# Simplifying the Business (StB)

*Transformation in progress and explorations underway*

Making the industry easier to do business with for both customers and partners.

**StB**
Simplifying
the Business

# Introduction

Under the umbrella of the Simplifying the Business (StB) Program, the last decade has seen the launch and successful delivery of projects (e-Ticket, Bar Coded Boarding Pass, Electronic Miscellaneous Document, Fast travel, etc.) that have saved the airline industry billions of dollars not only by creating standards but seeing those standards implemented. Since its launch in 2004, StB has focused on the traveler's end-to-end journey experience.

Over and above saving costs for the industry, these initiatives have resulted in significant benefits for all involved stakeholders (airlines, airports, agents, ground handlers and system providers). As importantly, StB has also identified new opportunities for innovation and improvement in customer service such as bringing convenience, control and choice through self-service options, mobile boarding passes, and upsells.

In its renewed program the goal of StB is evolving from the original "improving the customer experience and reducing industry costs" to a broader "making an industry easier to do business with for both customers and partners". Beyond IATA's traditional contribution to setting standards that enable interoperability and automation of complexity, IATA's key role is to be a force for innovation by challenging the legacy processes.

## "Setting standards and challenging the norms"

The market is evolving: Airlines are adapting their business and gradually moving away from the traditional models inherited in the regulated era.

Customer behavior is changing: they use internet and mobile to find information, to make bookings and to pay. They are used to and expect choice and transparency.

StB is progressing step by step on every aspect of the program.

In the Distribution stream:

- First, providing a consumer-friendly receipt for all services purchased. Call it a 'ticket', for the transportation service, or a 'miscellaneous document', for additional services. It is electronic.
- Second, providing a consumer-friendly shopping experience. At time of shopping customers can access all the relevant product information. Customers who request to be recognized may receive a personalized offer. Call it a 'new distribution capability'.
- Third, exploring new opportunities to build an industry capability for better and more dynamic product engineering and a more relevant order to cash model based on modern retail industries.

In the Ground Experience stream:

- Many of the airport process initiatives are now well implemented, e.g. Fast Travel, Security Access Improvement, Automated Border Control.
- The initiatives identified last year are now being developed and will enter in project mode in 2014, e.g. Customer contact Information, Automated Check-in.
- The industry is already seeing substantial benefits and new initiatives such as Single Token currently in exploration mode will surely contribute to increase these benefits even further.

All of the above will drive a cross industry capability to service customers at any time and any touch point using any channel throughout the entire journey. This will enable airlines and their partners to offer their customers the best possible experience from shopping for travel to ground experience.

This paper provides an update on the renewed StB program presented in 2012. It is also a call to stimulate discussion on new areas of potential industry transformation.

Sincerely yours,

Eric Léopold
Director Transformation
IATA

# Transformation in progress
## Updates to the 5 Goals

In the first white paper published in 2011, the StB Think Tank identified the following 5 goals, setting the path for tomorrow's passenger:

**Goal 1**
**Airline Products**

**Goal 2**
**Passenger Data**

**Goal 3**
**Real Time Interaction**

**Goal 4**
**Hassle Free**

**Goal 5**
**Seamless Journey**

In 2012, The StB Think Tank articulated further the innovative vision they had defined around the 5 goals. Each goal was presented with a vision, a state of the industry and programs of work either already launched or to be developed by IATA to deliver the vision. All together this constituted the New StB Program.

In this section, IATA aims to provide an update on all existing and potential StB projects addressing each goal as defined in 2012 and report on IATA's progress in transforming the industry to deliver the New StB Program vision.

## Goal 1: Airline Products

Airline Products transformation is underway with a couple of programs addressing the area: The **e-Services project** and the **New Distribution Capability (NDC)** program.

### e-Services Project

The Electronic Miscellaneous Document (EMD) is a "method to document the sales and track usage of charges". In other words the scope of EMD is to facilitate the fulfilment, tracking and accounting of the ancillary sales. Using IATA's EMD standard will also help take the remaining paper out of the airline ticketing processes.

By the end of 2013, 120 airlines will have implemented EMD around the world: millions of EMDs have been issues though airlines direct channels or via travel agencies.

Similar to the deadlines imposed for the 100% Electronic Ticket project, the IATA Board established an industry target to complete implementation of EMDs in the IATA Billing and Settlement Plan (BSP) by end of 2013. The majority of current Miscellaneous Documents (vMCO/vMPD) in IATA BSPs will no longer be processed in IATA BSPs by 1st January - 2014 and this project will be coming to a close during the year with full EMD rolled out across the industry.

### New Distribution Capability (NDC)

Launched in 2012, the New Distribution Capability (NDC) is an industry initiative to develop an XML-based language standard for communications between airlines and travel agents. By modernizing this standard, airlines will be able to market and sell their products through the agent channel in the same way they do today via their own websites. This will enable a better passenger shopping experience, a better agent value proposition, and more competition and innovation across the value chain.

