

## Recreation Centers Project

### Ashdod Mayor Yechiel Lasry

Ashdod, with its population of 230,000, is divided into 17 neighborhoods, each of which was independently planned and provide its residents with its everyday needs: commercial centers, community centers and cultural centers, educational institutions and various community services. Ashdod formulated a unique vision of security in order to ensure public peace at all hours of the day and night and in every section of the city. The basis is regular cooperation between the police and city security agencies. Within this framework, the presence of local police forces increased, 30 cameras were installed to cover the recreation areas, parks, beaches and other local spots that can trigger disorderly conduct. Increased preemptive action was carried out through schools, projects and clubs.

In the battle against violence and vandalism, patrols are carried out in recreational areas, city parks and other weekend hot spots. Public service announcements are made to pupils and the general public. The city recently began operating parent patrols - Ashdod residents who patrol recreational areas in the city, speak to young people and try to minimize violent incidents.

A project shared by the police and Local Authority is the recreation centers project. Stationed at every entrance are barriers, and guests must pass through a security check. The purpose of the barriers is to create deterrence among criminals and to help cope with violence and crime. The project has earned the support and encouragement of business owners in these centers, as they frequently suffer from administrative closures imposed on them for various periods due to violent incidents that have occurred on their premises. The next stage of the program is closing off the entrances to the city from midnight to six in the morning. Entrance to the city will be accompanied by a security check.

### The underlying principles of the city security system include the following:

The creation of an urban environment of cleanliness, environmental quality and law enforcement through information campaigns to residents and increased preemptive activities in the education system as well as specific handling of the at-risk youth population. Increased presence of local police force (police and city security) at city focal points where people tend to display disorderly



conduct and increase installation of up to 100 cameras that cover the recreation areas, public parks, beaches and other hot spots for disorderly conduct.

Zero tolerance for violence, vandalism and law breaking, including planning and construction laws.

As Mayor, civilian security is on the daily agenda, and is emphasized as part of the desire to learn from incidents, to take preventative measures, and, in particular, be attentive to the needs of residents on the issue as well as provide solutions. I do not need to head the local police but I should be allowed to establish policies regarding police goals and prioritizing assignments based on the needs of the city and its residents. We managed to build a model based on daily cooperation and discussion between the police and city security, facilitated by round table discussions and cooperation by city leaders and the police chief.

A safe city is a prerequisite for city growth and success, increasing business opportunities and providing a basis for a high standard of living. The goal giving security back to residents is not just a slogan but reality.

## Pooling of Resources



### Haifa Mayor Yona Yahav

The personal sense of security of city residents and business owners operating in the city as well as city guests is prerequisite for quality of life and creation of a positive business climate that is necessary for city development. Achievement of this goal requires cooperation and pooling of resources among all parties involved, establishment and volunteer: beginning with the education system and social services to law enforcement, rescue and security agencies and city development units to create an esthetic, pleasant and well-lit environment.

Educational and social services developed a series of unique projects to increase personal security of city residents. For example, the Reshet Project is designed to create community unity and reciprocity among tenants in condominiums and neighborhood residents. Particular emphasis is placed by social workers specializing in the field on prevention of family violence against children, women and the elderly. The unit to promote young people developed a series of programs for young people at risk who are involved in a work-study program and who gain a solution to recreation hours as well in unique clubs that were developed for them to facilitate their inclusion in normative environments.

Special emphasis is placed on personal security of the elderly in the city. Social services workers visit elderly people in their homes, inspecting their living conditions in order to help improve their home safety with a home alarm system, doors, security locks and gates.

Based on the safe city model, a multi-system program for the physical, social and cultural restoration has been adopted in the Hadar neighborhood led by a team from the Haifa Municipality, the Israel Police and Haifa University to reduce neighborhood crime and improve the personal sense of security of its residents. Haifa Police presence was increased in the Hadar Neighborhood while a special unit of the Gduday Haaliya was set up that was composed of volunteers who had combat unit experience in the former Soviet Unit and who had undergone special training with the Israel Police. Unit members are involved in various activities to prevent street crime. They wear uniforms and are armed with guns, communication devices, etc. In addition, closed circuit street cameras were installed that broadcast to the police, and will soon broadcast to City Hotline 106. Strong populations of young people, students and religious Jews are invited to the neighborhood. All of these measures have led to a 50% drop in neighborhood crime, according to police reports.

A similar model is being developed by the city for other older neighborhoods. The local authority plays a critical role in the creation of sense of security during emergencies. Based on this understanding, the city set up an emergency system focused on Crisis Management System, which involves city security and rescues agencies. The emergency system faced a difficult test during the second Lebanon War, during which Haifa was subject to prolonged missile attacks.

Residents security must be maintained by the police, which is the professional authority in this area and it would be wrong to split up the enforcement authority among various parties. A safe city represents a requisite for city success. This is why we are promoting a long list of activities mentioned above

## Expansion of Authorities

### Rishon le Zion Mayor Dov Tsur

A safe city allows its residents to optimally manage their lives in a quiet, tranquil manner, free of concern about personal security. It is important that this feeling be a keynote for business owners in the city, subsequently spurring success and development of trade and industry that is adapted to the needs of the city. It is our job to create an optimal social climate for city residents to manage a healthy lifestyle.

The transformation of a city into a safe city requires implementation of an urban program to fight violence and crime in order to improve the quality of life and social climate, create a partnership between city units and external organizations operating within the confines of the local authority to prevent violence and enforce the law; delivery of a sophisticated model that incorporates city security, technology, pooling of resources and knowledge, which facilitate effective law enforcement in all frameworks, including preparedness for national emergencies, city inspection, health hazards and environmental quality, safety reviews, rescue and salvage, city security, special projects, etc.

Today, the city authority does not have the authority to act against crime in the city except under the confines of the Law to Enforce City Bylaws. It is our duty to do everything possible to ensure enforcement of the city bylaws, and maintain public order. At the same time, I believe that if authority is handed over to the city authority to fight street crime, in conjunction with the police, better results will be achieved.

The city system currently has no city police. My main role as mayor is to provide residents with a high quality of life, excellent quality education, available services, cultural and sports activities and a clean, safe environment to live and to raise their children. I assign tremendous importance in collective effort to stem and prevent street crime, which directly affects quality of life and personal sense of security. Personal security is an important and essential part of city life. A safe city is a critical component of economic, commercial, recreational and cultural life of a city. A safe city creates positive emigration to the city as well as business growth. The ideal model for increasing security is operation of a city company in the format of city police unit that will be granted the authority to handle street crime.



## Parent Patrols and Information Campaigns



### Head of the Kadima-Tsoran Council - Yitzhak Golbary

A safe city is one where residents can sleep quietly at night without fear of being repeatedly robbed. One where parents are not afraid that their children will encounter street violence when they go out to have a good time. A safe city is one that provides maximum protection to our most vulnerable citizens, the elderly and children. The transformation of a city into a safe city depends on the resources, including sophisticated technology installed in the city streets, and personnel assigned to this task.

The Council plans to install about 70 cameras across the town, in parks and in educational institutions. A control and command center will monitor events 24/7 and will flow updated information to patrols that are roaming the town. In addition, a PA system will be installed in public places to deter and alert unruly people and/or vandals. Quality, professional city officers who will be meticulously selected will undergo special training by certified authorities.

Local Authorities that want to make their area a safe city must state this repeatedly, and its elected officials must spearhead the movement to stem crime and violence as well as work together with the head of the authority. At the same time, educational programs against violence must be taught from preschool. Professional personnel must be assigned to various areas: town coverage on sidewalks, youth counselors and Matzlia, a community for the prevention of crime, creation of public services and facilities, youth clubs, sports halls and fields, and their operation in the late night hours.

Roaming / recreation of young people in public parks is extremely common but involves drinking of copious amounts of alcohol, which leads to vandalism that incurs hundreds of thousands of shekel in damage. The organization of parents patrols that carry out night patrols of recreation centers of young people and in parks has significantly reduced vandalism. In addition to the patrols, an information campaign was launched to discuss the damages of drinking and smoking.

Today, according to Israeli law, the city law enforcement agencies cannot act against crime in the city. In my opinion, the police focus most of their efforts in trying to prevent terrorist activities and find it difficult to provide the necessary solution to stemming local crime. My main job is to spearhead a program to stop crime and violence while closely working together with the Israeli police. Concurrently, resources must be allocated to implement town security programs.

If designated police forces were to be under my management, the issue of the safe city would receive validation since responsibility would be assumed by the Local Authority and the means, i.e. the city police officers, would provide 24/y solution.

