



CHAPTER

35 The World's Major Media Companies

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Abstract

This chapter presents the world's top media companies in 13 industries across 30 countries. The industries are measured by revenue, as well as by a measure called the power index. Following that, the world's largest media firms are determined on the basis of revenues, market shares, and power index. The result show that platform media are by far the largest, and among them the largest, by the power index, are the companies owned by the Government of China, as well NTT, AT&T, Telefonica, Verizon, Deutsche Telekom, Grupo Carso, Vodafone, and Orange. Among content media, the top companies are, by power index, the Government of China, Google, the Murdoch group, Comcast, Globo, BBC, and Disney.

Keywords: [revenue](#), [media industry](#), [national market](#), [country market](#), [Government of China](#), [Google](#), [Murdoch](#), [Comcast Globo](#), [BBC](#), [Disney](#), [Orange](#), [Grupo Carso](#), [Deutsche Telecom](#), [Vodafone](#), [AT&T](#), [Verizon](#)

Subject: [Economic Sociology](#), [Social Research and Statistics](#)

Introduction

This chapter presents the world's top media companies in 13 industries across 30 countries. We measure them by revenue as well as by a measure we call the "power index." At the end of the chapter we aggregate the findings across all industries to obtain the world's largest media firms, both by revenues and by power index.

Due to the sheer number of companies worldwide and in a particular industry, inclusion in the analysis of this section requires firms to meet one of three criteria. They must be ranked in the world's top 30 firms in terms of revenue; or be the number 1 company in their country market; or have a share of their national market that is greater than 20%. Due to the second criterion, there will be at least one company represented from each country. For China, we list companies and organizations separately, as well as in the aggregate where they are owned by the state.

To explain the nature of the information that is being developed, look at Table 35.1. That table lists the major newspaper companies worldwide. It provides five different measures for their presence in the newspaper industry. The right-most column shows the individual companies' share in the 30-country world. For example, in Table 35.1, the Murdoch Group (News Corp., specifically) has a world newspapers market share of 7.9%. This is found by aggregating the company's newspaper revenues in the countries in which it operates newspapers and calculating the percentage of global (30-country) newspaper revenues that this represents. In this case, News Corp.'s total newspaper revenues are \$8.4 billion (third column from the right); and worldwide newspaper revenues are \$107 billion, from the bottom row. News Corp.'s global market share is therefore 7.9%.

Table 35-1. The World's Major Daily Newspaper Companies (First In Their Countries; Or, >20%; Or, in Top Thirty by Revenue)

Companies	Company-Power Index in World Industry	2011 or Most Recent Revenue (mil \$)	Market Shares by Country by Revenue (%)	Market Share of World Industry Total (%)
Murdoch Group (News Corp., US)	249	8,416	Australia (57.5%), Ireland (17.9%), UK (32.5%), US (8.3%)	7.90%
Yomiuri Shimbun (Japan)	68.2	3,698	Japan (19.7%)	3.50%
Independent News & Media (Ireland)	62.1	1,615	Australia (5.3%), Ireland (52%), South Africa (26.5%)	1.50%
Bonnier (Sweden)	52.9	1,366	Sweden (41.3%)	1.30%
Government of China	46.4	495	China (100%)	0.50%
<i>Xinhua (China)</i>	0.2	32	<i>China (6.4%)</i>	<i>0.03%</i>
<i>People's Daily (China)</i>	0.6	55	<i>China (11.1%)</i>	<i>0.10%</i>
Asahi Shimbun (Japan)	42.2	2,909	Japan (15.5%)	2.70%
RCS (Italy)	40.4	1,782	Italy (33.6%), Spain (15.8%)	1.70%
Daily Mail & General Trust (UK)	40.2	2,110	Ireland (9.3%), UK (21.5%)	2.00%
Amaury Group (France)	36.8	1,302	France (30.2%)	1.20%
Fairfax (Australia)	32.8	1,229	Australia (28.5%)	1.20%
Postmedia (Canada)	32.6	1,182	Canada (29.4%)	1.10%
Tamedia (Switzerland)	28.6	690	Switzerland (44.3%)	0.60%
Gannett (US)	27.7	3,082	US (9.6%)	2.90%
BCCL (The Times of India Group) (India)	20.2	7,39	India (9.2%)	0.70%
Trinity Mirror (UK)	19.9	1,483	Ireland (6.6%), UK (15.1%)	1.40%
Quebecor (Canada)	19.4	913	Canada (22.7%)	0.90%
Vocento (Spain)	18.7	1,089	Spain (18.3%)	1.00%
El Mercurio (Chile)	18.4	357	Chile (54.9%)	0.30%
PRISA (Spain)	17.6	1,083	Spain (17.6%), Portugal (7.9%)	1.00%
Axel Springer (Germany)	16.5	923	Germany (18.8%), Poland (21.2%)	0.90%
Northern & Shell (UK)	14.1	1,155	UK (13%)	1.10%
Globo Group (Brazil)	12.8	483	Brazil (28.4%)	0.50%
Folhapar (Brazil)	12.4	474	Brazil (27.9%)	0.40%
Dogan Group (Turkey)	12	277	Turkey (46.4%)	0.30%
Naspers (South Africa)	11.8	361	South Africa (35%)	0.30%
Telegraaf Media Group (Netherlands)	11.5	332	Netherlands (36.9%)	0.30%
Sanoma (Finland)	11.5	395	Finland (31%)	0.40%

Grupo Espresso (Italy)	11.3	549	Italy (21.9%)	0.50%
Tribune (US)	10.5	1,894	US (5.9%)	1.80%
Estado Group (Brazil)	10.1	428	Brazil (25.2%)	0.40%
The New York Times (US)	8.8	1,734	US (5.4%)	1.60%
Nihon Keizai Shimbun (Japan)	7.9	1,258	Japan (6.7%)	1.20%
Mainichi Shimbun (Japan)	7.7	1,239	Japan (6.6%)	1.20%
Corelio (Belgium)	7.6	304	Belgium (26.6%)	0.30%
Cofina (Portugal)	7.6	191	Portugal (42.4%)	0.20%
Chosun Ilbo (South Korea)	7.3	322	South Korea (24.3%)	0.30%
Government of Egypt	7.2	107	Egypt (72.2%)	0.10%
<i>Al Ahram (Egypt) (public)</i>	0.8	34.8	Egypt (23.5%)	0.00%
<i>Al Akhbar (public)</i>	1.1	42.5	Egypt (28.7%)	0.00%
<i>Al Gomhouria (public)</i>	0.6	29.6	Egypt (20%)	0.00%
Advance (US)	6.9	1,541	US (4.8%)	1.40%
Grupo Clarín (Argentina)	6	171	Argentina (37.6%)	0.20%
Komsomolskaya Pravda (Russia)	5.8	156	Russia (39.6%)	0.10%
Rossel (Belgium)	5.7	264	Belgium (23.1%)	0.20%
De Persgroep (Belgium)	5.5	259	Belgium (22.6%)	0.20%
OEM (Mexico)	5.4	97.4	Mexico (59.4%)	0.10%
Controlinveste (Portugal)	5.2	159	Portugal (35.2%)	0.10%
Torstar (Canada)	4.6	442	Canada (11%)	0.40%
Liberty Times News Group (Taiwan)	4.6	158	Taiwan (31.4)	0.10%
Yediot Aharonot Group (Israel)	3.7	101	Israel (29%)	0.10%
Next Media (Hong Kong)	2.9	124	Taiwan (24.7%)	0.10%
Agora (Poland)	2.7	121	Poland (24.1%)	0.10%
United Daily News Group (Taiwan)	1.8	96.9	Taiwan (19.3%)	0.10%
The Washington Post (US)	1	578	US (1.8%)	0.50%
Pearson (UK)	0.9	293	UK (3.3%)	0.30%
Worldwide Industry HHI Concentration (W-HHI)				126
Worldwide Industry C4 (30-countries) concentration				17%

These worldwide market shares enable us to calculate worldwide concentration measures such as the Worldwide Industry C_4 and the worldwide HHI index. At the bottom of Table 35.1, they are given as $W-C_4 = 17\%$, and

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$W-HHI = 126$ for 2013. Obviously, these measures will be much lower than country-specific concentration measures, since the fish now swim in a larger pond. Different countries are different markets. But that is truer for newspapers than it is for film or search engines.

The second column from the right identifies the market share of News Corp. in the newspaper market in the several countries where it is active: 57.5% in Australia, 32.5% in the United Kingdom, 17.9% in Ireland, and 8.3% in the United States.

The third column from the right shows the revenues of a company in its newspaper business, excluding other media industries across the 30 countries. For News Corp., this was, as mentioned above, \$8.4 billion in 2013.

The left-most column is the “Company Power Index in World Industry” of a company for that particular industry, and it requires explanation. This measure represents a company’s overall “power” in an industry. The power index is a cousin to the Hirschman–Herfindahl Index (HHI). Whereas the HHI aggregates the squared market shares of different firms in the same market, the power index aggregates the squared shares of the *same* firm in *different* national media markets, adjusting for market size. It is the sum of a company’s squared market shares in the markets it operates, and summed up across the various markets in which the company operates, weighted by market size.

There are several variants of the power index.

One can aggregate a company’s (c) squared market shares (s) across several industries (i) in which it participates in a single nation (n). Or, one can aggregate the company’s squared market shares in a single industry across several nations in which it is active. Or, one can do both, aggregating for a given company across industries and nations. Or, in still another variant, one can aggregate for a single nation the individual aggregations of its several top companies.

We designate the first of these media power indices (MPI), in which a given company’s (\hat{c}) activities in a given nation (\hat{n}) in the various industries (i) are aggregated as:

$$\text{Company-National-MPI} = \sum_n s_{\hat{c}, \hat{n}, i}^2 \frac{R_{\hat{c}, \hat{n}, i}}{\sum_i R_{\hat{c}, \hat{n}, i}}$$

where $R_{n,i}$ is an industry’s national revenue.

The second MPI is that for a given company (\hat{c}) across all nations (n) for a given industry (i):

$$\text{Company-National-MPI} = \sum_n s_{\hat{c}, \hat{n}, i}^2 \frac{R_{\hat{c}, \hat{n}, i}}{\sum_n R_{\hat{c}, \hat{n}, i}}$$

where R is an industry’s revenues in a nation. This index measures a company’s worldwide role in an industry.

The third MPI is a company's overall global market position, across both nations and industries. It measures, in effect, a company's overall role in the overall global media sector:

$$\text{Company} - \text{Worldwide-MPI} = \sum_n (\text{Company-National-MPI}).$$

The fourth metric—the National MPI—is the overall aggregation of the individual companies' MPI in a given nation. In doing so, it is a measure similar to that of a “Pooled” HHI, where each company's revenue share in the overall industry is squared. But there is a difference. Suppose companies A and B both have revenues of \$1 billion in each of the same Nations 1 and 2. In Nation 1, each of them dominates (50%) two industries. In Nation 2, their revenues are distributed over 10 industries, for 10% shares each. The National MPI of Nation 1 will be much higher than that of Nation 2, even if the companies are of the same size.

As an example, we look at News Corp. Its overall global market share in the newspaper industry is 7.9%, but this would not account for its very high market shares in several countries—particularly Australia (57.5%) and the United Kingdom (32.5%). The reason why an HHI calculation squares the market shares is to account for an exponential increase in market power due to size. We now do the same across countries. This gives us the relative market power of a company within an industry. News Corp.'s Company-Industry MPI-WI for newspapers is the sum of its power index in four countries where it operates newspapers, the United Kingdom, United States, Australia, and Ireland, weighted by the size of these markets.

p. 1114 News Corp.'s US market share is 8.3%. The US daily newspaper market earned \$32.1 billion in revenue in 2012, 30% of the global newspaper market (\$107 billion). The US component of News Corp. company worldwide newspaper power index is thus $8.3^2 \times 0.3 = 20.7$.

Similar calculations are done for the three other countries in which News Corp. operates newspapers. The share of Ireland's newspapers in the world is 2%, the United Kingdom's 8%, and Australia's 4%. Multiplied by the square of the company's market shares, weighted, and summed up, the result is 249, as listed in Table 35.1.

News Corp.'s Company-Industry MPI score of 249 is the highest for newspapers. The company also has the highest worldwide market share. It is thus the leader on both scores. On the other hand, the Yomiuri Shimbun is only the third highest worldwide market share (3.5%), but its very high market share in a high-revenue country (Japan) propels it to the number 2 spot by power index (68.2). The companies in the tables that follow are ordered by the size of their power index.

Top Companies: Daily Newspapers

As mentioned, total revenue for the newspapers industry of the 30-country world is \$107 billion. The top company by power index is News Corp. (United States). Its newspaper revenue is \$8.4 billion, giving it a 7.9% share of the world newspapers' market by revenue and a global PI of 249 in this industry. The other largest firms in the order of their power index are Amaury Group (France, \$1.3 billion in revenue), Independent News and Media (Ireland, \$1.6 billion), Yomiuri Shimbun (Japan, \$3.7 billion), Daily Mail & General Trust (United Kingdom, \$2.1 billion), Fairfax (Australia, \$1.2 billion), RCS Media Group (Italy, \$1.7 billion), the Asahi Shimbun (Japan, \$2.9 billion), and Gannett (United States, \$3.1 billion). All of these are headquartered in English-speaking countries, Western Europe, or Japan.

Companies that achieve a large share of the US market, besides Gannett and News Corp., are Advance and Tribune. Gannett has the largest market share inside the United States and a power index of 27.7 globally. Its best-known daily is the national *USA Today*, and it also owns several local and regional titles.

Gannett is fairly typical for newspaper firms in that it does not operate internationally. Not many newspaper companies do, in contrast to magazine and book publishing. Exceptions are News Corp., which operates in Australia, Ireland, United Kingdom, United States, and Papua New Guinea. The Ireland-based Independent News & Media (INM), owned by Tony O'Reilly, also operates internationally in Australia and in South Africa. The RCS Media Group operates in both France and Spain. British papers, like most British companies, such as the Daily Mail & General Trust or Trinity Mirror operate in both the United Kingdom and Ireland.

The People's Daily is the largest of several state-owned print media groups in China. However, its revenues were small, at \$54.9 million, and number two by market share in the country (6.4%) Xinhua/Reference News even smaller, at \$31.7 million, due to limitations placed on advertising (the entire industry in China is worth just \$495 million) and the low newsstand prices set in order to generate mass circulation. *Xinhua's* editor-in-chief holds a ministerial rank in the government. China's newspaper industry is relatively revenue-poor but power-index-rich. For the Japanese firms, it is the other way around. In France, the newspaper group owned by Philippe Amaury has a power index of 36.8 and a 30.2% market share. It owns the national daily, *Aujourd'hui en France*. In Mexico, the Organización Editorial Mexicana (OEM), founded by Mario Vazquez Raña, is the largest publisher of newspapers. OEM owns *Esto* and *El Sol* and holds an astonishing 59.4% share of the market by revenue, though its share by circulation is lower, in the 30–40% range, because it heavily competes with the more popular sports and crime tabloids that have high circulation, but attract less advertising revenue.

p. 1115 High market shares exist in many of the countries surveyed here. (Country-by-country numbers are provided in the chapter on "Industries.") Dogan Media Group (46.4% by advertising revenue in Turkey), Komsomolskaya Pravda (39.6% by revenue in Russia), and El Mercurio (54.9% by revenue in Chile) predominate for different reasons. Dogan doubled its number of titles by buying out several other papers in Turkey, and as part of the Dogan Holding industrial conglomerate, it is well placed to attract advertising revenue. Komsomolskaya Pravda (owned by the energy company EGN, closely linked to Gazprom Bank) has an incumbency advantage as a leading daily in the USSR, and El Mercurio dominates the Santiago market in Chile, where most of the population and advertisers are present.

In India, The Times of India Group, owned by the BCCCL conglomerate, publishes the largest English-language daily in circulation (9.2% domestic market share) and 13 other dailies. However, national concentration levels are low due to the abundance of regional and vernacular-language dailies, which have higher absolute circulation rates but much lower incomes than the urban, nationwide English-language papers like *The Times of India*. Such papers are the primary focus of advertisers because the English-speaking market segments consist of white-collar workers who have a larger share of disposable income.

Within the world market (defined as the 30 countries analyzed), the worldwide industry HHI concentration—that is, the squared market share of the companies in the world market—is 126. Since internationalization is low, this W-HHI is low. It might rise in the future. As newspapers become increasingly unprofitable due to free online content, international and domestic consolidation is likely, which will raise the W-HHI measure.

Top Companies: Magazine Publishing

By power index, the world's most significant magazine firms are: Hearst (110), Abril (100), Time Inc. (81.1), Bauer (85), Advance Publications (46.3), and Nine Entertainment (53.8) (Table 35.2). By revenue, however, the industry is dominated by US firms: Hearst leads with 8.6%, followed by Time Inc., (part of Time Warner from 1990 to 2014) with 6.4% of the global magazines market in dollar terms, and then Advance, with 5.1%. Abril of Brazil and Nine Entertainment in Australia have high PIs due to the fact that each control nearly half of their national markets, but just 2.1% and 1.2% of global revenues. Bertelsmann's Gruner + Jahr, although having a PI of 12.8 worldwide due to its modest market shares, is one of the largest by revenue (1.8%).

Table 35-2. The World's Major Magazine Publishers (First In Their Countries; Or, >20%; Or, in Top Thirty by Revenue)

Companies	Company Power Index in World Industry	2011 or Most Recent Revenue (mil \$)	Market Shares (%)	Market Share of World Industry Total Revenue (%)
Government of China	190	2,888	China (52.3%)	3.60%
<i>Rayli (public)</i>	38.6	1,303	<i>China (23.6%)</i>	1.60%
<i>Trend Media Group (public)</i>	18	889	<i>China (16.1%)</i>	1.10%
Hearst (US)	110	6,869	Spain (17.9%), China (15.2%), UK (15%), US (10.3%), Taiwan (1.6%), Russia (35.2%)	8.60%
Abril (Brazil)	100	1,649	Brazil (48.5%)	2.10%
Bauer (Germany)	85.2	2,913	UK (26%), Germany (18.5%), Russia (7.8%)	3.70%
Time Inc (US) ^[1]	81.1	5,096	UK (22%), US (8.6%), Canada (4.7%)	6.40%
Nine Entertainment (Australia)	53.8	972	Australia (44%)	1.20%
Advance Publications (Condé Nast, US)	46.3	4,086	US (9.2%), South Africa (3.1%), Taiwan (2.3%), Spain (13.5%), China (7.8%)	5.10%
Lagardère (France) ^[2]	38.3	1,035	France (29.4%)	1.30%
Sanoma (Finland)	21.1	563	Finland (32.5%), the Netherlands (23.8%), Russia (44.5%)	0.70%
Seven Network (Australia)	20.2	596	Australia (27%)	0.70%
Bonnier (Sweden)	18.8	453	Sweden (32.9%)	0.60%
Axel Springer (Germany)	18.3	1,009	Switzerland (29.2%), Germany (12.7%), Spain (2.8%)	1.30%
Globo Group (Brazil)	16.5	667	Brazil (19.63%)	0.80%
Burda (Germany)	15.6	962	Germany (14.8%), UK (2%)	1.20%
RBA (Spain)	13.4	690	Spain (15.4%)	0.90%
Bertelsmann (Gruner + Jahr, Germany)	12.8	1,440	Germany (9.3%), France (8.6%), Portugal (1.8%), Spain (7.7%), US (0.7%), and 18 other countries	1.80%
BBC (UK, public)	8.2	684	UK (9.5%)	0.90%
Naspers (South Africa)	7.4	148	South Africa (39.5%)	0.20%
Roularta (Belgium)	6.7	433	France (12.3%), Belgium (38%)	0.50%
Murdoch Group (US) ^[3]	6.2	823	Australia (14%), US (1.3%)	1.00%
Editorial Atlántida (Argentina)	6	198	Argentina (43.1%)	0.20%
Motorpress (Germany)	5.9	607	Spain (9.6%), Germany (3.2%)	0.80%

Otava (Finland)	5.7	158	Finland (28.4%)	0.20%
Ringier (Switzerland)	5.6	166	Switzerland (26.9%) and 10 other countries, such as Romania and Hungary	0.20%
Pearson (UK)	5.1	541	UK (7.5%)	0.70%
Dogan Group (Turkey)	4.8	73	Turkey (52%)	0.10%
Telegraaf Media Groep (Netherlands)	3.5	184	Netherlands (14.9%)	0.20%
Egmont (Denmark)	2.9	341	Sweden (11.7%), UK (2.5%)	0.40%
Living Media Group (India)	2	66	India (24%)	0.10%
Impresa (Portugal)	1.9	46	Portugal (32.3%)	0.10%
La Vie-Le Monde (France)	1.6	211	France (6%)	0.30%
Forma Publishing Group (Sweden)	1.3	119	Sweden (8.7%)	0.20%
COPESA (Chile)	1.2	39	Chile (24%)	0.05%
Yedioth Ahronoth Group (Israel)	1.2	27	Israel (33.5%)	0.03%
Rogers (Canada)	1.2	146	Canada (6.3%)	0.20%
TC Transcontinental (Canada)	1.1	144	Canada (6.2%)	0.20%
Cofina (Portugal)	1	33	Portugal (23.5%)	0.04%
The Clinic (Chile)	0.9	34	Chile (21%)	0.04%
Moto Media Group (Israel)	0.5	17	Israel (21.3%)	0.02%
Next Media (Hong Kong)	0.5	28	Taiwan (13.52%)	0.04%
Ma'ariv Modi'in (Israel)	0.2	11	Israel (14.3%)	0.01%
Worldwide Industry HHI Concentration (W-HHI)				189
Worldwide Industry C4 (30-countries) Concentration				23.8%
Total Global Magazines Revenue (mil US\$)				79,590

Despite the seemingly low entry barriers and large number of titles, the magazine industry is often dominated by a single firm or oligopoly. In Germany, Bauer, Burda, and Bertelsmann account for 62.9% of the industry. In Finland, Sanoma holds a 32.5% market share (as well as 44.5% in Russia). In Turkey, Dogan–Burda, a Turkish–German venture, controls 52% of the market. In Australia, Nine Entertainment has 44%; in South Africa, Naspers 39.5%; in Portugal, Impresa 32.3%; in Chile, Copesa 24%; and in Israel, Yedioth Aharonot 33.5%.

