Nikkei Nine. “*When*

everyone is genuinely proud to work here, that positive energy flows into the Chefs, and when the Chefs are positive, that energy flows into the food.”

Mr. Peters evokes sore memories of his training in the hospitality industry, when his managers figured he would learn better if they always pointed out what he was doing wrong. He flipped that technique around: “*I make a point of congratulating my staff in front of their colleagues, pointing out when they do something right.*” The result: higher motivation, which leads to better service, which leads to happier guests, which leads to... You get the picture.

UNEXPECTED MOMENTS

GUESTS ARE ALWAYS LOOKING FOR THAT TOUCH OF WHIMSY, THAT MOMENT THAT MAKES THEM SMILE AND FEEL SPECIAL.

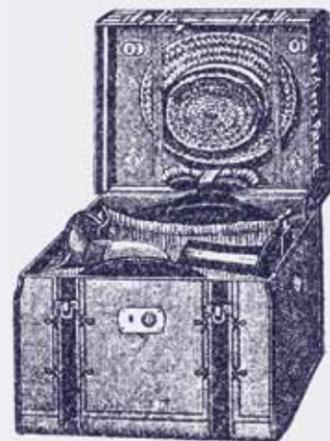
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🕒 1 PM

A PICNIC IN LISBON

AT THE SOFITEL LISBON LIBERDADE

The electric tuk-tuk weaves between market vendors, climbs up cobblestone hills and drives past colorful, intricately tiled buildings. The driver, José, entertains riders with stories of Roman and Moorish invasions, a civil war without a drop of bloodshed, a city center destroyed by an earthquake, tsunami and fire in the same day, and the resilience of the town he calls home. And finally, at Miradouro Park Eduardo VII, atop one of the city's seven hills, José unpacks a beautiful picnic basket filled with local delicacies prepared by the chef at the hotel's restaurant: octopus salad, sausage and cheese, Douro wine and homemade pastéis de nata. Take it all in – this is Lisbon.



🕒 9 AM

DELICIOUS ORGANIC COFFEE

AT BRAZIL'S GRAND MERCURE HOTELS



As you approach the lobby desk, you can already smell the rich aroma of coffee filling the room. A cup is being filter-brewed just for you, as a welcome to the Grand Mercure Hotel. This ritual is repeated at each of the eight Grand Mercures in Brazil. The organic, 100% Brazilian coffee beans hail from Sertãozinho farms up in the hilltops just south of Minas where the first seedlings were planted nearly 70 years ago. The altitude, temperature and rainfall of the region create the perfect microclimate for this premium coffee, which is grown, harvested and roasted at the source. This coffee encourages sustainable agriculture and ensures that farmers are paid a fair price for their crop.



🕒 5 PM

SOMETHING SPECIAL FOR OUR FOUR-LEGGED GOURMETS

AT THE FAIRMONT VANCOUVER

A welcome basket filled with goodies, an on-site photoshoot, a private exercise session in the nearby park... no, these aren't services for your typical VIP guest; the ones being pampered are of the four-legged variety. Pets now have their own Instagram accounts – the well-dressed ones may even put your outfit of the day to shame – so why shouldn't they have locally sourced, gluten-free, omega-3-rich meals when they travel? With the Fairmont Vancouver's room service menu, jet-setting pups and cats have round-the-clock access to house-baked treats, fruits and even prime rib bones and gravy. After all, nothing is too good for "man's best friend."



🕒 3 PM

TEA PARTY

AT THE SOFITEL SAINT JAMES

As the story goes, nearly two centuries ago, Anna Maria Russell, the seventh Duchess of Bedford and a close friend of Queen Victoria, grew hungry waiting for dinnertime and called for a spot of tea and some snacks to be brought to her room. The trend soon caught on and became a daily social event for the upper class. Today, London's Sofitel Saint James continues the tradition in all its luxury. Guests in The Rose Lounge sip on tea, nibble finger sandwiches and homemade scones with rose-scented raspberry jam and listen to the strumming of a live harpist.



🕒 2 AM

SHISHA WITH A VIEW

AT THE FAIRMONT PALM DUBAI

A veritable who's who of Dubai's social scene descends on the Seagrill Restaurant & Lounge to unwind, snack on tapas and let the stress of the day drift off in a cloud of tailor-made shisha smoke. Mohamed Basyouny, the hotel's shisha sommelier, attracts visitors and a loyal flock of locals with more than 25 expertly blended flavors, such as Sunset Splash, a mixed blend of lemon, mint and orange. Aside from his skills with mixing tobacco and preparing lavish shisha pipes, Mr. Mohamed has the remarkable gift of remembering all his guests by name and welcoming them individually each time they return. With 10,000 apartments within walking distance of the lounge, locals consider this spot to be the neighborhood living room – and a swanky one at that, with views of the city lights below.

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Inspiring

Christian Constant
Chef at "Les Cocottes"
Sofitel Arc de Triomphe / Paris
2018 Michelin European Mentor Award Winner

From rural southwestern France to the luxury hotels of Paris, Christian Constant never lost sight of what really mattered to him: authentic cuisine, good products and working as a family. He now runs half a dozen restaurants – his latest in a Parisian Sofitel – with that same spirit.

It seems pretty obvious your formative years explain a lot about your vision of authentic cuisine today. Can you tell us about them?

C.C.: Well, I started my career at the age of 14, as a cook's apprentice in Montauban. I originally wanted to go to catering school, but my grades weren't good enough. Back then, I was deeply involved in rugby, but one day my boss told me I needed to choose between my two passions: rugby and cooking.

So I chose! I was fortunate to have a mother who was an excellent cook – she taught me a great deal – and a grandfather who was passionate about gastronomy. I would follow him around when he went to choose a piece of meat, and we would go catching crayfish, getting up at 5 am and boiling them when we got home. It was all very simple, but my family was passionate about eating well.

So you see a direct link between the type of cooking you were exposed to as a child and what you serve in your restaurants today?

C.C.: Yes, I stay close to my roots. Lots of that came from my mother and my childhood memories, even though I eventually went on to learn all the technical stuff. Transmission is what matters the most, but it's a slow process; a good chef has to take time to really show his apprentice how things are done, and I received that as a young cook.



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“Alone, a chef is nothing; you need a good team around you.”

✂

Christian Constant,
Chef at “Les Cocottes”

Is that something you apply when training your recruits, several of whom went on to become stars in their own right?

C.C.: Yes, because simply put, this will determine whether your restaurant is successful or not. You have to be capable of training people who will stick around for a while. Spend a bit of time showing them the right gesture, the right technique – which doesn’t require much effort – and they will give back what they received one way or another. I trained a lot of great cooks, like Éric Fréchon, Yves Camdeborde, Jean-François Piège and Emmanuel Renaut; today, they all have two or three Michelin stars, and our relationship remains very much based on respect.

How do you handle training your teams when you manage restaurants in Paris, Toulouse and Geneva?

C.C.: There’s a family spirit, a sense of belonging to the Constant family, if you will, and that’s really important [the manager of

Mr. Constant’s enterprise is none other than his wife of 22 years, Catherine – ed.]. Alone, a chef is nothing; you need a good team around you. Of course, no one can excel in every domain, so you need to know where to put everyone for your team to function well. And communication is essential, between the chef and his team, as well as with guests. When I was at the Crillon [one of Paris’ most exclusive hotels – ed.], I would go and talk to the guests every day after service, and then I would debrief with my team. Today, when I’m in Paris, I drop by all my restaurants on rue Saint Dominique every morning [three of Christian Constant’s restaurants are located on the same street in Paris’ 7th arrondissement – ed.], checking on deliveries, deciding on the menu of the next few days, etc. And I also pay frequent visits to my restaurants in Toulouse and Geneva. The teams need to feel the presence of the chef, but at the same time, I also have to give them sufficient autonomy. Something I’ve learned over the years is to delegate to others.

When you hire a new person, what is the philosophy you want to transmit?

C.C.: We always tell new recruits that we are a small, family-like operation. It’s OK to make mistakes; the only thing that really matters is treating guests well, which requires excellent communication between the dining room and the kitchen. What I look for above all is passion. For example, we just hired a young man who really isn’t very good technically, but I can see that he is highly motivated, and that’s enough for me.

The most recent addition to your collection is Les Cocottes at Paris’ Sofitel Arc de Triomphe, opened in 2016. Can you tell us how you got involved in that project?

C.C.: The people and the challenge are what made me want to go ahead, to transform the existing restaurant into a place that would bring in guests from the outside. So we turned it into an open and welcoming place where

people who work in the neighborhood come for lunch. That’s why it was important to me that the restaurant have a separate entrance from the hotel. And in just a few weeks, we went from 10 or 20 meals per service to over 200 cocottes everyday! A real success.

You’ve mentioned the Constant touch. What does it entail exactly?

C.C.: It’s all about authenticity. I always explain to my teams that there are many things that are simply useless on a plate – things you waste time and a lot of work on. It took me some time to get there; when you’re young you always want to make things impressive. But now I know that when you have a good product, that’s enough. For example, I make coquilles St. Jacques with parsley butter; the coquilles are the best quality – they don’t need anything more. You just cut them open, add the butter, and your plate is ready to be served. Why add unnecessary complications?

BREAKFASTS WORTH GETTING UP FOR



🕒 **START WITH A BUN**

1



🕒 **THEN HAVE SOME CHEESE**

2

Whether it's an expertly brewed cappuccino, a warm, buttery croissant, a healthy seasonal fruit medley or a full-on morning feast, breakfast sets the tone for the day ahead. With this in mind, we've featured six hotels in our family that create exceptional, unforgettable experiences. With the freshest local ingredients, breathtaking settings and that little something extra, guests are guaranteed to start their day off right.

🕒 **MAKE A FRESH BREAK WITH GRAPEFRUIT**



3

START THE DAY THE SWISS WAY

- Fairmont Montreux -
SWITZERLAND

Swiss cheese. Swiss chocolates. Swiss watches. The Swiss are masters of their craft. The breakfast at the Fairmont Montreux is no exception. Sun-bathed tables, an expansive terrace and an endless supply of fresh mountain air and views. And then there's the food: fresh-baked pastries, local cheeses and meats, house-made jams. If you want to see how it all gets done, the hotel hosts an annual "immersion in the kitchen" brunch where guests are invited to meet with local suppliers, watch as chefs create their dishes and dine on the countertops of the main kitchen.

A TASTE OF DUBAI

- Fairmont The Palm Dubai -
UNITED ARAB EMIRATES

It is often said that it's easy to find a five-star hotel in Dubai, but hard to find Dubai in a five-star hotel. The breakfast at The Palm Dubai takes on this challenge, and crushes it. While the sprawling buffet features delicious classics such as an organic have-it-your-way egg station, the star of the lineup is surely the vast selection of regional specialties and produce. A cold mezze station offers bowls of baba ganouch, hummus and other local favorites, and vitamin-rich cold-pressed juices are made to order using produce sourced from nearby farms and even grown on-site.

BEACHSIDE BREAKFAST

- Sofitel Noosa Beach -
AUSTRALIA

For many, slurping up a juicy, fresh mango on the beaches of the beautiful Noosa National Park would already be the ideal breakfast, but the Sofitel Noosa Pacific Resort doesn't stop there. Guests design their very own menus by working directly with the chef to define their preferences, with a special focus on products coming from the region's fertile lands and ocean. The feast is loaded into a picnic basket, and then it's off to the beach!

THE BEST OF PARIS

- Le Royal Monceau - Raffles Paris -
FRANCE

This may sound boastful, but the breakfast buffet at Le Royal Monceau literally offers the best of everything you can find in the city of lights. Pierre Hermé macarons, Frédéric Lalos pastries, Bordier yogurts, hot crepes made-to-order, fruits from local farmers and fresh squeezed juices take up prime real estate on the beautiful counters that are inside the kitchen. With a spread this fabulous, it's mostly locals who drop in to enjoy an amazing breakfast.

THE OPENING ACT

- Pullman Hong Kong -
CHINA

If you're tired of reading the morning paper or planning out your day over breakfast, the Pullman Hong Kong takes interactive dining to the next level. Everything is prepared by chefs in front of your eyes - from western classics to local cuisine. While it may be common to make your own omelette, it is far more rare to interact with chefs as they stuff, roll and cook dim sum dumplings and fresh noodles.

A RED OVEN IN THE DINING ROOM

- SO Sofitel Bangkok -
THAILAND

When you walk into the SO Bangkok, your first impression is that of a traditional Thai food market, with its spices, its wok, its chilies. Then you see the international offerings, from freshly sliced cold cuts to smoked fish to sushi and seafood, all presented in a lavish spread. The focal point is the red Molteni oven, which serves as a unique open kitchen, inviting guests to watch as their meal is prepared.

IBIS BREAKFAST



Start the day with fire!



Fresh olives to savor the Mediterranean atmosphere.



Hot and crunchy bread!



A little bit of sweetness.



Quality First /

Ibis Istanbul Zeytinburnu

Hotel



Fresh bread and pastries to please all tastes.

"Welcome to Istanbul, a city straddling two continents. Here you'll enjoy our traditional hospitality," says Mr. Ahmet Yavuz, the Hotel Manager. At the Ibis Istanbul Zeytinburnu, this hospitality starts at breakfast with local and traditional products. The Ibis Kitchen concept fits perfectly in Turkish culture as it is based on an authentic and generous buffet. Whether you are a businessman or a family on holiday, this breakfast meets your needs while introducing you to the culinary tradition of the country.

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⌚
SIP A GLASS OF ORANGE JUICE

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SPREAD SOME LOVELY HONEY...

DIY Breakfast /
Ibis Munich Germany

There's something so enticing about the familiar aroma of fresh waffles. At the Ibis Munich, you can smell this delicious scent, beckoning guests into the breakfast room. Among the crates of fresh fruit and other classic breakfast items stands the DIY waffle machine. Once their waffles are cooked to perfection, guests can top off their creations. Fresh summer strawberries anyone? How about a cozy mix of winter spices or some seasonal toppings? It's your choice!

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ON A WAFFLE AND...

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TO FINISH, TAKE A WELL-EARNED NAP!

FAIRMONT MIRAMAR HOTEL & BUNGALOWS

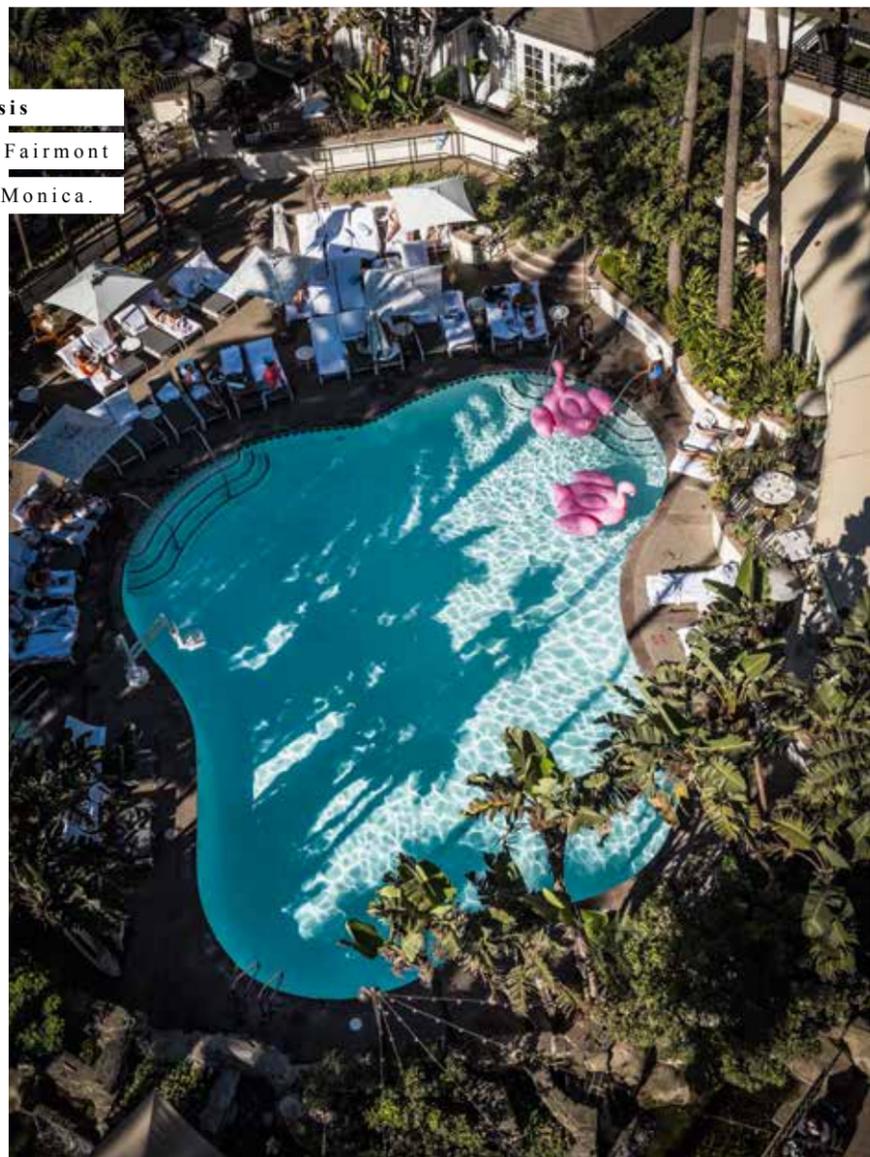
- SANTA MONICA / UNITED STATES -

A Star by the Sea

THE SMALL TOWN OF SANTA MONICA HAS A BEACHY, LAID-BACK VIBE, ATTRACTING DISCERNING GUESTS WHO ARE MORE LIKELY TO WEAR A WETSUIT THAN A BUSINESS SUIT. THE FAIRMONT SANTA MONICA HONORS ITS LOCATION BY SETTING THE STANDARD FOR CASUAL EXCELLENCE IN SERVICE AND CUISINE.



An oasis
at the Fairmont
Santa Monica.



Don't let the beach vibes and surfer bum reputation fool you: Santa Monica takes its hospitality seriously. An escape from the red carpets of Hollywood and the red-soled Louboutins of Beverly Hills, Santa Monica caters to travelers who want a luxury experience with a beach view. While Santa Monica prides itself on its small-town feel, there is nothing provincial about the offerings at the Fairmont Santa Monica, or its three F&B venues. The team at the Fairmont Santa Monica has a strong commitment to the hotel's food and beverage activity, and a tireless dedication to maintaining the hotel's own identity - which is refreshing in a town like L.A., where it seems everyone is trying to be someone else.

Southern (California) Hospitality

The Fairmont Miramar Hotel & Bungalows serves as a base for guests to explore Santa Monica as well as the rest of Los Angeles. The competition for food and beverage dollars is exceptionally fierce due to the hotel's proximity to many high-profile restaurants. To maximize the guest experience, the hotel's F&B venues (restaurant Fig, and bars The Lobby Lounge and The Bungalow) all reflect the local community. The team believes "*you can't chase popularity,*" and instead focuses on understanding what is relevant, finding their niche, and holding true to that vision. Explains General Manager Peter Alles, "*staying desirable in this market requires us to take a look at what we do and be honest with ourselves. What doesn't change is the commitment to food and service, and fidelity to what we choose to be.*" In Hollywood-speak, that means the goal is always to be



a versatile leading lady, rather than a one-dimensional reality star, because only one will be around in ten years.

Fig is named for the majestic fig tree that has stood in the same spot for over 140 years and welcomes guests to the hotel. The sheer size and beauty of the tree is breathtaking and sets the mood for a magical dining experience. The executive chef thinks of Santa Monica as an experience, and works to translate that experience into a menu, so that guests are virtually tasting the essence of Southern California as they take in the sights and smells. His menu focuses on fresh, seasonal ingredients that are turned into Mediterranean-leaning dishes, often centered on his wood-fired oven. Bold Mediterranean spices like zaatar and sumac give an exotic flair to familiar vegetables and local proteins, making the food both

comforting and exciting. Hits of bright acid come from Southern California lemons, and dashes of mint and Fresno chilies ensure every dish dances on the palate. The menu is 80% vegetarian and the executive chef is happy to accommodate any dietary requests guests may have, which in Los Angeles is quite important, especially around Awards Season. That said, his popular home-made pizzas and fluffy bread balloon may pose a challenge of willpower for the chronically carb-adverse.

