WARREN SPIER
CASE STUDY

Global ERP Transformation: Standardising Service Delivery Across a Multinational Enterprise Portfolio

My role

I held a series of progressive leadership roles, including SAP Project Manager and Global Head of Service Management. My objective was to lead the regional rollout of the SAP transformation while simultaneously uplifting the global service management framework to ensure the new system delivered tangible business value and operational stability.

Skills

- Project Management
- Change Management
- Service Management
- Service Transition
- Team Leadership

Background

SABMiller (CUB) was undergoing a massive global initiative to standardise operations through a large-scale SAP implementation, along with a demerger from Treasury Wine Estates. Regional service delivery and support models were fragmented, leading to inconsistencies in how technology supported the critical sales, brewing and distribution operations.

Actions

- Project Leadership: I directed the end-to-end delivery of complex SAP modules, managing multi-disciplinary teams across different geographies to ensure alignment with global templates.
- Service Improvement: I identified bottlenecks in the existing support model and implemented Lean-based process changes to stabilise the environment ahead of the SAP rollout.
- Global Standardisation: I defined and implemented a global service catalogue, ensuring a consistent support posture for SABMiller's international operations, reducing overlapping regional services to improve IT overhead by 20%.
- Stakeholder Coordination: I acted as the primary bridge between the global transformation office and local teams, managing the cultural and operational shifts required by transitioning to the SAP template.

Results

- **Global SAP Milestone Delivery**: Led the on-time deployment of key global SAP phases, providing the enterprise with its first unified view of financial and operational performance across the APAC region.
- **Enterprise-Grade Operational Stability**: Engineered an integration environment that significantly uplifted stability and data quality, achieving 99.95% global uptime for business-critical workflows.
- **Global Service Optimisation**: Transformed a fragmented support landscape into a unified "follow-the-sun" model, reducing global IT Opex by 18% through the consolidation of 12 local helpdesks.
- **Knowledge-Driven Performance**: Improved First Contact Resolution from 45% to 65% by implementing standardised knowledge management, drastically reducing downtime and improving user experience across international business units.