

**From:** David Podolsky <Podolsky@ascertain1.com>  
**Sent:** Tue, 17 Apr 2018 13:43:56 -0500 (CDT)  
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"Vilches, Jorge" <Jorge.Vilches@sabre.com>; [REDACTED]  
"Wilding, Chris" <Chris.Wilding@sabre.com>; [REDACTED]  
[REDACTED] "Tibor, Chad" <Chad.Tibor@sabre.com>; "Rickey, Darren"  
<Darren.Rickey@sabre.com>; "Lane, Matthew" <Matthew.Lane@sabre.com>;  
[REDACTED]  
[REDACTED] "Naylor, Rachel" <Rachel.Naylor@sabre.com>; "Sievers,  
Makenna" <Makenna.Sievers@sabre.com>; "Dahan, Kaitlynne" <Kaitlynne.Dahan@sabre.com>  
**Cc:** David Frank <David\_Frank@mckinsey.com>; Neal Parikh <neal\_parikh@mckinsey.com>  
**Subject:** [REDACTED]  
**Attachments:** Workshop 1\_CollaborationProject\_FINAL.pptx

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Dear all,

Please find attached the materials for Workshop 1 tomorrow that the [REDACTED] Sabre teams co-created.

As an "outside-in" observer, I am extremely pleased at the positive tone and intent of collaboration that each side has exhibited in seeking win-win opportunities. Hopefully that intent is obvious from the opportunities listed for review in the attached materials.

The objective of tomorrow's meeting is to gain guidance from [REDACTED] and Sabre leadership on:

- **Opportunities:** What opportunities are most exciting to pursue; how to prioritize
- **Process:** What suggestions does leadership have for the continued success of this collaboration process
- **Next deliverable:** What does leadership want like to see as an outcome of **Workshop 2** in May, so that the working teams focus on delivering that in the weeks ahead.

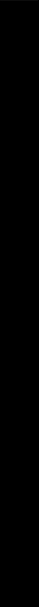
Best,  
David



David Podolsky  
+1.469.401.3643



**Collaboration Project**  
April 18, 2018  
**Workshop #1**




# Collaboration Project Workshop #1

Wednesday, April 18, 2018 12-3p

Introductions

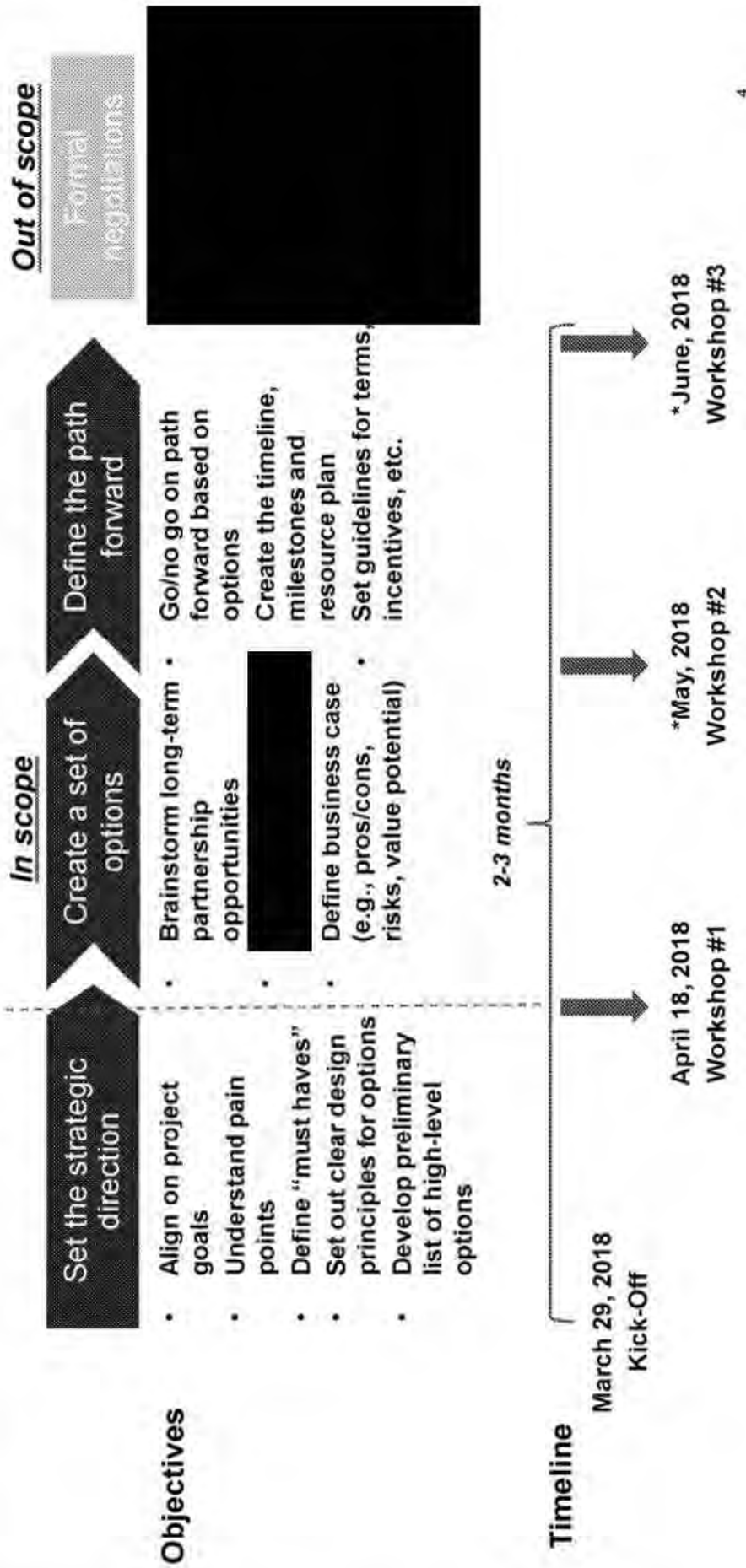
## Attendees:

