SEEING BEYOND TECHNOLOGY:
2016 CTM ADVANCED MANAGEMENT PROGRAM [AMP]

A week-long course for rising leaders in the communications, technology, and media sectors.

SPRING SESSION: MAY 2-6 | FALL SESSION: NOVEMBER 7-11

USC CENTERS OF EXCELLENCE — LOS ANGELES, CA

Tuition: $8,400 per student (Discounts apply for employees from CTM sponsor companies and groups of 3 or more)

Register Now at http://bit.ly/1ga1Esg
Technology is evolving at an unprecedented rate, transforming the communications, technology, entertainment, and service sectors. Prospering in this environment requires thinking, leading, and managing in ways dictated by an informed vision of the future and a clear understanding of the technologies and media involved.

The Institute for Communication Technology Management (CTM) is the world’s foremost institute at the intersection of technology and content and unites a powerful network of industry leaders involved in every facet of the digital media value chain. In addition to our cutting edge research, CTM conducts educational programs that prepare rising leaders to meet the challenges of our industry.

The Advanced Management Program (AMP) provides high-potential business leaders with the tools and perspective needed to manage and lead in an environment transformed by the convergence of the communications, technology, and media sectors. Participants will discover powerful management frameworks, explore emerging technologies, and complete a case study incorporating all aspects of the AMP program curriculum.
WHY WE ARE HERE: THE POWER OF THE NETWORK

The ongoing revolution in the communications, media and technology sectors has disrupted business models, created new applications and services for users, and forced unprecedented interconnection between industry sectors. In this segment, we will explore the impact of this revolution globally and for the companies represented in the course.

DIGITAL, MOBILE, CLOUD & COMMERCE: TRENDS THAT SHAPE US

In this segment we will provide an overview of some of the key technologies and services driving change throughout the industry including cloud, broadband, location-based services, and big data. This is an opportunity for participants to learn more about the technologies affecting their businesses, and to discuss the challenges that keep them up at night.

THE ECOSYSTEM & ITS MEMBERS

Who are the key players in the ecosystem? Who are their partners? Which ones are succeeding, and why? How must their relationships change to remain relevant? What new players will enter the game? In this segment, we will share an overview of the digital ecosystem and engage participants in a discussion about convergence, the interrelatedness of communications, digital media and technology.
CREATING THE EXECUTIVE STORYTELLER

Most company employees cannot clearly articulate their corporate strategy in customer-contextual terms. Many of us fight daily to cut through the “white noise” we experience from competitors, partners and within our own organizations. In this environment, it is more crucial than ever for business leaders to communicate effectively. In this segment, we will explore how professionals can drive change through executive storytelling. We will discuss how stories are constructed, what makes them impactful, and how to use the art of storytelling to influence the organization.

BUSINESS STRATEGY IN THE DIGITAL AGE

The pace of disruption in the industry makes business planning and strategy a difficult task even in the best of circumstances. In this segment, we will provide an overview of business strategy and context for how it can be applied in the digital age. The focus on this segment is building and sustaining competitive advantage, with special attention paid to the technology and media sectors.

DIGITAL GENERATIONS & MILLENNIALS IN THE WORKPLACE

Generational Theory can be a powerful tool for anticipating market opportunities, enhancing leadership skills, and developing influence in your organization. In this segment we will outline generational theory and provide an overview of key characteristics for Silents, Boomers, Gen Xers, and Millennials. In addition, we will provide in-depth insights into workplace culture and recommendations for managers of Millennial workers.

MARKETING IN THE MILLENNIAL ERA

Millennials are rapidly increasing their influence as consumers, and according to some, will achieve a spending power of an estimated $2.45 trillion by 2015. However, their culture, media habits, and values are quite different from those of their predecessors. In this segment, we will continue the discussion of generational cultures, focusing on key concepts for reaching, and winning over, Millennial customers.
**COURSE SCHEDULE [SUBJECT TO CHANGE]**

Note: Lunch served every day.

**DAY 1**
Introductions & The Power of The Network
Trends That Shape Us
Welcome Reception

**DAY 2**
Business Strategy in the Digital Age, Parts 1 & 2
Final Case is distributed.

**DAY 3**
Digital Generations
Millennials in the Workplace
Marketing in the Millennial Era

**DAY 4**
The Ecosystem and Its Members
Managing for the Long Run
Creating the Executive Storyteller

**DAY 5**
Final Case Preparation and Presentations
Graduation & Program Close

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**Watch Mostly Online Video/No Broadcast TV**

<table>
<thead>
<tr>
<th>Generation</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Millennials</td>
<td>34%</td>
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<tr>
<td>Generation X</td>
<td>20%</td>
</tr>
<tr>
<td>Boomers</td>
<td>10%</td>
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Source: 2013 NY Times Study
Dr. Steven Shepard is the Residential Director of Educational Programs for USC CTM and an Adjunct Professor at USC’s Marshall School of Business. He is founder of the Shepard Communications Group in Williston, Vermont, and co-founder of the Executive Crash Course Company. An executive with more than 30 years of experience in the technology industry, he has written books and articles on a wide variety of topics, including *Telecommunications Convergence*, *Reverse Engineering the Future: A Prescription for Change Leadership*, *Making LTE Work: Strategies for the Broadband Edge*, and *Giving Up Control: Strategies for Success in the User-Generated Economy*.

