

April 2025

Access
Intelligence

Cablefax

THE MAGAZINE

Innovation > Leadership > The Cable Community

cablefaxmag.com



THE GREAT RE-BUNDLING



DAVID ESPINOSA
FOX CORPORATION



SUZANNE SCOTT
FOX NEWS MEDIA



JAY WALLACE
FOX NEWS MEDIA



JEFF COLLINS
FOX AD SALES



ERIC SHANKS
FOX SPORTS



MARK SILVERMAN
FOX SPORTS



ADAM LEWINSON
TUBI

CONGRATULATIONS TO OUR 2025 CABLEFAX 100 HONOREES



TABLE OF CONTENTS

6

ABOVE IT ALL

It's tough to imagine an apex higher than the Cablefax 100, but these elite visionaries have achieved it. Just the mere mention of their names generates buzz and moves markets.

8

THE 100

Our annual list of the top executives in media, broadband and cable. This year, we're back to one cohesive 100 in recognition of how everyone's in this together. And that's a good thing!

24

SURVEY

We asked Cablefax readers to weigh in on a variety of hot topics, from what sort of lifespan they see for linear TV to the biggest competitive threats to cable-provided broadband.

Ed Note

DON'T PANIC

In 2021, Cablefax decided to try something different and divvy our annual Cablefax 100 roster of power players into two lists—one devoted to Operations Leaders (traditional cable/broadband operators, vMVPDs and associations) and the other focused on Content Leaders (programmers and streamers).

Now we're getting the band back together and returning to one list with 100 slots. It tracks with what we're seeing in the industry—increased experimentation in the video space, including hybrid linear and DTC packages as well as long-awaited skinny bundles of genre-specific programming.

Given that view, we were hard-pressed not to give Charter the #1 spot again, given its trendsetting on distribution deals and its much-awaited marketing campaign touting the benefits of DTC streaming along with traditional video packages. Others, including DirecTV, Disney, Fubo, Comcast and AMC Networks, are also re-thinking what video looks like today. It feels like we're approaching a sea change that's supported by strong broadband offerings, mobile integration and growth that knows no bounds.

This isn't The Official Hitchhiker's Guide to the Galaxy, but we think it's a comprehensive field guide to the movers and shakers in the cable, broadband and media industries. "It is said that despite its many glaring (and occasionally fatal) inaccuracies, the Hitchhiker's Guide to the Galaxy itself has outsold the Encyclopedia Galactica because it is slightly cheaper, and because it has the words 'DON'T PANIC' in large, friendly letters on the cover." We're going to borrow the "Don't Panic" theme because when you combine two lists into one, there's going to be some compression. That means some honorees may see their rankings fall. Don't panic! It's not an apples-to-apples comparison given the major changes.

It's also a good adage to keep in mind as the industry enters this next phase. Some ideas aren't going to work. Some things are, but they won't do it as quickly as some would like. Life's not linear—in more ways than just TV. The business is made up of progress and success as well as challenges and setbacks. Our 100 honorees embody that idea of riding the highs and lows, staying steady in rough times and celebrating triumphs with their teams.

Here's to life, the universe and everything—including the Cablefax 100!



Amy Maclean

Cablefax
THE MAGAZINE
cablefaxmag.com

svp, media group

Dave Colford
(631) 786-9796, dcolford@accessintel.com

editorial

editorial director, cablefax
Amy Maclean

(301) 354-1760, amaclean@accessintel.com

managing editor

Cathy Applefeld Olson

contributors

Thomas Claire, Michael Farrell, Paula Hendrickson,
Sara Winegardner, Noah Ziegler

advertising/business

divisional president, marketing & media group
Kerry Smith

(203) 899-8420, ksmith@accessintel.com

sales director

Amy Abbey

(410) 979-0171, abbey@accessintel.com

marketing

senior marketing director

Stephanie Cronk

(212) 621-4806, scronk@accessintel.com

associate marketing manager

Lauren Toolen

(201) 249-1540, ltoolen@accessintel.com

subscriptions

Client Services

(800) 777-5006, clientservices@accessintel.com

design/production

senior graphic designer

Danielle Jamar, djamar@accessintel.com

senior production manager

Joann M. Fato, jfato@accessintel.com

List sales — Anteriad, 914-368-1090
(dzaborski@anteriad.com)

Reprint Inquiries for Cablefax: The Magazine,
please contact: Michael Kraus at mkraus@accessintel.com

ACCESS INTELLIGENCE, LLC

Chief Executive Officer

Heather Farley

Chief Financial Officer

John B. Sutton

Chief People Officer

Macy L. Fecto

SVP, Event Operations

Lori Jenks

SVP, Corporate Controller

Daniel J. Meyer

VP, Production, Digital Media & Design

Michael Kraus

VP, Strategic Partnerships

Jonathan Ray

VP, Finance

Tina Garrity

VP, Administration

Michelle Levy

sales and editorial offices

9211 Corporate Blvd., 4th Floor
Rockville, MD 20850 • (301) 354-2000

40 Wall Street, 16th Floor New York, NY 10005
(212) 621-4900 • www.cablefax.com

Cablefax.com Cablefax Daily

Cablefax: The Magazine is published four times a year—April, September, October, and December—by Access Intelligence LLC, 9211 Corporate Blvd., 4th Floor, Rockville, MD 20850-4024.

© 2025 Access Intelligence LLC. Contents may not be reproduced in any form without written permission. PRINTED IN THE U.S.A.

THIS IS WHAT LEADERSHIP LOOKS LIKE



Italia Commisso Weinand



John Pascarelli



Tapan Dandnaik



Tom Larsen



JR Walden

CONGRATULATIONS

Italia, John, Tapan, Tom, JR, and all the
2025 Cablefax 100 honorees.

The 3,800 men and women of Mediacom

Mediacom®

ABOVE IT ALL



Charlie Ergen

Greg Peters



Alfred Liggins



Brian Roberts



Nomi Bergman



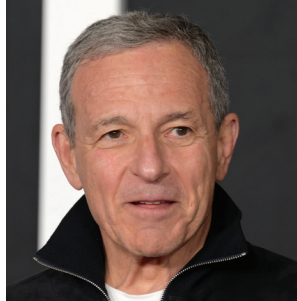


Mike Sievert

Ann Carlsen



Bob Iger



Rocco Comisso



John Stankey



Lachlan Murdoch



Tim Cook



John Malone



This year, we welcome Ann Carlsen to Cablefax's Above It All list, our perch for those whose career achievements have soared beyond the scope of our annual 100 ranking. Carlsen, a powerhouse in the headhunting world, has been instrumental in helping countless execs claim their corner offices. We're also adding Apple's Tim Cook to this prestigious group in recognition of the impact the platform has had on scripted originals ("Severance!") and live sports. Whether it's Brian Roberts' bold decision to spin off most of Comcast's cable networks or Mike Sievert leading T-Mobile on an ambitious fiber shopping spree, these moguls continue to shape the industry of tomorrow. Their mastery of both the present and the past inspires us, and we're particularly excited to dive into Liberty Media Chairman John Malone's upcoming memoir, "Born to be Wired: Lessons from a Lifetime Transforming Television, Wiring America for the Internet, and Growing Formula One, Discovery, Sirius XM, and the Atlanta Braves." This extraordinary group of high-level executives continues to break barriers and set new standards for leadership in the industry.

Ted Sarandos



David Zaslav



Hans Vestberg





THE GREAT RE-BUNDLING

After four years of separating our Cablefax 100 into two distinct lists—one for Operations Leaders and the other for Content Leaders—we’re bringing them back together in one unified ranking. As a result, some past honorees may see their rankings shift a bit, and in a few cases, we’ve combined multiple deserving executives into one spot. But in a time when the industry is consolidating, change is nothing new. The Cablefax editorial team felt that a return to a single 100 list was essential to reflect this new era, which we’re calling “The Great Re-bundling.” Programmers and operators are getting more creative, cutting deals that prioritize the consumer and pave the way for skinny bundles and hybrid linear/DTC offerings. Of course, the cable industry is about more than just video. The honorees in this list also represent key areas like broadband, advertising and mobile. This year, we also invited Cablefax’s loyal readers to weigh in on the industry’s most pressing issues, from regulation to the future of linear TV.

Be sure to check out our inaugural Readers’ Survey on page 24!



Disney congratulates this year's
CABLEFAX 100 HONOREES

along with the extraordinary leaders across
 our company who continue to inspire the next
 generation of storytellers

CHARA-LYNN AGUIAR

GINA BALIAN

ALAN BERGMAN

ALISA BOWEN

KAREY BURKE

JUSTIN CONNOLLY

AYO DAVIS

TARA DUNCAN

ROSALYN DURANT

JOE EARLEY

CRAIG ERWICH

RITA FERRO

NICK GRAD

JOHN LANDGRAF

BURKE MAGNUS

COURTENAY MONROE

DEBRA OCONNELL

JIMMY PITARO

ERIC SCHRIER

LAUREN TEMPEST

TINA THORNTON

DANA WALDEN



©DISNEY



CONVERGENCE COMPLEMENTS

Winfrey and DiGeronimo are credited with developing the framework for carriage agreements of the future, marrying the traditional linear package with their programming partners' up-and-coming streaming services—a distinction that lands them at the top of our ranking this year. The deals already secured will soon deliver up to \$80/month in streaming app retail value to Charter video customers at no additional cost. Spectrum Mobile is also thriving under DiGeronimo's guidance, surpassing the 10 million mobile line milestone and cementing itself as the third pillar in Charter's convergence strategy. Winfrey has also pushed Charter to become even more customer-first, adopting the Life Unlimited brand platform with commitments including reliable connectivity, transparency around outages, exceptional service and constant improvement. At the same time, Winfrey is guiding Charter through a merger with Liberty Broadband. He's also kept a cool head in the face of natural disaster, leading his teams in efforts to ensure as many Los Angeles residents as possible stayed connected during the wildfires that ravaged the city at the start of the year.



CHRIS WINFREY

President & CEO
Charter Communications

WHAT'S THE DEFINITION OF A BUNDLE IN 2025? We have always focused on the ability to have the most value in our packages, combining the best products with ways for customers to save hundreds or even thousands of dollars a year, whether at promotional prices or retail prices. As we've already done with seamless connectivity bundles combining mobile and internet, we look forward to fully rolling out seamless entertainment in the first half of this year and delivering even more value to consumers—up to \$80 of retail app value when subscribing to our video packages. And, similar to mobile, taking video as part of the packages now ensures a lower price for internet, at both promotion and retail.

Q&A



RICH DIGERONIMO

President, Product & Technology
Charter Communications

WHAT'S THE DEFINITION OF A BUNDLE IN 2025? Customers are looking for a simplified experience that delivers Seamless Connectivity and Entertainment. Spectrum is paving the way, with a connectivity product that bundles Gig-Powered Internet, Advanced WiFi and Spectrum Mobile with nationwide 5G, and a video product that integrates access to the most popular streaming apps to provide up to \$80 per month in additional retail value.

Q&A

GREATER COMPETITIVE THREAT TO WIRED BROADBAND—FIXED WIRELESS OR LEO SATELLITE? Our superior network and the investment we're making to deliver high-bandwidth, low-latency wired and wireless converged connectivity to our customers give us an advantage over all competitors. As technology advances, Spectrum is uniquely positioned to meet the connectivity needs of the future, whatever they may be.

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING? "The Pitt" on Max

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT? Jackson Hole Ski Patrol

ALL EARS

By staying on the pulse of rapidly changing consumer viewing preferences, this power trio ensures the Mouse keeps roaring. Pitaro's ESPN playbook is yielding big wins on television and in digital realms, including the recent bundling of ESPN+, along with Hulu, into Disney+. While building out audiences across platforms, he's architecting ESPN's biggest pivot yet—the "Flagship" model that this fall will bring all flagship ESPN channels direct to consumers with a more interactive and personalized experience. Under the leadership of co-chairs Walden and Bergman, Disney Entertainment continues to draw both broad and niche audiences. "Inside Out 2" was last year's top box office earner with \$1.698 billion in global ticket sales, and the Marvel pipeline continues to deliver big. To boot, Disney's streaming business achieved profitability in 3Q24, and the team is hitting marks with the new join-in-progress option "Streams" on Disney+. In another first, the company raked in 60 Emmy wins, the most for any single company ever.



JIMMY PITARO

Chairman
ESPN
The Walt Disney Company

DANA WALDEN

Co-Chairman
Disney Entertainment
The Walt Disney Company



LAST CONCERT ATTENDED: Keane at Radio City

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT? NY Yankees

THE LAST THING I ORDERED ON AMAZON: Apple TV

MOST BEAUTIFUL PLACE VISITED: Tuscany

Q&A

ALAN BERGMAN

Co-Chairman
Disney Entertainment
The Walt Disney Company





THREE WISE MEN

These three strategists are guiding this Fortune 35 global media and technology company into its latest iteration. Cavanagh, only the third president in Comcast's 60-year history, was the brains behind the decision to spin off linear cable networks along with digital properties such as Fandango. Holding the money bag is Armstrong, who guides one of the most profitable companies in the U.S. Comcast ended 4Q24 with consolidated revenue of nearly \$32 billion and adjusted EBITDA of \$8.8 billion. Contributing to the bottom line is the Connectivity & Platforms division, with Watson doubling down on convergence with the company delivering 1.2 million net wireless additions in 2024. Under his leadership, Comcast is gearing up to introduce new wireless and internet packages and pricing this year as the company continues virtualizing its network.



**MICHAEL
CAVANAGH**

President
Comcast Corporation

**DAVE
WATSON**

CEO, Connectivity & Platforms
Comcast



**JASON
ARMSTRONG**

CFO
Comcast Corporation

NEW KID ON THE SPORTS BLOCK

It wasn't long ago when the prospect of Netflix entering the sports arena was merely a thought. Now the company is not only a competitor but a force to be reckoned with. Spitzer positioned the streaming giant to host multiple marquee events like the two NFL Christmas Day games that recorded an unduplicated audience of nearly 65 million U.S. viewers, and the highly publicized Jake Paul vs. Mike Tyson prize fight that set an estimated average minute audience of 108 million live viewers globally. Netflix also began hosting "WWE Raw" at the start of 2025, posting 4.9 million viewers across two days. With popular sports franchises like "Full Swing," "Formula 1: Drive to Survive" and "Court of Gold," safe to say Netflix is getting comfortable in the sports crowd.



GABE SPITZER

VP, Sports
Netflix

LAST CONCERT ATTENDED: Taylor Swift in Hamburg, Germany, with my wife and kids last summer. I banked some dad points for at least a couple of years.

WHAT'S THE CEILING FOR LIVE SPORTS AND STREAMING? Given my focus at Netflix, it's a high ceiling!

HOW DO YOU ENVISION THE WORKPLACE CULTURE OF 2030? Hopefully, a bit of a reset to times passed; fewer emails, Zooms and Slacks and more in-person conversations fueling creativity.

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT? Lego! My family is obsessed and we are always building one on our kitchen table together.

MOST BEAUTIFUL PLACE VISITED: Victoria Falls in Zambia

Q&A

CELEBRATING MEMBERS IN THE CABLEFAX 100

Grant Spellmeyer, ACA Connects

Lou Borrelli, NCTC

Brad Moline, Allo Fiber

Jeff Ross, Armstrong Utilities

Jim Holanda, Astound Broadband

Steve Simmons, Astound Broadband

John Gdovin, Astound Broadband

Patty Boyers, BOYCOM Vision

Julie Laulis, Cable One

Ken Johnson, Cable One

Dinni Jain, Google Fiber

John Keib, Google Fiber

Rocco Laurenzano, Google Fiber

Kristin Johnson, Hotwire Communications

Jonathan Bullock, Hotwire Communications

Balan Nair, Liberty Latin America

John Pascarelli, Mediacom

Italia Commisso Weinand, Mediacom

Tom Larsen, Mediacom

JR Walden, Mediacom

Tapan Dandnaik, Mediacom

Stacey Slaughter, NCTI

John Reardon, Schurz Communications

Ed McKay, Shentel

Jim Butman, TDS Telecom

Drew Petersen, TDS Telecom

Teresa Elder, WOW! Internet, Cable & Phone

**ACA Connects and NCTC proudly salute the 700+ independent operators
driving innovation and expanding connectivity across America.**

Your dedication fuels the future of communications—thank you for making a difference!





DELIVERING THE HITS

Not only is Dungey the first woman to run WBTVG, she's also the first Black executive in that position. She solidified WBTVG's reputation as a top studio by making it home to lauded storytellers with J.J. Abrams, Greg Berlanti, Quinta Brunson, Mindy Kaling, Chuck Lorre, John Wells and others behind more than 80 projects across the multiple streaming, cable and broadcast networks. From scripted dramas like "The Penguin" and "Presumed Innocent" and comedies including "Abbott Elementary" and "Georgie & Mandy's First Marriage," to unscripted hits like "The Golden Bachelorette" and "The Voice," Dungey knows what viewers want and always delivers.



CHANNING DUNGEY

Chairman & CEO

Warner Bros. Television Group and Warner Bros. Discovery U.S. Networks

WHAT'S YOUR "SHARK TANK" PITCH? A real-life Harry Potter-style time-turner.

MOST BEAUTIFUL PLACE VISITED: Most recently, Lake Louise in Banff, Canada

MY FAVORITE LIFE HACK: Exercise

LAST CONCERT ATTENDED: Taylor Swift with my 12-year-old daughter.

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT? Harper's Bazaar in the 1990s

Q&A

THE TEAM CAPTAINS

The dream ratings team continues their reign. Fox Sports kicked off the 2024 NFL season with its best start since 2016 and closed with the most-watched Super Bowl in history, with 127.7 million viewers. Shanks is now steering plans to outsize previous viewership for college basketball, NASCAR and Major League Baseball, including the World Series, and revving up plans for the FIFA World Cup 2026. He oversaw the deal to make Fox Sports the exclusive home of the IndyCar series while driving tech innovation including a 360-degree immersive XR studio. Fox News Channel has ranked as the top news network in the U.S. for more than two decades consecutively, according to Nielsen Media Research, and Scott continues to expand the dynasty, which now encompasses eight linear and digital platforms and services including the Fox Nation streaming network that last year reached new subscriber highs and brought in a new Martin Scorsese docudrama.



ERIC SHANKS

CEO & Executive Producer
Fox Sports

SUZANNE SCOTT

CEO
Fox News Media

LAST CONCERT ATTENDED: Duran Duran in 2024. Went with my girlfriends on Halloween at Madison Square Garden. It definitely took me back to the '80s although my hair was not as big, and I didn't have Aqua Net hair spray in my purse.

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING? "Tournament of Champions" on Food Network. Guy Fieri is brilliant as is his "randomizer"—a wonderful distraction from the nonstop breaking news.

MOST BEAUTIFUL PLACE VISITED: I've been to Greece a couple of times and visited many of their famous beaches and various islands. Elafonissi Beach in Crete is spectacular with its pink sand and shallow turquoise waters. *Kalos!*



Q&A



DIGITAL NAVIGATOR

MARK GREATREX

President
Cox Communications

Greatrex is the mastermind behind Cox's convergence strategy, and he's ensuring the operator is leading the way in its service to all customers. Cox launched the Xumo Stream Box in October to expand its options for broadband-only customers beyond its Contour devices. And while Cox Mobile continues to grow, Greatrex has been vocal about the need for the company to be at the forefront of solving the digital divide. Cox was awarded the Rural Connectivity Award during the Broadband Communities Summit's 2024 Cornerstone Awards, an honor that celebrates an ISP, community or municipality leading initiatives to improve rural connectivity. He also spearheaded the Cox Partner Program, a nationwide initiative hoping to advance digital equity through partnerships with community organizations aiming to bring their neighborhoods into the digital age.



Q&A

WHAT'S THE DEFINITION OF A BUNDLE IN 2025? For Cox, it's converged connectivity with a fiber-powered connection at home and reliable 5G on the go.

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT?

Healthy rivers are essential to all life, and it's always very fulfilling to spend a day protecting our nation's waterways. I enjoy serving on the Board of American Rivers and relish the opportunities to accelerate toward their goal of protecting one million miles of free-flowing rivers by 2030. A great day with that organization can range from major river restoration projects to cleanup events or building oyster habitats.

MOST BEAUTIFUL PLACE VISITED: An alpine meadow in late spring in the Gallatin Gateway of Montana.

TV ONE and CLEO TV
Proudly Celebrate

ALFRED LIGGINS
our CEO for the "Above It All" Honor
and our President
MICHELLE RICE
recognized among the Cablefax 100

We salute all of the 2025 Cablefax Honorees!

TV ONE™
REPRESENT.

CLEO TV

CLIMBING THE MOUNTAIN

It's not often you see three people occupy the CEO seat, but Cheeks, McCarthy and Robbins have remained in stride with one another in a pivotal time for Paramount Global. Amid the company's pursuit of crossing the merger finish line with Skydance, Cheeks helped keep CBS as America's most-watched network for a record 16th consecutive year with mass appeal hits such as "Tracker" and "Matlock" while helping end the company's measurement agreement dispute with Nielsen. McCarthy has led Showtime and MTV Entertainment Studios to produce franchise hits like the "Yellowstone" universe of shows, "The Daily Show," "South Park" and "Dexter" to name a few which have helped make Paramount+ the #2 SVOD for original series hours watched while putting the service on track to hit profitability in 2025. Meanwhile, Robbins has been busy implementing Paramount's multiplatform franchise model for franchises like "A Quiet Place," "SpongeBob SquarePants" and "Paw Patrol." All three co-CEOs continue to successfully drive franchise expansion and new franchise creation in their separate areas of the company.



GEORGE CHEEKS

Co-CEO, Paramount Global
President & CEO, CBS

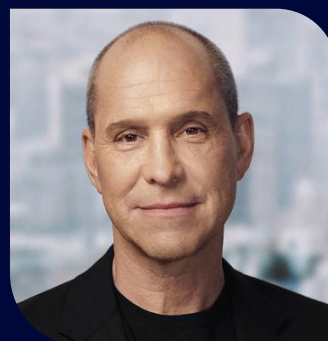


CHRIS MCCARTHY

Co-CEO, Paramount Global
President & CEO
Showtime and MTV Entertainment
Studios

BRIAN ROBBINS

Co-CEO, Paramount Global
President & CEO, Paramount
Pictures and Nickelodeon



BATTLE TESTED

The recent influx of skinny bundles is very much thanks to Fubo's efforts in preventing the launch of Disney, Fox and Warner Bros. Discovery's JV Venu Sports. Gandler was at the forefront of the charge to get consumers more flexible options when it comes to bundling smaller packages of networks, and it was the legal team led by DiGioia that got the job done in the courtroom. A preliminary injunction was granted that halted Venu's launch after Fubo showed it was likely to be successful in proving the streamer would violate antitrust laws. DiGioia was key in earning support from the likes of Sens. Elizabeth Warren (D-MA), Bernie Sanders (I-VT) and Rep. Joaquin Castro (D-TX) along the way. Following the ruling and subsequent dissolution of Venu, DiGioia presided over the deal that'll see Fubo combine with Hulu + Live TV.



