



Programme Strategy

Fast Travel Programme
IATA - Simplifying the Business

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1. INTRODUCTION

The purpose of this document is to outline the strategy and approach for the Fast Travel programme in 2009. Following the achievement of the 2008 milestones, this document is updated to reflect the direction given to the programme by the IATA Board of Governors. The direction from the board sets out a clear vision to reduce airline costs and enhance the passenger experience by offering a range of self-service options throughout the journey.

2. CONTEXT AND IMPACTS

History and evolution

- 2.1. Self-service options were introduced in the 1990s for passengers primarily in the area of check-in. What was initially a service for business or frequent travellers soon migrated to the wider customer base. The early drivers included direct cost reduction by airlines and a need to provide a higher level of customer service by reducing queuing times at check-in.
- 2.2. The internet revolution has provided a platform for airlines to launch a whole host of added value services and products for customers which creates a direct relationship between carrier and customer. At the same time, the general public has become used to using all kinds of technology to make their daily lives easier, especially with online and mobile capability now pervasive.
- 2.3. Passengers now expect to exercise control over more of the journey as they see real added value from self-service options, namely speed, convenience and control.
- 2.4. Airports are facing increased pressure from both airlines and passengers to provide a seamless journey to and through the airport, at a cost that reflects the realities of modern aviation. While many airports already recognise the need to address this change of emphasis by providing flexible infrastructure to meet their customer demands, many more require information and guidance in developing appropriate solutions.

The industry trend

- 2.5. The industry trend shows that passengers are driving increased use of self-service not only at check-in, but throughout the journey. This trend has resulted in passengers coming into contact with agents or “touch points” on fewer occasions or for a reduced period of time. The impact on process and infrastructure is therefore changing radically.

The main impacts

Process

- 2.6. The “touch” level reduces dramatically to only those elements required by legislation, such as baggage acceptance and visual check of visas or other travel documents. By reducing the number of passenger / agent “touches” coupled with a shorter process time during the “touch” itself, the result is fewer passengers spending less time with agents.

Infrastructure

- 2.7. The consequence of this change is that the traditional check-in lobby will become inefficient. The change in process, from relatively static lines of passengers to be processed by agents to a dynamic one whereby passengers manage a number of separate sub-processes such as baggage processing and documentation checks, results in infrastructure that is different from current designs. In this context, different means a flexible infrastructure to facilitate an increased flow of passengers managing those process steps outlined above.

3. THE OPPORTUNITY

- 3.1. In the early days of self-service, airlines correctly saw self-service as a leading-edge product over the competition. The industry has progressed to the stage whereby basic self-service options should now be seen as the base for all carriers to offer to their passengers.
- 3.2. Consequently, taking into account the trend towards greater self-service, there is an opportunity to drive mass market capability (for example 80% of passengers use self-service) and transform aviation customer service at an industry level and as a direct consequence drive out unnecessary cost.

- 3.3. Evidence from mature markets indicates that self-service is fast becoming the process of choice for passengers in much of the overall passenger process. For example, we see that in the US, many airlines are now experiencing 80% self-service penetration for check-in using a combination of delivery channels including kiosks, web and mobile.
- 3.4. The drive for increasing the range of self-service options is passenger driven. From the 2008 IATA Corporate Air Travel Survey, 54% of passengers said they favoured more self-service options. 82% would like to select their seats or manage seat changes via the web, 62% would like to access last minute upgrade options at the gate and 55% said they would like to be able to make reservation changes using a self-service option.

4. **THE WIN-WIN-WIN**

- 4.1. At mass market capability, there is a win-win-win proposition for the main stakeholders involved, specifically:

Passengers

- 4.2. Passengers will take advantage of the elements of speed, convenience and control through a greater range of self-service options. Passengers will be able to utilise the full range of self-service options globally.

