

## ***Sabre Holdings Positioning***

### ***Join Ventures / Strategic Alliances***

1. Sabre and Abacus International, one of leading Asia-Pacific's travel facilitator, formed a joint venture in 1998, to establish Sabre System as a market leader in computer reservation system market in Asia.
2. In 2001, Sabre Holdings Corporation and QSI Payments, entered into an exclusive agreement to provide Sabre Connected travel consultants, consolidators and suppliers with an integrated payment processing and settlement solution.
3. In 2001, The company, through its wholly-owned subsidiaries, also formed a strategic alliance with TravelSky Technology to expand its presence in growing markets around the globe.
4. In 2001, Sabre Holdings signed an agreement with Nexion, a host agency, to provide turnkey solutions for professional travel agencies and independent travel agents.
5. In 2002, Sabre Pacific entered a five year single global distribution system (GDS) agreement with UTAG Travel, thus joining as commercial partners.
6. During 2003, the company signed many contracts with international airlines for its direct connect availability (DCA) program, which allowed airlines to use the company's global distribution system (GDS).
7. In 2004, the company signed a five-year global distribution system agreement with Expedia.
8. In 2005, Sabre and Gulf Air signed an agreement to create a joint venture company Sabre travel network Middle East to be based in Bahrain.
9. In 2005, Sabre airline solutions signed agreements with Hawaiian Airlines and Southwest Airlines and Sabre airline solutions.
10. In 2005, Sabre Holdings signed five-year deal with AirTran Airways through which the airline commits to make all its fares and inventory available through the Sabre travel network global distribution system (GDS) and Travelocity.
11. In January 2006, Russian aviation start-up Air Management Group (AMG) signed contract with Sabre airline solutions. Under the contract Sabre will help AMG to operate its new Moscow-based air taxi services under the Dexter brand.
12. In 2006, Sabre Holdings and Northwest Airlines signed five-year agreement, through which all Northwest published fares and inventory, including Web fares, will be made available through the Sabre global distribution system (GDS).
13. In February 2006, VRX Worldwide, through its wholly-owned subsidiary VRX Studios, signed a three year content licensing agreement with Sabre Holdings Corporation, to provide VRX's archive of hotel, cruise, and destination visual content for use on its affiliates' points of sale including [www.travelocity.com](http://www.travelocity.com), [www.lastminute.com](http://www.lastminute.com) and the World Choice Travel affiliate network.

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14. In 2006, Sabre travel network signed a long-term global distribution system subscriber agreement with priceline.com.
15. In March 2006, Sabre Holdings signed an agreement with Amadeus IT Group SA to provide their respective travel agents with uninterrupted access to airline inventory.
16. In March 2006, Sabre travel network has signed a multi-year full-content agreement with Belgium's flagship carrier, SN Brussels Airlines and with KLM.
17. In April 2006, Travelocity and its longtime partner, AOL renewed and expanded their marketing partnership for two years.
18. In April 2006, Sabre airline solutions, and Jeju Air has signed an agreement for the maintenance, repair and overhaul (MRO) solution offered through Sabre's recently established global alliance with Ramco
19. In 2006, Sabre travel network and Travelocity signed definitive five year agreements with United Airlines, Delta Airlines and Continental Airlines.
20. In May 2006, Penauille Servisair signed agreement with Sabre airline solutions for Resource Management Solution.
21. In May 2006, Sabre airline solutions consulting business signed deal with Macquarie and 14 Other Airports in Europe and Asia; 15 airport consulting projects were signed in first quarter ending May 2006.
22. In 2006, Travelocity and Lockheed Martin Corporation both signed a five-year agreement to use Travelocity business as its global corporate travel management provider.
23. In 2006, Alaska airlines signed a five-year agreement with Sabre TravelNetwork and Travelocity.
24. During July 2006, Sabre travel network and Hogg Robinson Group have signed a new five-year global agreement.
25. In August 2006, Flybe, the latest airline signed a full content agreement with Sabre travel network, extending the companies' partnership for another three years.
26. In 2006, JetBlue Airways signed a new five-year, full-content agreement with Sabre travel network.
27. In September 2006, Sabre Holdings and American Airlines, both entered five-year distribution agreement that establishes Sabre travel network's access solution as a competitive distribution channel for American Airlines ticket sales.
28. In October 2006, Air Italy signed a five-year deal with Sabre airline solutions.
29. In December 2006, Sabre airline solutions and Cyprus-based airline Kibris Turk Hava Yollari signed a seven-year agreement for the provision of passenger services and operational management solutions.

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### **Acquisitions**

1. In 2001, the company acquired David R Bornemann Associates, an airline scheduling and operations software developer.
2. In 2002, Travelocity wholly owned subsidiary of Sabre Holdings acquired Site59.
3. In 2002, Sabre acquired the Kiehl Hendrickson Group. This acquisition increased the company's software portfolio for small and medium airlines, and expanded its consulting business.
4. In 2003, Sabre's subsidiary, Travelocity acquired the assets of World Choice Travel, the US business division of UK travel company, MyTravel Group.
5. In 2004, Travelocity also acquired Las Vegas-based All State Tours. The purchase included Allstate Ticketing and ShowTickets.com.
6. In 2005, Sabre Holdings also acquired SynXis Corporation.
7. In 2005, Sabre Holdings acquired IgoUgo.com, a travel community Web site, and launched the industry's first travel keyword search engine on the newly acquired site.
8. In 2005, Sabre Holdings acquired lastminute.com, Europe's online travel site.
9. In 2006, Zuji, online travel agency in the Asia Pacific region, became a wholly owned brand of Travelocity.

### **Location**

1. In 2005, Sabre Holdings opened an office in Moscow to expand its presence in Russia and central Asia.
2. In June 2006, Travelocity business launched its first wholly-owned service center in Europe, and announced to pursue business local to the UK.
3. In 2006, Sabre travel network enhanced its presence across the Middle East with the opening of new offices in Jordan and in Cairo.

***Companies can learn from Sabre, to create alliance, join ventures and/or acquire to support sustained growth. Effective implementation of Vertical Integration, Horizontal Integration and Join Ventures, will help companies to provide a good fit to maximize a firm's strengths and opportunities and minimizes its weaknesses and threats.***

#### **Reference:**

Datamonitor. (August, 2007). "Sabre Holdings Corporation". From [www.datamonitor.com](http://www.datamonitor.com)

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