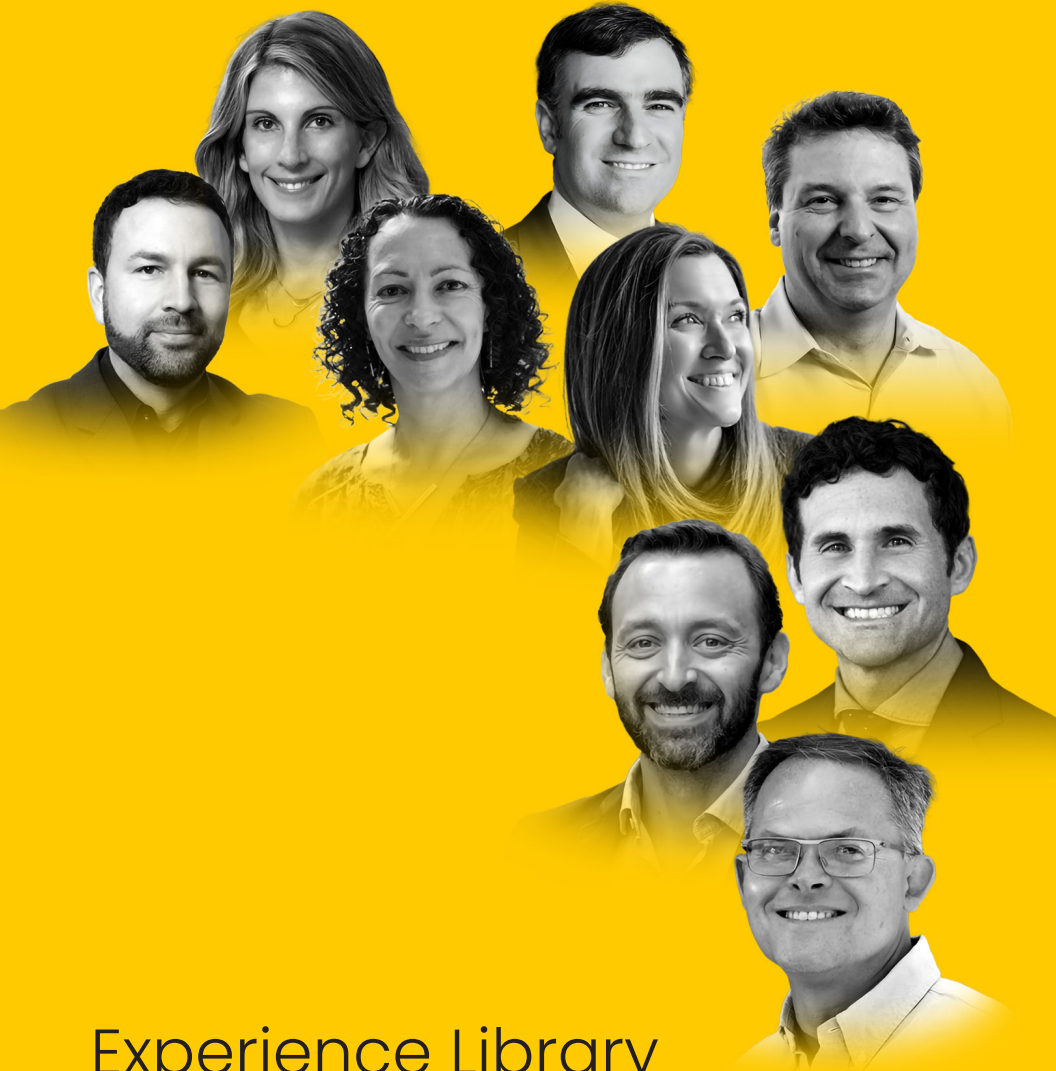




**BREAKOUT**  
LEARNING



Experience Library  
Fall 2024



I considered it crucial that educators shape the use cases for AI in the classroom. We have been helping to co-develop the AI platform and the educational materials that have evolved into Breakout Learning.



