Innovation Story

Architecting the Future: How SAP LeanIX Became Our Transformation Compass

Ontario Power Generation

Utilities

Transformation Impact

SAP Innovation Awards 2026

Architecting the Future: How SAP LeanIX Became Our Transformation Compass

Ontario Power Generation faced a persistent — and costly — challenge: our enterprise architecture lived in silos. Business users, project managers, support teams, system owners and architects all struggled to find a single up-to-date catalogue of applications, their attributes, interdependencies and roadmaps. Critical information was buried in tribal knowledge and scattered spreadsheets, leading to rushed decisions, repeated discovery sessions and wasted time, money and opportunity across the organization.

To overcome this, we launched the SAP LeanIX Transformation in 2024. Our objective was simple but ambitious: replace the traditional “ivory tower” enterprise-architecture model with a transparent, self-service platform that embedded data capture and updates into everyday processes.

As a result, SAP LeanIX became a compass to align IT investments with strategic business goals, identify redundancies, and streamline the technology landscape. It supported risk management by tracking technology standards, compliance, and assisted with cloud transformation initiatives through readiness assessments and migration planning. Additionally, SAP LeanIX fostered collaboration between business and IT teams by serving as a single source of truth and offered real-time reporting and analytics to support informed decision-making and drive our digital transformation.

EXECUTIVE SUMMARY

Architecting the Future: How SAP LeanIX Became Our Transformation Compass

ONTARIO POWER GENERATION

CHALLENGE

To help plan our Strategic Business Transformations for growth and capital efficiency, we needed a platform and an approach to help capture and sustain a single source-of-truth for both the IT and Business landscapes. We needed to track Applications, their ownership, usage and lifecycles, running costs, and their inter-dependencies including Technologies, Integrations, and Datasets, along with the overall Business Capabilities and related Business Processes. We needed to converge on technical standards quickly, help surface technical debt and rationalization opportunities, and ultimately help align, optimize, and track investments.

SOLUTION

- We approached SAP LeanIX not merely as a software purchase, but as a catalyst for shifting how OPG captures, governs and leverages enterprise-architecture data
- OPG kept the meta model for the practice out of the box with a focus on rapid deployment
- OPG tightly integrated SAP LeanIX into daily processes across technology teams, rather than relying on a detached "ivory-tower" repository—we established a self-sustaining, user driven enterprise architecture practice. This accelerated decision-making, reduces risk, and enables OPG to scale seamlessly for the future.

OUTCOME

Following metrics underscore SAP LeanIX's transformational effect: it has scaled enterprise-architecture from a niche function into a high-visibility, business-critical practice—delivering tens of millions in annual savings, freeing up expert time and ensuring OPG makes faster, more confident decisions across its entire IT landscape.

- **1400** Applications captured with Owners to maintain data.
- **1600+** Integrations captured for impact assessments.
- **700+** Technologies captured and assessed for risk/stds
- **200+** Business Capabilities up to L3 identified.
- **200+** Business Processes identified.
- **400+** Projects with business transformations captured
- **150+** Daily IT / Business Users, saving chase / update time

$7M Productivity Savings/Year

Waste reduction in unnecessary meetings and e-mails to find or reconcile information

Resulting in faster and better decisions, and time for more value-added work

$7M Direct Project Savings/Year

Current-state discovery for projects reduced from 6-9 months to 3-6 months

Resulting in faster time to business and social value, less re-work costs, reduced emissions and environmental footprint

4% Higher Satisfaction

Overall IT Satisfaction Survey rose from 63% to 67% overall.

Service Desk was able to resolve issues faster with Owners, and able to identify impacts faster.

Project details

PROJECT OBJECTIVES

Establish a Digital EA practice through the introduction of self-service tools to batter manage business, application, and technology architecture.

Establish a single-source-of-truth for our Applications, their owners, related Technologies and Integrations, reducing chase and churn, enabling faster decisions and better end-user experience.

Establish Level 1 and 2 Business Capabilities and tie them to Applications that support them so that gap and risk assessments can be accelerated, and required initiatives identified.

Track changes to our landscape by capturing and reviewing Projects on approval gates to surface impacts and ensure alignment.

Enable review of capability gaps, technical debt and application rationalization opportunities *via* TIME assessments and TCO review.

Build a scalable TCO model that can grow as we mature.

USE CASE

Business Architecture: Equip OPG with clear, targeted roadmaps that drive organizational OKRs and goals, underpinned by a comprehensive view of capability models and our technology landscape.

Application Portfolio Management (APM): Maintain a complete inventory of applications, eliminate redundancies, manage lifecycles, and optimize total cost of ownership across all technologies.

Enterprise Architecture Governance: Ensure full landscape visibility and align technology investments with the latest industry trends and standards.

Technology Risk & Compliance: Monitor standards and versions, mitigate risks from legacy technologies, and support audits with reliable, up-to-date documentation.

Collaboration & Decision Support: Centralize architecture data to foster collaboration and enable informed, data-driven decision-making.

Architecture Repository & Knowledgebase: Maintain comprehensive solution documentation, providing an accessible knowledgebase for onboarding and continuous improvement.

DEPLOYMENT COUNTRY

Canada

DEPLOYMENT DATE

December 2025

NUMBER OF END USERS

900+

TRANSACTION VOLUME

150+ Users per day
40+ Factsheets updated per day

Innovations

INNOVATIVE USE OF SAP TECHNOLOGY

Drive 5-Year Digital Strategy to support our business growth strategy, including Small Modular Reactors, and business scalability into future markets

Implement TCO Model to optimize investments and modernization

Unify Strategy, Application Architecture and Governance to ensure consistency across different layers within the business and IT organization, and the technology layers. Visibility led to better alignment and collaboration across the enterprise, reducing wasted time, re-work, and resources.

