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Modern Airline Retailing

Business Transformation Guide for Offers and Orders



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Executive Summary

Modern Airline Retailing is frequently associated with new technologies such as Offers and Orders, NDC, and the modernization of Passenger Service Systems (PSS). However, the most significant challenge facing airlines is not technological; it is business transformation. The transition from a reservation-, ticket-, and EMD-based environment to a Product, Offer, Order, Order-based Delivery, and Order-based Finance operating model requires airlines to fundamentally rethink how work is organized, how decisions are made, and how teams collaborate across the enterprise.

In the traditional model, responsibilities are often fragmented across separate functional silos. Commercial teams manage fares, Revenue Management optimizes inventory, Customer Service manages PNRs and tickets, Finance operates downstream through coupon-based accounting processes, and Operations rely on multiple independent records to fulfil services. In an Offers and Orders environment, these boundaries become increasingly interconnected. The Order becomes the single source of truth for commercial, operational, servicing, fulfilment, and financial activities throughout the customer lifecycle.

As a result, cross-functional collaboration becomes a critical success factor. Product Management, Offer Management, Revenue Management, Distribution, Digital Commerce, Customer Service, Operations, Finance, Data & Analytics, and IT must work together in ways that are substantially different from today. Product decisions affect fulfilment. Offer decisions affect finance and taxation. Operational events directly drive accounting and settlement outcomes. Customer servicing actions trigger commercial, financial, and operational changes simultaneously. Success therefore depends on establishing shared ownership of end-to-end business processes rather than optimizing individual departmental activities.

The transformation also creates a need to reassess organizational structures and operating models. New capabilities emerge, while existing functions evolve significantly. Revenue Management expands beyond fare filing and inventory control into dynamic Offer optimization. Finance becomes integrated throughout the Order lifecycle rather than operating primarily downstream. Customer Service transitions from managing bookings, tickets, and EMDs to servicing a single customer Order. IT becomes a strategic business partner enabling orchestration, interoperability, and real-time data exchange rather than solely delivering systems.

Airlines should therefore view modernization as a business transformation program rather than a technology implementation project. Achieving the benefits of modern retailing requires investment in governance, organizational design, process re-engineering, capability development, training, and workforce readiness. During the transition period, complexity may temporarily increase as legacy and modern processes coexist. Clear leadership sponsorship, cross-functional governance, defined accountability, and strong change management practices will be essential to maintain alignment and ensure successful adoption across the organization.

Ultimately, the shift to Products, Offers, Orders, Order-based Delivery, and Order-based Finance presents an opportunity to simplify airline processes, improve customer experiences, accelerate innovation, enhance financial transparency, and create a more agile and customer-centric retailing model. For customers, this ultimately enables more relevant and personalized offers, simplified servicing, greater self-service capabilities, and more consistent experiences across all channels throughout their journey. Airlines that approach the transition holistically—focusing equally on people, processes, governance, and technology—will be best positioned to realize the full value of modern airline retailing.

Introduction

This document has been developed by the Airline Retailing Consortium,¹ a collaborative initiative bringing together approximately twenty leading airlines at the forefront of modern airline retailing transformation. Through the Consortium, airlines share experiences and develop practical guidance to support the industry's transition toward modern retailing. Last year, the group published important insights into the business transformation required to support modern airline retailing in [Modern Airline Retailing – An Opportunity to Rethink Airline Business Processes](#).

Modern Airline Retailing is a multi-year business transformation that impacts organizations, people, governance, processes, data, and technology. Success depends not only on implementing new capabilities, but also on ensuring employees understand how their roles will evolve and how new ways of working support the airline's broader business objectives.

Airlines should expect a prolonged transition period during which Offer and Order capabilities coexist with legacy reservation, ticketing, inventory, accounting, and operational systems. The transformation should therefore be viewed as a progressive evolution rather than a single migration event.

The purpose of this document is to provide high-level guidance on the business process changes associated with modern airline retailing. It is structured around five primary business process domains that form the foundation of a possible target operating model: Product, Offer, Order, Delivery, and Finance. Within each domain, the document describes the key sub-processes that airlines will need to review, redesign, and adapt as part of their transformation journey.

For each sub-process, the document provides:

- A business transformation summary describing the shift from current-state to future-state operations
- Modern Airline Retailing principles that guide process design and decision-making
- High-level business process flows illustrating the target end-state process
- Key changes and impacts that stakeholders should understand

To support consistency and readability, the process flows have been developed using a common set of design principles. They focus on the standard "happy path" business flow, describe business activities rather than technical or system interactions, and illustrate the target-state operating model rather than transitional coexistence arrangements between legacy and modern capabilities.

This document is intended for airline transformation teams, program managers, business process owners, business architects, operational leaders, subject matter experts, and change management teams involved in planning and implementing Modern Airline Retailing initiatives. It can also serve as a reference for technology, finance, commercial, customer service, and operational stakeholders seeking to understand the broader business implications of the transformation.

This document is intended as a living reference that airlines can use to help explain and support their transformation journey. It is based on the experiences of early adopters and will continue to evolve as capabilities mature and additional business processes are mapped and documented. The objective is not to prescribe a single implementation approach, but rather to help airlines understand the operational implications of modern retailing, prepare their organizations for change, and accelerate a successful transition to the Offers and Orders era.

¹ The Consortium serves as a forum for discussing business processes, standards implementation, and operational considerations. It does not discuss or coordinate competitive matters such as pricing, capacity, network planning, customer allocation, commercial strategy, or other commercially sensitive information. iata.org/retailing-consortium.

1. End-to-End Process Overview

1.1 Reference Business Architecture (RP1786a)

The process reviews presented in this document are based on the IATA Reference Business Architecture (RBA) and the industry end-state vision for Offers and Orders described in IATA Recommended Practice 1786a.²

The RBA provides a common industry framework that helps airlines understand and plan the transition from traditional reservation, ticket, and EMD-based processes to a retailing model built around Products, Offers, Orders, Delivery, and Finance. It defines the target business architecture and identifies the capabilities, processes, organizational roles, and operating model changes needed to support this transition.

Together, these domains represent the primary areas of business transformation that airlines must address as they progress toward modern retailing. While implementation approaches may differ across organizations, the Reference Business Architecture provides a common destination and a consistent framework for assessing process impacts, organizational readiness, and change management requirements.

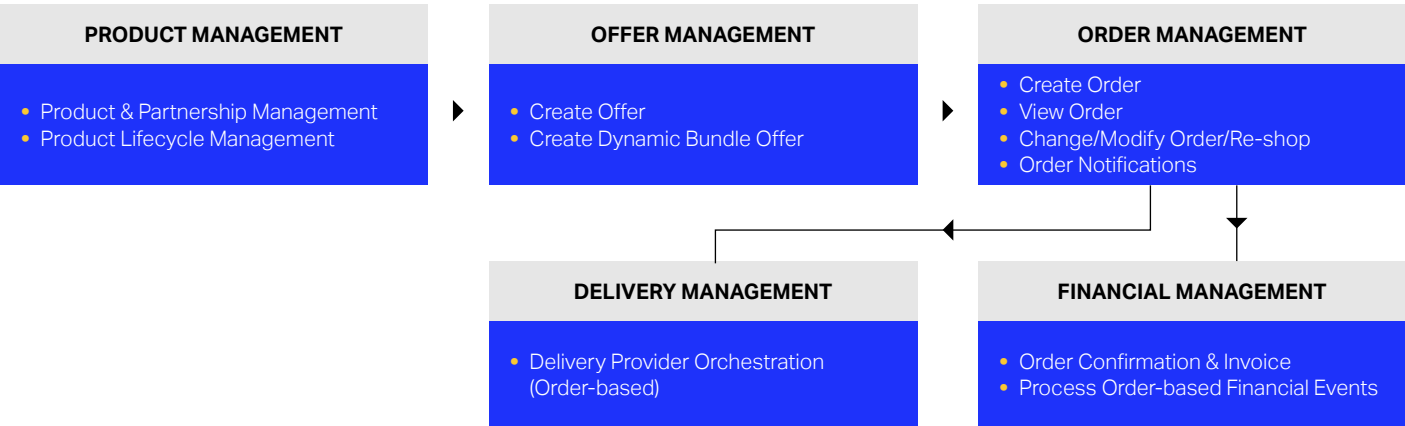
Further information on the IATA Reference Business Architecture is available [Modern Airline Retailing – Reference Business Architecture](#).

1.2 What changes with Offers and Orders

The transition to Offers and Orders fundamentally reshapes how airlines create, sell, deliver, and account for products and services. In the target retailing model, airlines gain greater flexibility to design products and dynamically create offers that reflect customer needs, business objectives, and market conditions. These offers are then converted into customer-centric Orders that become the primary record for managing the end-to-end customer journey. Instead of relying on multiple independent records such as reservations, tickets, and EMDs, the retailing model is built around a single Order that references all products and services purchased by the customer.

The transformation can be viewed across five primary business process domains. Within each business process domain, there are multiple sub-processes that contribute to the end-to-end retailing lifecycle. This document focuses on a selected set of sub-processes that represent some of the most significant business changes associated with the transition to Modern Airline Retailing. The intention is to highlight the most impactful transformation areas and illustrate key shifts in business operations, roles, and responsibilities, rather than provide an exhaustive mapping of every process that may be affected.

Together, these five domains provide a practical framework for understanding how Offers and Orders reshape the airline operating model, from product creation and offer generation through order management, service delivery, and financial accounting.



Product Management: Product management is the end-to-end discipline of defining, governing, evolving, and optimizing a portfolio of products so that they create customer value, support an airline's commercial strategy, can be reliably offered and fulfilled, and remain economically and operationally viable throughout their lifecycle. It encompasses product definition, classification, business rules, readiness, publication, lifecycle management, performance monitoring, and continuous improvement. Product Management ensures that accurate and consistent product information is shared across all involved parties, including retailers and suppliers, to support the understanding, sale, combination, servicing, and delivery of products.

