



C5 Spring 2022 **CONFERENCE PROGRAM**

May 3 & 4, 2022
Hosted by The Cable Center
Denver, Colorado



With the support of our Partner



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C5 Spring 2022 Welcome

We're back!

Welcome to our first in-person conference since C5 Fall 2019, hosted by The Cable Center (Denver, CO). It feels so good to come together in our traditional way to renew friendships, make new friends, exchange ideas, and continue our quest to be the best CX learning organization.

Like so many other organizations, the pandemic pushed our creative buttons and that resulted in continuing to build CX knowledge and experience through Zoom. Since our last in-person meeting, we've had 11 virtual meet-ups (conferences, webinars, discussion sessions, and "deep dives"). Recordings for all these sessions are available from the secure member-only area of the C5 webpage.

Your C5 Leadership Team and your C5 Executive Chairs (**Eric Burton, Jon Coscia, Suzanne Foy, Kimberly Gibson, and Simón Tadeo**) thank everyone for your active participation in these events. While we all benefitted from the virtual meetings, C5 has always been about connecting in person—building relationships with other C5 members, with guest speakers, and with our sponsor partners.

C5 Spring 2022 Highlights

This welcome-back conference carries on with our ongoing approach of Inside-Outside Learning. With a theme of "**Factors Impacting the Telecommunications Competitive Landscape**," C5 Spring 2022 features learning from each other through Egg-Timers, Association Update, Spotlight On...CTAM, and Innovation Showcase.

And, we will learn from others outside our organization through the Fireside Chat featuring **Phil McKinney**, CEO & President of CableLabs. The Fireside Chat will be moderated by **Chris Lammers**, COO Emeritus of CableLabs and a Executive Board member of The Cable Center.

We are also pleased to welcome our featured guest speakers **J.D. POWER** **Ian Greenblatt** and **David Zierman** from J.D. Power & Associates. During the Keynote, Ian and David will share their knowledge, expertise, and data-driven insights about competitors in the network reliability space, and the role of effective and proactive outage communications.

And, a special welcome to **Doug McCrabb** and **Scott McArthur** from Statflo, our new C5 Silver Partner. As the market leader in business messaging software, Statflo helps build the most profitable customer relationships using personalized messaging—customers' preferred medium. Through use-case examples, Doug and Scott demonstrate how targeted, one-to-one messaging boosts response rates and conversion rates, while creating positive customer experiences.

As another way to celebrate getting together in-person and create a truly memorable experience, we lined up a Special C5 Dinner Event—taking everyone to a Rockies baseball game at Coors Field!! C5ers and guests have the opportunity to catch up, watch the game, and enjoy refreshments from our own private suite. **Kevin Kahn**, VP/Chief Customer Officer, Ballpark Ops, provides new insights on how the Rockies manage the fan experience, including what it takes to create the best experience at the ballpark.



C5 Research Committee

During this conference, you will also hear about two other new C5 programs. We formed a C5 Research Committee to help us shape and execute a research agenda to help all C5 member companies improve their CX efforts. Thanks to **Suzanne Foy, Cory Limberg, Simón Tadeo, and Nicole Winger** for volunteering to serve on this important committee.

C5 Emeritus Designation

Also, we found a way to recognize and honor the contributions of C5 members who have moved on after giving significantly to all of us through their knowledge, expertise, and collegiality. We formed the C5 Emeritus program and this year we induct five members: **Jana Henthorn, Gibbs Jones, Andres Piderit, Rob Stoddard, and Graham Tutton**.

Forward Planning

While COVID put a stop to plans for **Kim Gibson** of Sparklight to host C5, we're hopeful it will happen in the fall. Mark your calendars for **November 9 & 10, 2022**, then get ready to enjoy the beautiful fall weather in Phoenix and visit with our friends at Sparklight.



Again, we welcome you to Denver, The Cable Center, and to another great C5 Conference.

The Cable Center Senior Fellows



Charles Patti, Ph.D. Cox Chair & Senior Fellow **Maria van Dessel, Ph.D.** Senior Fellow **Ron Rizzuto, Ph.D.** Senior Fellow

Improve Customer Experience with Business Text Messaging

89%

of shoppers want two-way conversations with brands and local businesses via text or messaging.

Reduce churn, increase client satisfaction and maximize sales with rich customer data by utilizing business text messaging.

Learn more at [Statflo.com](https://statflo.com)



Sparklight

Mark your calendars early for:

C5 Fall 2022
November 9 & 10

Hosted by: **Sparklight**
Phoenix, AZ

Tuesday, May 3

DAY 1: MORNING SCHEDULE

08:00am - 09:00am
Daniels Great Hall



Breakfast. The Cable Center, 2000 Buchtel Blvd, Denver, CO, 80210
With compliments of The Cable Center

09:00am - 09:15am
Barco Library

Opening Remarks, Welcome, and Introductions

Charles Patti, *Senior Fellow & Cox Chair, The Cable Center*
Diane Christman, *President & CEO, The Cable Center*

We're excited to hold our first post-COVID in person conference at The Cable Center. The Senior Fellows worked with The Cable Center's new President and CEO, **Diane Christman** and C5 Executive Chairs to bring a strong line-up for the C5 Spring 2022 agenda, including a Fireside Chat, featuring **Phil McKinney** and **Chris Lammers** (both of *CableLabs*) and a Keynote Address by **Ian Greenblatt** and **David Zierman**, of *J.D. Power*. We're also delighted to welcome our new Silver Partner, *Statflo*. We look forward to getting to know **Scott McArthur** and **Doug McCrabb** and hearing about how they can help us improve CX. A warm welcome is extended to all C5 members—both new and familiar faces. Finally we much appreciate the ongoing support of The Cable Center and all those involved in the work that has gone into hosting this fabulous conference in Denver.



09:15am - 10:15am
Barco Library

Session 1: Egg-Timer

Chair: **John Del Viscio**, *VP, Operations, Blue Ridge*
Presenters: **Eric Burton**, *SVP, Tools, Technology & Quality, Comcast*
Suzanne Foy, *VP, Customer Care, Strategy, & Support, Cox*
Rodrigo Duclos, *Chief Digital Officer, Claro Brasil*
Maureen Moore, *Chief Customer Experience Officer, GCI*

After a long hiatus, C5 MSOs are able to share CX-related challenges and/or initiatives. These knowledge-exchange sessions challenge members to tell their stories before the time is up. John has the dubious role of enforcing this charge!



10:15am - 10:45am
Daniels Great Hall



Break and Networking

Time to catch up and meet our new Silver Partner, *Statflo*

10:45am - 12:00pm
Barco Library

Session 2: Egg-Timer

Chair: **Simón Tadeo**, *Director, Customer Experience, Telecom Argentina*
Presenters: **Chris Simmonds**, *Chief of Staff to CTO, Liberty Global*
Andrew Michaletz, *Manager, Residential Customer Lifecycle, Midco*
Katherine Gessner, *President & CEO, MCTV*
Jill Arbet, *SVP, Head of Marketing, Vyve*

After the break, the challenge continues. In this second session, **Simón** directs the remaining C5 MSOs to share with the group their CX initiatives or challenges. The ad hoc style of these presentations embody the tradition of Egg-Timer, with presentations on a diverse range of CX initiatives undertaken by our MSOs.



