

## Cable Cowboy John Malone And The Rise Of The Modern Cable Business

From a veteran culture writer and modern movie expert, a celebration and analysis of the movies of 1999—"a terrifically fun snapshot of American film culture on the brink of the Millennium....An absolute must for any movie-lover or pop-culture nut" (Gillian Flynn). In 1999, Hollywood as we know it exploded: *Fight Club*. *The Matrix*. *Office Space*. *Election*. *The Blair Witch Project*. *The Sixth Sense*. *Being John Malkovich*. *Star Wars: The Phantom Menace*. *American Beauty*. *The Virgin Suicides*. *Boys Don't Cry*. *The Best Man*. *Three Kings*. *Magnolia*. Those are just some of the landmark titles released in a dizzying movie year, one in which a group of daring filmmakers and performers pushed cinema to new limits—and took audiences along for the ride. Freed from the restraints of budget, technology, or even taste, they produced a slew of classics that took on every topic imaginable, from sex to violence to the end of the world. The result was a highly unruly, deeply influential set of films that would not only change filmmaking, but also give us our first glimpse of the coming twenty-first century. It was a watershed moment that also produced *The Sopranos*; Apple's AirPort; Wi-Fi; and Netflix's unlimited DVD rentals. "A spirited celebration of the year's movies" (Kirkus Reviews), *Best. Movie. Year. Ever.* is the story of not just how these movies were made, but how they re-made our own vision of the world. It features more than 130 new and exclusive interviews with such directors and actors as Reese Witherspoon, Edward Norton, Steven Soderbergh, Sofia Coppola, David Fincher, Nia Long, Matthew Broderick, Taye Diggs, M. Night Shyamalan, David O. Russell, James Van Der Beek, Kirsten Dunst, the Blair Witch kids, the Office Space dudes, the guy who played Jar-Jar Binks, and dozens more. It's "the complete portrait of what it was like to spend a year inside a movie theater at the best possible moment in time" (Chuck Klosterman).

If you're going to read one book about Hollywood, this is the one. As the co-founder of Creative Artists Agency, Michael Ovitz earned a reputation for ruthless negotiation, brilliant strategy, and fierce loyalty to his clients. He reinvented the role of the agent and helped shape the careers of hundreds of A-list entertainers, directors, and writers, including Steven Spielberg, Martin Scorsese, Meryl Streep, Sean Connery, Bill Murray, Robin Williams, and David Letterman. But this personal history is much more than a fascinating account of celebrity friendships and bare-knuckled dealmaking. It's also an underdog's story: How did a middle-class kid from Encino work his way into the William Morris mailroom, and eventually become the most powerful person in Hollywood? How did an agent (even a superagent) also become a power in producing, advertising, mergers & acquisitions, and modern art? And what were the personal consequences of all those deals? After decades of near-silence in the face of controversy, Ovitz is finally telling his whole story, with remarkable candor and insight.

NATIONAL BESTSELLER "Offers an entertaining look at Kerkorian's outsize life... an interesting portrait of a billionaire." – Wall Street Journal The rags-to-riches story of one of America's wealthiest and least-known financial giants, self-made billionaire Kirk Kerkorian—the daring aviator, movie mogul, risk-taker, and business tycoon who transformed Las Vegas and Hollywood to become one of the leading financiers in American business. Kerkorian combined the courage of a World War II pilot, the

## Online Library Cable Cowboy John Malone And The Rise Of The Modern Cable Business

fortitude of a scrappy boxer, the cunning of an inscrutable poker player and an unmatched genius for making deals. He never put his name on a building, but when he died he owned almost every major hotel and casino in Las Vegas. He envisioned and fostered a new industry—the leisure business. Three times he built the biggest resort hotel in the world. Three times he bought and sold the fabled MGM Studios, forever changing the way Hollywood does business. His early life began as far as possible from a place on the Forbes List of Billionaires when he and his Armenian immigrant family lost their farm to foreclosure. He was four. They arrived in Los Angeles penniless and moved often, staying one step ahead of more evictions. Young Kirk learned English on the streets of L.A., made pennies hawking newspapers and dropped out after eighth grade. How he went on to become one of the richest and most generous men in America—his net worth as much as \$20 billion—is a story largely unknown to the world. That's because what Kerkorian valued most was his privacy. His very private life turned to tabloid fodder late in life when a former professional tennis player falsely claimed that the eighty-five-year-old billionaire fathered her child. In this engrossing biography, investigative reporter William C. Rempel digs deep into Kerkorian's long-guarded history to introduce a man of contradictions—a poorly educated genius for deal-making, an extraordinarily shy man who made the boldest of business ventures, a careful and calculating investor who was willing to bet everything on a single roll of the dice. Unlike others of his status and importance, Kerkorian made few public appearances and strenuously avoided personal publicity. His friends and associates, however, were some of the biggest names in business, entertainment, and sports—among them Howard Hughes, Ted Turner, Steve Wynn, Michael Milken, Cary Grant, Frank Sinatra, Barbra Streisand, Elvis Presley, Mike Tyson, and Andre Agassi. When he died in 2015 two years shy of the century mark, Kerkorian had outlived many of his closest friends and associates. Now, Rempel meticulously pieces together revealing fragments of Kerkorian's life, collected from diverse sources—war records, business archives, court documents, news clippings and the recollections and recorded memories of longtime pals and relatives. In *The Gambler*, Rempel illuminates this unknown, self-made man and his inspiring legacy as never before.

