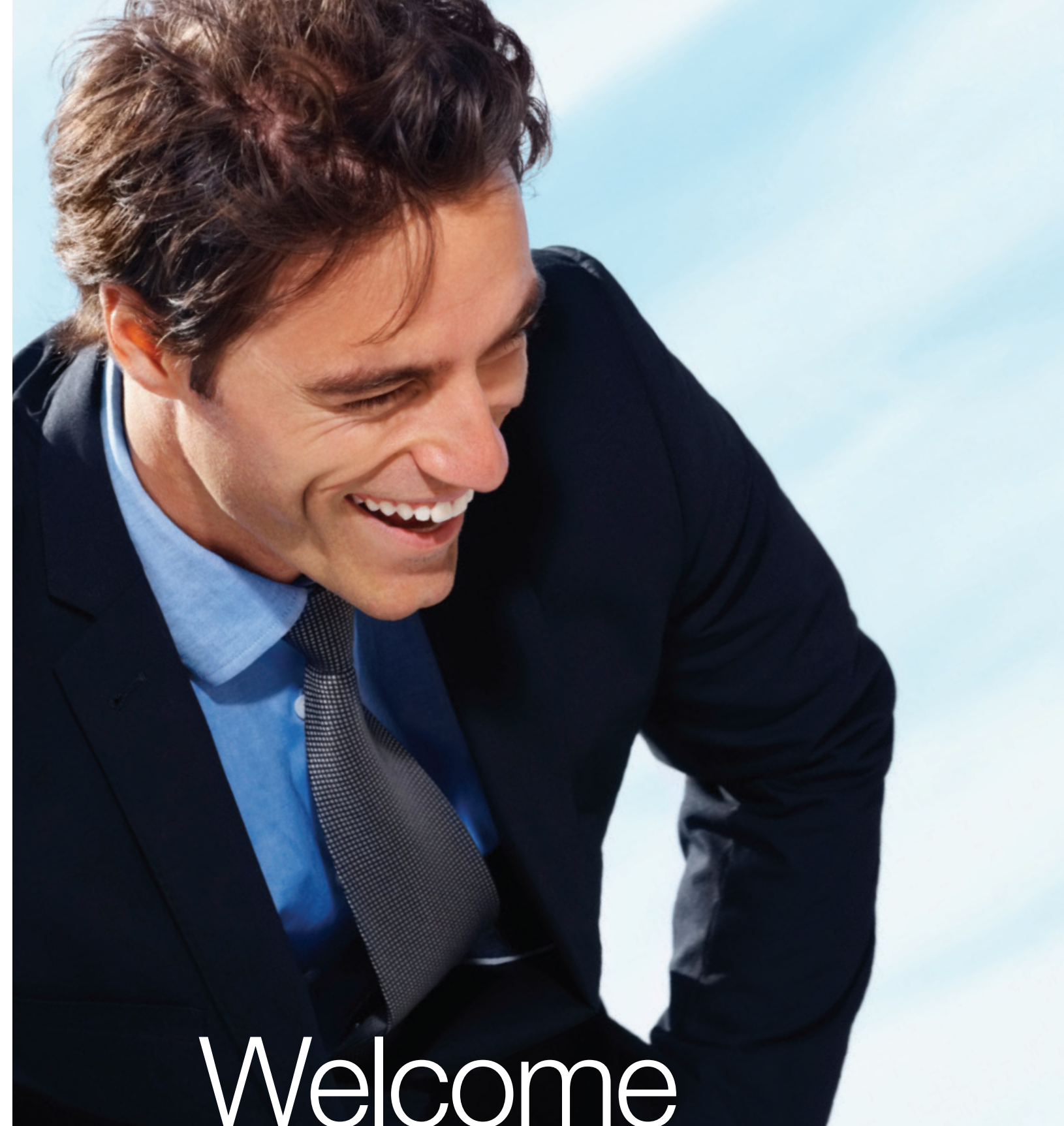


# The sky's the limit

Operations  
at McKinsey







# Welcome

We are an exciting place  
to enhance your knowledge  
and to boost your career.



# Welcome to the McKinsey Operations Practice

With our broad reach across industries, functions, and geographies, we speak our clients' languages. We live where they live. We understand their business. We help people and companies explore extraordinary opportunities, manage and sustain growth, and maximize revenue.

McKinsey & Company is the world's leading management consulting firm.

Since 1926, when McKinsey & Company was established in the United States, we have steadily grown into a leading global professional services firm that attracts, develops, excites, and retains exceptional people.

We are the trusted advisor and counselor to many of the most influential businesses and institutions in the world. Our clients include 80 of the world's 100 largest industrial companies. In addition, we advise public sector bodies and charitable organizations as well as medium-sized businesses.

The issues we tackle are no less diverse than our clients themselves. We focus on all topics that significantly affect a company's performance: finance, strategy, organization, technology, marketing, and the subject of this document, operational improvements.

We are problem solvers with a passion for excellence. We are intellectually curious and highly collaborative. We minimize hierarchy. We come from all over the world. Our backgrounds and areas of expertise are diverse; our collective experience is rich and varied.

