McKinsey&Company

New at McKinsey Middle East
A small book about
making a big difference

We wrote this book to showcase some of the latest tools, capabilities, and ways of working we have added to our firm in the past ten years. These new areas complement our traditional industry and functional expertise, ensuring that our clients continue to get exactly what they need to thrive.

A catalyst for change

The core of McKinsey has always been our people, industry and functional expertise, and global presence. Building upon this, we've added new areas of expertise, including advanced analytics, design, software solutions, and digital. We've also enhanced our abilities to implement change, build capabilities, and help organizations transform themselves.

Combining the full breadth of our offer today with our clients' capabilities ignites and accelerates lasting change.

Design

Solutions and assets

Analytics

Digital reinvention

Startup

Digital Labs

People and values

Deep industry and functional capabilities

Global network

The Middle East Knowledge Hub

Client learning

Transformation and restructuring

Data-driven strategy
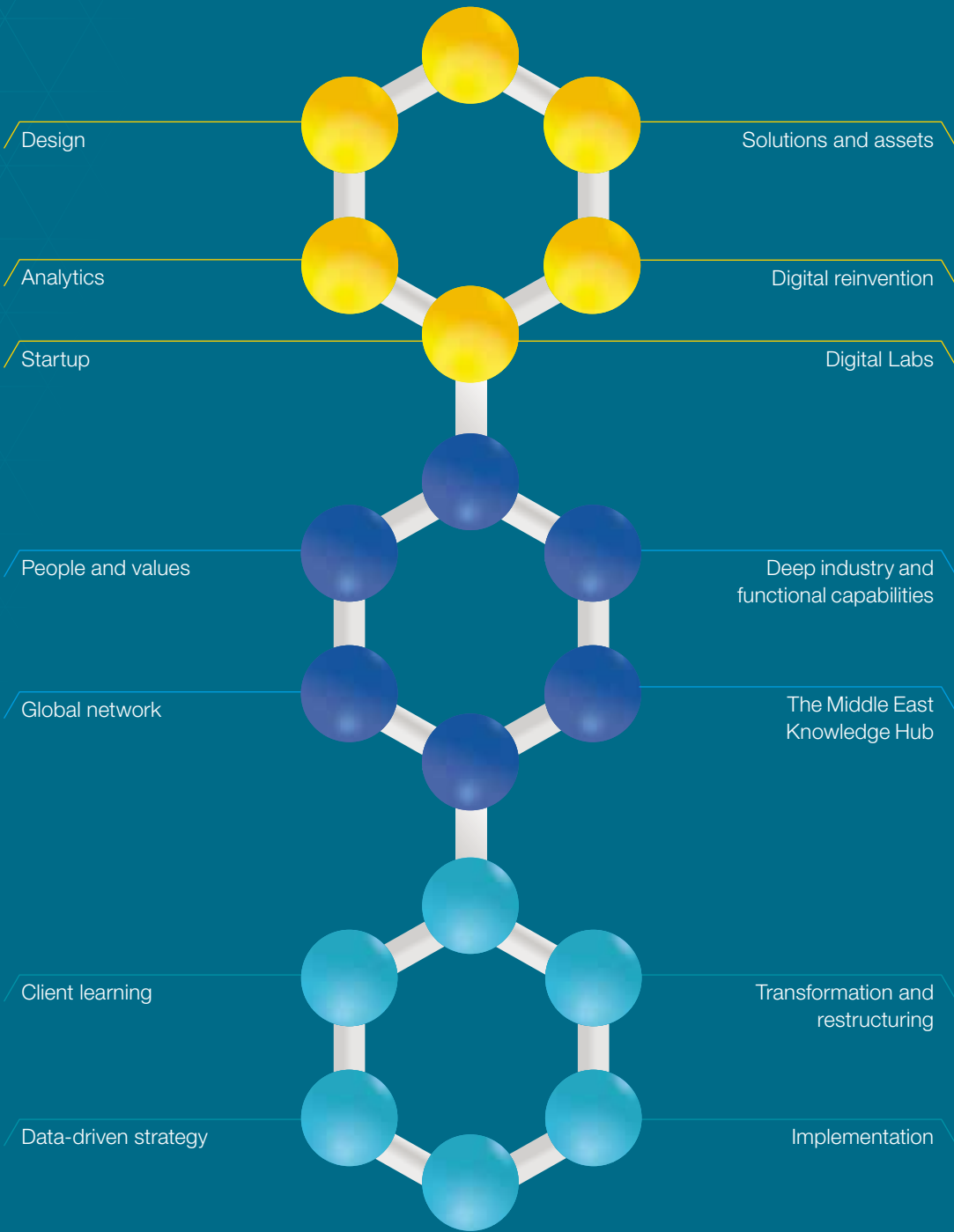
Implementation

How these capabilities come together: A client example

We bring a unique mix of capabilities, experts, and tools together for each client. The result is greater impact in the short term. And because new skills are built and core processes are improved, longer-term organizational health is also stronger.

Here is what that meant for one basic-materials client.

Engaged a traditional service team: Engagement manager + associate + knowledge expert

Specialized chemicals research and analytics shared proprietary perspectives on resin cost curves

"Having experienced people at the front line in all locations for one year is a unique model of consulting support and exactly what we needed…. McKinsey truly stands out in this regard."