In the United States, the top three companies increased their market shares in recent years. Advance's Condé Nast division has “lifestyle” magazines with popular titles such as *The New Yorker*, *Vogue*, and *Vanity*

Fair. It was expanded by acquisition of Disney's magazine group Fairchild Publications. Time Inc. increased its market share in the United States through acquisitions. It sold several of its magazine titles in 2007 but still operates 90 titles and has a US market share of 8.6%.

Publishers in the magazine industry are fairly internationalized. The major US publishers Time Inc., Hearst, and Advance have high market shares in several European countries. European firms such as Bauer primarily compete in other European countries. Several companies, such as Bertelsmann, Lagardère (France), and Reed Elsevier (the Netherlands), own magazines and periodicals in the United States as well. In addition, well-known magazine brands get franchised to other countries, where various domestic publishers create local-language variations, either independently or in a joint venture. Examples are *Playboy Magazine*, *Fortune Magazine*, *Cosmopolitan*, or *Vogue*.

p. 1116 Some publishers' market shares in foreign markets are higher than at home. Time Inc. holds 22% of the British market through IPC, compared to 8.6% in the United States. Time Inc. ↵

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Warner had acquired IPC Media in 2001 for \$1.7 billion in the biggest magazine deal in the United Kingdom, and renamed it Time Inc. UK.

Hearst holds 35.2% in Russia and 15% in the United Kingdom, while having 10.3% in the United States, and through licensed versions of its main international titles 15.2% of the Chinese market. Hearst attained this share of the Russian market by buying out the market leader Shkulev-Lagardère joint venture in 2011. Advance Publications has a substantial share of the market in Spain (13.5%) plus shares in Taiwan, China (through licensed titles as well), and South Africa. Hearst and Advance have benefitted from the substantial growth for the industry in China, worth \$5.5 billion in 2013.

German publishers are also active worldwide. Axel Springer changed the market landscape of Switzerland with its purchase of the Jean Frey Group in 2007, holding 29.2% of that market. It has joint ventures in Eastern Europe with the Swiss firm Ringier. Bauer raised its share in the British market to 26% when it purchased the second leading publisher, EMAP, in 2008.

With high market share levels in the large French market (29.4%), Lagardère has the sixth largest company power index in the industry. In 2011, Lagardère sold off its international titles to Hearst.

Other international magazine activities include Bertelsmann, which has far-flung operations through its Gruner + Jahr subsidiary in Belgium, Croatia, Denmark, France, Germany, Greece, Hungary, Italy, Luxembourg, The Netherlands, Russia, the United Kingdom, Spain, and the United States. Bertelsmann is the third leading magazine publisher in France with 8.6%. Ringier of Switzerland is present in the magazine markets of China, Croatia, the Czech Republic, Germany, Hungary, Romania, Serbia, Slovakia, Switzerland, and Vietnam.

The global revenue of the industry is \$79.6 billion. The world industry concentration, calculated using the market shares of the top companies within the global market, is $W-HHI = 189$. As with all print media, this relatively low number is due to the large number of publishers in most countries. The worldwide C4 is about 24%.

Top Companies: Book Publishing

The largest book publisher by power index is the Chinese state, with a PI of 1,590 and a share of the world market at 15.9% (Table 35.3). The next largest firms are European companies: the German/UK collaboration of Bertelsmann and Pearson with their joint book publishing firm Penguin Random House (168), the French company Lagardère (Hachette) (108), and Italy's Fininvest (Mondadori) (52.1). These, plus Murdoch's HarperCollins (\$2.3 billion in revenue) and McGraw-Hill (\$2 billion), are also among the largest companies by revenue and global market share. The merger of Bertelsmann and Pearson's book divisions in 2013 gives the joint company revenues of \$6.6 billion and a 9.2% share of the global book publishing market; Lagardère ranks second, with a 5.3% share and \$3.8 billion. Lagardère's Hachette Livre division has 29.4% of the large market in France.

Table 35-3. The World's Major Book Publishers (First In Their Countries; N (>20%); Or, Top Thirty by Revenue)

Companies	Company Power Index in World Industry	2011 or Most Recent Revenue (mil \$)	Market Shares (%)	Market Share of World Industry Total (%)
Government of China	1,590	11,486	China (100%)	15.9%
<i>Beijing Publishing Group (public)</i>	21.4	1,332	<i>China (11.6%)</i>	1.8%
<i>China Publishing Group (public)</i>	15.0	1,114	<i>China (9.7%)</i>	1.5%
<i>China Science & Technology Publishing Group (public)</i>	2.9	494	<i>China (4.3%)</i>	0.7%
<i>Chinese Academy of Science (public)</i>	5.7	689	<i>China (6%)</i>	1.0%
<i>Zhejiang Publishing United Group (public)</i>	37.2	1,757	<i>China (15.3%)</i>	2.4%
<i>Jiangsu Phoenix Publishing and Publishing and Media (China) (public)</i>	7.4	781	<i>China (6.8%)</i>	1.1%
Bertelsmann-Pearson (Penguin Random House)	168	6,629	Portugal (7.7%), France (5.0%), Germany (2.5%), US (17.6%), Australia (24.4%), UK (24.9%)	9.2%
<i>Bertelsmann (Germany, 53% of PRH)</i>	54.9	4,004	<i>Portugal (7.7%), France (5%), Germany (2.5%), US (10.3%), Australia (10.1%), UK (13.2%)</i>	5.5%
<i>Pearson (UK, 47% of PRH)</i>	32.5	2,625	<i>US (7.3%), Australia (14.3%) UK (11.7%)</i>	3.6%
Lagardère (Hachette, France)	108	3,804	France (29.4%), US (2.9%), Australia (13%) UK (13.9%)	5.3%
Fininvest (Mondadori, Italy)	52.1	1,326	Italy (28.4%)	1.8%
Planeta (Spain)	16.4	1,167	Spain (10.2%), Portugal (6.9%), France (10.15%)	1.6%
Murdoch Group (Harper Collins, US)	24.0	2,323	US (7.3%), UK (7.7%), Australia (9.3%)	3.2%
Eksmo-AST (Russia)	24.8	292	Russia (61.3%)	0.4%
McGraw Hill (US)	22.3	1,960	US (8.2%)	2.7%
RCS (Rizzoli, Italy)	13.2	880	Italy (12.6%), Spain (7.1%)	1.2%
Bonnier (Sweden)	10.1	300	Sweden (22.6%), Finland (31.4%)	0.4%
Porto Editora (Portugal)	8.1	123	Portugal (47.8%)	0.2%
PRISA (Moderna, Spain)	3.7	196	Spain (13.9%)	0.3%
GEMS (Italy)	5.5	434	Italy (9.3%)	0.6%
Anaya (Spain)	5.5	407	Spain (9.9%)	0.6%
Axel Springer (Germany)	5.2	603	Germany (6.3%)	0.8%

Média Participations (France)	2.3	351	France (4.9%)	0.5%
Redstone Group (CBS, US)	3.6	789	US (3.3%)	1.1%
Prosveshcheniye (Russia) (public)	3.3	107	Russia (22.5%)	0.1%
Abril (Brazil)	2.6	162	Brazil (11.5%)	0.2%
Saravia (Brazil)	1.7	131	Brazil (9.5%)	0.2%
Editora FTD (Brazil)	0.3	50.8	Brazil (3.6%)	0.1%
Liber (Sweden)	2.5	138	Sweden (13.1%)	0.2%
Giunti (Italy)	2.2	271	Italy (5.8%)	0.4%
Otava (Finland)	1.9	52.1	Finland (26.2%)	0.1%
Leya (Portugal)	3.0	74.3	Portugal (28.9%)	0.1%
Sanoma (Finland)	1.8	50.7	Finland (25.5%)	0.1%
Cité Media (Hong Kong)	0.4	40.8	Taiwan (7.8%)	0.1%
Holtzbrinck (Germany)	0.6	205	Germany (2.1%)	0.3%
Kinneret Zemora (Israel)	0.2	11.1	Israel (12.2%)	0.02%
Worldwide Industry HHI Concentration (W-HHI)				394
Worldwide Industry C4 (30-countries) Concentration				33.6%
Total Global Books Revenue (mil US\$)				72,224

In the United States, by revenue and power index, Bertelsmann–Pearson is the leading book publisher with 17.6%. The company also has high shares in the United Kingdom (24.9%), Australia (24.4%), Portugal (7.7%), France (5%), and Germany (2.5%). Its main imprints are Random House, Dell, and Pantheon. In 2006, Hachette Livre purchased Time Warner’s book publishing company in the United States.

In Russia, two publishers, Eksmo–AST and Prosveshcheniye (state-owned), comprise 61.3% of the market. Concentration in Russia has risen since 2012 with the merger of these two leading publishers.

The top ten privately owned companies by share of revenue are Bertelsmann–Pearson (9.2%), and Lagardère (5.3%) as mentioned, plus Murdoch–News Corp. (3.2%), Fininvest (1.8%), Planeta (1.6%), p. 1120 Redstone–CBS (1.1%), RCS (1.2%), GEMS (0.6%), Anaya (0.6%), and Axel ↵

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Springer (0.8%). Together the share of these 10 large-scale multimedia companies in overall book publishing is only 27.6% (though if China is counted as a single entity, C10 rises to 60.4%). W–HHI is the highest of the print media industries, at 394.

Top Companies: Radio

The two leading companies by power index are public broadcasters: Germany's ARD (240) and the UK's BBC (172) (Table 35.4). Their market shares in their home countries are quite high: 36.5% and 54.5%, respectively. There are other public broadcasters with very high market shares in Egypt (ERTU, 85.4%), Finland (Yleisradio, 55.8%), Sweden (Sveriges Radio, 74.8%), Switzerland (SSR, 66.4%), Ireland (RTÉ, 53.4%), South Africa (SABC, 31.6%), Chile (Iberoamericana, 43.8%), Israel (IBA, 31.9%), Italy (RAI, 48.2%), the Netherlands (NPB, 32.3%), and Belgium (VRT, 30.9%). The Government of China has a PI of 223, but individual companies within that figure are not significant on a global scale since so many are regional or municipally owned and transmitted.

Table 35-4. The World's Major Radio Companies (First In Their Countries; Or, >20%; Or, in Top Thirty by Revenue)

Companies	Company Power Index in World Industry	2011 or Most Recent Revenue (mil \$)	Market Shares (%)	Market Share of World Industry Total Revenue (%)
ARD (Germany) (public)	240	3,152	Switzerland (1.9%), Germany (36.5%)	6.60%
Government of China (China)	223	1,063	China (100%)	2.20%
<i>China Radio International (public)</i>	2	99	<i>China (9.3%)</i>	
BBC (UK) (public)	172	1,508	UK (54.5%)	3.20%
Liberty Group (SiriusXM, US)	79.7	2,468	US (15.4%)	5.20%
Clear Channel/iHeartRadio (US)	76.6	2,420	US (15.1%)	5.10%
PRISA (Spain)	69.8	860	Spain (39.6%), Argentina (5.5%), Portugal (35.1%)	1.80%
SRG SSR (Switzerland) (public)	63.9	459	Switzerland (66.4%)	1.00%
France Televisions/Radio France (France) (public)	53.8	1,172	France (21.9%)	2.50%
Sveriges Radio (Sweden) (public)	53.6	342	Sweden (74.8%)	0.70%
Bertelsmann (RTL, Germany)	45.8	1340.91	Germany (2.4%), France (19.2%), Netherlands (10.6%), Belgium (16.9%)	2.80%
ZDF (Germany) (public)	32.9	1,161	Germany (13.5%)	2.40%
RAI (Italy) (public)	30.2	298	Italy (48.2%)	0.60%
NRJ Group (France)	24.8	830	Belgium (14.5%) Finland (4.5%) France (14.3%)	1.70%
Redstone Group (CBS, US)	24.3	1,362	US (8.5%)	2.90%
ABC (Australia) (public)	23.1	405	Australia (27.2%)	0.80%
Lagardère (France)	17.5	669	France (12.5%)	1.40%
Total Global Radio (UK)	15.4	451	UK (16.3%)	0.90%
SABC (South Africa) (public)	13.1	197	South Africa (31.6%)	0.40%
CBC (Canada) (public)	12.4	341	Canada (17.3%)	0.70%
RTÉ (Ireland) (public)	12.1	108	Ireland (53.5%)	0.20%
Yle (Finland) (public)	10.2	87	Finland (55.8%)	0.20%
EMG (Russia)	8.9	131	Russia (32.4%)	0.30%
VRT (Belgium) (Public)	8.2	127	Belgium (30.9%)	0.30%

Bauer (Germany)	7.9	324	Germany (11.7%)	0.70%
NPB (Netherlands) (public)	7.8	115	Netherlands (32.3%)	0.20%
Planeta (Spain)	7.6	264	Spain (13.7%)	0.60%
Group RR (Portugal)	6.5	86.4	Portugal (35.7%)	0.20%
Government of Egypt (ERTU) (public)	6	33	Egypt (85.4%)	0.10%
Kagiso Media (South Africa)	5.9	132	South Africa (21.2%)	0.30%
Rogers (Canada)	5.3	223	Canada (11.3%)	0.50%
Radio RMF FM	5.1	66.9	Poland (36.4%)	0.10%
NBS/Fujisankei (Japan)	4.5	200	Japan (10.7%)	0.40%
Shaw (Canada)	4.1	197	Canada (10%)	0.40%
Iberoamericana (Chile) (public)	3.9	41.9	Chile (43.8%)	0.10%
Radio ZET	3.5	55.1	Poland (30%)	0.10%
Polskie Radio (public)	3.4	54.6	Poland (29.7%)	0.10%
Prasar Bharati (AIR, India) (public)	3.2	49.9	India (30.6%)	0.10%
RTVE (Spain) (public)	3.1	168	Spain (8.7%)	0.40%
BCCL (The Times of India Group) (India)	2.7	45.8	India (28.1%)	0.10%
Globo Group (Brazil)	2.5	123	Brazil (9.8%)	0.30%
Tokyo FM Broadcasting (Japan)	2.2	140	Japan (7.5%)	0.30%
IBA (Israel) (public)	1.4	21.6	Israel (31.9%)	0.00%
Government of Taiwan	1.1	25.1	Taiwan (20.9%)	0.10%
<i>BCC (Taiwan) (public)</i>	1.1	25.1	Taiwan (20.9%)	0.10%
Grupo Clarín (Radio 10) (Argentina)	0.9	30	Argentina (13.5%)	0.10%
Worldwide Industry HHI Concentration (W-HHI)				154
Worldwide Industry C4 (30-countries) Concentration				20%
Total Global Radio Revenue (mil US\$)				47,687

Smaller but substantial market shares for public radio exist also in France (Radio France, 22.1%), India (Prasar Bharati, 30.6%), Australia (ABC, 27.2%), Canada (CBC, 17.3%), and Taiwan (BCC, 20.9%). The large national shares of public radio broadcasters are remarkable insofar as they are usually not based on a formal monopoly: rather, public radio prevails in the face of private competition in almost every country except for the United States, Brazil, Argentina, Portugal, Russia, and Spain. Of the privately owned radio companies, highest by power index are Spain's PRISA (69.8), Bertelsmann's RTL (43.3), and the US-based firms Sirius

XM (79.7 satellite from pay-radio) and Clear Channel (iHeartRadio, 76.6). By revenue, the largest radio broadcasters are ARD (\$3.2 billion). Sirius XM (\$2.5 billion) – owned by Liberty Media – and Clear Channel (\$2.4 billion).

In the United States, Clear Channel has benefited tremendously from Telecommunications Act of 1996, which repealed the ceiling on national station ownership and enabled the company to purchase over 1,200 stations throughout the country. However, Clear Channel's market share peaked at 18.9% in 2004. Subsequently its market shares declined (to 15.1% in 2013) as it has sold off hundreds of stations due to the financial pressures of over-expansion. It was bought by a consortium of private equity firms (Bain Capital and Thomas H. Lee Partners) and renamed iHeartRadio. By advertising revenues, however, it is the world's largest radio company.

The Redstone Group's CBS is the second largest commercial terrestrial radio broadcaster by revenue, with hundreds of stations in local US markets. It too has sold off many stations due to increased competition from satellite and Internet radio, decreasing its market share from 11.9% in 2004 to 8.5% in 2013.

Other large commercial radio stations include Union Radio in Spain (owned by the PRISA Group), which holds 39.6% of the Spanish market with over 400 stations. Since 2009, PRISA has also been the principal owner across the border of Portugal's largest broadcaster, Media Capital, which has a 35.1% market share in Portugal. Other large radio groups are EMG in Russia (32.4%), Radio 10 in Argentina (13.5%), Bertelsmann (16.9% in Belgium, 19.2% in France and 10.6% in the Netherlands), Total Global Radio in the United Kingdom (16.3%), NBS in Japan (10.7%), and NRJ (14.5% in Belgium and 14.3% in France), and Lagardère in France (12.5%).

The leading radio broadcaster by power index, ARD, captures 36.5% of the German market. ARD is actually a collective of a dozen independent regional broadcasters, and their individual power indices and revenues are much lower when examined separately. In contrast to public radio broadcasters in several other countries, it offers limited advertisements. It also provides several national channels by its Deutschland Radio affiliate. ZDF, the second German public radio operator, has a national market share of 13.5%. Radio in Finland, Sweden, and Egypt are dominated by public broadcasters.

p. 1123 Private radio station ownership is often localized by city or region; often, only public ↴

p. 1124 ↴

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broadcasters are national in scope. Not many companies own interests in foreign countries' radio markets. An exception is Bertelsmann's RTL Group, which has stakes in the Belgian, Dutch, French, and German radio markets. Indeed, RTL originated in the transborder oriented Radio Luxembourg. Public broadcasters tend to be confined to their countries' markets, except through broadcasting operations aimed at representing their country, such as by the Voice of America, BBC World Service, Radio Vatican, or Deutsche Welle.

