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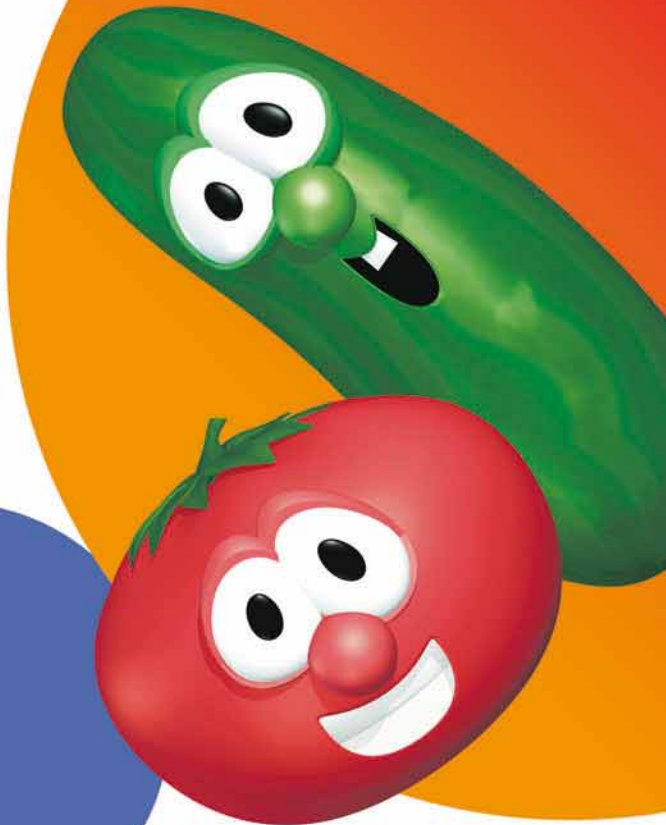






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641 Lexington Ave., 8th Fl.
New York, NY 10022
licensemag.com

ADVANSTAR
LICENSING

editorial department

group publisher
Steven Ekstract 212.951.6684
sekstract@advanstar.com

global editorial director
Tony Lisanti 212.951.6740
tlisanti@advanstar.com

managing editor
Amanda Cioletti 310.857.7688
acioletti@advanstar.com

web editor
Nicole Davis 310.857.7689
ndavis@advanstar.com

art department

art director
Steph Johnson-Bentz 218.740.6411
steph.johnson
@media.advanstar.com

senior production manager
Karen Lenzen 218.740.6371
klenzen@media.advanstar.com

advertising department

advertising manager
Sharon Weisman 212.951.6637
sweisman@advanstar.com

reprint marketing advisor
877-652-5295 ext. 121 /
bkolb@wrightsmedia.com
Outside US, UK, direct dial:
281-419-5725. Ext. 121

audience development director
Anne Brugman
abrugman@advanstar.com

**audience development
training manager**
Peggy Olson polson@advanstar.com

ADVANSTAR

chief executive officer
Joe Loggia

**chief executive officer, fashion
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The Elements of Brand Franchise



By **Tony Lisanti**
Editor-in-Chief

One of the most important strategies—and perhaps ubiquitous challenges—in brand licensing today is how to establish and sustain a brand franchise.

Whatever the type of brand or property, every licensor is focused on the key elements that define a franchise and its strategies for growth because, at the end of the day, that's the information every retailer and licensee needs to know.

It's the same for every retailer or licensee as well: it needs to be able to communicate its core attributes and its *raison d'être*. Consider what has happened over the past several months with such venerable retailers as Best Buy and J.C.Penney that have executives asking just what exactly do these retail monikers—or franchises—mean to investors, licensors and consumers.

It's this type of analysis and understanding that separates successes from failures, winners from losers and innovators from wannabes.

There are several articles in this issue that provide some insight into the attributes that define a brand franchise, beginning with the exclusive story about DreamWorks Animation. "New Team, New Dream" focuses on the strategies of newly appointed Chief Brand Officer Michael Francis, which are all focused on building the studio's brand franchise. There's also the exclusive anniversary tribute feature to Rudolph the Red-Nosed Reindeer, represented by Character Arts, which exemplifies key attributes of a true brand franchise; FremantleMedia Kids & Family Entertainment is quickly building its "Tree Fu Tom" preschool series (co-produced with the BBC) into a global franchise; and the exclusive case study on Disney/Marvel's Avengers, which began with a five-year plan and one superhero character and is now being extended into a year-round brand and tentpole for the future.

Here are 10 key elements of a brand franchise exemplified in our June issue articles:

- **Multi-platform or 360-degrees**—A property must have multi-platform content that includes theatrical, television, publishing, gaming, etc. because just one channel is not a strong enough position in the market.
- **Customer engagement**—A brand must connect

with customers regularly, if not 365-days-a-year, in order to have top of mind awareness. Social media has intensified this aspect of brand recognition and involvement. Consider the exposure Coca-Cola has gained with social media.

- **Global expansion**—Whether it's "Tree Fu Tom" coming to the U.S. or DreamWorks expanding its brands into theme parks and hotels in Russia and China, new markets are key to expand audiences.
- **Retail-centric**—DreamWorks hired a former retail exec to spearhead brand development and growth, as have other licensors, because understanding the needs and retail dynamics of brick-and-mortars and e-commerce requires constant dialogue and planning in order to establish a cohesive brand franchise licensing program.
- **Multi-category**—A successful brand must expand beyond basic product categories in order to connect with broader, more diverse consumer segments. For example, the Avengers property is taking its characters into the junior's market for the first time this back-to-school season.
- **Merchandise differentiation**—Every product must be unique in some way, whether it's color, design, packaging or something else. ABC is pushing the limits with products for its TV shows such as "Dancing With the Stars," "Revenge" and "Castle."
- **Live events**—Rudolph the Red-Nosed Reindeer property, based on the original television special, is expanding live events to 20 cities, reaching new audiences and strengthening the franchise.
- **Best-in-class licensees**—The profile of Albert Milhado, chief executive officer of footwear giant Leomil, underscores the importance of strong and creative licensees with a global presence.
- **Marketing support**—Nickelodeon unveiled a 1,000-square-foot store format within Toys 'R' Us' Times Square flagship store that features its brands, some of which sported a New York City theme. It's this type of promotional mindset that creates excitement and interest.
- **Exceptional people**—Or as a former Walmart executive often put it, "ordinary people doing extraordinary things," including building strong partnerships. ©

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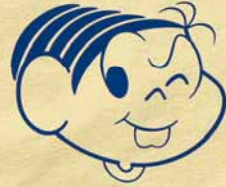
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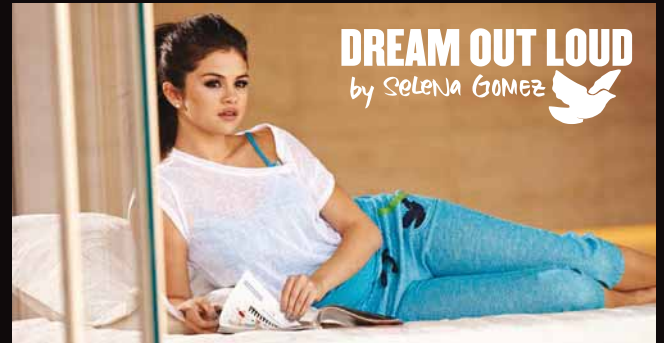
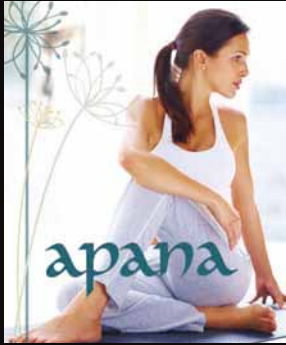
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Beanstalk Launches Digital Division: Tinderbox

Licensing agency Beanstalk is heading into the digital world with the launch of a new division specifically targeted to extend such properties. Tinderbox will operate within Beanstalk and aims to help digital brands extend to consumer products through licensing.

“Beanstalk has identified a growing trend of new media brands making the leap into consumer products, and additionally that these brands themselves were specialized in their craft, fast-paced and focused,” says Daniel Amos, director, brand development, Tinderbox. “For many (of these companies), consumer products is/was an afterthought. Tinderbox has been developed as an all-in-one solution that will leverage its expertise to build programs that spread like wildfire.”

One billion smartphones will be shipped globally in 2013, according to Beanstalk and Gartner, and 84 percent of people worldwide say they can't go a single day without their mobile device in hand, according to a *TIME* mobility poll. With that in mind, Tinderbox has been established to address the growing demand for a brand licensing agency expert at extending digital properties—from social networks to interactive gaming, and all categories of apps including games, entertainment and lifestyle.

“Digital brands are engaging with all of us, young and old, constantly throughout the day,” says Amos. “Consumers welcome technology with open arms, and so it is only natural that brands born in the digital space will resonate strongly. I'm a firm believer that the digital space, the app store or social network are the breeding ground for the next entertainment giants. Children are becoming increasingly comfortable with very sophisticated technology; the affinity they can develop with brands born in the app store six months ago is strikingly similar to those franchises with decades of history.”



Daniel Amos,
director, brand development,
Tinderbox

In order to stay in-step with growing consumer demand, Amos says it is vital for Beanstalk and Tinderbox to be knowledgeable and up-to-date in the digital landscape.

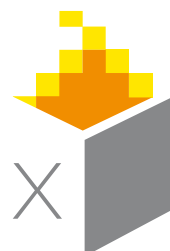
“Not only are brands changing, but the retail landscape is, as well,” he says. “Brands originating from digital platforms will continue to increase as long as there are innovations in technology that provide user engagement, and those brands considered ‘traditional’ will need to embrace digital to maintain a connection to their fans.”

First clients for Tinderbox will be the tween social network MovieStarPlanet and app properties “My Singing Monsters” and “The Beetnuks.”

Tinderbox will further the existing product program for MovieStarPlanet, which was developed by Beanstalk and includes apparel, accessories, home décor, stationery and publishing.

“My Singing Monsters” is a world-building music game developed by Big Blue Bubble, in which the user collects and breeds monsters; while “The Beetnuks” is a new brand under development from BlooBuzz (a subsidiary of Quebecor Media), supported by a mobile game and other media. Tinderbox will work to build consumer product programs for both.

“Digital is one of the fastest growing categories in brand and entertainment licensing, which is why we felt it was necessary to create a new business unit that operates as an extension of Beanstalk and could address the individual needs of new and existing brand partners,” says Michael Stone, chief executive officer, Beanstalk. “Tinderbox will be a catalyst for further industry growth by channeling decades of accumulated experience at Beanstalk into a new service that's dedicated specifically to helping digital brands develop new, innovative licensing extensions.”



Disney Primes Teen Beach Movie and CP Program

Disney Channel is gearing up for the premiere of *Teen Beach Movie*, a surf-rock musical with a '60s sensibility aimed to motivate the modern girl and affirm her capability, strengths and goals. The film will air July 19 on Disney Channel U.S., followed by telecasts on Disney Channels around the world.

The film is targeted toward kids and their families, ages 6 to 14, and includes an initial consumer product program to support the launch.

The initial range will include a soundtrack from Walt Disney Records, apparel, home décor, fashion dolls, bedding, lunch kits, stationery/school supplies and more available at Walmart, Target, Toys 'R' Us, Kohl's, Kmart, Disney Stores and other retailers. Also included in this launch are a junior novel and e-book, themed stickers, frames and filters in the brand new "Disney Channel Photo Finish" app, a 10 city "Teen Beach



Movie Beach Party" event tour at Simon Malls, Teen Beach Movie activities and prizes at Radio Disney events across the U.S., giant Teen Beach Movie-branded beach balls at One Direction and R5 concerts across the U.S. and the *Teen Beach Movie* DVD with exclusive video. The DVD will be available July 19 exclusively at Walmart, and July 30 at retailers nationwide.

The film's plot centers on surfer McKenzie and her boyfriend Brady, a fan of the (fictional) 1962 surf movie *Wet Side Story*. On the morning of McKenzie's planned departure for boarding school, the duo catch one last wave together and are mysteriously transported into the world of Brady's favorite film, where they meet a cast of characters. Of course there's trouble in paradise, however, and McKenzie and Brady unwittingly interfere with the movie's plot and madness and silly sub-plots ensue.

The Licensing Company Unveils Peanuts Fashion Line

The Licensing Company has announced a new collaboration between British fashion designer The Rodnik Band and Peanuts for a new capsule collection.

Known for his quirky, pop art-inspired collections, the Rodnik x Peanuts capsule features specially designed prints that mix iconic Rodnik symbols with the Peanuts gang.

The collection includes a range of ready-to-wear dresses and separates alongside sequin accessories and headwear.



"I have always loved Peanuts' comic strips. ...They are such cute, varied philosophical characters, and they have a profound sense of humor," says Philip Colbert, creator, The Rodnik Band, in an online interview with *Vogue U.K.* "There is a fun synergy between The Rodnik Band and Peanuts—humor is something that works through each Rodnik collection, and it felt like a natural fit to bring the Peanuts character into the Rodnik world."

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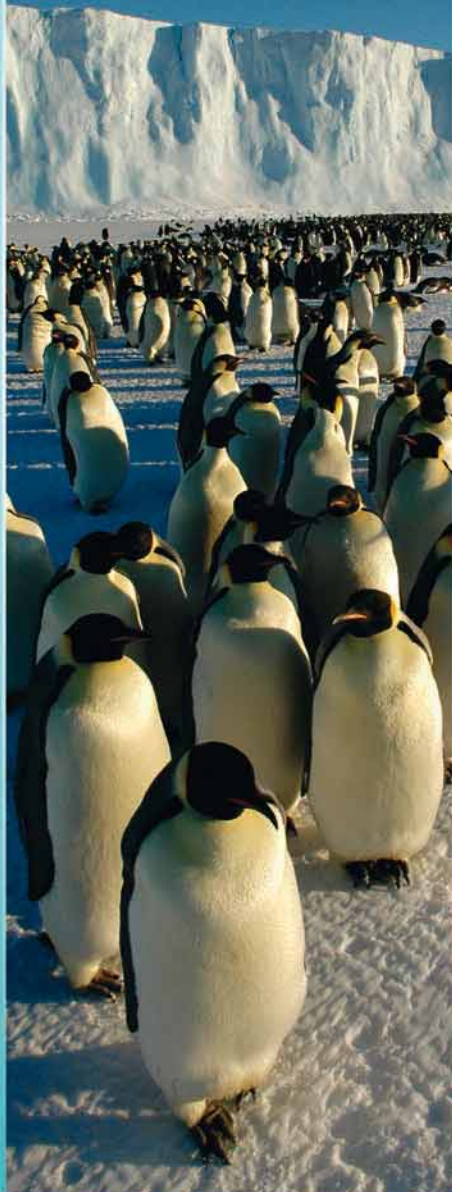
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The Revitalization of Von Dutch

In 2009, Royer Brands International purchased Von Dutch and took it back to the drawing board. They felt that the lifestyle brand had become overexposed and opted for a fresh start.

Now Von Dutch is re-emerging around the world with a robust profile that draws on the property's artistic roots and aims to ensure Von Dutch's status as an American heritage brand for years to come.

"The brand needed to be cleaned up and reinvented," says Terry Hauss, chief executive officer, Von Dutch, who was brought in to helm the company in 2011. "It wasn't drawing on the real story of (creator) Kenneth Howard, the real Von Dutch. What we've done is we've gone back to the DNA of the brand and Howard himself, and built the brand around that. The idea is to go back to the basics to build an empire."

The name Von Dutch was originally a

moniker adopted by Howard, who rose to fame in the 1950s for his work pin-striping cars and bikes.

His art now serves as the inspiration and focus of the lifestyle brand, which Hauss describes as "very much Americana."