Yousef Ghalaini, one of the cooks, connects personally to the Santa Monica lifestyle due to its similarities to his native Lebanon; the climates are similar and the same items grow in both places. "*Experiencing the native cuisine of a place is how people want to eat,*" explains Yousef. "*If you are visiting a place, discover the bounty of what grows there*



Deliver excellence with authenticity & simplicity
Recognizing locals and greeting them as such.

Entertain
The Bungalow is one of the premiere entertainment destinations in Santa Monica.

Listen to our guests
Different areas of the hotel may mean that guests have different needs and the staff anticipates those needs, no matter what they are.

Inspire & motivate our teams
The hotel invests in people who are interested in staying relevant and encourages the team to go out and experience the best new restaurants to inspire excellence.

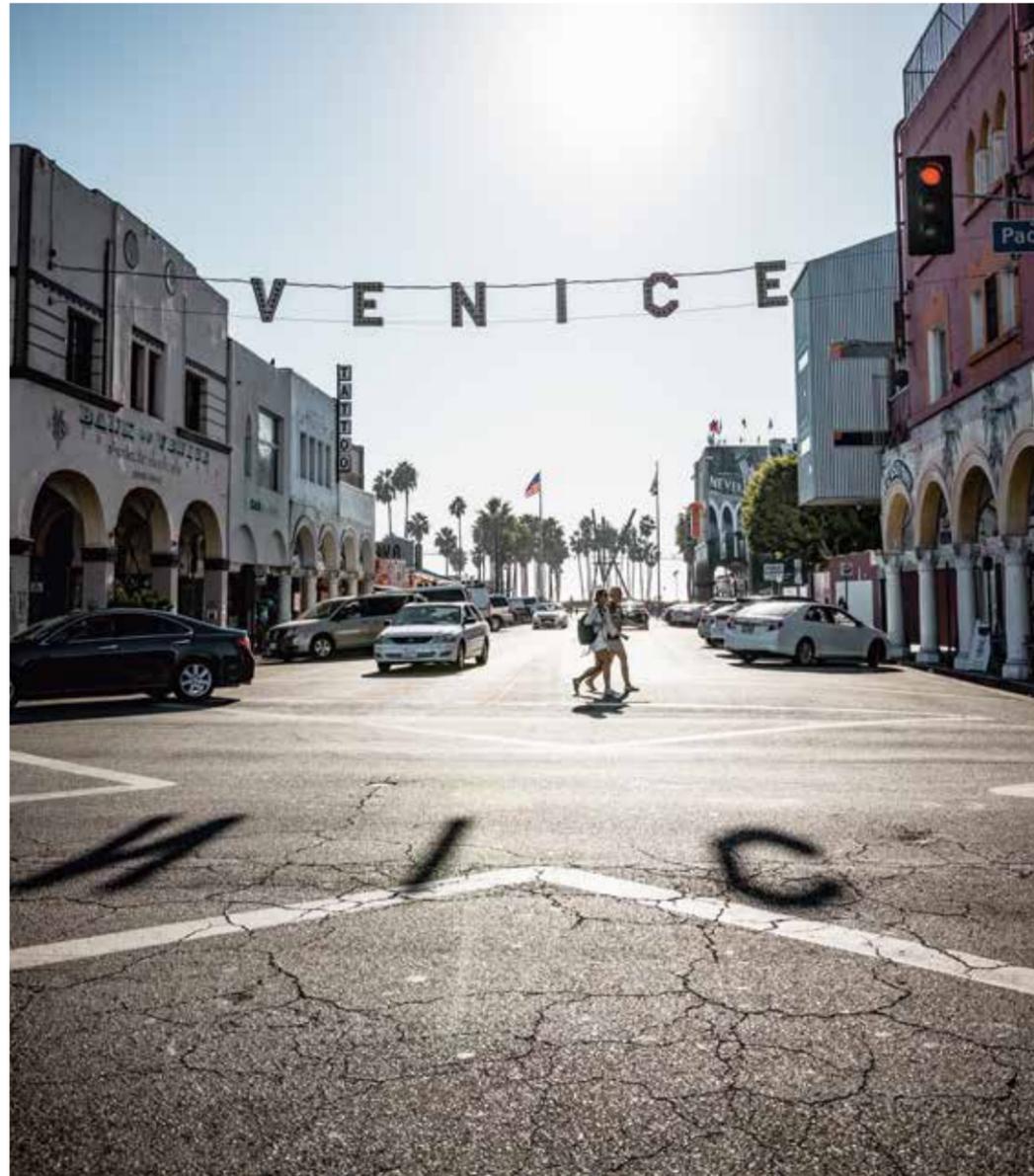


and what is available.” Plating enhances the bright colors of each dish, allowing the dishes to shine without any unnecessary flourishes. Service is casual but efficient; locals are recognized and greeted as friends, providing familiar service that is reliable and unpretentious.

Fig also employs a dedicated fromager, who curates a cheese list of up to thirty cheeses each night, a holdover from Fig’s original incarnation as a French brasserie. Although market trends may ebb and flow, the Fig team has found that good cheese never goes out of style, and has evolved its program to match the restaurant’s new aesthetic. The team also listens closely to guest feedback and analyzes all sales metrics to make sure Fig is offering exactly what guests want.

Make it happen

Like a casting director in Hollywood, General Manager Peter Alles acknowledges that hiring is the key to the property’s success. He looks for employees who are interested in staying current, and nourishes that interest by encouraging employees to experience what is new and relevant, both on a micro-level in Los Angeles, and in gateway cities like New York, to make sure the property can continue to compete on that footing. Alles describes the overall can-do attitude of his team as a “stubborn determination to be successful and do whatever is needed, regardless of what anyone else says.” This determination to “make it happen” was recently put into practice when the home team Dodgers were in the World Series and guests asked to watch the game outside; Alles himself jumped onto the roof to work it out. (His powers met their limits, however, when the Dodgers lost in Game 7.)



Sea and be scene

Regardless of the California weather, the scene at The Lobby Lounge and The Bungalow is always hot. Each venue offers guests a different experience and ambiance. The Lobby Bar is a lively spot for catching up with friends or associates, while the Bungalow is a stylish hot-spot for a chic night out in an eclectic, beachside setting. “In general, good service requires a genuine sense of concern from the staff,” says Alles. “Good service is anticipatory: it requires attention to detail and will surprise you by bringing you the thing you want before you realize you want it.” In the plush Lobby Bar, guests’ needs steer towards a properly shaken, ice-cold martini and a recommendation for a great glass of wine. Guests at The Bungalow fall into the fickle, desirable 20-to-30-year-old range, and meeting their needs is crucial to capturing their loyalty. At The Bungalow,

delivering excellent service can be as simple as playing the right music, treating guests well at every interaction, and making sure no one is waiting long for food or beverages, all seemingly intangible elements that together create a perfect night out.

The Bungalow is the “It” destination in Santa Monica, and its astounding success is a point of pride and inspiration. Alles and other staffers often gather at the “magic hour” of sunset before The Bungalow fills up, taking a moment to appreciate the view of the sinking sun and soak up the creative energy that fills this special spot by the sea. That is the sort of authentic magic found in Santa Monica that even the special-effects wizards in Hollywood can’t reproduce.

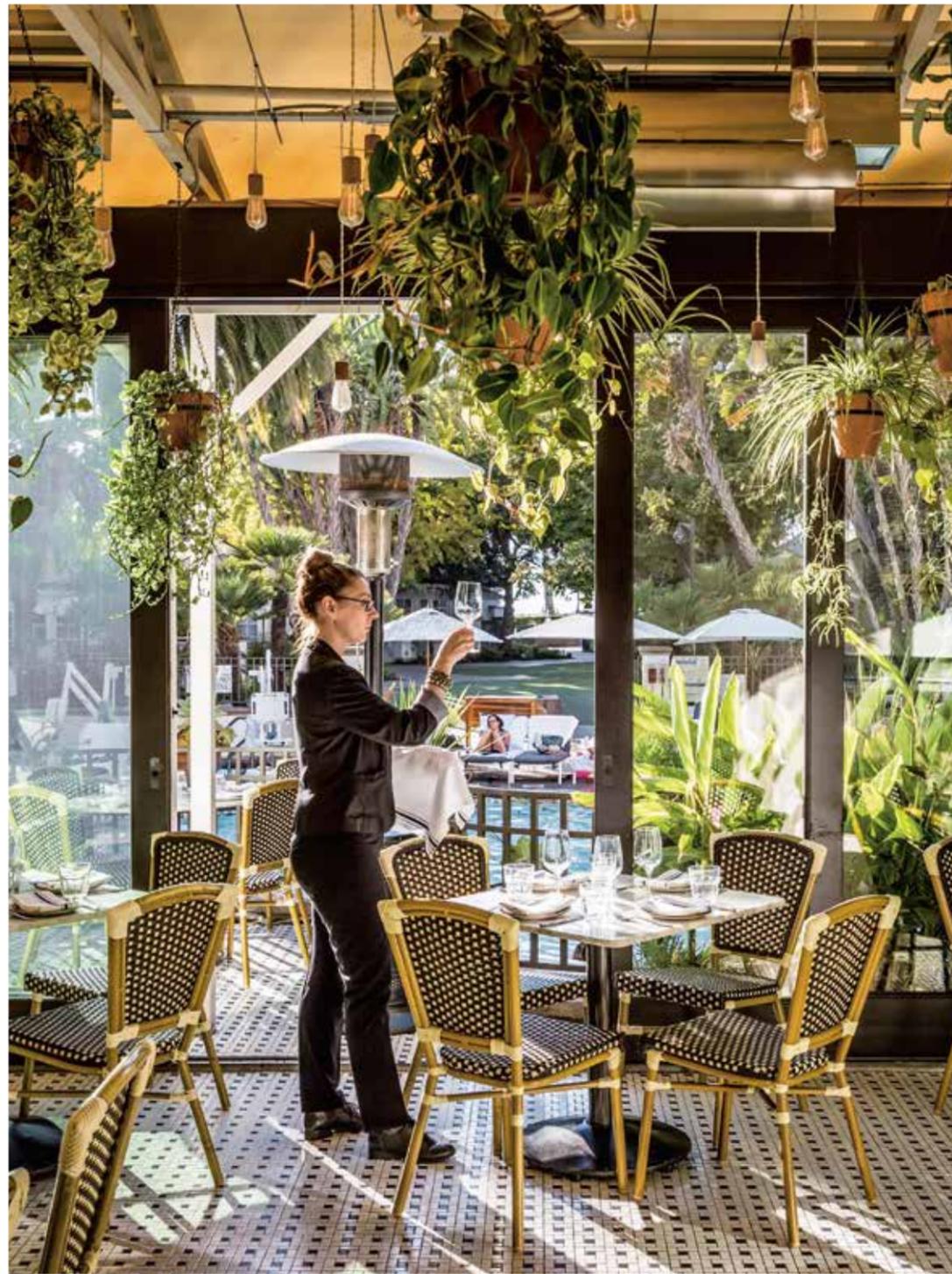


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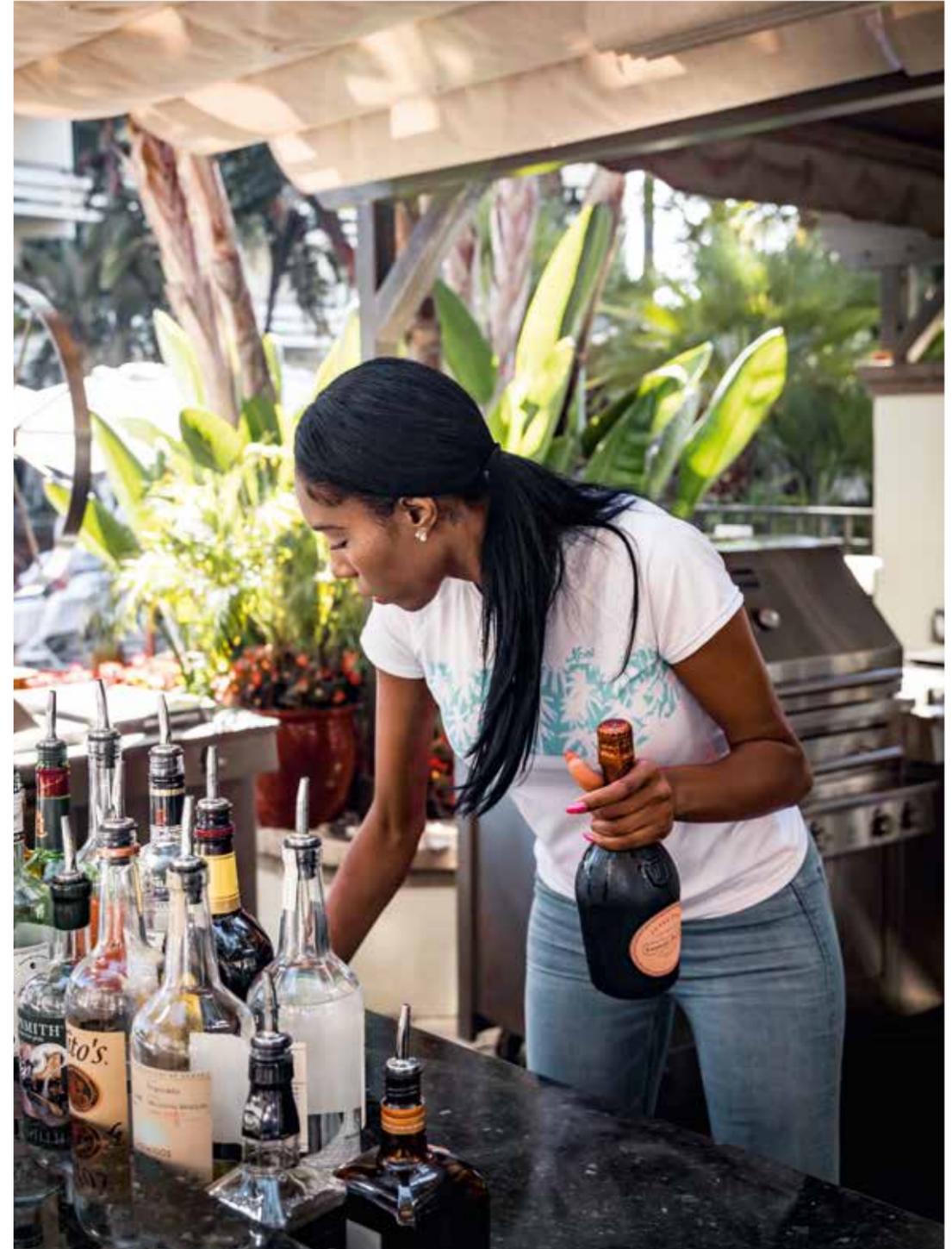
“One of the things we pride ourselves on is being adaptable, being flexible, and never believing that something is not possible.”



Peter Alles,
General Manager



A restaurant that feels like a garden.



Sip delicious cocktails while relaxing poolside.



From / India



From / Iran



From / England



From / China



From / Turkey



From / Japan



From / Russia



From / Austria



From / Italy



From / Holland



From / Germany



From / India



From / China



From / Iran



From / Russia



From / Italy



From / Morocco



From / China



From / Spain



From / Egypt



From / India



From / Russia



From / Japan



From / Russia



From / France



From / Vietnam



From / China



From / Spain



From / England



From / Germany



From / India



From / Russia



From / Russia



From / Greece



From / Turkey



From / United States



From / Korea



From / Spain



From / Sri Lanka



From / Thailand



From / Thailand



From / China



From / Japan



From / Morocco



From / Turkey



From / India



From / China



From / Spain



From / England



From / China



From / Sri Lanka



From / Finland



From / Russia

TEA

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“YES, THAT’S IT,” SAID THE HATTER WITH A SIGH: “IT’S ALWAYS TEA-TIME.” LEWIS CARROLL, ALICE IN WONDERLAND

The Queen of England, Chinese emperors, Indian royalty, Japanese geishas, southern belles and mad hatters all share the same beverage of choice: tea. Quite literally steeped in history, the appeal of tea is universal, knowing no boundaries due to geography, language, time of day or occasion.

The warmth of a steaming cup of tea can provide a familiar comfort to a weary traveler in an unfamiliar place, or tease out a taste of an exotic new culture. Tea can be medicinal; there

are teas to perk up and teas to go to sleep. Tea can be sipped daintily with a pinky in the air or hastily gulped over ice from a paper cup. Little girls have tea parties with dolls, and in Boston a tea party started a war. Less jitter-inducing than coffee and less naughty than alcohol, tea is the second most consumed beverage in the world, after water.

It is said that the invention of tea was accidental, created when a tea leaf fell into water that was boiling for Emperor Shen

Nong. Coincidentally, the invention of the tea bag was also accidental; American tea merchant Thomas Sullivan began selling his tea in silk pouches, which led some guests to assume that the bags served the same purpose as metal infusers, thus placing the whole pouch into boiling water. From humble beginnings to elaborate ceremonies, AccorHotels understands the significance throughout the world of the rush of warm comfort or cold relief that can only come from that first sip of tea.

Never an ordinary event

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**A launch party. A wedding.
An industry conference.
The one thing these events
have in common is the desire
to be truly unforgettable.
Service and cuisine must be
equally superb, and the hotel
must let guests open the
creative floodgates.**



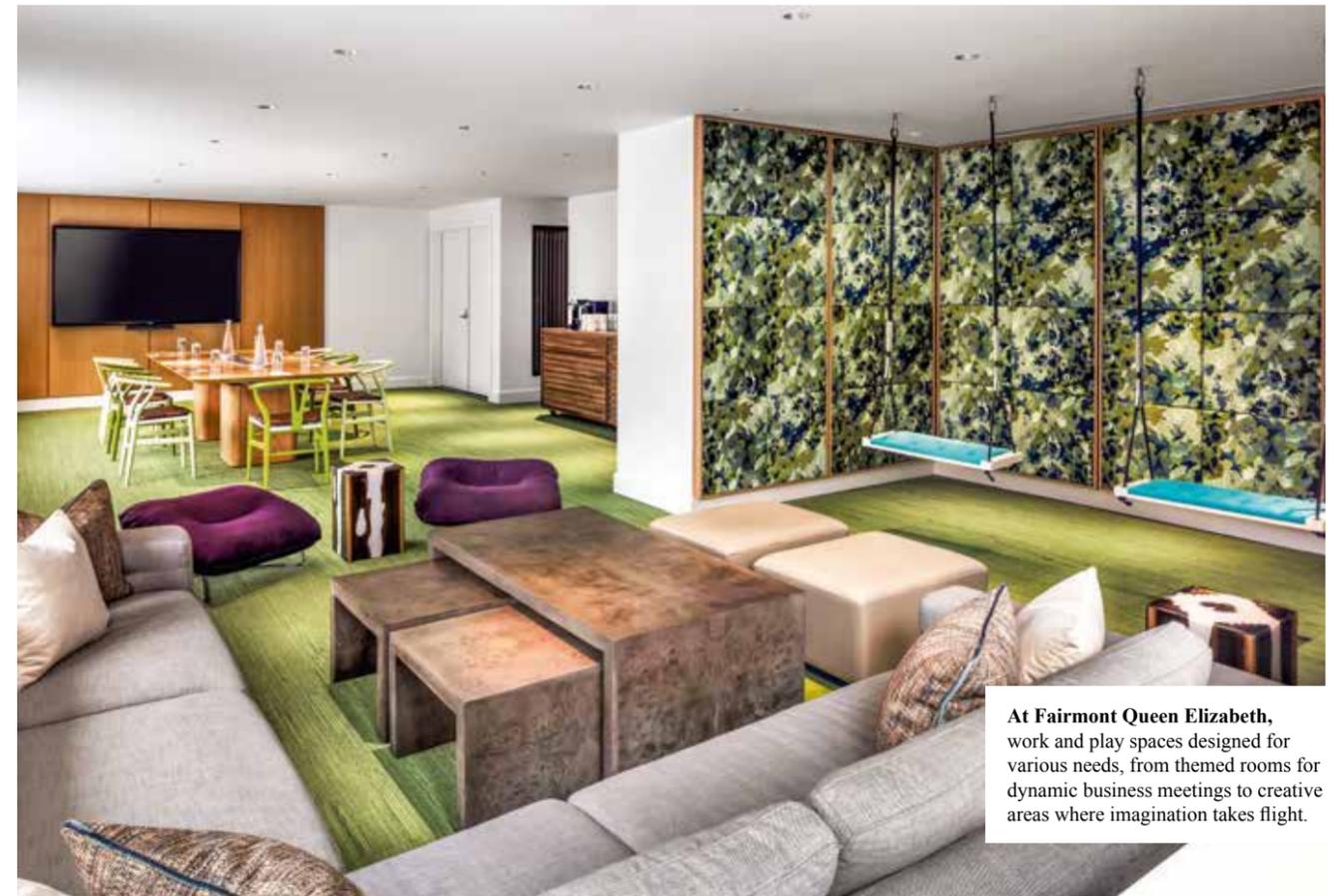
When the gentleness of oriental ornaments meets a coffee service at Raffles Istanbul.



