ONE Order

Program Strategy Paper

Version 1 – Building industry capability by 2021

ONE Order aims to modernize the order management process in the airline industry. This industry-led initiative intends to replace the multiple and rigid booking, ticketing, delivery and accounting methods, using the data communications advances made possible by the implementation of the New Distribution Capability.

One reference, One process, One industry

IATA Geneva, May 2018

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Disclaimer Notice

The information contained in this strategy paper is subject to regular review in light of changing business needs of the industry, government requirements and regulations. The tasks and timelines in this paper are based on current best knowledge of the industry and activities by involved entities. The focus of the initiative is to enhance innovation across the industry to produce cost savings, efficiencies and consumer benefits.

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Foreword

As part of IATA’s Industry Priorities set by the association’s Board of Governors, ONE Order will support airlines in their digital transformation. ONE Order will be a game-changer in how airlines manage the distribution, servicing, fulfilment and delivery of products. It will considerably enhance the ability to service customers, thus allowing airlines to improve the customer experience.

Within this 1st version of IATA ONE Order Program strategy paper, three main topics are covered. These are (1) the program and its structure, (2) the methodology and goals of the program and finally, (3) the program roadmap through the end of 2020 and a look beyond that timeline.

The ONE Order program benefits extensively from the New Distribution Capability (NDC) program in terms of both the pioneering work the NDC program has accomplished with the new standard message architecture as well as lessons learned from the actual program itself. As previously with 100% electronic ticketing IATA program, NDC is a large-scale program that will trigger substantial changes across the industry. There was a lot to learn for IATA and the industry on how to run and manage such a revolutionary industry-wide program. Collaboration, communication and a healthy and an open dialogue among all stakeholders were vital to moving NDC forward. We intend to apply this same approach to the ONE Order program.

Being accountable for the program within IATA, we hope to provide an overview of the strategy and how we plan to execute upon it to successfully support the industry in the implementation of ONE Order. While it will be up to the airlines with the support of their vendors to design, build and implement ONE Order capabilities, IATA will facilitate the process by which airlines will develop and adopt standards, and will provide support through education and expert advice wherever possible.

This IATA ONE Order Program Strategy paper has been published to outline and communicate how IATA, together with the industry, will manage the overall, multi-year ONE Order change program. For an outline of what ONE Order is, refer to “The Basic Guide to ONE Order” and further information as published at www.iata.org/oneorder.

For questions pertaining to the IATA ONE Order Program, please contact oneorder@iata.org.

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1 Executive Summary

The IATA ONE Order program aims at simplifying airline reservation and accounting systems by gradually phasing out PNRs, ETKTs and EMDs and replacing them with modern “internet-era” Order records. ONE Order\(^1\) complements NDC\(^2\) and extends the capability of the Order Management System.

Technically, ONE Order will:

- Combine information already existing in the PNR, ETKT and EMD into a single order record;
- Extend the NDC program to provide message standards facilitating order delivery and accounting;
- Enhance the order structure defined by the NDC order within the IATA Airline Industry Data Model (AIDM\(^3\)) to cater for delivery and accounting processes;
- Define the principles of ownership, management and control of the order elements between entities;
- Enable monitoring of the order statuses (delivery and accounting) of individual services.

The ONE Order vision will not happen overnight. However, over time, it will move the industry toward a single airline customer order and as a result will help to remove unnecessary costs inherited from paper-based processes.

This 1\(^{st}\) version of the ONE Order Program Strategy Paper is built upon a foundation (the ONE Order industry standard) and four pillars:

- **Communication** - ensuring the industry is aware of the program status and bringing together the stakeholders in the travel value chain.
- **Collaboration** - expanding the reach of the program beyond airlines by cooperating with industry partners to offer a complete ONE Order compliant ecosystem.
- **Adoption** - measuring industry stakeholders that are ONE Order capable and certified.
- **Transition** - supporting airlines and vendors in executing both the interim period in which ONE Order and traditional processes work together.

The key enabler of this 3-year strategy relies on the development of a robustly documented ONE Order industry standard and the adoption of the standard by pioneer airlines powered by ONE Order capable IT vendors.

From 2021, it is expected that NDC will have reached a critical mass for adoption and the ONE Order standard will have been tested by several pioneer airlines. At that point, the stage will be set for the move towards mass rollout, for which the strategy has still to be defined by the industry.

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\(^1\) http://www.iata.org/oneorder
\(^2\) http://www.iata.org/ndc
\(^3\) http://www.iata.org/whatwedo/passenger/Pages/industry-data-model.aspx
2 Introduction

2.1 Objective of this Paper

This 1st version of the ONE Order Program Strategy outlines how IATA will manage the ONE Order Program in the timeframe 2018 to the end of 2020. As a program, ONE Order is a piece of the overall industry theme to **Enhance and Simplify Distribution**, allowing airlines to become more digital in distribution and finance. It is assumed that the reader has basic knowledge of ONE Order as well as how it is related to the other programs, specifically NDC. An overview of ONE Order is available through the “**Basic Guide to ONE Order**” on the IATA ONE Order site⁴ where considerable additional information is available.

