



DO NOT DISTRIBUTE EXTERNALLY

NDC messaging for FCM

This document serves as the **core messaging framework** for FCM's New Distribution Capability (NDC) solution, focusing on key elements such as tone of voice, elevator pitch, value proposition, etc.

This template is our core messaging document and should be used as the foundation for all our messaging efforts. Each section has been directly shaped by **the foundational positioning work, ensuring that our messaging is consistent, clear, and resonates deeply with our target audience.**

By using this document, we can craft messaging that highlights FCM's differentiated approach to NDC, resonates with our personas, and reinforces why our solution is uniquely positioned to work for their business.

💡 This document should be **treated as the single source of truth**, guiding all efforts to create cohesive and compelling internal and external collateral. Its purpose is to ensure that everyone across the organisation is speaking with one voice, delivering consistent messages that emphasise our strengths and meet the needs of our target audience.

Last updated	December 2025
Value proposition <i>What is this?</i> <i>The core value prop that is often used on homepage headlines. This is a succinct statement of our unique value that we're able</i>	Business-ready NDC: Relevant, tested to the highest standard, and proven to work for your business.

<i>to offer customers. This is closely tied to our positioning and has one, clear focal point. Length wise, we're looking at around 10-15 words.</i>	
Audience What is this? <i>A brief background on the profile of the persona/s we're targeting – note on the emphasis. We're looking at their personality, responsibilities, titles, and roles in the buying process. Remember, these should be seen as actual humans.</i>	Our messaging is designed to resonate with: Our primary personas: • Travel Managers: Focused on operational efficiency, visibility, innovation, and cost control. • Decision Makers: Prioritising budget optimisation, policy adherence, and risk management. • Travellers: Seeking convenience, transparency, and personalised options. Ioana's thoughts: I believe we're mainly speaking to 2 of these personas: the travel manager & the decision maker being the secondary persona. Our secondary personas: • Influencers: are the trusted advisors (consultants, OBT/GDS leaders, and thought leaders) - whose endorsement (or criticism) can make or break a corporate's choice of TMC.
Elevator pitch What is this? <i>1-2 sentences that incorporate our value prop. What do we bring to the table that others don't? This needs to be unique and the top one to two value points we deliver.</i>	At FCM, we don't just switch NDC on - we make it work for your business. Every piece of content is tested to the highest standards, so your travellers get reliable options and your programme runs smoothly. Backed by strong airline and technology partnerships, combined with a consultative approach, we deliver content that's reliable today and adaptable as your needs change.
Long description What is this?	We make NDC practical, effective, and ready to deliver meaningful outcomes for your travel programme. FCM's NDC solution provides rigorously tested, relevant content from trusted partners,

<i>100 – 200 words. This should include the value points uncovered in your positioning work, as well as product/feature details, headline benefits, an indication of your target market and maybe even some proof points, too - i.e. names of current customers or anything brag-worthy (like awards, usage or satisfaction stats)</i>	ensuring your programme benefits fully. We work closely with the majority of leading global NDC carriers and validate each offering through extensive testing, ensuring it integrates smoothly into your booking and servicing systems. This results in consistent service, enhanced efficiency, and content that adds real value to your business. Our approach prioritises quality, reliability, and alignment with your needs over quantity, making NDC a practical and future-ready solution for modern corporate travel.
Tone of voice What is this? <i>This is uncovered by the persona research and should include 3-4 adjectives that describe your ideal voice.</i>	• Professional yet approachable • Confident and innovative • Clear and straightforward • Customer-focused, highlighting partnership and value
Outcomes What is this? <i>The outcomes that are possible because of our product/solution. They should be concise and listed as bullet-points.</i>	With FCM’s NDC solution, our customers can expect the following: • Access to a wide range of NDC content from leading global airlines, tested to the highest standards so you can trust it will deliver in your travel programme. • Tailored programme alignment, with content activated only when it supports your policies, budgets, and goals. • Future-ready flexibility, powered by strong partnerships with airlines, GDSs, OBTs, and aggregators to keep pace with industry change. • An enhanced traveller experience, through richer content, personalised offers, and greater transparency at the point of booking. • Smarter cost control, with improved visibility of fares and ancillaries to help optimise budgets with confidence

