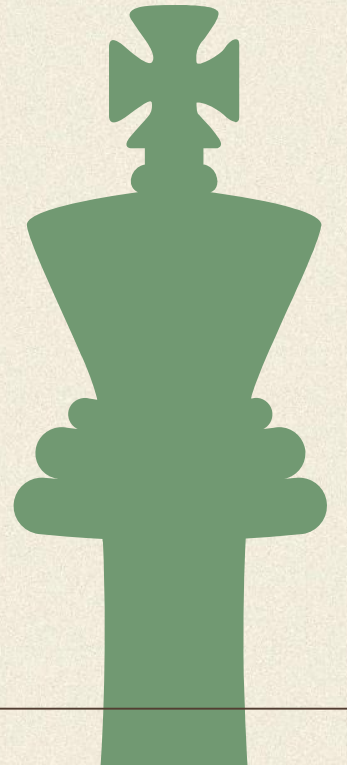
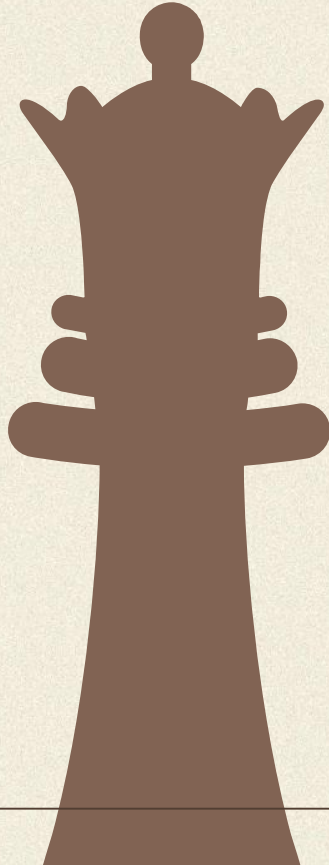
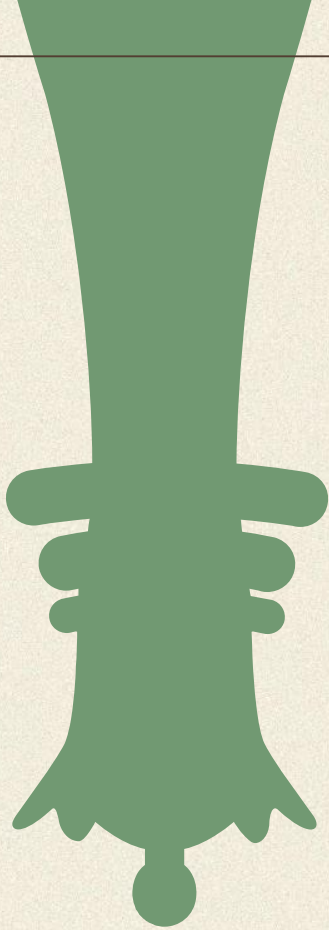




# The Queen's Gambit

A Strategic Approach to Corporate Travel





# Hi, I'm Hansini!

Favorite Travel Destination: Buenos Aires

Favorite Food: Anything French & Cheetos

Dream Vacation: Bora Bora & Fiji

# ◆ CHESS & TRAVEL: An Unlikely Pairing ◆

Chess is one of the oldest games in the world, dating back as early as the 7<sup>th</sup> century.

It is one of the most globalized games that has thousands of strategies and scenarios for movements of the 16 pieces on your side of the board.





# AGENDA

**01** Supplier  
Relationships

**02** Tools &  
Technology

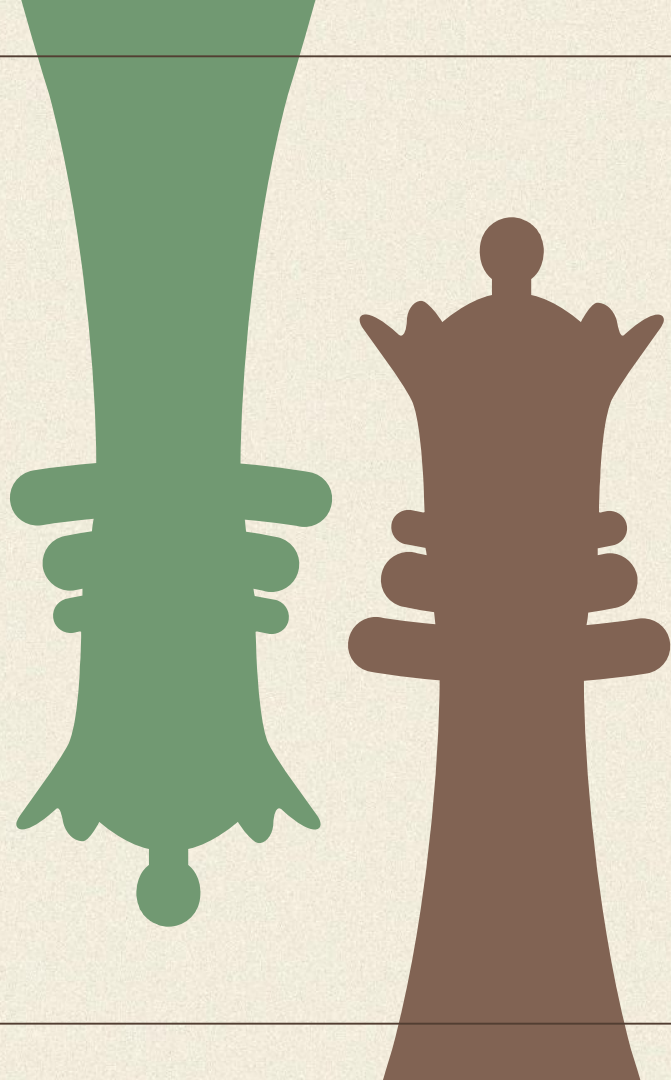
**03** Engagement &  
Personalization

**04** Program  
Implementation

The image features a central title 'The Scholar's Checkmate' in a dark brown serif font. The text is set against a light beige background with a thin dark brown border. To the left of the text are four chess pieces: a brown king at the top, a green king in the center, a brown queen at the bottom left, and a brown rook at the bottom right. Below the title, four small dark brown diamonds are arranged in a horizontal line.

