

 ADAPTIVE SPIRIT



ADAPTIVE SPIRIT

2016

ANNUAL
REPORT





“Nothing will prevent us from continuing to sponsor. We all love this event, love opportunities to interact with the athletes and look forward to business networking.”



Satisfaction with SkiTAM 2016 overall surpassed its 2015 rating: 96% of respondents gave the event overall 4/5 ratings on a 5-point poor-to-excellent scale.*

*Source: 2016 attendee survey conducted by Horowitz Research

“I was deeply moved to learn of the impactful work of Adaptive Spirit. Our industry has built a legacy of commitment to the people and communities we serve. Clearly our support of this initiative makes a significant difference in the lives of the athletes we touch, and it honors their passion and spirit. These relationships inspire our better selves, to achieve business growth and success in a manner that benefits those around us.”

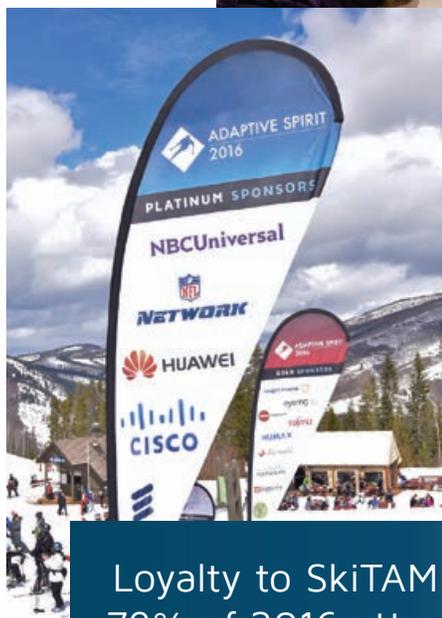
*Michael K. Powell, President & CEO,
National Cable & Telecommunications Association*

A Message from the Adaptive Spirit Board Chairperson

Looking back on our 21 years, I reflect on how much our industry has changed and how much the U.S. Paralympic Team that we support has evolved. In the telecom industry, we continue finding new ways to distribute, entertain and delight our collective customers while U.S. Paralympic athletes find new ways to adapt, advance and reach their competitive goals. Just a few short years ago, adaptive snowboarding did not exist. Now, it is the fastest growing winter adaptive sport, and the U.S. Paralympic Snowboard Team is the best team in the world! That does not happen without Adaptive Spirit's consistent, long-term support of the athletes and coaches of the U.S. Paralympic Ski and Snowboard Teams. As Michael Powell, president and CEO of the NCTA, stated at the 2016 opening keynote: "What we are doing as an industry to support these adaptive athletes is important, but what we are doing together as an industry to develop products and services for people with disabilities is an important example of how we can continue to improve the lives of our customers."

On behalf of the Adaptive Spirit board, event committee and volunteers, we thank you for your continued support of Adaptive Spirit and hope you have April 6-9 circled on your 2017 calendar. Next year is an extremely important year for the team as they prepare for the 2018 Winter Paralympic Games in Pyeongchang, South Korea. With your help, we plan to ensure that the team has the financial support necessary to be at their best!

Steve Raymond
Chairperson,
Adaptive Spirit Board of Directors



Loyalty to SkiTAM remains high: 79% of 2016 attendees came to SkiTAM more than once. 42% have attended six or more years.*

*Source: 2016 attendee survey conducted by Horowitz Research

2015-2016 YEAR IN REVIEW

WHAT IS THE ANNUAL EVENT (AKA SKITAM)?

For the last 21 years, Adaptive Spirit has hosted a three-day event which provides networking and educational content to our membership. This event brings cable industry executives and their families together from all over the country and is widely recognized as one of the industry's top-ranked networking opportunities. Thanks to industry support, this annual event brings Adaptive Spirit members together to build up the telecommunications business. All funds remaining after expenses are donated to a charitable organization. In 2016, Adaptive Spirit chose the U.S. Paralympic National Ski Team as the recipient of the majority of those funds. The 21st Annual Event had a record 1245 registrants and 167 industry companies represented. Sponsor packages sold out yet again, and we plan to make this happen in 2017.



Michael Powell

KEYNOTE ADDRESS

"There are special and noble things being done here." Those were the words of NCTA President and CEO Michael Powell as he kicked off the 21st Annual Event with a keynote address. Powell's talk touched on the many changes taking place within the telecommunications

industry, especially from a regulatory standpoint. As a former FCC chairman, he brought a unique insider perspective on the challenges faced by the industry and shared what he believes the future holds.