DAVID GANDLER

Co-Founder & CEO
Fubo

GINA DIGIOIA

Chief Legal Officer
Fubo

WHAT'S THE DEFINITION OF A BUNDLE IN 2025? Today "bundling" is being redefined with an accelerated shift toward more flexible content packages for consumers, particularly live sports TV content. I am proud to have been part of the Fubo team, which has been at the epicenter of recent events redefining bundling and shaping its future, particularly in streaming. In the coming years, I believe we will see more and more of this focused content trend spilling into other content categories, including multicultural and leisure. Eventually, consumers will create their own personally designed bundles rather than choosing from a limited selection of preselected bundles.





CHANGE AGENT

DENNIS MATHEW

Chairman & CEO
Optimum



Since taking the helm of Optimum in 2022, Mathew has taken an inside-out approach by rebuilding and transforming the company's culture internally, focusing on upgrading the network to deliver faster, more reliable service and offering the best customer experience. As Optimum enters its next phase, Mathew is poised to push boundaries and innovate, using AI and constantly looking for ways to improve the network. He and his team continue to revolutionize Optimum's employee experience and are launching new employee branding this year that will act as a north star for all employees and aim to foster a community of transparency, collaboration and community.

WHAT'S A RED FLAG IN A BUSINESS MEETING?

When people spend more time on their phones/computers than participating in the meeting. If folks are not fully engaged, then something is wrong. The organizer did not set a clear and productive agenda, too many people who don't need to be in the meeting are in attendance, participants are not actually listening, which makes the meeting less productive and effective.

IS PEAK TV OVER? I do think we'll see a consolidation and curation of content being produced while user-generated content continues to increase rapidly, enabled by AI and other emerging tools empowering content creators to unleash their creativity in even more ways. Our new video products and packages provide access to hundreds of live TV channels and streaming services, giving customers more choices than ever before. While the video landscape may be fragmented, we see this as an opportunity to innovate and deliver even greater value.

Q&A

Congratulations to all 2025 CABLEFAX 100 Honorees



STEVE SIMMONS
Chairman



JIM HOLANDA
CEO



JOHN GDOVIN
EVP & CAO

A special congratulations to **Steve Simmons, Chairman;**
Jim Holanda, CEO and **John Gdovin, EVP & CAO**
for their well deserved recognition among honorees.

astound.com



XTREAM MEASURES

Commisso Weinand and Pascarelli oversaw the introduction of speed enhancements to Xstream Internet offerings as well as the introduction of a low-cost Xstream Connect broadband plan that comes with 100 Mbps down by 20 Mbps up, and they pitched in with Mediacom's project to upgrade its broadband network in Nebo, Ky., to a new 10G platform. Mediacom also continued to be recognized for its workplace culture under the direction of this dynamic duo. The company was named a U.S. Best Managed company for a fourth consecutive year in an award sponsored by Deloitte Private and the Wall Street Journal and was recognized by Newsweek and Plant-A Insights Group as one of America's greatest workplaces for mental wellbeing in 2024.



ITALIA COMMISSO WEINAND

EVP, Programming & HR
Mediacom

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING? "White Lotus"

WHAT'S YOUR DREAM MERGER? People respecting each other.

MOST BEAUTIFUL PLACE VISITED: Uffizzi Palace and Viola Park in Florence, Italy

Q&A

JOHN PASCARELLI

EVP, Operations
Mediacom

WHAT'S THE DEFINITION OF A BUNDLE IN 2025? It is still a combination of individual services combined in one simple price, which saves a customer money.

LAST CONCERT ATTENDED: The Eagles at MSG

WHAT'S THE CEILING FOR LIVE SPORTS AND STREAMING? I think people will be surprised that only 10%-15% of households will be willing to pay the monthly price for most sports. The hard part for the distributors is going to be keeping customers engaged out of season and when the team is not performing well.

GREATER COMPETITIVE THREAT TO WIRED BROADBAND—FIXED WIRELESS OR LEO SATELLITE? Fixed wireless will outperform LEO satellite because it is easy to access through multiple providers and with its low monthly cost. The portion of the marketplace that consumes very little bandwidth-rich video content will usually go for the monthly savings.



Q&A



BANKING ON HORROR KRISTIN DOLAN

CEO
AMC Networks

Dolan's biggest accomplishment last year was generating \$293 million in free cash flow by 3Q24. She did that with strategic partnerships with Netflix and Sky UK, an early renewal with Charter Communications that makes ad-supported AMC+ available at no extra cost to its subscribers, and a deal with BBC Studios to fully acquire BBC America. On the programming side, Dolan oversaw the expansion of AMC's Walking Dead universe with record-breaking spinoffs "The Ones Who Live" and "Daryl Dixon: The Book of Carol." She also added a third series, "Anne Rice's The Talamasca," to AMC's burgeoning Anne Rice Immortal Universe and solidified Shudder and IFC Films as horror MVPs with titles like "Late Night with the Devil" and "Oddity."

WHAT'S THE DEFINITION OF A BUNDLE IN 2025? A bundle today is a collection of consumer products or brands that are compellingly packaged from a product and pricing perspective.

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING? "Envious," an Argentinian comedy on Netflix

THE LAST THING I ORDERED ON AMAZON A turntable for my 15-year-old—at his request.

WHAT REGULATION DO YOU MOST HOPE WILL BE REFORMED UNDER THE CURRENT ADMINISTRATION? I hope they reinstate the Affordable Connectivity Program.



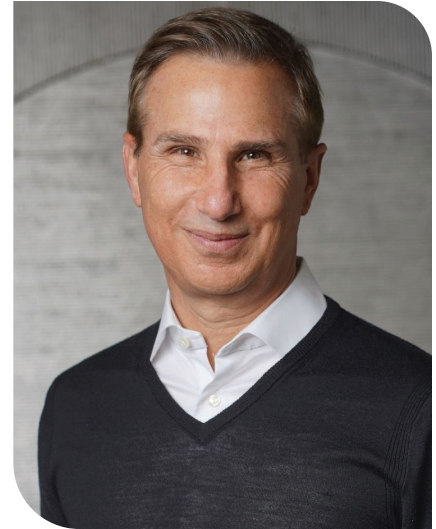
Q&A



SUPPORTING TALENT

PAUL BUCCIERI

President & Chairman
A+E Global Media



A-list talent like Kevin Costner, Tom Hanks, LeBron James, Reese Witherspoon and countless others bring their projects to Buccieri because of his reputation for giving creators remarkable freedom in executing their ideas. His vision drives growth at A+E Studios and A+E Factual Studios in supplying not only for A+E Networks but for a growing roster of third-party broadcast and cable networks and steaming services. He's invested in projects as diverse as Kevin Costner's 20-part docuseries "The West" for History Channel, Robin Roberts' authorized Gloria Gaynor biopic for Lifetime and international scripted co-production "The Kollektive." He's also a champion of A+E Korea, which produces one of that market's biggest unscripted series, "Nego King." In 2023, Buccieri created a heart-health awareness campaign, "Don't Skip A Beat," in partnership with the American Heart Association which features special content and celebrity-driven PSAs across A&E, Lifetime, and The History Channel's on-air, digital and social media platforms.



NCTI proudly congratulates
Stacey Slaughter
and all of the 2025 Cablefax
100 honorees.





THE CABLE ONE-TWO PUNCH

Laulis and Johnson have worked in tandem to put Cable One in a position to invest more than \$1 billion during the past three years and expand the company beyond its footprint of the one million customers it serves. Johnson also assisted with the launch of multi-gig internet in Cable One's Sparklight-branded markets, laying the groundwork to launch speeds of up to 10G and beyond in the future. Both go above and beyond to help others outside the Cable One ecosystem. Laulis not only serves on the boards of The AES Corp., CableLabs and C-SPAN, but she sends a twice-monthly video to multiple associations discussing a variety of topics including emotional and physical wellness, culture, leadership and more. Johnson is a regular presenter and moderator at various conferences hosted by SCTE, CableLabs and the NCTC and serves on the boards of SCTE and the CableLabs Technical Committee.

JULIE LAULIS

President & CEO
Cable One

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING?

"The Great British Baking Show." I don't cook, I generally try to avoid sweets and sometimes I have a tough time translating British ingredients, but I find myself inexplicably drawn into the whole phenomenon!

HOW DO YOU ENVISION THE WORKPLACE CULTURE OF 2030?

While AI's role is being debated, its rapid evolution is already reshaping the workforce. Yet human presence remains essential—now and in the future. Culture, the glue that connects people to a shared purpose, will be just as critical, if not more so, in this era of transformation. The challenge lies in reinforcing that culture amid such tremendous change in a world where humans and machines collaborate more than ever. Achieving this will require strong leadership and innovative tools—ideally ones that thrive on a reliable, high-speed and intelligent broadband infrastructure.

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT? Nvidia, given what has been written about Jensen Huang and how he manages so many direct reports and listens to his employees. I would also look at Apple, for their customer-centric design prowess. In truth, we could learn from the vast majority of companies if we took the time to explore.

WHAT REGULATION DO YOU MOST HOPE WILL BE REFORMED UNDER THE CURRENT ADMINISTRATION? While many issues come to mind, I would prioritize repealing retransmission consent. Broadcasters receive free airwaves to serve the public, yet escalating rates force customers to pay more for what was intended to be "free" content. If this content were delivered without commercials, the fees might seem more justifiable—but that's not the case. Meanwhile, broadband providers often incur significant costs just to deliver a "local" signal to market, making retransmission consent an even greater burden. It's time to repeal it.

Q&A



KEN JOHNSON

COO
Cable One

HOW DO YOU ENVISION THE WORKPLACE CULTURE OF 2030?

By 2030, we're likely to see many changes in workplace culture. The trend toward a more casual environment is already underway, with the rise of remote work, relaxed dress codes and a growing focus on paying for outcomes rather than hours worked. However, the most significant shift will come from the potential achievement of AGI (Artificial General Intelligence) in the next few years. This will mark a fundamental transition from traditional subject matter expertise to a premium placed on individuals who can think holistically, connect dots at the enterprise level and efficiently move work through complex organizational structures. We may find ourselves managing a workforce that includes not only virtual AI-powered associates but also those that are smarter than the people overseeing them.

GREATEST COMPETITIVE THREAT TO BROADBAND— WIRELESS OR LEO? Fixed wireless or cellular internet as we call it is the bigger threat. Both LEO and fixed wireless are spectrum bound, so have limited capacity to serve customers, but LEO is much more limited in its capacity. LEO is better built to serve RDOF-like areas with densities under 10-15 homes per mile. The inherent physics of LEO make it difficult to scale effectively, especially in higher-density regions. Unlike fixed wireless, which can leverage small cell technology to densely populated urban or suburban areas, LEO's capacity is strained by its reliance on a much more limited infrastructure.

MOST BEAUTIFUL PLACE VISITED? I had the wonderful opportunity to visit Hawaii last year. What an amazing place! It definitely tops my list of beautiful places.

Q&A



A PACK FOR ALL

Morrow and Thun didn't need to complete a merger with DISH to have a slam dunk of a year. The pair stood on the frontlines against the launch of Venu Sports and worked tirelessly to secure carriage deals allowing DirecTV to launch skinny bundles that better suit the modern video customer. Now they're riding high on the back of the launches of its MySports offering as well as individual Genre Packs. Morrow's team is also celebrating successful efforts to retain customers like DirecTV Perks, a loyalty program offering a variety of giveaways to members. Their victories extended to the courtroom, where they were able to win a long-fought battle with Nexstar concerning overpaid retransmission consent fees.



BILL MORROW

CEO
DirecTV

WHAT'S THE DEFINITION OF A BUNDLE IN 2025? Bundles today bring together the best entertainment based on what customers want to watch, which is exactly what DirecTV has done through innovative options like Genre Packs that include direct-to-consumer services and industry-leading platforms like DirecTV Gemini that integrates all a customer's content in one place.

LAST CONCERT ATTENDED: I had the honor of attending the FireAid Benefit Concert, which DirecTV was proud to sponsor and distribute to our customers throughout the U.S. and Puerto Rico.

WHAT'S YOUR DREAM MERGER? Republicans & Democrats

MOST BEAUTIFUL PLACE VISITED: White Haven Beach, Australia



ROB THUN

Chief Content Officer
DirecTV

IS PEAK TV OVER?

While Peak TV clearly is still in decline, I believe there will always be demand for more fulsome packages. However, we are trying to better meet consumer demand with our skinnier genre pack offerings.

WHAT REGULATION DO YOU MOST HOPE WILL BE REFORMED UNDER THE CURRENT ADMINISTRATION? Given that programmers are essentially all distributors of their own DTC products, a relook at the former Program Access rules to prevent the weaponization of DTC exclusivity against linear.

WHAT'S YOUR "SHARK TANK" PITCH? "Hello Sharks. We're asking for the opportunity to turn our multi-billion-dollar industry's decline around with a revolutionary new lower-priced offering called 'Genre Packs'!! Do we have your support?!"

ARE YOU MORE AN ELPHABA OR GLINDA? It depends on whom you ask. Probably a Gelpinda.



Q&A

SPIN DOCTOR MARK LAZARUS

Prospective CEO
SpinCo

With Comcast's SpinCo spinoff expected to be completed sometime this year, Lazarus has his work cut out for him. First up is a name, which we're hearing could come any day. Then there's the ongoing work behind how to best position this bundle of linear cable networks and digital properties—from MSNBC to Golf Channel to Rotten Tomatoes. That's likely to include acquisitions as the company navigates the changing world of news, entertainment and sports. Lazarus' selection to lead the new company makes a lot of sense when you consider his track record overseeing most of Comcast's entertainment as Chairman of NBCUniversal Media Group. He's already assembled a group of seasoned leaders to jump straight into action once the spin is complete.



THE SCREEN SAVERS

OConnell and Erwich excel at optimizing the vast assets of the Disney empire. OConnell last year stepped into her new role that aligns ABC News with ABC Owned Television Stations, and ABC swept primetime coverage among broadcast nets every night of the 2024 DNC and had the most-watched final night in 16 years. She also expanded news coverage in the streaming space including ABC News Live, which saw 500 million hours streaming in the 2024 fiscal year. Erwich oversees content strategy across ABC Entertainment, Disney Branded Television, Freeform and Hulu Originals—including Emmy- and Golden Globe-winning “The Handmaid’s Tale,” the first-ever streaming series to take home both awards in the drama series category in the same season. ABC Entertainment has ranked No. 1 in entertainment among A18-49 for the past five seasons, fueled by series including “Abbott Elementary.”



DEBRA O'CONNELL

President
ABC News Group &
Disney Entertainment
Networks



CRAIG ERWICH

President
Disney Television Group

THE LAST
TIME I USED
AI WAS TO...

Write my
year-end
performance review.



WHAT NEW PLATFORM DID
YOU CHECK OUT FOR 24

HOURS DURING THE TIKTOK BAN? This new medium...
I think it's called a “book.”

LAST CONCERT ATTENDED: Nick Lowe at the
Troubadour

WHAT'S A RED FLAG IN A BUSINESS MEETING? When
someone says, “Let's form a committee to study this.”



GLOBAL STREAMING REACH

MIKE HOPKINS

Head, Prime Video & Amazon MGM Studios
Amazon

Hopkins was right—acquiring MGM in 2023 was a wise move. It paid off quickly, too, when “American Fiction” won 2024’s Academy Award for Best Adapted Screenplay. Amid a stream of Prime Video film and television hits is a German original series, “Maxton Hall: The World Between Us,” which became the streamer’s most-watched international original series to date. Hopkins also added more live sports to Prime Video with an 11-year agreement with the NBA and WNBA, which joined “Thursday Night Football,” NASCAR and more. It’s no wonder Prime Video’s first Upfront was such a success last year, especially with the level of customization Hopkins and his team offer.



19

IT'S ALL ABOUT THE CONNECTIONS

Led by Herrin, Comcast's Connectivity and Platforms division has more than delivered on its task of ensuring the company's network remains smart, flexible, resilient and ready for big events. Among some recent accomplishments: reducing the electricity needed for each byte sent across the network by 40% since 2019, working with Canada's Rogers Communications on its industry-first implementation of Comcast's network design last year and reaching several deals and milestones with its broadband-only content offering Xumo. After a successful run as CFO, Croney was named COO of the group in January, while Schwartz, who heads Comcast's Strategic Development Group, leverages the company's experience, scale, partnerships and cultures to develop meaningful collaborations at every stage.

CHARLIE HERRIN

President, Technology & Product,
Connectivity & Platforms
Comcast



STEVEN CRONEY

Chief Operating Officer, Connectivity
& Platforms
Comcast

SAM SCHWARTZ

Chief Business Development Officer,
Connectivity & Platforms
Comcast



DELICIOUS DISH

GARY SCHANMAN

EVP & Group President, Video Services
EchoStar

Schanman oversees DISH's legacy satellite and Sling TV streaming video operations, a \$10 billion revenue business with about 8 million subscribers. Driving performance without the help of alternative revenue streams like broadband or search, he has consistently optimized operations to maximize cash flow, supporting EchoStar's broader wireless ambitions. In the past year, DISH reported some of the lowest churn rates and highest operational efficiency in its history, delivered record advertising sales ARPU through advanced advertising solutions, invested in AI- and machine learning-driven marketing efforts, initiated significant cross-sell efforts between DISH services and Hughesnet and Boost Mobile, launched a Netflix bundle and drove the growth of Sling TV subscribers through initiatives like its Rewards program. To boot, he launched FAST service Sling Freestream.

20

WHAT'S THE CEILING FOR LIVE SPORTS AND STREAMING? The cost ceiling will keep rising as long as buyers are willing to pay more and leagues are open to fragmenting access and audiences. Today's major sports rights buyers have virtually unlimited budgets, often backed by massive parent companies that subsidize content through alternate highly profitable businesses. Unfortunately, the industry's focus has been on fragmentation rather than creating seamless, immersive and interactive experiences that bring fans together in one destination.

HOW DO YOU ENVISION THE WORKPLACE CULTURE OF 2030? Dramatically different. AI will take over many of the mechanical tasks—contract reviews, data analytics, coding, marketing execution—freeing people up for more strategic, creative and collaborative work. Ideally, this shift will foster more engaging, fulfilling workplaces built on teamwork, loyalty and innovation—people connection may be even more important than it is today.



Q&A

THE CABLEFAX 100 READER SURVEY

New research on linear TV's lifespan, broadband connectivity models, hiring focus, growth strategies and more covered in Cablefax 100 Survey

Technology and evolving business models continue to fundamentally transform or significantly change nearly all areas of the media and broadband industry. The Cablefax 100 Survey covers a number of critical industry challenges and opportunities including the big questions around the expected lifespan for linear pay TV and which broadband connectivity models will take share from cable. Many other findings and trends are covered in this analysis including the hottest job roles and the industry's key strategic initiatives for 2025. The survey was conducted in Q1 2025 and received responses from a diverse group of industry pros in all segments of the industry.

INDUSTRY PROS' EXPECTED LINEAR TV LIFESPAN

11% UNDER 5 YEARS

48% 5 TO 10 YEARS

41% 10+ YEARS

Nearly half of the industry says linear pay TV is here to stay for five to 10 years—and another large segment expects the lifespan to be even longer

Survey Question: What do you believe the lifespan will be for linear pay TV?

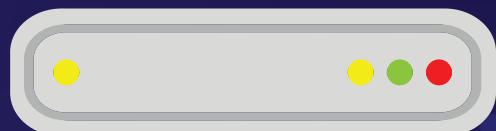
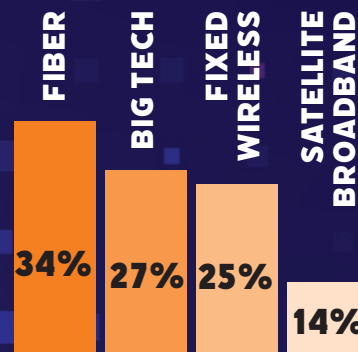
Just under half the industry expects linear pay TV to have a lifespan of 5 to 10 years, and 41% expect longer life of more than 10 years. Live sports and news, and other unique programming, are expected to keep linear alive. An executive with a technology provider spoke for many by noting in the survey, "linear pay TV will be reinvented with exclusive content and live content." And a programming executive expounded: "Linear pay TV will not die, but it will lose more subs before settling. Creative bundling à la carte will be offered to cut costs for consumers, and it will pivot to a brand-building platform, working in conjunction with a related streaming SVOD to increase reach for advertisers." One operator exec predicted that linear cable has a tougher road: "The broadcasters will be there for a while—the cable nets..."

There's less consensus on the biggest threat to cable-provided broadband business, although more than one-third of the industry thinks it's fiber

Survey Question: What do you see as the biggest threat to cable-provided broadband?

There's more industry debate around the biggest threats to the cable broadband business. While fiber received the highest response (34%), other segments of the industry see big tech companies (27%) and fixed wireless providers (25%) as important competitors. Multiple competitive players are likely to continue to pressure end-user pricing. Two executive comments in the survey illustrate the debate. An agency executive said, "hands down telcos are challenging cable with fixed wireless," while an operator commented: "This is a tough one. Fixed wireless access will continue to be a threat as they rapidly approach capacity, yet private equity-backed fiber entrants are having an incremental impact."

BIGGEST THREAT TO CABLE-PROVIDED BROADBAND

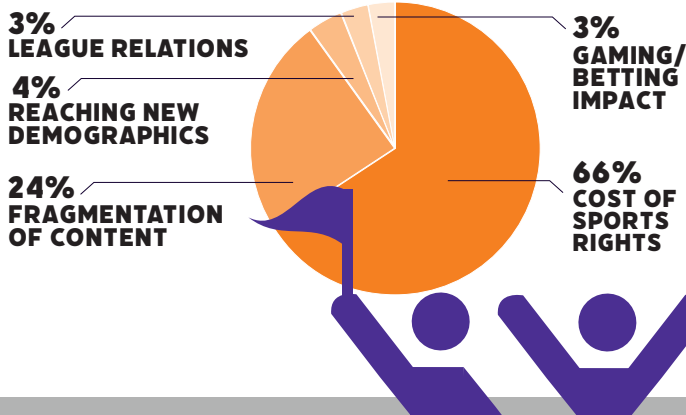


By far, the cost of sports rights is the biggest challenge facing sports programming and distribution

Survey Question: What do you view as the biggest challenge facing sports right now?