	
Decision Makers	
Key Advisors	
Working Teams	
	<b>Sabre</b>
	Wade Jones Dave Shirk
	Jorge Vilches
	David Podolsky (facilitator) Chris Wilding Darren Rickey Chad Tibor Matt Lane Rachel Naylor Katllyne Dahan Makenna Sievers

# Agenda

	Objective	Time
Guidance	Grab lunch	12:00 pm – 12:15 pm
	Introduce team	12:15 pm – 12:30 pm
	Recap progress and objectives to date	12:30 pm – 1:00 pm
Opportunity review	Review and map opportunities	1:00 pm – 1:45 pm
	Break	1:45 pm – 2:00 pm
Guidance	Review results and obtain guidance for workshop #2	2:00 pm – 3:00 pm

# Recap: Objectives and Timeline



# Progress To Date

Working sessions       1<sup>st</sup> Workshop

March 29th • Share information on [redacted] and Sabre's strategies

April 2nd • Set definition of success, current assessment and aspirations, design principles  
• Problem solve potential for [redacted] – initial focus on how to advance [redacted] strategy

April 3rd • Problem solve potential for [redacted] – initial focus on how to advance [redacted] strategy (continued)  
• Define potential to "grow the pie"

April 5th • Develop list of opportunities for collaboration (10+)

April 16th • Frame opportunities to gather effective leadership input

April 18th • Workshop: Obtain leadership guidance on which opportunities to evaluate further

# Our ask of you - the decision makers and key advisors

## Input on opportunities:

- 1 Which of these opportunities are worth exploring?
- 2 How should we prioritize them to evaluate in more detail?
- 3 How should we manage a "basket of opportunities" with different risk profiles and timeframes?
- 4 Are there additional opportunities that you would like us to consider?

## Input for ongoing approach:

- 5 Do you have suggestions for the process or require more information?
- 6 What would you like to see as an outcome from Workshop #2?

# Defining Success

view

Sabre view

- 1. Align commercial and strategic interests
- 2. Break down barriers
- 3. Drive the right technology forward (shopping, selling, and delivery)



- 3. becomes a promoter of Sabre
- 4. develops trusting and collaborative personal relationships with Sabre






# Opportunities Overview



## Commercial (GDS)



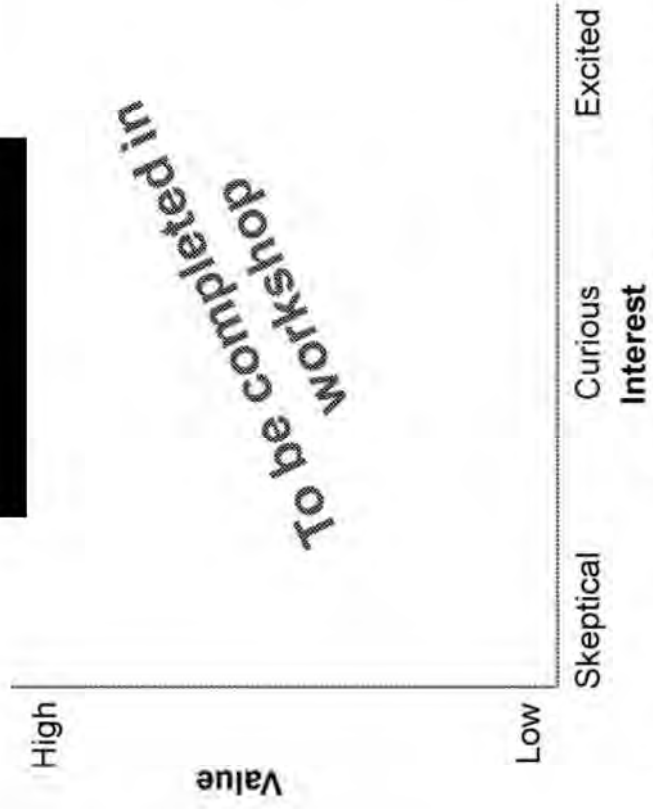
## Scope of Services (core IT)

Explore ways for Sabre to expand the portfolio of IT services beyond those which are currently being provided to 



# Exercise to evaluate opportunities

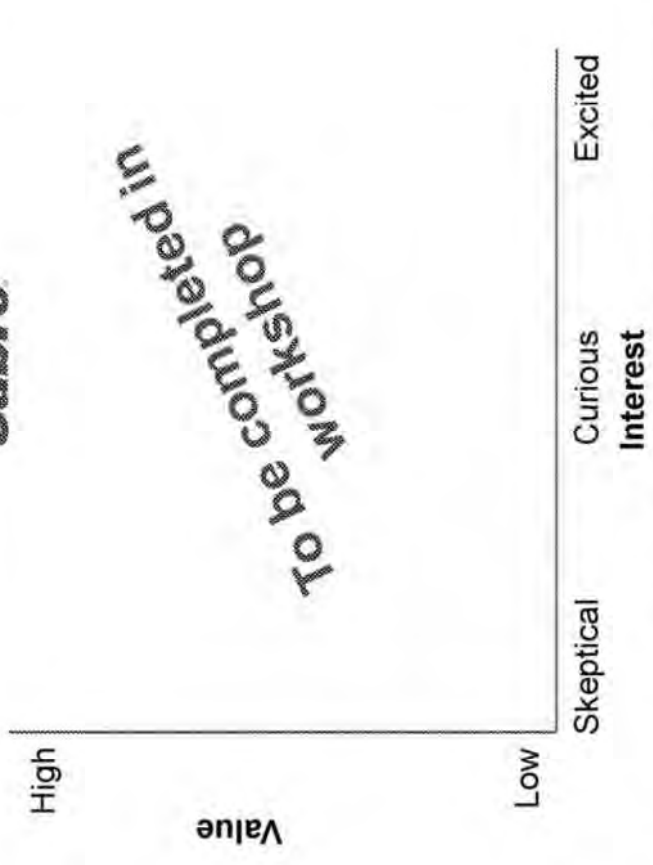
[Redacted]



