

**MAJOR CANADIAN COMPANIES
WITH U.S. CULTURAL SUBSIDIARIES**

by
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August 1995

Reference: SRA-153

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** The opinions expressed in this report are those of the author and do not necessarily reflect those of the Department of Canadian Heritage.

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Executive Summary

A preliminary investigation of the U.S. cultural investments of major companies was undertaken by the Strategic Research and Analysis Division in summer 1995 to determine how vulnerable Canadian firms might be to possible U.S. retaliatory trade measures. The following is a summary of the results of this investigation. (All figures are for 1994 and in U.S. dollars.)

Eight major Canadian companies were found to have significant cultural holdings in the United States. They are Hollinger Inc., Quebecor Inc., Rogers Communications Inc., Telemedia Inc., The Thomson Corporation, Teleglobe Inc., The Seagram Company Inc. and Cineplex Odeon Corporation. In total, these eight companies own or control over 160 U.S. subsidiaries operating in the cultural field. Four of these companies are headquartered in Montreal (Quebecor, Telemedia, Teleglobe and Seagram's), three have head offices in Toronto (Rogers Communications, the Thomson Corporation and Cineplex Odeon) and one (Hollinger Inc.) is located in Vancouver.

Total assets of these companies amount to approximately \$40 billion. The largest (Seagram's) has assets of about \$20 billion. The smallest (Telemedia) has assets of about \$116 million.

By far, the bulk of these companies' U.S. holdings are in the broadcasting and publishing industries, although the Seagram Company's recent acquisition of MCA Inc. has tipped the balance somewhat toward the film, sound recording and leisure industries. In some cases, the corporate relationships of subsidiaries and subsidiaries of subsidiaries is quite tangled, and this report has shown only the top layers of these holdings.

Because of the prohibitive cost of on-line searching, this report can only provide a snapshot of the main players. A more complete picture of Canadian ownership of U.S. cultural subsidiaries will require additional research.

Sources

Who Owns Whom Database, Dun & Bradstreet International
Personal contacts with companies

Company	<i>Hollinger Inc.</i>
Address	1827 W. Fifth Avenue Vancouver, British Columbia V6J 1P5
Business	Publishing, printing and distribution of newspapers and magazines in Canada, the United Kingdom, the United States and Israel; cable television operations, real estate investment
Number of employees	Not available
Total sales	\$888,005,000
Total assets	\$1,876,978,000
Executives	Conrad M. Black, Chairman of the Board and Chief Executive Officer/President
Number of U.S. affiliates	6

U.S. Affiliates

American Publishing Management Services Inc.
Chicago Sun Times
Pioneer Press Newspapers Inc.
Star Publications
Daily News
The Harlan Daily Enterprise

Company	<i>Quebecor Inc.</i>
Address	612 St. Jacques Street Montreal, Quebec H3C 4M8
Business	Publishing, printing and distribution of newspapers, magazines and books
Number of employees	25,900
Total sales	\$2,863,651,300
Total assets	\$3,004,598,100
Executives	Pierre Peladeau, President
Number of U.S. Affiliates	65

U.S. Affiliates

Quebecor Printing USA Corporation
Custom Direct Inc.
Electronic Publishing Group
Print Northwest
Pub Data Inc.
Quebecor Printing Arlington Heights
Quebecor Printing Atglen Inc.
Quebecor Printing Book Press Inc.
Quebecor Printing Buffalo Inc.
Quebecor Printing Clarksville Inc.
Quebecor Printing Dallas Inc.
Quebecor Printing Dickson Inc.
Quebecor Printing Eusey Press Inc.
Quebecor Printing Fairfield Inc.
Quebecor Printing Federated Inc.
Quebecor Printing Glen Burnie Inc.
Quebecor Printing Haleton Inc.
Quebecor Printing Hawkins Inc.
Quebecor Printing Kingsport Inc.
Quebecor Printing Martinsburg Inc.
Quebecor Printing Memphis Inc.
Quebecor Printing Modern Inc.
Quebecor Printing Mt. Morris Inc.
Quebecor Printing Nashville Inc.
Quebecor Printing Orlando Inc.
Quebecor Printing Pendall Inc.
Quebecor Printing Providence Inc.
Quebecor Printing Richmond Inc.
Quebecor Printing San Jose Inc.

