CCC

Copyright Clearance Center

atpco
routehappy

Company
ATPCO

Industry
Publishing

Location
Global

About
ATPCO provides the world's leading technology, pricing, and shopping data to airlines, global distribution systems, travel agencies, and tech companies. To fuel the future of air travel and lead the industry into the next generation of distribution, the organization is empowering the smart connection of all content through all channels while serving as the airline industry's trusted partner in driving innovation, reducing complexity, and delivering network economics to the entire ecosystem through standards and effective governance. As an industry organization, owned by airlines and run for profit but also run to cost, ATPCO operates economically with funding from the airlines of just $1 for every $7,500 in passenger revenue.

For more information visit aptco.net.

CCC helps ATPCO build an enterprise content services platform vision

ATPCO plays a vital role in the worldwide airline industry by driving and documenting the standards behind automated pricing for airfares and fees and for other passenger services such as baggage and amenities.

These standards provide a mechanism to ensure consistent pricing for each individual airline from the approximately 100,000 travel agencies that book flights for travelers with the 400+ airlines across the globe.

The standards comprise more than 200 documents and 5,000 data elements, all of which ATPCO must organize in a way that makes them easy to use for airlines and travel services, as well as for the organization's standards experts, who author and update the standards.

"Other potential partners we spoke with took a solutionsbased approach and presented their existing product set, or they told us they would be willing to build anything we wanted. But we needed advice on what to build, and we wanted a partner who could consult on all the components that go into a content services platform—from both the audience perspective and the author/editor perspective. That's exactly what CCC offered," said David Smith, Certified Standards Professional, ATPCO.

The challenge

In 2019, David Smith, a certified standards professional and ATPCO veteran, became the organization's first Head of Standards & Governance. One of Smith's primary responsibilities was to modernize ATPCO standards in order to drive greater agility and usability of the standards, and to preserve the knowledge of ATPCO's standards experts.

"Since our launch more than 50 years ago, we have been recognized for the quality of our standards in the airline industry," Smith says. "We want to further elevate our reach by making it easier to consume the standards—particularly for new people coming into the industry who oversee pricing policies for airlines and travel services. This is also important to us internally as we bring new standards experts on board. We want them to be able to jump right in when they are reviewing the standards."

As Smith took on the challenge, it became clear that he needed to assess the four dimensions of people, process, content and technology, in order to develop the plan. He also realized that the way the standards content was structured and stored would be essential to his success.

Three core objectives

1 **Inventory assets**

As recommended by the Society for Standards Professionals (SES), Smith planned to inventory ATPCO's assets. This inventory activity included categorizing assets across all four dimensions. From there, Smith took an industry-agnostic approach to determine what ATPCO needed to develop a modern standards program backed by a content services platform.

2 **Chart a course to move the standards to a content services platform**

Smith felt it would be helpful to collaborate with a partner who could offer expertise in developing the plan, as well as provide industry-leading practices for standards development. "We value the perspective of someone from outside the airline industry who can guide us in creating a blueprint for designing the content services platform we required," Smith explains. "Before simply implementing a solution, we needed a path for how to get there. This was key for both our standards team as well our senior leadership team, who needed to be completely on board about the value to the industry."

3 **Find a partner who offers a consultative approach**

Smith found the right partner for ATPCO at an SES conference. He met a team from Copyright Clearance Center, Inc. (CCC) who offered a comprehensive consultative approach to develop all facets of a content services platform by considering the people, process, and content, in addition to technology.

Vision Mapping Framework

CCC's proven Vision Mapping framework provides organizations with the support they need to better articulate their current content management challenges and their ideal future state.

Through a Vision Mapping workshop, we help you answer three key questions and provide you with recommendations that will help you deliver the answers.

Strategic: Where am I going and where should I start?

Change: How do we need to change what we do to get there?

Operational: What do I need to put in place to get going?

Our Vision Mapping framework enables you to access our wealth of knowledge and expertise and provide insight to help develop an approach that will align with your success criteria and goals.

> CCC provided a solution-agnostic look at our assets, and we liked how their approach allowed us to segment and evaluate our existing assets," Smith says. "They also gave us an armory of tools we can source from any provider, depending on our priorities and budget. CCC is unique because they worked with us to create a strategic framework, helping us engage our management team on the value of investing in a standard process over time."

