

WILLIAM J. MILLER

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COO / EVP OPERATIONS

P&L Optimization | M&A | Due Diligence | Startups | Turnarounds | Market Expansion | Strategic Business Development | Forecasting & Segmentations | Strategy Design & Execution | Business Process Improvement | Organizational Restructuring | Competitive Analysis | Strategic Partnerships | Board Relations | New Market Analysis | Pricing Strategy | Contract Negotiations | Product Development | Workforce Development

Profit and performance-driven executive with 20+ years' experience with a national market-leading health and wellness, retail and CPG company, optimizing M&A activities, business development, productivity improvements, and growth strategies. A motivational change management leader with the ability to identify and implement efficiency and operational solutions that align with corporate objectives while maximizing revenues, quality and productivity. International experience in the UK with the Walgreens Boots Alliance.

EXPERTISE IN

- 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 is part of the Retail Pharmacy USA Division of Walgreens Boots Alliance, Inc. (WBA is ranked #19 on Fortune 500), a global leader in health and wellness, 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

March 2020 | Present

Promoted to plan and execute a sweeping initiative for a transforming End-to-End Smart Organization restructure to optimize performance, reduce costs, and fuel growth strategies. Built and leads a 12-member cross-functional team. Recruited and developed a highly engaged and skilled internal and external team through strategic talent development.

- Constructed and implemented strategic business directives, created business cases, and developed executable operational plans.
- Achieved cost savings exceeding \$60M, leading a Scrum team of functional experts over an 18 month period and interviewing more than 150 stakeholders to identify and implement process improvements across all major operational functions including Supply Chain, Retail Products, Inventory Management, and Marketing.
- Implemented structural improvements that saved more than 65,000 staff hours and facilitated \$3M+ in added revenue opportunities.
- Conducted detailed process mapping for the major operational processes, business processes, and sub-process levels within the organization.

Walgreens Boots Alliance

Group VP - Global Development & Testing

March 2019 | March 2020

Held senior executive responsibility and partnered with the Walgreens Boots Alliance (WBA) Global Development Team to optimize the use of available resources and establish ideal go-forward through proper prioritization of large-scale projects. WBA is a holding company with international operations including Walgreens in the US, Boots in the UK, and a number of pharmaceutical manufacturing, wholesale, and distribution companies.

- Drove EPS growth by establishing short and long-term strategic roadmaps, sourcing and securing key partner relationships, and leveraging potential new revenue opportunities.
- Spearheaded 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.
- Key player in successfully launching 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.
- Led launch of the new Health Corner Pilot for the enterprise in 12 TN locations, decreasing medical spend and achieving 97% patient engagement scores with the high-touch product that facilitated easier access to healthcare for patients.
- 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, leading to an additional 30 more planned launches for 2021 with 250 more over the next three years.

Group VP - Pharmacy & Retail Operations

October 2017 | March 2019

Managed the South and West Regions, encompassing 4,500 store locations with more than 125,000 employees, holding full P&L accountability for the \$98B business operation.

- Conducted comprehensive audits of current practices and performance metrics to identify actionable solutions for process improvements.
- Drove \$896M in cost savings over 2 ½ years by boosting efficiencies and reducing labor nationwide across pharmacy and retail functions, creating new field and manager compensation structures.
- Led M&A activities for 1,000+ regional and local competitive pharmacy locations including Rite Aid, Fred's, ShopKo, and 200 other small independent pharmacy locations, significantly expanding market footprint within 1 ½ years.
- Improved customer NPS by 2% YOY, increased employee engagement by 2 1/2% YOY, and delivered 1.3% increase in market share YOY while operating during a market downturn.
- Optimized store location operations, achieving \$197M+ cost avoidance in labor expenditures and led a restructuring of the roles and responsibilities of 19 Market Vice Presidents.
- Spearheaded implementation of a \$50M+ change management program, streamlining the feedback processes and maximizing investments in people.

Vice President - Pharmacy & Retail Operations

May 2014 | October 2017

Served as the primary senior leadership point of contact between the support center and a network of 8,200 retail locations, governing \$9B in payroll spend and implementing multiple, simultaneous initiatives and ensuring all operational plans and strategic initiatives align with long-term objectives.

- Provided 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.
- Developed and implemented Project Simplify across the 4,000 lowest retail volume locations, producing \$80M+ in reduced inventory savings.
- Designed and launched a new store service model that impacted 8,200+ locations and a workforce of 20K+ team members, driving \$35M in cost savings, increasing NPS by 5% YOY, and reducing turnover by 20% the first year.
- Key leader in creating and implementing the Retail Hub, a centralized approach to task management and communications, reducing training programs by 65 hours and redundant messages by 30%, achieving more than \$30M in synergies within the first year alone.

Market VP - Pharmacy & Retail Operations

June 2008 | May 2014

Held full P&L for the performance of the pharmacy and retail operations functions which delivered \$3B+ in revenue and \$250M in annual profits from 450 store locations across five states in the South Central US.

- Drove continuous improvement processes across all aspects of the business by focusing on team member performance, training, development, and retention.

- Established a dynamic cross functional leadership team to expand business and facilitate 40+ new store launches.
- Led successful \$432M acquisition of the USA Drug Store chain comprised of 144 locations, the largest acquisition in the company's history at the time.
- Developed a formal recruiting strategy, producing a pipeline of optimal new pharmacy leadership candidates across the five-state region.
- Increased collaboration with external entities, including various government functions, vendors, insurance, and pharmaceutical firms.
- Developed a three-year leadership development program, successfully growing seven District Managers into vital VP leadership roles.

District Manager - Pharmacy & Retail Operations

February 2003 | June 2008

Supervised the day to day operations for retail locations in the South Central US, with major focus on recruiting, training, and building pharmacy and management teams through multiple 3 year approaches.

- Drove expansion from 18 stores to 45 locations over a 2 1/2 year period while increasing pharmacy market share from 18% to 35%.
- Developed and implemented successful pharmacist recruiting program, resulting in adding 120 pharmacists, enabling business growth in 25 new locations over a 24 month period and positioning Walgreens as the "Pharmacist Employer of Choice" in the region.
- Implemented a three-year management development strategy, resulting in recruiting 150 new Assistant Managers, developing 35 new store managers, and promotion for five managers into the District Management program.

Store Manager

August 1997 | February 2003

Led the day to day operations for multiple single store retail locations in Omaha, NE, with responsibilities spanning customer service, inventory management, payroll, sales, P&L, and employee engagement metrics.

Various Developing Roles

August 1989 | August 1997

Initially hired as a store clerk and was promoted within a year to part time assistant manager.

EDUCATION

MA - Management, Bellevue University, NE (1998)

BS - Management & Marketing, University of Nebraska at Omaha (1993)

AFFILIATIONS

- Elected member of Walgreen's Corporate Social Responsibility Committee (CSR)
- Advisory Board Member for the Sam Walton College of Business
- Board Member & Past Chairman - American Heart Association, Tulsa Division
- Board Member - Children's Tumor Network
- Executive Committee Member - Enactus United States, an international organization that works to engage the next generation of entrepreneurial leaders to use innovation and business principles.

CERTIFICATIONS

Nationally Certified Pharmacy Technician

TECHNOLOGY EXPERTISE

Salesforce | Reflexis Task Management System | SaaS Inventory System

KEY ATTRIBUTES

Continuous Improvement | Operational Excellence | Team Building | Process Improvement
 Acquisitions & Turnarounds | Leadership | Change Management | P&L Accountability
 Cost Savings | Labor Reduction | Customer Engagement | Process Mapping & Improvement