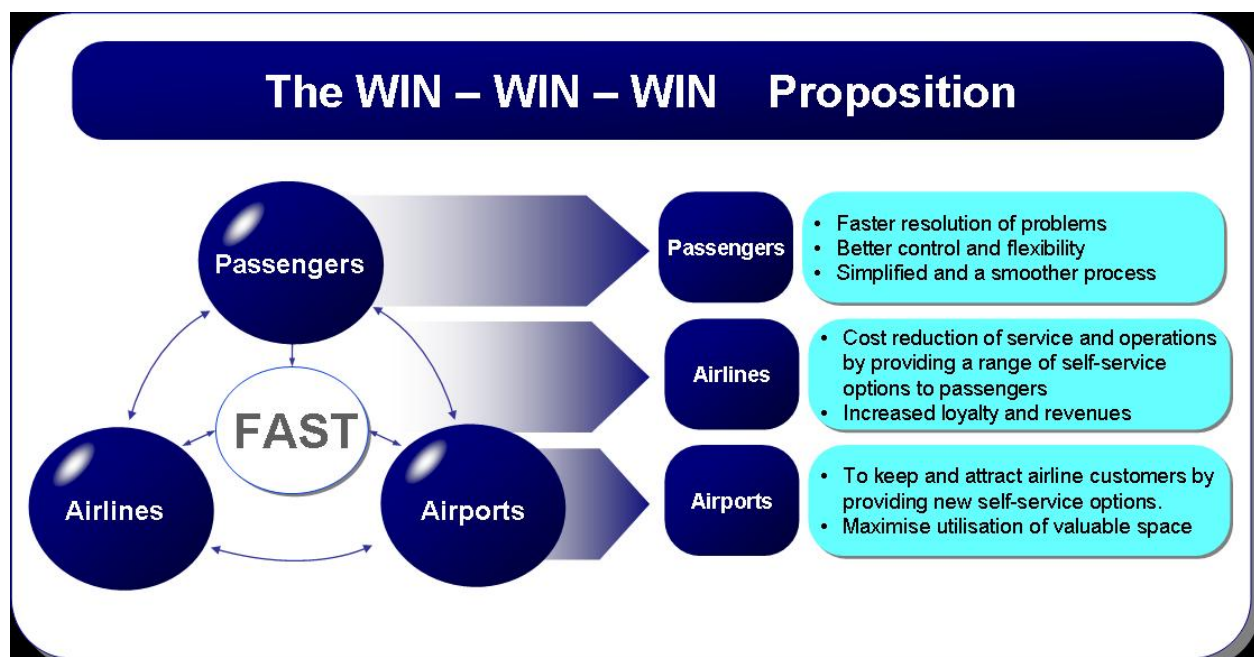
Airlines

- 4.3. Airlines can offer the full range of self-service options to their passengers and so realise the board's vision of enhancing customer service while reducing unnecessary costs.

Airports

- 4.4. Airports will be in a position to develop appropriate facilities to provide an improved proposition to meet the needs of all passengers, airline customers and their handling agents. In addition, the improved flow of passengers using self-service will enable a change in the design and layout of airports in the future translating to more efficient capital investment for airport construction.

An industry business case for the programme and individual projects will be developed to indicate the business benefits for all stakeholders, thus ensuring the win-win-win concept:



5.

HOW IATA ADDS VALUE TO THE INDUSTRY FROM FAST TRAVEL

- 5.1. In each of the projects it is required that IATA adds value over and above an airline's own value proposition.
- 5.2. The added value centres around IATA's position in the industry to:
 - 5.2.1. Create and manage technical and process **standards** that comprise one or more of the following options:
 - 5.2.1.1. IATA Resolutions, binding on all members
 - 5.2.1.2. IATA Recommended Practices, non-binding on members
 - 5.2.1.3. IATA Technical standards in support of both resolutions and recommended practices.
 - 5.2.1.4. Implementation (Imp) Guides to assist in consistency of product and service delivery by publishing best practice.
 - 5.2.2. Deliver to **implementation** targets set by the Board of Governors. The role of IATA is to work with member airlines to implement projects only where it makes commercial and operational sense.
- 5.3. In the development phase of the programme, using the project pilots, the programme will support solution development and business case publication.
- 5.4. In this strategy document, each project will be appraised against the standards criteria outlined and appropriate criteria will be proposed. For example, some projects may require a new technical standard to be developed, while others may simply require modifications to existing one. Additionally, some projects may require existing resolutions to be reviewed and potentially amended. Such analysis will be part of the scope of the Fast Travel Working Group in a recommendation to the CUSS Management Group for consideration by the JPSC.

6. THE CHALLENGES

- 6.1. The main challenges in driving mass market capability relate to the adoption of process and technology solutions specifically:

Passengers

- 6.2. Availability: In developed markets, self-service options are increasingly available in many elements of the passengers' journey: for self-service to become universally accepted as a clear option, it is imperative that the passenger is able to use self-service options on a global basis.
- 6.3. Consistency: The range of self-service options requires passengers to learn how to use those options each time they use a different carrier. There is a lack of consistency causing confusion and therefore traditional channels become the default.

