

Vilches Lit. Exhibit
3
Alderson Court Reporting
12/6/2016
Christina Diaz, CRC, CRR, RMC, LSP, CRR

From: Vilches, Jorge
Sent: Thu, 7 Dec 2017 13:54:31 -0600 (CST)
To: Wilding, Chris[Chris.Wilding@sabre.com]; Ciancimino, Alessandro [Alessandro.Ciancimino@sabre.com]; Narayanan, Rakesh [Rakesh.Narayanan@sabre.com]; Tibor, Chad[Chad.Tibor@sabre.com]; Scott, Cristina [Cristina.Scott@sabre.com]; Stoneking, Christine[Christine.Stoneking@sabre.com]; Marcus, Rick[Richard.Marcus@sabre.com]; Urruh, Jacklyn[Jacklyn.Urruh@sabre.com]; Burgess, Brett[Brett.Burgess@sabre.com]; Everly, Robin[Robin.Everly@sabre.com]; Butler, Dustin[Dustin.Butler@sabre.com]
Subject: ALT Kick-off presentation - CONFIDENTIAL
Attachments: ALT Kick off.pptx

Team,

First of all thanks for taking a whole day yesterday for our meeting. I think it went great!

Here you have the document we discussed yesterday. We will update it with the inputs and resend it. I'll also send an e-mail with the action items.

Please don't share this document with anyone yet until we have the final version and we have the green light to make it official.

Please send your comments, proposals and rationale on your organization based on what we said yesterday to Jacklyn and me until next Wednesday 13th.

Christine pls discuss the actions to be incorporated in the plan with each VP so that we can have that consolidated version we saw yesterday. I also need the waterfall with the final budget including those new actions. Please also send those to me by the 13th.

I'm really excited about the Air LOB and what we can achieve with this great team!

Best,
Jorge

Jorge Vilches
Senior Vice President Air Line of Business
Office: +44 02085388500 | Mobile: [REDACTED]

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PLAINTIFF EXHIBIT
PX362

SABR-001688153

Sabre

Air Line of Business Leadership Team Kick-Off

December 6, 2017



SABR-001688154

Agenda –AM– Defining our High Performing Team

1	Welcome and Introductions	8:00 – 8:15
2	Review Air LOB and New Organization	8:15 – 9:45
	Break	9:45 – 10:00
3	Six Minute Story - ALT	10:00 – 10:45
4	Generating ALT Norms	10:45 – 11:30
5	Defining Air LOB Mission & Vision	11:30 – 12:00
	Break & Lunch	12:00 – 13:00



Speaker Notes for Slide 2

Quick run through the agenda



Agenda –PM– Air LOB Strategy & Execution

6	Air LOB Priorities for 2018	13:00–13:15
7	Air LOB Economics	13:15–13:30
8	Air Product 2018 – Plan Review	13:30–14:15
9	Air Marketing 2018 – Plan Review	14:15 – 15:00
	Break	15:00 – 15:15
10	Regional footprint discussion	15:15 – 17:00
	Happy hour & Dinner	18:00 – 20:00



Speaker Notes for Slide 3

Quick run through the agenda



Agenda –AM– Defining our High Performing Team

1	Welcome and Introductions	8:00 – 8:15
2	Review <i>Air LOB</i> and New Organization	8:15 – 9:45
	Break	9:45 – 10:00
3	Six Minute Story - ALT	10:00 – 10:45
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Speaker Notes for Slide 4

Quick run through the agenda



Sabre in the eyes of an airline

How do airlines see Sabre?

- *Organization*: Old school
- *Mkt approach*: Arrogant (monopoly)
- *Time to market*: Endless
- *Product*: Old technology
- *Price*: Expensive
- *Reliability*: Not reliable

Speaker Notes for Slide 5

Facilitator Notes:

The definition of a line of business is really quite simple.
A set of products and services managed by a team

LOB's are often organized by...

Setting up LOB's provides essentially 3 things:

- View of performance vertically
- Allocation of resources
- Accountability

Most often used in larger companies

Sabre in the eyes of an airline

How do airlines see Sabre?

- *Organization*: Old school
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- *Price*: Expensive
- *Reliability*: Not reliable



AND NOW WHAT???

Speaker Notes for Slide 6

Facilitator Notes:

The definition of a line of business is really quite simple.
A set of products and services managed by a team

LOB's are often organized by...

Setting up LOB's provides essentially 3 things:

- View of performance vertically
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- Accountability

Most often used in larger companies

WHAT IS AIR LINE OF BUSINESS???



Speaker Notes for Slide 7

Facilitator Notes:

The definition of a line of business is really quite simple.
A set of products and services managed by a team

LOB's are often organized by...

Setting up LOB's provides essentially 3 things:

- View of performance vertically
- Allocation of resources
- Accountability

Most often used in larger companies

Line of Business

What is a Line of Business (LOB)?

A set of products and services managed by a team

Often organized by:

- Product Type/Category
- Customer Segment/Size
- Brand
- Distribution Channel
- Consumption Channel



Provides 3 things in a chosen market orientation:

1. **Visibility.** A view of business performance
2. **Allocation of resources** toward business performance
3. **Accountability** for business performance

Most commonly used in larger businesses with significant complexity across geographies, customer groups, products, and services

Speaker Notes for Slide 8

Facilitator Notes:

The definition of a line of business is really quite simple.
A set of products and services managed by a team.

LOB's are often organized by...

Setting up LOB's provides essentially 3 things:

- View of performance vertically
- Allocation of resources
- Accountability

Most often used in larger companies

Line of Business

How do we envision that the lines of business will operate?

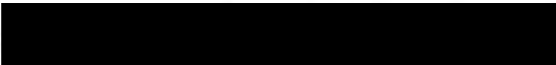
Fundamental decision		Line of Business Orientation
Capital allocation	Product investments	
Budget allocation	Allocation of expense dollars, sales focus	
HC allocation	Allocation of people and time towards initiatives, focus areas	
Pricing	Product pricing	

How can we better provide the tech needs within the whole Air value chain?

Are we capturing all the potential within the air value chain?
Economies of Scope, Synergies?

Are we investing in the long term growth of the Air marketplace and enabling ***both*** our supplier and agency partners?

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The burning platform



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Speaker Notes for Slide 10

Facilitator Notes:

The definition of a line of business is really quite simple.
A set of products and services managed by a team

LOB's are often organized by..

Setting up LOB's provides essentially 3 things:

- View of performance vertically
- Allocation of resources
- Accountability

Most often used in larger companies

So what should the Air LOB do to help Sabre win in this challenging scenario...?



Speaker Notes for Slide 11

Facilitator Notes:

The definition of a line of business is really quite simple.
A set of products and services managed by a team

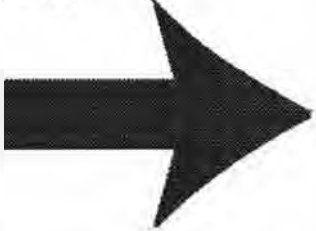
LOB's are often organized by...

Setting up LOB's provides essentially 3 things:

- View of performance vertically
- Allocation of resources
- Accountability

Most often used in larger companies

Let's start now!

- *Organization*: Old school
 - *Mkt approach*: Arrogant (monopoly)
 - *Time to market*: Endless
 - *Product*: Old technology
 - *Price*: Expensive
 - *Reliability*: Not reliable
- 
- Modern (LOB, agile, responsive)
 - Friendly but firm (partner)
 - Quick
 - State of the art (a comp. advantage)
 - Great Value perceived (not just fee / transaction)
 - Reliable

Speaker Notes for Slide 12

Facilitator Notes:

The definition of a line of business is really quite simple.
A set of products and services managed by a team

LOB's are often organized by...