Quebecor Printing Semline Inc. (3 companies by this name listed)
Quebecor Printing Sherwood Inc.
Quebecor Printing St. Cloud Inc.
Software Manufacturing Division
Specialties Bindery Inc.
Imaging Services
NADCO
Quebecor Printing (USA) Holdings Inc.
Quebecor Printing Semline Inc.
Quebecor Printing (USA) Corp.
 The Eusey Press Inc.
 Federated Lithographers-Printers Holding Company Inc.
 Federated Lithographers-Printers Incorporated
Holyoke Lithograph Inc.
Modern Printing and Lithography Inc.
Quebecor Destination Services
 Quebecor List Services
 Pub/Data Inc.
Semline Inc.
BPCC (North Carolina) Inc.
 Compucolor International
 PGI (North Carolina) Inc.
 Alco Gravure Industries Inc.
Pendall Printing Incorporated
Custom Direct
Nadco Directory Management Corporation
The Webb Company
 The Book Press Inc.
Quebecor Printing Corporation
 Quebecor Printing Richmond Inc.
 Quebecor Printing St. Paul Inc.
Donohue Paper Sales Corporation
Quebecor Printing (listed twice)

Company	<i>Rogers Communications Inc.</i>
Address	Commercial Union Tower Suite 2600 P.O. Box 249 Toronto Dominion Centre Toronto, Ontario M5K 1J5
Business	Cable TV, broadcasting, mobile communications (cellular), telecommunications
Number of employees	4,000
Total sales	\$1,620,842,800
Total assets	\$4,414,450,000
Executives	John W. Graham, Chairman of the Board Edward S. Rogers, President and Chief Executive Officer
Number of U.S. affiliates	18

U.S. affiliates

TS Publications (Florida) Inc.

Comprint Inc.

Label Art Inc.

Rogers Communications Inc., Label Art Inc.

Rogers Communications Inc., Maclean Hunter Media Inc.

Rogers Communications Inc., Maclean Hunter Medical Communications Group Inc.

HP Publishing Company

MD Publications Inc.

Maclean Hunter Publishing Company

Lakewood Publications Inc.

Rogers Communications Inc., Presentations Magazine

Rogers Communications Inc., M.H. Publishing Company

Rogers Communications Inc., M.H. West Inc.

Rogers Communications Inc., Maclean Hunter Market Reports Inc.

Rogers Communications Inc., Maclean Hunter Presentations Inc.

Rogers Communications Inc., Transkrit Corporation

Government Forms and Systems Inc.

Putnam Graphic Innovations Inc.

Company	<i>Telemedia Inc.</i>
Address	1411 Peel Street Montreal, Quebec H3A 1S5
Business	Consumer magazine publishing, radio broadcasting, weekly newspapers and consumer coupon distribution
Number of employees	1.335
Total sales	\$160,580,800
Total assets	\$116,543,810
Executives	Philippe de Gaspé Beaubien, Chairman of the Board R. James McCoubrey, President and Chief Executive Officer
Number of U.S. affiliates	1
U.S. Affiliate	Telemedia U.S.A.

Company	<i>The Thomson Corporation</i>
Address	Toronto Dominion Bank Tower Suite 2706 P.O. Box 24, Toronto Dominion Centre Toronto, Ontario M5K 1A1
Business	Holding company, newspapers, specialized information, publishing, leisure travel group operating primarily in North America and the United Kingdom
Number of employees	22,800
Total sales	\$5,849,000,000
Total assets	\$8,213,000,000
Executives	Kenneth R. Thomson, Chairman of the Board W. Michael Brown, President
Number of U.S. affiliates	55

