



INTRODUCTION OF E-TICKETING

IATA Issues 'Last Call' for Paper Tickets

By: Rifqa Alameddin
ID: 041515

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E-Ticketing

INTRODUCTION

This essay discusses IATA's last call for paper tickets and its introduction of online ticket booking, inviting all airports and airlines to implement it. It also discusses the effects of such endeavour, the benefits, sought management conflicts and perceived risks.

To explore the elements above, we shall first get introduced to the airport both physical and administrative structure.

Airport and Structure

As defined by [Wikipedia](#) website, an airport is a facility where aircraft such as airplanes, helicopters, and blimps operate. An airport minimally consists of at least one surface such as a runway, a helipad, or water for take offs and landings, and often includes buildings such as hangars and terminal buildings.

Additionally, larger airports may have a variety of facilities and infrastructure.

(<http://en.wikipedia.org/wiki/Airport>, Jan. 6, 08)

In terms of administrative structure, and in addition to the top management, airports usually include the following departments:

- Corporate Affairs
- Operation Control Centre
- Information Technology
- Procurement and Logistics
- Human Resources
- Accounting & Finance
- Flight Operations
- Air Traffic Services
- Cargo
- Engineering and Maintenance
- Network Management and Alliance
- Airport Services
- Passenger Services
- Safety and Security
- Public Relations
- Corporate Quality Management
- Legal Affairs

(<http://www.rj.com/AboutUs/OurCompany/RJManagement/tabid/124/Default.aspx>, Jan. 15, 08)

The concept 'e-ticketing' is new to the aviation industry, so what is e-ticketing and how does it affect the business?



E-Ticketing

E-Ticketing

According to [Wikipedia](#) website, an electronic ticket or e-ticket is used to represent the purchase of a seat on a passenger airline, usually through a website or by telephone. This form of airline ticket is rapidly replacing the old paper tickets. Where paper tickets are still available, airlines frequently charge extra for issuing them. E-tickets are also available for certain entertainment venues. Once a reservation is made, an e-ticket exists only as a digital record in the airline computers. Customers usually print out a copy of their receipt which contains the record locator or reservation number and the e-ticket number.

(http://en.wikipedia.org/wiki/Electronic_ticket, Jan. 6, 08)

IATA'S DIRECTION TOWARDS E-TICKETING

E-ticketing (ET) is one of the most significant opportunities to reduce costs and improve passenger convenience. It reduces ticket processing charges, eliminated the need for paper and allows greater flexibility to the passenger and the travel agent to make changes to the itinerary.

(<http://www.iata.org/stbsupportportal/et/>, Jan. 6, 08)

Such an endeavour is a major transformation for airports and airlines work processes, so why and how should their managers respond to such a call?

Airports' Managers' Response – WHY?

Airport Managers as well as Airline Managers feel obliged to respond to this call.

The document “Six Steps to Full E-ticketing” prepared by IATA and published on its web, answers this question. According to [IATA](#), after this date airlines will not be able to have neutral (IATA provided) paper tickets issued by travel agents in any IATA BSP. For journeys which cannot be ticketed with an ET, airlines need to provide their own dedicated paper stock for agents, or request that the agent issues an MPD as pre-payment for the airline to issue a paper ticket. This also applies to any interline journey for which an ET cannot be issued due to the lack of Interline ET agreements by the issuing airline with all the airlines participating in the journey.