Customer requirements <i>What is this?</i> <i>The 1-2 things that are crucial to our personas to convert. This needs to be short and specific.</i>	• NDC availability across regions and OBTS: customers need access to relevant NDC content wherever they operate, seamlessly integrated with their preferred online booking tools. • Seamless implementation: they require confidence that integrating NDC into their travel programme will not disrupt existing workflows, servicing, or reporting capabilities. • Data and reporting insights: access to clear, actionable reporting on NDC bookings, including visibility into potential cost savings and programme performance. • Guidance and education: a trusted partner to provide clarity on the differences between EDIFACT and NDC content, helping customers evaluate whether NDC is the right fit for their programme.		
Outcome pillars <i>What is this?</i> <i>These pillars substantiate our elevator pitch and positioning work. 1-3 words</i>	Pillar #1 Relevant global NDC content that is serviceable and proven to work	Pillar #2 Trusted guidance backed by industry expertise	Pillar #3 Rigorous testing – every piece of NDC content undergoes extensive end-to-end testing
Pain point(s) <i>What is this?</i> <i>Here we're looking to identify what problems are being solved by each value pillar</i>	• Limited access to NDC content tailored to corporate travel needs. • Difficulty in ensuring alignment between NDC content and travel programme goals. • Fragmented content sourcing from different airlines and systems. • Poorly tailored or untested NDC content can increase costs	• Limited understanding of what NDC is and how it impacts business operations. • Lack of clarity around integrating NDC content into corporate travel programmes. • Uncertainty about the operational readiness and reliability of NDC content. • Limited guidance in navigating the complexities of NDC and ensuring alignment with corporate goals.	• Programme misalignment: Customers are concerned that poorly validated NDC content could disrupt their travel policies, duty of care, or reporting capabilities, reducing programme effectiveness. • Lack of consistent standards: With many airlines approaching NDC differently, customers struggle to trust that content will be reliable,