Offer Management: Offer Management creates customer-focused offers using product information, availability, pricing, commercial rules, and customer context. It determines what is offered to a customer, at what price, and under what conditions. Offers can include airline products as well as third-party services such as hotels, insurance, and ground transportation.

Order Management: When a customer accepts an offer, an Order is created. The Order becomes the single source of truth for the customer's purchase and manages the entire transaction lifecycle, including payment,³ customer communications, and post-purchase servicing activities. Customer-initiated re-shopping and airline-driven operational changes may require Offer Management capabilities to generate updated offers.

Note that airlines may progress through several levels of Order maturity during transformation. Creating Orders is not sufficient on its own; the full vision is achieved when the Order becomes the master record supporting servicing, fulfilment, accounting, settlement, and partner interactions.

Delivery Management: The Order Management System (OMS) orchestrates the fulfilment and delivery of products and services across airline and partner ecosystems. This includes operational execution, customer servicing, fulfilment activities, and travel consumption.

Financial Management: Financial processes are driven directly by Order data rather than traditional ticket-based transactions. Invoicing, settlement, revenue accounting, reconciliation, and financial reporting are all generated from events occurring throughout the Order lifecycle.

This approach represents a significant departure from the traditional reservation–ticket–EMD model. In the Offers and Orders world:

- Products are managed independently within a retail catalogue.
- Offers are dynamically created, enriched, and personalized.
- Orders become the single source of truth to record customer transactions.
- Delivery is orchestrated across airlines and partner providers.
- Settlement and accounting are driven by Order events and Order data.

Together, these changes provide the foundation for a simpler, more flexible, and customer-centric retailing model that enables airlines to innovate faster, improve operational performance, and deliver more seamless travel experiences.

Important note: All pricing, revenue management, inventory, merchandising, and commercial decisions remain solely the responsibility of each individual airline and are not influenced by industry standards or industry collaboration activities.

³ The Reference Business Architecture (RBA) was updated in 2026 to introduce dedicated Payment Management capabilities. Previously, these capabilities were grouped under Order Management. Payment Management encompasses the processes required to secure payment and maintain the ongoing commitment to pay that is necessary for an Order to be fulfilled. It includes interactions with a variety of payment and billing mechanisms, such as credit cards, corporate invoicing, BSP, and other forms of payment. The capability also covers post-payment and post-refund activities to ensure the complete management of the payment lifecycle. Dedicated Payment Management capabilities are out of scope for this document and are represented only where necessary within the Order lifecycle. See RBA details here: [Artifacts - B1 - Reference Business Architecture | Prolaborate](#).

2. Product Management

Note: This document incorporates relevant input from the Airline Product Management Working Group (under the IATA Passenger Standards Conference (PSC)) and consolidates current industry thinking on Product Management. It is not intended to replace formal standards or airline-specific design decisions, but rather to provide guidance and facilitate a common industry understanding. The content is based on the industry recommended practice RP1730 – Product Management Information Standards.

2.1 Key Business Processes

2.1.1 Product and Partnership Management

Business Transformation Summary

As-Is (Today's Airline)	To-Be (Modern Retailing)
Products largely embedded within fares, SSRs, and EMDs	Products managed independently in a Product Catalog
Product structure constrained by legacy systems	Product definition decoupled from distribution and servicing
Product changes require multiple system updates	Product managed centrally and distributed consistently
Revenue Management influences product design through fare structures	Product and pricing managed separately
Ancillary products managed in multiple repositories	Single authoritative product source
Bilateral integrations are bespoke and difficult to scale	Standardized retailer-supplier partnership framework
Product exchange requires significant manual coordination	Structured catalog distribution and synchronization processes

Key Principles

- Product Management defines what products exist and how they are defined, establishing the foundation for retailing independently of pricing, availability, inventory, or commercial optimization.
- The Product Catalog is the single source of product information, containing product definitions, features, and governance rules that determine what the airline can offer.
- Products are defined using configurable templates (product schemas) that specify the information and rules associated with a product. These templates can be extended and adapted over time, enabling airlines to introduce and evolve products as business needs change while maintaining a consistent retailing framework.
- Product definitions are maintained separately from pricing and financial information, ensuring that products can be consistently managed and reused across retailing processes.
- Product definitions should not replicate traditional fare filing structures. Product and offer design should focus on retailing outcomes rather than reproducing legacy fare categories and booking-class constructs.
- Offer Management consults the Product Catalog to retrieve product definitions and supplier provided retailing rules when constructing offers, while pricing, taxes, packaging, and other commercial decisions are applied during offer creation.

- Product-specific features and rules that support retailing are governed within Product Management and the Product Catalog, even when they are consumed by other systems.
- Product Management includes the definition and governance of:
 - Product definitions aligned with the airline’s product strategy.
 - Atomic products representing the lowest level of product decomposition within the airline product framework (e.g. Flexibility, insurance, etc.).
 - Product taxonomy and classification structures.
 - Product rules, including dependencies, exclusions, eligibility criteria, value constraints, and inclusions.
- Product rules define how products can be combined, restricted, qualified, or automatically included, supporting consistent retailing outcomes across channels.

Important Clarification

Product Catalog defines products, features, eligibility criteria, dependencies, inclusions, exclusions, and lifecycle governance. Product Catalog does not manage pricing, dynamic bundling, personalization, availability decisions, or revenue optimization.

Summary Flow



This flow provides the business context in which product management operates. Product management is not a standalone activity; it defines and governs the products that are exchanged, distributed, combined, and lifecycle-managed across partner relationships. The diagram illustrates where product management capabilities contribute to the end-to-end partnership lifecycle.

Product management also supports partnerships, with the SRSIA (Standard Retailer Supplier Interline Agreement) acting as the starting point for defining and managing products between partners.

Detailed Steps

1. SRSIA (Standard Retailer Supplier Interline Agreement)⁴

- Establish the commercial, legal, and governance foundation that enables a retailer and supplier airline to participate in a retailing partnership. In this context, the “Retailer” is an air carrier, or a group of air carriers that work under a common commercial organizational framework and the “Supplier” is an air carrier, or a group of air carriers that work under a common commercial organizational framework, or a surface transport operator.
- Identify and evaluate potential partners based on strategic, commercial, operational, and retailing objectives.
- Define the scope of the partnership, including products, distribution channels, responsibilities, and commercial terms.
- Develop and negotiate the SRSIA agreement and supporting documentation.
- Conduct legal, regulatory, compliance, and stakeholder reviews.
- Execute the SRSIA agreement before commencing partnership implementation activities.

2. Partnership Setup

- Establish the bilateral operating framework required to support product distribution and retailing activities.
- The Supplier: owns the Product Catalog and defines structural elements.
- The Retailer: receives, validates, and maps the supplier product set to its Offer Management.
- Structural setup: the supplier confirms whether products follow IATA standard structures or require custom definitions.
- Initial Product Set Communication: the supplier delivers the first Supplier Catalogue. The retailer validates schema completeness, feature coverage, and taxonomy alignment with respect to agreed-upon quality criteria.

⁴ Recommended steps to produce the outcomes needed for efficient Product Management. During industry transition, airlines may need to support both traditional interline frameworks and SRSIA-based partnerships. Business processes, settlement mechanisms, servicing, and fulfilment capabilities may therefore operate in parallel for an extended period. More information at ata.org/en/programs/airline-distribution/retailing/future-of-interline.

3. Product Information Exchange & Maintenance

- Maintain the retailer’s view of the supplier catalogue current, managing additions, changes, and withdrawals after partnership is live, including:
 - › Product Management Rule Maintenance.
 - › Catalogue Content.
 - › Structural Maintenance.
 - › Taxonomy Maintenance.

4. Product Management Rule Governance

- Set up a structured governance process between bilateral partners for reviewing and renegotiating the business rules governing how products can be offered, bundled, and sold.

5. Partnership Lifecycle Events

- Manage significant partnership state changes, suspension, restructuring, and graceful termination, with defined handoff procedures.

2.1.2 Product Lifecycle Management

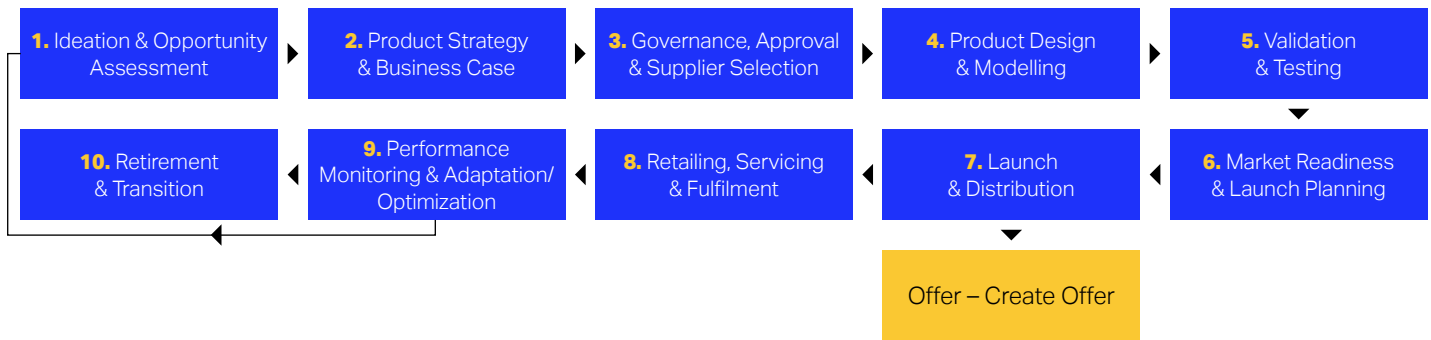
Business Transformation Summary

As-Is	To-Be
Product development often managed as projects	Product lifecycle management is continuous
Product launch requires extensive system configuration	Product launch driven by catalog configuration
Limited feedback loops	Continuous monitoring and optimization
Retirement managed manually across systems	Controlled lifecycle governance
Product ownership fragmented	Product ownership clearly defined

Key Principles

- Products are managed throughout their entire lifecycle, from ideation and creation to evolution and retirement, rather than being defined through fares, tickets, and EMDs.
- Product Management is responsible for developing, defining and maintaining product characteristics, features, retailing rules, fulfilment requirements, and lifecycle governance.
- Product definitions are maintained within the Product Catalog, which serves as the authoritative source of product information across Offer, Order, and fulfilment processes. Product Catalog is authoritative for current and versioned reusable product definitions; Offer and Order may copy or reference the product information required to create and preserve a specific customer proposition.
- Pricing and commercial optimization are managed through Offer Management capabilities, while Product Management focuses on defining and governing the products themselves.
- Modern retailing enables continuous product adjustment and creation through customer feedback, performance monitoring, experimentation, and dynamic distribution capabilities.
Within each airline, product lifecycle decisions require cross-functional collaboration among the relevant business and technology stakeholders. Examples may include commercial, digital, operational, finance, distribution, and technology functions.

