

Alex Mead

Director of Customer Service & Contact Centre Operations

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THE RECORD, IN NUMBERS

4,000+ FTE

The largest operation I have led

IAG, the British Airways group. 12 sites, three continents, 20+ languages.

£38m

Annual operating cost removed

At IAG. Nine outsource partners and 3,000+ agents consolidated to two.

50,000 a day

Calls removed at City Link

First in its sector to give customers a delivery time. False carding ended. Cost per delivery down 13% on 17% more volume, Rentokil Initial plc, 2012.

2 million

Customers, from zero

In six months against a target of 500,000. Three million inside the year, at 90%+ CSAT. D360 Bank, from zero.

150% of plan

Revenue delivered at Total CX

While growing the operation from 75 to 400+ FTE in twelve months, with the P&L in my name.

2 GenAI products

Built by me, not commissioned

Both live and drivable today at epiccsx.com, in luxury cruise and in Islamic banking.

Twenty-five years leading customer service and contact centre operations, running teams from 75 to more than 4,000 FTE across aviation, banking, luxury cruise, premium travel, outsourcing, luxury consumer brands and field services. Sixteen of those years on permanent payroll across five employers, seven as the operating leader inside client turnarounds at Alvarez & Marsal, and the last eighteen months on three senior mandates won independently.

Across those years the job has required all of it: running the operation, designing the service model, judging the platform estate that has to deliver it, and building the AI that now sits on top.

AI ORCHESTRATION, BUILT RATHER THAN COMMISSIONED

I did not sponsor this work, chair a steering committee for it or advise somebody else on it. I built it. There is no vendor behind it and there is nothing to sell.

Delivered against a live operation. 35 to 40% more enquiries progressed to quotation. 25 to 28% higher quote-to-booking conversion. 12 to 15% higher revenue per guest. Three months, completed July 2026. The client was in luxury travel rather than cruise, and is under NDA.

A luxury cruise booking and guest contact experience. Enquiry through to quotation, sharing, group coordination and booking, with the AI reading what the guest actually wrote and human ambassadors kept in the loop wherever a person is worth more than a model. Live at epiccsx.com.

An AI-native Islamic banking build. A second product, in a regulated sector, built from the ground up rather than bolted onto a chat window. Live at epiccsx.com.

Why I could build it at all. Twenty-five years inside CRM, CCaaS, WEM and the back-end platforms that feed them is what tells you where AI belongs in a service operation and where it will quietly cost you the customer's trust. I will tell a brand plainly when the stack it already owns cannot deliver what the brand is promising, and I have had to do exactly that on several occasions. It is never a criticism of the people who chose it. It is the fastest way to stop spending money on an outcome that was never going to arrive.

EXPERIENCE

Apr 2025 to
present

Manama, Bahrain

Independent

Director of Customer Service & Contact Centre Operations

Three senior mandates won independently in eighteen months, leading sales and service operations for global brands.

- **Emirates NBD, September 2025 to March 2026.** Executive Director, Customer Contact & Service Transformation. Regulated banking contact operations.
- **Explora Journeys, MSC Group, April 2025 to September 2025.** Global VP, Experience Centres & CX Strategy. Ultra-luxury cruise guest contact across markets and languages.
- **Luxury travel client, 2026.** GenAI service orchestration delivered against a live operation, results on the previous page. Three months to July 2026, client under NDA.

Jan 2024 to
Mar 2025

Manama, Bahrain

Total CX, Beyon Group

Chief Executive Customer Officer

Full time, with the P&L. The customer experience outsourcing arm of the Beyon Group.

- Grew the operation from 75 to 400+ FTE in twelve months, holding quality steady while the headcount went up more than five times.
- Delivered 150% of revenue plan, carrying the P&L end to end, commercial plan and cost line together rather than a functional slice of either.
- Ran the sell side of the outsourcing relationship having run the buy side at IAG. Very few people in this market have sat in both chairs, and it changes how you write a contract.

Apr 2017 to
Jan 2024

Seven years

Alvarez & Marsal

Global Customer Service Experience Director

Placed inside client operations as the operating leader through the turnaround rather than as an adviser to it. The longest tenure on my record.

- **D360 Bank, Saudi Arabia's first digital bank.** Customer employee number one. Built the service operation from scratch on my EPIC framework: onboarding, account opening, transfers, disputes, savings, loans. Two million customers in six months against a 500,000 target, three million inside the year, at 90%+ CSAT.
- **Edrington, including The Macallan.** Built the global high-net-worth consumer service model across around nine brands.
- **ATPI.** Group Customer Service Director. Delivered a 20% sales uplift.