12:00pm - 1:00pm
Daniels Great Hall



Lunch and Networking

With compliments of The Cable Center

Tuesday, May 3

DAY 1: AFTERNOON SCHEDULE

1:00pm - 2:00pm

Barco Library

Session 3: Spotlight On...CTAM

Mark Snow, *SVP & GM, Consumer Marketing & Insights, CTAM*

Mark shares key findings from a recent CTAM research project. The research provides valuable insights about how consumers perceive our broadband service vs. how they see fiber, plus information on competition vis-a-vis both fiber and fixed wireless broadband.



2:00pm - 2:30pm

Barco Library

Session 4: Association Update

Wyatt Barnett, *Senior Director, Industry & Association Affairs, NCTA*

By way of a virtual tour, Wyatt unveils NCTA's newly-renovated public advocacy space and provides an update of the latest implications coming out of Capitol Hill, focusing on what infrastructure spending means for MSOs.



Mickie Calkins, *Director, Strategic Partnerships, CableLabs*

Stephenie Hoehndorf, *Director, Customer Experience, Kyrio*

Mickie and Stephenie team up to present five hot topics at CableLabs:

- (1) Envision Mobility & Wireless Event,
- (2) 10G Showcase – D4.0 Readiness,
- (3) 5G Challenge – CableLabs as National 5G test Lab,
- (4) 10G Challenge – Applications being accepted, and
- (5) CX Digital Transformation.



2:30pm - 3:00pm

Barco Library

Session 5: CX Solutions through Technology Insights by Statflo, C5 Silver Partner

Scott McArthur, *Chief Revenue Officer, Staflo*

Doug McCrabb, *Director, Business Development, Statflo*

"Improving Cx through local, authentic one-to-one conversations"

In our remote-first world, MSOs may not be able to leverage in-person moments to engage and maintain their customer base, but that doesn't mean you cannot create a memorable and profitable experience. Customer relationship management is a simple enough concept in theory. While every business has its own methods of customer interaction, building and maintaining a profitable customer relationship is often an area that requires some review. In this session, learn how one-to-one messaging can provide a seamless and personalized experience that benefits your customers (NPS, First Contact Resolution, preferred communication channels), your retail traffic, and your bottom line!



Tuesday, May 3

DAY 1: AFTERNOON SCHEDULE (cont.)

3:00pm - 3:30pm
Barco Library

Session 6: C5 Research Committee Update

Charles Patti, Ron Rizzuto, Maria van Dessel, *SFs, TCC*

Bob Bartelt, *Director, Customer Experience Operations, Midco*

Suzanne Foy, *VP, Customer Care, Strategy & Support, Cox*

Simón Tadeo, *Director, Customer Experience, Telecom Argentina*

Nicole Wininger, *Director, Customer Care Operations, Blue Ridge*

Governed by the Terms of Reference (see **pages 11-12**) the newly-formed C5 Research Committee met twice this year to establish a research agenda for the benefit of C5 members. MSO Committee Members were selected to serve as a voice on behalf of all C5 member organizations, understanding the different needs of small, medium, and large operators, and those outside the U.S.

Three research topics are proposed by MSO Committee Members, **Simón Tadeo**, **Nicole Wininger**, and **Bob Bartelt** (on behalf of **Cory Limberg**). A synopsis on each topic is provided on **page 10**. C5ers are invited to rank their preferences and ability to provide data for the following topics:

- 1) "Support Channel Effectiveness"
- 2) "Drivers of (Broadband) Product Experience Satisfaction"
- 3) "Satisfaction Drivers of Employee Engagement/Experience"



3:30pm - 4:00pm
Barco Library

Session 7: C5 Strategy Discussion

On May 2, 2022, the C5 Leadership Team met to discuss how to effectively use C5 resources to meet the Consortium's goals and objectives. Led by Senior Fellows, **Charles Patti**, **Ron Rizzuto**, **Maria van Dessel**, counsel was received from C5 Exec Chairs, **Eric Burton**, **Suzanne Foy**, and **Simón Tadeo** (apologies from **Jon Coscia** and **Kim Gibson**) and representatives from The Cable Center Executive Team, **Diane Christman** and **Susie Tomenchok**. C5ers are brought up to date on strategy discussions and implications for C5, including plans for C5 Fall 2022, hosted by Sparklight/CableOne in Phoenix, Arizona.

4:00pm - 4:30pm

Travel to Coors Field (Transportation provided)

4:30pm - 9:00pm
Coors Field

Special C5 Dinner Event at the Rockies | Guest Speaker

Kevin Kahn, *VP, Chief Customer Office, Ballpark Operations*

For the special C5 Dinner event, C5ers and guests are treated to a baseball game at Coors Field. Before the first pitch is thrown, our guest speaker, **Kevin Kahn**, provides insights on how the Rockies manage the fan experience, including what it takes to create the best experience at the ballpark.



9:00pm - 9:30pm

Travel to Jacquard Hotel/Cable Center (Transportation provided)

Notes

Lined writing area for notes.

Wednesday, May 4

DAY 2: MORNING SCHEDULE

08:00am - 09:00am
Daniels Great Hall



Breakfast. The Cable Center, 2000 Buchtel Blvd, Denver, CO, 80210
With compliments of The Cable Center

09:00am - 9:30am
Barco Library

Session 8: Update from The Cable Center

Diane Christman, *President and CEO*
Susie Tomechok, *Business Development Officer*

Taking over the helm in January 2022, Diane describes her plans for The Cable Center, which includes expansion of the Center's Intrapreneurship Academy (IA) leadership program. With a primary goal to accelerate the Center's "Vision 2025" plan, Diane's focus is on making a strategic shift to an expanded and more innovation-focused organization. Susie, an author of a book on the art of everyday negotiation, reveals how she uses negotiation skills to expand business development for the Center.



9:30am - 10:30am
Barco Library

Session 9: Metrics Matters—Shaping CX Using Customer Data

Chair: **Suzanne Foy**, *VP, Customer Care, Strategy & Support, Cox*
Presenters: **Eric Burton**, *SVP, Tools, Technology & Quality, Comcast*
Chris Simmonds, *Chief of Staff to CTO, Liberty Global*
Simón Tadeo, *Director, Customer Experience, Telecom Argentina*

This session explores how in-home connectivity data improves the customer experience. Looking at use cases (next best actions coming out of KPI insights, the speakers discuss the impact on Product NPS (pNPS), calls, and truck rolls.



10:30am - 11:00am
Daniels Great Hall



Break and Networking

Time to catch up with our new Silver Partner, Statflo

11:00am - 12:00pm
Malone Theatre

Session 10: Learning from the Outside - Keynote Address

Chair: **Eric Burton**, *SVP, Tools, Technology & Quality, Comcast*
Presenters: **Ian Greenblatt**, *Managing Dir. & GM, J.D. Power*
David Zierman, *Global Account Director, J.D. Power*

"ISP Subs Most Satisfied When it Just Works: J.D. Power reports on the Competitive Environment of Reliability (aka Job#1)"

In the latest J.D. Power "U.S. Internet Service Provider" study, customers of ISPs indicate that "performance" and "reliability" are the most important satisfaction factors. Data suggest that customers' perceptions of their carriers' reliability are more than just up-time. Effective customer communication around outages is key to setting and exceeding expectations, leading to satisfaction and delight. Delighted customers are more loyal, profitable, and ultimately, perceive fewer outages.