In October 2012, Resolution 787, the foundation resolution supporting NDC, was formally adopted by the IATA Passenger Services Conference and it was then submitted to the U.S. Department of Transportation (DOT) for approval in March 2013. In June 2013, the IATA Annual General Meeting unanimously approved a resolution reaffirming member support for NDC.

During 2013, cross-functional industry working groups, with representatives from across the value chain (airlines, travel agents, IT providers, GDSs and other partners) have worked together to establish the business requirements and technical schemas that will support NDC.

Finally, in cooperation with industry partners, IATA has facilitated the launch of the first industry pilots which have begun to explore different aspects of NDC.

## Goal 2: Passenger Data

### e-Border Initiative

Collection and transmission of passenger data is one of the key industry challenges to facilitate the customer's journey. The StB Steering Group asked IATA to develop a program of work to set a vision.

Initial collaborative sessions involving airlines and governments from January 2013 highlighted the great complexity involved in aligning all stakeholders towards the outlined Passenger Data / e-Border vision as published in the 2012 StB Think Tank White Paper.

Further work is needed to refine the vision. Consequently, a Sub Group comprised of airlines, governments and industry suppliers was created to participate actively in the passenger data initiative.

In 2014, the sub-group is tasked with developing a new approach regarding passenger data and to clearly identify the benefits this approach will have for every stakeholder including process, security and cost benefits.

## Goal 3: Real Time Interaction

Real Time Interaction was articulated around 2 main initiatives that would greatly transform the passenger experience and support many other initiatives outlined throughout the five goals: **Customer Contact Information** and **Airport Wi-Fi**.

### Customer Contact Information

The industry and the customer need to be able to interact at anytime and anywhere. This is essential for the industry to provide better service for customers, especially in case of irregular operations.

The program of work is to develop standards and recommended practices for the proactive passenger notification (cancellations, delays and other operational information) and engage with all industry partners to support this initiative.

In 2012, a Customer Contact Information focus group was created to work on developing the initiative, business case recommendations, strategy and plan to address the issues and challenges.

IATA submitted proposals for revision of existing Resolutions and Recommended Practices, to be formally adopted during the Passenger Agency and Services Conferences in October 2013:

- Passenger Agency Conference Resolution 830 d.

- Recommended practice RP 1770 Code of reservation ethics.

- Dedicated reservation and messaging element for contact information, with specific format for mobile phone number and email address.

IATA is working on the business case recommendations and strategy for launching the Customer Contact Information as an industry project in 2014.

### Airport Wi-Fi

IATA is working closely with ACI to make Wi-Fi connectivity at airports more widely available around the world. The objective of this joint approach is to enhance customer experience at airports by giving the passenger the option to receive real-time flight information and updates, ability to re-book, receive push notifications, and access airline website.

## Goal 4: Hassle Free

Hassle Free is self-explanatory to explain the vision towards airport processes and controls. Goal 4 is also the area supported by the biggest number of projects either already launched or under development. Even if there is still a long way to go, this is without a doubt the most mature area of the New StB Program with the following existing projects: **Fast Travel, Security Access and Egress, Check Point of the Future** and **Automated Border Control**. In addition to the above projects, the StB Think Tank identified **Automated Check-In, Fast and Simple Common Bag Drop** and **Single Token** as areas to be further explored by IATA.

### Fast Travel

Launched in 2007 Fast Travel was set 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. The Board of Governors asked IATA to drive a program of six projects covering areas of the passengers' airport journey that are managed by airlines or airports (Check-in, Bags Ready to Go, Document Check, Flight Re-booking, Self Boarding and Bag Recovery). The program vision is to offer a complete self-service suite based on industry standards to 80% of global passengers by 2020.

In its current scope, the Fast Travel program is in the mass implementation phase. Widely adopted in Europe and North America, the Fast Travel initiatives continue to develop in Asia and the Middle East. However, Africa and Latin America still need to take off and see their first full implementations to take place in 2014.

IATA forecasts a global capability penetration of 19% for Fast Travel at the end of 2013. According to the program's roadmap the industry is expecting to reach 30% capability penetration in 2014 and 45% in 2015. In 2014, Fast Travel will integrate Automated Check-in as part of the Check-in project covered by Fast Travel. Fast Travel is also investigating the potential benefits of Near Field Communication (NFC) for the industry. A NFC Reference Guide for Air Transport will be published in 2014.

### Security Access and Egress (SAE) Improvement

The SAE improvement project is part of the overall Passenger Facilitation program, which aims to provide an end-to-end passenger experience that is secure, seamless and efficient with a focus on crucial areas such as security, border protection and immigration. The multiple stakeholders around the security process including airport operators, airlines, and multiple government agencies make security process improvements a complex challenge to tackle. The SAE Project aims to improve the passenger flow at security checkpoint to reduce queue length, waiting times and facilitate a more efficient use of space and a possible deferment of infrastructure requirements and costs.

