

**CLUB WORLD SPECIAL EDITION**

Welcome to  
our new Club

## Herculean task for 2,000 people

JAMIE Cassidy has managed the entire Club World project since the initial brief was agreed in November 2003.

It was, he says, a seemingly impossible task at the time. Jamie, pictured, said: "We were the first to bring out flat beds in business class in 2000 and we did it very, very well. It was a challenge in itself to see how we could improve on that."

"We were given a brief that said we must make the seat and cabin environment substantially better, increase capacity, and also get the new product embodied as quickly as possible."

"This meant reducing the amount of time it takes to fit-out an aircraft so the entire longhaul fleet is embodied much quicker. The target is 18 months."

Although the £100 million allocated to the project sounds like a tremendous amount of money, balancing the books against all the airline's requirements became a Herculean task.

Some 747 cabins will be

reconfigured, which has led to an increase of 434 beds in Club World across the longhaul fleet – that's the equivalent Club World capacity you would get if you were to go out and buy nine Boeing 777s.

Jamie added: "This has been a very rewarding project to work on with a small core group of people at its centre."

"However, more than 2,000 BA people from across the airline have been involved from product, design, engineering, inflight services, network, procurement, sales, and marketing, to name just a few," he added.

Neal Stone, design manager, said: "This has been a tremendous team effort, co-ordinating input from experts within BA and external consultants."

"We've integrated a new seat to a new cabin and service and a fantastic end-to-end experience."

"We should be proud of our new Club World as our most considered cabin design project yet."



# An achievement to be proud of

By Willie Walsh, chief executive

THIS is an exciting day for British Airways and our customers as our longhaul aircraft start to roll out of the hangar with our next generation Club World business cabin onboard.

The improvements will cost £100 million as we refit our longhaul fleet in the coming months. It is a major investment in a critical part of our business.

BA revolutionised the aviation world in 2000 with the first-ever flat bed in business class.

While many other airlines have followed our lead and installed beds of one shape or another, the new look Club World will be one step ahead of the competition.

In this special edition of BA News, you will read in more detail about the changes we have made to Club World including a new look cabin interior.

We have also made improvements to First class, including a turndown service and new meal options.

This week we are giving a host of journalists, investors, travel agents and many of our top corporate customers the



Chairman Martin Broughton and chief executive Willie Walsh try out the bed

chance to experience new Club World at a special event being held in Canary Wharf, London.

More than 2,000 people at BA have never been involved in some form with the

Club World project. Well done for making the vision a reality.

Combined with our new-look ba.com website, travelling with British Airways has never been easier or more comfortable.

### THE NEW CLUB WORLD AT A GLANCE

- A new longer and wider flat bed-seat featuring state-of-the-art electronically controlled opaque privacy screens
- New Club Kitchen for customers to help themselves to a range of hot and cold drinks, snacks, fruit and 'hot pots'
- Larger tv screens and noise-reducing headsets. More than 100 movies and tv programmes, radio channels and audio books.
- New soft furnishings including duvets, new pillows and softer lighting.

## Glimpse into the future



Cabin crew get a chance for a sneak preview of the new Club World

CABIN crew had the chance to get a sneak preview of the new Club World at a special 'mock-up' display at the Compass Centre.

Around 2,000 worldwide cabin crew have visited the Club World Experience at Quest since its opening in September. Along with information about the new cabin, there is also the chance to see the new seat itself.

The Club World Experience remains open 7am-7pm seven days a week for Cabin Crew to familiarise themselves with the product.

Nearly 3,000 cabin crew have also been through the airline's Premium Academy to learn more about the new product and what customers can expect. Premium Academy continues to run four days per week.

### BRITISH AIRWAYS NEWS

Managing editor: Paul Parry  
Editor: Nicola Register  
News: Peter Krinks  
Photography: Warren Potter  
Design and editorial support: Pressgang Publishing  
Advertisements: Landmark Publishing Services  
With thanks to: Amanda Allan,

THIS special edition of BA News is produced by British Airways' internal communications. BA News is published every Thursday.

Fiona Blakey, Jamie Cassidy, Carol Conway, Peter Cooke, Keith Crow, Jayne Deasy, Nicola Dunbar-Newman, John Fowler, Helena Flynn, Louise French, Ken Gregory, Wayne Jenner, Gwen Jones, Annette Lee, Chris Morgan, Mal Rai, Lesley Smith, Neal Stone, Laura Thomas, Osborne & Little, B/E Aerospace and Helios.



