

JO MACKEN

MBA, PRINCE2, SIX SIGMA BB

Interim CIO | Global ERP Transformation | M&A Integration | PMO Leadership

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TRANSFORMATION ACHIEVEMENT PORTFOLIO

AT A GLANCE

Five signature programs show Jo's delivery record across more than 30 years: global ERP, finance transformation, carve-out and integration, ICT turnaround, and P&L growth.

29	200+	28	40+
COUNTRIES ON SAP S/4HANA	SITES LIVE	EMEA COUNTRIES TRANSFORMED	M&A PROJECTS STEERED

PROGRAM	ORGANIZATION	ROLE	PERIOD	SCALE
Global SAP S/4HANA program	Sibelco	Global ERP Program Lead (client side)	Sep 2018 – Apr 2023	29 countries, 200+ sites, ~100 people
Finance transformation	Johnson Controls	Global PMO Lead, Finance Transformation	2011 – Sep 2015	28 EMEA countries, 50+ projects
Carve-out and acquisition integration	CBRE GWS	Global PMO Lead	Sep 2015 – Aug 2018	EMEA and APAC, 40+ projects
Group ICT turnaround	Alcopa Group	Interim Group CIO	2003 – 2010	€1.3B family holding, 3 lines of business
Business growth and P&L leadership	Bureau van Dijk	Director of Business Solutions	1999 – 2003	Belgium and Luxembourg, €10M turnover

How Jo works with systems integrators: On every ERP program, he is the overall lead from the client side. The systems integrator (SI) partner brings the functional and technical expertise on the SAP or Microsoft product; Jo owns the full program around it: budget, change and transformation, communications, training, and C-level steering committee reporting, while following the SI's functional and technical delivery.

SIGNATURE PROGRAMS

SIBELCO | Global SAP S/4HANA Program

Sep 2018 – Apr 2023

Global ERP Program Lead, overall client-side lead with the SI partner

All 29 countries and 200+ mining sites went live on SAP S/4HANA by April 2023, 4.3 years from launch. Jo led the program from the client side with a team of about 100 people, working alongside the systems integrator, with full budget responsibility and C-level steering committee reporting.

CHALLENGE

Deliver one SAP S/4HANA platform across Sibelco's global mining and minerals footprint, covering every core process and the legal and tax requirements of each country.

APPROACH

- Led the program and PMO from the client side, with the SI partner and a team across business, IT, and partner organizations.
- Held full budget responsibility and reported to the C-level steering committee.
- Owned change and transformation, communications, and training alongside the SAP implementation.
- Oversaw the SI partner's functional and technical delivery of Sales, Supply Chain including Transportation Management, Procurement, Production, Plant Maintenance, and Finance, integrated with Salesforce.
- Built local legal and tax compliance into every country's go-live readiness.

RESULTS

- 29 countries and 200+ sites live by April 2023.

- One integrated platform from sales through finance.
- Local compliance secured in every entity.

JOHNSON CONTROLS | Finance Transformation

2011 – Sep 2015

Global PMO Lead, Finance Transformation

Jo's program moved the financial back office of a $40B+ industrial group into a centralized, near-shored model across 28 EMEA countries, on time and on budget.

CHALLENGE

Centralize and near-shore the back office, standardize finance processes across 28 EMEA countries, and migrate ERP where required.

APPROACH

- Co-authored the business case with the core team and business leadership.
- Set up the Program Management Office, tracking tools, and program governance.
- Designed the transition methodology and built the regional project teams.
- Helped standardize processes and establish regional business centers.

RESULTS

- Multi-million-dollar program delivered across 28 EMEA countries on time and on budget.
- Model reused for a global rollout in a second division, Global Workplace Solutions.
- 50+ projects concluded within Johnson Controls.

CBRE GWS | Carve-Out and Acquisition Integration

Sep 2015 – Aug 2018

Global PMO Lead

Jo separated the business from Johnson Controls systems and integrated it into CBRE, steering 40+ transformation projects across EMEA and APAC.