The cost of sports rights is the main challenge and content fragmentation is a distant but still-important secondary issue. As one industry executive said, "there are too many points of purchase in big markets to see all teams." Another said, "fragmentation is crucial and a real problem, but the goal and reason it's an issue is rights holders need to grow through new demos." One operator executive has concerns that sports wagering is being discounted by many, declaring, "I think that gaming/betting impacts are more serious than what's being recognized as the potential to undermine the legitimacy of sports as a contest of skill and talent can easily be compromised. That will lead to longer-term issues with the cost/value equation of sports." Interesting questions arise around when and if there will be a ceiling, or even an overall decline, in top-tier sports rights fees, acknowledging that certain sports have higher demand than others.

CHALLENGES IMPACTING SPORTS RIGHTS AND DISTRIBUTION



Rules, regs and funding status are the biggest issues impacting BEAD

Survey Question: What do you see as the largest hurdles for the \$42.45 billion Broadband Equity, Access and Deployment (BEAD) implementation?

Regulatory issues and funding allocations are considered the key hurdles, as well as questions about how the new administration will handle this program.

ISSUES IMPACTING BEAD IMPLEMENTATION

43% OVERBURDENSOME REGULATIONS

33% ALLOCATION OF FUNDS

11% WORKFORCE SHORTAGE

7% PERMITTING

6% SUPPLY CHAIN

The following comments illustrate different industry thinking about this program:

"As time passes, the urgency diminishes and economic impacts will enter the discussion, reducing the scope of the legislation and the rollout."
- Programming Executive

"Regulations will keep some from entering the fray. I think the new administration in Washington will also redefine BEAD or do away with it in its present form."
- Service Provider Executive

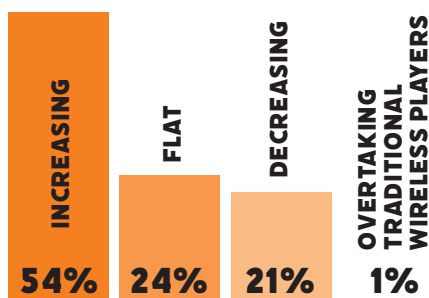
"The federal government simply needs to assist with the provision to unserved consumers, and then get out of the way."
- Service Provider Executive

A majority of industry pros are bullish on cable's increasing share of the wireless/mobile market over the next five years, but others are skeptical

Survey Question: What direction do you see for cable's share of the wireless/mobile market in 2030?

Just over half of the industry expects cable's share of wireless/mobile to increase over the next five years. Industry executives note key partnerships, bundling and added value, and aggressive pricing will help drive growth. Still, essentially the other half of the industry is not so sure with 24% expecting flat growth and 21% saying they expect decreasing share.

CABLE'S EXPECTED SHARE OF WIRELESS/MOBILE MARKET IN 2030

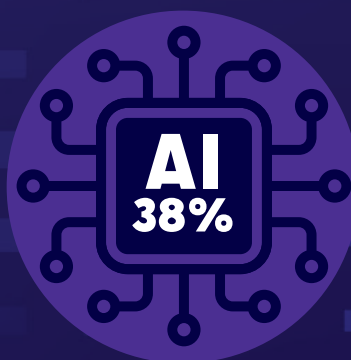


Hiring trends are all about AI and other tech

Survey Question: What's an emerging job title that's critical to the industry?

This was an open-ended, write-in question with the responses grouped together by job area. Not surprisingly, AI is the hottest sector followed by other technology roles and cybersecurity, as well as business development.

EMERGING CABLE INDUSTRY JOB TITLE/ROLE CATEGORIES



CYBER/DATA SECURITY
10%

MANAGEMENT/STRATEGY/HR/LEGAL
10%

CONTENT
7%

GOVERNMENT RELATIONS
3%

OTHER
1%

TECHNOLOGY (NON-AI AND CYBERSECURITY)
18%

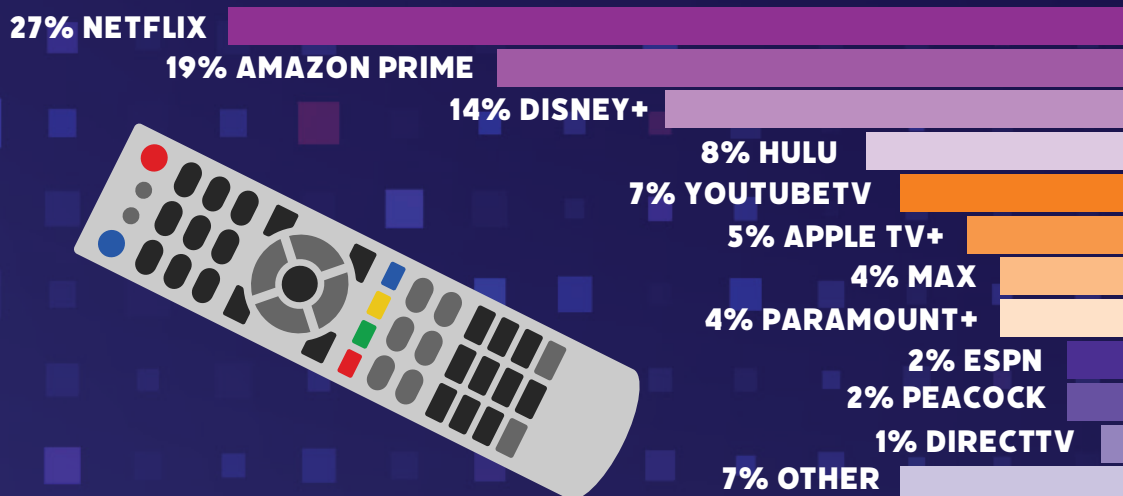
SALES/REVENUE/MARKETING
13%

The big three streaming services most industry pros expect to survive beyond 2030 are...

Survey Question: Name three streaming services you believe will survive beyond 2030.

The streaming service that received the most mentions is Netflix. The number two and three are Amazon Prime and Disney+, respectively. Hulu and YouTubeTV comprise the rest of the top five.

STREAMING SERVICES EXPECTED TO SURVIVE BEYOND 2030



Tech-enabled growth is the primary strategic focus this year—and almost all else is also tech-related in some way

Survey Question: What key initiatives will your organization focus on in 2025?

This question asked for written responses and common themes include:

- Adapting AI to various business and technology initiatives
- Managing a range of technology investments, upgrades and service rollouts (depending on industry segment, e.g., FTTH, SIK, DOCSIS 4.0, etc.)
- Improving subscriber/viewer growth and retention
- Growing mobile business and services and other new revenue streams
- Attracting and retaining workforce

SELECT EXECUTIVE COMMENTS:

"AI and cost control." – Technology Vendor

"AI, live streaming and CTV." – Service Provider

"AI-centric content and communications strategies, personalized and hyper-targeted communications, crisis management and digital experience development." – Agency

"Automation and AI." – Programmer

"CTV, shoppable ads, advanced analytics and shopping, engagement and UGC." – Agency

"Develop ancillary revenue streams in new markets while holding on to legacy linear revenues from both ad sales and license fees." – Programmer

"Digital distribution, talent development and AI as a business and production tool." – Programmer

"Expanding distribution on CTVs and FAST platforms." – Programmer

"Fiber-To-The-Home (FTTH) conversions, bend competitive churn curve, self-Installation Kits (SIK), AI, BOT and self-service." – Service Provider

"Improving CX." – Service Provider

"Live streaming sports." – Vendor

"Mobile growth and grant fiber construction." – Service Provider

"Network expansion, DOCSIS 4.0 launch and continue to increase connectivity reliability." – Service Provider

"Retaining audience and adjusting business practices to meet them where they are, not where they were." – Programmer

"Self-Install Kits, balance of AI use without damaging customer experience, Personalizing customer experience." – Service Provider

Methodology and About the Respondents: In Q1 2025, Cablefax conducted a poll of leading cable industry professionals. The respondents work for vendors/service providers (50%), programmers (21%), agencies (10%), industry associations (4%), professional services firms (1%), and other segments (14%). The survey received 87 responses.



'SHO'-OFF JOHN LANDGRAF



Chairman
FX

Now in his 20th year with FX, Landgraf led the network to its most successful year ever in 2024 with record ratings, acclaim and awards including a brand-record 93 Emmy noms and 36 trophies including 18 for "Shōgun," a series 10 years in the making. Among other high marks for the characteristically candid exec were limited series "Feud: Capote vs. the Swans," "The Veil" and "Clipped." Next up, he's tackling FX's latest global event series, "Alien: Earth." From creator Noah Hawley ("Fargo"), the TV adaptation of the venerable franchise has been short-listed as a priority for FX's and Disney's streaming strategies.



MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING? "Le Bureau." It's great.

WHAT'S YOUR DREAM MERGER? Empathy, Humility and Power



STREAM ON BRUCE CAMPBELL



Chief Revenue & Strategy
Officer

Warner Bros. Discovery

While 2023 was a year of change for the then newly blended Warner Bros. Discovery, Campbell spent 2024 strategizing new revenue streams that maximize the experience and value of individual business units and the overall company. Early on, his team launched Shop with Max and Moments and incorporated KERV's AI-enhanced technology into WBD's AdTech platform, all toward delivering an integrated, relevant and engaging experience that lets brands connect with audiences through the movies and series they love. Campbell encourages collaboration among his team as they develop new and authentic ways to incorporate advertising and streaming.

WHAT'S THE DEFINITION OF A BUNDLE IN 2025? We're big supporters of Spectrum's TV Select bundle, bringing together the best of linear and streaming in a very pro-consumer offering.

Q&A

LAST CONCERT ATTENDED: Zach Bryan.

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING? "Maine Cabin Masters" on Magnolia Network. I have no carpentry skills whatsoever, but I love watching these pros.

WHAT'S A RED FLAG IN A BUSINESS MEETING? Everyone's on Zoom, even where face-to-face would have been a manageable alternative.



UNIVERSAL APPEAL

NBCU's long-awaited restructuring became official in January, landing these two seasoned power players in prime position to exercise their respective chops. Igbokwe continues to lead four powerhouse studios—Universal Television, UCP, Universal Television Alternative Studio and Universal International Studios—and also oversees NBC Entertainment, including scripted, unscripted, late-night, live events and specials, as well as all scripted originals for Peacock. "Saturday Night Live," "Hacks," "The Day of the Jackal" and Dick Wolf properties "Law & Order," "One Chicago" and "FBI"-branded series are among the heavy-hitters under her purview. Berwick now oversees unscripted programming across Bravo and Peacock, rosters that include buzzy series such as "The Traitors" and "Love Island," documentaries, true crime and first-run syndication.



PEARLENA IGBOKWE

Chairman, Television Studios
Television Studios, NBC Entertainment
& Peacock Scripted

FRANCES BERWICK

Chairman
Bravo & Peacock
Unscripted



CONTENT MAVEN DANA STRONG

Group CEO
Sky



Sky has made big leaps in content under Strong's leadership, with Sky Original films and series, major sports rights and an extensive lineup of content from partners like Netflix, BBC and Paramount. The satellite giant expanded its partnership with Warner Bros. Discovery in the U.K. and Ireland in 2024, giving customers bundled access to HBO's Max streaming service from early 2026. In addition to a multiyear extension of Sky's collaboration with Amazon's Prime Video, Sky also secured a five-year partnership with the Women's Professional League Ltd., securing the rights to show nearly 90% of all Women's Super League matches from the 2025-26 season, building on the four-year deal announced in 2023 to show a record number of Premier League games.



WINNING BY A NAIR BALAN NAIR

President & CEO

Liberty Latin America

With more than 20 years in the telecommunications industry, Nair has helped transform Liberty Latin America into a comprehensive telecom company focused on the Caribbean Islands and Latin America. That work has included network upgrades—97% of its fixed networks were able to deliver speeds of 1Gbps at the end of 2024—as well as acquisitions, including EchoStar's spectrum assets in Puerto Rico and the U.S. Virgin Islands and combining operations with Millicom in Costa Rica. Nair also sits on the boards of Charter Communications, Liberty Latin America and Adtran.



ASTOUNDING VISION

Introducing mobile last year has been a game-changer for Astound Broadband. And the company is continuing to provide game-changing speeds for internet customers after unveiling Astound 5 Gig, which houses symmetrical 5 Gig internet service for both residential and SMB customers in addition to lower latency and increased capacity. Astound is also staying rooted in internet accessibility with its "Internet First" low-cost program that provides qualifying households service starting at \$9.95/month for 50 Mbps. The guidance of Holanda, Gdovin and Simmons also helped Astound win ACA Connects' Community Champions Award for its Community Connects initiative and partnership with Habitat for Humanity.



STEVE SIMMONS

Chairman of the Board
Astound Broadband

Q&A

LAST CONCERT ATTENDED: Taylor Swift with one of my daughters.

WHAT REGULATION DO YOU MOST HOPE WILL BE REFORMED UNDER THE CURRENT ADMINISTRATION: Overreach by the FCC with net neutrality, digital "discrimination" and bulk contracts for MDUs, and counterproductive burdens on BEAD grants previously imposed by NTIA.

MOST BEAUTIFUL PLACE VISITED: British Virgin Islands

JIM HOLANDA

CEO

Astound Broadband



WHAT REGULATION DO YOU MOST HOPE WILL BE REFORMED UNDER THE CURRENT ADMINISTRATION?

Some of the more onerous BEAD requirements to better align with ARPA.

WHAT'S THE DEFINITION OF A BUNDLE IN 2025? Mobile and broadband given the success of the large MSOs and our own over the last 12 months.

Q&A



JOHN GDOVIN

EVP & CAO

Astound Broadband

LAST CONCERT ATTENDED: Zac Brown Band

ARE YOU MORE AN ELPHABA OR GLINDA?

The online test quiz says I'm more of an Elphaba (also green as the birds!).

THE LAST THING I ORDERED ON AMAZON: Youth shoulder pads

MOST BEAUTIFUL PLACE VISITED: A tie between the Hawaiian island of Kauai, the Greek Islands, and the South Jersey Shore

Q&A



BROADBAND VISIONARY

TERESA ELDER

CEO

WOW! Internet, TV & Phone

Elder foresaw the seismic shift in the industry toward streaming and guided

WOW! to move to a broadband-first strategy, including the launch of WOW! tv+, partnerships with leading streaming service providers Fubo and SlingTV, and the transition to a strategic partnership with YouTube TV. Elder oversaw a 4% increase in HSD revenue in the company's recent full-year earnings report, underscoring the shift to a high-margin streaming model late last year and driving customer growth. Elder also implemented simplified pricing (the Price Lock Promise) and was instrumental in securing a \$200 million Senior Term Loan in October.



WHAT'S THE DEFINITION OF A BUNDLE IN 2025? A reliable internet connection with speeds that power the entire house with Whole-Home WiFi plus a streaming subscription from YouTube TV.

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING? "Doc Martin," a British series about a family medicine doctor in a small seaside town.

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT? Being a researcher in healthcare working on a life-saving therapeutic.

WHAT'S A RED FLAG IN A BUSINESS MEETING? When someone makes assumptions rather than asking for clarity or working from facts.

Q&A



FRANCHISE FEATS

Stapf, who celebrated 20 years leading CBS Studios last fall, knows the value of a great franchise. He stewards the top TV franchise, "NCIS," as well as "Star Trek," which is approaching its sixth decade on air. Priorities for 2025 include a reworking of the classic

"Little House on the Prairie." Reisenbach's eye for hits such as "Tracker," "Elsbeth" and the reimagined "Matlock," which swept in as a top new series last season, is augmented by her prowess for landing big tentpole specials like the Golden Globes, which CBS revamped in its second year as home to the awards show with host Nikki Glaser, and her scheduling acumen.



DAVID STAPF

President
CBS Studios

LAST CONCERT ATTENDED? Do the Grammys count?

Another unbelievable live show produced by the incomparable Ben Winston.

MOST BEAUTIFUL PLACE VISITED? Iceland for the filming of "King & Conqueror," our new sweeping drama series with James Norton and Nikolaj Coster-Waldau.

THE LAST THING I ORDERED ON AMAZON: Battery-operated reading lamps for my mom for when the ever-present danger of the power goes out.

THE LAST TIME I USED AI WAS TO... answer these questions.

Q&A

AMY REISENBACH

President
CBS Entertainment

IS PEAK TV OVER? This is a cyclical business and regardless of the count, I will always be passionate about making entertaining programs with compelling characters and quality storytelling.

LAST CONCERT ATTENDED: The 2025 Grammys

ARE YOU MORE OF AN ELPHABA OR GLINDA? Elphaba. Plus, I have been told green is my color.

MOST BEAUTIFUL PLACE VISITED: Bali

Q&A



BRIDGES OVER TROUBLED WATERS

McKinney has long wanted to bridge the gap between the cable industry and Silicon Valley, and his vision was on display at the 2024 SCTE TechExpo. Nearly 1,500 companies and organizations participated in the show. At the same time, he continues to push the 10G platform forward with 2024 milestones including latency reduction technologies, zero-trust security practices and NaaS frameworks like Bryte IQ. Powell has served as cable's connection to Washington for decades, and he's officially decided to retire later this year. Feathers in his cap include working with McKinney to inform lawmakers of the promise of 10G, the modernization of NCTA and leading the industry through a plethora of battles over Title II regulation.



**PHIL
McKINNEY**

President & CEO
CableLabs

MOST UNUSUAL USE CASE FOR BROADBAND:

Alpaca farmers livestreaming their herds for "alpaca meditation sessions." It started as a pandemic project but turned into a legitimate stress-relief service. Watching alpacas lazily chew grass in 4K is the perfect antidote to a challenging day of work.

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT? Victorinox, the Swiss Army Knife company. They've balanced heritage craftsmanship with modern innovation for over a century.

Q&A



**MICHAEL
POWELL**

President & CEO
NCTA

WHAT REGULATION DO YOU MOST HOPE WILL BE REFORMED UNDER THIS ADMINISTRATION?

Now is the time to reform the BEAD program to maximize participation and ensure that this historic funding fulfills its mission. This investment represents a once-in-a-generation opportunity to bridge the digital divide, but it will only succeed if all stakeholders are empowered to contribute. By streamlining regulations and creating strong incentives, policymakers can ensure these funds are used efficiently, delivering reliable high-speed connectivity to every community in need.

Q&A

PROCUREMENT SPECIALISTS

With this dynamic duo on the case, Comcast's procurement and financial business are in excellent hands. Kiriacoulacos is responsible for the combined procurement function and developing and guiding strategies to help achieve commercial synergies between Comcast, NBCUniversal and Sky. He and his team are the lead negotiators for enterprise-wide capital and associated operating expenses including all hardware, technology, software licenses, professional services, third-party call centers and service-level agreements. He also oversees Comcast's supplier diversity initiatives and the Comcast Cable real estate group. Gupta accepted his current role in September 2023 after more than 18 years at General Motors and oversees Comcast's relationships with financial institutions across its Connectivity & Platforms and Content & Experiences businesses. He also manages its capital allocation, capital formation, credit-related matters and investment management activities.



ROCKY GUPTA

EVP & Treasurer
Comcast Corporation



**PETER
KIRIACOULACOS**

EVP & Chief Procurement Officer
Comcast Corporation



DIGIT DARLING JESSICA FISCHER

CFO

Charter Communications

Fischer is keeping Charter's bottom line stable in uncertain times, guiding the operator smoothly through the end of the FCC's Affordable Connectivity Program and maintaining her strategy around stock buybacks. She's also worked the numbers to ensure the cost-per-passing related to Charter's RDOF builds is consistent with original estimates. It's all part of the company's larger \$9 billion Rural Construction Initiative, a project that will ultimately connect 1.75 million locations. Beyond new builds, she has her eagle eye on all things related to the company's network evolution initiative to ensure it is able to deliver multi-gig symmetrical speeds to its customers. Through it all, Charter's revenue has continued to rise, reaching \$13.9 billion in 4Q24.



Q&A

HOW DO YOU ENVISION WORKPLACE CULTURE OF 2030? We continue to evolve our customer-focused culture to deliver personalized and exceptional service across all aspects of our business. This requires talented employees who are dedicated to and invested in our company's success. By investing in our 100% U.S.-based workforce and providing them development and progression opportunities, employees are building long-term successful careers with us. The benefits of longer tenure combined with the growing assistance of AI- and ML-powered tools leading to a more empowered, engaged and experienced workforce providing exceptional and continually improving customer service.

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING? My kids and I have been enjoying the new "Win or Lose" series on Disney+, but I'm a CFO at heart and also watch "The Price Is Right" on demand on the weekend.

MY FAVORITE LIFE HACK: Smart plug on the coffeepot.

THE PLATFORM PLAYER JUSTIN CONNOLLY

President, Platform Distribution

The Walt Disney Company



On the heels of the groundbreaking agreement with Charter in September 2023, Connolly once again led the Disney team in a transformative agreement with DirecTV for distribution of Disney's linear networks and direct-to-consumer services following a nearly two-week blackout. He also played a pivotal role in shaping strategy for the expansion of Disney's DTC streaming services globally, leading to the creation of innovative partnerships with parties including Verizon, T-Mobile, Kroger and SiriusXM, and he led deals to license thousands of hours of nonbranded library content to clients across SVOD, AVOD, FAST and linear while continuing to prioritize the company's first-party platforms.

WHAT'S YOUR "SHARK TANK" PITCH? Geek Squad meets personalized AI training workshops.

WHAT'S THE CEILING FOR LIVE SPORTS AND STREAMING? Very high. Sistine Chapel.

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING? "Paradise" on Hulu

HOW DO YOU ENVISION THE WORKPLACE CULTURE OF 2030? Dedicated stretches of in-person attendance mixed with longer stretches of remote work.

MOST BEAUTIFUL PLACE VISITED: Santorini, Greece

THE LAST THING I ORDERED ON AMAZON: A book, imagine that.

Q&A





**CARRIAGE
KING**

SCOTT MILLER

**President, Networks & Streaming Distribution
Warner Bros. Discovery**

Despite the increasingly fractured television ecosystem, Miller and his team have managed to negotiate numerous carriage renewals with both traditional and nontraditional distribution partners, including a recent deal to bring WBD's linear channels as well as streaming rights for Max and Discovery+ to Xfinity. Much of that success is due to Miller's stellar reputation as a fair and trusted negotiator who seeks mutually advantageous deals for WBD's distribution partners. Miller also leads affiliate negotiations to renew distribution agreements and carriage for the full WBD portfolio of networks while also seeking new opportunities to expand the reach of Max and Discovery+.

WHAT'S THE DEFINITION OF A BUNDLE IN 2025?

I hope it becomes what Charter is doing with its Spectrum TV Select Signature package that includes access to streaming services along with a robust offering of linear networks. I think it's a great deal for consumers.

