

How 1950s America Beat a Pandemic

REVIEW



WSJ

THE WALL STREET JOURNAL WEEKEND



SPRING STYLE
WSJ. MAGAZINE

What's News

World-Wide

The European Union charged Apple with antitrust violations over its control of music-streaming apps, broadening the battle over the tech giant's App Store practices. **A1**

◆ **Manhattan federal** prosecutors are seeking to examine Giuliani's communications with an array of former Ukrainian officials, people familiar with the matter said. **A5**

◆ **The White House** said that the U.S. will restrict travel from India beginning Tuesday, as concerns mount over a record surge in coronavirus cases there. **A7**

◆ **Biden intends** to steer a middle course between the approaches of Trump and Obama on North Korea's nuclear and missile programs, U.S. officials said. **A8**

◆ **The U.S. criticized** China's protection of intellectual property, saying that measures Beijing adopted—some to comply with the 2020 U.S.-China trade deal—don't go far enough. **A8**

◆ **3M lost** the first lawsuit to go to trial over the safety of earplugs it sold for years to the military, with a federal jury awarding \$7.1 million to three veterans. **A3**

◆ **Died: Eli Broad**, 87, billionaire businessman, philanthropist and collector of contemporary art. **WSJ.com**

Business & Finance

◆ **Berkshire Hathaway's** lackluster returns in recent years have made it more vulnerable to criticism amid a growing wave of investor interest in corporate sustainability issues. **A1**

◆ **Regulators in China** have told some of the country's biggest financial technology firms that their apps should no longer provide financial services beyond payments. **A1**

◆ **Companies in the U.S.** are expected to spend 15% more on advertising this year than they did in 2020, emboldened by swelling consumer confidence and the pace of Covid-19 vaccinations. **A1**

◆ **Household income rose** at a record pace of 21.1% in March as federal stimulus checks helped fuel an economic revival. **A2**

◆ **The global shortage** of semiconductors that has hobbled auto makers world-wide is now squeezing other industries. **B1**

◆ **Credit Suisse's new** chairman, António Horta-Osório, signaled a broad re-evaluation of the bank's risk taking and said strategic changes could be in store. **B12**

◆ **U.S. stocks slipped** Friday, but the S&P 500, Nasdaq and Dow posted monthly gains of 5.2%, 5.4% and 2.7%, respectively. **B13**

NOONAN

Two Very Different But Plainspoken Speeches **A15**

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Israel Grieves After Deadly Stampede at Religious Festival



SORROW: Mourners carry the body of Rabbi Eliezer Goldberg, who died during Lag b'Omer celebrations at Mount Meron, at his funeral on Friday. Israel faces investigations and recriminations over the disaster, which left at least 45 people dead. **A7**

Amid Lower Returns, Investors Press Buffett on Social Issues

By JUSTIN BAER

Professional money managers are turning up the heat on Warren Buffett's Berkshire Hathaway Inc. California Public Employees' Retirement System and Neuberger Berman have demanded that the Omaha, Neb., conglomerate bring in new directors and provide more disclosures on climate risks and executive pay.

Leading up to Berkshire's annual meeting on Saturday, proxy advisers Glass Lewis & Co. and Institutional Shareholder Services Inc. have recommended that investors withhold their votes for board members. While many of the complaints aren't new and none of the shareholder proposals are likely to pass, Berkshire's lackluster returns in recent years have made it more vulnerable

to criticism amid a growing wave of investor interest in corporate sustainability issues. The shareholder movement to press companies on climate change, social progress and governance continues to gain steam in the U.S., emerging as a key selling point for money managers in their efforts to keep client money. Under Mr. Buffett's leadership, the firm boasts 20% compounded annualized gains

from 1965 to 2020, outperforming the S&P 500's 10.2% gains including dividends during the period. Berkshire's total returns over the past three- and five-year periods were 12% and 14%, respectively, compared with the index's 19% and 18%. "Berkshire has gotten a *Please turn to page A4*

