

**From:** Menke, Sean  
**Sent:** Mon, 25 Sep 2017 08:45:46 -0500 (CDT)  
**To:** Anderson, Clinton[Clinton.Anderson@sabre.com]  
**Subject:** FW: NDC+ preso for Monday  
**Attachments:** 09.25.17 NGR-D update for MPR vF.pptx

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Page #3

**From:** Samuel, John  
**Sent:** Saturday, September 23, 2017 9:14 AM  
**To:** Menke, Sean <Sean.Menke@sabre.com>  
**Subject:** NDC+ preso for Monday

Sean,

Attached is the deck for our discussion on NDC+ at Monday's MPR. Based on discussions with several leaders, I'm proposing the team have three work streams.

A Platform team that works with Vish's team to enhance our core shared retailing capabilities and integrate support for NDC.

A Practices team that works with some key customers to "test and learn" improved retailing practices...both with existing capabilities and potential new ones.

And a team that focuses on Communication and Thought Leadership.

While we included some names of participants, we will likely change or add some once we align on approach. Should be a good discussion. Let me if you have any issues with this.

John Samuel  
SVP, Senior Technical Advisor



SABR-001020306

**Sabre**

# MPR Update: NGR/NGD

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John Samuel

25 Sept 2017

SABR-001020307

## Agenda

- Program approach
- Organization / people
- Internal coordination
- Next steps

# Program approach framework

## Organizing a single team with three focus areas:



### Platform

*Defining, developing and delivering foundational distribution and retailing capabilities*

**Responsible for:**

- \* Identifying services necessary to develop a robust retailing platform (offer and order management capabilities)
  - Support NDC standards and connectivity
  - Support integration of traditional and NDC content
  - Achieve NDC Level 2 & 3 designations (TN - certified; AS - capable)



### Practices

*Understanding applications for retailing capabilities and developing best practices*

**Responsible for:**

- \* Pursuing "test and learn" approach with customers and tech partners to identify capabilities needed to improve retailing success
  - Improve booking path optimization and new traveler touchpoints
  - Architect data services to support new Trip and Traveler data sources
  - Develop and support improved offer engine (e.g., new shopping metaphors, proactive recommendation)
  - Create decision support systems to better inform business decisions



### Communications

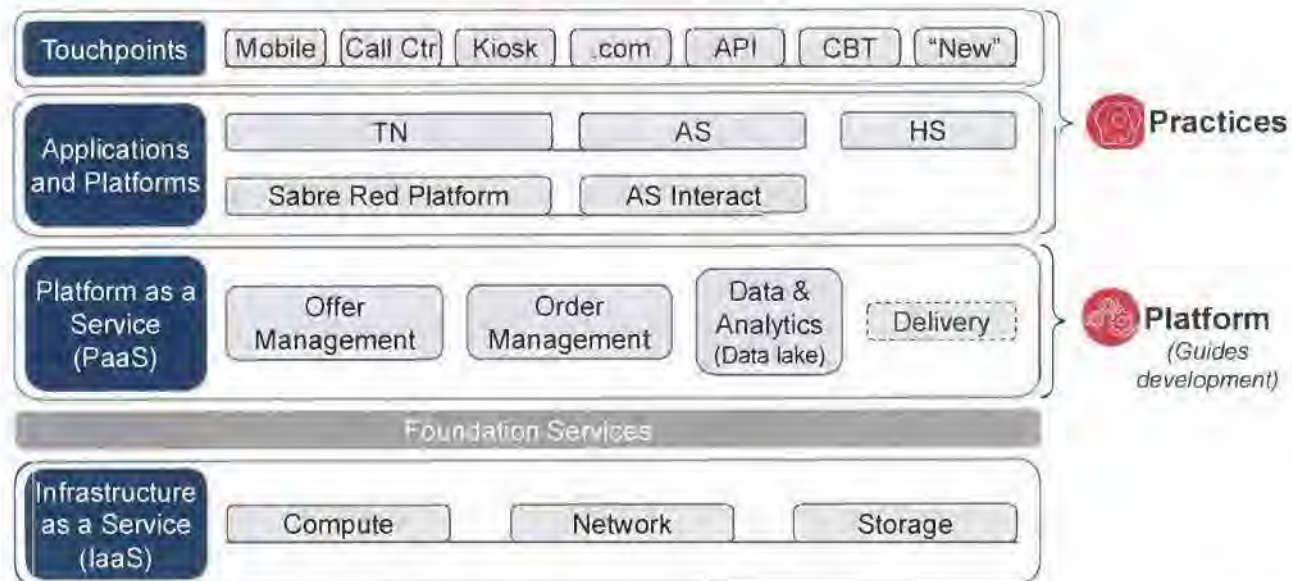
*Building Sabre's presence as a thought leader in travel retailing and driving internal communication around NDC*