U.S. affiliates

American Banker Bond Buyer
Institute for Scientific Information
Securities Data Company Inc.
Thomson Bank Watch Inc.
Thomson Financial Services Inc.
Information Access Company
Data Sources
Interop Inc.
Predicasts
Thomson Book/Reference Group
Bancroft-Whitney Company
Boyd and Fraser Publishing Company
CDA Investment Technologies Inc.
Delmar Publishers Inc.
Digitree Inc.
Gale Research Inc.
Heinle and Heinle Publishers Inc.
McKnight Medical Communications
Medical Device Register
Muller Data Corporation
Research Publications Inc.
South-Western Publishing Company
Thomson Bankwatch Inc.
UTLAS International
Van Nostrand Reinhold Company

The Thomson Corporation (Cont'd)

Veterinary Medicine Publishing Company Inc.
Wadsworth International
The Thomson Corporation, Van Nostrand Reinhold
The Thomson Corporation, Wadsworth Inc.
 Brooks/Cole Publishing Company
 PWS-Kent Publishing Company
 Wadsworth Publishing Company
Thomson Financial Services
Thomson US Inc.
 Thomson Business Information
 American Health Consultants
 Compu-Mark
 ILX Systems Inc.
 McKnight Medical Communications Company
 Medical Economics Company Inc.
 Micromedex Inc.
 Mitchell International
 Patient Care Communications Inc.
 Thomson Professional Publishing
 Callaghan Company
 Clark Boardman Company Ltd.
 Lawyers Cooperative Publishing Company
 Research Institute of America
 Maxwell MacMillan Professional and Business Reference Publishing
 Practitioners Publishing Company
 Sheshunoff Information Services Inc.
 Taft Group
 Warren Gorham Lamont
 Jane's Information Group
 Thomson and Thomson

Company	<i>Teleglobe Inc.</i>
Address	1000 de la Gauchetière West Montreal, Quebec H3B 4X5
Business	Development and manufacture of data communication products and services
Number of employees	2,082
Total sales	\$982,536,200
Total assets	\$1,273,634,460
Executives	Charles Sirois, Chairman of the Board and Chief Executive Officer André Lebel, President and Chief Operating Officer
Number of U.S. affiliates	2
U.S. affiliates	
	ISI Systems Inc. Teleglobe Inc. (U.S. subsidiary)

Company	<i>The Seagram Company Inc.</i>
Address	1430 Peel Street Montreal, Quebec H3A 1S9
Business	Producer and marketer of distilled wine and spirits, fruit juices and juice beverages and entertainment/communications. (The recent acquisition of 80 per cent of MCA Corporation has not yet shown up in database sources. Post-acquisition figures have been acquired directly from Seagrams.)
Number of employees	16,000 (without MCA), 30,000 (with MCA)
Total sales	\$6,400,000,000 (without MCA, fiscal year ended January 31, 1995) \$11,000,000,000 (with MCA)
Total assets	\$13,000,000,000 (without MCA) \$20,000,000,000 (with MCA)
Executives	Edgar M. Bronfman, Chairman of the Board Charles R. Bronfman, Co-Chairman Edgar Bronfman, Jr., President and Chief Executive Officer
Number of U.S. affiliates	12 (13 with MCA)

U.S. affiliates

Seagram Chateau and Estate Wines Company
The Seagram Beverage Group
The Seagram Company Ltd., Tropicana Products Inc.
The Seagram Company Ltd., Seagram's Corporation Research and Development
Joseph E. Seagram and Sons (U.S. branch office)
The Seagram Company Ltd., The Seagram Classics Wine Company
The Seagram Company Ltd., Seagram Beverage Company
The Seagram Spirits and Wine Group
The Seagram Company Ltd., The House of Seagram
Seagram Asia Pacific/Global Duty Free
The Seagram Company Ltd., Seagram Latin America
Seagrams
MCA Inc. (Principal assets listed below)
MCA Motion Picture Group
MCA Television Group
MCA Home Entertainment Group
MCA Music Entertainment Group
MCA Publishing Group
MCA Recreation Services Group
MCA/Universal Merchandising
MCA Enterprises
MCA Development

The Seagram Company Inc. (Cont'd)

