

MASTERINGSAP  
**Collaborate**

13 – 14 MARCH 2025

CORDIS HOTEL | AUCKLAND



# Contact Energy's SAP LeanIX Journey

**Martin Bigwood**

Head of Enterprise Architecture, Contact Energy

**MASTERINGSAP**  
An SAPinsider Company

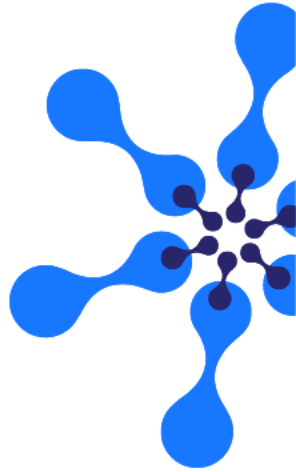




# Martin Bigwood

Head of Enterprise Architecture  
at Contact Energy

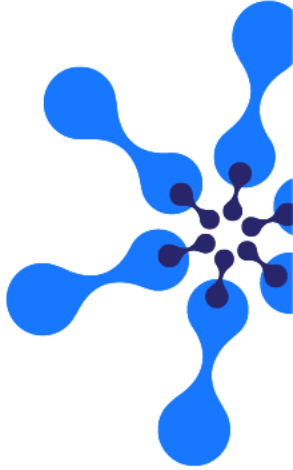
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# What We'll Cover Today

- Contact Energy Background
- The Case for Change
- Implementation
- Lessons Learned
- Examples & Integrations
- Future Use Case Backlog



# About Contact Energy

Contact **started in 1995** and over time we've built a flexible and largely renewable portfolio of electricity generation assets. Our customer connections have grown to over 600,000.

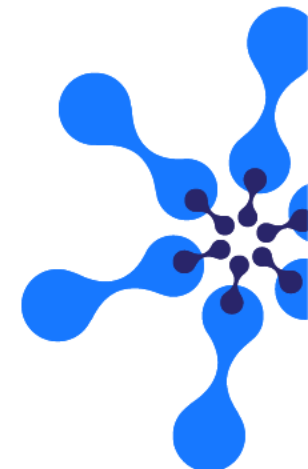


**Strategy** – Help build a better New Zealand by leading the decarbonisation of our country.





# Our Generation & Trading Business



Our energy generation is led by **Geothermal** and **Hydro** with a **thermal** capability as well.

By FY27, we aim to grow to 10.3TWh per annum of **renewable assets** from geothermal new build, solar, wind & battery.

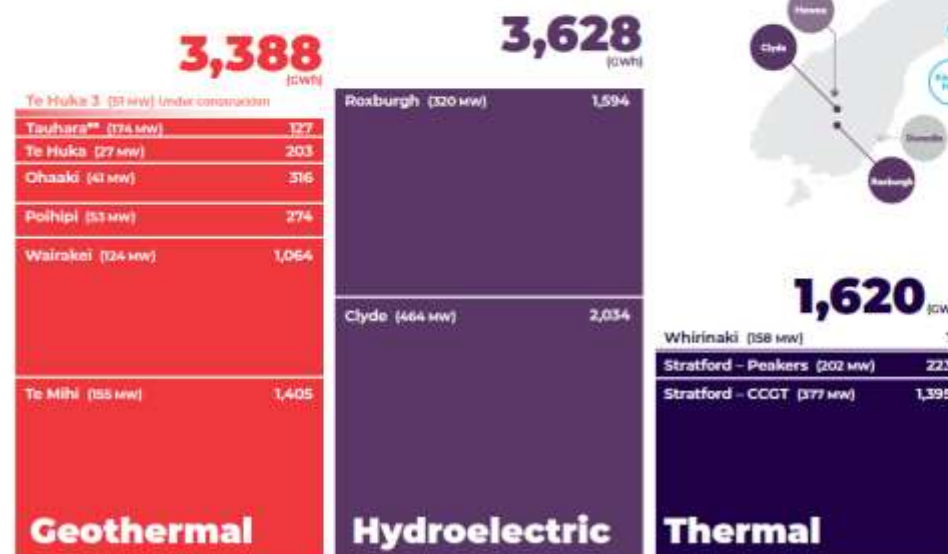
**Key Applications – SAP S/4HANA +**  
Aveva PI, NiSoft Eclipse, SAI360 EHS,  
Prometheus, Hitachi TRM Tracker, .....

## 2024 generation output by station and type\*

This graph shows the relative size of generation output from each station during the FY24 year.

**8.6TWh**  
total generated

Total renewable generation 7,016GWh  
Total non-renewable generation 1,620GWh



\* Our capacity numbers are net capacity. \*\* First steam in May. \*\*\* Based on EMI data for generation by the market.

## Where we are



Contact delivers  
20 percent of  
the country's  
electricity  
generation.\*\*\*



# Our Retail Business

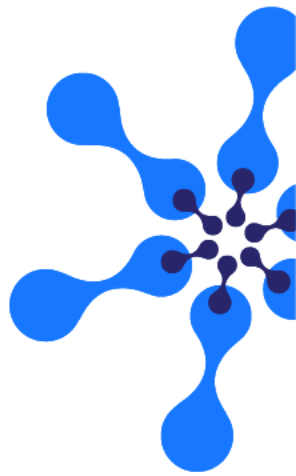


**Key Applications** - **SAP CRM/IS-U/MCF-U/EMMAX +**  
**OpenText**, Genesys PureCloud & WFM, Windcave ...



We want Contact to be famous for leading the way in decarbonising New Zealand and helping kiwis use cleaner, greener energy that's good for their home, and our shared home - Aotearoa.

By FY27, we aim to have 685,000 connections across Energy, Broadband, and Mobile.



## Good Plans



### Good Weekends

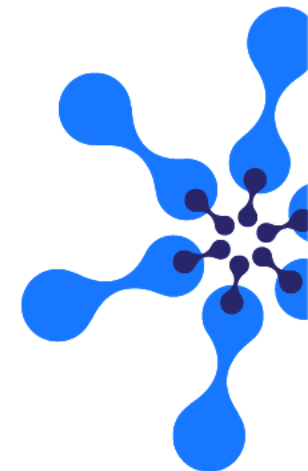
Free power every Saturday and Sunday from 9am-5pm



### Good Nights

Free power Monday to Friday from 9pm-midnight

# Contact26 Strategy



Contact **26** > We are deep in the execution of our strategy to lead New Zealand's decarbonisation

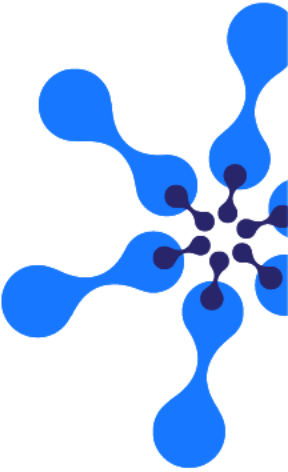




# Our Tech Journey since Deploying SAP



SAP was deployed at Contact as part of a large-scale enterprise transformation programme. After 2016 our Enterprise Architecture **pivoted towards a more open, decoupled, flexible state** and we developed an **experienced internal capability** alongside SAP.



