e-AWB
Implementation Playbook
August 2018

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Manager, Digital Cargo
Table of Contents

General introduction to Digital Cargo ................................................................. 4
e-AWB progress status ....................................................................................... 17
e-AWB implementation steps ............................................................................ 25
Pre-requisite / Check the regulatory environment ................................................ 27
Step 1 / Join the Multilateral e-AWB Agreement ................................................ 28
Step 2 / Ensure your technology supports e-AWB .............................................. 30
Step 3 / Ensure high-quality electronic messages ................................................. 36
Step 4 / Ensure business processes are set ......................................................... 39
Step 5 / Roll out e-AWB ....................................................................................... 44
Step 6 / Report e-AWB shipments .................................................................... 55
Wrap up ............................................................................................................. 57
Digital Cargo @ IATA
Digital Cargo @ IATA

Our vision

To achieve a fully digitally connected and integrated air cargo supply chain

Our mission

We lead the industry with end-to-end supply chain collaboration on development of innovative technology streamlined processes and global standards
IATA supports Digital Cargo implementation by developing industry standards and offering guidance and tools that facilitate the adoption of new initiatives.

**Workshop & conference**
Beyond the World Cargo Symposium, IATA organizes the annual e-Cargo Conference in Geneva and regular e-HCargo workshops at the local levels. During those events, attendees benefit from a thorough understanding of new Digital Cargo initiatives and the ability to network with subject matter experts and other industry colleagues. IATA also organizes regular eAWB360 workshops to support the e-AWB adoption.

**Solution**
To support the digital transformation of the air cargo industry, IATA developed a range of solutions aiming to help the entire supply chain actors moving towards a paperless way of working:
- Matchmaker
- Cargo-XML AutoCheck
- Message Improvement Program
- eAWBLink

**Business Process & Standard**
In order to remove paper and use electronic messages, it is necessary to have common and clear business process and standards, which are the foundations of Digital Cargo initiatives. IATA is driving business process and standard setting activities gathering the industry in workgroups and governance bodies.

**Technology**
Moving to Digital Cargo requires changes in the technologies used by the air freight stakeholders. IATA facilitates understanding of key IT requirements necessary to support Digital Cargo projects, and offers guidance with regard to solutions and services available on the market.
Digitization of the air cargo industry

In 2017, more than 50% of the global air trade rely on paper-based processes. A shipment can generate up to 30 paper documents and many of the processes, such as track & trace, still depend on human intervention.

Each year, more than 7,800 tons of paper documents are processed, the equivalent of 80 Boeing 747 freighters filled with paper.
e-Freight: designed to fulfill the vision

e-Freight is an industry-wide program that aims to build an end-to-end paperless transportation process for air cargo made possible with regulatory framework, modern electronic messages and high quality of data.

e-Freight is part of the StB Cargo program aiming at making air cargo easier, smarter and faster. The program portfolio holds 6 projects with the objective to accelerate change in the areas of digitization, visibility and safety.
## e-Freight benefits

The ultimate goal of the e-Freight program is to bring benefits for the air cargo industry.

<table>
<thead>
<tr>
<th><strong>Operational efficiency</strong></th>
<th><strong>Cost effectiveness</strong></th>
<th><strong>Data quality</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>e-Freight brings operational efficiency through the reduction of the end to end processing time (up to 24h)</td>
<td>e-Freight brings cost effectiveness through the reduction of document processing and archiving costs</td>
<td>e-Freight improves data quality and accuracy (e.g. auto-checks, mandatory fields, …)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Innovation</strong></th>
<th><strong>Sustainability</strong></th>
<th><strong>Regulatory compliance</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Standardization and digitization are key enablers for the development of new innovative services and solutions, thus increasing the value of the air freight to shippers (e.g. real time status update)</td>
<td>e-Freight will eliminate more than 7,800 tons of paper documents annually, the equivalent of 80 Boeing 747 freighters filled with paper</td>
<td>e-Freight implementation facilitates compliance to international and local regulations (e.g. facilitate Advance Electronic Information (AEI) requirements for security purpose)</td>
</tr>
</tbody>
</table>
The 3 pillars of the e-Freight program

Initiated by IATA in 2006, the program became an industry-wide initiative involving carriers, freight forwarders, ground handlers, shippers, customs brokers and customs authorities.

