

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



Rely on an experienced international PMO 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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## The benefits of partnering with an interim PMO / Program Manager

	<b>High impact</b>	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.
	<b>Independent</b>	Get a trusted advisor with no involvement in company politics, also able to guide teams as a shepherd, and build bridges across silos.
	<b>Professional</b>	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.
	<b>Senior</b>	Get a leader with gravitas, experienced working with C-level executives and Boards, and able to handle strongly opinionated managers.
	<b>Transformational</b>	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.
	<b>Wide expertise</b>	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
	<b>Time focused</b>	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.”*



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**Jean Paul Meynard** MSc, Executive MBA

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

## Profile

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 (post M&A IT integration)
- 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

French and Australian citizenships.

**Recent interim  
integration/  
carve-out  
assignments****Post M&A integration 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 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.

**Pre-deal assignments****Research and analysis of turnaround and carve-out opportunities in the manufacturing sector**

*Navigator Capital GmbH, 2023*

- Sourcing and screening of distressed manufacturing groups
- Internal due diligence reviews

**Deal scouting for international expansion of a portfolio company**

*Equistone UK, 2023*

- Market analysis report in the Nordics, Western Europe, USA indicating current market size, competitors' market share, revenues per key sector, strengths, and weaknesses, and trends.

**Target Operating Model and Transformation Roadmap supporting a buy & build strategy within a PE-backed IT company**

*Pan-European Private Equity firm, 2022*

- Delivered a Target Operating Model and transformation roadmap enhancing the platform capabilities to speed up the integration of future add-on acquisitions.

**Analysis of roll-up feasibility in a secondary buy-out opportunity in the Advisory and Consulting space**

*Pan-European Private Equity firm, 2022*

- Analysed the CIM and researched the company strengths and weaknesses (SWOT) to support a buy-and-build strategy through CIM review, market research, and leadership assessment.

**M&A advisor for the acquisition opportunity of an APAC company**

*2021, Unilever*

Appointed as M&A advisor to lead and coordinate the end-to-end diligence work for a potential acquisition. Performed commercial due diligence on the Target including CIM detailed review and market analysis.



## Integration of HPC Envirotec into Groupe Ginger



### Sector

Environmental Engineering

### Services delivered

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

### Countries involved

France  
Germany

### Deal size

Buyer's turnover: €470m  
Target's turnover: €7m

- 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 integrations with HPC AG, the German parent company.
- Planned the different phases of the 8-month integration projects.