A third category of radio operators is that of satellite broadcasting. Sirius XM is America's leading satellite radio broadcaster, and since 2011 is the US's and the world's largest radio broadcaster by revenue. The company is a result of a \$13 billion merger in 2008 of two separate providers, Sirius and XM. Pre-merger, the two companies had tremendous content and marketing costs as they tried to gain the upper hand. Once merged and not facing satellite competition, the company quickly reported the first profits for either company in 2009. (The merger, eliminating satellite radio competition, had been supported by several public interest organizations after the companies promised to set aside 8% of its channels for minority and public interest programming, and also agreed to other conditions.)

Sirius XM is 49% owned by John Malone's Liberty Group, which also controlled at one time the largest satellite TV provider, DirecTV. In 2011, Sirius XM overtook Clear Channel to become America's leading radio broadcaster with 25 million subscribers, revenues of \$2.5 billion, and a US market share of 15.1%. The company also owns 25% of Sirius XM Canada, which has about 2.3 million subscribers.

Brazil's large number of companies with small market shares stems from the country's geographical vastness and the fact that politicking over licenses favors local companies.

Looking at the world as a single market, the worldwide industry concentration (W-HHI) is a low 154, reflecting the national nature of the radio medium and its ownership.

Top Companies: Broadcast TV

In this section, we look at terrestrial over-the-air TV broadcast organizations, also called “free TV.” This includes national networks as well as local and regional stations, which in some countries are well-funded entities. In contrast, and discussed further below, are channels that are “pay-TV.” These include channels that are delivered by satellite directly to the home (DTH or DBS) or to cable distribution, and which require subscriptions. Terrestrial pay-TV, such as Sky in the United Kingdom, is also included in that category. All those offerings are described in the section “Non-broadcast Video Channels.” Also not part of “Broadcast TV” is a third category—the physical distribution platforms of cable TV (mostly using coax and fiber plants), and satellite broadcast platforms that deliver channels directly to homes or to cable distributors. These are described separately in the section “Multi-channel Platforms.”

There are overlaps in these categories and line-drawing problems exist. For example, most “free” (i.e., broadcast) channels are also delivered over satellite or cable. Another example is that platforms providers usually bundle channels into the subscription, and some of these channels might be their own and others are those from alternative providers. Whichever definition of markets one uses, line-drawing and definitional problems arise. Our separation is that of “platforms” versus “content,” and within the latter, we differentiate between “Free” and “Pay” channels. While these distinctions do not always match the industry structure of some countries, we have tried to be consistent across countries. We also note that after isolating the two categories of video channels, they can be readily merged, as is done in the chapter on US media.

p. 1127 The world’s television broadcasters with the highest power indices are the Government of China with 607 (mostly CCTV, plus provincial TV organizations), the BBC (UK) with 225, Globo Group (Brazil) with 155, RAI (Italy) with 127, Fininvest (Italy) with 116, Comcast (US) with 72.5, and Bertelsmann (RTL), operating networks in several European countries, with 68.2 (Table 35.5). The global market share of the top four firms is only 19.5% of this \$184 billion international industry, as most terrestrial broadcasters limit their activities to their home countries. This is part of the legacy of the industry where national public service broadcasters held exclusive national licenses. In part it is due to the ownership restrictions on foreign ownership, as exists for example in the United States, Canada, Mexico, Japan, South Korea, and others.

Table 35-5. The World's Major TV Broadcasters (First In Their Countries; Or, >20%; Or, in Top Thirty by Revenue)

Companies	Company Power Index in World Industry	2011 or Most Recent Revenue (mil \$)	Market Shares (%)	Market Share of World Industry Total Revenue (%)
Government of China	607	11,200	China (100%)	6.10%
<i>CCTV</i>	212	6,619	<i>China (59.1%)</i>	3.60%
<i>Shanghai Media Group (public)</i>	9.8	1,422	<i>China (12.7%)</i>	0.80%
<i>Hunan Media Group (public)</i>	4	907	<i>China (8.1%)</i>	0.50%
<i>Jiangsu Media Group (public)</i>	2.4	706	<i>China (6.3%)</i>	0.40%
BBC (UK) (public)	225	8,282	UK (50.1%)	4.50%
Globo Group (Brazil)	155	5,463	Brazil (52.4%)	3.00%
RAI (Italy) (public)	127.4	4,865	Italy (48.3%)	2.60%
Fininvest (Mediaset, Italy)	116	6,121	Italy (38.9%), Spain (28.1%), Switzerland (1%)	3.30%
Government of Russia	112	2,903	Russia (70.9%)	1.60%
<i>Gazprom Media (public)</i>	24.9	1,372	<i>Russia (33.5%)</i>	0.70%
<i>First Channel (public)</i>	9.3	840	<i>Russia (20.5%)</i>	0.50%
<i>VGTRK (public)</i>	6.3	692	<i>Russia (16.9%)</i>	0.40%
Government of South Korea	86.9	2,256	South Korea (70.8%)	1.20%
<i>KBS (public)</i>	24	1,188	<i>South Korea (37.3%)</i>	0.60%
<i>MBC (public)</i>	16	969	<i>South Korea (30.4%)</i>	0.50%
<i>EBS (public)</i>	0.2	99	<i>South Korea (3.1%)</i>	0.10%
ProSiebenSat.1 (Germany)	78.7	4,930	Germany (30%), Switzerland (7%)	2.70%
Comcast (NBC, US)	72.5	7,598	US (17.6%)	4.10%
Bertelsmann (RTL, Germany)	68.2	5,292	Germany (25.3%), Netherlands (32.6%), France (10.8%), Switzerland (2.4%), Belgium (15.4%)	2.90%
Disney (ABC, US)	60.7	6,950	US (16.1%)	3.80%
Televisa (Mexico)	56.8	1,717	Mexico (61%)	0.90%
Prasar Bharati (DD, India) (public)	55.9	1,030	India (100%)	0.60%

ARD (Germany) (public)	54.5	4,075	Germany (25%), Switzerland (3.9%)	2.20%
NTV (Japan)	53	5,115	Japan (19.1%)	2.80%
TV Asahi Corporation (Japan)	51.3	5,035	Japan (18.8%)	2.70%
Redstone Group (CBS, US)	49.9	6,303	US (14.6%)	3.40%
ITV (UK)	42.6	3,604	UK (21.8%)	2.00%
NBS/Fujisankei (Japan)	42.5	4,579	Japan (17.1%)	2.50%
Murdoch Group (US)	41.4	5,741	US (13.3%)	3.10%
NHK (Japan) (public)	37.6	4,312	Japan (16.1%)	2.30%
Tokyo Broadcasting Service (Japan)	36.7	4,258	Japan (15.9%)	2.30%
SABC (South Africa) (public)	29.3	799	South Africa (67.6%)	0.40%
CBC (Canada) (public)	28.1	1,353	Canada (38.3%)	0.70%
Planeta (Spain)	28.1	2,007	Spain (25.8%)	1.10%
RTP (Portugal) (public)	26.3	1,313	Portugal (37%)	0.70%
PRISA (Spain)	22.4	1,370	Portugal (34%), Spain (2.1%)	0.70%
Seven Network (Australia)	18.5	1,294	Australia (26.4%)	0.70%
Bonnier (Sweden)	17.9	1,061	Finland (33%), Sweden (29.8%)	0.60%
France Télévisions (France) (public)	16.9	1,105	France (29.4%), Switzerland (3.1%)	0.60%
Impresa (Portugal)	16.2	1,029	Portugal (29%)	0.60%
RTVE (Spain) (public)	15.1	1,470	Spain (18.9%)	0.80%
RTÉ (Ireland) (public)	13.9	346	Ireland (74%)	0.20%
TV Azteca (Mexico)	13.7	844	Mexico (30%)	0.50%
NPB (Netherlands) (public)	13.7	545	Netherlands (46.3%)	0.30%
Dogan Group (Turkey)	13.5	633	Turkey (32.9%)	0.30%
Government of Egypt (ERTU) (public)	13.2	243	Egypt (100%)	0.10%
ZDF (Germany) (public)	12.9	2,007	Germany (12.1%), Switzerland (3.9%)	1.10%
Yle (Finland) (public)	12.6	565	Finland (41%)	0.30%
Nine Entertainment (Australia)	12.4	1,059	Australia (21.6%)	0.60%
Government of Taiwan	11.9	263	Taiwan (83.6%)	0.10%

<i>Formosa TV (public)</i>	2.3	116	<i>Taiwan (36.9%)</i>	0.10%
<i>BCC (public)</i>	0.3	44	<i>Taiwan (13.9%)</i>	0.00%
<i>China TV Corp. (public)</i>	0.4	50	<i>Taiwan (15.8%)</i>	0.00%
<i>Taiwan TV (public)</i>	0.5	53	<i>Taiwan (17%)</i>	0.00%
Bouygues Group (TF1, France)	11	901	France (23.7%), Switzerland (3.1%)	0.50%
Bell Canada Enterprises/CTV (Canada)	11	848	Canada (24%)	0.50%
CTC (Russia)	10	868	Russia (21.2%)	0.50%
TP (Poland) (public)	9.2	383	Poland (44.3%)	0.20%
SRG SSR (Switzerland) (public)	8.6	524	Switzerland (30.1%)	0.30%
Sveriges TV (Sweden) (public)	7.7	537	Sweden (26.4%)	0.30%
Hosken (South Africa)	6.7	383	South Africa (32.4%)	0.20%
VRT (Belgium) (public)	6.5	569	Belgium (21.2%)	0.30%
Investment AB Kinnevik (Sweden)	5.2	443	Sweden (21.8%)	0.20%
Shaw (Canada)	4.3	530	Canada (15%)	0.30%
Grupo Clarín (Argentina)	3.7	288	Argentina (23.5%)	0.20%
Sanoma (SBS Nederland, Finland)	2.2	220	Netherlands (18.7%)	0.10%
Grupa TVN (Poland)	2.1	181	Poland (21%)	0.10%
TVN (Chile) (public)	2.1	181	Poland (21%)	0.10%
Channel 10 (Israel)	1.8	119	Israel (27.4%)	0.10%
Universidad Catholica (Chile)	1.7	106	Chile (30%)	0.10%
Telefónica (Spain)	1.3	169	Argentina (13.8%)	0.10%
Channel 2 (Israel)	0	8	Israel (1.9%)	0.00%
Worldwide Industry HHI Concentration (W-HHI)				206
Worldwide Industry C4 (30-countries) Concentration				18.5%
Total Global Broadcast TV Revenue (mil US\$)				184,379

The largest companies by revenue are the BBC in the UK (\$8.3 billion, 4.5%), Comcast/NBC (\$7.6 billion, 4.1%) and Disney/ABC (\$7 billion, 3.8%) in the US. Other major firms are Fininvest (Italy, \$6.1 billion, 3.3%), 21st Century Fox (US, \$5.7 billion, 3.1%), Globo (Brazil, \$5.5 billion, 3%), RAI (Italy, \$4.9 billion, 2.6%). The top German firms are Bertelsmann (\$5.3 billion, 2.7%) and ProSiebenSat.1 (\$4.9 billion, 2.7%). The top Japanese broadcasters are Fuji TV (\$4.6 billion, 2.5%), Tokyo Broadcasting System (\$4.3 billion, 2.3%), NTV (\$5.2 billion, 2.8%), TV Asahi (\$5 billion, 2.7%).

Many of the largest television broadcasters are public companies. Prasar Bharati is India's public TV broadcaster, with a legal monopoly over broadcasting television. In China, CCTV, with its several channels in multiple languages, has 59.1% of the national market there, and a company PI of 212. This is the result of the Chinese market rapidly growing from \$2 billion in total revenues in 2004 to \$11.2 billion in 2013. CCTV also has the largest television audience in the world measured by total viewers. Given the growth of the Chinese market, the rise of CCTV to the top of the world's broadcast organizations, by both revenue and audience share, seems likely.

The BBC is the largest publicly owned TV broadcaster outside of China by revenue (\$8.3 billion), followed by RAI in Italy with \$4.9 billion and a global share of 2.6%, NHK of Japan (\$4.3 billion, 2.3%), ARD of Germany (\$4.1 billion, 2.2%), ZDF of Germany (\$2 billion, 1.1%), and Prasar Bharati in India (\$1 billion, 0.6%). These public broadcasters are, in terms of revenue, almost as large as major private TV broadcasters. Some are purely financed by a viewer license fee (i.e., an earmarked tax): the BBC is an example. Others also run commercial advertisements, for example, ARD.

The largest broadcast television market by revenues is that of the United States, with total industry revenues of \$43.2 billion. Total viewership decreased for the four major US TV broadcast networks as a result of multi-channel options on cable and satellite. In response, they expanded their local station ownership and induced the regulators to substantially relax ownership ceilings on station ownership. In consequence, US broadcast TV industry concentration increased but in a declining market. Even so, due to the legacy of ownership restrictions, as well as due to the absence of a nationwide and well-funded public service TV broadcaster, the TV industry's concentration in the United States, though rising, is relatively low by antitrust standards at 984 and especially in comparison to other countries, when the world average HHI for the industry is 3,830 unweighted and 2,839 weighted (See Chapter 34).

France Télévisions was formed as an in 2000 when the government consolidated several of its public television channels under a single holding company. It broadcasts six channels, of which Channel 2 is the second most watched channel in the country. It used to receive a large share of its revenue from advertising, but in 2009 the government banned advertising on public television. The company became mostly funded by viewers' license payments.

In Germany, there are two main public systems: ZDF, a nationwide institution, and ARD, an association of 10 independent regional public broadcasters. Together, ARD and ZDF account for approximately 40% of the German broadcast TV market through their shares of license fees and advertising. They compete with the main commercial broadcasters, ProSiebenSat.1, and Bertelsmann's RTL Group, within the German market.

Italy's highly concentrated market is split between public and private terrestrial television providers. Silvio Berlusconi's Mediaset (owned by the holding company Fininvest) is Italy's largest commercial broadcaster,

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38.9% of the market in 2013 for its three national networks. The public broadcaster, RAI, has 48.3%.

Many companies' high power indices can be attributed to politics as well as programming and marketing savvy. Brazil's Globopar (part of the Globo Group) rose to dominance partly due to its licensing agreements made under the country's military dictatorship from 1964 to 1985. Grupo Televisa leads the Mexican market partially due to the company's close political ties to PRI, the ruling party of the 1980s and 1990s, which allowed it to greatly expand its market reach.

Internationalization of terrestrial television broadcasting is fairly limited. Sometimes this can be explained by legal restrictions against foreign ownership. In the United States, Rupert Murdoch had to trade his Australian passport for an American one before being able to buy enough stations to launch Fox (US networks are not licensed and are not limited to ownership by citizens; but local stations are, though exceptions are possible). As in radio, one of the few TV broadcasters that operates internationally is the RTL Group, Bertelsmann's TV subsidiary. With market shares of 25.3% in Germany, 32.6% in the Netherlands, 10.8% in France, 2.4% in Switzerland, and 15.4% in Belgium, RTL is the second largest privately owned broadcaster in Europe. Italy's Mediaset, in addition to its 38.9% of the Italian market, also holds 28.1% of the Spanish market under its broadcaster Telecinco.

The worldwide concentration for the TV broadcasting industry was 206. Concentration is lower than in the other video industries because broadcasting has been subject to licensing, which enabled governments to limit the entry by multinational TV firms and the creation of multinational footprints.

Top Companies: Multi-channel Platforms

Of the world's top 45 multi-channel platform firms, 5 are satellite-platform providers such as 21st Century Fox's Sky, DirecTV, or Dish, and 6 firms are IPTV providers, mostly incumbent telecom firms. The other 29 firms are cable TV platform providers. Of these, five are mixed cable/DBS or cable/IPTV providers.

In the multi-channel platform industry, the top companies by power index are 21st Century Fox (PI of 510, and a world market share by revenue of 7.2%), which often operates as the satellite operator Sky; Comcast (United States, 345, 14.9%); DirecTV (252, 12.9%) and Time Warner Cable (United States, 107, 8.3%) (Table 35.6). The American market is by far the largest multi-channel platform market (64% of a total world industry valued at \$248 billion in 2013). By revenue, the top companies are the American firms Comcast (\$36.8 billion), DirecTV (\$32 billion), Time Warner Cable (\$20.5 billion), 21st Century Fox (\$17.8 billion), Dish Network (\$13 billion), and Liberty (\$7.6 billion).

Table 35-6. The World's Major Multichannel Platform Companies (First In Their Countries; Or, >20%; Or, in Top Thirty by Revenue)

Companies	Company Power Index in World Industry	2011 or Most Recent Revenue (mil \$)	Market Shares (%)	Market Share of World Industry Total Revenue (%)
Murdoch Group (US) ^{a, b}	510	17,843	Australia (45%), Germany (26%), India (9.3%), Ireland (52%), Italy (95.3%), UK (73.3%)	7.20%
Comcast (US)	345	36,778	US (23.2%)	14.90%
DirecTV (US)	252	32,033	Argentina (19.9%), Brazil (17.7%), Chile (56%), US (18.9%)	12.90%
Time Warner Cable (US) ^c	107	20,450	US (12.9%)	8.30%
Liberty (US) ^d	82.7	7,617	Poland (28.7%), Ireland (48%), US (1.2%), UK (26.7%), Switzerland (74%), Netherland (32.4%)	3.10%
Globo (Brazil)	80.6	3,725	Brazil (53.6%)	1.50%
SkyPerfecTV (Japan)	79.9	4,538	Japan (43.6%)	1.80%
Vivendi (France)	73.4	2,979	France (61%)	1.20%
PRISA (Spain)	46.2	2,711	Spain (42.2%)	1.10%
Dish Network (US)	43	12,999	US (8.2%)	5.20%
Altice (France)	37.1	2,280	France (34%), Israel (57.3%)	0.90%
Kabel Deutschland (Germany)	36.6	2,016	Germany (45%)	0.80%
Ziggo (Netherlands)	28.1	1,310	Netherlands (53.2%)	0.50%
Shaw (Canada)	28.1	2,458	Canada (28.3%)	1.00%
Telstra (Australia)	27	1,488	Australia (45%)	0.60%
Televisa (Mexico)	26.2	1,300	Mexico (50%)	0.50%
J:COM (Japan) ^e	20.5	2,300	Japan (22.1%)	0.90%
Grupo Clarín (Argentina)	20	899	Argentina (55.1%)	0.40%
ZON (Portugal)	20	856	Portugal (57.9%)	0.30%
Bell Canada Enterprises/CTV (Canada)	17	1,911	Canada (22%)	0.80%
Unitymedia (Germany)	16.3	1,344	Germany (30%)	0.50%
Verizon (US)	16	7,926	US (5%)	3.20%
Rogers (Canada)	15.9	1,850	Canada (21.3%)	0.70%
Cox (US)	14.7	7,609	US (4.8%)	3.10%
AT&T (US)	14.7	7,609	US (4.8%)	3.10%
Naspers (Multichoice, South Africa)	13.7	340	South Africa (100%)	0.10%
Telenet (Belgium)	13.5	611	Belgium (54.5%)	0.20%

ONO (Spain)	11.2	1,336	Spain (20.8%)	0.50%
Telefónica (Spain)	8.9	1,503	Spain (16.7%), Chile (18%), Brazil (3.8%)	0.60%
Com Hem (Baring Capital Partners, UK)	8.3	538	Sweden (38.4%)	0.20%
Zee (India)	7.4	951	India (19.4%)	0.40%
Cablevision (US)	7.4	5,390	US (3.4%)	2.20%
Cukurova Group (Turkey)	7.2	331	Turkey (53.7%)	0.10%
Tbroad (South Korea)	7.1	686	South Korea (25.6%)	0.30%
Charter (US) ^d	6.6	5,073	US (3.2%)	2.00%
Quebecor (Videotron, Canada)	5.1	1,051	Canada (12.1%)	0.40%
Bezeq (Israel)	4.9	361	Israel (33.4%)	0.10%
VOO & Coditel (Belgium)	3.9	329	Belgium (29.3%)	0.10%
NMG (Russia)	3.5	326	Russia (26.5%)	0.10%
Telmex (Grupo Carso, Mexico)	3.3	837	Brazil (6.4%), Chile (20%), Mexico (8%)	0.30%
Teracom (Sweden (public))	2.4	288	Sweden (20.6%)	0.10%
CNS (South Korea)	2.4	277	Taiwan (21.6%)	0.10%
Kbro (Taiwan)	2.2	266	Taiwan (20.8%)	0.10%
Polsat (Poland)	2.2	95.8	Poland (56.7%)	0.04%
ER Telekom (Russia)	1.8	234	Russia (19%)	0.10%
Dogan Group (Turkey)	1.3	143	Turkey (23.2%)	0.10%
Akado (Russia)	1.1	183	Russia (14.9%)	0.10%
Tata Group	0.4	230	India (4.7%)	0.10%
Worldwide Industry HHI Concentration (W-HHI)				599
Worldwide Industry C4 (30-countries) Concentration				43%
Total Global Multichannel Revenue (mil US\$)				247,666

a Murdoch and Telstra have a joint venture for MSOs in Australia called Foxtel; the share allocated reflects Fox/Sky's partial ownership.

b 50/50 split with Tata Group for DEN Network.

c Separated from Time Warner in 2009.

d US market share includes Liberty's 23% stake in Charter.

e J:COM is a joint venture between KDDI and the Sumimoto Corporation.