Investigating the financial fraud and misguided power plays that brought down the telecom industry Once the foundation of the Dow and NASDAQ, the telecom industry has eaten up more capital than any other industry in recent history and has nothing to show for it. Today, it is by far the worst culprit in the spate of financial dirty dealings that have been splashed across the business pages, and yet the rewards reaped by top executives at many of these failed or failing companies have been inversely proportionate to their decline. *Broadbandits* takes readers behind the scenes to get the story they won't get in the media. Investigative reporter Om Malik follows the money trail and deciphers the actions and motivations of a generation of new economy "barbarians" that brought down this once lucrative industry. This intriguing book offers an inside look into the telecom bubble, with tales and anecdotes about mavericks who turned simple light and glass fibers into veins of gold, financiers who got greedy and fleeced unsuspecting millions, clueless venture capitalists who thought they'd tapped into the mother lode, hapless entrepreneurs who believed that they were changing the world, and self-proclaimed pundits who were cheering it all on from the sidelines. *Broadbandits* is a compelling account of the downfall of telecom giants such as

## Online Library Cable Cowboy John Malone And The Rise Of The Modern Cable Business

WorldCom and Global Crossing, and will show readers how many telecom upstarts and veterans alike became victims of what one chief executive aptly described as "high-yield heroin." Om Malik (New York, NY) is a Senior Writer for Red Herring who focuses on the telecommunications sector. Prior to joining Red Herring in July 2000, he was senior editor at Forbes.com. His work has also been published in newspapers and magazines such as The Wall Street Journal, Business 2.0, Brandweek, and Crain's New York Business. For a very brief while, he was a venture capitalist.

Alfred P. Sloan, Jr. led the General Motors Corporation to international business success by virtue of his brilliant managerial practices and his insights into the new consumer economy he and General Motors helped to produce. Sloan's business biography, *My Years With General Motors*, was an instant best seller when it was first published in 1964 and is still considered indispensable reading by modern business giants.

Cutthroat is the name of the game on the electronic frontier. It requires an amoral flexibility with no allies, just alliances; no team loyalties, just self-interest. Strategy forms and dissolves with every play; a smile on the face may mean a knife in the back. In the next round, the players switch sides and do it again. Billions of dollars are at stake. Featuring a bitter struggle between Rupert Murdoch and John Malone, and a supporting cast that includes AJ Gore, Ted Turner, and Bill Gates, author Stephen Keating uses one particular mega-deal that went terribly wrong to reveal how these corporate titans flex market power, crush competition and reap the profits. In 1997, Murdoch's News Corp. joined forces with EchoStar, Charlie Ergen's upstart company, to create a satellite-TV powerhouse -- nicknamed Deathstar. They planned to bunch a cosmic armada of seven satellites that would deliver several hundred TV channels, internet, and retail services to millions of subscribers. How this deal challenged the entrenched cable-TV monopoly before it came crashing down to earth exposes the influence exerted by and through money, power, and political dynamics among the corporate players fighting to rule the communications world. The roots of this dramatic business conflict are revealed through the separate evolution -- and eventual collision -- of cable and satellite TV technologies. *Cutthroat* is the perfect book for anyone who enjoyed *Barbarians at the Gate* and *Den of Thieves*.

Chuck Feeney was born in Elizabeth, New Jersey, to a blue-collar Irish-American family during the Depression. After service in the Korean War, he made a fortune as founder of Duty Free Shoppers, the world's largest duty-free retail chain. By 1988, he was hailed by *Forbes Magazine* as the twenty-fourth richest American alive. But secretly Feeney had already transferred all his wealth to his foundation, Atlantic Philanthropies. Only in 1997 when he sold his duty free interests, was he "outed" as one of the greatest and most mysterious American philanthropists in modern times. After going "underground" again, he emerged in 2005 to cooperate on a biography promoting giving while living. Now in his mid-seventies, Feeney is determined his foundation should spend down the remaining \$4 billion in his lifetime.

One of the greatest entrepreneurial success stories of the past twenty years When a friend told Bernie Marcus and Arthur Blank that "you've just been hit in the ass by a golden horseshoe," they thought he was crazy. After all, both had just been fired. What the friend, Ken Langone, meant was that they now had the opportunity to create the kind of wide-open warehouse store that would help spark a consumer revolution

## Online Library Cable Cowboy John Malone And The Rise Of The Modern Cable Business

through low prices, excellent customer service, and wide availability of products. Built from Scratch is the story of how two incredibly determined and creative people—and their associates—built a business from nothing to 761 stores and \$30 billion in sales in a mere twenty years. Built from Scratch tells many colorful stories associated with The Home Depot's founding and meteoric rise; shows that a company can be a tough, growth-oriented competitor and still maintain a high sense of responsibility to the community; and provides great lessons useful to people in any business, from start-ups to the Fortune 500.

The author of Sweet and Low presents a historical profile of Samuel Zemurray that traces his rise from a penniless youth to one of the world's wealthiest and most powerful men, offering insight into his capitalist talents and the ways in which his life reflected the best and worst of American business dealings. Details the rise and expansion of the cable television industry, highlighting the career and accomplishments of one of the industry's most influential men, John Malone.