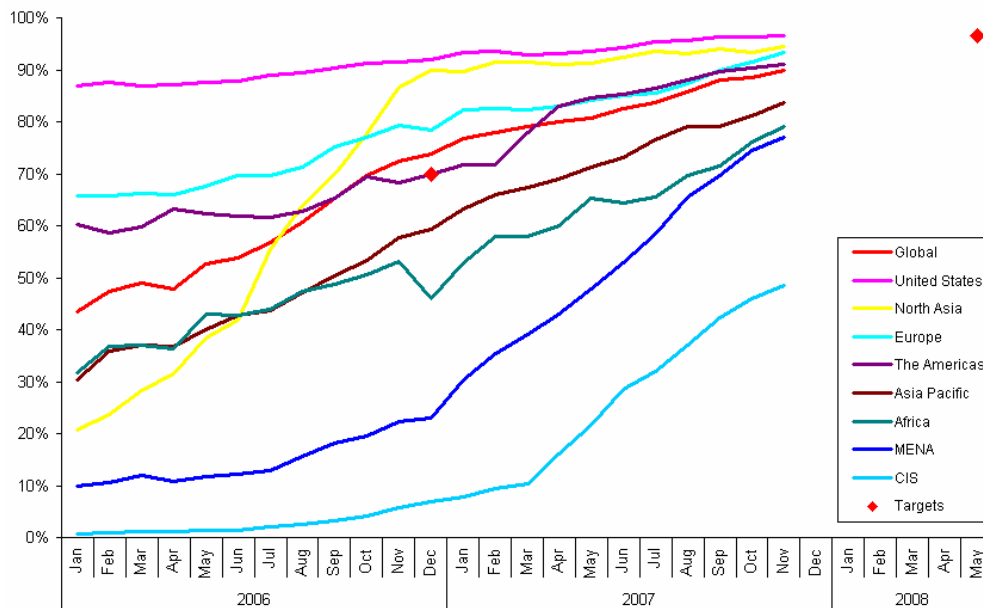
When we asked Mr. Muhammad Al-Azab, Senior Officer at RJ's E-Business department, about his opinion, he explained that airlines and airports whom are members of IATA are obliged to abide with IATA's initiatives, rules and calls. He also explained that the stock of paper tickets will no longer be available; thus those who do not wish to join the call will have to manage on their own.

Answering IATA's call for e-ticketing was indeed obvious; because as on today, January 15, 2008, the penetration rate of e-ticketing is 90%. Very few airlines are left behind.



E-Ticketing

ET penetration - Split into regions by base country of airlines



(source: http://www.iata.org/stbsupportportal/et/et_penetration_tracker.htm)

Airports' Managers' Response – HOW?

IATA has taken a leading role in developing industry standards and providing education opportunities for the expansion of electronic ticketing and specifically interline electronic ticket. It has provided all possible supporting documents on its website for airports and airlines joining the e-ticketing endeavour, from step by step guides, to training presentations, regular updates and outlines of requirements for such an introduction.

Airports and airlines management will need to revisit all work processes in all business functions before it fully becomes ready for the implementation phase. Managers will also have to develop strategy and target date for elimination of all other paper tickets from the passenger process, they will need to follow the common standards defined by IATA to enable exchange of e-tickets between alliances, and they will sure need to sign e-ticketing agreements with IATA as well as other airlines.

BENEFITS OF E-TICKETING

According to [IATA](#) and [SITA](#) these are the general benefits from implementing the e-ticketing:

For the passenger e-tickets bring an array of benefits, no physical tickets to hold on to during a trip, no "lost" tickets, easier modification of ticket itineraries, and faster check-in at the airport at self-service kiosks. This means stress-free ticketing!

For the travel agent, electronic ticketing will allow them greater opportunities to manage the corporate travel experience by being able to make changes to the actual ticket whilst the customer is on the telephone. ET eliminates all the constraints linked to paper; no more paper stock to manage or ticket printers to maintain. They can serve customers over a wider area, eliminate lost tickets, reduce distribution costs and lower the chance of fraud.



E-Ticketing

For airlines, e-tickets are cheaper to process, provide higher levels of customer service, and are easier to sell through different channels, remain under airline control, facilitate quicker revenue recognition and reduce the opportunities for fraud.

From a business perspective, all business functions will basically benefit from e-ticketing.