## City Security Patrols



### Raanana Mayor Nahum Hofree

Raanana is one of the safest cities in Israel, and many of its resources are channeled towards preserving the high quality of life in the city. This includes the safety and security of all residents. Several years ago, the city launched a unique model that involved city security patrols 24/7, providing a professional, available and quick response. The security patrols work in conjunction with the policing unit in the city and is staffed by combat unit graduates. They contain full ambulance equipment. Security patrol officers undergo training on the use of the equipment and on providing assistance to citizens. Patrol activity increases during the summer months in order to prevent vandalism, noise disturbances and violence.

Every year, during summer vacation, the city operates a unique night patrol system for young people that patrols areas of recreation and leisure. During the summer, a team of night inspectors in conjunction with the Israeli police work to enforce the laws on selling alcohol to minors and to prevent vandalism of public property.

Raanana will shortly begin installing over 200 cameras in dozens of various sites, including city institutions, educational institutions and major junctions that will enable us to receive real time data about events in the city 24/7.

The 'Safe City' policy is also being applied in the education system. Beginning in preschool. Since 2005, every elementary school has instituted a program to fight physical and social violence, and has set clear boundaries for all school staff in their work with children. During the 2008 school year, procedures to prevent social violence was implemented. Educational institutions include many programs to assimilate social values such as tolerance, volunteerism, human dignity, respect of the law and of democracy in order to improve communication and dialog between the teacher and pupils, as well as among pupils themselves. In addition, the program teaches various life coping skills. Every school has instituted various programs to prevent addiction and use of hazardous substances. Police and court representatives lecture young people about the dangers of alcohol and drug use. Enrichment programs have been created for free time, employment, social assistance, counseling, youth movements, youth council, volunteer projects, etc.

Raanana is committed to helping the police in every way that it can and works with it to increase the sense of security among city residents. In this spirit, three community policing stations have been opened that work fully with the city to provide responses to different areas of the city. I support increasing the government budget to the police as well as resources to be used to add personnel as well as improve the officers job conditions.

## Double Reinforcement

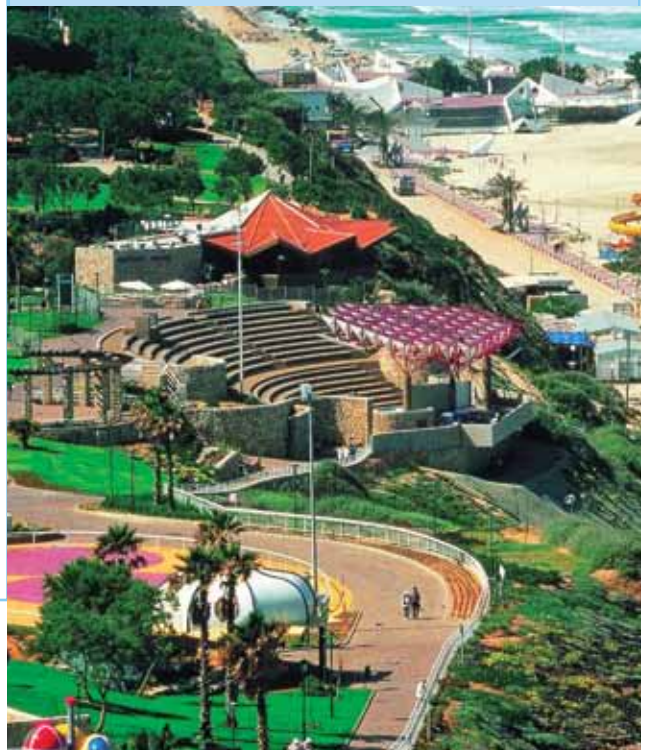
### Netanya Mayor Miriam Feiberger

Netanya considers it a privilege to participate in the City Without Violence project, which is being carried out in 12 cities around the country. The project provides a holistic solution to the problem of dealing with violence, and makes the city safer. In my vision, the level of violence reduces every year and citizens feel safe and protected in their community.

The city established various committees, including an enforcement committee for the city and the police, an education committee and a social services committee. The committees map out the problems and identify ways to create various solutions to prevent violence in all areas. Within two years, we managed to reduce violence by approximately 30% by installing cameras in 21 sites around the city, by stringent enforcement of the law against criminals and in licensing and construction, by limiting the business hours of small shops, by formulating a code of ethics signed by the principal, school, pupils and parents, and by providing preemptive measures in families at risk, etc.

We have strongly stated that we would provide as much help as needed, if the police would allow a model of city police and/or expand inspection authorities and right to detain / arrest. There is no doubt that this type of addition can multiply the force in relation to current numbers. It is important to emphasize that the heads of authorities accept the claim that the local police not investigate relevant crimes to the head of the authority or senior officials in the authority but to the national police in order to avoid libel.

There is no question that the sense of security is critical in maintaining commercial life and tourism in the city. There is also no question that the operation of a city police unit would facilitate the dedication of additional resources than what is currently allotted.



# Fly me to the moon



**Today's** business world has become global. Most executives and employees fly overseas for job-related purposes. Some fly four times a year while others fly 4 times a month. The economic crisis has caused some executives to begin flying coach but most prefer, particularly on long flights, business class.

We asked nine company executives who are considered frequent flyers what destination they most often fly to, with which airline, for how long, what in-flight business services they use and how they prefer spending their time on the flight-working? Networking? Entertainment? Or, perhaps, resting? We also asked these executives for streamlining suggestions for airlines that would improve their flight.



**Primarily Work**  
**Moti Keren, Chairman and CEO of Unilever Israel**  
Unilever Israel CEO Moti Keren flies overseas once a month, mainly to Europe (London), where Unilever is headquartered, and to Singapore, where the regional headquarters for Israel is located. On average, Keren's trips abroad last no longer than a week. He flies business class, especially with El-Al and British Airways.

**Keren:** "I use the flight to work, to read business material and emails. This is also time to catch up and clear your head. I work throughout the flight with a laptop. On overnight flights, I use the time to sleep, particularly before a work day and business meetings."

**Do you have any requests / suggestions for airline executives?**

"First, I would ask them to be meticulous with the 'small things' - chairs that are not broken, belts that open and close properly, convenient place to put the bag. **Improve seats and adaptations to work environment:** internet service, laptop charger service, comfortable work desk, place for papers, shredder, good lighting, photocopy machine and even secretary services. **Seat adjustments for sleeping and improved sleep quality:** comfortable seats that can be fully reclined, separation between seats and creation of privacy and intimate sleep conditions, sheets, blankets and comfortable pillow, night lamp. **Improve food.** Lighter, healthier meals. **Post-flight services.** Expansion of the bathrooms on the plane to facilitate cleaning up before landing and beginning a work day. Alternatively, a washroom area to freshen oneself immediately upon getting off the plane, where one can shower, shave and clean up before starting the work day.



**Just No Cell Phones**  
**David Franklin, CEO and Chairman of Sugat**

Sugat CEO and Chairman David Franklin flies 10 times a year to various destinations in Europe, primarily London. On average, Franklin stays 3 days overseas. He flies business class "because it is more comfortable and spacious.", especially with British Airways.

**Franklin:** "In general, I use the overnight flights to sleep and gain energy prior to the work day and business meetings that I attend once I land in the destination. On day flights, I frequently read an interesting book. If I have important, urgent job-related issues to deal with, I use the time to work - to review letters, emails and documents, read professional articles, etc. I do not generally use in-flight business services. I have no need to do so and everything I need, I receive on the plane anyway. I prefer using my time for rest and to replenish my energy."

**Do you have any requests / suggestions for airline executives?**

"There are several areas that I believe can better serve business travelers on flights: 1. Meals before the flight. It is more convenient to eat on the ground, which is more spacious, than eating in the crowded conditions of a plane. In addition, travelers can then board a flight and go

In today's world, many executives and business travelers tend to fly overseas for work purposes. Nine executives tell **how they use their flight time** and what streamlining proposals they have for airlines. Hint: El-Al, What about internet?"

By: Ehud Rosen



straight to sleep or read a book, without the interruption of meals.

2. I would ask that cell phone use be prohibited from flights. I would be happy if this decision were pushed through. A flight is the only time and place where I am unavailable and cannot be reached. This private time for myself is extremely important to me. I feel that this quiet allows me to recharge and gain new energy and strength. I love and appreciate this disconnection."



**Music for the Soul**  
**Dani Sherf, President of Henkel Soad Israel**

Dani Sherf, President of Henkel Soad, which develops and markets detergents, cosmetics and glues, flies overseas every six weeks, especially to the Middle East - Egypt, Jordan and Dubai, as well as to Western Europe - especially Germany, where the Henkel Concern is headquartered. Sherf's average stay overseas ranges between two and four days. In the Middle East, he flies coach with El-Al, Jordanian or Egypt Air, and to Europe and the US he flies business class with Lufthansa.

**Sherf:** "I use the time during the flight to complete material prior to the scheduled

meeting. In addition, I tend to listen to music, which drowns out the noise on the plane. I generally do not use the airline's business services."

