

Operations at
McKinsey
Don't just come
to work. Come
to change.



Operations at McKinsey.
Meaning. Impact. Growth.



Welcome to the McKinsey Operations Practice

McKinsey & Company is the world's leading management consulting company, with more than 100 offices in more than 60 countries.

We blend strategic thinking with hands-on implementation, developing and defining operational strategies to help our clients around the world solve their most critical problems.





Our clients include 90 of the world's top 100 corporations and 45 national governments, and the issues we tackle are no less diverse than our clients themselves.

Excellence in operations is a competitive difference for many of the world's most successful companies. The Operations practice at McKinsey helps our clients transform every aspect of their operations, from product development to customer support.

Our work for clients takes many different forms.

- Giving clients tools to improve their performance, with approaches like design-to-value, supplier development, and global sourcing
- Helping clients improve relationships with their customers through better product designs, services, and sales strategies

- Building skills and developing knowledge to improve performance through targeted training and capability building programs
- Setting the right course for the future by designing smarter, more flexible supply chains or building responsible global production networks

Our impact is seen in dramatic improvements in efficiency, productivity, quality, and flexibility and helping them establish an advantage over their competitors.

Our Operations practice consultants learn leading-edge operations and consulting skills through our Operations Excellence Program and the on-the-job apprenticeship they get from McKinsey leaders and experts.





How we work

We offer an inspiring, enriching atmosphere for both our clients and our McKinsey colleagues

Impact

Our goal is to achieve the greatest possible impact for our clients. The approaches we develop are tailored for each client situation. We are not interested in off-the-shelf answers. We not only bring solutions to our clients but also coach and train them, giving them the knowledge and skills they need to implement and continue to develop solutions on their own.





Top-management perspective

Real change isn't possible without the backing of the company's leaders and their willingness to take responsibility.

For this reason, we take a top-management perspective when analyzing and solving problems and work primarily with decision makers from upper and middle management.

Diversity

Our research and experience shows that diversity helps create more successful organizations and a more inspiring work environment. Our teams include recent graduates and experienced consultants, people from different academic and professional backgrounds and countries. For us, diverse teams are standard procedure.

Training

McKinsey hires talented people and a common quality among them is the desire to learn and grow so training is core to all levels of McKinsey. In their

first 2 years, Operations practice consultants join our exclusive 4 week Operations Excellence Program.

Through a combination of classroom simulations, model factories, and real site visits, participants develop foundational skills across all operations disciplines and build distinguishable expertise in a select area. This program is in addition to the ~5 weeks of standard consulting and leadership training.

Innovation

In addition to serving clients directly, our consultants are involved in initiatives that keep our Operations practice distinctive, including model factories and design-to-value (DtV) labs. Our Atlanta Lean and Green Factory – a model factory environment fully equipped and set up to manufacture real products – provides a world-class facility for learning principles of lean production and energy efficiency. Our Chicago DtV lab provides our consultants and clients with the space, tools, and expertise to identify and implement ideas to increase customer value while lowering total product costs.





Functional service lines within the Operations practice

The functions that make up the field of [Operations](#) are as extensive as they are varied.

We recognize our clients' operations are highly interdependent, and we adopt an integrated approach when helping them, diagnosing issues across regional and functional boundaries and proposing changes wherever they will deliver the most impact.





Product Development

The Product Development practice helps clients achieve profitable growth by improving the productivity and effectiveness of their product development system; and by working with them to create higher-value products and services and more attractive product lines.

We also help our clients fundamentally transform their global R&D and product development systems and organizations to improve and sustain performance in the following critical areas: speeding up time-to-market, increasing the efficiency of R&D spend and freeing up innovation capacity, reducing development risk, and improving R&D capability.

Service Operations

The Service Operations practice helps companies in all service sectors design, transform, refine, and improve their service offerings and make them a competitive advantage.

Our work encompasses after-sales service, support and maintenance, customer service operations and call centers, front-line operations in retail stores and bank branches, and back office and transaction processing operations. Engagements range from

focused optimization of single functions to full-scale, multi-year transformations of a company's complete administrative resources. We also support clients at a strategic level, helping them choose the best service offerings for their customers and deliver them at the right level.

Capital Projects & Infrastructure

Our Capital Projects & Infrastructure group helps clients to derive the maximum value from their investment in capital projects. We help clients make the right decisions about what to build and when and where and how to build it. Our aim is to maximize value by controlling costs, minimizing risks, and eliminating delays. We help clients do this in the early phases of their projects by using smarter project management, scoping, engineering and procurement. When work is under way, we help them dramatically improve the efficiency of operations, applying lean technologies to eliminate waste and improve efficiency, and use smart management approaches to coordinate construction.

Supply Chain Management

The Supply Chain Management practice helps our clients make significant improvements in customer service while reducing invested capital and cost by transforming and optimizing their supply chains.