— Olav Sorenson, Ph.D.  
UCLA Anderson School of Management

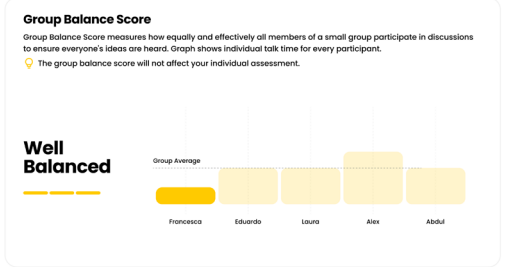
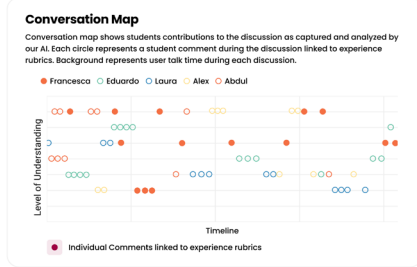


We leverage AI to evaluate the raw transcript of each small group discussion using Bloom's Taxonomy.

# Breakout Session Results: Girl Scouts USA

Discussions <b>43 mins</b> spent engaging and studying with your peers	Group Agreement <b>85%</b> of group members agree on the experience viewpoints	Quiz Score <b>85%</b> of your answers were correct for this assignment.
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This report summarizes the student discussions for this experience. The AI analyzes contributions, measures group balance, and assesses individual understanding based on predefined rubrics. Your professors will see these metrics, which may or may not impact your grade.



**Individual Level of Understanding**  
For this assignment we use Bloom's Taxonomy to assess your level of understanding against the assignment topics. This AI generated content will be shared with your professor. If you think we've missed something or got something wrong, please add your feedback. This data may impact your individual assessment.

#### Concept 1: Non-Profit Structural Challenges

Students should be able to examine the structure, efficacy, and service of the Girl Scout USA non-profit model and consider the relationship between the vitality of the organization and the success of the brand.

**Analyzing**  Share Feedback

**Summary**  
The student demonstrated a comprehensive understanding and analysis of the organizational structure and funding model of Girl Scouts USA. He compared the organization's survival to its current business model and analyzed the distribution of funds from cookie sales. The student also expressed concerns about the current revenue model of the organization and whether it allows the senior organization to effectively provide for the needs of its members. The student examined the revenue distribution scheme and questioned other sources of funding, indicating a level of critical analysis. This falls under the 'Analyze' category of Bloom's Taxonomy.

**Recommendations**  
Based on your level of "Analyzing", you were able to break down the concepts and problem solve. To further enrich your contributions, consider critiquing the organizations' process or products and begin to think of ways you might be able to offer improvements.

**Highlights**

- The student acknowledged that the troops get 55 cents per box sold, demonstrating an understanding that funding is dependent on cookie sales.
- The student suggested the organization might have been at risk of bankruptcy had they not obtained more funds, and questioned if it would still be Girl Scouts without the brand.
- The student raised doubt about the fairness of the organization's business model.
- The student asked about any other sources of troop funding apart from cookie sales.

#### Concept 2: Short term vs. Long Term Marketing Strategies

Students should be able to assess the overall purpose and productivity of GSUSA's short term and long term marketing strategies and examine threats and weaknesses related to revenue generation.

**Evaluating**  Share Feedback

**Summary**  
The student evaluated the strengths and weaknesses of Girl Scouts' product extensions, questioning their alignment with the brand's identity and mission, which falls under the 'Evaluate' category of Bloom's Taxonomy.

**Recommendations**  
Based on your level of "Evaluating", you critiqued key ideas based on specific criteria and made well-supported judgments and decisions. To further enrich your understanding, consider new ideas and approaches that might take you beyond critiquing and judgment towards creating new ideas.

**Highlights**

- The student discussed the reasons why the two organizations, Girl Scouts and Boy Scouts, have seen a decline in membership.
- The student noted the change in name of Boy Scouts to Scouting America.

#### Concept 3: Navigating Brand Confusion

Students should be able to determine the pros and cons of brand extension through licensing and its effects on both the Girl Scouts and the C-Suite.

**Analyzing**  Share Feedback

**Summary**  
The student effectively analyzed the positive and negative effects Girl Scouts USA's licensing efforts could have on their brand image. Therefore, she demonstrated analysis skills and earns a Bloom's score of "Analyzing".