Q&A

LAST CONCERT ATTENDED: I just went to see a good friend's son play lead guitar for a country music artist named Tucker Wetmore at The O2 Arena in London. Not that it makes me feel a certain age or anything, but I used to drive him to school not that many years ago. . . It was fun watching him play for 20k people.

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING? I've loved watching "The Pitt" and discussing it with my oldest daughter—who is in med school. Thank goodness for ER doctors.

MOST BEAUTIFUL PLACE VISITED: We did a multi-day sailing trip along the Amalfi Coast last summer. It was spectacular.

WELL DISTRIBUTED DAVID ESPINOSA

**President, Distribution
Fox Corporation**



Nearly two decades' worth of industry experience have honed Espinosa's negotiation skills, but it's his collaborative nature that's helped him strike mutually advantageous multiplatform content distribution deals that will keep all Fox brands—entertainment, news, sports and Tubi—accessible to households across the nation. He also secured numerous carriage deal renewals with major distribution partners, and his leadership of the distribution team has put the company on track for long-term revenue growth by ensuring Fox content reaches viewers when and where they want it.



LAST CONCERT ATTENDED: Zac Brown Band at House of Blues in New Orleans. Honestly, I didn't know much about them going in, but they knocked it out of the park...great mix of their own stuff plus some fantastic covers from great bands like the Beastie Boys, Nirvana and the Stones!

Q&A

HOW DO YOU ENVISION WORKPLACE CULTURE OF 2030? Hopefully, core values like hard work, collaboration, respect, curiosity and innovation will remain foundational. The differentiator will be adaptability as technology integration deepens. The most successful cultures will maintain timeless principles while embracing technological evolution.

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT? The Los Angeles Food Bank. My dad ran Tijuana's food bank for years, and it really shaped my perspective. I try to support our local one whenever possible and bring my kids along for the ride. It's definitely hard work, but a day working for others is extremely rewarding.

MOST BEAUTIFUL PLACE VISITED: Tough call! Places hit differently depending on where you are in life. I fell in love with San Sebastian in my twenties—gorgeous scenery, incredible food and amazing people at a time when I had zero responsibilities. These days, family trips are just as special because I get to see places through my kids' eyes, which brings a whole different kind of joy.



LET'S MAKE A DEAL

RAY HOPKINS

President, U.S. Networks Distribution
Paramount



In a barrage of carriage and affiliation renewals, Hopkins stands as a steady negotiator. Paramount inked deals with the likes of Comcast, Charter and Scripps while also avoiding a long-term blackout with YouTube TV during the past 12 months. Not to mention deals with several MVPDs and YouTube TV and the inclusion of DTC offerings like Paramount+ with Showtime and BET+'s Essential Plan, showcasing a new trend in the video landscape. One thing's for certain: Hopkins knows the power of Paramount's portfolio, which boasts properties like March Madness, The Masters, "Yellowjackets" and more.

WHAT'S THE DEFINITION OF A BUNDLE IN 2025? The typical cable bundle and/or genre bundle or DTC bundle.

LAST CONCERT ATTENDED: U2 at The Sphere in Las Vegas.

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING? "Matlock" on CBS.

WHAT'S YOUR DREAM MERGER? PARAMOUNT AND SKYDANCE!

MOST BEAUTIFUL PLACE VISITED: Exuma in The Bahamas



PROUD AS A PEACOCK

MATT SCHNAARS

President, Platform Distribution & Partnerships
NBCUniversal

Widely known for his strategic mind and dedication to expanding NBCUniversal's reach, Schnaars is tackling a new role: heading a nascent organization that consolidates content distribution, affiliate relations and strategic partnerships across NBC, Peacock, Bravo, Telemundo and the company's FAST channels. He'll be nurturing sales and marketing relationships with vMVPD, MVPD and streaming partners, too. Along with negotiating renewals of NBCU's portfolio with major North American distributors, Schnaars is focused on growing Peacock's subscriber base: he's collaborated with Comcast, Charter and Verizon on bundling deals to get Peacock and the company's DTC and linear programming to a larger audience.



CONTENT CURATORS

Jenckes took the helm of Xumo in 2022, and the Comcast and Charter streaming juv has soared ever since. Xumo TVs are available in nearly 8,000 locations across the U.S., spanning nine national and local retailers. Operators—including Cox, GCI and Mediacom—began offering Xumo Stream Box to their customers, Xumo Enterprise launched FAST channels on Sky in the U.K. and Cox and Xfinity in the U.S., and the company expanded its partnership with Google TV Freeplay. In 2025, the focus will be on growth, engagement and monetization. As the overseer of the strategic direction of Comcast's content portfolio, Rigdon is laser-focused on negotiating programming agreements as the video marketplace evolves with providers launching more streaming and direct-to-consumer offerings.



MARCIEN JENCKES

President

Xumo

LAST CONCERT
ATTENDED: Guns
N' Roses

MOST
UNEXPECTED
TV SHOW YOU FOUND
YOURSELF WATCHING: "The
Black Donnellys" on Xumo Play

Q&A

MOST UNUSUAL USE CASE FOR BROADBAND: Horse-cam

MOST BEAUTIFUL PLACE VISITED: San Sebastian, Spain



GREG RIGDON

President, Content Acquisition,
Connectivity & Platforms
Comcast



THE DISRUPTORS

Under the endlessly entrepreneurial drive of Allen and distribution innovation of Arouh, Allen Media Group had another stellar year in both the media and tech realms. Highlights include a multiyear carriage renewal with Charter, a partnership with LG Electronics to launch the Local Now FAST channel, the renewal of broadcast affiliation agreements with CBS in five markets, a broad deal with Datafuelx to enhance data-driven linear plans and the announcement of a new 20-game basketball schedule and 26-game football schedule for AMG HBCUGo. Look for more content production and more acquisitions in broadcast and digital platforms from this dynamic duo.

BYRON ALLEN

Founder, Chairman, CEO
Allen Media Group

WHAT'S THE
DEFINITION OF
A BUNDLE IN
2025? The lowest
price possible

Q&A

LAST CONCERT ATTENDED:
Beyoncé

WHAT'S THE CEILING
FOR LIVE SPORTS AND
STREAMING? No ceiling

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD
YOU LIKE TO SPEND A DAY WORKING AT? Amazon

WHAT'S A RED FLAG IN A BUSINESS MEETING? Re-
trading agreed-upon deal points.



JANICE AROUH

President, Network
Distribution
Allen Media Group

IS PEAK TV
OVER? The
industry is at an
economic inflection
point for multiple
reasons. Fewer shows are being
produced but there will always
be great shows.

Q&A

LAST CONCERT ATTENDED? Paul McCartney

WHAT REGULATION DO YOU MOST HOPE
WILL BE REFORMED UNDER THE CURRENT
ADMINISTRATION? Elimination of MFNs





GOING BEYOND GIG

PAT McADARAGH

Chairman & CEO
Midco

McAdaragh believes the Midwest deserves the best when it comes to broadband speeds, and Midco's team is delivering. He led a massive expansion of Midco's fiber footprint, bringing the company's network to areas including Roberts, Wisc., Lake Minnetonka and Amboy, Minn., and communities along Minnesota's Highway 10. Minnesota Governor Tim Walz awarded Midco a \$689,700 grant to bring broadband to unserved and underserved areas of Washington County, and Midco was also honored recently with a Platinum PAR Award from The WICT Network, recognizing it for consistently ranking as a top company for women to work throughout the history of the PAR Workplace Survey.



HOW DO YOU ENVISION THE WORKPLACE CULTURE OF 2030? Each company and organization will reach its hybrid workplace equilibrium. Different policies for different orgs, although the range of policies will weight to the middle. Mission-oriented work and productivity toward a goal will always be in vogue.

Q&A

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT?

Porsche, as long as I get to drive a 911 Turbo S on the experience track.

WHAT'S A RED FLAG IN A BUSINESS MEETING? Here are a few red flags: no clearly stated meeting purpose, no stated time to finish and side conversations interrupting while information is being presented.

MY FAVORITE LIFE HACK: Sleeping an extra hour on Saturday mornings.



STUDIO CITY

ERIC SCHRIER

President, Disney Television Studios &
Global Original Television Strategy
The Walt Disney Company



Annually, Schrier is responsible for 300-plus titles domestically and internationally in the expanded Disney Television Studios, which now comprises 20th Television Animation and 20th Television. As part of his purview, he oversees Global Originals, producing over 100 series in local regions in local languages. He also oversees the Disney Entertainment Television Business Affairs and Production teams, and his continual quest for talent both in front of and behind the camera has yielded a programming cache—including "Only Murders in the Building"—contributing to the company's 60 Emmy wins, an all-time high for TWDC—as well as new Hulu hit "Paradise" and legacy series "Grey's Anatomy." Upcoming are an Amanda Knox limited series, two new Ryan Murphy drama series and "Malcolm in the Middle" and "King of The Hill" revivals.

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING? "To Catch a Smuggler"

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT? Boeing, I'm an airplane nerd.

WHAT'S A RED FLAG IN A BUSINESS MEETING? Bad phone etiquette

MOST BEAUTIFUL PLACE VISITED: Jackson Hole

Q&A



TWO IS BETTER THAN ONE

Thanks to a restructuring to form Cox's commercial and residential units, Breaux and Langner are leading a transformation that directs more attention to the company's broadband, mobile and business services offerings. Under Breaux's direction, Cox fitted out the Las Vegas Convention Center with more than 2,800 WiFi access points to ensure CES had the best connectivity possible. More than 660 terabytes of data crossed the WiFi network during the four days of the conference, which Cox has been serving since 2014. Langner is passionate about closing the digital divide, and her team launched the Cox Partner Program to broaden the reach of Cox's low-cost internet solutions. The program includes onboarding and training with partner organizations, support lines and marketing materials.



JEFF BREAU

EVP & Chief Commercial
Officer
Cox Communications

COLLEEN LANGNER

EVP & Chief Residential
Officer
Cox Communications



LAST CONCERT ATTENDED: Rolling Stones

**MOST UNEXPECTED TV SHOW YOU
FOUND YOURSELF WATCHING?** "The Big
Bang Theory"

ARE YOU MORE AN ELPHABA OR GLINDA? Elphaba

**GREATER COMPETITIVE THREAT TO WIRED
BROADBAND—FIXED WIRELESS OR LEO SATELLITE?**
LEO, fast becoming pervasive.

WHAT'S A RED FLAG IN A BUSINESS MEETING?
Silence

MOST BEAUTIFUL PLACE VISITED: Tie: Hanalei Bay,
Hawaii, and Montepulciano, Italy

**WOULD YOU WANT TO BE A TRAITOR OR A
FAITHFUL?** Faithful

Q&A

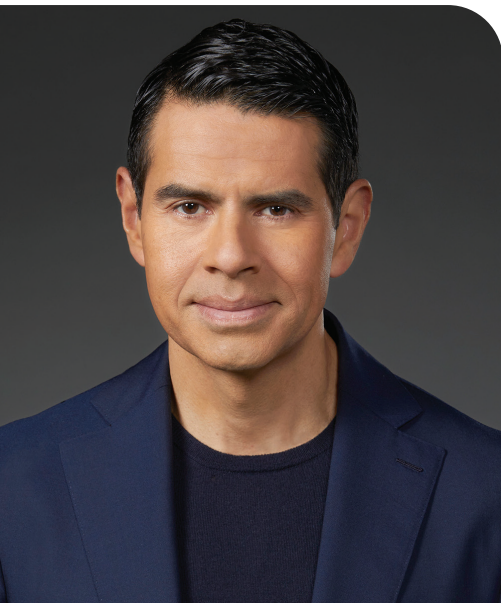
**LAST CONCERT
ATTENDED:** Rolling
Stones in the ATL—
Jagger still has moves.

**MOST BEAUTIFUL
PLACE VISITED:** Cape Kidnappers in Hawkes
Bay, New Zealand—stunning coastal views,
world-class wineries, unique wildlife and
outdoor activities.

WHAT'S A RED FLAG IN A BUSINESS MEETING?
Lack of clarity and transparency... vague answers.
If team members are not upfront with challenges or
commitments, potential danger ahead.

THE LAST TIME I USED AI WAS TO... summarize
meeting notes and action items with ChatGPT.

Q&A



NEWSWORTHY SUCCESS CESAR CONDE

Chairman
NBCUniversal News Group

Between the 2024 election cycle, the Olympics and natural disasters, Conde and the entire NBCUniversal News Group had a busy and consequential year. They ended 2024 as the most-watched news organization in the nation, reaching about seven of 10 American adults per month. This was thanks to exponential growth in digital, which currently reaches 146 million-plus monthly users, and streaming; the free NBC News NOW streaming news network saw its sixth consecutive year of growth. "Meet the Press" with Kristen Welker is No. 1 in key demos this season; "Today" reclaimed its top slot in morning for the first time in 13 years; and "Dateline" remains the most-watched true crime franchise on TV, in linear minutes. When longtime "NBC Nightly News" anchor Lester Holt announced he would step down later this year to take on a full-time role with Dateline, Conde named NBC News' Tom Llamas to the role—marking only the fourth Nightly anchor transition in the past 40 years. Llamas will be the first Latino weekday solo evening news anchor and the first evening news anchor to also anchor an hour-long daily streaming program, "NBC News NOW's Top Story with Tom Llamas."



SEARCHING FOR MORE

The leadership trio of Jain, Keib and Laurenzano has elevated GFiber into an industry disruptor. Jain's influence helped the company nab more than 30 deals to build in new cities over the course of 2024, adding several new states on the way to achieving 20% YOY growth in household reach. Keib, the first CTO in the company's history, was central to the launch of GFiber Labs, an innovation hub that seeks to develop technologies that enhance network performance. That's led to the introduction of 20 Gig and WiFi 7 service for some customers, the successful trial of 50 Gig on live networks in Kansas City and the deployment of Nokia's 25G PON. Laurenzano completes the GFiber trinity by ensuring its operational efficiency, having nearly tripled the rate of GFiber expansion over the past five years while ushering in reductions in areas like sign-up-to-connection time, customer service calls and in-home visits.



DINNI JAIN

CEO
Google Fiber

HOW DO YOU ENVISION THE WORKPLACE CULTURE OF 2030?

Q&A

What we've found at GFiber is our productivity is so much higher with a truly hybrid, remote-forward approach. People do better, work smarter when they work from where they want, wearing whatever they want, in the environment that they are most comfortable in—that leaves room for when life happens. So, while we enjoy each other's company and do find times to come together both for work and celebration, we can't really find a reason to return to the office just to be like everyone else. And the best part is that all this remote work gives us a great perspective on what makes a quality network and an exceptional ISP—because that's what we all need. So, we're working to build the internet company we all want.

ARE YOU MORE AN ELPHABA OR GLINDA? Definitely an Elphaba. I guess I don't necessarily see the world the same way as everybody else, and I'm happy for people to know that.

JOHN KEIB

CTO
Google Fiber

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING? "Mountain Monsters"

Q&A

WHAT'S A RED FLAG IN A BUSINESS MEETING? Saying "I need to check with the boss."

MOST BEAUTIFUL PLACE VISITED: Manhattan Beach



ROCCO LAURENZANO

COO
Google Fiber

LAST CONCERT ATTENDED: Madonna, and it was awesome! I am a child of the '80s, this was a bucket list concert for me.

Q&A

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT? I've always been enamored with hospitality, so I would say Marriott, Hilton or Four Seasons. Managing the high standards, multiple brands and customer expectations in a transactional business really intrigues me.

WHAT'S A RED FLAG IN A BUSINESS MEETING? Anytime the explanation for lackluster performance is something outside our control. Weather, competitors, marketplace conditions, etc. It is natural to look outward when things aren't going well, but I find successful, improving organizations look inward first.

MOST BEAUTIFUL PLACE VISITED: Hawaii takes the prize.

MY FAVORITE LIFE HACK: A few years ago, someone turned me on to packing cubes and it changed my life!





ON THE MONEY

Sirota has been instrumental in laying a robust financial foundation to enable Optimum to accelerate its efforts in 2025 and beyond, setting aggressive but attainable goals guided by a clear vision for the future of the company. His efforts have added up to reducing Optimum's expenditures while stabilizing revenue, leading to a dramatic reversal in free cash flow trends and enabling the business to reinvest. Under Ramos, Optimum's network infrastructure has improved significantly, giving the company the ability to make upgrades to its speed in several communities across its footprint.

MARC SIROTA

CFO
Optimum

WHAT'S YOUR "SHARK TANK" PITCH? A

Q&A

real-time financial assistant that uses AI to track your spending, anticipate upcoming bills and find cost-saving opportunities—all integrated seamlessly with your bank. Think of it as a personal CFO.

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT? The Philadelphia Eagles. If I could choose the day, it would be next season's Super Bowl so I can contribute to a repeat championship.

WHAT'S A RED FLAG IN A BUSINESS MEETING? When the conversation is one-sided. This means one of two things, and neither is good: either you're not keeping anybody engaged or they are afraid to speak up. At Optimum, we constantly remind everyone at all levels that their voice matters. From one-on-one meetings, to all hands calls, we encourage input from everyone.



LUCIANO RAMOS

EVP, Chief Technology & Information Officer
Optimum

HOW DO YOU ENVISION THE WORK-PLACE CULTURE

Q&A

OF 2030? Hyper-connected, but human-first. Companies that take advantage of the extra time for critical thinking will be the ones that thrive, maintaining a strong culture of collaboration and innovation. The best workplaces will blend technology with meaningful human interaction, something we're already building at Optimum.

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT? SpaceX! Their ability to push the limits of engineering, innovate rapidly and tackle complex challenges with a first-principles approach is inspiring. Observing how they integrate software, hardware and AI to advance space travel could offer insights on problem-solving, operational efficiency and scaling innovation—lessons that apply far beyond aerospace.



TV WITH TEETH HOWARD LEE

Chief Creative Officer, U.S. Networks
Warner Bros. Discovery

From "Shark Week" to "Puppy Bowl," Lee knows what audiences want and he matches the right programming mix to the appropriate networks. That's no doubt why he was named Chief Creative Officer of U.S. Networks in December. Discovery remains the top primetime cable network, thanks to hits like "Deadliest Catch," "Expedition Unknown" and "Gold Rush," while TLC boasted 13 of the top 30 non-sports/non-news unscripted series on ad-supported cable among W25-54, including "Sister Wives" and "90 Day Fiancé." Perhaps even more impressive? Last year Lee adopted a "Puppy Bowl" puppy, Fred.



MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING? "Matlock"

Q&A

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT? Disney Theme Parks

WHAT'S A RED FLAG IN A BUSINESS MEETING? People responding "it's solid" about their projects.

THE LAST THING I ORDERED ON AMAZON: OXO Good Grips Silicone Spatulas



GROWING IN ALL DIRECTIONS

LUIS FERNÁNDEZ

Chairman

NBCUniversal Telemundo Enterprises



With Fernández at the helm, Telemundo experienced a 28% spike in total viewership and continues to expand its status as a Spanish-language media powerhouse. In 2024, Telemundo was the exclusive Spanish-language U.S. broadcaster of the Paris Olympics, with coverage tailored to Hispanic audiences. Other live tentpole events performed well, too, including the 2024 Billboard Latin Music Awards, the 73rd Miss Universe pageant and Macy's Thanksgiving Day Parade. Fernández kept audiences engaged with a slate of popular scripted and unscripted programming—including, respectively, "El Señor de los Cielos" and "La Casa de los Famosos"—and recently debuted the much-anticipated dramatic series "La Jefa."

THREE'S COMPANY

This triple threat keeps the Charter train on the tracks, ensuring roadblocks to any of the operator's goals are as minimal as possible. Bohigian has lobbied regulators on topics ranging from spectrum innovation to low-income broadband solutions, and she was named to Washingtonian's 500 Most Influential People Shaping Policy. It's tough to find something Haughton doesn't touch from his seat at the top of the legal food chain, and he's been kept busy with the logistics surrounding the Liberty Broadband-Charter merger. Ray added the nearly \$3 billion Spectrum Enterprise operation to his expansive responsibilities in November, doing so while managing launches of the Xumo Stream Box with operator partners Rogers Communications, GCI, Cox and Mediacom.



CATHERINE BOHIGIAN

EVP, Government Affairs
Charter Communications

WHAT REGULATION DO YOU MOST HOPE WILL BE REFORMED BY THE ADMINISTRATION?

Every dollar spent complying with outdated regulations is really just less funding for critical investments, like in infrastructure or workforce. It's good to see this administration taking a look at the regulatory underbrush that can hold back private investment and innovation.

Q&A

JAMAL HAUGHTON

EVP, General Counsel & Corporate Secretary
Charter Communications

WHAT'S THE DEFINITION OF A BUNDLE IN 2025?

While the products continue to evolve and now work together to provide customers a seamless connectivity and entertainment experience, the bundles themselves are about value. Providing customers the best products, the best experience and an unmatched value.

Q&A



ADAM RAY

EVP & Chief Commercial Officer
Charter Communications



WHAT'S THE CEILING FOR LIVE SPORTS AND STREAMING?

Consumer demand for live, high-quality and on-the-go access to live sports continues to grow. The key is delivering a seamless experience across all connected devices and offering packages that deliver greater flexibility and value. The ceiling isn't set—it's being pushed higher by innovation and changing consumer expectations.

Q&A

PARAMOUNT, PLUS...

Powered by increased viewership engagement for both Paramount+ and Pluto TV content including live sports and Paramount+ original programming such as "Tulsa King" and "Landman," Paramount Global's DTC streaming segment marked two consecutive quarters of profitability in 2024. Expect innovator Ryan to keep his foot on the gas. Diaz's rise to oversee development and production for Showtime and MTV Entertainment Studios has seen a succession of high marks including franchise expansions for series including "Dexter" and "Billions," with "The Chi" and "RuPaul's Drag Race" hitting rating records. She also launched "The Agency," EP'd by George Clooney. 2025 will see the launch of Guy Ritchie's crime drama on Paramount+.

48

TOM RYAN

President & CEO, Paramount Streaming

Co-Founder, Pluto TV

IS PEAK TV OVER? While the number of new releases has declined in recent years due to a myriad of reasons, the production value and premium quality of new series that defined the Peak TV era is here to stay. Maintaining a strong and consistent slate is important to driving retention but ultimately we are focused on quality over quantity as evidenced by recent hits such as "Landman," "Yellowjackets" and "Lioness."

WHAT'S THE CEILING FOR LIVE SPORTS AND STREAMING? Streaming is the future of media and sports is a critical part of that so the future of sports in streaming is very bright.