Supply chain projects encompass strategy and transformation, planning, process and network optimization, IT, and operational efficiency. A project might involve turning around the global distribution network of a manufacturer to improve service and free up working capital, optimizing supplier-to-store logistics in retail, or introducing global supply chain planning processes.





Procurement

The Procurement practice helps clients build competitive advantage through sustainable purchasing and supply management capabilities, addressing all external spend.

We use a highly collaborative and hands-on style with clients to solve their most important issues in purchasing and supply management. We place special emphasis on total cost of ownership. Our teams develop integrated programs from a collection of proven, tailored, problem-solving tools.

Our approach covers the entire strategic sourcing value chain, including supplier selection, management, and development; the sourcing of innovation, products, and services; performance transformation of the purchasing and supply management function; global sourcing; organizational changes, and process improvements.

Manufacturing

Today, companies have to deal with volatile markets and severe price pressure. To manufacture profitably in this environment, they must develop an operating system that is highly efficient and able to adjust swiftly to changes in demand.

We counsel clients on all aspects of manufacturing strategy and help

transform their manufacturing operations. In manufacturing strategy, we provide strategic advice to help clients design fast, flexible, and efficient manufacturing processes that connect supply chains to factory processes, production equipment, and production systems in a seamless, customer-centric network.

We combine our knowledge of the world's best operating systems with internationally recognized improvement programs to provide tailored solutions that allow clients to manage change dynamically – from the shop floor to the executive suite. In addition to helping clients implement our solutions, we mentor them and build their capabilities to sustain the changes.

Quality, Compliance & Remediation

The newest service line within the practice helps clients achieve significant and sustainable improvement in their quality performance, customer satisfaction and regulatory compliance, resulting in lower quality costs, a stronger brand and revenue growth.



Learning by doing at the McKinsey Capability Center in Atlanta

We define quality as consistently meeting or exceeding customer expectations at every touchpoint. We help clients design and conduct quality transformations and remediation programs in a broad range of industries. For example, our expertise enables us to address the particular requirements of highly regulated industries such as pharmaceuticals or to address the complexities of advanced-manufacturing industries such as aerospace and automotive.





Operations Excellence Program

Unlike most companies in industry, McKinsey offers you our Operations Excellence Program, a concentrated two- to three-year professional development journey to become a leading-edge operations leader.





Compelling challenges, entrepreneurial innovation, diverse learning opportunities, and a tight-knit community—these are a few of the advantages open to you as a McKinsey Operations consultant in our Operations Excellence Program. You will grow to reach your potential. You will contribute to the world by working on important challenges. You will work collaboratively with remarkable people and build lasting relationships.

Tackle compelling challenges

Experience the full breadth of operations across industries and functions—from executive strategy to frontline implementation. Create immediate impact and build real-world management skills by helping clients implement the changes you develop with them. Become known for your leading-edge ideas, both internally and externally, by leveraging McKinsey's deep operations leaders' network.

Diverse learning opportunities

In addition to on-the-job apprenticeships, the Operations

Excellence Program helps you learn integrated operations and build expertise in one or more core operations functional areas. Monthly experiential-based learning events put theory into practice, such as simulating a model office in the classroom, practicing lean leadership at our model factory or visiting a best-in-class distribution center. This tailored, capability-building program incorporates training and coaching across all operations areas and on leadership skills such as effective communications, creative problem-solving and influencing skills.

Community within a community

The Operations practice is a community within the broader McKinsey community. Through regular training and social events, you will quickly build a McKinsey network of peers and leaders, many becoming lifelong friends and committed mentors. Expand your network beyond McKinsey and open new doors through the relationships you will build by working side-by-side with clients.

Work with the best

You will find a network of highly inspiring and motivated colleagues at McKinsey. Our global network is unrivaled with more than 500 dedicated operations consultants who have extensive industry and functional knowledge. These individuals share a common curiosity and interest in a variety of business, social, cultural, and scientific issues. And they are all passionate team players.



Who we are



Kimberly

Engagement Manager, Detroit

I joined McKinsey as a Senior Business Analyst in the Operations Practice after working in investment banking for almost 4 years. When I decided to change my career path, I was seeking an opportunity that would allow me to apply my analytical capabilities and entrepreneurial thinking to drive impact and sustainable change within client organizations across a variety of industries.

Since joining the Firm, I've done exactly that and much more than I ever expected. My experiences have ranged from transforming a bank's processing center and changing every day mindsets and behaviors to product development and sourcing of food products at a major retailer. Beyond creating significant impact at each client, I've drawn my energy from learning about new industries and day-to-day interactions and relationship building with clients. While each experience has been unique and challenging, I've felt supported by a robust training program through the Operations Excellence Program and a network of incredibly intelligent, dedicated, and fun McKinsey colleagues.

I'm excited to say that after 5 years at the Firm and transitioning from Senior Business Analyst to Engagement Manager, I continue to find time for all the other important parts of life outside of work. McKinsey has provided me with the flexibility to pursue a balanced lifestyle, whether that is for building a house, getting married, or taking an extended vacation, it can truly all be done in a year!