In one of the most fascinating business autobiographies of this year, Sumner Redstone tells the unvarnished story of how he overcame every obstacle to build a vast media and entertainment engine that includes Paramount, MTV, CBS, Nickleodeon and Blockbuster. A larger-than-life figure in the grand tradition of the Hearsts, Paleys and Pulitzers, and voted by 600 corporate executives as the #1 most inspiring CEO, this is the man who can truly say, "I AM VIACOM." A PASSION TO WIN is a riveting look behind the scenes at the highly charged negotiations that won Redstone both Viacom and Paramount. The book reveals the intense business calculations and strong emotions of Redstone's head-to-head confrontations with such adversaries as Barry Diller and H. Wayne Huizenga. And when Blockbuster went into the tank, risking Redstone's fortune and life's work with it, A PASSION TO WIN takes the reader on a financial roller-coaster ride on which Redstone revolutionised the video industry and righted his company. In a world of high-visibility corporate battles, Redstone pulls no punches. This is a book that shows the reader what it takes to win. Never before has Sumner Redstone revealed himself so candidly, and now with the assistance of writer Peter Knobler, he has produced an inspirational life story that will command major attention.

A detailed and compelling look at distressed securities investing in today's market In the corporate world, "vulture" investors in distressed securities serve the same cleanup function as vultures do in the natural world: they deal with failing companies, digest bad debt, and mop up after bankruptcies. Since this market's structural and legal complexities create greater inefficiencies than in other investment fields, it's a style of investing that can make money during both booms and busts. While recent economic carnage has made opportunities for vulture investors, more convoluted bankruptcies, conflicts of interest, and even government intervention have made this arena harder to negotiate. Nobody understands this better than author George Schultze, founder of Schultze Asset

Management. During his successful career as a vulture investor, he's learned a number of lessons and developed an investment philosophy that has served him well. Now, in *The Art of Vulture Investing*, Schultze shares his valuable insights and experiences with you. Engaging and informative, this reliable guide offers a bird's-eye view into the opportunities and risks associated with vulture investing. And while it may not always be pretty, you'll see exactly why this process is necessary for our economic ecosystem. Throughout this book, Schultze explains the theory and strategy of vulture investing in clear and lively prose, illustrating each concept with examples from his own varied experience that show how the landscape has changed in recent years. Offers valuable information on distressed securities investing since the 2007-2009 financial crisis Examines the opportunities and dilemmas for modern vulture investors Includes in-depth case studies of high-profile bankruptcies, including those of Chrysler Automotive and Tropicana Casinos and Resorts By its very nature, investing in distressed companies can be a complicated and risky business. But once the dust settles, these investments can yield extraordinary profits. *The Art of Vulture Investing* puts this discipline in perspective and shows you how to excel at this difficult, yet rewarding, endeavor. Three top Wall Street analysts reveal enduring lessons in sustainable success from the great industrial titans—the high-tech companies of their day—to the disruptors that now dominate the economy. Before Silicon Valley disrupted the world with new technologies and business models, America's industrial giants paved the way. Companies like General Electric, United Technologies, and Caterpillar were the Google and Amazon of their day, setting gold standards in innovation, growth, and profitability. Today's leaders can learn a great deal from their successes, as well as their missteps. In this essential guide, three veteran Wall Street analysts reveal timeless lessons from the titans of industry—and offer battle-tested survival tactics for an ever-changing world. You'll learn: how GE became the largest company on earth—only for a culture of arrogance to set in motion the largest collapse in history how Boeing reassessed risks, raised profits—and tragically lost its balance how Danaher avoided the pitfalls of tremendous success—by continually reinventing itself how Honeywell experienced a near-fatal cultural breakdown—and executed a flawless turnaround how Caterpillar relied too much on forecasting, lost billions—and rallied by recommitting to the basics Filled with illuminating case studies and brilliant in-depth analysis, this invaluable book provides a multitude of insights that will help you weather market upheavals, adapt to disruptions, and optimize your resources to your best advantage. You'll learn hard-won lessons in innovation, growth, resilience, and operational excellence, as well as the time-proven fundamentals of continuous improvement for lasting success. In the end, you'll have your own personal toolbox of useful takeaways from more than a century's worth of data, experience, wisdom, and can-do spirit, courtesy of some of the greatest business enterprises of all time. This is how manufacturers survived the first disruptors of technology—and how today's giants can survive and thrive during continuous

## Online Library Cable Cowboy John Malone And The Rise Of The Modern Cable Business

cycles of disruption.

A grand and revelatory portrait of Wall Street's most storied investment bank Wall Street investment banks move trillions of dollars a year, make billions in fees, pay their executives in the tens of millions of dollars. But even among the most powerful firms, Lazard Frères & Co. stood apart. Discretion, secrecy, and subtle strategy were its weapons of choice. For more than a century, the mystique and reputation of the "Great Men" who worked there allowed the firm to garner unimaginable profits, social cachet, and outsized influence in the halls of power. But in the mid-1980s, their titanic egos started getting in the way, and the Great Men of Lazard jeopardized all they had built. William D. Cohan, himself a former high-level Wall Street banker, takes the reader into the mysterious and secretive world of Lazard and presents a compelling portrait of Wall Street through the tumultuous history of this exalted and fascinating company. Cohan deconstructs the explosive feuds between Felix Rohatyn and Steve Rattner, superstar investment bankers and pillars of New York society, and between the man who controlled Lazard, the inscrutable French billionaire Michel David-Weill, and his chosen successor, Bruce Wasserstein. Cohan follows Felix, the consummate adviser, as he reshapes corporate America in the 1970s and 1980s, saves New York City from bankruptcy, and positions himself in New York society and in Washington. Felix's dreams are dashed after the arrival of Steve, a formidable and ambitious former newspaper reporter. By the mid-1990s, as Lazard neared its 150th anniversary, Steve and Felix were feuding openly. The internal strife caused by their arguments could not be solved by the imperious Michel, whose manipulative tendencies served only to exacerbate the trouble within the firm. Increasingly desperate, Michel took the unprecedented step of relinquishing operational control of Lazard to one of the few Great Men still around, Bruce Wasserstein, then fresh from selling his own M&A boutique, for \$1.4 billion. Bruce's take: more than \$600 million. But it turned out Great Man Bruce had snookered Great Man Michel when the Frenchman was at his most vulnerable. *The Last Tycoons* is a tale of vaulting ambitions, whispered advice, worldly mistresses, fabulous art collections, and enormous wealth—a story of high drama in the world of high finance.

