



International

Egremont Group with Walgreens

Walgreens Boots Alliance in the US has 250,000 employees and 8,200 stores. Known for its aggressive growth strategy, it has the most retail pharmacy stores and employees in the US. But big isn't always best. In recent years, Walgreens had lost its number one position to rival CVS.

This is the story of how a small team of 16 consultants from UK-based consultancy Egremont Group designed and delivered a stores cultural change and performance improvement programme across the US, igniting a 'movement' which has so far touched 50,000 store and regional staff. It was delivered as part of a wider business transformation programme, looking at strategy, operating model, process and leadership across head office and stores.

We brought sought after UK retail expertise, European retail pharmacy experience and deep experience of partnering with clients in different cultures to bring about sustainable change through capability transfer. We specialise in delivering peopleled change in multi-located, dispersed organisations.

Our approach enables us to dig deep beneath the surface to create an environment of sustainable continuous improvement by engaging staff to do the right thing for customers. We supported store teams and regional management teams to use problem solving tools to drill down into what was holding store performance back, trial solutions and give the store staff a voice and the skills to take action. That was supported by an authentic leadership approach, helping leaders to bring their best selves to work and create a trusting, collaborative climate in store.

People tell us that the stores feel different now, that the culture is changing, that the experience of moving from 'tell-do' to 'freedom in a framework' has been "magical." The results support that view: reductions in inventory, increases in prescription sales and retail product sales and a reduction in staff turnover. All of this, leaves quite an impact.