The e-Freight roadmap outlines a shared end-to-end industry approach with clear leadership roles, around three core components, or "pillars"

1. Customs documents
   Engaging regulators and governments worldwide to create an ‘e-freight route network’ with fully electronic customs procedures and where regulations support paperless shipments

2. Transport documents
   Working collaboratively within the cargo supply chain to digitize the core industry transport documents, starting with the Air Waybill (AWB)

3. Commercial & Special cargo documents
   Developing a plan to digitize the commercial and special cargo documents typically accompanying airfreight today, in or outside of the ‘Cargo pouch’
The scope of e-Freight covers **20 documents** supported by **12 Cargo XML message standards**.

**Scope of e-Freight documents**:
- Export Goods
- Export Cargo
- Customs Release
- Import Goods
- Import Cargo
- Customs Release
- Customs Release
- Import

**Customs documents**:
- Certificate of Origin
- CITES Certificate
- Shipper’s Dangerous Good Declaration

**Commercial documents**:
- Invoice
- Letter of Instruction
- Packing List
- House Air Waybill

**Transportation documents**:
- House Manifest
- Master Air Waybill
- Flight Manifest
- Transfer Manifest
- Transit Declaration
- Freight Book List
- Consignment Security Declaration

**Special Cargo documents**:
- Export Goods
- Import Goods
- Export Cargo
- Import Cargo
- Customs Release
- Customs Release
- Import

**Cargo XML Messages supporting the e-Freight program**:
- XML Waybill (XFWB)
- XML House Waybill (XFZB)
- XML House Manifest (XFHL)
- XML Flight Manifest (XFFM)
- XML Freight Booked List (XFBL)
- XML Status Message (XFSU)
- XML Custom Status Notification (XCSN)
- XML Shippers Declaration for DG (XSDG)
- XML Certificate of Origin (XCOO)
- XML Packing List (XPCL)
- XML Invoice (XINV)
- XML Shippers Letter of Instruction (XSLI)
The Air Waybill: 1st step toward e-Freight

The Air Waybill (AWB) is a critical air cargo document that constitutes the contract of carriage between the “shipper” and the “carrier” (airline).

It is governed by IATA Resolution 600a “The Air Waybill” and 600b “Air Waybill Conditions of Contract”
The electronic Air Waybill (e-AWB) is the **electronic contract of carriage** between the “**shipper**” and the “**carrier**” (airline)

- The Electronic Air Waybill Resolution 672 (MeA) **removes** the requirement for a paper Air Waybill
- The **original transportation contract** is electronic (shipment record)
- There is **no longer a need** to print, handle or archive the paper AWB simplifying the air cargo process
Paper AWB versus electronic AWB

The 2 components of an AWB can be found both in the paper and in the electronic worlds.
In August 2018, the Air Cargo industry processed more than 2.4 million Air Waybills (AWBs).

The industry is driven by three main regions representing 75% of the AWBs: Europe, Asia Pacific and North Asia.
The global e-AWB penetration reached **54.2%** on the legally feasible trade lanes (~ 68% of the AWBs)
TOP performers / August 2018

The e-AWB monthly update (pdf) lists the top participating countries, airports, airlines, and freight forwarders.

For more insight on the e-AWB performance at airport level, check out the Top 100 Airports monthly report (pdf).
### e-AWB adoption / main challenges

In December 2017, the **global e-AWB penetration reached 52.6%** on the feasible trade lanes, a shortfall of 9.4 p.p. against the industry target of 62%. Main challenges are:

<table>
<thead>
<tr>
<th>Category</th>
<th>Challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regulatory constraints</td>
<td>• e-AWB is not possible in all airports and all trade lanes due to regulatory limitations</td>
</tr>
<tr>
<td>Lack of harmonization</td>
<td>• e-AWB procedures are not harmonized between freight forwarders, airlines and ground handling agents in key airports where e-AWB is live</td>
</tr>
<tr>
<td>Technology limitation</td>
<td>• Many of the SME forwarders do not have the technical capability/EDI enabled systems to enable them to transmit shipment data to airlines</td>
</tr>
<tr>
<td></td>
<td>• Some large forwarders face the same issue: their local branches are the result of SME forwarders acquisition and their IT system have not been aligned with the rest of the company</td>
</tr>
<tr>
<td>Complex process</td>
<td>• Perceived complexity to do e-AWB for forwarders dealing with multiple airlines</td>
</tr>
<tr>
<td>Maturity threshold</td>
<td>• Some markets reached a certain level of maturity where major actors (airlines / freight forwarders) already achieved the biggest potential</td>
</tr>
</tbody>
</table>
In order to address the **e-AWB adoption challenges** and to **accelerate the growth** in the penetration rate, the following supporting **initiatives** have been identified in 2017 and will be continued and strengthened in 2018:

