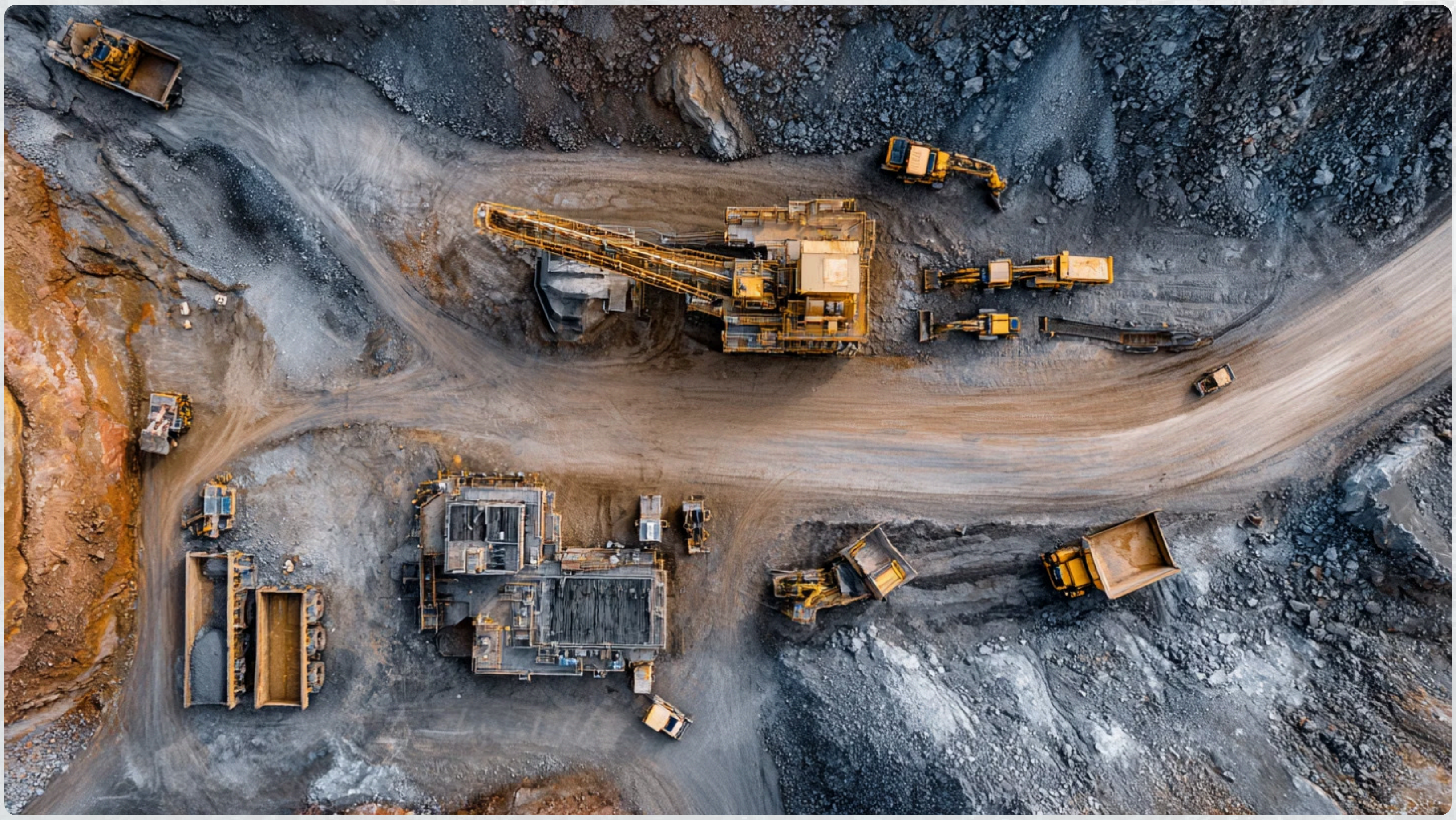
Case Study - ISO 55001 Asset Management System Certification (Mining)

How a Large Mining Organisation Achieved ISO 55001 Leveraging Organisational Change

This case study explores how a large multinational mining and resources organisation undertook a strategic initiative to strengthen its asset management capability and achieve ISO 55001 certification within a key business function. Operating in a highly asset-intensive environment with geographically dispersed operations, the organisation recognised that sustainable value would not be achieved through technical standards, systems, and processes alone. Success would require a fundamental shift in how people understood, applied, and participated in asset management across the enterprise.