Airlines

- 6.4. Cost and complexity: The widespread adoption of any such service raises the question of a common approach or standards to provide consistency and lowering of costs to the whole industry. The challenge is to introduce standards to reap those benefits without stifling creativity in the development of new products.

Airports

- 6.5. Business case: Airports are reluctant to invest and implement such solutions as they face the dual challenges of differing customer requirements in terms of technology and process as well as the lack of a coherent proposition that reduces airline costs while at the same time maximises value for the airport.

7. BOARD MANDATE & TARGETS

- 7.1. Working closely with member airlines, IATA developed a business case with member airlines participating in a range of pilot projects and submitted a recommendation to the board to drive a

programme of self-service options. The board concluded that to deliver the industry benefits would require a coordinated industry effort. Consequently, the Board has mandated IATA to drive the Fast Travel programme to achieve the following vision:

To provide a range* of self-service options to meet growing customer demands, continue to reduce industry costs, improve efficiency of airport infrastructure and enhance customer service.

7.2. *The range of self-service options will be limited to those passenger process areas for which airlines have control versus those areas that are government controlled such as immigration and security. See programme scope for more details.

7.3. As a first step to demonstrate the viability of the programme, the board mandated IATA in December 2007 to conduct pilots in each of the six areas of Fast Travel.

7.4. Programme scope

To deliver the Board mandate, the Fast Travel programme has been set up to launch, initially, a programme of six projects including:

Check-in

Bags ready-to-go

Document scanning

Flight rebooking

Self-boarding

Bag recovery

Processes controlled by other agencies, such as Security and Immigration, are not directly covered under Fast Travel but under the Simplifying Passenger Travel Interest Group (SPTIG). To drive synergies and enhance the entire passenger journey, we will be working with SPT to develop an integrated strategy.

7.5. In 2008, the Fast Travel Programme conducted 18 pilots that proved the value proposition and the business case.

7.6. Targets for 2009

7.6.1. Targets have been set by the Board in the following projects for 2009 and include Implementation and Standards targets:

7.6.2. Implementation

Bags ready-to-go	10 airlines offering this service in a dedicated or common use environment
Document Scanning	75 CUSS Airports offering this capability with at least 1 airline offering this service to passengers
Self-boarding	10 airlines offering this service in a dedicated or common use environment
Bag recovery	10 airlines offering this service in a dedicated or common use environment

7.6.3. Standards

Bags ready-to-go	Tag Standard – Working with the BWG to review current tag to determine fit for purpose in self-service and passenger application. - Proposal for JPSC 2009. (Common) Bag Drop standard – Working with RP1800 sub-group (of the BWG) to ensure self-service options are included in the proposed RP for JPSC 2009.
Document Scanning	Technical standard already in place for CUSS kiosks, however standards work will continue to: - Review CUSS Technical on orientation of scanner - Amend CUSS Recommended Practice as required - Review CUSS RP for recommendation of full page scanner - Review CUSS RP and Technical standard for inclusion of RFID option - Review provision of scanning capability at other process points e.g. Entry to Security, Transfers, Gates etc. - Proposal due to JPSC 2009
Self-boarding	RP being developed for domestic and international travel Technical interface standards in development - Proposal due to JPSC 2009
Bag recovery	RP being developed for proposal to JPSC 2009 - Technical interface standards to be reviewed to allow for solution choice

7.6.4. The remaining projects, check-in and flight re-booking do not have targets at this time:

- 7.6.4.1. Check-in already has standards developed for CUSS and the BCBP standard for Boarding Passes under Web and Mobile
- 7.6.4.2. Flight-rebooking has not yet reached critical mass and is a highly complex area to automate. Therefore, to develop standards at this time is premature.
- 7.6.4.3. IATA will continue to monitor these projects and will run a Self-service trend survey during 2009 to establish the industry position on both of these projects to determine if additional action is required in 2010 and beyond.