Accounting & Finance Department:

- IATA processes 300 million paper tickets each year
- An e-ticket costs US\$1 to process
- Paper tickets cost up to US\$10 to process

So approximately 9 US dollars in savings could be made when one electronic ticket is issued instead of one paper ticket. Which means, with the 100% implementation of e-ticketing, the aviation industry would enjoy incredible cost saving up to around US\$ 3.0 billion per year; a simple calculation:

	Unit cost [US\$]	Qty.	Total cost [US\$]
e-ticket	1	300,000,000	300,000,000
paper ticket	10	300,000,000	3,000,000,000
Savings per year (US\$):			2,700,000,000



Operations Department

Operations Department, as well as all other departments will all benefit from the savings. The Operations process will be simplified as there will be:

- No more paper stock to manage or printers to maintain
- No more courier or mailing fees for sending tickets

Also, e-ticketing means smoother customer service:

- Enhanced passenger handling with automation for example, using kiosks, the Internet and mobile phones, thus service provided to more customers over a wider area
- Easier handling of last minute travel plans
- Elimination of lost and stolen tickets
- Maximization of agent productivity by turning call centres into revenue centres

E-ticketing also improves Service Delivery

- Support of alliance and partner airline interline e-ticketing requirements
- Provides ground handling options (I.e. where your airline provides ground handling services)
- Supports ground handling options (I.e. where your airline is ground handled)

On an Information Management level, e-ticketing also means simpler business processes, due to the:

- Automatic tracking of unused tickets
- Easier processing and less chance of fraud, especially with the service provider taking over
- Greater ease to process ticket changes and/or refund requests

On an Human Resource level, the introduction of e-ticketing opens door for staff training and development. It introduces new processes requiring new skills to be either learned or gained. Moreover, with the elimination of some processes, the administrative structure will therefore change.



E-Ticketing

Marketing wise, e-ticketing will introduce new methods of marketing, for example, online ticketing means people will be checking airlines websites more often – for the Marketing Department, advertising online will be an excellent chance and at cheaper costs.

E-TICKETS EFFECTS

E-tickets introduction brings with it effects as well as benefits. Such effects may include the management's decision to revisit their work process, carry out necessary changes, introduce new methodologies, face new challenges and so on.

According to (Omaish, 2007), RJ was affected by the introduction of e-ticketing and had to take various actions in implementing the e-ticketing in Jordan. These were undertaken on the different business functions levels. During the WebCast interview, Ms. Omaish outlined the effects of e-ticketing on RJ.

On a work processes level, covering all business functions, RJ started mapping its processes. RJ revisited all related areas and instated new procedures for the airport; the sales office, the finance, the reservation, especially when it comes to ET passengers behaviours, expected queries, what actions to be taken, how to re-accommodate their ET.

On operational and human resources level, RJ has created awareness – awareness presentations to all staff of the company in all different departments, then to official and governmental parties, gave them a complete idea about e-ticketing and how to expect passengers with e-ticketing to show at the airport with no paper ticket. RJ gave almost 50 presentations and since then they've produced a monthly newsletter about the ET circulated to all.

On the training aspect, and as soon as RJ had the system up and running at the desk environment, they started training classes to all out-stationed sales and reservation staff.

On a management commitment level, Ms. Omaish highlighted that as a result of this initiative, a higher management commitment arose and closer inter-relations between staff and management was clear.

Other effects on other business functions are as follows:

Operations Management:

- Operations Department will have to revisit its work process.
- The need arises to introduce new work flows at a faster speed.
- Operations might need to re-structure the ticketing area in the airport to install the new purchased electronic ticketing machines.
- New agreements will be signed for the e-ticketing machine's maintenance

Accounting & Finance:

- Accounting Department will also do business differently; data entry of paper tickets is eliminated and replaced by monitoring and control as well as electronic check of purchased tickets.
- Accounting Department will notice the revenue e-tickets will bring.
- Paper-ticket expenses are gone, yet costs of e-ticketing machines will occur in their assets

Human Resources:

- Human Resources Department will be busy with training courses to all its existing staff.
- New technical staff at a professional level will be hired.
- Staff development might be shared among the operational staff



E-Ticketing

Information Management:

- This is the area of Information Management; an e-ticketing department will be established.
- Specialised team will be hired and existing IT team will be trained on new machines and applications.
- Information Management will be easier with the databases IATA provides.
- The team must be up-to-date with all progress / challenges / emergencies

Marketing:

- The Marketing Department will have to focus more on raising people's awareness regarding how to use the e-ticketing and the date of implementation.
- It's the Marketing Department's role to do so through simplified ads.
- The Marketing Department will have a new initiative to market successfully and will need an extra budget for that.