**Responsible for:**

- \* Communicating retailing vision, (including shaping NDC conversation in the marketplace and providing development updates)
  - Determine appropriate "branding" for the program (NDC+? NGR/D?)
  - Position Sabre as an NDC supporter and a thought leader in retailing
  - Recommend "improved" NDC standards to decrease customization (become *de facto* solution)

SABR-001020309

## Program workstreams will primarily interface with different levels in the tech stack



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SABR-001020310



## External NDC communication efforts currently being led by Project “Tailwinds”/NDC+ (Lindsay Parker)

Project Tailwinds was created to proactively change our external narrative on NDC



Communications plan has been approved by E-Team with delivery in process



- 10/2: Sean kick-off speech at “The Beat” Live
- 11/2: Investor relations call

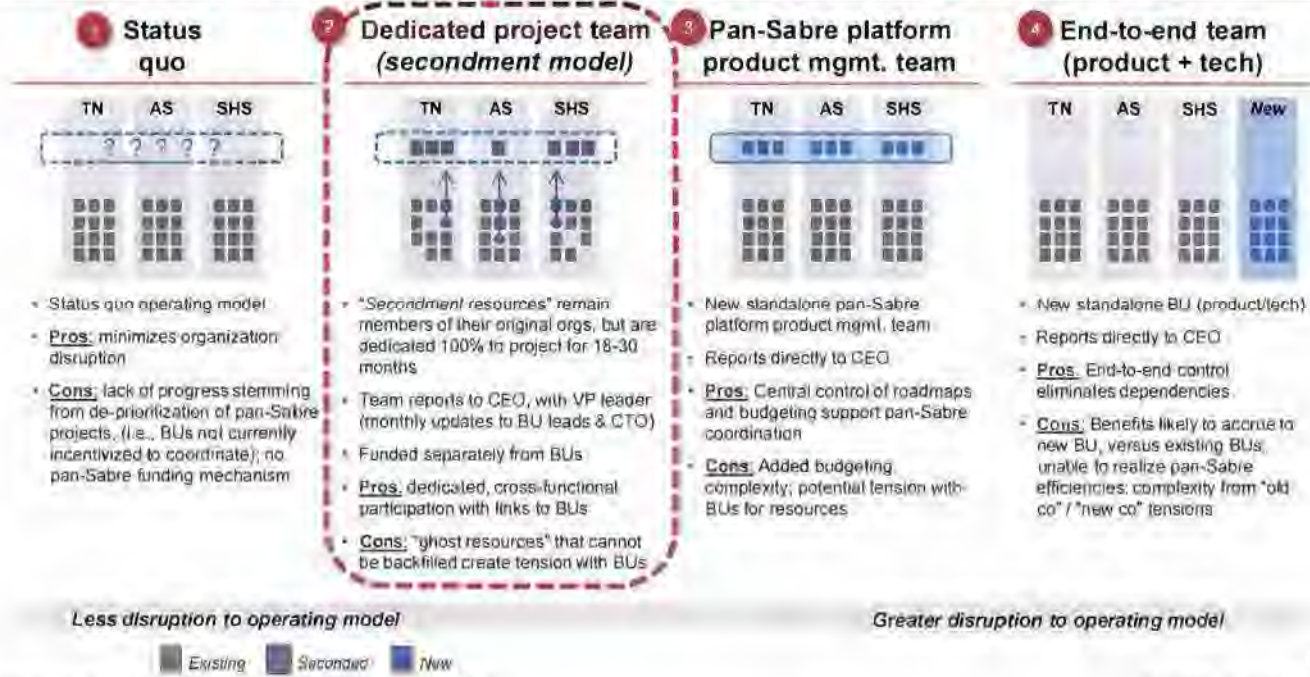
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SABR-001020311

## Agenda

- Program approach
- Organization / people
- Internal coordination
- Next steps

**Reminder:** NGR/D team originally proposed resourcing through "secondment" of individuals from existing BUs with an exec sponsor reporting to CEO