Summary Flow



Detailed Steps

1. Ideation & Opportunity Assessment

- Conduct customer, operational, and commercial research to understand the current state.
- Assess market trends and competitor offerings.
- Identify customer needs, business opportunities, performance gaps, and pain points.

2. Product Strategy & Business Case (individual airlines)

- Define the product's role within the portfolio, target customer segments, positioning, and value proposition.
- Define product characteristics, product-level constraints, fulfilment-relevant requirements, and intended product positioning.
- Establish success criteria, KPIs, and expected business outcomes.
- Develop the business case, including costs, benefits, dependencies, and risks.

3. Governance, Approval & Supplier Selection

- Obtain stakeholder alignment and formal governance approval.
- Receive business case approval.
- Conduct supplier evaluations, RFI/RFP activities, contract negotiations, and final supplier selection where required.

4. Product Design & Modelling

- Configure and maintain the product framework within the Product Catalog, including product schemas, features, taxonomy, reference systems for feature value qualification, and retailing rules.
- Define and configure specific products and product variants based on the established framework.
- Ensure alignment with retailing frameworks and offer optimization requirements.
- Ensure alignment with financial management teams.

5. Validation & Testing

- Validate compliance with commercial policies and terms and conditions.
- Define testing and deployment requirements.
- Validate that product definitions provide the information required by downstream systems and can be consumed without product-specific customization.

6. Market Readiness & Launch Planning

- Develop the go-to-market strategy, rollout approach, and support model.
- Define launch scope, target markets, channels, and deployment phases.

7. Launch & Distribution

- Launch the product through selected channels.
- Monitor initial adoption, customer feedback, and operational performance.
- Test, learn, and adjust.

8. Retailing, Servicing & Fulfilment

- Support the product throughout the customer lifecycle.
- Ensure products can be sold, serviced, fulfilled, and managed consistently across channels and operational environments.

9. Performance Monitoring & Adaptation/Optimization

- Monitor sales, servicing, operational, and customer metrics.
- Track performance against KPIs.
- Identify trends, improvement opportunities, and areas requiring optimization.
- Continuously adapt and enhance product features, positioning, and strategy based on insights and feedback.

10. Retirement & Transition

- Determine when the product no longer delivers sufficient customer or business value.
- Plan and execute a controlled retirement or replacement strategy.
- Coordinate withdrawal across sales, fulfilment, customer service, and operations.
- Communicate changes to customers and partners.
- Capture lessons learned to support future product development.

3. Offer Management

3.1 Key Business Processes

3.1.1 Create Offer

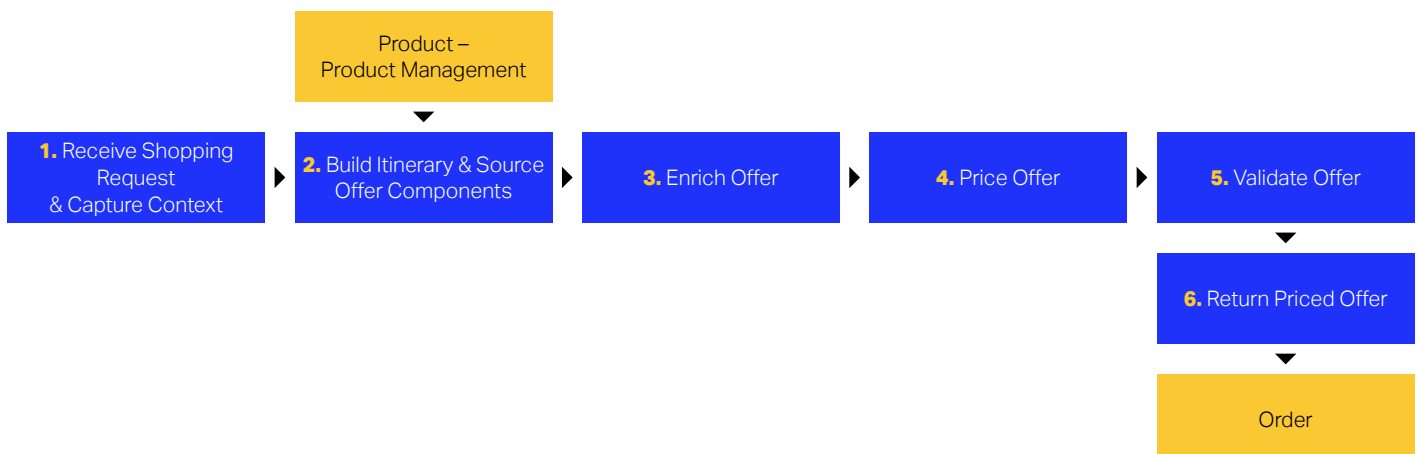
Business Transformation Summary

As-Is	To-Be
Availability and pricing managed separately	Offer becomes the unit of retail
Fare filing drives pricing	Dynamic pricing drives offer creation
Limited personalization	Real-time personalized offers
Static product combinations	Dynamic offer assembly
Channels have inconsistent content	Consistent offer generation across channels

Key Principles

- The offer is the unit of retail: availability and pricing are no longer separate—each offer is a fully priced, bookable construct.
- Offers are dynamically generated and personalized, combining flights, ancillaries, and bundles in real-time.
- Offers are created from products available in the Product Catalog, irrespective of product type or characteristics. The Offer Management process is product-agnostic, enabling current and future products, services, bundles, and categories to be offered without requiring changes to the process.
- Offer creation is airline controlled, leveraging pricing logic, customer context, and Product Catalog inputs.
- Offer creation consumes availability information provided by the Stock Keeper for all inventory-controlled products.
- Taxation requirements must be incorporated during offer creation and pricing to ensure accurate pricing of bundled and itemized products.
- Modern retailing requires cross-functional collaboration across Digital, Revenue Management, Distribution, Payment, Finance, Operations, and IT.
- The focus shifts from fare filing and pricing transactions to end to end retail offer optimization.

Summary Flow



Detailed Steps

1. Receive shopping request & capture context

- Receive shopping requests (direct or indirect channel).
- Capture core inputs: itinerary intent, passenger types, channel, and context signals.
- Support multiple journey structures (one way, return, multi city).

2. Build itinerary & source offer components

- Construct itinerary options using configured trip logic.
- Source components:
 - › Flight offers.
 - › Ancillary services (bags, seats, etc.).
 - › Physical Stock (availability information is provided by the Stock Keeper).
 - › Third party content where applicable.
- Support mixed combinations within a single shopping response.

3. Enrich Offer – Apply eligibility & retail context

- Apply eligibility rules (fare conditions, segment constraints, channel rules).
- Apply personalization rules using customer, shopping and contextual data.
- Enrich offers with product content:
 - › Descriptions and features.
 - › Bundle definitions.
 - › Retail messaging for channel display.
- Ensure content is channel ready for consistent display.

4. Price Offer – Generate priced offers

- Calculate pricing dynamically using:
 - › Continuous pricing models.
 - › Ancillary pricing logic.
 - › Bundle pricing rules.
- Apply price influences (rules, context, demand signals).
- Calculate:
 - › Total price.
 - › Tax components.
 - › Currency conversions where required.
- Ensure pricing output is real-time and ready for immediate booking.

5. Validate Offer – Ensure offer integrity & bookability

- Validate complete offer integrity:
 - › Availability across all components.
 - › Currency consistency.
 - › Passenger and rule compliance.
- Apply offer validity logic (time limits/expiry).
- Confirm the offer is fully bookable and consistent before returning to channel.

6. Return Priced Offer – Distribute priced offers & monitor performance

- Return priced offers to requesting channels:
 - › Airline.com/mobile.
 - › Contact center.
 - › NDC/indirect partners.
- Ensure consistency of content and pricing across touchpoints.
- Monitor:
 - › Conversion rates.
 - › Attach rates.
 - › Customer behavior outcomes.
- Feed performance data back into pricing and enrichment logic.