2.2 IATA supports the Industry’s Digital Airline Vision

The industry’s Digital Airline vision for airline distribution and finance is about enhancing and simplifying distribution and the related processes while making transactions quicker, safer and less costly. IATA aims to have defined standards, processes and governance which allow airlines to distribute their offerings and manage the offers, orders, delivery as well as payment, accounting and settlement of the products and services as efficiently as possible.

The standards and processes will allow airlines to be digital retailers, aligned to global best practice consumer retailing with a strong customer focus and a high degree of commercial flexibility.

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⁴ www.iata.org/oneorder

*Figure 1 - Outline of Industry’s Digital Airline Vision*
To support the vision for the industry, IATA shall adopt an agile governance while providing a trusted structure with industry expertise, enabling an innovative ecosystem for airlines, trade partners and vendors to work in.

While the vision statement is quite broad, the challenges the industry is addressing are clear; outdated processes, technologies and standards still dominate in the airline industry. The consumer’s behaviors and needs have changed, as have the consumer retail industry and related financial processes. These have surpassed the airline industry capabilities in many ways.

The results of the Industry’s Digital Airline Vision will enable:

- Modernized airline ecosystems which may utilize off-the-shelf retailing solutions;
- Simplified digital airline processes for fulfillment and accounting with orders;
- Potentially greater number of vendors to provide airline solutions by simplifying entry into the industry;
- A simplified interlining process across airline business models (LCCs – Full Services Carriers) and seamless intermodal travel;
- Order-based settlement systems accessible by all involved parties.

IATA is aiming to move the industry from: To an environment coherent and compatible with current and future best practices and standards for digital retailing

<table>
<thead>
<tr>
<th>Manual, paper-based processes made electronic</th>
<th>Automated processes based on structured data, with true digitalization and utilization of current and future digital technologies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transactional, flight and PNR based processes and batch jobs for data interchange</td>
<td>Interactive, real-time interactions between ecosystem partners and corresponding systems, centered on customer journey and customer experience as well as optimised business processes</td>
</tr>
</tbody>
</table>

*Figure 2 - Today versus Future digital distribution landscape*
3 ONE Order Program

3.1 Background

Thirty years ago, the airline industry had an edge over other industries in terms of automated and electronic distribution. Private communication networks were established by putting thousands of kilometers of cables between various travel agent points of sale. That was highly effective, both from a transaction speed and cost perspective. With the introduction and use of the internet in the nineties, this advantage eroded. Consumer retailing and other industries bypassed airlines in their ability to align retailing to the customer and the technological maturity. In the late 1990’s and early turn of the century, investments were made in Internet Booking Engines (IBEs) and e-commerce solutions to obtain as much market share in this new direct channel as possible. The aim was to increase customer self-service and retain distribution control while at the same time shifting volumes away from call centers and city ticket offices, reducing manual workload. Since 2010, an acceleration of the investments by the airlines and industry partners have been made to enable the sales of ancillary products and services, reviving direct distribution with the aim of lowering the cost to distribute both flights and ancillaries and to gain more control over the distributed offers. Twice, the industry has made considerable investments in the past twenty years for the same goal, however in different channels.

One of the wakeup calls of the industry, which could also be referred to as the first phase of digital transformation, was marked by the introduction of the electronic ticket (ETKT). The project took several years to complete in 2008 with 100% electronic ticketing in IATA accredited agencies within the IATA BSP. A big and necessary step for the industry at the time, however the opportunity to change not only the way to store information on, but also the entrenched processes supporting airlines’ distribution, accounting and delivery processes. Consequently, most of the limitations of the paper world were mirrored into the electronic ticket databases of airlines. A similar approach was taken for electronic miscellaneous documents (EMDs). Replacing various paper documents holding the value of non-flight services and copying everything in the digital world. This finished the first phase of the industry digital transformation in 2014 with 100% EMD in IATA BSPs.

The second phase of digital transformation started in 2012, even before the completion of the first. It started with unsatisfied distribution and revenue management departments, unable to differentiate their products in the indirect channel and concerns over lack of control of distribution processes. Things needed to change, and the vision of a New Distribution Capability (NDC) was born. A new workflow, built around a modernized messaging standard, was put in place for offer and order creation, albeit still based on PNRs, ETKTs and EMDs. A new retail architecture was created with offers, offer items, orders, order items and services. The control of determining the price, or as a matter of fact, the complete offer, is given back to the airline. After shopping and ordering comes fulfillment and accounting. These two capabilities are still based on paper-based constructs and processes. Airlines are obliged to retrofit these modernized orders they created into PNRs, ETKTs and EMDs in order to be able to deliver the service, account for the values and track what was delivered.

