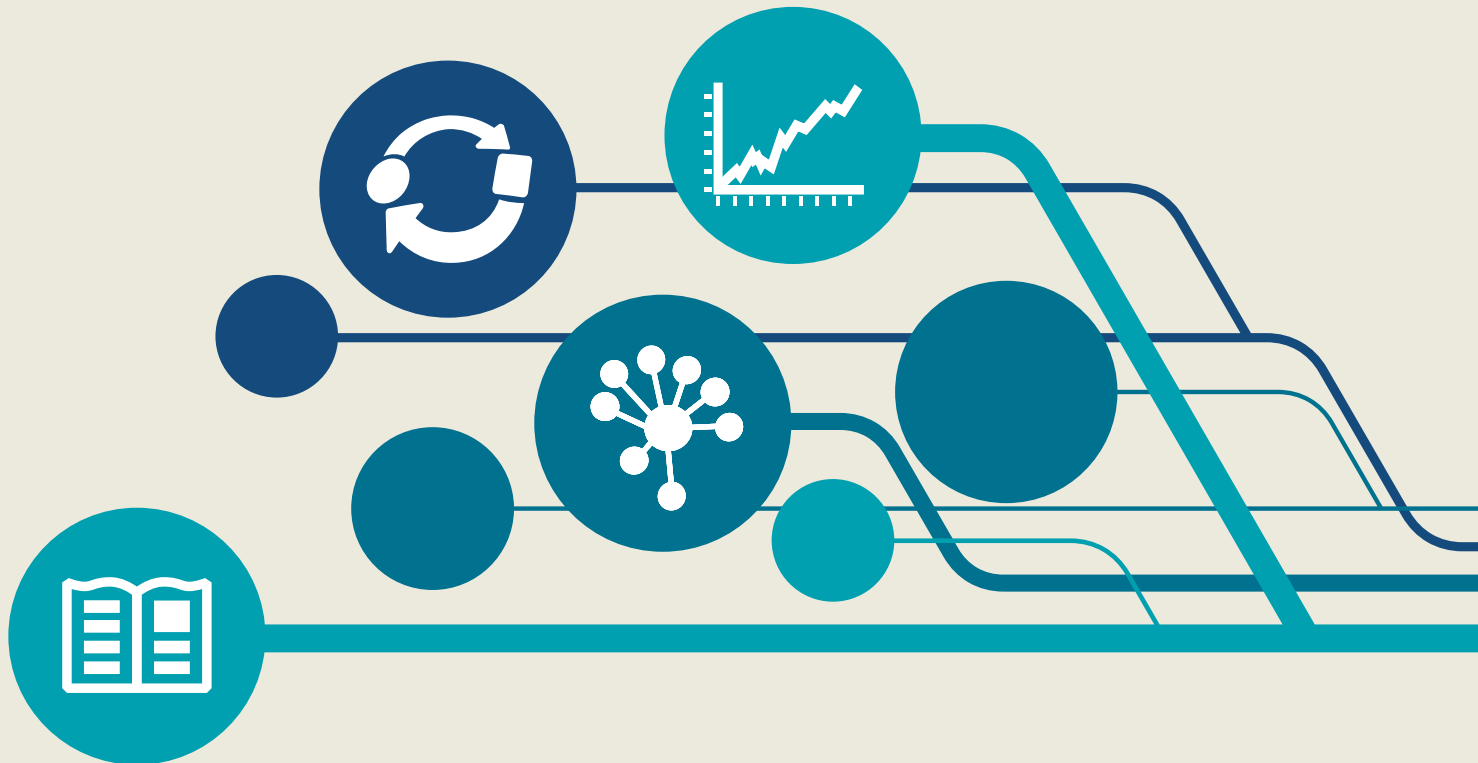


McKinsey Operations Practice Operations Excellence Program

Developing world-class specialist consultants
Advancing operations knowledge





The McKinsey Operations Practice

The McKinsey Operations Practice is the largest organization of its kind in the world. We help our clients tackle challenges in capital projects & infrastructure, product development, procurement, manufacturing, supply chain management, service operations, and implementation. Our teams combine the comprehensive business understanding that underpins all McKinsey disciplines with practical operations expertise in a wide range of industries worldwide.

The McKinsey Operations Practice has supported more than 8,300 projects worldwide over the past five years: one in every three McKinsey projects now involves operations topics. Today, the practice operates in some 100 locations in 58 countries with more than 1,300 consultants, over 400 of them in Europe.

The Operations Excellence Program

We established our first early-tenure program in the mid-1990s. Faced with rapidly growing demand from clients for help in transforming the performance of their operations, we found there were simply not enough consultant and candidate profiles with the expertise needed for this challenging and essential work. So we decided to develop our own competence center through a specific Operations Excellence Program (OEP).

A unique two-year training program, the OEP develops our consultants as specialists in operations excellence. 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 together with clients at all levels and in many different industries.

Our curriculum is designed around four themes: learning, sharing, transforming, and sustaining. The result is a cohesive learning experience that is closely connected to the way we serve clients and develop our people.

The OEP network has expanded to seven locations in Western Europe: London, Lyon, Hamburg, Munich, Gothenburg, Madrid, and Amsterdam. More than 200 consultants have begun their careers at the OEP while going on to help clients around the world tackle their operational challenges. Further OEPs are running in Latin America and Asia.

Your experience on the Operations Excellence Program

During your time on the OEP, you will work on client engagements like any other McKinsey consultant. You will play an active role in problem solving for clients: identifying issues, forming hypotheses, designing and conducting analyses, synthesizing conclusions into recommendations, and helping to implement change. You will gain leading-edge operations and consulting skills, primarily through on-the-job coaching as you work alongside other consultants, complemented by the OEP's structured capability building program.

Along with other members of the OEP community, you will dedicate two days a month to functional training and knowledge development under the leadership of our operations experts. You will follow a curriculum based on operations excellence themes and advanced training in one of six specific areas of operations: capital projects & infrastructure, manufacturing, product development, procurement, service operations, or supply chain management.

Growth opportunities at the Operations Excellence Program

The OEP will offer you exceptional growth opportunities:

- A training program designed to develop the global operations leaders of the future
- Close mentoring from operations experts in our global network of over 1,300 operations consultants and practitioners
- Tenure-specific learning plus operations functional training and basic training for all functional practices at McKinsey, including marketing, technology, and corporate finance
- Participation in the development of new operations knowledge – synthesizing and generalizing the tools and concepts proven in client engagements.

Beyond graduation

Upon completion of the program, successful consultants will join our global group of leading experts in operational excellence. Already today, we have OEP graduates working at all levels of the firm, from associate to partner.

Who you are

- You have an excellent university degree with a technical or business specialization.
- You demonstrate outstanding analytical and conceptual skills, initiative, creativity, and the ability to work well alone and in a team.
- In addition, you have gained initial professional experience in an area of operations (capital projects & infrastructure, manufacturing, product development, procurement, service operations, or supply chain management).
- You are passionate about operational excellence.

If you are looking for an opportunity to apply your skills, experience, and passion to real problems in a challenging and highly varied environment, a transition to consulting might be the right step for you.

How to apply

McKinsey invites applications for consulting positions throughout the year. If you would like to apply for a position in the Operations Practice or the OEP, please e-mail us at **European_Operations_Recruiting@mckinsey.com**

You will find more information about the McKinsey Operations Practice at **www.operations.mckinsey.com**

If you have any questions, please contact our McKinsey Operations Practice recruiting team:

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