## 2010-2014

- SAP ERP + CRM rolled out for Corporate, Generation & Retail businesses

## 2016

- SAP ERP + CRM upgraded to the latest enhancement packs; MCF-U deployed

## 2019-20

- SAP Concur exp. mgt & SAP Analytics Cloud financial planning & reporting deployed

## 2021-2023

- Convert SAP ERP to S/4HANA 2021
- Fiori, Enable Now & Data Intelligence deployed

## 2022

- SAP LeanIX deployed

## 2017 >



- **Cloud** - move SAP & other “on prem” apps to Contact’s Public Cloud (AWS)
- **Digital** - start our Digital Transformation firstly with Retail
- **Data** - move data & analytics to run on a Cloud based Data Platform (AWS)
- **Integration** - refreshed Integration Strategy i.e API centric, decoupled architecture



2010

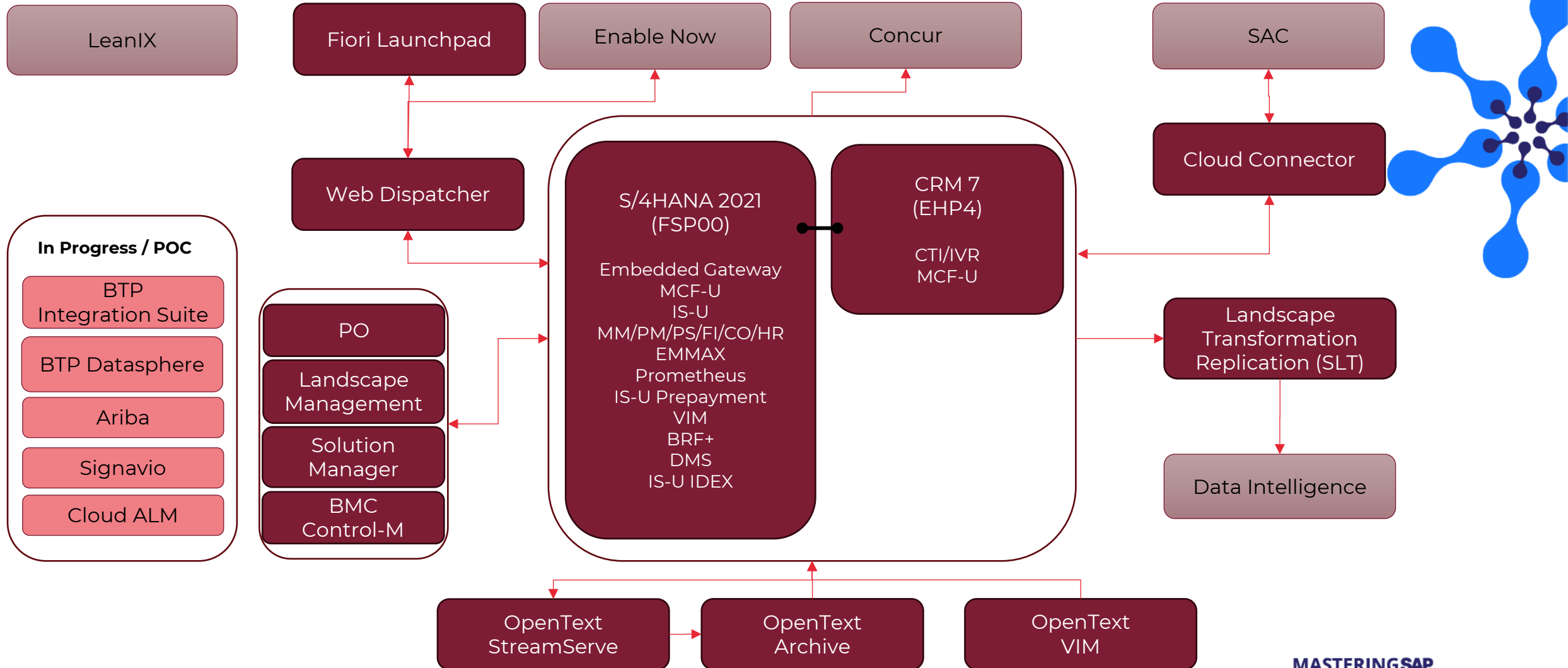
2025

# Our SAP Ecosystem

Hosting Legend:

Contact's AWS Public Cloud

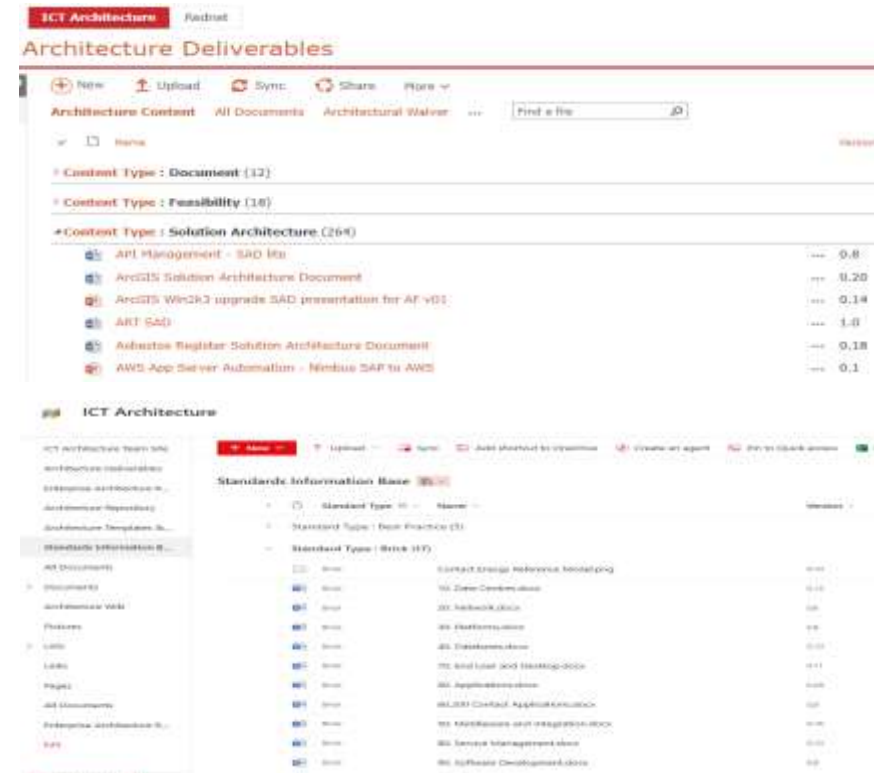
SaaS



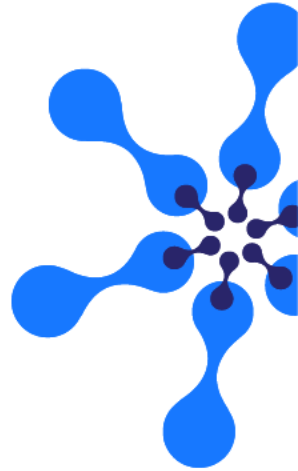
# The Case for an Enterprise Architecture Tool

We put forward an initiative in 2021 for an **Enterprise Architecture tool** to better enable our Enterprise Architecture capability ahead of a transformation and growth journey led by the Contact26 strategy.