Thus finally, with ONE Order, the third phase of digital transformation has begun, enabling process simplification of airline fulfillment of products and services. ONE Order complements NDC and aims to modernize airline reservation systems by combining information already existing in PNRs, ETKTs and EMDs into a single electronic record.
3.2 Today’s Industry Challenges

From the background and historical view on how distribution has changed in the past 30 years and to bridge the gap to the future vision, there are still considerable challenges for airlines to overcome.

![Figure 3 - Phases of digital distribution evolution showing reduced timelines for ability to delivery innovation and change](image)

### Figure 3 - Phases of digital distribution evolution showing reduced timelines for ability to delivery innovation and change

Beyond the challenges outlined in the illustration above, there are further challenges at various levels. With the airline’s focus on increasing revenues through a retail approach, controlling costs through increasing efficiency, automation and managing sales channels and improving the customer experience to, ultimately, increase loyalty and thus revenue, there are many hurdles to overcome. Some are specific to certain markets, others to demographics or business models. Others still are related to technology capabilities, while commercial agreements with partners also influence the airline’s ability to achieve its goals. There are challenges which airlines will have in common, however the uniqueness of the airlines, markets and consumers do not allow for a single common set of challenges applicable to every airline.

ONE Order is not the single solution to solve all the industry distribution challenges. It can, and will, contribute significantly to solving many of them. However, many of the challenges require additional support from other industry initiatives to be resolved.
3.3 Airline Business Drivers for ONE Order

Through workshops, interviews and in-depth discussions related to the future of distribution with several member airlines, six ONE Order business drivers have been identified. These not only address today's industry problems, but contribute to revenue growth, cost savings and improving the overall customer experience.

![ONE Order Business Drivers](image)

**Figure 5 - ONE Order Business Drivers**

3.3.1 Enhance delivery of end-to-end travel products

Simplifying interaction between airlines of differing business models drives a more cohesive, end-to-end experience for customers. By unifying the interaction processes between airlines and other transportation service providers, the scope of the airline offering to the customer can be increased, independent of the purchasing channel.

3.3.2 Sell more through simplified delivery and accounting

The number and variety of products brought to market can be increased. This increases revenue and can improves the ability to address customer needs and desires. New product offerings can be brought to market quicker, enabling earlier revenues and lower project costs.

3.3.3 Improve customer experience

The use of a single identifier for a journey and all related purchases across all entities drives an improved customer experience. Order systems are (typically) customer centric systems as opposed to transaction centric.

Airlines can exploit the ability of richer data at a single source to enhance various customer servicing, information and experience capabilities.
3.3.4  Enhance data quality and analytics
Detailed transaction data from offer creation to order management and all servicing transactions is available, combining air and non-air products and services. All data is related to a customer or order, thus easy to assign and analyze. Updates to the order can be made by all relevant delivery parties directly. Data quality is greatly improved due to removal of redundant, overlapping records.

3.3.5  Reduce cost of finance operations
Reduce the cost of financial transactions and related processes and systems by simplifying manual processes related to revenue allocation and disputes³. Financial and settlement statuses could be managed directly within the order, removing the need for various copies and transmissions of data to additional systems.

3.3.6  Reduce cost of commercial systems
Reduce the cost of commercial systems, related business processes as well as projects. This leads to cost reduction within IT and business processes. Through standardization and automation as well as the use of modern interface technologies and harmonized data definitions, airlines can improve the speed to market for new products or interactions with other partners. Further, with the ‘de-specialization’ of the airline terms and processes and the alignment to the consumer retailing industry, airlines will have the opportunity to utilize market-standard retail systems for offer and order management.

3.4  Travel Value Chain Benefit of ONE Order
The ONE Order benefits for the airlines were outlined in the previous section. However, it is not only the airlines which will benefit from ONE Order; the complete travel value chain will see benefit from this initiative.

ONE Order addresses the inefficient processes and unnecessary costs inherited from a paper-based world, related to a customer purchase record. ONE Order eliminates the current booking and ticketing records and combines the content of those into a single retail and customer-focused order.

3.4.1  For Travelers
The value ONE Order will deliver to travelers will be to consolidate their purchase information in a uniquely identifiable order, eliminating the need to juggle between various reference numbers (PNR, ETKTs and EMDs) and documents throughout their journey. It will greatly simplify the passenger experience, particularly when dealing with changes or disruptions. Along with the consolidation of information, passengers will be better informed about the delivery status of services they have purchased, providing a reassurance factor throughout their journey.

3.4.2  Marketplace and Metasearch
While the marketplace and metasearch may be less directly impacted by ONE Order, there are upsides. These will mainly be in the customer interaction aspect from the viewpoint of these entities. A single

³ In conjunction with NDC interline
order with complete, real-time update of the status of not only the sales, but the service delivery as well – and, where relevant – of any related accounting status will be available. This will enable the metasearch or marketplace which facilitated the sale, better insight and servicing during further interactions with the consumer.