Although its brown vans are on every block and its delivery service reaches more than 200 countries, UPS is among the world's most underestimated and misunderstood companies. For the first time, a UPS "lifer" tells the behind-the-scenes story of how a small messenger service became a business giant. *Big Brown* reveals the remarkable 100-year history of UPS and the life of its founder Jim Casey—one of the greatest unknown capitalists of the twentieth century. Casey pursued a Spartan business philosophy that emphasized military discipline, drab uniforms, and reliability over flash—a model that is still reflected in UPS culture today. *Big Brown* examines all the seeming paradoxes about UPS: from its traditional management style and strict policies coupled with high employee loyalty and strong labor relations; from its historical "anti-marketing"

## Online Library Cable Cowboy John Malone And The Rise Of The Modern Cable Business

bias (why brown?) to its sterling brand loyalty and reputation for quality. An astonishing tale of Wall Street and the explosion of new life-science technologies and other industries of the future as told by one of the most creative dealmakers of the past 60 years. When Fred Frank arrived on Wall Street in 1958, he became a key member of a small, whip-smart cadre of young financiers who began challenging the stodgy, risk-averse scions of old-world investment banking. He also became the first banker to specialize in biotechnology, pharmaceuticals, and health care services. Frank's perpetual search for the new--pioneering technologies and innovative business models--has transformed our world. A Philosopher on Wall Street is an intriguing tale of \* a man who was a force of verve and ingenuity on Wall Street, who built and nurtured new industries that have impacted everyone; \* Wall Street and its history since the late 1950s, the surprisingly fascinating story of how high technology in America was capitalized, and the formation and meteoric rise of the pharma and biotech industries; \* the best and worst of Wall Street over the past sixty years, and thoughts about the future of how to fund innovation to benefit both people and the bottom line \* colorful stories from top innovators, scientists, executives, and investors about deals, intrigue, genius, booms and busts. ?This is the story of one of the most creative dealmakers of the past sixty years, a master artist of finance whose erudition and grace helped shape our world, who has always believed that inspired science, entrepreneurship, and investing are the keys to a better future.

A revealing insider's perspective details the birth and development of the wireless industry in America and the individuals who pioneered this movement, including Seattle entrepreneur Craig McCaw and John Kluge of Metromedia.

Do you make deals? Do you want to learn how the best dealmakers in the world do it? Everyone -- and certainly every business -- makes deals. Whether you are an automobile dealer negotiating to buy another, or Exxon merging with Mobil in a \$76 billion transaction, the craft of dealmaking is everywhere. And like any craft, dealmaking has its apprentices, its journeymen...and its masters. Leo Hindery, Jr., is one of those masters of the negotiating table -- a man who has steered home more than 240 business deals over the last twenty-five years, deals worth well in excess of \$150 billion. In *The Biggest Game of All*, he brings readers inside the rooms where he has worked his wizardry, sometimes in partnership with, and sometimes against, the best dealmaking businessmen of our time, including General Electric's Jack Welch, Jerry Levin of AOL Time Warner, TCI's John Malone, George Steinbrenner, Barry Diller, and Rupert Murdoch. Through detailed narratives of the key moments in some of the biggest deals of our time -- including AT&T's \$60 billion purchase of the cable giant MediaOne, the \$54 billion sale of TeleCommunications, Inc. (a deal done in only twelve days), and the USA Networks/Seagram swap -- *The Biggest Game of All* is a true master class in dealmaking, showing all the inside strategies, tactics, and temperaments that make great dealmakers great. And at the center of the

## Online Library Cable Cowboy John Malone And The Rise Of The Modern Cable Business

master class are Leo Hindery's ten commandments of dealmaking: #1. Do more homework than the other guy. #2. Look before you leap to the altar. You may love him, but you can't change him. #3. Deals should be done as fast as possible...but no faster. #4. Remember that you are only as good as the women and men around you. (And so is the other guy.) #5. Learn how to walk away. #6. Have adversaries, if need be. But don't have enemies. #7. Read the fine print. #8. Don't keep score on things that don't matter. #9. Hang in there. #10. Learn to keep your mouth shut. Leo Hindery's vantage point from the very peak of the dealmaking pyramid is the ideal place to observe, and therefore to understand, what separates good deals -- those intended to improve a company's strategic prospects -- from bad. At a time when the costs of business decisions made out of fear, confusion, and greed have never been higher or more newsworthy, knowing good from bad might be the most important dealmaking skill of all. No one who reads this insider's look at the incredible speed with which these human calculators make billion-dollar decisions, and at their fundamental, almost intuitive understanding of their own and other enterprises, will look at American business the same way again. The Biggest Game of All is that rarest of business books, instructive, enlightening, and just plain fun...a ringside seat at the real World Series of Poker, where the chips are worth a billion dollars each.