Setting up LOB's provides essentially 3 things:

- View of performance vertically
- Allocation of resources
- Accountability

Most often used in larger companies

Agenda –AM– Defining our High Performing Team

- | | | |
|---|--|---------------|
| 1 | Welcome and Introductions | 8:00 – 8:15 |
| 2 | Review Air LOB and <i>New Organization</i> | 8:15 – 9:45 |
| | Break | 9:45 – 10:00 |
| 3 | Six Minute Story - ALT | 10:00 – 10:45 |
| 4 | Generating ALT Norms | 10:45 – 11:30 |
| 5 | Defining Air LOB Mission & Vision | 11:30 – 12:00 |
| | Break & Lunch | 12:00 – 13:00 |



Speaker Notes for Slide 13

Quick run through the agenda





Current Status

- The TN organization is currently designed to primarily serve the agency relationship
 - The historical mandate of Air Commerce has been to [REDACTED]
 - Product resources largely favor agencies, limiting innovation, eroding channel value for airline partners
- Air Commerce is the sole airline advocate with limited resources
 - Support functions are lent on an ad-hoc basis or minimally staffed
 - Marketing, Communications, Sales & Business Operations have minimal bandwidth to support air partners (our revenue)
- Existing TN structure hinders speed to market
 - Silos inhibit decision making & execution effectiveness
 - We do not jointly sell with the AS team, capping value creation
- Sabre is perceived by airlines as distant, arrogant, expensive, slow to market and behind the curve technologically

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TN Leadership Org Chart



Wade Jones
President



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Speaker Notes for Slide 15

New ORG CHART – Obj for the year





SABR-001688181



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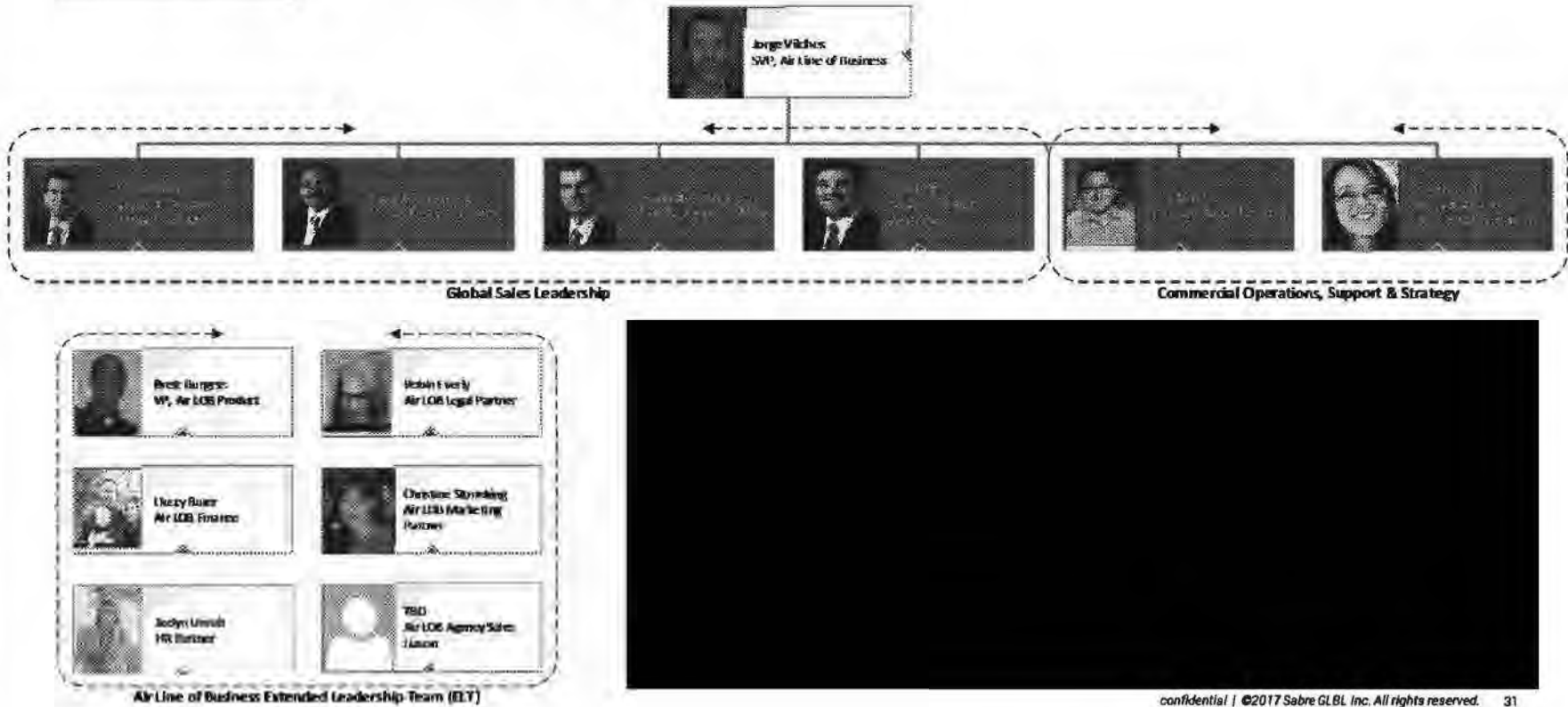


