

Winter 2008 Edition

Serving CBS Alumni in the Media Industry

Volume 4 , Issue 1

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**2007-2008**

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**A Message from Professor Jonathan Knee, Director of the CBS Media Program**

Greetings Alumni!

The objective of the Media Program is to provide the best preparation available anywhere for MBAs interested in pursuing a career in or around the media industry. What we have



achieved reflects the school's commitment to aggressively leveraging an extraordinary set of assets that are unique among top business school – the combination of our faculty, curriculum, alumni network, and location in New York at the hub of the global media constellation.

Over the past several years some of you have become aware of a wide variety of initiatives in this regard ranging from adding media-focused Executives-in-Residence and courses to dramatically increasing the involvement of the media community in the activities of the school through the Media Forum, the Mentoring Program and a variety of

classroom based activities. This newsletter reflects some specific recent events, but you can expect a significant effort in the coming year to put even more distance between us and our peer MBA programs with respect to what is offered to media focused students.

Please feel free to contact me or Hollis O'Rorke with any thoughts or feedback regarding the program.

Adjunct Professor Jonathan A. Knee serves as the faculty Director of the Media Program. Professor Knee teaches several courses within the Media Concentration including Strategic Management of Media and Media Mergers & Acquisitions and also oversees research projects with MBA students to produce media related cases.

**Editors' Note**

Welcome to the Winter 2008 edition of the MMA Alumni Newsletter, which gives an overview of the state of all things media at CBS, including the latest on academics, speaker events, and student trips. We also have included profiles of current and former students to underscore our main goal: to foster deeper relationships between students and alumni. We especially look forward to you getting more involved with the Media Program and MMA at CBS—we hope that you will send us updates about your latest professional accomplishments and keep your contact information current in our database by contacting [alumni\\_MMA@bettyblue.gsb.columbia.edu](mailto:alumni_MMA@bettyblue.gsb.columbia.edu)

We also welcome any comments you may have about the newsletter—please email us at any of the addresses listed to the right.



**Mick Lewis—VP/Alumni**  
(MLewis08@gsb.columbia.edu)



**Barnes Benson—AVP/Alumni**  
(BBenson09@gsb.columbia.edu)



**Paul Glader—AVP/Alumni**  
(PGlader08@gsb.columbia.edu)

## About the Media Program

The **Media Program** at Columbia Business School (CBS) combines a rich and varied media curriculum with unparalleled exposure to the media industry. Courses are taught by both full-time faculty members and adjunct professors who bring real-world experience to the classroom. Students also benefit from the practical career advice and guidance of executive-in-residence **Leo Hindery** and leading media executives who visit CBS to share firsthand insights into such challenges as changing technologies, cost structures, regulations, and consumer tastes and expectations.



Uris Hall

The Media Program supports a range of activities to provide students with professional development opportunities and act as a bridge between the media industry and academia.

- The Media Program's activities are supported by the **Columbia Media Forum**, a by-invitation-only group of senior-level executives established in 2005 to bring together seasoned media industry executives, investors, and advisors to discuss cutting edge issues impacting media and related fields such as advertising, communications and other information-based sectors. The **Media Forum Annual Meeting** is a one-day event held on campus each spring around themes of topical importance to the media and communications industry. Students are invited to join a cocktail reception held at the conclusion of the meeting.
- The **Mentoring Breakfast Series** brings senior media executives to campus throughout the

year for informal breakfasts with a small group of first- and second-year students.

- West Coast Trips:** Both the L.A. and Silicon Valley trips take place in early January, allowing students with an interest in entertainment, technology and/or new media to visit companies and alumni on the west coast before the start of the semester.
- Media Management Association:** The MMA, in conjunction with the Media Program, organizes a variety of lunchtime speakers and evening panels as well as the Alumni Mixer in the spring and the annual Media and Entertainment Conference. The MMA currently has 170 members, including 17 second-year officers and 19 first-year officers.