When you wish upon a star', 'Whistle While You Work', 'The Happiest Place on Earth' - these are lyrics indelibly linked to Disney, one of the most admired and best-known companies in the world. So when Roy Disney, chairman of Disney animation, abruptly resigned in November 2003 and declared war on chairman and chief executive Michael Eisner, he sent shock waves throughout the world. DISNEYWAR is the dramatic inside story of what drove this iconic entertainment company to civil war, told by one of America's most acclaimed journalists. Drawing on unprecedented access to both Eisner and Roy Disney, current and former Disney executives and board members, as well as hundreds of pages of never-before-seen letters and memos, James B. Stewart gets to the bottom of mysteries that have enveloped Disney for years. In riveting detail, Stewart also lays bare the creative process that lies at the heart of Disney. Even as the executive suite has been engulfed in turmoil, Disney has worked - and sometimes clashed - with a glittering array of Hollywood players, many of who tell their stories here for the first time.

Originally published: New York, NY: BasicBooks, c1992.

The traits that make Sam Zell one of the world's most successful entrepreneurs also make him one of the most surprising, enigmatic, and entertaining mavericks in American business. Self-made billionaire Sam Zell consistently sees what others don't. From finding a market for overpriced Playboy magazines among his junior high classmates, to buying real estate on the cheap after a market crash, to investing in often unglamorous industries with long-term value, Zell acts boldly on supply and demand trends to grab the first-mover advantage. And he can find opportunity virtually anywhere—from an arcane piece of legislation to a desert

## Online Library Cable Cowboy John Malone And The Rise Of The Modern Cable Business

meeting in Abu Dhabi. "If everyone is going left, look right," Zell often says. To him, conventional wisdom is nothing but a reference point. Year after year, deal after deal, he shuts out the noise of the crowd, gathers as much information as possible, then trusts his own instincts. He credits much of his independent thinking to his parents, who were Jewish refugees from World War II. Talk to any two people and you might get wild swings in their descriptions of Zell. A media firestorm ensued when the Tribune Company went into bankruptcy a year after he agreed to steward the enterprise. At the same time, his razor-sharp instincts are legendary on Wall Street, and he has sponsored over a dozen IPOs. He's known as the Grave Dancer for his strategy of targeting troubled assets, yet he's created thousands of jobs. Within his own organization, he has an inordinate number of employees at every level who are fiercely loyal and have worked for him for decades. Zell's got a big personality; he is often contrarian, blunt, and irreverent, and always curious and hardworking. This is the guy who started wearing jeans to work in the 1960s, when offices were a sea of gray suits. He's the guy who told *The Wall Street Journal* in 1985, "If it ain't fun, we don't do it." He rides motorcycles with his friends, the Zell's Angels, around the world and he keeps ducks on the deck outside his office. As he writes: "I simply don't buy into many of the made-up rules of social convention. The bottom line is: If you're really good at what you do, you have the freedom to be who you really are." *Am I Being Too Subtle?*—a reference to Zell's favorite way to underscore a point—takes readers on a ride across his business terrain, sharing with honesty and humor stories of the times he got it right, when he didn't, and most important, what he learned in the process. This is an indispensable guide for the next generation of disrupters, entrepreneurs, and investors.

What can we learn from some of Australia's most successful investors? Can they show us insights into business, life, as well as investing? In these nine revealing interviews, Australia's leading lights in investing share why they are in the business of managing money, what it is they do to seek to be an excellent custodian of other people's wealth, and how they go about their process of investing. The result is *Investment Wisdom*, a deeper understanding for the reader who is serious about growing their ability to comprehend the world of investing.

The remarkable story of Sumner Redstone, his family legacy, and the battles for all he controls. Sumner Murray Redstone, who lived by the credo "content is king," leveraged his father's chain of drive-in movie theaters into one of the world's greatest media empires through a series of audacious takeovers designed to ensure his permanent control. Over the course of this meteoric rise, he made his share of enemies and feuded with nearly every member of his family. In *The King of Content*, Keach Hagey deconstructs Redstone's rise from Boston's West End through Harvard Law School to the highest echelons of American business. Today the ninety-five-year-old mogul's life has become a tabloid soap opera, the center of acrimonious legal battles throughout his vast

## Online Library Cable Cowboy John Malone And The Rise Of The Modern Cable Business

holdings, which include Paramount Pictures and two of the largest public media companies, Viacom and CBS. At the heart of these lawsuits is Redstone's tumultuous love life and complicated relationship with his children. Redstone's daughter, Shari, has emerged as his de facto successor, but only after she ousted his closest confidant in a fierce power struggle. Yet Redstone's assets face an existential threat that goes beyond his family, disgruntled ex-girlfriends, or even the management of his companies: the changing nature of media consumption. As more and more people cut their cable cords, CBS, with its focus on sports and broadcast TV, has held steady, while Viacom, with its once-great cable channels like MTV and Nickelodeon, has suffered a precipitous fall. As their rivals merge, the question is whether Shari's push to undo her father's last big strategic maneuver and recombine CBS and Viacom will be enough to shore up their future. A biography and corporate whodunit filled with surprising details, *The King of Content* investigates Redstone's impact on business and popular culture, as well as the family feuds, corporate battles, and questionable alliances that go back decades—all laid bare in this authoritative book.

