

JO MACKEN

MBA, PRINCE2, SIX SIGMA BB

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

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SAP S/4HANA Programs · Finance Transformation · Shared Services · Carve-Outs and Integration · Board Reporting

EXECUTIVE PROFILE

Technology, Business Transformation and Change Management executive with over 30 years of experience leading mission-critical ICT programs or Change projects for multinational organizations. Aligns technology with corporate strategy, turns around underperforming ICT operations, and leads large-scale SAP S/4HANA and Microsoft Dynamics AX programs from the client side, partnering with systems integrators while owning budget, change, communications, training, and C-level SteerCo reporting. Proven record in finance off-shoring, shared service center set-up, carve-outs, and post-acquisition integration. Builds and mentors multicultural, geographically dispersed teams and communicates with credibility at C-level and board level.

SIGNATURE ACHIEVEMENTS

29	200+	50+	€10M
COUNTRIES ON SAP S/4HANA	SITES DEPLOYED	PROJECTS DELIVERED	P&L LED

- As overall client-side lead with the SI partner, led a ~100-person program delivering SAP S/4HANA and Change Management to 29 countries and 200+ mining sites at Sibelco.
- Centralized and near-shored the financial back office for 28 EMEA countries at Johnson Controls, concluding 50+ projects and leading Change.
- Directed 40+ EMEA and APAC transformation and change projects through the Johnson Controls carve-out and CBRE integration.
- Held full authority over €10M in turnover and served on management and affiliate boards at Bureau van Dijk.

SKILLS

- Global Transition Management
- Organizational Change Management
- C-Level Stakeholder Communication
- Program and Portfolio Management (PMO)
- ERP Program Leadership (SAP S/4HANA, Dynamics AX)
- Business Process Reengineering
- Shared Service Center Set-Up
- Finance Off-Shoring
- IT Outsourcing and Data Center Migration
- Carve-Outs and M&A Integration
- ICT Governance

LANGUAGES

Dutch (Native) | English (Fluent) | French (Fluent) | German (Basic) | Italian and Spanish (Reading Comprehension)

PROFESSIONAL EXPERIENCE

KINEPOLIS GROUP

Dec 2025 – Oct 2026

SAP S/4HANA Overall Program & Change Lead

International cinema operator. Preparing the business for migration to SAP S/4HANA across Record-to-Report (R2R), Procure-to-Pay (P2P), and Order-to-Cash (O2C). Overall client-side lead working with the systems integrator (SI) partner, with full budget responsibility and C-level SteerCo reporting.

- Mapped and documented end-to-end as-is processes across R2R, P2P, and O2C, creating a validated foundation for the migration.
- Architected the to-be process model, including integrations with satellite systems, and aligned finance and operations on one target landscape.
- Steered the SI partner's configuration of the to-be processes in SAP S/4HANA and directed business test cycles to confirm business and control requirements were met.
- Advised business leaders on tactical design choices, framing trade-offs into clear options that kept the program on schedule.

COLRUYT GROUP

Jun 2023 – Dec 2025

Roadmap Coordinator, Strategy Execution – Change Lead

Leading Belgian retail group. Drove strategy execution for three business units: Retail Partners, Solucious, and Colex.

- Directed two tactical support teams, setting priorities and coordinating delivery across three business units.
- Translated business-unit strategy into tactical roadmaps and resourcing plans, tying investment decisions to strategic goals.
- Tracked roadmap progress with the PMO, surfacing risks early and steering corrective action before milestones slipped.
- Guided business leadership through tactical choices, balancing capacity, timing, and value across competing initiatives.

SIBELCO

Sep 2018 – Apr 2023

Global ERP Program Lead

Global material solutions company that mines, processes, and sells industrial minerals (silica, clays, feldspathics, and olivine) and leads in glass recycling. Owned the PMO and the end-to-end global SAP S/4HANA program. Overall client-side lead working with the systems integrator (SI) partner, with full budget responsibility and C-level SteerCo reporting.

- Delivered SAP S/4HANA to 29 countries and 200+ mining sites, completing the full deployment in April 2023, 4.3 years from launch and coordinated the Change Management throughout the rollout.
- Directed a program organization of approximately 100 people across business, IT, and the SI partner, and 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 global platforms such as Salesforce.
- Secured adherence to local legal and tax requirements in every country, protecting go-live readiness across all entities.

CBRE GLOBAL WORKPLACE SOLUTIONS

Sep 2015 – Aug 2018

Global PMO Lead, Carve-Out and Integration

Worldwide real estate services leader with 70,000+ employees in 60+ countries; acquired Johnson Controls GWS in September 2015. Led carve-out and acquisition integration programs.