**Recommendations**  
Based on your level of "Analyzing", you understood the relationships between concepts, allowing you to problem-solve. To further enrich your understanding, try to critique the ideas specific to this scenario, and think of new possibilities or perspectives.

**Highlights**

- The student mentioned that despite Girl Scouts' stated intention of using their branded products for self-expression and inspiration, the products did not actually align with what Girl Scouts stood for.
- The student agreed with the notion that the concept of licensing was effective but the product choices were not always ideal.
- The student mentioned that the girl scouts' current revenue model is the most financially sustainable option, supporting the idea that licensing can provide a revenue increase for the organization.
- The student mentioned to have the organizations' revenue significantly impacted during COVID.



Professors get curated excerpts from student conversations, which enable a powerful debrief.



Professor **Robert S.**,

We're excited to share that section **W 2024** of the **MGMT 159** class has successfully completed the **Girl Scouts USA experience!** We've put together a comprehensive report to support your teaching of this case in class. While we've highlighted some of the most important insights in the report, additional details are available on our platform.

Thanks for using Breakout Learning! If you have any questions or need assistance with the report or platform, please feel free to reach out!

<b>245 Students</b> completed this assignment	<b>47 groups</b> created by students	<b>27 hours</b> of discussions analyzed
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**Learning Objectives**

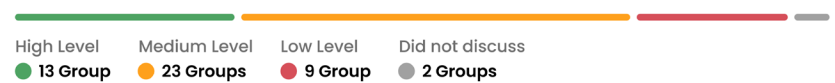
1. Non-profit organizational structures and their unique challenges.
2. Short term vs. long term aspects of marketing strategy.
3. The challenges of maintaining brand identity and brand value.

Concept 1

**Non-profit Structural Challenges**

It's important that students evaluate the structure, efficacy, and service of the Girl Scout USA non-profit model and consider the relationship between the vitality of the organization and the success of the brand.

Groups Level of Understanding



**Comments Highlights**



**Francesca Santodomingo**

**Bloom's Level — Evaluating**

- Francesca Indicated that the Girl Scouts could potentially benefit from more funding and resources from their national chapter rather than relying solely on individual troops and adult volunteers.
- The student posited that the national chapter should provide more funding and resources to local troops, arguing for some kind of stipend that could alleviate the burden on local troops and adult volunteers.
- Francesca commented that monetizing the brand could support the troops more.



**Eduardo Vélez**

**Bloom's Level — Analyzing**

- Eduardo pointed out that the Girl Scouts have used their nationally recognizable brand to encourage the girls to be self-sufficient, and defended the organization's decision not to be fully responsible for all troops
- The student stated that the organization leverages their recognizable nationally recognized brand to aid the gli scouts' self-sufficiency
- He also stated that the organization isn't responsible for all troops given constant changes





The students really enjoyed the Breakout experience. I noticed some students participating in our debrief that had never participated before - it was great! I think the experience helped them become more comfortable with the material and speaking their minds. For me, this was the most important takeaway.



— Robert Seamans, Ph.D.  
NYU Stern School of Business

## Experience Library Fall 2024





## Entrepreneurship

Created by Olav Sorenson, Ph.D.  
UCLA Anderson School of Management

“This teaching plan describes a set of Breakout Learning materials for the topics typically covered in an introductory course on entrepreneurship. Although the materials could be organized in a number of ways, when I teach the course, I typically sequence them in roughly the chronological order that a founder or group of founders would confront these issues.”

— Olav Sorenson, Ph.D.

