



Introducing the Operations Academy

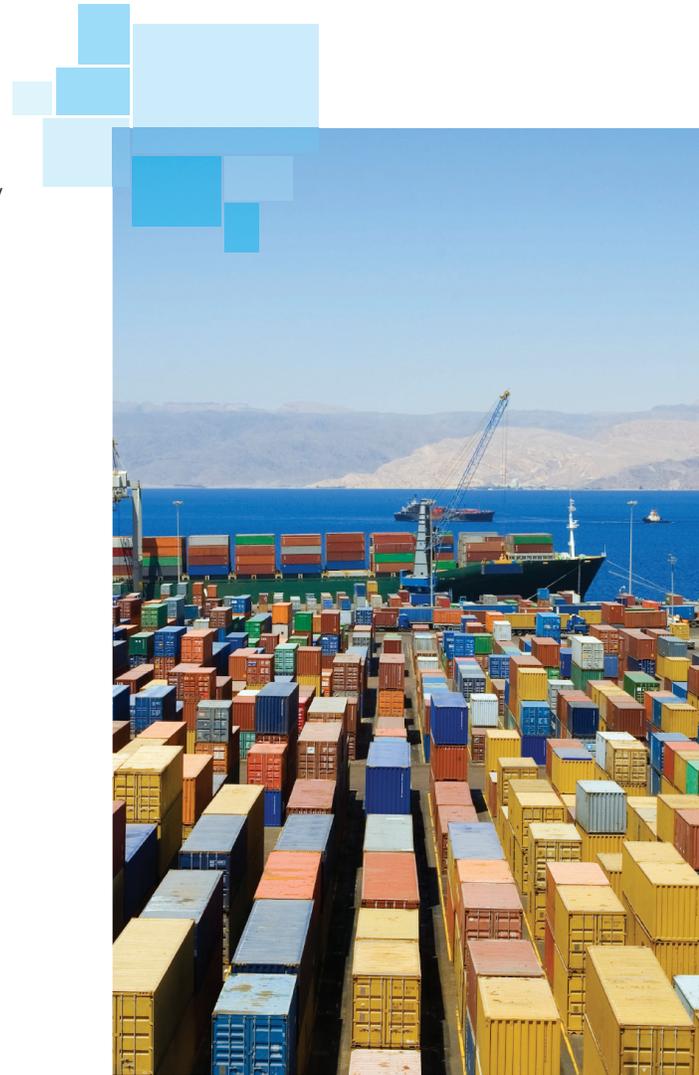
Who we are

McKinsey & Company is a leading international management consulting firm with 95 offices in 56 countries. We have served more than 3,600 unique clients in the past five years alone, including 90 of the top 100 corporations worldwide and 45 national governments, offering guidance on issues of strategy, organization, and operations. We also partner with leading organizations to help tackle societal problems and work with academic institutions on cutting-edge research and knowledge development.

We are looking for consultants to join our **Operations Academy**, an intensive two- to three-year training program for new Business Analysts and Associates of structured capability building and knowledge development in addition to client work, designed to build their general consulting skills, cultivate leadership, and help them develop a deep expertise in operations. Our Operations Academy consultants are future leaders of our practice and firm and can move directly to associate during or upon completion of the program.

Our operations practice consultants play an active role in identifying issues, forming hypotheses, designing and conducting analyses, synthesizing conclusions into recommendations, and leading clients to implement change. They gain leading-edge operations and consulting skills primarily through on-the-job apprenticing while working on client and knowledge-development projects.

The operations practice is a distinctive global network of ~400 dedicated practitioners, ~500 affiliated practitioners, and numerous generalist consultants who are committed to helping our clients achieve world-class operations. Blending strategic thinking with hands-on implementation, we develop and define operational strategies to help our clients around the world solve their most critical problems.



What we do

Approximately one-quarter of McKinsey's client engagements focus on operations. We undertake a diverse array of work, spanning six core functional areas, across all industry sectors and geographies:

Capital Productivity. We enable our clients to grow profitably by helping them maximize the value of their capital expenditure investments. Our work covers all aspects of capital productivity management, including Greenfield project design, project portfolio and asset optimization, global contracting and procurement support, and mega-project execution and turnaround. We help our clients improve the return on their CapEx investments in four specific ways:

- Maximizing the value of large capital projects and increasing the predictability of their outcome
- Providing owners/developers an unbiased assessment of the readiness of their project to proceed with the McKinsey Investment Readiness Assessment (MIRA)
- Improving the overall value of the entire capital project investment portfolio, with a particular focus on small and medium-sized capital projects

- Building world-class capital project organizations (at the corporate and project level) and developing the skills and capabilities of these organizations

Manufacturing. We counsel client organizations on all aspects of manufacturing strategy and help companies 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. Examples of areas of focus include: network configuration, capital productivity, and make or buy. In performance transformations, we address three main areas: the operating system; management infrastructure; and employee mindsets, capabilities, and behavior. 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.