3.1.2 Create Dynamic Bundle Offer

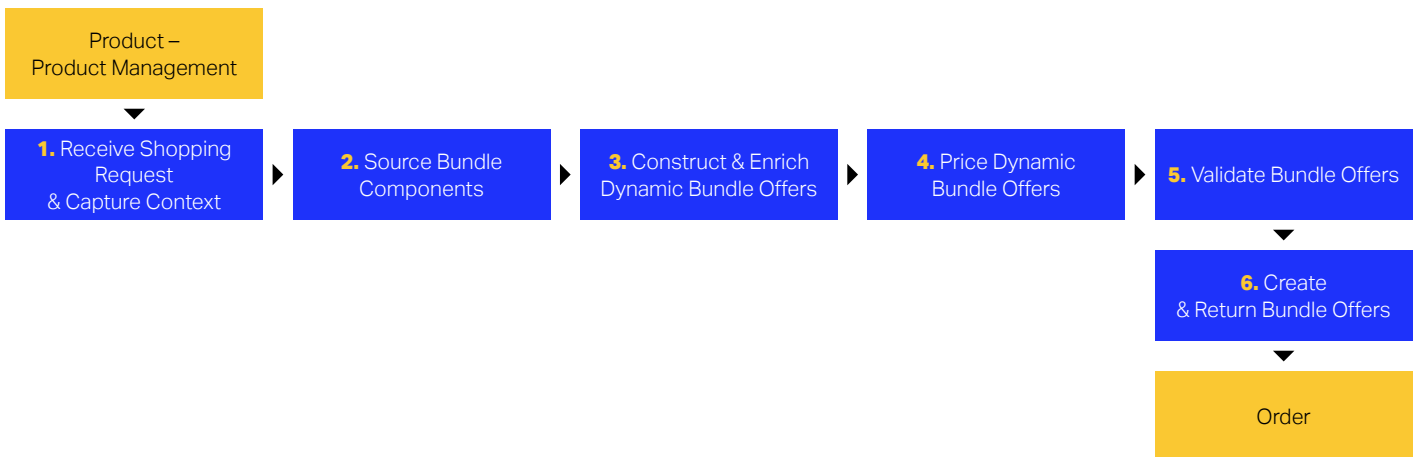
Business Transformation Summary

As-Is	To-Be
Bundles pre-filed and maintained manually	Bundles generated dynamically
Bundle logic constrained by fare structures	Bundle logic driven by retail rules
Few bundle variations	Context-aware bundle creation
Air and non-air content managed separately	Multi-product bundles supported
Long deployment cycles	Near real-time bundle optimization

Key Principles

- The dynamic bundle capability is not a standalone process but a specialized implementation of the broader Create Offer process.
- Bundles are no longer static constructs negotiated upfront and filed as fares & optional services. Dynamic bundles are assembled during offer creation from products available in the Product Catalog and may include any combination of products and services. They exist as part of an offer unless intentionally defined and managed as a retailing rule or configuration item for use in offer creation.
- Product Catalog becomes the foundation for defining bundling components (products) air, non-air, and 3rd-party products.
- Offer creation is dynamic: bundle assembly shifts from months of static configuration to milliseconds of real-time generation, built on the fly based on customer profile, segment, and context.
- Bundle naming and marketing evolve fundamentally: bundles are no longer treated as standalone branded products, but as dynamically assembled collections of products and services tailored to a customer and shopping context.
- Offer Management is the source of truth for internal value attribution. Values associated with products and services, including taxes, discounts, commissions, and revenue shares, are determined at Offer creation and carried through the Order lifecycle, replacing today's predominantly back-end proration and allocation processes.
- Taxation must be integrated upfront from the taxation & servicing layer, as itemization changes tax logic and should allow both bundled and itemized options (e.g., cancellation fees on NDC).
- Cross-functional collaboration is essential: Revenue Management, Loyalty, Product, IT, Servicing, and Operations must work together.
- Offer creation consumes availability information provided by the Stock Keeper for all inventory-controlled products. This principle applies to all products and bundle components.
- Orders replace traditional constructs such as PNRs, e-tickets, and EMDs as the central record for retailing. They provide a complete view of all purchased products and services, enabling consistent servicing, fulfilment, and customer interactions across the entire bundle.

Summary Flow



Detailed Steps

1. Receive Shopping Request and Capture Context

- Receive shopping request from direct and indirect channels.
- Capture shopping context including itinerary intent, passenger types, channel, customer profile, loyalty status, and contextual signals.
- Support different journey types (one-way, return, multi-city).
- Establish the customer and shopping context that will drive dynamic bundle construction.

2. Source Bundle Components

- Retrieve eligible products and services from the Product Catalog.
- Source flight options and itinerary components relevant to the shopping request.
- Query the Stock Keeper for real-time availability of inventory-controlled products.

3. Construct and Enrich Dynamic Bundle Offers

- Dynamically assemble bundle propositions using product definitions, retailing rules, customer context, and availability information.
- Apply eligibility, segmentation, and personalization rules.
- Determine the optimal combination of products and services for each customer proposition.
- Enrich offers with product content, features, benefits, and retail messaging for presentation.

4. Price Dynamic Bundle Offers

- Calculate bundle pricing using dynamic pricing, ancillary pricing, and bundle pricing logic.
- Apply customer, market, demand, and contextual pricing influences.
- Determine taxes, discounts, commissions, revenue shares, and value attribution for all offer components.
- Generate real-time priced bundle offers ready for booking.

5. Validate Bundle Offers

- Verify availability across all bundle components and inventory-controlled products.
- Validate customer eligibility, business rules, and commercial constraints.
- Ensure pricing, taxation, currency, and offer content consistency.
- Confirm offer integrity, validity, and bookability before release.

6. Create and Return Bundle Offers

- Create final offer objects containing the dynamically assembled bundle.
- Return validated offers to the requesting channel for customer consideration.
- Provide bundle offer details for downstream order creation, servicing, and fulfilment processes.

4. Order Management

4.1 Key Business Processes

4.1.1 Create Order

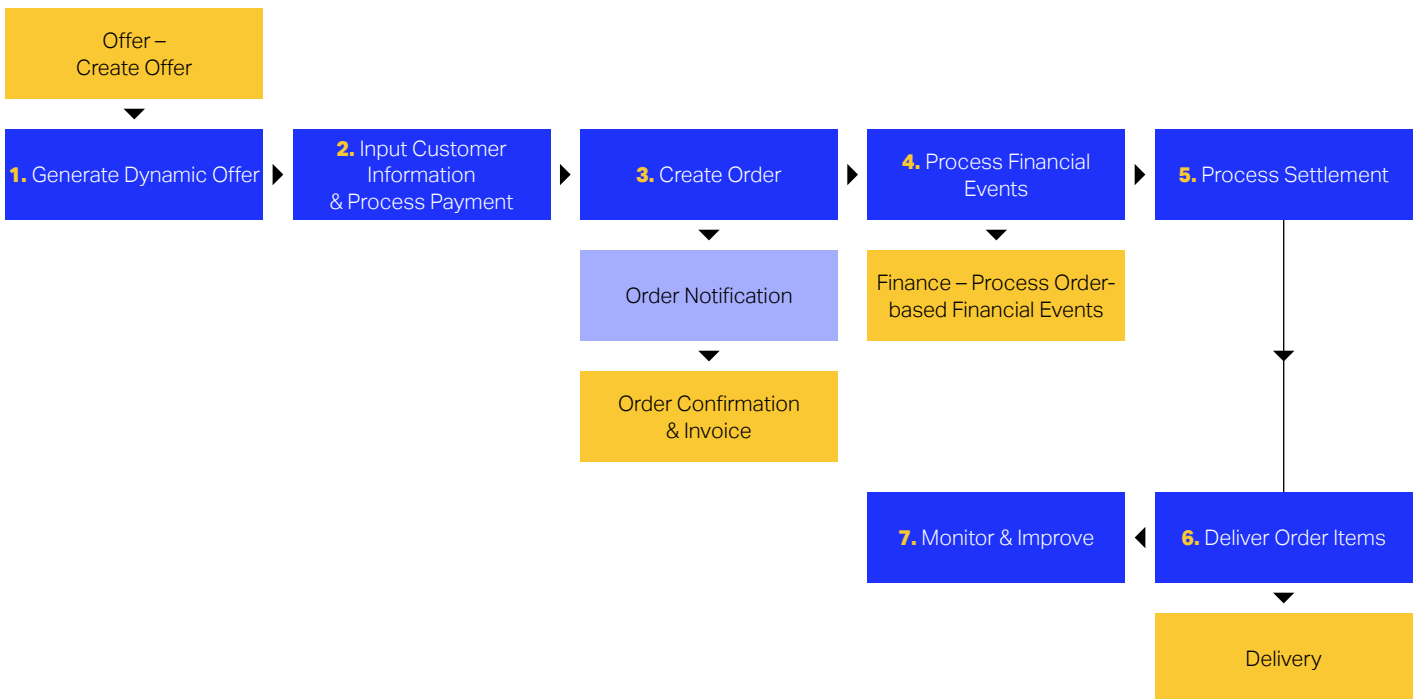
Business Transformation Summary

As-Is	To-Be
PNR, Ticket and EMD created separately	Single Order created
Multiple customer references	One customer reference
Servicing requires multiple records	Unified servicing model
Fragmented transaction view	Single commercial record
Separate financial records created downstream	Order drives finance and delivery events

Key Principles

- Customers can shop using different approaches, such as shopping carts, dynamic bundles, and personalized offers. Once an offer is accepted, the Order preserves it as the agreed customer commitment, using generic Order Items and associated product details rather than product-specific Order structures.
- The Order serves as the single record of the transaction, removing the need for separate PNRs, tickets, and EMDs. It captures and maintains the accepted customer commitments, including purchased product information, commercial terms, pricing and taxes, entitlements, and the transaction status throughout the Order lifecycle.
- The Order ID becomes the primary reference throughout the customer lifecycle, supporting servicing, fulfilment, notifications, settlement, accounting, and disruption management.
- Servicing is simplified through a unified Order view, enabling customers and agents to access and manage all products, services, and entitlements without retrieving multiple legacy records.
- Order Items provide end-to-end visibility and traceability, supporting operational monitoring, financial processing, reporting, analytics, and personalization throughout the customer lifecycle.
- Changes to an Order are managed through Order lifecycle events, ensuring that commercial, operational, fulfilment, and financial processes remain synchronized through a single source of truth.