- **Expand number of trade lanes where e-freight and e-AWB are possible**
  - Continue the government supported e-freight initiatives in key locations

- **Harmonize e-AWB procedures in key airports across forwarders airlines/GHA**
  - Complement the list of SOPs at e-airports (especially airports to be included in the 2018 eAWB360 roadmap)
  - Developed an e-AWB Global Standard Operating Procedure (SOP)

- **Facilitate adoption by SME forwarders**
  - Launch on November 8th 2016 of an e-AWB desktop solution for Small and Medium sized Freight Forwarders (eAWBLink), low-cost alternative to existing solutions

- **Provide implementation guidance and materials**
  - Developed an implementation playbook to support the adoption of e-AWB

- **Coordination efforts of industry in key e-airports**
  - Strengthen the e-AWB penetration rate in the existing eAWB360 airports
  - Deploy eAWB360 initiatives at additional airports (in particular in Europe)
2018 e-AWB industry target: 68%

Based on the historical achievement, the forecasting model shows that an e-AWB penetration rate of 68% can be achieved by end of 2018.
Implementing e-AWB in 6 steps

The following **6 steps** are key to ensure the success of an e-AWB implementation

1. Join the Multilateral e-AWB Agreement
2. Ensure your technology supports e-AWB
3. Ensure high-quality electronic messages
4. Ensure business processes are set
5. Roll out e-AWB
6. Report e-AWB shipments

As a prerequisite, please verify that local regulations authorize the use of e-AWB as a contract of carriage between the “shipper” and the “carrier”
The use of e-AWB as a means to establish the contract of carriage is only recommended on feasible trade lanes. In August 2018, the feasible trade lanes represented 68% of the AWBs.

Feasible trade lane is defined as such when country of origin and country of destination ratified the same treaty - either the Montreal Protocol No. 4 of 1975 (MP4) or the Montreal Convention of 1999 (MC99).

The use of e-AWB as a contract of carriage between the “shipper” and the “carrier” may also depend on government authorities recognizing and accepting the e-AWB.
Before starting e-AWB, Airlines and freight forwarders are required to sign the Multilateral e-AWB Agreement (MeA) following the below steps:

**Benefits**

- **Free of charge**
- Provides the necessary legal framework for establishing electronic cargo contracts (e-AWB)
- Avoids the need to negotiate numerous bilateral e-AWB agreements with Airlines
- Enables to do e-AWB with all participating Airlines

**Freight Forwarders process**

1. Complete and submit the Online Joining Form
2. Receive the Agreement by e-mail from IATA Cargo
3. Review and e-sign the Agreement
4. Receive Final agreement after counter-signed by IATA
5. Freight Forwarder will be listed as party to the MeA

**Airlines process**

1. Download and read the Resolution 672
2. Download, fill-in and sign the Resolution 672, Attachment ‘D’
3. Send the Airline Submission Form to IATA
4. Airline to be listed as party to the MeA

Participating Airlines and Freight Forwarders are listed on the IATA website. For more info, please visit: [www.iata.org/eawb-multilateral](http://www.iata.org/eawb-multilateral)
Step 2 / Ensure your technology supports e-AWB
Step 2 / e-AWB messaging capability

Communicating effectively requires Freight Forwarders, Airlines and GHAs to exchange standard messages.

The Resolution 670 rules the Cargo electronic data interchange message standard, supported by the recommended practice 1670 (Carriage of Cargo using Electronic Data Interchange), the recommended practice 1672 (Cargo-Fact/Cargo-IMP Message Standards) and the recommended practice 1675 (Cargo-XML Message Standards).

The table below describes the different messages as per the 2 IATA message standards – Cargo-IMP and Cargo-XML:

<table>
<thead>
<tr>
<th>Message type</th>
<th>Cargo-XML</th>
<th>Cargo-IMP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air Waybill message</td>
<td>XFWB</td>
<td>FWB</td>
</tr>
<tr>
<td>Status Update message</td>
<td>XFSU</td>
<td>FSU</td>
</tr>
<tr>
<td>(Freight on Hand - FOH, Ready for Carriage - RCS)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Error message</td>
<td>XFNM</td>
<td>FNA</td>
</tr>
<tr>
<td>Message Acknowledgment</td>
<td>XFNM</td>
<td>FMA</td>
</tr>
</tbody>
</table>

Cargo-IMP message standard is no longer maintained since 2014. IATA recommends to use standard IATA Cargo-XML to exchange electronic information along the air freight supply chain as the alternative to IATA Standard Cargo-IMP.