Warren Buffett built Berkshire Hathaway into something remarkable—and *Fortune* journalist Carol Loomis had a front-row seat for it all. When Carol Loomis first mentioned a little-known Omaha hedge fund manager in a 1966 *Fortune* article, she didn't dream that Warren Buffett would one day be considered the world's greatest investor—nor that she and Buffett would quickly become close personal friends. As Buffett's fortune and reputation grew over time, Loomis used her unique insight into Buffett's thinking to chronicle his work for *Fortune*, writing and proposing scores of stories that tracked his many accomplishments—and also his occasional mistakes. Now Loomis has collected and updated the best Buffett articles *Fortune* published between 1966 and 2012, including thirteen cover stories and a dozen pieces authored by Buffett himself. Loomis has provided commentary about each major article that supplies context and her own informed point of view. Readers will gain fresh insights into Buffett's investment strategies and his thinking on management, philanthropy, public policy, and even parenting. Some of the highlights include: The 1966 A. W. Jones story in which *Fortune* first mentioned Buffett. The first piece Buffett wrote for the magazine, 1977's "How Inflation Swindles the Equity Investor." Andrew Tobias's 1983 article "Letters from Chairman Buffett," the first review of his Berkshire Hathaway shareholder letters. Buffett's stunningly prescient 2003 piece about derivatives, "Avoiding a Mega-Catastrophe." His unconventional thoughts on inheritance and philanthropy, including his intention to leave his kids "enough money so they would feel they could do anything, but not so much that they could do nothing." Bill Gates's 1996 article describing his early impressions of Buffett as they struck up their close friendship. Scores of Buffett books have been written, but none can claim this work's combination of trust between two friends, the writer's deep understanding of Buffett's world, and a very long-term perspective.

In *Invested*, Charles Schwab, founder of The Charles Schwab Corporation, recounts the

## Online Library Cable Cowboy John Malone And The Rise Of The Modern Cable Business

obstacles he encountered starting his fledgling company in the 1970s, its astonishing growth, and the ups and downs it weathered as he made stock investing, once the expensive and clubby reserve of the few, accessible to ordinary Americans. A deeply personal memoir, Schwab describes his passion to have Main Street participate in the growing economy, as investors and owners, not only earners. Schwab opens up about his dyslexia, how he worked around and ultimately embraced it, and the challenges he faced when, a year into his grand experiment in discounted stock trading, living in a small apartment in Sausalito with his wife Helen and new baby, he carried a six-figure debt and pocketsful of personal loans. As it turned out, customers flocked to Schwab, his small team scrambling with scarce resources and no roadmap to manage the company's growth. He recounts Schwab's game-changing sale to Bank of America - and how, in the end, the merger almost doomed his organization. We learn about the clever and timely leveraged buyout he crafted to regain independence; the crushing stock market collapse of 1987 just weeks after the company had gone public; the dot-com meltdown of 2000 and its reverberating aftermath of economic stagnation, layoffs and the company's eventual reinvention; and how the company's focus on managing risk protected it and its clients during the financial crisis in 2008, propelling its growth. A remarkable story of a company succeeding by challenging norms and conventions through decades of change, Invested also offers unique insights and lifelong principles Schwab for readers - the values that he has lived and worked by and have made him one of the most successful entrepreneurs of our time. Today, his eponymous company is one of the leading financial services firms in the world, with over 3 trillion dollars in client assets.

An inside look at a cable titan and his industry John Malone, hailed as one of the great unsung heroes of our age by some and reviled by others as a ruthless robber baron, is revealed as a bit of both in Cable Cowboy. For more than twenty-five years, Malone has dominated the cable television industry, shaping the world of entertainment and communications, first with his cable company TCI and later with Liberty Media. Written with Malone's unprecedented cooperation, the engaging narrative brings this controversial capitalist and businessman to life. Cable Cowboy is at once a penetrating portrait of Malone's complex persona, and a captivating history of the cable TV industry. Told in a lively style with exclusive details, the book shows how an unassuming copper strand started as a backwoods antenna service and became the digital nervous system of the U.S., an evolution that gave U.S. consumers the fastest route to the Internet. Cable Cowboy reveals the forces that propelled this pioneer to such great heights, and captures the immovable conviction and quicksilver mind that have defined John Malone throughout his career.

A compelling behind-the-scenes look at the bitter bankruptcy battle over Marvel Comics describes the competition between tycoons Ron Perelman and Carl Icahn over control of the company and the ingenuity of Ike Perlmutter and Avi Arad, the owners of Toy Biz, who outmaneuvered the two powerful moguls.

It's time to redefine the CEO success story. Meet eight iconoclastic leaders who helmed firms where returns on average outperformed the S&P 500 by more than 20 times.

In a business where great risks, huge fortunes, and even bigger egos are common, Larry Ellison stands out as one of the most outspoken, driven, and daring leaders of the software industry. The company he cofounded and runs, Oracle, is the number one business software company: perhaps even more than Microsoft's, Oracle's products are essential to today's networked world. But Oracle is as controversial as it is influential, as feared as it is revered, thanks in large part to Larry Ellison. Though Oracle is one of the world's most valuable and profitable companies, Ellison is not afraid to suddenly change course and reinvent Oracle in the pursuit of new and ever more ambitious goals. Softwar examines the results of these shifts in strategy and the forces that drive Ellison relentlessly on. In Softwar, journalist Matthew Symonds gives readers an exclusive and intimate insight into both Oracle and the man who

## Online Library Cable Cowboy John Malone And The Rise Of The Modern Cable Business

made it and runs it. As well as relating the story of Oracle's often bumpy path to industry dominance, Symonds deals with the private side of Ellison's life. From Ellison's troubled upbringing by adoptive parents and his lifelong search for emotional security to the challenges and opportunities that have come with unimaginable wealth, Softwar gets inside the skin of a fascinating and complicated human being. With unlimited insider access granted by Ellison himself, Symonds captures the intensity and, some would say, the recklessness that have made Ellison a legend. The result of more than a hundred hours of interviews and many months spent with Ellison, Softwar is the most complete portrait undertaken of the man and his empire -- a unique and gripping account of both the way the computing industry really works and an extraordinary life. Despite his closeness to Ellison, Matthew Symonds is a candid and at times highly critical observer. And in perhaps the book's most unusual feature, Ellison responds to Symonds's portrayal in the form of a running footnoted commentary. The result is one of the most fascinating business stories of all time.