Contact Energy - Technology Reference Model													
Category	Sub-Category	Technology	Version				Comments	Business Unit	Type				
			Current	Lat	C	G							
145	60 Applications	60.20 Content Mgmt	Shicore	8	G	G	G	Customer	Generation				
146	60 Applications	60.20 Content Mgmt	Articulate	2.9	G	G	G	Customer	Generation				
147	60 Applications	60.20 Content Mgmt	SAP Productivity Pack		G	G	G	Customer	Generation				
148	60 Applications	60.20 Content Mgmt	Adobe Creative (IAD)		G	G	G	Customer	Generation				
150	60 Applications	60.30 Document Mgmt	OpenText Doc Archive	11.5	G	G	G	Customer	Generation				
151	60 Applications	60.30 Document Mgmt	OpenText ICC	7.5	G	G	G	Finance / Corporate	Generation				
152	60 Applications	60.30 Document Mgmt	Meridian Drawings	2013	A	R	R	Customer	Generation				
153	60 Applications	60.30 Document Mgmt	Streamserve	5.6.2	G	G	G	Customer	Generation				
154	60 Applications	60.30 Search & Knowledge	TREX		G	G	G	Customer	Generation				
155	60 Applications	60.60 BI & Analytics	Google Analytics		G	G	G	Customer	Generation				
156	60 Applications	60.60 BI & Analytics	SAP Bex	7.4	A	A	R	Finance / Corporate	Generation				
157	60 Applications	60.60 BI & Analytics	Shim Server		G	G	G	Customer	Generation				
158	60 Applications	60.60 BI & Analytics	R Studio		A	A	R	Customer	Generation				
159	60 Applications	60.60 BI & Analytics	Tableau	v10.2	G	G	G	Customer	Generation				
160	60 Applications	60.60 BI & Analytics	TDAD	10	R	R	R	Customer	Generation				
161	60 Applications	60.60 BI & Analytics	Knime		R	R	R	Customer	Generation				
162	60 Applications	60.60 BI & Analytics	BO Design Studio	1.6 SP1	R	R	R	Customer	Generation				
163	60 Applications	60.60 BI & Analytics	LM Dashboard	3	G	G	G	Customer	Generation				
164	60 Applications	60.60 BI & Analytics	CIR Paid Changer		A	R	R	Customer	Custom				
165	60 Applications	60.60 BI & Analytics	NEO		R	R	R	Customer	Generation				
166	60 Applications	60.60 BI & Analytics	HANA Studio	2.3	G	G	G	Customer	Generation				
167	60 Applications	60.60 BI & Analytics	VSPD 2	2	G	G	G	Customer	Generation				
168	60 Applications	60.60 BI & Analytics	GAMS 24.5	24.5	G	R	R	Customer	Generation				
169	60 Applications	60.60 BI & Analytics	Hilltop		R	R	R	Customer	Generation				
170	60 Applications	60.60 BI & Analytics	SAP Lumira		G	G	G	Customer	Generation				
171	60 Applications	60.60 BI & Analytics	Kibana Analytics		G	G	G	Customer	Generation				



# Business Drivers



**Intuitive UX &  
Ease of Access**



**Raise EA Maturity  
& Controls Improvement**



**Enable Collaboration  
between Stakeholders**



**Single Source of Truth**



**Information Consistency &  
Transparency**

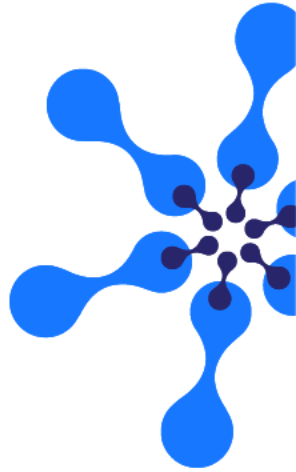


**Improve Productivity &  
Decision Making**



# Selection Process

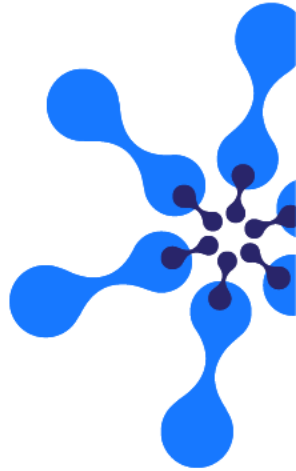
We ran a **RFI style process** and referenced Gartner and Forrester reports to guide our selection. Aligning to our business drivers, localised support and customer base, we narrowed down to a few options for further evaluation.



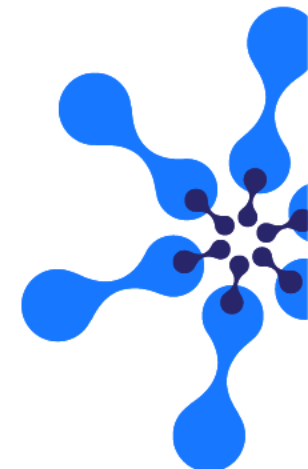
# LeanIX Selected in 2021

**LeanIX** received the **highest overall score** from our stakeholders' evaluations, and the pricing model, based on applications rather than users, aligned with our 'strong collaboration' goal. We performed a couple of customer reference calls to cover things off.

SAP LeanIX named a Leader  
in the 2024 Gartner® Magic  
Quadrant™ for Enterprise  
Architecture Tools for  
fourth consecutive year



# Our LeanIX Subscription

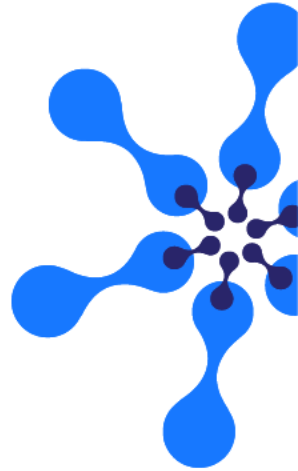


We started with the **Application Portfolio Management (APM) module** and bolted on the **lifecycle catalog** from the TRM module.

<b>APM</b> Application Portfolio Management	Price Metric: 200 Applications		
	Module	Use Case	Features* <span>⊕ SMP Discover</span>
	Business Capability Modelling		
Architecture Management	APM	Application Portfolio Management	<ul style="list-style-type: none"><li>✓ Unlimited users</li><li>✓ Unlimited dashboards</li><li>✓ Out of the Box Reports</li><li>✓ Best practice Data Model</li><li>✓ 1 Live + 1 Sandbox workspace</li><li>✓ Virtual Workspaces</li><li>✓ Inventory, Import, Tags</li><li>✓ Survey &amp; Quality Seal</li><li>✓ SSO, IP restriction</li><li>✓ Full Self-Configuration</li></ul>
		Technology Risk Management	<ul style="list-style-type: none"><li>✓ Lifecycle Catalogue for hardware and software</li><li>✓ Advanced technology risk reporting</li></ul>
	⊕ TRM		
Application & Service Asset Repository			
Application Rationalization			
Integration & Data Architecture			
Standards Management			
SaaS Discovery & Catalog			

● Note - We recently increased our application metric from 200 to 300 applications as we discovered apps through new use cases and deep dives.