In 2013, 14 Airports were visited on a 1:1 basis to analyse root causes of bottlenecks and provide recommendations to improve the passenger flow. This brings the total count to 20 airports since IATA launched the project in 2012.

Based on the success of the initiative, IATA will move into a mass implementation phase by accelerating the project to meet the twin criteria of improving today's screening as well as preparing for tomorrow's Checkpoint of the Future.

### Checkpoint of the Future

The Checkpoint of the Future aims to offer a fast and hassle-free passenger screening experience at the airport, while strengthening security and improving operational efficiency. A solution roadmap for this evolutionary concept has been documented in three detailed "blueprints" for 2014, 2017 and 2020 – each one including proposals that IATA believe to be operationally achievable, technically feasible and politically acceptable in the respective timeframes.

The given objective for 2013 was to secure two airports and government support to deploy a 1st generation Checkpoint of the Future in 2014 as well as develop a program of tests and evaluation of individual CoF processes and technologies for implementation in 2014.

To date, two airports, one in Europe and one in the Middle East, along with their local government are committed to delivering the 1st generation of Checkpoint of the Future in 2014. Four other airports/governments in Europe, Middle East and Asia Pacific have expressed strong interest and IATA is working with them to formalize their engagement.

Processes and technologies (e.g. an in-depth research study on Data-driven risk assessment, remote X-ray image assessment, operational impact of identity management solutions, advanced detection algorithms allowing laptops to stay in bags) are currently addressed as part of the evaluation program.

### Automated Border Control

The Automated Border Control project is part of the overall Passenger Facilitation program. The project aims at expediting low risk passengers through automated border control in order to balance the integrity of borders with the identification and facilitation of travellers against a backdrop of anticipated growth in international aviation traffic.

IATA forecast a total of 21 additional ABC implemented in 2013, exceeding its objective of 15. This will bring the total number of airports having implemented ABC up to 118 representing 34 different governments. These implementations are based either on a registered traveler program and/or a travel token. 15 Airports offer multiple automated border control systems.

IATA is also working on driving interoperability between the various schemes implemented around the world.

## Check-out / Automated Check-in

The objective of this initiative is to provide a new self-service channel to the passenger, eliminating the need to check-in and moving further processes off the airport.

A sub group was created to work on developing the initiative, business case recommendations, strategy and plan to address the issues and challenges. Document check, API data, mobile boarding pass acceptance, third party sales, dangerous goods acknowledgment are highlighted as challenges that need to be addressed and solutions developed.

IATA is working on the business case recommendations and strategy for launching the Automated Check-in project as part of Fast Travel to generate cross benefits and drive further expansion of off airport self-service. The working group will also develop proposals for industry standards and recommended practices to accelerate the deployment of auto check-in.

## InBag

The InBag program will have driven the industry implementation of standard tools and techniques to monitor, manage and control baggage processing in order to ensure a constantly low industry rate of baggage mishandling.

The program has a strategic view, business case and transition plan for the implementation of 13 projects that enable the InBag program.

## Fast and Simple Common Bag Drop

The Fast Travel Program is driving implementation of Kiosk self-tagging and Home Printing Bag Tags whereas the InBag Program is developing standards for permanent bag tags. The Fast Travel Program has developed business requirements to develop web services interface for Common Use Self-service Bag Drop to drive global adoption. The technical specification to support the requirements will be finalized in 2013.

## Single Token / Biometrics

Using a single token for all elements of a journey would significantly streamline and simplify the travel process. To explore this opportunity, IATA has established a biometrics multi-disciplinary working group to explore a single token approach throughout the end to end passenger process. The group developed a process flow illustrating the use of biometric data at touch points to facilitate passenger's ground experience.

A task force of airlines, airports and governments commenced work on developing specific use cases for different types of passengers.

## Goal 5: Seamless End-to-End Journey

### Intermodality

IATA is exploring opportunities to develop intermodal products to facilitate a seamless end-to-end journey. An "Intermodality Issues Checklist" has been published to provide guidelines for bilateral discussions between air and rail companies to build intermodal products and services in a standard way using existing industry systems.

A project has been started to provide a generic way for travel agents to easily find information regarding airport express rail services when booking air segments.

IATA is part of a consortium appointed by the European Commission (Mobility and Transport Directorate) to develop and validate a model for a multimodal pan-European passenger transport information and booking system. The consortium comprises Amadeus, BeNe Rail, IATA, Thales, UNIFE and Zeppelin University.

### Industry Data Model

The objective is to create a living model with a defined structure and behavior enabling the generation of automated model-driven message specifications. This capability will speed-up the development of specifications and improve the overall general level of interoperability among industry systems. Users of the data model will be able to use, extend and adapt the definitions contained in the model to develop new standards or develop bilateral data exchanges using industry standards as the base. All projects which require development of modern messaging standards (XML messages, web services specifications) will benefit.