SABR-001688182



SABR-001688183

Air Line of Business Organization

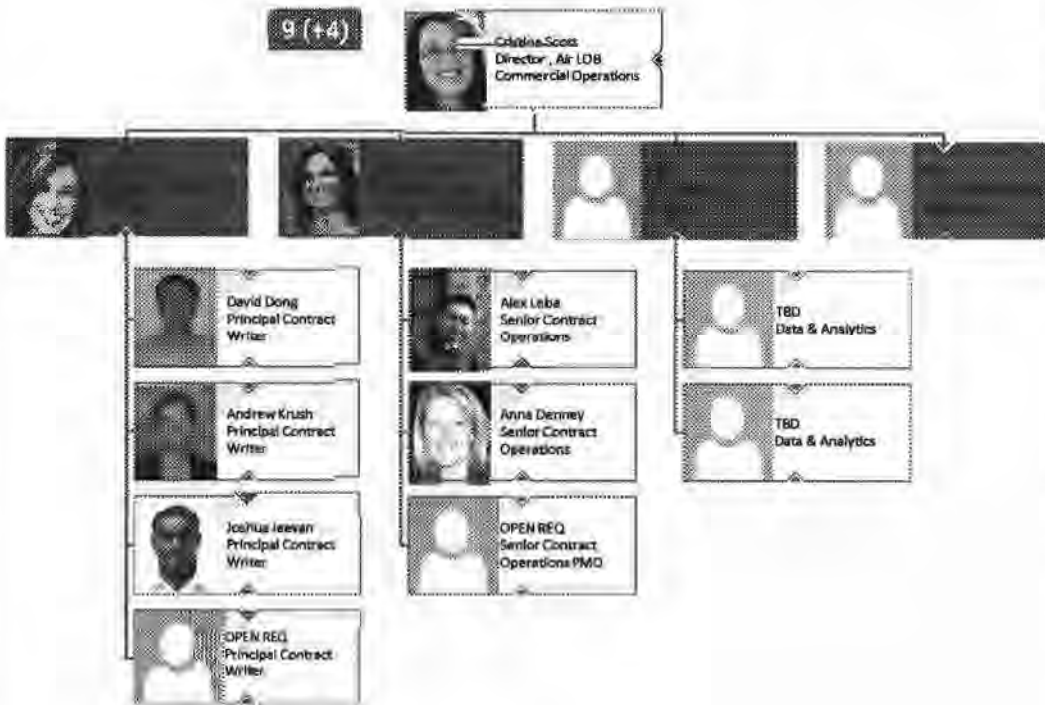


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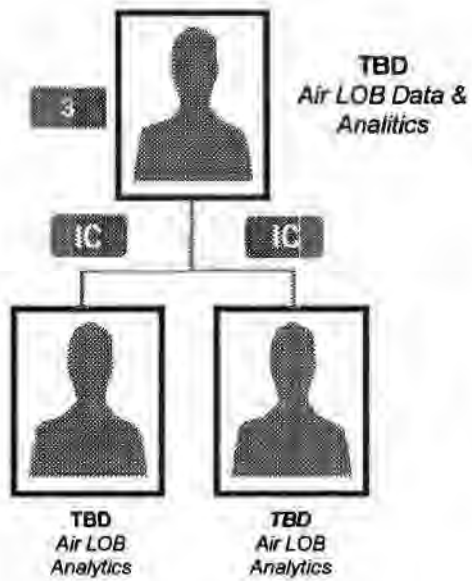
Sales Organization



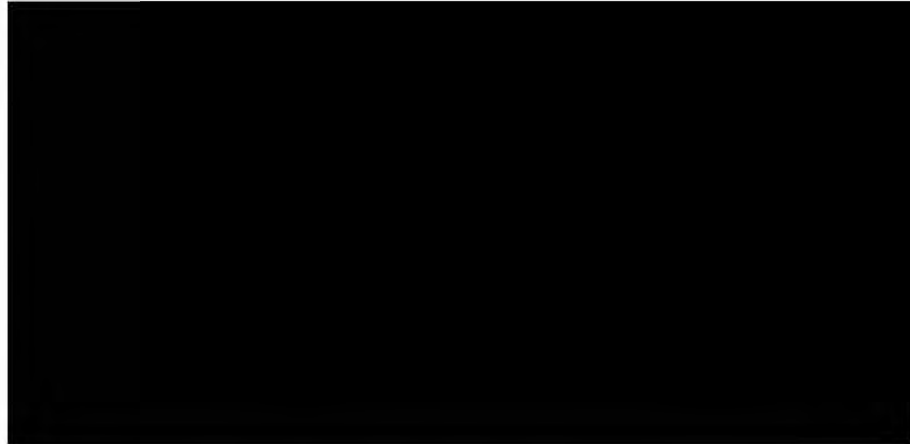
Commercial Operations Organization



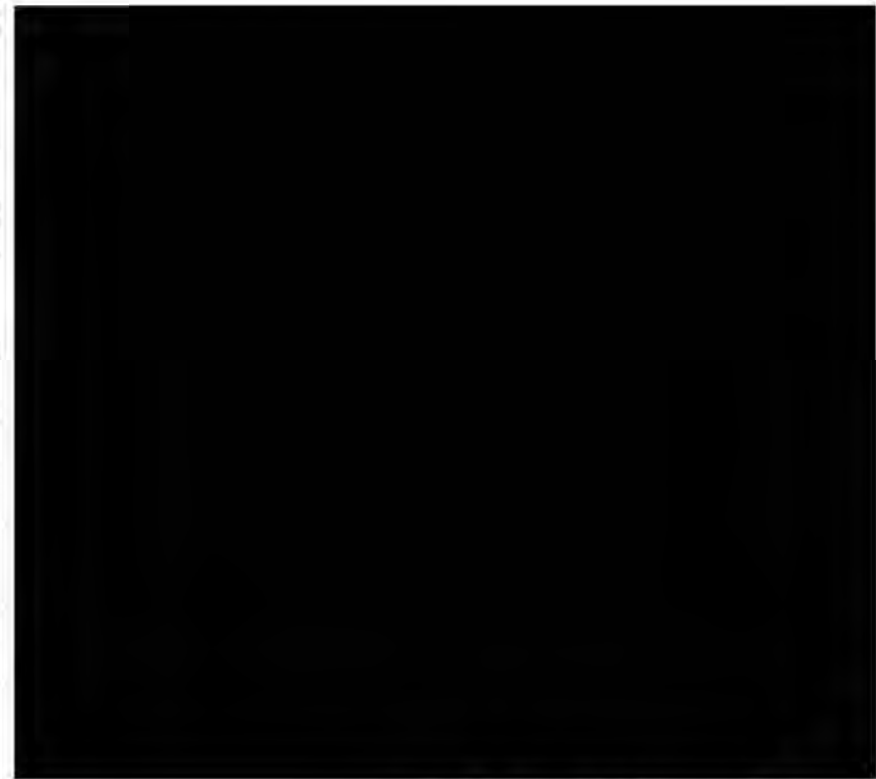
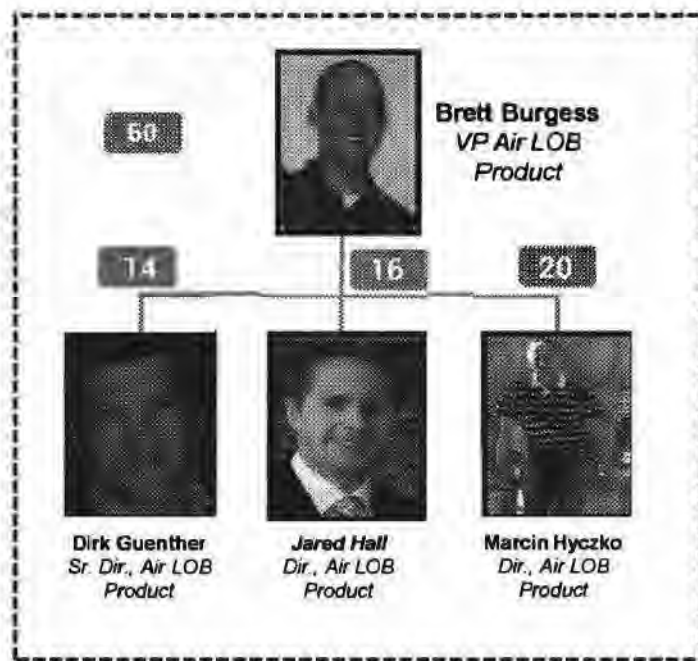
Data & Analytics Organization



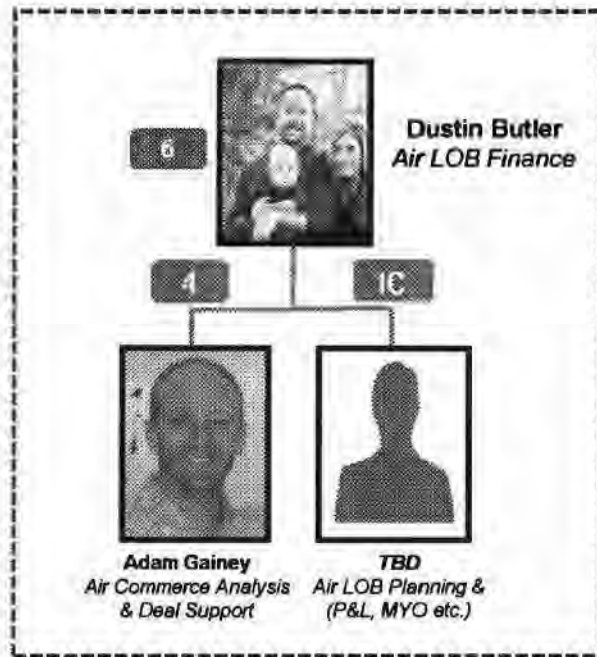
Strategy Organization






Air LOB Product Organization



Finance Organization



Marketing, Legal and HR Organizations

2	IC	IC
		
Christine Stoneking <i>Air LOB Mktg & Communications</i>	Robin Everly <i>Air LOB Legal Partner</i>	Jaclyn Unruh <i>Air LOB Human Resources</i>