The event studio at Fairmont Quasar Istanbul.



A signature dish at Fairmont Quasar Istanbul.



At Fairmont Queen Elizabeth, work and play spaces designed for various needs, from themed rooms for dynamic business meetings to creative areas where imagination takes flight.

Happily-ever-after begins at Fairmont Le Montreux Palace.

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A spirit of freedom and ease, with its open kitchens accessible to Atelier H guests of Novotel Les Halles Paris.



A wedding at the Raffles Istanbul.

A ROYAL WEDDING

- Fairmont Monte Carlo -
MONACO

The tiny country of Monaco is nestled in one of the most chic corners of the world: the French Riviera. It's a place where monarchs still reign and the world's jet set comes to play. With 300 days of sunshine a year, it's also a major destination for corporate events, private parties and of course, weddings. You may remember reading about kings and queens, heads of state and celebrities gathering in the coastal town for the wedding of Monaco's Prince Albert II and Charlene Wittstock. When the newlyweds and 7,000 Monegasques gathered in the Palace Square for a cocktail reception, it was the Fairmont Monte Carlo that ran the affair. 9,000 cream puffs and 2,500 bottles of Perrier Jouet champagne stretched across 180 meters of white linen buffet tables. Now that's a party.

LET YOUR IMAGINATION RUN FREE

- Pullman King Power Bangkok -
THAILAND

If you tell someone that the sky's the limit for their next event, they are going to come back with some pretty audacious plans...at least that's been the experience at the Pullman King Power Bangkok. The hotel has a no-holds-barred policy for events, meaning anywhere in the hotel is up for grabs. You want to reserve a banquet space and have dancers twirling down from the ceiling? You can. You want to rent the theatre for a VIP film screening? You can. You want to host an event in the ballroom and have guests test-drive Jaguars inside? You can. You want to book a table for two at the hotel bar this weekend – wait that's just called a reservation...but you get the idea: you can.

AN INTERNATIONAL AFFAIR

- Fairmont Barcelona -
SPAIN

It's a sight to see when food trucks roll onto the sprawling lawns of the Fairmont Barcelona and park near the hotel's swimming pool – a veritable oasis in the bustling city center. As the sides of the trucks open, mouthwatering aromas transport seminar attendees from their three-day conference to a taco stand in Mexico, a street market in Asia, a barbecue joint in the United States, or whatever destination strikes their fancy...at least until the next session begins.

WHERE CREATIVITY IS BORN

- Fairmont Queen Elizabeth -
CANADA

For anyone who's ever hit a wall during a brainstorming session or spaced out during a meeting, CoLab 3 is your new fix. The spanking new business campus on the Queen Elizabeth's third floor oozes with creativity and inspiration – which designers hope is contagious. The 85,000-square-foot hub features 13 meeting rooms, seven with fun-loving themes. In the Ping room, meeting-goers sit around a ping pong table, with astroturf-esqe green carpet beneath their feet. When tensions run high or if someone just needs a mental break, they can let loose in the Swing room. The concept of innovation and fun flows through the menu as well – with protein-rich energy balls and “brain food” in the form of smoothie bowls and salads packed with superfoods. Sure beats the marble floored oak-desked corporate space we've all seen before.

AFTER A RENOVATION IN 2015

- Novotel Les Halles -
FRANCE

The second you enter Atelier H, hosts Fares and Anouk greet you like an old friend with a quick French-style kiss on your cheeks. You may be here for a meeting, but everything about this place makes it feel like home – a particularly nice one at that. Guests have open access to the kitchen, which is stocked with homemade snacks and beverages, as well as common spaces that encourage mingling. And if you need anything – tech support with the high-end video and sound system or more fresh waffles – your hosts are just a quick WhatsApp message away.

LIMA'S LEADING SHOWRUNNER

- Swissôtel Lima -
PERU

When Swissôtel Lima conducted a multi-million dollar expansion in 2015, it added over 100 rooms, an indoor pool and 12 meeting rooms, the latest cutting-edge technology, bespoke services and a modern design – making it one of the largest MICE offerings in the city. In spite of the size of its F&B operations, the hotel's team feels strongly about details and personalized service. A hefty task, considering its events facilities and five restaurants serve everything from fondue to sushi and of course ceviche. Needless to say, the fish is fresh from the ocean, the cheese is Swiss and the cocoa is local...

Two centuries of unforgettable memories

Potel & Chabot is France's oldest event and catering company – but don't let its age fool you: there's nothing dated about this Parisian institution.

While its history stretches back to 1820 when Mr. Potel and Mr. Chabot hosted extravagant royal dinners with kings, queens and foreign dignitaries, its present is just as glamorous and exclusive. A star-studded launch party for the highly anticipated collaboration between Louis Vuitton and Jeff Koons in the hallowed halls of the Louvre. A V-V-VIP dining experience next to the dusty red courts of Roland Garros. An extravagant costumed soiree, replete with fireworks, at the Château de Versailles.

How does a company stay relevant after nearly 200 years of service? It starts with amazing food, of course, and then it's all about creating an unforgettable experience – from the moment the door opens to the moment the last light goes out.

And the company has these moments in spades. Whether inviting guests to a dinner inside of Beijing's Forbidden City or helicoptering in every element of a lavish party – right down to the dinner rolls – to the top of the famed Mont Saint-Michel, these once-in-a-lifetime experiences are proof that a company steeped in history can also be brimming with innovation.



ROLAND GARROS

Maintaining a business relationship is not unlike a marriage – it demands hard work and keeping the passion alive year after year. Potel & Chabot has done this for the French Federation of Tennis over the past 38 years. After decades of a reservation-only seated service, Potel & Chabot transformed the dining room at Roland Garros – at the behest of its client – into an interactive, yet very high-end buffet. Prior to the opening match, the team participates in an intensive one-month training program to ensure that each interaction with clients is up to the rigorous standards of the illustrious setting.



CHATEAU DE VERSAILLES

Imagine feasting on the culinary creations of Thomas Keller, Frédéric Anton or Yannick Alléno – that's the setting at the Château de Versailles, in the monumental "Galerie des Batailles." If it all sounds too sumptuous to be true, then Potel & Chabot has done its job. In 2011, the catering house gathered 60 of the world's most renowned chefs to celebrate the induction of the French Gastronomic Meal into UNESCO's list of Intangible Cultural Heritage.

Le Hambourgeois

By Yannick Alléno

Chef Yannick Alléno's pedigree and multiple three Michelin stars don't mean that he is not capable of enjoying a good old hamburger.... Well, for Yannick, this is the "Hambourgeois."

PREPARATION
TIME

25 min

SERVINGS

4



HOW TO MAKE IT

STEP 01 / Hambourgeois steak

400g filet of beef	5g sea salt
1 whole egg	2 drops "secret" flavoring
60g spring onions	Clarified butter
4g ground nutmeg	

Chop the beef with a knife. Chop spring onions and sauté with butter. Season the meat with salt, nutmeg and, if you want to cheat a little bit, 2 drops of Maggi flavoring. Combine with cooled onions and egg mix. Make 110g hambourgeois patties and place in refrigerator on slightly greased wax paper.

STEP 02 / Garnishes

1 tomato	2g white pepper
80g lettuce heart	Salt
80g mustardy mayonnaise	Sugar
½ garlic clove	Fresh thyme

Make a mayonnaise with a generous amount of Meaux mustard. Peel, seed and thinly slice the tomatoes. Place slices on a baking tray and season lightly with salt, sugar, crushed garlic and fresh thyme. Bake them in the oven. Wash lettuce and chop coarsely.

STEP 03 / Bread

4 burger buns from Frédéric Lalos

Cut buns. Using a 4cm diameter cookie-cutter, make a hole in the top part (for the fried egg later).

STEP 04 / Crisp French fries

1kg Agria potatoes	1l frying oil
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Peel and slice potatoes with a knife. Blanch the fries in water then plunge them in frying oil at 190°C. Cook until brown. Dry with paper towel and salt immediately.

STEP 05 / Finishes

4 fresh whole eggs	Clarified butter
4 slices of Comté cheese	Flour
35g pickles	Parsley

Flour the patties on both sides and cook them in clarified butter to desired doneness. Cover them with a slice of Comté in the frying pan.

At the same time, grease griddle with clarified butter and crack the eggs, making sure to keep them separated. Before the whites are cooked, place the cut-out buns on them, with yolks visible through the hole. Toast the other half of the buns until brown. Season the lettuce with mayonnaise and diced pickles.

STEP 06 / Service

Salt	Mustardy mayonnaise
Pepper	

Place the toasted bun on a round plate. Cover it lightly with mayonnaise, then tomatoes, seasoned salad, a hambourgeois with melted cheese and finish with the top half of bun containing the egg. Salt and pepper the yolk and serve with French fries.

✂
*"It's up to the restaurant
to carry the flag for
the hotel. That's why it's
crucial to offer a lively
culinary experience."*
✂



TAKING RESPONSIBILITY

We have grown accustomed to eating what we want, when we want – regardless of the season or the thousands of miles between farms and tables. Farmers are pressured to produce more and faster than ever before. Meanwhile, one-third of all food produced for human consumption goes to waste.

As restaurateurs serving more than 200 million meals each year, the choices we make significantly impact our planet, our communities and our guests.

So we have made a promise to our guests: we will feed them as we would feed our own families and children, in a responsible way.

To uphold this promise, we launched our Healthy and Sustainable Food Charter two years ago. This initiative will help us reduce food waste by 30%, create 1,000 urban gardens and serve delicious, healthy and sustainable food.

Instead of taking a generic check-the-box approach, we are using common sense and asking each of our countries to determine what is appropriate for them, and make commitments based on that.



750 cm²

According to EU law, an egg-laying hen should get 750 cm² of space. 750 cm² is equal to this sheet of paper plus the area inside this egg.

We feel this is unacceptable and this is why we are working with NGOs such as Humane Society International to go free range in all our hotels around the world.

21 cm

FEEDING THE HUNGRY OF PARIS

As part of the fight against food waste and hunger, the Refettorio Paris (Paris Refectory) collects food surpluses from supermarkets and farmers, and provides full, balanced meals to people in need. Open at night at the Foyer de la Madeleine – a stunning French national monument – volunteers at the Refettorio cook and serve 100 delicious meals a day to the homeless and refugees, treating guests with the utmost respect. Created by Italian chef Massimo Bottura, the Refettorio Paris – one of four worldwide – is backed by AccorHotels. A sustainable project, the Refettorio has a program for training young chefs, and for helping people who have difficulty finding work.

URBAN GARDENS

Salad greens, rare varieties of strawberries and heirloom tomatoes grow on the rooftop of the Mercure Paris Boulogne. This past summer, the hotel harvested the very first bounty from its 350 m² vertical urban farm. The innovative, soilless system uses 10 times less water than conventional farming, eliminates the need for harmful pesticides and chemical fertilisers, and of course does not require any transportation.

A TASTE OF MOROCCO

Dusty green olive trees scatter across the hot Moroccan fields. A group of women farmers responsibly harvest and press the olives on site – producing a high-quality organic olive oil. Want a taste? More than 20 AccorHotels around the world source their olive oil here.

PLANTING A SUSTAINABLE FUTURE

How can hoteliers make a real impact on sustainable food models? By rolling up our sleeves and digging into the dirt. As part of our Plant for the Planet program, AccorHotels has planted more than five million trees near agriculture plots across the globe. As these trees grow, they absorb harmful CO₂, restore landscapes scarred by intensive farming, nurture biodiversity, enrich the soil, regulate the microclimate and ultimately improve farmers' crops and harvests. Which means better quality food, grown sustainably.

A HOME FOR THE HONEYBEES

If you visit the rooftops of certain Fairmont Hotels, you may hear the soft buzzing of bees at work. Today, more than 40 hotels have on-site honeybee apiaries and wild bee hotels. The Bee Sustainable program is a win for everyone: the hotel taps into a fresh supply of organic honey for cocktails and cooking; the bees pollinate surrounding community parks and gardens; and the bees themselves get a nice place to rest their tired wings.

HOMEGROWN IN FIJI

In the foothills of Fiji's Sabeto Valley, at Vee's Organic Farm, rows of yellow tapioca, bongo chilies and spinach grow. Nearby, honey bees buzz around five hives. Each week, Novotel Nadi Fiji sends 70 liters of compost to Vitila, the owner, and sources much of the hotel's produce from her 12-acre farm.

A CALL TO ACTION

Local farmers and breeders across the French countryside signed up to compete in AccorHotels' Arbres d'Avenir contest. The most innovative initiatives received their share of a €200,000 endowment. With the prize money, winners will plant at least 50,000 trees in France in an effort to encourage agroforestry.

Mooooo



In France, AccorHotels partners with Beauvallet, a leading meatpacker. By doing this, we help ensure that ranchers are able to sell their meat at a fair price. We take on this challenge because we believe that real ranchers – who work from generation to generation and have a close bond to their livestock – raise their cattle well and produce the best quality meat for our guests.

**THE REAL WEIGHT
OF FOOD WASTE**

We've all wasted food before; we feel bad for a moment, then it passes. Waste never seems to be an issue when we scrape off a single plate, but when a hotel kitchen weighs its total waste, that really tips the scale. On a global level, about one-third of all calories are wasted.

To tackle this problem, AccorHotels has initiated a new waste-reduction program to weigh, analyze and record every bit of wasted food, giving chefs the information they need to make serious changes in their kitchens.

Many AccorHotels properties have already launched the program. Though it's still early days, properties that have experience with this program see average waste reduction in the range of 60%. With results like these, we're well on our way to reaching our global goal of reducing food waste by 30% by 2020.

**SAVE SOME
FOR ME!**

Think about your favorite takeout place. Now, cut the bill in half and add a moment of pure self-contentment and you've got Too Good to Go. This smartphone app connects restaurants that have surplus food with hungry, budget-conscious guests. AccorHotels around the world have sold more than 6,500 meals that would have otherwise gone to waste. File this away under information you'll need next time dinner is on you.

**AN ETHICAL
GUARAN-TEA**

A woman stands waist-deep in a sea of tea bushes. Her hands swiftly graze over each branch as she plucks off the leaves and then drops handfuls into the large woven basket suspended from her forehead. Each day, she harvests 30-40 pounds of tea leaves, yielding roughly 10 pounds of finished dried tea. The day is long and the work is demanding, but here in Sri Lanka, the home of Ceylon tea, the workers benefit from a "womb-to tomb" social welfare system – including free healthcare, housing and education for their families – and the highest wages of any tea-growing nation.

Before launching Lot 35, the Fairmont's line of premium and sustainable teas, the project team traveled the world in search of tea producers who not only focused on the quality of their teas, but produced them in a traceable, responsible and ethical way. Today, every cup of tea in Fairmont's restaurant and guest rooms comes with this guarantee.

**A MAKEOVER
FOR YOUR LEFTOVERS**

When the banquet rooms clear out after a party, when the buffet line closes for the day, delicious, nutritious, perfectly good food is left on the table. Seven AccorHotels in Bangkok decided to turn potential waste into a better day for those in need. Food for Thought collects the hotels' leftovers and delivers the meals to at-risk women and girls at the Fatima Centre of the Good Shepherd Sisters.



DELIVER EXCELLENCE WITH
AUTHENTICITY & SIMPLICITY

NOVOTEL ISTANBUL BOSPHORUS

- ISTANBUL / TURKEY -

In the Middle East: an unforgettable discovery

EAST MEETS WEST AT THIS MARVELOUS HOTEL,
WHERE ANCIENT TRADITIONS
ARE REDISCOVERED.

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by VD,
Frankfurt, Germany

One of the best hotels I have stayed at in my life. Great service, good food, perfect location. Turkish bath and spa is a bonus. On top of that, perfect restaurant on top floor. All the credit goes to a guy named Ozan at reception who made my stay a perfect pleasure! Definitely will come back here if in Istanbul!

by Hashir,
Manama, Bahrain

This was the third time this year I stayed at the Novotel Bosphorus. The hotel was terrific, as always. This is the first time I used Web Check-in, and yes, my key card was ready and all I had to do was sign a form when I arrived. For breakfast, the Mürver restaurant on the top floor was amazing, with a gorgeous view.



The cry of seagulls in the distance, a gentle breeze blowing in from the water, boats crisscrossing the Bosphorus down below... What awaits guests at Mürver, the restaurant nestled at the top of Novotel Istanbul Bosphorus, is nothing less than a breathtaking, authentic Istanbul experience.

This is the perfect place to enjoy traditional Turkish cuisine. *"Our menu includes seasonal ingredients purchased from local Anatolian producers,"* said Öztürk Yılmaz, Executive Chef. *"We offer wood-oven cooked and wood-grilled dishes, slowly cooked BBQ dishes, sustainable seafood, and other dishes and mezes – which will also win the hearts of vegetarians."* A delicious menu to discover while enjoying panoramic views of the Bosphorus.

An astonishing menu prepared with local sustainable food products is served at the top of our hotel, which has a mesmerizing view overlooking the Bosphorus.



Mürver's open kitchen counter fascinates with Nero Picasso marbles, and offers an unparalleled experience where guests can feel the warmth of the live open fire while facing the chef.



Fresh honey is always available for breakfast.

✂

“Kitchen preferences are slowly returning to their original form. People are more into local ingredients, local products, local foods – but with a modern twist.”

✂

Öztürk Yılmaz,
Executive Chef, Mürver Restaurant

Dry-aged meats, spicy Turkish sujuk sausages, as well as many other mezes are served at Mürver.



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*“For many people,
food is not just
to satisfy hunger,
but to delight
the soul.”*

✂

Erkan Ögüt,
General Manager



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THE BEST MAI TAI ON THE BAY

- Fairmont San Francisco -
USA

Some might consider the 1940s taste for Polynesian-themed bars and restaurants as a short-lived fad. But the longevity of Fairmont San Francisco's Tonga Room & Hurricane Bar, opened in 1945, proves that the real thing always lives on! Tiki connoisseurs will tell you this is the place to go to find the most authentic Mai Tai, hands down. The famous cocktail served in a tropical décor originally created by an MGM Studios set designer attracts throngs of locals and hotel guests.