Back row: Michael Grebb, Tom Kelleher, Colleen Langner. **Front row:** Tom Wlodkowski, Danelle Umstead

EDUCATIONAL PANEL

In 2016, the event's kickoff panel was both an entertaining and educational discussion on the advancement of accessibility products for the industry. "How We Adapt Together — Telecom Accessibility Platforms" featured an insightful discussion on changes in technology and how to best make in-home entertainment and security available to all. Tom Wlodkowski, Comcast VP of accessibility, led the panel in a demonstration of some of the latest advances in telecom technology. In addition, Danelle Umstead, a Paralympic champion and visually impaired skier, shared her reactions to the products from a consumer perspective. Also sharing their companies' advances in accessibility were Tom Kelleher, senior compliance engineer at ARRIS, and Colleen Langner, SVP of marketing operations at Cox. The panel was moderated by the executive editor of Cablefax Group, Michael Grebb.

BRAIN TRUST BREAKFAST

The Brain Trust Breakfast again offered attendees an opportunity to network in a more intimate environment with some of the industry's most recognized leaders. This year's breakfasts were hosted by Michael Powell, CEO/president, NCTA; Rich Fickle, CEO/president, NCTC; Marty Cooper, father of the cell phone; Chris Kuelling, SVP, International Programming, DISH and Sling TV; Chris Waddell, founder, One Revolution; and Jean Oelwang, president, Virgin Unite. The breakfast, added to the schedule in 2013, has grown into one of the highlights of the event. With small rooms holding no more than 30 attendees, Adaptive Spirit members have the option to ask questions and share ideas in a more informal setting. One hundred percent of the attendees surveyed in 2016 reported feeling that the Brain Trust Breakfast brings a lot of value to SkiTAM, and the overall caliber of the executives is excellent.



B2B APRÈS SKI

Sponsored by Waddell and Reed, this year's B2B was hosted by Ken Kraft, VP marketing, Cox Business; and Todd Stewart, corporate VP advertising, Bright House Networks. The B2B Après Ski targets specific business-to-business operators and vendors to give them an environment to network effectively. The response to this year's event was very favorable, with a packed room, and 75 percent of those attending gave it excellent ratings for value. Based on feedback from MSOs, consultants, marketers and content providers, B2B Après Ski will be an annual activity as we look to grow the B2B segment.

PARALYMPIC SPECIAL INITIATIVE FUNDING

In addition to the \$500,000 team donation, the board also approved funding of a number of U.S. Paralympic special initiatives. One of the most immediate needs was the funding of a number of World Cup races for the Alpine and Snowboard teams. Four World Cup races in the Aspen area were funded by Adaptive Spirit.



NORDIC CARBON SIT-SKI INITIATIVE

In 2015, the board approved special funding to the Nordic team. A \$40,000 fund was set up to pay for research and development to create a new carbon frame for the Nordic sit-ski athletes. Functional prototypes were tested during the past winter, and Coach John Farra is thrilled to state that both were successful. The team chose not to race in competition with the new designs, in order to hide the progress from other nations. The next version is in the works, and Paralympians Andy Soule and Oksana Masters should have their rigs in time for the fall training camps. The current design is innovative and "stealthy" for double amputees. The next challenge is outfitting an athlete with a spinal-cord injury. The challenge is to conceal and protect the athlete's lower legs while keeping the design stealthy and strong. The Carbon Sit-Ski Initiative is on target to make a huge difference for our Nordic Sit Skiers at the 2018 Paralympics.

NO EXCUSES UNLIMITED

To maximize the charitable contribution made to the Paralympic Ski Team, Adaptive Spirit partners with No Excuses Unlimited (NEU) to allow sponsors and participants to make tax-deductible charitable donations to the team. In addition, No Excuses functions as the administrator for Adaptive Spirit's Athlete Partner Program (APP). The APP supplies athletes with a funding opportunity for expenses associated with ski training and competitions. Funded primarily by Adaptive Spirit and administered by NEU, APP funds are granted based on an application process. No Excuses Unlimited also administers the Jack Benedick Memorial Fund, which provides funding for the Jack Benedick Leadership Award and Victory Incentive Program. The board and advisers of No Excuses Unlimited include a number of longtime SkiTAM supporters, Adaptive Spirit event committee members and former team members. No Excuses Unlimited is a 501(c)(3) organization and meets the public support tests of IRS Standards Section 509(a)(1). More information about No Excuses Unlimited, including a secure online donation process, is available at NoExcusesUnlimited.org.



SUPPORT FOR THE EMPIRE STATE GAMES

The Empire State Games in Lake Placid, New York, hosts numerous adaptive alpine, cross-country, biathlon, ski cross and snowboard cross athletes. The Games also host the Development Nordic Ski Camp, where regional athletes, development athletes and national team members have the opportunity to train together. Upon the recommendation of its board, Adaptive Spirit provided crucial, stop-gap support to supplement athlete-support funds. During fiscal year 2015-2016, Adaptive Spirit increased the funding with a \$9,850 donation. This request was brought to our attention through the efforts of Howard Horowitz. Howard is president of Horowitz Research (the official research partner of Adaptive Spirit) and a member of the Empire State Games Committee.



