



# TNP

HARNESS THE UNPREDICTABLE

# A PARTNER FOR YOUR TRANSFORMATIONS

2023 BUSINESS REPORT



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**2023** BUSINESS REPORT

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The world is seeing a period of intense instability: economic, geostrategic, climatic, environmental and social. The challenges facing today's businesses have never been so complex or so varied. At TNP, we continue to pursue our primary mission of providing guidance and support to corporate suites at major companies in France, Europe, Africa, India and the Middle East, as they carry out their strategic, operational, regulatory and digital transformations.

To put those transformations on the path to success, we draw strength from our ability to combine industry know-how and high-calibre technological expertise in data, information systems, artificial intelligence and the digital world. Our personnel typically boast a track record of experience in both operations and consulting, enabling them to interact more effectively with in-house teams.

Consulting is a demanding profession, so a culture based on metrics and results has always been integral to how we operate and something we value highly, as reflected in our practice of tying a portion of our revenue to the effectiveness of the transformations we implement.

Driving these transformations also requires the ability to innovate and create new business models, particularly through a commitment to partnerships. We excel in working closely with our client firms to co-create new services and products that offer a significant competitive advantage, while preserving each partner's sovereignty and independence.

The primary concerns we address have a far-reaching impact on the business: your desire to restructure your organization and its processes, products and services so as to elicit maximum value from technology; your strategic need to commit to austerity; your need to comply with an

increasingly strict regulatory environment; your efforts to streamline a major cross-functional division to boost its financial and operational efficiency.

Our firm has found its calling by addressing those needs for more than fifteen years: committed, independent, entrepreneurial, international, boasting hybrid (sector/digital) and specialized skills for end-to-end management of complex projects.

On the strength of that know-how, our ambition over time is to become the top transformation consulting firm in Western Europe, Africa, India and the Middle East. We are aiming to establish ourselves as the preferred partner to corporate management suites and achieve European dominance in the transformation consulting business.

In our pursuit of that goal, we are motivated by a strategy of continuous, aggressive growth, in France and abroad. We are forging a different approach to consulting to become an asset-based company. A firm that combines the operational excellence of our consultants with high-performance methodologies and tools augmented by artificial intelligence and new technology.

Understanding and analyzing change is what drives our commitment. Supporting our clients even through their most critical transformations is what drives our work.

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Our ambition over time is to become the top transformation consulting firm in Western Europe, Africa, India and the Middle East.



Benoit Ranini  
President and co-founder TNP

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## RESULTS AND KEY FIGURES

# AN INDEPENDENT, FAST-GROWING FIRM

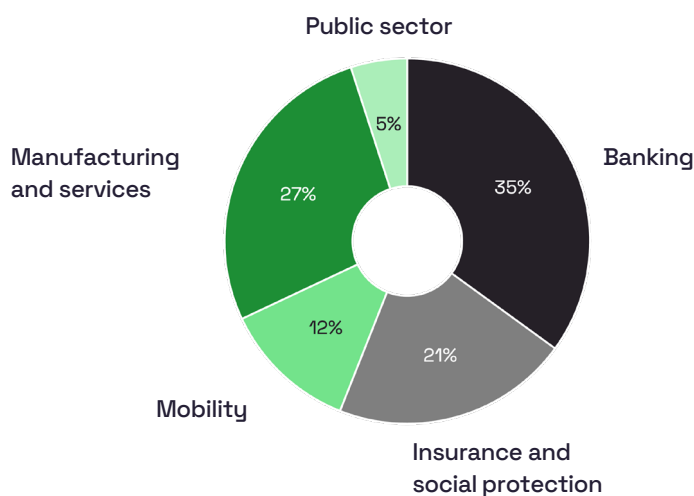
## Multi-specialist know-how that combines industry expertise and technological innovation

TNP serves clients from a wide range of business sectors, including banking, insurance and social protection; industries such as luxury goods and retailing; the aeronautics, space and defence sector; healthcare; energy and utilities; logistics; the mobility sector (including the automotive and transportation industries) and the public sector (ministries and local governments). Thanks to this industry-spanning growth, we can continuously enhance our practices, capitalize on know-how rooted in our wealth of experience and bolster our resilience by diversifying our areas of activity.

Our consultants are multi-specialists who offer exceptionally high-level Expertise in support of our clients. Although the consulting industry has long been marked by a generalist outlook, the growing level of complexity and need requires that our consultants be highly proficient in:

- Conveying their expertise;
- Revamping business models to ensure performance;
- Using technology to deliver transformation and generate value (upgrades to information systems, leveraging the use of data, digitization of operations, etc.).

Breakdown of Group revenue (2023)



TNP draws on its strong ability to aggregate business know-how and technological innovation to tackle the strategic challenges of transformation on behalf of performance.