12:00pm - 1:00pm
Daniels Great Hall



Lunch and Networking

With compliments of The Cable Center

Wednesday, May 4

DAY 2: AFTERNOON SCHEDULE

1:00pm - 2:30pm
Malone Theatre

Session 11: Fireside Chat

Phil McKinney, *President and CEO, CableLabs*

Chris Lammers, *Emeritus COO & Senior Executive Advisor, CableLabs*

Phil is an innovator, thinker, creator, author, and speaker. As the former CTO of HP, Phil built teams that were named among the “50 Most Innovative” by *Fast Company* and *Businessweek*. His teams innovated award-winning technologies and products currently used by half a billion people worldwide. In addition to his day job as President and CEO of CableLabs, Phil is the author of *Beyond The Obvious*, an award winning book on inventions, creativity, and what it takes to create game-changing innovations. He also hosts the nationally-syndicated radio show and podcast, *Killer Innovations*.

In this Fireside Chat, former colleague, Chris Lammers, guides the discussion with Phil around the complex competitive landscape that faces the cable and telecommunications industry. From a technology standpoint, Phil provides thought leadership on how the telecommunications and cable industry has, can, should, and needs to, evolve to execute strategies that benefit the industry, individual companies within the industry, and customers.



2:30pm - 3:30pm
Barco Library

Session 12: Innovation Showcase - Panel

Charles Patti, **Ron Rizzuto**, **Maria van Dessel**, *SFs, TCC*

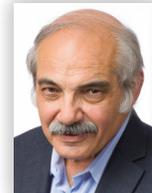
Katherine Gessner, *President & CEO, MCTV*

Stephanie Hoehndorf, *Director, CX, Kyrio/CableLabs*

Andrew Michaletz, *Manager, Res. Customer Lifecycle, Midco*

Nicole Wininger, *Director, Cust. Care Ops, Blue Ridge*

In 2021, 20 employees from 12 cable companies enrolled in The Cable Center’s 10-session course, “Leveraging CX.” The course integrating feature is a CX Maturity Audit—a proprietary method to assess where organizations are in their CX maturity—and what they need to do to move to a higher level of CX delivery. In this session, learn how to use the CX Maturity Audit and hear from four panel members—C5ers who have experience with the Audit in their respective companies.



3:30pm - 4:00pm

Wrap Up and Close

4:00pm - 5:00pm

Free Time | Travel to Jacquard Hotel

5:00pm - 7:00pm

Informal HH at Jacquard Hotel, Rooftop Bar

C5 Research Committee

2022 RESEARCH PROPOSED TOPICS

PURPOSE AND INTENDED OUTCOMES

Purpose. Every year, The Cable Center funds research to advance thought leadership and sharing of best practice among C5 member organizations. With a strong understanding of customer experience issues that are currently top-of-mind for operators, MSO Committee members identified three topics for consideration by C5 members.

Intended Outcomes. All C5 members have a voice in deciding the research topic for 2022. Once the topic is selected, the RC members will scope the study and determine how and what data to collect. With the help of C5 members, the Senior Fellows will conduct the study, analyze the results, and report the findings at the C5 Fall 2022 Conference.

PROPOSED TOPICS

(1) "Support Channel Effectiveness" (proposed by Cory Limberg)

Gather data and insights both internal to industry and externally in adjacent verticals specific to support channel effectiveness across all modalities (synchronous and asynchronous). Study should provide regression analysis across both quantitative and qualitative elements to provide insights of effectiveness of not only the channel, but also the reason for contact and outcome. This channel would also include all self-service interactions and platforms.

Some, but not all, key metrics to be included could be: first contact resolution, NPS (relationship & transactional), volume (handled and containment) across all channels, monthly recurring revenue, product type, contact type, etc.

(2) "Drivers of (Broadband) Product Experience Satisfaction" (proposed by Simón Tadeo)

Broadband experience is a key driver in our industry. Can we predict which customers are having a bad experience with their broadband before they call their service provider? This study looks at network performance, inside and outside the home of our customers, trying to correlate customer satisfaction with technical QPI (Quality Performance Indicators), previous customer interactions and customer segmentation. These findings would provide actionable data for prioritizing network investment and field service proactive maintenance.

(3) "Satisfaction Drivers of Employee Engagement/Experience" (proposed by Nicole Winingar)

We are in a time where the great resignation is prevalent, job opportunities are plentiful, and retaining good talent is a high priority. Conducting research to understand how our industry is measuring employee engagement and the direct correlation employee satisfaction has on customer satisfaction could help our overall CX improvement goals.

Key metrics to include would be "how employee engagement is being measured" (turnover/retention rate, eNPS, # of absences, average tenure, employee productivity, Glassdoor rating, etc.). Looking to compare employee engagement statistics to customer satisfaction/sentiment scoring to see what low hanging fruit may appear from the data to proactively gain improvements internally within our employee relationships, that will in turn positively impact the overall customer experience.

C5 Research Committee

TERMS OF REFERENCE

MEMBERSHIP

The C5 Research Committee (RC) consists of a group of C5 members who have expressed an interest and willingness to help shape the C5 research agenda. Members are representative of the C5 MSO constituency, including small-, medium-, and large-tier operators, and international operators. Membership currently consists of:

The Cable Center Senior Fellows:

Charles Patti, Ph.D., **Ron Rizzuto**, Ph.D., and **Maria van Dessel**, Ph.D.

C5 MSO members:

Suzanne Foy, VP, Customer Care, Strategy & Support, Cox

Cory Limberg, VP, Customer Experience, Midco

Simón Tadeo, Director, Customer Experience, Telecom Argentina

Nicole Wininger, Director, Customer Care Operations, Blue Ridge

LEADERSHIP

The Senior Fellows (SFs) have a responsibility to The Cable Center to develop and executive thought-leadership research within the customer experience domain. While the SFs lead the research agenda, they rely on input from C5 members who have interest in helping generate research that benefits C5 and its member companies.

COMMITTEE MISSION AND ACTIVITIES

Mission. The mission of the RC is to generate new knowledge that leads to improved customer experience programs.

Activities: The SFs—with the assistance of C5 members—have a long history of developing and executing research to advance CX practice among C5 members. Among the projects undertaken over the past several years are:

- **“CX 2.0” (in progress)**

Research commenced in 2021—by way of a discovery search--to determine the obstacles and opportunities within CX as a business model and practice within the foreseeable future. Further discovery research is required, along with decisions for next steps (methodology, scope, timeline, etc.)

- **“Asurion-C5 Digital Channels”**

Panel data (over 2000 U.S. households) on consumer sentiments toward digital channels. Study conducted in 2020 provided C5ers with relevant and timely insights on customer experience needs, expectations, usage, and preferences within digital channels.

- **“Reimagining Customer Service Through Journey Mapping and Measurement”**

Research conducted on CX measurement in 2019 and published in the *European Journal of Marketing* (2020). The paper comprises a comprehensive literature review related to customer service, journey mapping, and performance measurement. The *EJM* article also introduces a new decision-making framework for the complex challenge of measuring and improving the customer service experience. Article includes a review of 23 CX measurements.

