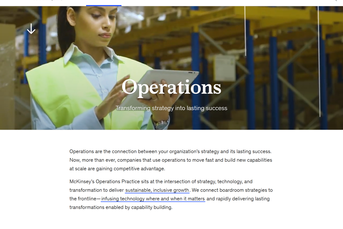


Operations

Transforming strategy into lasting success

Operations are the connection between your organization's strategy and its lasting success. Now, more than ever, companies that use operations to move fast and build new capabilities at scale are gaining competitive advantage.

McKinsey's Operations Practice sits at the intersection of strategy, technology, and transformation to deliver sustainable, inclusive growth. We connect boardroom strategies to the frontline—infusing technology where and when it matters and rapidly delivering lasting transformations enabled by capability building.

HOW WE HELP CLIENTS

Capital Excellence
Helping organizations achieve higher and faster returns by deploying best-in-class thinking across the capital projects portfolio and project delivery value chain

Manufacturing & Supply Chain
Creating a lasting impact in global manufacturing and supply-chain operations

Product Development & Procurement
Product and service design and transformation to capture the full value in your portfolio

Service Operations
Transforming customer experience, and enterprise efficiency and effectiveness

Tech that moves everything

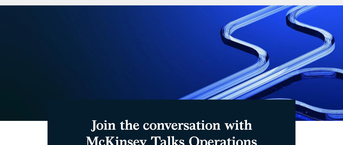
There's tech. Then there's tech that reimagines and rewires organizations - powered by people, built with AI, and proven to create lasting value.

Get started →

FEATURED VIDEO

For Operations, the time is now

Learn more about our adaptive, evolving approach that sits at the intersection of strategy, technology, and operational capabilities.



Join the conversation with McKinsey Talks Operations

Listen to the podcast | Read the blog | Watch the videos | Register for an event

Learn more about the leadership agenda for Operations

Learn more

OUR APPROACH

Great operations transform strategy into success. And deliver holistic impact—fast.

Your organization's specific needs, culture, and challenges are central to our work with you—focused through a practical, hands-on partnership that delivers sustainable, inclusive growth. We help you ensure the transformation sticks—working with your people to reach their full potential with hands on coaching and structured learning programs.

Our global network of market-leading experts and coaches solve operational challenges to meet boardroom aspirations. Proven problem-solving approaches combined with data, algorithms, benchmarks, and expert insights will help you achieve a new operating model that delivers both long-term competitiveness across the value chain, and the flexibility to respond quickly to a changing world that requires environmental sustainability.

Your transformation is enabled by technology. We'll help you choose the best tools for your needs, pulling from a rich ecosystem of our own solutions and partnerships with leading providers. And we'll show you how to reap the full rewards of digitization, drawing game-changing insights from the data produced.

900+
Operations partners worldwide

7,500+
Operations consultants

14,000
Operations projects in the last 5 years

Operations Transformation
Transformations that unlock the full potential of operations are sustained by building institutional capabilities and adding agility.

Environmentally sustainable operations
Environmental sustainability is moving from aspiration to expectation for all stakeholders, from investors to clients, customers, and employees. Read our latest thinking on using environmentally focused operations as a source of competitive advantage.

Podcast
Next-generation operational excellence
Uniting organizations around strategy and purpose.

CASE STUDIES

How a digital, operational, and skills transformation took Jubilant Ingrevia's business to the next level
November 5, 2025 - A diverse, cross-functional McKinsey team helped a leading global organization in life science ingredients and specialty chemicals create and execute a sustainable roadmap for embedding digital and analytics into its DNA.

How Lufthansa is using data to reduce costs and improve speed and carbon transparency
May 10, 2024 - Partnering with SAP, the airline developed a clear view of their data, integrating multiple sources from across their global business network. McKinsey's Spendscape then provided a full understanding of procurement spend—and insights into Scope 3 emissions.

Solving the digital manufacturing disconnect: A case study
September 19, 2023 - Scaling digital transformation across factory networks can be fraught with challenges. However, one food-manufacturing company took a pragmatic, network-based approach that successfully helped it scale the right digital solutions across more than 40 plants—quickly. In just 12 months, the business was able to transform 20 factories, increasing efficiencies on production lines and improving the bottom line.