7.7. Target Definitions

7.7.1. Target definitions have been agreed by the Fast Travel Working Group as follows:

<p>Bags ready-to-go</p>	<p>Self-tagging An airline offering, at a self-service device, the ability for a passenger to register baggage to be checked and to print bag tags for application by the passenger either in a dedicated or common-use environment. Additional / Related Services: - Bag tag application by an agent subject to local rules - To print a separate baggage receipt. - Print only – registration in advance on web or mobile</p> <p>Bag Drop An airline or handling agent offering a recognisable acceptance point for the purpose of baggage processing only, in a dedicated or common use environment. Additional / Related Services: - Include document control - The ability to print additional / replacement tags - Ability to generate new receipt</p>
<p>Document Scanning</p>	<p>An airline offering the ability for a passenger to self-scan travel documents* to allow for data collection for onward transmission by their airline to meet arriving or transiting countries' government requirements. Additional / Related Services: - Perform verification of the travel document data against travel data requirements</p>
<p>Self-boarding</p>	<p>An airline offering the ability for a passenger to self-scan their boarding pass to gain entry to the aircraft Additional / Related Services: - Offering the capability for flights requiring document checks - Requirement for an automated barrier</p>
<p>Bag recovery</p>	<p>An airline offering the ability for a passenger to register a mishandled bag utilising a self-service device. Additional / Related Services: - The provision of messages to a mobile device (web / mobile) informing the passenger in the event of a mishandled bag - Providing a receipt of the claim.</p>

8. FAST TRAVEL PROGRAMME – THE PROJECTS

Project 1 - Check-in

Description of the process

The process of check-in for a passenger can be described as follows:

- Customer confirms intention to travel
- The airline validates that the passenger's ticket is valid for the flight
- A seat(s) is allocated to the passenger for the flight(s)
- A Boarding Pass (or multiple BP's) is produced for the passenger
- Any special requirements (assistance) are processed

Background

8.1. Historically, an agent at a check-in desk or counter performed all of the above process steps. However, all passengers do not require all of these process steps. For example, the majority of domestic passengers are not required to go through a detailed documentation check and upwards of 30% of passengers do not check bags, whether they are short or long haul.

Challenges

8.2. Since the mid 1990s, airlines have provided an increasing number of steps for passengers to self-manage. Initially, this transition from agent to passenger was exclusive to Business / Frequent travellers using airline kiosks in the airport terminal. Further evolution of this change has resulted in passengers performing many, and in some cases all, of the process steps above

using two primary channels, kiosks and the internet. Emerging technologies such as mobile devices are destined to play a significant role in self-service in the very near future.

How IATA adds value

Standards	Implement
1. Mobile BCBP / CUSS Standard exists to cover boarding pass production 2. No standard required for Web 3. Process standard for mobile check-in to be developed as a Recommended Practice, nonbinding on airlines 4. CUSS V1.2 delivered	Targets: 2009+ Mobile: No implementation target Web: No implementation target CUSS: No target

Project Strategy

- 8.3. The strategy for this project is to establish a recommended practice with supporting standards for airlines to provide a mobile phone check-in service for their passengers.
- 8.4. Publish a project scorecard to measure a range of key metrics that supports the business case

Project 2 – Bags Ready-to-go

Description of the process

The process of baggage processing for a passenger can be described as follows:

- If the passenger has checked in at a traditional desk or counter, then the process of baggage acceptance follows on from the previous process:
- Any baggage to be checked through to destination is weighed and tagged
- Any excess baggage is processed
- The passenger is asked a number of security questions relating to contents, ownership of the act of packing and possession of the bag on the journey
- Baggage receipts are produced for the passenger
- The bag is then injected into the automated baggage system

Background

- 8.5. Part of the traditional check-in process is the ability to check a bag for transportation to the destination directly or via a transfer airport. This was done as part of the normal process and was fully managed by the agent.

Challenges

- 8.6. However, with the growth of self-service check-in kiosks, internet check-in and now mobile phone check-in, a capability to process only bags (known as Bag Drops) is required. Many airlines began to address this issue with the intention of providing Fast Bag Drops to facilitate this process step. In the majority of cases, the process to manage the bag drops process was quite similar to the old traditional baggage portion of the full desk check-in. In extreme cases, the queuing time was in the same realm of desk check-in. And so, a series of options and solution must be found to provide the passenger with a simple, fast and efficient process to allow all stakeholders add value to their customer proposition. With the diversification of the check-in elements moving to different channels, the baggage process will similarly diversify. The move to self-tagging is increasing, the availability of baggage processing away from the airport is growing and the question of separating transport of passenger and baggage has resurfaced.