Two implementation coaches supported rollout of changes over 18 months

"What I loved about this course was how applicable it was. I was immediately able to relate to and use the ideas presented."

Provided ongoing leadership training via McKinsey Academy

Diagnosis	Involvement of expert team	Implementation of a project management tool	Research and analytics	Prototype building	Implementation coaching	Skill-building workshops	Ongoing digital learning

Diagnosed procurement spending and assessed the state of the procurement function, using a specialized analytics capability for PSM[1]

Implemented Wave, a solution, to manage program office

Wave

Digital McKinsey built performance dashboard for client

Digital/McKinsey

Capability-building professionals conducted leadership workshops

"Working with McKinsey was an exhilarating experience. We went to a level of detail that we haven't experienced and gained credibility both internally and with suppliers."

"[With Wave] we spend the vast majority of time talking proactively about how we will address issues, rather than spending most of the time talking about where we are."

$4.1b

added to the client's bottom line in 13 months

1 Purchasing and supply management

Analytics

The volume and variety of available data are rapidly expanding, and so is the opportunity for leaders to improve performance by building analytics-driven organizations.

McKinsey Analytics applies the latest analytics tools and state-of-the-art techniques—like machine learning, data mining, and sequential pattern analysis—to change the way companies interact with customers and to help them optimize internal processes. As one of the fastest-growing areas in our firm, McKinsey Analytics continues to expand the breadth and depth of capabilities and expertise it brings to clients. This is in part through our external partnerships and acquisitions of cutting-edge industry players, like London-based QuantumBlack.

Our team of over 1,000 analytics practitioners comes from a myriad of industries and technical backgrounds. Our practitioners understand the underlying industry economics, customer needs and competitive dynamics. They help clients around the world translate analytical insight into real-world strategies and impact. Once tools and models are implemented, we ensure that our clients build sufficient capabilities so that analytics becomes a long-term competitive advantage.

GLOBALLY

2,000+
analytics projects across all industries and functions in the last year

1,000+
dedicated practitioners

Q&A with Vinay Chandran, Partner, Dubai and Luay Khoury, Associate Partner, Dubai

Please tell us a bit about your background and what brought you into the field of analytics.

Luay: My interest in Advanced Analytics dates back to my undergraduate days. At McKinsey, my passion for analytics continues because I see the potential of Analytics and the challenges my clients face in capturing that potential. My clients are excited by how transformative Analytics can be for them. I really enjoy working with them to turn the opportunity into reality. It's very powerful when you jointly build something new that really drives positive change in their organizations.

What value do digital analytics tools bring to our clients?

Luay: Advanced Analytics today is different from analytics our client have used in the past. McKinsey has invested heavily in Analytics capabilities and new tools which open up massive new opportunities for our clients. More importantly, we can now integrate new technology assets, data science, and software engineering talent with the traditional domain expertise and implementation capabilities of McKinsey. It's a brilliant combination. The biggest challenge I see business leaders facing is translating analytics output into action. The new tools help bridge this gap.

What difference do you see between analytics today, and how analytics was done in the past?

Vinay: Exploding data and processing power combined with advances in statistical methods have enabled data driven institutions to generate disruptive insights and competitive advantages. For example, in the last 2 years we have witnessed the generation of 90% of the data ever created. This presents opportunities which simply did not exist even 5 years ago.

What are the challenges when translating analytics output into action with clients?

Vinay: Institutions need to build a unique set of capabilities in order to scale their analytics efforts and embed this into the way of working. Several questions are pertinent in building this capability e.g., how to build and capture the business value in an agile approach? What is the optimal organization structure to move forward? How will we attract the right analytics talent? These are some of the key questions we help clients think through and overcome. The solutions are tailored depending on their current maturity, market context, and ambition levels.

Solutions and New Ventures

Today's winning organizations need a combination of strategic insight, domain expertise, data, and technology; our response is solutions-based consulting.

McKinsey's suite of solutions packages uses proprietary data, software, analytics, and expertise to provide clients with a clear view of complex problems. Solutions are configured to solve challenges in a measurable and repeatable way, equipping clients to make better decisions for their businesses. Clients work with these tools either alongside our engagement teams or by integrating them into their own business processes.

Our solutions deliver meaningful impact through the following:

Diagnostics: identify improvement opportunities by benchmarking against peers and best practice.

Market Intelligence: provides insight into supply/demand trends and profit pools.

Management Technology: transforms the way critical business processes are measured and managed.

Analytics: improve business outcomes by leveraging big data for better business decisions.

Q&A with Alberto Alvarez,
Senior Partner

What role does New Ventures play in the development of solutions?
New Ventures is the umbrella "practice" which has been at the heart of launching, growing and scaling our new solutions. New ventures start up and develop strategies to help McKinsey identify big ideas, invest in them, and assemble world-class solutions teams to turn them into reality. We hire people into the solutions and put together a proper governance structure. Our solutions then integrate seamlessly with our practice and client service teams to bring those innovations to our clients.

What is coming next for solutions?
Constant innovation in all sectors and functions is what is currently happening in the solutions space. Every day, colleagues develop plans for potential businesses they would like to startup within McKinsey, and they submit for funding through McKinsey New Ventures. Other colleagues are on the lookout for external acquisitions (e.g. QuantumBlack) or strategic partnerships in innovative areas. We also have specific areas of further focus like a special initiative on Internet of Things (IoT) in New Ventures.

