

From: "Johnson, Hunter" <Hunter.Johnson@sabre.com>
Sent: Thu, 15 Aug 2019 06:52:37 -0500 (CDT)
To: "Menke, Sean" <Sean.Menke@sabre.com>; "Jones, Wade" <Wade.Jones@sabre.com>; "Shirk, Dave" <Dave.Shirk@sabre.com>; "Anderson, Clinton" <Clinton.Anderson@sabre.com>; "DiFonzo, Joe" <Joe.DiFonzo@sabre.com>; "Wagner, Shelby" <Shelby.Wagner@sabre.com>; "Williams-Ramey, Aimee" <Aimee.Williams-Ramey@sabre.com>; "Sievert, Barry" <Barry.Sievert@sabre.com>; "Warmbier, Kim" <Kim.Warmbier@sabre.com>; "Selincourt, Louis" <Louis.Selincourt@sabre.com>; "Barnett, Doug" <Doug.Barnett@sabre.com>; "Narasimhan, Sundar" <Sundar.Narasimhan@sabre.com>; "Tanyel, Cem" <Cem.Tanyel@sabre.com>
Subject: RE: ALIGN - eTeam Meeting
Attachments: 2020 Align - 8.15.19 v3.pptx,2020 Align - 8.15.19 v3.pdf

Attached is an updated version that came in overnight that includes 2 new slides - R&D comps from Amadeus for each of TN & AS

Hunter Johnson
Office [REDACTED]

From: Johnson, Hunter
Sent: Wednesday, August 14, 2019 9:47 PM
To: Menke, Sean <Sean.Menke@sabre.com>; Jones, Wade <Wade.Jones@sabre.com>; Shirk, Dave <Dave.Shirk@sabre.com>; Anderson, Clinton <Clinton.Anderson@sabre.com>; DiFonzo, Joe <Joe.DiFonzo@sabre.com>; Wagner, Shelby <Shelby.Wagner@sabre.com>; Williams-Ramey, Aimee <Aimee.Williams-Ramey@sabre.com>; Sievert, Barry <Barry.Sievert@sabre.com>; Warmbier, Kim <Kim.Warmbier@sabre.com>; Selincourt, Louis <Louis.Selincourt@sabre.com>; Barnett, Doug <Doug.Barnett@sabre.com>; Narasimhan, Sundar <Sundar.Narasimhan@sabre.com>; Tanyel, Cem <Cem.Tanyel@sabre.com>
Subject: RE: ALIGN: eTeam Meeting

All – Attached is the latest 2020 Planning Forecast that we will review tomorrow late morning and through the afternoon. The plan is to efficiently review the assumptions in the front half of the deck (that we will further refine through the planning process) so that we can maximize time for the key discussions at the end about big investment areas and 2020 financial targets.

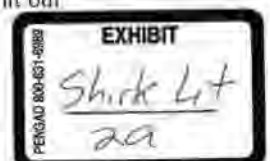
Hunter Johnson
Office [REDACTED]

—Original Appointment—

From: Menke, Sean
Sent: Thursday, July 18, 2019 3:19 PM
To: Menke, Sean; Jones, Wade; Shirk, Dave; Anderson, Clinton; DiFonzo, Joe; Wagner, Shelby; Williams-Ramey, Aimee; Sievert, Barry; Warmbier, Kim; Selincourt, Louis; Barnett, Doug; Narasimhan, Sundar; Tanyel, Cem; Johnson, Hunter
Subject: ALIGN: eTeam Meeting
When: Thursday, August 15, 2019 8:00 AM-5:30 PM (UTC-06:00) Central Time (US & Canada).
Where: Westin Las Colinas, 400 West Las Colinas Boulevard, (Rhythm Board Room), Irving, TX 75039

Please plan to valet park at the main entrance. Valet will be \$18.00 per vehicle and charged to the master account. We will have vouchers for you to present to valet when departing from the hotel in order for charged to hit our master account.

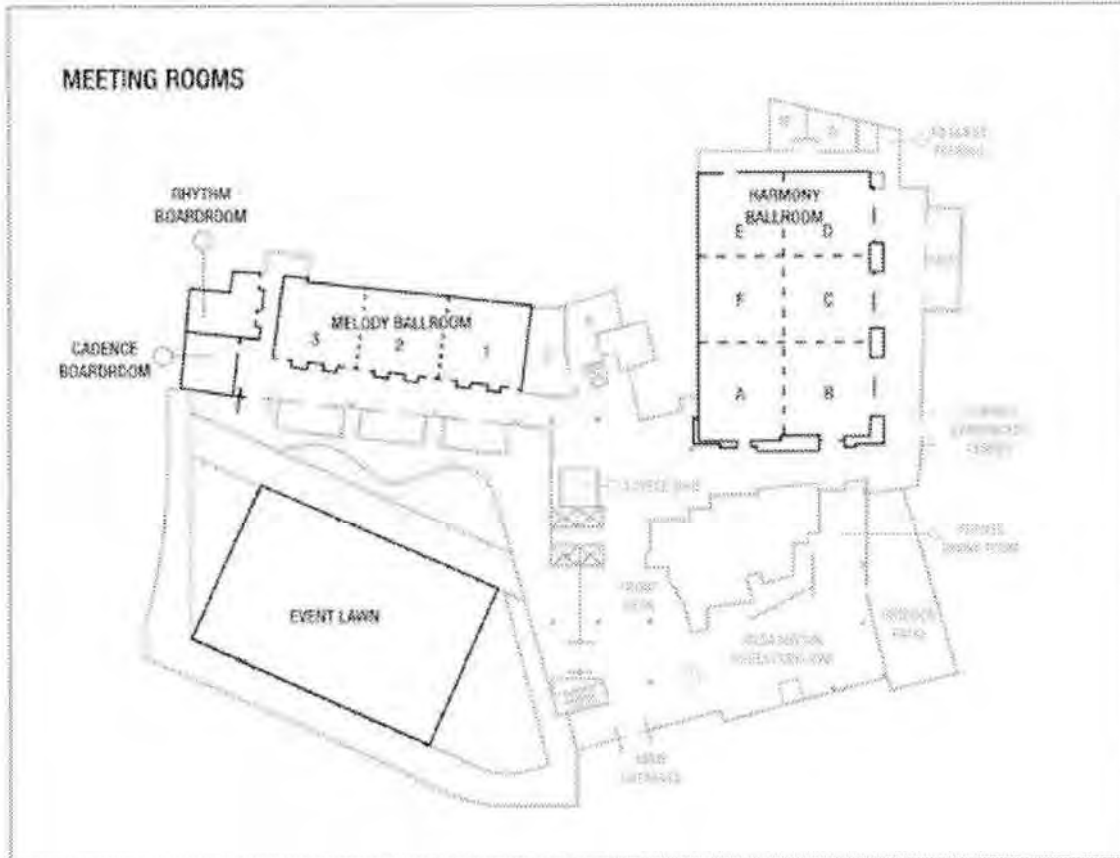
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All meeting space is on the first floor:

- Meeting Room: **Rhythm Board Room**
- Meals: **Melody Ballroom #3**



The Sabre logo is displayed in white text on a red rectangular background in the top left corner of the slide.

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2020 Align

Financial Outlook and Investment Planning

August 15, 2019

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2020 Planning Calendar

Doug Barnett

August 15, 2019



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2019/2020 & MYO Planning Management Cadence

- Jun 10 ○ Updated Review of 2020 Revenue and Incentives
Initial investment targets and finalized templates provided to teams based on updated 2020 Revenue, Incentives and Tech Spend
- Jun 3 ○
- Aug 5 ○ 1st Updated 2020 View with 6+6 Forecast
- Aug 12 – Aug 16 ○ ALIGN: eTeam Strategy Offsite
- Sep 30 ○ 2nd Updated 2020 View with 8+4 Forecast
- Sep 30 – Oct 4 ○ FOCUS: 2020 Kick-Off / Plan Alignment Offsite
- Oct 21 ○ Begin 1st Round CEO Plan Reviews
- Oct 22 ○ End 1st Round CEO Plan Reviews
- Nov 5 ○ 2nd Round Plan Reviews & 1st Round MYO Reviews w/CEO
- Nov 8 ○ 2nd Round CEO MYO Review (if necessary)
- Nov 18 ○ CEO Final Sign Off – BU Plan Decks
- Nov 26 ○ CEO Final Sign Off - Consolidated
- Dec 4 ○ BOD Review
- Dec 31 ○ Final BOD Plan (correcting for any known issues from December Close)

○ 2020 View MYO Event ○ Leadership Offsite

ALIGN: eTeam Strategy Offsite

Date: Aug 12 – 18

Location: TBD

Audience: TBD, eTeam Plus

Objectives:

- Align on operating model as eTeam (What should stay same/ what should change?)
- Mid Year review of Prioritized Initiatives (Assign grades + action plans)
- Align on prioritization for ROY (new initiatives required?)
- Draft initial list of 2020 Prioritized Initiatives
- Align on 2020 roadmap priorities (to influence 3Q roadmaping)

FOCUS: 2020 Kick-Off / Plan Alignment Offsite

Date: Sep 30-Oct 4 (TBD; Day 1: eTeam Plus; Day 2-3: full group; Day 4: eTeam Plus)

Location: TBD

Audience: TBD (eTeam Plus + ~90 Sr Leaders)

Objectives:


- Follow up from eTeam Strategy Offsite (Day 1: eTeam Plus)
- Review initial BU/ group 2020 product investment plan (with prioritization)
- Share "what would you cut if you had 10% less funding" + "How would you invest if there was an opportunity for incremental funding?"
- Review & Revise 2020 roadmap priorities / prioritized initiatives
- Align on 2020 WFP / SDC Strategy
- Finalize 2020 Prioritized Initiatives (Day 4 – eTeam Plus)
- Discuss contingency approach based on priorities (Day 4 – eTeam Plus)

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2020 6+6 Forecast

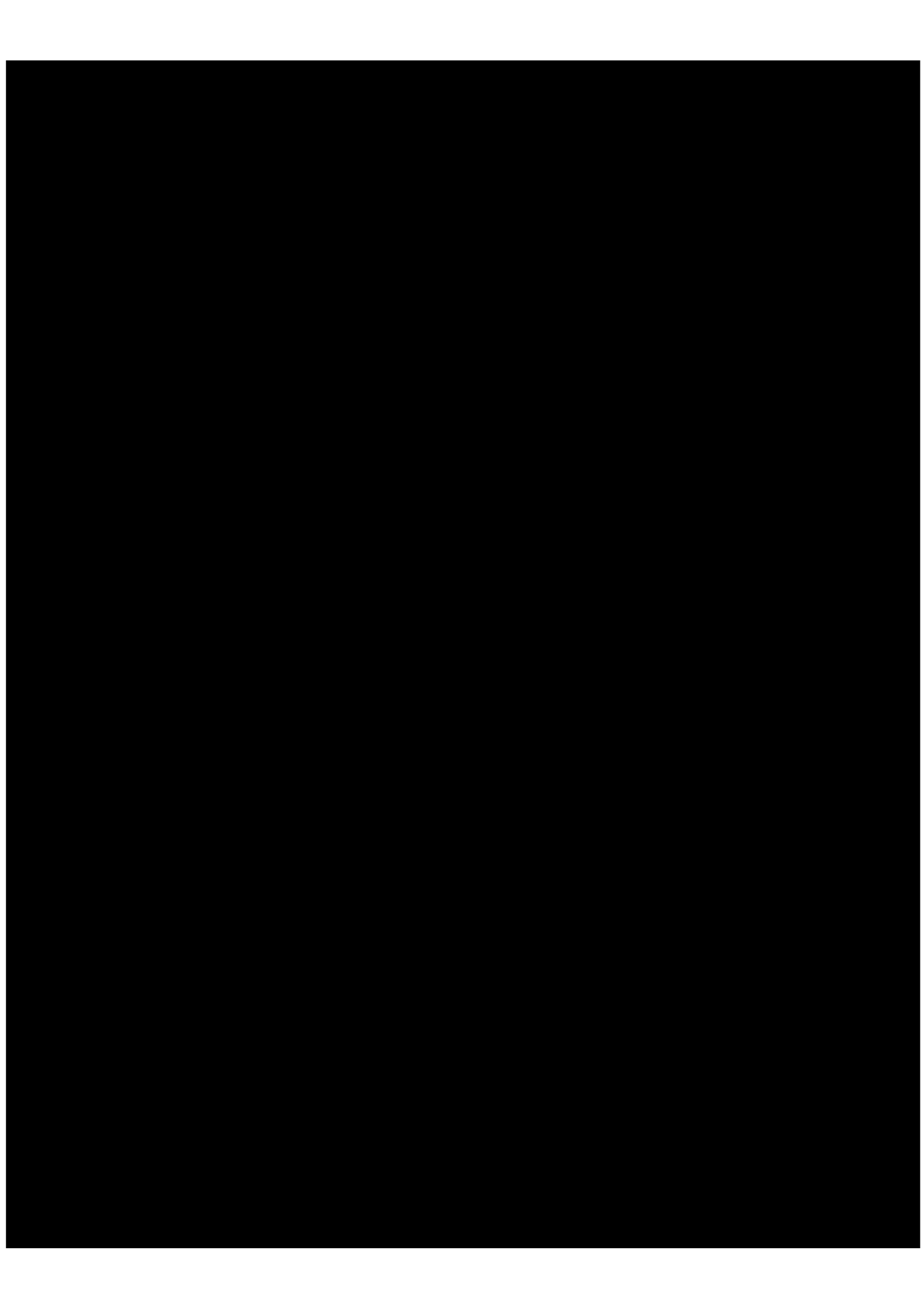


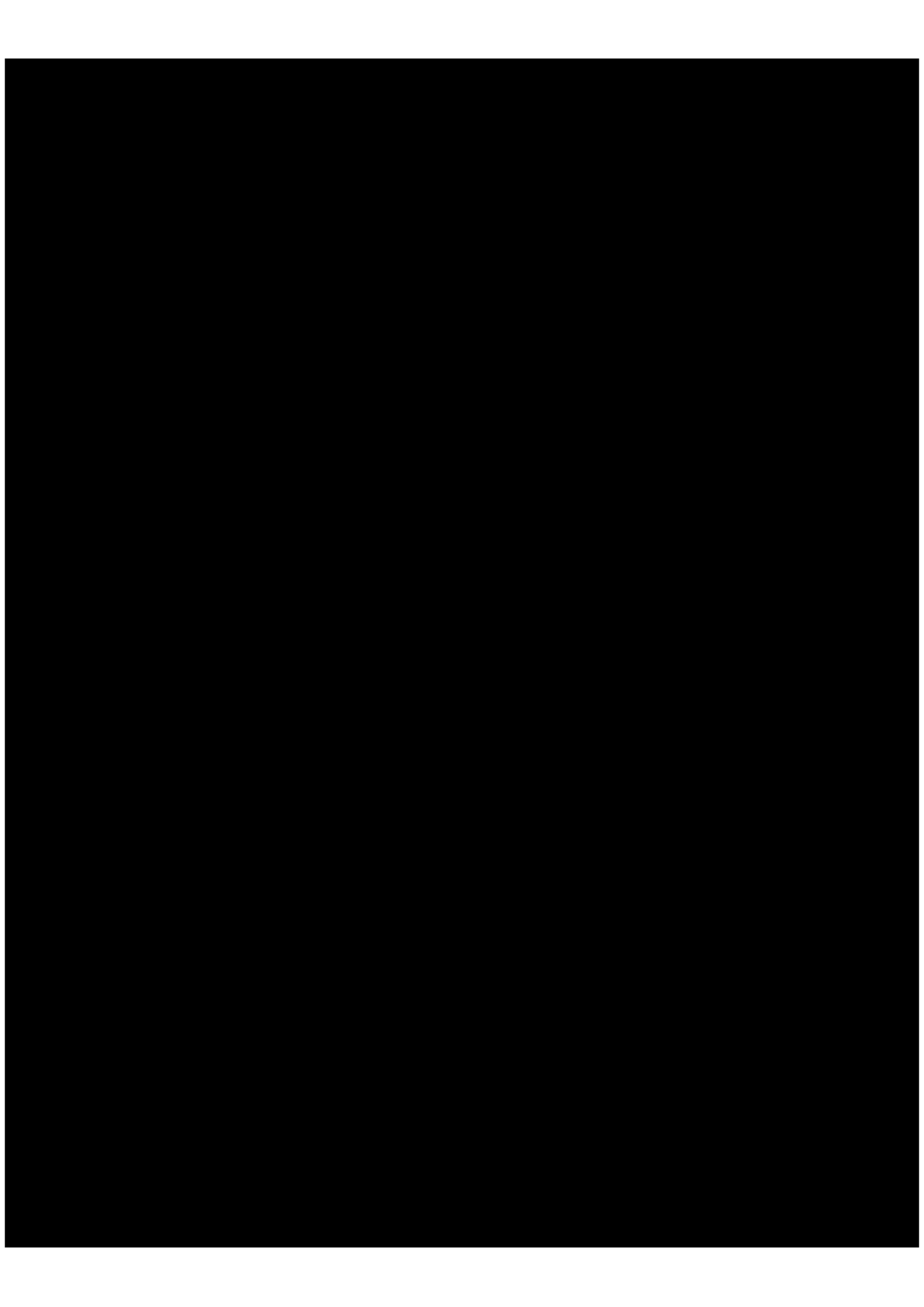
Doug Barnett

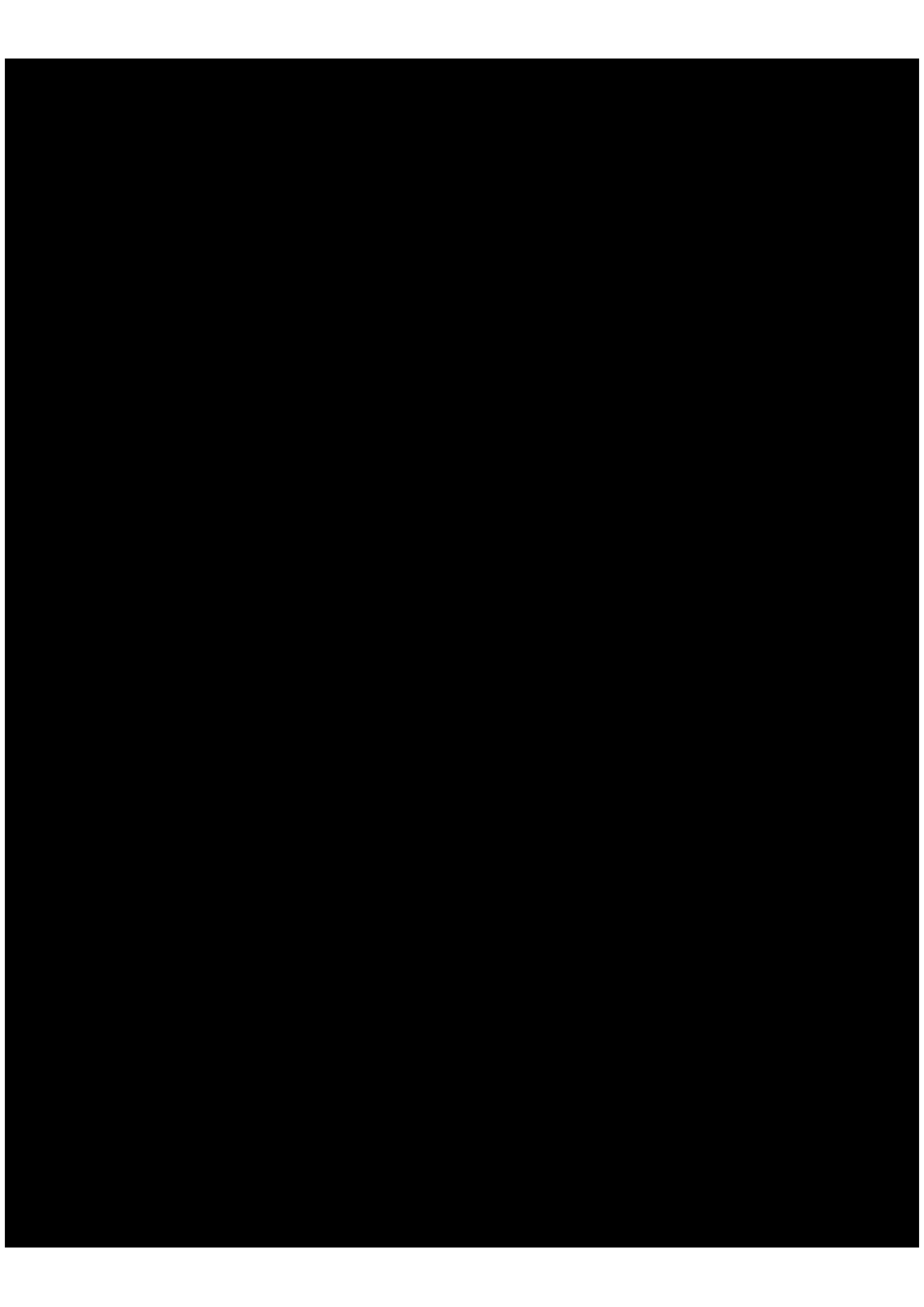
August 15, 2019

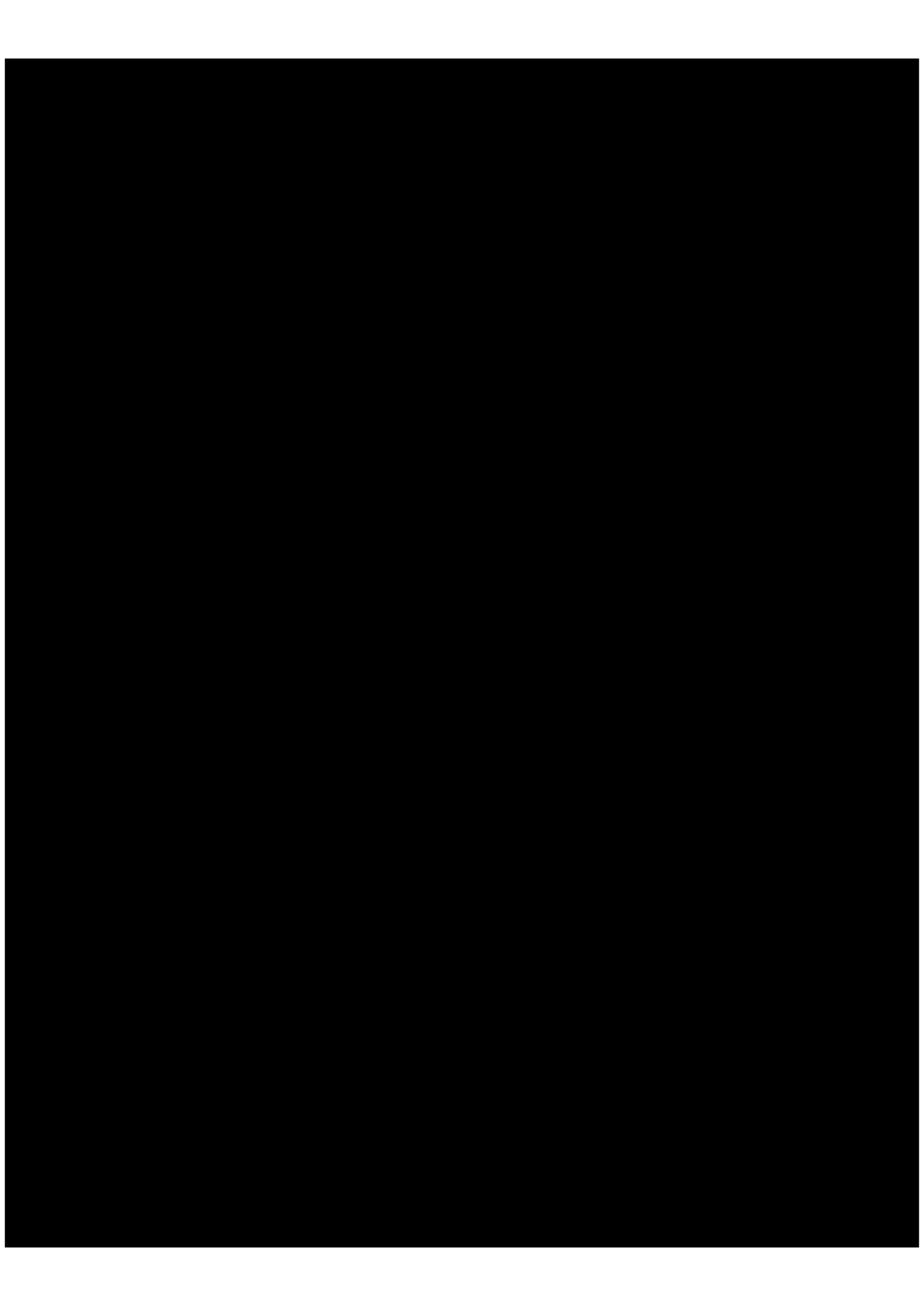


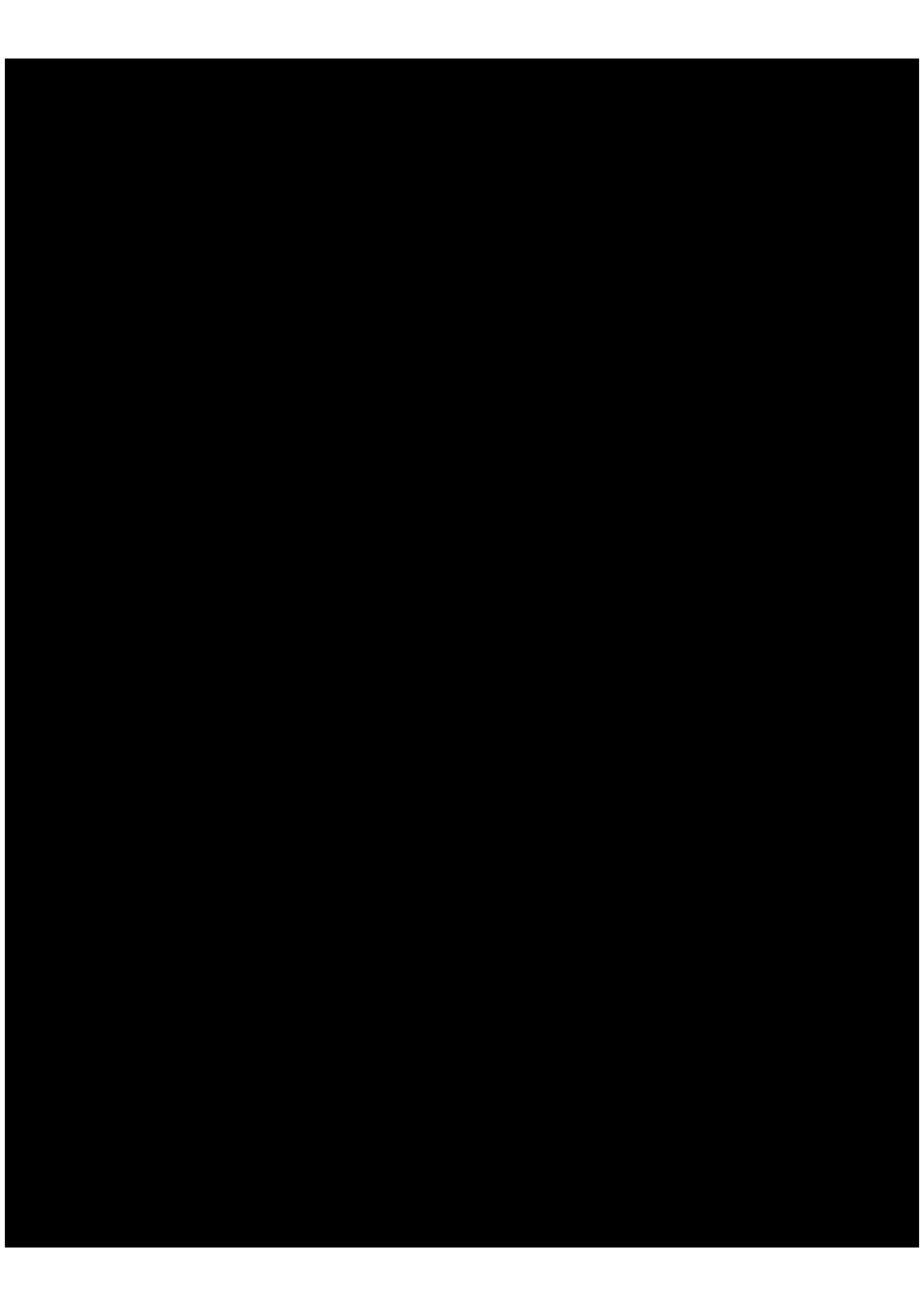
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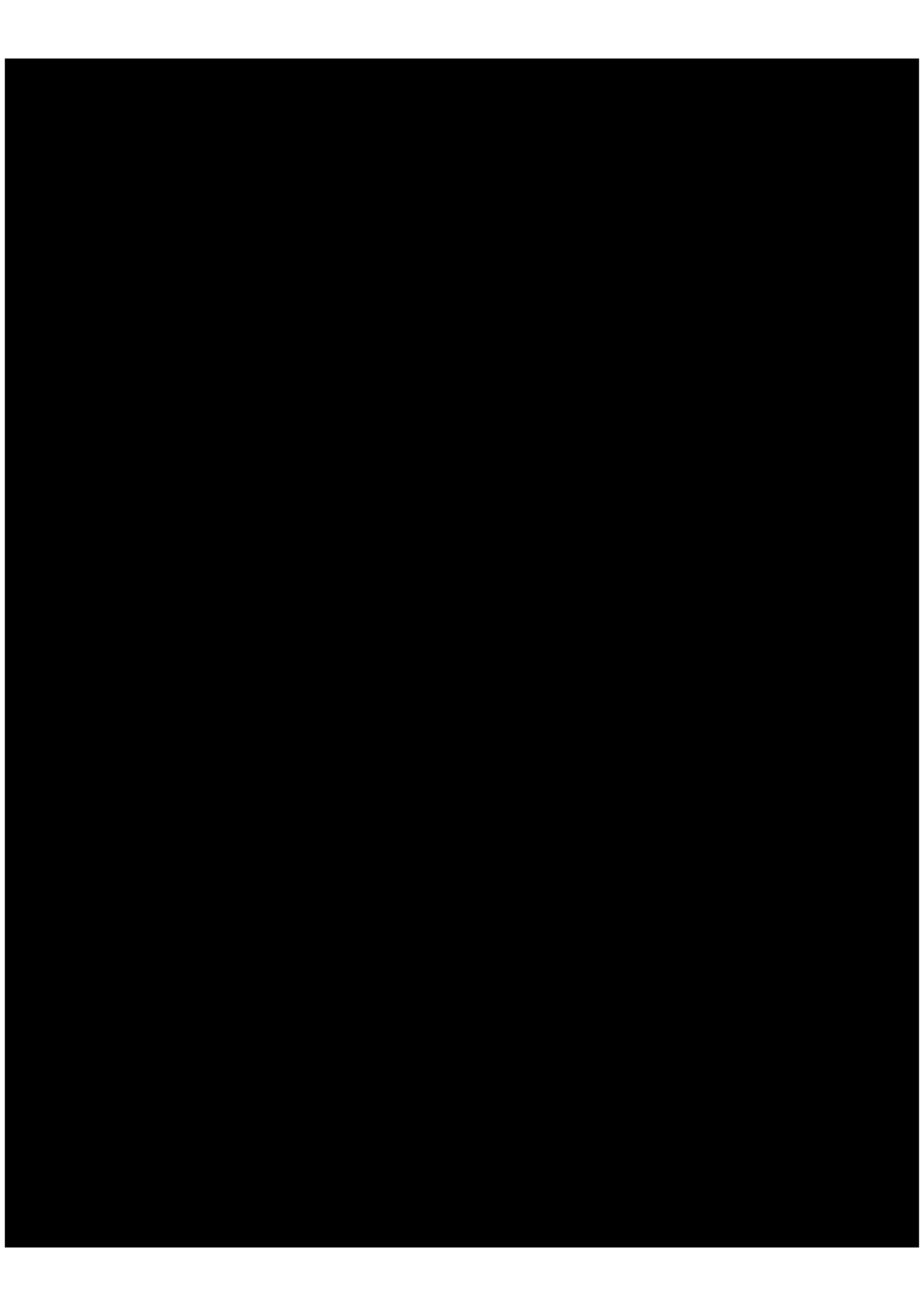


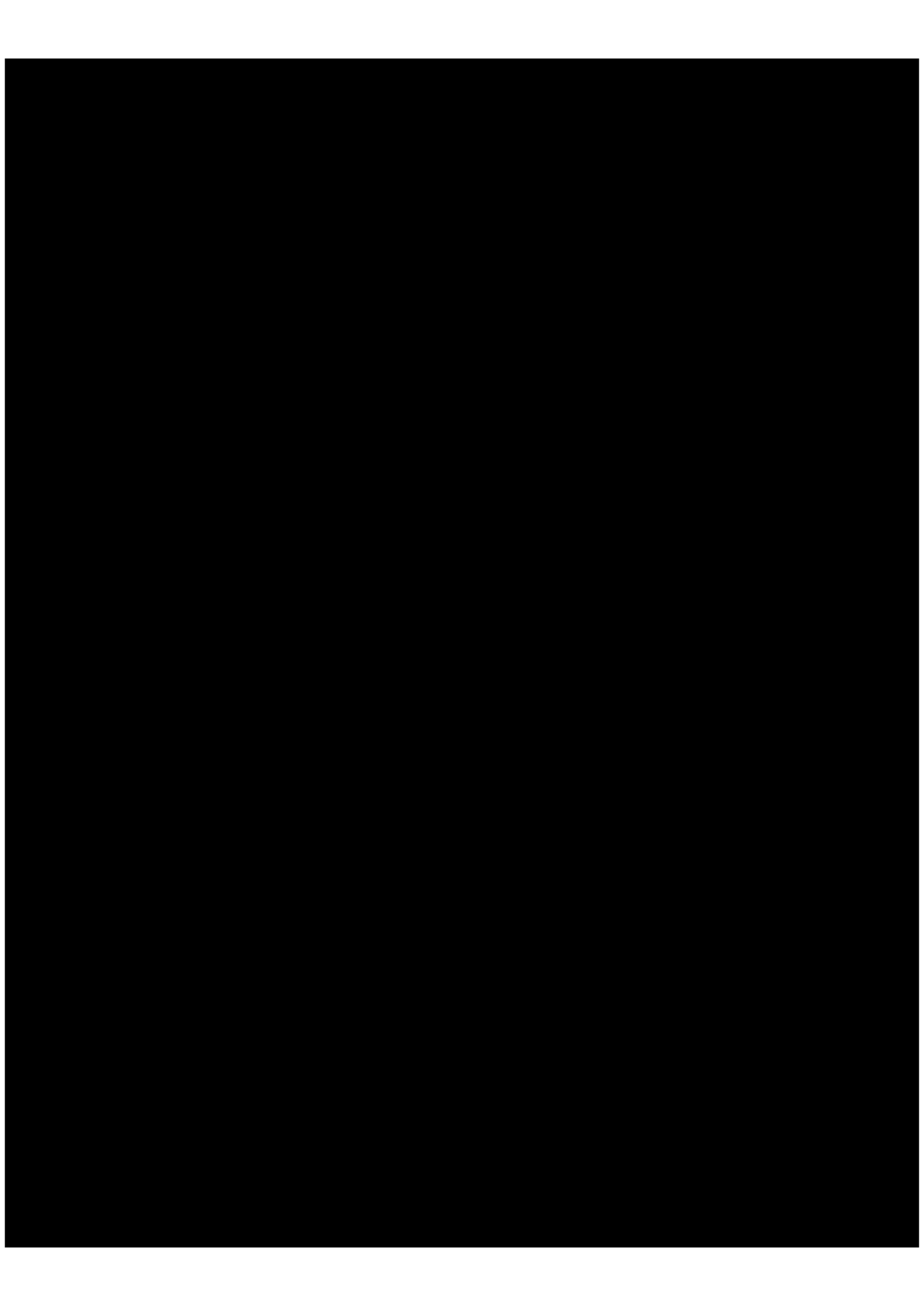
Travel Solutions 2020 Forecast Review

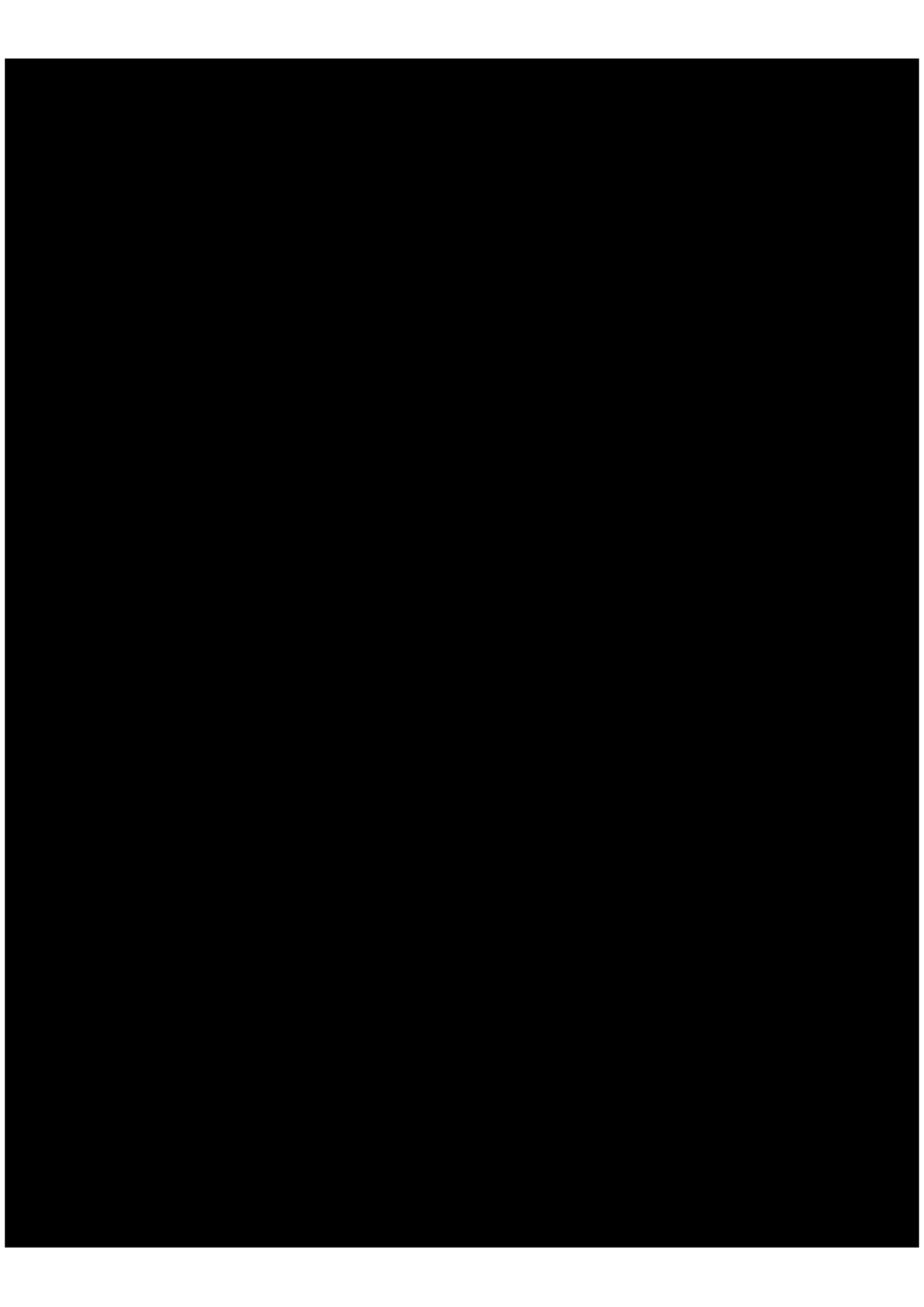
Dave Shirk

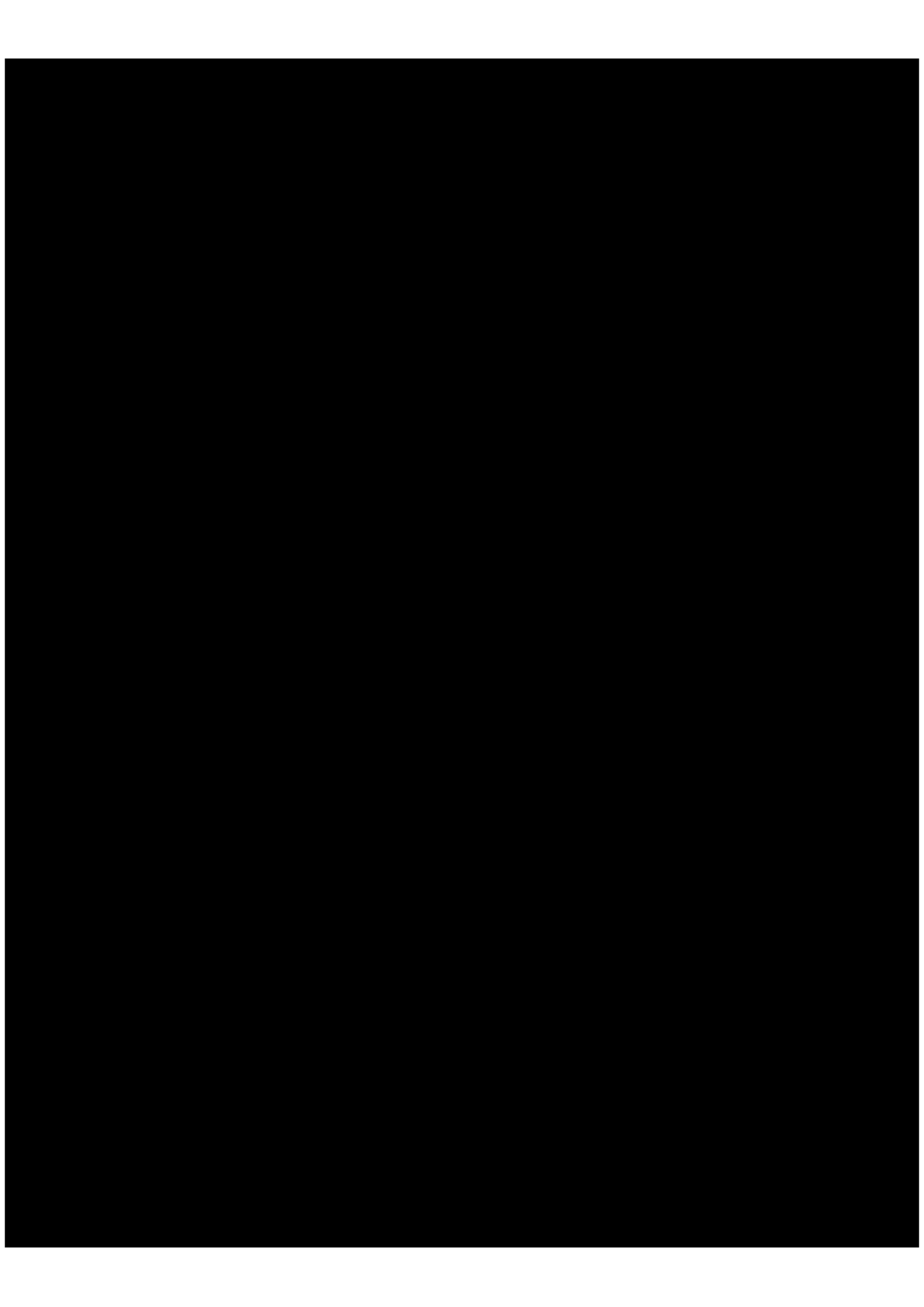
August 15, 2019

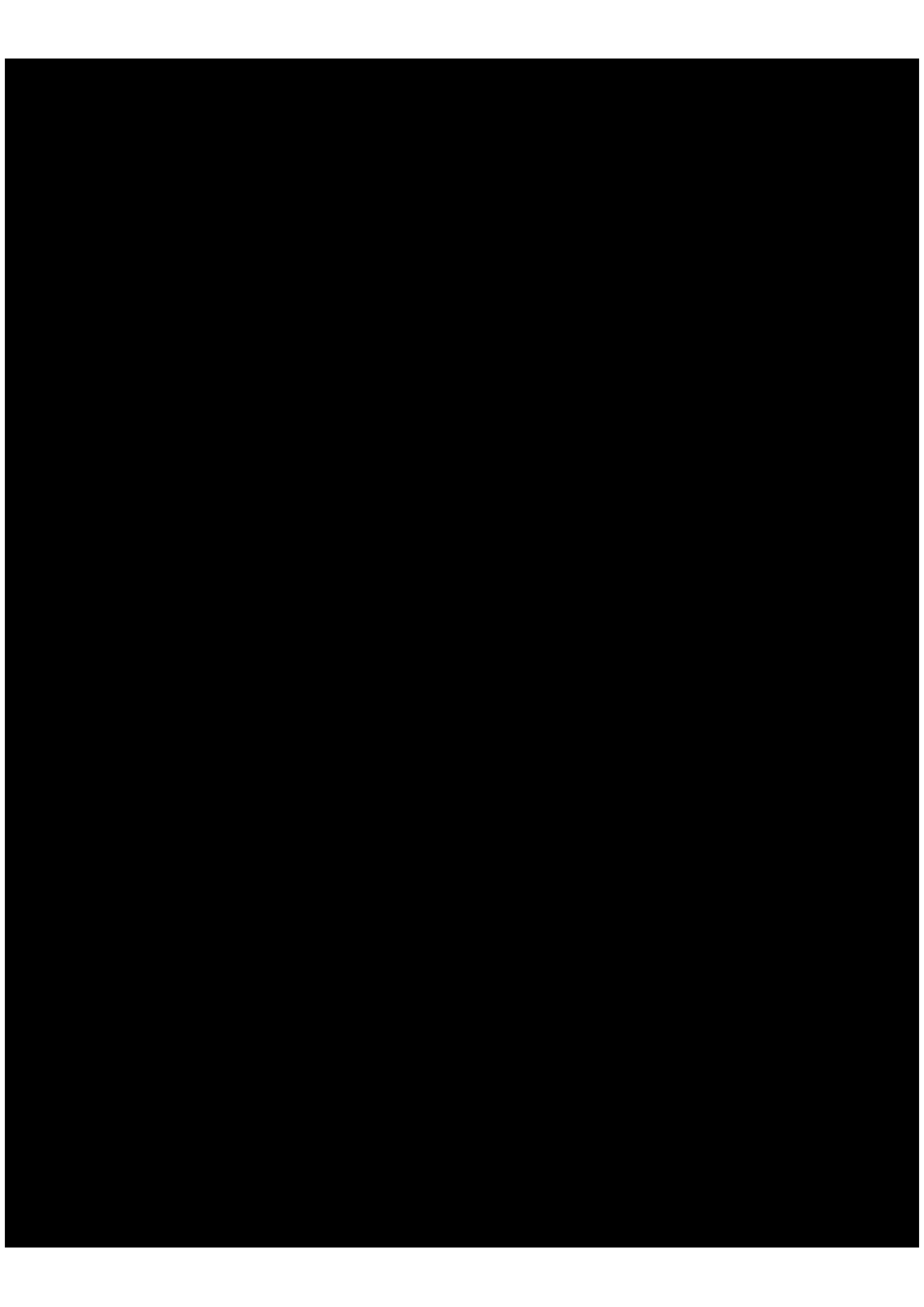


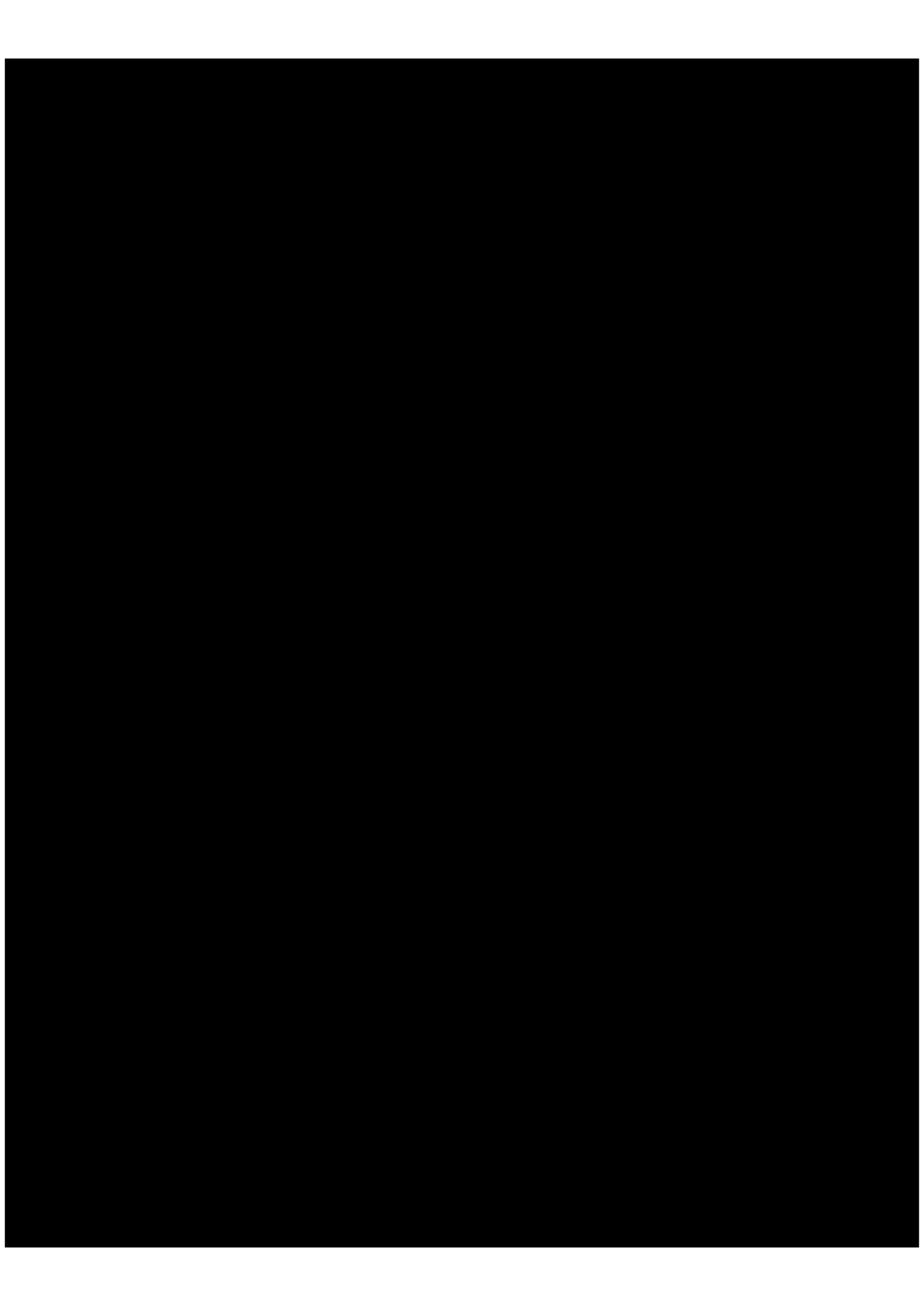


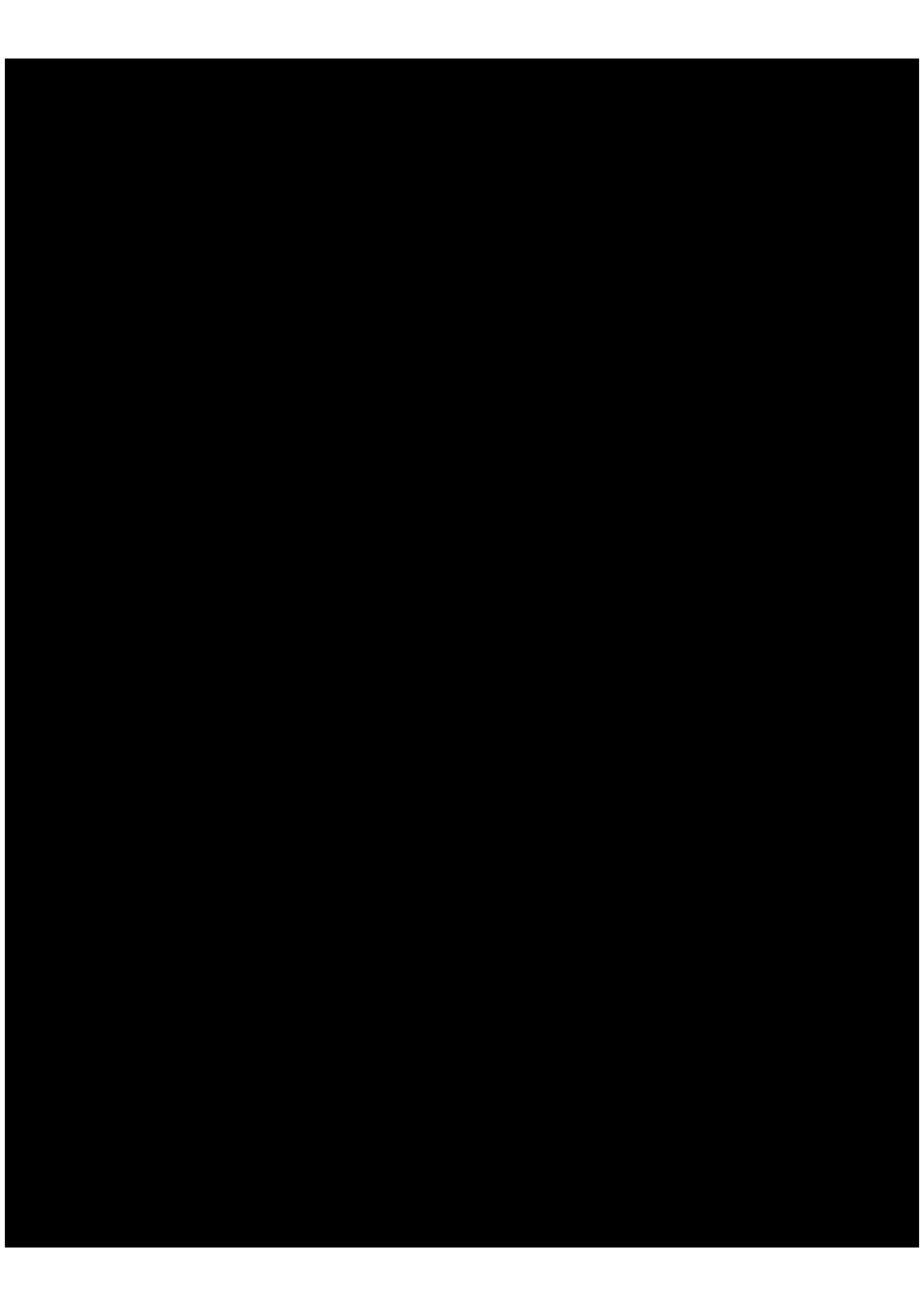


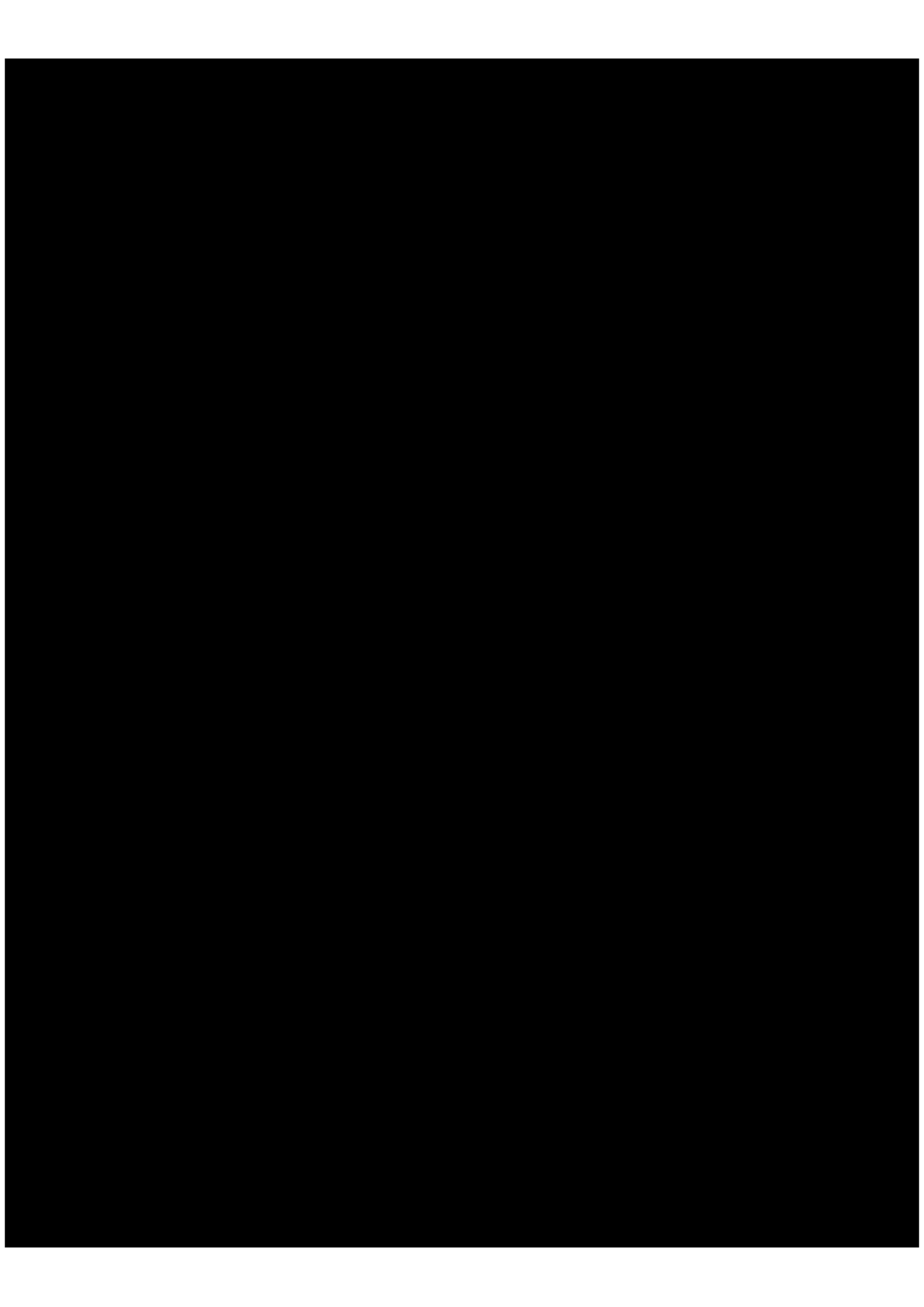


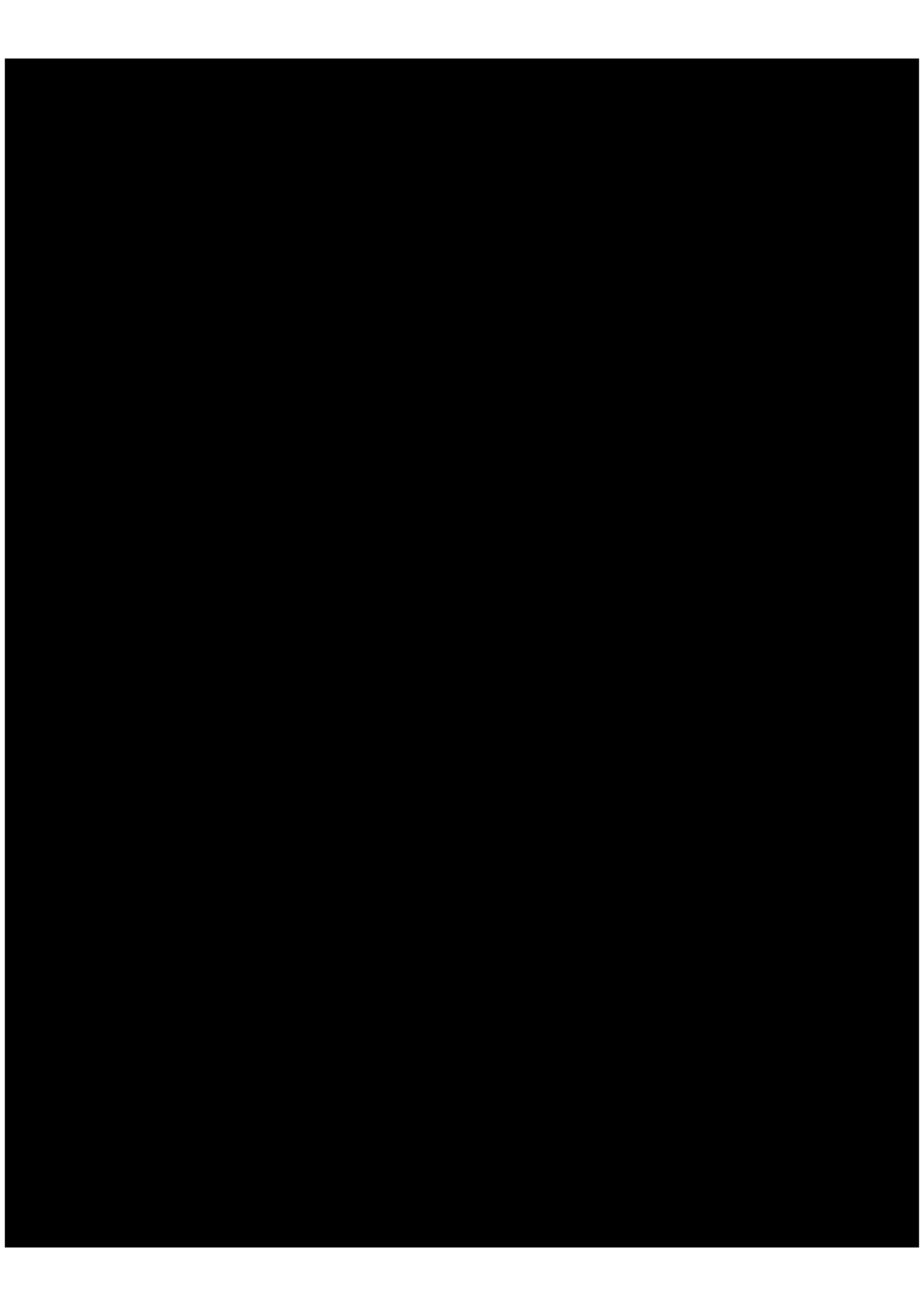















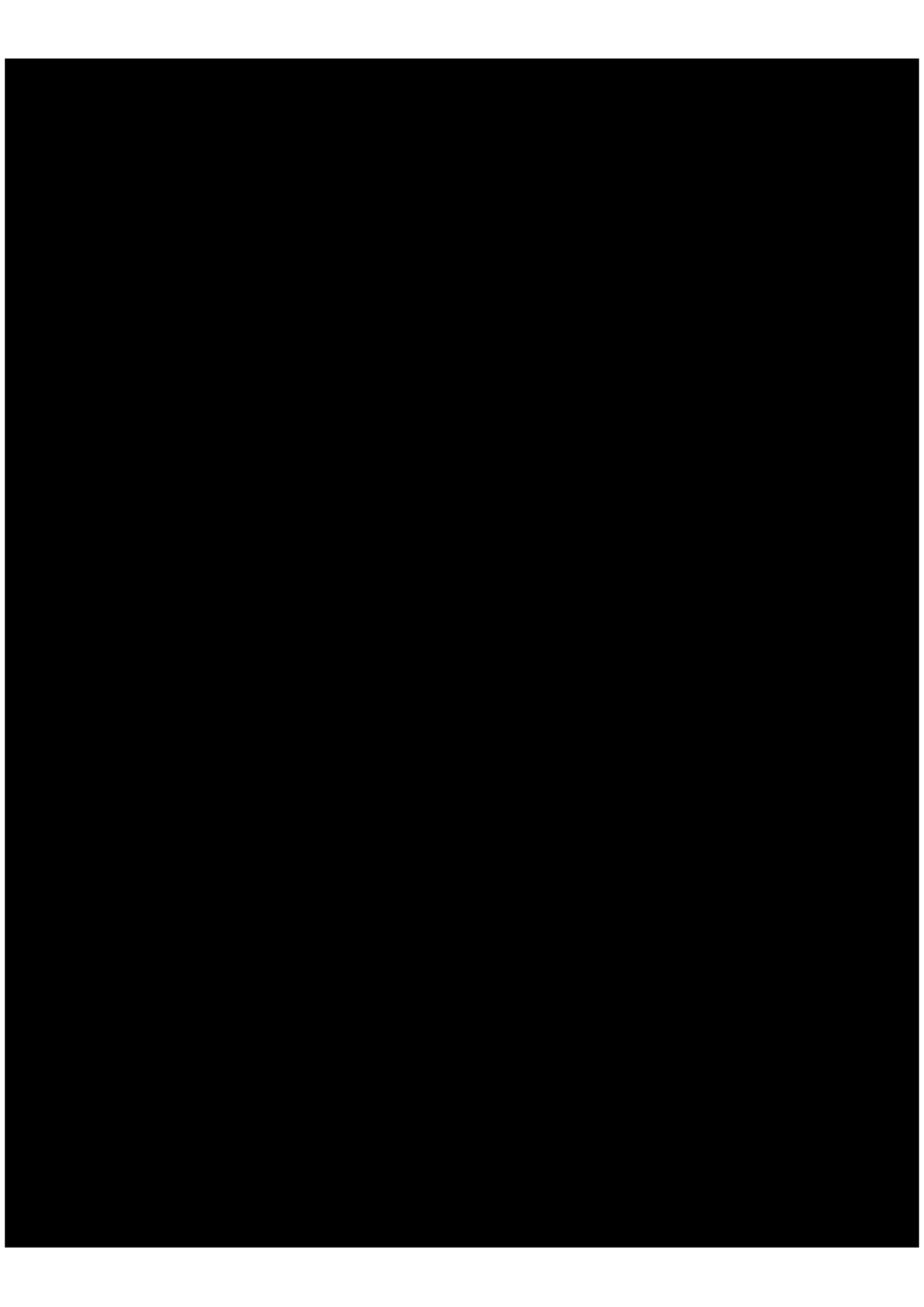
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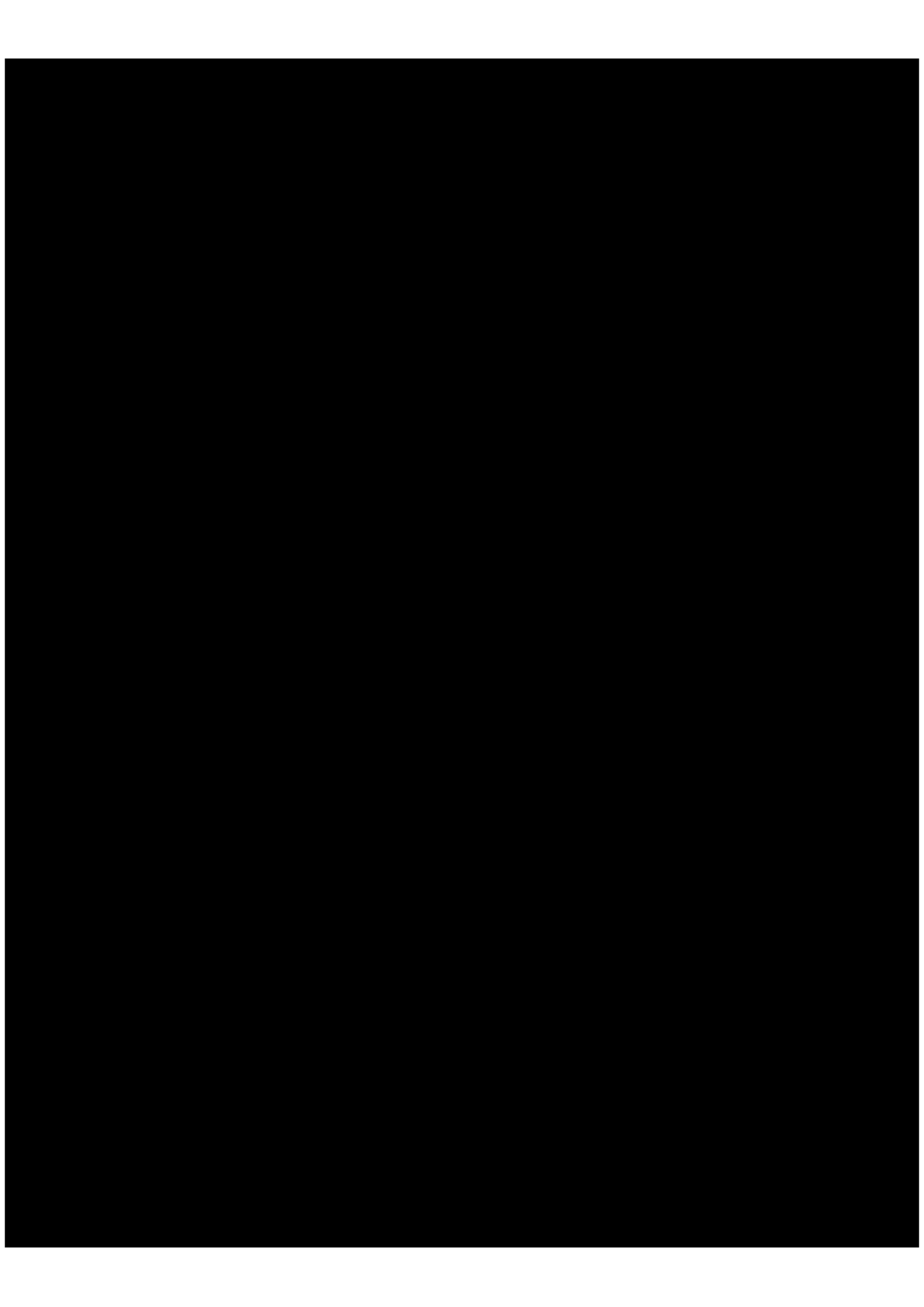
Travel Network 2020 Forecast Review