Consumers in Asia have already gotten a chance to see the new Von Dutch, with 150 points of sale in Thailand and the Philippines, featuring everything from outerwear and denim to bags and sunglasses. Similar deals are being finalized now that will bring the brand to most of Southeast Asia by the end of this year.

Hauss, alongside brand director Olivier Mercier, now plans to expand into South America, Europe, India and the Middle East. The brand already has more than 300 doors in Brazil and Italy, and signed two new licensing agents earlier this year—Tycoon in South America and Mexico, and Dream Theatre in India.

But one major piece of the puzzle is still missing—the U.S.

"We've been careful with the U.S. because people really watch what's happening here, especially because it's an American brand," says Hauss. "We've purposefully kept the U.S. very dry, because we don't want to make a mistake."

That dry spell will come to an end soon, with the recent signing of the brand's first North American licensee—Groove Footwear.

Shoes for men, women and children will hit shelves in spring 2014, and Hauss



expects to have a U.S. apparel partner on board by the end of the year.

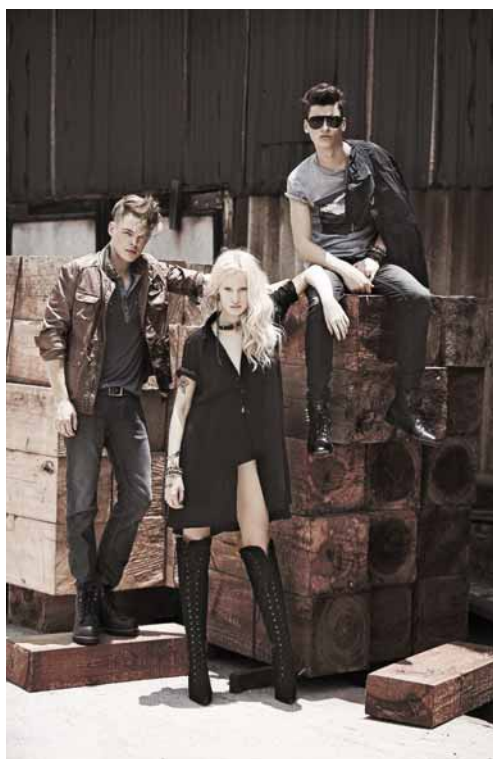
Retail plays a central role in Hauss's plan for the brand. The shops across Asia have gone a long way, not just in getting product in front of consumers, but also in showing the world Von Dutch's new identity, and Hauss will likely take the same approach in the U.S.

"A free-standing store is worth a thousand words," he says. "There is really nothing better—it's like screenless TV."

This time around Von Dutch aims to be more than a flash in the pan, but rather a lifestyle mainstay that will reach well beyond apparel and accessories into housewares, bedding and even automotive parts.

But that expansion will happen in measured steps.

"It's so important to find the right partners, because if you have a true partner, you can grow with them all the way," he says. "You have to speak the same language and have the same vision. I'd rather wait than rush."





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**FOR LICENSING
INQUIRIES CONTACT:**

THE AMERICAS

Ed Casey
ed.casey@bbc.com
212-705-9351

UK

Maxine Lister
Maxine.Lister@bbc.com
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Godzilla Roars to Market

For more than 60 years, the Godzilla property has endured to become embedded in pop culture around the world. From his signature high-pitched roar to the atomic breath he spews, Godzilla is ready to return to the big screen in 2014, and Warner Bros. Consumer Products has a full range of product in the works to complement the film.

“Godzilla is the most famous monster of all time—rooted in the nuclear age paranoia, but widely embraced as a favorite cinematic icon,” says Joel Chiodi, executive vice president, theatrical marketing, Legendary Entertainment. “We think it’s time for a whole new generation to be introduced to him in a modern setting.”

The first film was produced in 1954 by Japanese film studio Toho Co. It released regionally first, and spread to the U.S. two years later in 1956, where audiences clamored to see the mega-monster demolish whole cities in droves. Since, 29 Godzilla films have been produced through 2004, with 28 of those produced by the original production company (Sony produced a live-action version in 1998). In 2004, Toho announced it would not make another Godzilla for a decade—enter Warner Bros. Pictures and Legendary Pictures.

In 2014, the studios will join to bring audiences a modern day remake of the classic tale of the larger-than-life icon, yet unlikely hero, and pits Godzilla against creatures that, bolstered by humanity’s scientific arrogance, threaten our very existence. The film, according to Chiodi, will bring a “decidedly ground-breaking approach” to the re-telling. It already has a cast attached that includes stars such as Aaron Taylor-Johnson, Bryan Cranston, Sally Hawkins, Juliette Binoche, David



Strathairn, Elizabeth Olsen and Ken Watanabe.

The tentpole is signing on its roster of licensees as well, ensuring a monster-size footprint in the marketplace for fans of all ages.

“As one of the most iconic, action-oriented monsters in film history, Godzilla has a truly mass appeal, and our licensing partners are developing product that caters to fans of all ages,” says Brad Globe, president, Warner Bros. Consumer Products. “From Bandai’s action figures to Jakks Pacific’s large-scale figures, there will be Godzilla product for everyone. Collectors will have access to figures with true-to-film details, while younger audiences will be thrilled with toys that evoke the spirit of the film’s iconic monsters.”

The program boasts opportunity in multiple categories and across a wide range of retail channels, but will lead the way with more traditional first offerings.

“As with most of our tentpole films, toys and apparel lead our licensing program

by offering a range of products for casual movie-goers and Godzilla enthusiasts of all ages,” says Globe. “Master toy partner Bandai America is already generating excitement with action figures and building sets that will line the store aisles in the months leading up to the film’s release. Bioworld and Trevco have also signed on to offer on-trend apparel featuring official art from the film, among many other licensees that will support the larger-than-life program.”

Other licensing partners signed on include NECA for gifts and novelties, costumes by Rubie’s, collectible statues from Sideshow Collectibles, among others in additional categories such as publishing, stationery, party goods, home décor, ornaments and more.

“Godzilla expands the studio portfolio to new levels, allowing Warner Bros. Consumer Products to add this larger-than-life icon, yet unlikely hero, to a roster of unrivaled offerings that includes superheroes, wizards, classic characters and more,” says Globe.



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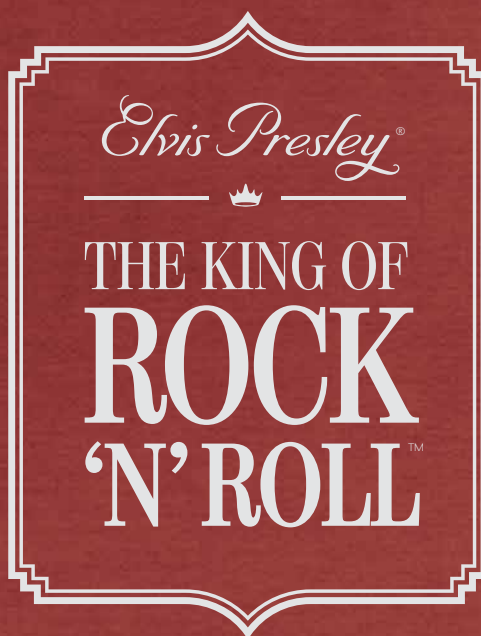
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Making Waves Around the World

Surfing may be as ubiquitous with Australia as sunshine, fish-filled reefs and exotic wildlife, and Australian surf brand Piping Hot is capitalizing on the global fascination with the sport.

In the 37 years since the founding of Piping Hot, the brand has established itself as a leader in the Australian surf wear market, with more than 22 categories of goods. It's a household name in the region, with more than 95 percent brand awareness on the continent.

Recent retail figures are also supportive of the brand's ever-increasing growth, with a rise of 22.5 percent share of net business for accessories, footwear and hard goods in just four years, and a projected growth rate of 20 percent in 2014 and a further 15 percent in the 2015/16 fiscal year.

In 1998, Piping Hot made the first moves to meet the demand for surf and lifestyle brands through a licensing agreement with retailer Target Australia. The partnership benefited both parties—it fulfilled for Target an in-demand lifestyle category while giving it the flexibility to manage production in-house, and it enhanced the Piping Hot core brand values of accessibility, authenticity and affordability.

So it's no wonder that now Piping Hot is looking to expand the brand globally, bringing its brand and licenses to the Licensing



Expo show floor, June 16-18, in Las Vegas, Nev. What evolved from a small local business founded in Torquay, Australia, (under the name Dive and Surf), has evolved from selling surfboards and wetsuits to the local surfing community to manufacturing and merchandising goods and clothing to the greater Australian market. It's only natural, then, that Piping Hot evolve yet again into a global brand.

Nickelodeon Opens Shop at NYC Toys 'R' Us

Nickelodeon has launched a new Nick Shop at the Toys 'R' Us flagship in Times Square, New York.

The 1,000-square-foot shop creates an immersive Nickelodeon retail experience with vibrant orange walls and columns covered with stencils of characters from Nickelodeon's hit animated series. The area also features several touchscreens that allow costumers to interact with and explore Nickelodeon content.

In addition to an assortment of Nickelodeon-branded toys, books and DVDs, the new shop also features exclusive New York-branded products such as kids' and adult apparel, accessories, plush toys,



drinkware and home goods featuring characters such as Dora the Explorer, Bubble Guppies, Team Umizoomi, Winx Club, SpongeBob SquarePants and Teenage

Mutant Ninja Turtles.

"The thousands of kids and families who visit Toys 'R' Us Times Square each year are sure to be wowed by this truly unique Nickelodeon shopping experience," says Richard Barry, executive vice president, chief merchandising officer, Toys 'R' Us. "Nickelodeon has created some of the most recognizable characters in the world, and we fully expect to hear squeals of delight from young kids when they visit this new environment. In addition to an expanded assortment of Nickelodeon products, we're excited to offer so many exclusive items available only at our international flagship store."

Adventure Time™



AWESOME SHOWS

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Evolution Announces New Programs, Appointments

Licensing and global brand management firm Evolution has been appointed as the global licensing agent for children's property This One 'N That One, created by actress, artist, author and designer Jane Seymour, and actor, writer, director and producer James Keach.

Based on a book series, the property will unveil at Licensing Expo and focus on an initial assortment of plush, apparel, accessories, apps, toys, play sets, storybooks, coloring and activity books, how-to books and DVDs, each of which is expected to launch in specialty and online retailers in spring/summer 2014. Products will expand to mass retailers in 2015, following the release of the animated series of the same name in fall 2014.

Also at Licensing Expo, Evolution will premiere the new licensing program for Monster in my Pocket and *Life and Adventures of Santa Claus*.

Monster In My Pocket, a brand of collectible monsters for boys, is supported



by a soon-to-be-named master toy partner. Digital apps, games and a fall 2014 animated television series from RGH are currently in development. Evolution is seeking licensing partners in most traditional categories. The licensing program is anticipated to launch at retail in spring 2015.

Life and Adventures of Santa Claus, a new 3D CGI-animated theatrical film, is slated for the holiday season 2014. The property will be supported with licensed products in apparel, toys, publishing and seasonal, which will debut at retail concurrently.

Additionally, Evolution has been appointed global licensing and promotions agency for merchandise for Miramax's portfolio, and has appointed numerous sub-agents. Evolution will oversee licensing programs for Miramax's more than 700 original and independent films including *Pulp Fiction*, *Kill Bill Vol. I and II*, *Jackie Brown*, *Bad Santa*, *Chicago* and *Sin City*.

To represent the properties in Asia Pacific are Merchantwise (Australia and New Zealand), Asiana Licensing (Korea), Blue Sky International (Japan) and Empire Multimedia (Hong Kong, China, Taiwan, Philippines, Singapore, Malaysia, Indonesia, Thailand and Vietnam). In Europe, Sagoo (France), Celebrities Entertainment (G/A/S), Licensing BV (the Netherlands), Rizon (the U.K. and Ireland) and Ink (Denmark, Finland, Norway, Sweden and Iceland) will work to expand the portfolio; while in Latin America, Brandvida (Mexico, Brazil, Chile and Peru) has been tapped.

Zodiak Kids Times Tickety Toc Merch Just Right

Zodiak Kids' dual gender preschool property Tickety Toc is taking off in North America, with several deals in place to continue the property's momentum.

Launched on Nick Jr. in the U.S. and Disney Jr. & Family in Canada in 2012, the series follows the adventures of characters Tommy and Tallulah and the Tickety Toc Clock inside an old shop. As each hour passes, the clock springs to life and within, so does a weird and wonderful world where things don't always run as smoothly as the

regular chimes. The show airs globally as well, with Zodiak Kids managing all worldwide rights, exclusive of Korea and Japan.

In the U.S. and Canada, major partners have been signed on to add to the existing consumer product range. They include master toy partner Just Play, Anchor Bay (DVDs), Scholastic (publishing), Mega Brands (puzzles) Franco (bath/bedding) and Cupcake digital for mobile apps. In Canada, agent Studio Licensing has also

appointed NTD (apparel), Calego (luggage/bags) and Paris Geneve (sleepwear). In the U.S., agent Established Brands has signed Wonderforge (games), Bentex (apparel), Berkshire (accessories), Fast Forward (bags) and Bakery Crafts (cake toppers). Product is expected to debut at retail this fall, with toys and DVDs hitting shelves in the U.S. and toys, apparel and DVDs set for initial rollout in Canada.

According to Zodiak, additional deals will be announced soon.

Ben 10 Omniverse™



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GREAT CHARACTERS

Univision Gears Up for New Deals

Univision Enterprise Development, the brand licensing division of the popular Hispanic networks (Univision, UniMás and Galavisión) that have a 73 percent share among the adult 18-49 Spanish-language TV audience in primetime, is expanding its portfolio of products for traditional brands and adding celebrity personalities to its roster.

According to Rick Alessandri, executive vice president, enterprise development, Univision, it has taken longer to establish the division, which he spearheaded in 2011, but things are coming together now in a big way.

"We have had to educate buyers, retailer partners and potential licensees because the traditional U.S. landscape doesn't have the intimate knowledge of the Hispanic marketplace," he explains. "Univision is about finding brands that resonate with the U.S. Latino customer."

"It's been very hard for the general market to understand how to approach the Hispanic market and who to partner with," adds Maca Rotter, executive director, Televisa Consumer Products. "But now numbers are showing how strong this audience is. You need to reach this audience through their hearts, emotion and the culture they left behind."

Televisa named Univision as its exclusive licensing agent in the U.S. about 18 months ago to represent El Chavo, Chapulín Colorado, Hablando Sola, Chef Oropeza, as well as all Televisa novelas, reality series, live action and game shows.

In February, Univision named Jakks Pacific as exclusive North American master toy licensee for the popular "El Chavo" animated series. The product line, which is set to launch this fall, will include action figures, plush, dolls, role play products, dress up, seasonal toys, table top games and novelty items.

Alessandri is also bullish about the potential for the lifestyle brand Delicioso. A tabletop and kitchenware collection will launch this year in partnership with Gibson. It will include prep products (lime squeezer, mortar and pestle, cutlery, wooden utensils and



Rick Alessandri,
executive vice president,
enterprise development, Univision

kitchen gadgets), cooking products (comales griddles, calderos pots, fry pans, tamale steamers, pressure cookers and a tortilla press), serving products (salsa bowl, appetizer sets and tortilla warmers), diningware (melamine and ceramic dinnerware) and drinkware (agua fresca jug, mojito, margarita and other specialty beverage pitchers and glassware). Coffee and tea accessories are also being developed.