How IATA adds value

Standards	Implement
Standards will be required in a number of areas to support bags ready-to-go: <ul style="list-style-type: none"> - Design of the bag tag to facilitate self-tagging - Standard for bag drop applications - Process standard for common use bag drops Process standard for bag drop acceptance process – including airline specific exceptions processes such as Excess baggage management.	Targets: <ul style="list-style-type: none"> 2009 10 Airlines offering a Bags ready-to-go service to its customers Multi stakeholders

Project Strategy

- 8.7. This project will attempt to make sense of all of the new channels while trying to develop process and standards across the tagging element and the technology to support fast bag drops and take advantage of shared facilities at airports i.e. common bag drops.
- 8.8. Publish a project scorecard to measure a range of key metrics that supports the business case

Project 3 – Document scanning

Description of the process

The process of document scanning for a passenger can be described as follows:

The agent determines if document data is required due to a number of variable factors. These may include for example:

- ✈ Nationality of the passenger
- ✈ Country of issuance of the document (typically passport)
- ✈ Type of passport (diplomatic or normal for example)
- ✈ Country of departure
- ✈ Any countries of transit
- ✈ Destination country
- ✈ Expiry date of the document...etc... the potential list of variables is much greater
- ✈ Whether a visa is required for the journey
- ✈ Whether Advance Passenger Information (API) is required
- ✈ The agent will take the appropriate documents and scan (if machine readable) or enter the relevant data into the departure control system.
- ✈ The agent will generally perform a quick visual check of passenger to document.
- ✈ The documents are handed back to the passengers

Background

- 8.9. Airlines are required to ensure that passengers carry the right documentation when making their journey (generally international flights). More recently, airlines have been asked to gather additional data for API requirements.

Challenges

- 8.10. Increasingly, countries require the collection and transmission of passenger data. However, the requirements can vary and so it is difficult to create a single process to cover all eventualities. The matter is further complicated since the number of countries requiring API is increasing and will have different requirements. A number of airlines have begun to provide internet capability for passengers to pre-populate data on-line that can be used as required. However, the actual documents still need to be scanned to verify the data provided and visually checked at the airport prior to departure.

How IATA adds value

Standards	Implement
Technical standards already exist for the inclusion of document scanners on self-service kiosks (CUSS) and at check-in desks (CUTE). Standards for document types already exist within ICAO (MRZTD*). Document scanning is already part of many airlines web and kiosk applications. * Machine Readable Zone Travel Documents	Targets: 2009+ 70 CUSS Airports offering document scanning facilities.

Project Strategy

- 8.11. The strategy for this project is to promote the existing standard and process for airlines to adopt on websites to allow for pre-population of document data and a self-service scanning tool at the airport to allow for the collection of relevant data on the document. Pre-populated data will be matched with the document presented at this point. The visual document check will still be completed at the appropriate processing point by an agent prior to departure.
- 8.12. Publish a project scorecard to measure a range of key metrics that supports the business case.

Project 4 - Flight re-booking

Description of the Process

The process of irregular operations recovery can be described as follows:

- A flight has been delayed or cancelled or there has been a change of equipment as a result of weather, operational or technical problems.
- The passengers are advised of the impact of such a problem that requires a documentation change, a re-booking or another recover process.
- In most circumstances, the passenger will be directed to an agent to re-issue the boarding pass for a later flight or change of equipment, revalidate the ticket on another carrier, issue an hotel voucher if an overnight stay is required or in extreme cases, all three.

Background

8.13. By its very nature, Irregular Operations is a set of exception processes to recover the smooth operation from a variety of unplanned events. From an airline perspective Irregular Operations (or IRROPS) are events that occur prior to flight departure and are primarily delays and cancellations due to weather, technical or resource issues at the last minute. However, from a passenger perspective, IRROPS could include delays, cancellations, overbooking situations, late transfers, technical problems with aircraft and other resource issues, essentially anything that hinders their travel that they are not informed of in advance.

Challenges

8.14. The sheer size and complexity of the problem. Just understanding what IRROPS covers is perhaps a project in itself.