**Do you have any requests / suggestions for airline executives?**

"I believe that continuous internet connection, which is included in the business class ticket price and at a reasonable price in coach, should be provided. In addition, I would be happy with a better quality sound system."



**Productive Sleep**  
**Shaul Lotan, CEO of the Levinstein Group**

Shaul Lotan, CEO of the Levinstein Group, flies 6-8 times a year, mainly to Eastern Europe, India and Panama. On average, Lotan stays anywhere between two - three days in Europe, and 4-5 days in Panama and India. Lotan flies to Eastern Europe in coach, to India and Panama in business class. He tries to fly El-Al but due to Sabbath constraints, he is occasionally forced to choose other airlines.

**Lotan:** "During the flight, I prepare myself for the scheduled meetings. I read and study the material, and arrive prepared. I tend to fly on overnight flights so that

I can use the time for sleeping, thereby saving work days. My time is limited and I try to maximize it in the most productive manner possible."

**Do you have any requests / suggestions for airline executives?**

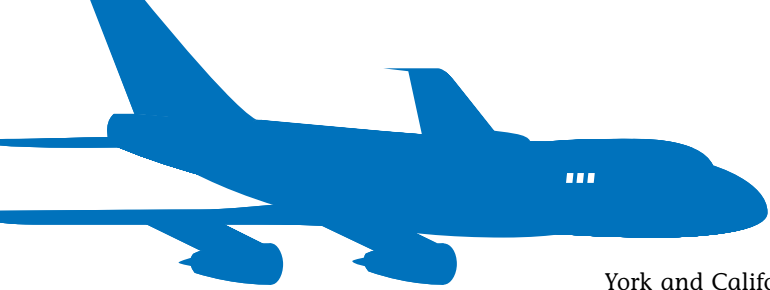
"I would love internet service to be not too expensive."



**A Real Rest**  
**Avi Malka, CEO of Retail Israel (ml, mam'z, jump)**

Avi Malka, CEO of the Retail Israel Group, which operates ml women, ml men, mamz and jump, flies overseas 8 times a year, mainly to the US, the Far East and Europe. On average, Malka stays between three and seven days overseas. Last year, he flew only coach. Malka believes that during crises, executives must completely identify with employees and the state of the economy. Malka does not fly regularly with one particular airline. "I fly with local or international airlines, based on ticket prices and destination."

**Malka:** "I use the time on the plane to rest. Since I am extremely stressed during meetings on a daily basis, I have no free time to take a real rest. The time on the plane is ideal for me to rest and read. I relax and recharge my batteries before my business meetings." ▶



**Do you have any requests / suggestions for airline executives?**

"Particularly important to me is flight time accuracy. Since I fly for brief periods of time and to meetings, it is important that I arrive on time and maximize my stay. Delayed flights can occasionally damage businesses, something I wish to avoid."



**Can't Live Without the Internet**

**Gilad Friedman, CEO of Dassault Systems Israel**  
Gilad Friedman, CEO of Dassault Systems Israel software company, flies overseas for business

two-three times a month, to Japan, China, Sweden, France and the US. On average, Friedman stays 3-4 days overseas. He flies either business or coach. For longer flights to Asia or the US, he regularly flies business class. Friedman mainly flies with El-Al. "I must say that the main difficulty with the flight is the wait time. As a platinum frequent flier of El-Al, I definitely earn significant bonuses and wait time and logistics are far shorter."

**Friedman:** "During the flight, I usually read business material or relax. Such frequent flying is not simple at all in a period in which El-Al would allow internet connection, flights could be used to work intensively without interruption. For several months, El-Al stopped provided this service - a fact that makes continued business activity difficult. Internet connection is a critical service that must be provided again."



**In the Air Networking**  
**Dani Bar-On, CEO of BODY SHOP**

Dani Bar-On, CEO of BODY SHOP chain and Chairman of the Manufacturing Association of Israel Chain Forum, flies overseas 4 times a

year to all destinations: the Far East (Hong Kong and China), US (New York and California), and Europe. On average, Bar-On stays overseas between four days and a week. He regularly flies El-Al business class, with the exception destinations that El Al doesn't fly to.

**Bar-On:** "The flight is primarily used to read business material and for networking. The business department serves as a rather good place to meet many CEOs and executives, all of whom fly regularly. The flights frequently create a springboard for initial meetings, impressions and discussions that often lead to ties and even cooperation later on. Occasionally, all business passengers are flying to the same exhibition in the same destination, and share knowledge and information as well as useful advice. Flights do not offer particularly convenient business services. In most cases, I use the time to work on my laptop with limitations (no internet)."

**Do you have any requests / suggestions for airline executives?**

"I would suggest that airline executives develop communication options such as internet browsing and use of cell phones. These options can be an excellent means of communication to executives on the plane, particularly during long flights. I also suggest distributing local newspapers from the destination so that executives can be generally and specifically updated about issues related to his travel."



**Rest and Reasoning**  
**David Alon, CEO of Aloda**

David Alon, CEO of Aloda, representing Olympus in Israel, flies overseas for business five times a year - every two months, to Europe and the Far East. On average, Alon stays 5 days per trip. He flies coach or business class, and does not prefer any particular airline.

**Alon:** "During the flights, I tend to relax, watch movies and listen to music. The flight is an opportunity to rest and think."

**Do you have any requests / suggestions for airline executives?**

"I warmly recommend that El-Al executives give the frequent flyer ticket to business people like myself, who bring in a lot of merchandise such as Earn 10 credits for every ton..." I have no doubt that this would, at minimum, double the number of my flights on El-Al. In addition, I would like to mention how unfortunate it is that El-Al flights stopped serving alcohol - this is a significant disadvantages."



**A Little of Everything**  
**Rafi Skolnick, CEO of NetApp Israel and the Mediterranean**

Rafi Skolnick, CEO of NetApp Israel and the Mediterranean, flies overseas for business about 18 times a year, mainly to the US (New York and San Francisco), Amsterdam, Istanbul and Athens. On average, Skolnick stays between two-three days in Europe and 5 days in the US. He tries to spend weekends with his family in Israel. Skolnick prefers flying with El-Al and uses others when there is no other choice. "The rule at NetApp is to fly coach but due to the frequent mileage points, I frequently enjoy upgrades."

**Skolnick:** "I essentially spend my time during the flight on many things, depending on the flight length and 'neighbors'. On long flights, I try to sleep (not always succeeding) some of the way, and complete a work matter that was deferred until the flight, read a book, watch movies or anything else that time allows. On short flights, I use the time to work, read and have short conversations. As a frequent flyer, I use the business lounges in airports while waiting for flights."

**Do you have any requests / suggestions for airline executives?**

"Several years ago, El-Al provided internet service on flights to the US. This was a perfect service for long flights. Shuttle services at the destination airport can save precious time." [ ]



Atidim Park



Har Hotzvim Park



Azorim Park



Matam Park

**What** do you think about the name "Holon@55"? This branded name for Holon's industrial park will unquestionably generate an image of innovation and interest. The branded and successful business park produces significant conceptual and brand value for its city. So why not create this type of product in Holon and in other cities across Israel? It appears that this will take place here soon. Coincidentally, the 'product' and the name were introduced here as an allegory borrowed from Barcelona, where a business and industrial park was planned and built based on a comprehensive, synergetic, innovative and long-term vision – "Barcelona@22–The Innovation District"

# The Power of Attraction

Branded and successful industrial and business parks generate significant value for the city in which they are located. **The parks make the city attractive for business,** flow of capital and business tourism. So, what do we have in Israel and when will the change occur?

By: Naama Keshner

## Oh Barcelona

In this large-scale project, the city of Barcelona (Spain's second largest city) decided to transform an old, outdated industrial zone known as Poblenou, which occupied 2000 dunam, or 200 hectares, into an innovative industrial park that includes employment centers, educational institutions, upscale residential areas and property. By doing so, Barcelona managed to 'clean' the old area while maximizing the benefits of an attractive location. Through this project, the City of Barcelona is striving to position and brand itself as a city of 'knowledge industries'. This brand will constitute the driving force behind economic, social and cultural growth of the city.

Underlying the planning of this project, which involves a government-academic-business collaboration, is the core

guideline: the creation of a diverse area in terms of the various activities it includes, while maintaining balance and fostering cooperation between them. In order to achieve this goal while maintaining the guideline, a conceptual model was developed that includes changes in 3 environments while maintaining the balance between them:

**Urban change** – change in the physical environment by building modern infrastructures for the knowledge-based industries, public housing and educational institutions while maintaining a green environment and quality of life. Urban change includes improved transportation infrastructure, with the hopes that in the future, 70% of people will travel from place to place with public transportation, by

bicycle or on foot. In order to accomplish this, bike paths have been paved along 29km and a road system is being planned that is expected to reduce the number of cars around residential areas.