To establish a strong foundation, the organisation commenced with a pilot program that sought to understand existing asset management practices, governance arrangements, and organisational readiness. Central to the initiative was a workforce engagement survey involving approximately 500 employees from operational, technical, and leadership roles. The survey provided valuable insights into current behaviours, perceptions, capability gaps, and opportunities for improvement. These findings became a critical input into the development of a practical roadmap that balanced technical compliance requirements with the realities of organisational change.

Rather than treating ISO 55001 as a documentation exercise, the organisation adopted a people-centred approach that connected leadership, governance, capability development, communication, and continuous improvement. Through a structured "Involve and Evolve" change strategy, employees were engaged in shaping the future Asset Management System, creating ownership and trust throughout the journey. The result was not only successful certification, but also a stronger culture of asset management, improved alignment across functions, and a more consistent approach to decision-making that continues to deliver value beyond the audit itself.

> Certification was not achieved through documentation alone. It was achieved through organisational alignment, leadership commitment and workforce engagement.

Structured Change

Why Change Was Needed

THE CHALLENGE

Large asset-intensive organisations often accumulate decades of operational knowledge distributed unevenly across sites and business units. For this organisation, that reality manifested as inconsistent asset management practices, variable maturity levels between operations, and growing pressure from leadership for greater governance and assurance. The absence of a common framework meant decisions were being made in isolation, effort was duplicated, and the organisation could not readily demonstrate alignment with international best practice.

Business Drivers

- Inconsistent asset management practices across operations
- Multiple approaches to planning, maintenance and decision making
- Variable maturity between business units
- Growing pressure for governance and assurance
- Need to demonstrate alignment with international best practice

Key Risks Identified

- Fragmented decision making across operations
- Duplication of effort and resources
- Knowledge trapped within local sites
- Inconsistent asset information and records
- Difficulty demonstrating assurance to senior leadership

> The organisation recognised that improving asset management required changing behaviours, not simply producing new documents.

Testing Before Scaling

THE PILOT APPROACH

Rather than deploying a full-scale transformation across all operations simultaneously, the organisation made a deliberate and risk-informed decision to establish a controlled pilot programme. A selected business area was chosen as the proving ground a site where the foundational elements of the Asset Management System could be developed, tested and refined before any broader rollout. This approach acknowledged the complexity of the organisation and the importance of generating internal proof points that could build confidence across the wider business.

The pilot was not simply a documentation exercise. It required genuine engagement with site personnel, the development of a Strategic Asset Management Plan, and the establishment of governance structures that could be practically applied. Critically, it also served to surface the organisational readiness issues that any scaled deployment would inevitably encounter making the pilot an invaluable source of learning rather than just a compliance demonstration.

Establish the System

Develop the Asset Management System, governance structures and ISO 55001-aligned documentation within a contained operational environment.

Learn and Improve

Capture lessons from implementation, identify gaps in organisational readiness, and refine the approach based on practical experience.

Scale with Confidence

Deploy a repeatable and evidence-based model across the broader organisation, leveraging the pilot as a proof-of-concept for enterprise-wide adoption.

The pilot became the proof-of-concept for wider organisational deployment reducing implementation risk while building genuine internal capability.

Structured Change

The Voice of the Organisation

WORKFORCE ENGAGEMENT

One of the most distinctive features of this transformation was the commitment to genuinely listening to the workforce before implementing change. Approximately 500 employees participated in a comprehensive Asset Management Survey designed to establish a baseline understanding of current practices, capability levels, and workforce perceptions. This was not a token consultation exercise the results directly shaped the design of the change programme, the content of training and communication, and the priorities for system development.

The survey findings painted a nuanced picture of the organisation. There was no shortage of knowledge or commitment at the site level; rather, the challenge was one of consistency, accessibility and shared understanding. People supported the concept of structured asset management but were seeking clarity on how it connected to their day-to-day roles and responsibilities. This insight fundamentally shaped the tone and direction of the change strategy that followed.

