



Matthew Lee

Current Position Profession

Partner
Customer Experience
& Operations specialist

Years of Rail Experience

Fifteen



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 and operational 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 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, Union, Stakeholders and Executive boards.

With a principal focus on proposition development, service delivery and organisational change, Matthew has delivered a range of innovative initiatives including, but not limited to, customer experience, commercial, community engagement, safety & security improvement, revenue generation, performance, environmental, organisational development and colleague engagement.

Key Skills

- Business development & transformation.
- Customer journey mapping & proposition development.
- Provision of the highest quality service delivery standards.
- Ability to work across organisation boundaries.
- Organisation & project management.
- Experienced in working on international and overseas rail projects.
- Employee Relations support.
- Leadership & development of teams across all levels.
- Commercial & revenue focus.
- Communication & negotiation.
- Stakeholder management, including Public Relations & Public Affairs.
- Excellent facilitation, presentation & chairing skills.
- Collaborative leader.
- Mediator.

Projects

Operational Change, TransPennine Express 2023: Programme managing the successful introduction of a new service delivery role, from inception through to launch & implementation.

Employee Relations Support, TransPennine Express 2023: Provision of organisational change support, including restructuring projects and complex employee relations support.



Evaluator, DfT (with Steer) 2023: Emergency Recovery Measures Agreement (ERMA) Assessor, undertaking scorecard performance evaluation of two Train Operating Companies in the areas of Collaborative Behavior and Customer Experience.

Operations Lead, TransPennine Express 2023: Led on the Operations productivity improvement and Recovery plan, including as Interim Head of Drivers. Focusing on improving driver availability and enhancing route & traction knowledge.

Independent Reporter, ORR / Network Rail (with ARUP) 2023: Part of the Independent Reporter team working on Network Capability. Identifying improvements and best practice in industry process by auditing the processes, procedures and standards involved in these areas.

Lumo: I led on developing, designing and mobilising the Customer Experience, Commercial & Stakeholder strategies and propositions. Creating a vision to reimagine rail, I led on designing a customer & commercial proposition that challenged industry norms, took advantage of innovation and drew on best practice from across the retail & hospitality sectors in order to deliver an experience that transformed travel and gained significant market share. 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.

Lumo: In order to reimagine rail catering for the 21st century, I developed a catering strategy and introduced LumoEats, a Deliveroo style concept, which enhanced a narrow, but 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: Launching a brand new business meant I had the opportunity with a blank piece of paper to develop a commercially & customer focused organisation. Key to this was the development of an Ambassadorial strategy and our on-train staffing proposition; these Customer Experience Ambassadors would become our key asset. This strategy resulted in the recruitment and selection of a culturally embedded, highly skilled, motivated and service delivery focused team of Customer Experience Ambassadors. They were deeply engaged with the business and commercial targets, putting customers first to ensure delivery of a reimaged, commercially focused business.

Lumo: I am 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: I wrote, negotiated, developed and led the introduction of new flexible and modern Terms & Conditions (T & C) 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 T & C which could meet commercial commitments and exceed customer experience requirements and regime metrics. As a result, a set of T & C which are multi-functional in nature, allow for the use of technology, and attract some of the best talent to the industry were introduced.

MTR Crossrail: I led customer experience & people readiness for the launch of a new train service between London Paddington and Heathrow, including the TUPE process and station transfer. This resulted in improvements across all metrics, ranging from colleague engagement & National Rail Passenger Survey through to train performance.



MTR Crossrail: I made an organisational change which streamlined the process and introduced a shift based KPI Analyst team to focus on customer asset availability. This provided insight and management information so that the business could more easily meet these requirements and understand underlying issues to drive improvements for our customers. This change saw the KPI target delivered within budget in every period following its introduction, as well as greater availability of facilities for customers and a better customer environment. There were a number of other benefits seen through uplifts in other customer measures such as the Customer Satisfaction Survey regime and the Ticketless Travel Regime, as well as better station management availability.

First Great Western: Produced and delivered cross-functional Customer Experience strategies, including Revenue Protection plans, which have delivered significant uplifts in the National Rail Passenger Survey and industry leading Ticketless Travel Rates.

Previous Positions Held

- 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, Professional Associations & other Activities

- 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.
- Judge for the National Rail Heritage Awards (NRHA).
- Mentoring & coaching of several young rail industry professionals.
- Local Authority School Governor, St Vincent's Primary School, Altrincham.
- Fellow of Chartered Institution of Railway Operators (FCIRO).
- Member of Chartered Institute of Logistics & Transport (MILT).
- Member of the Institute of Directors (IoD).
- Affiliate Member of the Energy Managers Association (EMA).
- Strategic Safety Management Programme (Arthur D. Little).
- Employment Law Diploma (Cardiff University).
- National General Certificate in Occupational Health & Safety (NEBOSH).
- Institution of Occupational Safety & Health Managing Safely qualification (IOSH).
- Advanced Management Programme: Global Leadership (MTR).
- Manager of the Year (MTR Crossrail Annual Awards, 2017).
- Highly commended for Outstanding Personal Contribution (National Rail Awards, 2012).
- Best Degree Project (BSc Railway Operational Management, IRO & GCU, 2011).
- Young Professional of the Year (Rail Business Awards, 2011).
- Highly commended as an Outstanding Individual Operator (IRO Golden Whistle Awards, 2010).
- Graduated top of my Cohort in my Degree (BA Hons Business Management, 2008).
- Level Three Emergency First Aid at Work (RQF) Award.
- Full, clean driving licence, including SMITHS Advanced Driving accreditation.
- ACAS Accredited Mediator (CIWM).