# The Scholar's Checkmate





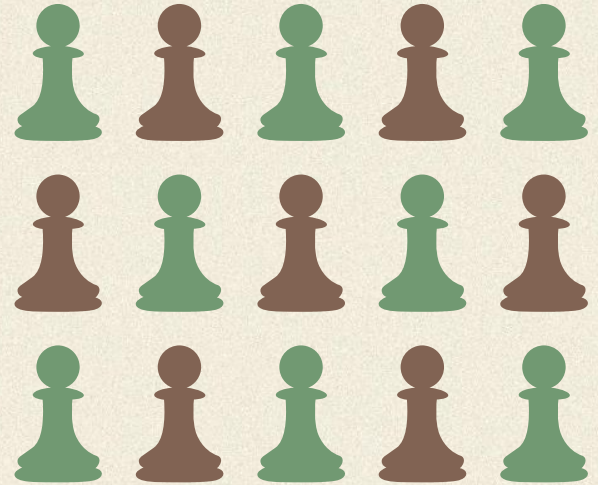
◆ 01 ◆

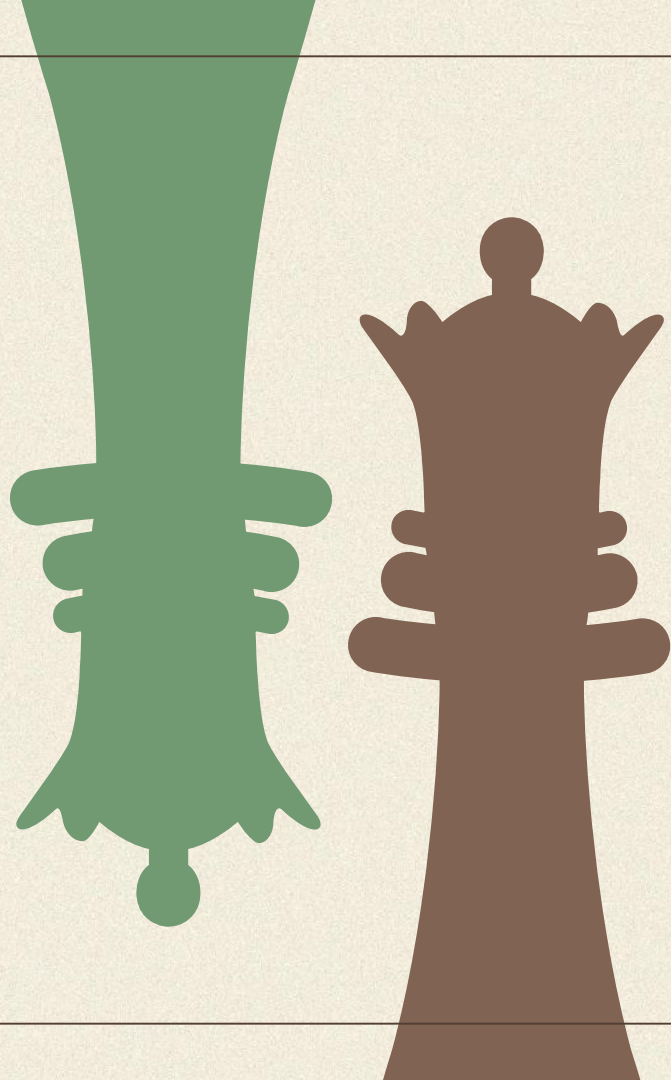
# King's Pawn to E4

Supplier Relationships

# Moving from Vendor to Partner

- Partnerships lead to better short-term and long-term outcomes
- How do we do this?
  - SLAs and Goals
  - Key Performance Measures
  - Standards in Reporting
  - 2 Way QBRs
  - Alternative Negotiations
- Compromise is the name of the game!