500

Employees Surveyed

Across operations and corporate functions

6

Survey Dimensions

Awareness, practices, pain points, information, capability, value

What the Survey Revealed

- Different interpretations of asset management across the organisation
- Strong local knowledge but inconsistent application across sites
- Desire for simpler access to relevant information and tools
- Need for clearer governance and accountability structures
- Demand for practical examples, templates and role-specific training

> "People supported the idea of asset management but wanted to understand how it helped them perform their role."

Involve and Evolve

ORGANISATIONAL CHANGE STRATEGY

The organisational change strategy was built upon a clear and deliberate philosophy: people must be participants in change, not merely recipients of it. This distinction shaped every aspect of the programme from how communications were designed, to how training was delivered, to how governance frameworks were co-created with operational teams. The strategy balanced two interdependent imperatives: involving people meaningfully in the process of change, and evolving the Asset Management System in a way that built upon existing organisational knowledge rather than replacing it.

Involve People

- Engage before implementing
- Listen before deciding
- Co-create rather than impose

Evolve Systems

- Build upon existing knowledge
- Improve rather than replace
- Standardise without losing operational relevance

Leadership

Visible commitment from senior leaders at every stage of the programme

Value

Demonstrating how asset management improvement translates to business outcomes

Alignment

Connecting individual roles to organisational objectives through a clear line of sight

Assurance

Building confidence that the system is working as intended across all levels

Building Capability Through Structured Milestones

ROADMAP FOR CHANGE

The transformation was not managed as a single monolithic programme but as a series of structured, sequenced milestones each with both a technical deliverable and a corresponding people-focused outcome. This dual-track approach ensured that system development was always matched by capability development, and that governance improvements were supported by genuine workforce understanding. The roadmap provided the organisation with a clear line of sight from current state to certification readiness, with measurable progress indicators at every stage.

Underpinning the roadmap was a recognised change management framework that guided the design of all people-focused interventions. Moving through Awareness, Desire, Knowledge, Ability and Reinforcement, the framework ensured that the organisation did not simply inform people about new systems it built the genuine capability and motivation required for sustained adoption. Communities of practice, integration into onboarding programmes, and ongoing performance measurement all contributed to embedding the change over time.

1 Foundation

Establish common understanding of asset management and map existing knowledge

2 Development

Identify value streams, improve navigation and accessibility of information

3 Capability

Develop awareness and competence, integrate learning into onboarding and training

4 Embedding

Create communities of practice and measure adoption and performance

Every technical milestone had a corresponding people-focused milestone. System development and capability development were advanced in parallel, not in sequence.

Aligning Governance and Decision Making

BUILDING THE ASSET MANAGEMENT SYSTEM

The development of the Asset Management System was designed to create a coherent, navigable framework that people across all levels of the organisation could understand and actively use. Rather than producing a library of documents disconnected from operational reality, the system was structured to provide a genuine line of sight from the organisation's strategic objectives, through asset management objectives, to asset management plans, and ultimately to the operational delivery teams responsible for execution. This alignment was fundamental to the programme's credibility and to the eventual certification outcome.

Each core deliverable was developed with usability as a primary design criterion. Roles and responsibilities were defined clearly enough to be actionable. Governance structures were practical rather than theoretical. Assurance processes were designed to provide meaningful insight rather than generate compliance overhead. The Management of Change process ensured that the system would remain relevant and robust as the organisation evolved over time.

Policy and Strategy

Asset Management Policy, System Manual and Strategic Asset Management Plan establishing direction and intent

Governance and Roles

Governance Framework with clearly defined roles, responsibilities and accountability structures

Plans and Processes

Asset Management Plans, Assurance Processes and Management of Change aligned to operational delivery

Demonstrating Conformance

CERTIFICATION READINESS

Preparing for an ISO 55001 certification audit requires far more than assembling a document register. Auditors are specifically trained to distinguish between organisations that have created systems and organisations that are living those systems. For this organisation, the evidence of readiness was found not only in the quality of documentation but in the visible behaviours of leadership, the clarity of stakeholder engagement, and the demonstrable alignment between stated objectives and operational practice. Building that level of evidence was the ultimate goal of the change programme.

The audit process itself affirmed the value of the people-centred approach. Auditors noted the strength of stakeholder engagement, the maturity of the change management process, and the practical rather than theoretical nature of the implementation. These observations reflected the cumulative impact of two years of deliberate, structured work to bring the organisation together around a common framework for asset management.