**Elective courses** include *Strategic Management of Media* (Greenwald/Knee), *Marketing Arts, Culture and Education* (Becker), *Measuring Media Audiences* (Poltrack/Stipp/McDonald), *Marketing and the Internet* (Kagan), *The Business of Sports* (Galatioto), *Marketing Research* (Netzer), and *Customer Relationship Management* (Hochauer).

**Master classes** include *Advertising and Integrated Communications* (Johar), *Mergers and Acquisitions in Media* (Knee) and *High Technology Entrepreneurship* (Kivetz).

**Hollis O'Rorke** serves as Administrative Director of the Media Program and assists in organizing the annual Media Forum and Media Mentoring Breakfast Series.



## Media Industry Networking Night @ The Columbia Club: November 13, 2007

CBS students and alumni were privy to an insightful panel discussion about how to plan a career in media. A question and answer session fol-

lowed, which focused on how to approach companies of interest and how to be specific in your interests but open to various roles. Panel moderator Professor **Jonathan Knee**

lowed, which focused on how to approach companies of interest and how to be specific in your interests but open to various roles. Panel moderator Professor **Jonathan Knee**

advised people to choose a job where you have a mentor. "Learn to be a mentor yourself," he said, noting that it is a rare thing in the world to care about others. "The life-changing experience of caring about others is a responsibility and privilege to those who experience it firsthand." **Maryann Kongovi** '05, Senior Account Manager at Google, related how her experience with direct search marketing at the

startup DailyCandy helped her land her current position at Google. **Joe Ianniello** '96, Senior VP & Treasurer for CBS, said he grew as a manager when he was thrown into executing deals and learned to build a team of good people around him. **John Martin** '94, EVP & CFO for Time Warner Cable, said that the challenge for him and others in media is to "invoke more entrepreneurial spirit into their firms." **Jason Rapp** '99, SVP Mergers & Acquisitions for IAC, said that "Even if you own the firm, you still have to lead by consensus. Lead from the rear if need be."



**MMA Speaker Events: Time Warner CEO Richard Parsons; VH1 & CMT EVP Richard Gay**

As part of the Silfen Leadership Series, Richard Parsons spoke on November 15 to a capacity crowd in the Low Library Rotunda and came across both humble and wise. He discussed the five essential components of leadership (Vision, Communication, Empowerment of Others, Execution, Integrity) and stressed the importance of “doing what’s right.”

At a November 6 Mentoring Breakfast, Richard Gay charismatically conveyed the role that luck inevitably plays in a successful media career. His best advice is to be prepared in case luck ever catches up to you. His route to VH1 came by way of consulting. He received his undergraduate degree from Wharton and his MBA from Stanford, after which he worked for Booz Allen for 8

years. Additionally, prior to completing his MBA Richard spent a summer working in operations for Disney. Richard’s second project at Booz was fortunately media related. He loves his job, which encompasses nearly every aspect of VH1 operations including day to day operations, business development, investment decisions and content creation and implementation.

Richard Parsons



Richard Gay

**MMA Speaker Event: Comedy Central SVP Peter Risafi**



Peter Risafi

On November 6, Risafi, SVP of Brand Marketing & Executive Creative Director, for Comedy Central, emphasized the importance of finding compatible corporate cultures when considering media jobs. After enjoying a creative brain trust and nurturing bosses at Nickelodeon, he found it difficult to replicate his performance at another cable network before he joined Comedy Central. “It was the meanest spirited, life-draining experience,” he said. Risafi is responsible for all brand creative and strategic marketing for Comedy Central, insuring a consistent look and unified voice for the brand across all media platforms. He demystified Comedy Central’s magic for CBS

students, noting that the network’s popularity exploded when it expanded beyond fraternity-style programming (*Jackass*, *The Man Show*) into more culturally sophisticated programming (*Chappelle’s Show*, *The Daily Show*, *The Colbert Report*). He said the challenge is to capitalize on the brand in the digital age. He said he believes association and ubiquity of the Comedy Central brand is important as much as trying to capitalize off the brand. The challenge, he said, is figuring out how to capitalize from the creative buzz of comedic talent such as Stephen Colbert. He aims to keep the Comedy Central brand, provocative, unpretentious, and honest.