## Proposed NGR/D team structure



SABR-001020314

## Agenda

- Program approach
- Organization / people
- Internal coordination
- Next steps

## Proposed executive coordination / update cadence

Meeting	Attendees	Cadence	Purpose
<b>One-on-ones with Sean</b>	<ul style="list-style-type: none"> <li>Sean Menke</li> <li>Executive Sponsor</li> </ul>	Same cadence as other exec one-on-ones	<ul style="list-style-type: none"> <li>Provide status update on program progress</li> <li>Raise key issues requiring executive decision</li> </ul>
<b>Steering committee meetings</b>	<ul style="list-style-type: none"> <li>Sean Menke</li> <li>Wade Jones</li> <li>Dave Shirk</li> <li>Vish Saoji</li> <li>Executive Sponsor</li> </ul>	Initially, every 4 weeks	<ul style="list-style-type: none"> <li>Inform key stakeholders of program's progress</li> <li>Address issues related to re-integration of product development back into BUs</li> <li>Align on new market developments (e.g. [REDACTED])</li> </ul>
<b>Sabre prioritized initiative program</b>	<ul style="list-style-type: none"> <li>Executive team</li> <li>Executive Sponsor</li> </ul>	Every 2 months	<ul style="list-style-type: none"> <li>Update executive team on program's progress</li> <li>Identify areas where NGR/D might be impacting other BUs</li> </ul>

[REDACTED]

SABR-001020316

## Agenda

- Program approach
- Organization / people
- Internal coordination
- Next steps

## Recently, both TN and AS have experienced pressure to deliver NDC capabilities

Airlines have continued to push NDC in the marketplace via both in-house technology development and commercial pressure on GDSs

TN

- Airlines are taking commercial action to force GDSs to incorporate NDC connectivity (LH's surcharge, [REDACTED] agency incentive)
- TN is under urgent pressure from key air carriers to deliver NDC capabilities in the near-term [REDACTED]

AS

- Farelogix has established relationships with many of our hosted carriers [REDACTED] and is continuing to be aggressive in the market
- [REDACTED] likely to issue an RFP for an offer engine with NDC capabilities by early 2018

SABR-001020318



## Next steps

**Report back on the following items by November 17:**

- Conduct technical deep dive to detail requirements, refine cost estimates, and understand prioritization between this program and Project Mercury
- Flesh out team leads, resourcing model and associated logistics, (i.e., how to activate *secondment*)
- Confirm "no regrets" items with BUs
- Design a partnership model and select potential partners for experimentation and testing
- Develop comprehensive communications plan, including content for 11/2/17 investor relations call

## Appendix

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## 2017 NGR/D roadmap and resourcing

### Deliverables

- + Output:
  - Workflows
  - APIs
  - BRDs
  - E2E High Level Design
  - Updated estimates

### Resourcing

- TN funded at [REDACTED]
- Prep: [REDACTED] architects for [REDACTED] weeks
- Deep Dives: [REDACTED] total [REDACTED] Architects [REDACTED] BAs, [REDACTED] Program Management and Marketing) for 1 month



## Potential options for 2018 investment

- 1 Includes interim development to connect current technology to NGR/NGD tech
- 2 US-based development

	Options	NGR/ NGD Pilot 1 & Pilot 2 (partial)	TN Near-in (NDC Lvl 2) & Implementation (4 carriers)	2018 Investment Total
1a	Full NGR/NGD + TN near-in <i>(primarily US-based dev)</i>	[REDACTED]	[REDACTED]	[REDACTED]
1b	Full NGR/NGD + TN near-in <i>(fully geomixed dev)</i>	[REDACTED]	[REDACTED]	[REDACTED]
2	TN near-in only (NDC Lvl 2) <i>(fully geomixed dev)</i>	-	[REDACTED]	[REDACTED]

- Option 2 is a minimum investment that, alone, risks accelerating NGD before NGR; does not deliver AS NDC Levels 2 & 3
- An incremental [REDACTED] delivers the strategic benefits of Options 1a/1b, including AS NDC Levels 2 & 3



