Welcome to CTM!

- Center of Excellence at the USC Marshall School of Business
- Support tech-drive industry evolution since 1985
- Consortium includes leaders from the communications, technology, media, healthcare, government and other sectors – organizations being impacted by digital transformational shifts in their markets and/or operations
- A multidisciplinary link between academia and industry

A Powerful Synthesis of Academia & Industry

- Founded as a resource for the business community with a focus on how technology is changing markets and business practices.
- CTM’s consortium surfaces business opportunities, behaviors, pre-emergent trends that will become future disruptors.
- Harnesses the power of university-grade research and combine that with the thought leadership of decision-makers in government and industry.
- CTM’s educational programs and forums provide a unique environment for growing as leaders, sharing ideas and influencing the industry.
The Next Disruptions That Will Drive Us

Change has become a constant!

Companies focus on current business issues and the visible disruptors.

Many over the horizon ‘ideas’ may become a future disruptor (or a distraction)

Long range ideas do not disappear; they reappear as Black Swans and often cause chaos.

Must Disruption be Random Process?

When innovative people stay in their lanes, incremental linear innovations result

When innovative people are exposed to interesting thinking from outside their domain, disruptive innovations result

CTM creates an environment for systemic exposure to outside innovative thinkers, creators, managers.

The process uses technology as a disruptive catalyst that crosses industry sectors and serves to focus conversation

Like life, you get out of it what you put into it.

• Your contributions shape the conversation
• Your take-aways depend on your collaboration
CTM: A Collaborative Public-Private-Academic Institution

Tech is a tool that needs to serve an unfilled need.
- Realization varies by sector but the desires transcend traditional industry structures.
- Deciding what to do is a business task; tech defines how to realize the end-result

A multidisciplinary approach identifies macro-motivators that drive tactical solutions
- Professionals work hard and do a good job managing the world they see
- Finding future disruptors requires interaction outside the day-to-day

Business Development Processes

Iterative Development

- market research → opportunity identification → tactical planning → development → testing → scaled sales & delivery

Iterative development considers current market behaviors, trends, competitive actions and creates a response plan

Disruptive Development

- behavioral research → disruptive enablers → catalyst planning → development → testing → scaled sales & delivery

Disruptive development starts with existing behaviors and identifies a catalyst to change established behaviors
The catalyst needs to be encouraged in order to enables these new market opportunities
Disruptive Thinking can be accelerated by injecting non-traditional thinking into the process:

- Behavioral research focuses on understanding market needs and market desires (these are different) which drive existing market behaviors.
- Disruptive enablers are catalysts that allow behavior patterns to change (e.g., new technology, new systems, new business models). Behaviors will not immediately change; existing behaviors have to be dislodged and the incremental benefits have to be high enough to overcome market inertia (modest improvements will not survive).
- Catalyst planning recognizes that a catalyst has to be encouraged to grow and in doing so changes market demand.

CTM creates an environment for exploration of cross-disciplinary thinking need to encourage disruption.

Serving CTM’s Member Companies:

- CTM’s Advisory Board is made up of business leaders from industry and government.
- CTM’s Advisory Board members serve to shape/drive the direction of CTM efforts.
- CTM’s Individual members want to support market evolution in order to improve business/economic/societal conditions.
- CTM’s Individual members accept that tech enables disruption that creates both opportunities and challenges.

- CTM accepts that the best people are always busy and strives to use the Internet as a means of exchanging views.
- The monthly CTM newsletter and bi-monthly board calls serve as conversational cornerstones.
- The AMP Program teaches skills and reinforces the need to look outside the blinders to find possible disruptors.
- An annual CTM banquet serves as a fundraiser and provides vehicle for CTM to interact with faculty and students.

- CTM provides a vehicle for involved participants to share thoughts and to shape thinking among others.
- CTM members self-select ideas they wish to privately on-board for internal pursuit, they can interact with other members for community support, or they can drive industry level activities through CTM/Marshall.
Events

• Educational events designed to allow CTM members to take an active role on the forward edge.
• Workshops and forums designed to engage and expand the conversation.
CTM Ideas Continue to Stir the Pot

- Innovation vs Quality/Reliability Processes
  - Innovation sacrifices quality
  - Quality inhibits innovation
  - A false tradeoff! But how to integrate within a collaborative framework

- Healthcare Ecosystems
  - Digital Healthcare is unique
  - Data is ubiquitous
  - How to create an open healthcare data ecosystem

- Trust is the commerce enabler
  - Digital trust can be earned
  - The trust cost/benefit must be weighted
  - What actions can be taken to maintain trust in a dynamic environment?

CTM Membership Options

- Corporate memberships are available to support all employees. Includes board seat to drive CTM’s mission
- Individual membership available for people with a personal passion for disruptive thinking.