### Lunch

#### Starters

- Rock shrimp and prawn terrine with lemon crème fraîche
- Buffalo Mozzarella cheese with fresh figs and grapefruit dressing
- Fresh seasonal salad served with vinaigrette

#### Main course

- Sbaun Hill's fillet of beef with morels and mustard sauce
- Salmon fish cakes with parsley and caper sauce
- Mark Edwards' stir-fried chicken with ginger and sesame egg noodles
- Main course salad of artichokes and asparagus with creamy Parmesan cheese dressing

#### Dessert

- Crème caramel with poached sultanas
- Shropshire Blue and Tasty Lancashire cheese served with biscuits and butter
- A selection of fruit
- Chocolates

#### Afternoon Tea

- Sandwiches of roast beef with borseradish and Double Gloucester cheese
- Salad of marinated Feta cheese with chilli roasted aubergine and baby courgette
- Fruit scone served warm with clotted cream and strawberry preserve
- Chocolate and cherry sponge



A sample menu, left, and some of the snacks available in the Club Kitchen, above

# Club Kitchen to put 'mmm' into mid-air meals

By Peter Krinks

CLUB World passengers will be able to dine in style with a selection of fantastic new dishes and some old favourites.

Top-quality fresh food is on the menu at flexible times with the best possible service. The British Airways Culinary Council, involving leading food industry figures, has helped to shape and develop the dishes for the new cabin.

The key change to Club World catering is the development of the Club Kitchen, which will replace the Larder.

Taking the larder concept one step further, customers will now be given an even greater range of snacks and more control and flexibility over their dining.

The Club Kitchen will allow people to help themselves to a wide range of chilled savoury snacks, sweet items and drinks between the meal service.

Goodies on offer include noodle salad and fruit pots, sandwiches, wraps, bite-size cakes, organic chocolate, mixed chocolate bars, crisps and smoothies. A hot snack will be available early next year with the introduction of a microwave for crew to use in the Club World galley.

There will also be a choice of wines, beers, lagers and soft drinks available.

Amy James, senior manager inflight service development, said: "BA has an enviable reputation for the quality of its onboard food. These dishes and the Club Kitchen are the next chapter in that success story."

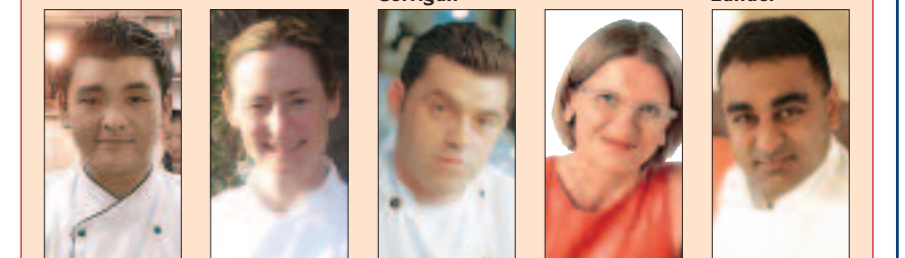
"With dishes developed by some of the world's greatest chefs there's something to tempt everyone. We know our customers want flexibility and the Club Kitchen will mean they can grab a snack whenever they want it between meals."

"The new look galley with its chiller units will make finding and selecting the snacks easier."

### WHO'S WHO ON THE CULINARY COUNCIL



Michel Roux, Mark Edwards, Richard Corrigan, Shaun Hill, Nicholas Lander



Paisarn Cheewinsiriwat, Claire Clark, Liam Tomlin, Jancis Robinson, Vineet Bhatia

Michel Roux, chef proprietor of The Waterside Inn; Mark Edwards of Nobu, London; Richard Corrigan from The Lindsay House; Shaun Hill, chef owner of The Glasshouse in Worcester; Nicholas Lander, restaurant correspondent at The Financial

Times, whose identity cannot be revealed; Vineet Bhatia from Rasoi in London; Paisarn Cheewinsiriwat, Chiva Som, Thailand; Claire Clark from The French Laundry in California; Liam Tomlin, Cape Town, South Africa and Jancis Robinson OBE, Master of Wine.

New crockery, designed by Helios, will finish off the service in a simple white design to complement the redesigned tablecloths, napkins, and the overall feel of the Club World cabin.

Club World customers wanting to maximise their sleep time can enjoy a pre-flight supper at key US gateways. People have the choice to eat from a hot or cold selection prior to flying out of major US east coast destinations.

