

Welcome, **CEO of AirCo**

Below you will find some elaboration on your circumstances in this role to help you navigate the decision points.

HOW YOUR BUSINESS USES WATER

- ❖ You manage Aabi's large main airport, which services international, regional, private, and cargo operations. You use water for everything from terminal operations and firefighting reserves to aircraft cleaning and maintenance to cooling systems particularly in the cargo terminal for goods storage.

BACKGROUND FOR **DECISION 1** - WATER SUPPLY & USAGE

- ❖ You were integral in launching your company's corporate venture fund and enjoy finding, funding, and collaborating with entrepreneurs and cutting-edge technologies. In your quest for sustainability you have explored sustainable aviation fuel (SAF), water usage visualization software, low-flow toilets, impervious ground reduction, and adding water treatment at the airport itself, but have not yet implemented any. You have been warning your board and teams for several years now that a water shortage at the airport would be disastrous.

BACKGROUND FOR **DECISION 2** - PRODUCT/SERVICE PRIORITIZATION

- ❖ **Service 1:** The international, private, and cargo terminals bring in the most revenue and profit, despite being more water-intensive than the regional terminal. During this water crisis, there has been increased activity in all three terminals.
- ❖ **Service 2:** The regional terminal is also seeing increased traffic directly related to the water crisis, from shipping relief goods to transporting patients to less strained hospitals. Most customers for regional flight traffic have alternatives, but the driving distances are extreme and sometimes dangerous, and reasons for travel within, into, and out of Aabi are quite urgent these days.

Welcome, **CEO of AirportCo**

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Welcome, **CEO of SolarCo**

Below you will find some elaboration on your circumstances in this role to help you navigate the decision points.

HOW YOUR BUSINESS USES WATER

- ❖ You and the smaller company you acquired 5 years ago are now leaders in solar energy in Aabi, and are rapidly expanding to new markets. You install and maintain both large-scale rooftop solar in industrial parks and community-based off-grid solar solutions in remote areas. You use water primarily in your maintenance cycle to clean panels, which get twice as dirty in the drier seasons. Unfortunately, you were behind on your last cleaning cycle before the onset of El Niño.

BACKGROUND FOR **DECISION 1** - WATER SUPPLY & USAGE

- ❖ As evidenced by your acquisitions, you are a champion for new models of work and new technologies. You've been exploring how technology can create operational efficiencies and make your company more sustainable, since that is core to the mission. You've been aware of how significantly a water shortage would affect your ability to serve customers, but have not yet taken action or made investments to recycle or better use water.

BACKGROUND FOR **DECISION 2** - PRODUCT/SERVICE PRIORITIZATION

- ❖ **Service 1:** Your rooftop solar business in industrial parks is extremely profitable and has gained you the trust of multinational companies whose regional headquarters you serve. These relationships have directly enabled your expansion into new markets. You pride yourself on pristine upkeep and maintenance during and after installation.
- ❖ **Service 2:** You do make a profit by providing off-grid solar solutions to remote and previously unserved communities, but the operational burden in reaching, cleaning, and maintaining those projects is significant. You promised the founder and CEO of the acquired company that you would not abandon these customers unless you were making no profit at all.

Welcome, **CEO of SunPowerCo**

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Welcome, **CEO of PharmaCo**

Below you will find some elaboration on your circumstances in this role to help you navigate the decision points.

HOW YOUR BUSINESS USES WATER

- ❖ You manufacture biologics, tablets, injectables, and oncology drugs, all of which require significant water usage.
- ❖ In addition to using water as an ingredient in your products, you use water and steam to clean, sterilize, decontaminate, and purify.

BACKGROUND FOR **DECISION 1** - WATER SUPPLY & USAGE

- ❖ You and your team have often discussed water stewardship, and know there are technologies out there that would make you more efficient and prepare you better for water shortages. Alas, you haven't formally engaged with any of the tech companies you have spoken to, but you do have talented employees on staff that can easily get up to speed if you introduce new hardware or software.