Product Development. We support our clients' profitable growth by improving the new-product development process and working directly on higher-value, more attractive offerings. Most often, we work directly on specific products, roadmaps, and portfolios, creating top-line value and institutionalizing capabilities to sustain best practices around a set of core concepts: design to value, ideas to launch, and portfolio management. We also help our clients fundamentally transform their 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.

Purchasing and Supply Management. We help organizations build competitive advantage through the development of sustainable, world-class purchasing and supply management capabilities. Purchasing is often the most significant and easily instituted source of immediate and long-term value creation available to a corporation. We design strategic sourcing approaches to provide immediate impact but also believe that to ensure

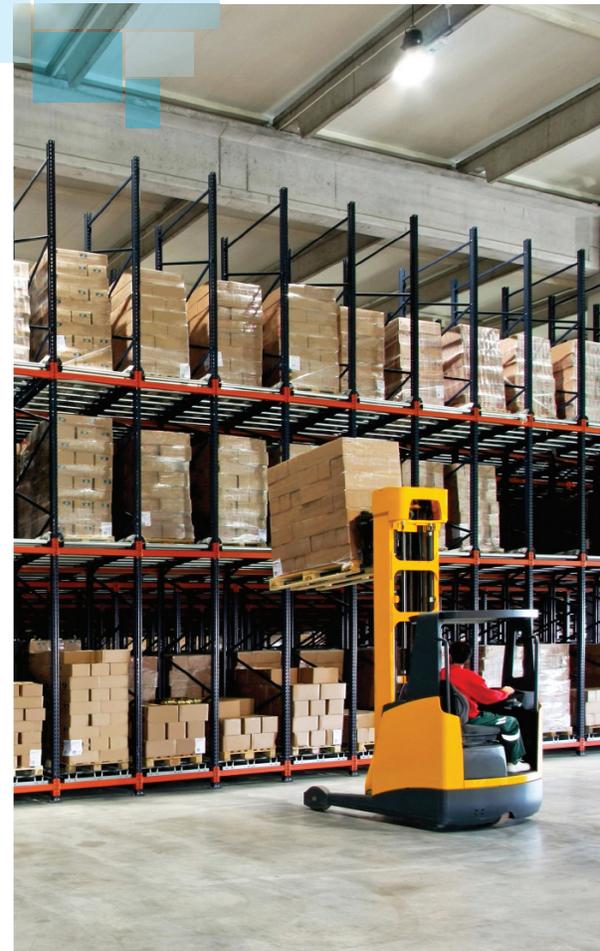
sustainability, a formal performance transformation program—which includes organizational and cultural changes—must be implemented. Skill transfer, talent management, culture change, and capability building are equally important ingredients in executing a holistic and integrated transformation. We have a proven record of rapid impact. On average, our clients save 15 percent by implementing purchasing recommendations across categories and industries.

Service Operations.

We scrutinize operations in distributed networks, outlets, back offices, and other functions to determine delivery options that best serve the business strategy. We help clients to tailor their services to and beyond customers' expectations, while achieving business aims regarding cost and profitability. We go beyond physical system design to address management infrastructure and employees' attitudes and behavior, thereby ensuring the client's ability to lead change independently. We focus on five main areas: lean in service industries, sales transformation, aftermarket parts and services, customer care, and business support functions.

Supply Chain Management.

We apply deep and distinctive functional expertise to help clients overcome typical supply chain challenges; for example, how to cope with demand and supply uncertainty, how to build and optimize the supply chain organization, and which supply chain planning and control strategies to employ. We supplement our client experience with targeted research programs to investigate the practices that really drive supply chain performance. We integrate solutions across all operations disciplines. For example, rather than taking production constraints as given inputs to supply chain planning, we aim to optimize the complete system with both lean production and planning approaches.



What you will do

You will gain leading-edge operations and consulting skills through an individually tailored and customized program that incorporates formal classes on operations and leadership development topics taught by experts, as well as on-the-job experiences working alongside experts and clients on operations challenges faced by top companies across industries.

The objective of the program is for you to develop as an effective business leader with both an integrated operations understanding and an expertise in at least one core operations functional area. The capability-building program incorporates training and apprenticeship across all

operations functional areas and on leadership skills such as effective communications, creative problem solving, and influencing skills. You will work on client engagements and key knowledge-development efforts in at least three of the six core functional areas and will “major” in one core functional area, which will comprise 50 percent of your program.