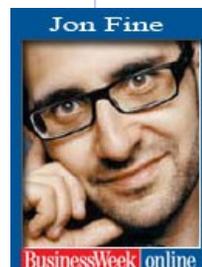
**MMA Speaker Event: BusinessWeek Columnist Jon Fine**

On October 25, Jon Fine, media writer for *BusinessWeek*, talked about the future of media. “Several land masses are forming in the media. MSN, Bloomberg, Fox, MySpace, Facebook, Google, and blog franchises are setting up for giant collisions in the future, making the space an exciting place to work. At the same time, the technology shifts by companies seeking new ways to deliver ‘content’ is raising the ante for newspapers and traditional journal-

ists, whose franchises produce that content but are under fire because they often lack the technological innovation.” He predicts print brands with solid journalism – *The New York Times*, *the Wall Street Journal*, and others will survive. But they may have to meet the technological change if they are to avoid the fate of the traditional music industry, which he predicts will die. “Everybody in media is banking on what they think teens and 20s want from

media. At every turn, the music industry failed to meet people halfway!” He advises people to start their own blog if they have a specialty for something, to learn how to communicate and reach an audience in the new media world. He said Rupert Murdoch is not as evil as people make him out to be, noting he owned the *Village Voice* and other publications without ruining them. “If he screws with the *WSJ*, he destroys an asset he spent a lot of money for.”

“At every turn, the music industry failed to meet people halfway!”



## The Media Forum

The third annual Media Forum was held on April 18, 2007 in the Feldberg Space of Warren Hall. Senior Vice Dean **Paul Glasserman** welcomed Forum members and **Dan Rosensweig**, former COO of Yahoo, kicked off the afternoon with an interactive discussion of trends in technology, media consumption and monetization. The afternoon also included two roundtable discussions: Professor of Business **Eric Johnson** led "Advertising 2010" and Professor of Marketing **Asim Ansari** got the group talking about "Customized Media in the Internet Age". Professor **Jonathan Knee** wrapped up the session, and Forum members were joined by current MMA students for a cocktail reception.



The 4<sup>th</sup> annual Media Forum will be held on April 2, 2008 with representatives from 25 member companies, which are listed on the right.

## 2008 Media Forum Participants

Atlantic Media Company, **Justin B. Smith**, President, Consumer Media  
 Bertelsmann, **Stuart Goldfarb**, President & CEO, BMG Columbia House  
 Carlyle Group, **James Attwood**, Managing Director  
 CBS Corporation, **Joseph Ianniello** '96, SVP, Finance & Treasurer  
 Clear Channel Communications, **Mark Mays** '89, CEO  
 Datamark Partners, **Oakleigh Thome** '86, Chairman  
 Freedom Communications, **Scott Flanders**, President & CEO  
 Gabelli Asset Management, **Mario Gabelli** '67, Chairman, CEO & CIO  
 Hearst Corporation, **James Asher**, SVP & Chief Legal and Development Officer  
 InterMedia Advisors, **Leo Hindery**, Chairman  
 ION Media Networks, **Brandon Burgess**, CEO  
 The McGraw-Hill Companies, **Peter Davis**, EVP, Global Strategies  
 Monster Worldwide, **Alice Wang**, SVP Corporate Development  
 Moody's Corporation, **Ray McDaniel**, Chairman & CEO  
 News Corporation, **Anthea Disney**, EVP Content/**Gary Ginsberg**, EVP IR & Corporate Communications/**Lawrence Jacobs, Sr.** EVP, Group General Counsel (*rotating membership*)  
 New York Times, **Janet Robinson**, President & CEO  
 Pearson, **Philip Hoffman**, EVP  
 Reed Elsevier, **Youngsuk Chi** '84, Vice Chairman, Elsevier  
 Reuters, **Devin Wenig**, COO  
 Time Warner, **John Martin** '94, CFO, Time Warner  
 Viacom, **Bob Bakish** '89, President, MTV Networks International  
 Warburg Pincus, **Mark Colodny**, Managing Director  
 Warner Music Group, **Michael Fleisher**, CFO  
 The Washington Post Company, **Ann McDaniel**, VP  
 Wolters Kluwer, **Andres Sadler**, SVP Strategy

