



WARREN SPIER
CASE STUDY

Retail Transformation: Accelerating Commercial Outcomes through Lean Service Design



My role

As Transformation Program Manager and then Head of Service Delivery, my objective was to modernise a legacy, reactive support culture and transition it into a proactive, customer-centric engine that supported 500+ Priceline stores and \$2B in B2B commerce.

Skills

- Digital Transformation
- Lean Six Sigma
- Design Thinking
- Service Management
- Application Management
- Team Leadership
- Strategic Cost Optimisation

Background

API's internal support functions (IT, Customer Ops, Master Data) were operating in silos with dated, reactive tools and processes. A lack of proactive thinking and customer focus was causing delays in business-critical value streams, specifically impacting new store openings and franchise partner satisfaction.

Actions

- **Workflow Automation:** I led the migration of fragmented support teams onto the ServiceNow platform, automating manual workflows and creating a single pane of glass for enterprise-wide support requests.
- **Lean Value Stream Re-engineering:** I conducted a deep-dive Lean and Design Thinking initiative for the "Enquiry to Trade" and "Product to Shelf" value streams to identify and eliminate systemic bottlenecks.
- **B2B Platform Stabilisation:** To address a lack of investment in the myAPI wholesale portal, I spearheaded a stabilisation program to ensure high-availability and throughput.
- **Service Desk Optimisation:** I rebuilt the IT Service Desk framework to transition from a "ticket-taker" mentality to a "customer-success" model focused on proactive resolution.

Results

- **30 Day Reduction in Store Openings:** Significantly accelerated the "Enquiry to Trade" process, reducing new store opening timelines by 30 days and delivering faster ROI for franchise partners.
 - **NPS Increase of +50:** Transformed the reputation of IT, driving a 50-point increase in Net Promoter Score through improved responsiveness and automation.
 - **\$2B Revenue Protection:** Stabilised the B2B portal, providing a robust foundation for \$2B in annual orders and ensuring commercial continuity across the wholesale network.
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