We speak over 100 languages and represent over 120 nationalities.

McKinsey is an exciting place to enhance your knowledge and to boost your career.

Both high potentials and experienced hires have the opportunity to develop their full leadership capabilities in a global environment. The truth of this statement is nowhere better proved than by the presence of countless McKinsey alumni on the boards of companies with revenues in the billions – or in key positions at private and public institutions.

Don't just come to work.  
Come to change.



## About us

The Operations Practice at McKinsey helps our clients to transform every aspect of their operations, from manufacturing to customer support.



# About the Operations Practice

Excellence in operations makes a decisive 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 manufacturing to customer support. Our impact is seen in dramatic improvements in efficiency, productivity, quality, and flexibility giving our clients the tools they need to dazzle their customers, delight their employees, and devastate their competitors.

McKinsey's Operations Practice is the largest such practice – both in terms of the number of projects it undertakes and consultants it employs – among comparable groups at other consultancies. Within McKinsey, it is one of the most successful and fastestgrowing functional practices. Today, the practice operates in some 100 locations worldwide.

Our practice has supported more than 8.300 new projects worldwide over the past five years – meaning that one out of every three McKinsey projects involves Operations topics. A list of our clients reads like a Who's Who of international companies.

More than 370 consultants belong to the Europe, Middle East and Africa (EMEA) arm of the Operations Practice. Many joined us as experienced hires with relevant professional backgrounds. These dedicated specialists are joined by a further 300 consultants who participate in Operations work on a case-by-case basis.

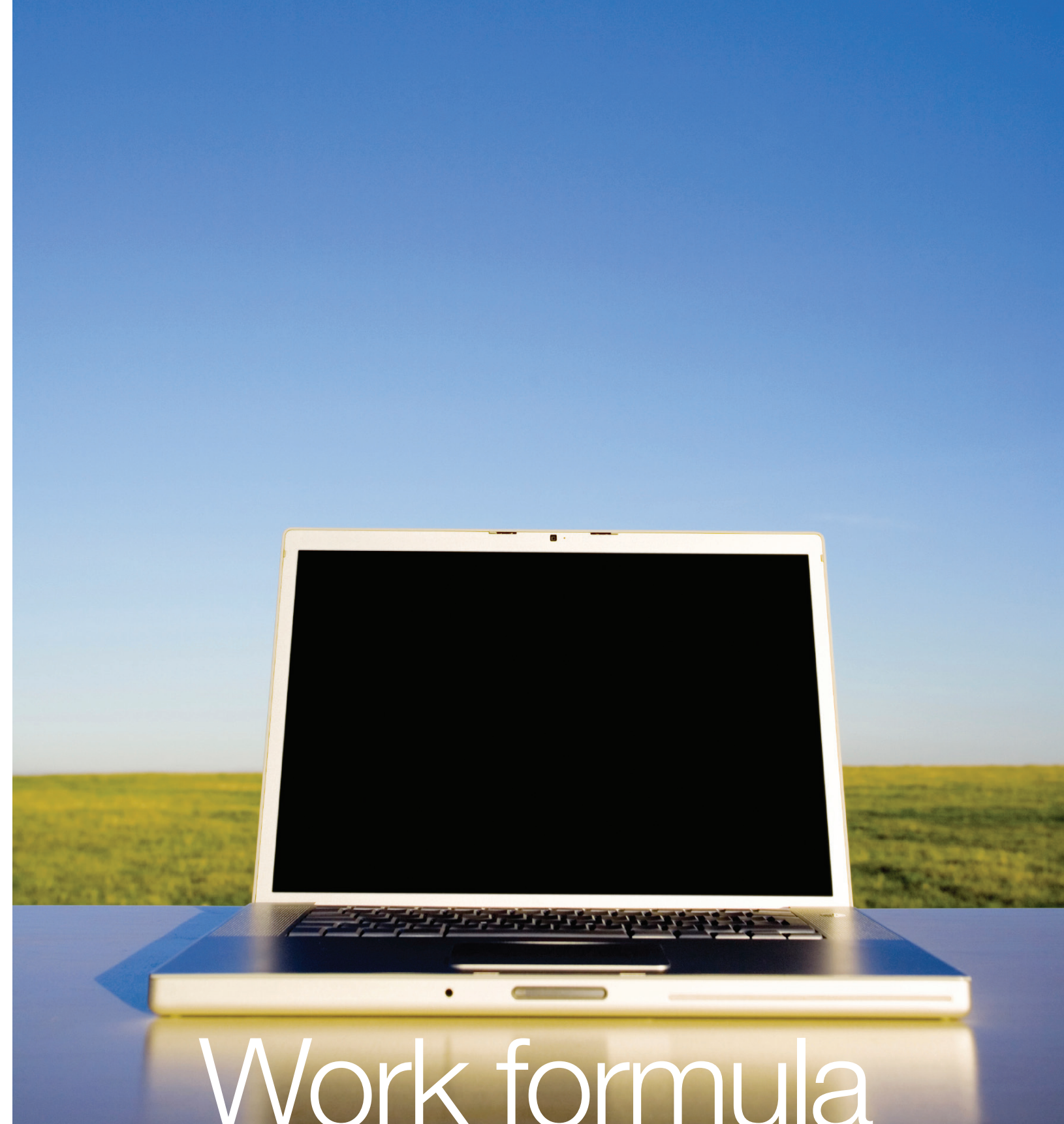
Consultants from the Operations Practice work hand-in-hand with those from our industry practices, each contributing their own strengths in order to develop and implement tailored solutions to our clients' most pressing challenges.

