

CASE STUDY

MERGER INTEGRATION SUPPORT

International Resource Companies

Objective

Xenco was engaged to lead integration planning and execution following the strategic merger announcement between publicly listed international resource companies. With operations and projects spanning Australia, Canada, Africa and the United States; the objective was to define clear deliverables, timelines, and accountabilities, while navigating regulatory complexities and geographically dispersed teams.

The Challenges

The client was navigating a complex international merger, facing several integration-related challenges:

- **Co-ordinating compliance** across Australian and US regulatory environments required careful alignment with the standards of the ASX and NASDAQ to support a dual listing.
- **Limited pre-existing relationships** between teams made early collaboration and trust-building essential.
- **Divergent organisational structures and communication styles** led to needing to align structures and communication practices.
- **Time-zone and regional differences** complicated coordination and threatened to disrupt day-to-day operations.

AT A GLANCE

Challenges

- Regulatory complexity across different jurisdictions
- Limited pre-existing relationships between merging teams
- Divergent organisational structures and communication norms
- Coordination difficulties across time zones and regions

Benefits

- **\$15-20M USD** in annual cost savings attributable to integration
- **Over 650 planned activities** executed without disruption to day-to-day operations
- 50 risks proactively mitigated
- Dashboards, decision logs, and structured reporting provided clarity on critical issues
- Teams aligned on governance, communication, and objectives

Our Approach

Xenco adopted a structured, collaborative, and outcome-focused approach to ensure the successful integration of two geographically and operationally distinct organisations. Over a 12-week engagement, we coordinated with **more than 30 leaders** from both organisations, enabling **over 150 hours** of direct contact time with key personnel to drive alignment and execution.

Recognising the complexity of cross-border mergers, our team provided both strategic oversight and on-the-ground support through the following key elements:



Central PMO Establishment

Xenco established a dedicated Project Management Office (PMO) to drive integration efforts, maintain momentum, and support real-time issue resolution. The PMO served as a single point of coordination across all workstreams and geographies.



Structured Planning Workshops

We facilitated targeted workshops across 14 critical workstreams, enabling stakeholders to define future-state outcomes, assign responsibilities, and map interdependencies. This ensured alignment and ownership from the outset.



Decision-Making Frameworks

A centralised risk register and live decision logs were implemented to track progress, manage emerging issues, and ensure informed decision-making across all levels of the organisation.



Transparent Reporting & Communication

We produced executive dashboards, milestone tracking visuals, and Board-level updates to provide ongoing visibility. Internal communication efforts were also supported to keep employees engaged and informed.



Capability Augmentation

Where required, Xenco provided additional capability and integration expertise to supplement internal resources and accelerate delivery without disrupting ongoing business operations.



"We wouldn't have got to this point without your support. This has kept us on track and helped the teams work together early. This sets us up to operate smoothly as a merged organisation."

- Client CEO

Our Result

Xenco's structured and collaborative integration approach delivered measurable outcomes while maintaining business continuity throughout the merger. Key results included:

- The planning process validated an estimated **\$15M–\$20M USD in annual cost savings** and operational synergies, directly attributable to the integration.
- **All 14 workstreams** progressed according to agreed timelines, with **over 650 planned activities** executed without disruption to day-to-day operations.
- **50 risks were proactively mitigated**, reducing the likelihood of post-merger disruption.
- Cross-border teams aligned on **governance, communication, and objectives**, enabling a smooth transition to a unified organisation.
- Real-time dashboards, decision logs, and structured reporting provided leadership with confidence in progress and clarity on critical issues.
- Neutral facilitation built early trust and bridged cultural and operational differences between Australia, Canada, and the United States.
- Targeted internal communications kept employees informed and engaged, supporting long-term cultural alignment.