Julian

Associate Principal, Miami

I have been at McKinsey for over 6 years, starting as a Business Analyst and now as an Associate Principal. With support from McKinsey, I took a year to obtain my MBA from INSEAD. While attending INSEAD in both Singapore and France, I managed to visit 27 countries in a 12-month period.

What excites me about being in McKinsey's Operations Practice is both the McKinsey community that I work with and the experience of working hand-in-hand with clients to solve operations problems. I enjoy the McKinsey community because it is a close-knit group of people that are driven but also care for each other – and are fun to work with!

I have worked in a broad range of operations topics including manufacturing, supply chain, procurement, design-to-value, and capital productivity. In all of those engagements I have always led and coached client teams – whether to improve their manufacturing production or to help them redesign parts using design-to-value principles – and in keeping with my passion for world travel, I have had the opportunity to do all of this across 9 countries in the Americas, Europe and Asia.



Who we are



Katharina

Engagement Manager, Washington, DC

After finishing my master's degree in civil and environmental engineering in Vienna, I decided to do something different before starting a PhD program and applied as a Summer Associate with the German office. My experience as a Summer changed my career views tremendously, and the work I had been doing as a PhD candidate seemed too theoretical and narrow to continue. I was invited to a McKinsey training in our model factory and soon after, everything was clear:

I would leave my program, use my standing offer from McKinsey, move to the US, and become part of the Operations Excellence Program (OEP) as a Business Analyst.

Now, almost 4 years later, I believe this was probably one of the best decisions of my life. Being an Engagement Manager allows me to continuously improve my leadership skills and develop trusting relationships with our senior clients. The breadth of my experience in the Operations Practice across many industries and operational functions has given me the confidence that every problem is solvable as long as you have the right people on your side. I have been fortunate to work with so many outstanding, motivated, and fun people while helping clients, leading training or working together to find our new generation of OEP women in recruiting.

Since my family and many of my friends still live in Austria, I have been part of the [Take Time program](#). The additional days off between studies allows me to re-energize, see my family in Europe, and follow my travel, hiking, and climbing passions.

It has been a fantastic ride and it is far from over.



Brandi

Engagement Manager, Chicago

Ever since I put on my first hard hat as a project engineer at an oil and gas company, I knew that I was interested in operations. I loved walking out into the process, talking to operators, and executing projects that improved the operation. After 4 years in the industry and 2 years at business school, I decided to join the Firm because of the amazing breadth of the Operations Practice. Now, almost 3 years and a few plant transformations later, I couldn't be happier with my decision.

The Firm has enabled me to work on some incredible and varied client projects. I've worked on lean transformations at both a historic candy company and a major aerospace manufacturer, and supported clients both locally and in my home state of Texas. The Operations Practice has been my figurative and literal home: I love coming to the 31st floor of the Chicago office or to an Operations Excellence Program training and catching up with my peers. My community consists of partners and experts who I now call friends, and my work on the recruiting front allows me to be creative in how we attract talented individuals.

Best of all, the Firm has been committed to investing in me and my career. Through a thoughtful professional development program and a comprehensive 2 year training program focusing on both technical and soft skills, the Firm supports me in being the best client service professional I can be. All the while, I am able to pursue a fulfilling personal life with my friends and family. In my spare time, you can find me with my wonderful husband - traveling, trying new restaurants, and exploring the great city of Chicago.





Who we are



Jeff

Principal, Southern California

I joined McKinsey as a Senior Business Analyst in the Orange County Office after serving in the U.S. Navy as a submarine officer. As an Analyst, I focused on manufacturing-related engagements, but following graduation from the Operations Excellence Program, I shifted my focus to service operations. I also took on leadership roles in my Office, which gave me tremendous hands-on experience in developing the Lean capabilities of new Business Analysts. Now, as a Partner, I continue to be actively involved in the Operations Excellence Program while leading service operations-oriented engagements.

Over the course of 12 years at the Firm, I have had the opportunity to serve a wide variety of companies, from those in power generation to insurance to IT services. In all instances, I've been fortunate to work with highly motivated and skilled McKinsey teams to help these clients tackle their toughest problems. One such experience was a family move to London to continue serving a previously U.S.-based client. Not only did I get to enjoy time in a new and exciting city with my family, but I was able to broaden my McKinsey network and work with a terrific group of London-based colleagues . . . only at McKinsey!





Consider

McKinsey's Operations Practice if...

- You have a desire to drive lasting impact on critical issues that confront leading institutions around the globe
- You enjoy solving complex operational problems from executive strategy to frontline implementation
- You want to work alongside a global network of exceptional people, both colleagues and clients
- You have a passion for operations topics and want to be part of the largest and fastest growing practice within our Firm
- You want to continuously learn and develop your expertise across a broad set of industries within operations

How to apply

McKinsey invites applications for consulting positions throughout the year. If you would like to apply to McKinsey's Operations Practice, you may do so online at www.mckinsey.com/careers