Amy said: "The Club World Sleeper

Service will remain on certain shorter overnight flights such as New York to Heathrow. It allows customers to maximise their sleep time – a third of whom report getting up to an extra two hours' sleep."

Once onboard the catering includes a 'Night Cap' service of a hot or cold drink and warmed cookies or a toasted sandwich.

'Breakfast in Bed' is served close to landing for those who wish to be woken. A full breakfast is also available in the arrivals lounge in terminal 4.

HOW THE SEATS WERE MADE ...

CLUB WORLD SPECIAL

... AND HOW THEY WERE FITTED

# How six million parts will become 5,400 luxury seats



The production line



Assembling the parts



Making the seat dividers



Levelling the footstools



The seat comes together



Checking the electronics



Computer images show what goes where



The finished seat is weighed



Boxed up and ready to go to Cardiff



The parts arrive at Cardiff



The finished, fitted product



Checking the technology



The bouncy castle used to seal the plane during fitting



Cabin with old seats stripped out ready for fitting new ones



Fitting the seats in a tight space

INSTALLING more than 5,400 new Club World seats and fitting the new cabins on a total of 100 Boeing 747s and 777s is no mean feat.

But, the dedicated team at British Airways Maintenance Cardiff (BAMC) is more than up to the challenge.

They were celebrating last week when they completed the first input on a 747.

It is a big job and all the modifications to the longhaul fleet will be carried out at BAMC. The project team, led by aircraft controller Chris Morgan, was assembled to plan the project from concept through to fitting.

Words Ken Gregory  
Pictures Warren Potter

There are 1,109 separate components in the average Club World seat – a total of 5,979,728 across the fleet.

They were supplied by B/E Aerospace in Kilkeel, Northern Ireland.

For the team at BAMC there has been a number of challenges along the way including recruitment and training of staff, building a suitable facility to hold the aircraft, and creating the necessary paperwork for the engineers.

BAMC aims for a nine-day turnaround

per aircraft. Chris said one of the earliest challenges was to build a 'nose in facility (NIF)' for the aircraft in the existing hangar.

The NIF had to ensure maximum access to all areas of the cabin.

To keep out the rain the team came up with a novel solution – using parts from an inflatable bouncy castle to help seal the doorways.

Chris said: "With projects of this scale there are always a number of challenges."

"We overcame these quickly to ensure we were able to keep to our schedule."

The BAMC project team has been involved in every step of the design process to give a hands-on view of the most effective way to install the new seats.

The first installation has created an air of excitement and has involved all areas at BAMC.

Chris said: "The overall challenge at BAMC was to turn the vision of the new Club World product into reality."

"All the feedback suggests that we have exceeded expectations."

# Now *that's* Club class!

IMAGINE an exclusive London Club with plush surroundings, relaxing seating, welcoming lighting and excellent service. Now elevate it to 35,000ft and you have an idea of the look and feel for the new Club World cabin.

British Airways enlisted the help of Winkreative, the design and advertising agency set up by world-renowned designer Tyler Brülé to help re-design the airline's business class cabin interior and the result is a relaxing and stylish environment.

Peter Cooke, BA design executive, said: "We realised we had to create an experience rather than just a seat."

"We looked at every aspect of Club World from boarding to disembarking and endeavoured to make the whole experience as coordinated and cohesive to design as possible."

"Working with the design agency Winkreative and several research groups we identified that our customers wanted to feel more at home when they are travelling abroad."

"They also suggested they felt they had 'arrived' as soon as they boarded the familiarity of a BA aircraft."

"Colours were kept neutral and calm with

By Peter Krinks

classic British twists on herringbone and damask.

"Dark navys reflect the heritage of BA and warm lighting and American Walnut combine to create a relaxing and familiar environment."

Colour and high quality materials play key roles in the interior and include damask pillows by Osborne and Little and pale taupe quilts and pillows with sky blue detail.

The bulkhead – the cabin/galley dividing screen at the front of each cabin – and magazine racks that flank it, have an American walnut finish and the whole cabin is lit with standard lamps and up-lighters to soften it and create a welcoming feel.

Overhead lighting has been removed so customers will benefit from shoulder height lighting for reading and working; a wash of light that floods the table when it is open and a light that illuminates the new drawer.

Meals will be served from white crockery laid out on linen style tablecloths and accompanied by white and blue damask napkins.

The Molton Brown washbag has been redesigned to complement the new look.