Proposed liaison between Air LOB and Agency Sales



TBD
Agency Sales
Liaison



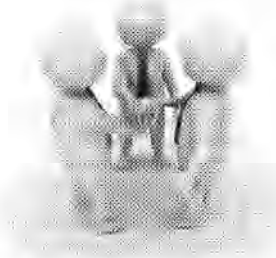
What I expect from this team



- Respect
- Trust
- Loyalty
- Shared goals



- Professionalism
- Honesty
- Ethics



- Commitment
- Empowerment
- Accountability

Agenda –AM– Defining our High Performing Team

- | | | |
|---|-------------------------------------|---------------|
| 1 | Welcome and Introductions | 8:00 – 8:15 |
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| | Break | 9:45 – 10:00 |
| 3 | Six Minute Story - ALT | 10:00 – 10:45 |
| 4 | Generating ALT Norms | 10:45 – 11:30 |
| 5 | Defining Air LOB Mission & Vision | 11:30 – 12:00 |
| | Break & Lunch | 12:00 – 13:00 |



Speaker Notes for Slide 29

Quick run through the agenda



Agenda –AM– Defining our High Performing Team

- | | | |
|---|-------------------------------------|---------------|
| 1 | Welcome and Introductions | 8:00 – 8:15 |
| 2 | Review Air LOB and New Organization | 8:15 – 9:45 |
| | Break | 9:45 – 10:00 |
| 3 | Six Minute Story – ALT | 10:00 – 10:45 |
| 4 | Generating ALT Norms | 10:45 – 11:30 |
| 5 | Defining Air LOB Mission & Vision | 11:30 – 12:00 |
| | Break & Lunch | 12:00 – 13:00 |



Speaker Notes for Slide 30

Quick run through the agenda



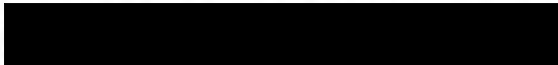
Agenda –AM– Defining our High Performing Team

- | | | |
|---|-------------------------------------|---------------|
| 1 | Welcome and Introductions | 8:00 – 8:15 |
| 2 | Review Air LOB and New Organization | 8:15 – 9:45 |
| | Break | 9:45 – 10:00 |
| 3 | Six Minute Story - ALT | 10:00 – 10:45 |
| 4 | Generating ALT Norms | 10:45 – 11:30 |
| 5 | Defining Air LOB Mission & Vision | 11:30 – 12:00 |
| | Break & Lunch | 12:00 – 13:00 |



Speaker Notes for Slide 31

Quick run through the agenda



Agenda –AM– Defining our High Performing Team

1	Welcome and Introductions	8:00 – 8:15
2	Review Air LOB and New Organization	8:15 – 9:45
	Break	9:45 – 10:00
3	Six Minute Story - ALT	10:00 – 10:45
4	Generating ALT Norms	10:45 – 11:30
5	Defining Air LOB Mission & Vision	11:30 – 12:00
	Break & Lunch	12:00 – 13:00



Speaker Notes for Slide 32

Quick run through the agenda



Agenda –AM– Defining our High Performing Team

1	Welcome and Introductions	8:00 – 8:15
2	Review Air LOB and New Organization	8:15 – 9:45
	Break	9:45 – 10:00
2	Six Minute Story - ALT	10:00 – 10:45
4	Generating ALT Norms	10:45 – 11:30
5	Defining Air LOB Mission & Vision	11:30 – 12:00
	Break & Lunch	12:00 – 13:00



Speaker Notes for Slide 33

Quick run through the agenda

Agenda –PM– Air LOB Strategy & Execution

6	Air LOB Priorities for 2018	13:00–13:15
7	Air LOB Economics	13:15–13:30
8	Air Product 2018 – Plan Review	13:30–14:15
9	Air Marketing 2018 – Plan Review	14:15 – 15:00
	Break	15:00 – 15:15
10	Regional footprint discussion	15:15 – 17:00
	Happy hour & Dinner	18:00 – 20:00



Speaker Notes for Slide 34

Quick run through the agenda



Air Line of Business Priorities for 2018



Agenda –PM– Air LOB Strategy & Execution

6	Air LOB Priorities for 2018	13:00–13:15
7	Air LOB Economics	13:15–13:30
8	Air Product 2018 – Plan Review	13:30–14:15
9	Air Marketing 2018 – Plan Review	14:15 – 15:00
	Break	15:00 – 15:15
10	Regional footprint discussion	15:15 – 17:00
	Happy hour & Dinner	18:00 – 20:00