Can you share an example how solutions helped a client?
Our solutions are deployed at many clients in the region and beyond. For example, our Recovery and Transformation Services teams use the Wave solution to track and monitor initiatives across wide ranging change programs, especially useful when participants are dispersed and there are large numbers of initiatives to track and monitor. Our colleagues working in mining also rely on MineSpan and MineLens solutions which give global benchmarks, strategic information, data processing power, and key metrics to prioritize value creation opportunities.

GLOBALLY

1,500+
people across solution teams

85+
technology-based solutions

Knowledge Hub
Regional knowledge with global innovation

McKinsey Middle East Knowledge Hub is a pioneering knowledge institution that brings deep local expertise to our client engagements. Regional knowledge and insights assume an even greater significance in the unique socio-economic environment in the Middle East. Our knowledge hub follows a highly specialized model across 10+ service lines to build a diverse suite of knowledge-offerings that are most relevant for regional clients. Our proprietary tools are designed by combining local context with extensive capabilities from our global practices.

In order to create sustainable impact in the Middle East, we aim to serve as the premier 'leadership factory' for incubating thought leaders from within the local ecosystems, for governments, business communities, and society at large. This is reflected in our recruitment of the best regional talent from local and international universities. Our knowledge consultants are provided distinctive learning and professional development opportunities, allowing them to shape their program to reflect the areas they are most passionate about.

REGIONALLY

200+
practice documents published

66%
of our knowledge professionals are women

Q&A with
Rupinder Kochhar, ,
Research Manager,
The Middle East
Knowledge Hub

How did the Middle East Knowledge Hub come to being? What was the reason for setting it up?
McKinsey Middle East Knowledge Hub was founded in 2014 to incubate distinctive regional knowledge capabilities for serving our clients and communities. We strive to create impact along three dimensions: i) embedding deep local expertise in every client project, ii) fostering a culture of knowledge entrepreneurship, iii) nurturing knowledge leaders who can shape the future of the region

What value does the Knowledge hub add to clients through a typical project?
Knowledge Consultants are deployed on client projects to drive content workstreams in their area of expertise. They challenge the team and client thinking by applying deep research-based insights to problem-solving. They build knowledge continuity driving ownership and enhancement between successive client engagements.

We also serve clients on independent projects (8-12 weeks) driven directly from the hub. These are focused primarily on helping clients build their research and analytics capabilities.

What might surprise a client about the work that the knowledge hub does?
We operate at a unique intersection, being part of a global knowledge network (2000+ knowledge professionals), and closely deployed with local clients. This sweet spot helps us identify opportunities for cutting edge innovation and tailor them to regional context.

Can you give us an example of where a client was really surprised at the value the knowledge hub could add?
There are several examples where our knowledge analysts have jumped in to create innovative tools and solutions such as data studios, interactive dashboards, social media analysis, benchmarking indices, future readiness indices and rapid diagnostics. Our clients have often requested workshops and training sessions that are run independently by our knowledge consultants.

Knowledge Hub
Our tools and expertise

Today, we offer specialized regional knowledge at the size and scale our clients need to solve their toughest challenges. While we advise clients on a range of topics, we are particularly focused on education, economic development, healthcare, banking, digital, data analytics, social media analytics, telecom, retail, and mining. Over the past 4 years, we have built a credible portfolio of proprietary tools and productized knowledge offerings.

Some of our recent proprietary knowledge tools:

Hospital 360° Diagnostic: A diagnostic tool that assesses hospitals along 4 dimensions and 62 processes/functions. It aids decision making for sustainable hospital performance improvements, helps prioritize initiatives based on key performance indicators and monitor performance of implementation through easy to read dashboards.

Mining Sector Model: A mining specific database/model that i) maps out the current GDP contribution across minerals value chain ii) identifies the top mining projects across different value chains and their financial viability (eg: IRR, Capex, Revenue, profitability) and iii) outlines the socio-economic impact (eg: number of new jobs, contribution to GDP in the future).

Digital Diagnostic Database: A proprietary database that benchmarks the digital touchpoints (website/app) for customers in industries such as telecom, airlines, and banking, and helps create country specific deep-dive benchmarking across local/global players and identifies best practice learnings.

REGIONALLY

270+
client projects

20+
proprietary tools developed

Ahmed El Sawah
Knowledge Analyst, Dubai

Education: Al Faisal University, Riyadh, Bachelors in Business Administration

"My most memorable client experience involved building a leadership academy. The client, a government entity, was struggling to strategize and plan for the future amidst growing uncertainty and new disruptive technologies. We helped the client build a disruptive leaders academy and secure the funding required to get it up and running."

Maryam Hoballah
Senior Knowledge Analyst, Dubai

Education: University of London, MA, Law, Development and Globalization; American University of Beirut, BA, Economics

"I expected to learn something new every day. My experience at McKinsey has exceeded my expectations. Every single day is different. I am given the chance to explore. Not only do I learn about different topics, but I am constantly learning about myself, as an individual, and about life. For me, the most unexpected part of working at McKinsey is the degree of trust you can earn. The standards are very high, but once you prove yourself, you earn a great deal of trust and freedom. This makes you feel like a leader in your own space, accentuates the non-hierarchical nature of the Firm, and makes your personal impact clear on a daily basis."