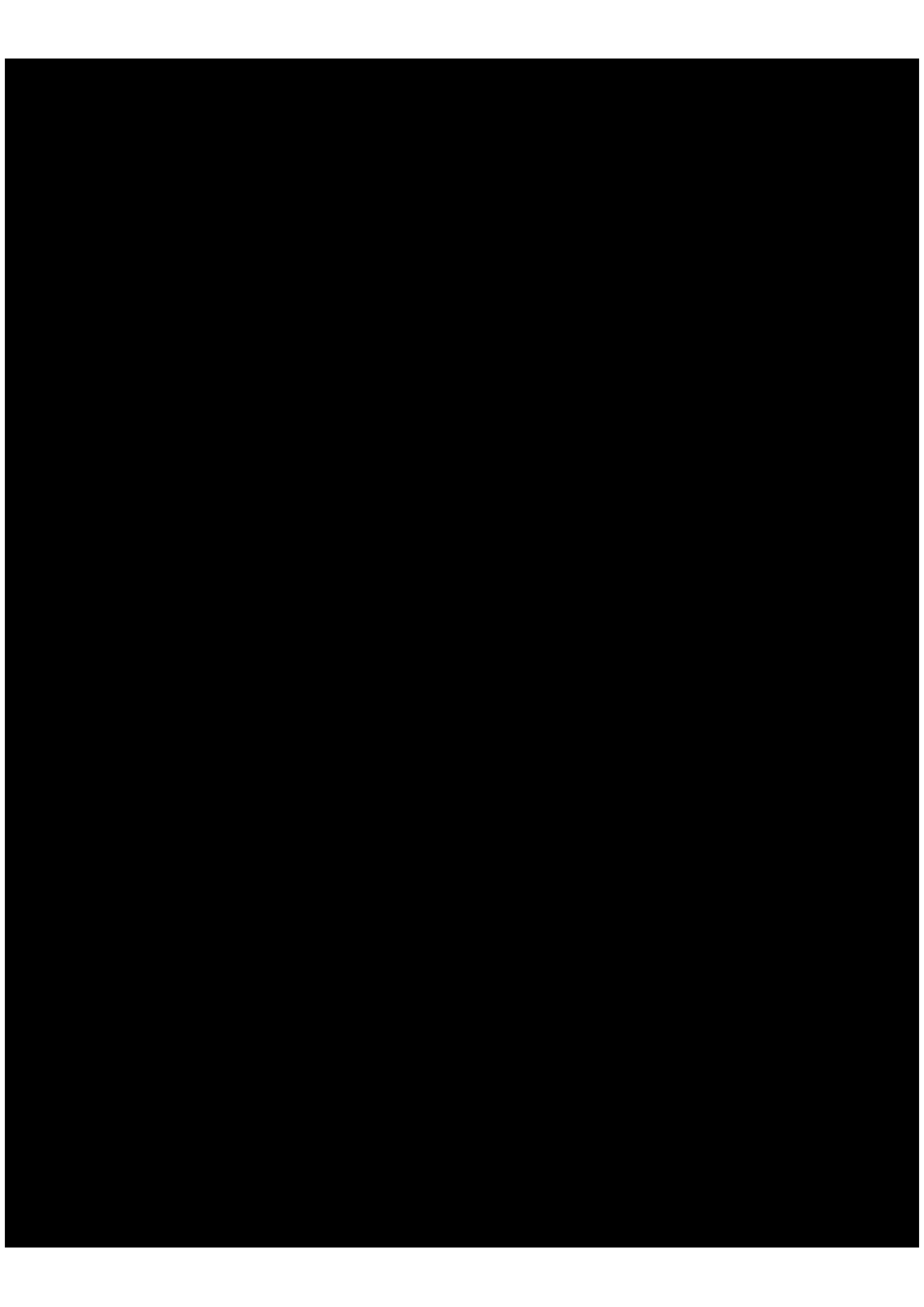
August 2019

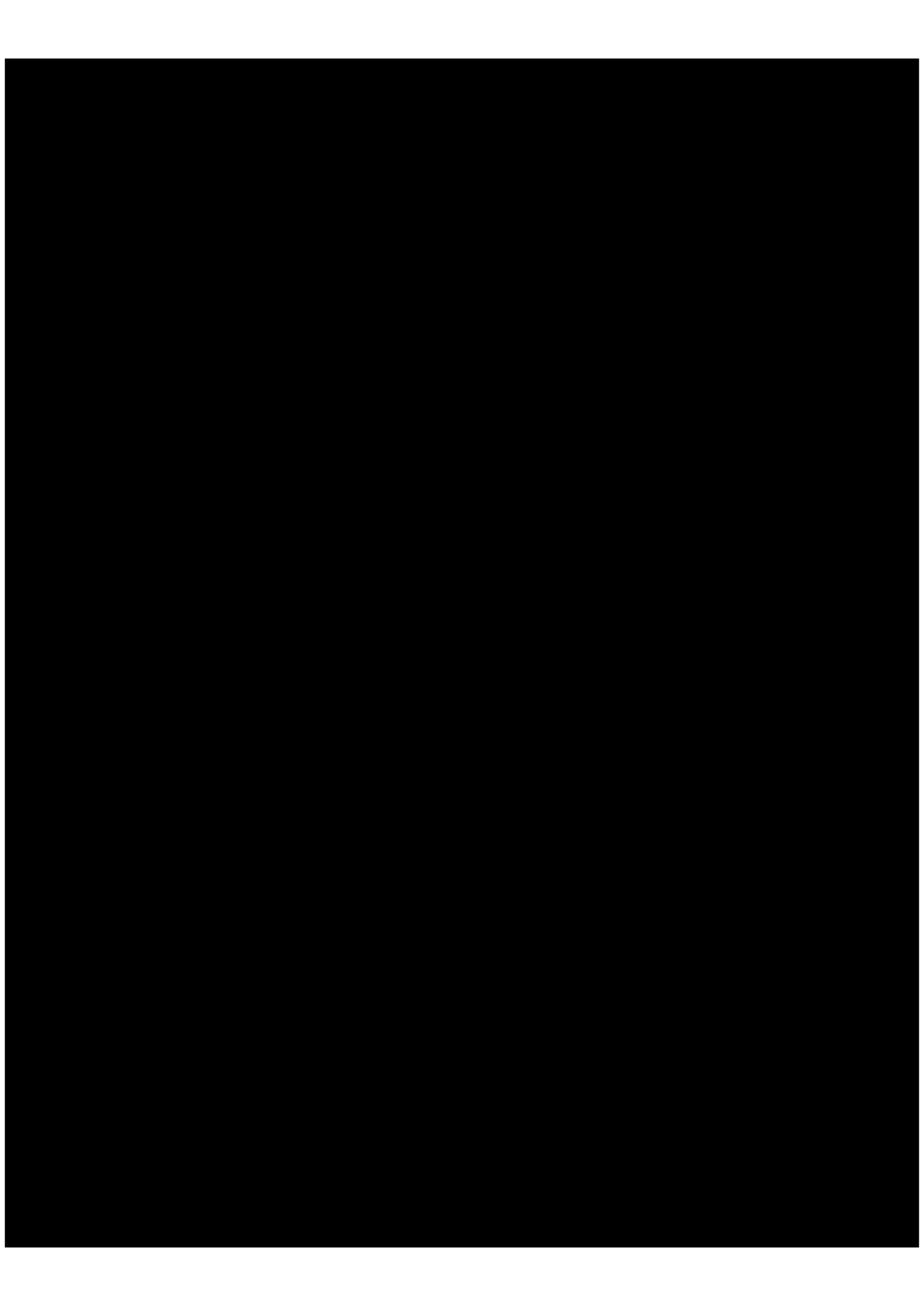


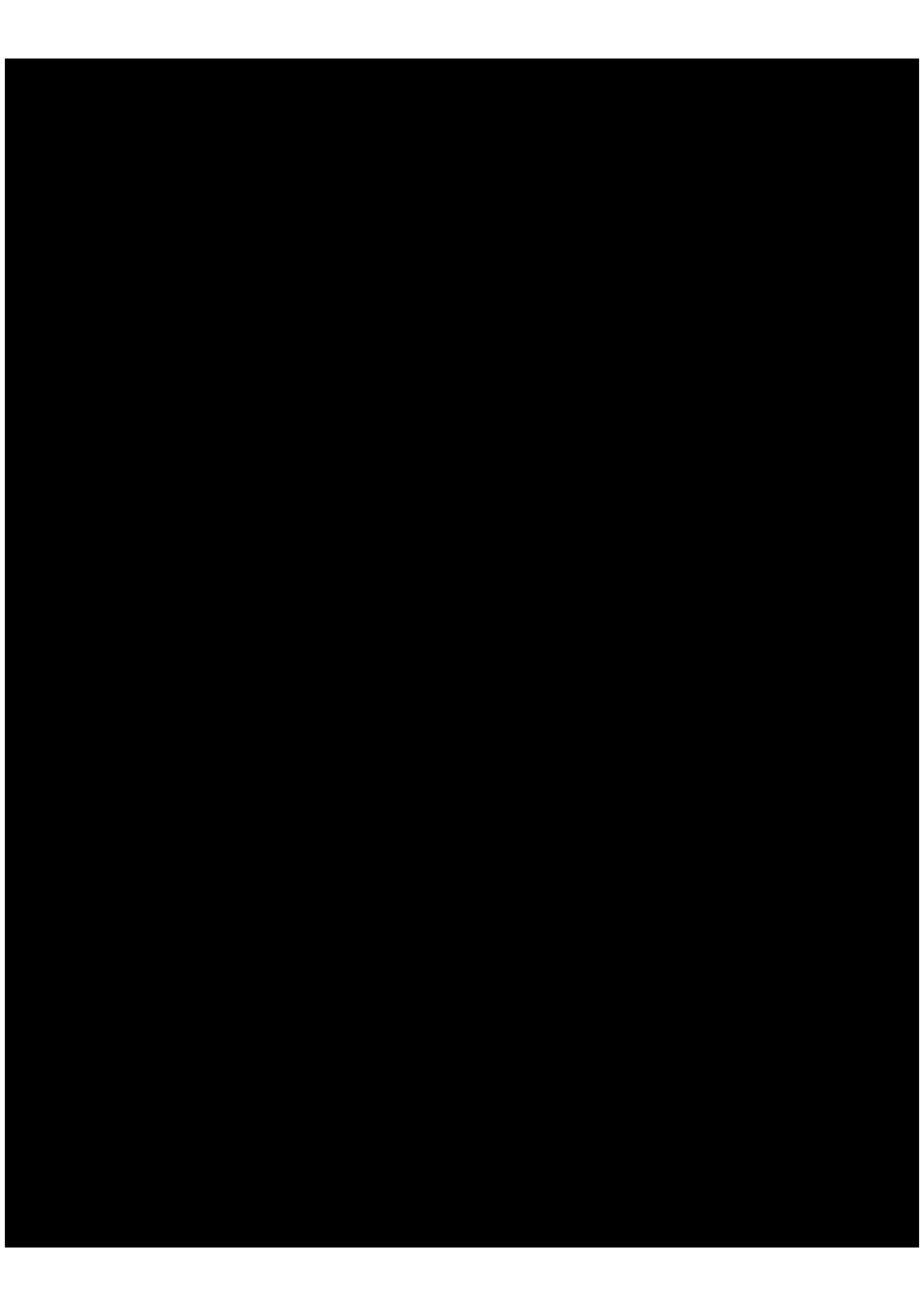
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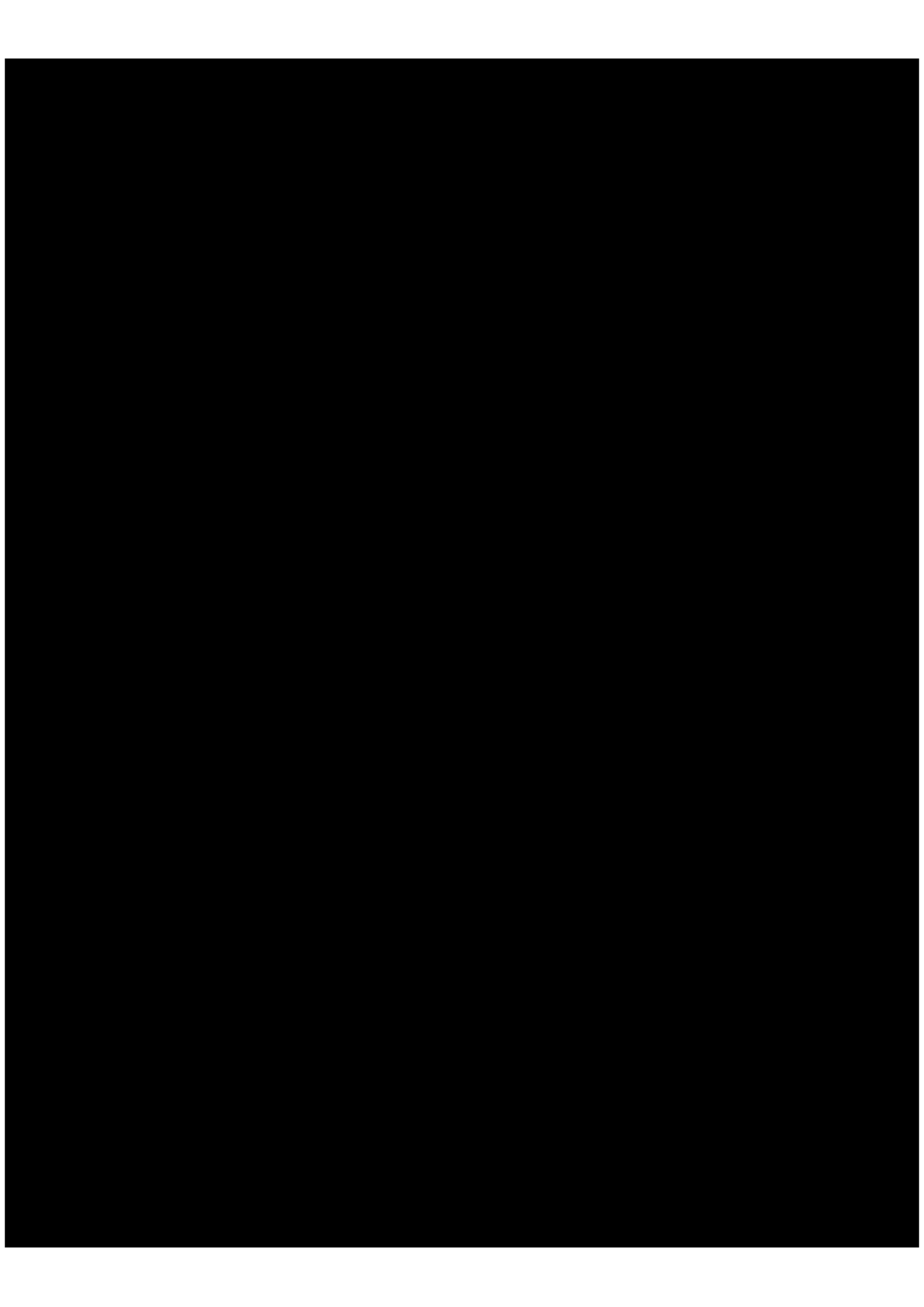












TN – Risks & Opportunities

Risks center around:

- (1) New airline models and ability for the major carriers to shift share to direct connect and



Speaker Notes for Slide 25

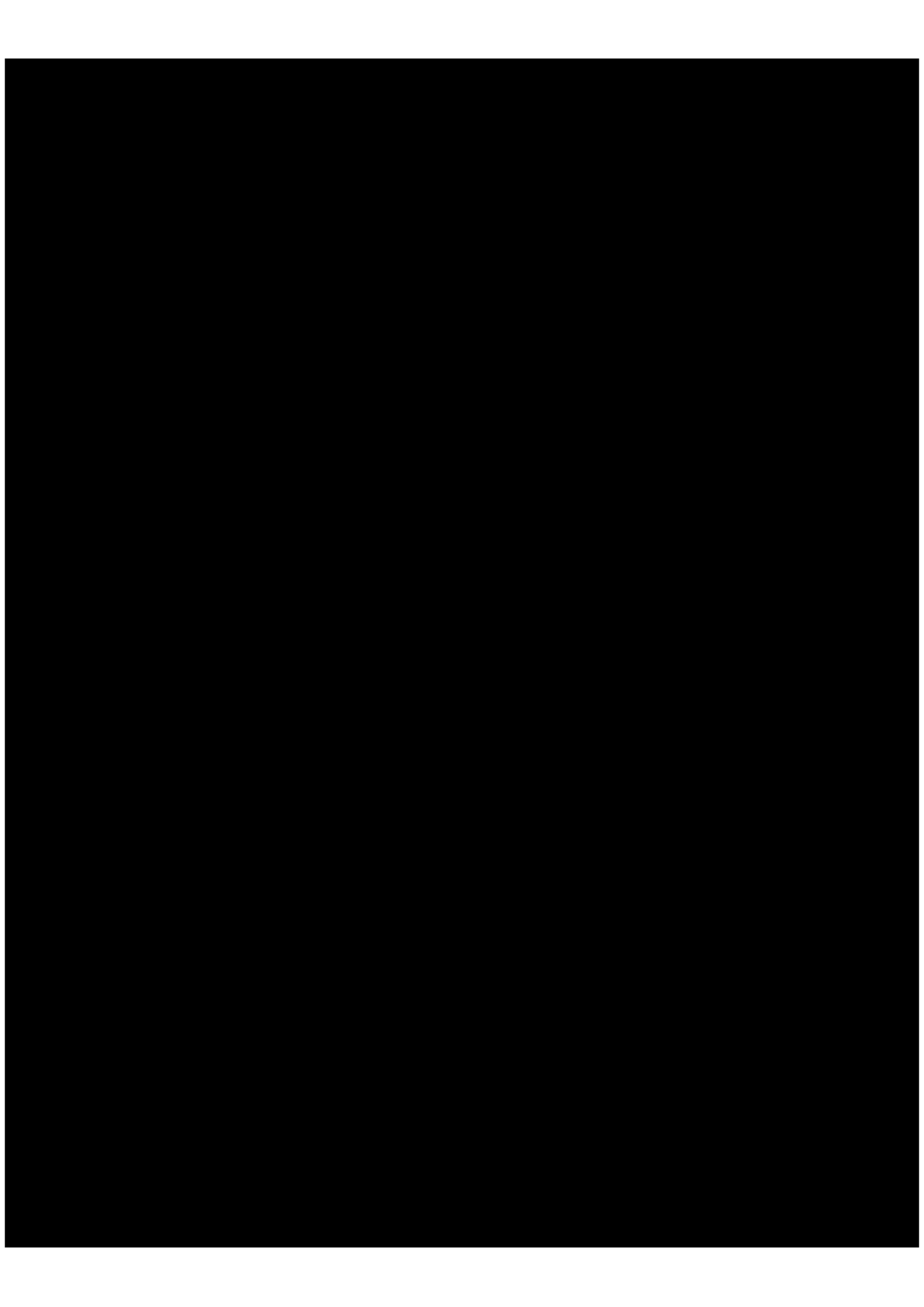


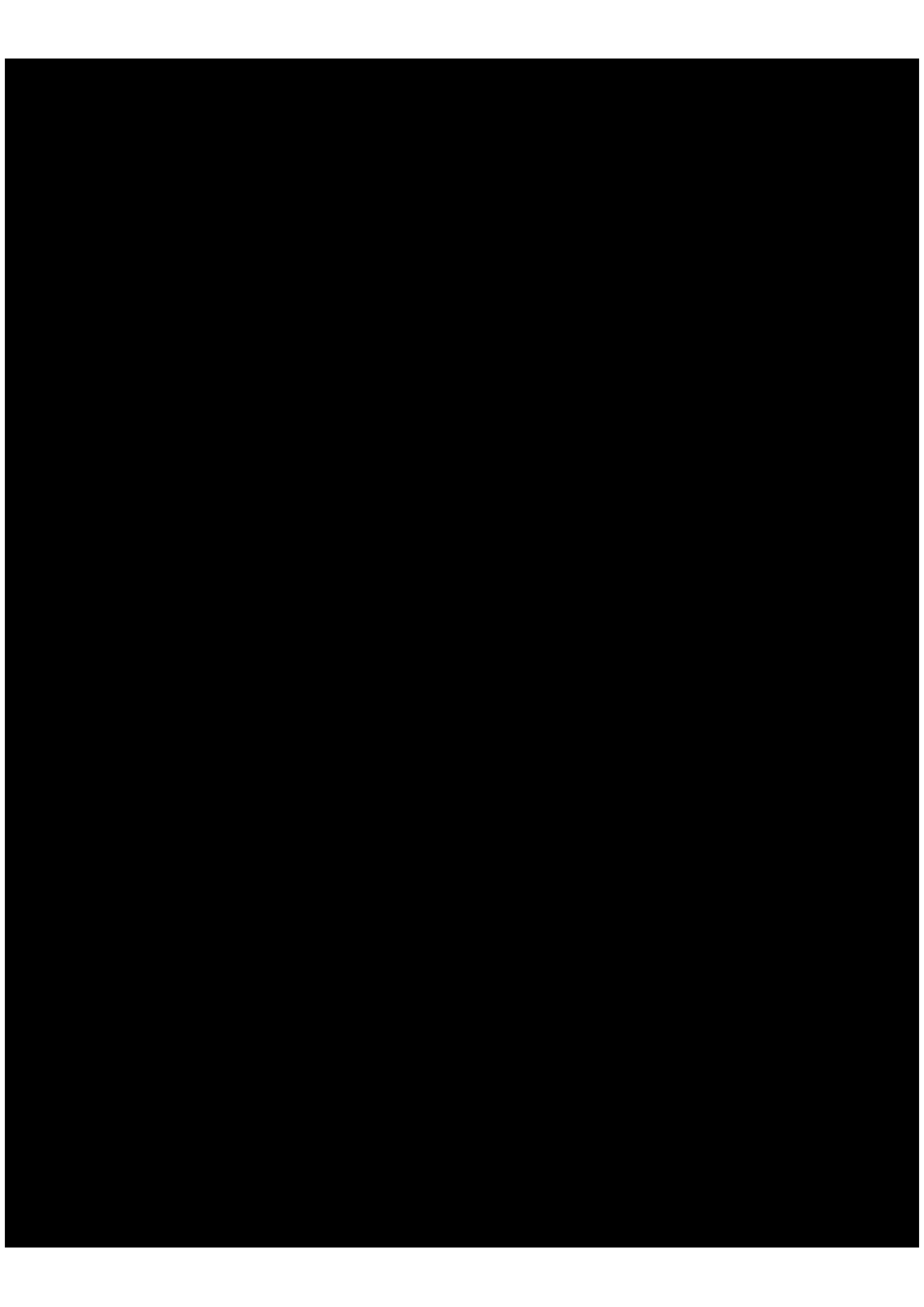
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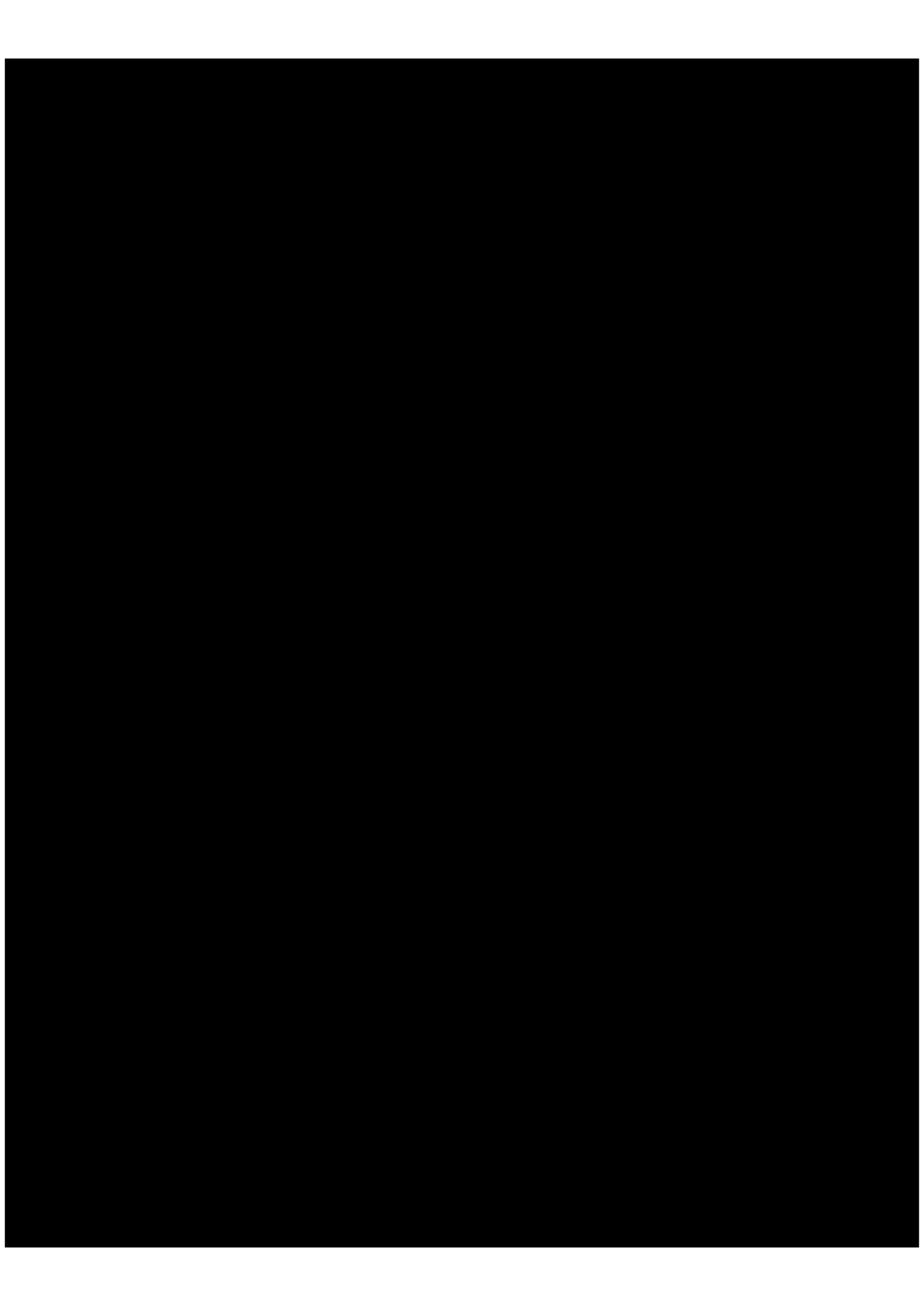
TRAVEL NETWORK R&D PLAN

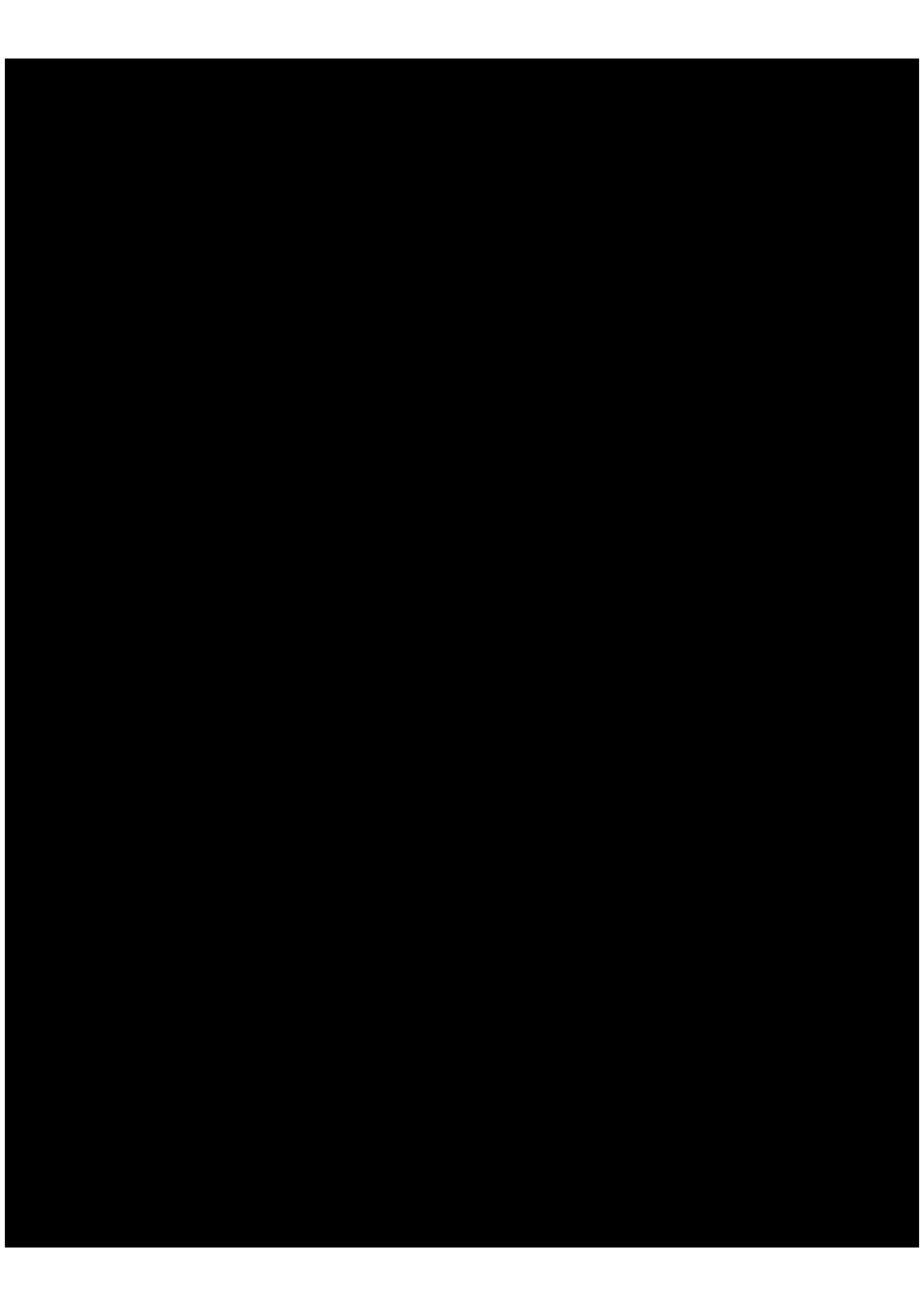


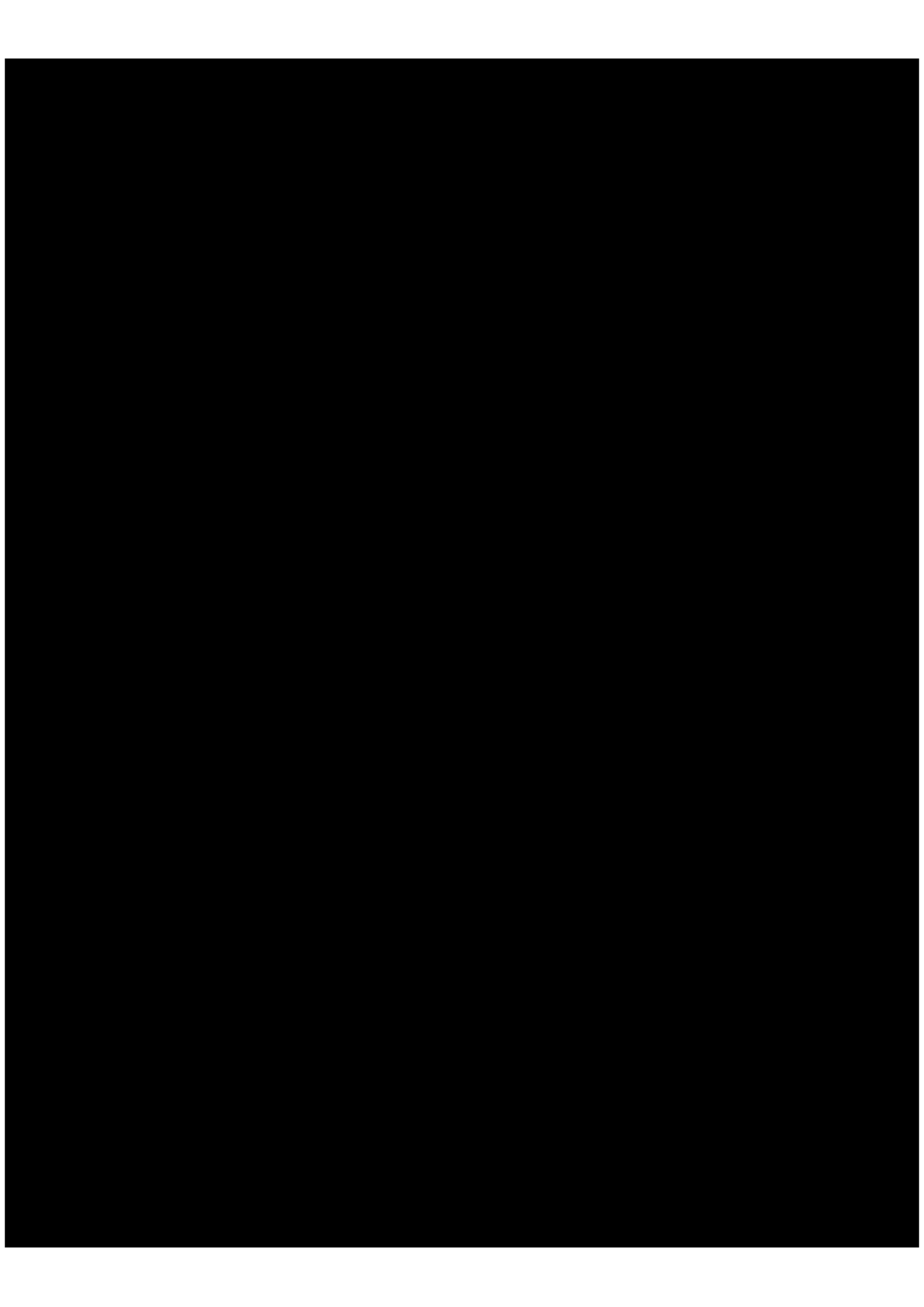
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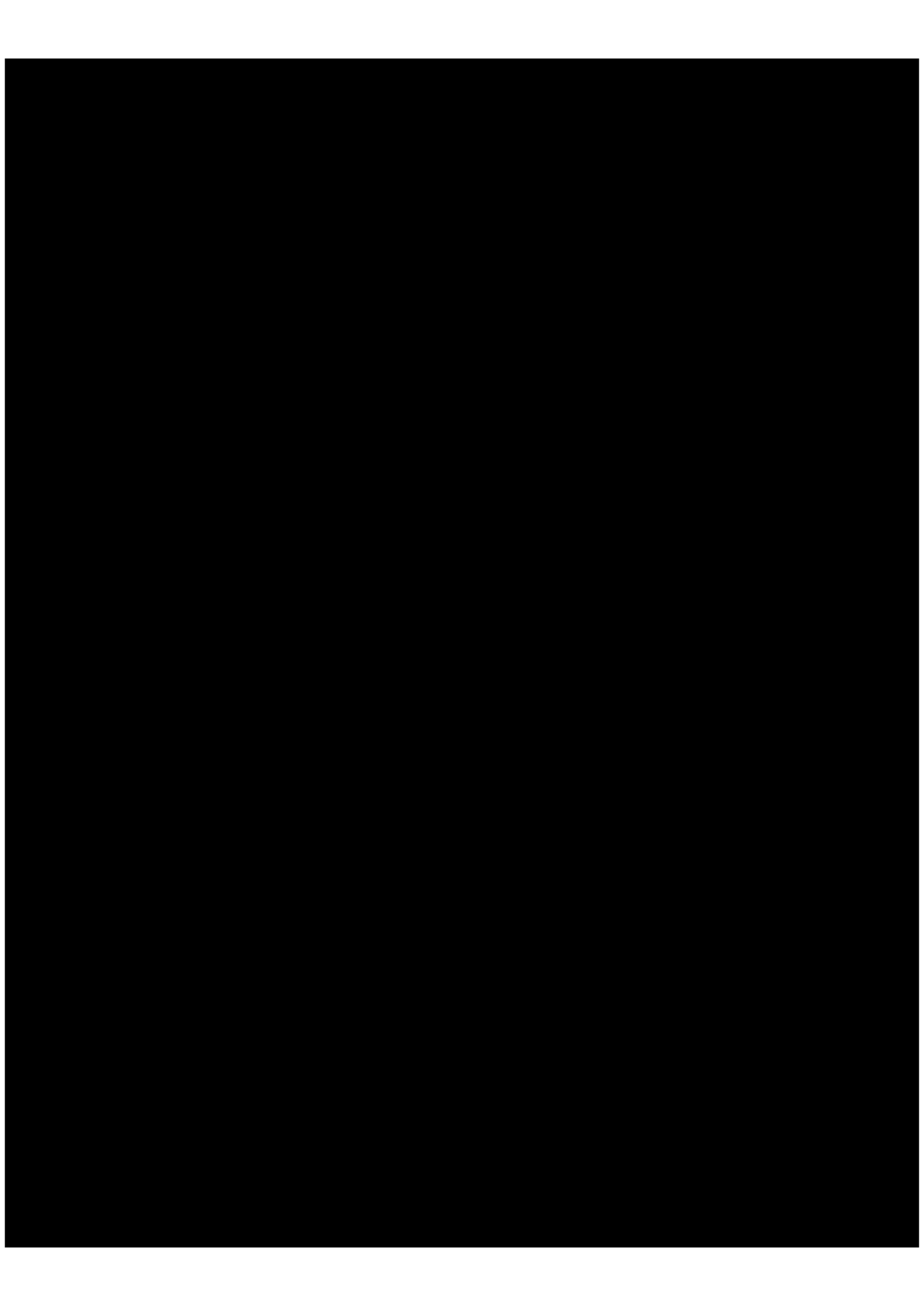
Airline Solutions 2020 Forecast Review

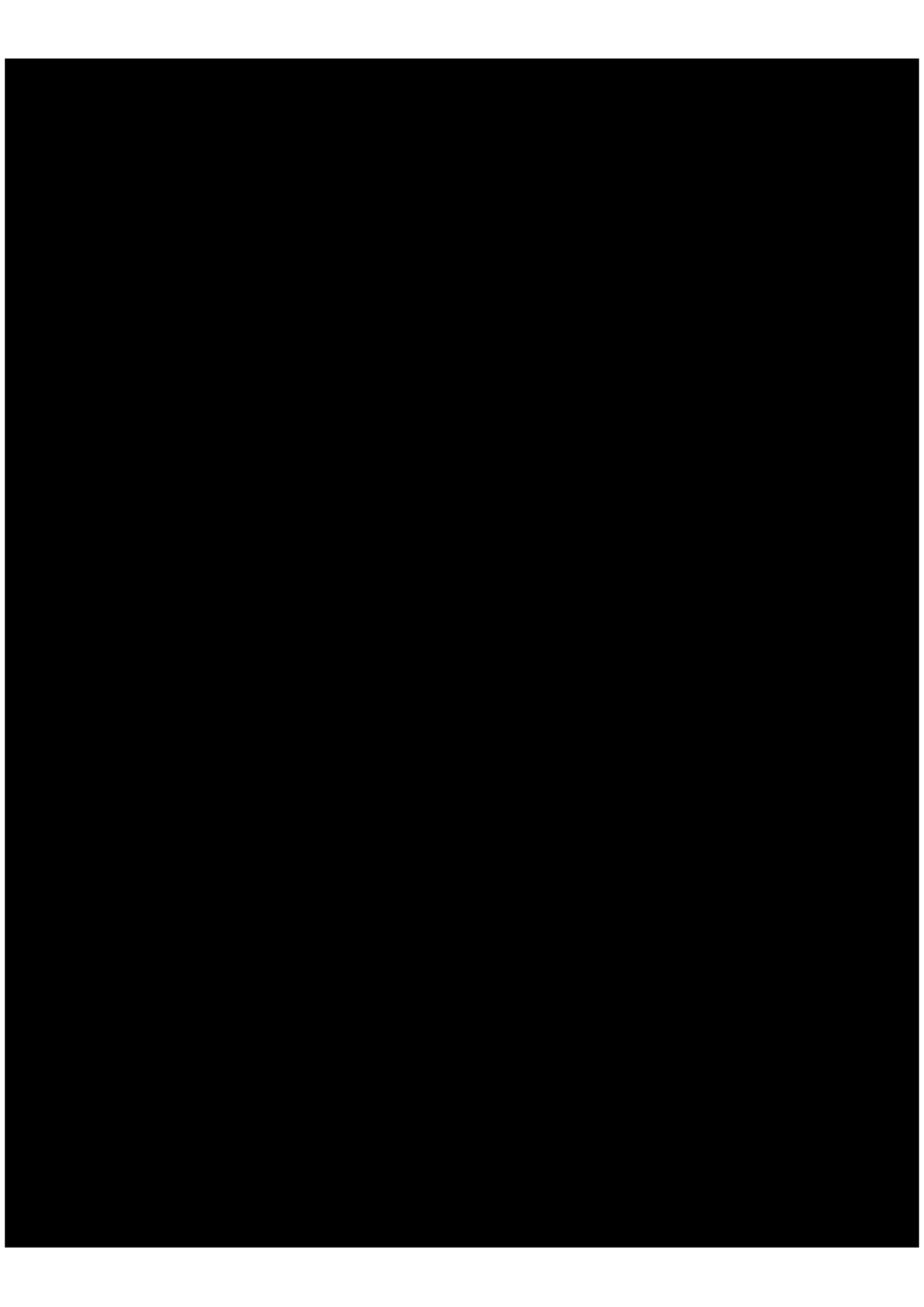
Cem Tanyel

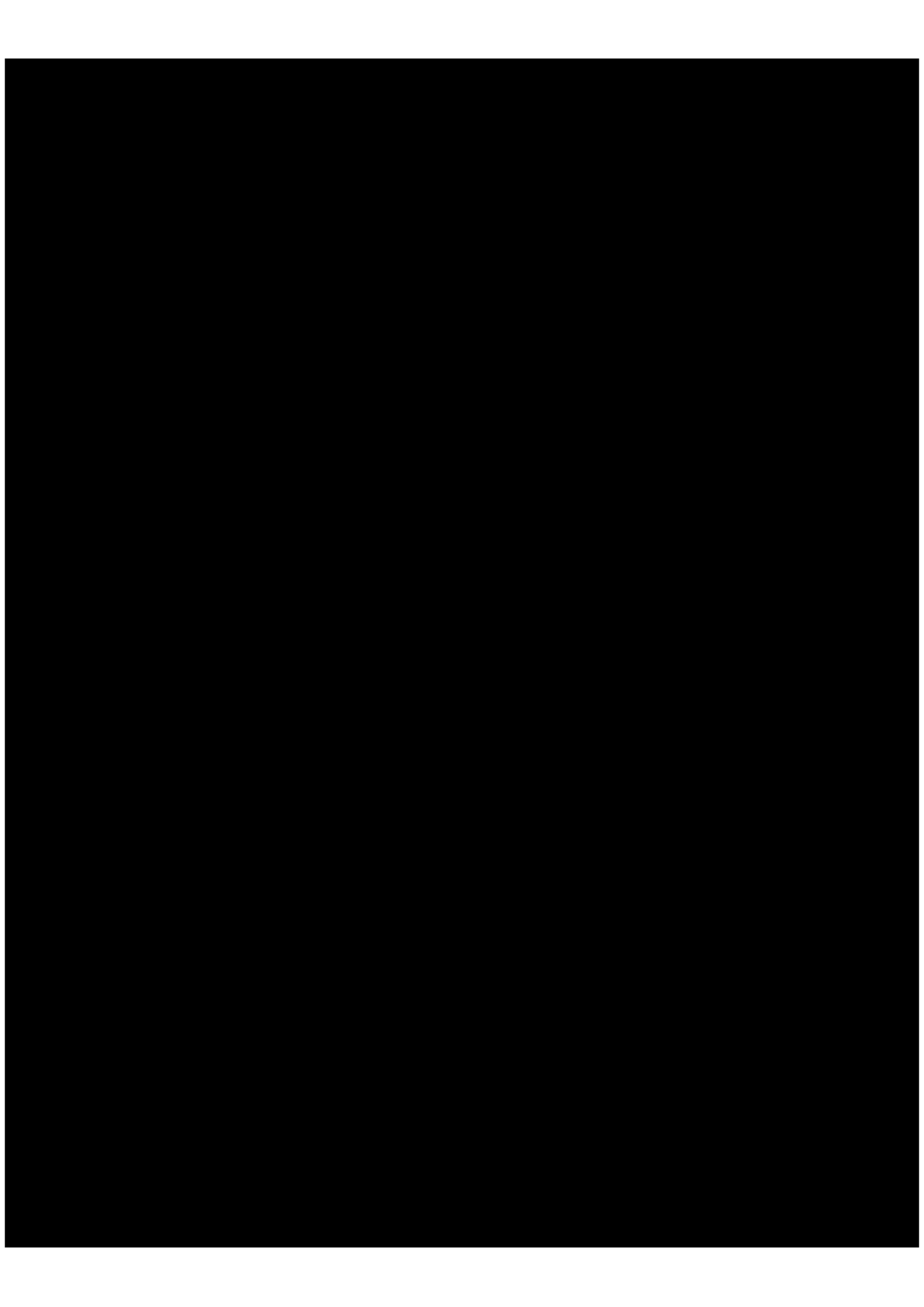
August, 2019

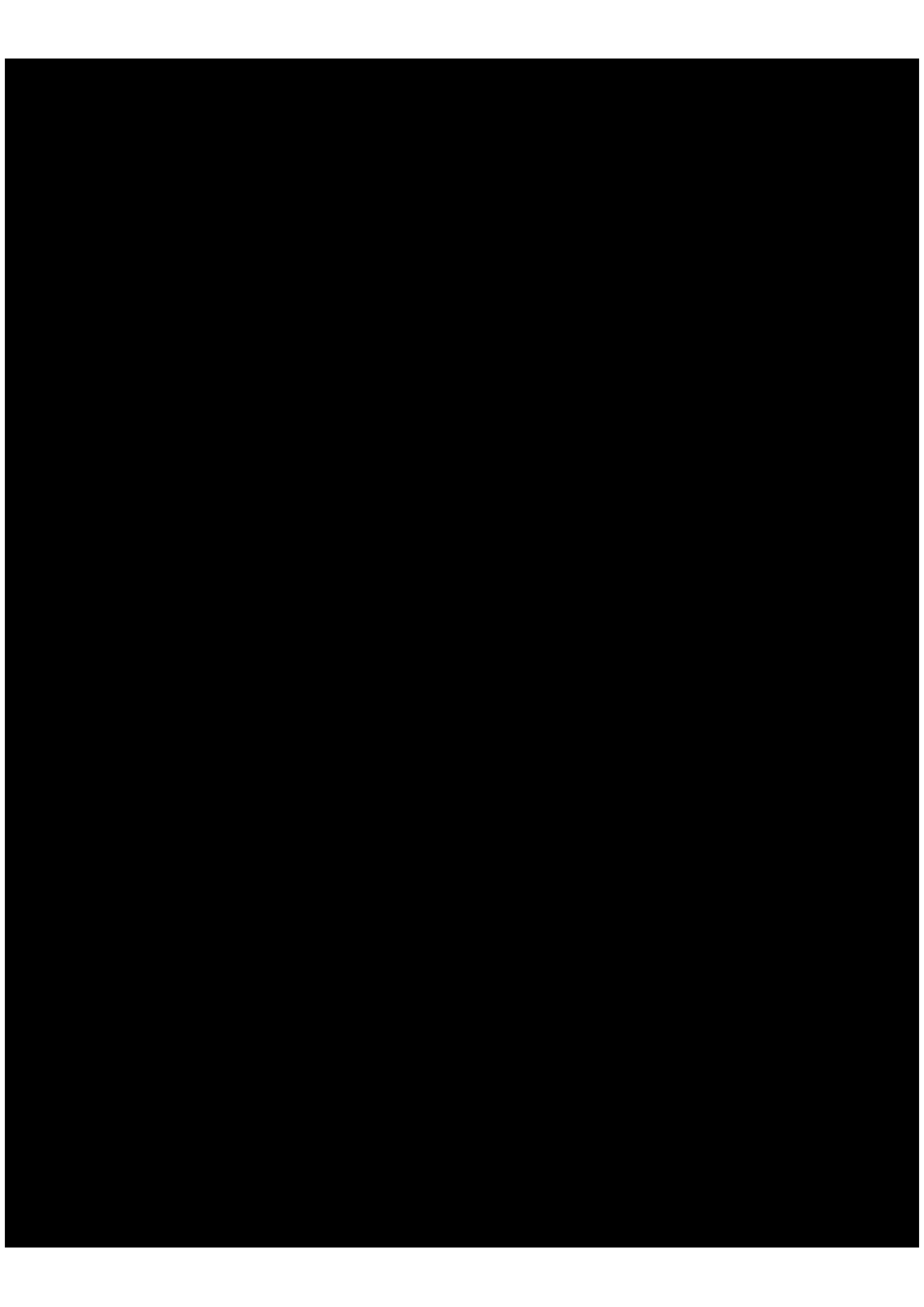


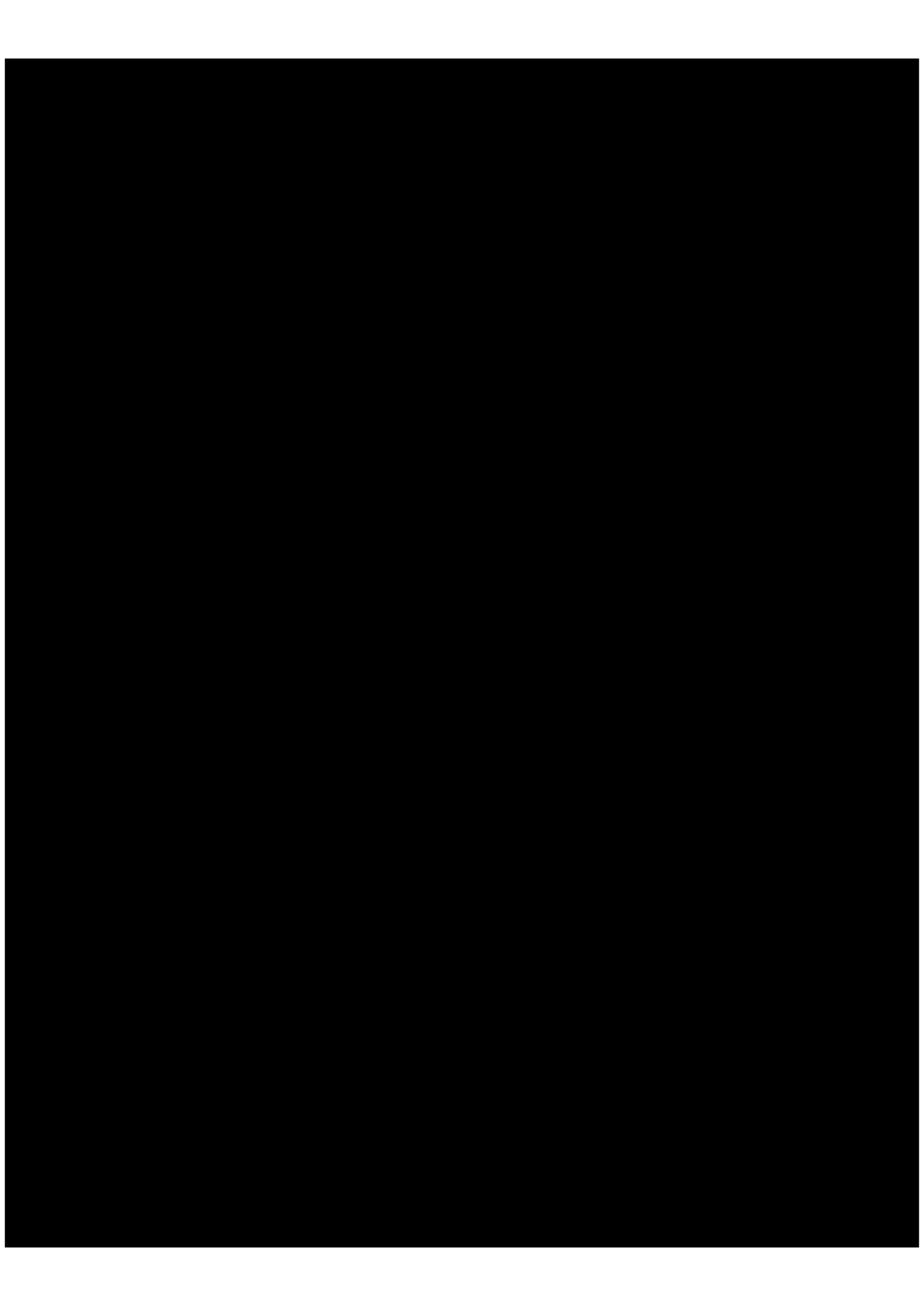
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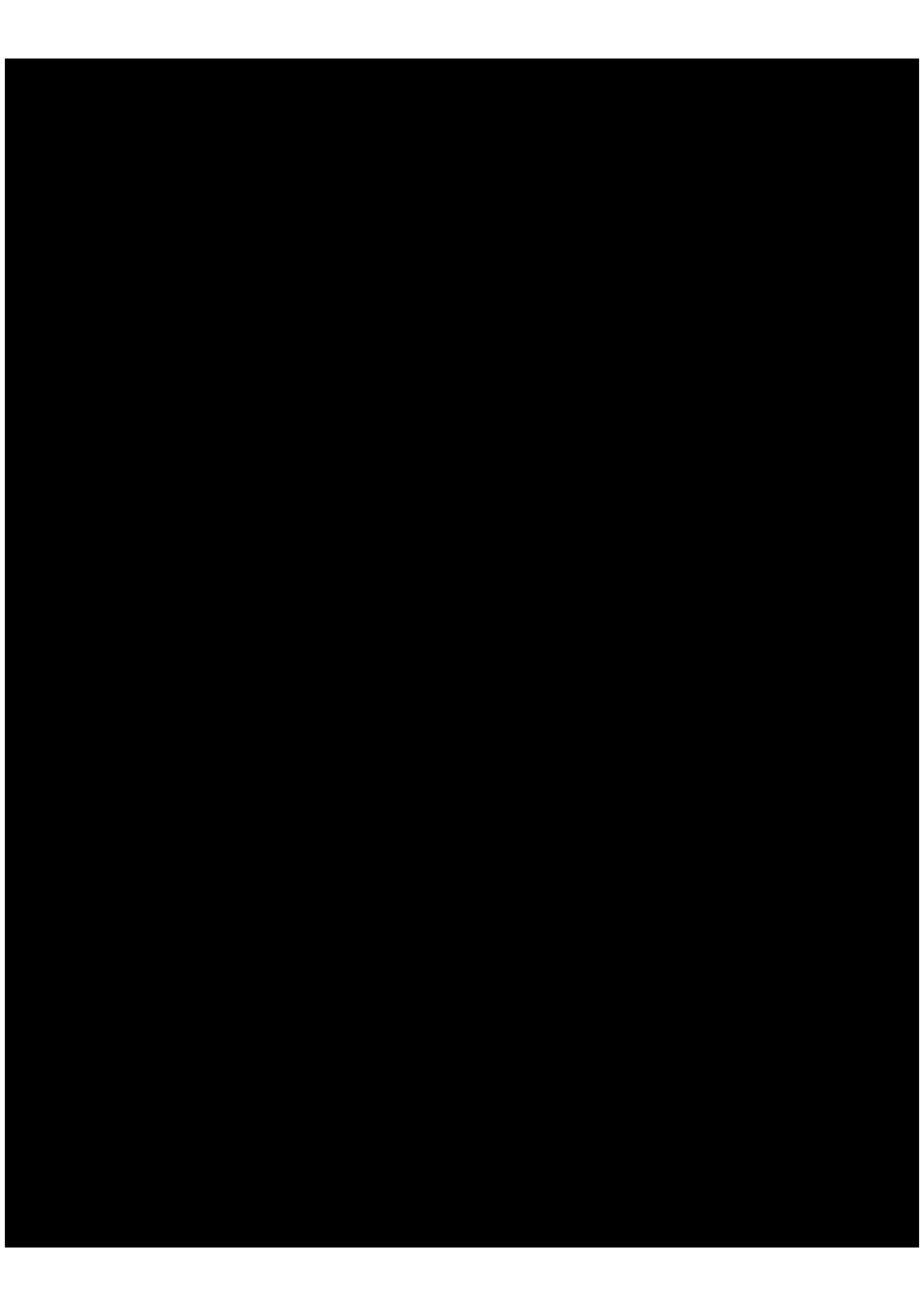