◆ **BlackRock uses voting power aggressively**..... **B1**

Trapped on an Abandoned Ship: A Sailor's Ordeal

Vessel was seized in 2017; years later, its chief mate was still aboard

By JOE PARKINSON
AND DREW HINSHAW

SUEZ, Egypt—Chief Mate Mohammad Aisha awoke to the groans and tremors of a cavernous cargo ship listing hard to starboard. He staggered through the darkness up five flights of stairs to the bridge and shined his phone's flashlight on the navigation dials. The MV Aman was tilting 10 degrees, its 330-foot-long hull taking on more than 6 feet of water. Three miles from the nearest ship, Mr. Aisha knew that if the 3,000-ton boat went under, it would suck him, the only person on board, into the Red Sea. This was a crisis. It was also Mr. Aisha's best chance to escape. For months, the 29-year-old Syrian had been the last sailor still living on a cargo ship, abandoned two years earlier near the mouth of the Suez Canal and being detained by the

Egyptian government. They had refused to let him disembark but couldn't keep him on the ship if it was sinking, he reasoned. He activated an emergency beacon and shouted "Mayday! Mayday!" into the radio. Hours crawled by before a military patrol arrived to whisk him to land. Ten days of interrogations in military and police stations later, Mr. Mohammad was right back where he started, returned to a deserted ship whose hull had been repaired. It was Oct. 27, 2019, and he wasn't going anywhere. The young Syrian was 400 miles from home and trapped in a labyrinth of Egyptian bureaucracy and maritime law. He started to think: Will I ever get off this boat? Mr. Aisha had boarded the MV Aman in May 2017, but the ship was soon detained because of unsettled debts. One by one, crew

Please turn to page A11



After years aboard the MV Aman, Mohammad Aisha was allowed to swim ashore, but he was required to return by sunset.

Squishmallow Fans Spark A Gold Plush

* * *

Stuffed toys prompt road trips, lines, 'adrenaline rush'

By HALEY VELASCO

Tipped off by a Facebook post, Jess Columbus, a 40-year-old mom of two, jumped in her car, drove 40 minutes and waited three hours in line. Not for concert tickets. Or an exclusive clothing-line drop. But to find Patty the Cow at a toy store in Wexford, Pa. With the store's one-Squishmallow-per-person rule *Please turn to page A10*

EXCHANGE





A NEW CLASS
Jobs are back for recent college graduates. But competition is fierce. **B1**

Chinese Tech Giants Told To Curb Financial Services

By KEITH ZHAI

SINGAPORE—In recent years, China's technology giants have turned consumers' embrace of mobile payment apps into lucrative ecosystems offering a range of financial services, from personal loans to insurance policies. Now, Beijing wants to put a stop to that. On Thursday, China's central bank and four other regulatory agencies told some of the country's biggest financial technology firms—including WeChat operator Tencent Holdings Ltd., ride-hailing company Didi Chuxing Technology Co. and e-commerce firm JD.com Inc.—that their apps should no longer provide

financial services beyond payments, according to people familiar with the discussions. During the nearly three-hour meeting at the People's Bank of China's Financial Market Department, regulators told company representatives that the bundling of several financial services within a single platform obscured how much money was flowing into the various products, creating risks for the broader financial system, these people said. Regulators' push to delink the technology companies' broader suites of financial products and services from their core payments platforms, if carried out, would deal a blow to a lucrative business *Please turn to page A8*

Advertising Spending Rebounds Sharply

By SUZANNE VRANICA

Advertising is coming back strong. Companies in the U.S. are expected to spend 15% more on advertising this year than they did in 2020, emboldened by swelling consumer confidence and the pace of Covid-19 vaccinations. The current rate of advertising growth is likely to be the fastest in the postwar era, according to Brian Wieser, president of business intelligence at ad-buying giant GroupM, and comes as many *Please turn to page A6*



