

Re-Thinking the RFP

How Offers & Orders Can Deliver Value
Now Without Waiting Years for Payback



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2018 vs. Today

Why It's Time to Re-Think RFPs in Modern Retailing



Breaking the 4% Margin Ceiling, Unlocking the Next Chapter of Airline Profitability

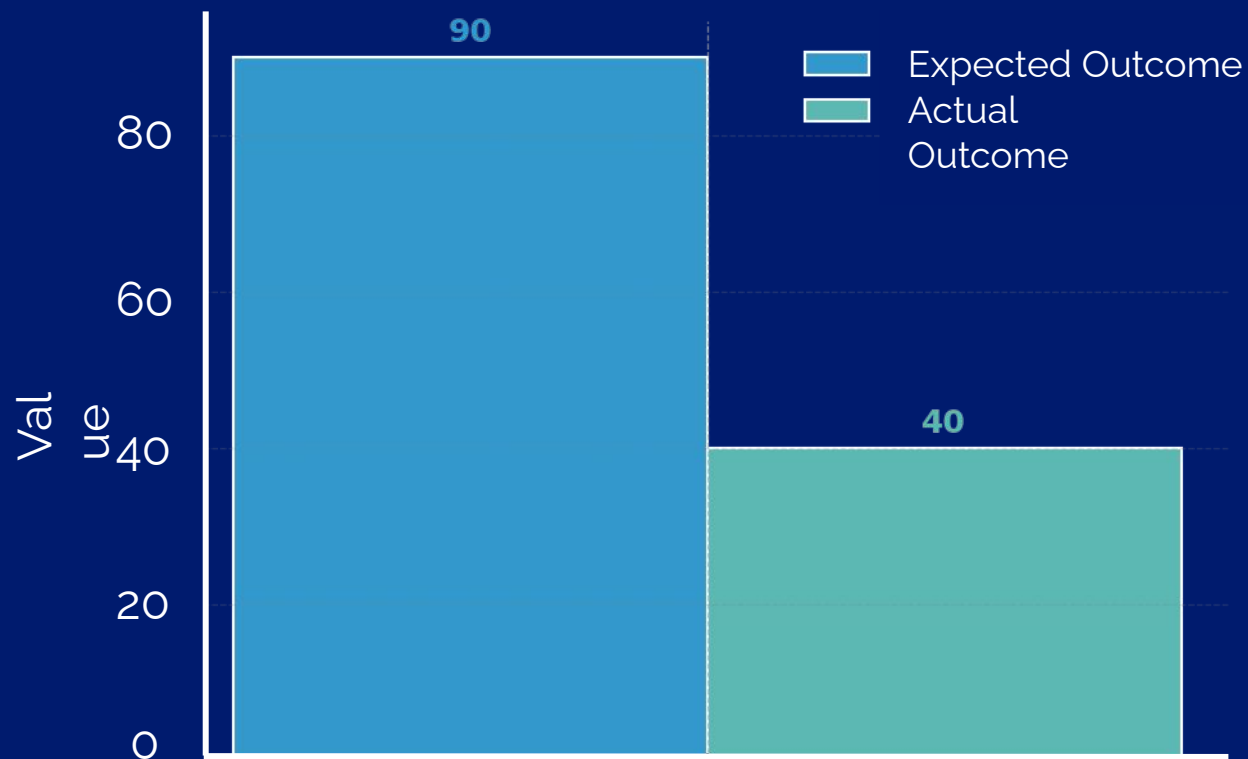


Average Annual
Operating Margin



Closing the ROI Gap to Unlock Full Value, Legacy vs New

Expected vs Actual Outcome



4 Prerequisites for One Order

1 Obtain Commercial Cleanliness

#2 Adopt an open industry standard for One Order component connectivity

#3 Push vendors for a low-risk, high-value implementation methodology

#4 Managing your NDC program as the foundation for One Order

Lufthansa Group makes NDC gains transitioning to offers & orders in a modular setup

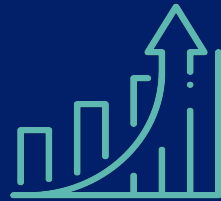
Together with Accelya
committed to modern retailing

50%

Agency sales
through NDC

**America
& APAC**

Double digit growth last
12 months



+23%

YoY Growth in
2025 in
adoption in
corporate
segment

What happened in 2025?

Increased connectivity

Launch of UA and AC interline
SQ interlining coming soon

**Improved partner
experience**

Partner-centricity
Improved E2E servicing



One Order Prerequisites

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**Come and meet
us at the booth**



From RFPs to ROI

Asking the Right Questions for One Order

Question #1

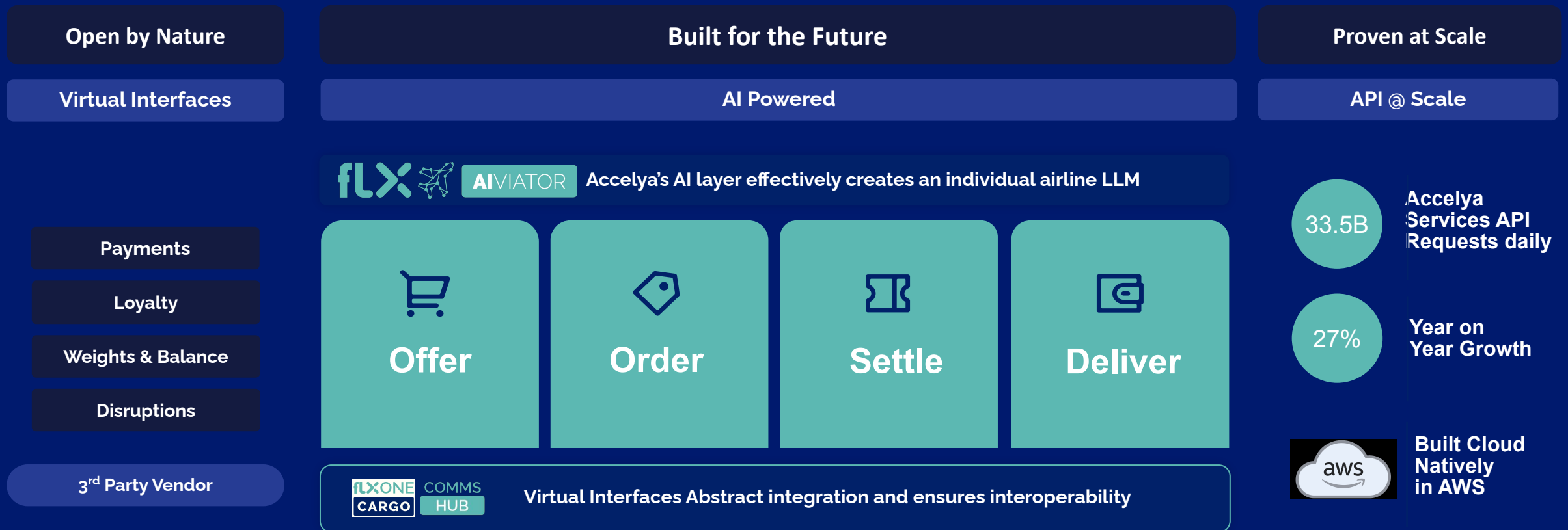
What per-passenger revenue and margin gains can I expect?

Question #2

How will you preserve key functions, boost efficiency, and stay future-proof?

Question #3

Does this platform have at its core an existing PSS?



'A PSS by any other name is still a PSS'...
FLX ONE – One Order w/o the PSS



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Thank You

