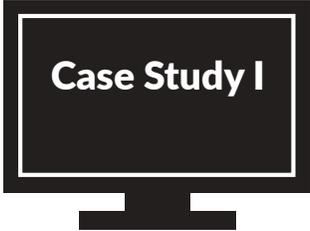


STRATEGIC EXPANSION



Case Study I

Working jointly with Senior Leaders, Business Units and Departments, the Company was redefined and managed to expand well beyond their expectations by following the Time Machine Vision & Strategy model.

This client is one of the leading transaction processor for the global travel and tourism industry, providing advanced technology solutions to their travel provider and travel agency customers worldwide. The Company acts as an international network providing comprehensive real-time search, pricing, booking, ticketing and other processing solutions to travel providers and travel agencies through their Distribution business area. Being the largest distributor of travel packages worldwide, they reported US\$4.27 billion revenue in 2013. Present in approximately 200 countries, they were working with 690 airlines, 300,000 hotels, 32 Rental Car Companies, 20 Cruise Ship Lines, and numerous Ferries, Trains, Insurance Companies & Tour Operators.

In 2007, the business was largely European based and celebrated their 20th anniversary. The company's desire was to expand to a greater global footprint, especially in the USA. For that reason, the Marketing and Finance Departments contacted Scott

to help prepare the company for this ambitious expansion.

Scott's approach towards the Company's Vision & Strategy, and likewise his work with Senior Leaders & Executives, was divided in 3 areas; First, he provided executive coaching support to Ian Wheeler, Global VP of Marketing & GDS, and his Senior Marketing Team. Scott's work was focused on strategic projection with Ian Wheeler individually and his team. In all situations, Scott's model of Time Machine Vision & Strategy was employed.

Secondly, the Finance Department requested Scott's support. Their objective was to become better aligned internally, with the end goal of becoming more effective Business Partners for the Business Units of the company. During their coaching process, advanced ideal state visioning and "Close the Gap" exercises were used with the team to define and execute both operational and attitudinal adjustments. Specific steps forward included the following:

In 2007, the business was largely European based and had just celebrated their 20th anniversary. The company's desire was to expand to a greater global footprint, especially in the USA.



Executive coaching both individually, as well as with teams, were key for advances experienced across the business during the expansion plan, and helped raise US\$1.74 billion in the 2010 IPO.

communication, Cross-site planning, Status feedback, Strengthened project management and Cross-company relationship engagement.

Thirdly, Scott's support in this project involved providing executive coaching to Luis Maroto, then Global CFO for the company, and responsible for the company transition. Scott coached Luis through a process of developing a bold vision of success, unbending conviction and confidence towards that vision. Special attention was given on how to impact the Executive Board with the CFO's insightful ideas.

As a result of Scott's work and contribution to the expansion plan, many advances were experienced across the business. Based on the strategic work that Ian Wheeler and Scott did together, the Marketing Department was completely reorganized allowing them to successfully extend their reach and effectiveness in the USA and other global regions. USA operations have grown substantially ever since. Leveraging the Time Machine Vision & Strategy model, new Business Units were formed t



to enter into tangent areas of the travel industry.

With Scott's support, the Finance Department's effectiveness and productivity also increased dramatically. They became recognized as true business partners inside the company, which was key to the company's success during the 2010 IPO raising US\$1.74 billion, well above the midpoint expectation.

And finally, Scott's executive coaching support to the then CFO empowered his promotion to Deputy CEO - Responsible for Strategic Expansion in January 2009. Two years later he was appointed CEO & President of the company. He currently maintains this position.

Ian Wheeler

VP Marketing & GDS

“ Scott's time based approach is deceptively simple but a powerful and highly effective method in helping you to project where you would like to be in the future, whether it be for personal or professional aims or both and what steps you may need to take to start or continue your journey. I would recommend it to anyone having a challenge in creating their vision and strategy. ”

Key participants in the project:

- Scott Cochrane
Performance Coach
- Client CFO
- 45 Finance Directors & Staff
- VP Marketing & GDS
- 6 Global Marketing Executives
- Business Unit Leaders