The Great Culinary Migration

Some big food-world names have left the major cities to take over the kitchens—and kitchen gardens—of country hotels, just as hungry vacationers are ready to gulp up spring



EDIBLE ENGAGEMENTS 1. April Bloomfield’s Garden Supper tasting menu at the Mayflower Inn & Spa in Washington, Conn. 2. Mads Refslund, a founder of Noma in Copenhagen, at Shou Sugi Ban House, in New York’s Hamptons, where he oversees the dining room. 3. Mr. Refslund’s white asparagus dish with seaweed, ramps and pine tip salad. 4. Ms. Bloomfield and her wife, April Hou, in the Shakespeare Garden at the Mayflower Inn & Spa. 5. Wood-fired halibut from Vaga Restaurant, chef Claudette Zepeda’s new eatery at Alila Marea Beach Resort in Encinitas, Calif.

By **CHRISTIAN L. WRIGHT**

AH, **SPRINGTIME.** The trees are ridiculously colorful, tulips spill out of bushels at the farmers markets, little peas take center stage and a kaleidoscope of birds is migrating. Chefs are, too. Just as WFH executives were drawn to life in the sticks as the pandemic settled in, many of the country’s notable chefs—facing restaurant closures, indefinite furloughs and notoriously thin profit margins—have heard the call of the country. Specifically, country hotels.

Last spring, when April Bloomfield first saw Mayflower Inn & Spa, the newly renovated 58-acre posh compound in Washington, Conn., she took a deep breath. “It looked so bright and airy,

and it was exactly where I wanted to be at that moment,” said the chef, best known for the Spotted Pig and the Breslin in New York City. A four-month residency at the Mayflower, an Auberge Resort, that started in fall 2020 has now turned into a long-term, post-Covid gig—with a kitchen about three times as large as any she’s toiled in since she started cooking at 16 in her native England. “It’s nice for me to be able open the back door, step out and look at the colors, listen to the birds, see the sunset,” she said. “It’s a gift.”

Parker Brothers could make an excellent board game out of the exodus of city chefs to pastoral hotels—due in part to the pandemic. Call it, say, the Fork Ran Away With The Spoon. The arrangements include full-time posts, three-month residencies and one-off weekends, and they’ve

opened up a whole new landscape for people who travel, in some measure, for good food.

Dan Silverman, who started his career under star chef David Bouley, spent years in celebrated New York City kitchens before leaving Minetta Tavern in Greenwich Village for points north. He’s set himself up at Hutton Brickyards, a 31-cabin-and-suite hotel, spa and events retreat on 73 rolling acres in Kingston, N.Y., due to open in May. There he’ll run the River Pavilion, an open-air restaurant that relies solely on wood-burning heat sources and has views of the Hudson unblocked by crowds or tall buildings. “It’s gorgeous, right on the river,” said Mr. Silverman, from the house in Catskill that he and his wife presciently bought in 2019. It’s a 35-minute drive to Hutton

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Inside



KEEPING TRACK

The warm-up suits that Run-DMC favored in the ‘80s are resonating again **D3**



KRISPIES GET THE CHEF TREATMENT

Advanced food minds reinvent the gooey classic **D9**



SAFER TRAVELS

Why head protection for cyclists is not ‘one size fits all’ **D10**



BUD TALK

Two rose-growing experts share tips for novice gardeners **D6**

ADVENTURE & TRAVEL

Meals Worth
The Mileage

Continued from page D1

Brickyards. “Before, we lived in Brooklyn and I worked in Manhattan. My commute was longer then.”