Amna Fatani
Knowledge Analyst, Riyadh

Education: Georgetown University, M.A. Human Development, Education and Human Capital Development; King Abdul Aziz University, Jeddah, B.Sc. Business Management, Human Resources Development

"I absolutely love working with people around the world on the issues I am most passionate about. For example, I have worked with senior economists at the McKinsey Global Institute on projects related to labor and economic development. These connections have helped shape my understanding of global trends at a much deeper level."

Maha Talaat
Senior Knowledge Analyst, Dubai

Education: New York University, MPA, Public and Nonprofit Management and Policy; Carnegie Mellon University, BS, Business Administration

"I want to help make people's lives better. So, I came to McKinsey with an established desire to work in the public sector. I was able to pursue my passion and chart my own course by establishing the Middle East Knowledge Hub's service line on Education. I was encouraged to develop knowledge and tools and explore different ways of delivering impact through on-site and remote staffing. With a group of talented colleagues, we then expanded the Education service line to the broader Public and Social Sector practices."

Sara Abdel-Karim
Senior Knowledge Analyst, Riyadh

Education: University of London, King's College, M.P.H. (Masters) Public Health and Health Policy; University of Warwick, M.B.B.S Medicine; University of London, King's College, B.Sc. Biochemistry

"I was really missing working in a hospital when I began a hospital transformation study. We were interviewing staff across several departments – one of which was a pediatric intensive care unit. We had a chat with the nurses in the unit. They introduced us to a 7-year-old boy who had spent his entire life in the unit. My interactions with this boy helped me realize that I continue to serve patients at the bedside, despite not being in hospitals all the time."

Osama Alshathri
Knowledge Analyst, Riyadh

Education: King Saud University, Riyadh, Bachelors in Industrial Engineering

"When you prove your commitment, people trust you with very important work. I was fortunate to collaborate with three partners to help create real impact in a country. It was a unique experience in which I met over 15 ministers while working to achieve our client's objectives. This type of exposure is unique in terms of content and responsibility."

Q&A with Gemma
D'Auria, Partner, Dubai

OrgSolutions

In today's competitive environment, unleashing the power of people-driven performance is critical to success.

In top companies, employees create value for stakeholders, thrive professionally, and innovate to stay ahead of the pace of change. We help clients get there through OrgSolutions, our suite of tools developed to improve organizational effectiveness.

OrgSolutions, which includes the Organizational Health Index (OHI), OrgLab, People Analytics, Infulencer, Top Team Effectiveness, and Nerve Center, tackles items we see on every C-Suite agenda:

- Matching talent to value creating levers
- Recruiting developing and retaining top talent
- Driving transformational change
- Fostering a culture to sustain performance and health
- Optimizing organizational structure and process
- Developing the leaders of today and tomorrow
- Increasing organisational agility

Powered by advanced analytics, innovative technology, and the experience and expertise of McKinsey consultants, OrgSolutions is paving the way for leaders to make effective organizational decisions for today and the long term.

How does health relate to a company's performance?
Organizational health is more than just happy employees; it's the ability to sustain performance over the long term by having employees who demonstrate three key competencies: they understand where the organization is going and how it plans to get there; they have the tools, capabilities, and motivation to put those plans into action; and they are encouraged to innovate and adapt in order to stay ahead. Our research confirms that companies with the top scores outperform their 'unhealthy' peers.

What role can data analytics play in improving organizational performance?
Analytics can be applied to many existing sources of employee data to help identify trends which are used to shape future human capital practices and decisions. Using data to understand the leading indicators and enablers of employee success creates opportunities to address all aspects of the life cycle – i.e. recruit the right profiles, invest in learning and development targeting improved productivity, match talent to value, and identify top performers.

How can an organization's design affect its ability to perform?
Our research shows that flatter organizations with optimized managerial spans of empowerment are a key foundation of organizational agility, with huge efficiency-gain and cost-savings potential. A fresh look at simplifying the management structure can lead to higher performance and have a positive impact on workplace culture, developing teams who are truly cross-functional, and collaborate, finding new ways of working . Through successful application of OrgLab globally, we

have found a 10 to 30 percent managerial headcount saving opportunity in many organizations.

How can organization science be used to deliver value at scale?
The ability to understand the key value drivers and match talent to value is at the core of what we call HR 3.0. We help clients do this through solutions such as Nerve Center, a central leadership command center that monitors performance data.

GLOBALLY

8,000+
OrgSolutions engagements

400+
organisation experts

Design

In a world where competition can come from any geography or sector, and customer loyalty can dissolve in a click, the most reliable path to growth is meeting customers' unmet needs. Design thinking is how leaders fill those gaps.

Design thinking is at the core of creating seamless and simple customer experiences. To deliver on that, we involve customers at every point of the process to understand what matters most to them.

McKinsey Design brings art, clarity, and empathy to the process of creating new products, services, and experiences. We have more than 250 designers, in 12 studios on four continents, including leaders and full teams who joined us from iconic design-only agencies—like LUNAR and Veryday—and from digital-native companies. They bring exceptional design talent as well as industry expertise, commercial insights, and analytical rigor.

Together, our talent and tools enable us to quickly invent, prototype, launch, and scale new concepts for our clients. We do this in ways that are collaborative, agile, and focused on driving sustained growth.