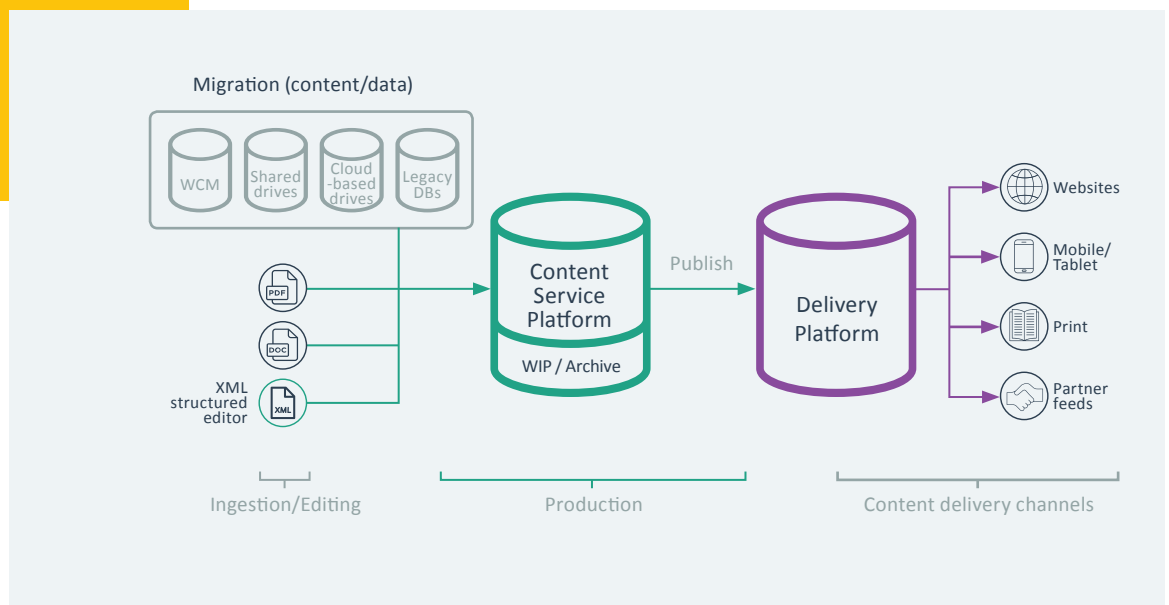**David Smith**
Head of standards
& Governance

The solution

Leveraging a technology-agnostic management consulting approach along with insights from previous engagements involving the management of standards content, CCC conducted a two-day workshop with a cross-functional ATPCO team. CCC applied its proven Vision Mapping framework to the challenges, allowing ATPCO to develop its high-level program requirements, identify areas ready for process automation and streamlining, and generate a long-term vision to leverage the appropriate enabling technologies. All of these were produced within the context of ATPCO's unique position in the airline industry, the organization's digital readiness, and their future vision of standards and the standards organization.

With CCC's help, ATPCO can now apply the requirements and a roadmap to the content services platform it will eventually implement. CCC also provided recommendations on the project implementation schedule, managing outsourced development vs. in-house development, resource requirements, and a holistic strategy that covers content, people, processes, and the content services platform.

By working with CCC to develop a blueprint for the content services platform, ATPCO also picked up ideas to create a more agile standards development process—where the organization focuses on producing "minimum revisable units" of content. This approach will enable ATPCO to commit to delivering standards to the industry faster.

"As a quick win, we're now chunking our data, so we no longer have to scrutinize entire documents," Smith points out. "And we're managing pieces of data in a smarter way by removing jargon and avoiding formats that are a barrier to learning. We're also making it easier for our experts to do what they are good at—writing the highest-value pricing and retailing automation standards for the airlines and our travel agency customers."

Migration (content/data)

WCM · Shared drives · Cloud-based drives · Legacy DBs

PDF · DOC · XML structured editor

Content Service Platform — WIP / Archive

Publish

Delivery Platform

Websites · Mobile/Tablet · Print · Partner feeds

Ingestion/Editing · Production · Content delivery channels

> "We do not have the expertise in-house for devising the processes, nor do we have the required resource bandwidth for producing the vision, roadmap and requirements of a content services platform. Finding a partner like CCC was critical to our success."

The results

By collaborating with CCC, ATPCO was able to develop a blueprint built upon industry standards that details the tools required to execute the plans in a much faster timeframe.

"This will enable us to efficiently manage complex workflows and avoid the risk of going down the wrong path," Smith says. "The final plan is also technology-agnostic and usable for any number of content technologies we may choose to deploy."

A clear picture of how to structure ATPCO standards

CCC also advised on industry-leading process and content-management practices within the standards and publishing industries. ATPCO now has a clear picture of how to structure its planned content services platform and how to leverage authoring tools.

"Another benefit we received by going through the Vision Mapping process with CCC is that they confirmed our standards are fit-for-purpose," Smith adds. "We also validated our content is solid, and that the path we are taking to digitization is a good one."

An enhanced industry reputation

By collaborating with CCC, ATPCO has made it easier to communicate to all stakeholders—airlines, travel agencies, internal management and standards teams—what the organization is planning to do and how it will achieve those milestones. "The progress we have made is underscored by an industry magazine that recently referenced us as an airline industry standards platform," Smith emphasizes. "That shows how our reputation and reach in the industry is being enhanced as our standards become part of the common language."

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About CCC

A pioneer in voluntary collective licensing, Copyright Clearance Center (CCC) helps organizations integrate, access, and share information through licensing, content, software, and professional services. With expertise in copyright and information management, CCC and its subsidiary RightsDirect collaborate with stakeholders to design and deliver innovative information solutions that power decision-making by helping people integrate and navigate data sources and content assets.

Learn more

Learn more about our licensing, content, and data solutions:

✉ copyright.com
🌐 solutions@copyright.com