**Beyond Istanbul:
Providing excellence doesn't
require unnecessary frills.
Quite the opposite actually.
Featuring radically different
styles and atmospheres, these
hotels all possess an unmistakable
air of authenticity.**

CASUALLY ARTY

- Hong Kong's Pullman Park Lane -
CHINA

Contrasting with the high-energy intensity of Hong Kong life, Pullman Park Lane offers a peaceful haven where one instantly feels both at home and connected to the world. When the hotel went through an intense rejuvenation in 2015, urban art was placed at the center; today, its casual and connected vibe attracts locals like never before – a real feat in a city where the culinary offering is tremendous. The restaurant Playt offers an international menu and features Hong Kong's only Tandoori wood oven. The Skye Roof Bar offers contemporary French cuisine and features a breathtaking view. Both restaurants have been a tremendous success, providing top-notch food and beverage in the laid-back atmosphere of the world's largest Pullman.

MARKET FRESH

- Swissôtel Zurich -
SWITZERLAND

Excellence can be as simple as walking across the street to get fresh vegetables from the market. At Swissôtel Zurich, that's literally how it's done. Twice a week, the chef from Le Muh bar and restaurant chooses his produce from the local farmers market held on the square right in front of the hotel. Needless to say, everything he cooks in his open kitchen is 100% seasonal and fresh, making Zurich's tallest four-star hotel one of the city's top culinary destinations. And yes, the cheese for the fondue that you can enjoy in a ski gondola on the hotel terrace every winter comes straight from the market too.

SIMPLE PLEASURES

- Novotel Munich City Arnulfpark -
GERMANY

The smell of fresh bread is what greets guests as they walk through the door of this new GourmetBar. Every day, the master baker at Munich's Novotel Arnulfpark prepares a fresh and varied selection of breads stemming from the purest German tradition. Some doughs even rise for several days to develop their full aroma. GourmetBars are all about serving simple and great cuisine in a laid-back atmosphere. Here, the team chose to place the focus on bread – probably the most simple and authentic food of all.

SARDINIAN PARADISE

- Pullman Timi Ama -
ITALY

At Pullman Timi Ama, visitors can get a truly immersive and authentic Sardinian experience, with its breakfasts of local Sardinian products, and dinners where guests pick the ingredients straight from the garden. The hotel offers everything from kid-friendly summer holidays for families to exclusive seaside champagne dinners. The team is literally up for anything.

MOMENTS OF WONDER

Take the best accommodation and the best food you can imagine. Then transpose them to the most beautiful settings in the world... Now open your eyes: here are four magical hotels that blend history, style and natural beauty.

Illustrations by Darya Malikova.



Romance on the Caribbean Sofitel Legend Santa Clara

This 17th century convent in Cartagena, Colombia, was a ruin before Gérard Pélisson, the co-founder of Accor himself, decided to turn it into a Sofitel. Today, it is one of the best tables in town, a prize-winning tropical garden and a wildly popular wedding venue offering the most romantic setting you could dream of. Combining art, history, charm and French *art de vivre*, Sofitel Legend Santa Clara Cartagena is a nothing less than a perfect gem on the Caribbean.



Best view in town Pullman Quay Grand Sydney Harbour

A stone's throw from the world-famous Opera House and overlooking the majestic Harbour Bridge, Pullman Quay Grand Sydney Harbour offers what is perhaps the most breathtaking view you can find in Sydney. Could there be a better way to enjoy it than sipping a cocktail at Hacienda, the hotel's signature Cuban bar? Perhaps not, considering the locals have made it one of the top bars in the Australian metropolis.

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Valley of flowers Fairmont Zimbali Resort

Set along South Africa's sublime east coast, nestled between a forest reserve and a shimmering sea, the resort's exquisite natural beauty is dotted with pockets of urban flair and enhanced by the rich Zulu heritage – "Zimbali" is Zulu for "valley of flowers." Eight contemporary dining and entertainment venues offer a dazzling range of appetizing options to tantalize your taste buds.



Pearl of the Indian Ocean Raffles Seychelles

A 15-minute helicopter ride from the main island followed by a drive through the jungle, up the mountain and back down: that's how you reach Raffles Seychelles, with its 86 spacious villas overlooking a pristine white sandy beach.



INSPIRE & MOTIVATE
OUR TEAMS



Teaching



Dominique Giraudier,
CEO of the Institut Paul Bocuse,
management and training school for the
hospitality and culinary arts



Dominique
Giraudier

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The head of F&B at AccorHotels, Amir Nahai, sat down with Dominique Giraudier, the CEO of the Institut Paul Bocuse, a hospitality school co-founded by the famous chef in Lyon (France) and the founder of AccorHotels, to share their thoughts about the present and future of an entire industry. One thing is for certain: change is on the way.

Amir Nahai: Dominique, you know this industry better than anyone, and since you're in contact with the next generation of chefs, hotel directors and F&B managers every day, I wanted to pick your brain about the evolution of our profession.

Dominique Giraudier: Well, for starters, I think our business is no longer just about running hotels and restaurants: it's about hospitality, a notion that should be our central reference – maybe this is a return to the past? I also believe that the identity of a hotel will increasingly come from its food and beverage offering. The right F&B experience is what will distinguish one hotel from another: the rooms can be amazing, but if the restaurant offers poor value for money, the entire hotel will suffer. On the other hand, if there's a great restaurant experience, and I don't necessarily mean a luxury experience, but a place where you feel welcome, with a great atmosphere, then guests will have a positive overall impression.

No cheating
A.N.: I think that an important message for F&B teams is not to focus disproportionately on cyclical trends, but rather focus on secular trends. What do you think?

D.G.: That's actually an idea that inspires us here at the institute. Before anything, we are here to pass on tradition and time-tested techniques. We keep an eye on what's going on in the world, but we know those things are ephemeral and cyclical. And you know what? Our students don't pay too much attention to those trends either. The kind of modernity they're after doesn't imply making things complicated: it's all about simplicity and adapting to what the guest wants. What matters to them is to know products better, their seasonality, and to respect the environment they live in. Bottom line is, there can be no cheating.

A.N.: No cheating, that's exactly it. Serving strawberries in wintertime just can't be done anymore. So would you say your students are aware of this kind of stuff?

D.G.: More than that: they're the ones who come to me saying *'the chef wants us to cook with these products that come from the other side of the planet; have you thought of the carbon footprint here?'* They're also very conscious of the issue of waste.

A.N.: It's clear that quality and sourcing have become important notions for your students. That's a direction AccorHotels has taken with the Planet21 program. Later, when your students are out there running a restaurant, they'll apply these notions while creating a great dining experience. It's not just about high quality food, it also involves good design, good music, a good ambiance...

D.G.: Yes, there's a blurring of lines here. We're actually changing the organization of our curriculum to reflect that. Today, chefs have to know about service and management, and managers about cooking. Silos have to be broken down so that restaurants are run more efficiently and provide a better experience. Once again, no cheating: it's all about transparency between the kitchen and the dining room.

Dealing with stress

A.N.: Your students are destined to become team managers. What do you teach them in terms of motivating and inspiring people?

D.G.: The particularity of this profession is that you can have all the standards and procedures that you want, but in the end, you will still always need to adapt to your

guests in order to offer them the experience that they want. That's something any manager in F&B has to be able to pass on, in order to make service an art, not an act of servitude. We want to make sure our students can handle a fundamental element in this industry: tension. Not only is every guest unique, you have to be able to adapt in real time to unexpected situations. Imagine you're running a steak house and a family of vegetarians shows up: how does the chef react in order to offer them a quality experience then and there? Our students must have the capacity to take a step back and deal with stress.

A.N.: And then there's the emotional aspect on top of that. Being a chef is a job full of emotion, passion and creativity, and that has to combine with the enormous tension that comes with their position.

✂
“Service is an art, not an act of servitude.”
 ✂



D.G.: Right, they give their all during service, and managers have to encourage that, because if you're providing nothing more than standardized service, your guests might as well order takeout. We have to teach our students to channel that emotion in order to transcend it without losing it.

A.N.: That being said, it's often hard to have an objective, calm conversation about feedback from guests, because criticism is hard for them to take in.

D.G.: True, but I think it's a mistake not to convey feedback and criticism. Working in this industry is a test-and-learn process, not a series of theoretical concepts, so receiving feedback is necessary, and teams are grateful when they receive it. Again, there are time-tested techniques that should be put to good use: a team briefing before service to

explain what's expected from the team, and a debriefing after to go through how things went. Restaurants often tend to neglect doing that, and that's a major mistake.

Giving to receive

A.N.: Reviewing guest feedback is delicate. You have to focus on the right elements, especially with the sheer amount of feedback you get from the Internet.

D.G.: I think that should be a part of the daily briefing. What's important is to categorize issues: some problems are occasional and call for immediate fixing, and other issues might require reorganizing things a little. At the end of the day, we need to go back to the core philosophy at the heart of our professions: generosity. Thinking only in terms of cost ratios is only relevant if you're in the fast food industry.

A.N.: You're absolutely right. Cost ratios are an important KPI, but that shouldn't be the main focus. If you put an additional euro of product in the plate, that's where the 'delight factor' resides. It can also be a glass of wine on the house, that little extra something that will make people come back. The impact in terms of pleasure and experience can be considerable.

D.G.: Being generous is a simple state of mind, but a complex thing to achieve in the context of a large and structured organization with corporate objectives, business constraints, etc. But it's actually the way traditional innkeepers have always done things. We need to go back to those basic values; that's the state of mind we want to transmit to our students.

✂
*“Bon produit, bien assaisonné, bonne cuisson. C'est la bonne cuisine.”**
 ✂

PAUL BOCUSE
 (1926-2018)

The most celebrated French chef of the postwar era died in January 2018, near Lyon, home of the renowned l'Auberge du Pont de Collonges, his three-star restaurant. Tributes to Bocuse, who was mentor to many chefs, have poured in from around the world.

“Thank you, Mr. Paul, for all that you have done. The world is crying. I am sad and orphaned.”

Yannick Alléno,
 Chef

“Chef Paul Bocuse changed our lives and the lives of millions.”

Thomas Keller,
 Chef

“Your memory will always remain in my heart and the hearts of all those who have had the chance to meet you.”

Joël Robuchon,
 Chef

*Good produce, well-seasoned, good cooking: that is good cuisine.



Ear to the ground, eyes on the data!

Every day, F&B teams cook for their guests, but they are also constantly asking themselves how to adjust and improve. The answer is simple: by listening. That's why developing best practices and routines to monitor and respond to guest feedback is such a crucial part of this line of work.

The numbers are staggering: there are over 250 million hotel reviews on social media worldwide, and the volume of comments left by users on the Internet is constantly growing. It can be a little too much to sift through, but paying attention to what people are saying is crucial to maintaining a healthy online reputation. Analyzing all that data is the best way to improve service based on what guests really want, rather than what you think they want.

Sure, guest comments and reviews are sometimes a little tough to take in for the artisans who pour all their energy and passion into their work. But listening to guests is the best way to give them a memorable experience they'll want to share – and, more often than not, this can turn a poor review into a positive experience.

Always plugged in with ACDC

ACDC, for "AccorHotels Customer Digital Card," is a database that gathers all the information collected about guests throughout their stays: their favorite foods, their allergies - and which view they want from their room. That way, their every wish and desire can be anticipated.

Hear their voice

AccorHotels has developed several tools that allow managers to instantly find out what the word is on the street about their bar or restaurant, with a quick look at their smartphone.

Voice of the Guest (VOG) is an aggregation platform that is designed to collect, sort and follow up on guest feedback, whether it was requested (typically through a guest survey) or not (meaning: online comments and reviews). VOG objectively collects the data, structures it and makes it easy to share, so that everyone is always on the same page.

Some examples

How it's done: Take a look at a few examples of teams that successfully listened to their guests.



A low score on Voice of the Guest revealed that a guest had left a negative review about his experience at Novotel Warsaw Airport. To correct this poor impression, a letter of apology and a bottle of wine were waiting for him on his return to the hotel, and the Guest Experience Manager came out for a chat. The guest was impressed, and now he's a frequent visitor.



Thanks to ACDC data, we knew that Le Club silver member Mr. KN loved a good rack of lamb. So the chef at Mercure Singapore Bugis prepared a dish created especially for him: rack of lamb with special Singaporean sauce.



Novotel Manaus increased its RPS by 10 points over the past two years simply by sharing guest feedback with employees so they know what to do to make each guest's experience as great as possible.

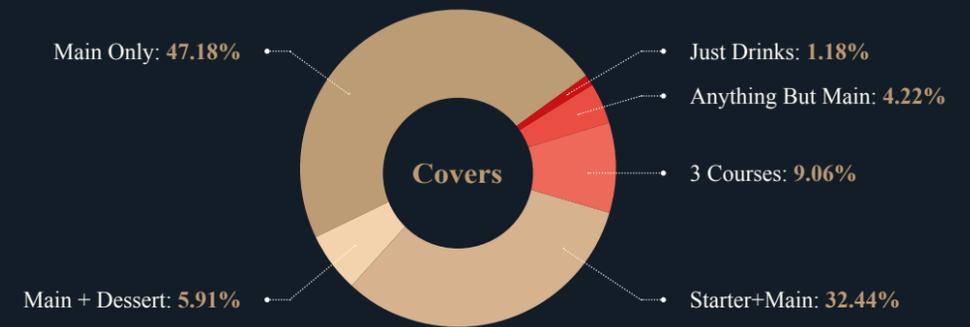
Boosting restaurant revenue

The Restaurant Revenue Management program (or RRM) uses data to guide strategic decisions and provide hotel teams with insights into KPIs such as Table Occupancy, Seat Occupancy, Average Check, and Menu Engineering.

At AccorHotels, we use F&B analytics to make sure we optimize revenues and create a great guest experience.

A case in point is the Server Coach Program (a key measurement within RRM), which is generating excellent results at our hotels.

Example of Novotel Sydney on Darling Harbour



Continuous learning



Aligned goals & objectives



Real-time feedback



Reward & compensation

EMPOWER EMPLOYEES



LAST WEEK'S ACTIONS
Grill Sales

Sam really pushed grill sales this week and made \$13.72 per cover vs. team average of \$8.80.



THIS WEEK'S FOCUS
Wine Sales

Sam is selling less wine vs. team average. Sam has to focus on proposing wines with confidence.

Results per week (incremental revenues)



Four servers coached in this session. TOTAL: +\$57,124



Enter the Dragon

CHINA HAS IT ALL. GLORIOUS TRADITIONAL
CUISINE, EDGY MODERN COCKTAIL BARS,
AMAZING STREET FOOD – AND SO MUCH MORE.
COME DISCOVER THIS EXTRAORDINARY
CULINARY DESTINATION.

China: a food lover's paradise

CHINA HAS ONE OF THE RICHEST CULINARY TRADITIONS IN THE WORLD. IN FACT, IT'S HARD TO SPEAK ABOUT ONE CHINESE CUISINE, AS THERE ARE AT LEAST EIGHT MAJOR REGIONAL TRADITIONS, EACH MASTERFULLY BLENDING ITS OWN FLAVORS, TECHNIQUES AND INGREDIENTS.

If there's anything we are serious about, it is neither religion, nor learning, but food," wrote the author Lin Yutang in 1935. It is indeed hard to imagine a country where food is a more important part of life than in China. There is a tremendous diversity of ingredients and cooking techniques, some of them going back millennia. The *Qimin Yaoshu*, a 1,500-year-old treatise on food and agriculture, described almost 300 recipes. Some of these are still the basis of today's incredibly rich Chinese cuisine.

Food has always been considered an art by the Chinese, who pay particular attention to culinary techniques and food appreciation. Chinese food is not only big in China – it has conquered the world. Venetian explorer Marco Polo might have been the first to bring back descriptions of Chinese cuisine, but he was certainly not the last. Today, virtually every country has its own version of Chinese cooking.

Eating in China is above all a moment of sharing. Sharing the meal, of course, but even more, spending time together. Dining tables are usually round instead of long. Food is served on a rotating surface at the center of the table. This allows guests to reach the dishes rather than having to pass plates around. At every spin of the central turntable, the meal brings people closer together.



SICHUAN

Spectacularly hot

China's boldest cuisine: garlic, chili and unique Sichuan peppers give the inventive dishes its intense flavors.

HUNAN

Hot and spicy, with fresh aromas

Smokier than Sichuan's, and sometimes even spicier. The smoked and cured, braised or stewed dishes are rich with garlic and chili peppers.

Beijing

Shanghai

Chengdu

Guangzhou

FUJIAN

Light, sweet and refreshing

Fujian combines the abundance of the sea and the mountains, serving seafood such as mussels and shrimp, and also bamboo and wild mushrooms.

GUANGDONG (Cantonese)

Variety and finesse

The birthplace of the world-renowned Dim Sum. An enormously varied cuisine, using the primary cooking techniques of steaming, stir-frying and roasting.

SHANDONG

Rich taste and light fragrance

This kitchen tastes like the sea and uses a variety of cooking techniques. It's known for its peanuts, vinegar and the common use of wheat – arguably even more popular than rice in this northern region.

JIANGSU

Artistic and delicate

Fresh-water rivers, lakes and the nearby sea provide the main ingredients. In this cuisine, particular attention is paid to selecting products according to the season.

ANHUI

Tasty and wild

The Huangshan mountains give this kitchen wild herbs, mushrooms, berries and many vegetables. Anhui dishes preserve the original taste and nutrition of the ingredients.

ZHEJIANG

Soft, light with refined flavors

This very diverse kitchen reflects the coast and its islands with their subtropical climate, and features seafood, fish and poultry. The region is also known for its superb pastries.

A Legend on the Bund Ma Hao Cheng at Dragon Phoenix

The Dragon Phoenix feels more like a movie set than a restaurant. Yet, everything here is real: the original 1930s interior, the impeccable service and the exquisite cuisine. The most prominent stars here are the dishes, carefully directed by chef Ma Hao Cheng. *“Shanghainese cooking has its traditions, of course. However, we are also influenced by culinary cultures as far away as Huaiyang and Ningbo,”* says Cheng, who was born in Shanghai. His understanding of local products is unparalleled. *“In summer, the heat can get pretty intense here. That’s when I use lotus root, which helps digestion and removes heat while quenching thirst.”*

The restaurant may look like a well preserved time capsule, but Ma Hao Cheng’s cooking is anything but old fashioned, as he constantly innovates. The creative aspect is what Cheng likes the most. *“We have a very high standard, and we’re always improving our recipes,”* he said. *“Our challenge is to surprise and satisfy each guest who visits Shanghai; our guests come from every part of the world.”*



 **THE SIGNATURE DISH**
One of the Chef’s signature dishes:
Pork dumpling stuffed with crab meat.

✂
“My favorite ingredients? Anything fresh and seasonal!”

✂
Ma Hao Cheng,
Chef, Dragon Phoenix



The lavish 1930s interior of the legendary Peace Hotel. The Dragon Phoenix restaurant at Fairmont Peace Hotel, Shanghai.



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Feast in Foshan

A marriage of East and West

Each year, more than 10 million weddings are celebrated in China. At AccorHotels, we aim to make each wedding story one in a million. The Sofitel Foshan has a reputation for its excellent French-style wedding facilities. The stunning Grand Ballroom has 10-meter-high ceilings. Its elegant, decorative crown molding represents the best of 17th-century French opulence and grandeur.

As a banquet chef, Zhong blends the French *art de vivre* with Cantonese culture and cuisine. He caters to couples who are celebrating the most important event of their life. *“What I like most about my job is our ability to make this day unforgettable.”* At the Sofitel Foshan, Zhong’s ambitions translate into exquisite dishes executed by his team. *“Our success is collective,”* he said. Zhong always shares guests’ comments and praise with his team. *“We regularly taste all the dishes together. Anyone can make suggestions to improve them.”*

However, don’t expect Ken Zhong to rest on his laurels anytime soon. *“The Chinese kitchen has a long history and so many different ethnic influences. Learning all its subtleties is my lifelong pursuit.”*



“I have learned from the best. Every day, I use my knowledge while adding my creativity to the mix. Learning the subtleties of the Chinese kitchen is my lifelong pursuit.” Ken Zhong



The magnificent Napoleon Grand Ballroom designed in the Baroque style offers bespoke, French-style weddings for couples in love.