Q&A



NINA L. DIAZ

President, Content & Chief Creative Officer
Showtime & MTV Entertainment Studios

49

LETTER OF THE LAW

Reid continues to play a critical role in everything from the pending SpinCo transaction to government affairs, bringing aboard the well-respected Lance West in September following Mitch Rose's retirement. Reid's been with Comcast since 2019 after more than 30 years at Davis Polk. Then there's Harris, who in her dual role provides legal advice to senior management on everything from the upcoming launch of Universal Epic Universe theme park to the 2024 Paris Olympics. She also finds time to serve on the board of Goldman Sachs and the advisory board for the Yale Law School Center for the Study of Corporate Law. Charytan leads a legal team that supports the entire breadth of the cable business and coordinates closely with the government affairs organization. Her Comcast Corporation role has her overseeing the company's government investigations team and interfaces with the government affairs and regulatory teams.



LYNN CHARYTAN

EVP & Senior Deputy General Counsel, Comcast Corporation
EVP & General Counsel, Comcast

KIMBERLEY HARRIS

EVP, Comcast Corporation
General Counsel, NBCUniversal



TOM REID

Chief Legal Officer & Secretary
Comcast Corporation

50

SUPPORT SYSTEM

It's been a landmark year for Spellmeyer as ACA Connects scored a major victory after the Sixth Circuit overturned the FCC's latest attempt to regulate broadband as a Title II service. Beyond that, he fought hard against a proposed ban on bulk billing arrangements and led a partnership with Cartesian that supported giving broadband providers greater flexibility in their definitions of BEAD project areas. He also rallied the association together during Hurricanes Milton and Helene, pledging support to members impacted by the disasters. Borrelli celebrated NCTC's 40th anniversary last year and has been relentless in his efforts to expand the services NCTC offers as the competitive environment continues to heat up. It now touts a collaboration with CommScope to give members enhanced access to the vendor's end-to-end network solutions. He's also been investigating how he can help members best use artificial intelligence and continues to improve NCTC's MVNO offerings.



LOU BORRELLI

CEO

NCTC

WHAT'S THE DEFINITION OF A BUNDLE IN 2025?

Broadband + Managed WiFi + Mobile with a selection of OTT and DTC Video. (With homage to Joe Rooney)

Q&A

WHAT'S THE LAST CONCERT ATTENDED? SNL50: The Homecoming Concert

WHAT'S THE CEILING FOR LIVE SPORTS AND STREAMING? Stucco

WHAT'S A RED FLAG IN A BUSINESS MEETING? PowerPoint presentation longer than five slides.

GRANT SPELLMEYER

President & CEO

ACA Connects

WHAT'S THE DEFINITION OF A BUNDLE IN 2025? A bundle

is a great deal for customers AND their local video providers. Unfortunately, that isn't in the dictionary mega-programmers are using!

LAST CONCERT ATTENDED: Rolling Stones—Chicago Stadium 2024

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT? BMW

Q&A



THE GOOD SPORTS

It's been another banner year for ESPN, with captains Magnus and Durant ensuring sports fans continued to flock. Under Magnus' purview, "Monday Night Football" had its second-most-watched season in 24 years, while "College GameDay" broke records with its most-watched season in its 38-season history. He also led a sweeping restructuring of ESPN's content department of more than 3,000 employees to streamline collaboration and centralize key functions in preparation for the launch of its Flagship DTC offering this fall. Durant helmed deals for the WNBA/NBA—ESPN will exclusively present the "Inside the NBA" studio show on its platforms starting with the 2025-26 season—College Football Playoff, USTA, NCAA, NFL Flag Football, and more. She also worked with the NFL to bring "The Simpsons Sunday Football" and "Dunk the Halls" to life.



BURKE MAGNUS

President, Content
ESPN

LAST CONCERT ATTENDED:

Dead & Co. at The Sphere in Las Vegas

Q&A

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT? McLaren Racing

WHAT'S A RED FLAG IN A BUSINESS MEETING? Showing up late.



ROSALYN DURANT

EVP, Programming & Acquisitions
ESPN

LAST CONCERT ATTENDED: Adele (Las Vegas residency)

THE LAST THING I ORDERED ON AMAZON: Yet another book that I'm determined to get to in 2025!

WHAT'S THE DEFINITION OF A BUNDLE IN 2025? A personalized aggregation of content options, suited to the user's interests.

Q&A





STRATEGIC SWAMI JEFF ROSS

President
Armstrong



Ross led a cross-functional approach to creating Armstrong's most recent strategic plan, affectionately known as "Foresee" or "4C" for short, to predict where the company will be in five years and then construct a plan to support those predictions. The project was divided into 16 workstreams, ranging from subscribers and competition to technology, employee engagement and M&A, and totaled 208 projections and financial models. In the wake of stiff competition in 2024, Armstrong managed to record internet churn lower than industry benchmarks, besting its 2023 percentage. Look for Ross to keep his focus on growth and engaging employees.

LAST CONCERT ATTENDED: Scott Blasey, lead singer for The Clarks, acoustic set. His voice is pure.

WHAT'S THE CEILING FOR LIVE SPORTS AND STREAMING? Much less than the 100% they got with cable.

GREATER COMPETITIVE THREAT TO WIRED BROADBAND—FIXED WIRELESS OR LEO SATELLITE? Neither, each has its niche. Fiber is the best and will continue to be, but they will take what makes sense for their technology and demographic.

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT? SpaceX

Q&A

FIBER FOREMEN

Thanks to the strategic minds of Butman and Petersen, TDS Telecom has been able to increase its already ambitious fiber goals. The company is now targeting 1.8 million marketable fiber service addresses, a 50% increase from its previous long-term goal. Butman has navigated agreements to transfer ownership of TDS Telecom's Delta County operations and assets to Elevate as well as a deal to shift ownership of two Virginia ILECs to RiverStreet. Petersen is the face of TDS Telecom in so many of the communities across its footprint, and the provider made more than \$1 million in philanthropic donations in 2024 to make those neighborhoods better places to live and work. Through its TDS Cares effort, the company prioritizes giving to organizations supporting people's basic needs.



JIM BUTMAN

President & CEO
TDS Telecom

GREATER COMPETITIVE THREAT TO WIRED BROADBAND—FIXED WIRELESS OR LEO SATELLITE?

Neither, given capacity limitations. The bigger threat will be to companies that don't adapt meaningfully to a new customer service delivery

model. Companies like Amazon have set the bar by being more intimate and easier to do business with by leveraging robust technology to deliver same-day service, easy-to-use self-service models for ordering, upgrading and adding services.

THE LAST TIME I USED AI WAS... Within the past week, I used AI to determine a given probability that would have been very difficult to determine without it. I got the answer in seconds.

Q&A



DREW PETERSEN

SVP, Corporate Affairs
TDS Telecom

WHAT'S YOUR "SHARK TANK" PITCH? TDS sells the most legally addictive product a company can sell—Fiber Broadband. I've never met a customer who says, "it's just too fast, Drew, slow it down!"

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING? "Landman" with Billy Bob Thornton, Jon Hamm and Demi Moore.

Q&A

TECH TRIO

In 2024, Nafshi's team put more computing power closer to consumers to deliver a better internet experience for streaming and gaming applications and to develop a standardized platform for providers to distribute their content across Comcast's network through its deployment of Qwilt's Open Edge platform. He also launched Janus, an initiative designed to maximize network performance, collaborated with Broadcom Inc. and Charter Communications on the joint development of Unified DOCSIS chipsets and launched the first CommScope FDX amplifier. Rioboli oversees Comcast's development of AI-powered tools and resources to improve customer and employee experience while at the same time advocating for ongoing education and career development both at Comcast and across the Philadelphia tech community. Stirling leads teams across Comcast Cable and Sky that develop and design products that integrate voice search, discovery, apps and interactive features. He was previously Sky's Group chief product officer, joining the business in June 2019 from parent company Comcast.



ELAD NAFSHI

EVP & Chief Network Officer, Connectivity & Platforms
Comcast



LAST CONCERT ATTENDED: Interpol

MOST UNUSUAL USE CASE FOR BROADBAND: Tracking

our two Labs who (too) often escape from our backyard

MOST BEAUTIFUL PLACE VISITED: Watching the sun rise on top of Mt. Masada overlooking the Dead Sea

THE LAST THING I ORDERED ON AMAZON: Sea salt and vinegar protein chips. So good!

MY FAVORITE LIFE HACK: The earlier you wake up the more you get done in a day...

FRASER STIRLING

Global Chief Product Officer, Connectivity & Platforms
Comcast



RICK RIOBOLI

EVP & Chief Technology Officer, Connectivity & Platforms
Comcast



NEW FORMULA DEREK CHANG

CEO
Liberty Media

Chang stepped into the CEO role at Liberty Media in February, a move that makes a lot of sense given his years on the company's board along with his leadership roles at EverPass, the NBA and DirecTV. He has John Malone's endorsement to drive long-term growth as Liberty embarks on a reorg that includes Charter acquiring Liberty Broadband. We'll be keeping a close eye on how he brings his own stamp to the business, particularly with Formula 1 media rights up for grabs in the U.S.

LAST CONCERT ATTENDED: Taylor Swift

WHAT'S THE CEILING FOR LIVE SPORTS AND STREAMING? Given we started my last company, EverPass on this premise, I would say very high.

MY GO-TO BOBA TEA ORDER: Half ice, no sugar

MOST BEAUTIFUL PLACE VISITED: Grand Tetons

Q&A





CUSTOMERS FIRST

Optimum's Net Promoter Scores rose nearly 13% in the past year, partly due to the launch of an AI assistant AVA (AI Virtual Assistant) that helps agents provide actionable solutions to problems and better product offerings. Roy's team successfully trained agents to offer mobile and fiber migration solutions after resolving customers' initial inquiries. Parker joined Optimum in November 2023, spearheading the expansion of Optimum Business products, services and capabilities to existing and prospective business customers, including the launch of Optimum Mobile for SMBs and the expanded availability of Optimum's Business Phone and Business Hosted Voice services to B2B customers in several markets in its West footprint.



SHUVANKAR ROY

EVP, Chief Customer Experience Officer
Optimum

MICHAEL PARKER

President, Consumer Services
Optimum



WHAT'S A RED FLAG IN A BUSINESS MEETING?

A major red flag in a business meeting is a lack of transparency and trust, often indicated by vague, generic answers that lack detail. This can highlight functional silos rather than a focus on company-wide goals and a tendency for a "business as usual" approach rather than transformational thinking. A productive business meeting, on the other hand, is focused, efficient and results-driven. It has a clear agenda, well-prepared participants, concise communication, active engagement and clearly defined next steps—while also respecting everyone's time.

Q&A

IS PEAK TV OVER?

No, in fact I believe that we may be in the middle of its peak. The sole amount of content and countless ways to watch it continue to expand, so while traditional TV looks different to what it did 10, 20 or 30 years ago, the only thing that's over is the static and restrictive way that we used to approach it. There are more ways than ever to access TV today, and at Optimum, we are working to bring consumers a TV model that works for them in 2025 and beyond.

Q&A



ORIGINAL OUTLOOK

ADAM LEWINSON

Chief Content Officer
Tubi



Already America's top free TV and movie streamer with more than 275,000 movies and TV episodes in its content library, Tubi upped its game last year when Lewinson added Tubi originals—notably the talk show "We Got Time Today" and film "Sideline: The QB and Me"—to its already popular slate of licensed and acquired titles including Peter Dinklage's "The Thicket" and Nicola Coughlan's "Big Mood." Lewinson plans to further expand Tubi's original offerings in 2025 by making it easier for upcoming filmmakers of diverse backgrounds to get their work before Tubi's audience of 97 million-plus monthly active users.

IS PEAK TV OVER? John Landgraf coined that phrase and I learned so much about this business working for him. Aside from major events like the Super Bowl, society has broken the monoculture and niche is now core. As viewers focus on content that reflects their individualized interests and lived experiences, there are fewer blockbuster hits and as a result, there aren't enough viewers to justify most exorbitant production budgets. As audiences continue to dive deep into their own personal rabbit holes, the business model for series is slowly adjusting, and with it a new era of Niche TV.

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING? Like many of our viewers, I get addicted to "Newstalgia," defined as nostalgic TV shows that are new to you. I've been binge-watching "Buffy the Vampire Slayer," learning a lexicon I didn't know I needed to know. I get hyper-focused on the cat-and-mouse games on "Columbo" like millions of Tubi viewers and I can lose hours at a time mesmerized by the amazing writing on Norman Lear's classic "Sanford & Son."

Q&A

TURN IT UP RITA FERRO

President, Global
Advertising
The Walt Disney Company



Ferro and her team turned up the volume at the 2024 Disney Upfront, securing record commitments, double-digit gains in steaming, triple-digit growth in women's sports and overall revenue and volume up more than 5% year-over-year. Already in 2025, she made a splash with Disney's fifth annual Global Tech & Data Showcase at CES, where her team introduced innovative tools like Disney Compass and Disney Select AI Engine. Ferro also released findings from the company's first global streaming consumer insights study. Not one to rest on her laurels, she's already creating new opportunities for advertisers with the upcoming ESPN flagship DTC service.



THE AD MAN

JOHN HALLEY

President, Paramount
Advertising

Paramount Global

Halley's creativity and forward thinking have revolutionized Paramount's overall advertising strategy that drives short- and long-term growth by channeling the full power of Paramount's platforms. Implementing cutting-edge technologies, he's made it easier for advertisers—large or small—to take full advantage of the company's expansive audience. He's struck key partnerships with Mastercard, EDO and Shopsense AI; beta-launched Paramount Ad Manager, a self-service platform for small and mid-sized businesses; and is determined to reshape Paramount's overall advertising ecosystem to better serve the industry going forward.



ATTENTION OPERATORS – ARE YOU READY TO CLAIM THE 'TOP' TITLE?

Cablefax's Top Ops Awards recognize excellence in a variety of areas, including marketing, technology, finance, lifetime achievement, customer service and community involvement. Join us in an effort to honor the well-deserving 2025 Top Operators.

**ENTRIES ARE FREE...
BUT YOU MUST ENTER
BEFORE MAY 6TH, 2025!**

NOMINATE NOW





A STRONG START JEFF COLLINS

President, Advertising Sales, Marketing
& Brand Partnerships
Fox Corporation

Collins made quite the splash during his first year in this high-profile role, starting with a strong upfront performance touting upcoming Fox Sports, News, entertainment and Tubi offerings—including “Super Bowl LIX”—and culminating with year-over-year growth in linear and digital advertising commitments and overall portfolio pricing. He also realigned the entire ad sales team in a way that emphasizes teamwork and collaboration and seeks out ways to implement new technologies to drive positive results and strong ROI for advertisers.



WHAT'S THE DEFINITION OF A BUNDLE IN 2025? Live news and sports should be foundational to bundled offerings.

LAST CONCERT ATTENDED: Watching Zac Brown Band kill it at the Fox Super Bowl Party.

WHAT'S THE CEILING FOR LIVE SPORTS AND STREAMING? The ad ceiling for both continues to be raised. Streaming complements the mass reach of live sports by delivering incremental cord cutters and cord-nevers.

MOST BEAUTIFUL PLACE VISITED: Raja Ampat. Above or below the water, there's no place on earth more beautiful.

Q&A

SELLING THE DREAM

Kovacs and Levin have scored gold at NBCU, securing the highest Olympic advertising revenue in history during last year's Paris Games. Levin opened up the Games programmatically for the first time, which created opportunities for smaller marketers, while Kovacs served as a strategic consultant for brands such as Delta, Google, Eli Lilly, Toyota, P&G, Visa and Coca-Cola. They're optimizing new NBCU AI-driven audience planning tool One Platform Total Audience across brands. In the beauty, retail and pharmaceutical categories, OPTA campaigns have garnered a 32% increase in purchase intent, 33% increase in brand favorability, 2X increase in search engagement and 64% increase in incremental store visits.



ALISON LEVIN

President, Advertising & Partnerships
NBCUniversal

WHAT'S THE CEILING FOR LIVE SPORTS AND STREAMING? You can't put a limit on the power of live sports. Especially when it's backed by the interactivity and addressability of streaming paired with the powerful reach of linear. Throughout this year and 2026, 37% of big event viewership—primarily made up of sports—will be on NBCU platforms. Over these next 24 months, we'll deliver a monumental slate of tentpole moments, including the launch of our new NBA/WNBA agreement, the Milan Cortina Olympic Winter Games, Super Bowl LX, NBA All-Star Game, FIFA World Cup in Spanish, and more.

Q&A



KAREN KOVACS

President, Client Relationships
NBCUniversal

WHAT'S THE CEILING FOR LIVE SPORTS AND STREAMING? Live sports is having a massive impact on our culture for both consumers and brands. World Cup Qatar saw double-digit audience growth in 2022 compared to 2018 and the Paris 2024 Olympics & Paralympics were the most-watched since 2016. Live sports is one of the hottest commodities in media with four in five viewers now considering themselves sports fans. Advertisers are already asking for access to our 2025/2026 content slate for both men's and women's sports. We're ready to help partners of all sizes leverage these culture-defining moments, transforming even more audiences into fans and viewers into consumers.

Q&A



THE PROFIT PROPHET JOE EARLEY

President, Direct-To-Consumer
Disney Entertainment

Disney's streaming segment reached profitability a quarter ahead of schedule, propelled in part by Earley's maneuvers including the incorporation of Hulu content on Disney+ in the U.S., Star+ on Disney+ in Latin America and the newly launched ESPN tile on Disney+. Earley also pioneered innovative bundle offerings and oversaw the launch on Disney+ of Streams, a suite of six lean-back channels that has driven more than 35 million hours of streaming since its debut in September. Maintaining streaming numbers is a top priority, as is enhancing personalization, optimizing content discovery and expanding Disney's reach in emerging markets.



IS PEAK TV OVER? The peak number of titles has certainly passed, but the peak of quality, buzz and impact remains in our future, which is exciting.

THE LAST THING I ORDERED ON AMAZON: Koi fish food

MY FAVORITE LIFE HACK: Tomorrow is a new day.

Q&A



FILLING A NICHE

It's been a big year for this power trio. McDermott oversaw the expansion of franchises such as The Walking Dead Universe with the debut of "The Walking Dead: The Ones Who Live," which broke all-time viewership and acquisition records on AMC+ and had the largest premiere night audiences in six years. And don't forget about the continued growth in popularity for the Anne Rice Immortal Universe. Kelleher helped get the AMCN message out with various affiliate, distribution and ad partnerships. That included a nonexclusive licensing agreement to put 17 series on Netflix for a limited time, where

AMCN series took up four slots on the Netflix Top 10 within days of the shows being added. Helping power the distribution falls to Mitchko. She amplified AMCN's content across linear, streaming and digital platforms including a deal with Comcast Technology Solutions to manage most of AMCN's domestic and global distribution.



KIM KELLEHER

Chief Commercial Officer
AMC Networks

**LAST CONCERT
ATTENDED:** The
Eagles at The Sphere.
Mind blown.

Q&A

**WHAT COMPANY
(OTHER THAN YOUR OWN)
WOULD YOU LIKE TO SPEND A
DAY WORKING AT?** Charter—the
way they are approaching bundling
streaming value into their video
package is a novel approach that
makes so much sense for the
industry and their subscribers.

DAN McDERMOTT

President, Entertainment
& AMC Studios
AMC Networks



**LAST CONCERT
ATTENDED:** Dead
& Company at The
Sphere

Q&A

**HOW DO YOU
ENVISION THE WORKPLACE
CULTURE OF 2030?** I think it
will be energizing, respectful,
inspiring, collegial and committed
to excellence.



STEPHANIE MITCHKO

EVP, Global Media Operations
& Technology
AMC Networks

**GREATER COMPETITIVE
THREAT TO WIRED
BROADBAND—FIXED
WIRELESS OR LEO?** Both

present significant threats, but I still
believe wired broadband will be
dominant for many years to come
with wireless alternatives that can
support rural areas or as backup to
wired services.

Q&A

PUSHING THE LIMITS

It's never a slow day on the ranch for Boyers, who is serving her fifth year as ACA Connects Chair. Her team successfully brought FTTH to the unincorporated community of Stringtown thanks to a public-private partnership with NTIA and the Missouri Office of Broadband Development. Boycom impressively connected 32% of households in just 30 days. ACAC Vice Chair Reardon has left a mark on Schurz in the first two years of his tenure, entering the wireless space with the launch of Flight Mobile. The service, which he hopes will be a churn mitigator, first became available to Antietam Broadband customers in December.



PATRICIA JO BOYERS

President, CEO
& Co-Founder
Boycom Cablevision

WHAT'S THE
DEFINITION OF
A BUNDLE IN
2025? My latest
grandchild!

Q&A



LAST CONCERT ATTENDED: Fleetwood Mac—1977

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING? "Tulsa King"

GREATER COMPETITIVE THREAT TO WIRED BROADBAND—FIXED WIRELESS OR LEO SATELLITE?
Neither one. I believe that all three have their place in providing internet to all folks! To quote Hillary Clinton: "it takes a village."

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT? Oh wow! Charter with Chris Winfrey.

WHAT'S A RED FLAG IN A BUSINESS MEETING? When the guy across the table addresses me as "the little lady."

MOST BEAUTIFUL PLACE VISITED: HOME! Southeast Missouri.

THE LAST THING I ORDERED ON AMAZON: Charmin

JOHN REARDON

President & CEO
Schurz Communications

LAST CONCERT
ATTENDED: The
Eagles at The
Sphere in Las
Vegas. Great show,
amazing venue.

Q&A



HOW DO YOU ENVISION WORKPLACE CULTURE OF 2030? I think there will be more reliance on AI and data tools to assist us in our daily tasks. I predict a continuation of hybrid or remote work for some positions as a result of technology improvements.

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT? I would enjoy working at Berkshire Hathaway for a day, to see how Warren Buffett works and thinks.

MOST BEAUTIFUL PLACE VISITED: Santorini in the Greek Islands

WHAT REGULATION DO YOU MOST HOPE WILL BE REFORMED UNDER THE CURRENT ADMINISTRATION?
I hope for easier permitting and pole attachment rules for broadband providers.

DID YOU
KNOW?



You can read the Cablefax 100 honoree profiles, including their entire Q&As (even stuff we couldn't fit in the magazine) online at Cablefax100.com.

MEDIACOM GOES MOBILE

Mediacom's year of milestones was fueled by the launch of its mobile service, something Dandnaik had his hands on each step of the way. He also led the rollout of Xumo Stream Boxes to Xstream customers and oversaw the reorganization of Mediacom's field ops structure. Walden's focus has been on helping Mediacom launch the most homes with 1 Gig symmetrical speeds on DOCSIS 3.1 of any provider in the U.S. and helping build Mediacom's mobile foundation. Walden and his team also upgraded Mediacom's internal network and processes to PCI 4.0 compliance while integrating dynamic ad insertion on its IP video platform. Larsen has stayed busy with regulatory happenings and kept Mediacom involved in different government projects. Customers can stay up-to-date on those projects via the online resources Mediacom released in October.