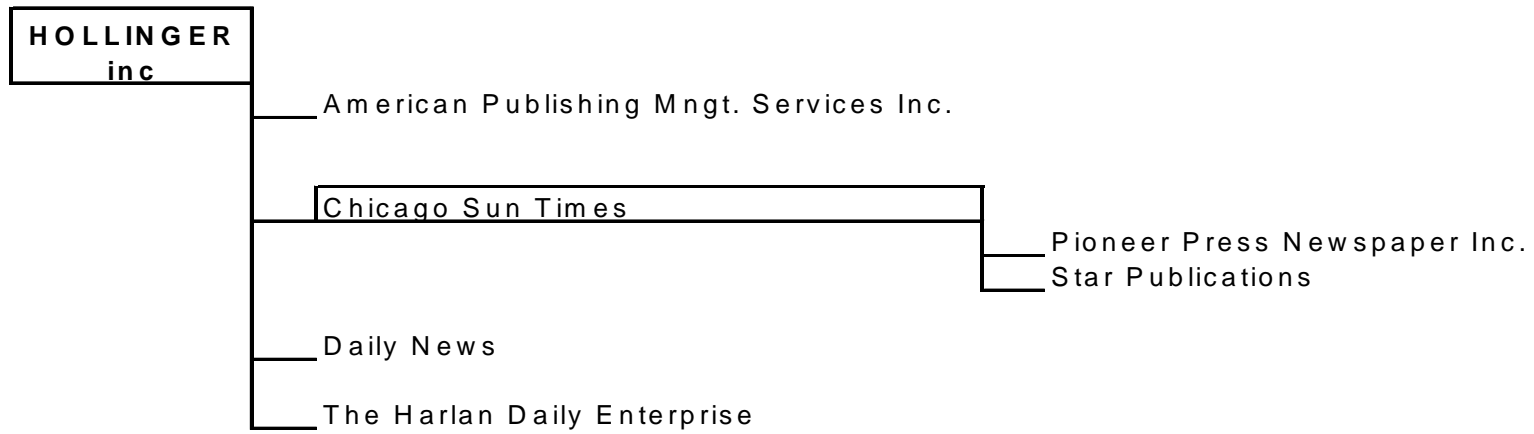
Universal Studios Operations Group
 Universal Studios Theme Park (Hollywood)
 Universal Studios Theme Park (Florida)
Spencer Gifts

MCA holds an over 40 per cent interest in:
 Cineplex Odeon Inc.

Company	<i>Cineplex Odeon Corporation</i>
Address	1303 Yonge Street Toronto, Ontario M4T 2Y9
Business	Theatre chain, motion picture production
Number of employees	2,500
Total sales	Not available
Total assets	\$697,105,000
Executives	E. Leo Kolber, Chairman of the Board Allen Karp, President and Chief Executive Officer
Number of U.S. affiliates	1
U.S. affiliate	
	Cineplex Odeon Films Inc.

APPENDICES

HOLLINGER INC.