GLOBALLY

500+
patents granted
to our designers

400+
international design
awards won

Q&A with Nelee Sim, Executive Design Director, Experience Design, San Francisco, and Jeff Salazar, LUNAR Partner, San Francisco

How does design thinking help our clients?
Nelee: At McKinsey Design, our sweet spot is working with organizations on large-scale growth programs that require a combination of business foresight, creative vision, and organizational agility. For these organizations, our human-centered design approach helps them connect with customers' needs, develop visionary strategies and road maps, and build inspiring products and processes.

Jeff: Great design helps our clients stand out in a crowded market by taking a deeply customer-centric perspective—one that skillfully weaves together an emotional brand connection with a clear and unique business proposition. Combining design with McKinsey's traditional strengths of analytical rigor and deep industry expertise helps us strategize and deliver more impact than a pure strategy or design firm could.

What is attracting top design talent to McKinsey?
Nelee: Designers at McKinsey are a unique breed, with varied backgrounds. They come here at the top of their fields, with expertise that in another era would have led them to start their own companies or go in-house. But, instead, they are realizing they can have the most impact on the world by joining our team and paving the way for design, technology, and business partners to transform global industries together.

What has the acquisition of LUNAR brought to our clients?
Jeff: LUNAR brings together the best of innovation and design to deliver compelling and relevant end-to-end products, services, and experiences. By infusing design into McKinsey's core strategy, operations, and analytics work, we are helping clients make breakthrough products, services, and experiences a reality, while fueling innovation and growth.

Q&A with
Kate Smaje, Senior
Partner, London

Digital reinvention

The one question that every executive ultimately needs to ask is, "What business are we in?"

The answer to this question is the basis for harnessing digital to find new, significant, and sustainable sources of revenue. In some sectors, in fact, digital is already driving more than 100 percent of growth. Capturing that value requires moving beyond merely "being digital"—i.e., having a digital arm or using digital channels—and taking steps to reinvent the business itself. That means being able to continuously change the customer experience, market position, mission, and even a company's business model.

Successful digital reinvention starts with transforming the core of the business: the company's value proposition as enabled by its people, processes, and technology. The process can start with building new businesses and launching pilots, but to get the full value from digital over time, companies must ultimately change the way they work.

Digital McKinsey brings together expertise in technology, design, strategy, organization, and analytics to help clients reinvent themselves. We partner with our clients to build, operate, and then transfer new capabilities, so clients can thrive over the long term.

GLOBALLY

2,000+
digital experts

300+
relationships with software, analytics, and tech platforms

What should companies prioritize in a digital transformation?
Flexibility. Given how fast things change, any business investment will need to build flexibility into the process and the systems, so they can adapt. What really matters in the digital age is whether the organization is ready to pivot.

What is digital's role in delivering a seamless customer experience?
Digital is not an end; it's a means to an end in itself. Unfortunately, many companies want to be digital rather than figuring out how to create a better business using digital. Digital should make customer experiences better, faster, and cheaper. Digital is oil in the engine that makes the experience as friction-free as possible.

What are the top three priorities for upgrading a company's digital culture?
The first is role modeling. Employees need to see executives not just talking digital but acting digital. The second is vision. Leadership needs to provide a clear vision about why digital is important and how it will be incorporated into the DNA, not just put a digital lick of paint over everything. Last is internal disruption. Companies need to challenge their people about how digital is going to allow them to do something different, which often means disrupting their own organization.

What might surprise a client about Digital McKinsey?
Some might be surprised to know that we can bring top-notch capabilities through our ecosystem of alliances and partnerships. This allows us to help our clients with everything from uncovering key insights, developing strategies, and bringing a product or service to market in a way that limits risk to the business.

Digital reinvention
Digital Labs

Tomorrow's strategy, delivered today.

Today's market is moving faster than ever before. In a constantly changing environment, organizations require technologies that enable them to react quickly. Custom-designed digital strategies and innovative systems are two key factors for sustainable success in our digital world. With the right approach, organizations cannot only become more efficient, but also more engaged with their customers.

Digital Labs brings together experts in design, product & data engineering, platform architecture & transformation, digital marketing, agile transformation and intelligent systems to help clients discover their potential by creating experiences, products and new businesses.

To guarantee a seamless implementation of our strategic recommendations, our multidisciplinary team is fully integrated with our consultants around the world. Digital Labs complements our rigorous problem solving with cutting-edge digital tools and user-centric design thinking.

REGIONALLY

37+
of team are women

80+
projects completed

Q&A with
Krystel Kouyoumji,
Experience Design
Director, Dubai and
Tala Nsouli, Digital
Manager, Dubai

Why did you join Digital Labs?
Krystel: I joined Digital Labs as I wanted to get involved with clients even before the problem statement had been defined. Digital Labs is at the forefront of solving the most complex business problems by combining McKinsey strategic focus with design thinking. Digital Labs partners with our clients to create digital experiences, products and businesses.

Tala: Digital Labs is the firm's response to the global disruption caused by ongoing and rapid digitization. I wanted to be part of this fast-growing McKinsey "start-up" that will help shape the region's digital landscape.

What is attracting top digital experts to McKinsey?
Krystel: At McKinsey, we work on studies that shape the way a government works, or the way a multinational company company interacts with its customers – it is truly inspiring and creates meaningful impact for our clients - people want to be a part of this exciting journey.