"Off-the-table" options: [Redacted]

New options: [Redacted]

**Sabre**

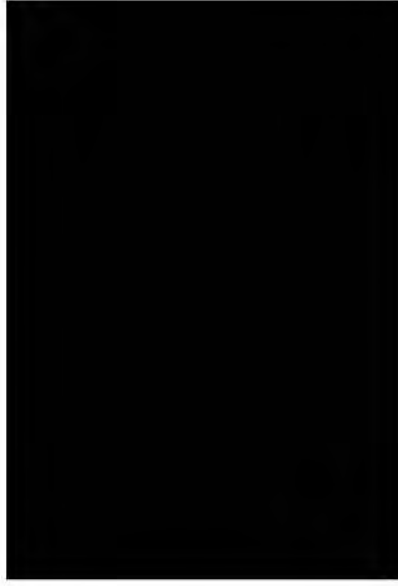


"Off-the-table" options: [Redacted]

New options: [Redacted]

[Redacted]

# List of potential opportunities



Commercials (GDS) Scope of Services (core IT)



Innovative Opportunities

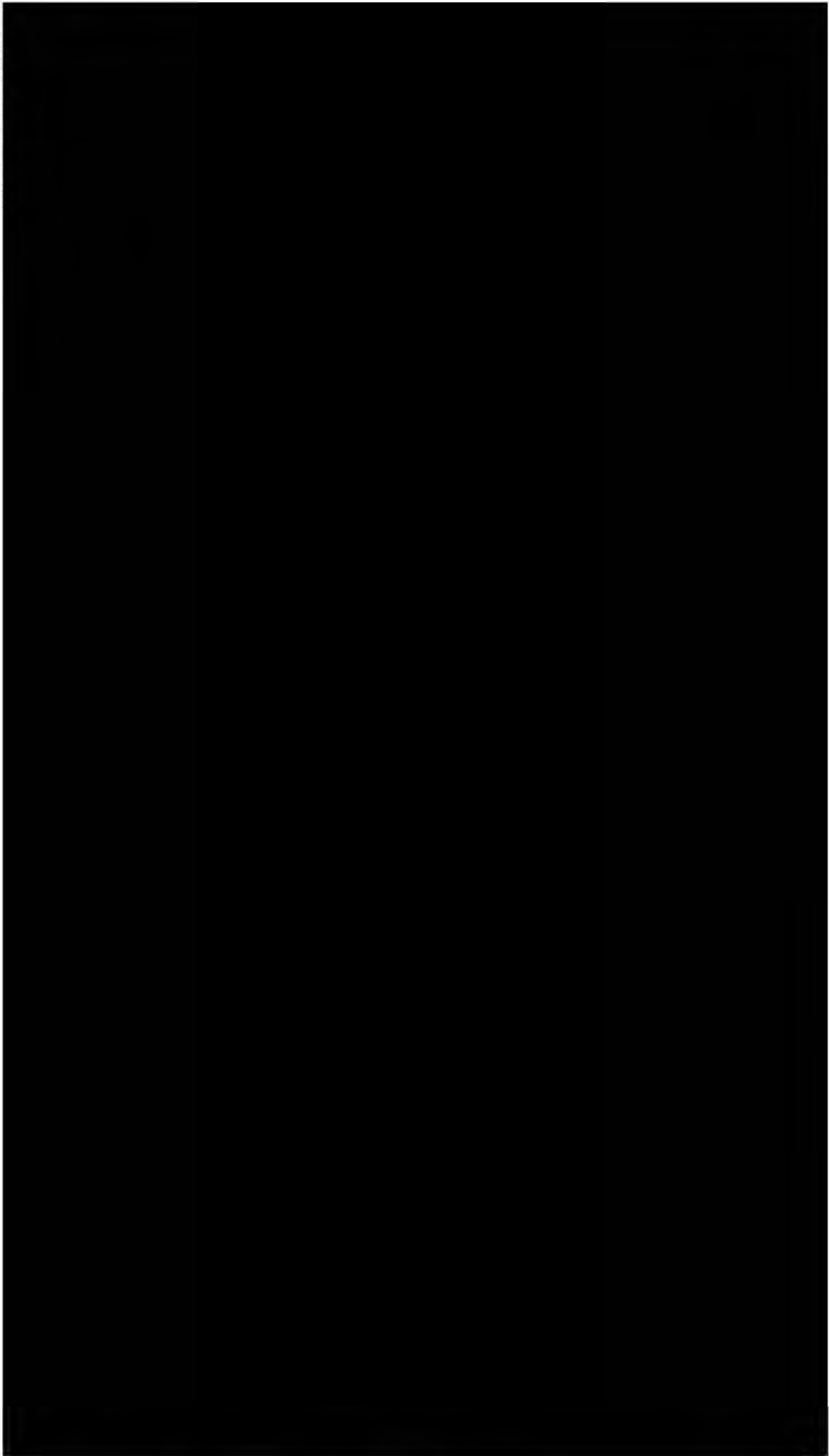
Interconnected Opportunities

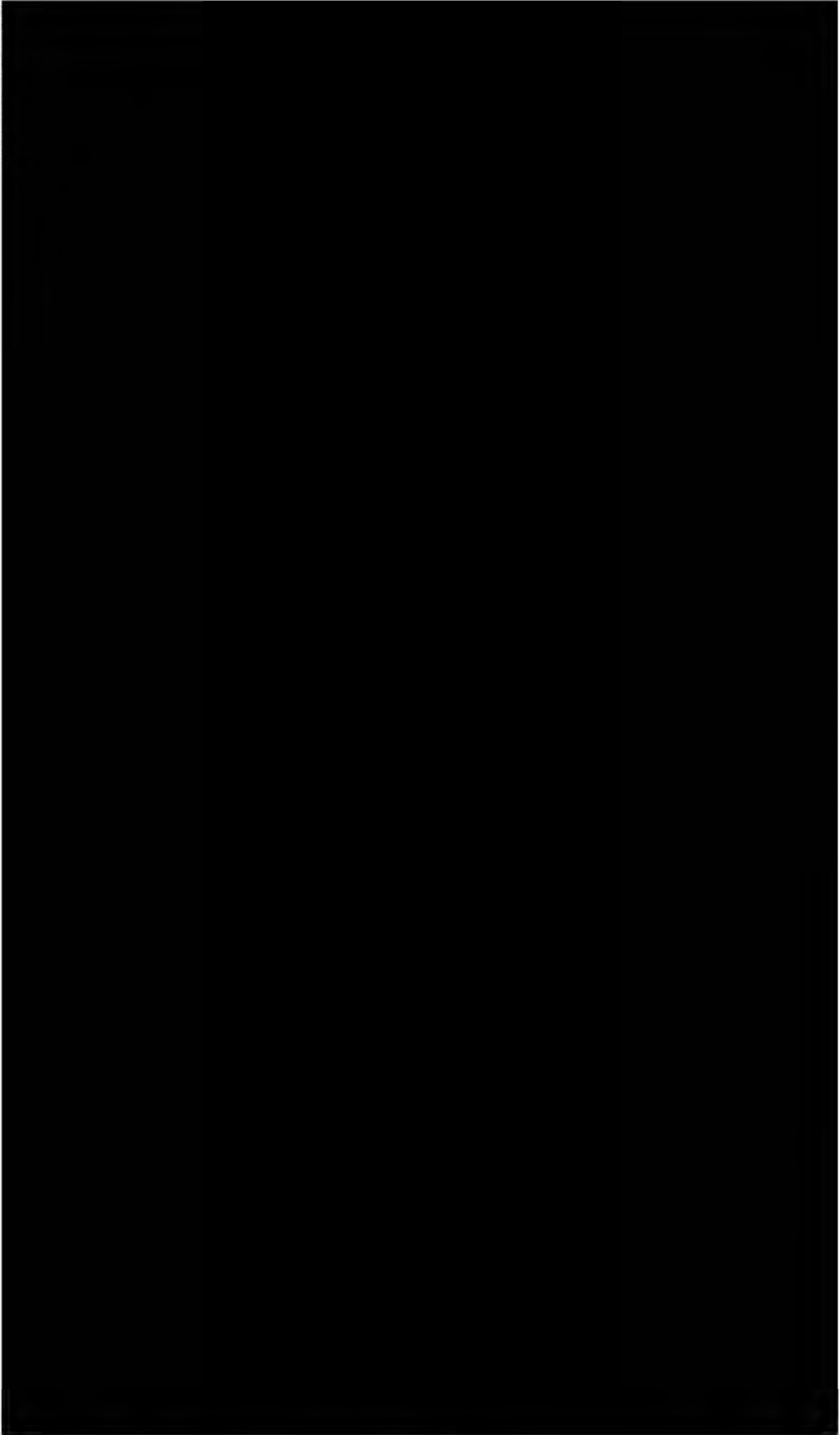
***Underlying mechanisms for successful collaboration:***

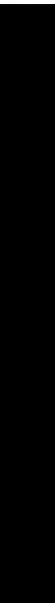
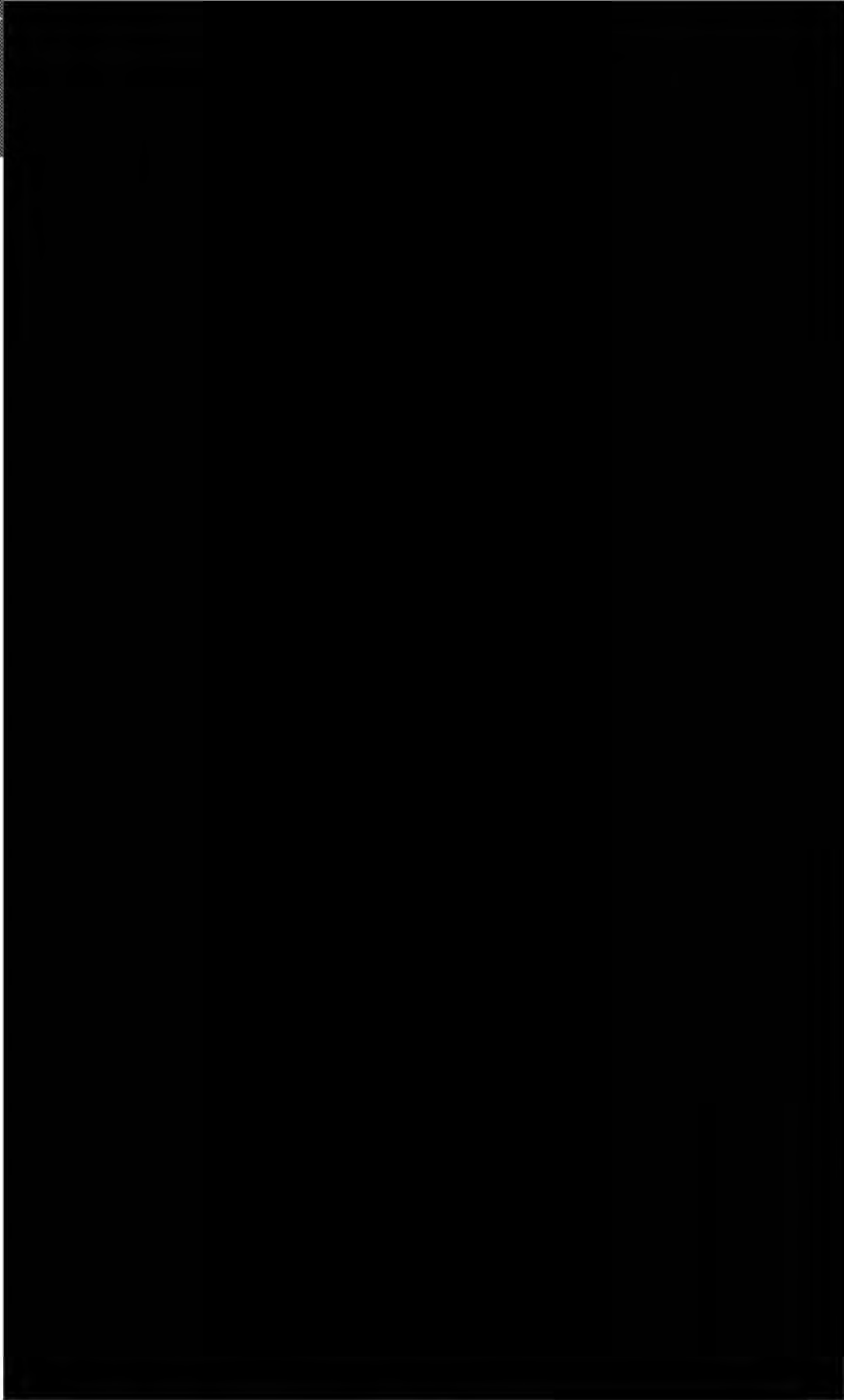
**Partnership mindset:** Champion each other both internally and externally