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**Sabre**

# MPR Update: NGR/NGD

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25 Sept 2017

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SABR-001020307



# Agenda

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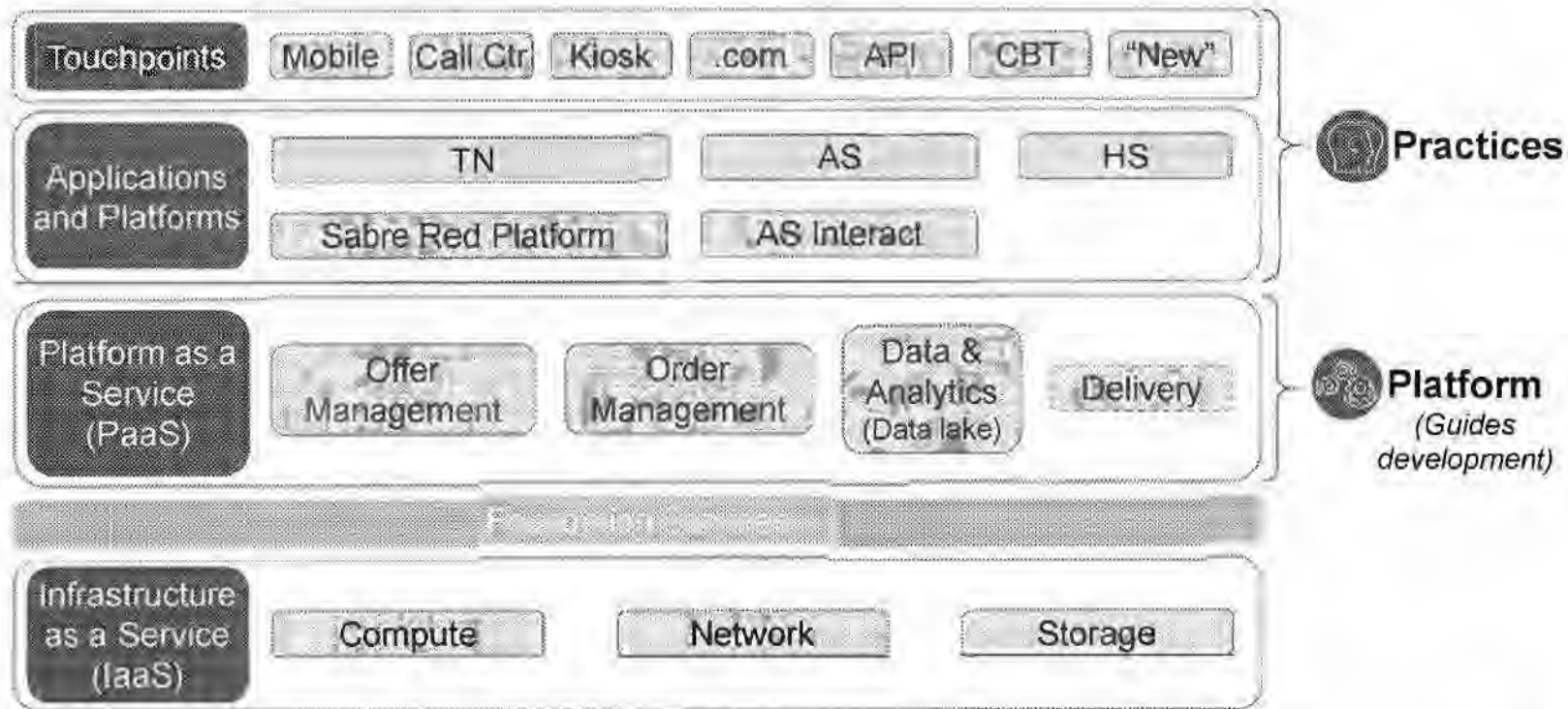
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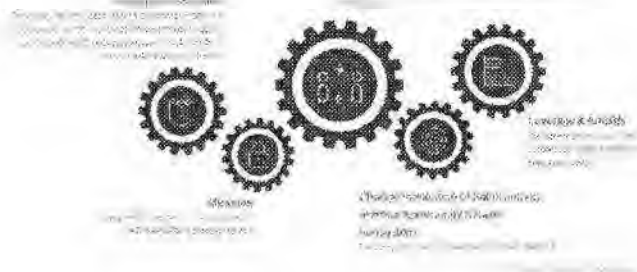
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## Objectives



