

Spotlight on Television 2.0 Leaders

September 2006

Viacom Inc.

A Strategic Analysis by
Emerging Media Dynamics
IP Media Monitor
www.emediadynamics.com
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About the Author

Cynthia Brumfield, President, Emerging Media Dynamics. Ms. Brumfield is widely recognized as an expert on the communications industry, with a particular focus on the cutting-edge developments driving the future of voice, video and data services. In 1999, she launched the first daily publication devoted to the broadband businesses and has authored or directed numerous studies, reports and articles on VoIP, IPTV, interactive TV, high-speed data access, market share among communications companies, and many more topics central to the development of the communications media.

Ms. Brumfield has served as a Senior Analyst at Paul Kagan Associates, Inc. As a Senior Analyst at Kagan, Ms. Brumfield tracked and projected industry trends and served as a lead analyst for several Kagan investment and industry newsletters, including *Interactive Television*, *Cable TV Technology*, *Digital Television*, and *Interactive Multimedia Investor*. While at Kagan, Ms. Brumfield also organized successful conferences on the broadband businesses and performed strategic advisory consulting work for leading media, communications and technology clients.

Prior to joining Kagan, Ms. Brumfield spent ten years as the Vice President of Research and Policy Analysis at the National Cable and Telecommunications Association. Before joining NCTA, Ms. Brumfield was the Director of Research at the Media Institute, a nationally recognized, nonprofit research organization.

Ms. Brumfield also co-runs a blog, IP&Democracy (www.ipdemocracy.com), which is a forum for topics that deal with IP media and society.



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About Emerging Media Dynamics

Emerging Media Dynamics provides data-rich, well-informed and up-to-the-minute customized reports, analyses and presentations that decipher, interpret and explain the rush of corporate, technological and policy changes driving the development of cutting-edge communications applications. Video-over-IP, voice-over-IP and video messaging are among only some of the quickly advancing services made possible due to the integration of IP technology into traditional voice, video and data businesses.

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Emerging Media Dynamics was founded by veteran analyst Cynthia Brumfield. Ms. Brumfield has honed her expertise through extensive experience at top-flight research firms. In 1999, Ms. Brumfield launched her first advisory services practice and developed the first daily publication devoted to the rapidly developing broadband infrastructure. Ms. Brumfield also served as a Senior Analyst at Paul Kagan Associates, Inc. and spent ten years as the Vice President of Research and Policy Analysis at the National Cable and Telecommunications Association. Before joining NCTA, Ms. Brumfield was the Director of Research at the Media Institute, a nationally recognized, nonprofit research organization.

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Emerging Media Dynamics also develops proprietary reports, publications and events focusing on new IP-enabled content and application services. For more information, please contact Cynthia Brumfield at Cynthia@emediodynamics.com or call 240-235-1994

■ Web-Based Publications

Emerging Media Dynamics also produces web-based publications, including the fast-growing IP Media Monitor (www.ipmediamonitor.com). IP Media Monitor is the definitive publication that provides insight, analysis and news on the emerging services and applications that ride on top of the IP platform. From voice-over-IP to IPTV to online gaming and more, IP Media Monitor cuts to the chase and delivers information to help cable, phone, wireless, content and technology companies navigate the new world of IP-based voice, video and audio services.