POTENTIAL CONFLICTS / CHALLENGES

Some airlines and airport managers faced a number of conflicts and challenges while responding to such a call. (Omaish, 2007) outlines some conflicts that prohibited RJ from a 100% implementation of e-ticketing, such as:

- 4 War zone Stations in Iraq
- 1 Completely Manual Station in Khartoum
- 1 No back office facilities in Alexandria, and
- 1 Non operational now Al-Areesh

According to Omaish, other fall back issues were as follows:

Partners who didn't provide RJ with slots: For those partners who didn't give RJ a slot and will stop accepting RJ's paper tickets, RJ will look for alternate business opportunities in that region until we get those slots.

Out of scope issues / Open Items such as staff travel, Infants without seats, etc.

On the other hand, other potential conflicts airlines and airport should pay attention to would include misinterpretation of messages between them, system failure, viral attack to network and passengers misbehaviour or abuse of the system (Al-Azab, 2008).

In an interview with both Ms. Omaish and Mr. Al-Azab, they both agreed that the present status of the e-ticketing system of RJ being English speaking only could cause some conflict with other airlines in other countries who are restricted to other languages. Nevertheless, they confirmed that five new languages will be introduced in their online e-ticket system.



CONCLUSION

At the end of the interview with Ms. Omaish and Mr. Al-Azab, a rating sheet was shared with them and showed, according to their point of view, the following results:

Perceived usefulness:	%
Online ticketing will help people to save time	90
Online ticketing will make it easier for people to buy tickets	100
Perceived ease of use:	
Online ticketing will not confuse customers	90
It is easy to learn how to use the online ticketing	100
Trust:	
Making payments through the internet is secure	100
E-ticketing is not risky	95
People trust tickets purchased online	100
E-ticketing system safeguards customer's privacy	100
Facilitation:	
People have the resources required to buy e-tickets	85
People have the knowledge and language necessary to buy e-tickets	70

From the above, and from the RJ's perspective at least, we notice that the benefits of implementing e-tickets seem to be very high and with minimum risk involved. Like any e-business, the risk exists as long as hackers and system abusers exist.

CASE ANALYSIS

To analyse this case, the following tools were used:

- Research on the internet
- A visit and an interview to RJ's E-Business unit conducted
- A review of the WebCast discussion that was arranged by Michele McDonald, the editor and publisher of Travel Technology Update, along with interpretation of the recorded voice
- The rating sheet was prepared and shared with Ms. Omaish and Mr. Al-Azab, as illustrated in the conclusion section.
- A spray diagram outlining the case and the interconnectedness between its components



E-Ticketing

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Queen Alia International Airport: www.qaia.gov.jo/index.php, accessed 06 Jan. 6, 08

Royal Jordanian: <http://www.rj.com>

IATA: www.iata.org

Presentation and Web Cast:

<http://event.on24.com/eventRegistration/EventLobbyServlet?target=lobby.jsp&eventid=48962&sessionid=1&key=DF2C568EFA3CD480B1CA43C0FEC315F2&eventuserid=11236901>

Interview with Ms. Mai Omaish, Director E-Business, Royal Jordanian, and Mr. Mohammad Al-Azab, Senior Officer, Royal Jordanian