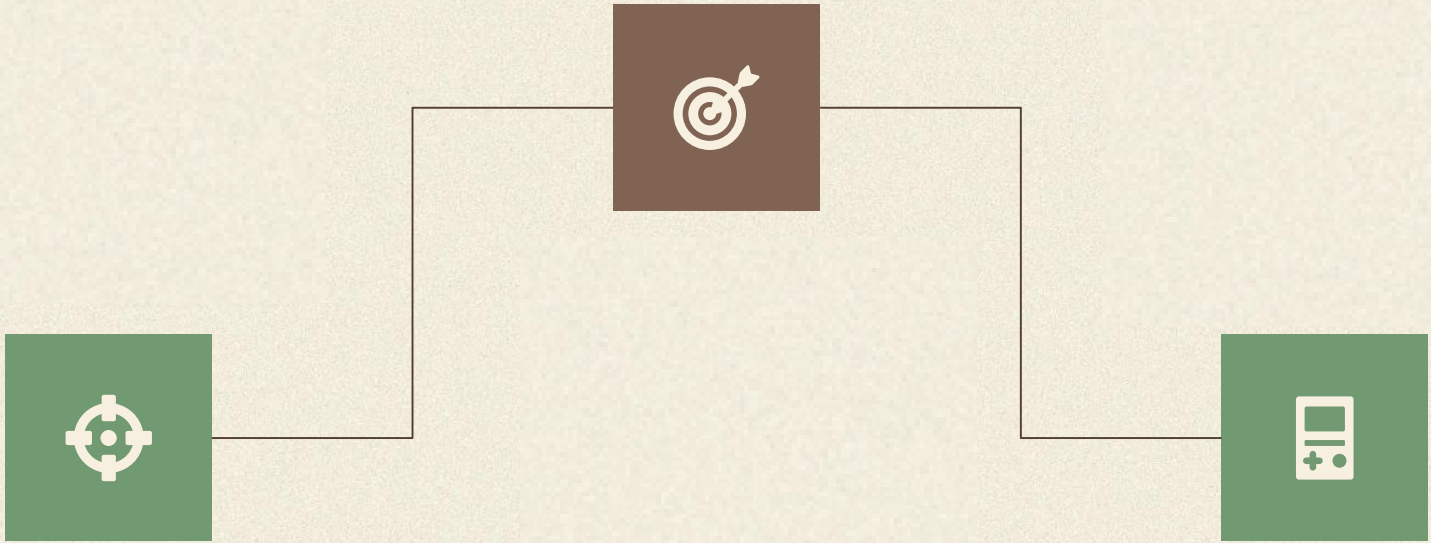


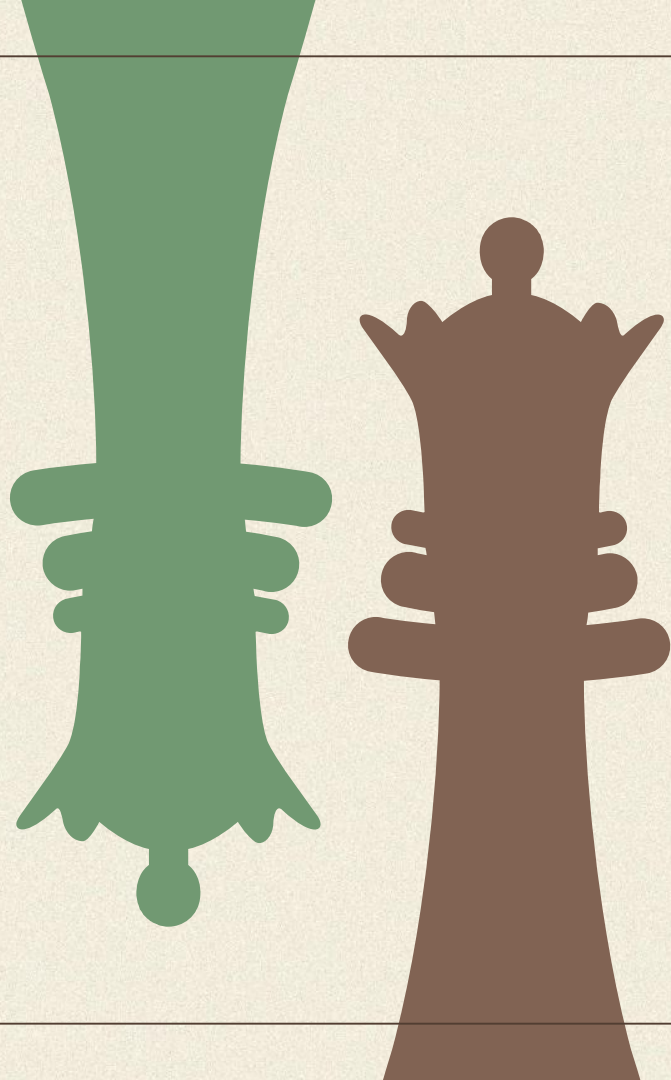
◆ 02 ◆

Queen to H5

Tools & Technology

# Corporate Goals Supported by Travel





◆ 03 ◆

## Bishop to C4

Engagement &  
Personalization

A decorative border surrounds the page. It consists of a thin brown line forming a rectangle. At each of the four corners, there is a chess piece: a green king in the top-left, a brown king in the top-right, a brown king in the bottom-left, and a green king in the bottom-right. Small black diamonds are placed on the inner side of the border, one on each side of the top edge.