The multi-channel platform industry has become highly internationalized by large companies like 21st Century Fox, DirecTV, Liberty (UPC), Telmex, and Telefónica. 21st Century Fox holds market shares across the world in Brazil, Germany, Ireland, India, Italy, and United Kingdom. Liberty operates cable services in Australia, Austria, the Czech Republic, Germany, Hungary, Ireland, the Netherlands, Poland, Romania, Slovakia, and Switzerland. It re-entered the US cable market through acquiring a large share of Charter Communications in 2013, and through negotiations with other cable firms. It also had control of DBS provider DirecTV but reduced it subsequently. Telmex expanded into Latin America (Brazil, Chile, and Mexico). Telefónica has large market shares in both Spain and Chile.

In Italy, 21st Century Fox (as Sky Italia) has a 95.3% market share due to buyouts of other satellite providers and since no cable TV option exists as an alternative except for a few IPTV providers. In France, a duopoly of Vivendi (DBS) and Altice (Numericable) emerged after a series of acquisitions that took place over the 2000s.

p. 1133 The industry has a W-HHI of 599 for 2013, which is much higher than that of video channels (431) or broadcast TV (206). ↴

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p. 1136 **Top Companies: Non-Broadcast Video Channels**

The most significant video channel companies, ordered by their power index are Vivendi of France (PI of 247, world revenue share of 5.1%, revenues of \$3.6 billion), Time Warner (222, 9.4%, \$6.6 billion), 21st Century Fox (164, 7.4%, \$5.2 billion), Viacom (142, 8.4%), Disney (118, 8.3%, \$5.8 billion), and the Japanese network SkyPerfecTV (228, 4.1%, \$2.9 billion). Other large providers are Discovery Communications (72.8, 6%, \$4.3 billion) Comcast (59, 4.9%, \$3.5 billion), Shaw Canada (119, 3.5%, \$2.5 billion), Bertelsmann (39.6, 2.2%, \$1.6 billion) of Germany, and Bouygues (29.7, 2.2%, \$1.6 billion) (Table 35.7).

Table 35-7. The World's Major Non-Broadcast Video Channel Companies (First In Their Countries; Or, >20%; Or, in Top Thirty by Revenue)

Companies	Company Power Index in World Industry	2011 or Most Recent Revenue (mil \$)	Market Shares (%)	Market Share of World Industry Total Revenue(%)
Vivendi (France)	247	3,633	France (49.2%), Germany (2.8%)	5.10%
SkyPerfectTV (Japan)	227.8	2,894	Japan (55.6%)	4.10%
Time Warner (US)	222	6,614	Chile (23.7%), US (23.3%), UK (4%)	9.40%
Murdoch Group (21 st Century Fox/Sky, US)	164	5,236	Portugal (12.3%), Chile (12.7%), Ireland (5.1%), Taiwan (11%), Russia (4.4%), India (1.9%), UK (38.4%), US (7.7%), Spain (6.4%), Poland (6.6%), Israel (7.8%)	7.40%
Redstone Group (Viacom, US)	142	5,956	Poland (2.6%), Ireland (2%), Israel (2.9%), UK (7.2%), Chile (6.9%), Germany (3.4%), Spain (4.8%), US (13.6%), Netherland (34.1%)	8.40%
Shaw (Canada)	119	2,477	Canada (33.9%)	3.50%
Disney (US)	118	5,832	US (15.3%), India (15.2%), Netherlands (15.6%), Portugal (2.7%), UK (6.4%), Spain (4.6%), Russia (5.3%)	8.30%
Bell Canada Enterprises/CTV (Canada)	78	2,002	Canada (27.4%)	2.80%
Discovery Communications (US)	73	4,252	Chile (38.5%), Israel (2.9%), US (9.9%), Netherlands (19.5%), Russia (15.2%), UK (7.2%), Germany (2%)	6.00%
Comcast (US)	59.1	3,450	US (12.1%)	4.90%
NHK (Japan, public)	48.3	1,333	Japan (26.5%)	1.90%
Bertelsmann (RTL, Germany; M6, France)	39.6	1,550	France (10.2%), Germany (25.1%)	2.20%
WOWOW (Japan)	33	1,098	Japan (21.1%)	1.60%
Bouygues Group (TF1, France)	29.7	1,563	France (16.2%), Netherlands (7%), Russia (5.4%), Germany (2%), Spain (1.5%)	2.20%
ARD (Germany) (public)	28.5	809	Germany (24.9%)	1.10%
Astral (Canada)	25.2	1,140	Canada (15.6%)	1.60%
ProSiebenSat.1 (Germany)	18.8	657	Germany (20.2%)	0.90%
Zee (India)	16.7	390	India (30.2%)	0.60%
PRISA (Spain)	13	631	Spain (14.5%)	0.90%
Sun Group (India)	9.1	288	India (22.3%)	0.40%
ZDF (Germany) (public)	7.3	410	Germany (12.6%)	0.60%
Impresa (Portugal)	4.8	136	Portugal (24.9%)	0.20%

Lagardère (France)	4	454	France (6.3%)	0.60%
France Télévisions (France) (public)	3.7	432	France (6%)	0.60%
SET (Taiwan)	3.3	142	Taiwan (16.6%)	0.20%
Liberty (US)	3.2	693	Section 1.01 US (1.5%), Spain (6.1%)	1.00%
Dori Media Group (Israel)	3.1	111	Israel (20%)	0.20%
Factoria de Canales (Spain)	2.7	287	Spain (6.6%)	0.40%
Cablevision (US)	2.5	713	US (2.5%)	1.00%
RGE (Israel)	2.2	93.2	Israel (16.8%)	0.10%
TVB (TVBS, Hong Kong)	1.6	98.6	Taiwan (11.5%)	0.10%
China Times News Group (Taiwan)	1.4	93.4	Taiwan (10.9%)	0.10%
Hayat (Egypt)	1.3	67.8	Egypt (13.3%)	0.10%
Panorama (Egypt)	1.1	62.2	Egypt (12.2%)	0.10%
Kinnevik (Sweden)	1.1	38.4	Sweden (20.6%)	0.10%
Network18 Group (India)	1.1	102	India (7.9%)	0.10%
Government of Egypt (NTN) (public)	1	60.2	Egypt (11.8%)	0.10%
Rotana (Saudi Arabia)	0.7	49.5	Egypt (9.7%)	0.10%
Altice (France)	0.3	32.7	Israel (5.9%)	0.00%
Worldwide Industry HHI Concentration (W-HHI)				431
Worldwide Industry C4 (30 Countries) Concentration				33.5%
Total Global Video Channel Revenue (mil US\$)				70,636

The \$70.6 billion industry is highly internationalized, mostly due to the satellite form of delivery to cable firms with a coverage footprint that easily covers several countries. Time Warner's position as the third-largest firm in the world stems from its strong role in the American market, where it holds a 23.3% market share. Its acquisition of Turner Broadcasting in 1996 secured its position as the market leader, by adding the news channel CNN as well as TNT and TBS. It also owns HBO, America's leading pay-cable channel. Disney owns the ABC family of channels and the hugely profitable sports channel ESPN. Discovery Communications offers several documentary-style channels. Discovery Communications is a market leader in Russia and

operates in many other countries as well. Viacom owns many channels focusing on young viewers, in particular by channels such as MTV, Comedy Central, and Nickelodeon.

Vivendi's first place ranking in the market by company PI derives from its ownership of the Canal + Group, which has a 50% share (and significant revenues) in France through the Canal + network of television channels, including also Sport +, Extreme Sports, Planète, and CinéCinéma. France Télévisions (Bouygues) owns several video channels, including Gulli and Mezzo (co-owned with Lagardère); Planète Thalassa and Planète Justice (co-owned with Vivendi); France2 +, TV5Monde, Euro News, and Arte, all in collaboration with other public broadcasters. TF1's Eurosport channel, offered by Bouygues in conjunction with Discovery Communications (United States), is available across Europe, Australia, and parts of Asia.

In India, 30.2% of the market is held by Zee TV, which operates channels such as Zee Cinema HD, Zee TV HD, Zee Action, Zee Salaam, and Zee Business. SkyPerfecTV and WOWOW dominate the Japanese market. In Canada, Bell Canada/CTV owns TSN, RDS, The Movie Network, and Super Écran.

The 30-country worldwide concentration in the video channels industry is $W\text{-HHI} = 431$, higher than the figure for broadcast TV (218) due to its much greater internationalization, but lower than for multichannel platforms (701). Table 35.8 names the most important channels owned by the top 11 video channel providers in the world market.

Table 35-8. The World's Top Video Channels owned by Non-Broadcast Video Channel Companies by Power Index

Top Companies	Main Channels
Time Warner (US)	CNN, TNT, TBS, Cartoon Network, HBO, Cinemax
Redstone Group (US)	MTV, VH1, Nickelodeon, Comedy Central, CMT, TV Land, Showtime
Disney (US)	ESPN, ABC Family, Disney XD, A&E, Bio, Lifetime, History
Murdoch Group (US)	Fox News, Fox Sports, FX, National Geographic
Discovery Communications (US)	Discovery Channel, TLC, Animal Planet, OWN
Vivendi (France)	Canal+, Canal+ Sport, Canal+ Cinema, D8, D17, i>télé, Planète
Comcast (US)	MSNBC, CNBC, Bravo, E!, SyFy, USA
SKY PerfecTV (Japan)	Channel 267, Channel 89, 57 SD
Shaw (Canada)	Slice, Showcase, HGTV Canada
Bell Canada Enterprises/CTV (Canada)	TSN, RDS, The Movie Network, Super Écran
WOWOW (Japan)	WOW Prime, WOW Live, WOW Cinema
France Télévisions (France) (public)	Gulli, Mezzo, Planète Thalassa, Planète Justice
Zee Entertainment (India)	Zee Next, TEN Sports, Zing

The line between broadcast television and non-broadcast video channels is not always well defined. The industries are overlapping. To reflect this, in Table 35.9, we present them together as one combined TV channel industry valued at \$255 billion. Table 35.9 includes several companies that were excluded in preceding tables because they did not meet the size criteria for those industry tables. The results show China's CCTV, the BBC, Fininvest, Globo, RAI, Disney, the Government of Russia, Viacom, Comcast, Murdoch, Bertelsmann, ProSiebenSat.1, Vivendi, SkyPerfecTV, Time Warner, and ARD leading the combined video industries market by Power Index. By revenues, the top firms are Disney (\$12.8 billion), Redstone (\$12.3 billion), the Chinese government as a whole (\$11.2 billion), Comcast (\$11.1 billion), the Murdoch Group (\$11 billion), the BBC (\$9.4 billion), Time Warner (\$7.4 billion), and Bertelsmann (\$6.8 billion). Of the several Chinese entities, CCTV as a standalone is still higher than Italy's Fininvest (\$6.2 billion), the tenth largest video industries company by revenue. The C10 is 36.3%. 4



Table 35-9. The World's Major Television Channel Companies (Broadcast and Non-broadcast Channels), 2011 or Most Recent

Company	2011 or Most Recent Power Index	Revenue (Mil \$)	Market Share in Broadcast and Other Video Channels
Disney (US)	76.6	12,782	5.0%
Redstone Group (US)	75.4	12,259	4.8%
Government of China	439	11,200	4.4%
<i>CCTV (China) (public)</i>	153	6,619	2.6%
<i>Shanghai Media Group (China) (public)</i>	7.1	1,422	0.6%
<i>Hunan Media Group (China) (public)</i>	2.9	907	0.4%
<i>Jiangsu Media Group (China) (public)</i>	1.7	706	0.3%
Comcast (US)	68.8	11,047	4.3%
Murdoch Group (US)	75.4	10,977	4.3%
BBC (UK) (public)	170	9,386	3.7%
Time Warner (US)	62.0	7,391	2.9%
Bertelsmann (Germany)	60.3	6,843	2.7%
Fininvest (Italy)	83.9	6,217	2.4%
NHK (Japan) (public)	40.6	5,644	2.2%
ProSiebenSat.1 (Germany)	62.1	5,587	2.2%
Globo Group (Brazil)	112	5,463	2.1%
NTV (Japan)	38.3	5,115	2.0%
Asahi Shimbun (Japan)	37.1	5,108	2.0%
ARD (Germany) (public)	47.3	4,884	1.9%
RAI (Italy) (public)	92.1	4,865	1.9%
NBS (Japan)	30.7	4,637	1.8%
Tokyo Broadcasting Service (Japan)	26.6	4,341	1.7%
Discovery Communications (US)	20.2	4,252	1.7%
Vivendi (France)	68.4	3,633	1.4%
ITV (UK)	30.8	3,604	1.4%
Shaw (Canada)	36.0	3,007	1.2%
Government of Russia	80.9	2,935	1.2%
<i>Gazprom Media (Russia) (public)</i>	18.0	1,372	0.5%
<i>First Channel (Russia) (public)</i>	6.7	840	0.3%
<i>VGTRK (Russia) (public)</i>	4.6	692	0.3%
SkyPerfectTV (Japan)	63.1	2,894	1.1%
Bell Canada Enterprises/CTV (Canada)	29.5	2,850	1.1%

Bouygues (France)	16.2	2,464	1.0%
ZDF (Germany) (public)	11.3	2,417	0.9%
Government of South Korea	86.9	2,256	0.9%
KBS (South Korea) (public)	24.0	1,188	0.5%
MBC (South Korea) (public)	16.0	969	0.4%
EBC (South Korea) (public)	0.2	99	0.0%
Planeta (Spain)	20.3	2,046	0.8%
PRISA (Spain)	19.8	2,001	0.8%
Nihon Keizai Shimbun (Japan)	5.2	1,932	0.8%
Televisa (Mexico)	41.1	1,717	0.7%
CBC (Canada) (public)	20.8	1,652	0.6%
Channel 4 (UK)	6.3	1,633	0.6%
France Télévisions (France) (public)	13.2	1,537	0.6%
Universal Church Group (Brazil)	8.8	1,533	0.6%
RTVE (Spain) (public)	10.9	1,470	0.6%
RTP (Portugal) (public)	19.5	1,393	0.5%
Gannett (US)	1.7	1,381	0.5%
Seven Network (Australia)	13.4	1,294	0.5%
Rogers (Canada)	5.4	1,199	0.5%
Impresa (Portugal)	13.0	1,165	0.5%
Astral (Canada)	7.0	1,140	0.4%
WOWOW (Japan)	9.1	1,098	0.4%
Bonnier (Sweden)	13.0	1,061	0.4%
Nine Entertainment (Australia)	9.0	1,059	0.4%
Prasar Bharati (India) (public)	40.4	1,030	0.4%
CTC (Russia)	7.2	868	0.3%
TV Azteca (Mexico)	9.9	844	0.3%
Hearst (US)	0.6	820	0.3%
Tribune (US)	0.6	820	0.3%
SABC (South Africa) (public)	21.2	799	0.3%
Ten Network (Australia)	4.8	770	0.3%
FORTA (Spain) (public)	3.0	762	0.3%
Bandeirantes Group (Brazil)	2.2	761	0.3%
Cablevision (US)	0.7	713	0.3%
Liberty (US)	0.9	693	0.3%
Dogan Group (Turkey)	9.8	633	0.2%

SBS (South Korea)	4.2	583	0.2%
VRT (Belgium) (public)	4.7	569	0.2%
Yle (Finland) (public)	9.1	565	0.2%
The Washington Post (US)	0.3	561	0.2%
Quebecor (Videotron, Canada)	1.2	550	0.2%
NPB (Netherlands) (public)	9.9	545	0.2%
Sveriges (Sweden) (public)	5.6	537	0.2%
SRG SSR (Switzerland) (public)	6.2	524	0.2%
RTÉ (Ireland) (public)	12.2	502	0.2%
NRJ Group (France)	1.4	497	0.2%
Kinnevik (Sweden)	4.1	482	0.2%
Lagardère (France)	1.1	454	0.2%
Silvio Santos Group (Brazil)	0.7	438	0.2%
Zee (India)	4.6	390	0.2%
Advance (US)	0.1	389	0.2%
Hosken (South Africa)	4.9	383	0.2%
TP (Poland) (public)	6.7	383	0.2%
Southern Cross Media (Australia)	13.2	363	0.1%
VMMA (Belgium)	1.7	346	0.1%
Turkuvaz-Kalyone Group (Turkey)	2.7	331	0.1%
Cukurova Group (Turkey)	2.4	312	0.1%
RTBF (Belgium) (public)	1.4	306	0.1%
Government of Egypt	9.8	303	0.1%
<i>ERTU (public)</i>	9.5	243	0.1%
<i>NTN (public)</i>	0.2	60	0.02%
Next Radio TV (France)	0.5	302	0.1%
Sun Group (India)	2.5	288	0.1%
Grupo Clarín (Argentina)	2.7	288	0.1%
Factoria de Canales (Spain)	0.7	287	0.1%
Government of Taiwan	8.6	263	0.1%
<i>Formosa TV (Taiwan)</i>	1.7	116	0.05%
<i>Taiwan TV (Taiwan)</i>	0.4	53	0.02%
<i>China TV Corp. (Taiwan)</i>	0.3	50	0.02%
<i>BCC (Taiwan) (public)</i>	0.2	44	0.02%
EBC (Brazil) (public)	0.2	240	0.1%

Canal 9 (Mexico)	1.8	238	0.1%
Bloch Group (Brazil)	0.2	229	0.1%
America 2 (Argentina)	1.6	224	0.1%
Sanoma Oyj (Finland)	1.6	220	0.1%
TVN (Chile) (public)	1.5	181	0.1%
Grupa TVN (Poland)	1.5	181	0.1%
Telefónica (Spain)	0.9	169	0.1%
China Times News Group (Taiwan)	0.8	147	0.1%
SET (Taiwan)	0.9	142	0.1%
Channel 10 (Israel)	1.3	119	0.05%
Dori Media Group (Israel)	0.9	111	0.04%
Universidad Catholica (Chile)	1.3	106	0.04%
Network18 Group (India)	0.3	102	0.04%
TVB (TVBS, Hong Kong)	0.4	98.6	0.04%
RGE (Israel)	0.6	93.2	0.04%
Hayat (Egypt)	0.4	67.8	0.03%
Yomiuri Shimbun (Japan)	0.0	62.5	0.02%
Panorama (Egypt)	0.3	62.2	0.02%
Bezeq (Israel)	0.2	50.0	0.02%
Rotana (Egypt)	0.2	49.5	0.02%
Altice (France)	0.08	32.7	0.01%
Channel 2 (Israel)	0.03	32.1	0.01%
Worldwide Industry HHI Concentration (W-HHI)			199
Worldwide Industry C4 (30-countries) concentration			18.5%
Worldwide Industry C10 (30-countries) concentration			36.8%
Total Combined Video Industries Revenue (mil US\$)			255,015

Top Companies: Film

Film is a relatively static market by revenues, which totaled \$30.7 billion in 2013. The companies with the largest CPI-I are the “big six” Hollywood studios: Disney (219), Time Warner (180), Sony-owned Columbia-TriStar (151), 21st Century Fox (139), Comcast’s Universal Studios (110), and Viacom (102). Also in the top are the China Film Group (176) and the Japanese studio Toho (84) due to their high domestic shares. By revenue, by far the largest firms are Warner Bros (\$4.4 billion), Sony (\$3.3 billion), Paramount (\$3.3 billion), Disney (\$3.3 billion), 21st Century Fox (\$3.2 billion), and Universal (\$2.5 billion). The next tier of film companies in revenue terms are the China Film Group with revenues of \$1.2 billion and Toho with \$683 million. In Europe, Vivendi (StudioCanal Productions) is strong in France, Germany, and the United Kingdom. Vivendi used to own the Hollywood major studio Universal before it was bought by GE and then Comcast.