ANNEXES

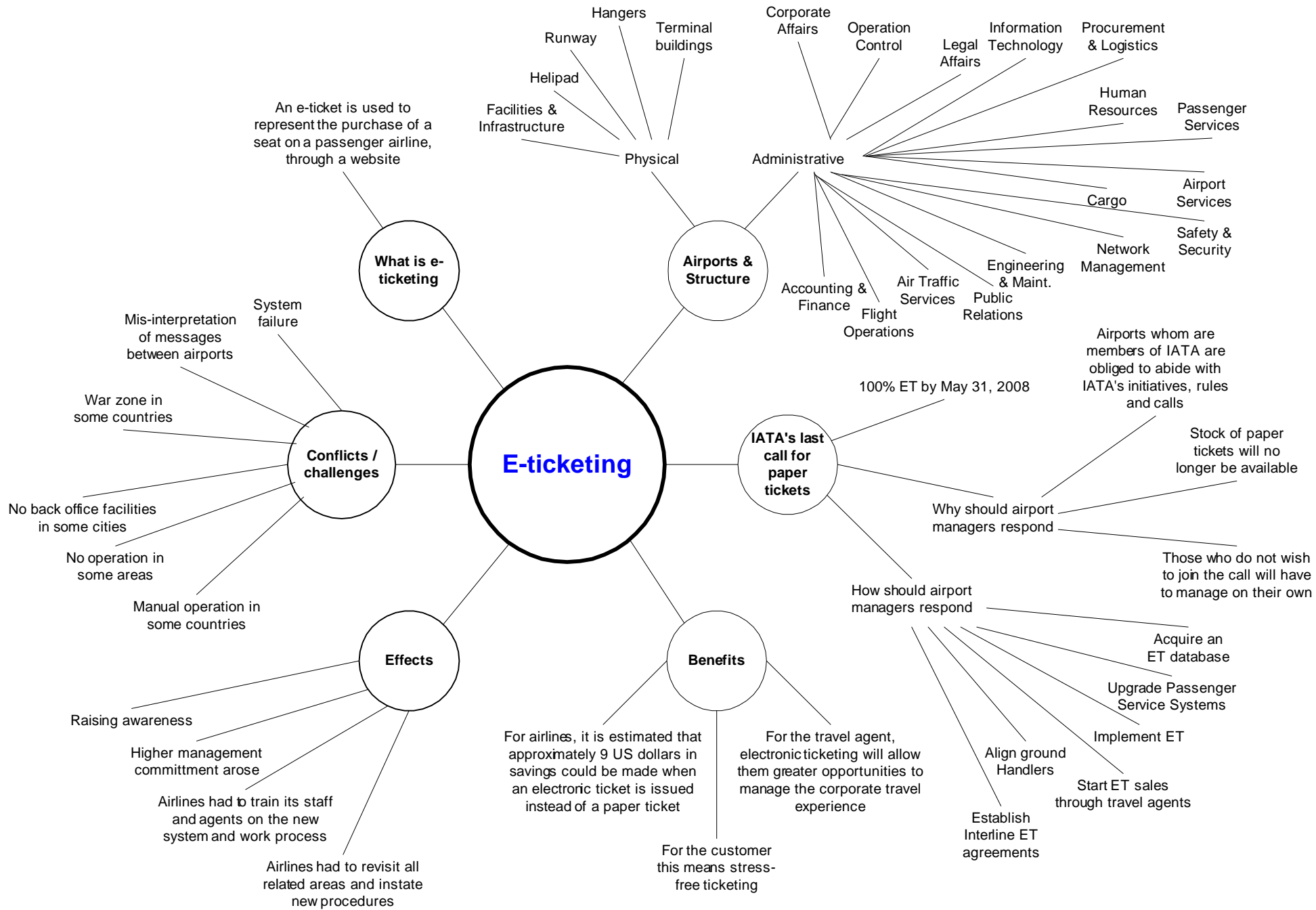
Annex 1 – A spray diagram showing e-ticketing and the dimensions of IATA's last call for paper tickets

Annex 2 – Interview Text

Annex 3 – Presentation on e-ticketing

ATTACHMENT

Audio recording of an interview with RJ E-Business staff



ANNEX 1 - A Spray Diagram
 showing e-ticketing and the dimensions
 of IATA's last call for paper tickets

ANNEX 2 - THE INTERVIEW TEXT:

- Rifqa: Hello, thank you for having us, please introduce yourself
- Moahmmad: My name is Mohammad Al Azab, I've been working for the E-Business Department for four to five months, and I've been recently transferred from the Sales Department,
- Rifqa: And your position please?
- Moahmmad: I work here as a Senior Officer at the E-Business Department
- Rifqa: We have few questions we would like to ask you in relation to E-Ticketing, ladies, would you like to start
- Zeina: We are taking a course called B202, Understanding Business Functions, it covers five topics: HR, Operations Management, Marketing, Accounting and IT. The E-ticketing concept is very new and we are required to find out its effect on each business function.
- Suha: Let's take one function at a time, for example on Marketing, what did it change? How did it affect the Marketing? What are the benefits? Same thing for Operations, etc.
- Mohammad: In general, the e-ticketing became a facility, something easy to use, both for us as employees or as passengers. For example, everything is on the system now, the whole ticketing process is computerized so it's easy to find, easy to deal, so in general it became easier to handle. For finance, it's easier for them to check tickets now online, while the old process was that they required the paper ticket itself to check it.
- Zeina: How long has it been since QAIA has adapted this approach?
- Mohammad: Almost one and a half years now.
- Rifqa: Sorry, one and a half years since you've started or since you've initiated?
- Mohammad: No, 2003 and 2004 we carried out the study for the project, and implementation started in December 2005.
- Zeina: But I guess they've started gradually, step by step, no?
- Mohammad: Exactly, when we started not all routes were eligible, both e-tickets and paper tickets were used.
- Suha: What procedures did you take with employees in general, affecting the HR? I mean, what courses did you attend, what was its affect on HR?
- Mohammad: Of course courses were conducted as a start, especially that nobody knew about the project but those who have initiated it.
- Rifqa: How did the Airport Manager respond to IATA's call to e-ticketing?
- Mai: Read this presentation, it'll answer all your questions
- Rifqa: Is this the presentation we found on the RJ website?
- Mai: This is the webcast, I'm not sure whether it's on any website!
- Rifqa: Anyways, this presentation is helpful. Thanks.
- Mohammad: The thing is that I'm more technical than administrative.

Rifqa: OK, then we won't go through management issues, the Airport Manager's response seems not to be your area. But we can ask you, why do you think airport managers should respond to this call?

Mohammad: The reasons is that all airlines do want to switch to e-ticketing, it's not optional. Now IATA has given the deadline of end of May 2008, so all will be implementing e-tickets and IATA will not accept paper tickets. Over and above, the stock of paper tickets will not be available anymore.

Rifqa: What if some airports or airlines decide not to join this?

Mohammad: Being an IATA rule, all should restrict to this, it's not optional. All airlines are already switching to e-tickets.

Rifqa: Are all airlines members of IATA and under it's authority? I mean if they don't follow this as a rule, would they be out of business?

Mohammad: Exactly.

Zeina: Are there any conditions or commitment?

Mohammad: I'm not sure about all rules of IATA but I can assure you that we as an airline are responsible to answer IATA's call within the deadline given.

Rifqa: From your technical point of view, what conflicts would e-ticketing create between airports, we're speaking worldwide of course?

Mohammad: I don't think there are conflicts, alternatively I think we have more of benefits.

Rifqa: We'll discuss benefits soon, but I mean this might create some kinds of conflicts.

Mohammad: Us as employees we know what e-tickets are, the conflict might be caused by passengers. Passengers are handled receipt of e-tickets for example, which is only an image, the passenger thinks that this is a paper ticket! On the other hand, we still handle some paper tickets (because the deadline has been extended), so what some passengers do is throw it away thinking that it's an e-ticket! This is the main conflict, and it's happening with passengers mainly and not between management.

Rifqa: What about airport managers? I don't want to suggest ideas, but I personally think that for example, airports might face a conflict if not all of them are using the same consistent system.

Mohammad: As a system, a conflict might arise if we have a system problem.

Rifqa: Do you mean if the system was down?

Mohammad: Down is not the word, because there definitely will be an alternative backup. However, there might be some mis-interpretation of messages, failure, delay, which presents not more than 5-10%.