# Implementation Support



LeanIX and the APAC partner Citadel (now Kapish) provided a **Customer Success Manager** and **Customer Success Support team** to assist with the implementation. We used a standard onboarding process to ensure fast time to value. At the start we revisited our **goals & objectives** through a **Q&A approach** to ensure we were clear on the **use case outcomes**.

## Key Business Questions and Stakeholders



citadel group



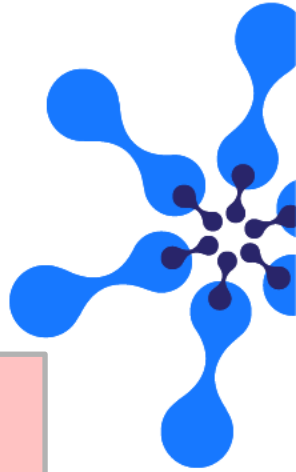
LeanIX

CONTACT's answers

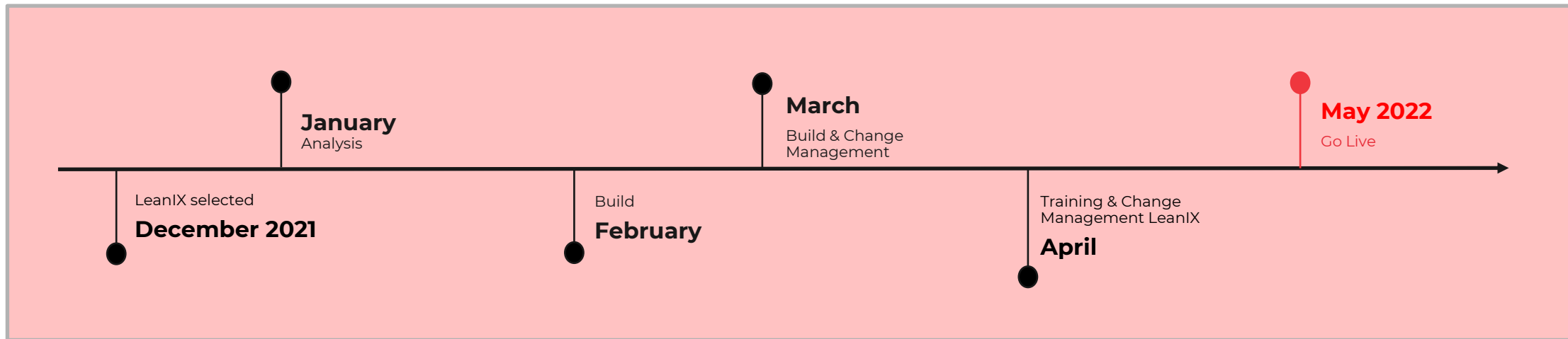
		Who are your stakeholders?	What are their questions?	How are their questions answered?	
Decreasing Complexity ↓	Strategic	C-Suite / SVP	<ul style="list-style-type: none"><li>1. What is our application portfolio?</li><li>2. What are our investment/retirement candidates?</li><li>3. How does our technology support business strategy?</li><li>4. What is our IT roadmap?</li></ul>	Mainly presentations. ICT & Business Strategies. ICT Asset Runway (due for replace/upgrade/enhance)	
	Tactical	Business Partner / Domain Architect	<ul style="list-style-type: none"><li>1. Del. Mgr - Cloud &amp; Infra</li><li>2. Application Supp. &amp; Enhancement Mgr</li><li>3. Snr. Info &amp; Sec. Specialist</li><li>4. Del. Mgr – People Tech</li><li>5. Delivery Leads – Digi, ICT</li></ul>	<ul style="list-style-type: none"><li>1. Which of the critical Applications are affected by obsolete Technology?</li><li>2. Which Applications have auth. via SSO?</li><li>3. Where do we use sensitive data?</li><li>4. What is our technical debt?</li><li>5. What is our cloud footprint?</li></ul>	Mainly Ad-hoc PowerPoint / Excel lists and presentations. Have list of applications from PwC and a list Tina Whalen (BA) from the Windows 10 rollout.
	Operational	IT Community	<ul style="list-style-type: none"><li>1. Application Owner</li><li>2. Solution Architect</li><li>3. IT Business Analysts</li><li>4. IT Specialist / Tech Leads</li></ul>	<ul style="list-style-type: none"><li>1. What is the state of my application (rating)?</li><li>2. Who owns which applications?</li><li>3. What is the application landscape?</li><li>4. What integrations &amp; data flows are there?</li></ul>	Mainly Ad-hoc PowerPoint / Excel lists and presentations. Building Integration catalogue. SAP Integrations documented by Jarvis project. Data team has a Data catalogue.



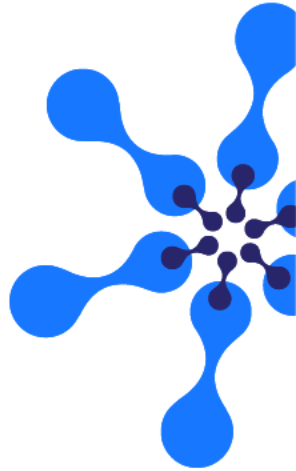
# Implementation Timeline



Our implementation took **4-5 months** which was longer than originally planned but traded off SME resource availability constraints. We had our source data in good shape from recent strategy refreshes. The main focus was the change impact.



# Change Management



## Vision

Contact26 strategy  
Enterprise Transformation  
Improve decision making



## Why

Address controls gap  
Existing pain points & opportunities  
Collaboration & transparency



## What

New tooling  
New processes  
Use cases scoped



## How

Stakeholder workshops  
Change Champions onboarded  
Comms channel,  
Information repo & FAQs



## Who

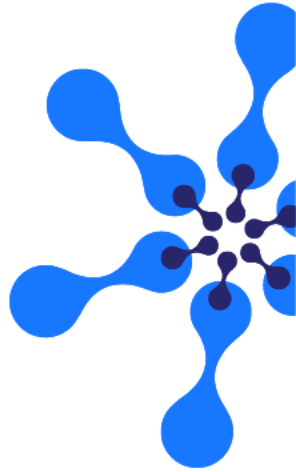
Stakeholder grouping –  
LT to Analyst  
Engagement plan per  
grouping



## Success Criteria

Seamless roll out  
User satisfaction and engagement  
User counts  
Use cases met

# Op Model & Delivery Framework



- We have a 0.7 FTE focused on LeanIX housekeeping activities i.e. user onboarding, quality gating, Q&A etc.
- Allow time to keep a constant eye on the **LeanIX roadmap** – keep pace with change and releases etc
- We made **Solution Architects** accountable for ongoing updates etc with support from Application **Business & Technical Owners** as responsible – it's a partnership
- **Touchpoints** with LeanIX span ideation to ongoing BAU support - have clear processes in place and expectations at each gate