"Early to bed, early to rise, work like hell and advertise!" These words of fatherly advice helped shape Ted Turner's remarkable life, but they only begin to explain the colorful, energetic, and unique style that has made Ted into one of the most amazing personalities of our time. Along the way - among his numerous accomplishments -- Ted became one of the richest men in the world, the largest land owner in the United States, revolutionized the television business with the creation of TBS and CNN, became a champion sailor and winner of the America's Cup, and took home a World Series championship trophy in 1995 as owner of the Atlanta Braves. An innovative entrepreneur, outspoken nonconformist, and groundbreaking philanthropist, Ted Turner is truly a living legend, and now, for the first time, he reveals his personal story. From his difficult childhood to the successful launch of his media empire to the catastrophic AOL/Time Warner deal, Turner spares no details or feelings and takes the reader along on a wild and sometimes bumpy ride. You'll also hear Ted's personal take on how we can save the world...share his experiences in the dugout on the day when he appointed himself as manager of the Atlanta Braves....learn how he almost lost his life in the 1979 Fastnet sailing race (but came out the winner)...and discover surprising details about his dealings with Fidel Castro, Mikhail Gorbachev, Jimmy Carter, Bill Gates, Jack Welch, Warren Buffett, and many more of the most influential people of the past half century. Ted also doesn't shrink from the darker and more intimate details of his life. With his usual frankness, he discusses a childhood of loneliness (he was left at a boarding school by his parents at the tender age of four), and the emotional impact of devastating losses (Ted's beloved sister died at seventeen and his hard-charging father committed suicide when Ted was still in his early twenties). Turner is also forthcoming about his marriages, including the one to Oscar-winning actress, Jane Fonda. Along the way, Ted's friends, colleagues, and family are equally revealing in their unique "Ted Stories" which are peppered throughout the book. Jane Fonda, especially, provides intriguing insights into Ted's inner drive and character. In CALL ME TED, you'll hear Ted Turner's distinctive voice on every page. Always forthright, he tells you what makes him tick and what ticks him off, and delivers an honest account of what he's all about. Inspiring and entertaining, CALL ME TED sheds new light on one of the greatest visionaries of our time.

No Better Time tells of a young, driven mathematical genius who wrote a set of algorithms that would create a faster, better Internet. It's the story of a beautiful friendship between a loud, irreverent student and his soft-spoken MIT professor, of a husband and father who spent years struggling to make ends meet only to become a billionaire almost overnight with the success of Akamai Technologies, the Internet content delivery network he cofounded with his mentor.

Danny Lewin's brilliant but brief life is largely unknown because, until now, those closest to him have guarded their memories and quietly mourned their loss. For Lewin was almost certainly the first victim of 9/11, stabbed to death at age 31 while trying to overpower the terrorists who would eventually fly American Flight 11 into the World Trade Center. But ironically it was 9/11

## Online Library Cable Cowboy John Malone And The Rise Of The Modern Cable Business

that proved the ultimate test for Lewin's vision—while phone communication failed and web traffic surged as never before, the critical news and government sites that relied on Akamai—and the technology pioneered by Danny Lewin—remained up and running. In 2009, BlackBerry controlled half of the smartphone market. Today that number is one percent. What went so wrong? *Losing the Signal* is a riveting story of a company that toppled global giants before succumbing to the ruthlessly competitive forces of Silicon Valley. This is not a conventional tale of modern business failure by fraud and greed. The rise and fall of BlackBerry reveals the dangerous speed at which innovators race along the information superhighway. With unprecedented access to key players, senior executives, directors and competitors, *Losing the Signal* unveils the remarkable rise of a company that started above a bagel store in Ontario. At the heart of the story is an unlikely partnership between a visionary engineer, Mike Lazaridis, and an abrasive Harvard Business school grad, Jim Balsillie. Together, they engineered a pioneering pocket email device that became the tool of choice for presidents and CEOs. The partnership enjoyed only a brief moment on top of the world, however. At the very moment BlackBerry was ranked the world's fastest growing company internal feuds and chaotic growth crippled the company as it faced its gravest test: Apple and Google's entry in to mobile phones. Expertly told by acclaimed journalists, Jacquie McNish and Sean Silcoff, this is an entertaining, whirlwind narrative that goes behind the scenes to reveal one of the most compelling business stories of the new century.