Zeina: There's a network between all airports, right?

Mohammad: Yes, they're all connected together.

Rifqa: What if there was a viral attack on such networks? Would all aviation transactions be messed up?

Mohammad: For sure this is well taken into consideration.

Rifqa: Despite their preparedness, I remember how the millennium bug scared everybody, while they thought they were prepared for that. What if a hacker hacked the system?

Mohammad: For sure there's a backup for this, nevertheless I can't say this is impossible. As a system, when they created it for sure they've made their best to make it as secure as possible.

Rifqa: Are there any scenarios or contingency plans for such a risk?

Mai: If you deposit money at a bank, and a virus hits the system, what would happen?

Rifqa: I think with the banking system, there's at least some documentation available, there are bank statements, I don't know, I think

Zeina: We have back-up copies

Mai: What if you don't get statements

Rifqa: The bank is not a 100% electronic yet, but the e-ticketing will be 100% electronic.

Zeina: Do you have back-up tapes for your work?

Mai: Sure, but while listening to your discussion, are you talking business or technical?

Zeina: Business

Rifqa: It's a technical part of the business. We're seeking your points of view; we're not arguing this; we'd like to grasp the technical point of view of the RJ in case the system failed for any reason.

Mai: OK this is one of the points, but what is the bottomline of your study?

Rifqa: We'd like to know about e-ticketing, its dimensions, benefits, risks, etc.

Mai: Now you're talking business not technology

Rifqa: But technology is part of the business

Mai: You've reached with your questions viruses, backup, and you're not done with the business part yet, this is where I got confused.

Rifqa: We're still in the beginning, this is part of the questions, we still have more questions and we're not through yet. We have to cover many aspects part of which is the IT.

Rifqa: Tell us again Mohammad, since we're discussing the IT part, how prepared is the IT department for any failures causing messes or chaos, etc.

Mohammad: Sure, any system has its advantages and disadvantages; we sure have a backup – as an e-ticket procedure, I'm not really aware of that. Our system provider handles most of this.

Rifqa: Now let's talk business, pure business! What key benefits do you see the e-ticketing added to HR, IT, Operations and Finance? Something tangible that you can already realise. For example, on operations level, what has changed?

Mohammad: I can tell you about accounting, accountants find it easier to review the billing – we as RJ can sell tickets on different airlines through RJ stock. The benefit to accounting is easier because in old days they used to enter data manually to the system, now it's more of revision and control. As data, it already exists.

The IT people have produced a lot of programs for check in at airports, as well as off-load, this gives them a space for creation.

Rifqa: What about HR, did you have to hire new people or you've trained the existing cadre?

Mohammad: As e-tickets department, as you can see we're only 6 people here.

Rifqa: Were you originally RJ staff or are you new comers?

Mohammad: Only the director, Ms. Mai is originally an RJ employee, most of the team here is new comers. We've trained staff too.

Zeina: What kind of courses did you have to take?

Mohammad: Reservation, ticketing, etc.

Rifqa: What e-ticketing software do you use?

Mohammad: Gabriel, and our system provider is SITA

Rifqa: Do you need to train the rest of the employees on these applications?

Mohammad: Of course, we've trained most of the staff on e-ticketing.

Rifqa: Did you have to allocate extra funds for this?

Mohammad: As a budget, I'm not sure, but for sure these courses cost money.

Rifqa: What do you think, does this cost paid for e-ticketing overweigh the saving from e-tickets? Which is more feasible?

Mohammad: E-ticketing brought us doubles of revenues. If airlines haven't seen the financial benefits, they wouldn't have went on with this approach. People carry out projects that are feasible to them.

Rifqa: Sure, and for sure they've carried many feasibility studies before they've pushed it through. We try to zoom to Jordan in particular because the RJ is one of the leading airlines adapting the e-ticketing; which might be a challenge according to us. It's an honor for us.

Mohammad: Absolutely

Rifqa: From all the benefits and advantages, there must be some risks too. When purchasing an e-ticket, the passenger could be risking something and you as RJ might also be risking something. What would such risks be?