Module	Breakout Original	Alternative To
Introduction	Rent the Runway	HBS: Rent the Runway – Eisenmann & Winig, 2011
Evaluating Opportunities	RXBAR	HBS: R&R – Stevenson & Jarillo Mossi, 1985
Building a Team	Apple	HBS: NanoGene Technologies, Inc. – Roberts & Cyr, 2003
Choosing a Customer & Delivering a Product	Dropbox	HBS: Dropbox – Eisenmann, Pao & Barley, 2011
Developing or Testing Hypothesis	Airbnb	Stanford: Airbnb – Rachleff & Rosenthal, 2013
Building an Economic Model	Pizza Challenge	UCLA: The Pizza Challenge – Sorenson, 2021
Financing the Venture	Lovepop	HBS: Lovepop – White, Nanda & Hull, 2017
Pitching the Idea	Pitch Perfect	HBS: PunchTab, Inc. Investor Presentation Deck – Kerr & Nanda, 2012
Exiting the Business	Revolution Prep	HBS: Nantucket Nectars – Lassiter, Sahlman & Biotti, 1998



### Breakout Original Rent the Runway: Closet in the Cloud

A perfect fit for teaching introduction to entrepreneurship, this case follows co-founders, Jenn Hyman and Jenny Fleiss, as they prepare for their launch by implementing lean startup principles, refining their product through user testing, and finding product market fit.

## Marketing

Created by Kelly Goldsmith, Ph.D.  
Owen Graduate School of Management at Vanderbilt



“This teaching plan describes a set of Breakout Learning materials for the topics typically covered in an introductory course on marketing at the undergraduate or graduate level. Broadly, the materials begin with teaching the more strategic elements of marketing and conclude with the more tactical elements.”

— Kelly Goldsmith, Ph.D.

Module	Breakout Original	Alternative To
Introduction	MegaPaca	HBS: Nestle Refrigerated Foods – Rangan & Bell, 1994
Marketing & Product Life Cycle	WeightWatchers	HBS: Mountain Man Brewing Co – Abelli, 2007
STP	Disney: Galactic Starcruiser	HBS: Biopure Corp – Gourville, 1998
Branding, Part 1: Building a Brand	A24	HBS: Snapple – Deighton, 1999
Branding, Part 2: Making a Brand Iconic	Rocky Mountain High	HBS: Building Brand Community on the Harley-Davidson Posse Ride – Fournier, Sensiper, McAlexander & Schouten, 2000
Economics of Pricing	Disney: Genie	HBS: Reliance Baking Soda – Quelch & Beckham, 2009
Communications	Abercrombie v. Victoria Secret	HBS: Mountain Dew – Holt, 2001
Crisis Marketing	Royal Caribbean	HBS: Nascar: Leading a Marketing Transformation in a Time of Crisis – Anderson, Kilibarda, 2015

### Breakout Original WeightWatchers: Adapting to Ozempic

Ideal for teaching marketing across the product life cycle, this case brings diverse voices into the classroom (the protagonist is an Iranian American woman), and discusses the risks and rewards of leveraging new products to revitalize mature brands.





## Strategy

Created by J. Myles Shaver, Ph.D.  
Carlson School of Management

“This teaching plan describes a set of Breakout Learning materials for the topics typically covered in an introductory strategy course. To aid the decision of when and how to use Breakout Learning materials, I have structured the syllabus to highlight topics that most students will encounter and the underlying logic for their inclusion and sequencing.”

— J. Myles Shaver, Ph.D.



The students devoured it. It really gave them engagement and a sense of doing something that mattered to them.

— Drew Hession-Kunz,  
Boston College Carroll School of Management



### Breakout Original Plaid: Primed to Pivot

Ideal for teaching introduction to strategy, this case follows co-founders, Zach Perret and William Hockey, as they grow their scrappy startup into a Fintech unicorn by pivoting away from consumer-facing apps and focusing on building the ‘plumbing’ for digital finance.

