

**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-percent 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*, *Colombo*. Cinemas include the Cineplex Odeon chain, and United Cinema International.

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

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

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

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.

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, **Sportvision Australia** and eight others, including *St Louis Daily Record*.

**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.

**New entry!**  
**VIVENDI UNIVERSAL**  
Chair: Jean-Marie Messier (nickname 'JM')  
Revenues not yet available.

Owns 2 French major mobile phone companies, **Vivendi Telecom International** has Vivendi operations in Spain, Hungary, Monaco, Poland and Egypt. utilities group – including **UK train service Connex**.

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

**1**  
**AOL Time Warner**  
Chair: Steve Case / CEO: Gerald Levin  
Employees: 79,000  
Revenues: \$31.8 billion

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

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

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

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

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

**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.

'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.

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

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.

**4**  
**VIACOM**  
CEO: Sumner M. Redstone  
Employees: 126,820  
Revenues: \$12.86 billion

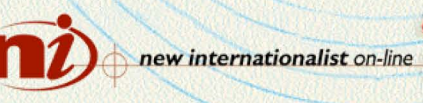
**Unbridled consumerism.** – MTV's Tom Freston outlines MTV India's content.  
Viacom from the cradle to the grave: 'You can literally pick an advertiser's needs and market that advertiser across all the demographic profiles, from Nickelodeon with the youngest consumers to CBS with some of the oldest consumers.'<sup>1</sup>

**Unbridled consumerism.** – MTV's Tom Freston outlines MTV India's content.<sup>2</sup>

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.

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

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



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