Mohammad: It started only at the beginning, being a new system. For the passenger, the risk should be 0%. Nevertheless, handling a new system did not guarantee a 0% risk.

Rifqa: As you've started implementation, did any surprises come up that you were not prepared for?

Mohammad: I wasn't really there right from the beginning.

Zeina: Is there any fraud?

Mohammad: Not really, it all depends on the name, if it matches the ticket then there shouldn't be any fraud.

Rifqa: Who's eligible to purchase an e-ticket?

Mohammad: Any one can buy one.
Paying online, are we prepared in Jordan to pay online safety, through RJ?

Mohammad: Sure. You're dealing with a big company that one should trust.

Zeina: Has the percentage of those paying online increase?

Mohammad: Yes it's increasing.

Rifqa: What is your own opinion about most businesses direction towards e-commerce, in general?

Mohammad: The data is available and being everyday saved on the internet, this makes e-commerce easier. I'm pro e-commerce, despite the risks. Nevertheless, as RJ, we're well prepared.

Rifqa: Is your e-ticketing system bilingual?

Mohammad: No it's only English

Rifqa: What about those who don't speak English

Mohammad: Those who use the internet in general are mostly English speaking people, however, they can also come to our offices. Nevertheless RJ will launch 5 more languages pretty soon.

Rifqa: What's the secret behind the RJ being one of the leading airlines in this initiative?

Mai: This is in the presentation, I have this on webcast and I can share the link with you, but I tell you we have an excellent team, resources and an excellent management that supports us all the way, and that's why we've excelled.

Rifqa, Zeina and Suha: Thank you for your time, it was great learning about the e-ticketing dimensions, especially in our country. It makes us proud!

Interviewers:
Rifqa Alameddin
Zeina Damer
Suha Abu Khalaf

Interview date:
January 8, 2008

E-TICKETING

IATA'S LAST CALL FOR PAPER
TICKETS TO 31 MAY 2008

IATA Issues 'Last Call' for Paper Tickets

- IATA has placed its final order for paper tickets.
- Some 16.5 million paper tickets were ordered from 7 specialised printers to supply the 60,000 accredited IATA travel agents in 162 markets around the world until 31 May 2008.
- IATA is changing an industry with tangible benefits for travelers, agents, airlines and the environment.

The effect of applying e-tickets on Operations

- Operations Department will have to revisit its work process.
- The need arises to introduce new work flows at a faster speed.
- Operations might need to re-structure the ticketing area in the airport to install the new purchased electronic ticketing machines.
- New agreements will be signed for the e-ticketing machine's maintenance .

The effect of applying e-tickets on Accounting

- Accounting Department will also do business differently; data entry of paper tickets is eliminated and replaced by monitoring and control as well as electronic check of purchased tickets.
- Accounting Department will notice the revenue e-tickets will bring.
- Paper-ticket expenses are gone, yet costs of e-ticketing machines will occur in their assets.

The effect of applying e-tickets on Human Resources

- Human Resources Department will be busy with training courses to all its existing staff.
- New technical staff at a professional level will be hired.
- Staff development might be shared among the operational staff.

The effect of applying e-tickets on Information Management

- This is the area of Information Management; an e-ticketing department will be established.
- Specialised team will be hired and existing IT team will be trained on new machines and applications.
- Information Management will be easier with the databases IATA provides.
- The team must be up-to-date with all progress / challenges / emergencies.

The effect of applying e-tickets on Marketing

- The Marketing Department will have to focus more on raising people's awareness regarding how to use the e-ticketing and the date of implementation.
- It's the Marketing Department's role to do so through simplified ads.
- The Marketing Department will have a new initiative to market successfully and will need an extra budget for that.

CONCLUSION

- E-ticketing is one of the most significant opportunities to reduce costs and improve passenger convenience.
- It reduces ticket processing charges, eliminated the need for paper and allows greater flexibility to the passenger and the travel agent to make changes to the itinerary
- E-ticketing makes business easier!