  **THE SIGNATURE DISH**

Traditional Chinese delicacies at a banquet include roasted suckling pig with mango sauce, braised ten-headed abalone, osmanthus cake, red bean cake, sesame balls and more.

Isle of pleasure

Wonderful weddings on a private beach

The unparalleled luxury of the Raffles Hainan makes it the perfect location for romantic holidays. Ceremonies can take place in the spectacular wedding pavilion. At night, the white building is even more magical, as it is illuminated by subtle lights. To the stunning backdrop of the “singing beach” of Clearwater Bay, one can only say “I do!”

Of course, nuptials aren’t complete without amazing food. Fortunately, Danny Gee Kok is there to make sure the meals are as special as the wedding day. *“The joy is in cooking for others,”* says the Chef. *“I once catered a unique wedding for a Malaysian couple. Since I wanted to do something special for them, I created two traditional Malaysian dishes. They were delighted and impressed – and even thought I was Malay! In fact, I’m ethnic Chinese. We remain good friends to this day.”*



“My favorite ingredients are shallots, lemongrass, onions and wild herbs – locally sourced, of course. When products are fresh and good, they’re authentic and healthy.” Danny Gee Kok



  **THE SIGNATURE DISH**

Seasonal quality ingredients are essential to Gee Kok’s cooking. Here is Hainanese Chicken Rice, one of his signature dishes.



Situated on one of China’s most stunning beaches, Raffles Hainan at Bai Wei is all beauty and quiet pleasure. The hotel offers dream weddings for couples, whether they want a chapel wedding, an outdoor wedding, a beachside wedding – or something entirely new.

Food as an art form Alvin Chan at Chang Yi

The Fairmont Chengdu's Chinese restaurant is called "Chang Yi," meaning "The Taste of Art." "That's no coincidence," explains Alvin Chan. "Eating is an exquisite art. I'm a foodie myself, so I feel real pride as a chef when I serve delicious works of art to fellow food lovers."

The Chang Yi is an innovative and contemporary restaurant for adventurous gourmets from all around the world. The Chef sees different food cultures and eating habits as an opportunity: "We meet the culinary requirements of guests from around the world."



"It's very traditional Sichuan: sour and spicy. Just delicious!" Alvin Chan.

A sea of inspiration Carson Zou Jun at Le Chinois

Award-winning chef Carson Zou Jun will make your dining experience unforgettable, whether you choose one of the private dining rooms or a table with a view on the kitchen of the aptly named Le Chinois. Carson was only 15 years old when he helped out in a restaurant for the first time. He instantly knew that he had found his future career. "Even as a teenager, I already was passionate about food. I remain so today."

Guangzhou is situated close to Hong Kong. The city, coveted by Europeans throughout the centuries, has a long and eclectic tradition. "But our kitchen can also be modern and trendy," explains Carson. "That's why I use creative presentations and even scientific cooking methods." For Carson, being close to the sea not only means seafood is always plentiful, but "also makes me open to new ideas from other styles of cuisine."



Carson Zou Jun, passionate about food since he was a teenager.

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Chang Yi at Fairmont Chengdu (Chengdu, Sichuan) is a contemporary Chinese dining experience, where guests can also savor the arts, culture and history of Sichuan.

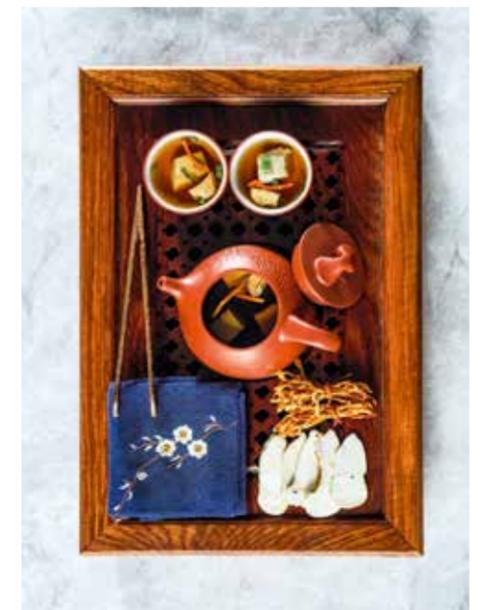


THE SIGNATURE DISH

Chan focuses on modern Sichuan and Chinese cuisine: "Although I now work in Sichuan, my biggest inspiration is Cantonese cuisine. It's all about freshness."



Perfectly combining French elegance with Chinese traditions, Le Chinois at Sofitel Guangzhou proposes a journey through authentic home-style and innovative Cantonese cuisine.



THE SIGNATURE DISH

One of Carson's signature dishes is Matsutake Double Boiled Soup. "We change the ingredients based on the seasons. The body needs different nutrients at different times of year."

The crossroads cuisine Ken Liang at Le Chinois

Kunming, the hub to Southeast Asia, is also called Spring City for its pleasant year-round climate. It's under these delightful conditions that Ken Liang is in charge of Le Chinois. He was a very natural fit for cooking, as his grandfather was a chef. "Growing up around food made me realize at a very young age that I wanted to be a master chef." He perfected his skills by learning from the very best.

The restaurant's decor reflects the luxurious gardens and parks of the city. Ken Liang loves to highlight the local color: "Wherever I work, I create a signature dish by adapting local dishes." It must be said that Ken Liang's take on traditional recipes is satisfyingly tasty. No wonder the Chef claims that his guests always come back.



"My favorite ingredient is mushrooms! Every kind, including truffles. I'm especially fortunate to work in Kunming. Every June, I get excited when mushroom season approaches!" Ken Liang.



THE SIGNATURE DISH

"This is my version of Yiliang Duck. I infuse the floral flavors of Kunming and glaze the duck with our famous rose jam. Then I smoke it with pu'er tea, which has a history dating back a thousand years." Ken Liang



Kunming is on a busy crossroads, and so is the Le Chinois menu: the restaurant serves regional Cantonese, Sichuan and Yunnan cuisines.

Mooncake

A living legend

The Mid-Autumn Festival, a century-old tradition, features mooncakes, which were first mentioned in the 13th century.



More than a million mooncakes are happily offered to our guests each year.

The Festival is held on the 15th day of the eighth month of the lunar calendar, at the full moon (placing it in September or October). There are several legends behind this Festival; the best-known one concerns the tyrannical archer Hou Yi and his beautiful wife Chang E. In this story, Chang E drank an elixir of life to save her people from her husband's tyrannical rule. After drinking the elixir, she found herself floating to the moon. As Hou Yi loved his divinely beautiful wife, he did not shoot down the moon.

During the Mid-Autumn Festival, cakes that are round like the moon are given as an offering to Chang E and other deities. These mooncakes come in many varieties, sweet or savory. One famous

version is the classic Cantonese one: a soft pastry filled with sweet lotus-seed paste and salted duck-egg yolk. Those wanting a more savory filling can try the Yunnan-style mooncake, which contains honey and ham. There are even mooncakes filled with ice cream!

These cakes are synonymous with joy, family and celebration – not only in China but in most other parts of Asia as well. Even in Western countries, the seasonal tradition is starting to take off. At AccorHotels, we make more than a million mooncakes every year. Slowly but surely, the cakes honoring that celestial body are spreading 'round the world. Don't resist – they come in peace!





INSPIRE & MOTIVATE
OUR TEAMS

MANAGING

Talk to any chef about their craft – their passion is palpable. But where does it all come from? In the culinary world, it’s often passed down, as head chefs work alongside their teams, motivating them to push the limits of creativity and excellence. But before the next culinary creation is imagined, young chefs must learn the importance of mastering the basics by following simple daily routines that inspire confidence and excellence.



Chef Robert Stirrup,
Director of Culinary
Operations

It happened 30 years ago, when Chef Robert Stirrup worked under a Michelin-starred chef: the time that shaped him as a chef and as a manager. “I was just starting my career in a very high-end restaurant. The head chef took such an interest in me and spent a lot of time working with me. I was surprised,” he says. Today, Stirrup, now the Director of Culinary Operations at Fairmont Singapore and Swissôtel The Stamford, makes it a point to teach in the same way he was taught – by working closely with young chefs. He takes them to the hotel’s herb garden and encourages them to interact with the flavors, understand the different tastes and learn from the ingredients. “If they can master

these basics, they become more confident, more passionate, they make fewer mistakes and they grow faster.”

Dennis Clark took the same back-to-basics approach when he was brought in as General Manager to overhaul the food and beverage program at the Fairmont Mayakoba in Mexico. The hotel completely shut down the three on-site restaurants for the rebranding, giving Clark and the new executive chef a window of time for intensive training. At the time, the kitchen staff lacked the fundamentals of cooking, Clark recalls. So they spent time going over the basics – how to chop, how to make broth – and this transformed the dishes coming out of the kitchen.



Dennis Clark
with kitchen staff
at the Fairmont
Mayakoba in Mexico.

“The final product improved and that gave them pride in what they were putting out,” he says. When the restaurant reopened, it was a great success – although it significantly raised the bar for excellence. One staff member in particular struggled with this new reality. “Maria lacked the level of English and training necessary to be a server in the restaurant,” Clark says. But he noticed her determination and commitment and decided to invest in her development. She trained in the employee restaurant and practiced English as a barista at the hotel’s coffee shop. “Today, she’s back at our El Puerto Restaurant as a hostess. She’s chosen this as her career and I wouldn’t be surprised if she becomes a manager one day,” says Clark.

“The question needs to be, how do we make our staff want to be here? If they aren’t walking in the door, wanting to be part of the experience, a part of the restaurant, you’re not even on the starting block.”

Chef Dennis Clark,
former General Manager at the Fairmont Mayakoba
in Mexico; Managing Director at Fairmont Grand Del Mar

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Phad Thai Goong

By Angela Brown

Like any classic recipe, phad thai comes in just about as many versions as the people who prepare it. Here's chef Angela Brown's version. You can either make it at home or go visit her at the SO Sofitel Hua Hin.

PREPARATION
TIME

20 min

SERVINGS

1

HOW TO MAKE IT

STEP 01

Prepare the phad thai sauce: soak the tamarind in warm water (30 min.) and blend until smooth. Heat with palm sugar in a pan; when the sugar is dissolved, add lime juice and fish sauce.

STEP 02

Prepare the tiger prawn: peel off shell, leaving head and tail on, and dry. Toss in tempura flour and deep fry. Remove, dry and season well.

STEP 03

Make the egg net: beat 1 egg and mix with fish sauce, then put the mixture into a tri-nozzle squeeze bottle. Oil a hot non-stick pan and make the egg net. Dry on a paper towel.

STEP 04

Cook the phad thai noodles: toss shallots, dried shrimp, tofu and radish in a hot wok. Fry until the tofu turns golden brown. Add the noodles and 3-4 tablespoons of phad thai sauce and stir-fry. Then move the noodles to one side, add vegetable oil in the center, crack and fry an egg, break it up and stir-fry. Add small tiger prawns, bean sprouts and garlic chives.

STEP 05

To serve: line a small bowl with the egg net and fill it with the hot phad thai noodles. Put a lid on and turn it upside down onto the plate. Place the hot tiger prawns on the grill bowl and garnish. Decorate the plate with lines of peanuts and dry chili flakes and serve with a condiment bowl.

INGREDIENTS

size-18 tiger prawn	1
tempura flour	20g
fresh tamarind, peeled	20g
palm sugar	20g
eggs	2
phad thai noodles	100g
each of: bean sprouts, finely chopped shallots, preserved radish and tofu in 1cm cubes	20g
size-25 tiger prawns, peeled & halved	60g
garlic chives, in 4cm sticks	10g
dried shrimp, pre-soaked	10g
Garnish: fresh lime juice, bundle of bean sprouts, banana blossom wedge, garlic chives and butterfly pea.	
Condiment bowl: Fish sauce, crushed roasted peanuts, dry chili flakes, white sugar	

✂

“We need dishes that are both delicious and beautiful because our guests love taking photos!”

✂



NOVOTEL LONDON CANARY WHARF

- LONDON / ENGLAND -

Bōkan, a new lighthouse for London, a new lighthouse for Novotel

WITH THIS NEW FLAGSHIP, NOVOTEL IS
REINVENTING ITS APPROACH TO DINING AND
STAFFING, AND TO WELCOMING ITS GUESTS.
LET'S EXPLORE THE ATMOSPHERE, AROMAS AND
TASTES OF LONDON'S HISTORIC DOCKLANDS.





Deliver excellence with authenticity & simplicity
80 percent of ingredients sourced within the UK. Simple and seasonal menu. Expertly ground and locally roasted coffee beans. Honey from the hotel's own private beehive.

Entertain
Decoration/concept of hotel, restaurant and nine meeting and event rooms inspired by the Docklands. Guests serenaded by the operatic voice of the restaurant's manager for birthdays. Open kitchen. "Best in London" bar program. Artisanal alcohols, homemade ice cream.

Listen to our guests
Feedback from reviews discussed in daily briefings, and adjustments made before the next service.

Inspire & motivate our teams
Recruited true restaurateurs and mixologists. Hired teams of specialists to do what they do best. Highlight reviews that name an individual staff member for outstanding service.

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Walking along London's Thames River, in the distance you might notice three top stories of light and glass shining like a beacon. Inside is the Bökan restaurant, bar and rooftop, the food and beverage hub that sits atop Novotel's new Canary Wharf hotel. Celtic for lighthouse, Bökan glows in the night; it draws in the hungry and the thirsty – but the meaning goes far beyond. *"We are trying to be pioneers in our industry,"* says Philip Logan, General Manager. *"When we look at our competition, we're not thinking about hotel restaurants. We want to be competitive with London's top standalone restaurants and bars."* This starts

✂
"We are trying to be pioneers in our industry. When we look at our competition, we're not thinking about hotel restaurants. We want to be competitive with London's top standalone restaurants and bars."



Philip Logan,
General Manager





✂

“My staff works in a fully open kitchen that benefits both the kitchen and the diners. Our clients can see for themselves that our ingredients are fresh – that’s a big plus for them.”

✂

Aurelie Altemaire,
Chef



by creating an unforgettable experience for his guests, who not only ride up the elevator from their hotel rooms, but also come in from the neighborhoods below.

Inspired by the Docklands

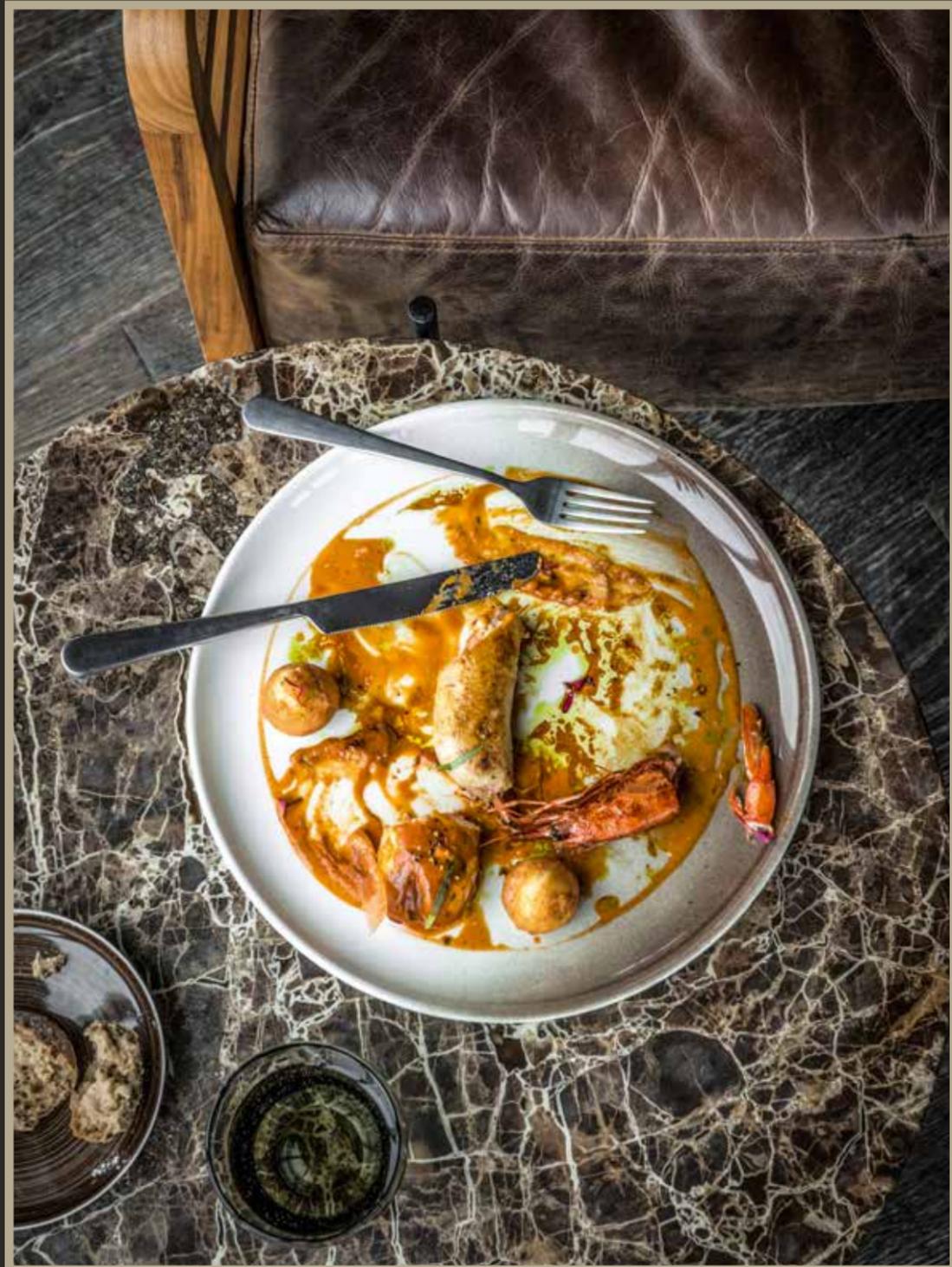
The hotel’s exposed ceilings, metal lighting fixtures and dark wood accents in the street-level lobby and the solid wood staircase running through the center of the top three floors harken back to the heyday of the Docklands, when boatloads of steel, tobacco, silk, tea and timber poured into London’s wharfs from India and the Canary Islands. This celebration of the history of the Docklands is perhaps most evident in the hotel’s nine meeting and event rooms, each named after one of the historic imported goods. A dramatic

silk curtain encircles the round table in the Silk room, while a heavy wood and steel table is lowered into the East India room by a pulley system as guests arrive. *“We’re in the heart of the city’s commercial center,”* says Logan. *“The big banks already have standard fluorescent-lit conference rooms. Our rooms, on the other hand, are meant to inspire creativity and really celebrate meeting and being with people.”*