How a manufacturing moonshot was made
April 6, 2022 - During COVID-19, the global respiratory medical-device pioneer Vyaire faced an extraordinary demand situation. With partnership from Spirit AeroSystems and McKinsey, they reached unprecedented new production heights.

More case studies

FEATURED INSIGHTS

Article
Productivity at the core: How COOs deliver strategy
July 17, 2025 - For the COO's productivity mandate, the time to act is always. Six best practices can help.

Podcast
The new tariff reality: From risk to resilience
June 17, 2025 - Shifting tariffs and trade policies are pushing companies to rethink their supply chain strategies to protect growth and stay...

Podcast
Beyond normal: A year in review from McKinsey Talks Operations
January 3, 2025 - From building robust operational ecosystems to embracing generative AI, top companies are finding new ways to thrive in an environment...

Article
Supercharging product portfolio performance with generative AI
November 7, 2024 - When generative AI tools do the heavy lifting, companies can optimize their product portfolios faster and more effectively.

Series
Breaking operational barriers to peak productivity
October 4, 2024 - Our latest research examines how a new take on operational excellence can help rekindle productivity—and reveals five practices...

See all insights

BLOGS AND PODCASTS

McKinsey Talks Operations
Cutting through the noise to transform strategy into lasting operations success.

The Human Factor in Operations
The Human Factor in Operations blog explores the unique input that people can bring and the capability-building programs that can prepare them for success.

McKinsey Talks Operations Blog
Join the conversation, with short, sharp insights on all aspects of Operations

FEATURED CAPABILITIES

Innovation & Learning Centers
Our Innovation & Learning Centers are advanced tech-enabled innovation and learning hubs that guide the imagination and realization of an organization's digital future.

Go & See
The McKinsey Go & See program creates opportunities for organizations considering a large-scale transformation program to learn from peers at other organizations who have undertaken a similar journey. These visits may focus on topics such as embarking on a new digital strategy, agile at scale, data and analytics, and reimagining customer journeys, among others.

McKinsey Inclusive Business Accelerator
McKinsey Inclusive Business Accelerator's mission is to advance racial equity and economic empowerment of Black communities by providing support to small and medium-sized Black-owned businesses.

OUR PEOPLE

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Partner, Riyadh

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Brian Blackader

Partner, Düsseldorf

Helps service organizations transform and improve their performance

Senthil Muthiah

Senior Partner, Boston

Leads our Service Operations Practice and drives enterprise transformations for service-based businesses

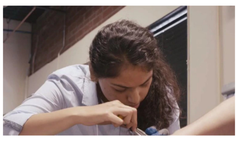
More people

CAREERS

Interested in a career in Operations?

A career within our Operations Practice offers the opportunity to work with the biggest companies in the world, on projects that transform their core business and build resilience for the future. We are continuously seeking the best talent at all levels and for all types of roles, and are particularly keen to talk to experienced professionals looking for their next challenge.

Learn more →



Operations Excellence Program

To build the expertise of our own teams and to better support our clients, we established a competence center: the Operations Excellence Program (OEP), designed to build the expertise of new joiners and those in the early stages of their careers.

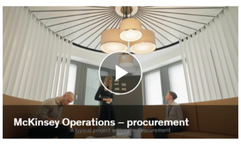
Learn more →

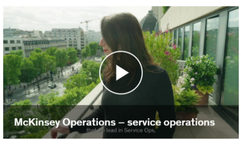
#explore McKinsey Operations

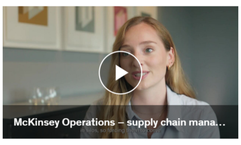
The #explore program gives students and professionals across Europe unparalleled access to McKinsey's Operations Practice and the opportunity to build a network of other passionate future leaders in operations.

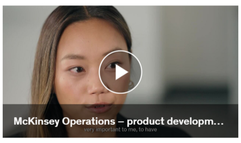
Learn more →

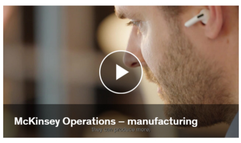
LISTEN TO INSIGHTS FROM OUR CONSULTANTS ON THEIR FOCUS AREA

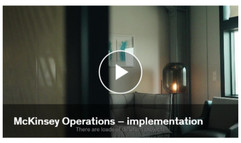


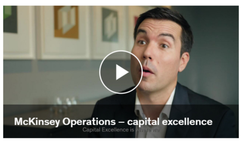












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