According to Alessandri, Univision is gearing up for other consumer products programs as well from celebrity to sports merchandising. They include:

- **Gabriela Borges**—a 13-year-old singer, actress and dancer with a love of fashion, music and novelas, signed a multi-year agreement with Univision to develop her brand.
- **Club América**—Univision is representing the Liga MX soccer team Club América, one of the most successful teams having won 14 championships, across multiple product categories.
- **Celia Cruz**—Univision signed an exclusive global agreement with Eventus, the representative of the Celia Cruz Estate, to license the name and image of the late Cuban "Queen of Salsa." Merchandising offerings will include apparel and accessories. The legendary singer passed away in 2003 and produced 23 gold albums and holds three Grammy awards and four Latin Grammy awards.
- **Retail**—Univision partnered with The Paradies Shops to develop and operate Univision-branded airport newsstands and cafes targeted to Hispanic travellers.

What started as Alessandri's vision to establish a consumer products portfolio when he joined Univision is now emerging as a major player for the Hispanic community in the U.S. with more brands in the pipeline.



Regular Show™



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Televisa to Bring eOne's 'Peppa Pig' to Mexico

Televisa has signed on to broadcast and manage the licensing program for Entertainment One's "Peppa Pig" in Mexico.

Televisa will begin airing episodes of the preschool series at the end of 2013 and is laying the foundation for a comprehensive licensing program, with product and promotions scheduled to debut in 2014.

At the same time, eOne's regional agent Exim Licensing Group is developing a major consumer product program for



Peppa Pig throughout Latin America.

Partners are now being lined up in toys, publishing and home entertainment with

the first line of products slated to launch in 2014 in Brazil, Colombia, Chile, Argentina, Peru and Ecuador.

"The retail market for licensed merchandise in Latin America is developing at a rapid pace, and with strong partners like Televisa, Exim and Discovery Kids firmly in place, Latin America has the potential to become one of the top global markets for Peppa Pig," says Olivier Dumont, managing director, eOne Family.

Kmart to Launch WWE Line

WWE and Kmart today have teamed up for an exclusive children's apparel line from WWE Superstar John Cena, which will debut this fall in the U.S.

Never Give Up by John Cena will feature shirts, hoodies, pants, shorts, outerwear, headwear and accessories inspired by the current WWE champion.

"The Never Give Up by John Cena apparel line is a lifestyle brand that appeals to those who not only like his style, but are drawn to the positive message he offers," says Cheryl Olinger, vice president and general merchandise manager, kids' apparel, Kmart. "Kmart will have the exclusive opportunity to provide merchandise previously available only at WWE events. We believe the line will resonate with many of our current, younger customers while allowing us to reach a segment of John's fan base that may not have shopped at Kmart before."

The line will be available in Kmart stores and online, as well as on ShopYourWay.com.

"WWE is thrilled to team up with one of the country's leading retailers and offer millions of fans a full apparel collection inspired by John Cena," says Casey Collins, executive vice president, consumer products, WWE. "His global appeal fits perfectly with Kmart's new group of entertainment-driven fashion lines."

Teen Retailer dELiA*s Sells Alloy Brand

Teen retailer dELiA*s has sold its brand Alloy to HRSH Acquisitions (doing business as Alloy Apparel and Accessories), which was created by FAB NY's Steve Russo, among others, for the acquisition. dELiA*s received \$3.7 million for the brand, which carries \$3.1 million in liabilities, and will provide transitional services to Alloy Apparel and Accessories for up to one year.

HRSH Acquisitions was capitalized by a group of industry investors led by Steve Russo, founder of FAB NY and Artisan House, and Brian Lattman, who most recently worked as the chief merchandising officer at LANY.

Lattman will assume the role of president of the newly formed entity and plans to work closely with the Alloy management team to drive growth in the business through brand building and new customer acquisition.

"We are pleased to have completed the sale of Alloy," says Walter Killough, chief executive officer, dELiA*s. "This transaction will enable us to focus our efforts exclusively on our dELiA*s brand as we work to improve our product offerings and enhance the overall customer experience. In addition, providing transitional services will allow us to offset certain overhead costs as we evaluate our cost structure going forward."

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Now in its 33rd year, the Licensing Expo, organized by Advanstar Licensing, is the world's largest and most influential annual industry event. On the show floor, find more than 400 exhibitors representing over 5,000 brands and properties in all sectors of business including entertainment, fashion, sports, publishing, art and design, corporate brands, homewares and lifestyle. Exhibitors, retailers, manufacturers, agents and attendees are from all corners of the globe, with more than 80 countries represented within Las Vegas' Mandalay Bay Convention Center walls, making Licensing Expo the only place to be for all things intellectual property.

NEW IN VEGAS

New to the Licensing Expo this year is a re-merchandised show floor that will undoubtedly make shopping the Expo an easier feat than ever before.

The show floor is now divided into four key areas: Art and Design, Characters and Entertainment, Brands and Agents and the Fashion District.

Among the more than 70 cutting-edge artists, designers and art agents featured within the Art and Design section is The Art Studio, a place to see artists at work, including Robert Holton of Drizzle Art and Jason Feather of Kreashun. Feather will be creating a full-scale mural during show hours.

In the Character and Entertainment section, find more than 2,800 entertainment powerhouses including brands such as Hello Kitty, Peanuts, One Direction and Angry Birds along with leading studios and companies such as Warner Bros., Nickelodeon, Sony, DreamWorks Animation, Universal Pictures, BBC Worldwide and many, many more.

As in years past, a character parade will take place in the Character and Entertainment section, featuring dozens of familiar “faces” opening day, June 18, at 10:30 a.m.

Among the more than 1,800 brands showcased within the Brands and Agents section, find intellectual properties from categories such as household, automotive, publishing, sports, food and beverage, corporate and non-profit companies, as well as a Retail Lounge.

Also new to the show floor is the Factory Innovation Zone.

This new area on the show floor comprising 17 brand-new exhibitors is the gateway to product innovation.

Find out what these market-leading, specialist factories have to offer licensees, licensors and retailers in the Factory Innovation Zone.

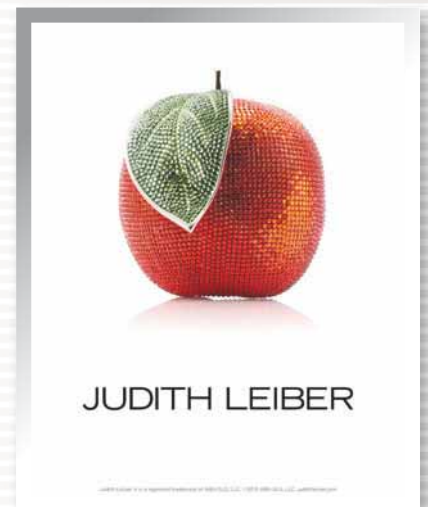
SPOTLIGHT ON FASHION

The Fashion District is teeming with the hottest, must-have properties in 2013 and beyond. With more than 50 exhibitors occupying 50 percent more square-feet of devoted fashion and apparel brands, the zone is the largest ever and will feature such marquee brands as ABS by Allen Schwartz, Tracy Anderson, Crocs, Yummie by Heather Thomson, Kathy Ireland, The Cherokee Group, AND1, Skechers, Von Dutch and more.

“Skechers is thrilled to be a featured exhibitor within the first-ever Fashion District at the 2013 Licensing Expo,” says Steven Mandel, director, global brand licensing, Skechers. “We believe this new location will funnel some great business opportunities our way. As America’s leading family footwear brand, Skechers has built a dynamic licensing program upon the foundation of our fashion, lifestyle, kids and athletic collections. We look forward to meeting prospective licensees and retail partners at the 2013 show, so we can further solidify our position as leader in brand licensing.”

Authentic Brands Group and its wide portfolio of properties including Adrienne Vittadini, Judith Leiber, Marilyn Monroe, Hart Schaffner Marx, Hickey Freeman, Taryn Rose, Silverstar and Tapout can be found on the show floor. First time exhibitor Sequential Brands Group and its brands such as Caribbean Joe, DVS Action Sports, Ellen Tracy, Heelys, People’s Liberation and William Rast will also be a Fashion District highlight.

“We are excited to present our portfolio of fashion and luxury brands as a key exhibitor in the Fashion District of Licensing Expo,” says Nick Woodhouse, president and chief marketing officer, Authentic Brands Group. “Licensing Expo does a phenomenal job connecting best-in-class licensor and licensee attendees dedicated to formulating strong and rewarding business partnership opportunities.”





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The Fashion District will also include a Fashion District cafe, a place to connect with contacts and prospective clients and relax with a snack or kick back with a DJ while checking out fashion footage on the video wall.

KEYNOTE ADDRESS

Kicking off the Licensing Expo and sponsored by Advanstar Licensing, event organizer, and LIMA are two informative keynotes.

The opening keynote, “A Licensing Roadmap: Where are we Headed?,” will be helmed by Brad Globe, president of Warner Bros. Consumer Products, Andy Prince, senior category director of toys at Walmart, Josh Silverman, executive vice president of global licensing for Disney Consumer Products and Henry Stupp, director and chief executive officer of The Cherokee Group.

“The opening keynote session has consistently been one of the best attended and most informative events at Licensing Expo,” says Charles Riotto,

president, LIMA, the exclusive show sponsor. “This year’s distinguished group of panelists features leading experts and visionaries representing several of the largest and most successful companies in the world. The session presents a unique opportunity for attendees to interact with some of the best and brightest minds in the industry today.”

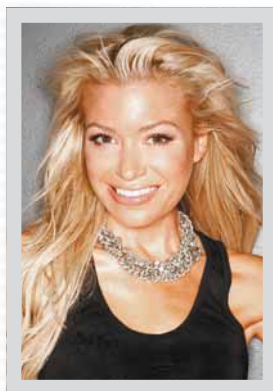
The four executives will participate in a wide-ranging discussion in which they will explore the state of licensing today and the forces that will impact the industry’s future—from the globalization of retailing, communication, brands and products to the effects of technology on interaction with retailers, brands and content, to how the changing media landscape will affect business and more.

The executive keynote panel will be followed by a keynote presentation, “Brands on the Brink of Global Expansion,” headlined by actress, fashion icon and entrepreneur Gwyneth Paltrow. Paltrow will tell the story of how her personal newsletters developed over time into Goop: a lifestyle resource for readers around the world. She will also describe her work as co-owner of the Tracy Anderson brand, whose broad range of fitness products—from exercise studios and machines to delivery food and customized DVD programs—are helping people transform their bodies and lives. The presentation will be followed by a question-and-answer session with Paltrow and her business partner, fitness expert Tracy Anderson, and will be led by Tony Lisanti, global editorial director, *License! Global*.

“Advanstar Licensing is delighted to welcome Gwyneth Paltrow as a keynote speaker at Licensing



Gwyneth Paltrow



Tracy Anderson



MOJO



Expo,” says Jessica Blue, vice president, Licensing Expo. “We look forward to sharing her business knowledge and experience of building successful brands with show attendees.”

The expert panel keynote will open this year’s Licensing Expo and take place June 18 at 8:30 a.m. at the Mandalay Bay Convention Center, followed by Paltrow’s presentation keynote at 11:30 a.m. Both events are free to all Licensing Expo attendees.

PARTY WITH THE SMURFS

Licensing Expo can’t just be all about work. Take your networking outdoors to the Mandalay Bay Beach Club for an opening night party, in association with LIMA and Sony Pictures Entertainment.

The party, which will feature an appearance by international, multi-platinum artist Flo Rida and music by his official DJ, DJ Kronik, will also kick off a summer of Sony’s *The Smurfs 2*, as blue-themed cocktails will surely be all the rage. The party begins at 8:30 p.m. on June 18.

MOBILE APP



Do you need the fastest route from one booth to another? Are you searching for a particular brand or exhibitor? Are you looking for your next Licensing University seminar? Don’t worry, Licensing Expo has you covered with its new mobile app. Just

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MONDAY, JUNE 17

Licensing for Beginners

10 a.m.-1 p.m.

This introductory course will present the fundamentals and best practices of licensing on a variety of fronts. Find out how and when to use licensing to realistically grow a business; basic terminology; roles and responsibilities of licensors, licensees and agents; risk factors; how licensees evaluate properties; how licensors evaluate licensees; protecting your rights; selling to retail; and much more.

Licensing Law for Beginners

1:30-3 p.m.

This hands-on course will cover the key legal issues that impact licensing. Issues covered include licensing agreements, protection of properties under trademark, copyright and patent laws, intellectual property basics, what to look for in an agent agreement, enforcement of rights, international considerations and more. A question-and-answer session will follow this discussion.

TUESDAY, JUNE 18

Keynote: A Licensing Roadmap: Where are We Headed and How Will We Get There?

8:30-9:30 a.m.

Four key industry executives will engage in a wide-ranging discussion about the state of licensing today and the forces that will impact the industry's future—from the globalization of retailing, communication, brands and products, to the effects of technology on interaction with retailers, brands and content, to how the changing media landscape will affect business and more.

Basics of International Licensing

10-11:15 a.m.

Using case studies and other materials, this seminar will give attendees a basic grounding in the key elements of putting together an international licensing program, including an understanding of trademark protection, strategic and marketing considerations, and questions such as how to determine whether you need a local agent.

Basics of Art Licensing

10-11:15 a.m.

This seminar will give attendees an introduction to the very specific challenges faced by those entering the art licensing business, including what you need to know about working with potential licensees, an explanation of how retailers work, how to get a handle on the competitive landscape and understanding the roles of the various players.

Keynote: Brands on the Brink of Global Expansion

11:30 a.m.-12:30 p.m.

Gwyneth Paltrow will tell the story of how her personal newsletters developed into Goop—a lifestyle resource for readers around the world. She will also describe her work as co-owner of the Tracy Anderson brand, whose broad range of fitness products are helping people transform their bodies and lives. Paltrow will discuss key licensing and product collaboration strategies that are being implemented to grow the brands into new territories and product categories, offering a behind-the-scenes look at her approach and experience. She will share her perspective on why trust, authenticity and the right partners are indispensable for any brand.

Anatomy of a Licensing Agreement

1:15-2:45 p.m.

A clause-by-clause discussion of a typical merchandising license agreement with an explanation for the purpose of each and suggested negotiation points for both licensors and licensees.

10 Questions a Licensee Should Ask a Licensor

1:15-2:45 p.m.

This panel of experts from diverse product categories will divulge their secrets to success. How do you pick the right license for your business? What information do you need to make the right decisions and minimize risk? How does this differ from category to category? Attend this session to find out.

Monetizing Digital Platforms

3:15-4:30 p.m.

Until recently, console- and handheld-based games could be counted on as a major cash cow for an entertainment licensing program. But the rise of apps and casual gaming has altered the equation. This seminar will take a look at how the licensing business is dealing with those changes, the increasing importance of virtual goods and in-app purchases and other major transformations.

How to Work with Agents and Consultants

3:15-4:30 p.m.

Licensing agents and consultants can play a central role in the development of an effective licensing program. This seminar will aid participants in defining roles, key into the pertinent questions they should be asking if considering an agent or consultant and learn how the best relationships work.

MOJO

WEDNESDAY, JUNE 19

Building a Compelling Brand Guide

8:30-9:45 a.m.

Attendees will learn how to build next level brand guides that not only present the do's and don'ts of creative, but also include brand extension elements that help generate sales and raise brand awareness. These comprehensive guides are turnkey resources for licensees, giving them the tools to generate a robust product line that is successful at retail.

From Good to G'RATE: What Every Licensing Professional Should Know About Royalty Rates

8:30-9:45 a.m.

This course will offer a 360-degree view on royalty rates—what they are, how they differ by category and how they relate to margins and cost of goods. It will explain the risk/reward effect, de-mystify the “net sales definition,” tell you when to escalate or de-escalate and more.

Negotiating a Reasonable Licensing Agreement

10:15-11:30 a.m.