## KEY FIGURES

**€130 million**

Group Revenue



**€25 million**

Revenue outside France

**€115 million**

Revenue in France

**1,000**

Employees



**700**

Consultants in France

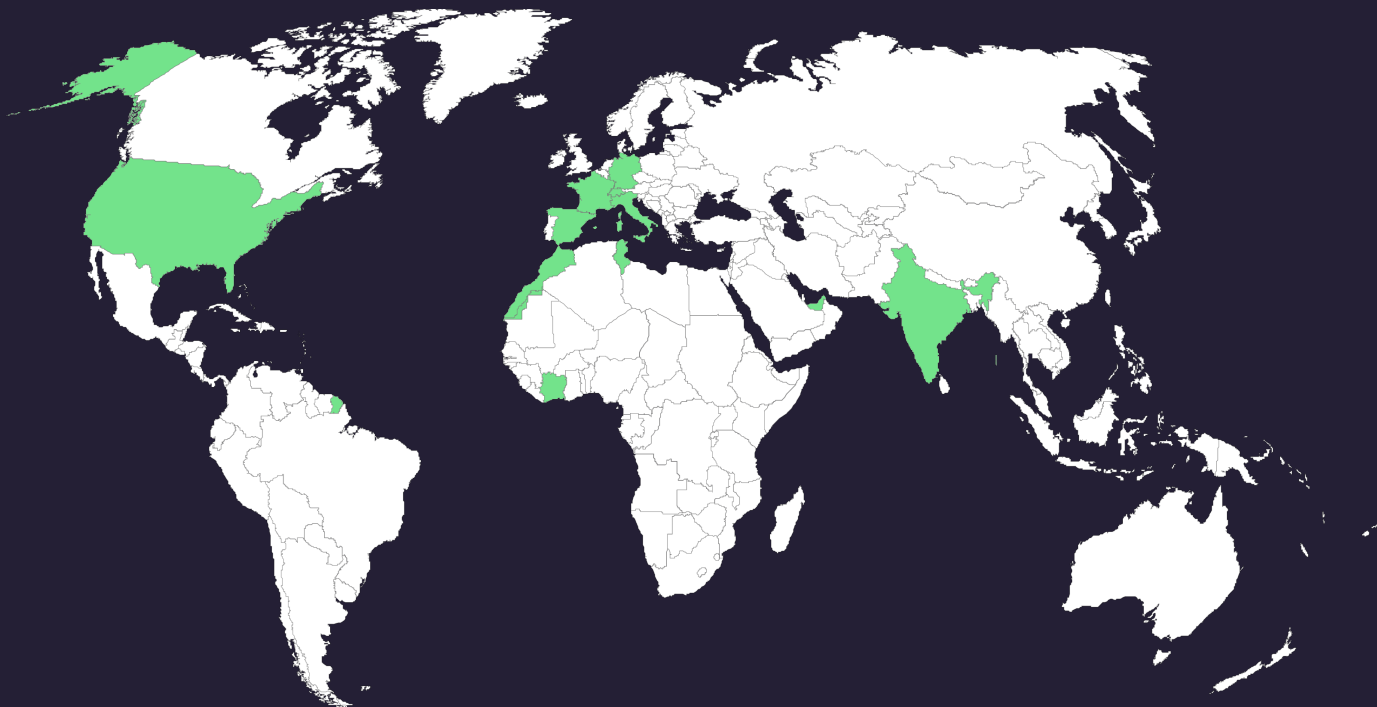
**300**

Consultants outside France

**23**

Nationalities

## TNP OPERATES IN THREE STRATEGIC REGIONS OF THE WORLD



### Europe

Paris  
Lyon  
Marseille  
Monaco  
Luxembourg  
Milan  
Geneva  
Frankfurt  
Bilbao

### Africa

Casablanca  
Abidjan  
Tunis

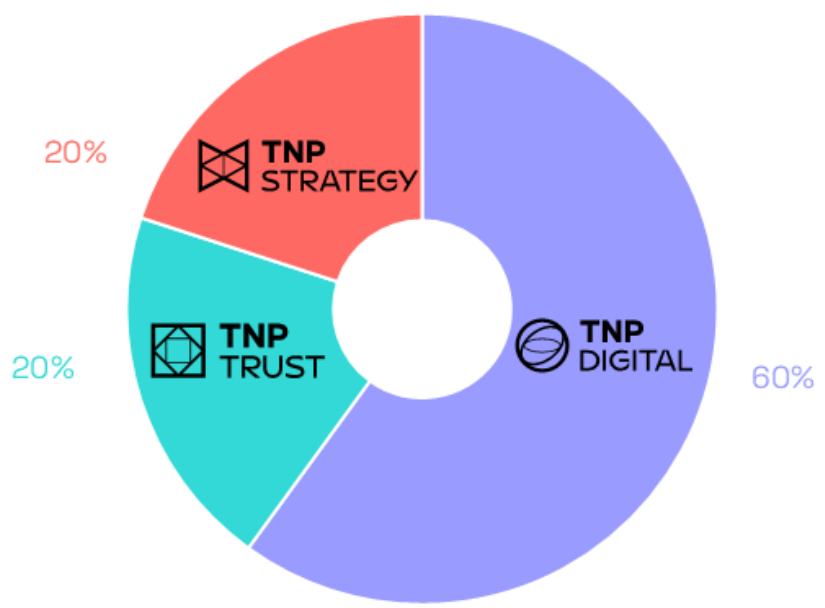
### India, the Middle East and the United States

Cochin  
Mumbai  
Delhi  
Dubai  
Philadelphia





Three business lines for tackling our clients' current and future challenges



## Harness the Unpredictable

Since 2007, TNP's mission has been to support hundreds of companies, governmental organizations, and investment funds by confidently guiding their business and digital transformations and crafting robust strategies for controlled technological evolution, fostering trust every step of the way.

We transform each disruptive element into dynamics beneficial to our clients, providing high-value and high-impact consulting on their activities.

Our three business lines reflect our ongoing commitment to providing clients with a comprehensive offering. We embrace the challenges of today and tomorrow, from strategy to data, within an always secure and reliable framework.



In the face of increasingly multifaceted and complex challenges, our clients must regularly adapt their strategy and operational model.

Our creed is transformation at the service of creating value by securing execution and engaging the ecosystem (clients, employees, partners).