Speaker Notes for Slide 36

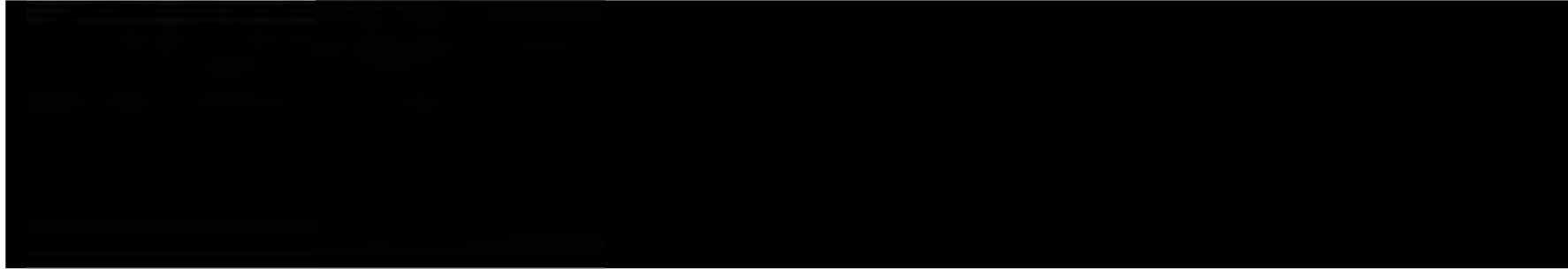
Quick run through the agenda



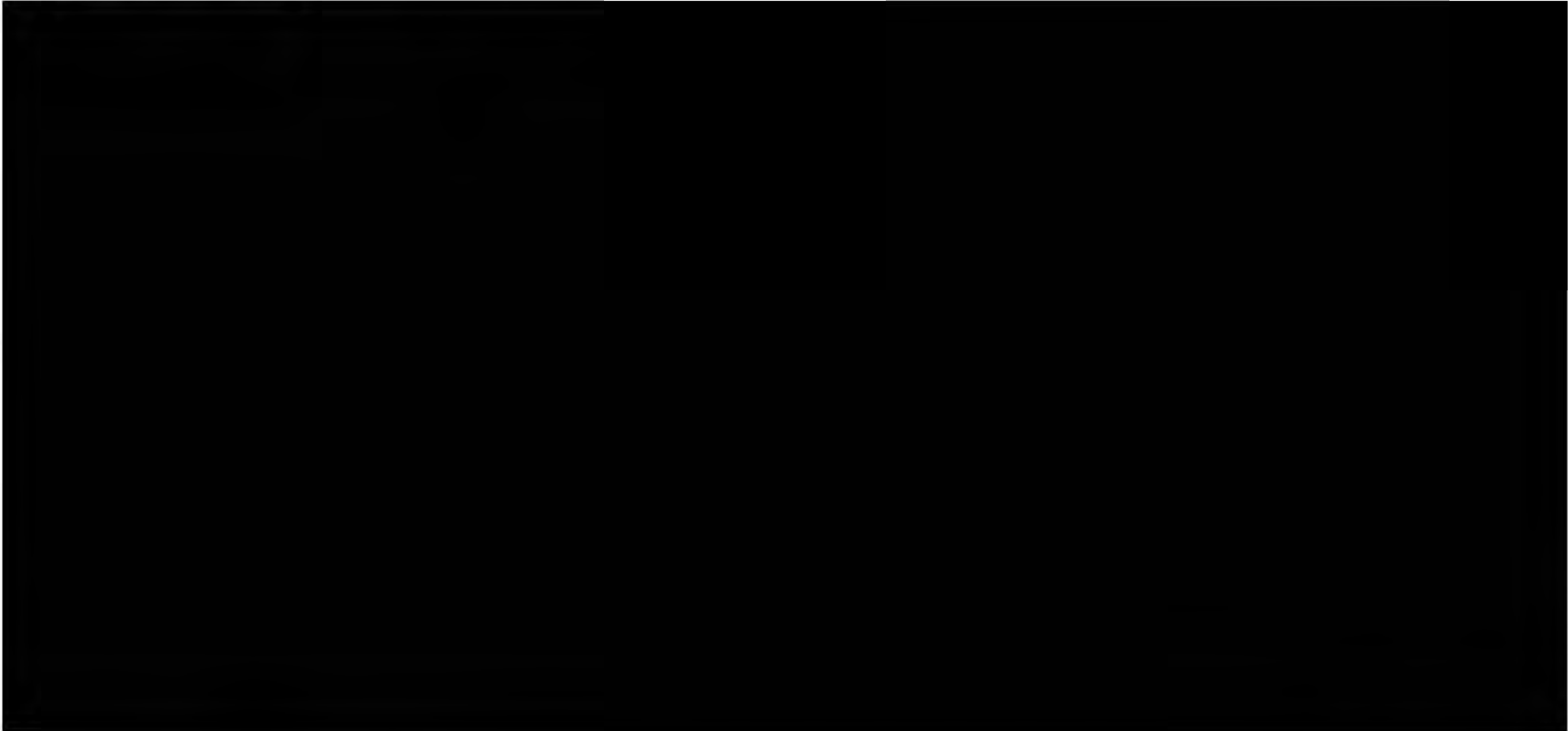
PLAN 2018 - SUMMARY P&L



Speaker Notes for Slide 37



LOB P&L Principles



Transactional Revenue



[Redacted]