TAPAN DANDNAIK

SVP, Operations, Product Strategy & Consumer Experience

Mediacom

WHAT DEFINES A BUNDLE IN 2025? In

2025, a bundle is no longer just about combining TV and internet. With the success of Comcast and Charter in mobile services and cellular companies

Q&A

offering fixed wireless home internet, the modern bundle for providers like Mediacom includes fast broadband paired with unlimited mobile plans. This shift reflects the growing demand for seamless connectivity across devices and locations.

WHAT'S THE POTENTIAL FOR LIVE SPORTS AND STREAMING? Live sports and events have unmatched appeal due to their excitement and drama, making them irreplaceable content. As streaming platforms incorporate live events, customers are likely to maintain subscriptions longer, ensuring a higher ceiling for this category.

MOST BEAUTIFUL PLACE VISITED: Japan stands out for its blend of culture, cleanliness, politeness, natural beauty and history. Japan's embrace of technology also sets it apart from the rest of the world.



JR WALDEN

SVP, Technology & CTO

Mediacom

WHAT'S THE DEFINITION OF A BUNDLE IN

2025? Mobile and landline internet

Q&A

LAST CONCERT ATTENDED:

Imagine Dragons with my youngest daughter (big fan).

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING?

"Scavengers Reign"

WHAT'S A RED FLAG IN A BUSINESS MEETING? The

statement, "How could we have allowed this to happen?"

THE LAST THING I ORDERED ON AMAZON: Kindling Cracker Firewood Splitter

THE LAST TIME I USED AI WAS TO... Write a draft "Appropriate Use of AI" memo.

TOM LARSEN

SVP, Government & PR

Mediacom

LAST CONCERT ATTENDED:

American Aquarium at Levon Helm Studios in Woodstock, New York

Q&A

GREATER COMPETITIVE THREAT TO WIRED BROADBAND—FIXED WIRELESS OR LEO

SATELLITE? Fixed wireless. The big cellular companies have national advertising scale and well-established brand recognition with consumers.

MOST BEAUTIFUL PLACE VISITED: Black Hills of South Dakota

WHAT REGULATION DO YOU MOST HOPE WILL BE REFORMED UNDER THE CURRENT ADMINISTRATION? The BEAD program is unnecessarily loaded with poison pills that add significant time and expense to broadband network construction. Hoping the new administration eliminates the onerous provisions so companies can focus on managing construction instead of red tape.





THREE OF A KIND

WBD's dominance in ad-supported cable comes from its diverse portfolio. Sarlanis, Perry and Ayala all understand that what viewers want differs with each network. TNT and TBS remain cable's top two entertainment networks in primetime and Investigation Discovery saw its biggest hit yet, "Quiet on Set: The Dark Side of Kids TV," under Sarlanis, who's revitalizing true crime with timely projects like "The Fall of Diddy" and "Who Is Luigi Mangione?" OWN's longtime Friday night hit, "Belle Collective," saw

double-digit growth under the guidance of Perry, who also launched new unscripted shows like "The Never Ever Mets" and "Family Empire: Houston" and added to OWN's library of original holiday films. Along with moving Food Network from traditional cooking shows toward culinary competitions like "24 in 24: Last Chef Standing" and "Wildcard Kitchen," Ayala has found creative ways to cross-promote the company's networks, like including a Shark Week-themed episode of "Summer Baking Championship."



JASON SARLANIS

President

TBS, TNT, truTV, ID & HLN, Linear & Streaming

MOST BEAUTIFUL

PLACE VISITED: I was lucky enough to see the sunrise over the Maasai Mara on my first ever Safari this past year. Words can't describe how beautiful that entire experience was.

MOST UNEXPECTED TV

SHOW YOU FOUND YOURSELF WATCHING? "Bluey"! As a childless adult I needed to see what all the fuss was about. "Sleepy time" had me sobbing and contemplating the meaning of life.

LAST CONCERT ATTENDED: Jeremy Jordan's one-man show at the Wallis. I'm a huge fan. Everyone, do yourself a favor and watch his seven-minute Celine Dion cover on YouTube and you'll understand why.

ARE YOU MORE AN ELPHABA

OR GLINDA? I'm an Elphaba who often feels the need to codeswitch as a Glinda. "Wicked" is one of my favorite books of all time. Gregory Maguire is a genius.

Q&A

TINA PERRY

President

OWN

LAST CONCERT

ATTENDED: Christone "Kingfish" Ingram

Q&A

WHAT'S THE

CEILING FOR LIVE SPORTS AND STREAMING? There is no ceiling. It's truly a retractable roof.

ARE YOU MORE AN ELPHABA OR GLINDA? Glinda

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT? Hermès

MOST BEAUTIFUL PLACE VISITED: Post Ranch Inn, Big Sur, California



BETSY AYALA

Head of Content, Food Warner Bros. Discovery

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT? YouTube

WHAT'S A RED FLAG IN A BUSINESS MEETING? Silence

Q&A

MOST BEAUTIFUL PLACE VISITED: Myanmar—it's incredibly untouched and stunning.

WOULD YOU WANT TO BE A TRAITOR OR A FAITHFUL? So tough—probably a faithful because lying for that long would be incredibly hard for me.

CONTENT WITH THEIR CONTENT

Company-owned IP and content is vital to Sharenow's continued success in attracting A-list creators—take History partnering with Kevin Costner on eight-ep docuseries “The West,” for example—which is made possible due to Scott's accomplishments at A+E Factual Studios. Last year, A+E created four of cable's top five new nonfiction series, including “Lost U-Boats of WWII,” which came in at No. 1, and “Gypsy Rose: Life After Lockup,” which was Lifetime's fastest-growing series in 10 years. History Channel boasted two of cable's top nonfiction series, “Curse of Oak Island” and “Secret of Skinwalker Ranch.” Under Sharenow, A+E-owned YouTube content had a 31% increase in views year-over-year in 2024, and its Crime 360 FAST channel saw 170 million-plus total hours of viewing. Scott's studio also supplies content to Netflix, Apple and Amazon and she intends to expand its client roster in 2025.



ROB SHARENOW

President, Programming
A+E Global Media

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING?

I recently discovered “Better Things” created by and starring the brilliant Pamela Adlon, which I think may be the most underrated show ever. It ran for five seasons and I rarely meet anyone who's seen or heard of it. Watch this show!

IS PEAK TV OVER? I think Peak TV was not a recent phenomenon but has come in waves over time and will happen again. Being a comedy fan, it's hard not to point to the 1970s as a true peak. This was CBS's lineup on Saturday nights in 1973: 8:00 PM – “All in the Family,” 8:30 PM – “MASH,” 9 PM “The Mary Tyler Moore Show,” 9:30 PM – “The Bob Newhart Show,” 10 PM – “The Carol Burnett Show.” That was one network on one night! Mic drop.

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT? The Boston Red Sox or Celtics (during the season).

MY FAVORITE LIFE HACK: Walking outside while making business calls (I learned this from Paul Buccieri).

Q&A

SHARON SCOTT

President
A+E Factual Studios,
A+E Global Media

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT? I

would like to go BACK to a place where I have a long and wonderful history—The Weather Channel. As a journalist and content creator, I believe weather is the one universal story affecting every single person on earth. Weather is simply awesome. I also have the greatest respect for dedicated meteorologists around the world and my secret desire is to be one of them.

LAST CONCERT ATTENDED: This is a heartfelt answer and a shameless promotion! I would say the last 20+ concerts I have attended are shows by The Altogether. Two of my kids created the band and I am THAT person who goes to all their performances, holding up my iPhone to record every single song. Of course I love my kids, I love their music and would love for them to find new fans. Shameless promo alert: altogetherband.com

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING: I am going to “bundle” my answer to this question while also answering a different question about what a bundle looks like in 2025.

My unexpected show is “Severance,” which is oddly stressful and brilliant. If you don't watch, the premise is that workers have “severed” brains—your work self (your innie) does not know anything about your outside-of-work self (your outie).

So, my “innie” loves bundles in 2025 and believes they are ever evolving with some increasingly strange but important partnerships. Bundles help content consumers save money by not having to pay for individual channels at a higher price. Bundling also helps many smaller channels stay alive in distribution. My “outie,” however, hates bundles in 2025. I believe I am not alone in saying that I don't even know what I am subscribing to or what channels are actually included in the bundles I have. I can't even tell you when my bundle deals expire or whether I have subscribed to bundles I don't want. More bundle clarity would be amazing.

MOST BEAUTIFUL PLACE VISITED: Rivendell. Seriously. I have only traveled to Rivendell in my mind since it's a fictitious place in the magnificent universe of Peter Jackson's “Lord of the Rings.” My goal is to someday go to the place where Rivendell was created, in Wellington, New Zealand. I'm quite sure my answer about the world's most beautiful place would remain the same. I would just have a great story to tell about finding a real-world utopia.



Q&A



PRIME'S PATHFINDER

Cheng has made a name for himself by seeing around corners before others, leading his company toward new opportunities and growth. He oversees the Prime Video business across SVOD, TVOD,

Prime Video Channels and AVOD in the U.S., plus the company's programming strategy, marketing, brand, research and distribution. Under his leadership, Apple TV+ became an add-on subscription allowing subscribers access to everything Apple TV+ and Prime Video have to offer, including Major League Soccer and Major League Baseball events. Cheng has helped the player dive into more live content, including an Election Day newscast hosted by Brian Williams. That special has us wondering whether more news may be in Amazon's future. After all, Cheng has a knack for re-inventing the business, having made ABC the first network with its own online branded media player during his time with the Walt Disney Company.



ALBERT CHENG

VP, Head of Prime Video U.S.
Amazon

TAKES TWO TO TANGO

Cho secured several carriage agreements with some of AMCN's significant distribution partners, including a multiyear renewal with Charter that enabled access to AMC+ for Spectrum TV Select customers. He also worked with Verizon and Netflix to launch a bundle featuring AMC+'s ad-free tier with Netflix Premium and oversaw the growth of AMCN's FAST and CTV presence, which now boasts 18 channels live on 12 platforms. Thomasma, who's been with the company since 2013, guided the team that saw the rollouts of new hit series "The Walking Dead: The Ones Who Live" and "Anne Rice's Interview with the Vampire." On the digital side, she oversaw the debut of new series targeted for streaming services like "Oddity," "Infested," "MadS," "Stopmotion" and "Late Night with the Devil."



ROY CHO

EVP, Distribution
AMC Networks



WHAT'S THE DEFINITION OF A BUNDLE IN 2025? An offer that thoughtfully curates entertainment services while providing a customer with pricing transparency and enough value to justify a longer-term subscription commitment.

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING? "My Brilliant Friend"

IS PEAK TV OVER? No—the democratization of content creation combined with the continued willingness of platforms to take chances on and highlight seemingly specific stories from around the world that speak to universal themes will lead to more innovative and powerful storytelling. We may have less "watercooler" moments, but that'll allow for more and more pockets of conversations around content. The question "what are you watching?" will continue to be a powerful unifier.

Q&A

COURTNEY THOMASMA

EVP, Linear and Streaming Products
AMC Networks



LAST CONCERT ATTENDED: A bit of a cheat, but "Sunset Blvd" on Broadway featuring a tour-de-force performance from Nicole Scherzinger—including two mid-show standing ovations—and the most thrilling Act 2 opener I've ever seen live. If you haven't seen it yet, run don't walk!

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT? Sterling Cooper Draper Pryce. The style, the fashion, the drama, the three-martini lunches, the creative genius. What a time to be alive!

WOULD YOU WANT TO BE A TRAITOR OR A FAITHFUL? Faithful for life! Playing the villain is way more fun, but I don't think I would be any good at it. Plus, I've always wanted to be a detective, so this seems like my dream role.

Q&A

FOX-Y

Fox has been hitting it out of the park across the sports and news realms, thanks in large part to these two leaders. Silverman helped drive 127.7 million viewers to Super Bowl LIX, an all-time high, and made big strides on the MLB front as well as in college football and basketball, plus on the international soccer scene with the UEFA Euros and Conmebol Copa América tournaments. Wallace, meanwhile, oversaw Fox News Media's election coverage—Fox News was the only network to feature interviews with all four candidates (Trump, Vance, Harris, Walz) in the span of one week—and continues to drive impressive ratings growth in post-election coverage.



JAY WALLACE

President and Executive Editor
Fox News Media

WHAT'S THE DEFINITION OF A BUNDLE IN 2025?

The bundle of monthly streaming charges on my credit card statement each month.

LAST CONCERT ATTENDED: Post Malone

WHAT'S THE CEILING FOR LIVE SPORTS AND STREAMING? As long as there are innovation and compelling content, there's no real ceiling.

Q&A

Q&A



MARK SILVERMAN

President & COO
Fox Sports

LAST CONCERT

ATTENDED: The last concert I attended was the Eagles at The Sphere.

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING: "The Penguin"

MOST BEAUTIFUL PLACE VISITED: Geneva, Switzerland

THE LAST THING I ORDERED ON AMAZON: An old Brooklyn Dodger yearbook as a birthday present for my uncle

SOMETHING FOR THE WHOLE FAMILY

Together, Davis and Burke oversee content for the full spectrum of audiences served by the Disney kingdom. Live-action and animated programming for kids and families across Disney+, Disney Jr. and Disney Channel is the purview of Davis, who's shepherded hits from preschool juggernaut "Bluey" to music special "Elton John: Live from Dodger Stadium," which took home three Emmys. New on the docket are "Goosebumps: The Vanishing," and the revival of "Phineas and Ferb." Davis and Burke also are bringing the world the second (and just announced third) seasons of "Percy Jackson and the Olympians." Burke leads 20th Television, which folded in ABC Signature in late 2024 and launched 13 new series on top of 20 returning shows last year. Among hits are "High Potential," starring Kaitlin Olson, and "Dying for Sex" for FX and "Paradise" for Hulu.



AYO DAVIS

President
Disney Branded
Television

LAST CONCERT ATTENDED? New Edition

Q&A

MOST BEAUTIFUL PLACE VISITED: Victoria Falls

ARE YOU MORE AN ELPHABA OR GLINDA? Elphaba

THE LAST THING I ORDERED ON AMAZON: Gonggi Korean Jacks Game Set



KAREY BURKE

President
20th Television

WOULD YOU WANT TO BE A TRAITOR OR A FAITHFUL? Faithful (IYKYK)

Q&A

MY FAVORITE LIFE HACK: Can't say it's a "hack," but I have certainly benefited from having a daughter who is a stylist! 10/10, would recommend.

IS PEAK TV OVER? I agree with my esteemed colleague John Landgraf that Peak TV is over, and we are the better for it.

LAST CONCERT ATTENDED: Billie Eilish





THE GLOBE TROTTER

STEVE MacDONALD

President, Global Content Licensing & International
A+E Global Media



Along with growing the newly minted A+E Global Media as a multiplatform content provider, in the past year MacDonald—an early supporter of FAST channels—has launched numerous FAST channels in the U.K., Canada, Australia and the Netherlands. That's fitting, since he also oversees A+E International's scripted and unscripted projects, including the PBS mystery drama "Miss Scarlet." He also added more international versions of History Channel's popular unscripted series "Alone" in Germany, the Netherlands, France and India and made A+E Media Group Korea one of the world's leading creators of Korean IP with a new original scripted Korean series, "The Witch," premiering in the U.S., Europe, Asia and A+E Korea's Lifetime.

WHAT'S THE CEILING FOR LIVE SPORTS AND STREAMING? The leagues are rebalancing their rights opportunistically between broadcast, cable and SVOD and their direct-to-consumer offerings. The recent NBA deal was proof positive.

IS PEAK TV OVER? Right now it appears that SVOD services are focused on optimizing content spend and consumer acquisition and most of all profitability. The industry has entered a phase.

THE LAST TIME I USED AI WAS TO... answers today's questions.

WHAT REGULATION DO YOU MOST HOPE WILL BE REFORMED UNDER THE CURRENT ADMINISTRATION? Allow the entertainment industry to effectively compete with the tech behemoths through consolidation.

Q&A

BOLD AND BRIGHT

Hoffman took on an expanded role at Starz this past year, adding content acquisitions and Canada to her already robust plate and she didn't miss a beat on innovating. She developed and launched a first-of-its-kind bundle with BritBox and made strides with the acquisition of "Three Women," starring Shailene Woodley, and "Sweetpea," starring Ella Purnell. She also oversaw the 10-year anniversaries of both the "Outlander" and "Power" franchises and led evolutions in Starz's digital presence. Busby remains consciously intent on telling stories that are by, about and for women. Among dramas she championed are "Mary & George," starring Julianne Moore, "Three Women" and "The Couple Next Door."



ALISON HOFFMAN

President
Starz Networks

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING? I recently found myself sucked into a rewatch of the TV Land series "Younger" starring Sutton Foster. Set in the world of New York City publishing during the Girlboss era of the 2010s, it's highly entertaining, low-key satirical with a great cast of women characters from different generations.

WHAT'S A RED FLAG IN A BUSINESS MEETING? Overuse of jargon or acronyms. Often those who don't know the terminology are hesitant to ask for definitions and people leave conversations misaligned or confused.

Q&A



KATHRYN BUSBY

President, Original Programming
Starz

LAST CONCERT ATTENDED: Kendrick Lamar's The Pop Out: Ken & Friends

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING: "The Parisian Agency: Exclusive Properties"

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT? Nike

MOST BEAUTIFUL PLACE VISITED: Hạ Long Bay, Vietnam

MY FAVORITE LIFE HACK: Watching rough cuts while riding the Peloton

Q&A

DEEP BENCH

West, the newest member of this group, has hit the ground running since joining Comcast in September. His extensive experience on Capitol Hill—he most recently was VP of federal government relations for the American Petroleum Institute—serves him well as he advocates on spectrum, AI and infrastructure deployment. He gets a strong assist from Johnson, who eats, lives and breathes Comcast's commitment to digital equity. With his help, Comcast achieved a major milestone in 2024 with the completion of a broadband expansion project in Stafford County, Virginia, that surpassed initial expectations by connecting nearly 700 additional sites. U.S. Treasury Secretary Janet Yellen joined Johnson and local officials for an on-site tour. Ryvicker has the job of communicating their progress as well as overall company strategy to the investor and shareholder community. Smart and conscientious, she has a reputation for deep analysis backed by her time covering media for Wells Fargo Securities and Wolfe Research.



BRODERICK JOHNSON

EVP, Public Policy and EVP, Digital Equity & Opportunity
Comcast Corporation

LAST CONCERT
ATTENDED: Stevie Wonder

MOST BEAUTIFUL PLACE
VISITED: Oahu, Hawaii

Q&A

MARCI RYVICKER

EVP, Investor Relations
Comcast Corporation



LANCE WEST

EVP, Federal Government Affairs
& Head of D.C. Office
Comcast Corporation

We asked our Cablefax 100 honorees which companies
(other than their own) would they like to spend a day working at.
Here are some that made the cut:



THE TRIFECTA

This past year Monroe debuted five of Nat Geo's most-watched series on Disney+, including "A Real Bug's Life" and "Secrets of the Octopus," and feature docs including "Bobi Wine: The People's President," which was nominated for an Academy Award. She continues to modernize the 137-year-old brand, recently helming digital experience into the Amazon, which features scientific material collected by 17 National Geographic Explorers. Bowen is driving Disney+ subscribers, now 150 million-plus, and double-digit revenue growth. She expanded the content and subscription bundle offerings including Hulu on Disney+, the bundling of Disney+, Hulu and Max, and the recently launched ESPN tile on Disney+. Guided by Tempest's prowess in licensing, Hulu is home to hits including "Shōgun" and "Only Murders in the Building." She also continues to elevate the company's DTC strategy.



COURTNEY MONROE

President, National Geographic
The Walt Disney Company

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING? "Survivor"

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT? HBO (where I worked for many years) to see how it's changed.

MOST BEAUTIFUL PLACE VISITED: Mallorca

Q&A

THE LAST THING I ORDERED ON AMAZON: Swiffer Duster to send to my son at college for his dorm room!

ALISA BOWEN

President, Disney+
The Walt Disney Company

WHAT'S THE DEFINITION OF A BUNDLE IN 2025? A product that seamlessly unlocks world-class IP, general entertainment and live sports content at an attractive price. We've seen a proliferation of bundles in the entertainment space, but I've found disneyplus.com has the most exciting ones.

MY FAVORITE LIFE HACK: It may sound clichéd, but saying "yes" to that event, trip or meeting. I've found I learn a lot about myself and others in social situations that could have fallen prey to the "I'm too busy" response. While it sometimes creates chaotic back-to-back days, I wouldn't do it any other way.

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING? "The Secret Lives of Mormon Wives." Watching a reality show about Mormon mom influencers was not on my 2024 bingo card, but I'm a big fan!

Q&A



LAUREN TEMPEST

GM, Hulu

EVP, DTC Content Partnerships
The Walt Disney Company

LAST CONCERT I ATTENDED: I wasn't able to attend in person, but I streamed Lollapalooza live on Hulu. Chappell Roan's set was so incredible—I'm still not over it.

HOW DO YOU ENVISION THE WORKPLACE CULTURE OF 2030? We should strive for environments where teams feel welcome, appreciated and inspired. Where they feel that they can show up as their authentic selves, be empowered to do their best work and be supported to grow professionally and personally.

WHAT'S A RED FLAG IN A BUSINESS MEETING? Meetings without clearly articulated alignment on next steps.

MY FAVORITE LIFE HACK: It's not exactly a hack, but checking into a hotel right after a redeye flight feels like unlocking a secret level of travel comfort.

Q&A



COLLABORATION IS KING

Zimmermann's ability to identify and capitalize on market opportunities and his focus on customer-centric innovations helped drive Comcast Business to new heights. With the successful integration of recent purchases Masergy and Nitel, Comcast Business is continuing to expand its enterprise capabilities and enhance its position in managed services. Rooke was instrumental in forming Universal Ads, which brought 10 of the most prominent media publishers together to simplify access to brand-safe premium content through a unified platform. His work on forming the programmatic partnership between FreeWheel and NBCU

for the 2024 Paris Olympic Games fueled advanced digital ad insertion and programmatic capabilities that helped NBCU reach record-breaking ad revenue totals and grow the number of participating advertisers by 90%.



JAMES ROOKE

President
Comcast Advertising

EDWARD ZIMMERMANN

President
Comcast Business

LAST CONCERT
ATTENDED: Cymande

MOST UNEXPECTED
TV SHOW YOU FOUND
YOURSELF WATCHING:
"The OC"

MOST UNUSUAL USE CASE FOR BROADBAND: Cameras facing low-traffic areas

MOST BEAUTIFUL PLACE VISITED: My yard



GINA BALIAN

President
FX Entertainment

WHAT COMPANY
(OTHER THAN YOUR
OWN) WOULD YOU
LIKE TO SPEND A
DAY WORKING AT? Liverpool F.C.

