

# Lourdes Saez

## BUSINESS TRANSFORMATION LEADER | CUSTOMER | DIGITAL | OPERATIONS

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[linkedin.com/in/lourdessaesz](https://www.linkedin.com/in/lourdessaesz) | [lourdessaesz.co.uk](https://lourdessaesz.co.uk) | UK right to work | no sponsorship required

Business transformation leader with 20+ years of experience turning strategy into measurable operating performance across the UK, Spain and LATAM. Former UK telecom CEO with full P&L accountability, alongside consulting and functional leadership across customer operations, digital growth, CX, operating-model change and technology-enabled transformation.

Combines CEO-level commercial judgement with hands-on delivery: building teams and new functions, simplifying processes, redesigning journeys and scaling digital and operational performance in start-up, post-merger and large-enterprise environments.

**Having successfully led a UK telecom business through rapid growth, now open to senior transformation and functional leadership roles with broad scope and meaningful impact.**

### 01 SELECTED EVIDENCE OF IMPACT

>4x

Revenue growth  
UK full-fibre ISP

EUR 20M

Process savings  
Six Sigma programme

+20

NPS points  
Customer journey redesign

45%

Sales through digital  
Leading sales channel

### 02 LEADERSHIP EXPERIENCE

#### Hey!Broadband | F&W Networks

Feb 2024 - Apr 2026

##### Chief Executive Officer | Concurrent Chief Marketing Officer

UK retail full-fibre ISP and wholesale fibre infrastructure provider | London, UK

- As Hey!Broadband CEO, led end-to-end transformation across strategy, operations, pricing, product, digital acquisition, customer journeys and technology, with full P&L accountability and regular Board reporting.
- More than quadrupled revenue and doubled take-up while improving the cost structure and operational scalability.
- Built the affiliate channel from zero, strengthened the digital acquisition ecosystem and introduced AI-enabled customer and operational initiatives.
- As F&W Networks CMO, increased media visibility by more than 150% year on year and strengthened market recognition and partner engagement.

#### Nae

Jan 2020 - Jan 2024

##### Digital & Customer Experience Practice Leader

Strategy and technology consultancy serving major telecom operators | UK, Spain and LATAM

- Built and scaled the Digital & CX practice, defining the proposition, go-to-market approach and technology partner ecosystem.
- Sold and delivered six-figure and annually renewed transformation programmes, leading teams of up to 12 consultants and senior client relationships.
- Led customer, digital, operational and commercial transformation across multiple organisations and markets, contributing to double-digit income growth.

#### MASMOVIL Group

Feb 2016 - Dec 2019

Fast-growing Spanish multi-brand telecom challenger | Spain

##### Head of Employee Experience

Mar 2018 - Dec 2019

- Created the function after a major merger; migrated seven companies to SAP in nine months with no operational disruption and improved employee satisfaction by five points to above 80%.

##### Head of Online

Feb 2016 - Mar 2018

- Led digital sales and customer care across the group's entire multi-brand portfolio, spanning web, apps and social; online became the leading sales channel, with standout results including 34% of Yoigo sales and 45% of MASMOVIL sales.
- Increased digital post-sales usage by more than 30% and improved social-media first-contact resolution by 400% through process, data and technology redesign.

03 EARLIER EXPERIENCE

Vodafone

Jan 2015 - Jan 2016

Online Customer Service Manager

Global telecommunications operator | Spain

- Led digital customer-service transformation across self-service, IVR and assisted operations; defined the new online platform for all Vodafone customers and services in ten weeks.
- Reduced costs by 90% in targeted call types through IVR automation.

ONO

Feb 1999 - Dec 2014

Leading Spanish cable and broadband operator, later acquired by Vodafone | Spain

Digital Sales & Customer Experience Manager

Feb 2009 - Dec 2014

- Built and scaled digital sales and customer care across faults, billing, collections and complaints; moved 65% of service interactions online, saved EUR 2M annually, improved NPS by 20 points and grew online sales to 36%.
- Simplified and unified fault-resolution journeys across channels and integrated network diagnostics, making the digital journey customers' preferred resolution route by both usage and stated preference.

Retail & Franchise Channel Manager

Mar 2006 - Jan 2009

- Built a national network of 300+ stores and franchises, increasing productivity per point of sale by 300%, taking retail to 30% of total sales and improving in-store customer retention by 10%.

Customer Process & Performance Manager

Feb 2001 - Feb 2006

- Delivered EUR 20M in savings through Six Sigma and cross-functional process redesign; improved customer satisfaction by 27% and reduced television churn by more than 20%.

Go-to-Market Manager

Feb 2000 - Jan 2001

- Coordinated cross-functional readiness for product launches, including Spain's first flat-rate internet access proposition.

Data Warehouse Analyst

Feb 1999 - Jan 2000

- Designed data models and ETL processes for reporting, customer analysis, segmentation and business decision-making.

04 CORE CAPABILITIES

|                                      |                                               |
|--------------------------------------|-----------------------------------------------|
| Business transformation              | Strategy to execution                         |
| Operating model design               | Customer operations and CX                    |
| Digital growth and self-service      | Process optimisation and benefits realisation |
| Commercial strategy, pricing and P&L | AI-enabled automation and data insight        |
| Change and post-merger integration   | Cross-functional and consulting leadership    |

05 TECHNOLOGY ENABLED TRANSFORMATION

Led the application of AI, automation, CRM, ERP, analytics and digital self-service to improve customer journeys, operational performance and commercial outcomes. Platforms include Salesforce, HubSpot, Amdocs Clarify and SAP.

06 EDUCATION AND PROFESSIONAL DEVELOPMENT

Professional Master's Programme in Artificial Intelligence, BIG School | Completed Sep 2026

Master's Degree in Telecommunications Engineering, Polytechnic University of Madrid (UPM)

Additional training in leadership, finance, project management, Six Sigma and facilitation

07 LANGUAGES

Spanish - Native | English - Full professional proficiency