SEEING BEYOND TECHNOLOGY:

THE 2017 CTM ADVANCED MANAGEMENT PROGRAM [AMP]
A week-long course for rising leaders in the business, technology, communications, and media sectors.

Brought to you by The Institute for Communication Technology Management
Marshall School of Business
University of Southern California

FALL SESSION: NOVEMBER 6-10
USC CENTERS OF EXCELLENCE – DOWNTOWN LOS ANGELES, CA
### Register at http://ow.ly/sv3o30eBu7s

DISRUPTION. INNOVATION. CONVERGENCE.
Are You Ready to Lead?

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) at the University of Southern California's (USC) Marshall School of Business 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 perspectives 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.
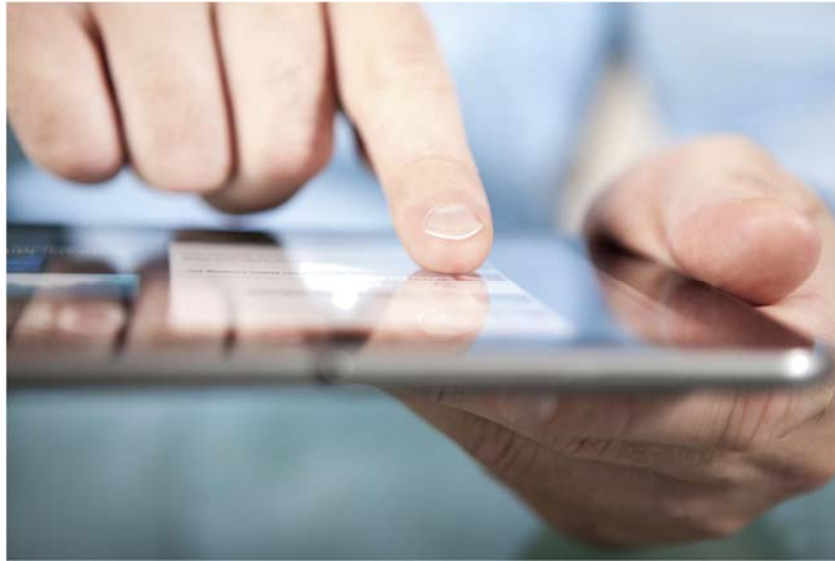
The Value of AMP Attendance

Every industry on earth is under siege today—not so much from burgeoning competition, unpredictable economics, the availability of skilled workers, or regulation—those are long-term constants—but from an unforeseen avalanche of new technologies, communications modalities, business models, and people, all intertwined into a chaotic future that is laced with challenge and fraught with opportunity.

Never has the phrase, 'the old rules don't apply,' been more apt—or timely. Today's enterprise leadership and management teams must learn to play by new rules of engagement—or face the very real threat of irrelevance.

- Internal and external communications have radically shifted to social platforms.
- Advertising a la 'Mad Men' has no place in the modern world.
- Omnipresent communications, mobile lifestyles, ubiquitous sensor networks, and a willingness (by many) to be constantly monitored, in exchange for a superior customer experience, are the norm.
- Business models based on competition among ecosystems rather than individual companies, along with knowledge and revenue sharing, are the only business models that stand a chance of surviving amidst the white noise of growing competition.
- And a whole new generation of people, the largest, most committed, most connected generation in history, and a generation that is oblivious to company or brand, has become the greatest force in the market today, and companies that ignore them are doomed to fail.

The Advanced Management Program in Digital Networks, Content, & Commerce provides insight into these extraordinary changes with a bias toward organizational action. Participants in our program, who hail from a broad range of industries and companies, not only have a greater awareness of the forces shaping their own organization and industry, but they leave with a detailed plan, based on a strategy they develop during the program, that they will execute upon returning to the workplace.

Never have the technology-driven changes in the workplace been more profound, and never has there been a greater need to shift organizational thinking. AMP is designed to do that.

The Advanced Management Program (AMP) has been certified for Continuing Education Credits.

COURSE TOPICS [5-DAY SESSION]

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. 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? 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 struggle to clearly articulate their corporate strategy in customer-contextual terms. In this environment, it is crucial for business leaders to communicate effectively. We will explore how professionals can drive change by considering stories are constructed and what makes them impactful.

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 goal driven use of technology.

LEADING IN A MULTIGENERATIONAL WORKPLACE

Generational Theory can be a powerful tool for anticipating market opportunities, enhancing leadership skills, and developing influence in your organization. We will outline generational theory and provide an overview of key characteristics that allow us to use these generational differences for a business advantage.

