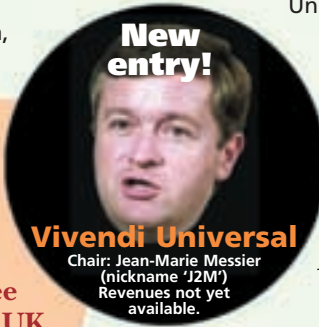


VivendiNet is the home of all the company's Internet projects, including Vizzavi.com with Vodafone combining Internet, mobile phones and interactive TV. Also owns **MP3.com** a music download site to rival Napster, Education.com, an online learning site.

Universal Music Group has a 22-per cent share of the global music market with labels like Polygram and Motown – and operates in 63 countries.

Canal + the leading French station has 14 million subscribers in 11 European countries. **Universal Studios** has networks across the world, and these channels like 'Action and Suspense', whilst Universal TV owns TV series such as *Kojak*, *Miami Vice*, *Columbo*. Cinemas include the Cineplex Odeon chain, and United Cinema International.



Vivendi Universal
Chair: Jean-Marie Messier (nickname 'J2M')
Revenues not yet available.

Vivendi, better known as a colossus of the privatized water industry – from Puerto Rico to Three Valleys Water in the UK – merged with media company Seagram in 2000. Europe's answer to AOL Time Warner, Vivendi Universal has taken 'convergence' furthest – integrating film, music and mobile phones. As a telecoms giant it has big stakes in the cables and wires that deliver these services.

BOOKS

Havas owns 60 publishing houses selling 80 million books and 40 million CD-ROMS a year.

THEME PARKS

Five theme park 'Universal Studio Experiences' from Barcelona to Beijing.

PLUS

Vivendi International has operations in Spain, Hungary, Monaco, Poland and Egypt. The water and utilities group – including UK train service **Connex**.

TELECOM Owns 2 French major mobile phone companies.

Vivendi Telecom

CABLE / DIGITAL

12 companies including **Warner Bros** (Daffy Duck) and **Hanna-Barbera** Cartoons (Scooby Doo). Multiplex cinemas in 12 countries.

BOOKS

24 book brands – from Time Life Books to Little, Brown and Company.

MAGAZINES

Time, *Fortune* and 33 other titles with a total of 120 million readers.

In January 2001 one of the largest mergers in corporate history made **AOL** and **Time Warner** the world's biggest media company.

'A vast empire of broadcasting, music, movies and publishing assets, complemented by AOL's dominant Internet presence, all fed to consumers ... through Time Warner's cable network. Think of it as AOL Time Warner Anywhere, Anytime, Anyhow,' – **TIME** magazine.¹



AOL Time Warner
Chair Steve Case / CEO Gerald Levin
Employees 79,000
Revenues \$31.8 billion

PLUS

24 book brands, 52 record labels, and the entire Turner Entertainment Corporation including four sports teams. AOL US and AOL International (14 countries) plus eight other online ventures including CompuServe and Netscape. Time Warner Cable is trial-running a telephone service over the Internet in the US.

AOL has 27 million subscribers. They spend an incredible 84 per cent of their Internet time on AOL alone, which provides a regulated leisure and shopping environment dominated by in-house brands – from *Time* magazine to Madonna's latest album.

THEME PARKS

Theme parks, Warner Bros studio stores in 30 countries, and tied merchandise.

MAGAZINES

Five magazine publishing groups and four newspapers including *St Louis Daily Record*.

THEATRE

Disney Theatrical Productions' extravagant stage musicals include *The Lion King*, *Beauty and the Beast*.

TV

Major US TV networks ABC television & radio – 10 television stations and 29 radio stations.

THEME PARKS

Include Disneyland LA and Paris, Disney World Florida, MGM studios, Disney's Animal Kingdom, World Sports Complex, 27 hotels with over 36,000 rooms, two cruise ships, and the **Disney Institute** where professionals can 'discover the business behind the magic'.

CABLE / DIGITAL

The Disney Channel broadcasts in 8 countries. International sports channel ESPN broadcasts to over 165 countries in Asia, Europe, Latin America. Other channels include Walt Disney TV, **Sportsvision** Australia and eight others.



The Walt Disney Co
Chairman and Chief Executive Michael D Eisner
Employees 120,000
Revenues \$23.4 billion

The company wants to extend the Disney experience into almost every aspect of life. The magic need never stop in Celebration, Florida, the \$2.5 billion pre-planned town built by Disney, which regulates everything from who can move in to the height of the residents' hedges.

'In 1998, ABC News

discarded an investigative report that raised embarrassing questions about hiring and safety practices at Disney World.' – Leo Bogart, *Commercial Culture*

FILM

Walt Disney, Touchstone, Miramax Films, Buena Vista, and four others.

PLUS

Disney Books, 18 online ventures including Infoseek, 6 music labels, several hockey and baseball teams, and **720 Disney Stores** worldwide.

The largest six media companies in the world – with just a few of their 'family brands'.

