

DAVID EPSTEIN

CEO | COO | CCO — Employer of Record (EOR), Global Payroll & HR Outsourcing

Transformation & Turnaround · M&A · Private Equity · AI-Enabled Operations

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linkedin.com/in/davidepsteinuk | English & French (bilingual) | Available from September 2026

PROFILE

Commercial and operational leader for businesses at their turning points — growth, turnaround, carve-out or exit — as CEO, COO or CCO. More than 25 years leading P&L, sales and transformation for Alvarez & Marsal, PwC, BDO, Deutsche Telekom / T-Systems, CGI, IBM and Xerox, and for PE-backed and family-owned businesses. Self-made — I founded my first company at 19 — and bilingual English/French. Seeking a permanent CEO, COO or CCO seat to build for the long term; selected interim mandates considered.

CAREER HIGHLIGHTS

- Doubled Albany Services (£200m HR outsourcing: EOR, MSP, RPO, global payroll) in under 18 months — £1.5bn+ of contracts closed with TD Bank, GlaxoSmithKline, Nokia and Allianz.
- Turned around RB Group (€70m, 100 staff): cost-reduction programme, digital transformation, nine acquisitions, new offices in London and Rome.
- Created PwC's contingent-workforce service from a blank page — strategy, platform, team — doubling the existing margin.
- Led AI adoption across sales, marketing and operations at Stipenda (Employer of Record & global payroll, 100+ countries).

EXPERIENCE

Executive Advisor to the CEO — Operations & Commercial (Interim)

Stipenda · London

Jan 2026 — present

Advisory mandate to the CEO of Stipenda, an Employer of Record (EOR), PEO and global payroll provider operating in 100+ countries — a blend of COO and CCO responsibilities to make the commercial and operating engine scale-ready.

- Redesigned processes across sales, marketing and operations; led the adoption of AI tools (including Claude) into daily workflows — prospect research, campaign execution, proposal production and reporting.
- Built the bid & tender capability: go/no-go qualification, selection of the tenders worth competing for, and structured, reusable proposal packs.
- Coached the executive team on C-level selling and on presenting the service themselves — capability that outlives the mandate.
- Structured the commercial foundations: ideal-client definition, outbound campaigns and CRM pipeline discipline.

Interim CEO / Chief Operating Officer (COO) / Chief Commercial Officer (CCO)

David Epstein Consulting · London — Paris

Jul 2019 — present

Adviser to companies, private equity, venture capital and family offices during transition phases. Example missions:

RB Group (€70m, 100 staff, 70 locations) — Interim COO, turnaround

- Cost-reduction programme with relocation of the entire back office; digital transformation — single booking platform, cloud migration, new procurement, workforce-management, CRM and project tools.
- Recruited and mentored a new executive team; negotiated the acquisition of nine hotels and one restaurant; opened offices in London and Rome; new outsourced panel for payroll, accounting, tax and audit.

Alvarez & Marsal, London — growth & governance mandate

- Three-year business plan (budget, recruitment, promotions, structure) and new governance delivering all non-tax activities in a shared-service model: conflict check, anti-money laundering, compliance, budget and billing.
- Digital transformation: document management, tax technology, global workflow and Salesforce.

Earlier interim practice (2010–2012): interim CEO and turnaround mandates in HR & compliance services (£12m turnover) and financial-services risk consulting (Paris — New York).

Director, Reporting & Strategy — Financial Services & Deals

PwC · London

Dec 2015 — Jun 2019

- Advised the head of Financial Services & Deals on governance, operating model and delivery optimisation, after leading sales and marketing for the new Reporting & Strategy division.
- Created the flexible-resources (contingent workforce) service from a blank page — strategy, business plan, delivery platform, team and partner contracts — reallocating scarce senior resources into higher-margin work and doubling the existing margin.
- Merged two private-client business units under a new governance; moved real-estate tax-return production to a nearshore platform; implemented SAP- and Salesforce-based reporting.

Director, Global Outsourcing

BDO LLP · London

Jul 2012 – Oct 2015

- Drove growth across offshoring, global compliance services, BPO and management consulting — owning international sales, marketing and bids, and bringing in new revenue streams.
- Implemented the division's governance (roles, go/no-go, conflict check, bid evaluation, reporting); recruited, trained and mentored the team; led the largest deals and partner contracts.

Chief Operating Officer (promoted from Global Sales Director)

Albany Services · London · San Francisco · Singapore

Jan 2008 – Mar 2010

£200m, 150 staff, 12 offices worldwide — HR outsourcing: GEO/EOR, MSP, VMS, RPO, AML and payroll.

- Doubled the company in under 18 months, closing £1.5bn+ of contracts with TD Bank (Canada & USA), GlaxoSmithKline (USA & UK), Carphone Warehouse, Nokia and Allianz.
- Restructured into Americas / EMEA / Asia-Pacific divisions with nearshore back offices and principal sales offices in the USA, Brazil, London, Singapore, Japan and Australia.

EARLIER CAREER

Deutsche Telekom / T-Systems — Frankfurt & Paris (2002–2007) — SAP Business Unit Manager, then Head of Utilities worldwide, then Global Sales Director BPO — built the global BPO strategy; 5–7-year outsourcing contracts; accounts including JCDecaux, Decathlon, Airbus and EDF.

CGI — Paris (1999–2001) — Head of New Business & Marketing — built the new-business team and CRM; €1m+ additional margin within 12 months.

ICOTEC — Bucharest (1996–1998) — Founder & CEO — profitable Franco-Romanian precision-engineering venture (steel moulds for plastics manufacturers).

Deutsche Telekom / T-Systems — Lyon (1992–1996) — Business Unit Manager, South-East France — 90 staff; business doubled in three years.

IBM — Lyon (1991–1992) — Regional Director, Southern France — ERP sales to the middle market.

Xerox joint venture — Lyon (1987–1991) — Founder & CEO at 19 — grew to 20 staff and 100 customers, linking retail checkout scanners to ERP systems for the DIY sector.

SKILLS & LANGUAGES

Skills: Business Transformation · Employer of Record (EOR) · Global Payroll · Mergers & Acquisitions · Corporate Governance · Turnaround & Restructuring · Private Equity · BPO · HRO · PEO · AI-Enabled Operations · P&L Leadership

Languages: English — native/bilingual · French — native/bilingual