	and disrupt programme efficiency.		serviceable, and meet their operational needs. • Data and privacy concerns: Customers worry about whether their business and traveller data will be adequately protected, and if the NDC offerings comply with relevant data privacy regulations. • Servicing limitations: Travellers and travel managers face frustrations with managing ancillaries (e.g., baggage, seat selection) that are often unavailable within booking tools or require separate interactions with airlines. • Workflow disruptions: Implementing NDC content requires significant changes to booking workflows, consultant processes, and back-office systems, potentially causing inefficiencies or misalignment with existing travel programmes.
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Product/feature benefits <i>What is this?</i> <i>How well does our solution/product resolve those pain points? We want to stick to 3-5 bullet points and focus these around our value and supporting benefits.</i>	● Broad and reliable access: Wide range of NDC content from leading global airlines, tested to the highest standards so it works in practice, not just in theory. ● Reduced fragmentation: NDC, EDIFACT, and low-cost carrier content brought together across our ecosystem of partners, ensuring customers have choice and consistency without added complexity. ● Future-ready solutions: Through continued investment in innovation and trusted partnerships, we provide scalable solutions designed to adapt with evolving business needs and the future of modern air retailing. ● Content that adds value, not risk: We only activate NDC content when it's proven to benefit your travel programme, ensuring outcomes that are	● Customer-first guidance: We don't just switch NDC on - we guide adoption through consultation, pilots, and phased rollouts so it works for your business. ● Shaping the future: Active roles in IATA working groups and close partnerships with airlines, GDSs, OBTs, and aggregators position us at the forefront of modern air retailing. ● Backed by experience: With decades of distribution expertise and strong supplier partnerships, we know how to turn industry change into practical, workable solutions for corporates. ● Clarity in complexity: We simplify the fragmented NDC landscape, helping customers understand what's live, what's proven, and what's just noise.	● Pilot and MVP Validation: FCM runs pilots and uses Minimum Viable Product (MVP) criteria to assess every NDC offering. This ensures only rigorously tested, valuable content is made available to customers, delivering the best possible service. ● Operational consistency: We ensure that every NDC offering meets our standards for serviceability, compliance, and alignment with your travel policies and programme goals. ● Validated data security: Every NDC content offering is rigorously reviewed to ensure compliance with global data protection regulations, safeguarding business and traveller information.
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	productive, compliant, and cost-effective. ● Guided adoption: Through pilots and phased rollouts, we help customers adopt NDC in a way that's safe, measured, and aligned to their goals.		
Product/feature details <i>What is this?</i> <i>Which parts of our product/solution are responsible for those benefits? And how do they make you unique? Ideally, these should align with your 3-5 bullets above.</i>	● Multi-source integration across NDC, EDIFACT, and low-cost carriers, connected through our ecosystem of airlines, GDSs, OBTs, and aggregators. ● We carefully select and combine content sources so that what you see is relevant, reliable, and aligned with your travel policies and goals. ● Ongoing investment in modern air retailing and technology partnerships ensures our approach adapts as distribution evolve ● Capability to mix and match relevant content to ensure it	● Active industry leadership: Our roles in IATA working groups and global forums give us early influence on how NDC evolves - so customers benefit from solutions shaped with their needs in mind. ● Collaboration across the ecosystem: Close engagement with technology providers, aggregators, and OBTs ensures that the solutions we bring to customers are aligned and integrated. ● Strong airline partnerships: Long-standing relationships with leading carriers give us credibility and insight into their	● Proven in real-world use: We test every NDC solution in controlled environments before rollout, so you only get content that's ready to deliver value in your programme. ● Safe and secure: All NDC content meets global data protection standards, so your business and traveller data is always safeguarded ● Consistency you can trust: We validate that NDC content aligns with your policies, reporting, and workflows - ensuring nothing breaks when it goes live.

	meets your corporate travel requirements. ● Disciplined content curation - we only activate NDC content once it meets serviceability and programme requirements. ● Phased rollouts and controlled pilots validate content before it's introduced into customer programmes.	NDC strategies, helping us deliver proven, reliable content. ● Consultative guidance: We work side-by-side with customers to assess where NDC fits, clarify limitations, and make sure activation aligns with their programme goals.	● Reliable ancillaries (when available): We only enable ancillaries like seats and bags once they've been proven to work in the booking and servicing flow - so you avoid the risk of broken or inconsistent experiences. ● End-to-end reliability: We validate not only the fares but the full booking journey: from search and payment to servicing and reporting - so nothing breaks across your programme. ● Content that enhances your programme: We introduce NDC content carefully, ensuring it improves your travellers' experience and aligns with your programme needs.
Proof points <i>What is this?</i> <i>Back-up what you're saying with a snapshot of a real-life case study.</i>	● We consider a range of factors including how NDC fits in with our customers': ○ Travel policy ○ Online/offline booking ○ Servicing	● Industry involvement: we are involved in a number of industry panels (including Nicola Ping, <i>Director Global Air Content & Distribution</i>, chairs the IATA Shop Order Advisory Forum (SOSB AF) & Marcus Eklund,	● FCM quotes: ○ <i>"We activate NDC only when it's been proven to integrate with customers' policies and workflows. That discipline ensures</i>