Module	Breakout Original	Alternative To
Strategy Introduction	Plaid	Ivey: US Airline Industry in 1995 – McGahan & Kou, 1995
Industry Analysis	South African Breweries	HBS: Walmart Stores, Inc. – Bradley & Ghemawat, 2002
Positioning	Ryanair	Ivey: Evoo Spring Spa – Aggarwal, Kamath & Rao, 2014
Shaping Industry Evolution	Netflix	HBS: Comcast Corporation (A) – Gupta, McGee, Oberholzer-Gee, & Rodriguez, 2015
Corporate Strategy	CH Robinson	HBS: Disney and Pixar – Alcacer, Collis, & Furey, 2009; HBS: Corporate Strategy at Berkshire Partners – Wulf & Waggoner, 2010
International Strategy	Uber	Ivey: Resuming Internationalization at Starbucks – Alkema, Koster & Williams, 2010; Ivey: Costco Wholesale Corporation: Market Expansion and Global Strategy – Park, Viswanathan, Gopinath, Parveen, Furey, 2019
Value Creation & Value Capture	NBA Lockout 2011	HBS: The Baseball Strike – McGahan, McGuire, & Kou, 1995
Competitive Interactions & Game Analysis	Apple v. Samsung	WDI: Pricing Games – Suslow & Lafontaine, 2011
Mergers & Acquisitions	General Mills	Kellogg: H.J. Heinz M&A – Stowell & Kawar, 2014; HBS: Volvo Cars: Acquisition by Geely – Oberholzer-Gee, Shih & Dai, 2019
Technology Strategy	Cloud Computing	HBS: Apple Inc, 2008 – Yoffie & Sliind, 2008
Strategy in Digital Markets	Spotify	HBS: Spotify – Elberse & de Pfyffer, 2016
Corporate Responsibility Strategy	Disney: Lightyear	Ivey: FIJI Water and Corporate Social Responsibility – McMaster & Nowak, 2009
Strategy Implementation	Zara	Ivey: Business Intelligence Strategy at Canadian Tire – Haggerty & Meister, 2003
Capstone Case	Klarna	Ivey: Falabella – Tarzijan, 2020



## Organizational Behavior: Leadership

Created by Noah Askin, Ph.D.  
UC-Irvine Paul Merage School of Business

“This teaching plan provides an overview of Breakout Learning cases and materials that could be covered in an introductory course on leadership. I approach leadership courses from a more applied perspective. I aim my course much more towards how students can better understand themselves, their expectations/biases around leadership, and their own theories of leadership—all with an eye towards becoming a better, more self-aware, well-equipped leader.”

— Noah Askin, Ph.D.

Module	Breakout Original	Alternative To
Introduction	Apple	HBS: Wolfgang Keller at Konigsbrau – Gabarro, 1997
Leadership Identity & Authenticity	Bobbie	LBS: Satya Nadella at Microsoft – Ibarra & Rattan, 2016
Values & Ethical Considerations	Unilever	INSEAD: Google and Project Maven (A) – Petriglieri & Stettin, 2018
Leading Through Structure	Zappos	INSEAD: Tony Hsieh at Zappos – Askin & Petriglieri, 2016
Leading Through Culture	Microsoft	LBS: Satya Nadella at Microsoft – Ibarra & Rattan, 2016
Leading Change	Tesla	HBS: IBM: Design Thinking – Datar, Migdal & Hamilton, 2021



The smoothest I've ever taught, partially because I feel the students got to know each other through the case.

— JéAnna Abbott, Ph.D.  
Texas A&M University



### Breakout Original Apple: The First Bite

Perfect as a primer for teaching introduction to leadership, this case asks students to analyze Apple's founding team, and their leadership styles, using McCarthy's Entrepreneurial Archetype Framework.

## People Management

Created by Corinne Bendersky, Ph.D.  
UCLA Anderson School of Management



“This teaching plan describes a set of Breakout Learning materials for teaching topics that are typically covered in a basic people management course, including Organizational Behavior and Human Resources Management. The format roughly follows the talent management processes for hiring and managing effective, diverse teams and inclusive organizational cultures.”

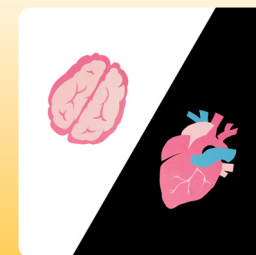
— Corinne Bendersky, Ph.D.

Module	Breakout Original	Alternative To
Hiring & Job Negotiations	Intuition v. Analytics	HBR: Trust the Algorithm or Your Gut? – Polzer, 2018
Equity, Diversity, & Inclusion	Turmoil at Work and Abroad	HBS: El Amara Tribe of Egypt: Conflict Resolution – Apaydin, Rockel, & Luckenbach, 2024
Effective Teams	Hybrid Work (beta)	HBS: Blake Sports Apparel and Switch Activewear – Groysberg & Baden, 2016
Performance Management	Navigating Ambition	Stanford: Box – Shaw & Schifrin, 2015
Team Dynamics	Team Transition Management Simulation (beta)	HBS: SpeedServe Exercise – Cohen & Langowitz, 2023



### Breakout Original Intuition v. Analytics: Solving the Hiring Puzzle

Purpose-built for teaching hiring, this fictional case places students into the role of a hiring manager at an EdTech company who must decide between two prospects: one well-liked internal candidate and an outsider recommended by AI analytics. Will the hiring manager trust their intuition or the data?