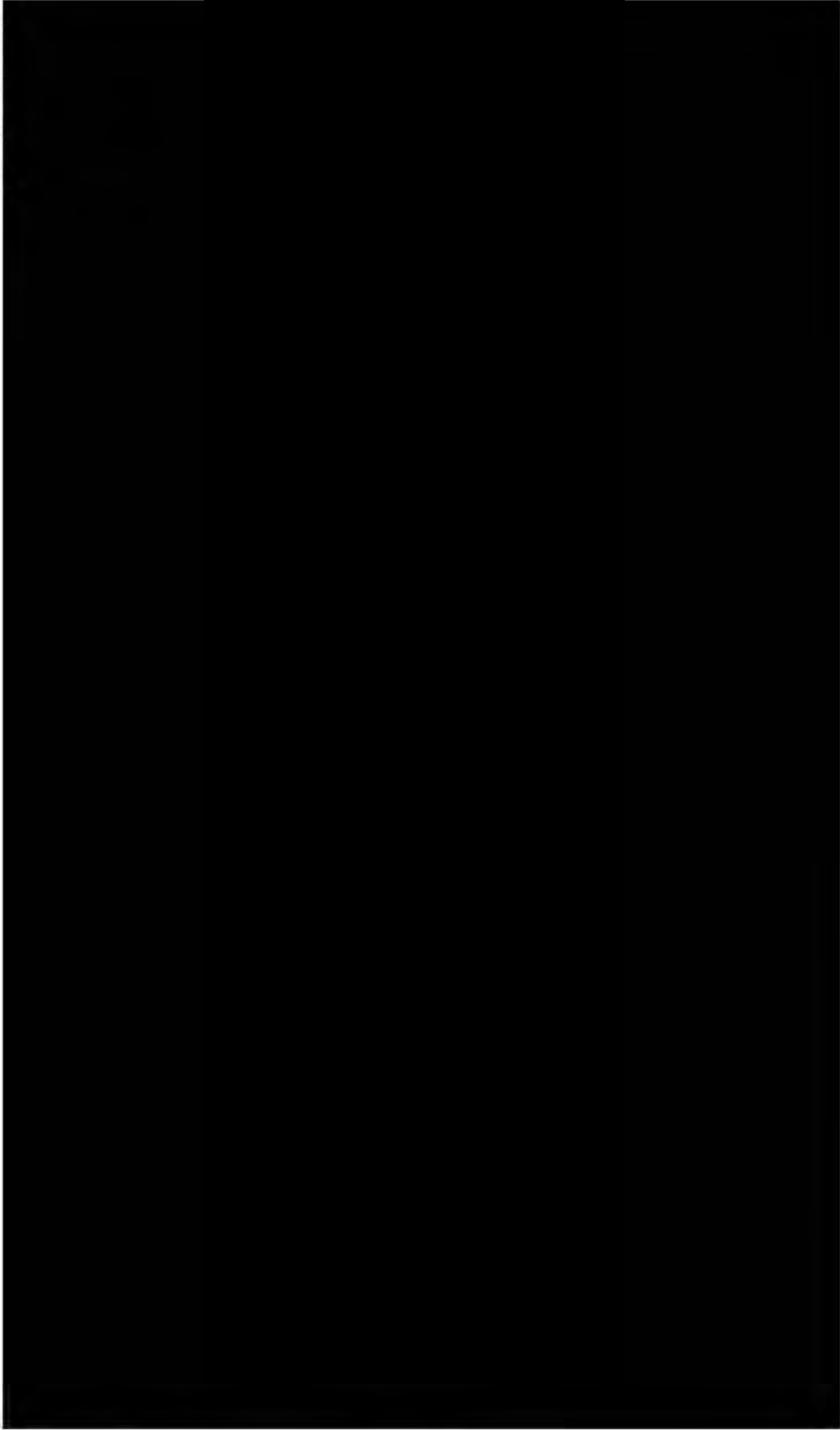
**Develop KPIs:** Remain accountable for measurable, mutually beneficially results