## Architecture Touchpoints



# Lessons Learned

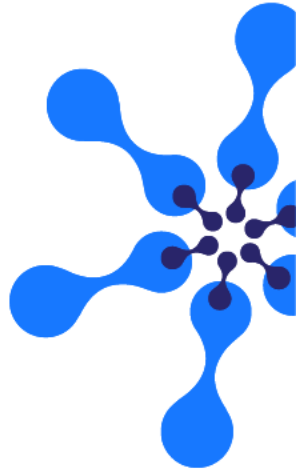


## What Could Have Been Better

- **Planning assumptions**
  - **Impact** – Limited access to SMEs extended the rollout period and slowed down momentum
  - **Lesson** – Work closer with resource managers to highlight resource contention & discuss prioritisation
- **Lack of architects' accountability**
  - **Impact** – Accountability was not reinforced within delivery teams & technical change board, so updates were late or missing
  - **Lesson** – Ensure they acknowledge accountability & support the processes for maintenance
- **Story telling**
  - **Impact** – Limited comms to users after rollout so LeanIX wasn't front of mind for maintenance
  - **Lesson** – Have an ongoing comms plan to build presence & awareness with a regular cadence

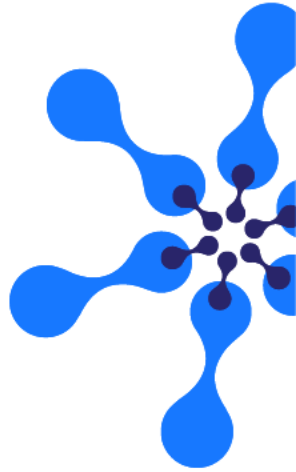
## What's Gone Well

- **Approach** – Started small & slowly incremented. Reduced the change impact
- **Stakeholder engagement** – User adoption has increased significantly over 3 years. Greater collaboration on the info in LeanIX
- **Decision making** – Lifecycle management process has better informed decision making with business stakeholders
- **Owners** – Central source of truth for technical & business owners proved a big win
- **Roadmap** – clearly articulated quarterly view of changes. Since SAP acquired LeanIX the roadmap has accelerated with more features & capabilities being released. Regularly check upcoming updates for impacts & opportunities





# LeanIX Deployment



We initially centered around **Applications** aligned to **Business Capabilities** and **User Groups** (Organisations). We then incrementally added other factsheets to fill out the Meta Model and widen the reporting capability. We've **extended LeanIX** for a couple of use cases.

## Phase 1 (\*)

- Organisation
- Business Capabilities
- Applications

## Phase 2

- IT Components
- Provider
- Tech Category

## Phase 3

- Data Object
- Interface

## Phase 4

- Objective
- Initiative
- Business Context

Strategy & Transformation  
across all architecture layers

O  
Objective

P  
Platform

I  
Initiative

Business Architecture

O\*  
Organization

B\*  
Business Capability

C  
Business Context

Application & Data Architecture

D  
Data Object

A\*  
Application

I  
Interface

Technical Architecture

P  
Provider

I  
IT Component

T  
Tech Category

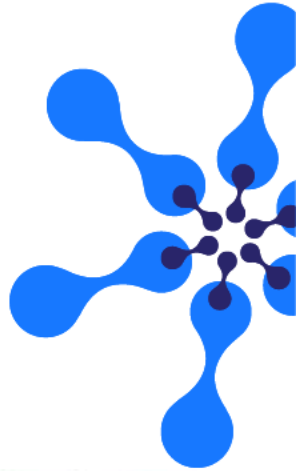
New fact sheet types



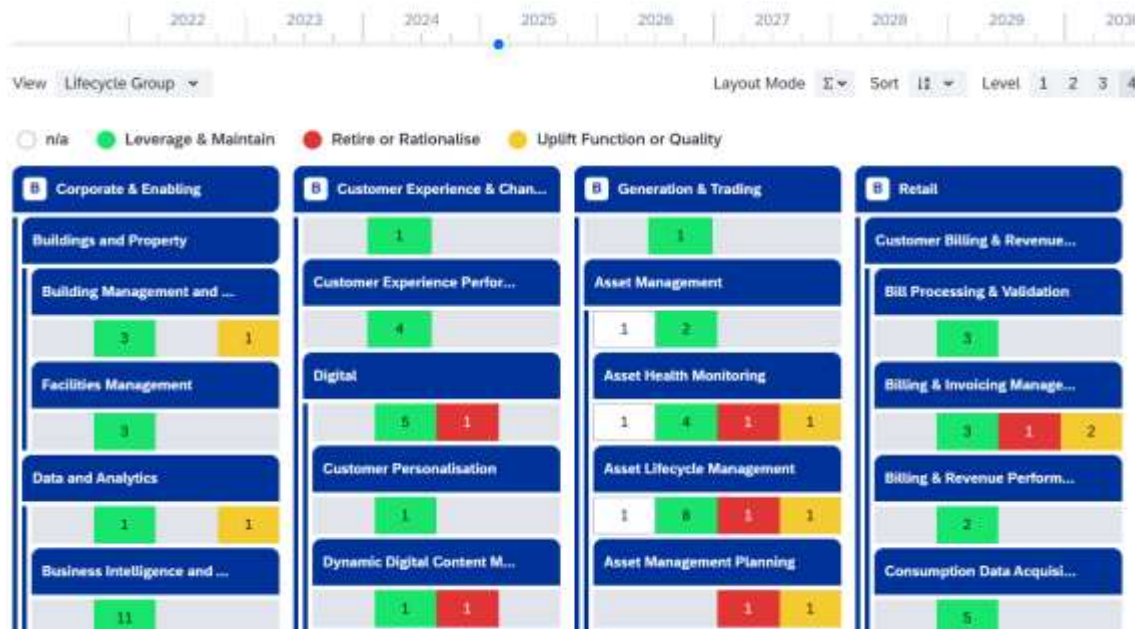
Added custom fields

# Decision Support

Our Business Capabilities (what) and User Groups (who), have been mapped to our Applications (how) in LeanIX, our **application portfolio management tool**. The catalogs also provide lifecycle dates for IT components and helps better inform **future technology decisions** i.e. fit for purpose and lifecycle (replace, upgrade or retire).