## 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.

**CHEP**

A Brambles Company

## 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.

**Tabcorp****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).

# Tabcorp

## 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

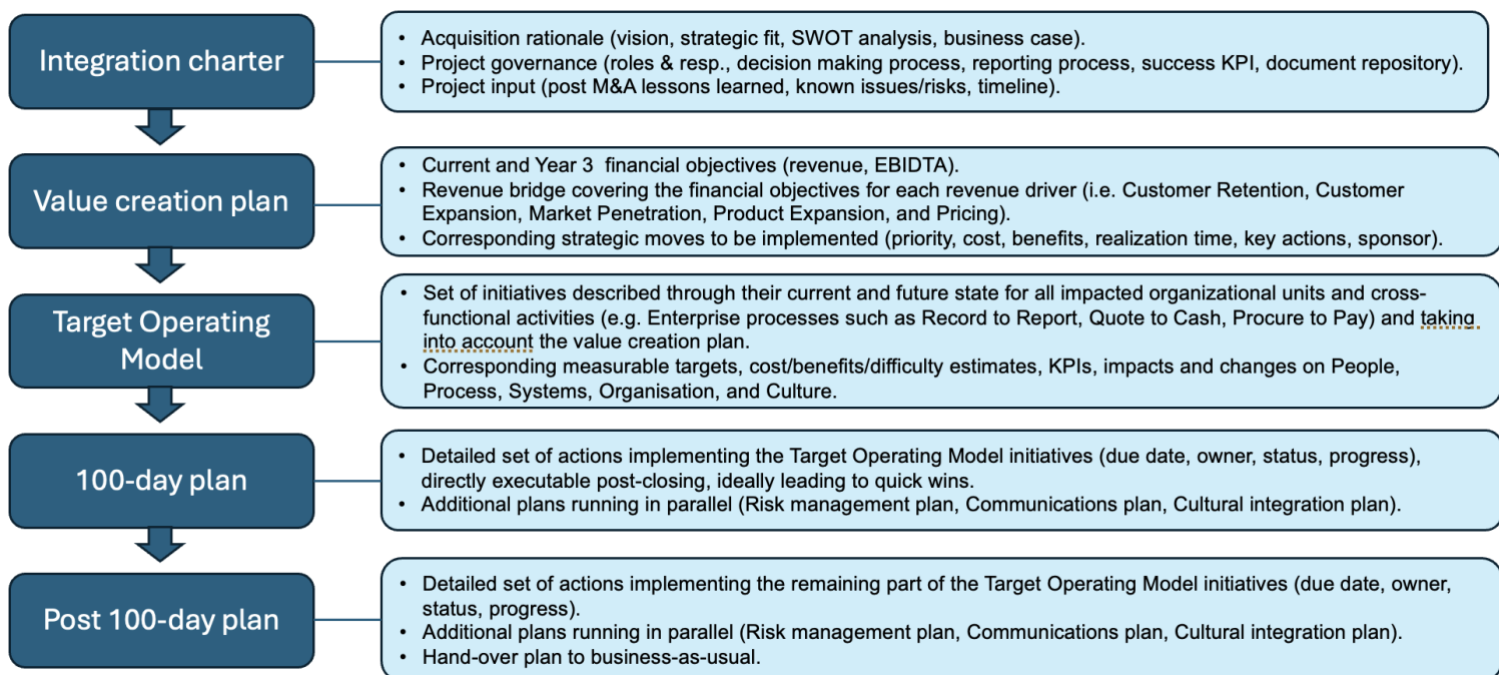
UK  
Sweden  
France

### 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.

PHASES	DEAL PREPARATION	DEAL FINALISATION	100 DAYS	INTEGRATION	CONSOLIDATION
Timeline (* tentative date)					
Playbooks	<ul style="list-style-type: none"> <li>Prospect analysis</li> <li>Light due diligence</li> </ul>	<ul style="list-style-type: none"> <li>Full due diligence (DD)</li> <li>Signing and closing</li> </ul>	<ul style="list-style-type: none"> <li>100-day execution</li> </ul>	<ul style="list-style-type: none"> <li>Integration</li> </ul>	<ul style="list-style-type: none"> <li>Consolidation</li> </ul>
Governance	<ul style="list-style-type: none"> <li>Create stakeholder map</li> <li>Establish roles &amp; resp.</li> <li>Define success criteria</li> <li>Formalise project team</li> <li>Finalise Agreed Form with sellers</li> </ul>	<ul style="list-style-type: none"> <li>Define synergy tracker</li> <li>Establish decision making process</li> <li>Identify value drivers</li> <li>Refine deal synergies</li> <li>Set integration course</li> <li>Form cross functional teams</li> </ul>	<ul style="list-style-type: none"> <li>Initiate project reporting</li> <li>Form cross-functional/workstreams</li> <li>Evaluate 100-d and E2E project KPIs</li> <li>Maintain risk register</li> </ul>	<ul style="list-style-type: none"> <li>Maintain project reporting</li> <li>Organise synergy reviews</li> <li>Evaluate project KPIs</li> </ul>	<ul style="list-style-type: none"> <li>Capture integration lessons</li> <li>Update playbooks</li> </ul>
Integration plan	<ul style="list-style-type: none"> <li>Execute prospect analysis</li> <li>Execute light due diligence</li> <li>Prepare full due diligence</li> </ul>	<ul style="list-style-type: none"> <li>Execute full due diligence</li> <li>Finalise SPA</li> <li>Develop target operating model (TOM)</li> <li>Prepare roadshow to all sites</li> <li>Define integration charter</li> <li>Develop 100-d activities</li> </ul>	<ul style="list-style-type: none"> <li>Execute audits to verify thesis and business case</li> <li>Deal with non-compliance</li> <li>On board staff</li> <li>Refine target operating model</li> <li>Implement quick-wins</li> <li>Execute contracts novation</li> </ul>	<ul style="list-style-type: none"> <li>Complete refined TOM</li> <li>Complete functional integration</li> <li>Realise full synergy plan</li> </ul>	<ul style="list-style-type: none"> <li>Close legal entities</li> </ul>
Change management	<ul style="list-style-type: none"> <li>Assess M&amp;A process maturity &amp; history</li> <li>Share deal rationale and expected synergies to stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Develop external and internal comms plan</li> <li>Refine stakeholders map</li> <li>Create culture models</li> <li>Set up online info sharing</li> <li>Announce deal</li> </ul>	<ul style="list-style-type: none"> <li>Kick off integration</li> <li>Develop culture awareness</li> <li>Identify competences gaps</li> <li>Ensure new org is fit for purpose</li> <li>Identify road blockers</li> <li>Refine new tasks and resp.</li> <li>Support managers throughout changes</li> </ul>	<ul style="list-style-type: none"> <li>Bring cultures closer</li> <li>Provide training when needed</li> <li>Review processes</li> </ul>	<ul style="list-style-type: none"> <li>Anchor changes across both businesses</li> <li>Post training assessment</li> <li>Optimize processes</li> </ul>