Key architectural structure, based on established standards and enterprise architecture frameworks such as Zachman Framework and TOGAF was agreed. The implementation project now proceeds in two work streams as follows:

- "Create Capability" workstream to define structure, standards, guidelines, governance, and set up IT tools.

- "Populate the model" workstream will actually populate the model.
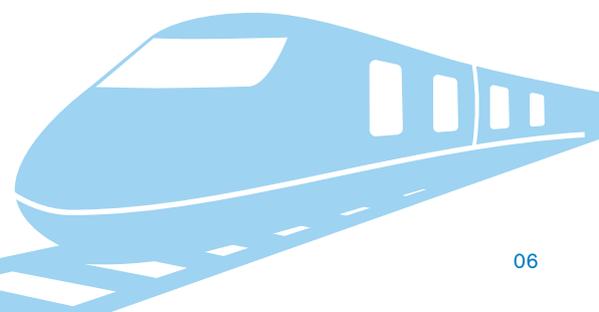
# Explorations underway
## Unlocking industry efficiency

One fundamental issue facing airlines today is the difficulty when interacting with their industry partners across the value chain. This is due mainly to historical constraints associated with the legacy model. In the past industry change has often consisted in overlaying an electronic environment upon the legacy paper based processes.

The industry has missed opportunities to redesign the full architecture (processes, systems capabilities) to reflect a holistic end to end customer view. The Customer interaction must move from being purely transaction based to becoming a true relationship over time and throughout the journey.

It is now understood that when looking for ways to improve the customer experience, the industry should consider lessons learned from outside, especially in the retail world. In this context, the three proposed areas for exploration have been established along the following vision:

## Making the industry easier to do business with, for both customers and partners

### Exploration 1:
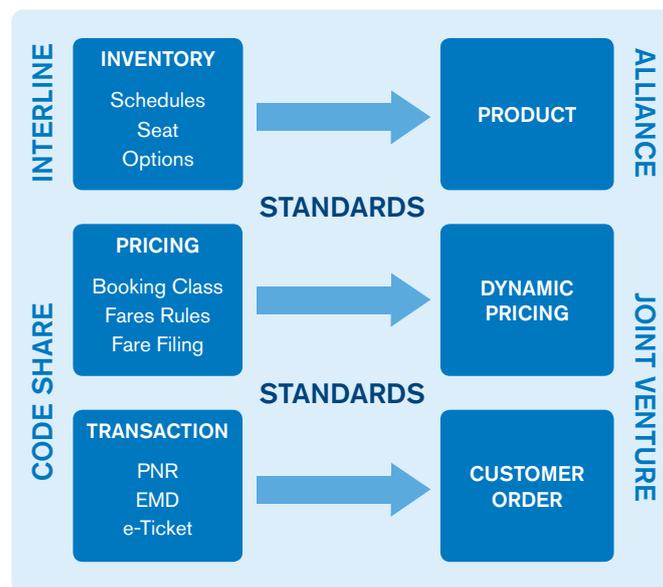### Dynamic Product Engineering capability

This initiative will assess and evaluate the opportunities for a new set of standards and industry processes that will facilitate dynamic product construction and offering, whilst maintaining interline benefits.

### Exploration 2:
### Improved Customer Order to Cash efficiencies

Through analyzing today's industry back office processes, this initiative will explore the need for industry standards which would bring the airline industry order to cash process to the level of best in class retailers.

### Exploration 3:
### Universal Customer Travel Data Exchange

A study will be launched to explore industry requirements for a transparent industry-wide customer travel data exchange, benefitting all travel stakeholders in the value chain. This will contribute to driving cross industry capability for customer servicing.

