

Mark Miller

Partner, Strategic Direction



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Background

Mark Miller is a Partner/Principal in the Advisory Services practice of Ernst & Young LLP.

Mark has successfully led strategy development, planning and implementation engagements for clients around the world, including large, global consumer products, financial services, automotive, technology and industrial products companies. Mark is a leader in ensuring recommended strategies and tactics are robust yet pragmatic, designed to drive tangible results, and leverage and enhance organizational capabilities. He works closely with client leadership and stakeholders to enable open communications, knowledge transfer, and buy-in. He has also worked with companies in pre- and post- merger situations to ensure targeted objectives are identified, agreed to, and realized.

Mark is a former partner and practice leader with A.T. Kearney, as well as a senior executive with two NYSE-listed companies. Mark has a B.A. in Business and B.S. in Mathematics from Southern Methodist University, and an MBA from the Harvard Business School.

Selected Experience

- Mark has a deep background in growth strategy, organizational redesign and cost improvement initiatives.
- For a leading property and casualty insurance provider, redefined the company's go-to-market strategy, including the design and implementation of a new consumer segmentation model and a restructured agent organization.
- For one of the largest producers of metal cans and glass bottles, led a team in a corporate-wide strategic planning effort. Identified and recommended a broad array of initiatives, including the divestiture of one major operating division and the closure of several plants. Assisted in the implementation, including the identification and pursuit of potential buyers.
- For a leading corporate services provider, led a wide-ranging market analysis and strategic planning effort. Results included a realignment of the company's product offerings and delivery organization around newly defined customer segments. Clarified requisite pricing strategies and realigned costs to drive higher margins.
- For an international agribusiness company, conducted a strategic planning and restructuring effort, which culminated in a complete realignment of the company's organization and go-to-market strategies. Led the efforts to restructure the sales force and set up eight new regional organizations. Restructured all corporate staff departments and initiated multiple cost reduction efforts. Direct results included a doubling of the company's market value in less than two years.
- For the leading bookstore retailer, led a combined client/consultant team of over 30 people in the development and implementation of a new corporate strategy which greatly expanded the product and service offerings of the company while reducing the operating cost base by over 10%.
- As the Vice President of Corporate Development for Motorola, Mark led the restructuring of the company's cell phone business to dramatically reduce operating costs, refocus on core market segments and better align with strategic priorities