What kinds of problems does Digital Labs respond to?
Tala: Digital Labs has a wide-reaching brief, but most commonly we start by helping clients develop and define their digital agenda. We understand their customer needs, uncover opportunities, and design, test, and build digital products. Through collaborative design and coaching we help client teams build their capabilities in preparation to take over the products.

Can you give us an example?
Krystel: We recently worked with a bank that was late in coming to the digital world. In less than 4 months we launched a new product offering, working with the client team to design the customer experience, user interface, and their new digital channel. We supported the client to become more agile in their approach, getting rid of the traditional cubicles and fostering knowledge sharing through weekly teammate talks– as well as sharing a team pizza! We also helped the client to find the right talent by helping to design the technical interviews for candidates.

Middle East Fuel Ignition Startup Club

Q&A with Hana Dib, Engagement Manager, Dubai, and Marc Homsy, Engagement Manager, Dubai

McKinsey's Middle East office launched a startup club to help young companies in the region think about their most important challenges and how they can overcome these to accelerate growth.

We connect these companies with experts, and each other, to bring the latest thinking on the topics which are most important to them. The Middle East Fuel Ignition startup team is young and diverse, bringing together people from McKinsey offices all over the world, including Silicon Valley, Berlin, London, and the Middle East.

The club helps to build a network amongst startups in the region and bring them closer to some of the larger corporations in the region. This helps foster peer learning and builds networks which accelerates growth.

What excites you about the field of entrepreneurship?

Marc: I find it extremely interesting how entrepreneurs choose a risky path for the sake of following their passion and trying to unlock value. Being part of McKinsey provides a unique opportunity to enthusiasts with entrepreneurial spirit to bring together a network of smart and knowledgeable people around a common challenge.

What value can our service offer to startups?

Hana: Our experts have diverse backgrounds and deep experience in different industries and regions, both with large corporations, and governments. They bring a lot of rich ideas and experiences to the startup ecosystem. We also offer great networking opportunities for startups. We can get them in touch with each other, or with any of our experts and specialists worldwide.

How do you evaluate the region in terms of opportunity?

Marc: The Middle East has a wealth of opportunities for entrepreneurs and investors. With highly engaged government leaders, a growing intellectually curious population and vast amounts of natural resources, the Middle East is quickly becoming a major global hub for startups to tap into the regional (and in some cases global) markets.

What has been your most memorable work experience?

Hana: I was part of the launch of the Digital McKinsey Middle East report during the Gitex conference in 2016. This conference was attended by leading business people in the Middle East, which made it exciting to be a part of. Bringing real insights and learnings to a region keen to expand is very rewarding.

What value do you think supporting startups bring to McKinsey?

Marc: Engagements between McKinsey and startups are symbiotic: McKinsey brings a new perspective to entrepreneurs, backed by global expertise and top down strategic thinking. Startups remind McKinsey consultants of the limits that are constantly being pushed in several fields, allowing us to equally push our boundaries and bring the best of the world to our clients.

GLOBALLY

2,000+
consultants leveraged

REGIONALLY

100+
scanned startup companies

Bringing empirical rigor to strategy

Strategy today is powered by rich, empirical data. This is an integral part of helping clients make bold moves to beat the odds.

McKinsey's Strategy and Corporate Finance Practice has done extensive research on the economic performance of companies over long periods of time. We've found that 60 percent of companies effectively produce zero economic profit, and that the odds for a midtier company to reach the top quintile and earn economic profit are just one in ten.

That's a daunting picture, but through our large-sample learning and behavioral insights, we have identified the levers companies can pull to improve those odds. Organizations can create significant value by making more and bigger moves, backing them with appropriate resources, and constantly calibrating performance over time. A winning data-driven strategy is a journey, not a project.

GLOBALLY

70%
of Fortune Global 100 served on strategy issues

70,000+
companies tracked over 60+ years in our Strategy Analytics Center's Corporate Performance Analytics tool

Q&A with
Chris Bradley,
Partner, Sydney

What is different about strategy today?

The core principles of strategy aren't changing, but there are huge shifts in how we inform and deliver strategy. The increasing availability of data and creative ways to mine it are producing an empirical revolution. We can now make statistically valid claims based on our long-term tracking of corporate performance. But just as we are getting smarter, the task is getting harder, because the stage on which we are developing strategy is much less stable and more disrupted. The basic economics of strategy haven't changed, but radical cost innovations, network effects, and the dramatic speed of development mean those economics are producing much stranger results. It means strategy needs to be bolder and faster moving.

What does the nature of a strategy project look like today?

Accompanying our empirical revolution, we are also bringing our approaches up to speed with the best thinking in adult learning and cognitive psychology. Strategy is a social game: teams need to adapt their beliefs, people are effectively competing for resources, traditional power bases are challenged, and conflicting incentives and time horizons are at play. Given this, a really great strategy intervention is going to look more like a journey for the top team than an analytical project. It's going to be integrating a lot more lenses and viewpoints, and because we are forming new beliefs, it's going to be a little less mechanical and clean, and a bit more interactive and iterative.

How do we get more truly bold strategies?

First, knowledge is power. A lot of business leaders just don't know the empirical facts of strategy: it is almost impossible to defy a trend, and in the long run it is submarket selection at a granular level that makes the difference. Second, we need to address the inertia of companies, which means upending the traditional approach to planning. Finally, boldness comes from achieving deep conviction. Our strategy processes need to be more demanding of us and aimed at testing our underlying assumptions.

