

Spotlight on Television 2.0 Leaders

March 2006

Yahoo! 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.

Our Skills

Emerging Media Dynamics draws on a team of industry experts with the skill, knowledge and experience to quickly analyze the onrush of corporate mergers, technology shifts, evolving business models and government policy changes to keep media, telecommunications, entertainment and technology companies up-to-speed on IP-enabled business opportunities – and threats.

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.

Customized Client Advisory Services

Among the customized client services provided by Emerging Media Dynamics, in both written and in-person presentation formats, are:

- In-depth coverage of the latest developments driving the high-speed, IP-enabled communications services.
- Analysis of the key companies driving the development of new broadband and IP-enabled services.
- Up-to-date and thorough status reports on the financial, operating and technology development status of major broadband providers, technology vendors and content suppliers.

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.