

Navigating the Rail Procurement Enigma



ENIGMA SEVEN **ZONE**
RSN | 2ND JULY 2026

Join us for an interactive workshop series with procurement, engineering and supply chain representatives from across TOCs, OEMs and the DfTO.



The event is **free to attend**
for all delegates to RSN 2026.

Register at: www.rsnevents.co.uk

One registration provides access to this event and the Expo.

Key Speakers and Panellists:

RayCarter

E M R

SIEMENS

STADLER


ENIGMA SEVEN

South Western
Railway

 ANDY SYKES
DESIGN

VOLT7

crosscountry 

DFTO



ENIGMA SEVEN **ZONE**

Situated on the mezzanine floor above the main exhibition, the Enigma Seven Zone will feature three panel sessions during the day that are open to all RSN exhibitors and visitors, **absolutely free of charge.**

These panels will bring together TOC's (Train Operating Companies), New Train Builders, engineering, procurement, and supply chain representatives along with renowned industry procurement experts and DFTO specialists.

With many excellent panellists confirmed including Dr Ray Carter, director and senior partner of the international training and development consultancy DPSS Consultants (Developing People Serving the Supply Chain), who will be supporting several sessions.

The event provides access to the experts in procurement within the rail industry and provides the perspective of train operators helping you to gain the tools, processes and knowledge to navigate your path within the rail market.

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The Enigma Seven Zone pulls together the **very best experts from the rail procurement arena.**

Supported by DFTO the event promises to provide an unmissable opportunity to find your pathway through rail procurement.

Each session designed to evaluate and investigate the key questions that presently challenge the industry.

The industry as a whole is in a significant state of change as passenger train operators move into DFTO control and become public owned and public controlled.



YOUR HOST FOR THE EVENT

Joanne Etchells, Procurement Services Director at Enigma Seven.

Joanne Etchells, Procurement Services Director at Enigma Seven. She is a highly skilled and motivated procurement specialist with a diverse portfolio of completed procurements. Joanne joined Enigma Seven from East Midlands Railway where she held the position of Head of Procurement. During her time with East Midlands Railway, Joanne was seconded to West Midlands Trains as Head of Corporate to implement governance and process to transform procurement within the business. She has developed policies, strategies, processes and compliance within the rail and education sectors. Joanne is passionate, creative and strategic with her ability to transform procurement within businesses.



Key Speakers and Panellists



Dr Ray Carter

MA MCIPS MCFI Cert Ed -
Director of DPSS Consultants,
Author & Creator of the 10 (C) Model



Dr Ray Carter is an international training and development consultant with over 30 years' experience. He graduated with a master's degree in management studies. Dr Carter is a NALP licensed contract law paralegal and member of the Chartered Institute of Procurement and Supply and is a World Contract and Commercial Association Fellow and Advanced Contract and Commercial Management Practitioner. He began his management career in the public sector and thereafter for a large food manufacturer in the UK. Later, he joined the Business School in North London before setting up his own consultancy. Dr Carter has had numerous articles and papers published in journals such as Supply Management, World CC Strategic Journal and the In Procurement Magazine. His renowned 10c's' supplier evaluation model has been adopted by organisations worldwide. It is also part of the CIPS and WorldCC course curriculum.



Frazer Stirling

Director



Frazer Stirling is a highly experienced senior Rail professional and Chartered Engineer, with broad senior experience across rail engineering, operations, project management, procurement, and financing. He joined Enigma Seven after a long career rail engineering ranging from asset management to operations, maintenance and business development, including several years leading rolling stock and digital rail strategies for numerous rail franchise bids in the UK and Australasia, and establishing Go-Ahead Group in the Australian market. As a Director of Enigma Seven, he has helped clients solve problems and deliver successful outcomes in rail and bus sectors across a range of projects and assignments.



Greg Kotecha
Head of Engineering



Greg Kotecha is a Chartered Mechanical Engineer and the Head of Engineering at South Western Railway (SWR), a position he has held for six and a half years. He has led the technical introduction of the CI484 fleet on the Isle of Wight and the CI701 fleet on SWR's suburban network, as well as life extension work on the CI455 fleet to enable continued service operation into 2026. Greg and his team have also re-written the entire suite of engineering policies and procedures, delivering improved supply chain oversight, stronger stakeholder engagement, and enhanced reliability and performance. He's an active participant in cross-industry forums focused on best practice, including the RSSB Technical & Standards Forum, which he has chaired for the past year, and the Network Rail Chief Engineer's Vehicle Introduction Forum.



Claire Painter
Head of Procurement
and Supply Chain



Claire Painter is Head of Procurement and Supply Chain at SWR. She is a long serving railway professional with a varied career spanning over 32 years, 13 of those in Procurement. The majority of her railway career has been spent with SWR, with a 4 1/2 year stint at First Rail as Senior Indirect Procurement Category Manager, with direct responsibility for group tenders such as Catering, Rail Replacement and Temporary Labour. She returned to SWR in Oct 2023 as Head of Procurement, and during SWR's transfer to public ownership in May 2025 (SWR being the first TOC to transfer), she was responsible for overseeing the triage of c700 contracts for inclusion in the Rail Transfer Scheme. She is now responsible for a diverse team covering strategic Procurement (both Direct and Indirect), Governance and Compliance activity, Supplier Relationship Management and Commercial Contract Management.