Q&A with with Dana Katerji, Implementation Coach, Dubai, and Ramez Haddadin, Implementation Leader, Dubai

Implementing change

Executives say that implementation is the most important component of any major change effort—and that stronger execution capabilities lead to greater financial value creation after the change effort.

McKinsey Implementation is about accelerating, amplifying and sustaining impact. Our hundreds of experienced implementation consultants work side by side with our industry and functional experts, bringing delivery capabilities to our traditional consulting work.

We work directly with clients at all levels to help them deliver results, build capabilities, and integrate implementation skills into business practice—an approach that helps companies and governments sustain improvement long after a project ends.

Our clients realize rapid, significant, measurable improvements in productivity, costs, quality, and time to market. And most importantly, client teams build the skills needed to lead change over time.

What was your experience before joining MI?
Ramez: I have 9+ years of experience in the building materials sector where I managed the operations of cement plants in 3 different countries across Middle East and Europe.

What is different about MI?
Dana: McKinsey Implementation complements the traditional McKinsey offering. We provide tailored support options to help clients accelerate execution and sustain results by building the capabilities needed to ensure continuity and success even after we leave. McKinsey Implementation is a unique combination of people with deep expertise and best-in-class solutions and tools.

Can you give us an example of implementation engagements you have led?
Dana: I had the opportunity to be part of large-scale implementation and transformation programs in banking, airlines, and public sector.

Ramez: Most of the work I do is in manufacturing transformations in the Global Energy Materials (GEM) and pharmaceutical industries.

What is the typical impact?
Dana: My favorite was a retail transformation program for a bank which led to a 35% increase in customer acquisition and 95% increase in existing customer sales in less than 6 months.

Ramez: One of the most impactful projects I worked on was a lean manufacturing transformation for an international pharmaceutical client where we transformed the operations of 5 pharmaceutical plants across Middle East and North Africa.

500+
implementation consultants

$19b+
impact delivered to clients' bottom lines in the past two years

Digital manufacturing line at the Lean Experience Factory, Venice

Capability building

Locations:
Aachen, Germany
Amsterdam, The Netherlands
Atlanta, USA
Beijing, China
Casablanca, Morocco
Chennai, India
Chicago, USA
Darmstadt, Germany
Erlangen, Germany
Gurgaon, India
Johannesburg, South Africa
Karlsruhe, Germany
Luxembourg, Luxembourg
Lyon, France
Munich, Germany
Salvador, Brazil
San Francisco, USA
Singapore, Singapore
Taipei, Taiwan
Venice, Italy
Wroclaw, Poland
Yekaterinburg, Russia

Organizational transformations often fall short of achieving full impact. Our model factory environments help teams and managers build the skills needed for long-term success.

Only one-third of transformations achieve full impact. That's because most companies do not place enough emphasis on building new skills that can be scaled to the entire organization.

McKinsey's global network of capability centers helps our clients improve their performance through hands-on learning programs. In just the past year, we have enhanced our centers with advanced digital capabilities, like 3-D printing, predictive maintenance, and machine-to-machine communications to enable our clients to capture their full digital potential.

Our capability centers have been designed with adult-learning principles in mind to create an ideal environment for stretching participants' thinking and developing the skills needed most in large transformations. They employ experiential learning, risk-free settings, real-work circumstances, and expert faculty that enable our clients to apply these capabilities directly.

GLOBALLY

20+
capability-building centers and model factories

6,800+
capability engagements in the past five years

Leadership development

Developing leaders is critical for building a healthy, growing organization. From digital courses to in-person workshops to multiclient forums, we help our clients bolster their talent with immersive learning experiences.

With technology and behavioral science, we see an opportunity to rethink corporate learning and professional development, make them measurable, and drive significant impact for the overall business. In our experience, the most effective learning comes from the interaction of peers facing similar challenges as part of a development program anchored in real day-to-day work.

McKinsey Academy, our leadership development platform, accelerates transformations of individuals, companies, and countries by unlocking people's potential. Drawing on decades of work with our clients and deep knowledge of their industries and specific situations, McKinsey experts, consultants, and academics teach these experiential programs either in person, online, or through a blend of both.

GLOBALLY

50+
custom leadership development programs

10,000+
participants in digital courses since 2014

Q&A with
Nicolai Nielsen,
Expert Associate
Partner, Dubai

Why did you join McKinsey Academy?
I am passionate about people in general, and specifically capability building, facilitation, and leadership training. McKinsey Academy allows me to engage with clients intellectually and on the level of personal transformation. It was a natural fit.

What's the experience like for clients?
The best words are 'performance-oriented' and 'transformational'. Performance-oriented because we always tie a leadership development or capability building intervention back to the broader organizational strategy. This ensures that what we do helps participants become better at their daily jobs, and deliver on their performance objectives. Transformational because we focus on behaviours and mindsets, and

address the dimensions of what a leader should do, know, and be.

What problems can we help clients solve?
We typically help client organizations navigate major changes like CEO transitions, mergers, acquisitions, turnarounds, or new strategies. We help clients build the skills and capabilities, at all levels of the organization, that they need in order to successfully lead through the change.