3.4.3 Travel Agents and OTAs
With ONE Order, especially in combination with NDC, travel agents will be able to follow an identical process to book flights and products from airlines, regardless of the airline’s business model or technology capability. This will expedite the service they provide and increase productivity. Depending on airline business rules, they may have access to the delivery status of the services they have purchased on behalf of their customers. This will enable them to react pro-actively in cases where changes or additional services are required.

3.4.4 Travel Buyers / Corporates and TMCs
Duty of care requirement of managed travel will be simplified by enabling access to the same delivery information of flight and non-flight services in the order (e.g. lounge access). Furthermore, ONE Order may enable considerable simplification of back office processes by providing combined and structured data of the complete journey information.

3.4.5 Airline Technology Providers
A key benefit to the technology providers will be the ability to remove complexity and overlap from systems and the overall system environments, making them more cost effective to operate and maintain. With the efficiency gains, technology providers will have the capacity to shift focus towards innovation and efficient delivery, keeping step with airline requirements and demands.

Further, technology vendors will be able to deliver real-time information to travelers and their travel applications. This translates to data consistency and accelerated reporting. By de-specializing the airline industry and bringing it closer to an Amazon style retail architecture of orders, order items and services, opportunities for new IT providers of order management and delivery management solutions will emerge, driving industry competition and innovation further.

3.4.6 Accounting Providers
With regards to accounting processes, ONE Order promises to streamline and simplify accounting functions and processes by moving from accounting of electronic documents towards accounting of payment for services ordered. At the same time, ONE Order will enable the accounting of ancillary services to a flight offering such as airport parking, lounge access or fast track security, in a more retail oriented manner without the use of current accountable documents (EMDs).

3.4.7 Delivery Providers
Delivery Providers, such as Ground Handlers, will benefit from obtaining complete and structured information about the passengers and their associated services to be delivered. New delivery providers, such as taxi, parking or lounge operators, can streamline their relationship with airlines in terms of delivery and accounting processes without the use of paper-based constructs and processes.
3.5 Program Scope

3.5.1 ONE Order Complements NDC

The ONE Order and NDC initiatives are closely related. However, due to the different process and stakeholder focus, to the different timeline of implementation, but also the sheer size and complexity of the changes in both airline business processes and airline IT systems, the programs have been introduced in sequence, with NDC launched first and ONE Order later.

As far as Order Management is concerned, NDC covers booking (creating the order) to the payment and issuance of accountable documents (ETKT/EMD), as well as servicing the order (e.g. making changes to the booking). ONE Order goes beyond this by consolidating the complete order into a single record, combining the PNR, ETKT and EMD under a single reference or identifier. This order will serve as the singular record for any stakeholder when it comes to customer journey related interactions for servicing, delivery and fulfillment. The illustration below gives some clarity to the ONE Order Program scope against NDC’s and lists the additional benefits it brings to indirect distribution.

![Diagram](Image)

**Figure 6 - Scope and boundaries of NDC versus ONE Order**

ONE Order complements NDC and extends the capability of the Order Management System. An airline can theoretically choose to implement ONE Order in non-NDC enabled channels (i.e. direct sales), but to gain the full benefits of the order management processes, it is recommended that the two initiatives are implemented together, starting with NDC. Technically, the ONE Order program will:

- Extend the NDC program to provide message standards which will facilitate the order delivery and accounting processes;
- Enhance the order structure defined by the NDC order within the IATA Airline Industry Data Model (AIDM) to cater for delivery and accounting processes;
- Define the principles of ownership, management and control of the order elements between entities;
- Define the principles which manage and monitor the order statuses (delivery and accounting) of individual services, regardless of the channel and the distribution methodology the order was created from.

Thus, the scope of the program is to create and manage the interaction messages, the standards (resolutions, data definitions, etc.), the business process guides and supporting documentation. The scope of the program itself also includes communication, supporting the cross-industry collaboration and providing support for the adoption and transition activities. These are further outlined in section 4 below.

3.5.2 The Emerging Role of Order Management Systems

In the past few years, many airlines have been focusing on implementing NDC. As the understanding of NDC is growing among airlines and solution providers and the solutions are maturing, the focus is shifting to encompass the order management aspect of NDC. Order management within NDC is a hybrid solution of the today’s PNR, ETkt and EMD and the newer concept of order management used within retailing. Fundamentally, this will require further investments in the Order Management System (OMS) to strengthen NDC identified back-office benefits, such as fewer revenue integrity checks, removal of proration and the reduction of Airline Debit Memos (ADMs). The order management capability will be orchestrated with current core PSS functions in NDC.