Our work for clients can take many different forms.

- We give them the tools to improve their performance, with approaches like lean manufacturing, design-to-cost, supplier development, and global sourcing
- We help them to improve their relationships with their customers, with better product designs and better service and sales strategies
- We help them develop knowledge and skills continually to improve their own performance, through targeted training and capability building programs
- We help them set the right course for the future, by designing smarter, more flexible supply chains, for example, or building responsive global production networks. We also take advantage of new opportunities in IT or outsourcing, for example

The Operations Practice helps clients in a wide range of industries. High tech and telecommunications, the automotive and assembly industries, and metals and mining have the largest share of projects, but healthcare, banking and securities, travel and logistics, retail, hospitality, insurance, and consumer goods are close behind.

Our practice has supported more than 8,300 new projects over the past five years – meaning that one out of every three McKinsey projects involves operations topics. A list of our clients reads like a *Who's Who* of international companies.



## Work formula

New and more experienced consultants, various nationalities, and different academic and professional backgrounds and skills: for us, mixed teams are standard procedure.



# How we work

Our unique way of working is the reason for our success. 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 uniquely tailored for each client situation. We are not interested in off-the-shelf answers. Instead, we find solutions that are creative, pragmatic, and viable for the long term, keeping our eyes fixed on improving our clients' performance.

## Lasting success

Our solutions are designed for ongoing impact. We work closely with our clients' employees, not only to solve problems, but also to 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

Successful solutions start at the top. Real change is never 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.

## Expertise

Our capital consists of knowledge and ideas. We have developed a number of tools and techniques to build the skills crucial for our work. Every year we invest a significant fraction of our revenue in the systematic creation, development, and communication of knowledge.

## Global network

Our practice is backed by a network of consultants around the globe who together possess a unique wealth of knowledge and experience in all regions and industries. They support our consultant teams by answering in-depth questions on specific industry or functional topics.

## Diversity

New and more experienced consultants, various nationalities and different academic and professional backgrounds and skills: for us, mixed teams are standard procedure. Our experience shows that diversity creates the productive atmosphere that is a prerequisite for innovative solutions and an inspiring work environment for everyone.

## Training

We also take targeted and intensive actions continually to develop both our teams and every single consultant. Thanks to our commitment to capability building, our consultants can choose from a broad spectrum of training and coaching opportunities to develop their group or individual as well as technical skills. Every consultant is free to devote several days per year to this purpose.

## Confidentiality

Earning and winning the trust of our clients is our highest priority. We treat all client data and information with the strictest confidentiality, both during a project and once it has been completed.

## Independence

We advise our clients to the best of our ability and knowledge, maintaining our independence and objectivity at all times. When necessary, we are willing to address unpleasant truths.

Successful solutions start at the top. Real change is never possible without the backing of the company's leaders and their willingness to take responsibility.



Our distinctiveness comes as much from the breadth of our expertise as from its depth.



# Functional service lines within the Operations Practice

The tasks that make up the field of Operations are as extensive as they are diverse. Together, our consultants have deep expertise across the full range of Operations topics: product development, capital productivity, purchasing and supply management, manufacturing, service operations, supply chain management, implementation, and quality, compliance and remediation. Our distinctiveness comes as much from the breadth of our expertise as from its depth. We recognize that our clients' operations are highly interdependent, and we adopt an integrated approach when helping them, diagnosing issues across regional and functional boundaries and then proposing changes wherever they will deliver the most impact.

## Product Development

The Product Development service line has developed deep expertise in nearly every aspect of the product development function. We help 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.

Better research and development functions depend on staff with superior competence and capabilities. They need to integrate complex and diverse activities smoothly, both within the organization and beyond in their supply networks. And they need to ensure they are devoting their efforts to smart products that will deliver maximum value. We help companies to transform their R&D functions and build capabilities to achieve and sustain these objectives.

Product development is a global business, and we also help our clients to meet the challenges of globalization: developing products for diverse and rapidly changing markets, making the best use of R&D talent and resources wherever in the world they are found, and collaborating seamlessly across functional, geographic and corporate borders.

## Capital Productivity

We help our clients in capital-intensive industries to grow profitably by maximizing the value of their capital expenditure investments, both at the individual project level and across entire project portfolios.

We provide owners or developers with an unbiased assessment of the readiness of their projects to proceed, helping them to make better informed funding decisions for capital projects by applying the same analytical rigor to capital investment projects that they do to mergers and acquisitions.