Everybody knows that the Internet is the most powerful information network ever conceived. It is a gateway to information, a messenger of love and a fountain of riches and distraction. We are all connected now, but connected to what? In *Tubes*, acclaimed young journalist Andrew Blum takes readers on a fascinating journey to find out. As Blum writes, the Internet is tangible: it fills buildings, converges in some places in the world and avoids others, and it flows through tubes—along train lines and highways, and under oceans. You can map it, smell it and see it. As Tom Vanderbilt does in his bestselling *Traffic*, Blum goes behind the scenes of our everyday lives and combines first-rate reporting and engaging explanation into a fast-paced quest to explain the world in which we live. The room in Los Angeles where the Internet was born; the busy hub in downtown Toronto that links Canada with the world; a new undersea cable that connects West Africa and Europe; and the Great Pyramids of our time, the monumental data centres that Google and Facebook have built in the wilds of Oregon—Blum visits them all to chronicle the dramatic story of the Internet's development and explain how it all works.

An inside look at a cable titan and his industry John Malone, hailed as one of the great unsung heroes of our age by some and reviled by others as a ruthless robber baron, is revealed as a bit of both in *Cable Cowboy*. For more than twenty-five years, Malone has dominated the cable television industry, shaping the world of entertainment and communications, first with his cable company TCI and later with Liberty Media. Written with Malone's unprecedented cooperation, the engaging narrative brings this controversial capitalist and businessman to life. *Cable Cowboy* is at once a penetrating portrait of Malone's complex persona, and a captivating history of the cable TV industry. Told in a lively style with exclusive details, the book shows how an unassuming copper strand started as a backwoods antenna service and became the digital nervous system of the U.S., an evolution that gave U.S. consumers the fastest route to the Internet. *Cable Cowboy* reveals the forces that propelled this pioneer to such great heights, and captures the immovable conviction and quicksilver mind that have defined John Malone throughout his career.

A half-century of Wall Street history as seen through the lives of its most illustrious family This compelling new narrative from bestselling author John Rothchild tells the story of three generations of the legendary Davis family, who rank among the most successful investors in the history of the Street. With a novelist's wit and eye for telling detail, Rothchild chronicles the

## Online Library Cable Cowboy John Malone And The Rise Of The Modern Cable Business

financial escapades of this eccentric, pioneering clan, providing a vivid portrait of fifty years of Wall Street history along the way. Rothchild shadows the Davis family's holdings through two lengthy bull markets, two savage and seven mild bear markets, one crash, and twenty-five corrections and, in the process, reveals the strategies behind the family's uncanny ability to consistently beat the markets. The Davis Dynasty begins in 1947, the year Shelby Davis quit his job as a state bureaucrat and, armed with \$50,000 of his wife's money, took the plunge into stock investing. By the time he died in 1994, he had multiplied his wife's original stake 8,000 times! The story continues with his son, Shelby, who established one of the most successful funds of the past thirty years. The final characters in this enthralling family saga are grandsons Chris and Andrew. Both surrendered to the Davis family passion for investing and both went on to earn reputations as investment luminaries in their own right. John Rothchild (Miami Beach, FL) co-wrote the blockbusters *One Up on Wall Street*, *Beating the Street*, and *Learn to Earn* with Peter Lynch. He is the author of *Survive and Profit in Ferocious Markets* (Wiley: 0-471-34882-1), *A Fool and His Money* (Wiley: 0-471-25138-0), and *Going for Broke*. He has written for *Harper's*, *Rolling Stone*, *Esquire*, and other leading magazines and he has appeared on the *Today Show*, the *Nightly Business Report*, and *CNBC*.

Praise for *The Financial Numbers Game* "So much for the notion 'those who can, do-those who can't, teach.' Mulford and Comiskey function successfully both as college professors and real-world financial mercenaries. These guys know their balance sheets. *The Financial Numbers Game* should serve as a survival manual for both serious individual investors and industry pros who study and act upon the interpretation of financial statements. This unique blend of battle-earned scholarship and quality writing is a must-read/must-have reference for serious financial statement analysis." --Bob Acker, Editor/Publisher, *The Acker Letter* "Wall Street's unforgiving attention to quarterly earnings presents ever increasing pressure on CFOs to manage earnings and expectations. *The Financial Numbers Game* provides a clear explanation of the ways in which management can stretch, bend, and break accounting rules to reach the desired bottom line. This arms the serious investor or financial analyst with the healthy skepticism required to drive beyond reported results to a clear understanding of a firm's true performance." --Mark Hurley, Managing Director, Training and Development, Global Corporate and Investment Banking, Bank of America "After reading *The Financial Numbers Game*, I feel as though I've taken a master's level course in financial statement analysis. Mulford and Comiskey's latest book should be required reading for anyone who is serious about fundamentally analyzing stocks." --Harry Domash, San Francisco Chronicle investing columnist and investment newsletter publisher

Hunter Harrison, the revolutionary railroader from Memphis, dramatically turned four publicly traded companies into cash machines. Starting as a laborer when he was a wayward teenager, Harrison spent a half century in the rail business and nearly two decades running Illinois Central, Canadian National, Canadian Pacific, and CSX. Never accepting the status quo, Harrison not only renovated established railroads, he forced an industry to shape up. As the pre-eminent proponent of Precision Scheduled Railroading, Harrison created approximately \$50 billion in shareholder value. Charming, intimidating, and not afraid to make enemies, the no-bullshit CEO let nothing get in his way. At the same time, he was a talent scout and coach to thousands, and a devoted father and husband for more than fifty years. *Railroader* offers insights into running all businesses. Howard Green's highly personal biography is deeply researched, based on conversations with Harrison over several years. It also includes candid stories from Harrison's family and colleagues - those who admired him and those who criticized him. Green's access and decades of experience give him the unparalleled ability to tell the story of this uncompromising leader who both inspired and infuriated.

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