**Towards an interoperable airline retail model**

# A vision to enable the perfect journey
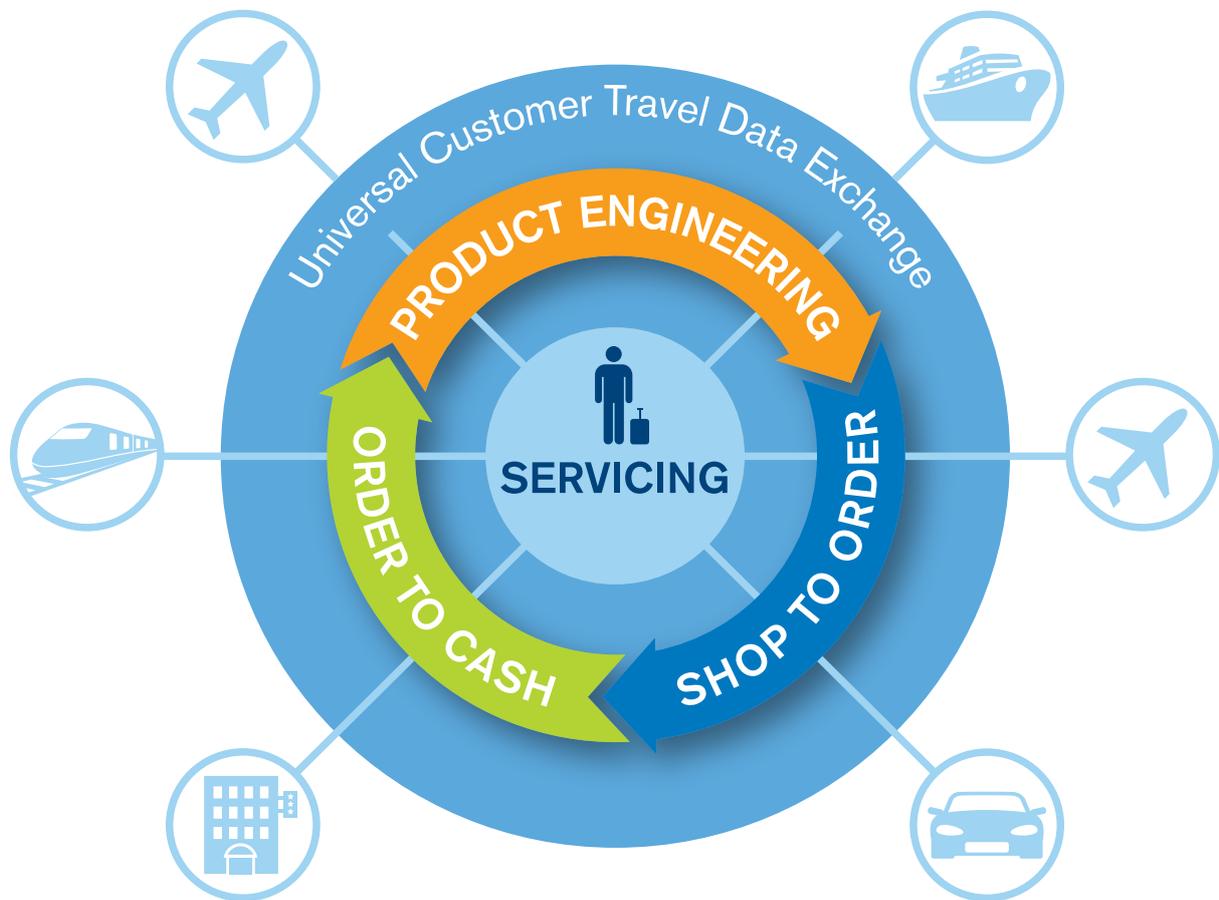


## Product Engineering

- Innovative dynamic product determination capability
- Total customer offer (ancillary & seat) Revenue Management
- Faster and easier multi-channel product to market
- Analytics and contextualized offering

## Shop to Order

- Modern data transmission standard between airlines and travel agents
- Consistent multi-channel merchandising capability
- Greater transparency and improved shopping experience for the customer

## Order to Cash

- New customer-centric architecture
- Single record of order and purchase
- Streamlined back-office processes

# Dynamic Product Engineering Capability

## Background

Over the past decade, customers have benefited from increased choice in terms of options and added services when purchasing air travel. These range from baggage, extra leg room, wifi onboard, inflight services etc. This is also coupled with a growing demand from customers in the area of personalization. Furthermore, the advent of NDC (New Distribution Capability) will enable airlines to create their own product offer within their own systems (i.e. assemble fares, schedules and availability - all in one transaction) which will drive more opportunities to improve the customer experience by closing the gap between the capabilities offered on the airline's website and those available through the travel agent channel (indirect channel).

Growth of e-commerce in the travel industry has also been restrained by the lack of flexibility in distribution of innovative products at customer touch points, at any time and in multiple channels. The airlines' traditional set up (revenue management, marketing, distribution, e-Commerce...) is being challenged as the quality and speed to market of new products is increasingly dependent on a close alignment of these functions.

In this context, today's product engineering standards and tools are being scrutinized. Existing traditional methods based around fare availability distribution are struggling to adapt. Practices such as booking classes, rigid fare construction rules and seat inventory requests are limiting the supplier's ability to react in real time and lack the required flexibility to adapt its content. In the future, airlines will need to construct products (different components and each with a different price tag) which are comprised of the fare, surcharges, taxes as well as a growing choice of ancillaries (or options), while at the same time having to match the associated inventory.

Dynamic pricing capability based on multiple product components as well as customer behavior will become increasingly important and it will be a challenge to maintain the customer benefits driven from the interlining capability, particularly with the current industry trend of joint ventures and alliance products.

## Areas to explore

In an environment where such changes are taking place, there is an opportunity to explore the development of interoperable technical standards that focus on the packaging of "total" customer products and services as opposed to a "one size fits all" inventory seat price only.

In this context the industry would also benefit by enhancing the capability of dynamic product determination to enable a simplified approach to product innovation. Airlines must become more agile at engineering their products and determining the offering to customers. As a result, customers will benefit from greater transparency and choice because service providers will be able to present and sell products the way they want. Competition will be enhanced as this evolution should also simplify dynamic pricing methods and tools, therefore facilitating new entrants.