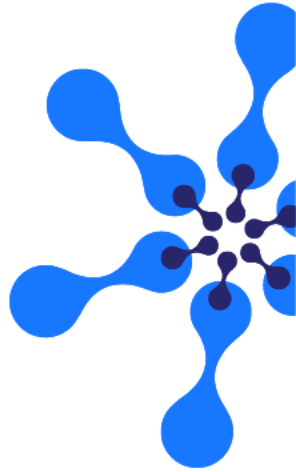
## Application Landscape



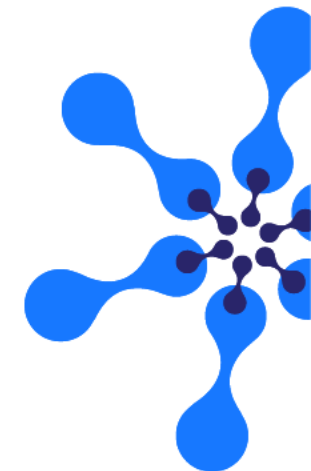
## Application Roadmap



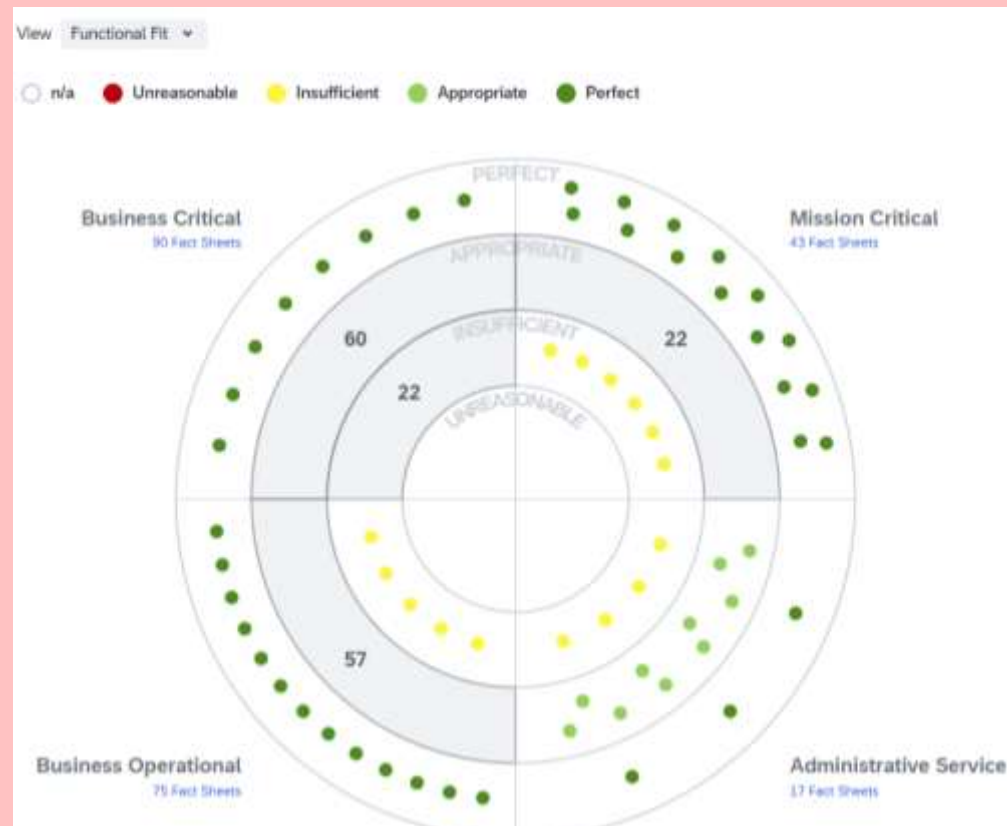
# Application Inventory



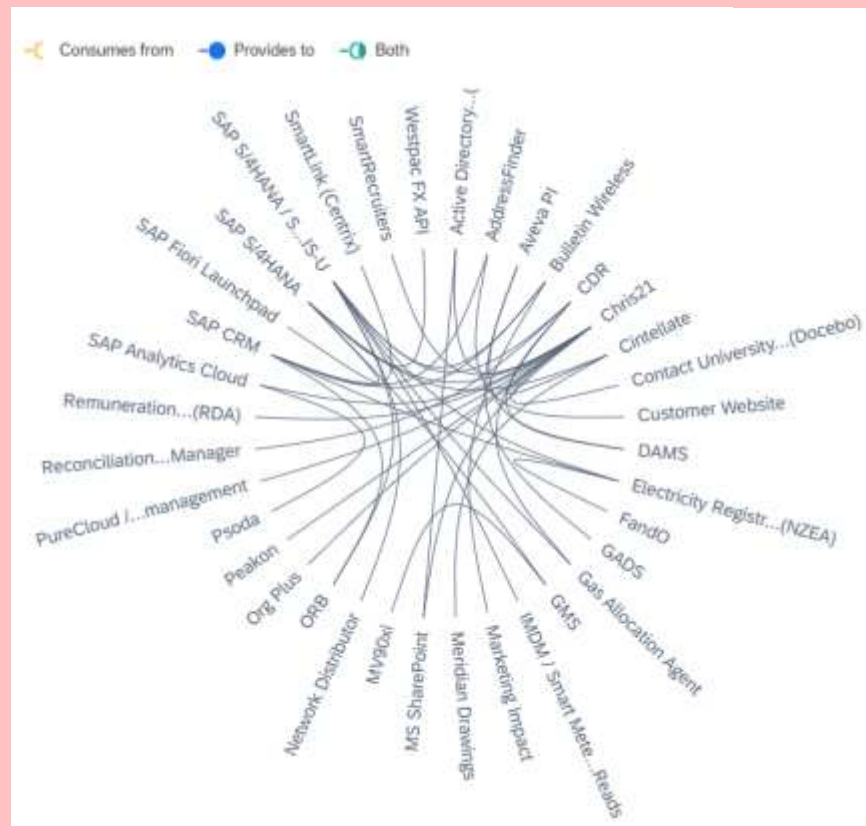
# Out-of-the-Box Report Examples



## Application Radar

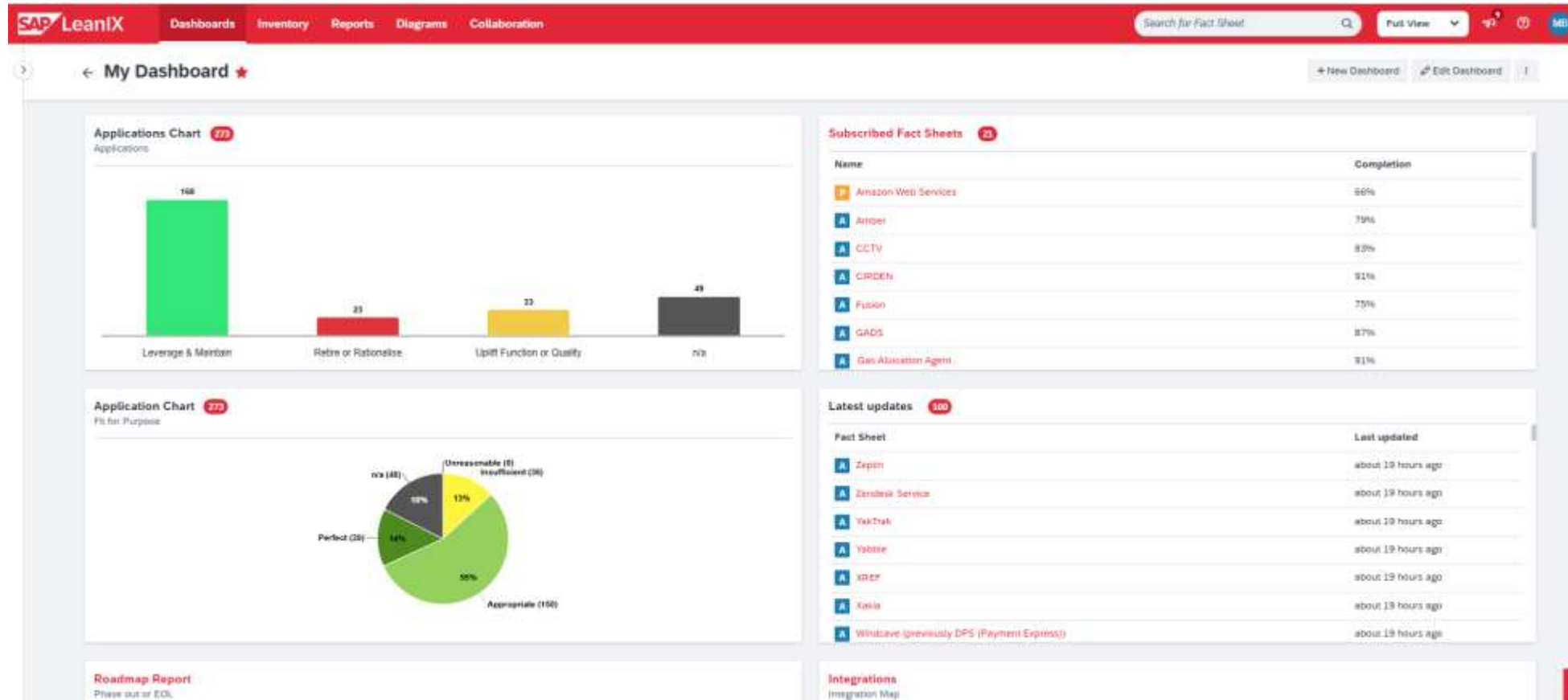
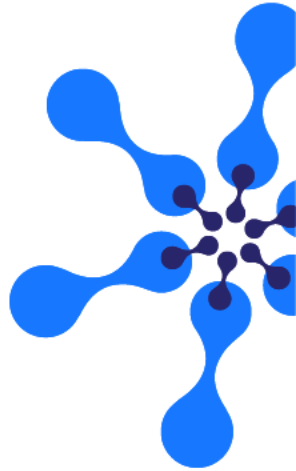