How IATA adds value

Standards	Implement
<p>Standards already exist for the recovery of “involuntary rerouting” which is the technical term for the recovery of an irregular operation. The standards are covered by IATA Resolutions 735d, e, f and 737. There is also the IATA Airline guide to Involuntary Rerouting to assist airlines with recommended procedures to manage the recovery. As these processes and procedures are essentially manual, there is an opportunity to automate some of the more common recovery procedures to facilitate a self-service option. We assume that there is a need for process standard (TBC)</p>	<p>Targets: 2009+ No implementation targets for 2009 Before being able to implement, we need a critical mass of airlines capable of offering this service. As we don’t want to force airline capability we will focus on capability at airline level – the strategy is mobilise everywhere, and once we have more than 20 airlines with this capability only then can we establish airport targets. We will keep this mobilisation effort for only 12 months</p>

Project Strategy

- 8.15. This project will work with airlines that have developed pilot IRROPS Recovery solutions and compare and contrast the IRROPS causes with the rest of the working group members to understand where there are core problem causes in all airlines that can codified and how the solutions compare.
- 8.16. Publish a project scorecard to measure a range of key metrics that supports the business case.

NOTE: Individual Airline IRROPS classifications and processes will be very different, and therefore, to ensure consistency of approach, a passenger-centric view will run through this project.

Project 5 - Self-boarding

Description of the Process

The process of boarding can be described as follows:

- The passenger enters the gate area for their flight
- A boarding document is scanned or swiped by the agent
- The necessary travel documentation is visually checked
- In some circumstances, the boarding document may be stamped by a separate security agent
- In many cases, the agent will visually check the number and size of hand baggage being carried
- The agent may require the bag to be checked and will issue a baggage tag and remove the bag from the passenger
- The passenger will proceed to the air bridge and board the aircraft

Background

8.17. The boarding gate area has traditionally been a space where passengers are corralled just prior to boarding to ensure an orderly and timely departure of the aircraft. However, with recent events involving threats to the safety of operations and with the sheer increase in numbers of passengers travelling, the ability of the actual gate facilities to cope with these new challenges is strained.

Challenges

- 8.18. Particularly for international travel, the gate area has, in some cases, become a place to check and validate documents such as passports and visas, a screening point to ensure bags do not contain banned items such as sharp objects (especially where gate security is the norm), liquids, gels and aerosols and a check on the size and number of hand-baggage pieces passengers attempt to take on board. In some cases the delays at boarding can be lengthy and can impact on airline punctuality as well as delivering poor service to all passengers, but particularly those passengers who do observe all of the rules.
- 8.19. There are occasions where baggage needs to be tagged for transportation in the hold, rather than permitted on board. In these cases, the process is very simple and consists of the application of a baggage tag and receipt issued to the passenger.
- 8.20. Additionally, if there are slight delays at boarding gates, then a captive audience is a good opportunity to provide access to airline services and products whether last minute contact with

an airline to request information or perhaps to purchase other goods and services from the airline.

- 8.21. The impact of these additional tasks is that for the majority of passengers, the process merely involves moving past the agent to gain access to the air bridge and not have to stand in line wait for other passengers to go through one or more of the above exceptions.

How IATA adds value

Standards	Implement
<p>There are no IATA standards at present for self-boarding equipment or processes. Each pilot in existence has developed a bespoke solution. However, the execution of the gates is largely the same, with some subtle differences. In terms of process, there has been no specific industry work done other than at individual carriers.</p> <p>Therefore, standards may be required for:</p> <ul style="list-style-type: none"> - Technical requirements for the equipment - Interface standard to other systems (CUTE, direct DCS, Immigration etc - Process and exceptions process / recovery 	<p>Targets:</p> <p>2009+ 10 Airlines offering a Self-boarding capability to its customers</p> <p>1 operating in an international environment</p>

Project Strategy

- 8.22. This project will focus on self-boarding gates to provide a self-service capability to move the majority of passengers to and through the boarding gate efficiently without having an agent scan their boarding pass.
- 8.23. Publish a project scorecard to measure a range of key metrics that supports the business case.

Project 6 - Bag Recovery

Description of the Process

The process of lost baggage registration can be described as follows:

- The passenger discovers that their bag has not been delivered to the carousel or outsized baggage delivery point
- The passenger goes to the baggage handling agent for their airline
- The baggage receipt is presented to the agent as a lost bag receipt
- The agent may utilise the airlines system to check the status of the bag
- The agent will confirm that the bag has not been delivered
- The agent and passenger will then complete a lost baggage form with details of the bag and onwards transportation information for the recovered bag
- The passenger will be given a copy of the form

Background

- 8.24. For the majority of passengers, the post-flight experience should a positive one. It is simply a matter of collecting any checked baggage and then proceeding to the ultimate destination. The need to interact with their airline should normally not arise. Therefore any such process that does require interaction is, by its nature, an exceptions process. In the majority of these cases, the interaction is to manage a lost bag. This project will, initially, focus on lost baggage registration.