Major East Asian countries are among the few markets where the six American studios (including Japan-owned Sony) are not the dominant firms (Table 35.10). The state-owned China Film Group maintains its high market share partly due to severe governmental restrictions against foreign films. Only 34 foreign films may be imported into China each year (an increase from 20 in 2008). But since the national market is still fairly low income, the China Film Group achieves only relatively small revenues.

Table 35-10. The World's Major Film Studio/Distributors (First In Their Countries; Or, >20%; Or, in Top Thirty by Revenue)

Companies	Company Power Index in World Industry	2011 or Most Recent Revenue (mil \$)	Market Shares by Country By Revenue (%)	Market Share of World Industry Total Revenues (%)
Disney (US)	219	3,343	See Table 35.11	14.3
Time Warner (Warner Bros., US)	180	4,421	See Table 35.11	15.4
Government of China (China) (China Film Group)	176	1,215	China (45.0)	3.9
Sony (Columbia-TriStar, Japan)	151	3,275	See Table 35.11	16.6
21 st Century Fox (Murdoch, US) ^a	139	3,193	See Table 35.11	9.5
Comcast (Universal, US)	110	2,470	See Table 35.11	12.2
Redstone Group (Viacom, Paramount, US)	102	3,346	See Table 35.11	8.4
Toho (Japan)	84	683	Japan (37.9)	2.2
CJ Group (South Korea)	24	251	South Korea (30.1)	0.8
Bonnier (Sweden)	23	315	Sweden (22.4)	1.0
Huayi Brothers (China)	22	549	China (16.0)	1.4
Vivendi (StudioCanal, France)	16	724	France (26.8), Germany (2.8), UK (0.8)	2.3
Karo Premier (Russia) ^b	8	137	Russia (18.7)	0.44
Fininvest (Medusa, Italy)	7	126	Italy (16.6)	0.41
ProfMedia (Russia)	6	120	Russia (16.4)	0.39
Eros Entertainment (India)	4	83	India (12.9)	0.27
Egmont (Denmark)	4	135	Sweden (9.6)	0.44
Showbox (South Korea)	3	85	South Korea (10.2)	0.27
RAI (Italy)	3	84	Italy (11.0)	0.27
Schibsted (Norway)	3	108	Sweden (7.7)	0.35
Sun Group (Sun Pictures, India)	2	61	India (9.1)	0.2
Baba Arts (India)	1	44	India (6.5)	0.14
Grupo Televisa (Mexico)	1	62	Mexico (6.9)	0.08
Investment AB Kinnevik (Sweden)	1	45	Sweden (3.2)	0.15
Worldwide Industry HHI Concentration (W-HHI)				1,057
Worldwide Industry (30-Country) C4 Concentration				47.0

Total Global Film
Revenue

\$30,710

- a 21st Century Fox spun off from News Corp. in 2013.
- b Distributes Warner Bros. in Russia, in addition to producing and exporting its own content within the markets of Russia and other former Soviet republics.

The South Korean government, too, restricts the foreign films that can enter the country's film market. Regulations state that a theater must show domestic films 40% of the year. In Japan, Toho has considerable influence over the fairly sizable domestic market. Toho is Japan's largest movie studio, known for its science fiction and animated films. It is also the leading distributor of American films within the Japanese market and has a strong hold on theaters in the country.

In other Asian countries, the film industry is less concentrated. A strong domestic film industry in India has kept foreign companies from dominating, but languages, cultural divisions, and entrepreneurial production

p. 1141 firms have kept ↵

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the domestic industry fragmented, though less than in the past.

By revenue as well as company-industry power index, the six leading global companies are American-based, though Sony Pictures is Japanese-owned. Disney, one of the strongest companies, has made numerous high-profile acquisitions, including Miramax (until 2010), Marvel Entertainment, LucasFilm, and Pixar. Universal has repeatedly changed hands across several countries and industries within its recent history; it was owned by the Japanese consumer electronics giant Matsushita, then by the Canadian firm Seagram, and then, between 2000 and 2004, by the French company Vivendi. In 2004, 80% of the company was transferred to GE to form part of NBC Universal, which Comcast then acquired in 2011 and fully controlled by 2013.

The film industry is one of the most internationalized media industries in this study, with the six Hollywood majors operating in every country surveyed. Table 35.11 breaks down the market share of the "big six" in these countries. It must be understood, however, that only part of the majors' revenues and activities are those of production. Most of their distribution is films produced by others, often in collaboration.

Table 35-11. Market Shares For Hollywood Distributors (% Market Share By Box Office Revenues, 2012)^a

	Warner Bros.	Paramount	21st Century Fox	Disney	Sony	Universal^b	Total % 6 Major Productions
Argentina	13.3	10.2	8.9	22.9	6.3	10.2	71.8
Australia	21.0	13.0	16	13	12	11	86.0
Belgium	15.4	8.4	9.5	14.3	16.6	12.2	76.4
Brazil	12.9	19.6	18.7	10.7	10.7	5.8	78.4
Canada	19.9	13.9	13.2	11.6	13.7	4.2	76.5
Chile	12.3	9.1	8.9	13.7	6	8.1	58.1
China	0.6	2.3	0.1	0.9	0.9	1.5	6.3
Egypt ^c	6.2	3.4	3.8	5.8	6.6	4.8	30.6
Finland	15.4	8.4	9.5	14.3	16.6	12.2	76.4
France	9.4	10	12.2	7.5	7.7	1.6	48.4
Germany	16.6	13.9	9.0	10.2	10.3	12.8	72.8
India	3.5	2.6	4.1	0.2	3.1	2.6	16.1
Ireland	11.0	16.9	9.4	9.9	12.5	18.5	78.2
Israel	15.4	8.4	9.5	14.3	16.6	12.2	76.4
Italy	9.6	9.9	6.4	7.7	5.1	9.9	48.6
Japan	8.4	8.4	4	14.3	3.5	12.2	50.8
Mexico	16.8	14.9	12.6	20.1	9.1	7.4	80.9
Netherlands	27.2	8.4	4.1	11.4	10.4	16.6	78.1
Portugal	11.9	11.1	14.0	14.3	12.2	11.1	74.6
Russia	15.2	3.1	13.5	10.0	10.0	3.1	54.9
South Africa	18.5	14.5	18.5	16.5	16.5	14.5	99.0
South Korea	5.7	2.1	8.3	8.3	9.4	2.1	35.9
Spain	11.9	8.4	14	19.9	12.2	22.2	88.6
Sweden	15.4	8.4	9.5	14.3	16.6	12.2	76.4
Switzerland	15.4	8.4	9.5	14.3	16.6	12.2	76.4
Taiwan	15.4	8.4	9.5	14.3	16.6	12.2	76.4
Turkey	9.6	11.1	9.5	14.3	16.6	11.1	72.2
UK	11	16.9	9.4	9.9	12.5	18.5	78.2
US	19.9	13.9	13.2	11.6	13.7	4.2	76.5
World Averages	15.4	8.4	9.5	14.3	16.6	12.2	76.4

a In some cases, where a company's national share was unavailable, it was estimated as the global share of the company.

b For Argentina, India, Italy, South Africa, South Korea, and Turkey, the market shares for Universal and Paramount is allocated to reflect a 50:50 split of the combined UIP number reported.

c For Egypt, the total percentage of Egyptian firms is subtracted from the overall total, and 10% allocated to non-Hollywood imports. The rest is allocated among the Hollywood "Big Six" according to the international breakdown.

For 2012, this is the average market share of the big six in each country: Sony averaged 16.6%, Warner Brothers 15.4%, Disney 14.3%, Universal 12.2%, 21st Century Fox 9.5%, and Paramount 8.4%. The numbers are significantly lower in highly regulated markets (China and South Korea), or ones with strong domestic film industries (Egypt and India).

Historically, Universal and Paramount have often distributed together through their UIP joint venture. In many countries the American firms distribute directly. In others, they go through local distributors. In Portugal, ZON Lusomundo distributes most of the major American studios' films, accounting for 58.5% of the nation's box office in 2009. Even in India, the Hollywood Six have made inroads. Disney partnered with a domestic Indian company, UTV, chosen because it had a higher capitalization

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than the next two largest indigenous production houses, Sun Pictures and Baba Arts.

The worldwide industry concentration in the film industry is highest of all the audiovisual industries, at 1,057. Even though the Hollywood majors average up to 76.4% market share within individual country markets, none dominates, and rarely has any firm more than 20% or less than 10%.

Top Companies: Wireline Telecom

Worldwide industry concentration (W-HHI), measured by the market shares of the top companies, is 308. National wireline concentration is usually high, and often even higher than the numbers show because the incumbents in several countries operate on a regional basis and do not compete in other regions.

National companies have a domestic incumbency advantages because many of them were former (or current) state wireline operators. But they lack many of these incumbency advantages when they enter other countries. Wireline operators that are more internationalized typically possess historical and linguistic ties with the new markets. In wireless, in contrast, the incumbents typically did not receive a monopoly when that industry emerged in the 1980s.

Internationalization of the wireline industry is more common in several of the smaller markets, where established European providers have been able to move in after the privatizations of the 1990s. Deutsche Telekom has a stake in the Netherlands; Telefónica is the largest provider in Latin America, where it dominates the Argentine, Chilean, and Brazilian markets. It is the fourth largest company by revenue and by power index in the world.

AT&T holds a 26.7% market share in the United States and is one of the top five companies by power index (254) and the largest company by revenue (\$56.1 billion) and worldwide market share (9.5%) (Table 35.12).¹ This incarnation of the AT&T brand is a consolidation of the regional "Baby Bell" firms Southwestern Bell, Ameritech, Pacific Telesis, and Bell South, as well as the large remnant of the original AT&T that was broken apart in 1984. Verizon holds a 18.6% market share in the United States and revenue of \$39 billion (6.6% global). The company formed with the merger of the "Baby Bells" Nynex and Bell Atlantic, as well as of GTE and MCI.

Table 35-12. The World's Major Wireline Telecom Companies (First In Their Countries; Or, >20%; Or, in Top Thirty by Revenue)

Companies	Company-Power Index in Industry	2011 or Most Recent Revenue (mil \$)	Market Shares (%)	Market Share of World Total Revenues (%)
NTT (Japan) (33% public)	567	46,247	Japan (72.3%)	7.80%
Government of China	448	26,400	China (100%)	4.50%
<i>China Telecom (public)</i>	<i>154</i>	<i>15,470</i>	<i>China (58.6%)</i>	2.60%
<i>China Unicom (public)</i>	<i>41.1</i>	<i>7,999</i>	<i>China (30.3%)</i>	1.40%
<i>China Mobile (public)</i>	<i>5.5</i>	<i>2,930</i>	<i>China (11.1%)</i>	0.50%
Deutsche Telekom (Germany, 38% public) ^a	278	29,083	Germany (56.9), Hungary (40%), Netherlands (3.4%)	4.90%
AT&T (US)	254	56,130	US (26.7%), Mexico (3.5%)	9.50%
Telefónica (Spain) ^b	245	30,583	Spain (71.9%), Chile (53%), Brazil (23.8%), Germany (3.8%), Argentina (61.1%)	5.20%
Oi + Telemar Participações (Brazil) ^c	165	22,893	Brazil (42.1%), Portugal (55.3%)	3.90%
Telecom Italia (Italy)	135	12,091	Italy (66%)	2.00%
Government of Russia (Svyazinvest) (public)	131	9,338	Russia (82.6%)	1.60%
Verizon (US)	123	39,027	US (18.6%)	6.60%
Telstra (Australia)	112	9,278	Australia (71.4%)	1.60%
Telmex (Grupo Carso, Mexico)	106	17,217	Brazil (27.9%), Chile (5%), Mexico (85%)	2.90%
Korea Telecom (South Korea)	84.4	6,872	South Korea (72.5%)	1.20%
Bell Canada Enterprises/CTV (Canada)	83.2	9,024	Canada (54.4%)	1.50%
Turk Telecom (Oger Group, Saudi Arabia)	82.4	5,342	Turkey (91%)	0.90%
Telkom (South Africa) (public)	77.3	4,563	South Africa (100%)	0.80%
Bharat Sanchar Nigam (India) (public)	66.7	4,860	India (81%)	0.80%
France Telecom (France) (27% public)	63.9	9,644	France (41%), Spain (2.4%)	1.60%
CenturyLink (US)	47	24,130	US (11.5%)	<u>47</u>
TP (public)	45.1	3,628	Poland (73.3%)	2.90%
BT (UK)	43.8	5,899	UK (43.8%)	1.00%
Swisscom (Switzerland) (public)	41.7	3,825	Switzerland (63.1%), Italy (8%)	0.60%

Government of Taiwan (CHT) (public)	35.7	2,611	Taiwan (80.7%)	0.40%
Belgacom (Belgium)	34.9	3,264	Belgium (63.1%)	0.60%
Level 3 (US)	32.1	19,933	US (9.5%)	3.40%
Telecom Egypt (Egypt) (public)	30.7	1,812	Egypt (100%)	0.30%
TeliaSonera (Sweden/Finland) (50% public)	28	2,931	Sweden (62.9%), Finland (22%)	0.50%
Altice (France) ^c	24.8	9,397	Brazil (8.2%), France (22.1%), Israel (14%), Portugal	1.60%
Comcast (US)	22.8	16,786	US (8%)	<u>22.8</u>
SingTel (Singapore) (public)	21.5	3,537	Australia (15%) Ireland (61.3%)	0.60%
KPN (Netherlands)	20.5	2,926	Netherlands (41.4%)	0.50%
Vodafone (UK)	19.5	9,836	Germany (13.2%), Ireland (17.4%), Turkey (1.2%), Spain (4.6%), Portugal (4.1%), Italy (9%)	1.70%
Iliad (France)	19.4	5,055	France (22.6%)	0.90%
Liberty Media (US)	15.4	5,097	UK (14.6%), Belgium (29.3%), Ireland (5.4%), Switzerland (8.6%), Netherlands (13.7%)	0.90%
Bezeq (Israel)	14.1	1,018	Israel (82%)	0.20%
Telus (Canada)	13.5	3,633	Canada (21.9%)	0.60%
United Internet (Germany)	9.7	5,373	Germany (10.6%)	0.90%
Fintech Group (Mexico)	6.3	957	Argentina (38.9%)	0.20%
Time Warner Cable (US)	6	8,603	US (4.1%)	1.50%
Elisa (Finland)	5.3	817	Finland (38%)	0.10%
Cablevision (US)	3.9	6,924	US (3.3%)	1.20%
Murdoch (US)	3.7	1,711	UK (12.7%)	0.30%
Cox (US)	2.8	5,875	US (2.8%)	1.00%
Bouygues Telecom (France)	2.5	1,812	France (8.1%)	0.30%
Citizens Telecom (US)	2.4	5,455	US (2.6%)	0.90%
Sprint-Nextel (Softbank, Japan)	1	3,567	US (1.7%)	0.60%
MegaFon (Russia)	0.2	407	Russia (3.6%)	0.10%
Worldwide Industry HHI Concentration (W-HHI)				308
Worldwide Industry C4 (30-countries) Concentration				26%
Total Global Wireline Revenue (mil US\$)				589,986

- a Operates as Magyar Telekom in Hungary.
- b Telefónica controlled Telecom Italia through 9.12 ownership in an intermediary consortium. In 2014, these arrangements were being dissolved or in transition.
- c In 2007 Telemar Participações changed its name to Oi. Portugal Telecom bought 23.4% of Oi's shares in 2010. The remaining shares are split between construction firm Andrade Gutierrez (AG) and telecom firm LF Tel, which each own 4.5% of Oi. Additionally, AG and LF began a joint venture, also called Telemar, which now owns 17.7% stake in Oi. Oi and Telemar merged in 2013 with PT (Portugal) controlling 38% of the venture and Oi (Brazil) the other 62%. However, when PT suffered investment reverses, Oi sold PT's Portugal operations to France's Altice in 2015. TP remained Oi's largest shareholder.

Wireline telecom providers achieve some of the highest revenues and power indices of any companies in this study. Other top companies by power index, revenue, and market share of the wireline global market are NTT (567, \$46.2 billion, 7.8%), Deutsche Telekom (278, \$29.1 billion, 4.9%), and Telefónica (245, \$30.6 billion, 5.2%). The Chinese government has a PI of 448 and revenues of \$26.4 billion for 4.5% global wireline market share. In every country, the former monopolist—which usually had been previously state-owned—is still number one as a privatized company in a liberalized market.

Japan's NTT, accounted for 72.3% of Japan's wireline market in 2012, giving it the second highest power index and third highest yearly revenue of any wireline provider. As a former public monopolist (the Japanese government still holds 32% of its stock), NTT maintained an edge over wireline competitors following its privatization partly due to its heavy investment in infrastructure upgrade.

Public ownership still exists in several major markets. Russia's Svyazinvest is the result of the merger of several public companies in 1994, giving it a clear majority over the country's wireline market. China has two regional state-owned firms, China Telecom and China Unicom. India's Bharat Sanchar Nigam has 81% of the market. While its inefficient service has made it an unpopular option, its market share has not changed significantly. What *has* changed is the value of the market: Indian wireline fell from \$9.6 billion in 2004 to \$6.7 billion in 2011 while mobile revenues surged.

p. 1149 TeliaSonera is the result of the 2003 merger between the Swedish and Finnish public incumbents. Grupo Carso's Telmex, Mexico's largest provider, has expanded its activities into other Latin American countries such as Brazil and Chile, though it is still far behind Telefónica.

Top Companies: Wireless Telecom

Worldwide Industry Concentration (W-HHI) in wireless telecom was 655 in 2013. Because the largest mobile operators have acquired licenses in many countries, their global market shares are much higher than in the wireline industry. On the other hand, their national market shares tend to be lower than those of wireline incumbents.

Generally, the emerging market structure in the wireless mobile telecom industry is that of three or four nationwide companies, sometimes with a few resellers (MVNOs—Mobile Virtual Network Operator). Among the national operators, the incumbent traditional wireline operators, formerly a monopoly, typically have the highest market share, for example, Orange in France, NTT in Japan, Deutsche Telekom in Germany, America Móvil/Claro/Telmex in Mexico, Telefónica in Spain and Argentina, and so on. The number 2 to number 4 firms are often foreign companies, and those are often the national incumbents of other countries, for example, Orange, Telefónica, Deutsche Telekom, and so on. These firms then can leverage their domestic experience, resources, and economies of scale (and the needs of developing markets) into increasingly global footprints. This process is still taking place. At present, there are over a dozen of such firms. Consolidation of the major firms is likely, probably through international partnerships.

By power index, revenue, and share of the industry, by far the largest operator is the Government of China (1,709; \$127 billion, 17.1%), of which China Mobile (698, \$80.8 billion, 10.9%) would still be the largest single mobile provider by PI and revenue in the world when treated as a separate entity. Following it come several firms with similar size: Verizon (244, \$53.7 billion, 7.4%), (AT&T (234, \$52.6 billion, 7.1%), NTT (224, \$36.2 billion, 4.9%), Vodafone (197, \$50.4 billion, 6.8%), Softbank (135, \$48.1 billion, 6.5%), Deutsche

Telekom/T-Mobile (92.6, \$35.7 billion, 4.9%), France Telecom/Orange (104, \$26.3 billion, 3.5%), America Móvil/Claro (185, \$35.9 billion, 4.9%), and Telefónica (164, \$41.3 billion, 5.6%) (Table 35.13).