## Interface Circle Map

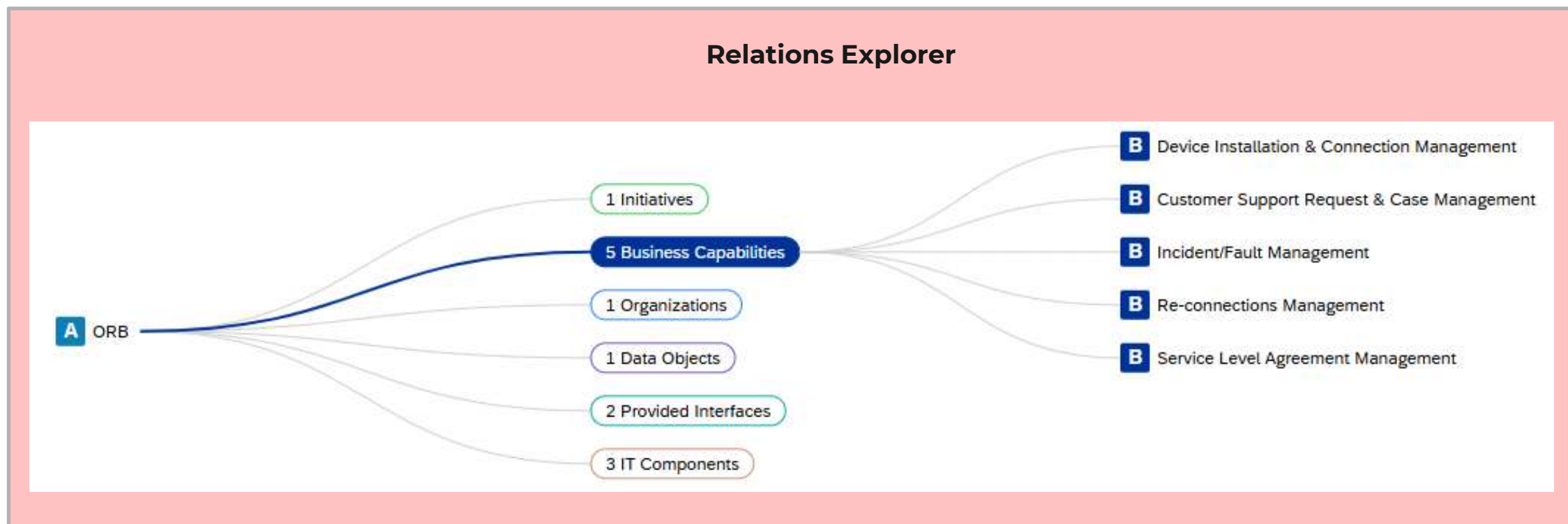




# Example Dashboards



# Example Visualisations



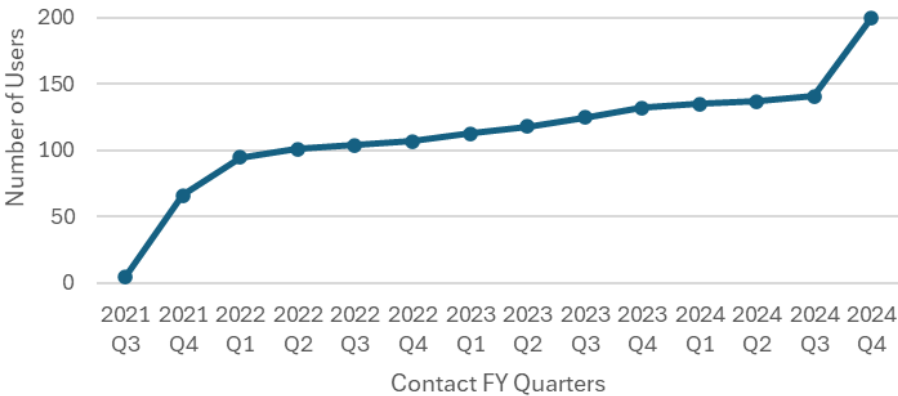
# Metrics



## Workspace Best Practice Report

Status	Topic	Value	Best Practice
Business Capability Hierarchy			
●	Number of Business Capabilities on Hierarchy Level 1	4	< 10
●	Number of Business Capability Hierarchy Levels	4	<= 3
●	Ratio between Level 2 and Level 1 Business Capabilities	10	< 10
●	Ratio between Level 3 and Level 2 Business Capabilities	8	< 10
●	Percentage of Business Capabilities with Description	98%	> 80%
User Group Hierarchy			
●	Number of User Groups on Hierarchy Level 1	11	< 20
●	Number of User Group Hierarchy Levels	2	<= 4
●	Ratio between Level 2 and Level 1 User Groups	0	< 10
Application Completeness			
●	Percentage of Applications associated to Business Capabilities	98%	> 80%

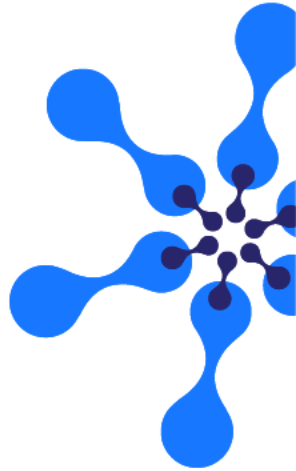
## Number of Users in Contact LeanIX Workspace