Apr 2014 to
Apr 2017

London

IAG, the British Airways group

Global Customer Service Experience Transformation Leader

Global customer service transformation across British Airways, Iberia, Aer Lingus and Vueling.

- Led 4,000+ FTE across 12 sites, three continents and 20+ languages.
- Consolidated nine outsource partners and 3,000+ agents down to two, and moved the BPO contracts to outcome-based, so partners were paid for what the customer got rather than the time taken.
- Removed £38m of annual operating cost without giving up the service the four brands had promised, and built the group's digital customer vision a decade before generative AI existed.
- Introduced proactive outbound contact on cancellations and delays, so the airline reached the customer first. At that scale, the call you prevent is worth more than the one you answer well.
- **Golfbreaks.com, Chief Customer Officer, on secondment from IAG, May 2015 to October 2016.** Redesigned the contact centre and modernised the CRM. Booking conversion up 12%, with 99% of customers saying they would rebook.

EXPERIENCE, CONTINUED

Dec 2010 to
Mar 2014

United Kingdom

Rentokil Initial and City Link

Group Director, Customer Care & Contact Centres

- Led around 2,000 direct headcount at City Link alone, across contact centres and depots, inside the wider Rentokil Initial global group of around 4,000, over 70+ sites.
- Made City Link the first logistics operation in its sector to give customers a delivery time, and a way to tell the depot when that time would not work, across 3,000 drivers. It removed 50,000 calls a day. The sector copied it.
- Ended false carding, deliveries recorded as attempted when no attempt was made. Aligned the CTO, IT Director, COO and CFO, then brought the GPS evidence to all 74 depot general managers and 7 network directors and worked with them to resolve it. The argument that landed was commercial: a forced delivery loses money, because you pay to go back.
- Moved the 1,200 to 1,400 depot-based customer service people into my line and virtualised them into one network team, so no depot reported on itself.
- Successful delivery attempts rose at least 13% a day. Rentokil Initial plc's 2012 annual report records City Link achieving a 13% reduction in cost per delivery on volume growth of 17%.

Apr 2008 to
Nov 2010

London

Ticketmaster and Seatwave

VP Customer Service

Customer service across both consumer ticketing operations, primary and secondary.

Feb 2005 to
Mar 2008

United Kingdom

1&1 IONOS

Chief Customer Officer & Global Operations Director

- **1&1 and Fasthosts.** Group customer operations across the hosting businesses.
- **SpinVox, later Nuance.** Director of Global Customer Operations. Scaled the operation from 100 to 4,000+ staff across 14 countries and onboarded 12 clients.
- **Travelsphere.** Group Customer Service & Sales Director. Lifted direct-sales conversion by 15%, worth £7.5m.

Feb 2001 to
Jan 2005

United Kingdom

Barclays

Customer Service & Operations Director

- Ran call centre operations across three dispersed sites, owning the sales targets and the operational KPIs together, and delivered a 40% uplift in mortgage sales.

FRAMEWORKS, ESTATE AND CREDENTIALS

EPIC CSX and TIME EX

36 capabilities covering what a customer meets at every point of contact, and 20 principles covering the people who serve them, authored in 2012.

The platform estate

CRM: Salesforce, Oracle, Dynamics, Pega, Zendesk. CCaaS: Verint, NICE, Genesys, Avaya, Cisco, Amazon Connect. Plus workforce engagement.

Education, recognition and references

BSc Computer Systems and Information Engineering. INSEAD AI Leadership Programme, Dubai, 2025. ITIL Foundation. Twice voted Global CX Thought Leader by Frost & Sullivan. Chairman, European Customer Festival, 2016. 46 named references at epiccsx.com/testimonials.

SCOPE, AND WHAT I AM LOOKING FOR

25 years leading customer service and contact centre operations, in 6+ sectors and 30+ countries, across three continents and 20+ languages, in teams from 75 to 4,000+ FTE.

Available now for a permanent or interim Director or VP appointment owning the strategy and teams for sales and service across a brand's contact centres. British, with the right to live and work in the UK by nationality. Resident in Manama, Bahrain, where I can reapply for an investor visa carrying the right to work for any employer without sponsorship. Globally mobile, no geography ruled out.