Expect your integration/separation to disrupt operations and hamper business continuity. Do not underestimate the preparation and work required to manage a successful integration/carve-out — they can be ugly, time consuming, and contentious.

What is the M&A maturity and readiness of your executive team?

Most common project mistakes	Main consequences
#1. Lack of Pre-Planning	<ul style="list-style-type: none"> <li>• M&amp;A project gets off to a slow start and never recovers</li> <li>• Synergy targets fail to be delivered</li> <li>• Employee morale and retention issues appear</li> </ul>
#2. No Formal Integration/Separation Strategy	<ul style="list-style-type: none"> <li>• M&amp;A project efforts may be incongruent with operating strategy</li> <li>• Functional leads are unable to prioritize separation workstreams</li> <li>• Activities takes longer than expected, and may even require a “do over”</li> </ul>
#3. Failure to Prioritize Work streams	<ul style="list-style-type: none"> <li>• Functional leads get frustrated and deprioritize M&amp;A project work</li> <li>• Low value workstreams dominate activity</li> <li>• M&amp;A project milestones slip</li> </ul>
#4. Senior Leadership Void	<ul style="list-style-type: none"> <li>• Confusion at senior exec level as to who “owns” the M&amp;A project work</li> </ul>
#5. Poor Communication Planning	<ul style="list-style-type: none"> <li>• Employee morale negatively impacted as they are “kept in the dark”</li> <li>• Customers are confused as to next steps and become prime targets of competitors</li> <li>• Top performers defections increase</li> </ul>
#6. Poor Program Management	<ul style="list-style-type: none"> <li>• Deal fails to deliver on targeted value. Cost overruns, esp. TSA and stranded costs.</li> <li>• Performance targets get dispersed among functions and become impossible to properly monitor</li> </ul>
#7. Inadequate Resourcing	<ul style="list-style-type: none"> <li>• Delays in execution. Burnout and resentment of M&amp;A project work</li> </ul>
#8. Lack of End-State Transition	<ul style="list-style-type: none"> <li>• Open-ended M&amp;A project workstreams disappear in B.A.U. and become huge headaches for functional leads</li> </ul>
#9. Poor Organizational Planning	<ul style="list-style-type: none"> <li>• Employees become demotivated; morale suffers due to fear of unknown</li> </ul>
#10. No Formal Measurements	<ul style="list-style-type: none"> <li>• M&amp;A project competency becomes static, never improving, getting worse</li> </ul>

I am passionate about the dynamic of M&A and their challenges.  
 Check out my latest articles on <https://www.linkedin.com/in/jpmeynard/>!



**Corporate Turnaround - If you find yourself in a hole, stop digging!**

March 18, 2024



**Build-up - let's get the foundations right**

February 3, 2021



**Post M&A integration - survived the first 100 days of an M&A integration? Great. Now comes the toughest part**

November 27, 2019



**M&A due diligence - measuring culture gaps. Got the right tools?**

January 30, 2019



**Demerger - ready, set, ... oh wait!**

January 18, 2019



**Cross-border due diligence - 2018's learnings.**

December 12, 2018



**Post M&A integration - Are you kidding me?**

November 12, 2018



**Post M&A integration - Cross-border transaction? Buckle up.**

October 22, 2018



**Post M&A integration - Ever feel like herding cats?**

September 26, 2018



**Post-M&A integration - Culture eats strategy for breakfast, and it does not stop there.**

September 17, 2018