2017 and beyond: 92% of the 2016 attendees stated they are likely or very likely to attend in 2017. 71% stated they are likely or very likely to become more involved with Adaptive Spirit.*

*Source: 2016 attendee survey conducted by Horowitz Research



21ST ANNUAL EVENT

SPONSORS

The Annual Event would not be possible without the generous support of our outstanding sponsor partners, many of whom return year after year. Please join us in thanking the following sponsors for their support—the fundamental reason for the success of Adaptive Spirit.

PLATINUM

Cisco Systems
Cox
Disney & ESPN Media Networks
Ericsson
HBO
Huawei Technologies
NBCUniversal
NetCracker
NFL Network

GOLD

Bright House Networks
Deluxe OnDemand
EYEMG
Fujitsu Network Communications
Humax USA
Nominum
S&D Marketing | Advertising
Visible World
Vubiquity

SILVER

ARRIS
Assurant Solutions
Concurrent
FCB Chicago
Hewlett Packard Enterprise
Horowitz Research
NetScout Systems
Neustar
Nokia
Samsung
SeaChange International
Sigma Systems
Technicolor
TiVo

BRONZE

ADB
Adobe
Alticast
Amdocs
CAS Group
Charter
Ciena

Clearleap
CSG International
Dun & Bradstreet
Espial
Fox Networks
Hitron Americas
ID Media
iN DEMAND
Infinera
IntegraOptics
IWCO Direct
Myhren Media
New England Sports Network
ONE World Sports
Oracle Marketing Cloud
Rocket Fuel
ROOT SPORTS
Ruckus Wireless
Sagemcom
Sand Cherry Associates
Stingray Digital
Univision

“This is both a great cause to be part of and offers the opportunity to meet other peers and leaders in the industry that normally you are not able to.”



FINANCIAL OVERVIEW

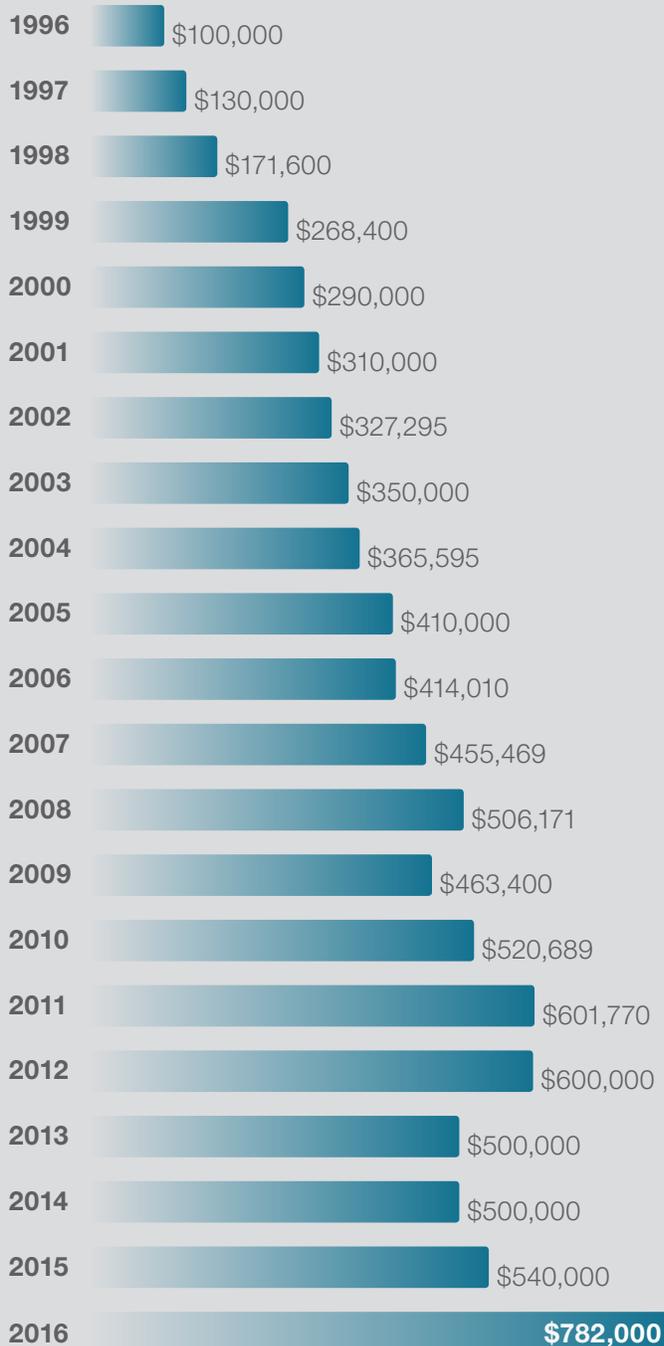
In the organization's fifth year, we continue to serve as a great networking and educational resource for the telecommunications industry. The 21st Annual Event (aka SkiTAM) generated gross revenue of \$1.37 million.

