



DIVIDING LINE GROUP

COMPANY PROFILE

Helping you cross the line between what is and what could be

Where We Stand

Every business has reached the same dividing line.

Artificial intelligence has moved beyond experimentation. Every leadership team now faces the same fundamental question: where can AI create real competitive advantage — and how do we get there without wasting time, money, or exposing the business to unnecessary risk?

Most organizations do not lack AI tools. They lack a clear strategy. They struggle to distinguish meaningful opportunities from hype, isolated pilots from scalable capability, and vendor promises from practical reality. They struggle to make sound decisions about where their data lives, which models fit which use cases, and how to right-size infrastructure spend against real business value.

That is the line that Dividing Line Group helps organizations cross.

We work directly with leadership teams to identify where AI creates measurable business value, design practical implementation roadmaps, select the right technologies, and lead successful adoption across the organization. Our objective is simple: better decisions, better execution, better business outcomes.

Who We Serve

Dividing Line Group is focused on the telecommunications and cable industries — the sector where our three Senior Operators have collectively spent 85 years leading engineering, product, technology, and businesses at some of the largest telecom companies in the world.

Our natural client base is the member organizations of the National Content and Technology Cooperative (NCTC), CableLabs, and the Society of Cable Telecommunications Engineers (SCTE), together with the broader ecosystem of independent operators, equipment vendors, and technology suppliers that serve them.

These are the organizations we understand at a level of operational detail no generalist consultancy can match — the technology stacks, the standards bodies, the vendor relationships, the field operations, the customer experience challenges, and the competitive dynamics that shape every meaningful business decision. This is where we can move fastest, add the most value, and produce results strong enough to serve as our references.

Why Dividing Line Group

We are operators

For more than a century combined, we have led engineering, product development, operations, manufacturing, technology organizations, and P&Ls inside Cisco, Comcast, CommScope, Motorola, Scientific Atlanta, and Quantenna. We have advised CEOs, C-suites, and boards. We have managed billion-dollar segments, built businesses, led organizations through disruption, and now apply that experience to the most significant technology shift businesses have faced in decades.

We advise — we do not sell software

We are strictly vendor-neutral. We hold no licensing agreements. We earn no commissions from software providers, model vendors, or infrastructure companies. When we recommend a technology, it is because it fits your business — not because of a partnership tier or reseller margin. In an industry where much of the advisory market is quietly captured by vendor economics, this independence is a real differentiator.

We redesign businesses, not prompts

Real value comes from redesigning workflows, improving decisions, automating repetitive work, preserving institutional knowledge, and enabling employees to work differently. Technology is only part of the transformation. The organizations that succeed with AI are not the ones that deploy the most tools; they are the ones that make the best decisions about where AI belongs, where it does not, and how to integrate it into the way their people work.

Senior Operators on every engagement

The people who define the strategy remain involved through implementation. There are no junior consultants learning at the client's expense. When you engage Dividing Line Group, you engage three Senior Operators — each with decades of hands-on experience in the industry — for the entirety of the work.

A deep network, activated when needed

For engagements requiring specialized expertise beyond our three Senior Operators, we activate a curated network of former telecom executives and technologists we have worked with directly across our careers. We do not maintain a bench, and we do not resell talent. We assemble the right team when the engagement warrants it, drawing from a network of thirty to forty vetted experts we can bring in on short notice.

Sound decisions on infrastructure and models

AI infrastructure decisions — where data lives, what runs on-premise versus in the cloud, which model tier fits which use case, and how to control cost at operational scale — are among the most consequential choices any organization will make in this transition. We help clients evaluate every option honestly, including the tradeoffs among frontier commercial models, mid-tier proprietary options, and open-weight alternatives of varying provenance. Data sovereignty, cost per inference at scale, regulatory exposure, and long-term supply-chain considerations all matter, and we help clients think through them with no vendor allegiance and no ideological filter.

Built for the mid-market

Mid-sized businesses deserve Fortune 500 quality strategic guidance delivered with greater speed, flexibility, and economic discipline. Engagements start in weeks, not quarters. Pricing is scaled to mid-market economics. A Senior Operator is always in the room.