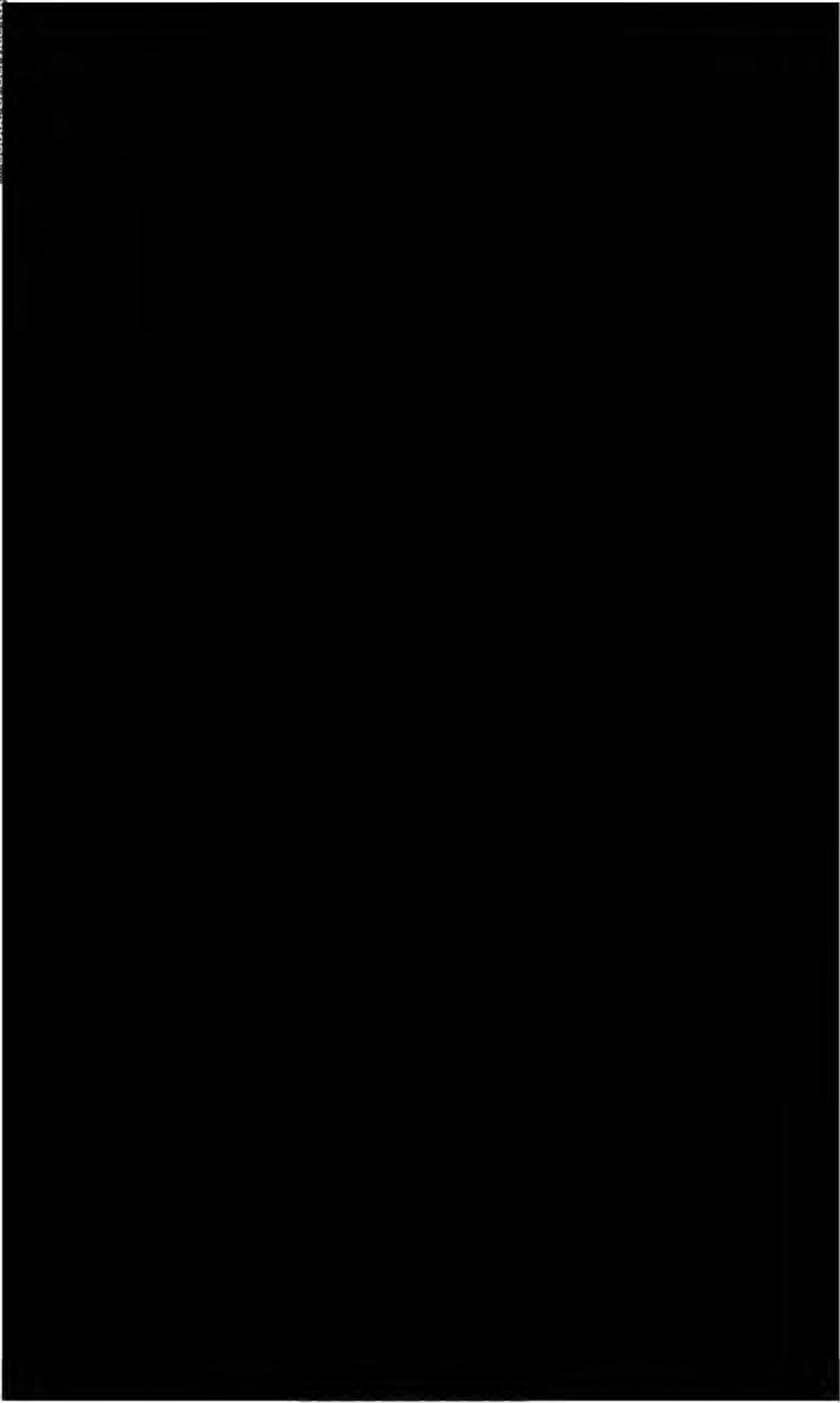




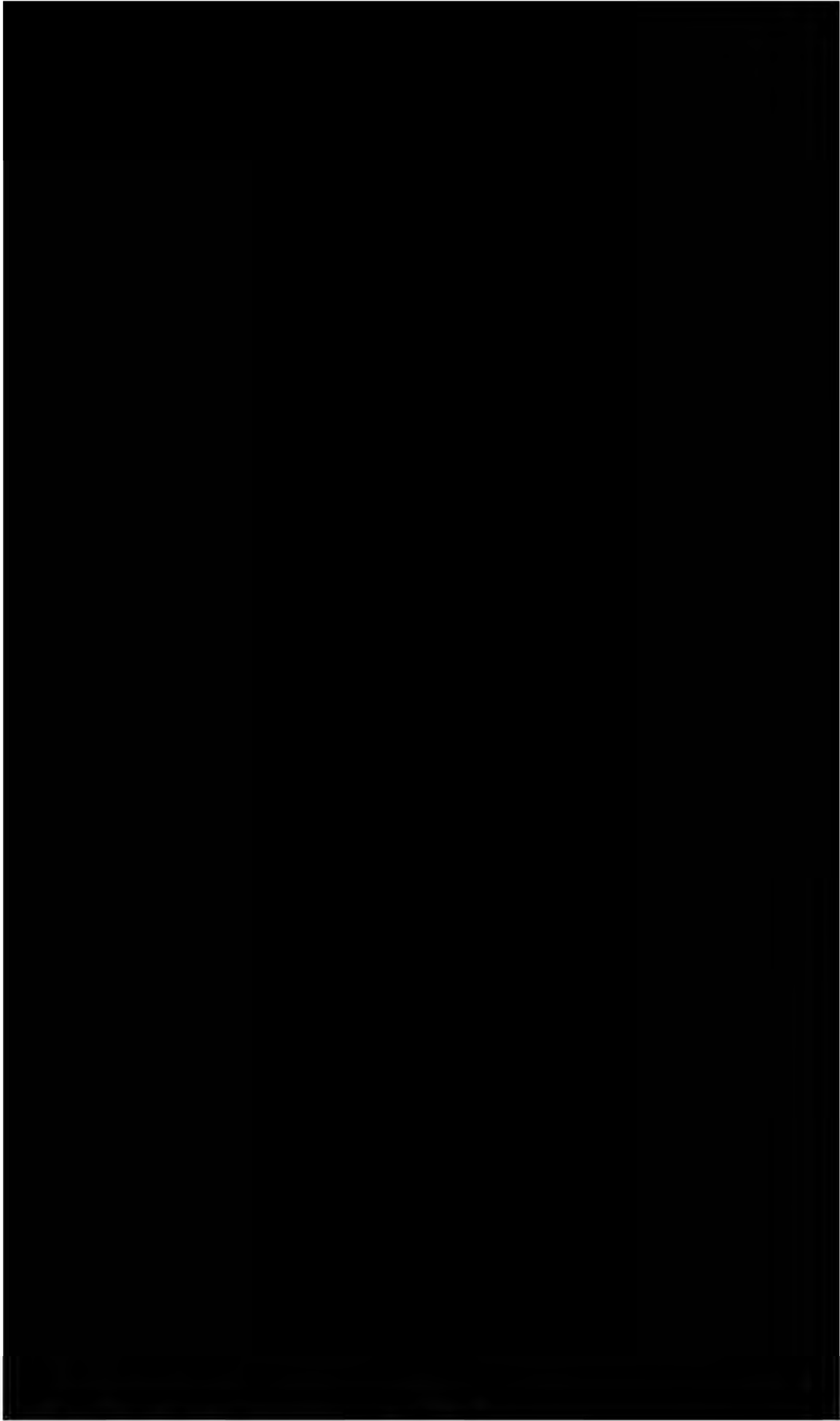


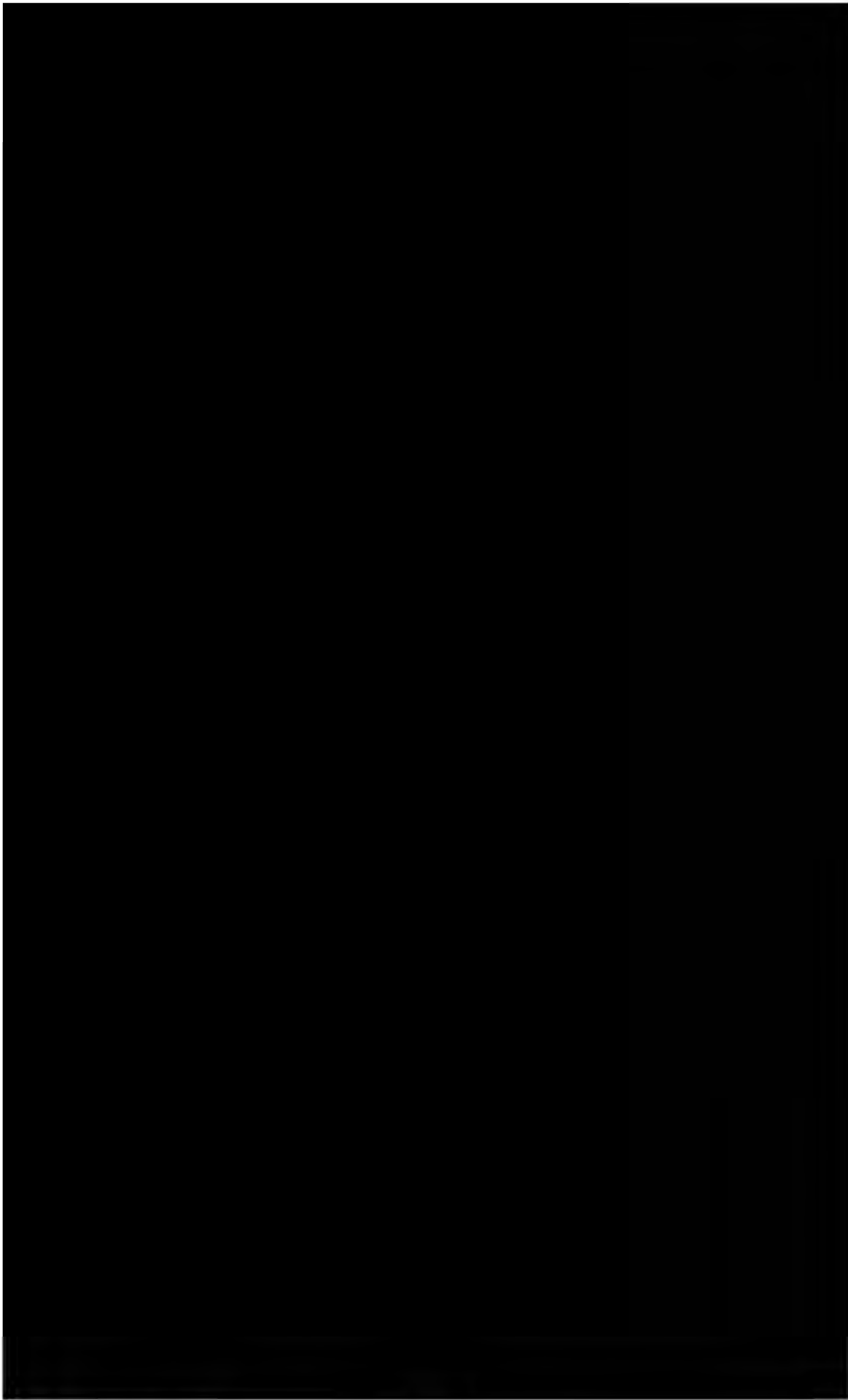