We work closely with owners, developers, and contractors to optimize design, reduce costs, and enable faster construction. By doing this we help companies maximize the value of large capital projects and increase the predictability of their outcome. We also build our clients' capabilities, helping them to develop world-class capital project organizations and operating systems.

Our work draws on our deep industry insights, and on knowledge and relevant expertise from across the Operations Practice – like our procurement and lean manufacturing skills – and from other parts of the firm – like the Risk and Organization Practices.

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

We help companies apply lean principles to their support functions to improve efficiency dramatically.

## Purchasing and Supply Management

Smart purchasing practices have a fundamental effect on companies' costs and quality, and hence their profitability. Purchasing decisions also play a critical strategic role, enabling access to new technologies and controlling supply risks. The Purchasing and Supply Management service line helps clients build competitive advantage through sustainable world-class purchasing and supply management capabilities, addressing all external spend.

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.

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

## 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.

The Manufacturing service line helps clients to achieve rapid and lasting performance improvements. Starting with the principles of lean, we help companies to build the right operating systems, the supporting management infrastructures and the right mindset in the organization.

We help clients from all types of industries – airlines, manufacturing companies, utilities, and even hospitals – to apply these lean principles and philosophies and drive business performance. The Manufacturing service line supports all areas of our clients' operations, including classical shop-floor lean transformations, improving field force effectiveness, optimizing back-office operations, accelerating warehouse logistics or driving overall equipment effectiveness, just to mention a few.

### Service Operations

The Service Operations service line helps companies in all service sectors, from banking to telecommunications and from high-tech to retail, to use their service offerings as a source of competitive advantage and to deliver the best service in the most efficient and effective way.

We help our customers design, transform, refine, and improve their full spectrum of service operations. Our work encompasses process optimization in front-line operations in retail stores and bank branches, back-office and transaction processing operations, after sales service, support and maintenance, customer service operations, and call centers. We also support our clients at a strategic level, helping them choose the best service offerings for their customers and deliver them at the right level.

The services companies deliver internally are also an important part of our work. Corporations rely on their support functions such as human resources or controlling in order to manage their staff and their finances or to defend their intellectual property. These support functions are growing in importance, both as targets for efficiency improvement and because of their strategic significance in managing complexity, enabling organizational flexibility, and creating competitive advantages.

The Service Operations service line works with the full range of support functions, including human resources, IT, legal, sales, and other general and administrative functions. Our work can range from focused optimization of single functions to full-scale, multi-year transformations of a company's complete administrative resources.

### Supply Chain Management

Complex, sophisticated supply chains knit the global economy together. The Supply Chain Management service line helps our clients make significant improvements in customer service while reducing invested capital and cost by transforming and optimizing their supply chains from end to end.

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

Supply chain work involves the use of cutting-edge analytical tools for planning, network and logistics optimization problems, but we also put major emphasis on hands-on transformation and capability building. For example, we work hand in hand with client planning personnel to implement new planning processes or with warehouse personnel to transform operations in their facilities.

### Operations Excellence Program (OEP)

A unique two-year training program, the Operations Excellence Program develops our consultants as specialists in operations excellence. Unique in the consulting industry, the OEP combines a rigorous theoretical foundation, taught by some of the most experienced practitioners in the world, with intense hands-on work on real client transformation projects. Consultants work closely with clients at all levels and in many different industries. Over the past 15 years this hugely successful program has been expanded to include nine training centers in London, Lyon, Hamburg, Munich, Gothenburg, Madrid, Moscow, Dubai, and Johannesburg.

### McKinsey Implementation

McKinsey Implementation is specifically designed to help clients put improvement strategies into practice throughout their organizations. By working with and through the line, we make sure clients get sustained financial impact, repeatable, scalable operating processes, and new and stronger skills embedded where they are needed. We support client senior leaders and line managers mostly through long-term coaching and capability building. The distinctive experience and influencing skills of our practitioners ensure that our tailored programs not only quickly deliver results but are also “built to last,” with clients well-equipped to support and improve the new way of working.

To achieve this, we contribute to diagnosing symptoms of value leakage (e.g., opportunities not converted or benefits not sustained) and the client organization's basic effectiveness in delivering and sustaining change. We then guide clients on setting up the right operating system and management infrastructure and on encouraging the right mindsets and behaviors. At client site we are typically responsible for the entire implementation project, including project management, running the program office, and coaching and training employees at all levels. We apply our core skills in delivering the business transformation and building clients' management capability in the areas of lean manufacturing, supply chain management, purchasing, and product development. We support clients in all types of industries from mining and manufacturing to banking and retail sales. This gives us the opportunity to work closely together with other experts and build up functional skills in various areas. The overall benefits for clients are truly best practice – rapid, integrated change backed up by the leadership capability and global expertise only McKinsey can deliver.

We apply our core skills in delivering the business transformation and building clients' management capability in the areas of lean manufacturing, supply chain management, purchasing, and product development.