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### STRATEGY & BUSINESS DEVELOPMENT

- Medium-Term Plans
- New Business Models
- Launch of New Offers & Services
- Due Diligence, M&A, PMI
- Turnaround Plans

### OPERATIONAL EXCELLENCE

- Target Operating Model Efficiency
- Sustainable Value Chain
- Supply Chain Performance
- End-to-End Product Lifecycle Management
- Sales Boost

### HUMAN CAPITAL

- Skills Management, Talent Acquisition
- Talent Redeployment
- Change Management
- Organization Structure Evolution

### IT STRATEGY

- IT Due Diligence
- Strategic Partnerships & Sourcing Strategy
- Audit And Evaluation Of Technological Assets
- Process Mining



Faced with the imposing challenges posed by regulation, data and AI risks, environmental issues, not to mention the management of risks associated with third-party partners, one imperative stands out sharply: trust.

In this complex world, restoring and preserving this trust becomes essential to successfully steer companies towards their goals.

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#### **SUSTAINABILITY**

Regulatory Framework, Non-financial Reporting, CSRD  
Decarbonization/Energy Consumption Reduction

#### **DATA PRIVACY & TRUSTWORTHY AI**

GDPR Compliance Audit/Implementation  
Assistance In The Selection & Deployment Of DPO Tools  
Data Master Planning, Data Purging & Anonymization  
Outsourced DPO  
Trustworthy AI Strategy/Governance/AI Act Compliance

#### **FINANCE**

Accounting, Fast Close, Consolidation  
Financial Reporting. Management Control

#### **RISKS**

Credit Risk, Market Risk, ALM.  
Prudential Regulations, Capital Requirements

#### **REGULATORY**

Financial Security (KYC, AML, Etc.), KYS & Anti-Corruption  
Compliance with International Regulations, Reporting  
Operational Risk, Continuous Control, Tax Compliance



In today's globalized economy, a company is about more than simply making good products and knowing how to sell them. As competition becomes more diversified and processes accelerate, companies need to succeed at every level.

Shorter sales and production cycles, the loss of metrics for the customer relationship, employee dissatisfaction with internal career paths: all these issues can only be addressed with an effective digital transformation.

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#### **DIGITAL ADVISORY**

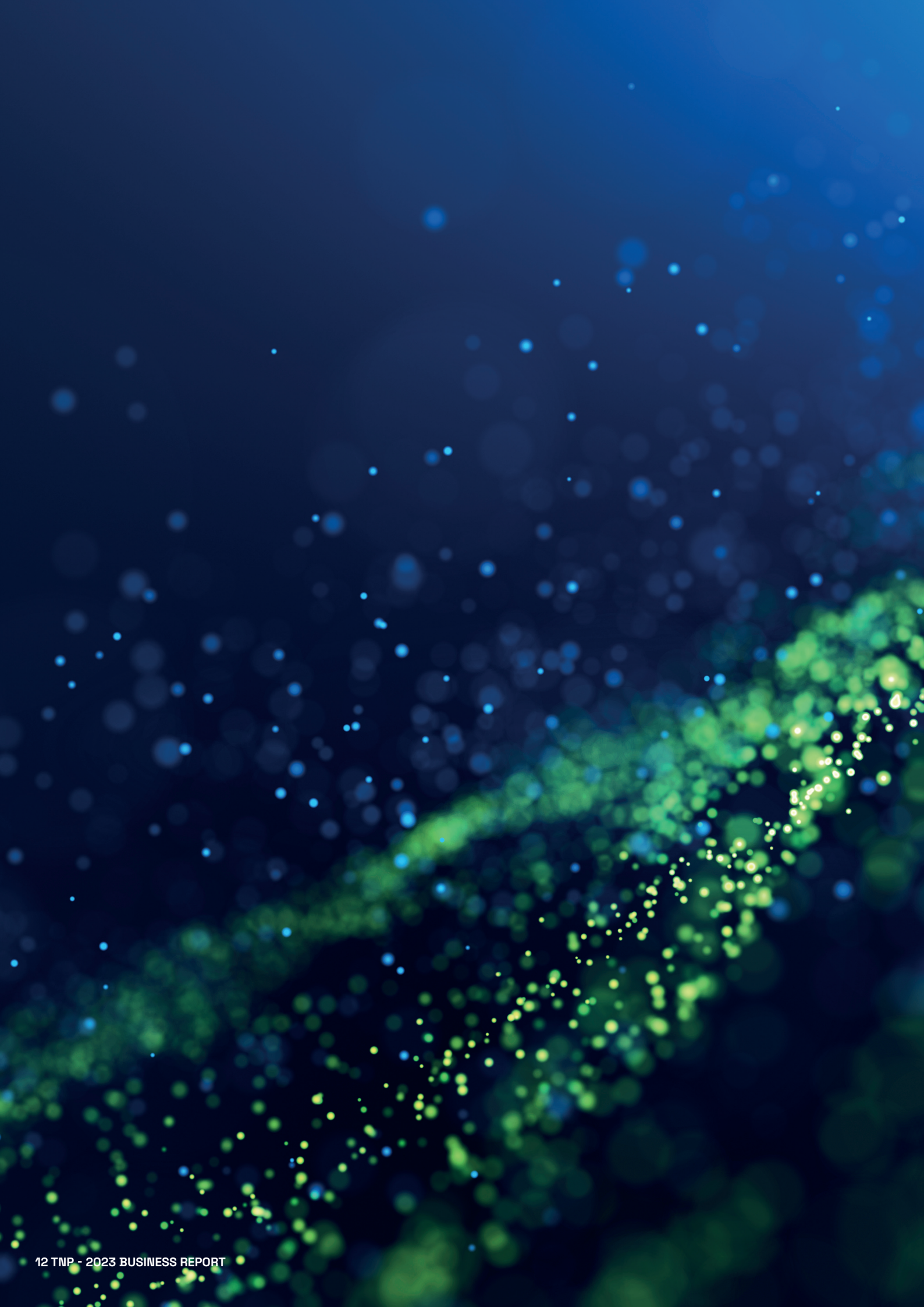
Definition & Implementation of Target Operating Models for Digital Business Lines  
Cost Reduction Programs  
Technological Transformation Programs  
Cybersecurity  
Data governance & IA advisory  
Workforce optimization