You will quickly have the opportunity to be a leader in both your client engagements and the firm, whether it is conducting operations diagnostics and reporting the findings to senior client leaders, developing and leading capability-building programs, or aiding a local organization to improve its operations.



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.

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 means your access to impressions and experiences – as well as development and career opportunities – is virtually unlimited.

Rapid development

As an Operations consultant, you will experience our Operations Academy, a program that develops effective business leaders with both integrated operations understanding and deep expertise in one or more core operations functional areas. This individually tailored and customized capability building program incorporates training and apprenticeship across all operations functional areas and on leadership skills such as

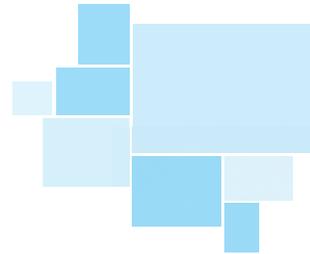
effective communications, creative problem solving, and influencing skills. Unlike most companies in industry, McKinsey's Operations Academy offers you a precisely defined career and development path to become a leading-edge operations leader.

The broadest range of opportunities

In your first two-three years, you will be staffed on projects in at least three of the six core operational functional areas, providing you a broad range of experiences. You will also “major” in one operations functional area, which will comprise 50 percent of your client work over this time and develop a sought-after depth of expertise. Along the way, close mentoring and coaching – often by partners – will help you build your skills, develop a personal network, and draw on the know-how of your colleagues. All industries are open to you, and you will 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.



Who you are

The ideal candidate will be a strong conceptual thinker who is comfortable with analytical work. Being able to work well in teams is absolutely required. Candidates should have a background in operations research, industrial

engineering, management science, mathematics, computer science, or another technical discipline. Master's candidates are strongly preferred, but exceptional undergraduates will be considered as well.

Your next steps in applying

We encourage you to learn more by visiting our McKinsey website at www.mckinsey.com/careers/

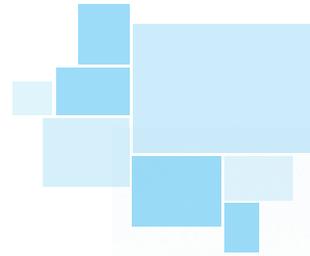
For more information on the operations practice of McKinsey & Company, please visit our website at http://www.mckinsey.com/Client_Service/Operations.aspx

You may apply online at http://www.mckinsey.com/careers/how_do_i_apply/apply_now.aspx

Let us know that you are interested in joining the Operations Academy by selecting an affiliated office when you apply: **Atlanta, Chicago**, Cleveland, Dallas, Detroit, Miami, **New Jersey, São Paulo**, San Francisco, Santiago, Southern California, Stamford, Toronto, or Washington, D.C. (**Bold** offices are operations hubs).

You may also contact our operations practice campus recruiter, Mary Flynn, at mary_flynn@mckinsey.com.

If you have graduated, you may contact the operations practice experienced-hire recruiter, Luisa Carvajal, at luisa_carvajal@mckinsey.com.



Operations Profiles



Aditya
Associate
Chicago

Profile

I joined McKinsey after working for ~4 years in new product development for Eaton (a Fortune 500 diversified power management company). At Eaton I had the opportunity to be involved in the development and release of the latest generation of hydraulic equipment, but I wasn't getting the diversity I wanted nor was I able to deliver a large enough impact to stay excited. As I was searching for something fast-paced and challenging, I quickly discovered consulting and McKinsey. The Operations Academy at McKinsey let me leverage my experience in operations while providing me with a diverse set of problems to solve.

Since rejoining the Firm as a senior business analyst, I have worked across a range of topics, from developing the purchasing strategy for the overseas paper market to restructuring support functions for a large call center. On my last engagement I was able to get my hands dirty and tear down and analyze cutting-edge networking components worth thousands of dollars. We used the analysis to lay the foundation of a multi-billion dollar purchasing transformation for our client—an opportunity that you can find “only at McKinsey.”

In the Operations Academy I learned from firm experts on best-practice approaches in operations and developing an operations integrator mindset. It helped me build a strong consulting toolkit through a variety of engagement types. It also connected me to some of the smartest and most passionate people, who also know how to have fun.



Kimberly
Senior Business Analyst
Detroit

Profile

I joined McKinsey as a senior business analyst in the Operations practice after working in investment banking for 3.5 years. When I decided to make a change to 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 have had a diversity of experiences, ranging from implementing a Lean transformation at a bank's processing center and changing the mindset of a department to adapt to a new working environment, to helping a pharmaceutical company go through all aspects of a quality transformation, including planning, communication, governance, and product supply.