## User Type Logins per Month



# Collaboration & Automations



**SAP LeanIX** Dashboards Inventory Reports Diagrams Collaboration Search for Fact Sheet Full View

**To-DOS**

Assigned To Me  
Created By Me

**SURVEYS**

Assigned To Me  
Manage Surveys

**To-Dos**

Search title and description

Creators: Martin Bigwood Status: Open, In Progress

To-Dos: 3

Title	Fact Sheet	Assignees	Claimed by	Due	Status	Resolution
Check if HDM still used by Retail		aaron.wall@contactenergy.co.nz		2022-08-04	open	
Info for Factsheet	CCFV	Hilton Upfold		2024-07-29	open	
Share Initiative	70898 Jarvis (Phase I)	Martin Bigwood		2024-08-11	open	

There are 9 new changes in your workspace ContactEnergy

LeanIX Team <support@leanix.net> to Martin Bigwood

Click here to download pictures to help protect your privacy. Outlook prevented automatic download of some pictures in this message.

**SAP LeanIX**

Dear Martin Bigwood,

**8 changes** occurred in your workspace **ContactEnergy**.

**Solention**  
Application

- you were added as a subscriber by Rachel Crosland.

[View Fact Sheet](#)

**SmartReads - ICP Data**  
Application

- you were added as a subscriber by Rachel Crosland.

SAP LeanIX 10:50 am

**2 changes** occurred in your workspace **ContactEnergy**.

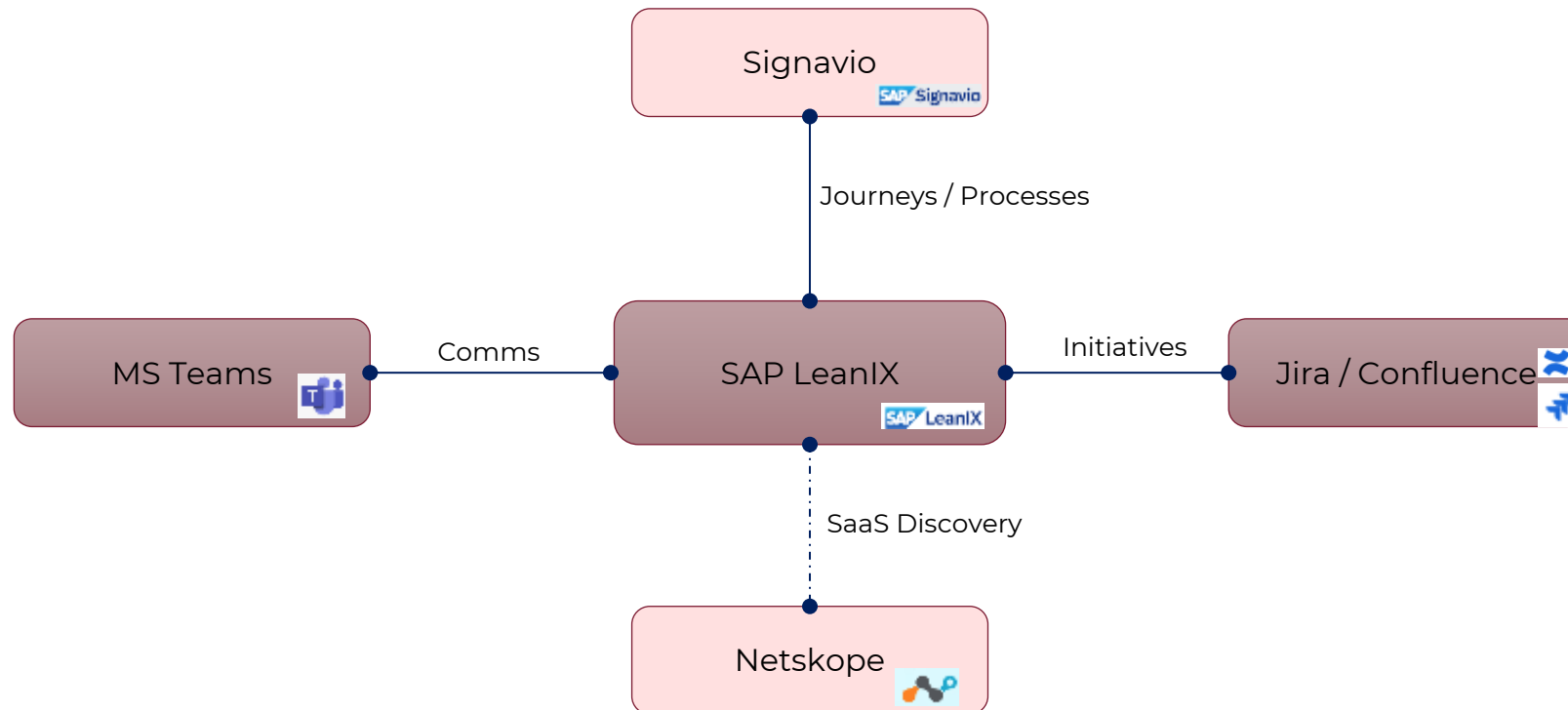
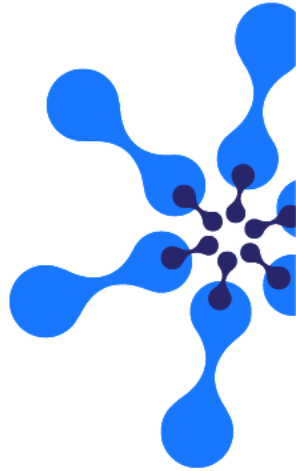
**IMDM**  
Application

- new comment** by **Rachel Crosland**:  
"Check this fact sheet"
- new comment** by **Rachel Crosland**:  
"@Martin.Bigwood@contactenergy.co.nz Check this fact sheet"

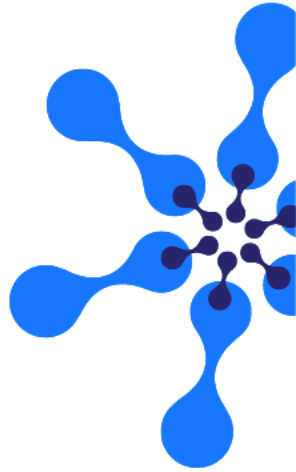
[View Fact Sheet in contactenergy.leanix.net](#)

# Integrations with LeanIX

In progress



# Use Case Backlog



**ARP - Mergers**

**AI Governance**

**Capability Maturity  
Reporting**

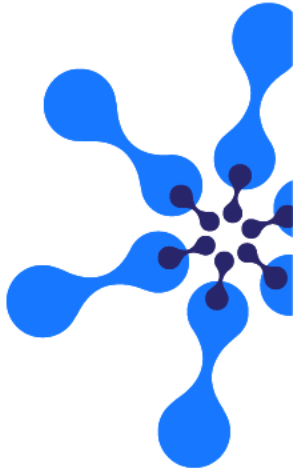
**Business Continuity  
Planning**

**IT Cost Reporting**

**Application Portals**



# Questions



# How to Connect with Me



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