## FIRST EXPERIENCE IS CATCH OF THE DAY

A SERIES of improvements to BA's First class experience has also been unveiled.

These include a new turndown service, that will see cabin crew personally prepare customer beds, whenever they wish, with a light duvet, generous pillow and crisp linen made from the finest Egyptian cotton.

The service will be available on all longhaul

flights departing after 7.30pm or flights of more than ten hours, plus a selected number of others.

Other improvements include a new washbag, which has been redesigned by British handbag designer Anya Hindmarch, and a new fresh fish 'Catch of the Day' meal option each day.

● For more information log onto [www.ba.com/FIRST](http://www.ba.com/FIRST).



Tyler Brülé

# Found: The Z factor



Club World cabin development manager Louise French's guide to key changes in the new flat-bed seat

A revolutionary new privacy screen separates the seats. The divider is operated electronically, and can be dropped down for customers travelling together. Cabin crew will lower the screen to deliver meals, replacing it when they are finished. The screen is made of Lumisty – never before used in aviation. It allows cabin crew standing next to the seat to see through it. However, to those sat in the next seat, the screen will appear opaque, providing them with more privacy.

A new storage space has been developed which can hold items including a laptop, handbag and shoes.



The new seat uses the same space as the original yet manages to be wider and offer more leg-room. As the seat reclines, the arms drop to be flush with the rest of the seat, making the bed wider than its 51cm predecessor to 64cm.

New foams give the customer a softer seat. A new adjustable head-rest disappears when the seat reclines into flat bed mode. There is also a layer of memory foam in the headrest that moulds to the customer's head for more comfort.

The seat has a 'z' position setting supporting the knees and back. This is a similar shape to the position that the human body naturally adopts in zero gravity and is excellent for relaxing or snoozing. The bed will increase by an additional six inches, to 6ft 6ins, when in the 'z' position.

## Wider seats, more privacy and even greater comfort

By Peter Krinks

"EVOLUTION rather than revolution" – that's the message from the design team behind the new Club World seat.

In 2000, British Airways launched the first fully flat bed in business class to award winning success, quickly scooping the Grand Prix Prize for design effectiveness and revitalising the business travel market.

It was the first seat on a commercial airline to recline 180 degrees and it maximised the use of space with a patented yin-yang formation.

Six years on, the BA design team and international design consultants Tangerine reformed to launch the next generation.

Neal Stone, design manager, said: "We listened to feedback from customers, scoured the world for the right materials and worked with a host of experts including ergonomists and engineers to develop the new bed."

"The result is a completely new seat that offers more privacy, a wider bed, greater comfort including a 'z' shape position, more stowage and changes to the centre seats."

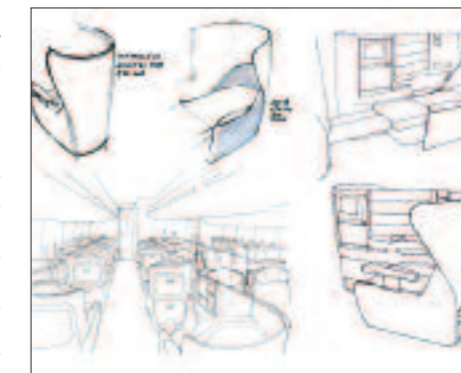
"A new comfort system has also been used, to ensure the maximum ergonomic benefits."

Martin Darbyshire, managing director of Tangerine, pictured right, said the key was to 'raise the bar' on an already astonishingly successful product.

He said: "The challenge was to use new combinations of technology that were not previously available, and explore how to deliver the maximum in comfort, for both a bed and a chair."

"It is very complicated to design an aircraft seat."

"We have to optimise it from the passen-



Early sketches of the new Club World

gers' perspective and, in parallel, meet stringent business needs."

Matt Round, creative director Tangerine, said: "Our idea for BA's original front and rear facing seat came from the desire to offer passengers more freedom and to create a feeling of domestic comfort."

"These values remain true today."

"We've reinvented the original to offer more space, more comfort and privacy, and have created a new contemporary look and feel."

In the cabin, the centre seats that both face the same way have been modified so that a simple dividing screen can be drawn across when customers are not travelling with the person next to them to give greater privacy.

The seat alignment has also been slightly offset to increase the distance between customers sitting next to one another.

Other changes include a larger cocktail table, in-seat reading light, larger in-flight entertainment screen (from eight to 10 inches) and the headset connection will include noise reducing technology.

BA News will be featuring more staff who have made Club World possible over the coming weeks