

The Institute for Communication Technology Management

CTM

**A Center of Excellence
Marshall School of Business
University of Southern California**



USC University of
Southern California

Technology is Changing Business



New technologies appear every day with each one with the potential to disrupt the way we conduct business and our markets.

How might technology:

- Change business processes?
- Create new competitors?
- Change customer purchasing?
- Open new opportunities?
- Change customer experiences?
- Impact competitive advantages?
- Change business models?

CTM: Technology Impacts to Business are Discovered Here!

CTM creates a collaborative environment that includes industry, academia, and other interested parties that focuses on the issues that shape our future (both positive opportunities for growth and worrisome threats to ongoing prospects). The rapid rate of technological evolution creates an environment where disruptors occur more frequently and their business impacts need to be continually assessed. CTM works with its members to identify and develop an understanding of the implications that might arise so that companies can find a distinctive path for forward that allows them to apply their strengths to changing market needs.

CTM is a Center of Excellence within USC's Marshall School of Business was originally founded in 1985. The Organization is focused on anticipating and understanding the impact of an increasingly networked and technology-driven world on the way we conduct business and view markets. It is a unique industry/academic community that examines technology-driven disruptors as both opportunity and threat enablers that can cause seismic direct and indirect impacts to markets.





Leading with Vision

The Institute is a powerful connector of industry decision-makers. Our board members represent companies from diverse industry sectors with the common thread that they see technology as a means of thriving and prospering in an increasingly dynamic business environment. Professionals participating in CTM programs provide valuable insights and help drive innovation across the larger digital communications ecosystem. The CTM members consider the Alan Kay quote, “The best way to predict the future is to create it” a central tenet to the CTM philosophy.

Dealing With Disruption

CTM was founded over 30 years ago with the goal of providing thought leadership in world that was undergoing deregulation, wrestling with a networked society, and learning to survive with economic uncertainty. Since then, CTM’s focus has evolved with the times: the rise of mobility, the emergence of digital networks and smart devices, evolving business models, partnerships, globalized ecosystems, and enriched user experiences that could never have been envisioned a decade ago.

Membership Has Its Privileges

CTM’s programs generate critical insights from a participatory process led by leaders in the business community who wrestle with the massive disruption caused by the convergence of technology with business to find paths through our uncertain landscape.

CTM works with faculty, students, and staff to create a framework that allows strategy, marketing, and operations to anticipate the impact of disruptors that reshape business environments. The CTM community is made up of companies and individuals that understands that the business needs of today will be insufficient for tomorrow; a community that understands the importance of constant learning, people that understand the need to adapt in order to thrive in a competitive environment.

CTM’s board of directors, who serve to shape CTM’s focus, is formed from a cadre of senior executives and decision-makers that are deeply invested in realizing the business benefits made possible by the growing capabilities of digital technologies.

Leadership Education

CTM has developed its Advanced Management Program (AMP) to provide a week-long continuing educational experience for high-potential rising leaders focused on understanding how the key technologies that are transforming the business landscape, including mobile, cloud, and big data create a demand for new leadership skills. Participants will also be introduced to tools and techniques that help lead and drive innovation with customers and *within* their organizations.



CTM: Embracing Disruption

CTM Members consider technology as a strategic weapon that can be used to create a competitive business advantage or stave off a competitive threat. CTM influences these companies and the companies influence Marshall as both the school and the CTM members embrace a forward looking agenda that understands companies that do not look ahead and anticipate change are forced to life of business fire-fighting. New technologies often transform the following business issues into keystone issues that enable or inhibit success.

- Business Processes and Culture Disruption: People, Processes, and operating environments are changing and force management philosophies to evolve as new paradigms to surround customer and partner business practices. While technology is the enabling tool, corporate cultures determine whether those tools are put to good use.
- Time Disruption: Consumers and employees are constantly seeking to discover new mechanism that allows them to better manage their time. Changes to employee productivity and entertainment as a time investment are redefining the lens through which the world is viewed.
- Market Disruption: Technology is making big-data and IOT-driven data a real-time asset that allows firms to be customer context-sensitive, improving efficiencies, and allowing increased levels of automation to cut across all aspects of the decision-making process.

Seeing Beyond Technology:

Disruptive technologies, evolving consumer behaviors, changing competitive landscapes, and new business models have transformed the value chains for device makers, network service providers, content creators, consumers, government agencies, and enterprises alike. The increasingly connected consumer and workplace environments presents incredible opportunities for the nimble as long as key challenges can be understood and addressed.

The Institute for Communication Technology Management (CTM) is a Center of Excellence within USC's Marshall School of Business. It facilitates strategic and multidisciplinary efforts that support corporate and product planning programs for its members. It creates linkages that serve to allow our members to define and shape solution specific issues and directions. It provides educational programs and forums/workshops focused on the rapidly evolving business ecosystem. Sometime referred to as Industry 4.0 or Digital Transformation programs, the market forces that impact current business practices are being driven by massive changes in communications technology, data driven decision making, business strategy, and entertainment services. This increasingly dynamic environment is creating a complex maze of threats and opportunities that has to be successfully traversed in today's business world.

The Institute is also a powerful connector of decision makers and forward looking innovators in the industry. Our board members represent companies from multiple industry sectors with the common thread that they see technology as a means of thriving and prospering in an increasingly vibrant and challenging business environment. The network of CTM associated professionals adds both depth and detail to the spectrum of affiliates that drive our understanding of market knowledge forward. Professionals participating in CTM programs provide invaluable insights and help drive innovation across the larger digital communications ecosystem while CTM serves its members by providing a source of non-traditional and independent thinking that needed to break free from legacy operational patterns.

CTM driven activity highlights:

- High-potential employee education programs
- Access to multidisciplinary pools of subject matter experts
- Sponsored strategy/market workshops and projects
- Corporate/student-centric investigations based on out-of-the-box thinking and challenges
- Thought leadership and catalytic thinking task teams



Interested?

To learn more about CTM activities, please visit our website at <http://www.marshall.usc.edu/ctm>. You may also contact us directly by email at: ctm@marshall.usc.edu or by phone at 213-740-0980.

Thought leadership at the intersection of technology and business value.

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