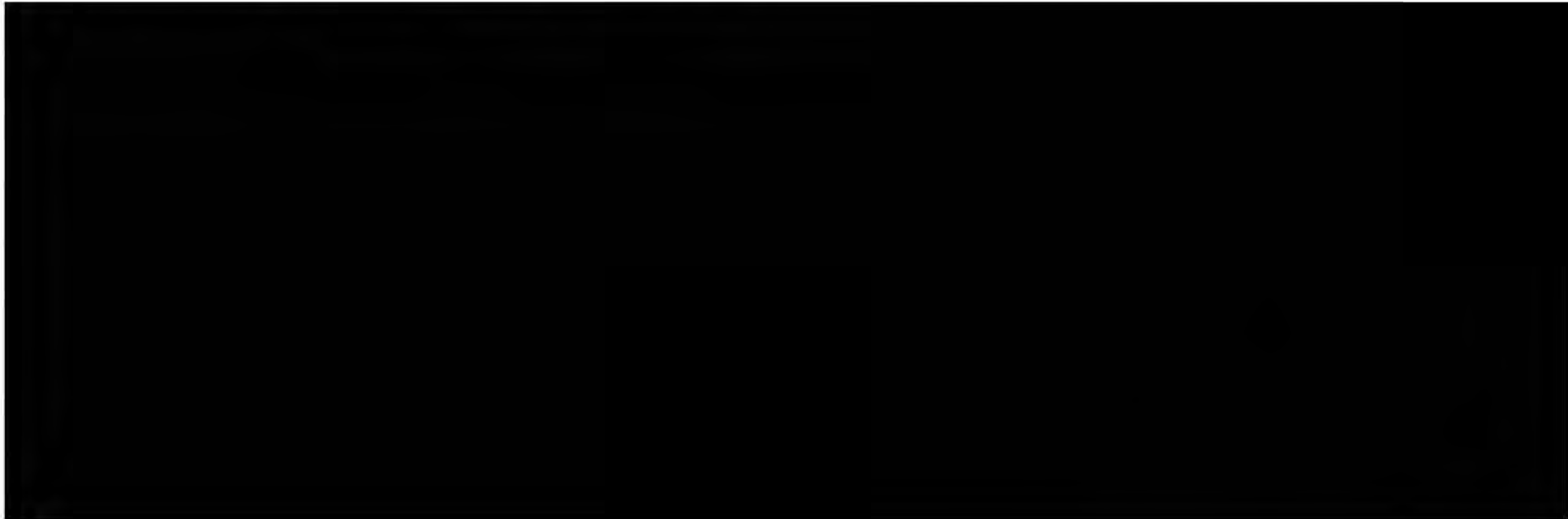
Product Revenue



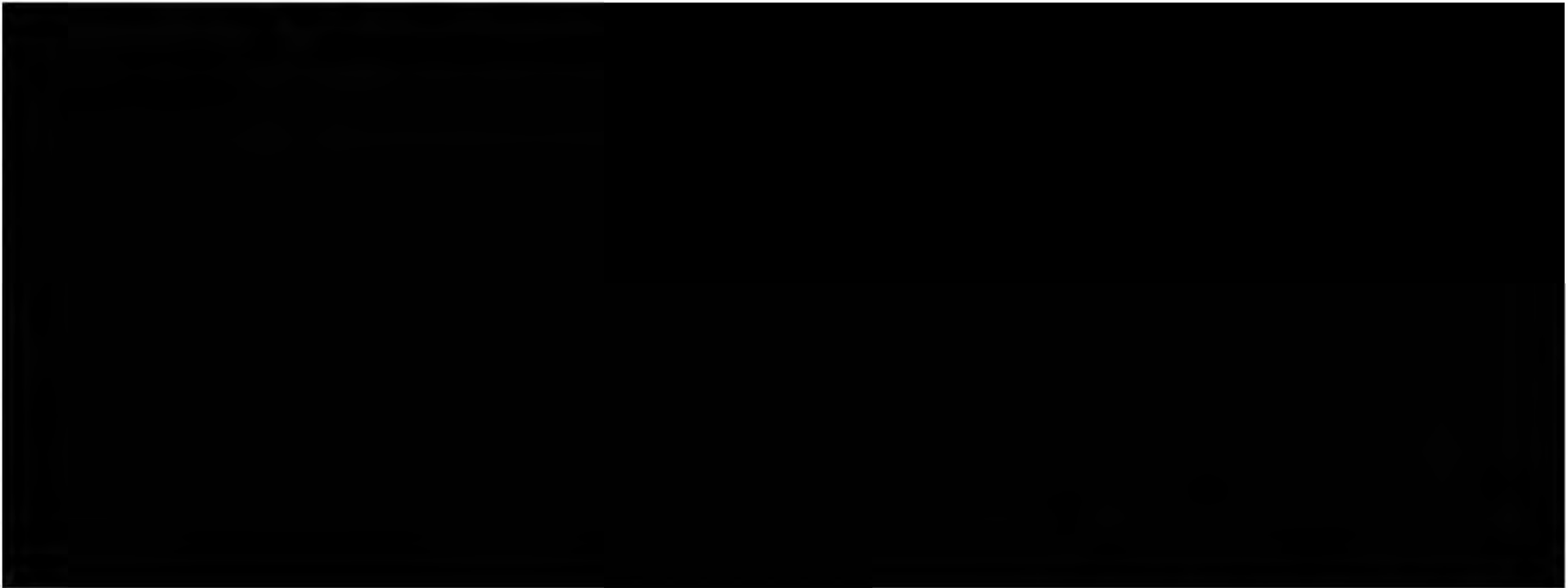
Incentives



Development Labor and D&A



Technology Expenses



Allocations



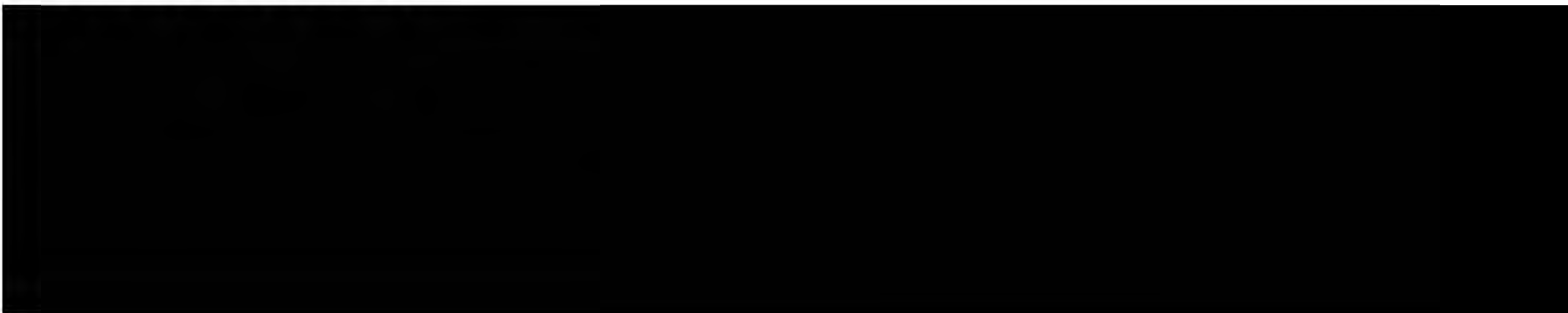
Example of Forecast Tracking

- Need to define level of granularity for forecast/tracking by LOB by Region
- Agree on allocations for support costs and tracking mechanism to drive accountability

Air Marketing - Plan		J	F	M	...	N	D	FY 2018
Events	Internal							
	External							
	Other							
Media	Item 1							
	Item 2							
	Item 3							
Ad & Promo	Item 1							
	Item 2							
	Item 3							
Total								

Air Marketing - Forecast		J	F	M	...	N	D	FY 2018
Events	Internal							
	External							
	Other							
Media	Item 1							
	Item 2							
	Item 3							
Ad & Promo	Item 1							
	Item 2							
	Item 3							
Total								

Speaker Notes for Slide 45



Agenda –PM– Air LOB Strategy & Execution

6	Air LOB Priorities for 2018	13:00–13:15
7	Air LOB Economics	13:15–13:30
8	Air Product 2018 – Plan Review	13:30–14:15
9	Air Marketing 2018 – Plan Review	14:15 – 15:00
	Break	15:00 – 15:15
10	Regional footprint discussion	15:15 – 17:00
	Happy hour & Dinner	18:00 – 20:00



Speaker Notes for Slide 46

Quick run through the agenda



Agenda –PM– Air LOB Strategy & Execution

6	Air LOB Priorities for 2018	13:00–13:15
7	Air LOB Economics	13:15–13:30
8	Air Product 2018 – Plan Review	13:30–14:15
9	Air Marketing 2018 – Plan Review	14:15 – 15:00
	Break	15:00 – 15:15
10	Regional footprint discussion	15:15 – 17:00
	Happy hour & Dinner	18:00 – 20:00



Speaker Notes for Slide 47

Quick run through the agenda



Agenda –PM– Air LOB Strategy & Execution

6	Air LOB Priorities for 2018	13:00–13:15
7	Air LOB Economics	13:15–13:30
8	Air Product 2018 – Plan Review	13:30–14:15
9	Air Marketing 2018 – Plan Review	14:15 – 15:00
	Break	15:00 – 15:15
10	Regional footprint discussion	15:15 – 17:00
	Happy hour & Dinner	18:00 – 20:00



Speaker Notes for Slide 48

Quick run through the agenda



Agenda –PM– Air LOB Strategy & Execution

6	Air LOB Priorities for 2018	13:00–13:15
7	Air LOB Economics	13:15–13:30
8	Air Product 2018 – Plan Review	13:30–14:15
9	Air Marketing 2018 – Plan Review	14:15 – 15:00
	Break	15:00 – 15:15
10	Regional footprint discussion	15:15 – 17:00
	Happy hour & Dinner	18:00 – 20:00



