USC CTM: Focused on the Connected, Digital Future

“The best way to predict the future is to invent it.”
-Alan Kay, 1971

Executive Summary

The Institute for Communication Technology Management [CTM] is a center of excellence within USC’s Marshall School of Business. It provides research, educational programs, and forums focused on the rapidly evolving communication, technology, and entertainment sectors. CTM is supported by a consortium of innovative, global corporations that includes AT&T, Verizon, Fox, Warner Bros., Disney, Cisco, Alcatel-Lucent, Qualcomm and Ogilvy & Mather.

Why CTM?

CTM has a number of distinctive attributes that are prized by our corporate members:

A unique consortium: CTM’s is supported by over 25 global corporations that shape the digital landscape. CTM member companies receive a seat on our Board, joining a collection of thought leaders and decision makers from across the digital value chain. Our board members meet in person twice per year and attend CTM’s Executive Roundtable – an invitation-only, off-the-record, mini-conference where participants discuss and debate the key trends affecting the future of the industry.

Leadership focused: CTM presenters, instructors and participants are leaders in their organizations and critical voices in our industry. This professional community of senior executives is one of our most valuable assets.

Dealing with disruption is in our DNA: CTM was founded over 25 years ago with the goal of providing thought leadership in the communications sector – an industry that was rocked by deregulation and the breakup of AT&T. Since then, CTM’s focus has evolved with the times: the rise of mobility, the emergence digital networks and devices, and the evolution of business models, partnerships, and the user experience. Today, CTM’s forums and educational programs provide critical insights for business leaders wrestling with the massive disruption caused by the convergence of communications, technology and media.

Powerful research with relevant insights: With outstanding faculty, industry practitioners and subject matter experts, CTM applies unbiased, rigorous analysis to ongoing and emergent issues at the intersection of technology and content. CTM’s Digital Home research program correctly predicted the explosion of tablet adoption and provides critical insights on digital entertainment trends including video and music streaming. CTM’s recently released “How Much Media” public report, cited in the LA Times, shows average US media consumption of 13.6 hours per person per day, a year-over-year increase of 5%. Our upcoming “Future of Media” research program studies the evolution of video content from multichannel delivery to tomorrow’s emerging ecosystem.
Research Initiatives & Methodology

Sponsored by a consortium of CTM’s member companies, CTM research programs cover mobile networks, applications and services, consumer behavior in digital environments, and the rapidly evolving entertainment sector. Sponsoring companies actively participate in survey design and in research workshops where they share their views on the results. For some studies, sponsoring companies are allowed to place proprietary questions in the survey questionnaire.

Digital Home

The Digital Home Research Program is a year-long research study drawn from a sample of more than 4,000 respondents in the US and 1,500 in Canada. The study focuses on the connected, multi-screen digital home, tracks changes in technology adoption and consumer behavior in digital environments and explores the drivers of adoption of a connected lifestyle. 2013 highlights include behavioral changes in OTT video consumption & cord cutting, perceived quality of device use for various activities, the influence of brand ecosystems on purchasing decisions and motivation to use second screen devices.

Global Mobile

The Global Mobile Research Program is an annual study of mobile phone users that has tracked usage behavior for the past 7 years. This global effort investigates how people value their mobile phones. It includes academic and government organizations from 14 markets in Asia, Europe, the Middle East and the US. Nationwide data is collected in several areas including: perceptions of value, motivations and interest, preferences for services and devices, frequency of use for an extensive variety of activities, detailed demographics and contextual factors.

Future of Media

Future of Media analyzes the changing media landscape from the points of view of filmed entertainment, telecommunications and technology companies.

The study includes a viewing displacement analysis based on primary research, and a business analysis based on a series of interviews with C-Level executives involved in the future of video offerings at entertainment, telecom and technology companies. Future of media will also explore future industry scenarios that might evolve from watershed media industry events and their economic impact on the industry.

How Much Media

How Much Media is a multi-client research program tracking media consumption and media data flows for 28 media types over the years 2008-2015. It seeks to answer questions such as: how much media, of what type, is flowing into American homes on what devices in 2013? How have these media flows changed in the last 5 years? What do we expect by 2015?

Summary statistics for television, online video, tablet computers, gaming and social media are included with key considerations (drivers, constraints) behind behavioral changes in consumption.
CTM’s Advanced Management Program (AMP):

CTM’s Advanced Management Program (AMP) provides rising business leaders with the tools and perspective needed to drive positive change in the digital age. Our 5-day program focuses on current, crucial topics including:

- Driving and managing innovation within organizations
- Executive Storytelling
- Generational culture and its impact on consumers and employees/Millennials and entertainment
- Business strategy in the digital age
- A comprehensive case study designed to incorporate all aspects of the AMP program curriculum

“This class has generated new energy for me and has given me a different perspective on how to approach my job.”

- AMP PARTICIPANT

This course is ideal for middle and senior managers in technology management, marketing, consumer research, business development, sales, and customer support functions who are increasingly confronting new technologies and media in their core duties. Our most recent course included executives from AT&T, the Canadian Broadcasting Company (CBC), Cisco, Deloitte, Disney, Fox, Telus, and Verizon.

CTM Executive Roundtable

Our premier event for networking is our Executive Round Table (ERT). Launched in 1985, ERT provides attendees an opportunity to discuss, candidly and off-the-record, the emerging opportunities to generate additional growth from the rapid proliferation of digital content and innovative approaches to generating revenue. Featured speakers give us their perspectives on what types of consumer experiences, partnering strategies, service platforms and value propositions will be necessary to attract customers in this new world. This event is invitation-only, with no press or bloggers allowed, and is regularly attended by CTM board members, research colleagues, industry partners and USC academics.

