



# Unique Global Identifier Study

HEDNA New Orleans

December 9, 2008

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the prism partnership, llc



# Overview

- Introductions
- UGI Defined
- Purpose of Study
- Scope & Methodology
- Interview Observations
- Operator Evaluations
- Business Models
- Recommendations to HEDNA
- Committee Meeting 9AM  
Wednesday



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# UGI Definition

- Unique Global Identifier (UGI)
- Public domain registry of all participants in a lodging transaction
- Participants attach their UGI to each transaction
- Participants reference UGI of others and pull information as needed to complete transactions/resolve issues across life cycle of transaction
- UGI assignment tied to operating entities, not brands or parent companies
  - UGI for a hotel persists with re-flagging
  - A multi-faceted company might have several UGIs for different parts of their business



# Purpose of Study

- Learn from those that have gone before
  - Within travel industry
  - Other industries
- Understand what shapes success or failure
- Prepare HEDNA for next steps in advancing this initiative



# Scope & Methodology

- Identify a pool of candidates with prior experience with numbering systems
  - Within and outside of travel industry
  - Interview representatives from this pool on their experience
- Identify & evaluate up to ten firms with actual numbering system operator experience
- Document the key elements of a potential RFP to develop and deploy UGI that might be issued in the future
- Evaluate the pros and cons of for-profit and not-for-profit business models for the system operator



# Scope & Methodology

- Exclusions from Scope
  - Cost/Benefit Analysis
  - Profit/Loss Analysis
  - RFP Issuance, Administration & Vendor Selection
  - Code format and logic definition
- Methodology
  - Interviews
    - Telephone Interviews
    - Self-Interviews



# Interview Subjects

Interview Mode	Travel Industry Firms	Non-Travel
<b>Self- Interviews</b>	Amadeus BCD Travel Lanyon Pegasus Solutions Starwood Hotels & Resorts VibeAgent	
<b>Telephone Interviews</b>	Choice Hotels IATA Knowcross Solutions Mark Travel Orbitz WORLDHotels/TRUST	CUSIP Service Bureau Visa
<b>Declined/Lack of Response</b>	Best Western Expedia Kayak TripAdvisor	Dun & Bradstreet GoDaddy Google ICANN NPPES



# Interview Observations

- What we heard from interview subjects
  - Repeated sentiments
  - Very strong opinions
  - Interesting outliers



# Interview Observations

- Strong Need for UGI
  - Lots of duplicative effort today
    - Incomplete, overlapping, expensive
    - Great cost savings across industry with broad adoption
  - Success for entire value chain requires high level of participation from hotels to register in order for all to benefit
  - Participants need simple, clear, commercially compelling rationale for adoption



# Interview Observations

- Possible Barriers to Success
  - Resistance to change and costs of adapting existing systems and processes
  - Some felt development & launch of UGI-type programs can be large, slow, complex & expensive
    - Especially from those with financial system backgrounds



# Interview Observations

- Perceived Scope of UGI Initiative
  - Initial focus should be on hotel segment
  - Must be user-friendly, fast to use, always available, extremely reliable
  - UGI process should be highly automated
    - Virtually self-service
    - Extensive interfacing capabilities



# Interview Observations

- **Characteristics of Program Operator**
  - Perceived and actual neutrality of operator essential
    - Strong preference for not-for-profit operator by many
  - Operator needs deep understanding of travel, especially lodging, in addition to identity management administration expertise
  - Assurances of data security essential
  - Administration must eventually have global capabilities
    - One strong statement on ability to service countries not served by US-based companies
  - Operator must ensure UGIs used appropriately, with potential sanctions for misuse



# Experienced Operators

- Identified 14 possible firms
- Evaluated 10
- Six could be considered firms to look at further and learn more from
- Not intended to be an exhaustive list of all potential RFP recipients



# Experienced Operators

Potential RFP Recipients	Evaluated & Disqualified	Not Evaluated
Bowker	CGI	AMS
IATA/IATAN	GS1	Domain Registrars
IBS, Plc	Lockheed-Martin	Dun & Bradstreet
Intellinet	SWIFT	Fox Systems
Neustar		
Standard & Poor's		



# Experienced Operators

- Bowker
  - ISBN Administrator
  - Subsidiary of Cambridge Information Group
- IATA/IATAN
  - Trade association and service provider with >1400 employees
  - Administers IATA numbering system today
- IBS
  - Software developer evolving to product-driven strategy
  - Travel as strategic vertical



# Experienced Operators

- Intellinet
  - Software development shop
  - Travel industry expertise
- Neustar
  - Administers NANP, iNames and several TLD registries
  - Firmly based in principle of neutrality
- Standard & Poor's
  - Administers CUSIP for American Bankers Association
  - Specializes in high-security, high-performance, high-availability
  - Subsidiary of McGraw-Hill Publishing