Unify Business Process diagrams with their touchpoints on Application, Data Objects, Integrations, and Technologies.

Validate TIME Strategy with other key inputs and weighted scoring.

Unify over a dozen IT Processes with a single source of truth on Applications, improving decision quality, data updates, and ultimately, customer experience

WHY SAP

SAP LeanIX chosen because of its ease-of-use, flexibility to incrementally evolve with our journey, enterprise scalability, full-stack logical model from business to technology, and useful out-of-the box integrations. It also had an integrated support team aligned with customer success. It shared living roadmaps and allowed direct customer input. We had great engagement, input, and help from various SAP LeanIX Product teams in Germany, and many success engineers going an extra mile to help us meet our goals.

SAP LeanIX has streamlined IT management at OPG with its intuitive interface, integrations, and visualization tools. Most importantly, it centralized our enterprise architecture knowledge, ensuring information is retained as teams evolve. Overall, SAP LeanIX has improved our transparency, agility, and alignment between IT and business goals.

Feizal Kanji, Sr. IT Leader / Advisor, Architecture Governance, CIO

At OPG, agility and innovation are essential to powering Ontario's future. SAP LeanIX became the cornerstone of our IT transformation—turning complexity into clarity and enabling us to scale with confidence. This isn't just about technology; it's about building a resilient, transparent, and future-ready IT organization.

Heather Evens, VP of Digital Technology Services, CIO

OPG's ambitious growth agenda necessitated a robust, future-proof Digital Strategy. SAP LeanIX has been instrumental in enabling our digital vision and target-state architecture, serving as a cornerstone for our growth initiatives, including SMRs and the digital transformation of our existing Nuclear and Renewables fleet.

Hamza Mahmood, Director of Strategy & Enterprise Architecture

Benefits and outcomes

SAP LeanIX empowered our business to make faster, smarter decisions and optimize IT investments by providing a holistic, real-time view of our entire application landscape.

BUSINESS AND/OR SOCIETY

- **Improved Decision-Making:** Enabled leadership to see business capability gaps and risks earlier, thereby aligning IT investments with business priorities, resulting in 40% faster definition and release of critical projects. This would bring electricity online faster for Ontarians, and from greener sources!
- **Accelerated Time to Value:** Reduced time-to-value for new initiatives by at least 30% through accelerated planning, reduced work scope from application rationalization, and delivery efficiencies through technology standardization.
- **Enabled More Strategic Projects:** By streamlining our application portfolio, we redirected $2M in annual savings toward new business initiatives such as ERP modernization Program, fueling our ability to compete in the utilities market.
- **Risk Mitigation:** Enhanced compliance and reduced audit preparation time by 50% with up-to-date application documentation.

IT

- **Centralized Application Repository:** Achieved 100% visibility into all business applications, eliminating data silos, increasing staff knowledge and mobility knowledge, and unified our IT processes.
- **Simplified Complexity:** Mapped and visualized integration points across the application landscape, making it easier to identify risks, plan / scope / test changes, and to assess system impacts during production outages.
- **Clear Ownership and Accountability:**
  By identifying System Owners and SPOC's for each application, we have streamlined communication, simplified support processes, and ensured quick resolution of issues — improving User Experience with IT and reducing management overhead on escalations.

Deployment details

SAP TECHNOLOGIES AND SAP PARTNER PRODUCTS

SAP SOLUTIONS	DEPLOYMENT STATUS (Live or Proof of Concept)	SAP BUSINESS AI FEATURES (if applicable)	CONTRIBUTION TO THE PROJECT
SAP LeanIX	Live	AI Recommendations	Achieve IT Productivity Gains, Reduction in Project approval, discovery and delivery times resulting in reduced project costs and faster time to value. Facilitate Application Rationalization / Modernization, Total-Cost-of-Ownership visibility and value-checks, Landscape Control, Technical Debt Visibility, Architectural Knowledgebase, Governance & Compliance, Strategic Clarity for Investments, Usage Metrics

SAP SERVICES AND SUPPORT

SAP SERVICES	CONTRIBUTION TO THE PROJECT
SAP LeanIX Product Teams, SAP Enterprise Architect, SAP Success Manager and Engineers	Continuous improvement, incorporate new features, assistance in configuration

HYPERSCALER

(please mark one or more if applicable)

- ☐ **AWS**
- ☐ **Google Cloud**
- ☒ **Microsoft Azure**
- ☐ **Other**

Other:
SaaS - Hosted in Canadian Azure Data Centre

Ontario Power Generation

HEADQUARTERS

1908 Colonel Sam Drive,
Oshawa, Ontario, Canada

INDUSTRY

Utilities

WEBSITE

OPG

NUMBER OF EMPLOYEES

11,000

Ontario Power Generation (OPG) delivers reliable, low-carbon electricity while supporting economic growth across Ontario. Owned by the provincial government, OPG employs more than 11,000 skilled workers and supports thousands more through a broad supply chain. Our diverse generation fleet includes two nuclear stations, 66 hydroelectric stations, two thermal stations, one solar facility, and four combined-cycle gas turbine plants operated by our subsidiary, Atura Power. We also own two additional nuclear stations leased to Bruce Power.

To achieve our vision of electrifying life in one generation, we are advancing new technologies — including North America's first fleet of commercial, grid-scale small modular reactors (SMRs). At the same time, we are refurbishing our nuclear and hydro assets, expanding essential infrastructure, and ensuring Ontario can meet rising electricity demand while maintaining affordability.

OPG is deeply rooted in the communities we serve. Our nuclear stations also produce medical isotopes used worldwide, and our culture of innovation drives us to constantly ask, "Is there a better way?"


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