For more information, please visit: [www.iata.org/cargo-xml](http://www.iata.org/cargo-xml)
Step 2 / The industry can support you

Our IATA Strategic Partners can support you to implement your e-AWB capability

The details of our IATA Strategic Partners profile and areas of expertise are available at http://www.iata.org/about/sp/Pages/partners.aspx

Please filter “Area of Involvement” to Cargo Electronic Messaging
Step 2 / eAWBLink by IATA

Are you looking for an easy-to-use eAWB tool?

**eAWBLink** is a low-cost desktop solution designed to enable Small and Medium Freight Forwarders to create, send and manage electronic shipment data.

### Why Use eAWBLink?
- Reduces processing costs
- Enhances quality
- Improves productivity and reliability
- Enables shipment tracking
- Facilitates Regulatory Compliance
- Track performance

### Benefits
- Single window to over 120 carriers
- Easy to use
- Compliant with IATA standards
- Avoids manual processes
- Affordable
Step 2 / eAWBLink features

1. Profile management
2. Document preparation
3. Security
4. Track + trace
5. Data analysis

End-to-end e-AWB process

User management
Customer management
Stock management

e-AWB
e-HAWB
e-House Manifest

e-CSD

FSU FOH (On hand)
FSU RCS (Accepted)
FSU DEP (Departed)
FSU ARR (Arrived)
FSU RCF (Received from flight)
FSU NFD (Notified)
FSU DLV (Delivered)

Monthly usage reports

Back to Table of Contents
eAWBLink connect with 120+ Airlines using IATA standard Cargo-XML and Cargo-IMP messages.

Visit [www.iata.org/eawblink](http://www.iata.org/eawblink) for more information. Contact eawblink@iata.org for any enquiries.
Step 3 /
Ensure high-quality electronic messages
Step 3 / Understand the quality issues

Ensuring the high quality of the electronic message is a key enabler toward a full paperless process. The main causes of quality issues are:

- Invalid or missing data
- Message syntax error
- Cargo system not configured properly (message integration, print layout)
- Message not sent in time
Step 3 / Improve the message quality

To address the main quality issues the following best practices are encouraged:

**Build phase**
- Start the roll-out with a pilot
- Define test cases based on real life shipment to ensure all the mapping tables are properly configured
- Test the message integration in the systems to avoid message rejection
- Perform FNA/XFNM analysis as a basis for the root cause analysis
- Print and compare the results to identify truncated information issues

**Run phase**
- Perform FNA/XFNM analysis as a basis for the root cause analysis
- Monitor the message arrival time to ensure message arrive on time
- Automate the sending process to avoid late message due to human error
- Airlines and Freight forwarders to work closely to address message content issues and define the appropriate action plan

IATA offers you to validate your Cargo XML message for free
For more info, please visit: [http://www.iata.org/cargo-xml-autocheck](http://www.iata.org/cargo-xml-autocheck)

Join the IATA Message Improvement Program (MIP) to have access to your free monthly messaging quality reports – Note that they are focus on the technical quality of the message and not on the content
For more info, please visit: [http://www.iata.org/MIP](http://www.iata.org/MIP)
Step 4 / Ensure business processes are set

Review your business processes, together with your business partners, to make sure they are adapted to the new paperless way of operating.

The SOP describes the operational steps that stakeholders of the air cargo supply chain need to follow when shipping air cargo in compliance with the e-AWB functional specifications.

The e-AWB Global SOP is available at: https://www.iata.org/whatwedo/cargo/e/eawb/Documents/IATA_eAWB_Global_SOP.pdf
Step 4 / A full paperless air cargo process

The below chart presents a simplified view of a paperless air cargo process using the main e-AWB messages.

Cargo iQ Members initially developed the Master Operating Plan (MOP) to support implementation of quality management processes and metrics. The MOP describes the key processes and sub-processes involved in transporting air cargo from shipper to consignee in a systematic and harmonized manner.