After paying event expenses, the Adaptive Spirit board approved a donation of \$500,000 to the U.S. Olympic Committee to benefit the Paralympic National Ski Team for its 2016-2017 season. An additional \$282,000 was approved to fund USOC special initiatives and a donation to the Adaptive Spirit Paralympic Endowment. The board anticipates that, as the team moves toward the 2018 Paralympics Games in South Korea, an additional donation may be approved during the upcoming fiscal year, based on special initiative needs.

During the 2016 event, the silent auction, Box O' Money raffle and other Athlete Partner Program (APP) funding efforts brought in a net amount of \$74,793. These funds are used to support the APP (administered by No Excuses Unlimited) to benefit the team's athletes on an individual basis. Due to the team size during the 2015-2016 season, the Adaptive Spirit board approved a donation of \$30,000 to No Excuses Unlimited to provide incremental dollars to the program.

One part of Adaptive Spirit's financial plan is to maintain an investment account that creates a "safety net" in the event that an additional team donation or unexpected expenses are incurred. In 2013, the board chose Waddell & Reed to hold and invest the funds. In 2014, an additional \$100,000 was allocated to the portfolio. Due to the highly fluctuating market in the last year, at the end of the fiscal year, the fund had a return of 2.1% since inception.

SKITAM DONATIONS TO THE PARALYMPIC SKI TEAM



STATEMENT OF FINANCIAL POSITION

June 30, 2016 (in thousands, unaudited)

Assets	
Cash and Cash Equivalents	\$603.6
W & R Investment Account	\$202.1
Deposit Assets	\$2.0
Promotional Assets	\$1.8
	\$809.5

STATEMENT OF ACTIVITIES

July 1, 2015 to June 30, 2016

(in thousands)

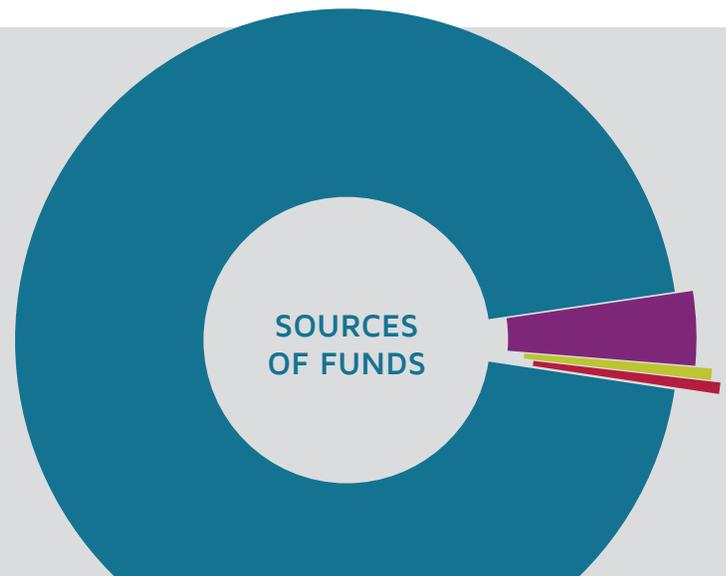
Revenue Sources	
SkiTAM 2016	\$1,365.6
Membership dues	\$52.7
Educational events	\$9.0
Other	\$5.8
	\$1,433.1

Expenses	
SkiTAM 2016	\$566.3
Organization	\$11.7
Educational event	\$9.1
World Cup races	\$13.3
	\$600.4