Table 35-13. The World's Major Wireless Telecom Companies (First In Their Countries; Or, >20%; Or, in Top Thirty by Revenue)

Companies	Company Power Index in Industry	2011 or Most Recent Revenue (mil \$)	Market Shares (%)	Market Share of World Total (%)
Government of China	1,709	126,490	China (100%)	17.10%
<i>China Mobile (China) (public)</i>	698	80,827	<i>China (63.9%)</i>	10.90%
<i>China Telecom (83% Public)</i>	35.4	18,215	<i>China (14.4%)</i>	2.50%
<i>China Unicom (China) (public)</i>	79	27,195	<i>China (21.5%)</i>	3.70%
Verizon (US) ^a	244	53,726	US (33.6%)	7.30%
AT&T (US)	234	52,607	US (32.9%)	7.10%
NTT (Japan) (33% public)	224	36,198	Japan (45.8%)	4.90%
Vodafone (UK) ^a	197	50,402	South Africa (33.1%), UK (28%), Germany (29.9%), India (23%), Netherlands (30%), Portugal (37.7%), Spain (27.4%), Turkey (28.1%), Australia (15%), Egypt (22.3%), Finland (18%), Ireland (42.5%), Italy (30.2%)	6.80%
América Móvil/Claro (Telmex, Mexico)	185	35,910	Argentina (35.2%), US (6.2%), Mexico (70.8%), Chile (22%), Brazil (25.1%)	4.90%
Telefónica (Spain) ^{c, d}	164	41,326	Spain (39.8%), UK (29%), Chile (41%), Argentina (30.4%), Brazil (28.6%), Germany (17%), Mexico (22%), Ireland (32.7%)	5.60%
Softbank (Japan)	135	48,106	US (16.3%), Argentina (3%), Japan (26.8%), Mexico (4%)	6.50%
<i>Sprint-Nextel</i>	57.8	26,925	<i>US (16.3%), Argentina (3%), Mexico (4%)</i>	3.60%
<i>Softbank Mobile</i>	76.7	21,181	<i>Japan (26.8%)</i>	2.90%
Orange (France Telecom, France) ^b (27% Public)	104	26,226	Switzerland (17.3%), Portugal (3.4%), Egypt (35.1%), UK (17%), Spain (21.1%), Belgium (32%), France (38%)	3.50%
Deutsche Telekom/T-Mobile (Germany) (38% public)	92.6	36,553	Germany (32.4%), Netherlands (25%), US (12.4%), UK (17%)	4.90%
KDDI (Japan)	80.2	21,656	Japan (27.4%)	2.90%
Telecom Italia (Italy) ^d	74.2	18,659	Italy (33.1%), Brazil (27.2%)	2.50%
Telstra (Australia)	69.8	8,909	Telstra (58%)	1.20%
SK Group (South Korea)	61.3	8,976	South Korea (50.5%)	1.20%
VimpelCom (Wind, Russia)	44.9	11,850	Italy (22.3%), Russia (30.7%)	1.60%
MTS (Russia)	38.4	8,120	Russia (35%)	1.10%
Rogers (Canada)	36.9	7,383	Canada (37%)	1.00%
Bharti Enterprises (India)	36.5	7,911	India (34.1%)	1.10%
Altice (France) ^e	35.2	9,137	France (29.1%), Israel (7.7%)	1.20%

Turkcell (TeliaSonera, Sweden/Finland (public) + Alfa Group, Russia + Cukurova Group, Turkey)	33.8	4,804	Turkey (52%)	0.60%
MegaFon (Russia)	29.5	7,122	Russia (30.7%)	1.00%
Oi + Telemar Participações (Brazil) ^f	29.4	9,724	Brazil (18.6%), Portugal (39.5%)	1.30%
Korea Telecom (South Korea)	24	5,617	South Korea (31.6%)	0.80%
Telus (Canada)	21.9	5,687	Canada (28.5%)	0.80%
Swisscom (public)	21.1	2,582	Switzerland (60.4%)	0.30%
Bell Canada Enterprises/CTV (Canada)	19.8	5,407	Canada (27.1%)	0.70%
KPN (Netherlands)	16.6	3,502	Netherlands (35%)	0.50%
SingTel (Singapore) (public)	16.4	4,147	Australia (27%), Ireland (19.1%)	0.60%
MTN (South Africa)	16.3	3,569	South Africa (33.7%)	0.50%
Belgacom (Belgium)	15.7	2,794	Belgium (41.7%)	0.40%
E-Plus (Germany)	15.6	5,589	Germany (20.7%)	0.80%
TeliaSonera (Sweden/Finland) (50% public)	13.6	2,579	Sweden (40.4%), Finland (36%)	0.30%
PTTK Centertel	11.5	2,548	Poland (33.4%)	0.30%
Polkomtel	11.1	2,502	Poland (32.8%)	0.30%
Bouygues Telecom (France)	10.3	4,835	France (15.8%)	0.70%
Polska Telefonía Cyfrowa	9.7	2,334	Poland (30.6%)	0.30%
CHT (Taiwan) (public)	9.3	2,108	Taiwan (32.5%)	0.30%
Oger (Saudi Arabia)	7.5	3,246	Turkey (20%), South Africa (13.2%)	0.40%
Taiwan Mobile (Taiwan)	7.4	1,887	Taiwan (29.1%)	0.30%
Hutchison Whampoa (3G, Hong Kong)	6.4	5,133	UK (9%), Ireland (5.8%), Italy (9.8%)	0.70%
FarEasTone (Taiwan)	6.2	1,725	Taiwan (26.6%)	0.20%
Iliad (France)	6.1	3,703	France (12.1%)	0.50%
Kinnevik (Sweden)	5.7	1,331	Sweden (31.6%)	0.20%
Elisa (Finland)	5	950	Finland (39%)	0.10%
Cellcom (Israel)	4	949	Israel (31.5%)	0.10%
Idea Cellular (India)	3.9	2,598	India (11.2%)	0.40%
Partner Communications (Israel)	3.5	889	Israel (29.5%)	0.10%
Telecom Egypt (public) (Egypt)	3.1	997	Egypt (23.1%)	0.10%
Bezeq (Israel)	2.9	808	Israel (26.8%)	0.10%
Entel (Chile)	2.8	572	Chile (36%)	0.10%

Sunrise (Denmark)	2.1	821	Switzerland (19.2%)	0.10%
Televisa (Mexico)	0.9	1,146	Mexico (5.7%)	0.20%
Worldwide Industry HHI Concentration (W-HHI)				655
Worldwide Industry C4 (30-countries) Concentration				38.3%
Total Global Wireless Revenue				740,038

- a Market share and revenues reflect the 2013 sale of Vodafone’s 45% stake in Verizon Wireless to Verizon Communications (US).
- b In 2013 Orange/France Telecom sold off its 20% interest in Sonae, the parent company of Optimus in Portugal.
- c Telefónica acquired E-Plus in Germany.
- d Telefónica controlled Telecom Italia through an intermediary consortium until 2014.
- e Vimpelcom, owned by the Alfa Group of Russia, owns “Wind” in Italy.
- f Oi and Portugal Telecom merged in 2013, but sold in 2015 PT’s Portugal operations to France’s Altice.

The wireless telecom industry has been thoroughly internationalized. Vodafone, Deutsche Telekom/T-Mobile, Telefónica, Orange (France Telecom), Telecom Italia, América Móvil/Claro (part of Carlos Slim’s conglomerate), KPN, Vimpelcom, and TeliaSonera all operate across borders. Vodafone operates networks in over 30 countries and has partner networks in an additional 40.² Telefónica, which has the largest private company power index, provides service in 20 countries,³ and Deutsche Telekom in over 30 countries.⁴ France Telecom/Orange operates in 38 countries,⁵ and controls Orascom, which is active in 12 countries across Africa and South Asia.

The industry is also highly concentrated in Mexico, where Grupo Carso’s América Móvil/Claro holds more than two-thirds of the market, and in Turkey (via Turkcell). In Mexico, political opposition to America Movil’s (Telmex) dominance has been forcing reform on the wireless industry. América Móvil/Claro has market shares in Latin American countries such as Argentina, Mexico, Brazil, and Chile—where it competes primarily with Telefónica. ↵

p. 1150 ↵

p. 1151 ↵

p. 1152 ↵

p. 1153 ↵

p. 1154 ↵

p. 1155 ↵

p. 1157 In the United States, wireless telecom has consolidated from a highly fragmented regional patchwork to four providers with national footprints; industry C4 is 95.2%. Verizon Wireless is the result of mergers bringing together the wireless operations of Bell Atlantic, NYNEX, GTE, US West, PacTel, and Alltel. Vodafone used to own 45% of Verizon Wireless, with the rest held by Verizon. In 2013, Verizon Communications bought out this stake for \$130 billion in one of the largest corporate transactions in history. Deutsche Telekom owns T-Mobile in the United States. Softbank bought Vodafone’s Japan operations. Its acquisition of Sprint-Nextel’s wireless services in 2013 made it the third largest mobile operator in the United States, with 16.3% of the market.

Top Companies: Internet Service Providers

By company power index, the top ISP companies are China Telecom (335), Deutsche Telekom (109), Orange (167), and Telefónica (111) (Table 35.14). By revenue, the top ISP companies are AT&T (\$8.3 billion), Comcast (\$8.2 billion), China Telecom (\$10.6 billion), NTT (\$7.3 billion), and Telefónica (\$4.8 billion). Except for Telefónica, these four operate as ISPs only in their home market. The Government of China is the largest single owner, its control of China Telecom, China Unicom, and China Mobile gives it a huge PI of 1,268 and 12.7% of the ISP market.⁶

Table 35-14. The World's Major Internet Service Providers (First In Their Countries; Or, >20%; Or, in Top Thirty by Revenue)

Companies	Company Power Index in World Industry	2011 or Most Recent Revenue (mil \$)	Market Shares by Country by Revenue (%)	Market Share of World Industry Total Revenues (%)
Government of China	1,268	20,540	China (100%)	12.70%
<i>China Telecom (China) (public)</i>	335	10,558	<i>China (51.4%)</i>	6.50%
<i>China Unicom (China) (public)</i>	169	7,497	<i>China (36.5%)</i>	4.60%
<i>China Mobile (China) (public)</i>	2	822	<i>China (4%)</i>	0.50%
Orange (France Telecom, France) (27% public)	167	7,038	France (45%), Spain (6%), Egypt (22.5%), UK (3%)	4.30%
NTT (Japan) (33% public)	149	7,272	Japan (33.1%)	4.50%
Telefónica (Spain)	111	4,808	Spain (43%), Chile (43%), Argentina (31.2%), Germany (3.4%), Brazil (27.7%)	3.00%
Deutsche Telekom (Germany) (38% public)	109	3,858	Germany (45.6%)	2.40%
AT&T (US)	92.8	8,265	US (18.2%)	5.10%
Comcast (US)	91.8	8,220	US (18.1%)	5.10%
British Telecom (UK)	62.5	3,423	UK (29.6%)	2.10%
Altice (France) ^a	57.4	3,477	France (27%), Israel (9%)	2.10%
Telmex (Grupo Carso, Mexico)	43.4	1,595	Mexico (29.2%), Brazil (23.8%), Chile (7%)	1.00%
Korea Telecom (South Korea)	43	1,601	South Korea (43.5%)	1.00%
Iliad (France)	41.5	2,925	France (23%)	1.80%
SingTel (Singapore) (public)	34.8	1,345	Australia (11.8%), Ireland (41%)	0.80%
KPN (Netherlands)	28.7	1,091	Netherlands (42.6%), Belgium (3.2%)	0.70%
Telstra (Australia)	28.2	1,081	Australia (42.2%)	0.70%
Time Warner Cable (US)	26.9	4,451	US (9.8%)	2.70%
Murdoch Group (US)	26.9	2,243	UK (19.4%)	1.40%
CHT (Taiwan) (public)	26.1	622	Taiwan (67.9%)	0.40%
Telkom (public) (South Africa)	25.9	419	South Africa (100%)	0.30%
Japan Telecom (Softbank, Japan)	24.3	2,944	Japan (13.4%)	1.80%
Oi-Telemar (Brazil/Portugal) ^a	23.8	799	Portugal (48.2%)	0.50%

Verizon (US)	22.7	4,087	US (9%)	2.50%
Turk Telekom (Oger Group, Saudi Arabia)	22.4	439	Turkey (82.7%)	0.30%
Talk-Talk (UK)	20.6	1,966	UK (17%)	1.20%
Bell Canada Enterprises/CTV (Canada)	20.2	1,544	Canada (21.2%)	1.00%
Vodafone (UK)	19.1	2,128	Germany (17.1%), Egypt (8%), Portugal (4.2%), Spain (5.9%), Ireland (22%)	1.30%
TeliaSonera (Sweden/Finland) (50% public)	17.1	781	Sweden (37.2%), Finland (32%)	0.50%
Swisscom (Switzerland) (public)	16.3	493	Switzerland (53.7%)	0.30%
Telecom Egypt (public) (Egypt)	15	379	Egypt (64.2%)	0.20%
Belgacom (Belgium)	12.3	424	Belgium (47.1%)	0.30%
SK Group (South Korea)	12.3	858	South Korea (23.3%)	0.50%
ZON (Portugal)	11.1	545	Portugal (32.9%)	0.30%
ONO (Spain)	10.1	1,088	Spain (15.1%)	0.70%
Ziggo (Netherlands)	8.7	599	Netherlands (23.4%)	0.40%
NMG (Russia)	7.3	371	Russia (31.9%)	0.20%
Akado (Russia)	7	363	Russia (31.2%)	0.20%
Elisa (Finland)	5.8	276	Finland (34%)	0.20%
Liberty (US)	5.2	586	Netherlands (13.8%), Switzerland (17.1%), Ireland (12%)	0.40%
Bezeq (Israel)	3.9	176	Israel (36%)	0.10%
Telenor (Norway)	3.4	279	Sweden (19.9%)	0.20%
LinkDotNet (Egypt)	2.9	165	Egypt (28%)	0.10%
013 Netvision (Israel)	2.2	132	Israel (27%)	0.10%
Partner Communications (Israel)	2.2	132	Israel (27%)	0.10%
Reliance (India)	1.9	262	India (11.9%)	0.20%
Fintech (Mexico)	1.9	100	Argentina (29.9%)	0.10%
Grupo Clarín (Argentina)	1.2	82.3	Argentina (24.5%)	0.10%
Globo Group (Brazil)	0.1	67.1	Brazil (1.7%)	0.04%
MegaFon (Russia)	0.1	52.3	Russia (4.5%)	0.00%
Worldwide Industry HHI Concentration (W-HHI)				443

Worldwide Industry
C4 (30-countries)
Concentration

34.5%

Total Global ISP
Revenue

162,033

- a In 2007 Telemar Participações changed its name to Oi. Portugal Telecom bought 23.4% of Oi's shares in 2010. The remaining shares are split between construction firm Andrade Gutierrez (AG) and telecom firm LF Tel, which each own 4.5% of Oi. Additionally, AG and LF began a joint venture, also called Telemar, which now owns 17.7% stake in Oi. Oi and Telemar merged in 2013, with PT (Portugal) controlling 38% of the venture and Oi (Brazil) the other 62%. In 2015, Oi sold PT's Portugal operations to Altice.

In the United States, the major Internet service providers are AT&T, Comcast, Verizon, and Time Warner Cable (TWC). Comcast, in 2015, was poised to acquire TWC. Cable MSOs held a 42.8% share of the US market in 2013, followed by wireline telecoms with 35.4% and mobile providers that had an 18.6% share, net of the local wireline telecom in the same territory. Due to the consolidation in the telecom and cable industries, and the move from dial-up to broadband, the concentration of Internet service providers has increased since 1999.

The Internet service provider industry has been internationalized through companies such as America Movil (Carlos Slim, Mexico), Telefónica (Spain), Orange (France Telecom), Vodafone (United Kingdom), Liberty (United States), and SingTel (Singapore). A legal monopoly exists in South Africa. In Turkey, Turk Telekom is a near-monopoly with a market share of 82.7% due to licensing privileges.

Worldwide Industry Concentration (W-HHI) is 307, only slightly less concentrated than wireline – reflecting the fact that many operators are either cable or telecommunications providers within individual national markets, where their incumbency advantage ensures large shares of the subscriber base.

We also calculate the largest telecom companies in the world by aggregating their wireline, mobile, and ISPs. As with Table 35.9, this includes companies that were too small to make the top firms' industry tables (35.12 for wireline, 35.13 for wireless, and 35.14 for ISPs). The world's combined telecom results are presented in Table 35.15.

Table 35-15. Market Share of The World's Major Telecom Companies (Wireline, Mobile, and ISP)

Company	Total Combined Telecom Power Index	Total Combined Telecom Revenue	% Market Share of Telecom Industries (30 Countries) by Revenue
Government of China	1,162	173,430	11.6%
<i>China Mobile (China) (public)</i>	346	81,649	5.5%
<i>China Telecom (China) (public)</i>	115	44,243	3.0%
<i>China Unicom (China) (public)</i>	73.8	42,692	2.9%
AT&T (US)	226	117,002	7.8%
Verizon (US)	172	96,841	6.5%
NTT (Japan) (33% public)	351	89,716	6.0%
Telefónica (Spain) ¹	190	76,717	5.1%
Deutsche Telekom (Germany) (38% public)	168	69,494	4.7%
Vodafone (UK)	107	62,366	4.2%
Grupo Carso (Mexico)	139	54,722	3.7%
Softbank (Japan)	67.1	54,617	3.7%
Orange (France Telecom, France, 27% public)	94.8	42,907	2.9%
Oi Telemar (Brazil/Portugal) ^a	79.8	32,618	2.2%
Telecom Italia (Italy)	90.3	30,750	2.1%
KDDI (Japan)	45.8	30,471	2.0%
Comcast (US)	19.0	25,006	1.7%
CenturyLink (US)	18.6	24,130	1.6%
Altice (France)	33.5	22,011	1.5%
Level 3 (US)	12.7	19,933	1.3%
Telstra (Australia)	82.1	19,268	1.3%
Bell Canada Enterprises/CTV (Canada)	44.9	15,975	1.1%
Vimpelcom (Russia)	24.5	14,415	1.0%
Korea Telecom (South Korea)	49.9	14,090	0.9%
Time Warner Cable (US)	5.3	13,053	0.9%
Iliad (France)	15.2	11,682	0.8%
Telus (Canada)	16.6	10,019	0.7%
SK Group (South Korea)	31.7	9,834	0.7%
Government of Russia (Svyazinvest)	51.7	9,647	0.6%
SingTel (Singapore) (public)	20.4	9,543	0.6%
BT (UK)	24.1	9,322	0.6%
Oger Group (Saudi Arabia)	38.7	9,027	0.6%
Rogers (Canada)	19.2	8,805	0.6%

Bharat Sanchar Nigam (India) (public)	35.1	8,793	0.6%
Swisscom (Switzerland) (public)	28.7	8,253	0.6%
MTS (Russia)	19.0	8,120	0.5%
MegaFon (Russia)	14.7	7,582	0.5%
KPN (Netherlands)	19.5	7,520	0.5%
Cablevision (US)	1.5	6,924	0.5%
Bouygues (France)	6.1	6,774	0.5%
Belgacom (Belgium)	23.1	6,482	0.4%
United Internet 1&1 (Germany)	4.6	6,371	0.4%
TeliaSonera (Sweden/Finland) (50% public)	20.7	6,291	0.4%
Cox (US)	1.1	5,875	0.4%
Liberty (US)	6.7	5,682	0.4%
E-Plus (Germany)	7.7	5,589	0.4%
Citizens Telecom (US)	0.9	5,455	0.4%
Hutchison Whampoa (Hong Kong)	3.2	5,133	0.3%
Telkom (South Africa) (public)	33.4	4,982	0.3%
Turkcell (TeliaSonera, Sweden/Finland (public) + Alfa Group, Russia + Cukurova Group, Turkey)	16.8	4,804	0.3%
Reliance (India)	3.8	3,976	0.3%
Murdoch Group (US)	4.4	3,954	0.3%
TP (Poland) (public)	17.8	3,628	0.2%
MTN (South Africa)	8.1	3,569	0.2%
US Cellular (US)	0.5	3,518	0.2%
Kinnevik (Tele2, Sweden)	3.8	3,450	0.2%
Alice (Germany)	1.4	3,431	0.2%
Government of Egypt (Telecom Egypt)	15.3	3,189	0.2%
ONO (Spain)	2.4	3,080	0.2%
Charter (US)	0.3	2,938	0.2%
Government of Taiwan (CHT)	7.4	2,730	0.2%
Idea Cellular (India)	1.9	2,598	0.2%
PTTK Centertel (Poland)	5.7	2,548	0.2%
Vonage (US)	0.2	2,518	0.2%
Polkomtel (Poland)	5.5	2,502	0.2%
Polska Telefonia Cyfrowa (Poland)	4.8	2,334	0.2%
Taiwan Mobile (Taiwan)	3.8	2,112	0.1%
Elisa (Finland)	5.2	2,044	0.1%
Bezeq (Israel)	7.4	2,001	0.1%
Talk-Talk (UK)	2.2	1,966	0.1%

