



Pre-work analysis

- We will break out into randomly selected executive leadership teams to evaluate the case study [“Assessment of Alternatives to Cleaners and Sanitizers for the Brewing Industry”](#).
- You will have 10 minutes as a team to evaluate this case study.

Tips:

- There are 3 important links to PDFs:
 - [Download the report](#) (Most important one to review)
 - 2 supplemental documents that will help you understand the risks and safety of each option. (Optional but helpful)
- Take notes if you want
- Highlight any costs you see and do not see
- Pick out risks and safety issues mentioned in the case.

The Process

- There are 9 breakout groups / 3 topics (3 groups per topic)
- Group discussion will be **10 minutes**
- Pull out your Pre-work analysis of the case
- Pick who will be the leader, note taker, presenter(s), etc.
- Use the share screen option if you want in your breakout room
- With ~2 minutes left start planning your presentation (you will get the 2-minute countdown)
- 1 group from each topic will be chosen randomly to present for no more than 5 minutes
 - **Tip:** Be Brief, Be Brilliant, Be Gone
- The other groups who discussed the same topic will be asked to raise one key point they had that the presenting group didn't share

Breakout Topics

Groups 1-3

Assume the WACC/Hurdle rate for the brewing company in the case is 7%.

If you were the CEO, would you approve switching to a different cleaning and sanitizer? Why or Why not?

Groups 4-6

For the Brewing Industry, consider what you think are the top 10 risks they would focus on as an executive management team.

Would those top 10 risks help or hurt the Project Funding Decision of the cleaner and sanitizers? Why do you think this way?

Groups 7-9

When you look at the Brewing case study, what is missing to help you figure out the Project Funding Decision of the proposal?

How would you go about figuring out those missing costs?