WHAT'S A RED FLAG IN A
BUSINESS MEETING? Only one
person speaking.

MY FAVORITE LIFE HACK:
Scheduled email delivery

THE LAST TIME I USED AI WAS
TO... Diagnose my son's X-ray
results



THE X FACTORS

This trio of content mavens keep the pipelines in their respective businesses buzzing. Through Onyx Collective, Duncan continues to uplift voices of color on Hulu, expanding the content slate including, this past year, locking in overall and first-look deals with creators Manolo Caro ("The House of Flowers") and Oscar-winning filmmaker Joseph Patel ("Summer of Soul"). At FX, co-presidents Grad and Balian kept the hits coming including a new season of "The Bear," the final season of "What We Do in the Shadows" and new projects like "Feud: Capote vs. the Swans." Grad was also pivotal in developing critically acclaimed new comedy series "English Teacher" and Balian was immersed in bringing "Shōgun," the triumph 10 years in the making, to the screen.



NICK GRAD

President
FX Entertainment

LAST CONCERT
ATTENDED: LCD
Soundsystem

MY GO-TO BOBA TEA ORDER:
What is boba?

THE LAST TIME I USED AI
WAS TO... I don't use AI.



TARA DUNCAN

President, Onyx Collective
The Walt Disney
Company

LAST CONCERT
ATTENDED: Cleo Sol



NEED FOR SPEED

Johnson and Bullock refuse to sit on their success, continuing to push Hotwire to new heights. They scored a major victory at the FCC with the dismissal of a proposed ban on bulk billing that Hotwire argued would ultimately harm consumers. Hotwire also celebrated a major achievement in December with the successfully completed testing of 25G and 50 Gbps broadband speeds over its network using Nokia's Lightspan MF fiber access platform. Hotwire is one of only a handful of providers in the U.S. to trial 50G speeds. Outside of their day jobs, Bullock is currently serving on the board of ACA Connects while Johnson has been a strong supporter of the Make-A-Wish Foundation for many years.



KRISTIN JOHNSON

President & Founder
Hotwire Communications

LAST CONCERT
ATTENDED: Billie Eilish

MOST UNEXPECTED
TV SHOW YOU FOUND
YOURSELF WATCHING?
"Below Deck"

WHAT COMPANY (OTHER THAN
YOUR OWN) WOULD YOU LIKE TO
SPEND A DAY WORKING AT? Osteria
Francescana

Q&A

JONATHAN BULLOCK

Chief Strategy Officer
Hotwire Communications

WHAT'S THE DEFINITION OF
A BUNDLE IN 2025? It may be
different for everyone, but it
definitely involves internet, TV
and mobile.

WHAT'S YOUR DREAM MERGER? Apple
and Google so the green texts go away.

THE LAST TIME I USED AI WAS TO...
Create a chore list for my kids.

Q&A

REGIONAL GURUS

Lynch, Jennings and Whitaker, each with decades of experience in the cable industry, have headed their respective regions for years, driving unprecedented growth across the board. Lynch took the helm of the Northeast Division in 2022 and has launched service options such as NOW prepaid services and grew Comcast Business sales teams in new territories across the unit's 15-state footprint. Jennings was named president of the West Division in 2020 and has been a champion of diversity, equity and inclusion across its 13-state territory. At the Central Division, Whitaker led the expansion of Comcast's gigabit internet service and has deployed AI-driven customer support to improve service quality and reduce complaints.



AMY LYNCH

President, Northeast Division
Comcast



RICH JENNINGS

President, West Division
Comcast

CHRISTINE WHITAKER

President, Central Division
Comcast



TELE-MAZING

MONICA GIL

EVP, Chief Administrative & Marketing Officer
NBCUniversal Telemundo Enterprises



Gil drives the marketing and storytelling behind the top Spanish-language network in Monday-Sunday primetime. Her leadership helped Telemundo see a 13% year-over-year growth in audience—drawn to fan faves “El Señor de los Cielos” and “La Casa de los Famosos,” sports coverage and last year’s coverage of the 2024 Paris Olympics—as well as a 21% growth in the company’s digital realm including YouTube and FAST channels. Look for her to continue to implement impactful, forward-thinking strategies to build on last year’s milestone of nearly 1,000 hours of original content and build up to coverage of the 2026 FIFA World Cup.

IN IT FOR THE LONG HAUL

Both Ardizzone and Cerullo have ridden the INSP horse into new frontiers. Under Cerullo’s leadership, INSP expanded its production of original content in 2024 and rebranded the Cowboy Way FAST channel to Western Bound while also locking down more distribution deals. New premieres included “Elkhorn,” “Blue Ridge,” “Wild West Chronicles” and “Into the Wild Frontier,” which helped INSP spend more than 140 consecutive weeks ranking in the top 10 in 24/7 C3 ratings. Meanwhile, Ardizzone has ushered in revenue growth of more than 1,400% during his tenure, but this year his accomplishments also spanned helping out with the Western Bound rebrand, the launch of the ShopINSP.com retail store and improvements in linear and OTT-related revenue.



DAVID CERULLO

President & CEO
INSP

LAST CONCERT ATTENDED: Lionel Richie—fantastic!

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING? “Resident Alien”

MOST BEAUTIFUL PLACE VISITED: Yosemite National Park

MY FAVORITE LIFE HACK: Working out

WHAT REGULATION DO YOU MOST HOPE WILL BE REFORMED UNDER THE CURRENT ADMINISTRATION? MFNs

Q&A

DALE ARDIZZONE

COO
INSP

WHAT’S THE DEFINITION OF A BUNDLE IN 2025? Sports + Local News & Weather + MVPD Nets + OTT = 4 times the content from 4 different sources @ 4 times the price of what we paid 4 years ago.

LAST CONCERT ATTENDED: Zac Brown (micro venue—amazing!)

WHAT’S THE CEILING FOR LIVE SPORTS AND STREAMING? We passed it and are now standing on the roof—and the irreparable harm to blue blood media may have much broader consequences than anticipated.

HOW DO YOU ENVISION THE WORKPLACE CULTURE OF 2030? Utilizing AI and other advancements to work smarter—not harder—with measurably better results and work/life balance.

WHAT’S A RED FLAG IN A BUSINESS MEETING? Too many invitees.

Q&A



THE E-TEAM

Aguiar has her fingerprints on all of ESPN's current and future businesses. She led strategy for the recent launch of "Where to Watch" on the ESPN App and ESPN.com and helped orchestrate the long-term agreements for ESPN/Disney with the NCAA, College Football Playoff, NBA/WNBA and the USTA. Under Thornton's leadership, ESPN Creative Studio drove innovation in the alternate broadcast space with animated game telecasts featuring Disney intellectual property like "The Simpsons Funday Football!" She also led the charge on the newly branded ESPN Bet online sportsbook "What a Play" and the continued integration of music and sports including a partnership with J Balvin to curate music for ESPN marketing spots.



CHARA-LYNN AGUIAR

EVP & CFO, Strategy, Research & Office of the Chairman
ESPN

LAST CONCERT ATTENDED: Taylor Swift

WHAT'S YOUR DREAM MERGER? ESPN and Taco Bell

MOST BEAUTIFUL PLACE VISITED: Zanzibar

THE LAST THING I ORDERED ON AMAZON: hairspray

Q&A

TINA THORNTON

EVP, Creative Studio & Marketing
ESPN

ARE YOU MORE AN ELPHABA OR GLINDA?

I relate to both! I'm empathetic and optimistic like Glinda, wanting to make people feel included to get the best out of them on a team. But I also prefer solitude like Elphaba so I can regroup, recharge and think more deeply about life.

Q&A

THE LAST THING I ORDERED ON AMAZON: Storage shelves. I'm an organizing junkie and appreciate anything that makes life more efficient.

MOST BEAUTIFUL PLACE VISITED: Lots of beauty in this world, but I LOVE Montana, specifically the Going-to-the-Sun Road at Glacier National Park.

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT? I would want to step away from business and work for a day for the Butchart family in British Columbia. They created Butchart Gardens, one of my favorite gardens, and I'd love to learn from them. I garden when I need solitude.

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING? "Severance." While I like sci-fi, I didn't expect to get into the world of "innies" and "outies"! It's a crazy separation between work-life and personal-life that complicates a person's full identity.



COP ON THE BEAT NOOPUR DAVIS

EVP, Chief Information Security & Product Privacy Officer
Comcast Corporation

Comcast customers can rest a little easier with Davis at the wheel. She works tirelessly on national security and emergency preparedness solutions, overseeing the full range of cybersecurity and product privacy functions. Her team stood up an integrated, centralized 24/7 global cyber operations center serving both Comcast and Sky. She also developed the Comcast Business Cybersecurity Threat Report to help technology and security leaders get a deeper understanding of trends in cybersecurity threats.



RURAL CHAMPION BRAD MOLINE

President & CEO
ALLO Communications



Moline prioritized fiber construction throughout Nebraska, Colorado, Arizona and Missouri in 2024 and fought to bring a reliable broadband solution to low-income qualifying families after the Affordable Connectivity Program ended, launching a 100 Mbps discounted product to keep families connected. He initiated the concept of SmartTown and its managed community-wide WiFi and outdoor GigaPro access points combined with ALLO's hosted WiFi 6 installed base reduced operating expenses and increased efficiency. As ALLO grows—it is launching service in Flagstaff, Ariz., and Boulder, Colo., later this year—Moline remains dedicated to fostering company culture and its commitment to local communities.



LAST CONCERT ATTENDED: Eagles at The Sphere

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING: "Goliath" with Billy Bob Thornton

HOW DO YOU ENVISION THE WORKPLACE CULTURE OF 2030? I will be sitting in an open office cubicle just as I have since 1997. However, we will have discussions in 3D with teammates locally, from across the country and around the world. Work from anywhere will be the norm and decisions will be expeditious and data-driven supported by AI.

IS PEAK TV OVER? TV, as it existed in 1995, is over just as it's over for any other past period. Video consumption will continue to expand and innovate to satisfy the ongoing demand. How carriers support and monetize video will continue to evolve.

GREATER COMPETITIVE THREAT TO WIRED BROADBAND—FIXED WIRELESS OR LEO SATELLITE? I grew up with a father who emphatically stressed "the right tool for the job" (don't use a wrench as a hammer). As a customer of fiber, fixed wireless and LEO, each is appropriate and necessary in a connected world. They will co-exist supporting the various needs of consumers and commercial entities.



TAKING STOCK CHRIS RUDDY

CEO
Newsmax Media Inc.



As owner and CEO of Newsmax, Ruddy's had a great year. Newsmax saw ratings highs across all dayparts—it was up 15% in daytime, 26% in primetime and a whopping 43% on weekends—elevating it to the fourth-highest-rated cable news network. Much of those gains are due to distribution deals, including one with YouTube TV that gave 58 million U.S. households access to the network. Ruddy also filed to take Newsmax public in 2025; by late 2024 it had a pre-IPO raise of \$150 million. He's excited for the coming year as the network continues expanding its domestic and international footprints and of course seeing his baby listed on the New York Stock Exchange with a strong debut.

WHAT'S THE DEFINITION OF A BUNDLE IN 2025? The key for bundles in 2025 is "not less is more, but more at less cost!"

WHAT'S YOUR DREAM MERGER? Newsmax and ABC

WHAT REGULATION DO YOU MOST HOPE WILL BE REFORMED UNDER THE CURRENT ADMINISTRATION? I believe consideration should be given to Section 230 being abolished. There should be no privileged class of speech!

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING? "Growing Up Gotti" certainly makes for some compelling viewing.





HUMAN LEAGUE

A pioneer in community impact, Wilson-Scott leads Comcast's \$1 billion digital opportunity and project mobility program Project UP and other projects to develop the next generation of innovators, entrepreneurs and creators. She was instrumental in Comcast's partnership with the U.S. Conference of Mayors to launch the Talent for Tomorrow: Digital Equity Challenge grant program. As the driving force behind Comcast's digital and social media strategy, a function she built over the last decade to reflect the rapidly changing communications landscape, Khoury has a deep knowledge of the business and the industry and led strategic comms during several milestone moments, including the 2024 Paris Olympics. With 35 years of HR experience, Strahan leads the human resources function for Comcast Cable and has responsibility for all aspects of talent, compensation, benefits, learning and employee and labor relations.



DALILA WILSON-SCOTT

EVP & Chief Diversity Officer,
Comcast Corporation
President, Comcast
NBCUniversal Foundation

BILL STRAHAN

EVP, Human Resources
Connectivity & Platforms
Comcast



LAST
CONCERT
ATTENDED:
The Shipley
School Spring
Orchestra Concert

Q&A

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING: "Flea Market Flip"

MOST UNUSUAL USE CASE FOR BROADBAND:
Checking status and starting my car remotely

MOST BEAUTIFUL PLACE VISITED: Chesapeake Bay

THE LAST THING I ORDERED ON AMAZON: Air filters for a furnace

MY FAVORITE LIFE HACK: Toothpaste is great for scouring a sink

JENNIFER KHOURY

Chief Communications
Officer
Comcast
Corporation



DEAL MAKER

DANA ZIMMER

President, Chief Distribution & Strategy Officer
Nexstar Media Group



Zimmer has been at the forefront of the distribution business for more than two decades. With the industry splintering away from legacy MVPDs to include virtual MVPDs, new streaming platforms, network streaming alternatives and more, her role as the chief negotiator is even more critical to Nexstar's overall success than ever. In 2023, she delivered more than \$2.6 billion of distribution revenue to the company and through the first three quarters of 2024, that figure increased significantly to once again account for more than 55% of Nexstar's total revenue.



LAST CONCERT ATTENDED: Zac Brown Band

THE LAST THING I ORDERED ON AMAZON: portable Mycharge charger

MY FAVORITE LIFE HACK: Instacart

WHAT REGULATION DO YOU MOST HOPE WILL BE REFORMED UNDER THE CURRENT ADMINISTRATION?
M+A Ownership Cap Elimination



LEADING THE WAY

MICHELLE RICE

President

TV One and CLEO TV

Rice continued to expand her leadership after she assumed the role of chair for The WICT Network this past year. She also kept TV One and CLEO TV on a path for growth, scoring a distribution deal with Philo to add the TV One Crime & Justice Channel and introducing shows on TV One, like "Raising Fame," which features the mothers of Shaquille O'Neal and Steph Curry. She oversaw the launch of CLEO TV on three MVPDs—Mediacom, MCTV and Astound Broadband—last year, helping add 6 million subs to the network's reach. CLEO TV was also included in Comcast's Now TV entertainment package through Xumo.

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING: I started co-viewing "Black Mirror" and "Love Is Blind" with my young adult children. I would have never watched either of these shows on my own, but it is fun to watch with them.

Q&A

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT? I would love to spend the day at Nike and/or Apple. These are two incredible brands and businesses that continue to innovate, grow revenue, outperform the competition and sustain fanatical customer loyalty. Both companies continue to stand their ground in supporting DEI as a business imperative that drives both profitability and innovation—and for that they have my unwavering support.



CHAMPIONS OF THE PEOPLE

Although Verveer's role encompasses government relations, public policy and dealing with political stakeholders while Remling's focus is on attracting, developing and retaining 35,000-plus WBD employees scattered around the globe, both executives rely on their experiences in building relationships and fostering trust. Verveer's efforts led to the successful rollout of the MAX streaming service—now in 50 European markets and recently launched in Southeast Asia—by using the 2024 Summer Olympics to strengthen relationships with European and American policymakers. Meanwhile, Remling is building strong teams within the company and creating a business culture where people know they are seen, heard and empowered to do their best.

JENNIFER REMLING

Former Chief People & Culture Officer

Warner Bros. Discovery

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING?

Q&A

I love to be on the edge of my seat. Recently, "The Pitt" on Max is essential viewing for me. The realism and intensity of each real-time episode keep me locked in for the entire hour.

MOST BEAUTIFUL PLACE VISITED: This is a tough one, but Yosemite National Park stands out. There's truly no better reminder of nature's power than hiking through the park surrounded by waterfalls and towering granite cliffs with the backdrop of the forest. Its beauty is hard to put into words, so I would recommend you experience it for yourself!



ALEXA VERVEER

EVP, Public Policy & Corporate/Government Affairs

Warner Bros. Discovery

WHAT'S THE DEFINITION OF A BUNDLE IN 2025?

Any content offered to viewers in a package—regardless of platform.

Q&A

Packaging content across services can help providers increase audience reach and recoup investment while enabling audiences to watch more content at a lower price.

WHAT'S YOUR DREAM MERGER? Already happened—my wedding

MOST BEAUTIFUL PLACE VISITED: Santorini, Greece

MY FAVORITE LIFE HACK: Getting my daily 10K steps in with a walking pad under my stand-up desk.





MARKETING MAVEN

VICKI LINS

President & CEO
CTAM



Throughout her tenure, Lins has kept CTAM focused on addressing broad industrywide challenges like combating piracy, driving retention programs and enhancing content discoverability while at the same time connecting industry leaders and fostering strategic alliances and collaborations that drive impact and accelerate progress. Through her podcast "Thinking Out Loud," Lins engages with an impressive roster of guests, including C-level executives, professors, technologists and other visionaries. She's continuing to prioritize tackling crucial challenges and opportunities, from protecting revenue and enhancing customer trust to driving lead generation and improving content accessibility.

WHAT'S THE DEFINITION OF A BUNDLE IN 2025? Going solo isn't sustainable. As streaming platforms realize that going solo isn't always sustainable, they're finding new ways to work together, blurring the lines between competitors and allies and spurring creativity. Bundling is a strategic move to keep audiences engaged without forcing them to make tough choices, so the creative curation of new and different offers boosts value for consumers and businesses alike.

Q&A

WHAT'S A RED FLAG IN A BUSINESS MEETING? Someone who demonstrates inflexibility toward new ideas, technologies or evolving industry trends poses a considerable risk. We need proactive, agile people who recognize the need for continuous learning; innovation is crucial for sustained success.

THE LAST THING I ORDERED ON AMAZON: My Amazon "Customers Who Bought This Also Bought" section is a wild ride. My last order consisted of bakery bags and paw print stickers for homemade pet treats for a school event, "read banned books" socks, "Brilliant Exiles: American Women in Paris 1900-1939," copies of "James" and "The Art of the SNL Portrait" to give as gifts, and a case of Spindrift Lemon Sparkling Water.

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING: While my teenager is home during breaks, I often watch unexpected things. I'm not much of a sci-fi fan, but I have been surprised to find myself enjoying "Severance," "Silo" and more.



SPORTS FANATIC

JON LITNER

President & CEO
YES Network

2024 started off with a bang for Litner, as YES and MSG Networks in January joined forces to form GAME (Gotham Advanced Media and Entertainment), a groundbreaking digital java that capitalizes on the digital infrastructure and expertise of the two companies. Ten months later, GAME launched The Gotham Sports App, the exclusive new TV Everywhere and DTC streaming home of YES and MSG that houses the New York Yankees, Brooklyn Nets, New York Knicks, New York Rangers, New York Islanders, New Jersey Devils and Buffalo Sabres.

Q&A

LAST CONCERT ATTENDED: U2 at The Sphere in Las Vegas

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING: "Jury Duty" on Amazon Prime Video

LAST THING I ORDERED ON AMAZON: "The Prosecutor" (book)

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT? Brunello Cucinelli

TECHNOLOGY STEWARDS

TechExpo24 was Popo's first since being named SCTE CEO in late 2023, and the event was a rousing success with nearly 1,500 companies and organizations participating, more than 300 exhibits (including 69 new exhibitors) and more than 100 hours of programming. Popo spent her first year at the helm evaluating SCTE educational offerings and designing the roadmap for how to train, upskill and certify the evolving workforce. At Kyrio, the authorized certification lab for all versions of CableLabs DOCSIS, Leget has earned a reputation as an industry leader, focusing on reducing operational costs and freeing resources for innovation and other critical initiatives. Looking ahead he'll focus on advancing interoperability in key areas such as broadband technology, passive optical networks and Open RAN systems.



JEFF LEGET

President & CEO, Kyrio
EVP, Infrastructure, CableLabs

MOST UNUSUAL USE CASE FOR BROADBAND?

This is difficult to narrow down. There are so many ways in which broadband can enable "action at a distance." I think one of the more entertaining aspects has been nature-watching. I got my mother a Bird Buddy bird feeder last year and she loves getting push notifications about the range of birds, squirrels and deer visiting her yard.

THE LAST THING I ORDERED ON AMAZON? A new light for video conference calls. I do think we are all a little vain when it comes to how we look on camera.

Q&A



MARIA POPO

President & CEO
SCTE

WHAT'S YOUR DREAM MERGER?

Well, since we're talking "dream" mergers, mine would be Comcast absorbing the University of Pennsylvania, creating a debt-free, work-integrated education model where students earn degrees through real-world projects and a balanced funding model, and with other similar mergers following soon afterwards.

MOST BEAUTIFUL PLACE VISITED: Right here in Colorado, Red Rocks Amphitheatre is such a special place bringing together the beauty of nature and the energy of music.

Q&A

FIBER FELLOW

ED McKAY

EVP & COO
Shentel



Responsible for leading the company's integrated broadband business, including the Shentel and Glo Fiber brands, McKay joined Shentel in 2004 and has more than 25 years of experience in the telecom industry. Prior to his current role, he served as SVP of engineering and operations and played a key role in the growth and success of Shentel's former wireless business, led the expansion of the fiber-rich network supporting the company's cable and wireline business and was responsible for delivering on Shentel's broadband Fiber First growth strategy for Glo Fiber.

Q&A

LAST CONCERT ATTENDED: Dave Matthews Band

WHAT REGULATION DO YOU MOST HOPE WILL BE REFORMED UNDER THE CURRENT ADMINISTRATION? Permitting for pole attachments

MOST BEAUTIFUL PLACE VISITED: Emerald Isle, N.C.



TRIUMPHANT TRIUMVERATE

Valenti, Sanders and Anderson make catering to a global audience look easy by delivering what viewers want. Valenti oversees projects as varied as the Anne Hathaway and Nicholas Galitzine feature "The Idea of You"—the studio's No. 1 romcom debut with nearly 50 million worldwide Prime Video viewers in its first two weeks—and Prime Video's most-watched documentary feature to date, "I Am: Celine Dion." On the TV side, Sanders developed series including "Mr. & Mrs. Smith" and "Fallout" and renewed hits like "The Lord of the Rings: Rings of Power" and "The Boys," both of which exceeded expectations. Anderson recently took on a new role, helping launch a new ad-supported offering and developing original content opportunities between the studio and advertisers. She's also focused on bringing more game shows to Amazon, like "Pop Culture Jeopardy!" with Colin Jost and "Buy it Now" with JB Smoove.