BACKGROUND FOR **DECISION 2** - PRODUCT/SERVICE PRIORITIZATION

- ❖ **Product 1:** You have a highly lucrative injectables division, which requires special-grade Water for Injection (WFI) and water suitable for sterilization of vials and cleaning throughout the process. Your entire injectables division's production is exported to global patients using them for serious but non-life-threatening purposes. Your own brother abroad relies on one of your drugs to stay healthy.
- ❖ **Product 2:** Your oncology drugs see a much smaller profit margin and are used locally in addition to being exported. You have received awards and positive media attention for advancing access to cancer care across Africa. You have enough of the oncology drugs in inventory to fulfill orders for the next several months.

Welcome, **CEO of PharmaCeutiCo**

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Welcome, **CEO of DrinksCo**

Below you will find some elaboration on your circumstances in this role to help you navigate the decision points.

HOW YOUR BUSINESS USES WATER

- ❖ You produce beer, bottled water, baby formula, and carbonated sodas, all of which have loyal customers who prefer the taste and ingredients of your products.
- ❖ In addition to the water content in the actual products, you use water to clean and sterilize throughout the manufacturing process.

BACKGROUND FOR **DECISION 1** - WATER SUPPLY & USAGE

- ❖ More than most industries, you and your peers have contingency plans related to water. You've considered investing in desalination technologies in the past, and have a few water recycling and water usage tracking software startups at your company's innovation incubator in Amsterdam.

BACKGROUND FOR **DECISION 2** - PRODUCT/SERVICE PRIORITIZATION

- ❖ **Product 1:** A sugary carbonated drink is by far your highest-profit and highest-water-consumption product, and has the strictest quality assurance processes. Sold at a higher price point than most other products owing to brand loyalty, it is exported from your factory in Aabi to developed economies.
- ❖ **Product 2:** Your safe and affordable generic baby formula is sold primarily locally. Given the strict quality assurance process, dedicated machinery, and trained workers, it is a predictably in-demand but less profitable product. A smaller competitor in Aabi has already prioritized baby formula and is exclusively producing enough to satisfy demand for the next few months.

Welcome, **CEO of BeverageCo**

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- ❖ You produce beer, bottled water, baby formula, and carbonated sodas, all of which have loyal customers who prefer the taste and ingredients of your products.
- ❖ In addition to the water content in the actual products, you use water to clean and sterilize throughout the manufacturing process.

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Welcome, **CEO of BigAgCo**

Below you will find some elaboration on your circumstances in this role to help you navigate the decision points.

HOW YOUR BUSINESS USES WATER

- ❖ You grow various crops for diverse purposes and markets, and use water for irrigation, to prevent soil compaction, to mix and apply pesticides and fertilizer, and for propagation of cuttings.

BACKGROUND FOR **DECISION 1** - WATER SUPPLY & USAGE

- ❖ Your team has been working with the Danforth Plant Science Center in the United States on drought-resistant crops, and a few of your farms are testing them. You also have a startup bootcamp for tech solutions around irrigation efficiency. You have personally been warning your board and teams about the impact water shortages would have on operations for years.

BACKGROUND FOR **DECISION 2** - PRODUCT/SERVICE PRIORITIZATION

- ❖ **Product 1:** The celebrated high-quality coffee that you produce and export is sold across North America and Europe. The coffee division has grown dramatically in the past few years and enjoys large profit margins that have essentially subsidized your investment into new crops like millet, sorghum, and sweet potato.
- ❖ **Product 2:** You grow and primarily sell cassava locally. This year's cassava is doing well given its drought-resistance compared to other crops, but it will require much greater water consumption when it's time to process and clean. All told, it requires the least water of your crops to produce but has very low margins.

Welcome, **CEO of AgriCo**

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HOW YOUR BUSINESS USES WATER

- ❖ You grow various crops for diverse purposes and markets, and use water for irrigation, to prevent soil compaction, to mix and apply pesticides and fertilizer, and for propagation of cuttings.

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Welcome, **CEO of ChemicalCo**

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HOW YOUR BUSINESS USES WATER

- ❖ You manufacture a number of petrochemical products and have significant water demands in your operations, including distillation, extraction, washing, processing, and cooling.

