

CASE STUDY

ASSET MANAGEMENT TRANSFORMATION

Complex Processing Facility - Canada

Objective

Xenco was engaged to lead an Asset Management Transformation initiative at a complex, integrated processing facility in Canada. The primary objective was to drive rapid, sustainable cultural change while driving measurable value from existing operations.

Xenco's role was to act as a catalyst, accelerating the shift toward a high-performance culture that supports long-term operational excellence.

The Challenges

The client was facing a range of asset and workforce-related challenges, many of which are common across similar industrial operations globally:

- **Loss of critical skills and institutional knowledge** - Driven by an aging workforce and high retirement rates.
- **Difficulty attracting and retaining skilled personnel** - Ongoing shortages limited performance and capability building.
- **Declining reliability of critical plant equipment** - Ageing assets and inconsistent maintenance led to increased downtime and risk.
- **Low workforce productivity** - Inefficient work execution and lack of accountability hampered daily operations.
- **Absence of foundational asset management practices** - Reactive maintenance practices prevented long-term value creation.

AT A GLANCE

Challenges

- Loss of critical skills & knowledge
- Immature Asset Management System
- Declining asset performance and reliability
- Low workforce productivity
- Immature asset management systems
- Predominantly reactive maintenance

Benefits

- Work order backlog reduced by **60%**
- **\$2M reduction** in annual contractor spend in Q1-25
- **65% reduction** in System Generated Waste (Equivalent to over 100,000 manhours in capacity)
- Implementation of fully integrated Management Operating Systems (MOS)

Xenco is a multi-disciplined, specialist service group that delivers executive and operational level support to businesses seeking significant improvements in productivity, efficiencies and company profitability.

Contact us

Xenco
Support@xencoservices.com
1300 936 261 | xencoservices.com

Our Approach

Xenco's approach was anchored in delivering the Asset Management Transformation program through strategic clarity, practical execution, and strong collaboration with the client. From day one, we worked closely with the site's senior leadership to define the key challenges, align on the desired business outcomes, and co-design a focused, actionable plan to drive meaningful change.

Our delivery model emphasised simplicity, clear accountability, and sustained momentum, ensuring meaningful change was led and owned by the organisation.



Define

We partnered with site leadership to clearly define the challenges and align on the business outcomes the transformation needed to achieve.



Design

We then co-designed a focused, practical strategy with a clearly defined program scope to guide execution and maintain alignment.



Alignment

Secured support from executive leadership and built a compelling case for change to ensure alignment at all levels.



Delivery

Kept the delivery model lean by integrating with existing site teams and focusing on internal ownership and capability building.



Ongoing Improvement

Established simple governance processes, tracked progress regularly, and celebrated success visibly to energise and engage the workforce.

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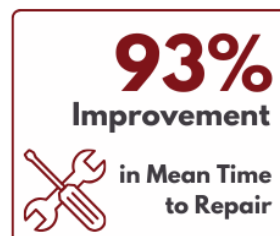
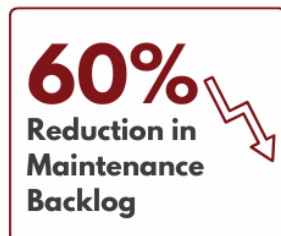
Our Result

Within the first six months, the Asset Management Transformation program delivered measurable, high-impact results across cost, performance, and organisational capability. Key achievements included:

- **\$2M annualised contractor spend reduction (in Q1-25)** achieved, driven by improved workforce planning and resource utilisation.
- **60% reduction** in maintenance backlog and **93% improvement** in Mean Time to Repair (300 to 21 days).
- **65% reduction** in system-generated waste, equating to over 100,000 manhours recovered.
- Core maintenance processes and health monitoring tools deployed to embed operational discipline.
- Foundational Management Operating System (MOS) elements designed and implemented.
- New Asset Management organisation structure established with clear roles and accountabilities.



“At first, our teams were understandably hesitant and a little sceptical. But we’ve been amazed by how quickly they’ve embraced the change, and by the outstanding results achieved in such a short time.”



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