A seminar conducted for the purpose of providing suggested methods on how to negotiate a “reasonable” licensing agreement and offering a look at negotiations from both sides of the table.

Licensing in Emerging Markets: A Focus on China and Brazil

10:15-11:30 a.m.

The panel will give an overview of the dynamic potential of licensing outside North America in two of the world's fastest growing territories: China and Brazil. Experts with many years of experience licensing in these territories will discuss the market dynamics and the potential growth.

What's a Celebrity Worth?

12-1:15 p.m.

The right of publicity that gives rise to endorsements and celebrity branding at all levels differs from other types of licensing in several ways. A celebrity's brand or right of publicity can grow exponentially as the celebrity develops and enhances his or her image. The panelists will discuss how to place a value on these rights throughout various contexts in the licensing industry.

Advanced Licensing Strategies

12-1:15 p.m.

This seminar will explore some of the different strategies utilized by licensors, licensees and retailers to grow their businesses. It will also look at best practices from some of the leading companies in the industry.

Crushing the Counterfeiters

1:45-3 p.m.

This panel will provide a hands-on discussion on how to combat counterfeiting and an overview of legal remedies and examples of what an entity can do to protect products and IP. U.S. Customs will outline what assistance they can provide, remedies that are available through proceedings at the ITC, Marksmen Company will



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discuss private anti-counterfeiting investigations, a representative from Piers will explain how they track the contents of every container coming in to the U.S. and help identify the source of counterfeit goods and their destination.

How to Evaluate a Children's Property

1:45-3 p.m.

Not all content produced for kids can make a successful transition from TV show, book or app to lucrative toy and ancillary product lines. This panel of expert licensees and licensors will draw on their decades of experience in the kids business to provide a checklist for potential property partners.

Apparel and Footwear to Home Décor, Beauty and Beyond: Strategies for Licensing Fashion Brands

3:30-4:45 p.m.

Fashion licensing is the largest sector in the licensing market. Drawing on their experience, the panel will discuss effective strategies when taking fashion brands beyond clothing and accessories into new product categories.

THURSDAY, JUNE 20

LIMA's Annual Industry Survey

9-10:15 a.m.

Hear firsthand the results of LIMA's Annual Licensing Business Survey, conducted on LIMA's behalf by a team of researchers from Yale University, led by Prof. Ravi Dhar of the Yale School of Management. LIMA President Charles Riotta will give a rundown of the findings, expressed in terms of licensors' royalty revenues, as well as estimated category-by-category retail sales.

Retail Success Stories: Case Studies from Coke to Kellogg's

9-10:15 a.m.

This seminar outlines the steps to effective retail presentations, offering concrete examples and best practices. It will cover big and small promotions and discuss a variety of techniques (in-aisle, endcaps, pallet trains, etc.) over multiple distribution channels.

Activating Licensing Customer Loyalty Programs

10:45 a.m.-12 p.m.

This seminar will use a case study as a jumping off point: using serialized authentication labels, NASCAR has developed an online loyalty program for its best fans—merchandise buyers. Fans earn gifts and contest entries while NASCAR obtains buyer behavior and email data for auxiliary marketing efforts.

Royalty Audit and Contract Compliance: More than Just the Money

3:30-4:45 p.m.

Royalty and contract compliance programs are vital tools licensors use to identify, quantify and recover under-reported royalties. However, non-revenue benefits also can be achieved. Learn the red flags that will identify potential issues before they become big problems. Hear how to manage the relationship with your licensee during a royalty audit to establish a stronger relationship going forward.

MOJO

LICENSING EXPO EXHIBITOR LIST

COMPANY NAME	BOOTH(S)
24IP Law Group	B80
41 Entertainment	A134
4K Media Inc.	C135
4Licensing Corp	P171
ABRAL - Brazilian Licensing Association	Q161
ABS by Allen Schwartz	L53
Act III Licensing, LLC	C51
Activision	R161
Advanstar	J121
Alchemy Licensing	F52
American Express Open	M192
American Greetings	N151
AMERICAN REBEL and REBEL GIRL	K41
Ana Davis, Ltd.	F12
AND1	M65
Anya Animation Company Limited	T181
Argo Ink	G50
Ariel Group Enterprises, LLC	E09
Art & Science International Inc.	B52
Art Impressions, Inc.	F91
Art Licensing International	G30
Art Makers International, Inc.- AMI!	G62
Artestar	G65
Artimize Worldwide Co., Ltd.	C167
ARTOXICATION	G10
ARTPQ	J141
ASPCA	A41
Aspen Comics	N194
Asterix / Editions Albert Rene	R191
Atlantya Entertainment	C166
Aurora World	J141
Authentic Brands Group	L91
Automobili Lamborghini S.p.A	C101
Avanti Press, Inc.	E91
Bang On The Door Ltd	G63
BBC Worldwide	O151
bCreative, Inc.	G53
Beanstalk/Nancy Bailey & Associates/Tinderbox	G101
Bentley Licensing Group	F65
Benton Arts	C32
Beverly Hills Polo Club International	J41
Big Tent Entertainment	G151
Blaylock Originals Inc.	F41
Blindspot Fine Arts	G21
Bo Bunny Press	G23
Body Glove Int.	M81
Boy Scouts of America	F81



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Bradford Licensing, LLC	C73	Deliso Sophie la girafe	A72	Gecko Hawaii, Dinopack, Big Movers	K35	Kathy Ireland World Wide	L81
Brand Central LLC	B111	Dena Designs, Inc.	D61	Gelsingering Licensing Group Inc	E62	Kayford Holdings Limited	V191
Brand Liaison, The	J33	Dentsu Entertainment USA, Inc.	Ste 4	Gifty Idea Greeting Cards & Such	G35	Kayomi Harai	D45
Brandgenuity, LLC	H51	Denyse Klette Art Studio	F23	Giordano Studios, LLC	E64	KelleeArt Design Studio, LTD.	F60
Brands 360	Q161	Dependable Solutions, Inc.	J171	Global Icons	G81	Kelli Roo Company LLC	B167
Bravado International Group	H181	Design Plus	F71	Global Merchandising Services Inc	A100	Kelly Clark Studio, LLC	D31
Brazilian Brands	Q161	Design Studios by American Greetings	E44	Glory Innovations, Inc.	E171	Khristian A Howel Color & Pattern	F50
Brentwood Licensing LLC	A73	DGAtees, Inc.	E50	Grafiq Trafiq	E42	Kim's Licensing Co., Ltd.	J141
Bright Ideas Design Co, Ltd	C167	DHX Media	L165	Grani & Partners	M193	King	O191
Bromelia	Q161	Dimensional Branding	C71	Grimm	E40	King Features	D111
Buyenlarge.com	L185	Discovery Communications	K161	Guide to the Licensing World	N190	Knitting Factory Entertainment	B50
C*Mar Corporation	B72	Diseños y Confecciones MC	X194	Hallmark Licensing	Ste 3	knock of neverland	J141
C3 Entertainment, Inc	P191	Disney Consumer Products South Pacific & Islander Ballroom		Haniboi Ltd.	C167	KOCCA (Korea Creative Content Agency)	J141
Caleb Gray Studio	E33	Dissero Brands Ltd.	C50	Hanziface Culture Enterprise.Co., Ltd	C167	Koebel Studios, LLC	G25
CAPCOM	Ste13	Dolphin-Think Design CORP.	C167	Harvest & Hope, Co.	C167	K-Production	J141
Capital Art Enterprise Co., Ltd.	C167	Domenicca	Q161	Hasbro Consumer Products	F121	KTTK	C24
Captain McFinn LLC	E167	Doodle Jump	S171	HCA	G20	Kurz Transfer Products	A81
Carte Blanche Greetings Ltd.	Ste 1	Doodles The Dolphin Presented by Bruce Blitz	C25	Highlights for Children Licensing, LLC	B82	Lagali S.A.	W180
Cartoon Network Enterprises	D121	Doogits / Editions Dootoons	R191	Hipsta	A77	Lanugo	B59
CBS Consumer Products	C121	Dorna Sports	D81	Homieshop LLC	E52	Laser Art Studio Ltd.	L183
Character Arts, LLC	T201	Dr. Krinkles	F172	Hong Kong Trade Development Council	B70	Laserwave Printing & Design (USA &China)	N192
Character Changing	P200	Dr. Seuss Enterprises, L.P.	D167	Howard Robinson & Associates	E34	Lately Lily	A131
Cherokee, Inc.	J91	Dracco	E161	Huevocartoon	M170	Laura Seeley Studio	D51
Cheryl Tuck-Tallon	F21	Dreamworks Animation	S151	I Can Help The World	B130	LD Laboratorio de Desenhos Ltda	Q161
Chico Chihuahua	U175	d-rights Inc./ SUNRIGHTS INC.	A151	I.M.P.S s.a	M171	Lemur Licensing	D91
China Toy & Juvenile Products Association	B25	eileen2e	G31	ID Orient LTD.	X190	Licensing Group Ltd, The	L141
Christina Bynum-Breaux	H40	Ekocycle	E111	Imagimax Co.,Ltd	T181	Licensing Letter, The	C130
Chuck Pinson - Art With Meaning	E60	Electrolux Global Brand Licensing	D21	Imagine Design (IMD)	T181	Licensing Liaison	F44
Cisco Sales Corp.	E22	Electronic Arts	B151	IMG Worldwide, Inc.	C41	Licensing Management Intl, LLC	B21
CMG Worldwide	C61	Elvis Presley Enterprises, Inc.	N181	Ink Brands	R171	Licensing Works!	F101
CMT	W183	emmaAparty	C167	Inoochi	M191	lie! lifestyle	A64
Coca-Cola	E111	Endemol	O201	Intercontinental Licensing Ltd.	E41	Lifestyle Licensing International	J51
Comstocks, The	E61	Entertainment One	K167	International Brand Management and Licensing	D83	Lilla Rogers Studio	F51
Condé Nast	E71	Established Brands Inc.	K171	Ironclad Performance Wear	M85	LIMA	A21
Conduct Happiness, Inc.	H10	Evolution	B71	It Says Golf	A61	LIMA International	A20
CopCorp Licensing/Knockout Licensing	C91	Exim Licensing Group	Q161; U173	ITV STUDIOS	Ste 11; Ste 12	Lionsgate Entertainment	C151
Copyrights Group, The	K181	Fashion Indulge	U203	Jackson by JRP Collection Paris	H62	Liquid Blue	E53
Counterpoint Systems, Inc.	M151	Fashion Tec USA Inc	C21	Jamboozee / DJL Enterprises	A59	Lisa Frank, Inc.	Ste 8
Country Brand Clothing.com	M55	Feld Entertainment	T191	Japan Pavilion	A151	Lisa Marks Associates, Inc. (LMA)	D101
Crayola	Ste 5	Felittle People	H20	JAST Company Limited	L171	Live Nation Merchandise	H161
Creata	A80	Felix the Cat	A161	JELC	D47	Liverpool Football Club	D30
Creative Licensing Corporation	C160	Fico	Q161	Jenny Cooley	H22	LMCA	B101
Crocs	L30	Fight Like A Girl	L36	JENNY FOSTER	G60	LoCoco Licensing	F135
Crown Creative Co., Ltd.	A151	Firefly Brand Management	H171	Jewel Branding & Licensing, Inc.	B51	Longboard	K31
CTI Solutions Group	B81	Floating Pear Productions, LLC	B134	Jim Henson Company, The	O141	Loter, Inc.	M190
Cuipo	E21	Frank Sturges Reps	F53	Joester Loria Group, The	C111	Ludorum Plc	G135
Curtis Publishing Company	L161	FremantleMedia	P161	John Wayne Enterprises	P190	LUNCHBOX STUDIO CO., LTD.	T181
D&H Inc.	J141	Frida Kahlo	D32	Joy Tashjian Marketing Group, LLC	E151	M&T Global	W190
D3M Licensing Group LLC	Q191	Fulánitos	D161	JPatton	D71	Magnet Reps	F61
Dae Lim Enterprise	L181	Fundação Padre Acnhieta	Q161	Kantana Animation Studios Co.,Ltd.	T181	Mandalay Bay / AALMG	L33
DANCONIA STUDIOS	B33	Furry Feline Creatives	F10	Kasmanas Licensing	Q161	Manufacturer.com	S191
Dark Horse Comics	C160	Galaxy Edu-Hitech (Galaxy Group)	T181			Mars Retail Group	Ste 7
Defiance Licensing Group, Inc.	L87	Garfield/Paws, Inc.	D170			Marvelpress, LLC	C20
						Masha and the Bear	R171