For more information, please visit: [http://www.iata.org/whatwedo/cargo/cargoiq/Pages/master-operating-plan.aspx](http://www.iata.org/whatwedo/cargo/cargoiq/Pages/master-operating-plan.aspx)
Step 4 / Why do we need a Single process?

The use of e-AWB is regulated by international treaties (MP4/MC99) and/or local laws.

- e-AWB is only authorized on feasible trade lanes. Outside of this regulatory framework, the use of paper AWB is still required. However, even within the right regulatory framework, paper AWB might be required by local authorities.

- Is it a feasible trade lane?
- In case of a feasible trade lane, do the local authorities require paper AWB?

With the Single process, the Freight Forwarder does not need to face these questions. It always sends an e-AWB to the Airline and the cargo is accepted without paper AWB, regardless of the trade lane. If required, the paper AWB can be printed by the Airline or the Ground Handler.
Regardless of the trade lane, the Freight Forwarder always sends an e-AWB to the Airline.

Freight Forwarder sends a XFWB/FWB message to Airline and delivers the Cargo without paper AWB, regardless of the trade lane.

Based on the trade lane and the local authorities procedures, Airline or Ground Handler determines whether a paper AWB is required.

**ECC:** If paper AWB is not required, the AWB is electronic and all the required information is in the system.

**ECP:** If paper AWB is required, Airline or Ground Handler prints the paper AWB on behalf of Freight Forwarder.

*Note: this can be done either at Origin, Transit or Destination*

In any case, the Freight Forwarder delivers the Cargo without paper AWB. All required information is sent through the XFWB/FWB message.
Step 5 / Define your e-AWB roll out strategy

Once your organization is ready from both the business processes and the IT perspective, you will need to define your e-AWB roll out strategy. Some area you may consider:

- Pilot vs Big Bang
- Home location vs remote locations
- High potential airports across several countries vs all airports within one country
- By freight forwarders / By airlines

To help the industry accelerate e-AWB adoption, IATA launched eAWB360, an industry call-to-action initiative, consisting of series of coordinated industry communication and engagement activities aimed at encouraging airlines, freight forwarders and ground handlers to adopt e-AWB.
eAWB 360

100% eAWB ADOPTION @ 50 E-AIRPORTS
eAWB360 – Community driven approach

HARMONIZED IMPLEMENTATION + SYNCHRONIZED COMMUNICATION

SINGLE PROCESS
eAWB360 Airlines commit to implementing Single Process

AIRPORT SOP
Common e-AWB SOP for GHAs at eAWB360 airports

COMMUNICATION
Coordinated and synchronized communication that e-AWB is the preferred means for shipping cargo from eAWB360 airports
eAWB360 – Synchronized communication

eAWB360 airlines need to send the **following core message** to their Freight Forwarder customers during the **same agreed week**

“We are switching over to e-AWB as the preferred means for shipping cargo to all destinations by using the e-AWB single process at ABC airport effective XYZ date.”

eAWB360 – Communication activities

eAWB360 communication rely on two key components

1. Participating Airlines send the same core message to their customers

2. After Airlines communication, a joint statement will be issued by industry associations
eAWB360 – Engagement activities

**MeA CAMPAIGN**
MeA adoption campaign to increase number of MeA forwarders

**e-AWB WORKSHOPS**
Conduct e-AWB workshops to help MeA forwarders implement e-AWB

**eAWB360 EVENTS**
Conduct an eAWB360 event @ targeted airports to prepare forwarders for eAWB360
31 participating airlines at 37 airports
### 31 participating airlines at 37 airports