Mads Refslund, a founder of Noma in Copenhagen who is now based in New York, bounced around between resorts—foraging in Aspen, diving for clams in Cabo—before signing on to oversee the food and conduct workshops at Shou Sugi Ban House, a Japanese-influenced wellness enclave in the Hamptons hamlet of Water Mill on New York’s Long Island. “When I’m in this paradise, I realize how happy I am,” said Mr. Refslund. “When you’re in the city, you forget. I’m very connected to nature—the produce, the farmers and the fishermen. I always come up with new things and cook randomly.” Among the random creations: Mr. Refslund’s roasted lobster with green strawberries and pickled rhubarb.

Hugh Acheson, who helped change the culinary landscape in Atlanta, signed up with Hotel Effie at Sandestin Golf & Beach Resort on the Gulf Coast of northwest Florida. As the executive chef, he goes to the coastal hotel every three or four weeks, with podcasts cued up for the six-hour drive. “The beach was obviously a draw,” Mr. Acheson said. “I am inland in Georgia so the Florida inspiration comes from the abundance of the Gulf, from stone crabs to oysters to tuna and mahi. It is a marine wonder world.”

On the opposite coast, Claudette Zepeda, a Top Chef competitor who’s known for her bold Mexican cuisine, left her hometown of San Diego to open VAGA Restaurant & Bar at Alila Marea Beach Resort in the nearby surf town of Encinitas last month. The indoor/outdoor restaurant takes advantage of its seaside perch at the 130-room resort, while Ms. Zepeda has her pick of avocados, cherimoyas and dragon fruit, as well as ethically raised chickens and other livestock from the farms in the area.

Just before the pandemic, in 2019, the Ojai Valley Inn, sprawled across 220 acres north of Los Angeles, began courting well-known chefs to its Farmhouse, a 50,000-square-foot epicurean event space. L.A. chef Nancy Silverton was brought in as the resort’s “culinary ambassador” to host assorted events, including special dinners and most recently, a Pizzeria Mozza takeout pop-up. With her help, the resort became a refuge over the past year, hosting stars of the gourmet galaxy while their own kitchens were temporarily closed. Among the guests toques: San Francisco’s Dominique Crenn and Christopher Kostow, executive chef of the Meadowood Resort in Napa, Calif.

‘When I’m in this paradise, I realize how happy I am. When you’re in the city, you forget.’

Landing a name chef can put a hotel on the culinary map, not to mention giving guests gastro bragging rights. At C Lazy U Ranch in Colorado, dinner now rivals riding as a draw for dudes just as interested in the menu devised by the family resort’s new chef, the classically trained Cory Untch, as they are in horses. For the chefs themselves, even a weekend at a beachside or bucolic hotel can seriously improve their quality of life. “Visiting chefs stay on the property,” said Chris Kandziora, general manager of Ojai Valley Inn. “They’re our guests. A lot of people think we’re paying the chefs. Nancy Silverton is not being paid. It’s a vacation. They bring friends and family and have time to enjoy the resort.”

More than a year into the pandemic, we could all use a vacation. Not a single corner of the country has been spared hardship. While many restaurants in New York have been able to spill out onto the street—creating a café-life Mediterranean vibe even in midtown—at least 4,000 have permanently closed. Michael Ferraro, a chef who cooked for 20 years in New York City before selling his restaurant in 2019 and moving to Winter Park, Fla., to be the vice president of food and beverage at Tavistock Restaurant Collection, sees a silver lining. “In the next few years,” he said, “we’re going to see food scenes blossoming all over because of the talent that’s left New York. And the city will be fine. This will give a new generation a chance to shine.”



Chef Christopher Kostow during his stint this spring at Southern California’s Ojai Valley Inn.



BED AND BANQUET Clockwise from top: The Farmhouse culinary center at Southern California’s Ojai Valley Inn; the entrance to Shou Sugi Ban House in the hamlet of Water Mill, N.Y.; Hugh Acheson now serves as the executive chef at the Hotel Effie at Sandestin Golf & Beach Resort on Florida’s Gulf Coast; April Bloomfield and executive sous chef David Nathans in the Garden Room at Connecticut’s Mayflower Inn & Spa.