Nicola Phillips
Supply Chain Management Director

Nicola Phillips is Supply Chain Management Director at Siemens. Supply chains don't just support mobility they define it. Nicola sees them as a powerful force at the heart of mobility not a back-end function. She is passionate about bringing together people to turn complexity into opportunity. Combining collaborative leadership with a strong belief in the role that technology also has to play, Nicola works closely with teams and partners to focus on building something that's agile, resilient and built to last.

SIEMENS



Katie Hicks
Head of UK Supply
Chain & Logistics

STADLER

Katie Hicks is Head of UK Supply Chain & Logistics at Stadler. With over 10 years' experience spanning procurement, contract management, customer operations and business development, Katie has built a reputation for delivering collaborative, commercially effective outcomes across complex rail projects. Prior to joining Stadler, she held senior procurement and relationship management roles at Siemens, Porterbrook, Gemini Rail Group and Unipart Rail. Katie has a practical understanding of how clear specifications, stakeholder alignment and effective scopes of work underpin successful project delivery and long-term operational performance.



Simon Llanos
Founder VOLT7 Agency

VOLT7

Simon Llanos is a multi award winning former CMO, with decades of experience working with some of the worlds leading global destination, leisure, experience, travel and transport brands.

Simon is the founder of VOLT7, a fast-growing culture, entertainment, and sports marketing agency. Powered by creativity, curiosity and a human first approach Simon drives to redefine how brands engage audiences and optimise for relationships with customers.



Neil Bowen
Group Procurement Director

DFTO

Neil Bowen is Group Procurement Director at DFTO (DfT Operator Limited), leading one of the UK's largest and most complex public sector commercial portfolios. He is accountable for shaping and delivering group-wide procurement strategy across multiple TOCs, setting the standard for commercial governance, sourcing, and supplier performance at scale. His remit spans multi-billion-pound spend and a national supply chain, with a clear focus on driving value, resilience, and operational performance. Neil plays a pivotal role in the transformation of the UK rail industry, supporting the transition to public ownership and helping design the future commercial architecture for Great British Railways. He is leading the shift from fragmented, transactional procurement to an integrated, system-led model that delivers consistency, efficiency, and long-term value.



Emma Davis
Head of Customer Experience



Emma Davis is passionate about making rail easier and more human. As EMR's Head of Customer Experience, she leads a portfolio covering customer strategy, insight, accessibility and inclusion, Passenger Assistance, Service Quality, customer contact and improvement programmes. Emma lives in the space between what customers need, what the railway can deliver and how to make change actually happen; connecting stations, on train, customer service, accessibility, safety and security, Network Rail, DfT, RDG, ORR, Transport Focus and supplier partners to turn insight into action and better journeys. With a background in arts, audience development and communications, Emma brings a strong storytelling, service and customer behaviour lens. She has helped build data-led customer listening approaches, using over 700,000 pieces of feedback to understand what customers experience.



Kerry Childs
Head of Industry Projects



Kerry Childs is Head of Industry Projects – Implementation at CrossCountry, with more than 20 years' experience across the UK rail industry. Her background spans rolling stock projects, fleet refurbishment, bid management, asset management, and contract delivery across operators, manufacturers, ROSCOs, and consultancy. Kerry has worked on a range of customer-focused fleet and refurbishment programmes, alongside wider future fleet considerations, bringing practical insight into balancing customer expectations, operational delivery, quality, and whole-life value within rail procurement and implementation.



Andy Sykes
Industrial Designer



Andy Sykes is an experienced industrial designer with a career spanning nearly two decades of transport and rail design and innovation. Specialising in the intersection of creative intuition and specialist technical requirements, Andy delivers innovative, user-centred solutions for clients across the transport industry in the UK and internationally. Based in Derby, he has delivered industrial design projects including EMR's new Aurora fleet and legacy fleet refurbishments, new trains for SWR and Flytoget Oslo Airport Express. Andy is currently working with Grand Central on their new fleet, and supporting GBR livery projects. His career includes senior roles at dgdesign, Seymourpowell, and AtkinsRéalis.



Value realisation solutions

Great value can be unleashed
when you know where to look.

Enigma Seven offers value realisation solutions
with **IMPACT** for businesses' biggest challenges.



Financial & Commercial

Maximising value-based
opportunities.



Procurement

Buying better,
spending smarter.



Project & Engineering

End-to-end assurance.



ENIGMA SEVEN

£200m+

Customer Value Unlocked

344%

Revenue Growth

100%

Team Growth

www.enigma-seven.co.uk

Topics & Timings

10:00 - 11:00

SESSION 1

Every engineering decision
is also a commercial decision.

11:30 - 12:30

SESSION 2

Effective scopes of work and specifications
are the foundations of optimal outcomes.

13:30 - 14:30

SESSION 3

Customers at the heart
of every procurement.

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