### Quality, Compliance, and Remediation

In a world of increasing complexity, quality is an often untapped source of competitive advantage. We help our clients achieve significant and sustainable improvements in their quality performance and customer satisfaction. By architecting quality and compliance transformations, we help to uphold the license to operate and deliver dramatic impact on reduced cost of quality as well as increased revenues.

We architect and conduct transformations in a variety of industries, from highly regulated industries like pharma and medical devices to advanced manufacturing industries such as automotive and aerospace. Our transformations cover all aspects of the value chain and product lifecycle, from product development to procurement and manufacturing to sales and service. We help to ensure that customer expectations are reliably met or exceeded at every touch point.

Quality and Compliance work includes all phases and aspects of a transformation such as performing the initial diagnostic and performance benchmarking, developing quality and compliance strategies, fostering a quality culture, and optimizing the quality management system holistically, including processes, organization, KPIs, as well as mindsets and capabilities.

We are now also delivering a full range of compliance services – from crisis response to remediation with focus on business needs and priorities to recovery and sustainable improvement.





In addition to serving clients directly, our consultants are involved in many groundbreaking initiatives that make our practice a pace setter in a number of areas.



# Setting the pace

In addition to serving clients directly, our consultants are involved in many groundbreaking initiatives that make our practice a pace setter in a number of areas.

## Model Factories

To help guide our clients into new territory, our practice is currently cooperating with academic institutions in Germany, France, Italy, and the Netherlands on different projects: the Center for Industrial Productivity (CiP) in Darmstadt, Germany; the Green Model Factory in Munich, Germany; the Model Warehouse in Karlsruhe, Germany; the Institute for Operational Excellence (INEXO) in Lyon, France; the Lean and Education Research Network (LEArN) in Amsterdam, the Netherlands; and the Lean Experience Factory (LEF) in Venice, Italy.

Unlike traditional corporate training programs, McKinsey Model Factories create opportunities for experiential learning – people actively practicing skills, rather than sitting in a classroom. Participants spend more than 80 percent of their time in realistic work settings, including those that mimic factories, offices, or even a real-life call center. They tackle real-time challenges similar to those that occur in the field, such as long changeover times on production lines or excessive wait times at call centers. Participants collaborate to solve problems, sometimes implementing multiple strategies. By creating a safe environment for experimentation, the training atmosphere encourages teams to propose bold, innovative solutions that they might hesitate to suggest in the field.

## Global Sourcing Centers

Our clients conduct business around the world. For many, the ability to source products and services from best-cost countries is becoming increasingly important. Our Global Sourcing Centers in Poland, India, China, Mexico, and Brazil are prepared to help them on this journey.

The sourcing specialists in our Sourcing Centers possess unique expertise in markets, industries, and suppliers in their regions. They can help clients decide which categories of materials are best suited to sourcing from their respective region. The specialists work with clients to identify and select new suppliers, provide support during the offer and negotiation phases, and are instrumental in setting up local purchasing organizations.

Working on a real production process, students can try out their energy-saving ideas step by step and directly test how well they work.

## Supply Chain Management Center of Competence (COC)

The SCM CoC team consists of practitioners with deep supply chain management and analytics expertise (typically MBA/Mtech with three-five years of pre-McKinsey experience in SCM/Analytics). Currently the team has eight CoC experts with many years of SCM and analytical experience.

We employ a proprietary 360-degree diagnosis methodology to generate quick insights into the performance assessment of clients’ supply chains. Often, we follow up with deep-dive SCM diagnosis.

We help our clients with advanced supply chain modeling approaches, using off-the-shelf models and tools. We also develop custom models for SCM situations on a number of platforms, depending on clients’ needs.

We provide support in the implementation of supply chain improvement projects, and we help our clients to develop supply chain performance dashboards to give them real-time visibility of their supply chain operations.

The SCM CoC has served more than 65 clients across the globe in the last 24 months alone.

We help our clients with advanced supply chain modeling approaches, using off-the-shelf models and tools. We also develop custom models for SCM situations on a number of platforms, depending on clients’ needs.

## Design-to-Value Labs (DtV)

Design-to-Value is an integrated approach that helps companies develop an attractive product offering. Design-to-Value optimizes market coverage, product margin, quality, operational complexity, and innovation. In our nine DtV labs located in Munich, London, Wroclaw, Chicago, Atlanta, Silicon Valley, Taipei, Chennai, and Delhi, our Product Development experts help clients identify and implement ideas to increase customer value while lowering total product costs. In the labs, client products – ranging from laptops and refrigerators to gas pumps, chocolate bars, and ballpoint pens – are benchmarked against competing products, assessed from the customer perspective and later torn apart piece by piece to identify and optimize the cost of each individual component.

More than 500 technical consultants are members of our “design-to-value labs”. To date, they have analyzed more than 1.500 products from a wide range of industries. The results speak for themselves: by increasing customer value and reducing product cost, clients can typically increase their margin by 15 percent.