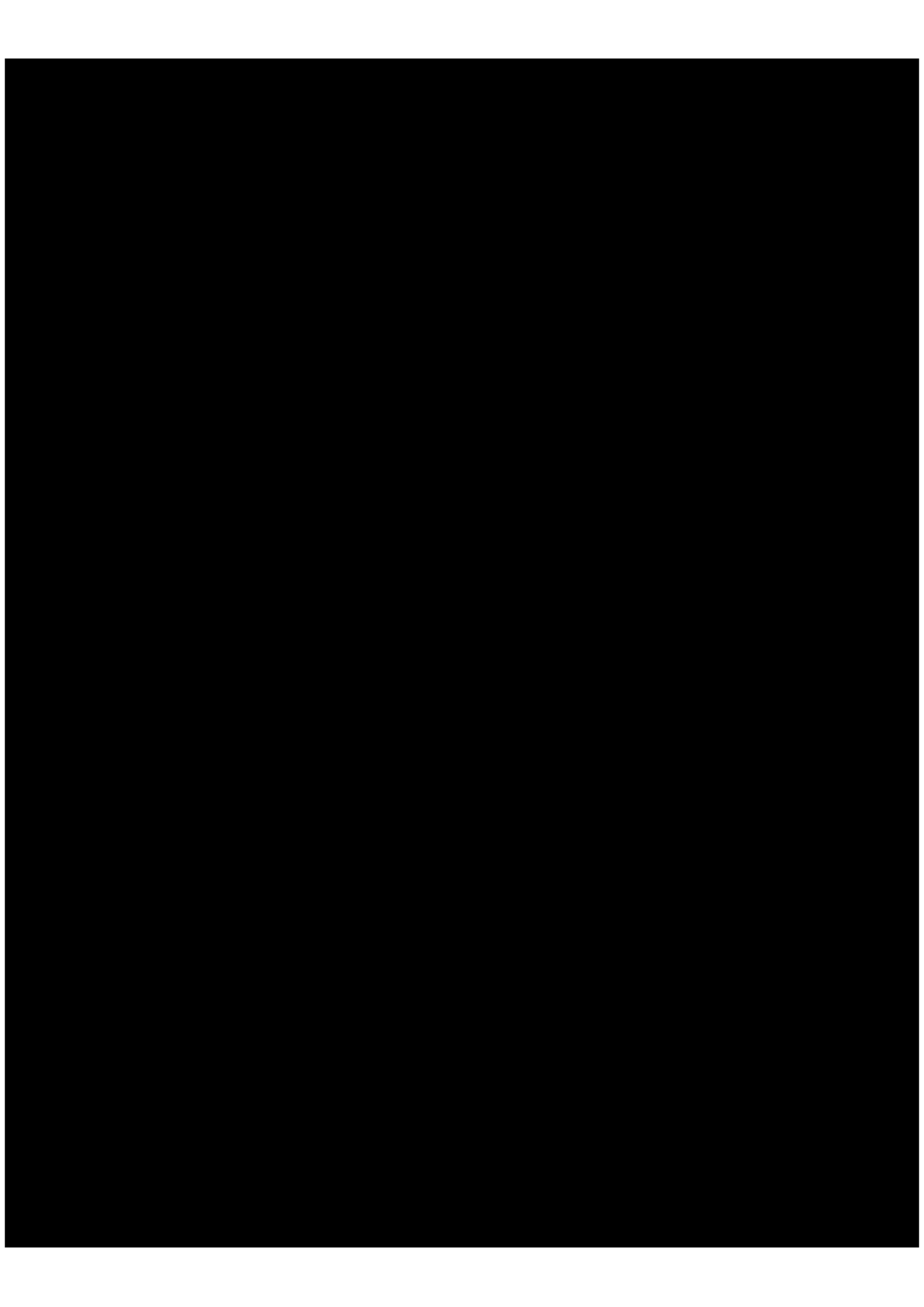


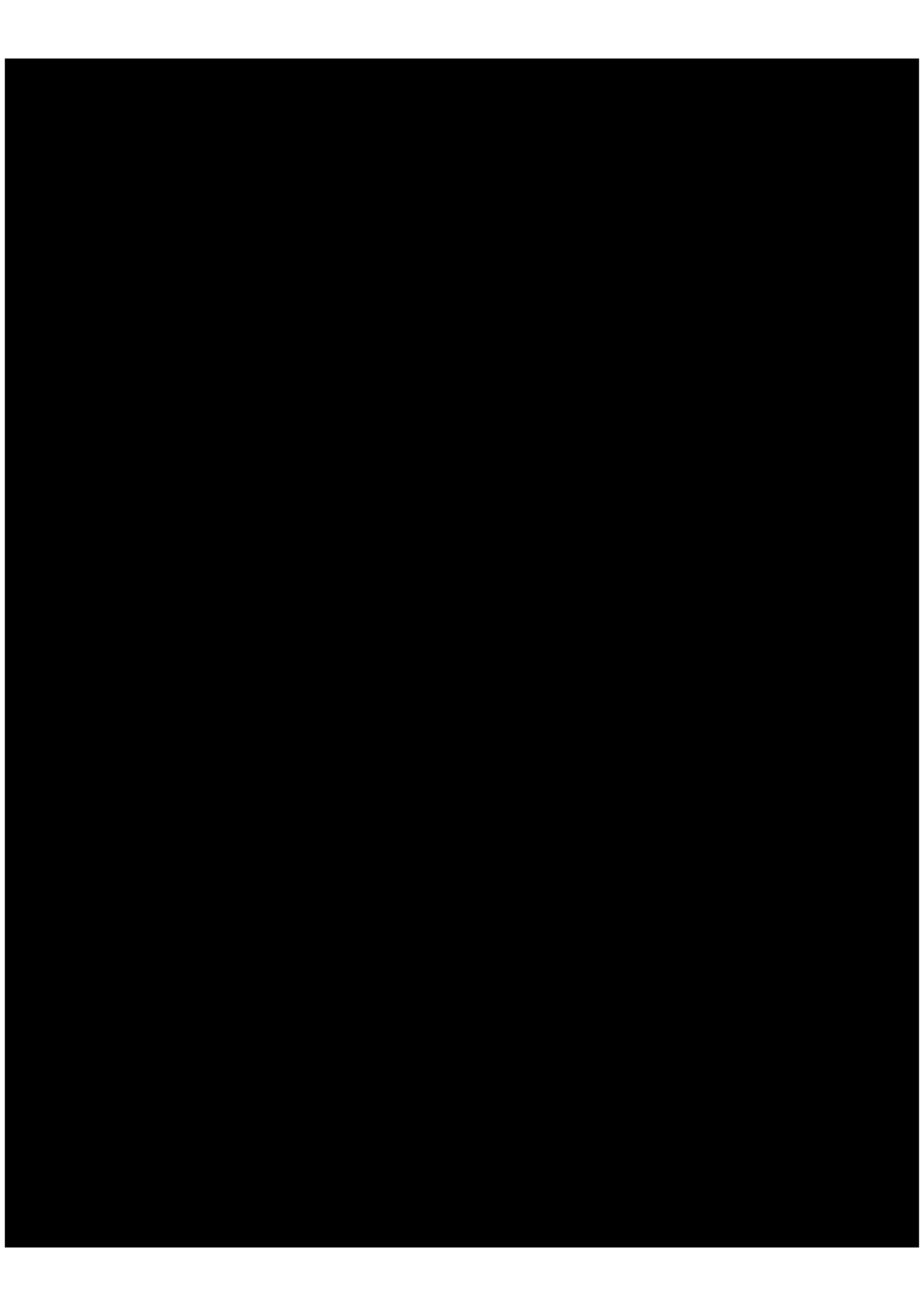








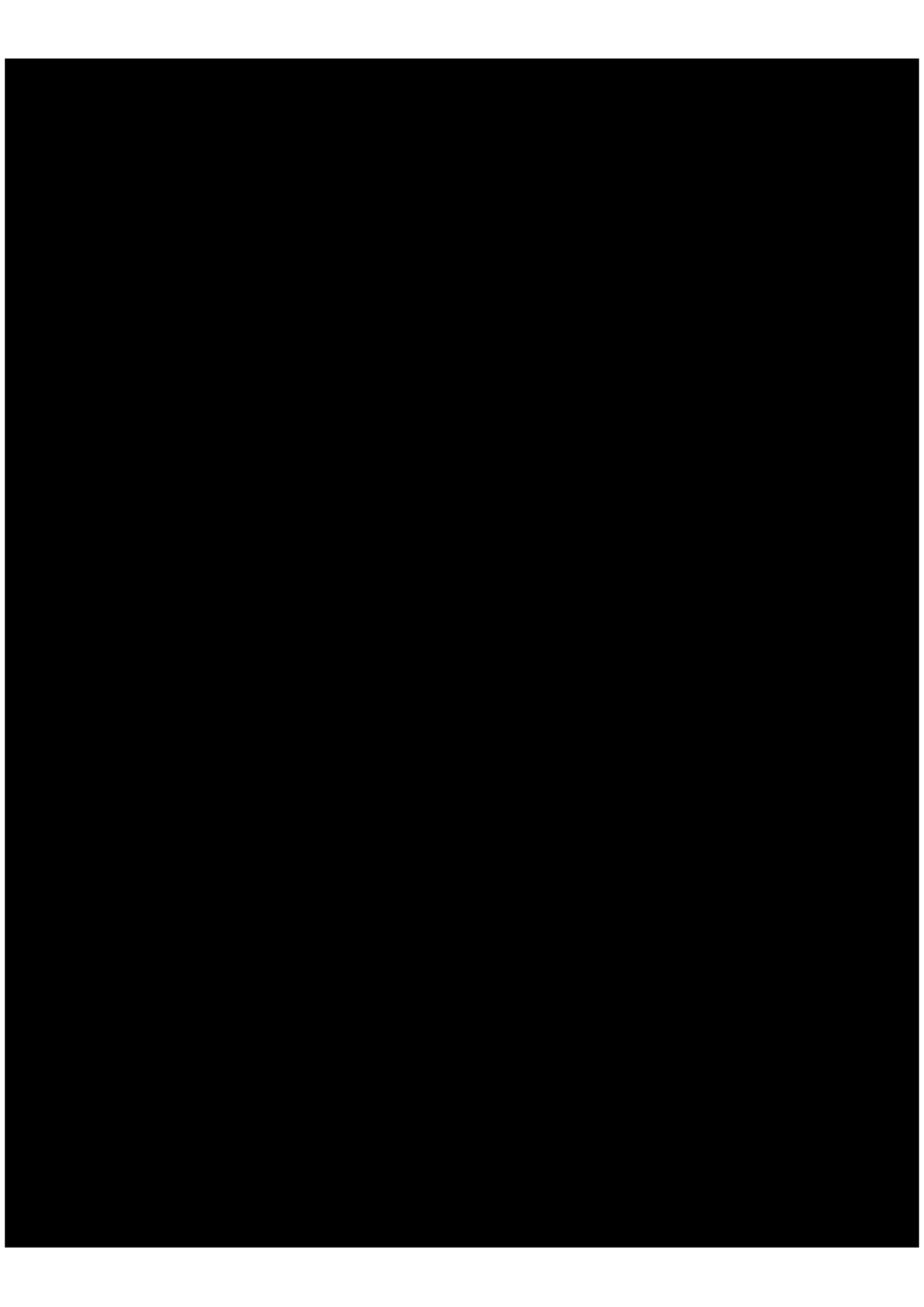


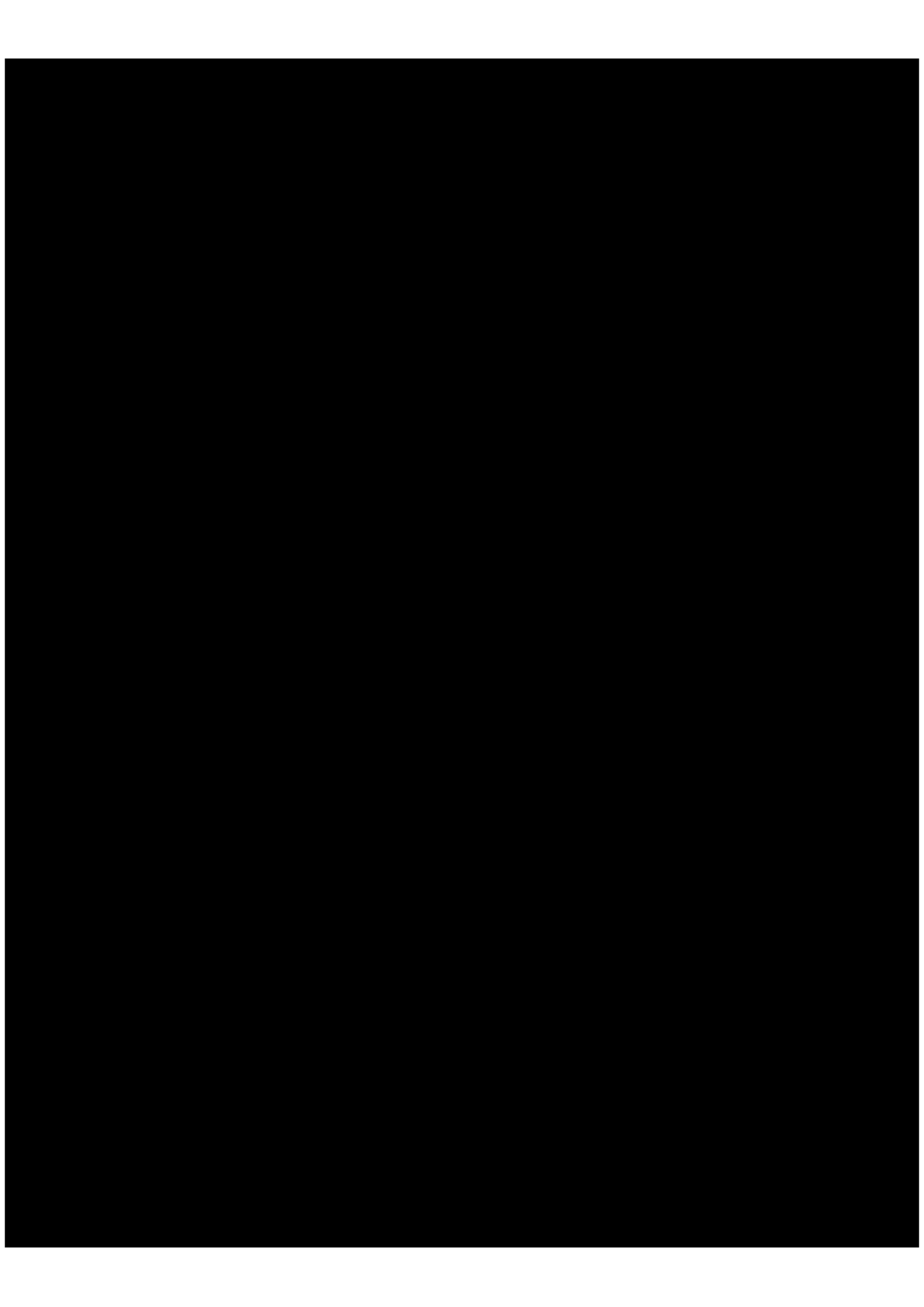


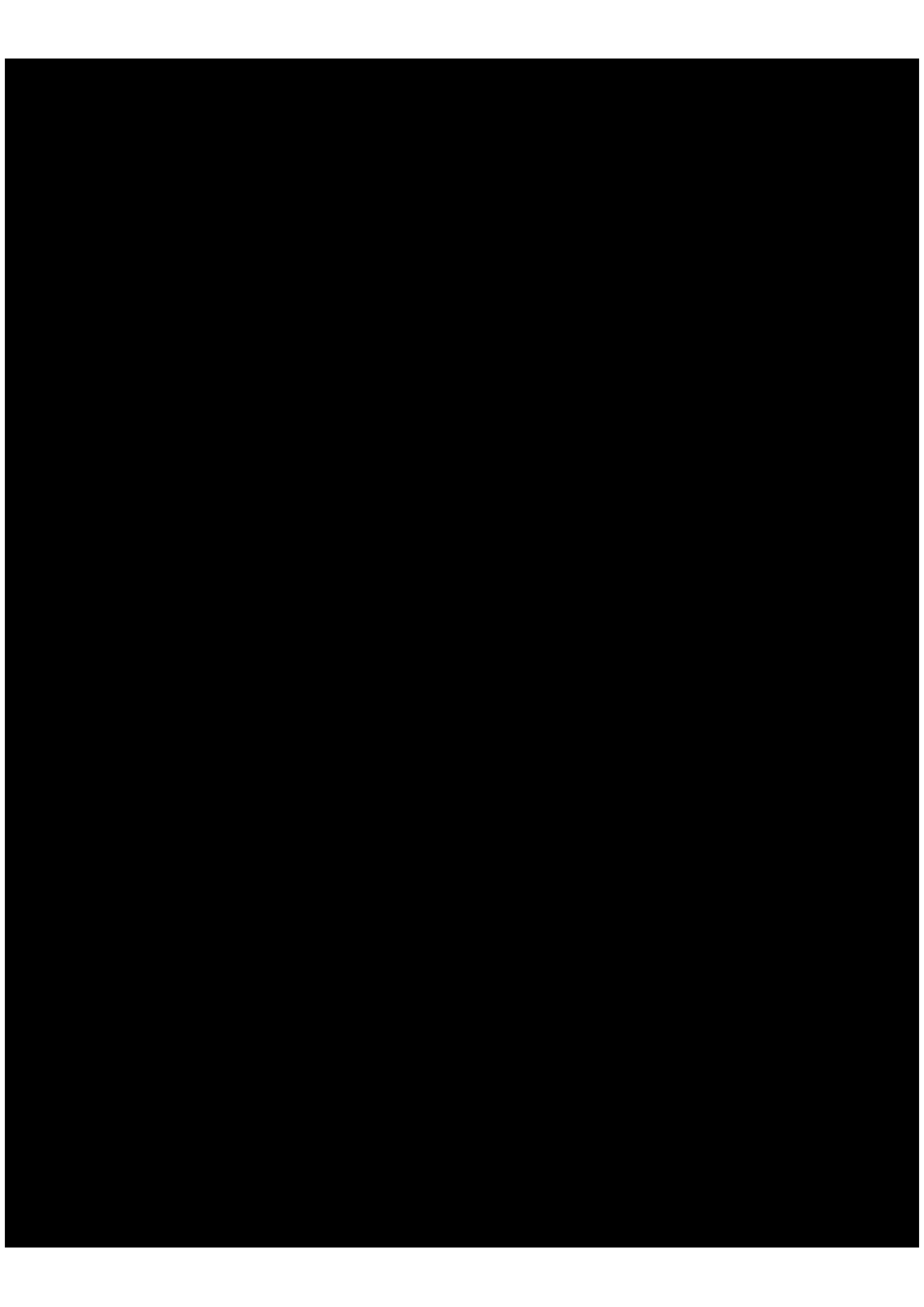
AIRLINE SOLUTIONS R&D PLAN

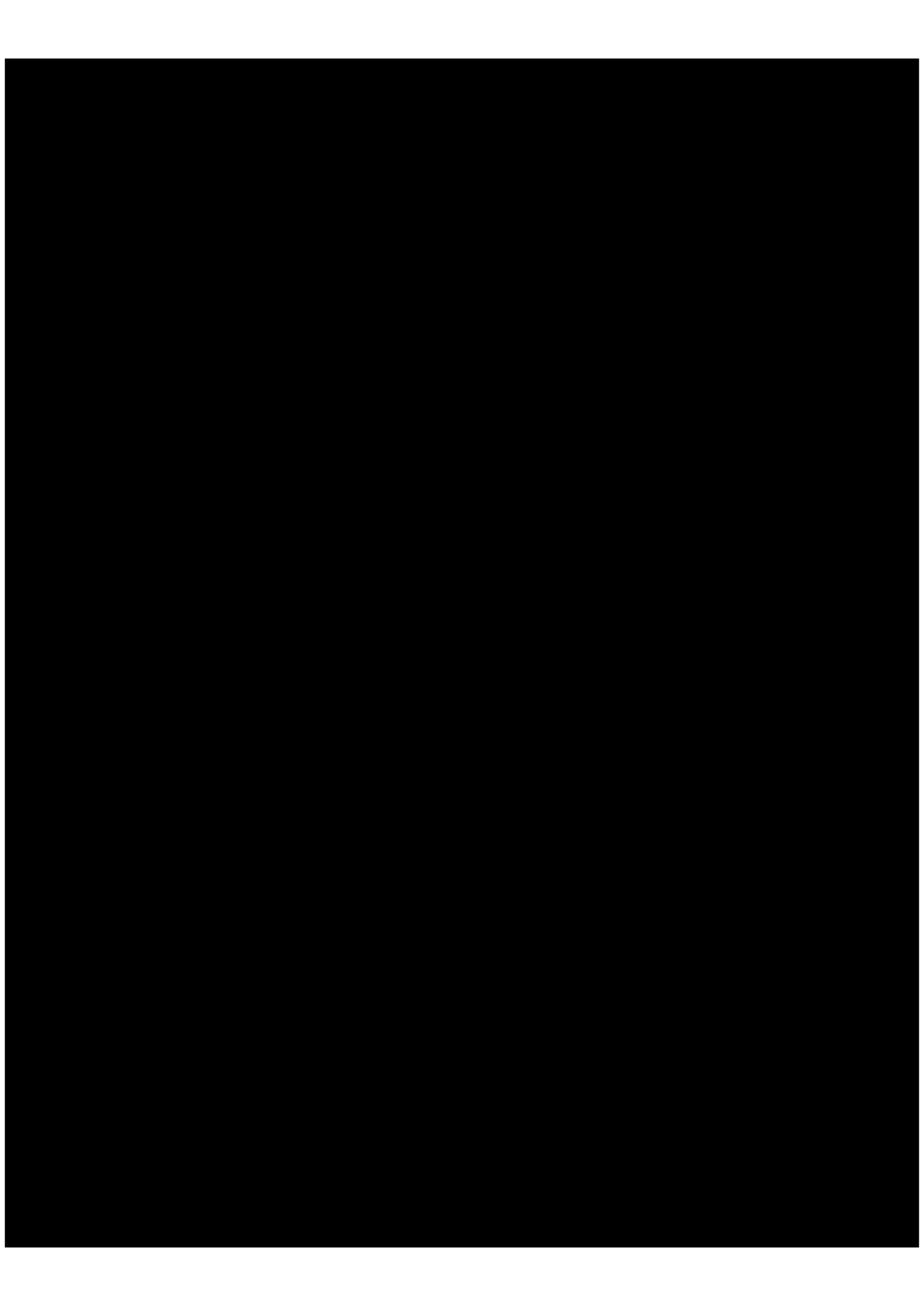


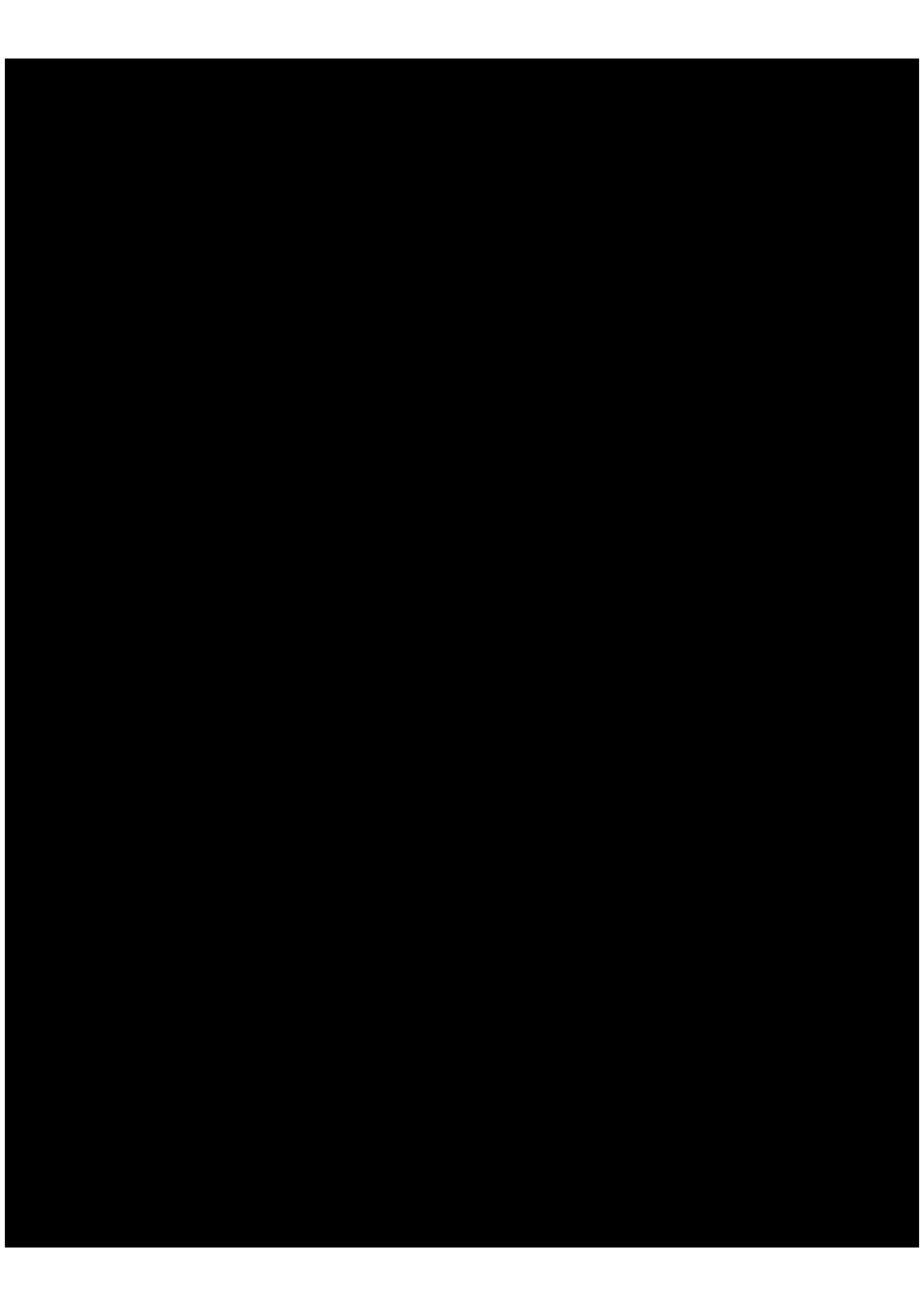
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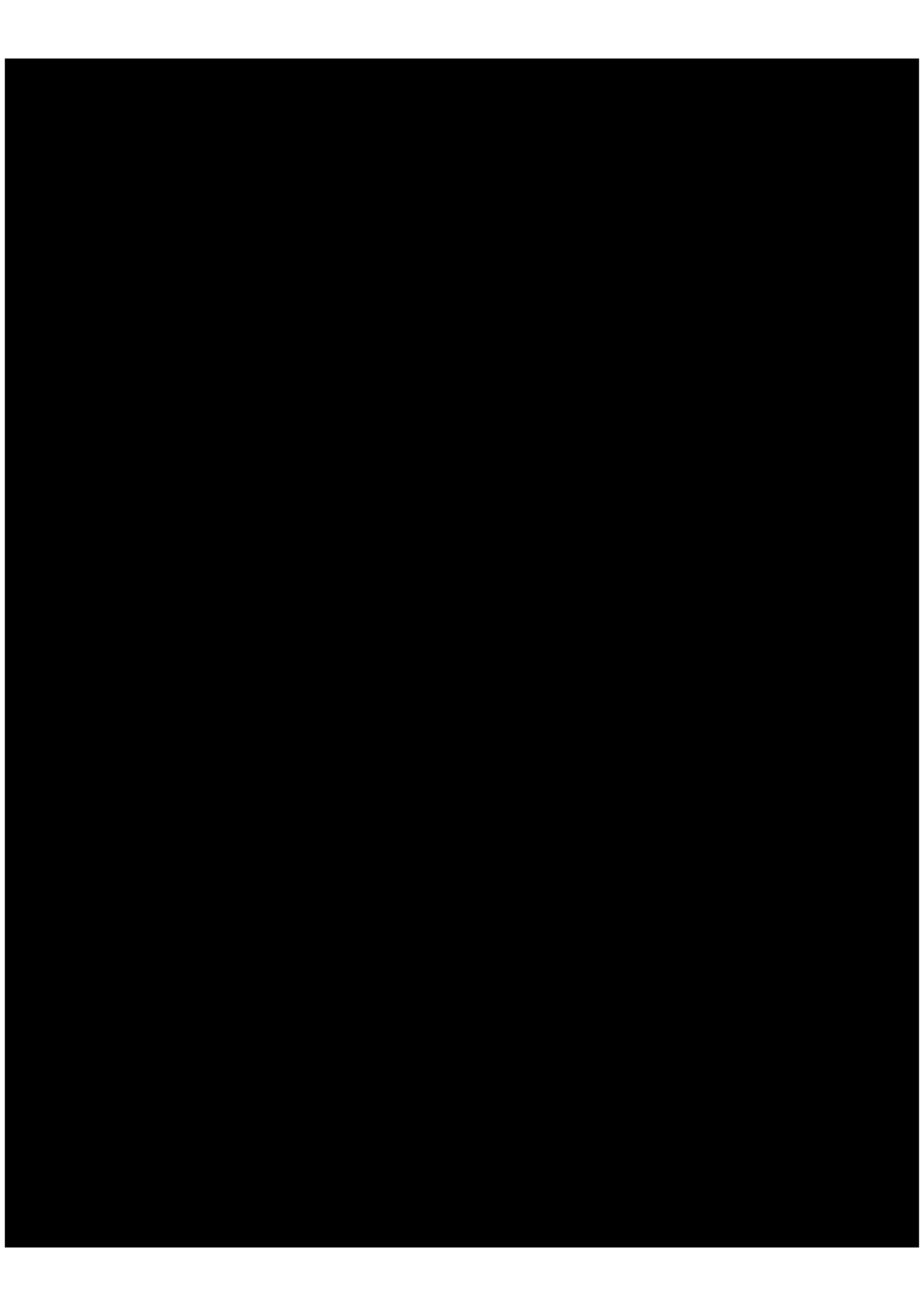
Hospitality Solutions 2020 Forecast Review

Clinton Anderson

August, 2019



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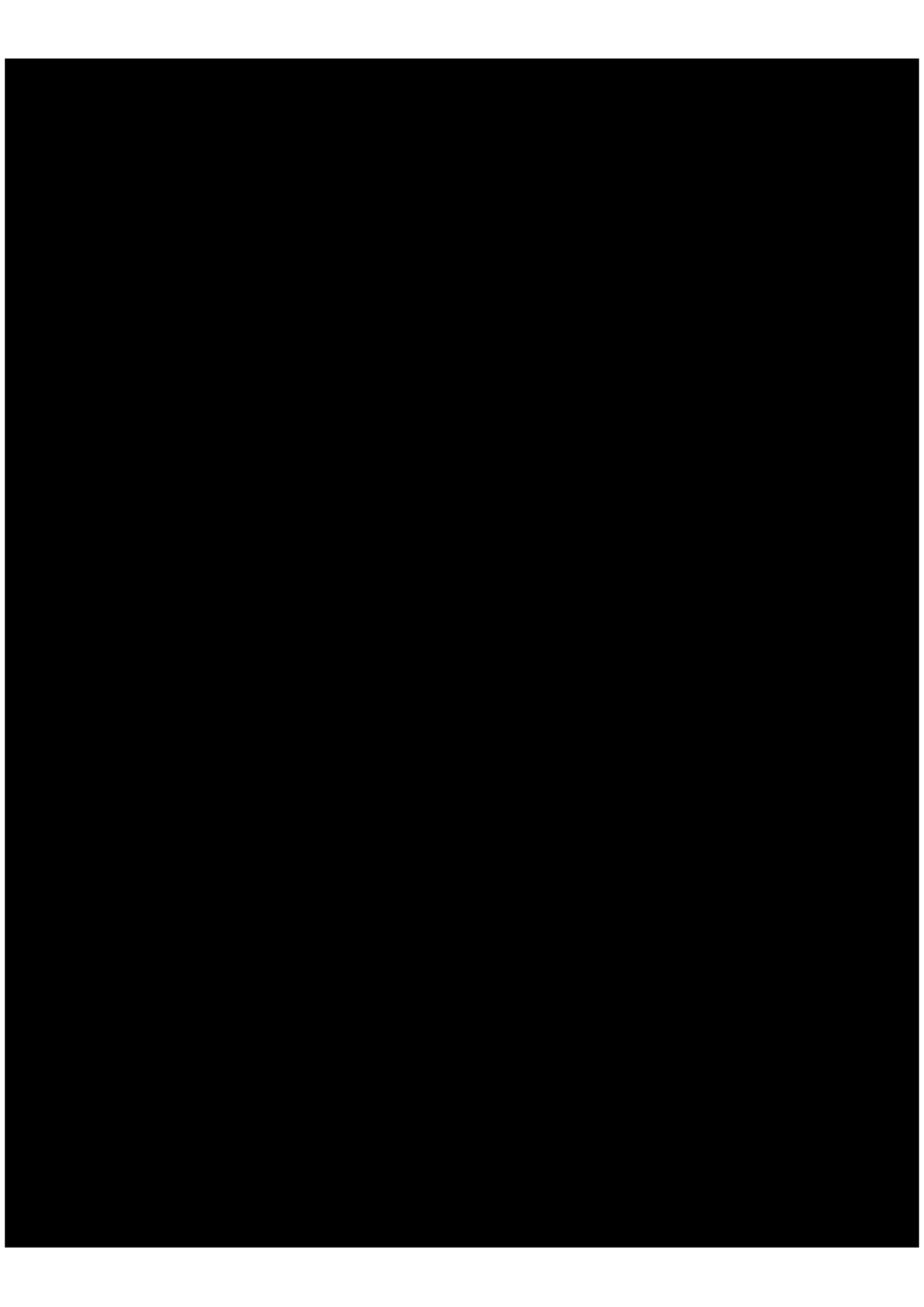


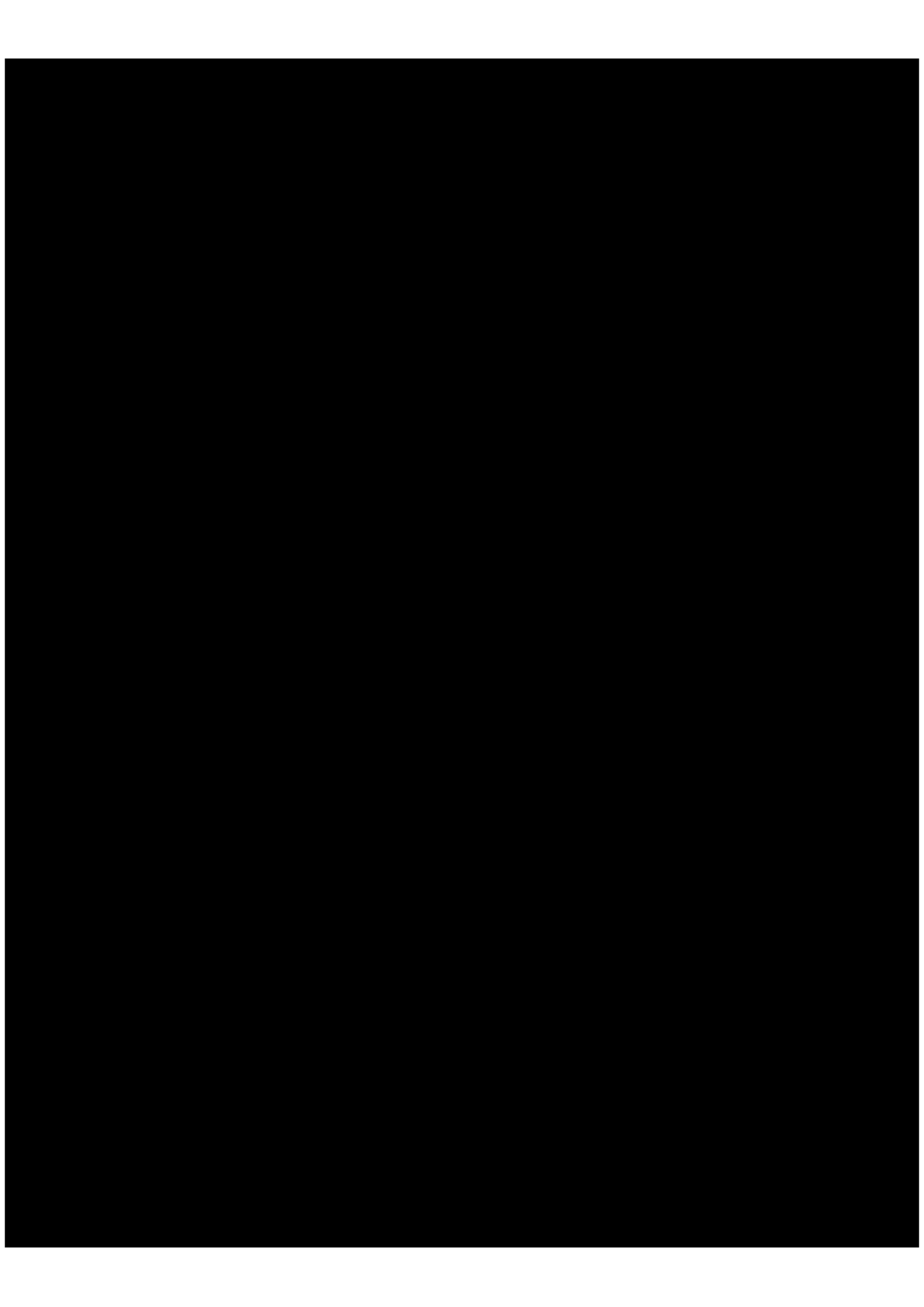
Speaker Notes for Slide 46

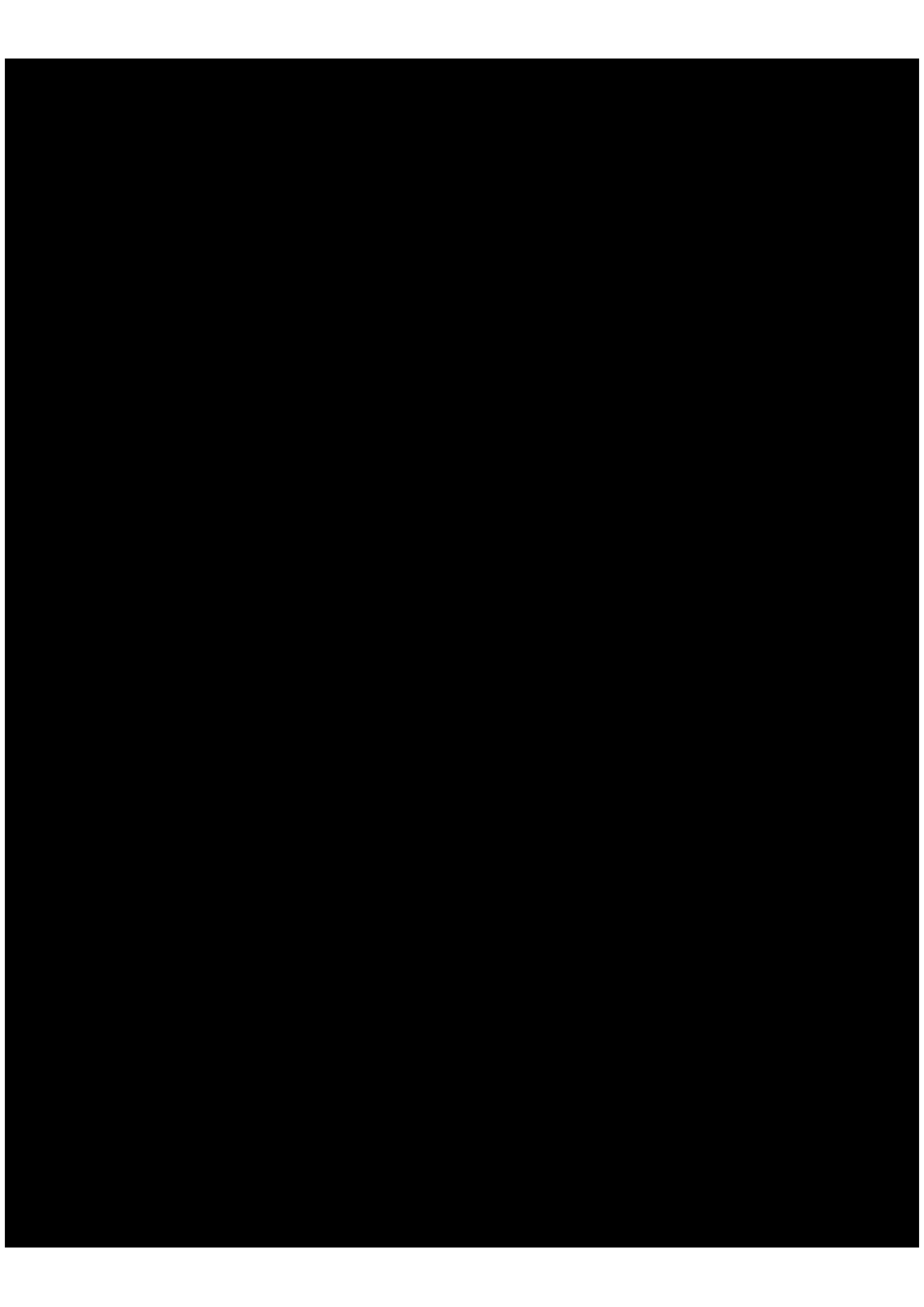
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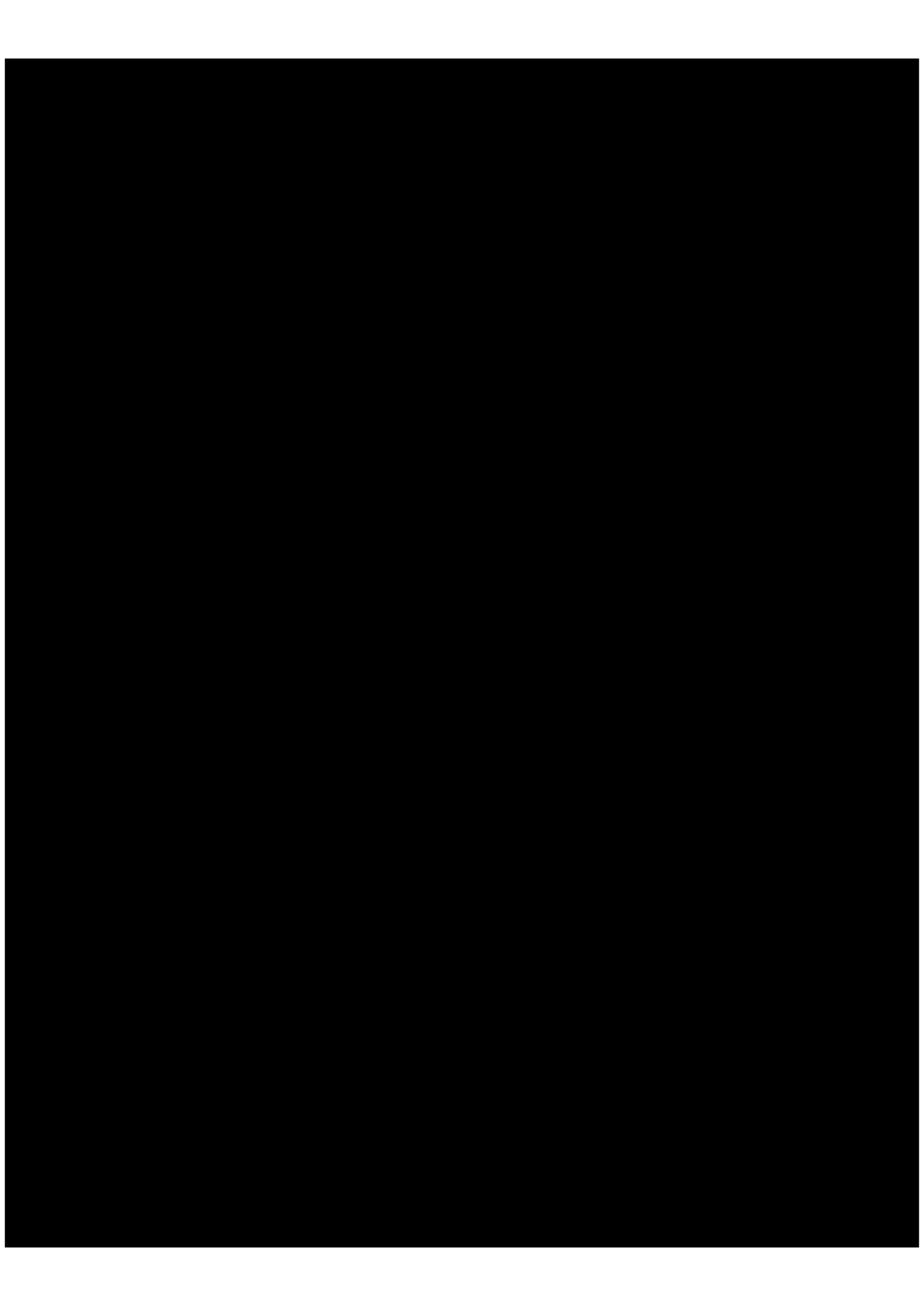


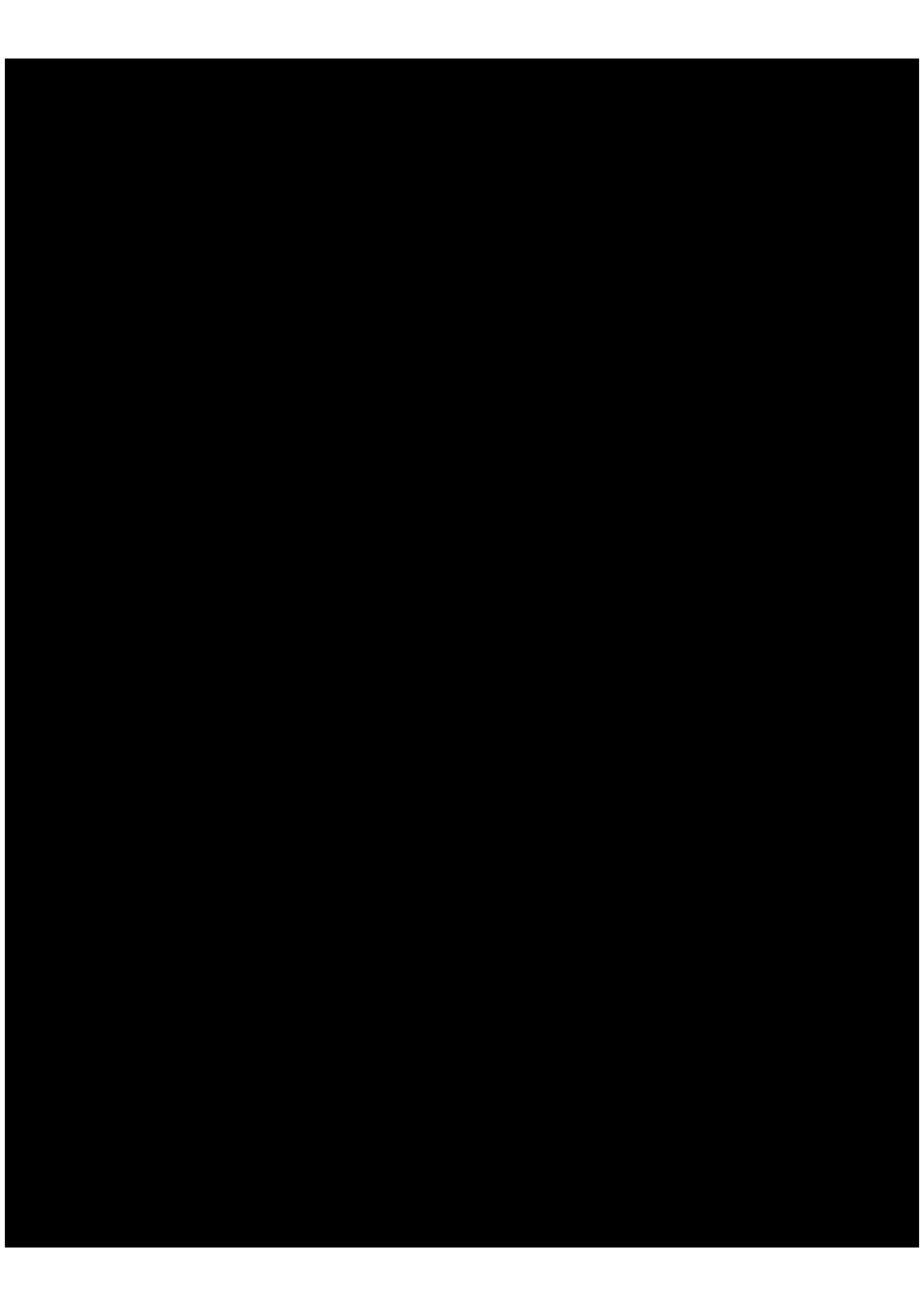
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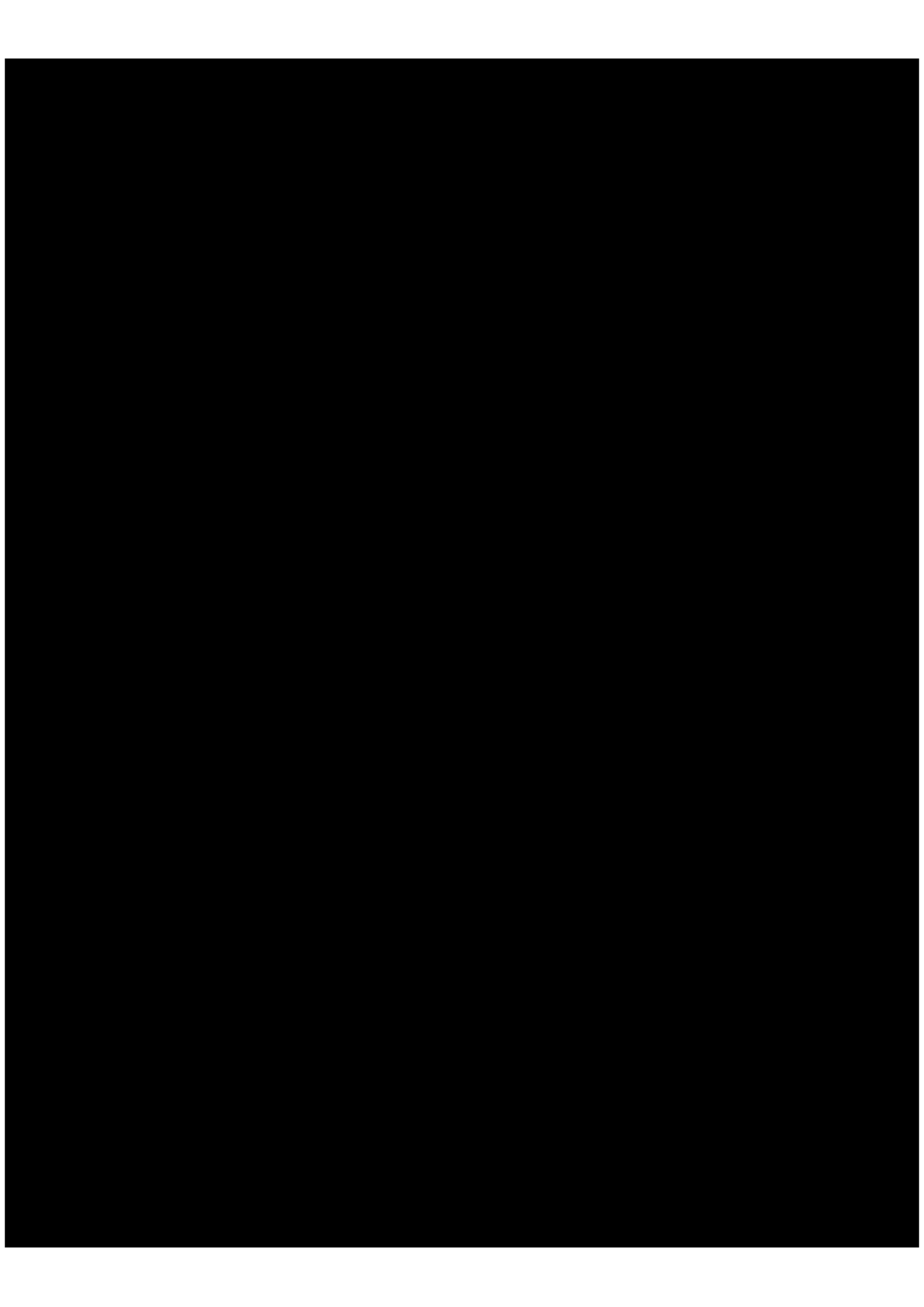


