

TRAINLINE  
DIRECTOR OF DESIGN  
ROLE DESCRIPTION

## COMPANY OVERVIEW

### *Key facts*

- *Trainline is Europe's leading train and coach app, working with 183 rail and coach companies to offer travel to thousands of destinations across 45 countries. The aim of the business is to bring together all rail, coach, and other travel services into one simple experience that provides customers with the best prices and real-time travel information on the go.*
- *The company helps customers across Europe make more than 125,000 smarter journeys every day, selling an average of 175 tickets every minute (£3.2 billion in ticket sales annually). Their platform hosts more than 80million visits per month.*
- *Trainline is a major mobile commerce business; 77% of Trainline's visits are on mobile, and its app is the second most downloaded travel app in the UK - Trainline's largest market – with more than 140% growth in app transactions last year.*
- *In 2015, Trainline was acquired by leading private equity firm KKR. The KKR team brought significant capital investment as well as technology sector expertise to the business.*
- *Trainline later floated on the 26<sup>th</sup> of June 2019 at a market cap of £1.7bn, and should be eligible to enter the FTSE 250 Index in September 2019. £110m was raised in the float, and shares in Trainline jumped 18% their first day of public trading. Trainline reported 2018 revenues of £210m, with the UK accounting for £148m.*
- *The first-quarter performance of Trainline has seen UK ticket sales rise by 17% to £788m, of which £481m was to consumers (up 27%) and £307m to businesses (up 4%). International ticket sales were £117m (up 51%).*
- *The market opportunity is huge and growing, driven by a modal shift towards rail travel, with rail continuing to take a share from road and air on the back of increased infrastructure investment, improved service, and convenience.*
- *Half of the UK's train seats are empty on any given day. With the continued investment in e-ticketing infrastructure by the TOCs (train operating companies), this represents a significant growth opportunity for Trainline as the TOCs focus on this substantial yield opportunity.*
- *On the international front, only 39% of train tickets were bought online in Europe's five largest markets last year, leaving huge room for further expansion.*

# trainline

- *Headquartered in Holborn, London, Trainline's staff of c.600 people (spanning 48 different nationalities) is led by CEO Claire Gilmartin and a best-in-class management team, which combines deep rail sector expertise and digital business leadership experience from both blue-chip and entrepreneurial environments.*

## *The company*

Trainline is a one-stop shop for train and coach / bus travel, bringing together all major TOCs and coach operators onto one platform and providing customers with a complete set of travel options. It brings together routes and fares from all the major national and European train and coach companies, so customers have the information they need to book their best journey, showing the most direct rail and coach routes, most convenient choice of travel times, and best prices. The Trainline app puts customers in control of managing their train travel. For example, it can give customers mobile tickets to cover every leg of their journey, provide platform numbers, keep them informed about delays, or help them find the best seat on the train.

It also helps passengers travel confidently in and across Europe. Customers can book and manage train travel in 45 countries, including the UK, Republic of Ireland, Andorra, Austria, Belgium, Switzerland, Czech Republic, Germany, Denmark, Spain, France, Croatia, Hungary, Italy, Luxemburg, the Netherlands, Poland, Portugal, Sweden, Slovenia, Slovakia and further afield – including Japan.

Trainline is constantly innovating to make train travel easier. If customers are owed compensation for a delay, Trainline may already know and be working on getting their money back. Its BusyBot feature, designed by their data scientists and developed by crowdsourcing passenger feedback, tells UK customers how to find the quietest carriage on their train. Similarly, Price Prediction can help pinpoint the ideal time for customers to book tickets using AI and machine learning.

Key to Trainline's success has been solving what could otherwise be a bewildering customer experience, be it in domestic countries (in the UK and across Europe), traveling cross-border, or for an inbound traveller from overseas. In the UK, the rail network is operated by 22 TOCs, with many journeys operated by multiple TOCs and with a wide range of fare and route options available for each journey. As an example, three different train companies operate the route from London to Birmingham; there are 16 different ticket types available, and even the most flexible "anytime" ticket comes with four options (London Midland only, Chiltern only, via High Wycombe, or any route). There are 49 different fares: the cheapest standard-class return is £12, and the most expensive standard-class return is £164.



Trainline manages this complexity on behalf of the customer, always offering the cheapest and quickest option.

Alongside its core business as an independent retailer of rail tickets on behalf of TOCs, Trainline has a successful Business-to-Business offering in the UK and European markets. It provides rail booking solutions for large corporate entities, SMEs, and Travel Management Companies (TMCs). In addition, Trainline supports the online sales platforms of a number of train operating companies through its TOC Solutions business, occupying a leading position in this market.

### *History, team, and culture*

Trainline was founded as a wholly-owned ticket retailing division of Virgin Rail Group in 1997. In 2002, it was established as a standalone business and, at that time, was jointly owned by Virgin Group and Stage Coach plc.