**Economic Change** – changes in the employment environment through the creation of 'clusters' of 'knowledge-based industries' that rely on human talent and that employ a relatively large number of employees. The main industries that the Barcelona@22 project strives to attract include media, information and communications technologies, energy, medicine and design. One way of attracting international companies to Barcelona is the creation of collaborations with universities and institutions of higher education whose staff, graduates and

students will serve as available and skilled personnel for those companies. All of these will facilitate the transformation of the industrial park into a critical platform in science, technology and culture, and will contribute to the branding of Barcelona as a 'knowledge industry' city.

**Social Change** – the establishment of formal and informal ties between employees in various sectors, area residents and students that will lead to the launching of local and international projects that involve cooperation as well as social and business unity.

Statistics from December 2008 show that since the start of the project, over 1440 companies and institutions have been set up in the industrial park, and over 42,000 people have begun to work there, more than half of whom are university graduates. The goal is to employ 150,000 people in the district within 15 years.

How will this help Barcelona's image in the international business world? The findings of the annual report by real estate company Wakefield & Cushman, which reveals the preferences of the European business community, indicates that of the 34 European cities, Barcelona is perceived as a city that is putting out maximum improvements in order to adapt to businesses. In addition, Barcelona was chosen as the top city in terms of quality of life for employees and was ranked a respectable fourth as the best city to establish a business.

**Seemingly, there is no link between the industrial park and children but a review of Barcelona@22 shows that the project included relocation of schools into its area, with the long-term belief that exposure to industry and its advantages from an early age is expected to encourage pupils to study various forms of engineering later on, which will contribute to future industry. In Israel, although there is no projected shortage of engineers, pupil exposure to the advantages of industry from an early age will make a definitive contribution to it**

## All of the Beginnings

Israeli cities are beginning to act in this field but only some are doing so with the requisite economic and marketing plan that includes a detailed marketing and economic strategy plan. What does Israel have and what is expected? What are the advantages and disadvantages of existing products? What are their contributions to their cities? How can industrial and business parks be 'created' in Israel that will serve as a lodestone for major Israeli and international companies as well as research organizations?

An industrial park is the use of property that includes a collection of industrial assets that are planned based on a comprehensive perspective and that are managed by a central entity. Park assets are designed and built in varying sizes and configuration, and are offered to various target audiences. As such, we can find a range of different kinds of parks. Some focusing on hi-tech industries such as Kiryat Atidim in Tel-Aviv and Matam in Haifa while others offer space for basic industry. In contrast are some parks that are channeling to them random and available industrial activity without declaring a defined area of operation. These, of course, do not maximize the full potential and in most cases, will be defined as industrial zones and not industrial parks.

The main differences between an industrial zone and an industrial park is the existence or lack thereof of general, comprehensive planning that handles park components and the relationship between the park and its environment, as well as the existence of a main administration that is responsible for the park's current operations, for the good of the residents and to protect the interests and investments of park entrepreneurs. As will be described later

on, a successful industrial park maximizes its full embodied potential, contributes to the city in terms of economics, branding and in the flow of capital and people to it (business people and business tourism), etc.

Of the various types of parks, the most prominent ones are those in the hi-tech industry. These parks, even during recessions, are a main source of innovation in industry and play a significant role in venture success. In Israel, the first hi-tech park was built in the 1970s, after an Israeli government decision in 1968 to encourage the establishment of science centers around universities – in Rehovot, Jerusalem, Tel-Aviv and Haifa.



**One way of attracting international companies to Barcelona is the creation of collaborations with universities and institutions of higher education whose staff, graduates and students will serve as available and skilled personnel for those companies. All of these will facilitate the transformation of the industrial park into a critical platform in science, technology and culture, and will contribute to the branding of Barcelona as a 'knowledge industry' city**

Economic literature discusses five types of industrial parks, examples of some can be found in Israel:

**Innovation Center** – this type is principally a small technological greenhouse near university (e.g. in Nesher and in Beer Sheba).

**Science/Research Park** – this park focuses on growing companies or ones that primarily focus on research and development, that are affiliated with the university and that have shared services with it.

**Technology Park** – this is a business venture in an area near a university and with a high standard of living that draws top quality employees. The park itself is designed with low density and under ideal environmental conditions. For example, Matam in Haifa and the Technological Gardens in Jerusalem.

**Business Park** – business venture to create upscale conditions for mixing light industry, assembly, marketing and sales, research and development, office, etc. e.g. the Herzliya Business Park.

**Upgraded Industrial Estate** – a regular hi-tech industrial zone that through physical means was assigned a prestigious image.

In contrast, some industrial zones that do have a mix that does not allow them to be classified as industrial parks, such as the Poleg Industrial Zone, which is mainly perceived as a commercial area whose main draw is IKEA. This holds true for the veteran industrial zone Talpiot, which is characterized by a useful mix, including light industry, garages, commerce and some offices, and the Holon Industrial Zone, which is still determining its path, mix and branding.

### **Parks in Israel and Their Contribution to Cities**

An overall view of the city, in which the park is located that takes into account the park as a significant factor that affects many sectors in all relevant planning in the city is vital to its success. Preliminary general coordinated planning, rather than patchwork planning as was done in many places in Israel will give the parks a distinct relative advantage: a comprehensive solution to the needs of potential tenants while providing flexibility in development and future changes.

A prime example of a successful park that enhances the positive image of its home city is that of Matam Park, located in the southern areas of Haifa. Like Barcelona@22, Matam is home to several international companies such as Google, Yahoo, Intel and Microsoft, as well as others. The veteran park occupies 220 dunam and employs 8000 people.

Among the advantages is its close proximity to Haifa University and the Technion, the spectacular environment (the Mediterranean and the Carmel), its size and the meticulously groomed and attractive work environment that also includes day care for children, a medical clinic, a barber shop, etc. Matam Park helps reduce a serious demographic problem that exists in Haifa – the abandonment of young, talented people. The employment provided by the park helps retain some of this population in the city.

Another example of a successful industrial park is Park Azorim, located near the southern recesses of Petah Tikva. A primary advantage of Petah Tikva as a successful location for an industrial park is its location in the Tel-Aviv metropolitan area and its relative close proximity to the Ben-Gurion airport. Park Azorim is one of the most beautiful industrial parks in Israel, a fact that unquestionably increases its attractiveness. The park itself occupies 40 dunam, with 90,000 square meters constructed, and 3000 employees. Among the companies located there are IBM, Alcatel, Intel, Tadiran, Keshet, etc. The park is the 'jewel in the crown' in the Petah Tikva Industrial Park, which also includes the industrial zone of Segula, Kiryat Arie and Ramat Siv (Kiryat Matalon). The industrial park occupies a total of 10,000 dunam and is home to over 4000 companies that generate income for 100,000 employees. 200,000 people visit the park every day.

The Petah Tikva Municipality is announcing that the business park's contribution to the city is manifested in several ways: the park is a tremendous resource for property taxes as well as construction and development taxes (approximately NIS 200 million a year); it provides work for tens of thousands of city residents, subsequently resulting in low unemployment rates in the city as well as welfare problems that are generally typical of cities with high unemployment rates. In addition, park has instituted a community assistance program in which money is raised for schools, ►

hospitals, etc. The city states that every company that relocates to the park brings with it a second circle of service providers, including transportation, computers and catering, which create a third circle of service providers and suppliers, etc. The presence of large companies in its jurisdiction enhances Petah Tikva's image, which is enjoying a construction boom and one of the highest positive emigration rates in the country.

### **Holon@55??**

An industrial zone that does not maximize their inherent potential and only make the changes required to earn the title of industrial park is the one located in Holon, located in the southern Tel-Aviv metropolitan area, in a theoretically optimal location near major intercity highways (1,2,4,6,20 and 44), near Ben-Gurion airport, the Ashdod port and other demand generators.



The area functions as a classic Low Tech industrial zone – an area that has still has not managed to position itself and generate competitive advantages, and is not properly planned and managed. Commercial businesses (stores) and office buildings are largely characterized by low positioning, being located in buildings that also house workshops and factories. A review of the rent fees being paid for office space in the area and in other industrial zones reveals that the area is perceived as being 'inferior' to similar areas and has a low performance level. The main reasons for the lack of success of the industrial zone to date include limited accessibility to and from the area, the absence of strategic economic planning for the area (it is not perceived as a location in general, and particularly

as a branded location), and a poor level of infrastructure.

The Holon Municipality, headed by Municipality Director General Hanna Hertzman, is working to improve the industrial zone and its environment (access to and from the site), and is beginning to change it. The city must formulate a strategic economic and marketing plan, while branding, advertising and investing in the infrastructures. With this strategic plan, the industrial zone's contribution to the city will increase. Synergetic cooperation between the Holon@55 Park and institutions of higher education can be forged. The city is home to the Holon Institute of Technology, or HIT, which teaches engineering and design. Options for internships in industrial companies that will be relocated to the park and employ HIT graduates will benefit all parties involved and create a positive branding of the city.

