





## Media Consolidation:

# THE ILLUSION OF CHOICE

Media has never been more consolidated. 6 media giants now control a staggering **90%** of what we read, watch, or listen to.

THESE SIX COMPANIES ARE:



**GE**

Notable Properties:

COMCAST  
NBC  
UNIVERSAL PICTURES  
FOCUS FEATURES



**NEWS-CORP**

Notable Properties:

FOX  
WALL STREET JOURNAL  
NEW YORK POST



**DISNEY**

Notable Properties:

ABC  
ESPN  
PIXAR  
MIRAMAX  
MARVEL STUDIOS



**VIACOM**

Notable Properties:

MTV  
NICK JR  
BET  
CMT  
PARAMOUNT PICTURES



**TIME WARNER**

Notable Properties:

CNN  
HBO  
TIME  
WARNER BROS

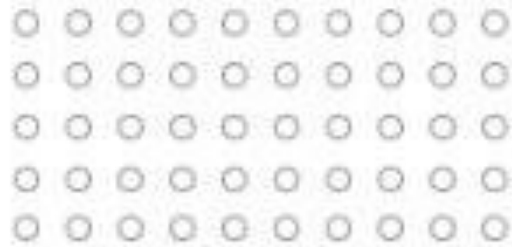


**CBS**

Notable Properties:

SHOWTIME  
SMITHSONIAN CHANNEL  
NFL.COM  
JEOPARDY  
60 MINUTES

1983



In 1983, 90% of U.S. media was owned by **50 companies**

2012



Now 90% of U.S. media is controlled by **6 media giants**



COMCAST



NEWSCORP



DISNEY



VIACOM



TIME WARNER



CBS



CBS Network, UPN Network, MTV, Nickelodeon, TV Land, CMT, TNN, VH1, Showtime, Movie Channel, Sundance Channel, FLIK, BET, Comedy Central

180 Infinity radio stations: Concentrated in 41 cities. In 1999 had 6 of top 10 stations

34 TV Stations: duopolies in Philly, Boston, Dallas, Detroit, Miami, Pittsburg. Stations in 15 Of top 20 TV markets

Paramount pictures, MTV Films, Nickelodeon Films, Contentville.com, The Free Press, MTV Books, Nickelodeon Books, Simon & Schuster, Famous Music Publishers, Pocket Books, Star Trek Franchise, Scribner, Touchstone, Spelling Entertainment, Big Ticket TV, Viacom Productions, Kingworld Productions

AOL: largest ISP in world, 37 million customers  
Internet users: CompuServe, Netscape

Time Warner Cable: 10.8 million cable households

HBO, CNN, WB Network, Cinemax, TBS, TNT, Court TV, Cartoon Network  
CNN Headline News, TW Sports

Production: Warner Brothers Studios, Castle Rock Entertainment, HBO Productions, New Line Cinema and TV, Turner Productions

Magazines: Time, Life, Fortune, Sports Ill., Money, People, Entert. Weekly, In Style, Southern Living, Popular Science. Music labels: Atlantic, Rhino, Elektra, Warner Bros., London-Sire, Tommy Boy, Columbia House, Time Life Music. Books: Time Life, Book-of-the-Month Club, Little, Brown & Co., Bulfinch Press, Back Bay Books, Warner Books.