Dr. Shepard specializes in technology issues with an emphasis on the social implications of technological change, technology infrastructure and strategy development, and technical marketing and sales. He has written more than 30 books, created more than 40 videos and films, and consulted with clients in more than 70 countries across many different industries including telecommunications, IT, software, media, advertising, healthcare, non-profit and government.

Dr. Shepard spent eleven years with Pacific Bell in San Francisco in a variety of capacities followed by ten years with Hill Associates in Colchester, Vermont before forming the Shepard Communications Group in early 2000. He previously served as Chairman of the Vermont Telecommunications Authority, the organization tasked with managing the distribution of broadband stimulus money in the State of Vermont.

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**AMP FACULTY**

**Morley Winograd**
Senior Fellow
USC Annenberg Center for Communication Leadership & Policy
& Co-author of *Millennial Momentum* and *Millennial Makeover*

**Kyle Mayer**
Professor
USC Marshall School of Business

**Morley Winograd** is the co-author (with Michael D. Hais) of *Millennial Momentum: How a New Generation is Remaking America*. This groundbreaking book explored the tremendous impact of the Millennial Generation on American culture, business and politics.

Winograd has served as senior policy advisor to Vice President Al Gore and director of the National Partnership for Reinventing Government (NPR) from December 1, 1997 until January 20, 2001.

Winograd served as USC CTM’s Executive Director from 2001 - 2009.

**Kyle Mayer** studies how firms govern relationships with other firms, with particular attention to the contract and its role in establishing a framework for the relationship.

Traditionally, the AMP course is made up of middle- to senior level business executives from the communications, technology, and media sectors. The rich interaction between professionals with different job functions and viewpoints provides a challenging and stimulating experience.

Participants at AMP learn as much from each other as they do from the instructors, and they form a cohort that continues to interact long after the course comes to its conclusion.
STUDENT FEEDBACK

“The (program) informed me of trends impacting my industry, while giving me the innovative & tactical tools to plan for the future. The sessions were extremely informative, relevant and engaging. The shared experiences...were unforgettable...This really was world-class training!

“Really was an unexpected experience, in a very good way. Content & speakers were great. But when Steve said upfront that we’d learn more from each other than we would from him & the materials, he was absolutely correct. The mix of views & experiences really expanded the learning for me. Thanks!”

“Relevant content, up to date. Great balance of technology, comms & media. Right size class for open discussion with great representation.”

“On the whole, the AMP course was transformational to me. I feel like my eyes (and mind) have been opened. Presentations and style are excellent, info is invaluable.”

“Cannot overstate the importance of executive storytelling.”
The Advanced Management Program is currently held on the University of Southern California campus, just south of downtown Los Angeles, California. The USC campus is adjacent to Exposition Park, which features the LA Coliseum, the Natural History Museum and other attractions. It is also just a few miles from LA Live, Staples Center, Walt Disney Concert Hall, Dodger Stadium, and a host of restaurants and entertainment venues.

To register for the course, go to our registration page at [http://bit.ly/1ga1Esg](http://bit.ly/1ga1Esg)

The AMP fee is US $8,400 (US $7,400 for individuals from CTM member companies). This includes registration, program materials, and lunch each day. Lodging expenses at downtown Los Angeles hotels are separate, and are the responsibility of the participant.

A refund can be given only if cancellation is received 30 days prior to the beginning of the AMP program. Email or fax cancellation must carry a transmittal date at least 30 days prior to the beginning of the AMP session in which the participant is registered. Registrants who cancel their registration less than 30 days prior to any session of AMP program are responsible for full registration payment, although appropriate substitutes may be accepted for registrants who are unable to attend.

Please contact USC CTM at [ctm@marshall.usc.edu](mailto:ctm@marshall.usc.edu), or by phone at 213.740.0980 if you have any additional questions about the course.
USC Institute for Communication Technology Management

The Institute for Communication Technology Management (CTM) is an industry-sponsored center of excellence within USC’s Marshall School of Business. It provides cutting-edge research and dynamic, cross-disciplinary forums focused on future trends and key business opportunities.

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 participate in research workshops where they share their views on the results. For more information on CTM research, contact the team at ctm@marshall.usc.edu, or by phone at 213.740.0980.

Digital Home

The Digital Home Research Program is a year-long research study drawn from a sample of over 4000 respondents in the US and 1500 in Canada. The 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.

Mobile Life

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.

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 C-Level interviews with executives involved in the future of video offerings at entertainment, telecom and technology companies.

How Much Media

How Much Media (HMM) 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?