



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.

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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VIVENDI UNIVERSAL
Chair Jean-Marie Messier
Revenues not yet available.

Universal Music Group 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.

Owens 2 French major mobile phone companies. **Vivendi Telecom** International has operations in Eiviron- Spain, Hungary, Monaco, Poland and Egypt. **Five** theme park 'Universal Studio Experiences' from Barcelona to Beijing. **Connex**.

29 operations from Poland to Brazil including **CNN**, **Time Warner Cable** with 13 million customers in the US.

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

24 book brands - from **Time Life Books** to Little, Brown and Company. **Time**, **Fortune** and 33 other titles with a total of 120 million readers.

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) plus other online ventures including **CompuServe** and **NetScape**. **Time Warner Cable** is trial-running a telephone service over the Internet in the US.

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.

Unmatched reach is around the world. We're reaching people from the moment they wake up until they fall asleep. - Rupert Murdoch

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.

HarperCollins and seven other publishing houses. **News Corp** uses its global reach to localize its tax calculations, getting its rates - as a result it paid only 6.1 per cent tax worldwide in the 4 years to June 1998.

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.

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

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.

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.

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'.

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.'

Unbridled consumerism. - MTV's Tom Ereston outlines MTV India's content.

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CBS has 200 affiliated TV stations, and distributes its 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**.

Unbridled consumerism. - MTV's Tom Ereston outlines MTV India's content.

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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.unikommision.de/news.htm>.
3 No Logo, Naomi Klein, Flamingo, 2000.
4 Financial analyst, New York Times, 8 September 1999.
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Ultra Concentrated Media
Top Selling Brands

1 **TIME**
Chair Steve Case / CEO Gerald Levin
Employees 79,000
Revenues \$31.8 billion

2 **Disney**
Chairman and Chief Executive Michael D Eisner
Employees 120,000
Revenues \$23.4 billion

3 **Bertelsmann**
CEO Dr. Thomas Middelhoff
Employees 64,800
Revenues \$16.3 billion

4 **Viacom**
CEO Sumner M. Redstone
Employees 126,820
Revenues \$12.98 billion

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

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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 four newspapers including **St Louis Daily Record**, **Beauty and the Beast**.

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

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'**.

ABC News 1998, **discarded an investigative report that raised embarrassing questions about hiring and safety practices at Disney World.** - Leo Bogart, *Commercial Culture*

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

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

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.'

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Bertelsmann Services Group - from consumer databases to call centres around the world.

Multimedia ad agency, Pixelpark 'brand managers' the SS. The company was a major printer of Nazi material during the 'Third Reich'.

Henrich 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'.

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

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

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