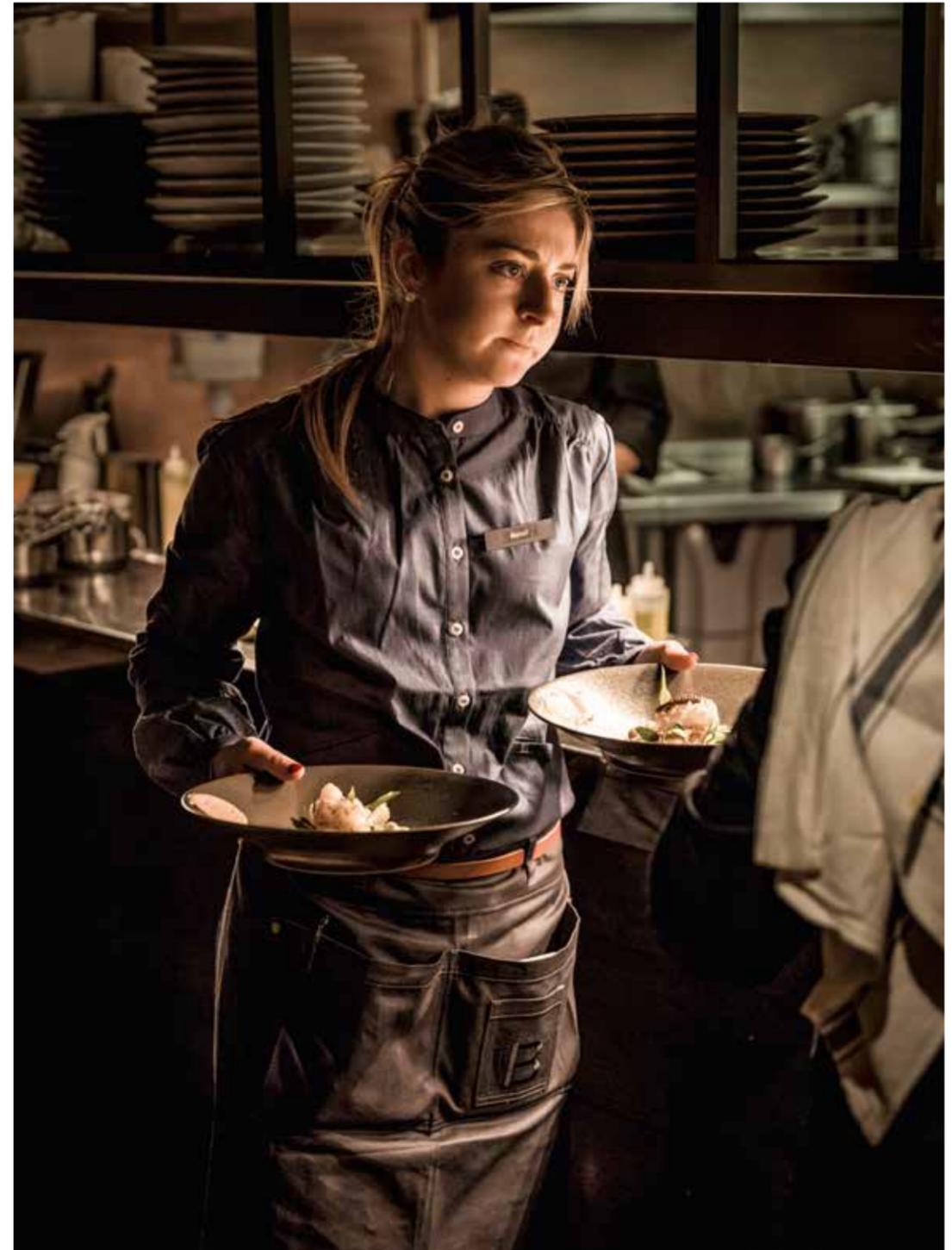
This spirit of celebration is also on full display at Bōkan. The idea is that you can come again and again – and discover something new each time. Whether you’re having an intimate cocktail spiked with honey from the hotel’s own private beehive, taking in sweeping views of the city from the rooftop deck, or being serenaded by

the operatic voice of the restaurant’s manager for your birthday, Bōkan will always surprise you with a new experience.

And let’s not forget about the mouth-watering creations of executive chef Aurelie Altemaire. Schooled by world-renowned chef Joël Robuchon, Altemaire’s culinary style takes inspiration from the ingredients themselves. From Scottish venison carpaccio to Rhug Estate salt marsh lamb and market fresh vegetables, Bōkan dishes are an homage to simple and seasonal European cuisine with 80 percent of the ingredients sourced within the UK. When served, dishes arrive at a linenless, wood table, set with a single fork and knife – another nod to the minimalistic spirit of the restaurant.



Beautiful plates.



Great service.



Behind the scenes

Teamwork is a big part of what makes Bōkan run like a well-oiled machine – despite being only in its first year. After a hard shift, the staff gathers the next morning to go through reviews posted on websites and social media. *“We really take the time to look at what went wrong so we can immediately make adjustments before the next service,”* says Jeevan Thej, the hotel’s Food and Beverage Manager. These meetings focus on the positive as well. *“The reviews I’m particularly proud of are those that name an individual staff member for outstanding service because it shows appreciation on a personal level,”* he says. *“It’s become a bit of a friendly competition to see who’s going to get the most comments.”*

While this kind of introspection is useful for any food and beverage establishment, it is crucial for a brand-new hotel. In addition to working to create a staff dynamic, the hotel took a unique approach to assembling its dream team. *“We didn’t want our executive chef to be a hotelier who ‘can’ cook,”* says Logan, explaining his decision to hire Chef Altemaire from one of London’s finest standalone restaurants. *“When we assembled our staff, we tried to strike a balance between team members who have deep hotel F&B experience, and those with experience in pure-play restaurants and bars.”* The result is that from the kitchen to the bar, from the waitstaff to the baristas in the hotel’s ground floor café, roughly 50 percent of the staff have no hotel experience. Instead, they are masters of their



✂

“When we assembled our staff, we looked for personality and temperament rather than experience.”

✂

Jeevan Thej,
Food and Beverage Manager

craft who bring specific know-how to the table. The rest of the staff are experts in their own right, with years of hotel experience behind them. *“This is our core of generalists, and they ensure that everything runs smoothly,”* he says.

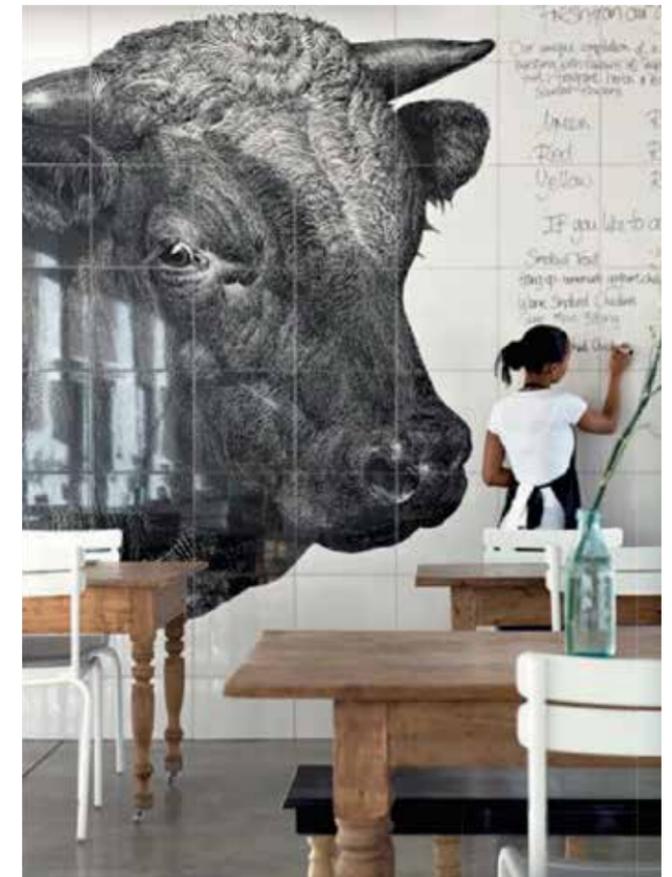
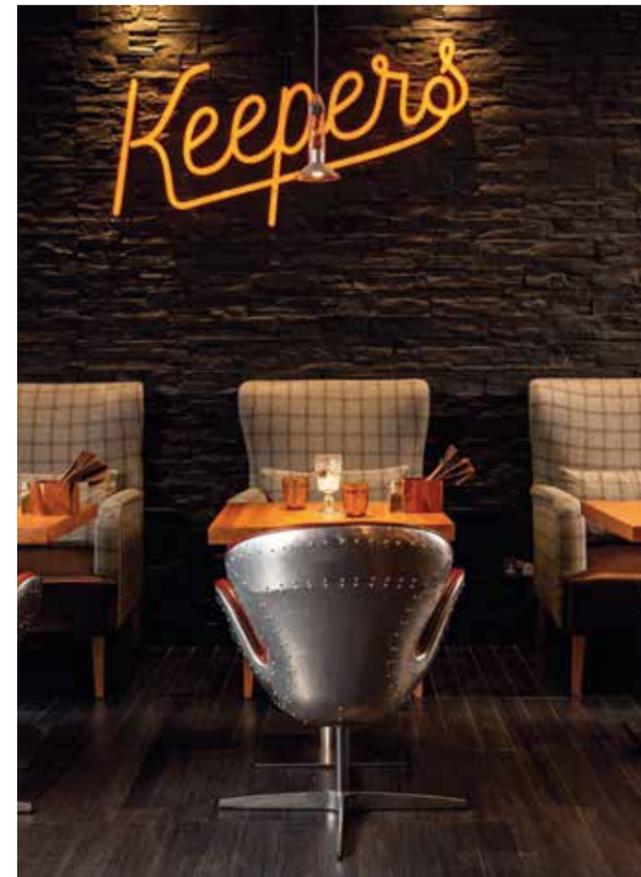
With more than 10,000 covers a month and a predominantly local clientele, Canary Wharf is not your typical hotel restaurant. Says Thomas Dubaere (COO UK): *“With our hotel’s views, Aurelie’s exceptional cuisine and the authentic experience we create for our clients, we’re well on our way to becoming an iconic location for Londoners.”*





NEW NOVOTEL CONCEPTS

Beyond Bōkan, here are two concepts proposed by Novotel, each unique and authentic in its own way.



KEEPERS

- A honey sanctuary -

Keepers Kitchen and Bar is the champion of urban honey! Keepers honey is harvested from a family of roof-top bees, who collect pollen from plants and gardens in the surrounding area. These city bees have to work harder than their country cousins to find the perfect blend of flavor and scent to create their very own honey. Guests can enjoy it exclusively at Keepers restaurant.

JAMBOREE

- Exploratory global menu -

Jamboree is a celebration of food and beverage inspired by flavors from around the world, brought together and served in a fun, laid-back and very social environment. From traditional British beef burgers to the black-bean-and-cumin Yucatan burger, which is 100% veggie with a Mexican twist, the food is sure to impress you.

AHHH... PARIS, JE T'AIME!

All around the world people dream of walking in the city of lights, drifting along the Seine, people-watching on a chic restaurant terrace and just experiencing those magic moments, that Parisian *je ne sais quoi*. Through our partnership with Paris Society we now have a hand in some of Paris' most iconic venues. Here are a few examples.

Illustrations by Iris Hatzfeld.



🕒 **5 AM**
CASTEL
 5 Rue Princesse
 75006 Paris

“J’aime les filles de chez Castel
 J’aime les filles de chez Régine
 J’aime les filles qu’on voit dans ‘Elle’
 J’aime les filles des magazines”
 Jacques Dutronc, *J’aime les filles*



🕒 **1:30 PM**
LOULOU
 107 Rue de Rivoli
 75001 Paris

“Paris, Paris, Paris
 Madame c’est votre Louvre si joli
 Paris, Paris, Paris”
 Josephine Baker, *Paris, Paris, Paris*



🕒 **2 AM**
RASPOUTINE
 58 Rue de Bassano
 75008 Paris

“She’s up all night ‘til the sun
 I’m up all night to get some
 She’s up all night for good fun
 I’m up all night to get lucky”
 Daft Punk, *Get Lucky*

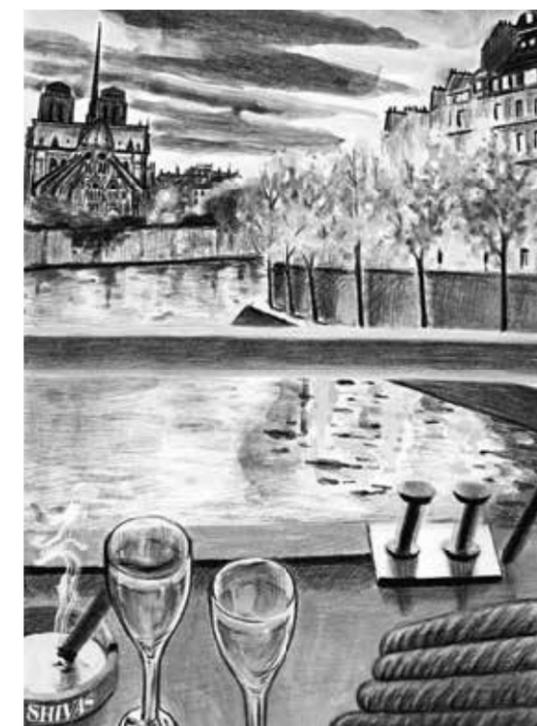


🕒 **3 PM**
MONSIEUR BLEU
 20 Avenue de New York
 75116 Paris

“Quand il me prend dans ses bras
 Il me parle tout bas
 Je vois la vie en rose
 Il me dit des mots d’amour
 Des mots de tous les jours
 Et ça me fait quelque chose”
 Edith Piaf, *La vie en rose*

🕒 **5 PM**
LE SHIVAS
 Port de l’Arsenal
 75012 Paris

“I love Paris in the spring time
 I love Paris in the fall
 I love Paris in the winter when it drizzles”
 Franck Sinatra, *I Love Paris*



WHAT DOES IT TAKE TO BE UNFORGETTABLE?

“WANT TO GRAB A BITE TO EAT?” IT’S A QUESTION WE ASK FREQUENTLY, BUT DINING OUT IS SO MUCH MORE THAN SIMPLY EATING. THE TRUTH IS, WE WANT TO BE SURPRISED, TO BE ENTERTAINED – WE WANT AN EXPERIENCE. HERE, UNIQUE SETTINGS THAT WILL TURN HEADS, STICK IN OUR MINDS AND ULTIMATELY MAKE US WANT TO COME BACK FOR MORE.

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Hotel des Arts, Saigon
 Vietnam

Celebrate New Year 2018 with music!



Mama Shelter, Paris
 France

A true urban refuge that pulses with the beat of the city and features gorgeous design, including this extraordinary ceiling.

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25hours Hotel Bikini Berlin
 Germany

The Monkey Bar is always lively.



SO Sofitel Bangkok
 Thailand

The chocolab concept – yum!



Hotel des Arts, Saigon
 Vietnam

A night at the Social Club!

Pullman Park Lane, Hong Kong

China



Vibrant in ambience, the 27th floor Skye Bar is a lifestyle destination offering a distinctively creative culinary experience and a tantalizing bar.

Fairmont Pittsburgh

United States



fl.2, the new modern American restaurant in town.

HOMAGE TO TRADITION

- Fairmont Pittsburgh -
UNITED STATES

The Fairmont Pittsburgh's new restaurant, fl.2, features curated details that come together – from décor, to menu, to vibe. Warm hues to cool blues, vintage metallic finishes to modern woodwork, and raw bar to brasserie-style menu offerings are fused to create a fresh and intimate setting. The menu pays homage to tradition, ensuring the majority of items are house made and locally sourced, and combines these elements with innovative and unexpected preparations with variations of contrasts and textures.

SEE AND BE SEEN

- Hotel des Arts Saigon -
VIETNAM

A shiny car pulls up to the Hotel des Arts Saigon: a celebrity's stilettoed foot steps onto the pavement. "To the rooftop," she says. Surrounded by dark wood and lavish decor reminiscent of Indochina in the '30s, she rubs elbows with trendsetters and sips champagne. Just another night at the Social Club bar and restaurant.

BON VOYAGE

- Sofitel Kunming -
CHINA

Kunming sits high in the mountains of southwest China. From the Voyage Bar, perched on the 50th floor of the Sofitel Kunming, you can take in panoramic views of the city glittering below. True to its name, the Voyage Bar invites you on a journey – from the oversized antique-style trunk hanging above the bar to its rare selection of international whiskeys to the fresh mojitos served by a rotating team of guest bartenders.

SO MANY OPTIONS

- Sofitel's SoLounge Marrakech -
MOROCCO

Shisha smoke billows in the warm garden air. Hands wave rhythmically to the DJ's beat. There's a subtle French twist to an authentic Moroccan dish. Bartenders swirl, mix and shake in a cozy lounge. With four distinct settings, Sofitel's SoLounge is whatever you want it to be.

THE BEACH BAR

- Rixos The Palm Dubai -
UNITED ARAB EMIRATES

While you're soaking up the warm Dubai sun, surrounded by a canopy of white bougainvillea, feasting on a plate of homemade beech wood smoked salmon, you're truly relaxed. Why? Because your kids are just around the corner having their own fun at Little Chiringuitos, a fully supervised area with creative workshops and pint-sized excitement.

LUXURY PLAYGROUND

- Nikki Beach Monte Carlo -
MONACO

Somewhere between Monaco's sky and sea is a haven from the bustling, stressful world below. It's a place where jet setters touch down, a destination for the revelers of the world and a stage for the industry's best DJs. At the Fairmont Monte Carlo, the beautiful people lounge poolside, the platters of lobster flow from the kitchen and the champagne corks pop all around – it's classic Nikki Beach.

CHILL OUT

- Ibis Hotel Cambridge -
UNITED KINGDOM

On any given Friday, it's standing room only at Chill#02. The coffee shop, slash art gallery, slash live music venue features a rotating line-up of young local musicians, top-notch coffee from an East London roaster, baked goods from the UK's own Earth's Crust – and for those looking for a bit more kick in their cup, wine from a vineyard just 8 km away. If you didn't get it yet – everything here is local, right down to the art on the walls.

MONKEYING AROUND

- 25hours Hotel Bikini Berlin -
GERMANY

As you enjoy your cocktail at 25hours Berlin's Monkey Bar, don't take it personally if your drinking companion ignores you completely. It's not you, it's the monkeys. The bar sits 10 floors above the Berlin Zoo's monkey habitat and all the monkey business below can be quite distracting.

Pull up a stool

What's the difference between a good bar and an institution?

Take a seat on a “magic stool” at the American Bar and let yourself be transported to the golden age of pure class. A time when bartenders, clad in three-piece suits, expertly blended and poured their concoctions; an era when legendary cocktails were invented, and a place where the late, great Frank Sinatra kicked back glasses of Jack Daniels. The ivory countertops, dark leather stools, shiny black grand piano and art deco touches create a warm and elegant ambiance.

Taking the helm of a bar so steeped in history was admittedly a tall order for head bartender Erik Lorincz. But within a few short years, he won yet another accolade for the storied bar: Best Bar in the World. “The chain of experiences we create starts at the door,” says Lorincz of the bar’s stand-out features. “We care about the littlest things that make people happy.” Whether it’s saving the champagne cork to give to a newly engaged couple, creating a cosy hideout for celebrity A-listers, or showcasing the finest British ingredients in its new “Coast to Coast” cocktail menu, Lorincz has his eye keenly on the details.

Just off the hotel lobby sits another shining example of cocktail perfection. The Beaufort Bar can simply be described as a pocket of pure glamor – where Gershwin once tickled the ivories and cabaret dancers shimmied and swayed. While the curtain has drawn on performers on the famed stage, today it’s the bartenders who continue to entertain. With a focus on execution, detail and the individual ingredients, the bar is run more like high-end kitchens than a classic bar. Have a seat and get ready for the show.

A hushed, intimate ambiance, an immaculate setting, attentive and passionate bartenders – the two legendary bars at London’s world-renowned Savoy hotel embody all that is excellent in the AccorHotels bar and cocktail experience.



✂
“Food is an expression of cultures, bringing forth memories from centuries before.”
 ✂

Diamond Jubilee Punch

When Erik Lorincz created a signature cocktail for Queen Elizabeth’s Diamond Jubilee, he knew it had to be gin-based (her spirit of choice), but it also had to have that wow factor – this is the Savoy, after all. On the day of her birthday, Lorincz transformed the hotel’s fountain into a 360-liter punchbowl – serving Diamond Jubilee Punch to 120 of the hotel’s regular guests.



Ingredients

Bombay Sapphire gin	35ml
Grapefruit-orange sherbet	25ml
Fresh-squeezed lemon juice	15ml
Orgeat syrup	10ml
Earl Grey tea infusion	30ml

Shake over ice and top off the glass with champagne.