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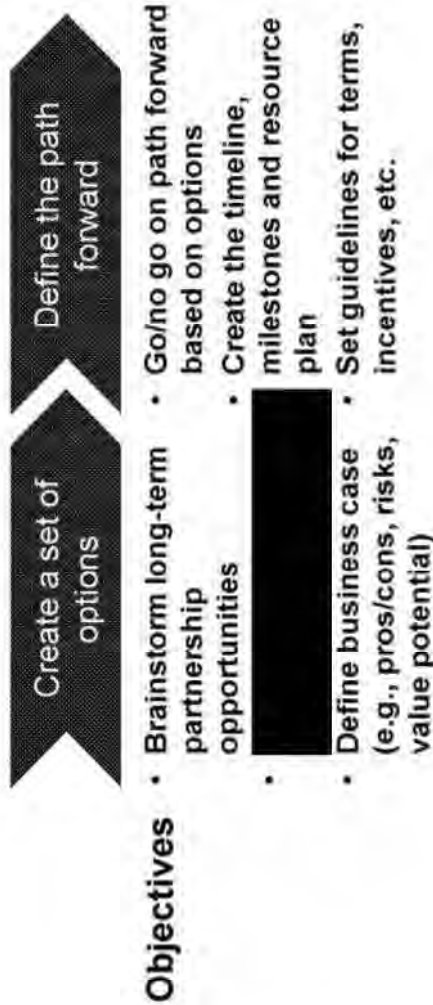
Input on opportunities