# The Great Resignation

# Increasing Engagement

## Travel

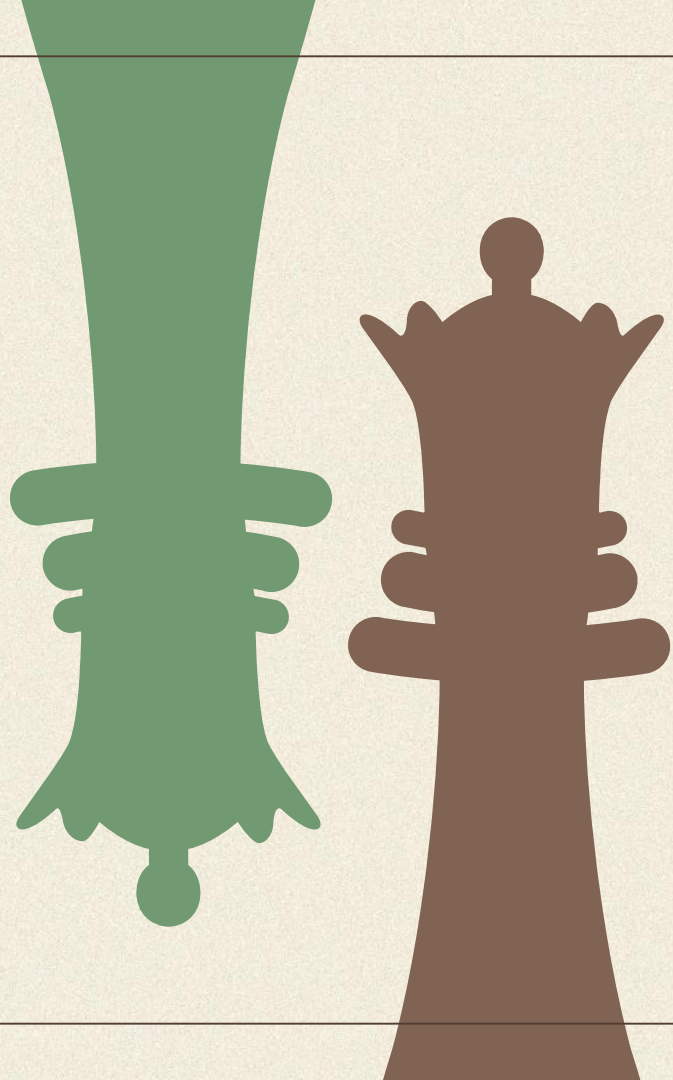
- Put the choice in the hands of the traveler.
- Rethink the way you do pre-trip authorization.
- Offer the option of booking beyond the scope of the preferred supplier program in place.

## Expense

- Loosen restrictions where it makes sense.
- Budget for small meals or virtual social get-togethers.
- Allow employees to expense productivity and wellness tools.

## Engagement

- Offer incentives that can be used personally, like status match.
- Allow employees to use corporate discounts for personal travel.
- Measure employee sentiment.



◆ 04 ◆

Pawn to F7

Program  
Implementation



# Program Implementation

## Project Management

- Project Strategy / Approach
- Business Case Creation
- Project Timeline
- Dependencies and Impacts
- Resourcing and Project Team Design

## Change Management

- Change Management Strategy
- Change Impact Assessment
- Stakeholder Analysis
- Communication Strategy, Planning and Execution

## Requirements & Design

- Best Practices Advisory
- Requirements Gathering
- Process Optimization
- Future State Design
- System and Interface Design

## Training

- Needs & Curriculum
- Classroom and E-Learning Training Material Development
- Remote/Onsite Training Delivery
- Feedback and Metrics Analysis

## Build & Test

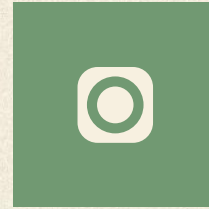
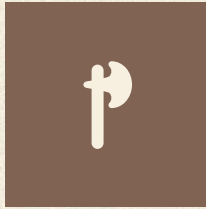
- System Configuration
- Testing Plan / Strategy
- Test Script Creation
- Testing Execution
- Testing & Defect Management

## Reporting & Analytics

- Stakeholder Needs Review
- Data Aggregation
- Data Analysis & Report Design
- Business Intelligence
- Dashboard Development

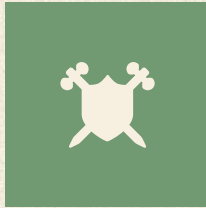
# Get the Queen on Board!

Change management is a process, not an event



Proactively customize change management strategies to the different parts of the organization

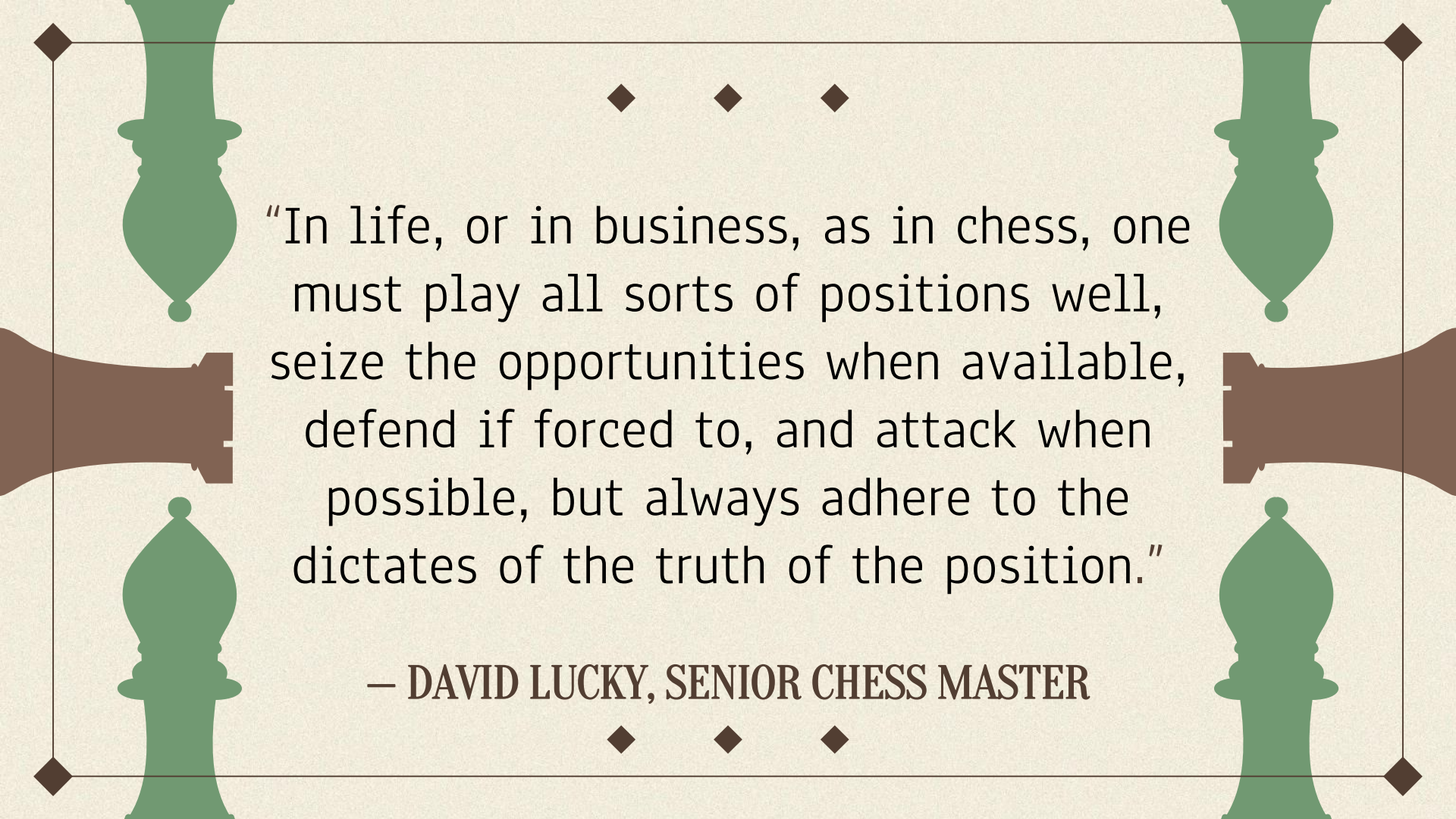
Identify and engage stakeholders and decision makers early on.



