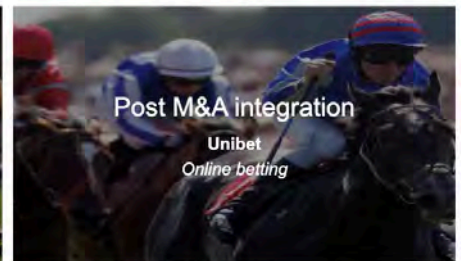
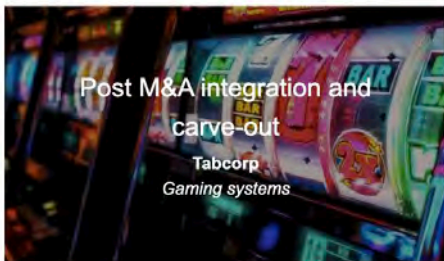
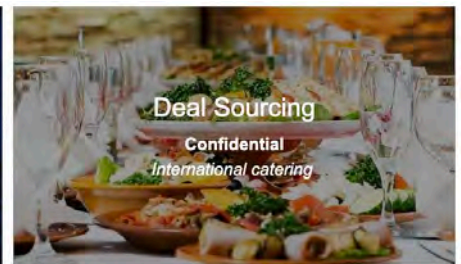


Delivering cost-effective, repeatable and high performing business transformation, integrations, divestments, and turnarounds.



Rely on an experienced M&A Program Manager for your upcoming transformation.
Complement your team with specific operational M&A skills.
Secure a safe pair of hands to carve out part of your business.
Bring your underperforming business units back to a growth path.

Let's partner!



Jean Paul (JP) Meynard
Programme Management
Turnaround | M&A | Divestment
Business transformation

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Jean Paul Meynard MSc, Executive MBA

Interim M&A Program Director
Business Transformation, Integration, Carve-out, and Turnaround

Profile

Interim program manager with extensive transformation management experience in high impact projects (business process/IT system migration, cross-border M&A, carveout, turnaround).

Professional Experience

- **Business Transformation consultant (since 2004)**

Since founding ImperialOwls in 2004, I have provided due diligence, programme management, post-M&A integration, separation, and business transformation services across Europe and APAC.

Over the past 20 years, my work has covered various sectors, such as Engineering, Consumer Goods, Cyber Security, TMT, Financial Services, Telecoms, and Supply Chain.

Examples of past engagements include

- Ginger Group, Environmental engineering, France/Germany (IT carve-outs and integrations)
- Exclusive Networks, Cyber Security Distributor, France/APAC (post M&A full integration)
- Unilever, Consumer Goods, Singapore (M&A due diligence)
- 1Spatial, Geospatial data management, UK/France (post M&A IT integration)
- CHEP, Logistics and supply chain, Australia/APAC (post M&A IT integration)
- Tabcorp, Gaming, Australia (post M&A integration and carve-out)
- Unibet, Gaming, UK / Sweden (post M&A integration, business transformation)
- Wyde (now Mphasis), Insurance software, France (IT integration)
- Vodafone, Telecoms, UK (IT integration)
- Neural Technologies, Revenue assurance, UK (IT integration)

EDUCATION

Executive MBA - Strategy & Innovation

Imperial College Business School, UK | 2014

Technology Licentiate in Real Time Systems

Linköping Technology Institute, Sweden | 2000

Master of Science, Software Engineering (dipl. eng.)

UTBM, France | 1998

CERTIFICATION

- Agile Programme Manager (APMG)
- Portfolio, Programme & Project Office Manager (PMO-3PO)
- MSP Programme Manager
- Prince 2 Practitioner

Full Europe, UK, and Australia working rights. Fluent in English, French, and Swedish

The benefits of partnering with an interim PMO / Program Manager

	High impact	Get a go-getter able to hit the ground running with no formal brief, to fix critical issues, and to quickly demonstrate to the Board and key stakeholders that the integration or divestment is under control.
	Independent	Get a trusted advisor with no involvement in company politics, also able to guide teams as a shepherd, and build bridges across silos.
	Professional	Get an advisor, a change and project manager in one person, fully focus on the success of the overall project. Those three skills are required to be able to jump in to fill any gaps and manage uncertainties inherent to business transformation projects.
	Senior	Get a leader with gravitas, experienced working with C-level executives and Boards, and able to handle strongly opinionated managers.
	Transformational	Get a transition manager, expert in facilitating business process changes, introducing business improvements, communicating with clarity. Essentially, maximizing the executives' bandwidth to allow them to focus on BAU.
	Wide expertise	Get a hands-on expert bringing customisable playbooks, war stories, and documented pitfalls. This is your opportunity to upskill your managers in business transformation processes
	Time focused	Get a top performer for not longer than needed. Working an agile way provides a cost-effective to regularly review the progress of the agreed SOW.