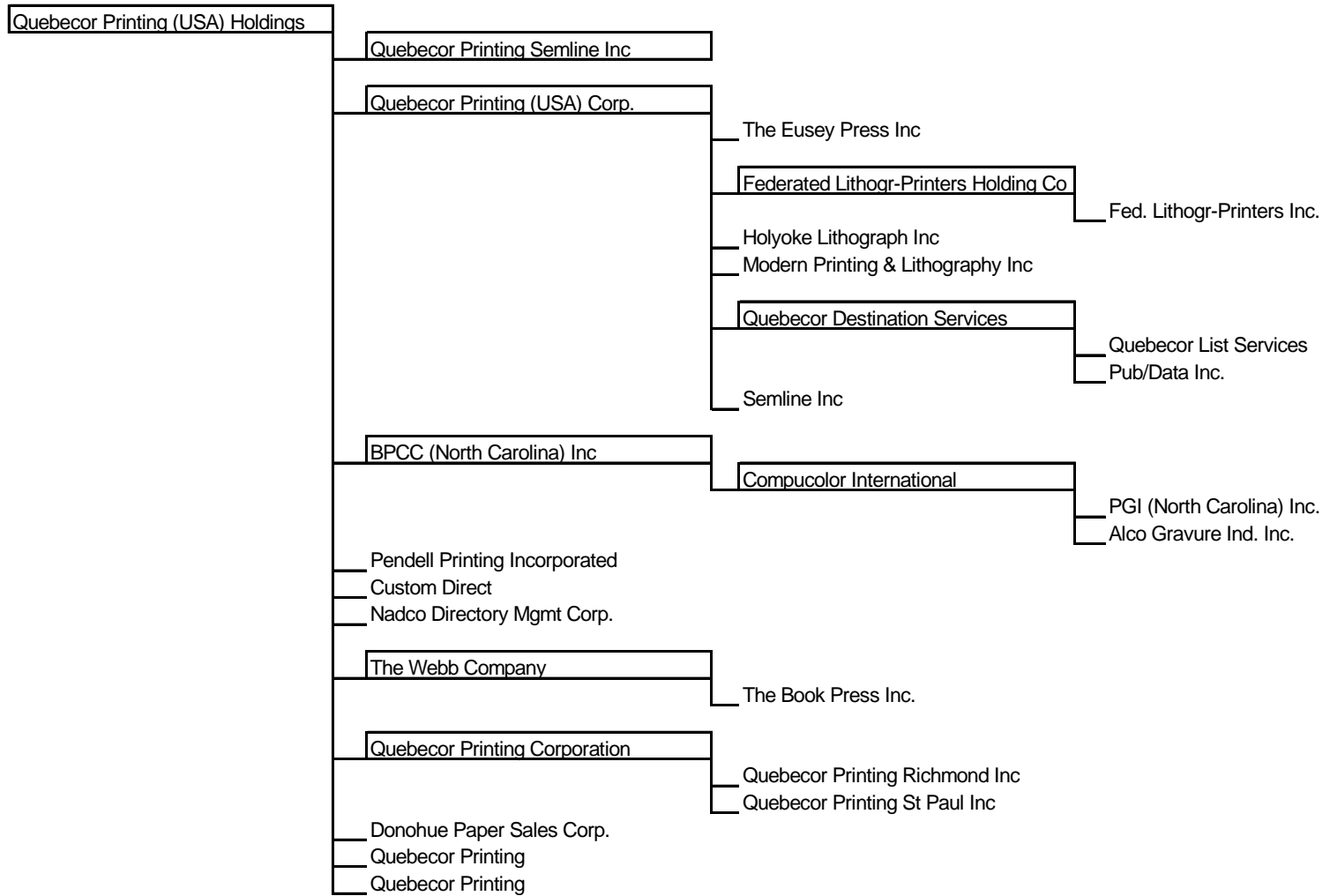
QUEBECOR INC.

QUEBECOR Inc.