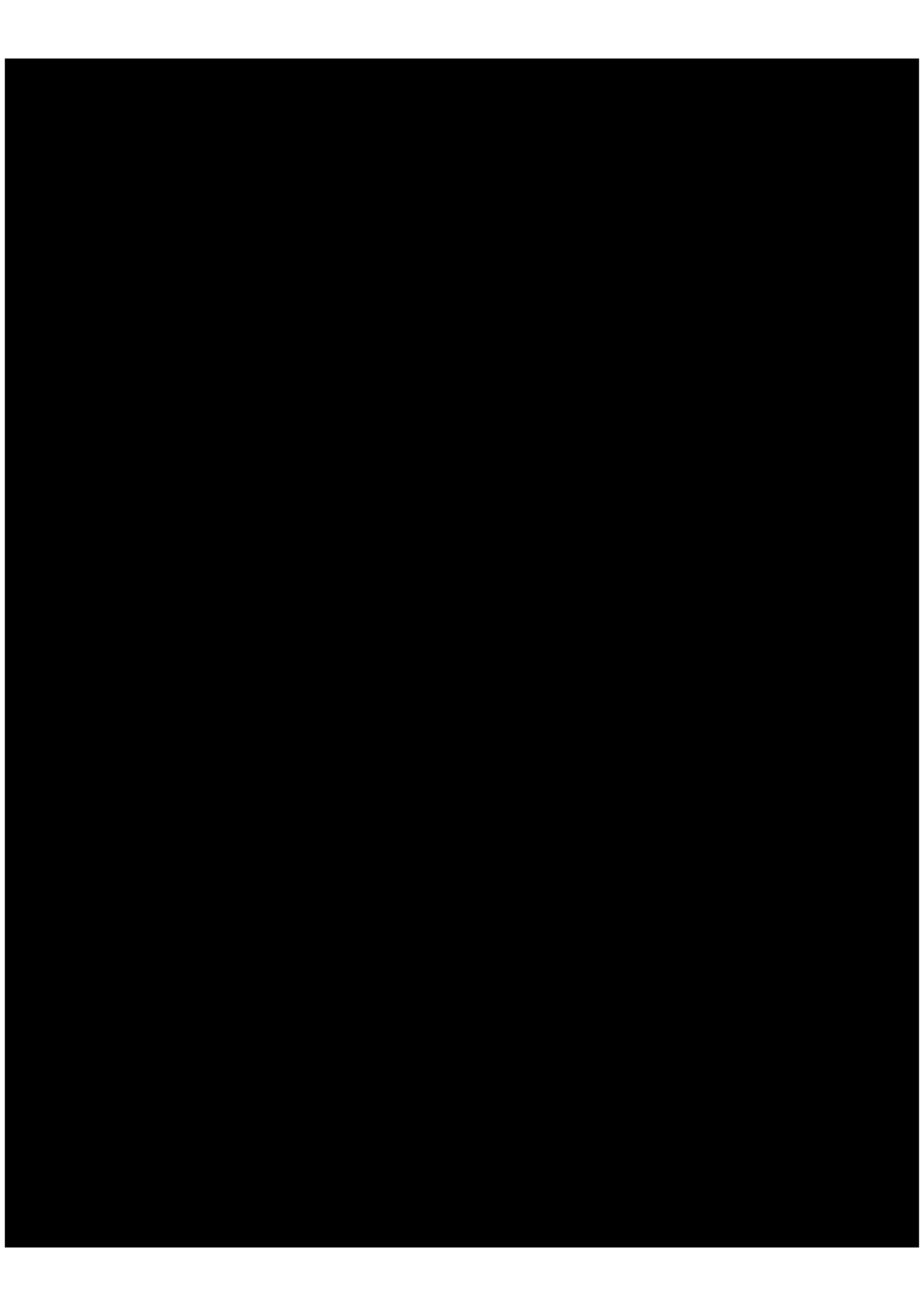






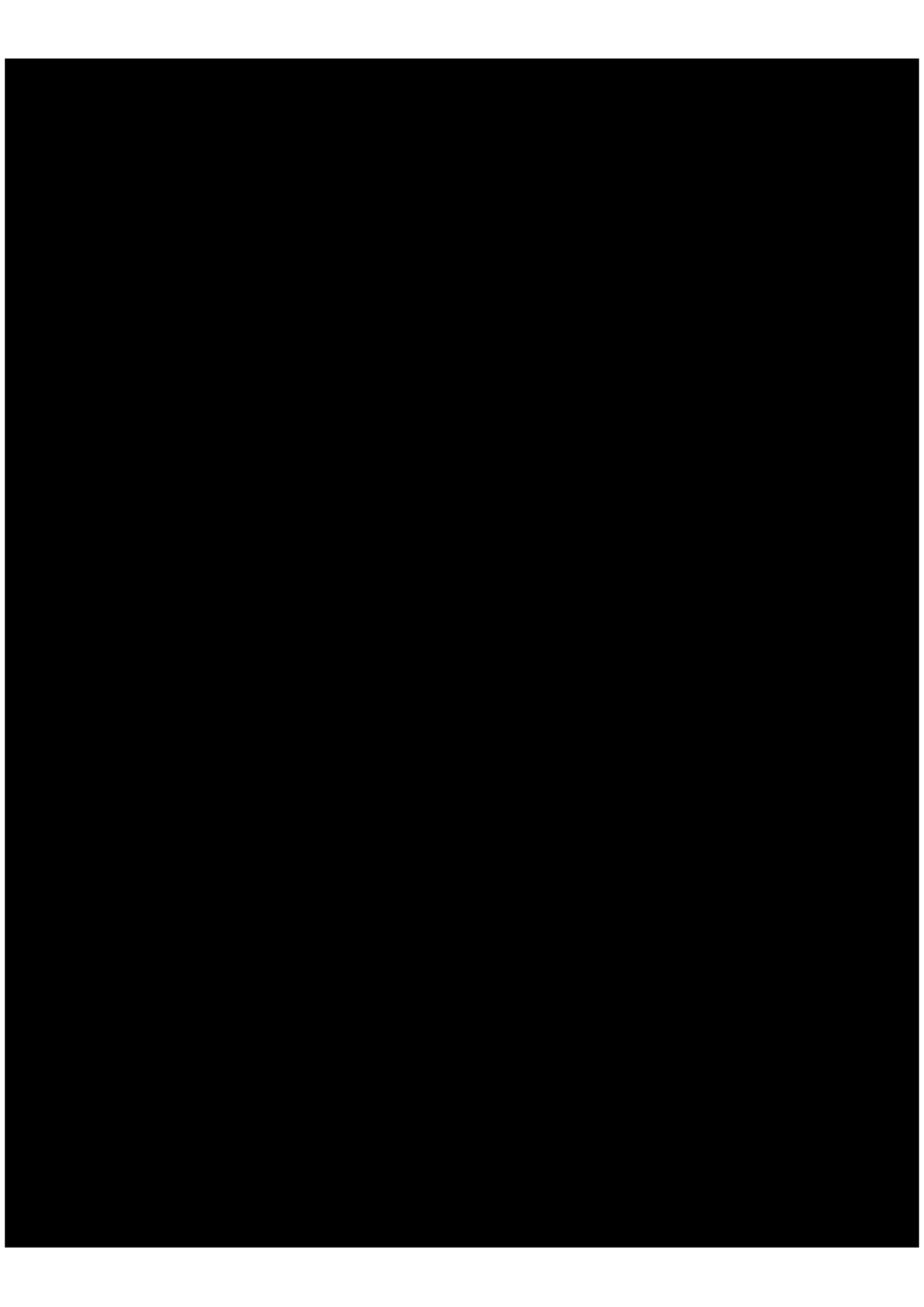


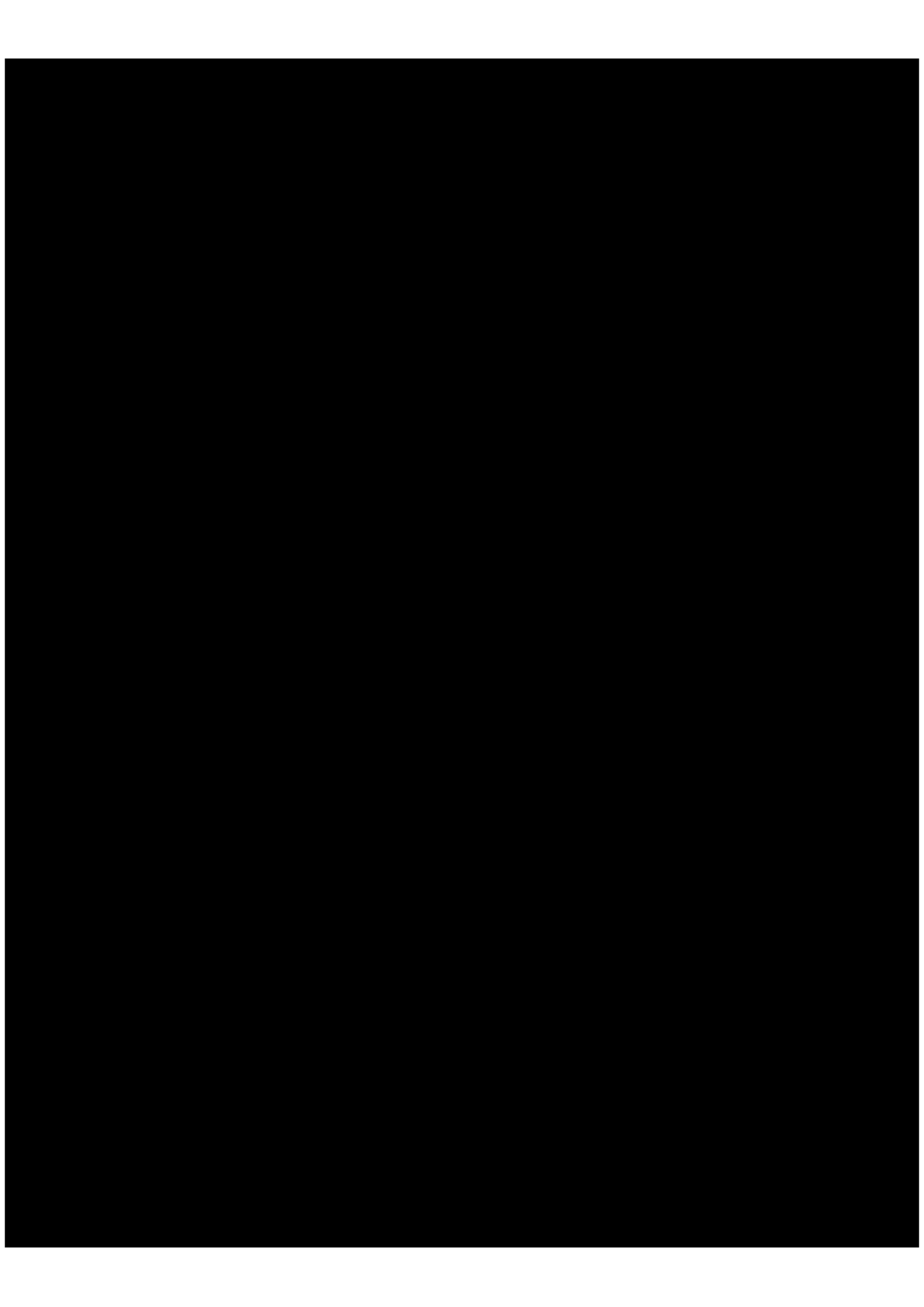


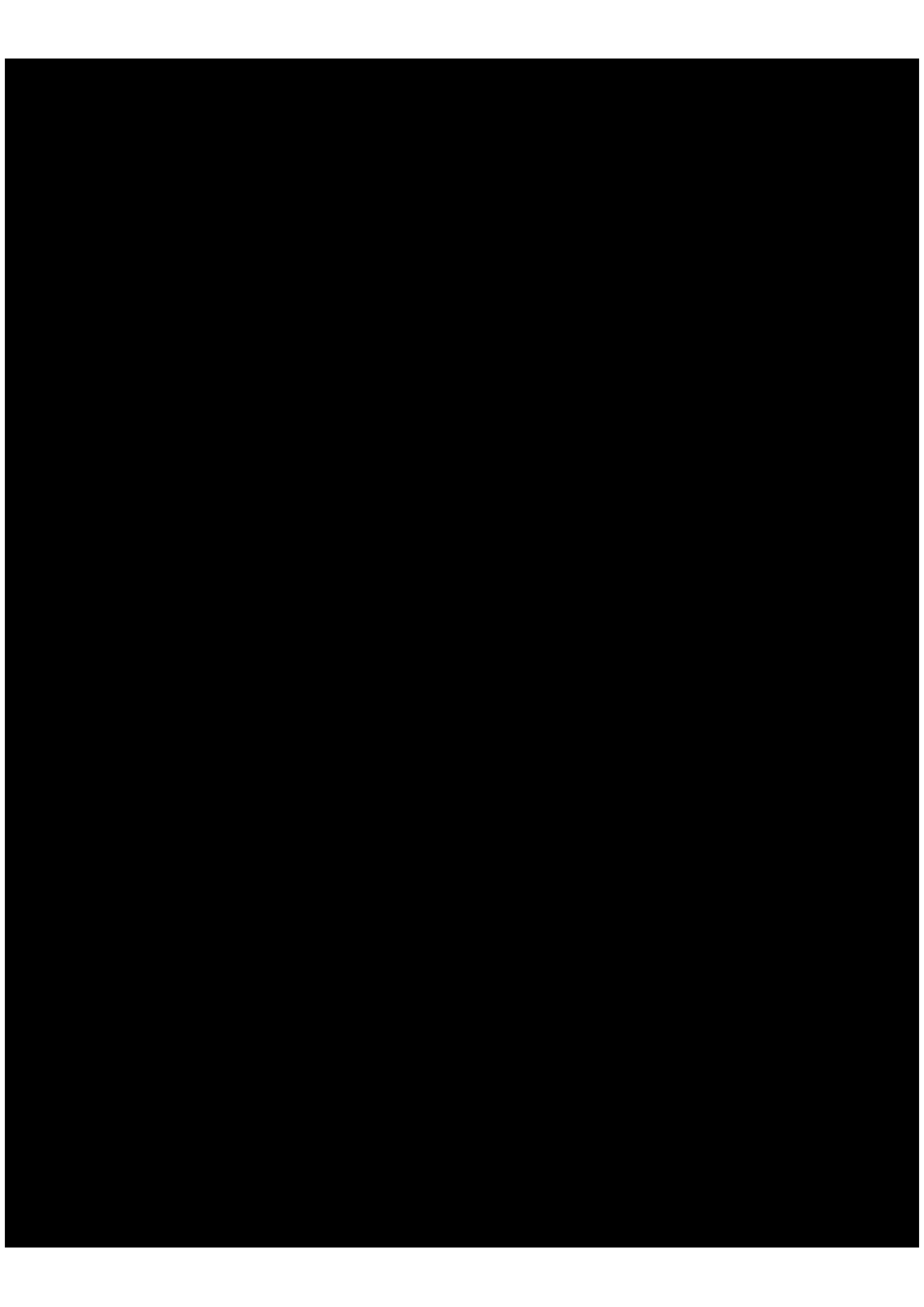


HOSPITALITY SOLUTIONS R&D PLAN

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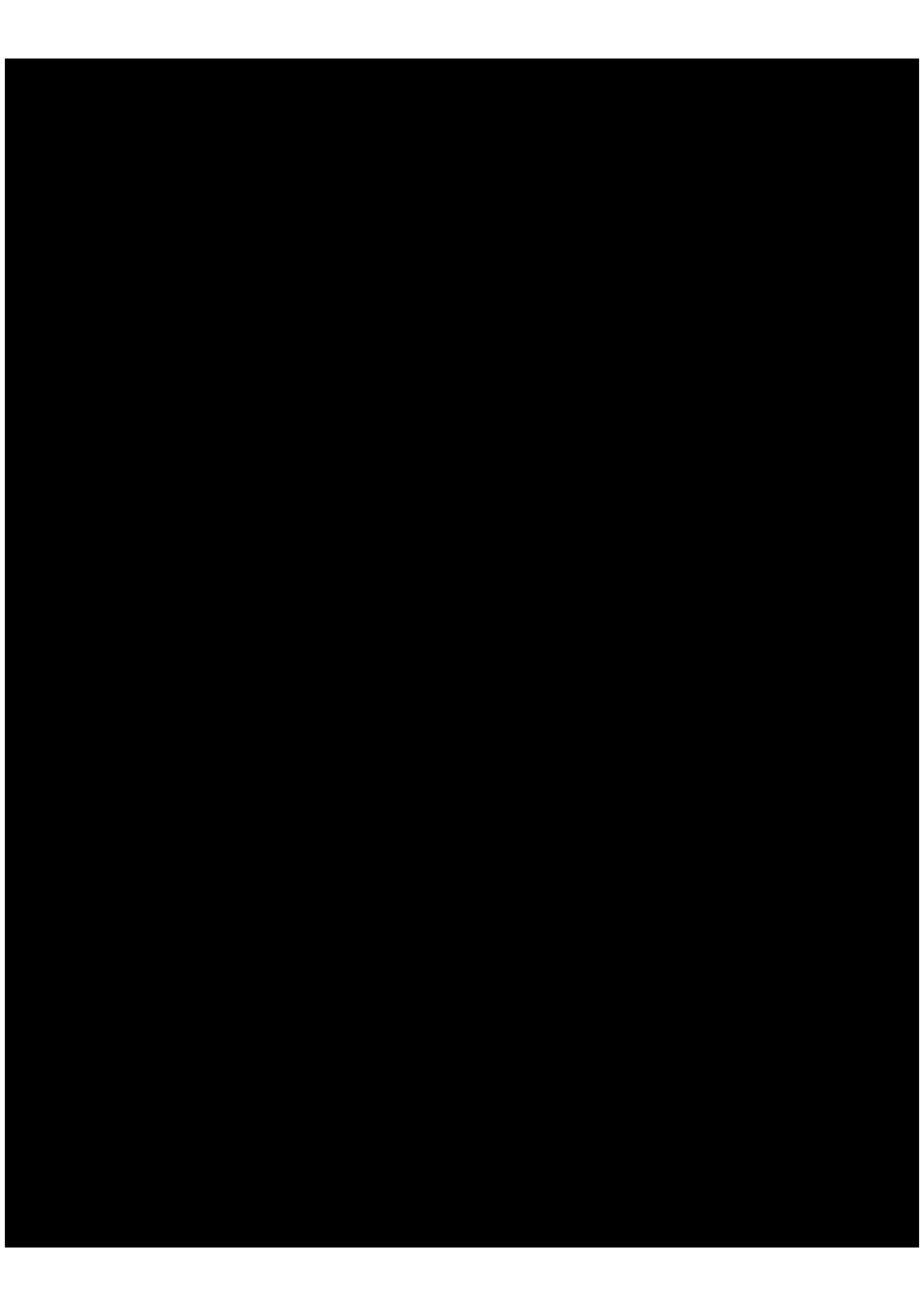
TE&O 2020 Forecast Review

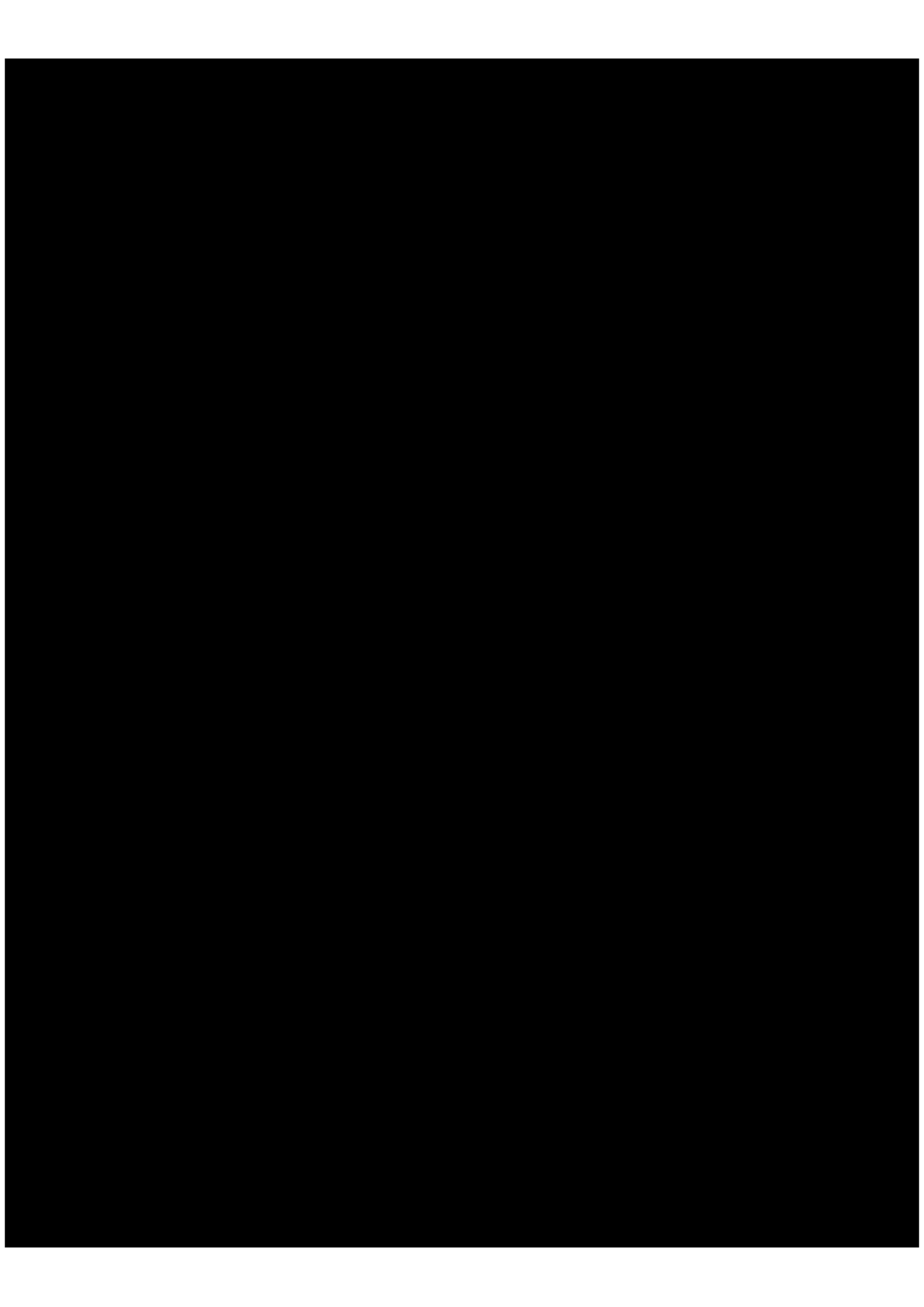
Joe DiFonzo

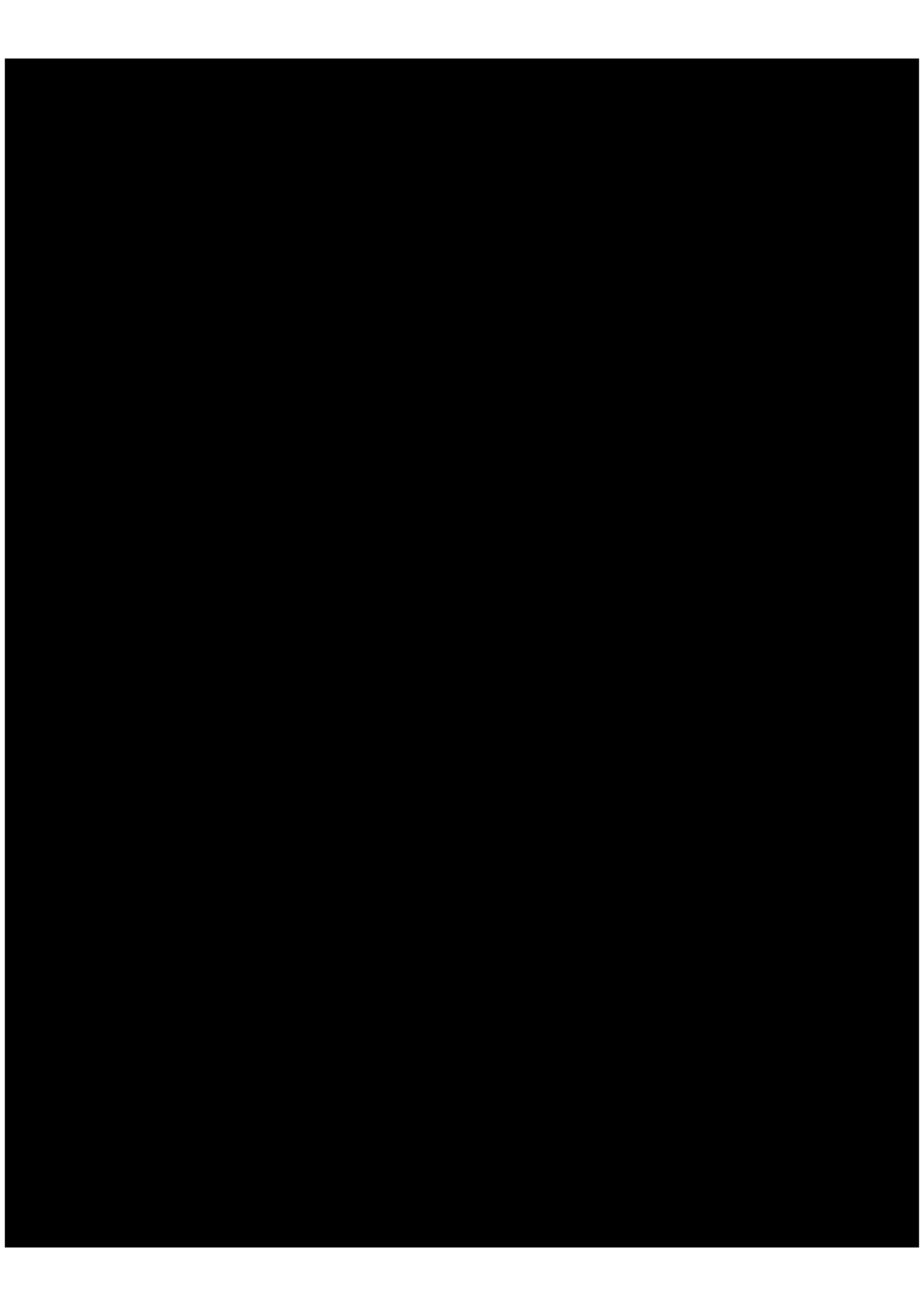
August, 2019

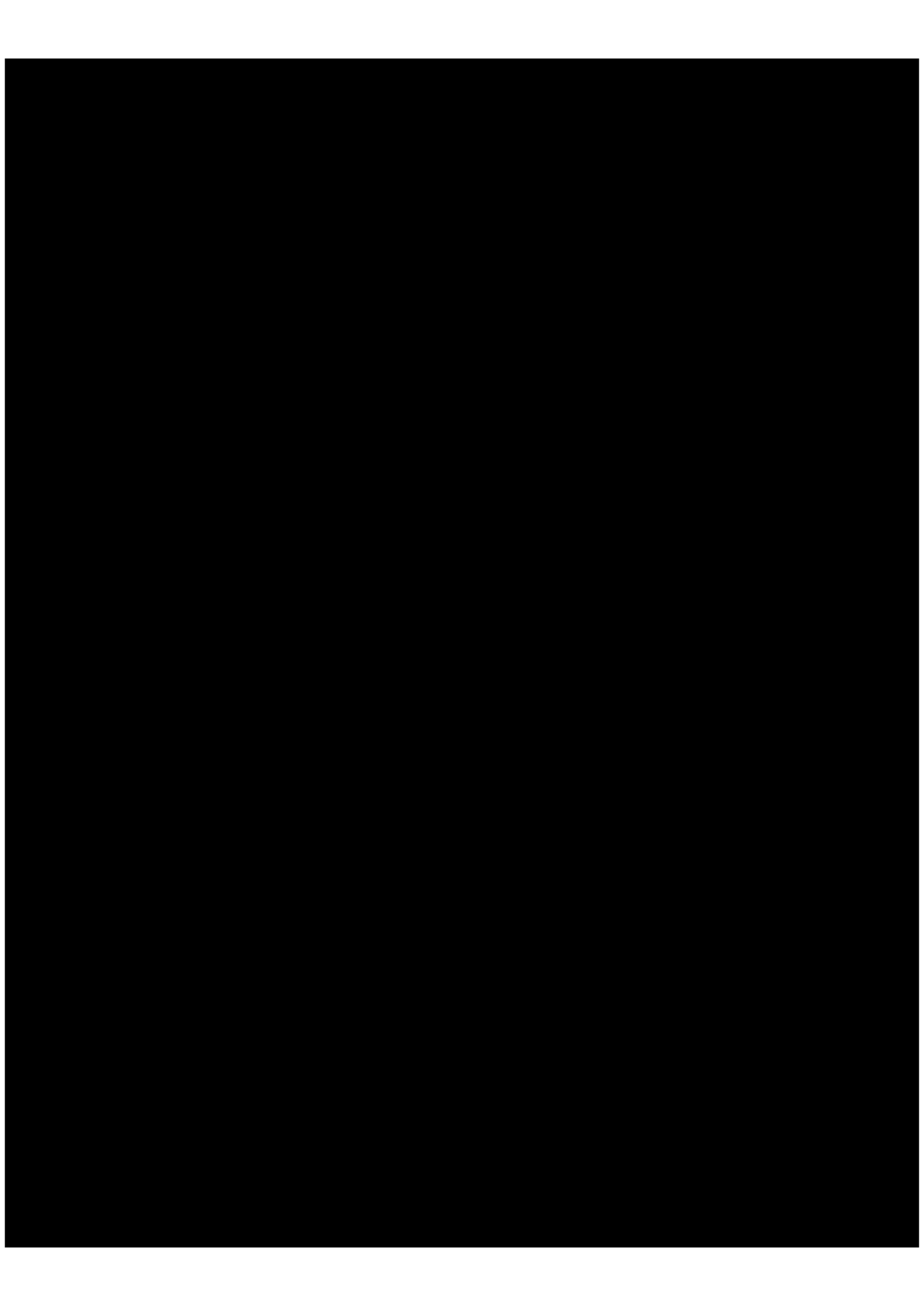


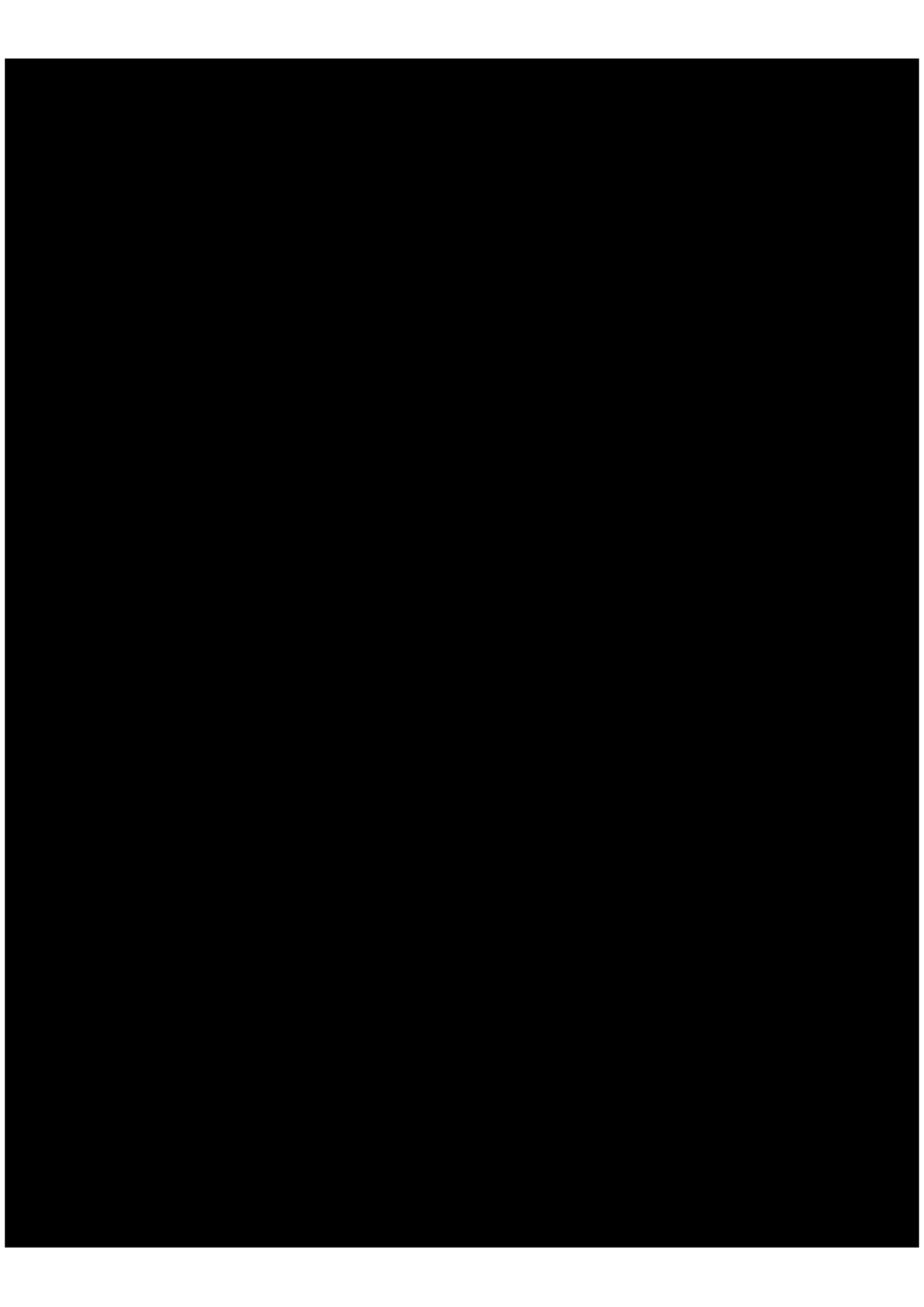
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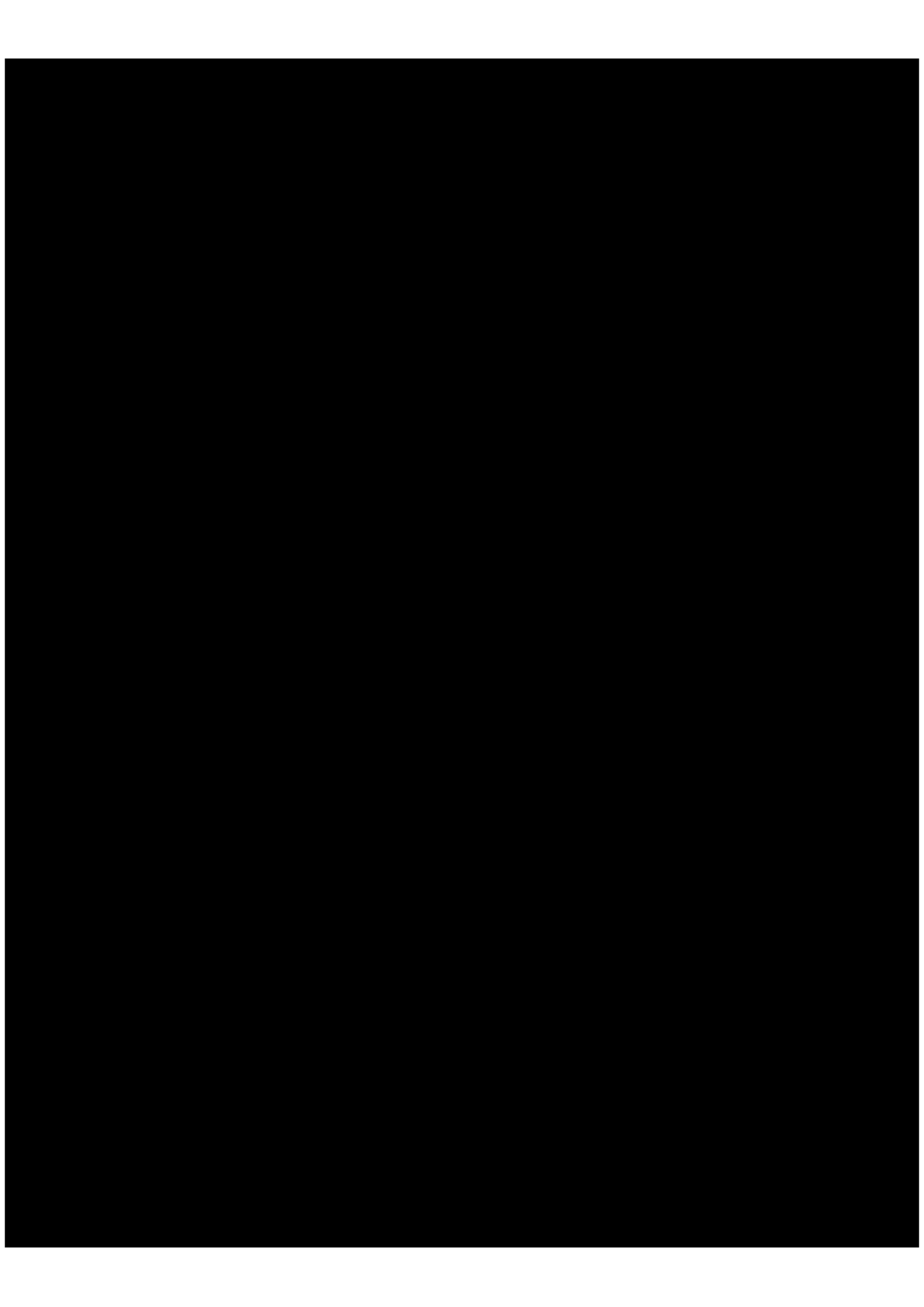










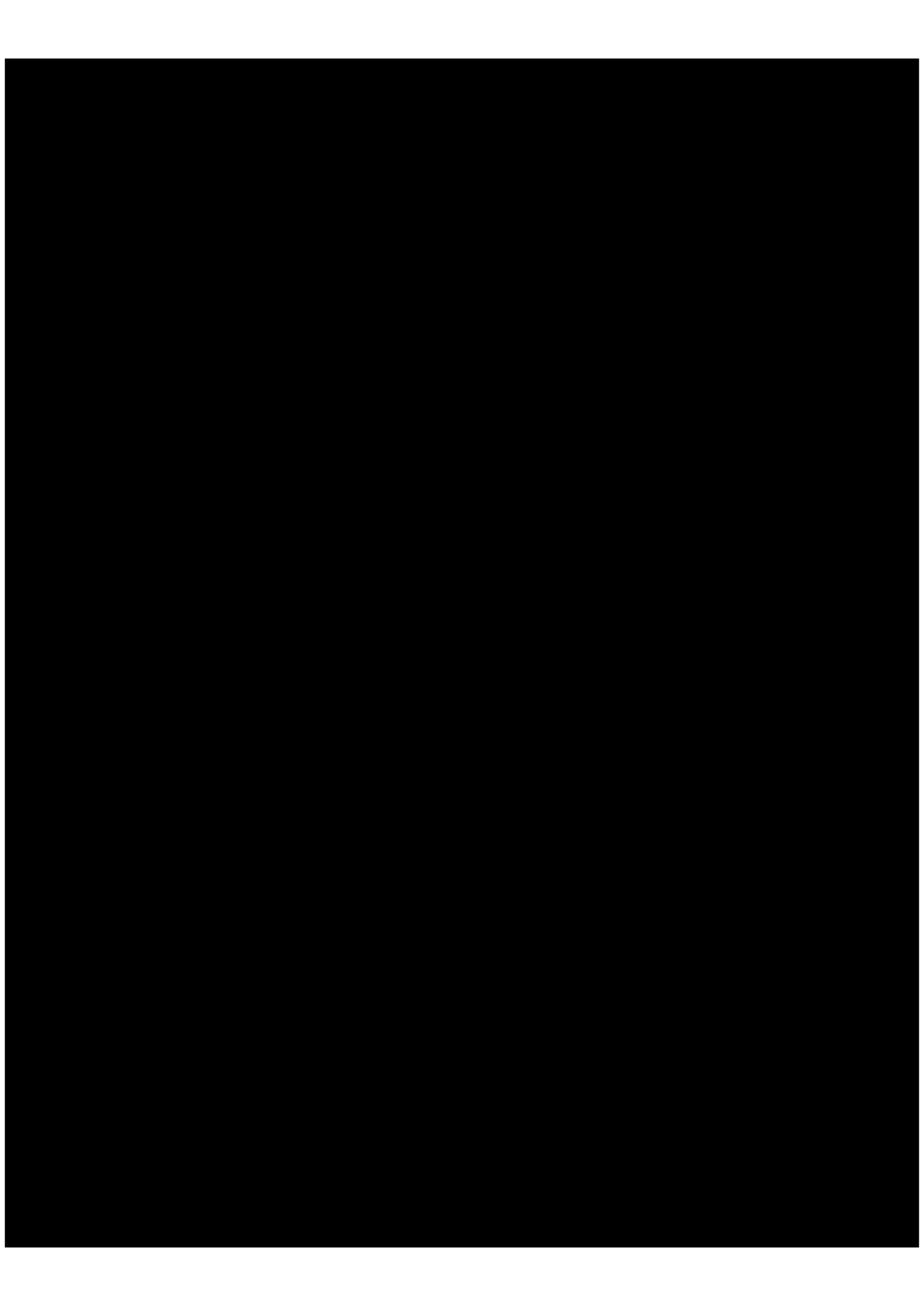


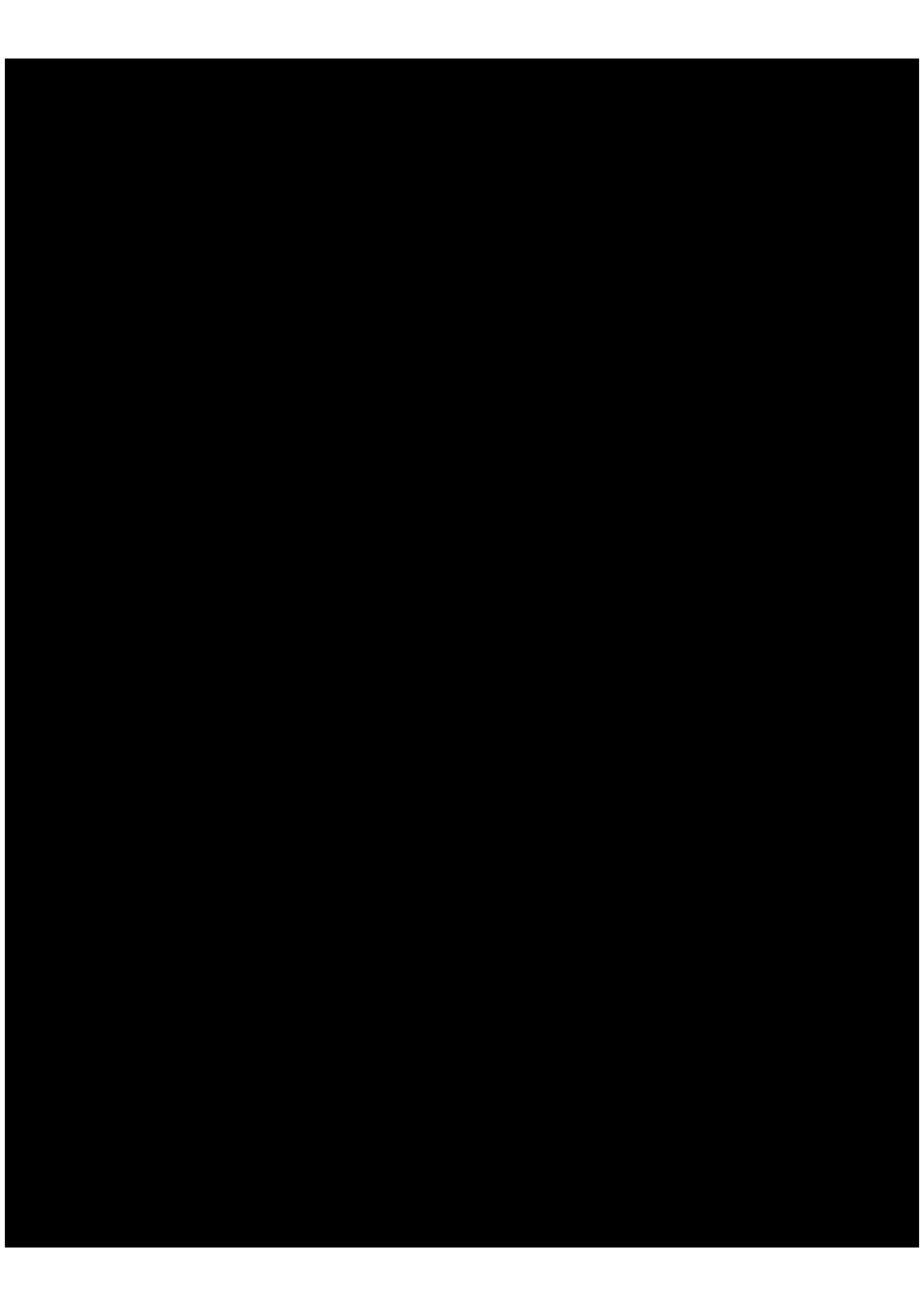
Speaker Notes for Slide 64

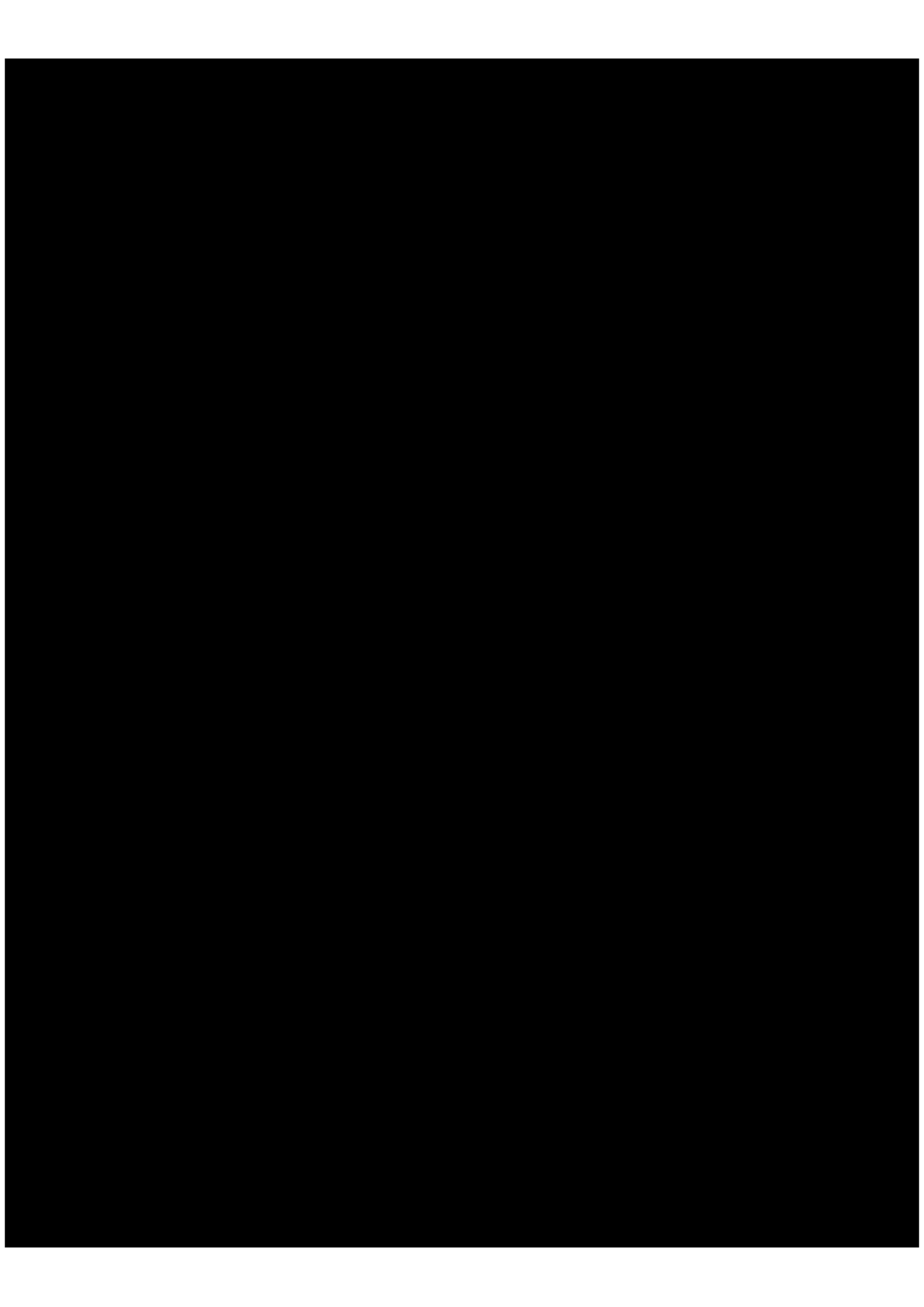
STILL NEED TO UPDATE



SABR-LIT-000478232



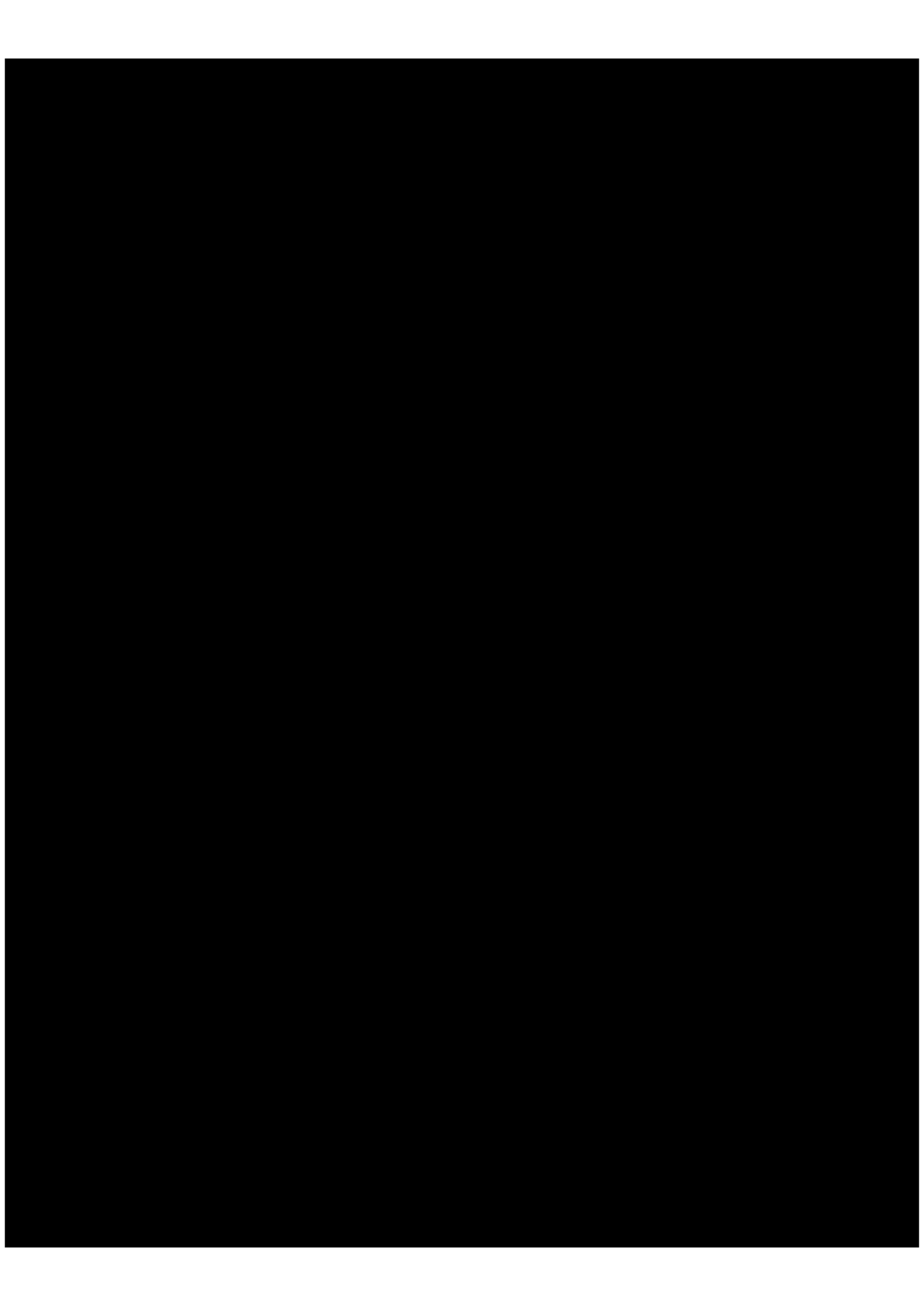




TE&O SOLUTIONS R&D PLAN



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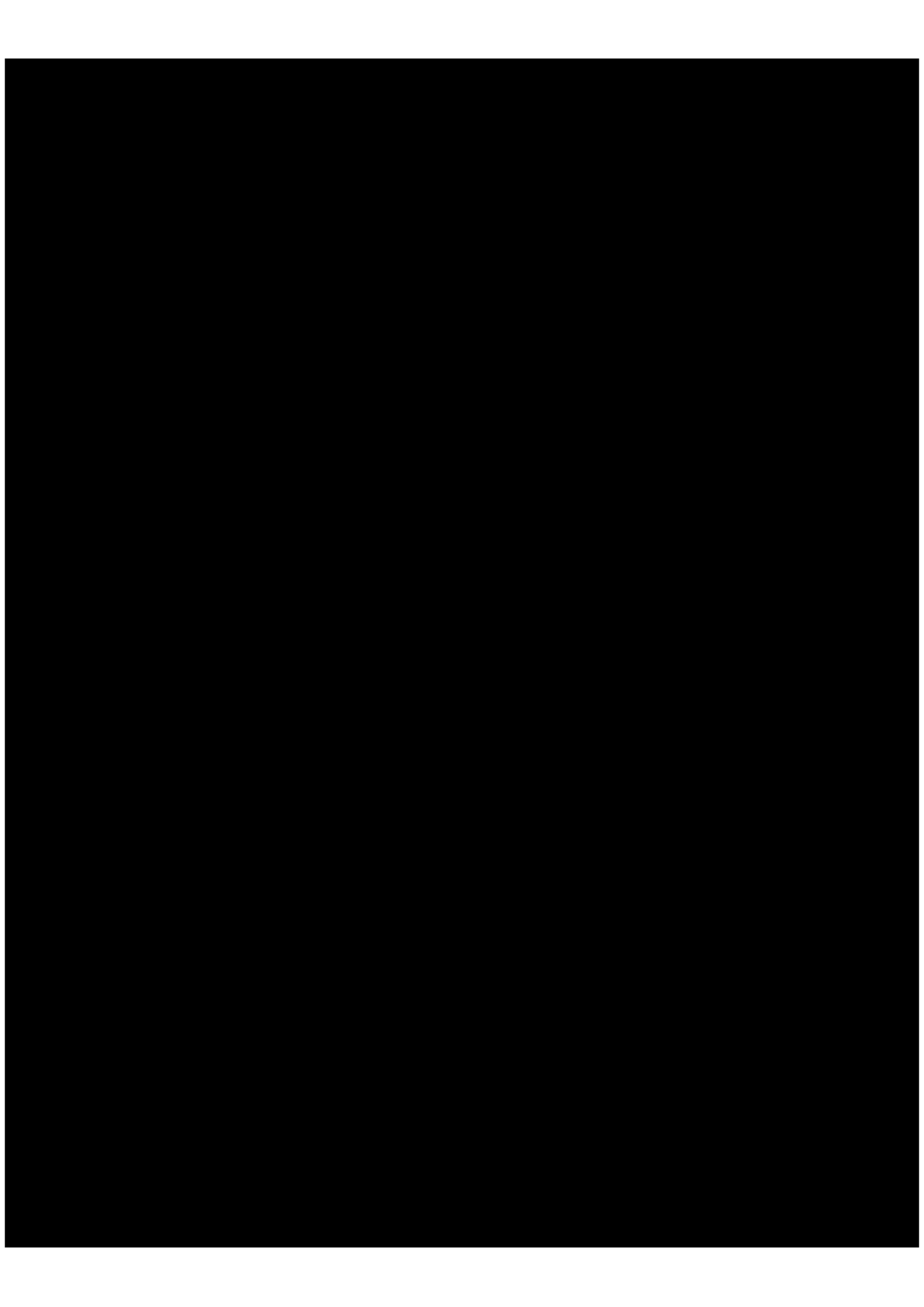
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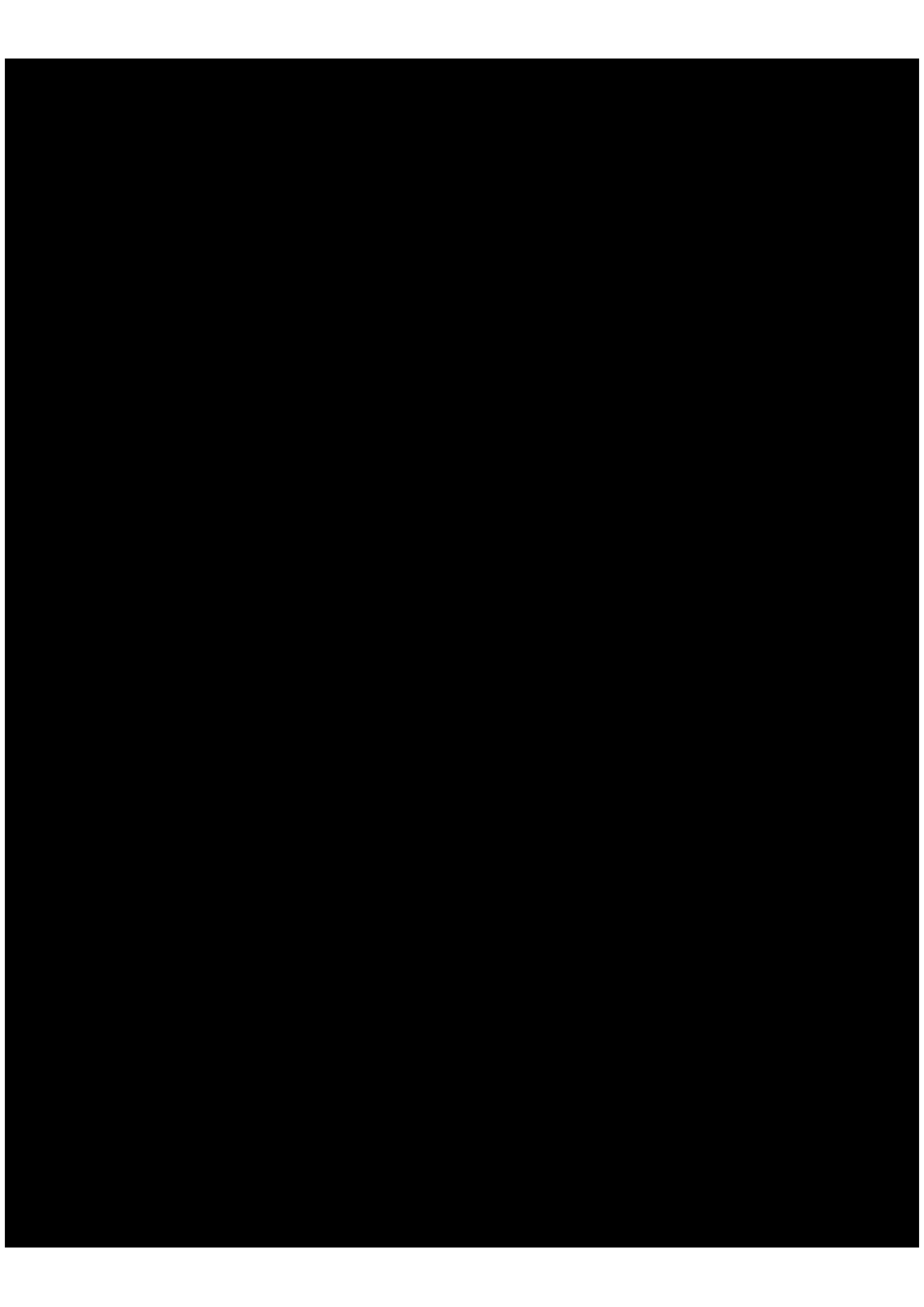
Corporate Staff 2020 Forecast Review

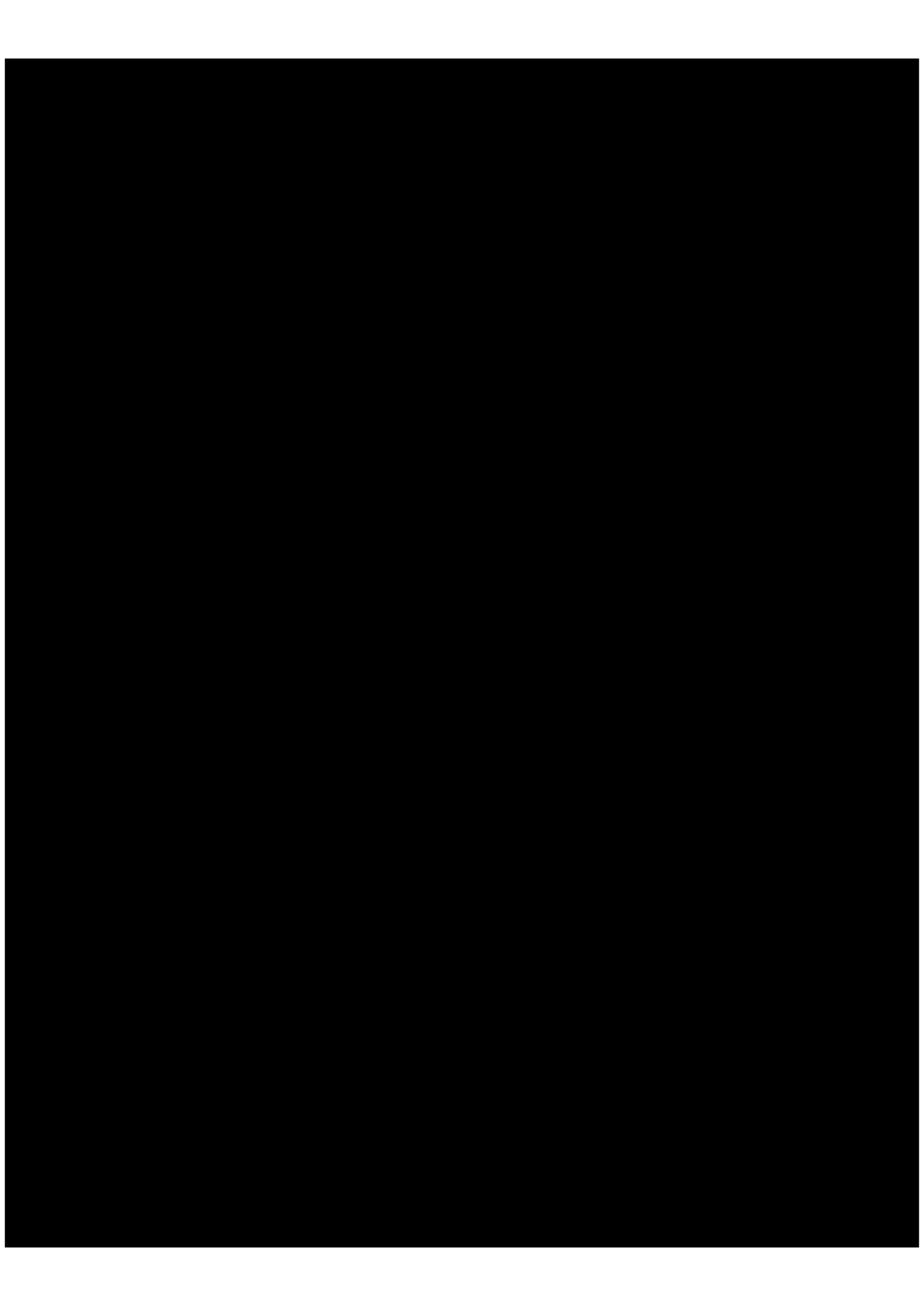
Doug Barnett

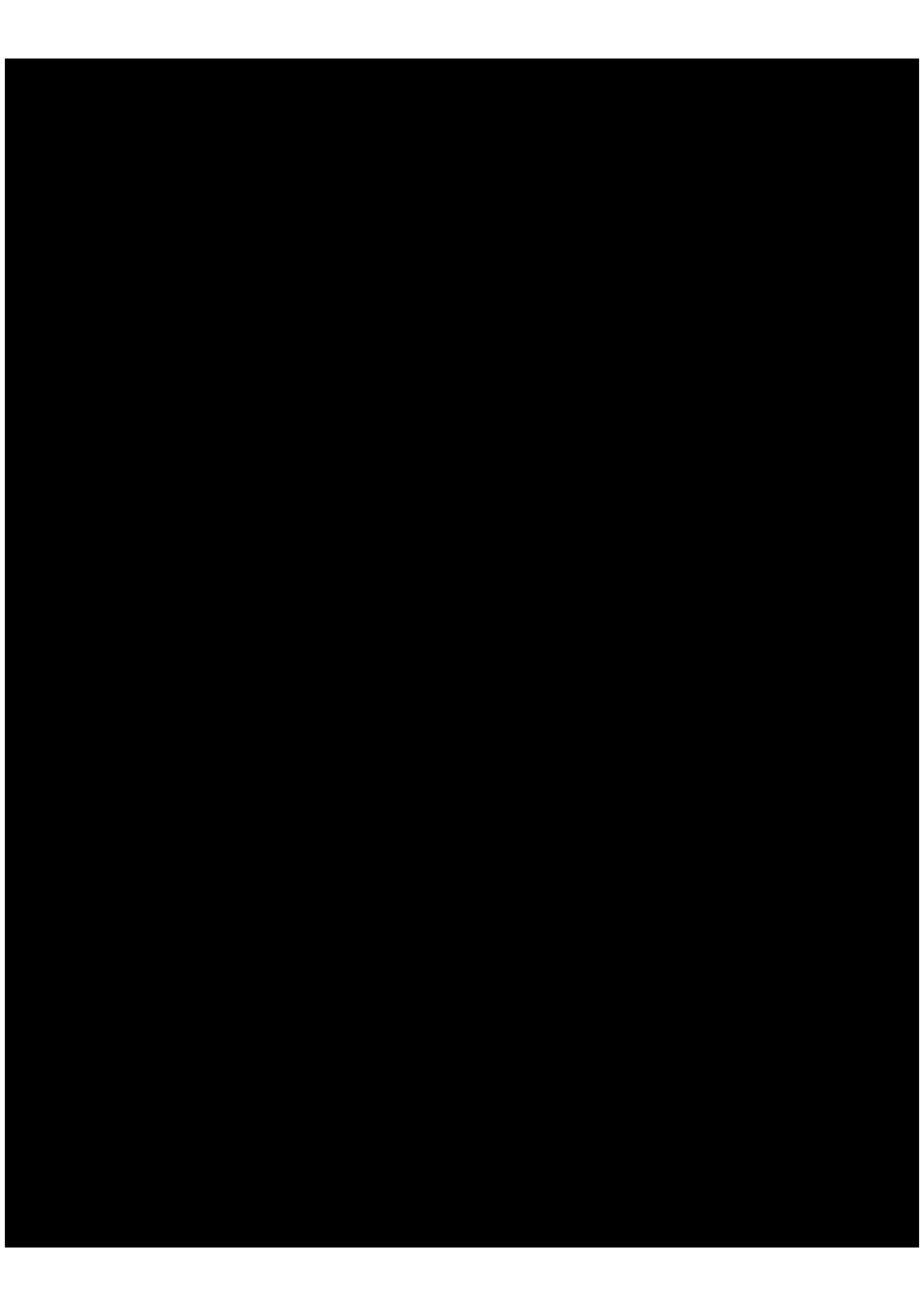
August, 2019

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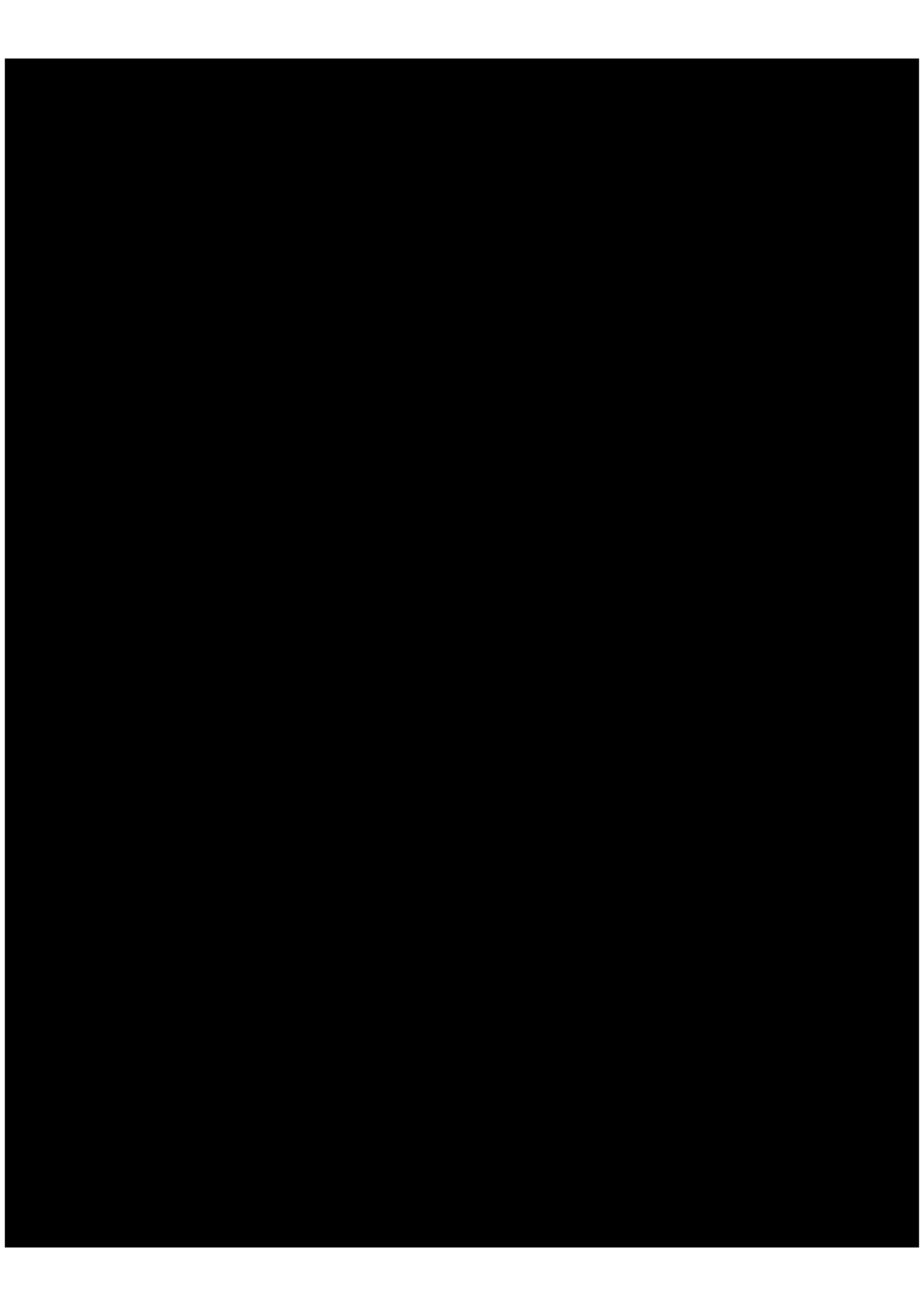
Key Discussion Points:

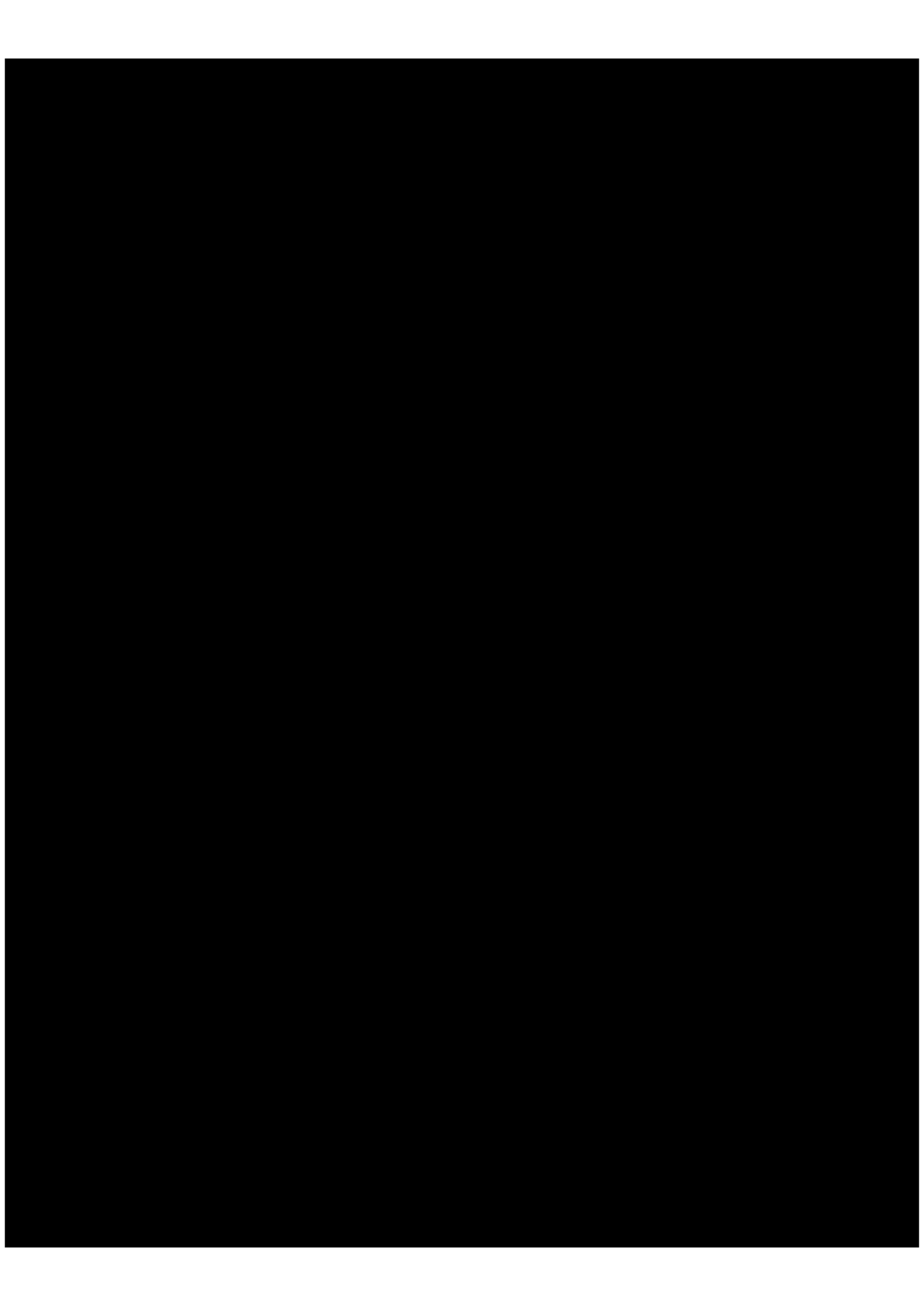
Doug Barnett

August, 2019



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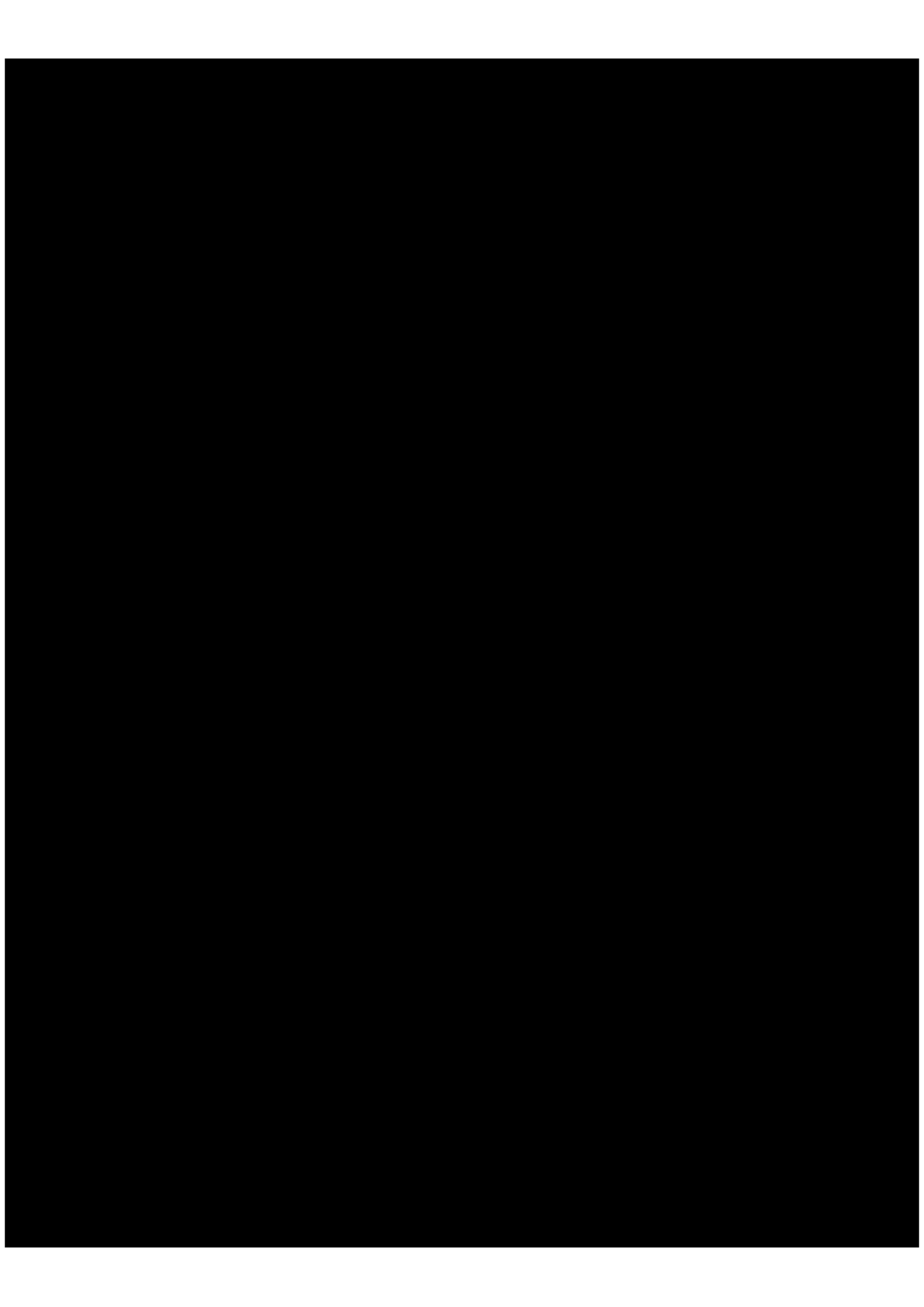
2020 Plan Expectations

Doug Barnett

August, 2019



SABR-LIT-000478246



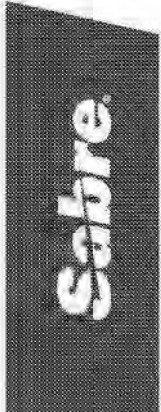


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2020 Align

Financial Outlook and Investment Planning

August 15, 2019



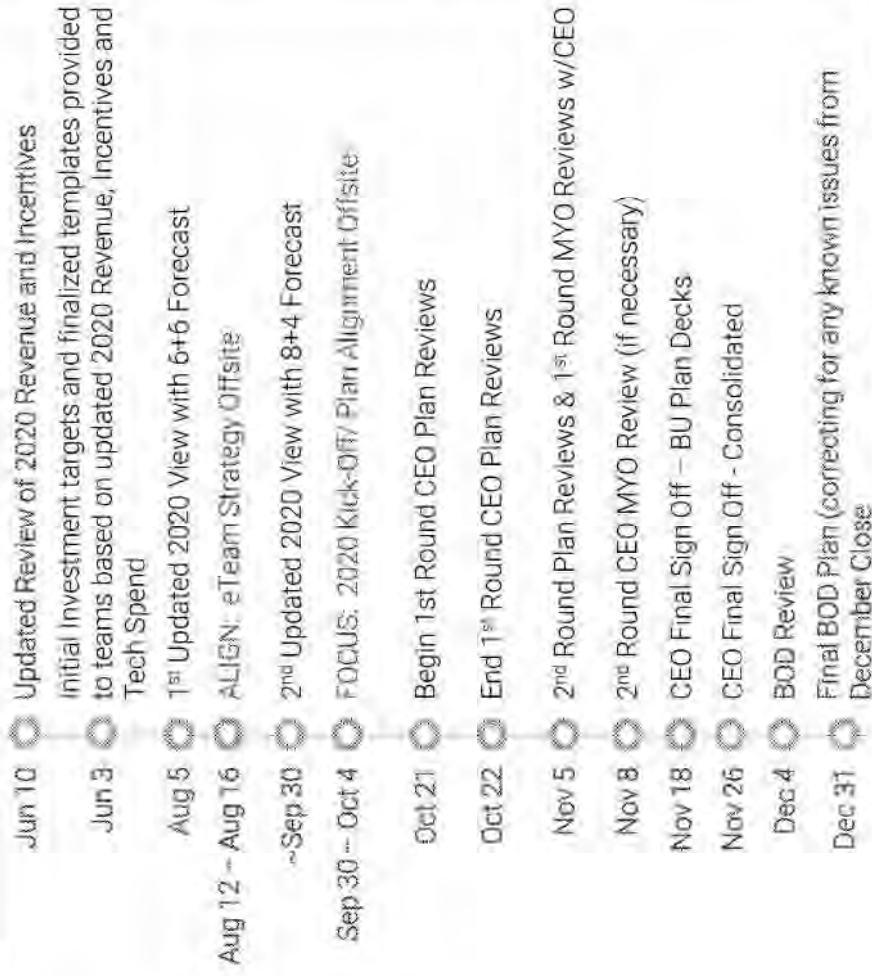
2020 Planning Calendar



Doug Barnett

August 15, 2019

2019/2020 & MYO Planning Management Cadence



ALIGN: eTeam Strategy Offsite

Date: Aug 12 - 16

Location: TBD

Audience: TBD, eTeam Plus

Objectives:

- Align on operating model as a Team (What should stay same/ what should change?)
- Mid Year review of Prioritized Initiatives (Assign grades + action plans)
- Align on prioritization for ROV (new initiatives required?)
- Draft initial list of 2020 Prioritized Initiatives
- Align on 2020 roadmap priorities (to influence 3Q roadmaping)

FOCUS: 2020 Kick-Off / Plan Alignment Offsite

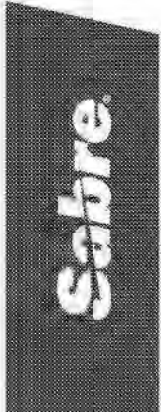
Date: Sep 20-Oct 4 (TBD: Day 1: eTeam Plus; Day 2-3: full group; Day 4: eTeam Plus)

Location: TBD

Audience: TBD (eTeam Plus + ~60 Sr. Leaders)

Objectives:

- Follow up from eTeam Strategy Offsite (Day 1 - eTeam Plus)
- Review initial BU/ group 2020 product investment plan (with prioritization)
- Share "Your 2020 Initiatives: How I See It" - Full Body + "How would you invest? (Yes/ No/ No opinion) on a 1-5 scale" - Full Body
- Review & Revise 2020 roadmap priorities / prioritized initiatives
- Align on 2020 WFP / CPG Strategy
- Finalize 2020 Prioritized Initiatives (Day 4 - eTeam Plus)
- Discuss contingency allocation based on priorities (Day 4 - eTeam Plus)

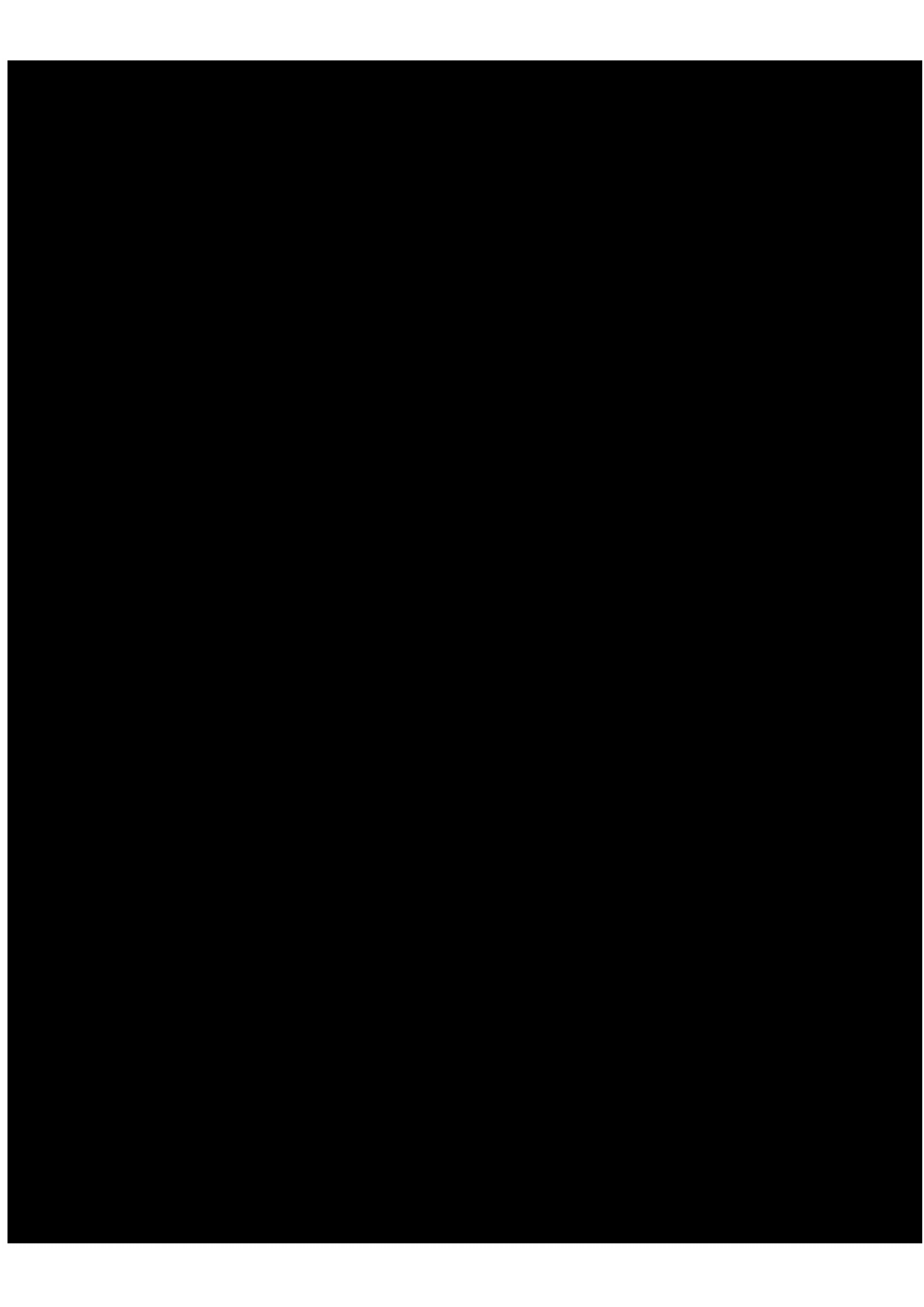


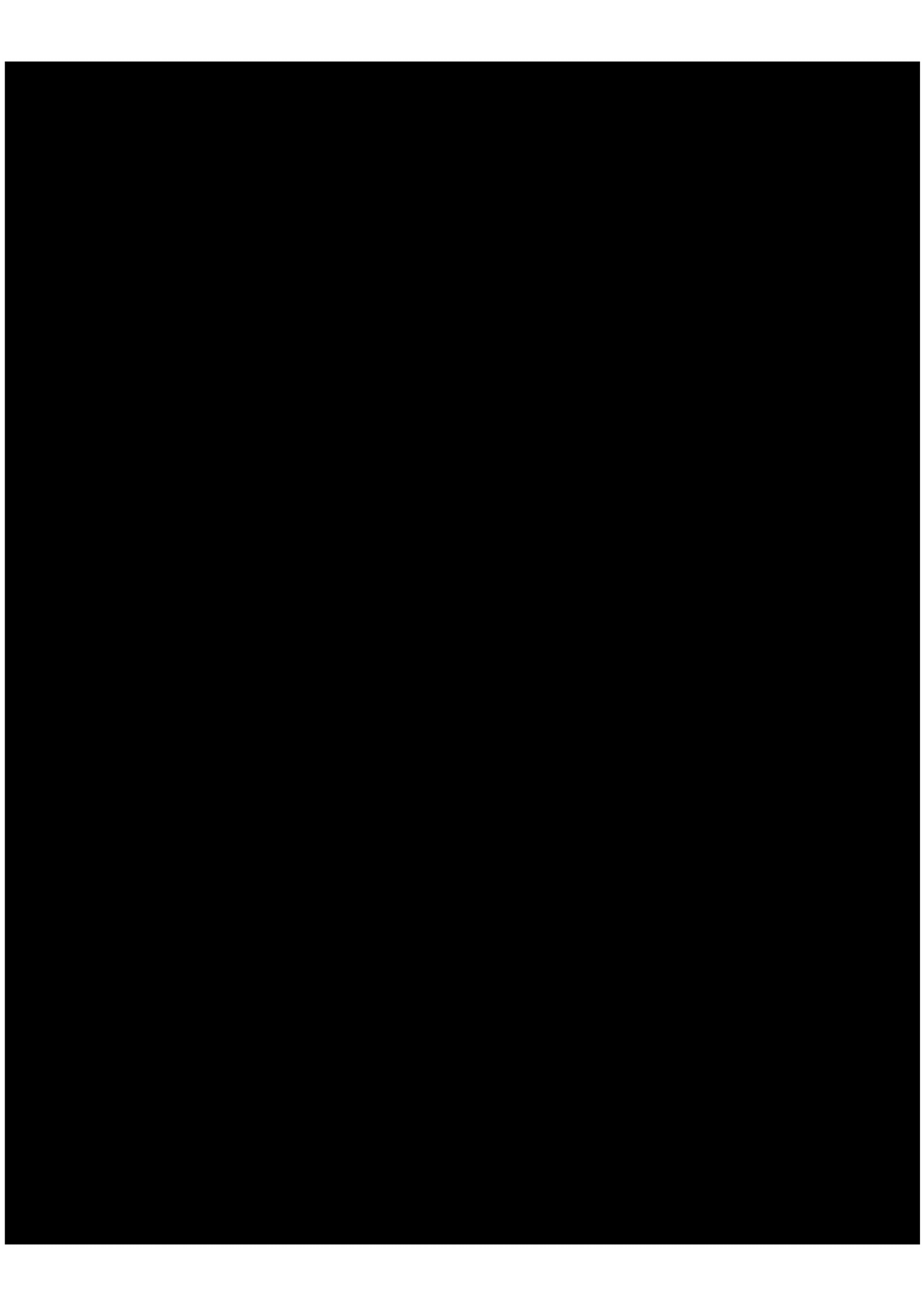
2020 6+6 Forecast

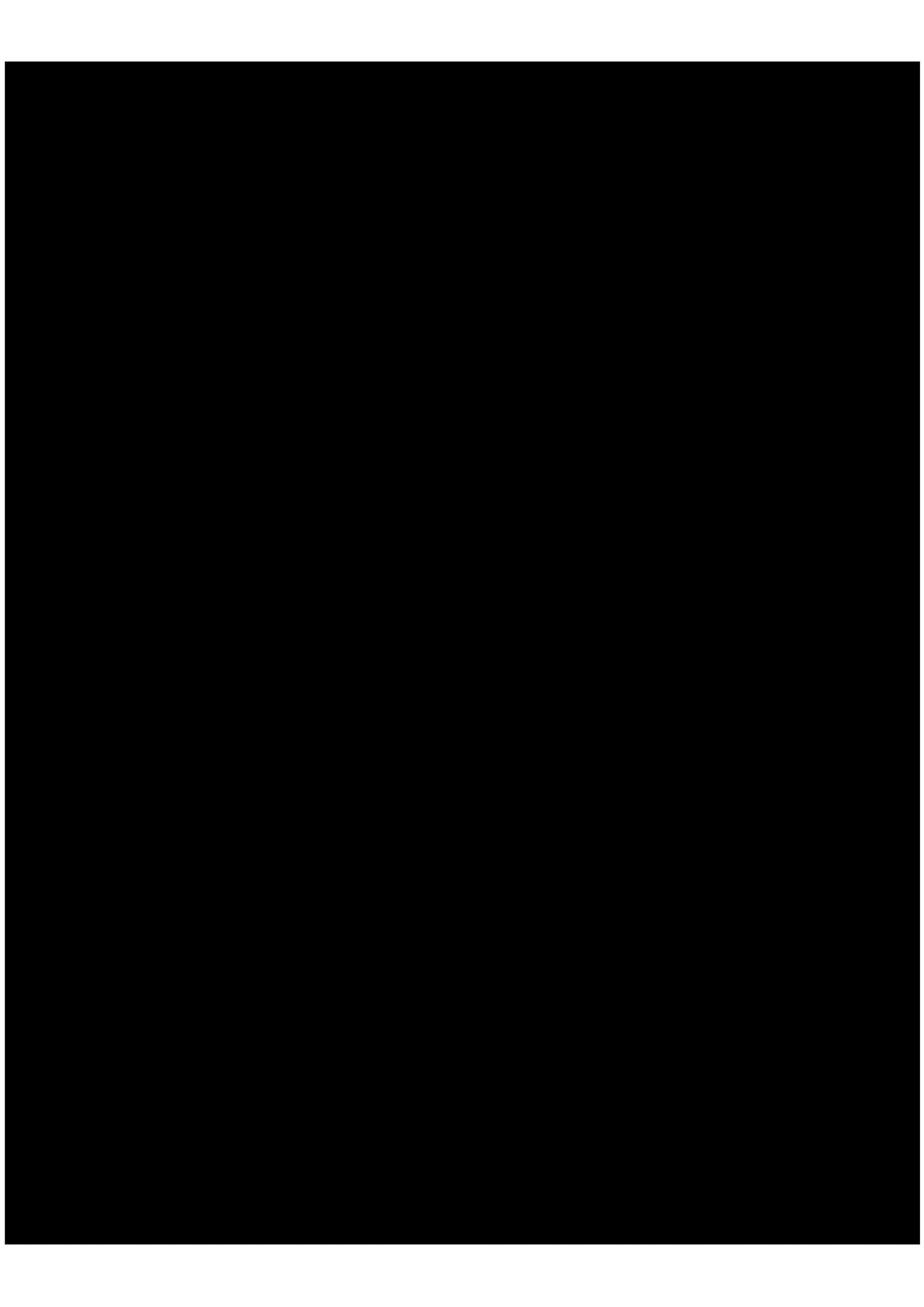


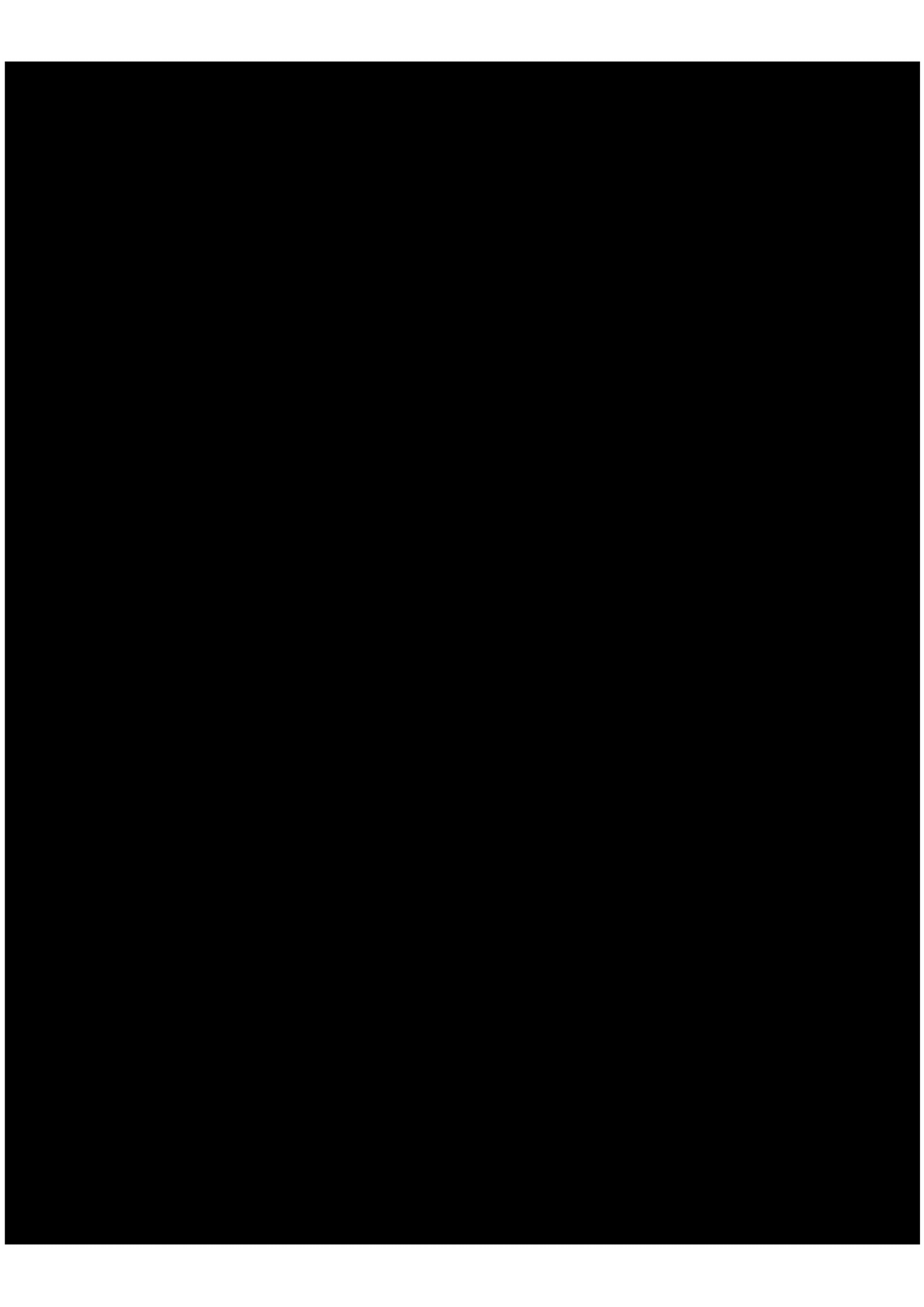
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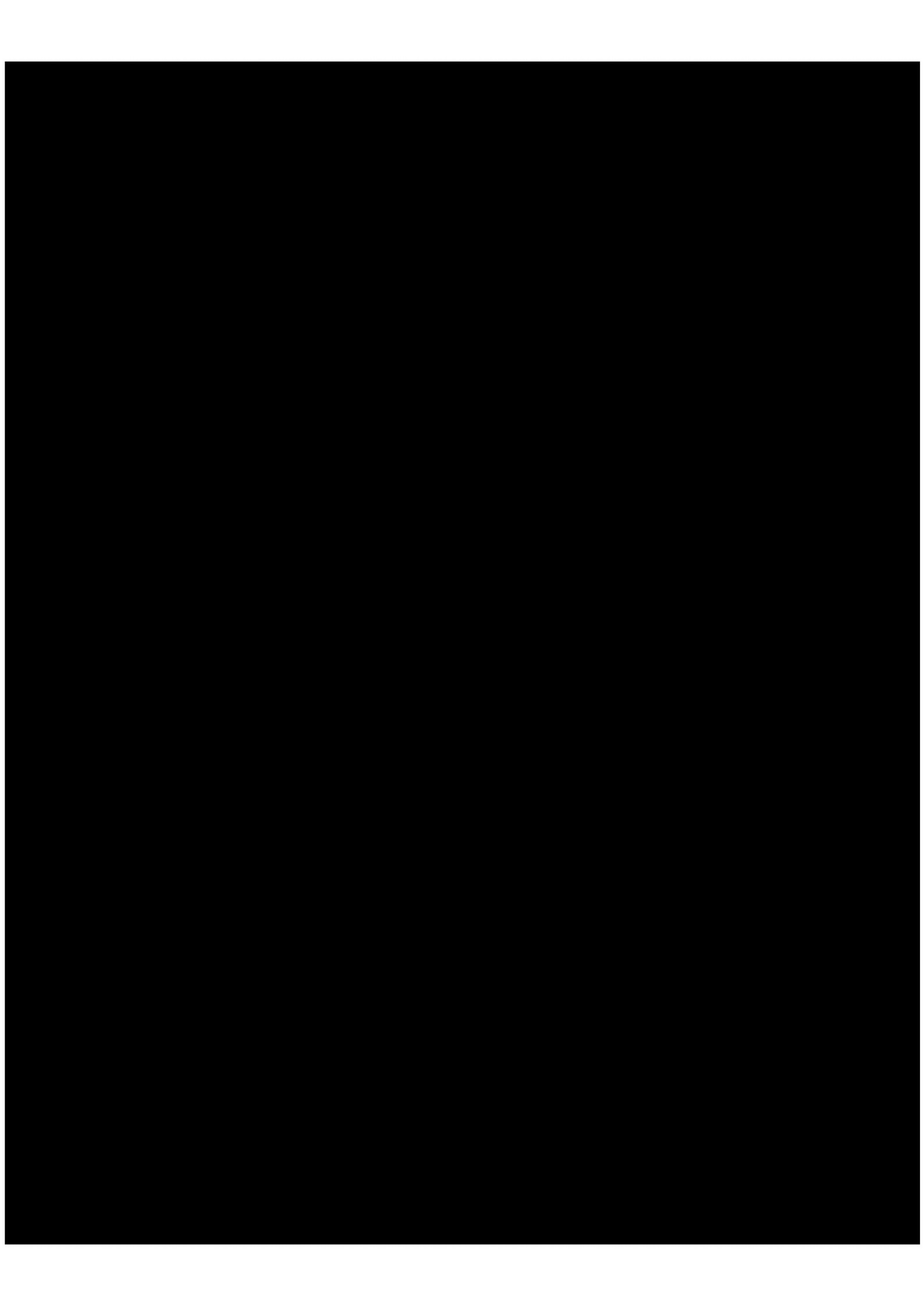
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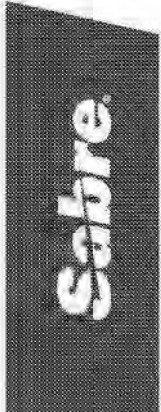










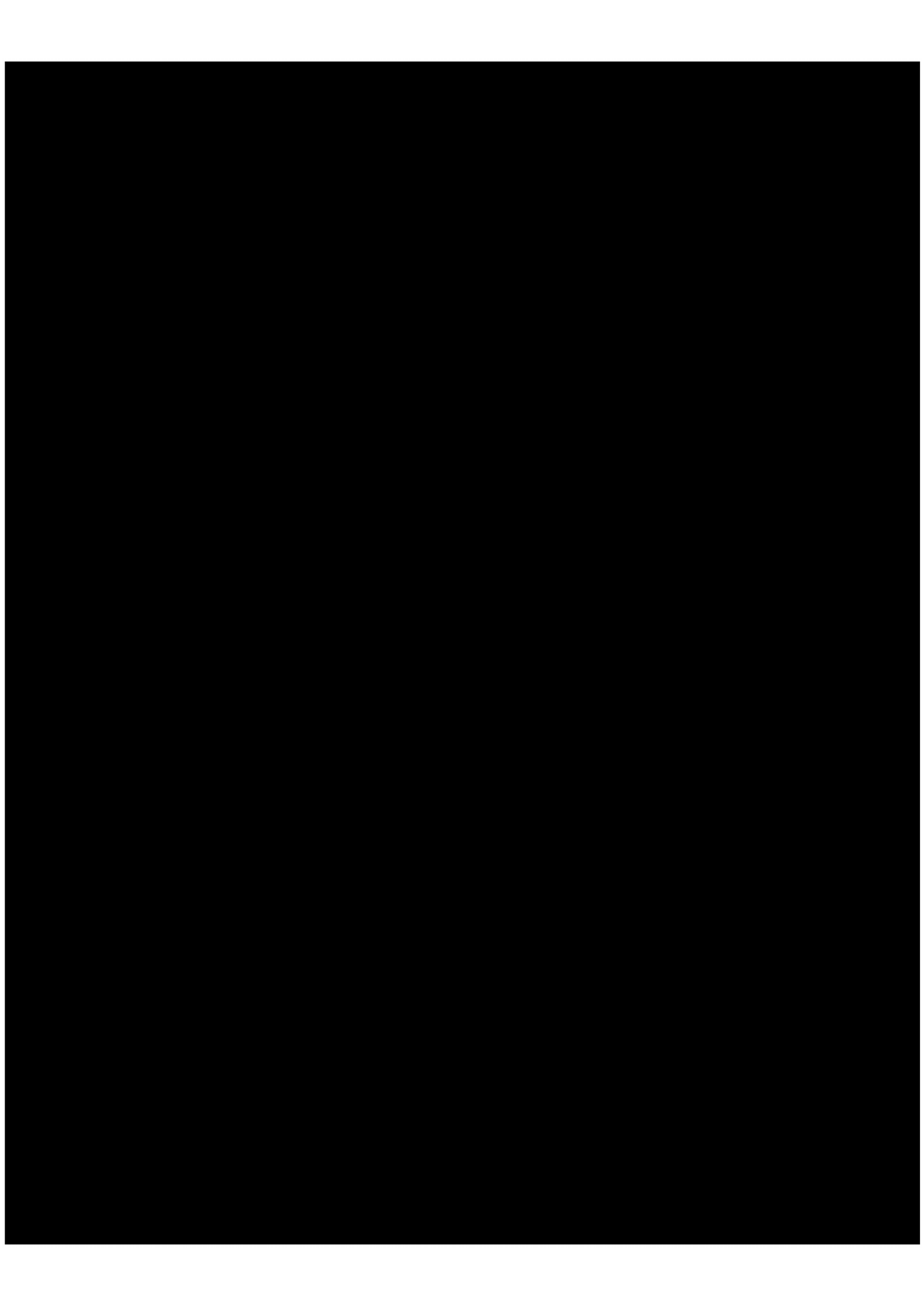


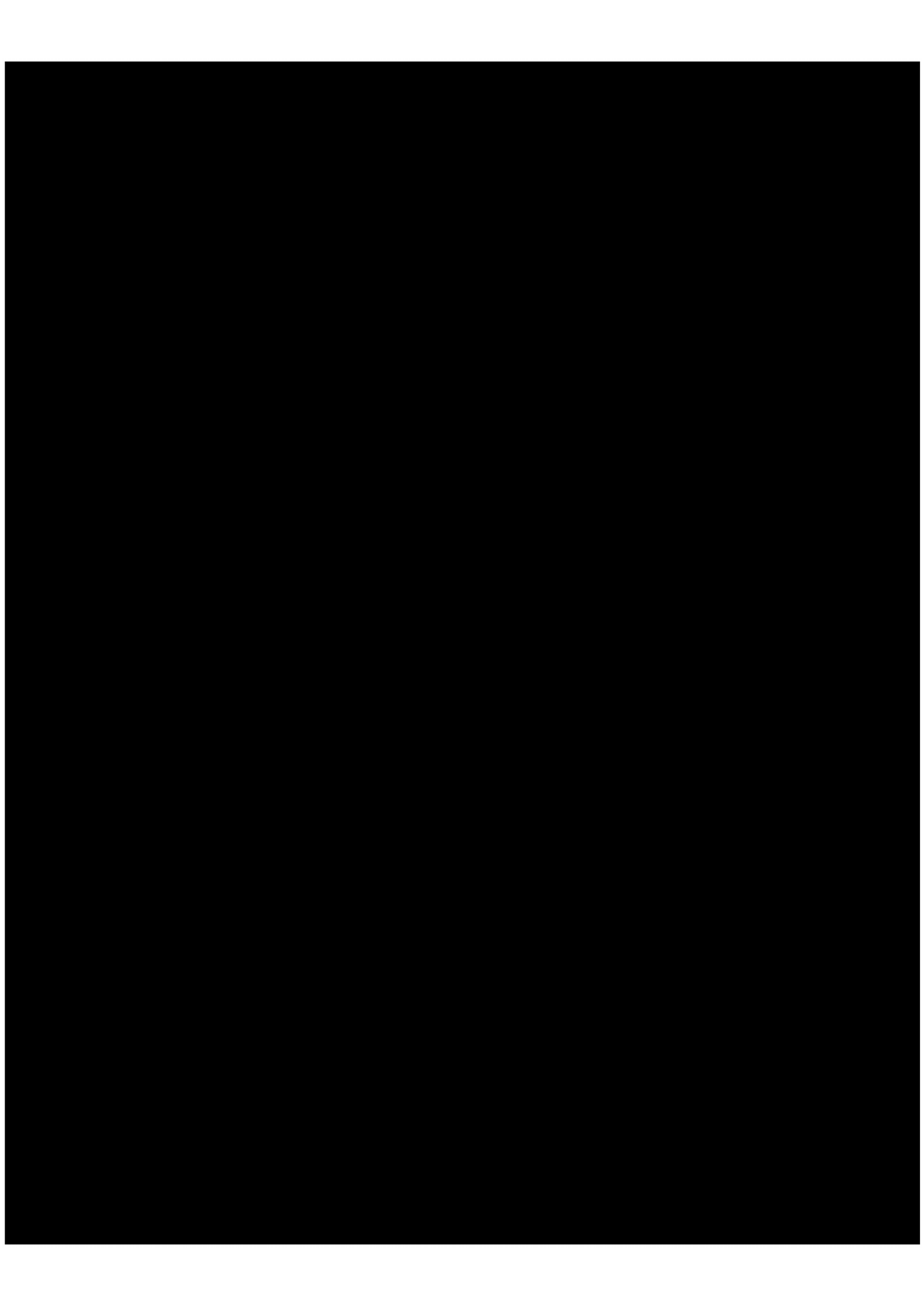
Travel Solutions 2020 Forecast Review

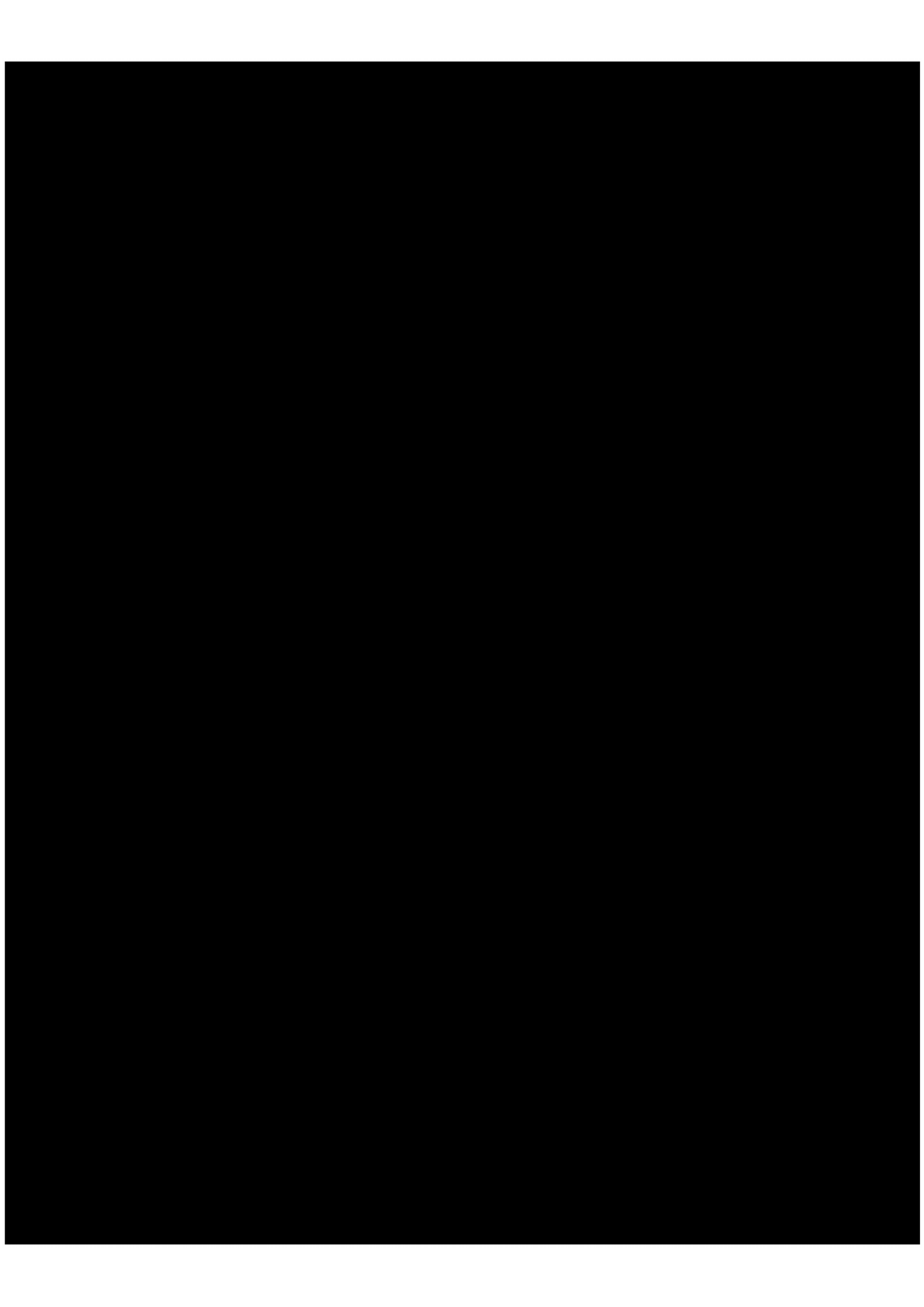


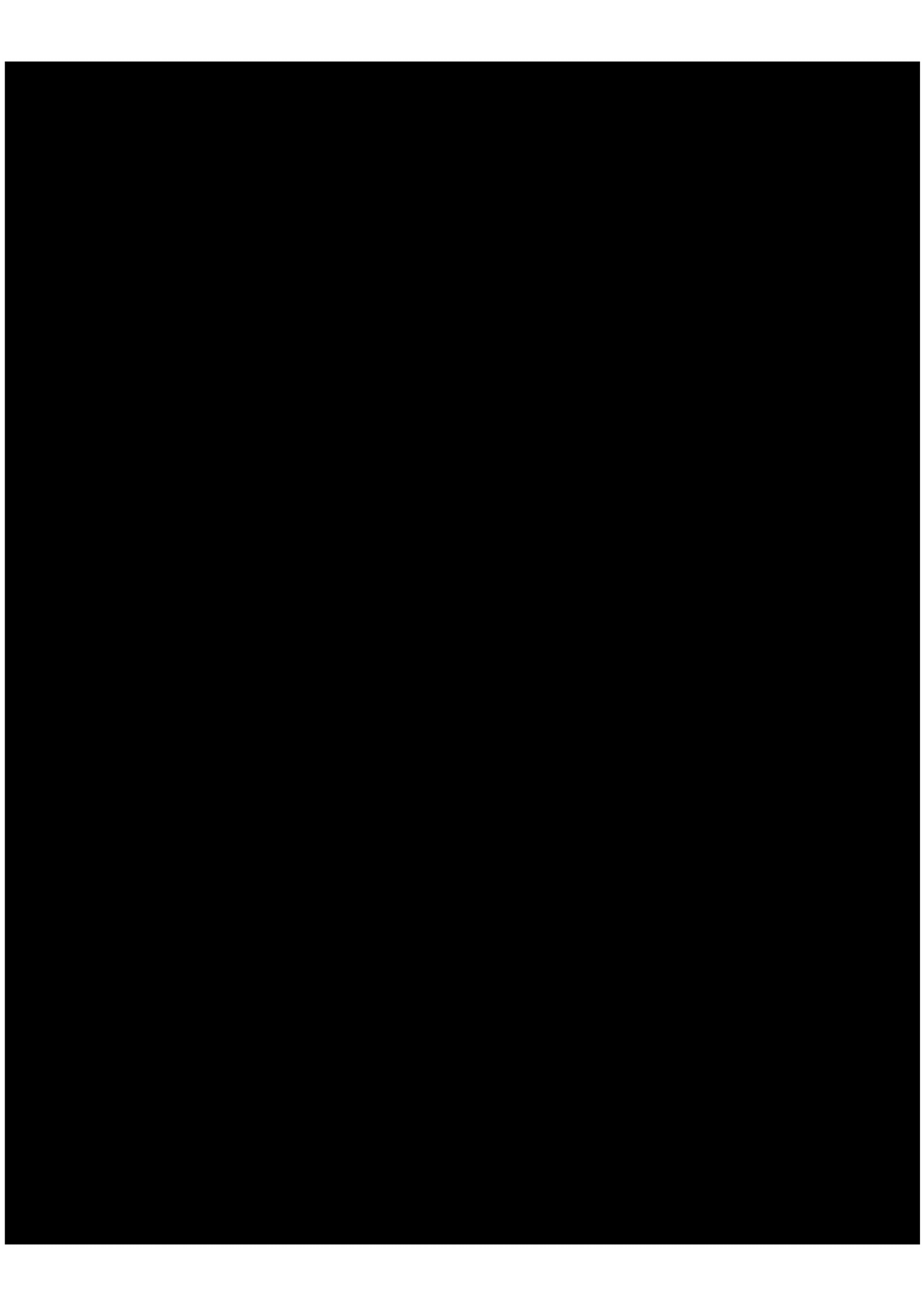
Dave Shirk

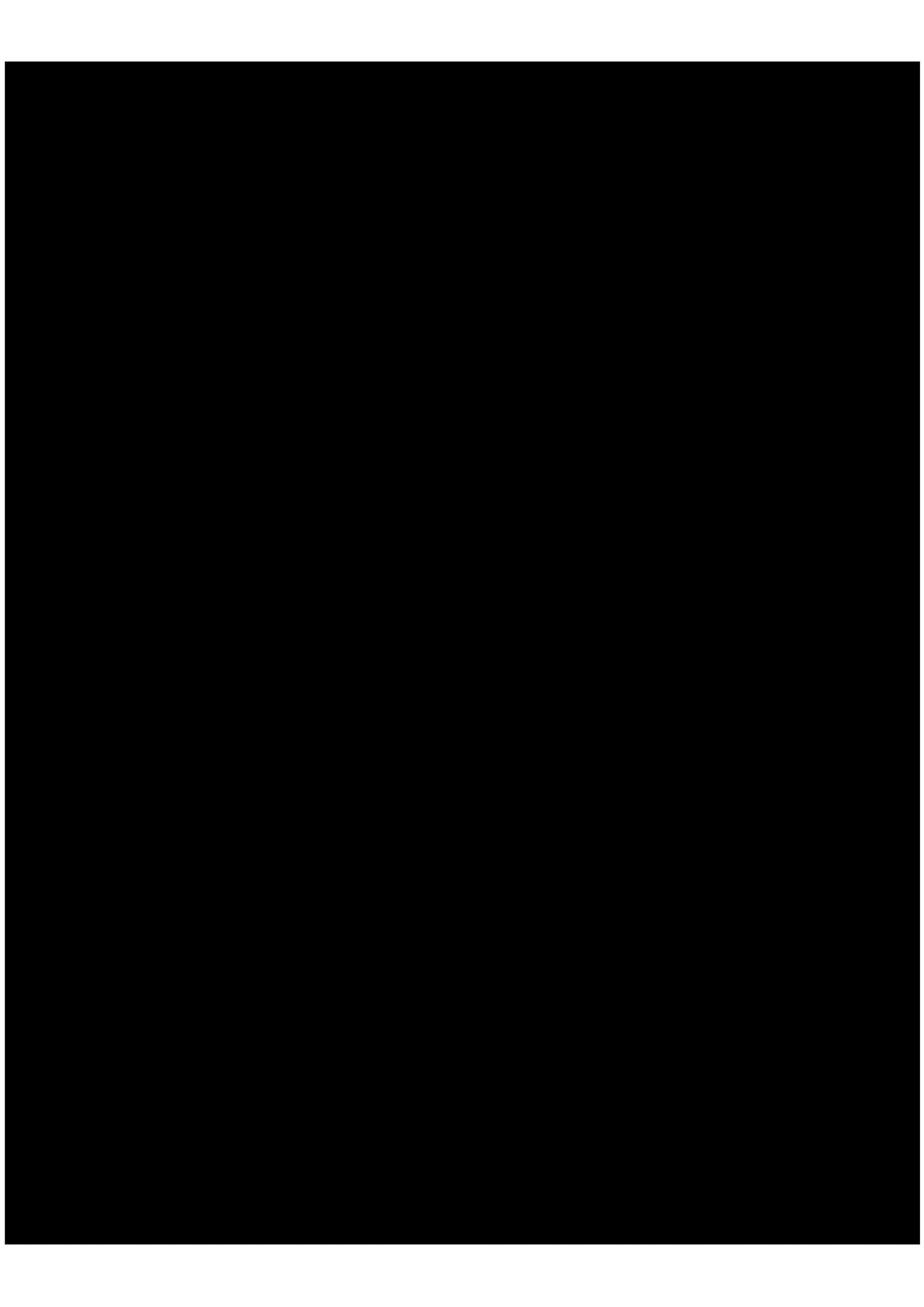
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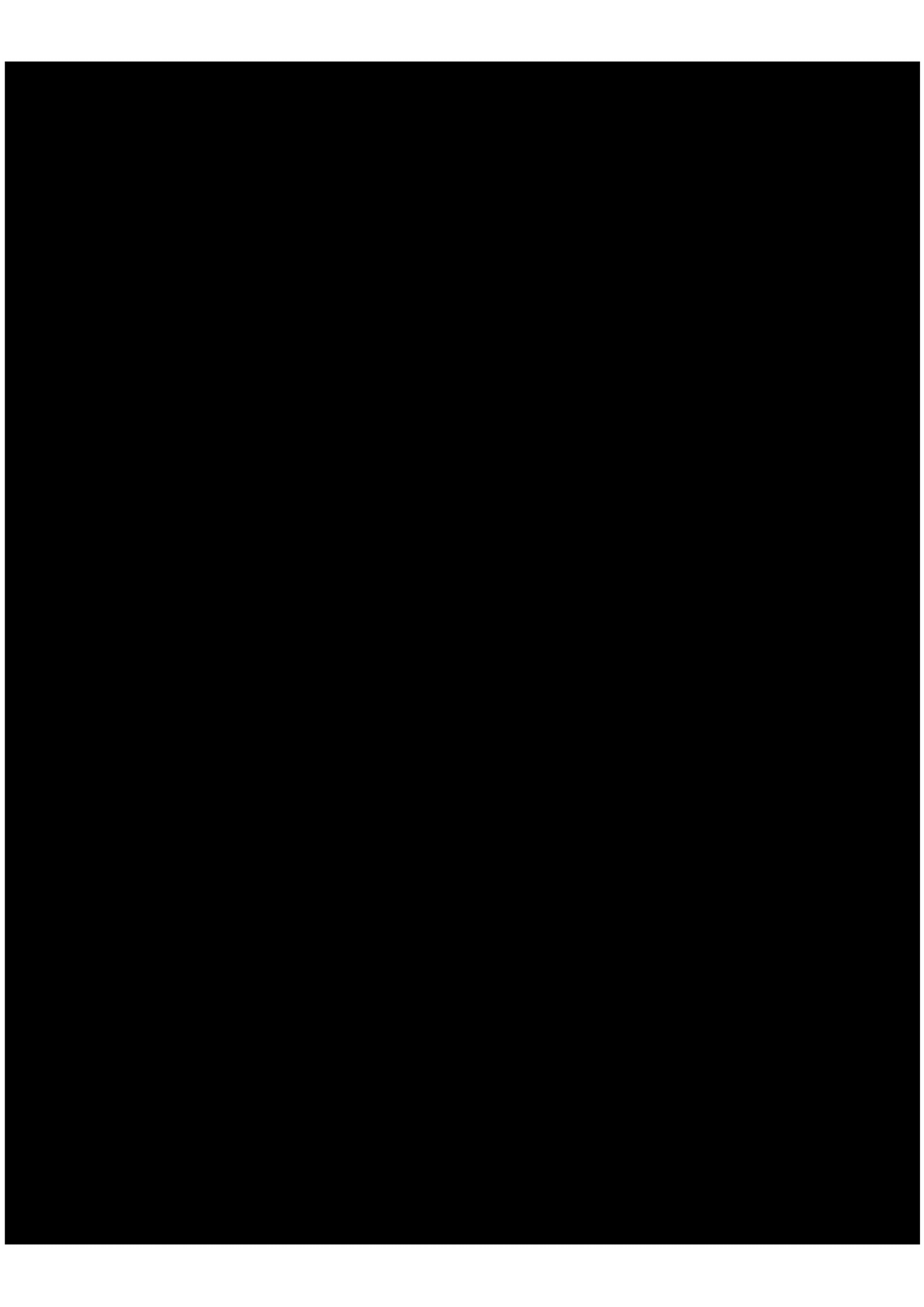


