

# Matthew Lee

<b>Name</b>	Matthew Lee
<b>Current Position</b>	Partner
<b>Profession</b>	Customer Experience & Service Delivery specialist
<b>Years of Rail Experience</b>	17



## Professional Background

**Matthew Lee** is an experienced railway professional with the ability to manage complex and diverse projects, whilst achieving results in demanding timescales. This experience has been gained in senior positions across the UK Rail sector, including recent roles as Business Development Director, Commercial Director, Customer Experience Director, as well as various service delivery roles in the early years of his career.

Matthew is an enthusiastic, award-winning, and highly motivated individual who is passionate about delivering for customers, colleagues & stakeholders, whilst continuously developing himself and those around him. He has a proven ability to lead teams, deliver transformational change and innovative customer propositions, in addition to delivering on challenging revenue & sales targets.

He is competitive, innovative, determined and reacts positively to change, constantly looking to turn issues into opportunities. A confident leader who is comfortable working with a wide range of audiences including Press, Client, Colleagues, Trade Unions, Stakeholders and Executive boards.

With a principal focus on customer proposition development, service delivery and organisational change, Matthew has delivered a range of innovative initiatives including, but not limited to, business development, customer experience, commercial, community engagement, employee relations, organisational development, safety validation, security, stakeholder, revenue generation and revenue protection.

## Key Skills

- ▶ Ability to work across organisation boundaries.
- ▶ Business development & transformation.
- ▶ Collaborative leader.
- ▶ Commercial & revenue focus.
- ▶ Communication & negotiation.
- ▶ Customer journey mapping & proposition development.
- ▶ Experienced in working on international and overseas rail projects.
- ▶ Leadership & development of teams across all levels.
- ▶ ACAS Accredited Mediator.
- ▶ Organisation & project management.
- ▶ Provision of the highest quality service delivery standards.

- ▶ Employee Relations support.
- ▶ Excellent facilitation, presentation & chairing skills.
- ▶ Stakeholder management, including Public Relations & Public Affairs.
- ▶ Station Operations & Customer Handling.

## Projects

### **Workstream Lead, London Overground Concession Bid (2024):**

Customer Experience regimes and Stations staffing workstream lead for a Train Operating Company bidding for the London Overground concession.

### **Independent Reporter, ORR / Network Rail (2024):**

Part of an Arup Independent Reporter team undertaking a review of the costs and benefits of safety across a range of case studies. Identifying improvements and best practice in industry processes by auditing the processes, procedures and standards involved in these areas.

### **Revenue & Fares Lead, Merseyrail (2024):**

Development of a strategic fares, retailing and revenue policy to support the business case for a potential concession extension and delivery of devolution strategy through the in-housing of additional services.

### **Workstream Lead, Elizabeth Line Concession Bid (2024):**

Security and Revenue Protection workstream lead for a Train Operating Company bidding for the Elizabeth Line concession. Undertook a peer review of the Customer Experience bid, including accessibility, facilities management, retailing, Service Quality and station operations propositions.

### **Independent Reviewer, Great Western Railway (2024):**

Undertook an independent review of a TOC's customer disruption response and contingency capability. Auditing the processes, key touchpoints and teams, as well as interviewing a wide range of stakeholders in order to implement an improvement plan based on industry best practice.

### **Independent Audit of Service Quality Regime (2023)**

Undertook a number of independent reviews of TOC and DfT Service Quality Regime regimes.

### **Organisational Change & Employee Relations Support, TransPennine Express (2023):**

Provision of organisational change support and Strategic advice, including leading on restructuring projects of the executive team, Operations and Customer Experience directorates following their renationalisation. This involved organisational design, stakeholder management, safety validation of change and complex employee relations support. Alongside this I developed new governance arrangements and ways of working for the full suite of exec and level one meetings.

### **Evaluator, DfT (with Steer) (2023):**

Emergency Recovery Measures Agreement (ERMA) Assessor, undertaking scorecard performance evaluation of two TOCs in the areas of Collaborative Behaviour and Customer Experience.

## **Operations Lead, TransPennine Express (2023):**

Led on the Operations productivity improvement and recovery plan, whilst undertaking the role of Interim Head of Drivers. Focused on improving driver availability and enhancing route & traction knowledge.

## **Lumo (employed as Customer Experience & Commercial Director):**

Led on developing, designing and mobilising the Customer Experience, Commercial & Stakeholder strategies and propositions for a brand new TOC. Creating a vision to reimagine rail, I led on designing a customer & commercial proposition (including brand) that challenged industry norms, took advantage of innovation and drew on best practice from across the retail, aviation & hospitality sectors in order to deliver an experience that transformed travel and gained significant market share. I led stakeholder relations and oversaw the Public Relations & Public Affairs strategy. This delivered an innovative proposition focused on providing a customer experience that people really want, empowering people to make sustainable travel choices that were affordable as an alternative to flying, coach and driving, which was greener, cheaper, inclusive, comfortable and easy to use. This resulted in significant modal shift, an average capacity occupancy rate of 84% in year one and a launch promotion which performed ahead of forecast. I took on a leadership role in the other workstreams and oversaw the project and programme management from development stage through to mobilisation and operation.

## **Lumo (employed as Customer Experience & Commercial Director):**

In order to reimagine rail catering for the 21st century, developed a catering strategy and introduced LumoEats, a Deliveroo style concept, which enhanced a narrow yet reliable on-board range with a wider range of product choice delivered direct to the train for our customers from high street brands such as M&S. We took advantage of the wider range of quality products that can be prepared away from a train and delivered at seat directly to customers. This proposition complemented the brand and pushed the boundaries, whilst delivering a strong on-board catering service to better meet customer needs. Offering customers the ability to pre-purchase in an integrated way, resulted in a 25% penetration rate and an Average Transactional Value that delivered a profit to the business.