Holon branded itself in recent years as "The Children's City". Seemingly, there is no link between the industrial park and children but a review of Barcelona@22 shows that the project included relocation of schools into its area, with the long-term belief that exposure to industry and its advantages from an early age is expected to encourage pupils to study various forms of engineering later on, which will contribute to future industry. In Israel, although there is no projected shortage of engineers, pupil exposure to the advantages of industry from an early age will make a definitive contribution to it.

### **Global Village**

If we are dealing with city branding, in recent years, the branding of cities, regions and countries has become a global trend that is increasing as a result of, inter alia, globalization and technological progress. The belief is that regions, like products and services, are competing for the hearts and pockets of consumers. According to estimates, approximately 12,000 cities and countries are undergoing rebranding, in an attempt

to acquire for themselves a competitive advantage in the global village. The initial primary goals of branding include the creation of a positive image by linking it to a certain field, retaining current residents and attracting new, quality residents (positive emigration), attracting entrepreneurs and investors from various fields, reinforcing domestic and foreign tourism, attracting students and convincing them to live in the city during and after their studies, attracting quality employees and persuading them to live in the city, etc. All of these will contribute to positive feedback that will ultimately lead to the city's economic, social and cultural development.

Like Barcelona, other cities and countries are working to brand themselves as leaders of industry, particularly hi-tech industries. These cities strive to be perceived as Ideopolis – a city that inspires creative processes and encourages inventiveness.

The benefits to the city from being home to the industrial park are many and not just reflected in property tax payments, employment of city residents and the creation of a positive brand of the city. The increase in the number of companies that are located in the park has led to increased demand for other sectors such as commerce, restaurants, business tourism, conference tourism, hotels, transportation and delivery, finance, personal and legal services, essentially constituting an urban growth engine.

In addition, as we can see in Barcelona@22, comprehensive planning of the park will lead to improvements in a wide range of non-economic areas: education, quality of living and environment, culture and recreation. In this manner, the industrial park that is created following long-term and meticulous planning and that is managed by a designated central entity will be a focal point for economic growth in many sectors for the city and the region, and ultimately the country ■

**The author is a senior analyst with strategic, economic, planning and marketing consultant firm of Czamanski Ben Shazar and Co.**

## Healthy Session



**Lengthy meetings require focus, concentration and thinking. What can be done to get through them in peace and 'gain' some health in the process**

**One** of the best and most highly recommended ways of coping with the demand for attention and thinking on the one hand, and feelings of stress, pressure and anxiety on the other, is physical activity. First, exercise improves mental performance, increases alertness and improves the ability to think. New studies conducted by Illinois University definitively show a direct correlation between physical fitness and cerebral health:

- Relative moderate aerobic exercise improves, as well as helps build, brain function.
- Physical activity changes the brain's structure and function in a way that improve decision-making.
- Physical activity helps the brain focus during thinking and problem solving.
- Increased oxygen flow as a result of aerobic activity improve the brain's ability to focus the person's attention on daily tasks and goals, and focuses their spatial attention.
- Regular aerobic activity increases

the number of connections between neurons in that part of the brain that improves attention.

- The brains of healthy people who are involved in regular physical activity is larger than the brains of less active people. And if that weren't enough, beyond the restoration of mental skills, physical activity successfully facilitates coping with stress and anxiety. This is an excellent way of coping with insomnia, poor self-esteem and negative emotions, which are generally accompanied by educational stress, test anxiety or job-related stress.

### **Without the Others Noticing**

How should one perform the activities and remain alert and focused during a meeting with many participants in a way that does not attract attention? A large number of exercises to move the body can be carried out with small movements and isometric exercises - contraction of muscles without movement, without getting up from the chair and without anyone else noticing. Performance of these exercises

will leave eyes open, the head working and the added value will be reduction in back, neck and shoulder pain during the meeting and after you get up, by improving blood flow and increasing calorie burning.

### **Movement Exercises: Activity with the Pelvis and Buttocks**

- Pelvic rotations to the front and back - the back moves in convex and concave movement.
- Pelvic movement to the sides - shifting of weight from one side of the buttocks to the other and repeat.
- Movement that combines the two aforementioned movements - creation of clockwise and counterclockwise movement. Imagine creating a circle or the number 8 with the buttocks on the chair.
- The activity releases the lower back and helps blood flow from the legs to the heart, reduces pressure on the nerves, particularly in the lower back region. The immediate result is arousal [▶](#)

↵] and an alleviation of the stiffness in the shoulders, neck and back.

- When the legs are 90 degrees at the knee joint, lift the front part of the foot and toes with the heel remaining on the floor. This creates tension in the rear shin muscles.
- Lower and lift the heel with the ball of the foot and toes remaining on the floor, creating tension in the front shin muscles.
- In the next step, connect both movements into one long movement, combine all part of the foot in one consistent motion until the toes and back, creating a kind of long rocking motion with the foot.
- Another exercise - thighs are parallel, 90 degrees from the knee joint, move the right knee forward and the left knee back, and repeat (the movement occurs in the pelvis).

#### Isometric Exercises:

- Contract stomach muscles and release.
  - Open palms of hands as fully as possible, hold for several seconds and then close into a fist.
  - Contract and release arm muscles, add arm muscle contractions, hold a fist and relax while opening the fingers.
- Every exercise should be repeated several times.

#### Make Sitting Active and Dynamic

Prolonged static sitting for many years at home and at work imprisons our body, which is designed to move. As a result, many of us are suffering or will suffer from back, neck, shoulder, head pain, etc. We must adopt several rules that will help us make sitting active and dynamic.

- Frequently change sitting positions. Children do this naturally, after all, they have ants in their pants... As such, children who tend to sit a long time in front of computers do not suffer from the disorders that appear in adults. During meetings, occasionally shift sitting erect at the front of the chair while extending the legs in front and leaning back.



**A large number of exercises to move the body can be carried out with small movements and isometric exercises - contraction of muscles without movement, without getting up from the chair and without anyone else noticing. Performance of these exercises will leave eyes open, the head working and the added value will be reduction in back, neck and shoulder pain during the meeting and after you get up, by improving blood flow and increasing calorie burning**

- Incorporate stretches as part of the daily routine to maintain movement and improve blood flow. Perform rotations in the spine - look back, turn your head, neck, shoulders and hands to that side. Grasp the support. In this state, lower your shoulders and freely move your neck from side to side. Perform on the other side.

- Balance- if you frequently talk on the phone and do not use headphones or headset, shift the telephone from one shoulder to the next. Sitting with your legs crossed? Periodically switch legs.

If the screen and keyboard are not installed in front of you and you are forced to tilt your neck and body in one direction for prolonged periods of time, try to move the screen and keyboard occasionally to the other side.

- Challenge yourselves - occasionally try to perform an action such as using the mouse in your less dominant hand.
- Move your body while sitting - cross your arms in front of you and rotate your hands in an almost straight direction in circles towards the outside. Move your neck in, to the back and to the sides.
- Take breaks during meetings. Occasionally replace mails and telephone calls with face to face meetings with colleagues. Get up every once in a while, walk to the window and look at a distant point. When getting up, make sure that your chest is facing front (emphasize the chest) and your head is up.
- Perform breathing exercises. Close your eyes, take a deep breath through your nose until no more air can be inhaled and slowly exhale until there is no more air left to exhale. Two minute exercises on your breathing muscles, including the diaphragm, every several hours does the job - relaxes and alleviates tension.
- Drink copious amounts of water so that you will be forced to get up to use the bathroom, and perform several exercises 'on the way' [■]

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www.dynamical.co.il

# Feeling At Home

Netafim Planners and Designers strive to make its employees and guests feel at home by **using the right materials**, soft colors and streaming water. Netafim Offices

By: Zehava Dovrat

**Located** in Tel-Aviv on Derech Hashalom, Netafim, a water technology company owned by a group partnership, aims to provide its employees with a home-like environment at work. The expanding company occupies a 3000 square meter building with 100 employees. The building has 100 private offices and 8 conference rooms. The three-storey building has a basement, 6-7 open sitting areas and an inside as well as outside patio.

Project interior designer Ronit Sasson was thrilled by the project since the building involved was a long neglected and abandoned building. The building itself had no internal division and she found herself facing a huge challenge. "Architects Rami Weimer, Eitan Luria and myself spotted the building's tremendous potential, and were confident that its preservation would give us a significant advantage in terms of appearance and design. Meticulous architectural planning along with emphasis on contemporary materials allowed us to maintain the original exterior form of the building," says Sasson.