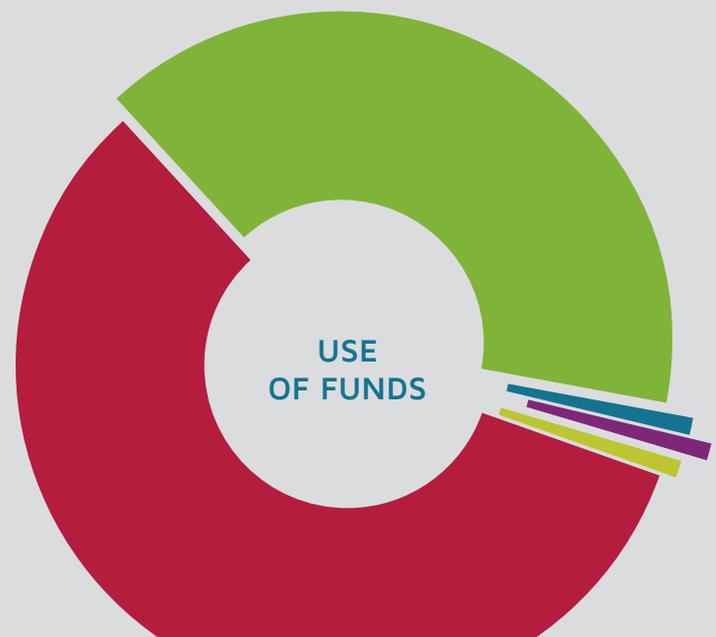
Charitable donations	
Athlete Partner Program	\$31.4
Empire State Games	\$9.9
U.S. Paralympics	\$782.0
	\$823.3

Profit from operations	\$8.4
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In-kind services value received	\$114.7
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95.3%	SkiTAM 2016
3.7%	Membership dues
0.6%	Educational event
0.4%	Other



57.9%	Charitable donations
39.8%	SkiTAM 2016
0.9%	World Cup
0.8%	Organization
0.6%	Educational event

ABOUT ADAPTIVE SPIRIT

ADAPTIVE SPIRIT'S GOALS

- Unite members with vendors and resources that enhance the outcome of their business dealings
- Stimulate innovative networking opportunities that result in growth and successes within the telecommunications industry
- Share best industry practices with our members

The focus of Adaptive Spirit remains steadfast: We aim to unite members with resources that enhance the business outcome, stimulate innovative networking opportunities resulting in growth and success of the telecommunications industry and share best practices with our members. Also important to Adaptive Spirit is to provide the telecommunications industry with a way to give back to the community through the organization's venerable annual event.

Adaptive Spirit is a not-for-profit trade association with the focus of building business relationships and effective networking practices in the telecommunications industry. Through initiatives that center on education and networking, Adaptive Spirit champions the strength of business relationships and the end result of creating a more profitable industry. To that end, Adaptive Spirit provides education, recognition, information and networking opportunities for distribution companies, content providers and others who supply products and services to the industry.

Adaptive Spirit strives to serve as the premier networking and business relationship-building organization in the telecommunications industry. We develop and support business relationships that provide our members with better results than they would have achieved without Adaptive Spirit.

ADAPTIVE SPIRIT MEMBERSHIP

An Adaptive Spirit membership creates:

1. Access to knowledge-sharing, collaboration and networking opportunities at Adaptive Spirit events;
2. Connections to distributors, suppliers, vendors and other telecommunications industry professionals via the members-only directory;
3. Members-only access to Adaptive Spirit research; and,
4. Access to members-only events.

Membership is open to any individual engaged in the telecommunications industry, including multisystem operators, independent system operators, direct broadcast satellite providers, incumbent local exchange carriers, electric utilities or municipally owned cable systems programmers, and suppliers



of equipment or services to the industry. Honorary memberships may be conferred by the board of directors upon any person who, in the opinion of the board, has contributed to the success of Adaptive Spirit and/or the well-being of the industry.

ADAPTIVE SPIRIT

MEMBER COMPANIES

Adaptive Spirit's membership continues to grow and pulls from a wide variety of industry segments, including operators, programmers and suppliers. Here is a sample of the companies that understand the value of supporting Adaptive Spirit.

Accenture	Cox/Cox Business/ Cox Home Security/ Cox Media
ADB	
Adobe	
ADVANCED 1	CSG International
Alticast	Deluxe OnDemand
Amdocs	DIRECTV
ARRIS	DISH
Assurant Solutions	Disney & ESPN Media Networks
AXS TV	
Ballard Spahr	Dun & Bradstreet
Barcode Media	Ericsson
BETSOL	Espial
BPN	EYEMG
Bright House Networks	Fox Networks
Broadcom	Fox News Channel
CableLabs	Fujitsu
Cablevision Systems	GCI
CAS Group	HBO
Casa Systems	Hewlett Packard Enterprise
CenturyLink	Hitron Americas
Charter/Charter Business/ Charter Media	Horowitz Research
Ciena	Huawei
Cisco	Humax USA
Clearleap	iN DEMAND
Cogeco	Infinera
Cognizant Technology Solutions	Integra Optics
Comcast/ Comcast Spotlight/ Comcast Wholesale	IWCO Direct
Concurrent	Juniper Networks
Convergys	Layer 3 TV
	Liberty Global
	Mediacom
	MediaVest



“Thanks for another epic event. The Education Panel was lights out this year!”