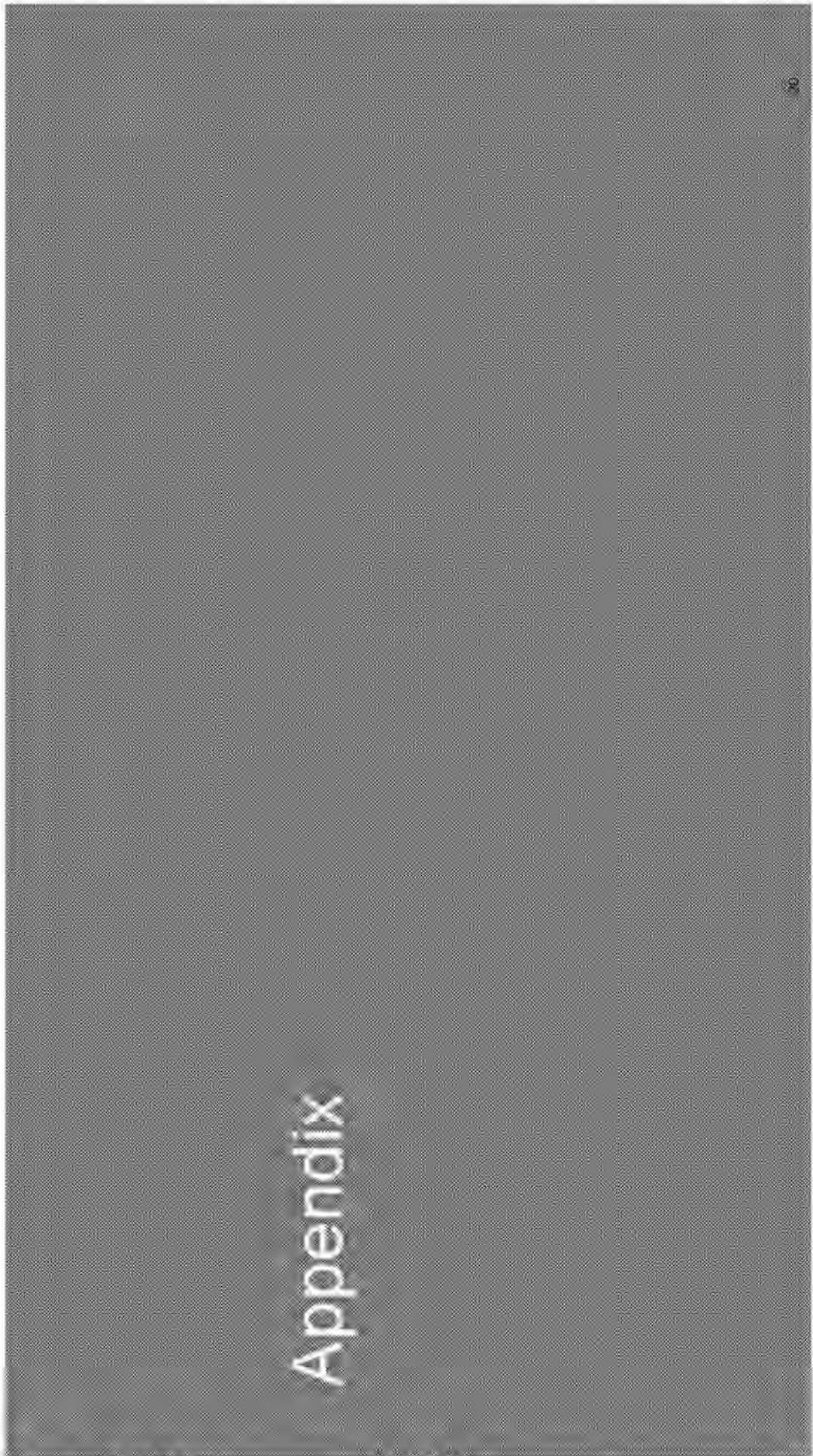
- 5 Do you have suggestions for the process or require more information?
- 6 What would you like to see as an outcome from Workshop #2?

Input for ongoing approach

# Next Steps

1. Use Workshop #1 feedback to refine and prioritize opportunities list
2. Engage additional resources at both companies
3. More detailed analysis/modeling of refined opportunities list
4. Define business cases





Appendix

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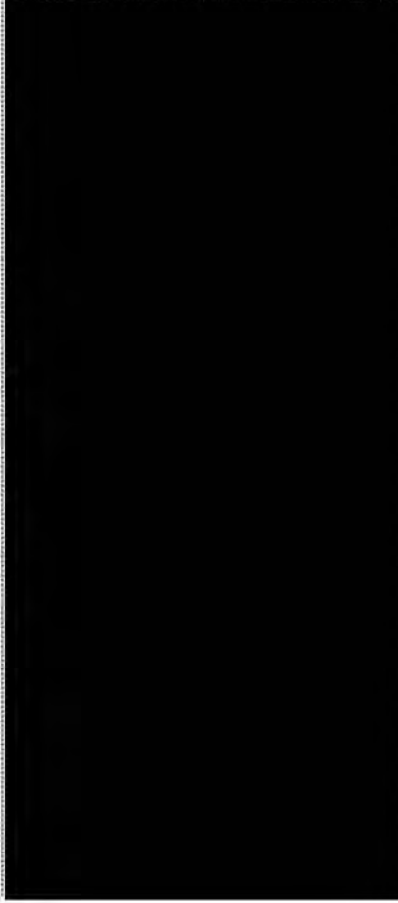


# List of potential opportunities

Commercials (GDS)



Scope of Services (core IT)



***Underlying mechanisms for successful collaboration:***

**Partnership mindset:** Champion each other both internally and externally

**Develop KPIs:** Remain accountable for measurable, mutually beneficially results