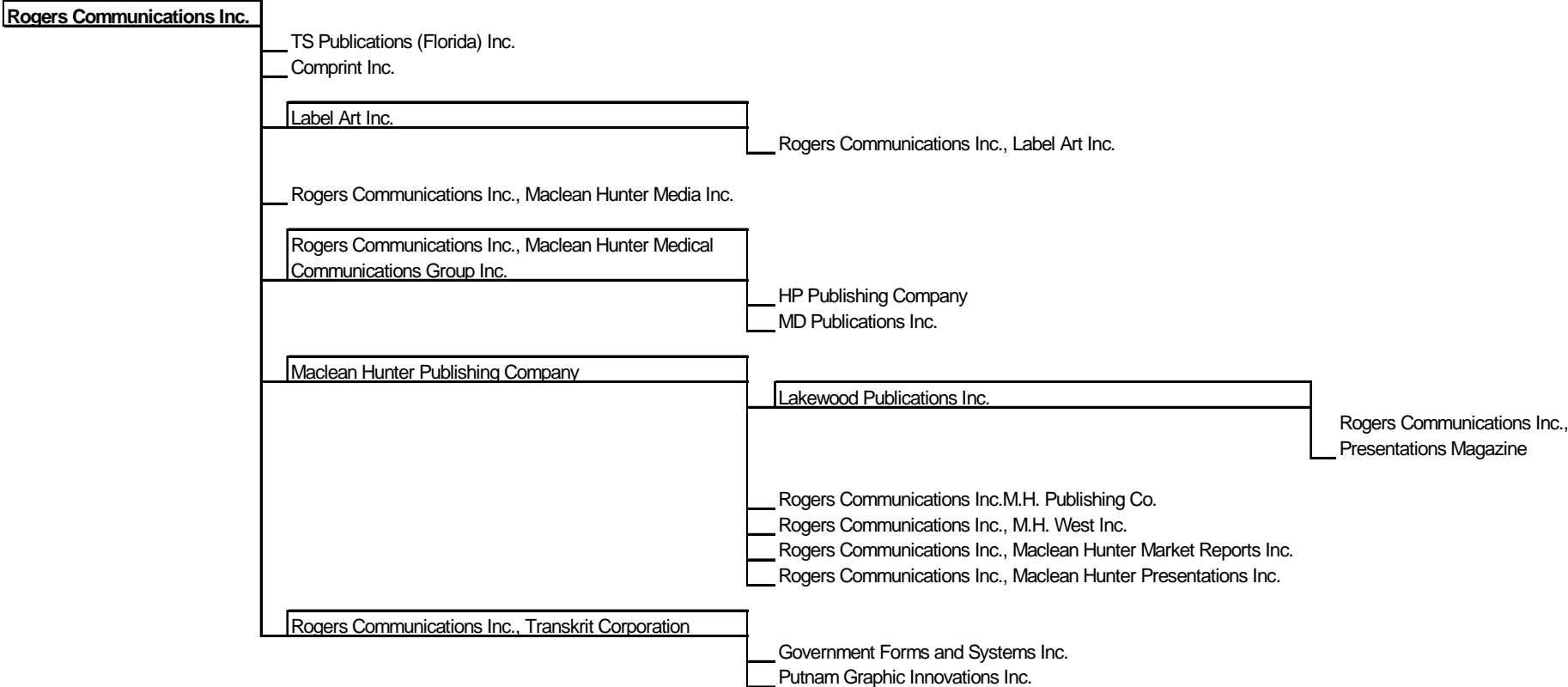
Quebecor Printing USA Corp.

- _____ Custom Direct Inc.
- _____ Electronic Publishing Group
- _____ Print Northwest
- _____ Pub Data Inc.
- _____ Quebecor Printing Arlington Heights
- _____ Quebecor Printing Arglen Inc
- _____ Quebecor Printing Book Press Inc
- _____ Quebecor Printing Buffalo Inc
- _____ Quebecor Printing Clarksville
- _____ Quebecor Printing Dallas Inc
- _____ Quebecor Printing Dickson Inc
- _____ Quebecor Printing Eusey Press Inc
- _____ Quebecor Printing Fairfield Inc
- _____ Quebecor Printing Federated Inc
- _____ Quebecor Printing Glen Burnie
- _____ Quebecor Printing Haleton Inc
- _____ Quebecor Printing Hawkins
- _____ Quebecor Printing Kingsport Inc
- _____ Quebecor Printing Martinsburg
- _____ Quebecor Printing Memphis Inc
- _____ Quebecor Printing Modern Inc
- _____ Quebecor Printing Mt Morris Inc
- _____ Quebecor Printing Nashville
- _____ Quebecor Printing Orlando
- _____ Quebecor Printing Pendell Inc
- _____ Quebecor Printing Providence Inc
- _____ Quebecor Printing Richmond Inc
- _____ Quebecor Printing San Jose Inc
- _____ Quebecor Printing Sem line Inc(1)
- _____ Quebecor Printing Sem line Inc(2)
- _____ Quebecor Printing Sem line Inc(3)
- _____ Quebecor Printing Sherwood
- _____ Quebecor Printing St Cloud Inc
- _____ Software Manufacturing Division
- _____ Specialties Bindery Inc
- _____ Imaging Services
- _____ NADCO