## Organizational Behavior: Teams

Created by Lindred Greer, Ph.D.  
University of Michigan's Ross School of Business

**COMING SOON!**

"The ability to design and lead high-performing teams is a critical skill set for all levels of leaders - from undergraduate students on project teams to corporate leaders in C-suites. Breakout Learning's innovative technology allows students to learn these critical evidence-based skills through interactive online team simulations and AI-generated real-time feedback."

— Lindred Greer, Ph.D.

### Example Modules:

Team:

Design  
Alignment  
Adaptiveness  
Conflict Management  
Decision-Making  
Creativity  
Emotions  
Technology  
Multi-Team Systems

### Special Aspects of This Course:

- Evidence-based focus on the skills needed for future-ready teams, including team adaptivity, technology, and emotion
- Practical application via interactive, real-time team simulations
- Real-time AI-feedback and coaching on student's ability to apply course concepts within team simulations



## Organizations and Management

Created by Adam Kleimbaum, DBA  
Tuck School of Business at Dartmouth



**COMING SOON!**

"My courses are highly interactive, incorporating case studies, simulations, and real-world examples. This hands-on approach ensures students can immediately apply what they learn. The goal is to create leaders adept at navigating the complexities of organizational behavior and driving their organizations to success."

— Adam Kleimbaum, DBA

### Organizational Alignment:

Organizations are complex social systems, comprised of tasks, structures, people and culture. The role of leadership is to manage this system, keeping it well-aligned in service of achieving strategic goals.

### Culture:

An organization's culture is more than snacks and foosball. It is a set of norms and expectations about how people are supposed to behave in the course of doing their jobs. When such norms and expectations are widely shared and strongly felt, they play a powerful role in creating motivation, coordinating behavior, and building competitive advantage.

### Formal Structure:

How does a functional organization differ from a divisional structure or a matrix? Why would an organization choose one structure over another? And most importantly, why do these questions matter for you? In this module, students will learn the answers to these and other questions about formal organization.

### Social Networks:

The patterns in the informal structure of working relationships in an organization are crucial to how work gets done. To help students build and leverage their networks effectively, students will learn about the structures of network advantage, as well as offer practical approaches to determine and build the network they need to do their job more effectively.

### Diversity, Equity and Inclusion:

Many organizations struggle to promote diversity and inclusion, often because they try to "bolt it on" to the existing organization. Taking an alignment perspective, this session demonstrates how organizations can approach diversity in a holistic, integrated way.

### Leading Change:

When technology or the competitive environment changes, firms must adapt or die. Building on the frameworks above, this module focuses on the role of the leader in driving organizational change.



## Negotiations

Created by Daylian Cain, Ph.D., Yale School of Management & Gus Cooney, Ph.D., Wharton School of Business

**COMING SOON!**

"As you examine the art of negotiation closely, you will find that there is no one right way to negotiate. Different approaches and styles may be more or less effective depending on the situation, your personality, your place in the status hierarchy, the strategy of your counterpart, the value of your alternatives, and so forth. This basic truth leads to our two main objectives for the course: theory and practice. By combining these goals, our aim is to help you come out of this course a more analytically savvy and personally effective negotiator."

— Gus and Daylian

### Theory:

Using research as a guide, students will explore questions like: What are the costs and benefits of making the first offer? How should they frame a concession? What does it mean to anchor or sandbag? What are the pros and cons of having power in a negotiation? Does body language matter, or is that pseudo-science? When is appealing to principles of fairness a good strategy? How does one build (or ruin) a good reputation? What makes some people so stunningly persuasive? And how do the answers to all these questions vary across race, gender, and culture?