With ONE Order, these constructs can be replaced. ONE Order is, therefore, the catalyst to enable implementation of retail industry standard Order Management Systems and the related processes. It will allow airlines to simplify the service delivery, fulfillment and accounting processes considerably. The structured data, combined with the consolidation of all data into a single record and managing each status in a single record will increase automation, efficiency and real-time interaction between parties.

The concept of ONE Order goes beyond just combining the three legacy-based records into a single record and generating a single order reference for it. The order will serve as a single source for the relevant data, allowing involved entities to use interactive messages to query the order, or individual order items and their purchase, fulfillment, delivery and accounting status. A single order ensures that there is a single version of the truth, allowing an up-to-date view of any changes within the order. It removes the restrictions the industry has today with non-homogenous PNRs, challenges related to ETkt and EMD control and the synchronization (or lack thereof) between multiple PNRs, or PNRs and ETkTs of a single journey.

3.5.3 PSS and Order Management

Airlines will have various options how to implement ONE Order. While some airlines may choose to use an Order Management System (OMS) as an extension to the current Passenger Services System (PSS), others may uplift considerable functionality from the PSS into an OMS, utilizing the OMS as the main commercial system for both offers and orders, and the PSS merely for things such as flight inventory management, schedule management and as an interface to other legacy-based partners. Finally, the industry may see several airlines focusing on the use of an OMS with no (traditional) PSS involvement at all, similar to how many low-cost carriers are operating today. Each of the above-mentioned methods has its advantages and challenges, and airlines will need to analyze their optimal approach.

IATA has already completed a high-level ONE Order Transition Study from which the main findings are outlined in “The Basic Guide to ONE Order”, available on the IATA website.
For airlines which continue to use a (traditional) PSS, the interaction model as well as the data ownership model between the PSS and the OMS will need to be resolved. While in some cases, there may be PSS systems which evolve to complete OMS, where this is not the case, the system architects must be careful not to introduce additional complexity and new pitfalls. IATA will not be prescriptive on the system designs, nor on the interaction rules between the various systems. This is left to the airlines and the vendors to define, giving the freedom of innovating and designing systems optimized for each airline.

In any case, a transition will most likely happen in a phased approach. Whichever path and architecture will be the right one for any given airline, there is a clear recommendation by IATA to take ONE Order into consideration next to the scope of an NDC program, designing for a future end-state order management system. The combination of the two increases the return on investment of the NDC implementation and provides the opportunity for industry process and technology refresh.

### 3.6 ONE Order Program Challenges

The key challenges the industry faces in this transformation to ONE Order can be grouped into four categories listed in the following table. The strategies to address each challenge are presented in section 4 below. As mentioned previously, IATA realizes that there are additional challenges which airlines may have in their ONE Order programs, some which may be specific to airlines, others which are dependent on third parties.

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Strategic Pillar</th>
</tr>
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<tbody>
<tr>
<td><strong>Stakeholder Engagement and Collaboration</strong></td>
<td>Collaboration</td>
</tr>
<tr>
<td>How to involve and integrate with all affected parties in the value chain and ensure the entire industry takes an aligned approach.</td>
<td></td>
</tr>
<tr>
<td>How to manage the cooperation between industry partners where new processes, data and messages will affect the non-airline partners directly.</td>
<td>Foundation, Communication, Collaboration</td>
</tr>
<tr>
<td><strong>Business Case</strong></td>
<td>Communication, Adoption</td>
</tr>
<tr>
<td>How to assess and communicate the benefits and challenges of ONE Order.</td>
<td></td>
</tr>
<tr>
<td>How to support the industry in understanding these in relation to their importance for any given entity.</td>
<td></td>
</tr>
<tr>
<td>How to support airlines to create a business case, architecture and transition plans.</td>
<td>Adoption, Transition</td>
</tr>
<tr>
<td><strong>Transition and Impacted Systems</strong></td>
<td>Adoption, Transition</td>
</tr>
<tr>
<td>How to support the industry transition which will be a long-term project and requires ongoing interaction between old and new processes.</td>
<td></td>
</tr>
<tr>
<td>How to define and implement new business processes, e.g. for retailing and accounting. Airlines will require new business processes and best practice guidelines.</td>
<td>Foundation, Collaboration, Adoption</td>
</tr>
</tbody>
</table>
### Industry Mindset change

<table>
<thead>
<tr>
<th>How to identify technologies or innovations which may support the transition to ONE Order and optimize the usage and deployment.</th>
<th>Adoption Transition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure a good understanding of the new processes and benefits thereof, supporting people with a legacy mindset to understand the value of the new distribution model.</td>
<td>Communication Collaboration</td>
</tr>
<tr>
<td>How to speed up change in the airline industry, for example standards, speed of governance and acceptance of new standards, impact on resolutions, etc. have historically taken more time than in other industries.</td>
<td>Foundation Communication Collaboration</td>
</tr>
</tbody>
</table>
4 ONE Order Program Strategy

The IATA ONE Order Program Strategy is built upon a foundation of standards and four pillars; communication, collaboration, adoption and transition. Each of the pillars has a clear set of objectives and tasks. The foundation along with the pillars will allow airlines, vendors and IATA to design, build and implement a variety of industry solutions.