## Tailwinds Launch Messaging Outline



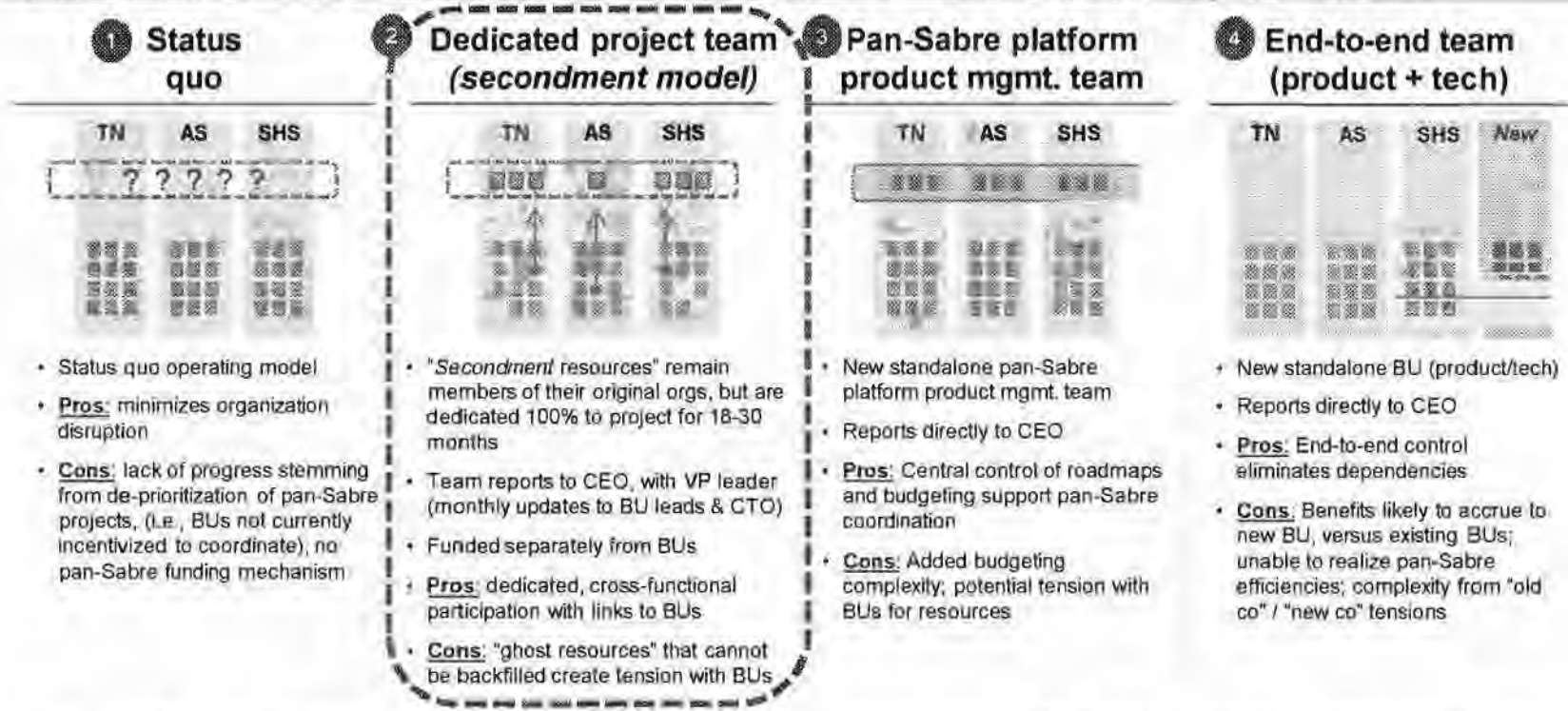
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Less disruption to operating model

Greater disruption to operating model

Existing Seconded New

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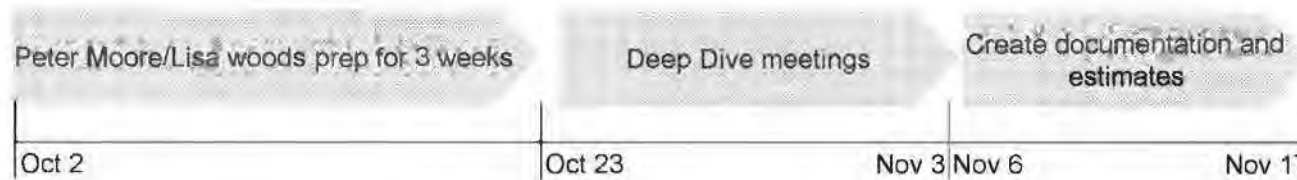
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