#### **PROGRAMMES SI MÉTIERS (ADVISORY, DESIGN, BUILD, MAINTENANCE)**

Schéma directeur, aide au choix de solutions  
Définition et mise en œuvre de direction de programmes SI métiers, Design Authority  
Solutions Services financiers (CBS/ CIS)  
Solutions Services non-financiers (SCM, TMS, WMS, GMAO)

#### **DIGITAL SOLUTIONS (ADVISORY, DESIGN, BUILD, MAINTENANCE)**

Smart Customer Experience (CRM)  
Employee Experience (SIRH, RPA )  
SI Finance & Operations (ERP, EPM, RPA)  
Intelligence artificielle





## EVENTS AT TNP

# TNP: A PROMINENT VOICE

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As a prominent market voice with a culture of sharing, dialogue and conviction, TNP assumes an active role in our clients' ecosystems. To that end, we organize events where we can gather, work and spark interaction among our clients. We also push forward changes in our own organization, especially those involving CSR.

## Our clubs

To promote interaction among industry professionals and offer guidance on their projects, TNP has created a variety of clubs and organizations in several key fields.



Recording a podcast at a meeting of the CIO/CDO/COO Club in Luxembourg

### Financial services

Every other month, the KYC Club by TNP draws guests from the world of finance who oversee KYC (Know Your Customer) policy, providing industry peers with an opportunity to discuss KYC regulations and their interpretation, KYC best practices and accelerators, problems they

routinely encounter and more. With more than 25 active members drawn from major banking institutions, neobanks, corporate banking and asset management, the club hosts debates that result in position papers on topics of current interest.



Mazag Club

In addition, TNP has joined forces with the Mazag Club in launching its new season. That unusual group, made up of digital tech executives from the banking and insurance industries, cultivates a unique identity by encouraging its members to talk about their personal projects and passions.

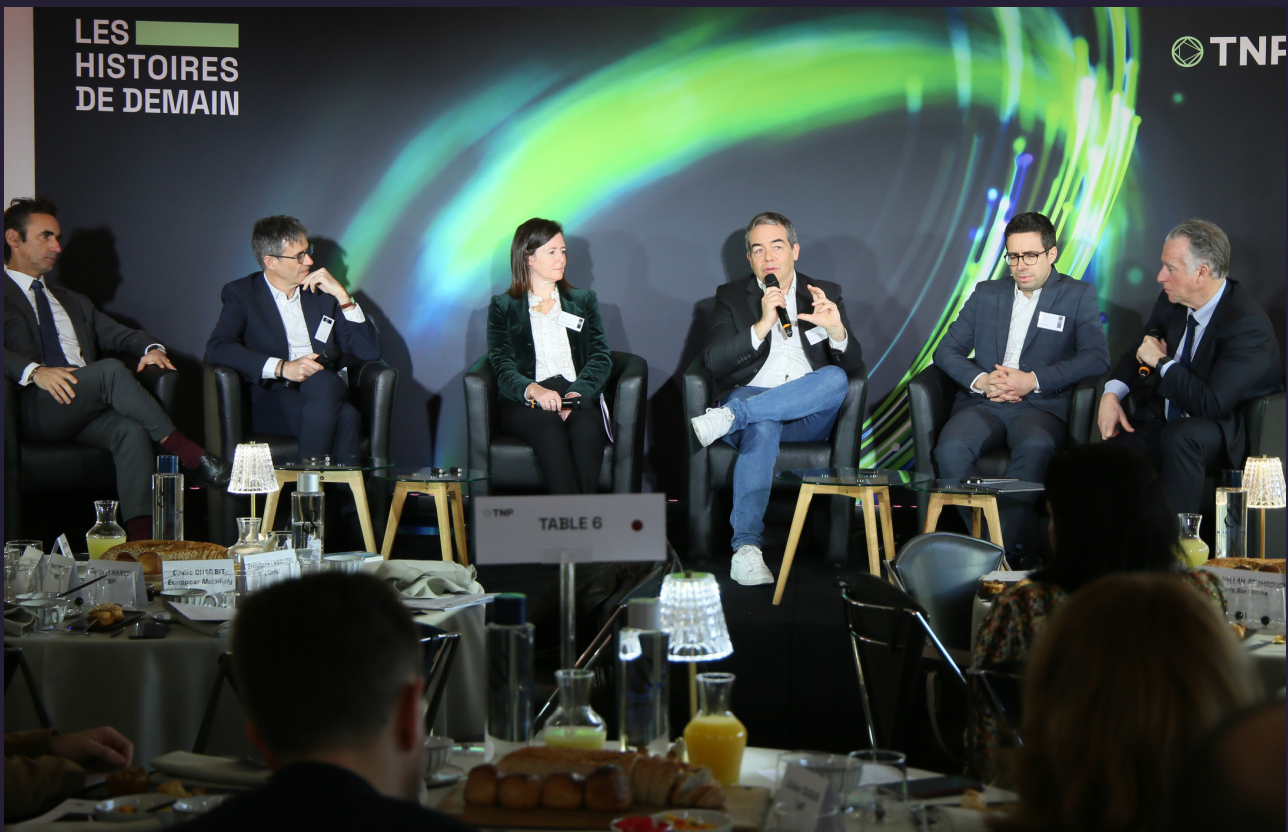
TNP is also an active participant in Qorus, the world's largest interbank organization, contributing to both its events and its research. Backed by Qorus's global reach and TNP's expertise, we can offer key input for sustainable strategies at financial institutions by proposing solutions for the major challenges they face.