Based upon the objectives defined in the pillars, a roadmap for completion of the program has been devised. IATA will regularly communicate and update the program status to the industry.

4.1 The Foundation - Standards

4.1.1 Objectives

The ONE Order message schemas, together with the ONE Order resolution, are the foundation and the key enabler of the program. The objective is to ensure a robust industry standard is in place accompanied by appropriate documentation.

A further key objective is to ensure standard development within an agile industry governance structure that will be effective later in 2018. Through open industry forums to discuss standards and standard changes, all entities in the travel value chain are invited to contribute to the ONE Order standard.

4.1.2 Activities

<table>
<thead>
<tr>
<th>Order Group</th>
<th>Industry standard-setting activities are one of IATA’s core functions. To ensure an appropriate approach to building the ONE Order standard, the Orders Group has been established. It is currently reporting to the Passenger Distribution Management Group (PDMG) of the Passenger Services Conference (PSC). Participants include airlines and multiple system providers for PSS, ecommerce, DCS, revenue accounting, etc. The Order Group is the “business owner” of Order Management processes and all related standards, from data exchange to expected behaviours and processes. More information can be found at <a href="http://www.iata.org/oneorder">www.iata.org/oneorder</a> under the subsection “Developing Standards”.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airline Industry Data Model (AIDM)</td>
<td>ONE Order is one of the first IATA programs that will have its messages generated from an industry data model following the AIDM methodology. This ensures alignment of data across industry messaging standards. This will support integration and further standard development, especially</td>
</tr>
</tbody>
</table>
considering message and data alignment between NDC and ONE Order as well as other future standards.

**Message standards and Resolutions**

Ensuring the framework is present to support the industry standard setting activity. Creation and approval of the ONE Order Resolution 797 was a crucial step in the program’s future. This was approved by the IATA Passenger Joint Conference (PSC) in October 2016.

The impact on the other resolutions present in IATA manuals will be assessed latest in 2019 within IATA working groups. There will be an impact analysis to determine how best the current resolutions related to booking, ticketing, servicing and financial processes shall be adapted.

Continuous ONE Order messages and API development with a release twice per year. Alpha and Beta releases of the standard may be made available between the official release cycles to aid with pilot developments.

A standard change management process is defined within the Order Group to address frequent changes to messages and documentation in the early phases of ONE Order.

**Documentation**

IATA standard includes both the data exchange format (message), and the default processes and behaviors to adopt this standard. To help with the understanding and correct application of the concepts introduced with ONE Order, a standard supporting document will be released in 2018 and for each future release. This will contain explanations of concepts, workflows and processes introduced by ONE Order which will be kept aligned to the message standards.

When airlines will start deploying ONE Order and to allow to share best practices with regards to implementing the ONE Order standard, a program implementation manual document will be released to the industry during 2019. Information shared in IATA Implementation Forums, together with input from pilot projects and case studies, will be included. Examples and Use Cases will be provided as well.

**Pilots**

Pilots play a significant role in the standard setting activity following IATA Resolution 783. They ensure the requirements created have a feasible implementation solution possible. The fit for purpose of the workflows and concepts is a vital component of industry adoption of the standard. The piloting approach works hand in hand with the iterative standard development strategy mentioned above and ensures a channel for feedback to be included into the next version of the standard.

**Compliance with data protection legislation**

It is the responsibility of each ONE Order user to ensure that compliance with data protection legislation, including the GDPR, is achieved. IATA will, however, develop privacy guidance, which forms a part of its ONE Order documentations. Because ONE Order is a standard, and flexible in its application, it is possible for airlines and other users to achieve compliance with local data protection legislation in a number of ways. IATA does not prescribe one approach over another. Such a matter is for individual ONE Order users to make independent decisions on, after taking appropriate legal advice.
4.2 Communication

4.2.1 Objective
The communications pillar’s objectives are to ensure the industry is aware of the ONE Order Program status, bringing together the various entities and stakeholders in the travel value chain as well as communicating to the industry what airlines, vendors and other partners are doing in terms of ONE Order.