10 TV stations: NY, LA, Chic., Philly., S.F., Houston, Raleigh, Fresno, Flint, Toledo

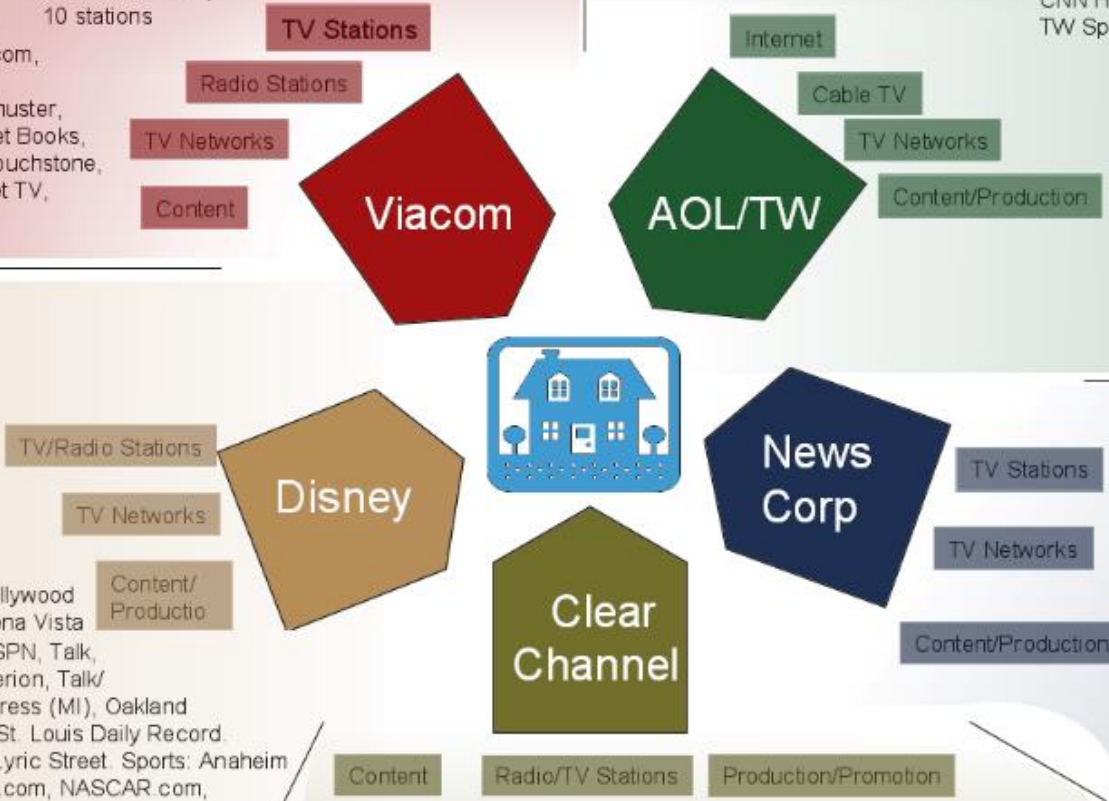
53 radio stations: including 6 in Minn., 5 in Chicago, 5 in Dallas, 3 in Wash., 3 in Detroit, and 3 in Atlanta.

ABC Network, Disney Channel, ESPN, A&E, SoapNet, History Channel, Lifetime, E!

Disney Pictures, Touchstone, Hollywood Pictures. Caravan. Miramax. Buena Vista

Magazines: Discover, Disney, ESPN, Talk, US Weekly. Books: Disney, Hyperion, Talk/ Miramax. Newspapers: County Press (MI), Oakland Press (MI), Narragansett Times, St. Louis Daily Record. Music: Buena Vista, Hollywood, Lyric Street. Sports: Anaheim Ducks and Angels. Internet: NFL.com, NASCAR.com, ABCNews.com

Clear Channel is world's leading event promoter, 66 million fix in 26,000 events in 2001. SFX represents Hundreds of athletes: Jordan, Kobe, Clemens, Pedro



36 TV stations in 28 cities in NY, CA, WA, OH, AK, duopolies in Memphis, Pensacola, Little Rock, Jacksonville, Harrisburg (w/ CMA)

More than 1,200 radio stations.  
- In all 50 States and D.C.  
- More than 110 million listeners  
- Reach 54% of all 18-49 yr. olds

Premier Radio Network: Syndicates over 100 programs including Limbaugh, Laura Slessinger, Rick Dees, Carson Daly, produces Clear Channel promoted concerts

22 TV Stations: including duopolies in NY, L.A., Chicago, Dallas, Wash. Minn., Houston, Orlando, Phoenix

Fox Broadcasting, Fox News Chan., Fox Kids, Fox Sports, Health Netw., FX, Nat'l Geographic, TV Guide Chan, Fox Sports Radio, Golf Channel

Newspapers and magazines: NY Post, TV Guide, The Weekly Standard

Books: Harper Collins, Regan Books, Amistad Books, William Morrow & Co., Sports: LA Dodgers, LA Kings, LA Lakers, NY Knicks, NY Rangers, Music: Festival Records, Mushroom Records  
Marketing: News America Marketing