TURNING THE TABLES / WITHOUT THE USUAL STAMPEDE OF RAVENOUS TOURISTS, EUROPE’S FAMED DESTINATION RESTAURANTS FOUND NOVEL WAYS TO HANG ON

René Redzepi, the chef behind Noma in Copenhagen, was finishing up his weekly long walk through the woods with members of his team recently. “Today, we’re walking 42 kilometers, just talking about how to be better in the future,” said Mr. Redzepi, reached by phone on the trail. “To have this time to do that has been simply incredible.”

Noma, like every restaurant in Denmark, has been closed since December (restrictions began easing a few weeks ago). But with government help covering staff salaries, Mr. Redzepi hasn’t laid a single person off. He hopes to reopen, with a new vegetable tasting menu, starting in June.

Before the pandemic, Europe’s top destination restaurants, like Noma, were often booked up months in advance by international diners planning entire vacations around a single meal. Though these bucket-list restaurants were hard hit by the border closures and rolling lockdowns of this past tumultuous year, many found novel ways to adapt, and survive.

Last summer, when restrictions eased for the first time, Noma turned into a burger pop-up, serving 1,200 burgers in its garden on opening day. “I didn’t even feel like cooking a tasting menu,” said Mr. Redzepi. The burgers were such a hit they spawned their own fast-casual restaurant, POPL, that opened in December.

Alain Ducasse, whose Michelin-starred flagships in Paris have been closed since October, launched the city’s most opulent



THE NEW BURGER KING? A vegetarian patty made from organic quinoa and tempeh, one of the offerings available at POPL, a new fast-casual restaurant in Copenhagen from the Noma team.

takeout, Meurice à la Maison. In Italy, Massimo Bottura served socially distanced outdoor meals last summer at Casa Maria Luigia, his country hotel outside Modena.

When they’ve been able to open, top restaurants across the continent have all shifted their focus to a local clientele. “We went from having 70% foreigners and 30% French to 80% French and 20% European,” said chef Mauro Colagreco, of three-Michelin starred Mirazur on the French Riviera, which reopened for a few months last summer after the country’s first lockdown ended.

When Mirazur closed for the

first time, in spring of last year, Mr. Colagreco escaped into his restaurant’s biodynamic fruit and vegetable garden. From isolation came inspiration, a new menu format, launched last summer, based on the phases of the moon—which drive the very short cycles of biodynamic farming. “We changed everything, and it gave us enormous energy,” said Mr. Colagreco.

After the restaurant closed again in October, as the government required, Mr. Colagreco began experimenting with multi-course meal-kits, shipped overnight across France for Christmas, New Year’s Eve and Valentine’s Day. “We developed

a menu with recipes like for children—you had to be pretty dim to blow it,” said Mr. Colagreco.

In June he hopes to reopen Mirazur, after eight months shut down, with another frequently changing lunar menu, centered on whatever’s optimal in the garden. Mr. Colagreco also hopes to serve his seasonal cooking in Singapore this summer, in a three-month pop-up at Mandala Club, a private members club.

In Spain, brothers Joan, Jordi and Josep Roca, of Girona’s three-Michelin-starred El Celler de Can Roca, have been especially isolated in their corner of northern Catalonia, with regional, and even provincial, borders closed at times during the darkest days of the pandemic. Diners have been almost entirely local at their flagship restaurant, when it could open, and at the casual offshoot they launched in a former event space last summer, serving greatest hits from El Celler de Can Roca’s last 34 years. Both restaurants have only served lunch, at limited capacity, since January, as per government regulations.

The Rocas are planning to open another new spot this summer, when they’re cautiously optimistic they might welcome international diners again. The new restaurant, simply called Normal, will serve traditional, market-driven cooking inspired by the pandemic. “These days everyone wants normality, everyone demands normality,” said Joan Roca. “And so, we will open a ‘normal’ restaurant.”

—Jay Cheshes