

WILLIAM MILLER

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TRANSFORMATIONAL LEADERSHIP INNOVATION ♦ BUSINESS GROWTH

Mr. William Miller is a highly effective Business Operations Executive with more than 20 years' experience in strategic vision implementation, business & financial acumen, talent acquisition and empowerment, leadership, performance analysis, merchandising, and organizational restructuring. He builds and leads high-performing multi-functional teams in dynamic environments while driving growth and providing excellent customer service.

Mr. Miller began his professional career in various developing roles with Walgreens while attending college in Omaha, NE. He quickly earned promotion to an Assistant Store Manager, a promotion that launched his career into the top executive ranks of the nation-wide company, eventually becoming a Group Vice President, the position he holds currently. He excels in leading M&A activities, identifying and leveraging new business opportunities, and expanding existing markets. He has been repeatedly recognized by company leadership for initiatives that secured multi-billion dollar cost avoidance, capitalizing on opportunities to create lasting efficiencies, and building skilled and engaged cross-functional teams.

He gained international experience during his career with Walgreens. As the Group Vice President for Global Development & Testing, he partnered with senior leadership from Walgreens' Boots Alliance, the parent company for both Walgreens and Alliance Boots. Alliance Boots is a multinational pharmacy-led health and beauty group with corporate headquarters in Bern, Switzerland and operational headquarters in Nottingham and Weybridge, United Kingdom. Boots UK is the UK's leading pharmacy-led health and beauty retailer and Alliance Boots is also the largest pharmaceutical wholesaler in the UK through its Alliance Healthcare Ltd business, operating more than 4,600 retail stores.

"I have a strong desire and a proven ability to build high-performing teams. I deliver results by building highly engaged teams!"

Mr. Miller provides a vast array of executive operations leadership expertise including:

- Developing and implementing high-level change management initiatives that secure multi-million-dollar cost savings, drive process improvement, and increase market leadership.
- Building highly-engaged workforces, securing key partner relationships, and identifying optimal new business development opportunities.
- Leading profitable growth initiatives through both organic and M&A strategies.

EXPERIENCE

Walgreens

Walgreens Company is the second-largest pharmacy store chain in the United States, specializing in filling prescriptions, health and wellness products, health information, and photo services. The company is part of the Retail Pharmacy USA Division of Walgreens Boots Alliance, Inc., which is ranked #19 on Fortune 500 and is a global leader in retail and wholesale pharmacy. Walgreens operates more than 9,000 retail locations across America, Puerto Rico and the U.S. Virgin Islands.



Group VP - Organizational Transformation

Mr. Miller is currently the Group Vice President for Organizational Transformation with Walgreens. He was promoted into the position to plan and execute a major restructuring, implementing an End-to-End Smart Organization. The restructuring served to optimize performance, significantly reduce overall costs, and enable Walgreens growth strategies. He recruited a team of highly engaged and skilled internal and external professionals and created strategic business directives, authored business cases, and developed executable operational plans.

He and his Scrum team of functional experts interviewed more than 150 stakeholders across all major operational functions including Supply Chain, Retail Products, Inventory Management, and Marketing over an 18 month period. The information derived from the comprehensive analysis identified numerous performance improvement opportunities. Mr. Miller then devised a plan and implemented initiatives that achieved cost savings exceeding \$60M. Following that project, he implemented structural changes to internal business processes that saved more than 65,000 staff hours and facilitated \$3M+ in added revenue opportunities. Overall during the last two years, he has conducted detailed process mapping for the major operational processes, business processes, and sub-process levels within Walgreens to identify and implement process improvements.

Walgreens Boots Alliance Group VP - Global Development & Testing



For about a year, Mr. Miller was the Group VP for Global Development & Testing, participating with the Walgreens Boots Alliance (WBA) Global Development Team on assignments in the UK with the Boots UK operations. He was part of the senior leadership team in the role to optimize the use of available resources to establish an ideal go-forward through the proper prioritization of numerous large-scale projects. His team spearheaded the creation and launch of the first-ever Global Testing Function in the history of the organization, partnering with Microsoft and improving accuracy, quality, and value across the entire organization.