Exponent Private Equity acquired the business in 2006 for £163m. Under Exponent, the company grew through increased internet penetration of rail ticket sales and opportunities in mobile and e-ticket transactions. Whilst preparing for IPO in 2015, the company decided to accept an offer from KKR, one of the world's largest Private Equity firms.

In 2015, Trainline acquired Continental Europe's number one rail ticket retailer, Captain Train (now rebranded as Trainline), positioning themselves to dominate the rail ticketing space across Europe. After significant growth, in 2019, the business very successfully IPO'd at £1.7bn on the LSE.

Trainline's top-tier leadership team includes: Clare Gilmartin, Chief Executive Officer; Pete Wade, VP Growth; Shaun McCabe, Chief Financial Officer; Mark Holt, Chief Technology Officer; Neil Murrin, General Counsel & Director, Regulatory Affairs; Robin Hancock, Chief People Officer; Bill Hopkins, VP Business, Operations & Supply; Victoria Biggs, VP Brand & Communications and formerly Jon Moore, Chief Product Officer.

Trainline's culture is central to its success and to delivering its business goals. As a simple but important example, the executive team is embedded within the core team rather than having their own offices, making for a more fluid, collaborative style of working. Trainline's drive to keep ahead of the curve means team members work closely and cross-functionally to turn ideas into reality, as is now commonplace with leading technology companies. It is this sense of pace and bias for action that is key



to Trainline's success to date, and supports the company's thirst for innovation and improvement in everything they do.

## ROLE OVERVIEW

### *Summary of key responsibilities*

- Lead liaisons between engineering, editorial teams and executives to manage product design, offering creative critique, inspiration, art direction, guidance and strategic opinion on all output
- Ensure Design considerations are always heard at all levels of the organisation by championing Design's impact and strategic importance in a credible & data driven manner
- Be the creative principal behind, and champion of, a new vision for effective & beautiful user experiences in current & new products
- Manage the deployment of the Design teams' resources strategically in line with the highest value work streams within the business at that time
- Lead, motivate and improve a talented Design team by creating the right operating culture of high achievement & a focus on the craft of creating beautiful User Experiences
- Support core business KPIs with the CTPO & Product leadership team in regular agile sprints to meet measurable revenue growth, active audience and time spent targets
- Instill an analytical approach within the Design team that will help the business make smart decisions, maintaining a passion for great UX balanced with commercial understanding
- Owning the design systems for all our products and evangelising adoption by product and engineering teams
- Understand and utilise the value of customer research & insight at all stages of the Design process

## PROFILE OVERVIEW

The right candidate will be a creative, data-driven, commercially-minded Design leader with a stellar track record of creating and delivering beautiful user experiences for top tier digital businesses. They will be an outstanding people leader, able to attract and retain world-class talent. They will have strong communication and stakeholder management skills, and bring a strategic and analytical toolkit to ensure creativity is aligned with commercial priorities and the right business outcomes. They will have worked at pace in an entrepreneurial culture, likely from another international, consumer-facing digital

or multichannel business. Finally, this person will be a creative yet commercial disruptor, balancing the art and creativity of building world-class consumer products with the commercial challenges of the organisation.

In summary, candidates will ideally possess the following attributes:

- **SEASONED PRODUCT DESIGN LEADER SPANNING PRODUCT DESIGN VISION AND EXECUTION:** Will have a proven track record of successfully creating and delivering beautiful user experiences, across multiple platforms, and securing deep and broad customer engagement/commercial outcomes. Will bring a strong end-to-end understanding of best-practice product design. Will be deeply user focused, and passionate about optimising the journey across all touch points.
- **COMMERCIAL & STRATEGIC OUTLOOK:** Will be strong at driving prioritization across a product roadmap from a design perspective, ensuring the product design team delivers maximum business and commercial impact by most effectively deploying its time and resources. Will have strong business acumen, and be adept at understanding business objectives and aligning those with product design roadmaps and work in progress, balancing customer experience with the bottom line. Will naturally bring a data-driven, ROI-focused approach and instill that across the product design team
- **PEOPLE LEADERSHIP:** Will be an inspiring, engaging people leader, able to set a vision and bring people with them. Will have a strong record of attracting, developing, and retaining high-performance product design teams. Will be a proactive and effective communicator across the senior management team, building strong relationships with all the relevant functions. Will know how to put in place the right people, structures, processes, and practices in order to create a first-class function.
- **FIT WITH TRAINLINE:** Will be bright, intellectually curious, strategic, analytical, customer-centric, ambitious, direct, agile and entrepreneurial. Will be able to synthesis vast amounts of data and information, make rapid and sound judgements, and communicate those decisions and outputs in a pithy and compelling manner that allows their teams and the wider business to operate effectively and quickly. Will be low ego, down-to-earth and collaborative.

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