The Savoy Hotel



Beaufort Bar,
Best International Hotel Bar,
Tales of the Cocktail 2015

The American Bar,
World’s Best Bar,
World’s 50 Best Bars Awards



Fairmont Bar Program

What does it take to be the hottest bar in town? The Fairmont Bar program is taking cues from tastemakers who are defining and redefining the cocktail scene in some of the most iconic bars across the world. For starters, head bartenders and mixology directors from three Fairmont bars - The American Bar, the nature-inspired Botanist bar (Fairmont Pacific Rim); and the electrifyingly modern Nacarat bar (Fairmont Queen Elizabeth) – selected and fine-tuned six cocktails. These are now featured on the “Classics Perfected” menu available at every Fairmont bar around the world.



MAMA SHELTER

SANTA TERESA MGALLERY BY SOFITEL

- RIO DE JANEIRO / BRAZIL -

Fun food and drink go hand in hand

THE ACT OF EATING IS ABOUT MUCH MORE THAN PROVIDING SUSTENANCE. THE MAMA SHELTER AND SANTA TERESA UNDERSTAND THAT F&B IS A HUGE DRAW FOR GUESTS AND LOCALS, AND THAT ENTERTAINMENT MUST ALWAYS BE ON THE MENU, ESPECIALLY IN A CITY LIKE RIO DE JANEIRO, QUITE POSSIBLY THE BEST DESTINATION IN THE WORLD FOR FUN.





GUEST COMMENTS

By Meyhofer, Sao Paulo
in Mama Shelter hotel

Lovely place with nice people and outstanding service, can't go wrong. Good for burgers and pizza, lots of fun, live music and a casual atmosphere. At the end if you feel like, you can stay overnight. Worth a visit.

By Jack, Texas
in Santa Teresa hotel

[...] It really was an experience. Seriously, everything about the hotel was great. From a coffee/espresso machine in the room, to room service, to just room cleanliness. Everyone did a great job and always met me with a smile. [...]. I would be remiss if I didn't mention the fantastic restaurant in the hotel that I ate at more than once as well as the great views from the pool... again overlooking Rio! This is such a great building with such special ambiance. While I was there, a wedding was held on the grounds, so that tells you what a picturesque setting they have. A spectacular property I would go back to in a heartbeat!

Rio de Janeiro's options for entertainment are unmatched; from the colors and sounds of Carnival to the endless stretches of beaches and "quiosques," there is always action and fun to be found. While glistening beach bodies in barely there bikinis may be the first image that comes to mind when thinking of Rio, for a glimpse into the real Rio, one must look a bit further to the historic hilltop neighborhood of Santa Teresa, home to the Mama Shelter and Santa Teresa hotels. Fifteen minutes and worlds away from the beaches of Ipanema, Santa Teresa has long been a thriving hub of artists

"We always work to keep the entertainment, food and beverages fresh and exciting, whether you are a first-time guest or a frequent visitor."

Juan Sander,
General Manager - Hotel Santa Teresa

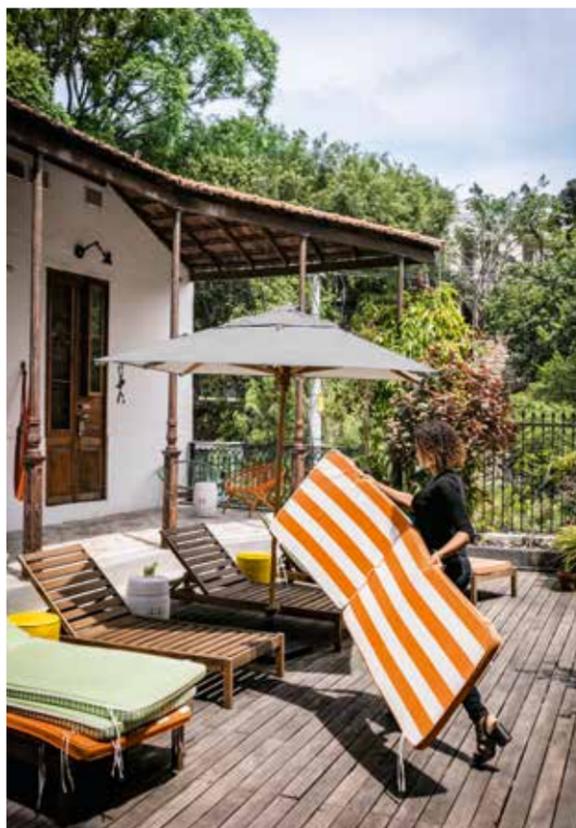


and musicians, and a favorite destination for locals and travelers who are seeking an authentic Rio experience. Winding streets and narrow alleys give way to breathtaking views of the sprawling city below, allowing Santa Teresa to be at once part of Rio and completely enveloped in its own ambience.

Rio pulses with its own electric energy, a sizzling invisible current that infuses every interaction with a contagious rhythm. A city of vast geographical contrasts, the most consistent elements of Rio are friendly people and a good time. In a destination with seemingly endless options for entertainment, providing an authentic and unexpected experience that is on par with what can be found outside of the hotel is very important. The Mama Shelter and Santa Teresa act as portals into the arts and music scene in Rio, immersing guests in Carioca culture at every F&B encounter, elevating each meal or beverage from the ordinary to extraordinary.



Setting the scene for a memorable cocktail.



Bright colors and bright flavors.

Sexy bossa nova beats, the clinking of glasses, uninhibited laughter, seductive swaying dance moves: a night out in Rio holds unlimited possibilities at every turn, and no two nights at the Mama Shelter unfold in the same way. A hive of hipness and energy, alive with the spirit of youth and creativity, the hotel is a natural gathering place for guests and locals alike. The hotel honors the bohemian spirit of its neighborhood with graffiti-covered walls and a stage with instruments for the guests to play as the whim strikes them, and hot DJs spin late into the night for a party-hungry crowd.

The unfussy, casual restaurant offers a menu of comforting food, with hamburgers and pizzas from the wood-fired oven being the most popular among the young clientele. The extensive beverage offerings were created by an expert mixologist and include whimsical options like large-format caipirinha to share among four or five people –





Discover the pleasures of Rio with a caipirinha.



Brazil's stunningly colorful way of life.



✂

“The vibe in Rio is like no other place in the world, so we want to be part of giving a real Carioca experience. We never think of ourselves as a bar in a hotel, but a bar in Santa Teresa, as do our guests.”

✂

Renato Peirera,
Chef Bartender - Mama Shelter



a unique way to have drinks with friends. The atmosphere is quirky and unexpected; brightly colored pillows, ping pong, ambient lighting, hanging straw hats and Portuguese tiles can all be found throughout the restaurant and bar.

The laid-back Brazilian attitude of the staff is intrinsic to the welcoming atmosphere of the hotel, and it is the staff that also keeps the entertainment offerings exciting and current. The hotel draws on its staff's experiences, interests and connections to plug into the nucleus of the music and arts scene. Partnerships with local entertainers, artists and musicians ensure that the entertainment provided is hip and cutting edge; an example

is an upcoming partnership that will allow the hotel to host private shows with famous Brazilian musicians. The hotel also takes advantage of its proximity to some of the most cutting-edge art galleries and studios in Rio by arranging exclusive exhibits and access for guests.

A few blocks away, the Santa Teresa features sprawling gardens that reveal a glittering view of the city, an outdoor pool and a luxurious spa to soothe aching limbs tired from nights of dancing. Têrêze restaurant offers elevated local cuisine with a French twist, making dinner an event rather than simply a meal. While a meal at Mama Shelter may set the stage for what comes next, taking in the view



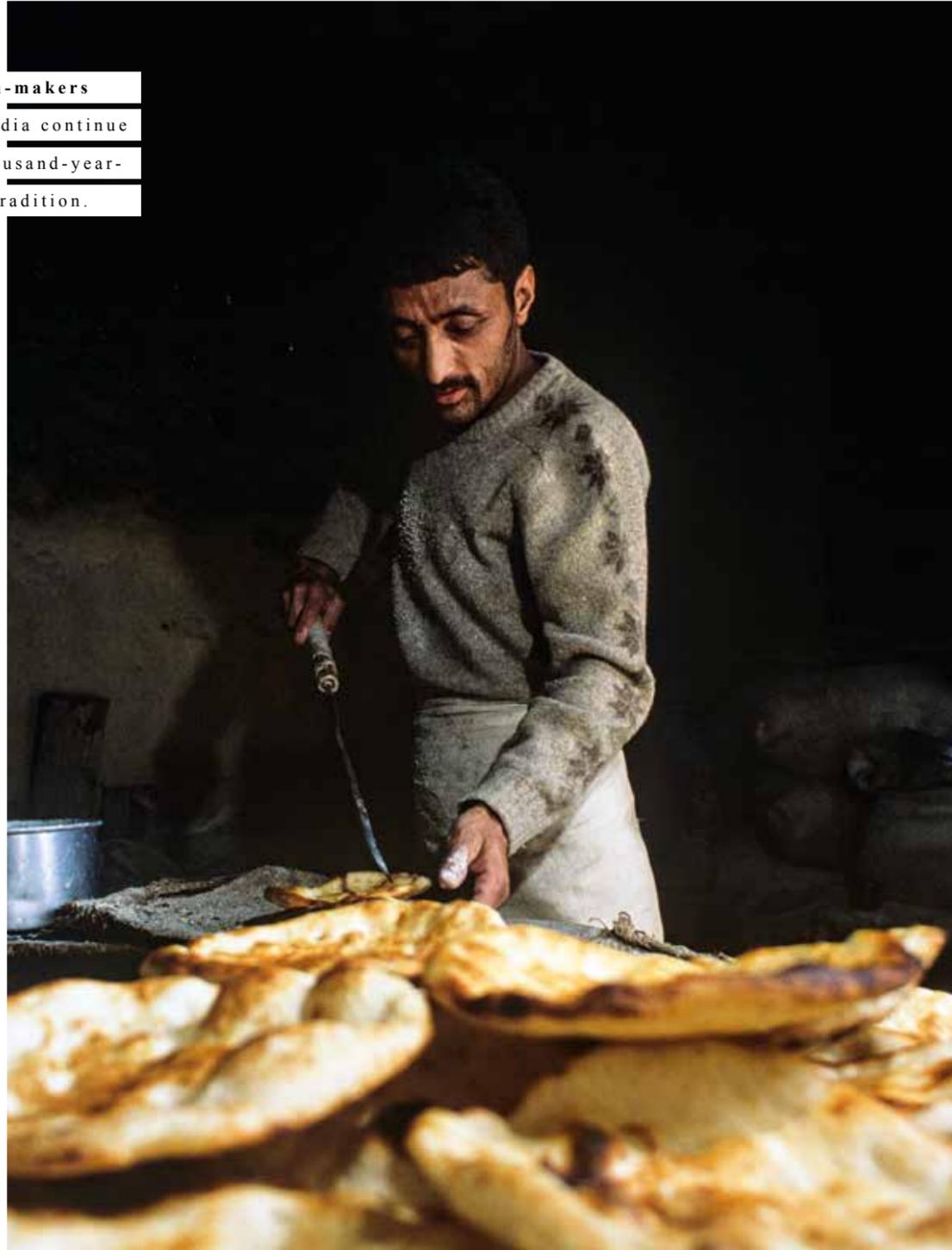
Fun in the sun
on the beautiful beaches
of Rio.

at Têrêze and savoring the fine fare can last an entire evening. The Bar dos Descasados overlooks Santa Teresa, enlivening the view with the energy of live jazz.

Both hotels offer visitors the chance to experience a true Carioca lifestyle and carefree attitude, alongside local patrons who add the intangible spark that ignites the magic of Rio. With seemingly endless opportunities for amusement in one city, it is the neighborhood of Santa Teresa that unleashes the authentic spirit of Rio for all the senses. The Mama Shelter and Santa Teresa are for so much more than sleeping, and their restaurants are for so much more than just eating.

BREAD

Naan-makers
in India continue
a thousand-year-
old tradition.



QUESTION:
WHAT DOES
BREAD DO AFTER
IT'S DONE BAKING?
ANSWER:
LOAF AROUND...

Toast it, dip it, stuff it, fry it, any way you slice it, bread is a versatile and essential part of any meal. This ancient food has been adapted and altered for different cultures throughout history, but the basic elements are always the same: grains, water, a pinch of salt, and fire. The discovery of how to bake bread was a revolutionary advance for ancient humans, who understood that *“with only flour and water, you can't do anything...you're dead. But if you add fire...you feed people.”*

Bread can elicit almost visceral reactions; the snap of a crusty baguette as steam escapes from its warm middle; the stretching of naan as it scoops up the last drops of fragrant curries; a fluffy pita bursting at its seams, stuffed with falafel and dripping with tangy tahini; the simple joy of the crunch of toast with butter on a cold winter's day. How bread is made has endless variations around the globe, but baking bread is often viewed as a treasured act, a profession with a proud link to history. Even the most carbohy-

drate-adverse gluten-intolerant dieter is not immune to the fact that bread always tastes good.

Bread can offer a peek into a new place, or a connection to home. Almost exclusively eaten with the hands, bread offers a primal connection to the past with every bite. If you need more proof as to the ubiquity and popularity of bread, consider this: references to bread are found in the Bible, *The Hunger Games*, an episode of *Seinfeld*, and rap lyrics.

INGREDIENTS



Water



Flour



Fire

“Fashion fades; only style remains.”

COCO CHANEL
1883-1971

ANCHORS IN THEIR RESPECTIVE CITIES, THESE TIMELESS GEMS HAVE BEEN SYNONYMOUS WITH EXCELLENCE FOR MANY DECADES.

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1927

Ever since a party of 13 had an “incident” in 1927, if a table is reserved for 13 guests, the team systematically installs the statue of Kaspar, a black cat, to make a party of 14.



THE HEART OF LONDON

The Savoy is one of London’s most iconic destinations. Throughout its 129 years of history, it has welcomed luminaries such as Charlie Chaplin, Audrey Hepburn and Frank Sinatra. Its inventive cocktails are not just a matter of history: today, the Art Deco American is regularly voted best bar in the world.

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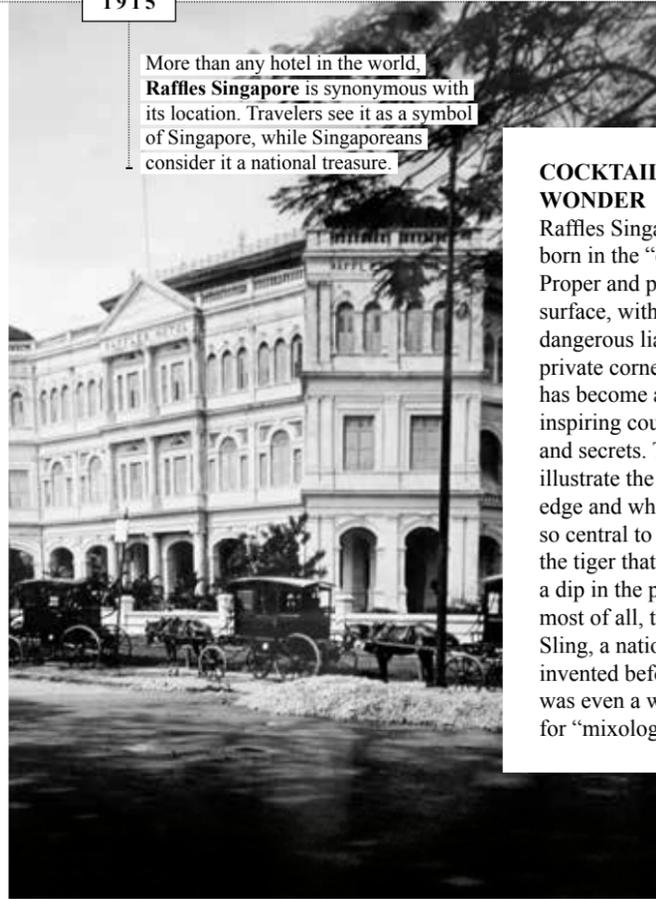


Fine dining has been an integral part of The Savoy since world-renowned chef Auguste Escoffier established an unprecedented standard in 1889.

2018

1915

More than any hotel in the world, **Raffles Singapore** is synonymous with its location. Travelers see it as a symbol of Singapore, while Singaporeans consider it a national treasure.



COCKTAIL OF WONDER

Raffles Singapore was born in the “exotic east.” Proper and polished on the surface, with intrigue and dangerous liaisons in private corners. The hotel has become a legend, inspiring countless stories and secrets. Two tales illustrate the adventure, edge and whimsy that are so central to Raffles’ soul: the tiger that went for a dip in the pool; and, most of all, the Singapore Sling, a national cocktail, invented before there was even a word for “mixologist.”

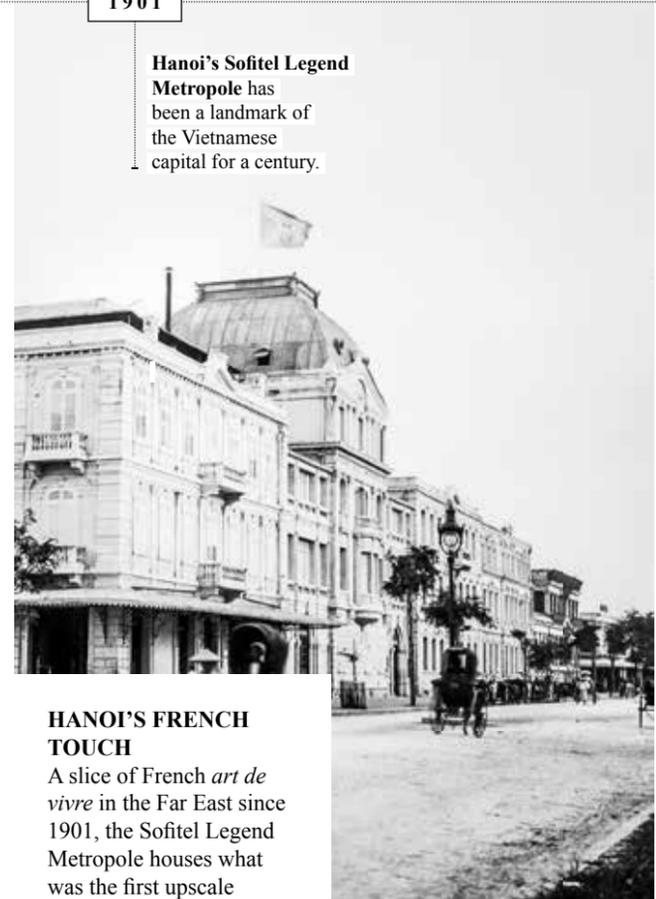
2018

The Singapore Sling cocktail, international star.



1901

Hanoi’s Sofitel Legend Metropole has been a landmark of the Vietnamese capital for a century.