Change management moves the organization forward through adoption and buy-in

◆ ◆ ◆  
**CHECK. MATE.**  
◆ ◆ ◆

A close-up photograph of a hand holding a white chess king piece, poised to capture a black chess king piece on a chessboard. The scene is dramatically lit against a black background, with the chessboard's squares visible at the bottom. The text 'CHECK. MATE.' is overlaid on the left side of the image, flanked by diamond symbols.

A decorative border surrounds the text, featuring green and brown chess pieces (pawns, knights, and kings) and small brown diamonds at the corners and midpoints.

“In life, or in business, as in chess, one must play all sorts of positions well, seize the opportunities when available, defend if forced to, and attack when possible, but always adhere to the dictates of the truth of the position.”

— DAVID LUCKY, SENIOR CHESS MASTER

The background features several chess pieces in silhouette. A large brown king piece is centered. To its left and right are brown rook pieces. Above the king is a green pawn piece, and below it is a green queen piece. The entire scene is framed by a thin brown line with diamond-shaped corner markers.

# Thanks!

Hansini Sharma

[hsharma@acquisconsulting.com](mailto:hsharma@acquisconsulting.com)

212.609.2722



# GETTING TO YES

A Real-Time Negotiation



# Zone of Possible Agreement (ZOPA)

The Zone of Possible Agreement (ZOPA) is the range where negotiating parties may find **common ground**. This is the area with the most **potential of compromise** and striking a mutually **beneficial deal**. As a consultant, you are finding a ZOPA in exploratory and sales conversations.

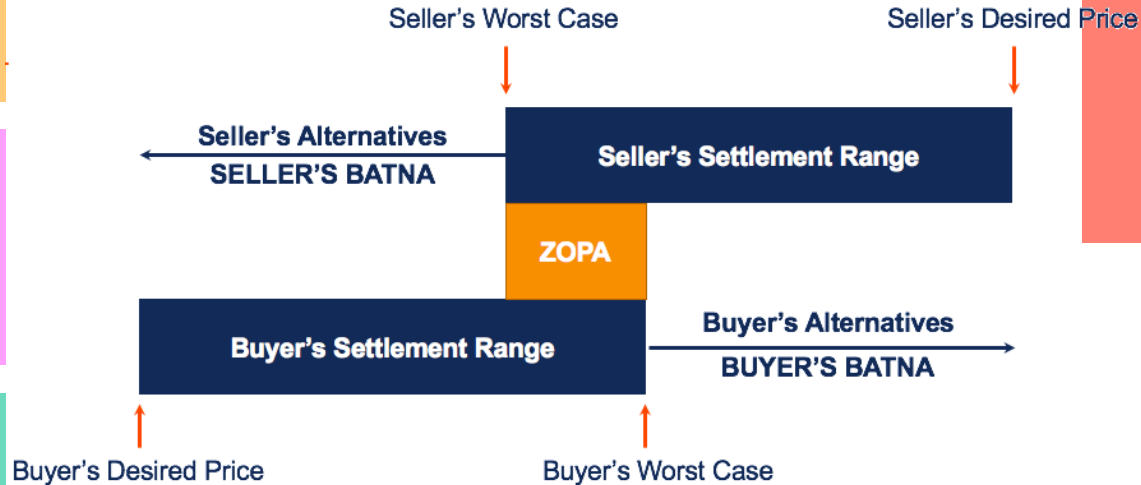


# Best Alternative to Negotiated Agreement (BATNA)

The Best Alternative to Negotiated Agreement (BATNA) is a fancy term for Plan B when you reach an impasse. Often, this is an outside option.

BATNAs can be severe; in our case as travel managers, we would need to use a BATNA if we can't come to a deal on pricing, scope, or T&Cs of a project – this is not something that would happen at the beginning of a sales conversation.

You may need to use a BATNA when there is a negative ZOPA or in a time where your worst case scenario is no longer viable based on the negotiation.