### Information technology

TNP has formed an exclusive club for Chief Information Officers (CIOs), Chief Operating Officers (COOs) and Chief Digital Officers (CDOs) in Luxembourg. The club aims to foster discussion on major technological trends and provide a forum where members can share their experiences and expand their professional network in a friendly setting. The club, established by TNP, meets on a quarterly basis, and offers an opportunity for participants to renew their inspiration and boost their creativity by taking a step back from their day-to-day work.

This formula has already proven successful in France, where we have the pleasure of inviting major players in the digital transformation to TNP's Paris offices each month to record podcasts for CIO Radio, the first audio broadcast devoted entirely to CIOs and CDOs. The podcast's guests talk about their experiences and career journeys, and share their latest professional news and personal passions. Past episodes, available on Spotify, have featured inspiring accounts from the CIOs of Indosuez Wealth Management, BNP Paribas, L'Oréal, EDF, Geodis, Air France, Kering and major French government ministries.

## The Stories of Tomorrow



A Stories of Tomorrow event: *What will companies look like in the age of AI in 2030?*

TNP is deeply engaged in the challenges facing today's businesses. As part of that commitment, we regularly host gatherings of our clients in all of our host regions.

Our multichannel program entitled The Stories of Tomorrow (studies, white papers, viewpoints, perspectives, events) focuses on some of the major issues confronting movers and shakers in the European and global economy. The program's findings are presented at special events.

TNP has been introducing new formats for Stories of Tomorrow with forward-looking events devoted to mobility, energy, aeronautics and defence, and financial services, hosted in France, Italy, Morocco, Germany, Luxembourg and India.



## Awards and Distinctions

In addition to keeping a close eye on industry trends, we are committed to supporting major change within our own organization. That's why we're proud to have received the Silver certification from EcoVadis France, which recognizes corporate commitment to social, ethical and environmental issues.

For TNP, this honor is a testament to our engagement on behalf of sustainable development and the efficacy of the CSR actions we take every day. Our firm is also in the process of obtaining ISO 14001 certification.

This commitment is equally reflected in the way we support our clients. In 2022 and 2023, TNP was honored three times during the Syntec Conseil Grand Prix ceremony. TNP was awarded Silver in the categories of «Leadership and HR Management» and «Innovation & Insights». The firm also received the Syntec Conseil Grand Prix and the Gold award in the «Organizational Transformation» category, distinctions achieved through the joint efforts of mixed teams (clients and TNP).

Moreover, TNP has earned the Happy At Work and Happy Trainees workplace well-being labels for the fifth consecutive year.



**Certifications**  
*Happy at Work*  
*Happy Trainees*



**Eco Vadis Silver**



**Syntec Conseil  
Grand Prix**



Syntec Conseil Grand Prix

## TNP'S AMBITION

# OUR *FIRST 2026*

## STRATEGY:

Become the leader in transformation consulting in Western Europe, Africa, India and the Middle East.

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Our strategy is fundamentally guided by the need for an independent, innovative partner that can decisively accelerate the process of defining and implementing transformation plans at home and worldwide. We aim to address the market's growing need for companies that can implement and manage complex projects. We are committed to achieving results in terms of topline growth, lower operating costs, improved EBITDA and the other metrics most commonly monitored by executive management.

For more than fifteen years, we have targeted our support at businesses on France's CAC 40 index and leading European firms. Thanks to our international footprint, we can now provide guidance to our clients wherever they operate worldwide.

The loyalty of our clients, and the strategic importance of the tasks they entrust to us, are core factors in our growth and illustrate our ability to work with them in creating new business models. And we do more than ensure performance: we play an active role in creating value.