Summary Flow



Detailed Steps

1. Generate Dynamic Offer

- Generate an offer based on customers' choice of product/service via Offer Management System.
- Bundle products/services based on customer's pick (Basket or bundle) and data.
- Suggest personalized products/bundles based on customer context (i.e. profile, device, trip intent, basket content).

2. Input Customer Information & Process Payment

- Get mandatory passenger information to process journey (name, contact, documentation etc.)
- If the customer is not a member, suggest creating an account with the airline for extra benefits (Miles, campaigns, better service).
- Process payment via customer preferred form of payment. At this stage a payment commitment is obtained, and a positive result is required to update the service item delivery status.

3. Create Order

- Check payment status.
- Validate that all mandatory information is present in the Order.
- Create a unique Order ID.
- Communicate Order ID and Order Summary to the customer.

4. Process Financial Events

- Create accounting records for Order Items and related transactions.
- Ensure financial records remain synchronized with Order status changes.

5. Process Settlement

- Execute settlement with internal entities and external partners.
- Process airline, interline, supplier, and third-party settlements based on financial and fulfilment events.
- Reconcile settlement status against Order and financial records.
- Support ongoing settlement activities throughout the Order lifecycle.

6. Deliver Order Items

- Fulfil purchased products and services.
- Track delivery status at individual Order Item level.
- Update Order records as fulfilment milestones are reached.
- Support servicing activities such as check-in, consumption, changes, and disruptions.

7. Monitor & Improve

- Monitor end-to-end business flow to detect points of improvement.
- Re-engineer processes when needed.

4.1.2 View Order

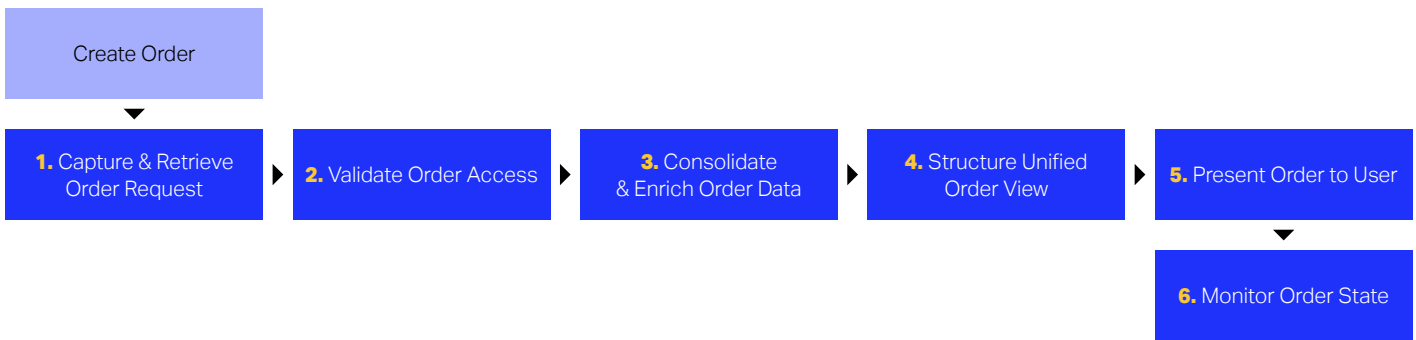
Business Transformation Summary

As-Is	To-Be
Multiple records must be consulted	Single Order View
Flight-centric view of purchase	Customer-centric view
Different data by channel	Consistent cross-channel view
Difficult traceability	Full order transparency
Servicing information fragmented	Complete lifecycle visibility

Key Principles

- Order View scope starts when an Order is requested and ends when it is presented to the user. It excludes Order creation and Order change management.
- Orders represent a single, unified source of record, replacing legacy artefacts such as PNRs, tickets, and EMDs, and consolidating all products and services into a single Order. The Order is the authoritative record of the accepted customer proposition and the current transaction status.
- Orders provide a real-time view of products and services, including flights, ancillaries, payments, fulfilment status and customer entitlements.
- Order View must support all Order types (e.g., simple Orders, heterogeneous Orders with multiple itineraries, Orders containing travel and non-travel related items, and group travel Orders).
- Orders must provide full lifecycle transparency, including visibility of creation, changes, cancellations, payments, fulfilment and financial disbursements, to support traceability, customer servicing, service recovery and audit requirements.
- Order access and presentation (including the level of detail displayed) must be role-based to ensure users can access and view only the information relevant to their permissions.
- All Order retrievals must be sourced from the Order Management System so that all touchpoints access the same underlying data, ensuring consistency across servicing and fulfilment channels.
- Order View must enable the consistent interpretation and use of Order data across airlines, sellers, and delivery partners to support interoperability throughout the ecosystem.

Summary Flow



Detailed Steps

1. Capture and retrieve Order Request

- Enable users to search for orders using relevant identifiers (e.g., Order ID, customer details, or flight information), following secure access methods.
- Support additional retrieval methods for seamless customer access (e.g. direct access via digital references such as QR codes or links).
- Capture the selected Order request for retrieval.
- Identify retrieval context such as channel and user (e.g. passenger on direct website, agent via NDC, etc.) to support the presentation of the Order.

2. Validate Order access

- Confirm requester is authorized to access Order.
- Apply role-based permissions to determine which Orders can be accessed and which data elements within the Order.
- Validate that the Order exists and can be retrieved and handle scenarios where the Order is not found or access is restricted.

3. Consolidate and enrich Order data

- Retrieve the complete Order structure, including all Order components (customers, Order Items and associated Services).
- Consolidate all purchased items, including travel and non-travel related items, with associated pricing, rules and conditions derived from the original Offer.
- Enrich the Order and its components (Order, Order Items, and Services) to support servicing, fulfilment and the customer experience:
 - › Lifecycle context (e.g. changes, cancellations).
 - › Operational context (e.g. fulfilment status, payment status, customer eligibility/admissibility, validity or time limit conditions).
 - › Photos and service descriptions (e.g. from Content Management System).

4. Structure unified Order view

- Organize the Order into a customer-centric structure for ease of understanding and operational use (e.g. journey, passenger, products and services).
- Link Order Items to relevant journey elements (e.g. passenger, flight) to provide context for servicing, accounting and fulfilment.

5. Present Order to User

- Adapt format and layout to the specific channel and user profile while ensuring clarity and consistency of presentation.
- Tailor visibility of Order data elements based on channel and user role so that access is aligned with permissions (e.g. value of Order).
- Deliver the Order to the requesting user (e.g. customer, finance, delivery management, travel agent).

6. Monitor Order state

- Ensure updated Order information is consistently reflected across all touchpoints to avoid mismatch between channels and outdated data.
- Reflect lifecycle updates (e.g. servicing, disruption, fulfilment) to maintain accurate and current Order view and enable proactive service recovery.
- Support traceability of Order retrieval and all interactions after that (e.g. viewing, accessing and referencing the Order across channels).

4.1.3 Change/Modify Order and Re-shop

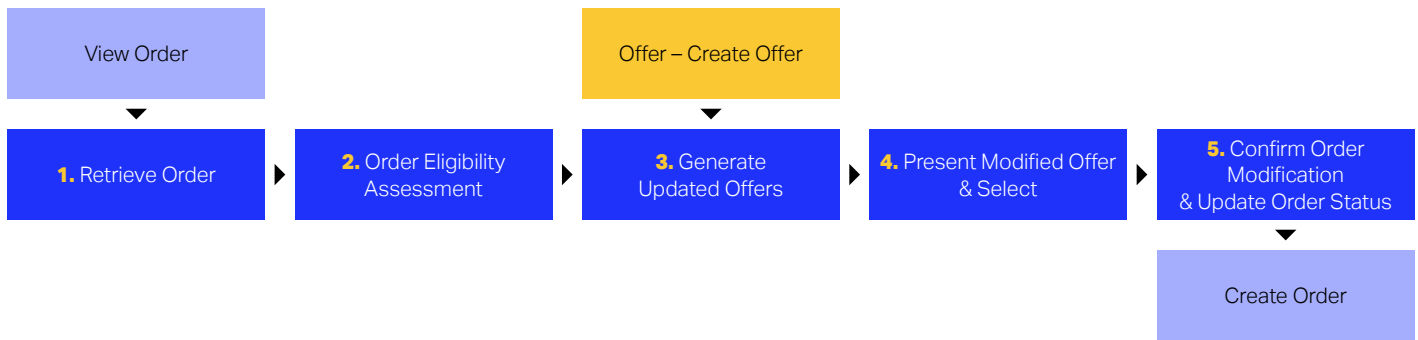
Business Transformation Summary

As-Is	To-Be
Ticket exchanges and reissues	Order modifications
Complex fare recalculation	Dynamic offer recalculation
Multiple servicing transactions	Single servicing transaction
Limited self-service capability	Self-service-first servicing
Coupon management	Order status management

Key Principles

- Re-shopping separates exploration from commitment, allowing customers to evaluate and compare change options before confirming an Order modification.
- Offers are generated using the full Order context, including the itinerary, purchased products, customer entitlements, and real-time availability, ensuring that all change options reflect the customer's current Order state.
- Offers are dynamically recalculated and personalized in real-time, including pricing, upgrades, bundles, ancillary products, and applicable financial impacts such as additional collections, refunds, or residual value.
- Order changes are managed within a single Order structure, replacing fragmented servicing processes based on PNRs, tickets, and EMDs.
- Changes are processed as unified Order transactions, with automated recalculation, Order updates, fulfilment synchronization, and confirmation of the updated Order state.
- The Order remains the single source of truth throughout the servicing lifecycle, ensuring that commercial, operational, fulfilment, and financial processes remain synchronized after every change.
- Servicing is customer-centric, providing a single Order view that supports the consistent management of voluntary changes, disruptions, and ancillary product relationships.