## McKinsey Capability Center

The McKinsey Capability Center (MCC) is McKinsey & Company’s learning facility, helping our clients to scale and sustain their business transformation efforts by developing the capabilities of their employees. The MCC uses an experiential learning approach with a unique set of highly interactive capability building modules. Each module immerses participants in realistic environments that facilitate learning by doing through hands-on experience in real-life simulations.

The MCC applies state-of-the-art McKinsey knowledge and expertise from different industries and functions to help participants learn how to improve effectiveness and efficiency in their own organizations. Clients can study a range of different topics, including Supply Chain, Lean Manufacturing, Service Operations, Product Development, Sourcing, and Energy Productivity.





# Who we are

“The process of gaining the client’s trust and becoming recognized as a thought partner is intensely rewarding.”



## Our people

### CARLO, UNITED KINGDOM

**Position before McKinsey:**  
Senior Business  
Improvement Manager

“I joined McKinsey after eight years of business experience mainly as a Six Sigma professional in various industries from oil and gas to financial services. Joining the McKinsey Service Operations service line was just the perfect fit. It helped me learn from bright people, broaden my experience, and follow my passion for Operations to the next level.

The learning curve has been amazing and quite challenging especially in the first few months: a completely different way of working from anything I had experienced before. But if you are open and prepared to learn and change, there is no better way to grow and develop your knowledge skills and passion.”

### DIEGO, GERMANY

**Position before McKinsey:**  
Global Commodity Manager

“I was initially surprised by how much time all members of the practice dedicate to activities not directly connected to clients, but soon realized that this is what makes us distinctive. I especially appreciate the huge amount of knowledge that exists in the practice and the willingness of each and every member to share their experiences. When I approached my first client project, I felt that I could hit the ground running.

In Operations in particular, you often talk to people that have been in the business for years and believe they have seen it all. The process of gaining the client’s trust and becoming recognized as a thought partner is intensely rewarding.”

### RODRIGO, FRANCE

**Position before McKinsey:**  
Plant Manager

“Just two days after joining I was already driving a big work stream for a major steel producer. The support from the Operations community, with people that are always ready to help when you reach out to them, made the transition much easier.

I have had the opportunity to see the birth and growth of a full-fledged transformation journey at a client, helping them from the initial discovery phase, through the start of the journey and the development of their internal capabilities, to the rollout to other divisions. Looking at their success, at the cultural change that has been achieved, and establishing a long-term relationship with them by moving from consultant to trusted thought partner, is the most rewarding professional experience that I have had.”

### JOHN, UNITED KINGDOM

**Position before McKinsey:**  
Supplier Development Engineer

“After studying Engineering, Economics, and Management at university, I went into manufacturing – initially in can-making and then the automotive industry. However, I found the level of challenge and pace of progression frustratingly slow. And so after five years, I decided to try something different and joined McKinsey at the Production Systems Design Center in 1998. In some ways, I was a reluctant recruit, having preferred industry over the service sector. In fact, I soon found I could have a much greater impact influencing change as an outsider than I could from the inside.

I was the very first recruit to our first Production Systems Design Center (we now have several around the world). It was very exciting to help build something new and innovative within McKinsey. So I loved it from the start, defining our approach to transforming operations and engaging the workforce to make sure that improvements were sustainable. Our first project ever was at a small, privately owned business on a single site, which meant that we really could redesign almost every aspect of the process and the way the place worked. It was a fantastic learning experience.”



**“The learning curve has been amazing and quite challenging especially in the first few months: a completely different way of working from anything I had experienced before.”**



**“Our first project ever was at a small, privately owned business on a single site, which meant that we really could redesign almost every aspect of the process and the way the place worked. It was a fantastic learning experience.”**





**“The McKinsey team helped me make my first weeks a smooth ride, and immediate contacts with several colleagues from the Operations Practice made me feel at home.”**

## **MIA, SWEDEN**

### **Position before McKinsey: E-Supply Chain Manager**

“From Day 1 with McKinsey I experienced a warm and welcoming attitude from everyone around me – from the Operations practice, the local office, and others.

The first two weeks of training equipped me with a lot of useful knowledge and connected me to friends who have since then been an important part of my network. At the end of the training I was staffed to my first project, which was a purchasing transformation for a Scandinavian client. The McKinsey team helped me make my first weeks a smooth ride, and immediate contacts with several colleagues from the Operations Practice made me feel at home. Since then I have been continuously impressed by the extensive knowledge and the supportive atmosphere throughout McKinsey.”

## **FABRICE, BELGIUM**

### **Position before McKinsey: Manager Production Engineering**

“In my early months I realized that I needed to adapt my behavior from a senior manager to a McKinsey consultant. For someone passionate about action, it was very tempting to take the topics into my own hands rather than guide the clients to action. But thanks to great feedback from my colleagues, I quickly learned to lead from behind with great results and personal satisfaction. It’s gratifying to see people move forward with my input.

As the father of two children aged 7 and 10, I took extreme care to preserve my personal life and made it back to the office most Fridays. Thanks to this high level of focus (from early on) to ensure that my children would not be negatively affected by my new working style, I have increased the quality of my relationships with them and am enjoying the moments we have together more than I did during my previous job.”