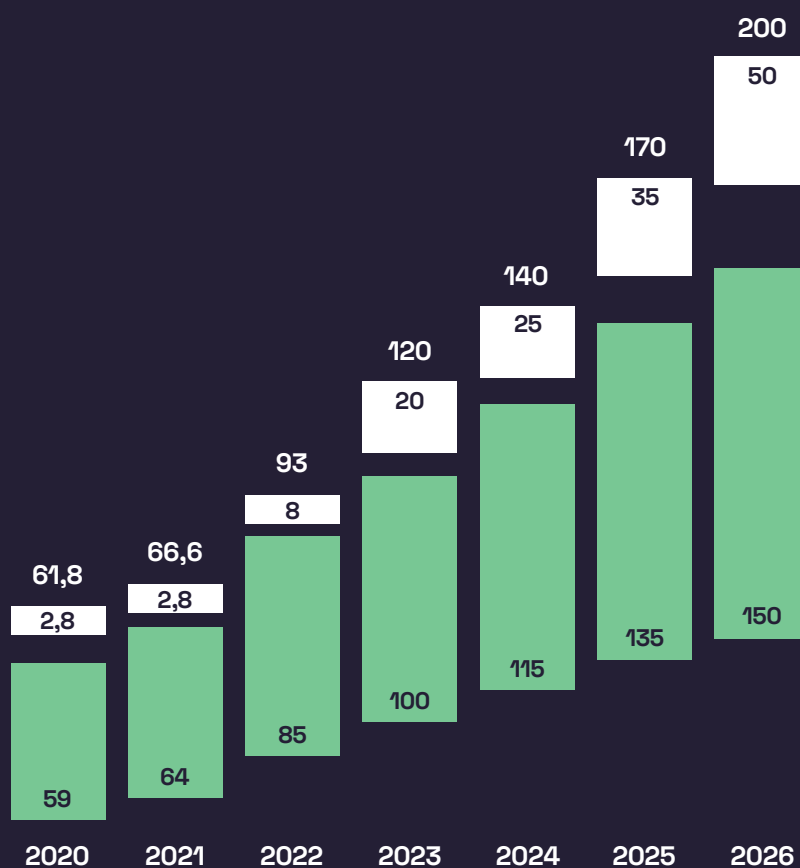


Our *FIRST* strategy is structured around two objectives:

- Ensure steady, dynamic growth
- Lay the foundations for our strategy as an asset-based company

## 2026 FIRST

- 1,500 consultants
- €200 million in sales
- €150 million in France



80 %

of the companies on the CAC 40  
have turned to TNP



Drawing on our experience and our vision of pragmatic innovation on behalf of organizational performance and transformation, TNP has designed and created a client experience at our headquarters that combines all the ingredients for innovation: space and time to adopt a change in perspective, knowledge and contacts to foster reflection, and methods for quickly turning ideas into reality.





## All combined within an asset-based company

### High-potential... consultants

TNP maintains close ties with top-ranked institutions of higher learning (ESSEC, Centrale, emlyon business school, Arts et Métiers ParisTech, Bocconi University) as we seek out young talent for end-of-year internships and work/study programs, with an eye toward long-term relationships.

TNP also creates learning tracks and skills development programs tailored to transformation topics for each of our professional profiles.

TNP University provides structured, coordinated, mandatory training for all our consultants worldwide throughout their career, to guarantee a high level of excellence and expertise. All of our consultants must spend five days at TNP University annually, to maintain their skills at the highest level but also to ensure they share the same terminology, language and methods, can meet the same standard of expertise for our clients and can smoothly transition between TNP offices.

### Top-performing... methods and tools

To enhance the level of performance and efficiency among our consultants, TNP has developed a program known as Develop Resources and Optimize Performance, or DROP. Drawing on our know-how, our expertise in data use and artificial intelligence, TNP operates a consolidated, fully electronic platform with which we can capitalize on our tools, methodologies and unique intellectual property assets, whatever the country, region or solution.

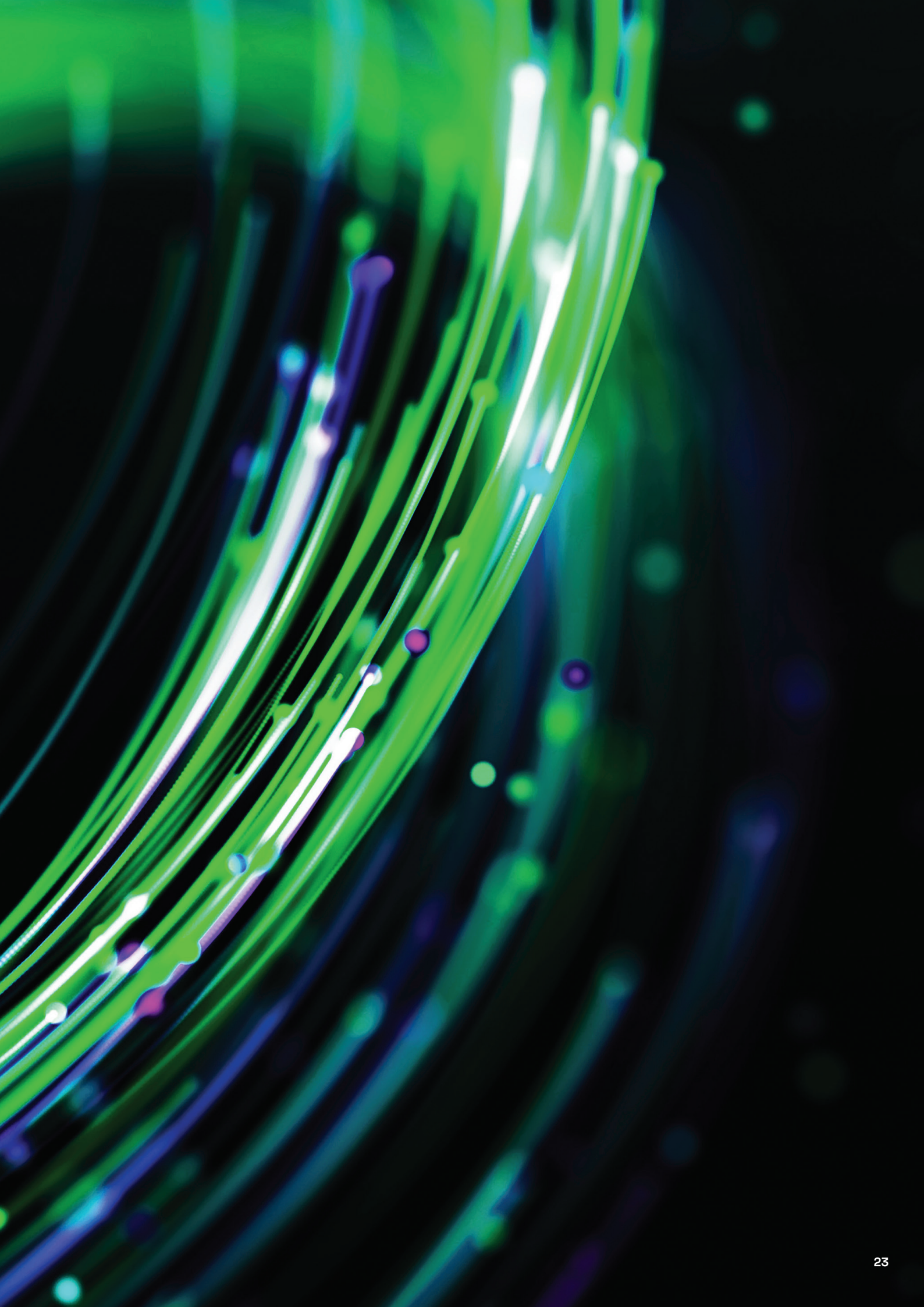
### Jointly developed... digital solutions