Summary Flow



Detailed Steps

1. Retrieve Order

- Retrieve the customer Order using multiple identifiers (Order ID, customer profile, loyalty account, or trip reference).
- Display a unified view of all components, including flights, ancillaries, bundles, payment status, servicing history and fulfilment status.
- Identify the requested modification and impacted Order Items.

2. Order Eligibility Assessment

- Entitlement – Validate modification permissions based on the accepted commercial conditions, contractual Terms and Conditions where applicable, and product rules and constraints needed for servicing.
- Restrictions – Even if the passenger is entitled, validate any restrictions preventing the change, e.g. operational constraints where the passenger is already checked in or has boarded, partner restrictions, etc.

3. Generate Updated Offers

- Create revised Offers that reflect the requested change.
- Recalculate fare differences, ancillary pricing, bundle options, upgrades, and customer benefits, including the assessment of penalties if any.
- Ensure offers are aligned with current commercial policy and real-time availability.

4. Present Modified Offer and Capture Customer Selection

- Display updated Offers consistently across all customer channels.
- Present alternative itineraries, revised product combinations, payment implications, and refund outcomes.
- Present alternative options in a clear and comparable manner to support customer decision-making.
- The customer selects the preferred option.

5. Confirm Order modification and update Order Status

- Upon customer acceptance, the system confirms the modified Order, updates Order Items, generates new fulfilment instructions, and records servicing events.
- The unified Order becomes the single source of truth, replacing legacy ticket reissuance processes with direct Order status management.
- In case of an additional collection, a payment commitment is also required for the change.

4.1.4 Order notifications

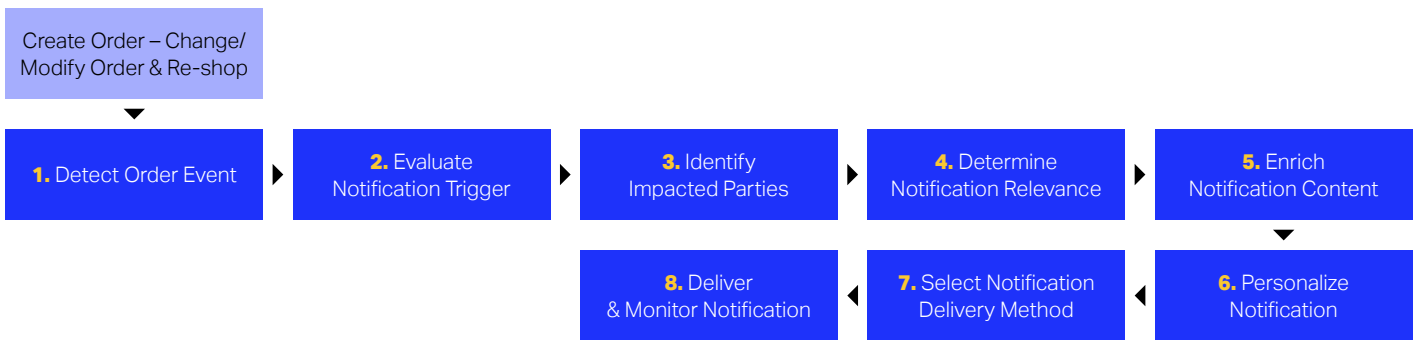
Business Transformation Summary

As-Is	To-Be
Batch and schedule-driven messaging	Event-driven notifications
Information stored in multiple systems	Notifications generated from Orders
Limited personalization	Contextual and personalized messaging
Separate communication streams	Unified lifecycle communications
Reactive customer updates	Proactive real-time engagement

Key Principles

- Order notifications are event-driven, triggered by real-time changes to the Order, Order Items, fulfilment activities, and service status.
- Notifications provide full lifecycle transparency, covering Order creation, servicing, voluntary and involuntary changes, disruptions, fulfilment events, financial events, and post-journey updates.
- The Order remains the single source of truth, ensuring all notifications are generated from the latest Order state.
- Notifications provide timely and contextual updates, keeping stakeholders informed of changes to Orders, Order Items, services, and customer entitlements.
- Communications support all relevant stakeholders, including customers, sellers, airline teams, delivery providers, and regulatory authorities, enabling coordinated servicing and fulfilment across the ecosystem.
- Notification content is role-based and personalized, reflecting the recipient's permissions, preferences, channel, language, and accessibility requirements.
- Notification rules are configurable, allowing airlines to define triggering events, thresholds, timing, and communication preferences while minimizing unnecessary or duplicate messages.
- Notifications support both push and pull communication models, enabling proactive outreach as well as on-demand access to Order information by authorized users.
- Notifications support financial and operational processes, providing visibility of Order and fulfilment status to support accounting, settlement, reconciliation, and revenue recognition activities.
- Notification flows are bi-directional, with updates sent from the Order to stakeholders and fulfilment updates returned to the Order to maintain an accurate and synchronized record.
- Notifications support interoperability across the industry, enabling standardized communication between airlines, sellers, airports, and service providers.
- All communications remain compliant with privacy and regulatory requirements, ensuring customer data is used appropriately and only for authorized business purposes.
- Notifications are traceable and auditable, providing visibility of what was communicated, when, to whom, and why.

Summary Flow



Detailed Steps

1. Detect Order Event

- Receive trigger for Order event update from multiple sources, including airline operations (e.g. flight updates, Order Management System, app, loyalty platform), airport operations, delivery systems (e.g. chauffeur drive service ready/ disrupted), partners.
- Recognize event types (e.g. planned, operational, disruption, fulfilment) and the relevant stage of the Order lifecycle (e.g. creation, changes) to support downstream decision-making.
- Identify impacted Order, Order Items and services based on the event.

2. Evaluate Notification Trigger

- Evaluate event against pre-configured business rules to determine whether a notification should be sent and when (e.g. if delay < 30 mins, no notification; avoid triggering too early or on frequent minor updates).
- Apply rules to trigger proactive notifications based on operational constraints (e.g. baggage payload limitations).
- Determine notification requirements based on event type and context (e.g. planned vs operational vs disruption events, influencing channel and urgency).
- Filter out changes not impacting customers (e.g. technical flight number changes).

3. Identify Impacted Parties

- Determine all relevant recipients across the ecosystem, including customers, sellers, agents, airline channels, accounting systems, delivery providers, operational teams and regulatory authorities.
- Identify impacted passengers at Order Item level to ensure targeted communication.

4. Determine Notification Relevance

- Evaluate the significance and urgency of the event to determine whether communication is required.
- Consolidate related events into bundled notifications to avoid excessive notifications across channels.
- Prioritize notifications based on customer impact, timing and operational criticality.

5. Enrich Notification Content

- Retrieve relevant Order data, including flight details, products and services, and fulfilment status.
- Include event details (e.g. customer-initiated order change, disruption, service failure, fulfilment update).
- Incorporate contextual information required for better understanding (e.g. updated departure time, gate, service status, updated Order value).
- Identify and reflect impacts on related Order Items and services triggered by the event (e.g. change in destination impacting services such as chauffeur drive or any other ancillaries).
- Ensure consistency of data across all channels and recipients.

6. Personalize Notification

- Apply customer preferences, including preferred channels, language and frequency.
- Tailor content based on recipient type (customer, seller, agent, delivery provider, etc.).
- Adapt messaging based on urgency and type (e.g. disruption vs standard journey updates).
- Use relevant branded templates for notification based on the content being sent.
- Include actionable links so customers can take next steps (e.g. re-booking under waiver policy).

7. Select Notification Delivery Method

- Determine appropriate delivery model (push or pull).
- Select relevant channels (e.g. email, SMS, push notifications, API) based on urgency and customer preferences.

8. Deliver & Monitor Notification

- Deliver notifications to identified recipients via selected channels/APIs.
- Track notification status at the Order and Order Item level (e.g. timestamp, recipient, content sent).
- Maintain an audit trail (what was sent, to whom, when).

5. Financial Management

Note: This document incorporates relevant input from the former Airline Retailing for Finance Working Group (ARFWG), which operated under the previous IATA Industry Financial Advisory Council (IFAC) governance structure. It provides an overview of the financial management transformation required to support the airline retailing transformation and the transition to an Offers and Orders environment.⁵

5.1 Key Business Processes

5.1.1 Order Confirmation and Invoice

Business Transformation Summary

As-Is	To-Be
Tickets act as accountable documents	Orders become commercial records
Invoices generated from multiple legacy artefacts (tickets, EMDs, etc.)	Invoices generated from Order events
Financial data spread across systems	Structured financial data in Order
Fragmented data, additional manual effort, and limited visibility of changes	Continuous invoice lifecycle management

Key Principles

- The Order holds the accepted customer commitment and associated commercial values, serving as the trusted source for downstream processes. Finance systems remain responsible for financial records such as invoices, settlements, accounting entries, and revenue recognition.
- Accounting documents continue to be necessary, but legacy accountable documents (tickets, EMDs, etc.) will be phased out.
- Airlines should issue invoices, receipts, and credit notes at the right point in the Order lifecycle, triggered by the relevant business events (e.g. payment commitment, service delivery, refunds), in line with established retail practices and regulatory requirements.
- Invoicing should be designed around what the customer needs: a clear receipt after purchase, and where legally or fiscally relevant, a formal invoice.
- The invoicing capability should consume trusted order and payment events rather than manual reconciliations wherever possible.
- The invoice must include pricing, taxes, fees and charges at Order item level.
- Financial information for invoices must be handed over from Offer to Order, and changes should be triggered through re-shopping logic (voluntary as well as involuntary) and must be reflected in a new invoice.
- The capability to issue receipts, invoices, and credit notes may reside within the Order Management environment, ERP/finance systems, or a hybrid setup.
- The invoicing capability should include a set of business rules, such as country-specific logic and regulations, tax logic, and customer-type logic.
- The invoice is an accounting document, and regardless of where the solution lies, end-to-end architecture is needed to ensure data consistency.

