

The suite spot

Global

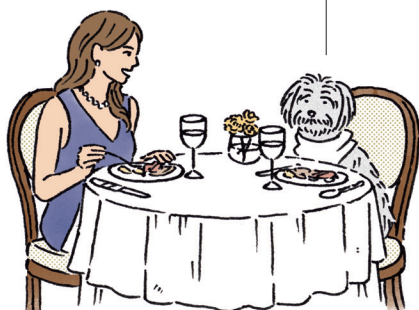
Almost 25 years after he opened his first hotel, Dar Ahlam in Morocco, veteran hotelier Thierry Teyssier has distilled his learnings into his own manifesto. Here are five lessons for well-thought-out hospitality.

WRITER: *Claudia Jacob*
ILLUSTRATOR: *Takashi Koshii*

2

Hosting is not a utility

“Classic hospitality doesn’t allow for differences and prefers docile, predictable guests. But hospitality should embrace otherness.”



4

A hotel should be a bridge to the world, not a bubble

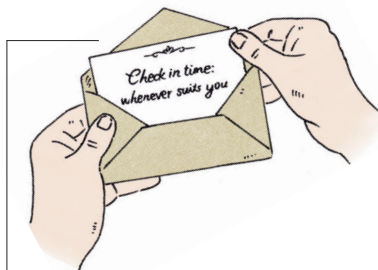
“Welcoming is never about enclosing; it is about opening up. Hospitality shouldn’t be a shield or separate the traveller from the place; it should immerse them in it.”



5

Don’t impress; amaze

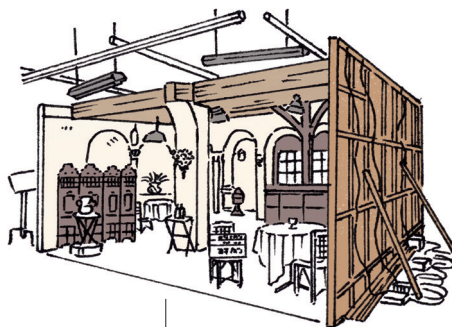
“Amazement is a subtle art. It has nothing to do with grandeur, ostentatious luxury or spectacular performances. It’s about touching, not dazzling.”



1

Make hospitality an invitation rather than a constraint

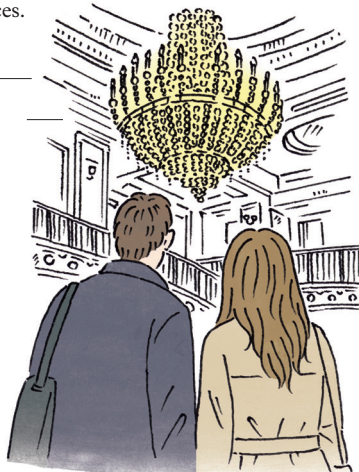
“Why should a room only be accessible from 4pm? Hospitality has become a rigid framework but, in my view, it shouldn’t be treated as a service industry.”



3

Restore the soul of places

“A room in Bangkok could be mistaken for one in New York. A Miami lobby could pass for a foyer in Casablanca. Hospitality should feel like a dialogue: a silent conversation between place and guest.”



1

THE DISPATCH

Q&A: PROPERTY

Kristina Raspe

Vice-president of places, Apple

Apple is known for pared-back, considered tech design. But what happens when its signature style is translated to architecture? Kristina Raspe manages the US company’s property portfolio, which encompasses more than 1,000 facilities, from its global network of offices and shops to research hubs, data centres and an affordable-housing programme. Monocle sits down with her to find out more. — CCR

You encourage collaboration and innovation through Apple’s take on architecture. How does that work?

Within Apple, we’ve always wanted to create a culture built on adaptability and flexibility. At our headquarters in California and at our new London base in Battersea, there are very few dividing walls. If people and ideas collide, those interactions lead to amazing discoveries. We have to design spaces that drive collaboration and innovation, and create moments for people to engage in unexpected ways.

Apple stores have become public living rooms. Do you take this into account when looking at new shop locations?

We choose places where the store can make a difference in a community, maybe by revitalising an area that’s been passed over or seen some downturn. If we can take a beautiful building and through adaptive reuse turn it into an Apple store, it can make a huge impact. I see our stores as part of the fabric of cities.

Apple also has an affordable-housing programme...

In California, we have a \$2.5bn [€2.1bn] affordable-housing commitment. We’ve deployed almost \$2bn [€1.7bn] of that to help house thousands of individuals and families. We’ve also used some of it to help people experiencing or who are at risk of homelessness. These projects not only have a huge impact on the communities in which we live and work but also on our own employees’ satisfaction. Being able to give back through our work is really rewarding for all of us.

Hear the full interview on ‘The Urbanist’ at monocle.com/radio.