In addition to his work with Boots UK, he was the key player in the successful launch of the first-ever Retail Pharmacy Drone Delivery pilot program within North America, in close partnership with WING, an innovative air delivery company that operates in Australia, Finland, and the US. He also led the launch of the new Health Corner Pilot for the enterprise in 12 locations in Tennessee and he managed the successful launch of the first five primary care locations in TX in close collaboration with Village MD, a primary care start up organization. The success of the project led to an additional 30 more planned launches for 2021 with 250 more on schedule over the next three years.

Group VP - Pharmacy & Retail Operations

Earlier, Mr. Miller held nation-wide management responsibilities and also directly managed the South and West Regions of Walgreens as the Group VP of Pharmacy & Retail Operations. He held full P&L accountability for the \$98B business operation of 4,500 store locations. Over his tenure in the position, he led M&A activities that acquired more than 1,000 regional and local competitor pharmacy locations including Rite Aid, Fred's, ShopKo, and 200 other small independent pharmacy locations.



He optimized store location operations, achieving cost avoidance of more than \$197M in labor expenditures and led a restructuring of the roles and responsibilities of 19 Market Vice Presidents. Always attentive to the critical nature of managing change, he spearheaded implementation of a \$50M+ change management program, streamlining employee feedback processes and maximizing the company's human capital investments in its very large national work force.

Vice President - Pharmacy & Retail Operations

Prior to being promoted to Group VP, Mr. Miller was Walgreen's Vice President for Pharmacy & Retail Operations for about three years, serving as the primary senior leadership point of contact between the support center and a network of 8,200 retail locations. He governed \$9B in payroll spend and implemented multiple, simultaneous initiatives and ensured that all operational plans and strategic initiatives aligned with the company's long-term objectives.

He was the key leader in creating and implementing the Retail Hub, a centralized approach to task management and communications that achieved more than \$30M in synergies within the first year alone. He provided senior leadership for inventory management, marketing campaigns, customer service programs, facilities maintenance, and other business functions while controlling all internal and external communications and executing rollout of all strategic initiatives. He developed and implemented Project Simplify across 4,000 low-volume retail locations, producing \$80M+ in reduced inventory savings.

Among his many accomplishments during his tenure, he designed and launched a new store service model that impacted all 8,200+ locations with a workforce of 20K+ team members. The new model produced \$35M in cost savings, increased NPS by 5% YOY, and reduced turnover by 20% in just the first year of the program.

Market VP - Pharmacy & Retail Operations

Earlier, Mr. Miller was the Market VP of Pharmacy & Retail Operations for several years, holding full P&L for the performance of the pharmacy and retail operations functions that delivered \$3B+ in revenue and \$250M in annual profits from 450 store locations across five states in the South Central US. He led the successful \$432M acquisition of the USA Drug Store chain comprised of 144 locations, at the time the largest acquisition in Walgreens history. He established a dynamic cross functional leadership team to expand business and facilitate 40+ new store launches.

District Manager - Pharmacy & Retail Operations

As a District Manager, Mr. Miller supervised the day-to-day operations for retail locations in the South Central US, driving expansion from 18 stores to 45 locations and increasing pharmacy market share from 18% to 35% in his region.

Store Manager / Various Developing Roles

In his early career with Walgreens, Mr. Miller was a Store manager for multiple single store retail locations in Omaha, NE, having earned steady progression in both scope and level of responsibility.

EDUCATION & AFFILIATIONS

Mr. Miller earned an MA in Management at Bellevue University, NE and holds a BS degree in Management & Marketing, from the University of Nebraska at Omaha. He is an elected member of Walgreen's Corporate Social Responsibility Committee and an Advisory Board Member of the Sam Walton College of Business. He is also an Executive Committee Member for Enactus US, an international organization that works to engage the next generation of entrepreneurial leaders to use innovation and business principles.

He serves his community as a Board Member and Past Chairman of the American Heart Association's Tulsa Division and is a Board Member of the Children's Tumor Network. He currently resides in Libertyville, Illinois, near the Chicago Metro Area.

"I am a business transformation leader with expertise in turnarounds and high-growth strategies. I have earned numerous recognition awards for my multi-billion-dollar cost avoidance programs during my steady progression to top leadership roles."