Sasson adds that the underlying goal was to identify a design that would

connect functionality and convenience with a statement embodying the Netafim philosophy – a noble, effortless, flowing design that would broadcast family and home rather than pretentiousness. The design concept involved the creation of limitless spaces juxtaposed with functional intimacy. A large space that broadcasts openness, transparency, flow and growth, and one that particularly emphasizes the home-like feeling.

## The Design

**The Lobby:** the lobby opens up to the outside patio through windows, creating the impression of one large space. The patio, with its wood deck and constructed plank planters with miniature orange trees, is reflected in all its splendor in the entrance to offices, where visitors are received at an impressive reception desk, made of French Oak Tree planks. At the center of the deck is a canal, which follows the flowing nature at Netafim. In addition, at the entrance of the space are convenient sitting areas with straight lines and warm colors, creating a relaxed atmosphere. The lobby walls on every floor are painted in a combination of green and cream – a colorful yet harmonious and pleasant fusion.



Sasson: "The goal was to connect the materials – natural oak with a plank motif and many pieces of furniture, on a gray concrete floor. Together, the materials created a balance between clean lines and a warm, home-like atmosphere."

**Division of Space:** beyond the 120 functional offices, the core concept underlying the division of space was to create as many reclining, comfortable spaces as possible that would facilitate encounters between guests, employees and customers.

Sasson: "Once the design line, concept and materials were defined, it became clear to me that I needed to work with a designer. My immediate choice was designer Yifrach Ben Zvi. Based on my familiarity with his work, I knew that he would understand the spirit, colors and materials of the design that I conceptualized, and would incorporate all elements into the 'heart' of the furniture, which would subsequently reflect functionality alongside a warm, family-like atmosphere."

**The underlying goal was to identify a design that would connect functionality and convenience with a statement embodying the Netafim philosophy – a noble, effortless, flowing design that would broadcast family and home rather than pretentiousness. The design concept involved the creation of limitless spaces juxtaposed with functional intimacy. A large space that broadcasts openness, transparency, flow and growth, and one that particularly emphasizes the home-like feeling**

Designer Yifrach Ben Zvi adds: "The clean-lined furniture made of natural material was designed with tremendous creativity and imagination. The balance of wood and metal, as well as the selection of various material, textures and warm colors, served the main purpose. I wanted to strongly emphasize the customer's request for practicality, while providing a solution, as well as to consider the tremendous wear and tear due to the heavy volume of users."

**Various Spaces:** Large, well-equipped kitchens. The dominant colors of green and orange infused with natural wood tones as well as the transparent material, in chairs, for example, help create a light, flowing atmosphere.

The space is divided into numerous conference rooms as a functional response to the many meetings that take place between employees and customers. The conference rooms, designed with clean lines, are inviting and tranquil, broadcasting the desired warmth. The main conference room is the only one considered serious and formal – containing a long, imposing table, approximately 12 meters in length, constructed from recycled walnut combined with stainless steel, that is positioned in the center of the room, accompanied by matching furniture.

## The Finishing Touch

The decorative light fixtures were chosen to complement the hospitality areas. These fixtures were designed with a touch of orange, reflecting the company logo but facilitating the flow and without having the color dominate the fixture. Graphics were used in the form of colorful graphic material from the company following computer processing with touches of color and hand-crafted ornamentation. These were used as pictures for the spaces. The pictures were printed on taut canvas, creating a sleek, modern look while empowering the company values. Alongside, the space was decorated with various accessories and plants that complemented and completed the overall look [■]

# The Art of Wine

Israel's boutique wineries are trying to take a bite out of the market share of the large commercial wineries. This is not the way to survive as a boutique winery. Quality boutique wineries must remain small and produce fine wine. The success of **boutique wineries will place Israel's name on the map** and enhance its reputation around the world, particularly in the world of food and wine

By: Danny Rubin

**An** increasing number of Israelis are drinking and discussing wine. This is largely due to the boutique wineries. The standard definition of a boutique winery is one that produces between 5,000-100,000 bottles of wine a year - a very large range when discussing the investment in infrastructure, vineyards, production and marketing.

Between the 1960s and 1980s, the number of wineries in Israel was extremely small, with Carmel Mizrahi being the main winery. The 1980s launched the Golan Heights Wineries revolution, spurring all wineries to produce quality wine. This, in turn, led to the improved quality of vineyards and the opening of dozens of boutique wineries.

Statistics released by Israeli Wine Grapes Board CEO Tsachi Dotan revealed that 82% of the market is owned by the five major wineries: Carmel Wineries, Tempo-owned Barkan and Segal, Golan Heights Wineries, Teperberg 1870 and Binyamina Wineries; 12% by moderate-sized wineries: Dalton, Tishbi, Recanati, Zion, etc. and the remaining 6% by boutique wineries. With increasing awareness of these boutique wineries, it appears that their market share has far more significance.

The numbers reveal that Israeli wine consumption does not exceed 6 liters per person a year and this includes Kiddush wine and Tirosh- exceptionally low numbers in contrast with the 20 liters per person in the new wine world and the 40 liters of wine per person in the old wine world.

**By definition, boutique wineries produce fine wine and price it accordingly. Future projections appear to include a revival of those boutique wineries located in agricultural regions that have access to and own their own vineyards and quality grapes and that are tourist areas - preferably areas linked to a story about Biblical or historical land of Eretz Yisrael that will draw both domestic and foreign tourists**

The Israel Export Institute statistics revealed that Israeli wine exports increased by 25% in 2008, generating \$26.7 million, most of which come from the large and moderate-sized wineries. Certain boutique wineries reported wine exports but generally in small amounts since they cannot supply the tremendous demand. According to

Dotan, Israel is home to 150 boutique wineries. Others claim that this number is over 200.

According to Dotan, wine may be the product that next replaces the JAFFA brand, which had represented Israel around the world. Regarding export potential, the global wine market is saturated and other parameters must be considered such as the dollar, which does not spur winery owners to export to the US.

### Wanting to Grow

Are boutique wineries financially feasible or profitable to maintain? For many boutique winery owners, this pursuit consumes tremendous resources and financial investment. Boutique wineries must survive between 5-7 years before they reach the breakeven point on their investment and reaching this point does not necessarily guarantee wealth for the owners. Prominent boutique wineries that do generate good revenue are those that established themselves during better times, those that have their own grape supply or even their own vineyards, a sterling reputation and a loyal customer base.

The desire to expand from a boutique winery into a commercial winery, and increase



### Sea Horse Winery (Suson Yam)

Zeev Dunie is person from the motion-picture industry. After producing and directing a love story on wine titled "Laying in a Dark, Cool Place" - a documentary about wine making, switched careers and opened the Sea Horse Winery in Moshav Bar Giora in the Jerusalem mountains. Dunie produces Zinfandels, Chenin Blanc, Sirah, Petite Sirah and Mourvèdre wines. Next to the old vineyards in the region where he obtains his grapes, Dunie also plants vineyards. And so, the "Dedicated Philosopher" of the industry, as he is known, is becoming a well-respected boutique winery owner, with particularly reputable wines such as Antoine, Lennon, Gaudi and Elul.



production is an Israeli characteristic that is not necessarily correct or justified. A prime example is that of the distinguished boutique winery - Margalit Winery, which has been producing 20,000 bottles of wine per year and is not looking to grow.

Boutique wineries generally produce two or three brands of wine that are aged in barrels and sold at significantly higher prices than wines produced by the large commercial wineries. One dilemma faced by some boutique wineries is kashrut, or kosher certification, which incurs additional expenses and forces the winery to increase production. Tier economics says that if you become a kosher winery, you are already striving to expand towards 100,000 bottles a year, much like the Flam, Saslove and Castel Wineries. Tulip Wineries is also making an effort to earn the kosher seal of approval. Boutique wineries that choose to remain without the kosher label will produce 50,000 bottles of wine a year, as is the case of Clos de Gat Winery, with its prime location, initial capital and tremendous potential of superior quality grapes and investment.

Unlike commercial wineries, boutique wineries work with small amounts, thereby facilitating more individual and meticulous work on a product with maximum attention to the minutest of details. Whereas commercial wineries market wine to the general public, the mantra of boutique wineries is "we produce and sell our product to discerning wine

### Flam Winery

The father, Israel Flam, was the chief vintner at Carmel Mizrahi Wineries for many years. In 1988, sons Golan (the vintner) and Gilad (marketer) founded the Flam Winery in the Jerusalem mountains. The winery defined its wines as Italian-inspired "Mediterranean", obtaining grapes from vineyards in Karmeit Yosef (Yosef's Vineyard), Dishon and Kerem Ben Zimra (Ben Zimra Vineyard). The varietal wines (Cabernet Sauvignon or Merlot) produced by Flam are known as the Reserve Series; the Superior Series includes Sirah Wine with Cabernet, and the Classic Series is a blend of Cabernet Sauvignon and Merlot. Flam Winery produces about 55,000 bottles of wine a year.