- **“Call Center Metrics Study”**

Longitudinal primary research project. Data collected from C5 MSOs on 15 call center metrics from 2012 to 2018. Results on these KPIs were collated, shared, and discussed among members every 12-18 months at C5 events.



C5 Research Committee

TERMS OF REFERENCE

COMMITTEE ACTIVITIES *(Continued)*

- **“Self-Service: A Decision-Making Framework”** (white paper)
Study conducted in 2017 and presents an overview of the most relevant dimensions of self-service, providing context and understanding from which the cable industry can consider the strategic use of self-service to improve operating efficiency and enhance customer experience.
- **“Moving Beyond Call Center Metrics: Measurement Options for Digital Media Platforms”** (white paper)
Study conducted in 2017 to assess performance metrics of digital channels used to communicate with subscribers—with the intention of expanding on the call center metrics study to include a similar analysis of other digital channels.
- **“Self-Service in the Onboarding Process”** (Design Thinking Research)
Project conducted in 2017, using the DT method, to identify creative solutions for better user experiences, utilizing self-service options, during the first 30-90 days for first-time subscribers.
- **“CX Maturity Audit”**
Proprietary concept and management tool developed by the SFs to assess the state of CX maturity within companies. A 50-item questionnaire is used to place a company on the CX Maturity Curve and then actions to move up the Curve are provided.

RESPONSIBILITIES OF COMMITTEE MEMBERS

The RC is grounded in collaboration, idea generation, and support of research to benefit the entire C5 membership. The RC meets on an as-needed basis and members have a responsibility to attend the meetings and contribute to suggestions for research projects, identification of research support, and how to best disseminate research project outcomes. The SFs have the responsibility to conduct research projects and/or to coordinate the completion of research projects.

TENURE

The C5 members of the RC are appointed upon an expression of interest and renewed annually. The SFs lead the RC for the duration of their appointments as SFs within TCC.

RESEARCH FUNDING

As part of the C5 budget, funding is allocated to the SFs for the purpose of developing thought-leadership research that advances the conceptual and applied aspects of CX. Beyond the research fund, the source of supplemental funds can come from external grants, C5 member companies, collaboration with other research entities (e.g., universities, research centers, etc.), and vendor partners.

DISSEMINATION OF RESEARCH FINDINGS

Research projects undertaken by C5 are shared through written reports and presentations at C5 Conferences, other special C5 meetings, and the website of The Cable Center. Further, the SFs seek to publish research findings in the most appropriate scholarly and professional journals.

FOR MORE INFORMATION

Contact: Maria van Dessel, Ph.D. | maria.vandessel@du.edu | Tel.: 720.891.6652

INTRAPRENEURSHIP ACADEMY COURSES AT A GLANCE

Activate your leaders to accelerate business from within.

	2022	2022	2022	2022
COURSE	Driving Innovation	Leading With Agility	Leading With Agility: Executive Intensive	Leveraging Customer Experience
DESCRIPTION	Intrapreneurship expert Dr. Simone Ahuja teaches the process of innovation, cultivating the skills and mindset for internal innovation.	Agility expert Dr. Pamela Meyer empowers leaders to thrive in an environment characterized by unplanned change and unexpected opportunity.	Dr. Pamela Meyer leads C-Level executives through business, team, and organizational agility strategy and best practices.	Senior Fellows Drs. Charles Patti, Ron Rizzuto, and Maria van Dessel help participants develop creative and innovative solutions to CX challenges.
OUTCOMES	Applied innovation business plan	Framework for building agility	Internalization of leadership agility	Applied learning CX audit
DURATION	8 weeks	8 weeks	1 and ½ days	8 weeks
TARGET AUDIENCE	<i>Manager to Vice President</i>	<i>Manager to Vice President</i>	<i>Senior Vice President to C-Level</i>	<i>Manager to Vice President</i>
COMPOSITION	Up to 20 individuals	Up to 20 individuals	Up to 10-15 executives	Up to 20 individuals
FORMAT	2 half-day kickoff and capstone sessions; 6 45-minute sessions	2 half-day kickoff and capstone sessions; 6 1-hour sessions	In-person 3 one-on-one coaching sessions	2 half-day kickoff and capstone sessions; 6 1-hour sessions
DATES	March 15-May 4, 2022 June 7-Aug. 3, 2022 (off week of July 4) Sept. 20-Nov. 9, 2022	April 12-June 1, 2022 June 21-Aug. 10, 2022 Sept. 13-Nov. 2, 2022	June 9-10, 2022	Sept. 20-Nov. 8, 2022

www.intrapreneurshipacademy.org

C5 Spring 2022 Delegates

C5 EXECUTIVE CHAIRS

Eric Burton	SVP, Tools, Technology & Quality	Comcast
Suzanne Foy	VP, Customer Care, Strategy & Support	Cox
Simón Tadeo	Director, Customer Experience	Telecom Argentina

C5 PARTNER REPRESENTATIVES

Scott McArthur	Chief Revenue Officer	Statflo
Doug McCrabb	Director, Business Development	Statflo

C5 MEMBER REPRESENTATIVES, SPEAKERS, AND GUESTS

Grace Abblitt	Senior Director, Marketing	Vyve Broadband
Jill Arbet	SVP, Head of Marketing	Vyve Broadband
Wyatt Barnett	Senior Director, Industry & Assoc. Affairs	NCTA
Bob Bartelt	Director, Customer Experience Operations	Midco
Martin Belogi	Manager, Customer Voice	Telecom Argentina
Mickie Calkins	Director, Strategic Partnerships	CableLabs
Dane Dickie	SVP, Operations Customer Care	Cox Communications
Rodrigo Duclos	Chief Digital Officer	Claro Brasil
John Del Viscio	Vice President, Operations	Blue Ridge
Katherine Gessner	President & CEO	MCTV (Massillon)
Ian Greenblatt	Managing Dir. & GM, TMT Practice Leader	J.D. Power
Jana Henthorn	Former CEO & President C5 Emerita	The Cable Center (TCC)
Stephenie Hoehndorf	Director, Customer Experience	Kyrio/CableLabs
Andrew Michaletz	Manager, Residential Customer Lifecycle	Midco
Kevin Kahn	VP/Chief Customer, Ballpark Operations	Colorado Rockies
Chris Lammers	Emeritus COO & Senior Executive Advisor	CableLabs
Phil McKinney	President & CEO	CableLabs
Maureen Moore	Chief Customer Experience Officer	GCI
Chris Simmonds	Chief of Staff to CTO	Liberty Global
Mark Snow	SVP & GM, Consumer Mktg & Insights	CTAM
Nicole Winger	Director, Customer Care Operations	Blue Ridge
David Zierman	Global Account Director	J.D. Power

THE CABLE CENTER SFs AND LEADERSHIP TEAM

Diane Christman	President & CEO	The Cable Center (TCC)
Charles Patti	SF, James M. Cox Chair & Emeritus Professor	TCC & University of Denver
Ron Rizzuto	SF, R. Rizzuto Chair & Finance Professor	TCC & University of Denver
Janice Silver	VP, Intrapreneurship Academy Programs	The Cable Center (TCC)
Susie Tomenchok	Business Development Officer	The Cable Center (TCC)
Maria van Dessel	SF & DU Research Scholar	TCC & University of Denver