Beyond creating significant value at each client and developing long-term client relationships, I have most enjoyed building strong bonds with McKinsey client teams and learning from a group of talented, motivated, and fun individuals. The Operations Academy has only enhanced my experience by providing both foundational and advanced learning through formal training and additional opportunities to expand my network at the Firm.



Chuck
Senior Business Analyst
Washington, DC

Profile

I joined McKinsey as an Operations Analyst in the Chicago office after serving in the US Navy as a submarine officer. As I prepared to transition from active duty service, I sought a challenging environment where I would quickly develop my business knowledge while making an impact. The opportunity provided by McKinsey's Operations Academy was a perfect match.

Since I joined the Firm, I have been able to serve a broad range of clients in electronics, manufacturing, energy, and financial services across a variety of topics, including stockroom strategy, Lean process transformation, and organizational design. One of my favorite engagements involved leading a team of client change agents through a major business unit transformation. I worked hand in hand with the clients to build their capabilities and developed great relationships along the way. As a new analyst, I was able to help more than 500 people not only change the way they work but also significantly improve their personal excitement about the work they are doing.

My experience with the Operations Academy has been a key enabler for me to help clients with their toughest problems. The in-depth training taught by experts in their respective fields is a truly unique experience that I could not have found anywhere else. Finally, the people I have met, both through client engagements and the Operations Academy, are truly what set McKinsey apart.



Peter
Associate
Atlanta

Profile

After completing my bachelor's degree in electrical engineering, I started graduate school to earn my doctorate in the same field. As a PhD student, I was involved in challenging research and publishing papers, but I found that I wasn't getting the diversity in my work or the time interacting with people that I needed to stay excited. As I was searching for something new, I quickly discovered consulting, McKinsey, and, ultimately, the Operations Academy. Since then, I haven't looked back.

As an analyst and now an associate, I've had opportunities to work around the world with clients in many industries (some of which I didn't even know existed). While the diversity of work keeps things interesting, it's the level of impact we achieve during a short engagement that keeps me motivated and energized. In my first study, I was leading a department at a call center through a performance transformation. Over the course of three months, we increased its productivity by nearly 30 percent but, more important, got employees excited about their work again. During this time, there was a remarkable transition from a workplace where they were told what to do and did it blindly to one where they helped design their work processes and were engaged during every part of their day.

Throughout my time at McKinsey, the Operations Academy has played an important role in my success and how much I enjoy my work. The trainings have helped me learn about operations quickly and given me a great group of friends in the office. I still can't imagine myself doing anything else.

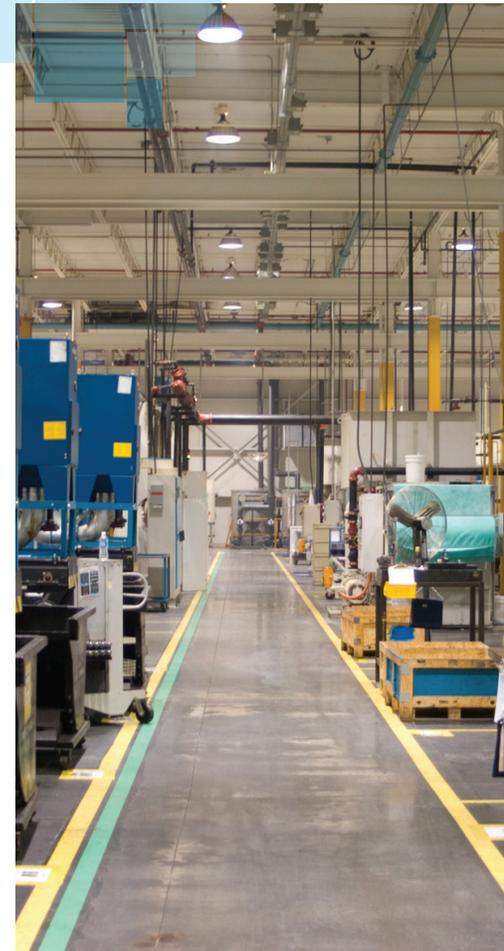


Jeff
Associate Principal
Southern California

Profile

I joined McKinsey as an Operations Analyst in the Orange County office after serving in the US Navy as a submarine officer. As an analyst, I focused on manufacturing-related engagements, but following graduation from the Operations Academy, 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 operations analysts. Now as an associate principal, I continue to be actively involved in the Operations Academy while leading service operations-oriented engagements.

Over the course of six years at the Firm, I've 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 US-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!



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