CHALLENGE

Following CBRE's acquisition of Johnson Controls GWS, separate the business from Johnson Controls systems and integrate it into CBRE while keeping clients and vendors informed.

APPROACH

- Ran the PMO for the technical carve-out and the integration into CBRE systems.
- Led change management and communications with clients and vendors.
- Migrated Shared Services from Slovakia to Poland, together with the data center lift-and-shift.
- Steered transformation projects across EMEA and APAC, including ERP migrations.

RESULTS

- Business separated from Johnson Controls and integrated into CBRE systems.
- 40+ transformation projects steered across two regions.
- Shared Services and data center relocated to Poland.

ALCOPA GROUP | Group ICT Turnaround

2003 – 2010

Interim Group CIO

Jo was promoted from division ICT lead to Interim Group CIO and rebuilt group ICT for a €1.3B family holding with three lines of business.

CHALLENGE

Unify ICT across three lines of business, raise group ICT performance, and optimize group ICT spend.

APPROACH

- Ran end-to-end ICT audits, reported findings, and implemented the recommendations.
- Introduced KPIs, founded a new Help Desk, and re-engineered the infrastructure.
- Led infrastructure outsourcing and a new data center build with IBM, including negotiation of the MSA.
- Led the Microsoft Dynamics AX ERP program with the implementation partner and new dealer-network systems; supported due diligence and integration of a Swiss acquisition.

RESULTS

- Promotion from division ICT lead to Interim Group CIO.
- Roadmap delivered for an IT shared service across the group.
- New data center live with systems migrated, and group ERP live.

BUREAU VAN DIJK | Business Growth and P&L Leadership

1999 – 2003

Director of Business Solutions, Belgium and Luxembourg

Jo launched a new line of business and a competence center while holding full authority over €10M in combined turnover.

CHALLENGE

Grow an IT consulting and integration business in a market shifting toward business consulting and new development platforms.

APPROACH

- Served on the Management Committee and the boards of two affiliate companies.
- Conceived and launched the Business Consulting Services line of business.
- Built a Microsoft .NET competence center delivering ERP and bespoke solutions.
- Oversaw bid processes and negotiated contracts with large customers.

RESULTS

- New line of business and competence center established.
- Full authority over €10M in combined turnover.

RECENT ENGAGEMENTS

Jo's two most recent engagements pair client-side SAP S/4HANA program leadership with strategy-to-execution planning.

- **Kinepolis Group (2025 – 2026), SAP S/4HANA Overall Program Lead:** client-side lead with the SI partner, with full budget responsibility and C-level SteerCo reporting. Led the as-is and to-be design of R2R, P2P, and O2C, steered the SI's configuration, and directed business testing to prepare the group for its migration.
- **Colruyt Group (2023 – 2025), Roadmap Coordinator:** turned strategy for three business units into tactical roadmaps and annual resourcing plans, with progress monitoring alongside the PMO.

WHAT THE PORTFOLIO PROVES

The same capabilities recur from program to program, which is why a model proven in one setting scales to the next.

CAPABILITY	PROOF POINT
Global ERP program leadership	Overall client-side lead with SI partners: SAP S/4HANA live in 29 countries and 200+ sites at Sibelco; Dynamics AX at Alcopa, Hessenatie Logistics, and Azelis.
Finance transformation	Back office centralized for 28 EMEA countries at Johnson Controls, then reused in a second division.
M&A, carve-out, and integration	40+ projects at CBRE GWS; Swiss acquisition at Alcopa.
ICT turnaround and governance	Audits, KPIs, a new Help Desk, outsourcing, and an IBM-built data center at Alcopa.
PMO and portfolio governance	PMOs and methodologies at Johnson Controls, Hessenatie Logistics, Sibelco, and CBRE.
Strategy to execution	Roadmaps and resourcing plans for three business units at Colruyt Group.
Commercial and P&L leadership	€10M turnover, a Management Committee seat, and a new business line at Bureau van Dijk.