NBCUniversal	Ruckus Wireless
NCTA	S&D Marketing – Advertising
NCTC	Sagemcom USA
NESN	Samsung
NetCracker	Sand Cherry Associates
NETSCOUT	SeaChange International
Neustar	Shaw Communications
NFL Network	Sigma Systems
Nokia	Stingray Digital
Nominum	Suddenlink
ONE World Sports	TELUS
Optimum Lightpath	The Cable Center
Oracle	The Weather Channel
Periscope	Time Warner Cable
Pivot TV	TiVo
PM3	Turner Networks
Poker Central	Universal Electronics
REVOLT TV	Univision
Rocket Fuel	Visible World
Rogers Cable	Vubiquity
ROOT SPORTS	

ADAPTIVE SPIRIT

ORGANIZATION LEADERSHIP



STEVE RAYMOND, CHAIRPERSON

Working for AT&T Sports Networks as vice president, affiliate relations, Steve is based in the ROOT SPORTS, Rocky Mountain regional office, in Denver. He is responsible for developing and implementing affiliate marketing strategies, promotions, affiliation agreements and all aspects of distribution for the regional sports networks based in Seattle, Denver, Houston and Pittsburgh. Previously, Steve spent 25 years in affiliate sales at the Walt Disney Company, with his most recent title as SVP, national accounts, for Disney and ESPN Networks. Steve has won numerous awards for his volunteer work in the adaptive skiing arena, such as the CTAM Chairman's Award and ESPN Volunteer of the Year in 2003. Steve was named "Chef de Mission" for the 2010 Winter Paralympics.

DEBORAH FLIPPO, SECRETARY

Deborah has more than 20 years of experience in the telecommunications industry. Currently, she is vice president of affiliate sales and distribution at Vubiquity, the largest global provider of premium content services and technical solutions, serving clients in 37 countries and reaching more than 100 million households.

Formerly, she held senior executive positions at iN DEMAND and Request Television. Her nonprofit experience includes five years as co-chair for Cable Positive Denver and ten years as president of the Virginia Tech Denver Alumni Chapter. Most recently, Deborah was elected to Virginia Tech's National Alumni board. She has served as the communications chair of the event committee since 2001.

AMOS SMITH, TREASURER

As GVP of technical operations, care and payment services for Time Warner Cable's residential business, Amos is responsible for financial planning and analysis. He is a key strategic partner working to ensure optimization of financial returns, accurate expense planning, budgeting and forecasting. He is also responsible for residential payment services and signal security. Amos began his career at Time Warner Cable in 2002 as vice president of finance for the national division. Prior to joining Time Warner Cable, he spent seven years at AT&T Broadband (formerly TCI) in financial positions from analyst to executive director of finance. Prior to finance, Amos was a registered professional civil engineer designing flood-control facilities. He has a B.S. in civil engineering from the University of Colorado and an M.B.A. with an emphasis in finance from the University of Kansas.

NOMI BERGMAN, DIRECTOR

Nomi is the president of Bright House Networks, the sixth largest domestic MSO. She is an advocate and spokesperson for industry innovation – new technologies and services – all with the goal of continuously improving customer value and satisfaction. The company has earned top ratings from its customers as well as recognition from highly regarded consumer brands such as Consumer Reports and J.D. Power & Associates, among others. Nomi has received many industry accolades from WICT, *Cablefax Magazine*, SCTE, *Multichannel News*, *CED*, and the prestigious Vanguard Award for Leadership. Nomi

holds a degree in economics and statistics from the University of Rochester. She is an avid skier and enjoys activities such as running, swimming and hiking with her husband and three daughters. People attending SkiTAM over the years have watched her daughters grow up as they attend the event with Nomi.

TIM GROPP, DIRECTOR

A 37-year veteran of the telecommunications industry, Tim leads the Asia-Pacific sales team for ARRIS Group, Inc. He is responsible for managing ARRIS product portfolio sales throughout the region. Tim joined ARRIS in 2007 as a result of the C-COR acquisition. Previously, he spent 23 years with Southwestern Bell, AT&T and Lucent Technologies. Tim has a B.A. from the University of Texas and is active in industry organizations such as SCTE. Tim is considered a SkiTAM pioneer, attending the event almost every year since 1997.

MIKE HAYASHI, DIRECTOR

Since Mike's retirement from Time Warner Cable in 2015, he has served on the board of Espial, a maker of video software and user interfaces. Mike is also an industry adviser and partner with Jinsei 2.0, a technology and business consulting services boutique firm focused on the cable industry. He is a recognized technical award Emmy recipient and inventor/co-inventor on 16 U.S. patents. Mike spent 22 years at the helm of Time Warner Cable's technical endeavors. Prior to joining Time Warner, he held various positions at Scientific-Atlanta, where he developed requirements for the first integrated electronic program guide. He started his career at Pioneer Communications as staff engineer for Time Warner Cable's QUBE project.

