



# The Institute for Communication Technology Management (CTM)

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

## CTM: Exploring Technology Impacts to 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 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 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 process 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.



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## Membership Has Its Privileges

CTM's efforts serve to generate critical insights from a participatory process that spreads across a community of leaders who wrestle with the massive disruption caused by the convergence of technology with business to find paths through our uncertain landscape.

CTM creates 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, a community 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.

## CTM: Embracing Disruption

CTM treats technology as a strategic weapon that can be used to create a competitive business advantage or stave off a competitive threat. The efforts of CTM influences its members and the members influence Marshall as they together 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 fundamental business issues including:

- Business Processes and Culture Disruption:
- Time, Trust, and Value Disruption:
- Market and Buying Behavior Disruption

## 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.

## Visit or Contact Us

### CTM: Institute for Communication Technology Management

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