

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 theme 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.

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

PLUS 24 book brands, 52 record labels, and the entire Turner Entertainment – 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 US and AOL International (14 countries) including four sports teams. 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.

The Walt Disney Co Chairman and Chief Executive **Michael D Eisner** Revenues \$23.4 billion

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.

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

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

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.

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.

Unbridled consumerism. MTV's Tom Freston outlines MTV India's content. 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.'

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'.

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

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.

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

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

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'.

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.

Heinrich Mohr, head of the German **Bertelsmann** house (BMG) operates in 54 countries. Its US labels own in turn 200 labels worldwide.

HarperCollins and seven other publishing houses.

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.

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

Viacom CEO: Sumner M. Redstone Employees 126,820 Revenues \$12.96 billion

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

Disney Chairman and Chief Executive **Michael D Eisner** Revenues \$23.4 billion

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.uli-kommision.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, 1999 Annual Report.
6 *The Economist*, 20 March 1999.

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