

CASE STUDY



Sunwater's Enterprise Architecture Transformation

How Sunwater Moved Beyond Technology to Drive Business Change.

Customer

Sunwater is a leading provider of bulk water infrastructure and services in Queensland, Australia. It manages 23 water supply schemes across Queensland.

With over 6,500 gigalitres of water storage and supplying more than 40% of Queensland's commercial water, Sunwater supports over 5,000 irrigation, industrial and urban customers. Their extensive operations include dams, weirs, and barrages, all critical to Queensland's water security.

The Challenge

Sunwater's approach to technology delivery was fragmented and siloed, with projects often isolated from business goals.

This caused duplicated efforts, unclear priorities, and poor visibility. Lack of a standard approach to process governance and capability ownership limited strategic response and created inefficiencies.

This posed several challenges:

- **Siloed Execution:** Technology projects lacked coordination and visibility into broader business goals.

- **Misaligned Investments:** Duplicated efforts and misallocated funding hindered progress.
- **Governance Resistance:** Business units viewed governance as restrictive rather than enabling.

Sunwater faced challenges from fragmented projects that lacked alignment with enterprise strategy, leading to duplicated efforts, unclear requirements, and poor visibility.

Without a common language or consistent process governance, business units struggled to articulate needs, resulting in ineffective, technology-driven solutions. This caused inefficiencies, delivery risks and limited their ability to respond strategically, prompting a shift to capability-led planning.

The Solution

LeanIX became the foundation for Sunwater's shift from a technology-led to a capability-driven transformation approach.

- **Capability Lens:** Projects were evaluated based on their alignment with business capabilities, ensuring strategic relevance.
- **Integrated View:** LeanIX and Signavio provided visibility into dependencies across all teams, systems, and processes.

- **Governance Support:** Centralised governance helped clarify priorities and foster collaboration, not control.
- **Simplified Transformation:** LeanIX made it easier to map, understand and act on interconnections between business functions and IT.



“With LeanIX, we moved from disconnected projects to a cohesive strategy where IT and business walk the same path.”

Lance Altena
Sunwater

Sunwater adopted a capability-led planning solution using SAP Signavio and LeanIX to align strategic goals, business capabilities, and initiatives. Key Steps included creating a unified Capability Model, onboarding Capability Owners, assessing maturity and integrating business processes based on APQC standards.

They shifted from a traditional technology portfolio to a Business Systems Portfolio with centralised governance for better transparency and traceability.

The combined strengths of SAP Signavio and SAP LeanIX provided a future-proof foundation to support ongoing transformation and capability maturity aligned with long-term strategy.

Implementation

The implementation of LeanIX, guided by Kapish, was a collaborative and adaptive process. The transformation involved close partnership between Sunwater’s IT and business leaders to ensure enterprise architecture became a business enabler.

- **Smooth Collaboration:** Kapish played a critical role in bridging the gap between technical tools and strategic outcomes.
- **Gradual Rollout:** Starting small and scaling with quick wins helped ensure adoption and momentum.



“Kapish helped us rethink how architecture can drive value, we felt supported every step of the way.”

Lance Altena
Sunwater

Outcome

The transformation established a capability-led model that improved governance, strategic alignment, and operational efficiency by integrating IT with business planning. IT empowered employees with clear ownership of capabilities and processes, boosting engagement and accountability.

Customers benefited from faster, more coordinated improvements supporting water infrastructure. Key gains included enhanced process maturity through SAP Signavio and traceable governance via LeanIX.

Initiative approval time dropped by 75% with over 90% investments focused on priority capabilities.

All business initiatives are now aligned to capabilities and strategic goals, ensuring better investment focus, faster delivery, and measurable maturity improvements.

Key results include:

- **Strategic Alignment:** Every project now ties directly to business capability goals.
- **Greater Agility:** Governance supports rather than slows transformation.
- **Improved Transparency:** LeanIX gave leadership visibility into investments and outcomes.
- **Cultural Shift:** IT is no longer a blocker; it’s a partner in growth.

Benefits

- **Holistic Planning:** Capability maps ensure all initiatives deliver value.
- **Efficiency Gains:** Reduced duplication and misaligned projects.
- **Strategic Insight:** Real-time visibility into business-technology alignment.

Objective

- Create a business aligned IT strategy.
- Move from fragmented technology initiatives to an integrated capability-led model.

Challenge

- Fragmented IT delivery created inefficiencies and business frustration.
- Governance was viewed as a bottleneck rather than a value driver.

Problem

- Initial over-complication of governance structures.
- Resistance from teams who saw governance as red tape.

Solution

- LeanIX enabled capability-based planning and transparency.
- Governance repositioned as a facilitator, not a constraint.

Results

- Business and IT now collaborate with shared objectives.
- Clear investment roadmaps drive better prioritisation and delivery.

Conclusion

Sunwater's journey to rethinking enterprise architecture demonstrated the transformative power of aligning technology with business capabilities. Through LeanIX and expert guidance from Kapish, Sunwater turned governance into a catalyst for agility, transparency, and strategic value. Their capability-led approach now empowers both IT and business units to drive meaningful change, together.



"This transformation has fundamentally changed how we plan, prioritise, and deliver business improvement. By aligning investments to clearly defined capabilities and strategic goals, we've created greater clarity, accountability, and impact.

Tools like SAP Signavio and LeanIX aren't just systems — they're the foundation of a smarter, more connected Sunwater. With Kapish as our transformation partner, we've embedded sustainable capability and accelerated change.

Already, we've redirected millions in low-value or redundant activity toward priority initiatives, reduced initiative scoping, and approval times by 75%, and improved our ability to forecast and sequence over \$30 million in annual investment — with measurable uplift in capability maturity and delivery efficiency."

Lance Altena
Sunwater