Speaker Notes for Slide 49

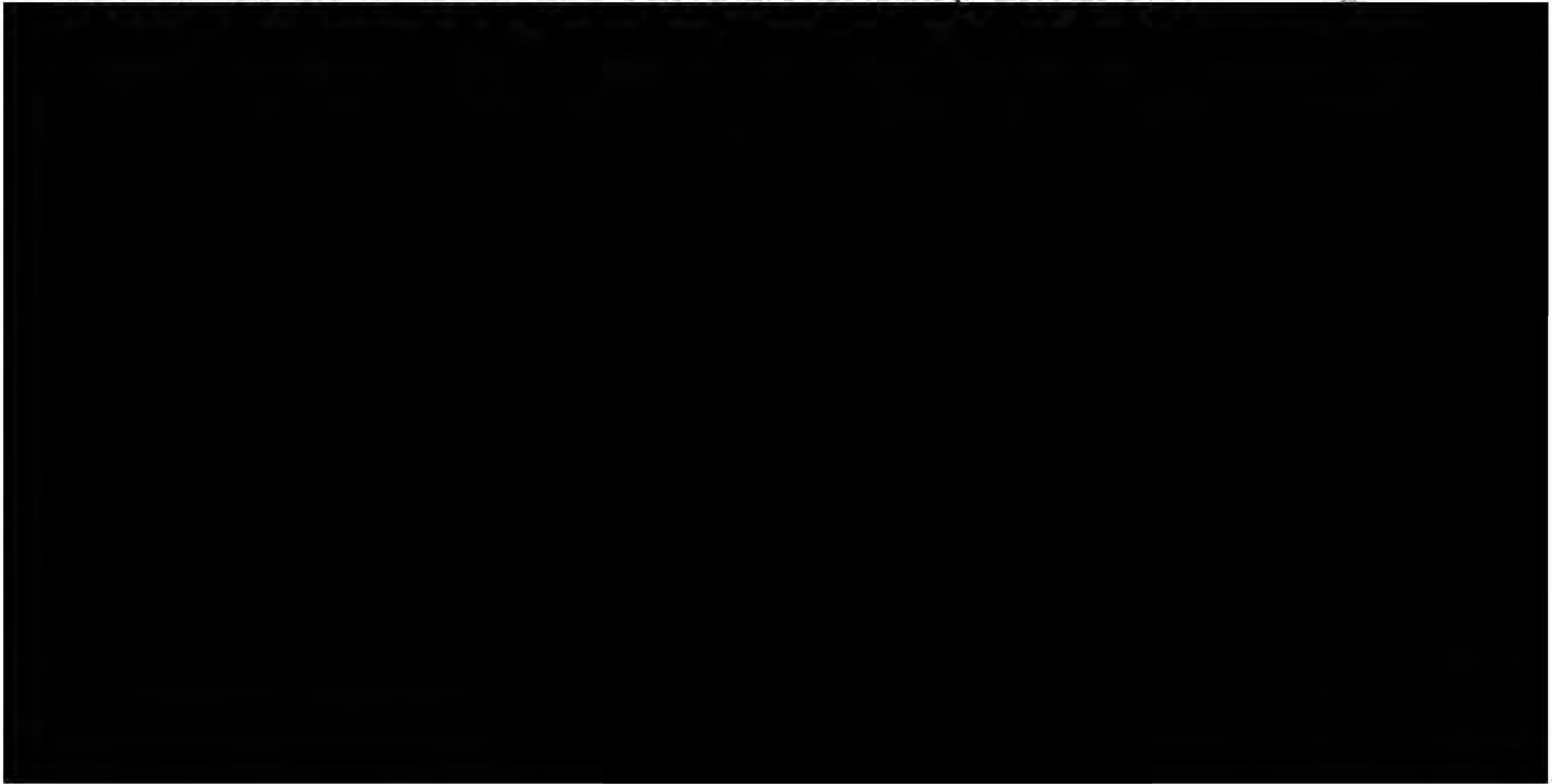
Quick run through the agenda



Current Headcount By Region – FTEs and Revenue



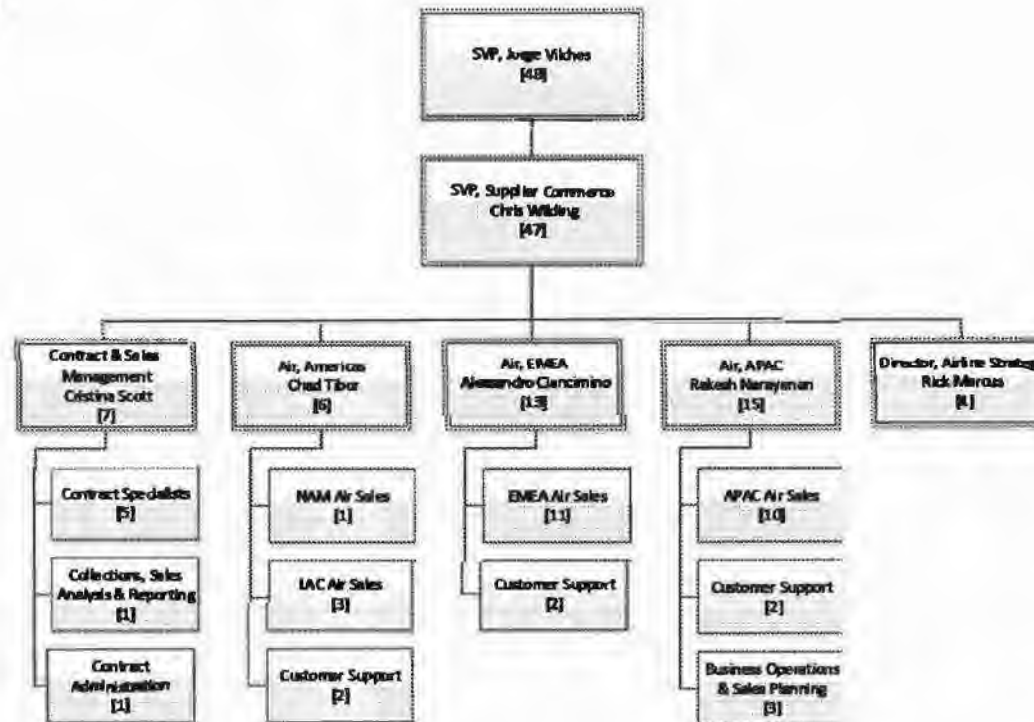
The interaction with airlines and support required today for AS and Air LOB are fundamentally different



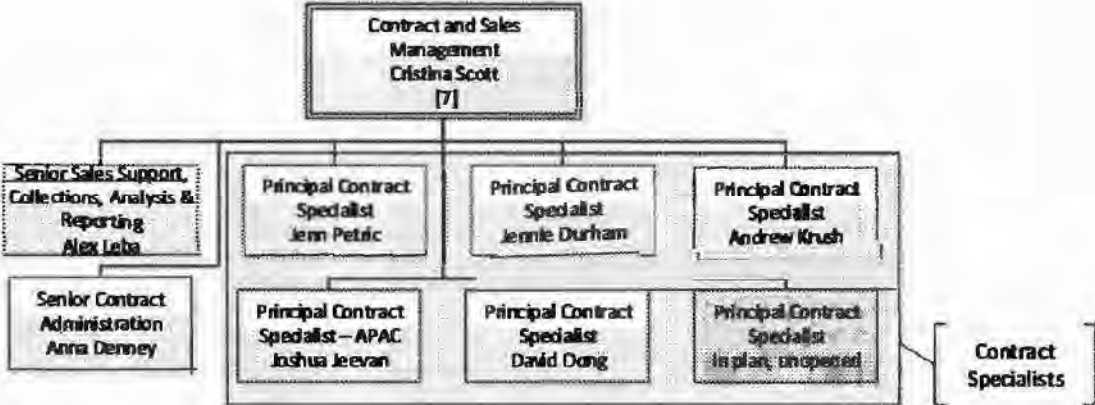
How should we work with AS from now on...