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APPROXIMATE COURSE SCHEDULE
Note: Lunch served every day.

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

DAY 2
Business Strategy in the Digital Age
Case Project is distributed.

DAY 3
Digital Generations in the Workplace
Marketing in the Generational 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

FEATURED INSTRUCTOR: DR. STEVEN SHEPARD

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*, M*aking 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.

Other AMP Faculty
Kyle Mayer, Professor, USC Marshall School of Business

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. His research has been published in Organizational Science, Academy of Management Journal, Management Science, and Journal of Law, Economics, and Organization. He served on the editorial board of Academy of Management Journal, Organization Science, Academy of Management Review, and Strategic Management Journal.

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A SAMPLING OF PAST PARTICIPANTS

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Director, Content Development	AT&T
General Manager - Network Operations	AT&T
Director of Business Development	Boeing
Manager, Service Provider Marketing	Cisco
Marketing Manager, Video Solutions	Cisco
Manager, Product Marketing	Cisco
Partner	PwC
Director, Entertainment and Media	PwC
Senior Director, Digital Operations	CBC
Executive Director, IT	CBC
Client Unit Director	IBM
General Manager - Service Planning	British Telecom
Senior Product Development Manager	British Telecom
Director - Data Planning & Engineering	CenturyLink
Senior Manager Strategic Relationships	Deloitte & Touche
Director, Client Services	The Walt Disney Company
Director, EIS Program & Service Mgmt	The Walt Disney Company
Vice President	FOX Broadcasting Company
VP Research	FOX Broadcasting Company
Sales Lead, Communications Industry	Hewlett-Packard
Director, Industry Analyst Relations	Qualcomm
Director, Strategy & Market Development	Qualcomm
SVP, Customer & Corporate Marketing	Rogers Communications
Director, Corporate Planning & Analysis	Rogers Wireless
Director - Consumer Marketing	TDS Telecom
Director, State Government Affairs	TDS Telecom
Director, Wireless implementation	TELUS
Regional Vice President, Sales	TELUS
VP & Controller	TELUS
Director - Consumer Strategy	Verizon
Director of Indirect Distribution	Verizon
Director, Business Development	Warner Bros.

STUDENT FEEDBACK

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."
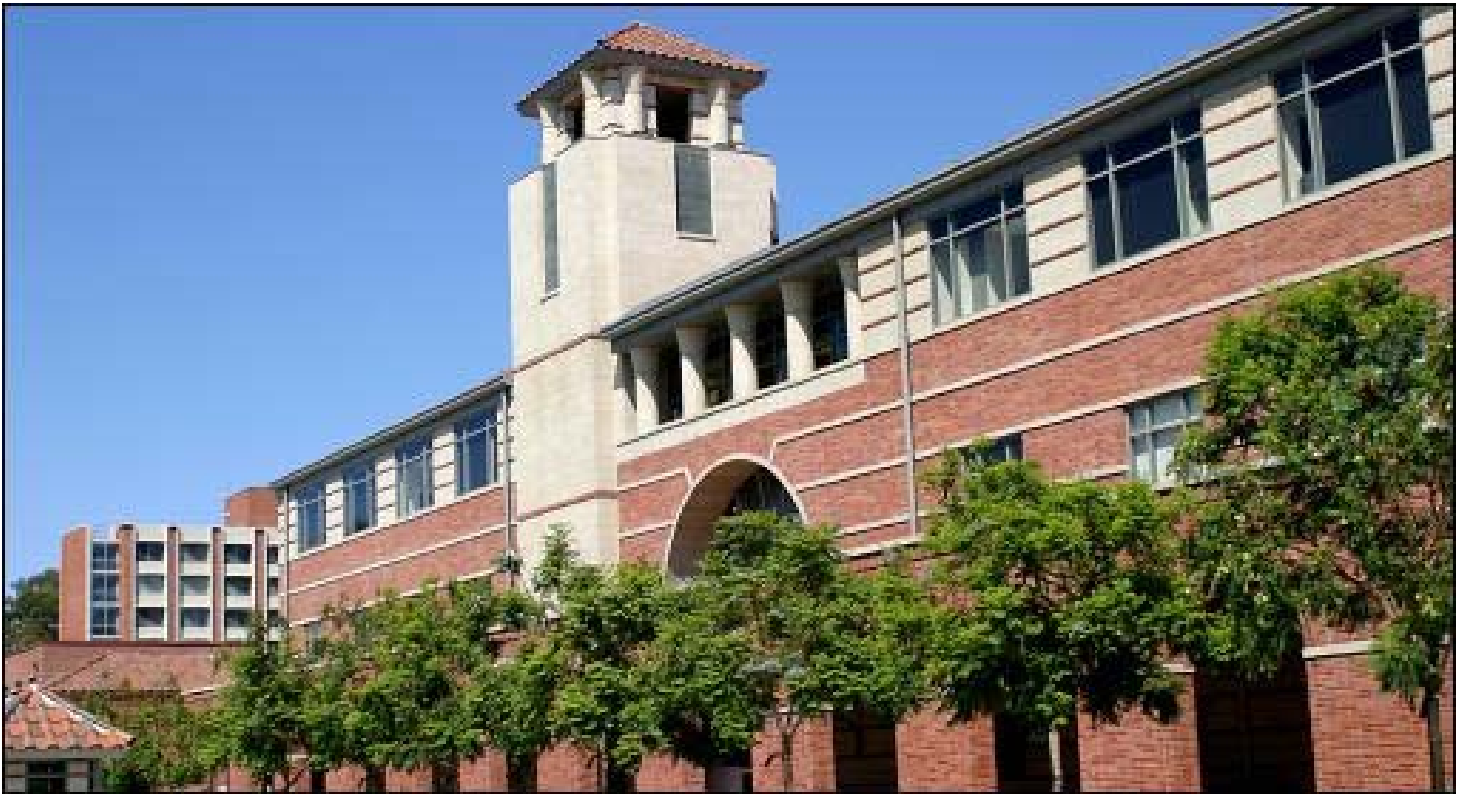
ENROLLMENT