## Next steps

The IATA StB suggests to further explore this initiative by engaging with industry stakeholders in the following areas:

- Carry out an end to end review of the current product construction process and its effectiveness, from an industry perspective.

- Assess how the existing technical standards would be able to continue to support interlining in a world evolving towards an increase in optional services.

- Evaluate the opportunity for a new set of standards and industry processes that would facilitate "dynamic product engineering" in this changing environment whilst maintaining the benefits of interline capability.
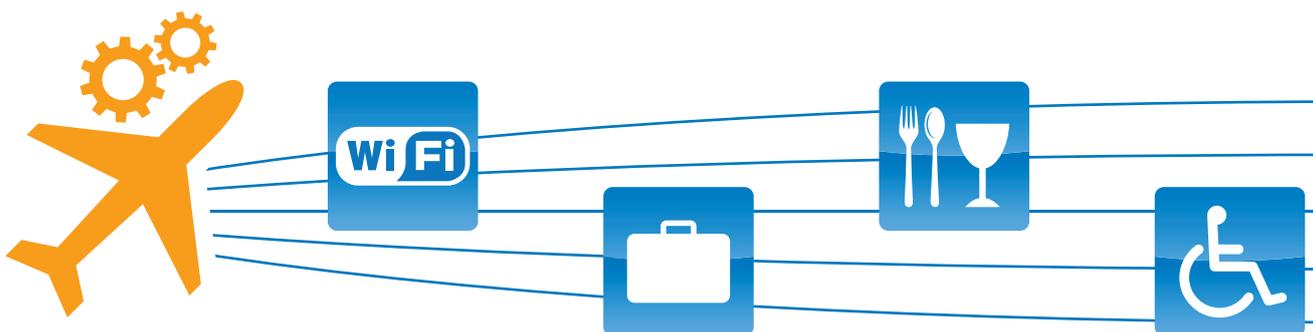
# Improved Customer Order to Cash

## Background

Today the world of retail is confronted with consumers who want a multichannel environment where they can use new technologies, smart devices and social media. Web and mobile are fundamentally changing the way people shop and challenging traditional brick and mortar retailers.

The future lies in enabling customers to purchase when and where they want to, while getting the same overall experience. The ongoing challenge for multichannel retailers is to combine back-end operations and logistics in order to present the consumer with a consistent customer experience, whether in-store, online, or at the point of merchandise delivery. At the same time, thanks to the use of these new technologies, the opportunities for retailers to serve consumers better will be greater than ever before.

The technological trends and resulting consumer behaviors are no different in the airline industry. Airlines need to embrace these challenges and to do so properly they need play catch-up and a review of their Order to Cash process could drive significant benefits.

Many of today's airlines' financial back office procedures rely on old rules and inefficient processes that were designed in a very labor intensive environment and that have seen only slow evolution over time. Driving change in this industry is always a challenge. However when considering some of the recent IATA initiatives, either completed or in progress (Electronic Ticketing, Electronic Miscellaneous Document, Simplified Interline Settlement, New Distribution Capability) as well as the move to the internet & mobile era, there appears to be a new environment which could provide the backdrop to significantly transform a number of airlines' back-office functions.

The Passenger Name Record (PNR) has not evolved over the years, and the move to Electronic Ticketing has enabled some simplification and automation. Also, as methods and protocols, they continue to serve the industry well. But the actual processes have never been properly challenged. For example, today, in our industry, the process is disjointed with separate reservation (PNR) and ticketing (sales record) that still need to be synchronized to reflect a customer order. It does not fully recognize the customer and consequently their history or relationship. Its boundaries are constrained by legacy processes and systems and it is unable to follow a retail logic.

## Areas to explore

By redesigning its customer ordering capability the industry would benefit from much simpler, more efficient and more effective back office processes. It would greatly value a single customer record of order and purchase which would remove complexities and costly reconciliation. As a consequence it could enable instant recognition of revenues between different parties involved in the overall order, just as in many traditional retail models.

Airlines will be able to present bundled product options to customers and seamlessly fulfil them across direct and also indirect delivery channels. Customer servicing and financial transactions will therefore become more customer-friendly, benefitting the entire supply chain. This will also improve the capability for all the players involved (aggregators, travel agents and other intermediaries) to better distribute, display and fulfill offers for the end customer.

