

CONTENTS

About the author xi

Acknowledgements xii

Introduction 1

History and autobiography 2

01 Grand Tourists 5

The allure of travel 6

The trailblazers 7

Travel and arrival 9

Italy and beyond 11

Towards modern tourism 14

Tour highlights 15

02 The enterprising Mr Cook 17

The great arranger 17

En route for the Orient 19

New departures 21

Cook after Thomas 23

‘Don’t just book it ...’ 24

Moving past a scandal 26

Tour highlights 28

03 Legendary havens: the rise of the grand hotel 31

A brief history of grand hotels 32

The Leading Hotels of the World 35

A tale of Four Seasons 39

Nostalgia versus innovation 42

Tour highlights 45

04 From rags to Ritz 47

The perfect partnership 48

‘Where fashion sits ...’ 51

- Hotel fully occupied 52
- The renaissance of the Ritz 55
- Tour highlights 57

- 05 The return of the Orient Express 59**
 - Mister Pullman and Monsieur Nagelmackers 60
 - By rail, river and sea 62
 - From train to icon 63
 - The Orient Express reborn 66
 - Tour highlights 69

- 06 The battle for the high seas 71**
 - Brunel's last laugh 72
 - Cunard's luck 74
 - Lines across the Atlantic 76
 - From crossings to cruises 79
 - Carnival and Caribbean 81
 - Targeting today's cruise crowd 86
 - Tour highlights 87

- 07 The airline pioneers 89**
 - Dashing pilots, daring passengers 90
 - Marketing gets off the ground 93
 - Tour highlights 95

- 08 Pan Am: from seaplanes to the jet age 97**
 - When clippers ruled the skies 99
 - The heights before the depths 101
 - Pan Am's last flight 105
 - Tour highlights 108

- 09 Business or pleasure? 109**
 - Hilton's folly 111
 - JW Marriott – a people person 114
 - A question of loyalty 116
 - Disrupting the business hotel 118
 - Tour highlights 120

- 10 How boutique became chic** 123
Everybody comes to Morgans 124
W Hotels and the boutique boom 126
How to be small but cool 130
Tour highlights 132
- 11 Rivals in the sky** 133
Virgin and ‘dirty tricks’ 136
The airport factor 139
Tour highlights 140
- 12 Flying for less** 141
The rise and fall of Skytrain 142
American ingenuity 145
British grit 147
Tour highlights 149
- 13 Lastminute and other dot-coms** 151
The origins of digital travel 153
Fighting for online customers 156
Inspirational searching 158
Tour highlights 160
- 14 Mobile and social explorers** 161
Empowered travellers 162
How to shine on social media 165
Tour highlights 167
- 15 Special agents** 169
The world on two wheels 171
Truffle hunting with the experts 173
Cultivating cultural travellers 175
Tour highlights 177
- 16 The world between two covers** 179
Tools for travellers 180
Turning a new page 181
Tour highlights 185

- 17 Rise of the ‘poshtel’** 187
Connecting with the tribe 188
Tour highlights 189
- 18 Airbnb and the sharing economy** 191
Belong anywhere 194
Don’t go there, live there 195
Travelling for ‘bleisure’ 198
Before and after Airbnb 198
Tour highlights 200
- 19 The only way is ethics** 203
Voluntourism 204
Virtual tourism 205
Tour highlights 206
- 20 The final frontier** 207
The new space race 209
Designing space 212
Tour highlights 213
- Conclusion** 215
The primacy of ‘experience’ 217
The urge to escape 218
- Bibliography* 221
Index 223