

STEPHEN LUMSDEN

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Enterprise Operations | Transformation | Customer Experience

Executive Proposition

Stephen Lumsden is an enterprise operations, transformation and customer experience executive with more than 20 years of leadership experience across complex, customer-critical service, fulfilment, logistics and public-service environments.

He combines large-scale operational leadership, commercial discipline, technology-enabled transformation and customer-led operating model design to improve performance, resilience, growth and long-term enterprise value. His experience spans high-volume, multi-site and multi-country operations, including employed and partner-led delivery where customer outcomes, cost, risk, technology and people performance must work together.

Most recently, Stephen held senior leadership responsibility for customer experience, operations and transformation within Amazon International Stores, supporting complex customer operations across multiple continents. He led a substantial cross-functional transformation organisation spanning product, technology, data and programme delivery, alongside international operations and partner networks.

Stephen is open to COO, Managing Director, Vice President and Director mandates in operations, customer experience and enterprise transformation, where he can connect strategy to accountable execution and create measurable value through people, customer, technology and operating model change.

Signature Leadership Themes

- **Enterprise operations & transformation.** Designs and leads scalable, multi-site and multi-country operating models, connecting strategy, performance, cost, customer outcomes, partner governance, risk and resilience.
- **Value creation through change.** Converts customer and operational insight into prioritised transformation portfolios, combining investment governance, automation, digital self-service, operating-model redesign and benefits realisation.
- **People, customer & risk leadership.** Builds accountable leadership capability, leads large and diverse workforces through change, and protects customers and business continuity in high-severity operational environments.

Scale and Selected Impact

- **International scale.** Led complex customer operations across multiple continents, spanning substantial employed and outsourced workforces, multi-site delivery and partner-led service networks.
- **Transformation leadership.** Directed a large cross-functional capability across product, technology, data and programme delivery, translating enterprise priorities into governed, measurable execution.
- **Enterprise value.** Delivered material improvement in cost to serve, customer experience, operational performance and growth through operating model modernisation, automation, service design and performance discipline.
- **Customer effort reduction.** Reduced avoidable customer demand and operational effort through better self-service, defect reduction, improved customer journeys and more effective resolution pathways.
- **Partner governance.** Strengthened commercial and operational control across outsourced delivery through clearer measures, governance, escalation and accountability.
- **Risk and resilience.** Led executive response to high-severity operational and customer incidents, improving decision-making, customer communication, risk governance and corrective action.
- **Leadership capability.** Built inclusive, high-performing leadership teams through succession planning, leadership development and values-led performance management.

Career Foundation

Before his global customer operations and transformation roles, Stephen led high-volume fulfilment operations with responsibility for safety, reliability, productivity, quality and cost. This built deep practical expertise in operational management, continuous improvement, workforce leadership and delivery in demanding, customer-critical environments.

Earlier in his career, Stephen progressed from frontline operations to senior operational leadership. He directed a unionised delivery network across multiple sites in a highly regulated and publicly accountable environment, developing expertise in industrial relations, workforce engagement, service performance, regulatory compliance and geographically distributed leadership

Executive Engagement

Stephen has served on UK and European executive leadership teams supporting large and complex international business portfolios, influencing senior executives on operating-model design, transformation investment, customer risk, service resilience and enterprise performance. He is an Amazon Hiring Bar Raiser and served as Amazon UK Executive Sponsor for Social Mobility.

Location and availability: Edinburgh-based; available for UK and international travel. Open to UK, European and global executive mandates, including roles requiring regular on-site presence.