Challenges

- 8.25. In some circumstances, depending on the class of travel, the passenger may also be entitled to essential items and / or compensation and / or authority to purchase essential items. The agent as would manage this sub-process as appropriate.

How IATA adds value

Standards	Implement
<p>There are no IATA standards at present for recovery of lost baggage. Each pilot in existence has developed a bespoke solution. The IATA / SITA World Tracer solution is used by over 80% of IATA members and SITA have advised that they are looking at a passenger solution for creation of AHL messages – these are currently created by agents at airports. Passengers can already use World Tracer for tracing a reported lost bag via the internet or their airline web site.</p> <p>Therefore, standards may be required for:</p> <ul style="list-style-type: none"> - Passenger interface standard to World Tracer - Process and exceptions process / recovery 	<p>Targets: 200910 Airlines offering a self-service Bag recovery service to its customers</p>

Project Strategy

- 8.26. This project will look at a scenario whereby the passenger can proceed directly to a self-service point to scan their baggage receipts, confirm that the bag has not been delivered and complete an electronic form with the required details and the onward transport details. Such a solution could also contain compensation details or vouchers as appropriate for a particular passenger.
- 8.27. Publish a project scorecard to measure a range of key metrics that supports the business case.

9. FAST TRAVEL PROGRAMME DELIVERABLES

In 2009: Deliver to the Board Mandate – see Section 7

- Standards programme proposal to JPSC 2009
- Deliver Board mandate for targets received in December 2008.

10. PROGRAMME MILESTONES

- Standards proposal for JPSC October 2009
- Four projects with targets delivered for December 2009

11. STANDARDS PROPOSAL FOR JPSC OCTOBER 2009

- Four projects with targets delivered for December 2009

12. PROGRAMME GOVERNANCE

Fast Travel working group

Reporting as a sub-group to the IATA CUSS Management Group, the Fast Travel working group consists of experts across the industry including airlines, airports and industry providers.

Programme team members & their role:

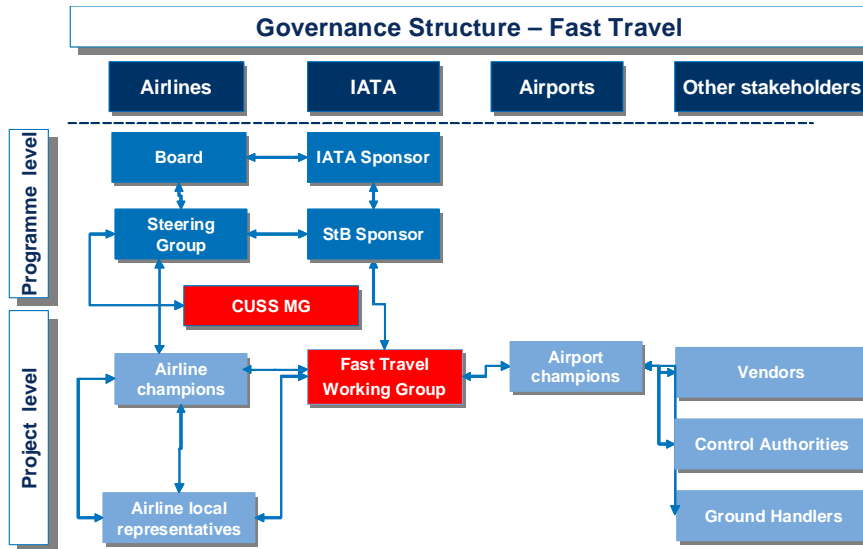
To create a virtual team of contributors in the areas agreed by the StB Steering Group and StB Director. These include the Fast Travel working group, IATA CUSS Management Group and relevant IATA and ATA Working Groups.

Accountabilities:

- Communicate feedback from member and other constituents
- Promote all StB initiatives while engaging in project work
- Generate solutions to problems and issues as they arise

Stakeholders:

IATA members, Airports, Governments, Country transportation authorities, IATA – DG, IDFS, Passenger Team, SO&I



The latest information on the Fast Travel Programme, including progress towards the board targets, status on standards development and more, is available on the Fast Travel website: www.iata.org/fast-travel.