Evidence of Success

- Leadership commitment demonstrated visibly
- Governance operating effectively across levels
- Roles clearly defined and understood
- Objectives aligned to business outcomes
- Risks managed systematically
- Workforce engagement evident throughout
- Continuous improvement embedded in practice

Audit Strengths Identified

- Strong and visible stakeholder engagement
- Clear strategic alignment across all levels
- Effective and targeted communication framework
- Practical and grounded implementation approach
- Mature and well-evidenced change management process

Auditors observed not only documented systems but visible evidence of adoption across the organisation.

Achieving ISO 55001 Certification

RESULTS AND OUTCOMES

The successful attainment of ISO 55001 certification represented the culmination of a genuine organisational transformation. The certification itself was significant, but its deeper value lay in what it represented: an organisation that had fundamentally changed the way it thought about, planned for, and managed its assets. The benefits were felt across every level of the organisation from strategic decision making at the executive level to day-to-day asset care at the operational level.

ISO 55001 Certified

Successful certification achieved, demonstrating conformance with international best practice

Operational Consistency

Improved consistency across all operations, with better alignment between sites and corporate functions

Workforce Understanding

Increased workforce understanding of asset management and its connection to individual roles

Governance and Assurance

Improved governance structures providing greater confidence in decision making across the organisation

Shared Language

A common vocabulary for asset management that spans all business units and levels

Shared Expectations

Consistent understanding of roles, standards and performance expectations across the organisation

Shared Accountability

Clear ownership of asset management outcomes at every level of the organisation

> Certification became the outcome of transformation, not the objective itself.

What Others Can Learn

LESSONS FOR ASSET-INTENSIVE ORGANISATIONS

The lessons from this transformation extend well beyond the specifics of ISO 55001. They speak to a broader truth about large-scale change in asset-intensive organisations: that sustainable improvement requires the integration of technical rigour and human-centred change management. Organisations that treat certification as a documentation exercise will produce systems that sit on sharepoints but fail to influence behaviour. Those that treat it as an organisational development challenge will build the enduring capability required for long-term performance improvement.

For senior leaders considering a similar journey, the lessons below represent the distilled experience of an organisation that chose to do this work properly investing in people, building genuine capability, and maintaining a clear line of sight between the change programme and measurable business outcomes at every stage of the journey.

→ Start with People, Not Documents

Understand the workforce before designing the system. Survey, listen and engage before implementing.

→ Pilot Before Scaling

Use a contained environment to test, learn and refine before committing to enterprise-wide deployment.

→ Link Asset Management to Business Value

Ensure every element of the system connects clearly to an organisational objective. If it doesn't, question its purpose.

→ Build Governance Early

Establish clear roles, accountability and decision-making structures at the outset, not as an afterthought.

→ Focus on Capability, Not Compliance

Measure success by what people understand and do, not by what has been written and filed.

> "The journey to certification was ultimately a journey of organisational alignment, capability development and cultural change."

Integrate Asset Management and Organisational Change

HOW STRUCTURED CHANGE CAN HELP

Successful ISO 55001 implementation requires the deliberate integration of Asset Management and Organisational Change Management. The most effective systems are those that people across the organisation genuinely understand, trust and actively use in their daily work. Achieving that outcome demands the same rigour and investment in the human dimensions of change as is applied to the technical dimensions of system development.

Structured Change works with asset-intensive organisations to design and deliver transformations that build lasting capability, improve governance and assurance, and create the cultural conditions required for sustained performance improvement. Whether your organisation is beginning its ISO 55001 journey or seeking to strengthen an existing system, we bring the experience, methodology and practical insight required to help you succeed.

Asset Management System Design

Developing ISO 55001-aligned systems that reflect operational reality and provide a genuine line of sight from strategy to execution.

Organisational Change Management

Designing and delivering people-centred change programmes that build capability, drive adoption and sustain improvement over time.

Certification Readiness Support

Preparing organisations to demonstrate genuine conformance — not just documented compliance — through robust evidence of adoption and leadership commitment.

Learn how Structured Change helps asset-intensive organisations integrate Asset Management and Organisational Change Management to achieve sustainable business outcomes.