How We Help

Assess. Understand the business, workflows, information assets, infrastructure, and highest-value AI opportunities.

Architect. Define the AI environment, data and IP boundaries, and integration requirements before any vendor is selected.

Evaluate & Select. Compare vendors, models, and infrastructure options objectively. Recommend the technologies best aligned with business objectives, cost constraints, sovereignty requirements, and risk profile.

Implement. Guide deployment, adoption, and the organizational change that makes the strategy real.

Govern. Establish security, privacy, regulatory, and model controls, and the performance metrics that keep the program accountable.

Representative Engagements

- AI-assisted engineering and product development
- Enterprise knowledge management and search
- Customer service automation and virtual assistants at scale
- Documentation generation and maintenance
- Sales proposal and RFP automation
- Executive decision-support assistants
- Workflow automation across operations, finance, and engineering
- Field operations and dispatch optimization
- AI infrastructure architecture and model-tier selection
- Data sovereignty and cost-effective LLM deployment
- Industry-specific AI platforms
- AI governance, security, privacy, and compliance

Who We Are

Dividing Line Group is led by three Senior Operators:

Joe Chow, Senior Operator

44 years leading technology organizations through commercial and operational transitions across the telecom, cable, and broader technology ecosystem. Former President and General Manager of CommScope Home Networks, running a \$2B P&L with 1,500 employees and 300 million devices deployed in operator homes worldwide, tapped as CEO of the planned public-company spinout. Former Vice President and General Manager of Cisco's IPTV business, which he built from zero to \$600 million as the largest global IPTV set-top provider — enabling worldwide telco triple-play. Subsequently consolidated Cisco's Connected Devices Business Unit into a \$2.7B P&L serving AT&T, Comcast, Verizon, and every major operator. Drove Quantenna's commercial scale-up in operator premises WiFi to three consecutive record quarters and 25% year-over-year growth, directly enabling its \$1.1 billion acquisition by ON Semiconductor. Earlier career at Scientific Atlanta, defining the interactive TV and DVR products that shaped the modern cable industry. Also Principal, G Squared Advisors. BS Computer Engineering, MBA.

Gary Jamieson, Senior Operator

Former Vice President of Product Development at Comcast — the largest US cable operator — where he led a global engineering organization of 3,000+ and a budget exceeding \$50 million, delivering products behind more than \$80 billion in annual recurring revenue. Drove AI adoption across that organization, deploying virtual assistants, duplicate-detection systems, and AI-driven productivity tools at operational scale, with measured gains of 20% or more. Previously Director of Software Engineering at Cisco. Beyond the operating record, Gary is a hands-on AI builder: as CEO of Vypian LLC, he personally architected and shipped a production multi-tenant AI SaaS platform — including a vendor-neutral, multi-LLM abstraction layer spanning Anthropic and OpenAI — from concept through security review to paying customers. PhD in Digital Signal Processing, MBA.

Khurram Qureshi, Senior Operator

More than three decades leading global engineering organizations across the cable, telecom, and mobile device ecosystems, now building and shipping AI products himself. Former Vice President of Software Engineering at CommScope, running a global organization delivering more than 150 concurrent programs — middleware, bootloaders, manufacturing systems, and customer applications — for Tier 1, 2, and 3 operators. Former Executive Director at Comcast, where he led engineering for the RDK-V and RDK-B set-top and gateway platforms and shipped more than 2.75 million next-generation video gateways. Earlier, Director at Motorola's mobility division leading application software for 4G and WiMax devices. Founder and CEO of SelfAudit AI, an AI-native compliance platform with paying customers in regulated industries, built on a multi-agent LLM architecture with retrieval-augmented pipelines across specialized agents. Previously founded and ran Fermat Software, a forward-deployed engineering consulting firm he built from zero to multi-million-dollar revenue. MS in Data Science, UC Berkeley; MBA, University of Texas at Austin; BSECE, University of Texas at Austin.

Ready to Cross the Line

AI is no longer simply a technology decision — it is a business decision.

The organizations that succeed will not necessarily deploy the most AI. They will make the best decisions about where AI belongs, where it does not, and how to integrate it into the way their people work. That is where executive judgment matters. That is where Dividing Line Group creates value.

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