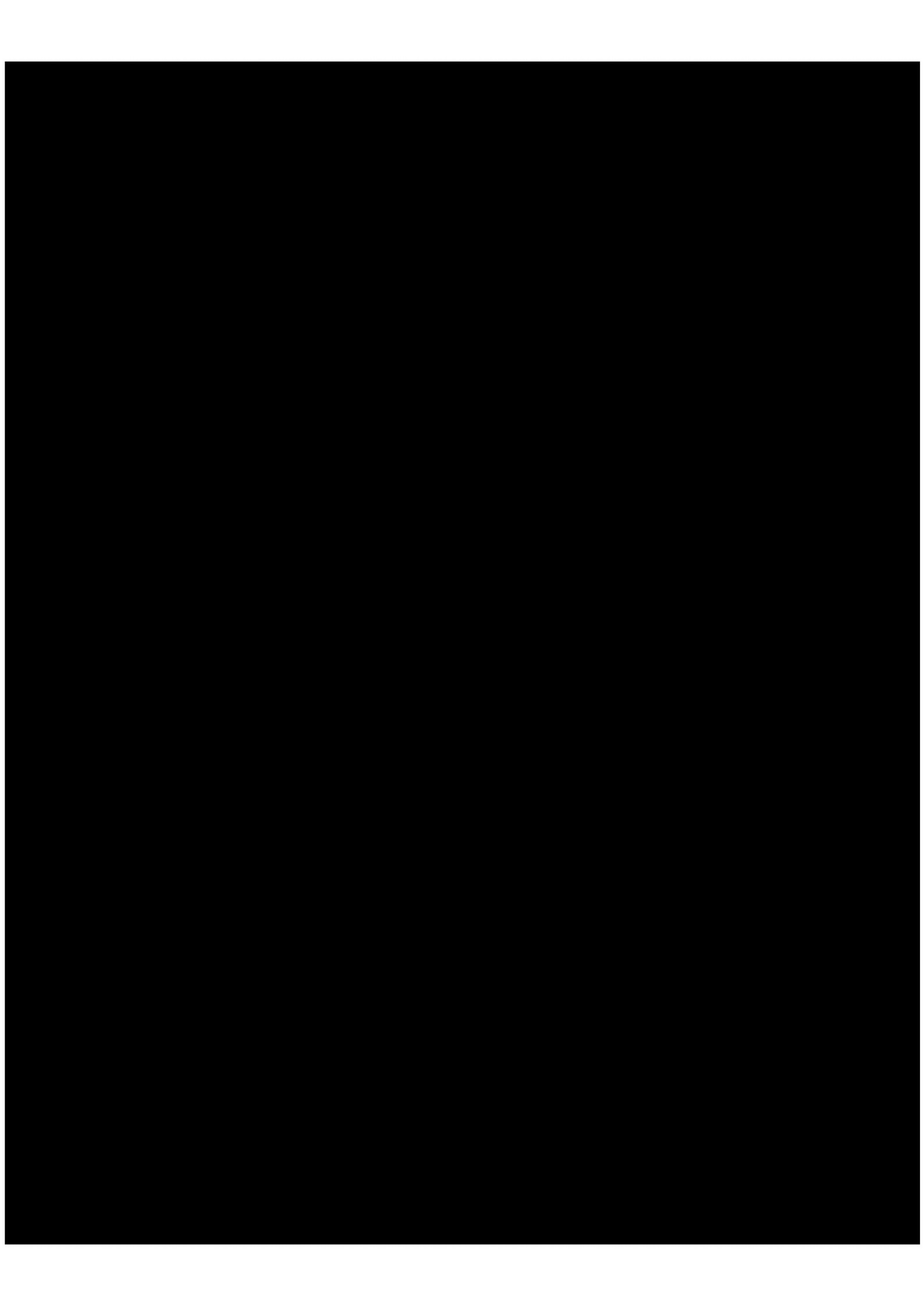


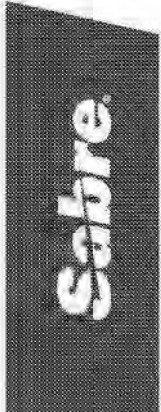








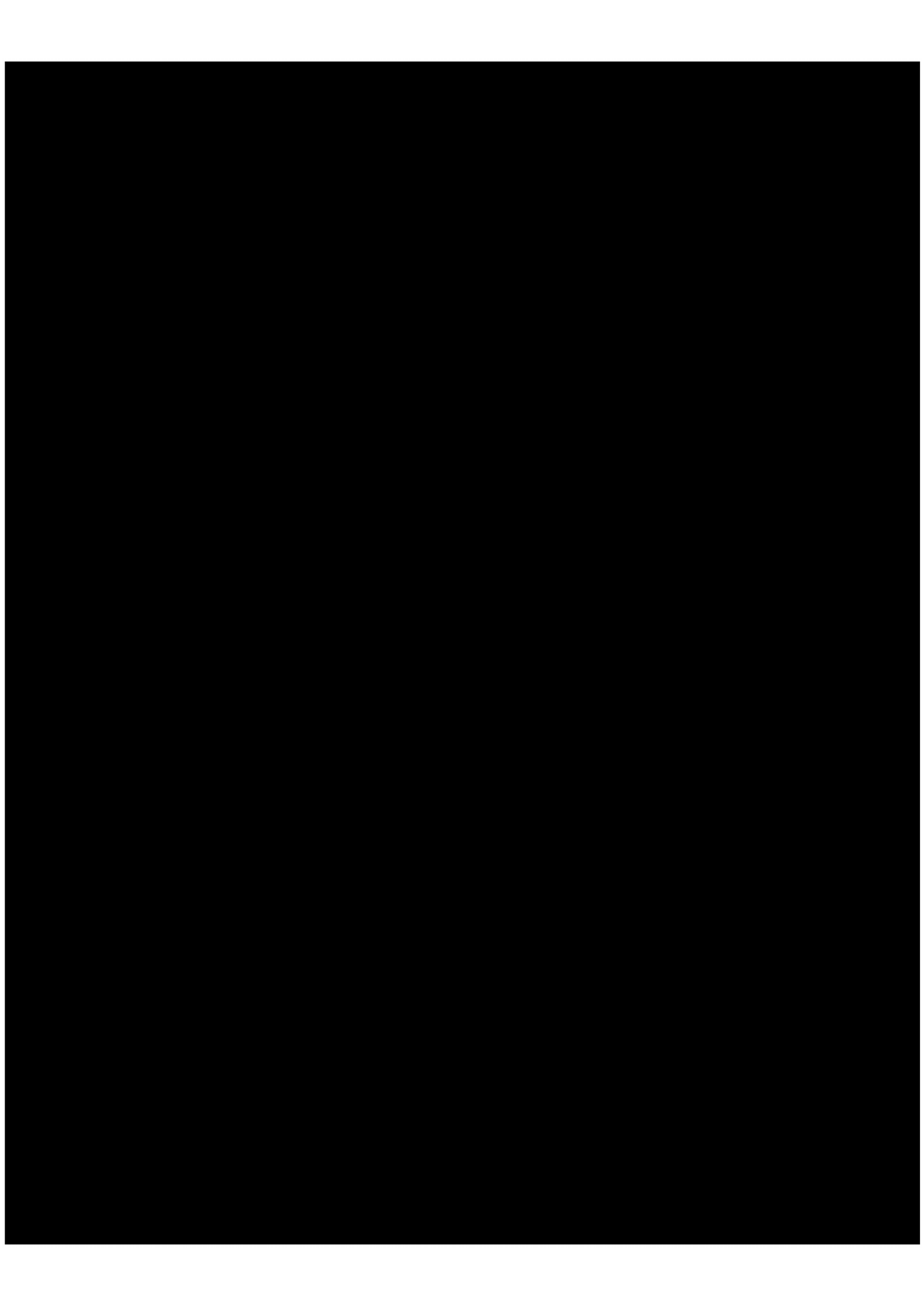


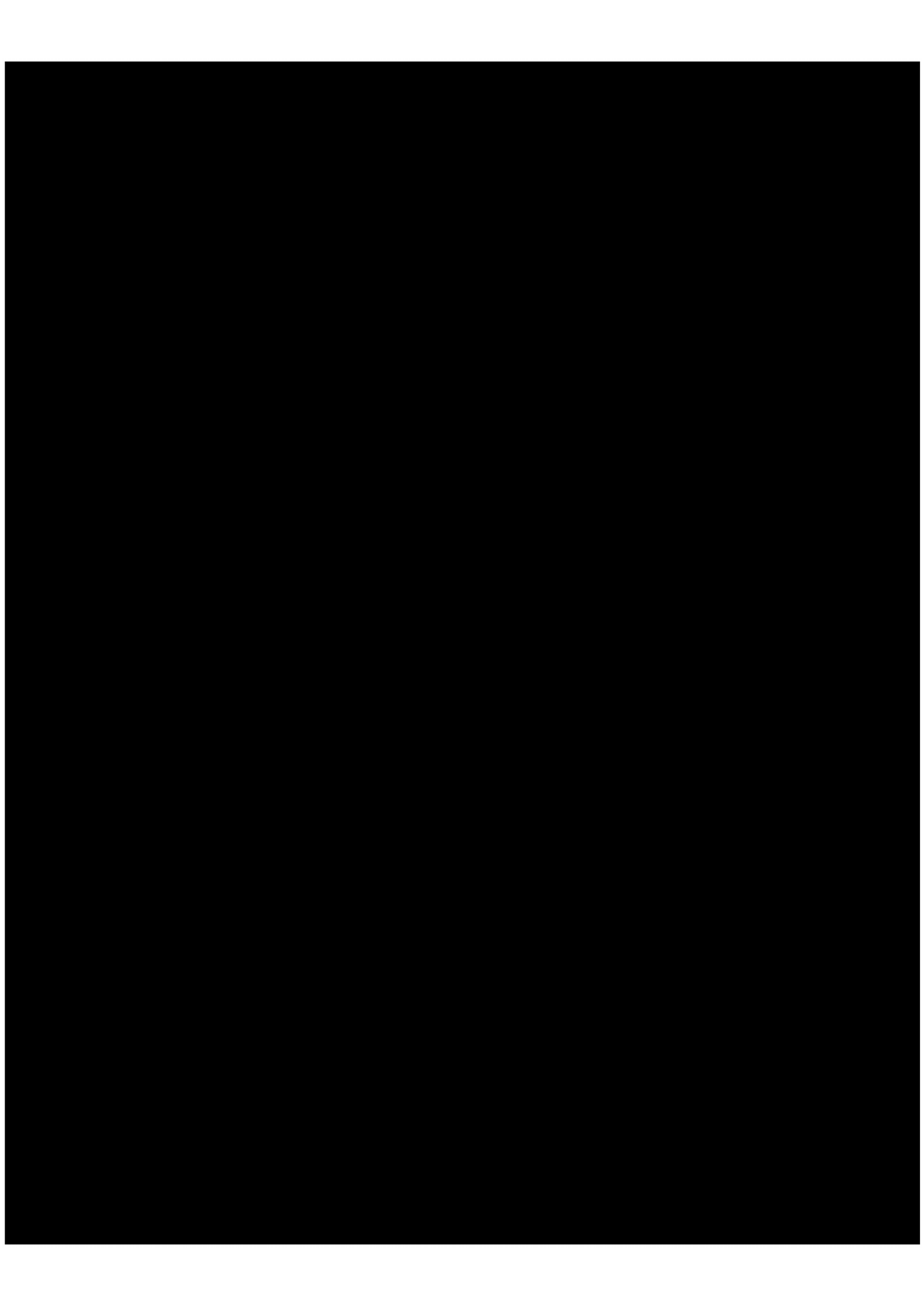


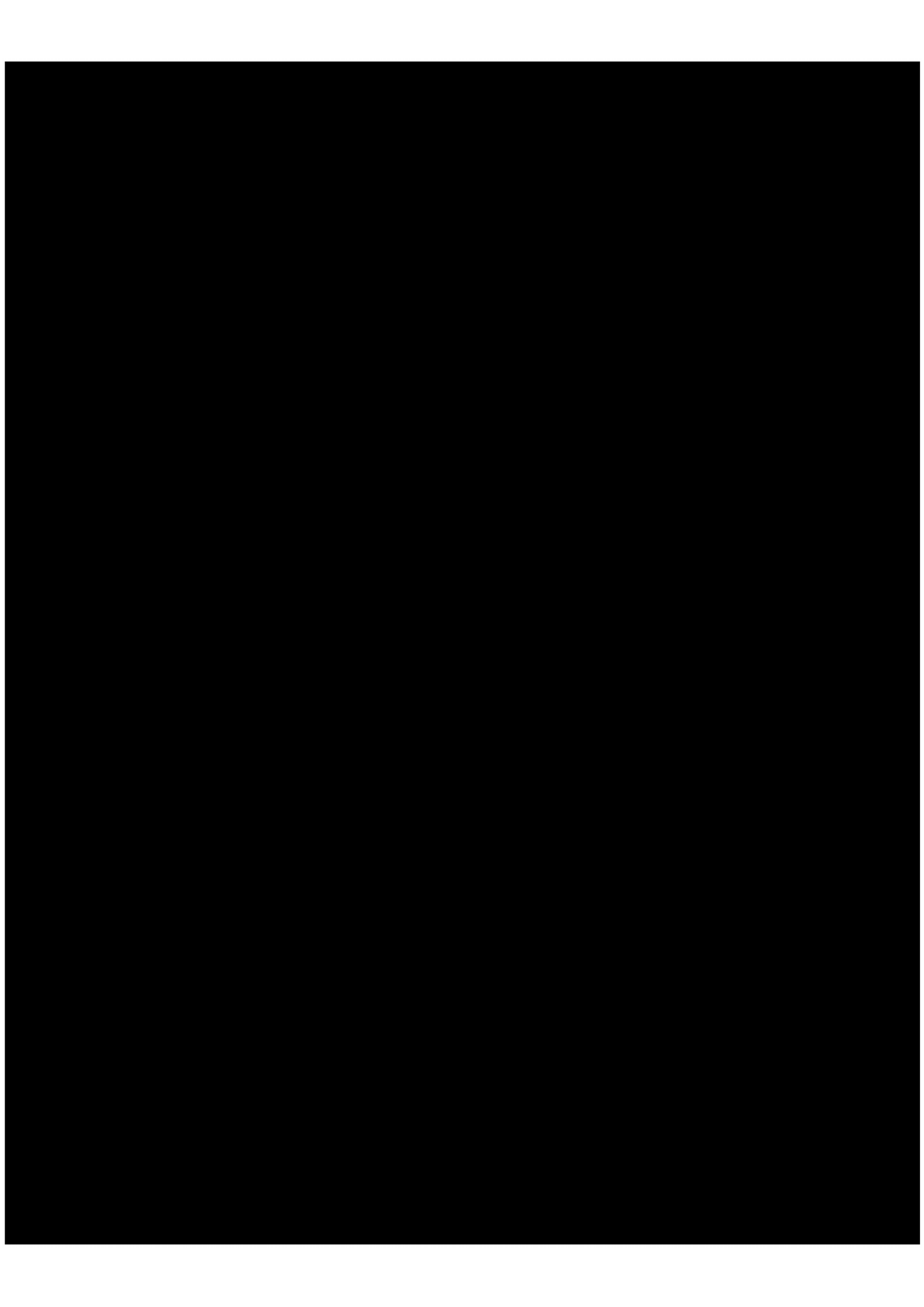
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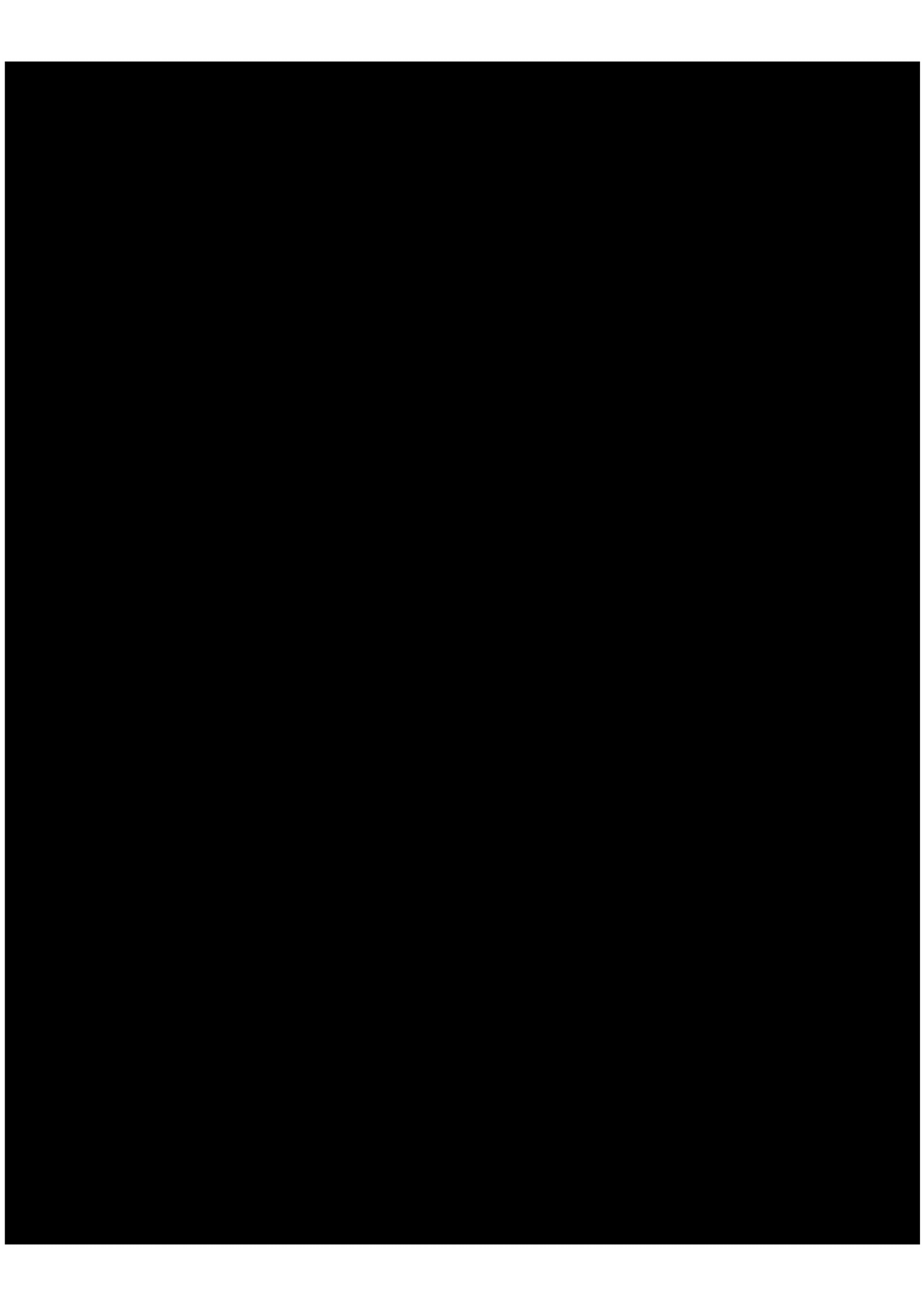


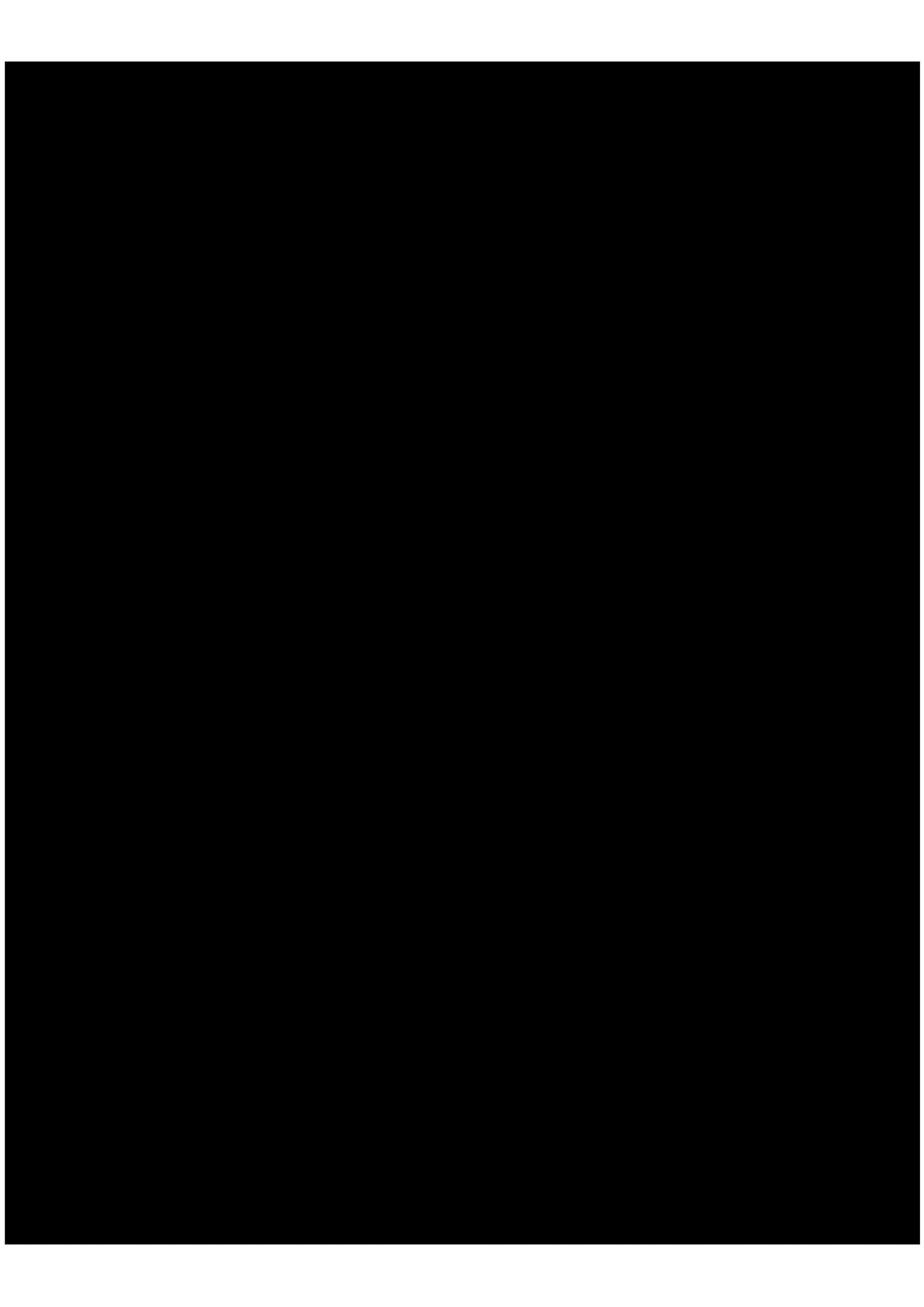
August 2019

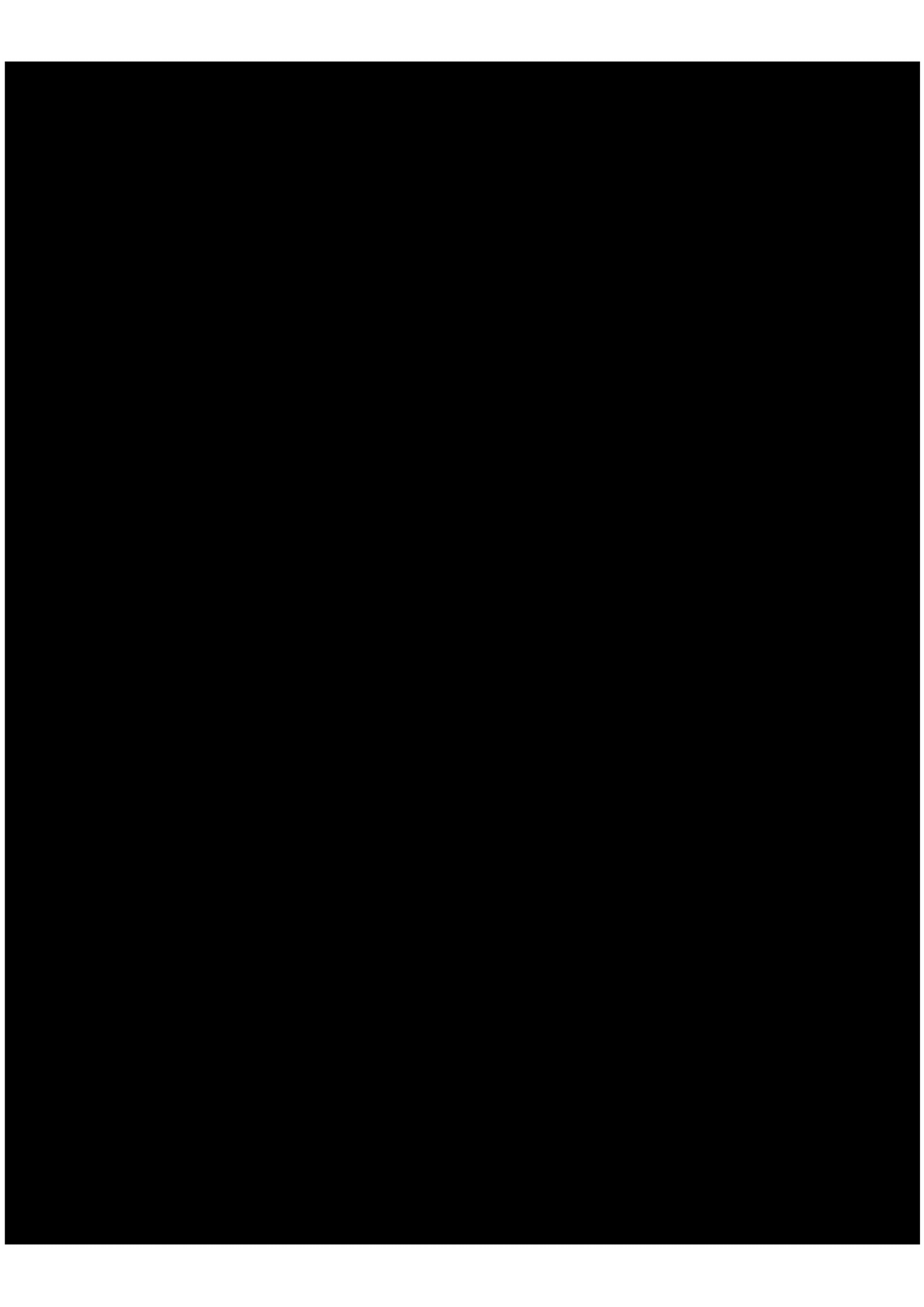








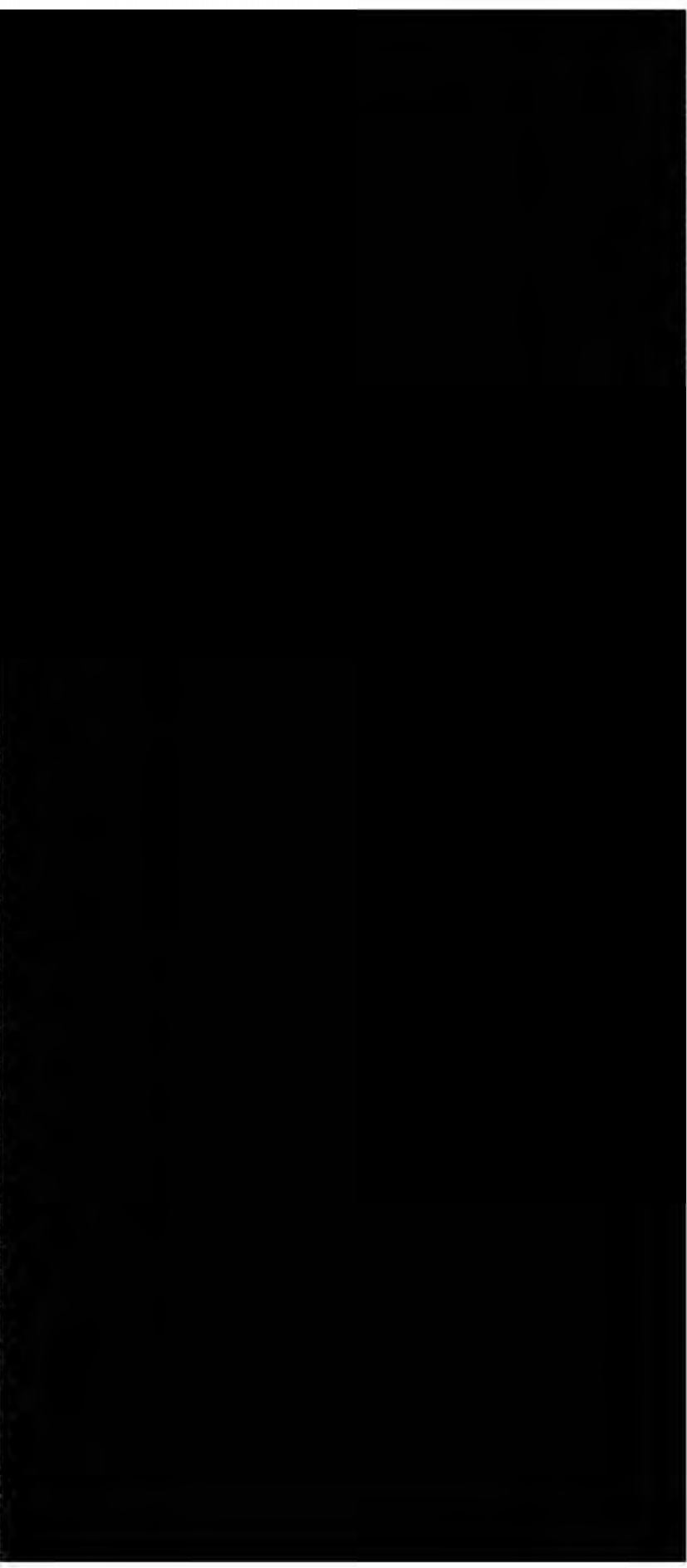




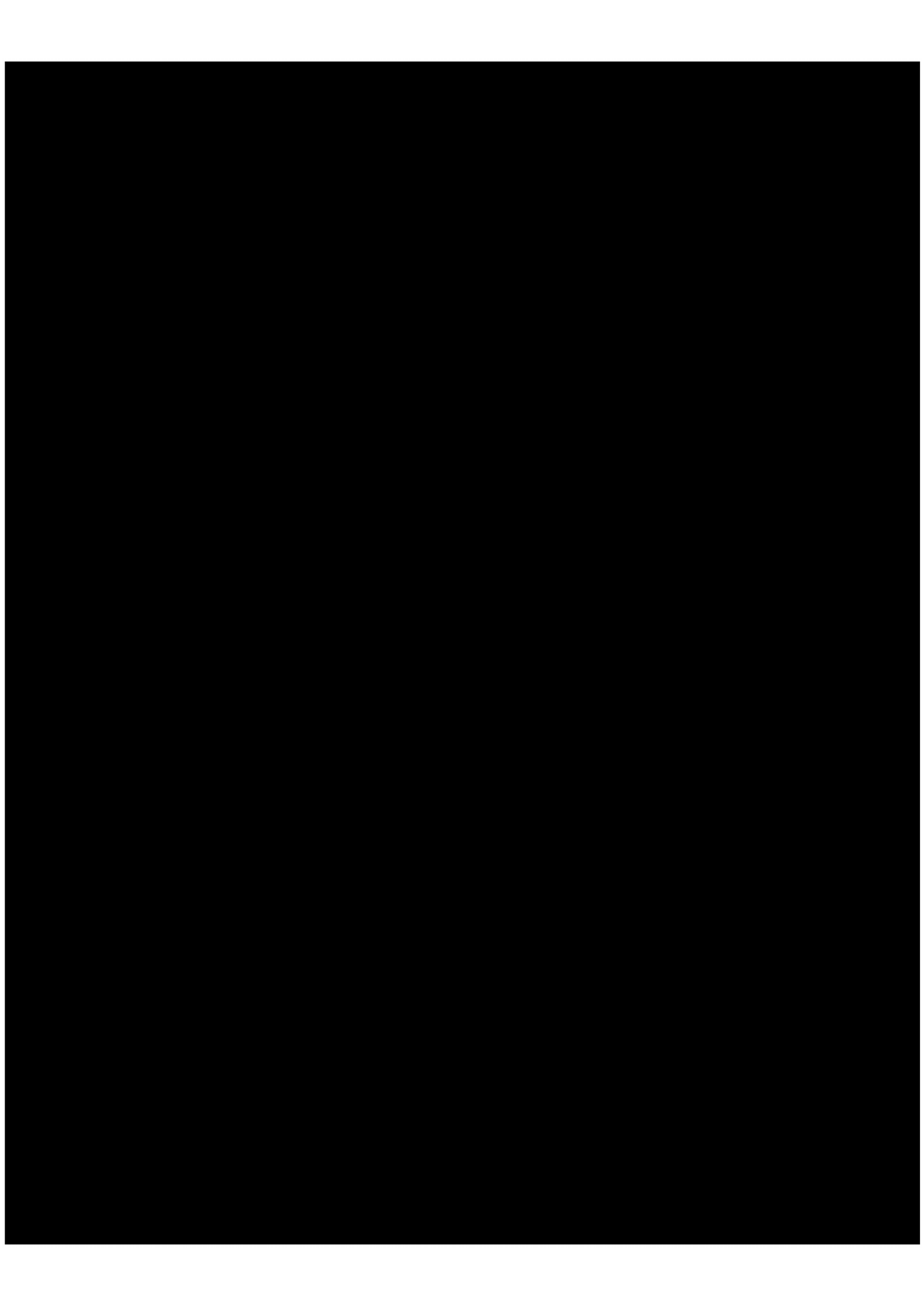
TN — Risks & Opportunities

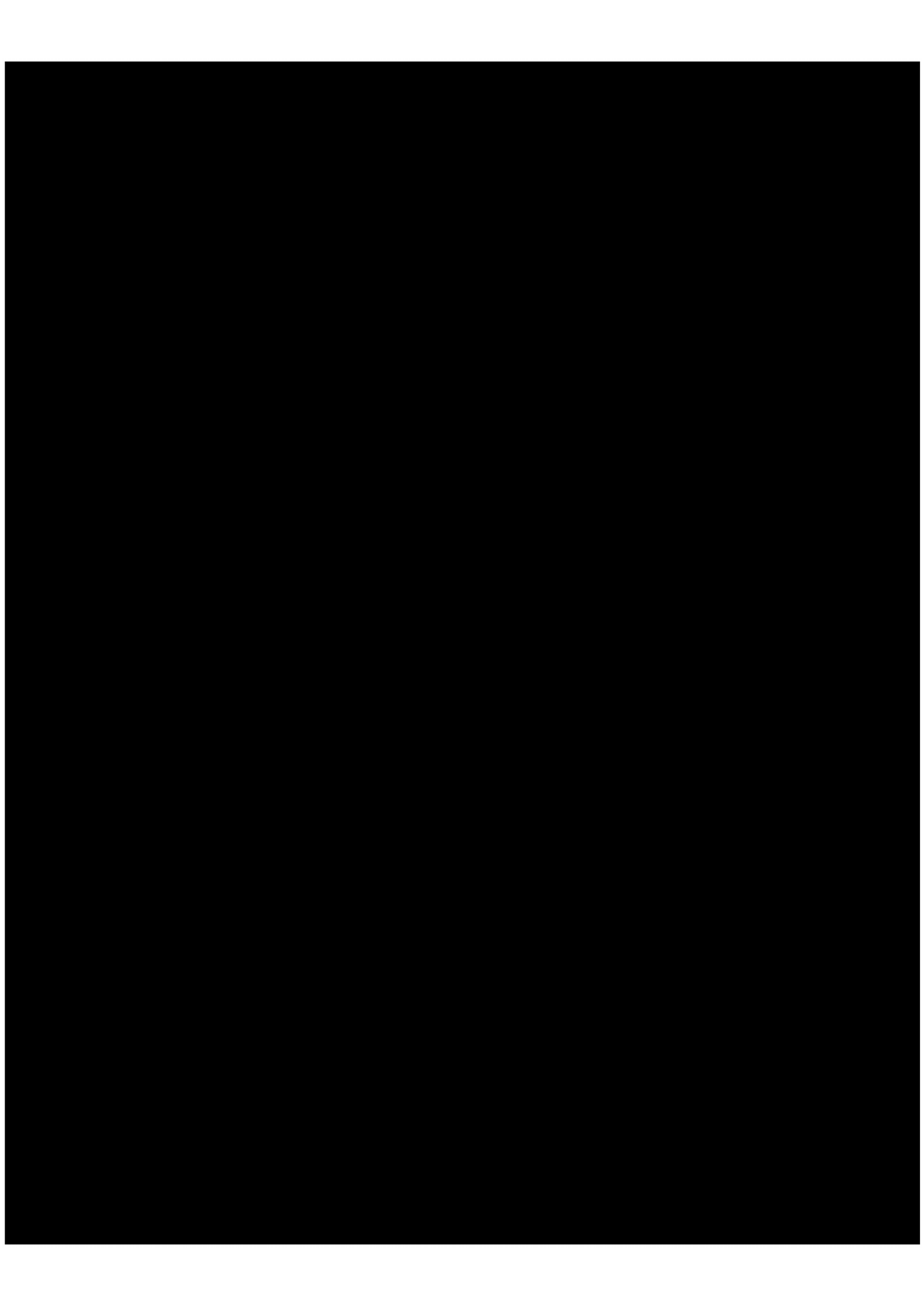
Risks center around:

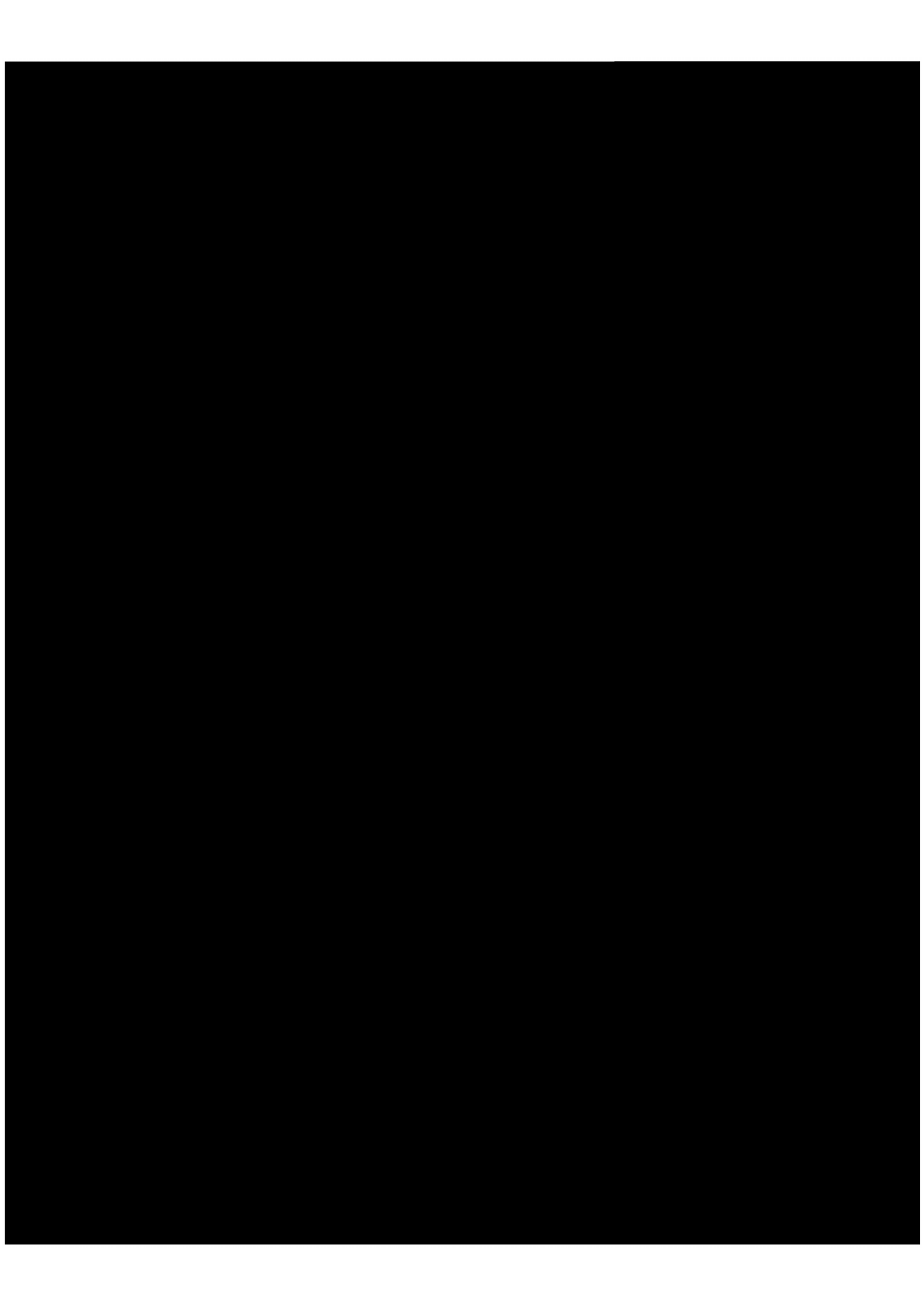
(1) New airline models and ability for the major carriers to shift share to direct connect and