Client reference

"I had the pleasure of working with Jean Paul (JP) during the complex reverse integration of Exclusive Networks & NEXTGEN, following our acquisition in April 2024, and I can confidently say JP's performance was outstanding.

From the get-go, Jean Paul demonstrated exceptional project management discipline, strategic foresight, and the ability to navigate a highly dynamic and sometimes ambiguous environment. Reverse integrations are inherently challenging requiring careful stakeholder alignment, cross-functional coordination, and an acute understanding of both legacy and acquired business processes. Jean Paul handled these demands with professionalism, composure, and a solutions-focused mindset.

Jean Paul successfully brought together teams from both organizations, ensuring that operational, cultural, and technical integration milestones were achieved on time and with minimal disruption. Their attention to detail, communication skills, and ability to anticipate and mitigate risks were key to the project's success.

Additionally, Jean Paul quickly immersed himself in the company culture taking extra time to actively participate in both client and internal events. Creating a sense of shared ownership that was critical to achieving buy-in from all levels of the business.

I would highly recommend Jean Paul for any future M&A or complex program management roles. Their blend of leadership, structure, and adaptability makes them an invaluable asset in high-stakes transformation environments."



James Walters | EVP Innovation & Growth
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Leading post M&A integration of acquisitions and business consolidations

PRE-DEAL services

- Deal strategy review
- M&A integration strategy and Day 1 readiness
- Due diligence (IT, commercial, cultural)
- Virtual Data Room management
- Stranded costs identification and mitigation
- Deal pipeline management
- In-house integration capabilities development
- Integration Management Office set-up
- Project governance
- Day1 integration and communication plan

POST-DEAL services

- Capability mapping newCo & ParentCo
- Detailed target operating model creation (people, process, system, culture) delivering deal synergy
- Integration plan refinement and execution (100-days, integration, consolidation)
- Change management (business/ processes)
- Communication (board, c-level, staff, customers)
- Business/revenue continuity plan creation
- Cross-functional team leadership from day1
- Integration playbook continuous enhancement

Tailoring for the particularities of your business divestments

Divestiture strategy

- Assess Resources/capabilities
- Create Target Operating Model at Deal Close and TSA exit (people, organisation, process, system, culture)
- Assess transitional services to be offered (high-value) or sub-contracted (low-value)
- Develop business plans
- Identify stranded costs and materialization time
- Negotiate Transitional Service Agreement
- Set up the Divestment Management Office
- Execute the project governance
- High-level divestment plan
- Day1 readiness and communication plan

Divestiture execution

- Refined divestment plan creation with BuyerCo
- Run the Divestment Management Office
- Execute change management (business/ processes)
- Form cross-border, cross-functional work streams
- Communication (staff, customers, stakeholders)
- Business/revenue continuity plan creation
- Provide Cross-functional teams leadership from day1
- Manage TSAs and 3rd party vendors
- Continuously enhance the divestment playbook

Recent interim integration/ carve-out assignments

Carve-out/multi-entity carve-in of HPC International into Ginger Group

France / Germany / Kosovo, 2026

- Designed the end-to-end IT separation and integration of HPC International, a carve-out of HPC AG, into three business entities of Ginger Group, a Sagard-owned company.

Carve-out/carve-in of HPC Envirotec into Ginger Group

France / Germany, 2025-26

- Designed, planned and executed the end-to-end IT integration of the target, HPC Envirotec, a carve-out of HPC AG, into Burgeap, a subsidiary company of Ginger Group, a Sagard-owned company.
- Developed the Target Operating Model and 8-month separation and integration plan covering collaborative tools, ERP, and business applications.

Post M&A integration of NEXTGEN into Exclusive Networks

Australia / New Zealand / ASEAN, 2024

- Designed, planned and executed the end-to-end business integration of the target, NEXTGEN, a €166m cyber security distribution company into Exclusive Networks, a CD&R and Permira-owned company.
- Achieved the One Team - One Leadership - One culture integration in ANZ in three months.
- Developed the Target Operating Model for six business and technical integrations in Australia, New Zealand, Singapore, Indonesia, Philippines, and Malaysia.
- Planned the different phases of the integration projects: post-closing, first 100 days, and consolidation.