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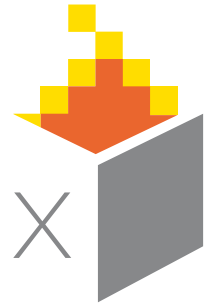
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Mattel, Inc.	Q131	pavo, inc.	B169	Sequential Brands Group	K61	Tim and Beck	E46
Maui and Sons	M39	PBS KIDS	Q201	Sesame Workshop	P151	Tish & Snooky's Manic Panic NYC	L40
Mauricio de Sousa Producoes	P182; Q161	Peanuts Worldwide	S182	Sharpe Company	B74	Toei Animation Co Ltd	B136
Maya Studio	D161	Penguin Group (USA)	D171	Shellhut Entertainment Co., Ltd.	T181	Toon Studio of Beverly Hills, The	D135
Mehoi	G14	Phine Phit Phashions	K33	ShiningHub.com	U191	Toonimation Co., Ltd.	T181
memBrain, LLC	B41	Pink Light Studio	F43	Silverfish Press	E32	TOPKAT Global Branding and Licensing, LLC	N201
Mercis bv	Q151	Piping Hot Australia	M53	Simply Uhu	F63	Topps Company, Inc., The	B135
Meredith Brand Licensing	L145	Play Visions Inc.	X180	Skechers USA	J71	Totemic Universal, LLC	H31
MerryMakers Inc.	B132	Pokemon Company Int'l, The	G141	SLIDE BALL	R191	Tottenham Hotspur Football Club	D22
Metis Group, The	D24	Post-elements Co.,Ltd.	T181	SMC Entertainment Group, Inc.	G161	Tracy Anderson	L61
MGA Entertainment	J151	PPI Worldwide	C141	Smiffy's	E81	Trademarketing Resources, Inc.	H41
MGL Licensing	G40	Precious Moments, Inc.	D41	Smith & Wesson	A83	Trunk Archive	D20
MHS Licensing	F33	Premium Toys Corp.	U170	Sony Computer Entertainment America LLC	C161	Tuba Entertainment	E141
Miche	L34	Project109 Inc	J141	Sony Pictures Consumer Products	N161	Tuba entertainment	J141
Mighty Kids Media	F20	Put Me In the Story	B40	Source Interlink Media	M180	Tundra & Assoc. Inc.	A53
Millimages	R191	Qingdao Hengda Group Leather Development	X170; X172	Spacetoon Media Hub Sdn Bhd	P181	TV PinGuim	Q161
Mind Candy	F151	Quanzhou Hengde Bags & Luggage Manufacturing Co.	W195	Spin Master, Inc.	G71	Twentieth Century Fox Consumer Products	S200
MODONDI	E45	Quanzhou Hongsheng Light Industry Co. Ltd.	W191; W193	Spoken Tokens	H24	UbiFrance	R191
Mormaii Ind. E Com. Impo. E Exp. De	Q161	QUANZHOU NEW HUNTER BAG & LUGGAGE Co., LTD.	W175; W181	SPORTS AFIELD	B54	Ubisoft Entertainment	D151
Moxie & Company	O183	Rachel Tribble	G11	Squishland	U172	Uglydoll/Pretty Ugly LLC.	F161
mrpuppy.com	F22	RAD	F11	Star Hub Link	T181	UL Verification Services Inc.	E11
Muaythai iGLA Co., Ltd.	T181	Radio Days	A91	Stewart/Stand Accessories	V201	United ERP, LLC	C136
Muertoons	G13	Rah Crawford	E43	Striker Entertainment/Most Management	C155	United States Postal Service	Ste 9
Muhammad Ali Enterprises	N181	Rainbow SRL	R151	Studio 100	R191	Universal Partnerships & Licensing	O161
Munchkin	L191	Rebel & Cheri	R191	STUDIO ILYA ANIMATION, INTL.	C167	UPS	C22
my1Story	B131	Red Rover	J141	Studio Licensing Inc.	L193	VIZ Media	A137
MyMediabox, a division of Jonas Software USA, Inc.	A141	Redibra Licensing Solutions	Q161	Studio Renea	F47	Von Dutch	K51
NASCAR	P141	Rediks Graphics	J141	STUDIOCANAL	R191	VoozClub Co. Ltd.	L151
Nat Nast	M40	Rinaldi Produções & Publicidade LTDA	Q161	Surge Licensing	H46	Warner Bros. Consumer Products	N133
National Football League	Ste 2	Ripley Entertainment	B141	Suzanne Cruise Creative Services, Inc.	G32	Wild Apple Graphics Ltd	E31
NECA	G171	Rogue Apparel Branding	W200	Suzy's Zoo	A71	Wild Wings Licensing	E63
Nelvana Enterprises Inc.	B121	Roivisual	J141	Synchronicity	B62	Wildflower Group LLC	C81
Nemecorp Screen Printing	A51	Roman Gadgets	B165	Synergy Licensing	C60	Wiley	M145
Nerd Corps Entertainment	F141	Rosenthal Represents	F40	Synergy Media Inc.	J141	Wishberry Co., Ltd.	T181
Nickelodeon	O131	Rovio Entertainment Ltd	A124	Taiwan Design Center	C167	Withit Licensing Ltd	H52
Nivpat, LLC	V182	RoyaltyZone	C140	Tamagotchi	A167	Wize and Ope	L35
Ocon	J141	Saban Brands	A112	Team Image	A135	Wolf's Magic, Inc	G22
Octane5	A111	Sage Licensing Group	A75	Televisa Consumer Products	J161	World Editors / Piegrande S.A	T173
On the Avenue Marketing	W174	Sanrio A54; A54-a; A54-b; A54-c	L41	Teo Jasmin	C33	World Wrestling Entertainment	M161
One Sexy Biker Chick	L42	Santa Barbara Polo & Racquet Club/Interasia & Assoc	L41	Textiles for Thinkers	M83	XCVI	M61
OpSec Security Inc	S181	SANTA MANIA	G52	Tezuka Productions	C134	Xiamen L&C Int'l Exhibition Co., Ltd.	W203; X174
Otto Trading Inc.	E20	San-X Co. Ltd / Ingram Co. Ltd	D141	Thai Public Broadcasting Service (Thai PBS)	T181	Xiamen Onedream Import and Export Co., Ltd	W201
Out Fit 7	G181	Scholastic Media	Ste10	Thailand Department of Intellectual Property	T181; U181	Xiangxing (fujian) Bag & Luggage Group Co., Ltd.	W171; W173
PAN AM Brands	C31	Scissor Bunny	C167	The Buffalo Works	G45	Xrisp	J141
Pangborn Design	E35	Searle-Art.com Inc.	F34	The Elf on the Shelf	G41	Yummie by Heather Thomson	L49
Paolo Bianchi	G12	SeaWorld Entertainment	A150	The Licensing Company (TLC)	G91	ZAPPAR LTD	M184
Paper Island Licensing	F171	SEGA of America	Q200	The Licensing Shop, Inc.	F181	Zenescope Entertainment	V183
Paradigm Industries	V193	Seltzer Licensing Group - Bubble Wrap	B93	The Marketing Store	S190	Zinkia Entertainment	U201
Paradox Entertainment	B143	Seltzer Licensing Group / Bowflex & Nautilus	A101	The Renewables	A63	Zodiak Rights	A121
Paradox Pictures	S141	Senk's Circle	C51	Thomas Barbey LLC	G44	Zolan Company, LLC	D33
Paramount Pictures	S141			Thomas Kinkade Company, The	H21		
Paris Blues	K43			Tiga Co., Ltd.	T181		
Patterson International	D65						
Paul Brent Designer, Inc.	H32						

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THE SKY'S THE LIMIT

By **Amanda Cioletti**

It's fairly impossible to take a look at the consumer product landscape in 2013—or any retail landscape, for that matter—and not account for the overwhelming success at market that Activision is experiencing. Its Skylanders video game property is growing rapidly into a bona fide franchise, while its portfolio, which includes other hit properties such as Call of Duty, also remains a force at retail.

Although video game publisher Activision has been in existence since 1979, its licensing division is fairly new. To manage the swelling licensing programs for the Activision catalog, the company brought in Ashley Maily, vice president, global licensing and partnerships, in just 2011. Maily launched the division for the game publisher that today now includes more than 175 partners worldwide in

all major categories. Maily, along with other carefully chosen experts from the entertainment licensing sector, were charged with establishing Activision in the consumer product arena with a truly strategized execution.

Maily joined Activision from Sony Pictures Entertainment only months prior to the launch of the first game in the groundbreaking franchise, “Skylanders Spyro’s Adventure.” Initially Maily was tasked with



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evaluating the market and securing anchor partners for the burgeoning franchise. Once the launch proved itself highly lucrative, however, the CP team then went into overdrive, says Maily, to meet retailer and consumer demand.

“We were initially establishing a cadence,” says Maily. “We were being careful because at the end of the day it is about longevity and growing with the franchise.”

The game itself is an innovation in the arena of interactive. For Skylanders, Activision has developed an entirely new play pattern that bridges the physical and virtual worlds across video game platforms. The game allows material, collectible toys to be played in-game, which therefore naturally lends itself to a robust consumer product program and appeals to children’s inherent love for collectability.

But neither Maily nor Activision had any idea just how big a hit the first game would truly be and how in-demand the property would become. In its first year alone, Skylanders achieved more than \$1 billion at retail (inclusive of consumer products) with more than 100 million toys sold worldwide.

“Skylanders started out with this really great idea about taking a physical

toy and merging it with the digital world. We’re incredibly humbled by its success. Our fans have really embraced it,” says Maily.

Activision manufactures the game and interactive toys in-house, while the peripheries are licensed.

“For entertainment (films) you build your merchandise program before the film comes and out and hope the film delivers. You hope the product sells and translates to new merchandise and

consumer products,” says Maily. “The difference here is that we already had a consumer product that was already sold into retail in a huge way—we had unprecedented space at launch—and because of that, it was easier for licensing to go in and tell the story to retailers. Buyers had no choice but to look in the electronics department and see how Skylanders was selling and how it was growing.”

Initially the Skylanders Spyro’s Adventure consumer product program launched with 60,000 linear feet at retail. For the game’s second iteration, “Skylanders Giants,” the program swelled to 100,000 linear retail feet. Space is just continuing to grow as Activision launched its latest game, “Skylanders Swap Force,” this year, which takes the game’s original game play and adds more dimension to the play pattern—“dynamic swapability,” they call it. The new game allows players to re-configure 16 figures into more than 250 unique characters.

As 2013 continues, plans for licensed product are only growing for the mega franchise.

“Last year was very much about building the footprint of Skylanders,” says Maily. “This year, there is much



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more emphasis on execution of the program and looking at new categories, licensees and partners that can develop products that are even more meaningful to the brand. In many ways, I am sure there is a lot more we can be doing (product-wise), but I am not sure that would be in line with building a lasting program.”

What started with just 10 anchor partners has multiplied immensely. Skylanders currently boasts more than 150 licensees worldwide. Global partners include MEGA Brands for construction sets and puzzles, Penguin Publishing for novels and annuals, Power A for carrying cases, Topps for trading cards, Rubie’s for costumes and Zappar for augmented reality experiences. Partners span the globe, with 80 alone in the Nordics, Latin America and Europe. Australia is also the franchise’s leading overseas territory. North American retailers on board include the mass channel, with Walmart, Target, Toys ‘R’ Us, Best Buy and GameStop carrying the bulk of merchandise. For soft lines, retailers such as Kmart, Sears and Kohl’s are leaders. Online retailer Amazon is also

a bolster to the product program.

In 2014, Maily will look to continue to broaden the product program around the world as well as expand into new categories.

“We want to create a new experience for our consumer outside the core game, allowing them to immerse themselves into other product categories,” says Maily.

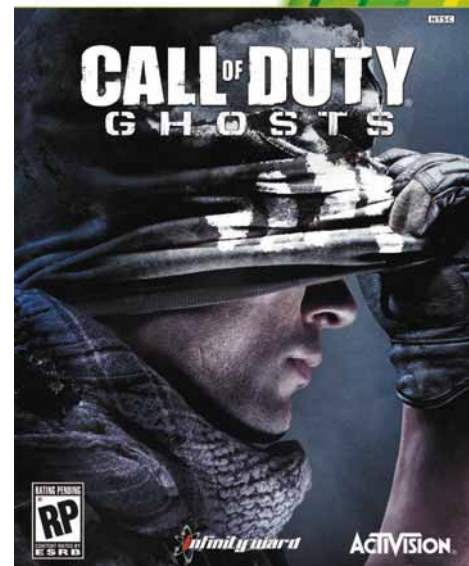
The core demographic for the game is children ages 6 to 12, however teens and adults alike are embracing the brand, making it a family-friendly property. The product program, however, is marketed to the target demo.

Skylanders is not the only priority IP Activision licenses, of course. It also has Call of Duty, a modern warfare first-person shooter video game. The franchise boasts 10 games, not inclusive of additional downloadable content, and has spawned a lifestyle product program. The game is a massive success for Activision, with 755 million copies of “Call of Duty: Ghosts” sold within its first week of release.

The program for Call of Duty has traditionally primarily focused on peripheries such as computer

keyboards, mice and gaming accessories in the past, but moving forward, says Maily, the program will expand.

“Now we’re looking to take Call of Duty outside the home, whether it’s through t-shirts, apparel or accessories,” she says.



Maily adds that Activision is “thinking outside the box,” while still appealing to the core demographic, which trends older and more collector-driven.

On the immediate horizon, Activision has renewed deals for the program with licensee BDA/Power A, which will expand the existing line into mobile accessories including molded cell phone and iPod Touch cases, tablet covers and sleeves and more. Licensee MZB is on board for novelty stationery and health and beauty accessories, as is Usao.

But ultimately, says Maily, the products are a reflection of the powerful properties Activision has in its portfolio.

“It all comes down to innovation,” she says. “As Activision continues to innovate—and it always does—so does our licensing.” ©



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Albert Milhado

CHIEF EXECUTIVE OFFICER, CORTINA-LEOMIL GROUP

THE GLOBAL FOOTWEAR GURU

By **Tony Lisanti**

For veteran footwear executive Albert Milhado, chief executive officer, Cortina-Leomil Group, global partnerships and the ability to act locally will be the key driver of growth for this licensee over the next decade with regard to sourcing, product development and fashion trends, as well as the expansion of its apparel offerings.

Milhado, who has spearheaded the Belgium-based company's international expansion into new markets including Russia, South America, the Middle East and, most recently, the U.S., says that Leomil's point of differentiation

for major licensors is based on being fundamentally a turnkey licensee that provides the service, product knowledge and assortment to meet consumer preferences around the globe.

"We work with our own sales team," says Milhado. "We do not work with agents, so we control our service."

Last year, Leomil, which reported \$330 in annual revenue in 2012, partnered with Rich Footwear Group

to further expand its presence in the U.S. and now handles major licensors including Rovio Entertainment's Angry Birds and Activision's Skylanders.

"This is a very important step for us. We are having a major success because of our extensive collections of footwear," he explains. "But what we offer—and this is very interesting for the main retailers and the buyers—is that we have a European touch to our collections.

This offers a greater potential for the retailers to make the licensed footwear business at a bigger scale than they usually do."

Milhado believes Russia and the



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Middle East offers huge growth potential because it's just at the beginning of the licensing curve.

"We already have major deals with Disney, Hello Kitty and other key players," he says. "I think that Russia will be very important in licensing over the next five to 10 years."

He says Africa has strong potential also, but that it is still years away.

"What is also very important is that we are the only footwear company in the world that is able to sign today global deals," says Milhado. "This provides one image for a property worldwide, which is, of course, the ideal picture for any licensor. You have one agreement and one approval and it really is an ideal situation for the licensor and for us."

Milhado says that the ability to understand local fashion trends is critical to a successful partnership.

"When something is hot, a child in Germany or the U.S. knows what is going on in Japan," he points out. "We think global, we act global and with our team of 25 designers, we work to design all the needs for all the countries.

"It is essential that we are working very close with the regional offices of licensors. Our marketing team and our sales managers communicate with the local offices," continues Milhado.

Milhado believes that only the strong players will survive. In order to be successful in today's global marketplace,

Milhado says: "You need to do



ONE DIRECTION



much more as a supplier than five years ago in regards to testing, production, labor and pricing.

"Selling is easy," he adds. "Today, it's about the organization behind it. If you are not very organized or financially strong, you will lose."

One of Leomil's most important initiatives is its recent expansion in China, where last month the licensee opened a new state-of-the-art facility. According to Milhado, Leomil previously had five offices in different areas of China, and now has created a completely new, centralized set-up called The Chain of Shoe Knowledge.

"The thought behind (The Chain of Shoe Knowledge) is that buyers who are going to China can now work with our people and the factories, and will have an office within this facility," says Milhado. "Today, to invest \$50 million in an operation like this shows how strong we are and how much we believe in the near future.

"Licensors who think that they can always increase royalties are wrong," Milhado adds. "What is much more important today—instead of looking for high royalties—is looking for the best partners, and to invest in

that partner. On one side, the consumer wants to pay less, and on the other side, the production is getting more expensive. So licensors must adapt themselves to the actual situation. The products with very extreme, high royalties don't survive."

Dependability is another key factor for licensors and retailers, according to Milhado.

"Today with the economical situation in the world, retailers must be sure that the company where they buy their shoes is still existing in six months to one year," he says. "Retailers are going to the big players where they are sure that they do not have any risk. The benefit for the licensors and the retail partner is that we can deliver and guarantee delivery date, and we are financially very strong."

Milhado says that Leomil will continue to expand its apparel business, which was launched five years ago, and is another distinctive characteristic of the licensee.

"The apparel division, which is only working in the main countries in Europe, complements the presentations of the shoes," he says. "We are seeing double-digit increases yearly, and we think we will have a very bright future." ©

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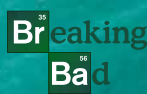
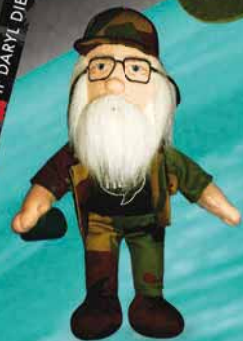
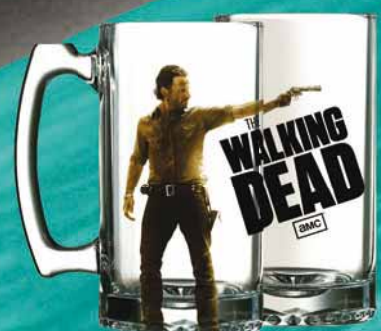


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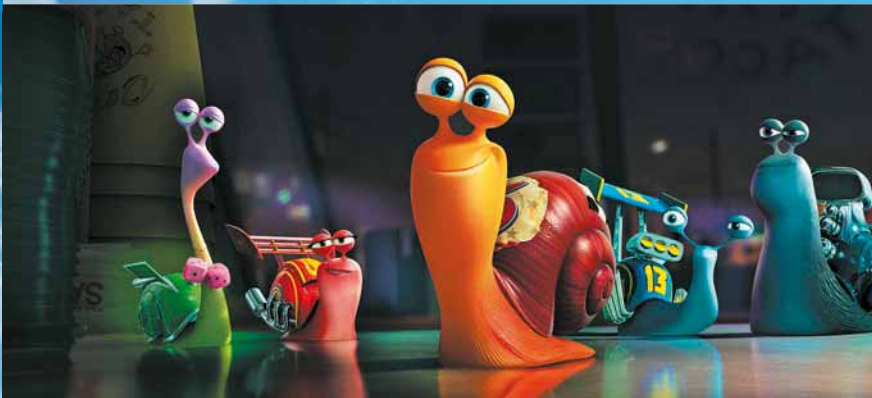


NEW TEAM NEW DREAM

How DreamWorks Animation is revamping brand licensing for the future.