We are motivated by a genuine desire to serve our clients and invent the careers of the future. TNP's Users and Innovation (U&I) Lab and Tech & Part Lab, where participants can discover, debate and study concrete applications, serve as a breeding ground for partnerships to create and develop new solutions collectively. They offer our clients the inspiration and breathing room they need to make their innovation process a success.

“

In a constantly changing world, TNP has mastered the art of transformation and performance. Forging a lasting transformation to innovate and prepare for the future. Aiming higher and transcending limits to ensure higher performance, starting now.

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## Your Challenges

In the face of increasingly multifaceted and complex challenges, our clients must regularly adapt their strategy and operational model.

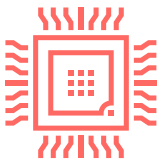
Our creed is transformation at the service of creating value by securing execution and engaging the ecosystem (clients, employees, partners).

### Our Clients:

- Large Corporates
- Mid-Cap Companies  
Investment Funds
- CEO/COO, Chief Strategy  
Officer, Management,  
Business Divisions

## Our Know-How

- **A profound understanding of transformation challenges and technological expertise**, resulting from nearly 20 years of supporting major corporations.
- **An ability to develop new services, form new alliances, explore new territories, and rethink value chains:** customer satisfaction, commercial performance, operational performance, people and change management.
- **A pursuit of rapid and sustainable results** thanks to our sector experts who rely on proven methods and solutions, tailored to your ecosystem, innovative and efficient.



20 years of supporting top management of major corporations in the development of their strategic plans and operational implementation.



In-depth analyses of trends in markets, businesses and technology.

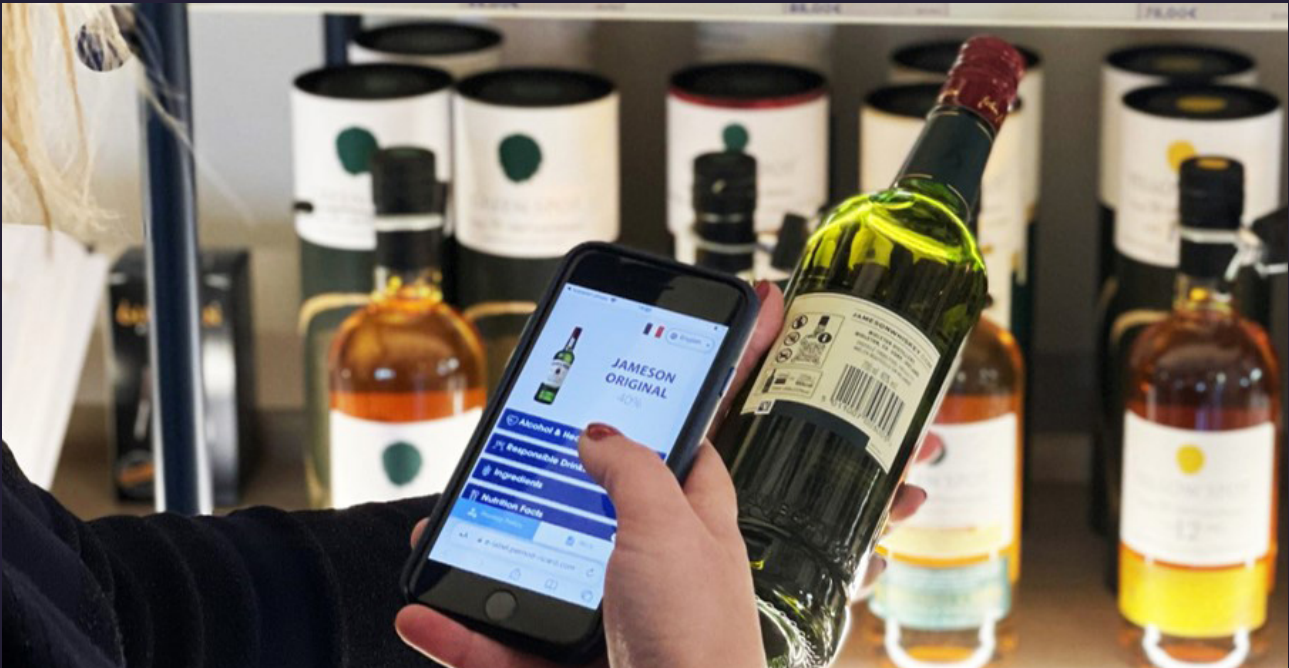


A commitment to results through shared gain models.



## OUR RESULTS

# PERNOD RICARD



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In just two years, Pernod Ricard will have placed digital labels on over one billion bottles.

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In just two years, Pernod Ricard will have placed digital labels on over one billion bottles, providing consumers around the world with information that helps them balance conviviality with responsibility—a remarkable achievement made possible with the help of TNP.