C5 Members

C5 EXECUTIVE CHAIRS		
Eric Burton	SVP, Tools, Technology & Quality	Comcast
Jon Coscia	Group VP, Customer Operations	Mediacom
Suzanne Foy	VP, Customer Care, Strategy & Support	Cox
Kimberly Gibson	Senior Director, Customer Operations	Sparklight
Simón Tadeo	Director, Customer Experience	Telecom Argentina
C5 MEMBER REPRESENTATIVES		
Grace Abblitt	Senior Director, Marketing	Vyve Broadband
Jill Arbet	SVP, Head of Marketing	Vyve Broadband
Wyatt Barnett	Senior Director, Industry & Assoc. Affairs	NCTA
Mickie Calkins	Director, Strategic Partnerships	CableLabs
Dane Dickie	SVP, Operations Customer Care	Cox Communications
Rodrigo Duclos	Chief Digital Officer	Claro Brasil
John Del Viscio	Vice President, Operations	Blue Ridge Communications
Katherine Gessner	President & CEO	MCTV (Massillon)
Leslie Heilema	SVP & Chief Marketing Officer	CableLabs
Zhen (Ray) Lei	Vice General Manager	Shenzhen Topway
Cory Limberg	VP, Customer Experience	MIDCO
Maureen Moore	Chief Customer Experience Officer	GCI
Adam Ricklefs	Senior Director, Customer Experience	Sparklight/Cable ONE
Joseph Rysavy	Director, Marketing Strategy & Analytics	MIDCO
Mark Snow	SVP & GM, Consumer Marketing & Insights	CTAM
Chris Simmonds	Chief of Staff to CTO	Liberty Global
Bill Warga	VP, Technology	Liberty Global
Nicole Wininger	Director, Customer Care Operations	Blue Ridge Communication
THE CABLE CENTER SFs AND LEADERSHIP TEAM		
Diane Christman	President & CEO	The Cable Center (TCC)
Charles Patti	SF, James M. Cox Chair & Emeritus Professor	TCC & University of Denver
Ron Rizzuto	SF, R. Rizzuto Chair & Finance Professor	TCC & University of Denver
Maria van Dessel	SF & DU Research Scholar	TCC & University of Denver
C5 EMERITI		
Jana Henthorn	Former CEO & President C5 Emerita	The Cable Center (TCC)
Gibbs Jones	C5 Emeritus	ARCpoint Labs
Andrés Piderit	C5 Emeritus	Element Fleet Management
Rob Stoddard	C5 Emeritus	Retired
Graham Tutton	C5 Emeritus	InMoment

Silver Partner Statflo

Partners are vital to C5 for two key reasons: (1) financial support to fund C5 efforts to improve CX in cable, and (2) providing operational and technological solutions for our MSOs. Partners enable our members to stay at the forefront of CX innovations and proactively identify resolutions for improving business processes. On behalf of all C5ers, the C5 Leadership Team acknowledges its appreciation of Statflo's support and welcomes **Scott McArthur** and **Doug McCrabb** to their first C5 conference.

Statflo is the leading compliant one-to-one business text messaging platform that enables businesses to have meaningful, two-way conversations with their customers. With seamless integrations to existing systems, rich sendable content, and multi-channel messaging, customer-facing teams have all the tools and context they need in a single platform to engage, retain, and grow their customer base. Statflo's values shape the way we help companies personally engage with their customers, allowing companies to maximize the full potential of their customer relationships. In 2020, the company was chosen as one of the Best Workplaces by *Great Place to Work*®, based on its independent survey of Statflo's team, approach to culture, and plans for the future. Statflo feels strongly that its people are its most valuable asset, and will continue to invest in culture, leadership, and overall wellness. In 2021, Statflo was recognized by *Report on Business*, as one of Canada's top growing companies, received the Canadian Business Excellence Award, and has been recognized by *MaRS* as a Momentum Canada's Next \$100M Companies (in revenue).

Scott McArthur

Chief Revenue Officer

Email: scott@statflo.com

As CRO, Scott leads the company's Sales, Partnerships and Customer divisions. With over 15 years of experience across consumer retail and technology sectors, Scott's focus has always been to improve the customer experience through profitable interactions. Prior to joining Statflo, he managed Sales and Marketing teams at Telus, one of Canada's largest Telecommunications companies, responsible for bringing innovative solutions to the frontline teams in the SMB and Consumer segments. During his career, he has built high performing teams and developed programs that drive engagement and revenue growth.



Doug McCrabb

Business Development Director

Email: doug.mccrabb@statflo.com

Thirty years working as a sales leader in the telecommunications industry, mostly in wireless. Sold the first wireless phones to naval ships in Norfolk, VA, and built the first wireless retail stores in Birmingham, Portland, and Atlanta. Pioneered the first exclusive dealer contracts for SunCom Wireless, launched prepaid and then helped prepare the SunCom wireless sale to TMO. Negotiated the initial Cox distribution agreement with Sam's Club making Cox the first Cableco represented in Sam's Club.



Fireside Chat Spotlight

We are grateful to CableLabs for providing our Fireside Chat guests, **Phil McKinney** (President & CEO) and **Chris Lammers** (COO Emeritus & Senior Executive Advisor). C5 Fireside Chats provide informal, yet structured, interviews with high-profile cable executives. These sessions are a unique opportunity to hear the speaker's personal stories and ideas about leadership and advice.

Phil McKinney

President and CEO
CableLabs

Phil heads the research and development organization responsible for charting the cable industry's technology and innovation roadmap. Prior to joining CableLabs, he was the vice president and chief technology officer of the \$40 billion (FY12) Personal Systems Group at HP. He was responsible for long-range strategic planning, research and development (R&D) and product roadmaps for the company's PC product lines, including mobile devices, notebooks, desktops and workstations. In addition, McKinney was founder and leader of HP's Innovation Program Office (IPO). The IPO was chartered to identify, incubate and launch adjacent and fundamentally new technologies, products and services that would become the future growth engines for HP.



Chris Lammers

COO Emeritus and Senior Executive Advisor
CableLabs | The Cable Center

Chris is currently responsible for leading special projects and initiatives, including the integration of SCTE as a key part of CableLabs, together with supporting relationships across industry associations including ACA Connects, The Cable Center, CCSA, the Emma Bowen Foundation, NCTA, NCTC and WICT. Prior to this, Chris served as SVP and COO at CableLabs directing accounting and finance, IT, facilities and membership development. Chris currently serves as a member of the board of directors of The Cable Center and the Emma Bowen Foundation and is actively involved in committees and/or support for several national and international industry trade associations. He is a member of the Cable TV Pioneers (Class of 2021).

CableLabs[®]

www.cablelabs.com

As the leading innovation and R&D lab for the cable industry, CableLabs creates global impact through its member companies around the world. With a state-of-the-art research facility and collaborative ecosystem with thousands of vendors, CableLabs delivers impactful network technologies for the entire industry. Being at the forefront of innovation for 30 years, the broadband industry has relied on CableLabs as a crucial source for technological breakthroughs. It helps companies accelerate growth and consistently live up to consumers' evolving expectations. Throughout cable's evolution, its focus has shifted to meet these needs. At each stage on this path, operators' investments in its inventions have ushered the world into the information age. With over 150 years of collective experience and 500+ patents and published inventions across a multitude of industries, the team at CableLabs is obsessed with inventing a better tomorrow.