	○ Duty of care ○ Compliance ○ Payments and credits ● FCM quote: <i>By operationalising NDC content across leading global carriers, we provide rigorously tested, relevant options that align with customer programmes and avoid unnecessary costs.</i> Fake customer quotes as an example: ○ <i>“FCM delivers NDC content that genuinely aligns with our programme needs. It’s reliable, relevant, and enhances the traveller experience.” – Global travel manager</i> ○ <i>“We’ve seen a noticeable difference in the quality of content since adopting NDC with FCM. It’s tailored to our</i>	Global FCM Managing Director, is the Chairman of the IATA Global Travel Management Executive Council ● Fake customer quotes: ○ <i>“FCM’s consultative approach gave us the clarity we needed to adopt NDC with confidence. Their guidance helped us understand what was ready, what wasn’t, and how to integrate it without disruption.”</i> Ioana’s thoughts: our proof points here are also our thought leadership posts, speaker sessions, thought leadership content, in-house webinars, industry reports, in-house data that can show the value of our NDC approach, etc. Content that places as the go-to expert for NDC.	<i>relevance and reliability from day one.”</i> ○ <i>“We future-proof your travel programme by empowering you with flexible, reliable tools that adapt to the needs of today and tomorrow.”</i> ● Fake customer quotes as an example: ○ <i>“FCM’s ability to deliver rigorously tested and relevant NDC content has helped us improve efficiency and align with our programme goals.”</i> ○ <i>“Adopting NDC content with FCM was straightforward, thanks to their thorough testing and thoughtful implementation process.”</i> ● Fake partner quotes as an example:
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	<i>requirements and enhances our traveller experience."</i> Ioana's thoughts: I would like these testimonials to be backed by data on how much money they saved from us having this relevant NDC content. Fake partner quotes: we're waiting on approval ○ GDS Partner – version 1 "FCM's commitment to evolving NDC capabilities has set them apart in the travel industry, particularly their attention to detail & diligence in bringing together different parties to resolve technical challenges. As their adoption has grown they have enabled customers and airlines to realise the full potential of NDC."	● FCM quote: ○ "We are your partner in this journey, guiding you with insights, testing, and tailored solutions so that NDC doesn't just work—it works for you." ● Data point (if available): <i>In markets where FCM guided pilot rollouts, over XX% of customers reported improved understanding of NDC's impact and confidence in its serviceability.</i> ♥ QANTAS ANZ EXAMPLE: ● Thought leadership: "FCM Travel took an industry-leading position through which we have educated the airline industry on the entire travel ecosystem. This has involved us engaging and presenting to airline sales and technology	○ From a global airline: "Collaborating with FCM ensures our NDC content reaches corporate customers in a way that aligns with their needs and expectations." ○ From an OBT: "FCM's expertise in testing and operationalising NDC content showcases their commitment to delivering seamless corporate travel solutions tailored to customer needs."
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	○ Airline Partner – version 1: <i>"Working with FCM has been instrumental to our transition to Modern Air Retailing. Their proactive approach unlocked new opportunities for enhanced customer offers and value. FCM's expertise has enabled us to continually deliver relevant offerings and a more seamless experience to our business travellers, setting a new benchmark in airline distribution."</i>	<i>teams, to ensure their NDC offering was going to be fit-for-purpose for the entire travel industry."</i> – Melissa Elf, Global COO ● Customer-first guidance: ○ Over 35,000 Qantas NDC tickets booked across Flight Centre Travel Group corporate brands since July, with 3,000+ customers using NDC content. ○ <i>"We are activating NDC content that matches each customer's travel program objectives to make sure businesses are only fed content that ensures productivity and relevance within their travel ecosystem. NDC won't be the best fit for everyone, and that's okay."</i> – Melissa Elf	
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		• Proven customer outcomes: ○ Customers saw an average 6.5% saving on Qantas base fares, with some months delivering up to 17% savings on domestic trips compared to EDIFACT fares. • Ecosystem collaboration: ○ FCM's tech teams worked closely with Serko and Sabre to ensure NDC fits naturally into online booking flows, delivering richer content and dynamic pricing while maintaining a familiar experience for customers.	
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		♥ SINGAPORE AIRLINES QUOTE: • <i>"Working with FCM has been instrumental to our distribution strategy. Their proactive approach to implementing NDC capabilities has unlocked new opportunities for enhanced customer offers and value. FCM's expertise has enabled us to continually deliver relevant offerings and a more seamless experience to our business travellers, setting a new benchmark in airline distribution."</i> By Gan Cai Fong, General Manager Distribution, Singapore Airlines	
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