Ultra Concentrated Media
Top Selling Brands

★ **Biggest media mergers ever in 2000!**
★ **Now with record-breaking monopoly!**

'Our reach is unmatched around the world. We're reaching people from the moment they wake up until they fall asleep.' – **Rupert Murdoch**⁶

MAGAZINES

The **New York Post** in the US, *The Times*, *The Sun*, and the *News of the World* in the UK. In Australia the company owns over 100 national and regional titles including *The Australian*, the *Daily Telegraph*, *The Sunday Tasmanian*, and 67 suburban papers. Also **Independent Newspapers of New Zealand**, with 55 national and community papers, and titles in Fiji and Papua.

TV

Australian National Rugby League, the LA Dodgers baseball team, and UK football clubs.

CABLE / DIGITAL

FOX News, and seven other US news networks. In the UK, BskyB, **Sky** with 150 channels and services. Australian channel **FOXTEL**. **STAR TV** satellite service reaches over 300 million people across Asia. **Phoenix** satellite TV and four other channels serve much of China. News Corp also broadcasts into India, Japan, Indonesia, New Zealand, Latin America, Europe.



News Corporation
Chair: Rupert Murdoch
Employees 50,820
Revenues \$13.5 billion

BOOKS

HarperCollins and seven other publishing houses.

SPORT

Australian National Rugby League, the LA Dodgers baseball team, and UK football clubs.

FILM

Fox TV is the largest in the US with 22 stations. Hit shows include 'Who Wants to Marry a Millionaire?' There are 14 Fox companies internationally including 20th Century Fox TV.

News Corp uses its global reach to localize its tax calculations, getting its accounts done in countries with low tax rates – as a result it paid only 6.1 per cent tax worldwide in the 4 years to June 1998.⁷

FILM

Major ownings, from **Paramount** to **United Cinemas International**, a joint venture with Vivendi Universal with 104 cinemas in Europe, Japan and South America. **Blockbuster** is the world's largest renter of videos with stores in 27 countries.

PLUS over 2,000 book titles annually, 180 US radio stations, and Infinity Outdoor, the **largest advertising company in the world**

Viacom broke US rules controlling media ownership when it bought TV network CBS. Within a week, Senator McCain had proposed a change to those rules. Viacom is **McCain's fourth biggest 'career patron'**.⁵



Viacom
CEO: Sumner M. Redstone
Employees 126,820
Revenues \$12.86 billion

TV

CBS has 200 affiliated TV stations, and distributes its shows globally. **MTV** the music video channel reaches 342 million households worldwide. Viacom also owns **VH1**, MTV's music channel 'competitor'. Other major networks include **Nickelodeon**, **Paramount** and **Comedy Central**.

CABLE / DIGITAL

Viacom from the cradle to the grave: 'You can literally pick an advertiser's needs and market that advertiser across all the demographic profiles, from Nickelodeon with the youngest consumers to CBS with some of the oldest consumers.'⁴

'Unbridled consumerism.' – **MTV's Tom Freston** outlines **MTV India's content**.³

BOOKS

Bertelsmann is the **world's biggest publisher**. **Random House** shifts over a million books a day in the US alone, and the company has Book Clubs across Europe, operations in South America, and is a major publisher of science titles.

SERVICES

Multimedia ad agency, Pixelpark 'brand manages' major clients such as **Adidas**.



Bertelsmann AG
CEO: Dr. Thomas Middelhof
Employees 64,800
Revenues \$16.3 billion

Heinrich Mohn, head of the German **Bertelsmann** house from 1921, was a sponsoring member of the SS. The company was a major printer of Nazi material during the 'Third Reich'.²

MUSIC

Bertelsmann Music Group (BMG) operates in 54 countries. Its US labels own in turn 200 labels worldwide.

TV

Owns the UK's **Channel 5** and TV and radio stations across Europe including the RTL network. With 22 television stations and 18 radio stations in 10 countries, RTL Group is Europe's biggest broadcasting corporation. Bertelsmann Broadband is a new interactive TV venture, 'the convergence between televisions and computers'.

MAGAZINES

Gruner & Jahr publishes 80 magazines worldwide, from *Femme* to *Prima*, and owns **nine newspapers** across Germany and Eastern Europe.

ONLINE

From Germany to Malaysia online book shopping across the planet, **Lycos** web portal, **Barnes & Noble.com** – and numerous other online ventures.

1 *Time* magazine, 25 December 2000; 2 *The Independent* Historical Commission for Investigating the History of the Bertelsmann House during the 'Third Reich', <http://www.uhkommission.de/news.htm>; 3 *No Logo*, Naomi Klein, Flamingo, 2000; 4 Financial analyst, *New York Times*, 8 September 1999; 5 *Off the Record*, Center for Public Integrity; 6 News Corporation 1999 Annual Report; 7 *The Economist*, 20 March 1999



Researched by Granville Williams of CPBF. The full ownership chart is hosted online by Media Channel. www.mediachannel.org/ownership