## Upcoming Trips and Events in 2008

Some students feel that Winter Break is their favorite part of the CBS experience. No, not just for the 5 weeks off—it's the MMA student-run trips that have us all excited. First up is the annual **MMA L.A. Media Trip** (January 7-9), which features on-site visits to many of the most important media and entertainment companies including Activision, Yahoo!, Fox Interactive, Paramount, Disney, Sony, and Participant Productions.

For the first time ever, there will be an **MMA Sundance Film Festival Trip** (January 16-22), thanks to the efforts of VP/Corporate Visits **Erik Diehn**. Students will breathe in the festival atmosphere through select screenings, sensational soirees, spectacular skiing, and the **Columbia University at Sundance Alumni Reception** on January 19.

Other upcoming events:

January 28—Corporate Visit: **Google**

February 29—**Media & Entertainment Conference** (at NYU)

February 29—**CITI Conference: Impact of User-Generated Content on Network & Media Companies**

February—Speaker: **KC Estenson**, VP Digital Media, Disney-ABC Media Networks

April 3-4—**CITI Conference: Ultra-broadband** (in Paris)

April 11—**CITI Conference: Location-based Services**

April 14—**CITI Conference: Latin American Telecom and Broadband**

## Columbia Institute for Tele-Information

Columbia Institute for Tele-Information (CITI), founded in 1983, was the first research center for communications economics, management, and policy established at a US business school. In 2000, the Sloan Foundation selected CITI as its academic center for industry research. CITI has published more than 75 books and over 1,000 articles on media and communications subjects, and held many dozens of conferences bringing together leaders from the industry, finance, academia, and government.

Recent conferences included:

### Private Equity in Media and Communication

September 28

### Latin American Telecom & Broadband (in Buenos Aires)

October 5

## Student Profiles

While CBS provides access to professors and professionals with expertise in the field, ultimately, it is the students who provide the energy that fuels the expansion of the Media Program. This year's graduating class includes students from various backgrounds who have decided to follow their passions by pursuing careers in media.



**Sonja Kosman '08**

Arriving at CBS via Prague and an intermittent career as a risk manager in commercial banking, Bryn Mawr College-grad Sonja Kosman decided to enter the media fray because "there are few industries where smart managers can have as big an impact in setting direction and implementing change." Using the CBS alumni network, she landed a summer intern-

ship at NBC Universal in New York.

Chennai, India-born Siva Natarajan feels his



**Siva Natarajan '08**

experience as a Senior Applications Developer at Oracle has positioned him well for a career in the film industry. "Media as an industry is going through a rapid revolution due to new disruptive technologies." His summer internship in Global Promotions and Business Development for Walt Disney Studios Home Entertainment in Los Angeles gave him a ringside seat in the ongoing celluloid-goes-digital battle.

Chicago-area native Meghann Wu worked as a management consultant at A.T. Kearney prior to pursuing her MBA. But her time at CBS has con-

vinced her that she wants a more hands-on role in a space that is particularly fulfilling because of "the ability of media to influence and define society." She parlayed her consulting background into a summer internship in Strategy and Business Development for MTV Networks in New York.

Everyone agrees on their favorite CBS media class: Strategic Management of Media, taught by



**Meghann Wu '08**

Bruce Greenwald and Jonathan Knee in the Fall Semester. The highlight for Siva? "Since Professor Knee's *The Accidental Investment Banker* is my all-time favorite book about investment banking, it was especially exciting to have him as a teacher! Also, hearing the experts from each of the major companies we cover come in and speak at the class, including the CEOs of Universal Music and Universal Pictures, is just unbelievable and clearly demonstrates Columbia Business School's New York advantage."