BACKGROUND FOR **DECISION 1** - WATER SUPPLY & USAGE

- ❖ You were integral in launching your company's corporate venture fund and enjoy finding, funding, and collaborating with entrepreneurs' and scientists' cutting-edge technologies and processes. You have explored low-carbon hydrogen and low-carbon ammonia, as well as water recycling technologies, but have not yet implemented any. You have been warning your board and teams for several years now that a water shortage would be disastrous.

BACKGROUND FOR **DECISION 2** - PRODUCT/SERVICE PRIORITIZATION

- ❖ **Product 1:** Your acrylic paint line is your most profitable and reliable product, enjoying sustained growth in demand abroad. It also requires the greatest water consumption of all your products.
- ❖ **Product 2:** Your ammonia fertilizer is profitable, albeit far less so than paints. If you pivot to this product, you will only have enough for local demand, and have agreed with the government and the local agricultural industry to fulfill that before any foreign demand.

Welcome, **CEO of ChemCo**

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Welcome, **CEO of MiningCo**

Below you will find some elaboration on your circumstances in this role to help you navigate the decision points.

HOW YOUR BUSINESS USES WATER

- ❖ You mine gold, copper, and cobalt, all of which require water as a critical resource for operations. You use water primarily for processing (e.g., gold separation), but also for critical activities like dust suppression and equipment cooling.

BACKGROUND FOR **DECISION 1** - WATER SUPPLY & USAGE

- ❖ You were integral in launching your company's corporate venture fund and enjoy finding, funding, and collaborating with entrepreneurs and cutting-edge technologies. You have explored waterless mining technologies but have not yet implemented any. You have been warning your board and teams for several years now that a water shortage would be disastrous.

BACKGROUND FOR **DECISION 2** - PRODUCT/SERVICE PRIORITIZATION

- ❖ **Product 1:** Gold, by far your most profitable and most water-intensive product, is exclusively exported, and makes up the majority of your annual revenue.
- ❖ **Product 2:** Copper and cobalt are profitable, particularly when exported due to skyrocketing demand for the metals in batteries and other climate tech. While local and regional demand is robust and growing, it is less lucrative than exports, as the renewables and EV markets here are still nascent. Fostering relationships with existing and future local and regional customers, however, will help kick start the green economy and realize the decarbonization plans your country and your own company have just made public.

Welcome, **CEO of MetalsCo**

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Welcome, **CEO of FoodCo**

Below you will find some elaboration on your circumstances in this role to help you navigate the decision points.

HOW YOUR BUSINESS USES WATER

- ❖ Your most water-intensive products are canned goods, which require clean and quality-tasting water not only for the products themselves but for sterilization and cleaning during the canning process.
- ❖ After your social media team inadvertently involved itself in a controversial U.S. election by arguing on Twitter with an outlandish critic, consumers across the Americas and Europe have shown their support of your brand by buying your canned goods religiously. That has spiked demand for your higher-end exported products.

BACKGROUND FOR **DECISION 1** - WATER SUPPLY & USAGE

- ❖ You were integral in launching your company's corporate venture fund and enjoy finding, funding, and collaborating with entrepreneurs and cutting-edge technologies. You have explored water recycling processes, usage visualization software, and innovative desalination ideas, but have not yet implemented any. You have been warning your board and teams for several years now that a water shortage would be disastrous.

BACKGROUND FOR **DECISION 2** - PRODUCT/SERVICE PRIORITIZATION

- ❖ **Product 1:** Your high-end, organic, food-allergy-specific canned soups and vegetable mixes have become your most lucrative products, and are exclusively exported.
- ❖ **Product 2:** You sell soups, vegetables, and other canned goods in the local market at much lower profitability but you also have more flexibility on the taste of the water you use to make them. Local demand has spiked amid the water crisis and resulting food shortage. If you pivot to this product line, your board has insisted that you not increase prices in this time of need despite higher operational costs.

Welcome, **CEO of EatsCo**

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