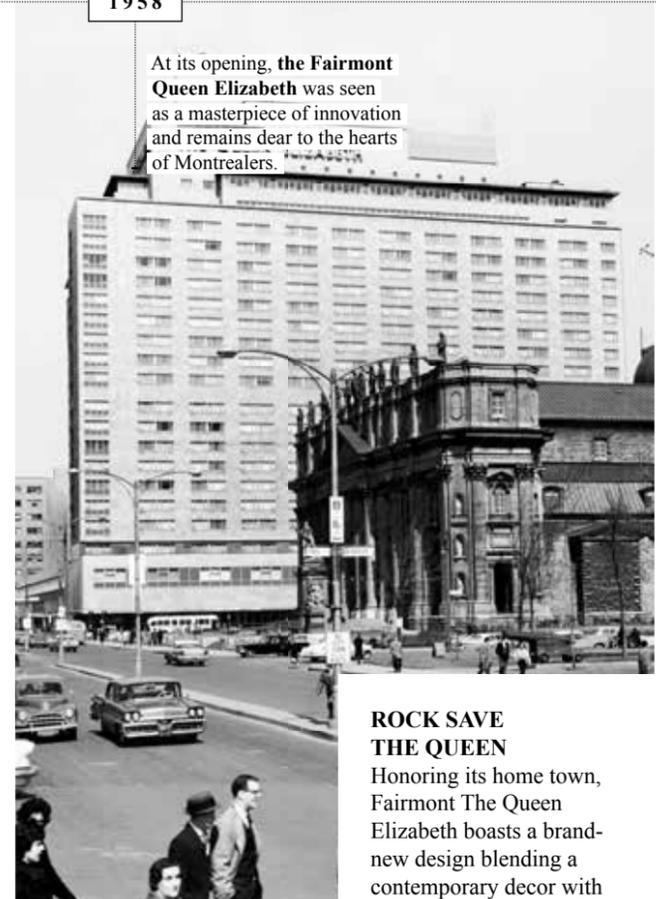


HANOI’S FRENCH TOUCH

A slice of French *art de vivre* in the Far East since 1901, the Sofitel Legend Metropole houses what was the first upscale restaurant in Hanoi and maintains its distinctly Gallic classiness by greeting guests with a glass of champagne. On its doorstep, the romantic, typically Parisian terrace is a local institution in itself.

1958

At its opening, the **Fairmont Queen Elizabeth** was seen as a masterpiece of innovation and remains dear to the hearts of Montrealers.



ROCK SAVE THE QUEEN

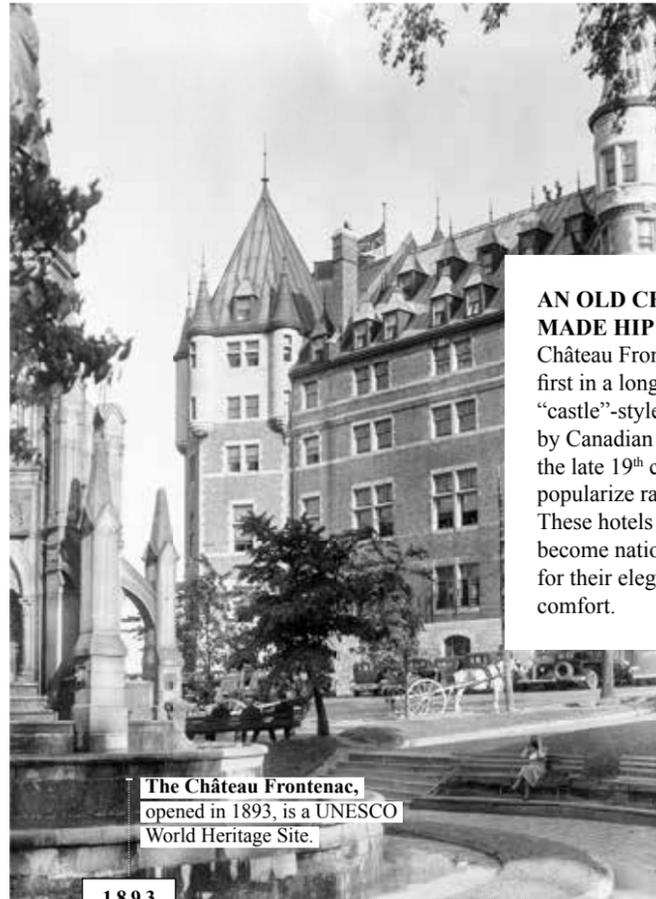
Honoring its home town, Fairmont The Queen Elizabeth boasts a brand-new design blending a contemporary decor with a vintage flair reminiscent of Montreal’s golden years. The Nacarat bar is the new hotspot in town, a stunning interior décor best described as “Ziggy Stardust meets 21st century modernity.”

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1893

The Château Frontenac, opened in 1893, is a UNESCO World Heritage Site.



AN OLD CHATEAU MADE HIP

Château Frontenac is the first in a long series of “castle”-style hotels built by Canadian railways in the late 19th century to popularize rail travel. These hotels have since become national symbols for their elegance and comfort.

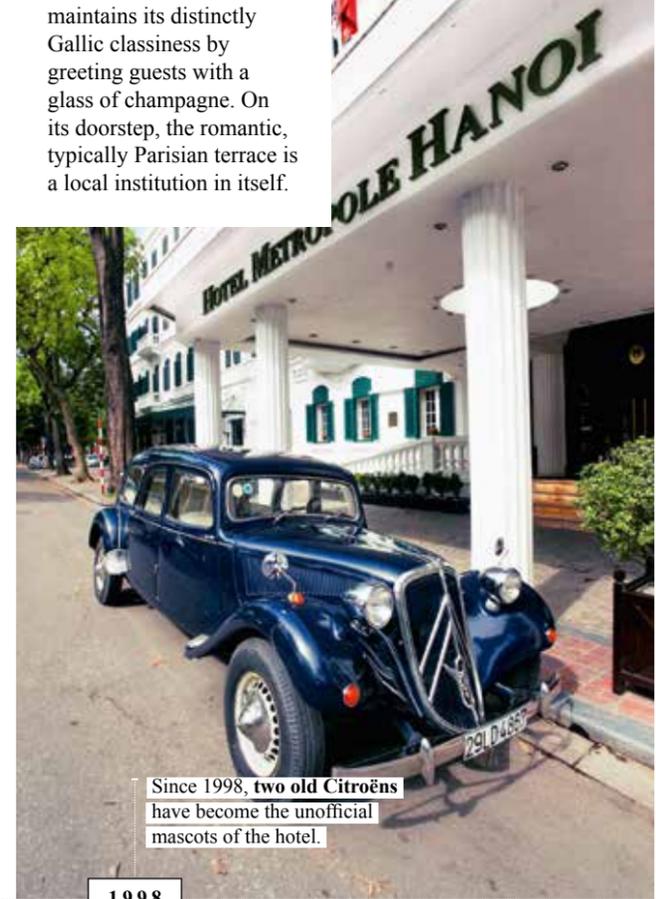
2018

Redesigned for today, the bar attracts a young, hip clientele.



1998

Since 1998, **two old Citroëns** have become the unofficial mascots of the hotel.



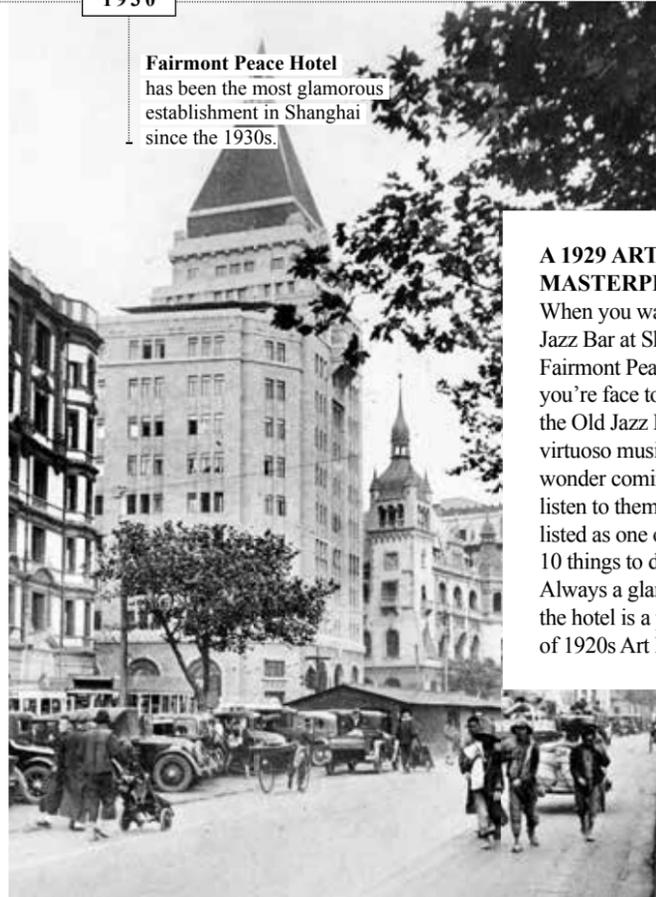
1970

The interior design of **Nacarat** was freely inspired by David Bowie’s “Ziggy Stardust.”



1930

Fairmont Peace Hotel has been the most glamorous establishment in Shanghai since the 1930s.



2018

The Old Jazz Band reminds visitors of a bygone era.



A 1929 ART DECO MASTERPIECE

When you walk into the Jazz Bar at Shanghai's Fairmont Peace Hotel, you're face to face with the Old Jazz Band and its virtuoso musicians. No wonder coming down to listen to them is invariably listed as one of the top 10 things to do in town. Always a glamorous place, the hotel is a pure reflection of 1920s Art Deco.

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Opened in 1967, **The Novotel Lille Airport** – the first Novotel ushered into the world – featured running hot water and a TV in every room.

1967



Today, **Novotel** is a leading hotel brand worldwide, with properties such as the **Novotel Lille Centre Gares**, shown here.

2018

Surtout faites simple.*

AUGUSTE ESCOFFIER
Chef and author
(1846-1935)

*Above all else, keep it simple.

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Baklava

By Umut Karkuş

Craving some flaky, buttery, sugary goodness? Follow our step-by-step Baklava recipe and you'll soon be feasting on this traditional and delectable dessert.

PREPARATION
TIME

2 hours

TOTAL TIME

6 hours

SERVINGS

20



HOW TO MAKE IT

STEP 01

Combine all dough ingredients, knead until smooth, separate into 100g portions and let rest for one hour.

STEP 02

Push up your sleeves and get ready for an arm workout! Roll out five portions of dough until paper thin. Stack the five layers together and roll together to form a single thin layer. Place on the tray and sprinkle powdered pistachios on top and cover with the next layer of dough. Repeat using the remainder of the dough.

STEP 03

Slice dough into small square pieces (2cm x 3cm) then pour clarified butter over the cut dough and bake at 180°C for 30-40 minutes or until golden brown.

STEP 04

Strain the butter from the baking tray, combine with syrup ingredients and boil for 10 minutes. Pour the mixture over the baklava and set aside for 1 hour. Dig in!

INGREDIENTS

DOUGH

flour	1kg
medium eggs	3
lemon juice	50g
water	400g
cornstarch	200g
clarified butter	400g
powdered pistachios	300g

SYRUP

sugar	1.5kg
water	1kg
lemon juice	50g

✂
*“Food is an expression
of cultures, bringing
forth memories from
centuries before.”*
✂





LE ROYAL MONCEAU - RAFFLES PARIS
- PARIS / FRANCE -

Paris like you have never seen it before

EDGY DESIGN, COOL CROWDS
AND SIMPLY OUTSTANDING FOOD,
LE ROYAL MONCEAU - RAFFLES PARIS IS
THE HOTEL OF CHOICE FOR PARISIANS.



Matsuhisa
LE ROYAL MONCEAU
RAFFLES PARIS
Hideki Endo



I rasshaimase! A loud cheer from the entire staff greets guests as they enter Matsuhisa Paris. The chef and his team – in full view of the room – are preparing Nobu Matsuhisa’s iconic Japanese dishes, which have been perfected over his 50-year career.

A series of destinations

A few steps away, the sun-drenched Il Carpaccio (a reference to the 16th century Venetian painter, not the thinly sliced raw meat dish), is another destination offering a radically different atmosphere, with its signature seashell-covered walls and

Mediterranean charm. “*Il Carpaccio is like a slice of Italy,*” explains Sylvain Greiner, Director of Food and Beverage at the hotel. “*It really feels like you’ve gone on a trip: you can hear the staff chatting in Italian from the open kitchen – sometimes even yelling at each other.*” Mauro Mannai, the restaurant’s maître d’hôtel of 25 years, greets guests, many of whom he knows by name, with his legendary warmth: “*The staff here are all genuinely nice people,*” he says. “*There is a real family atmosphere. We’re all happy to work here – and guests sense that immediately.*” His joy is even more perceptible as the weekly delivery of white truffles arrives straight from Italy;



Mr. Mannai’s pleasure is undeniably catching as he touches and smells them...

Meanwhile, Le Bar Long, near the hotel’s entrance, offers a not-so-classic Parisian salon atmosphere. It’s a place where people meet to chat and work – and to savor a few Pierre Hermé macarons, as the star pastry chef is responsible for all the hotel’s sweets. The clientele here is overwhelmingly Parisian, just like at the other two venues. “*There’s an energy, a dynamism at the Royal Monceau which is in its DNA,*” says Mr. Greiner. “*For me, this hotel is by far the one most heavily frequented by Parisians.*”

✂

“There is a real family atmosphere; we’re all happy to work here.”

✂

Mauro Mannai,
Restaurant Maître d’Hôtel.



Deliver excellence with authenticity & simplicity
A cozy and relaxed atmosphere throughout the hotel. Parisian class and excellent gastronomy, with a friendly touch.

Entertain
Restaurants designed as veritable destinations with instantly recognizable atmospheres and strong character, creating the feeling of adventure without a flight.

Listen to our guests
Quirky questionnaires handed out to get to know guests and their tastes. The staff pays attention to guest requests and tries to meet them as closely as possible – making up for the ones that can’t be met.

Inspire & motivate our teams
The restaurant teams are like families. They conduct daily briefings before each service, and there is a strong feeling of collaboration between managers and staff.

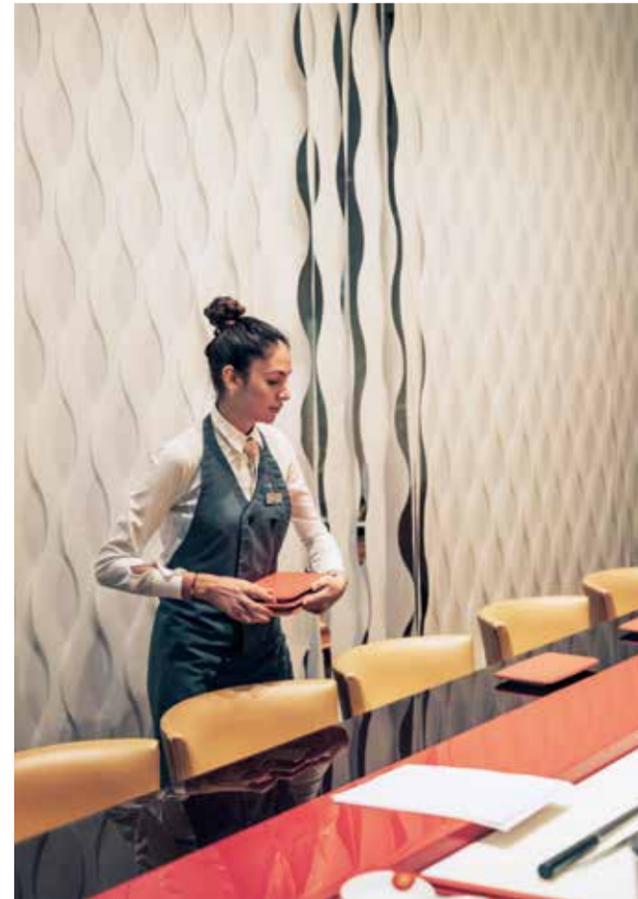


✂

*“There’s an energy,
a dynamism at the
Royal Monceau which
is in its DNA.”*

✂

Sylvain Greiner,
Director of Food and Beverage at the hotel.





✂

“There are many elements in the hotel’s decoration that you wouldn’t usually find in a classic luxury hotel.”

✂

—
Aaron Kaupp,
General Manager.

Bohemian chic

Le Royal Monceau is an elegant, chic hotel with just a touch of madness that sets it apart. It’s a bustling and lively place that combines the highest standards of service with a certain bohemian flair.

That flair came to the fore at a “demolition party” held in 2008, the day before the hotel’s complete renovation began, together with the auction of all its old furniture. It continued with the choice of Philippe Starck to handle the interior design of a reborn Le Royal Monceau – Raffles Paris.

“There are many elements in the hotel’s decoration that you wouldn’t usually find in a classic luxury hotel,” explains Aaron Kaupp, General Manager. *“The use of dark wood and heavy curtains, for example, creates a feeling of warmth, like a home away from home.”* Combined with its spa, outdoor areas and three restaurants, the hotel is constantly buzzing with people, most of whom are non-residents, and many of whom are regulars. *“Our philosophy is to offer a lot of different things to a lot of different guests. It’s particularly visible in the evening, with the incredible mix of people who come in and out of the hotel: very chic ladies in haute couture,*

regulars in sportswear, tourists, business people... It’s a perpetual ballet.”

It’s not just about serving good food

With such a variety of people frequenting the hotel, it’s not always easy to satisfy everyone’s demands. *“It’s important to always know where we stand when faced with a remark from a guest,”* says Mr. Greiner.

That being said, going that extra mile to ensure the guests are happy is no foreign concept here. *“It’s not just about serving them good food; it’s about how they’re treated,”* explains Brahim Yattar, the director of

Matsuhisa Paris. *“And working as a close-knit team makes a tremendous difference in that respect.”* Indeed, it’s no secret that it all boils down to good communication. Before every service, Mr. Yattar gathers the team for a short briefing: feedback is processed – good and bad – and recommendations are given to ensure adjustments are constantly made to meet guests’ expectations. The result of this combination of amazing food, engaging atmosphere and impeccable service is that Matsuhisa Paris has been a roaring success since it opened in 2016, and frequently needs extra tables to accommodate all the diners.





Chef Hideki Endo at the Matsuhisa Paris restaurant.



Reinventing Japanese cuisine every day.

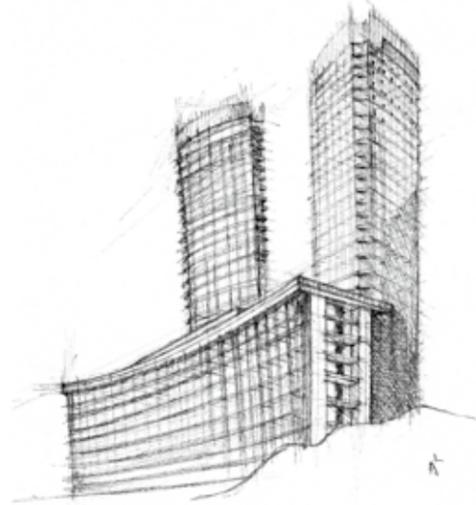
COMING SOON

(Just a few examples.)

Illustrations by Amine Alaoui.



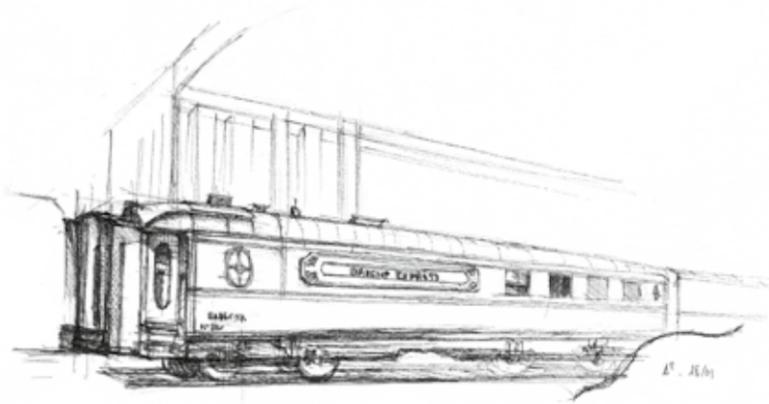
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Los Angeles, California, United States



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Singapore



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Trains and hotels



2018 | **JO&JOE PARIS**
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Gentilly, France

A PICTURE IS WORTH...

For us, food and beverage is a craft, a labor of love and passion. It's therefore only natural that every aspect of this project follows the same philosophy.

Every picture and illustration is unique to this book, drawn by hand or photographed by artists from around the world. No actors and no sponsors were involved in this project; our employees were photographed on the job. The artists responsible for these images are extraordinarily skilled in capturing the intangible spirit of our profession and our brands. We're grateful for all of their contributions.

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