5 [Financial transformation.](#)

Important clarification – Invoice: Order-Based Perspective

In an Order-based retailing environment, the invoice becomes a formal fiscal and accounting document issued to the service payer, distinct from other customer and contractual documentation. The Order Confirmation serves as the airline's Contract of Carriage, replacing the traditional role of the ticket as the contractual reference between the airline and the customer. The customer is provided with a payment receipt, while the invoice remains a separate fiscal document issued when legally or fiscally required, or upon customer request. This separation is necessary to comply with global taxation and e-invoicing regulations and decouple air-law obligations from accounting and fiscal processes. As a result, each document serves a clear and specific purpose, enabling greater flexibility, regulatory compliance, and scalability within a modern retailing environment.

Summary Flow



Detailed Steps

1. Create Order

- The airline creates the Order as the main commercial record of the transaction, capturing the purchased items and the core transaction data.

2. Confirm policy parameters

- Relevant policy parameters are checked to determine whether notifying the customer is sufficient that the Order has been created and that payment has been received or whether an invoice is required. This may include legal, fiscal, market, policy, or customer-data conditions.

3. Decision: Invoice is required by policy?

- Decision point to determine whether a notification to the customer that the Order has been created and that payment has been received is sufficient or whether an invoice is required.
- No path: Deliver Order confirmation to customer
- If no invoice is required, the customer receives the Order confirmation as the standard output.
- Yes path: Initiate invoice request

4. Initiate invoice request

- If an invoice is additionally required, an invoice request is initiated for invoice-specific checks.

5. Capture missing or additional data where needed

- If required, additional customer or invoice-relevant information is collected or referenced, for example missing ID or additional customer details.

6. Validate invoice request & data

- The invoice request is validated for completeness and correctness, including checking that the necessary invoice-related data is available.

7. Check billing & tax compliance

- Billing and tax requirements are assessed to ensure that invoice issuance complies with applicable fiscal and invoicing requirements.

8. Apply legal/risk logic

- Additional legal, risk, or policy controls are applied before invoice issuance, for example compliance rules or internal control logic.

9. Generate invoice

- The invoice is created once all validations and checks are successfully completed.

10. Deliver notifications and invoice to customer

- The customer receives the order creation notification, the payment confirmation and the invoice. This reflects the principle that the Order creation notification and payment confirmation is always sent, while the invoice is issued when required.

5.1.2 Process Order-Based Financial Events

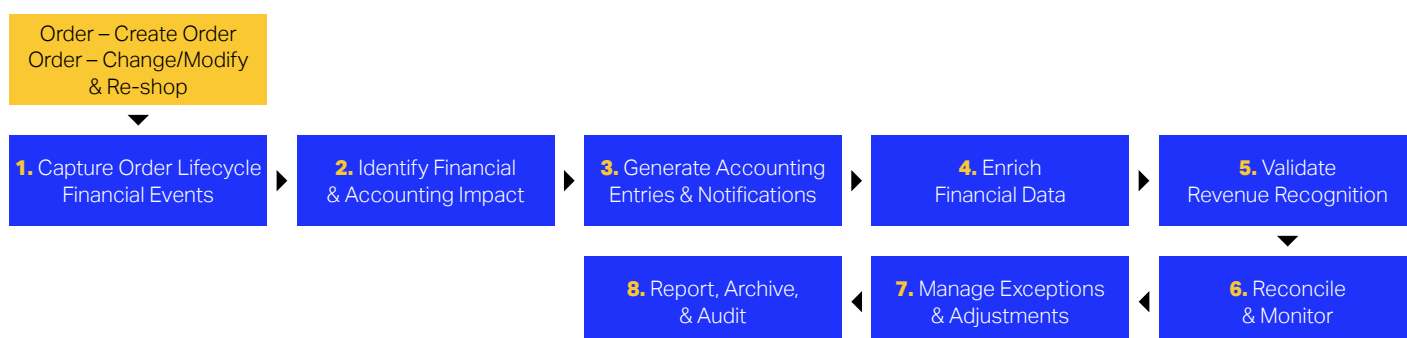
Business Transformation Summary

As-Is	To-Be
Coupon-based accounting	Event-based accounting
Batch settlement processing	Near real-time settlement
Heavy reconciliation effort	Automated accounting flows
Limited transaction visibility	Full traceability to Order Service Items
Finance operates downstream	Finance integrated throughout Order lifecycle

Key Principles

- Financial transactions and accounting are no longer driven by tickets, coupons, or EMDs but by Order Items within a unified Order.
- A single Order becomes the source of truth for both financial transactions and accounting outputs, storing all financial values.
- Offer creation increasingly carries financial and settlement data that can later drive order-based settlement.
- Accounting and settlement are event-driven, triggered by Order lifecycle events (creation, modification, fulfilment, refund, expiry).
- Each financial movement generates structured, traceable accounting notifications linked to Order Items.
- Settlement and accounting are near real-time, transparent, and automated, reducing reconciliation complexity.
- Servicing an Order directly updates financial and accounting records, eliminating reconciliation across legacy documents.
- Collaboration across finance, IT, operations, and partners is essential to ensure accurate, timely, and compliant financial data flows.

Summary Flow



Detailed Steps

1. Capture order lifecycle financial events

- Identify all Order lifecycle events with financial impact (purchase, modification, fulfilment, cancellation, refund, expiry).
- Ensure events are captured in real-time and linked to specific Order Items.
- Ensure each Order Item contains key financial attributes (price, taxes, commissions, currency).
- Capture payment details and status at Order items level.

2. Identify financial and accounting impact

- Determine implications of each event (revenue, liability, deferred revenue, taxes, commissions).
- Map Order Service Item attributes to accounting categories and chart of accounts.

3. Generate accounting entries and notifications

- Translate Order events into accounting entries (revenue, liabilities, etc.).
- Produce structured accounting notifications for each financial event.
- Ensure notifications include all required attributes (amount, currency, tax breakdown, references).
- Ensure full traceability from Order Items to accounting records and notifications.

4. Enrich financial data

- Add contextual data (customer, channel, partner, payment method).
- Include regulatory, reporting, and compliance attributes.
- Align with financial reporting structures and accounting standards.

5. Validate revenue recognition

- Define recognition triggers (flown, consumed, expired).
- Ensure compliance with accounting standards (IFRS/GAAP).
- Handle complex scenarios (partial consumption, bundles).

6. Reconcile and monitor

- Automate reconciliation between Order system, payment providers, and bank records.
- Monitor completeness and accuracy of financial data and notifications.
- Detect missing, duplicate, or inconsistent messages and transactions.
- Provide reconciliation checkpoints across systems.

7. Manage exceptions and adjustments

- Handle refunds, exchanges, chargebacks, IRROPS.
- Support partial refunds and adjustments at Order Item level.
- Maintain a full audit trail of all financial changes, sourced from the Order as the single source of truth, not solely from accounting records.

8. Report, archive, and audit

- Generate financial and management reporting from Order data.
- Provide real-time visibility on revenue, liabilities, and cash flow.
- Store accounting notifications with full traceability to Order events.
- Maintain audit trails for regulatory compliance and audits.
- Enable faster and more accurate financial closing.

Further industry guidelines:

- [Financial Management in Offers and Orders Environment \(v 2.0\)](#).
- [Considerations for Accounting and Accountable Documents in Order-based Airline Retailing](#).

6. Delivery Management

6.1 Key Business Processes

6.1.1 Delivery Providers Orchestration (Order-Based)

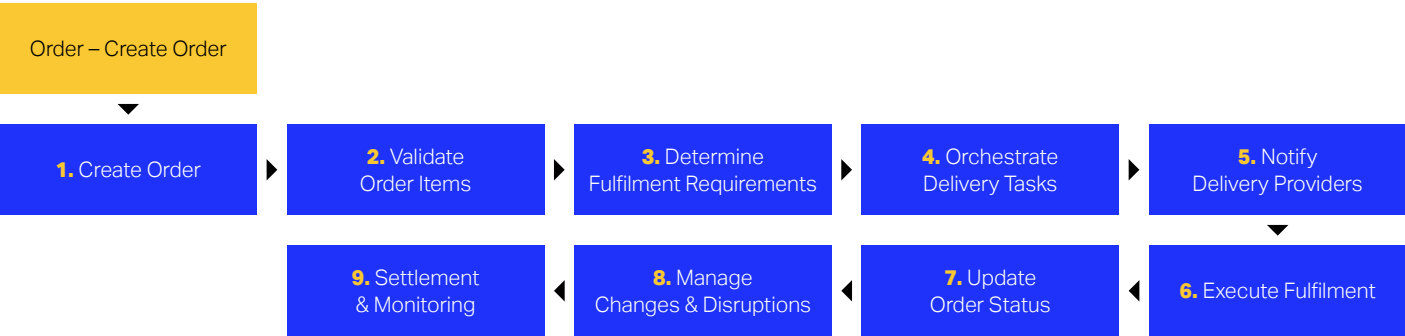
Business Transformation Summary

As-Is	To-Be
Fulfilment driven by tickets and EMDs	Fulfilment driven by Order Items
Multiple operational references	Single Order reference
Point-to-point integrations	API-driven orchestration
Limited visibility into fulfilment status	Real-time fulfilment monitoring
Fragmented servicing and operations	Unified operational execution

Key Principles

- The Order becomes the single source of truth for all customer purchases, replacing the traditional dependency on PNRs, tickets, and EMDs.
- Fulfilment is driven by Order Items and their associated delivery instructions, not by ticket coupons or EMD records.
- Delivery Providers consume Order information through standardized APIs and event-driven notifications, enabling real-time fulfilment.
- Specialized providers fulfil accepted Order Items based on declared fulfilment requirements, provider capability, timing, location, and operational instructions.
- Orchestration ensures that every Order Item is delivered consistently across airports, partners, digital channels, and operational systems.
- Customer servicing remains connected to the same Order throughout the journey, ensuring fulfilment updates, changes, and cancellations are synchronized across the ecosystem.