As the world's second-largest wine and spirits company, Pernod Ricard prioritizes responsible alcohol consumption, which necessitates precise and transparent consumer information. The group has made a strong commitment to exceed regulatory requirements by offering clear, tailored information and recommendations on all its bottles, across every country and product.

With a presence in over 160 countries, a portfolio of 240 brands, and tens of thousands of product references, the only viable solution to meet this enormous challenge is to use digital labels accessible via a QR code printed on the bottle's back label. When scanned, the consumer is geolocated, allowing them to access information in their language about alcohol and health, responsible consumption, and product composition—all in compliance with local regulations and the recommendations of health authorities where applicable.



## Your Challenges

Faced with the imposing challenges posed by regulation, data and AI risks, environmental issues, not to mention the management of risks associated with third-party partners, one imperative stands out sharply: trust.

In this complex world, restoring and preserving this trust becomes essential to successfully steer companies towards their goals.

### Our Clients:

- Finance, Risks & Compliance Department
- Audit, Internal Control Department
- Regulators

## Our Know-How

- We embed **sustainable transformation** at the heart of corporate strategies, turning environmental challenges into opportunities for sustainable growth.
- We secure and enhance our clients' data while ensuring **ethical and trustworthy use of AI**. Our expertise encompasses **GDPR compliance** audits, assistance in selecting and deploying DPO tools, and the creation of data governance frameworks. We also offer **outsourced DPO** services.
- We provide **comprehensive expertise in finance, risk management, and regulatory compliance**. We turn compliance into a strategic advantage, thereby strengthening trust and the sustainable performance of our clients.



High-value-added support, thanks to the depth of our know-how.



Ongoing regulatory monitoring and knowledge of market practices that ensure a high level of compliance.



Active participation in financial trade associations and membership in the Cercle de la Régulation et de la Supervision Financière.

## OUR RESULTS

# BNP PARIBAS PERSONAL FINANCE



BNP Paribas, a leading eurozone banking institution, was looking to shorten the publishing timeline for its financial statements by one week. Its aim was to publish ahead of its major rivals. To fulfill that goal, the bank introduced the CLOsing Enhancement (CLO.E) program across all its subsidiaries, a project it entrusted to TNP. The CLO.E program was important to the bank's strategy, since BNP Paribas Personal Finance accounts for 30% of the BNP Paribas Group's risk burden and includes more than 100 consolidated accounting entities.

Although the bank's initial goal with the project was to set a eurozone benchmark for publishing financial results, BNP Paribas Personal Finance had some specific objectives of its own: to review and simplify core processes, find ways to automate tasks to yield more reliable data and faster processes, and strengthen and streamline interactions among the various central functional units, notably Finance and Risk.

The teams from TNP steered the project to success, and have been tapped for further assignments at BNP Paribas.

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Regulatory requirements need to be recast as a driver of operating efficiency and improved service quality.

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## Your Challenges

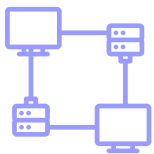
In today's globalized economy, a company is about more than simply making good products and knowing how to sell them. As competition becomes more diversified and processes accelerate, companies need to succeed at every level. Shorter sales and production cycles, the loss of metrics for the customer relationship, employee dissatisfaction with internal career paths: all these issues can only be addressed with an effective digital transformation.

### Our Clients:

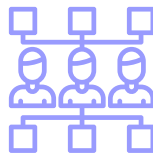
- CEO / COO
- CIO
- Chief Data Officer
- Chief Digital Officer
- CISO
- Program Management Offices

## Our Know-How

- Teams of business and industry experts are sharpened on the adoption of the latest digital technologies, positioning **TNP as the go-to consultant for rethinking the organization of tomorrow's Tech Company:** governance and compliance, performance of integrated business/IT operational models, strategic sourcing, AI integration, cybersecurity, data governance.
- **Technological mastery of the leading platforms on the market,** including Salesforce, SAP, ServiceNow, Pega, Microsoft, UiPath, Automation Anywhere, and Blue Prism, in connection with their partner ecosystem.
- The ability to lead transformation programs for business information systems and our clients' organizations, to enhance their data capital through AI and data analytics platforms.
- Expertise in delivering high business-impact solutions by ensuring adoption and full utilization.



A proven ability to define new operational models for digital technology.



A supplier-agnostic perspective and recognized, independent expertise in choosing the right technology.



The ability to achieve and deliver business results through value analysis, strict adherence to market solutions, and proper utilization by teams.



Results-based commitment and metrics-based culture.

## OUR RESULTS

# FRENCH AGENCY FOR SERVICES AND PAYMENT



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The project has been awarded the Syntec Conseil Grand Prix. The jury hailed the work of the ASP and TNP.

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Though hardly a household name, the Agency For Services and Payment (ASP) is a French government agency that pays out €40 billion in grants and subsidies each year. To modernize its operations and meet the expectations of its users as well as public policymakers, the ASP partnered with TNP to launch a major, three-year transformation project. This systemic transformation, in which 500 ASP employees and partners took part, has already proven a success: by early 2023, 50% of the agency had been transformed and more than 200 employees had attended training in agile leadership.

The ASP also opted for an inclusive strategy to ensure no one would be left behind. New-generation technology is on the way, along with seven centers of technical expertise in cloud computing, data, artificial intelligence and cybersecurity.

The project has been awarded the Syntec Conseil Grand Prix. The jury hailed the work of the ASP and TNP, which met all the criteria for a successful, structured and sustainable transformation and yielded conclusive results aligned with the initial objectives.

# ABOUT TNP

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