BIGLOBE (Japan)	1.0	1,845	0.1%
FarEasTone (Taiwan)	3.1	1,725	0.1%
JazzTel (UK)	1.0	1,666	0.1%
Fintech (Mexico)	3.9	1,650	0.1%
Ziggo (Netherlands)	1.8	1,575	0.1%
MTS Allstream (Canada)	0.5	1,440	0.1%
Shaw (Canada)	1.0	1,431	0.1%
K-Opticom (Japan)	0.2	1,407	0.1%
Optimus (Portugal)	1.8	1,378	0.1%
Quebecor (Videotron, Canada)	0.5	1,274	0.1%
Versatel (US)	0.2	1,259	0.1%
Televisa (Mexico)	0.5	1,252	0.1%
Partner Communications (Israel)	2.0	1,058	0.1%
DNA (Finland)	1.4	1,048	0.1%
SaskTel (Canada)	0.1	1,017	0.1%
Cellcom (Israel)	2.0	949	0.1%
Yogio (Spain)	0.2	910	0.1%
NCIT (Taiwan)	0.5	909	0.1%
Skype (US)	0.0	839	0.1%
Sunrise (Denmark)	1.0	821	0.1%
ZON (Portugal)	1.5	817	0.1%
NII (US-Mexico)	0.2	804	0.1%
Portugal Telecom (Portugal)	2.6	799	0.1%
Bharti Enterprises (India)	18.6	755	0.1%
Tata Group (India)	0.1	699	0.05%
Folhapar (Brazil)	0.7	655	0.04%
Entel (Chile)	1.4	628	0.04%
Windsteam (US)	0.1	590	0.04%
Cogeco (Canada)	0.1	536	0.04%
Euskaltel (Spain)	0.1	533	0.04%
Hi3G (Sweden)	0.3	512	0.03%
Essent Kabelcom (Netherlands)	0.6	492	0.03%
Bragg (Canada)	0.1	471	0.03%
Mediacom (US)	0.0	452	0.03%
R Cable (Spain)	0.1	429	0.03%
FreeNet (Germany)	0.1	389	0.03%
NMG (Russia)	0.8	371	0.02%
Covad (US)	0.0	363	0.02%

Akado (Russia)	0.8	363	0.02%
Primus (US)	0.1	344	0.02%
Soul Pattinson (Australia)	0.0	299	0.02%
DirecTV (US)	0.5	293	0.02%
Telenor (Norway)	0.4	279	0.02%
iiNet (Australia)	0.2	246	0.02%
Cabovisão (Portugal)	0.1	244	0.02%
Telecom NZ (New Zealand)	0.0	208	0.01%
LinkDotNet (Egypt)	0.3	165	0.01%
013 Netvision (Israel)	0.2	132	0.01%
Grupo Clarín (Argentina)	0.1	82.3	0.01%
Globo Group (Brazil)	0.0	67.1	0.004%
Finnet (Finland)	0.7	64.9	0.004%
Worldwide Industry HHI Concentration (W-HHI)			276
Worldwide Industry C4 (30-countries) concentration			32.0%
Worldwide Industry C10 (30-countries) concentration			56.2%
Total Combined Telecom Revenue (mil US\$)			1,492,057

1 Includes Telefónica's 9.12% stake in Telecom Italia's holding company.

The overall size of the telecom sector, (wireline, wireless, and ISP), broadly defined, is a huge \$1.5 trillion. China collectively commands 11.6% of the market, of which the largest share, is due to China Mobile (4.9%). The largest private telecom firms by revenues are AT&T (7.8%), Verizon (6.5%), NTT (6%), Telefónica (5.1%), Deutsche Telekom/T-Mobile (4.7%), Vodafone (4.2%), Softbank and Grupo Carso (both 3.7%), and Orange (2.9%).

The results of Table 35.15 mirror those of the company rankings in the wireline and wireless industries. It is AT&T's sizable share in platforms industries in the US market that puts it well ahead of China Mobile in revenues, and accounts for Verizon and NTT's places as well (NTT is dominant in Japan by a wide margin). The more internationalized companies (Softbank, Deutsche Telekom, Orange, Telefónica, Oi + Telemar, SingTel, Telecom Italia, Vivendi, and Claro/Móvil) also rank highly. ↵

p. 1158 ↵

p. 1160 ↵

p. 1161 ↵

p. 1162 ↵

p. 1163 ↵

The search engines industry is highly concentrated. This is due to the ubiquitously large market shares of Google (United States), which has a staggeringly high company power index of 4,943 and controls 64.8% of the entire industry worldwide (Table 35.16). The next three top companies are Baidu (China) with a power index of 525, Yahoo (United States) with 98 and Bing (Microsoft, US) with 92.8. The top companies by search engine revenue include Google's \$26.8 billion, Yahoo, a distant second with \$3 billion, Baidu with \$2.8 billion, and Microsoft with \$2.5 billion. Yahoo's share of the world market is declining. The share of Bing, Microsoft's successor to MSN, is increasing.

Table 35-16. The World's Major Search Engines (First In Their Countries; Or, >20%; Or, in Top Thirty by Revenue)

Companies	Company Power Index in World Industry	2011 or Most Recent Revenue (mil \$)	Market Shares (%)	Market Share of World Industry Total Revenues (%)
Google (US)	4,943	26,747	Chile (96.6%), Finland (98.1%), Mexico (93.4%), Poland (98.1%), US (68.4%), Argentina (96.6%), Belgium (90%), Brazil (96.2%), Canada (82.4%), Egypt (97%), Ireland (94%), Israel (96.7%), Netherlands (93%), Portugal (97.4%), South Africa (91.8%), Spain (96.2%), Sweden (96.7%), Switzerland (89.9%), Turkey (98%), UK (90.7%), China (15.6%), France (94%), Germany (90.5%), Japan (34.9%), Australia (92.5%), Italy (47%), South Korea (1.7%), Taiwan (35.7%), India (81.4%), Russia (14.2%)	64.80%
Baidu (China)	525	2,767	China (78.6%) Taiwan (11.5%)	6.70%
NHN (South Korea)	128	770	South Korea (68.8%)	1.90%
Yahoo (US) ^a	98.3	3,035	India (9.4%), UK (2.9%), South Africa (3%), US (13%), Italy (6%), Brazil (1.5%), Canada (4.2%), France (2.5%), Israel (1.1%), Taiwan (39.7%), Australia (1.3%), South Korea (1.2%), Japan (17.3%)	7.30%
Microsoft (Bing, US)	92.8	2,484	Argentina (6.7%), India (1.7%), Israel (1.5%), South Africa (3.3%), US (16%), UK (3.9%)	6.00%
Yandex.ru (Russia)	50.2	440	47.1	1.10%
Softbank (Japan) ^a	38.4	814	Japan (19.5%)	2.00%
Mail.ru (Russia)	27.4	325	Russia (34.8%)	0.80%
Daum (South Korea)	13.2	247	South Korea (22.1%)	0.60%
Sohu.com (China)	0.8	109	China (3.1%)	0.30%
Rakuten (Japan)	0.4	88	Japan (2.1%)	0.20%
ProfMedia (Russia)	0.3	36	Russia (3.9%)	0.10%
Deutsche Telekom (Germany)	0.3	64	Germany (2.1%)	0.20%
SK Group (South Korea)	0.2	27	South Korea (2.4%)	0.10%
Nine Entertainment (Australia)	0.1	16	Australia (1.7%)	0.00%
AOL (US)	0.1	15	US (1.4%)	0.00%
Worldwide Industry HHI Concentration (W-HHI)				4,339
Worldwide Industry C4 (30-countries) Concentration				84.8%

- a Yahoo Japan is owned by Softbank and Yahoo. Its revenue and market shares have been proportionally allocated to both companies.

Google holds a major market share, often over 90%, in almost every country surveyed here. In the United States, Yahoo, Excite, Altavista, and Infoseek originally led the search engine industry, each for a while, but Google, using a rank-based search algorithm, emerged as the most popular and successful search engine. Although there are metasearch and specialized engines for jobs, news, pictures, and so on, Google dominates the search engine industry because of its comprehensive indexing system. From 2006 to 2012, Google raised its US market share from 49.6% to 68.4%. Microsoft unsuccessfully tried to buy Yahoo for \$44.6 billion in 2008, but was rebuffed by Yahoo's then-CEO and cofounder, Jerry Yang, and the deal was withdrawn in 2009. Since 2005, AOL has had its Search powered by Google. ↵

p. 1166 ↵

p. 1167 ↵

In 2009, a similar deal took place, with Yahoo search powered by Microsoft's Bing. Bing has slightly increased its share of the US market—as well as the much larger Chinese market.

Of non-US engines, only Baidu and the Russian engines have significant holdings across several countries: Baidu in Taiwan, and the Russian companies in most of the former Soviet republics. Google is not dominant in several East Asian countries largely due to government policies. In China, Google content can only be accessed indirectly because of state censorship regulations. In South Korea, lawsuits by domestic companies such as NHN with governmental encouragement, and the denial of access to governmental information have restricted Google.

In Russia, Yandex.ru holds the largest market share because its algorithms, it is claimed, are better suited to indexing Russian-language content. In several European countries, new and established firms have attempted to compete with Google and Bing. In Portugal, Aeiou (aeiou.pt); in France, Voila (voila.fr); in Germany, Fireball (fireball.de); in The Netherlands and Belgium, Vinden (vinden.be/vinden.nl). However, it is difficult for these companies to reach the level of Google or Bing because of lack of resources and technology. Economies of scale had an impact.

Top Companies: Online News Media

The online news industry is fairly new, fast moving, and lacking in reliable data. Even the definition of what constitutes this industry is unclear. Hard news is intermingled with commentary, gossip, personal observations, and commercial messages. Some is provided with a profit motive, and much is offered to be part of a community, to influence or simply get attention.

Established news firms typically dominate national markets. Daily newspapers and broadcast companies are the main providers. There are also other, emerging operations that are not extensions of established news organizations.

The companies with the highest power indices in this industry, based on the reports of the various country teams of this study, is Yahoo (116), followed by Folhaper (Brazil) with a PI of 89, BBC with 82.7, and Grupo Espresso in Italy with 73.9 (Table 35.17). The companies with the largest revenue are the American firms Yahoo with \$1.2 billion, the Murdoch Group with \$894 million, Time Warner with \$742 million, AOL with \$703 million, and Comcast with \$653 million. Yahoo accounts for 7.7% of the world online news market, giving it the largest share of any company, by revenues.

Table 35-17. The World's Major Online News Companies (First In Their Countries; Or, >20%; Or, in Top Thirty by Revenue)

Companies	Company Power Index in World Industry	2011 or Most Recent Revenue (mil \$)	Market Shares (%)	Market Share of World Total Industry (%)
Yahoo (US) ^a	116	1,523	India (32.7%), Japan (15.9%), US (11%), France (9%)	7.70%
Folhapar (Brazil)	89	552	Brazil (31.9%)	2.80%
BBC (public, UK)	82.7	722	UK (32%), India (5.7%), US (2.3%)	3.70%
Gruppo Espresso (Italy)	73.9	358	Italy (40.8%)	1.80%
Sina.com (China)	70.8	360	China (38.9%)	1.80%
Sohu.com (China)	49.1	300	China (32.4%)	1.50%
Murdoch Group (US)	48.3	894	UK (18%), US (7.4%)	4.50%
Telefónica (Spain)	39.3	367	Brazil (21.2%)	1.90%
Time Warner (CNN) (US)	33	742	US (8.8%), Canada (6.1%)	3.80%
AOL/Verizon (US)	29.9	703	US (8.4%)	3.60%
Dogan Group (Turkey)	27.6	105	Turkey (52%)	0.50%
Comcast (US)	25.8	653	US (7.8%)	3.30%
RCS (Italy) (Rizzoli)	23.7	269	Spain (18.1%), Italy (16.8%)	1.40%
PRISA (Spain)	23.2	175	Spain (26.1%)	0.90%
Softbank (Japan)	21.1	275	Japan (15.1%)	1.40%
BCCL (The Times of India Group) (India)	19.9	165.9	India (23.7%)	0.80%
163.com (China)	17.1	177	China (19.1%)	0.90%
Axel Springer (Germany)	17.1	117	Germany (30.2%), Switzerland (6.2%)	0.60%
Gannett (US)	16.3	519	US (6.2%)	2.60%
Globo (Brazil)	15.5	230	Brazil (13.3%)	1.20%
RCB.ru (Russia)	15	166	17.8	0.80%
The New York Times (US)	14.4	477	US (4.7%), India (11.9%)	2.40%
Telemar Participações (with Oi) (Brazil)	12.8	209	Brazil (12.1%)	1.10%
Socpresse (France)	10.7	141	France (15%)	0.70%
The Washington Post (US)	8.2	368	US (4.4%)	1.90%
Daily Mail and General Trust (UK)	8.1	386	UK (), US (3.5%)	2.00%
Naspers (South Africa)	7.2	43.7	South Africa (32.6%)	0.20%
Planeta (Spain)	7.2	98.1	Spain (14.6%)	0.50%
El Mercurio (Chile)	6.8	24.9	Chile (54.2%)	0.10%
Tribune (US)	6.8	335	US (4%)	1.70%

Disney (US)	5.2	293	US (3.5%)	1.50%
ITV (UK)	5	122	UK (8%)	0.60%
Guardian Media Group (UK)	4.9	241	UK (7%), US (1.6%)	1.20%
Microsoft (MSN, US)	4.1	33.9	South Africa (24.5%), Israel (2.9%)	0.20%
McClatchy (US)	4.1	259	US (3.1%)	1.30%
Tamedia (Switzerland)	3.9	29.2	Switzerland (26.5%)	0.10%
Pearson (UK)	3.8	107	UK (7%)	0.50%
Advance (US)	3.8	251	US (3%)	1.30%
Burda (Germany)	2.7	43.9	Germany (12%)	0.20%
United Daily News Group (Taiwan)	2.7	18.3	Taiwan (29.1%)	0.10%
HT Media (India)	<u>2.4</u>	<u>57.4</u>	India (8.8%)	0.30%
COPESA (Chile)	2	13.6	Chile (29.6%)	0.10%
Yomiuri Shimbun (Japan)	1.6	76.4	Japan (4.2%)	0.40%
Impresa (Portugal)	1.6	22	Portugal (14.21%)	0.10%
Controlinveste (Portugal)	1.5	21.2	Portugal (13.7%)	0.10%
Fininvest (Italy)	1.4	63.9	Spain (5.2%), Italy (3.3%)	0.30%
Now News (Taiwan)	1.3	12.9	Taiwan (20.4%)	0.10%
NBS (Japan)	1.2	65.5	Japan (3.6%)	0.30%
Next Media (Hong Kong)	0.9	10.5	Taiwan (16.6%)	0.10%
Ringier (Switzerland)	0.8	13.5	Switzerland (12.3%)	0.10%
Bertelsmann (Germany)	0.7	22.3	Germany (6.1%)	0.10%
Bezeq (Walla, Israel)	0.7	7.3	Israel (19.8%)	0.00%
El Universal (Mexico)	0.7	8.7	Mexico (15.8%)	0.00%
Ciner Group (Turkey)	0.6	15.6	Turkey (7.7%)	0.10%
Worldwide Industry HHI Concentration (W-HHI)				193
Worldwide Industry C4 (30 Countries) Concentration				19.6%
Total Global Online News Revenue				19,760

a Yahoo Japan is equally owned by Softbank and Yahoo. Its revenue and market shares have been allocated to both companies in equal measure.

Yahoo News is partnered with Disney's ABC network. It has a 15.9% share of the Japanese market, due to Softbank's partial ownership of Yahoo Japan. News Corp. holds significant shares of American and British markets, partly a result of its presence in print media in both countries. The BBC and the Guardian have international followings, as does CNN (Time Warner).

AOL owns both AOL News and The Huffington Post. AOL itself was acquired in 2015 by Verizon. Comcast's share comes partly from several NBC sites, including MSNBC's online content. Other major US websites

include *USA Today* (Gannett). *The Wall Street Journal*, *New York Times*, and *Financial Times* (Pearson) are subscription-based. The main US broadcasters (ABC, NBC, CBS, and Fox) all have free online news portals as well.

Sina and Sohu are two Chinese companies with high market shares of 38.9% and 32.4%, respectively, in a large national market. Sina has more than three billion page views daily. Globo leads the expanding Brazilian online news market (with \$230 million in the industry). In the United Kingdom, the BBC is a publicly owned company that dominates the domestic market (32%) with a power index of 82.7 and annual revenue of \$722 million. The Daily Mail and The Guardian have low power indices (8.1 and 4.9, respectively), but relatively high revenues of \$386 million and \$251 million, including from the United States. Dogan Media Group (DMG) dominates the Turkish market with a market share of 52%. Regulatory restrictions on content impede the development of DMG's competitors.

There is a high interconnectedness between online news and print media in several countries. In the United Kingdom, Murdoch has the highest market share in online news media partially due to its strength in print and video media. It is ↵

p. 1168 ↵

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the same in Germany where Axel Springer AG controls 18.8% of the newspaper market, 12.7% of the magazine market, and 30.2% of the online media market. India's Times of India Group is the market leader in print media with 9.2%, and also has a substantial share of the online market with 23.7%. Reflecting its dominant position in the print sector (54.9%), *El Mercurio* in Chile holds a majority share over online news with 54.2%.

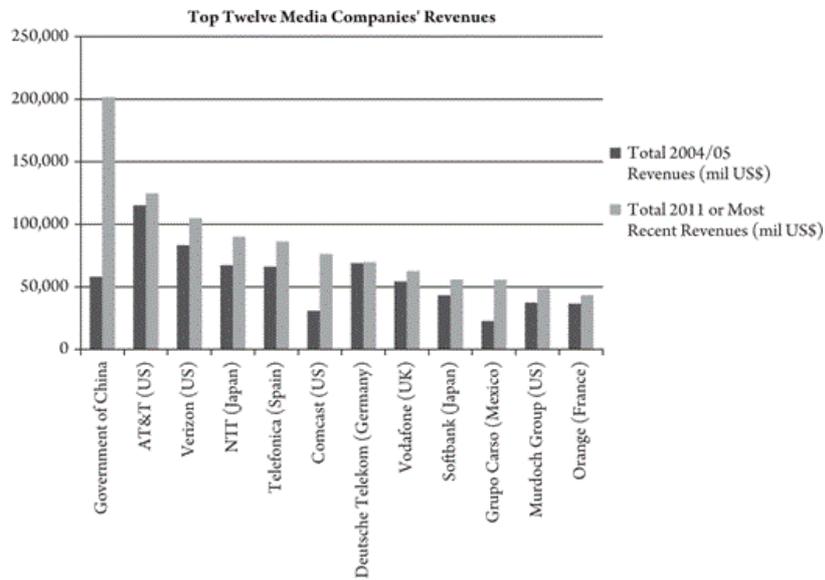
The low W-HHI of 193 reflects the diversity of companies within the sector: though media groups that own print daily newspapers have an incumbency advantage, the fact that search engines and broadcasters also have online holdings means that no single type of company dominates the global market.