Post M&A integration of GEOMAP-IMAGIS into 1Spatial Group

France / UK, 2019

- Advised CEO and MDs of an AIM-listed company in the due diligence phase.
- Designed, planned and executed the end-to-end business integration of the target, GEOMAP-IMAGIS (70 people in France and 40 in Tunisia).
- Designed and launched an organisational culture survey across the acquiring and acquired companies.

Post M&A Integration of Pallecon Solution APAC entities into CHEP

Australia, 2017-18

- Created and executed the Target Operating Model and an Agile integration plan supporting 8 cross-functional initiatives involving Finance, Commercials, Sales, HR, Supply Chain, Marketing, Legal, and IT (SAP teams).
- Developed and executed the change management plan covering internal communication, executives buy-in strategy, staff training, change support to APAC line managers.

Post M&A Integration of Intecq entities into Tabcorp

Australia, 2016-2017

- Finalised the acquisition of Intecq (ASX:ITQ) by Tabcorp (ASX:TAH), coordinating 10 functional workstream leads (GM), obtaining ACCC and regulatory approvals, while simultaneously preparing Day-1 plan.
- Created and led the Integration Management Office, ensured regular communication across all stakeholders, solved cross-functional and corporate-BU issues.



Carve-out and integration of HPC Envirotec and HPC International into Groupe Ginger



Sector

Environmental Engineering

Services delivered

Target Operating Model
Workstream management
Carve-out
Cross-border integration

Countries involved

France
Germany
Kosovo

Deal size

Buyer's turnover: €470m
Target #1's turnover: €7m
Target #2's turnover: €4m

HPC Envirotec

- Designed, planned and executed the end-to-end IT integration of the target company, HPC Envirotec, resulting from a carve-out from HPC AG after the acquisition of HPC AG by Groupe Ginger in July 2025.
- Scope of the work included:
 - Migration of all collaborative tools
 - Migration towards Ginger's Sage X3 ERP and other business applications
- Developed the Target Operating Model for technical 8-month separation and integration in collaboration with HPC AG, the German parent company.

HPC International

- Designed the end-to-end IT integration of HPC International, a carve-out from HPC AG, into three distinct entities within Ginger Group.
- Developed the Target Operating Model (TOM) and defined the phased delivery approach for a six-month separation and integration programme, covering all technical carve-out, migration, and integration activities.



Integration of NEXTGEN into Exclusive Networks



Sector
Cyber Security

Services delivered
Target Operating Model
Workstream management
Cross-border integration
Integration playbook

Countries involved
Australia
New Zealand
Singapore
Philippines
Malaysia
Indonesia

Deal size
Buyer's market cap: €1.9b
Target's gross sales: €164m

- Designed, planned and executed the end-to-end business integration of the target, NEXTGEN, a €166m cyber security distribution company.
- Scope of the work included:
 - Reverse integration in Australia and New Zealand,
 - Integration in Singapore and Malaysia following a short-form amalgamation.
 - Integration in the Philippines and Indonesia following a business transfer.
- Developed the Target Operating Model for the six business and technical integrations.
- Planned the different phases of the integration projects: post-closing, first 100 days, and consolidation.
- Established and executed the post-merger day-to-day integration and change management activities with NEXTGEN and Exclusive Networks executives and functional leaders.
- Achieved the One Team - One Leadership - One culture integration in ANZ in less than three months. [Link to LinkedIn acknowledgement.](#)



Acquisition and integration of GEOMAP-IMAGIS into 1Spatial Group



Sector

Geospatial Software

Services delivered

Due diligence
Corporate culture assessment
Target Operating Model
Workstream management
Change & communication
Cross-border integration
Integration playbook

Countries involved

UK
France
Tunisia

Deal size

Buyer's market cap: £34m
Target's valuation: €7m

- Advised CEO and MDs of a AIM-listed company in the due diligence phase of a business critical cross-border transactions.
- Designed, planned and executed the end-to-end business integration of the target, GEOMAP-IMAGIS (70 people In France and 40 in Tunisia).
- Set up the Integration Management Office to ensure strong governance, and communication to all stakeholders.
- Designed and launched an organisational culture survey across the acquiring and acquired companies.
- Developed the Target Operating Model for the business and technical integration of Geomap-Imagis into 1Spatial FR/BE.
- Planned the different phases of the integration project: pre-deal, first 100 days, and integration Phase 1.
- Established and executed the post-merger day-to-day integration and change management activities with Geomap-Imagis and 1Spatial Group functional leaders.