## The State of the American Telecom Industry

October 19

## Next Generation Digital TV: Beyond High Definition

November 2

The director of CITI is Professor **Eli Noam**, who is the author of 25 books on media and communications, including on film, internet TV, broadband, wireless, telecom, and media in Europe, Asia, and Latin America. Noam initiated the MBA concentration in Media and chaired it for over ten years. Courses include *Media & Information Management* and *International Media*, both taught by Professor Noam.



## Other Recent Speakers and Events

### PANEL DISCUSSIONS

"The Future of the Newspaper Business in a Digital Age"

November 27

"The Rise of Search Engine Marketing"

November 14

"The Changing Media Landscape"

November 13 (hosted by Columbia Graduate School of Journalism)

### CORPORATE VISITS

Sony BMG Music Entertainment

NBC Universal

The New York Times

### MENTORING BREAKFASTS

**William Kerr,**

Chairman, Meredith  
November 15

**Alexander Saint-Amand,**

President & CEO  
Gerson Lehrman Group  
November 13

**Andres Sadler**

SVP Strategy, Wolters Kluwer  
November 9

## Columbia Business School Media Program



310F Uris Hall 310F  
3022 Broadway  
New York, NY 10027  
Phone: 212-854-1551  
E-mail: [hbo2101@gsb.columbia.edu](mailto:hbo2101@gsb.columbia.edu)



**"We're the other CBS in media."**

The Media Program Newsletter is prepared by the Media Program in conjunction with the MMA. The Media Program provides Columbia Business School students with the opportunity to fully explore all aspects of this exciting and fast-changing segment of the economy.

To update your contact information, find out about MMA Alumni events, participate in an on-campus panel, and more, please e-mail [alumni\\_MMA@bettyblue.gsb.columbia.edu](mailto:alumni_MMA@bettyblue.gsb.columbia.edu)

If you are interested in accessing the MMA Online Resume Book, go to:

[www0.gsb.columbia.edu/students/organizations/mma/resume/resume.htm](http://www0.gsb.columbia.edu/students/organizations/mma/resume/resume.htm)

Username: **recruiter** Password: **mmaresumes**

If you have any questions about the Media Program, please go to:

[www.gsb.columbia.edu/media/](http://www.gsb.columbia.edu/media/)

For the MMA, please go to:

[www.gsb.columbia.edu/students/organizations/mma/](http://www.gsb.columbia.edu/students/organizations/mma/)

### Alumni Profile: Sundance Channel SVP Christopher Barry '99

Prior to studying at Columbia Business School, New Yorker Chris Barry '99, Senior Vice President of Digital Media and Business Strategy at the Sundance Channel, did not have professional experience in the media industry.

In 1994, after graduating from the University of Notre Dame with an accounting degree, he took a position at Arthur Andersen in its Financial and Economic Consulting Group. But his focus changed after his first year at CBS. "My exposure to the media sector started as a Summer Associate at Morgan Stanley in Investment Banking. I worked on a telecommunications IPO and met the media banking team. Based on that experience I decided to join the Media Corporate Finance Group after graduation."

After nearly four years at Morgan Stanley,

he moved on to the Sundance Channel in June 2003. He feels that his academic experience at CBS has been key to his success. "I learned a broad skill set, including strategy, economics, and finance, which I could apply to the challenges my clients faced. A favorite class of mine was Economics of Strategic Behavior with Professor Willard. It taught broad problem solving across a variety of sectors. That type of generalist knowledge is always transferable."

In his time away from the office, Chris enjoys a wide range of media; some favorites include the movie *The Lives of Others*, remixes by Israeli producer Offer Nissim, the TV show "Damages," and the novel *The Kite Runner*. His favorite media blog? "www.PaidContent.org."



Christopher Barry '99