## **PAVEL, RUSSIA**

### **Position before McKinsey: Project Manager – Lean Six Sigma Black Belt**

“After seven years of professional experience I wanted changes, wanted to try myself in different industries, do something exciting, learn new things. Work at McKinsey has exceeded all my expectations – it is a constant learning process, and the variety of projects that I can do means I never get bored.

My first project was in the woods of Siberia with a team of loggers. Once the car broke down and we had to walk 10 km through the forest and across a swamp. Then we had to build a fire to warm up while waiting for a car to pass by on the deserted road and pick us up. I made really good friends with the team that day, and the workshop that we had in the woods by the fire was my most successful one.

The Operations practice in McKinsey is unique, because it is not enough just to prepare a nice presentation with great ideas. We have to be there with our client, working together to implement our ideas and make sure they really bring the expected results.”

## **JOAO, SOUTH AFRICA**

### **Position before McKinsey: Project Manager**

“With a passion for capital productivity, I’ve been extremely fortunate in my time with McKinsey to work on some of the largest capital projects and portfolios in the world’s energy, petroleum, and mining sectors. It’s a very personal reward to read the local business newspapers and know the role that McKinsey is playing in these topical projects.

McKinsey has offered me huge learning and growth on every project I’ve been involved with. I’ve learned as much working side-by-side with executives on country-shaping challenges as I have from the very experienced, global McKinsey network.

I’ve been very fortunate to manage my lifestyle closely. My wife has her own professional career in medicine. McKinsey has offered me support and sufficient flexibility to balance our complicated schedules wherever possible.”



**“McKinsey has offered me huge learning and growth on every project I’ve been involved with. I’ve learned as much working side-by-side with executives on country-shaping challenges as I have from the very experienced, global McKinsey network.”**





# Perfect for YOU

Unlike most employers in industry, McKinsey offers you a precisely defined career and development path.

## Why join us

Becoming a consultant can be a decisive career move. Exciting, varied topics and questions, new experiences and diverse opportunities to learn, an international environment, and contact to the top managers of leading companies – these are only a few of the advantages consultants enjoy.

### **Make a real difference**

At McKinsey, you don't just have a chance to make a difference – you have an obligation. Because you regularly work with new clients and topics, you have many opportunities to develop quickly, both professionally and personally.

Along the way, close mentoring and coaching – often by partners – will help you find your way and build your skills, develop a personal network, and draw on the know-how of your colleagues. Thanks to this mixture of challenges and support, you will find yourself on a uniquely steep learning curve.

### **Operate at the top management level**

Starting on your very first day at McKinsey, you will be a full member of a project team working directly with the top managers of one of our clients to solve strategic and operational problems. Our close working relationships with many leading national and international companies mean your access to impressions and experiences – as well as development and career opportunities – is virtually unlimited.

### **The broadest range of opportunities**

At McKinsey, you are generally staffed to the projects of your choice subject to availability, and all industries are open to you. As an experienced hire with relevant professional experience or a consultant within our network, you support clients around the world, working with international teams on exciting, varied tasks.

### **Work with the best**

You will find a network of highly inspiring and motivated colleagues at McKinsey. All these diverse individuals share a common curiosity and interest in a wide variety of business, social, cultural, and scientific issues. And they are all passionate about being team players.

### **Rapid development**

Becoming a McKinsey consultant means development opportunities and – for exceptional performers – rapid advancement. Unlike most employers in industry, McKinsey offers you a precisely defined career and development path.

Our close working relationships with many leading national and international companies mean your access to impressions and experiences – as well as development and career opportunities – is virtually unlimited.





# Perfect for US

You should bring to the table outstanding analytical and conceptual skills, initiative, creativity, and the ability to enjoy working alone as well as in a team.

## The ideal candidate

We are looking for exceptional people to join our Operations practice.

In addition to the skills and abilities we look for in all McKinsey consultants – problem solving, leadership, and the drive to achieve personal impact – an Operations practice consultant should be able to demonstrate impressive achievements and several years of experience in areas such as lean manufacturing, product development, supply chain and logistics, procurement, sales transformation or total cost of ownership. You should demonstrate a passion for tackling operational challenges and the willingness to develop and share operations knowledge.

Your qualifications should include an excellent academic record. You should bring to the table outstanding analytical and conceptual skills, initiative, creativity, and the ability to enjoy working alone as well as in a team.

When joining us, you receive an individually tailored career offer based on your experiences, strengths, and preferences. With growing performance and responsibility, you have the opportunity to accelerate your career.

When joining us you receive an individually tailored career offer based on your experiences, strengths, and preferences. With growing performance and responsibility, you have the opportunity to accelerate your career.





# Make contact

McKinsey invites applications for consulting positions throughout the year.