## **Lumo (employed as Customer Experience & Commercial Director):**

Launching a brand new business meant I had the opportunity with a blank piece of paper to develop a commercially & customer focused organisation. I led on undertaking a series of customer experience deep dives, focusing on the 'pain points' and 'moments of delight' at each customer touchpoint and stage of the customer journey. I engaged cross-functionally with the owning group, key stakeholders and outside of the industry to create industry leading customer care policies including Accessible Travel Plans, Complaints Handling Procedures, Passenger Information During Disruption and Customer Charters. Key to this was the development of an Ambassadorial strategy and a unique on-train staffing proposition; Customer Experience Ambassadors who would become Lumo's key asset. This strategy resulted in the recruitment and development of a culturally embedded, highly skilled, motivated and service delivery focused team. They were deeply engaged with the business and commercial targets, putting customers first to ensure delivery of a reimagined, commercially and customer experienced focused business.

## **Lumo (employed as Customer Experience & Commercial Director):**

I focused on the green agenda and the societal benefit that public transport provides, both from a social mobility and a decarbonisation perspective. Therefore, I established sustainability as a key organisational value which underpinned every customer touchpoint and proposition. This included a 100% digital marketing approach, colleague attire which was responsibly sourced and a procurement approach focused on ensuring we worked with

sustainably minded partners. My focus on sustainability was also recognised following the introduction of a waste segregation project at Oxford station, where we won the UK Rail Best Environmental Award in 2012.

## **MTR Crossrail (employed as Deputy Customer Experience Director):**

I led customer experience & people readiness for the launch of a new train service between London Paddington and Heathrow, including the TUPE process, stations transfer and station branding changeover from GWR to TfL Rail. This resulted in improvements across all Transport for London regime metrics, ranging from customer satisfaction, ticketless travel & National Rail Passenger Survey through to train performance. As the Deputy Customer Experience Director I was accountable for the Rail for London customer experience regime performance and committed obligations delivery.

## **MTR Crossrail (employed as Head of Stations & Revenue Protection):**

I wrote, negotiated, developed and led the introduction of new flexible and modern Terms & Conditions by working in partnership with the RMT & TSSA Trade Unions. I sought best practice from across the industry (as well as externally) to negotiate and implement a set of Terms & Conditions which could meet commercial commitments, exceed customer experience requirements & regime metrics and operate the new station designs. As a result this facilitated multi-functional working practices, the use of technology, and attracted some of the best talent to the industry.

## **Previous Positions Held**

- ▶ Interim Business Development Director, Vivarail (September 2022 - December 2022).
- ▶ Commercial & Customer Experience Director, Lumo (March 2020 - September 2022).
- ▶ Deputy Customer Experience Director, MTR Crossrail (January 2018 - March 2020).
- ▶ Head of Human Resources (secondment), MTR Crossrail (May 2017 - January 2018).
- ▶ Head of Stations & Revenue Protection, MTR Crossrail (April 2015 - May 2017).
- ▶ Regional Retail Management, First Great Western (January 2015 - April 2015).
- ▶ Flagship Station Manager, London Paddington, First Great Western (December 2012 - January 2014).
- ▶ Train Service Delivery Manager, First Great Western (January 2012 - December 2012).
- ▶ Flagship Station Manager, Oxford & Reading, First Great Western (January 2011 - January 2012).
- ▶ Senior Project Manager, First Great Western (August 2009 - January 2011).
- ▶ Rail Operations Graduate Management Trainee, (September 2008 – August 2009).

## **Qualifications and Professional Associations**

- ▶ BSc Railway Operational Management Degree: Institution of Railway Operators, Glasgow Caledonian University.
- ▶ First Class BA (Hons) Business Management Degree: Bristol Business School, University of the West of England.
- ▶ Degree Tutor & Associate Lecturer, Chartered Institution of Railway Operators & GCU.
- ▶ Diploma Tutor & Associate Lecturer, Chartered Institution of Railway Operators & GCU.
- ▶ Judge for the National Rail Heritage Awards (NRHA).
- ▶ Mentoring & coaching of several young rail industry professionals.
- ▶ Fellow of Chartered Institution of Railway Operators (FCIRO).
- ▶ Member of Chartered Institute of Logistics & Transport (MILT).
- ▶ Member of the Institute of Directors (IoD).
- ▶ Advanced Management Programme: Global Leadership (MTR).
- ▶ Employment Law Diploma (Cardiff University).

# Matthew Lee

- ▶ Institution of Occupational Safety & Health Managing Safely qualification (IOSH).
- ▶ National General Certificate in Occupational Health & Safety (NEBOSH).
- ▶ Strategic Safety Management Programme (Arthur D. Little).
- ▶ Graduated top of my Cohort in my Degree (BA Hons Business Management, 2008).
- ▶ Highly commended as an Outstanding Individual Operator (IRO Golden Whistle Awards, 2010).
- ▶ Best Degree Project (BSc Railway Operational Management, IRO & GCU, 2011).
- ▶ Young Professional of the Year (Rail Business Awards, 2011).
- ▶ Highly Commended for Outstanding Personal Contribution (National Rail Awards, 2012).
- ▶ Manager of the Year (MTR Crossrail Annual Awards, 2017).
- ▶ ACAS Accredited Mediator (CIWM).
- ▶ Full, clean driving licence, including SMITHS Advanced Driving accreditation.
- ▶ Local Authority School Governor, St Vincent's Primary School, Altrincham.