C5 Guest Speakers

One of the key goals of C5 is to enhance CX practice in cable. Learning opportunities come from *inside* and *outside* the industry and take place in various forms--from sharing and engagement amongst members, research, tours of facilities, to the presentations at C5 conferences and other forums. To provide members with insights on CX practice from diverse perspectives, the SFs identify guest speakers from companies that are recognized for CX excellence. Every C5 conference provides new learning opportunities from the unique perspectives of our guest speakers.

Ian Greenblatt

Managing Director & GM, TMT Practice Leader
J.D. Power

Ian leads the Technology/Media/Telecom practice of J.D. Power. For the past four years, he has been responsible for the firm's TMT customer satisfaction studies and the performance improvement services J.D. Power provides to the industry. Ian brought his decades of TMT experience to J.D. Power from his own boutique advisory practice where he delivered strategy and board of directors' guidance to public companies, and enabled public, private, and institutional investors to direct capital in the cable and broadcast space. He holds a BSc from Northwestern University, a *Juris Doctor* from DePaul University College of Law, and has completed the USC Marshall School of Business Executive Leadership Program.



David Zierman

Global Account Director, Technology/Media/Telecom
J.D. Power

David is responsible for all aspects of the client relationship. He works directly with residential and business mobile service providers as well as internet and television service providers to help organizations streamline and improve customer focus. He specializes in providing insight as to how the Voice of the Customer (VoC) impacts this highly competitive industry. David's expertise is in helping companies understand and operationalize customer data. Prior to joining J.D. Power in 2015, David spent more than 20 years assisting enterprise organizations while working for well-established market insight service providers. He has an extensive background in customer-related research in the telecommunications, technology, and retail industries. David holds a bachelor's degree from the University of Washington in communications and an MBA from the University of Oregon.



J.D. POWER www.jdpower.com

Delivering advanced data solutions that empower industry transformation, J.D. Power is a global leader in consumer insights, advisory services, and data and analytics. A pioneer in the use of big data, artificial intelligence (AI) and algorithmic modeling capabilities to understand consumer behavior, J.D. Power has been delivering incisive industry intelligence on customer interactions with brands and products for more than 50 years. The world's leading businesses across major industries rely on J.D. Power to guide their customer-facing strategies. The company has been capturing and analyzing the Voice of the Customer globally for 50 years. Its industry benchmarks and reputation for independence and integrity have established J.D. Power as one of the world's most well-known and trusted brands.

C5 Guest Speaker

For the first post-COVID, in-person conference, the C5 Leadership Team organized a very special and unique event for its members and guests, a Colorado Rockies ballgame! In addition to watching the game (between the Colorado Rockies vs. Washington Nationals) from a private suite overlooking Coors Field, conference delegates get a rare glimpse of what it takes to manage operations for a baseball franchise. Learning opportunities come from challenges faced by Kevin to oversee relationships with fans and how to elevate the customer experience. Similar to challenges faced by operators, where subscribers are happiest when the service works well, Kevin is faced with the inevitable task of keeping fans happy, even when the team is not winning.

Kevin Kahn

Vice President/Chief Customer Officer, Ballpark Operations
Colorado Rockies

This season is Kevin's 28th with the Rockies and 21st as vice president of ballpark operations. In December 2003, the club named Kahn its first-ever chief customer officer, charging him with the responsibility of overseeing the Coors Field Customer Service Committee, a diverse group of Rockies and partner employees whose sole purpose is to continually strive for and uphold the highest standards of service provided by the Rockies and Coors Field service partners for all of the club's employees, guests, and sponsors.

Kahn also directs all aspects of ballpark operations, including the club's partnership with the Coors Field food service provider, Aramark.



www.rockies.com

The Colorado Rockies are an American professional baseball team based in Denver. The Rockies compete in Major League Baseball (MLB) as a member club of the National League (NL) West division. It is owned by the Monfort brothers and managed by Bud Black. The team plays its home baseball games at Coors Field. The 76-acre Coors Field stands at 20th and Blake streets in Denver's lower downtown/Ballpark Neighborhood. Fans sitting in the first-base and right-field areas are treated to a spectacular view of the Rocky Mountains.

The Rockies began play as an expansion team for the 1993 season, and played their home games for their first two seasons at Mile High Stadium. Since 1995, they have played at Coors Field, which has earned a reputation as a hitter's park. The Rockies have qualified for the postseason five times, each time as a Wild Card winner. In 2007, the team earned its first (and only) NL pennant after winning 14 of their final 15 games in the regular season to secure a Wild Card position, capping the streak off with a 13 inning 9-8 victory against the San Diego Padres in the tiebreaker game affectionately known as "Game 163" by Rockies fans. The Rockies then proceeded to sweep the Philadelphia Phillies and Arizona Diamondbacks in the NLDS and NLCS respectively and entered the 2007 World Series as winners of 21 of their last 22 games. However, they were swept by the American League (AL) champions Boston Red Sox in four games.

The Rockies are one of three MLB teams that have never won their current division, along with the Miami Marlins and the Pittsburgh Pirates. The team has played their home games at Coors Field since 1995. Its newest spring training home, Salt River Fields at Talking Stick in Scottsdale, Arizona, opened in March 2011 and is shared with the Arizona Diamondbacks.

Spotlight On... CTAM

The "Spotlight On..." sessions exemplify a core goal of C5: facilitating knowledge sharing and discussion around CX issues that affect operators and the industry.

At C5 Spring 2022, Mark's presentation focuses on the Conference theme, *Factors Impacting the Telecommunications Competitive Landscape*, sharing recent primary research by CTAM. Drawing on key research findings, Mark summarises significant data points about how consumers perceive our broadband service vs. how they see fiber, plus information on competition vis-a-vis both fiber and fixed wireless broadband and what these insights mean for operators and our industry.

Mark Snow

Senior Vice President & GM, Consumer Marketing & Insights
CTAM

Mark has been a marketer in the communications and broadband industry for 22 years with experience in marketing strategy, consumer insights, analytics, digital marketing, and traditional media marketing. Mark is currently, in his role as SVP & General Manager of Consumer Marketing & Insights, Mark leads the MSO Marketing Cooperative, a consortium of the largest cable companies in the United States, Canada, and Europe, with a team focused on consumer marketing, analytics and consumer research. The team leads a number of councils focused on industry best practices and manages the National Mover Marketing Program for its U.S. members.



www.ctam.com

CTAM, Cable & Telecommunications Association for Marketing, is a non-profit marketing communications organization that engages cable companies, content providers, and suppliers with the goal of providing best-in-class television and broadband experiences, and shaping the industry's consumer narrative. Together, CTAM members build collective impact through marketing initiatives, such as Cable Mover®, TV Everywhere and Business Services, and deliver solutions to today's business challenges through the MSO Co-op, Advanced Products and Content Provider Councils.

CTAM is all about helping the cable business grow. CTAM believes that connectivity has the power to transform lives. It unites leaders in media, entertainment, and technology to enrich the world through exciting experiences – from what we watch and how we communicate to the way we live and work. It provides a safe harbor for bringing its members together to address business challenges and opportunities resulting in collective impact.