### Practice:

To learn to do anything well, it is critical to put theory into practice. That is why this course is built around a series of (increasingly complex) negotiation simulations, which will allow students to discover new insights through practice, experiment with new tactics, and ultimately develop the negotiation style that works for them.

### Modules:

- Negotiation Fundamentals
- Creating Value
- Claiming Value
- Contingent Contracts
- Disputes
- No ZOPA
- Coalitions
- Cultural Diversity
- Organizational Politics
- Capstone

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 team member today.

## Additional Breakout Originals

Our ever-growing catalog has many more cases, simulations, and experiences that cover most major discipline areas in business.

### ENTREPRENEURSHIP, STRATEGY, & LEADERSHIP

Glossier	Direct-to-Consumer Products & Marketing, Pivoting Strategies & Market Extension, Expanding Internationally
Start-up Game (beta)	Strategic Intelligence, Managerial Cognition
Freedom Computers	Evaluating Opportunities, Startup Analysis
Circor	VUCA Environments, Role of CEO and CFO, Competitive Dynamics, SEC Reporting
Facial Recognition	Strong Verbal Leadership, Comprehensive Decision-Making, Democratic Collaboration
Evolve	Acquiring and Retaining Customers, Product Market Fit
KCC	Earn-Outs, Non-Compete Agreements, Entrepreneurship Through Acquisition, Debt Management

### ACCOUNTING, ECONOMICS, & FINANCE CASES

Financial Accounting	Accounting Approaches, Trade-offs & Incentives, Decisions about Real Activities & Releasing Earnings Estimates
Go-Blu	Response to Restructuring, Strategic Maps & Balanced Scorecards, Taking a Swim in the Bonus Pool
San Francisco Transportation	Medallions, Supply Demand & Equilibrium, Market Disruption
Public Storage	Mergers & Acquisitions, Hostile Takeovers

### MARKETING

Heart Attack Grill	Differentiation, Identifying Marketing Strategy, Moral & Ethical Implications
New Coke	Power of Brand Loyalty, Market Research & Customer Data, Launch Strategy for New Products
Oakland Soul	Tensions Surrounding Mission Drift, Achieving Differentiation for Purpose-Driven Organizations, Prospecting Potential Sponsors
Lego	Distribution, 80/20 rule, STP
Girl Scouts	Non-Profit Organizational Structure, Short-term v. Long-Term Strategy, Navigating Brand Confusion

## Additional Breakout Originals

### NEGOTIATIONS

Moringa Leaf (beta)	Hidden Interests, Integrative Solutions
Stoked for Folk (beta)	Complementary & Integrative Strategies, Creativity & Persuasion, Ethical Frameworks
Top Talent (beta)	Negotiating New Hires, Elegant Trades, Win-Win Opportunities, Win-Lose Issues, Pareto Optimality

### TEAMS

Desert Survival (beta)	Cognitive Bias, Group Debate
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### OPERATIONS MANAGEMENT, INTERNATIONAL BUSINESS, & FINANCE

Toyota	Supply Chain, Lean Manufacturing
TikTok	Regulations, Mergers and Acquisitions, Liability of Foreignness
Ikea	Foreign Expansion, Cultural Calculus, Global Marketing Strategies
Weathering the Waves	Political Risks, Exchange Rate Risks, International Insurance

### ETHICS & SOCIAL ENTERPRISE

Kuli Kuli	Evaluating Social Impact, Leadership in a Mission-Driven Organization
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### TECHNOLOGY MANAGEMENT

Facebook	Envelopment, Feature Adoption, Pioneering Product Development, Long-Term Expansion
OPPO Phones	Product Innovation



#### Breakout Original The 4 Ps (Taylor's Version)

In this concept case, students go on a journey with a group of "Swifties" as they head to a concert to see The Eras Tour, and to be confronted with the real-world impact of the 4 P's in action.



My students prefer Breakout Learning to traditional business school case studies. They come to class more engaged and with deeper comprehension of the topics and concepts presented in the cases. The AI output and teaching notes not only helps with grading, they also enable me to customize my lectures to make more of an impact.



— Daniel A. Nathanson, UCLA Anderson School of Management



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across the world.**



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