By **Tony Lisanti**





DreamWorks Animation has a new team, a new dream and a new focus that is being implemented to further establish its core franchises, leverage new properties and expand consumer products and live events around the world, while driving its overall growth in brand licensing over the next decade.

The transformation of DreamWorks officially began six months ago when Chief Executive Officer Jeffrey Katzenberg bypassed tradition and decided against hiring a brand licensing executive, instead personally choosing a retail professional, Michael Francis, marketing specialist extraordinaire, to spearhead and revamp brand development and consumer products for the company. It was a clear signal that the time had come for the studio to write a new script for the future of its licensing initiatives.

The appointment was perceived as a bold, and perhaps questionable, move, but one that had to be made as the business of brand licensing, retail placement and licensee partnerships has continued to evolve while the studio's approach has remained conservative and much the same. The reality is, after all, that little ever remains truly the same for too long in Hollywood where fast-paced creativity and innovation are the stars. Now it's time for Francis and his new team to take the stage, beginning this month at Licensing Expo 2013, to explain the studio's new approach.

"Francis is among the world's top brand strategists whose distinguished career in successfully growing brands around the world is unparalleled, and we are thrilled to welcome him to the DreamWorks Animation executive team," said Katzenberg and Ann Daly, chief operating officer, in a joint statement at the time of Francis' appointment. "We have custom-created this vital new

role specifically for Michael so that he can work toward developing our business on a global scale by leveraging both the overall DreamWorks Animation brand in addition to our growing collection of high-quality family entertainment properties."

Francis, a former Target executive who is credited with many of the award-winning marketing and brand initiatives for more than two decades, will now be put to the ultimate test in the newly created post of chief brand marketing officer as he leads DreamWorks' brand strategy, taking its core franchises to the next level and establishing new strategies, all of which will create a stronger year-round position for the company.

The process began in February when Francis officially arrived at DreamWorks' Glendale campus to re-engineer consumer products, including the executive team, franchise management, live events, retail and licensee partnerships, as well as new content, international marketing and the integration of Classic Media (now called DreamWorks Classics), which the studio acquired in July 2012.

"This is a brand I have known for a long time. For many years, I have had the benefit of working with the DreamWorks team on the other side of the desk," explains Francis, referring to his long-standing tenure at Target. "I have had the luxury of knowing many of the people, and it was a familiar place. I was always a huge fan of the brand. And talking to Jeffrey, I probably wouldn't feel as though we had done as much with



the incredible brand as we thought.”

There will be no stone unturned, and while it appears to be a daunting task, it’s a necessary one as DreamWorks looks to enhance every aspect of its brand licensing business and increase retail sales of licensed merchandise. According to the Top 150 Global Licensors Report, published annually by *License! Global*, DreamWorks reported \$3 billion in retail sales of licensed products worldwide, ranking No. 18.

Francis speaks with the knowledge, authority and confidence of a DreamWorks veteran, yet he got his simple directive from Katzenberg just a few months ago: “to thoughtfully explore where the opportunities exist.” And that’s why he’s the right fit for the company culture that is known for its creativity, intuition and marketing savvy, and which is a similar environment to the one he excelled in back in Minneapolis, Target’s headquarters.

“Where do the opportunities exist for us to deliver on our vision for capitalizing on DreamWorks’ strength, but meanwhile ensuring that the company is poised to become this global family entertainment hub every day of the year? Let us know what tools you need to enable that kind of growth,” says Francis, referring to Katzenberg’s advice, which he described as more open-ended than specific.

“The exciting opportunity was to think about how one connects with our vast

stable of intellectual properties, agnostic of media channel and agnostic of type, but to really begin to think about how we unlock potential,” adds Francis. “That will give us the ability to change the model and capitalize on the strengths of DreamWorks. If we can create this beloved content, why not activate it 365-days-a-year at a global level, not just in those windows when we have a theatrical debut?”

Francis put his executive team and organizational structure in place with great speed, recruiting through a combination of external and internal appointments and reflecting the core business disciplines.

■ **Consumer products**—Michael Connolly, most recently head of international licensing for Viacom International Media Networks, took over in February and already has changed the division’s structure, hiring several new retail and licensing executives.

■ **Franchise development**—Shawn Dennis, formerly senior vice president of marketing, product development and publishing for American Girl, joined DreamWorks at the same time the acquisition of the Trolls property was announced in April.

■ **DreamWorks Classics**—Nicole Blake, formerly head of licensing for Classic Media, now heads up DreamWorks Classics, and has been part of the integration since the entertainment company was acquired last year.

■ **Location-based entertainment**—Yoshi Maruyama, head of location-based entertainment



The Dream Team: DWA’s New Executive Leadership



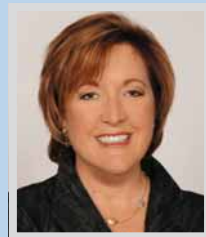
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chief global brand
officer



Michael Connolly,
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and theme parks, has been with the studio for three years, having spent the previous 15 years in a similar position for Universal.

Francis, who views brand licensing as a 360-degree by 365-day business, and the new team hit the ground running, evaluating new opportunities and the upside potential of every property.

“We want to ensure that the brands that consumers love are available to them where they want them and when they want them,” says Francis. “The 360 approach ensures that we don’t apply one model to such a diverse stable of properties. They each need to be considered very carefully and very thoughtfully to ensure that they are well managed and maintain their integrity, but also that we find the best way to unlock their value. A theatrical team is working for four years to bring a film to life, and all we are trying to do is find a way to add dimensionality to their vision, whether that is extending it into another channel or giving it a longer life.”

The Retail Connection

With his background and experience, Francis understands the nuances, challenges and needs of retailers worldwide.

“Retailers are all looking for differentiation. They are all looking for unique ways to engage consumers, and we need to be their preferred partner,” emphasizes Francis. “Not only are we right in the sweet spot of family entertainment, but we have got remarkable characters, and we are nimble enough to respond quickly to retailers’ strategic needs. But it is going to take a different approach to how to we build our licensing model to ensure that we are thoughtfully bringing retailers solutions. We have the right level of expertise to add value to those conversations and not simply to state, ‘we have a film, here’s our character plan, may we have 12 weeks before and after theatrical?’ We really need to be much more thoughtful and much more connected

with our retail partners.

“I have always loved the sheer diversity in retail, when you look at a brand like Target, the constant shift in thinking and in strategy was always really invigorating. Here at DreamWorks, that conversation is every four or five minutes,” continues Francis.

A Quick Change for Consumer Products

In less than three months, the consumer products group has undergone vast change, according to Francis, in order “to build a division to support a 360-by-365 process, we have been bringing in experts in apparel and hard goods. If we are going to be in the solutions business, we need to become much closer to our retail partners.”

As a result, DreamWorks is in the process of setting up a nucleus of five strategic offices to better serve its retail customers. The studio has already opened an office in Bentonville, Ark., for the merchandising team at Walmart, and is planning an office in the Minneapolis, Minn., area in support of retailers Target, Best Buy and Kohl’s. The Glendale, Calif., team will be narrowed in its geographical scope and service the West and the Northwest. With the acquisition of Classic Media, DreamWorks now has a New York office to serve the Northeast-based retailers, and the studio has re-opened its London office to better serve its U.K. and European retail partners.

“We would like to be talking to retailers more than twice a year when a film comes out,” says Francis. “We are building an organization to do that. We have a new focus on customer service and consumers that we have not been able to provide in the past.”

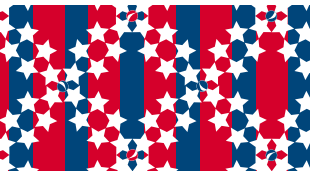
Similarly, Francis says that DreamWorks plans to strengthen its communications and relationships with licensees.



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“We are excited to bring this all together for Licensing Expo because it is our first opportunity to address our licensing partners, and we want them to know it’s a whole new era and a whole new way to play,” he says. “We want them to know we are here to listen and excited to find new ways to engage with our community of licensees.”

Connolly believes there is a definitive upside to almost every property in the studio, whether it’s a vintage fashion program for some of the Classics properties, or the recently released *The Croods* film, which had no consumer products program at retail, yet generated \$569 million worldwide at the box office.

“We have restructured to reflect the retailers,” explains Connolly, who spearheaded the licensing strategy for the relaunch of Teenage Mutant Ninja Turtles last October for VIMN. “Before this team was calling on retailers with a couple of people—now we are going to have a team of 15 to 20 people who

are calling on 80 percent of retail revenue drivers. We are implementing a key account strategy that some companies have stepped away from, but that I believe definitely works. We are going to give every retailer their own little piece of DreamWorks.”

Connolly plans to expand consumer products across the board to every property in all appropriate categories.

“This has been a one property at a time studio that has been heavily reliant on toys,” says Connolly. “If it doesn’t succeed in toys, it’s not a property. But in the world of licensing, that is only 18 percent of the pie.”

New Focus on Franchise Development

The second biggest shift, Francis points out, is the franchise strategy.

“We have had the concept, but this is the first time we are integrating it throughout the enterprise,” says Francis. “We are really thinking from the conception of the content, all the way to the consumer, and

Trolls: DreamWork’s Newest Franchise

In April, DreamWorks acquired Trolls, a property that spawned one of the most popular toys during the ‘60s and ‘90s. The acquisition reflects DreamWorks commitment to new franchises.

The studio plans to redevelop the property with content and a consumer product program in 2014, gearing up for a theatrical release in 2016.

“Trolls is one of those rare, proven and universally adored brands,” says Shawn Dennis, head of franchise development. “There is incredible potential here to engage kids across multiple platforms in a way that is fun,

enduring and meaningful. It is truly an amazing opportunity to be able to relaunch a brand like this one.”

According to Dennis, there are some strategies that she introduced with American Girl that are applicable to Trolls.

“American Girl sits at the intersection of a brand girls love and moms trust. With Trolls, we are looking for similar positioning. It is a very different brand than American Girl, but you do have moms and grandmothers who grew up with the brand. We are also building a movie that dads and brothers will enjoy.”

Dennis says one of the first touch points with

the consumer product program for Trolls will be content.

“For girls to be inspired, there has to be a story,” she says. “Our job with the franchise development team is to coordinate with creative to make sure that as we are creating a story and content, we are encouraging multiple ways to tell stories—different stories in film, TV publishing, etc.”

The Trolls property was acquired from the Dam Family and Dam Things of Denmark. It began in 1959 when a Danish fisherman and woodcutter carved a doll for his daughter based on the legendary Scandinavian troll.

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creating a timeline that is available to everyone, from the filmmakers to the public relations team. We are showing how much we believe in the strategy through investments in Classic Media and Trolls.”

“This is literally a treasure trove that has not been leveraged to its greatest potential,” says Dennis, whose responsibility is “to identify those businesses that should be nurtured, developed and planned with a sustainable engagement in mind, instead of a strong 12 weeks at the box office.”

“We are in different stages with all of the brands,” says Dennis. “Our expertise has been in creating these characters, films and TV shows, but we haven’t followed through on creating the environment where consumers can experience multiple categories and gather to express who they are as part of the brand.”

“Part of my experience at American Girl is understanding what makes girls tick—what is important to them—and how we start to create a brand with a view to 20 years, not just a view to a good opening weekend,” she adds.

Dennis believes that DreamWorks’ VeggieTales property has huge growth potential as a year-round franchise, especially with its upcoming 20th anniversary.

She is also focused on expanding the How to Train Your Dragon franchise throughout the year with advertising, marketing and events timed to the release of the TV series DVDs, as well as continued expansion in digital and electronics.

“We will be putting a tremendous amount of energy into publishing as well, which is something new for DreamWorks,” says Dennis. “It was always about movie books which come in and out and do not provide an ongoing story to the kids’ customer base. With new properties, we are going to see a lot more publishing efforts early on to start developing a fan base, a data base and fan engagement with the concept and stories.”

The Classics Strategy

With the acquisition of Classic Media, DreamWorks gained a library of more than 400 characters and content, from Felix the Cat to Lassie and the Lone Ranger, which the studio has been evaluating for several months.

“This all can be re-introduced to new generations. It’s exciting to already see the ideas

that have begun to surface and the amount of truly multi-dimensional opportunities presenting themselves at a global level, which we just weren’t prepared to activate in the past,” says Francis.

Blake says one of the most exciting things to experience is “the shared ethos of the two companies being nimble, entrepreneurial and passionate. The enthusiasm for our properties was just overwhelming, and at Classic Media, we never had access to such expertise in creative, live events and gaming.”

Blake says that DreamWorks Classics will focus in the near-term on expanding properties Where’s Waldo?, Olivia and Little Golden Books, which will launch a consumer products program for the first time. In addition, Blake will leverage its popular Christmas specials with new packaging and a more unified and powerful statement.

On Location

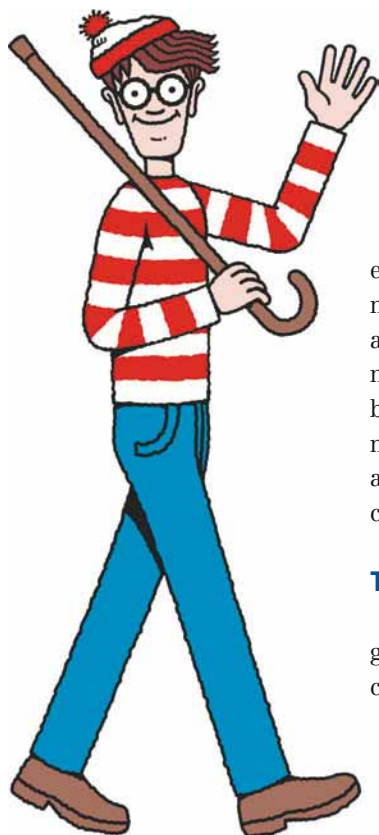
From its widely popular themed cruises with Royal Caribbean to its theme park development in Moscow or its hotel deals with Gaylord and Sands, DreamWorks is committed to expanding its presence worldwide.

“We have incredible opportunities globally to add additional dimension to our brands by physically bringing characters to life in a fresh, new way,” says Francis.

Maruyama is currently developing and expanding various projects in Australia, Brazil, Russia, China and the U.S. (See sidebar.)

The Immediate Future

Francis has quickly implemented widespread changes that will strengthen DreamWorks’ position in the marketplace with retailers, licensees and consumers across existing franchises, and planning for the next three years is just beginning. Francis believes that DreamWorks has the infrastructure to focus on between 12 to 15 franchises annually, with about six mega-franchise plans and five to six additional properties that can grow into global franchises. The list of properties includes Shrek,



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Madagascar, Kung Fu Panda, How to Train Your Dragon, Puss in Boots, Where's Waldo? and Olivia, plus new properties including The Croods, Turbo, Mr. Peabody & Sherman and Trolls.