CTAM provides a proven framework that fuels knowledge sharing, innovation, and inspiration. CTAM creates value by aligning companies to solve business and marketing challenges, adjust to industry dynamics, and adapt to new consumer behaviors. CTAM stays relevant by remaining flexible and responsive to ongoing member input.

To execute against this strategy, CTAM is organized into three key areas of purpose: Strengthening the Business, Cooperative Marketing, and Executive Education.

C5 Executive Chairs

C5 is supported by five Executive Chairs who play an important role in the running and governance of the Consortium. In addition to providing input on program content for C5 conferences, the Chairs participate in discussions about the future direction and strategies of C5. C5 Chairs serve a three-year (renewable) term and are appointed by the C5 Leadership Team.

Eric Burton

Vice President, Tools, Technology, & Quality
Comcast

Eric oversees desktop tools, customer-facing support tools and content, ITGs and troubleshooting solutions, quality, performance management, and coaching. He plays an important role in developing Comcast's customer service strategy, working closely with his peers across all levels of the organization. Eric is squarely focused on Comcast's goal to make CX the best product, arming employees and customers with the optimal tools, and that quality and coaching programs reinforce and support that goal. This includes identifying winning behaviors that build a culture of ownership at all levels of the organization.



C5 Exec Chair: Term expires end 2022



Jon Coscia

Group Vice President, Customer Operations
Mediacom

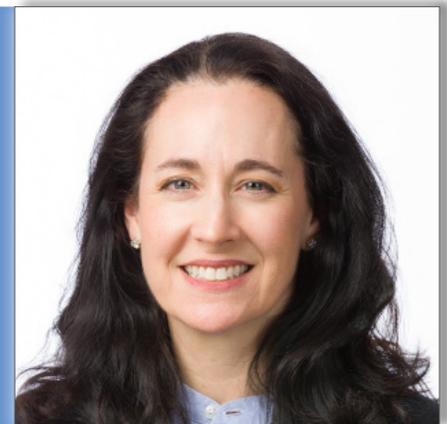
Jon is the Group Vice President of Customer Service and Field Support Operations at Mediacom Communications Corporation. He is the executive responsible for customer service call center operations, field dispatch and workforce management operations, development of customer self-service channels, and inbound sales and retention operations. Jon is a 19-year veteran in the cable industry joining Mediacom Communications in 2007.

C5 Exec Chair: Term expires end 2022

Suzanne Foy

VP, Customer Care Partner Management, Strategy, Business Support
Cox Communications

Suzanne leads the definition of Cox Customer Care Strategy, design and delivery of Cox Business customer support, engagement and performance of Cox outsource partner management, and customer care program management. In her almost 25 years at Cox, previous roles have include digital support, customer support policy and process standards, billing and payment strategy and experiences across call center and online channels, agent and customer knowledge management, communications, and agent education.



C5 Exec Chair: Term expires end 2022

C5 Executive Chairs



Kimberly Gibson

Senior Director, Customer Operations
Sparklight (formerly Cable ONE)

Kimberly is the Senior Director of Customer Operations. As a key member of the Customer Operations Team, she is responsible for aligning strategy with company goals and objectives, testing and implementing solutions and best practices to improve CX across Sparklight's 42 systems and three inbound call centers. Since joining Cable ONE/Sparklight in 2004, Kim has held various roles and responsibilities for over 300 Sparklight associates.

C5 Exec Chair: Term expires end 2022

Simón Tadeo

Director, Customer Experience
Telecom Argentina

Simón is the Customer Experience Director at Telecom, the leading telecommunications company in Argentina. Simón began his career at Cablevision in 1998 and has held various positions, including Client Retention Coordinator, Business Analyst, Head of Administration & Control, and Sales Integration Manager. Following the merger of Telecom and Cablevision (2018), Simón was appointed the CX Director of the newly-formed company, Telecom Argentina.



C5 Exec Chair: Term expires end 2022

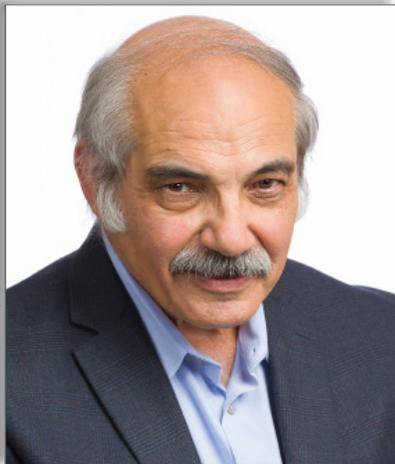
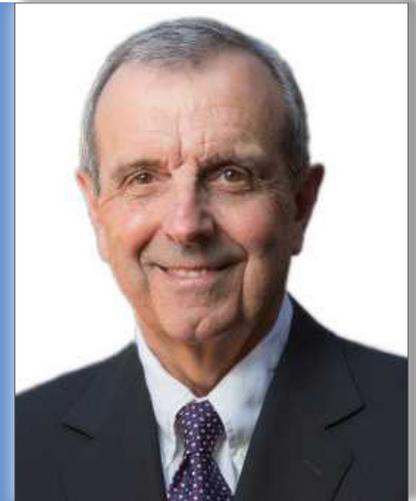
TCC Senior Fellows

The Cable Center has three Senior Fellows (SFs), advising The Cable Center on all topics related to customer experience and assist in strategic planning for the Center. The SFs are also responsible for the management and operations of C5. This includes: providing a forum for sharing CX initiatives and solutions to improve CX in the industry; exposing operators to new technologies that enhance CX; undertaking research to provide new insights; and continuing to build added-value for C5 members.

Charles (Chuck) Patti, Ph.D.

James M. Cox Endowed Chair and Senior Fellow
Professor Emeritus, University of Denver

Charles has deep experience in academic and business worlds, including serving as the department and school head, director of executive MBA programs, associate dean, acting dean, and chair of committees at university, college, school, and department levels as well as international collaborations. He has extensive experience in working with large international companies to create business-academic relationships, particularly around global education. His scholarship includes publications in international journals, proceedings, books, case studies, book chapters, book reviews, and industry/consulting reports. Topics focus on marketing management, customer experience, marketing communications, and learning and teaching issues.



Ron Rizzuto, Ph.D.

Senior Fellow
Professor of Finance, Ron Rizzuto Endowed Chair, University of Denver

Ron has been involved with the cable industry for 30 years and is one of the leading authorities on the economics of U.S. municipal telecommunication overbuilds. He was inducted into Cable TV Pioneers for his service to the cable industry and is an Honorary Lifetime member of WICT and the WICT's Special Accolade Award. Ron's teaching and research areas include: capital expenditure analysis, mergers and acquisitions, corporate financial planning, corporate restructuring, telecommunication finance and customer experience management. He has published numerous articles, regularly delivers seminars in his specialty areas, and is often quoted on finance issues in the press.

Maria van Dessel, Ph.D.

Senior Fellow
Research Scholar, University of Denver

Maria is a Research Scholar at the University of Denver. Her principal teaching and research cover the general area of marketing communications, advertising, marketing, market research, direct marketing, and customer experience management. Maria has publications in the *Journal of Marketing Communications* and the *Industrial Marketing Management*, and she is currently engaged in a number of research and consulting projects involving expert witness research, corporate philanthropy, self-service, call center, digital and retail KPIs, design thinking strategy, and advancing CX in the cable industry.