- Steered 40+ transformation projects including Change Management across EMEA and APAC, including ERP migrations.
- Orchestrated the relocation of Shared Services from Slovakia to Poland, together with the related data center lift-and-shift.
- Separated the business from Johnson Controls systems, managing change and communications with clients and vendors.
- Embedded the acquired operations into CBRE systems, pairing technical cutover with structured change management.

JOHNSON CONTROLS

2011 – Sep 2015

Global PMO, Finance Transformation

Diversified technology and industrial leader serving 150+ countries with $40B+ in revenue across automotive, industrial refrigeration, and power solutions. Ran a multi-million-dollar program to centralize and near-shore the financial back office.

- Deployed the transformation across 28 EMEA countries, including Change Management, then extended it globally to a second division, concluding 50+ projects on time and on budget.
- Co-authored the business case with core team members and business leaders, securing investment for the program.
- Established the PMO, tracking tools, governance model, and transition methodology used across every region.
- Built regional project teams and helped launch regional business centers running standardized financial processes, including ERP migrations where required.

HESSENATIE LOGISTICS

2010 – 2011

Program Director

Leading Belgian provider of integrated supply chain and logistics solutions, later acquired by Essers NV. Owned the client project and resource portfolios.

- Introduced a PMO and formal project methodology, coaching and change management for project managers and teams to adopt it and markedly improving delivery.
- Led delivery of extended supply chain solutions on Microsoft Dynamics AX for clients in healthcare, public services, food processing, banking, and FMCG.
- Allocated internal resources across client projects to field balanced teams and protect service levels.
- Shaped strategy and service delivery for key engagements, building long-term partnerships and streamlining internal management processes.

ALCOPA GROUP

2003 – 2010

Interim Group CIO

€1.3B family holding (Moorkens family). Recruited to lead ICT for the 4-Wheels division and promoted to Interim Group CIO, unifying ICT across three lines of business.

- Defined the group ICT strategy and an IT shared-service roadmap, centralizing workflows and optimizing group ICT spend.
- Overhauled ICT operations through end-to-end audits, a KPI framework, a new Help Desk, and re-engineered infrastructure.
- Led infrastructure outsourcing and a new data center build with IBM, negotiating the MSA and migrating all systems.

- Led the Microsoft Dynamics AX ERP program with the implementation partner, rolled out new dealer-network systems, and supported due diligence and integration of a Swiss acquisition.

BUREAU VAN DIJK COMPUTER SERVICES
1999 – 2003

Director of Business Solutions

Major Belgian IT consulting and integration firm (SAP, Java, Microsoft). Member of the Management Committee and the boards of two affiliates, with full authority over €10M in combined turnover across Belgium and Luxembourg.

- Conceived and launched the Business Consulting Services line of business.
- Built a Microsoft .NET competence center delivering ERP and bespoke software solutions.
- Negotiated contracts with large customers and oversaw the bid process.
- Coordinated business planning and aligned operations with the corporate vision for Belgium and Luxembourg.

CERESTAR (NOW PART OF CARGILL)
1991 – 1999

Business Systems Manager

Global producer of starches and derivatives. Coordinated group-wide initiatives across finance, procurement, logistics, and HR in Europe and Asia.

- Led a major business process reengineering program that improved group-wide operations.
- Governed a four-year ERP deployment for group factories in Asia, working on-site with local teams and including Change Management in the various sites.
- Managed multiple internationally distributed project teams concurrently.
- Designed and maintained the structure for key user groups and their activities.

ROYAL DOULTON
1975 – 1990

Director of Operations (COO) | Finance and Administration Director (CFO, Board Member) | IT Manager

International fine china and tableware company. Progressed through IT, finance, and operations leadership for the Belgian business and the group IT function.

- Served on the Board as CFO, driving a company-wide operational overhaul with cost analysis and reduction initiatives.
- Managed enterprise-wide logistics as COO, supported the launch of commercial outlets across Europe, and hired and transitioned a new Financial Controller.
- Led the shift from manual processes to IT automation, from feasibility studies to selection and roll-out of IBM AS/400 and DIMASYS.
- Designed information flows and architecture linking UK headquarters with globally distributed branches.

Additional role: IT Consultant, Procon c.v. Lint, delivering IT and management consulting engagements for midsize clients from scoping through implementation.

EDUCATION

Master of Business Administration, Applied Economics
Bachelor of Science, Information and Communication Technology
Catholic University of Louvain, Belgium

Executive Education: Project and Program Management; COBIT and ICT Auditing
Vlerick Business School, Antwerp, Belgium

CERTIFICATIONS

Six Sigma Black Belt | PRINCE2 Project Management