cheetah TRANSFORMATION

c2c brings structure and efficiency to meetings, saving time with Smartsheet and Cheetah Transformation

With support from Cheetah Transformation, c2c used Smartsheet to make meeting decisions traceable and accessible across the organisation, reducing meeting fatigue, saving time, and improving accountability.

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Sam Fowler,
Project Management
Office Lead at c2c

c2c

Customer:
c2c

Industry:
Live Entertainment, Travel and Hospitality

Organization Size:
Mid-Market
(200-1,999 employees)

Website:
c2c-online.co.uk

Region:
EMEA

Every day, thousands of commuters travel between the heart of London and the Essex coast thanks to c2c, one of the UK's most punctual and passenger-loved train operators. c2c runs a high-footfall, high-frequency route between Fenchurch Street and Shoeburyness, serving 26 stations across East London and South Essex. With around 700 staff, including frontline drivers, conductors, and a tight-knit HQ team, c2c plays a crucial role in keeping London's commuter belt connected and on time.

Too many meetings, no structure

At c2c, meetings are central to how the organisation runs, with around 150 types spanning departments like finance, compliance, operations, and commercial. Until recently, staff managed them manually—taking notes, emailing updates, and relying on memory to track decisions and responsibilities. As a result, information often got stuck or lost. "We didn't have a reliable, centralised way to pass decisions up the chain—or feed outcomes back down," says Sam Fowler, Project Management Office Lead at c2c. Without shared visibility, people entered meetings with little context, leading to delays, confusion, and a lack of cohesion.

At the time, c2c was using Smartsheet for project management with support from Cheetah Transformation, a Smartsheet Platinum Partner. "I was already building Smartsheet tools to track project status, schedules, and risk," says Fowler. "Then I thought—why not apply the same logic to meetings?" He shared his idea with Cheetah, who quickly understood the vision, and together they began shaping the solution.

Gradual, careful implementation

The first step was to make sense of the meeting structure. Each meeting needed a clear purpose and defined responsibilities. With that in place, Fowler laid out his vision for an automated system to track actions and risks, escalate them when needed, and keep everything moving. "The meeting structure was already set due to regulatory requirements—we couldn't change it," says Martin Ignacio Silva, Smartsheet Consultant at Cheetah. "Our job was to make those existing connections work inside Smartsheet in a way that was simple to use, functional, and scalable."

c2c and Cheetah rolled out the system gradually, starting with the C-suite to secure top-level support. This approach helped them refine the solution in real time and build momentum across the organisation. "The rail industry is slow to embrace change, so we had to be deliberate," says Fowler. "Now, Smartsheet is used in about 80% of our meetings—and that number's still growing."

Everything in one place

Today, in every c2c meeting, a note-taker logs key decisions directly into Smartsheet. The information flows into dashboards that show everything participants need to know—from the agenda to attendee details. To keep access simple, the dashboards are embedded right into Microsoft Teams.

The system also tracks risks and actions. Team members submit risks through a simple form, routing them to the right meeting—and letting meeting participants escalate them if needed. "If a train conductor spots a problem, they can raise it, and that risk can go all the way up to senior leadership," says Fowler. Actions are tracked automatically, with

Use cases
→ Business Operations

Capabilities
→ Collaboration
→ Dashboards and Reporting
→ Forms and Intake

reminders and updates built in. "We've already tracked about 1,000 action items. That allows us to start every meeting by reviewing open actions from the last one—it keeps everyone accountable," he adds."

More clarity and accountability

With Smartsheet in place, c2c has gained a single source of truth. "If I'm stepping in for someone in a meeting, I walk in knowing exactly what it's about, who's involved, and what happened in the last discussion. Having that kind of clarity and insight across the business is priceless," Fowler explains.

Thanks to automated notifications, information no longer falls through the cracks and there's no ambiguity about who's responsible for what. "This clear governance structure ensures accountability," shares Fowler.

Saving time and effort

Now that meeting information, actions, and documents are stored in one place, c2c has eliminated countless small inefficiencies. "We don't need to spend time digging through months of emails to find a particular discussion from a meeting or chase meeting participants for status updates. Those micro-frustrations used to add up and slow everyone down."

With less time spent on housekeeping and more reliance on automation, the team can avoid delays and bottlenecks, getting tasks done quickly. "Our meetings have also become more strategic—we can focus on what really matters and make decisions faster," says Fowler.

Having more structure and efficiency have also eased meeting fatigue, allowing staff to focus more on higher-value work and engage in moving tasks forward. "Employee satisfaction has risen, and our executives are especially happy with the system," shares Phil Leney, Financial Director at c2c..

A long-standing partnership

Fowler believes that Cheetah played a key role in making the implementation a success. "I've loved working with Cheetah, they're fantastic at actively listening, interpreting our vision—even when we're not using technical language—and translating that into a functional solution," he shares.

Silva regards this to be Cheetah's secret sauce. "To do this job well, you need to understand how the company thinks and what they're trying to achieve. The key is acting like an internal collaborator, not just an external vendor," he shares. "We've really embedded ourselves in the team, they've come to see us as part of the c2c family. By now, we can already anticipate what they're aiming for."

c2c is now linking its meeting and project systems into one unified view in Smartsheet, with personalised dashboards showing all actions in one place. Staff are already bringing new ideas to Fowler for what to build next. "With the solution now embedded across the business, the PMO team—supported by contributors like JP Uzowuru, our PMO Executive—continues to drive operational improvements through ongoing delivery support," he says.

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