"We are absolutely seeing a lot of change. We are tremendously excited about what will ensue as we develop. It's like building the plane while flying it," says Francis. "It's important to be respectful of the past because what existed in the past was

not broken. It's not about fixing the past, but the new strategy requires a new point of view for the business model."

Francis and the new team are thoughtfully exploring exactly where the opportunities exist across every platform, category and territory to create new businesses and reinforce DreamWorks as the global family entertainment hub every day of the year. ©

Going Live Around the World

In addition to television, publishing and the like, location-based entertainment gives DreamWorks yet another viable strategy to expand its franchises and stay connected with consumers worldwide.

According to Yoshi Maruyama, head of location-based entertainment, DreamWorks has licensed its content to various best-in-class partners for theme parks, cruise ships, hotels, resorts and stage productions.

"What makes us different from the other divisions is that these deals are very long term, lasting 10 to 30 years," he says. "This shows the level of confidence that investors and developers have in our properties."

DreamWorks partnerships include the following:

- **Australia**—The DreamWorks Experience replaced a Nickelodeon-themed property at Dreamworld, Australia's largest theme park located on the Gold Coast, in 2012.
- **Brazil**—DreamWorks announced a partnership with Beto Carrero World, the largest theme park in Latin America, last

year. The first zone is scheduled to open at the end of this year.

- **Russia**—In partnership with Regions GC, DreamWorks recently signed a licensing agreement to develop three indoor theme parks in St. Petersburg, Moscow and Yekaterinburg.
- **China**—DreamWorks has previously announced plans for the Dream Centre entertainment complex in Shanghai, tentatively scheduled for a 2016 opening.
- **U.S.**—DreamWorks recently announced an indoor theme and water park—called American Dream—with developer Triple Five in the Meadowlands shopping mall in New Jersey.

In addition to expanding its existing partnership with Royal Caribbean that now includes six cruise ships, DreamWorks recently partnered with Cotai Strip Resorts and its newest property Sands Cotai. According to Maruyama, DreamWorks Experience, which will launch in July, will include special DreamWorks room packages,



a themed parade and character dining experiences, as well as a 3D light show and themed ice world.

DreamWorks also has several live stage events including "Madagascar Live" with Stage Entertainment, "How To Train Your Dragon Live Spectacular" with S2BN Entertainment and "Shrek the Musical," which toured in the U.S. and London.

"The trend of family entertainment that focuses on much smaller, mall-based centers is something that we are exploring more," says Maruyama. "Under the leadership of Michael Francis, there is really a big push in our division because it is a long-term and wonderful consumer touch point with our brands that offers explosive growth and helps to create a 365-day experience for our guests."



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ANIMAL A PLANET

FLICK PICS

By **Amanda Cioletti**

Consumer products inspired by films is a classic sector for licensed merchandise. And early box office estimates for massive blockbusters like Marvel's *Iron Man 3*, which took in \$174.1 million domestically and \$198.4 million overseas in its opening weekend in early May and crossed the \$1 billion mark 23 days later, clearly show the enormous potential to market goods to an eager fanbase. The earning potential on product programs is great, and the amount of touchpoints a film can inspire is second to none.

To that end, *License! Global's* presents its annual Flick Pics feature as a resource to chart films with licensing potential in 2013, 2014 and even into 2015.

As mentioned, Marvel has a wealth of film properties set to debut over the next several years. With the completion of what the studio has dubbed "Phase 1" of the Marvel movie universe with the release of last year's staggeringly lucrative *The Avengers* (it drew more than \$1.5 billion worldwide), the new film slate on the horizon suggests an equally strong slate. Films such as *Thor: The Dark World*, *Captain America: The Winter Soldier* and *The Avengers 2* are just a few movies that licensees should most



certainly keep on their radar.

Disney Pictures has several animated films scheduled for release in 2013 and beyond such as *Monsters University* and *Planes* that, if their predecessors are any indication, will sell-through on shelf.

DreamWorks brings new franchises to the table with films such as *Turbo*, *Mr. Peabody & Sherman* and *Happy Smekday!*, along with sequels such as *How to Train Your Dragon 2*, *Penguins of Madagascar* and *Kung Fu Panda 2* with obvious product program potential.

Lionsgate will release the second, third and now fourth films in The Hunger Games franchise (the program for the first movie was a massive success at retail for the studio and its licensing agent Striker Entertainment), while Warner Bros. will complete its The Hobbit franchise in 2013 and 2014. Not to be outdone by Marvel, Warner Bros. has also got a new superhero franchise on its hands with this summer's release of *Man of Steel*, a re-telling of the classic Superman legend.

But these über popular blockbusters are just the tip of the iceberg for films with licensed product potential. Inside these pages, find a guide to what you need to know for film licensing in the years to come. ©

Title & Release Date	Synopsis	Licensees & Partners
Disney Pictures		
Monsters University June 21, 2013	 <p>Screaming with laughter and oozing with heart, Disney/Pixar's <i>Monsters University</i> unlocks the door on how Mike and Sulley overcame their differences and became best of friends.</p>	Spin Master, Fisher-Price, Just Play, Jay Franco, Zak, Global Design Concepts, Freeze, Handcraft and Bentex.
The Lone Ranger July 3, 2013	 <p>From producer Jerry Bruckheimer and director Gore Verbinski comes <i>The Lone Ranger</i>, a thrilling adventure infused with action and humor, in which the famed masked hero is brought to life through new eyes. Native American spirit warrior Tonto (Johnny Depp) recounts the untold tales that transformed John Reid (Armie Hammer), a man of the law, into a legend of justice, as the two unlikely heroes must learn to work together and fight against greed and corruption.</p>	NECA, LEGO, Robin Rotenier, The Bohlin Co. and Will Leather Goods.



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Disney Pictures continued

Planes

Aug. 9, 2013



Planes is a 3D action-packed comedy event starring Dusty, a plane who dreams of becoming a high-flying racer. He's forced to overcome one major challenge—his fear of heights—when he gets the once-in-a-lifetime chance to take on the most exciting and competitive air race in history.

Mattel, LEGO, Thinkway, Fast Forward, Jay Franco, Zak and Children's Apparel Network.

The Muppets Again!

March 21, 2014

The Muppets Again! takes the entire Muppets gang on a global tour, selling out grand theaters in some of Europe's most exciting destinations. But mayhem follows the Muppets overseas as they find themselves unwittingly entangled in an international crime caper headed by Constantine, the "World's No.1 Criminal" and a dead ringer for Kermit, and his dastardly sidekick Dominic.

Currently seeking licensees/partners across all categories.

Maleficent

July 2, 2014



Maleficent is the untold story of Disney's most iconic villain from the 1959 classic *Sleepy Beauty*. A beautiful, pure-hearted young woman with stunning black wings, Maleficent (Angelina Jolie) has an idyllic life growing up in a peaceful forest kingdom, until one day an invading army of humans threatens the harmony of the

land. Maleficent rises to be the land's fiercest protector, but she ultimately suffers a ruthless betrayal—an act that begins to turn her pure heart to stone. Bent on revenge, Maleficent faces an epic battle with the king of the humans and, as a result, places a curse upon his newborn infant Aurora. As the child grows, Maleficent realizes that Aurora (Elle Fanning) holds the key to peace in the kingdom—and to Maleficent's true happiness as well.

Currently seeking licensees/partners across all categories.

Finding Dory

Nov. 25, 2015

No synopsis available.

Currently seeking licensees/partners across all categories.

DreamWorks Animation

Turbo

July 17, 2013

Turbo is a high-velocity 3D comedy about an ordinary snail who dares to dream big—and fast. After a freak accident miraculously gives him the power of super-speed, Turbo embarks on an extraordinary journey to achieve the seemingly impossible: competing in the Indianapolis 500. But not everyone thinks this mollusk has the muscle to make it to the winners circle, and it's only with the help of his tricked-out, streetwise snail crew that this ultimate underdog proves that no dream is too big, and no dreamer too small.

Mattel (master toy partner).

Mr. Peabody & Sherman

March 7, 2014

Based on Jay Ward's classic cartoon, *Mr. Peabody & Sherman* is the story of the world's smartest dog—a Nobel Laureate, Olympian, master chef, advisor to heads of state and captains of industry... you get the picture... and his son, Sherman (who happens to be a boy).

Currently seeking licensees/partners across all categories.

How to Train Your Dragon 2

June 20, 2014

The thrilling second chapter of the epic *How to Train Your Dragon* trilogy brings back the fantastical world of Hiccup and Toothless five years later. While Astrid, Snoutlout and the rest of the gang are challenging each other to dragon races (the island's new favorite contact sport), the now inseparable pair journey through the skies, charting unmapped territories and exploring new worlds. When one of their adventures leads to the discovery of a secret ice cave that is home to hundreds of new wild dragons and the mysterious Dragon Rider, the two friends find themselves at the center of a battle to protect the peace.

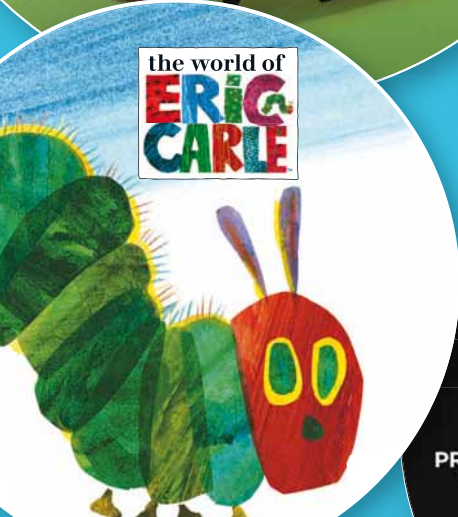
Spin Master (master toy partner).

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DreamWorks Animation continued

<p>Happy Smekday! (working title) Nov. 26, 2014</p>	<p>Based on the critically acclaimed book <i>The True Meaning of Smekday</i> by Adam Rex, <i>Happy Smekday!</i> is a comedy adventure that tells the tale of the galaxy's most optimistic alien. When he finds himself on the run from his own alien race, he's forced to team up with a fiercely stubborn teenage girl Gratuity, aka "Tip" (voiced by Grammy award winner Rihanna). Together they become the most unlikely fugitives ever to save the planet.</p>	<p>Currently seeking licensees/ partners across all categories.</p>
<p>Penguins of Madagascar March 27, 2015</p>	<p>Featuring the beloved penguins from DreamWorks Animation's Madagascar franchise.</p>	<p>Currently seeking licensees/ partners across all categories.</p>
<p>B.O.O.: Bureau of Otherworldly Operations June 5, 2015</p>	<p>No synopsis available.</p>	<p>Currently seeking licensees/ partners across all categories.</p>
<p>Kung Fu Panda 3 Dec. 23, 2015</p>	<p>Continuing on his now legendary adventures of awesomeness, Po must face two hugely epic, but very different threats: one supernatural and the other a little closer to home.</p>	<p>Currently seeking licensees/ partners across all categories.</p>

Lionsgate

<p>The Hunger Games: Catching Fire Nov. 22, 2013</p>	<p><i>The Hunger Games: Catching Fire</i> begins as Katniss Everdeen has returned home safe after winning the 74th annual Hunger Games along with fellow tribute Peeta Mellark. Winning means that they must turn around and leave their family and close friends, embarking on a "Victor's Tour" of the districts. Along the way Katniss senses that a rebellion is simmering, but the Capitol is still very much in control as President Snow prepares the 75th Hunger Games (The Quarter Quell)—a competition that could change Panem forever.</p>	<p>Currently seeking licensees/ partners across all categories.</p>
<p>A Madea Christmas Dec. 13, 2013</p>	<p>In <i>A Madea Christmas</i>, Madea gets coaxed into helping a friend pay her daughter a surprise visit in the country for Christmas, but the biggest surprise is what they'll find when they arrive. As the small, rural town prepares for its annual Christmas Jubilee, new secrets are revealed and old relationships are tested while Madea dishes her own brand of Christmas spirit to all.</p>	<p>Currently seeking licensees/ partners across all categories.</p>
<p>I, Frankenstein Jan. 24, 2014</p>	<p>Set in a dystopic present where vigilant gargoyles and ferocious demons rage in a battle for ultimate power, Victor Frankenstein's creation Adam finds himself caught in the middle as both sides race to discover the secret to his immortality.</p>	<p>Currently seeking licensees/ partners across all categories.</p>
<p>Single Mom's Club May 9, 2014</p>	<p>Brought together by an incident at their children's school, a group of single mothers from different walks of life bond and create a support group that helps them find comedy in the obstacles of life, as well as their inner strength to overcome their personal challenges.</p>	<p>Currently seeking licensees/ partners across all categories.</p>
<p>The Hunger Games: Mockingjay Parts 1 and 2 Nov. 21, 2014 and Nov. 20, 2015</p>	<p>These movies make up the third and fourth films in a series that has captivated audiences around the world. In <i>Mockingjay</i>, we follow heroine Katniss Everdeen's journey as she leads the districts of Panem in a rebellion against the tyrannical and corrupt Capitol. As the war that will determine the fate of Panem escalates, Katniss must decipher for herself who she can trust and what needs to be done, with everything she cares for in the balance.</p>	<p>Currently seeking licensees/ partners across all categories.</p>



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Lionsgate continued

Norm of the North
2015

A polar bear of many words, Norm's greatest gripe is simple: there is no room for tourists in the Arctic. But when a developer threatens to build luxury condos in his own backyard, Norm does what all normal polar bears would do—he heads to New York City to stop it.

Currently seeking licensees/
partners across all categories.

Marvel Studios

The Wolverine
July 26, 2013



Hugh Jackman returns as Logan travels to Japan in a new solo adventure.

Hasbro, LEGO, Mad Engine, Hallmark and Upper Deck.

Thor: The Dark World
Nov. 8, 2013



Thor battles to save Earth and the Nine Realms from a shadowy enemy that predates the universe itself.

Hasbro, LEGO, Mad Engine and Hallmark.

Captain America: The Winter Soldier
April 4, 2014



Super-soldier Steve Rogers continues his affiliation with Nick Fury and S.H.I.E.L.D., and struggles to embrace his role in the modern world.

Hasbro, LEGO and Mad Engine.

The Amazing Spider-Man 2
May 2, 2014



Spider-Man must save New York from the electrifying power of fan-favorite villain, Electro.

Hasbro and Mad Engine.

X-Men: Days of Future Past
July 18, 2014

No synopsis available.

Currently seeking licensees/
partners across all categories.

Guardians of the Galaxy
Aug. 1, 2014



No synopsis available.

Hasbro and LEGO.



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Marvel Studios continued

The Avengers 2

May 1, 2015

No synopsis available.

Hasbro and LEGO.

Ant-Man

Nov. 6, 2015

No synopsis available.

Currently seeking licensees/
partners across all categories.

Paramount Pictures

World War Z

June 21, 2013

The story revolves around United Nations employee Gerry Lane (Brad Pitt), who traverses the world in a race against time to stop the Zombie pandemic that is toppling armies and governments and threatening to decimate humanity itself.

Currently seeking licensees/
partners across all categories.

Anchorman 2

Dec. 20, 2013

Ron Burgundy and the Channel 4 News Team reunite in the long-awaited follow-up to 2004's smash comedy.

Currently seeking licensees/
partners across all categories.

Jack Ryan

Dec. 25, 2013

Tom Clancy's hero, Jack Ryan, returns to the big screen for the fifth installment of the \$787 million global film franchise. Starring Chris Pine, this original story follows Ryan through modern day Moscow in a high stakes action thriller.

Currently seeking licensees/
partners across all categories.

Noah

March 28, 2014

Noah is a faithful adaptation of the biblical story of Noah's Ark, the original epic adventure. In a world ravaged by human sin, Noah is given a divine mission: to build an ark and save creation from the coming flood.