DOUG MOORE, DIRECTOR

Doug currently serves as executive vice president and chief operating officer at Fujitsu Network Communications, Inc. He oversees the company's four principle lines of business — optical, wireless, software and services. During his career, Doug has held a variety of positions in sales and marketing, development, manufacturing and engineering. He received his B.S. in mechanical engineering at the University of Arizona and M.B.A. at Arizona State University.

JAY ROLLS, DIRECTOR

Jay is SVP and chief technology officer at Charter Communications. He and his team have responsibility for advanced engineering & architecture across all lines of business. Previously, Jay served in a variety of roles during his 13 years at Cox Communications; at Pacific Broadband, where he was VP of business development; and two years serving as VP of network engineering at Excite@Home. Earlier, Jay spent nine years in Germany with Alcatel and BBN Communications (now part of Level 3) and began his career working in the U.S. intelligence community. He received a B.S. in electrical engineering from the University of Virginia and an M.S. in systems management from the University of Southern California.

JOE ROONEY, DIRECTOR

Recently retired from a 34-year career in the cable industry, Joe was most recently SVP of branding, advertising and social media at Cox Communications. His first job out of college was selling cable door-to-door, and he has moved within the industry ever since. Joe joined Cox headquarters in Atlanta from the Orange County, California system, where he helped create a bundling strategy that was recognized as the first in the nation to offer the triple-play of digital video, telephone and high-speed internet. Joe's catchphrase "It's the bundle, baby" was born out of his experiences driving bundle penetration in the OC. Joe won the 2004 NCTA Vanguard Marketing Award and the 2015 Cablefax Operator Lifetime Achievement Award. He has volunteered with Adaptive Spirit's SkiTAM event since 2002.

KEN TOLLE, LEGAL ADVISOR

President and Senior Advisor, Launch Pad Media Advisors

SUSAN BURGSTINER, ADMINISTRATOR

President, Marketing On Demand, Inc.

21ST ANNUAL EVENT COMMITTEE



Each year, the Annual Event (aka SkiTAM) depends on a talented and diverse base of professionals from the cable and telecommunication industries to create our annual meeting. Beyond already demanding day jobs, the following individuals volunteer their time and talents to make the event a success. An experienced and virtually connected group from a variety of disciplines, this committee spent untold numbers of hours during the year to make the event a remarkable weekend. This is a hard-working group, not just a list of names and titles!

Nomi Bergman, Silent Auction Co-Chairperson
Bright House Networks, President

Patty Bullington, Silent Auction Co-Chairperson
Charter, Senior Director, Marketing

Susan Burgstiner, Social Chairperson
Marketing On Demand, President

Colette Carey, Publicity Chairperson
AXS TV, VP, Marketing Operations

Alex D'Addio, Video Chairperson
Evolution Digital Media, Business Development

John Farra, Nordic Team Liaison
Paralympic Ski Team, High Performance Director,
Paralympic Nordic Skiing

Deborah Flippo, Committee Communications
Vubiquity, VP, Sales Distribution

Bill Futera, Athlete Partner Program Co-Chairperson
Bright House Networks, EVP/CFO

Steve Havey, Athlete Partner Program Co-Chairperson

Nancy Heffernan, Sponsorship Co-Chairperson

Anne Marie Hukriede, Marketing and Race
Co-Chairperson
S&D Marketing | Advertising, VP, Client Services

Kevin Jardine, Alpine Team Liaison
Paralympic Ski Team, High Performance Director,
Paralympic Alpine Skiing

Ken Kraft, Sponsorship Co-Chairperson
Cox Business, VP, Marketing

Molly McCaskill, Silent Auction Co-Chairperson
S&D Marketing | Advertising, Manager, Client Services

Brad Parobek, Race Co-Chairperson
Huawei Technologies, VP, MSO Sales

Steve Raymond, Event Committee Co-Chairperson
AT&T Sports Networks, VP, Affiliate Sales

Joe Rooney, Event Committee Co-Chairperson

Todd Stewart, Sponsorship Co-Chairperson
Bright House Networks, Corporate VP, Advertising