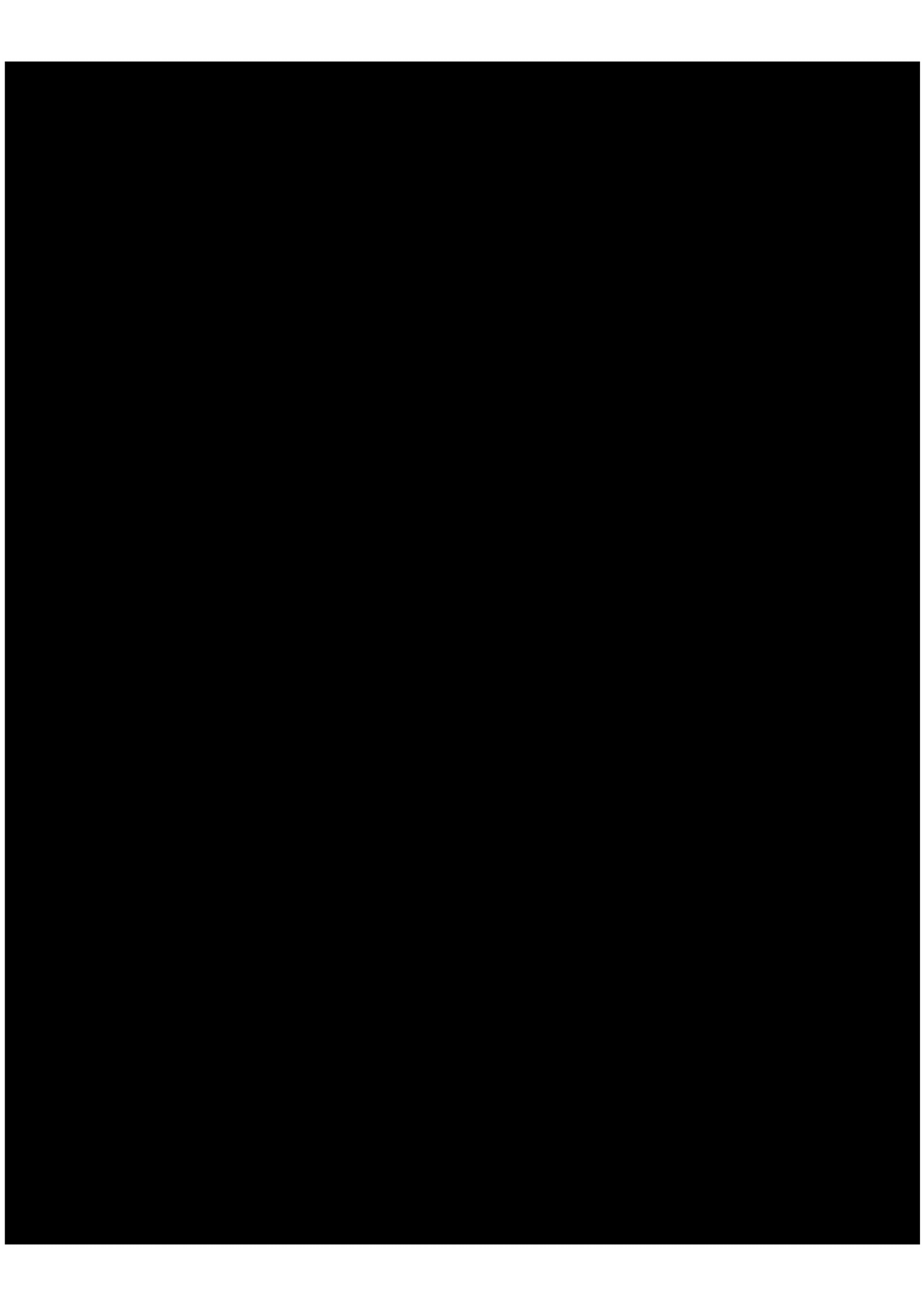


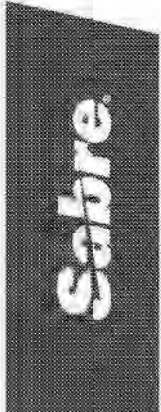
TRAVEL NETWORK R&D PLAN









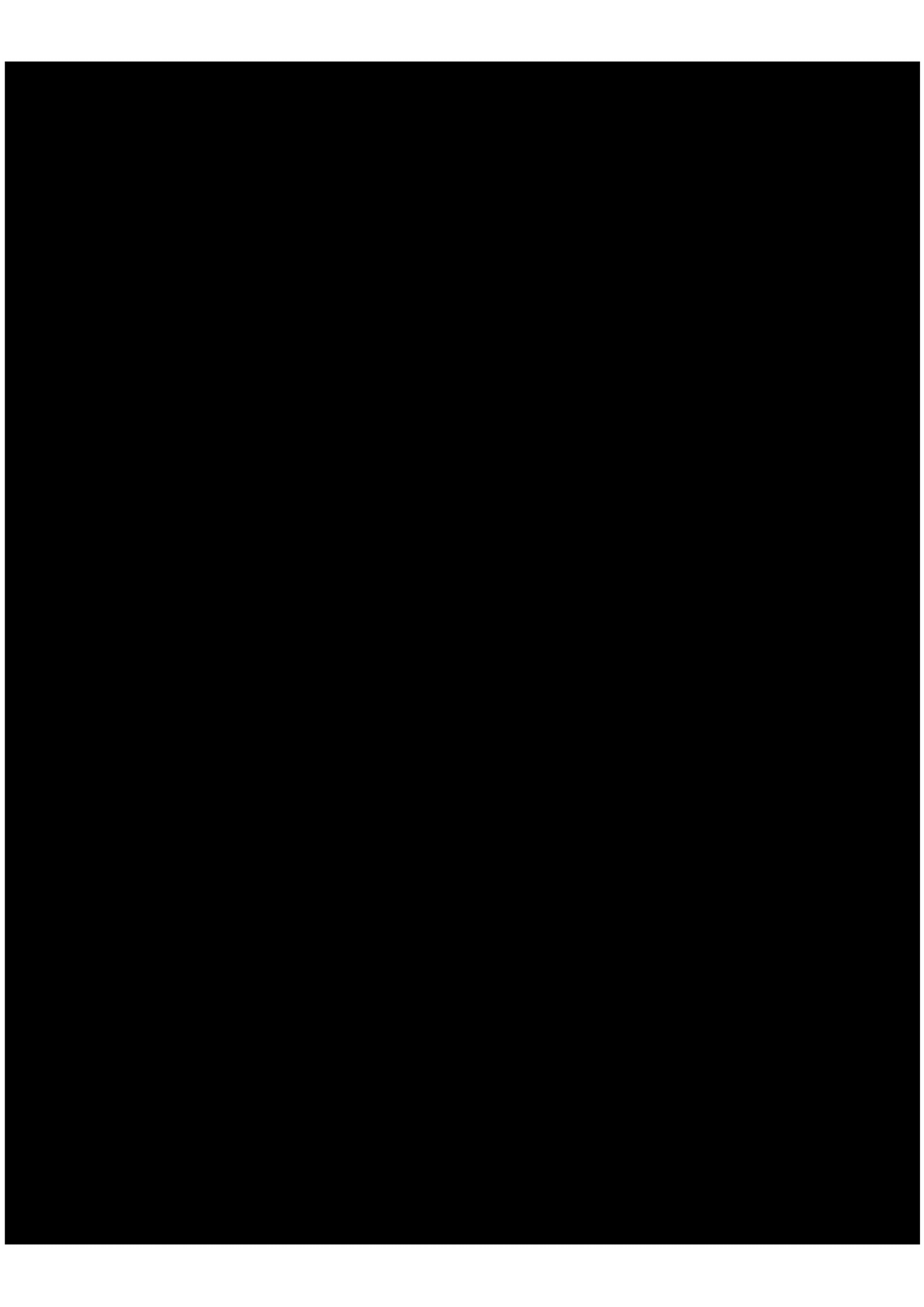


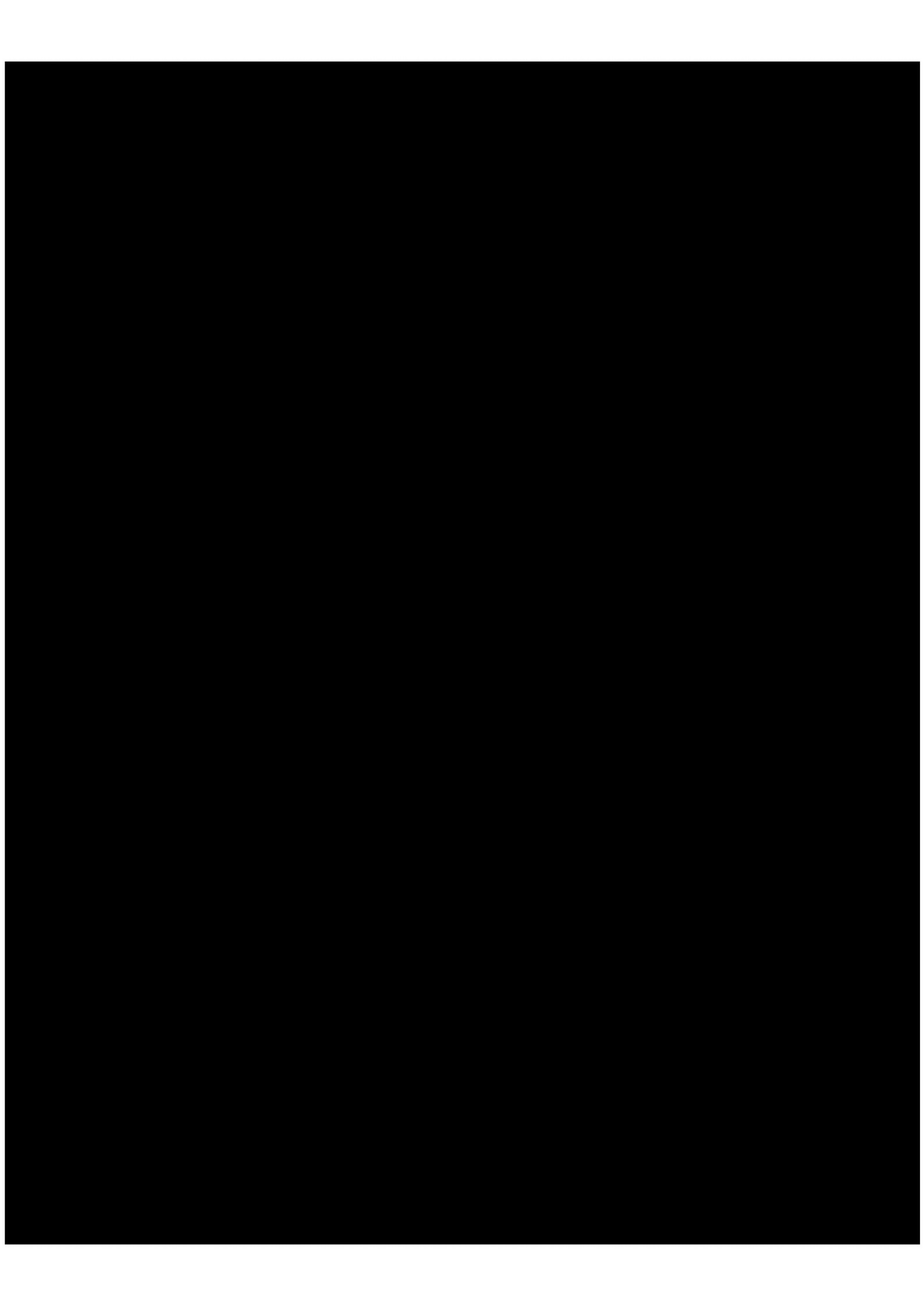
Airline Solutions 2020 Forecast Review

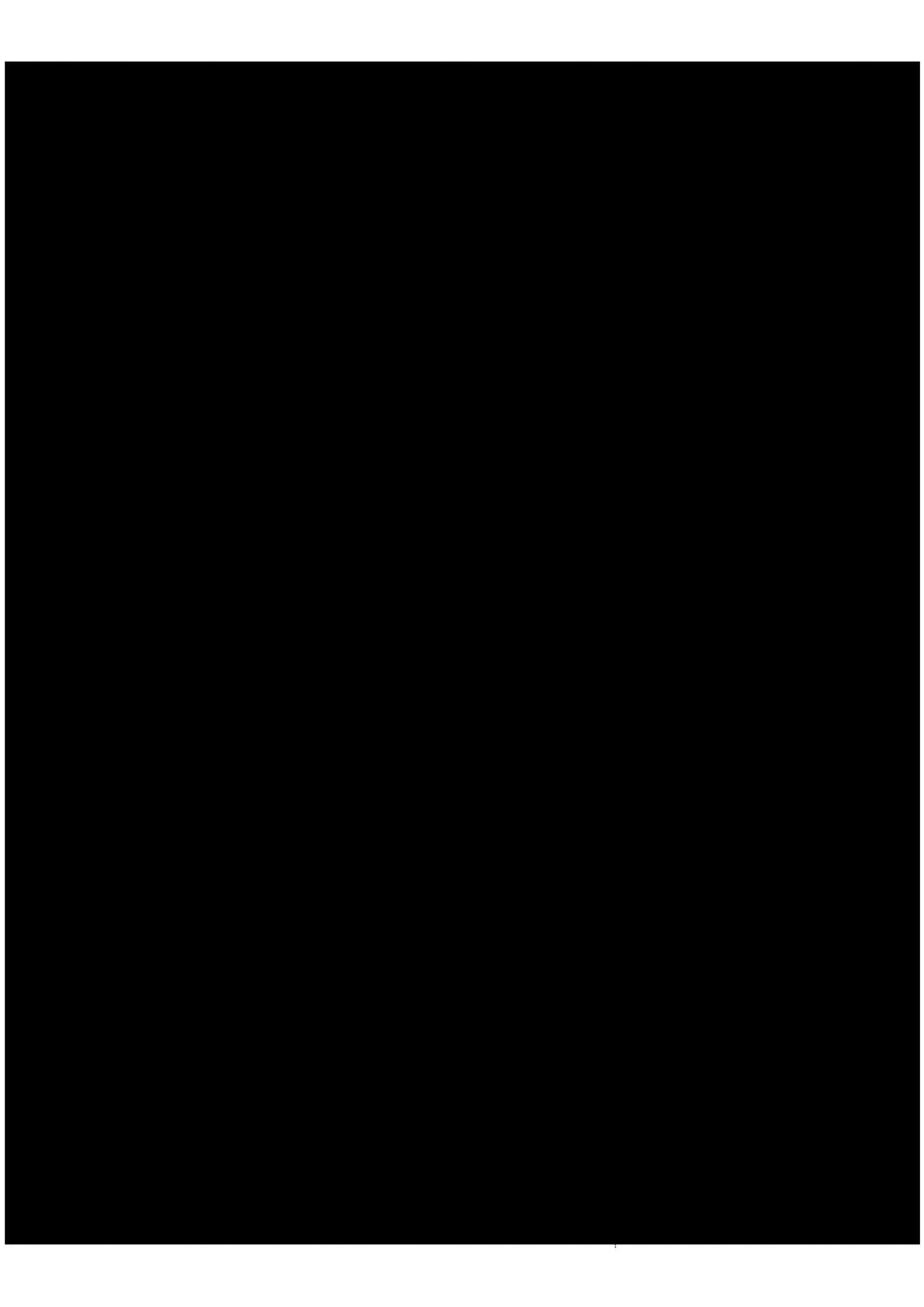


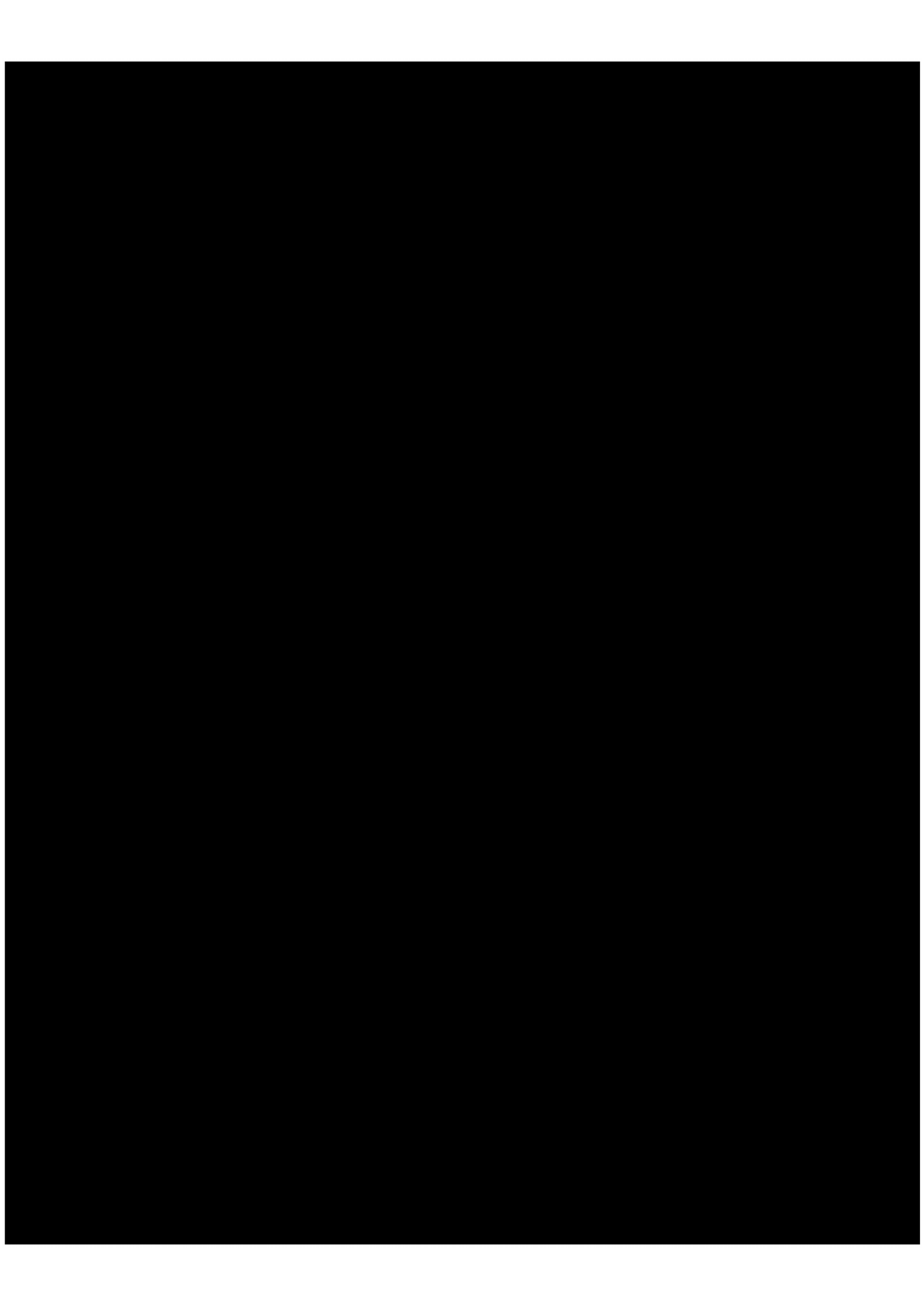
Cem Tanyel

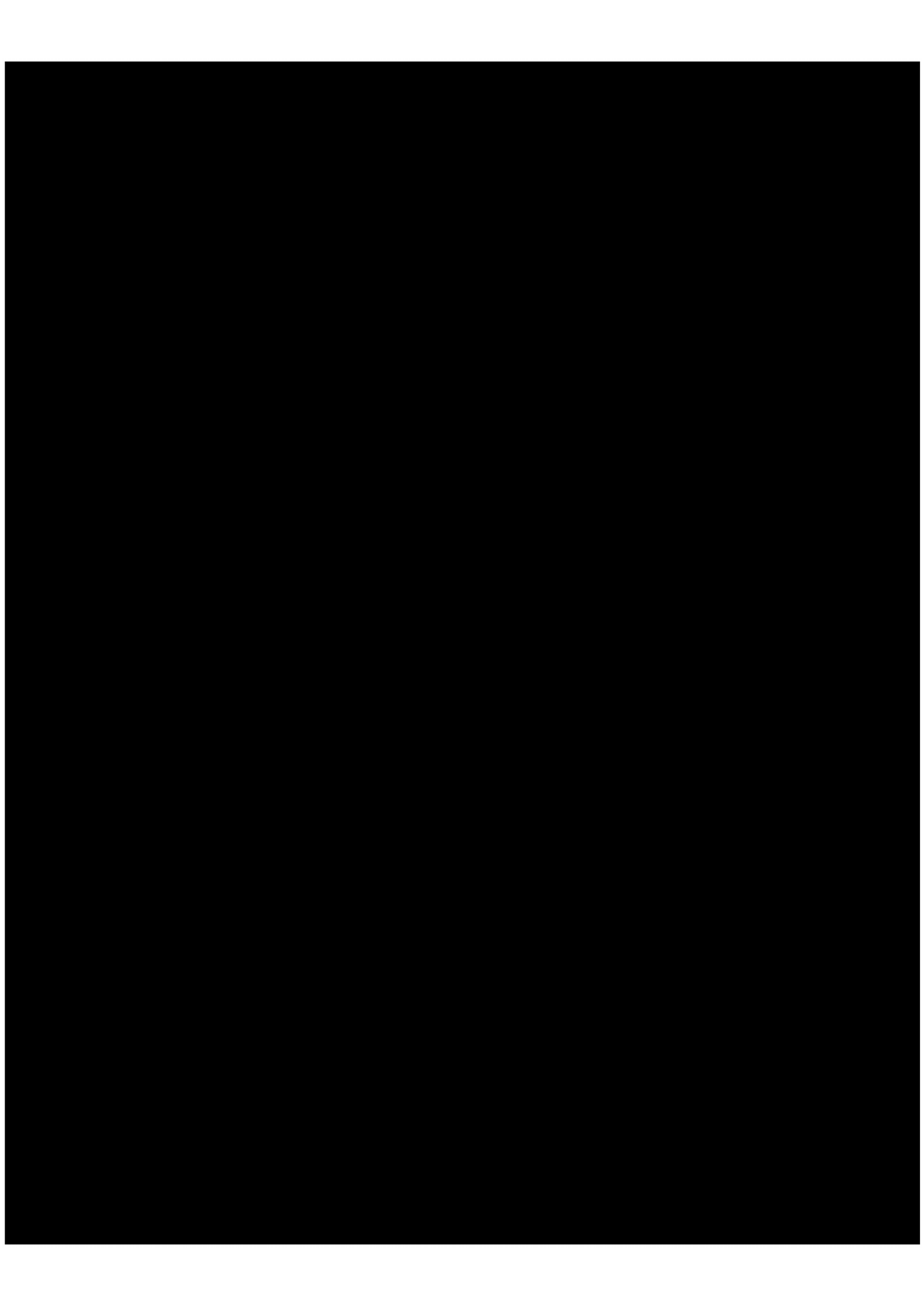
August, 2019

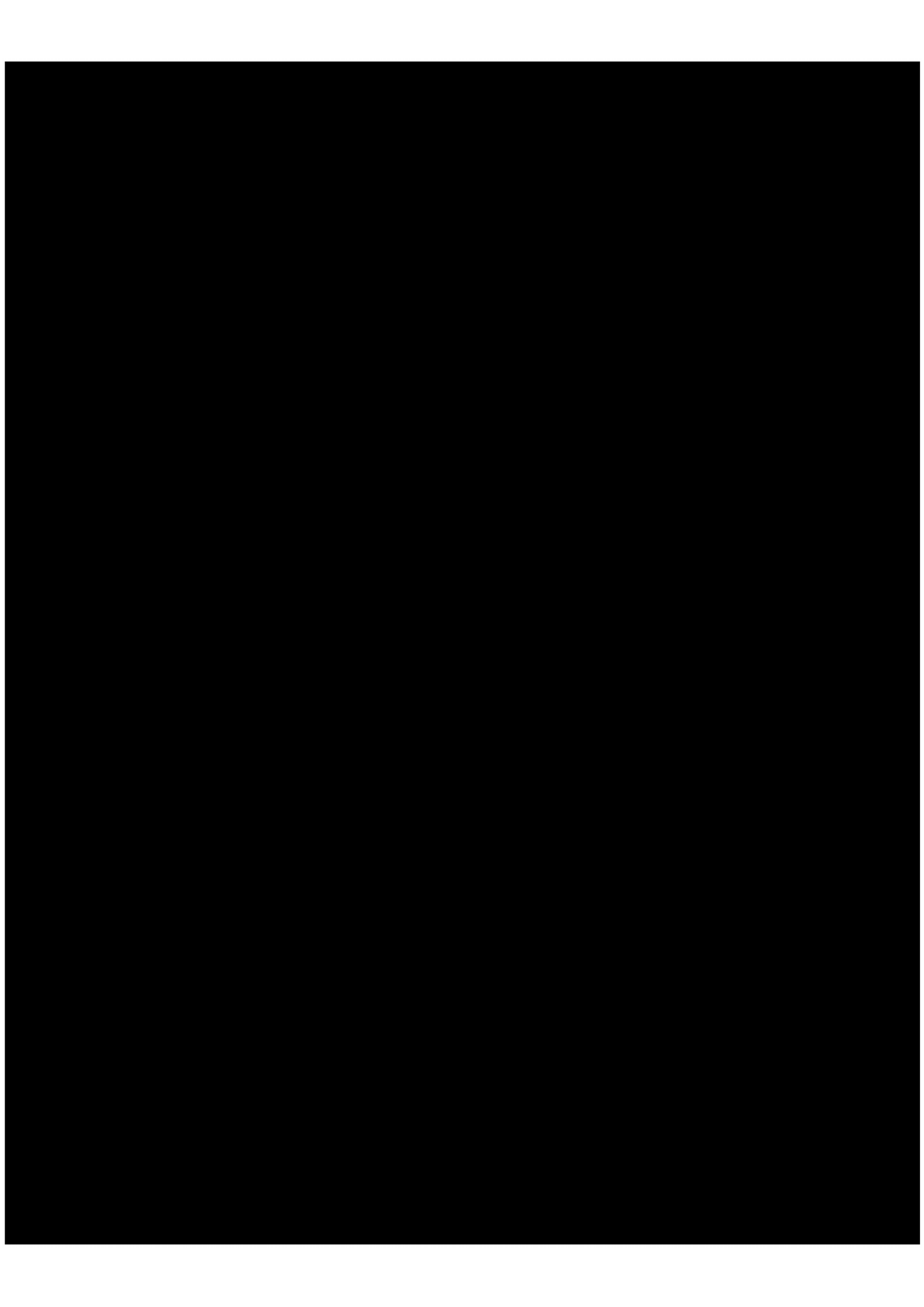


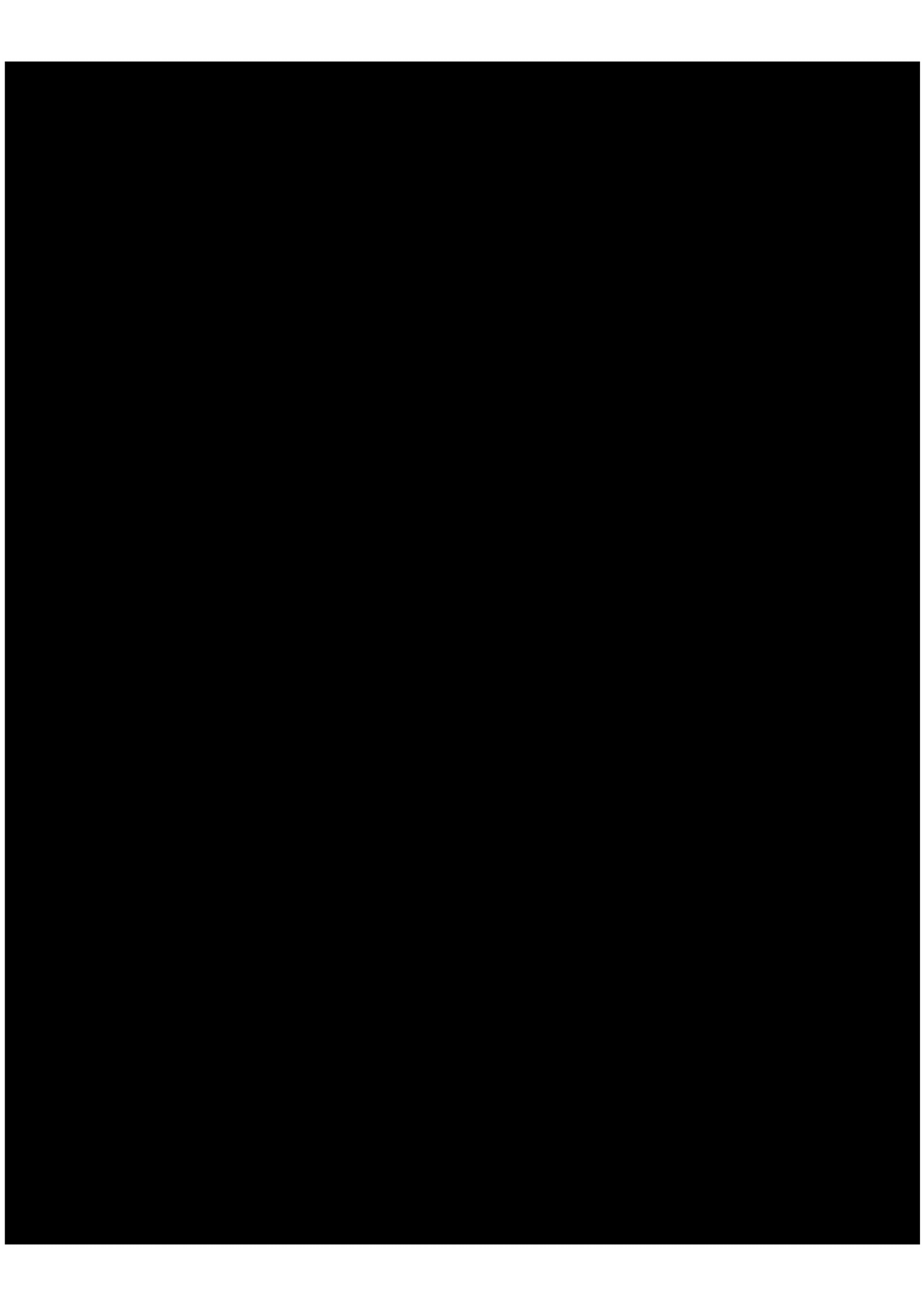


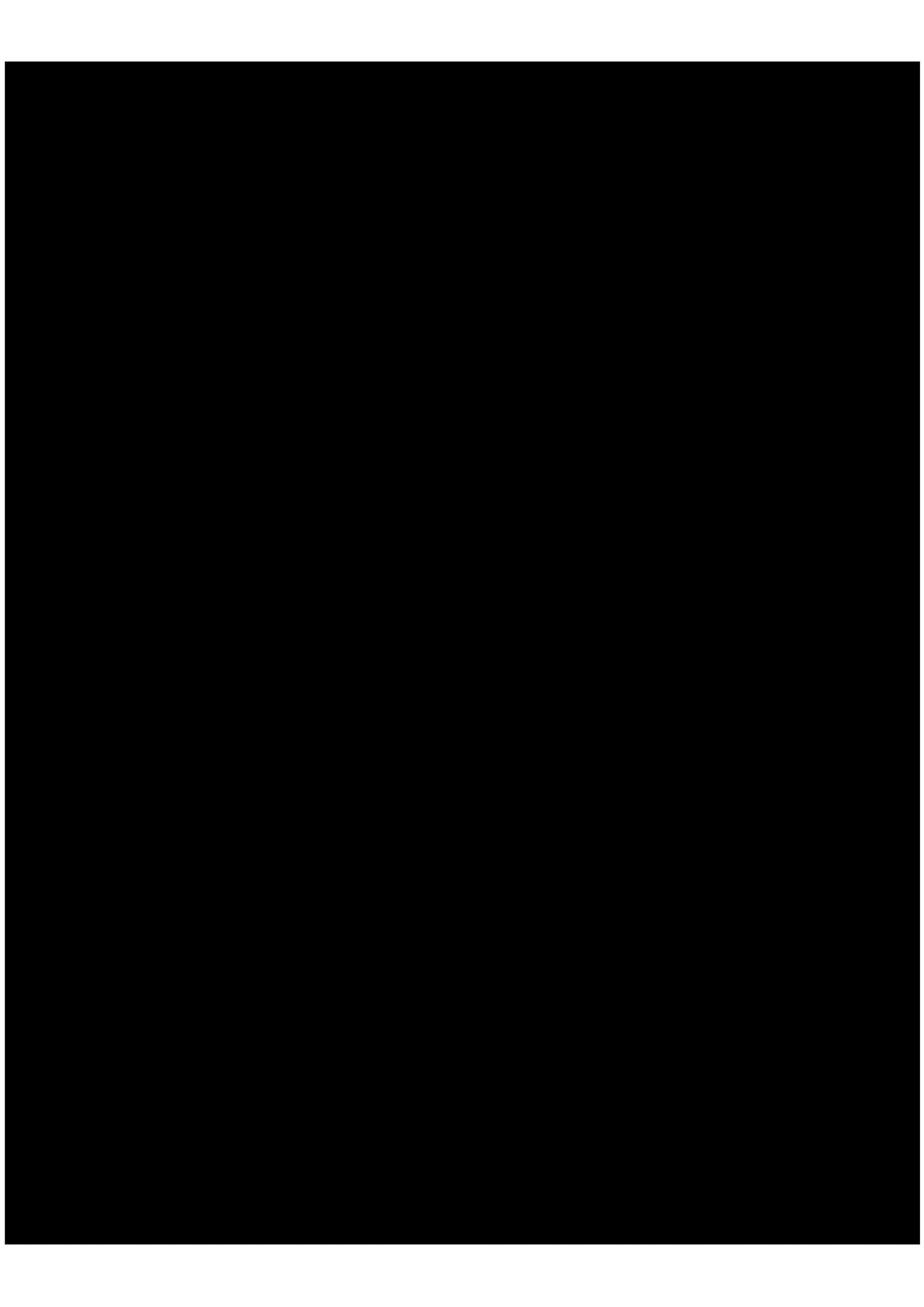




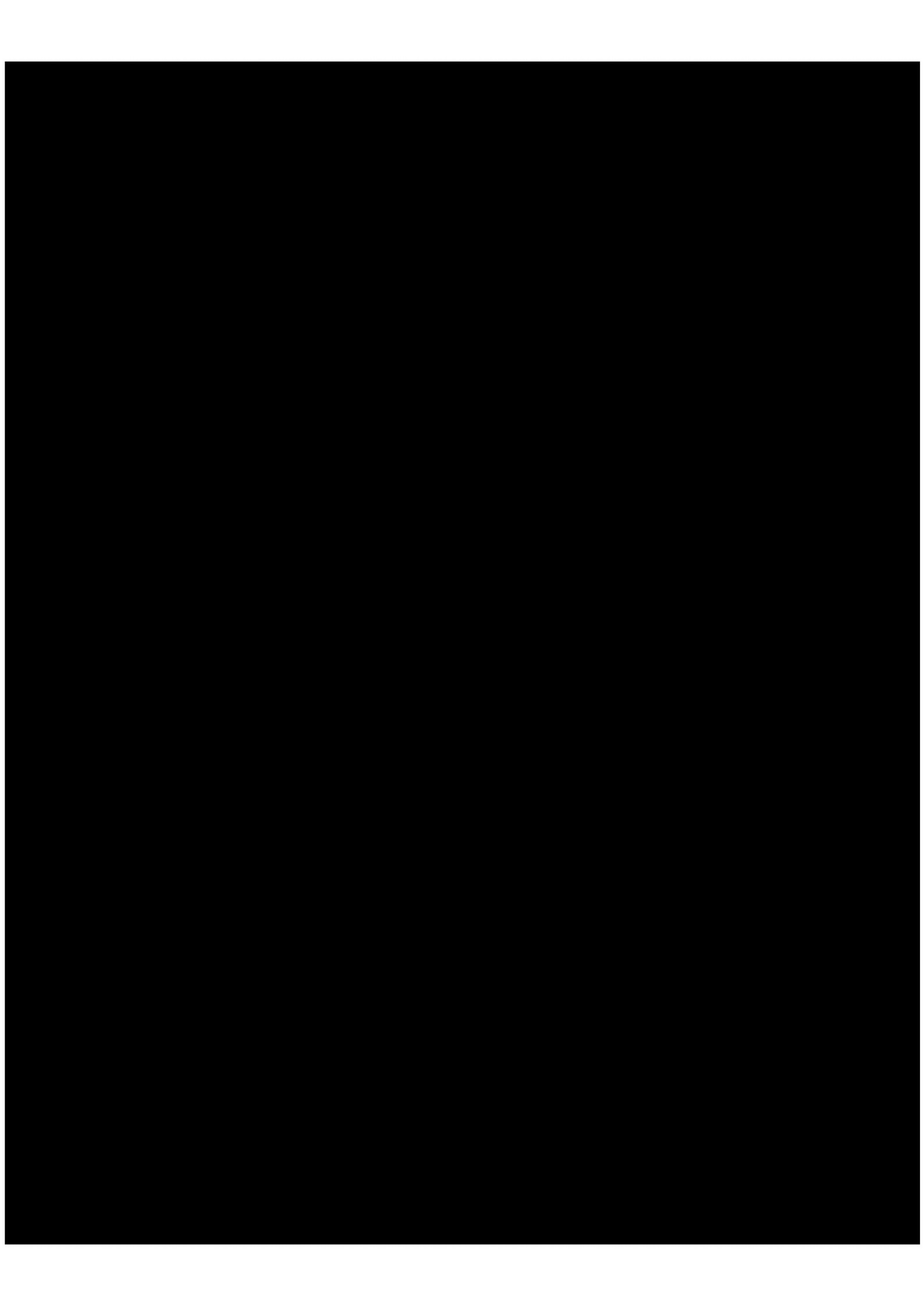


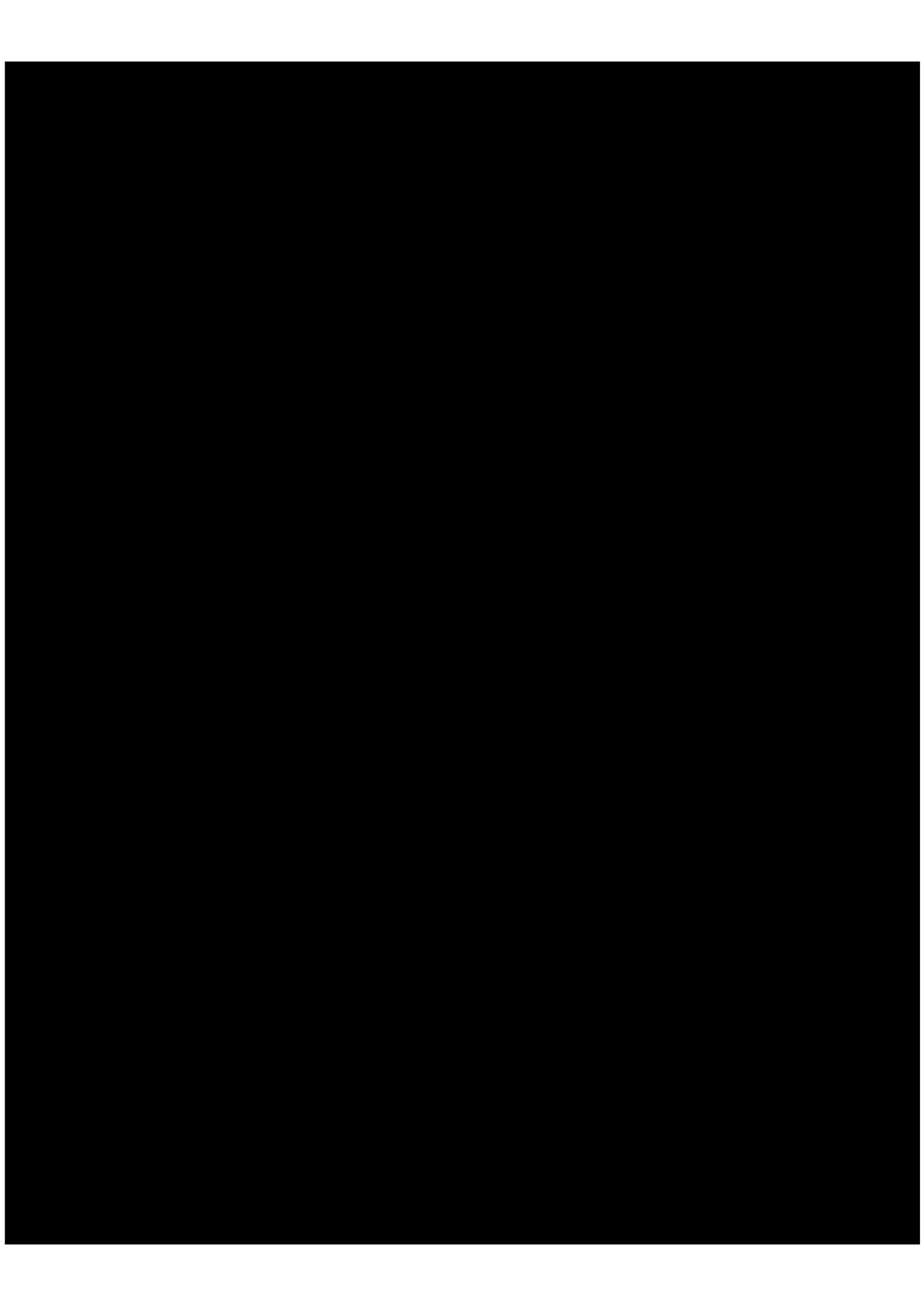


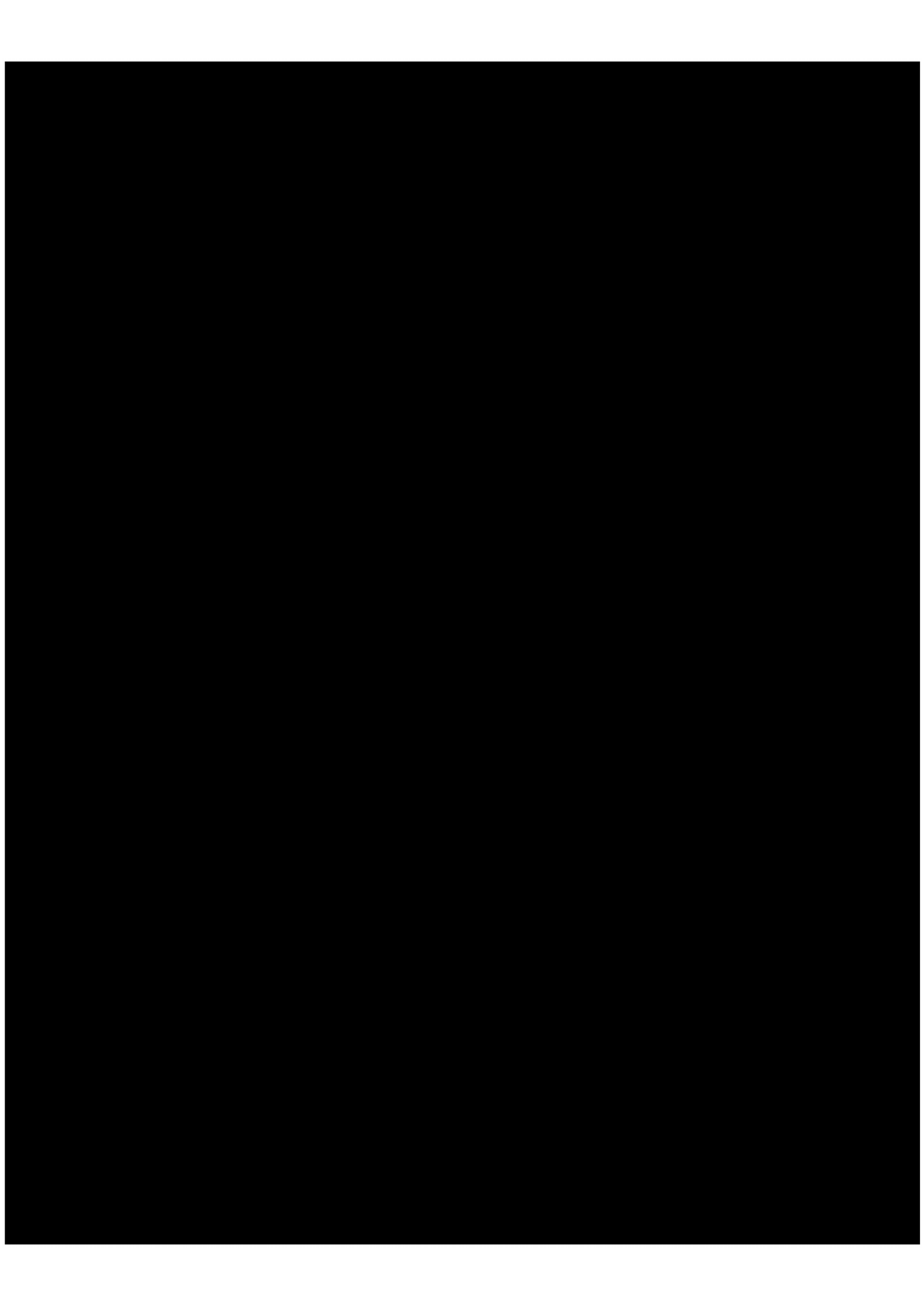


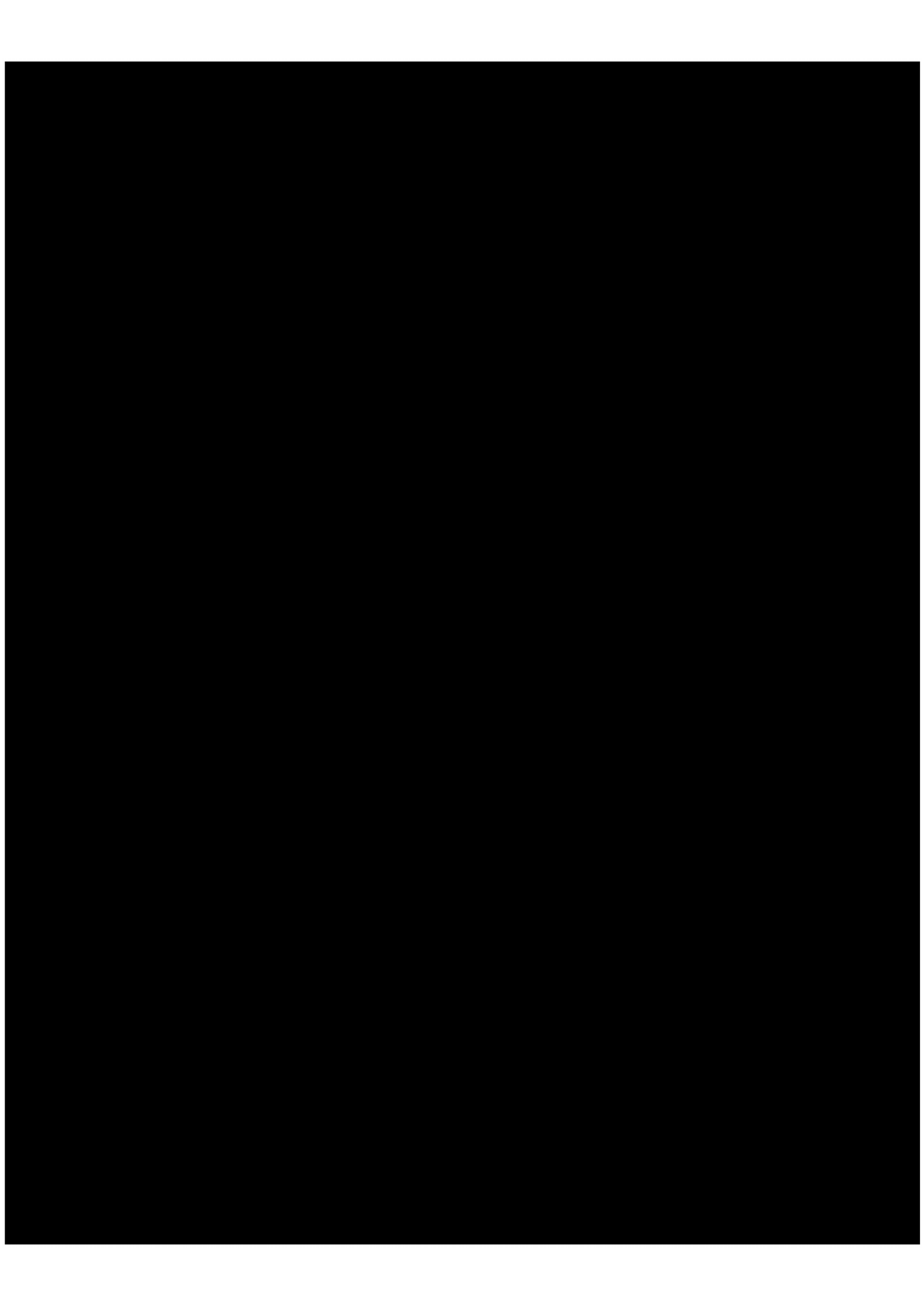


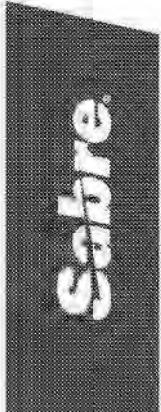
AIRLINE SOLUTIONS R&D PLAN









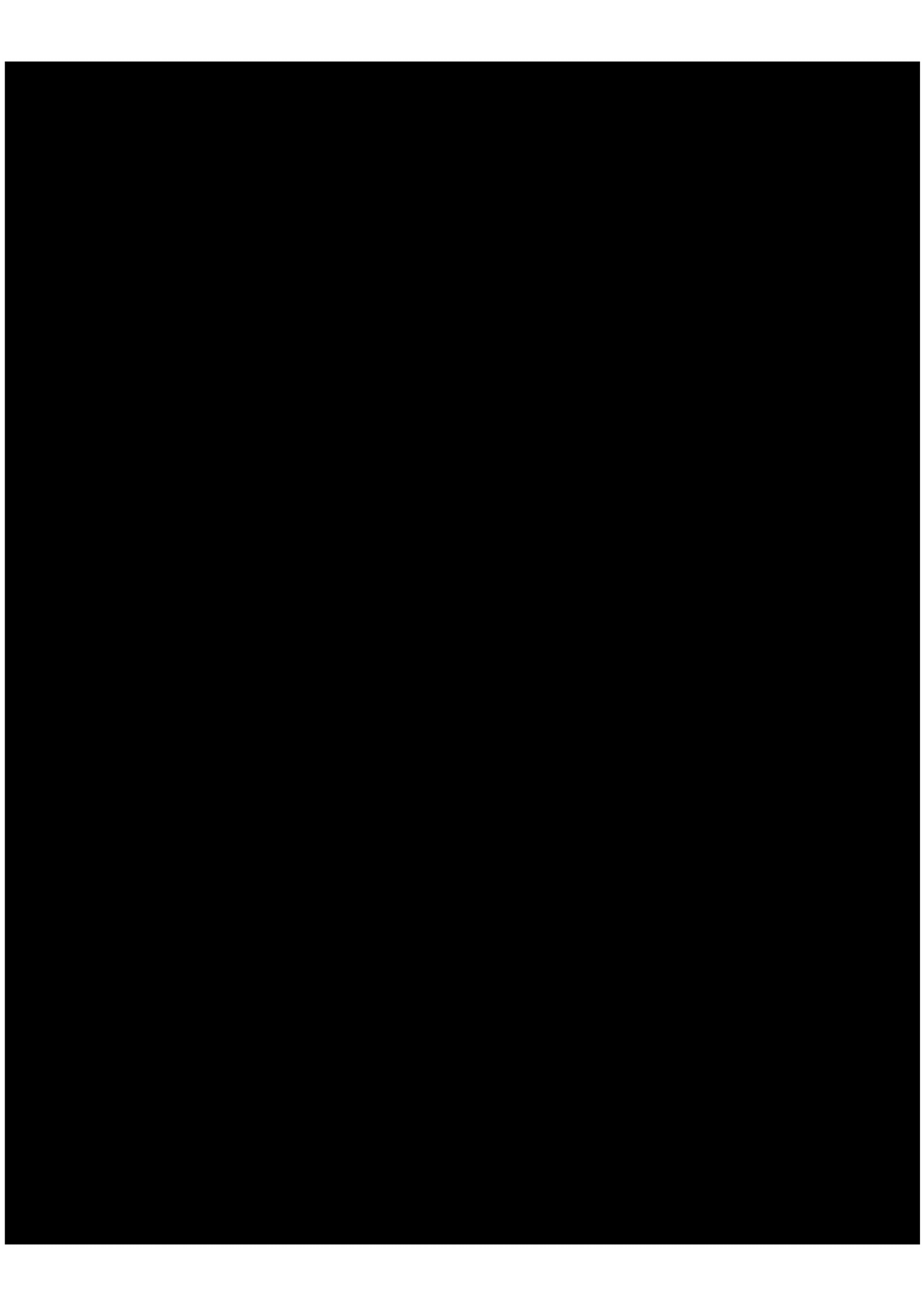


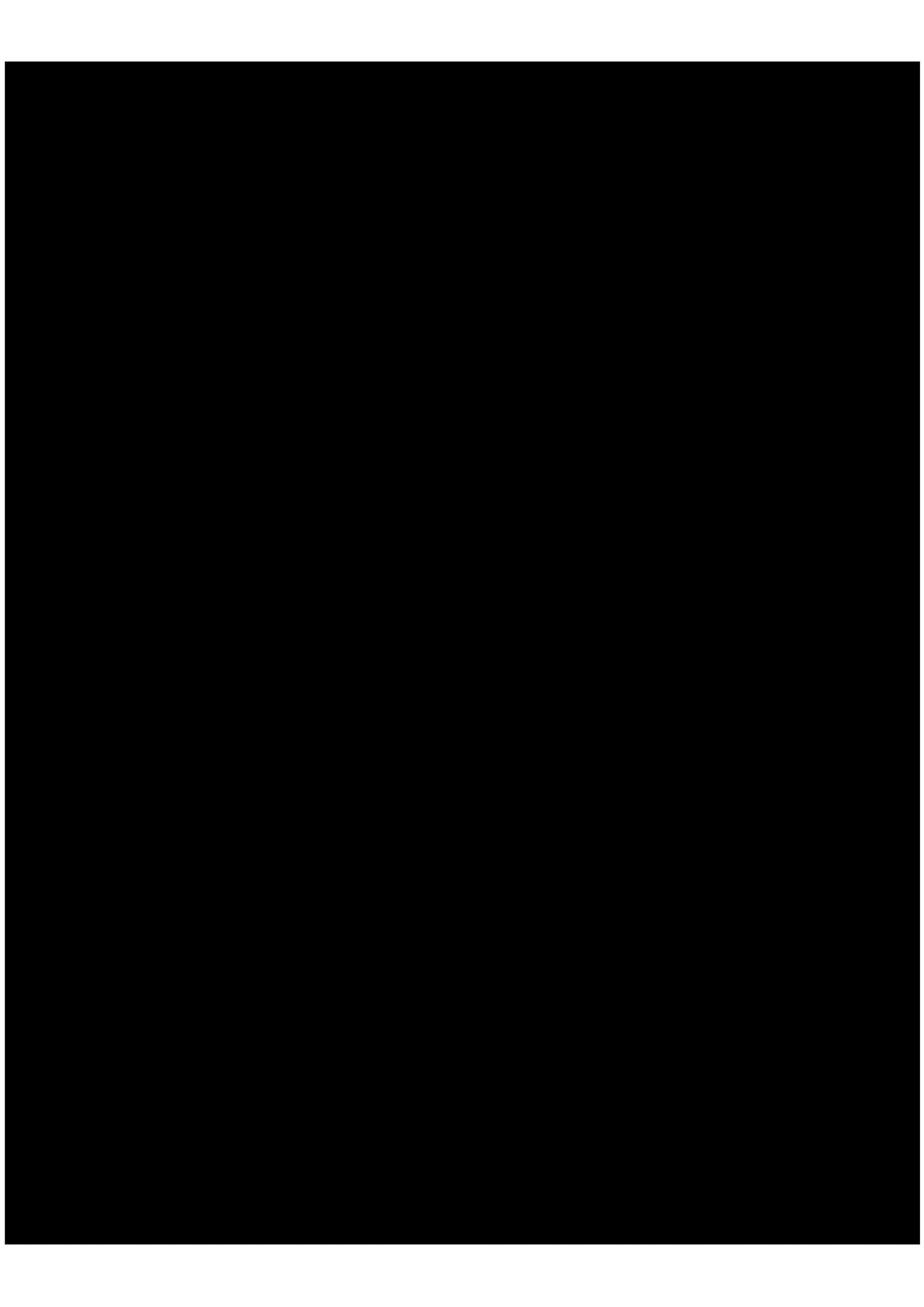
Hospitality Solutions 2020 Forecast Review

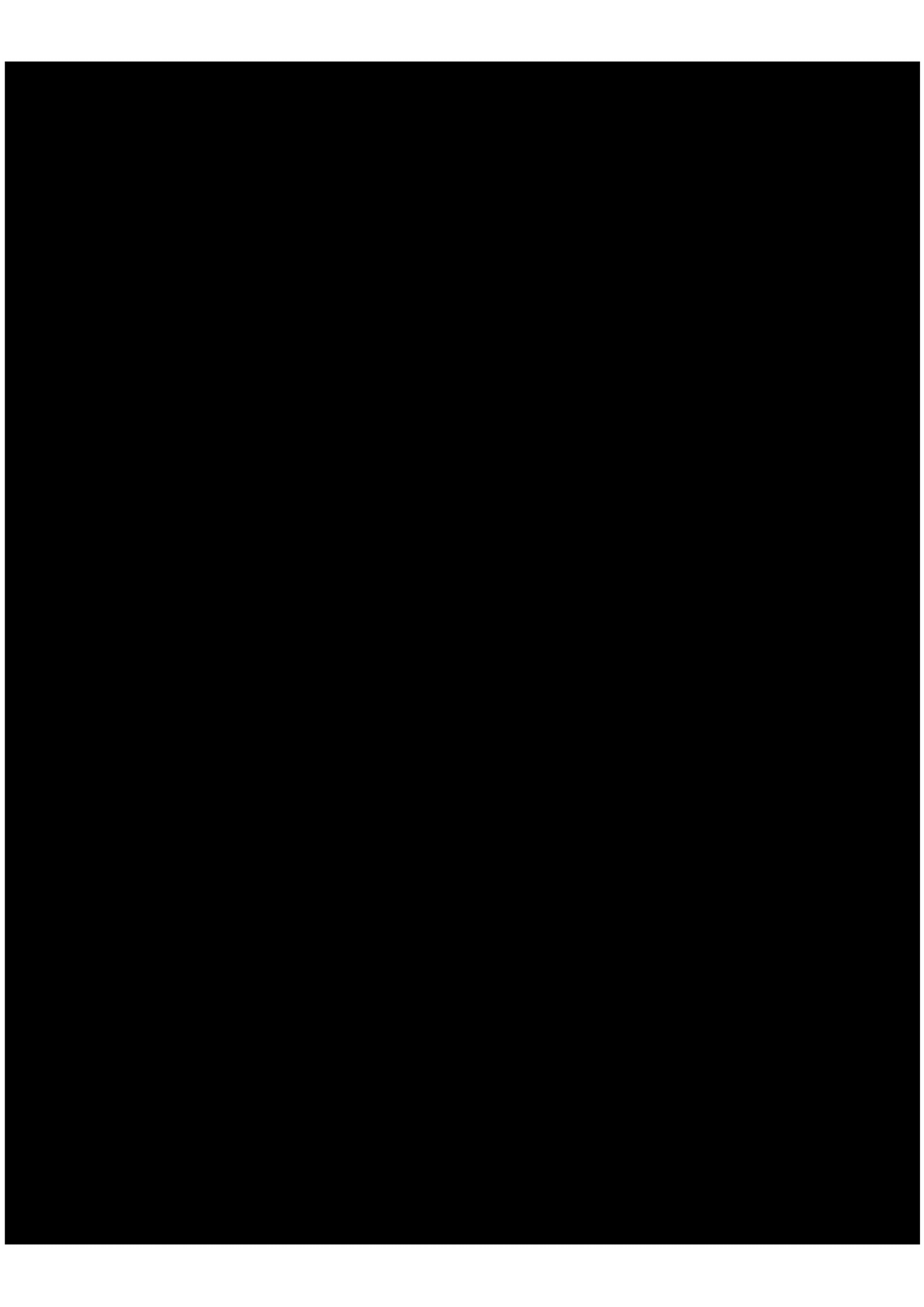


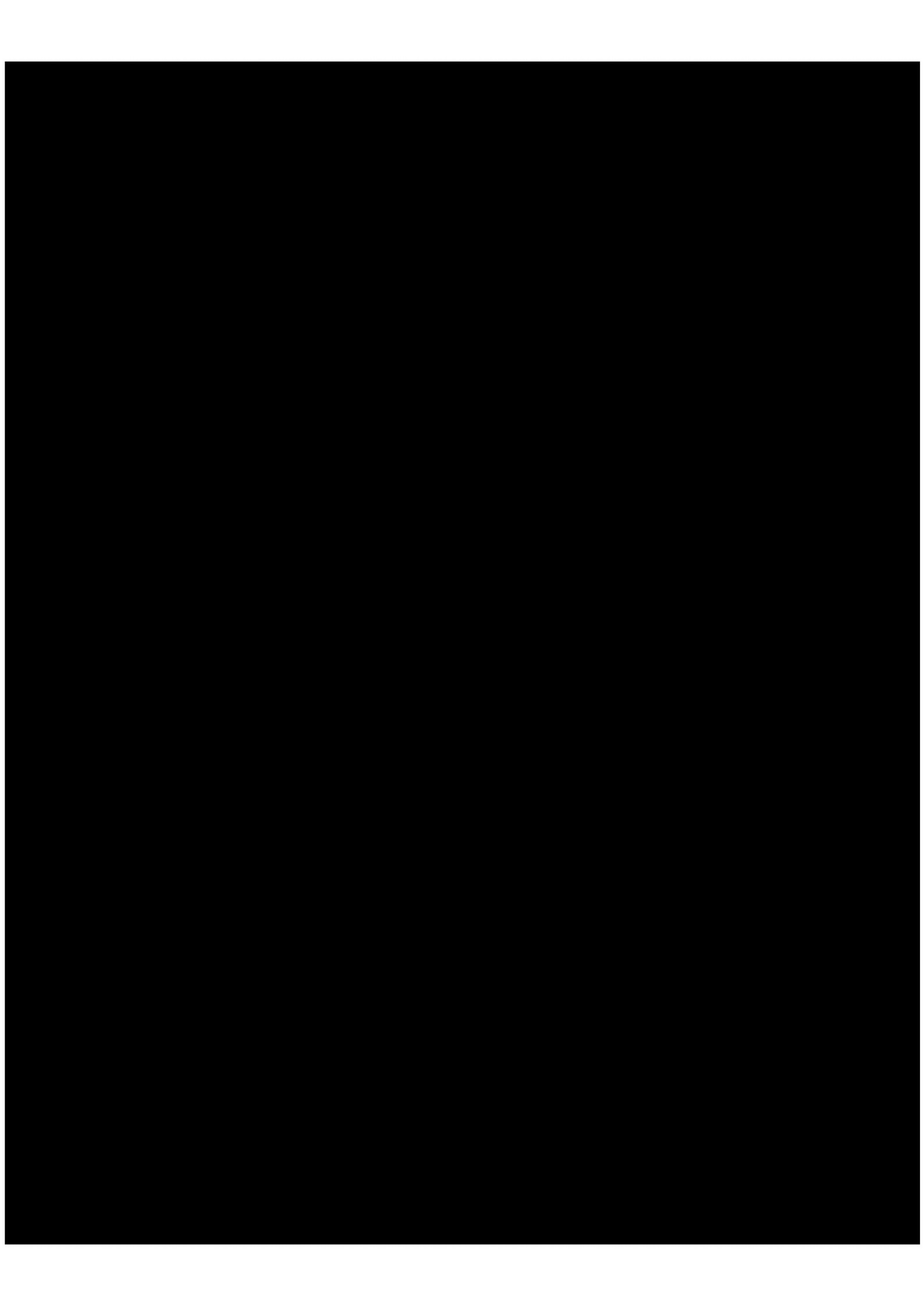
Clinton Anderson

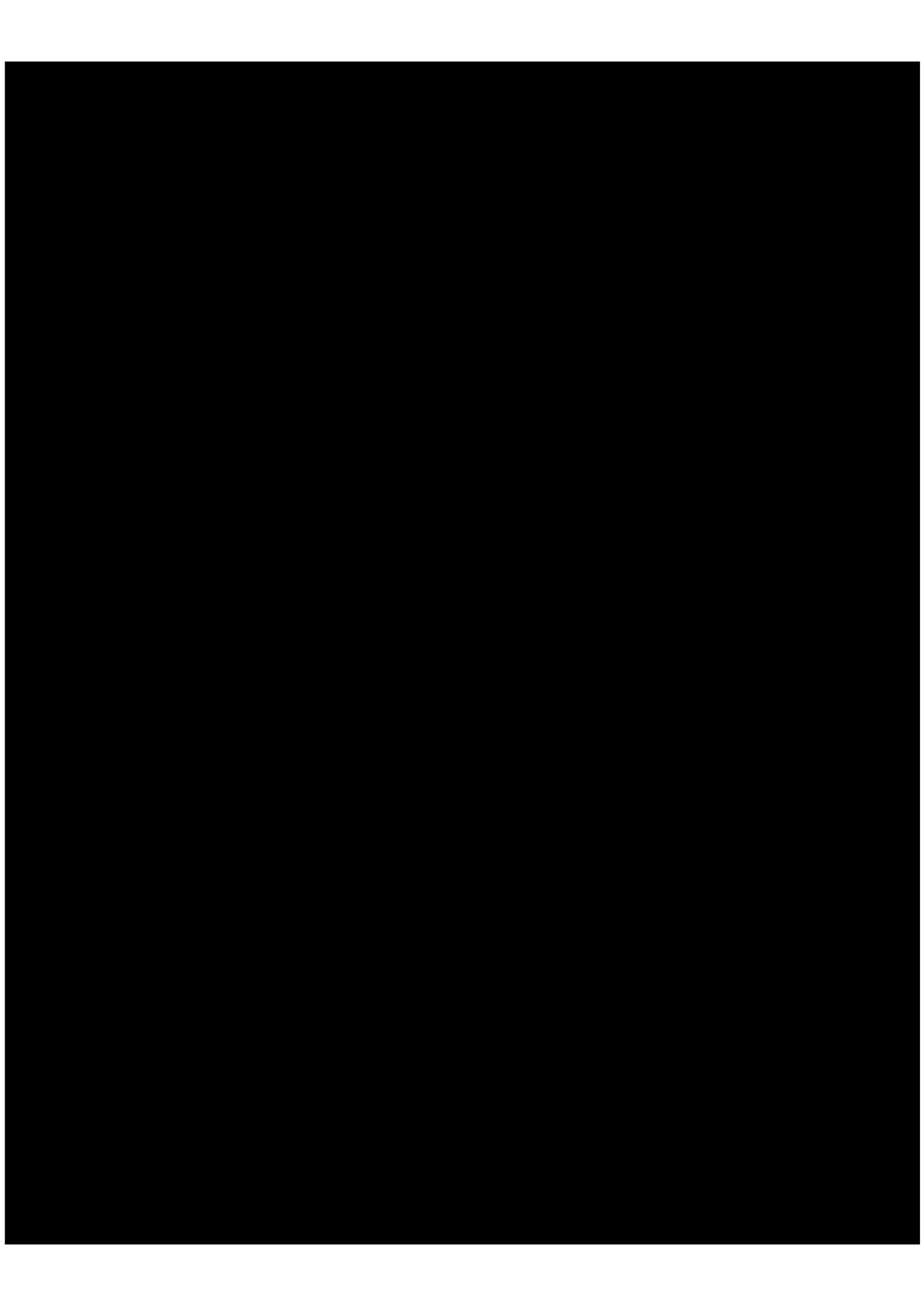
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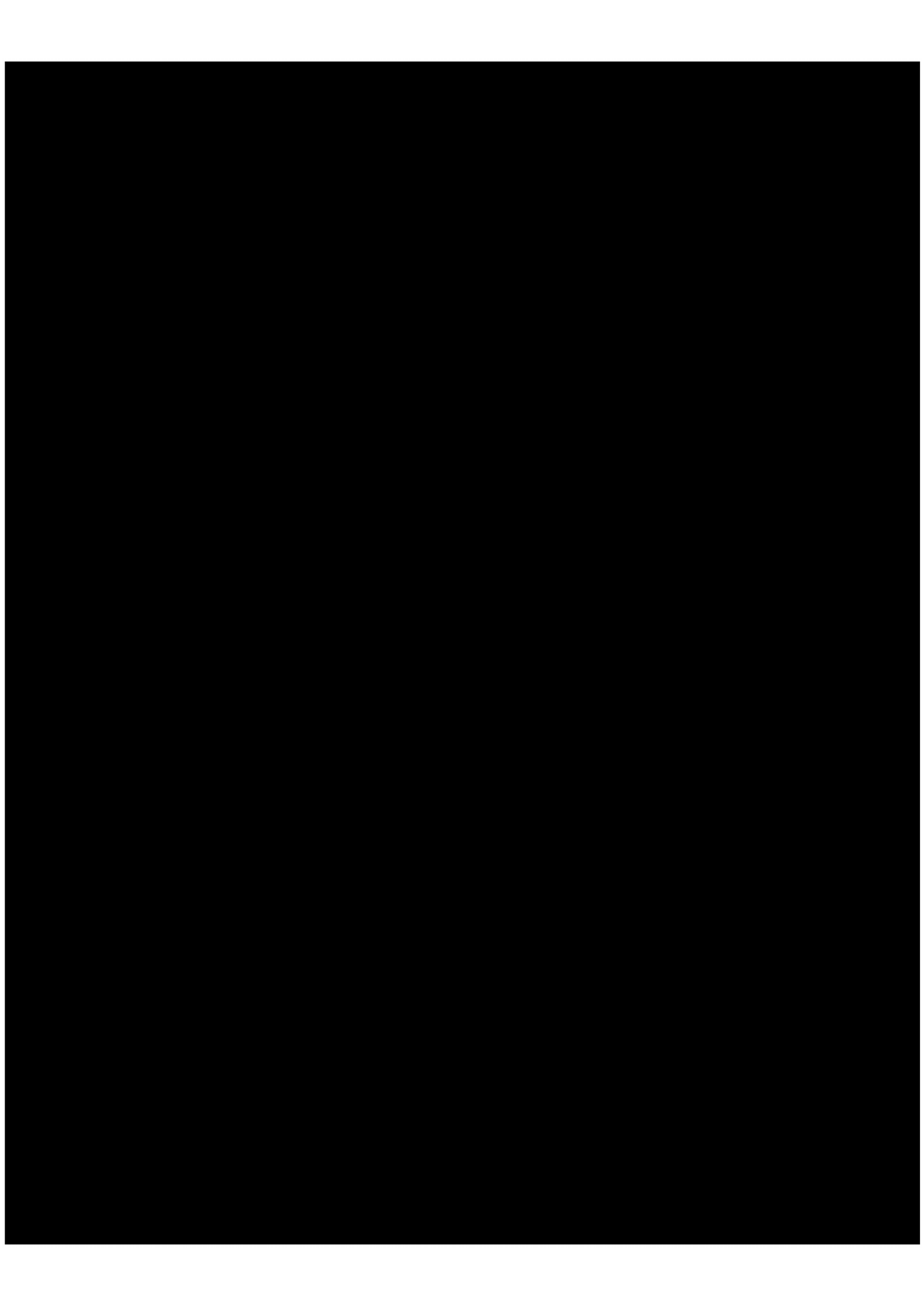