Can you give us an example?
We recently partnered with one client to build, from the ground up, an internal leadership institute. We helped the client overhaul its leadership model and then design, build, and deliver leadership programs for thousands of employees. The institute is now a world-class leadership facility as well as the custodian of the company's culture and values.

Q&A with Mustafa Rakla, Partner, Dubai and Mark Blackwell, RTS Senior Vice President, Dubai

Transforming organizations

Helping organizations seeking a step change in results, whatever their starting point.

RTS is a special unit of McKinsey that delivers a proven approach for transformational change to clients seeking radical and sustainable performance improvement.

Recognizing that most efforts to transform corporate performance do not succeed, RTS was founded in 2010 to change those odds. Over the last several years, we have worked with leaders of more than 100 organizations around the world and across sectors.

RTS also includes a group that specializes in corporate restructuring and distressed turnarounds.

Most of our clients are "good to great" stories, driven by leaders with a desire to capture untapped potential. Others face significant external challenges or industry discontinuities.

We bring the best of the firm to every engagement—extensive industry and functional knowledge, a global footprint, proprietary tools, and a broad network of relationships.

Why did you join McKinsey's recovery and transformation team

Mark: Until I had experienced RTS first hand as a client, joining a global consultancy was never on my radar. The impact RTS had was transformational (both on myself and the business) and ignited a passion in me. Becoming part the RTS family at McKinsey in the Middle East was an opportunity I could not turn down.

What kind of problems does RTS respond to?

Mustafa: Research shows that over 70% of transformation programs fail. To improve the odds of success

we take a radical approach to transformation and restructuring. This playbook is industry and geography agnostic and brings McKinsey expertise, coupled with industry veterans, to deliver a change program. We measure tangible financial results and implement in the shortest possible timeframes.

Can you give us an example?

Mark: RTS is all about operational delivery and driving impact for our clients whether it be a 'burning platform' or moving business performance from 'good to great'. RTS in partnership with Digital

Labs and Advanced Analytics recently delivered a transformational program for a Middle East client in cash collections and bad debt management. Over a period of 12 months we enabled our client to collect 40% more cash in a single year compared to anytime in the last 10 years. The platform we built, operated and transferred, is now the central platform for all billing & collections and bad debt management.

Mustafa: Our client, a market leader in the region, was facing aggressive attack from competitors. This had

caused 10 quarters of market share loss, and was impacting profitability.
We set out to completely redesign the portfolio – mapping and improving sales processes and improving the customer experience. At the same time we radically reduced costs so the client could re-invest this capital back into the business. After 6 months the market share drop had stopped, and after 12 months the market share and EBITDA share of industry was trending upwards.

GLOBALLY

100+
clients served globally

5b+
CFO-certified bottom-line impact

Our people

Our Middle East presence
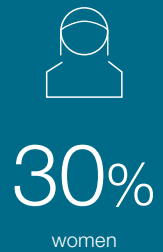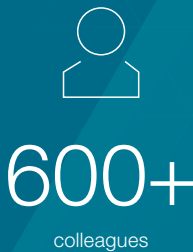
Our consultants include medical doctors, professional musicians, engineers, business managers, Olympic athletes, civil servants, entrepreneurs, and research scientists. They join McKinsey for the opportunity to apply their talents to complex, important challenges and to build on their strengths by working with experts all over the world.

We pride ourselves on the integrity and values that remain the same, even as the face of our firm changes. A diversity of background, discipline, gender, nationality, and outlook ensures our clients receive a singular balance of deep and broad expertise.

Our consistent approach to recruiting and developing our people, regardless of their background and locations, gives us a significant advantage. It allows us to take a creative approach in solving complex problems and make lasting improvements to our clients' performance anywhere in the world.

60+
years in the region

2,500+
client engagements since 2010

8
office locations

600+
colleagues

30%
women

60+
nationalities

One global firm

Our practices

Our work with clients has always been at the intersection of deep industry expertise and extensive functional capabilities. This continues today across our 22 sectors and 12 business areas and is bolstered by the new capabilities, tools, and people profiles being added in each practice area.

We will continue to develop new disciplines to ensure our clients experience results that are bigger, faster, and more sustainable than ever before.

Industries
Advanced Electronics
Aerospace & Defense
Automotive & Assembly
Capital Projects & Infrastructure
Chemicals
Consumer Packaged Goods
Electric Power & Natural Gas
Financial Services
Healthcare Systems & Services
High Tech
Media & Entertainment
Metals & Mining
Oil & Gas
Paper & Forest Products
Pharmaceuticals & Medical Products
Private Equity & Principal Investors
Public Sector
Retail
Semiconductors
Social Sector
Telecommunications
Travel, Transport & Logistics

Business functions
Analytics
Design
Digital McKinsey
Implementation
Learning Programs for Clients
Marketing & Sales
Operations
Organization
Transformation & Restructuring (RTS)
Risk
Strategy & Corporate Finance
Sustainability & Resource Productivity

Our geographic reach

We continue to expand our global network
of experts, capabilities, and tools by opening
new offices around the world and bringing
external organizations into our firm.

120+
cities

60+
countries

26
offices opened since 2010

Amid all that is changing at our firm, some things never do. We remain true to our foundational strengths and innovative spirit. These help ensure we always stay relevant to the leaders of the world's most important organizations and provide them with the advice and tools to grow and lead in a sustainable way.

For more information,
visit McKinsey.com/middle-east.