4.2.2 Activities

<table>
<thead>
<tr>
<th>IATA ONE Order website</th>
<th>A dedicated ONE Order website has been made available where information is available (<a href="http://www.iata.org/oneorder">www.iata.org/oneorder</a>).</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>A yearly ONE Order program update containing important milestones achieved by the program throughout the pillars presented in this document will be published.</td>
</tr>
<tr>
<td></td>
<td>Utilize social media such as LinkedIn and Twitter for communication. Select program updates to the industry will also be published in the NDC Hub monthly newsletter where they are relevant to both programs.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Publications and Events</th>
<th>Publish white papers, program strategy papers as well as further documentation to support the industry understanding of ONE Order.</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>Case studies and other collateral materials (e.g. webcasts) will be made available on the IATA ONE Order website showing the value proposition of ONE Order and the lessons learned.</td>
</tr>
<tr>
<td></td>
<td>The results of the hackathons and their solutions will be made public through IATA communication channels and conferences.</td>
</tr>
<tr>
<td></td>
<td>External conferences will be used to support the engagement and raise awareness of the ONE Order program.</td>
</tr>
<tr>
<td></td>
<td>IATA events and conferences (e.g. AIR, AGM, Financial Symposium, etc.) will be utilized for communications and updates related to ONE Order. Further, the IATA conferences will be used to stimulate industry debates.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Industry Capability Monitoring</th>
<th>Registry of pilot participation and status.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Make available matrix of ONE Order Capable IT vendors on the website, providing up to date information on the industry capability to the public audience.</td>
</tr>
<tr>
<td></td>
<td>Publication of airlines certification of capabilities.</td>
</tr>
</tbody>
</table>

4.3 Collaboration

4.3.1 Objective
The objective of the collaboration pillar is to expand the reach of the ONE Order program beyond airlines. The focus will be on collaborating with industry partners such as IT vendors, service delivery providers, travel agencies and accounting service providers to offer a complete ONE Order compliant ecosystem. IATA will use this pillar to drive innovation and support new entrants in the industry.
4.3.2 Activities

<table>
<thead>
<tr>
<th>Workshops and Forums</th>
<th>Implementers Forum - Provide a framework for sharing and discussing implementation lessons learned from ONE Order implementers and pilot entities. Workshops with impacted entities such as travel agencies, ground handlers, governments and service providers. These will allow IATA and the airlines to understand challenges across the industry and provide support and solutions to the impacted entities.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholder Engagement</td>
<td>IATA will facilitate the program among the entire value chain ensuring an open channel of communication and a chance to spot risks to the program adoption and act proactively. Building relationships with stakeholders outside of the PSS and GDS space (which is in general the focus of distribution projects) is crucial for ONE Order as the program touches areas of delivery and accounting.</td>
</tr>
<tr>
<td>Training</td>
<td>IATA will create a training curriculum for the industry similar to that of the NDC program. This will allow for equal opportunities for new vendors as well as ensuring involved entities are well informed.</td>
</tr>
<tr>
<td>Hackathons</td>
<td>To drive innovation, IATA will conduct a number of hackathons where ONE Order challenges will be posed to the community. These will allow ONE Order capable providers to participate and provide their ONE Order APIs and capabilities.</td>
</tr>
</tbody>
</table>

4.4 Adoption

4.4.1 Objective

The main objectives of the adoption pillar are to support the industry stakeholders in assisting the adoption of ONE Order in the industry. This will be measurable through the number of industry stakeholders that are ONE Order capable and certified.

4.4.2 Activities

<table>
<thead>
<tr>
<th>ONE Order documentation</th>
<th>Provide a comprehensive set of materials required for adopting the ONE Order standard. This includes, but is not limited to, XML schema examples and other supporting documentation.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specific Airline Engagements</td>
<td>Focused alignment sessions with airlines will be provided, allowing airlines to go into more details and address specific points. It also gives the opportunity for the airline to get aligned internally between different departments and divisions. Support airlines in business case exploration and understanding of benefits, costs and risks through facilitated sessions with the airlines.</td>
</tr>
<tr>
<td>IATA Workshop IT / Airlines</td>
<td>Regional airline workshops allow IATA to address region specific topics with regards to adoption and/or understanding of the program. Regional vendor sessions which will allow various vendors to present interested airlines their solutions and how they address specific challenges. This further gives the airlines the opportunity to discuss specific topics with the</td>
</tr>
</tbody>
</table>
vendors in an open forum. The vendor sessions also allow 1:1 sessions between industry entities and representatives.

**Facilitating Pilots**

IATA is encouraging the industry to participate in ONE Order pilots and supporting the facilitation thereof. IATA supports industry pilots by providing the framework, documentation, ONE Order schemas, sandbox access, etc. Pilots can be conducted by entities or between multiple entities. IATA supports the management of the pilots by facilitating matchmaking, providing templates, and with coordination between entities. As an outcome, IATA will provide a framework for industry stakeholders to be able to share their experiences with ONE Order in the public, identifying key lessons learned and showing the ONE Order value proposition.

**ONE Order Certification Program**

Create a certification program for ONE Order that will verify the ONE Order capability of an industry stakeholder by validating the schemas used within a given set of use cases provided by IATA. The results will be published in the certification matrix mentioned in the communications pillar.