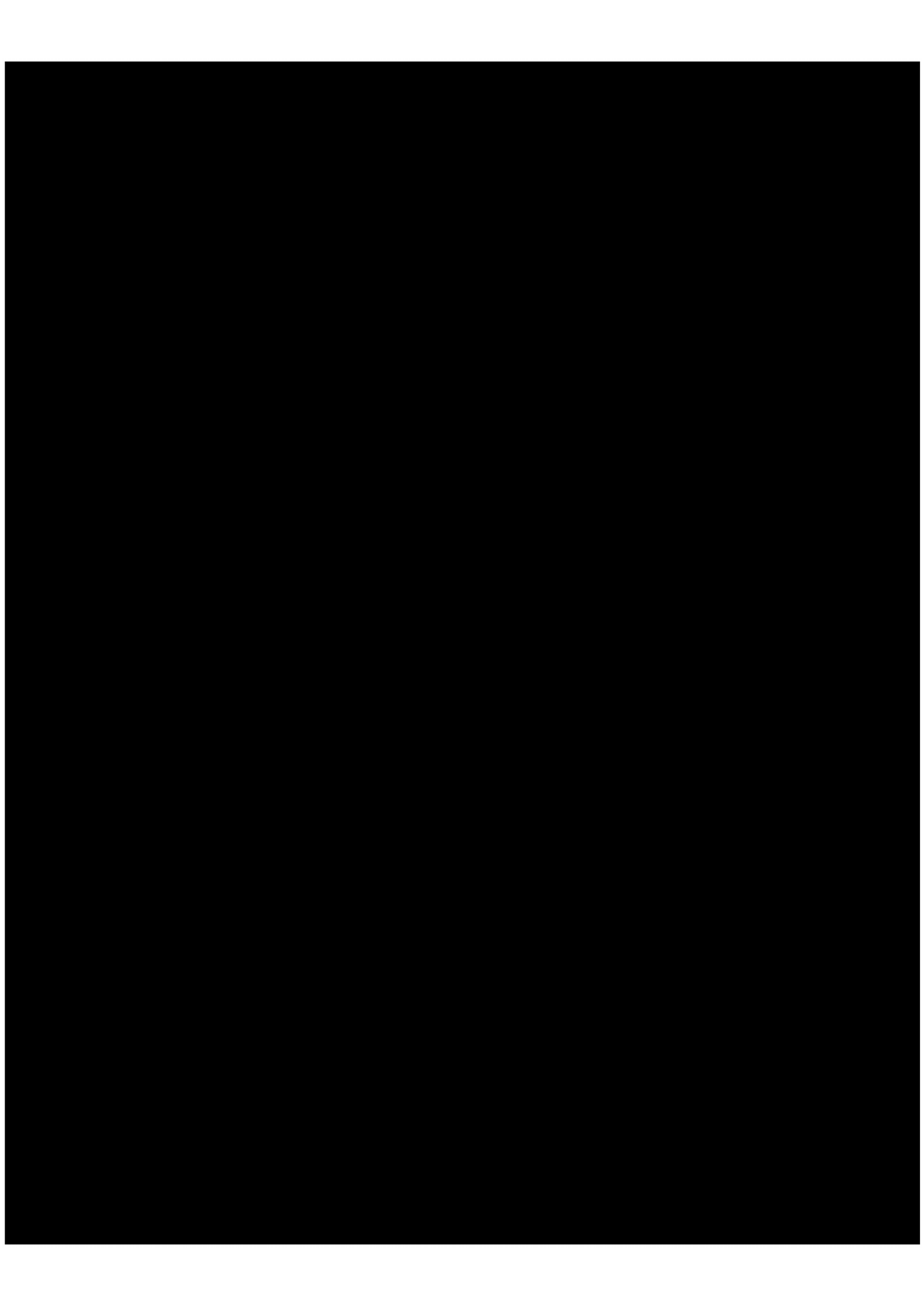


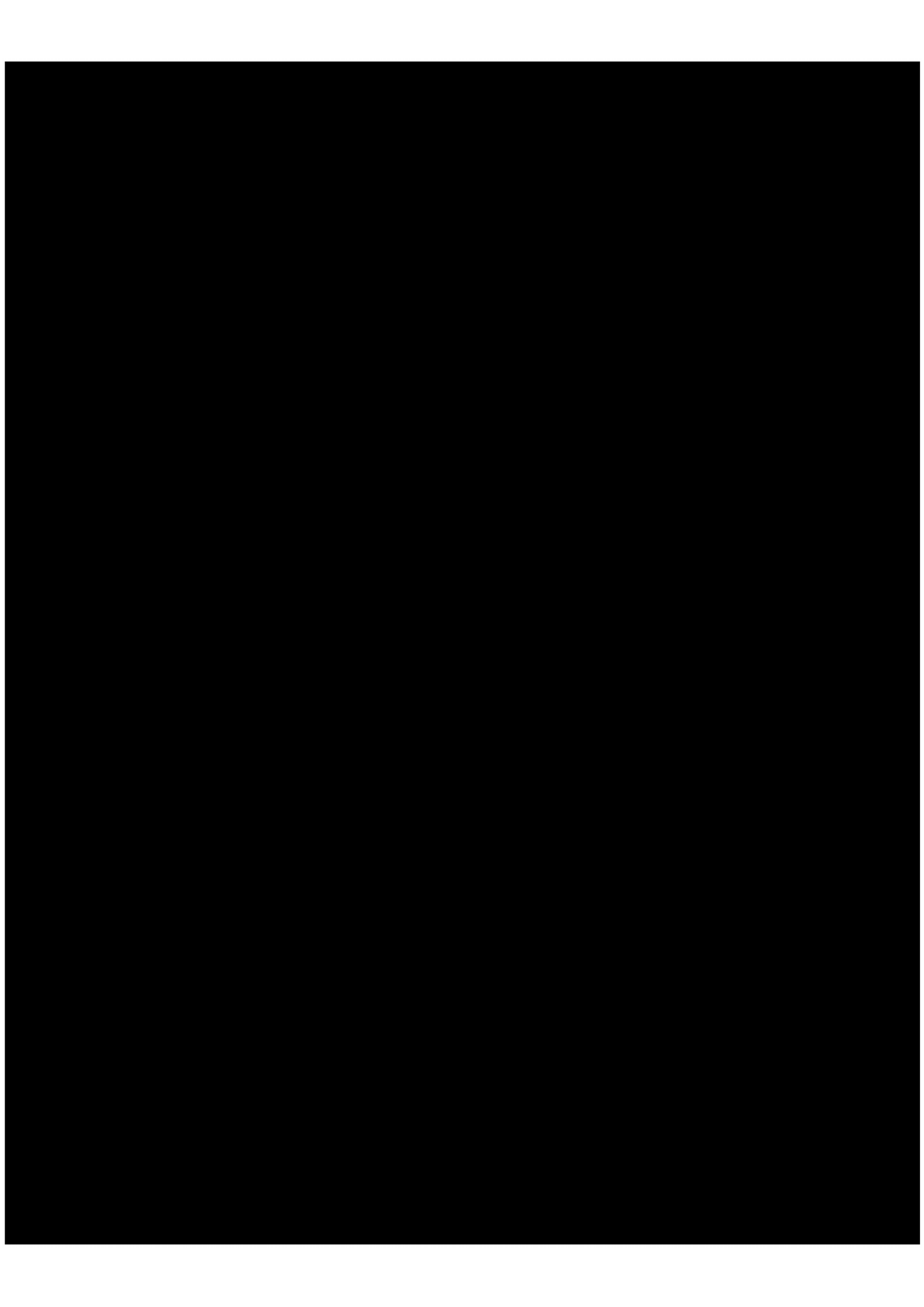




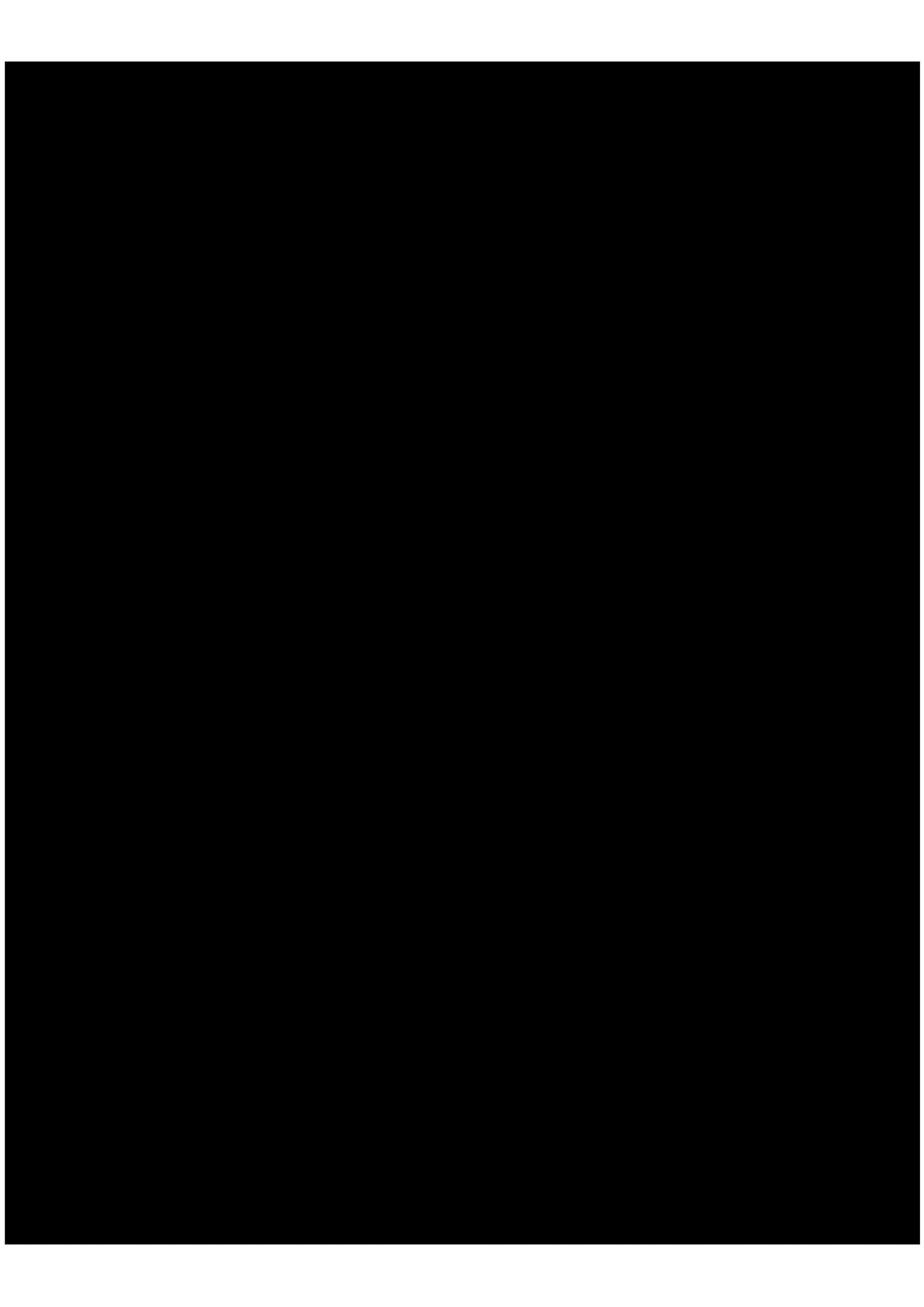


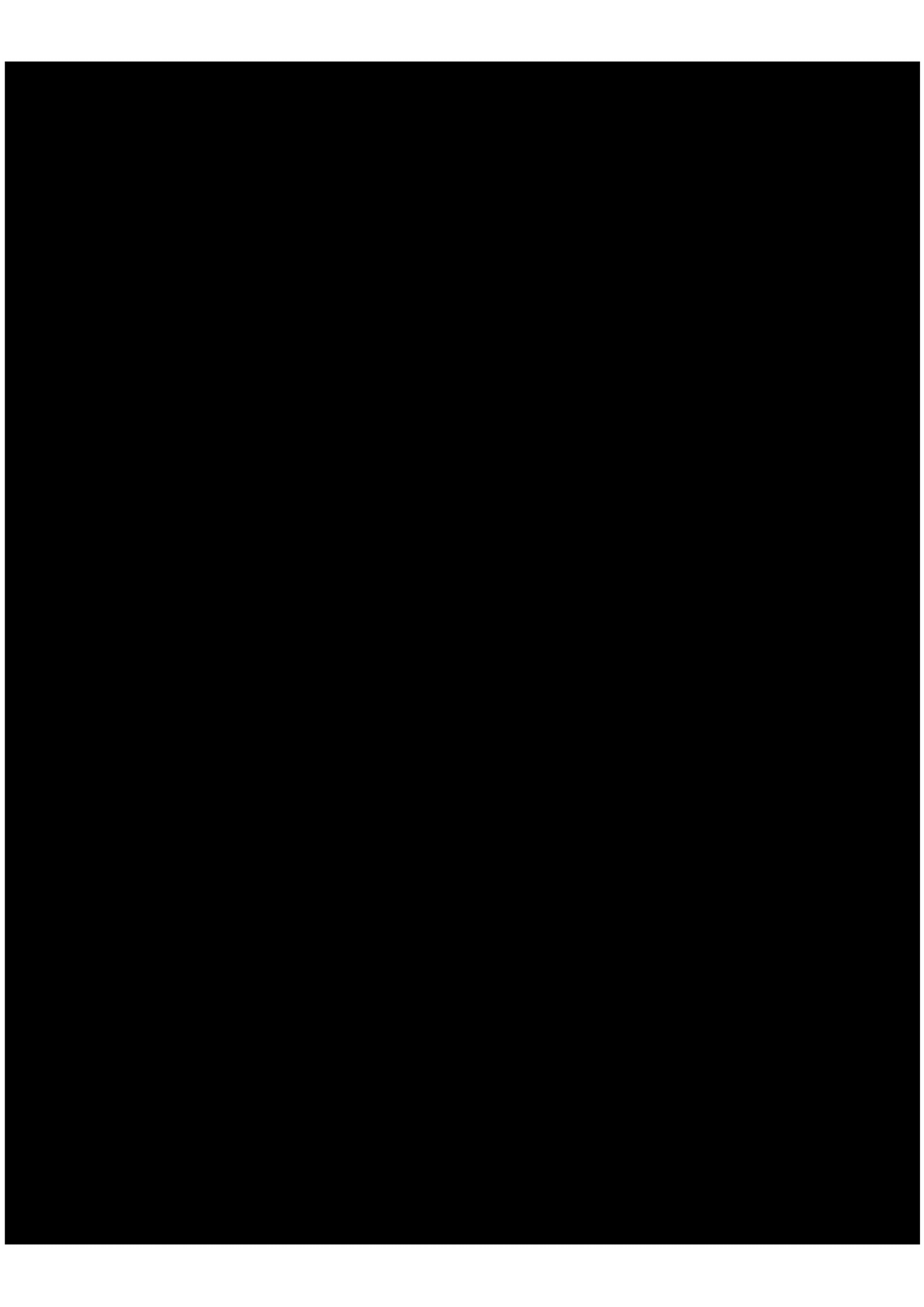


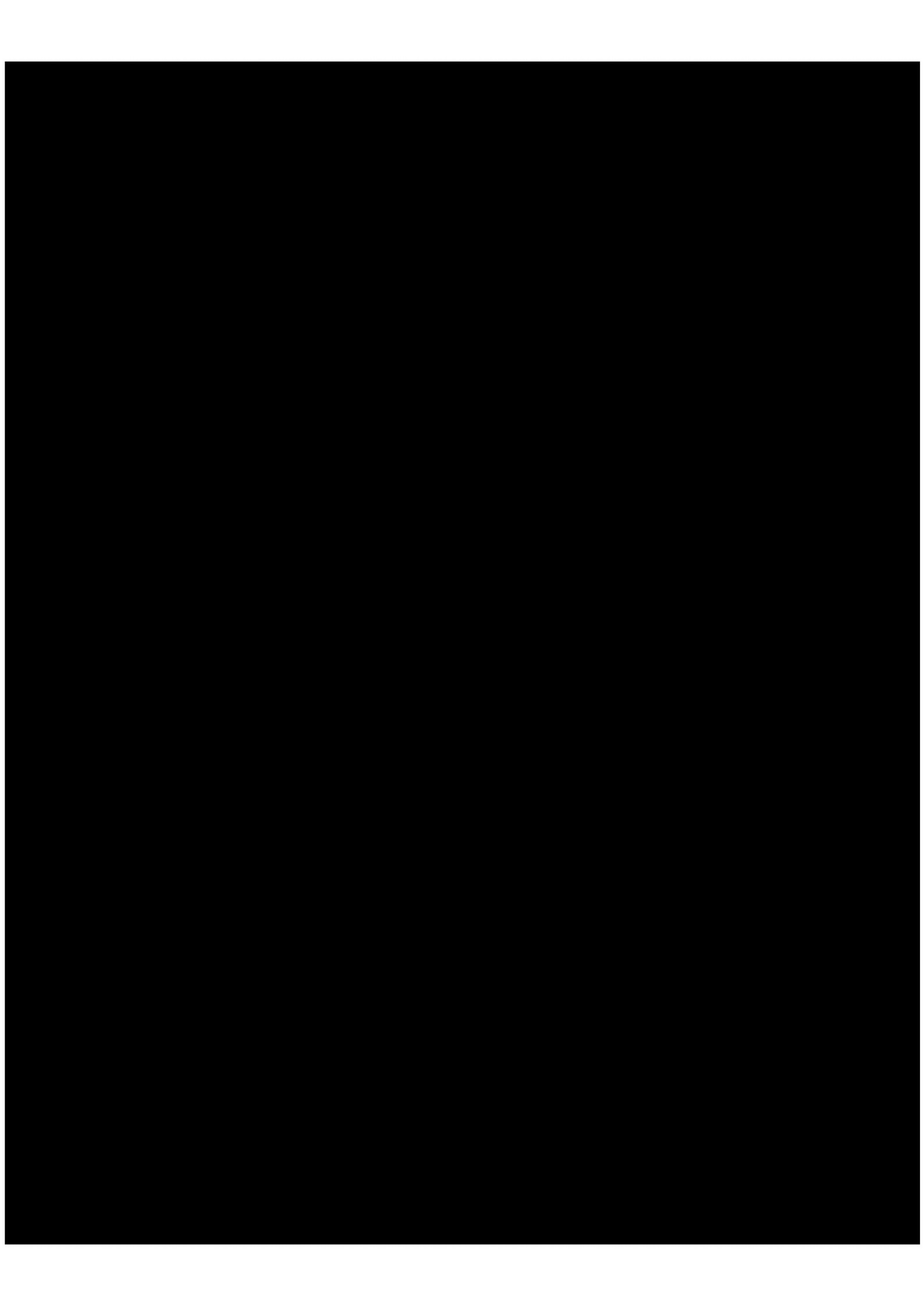


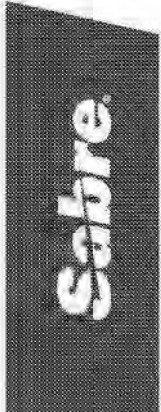


HOSPITALITY SOLUTIONS R&D PLAN









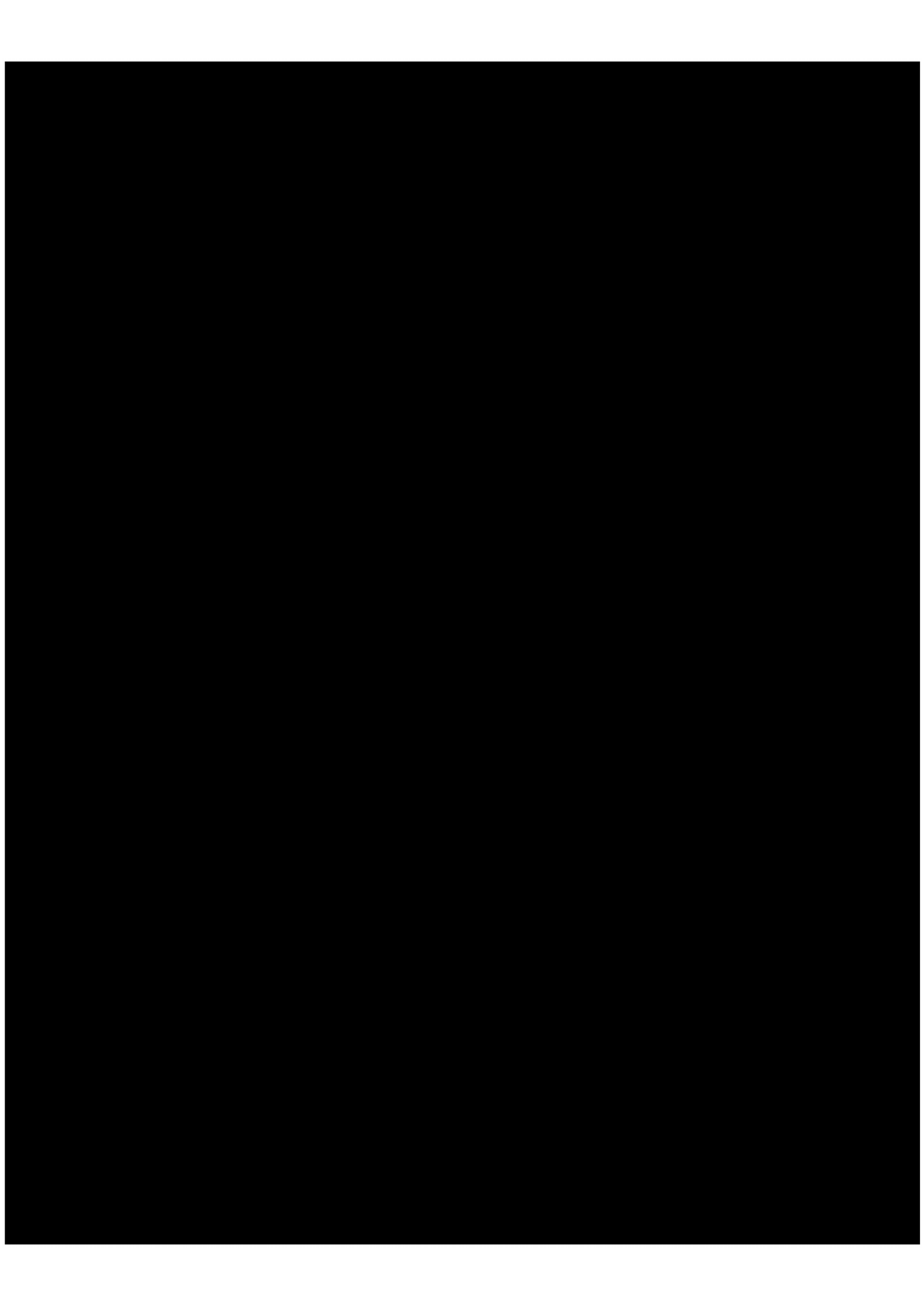
TE&O 2020 Forecast Review

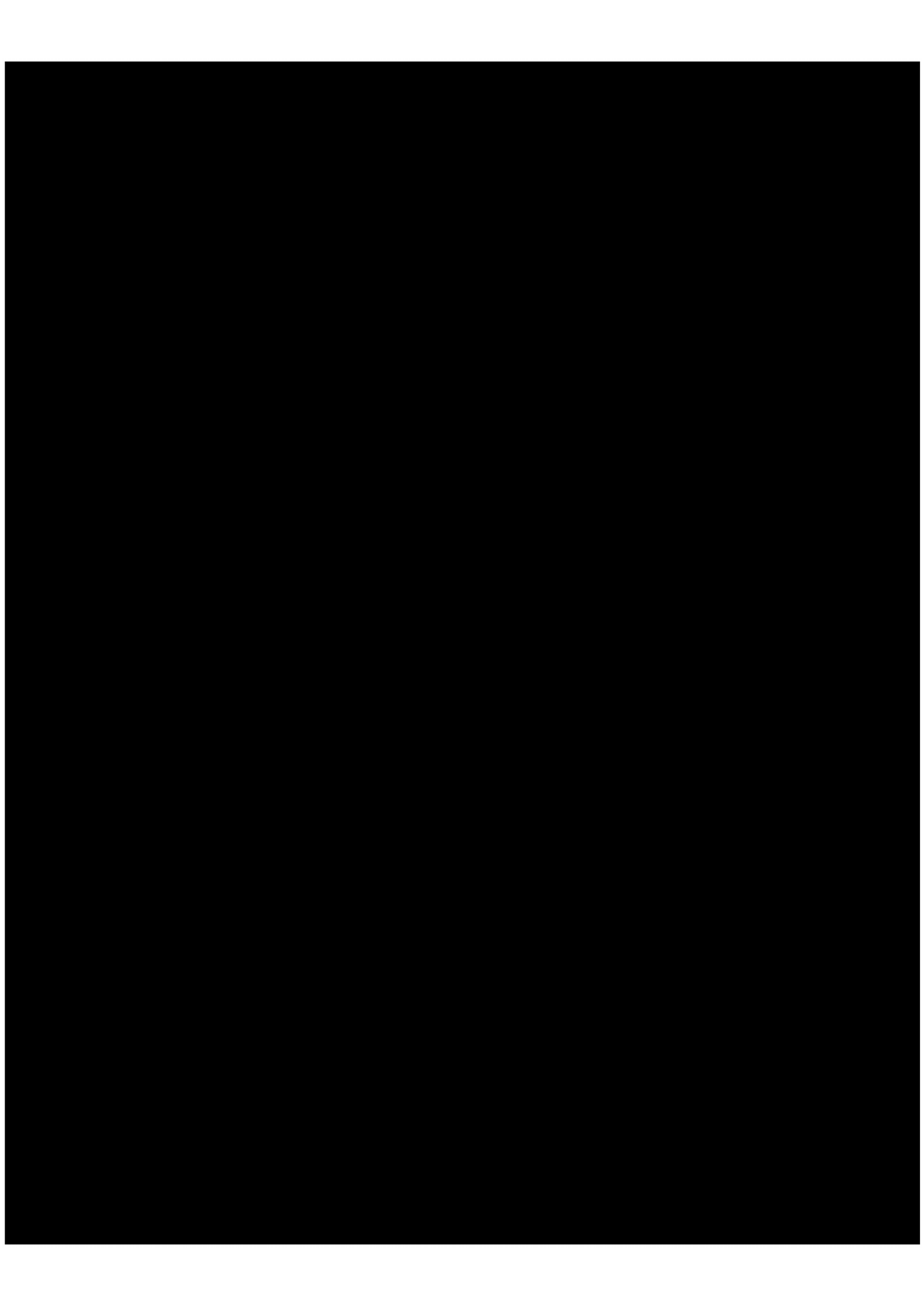


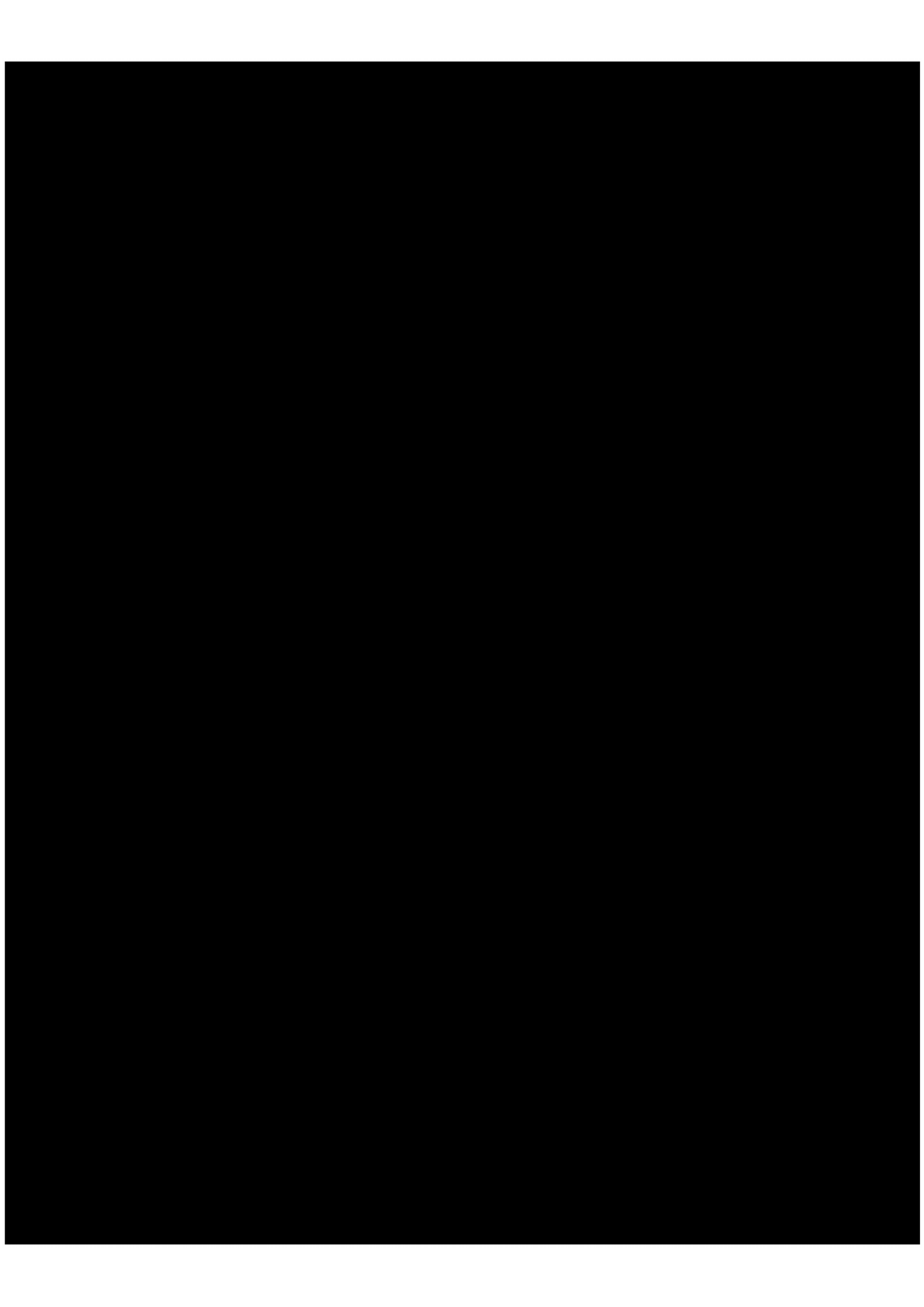
Joe DiFonzo

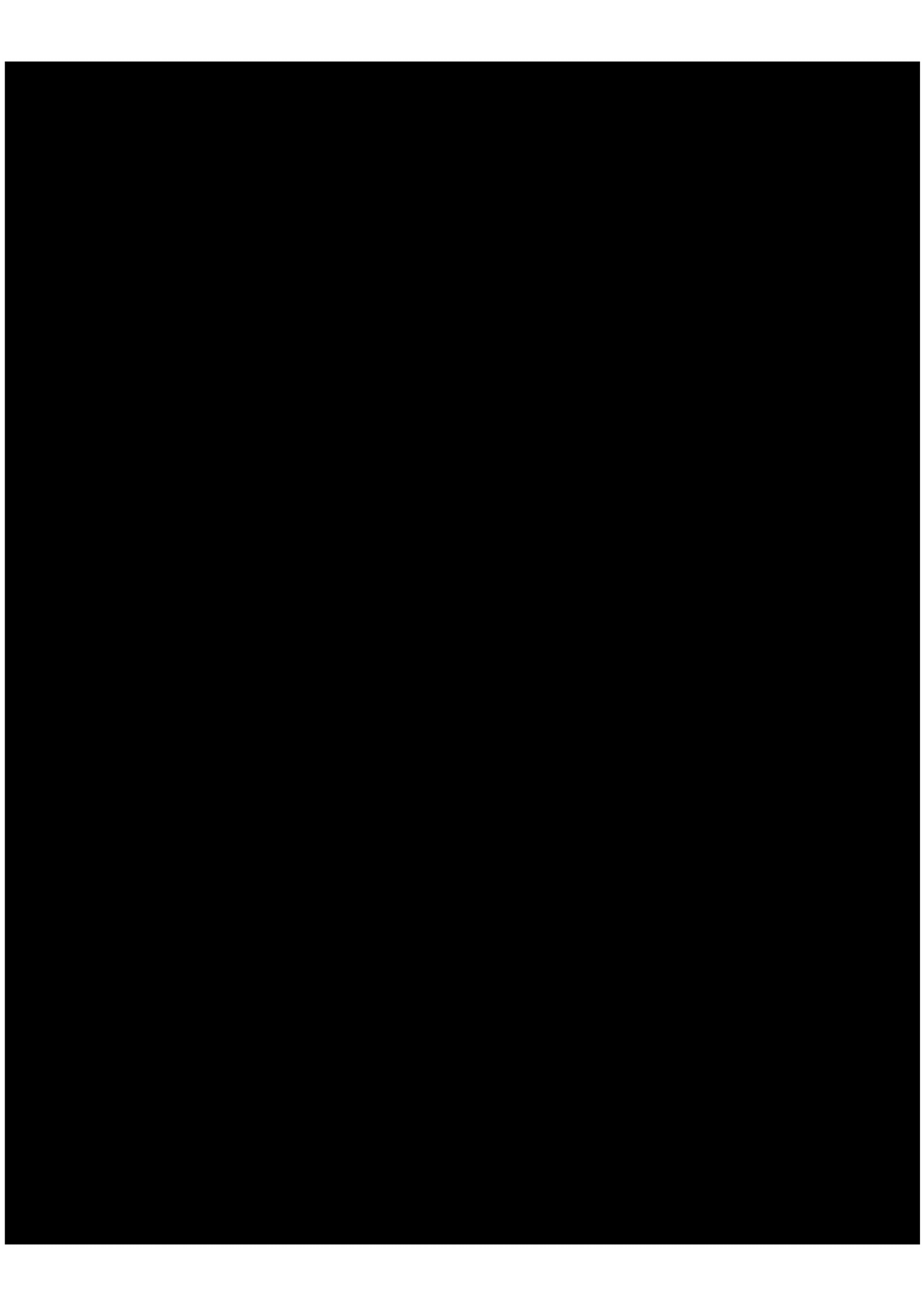
August, 2019

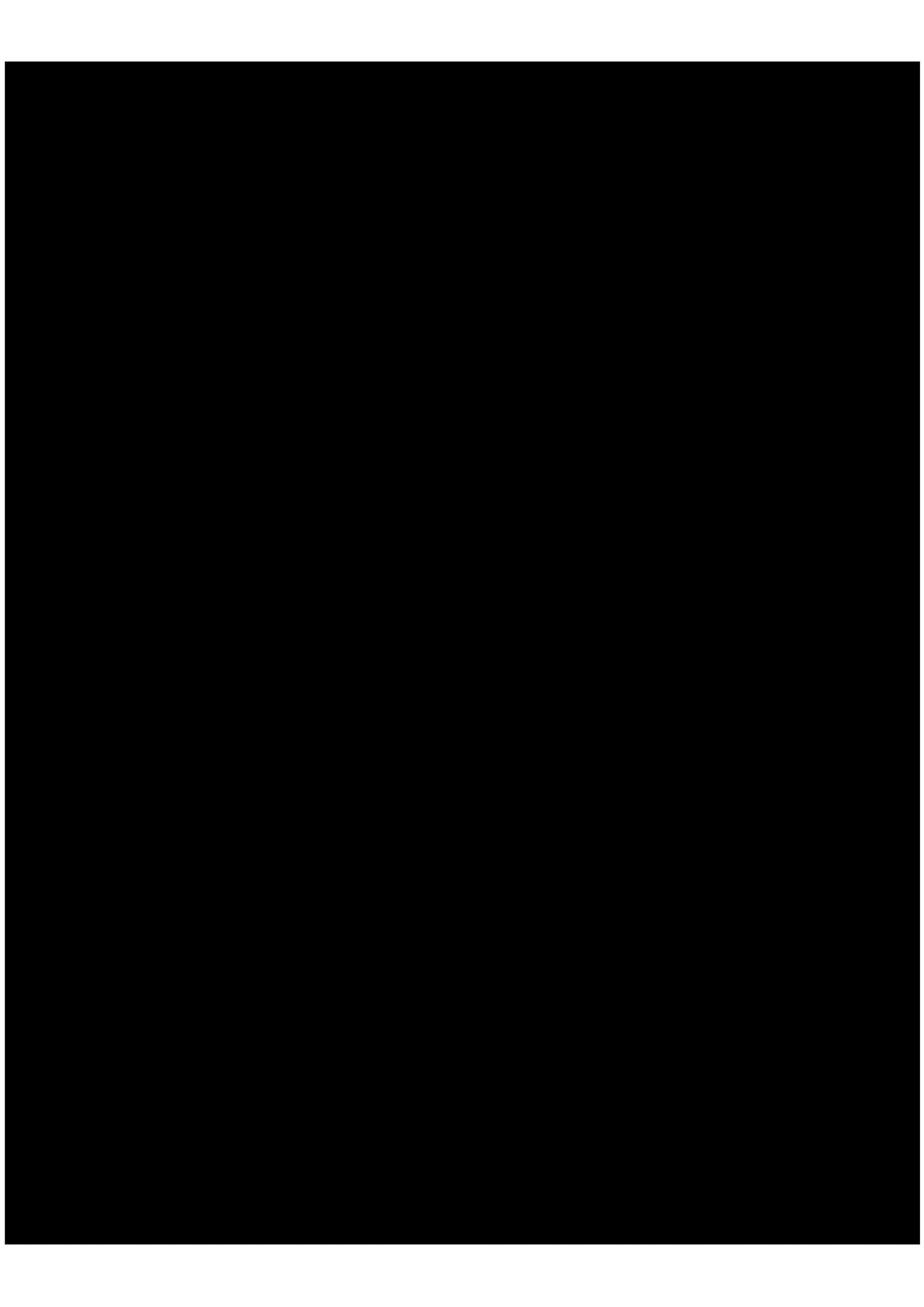


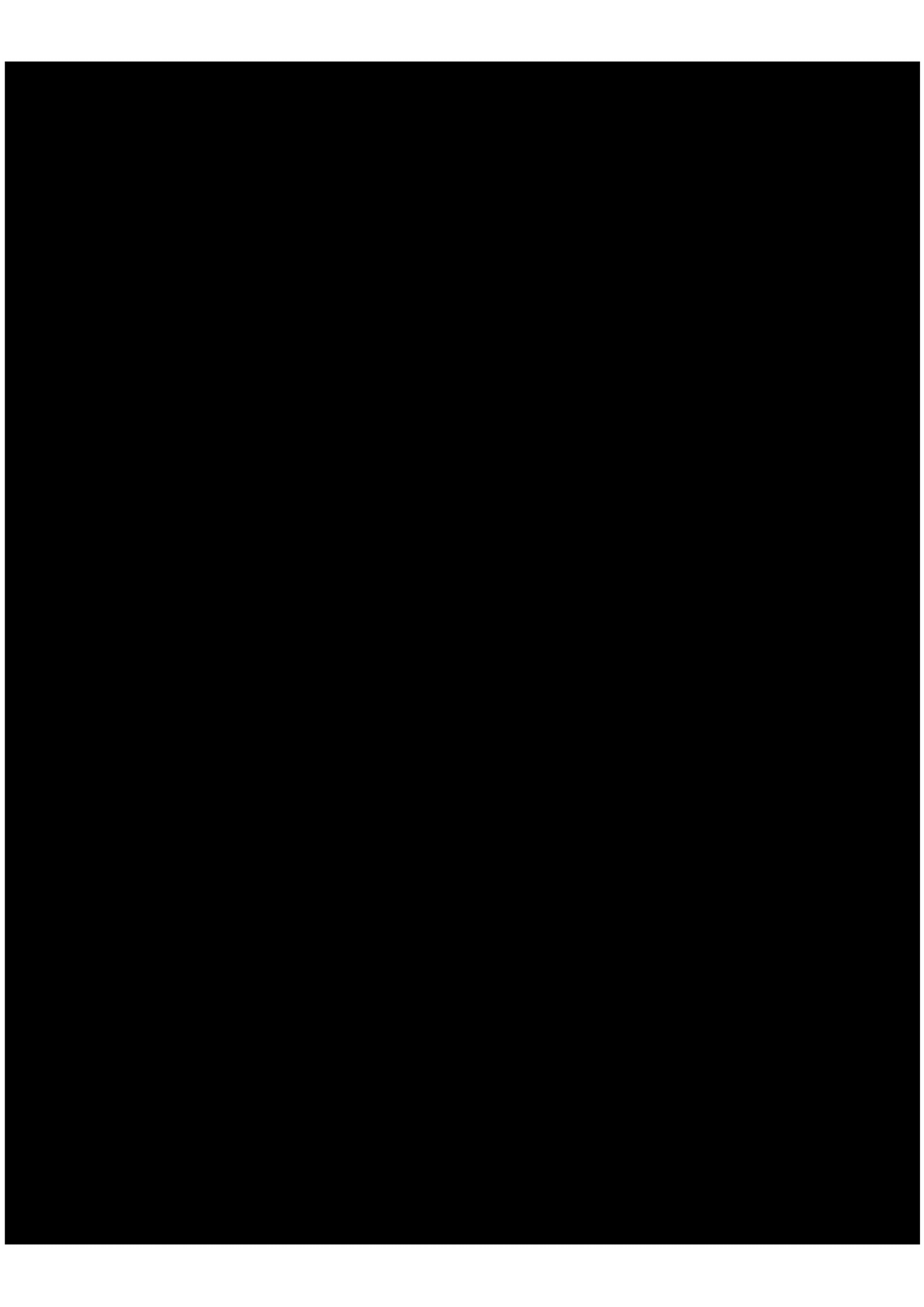


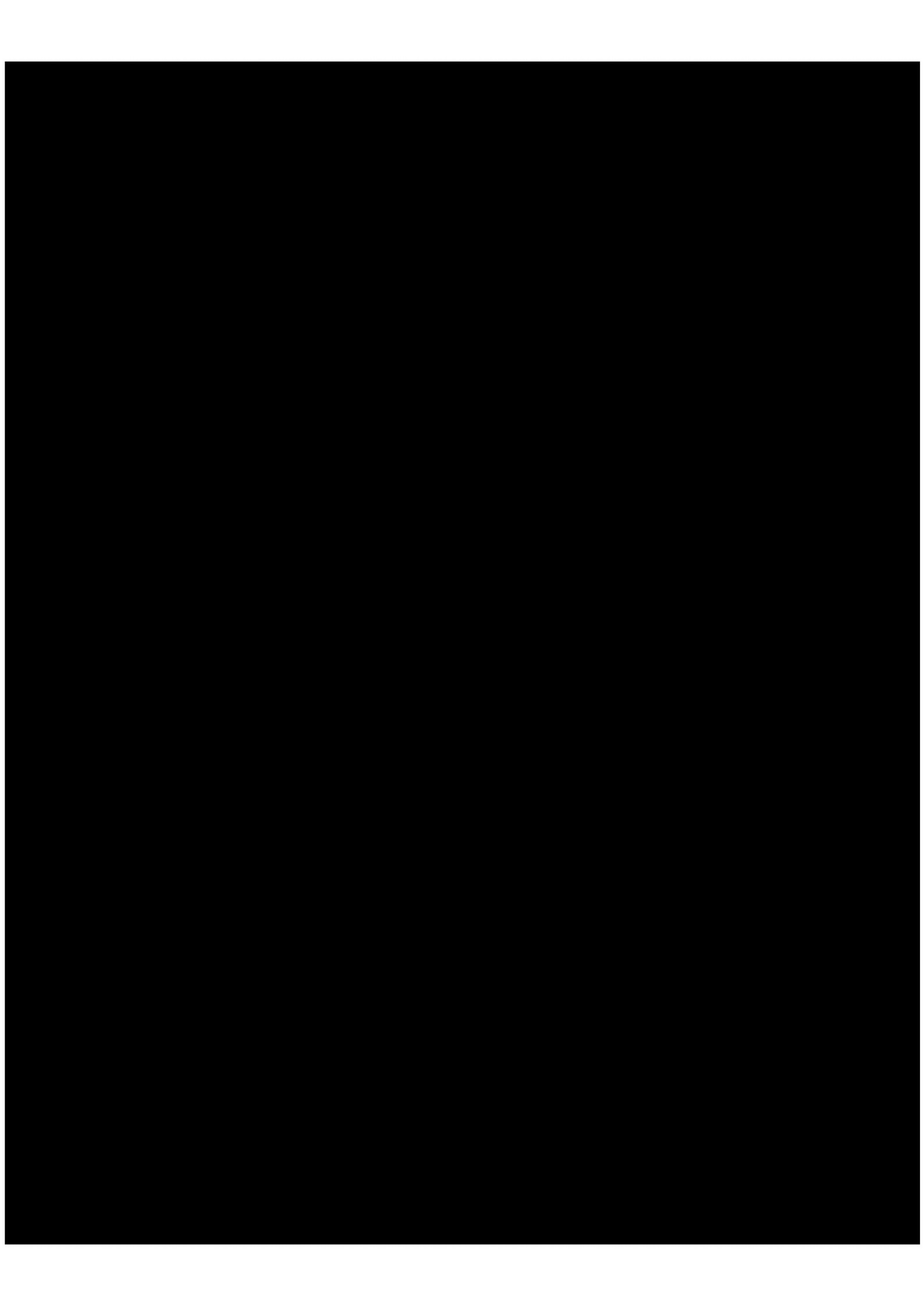


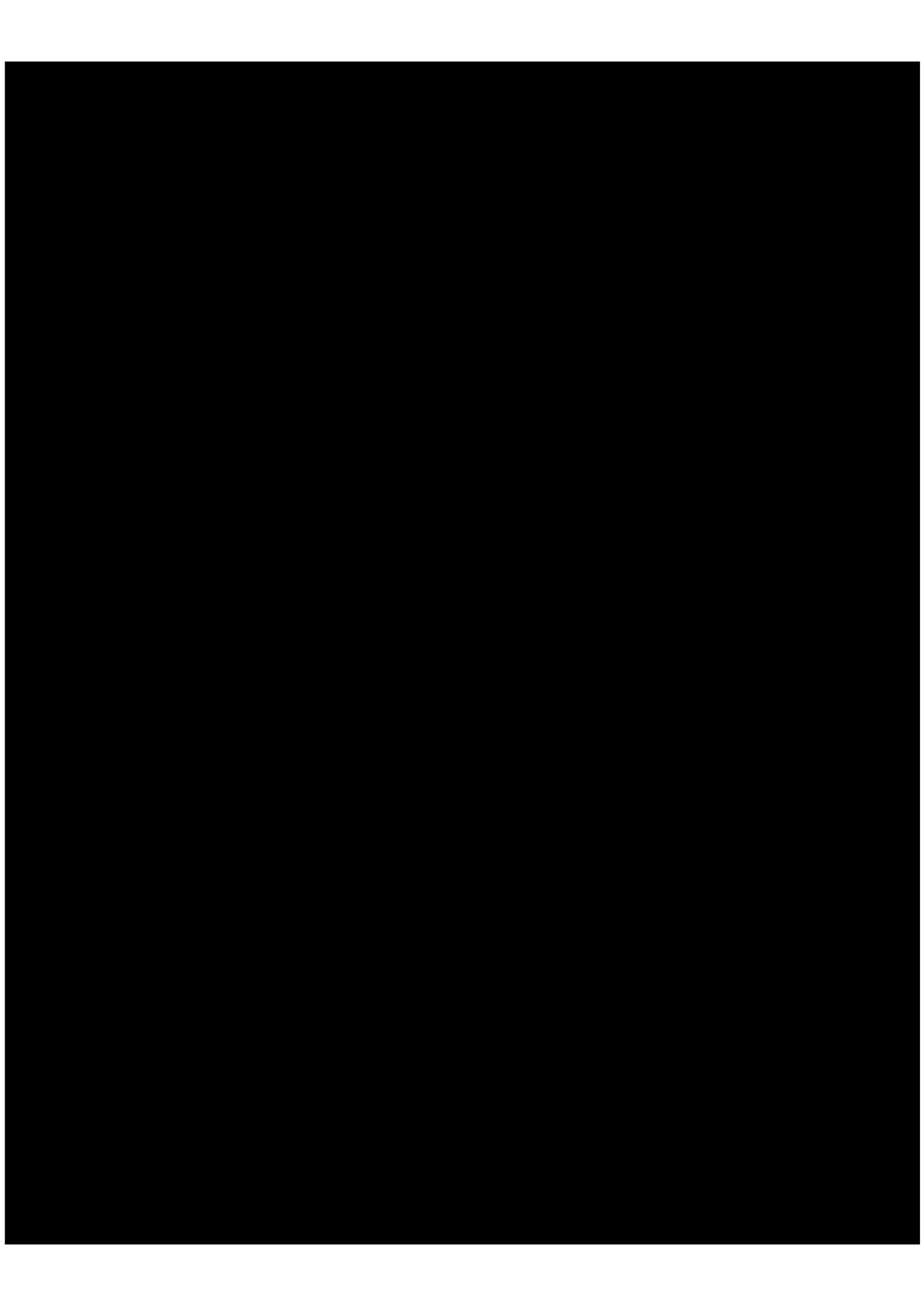


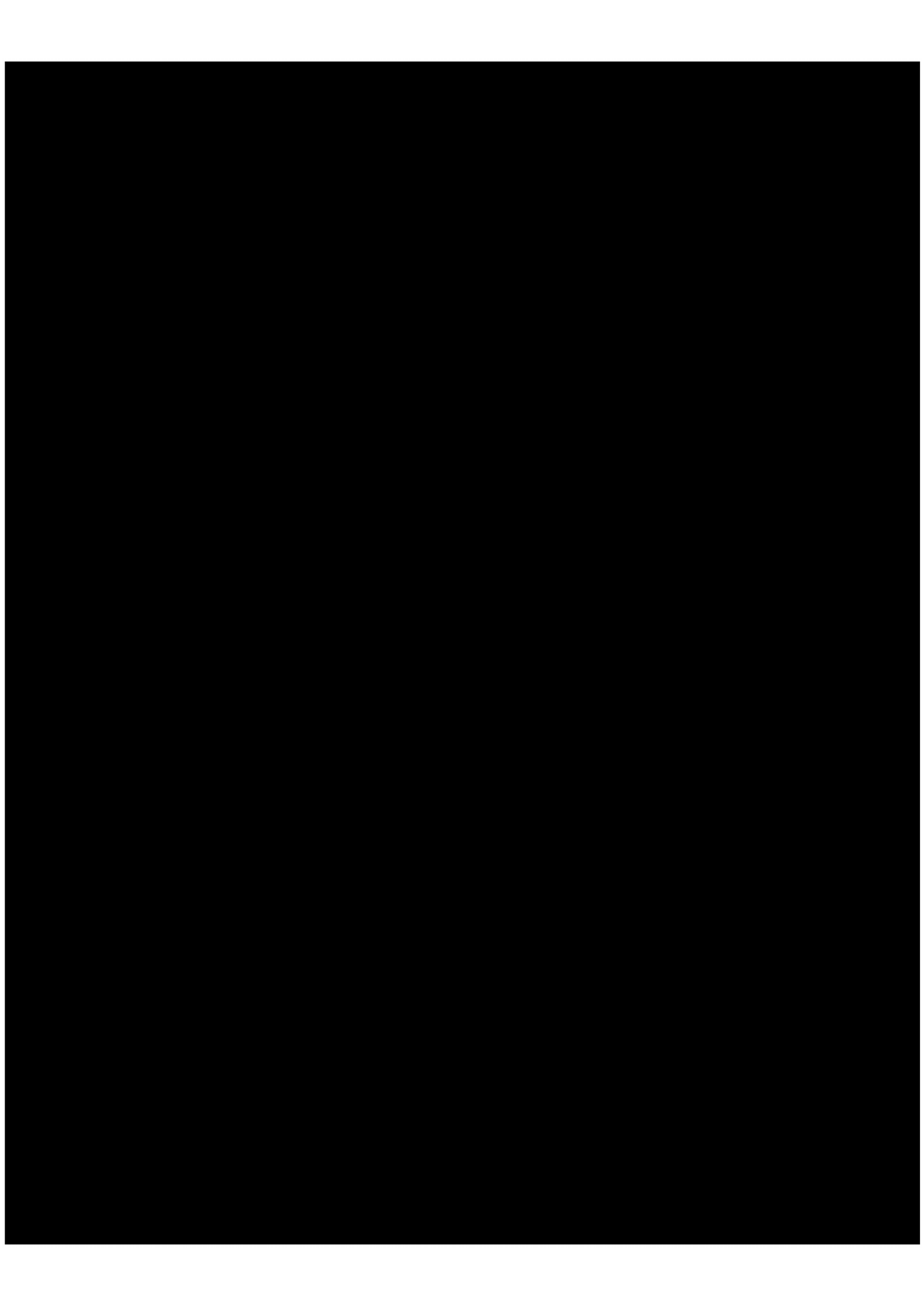




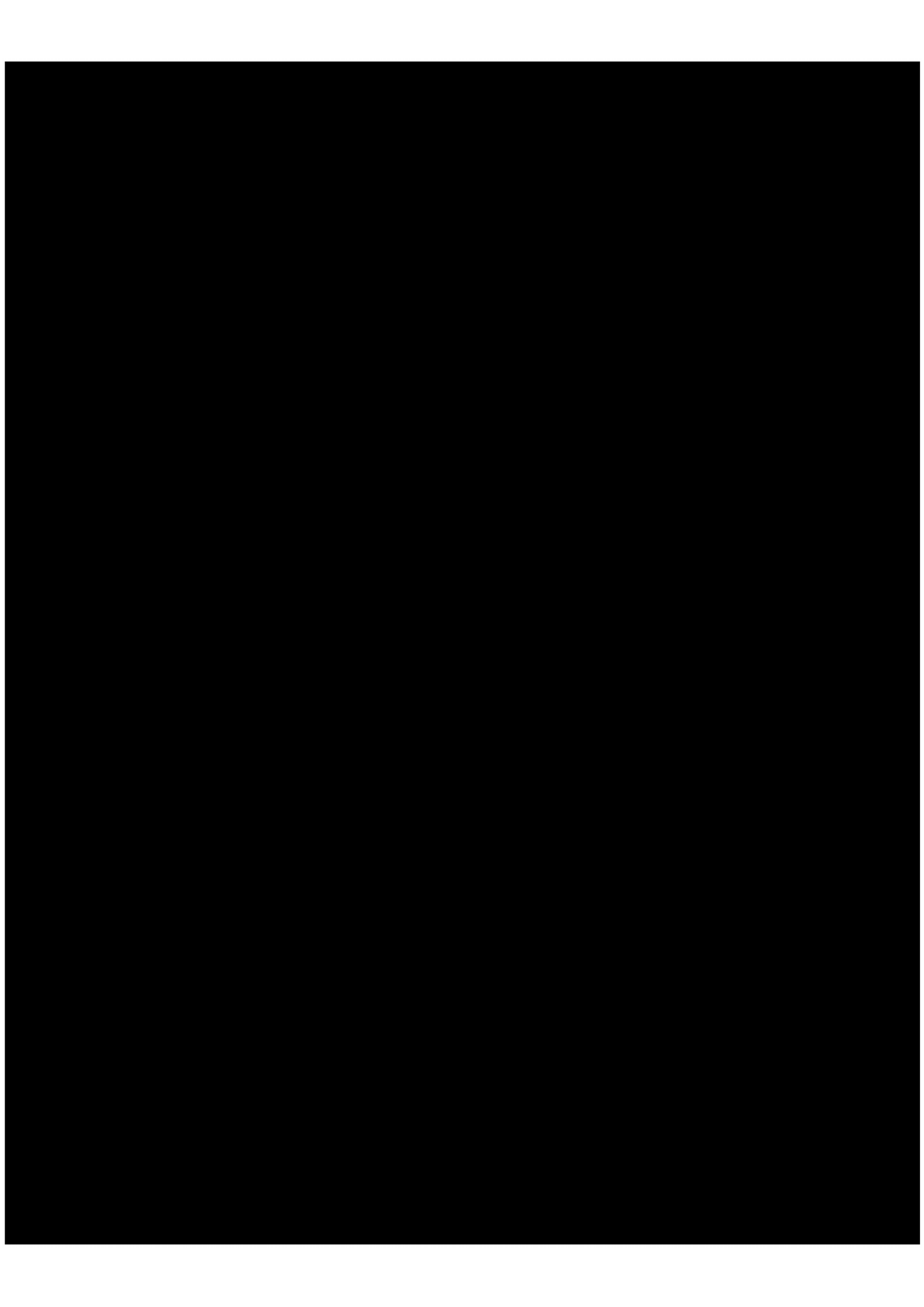


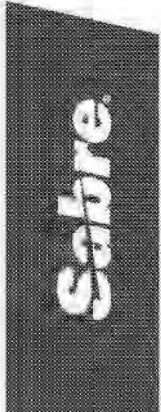






TE&O SOLUTIONS R&D PLAN



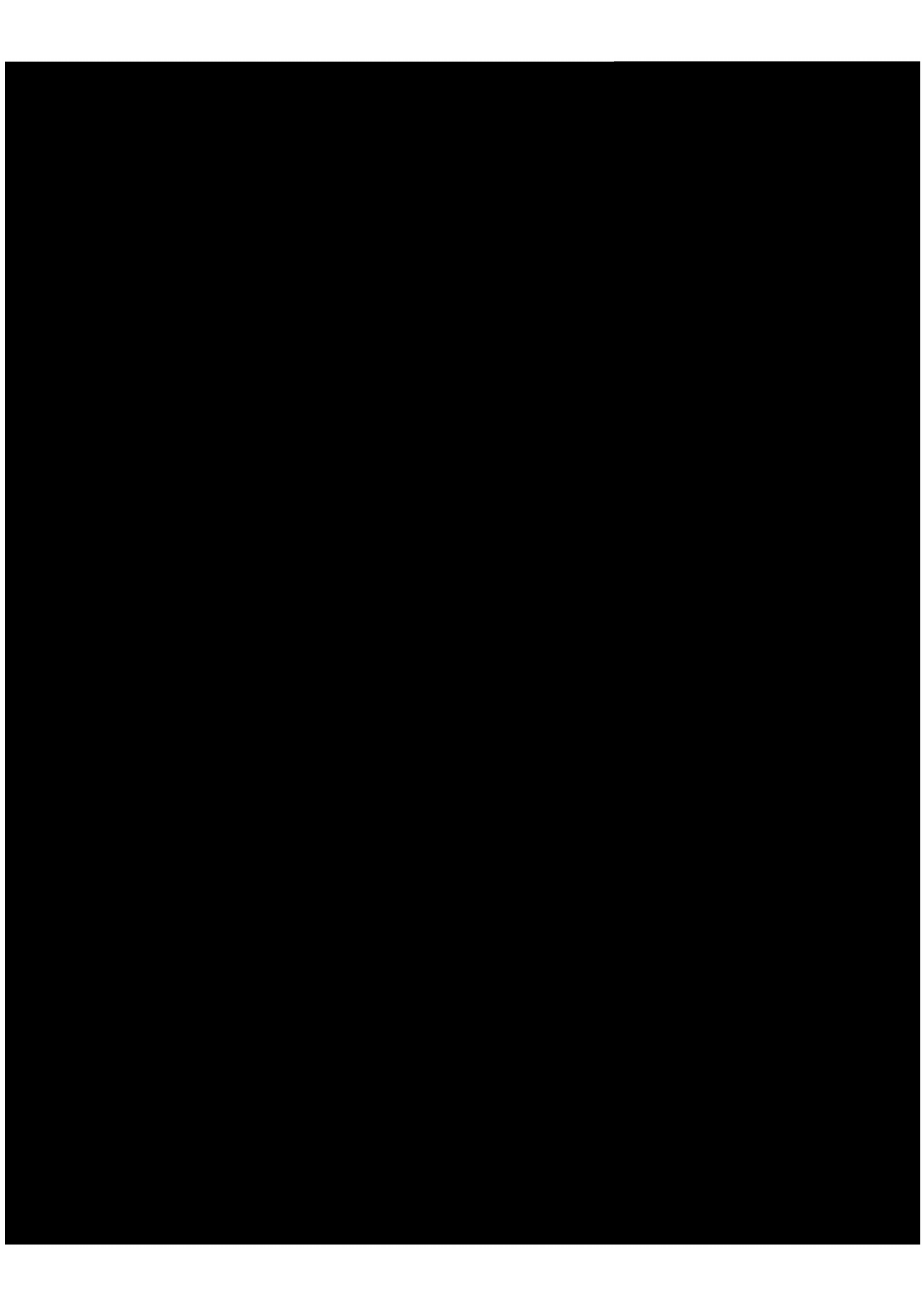


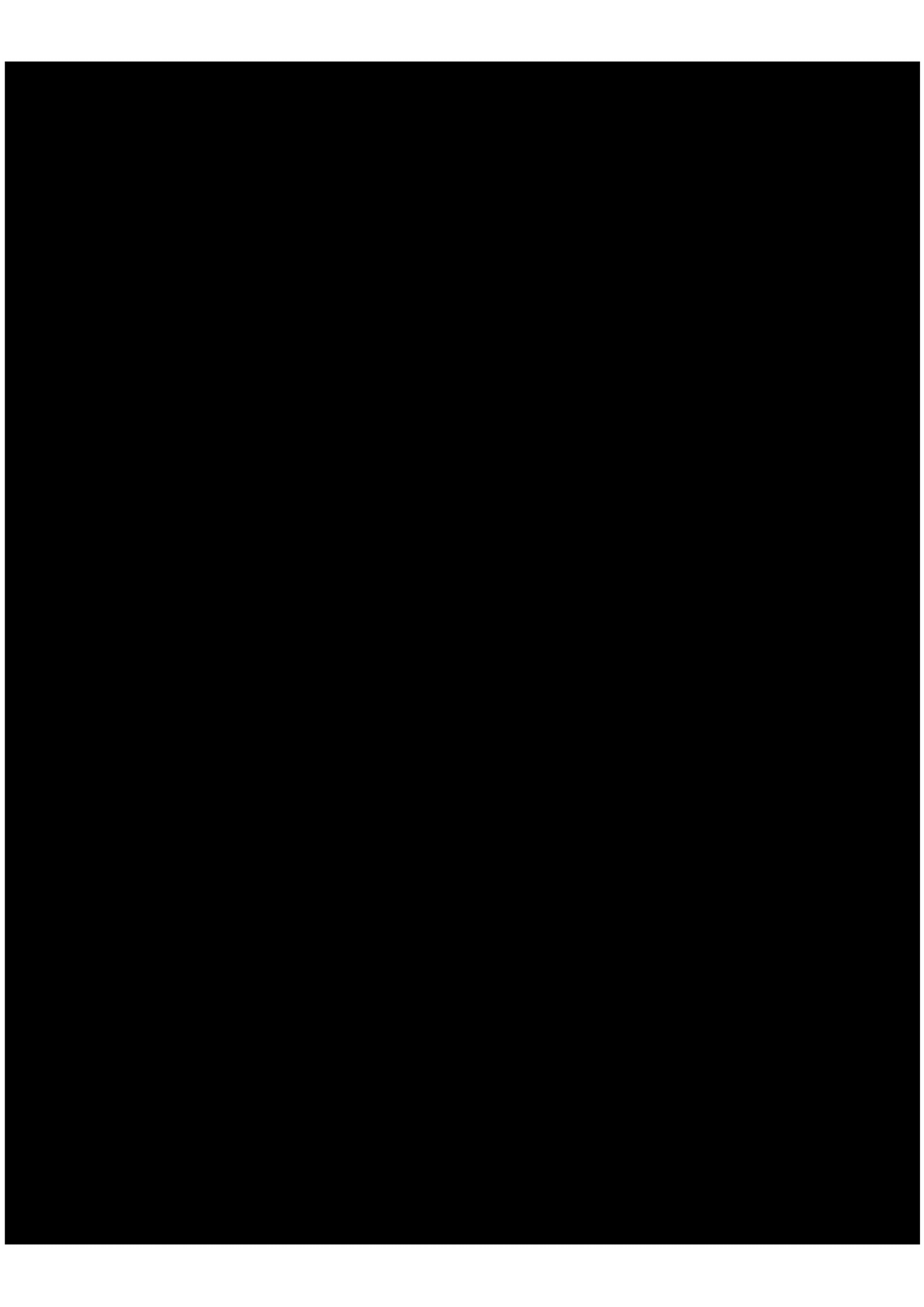
Corporate Staff 2020 Forecast Review

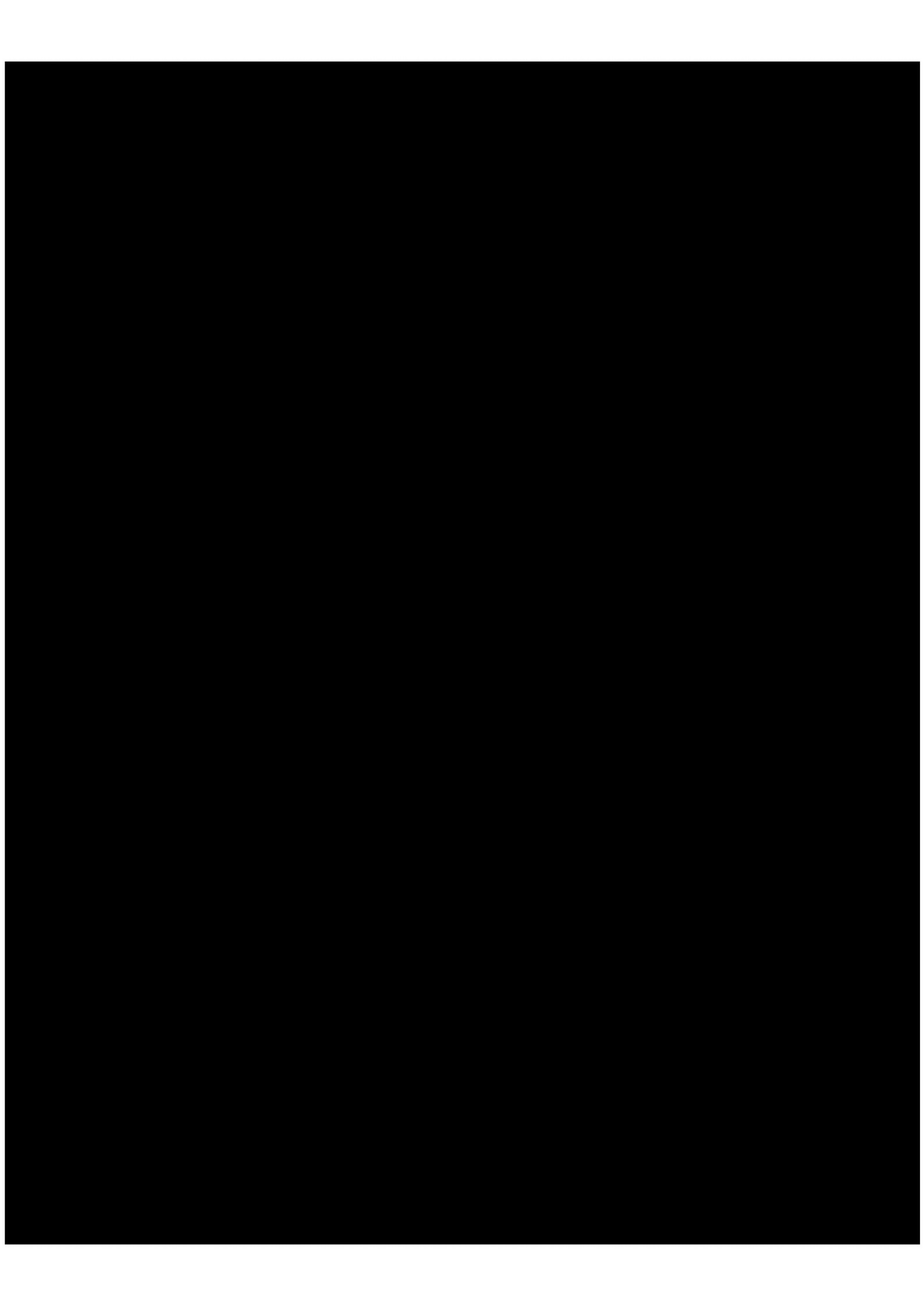


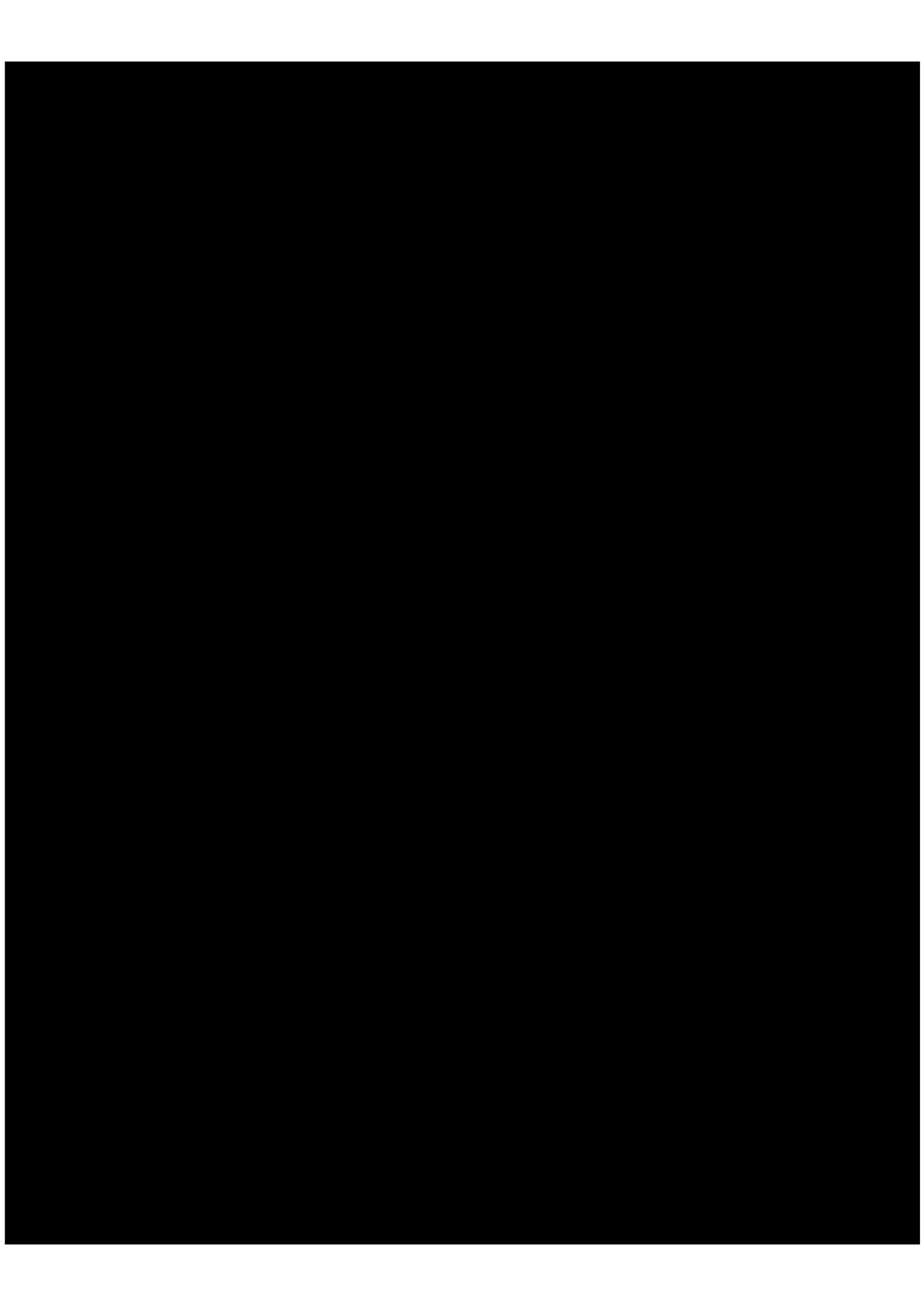
Doug Barnett

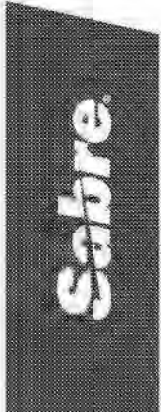
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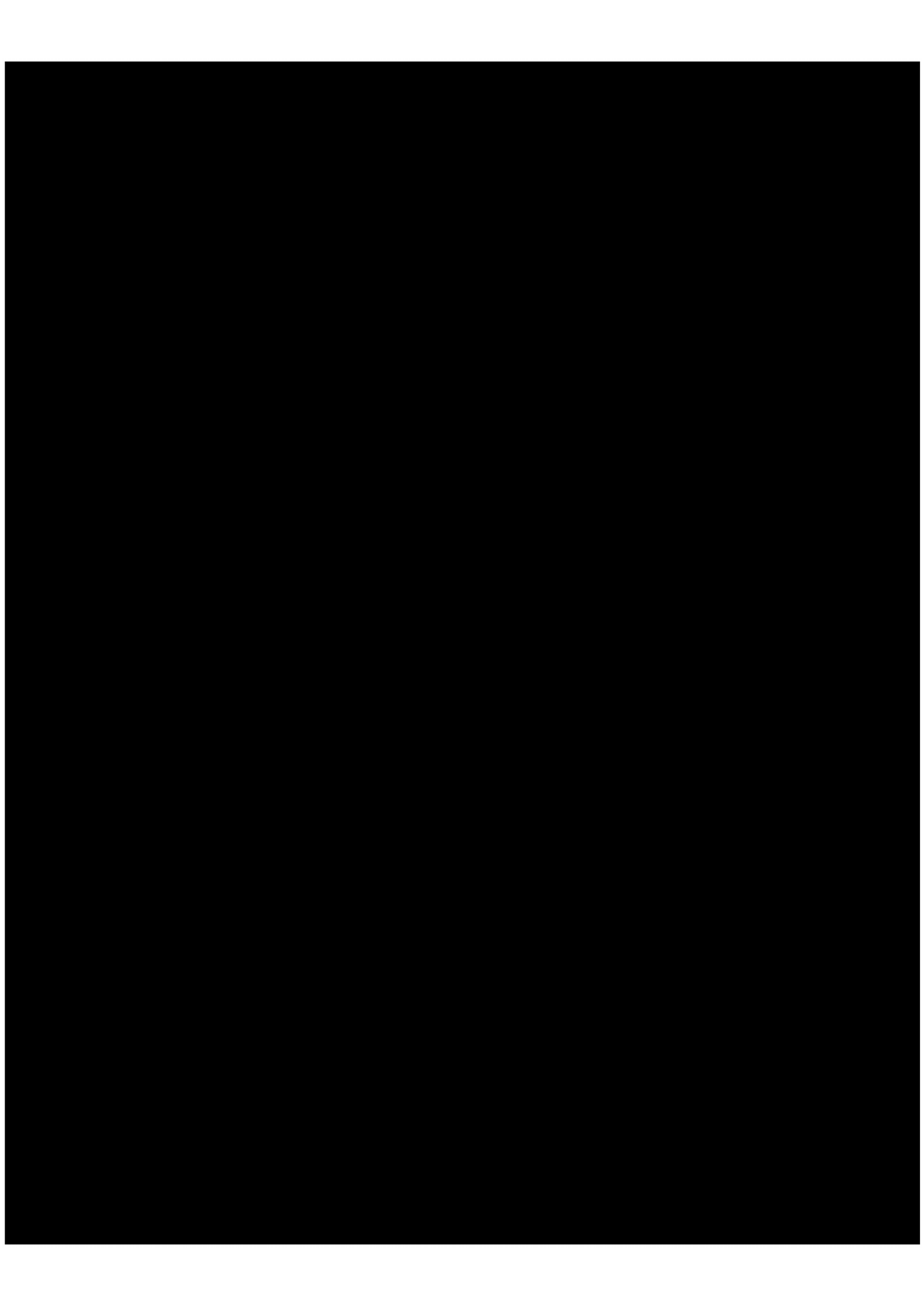


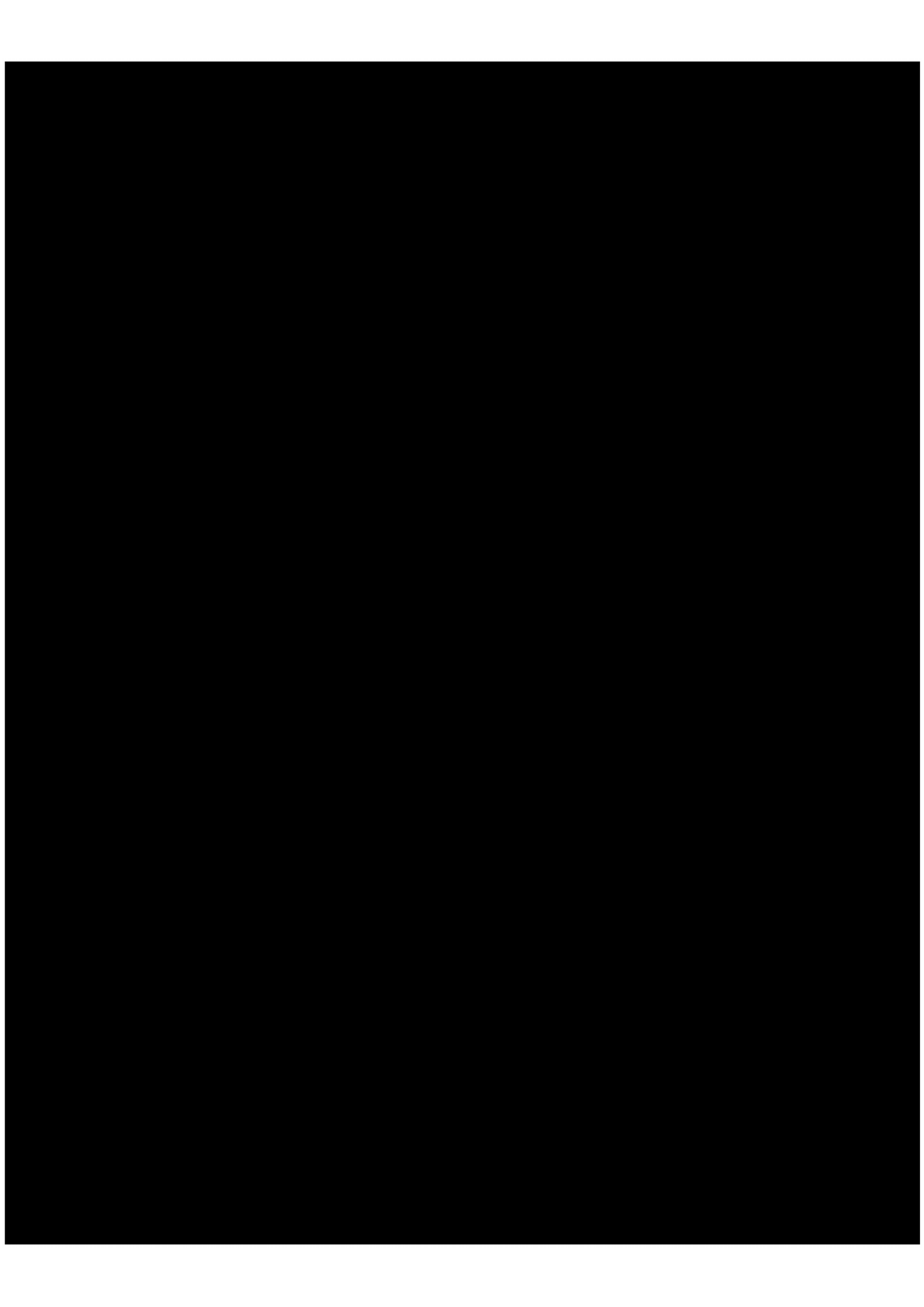
Key Discussion Points:

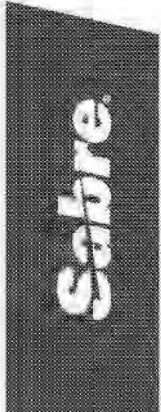


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2020 Plan Expectations



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