**VALUE CREATION.**



# Negotiation Instructions



01

## Partner Up

Pick your roles: Peanut Butter or Jelly and come and grab your materials



02

## Read Your Materials

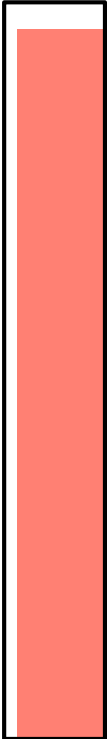

Do NOT disclose your information to your partner or anyone else



03

## Negotiate!

You have 20 minutes to negotiate and share your outcome with me





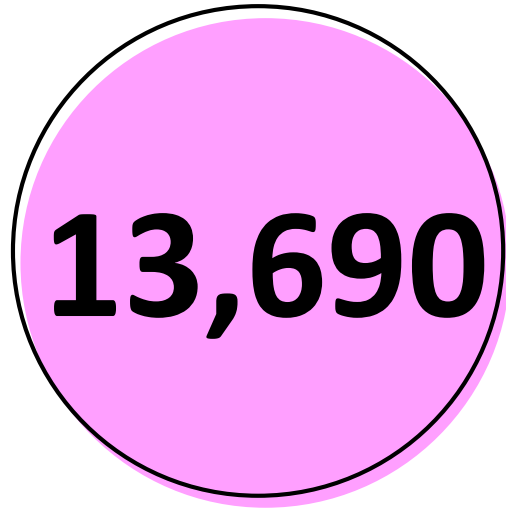
# **Time for a Break!**

## **MBTA Business Meeting**

# Negotiation Outcomes | Extremes

	CEO	Candidate
Maximum Points	34,000	34,000
Minimum Points	-5,000	-5,000
Mutually Beneficial Outcome	22,000	22,000



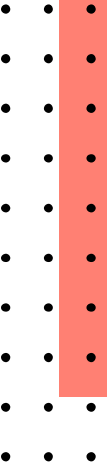


**Average CEO  
Points**



**Average Candidate  
Points**

# Exercise Scores



# Point Sheet Potentials

Topic	Option	CEO Points	Candidate Points
Spec Hourly Rate	\$45	9,000	-
	\$50	7,500	1,500
	\$55	6,000	3,000
	\$60	4,500	4,500
	\$65	3,000	6,000
	\$70	1,500	7,500
	\$75	-	9,000
Title	Coder/Contributor	2,000	(4,000)
	Operations Director	1,600	(2,000)
	Creative Director	1,200	-
	Vice President	800	2,000
	Chief Creative Officer	400	4,000
	Chief Technology Officer	-	6,000
	President	(400)	8,000
Completion Date	5 Days	8,000	(400)
	10 Days	6,000	-
	15 Days	4,000	400
	20 Days	2,000	800
	25 Days	-	1,200
	30 Days	(2,000)	1,600
	35 Days	(4,000)	2,000
Weekly Hours	35 Hours	6,000	(100)
	30 Hours	5,000	-
	25 Hours	4,000	100
	20 Hours	3,000	200
	15 Hours	2,000	300
	10 Hours	1,000	400
	5 Hours	-	500

Topic	Option	CEO Points	Candidate Points
Job Duties	Talk with Clients/ Customer Service	4,000	-
	Manage Coders	3,000	1,000
	Mostly Code	2,000	2,000
	Code & Animate	1,000	3,000
	Just Animate	-	4,000
Starting Date	5 Days	3,500	3,500
	10 Days	2,500	2,500
	15 Days	1,500	1,500
	20 Days	500	500
	25 Days	(500)	(500)
Hardware & Software	Fully Outfitted S&H	1,000	1,000
	All Hardware & No Software	750	750
	Most Hardware & No Software	500	500
	Some Hardware & No Software	250	250
	No Hardware or Software	-	-
Advance	\$0	500	-
	\$500	400	1,000
	\$1,000	300	2,000
	\$2,000	200	3,000
	\$3,000	100	4,000
	\$4,000	-	5,000
	\$5,000	(100)	6,000



# Greatest Points of Alignment

Topic	Option	CEO Points	Candidate Points
Spec Hourly Rate	\$45	9,000	-
	\$50	7,500	1,500
	\$55	6,000	3,000
	\$60	4,500	4,500
	\$65	3,000	6,000
	\$70	1,500	7,500
	\$75	-	9,000
Title	Coder/Contributor	2,000	(4,000)
	Operations Director	1,600	(2,000)
	Creative Director	1,200	-
	Vice President	800	2,000
	Chief Creative Officer	400	4,000
	Chief Technology Officer	-	6,000
	President	(400)	8,000
Completion Date	5 Days	8,000	(400)
	10 Days	6,000	-
	15 Days	4,000	400
	20 Days	2,000	800
	25 Days	-	1,200
	30 Days	(2,000)	1,600
	35 Days	(4,000)	2,000
Weekly Hours	35 Hours	6,000	(100)
	30 Hours	5,000	-
	25 Hours	4,000	100
	20 Hours	3,000	200
	15 Hours	2,000	300
	10 Hours	1,000	400
	5 Hours	-	500

Topic	Option	CEO Points	Candidate Points
Job Duties	Talk with Clients/ Customer Service	4,000	-
	Manage Coders	3,000	1,000
	Mostly Code	2,000	2,000
	Code & Animate	1,000	3,000
	Just Animate	-	4,000
Starting Date	5 Days	3,500	3,500
	10 Days	2,500	2,500
	15 Days	1,500	1,500
	20 Days	500	500
	25 Days	(500)	(500)
Hardware & Software	Fully Outfitted S&H	1,000	1,000
	All Hardware & No Software	750	750
	Most Hardware & No Software	500	500
	Some Hardware & No Software	250	250
	No Hardware or Software	-	-
Advance	\$0	500	-
	\$500	400	1,000
	\$1,000	300	2,000
	\$2,000	200	3,000
	\$3,000	100	4,000
	\$4,000	-	5,000
	\$5,000	(100)	6,000