The World's Largest Media Firms

After exploring the largest companies for each industry, we can now identify the world's largest companies (and state organizations) across all media industries. We discuss this in greater detail in Chapter 37 "Analysis of Media Concentration." But we will conclude here with such a summary. These results are based on our authors' country data. We also calculate and report the overall worldwide, power index for the companies across platform industries. The power index, as described before, is the sum of market shares of a company, squared, across all countries and industries where it operates, and weighted by the revenue of that country and industry's overall media market.

Graph 35.1 shows the top 12 global overall media companies ordered by revenues, including the Chinese government as a single entity. These revenues account for their activities across the 13 media industries. Some of these firms are active in non-media industries too, or in media not covered here, such as music. These operations are not included.

Graph 35.1



Top 12 media companies by revenue

We find that all of the top 12 companies are primarily telecommunications platform providers. This is not surprising, given the analysis of the preceding sections: these are concentrated industries globally and producing higher revenues than most content media industries. The top five ownership organizations are the Government of China (the combination of China Mobile, China Unicom, China Telecom, CCTV, and many other media activities), AT&T (United States), Telefónica (Spain), NTT (Japan), and Verizon (United States). Even separately, the three main telecoms would be among the world’s largest overall media organizations by revenues.

In the top 12, only the Murdoch Group, Comcast (a United States platform cable company) and Softbank (with mobile, ISP, search, and other online activities in Japan and the United States) are private-sector firms with a significant content presence, too (Carso has some audiovisual media holdings) (Table 35.18). Telefónica and Grupo Carso’s rise since 2004 is primarily due to the great expansion of the Latin American wireless market.

Table 35-18. Top 12 Media Companies by Revenue

Company	Total 2004/05 Revenues (mil US\$)	Total 2011 or Most Recent Revenues (mil US\$)	% Change per annum (8 yrs)
Government of China ^a	58,069	201,366	30.8%
<i>China Mobile (public)</i>	19,326	84,579	42.2%
<i>China Telecom (public)</i>	14,685	44,243	25.2%
<i>China Unicom (public)</i>	7,768	42,692	56.2%
<i>CCTV (public)</i>	2,146	6,619	26.1%
<i>Shanghai Media Group (public)</i>	732	1,493	13.0%
<i>Zhejiang Publishing (public)</i>	128	1,757	159%
<i>Beijing Publishing Group (public)</i>	138	1,332	108%
<i>Rayli (public)</i>	23	1,303	712%
<i>Hunan Media Group (public)</i>	389	907	16.7%
<i>Trend Media Group (public)</i>	66	889	157%
<i>China Satcom (public)</i>	93	874	105%
<i>China Railcom (public)</i>	114	842	79.8%
<i>Jiangsu Media Group (public)</i>	60	706	136%
AT&T (US)	114,958	124,611	1.0%
Verizon (US)	83,074	104,767	3.3%
NTT (Japan) (33% public)	67,093	89,716	4.2%
Telefónica (Spain) ^b	66,054	85,895	3.8%
Comcast (US)	30,815	75,954	18.3%
Deutsche Telekom (Germany) (38% public)	68,746	69,558	0.1%
Vodafone (UK)	54,055	62,366	1.9%
Softbank (Japan)	43,109	55,707	3.7%
Grupo Carso (Mexico)	22,700	55,559	18.1%
Murdoch Group (US)	37,320	48,425	3.7%
Orange (France) (27% public)	36,459	43,138	2.3%

a Not all state enterprises are listed separately; revenue totals for GOC reflect all enterprise revenues.

b Includes the share of Telecom Italia (Italy) revenues for 2013.

We next turn to the platform sector and look at the top 100 platform companies ordered by revenues (this also means separating the revenues of companies that are both platform and content providers) (Table 35.19).

Table 35-19. Top 100 Platform Media Companies, 2013 Top 100 Platform Media Companies (Sorted by Revenue)

Company/Organization	Total Global Power Index	Total Platform Revenues (Mil US\$)
Government of China	1,046	173,430
<i>China Mobile (China) (public)</i>	312	81,649
<i>China Telecom (China) (public)</i>	103	44,243
<i>China Unicom (China) (public)</i>	66.4	42,692
AT&T (US)	205	122,100
Verizon (US)	156	102,151
NTT (Japan) (32% public)	316	89,716
Telefónica (Spain) ¹	172	77,724
Deutsche Telekom (Germany) (38% public)	151	69,494
Vodafone (UK)	96.7	62,366
Grupo Carso (Mexico)	125	55,283
Softbank (Japan)	60.4	54,617
Comcast (US)	51.6	49,647
Orange (France Telecom, France, 27% public)	85.3	42,981
Oi Telemar (Brazil/Portugal) ²	71.8	32,618
Telecom Italia (Italy)	81.3	30,750
KDDI (Japan)	41.3	30,471
Time Warner Cable (US)	15.4	26,755
CenturyLink (US)	16.7	24,130
Altice (France)	33.9	23,539
DirecTV (US)	25.7	21,755
Telstra (Australia)	76.6	20,265
Level 3 (US)	11.4	19,933
Bell Canada Enterprises/CTV (Canada)	42.1	17,256
Murdoch Group (US)	55.0	15,909
Vimpelcom (Russia)	22.0	14,415
Korea Telecom (South Korea)	45.2	14,351
Iliad (France)	13.7	11,682
Cox (US)	2.5	10,973
Liberty (US)	14.3	10,785
Cablevision (US)	2.1	10,535
Telus (Canada)	15.0	10,263
Rogers (Canada)	18.9	10,045
Government of Russia	46.8	9,838

<i>Svyazinvest (Russia) (public)</i>	46.5	9,647
<i>Gazprom Media (Russia) (public)</i>	0.3	191
SK Group (South Korea)	28.6	9,834
SingTel (Singapore) (public)	18.4	9,543
BT (UK)	21.7	9,322
Oger Group (Saudi Arabia)	34.9	9,027
Bharat Sanchar Nigam (India) (public)	31.6	8,793
Dish Network (US)	4.3	8,709
Swisscom (Switzerland) (public)	25.9	8,253
MTS (Russia)	17.1	8,120
KPN (Netherlands)	17.6	7,632
MegaFon (Russia)	13.2	7,582
Bouygues (France)	5.5	6,774
Belgacom (Belgium)	20.9	6,604
United Internet 1&1 (Germany)	4.2	6,371
Charter (US)	0.9	6,336
TeliaSonera (Sweden/Finland) (50% public)	18.6	6,291
E-Plus (Germany)	7.0	5,589
Citizens Telecom (US)	0.9	5,455
Hutchison Whampoa (Hong Kong)	2.9	5,133
Telkom (South Africa) (public)	30.0	4,982
Turkcell (TeliaSonera, Sweden/Finland (public) + Alfa Group, Russia + Cukurova Group, Turkey)	15.1	4,804
Reliance (India)	3.4	3,976
ONO (Spain)	3.3	3,975
TP (Poland) (public)	16.0	3,628
MTN (South Africa)	7.3	3,569
US Cellular (US)	0.4	3,518
Kinnevik (Tele2, Sweden)	3.4	3,512
Alice (Germany)	1.3	3,431
Government of Egypt (Telecom Egypt)	13.8	3,189
Shaw (Canada)	3.7	3,078
SkyPerfectTV (Japan)	8.0	3,040
Government of Taiwan (CHT)	6.7	2,730
Idea Cellular (India)	1.7	2,598
PTTK Centertel (Poland)	5.1	2,548
Vonage (US)	0.2	2,518

Polkomtel (Poland)	5.0	2,502
Ziggo (Netherlands)	4.5	2,453
Polska Telefonia Cyfrowa (Poland)	4.3	2,334
Bezeq (Israel)	7.2	2,243
Taiwan Mobile (Taiwan)	3.4	2,200
Televisa (Mexico)	3.0	2,123
Elisa (Finland)	4.7	2,044
Vivendi (France)	7.3	1,996
Quebecor (Videotron, Canada)	1.0	1,978
Talk-Talk (UK)	2.0	1,966
BIGLOBE (Japan)	0.9	1,845
PRISA (Spain)	4.6	1,817
FarEasTone (Taiwan)	2.8	1,725
JazzTel (UK)	0.9	1,666
Fintech (Mexico)	3.5	1,650
Mediacom (US)	0.1	1,620
J:COM (Japan)	2.1	1,541
MTS Allstream (Canada)	0.4	1,440
K-Opticom (Japan)	0.2	1,407
ZON (Portugal)	3.4	1,391
Optimus (Portugal)	1.7	1,378
Kabel Deutschland (Germany)	3.7	1,351
Versatel (US)	0.2	1,259
Partner Communications (Israel)	1.8	1,058
DNA (Finland)	1.3	1,048
SaskTel (Canada)	0.1	1,017
Cogeco (Canada)	0.3	973
Cellcom (Israel)	1.8	949
Yogio (Spain)	0.2	910
NCIT (Taiwan)	0.5	909
Unitymedia (Germany)	1.6	900
Tata Group (India)	0.2	853
Skype (US)	0.0	839
Sunrise (Denmark)	0.9	821
NII (US-Mexico)	0.2	804

1 This figure includes both Telefónica and a 9.12% stake in Telecom Italia.

2 Oi and Portugal Telecom (PT) merged in 2013, creating a new company in which Oi's shareowners will be the majority stakeholders

The integrated entity “Government of China” is at the top by a wide margin with total revenues of US\$173 billion dollars, and a huge power index of 1,046. ↵

p. 1174 ↵

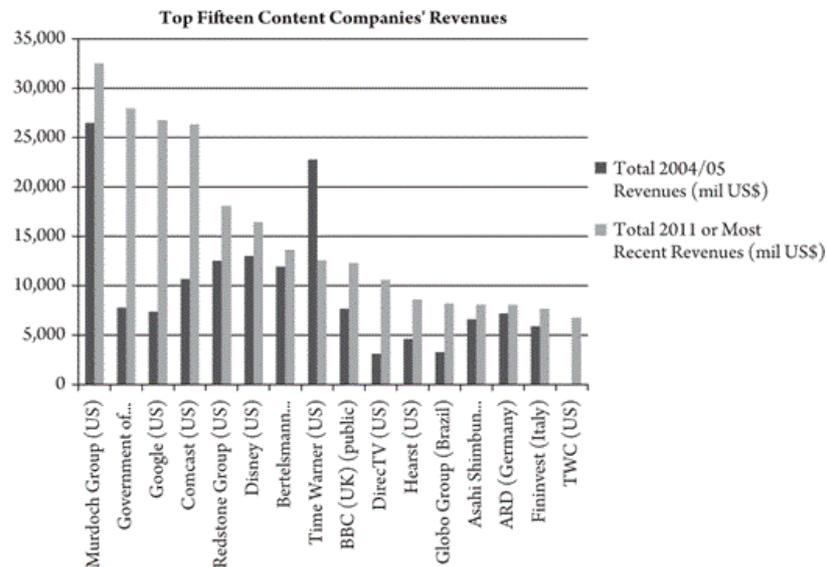
p. 1175 The combined state holdings of China are largest in revenue terms, and it is far ahead of the second group of very substantial telecom firms: AT&T, Telefónica, Verizon, NTT, Deutsche Telekom, Vodafone, Grupo Carso, and Orange. A third tier then adds somewhat different types of platform companies—Softbank, Comcast, TWC, Altice, the Murdoch Group, Bell Canada, and DirecTV with their significant TV and Internet media activities. Also in that size league are Telecom Italia, BT, Telstra, KT, SingTel, Vimpelcom, and Oi Telemar.

Then follows a fourth tier, comprising several companies that are typically their countries’ number 2 telecom incumbent (or for the United States, number 3) or the primary new entrant—KDDI, Century Link, MTN, the SK Group, Bharat Sanchar Nigam, MTS, Rogers, TeliaSonera, and Telus.

By power index, China’s number one position is greater still, given its population and the dominance of the triumvirate of state firms. Several firms’ PI ranking is stronger than their revenue ranking, which is the case where a company ↵ dominates a platform in a medium-sized or poor country—BT (United Kingdom), KT (South Korea), Svayazinvest (Russia), Oger and Turkcell (Turkey), and Telkom (South Africa). Conversely, firms are lower ranked in PI terms than their revenues would suggest if they operate in either large or rich markets as a medium-sized market share company—Century Link and Dish Network in the United States; Liberty in Europe; Bharati, Reliance, and BSN in India, and MTN (South Africa).

We next look at *content* companies. Graph 35.2 shows the top 15 content media companies by revenue in 2004/05 and 2011 or most recently. Included in those revenues are the revenues made in the industries of film, TV, multi-channel (one-third of multi-channel revenues), search engine, newspapers, book publishing, magazines, video channel, and online news.

Graph 35.2



Top 15 Content Media Companies by Revenue¹

¹ Time Warner Cable did not exist independently in 2004/05. It is shown here as “#16” in the world to visualize the original parent Time Warner’s drop in the rankings.

In 2004/05, the content company with the highest revenues was Murdoch’s News Corp./21st Century Fox, with \$26.5 billion, and it retained this spot in 2013 with \$32.5 billion (Table 35.20). Time Warner was second largest in 2004/5, with \$22.8 billion. However, after several spin-offs, its revenues had dropped to \$12.6 billion. Google, with \$7.4 billion in 2004/05, became the third largest firm in 2013, with \$26.8 billion and had the highest growth rate since it quadrupled its revenues At such a rate, Google is already or shortly will be the world’s largest content company.

Table 35-20. Top 100 Content Media Companies, 2013 Top 100 Content Media Companies (Sorted by Revenue)

Company/Organization	Total Global Power Index	Total Content Revenues (Mil US\$)
Murdoch Group (US)	129	32,516
Government of China	359	27,936
<i>CCTV (China) (public)</i>	53.2	6,619
Google (US)	278	26,747
Comcast (US)	67.5	26,307
Redstone Group (US)	32.5	18,041
Disney (US)	35.9	16,418
Bertelsmann (Germany)	30.7	13,650
Time Warner (US)	29.9	12,554
BBC (UK) (public)	73.2	12,301
DirectTV (US)	28.0	10,571
Hearst (US)	12.5	8,588
Globo Group (Brazil)	52.2	8,195
ARD (Germany) (public)	32.0	8,036
Asahi Shimbun (Japan)	19.0	8,017
Fininvest (Italy)	34.6	7,732
Time Warner Cable (US)	11.9	6,749
Advance (US)	6.2	6,267
Lagardère (France)	16.3	5,962
NHK (Japan) (public)	14.1	5,701
Liberty (US)	14.7	5,675
ProSiebenSat.1 (Germany)	21.6	5,587
NBS (Japan)	11.2	5,485
Vivendi (France)	32.6	5,341
RAI (Italy) (public)	34.1	5,247
PRISA (Spain)	20.1	5,210
NTV (Japan)	13.3	5,115
Time Inc. (US)	8.8	5,096
Gannett (US)	5.1	4,983
Yahoo (US)	8.7	4,559
Tokyo Broadcasting Service (Japan)	9.4	4,482
SkyPerfectTV (Japan)	30.8	4,391
Dish Network (US)	4.8	4,290
Discovery Communications (US)	7.0	4,252
Shaw (Canada)	15.9	4,015

Bell Canada Enterprises/CTV (Canada)	12.7	3,982
Yomiuri Shimbun (Japan)	10.0	3,837
ITV (UK)	10.8	3,726
ZDF (Germany) (public)	6.1	3,578
Planeta (Spain)	9.3	3,576
Pearson (Penguin, UK)	4.0	3,566
Bonnier (Sweden)	16.2	3,496
Cox (US)	2.0	3,442
Government of Russia	29.1	3,324
<i>Gazprom Media (Russia) (public)</i>	6.6	1,507
Sony (Japan)	6.3	3,275
Bauer (Germany)	9.7	3,237
Nihon Keizai Shimbun (Japan)	2.9	3,189
Universal Church Group (Brazil)	3.1	3,150
Tribune (US)	1.9	3,049
RCS (Italy)	7.8	2,930
Baidu (China)	29.5	2,767
McGraw Hill (US)	2.4	2,751
France Télévisions (France) (public)	8.1	2,709
Axel Springer (Germany)	5.4	2,652
Verizon (US)	1.8	2,616
Bouygues (France)	5.7	2,539
AT&T (US)	1.6	2,511
Daily Mail & General Trust (UK)	6.1	2,496
Cablevision (US)	1.1	2,491
Government of South Korea	23.1	2,472
<i>KBS (South Korea) (public)</i>	6.0	1,208
Clear Channel (US)	5.0	2,420
Seven Network (Australia)	7.2	2,240
Televisa (Mexico)	17.3	2,239
The New York Times (US)	1.7	2,210
Rogers (Canada)	4.1	2,179
McClatchy (US)	1.5	2,090
Nine Entertainment (Australia)	8.9	2,048
CBC (Canada) (public)	8.0	1,994
Abril (Brazil)	11.2	1,922
Quebecor (Videotron, Canada)	3.8	1,849

The Washington Post (US)	0.5	1,821
Independent News and Media (Ireland)	9.2	1,758
Trinity Mirror (UK)	3.3	1,716
Charter (US)	0.7	1,674
RTVE (Spain) (public)	4.0	1,673
Channel 4 (UK)	2.2	1,633
Astral (Canada)	3.2	1,485
RTP (Portugal) (public)	6.9	1,441
Amaury Group (France)	5.6	1,424
NRJ Group (France)	2.1	1,327
Mainichi Shimbun (Japan)	1.1	1,301
Scholastic (US)	0.9	1,291
Kinnevik (Sweden)	3.2	1,240
Impresa (Portugal)	4.8	1,233
Sanoma Oyj (Finland)	4.7	1,229
Fairfax (Australia)	4.8	1,229
Reed Elsevier (Netherlands)	0.8	1,219
Postmedia (Canada)	4.7	1,189
Source Interlink (US)	0.5	1,186
Vocento (Spain)	2.8	1,163
Northern & Shell (UK)	2.0	1,155
Dogan Group (Turkey)	6.6	1,135
Chunichi Shimbun (Japan)	0.9	1,126
WOWOW (Japan)	3.2	1,098
Softbank (Japan)	2.7	1,090
Prasar Bharati (AIR, DD, India) (public)	14.2	1,080
Telefónica (Spain)	2.4	1,031
Folhapar (Brazil)	4.2	1,026
Burda (Germany)	1.8	1,007
SRG SSR (Switzerland) (public)	6.3	1,001
SABC (South Africa) (public)	8.2	996

The largest content entity is the Government of China, with a PI of 359 for all its activities in content (the largest component of which is CCTV, with a PI of 53.2). By revenues, the combined state ownership of China makes it the second largest globally after Murdoch's properties. The commercial company with the highest power index for content is Google (US), with a measure of 278. Third are Rupert Murdoch's holdings, coming in at 129. The BBC (73.2) is fourth, and Comcast ranks fifth in content (without platforms) (67.5).



Redstone's group (CBS-Viacom), Bertelsmann, Time Warner, Fininvest, ARD, and the BBC. These firms have typically a strong but non-dominant market share in medium or large markets.

A third tier are medium-sized firms in medium-sized industries (often print or video)—Advance, Lagardère, Bouygues, PRISA, TWC, and a set of Japanese firms: NBS/Fujisankei, NHK, NTV, TBS, and the Asahi Shimbun.

Bibliography

For the sources mentioned in this chapter see the general bibliography at the end of this book.

Notes

1. AT&T is lower today than in previous years because of its declining share in the United States due to rival entry. In 2004, it had a high company power index of 595, ahead of all other wireline providers in the world. At that time it had a 37.7% U.S. market share.
2. Its markets include the Democratic Republic of Congo, Egypt, Ghana, South Africa, the United States, the United Kingdom, Australia, India, and New Zealand.
3. This includes the Czech Republic, Germany, Ireland, Italy, Slovakia, Spain, the United Kingdom, Puerto Rico, Venezuela, China, Argentina, Brazil, Chile, Colombia, Costa Rica, the Dominican Republic, Ecuador, Guatemala, Panama, and Peru.
4. This includes the United States, Canada, Mexico, Brazil, Argentina, Germany, France, Spain, India, and China.
5. This includes the United States, Russia, India, Vietnam, France, Spain, and the United Kingdom. VimpelCom (Russia) owns Wind (Italy).
6. Minor ISP shares are held by two smaller state enterprises as well: China Railcom and China Satcom.