### Tzuba Estate Winery

Tzuba is a kibbutz located in the Jerusalem mountains that has grown grapes in its vineyards for other wineries for years until the decision was made in 2005 to establish a boutique winery. The winery director and vintner are kibbutz members. The winery produces 10 different wines that are divided into four series, generating 30,000 bottles of wine a year. All wines are glatt kosher, and bear the international kosher symbol OK.

connoisseurs, people who appreciate the quality and care invested in the creation of the wine and who are willing to pay for it."

### The Best Will Survive

Boutique wineries in Israel were established to improve the quality of wines in Israel. The competition and quality of wines forced the large commercial wineries to improve the quality of their own wines. Of the wines produced by the approximately 200 boutique wineries, some are better than others. The better wines will survive the competition. With a few exceptions, boutique wineries are not viable businesses, and their numbers are not proportional. The phenomenon of boutique wineries can be attributed to economic success that began at the start of the new millennium, when many believed that if they grew grapes and made wine, they would generate profits - by the barrel.

Boutique wineries sprang up like mushrooms after a rain, or, more succinctly, after basic wine courses, most of which are not professional. When people learn that they require both practical and academic knowledge of wine production, or professional mentoring, they turn to the Tel-Chai College, Ramat-Gan College, Ariel College or the Soreq Winery School of Wines. Or they employ the services of a professional such as Dr. Arkady Papikian or Itai Lahat, who outsource their services to many wineries.

Most boutique wineries are not estate wineries, which are located in their vineyards. As a result, many become dependent on an external grape suppliers, resulting in wineries not always receiving premium fruit and being subsequently unable to maintain a consistent quality of wine and eventually disappeared.

### Premium Wines

The only area where boutique wines are nibbling away at the large commercial winery market is in the limited sector of premium and ultra-premium wines. These wines cost between NIS 100-200 a bottle. Boutique or garage wineries cannot produce and sell wine at NIS 40



a bottle since there is no justification for this price whereas commercial wineries produce tens of thousands of bottles of wine at this price for the retail market. All parties are left satisfied.

By definition, boutique wineries produce fine wine and price it accordingly. Future projections appear to include a revival of those boutique wineries located in agricultural regions that have access to and own their own vineyards and quality grapes and that are tourist areas - preferably areas linked to a story about Biblical or historical land of Eretz Yisrael that will draw both domestic and foreign tourists.

Small, consistent, professional and highly regarded boutique wineries that produce 30,000 - 40,000 bottles of wine annually and that are closely attuned to the moods and tastes of wine consumers will also continue to succeed. These wineries have a vision for the future, as well as long-term agreements with vineyards that provide quality grapes. They also have a marketing and distribution system that allows them to operate and survive.

These boutique wineries, which are automated, well-invested and reputable, and have been awarded numerous prizes and certificates of merit in Israel and around the world include Vitkin Winery, Tsora, Amphorae, Flam, Margalit, Castel, Pelter, Chateau Golan, Bazelet Hagolan, Karmey Yosef, Sea Horse Winery, Avidan, among others. Most produce non-kosher wines. ■

The author is an avowed wine aficionado who writes about wine in general and Israeli wine in particular on the website [www.foodis.co.il](http://www.foodis.co.il)

### Margalit Winery

One of the first boutique wineries in Israel, as well as one of the most influential. The winery produces 20,000 bottles of wine a year. Its grapes come from vineyards in the Upper Galilee and Binyamina vineyards. The winery was established in 1989 by Yair Margalit, who was joined by his son Assaf after he completed his studies in Israel and abroad. Margalit Winery is located between Hadera and Emek Hefer. Dr. Yair Margalit is a world-renowned expert who has written books about the chemistry of wine, as well as lectures on the subject.



### Castel Winery

Castel, a family-owned winery located in Moshav Ramat Raziel in the Jerusalem mountains, was founded in 1988 by Eli Ben Zaken and his son Ariel. Eli Ben Zaken was born in Egypt and a student of French culture. Castel Winery is ranked high in terms of quality and price. Since 1999, Castel wines have been exported to the United States, Switzerland, France and England. The winery's flagship wine is Castel Grand Vin. Other wines include Petit Castel - which is a blend of Merlot, Cabernet Sauvignon and petite verdot grapes, and C' Blanc du Castel - produced with 100% Chardonnay grapes.

## 3 Airlines tell about their Business Classes

What do they offer to business travelers

### **Air Canada - Private Suites in The Executive First class**

Air Canada operates an upgraded plane in its Tel-Aviv - North America line. The Executive First class, for example, includes private suites that contain business armchairs that open up into flat and particularly spacious beds. The ergonomically-designed armchair has a massage mechanism, is equipped with a large personal screen; electronic personally tailored pillows, a wide table for meals and work, a personal communications system that is upgraded for every passenger, especially large storage space as well as many other luxuries. The coach class has wide chairs, maximum space, an entertainment system that includes 300 hours of video and audio. In addition, every chair has an electrical connection. In order to view the virtual tour, enter the following address:  
[www.aircanada.com/airline/index\\_en.html](http://www.aircanada.com/airline/index_en.html)



### **Continental Airlines - Lie-Flat BusinessFirst Seat**

Continental Airlines launched a new 180-degree lie-flat seat for the BusinessFirst cabin on its Boeing 787, 777 and 757 aircraft. Customers have already begun seeing the lie-flats seats on one of the aircraft - the installation on all of the 777 and 757 aircraft will be completed during 2010.

The new 180-degree lie-flat seats are the centerpiece of Continental's award-winning BusinessFirst service that provides the extra space and fine amenities of traditional international first class at a business class price.

The new seats allow customers to lie completely flat, reclining 180-degrees and providing 6 ½ feet (2 meters) of sleeping space in the fully extended position on its wide-body aircraft. The lie-flat seat is one of the widest business-class seats in the air, measuring up to 25 inches when the adjustable armrest is positioned flush with the seat cushion, allowing customers to sleep more comfortably. Electronic "one-touch" controls enable customers to easily move the seats to pre-set upright, cradle and fully extended sleep positions and additional controls allow customers to adjust the seat back, lumbar support, leg and footrests to the custom position most comfortable for them.



### **British Airways - Club World**

Whether you're travelling for business or pleasure, with British Airways' business class "Club World," you have the flexibility to sleep, work or relax so you arrive refreshed and ready for the day ahead. With the touch button privacy screen, you are enclosed in your own personal space. If you have work to do, a generously sized desk, in-seat phone and personal laptop power socket make it easy. And if you feel like sleeping during the flight - you can stretch out in total comfort and privacy on the 54.3cm (21.37 inches) wide bed and the memory-foam headrest.

Hungry? The menu is inspired by some of the world's top chefs, with options aimed to satisfy everyone, from healthy eaters to hearty appetites. A wide selection of wines is offered to accompany your meal. Feeling a little peckish? Help yourself in-between meals to a selection of tasty snacks and beverages from the on-board Club Kitchen. Business people flying with British Airways can also relax in front of a movie or listen to some of your favourite music with a 26cm (10.4 inches) personal flat-screen, noise-cancelling headphones and a VOD system with over 100 movies and TV programmes and over 50 music CDs and audio books.

Before the flight, you can either relax in one of BA's luxurious lounges and enjoy a pre-flight supper, or sleep undisturbed during flight until breakfast, which is served to you in bed just before landing.

# Non-identical Twins



## Nearly every city in Israel has a twin sister city overseas for respect, branding and a basis for economic and cultural cooperation

**Wikipedia** defines twin towns as "a concept in which towns that are geographically and politically distant are paired together while emphasizing the adoption of other cultural and human ties. Twin towns generally (albeit not always) share similar demographic characteristics. Even entire regions occasionally decide to forge a 'twin' alliance, such as the one between the Hanin district in China and the Gigo district in South Korea. In reality, twin town agreements generally lead to student exchanges as well as cultural and economic cooperation."