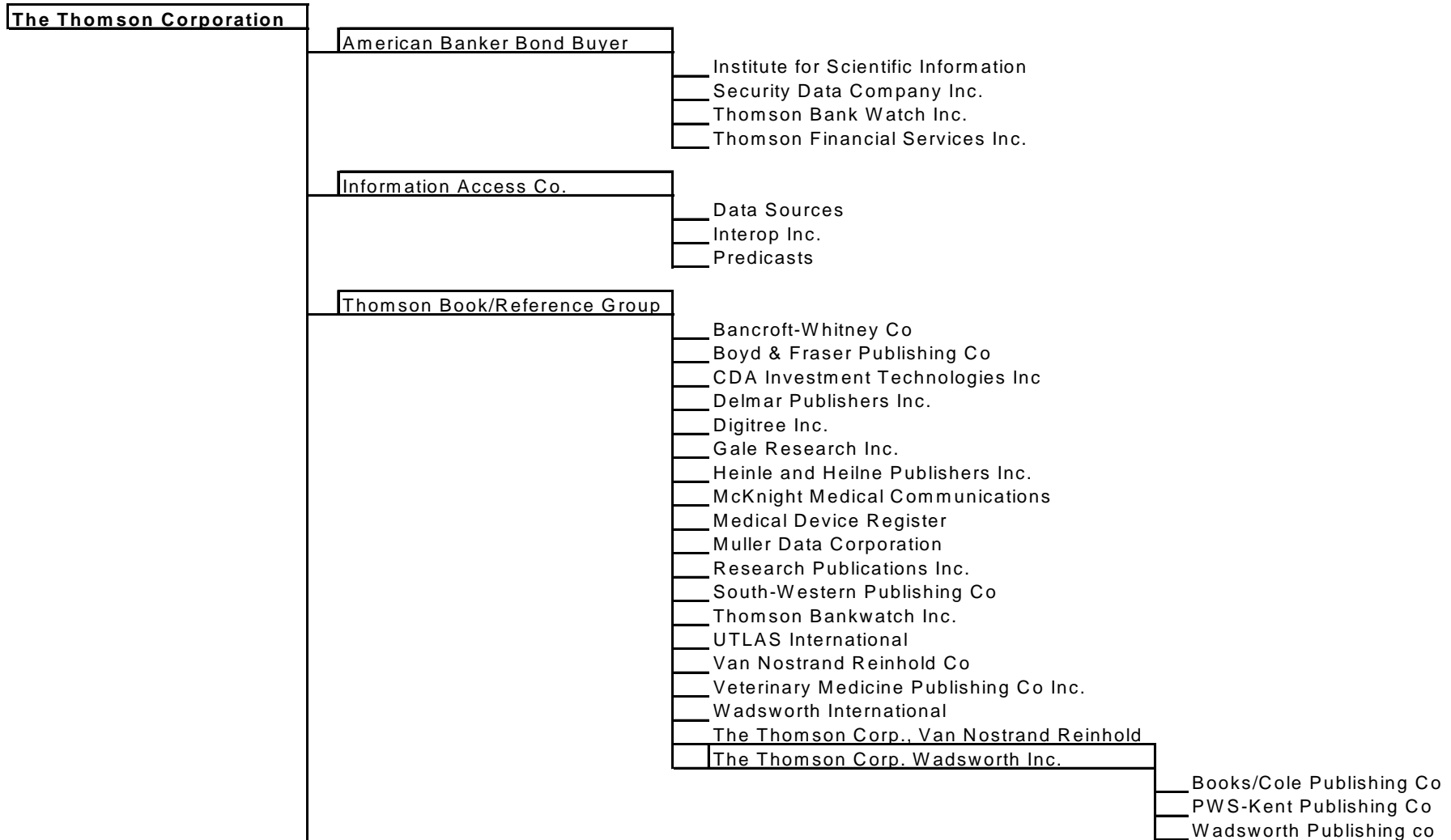
Quebecor Inc. (cont'd...)