COURTENAY VALENTI

Head of Film, Streaming & Theatrical
Amazon MGM Studios

VERNON SANDERS

Head of Television
Amazon MGM Studios



LAUREN ANDERSON

Head of Brand & Content Innovation
Amazon MGM Studios



IN FOR THE LONG HAUL STACEY SLAUGHTER

CEO
NCTI

A runner of half marathons—she has run races in 26 states with a goal to do so in all 50—Slaughter knows what it's like to be in for the long haul. She led NCTI's recent brand update, introducing a new tagline, "Train Up," and multiyear marketing campaign to expand its reach to serve new customers and better tell the company's story to new prospects. As the demand for fiber networks continues to grow, she's focused NCTI on helping network operators meet the critical need for a highly trained fiber-optic workforce, introducing a new Master Fiber training and certification program that empowers technology professionals to build, maintain and optimize the networks of tomorrow.



Q&A

LAST CONCERT ATTENDED: The Eagles at The Sphere

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING: "Paradise" on Hulu—I'm hooked!

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT?
Kroenke Sports. Know anyone who can make that happen?

WHAT'S A RED FLAG IN A BUSINESS MEETING? Anyone at NCTI will tell you my not-so-secret pet peeve is when someone is multi-tasking during a meeting. Particularly a virtual meeting. When I see it happening, it signals to me—not necessarily right or wrong—that the individual doesn't feel the need to be included. A close second would be a lack of questions. To horribly paraphrase Ted Lasso, if we aren't asking questions, we aren't curious. I need my team to stay curious. It is how we learn and keep each other accountable, myself included.

COMMAND CENTER

With the Cable Center's 40th anniversary this year comes new innovative features, a road show of panels in D.C., London, Amsterdam and other cities around the world, and the launch of the Learning and Innovation Award—all feathers in the cap of Cable Pioneers Christman and Formica as they continue to champion Syndeo's commitment to education, innovation, leadership and industry impact. Among recent milestones: the deployment of a new learning delivery method for the Intrapreneurship Academy, the 27th Annual Cable Hall of Fame Gala, the expansion of the Center's footprint in international markets and sponsoring and presenting a new award at The Independent Show In 2024.



DIANE CHRISTMAN

CEO

Syndeo Institute at The Cable Center

MOST UNEXPECTED TV SHOW I WATCHED:

I was a bit late to the party with "Ted Lasso," and wow, I'm kicking myself for not diving in sooner! I mean, I love soccer and Jason Sudeikis, but I never thought this show would hit the spot for me. Oh, how wrong I was!

Q&A

From the first five minutes, I was

absolutely hooked, and now I'm counting down the days until Season 4 drops. What's not to love? Ted's hilarious "Tedisms," his infectious sense of humor, and the whole "American Abroad" dynamic make it so much fun. It's cheesy, yes—and that's what makes it amazing! The characters, the dialogue, the feel-good vibes—it's the perfect combo. My favorite Tedism? "Taking on a challenge is a lot like riding a horse, isn't it? If you're comfortable while you're doing it, you're probably doing it wrong."

WHAT'S A RED FLAG IN A BUSINESS MEETING? No handshake, no eye contact. It's like a nonverbal "I'm not interested" signal that's hard to ignore.

MOST BEAUTIFUL PLACE VISITED? It's a tough call between Plitvice Lakes National Park in Croatia and Colorado National Monument in Grand Junction, Colorado. Both places are absolutely breathtaking in their own way—one's an ethereal paradise of turquoise lakes and waterfalls, the other's a dramatic red-rock landscape that's equally jaw-dropping.

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT? There are so many companies I'd love to spend a day with, but honestly, I'm more intrigued by the idea of spending a day with my hairdresser. No, I don't have a license or training, but how fun would it be to step into their shoes for a day, cutting and styling hair? Definitely a day full of learning and laughs!



CAMILLA FORMICA

Chief Program Officer

Syndeo Institute at The Cable Center

WHAT'S YOUR DREAM MERGER?

I don't know what my dream merger is, but I know what it is NOT and that is Doritos-flavored vodka... the merger no one ever asked for! Reviewers say, "It coats your mouth like oil, and the flavor sticks around for a LONG TIME."

Q&A

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT? I would love to spend the day at Christian Dior's design house. I want to be part of the team that plans the designs for a runway show and to watch the dressmakers making gorgeous creations. Bonus points for a swag bag!

WHEN WAS THE LAST TIME I USED AI? I use some form of AI daily. From the simple Alexa app that connects the 50+ connected devices in my home to the near-daily use of Chat GPT and other LLMs. I have gone down the rabbit hole and am now focusing on learning more about the application of the technology and how it can be leveraged and scaled to positively impact my organization.

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING? Oh gosh, that would be "The Silo." I am not a Sci-Fi fan and my love of that show (especially the first season) comes down to some great writing and the fine acting of Rebecca Ferguson.



THE INNOVATOR YVETTE KANOUFF

Partner
JC2 Ventures



Kanouff's contributions to the cable industry are legendary. A 2024 inductee to the Cable Hall of Fame, she won a Lifetime Achievement Emmy for her pioneering technical work in the TV industry—she was a key contributor to the creation of video on demand, CDN, DVD, app stores and other innovations—and is a sought-after speaker and presenter at industry events. At JC2 Ventures, Kanouff helps startups in the portfolio with technology strategy, especially on active technical roles, and was a co-founder of the TechConnect mentoring program and the Multiplier Effect, which focuses on sponsorship.

Q&A

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING: I am really enjoying "Severance" and "Only Murders in the Building." Both are unexpected likes.

WHAT'S A RED FLAG IN A BUSINESS MEETING? Disrespect

MOST BEAUTIFUL PLACE VISITED: Jackson, Wyoming

THE LAST THING I ORDERED ON AMAZON: A connector to my old wired headphones, lol! The wireless ones are always out of battery. Sometimes older is better.

THE LAST TIME I USED AI WAS TO... Well, as a mathematician, I wish I had a good complex pattern recognition answer here, but truthfully—I made a funny image with AI. I use image generation tools all the time, which is just so much fun.



BUILDING ON SUCCESS LEONARD ASPER

President & CEO
Anthem Sports & Entertainment

Asper is equally at home brainstorming new ideas with employees and explaining policy issues to U.S. and Canadian government agencies and lawmakers. He's made great strides growing Anthem's content and audience in the past year. Along with strategic hires designed to move the company into a new era, he built brand awareness and spurred fan engagement by adding over 800 hours of sports and entertainment content. TNA Wrestling increased ratings on AXS TV, improved social engagement, doubled subscriptions with the TNA+ app and drew bigger audiences at live events. Asper also has an agreement, awaiting approval, to acquire Canadian movie channel group Hollywood Suite.

Q&A

WHAT'S THE DEFINITION OF A BUNDLE IN 2025? Starting to look a lot like the bundle of 1995 plus a few apps...

LAST CONCERT ATTENDED: Foreigner

WHAT'S THE CEILING FOR LIVE SPORTS AND STREAMING? I predicted that 20 years ago and was wrong by 4X so not going there. The rights to kindergarten soccer will be worth millions in 2050.

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING? "Berserk" on Crunchyroll. Don't ask.

WHAT'S YOUR DREAM MERGER? Me and my wife. Anything else gets me fired.

HOW DO YOU ENVISION THE WORKPLACE CULTURE OF 2030? There will be a workplace? Every smart company will have a fun place where work occurs occasionally. With the same end result but happier people.

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT? Amazon/AWS.

WHAT'S A RED FLAG IN A BUSINESS MEETING? Doing emails/texts and trying not to look like you are. Just acknowledge it and apologize/ask permission.



FAST BUT NOT FURIOUS

MIGUEL (MIKE) ROGGERO

Chairman & CEO

Fuse Media



The guiding force behind Fuse Media's march to create and distribute inclusive, purpose-driven content to a culturally diverse audience of young adults, Roggero is expanding Fuse's position as a leader in the FAST space. He struck a groundbreaking partnership with Lionsgate, Tastemade and TMP to form a new advertising solution, Culture Collective. Roggero is also bringing live sports to the portfolio via a partnership with Combate Global and he launched new Spanish-language FAST channel Somos Novelas. Fuse's other FAST channels include Shades of Black, Backstage and OUTtv Proud.

LAST CONCERT ATTENDED: I took my daughter to see P!NK. I'll admit, attending the P!NK concert wasn't exactly at the top of my list. But as soon as she hit the stage, I was blown away. The energy, the acrobatics, the way she commanded the crowd—it was incredible. Watching my daughter sing and dance like no one was watching made the night unforgettable.

Q&A

THE LAST TIME I USED AI WAS... At Fuse Media we leveraged human-assisted AI dubbing solutions to efficiently translate over 100 hours of reality and unscripted programming for our Backstage FAST channel into standard Spanish for the channel's launch on Samsung TV Plus Mexico in 2023. Our goal is to use AI to enhance creative workflows and optimize operational efficiency while maintaining ethical guidelines.

WHAT'S THE DEFINITION OF A BUNDLE IN 2025? The classic cable bundle was, without a doubt, one of the most powerful value propositions in the history of entertainment. It brought everything together—content variety, catering to the entire household at a great price. Today's bundle has to offer genuine variety in content that resonates with diverse audiences and reflects their evolving tastes and interests. It also has to make financial sense. At a time where consumers are piecing together multiple subscriptions, the price point must provide undeniable value. It's about striking the perfect balance between cost and content, ensuring viewers feel they're getting more than they're paying for.



ATTENTION OPERATORS – ARE YOU READY TO CLAIM THE 'TOP' TITLE?

Cablefax's Top Ops Awards recognize excellence in a variety of areas, including marketing, technology, finance, lifetime achievement, customer service and community involvement. Join us in an effort to honor the well-deserving 2025 Top Operators.

**ENTRIES ARE FREE...
BUT YOU MUST ENTER
BEFORE MAY 6TH, 2025!**

NOMINATE NOW



TECHNICAL SUPPORT

The Cablefax 100 focuses largely on the operators and content players who shape the industry. However, their success wouldn't be possible without some crucial help. That's why we've reserved our 100th spot to recognize some of the leaders, in no particular order, who are essential in helping enterprises grow and innovate.



ADAM HOTCHKISS

Co-Founder & Acting CEO
Plume Design



Hotchkiss added another feather to Plume's cap last year with the successful launch of Network Priority, which gives users improved control of WiFi performance by leveraging advanced Deep Packet Inspection capabilities to identify traffic from over 3,500 applications and deliver custom prioritization. Plume is not only strengthening its position in the U.S., but it's expanding globally. In March 2024, Hotchkiss oversaw the opening of the company's first office in Hyderabad, India—its 10th global office focused on research and development across software engineering, data engineering, DevOps and quality assurance.

WHAT'S THE DEFINITION OF A BUNDLE

IN 2025? Data and WiFi stand alone as the uncontested anchor services for CSPs. Voice has morphed into mobile services, and video is now a collection of live and OTT apps. The new differentiating bundle for CSPs must include exceptional levels of customer support, intelligent services for family controls, whole-home cybersecurity protection and the ability for CSPs to predict the needs of their consumer before they ask.

Q&A

GREATER COMPETITIVE THREAT TO WIRED BROADBAND—FIXED WIRELESS OR LEO SATELLITE?

Fixed Wireless Access. While LEO satellite companies do pose a risk for CSPs in limited areas without proper bandwidth coverage, FWA competitors are able to offer solutions in suburban and urban mass markets. CSPs must improve their focus on reliability and customer service to combat FWA encroachment.

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT?

Anduril. They have many interesting projects without published technologies that would be interesting to learn.

THE LAST TIME I USED AI WAS TO... research the legal meaning of a complicated matter with Claude. It was very helpful.

MOST BEAUTIFUL PLACE VISITED: Yosemite National Park in California. Cliché, but true.

LAST CONCERT ATTENDED: Bon Jovi, several years ago.

CHAD DUNAVANT

EVP, Chief Strategy & Product Officer
CSG



Dunavant's been a part of CSG for 20 years, helping lead the transformation of how the telecom industry operates—often predicting where it's headed before key decisionmakers do. 2024 saw CSG extend its 35+ year relationship with Comcast through 2030 as well as ink deals with global giants such as Telstra. Dunavant's leadership played a key role in CSG raising profitability guidance targets twice in 2024 and last year's acquisitions of payment processing firm iCG Pay and Mass Printing, a leading provider of solutions for the property and casualty insurance sector.

WHAT'S THE DEFINITION OF A BUNDLE

IN 2025? The old adage holds true: "The king is dead, long live the king." Bundles are back in vogue, just reimaged in 2025. The "new" bundle combines broadband, wireless and streaming services, creating an entirely new value proposition with a very compelling consumer convenience angle that is unique for our industry.

Q&A

WHAT'S THE CEILING FOR LIVE SPORTS AND

STREAMING? Sports streaming still has room for growth, and we can expect to see a continued evolution that blends live and streaming options to further engage target audiences.

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF

WATCHING? I just finished binge-watching the first two seasons of Mythic Quest on Apple TV+ (streamed through Xfinity X1). I love parodies tied to the tech industry. It reminded me of Silicon Valley but based on the gaming industry, and the "It's Always Sunny in Philadelphia" comedic track made me laugh.

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD

YOU LIKE TO SPEND A DAY WORKING AT? Learning more about Low Earth Orbit technology and the advancements there would be compelling—so, Starlink, Kuiper (Amazon) or AST. I tend to gravitate toward new technology trends to study how they influence the industries we serve. While AI technologies are front and center, I continue to be intrigued by the advancements in broadband technology like LEO.

MARK TRUDEAU

CEO & Founder
OpenVault



Under Trudeau, OpenVault has established itself as the industry's go-to resource for broadband consumption trends, particularly important as operators consider expansion plans and network upgrades. He's worked hard to accelerate the integration of proactive network maintenance solutions provider Nimble This, pairing it with OpenVault's Profile Management Application to offer clients ways to maximize the potential of DOCSIS 3.1 and beyond. And through all the hard work, Trudeau has stepped up as a frequent speaker at events with CableLabs, ACA Connects and other organizations.

LAST CONCERT ATTENDED: Zac Brown Band

HOW DO YOU ENVISION WORKPLACE CULTURE OF 2030? I'm old school so I hope we return to more of an in-office presence to foster better communications and more efficiency.

Q&A

GREATER COMPETITIVE THREAT TO WIRED BROADBAND—FIXED WIRELESS OR LEO SATELLITE? I don't think either are significant threats. Both can be great partners and complement current wired broadband reach.

MY FAVORITE LIFE HACK: Physical fitness (HIIT @ F45) and numerous biohacking modalities such as cryotherapy/cold plunge, red light therapy, [oxygen therapy](#) etc.

NIMROD BEN-NATAN

President & CEO
Harmonic



With Ben-Natan at the wheel, Harmonic has made the concept of unified DOCSIS 4.0 a real-world solution through collaborations with Comcast and Sercomm. The advancement opens the door for the delivery of next-generation networks with symmetrical multigigabit internet speeds, lower latency, security and reliability. He's proudly led Harmonic's broadband business through an impressive period of growth, with Dell'Oro Group naming it the leader in virtual CMTS and DAA. Under Ben-Natan's leadership, the number of global customers deploying the Harmonic cOS solution reached 121, an increase of 16% year over year—representing over 32 million DOCSIS cable modems in operation globally.

PABLO CELLA

GM & Division President
Amdocs

Cella can be seen out and about at many industry events, and he's not just shaking hands. He's getting deals done. Over the past year, Cella has expanded Amdocs' Tier-1 account portfolios, managing programs generating over \$300 million in annual revenues. He's homed in on key areas of support for clients that are modernizing their infrastructure. That includes guiding initiatives in cloud migration and operational automation. CFX isn't the only one to take notice, with the Hispanic Information Technology Executive Council recognizing him among the Top 100 Most Influential and Notable Hispanic Executives in the U.S.



Q&A

MOST UNEXPECTED TV SHOW YOU FOUND YOURSELF WATCHING? Reruns of "Zorro," the original with Guy Williams on Disney+.

WHAT COMPANY (OTHER THAN YOUR OWN) WOULD YOU LIKE TO SPEND A DAY WORKING AT? Any company working on movie productions, mainly the location scouting and backstage.

WHAT'S A RED FLAG IN A BUSINESS MEETING? People reading text and not listening.

MOST BEAUTIFUL PLACE VISITED: I love every place I ever visited.

THE LAST THING I ORDERED ON AMAZON: Nespresso coffee pods

MY FAVORITE LIFE HACK: A carry-on suitcase to carry my backpack

THE LAST TIME I USED AI WAS TO... Today, to check my answers.

INDEX

Aguilar, Chara-Lynn	62	DiGioia, Gina	16	Larsen, Tom	51	Roggero, Miguel (Mike)	71
Allen, Byron	36	Dolan, Kristin	18	Laulis, Julie	20	Rooke, James	59
Anderson, Lauren	68	Dunavant, Chad	72	Laurenzano, Rocco	39	Ross, Jeff	44
Ardizzone, Dale	61	Duncan, Tara	59	Lazarus, Mark	21	Roy, Shuvankar	46
Armstrong, Jason	12	Dungey, Channing	14	Lee, Howard	40	Ruddy, Chris	63
Arouh, Janice	36	Durant, Rosalyn	43	Leget, Jeff	67	Ryan, Tom	42
Asper, Leonard	70	Earley, Joe	49	Levin, Alison	48	Ryvicker, Marci	57
Ayala, Betsy	52	Elder, Teresa	31	Lewinson, Adam	46	Sanders, Vernon	68
Balian, Gina	59	Erwich, Craig	22	Lins, Vicki	66	Sarlanis, Jason	52
Ben-Natan, Nimrod	73	Espinosa, David	34	Litner, Jon	66	Schanman, Gary	23
Bergman, Alan	11	Fernández, Luis	41	Lynch, Amy	60	Schnaars, Matt	35
Berwick, Frances	29	Ferro, Rita	47	MacDonald, Steve	56	Schrier, Eric	37
Bohigian, Catherine	41	Fischer, Jessica	33	Magnus, Burke	43	Schwartz, Sam	23
Borrelli, Lou	43	Formica, Camilla	69	Mathew, Dennis	17	Scott, Sharon	53
Bowen, Alisa	58	Gandler, David	16	McAdaragh, Pat	37	Scott, Suzanne	14
Boyers, Patricia Jo	50	Gdovin, John	30	McCarthy, Chris	16	Shanks, Eric	14
Breaux, Jeff	38	Gil, Monica	61	McDermott, Dan	49	Sharenow, Rob	53
Buccieri, Paul	19	Grad, Nick	59	McKay, Ed	67	Silverman, Mark	55
Bullock, Jonathan	60	Greatrex, Mark	15	McKinney, Phil	32	Simmons, Steve	30
Burke, Karey	55	Gupta, Rocky	32	Miller, Scott	34	Sirota, Marc	40
Busby, Kathryn	56	Halley, John	47	Mitchko, Stephanie	49	Slaughter, Stacey	68
Butman, Jim	44	Harris, Kimberley	42	Moline, Brad	63	Spellmeyer, Grant	43
Campbell, Bruce	28	Haughton, Jamal	41	Monroe, Courteney	58	Spitzer, Gabe	12
Cavanagh, Michael	12	Herrin, Charlie	23	Morrow, Bill	21	Stapf, David	31
Cella, Pablo	73	Hoffman, Alison	56	Nafshi, Elad	45	Stirling, Fraser	45
Cerullo, David	61	Holanda, Jim	30	Nair, Balan	30	Strahan, Bill	64
Chang, Derek	45	Hopkins, Mike	22	Oconnell, Debra	22	Strong, Dana	29
Charytan, Lynn	42	Hopkins, Ray	35	Parker, Michael	46	Tempest, Lauren	58
Cheeks, George	16	Hotchkiss, Adam	72	Pascarelli, John	18	Thomasma, Courtney	54
Cheng, Albert	54	Igbokwe, Pearlana	29	Perry, Tina	52	Thornton, Tina	62
Cho, Roy	54	Jain, Dinni	39	Petersen, Drew	44	Thun, Rob	21
Christman, Diane	69	Jenckes, Marcien	36	Pitaro, Jimmy	11	Trudeau, Mark	73
Collins, Jeff	48	Jennings, Rich	60	Popo, Maria	67	Valenti, Courtenay	68
Commisso Weinand, Italia	18	Johnson, Broderick	57	Powell, Michael	32	Verveer, Alexa	65
Conde, Cesar	38	Johnson, Ken	20	Ramos, Luciano	40	Walden, Dana	11
Connolly, Justin	33	Johnson, Kristin	60	Ray, Adam	41	Walden, JR	51
Croney, Steven	23	Kanouff, Yvette	70	Reardon, John	50	Wallace, Jay	55
Dandnaik, Tapan	51	Keib, John	39	Reid, Tom	42	Watson, Dave	12
Davis, Ayo	55	Kelleher, Kim	49	Reisenbach, Amy	31	West, Lance	57
Davis, Noopur	62	Khoury, Jennifer	64	Remling, Jennifer	65	Whitaker, Christine	60
Diaz, Nina L.	42	Kiriacoulacos, Peter	32	Rice, Michelle	65	Wilson-Scott, Dalila	64
DiGeronimo, Rich	10	Kovacs, Karen	48	Rigdon, Greg	36	Winfrey, Chris	10
		Landgraf, John	28	Rioboli, Rick	45	Zimmer, Dana	64
		Langner, Colleen	38	Robbins, Brian	16	Zimmermann, Edward	59

Cablefax

THE EDGE YOU NEED, EVERY DAY

Cablefax Daily : The essential business tool for
cable, broadband, and media industry leaders.

GET THE NEWS THAT MATTERS

Each day in Cablefax Daily, you'll find:

- **Industry Trends & Tech** – Breakthroughs, partnerships, and emerging technologies
- **Regulatory & Legal Updates** – What you need to know and how it impacts your business
- **Distribution & Programming** – Deals, competition, and the evolving landscape
- **Business & Finance** – M&A activity, investments, market shifts, and more
- **Market Insights** – Data on programming, ratings, and advertising trends
- **Exclusive Subscriber Benefits** – Early access to reports, event invitations, and special perks

CIRCULATION: 43,000+

***Don't Fall Behind: Claim
Your FREE 3-Week Trial Now***



www.cablefax.com

CONGRATULATIONS TO

Kristin Dolan
Roy Cho
Kim Kelleher
Dan McDermott
Stephanie Mitchko
Courtney Thomasma

AND ALL THE 2025 CABLEFAX 100 HONOREES

amc NETWORKS