Business and technical integration of Pallecon Solution APAC entities into CHEP



Sector

Logistic, supply chain

Services delivered

Target Operating Model
Work Stream Management
Change & communication
Stakeholder management
Cross-border integration

Countries involved

Australia
New Zealand
Singapore
Malaysia
Thailand

Deal size

Buyer's market cap: £9.9b
Target's valuation: €135m

- Developed the Target Operating Model for the business and technical integration of Pallecon APAC entities into CHEP.
- Created an Agile integration plan supporting 8 cross-functional initiatives involving Finance, Commercials, Sales, HR, Supply Chain, Marketing, Legal, and IT (SAP teams).
- Established and executed the day-to-day integration and change management activities with functional leaders across Pallecon, CHEP and Brambles.
- Developed and executed the change management plan covering internal communication, executives buy-in strategy, staff training, change support to APAC line managers.
- Set up the Integration Management Office to ensure strong governance, and communication to all stakeholders.
- Facilitated the amalgamation and business sale of Pallecon APAC entities with external legal and tax counsels, preparing the business and employee transfer in accordance with local regulations.



Acquisition and Integration of Intecq into Tabcorp



Sector

Gaming systems

Services delivered

Integration Management Office
Day 1 readiness
Target Operating Model
Agile integration planning
Work Stream Management
IT integration
Stakeholder management
Divestiture

Countries involved

Australia

Deal size

Buyer's market cap:
AUD 9.5b
Target's valuation:
AUD 115m

- Finalised the acquisition of Intecq (ASX:ITQ) by Tabcorp (ASX:TAH), coordinating 10 functional workstream leads (GM), obtaining ACCC and regulatory approvals, while simultaneously preparing Day-1 plan.
- Created and led the Integration Management Office, ensured regular communication across all stakeholders, solved cross-functional and corporate-BU issues.
- Formulated the business objectives through a detailed Target Operating System.
- Set up the integration program, managed cross functional teams, defined and directed 25 initiatives and 300+ integration tasks through Agile planning.
- Led the integration/migration of critical IT backend systems with IT suppliers (Oracle, Cap Gemini, Telstra, HP).



Divestment of Odyssey Gaming from Tabcorp to Federal Group



Sector

Gaming systems

Services delivered

Divestment Management
Office
Target Operating Model
IT separation
Stakeholder management
Divestiture

Countries involved

Australia

Deal size

Buyer's market cap:
AUD 9.5b
Target's valuation:
confidential

- Led the divestment preparation of Odyssey Gaming, Intecq's casino servicing business, following its acquisition by Tabcorp, upon request from competition watchdog.
- Established Tabcorp divestment playbook.
- Worked with functional teams to create Intecq/Tabcorp's future target operating model at Deal Close and TSA exit (people, organisation, process, system, culture).
- Identified and Quantified stranded costs.
- Prepared the TSAs (Master Service Agreement and Schedules) with the Tabcorp Legal team.
- Prepared and managed the initial execution of the Transitional Service Agreement schedules (Payroll, CRM, leases, IT support, Accounting)
- Reported project KPI to sponsor and SLT.



Technical integration of Betchoice into Unibet



Sector

Online gambling

Services delivered

Day 1 readiness
IT integration
Product deployment
Stakeholder management
Cross-border integration

Countries involved

UK
Sweden
Australia

Deal size

Buyer's market cap: £512m
Target's valuation: £13.6m

- Facilitated the product gap analysis after the acquisition Betchoice Pty Ltd, by Unibet (now Kindred, CPH: KIND-SDB).
- Planned the integration of new betting products into the Australian business.
- Led the project team implementing the technical integration
- Facilitated communication and solving issues between the acquired company and Unibet teams.



Acquisition and technical integration of Eurosportsbet into Unibet



Sector

Online gambling

Services delivered

Day-1 readiness
IT integration
Product deployment
Cross-border integration

Countries involved

UK
Sweden
France

Deal size

Buyer's market cap: £404m
Target's valuation: €9.5m

- Performed the due diligence of IT systems and contracts during the acquisition of Solfive SA, France by Unibet (now Kindred, CPH: KIND-SDB).
- Organised the Day 1 readiness plan and identify quick wins to create a positive momentum
- Led the project team implementing the technical integration
- Facilitated communication and solving issues between the acquired company and Unibet teams.