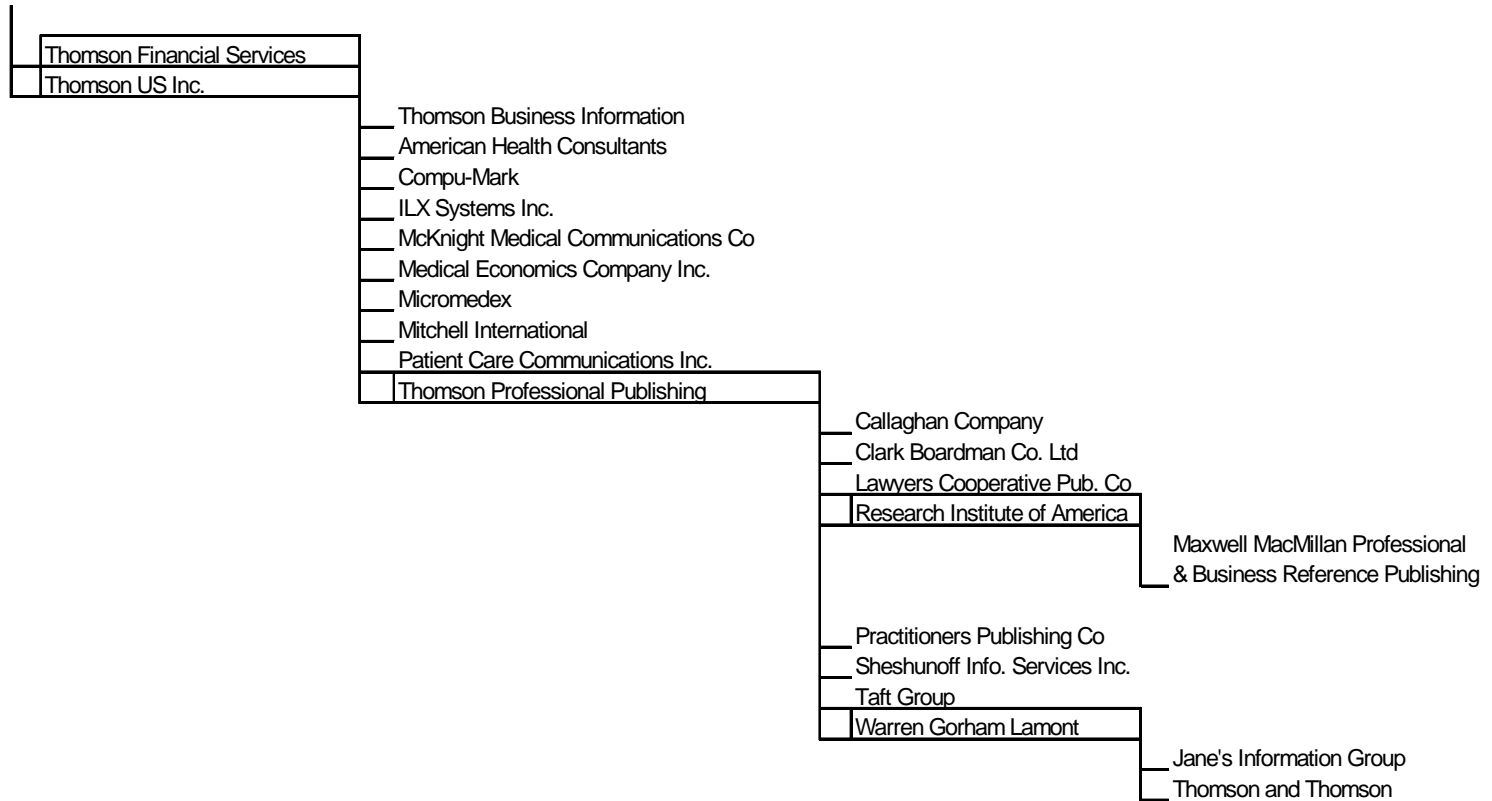
ROGERS COMMUNICATIONS INC.



THE THOMSON CORPORATION



The Thomson Corporation (cont'd...)



THE SEAGRAM COMPANY