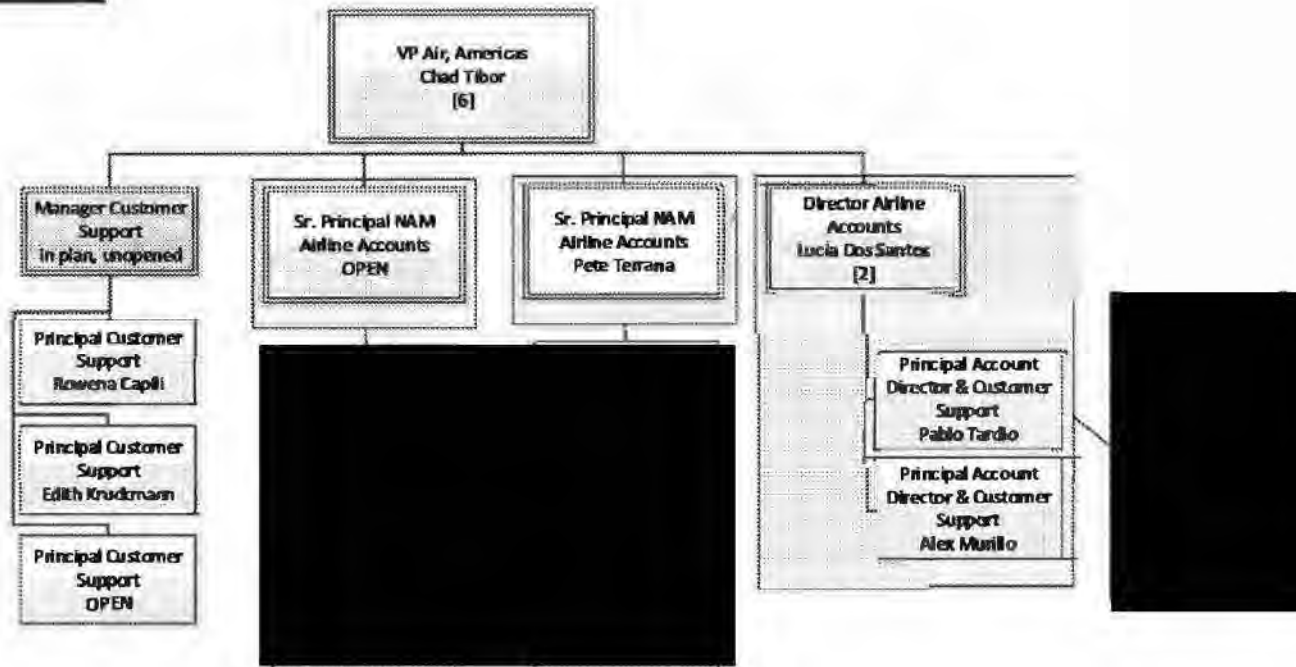
Current Organization Chart



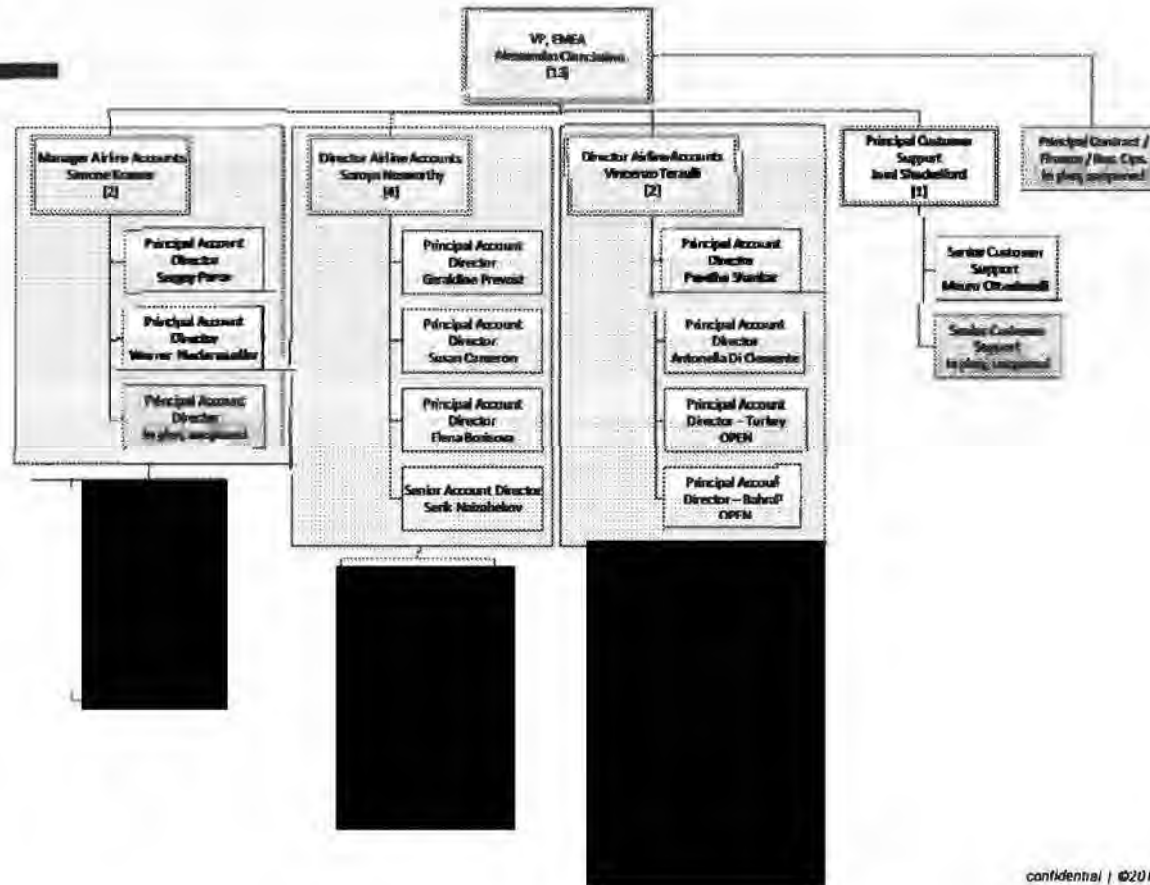
Contract & Sales Management



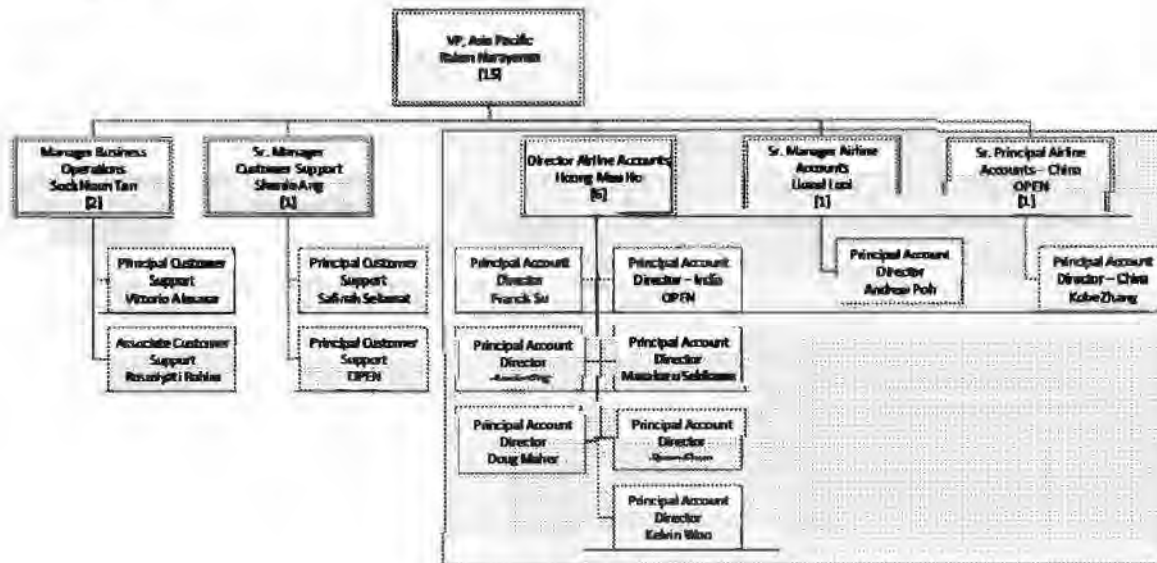
Americas



EMEA



APAC



Agenda –PM– Air LOB Strategy & Execution

6	Air LOB Priorities for 2018	13:00–13:15
7	Air LOB Economics	13:15–13:30
8	Air Product 2018 – Plan Review	13:30–14:15
9	Air Marketing 2018 – Plan Review	14:15 – 15:00
	Break	15:00 – 15:15
10	Regional footprint discussion	15:15 – 17:00
	Happy hour & Dinner	18:00 – 20:00



Speaker Notes for Slide 58

Quick run through the agenda



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Air Line of Business Leadership Team Kick-Off

██████████
December 6, 2017



████████████████████
SABR-001688238