## Next Steps

IATA will facilitate a small group of industry stakeholders who will explore this area by studying the following points:

- Detailed benchmark against other industries' Customer Order models

- Propose a redesigned Customer Order concept for the airline industry

- Identify required process changes i.e. gap analysis between "as-is" and "to-be"

- Provide a description of the value proposition and its associated benefits
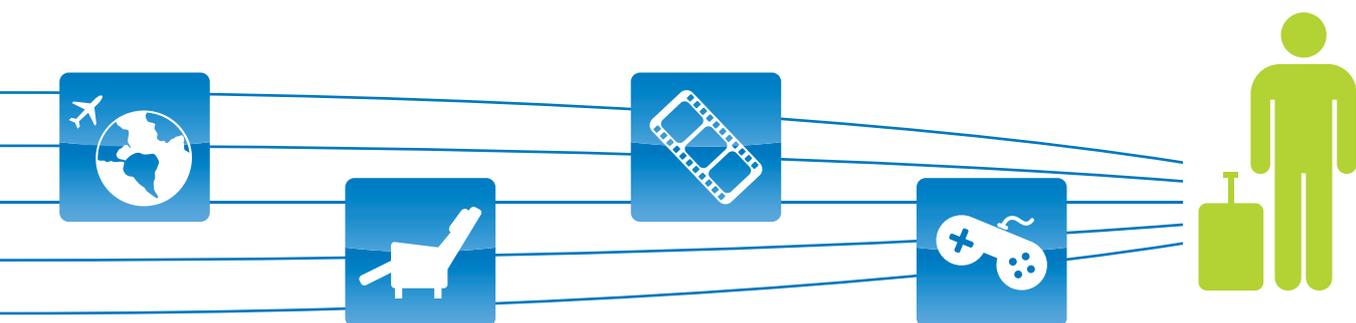
# Universal Customer Travel Data Exchange

## Background

Over last 40 years, the airline industry has achieved remarkable results in interline ticketing through which participating airlines have been able to provide end to end customer delivery – both in normal circumstances and during disruption. However the customer experience remains inconsistent and sometimes unpredictable.

Who has the ability to serve the customer is often an unanswered question and a confusing and frustrating moment for the traveler himself. This is usually one of the biggest pain points for many customers particularly in the event of disruption, as each of the stakeholders' systems (Travel Agent, GDS, marketing vs. operating airlines, etc.) are often not synchronized.

Furthermore, the legacy industry architecture has yet to become customer centric. Today, the customer interaction is transactional, driven by the PNR logic. Tomorrow it must be based on a customer relationship, that can be maintained across the value chain, so that customer servicing can be carried out throughout the entire journey, at every touch-point, through any channel.

This will result in airlines and their partners being able to offer their customers the best possible experience from shopping for travel to the actual ground experience.

## Areas to explore

The development of a unique customer identifier, recognized across the value chain, would greatly benefit customer servicing for all stakeholders in the industry.

A Universal Customer Travel Data Exchange would be a methodology by which entities could seamlessly assemble relevant information about customers from multiple sources of data assuming that all data privacy concerns are addressed and specifically that the customer is in agreement with such data being shared.

## Next Steps

IATA StB recommends an industry study to identify the benefits of a Universal Customer Travel Data Exchange to enable full interoperability between systems and which would provide a seamless travel experience for all customers.

IATA will assess the feasibility of this goal, evaluate the impact on the industry, and the risks and benefits across the air travel value chain. The outcome of this study will be a recommended approach to enable customer servicing at every touch-point with a high level industry cost benefit analysis.

# Future developments

Transformation is progressing and exploration is underway. Other areas of innovation to support our goals may still be identified in the ground experience stream.

Since the inception of StB in 2004, the industry has developed passenger process alternatives, typically based on self-service tools such as web sites and self-service kiosks.

This has served us well, but things have changed and continue to do so. We moved to home printed boarding passes, introduced mobile tokens and now see mobile services increase rapidly. However, the industry has remained in control of the processes and simply provided an alternative delivery channel. The demand has changed. Passengers are travelling more. The processes are becoming more familiar to them and with familiarity comes the ability to understand, question and challenge.

The Customer is starting to drive what, how and when they want things to be done and not only for convenience but for what value? What's the industry's new proposition? Although mobile technology is becoming the tool of choice, this has limitations with certain processes; and markets move at different speeds.

We are taking the logical move to not only improve processes but to remove them completely e.g. Automatic Check-in. We are moving from one technology provision (airlines and airports) to another, 'my own tech'. This is a fundamental shift in ownership of process. This sets a path for personalization of customer managed travel and ability to reach out to the customer, wherever they are, even on board the aircraft.

# Conclusion

The Simplifying the Business program is about delivering value for the industry through cooperation across the value chain. Only a common vision, with the engagement of all the stakeholders, will deliver the expected benefits.

Not all ideas will be brought to life and not all of those realized will be transformational. But some will. Ideas can be in the areas of shopping for air travel or part of the ground experience; they can have a direct impact on the airline or the IT provider, or on any other stakeholder.

As an industry, we all need to consider every opportunity for change and transformation, wherever it may appear.

The world is forever evolving and there will always be opportunities to do things better, simpler and in a more cost effective manner.