Spring 2014 Executive Roundtable: “The Connected Future” – April 10, USC Campus, feat. Larry Downes, author, Big Bang Disruption

“The Connected Future” is a full-day event highlighting disruptive technologies, new consumer habits, and emerging business models at the intersection of technology and digital content.

The Spring Roundtable’s featured presenters are charting the future of digital content and commerce, and include: Larry Downes, author of Big Bang Disruption; Fred Mattocks, General Manager Media Operations and Technology, CBC English Services; and Kevin Stephens, President Commercial & Advertising Operations, Suddenlink Communications. (For more information see http://bit.ly/1eb9a0e)
CTM Digital Summit Series:

CTM holds additional, topic-specific forums throughout the year. Previous forums include:

- **LEARNING TO WIN: Driving Innovation with Analytics** (Feb 19, 2014 | USC Campus)
  The big data phenomenon has dramatically changed the business landscape. USC CTM hosted a workshop that both highlighted the value of big data & analytics and provided frameworks, best practices, and discussion sessions to enable business professionals to better leverage analytics within their organizations. The event featured Andrew Claster, head of analytics for President Barack Obama’s re-election campaign. For more information see: [http://www.marshall.usc.edu/news/events/2014/learning-win-driving-innovation-analytics](http://www.marshall.usc.edu/news/events/2014/learning-win-driving-innovation-analytics)

- **Verge Digital Summit – partnered event with OgilvyRED** (October 24, 2013 | New York City):
  Devices & Desires: The Connected Life
  The Verge Digital Summit is an invitation-only gathering of roughly 200 executives from the fields of technology, media, advertising & marketing, medicine & health, and retail. Co-sponsored by USC CTM, Ogilvy & Mather, Qualcomm and Spotify, Verge focuses on the new meaning of convergence, its implications, and the new challenges it brings to brands, businesses, and consumers. Featured presenters include Lucy Hood, President & COO of the Television Academy and Rory Sutherland, Vice Chairman, Ogilvy & Mather EAME. For more on the event, see: [http://verge.ogilvydo.com/](http://verge.ogilvydo.com/)

- **Silicon Beach @ USC 2013** (September 18, 2013 | USC Campus):
  The second annual Silicon Beach @ USC conference highlights innovation in Southern California and features game-changers and thought leaders from Hollywood studios, technology startups, and academia. The event also awards over $50,000 to Silicon Beach @ USC venture competition finalists. Presenters include Albert Cheng, EVP & Chief Product Officer, Digital Media, Disney/ABC TV, Julie Campistron, EVP, Studio & Partner Content, DemandMedia, and Jason Corsello, CMO, Cornerstone OnDemand. For more, see: [http://siliconbeachusc.com](http://siliconbeachusc.com).

- **Transforming Business: Emerging Technology & the Enterprise** (March 21, 2013 | USC Campus):
  These emerging technologies are rapidly transforming the corporate landscape, affecting the way we work, communicate, gather strategic insights, and make decisions. Transforming Business gathers a diverse group of executives to discuss how these megatrends will affect corporations in the coming years and beyond. The event also explores how corporate leaders are managing the multi-generational workplace and empowering their Boomer, Generation X and Millennial employees. Featuring Jerry Power & Kevin Easterwood, co-authors, *Transforming Business*. For more information, see [http://www.marshall.usc.edu/node/10521](http://www.marshall.usc.edu/node/10521)

Additional forums are being planned for 2014-15 and will be announced in the coming months. Employees of CTM member companies receive discounted admission to these events.
Join Us!! Membership Options (see table below for summary)

Program Partner ($15,000 - $20,000) NEW!: Program partners support CTM events and forums while expanding the reach of the Institute’s thought leadership. They consult with CTM’s event staff on potential topics and speakers, and are provided with a presence at all CTM events, often with the option of bringing customers and partners. Program partners are also listed as supporters of CTM on our website and in other materials. NOTE: Program partners do not participate in CTM research and do not have a representative on CTM’s Board of Advisors.

Standard Membership ($35,000 and above): Most companies in the CTM consortium are “Standard Members”. Standard members participate in CTM’s research, events, and executive education. All CTM members have a representative on CTM’s Advisory Board, which meets in person twice per year. Many standard members participate in at least one CTM research study, and all are eligible to send executives to our Advanced Management Program (AMP).

Executive Membership ($50,000 and above): Some companies in the CTM consortium are “Executive Members”. Executive membership allows for extensive participation in CTM programs. Research fees are significantly discounted for Executive Members, allowing them to participate in multiple research studies. Executive Members also have additional seats at CTM programs, including the Executive Roundtable.

Comparison of Membership Options

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<th>Program Partnership</th>
<th>Standard Membership</th>
<th>Executive Membership</th>
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<td>4 attendees at each CTM Roundtable (tickets are transferable)</td>
<td>1 Seat in AMP course (and discounted admission for additional participants)</td>
<td>Participation in major research program (e.g., How Much Media, Digital Home, etc.)</td>
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<td>Complimentary seats at Digital Summit Series events.</td>
<td>2 attendees at each CTM Roundtable</td>
<td>2 Seats in AMP course</td>
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<td>Membership Fee: $15,000 and up</td>
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To learn more about CTM activities, please contact Jay Tucker, head of marketing & interim director, at:
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Thought leadership at the intersection of technology and content. Join us!