# Opportunities to Compromise

Topic	Option	CEO Points	Candidate Points
Spec Hourly Rate	\$45	9,000	-
	\$50	7,500	1,500
	\$55	6,000	3,000
	\$60	4,500	4,500
	\$65	3,000	6,000
	\$70	1,500	7,500
	\$75	-	9,000
Title	Coder/Contributor	2,000	(4,000)
	Operations Director	1,600	(2,000)
	Creative Director	1,200	-
	Vice President	800	2,000
	Chief Creative Officer	400	4,000
	Chief Technology Officer	-	6,000
	President	(400)	8,000
Completion Date	5 Days	8,000	(400)
	10 Days	6,000	-
	15 Days	4,000	400
	20 Days	2,000	800
	25 Days	-	1,200
	30 Days	(2,000)	1,600
	35 Days	(4,000)	2,000
Weekly Hours	35 Hours	6,000	(100)
	30 Hours	5,000	-
	25 Hours	4,000	100
	20 Hours	3,000	200
	15 Hours	2,000	300
	10 Hours	1,000	400
	5 Hours	-	500

Topic	Option	CEO Points	Candidate Points
Job Duties	Talk with Clients/ Customer Service	4,000	-
	Manage Coders	3,000	1,000
	Mostly Code	2,000	2,000
	Code & Animate	1,000	3,000
	Just Animate	-	4,000
Starting Date	5 Days	3,500	3,500
	10 Days	2,500	2,500
	15 Days	1,500	1,500
	20 Days	500	500
	25 Days	(500)	(500)
Hardware & Software	Fully Outfitted S&H	1,000	1,000
	All Hardware & No Software	750	750
	Most Hardware & No Software	500	500
	Some Hardware & No Software	250	250
	No Hardware or Software	-	-
Advance	\$0	500	-
	\$500	400	1,000
	\$1,000	300	2,000
	\$2,000	200	3,000
	\$3,000	100	4,000
	\$4,000	-	5,000
	\$5,000	(100)	6,000



# Significant Points of Dissonance

Topic	Option	CEO Points	Candidate Points
Spec Hourly Rate	\$45	9,000	-
	\$50	7,500	1,500
	\$55	6,000	3,000
	\$60	4,500	4,500
	\$65	3,000	6,000
	\$70	1,500	7,500
Title	Coder/Contributor	2,000	(4,000)
	Operations Director	1,600	(2,000)
	Creative Director	1,200	-
	Vice President	800	2,000
	Chief Creative Officer	400	4,000
	Chief Technology Officer	-	6,000
	President	(400)	8,000
Completion Date	5 Days	8,000	(400)
	10 Days	6,000	-
	15 Days	4,000	400
	20 Days	2,000	800
	25 Days	-	1,200
	30 Days	(2,000)	1,600
	35 Days	(4,000)	2,000
Weekly Hours	35 Hours	6,000	(100)
	30 Hours	5,000	-
	25 Hours	4,000	100
	20 Hours	3,000	200
	15 Hours	2,000	300
	10 Hours	1,000	400

Topic	Option	CEO Points	Candidate Points
Job Duties	Talk with Clients/ Customer Service	4,000	-
	Manage Coders	3,000	1,000
	Mostly Code	2,000	2,000
	Code & Animate	1,000	3,000
	Just Animate	-	4,000
Starting Date	5 Days	3,500	3,500
	10 Days	2,500	2,500
	15 Days	1,500	1,500
	20 Days	500	500
	25 Days	(500)	(500)
Hardware & Software	Fully Outfitted S&H	1,000	1,000
	All Hardware & No Software	750	750
	Most Hardware & No Software	500	500
	Some Hardware & No Software	250	250
Advance	\$0	500	-
	\$500	400	1,000
	\$1,000	300	2,000
	\$2,000	200	3,000
	\$3,000	100	4,000
	\$4,000	-	5,000



# Mutually Beneficial Outcome

Topic	Option	CEO Points	Candidate Points
Spec Hourly Rate	\$45	9,000	-
	\$50	7,500	1,500
	\$55	6,000	3,000
	<b>\$60</b>	<b>4,500</b>	<b>4,500</b>
	\$65	3,000	6,000
	\$70	1,500	7,500
	\$75	-	9,000
Title	Coder/Contributor	2,000	(4,000)
	Operations Director	1,600	(2,000)
	Creative Director	1,200	-
	Vice President	800	2,000
	Chief Creative Officer	400	4,000
	<b>Chief Technology Officer</b>	<b>-</b>	<b>6,000</b>
Completion Date	President	(400)	8,000
	5 Days	8,000	(400)
	<b>10 Days</b>	<b>6,000</b>	<b>-</b>
	15 Days	4,000	400
	20 Days	2,000	800
	25 Days	-	1,200
	30 Days	(2,000)	1,600
Weekly Hours	35 Days	(4,000)	2,000
	35 Hours	6,000	(100)
	<b>30 Hours</b>	<b>5,000</b>	<b>-</b>
	25 Hours	4,000	100
	20 Hours	3,000	200
	15 Hours	2,000	300
	10 Hours	1,000	400
	5 Hours	-	500

