

What operational and strategic changes should Legeplads make to sustainably raise profitability to a 25 percent operating margin in the next 18 months?

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Comments: <b>That's right.</b> This choice was correct because this basic question passes the SMART test— it's

specific, measurable, actionable, relevant, and time-bound. It clarifies the challenge for Legeplads and defines

what it really means to address it.

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schools within the next 18 months, leveraging its

carriers to profitability for Legeplads over the next eight

PREVIOUS

NEXT

Score: 0.00 / 1 completed



working to solve. Ana next asks, "How will we know if we're

(https://play.google.com/store/apps/details?id=com.mckinsey.mckinseyaccelerate&hl=)

Select all that apply.)

- ⊗ Positive net present value (NPV)  
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 Comments: This answer choice should not be selected. You will want any recommendation solution to have a positive net present value. However, this has not been specified as a criterion for success by any of the stakeholders of the case. As explained in the Project Charter, the success of the project will depend on measurable growth and profitability, not net present value.

- ✓ Sustainable double-digit annual growth

Comments: This answer choice should be selected. Hilda clearly specified this objective for growth in the Project Charter. This is part of the criteria for success.

- ✓ 25 percent operating margin

Comments: This answer choice should be selected. Hilda clearly specified this objective for profitability in the Project Charter. This is part of the criteria for success.

- ☐ Action plan to open Legeplads schools

- ☐ Attractive retirement package for CEO

- ✓ Minimal negative impact on product and educational quality

Comments: This answer choice should be selected. As specified by Hilda in the case materials, any solution is going to have to maintain Legeplads' tradition of quality. This is a critical criterion for success.

Score: 0.00

5) As you're leaving the team meeting, Ana pulls you aside.

"Between you and me, there's no way we're going to cut costs in a meaningful way—that's a fool's errand. We shouldn't waste our energy there...let's spend some quality time thinking about growth opportunities."

It sounds like Ana may be bringing some bias to the problem solving. Which tool or technique could help the team de-bias as much as possible?

- ☐ Scenario generation

- ☐ SMART Framework

⊗ Point of view analysis

Forward Advanced Level  
 Comments: <b>Not quite.</b> Point of view analysis involves assuming the vantage point of other stakeholders for idea generation, not for de-biasing.

73% progress



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