C5 Spring 2022 HOST TCC

Cable tells the great stories of life...The Cable Center tells the great story of cable.

The Cable Center (TCC) tells the story of the cable industry, highlighting for the global community the significant contribution made to technology, society and culture. We connect people and ideas to advance innovation.

Established as an educational nonprofit organization in 1985, The Cable Center plays an integral role in the cable industry. The Center's resources and information document cable's rich heritage. Programs at The Cable Center support and fuel the ongoing impact of the industry's historic innovations and influence.

Headquartered in Denver, Colorado, The Cable Center's presence extends around the globe wherever cable professionals work and wherever customers live. The Center's industry-wide mission and scope of service serves everyone involved in cable's sphere - operators, programmers, vendors, suppliers, professionals, nonprofit industry organizations, academics, the press, and the public.

The Cable Center is the nonprofit educational arm of the cable industry, dedicated to:

- Preserving and celebrating cable's enduring contributions to society
- Building bridges between cable and higher education
- Bringing together industry participants to share ways we can better serve our customers.



The Cable Center pioneered the home of the Cable Hall of Fame, recognizing individuals for their outstanding contributions to the industry. Since 1998, Cable Hall of Fame inductees are chosen by their peers based on their leadership, innovation and contributions to the

industry and their influence upon the people, communities, organizations and institutions served by telecommunications.

It is also the home of the Barco library and Edward D. Breen Technical Archives, which house the world's premier collection of cable-related information and resources. Our unique historical resources are a living and enduring testament to the entrepreneurial spirit of cable's founders and also to the innovative culture the industry inspires on a daily basis.



The Cable Center is the definitive resource and archivist for the cable industry's past, present, and future. To fulfill that mission, it fosters and maintains a strong relationship with the academic community. The Cable Center is associated with a dedicated group of academics--who hold appointments as Senior Fellows to The Cable Center--and recognize the cable industry's impact, the role in television, and telecommunications.

The Center's programs help professionals excel in their roles, provide accurate information to the press, educate academics about industry accomplishments, and keep the story alive for future generations. Through these programs as well as online exhibits, The Center tells the story of the cable industry and shares its legacy and contributions while supporting innovation for the industry's future.

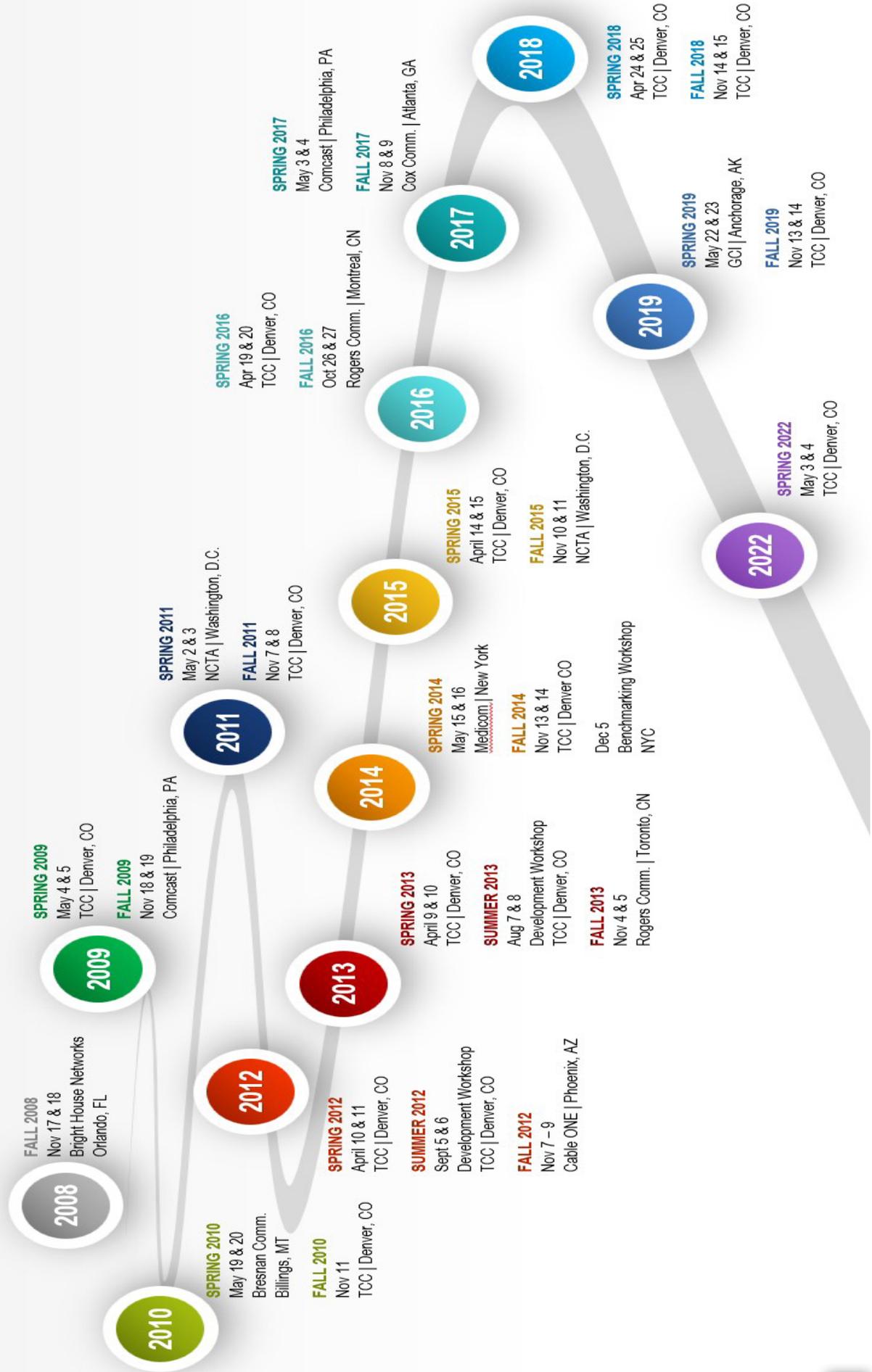
The Cable Center also connects people and ideas to drive innovation. The Intrapreneurship Academy (IA), is one of the industry's leading career development and educational programs. During the eight-week programs, participants learn and apply the process of innovation and intrapreneurship while conducting a real-world project within their companies.



The Mavericks Lecture Series connects university students with cable industry luminaries through lively, interactive campus presentations. Mavericks speakers, many of whom are also Cable Center Innovation Laureates, share lessons learned and wisdom earned throughout their careers, educating student audiences about opportunities in the industry and inspiring future leaders.

The Cable Center's seminal customer experience (CX) program, C5, has been at the forefront of CX thought leadership for more than a decade. C5 research and initiatives provide dynamic contributions to the industry's collective efforts to improve CX and establish a solid foundation of best practice for operators.

C5 Conference Timeline





INTRAPRENEURSHIP — ACADEMY —

ACTIVATE. ACCELERATE. ACHIEVE.

For more information, contact:

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