Topic	Option	CEO Points	Candidate Points
Job Duties	Talk with Clients/ Customer Service	4,000	-
	Manage Coders	3,000	1,000
	<b>Mostly Code</b>	<b>2,000</b>	<b>2,000</b>
	Code & Animate	1,000	3,000
	Just Animate	-	4,000
	Starting Date	<b>5 Days</b>	<b>3,500</b>
10 Days		2,500	2,500
15 Days		1,500	1,500
20 Days		500	500
25 Days		(500)	(500)
Hardware & Software	<b>Fully Outfitted S&amp;H</b>	<b>1,000</b>	<b>1,000</b>
	All Hardware & No Software	750	750
	Most Hardware & No Software	500	500
	Some Hardware & No Software	250	250
	No Hardware or Software	-	-
Advance	\$0	500	-
	\$500	400	1,000
	\$1,000	300	2,000
	\$2,000	200	3,000
	\$3,000	100	4,000
	<b>\$4,000</b>	<b>-</b>	<b>5,000</b>
	\$5,000	(100)	6,000

CEO Points	22,000
Candidate Points	22,000






**Questions? Comments?**

# Reaching the **SEA-SUITE**

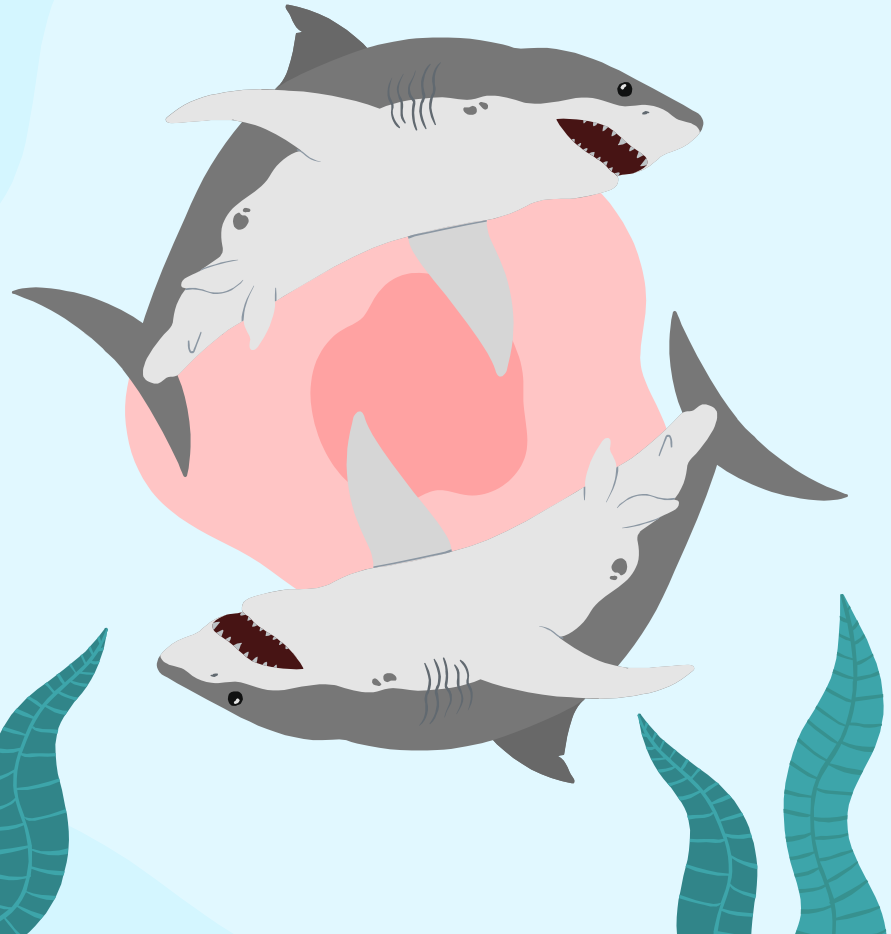
A Corporate Travel Approach to Shark Tank





**A great idea is  
often found  
where you least  
expect it.**

**Choose one  
part of the  
procurement  
process and  
change it.**



**15 minutes**

To prepare with your table

**2 minutes**

To present to the room

**90 seconds**

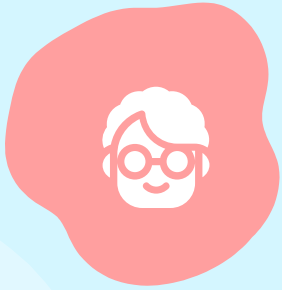
To answer questions

**1 winner**

To be determined by applause



# The NO-NO Words



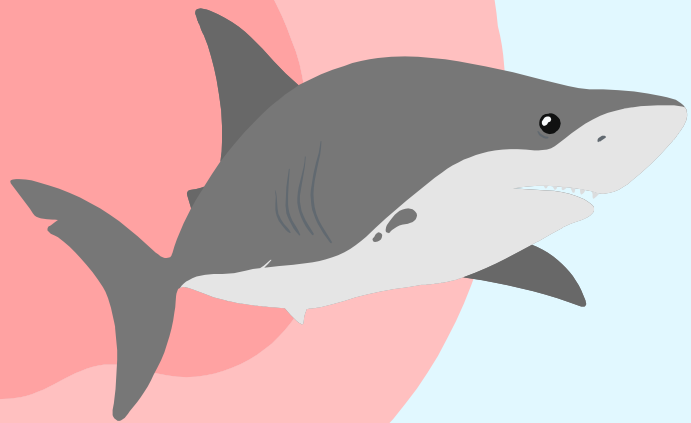
**RFP**



**Sourcing**



**Negotiate**



# Whoa!

These were all GREAT ideas! Keep thinking out of the box, and be aggressive in your pursuit of better solutions.



# Thank you so very much.

Hansini Sharma  
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212.609.2722