## How to apply

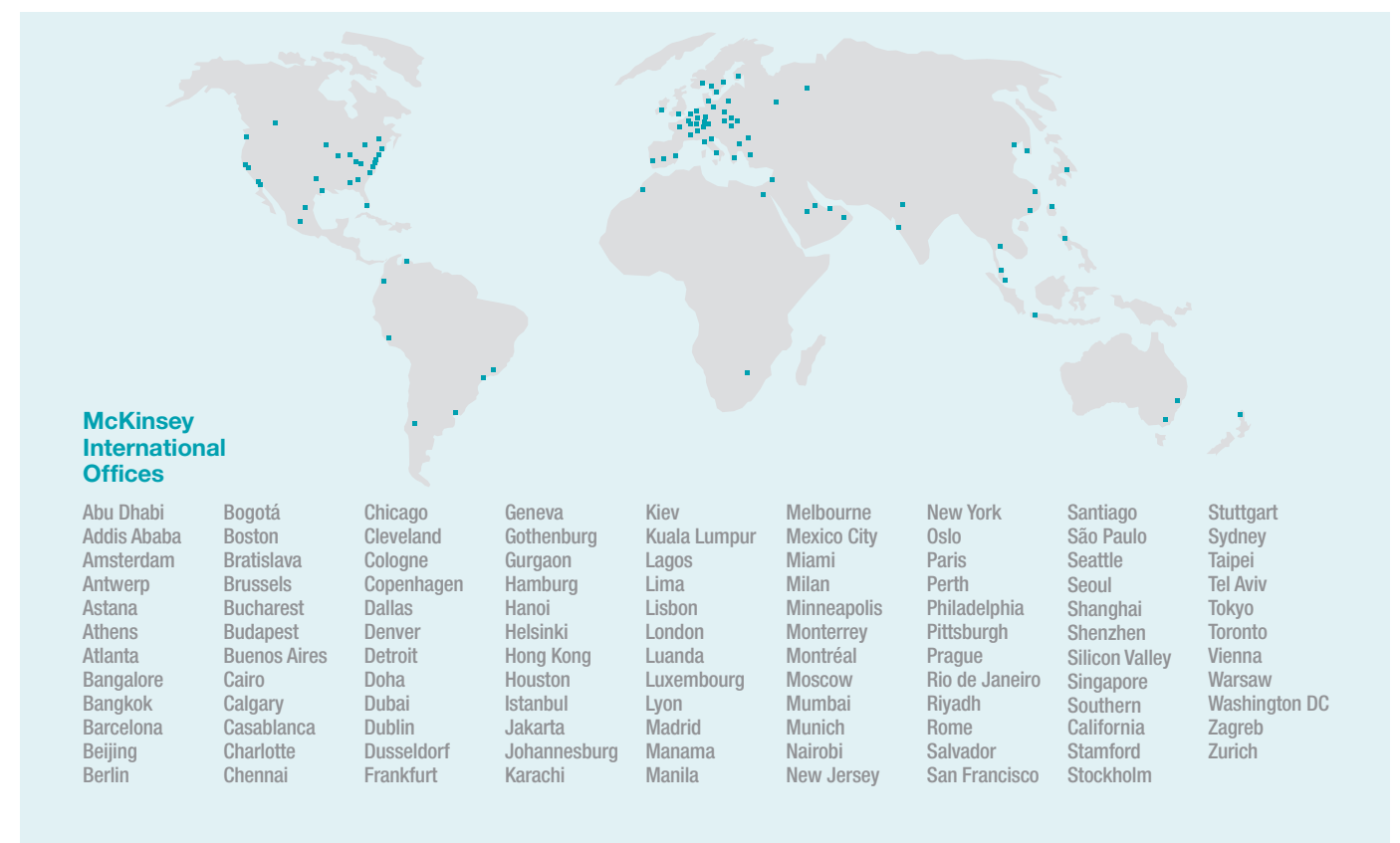
McKinsey invites applications for consulting positions throughout the year. If you would like to apply to the Operations Practice, you may do so online, which is our preferred method, or by post or e-mail. Guidance on how to apply, along with tips on writing your résumé or CV, can be found on our careers website.

Short-listed candidates should expect two rounds of interviews, including several interviews per round that focus on your technical and general consulting skills. Each interview round will include discussion of a typical McKinsey business problem or case study. Sample case projects and further details about interview preparation, along with tips on how you can realize your full potential as a candidate, are provided on our careers website.

In addition, if we decide to invite you to interviews, you will be contacted by one of our consultants, who will be your “candidate coach.” Your coach will help you understand what we do in our interviews, why we do it, and how you can best prepare for it. Our goal is to provide you with the advice you need to perform at your highest possible level.

If this sounds exciting to you, and you fit the profile we have described, then we look forward to receiving your application.

The map below shows all our offices around the world. Successful candidates will be free to choose their preferred office location, within the country to which they apply.





# Contact us

McKinsey & Company, Inc.  
EMEA Operations Practice Recruiting  
Sophienstraße 26  
80333 Munich, Germany  
[European\\_Operations\\_Recruiting@mckinsey.com](mailto:European_Operations_Recruiting@mckinsey.com)  
[www.operations.mckinsey.com](http://www.operations.mckinsey.com)