<table>
<thead>
<tr>
<th>Airport</th>
<th>Go Live Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>AMS - Amsterdam</td>
<td>01-Jan-16</td>
</tr>
<tr>
<td>CDG - Paris</td>
<td>01-Feb-16</td>
</tr>
<tr>
<td>FRA - Frankfurt</td>
<td>01-Feb-16</td>
</tr>
<tr>
<td>DXB - Dubai</td>
<td>01-Mar-16</td>
</tr>
<tr>
<td>JNB - Johannesburg</td>
<td>01-Mar-16</td>
</tr>
<tr>
<td>LHR - London</td>
<td>01-Mar-16</td>
</tr>
<tr>
<td>MXP - Milan</td>
<td>01-Mar-16</td>
</tr>
<tr>
<td>SIN - Singapore</td>
<td>01-Mar-16</td>
</tr>
<tr>
<td>ZRH - Zurich</td>
<td>01-Mar-16</td>
</tr>
<tr>
<td>HKG - Hong Kong</td>
<td>01-Jun-16</td>
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<tr>
<td>TUL - Montreal</td>
<td>01-Jun-16</td>
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<tr>
<td>VIE - Vienna</td>
<td>01-Jun-16</td>
</tr>
<tr>
<td>YUL - Montreal</td>
<td>01-Jun-16</td>
</tr>
<tr>
<td>YVR - Vancouver</td>
<td>01-Jun-16</td>
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<tr>
<td>YYZ - Toronto</td>
<td>01-Jun-16</td>
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<td>DFW - Dallas</td>
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<td>JFK - New York</td>
<td>01-Jul-16</td>
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<td>ORD - Chicago</td>
<td>01-Aug-16</td>
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<td>ATL - Atlanta</td>
<td>01-Sep-16</td>
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<td>DOH - Doha</td>
<td>01-Sep-16</td>
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<tr>
<td>MIA - Miami</td>
<td>01-Sep-16</td>
</tr>
<tr>
<td>GVA - Geneva</td>
<td>01-Oct-16</td>
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<tr>
<td>LAX - Los Angeles</td>
<td>01-Oct-16</td>
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<tr>
<td>BSL - Basel</td>
<td>01-Mar-17</td>
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<tr>
<td>CPT - Cape Town</td>
<td>01-May-17</td>
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<tr>
<td>JED - Jeddah</td>
<td>01-Jun-17</td>
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<td>MAD - Madrid</td>
<td>01-Jun-17</td>
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<td>NBO - Nairobi</td>
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<td>IAH - Houston</td>
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<td>MUC - Munich</td>
<td>01-Aug-17</td>
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<td>SEA - Seattle</td>
<td>01-Sep-17</td>
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<td>SFO - San Francisco</td>
<td>01-Sep-17</td>
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<td>BOS - Boston</td>
<td>01-Oct-17</td>
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<tr>
<td>BRU - Brussel</td>
<td>01-Oct-17</td>
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<tr>
<td>CAN - Guangzhou Baiyin Int'l Airport</td>
<td>16-Oct-17</td>
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<tr>
<td>PVG - Pudong International Airport</td>
<td>16-Oct-17</td>
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<tr>
<td>TPE - Chiang Kai Shek</td>
<td>01-Sep-17</td>
</tr>
<tr>
<td>NRT - Narita</td>
<td>01-Nov-17</td>
</tr>
<tr>
<td>ICN - Incheon</td>
<td>01-Dec-17</td>
</tr>
</tbody>
</table>
Step 6 / Report e-AWB shipments

Participating Airlines can report e-AWB shipments through the Message Improvement Program (MIP)

The detail of the data flow and file specification is documented in the e-Freight MIP Strategy document. This document is available at: http://www.iata.org/whatwedo/cargo/e/Documents/e-freight-mip-strategy.pdf
e-AWB implementation - Wrap up

1. Join the Multilateral e-AWB Agreement
   - Start your journey on [www.iata.org/eawb-multilateral](http://www.iata.org/eawb-multilateral) to join the Multilateral e-AWB Agreement

2. Ensure your technology supports e-AWB
   - Ensure your organization is capable of sending and receiving Cargo-XML or Cargo-IMP messages
   - Consider the use of eAWBLink on [www.iata.org/eawblink](http://www.iata.org/eawblink)

3. Ensure high-quality electronic messages
   - Ensure your system produce high quality messages
   - Validate your Cargo XML message for free on [http://www.iata.org/cargo-xml-autocheck](http://www.iata.org/cargo-xml-autocheck)
   - Join the Message Improvement Program (MIP) on [http://www.iata.org/MIP](http://www.iata.org/MIP)

4. Ensure business processes are set
   - Engage with your business partners
   - Agree on a standard business processes and think Single process
   - Comply with the Standard Operating Procedures (SOP) where applicable. The list of applicable SOP are available at: [http://www.iata.org/e-awb](http://www.iata.org/e-awb)

5. Roll out e-AWB
   - Define your e-AWB roll out strategy
   - Airlines to activate Freight Forwarders in Matchmaker
   - Consider to join an eAWB360 initiative. More info available at [http://www.iata.org/eAWB360](http://www.iata.org/eAWB360)

6. Report e-AWB shipments
   - Report your e-AWB shipments through the Message Improvement Program (MIP)