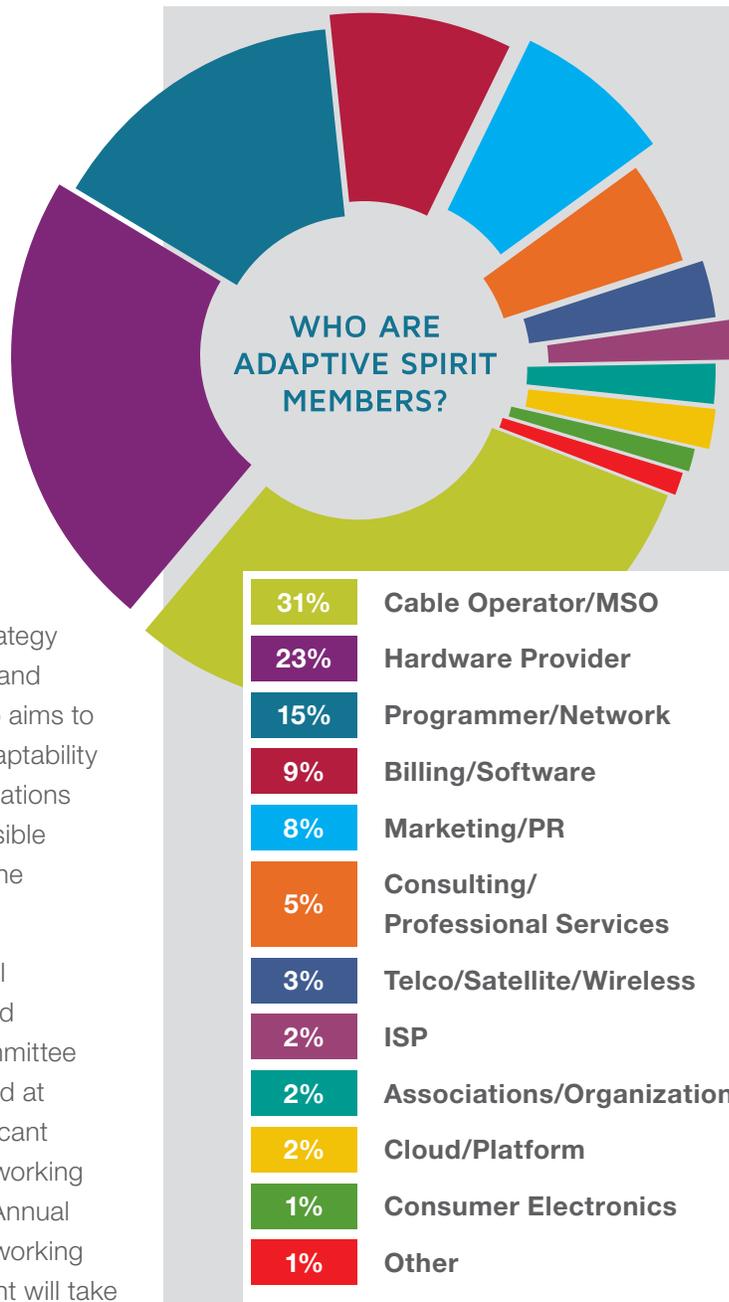
Lori Wood, Volunteer Chairperson
DigitasLBi, Account Manager

LOOKING FORWARD

After another successful year, the Adaptive Spirit organization looks forward with the goal of adapting to the changing tides and fortunes within the telecommunications industry. This is a priority – to continue providing the most robust and relevant networking and educational support to our members.

In the year ahead, Adaptive Spirit’s goal is to improve upon the winning formula that has attracted the best and brightest in the industry. For years, this strategy has given those leaders a platform to share knowledge and best practices with their colleagues. Adaptive Spirit also aims to support and further promote the cause of increased adaptability in the workplace. We look to partner with telecommunications industry companies to push initiatives for a more accessible workplace and for better service and opportunities for the adaptive community.

Adaptive Spirit seeks to build upon the venerable annual event also known as SkiTAM. After 21 years of continued success – each year better than the last– the event committee remains solidly committed to surpassing the funds raised at the 2016 event. A top priority is to find even more significant and timely speakers and topics for educational and networking discussions. By making constant improvements to the Annual Event, we ensure that the event provides invaluable networking opportunities for years to come. Next year’s annual event will take place in Vail, from April 6 to 9.



Sponsor Feedback: 94% are likely or very likely to renew their sponsorship in 2016. 89% state the networking and relationship-building value is very high at SkiTAM.*

**Source: 2016 attendee survey conducted by Horowitz Research*



Adaptive Spirit

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**DON'T
MISS OUT.
RESERVE
YOUR
SKITAM 22
SPONSORSHIP
TODAY!**

SAVE THE DATE

Adaptive Spirit's 22nd Annual Event will take place April 6 to 9 in Vail. We look forward to seeing everyone at this annual networking and educational event, where your company can share better business practices and learn how to build a more profitable industry. To become a sponsor or to learn more about Adaptive Spirit, visit our website at www.adaptivespirit.com. See you on the mountain!



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