Summary Flow



Detailed Steps

1. Order Created

- Customer accepts an Offer and an Order is created within the airline Order Management System (OMS).
- The Order becomes the single source of truth for all purchased products and services.
- Order Items contain the accepted product payload, customer information, fulfilment-relevant attributes, and delivery requirements. Delivery systems use this information to determine the appropriate provider, timing, dependencies, and operational instructions needed to fulfil the Order.
- The Order replaces the need to manage separate PNR, ticket, and EMD records.

2. Validate Order Items

- Validate all Order Items are complete and eligible for fulfilment.
- Verify customer entitlements, operational constraints, travel dates, and eligibility conditions.
- Confirm that all required fulfilment attributes are available before orchestration begins.
- Identify Order Items whose fulfilment payload declares a partner, third-party provider, or external capability requirement.

3. Determine Fulfilment Requirements

- Analyze each Order Item to determine how it will be delivered.
- Identify the delivery provider responsible for each service.
- Determine fulfilment requirements such as seat assignment, baggage allowance, lounge access, ground transportation, etc.
- Define operational service levels and delivery timelines.

4. Orchestrate Delivery Tasks

- OMS applies orchestration rules to create fulfilment tasks.
- Order Items are translated into delivery requests.
- Tasks are routed to the appropriate internal or external provider.
- Dependencies between services are managed centrally.
- Fulfilment activities remain linked to their originating Order Items for end-to-end traceability.

5. Notify Delivery Providers

- Delivery requests are distributed through APIs and event-driven messaging.
- Providers may include: Airport systems, Ground handlers, Catering providers, baggage systems, lounge operators, interline partners, ancillary service partners, etc.
- Providers receive the information necessary to fulfil the service without requiring ticket or EMD references.

6. Execute Fulfilment

- Delivery providers perform the requested service.
- Operational systems consume fulfilment requests and execute delivery activities.
- Execution outcomes are returned to the orchestration layer.

7. Update Order Status

- Fulfilment status is synchronized back to the Order Management System (OMS).
- Each Order Item receives a status update.
- OMS maintains a real-time view of fulfilment progress across all Order Items.
- Customer-facing channels can access the same Order status information.

8. Manage Changes & Disruptions

- Customer changes, cancellations, schedule changes, and operational disruptions trigger orchestration updates.
- Order Management System (OMS) identifies impacted Order Items and delivery providers.
- Existing fulfilment tasks may be amended, cancelled, or recreated.
- Updated instructions are automatically distributed to affected providers.
- The same Order remains the authoritative customer record throughout servicing.

9. Settlement & Monitoring

- Fulfilment completion is recorded against the Order.
- Delivery performance and service execution metrics are monitored.
- Settlement processes and order-based accounting use fulfilment outcomes.
- Airlines measure provider performance, customer experience, and operational efficiency.
- Continuous monitoring supports automation, exception management, and future fulfilment optimization.

Further industry guidelines:

- [Leveraging Orders and Digital Identity to Enhance the Customer Travel Experience.](#)

7. Roles, Responsibilities and Business Impacts

Role	New Responsibilities in Offers & Orders World	Key Impacts
Product Management	Define and govern product definitions, attributes, taxonomy, lifecycle states, fulfilment requirements, dependencies, eligibility rules, and Product Catalog governance. Maintain reusable product information consumed by Offer, Order, Delivery, and Finance processes.	Evolves from managing fares, brands, and ancillaries to owning the retail product portfolio. Product definitions become the foundation for retailing, improving consistency, governance, innovation speed, and time-to-market.
Offer Management	Create, price, bundle, personalize, enrich, and optimize offers. Consume Product Catalog information, pricing inputs, availability, customer context, and commercial rules. Support dynamic re-shopping and ensure offer data supports Order creation and downstream financial processes.	Becomes the airline's core retailing capability. Shifts from fare-based pricing to dynamic, customer-centric offer creation while providing the commercial and financial data foundation for Orders and Finance.
Order Management	Manage the complete Order lifecycle including creation, retrieval, servicing, modifications, cancellations, refunds, fulfilment coordination, notifications, versioning, and orchestration. Maintain the Order as the single source of truth for customer, commercial, operational, and financial data.	Replaces fragmented PNR, ticket, and EMD management with a unified customer-centric model. Becomes the operational and commercial backbone of retailing.
Revenue Management	Define pricing strategies, inventory controls, optimization logic, availability rules, and demand signals. Support dynamic pricing, offer optimization, servicing decisions, revenue allocation, and financial processes.	Evolves from fare-class and inventory-centric management to real-time offer optimization using contextual and customer-specific data.
Distribution	Ensure products, offers, and Orders are consistently available across direct and indirect channels. Support NDC adoption, retailer interactions, partner integration, and Order-based settlement processes.	Moves from distributing fares and tickets to distributing offers and Order-based transactions with richer retail content and greater transparency.
Digital Commerce	Manage digital shopping, merchandising, personalization, bundle presentation, self-service capabilities, Order servicing experiences, and customer journeys across channels.	Evolves from a booking interface into a key revenue-generating retail channel focused on conversion, personalization, and customer experience.
Customer Service	Service customers through a unified Order view. Manage assisted shopping, changes, disruptions, refunds, exchanges, notifications, and after-sales servicing.	Simplifies servicing by eliminating reliance on multiple records. Improves consistency, efficiency, and customer experience throughout the journey.
Operations	Define fulfilment requirements, operational constraints, and service delivery rules. Execute delivery based on Order Items and update fulfilment status throughout the lifecycle.	Moves from ticket- and EMD-driven fulfilment to Order-driven service delivery with improved visibility of customer entitlements and operational status.
Airport Services	Fulfil airport-related products and services using Order Item information and update fulfilment status.	Gains a single source of truth for customer entitlements and service delivery requirements.
Ancillary & Partner Teams	Manage fulfilment relationships with external providers and support delivery orchestration across partner ecosystems.	Improved transparency, automation, and coordination across third-party service providers.

Finance	Define accounting rules, revenue recognition policies, invoicing, reconciliation, settlement, payments, treasury processes, fiscal controls, and financial reporting requirements. Ensure alignment between Order, payment, accounting, and settlement data.	Transitions from ticket- and coupon-based accounting to event-driven Order-based financial management with greater traceability, automation, transparency, and auditability.
Data & Analytics	Govern data quality and consistency across Product, Offer, Order, Delivery, and Finance domains. Analyze retail performance, customer behavior, pricing effectiveness, fulfillment performance, and financial outcomes.	Evolves from retrospective reporting to real-time decision support, predictive analytics, and AI-driven retail optimization.
IT/Architecture	Implement and integrate Product, Offer, Order, Delivery, Payment, and Finance platforms. Enable APIs, event-driven architectures, orchestration, security, interoperability, governance, and real-time data exchange.	Shifts from PSS-centric architectures toward modular, API-first ecosystems that support agility, scalability, and innovation.
Loyalty Management	Apply loyalty benefits, personalization rules, customer recognition, and targeted campaigns across shopping, Order servicing, and fulfillment processes.	Loyalty becomes embedded throughout the end-to-end customer lifecycle rather than operating as a standalone program.
Sellers (Travel Agencies, OTAs, NDC Partners, Airline Partners)	Access, create, service, and manage offers and Orders through modern APIs. Receive Order updates and notifications.	Reduced dependency on legacy messaging and ticket-based processes, enabling richer customer servicing and retail transparency.
Service Delivery Partners	Consume Order information, fulfil purchased services, provide fulfillment updates, and support disruption handling.	Greater automation and visibility across the fulfillment ecosystem.
Marketing & Corporate Communications	Define customer communication policies, notification templates, messaging governance, customer consent management, and engagement strategies.	Communications become event-driven, personalized, and fully integrated with the Order lifecycle.
Audit/Compliance	Define and monitor regulatory, fiscal, security, privacy, and audit requirements. Ensure transaction traceability and compliance throughout the Order lifecycle.	Improved audit readiness, transparency, control effectiveness, and regulatory compliance.
Border Security & Regulatory Authorities	Consume relevant passenger and Order information for compliance, security screening, eligibility validation, and regulatory processes.	More structured and consistent information exchange supports regulatory obligations and security processes.
Customer	Shop, purchase, manage, modify, and consume products and services through a single Order record while receiving personalized communications and self-service capabilities.	Benefits from a simplified, consistent, and customer-centric experience across the entire journey.

Conclusion

Modern Airline Retailing is a fundamental business transformation that reshapes how airlines design products, create offers, manage customer transactions, deliver services, and account for financial activity. The transition to an Offers and Orders environment requires significant changes to processes, organizational structures, governance models, and ways of working across the enterprise. Success will depend on strong collaboration between commercial, operational, financial, customer service, data, and technology functions, supported by effective change management and a shared vision of the target operating model.

This document is intended as a living guide that captures current industry thinking and emerging practices based on the experiences of airlines participating in the Airline Retailing Consortium. As implementations mature, standards evolve, and additional business processes are redesigned, the guidance contained in this document will continue to be refined and expanded.

IATA welcomes feedback, practical experiences, lessons learned, and recommendations from across the industry. Continued collaboration among airlines, technology providers, industry partners, and standards bodies will be essential to further develop best practices and accelerate the industry's transition toward a more modern, flexible, and customer-centric retailing future.

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