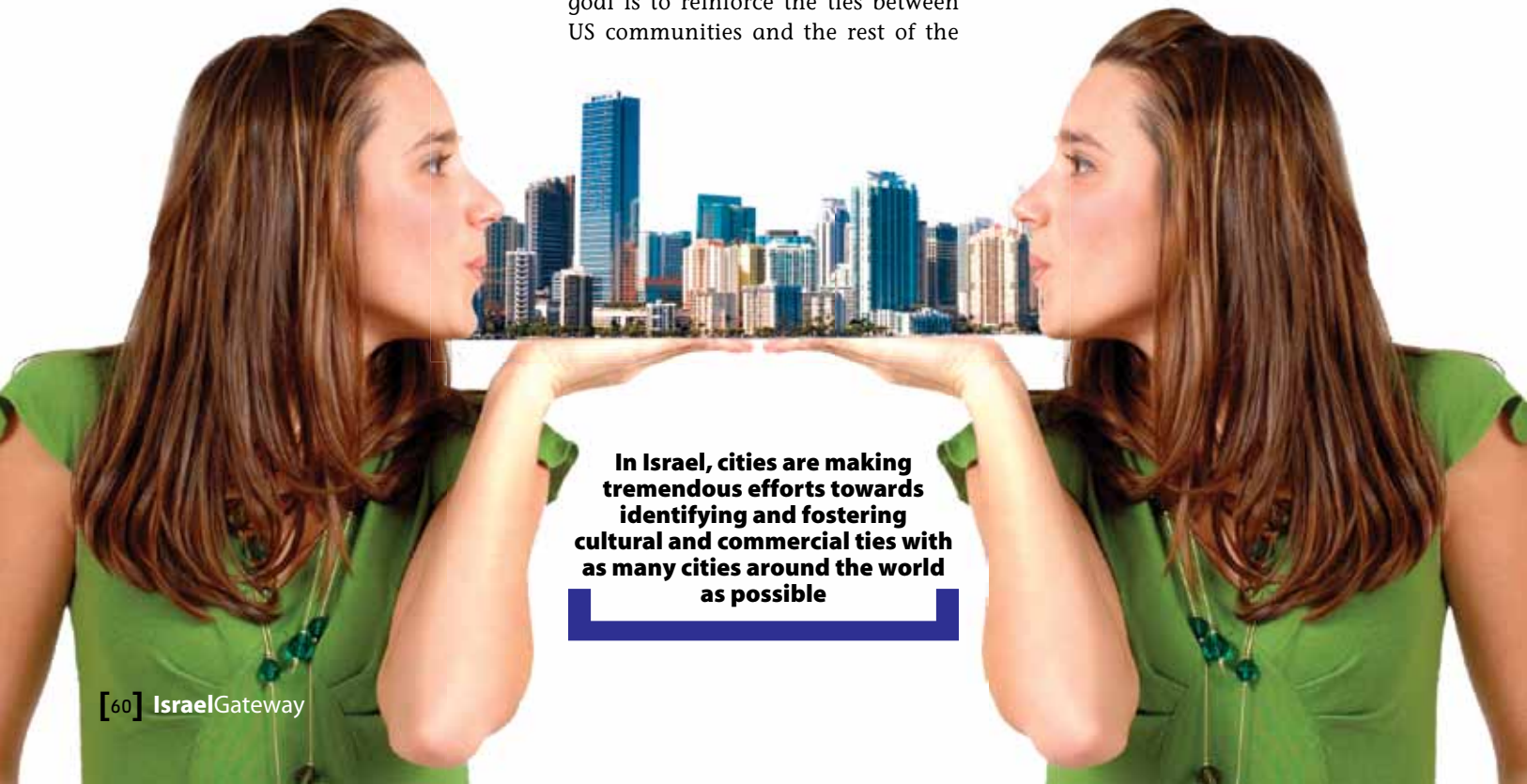
In Europe, twin town alliances developed after World War II as a means of

connecting residents and achieving a better understanding between nations, as well as to support cross-border projects that benefit both sides. The idea has spread around the world ever since. The European Union supports twin town agreements, establishing an economic support program in 1989. In 2003, the EU budgeted 12 million Euros for approximately 1300 projects.

The US, under President Dwight D. Eisenhower, launched a sister cities program in 1956 as part of the National League of Cities. Since 1967, the program has been a non-profit independent civilian organization - SCI (Sister Cities International). The organization's goal is to reinforce the ties between US communities and the rest of the

world in order to increase international cooperation on a municipal, cultural and economic level.

In Israel, cities are making tremendous efforts towards identifying and fostering cultural and commercial ties with as many cities around the world as possible. Cities in Israel that have the largest number of twin cities in the world include Tel-Aviv / Jaffa (26), Haifa (21), Netanya and Rishon le Zion (13), Beer Sheva (12), Herzliya (11), Eilat and Ashkelon (9), Bat Yam, Tiberias and Nazareth Elite (8), Petach Tikva, Kfar Saba, Raanana (7), Holon (5). Jerusalem has a twin city alliance only with New York. ▶



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◀ Listed below is a list of cities in Israel and their twin cities around the world:

### Tel-Aviv

**Tel-Aviv has alliances with many cities around the world, twin towns and cooperation:**

Buenos Aires, Argentina; Sofia, Bulgaria; Beijing, China; Cannes and Toulouse, France; Bonn, Essen, Frankfurt and Cologne, Germany; Budapest, Hungary; Milan, Italy; Almaty, Kazakhstan; Incheon, Korea; Kishinev, Moldova; Warsaw and Lodz, Poland; Belgrade, Serbia; Barcelona, Spain; Izmir, Turkey; Moscow, Russia; Vienna, Austria; New York, Philadelphia and Los Angeles, USA.

### Haifa

Marseilles, France; Aalborg, Denmark; Limassol, Cyprus; Odessa, Ukraine; Shanghai, China; Manila, Philippines; Capetown, South Africa; Rosario, Argentina; Kobe, Japan; Marrakech, Morocco; Bremen, Erfurt, Düsseldorf, Mayence and Manheim, Germany; Portsmouth, Newcastle and Hackney London, Britain; Boston, San Francisco and Fort Lauderdale Florida, USA.

### Raanana

Opsterland, Holland; Bramshe, Germany; Goslar, Germany (Friendship Agreement); Atlanta and Metro-West New Jersey, USA; Boulogne-Billancourt, France; Verona, Italy; Tainan, Taiwan.

### Rishon le Zion

Nimes, France; Munster, Germany; Lublin, Poland; Teramo, Italy; Prince George District, Maryland, USA; Essex County, New Jersey, USA; Herenfein, Holland; Tianjin, China; Brasov, Romania; Debrecen Hungary; St. Petersburg, Russia; Kharkiv, Ukraine; Kiryat Shemone, Israel.

### Ashdod

Bahia Blanca, Argentina; Bordeaux, France; Tampa, Florida, USA; Spandau, Germany; Waho, China.

### Beer Sheva

Addis Ababa, Ethiopia; Adane, Turkey; Oni, Georgia; Wuppertal, Germany; Winnipeg, Canada; La Plata, Argentina; Lyons, France; Seattle, Washington, USA; Paremata, Australia; Cluj Napoca, Romania; Rosenheim District, Germany (Friendship Relations).

### Herzliya

Marl, Germany; Hollywood, Florida, USA; San Bernardino, California, USA; Columbus, Ohio, USA; Toulon, France; Alicante, Spain; Funchal, Madeira - Portugal; Dnipropetrovsk, Ukraine; Banskobystricky, Slovakia; San Isidro, Peru; Bursa, Turkey; Herzliya has a Friendship with the city of Yang Chu, China.

### Bat-Yam

Livorno, Italy; Berlin - Neukllon, Germany; Villeurbanne, France; Valparaíso, Chile; Aurich, Germany; Kragujevac, Serbia; Kutno, Poland (Cultural Agreement); Antalya, Turkey.

### Afula

Ingleheim, Germany; Osnabruck, Germany; Fresno, California, USA.

### Kiryat Yam

Creteil, France; Kreuzberg, Berlin, Germany; Mako, Hungary.

### Kfar Sava

Delft, Holland; Wiesbaden, Germany; San Jose, Costa Rica; Mülheim an der Ruhr, Germany.

### Eilat

Antibes, France; Arica, Chile; Durban, South Africa; Los Angeles, USA.

### Netanya

Bournemouth, England; Gold Coast, Australia; Guysen, Germany; Dortmund, Germany; Vaslui, Romania; Nowy Sacz, Poland; Nice, France; Sunny Isles Beach, USA; Stavanger, Norway; Sarcelles, France; Como, Italy; Siofok, Hungary.

### Ramat Gan

Borough of Brent, England; Kassel, Germany; Main-Kinzig County, Germany; Penza, Russia; Phoenix, USA; Xinyang, China; Strasbourg, France; Szombathely, Hungary; Weinheim, Germany; Wroclaw, Poland.

### Tirat Hacarmel

Monheim am Rhein, Germany; Morfeille, France; Veszprem, Hungary; Pittsburg, USA.

### Givat Shmuel

Stade, Germany; Dubna, Russia; Goldap, Poland.

### Mazkeret Batya

Celle, Germany; Meudon, France.

### Nahariya

Tempelhof-Berlin, Paderborn, Darmstadt, Offenbach, Alzey and Bielefeld Germany; Issy Les Moulinaux, France; Liberec, Czech Republic; Kecskemet, Hungary; Pessada Greece; Delray Beach and Miami Beach, Florida, USA.

### Sderot

Zehlendorf, Germany; Antony, France; Fryazino, Russia.