**State of the Nation Campaign**

Gauge the level of ONE Order awareness and the preferred engagement channel and timelines across the industry (airlines, IT providers). This will be included in the yearly ONE Order report as mentioned in the communications pillar.

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**4.5 Transition**

**4.5.1 Objective**

The objective of the transition pillar is to support airlines and vendors in planning and executing the transition to ONE Order. The focus will be on both the interim period in which ONE Order and traditional processes work together, for example the capability to work with ETKTs and EMDs as well as orders, as well as for airlines working fully aligned to the ONE Order end state.

**4.5.2 Activities**

**Industry Transition Supporting Materials**

Support airlines in transition strategies and methodologies by supplying a Change Readiness Guide as well as defining best practices for the transition. These will be based on the transition architectures and methodologies as outlined in *“The Basic Guide to ONE Order”* and made available to all interested parties. These will outline both the hybrid model (traditional record management and ONE Order) as well as pure integration and implementation of ONE Order.

**Adapting and aligning to new IATA processes**

IATA will continuously explore and analyze the interaction between other IATA programs such as New Gen ISS, SIS and others to ensure synergies are gained and the programs benefit from each other in terms of knowledge sharing and process alignment.

**Transition experts group**

A group of industry experts will be defined which support airlines and involved entities in understanding the integration challenges and interpreting the best practices outlined above. This group may be tasked, for example, to explore an industry data mapping concept to support translation of PNR, ETKT and EMD records to ONE Order compliant message formats to support industry interaction between parties.
5 Roadmap 2018-2020

5.1 2020 Key success criteria

IATA has identified three milestone targets within the next three years against which to measure the progress of ONE Order.

2018 – Standards / Pilots

2019 - Certification

2020 – Initial Industry Capability

Figure 8 - IATA’s three major program steps for ONE Order

For 2018, the goal is to have a measure of the standard robustness, feasibility and readiness by having several ONE Order pilots being completed at industry level and an initial message version release. The pilots will provide support in substantiating the value proposition of ONE Order and making it tangible. The pilots will further drive initial feedback to the standards, thus evolving these to wider market readiness.

As of 2019, the plan is to create a framework to monitor the level of ONE Order capabilities of IT vendors, especially those entities that will provide the Order Management System on behalf of airlines. This translates into putting in place a methodology to validate their capabilities. The ONE Order certification in the adoption pillar will be a key tool to achieve this.

From 2020 and beyond the plan is to track how many pioneer airlines are ONE Order certified at industry level. In conjunction with adjacent activities, IATA will support and ease the road for pioneer airlines to embrace new standards and processes.
5.2 Roadmap 2018 to 2020

Figure 9 - IATA ONE Order Program Roadmap

5.3 Interdependencies

To broaden support and further build a solid foundation for the future of airline distribution, IATA is facilitating additional topics focused on user and risk management together with remittance and settlement processes. These are:

- Seller to Airline Settlement (current BSP\(^6\));
- Airline to Airline Settlement (current SIS and ICH\(^7\)).

In terms of revenues and monies processes, the largest of the three topics is IATA’s Billing and Settlement Plan (BSP). It is a framework facilitating the settlement of IATA airline funds held in trust by IATA travel agencies. Naturally it takes priority in investigating the feasibility and impact of ONE Order in this space, as the BSP currently has at its core the notions of ETKTs and EMDs. IATA is currently working on a project called “Settlement with Orders” sponsored by the IATA Financial Services Development (FinDev) working group, reporting to IATA’s Financial Committee (FinCom), with the aim to perform an impact analysis of ONE Order to the BSP and to design settlement processes based only on Orders.

The next step is to perform a similar action for the airline to airline interactions – current SIS and ICH IATA offerings/products, which, like the BSP, are built around ETKT and EMD concepts. The goal is to

\(^6\) See www.iata.org/bsp for further details
\(^7\) See www.iata.org/sis and www.iata.org/ich for further details
look at the opportunities and impacts ONE Order could present to airlines utilizing NDC interlining. There is already interest present in the industry on the possibility of replacing EMDs as a starting point in the interline ancillary’s remittance and settlement space.

5.4 From 2021 and beyond

As of 2021, it is expected that ONE Order will have progressed to a stage in which it is deployment-ready on a wider front. Furthermore, NDC will be mature both in standards and deployment in this timeframe, with a significant volume of transactions. This will allow IATA to release NDC and ONE Order programs to a combined Simplified and Enhanced Distribution capability, to be further supported by IATA governance.

In conclusion, it is safe to say that the 3-year program strategy as outlined in this document will provide proven standards and initial adoption of ONE Order. From 2021, it is expected that NDC will have reached a critical mass for adoption and the ONE Order standard will have been tested with several pioneer airlines. At that point, the stage will be set for the move towards mass rollout, for which the strategy has still to be defined by the industry.