Enrollment in the Advanced Management Program is limited in order to provide maximum opportunity for interaction and teamwork. Participants are invited from all key segments of the communications, technology and media sectors in the U.S. and abroad.

LOCATION

The Advanced Management Program is currently held at the USC Marshall School's Centers of Excellence in downtown Los Angeles, California. The classroom is located just a few blocks from LA Live and Staples Center, and 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. Students will also have the opportunity to tour the USC campus.

REGISTRATION, FEES & CANCELLATION

To register for the course, go to our registration page at http://ow.ly/sv3o30eBu7s. Tuition list price is $8,400 per participant but various discounts are available for CTM members, groups, and early-bird registerations..

The AMP tuition includes registration, program materials, and lunch each day. Lodging expenses at downtown Los Angeles hotels are separate, and are the responsibility of the participant.

Refund can be given only if cancellation is received 30 days prior to the beginning of the AMP program. Registrants who cancel their registration less than 30 days prior to any session of AMP program are responsible for full registration payment, although substitutes may be accepted for registrants who are unable to attend.

Please contact USC CTM at **ctm@marshall.usc.edu**, or by phone at **213.740.0980** if you have any additional questions about the course.

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About USC's 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.

IOT Demand: These three projects examines what is driving the mobile IOT market. We will look at different IOT device markets, explore key feature requirements, price points, and the motivators that shape demand. The project will build a series of IOT demand curves for the mobile, home and enterprise markets in order to allow "what-if" analysis to see how features and prices will modulate market demand.

IOT Economics: This project models traffic patterns as an operational resource that reflects IOT operational costs. This analysis can be used to identify profit pools that serve to create opportunity and attract competition.

Future of Media: This is our Future of Media project. With this project we are examining how technology, business pressure, and culture are working together to change the way we entertain ourselves. For example, last year this program did a deep dive on how mobile entertainment has changing our behavior (from a business perspective). This next year, the program is looking at changes in the advertising market which serves to fund a significant portion of the entertainment industry and generate a cross industry perspective of the trade winds driving change through the industry. From this point, sponsors will determine whether, the project zooms in to look at how next generation OTTs (compared to legacy OTTs) are changing landscape or whether to zoom in on the emerging AR/VR marketplace. Both issues reflect potential disruptors to what is already a turbulent entertainment market

Business and Technology: This project looks at business culture/process issues that can improve or retard benefits a company derives from its investment in technology. CTM has created a process that allows us to identify companies that are outperforming the average and, working with Marshall subject matter experts, we correlate business policy issues with financial performance gains. We believe our efforts on this front provide prescriptive guidance that will allow companies to achieve superior performance in an increasingly technical world. For this year, CTM will be looking at various aspects of privacy, supply chain, prerequisite markets (chicken-and-egg markets), big data analytics, and distributed team management.