As for any transformation program, StB is not only about generating new ideas. To deliver value, we need to challenge the norms, explore, develop, implement and most importantly monitor progress.
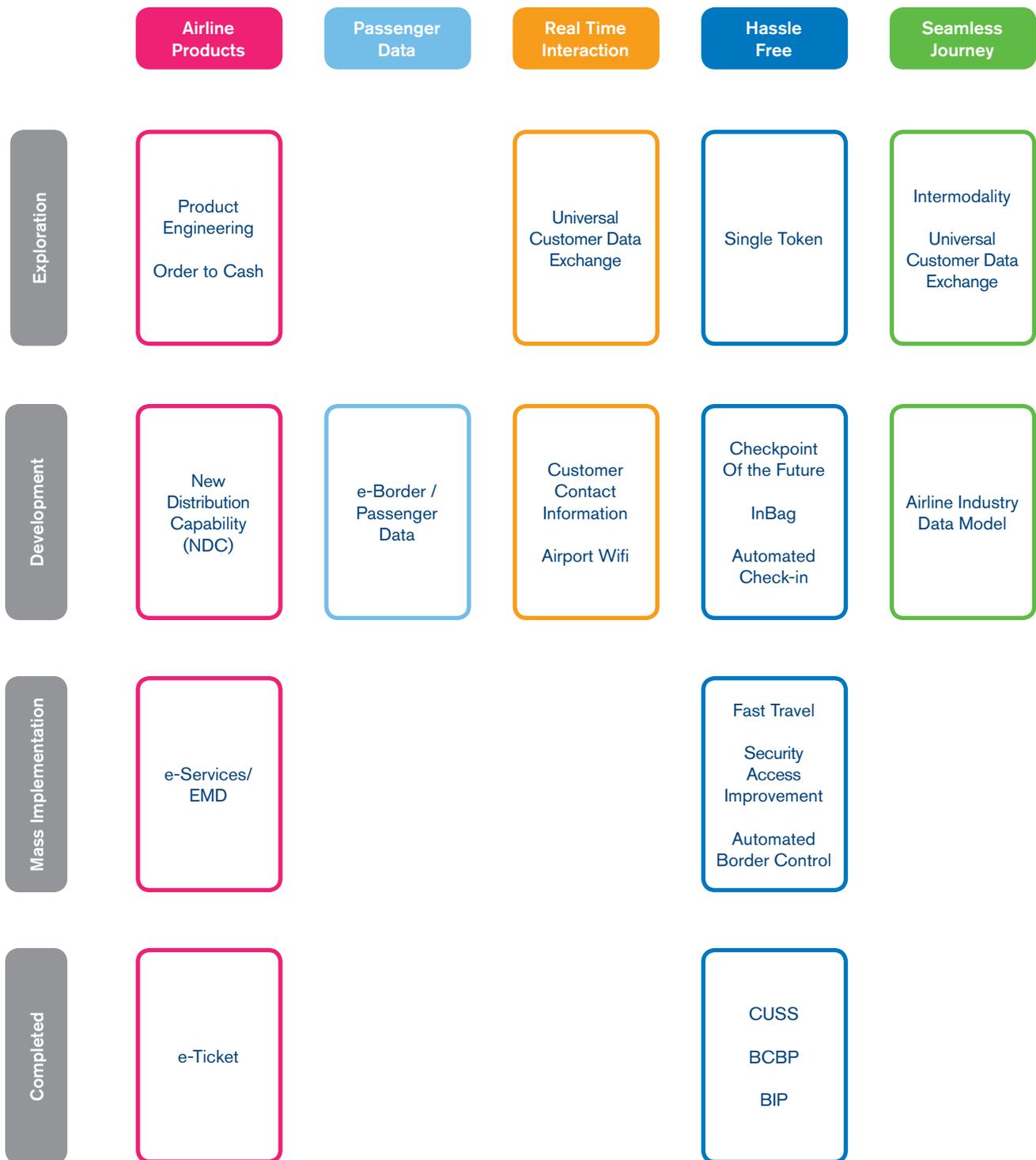
Working together, we can drive change to deliver even greater value in the next century of commercial air transport. This paper is shared at the annual World Passenger Symposium where the air travel industry meets, reviews progress, identifies new trends, adjusts industry roadmaps and agrees on industry standards, with a single and committed voice.

IATA will lead this new program on behalf of and in collaboration with the entire air travel value chain. In this spirit, we invite all stakeholders to engage with IATA on those initiatives.

**The ultimate beneficiary has to be the customer.**

# StB Roadmap

| | Airline Products | Passenger Data | Real Time Interaction | Hassle Free | Seamless Journey |
|---|---|---|---|---|---|
| **Exploration** | Product Engineering

Order to Cash | | Universal Customer Data Exchange | Single Token | Intermodality

Universal Customer Data Exchange |
| **Development** | New Distribution Capability (NDC) | e-Border / Passenger Data | Customer Contact Information

Airport Wifi | Checkpoint Of the Future

InBag

Automated Check-in | Airline Industry Data Model |
| **Mass Implementation** | e-Services/ EMD | | | Fast Travel

Security Access Improvement

Automated Border Control | |
| **Completed** | e-Ticket | | | CUSS

BCBP

BIP | |

# Contributions

IATA wishes to thank all contributors to this paper.
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