# Business Models

- Key business model attributes surfaced in interviews:
  - Neutrality
  - Preference for not-for-profit operators



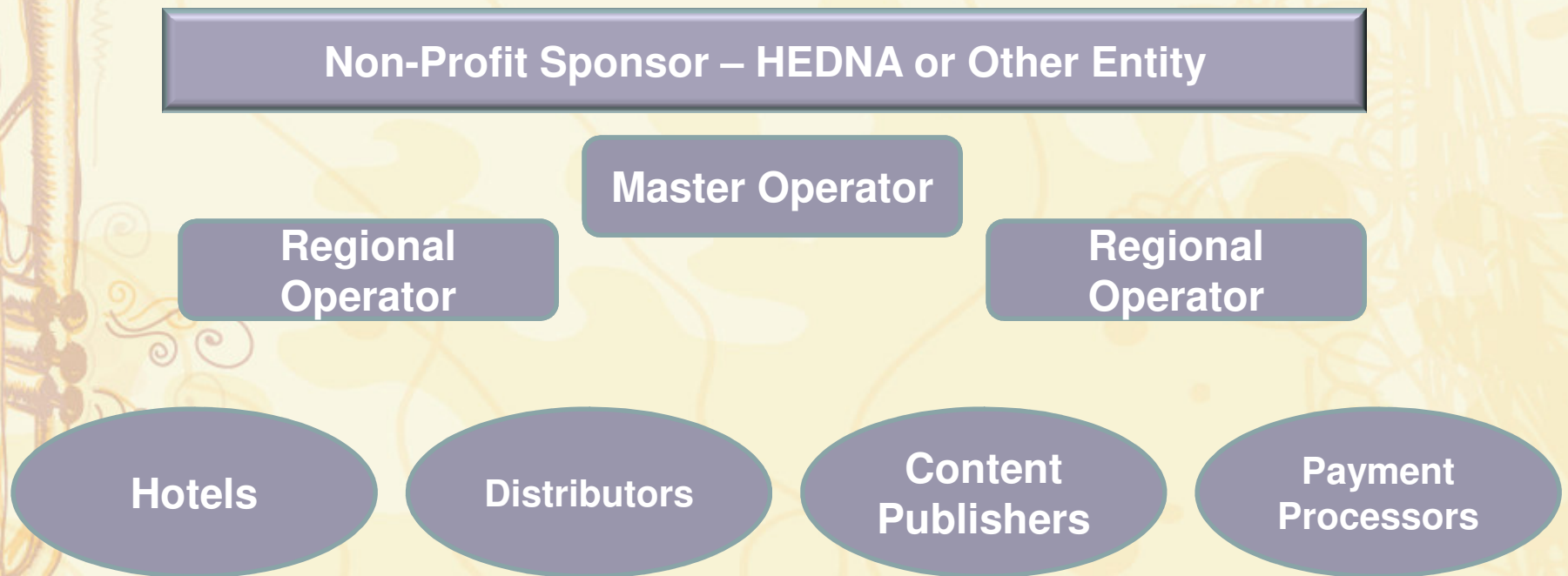
# Business Models

- What we found in the marketplace:
  - Hybrid business model typical
    - Not-for-profit sponsor controlling the intellectual property
    - For-profit commercial partner employed by sponsor
      - ABA engages S&P to run CUSIP Service Bureau
      - FCC engages Neustar to administer NANP
  - Regionalized administration for global coverage common
    - Various identifiers will have a federation of administrators covering different regions
      - Bowker administers ISBN in US, other operators elsewhere
      - S&P administers CUSIP for US and 40 other regions, but other administrators in other countries
  - Neutrality essential



# Business Models

- HEDNA likely to pursue all of these business model strategies





# Business Models

- Key elements of business model
  - Fee-based registration and utilization
  - Low cost of acquisition
  - Variable costs for higher-level services
  - Clear rationale
  - Broad ownership



# Recommendations to HEDNA

- Build on current momentum
- Initiate high-level conversations with other organizations to collaborate on moving the initiative forward
  - Hotel companies
  - Distributors
  - Other trade associations



# Recommendations to HEDNA

- Quantify costs and benefits of UGI
  - Approximate costs to participants to adapt their systems and processes to support UGI fields and queries
  - Estimated costs to develop and deploy UGI platform itself
  - Benefits in terms of labor savings, technology and service improvements from
    - Elimination of proprietary identity management plans
    - Labor savings in matching transactions, hotels, distributors and other participants



# Recommendations to HEDNA

- Continue to develop and articulate compelling rationale for adoption by all segments
- UGI Committee Meeting Wednesday at 9 AM