Currently seeking licensees/
partners across all categories.

Teenage Mutant Ninja Turtles

May 16, 2014

First introduced as a comic book series in 1984, the Teenage Mutant Ninja Turtles franchise boasts an animated TV show, a live-action television series, four films and a billion dollar consumer products business. In 2014, the Turtles will take to the big screen in a live action reboot that follows their adventures as they fight evil from their home base in the New York sewer system.

Currently seeking promotional
partners. (For licensing
inquiries, contact Nickelodeon.)

Transformers 4

June 27, 2014

Director Michael Bay brings audiences a new take on the Transformers franchise with the fourth installment of the series based on the Hasbro toy line. The most recent installment of the franchise, *Transformers: Dark of the Moon*, is the fourth highest global grossing film of all time, with \$1.24 billion in worldwide box office sales.

Currently seeking promotional
partners. (For licensing
inquiries, contact Hasbro.)

Hercules

Aug. 8, 2014

Dwayne Johnson stars as the legendary strongman in this adaptation of the best-selling graphic novel *Hercules: The Thracian Wars*. This classic myth will be re-imagined for the modern audience with this new thrilling, action-filled adventure.

Currently seeking licensees/
partners across all categories.
(For licensing inquiries, contact
MGM.)

Sony Pictures

After Earth

May 31, 2013

Set 1,000 years in the future, a boy navigates an abandoned Earth to save himself and his estranged father after their ship crashes.

Currently seeking licensees/
partners across all categories.

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Sony Pictures continued

The Smurfs 2

Aug. 2, 2013

In this sequel to the hybrid live action/animated family blockbuster comedy *The Smurfs*, the evil wizard Gargamel creates a group of mischievous Smurf-like creatures called the Naughties to harness the all-powerful, magical Smurf-essence. But when he discovers that only a true blue Smurf can give him what he wants, Gargamel kidnaps Smurfette. To save her, Papa and the Smurfs return to our world.

Currently seeking licensees/partners across all categories. International licensing by IMPS.

Cloudy 2: Revenge of the Leftovers

Feb. 7, 2014

In the wake of the disastrous food storm at the end of the first movie, Flint Lockwood and his friends are forced to leave their town of Swallow Falls. But when it is discovered that sentient food beasts have overrun the island, they are asked to return to save the world...again.

Currently seeking licensees/partners across all categories.

Summit Entertainment

Ender's Game

Nov. 1, 2013



In the near future, a hostile alien race has attacked Earth. In preparation for the next attack, the humans begin training only the best students to find their future leader. Ender Wiggin, a shy, but strategically brilliant young man, is pulled out of his school to join the elite. He is soon ordained as the military's next great hope and is charged in leading his fellow soldiers into an epic battle that will determine the future of Earth and save the human race.

Abrams, Anovos, Cardinal, Concept One, Cryptozoic, Funko, Hybrid Apparel, HP, Insight Editions, Odd City Entertainment, Pyramid and Scholastic.

Divergent

March 21, 2014



Divergent is a thrilling adventure set in a future world where people are divided into distinct factions based on their personalities. Tris Prior (Shailene Woodley) is warned she is Divergent and will never fit into any one group. When she discovers a conspiracy to destroy all Divergents, she must find out what makes being Divergent so dangerous before it's too late.

Currently considering licensees/partners across all categories.

Twentieth Century Fox

Epic

May 24, 2013



From the creators of *Ice Age* and *Rio*, *Epic* tells the story of an ongoing battle between the forces of good, who keep the natural world alive, and the forces of evil, who wish to destroy it. When a teenage girl finds herself magically transported into this secret universe, she teams up with an elite band of warriors and a crew of comical, larger-than-life figures, to save their world... and ours.

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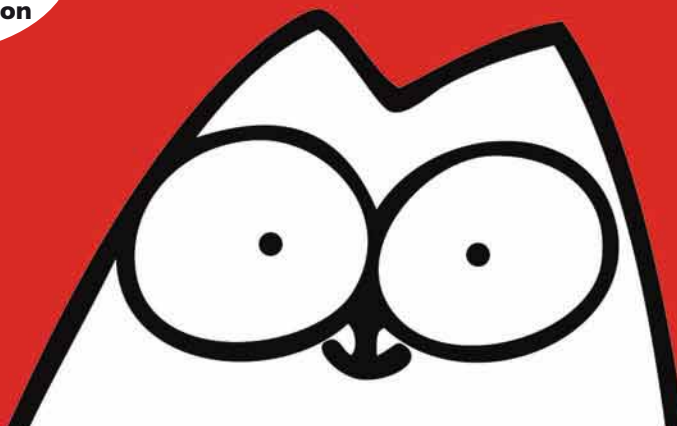
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subscribers on
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Twentieth Century Fox continued

Percy Jackson: Sea of Monsters

Aug. 7, 2013

Based on the best-selling book, *Percy Jackson: Sea of Monsters* continues the young demigod's epic journey to fulfill his destiny. To save their world, Percy and his friends must find the fabled and magical Golden Fleece. Embarking on a treacherous odyssey into the uncharted waters of the Sea of Monsters (known to humans as the Bermuda Triangle), they battle terrifying creatures, an army of zombies and the ultimate evil.

Currently seeking licensees/partners across all categories.

Rio 2

April 11, 2014

Rich with grandeur, character, color and music, *Rio 2* finds Jewel (Anne Hathaway), Blu (Jesse Eisenberg) and their three kids leaving their domesticated life in that magical city for a journey to the Amazon. They encounter a menagerie of characters who are born to be wild, voiced by Oscar nominee Andy Garcia, Oscar/Emmy/Tony winner Rita Moreno, Grammy winner Bruno Mars and Tony winner Kristin Chenoweth.

Currently seeking licensees/partners across all categories.

Universal Pictures

Despicable Me 2

July 3, 2013



host of new and outrageously funny characters.

Get ready for more Minion madness in *Despicable Me 2*. Chris Meledandri and his filmmaking team create an all-new comedy adventure featuring the return of (former?) super-villain Gru (Steve Carell), his adorable girls, the unpredictably hilarious Minions... and a

Thinkway Toys (master toy licensee), Hasbro, Gameloft and Hybrid Apparel.

47 Ronin

Dec. 25, 2013

Keanu Reeves leads the cast as Kai, an outcast who joins Oishi (Hiroyuki Sanada), the leader of the 47 outcast samurai. Together they seek vengeance upon the overlord who killed their master and banished their kind. To restore honor to their homeland, the warriors embark upon a quest that challenges them with a series of trials that would destroy ordinary warriors.

Trevco, Master Cutlery and Tor Books.

Minions

Dec. 19, 2014

The Minions, breakout stars from *Despicable Me*, are presented in an origin story that showcases their unpredictable personality and physicality, and pairs them with equally memorable human characters. As it turns out, Minions have existed since the beginning of time. They have evolved from single (yellow) cell organisms into the familiar beings we know, and they live for a collective purpose: to seek out and serve the most despicable master they can find. Academy Award winner Sandra Bullock will lead the voice cast of the human characters as Scarlet Overkill, the world's reigning super-villain of the 1960s.

Currently seeking licensees/partners across all categories.

Untitled Illumination Entertainment Project

July 3, 2015

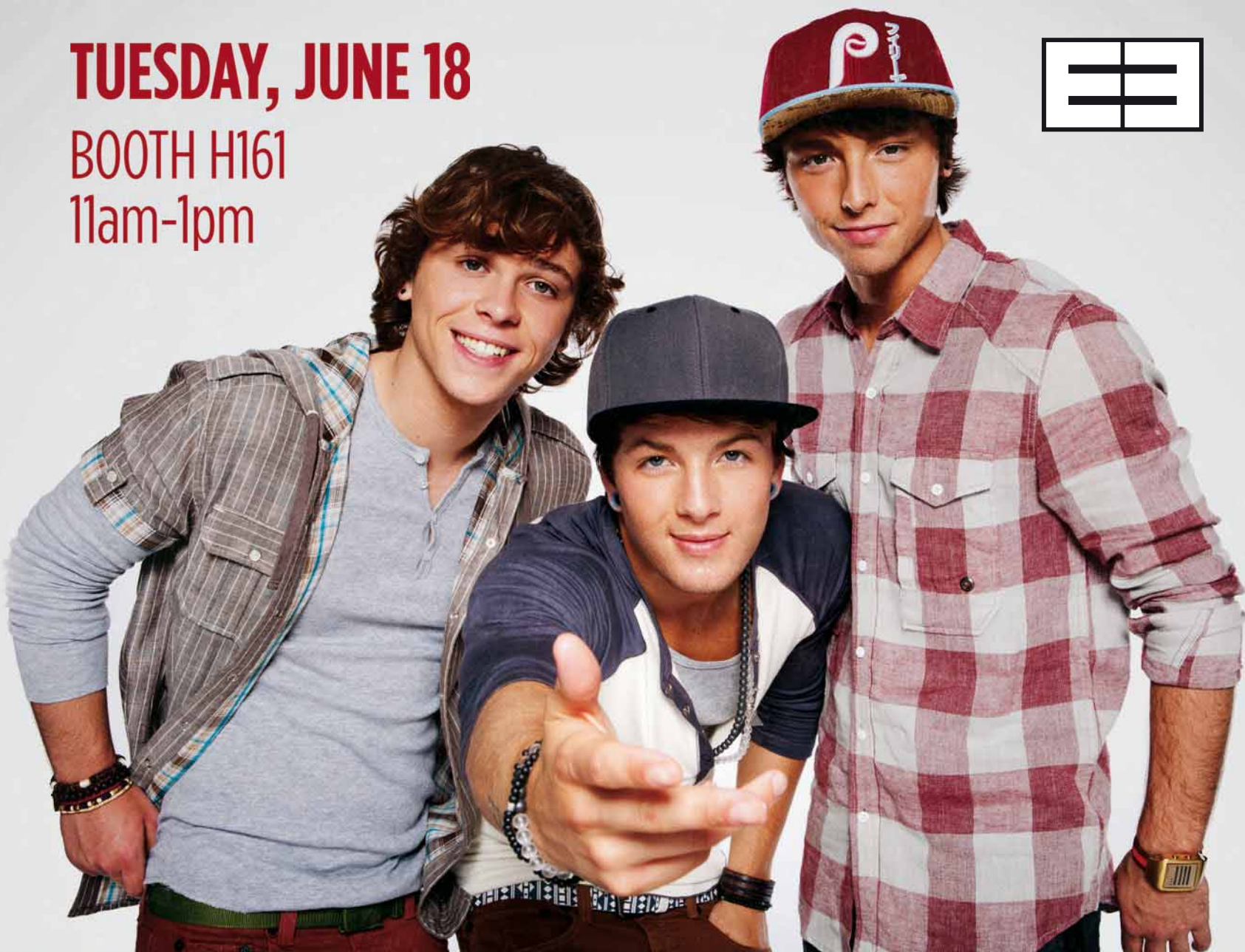
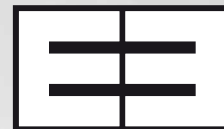
Following the blockbuster success of *Despicable Me*, *Hop* and Dr. Seuss' *The Lorax*, and the highly anticipated upcoming releases of *Despicable Me 2* and *Minions*, Illumination Entertainment will bring audiences an all-new, original 3D film to theaters.

Currently seeking licensees/partners across all categories.

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Universal continued

Jurassic Park 4

no release date set

Steven Spielberg returns to produce the long-awaited next installment of his groundbreaking film series, *Jurassic Park 4*. The epic action-adventure will be shot in 3D.

Hasbro (master toy licensee).

Warner Bros. Pictures

Man of Steel

June 14, 2013



M A N O F S T E E L

From Warner Bros. Pictures and Legendary Pictures comes *Man of Steel*, starring Henry Cavill in the role of Clark Kent/Superman, under the direction of Zack Snyder.

Mattel (master toy licensee), LEGO, Rubie's Costume Co., Thinkway Toys, Jakks Pacific, Cardinal Industries, Sideshow Collectibles, Noble Collection, NECA, Funko and SquareEnix.

The Hobbit: The Desolation of Smaug

Dec. 13, 2013

From Academy Award winning filmmaker Peter Jackson comes *The Hobbit: The Desolation of Smaug*, the second of three films in the trilogy based on the classic tale from J.R.R. Tolkien, which continues the adventure of the title character Bilbo Baggins.

The Bridge Direct and Vivid Group (master toy licensees), LEGO, Rubie's Costume Co., Weta Workshop, The Noble Collection, United Cutlery, Bioworld, Jinx, Trevco, Elope, Pressman Toy, Games Workshop, Cryptozoic Entertainment, Ravensburger, Eaglemoss, HarperCollins Publishers and Houghton Mifflin.

The Hobbit: There and Back Again

Dec. 17, 2014



From Academy Award winning filmmaker Peter Jackson comes *The Hobbit: There and Back Again*, the third film in a trilogy of films adapting the enduringly popular masterpiece *The Hobbit*, by J.R.R. Tolkien, which continues the adventure of the title character Bilbo Baggins.

The Bridge Direct and Vivid Group (master toy licensees), LEGO, Rubie's Costume Co., Weta Workshop, The Noble Collection, United Cutlery, Bioworld, Jinx, Trevco, Elope, Pressman Toy, Games Workshop, Cryptozoic Entertainment, Ravensburger, Eaglemoss, HarperCollins Publishers and Houghton Mifflin.

Godzilla

May 16, 2014

A presentation of Warner Bros. Pictures and Legendary Pictures, the upcoming tentpole feature film *Godzilla* is slated to open worldwide beginning on May 16, 2014.

Currently seeking licensees/partners across all categories.



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Hammering Away at New Brands

After 146 years, Arm & Hammer stays fresh with licensees even as its younger siblings bring new brand extensions to Church & Dwight.



By **Laura Heller**

How does a 150-year-old brand stay fresh? For Church & Dwight and its Arm & Hammer brand, it's all about innovation and a steady stream of licensing opportunities realized.

Church & Dwight established the Arm & Hammer brand—logo and all—in 1867. It's unlikely that founders Austin Church and John Dwight envisioned that someday there would be 80 brands and thousands of products under the corporate banner, but today, thanks to the strength of the original brand and licensing efforts, Church & Dwight is a nearly \$3 billion global business.

Eight of the company's 80 brands generate more than 80 percent of its revenue and profits. These “power brands” are market leaders and ripe with licensing opportunity, and include such recognizable names as Arm & Hammer, Trojan, OxiClean, Spinbrush, First Response, Nair, Orajel and Xtra.

According to Church & Dwight's annual report, all eight power brands are market leaders. In 2012, the company grew share on six of these brands, and its licensing efforts landed it on *License! Global's* Top

150 Global Licensors report at No. 89, reporting \$250 million in retail sales of licensed product in 2012.

Of these brands, there is a central focus on one in particular.

“Arm & Hammer is the crown jewel in our franchise among a powerhouse family of brands,” says Tammy Talerico-Payne, director of licensing, Church & Dwight.

Talerico-Payne says it is important that licensed product return more of the brand equity than it borrows. To accomplish this, potential licensees are carefully considered and, in the case of Arm & Hammer, each new product must be focused on the deodorization equity of baking soda.

There are four key areas of focus for Arm & Hammer:

- **Baby**—Arm & Hammer is a natural fit in the nursery. The Munchkin Arm & Hammer Diaper Disposal System incorporates baking soda into a diaper pail and bags, as well as offers supporting products including changing pads and baby wipes. The entire line is in broad distribution



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across national retail accounts after launching in 2010.

■ **Pet products**—Arm & Hammer and pet waste management, scooper products, cat litter (along with accessories including liners, mats and boxes) and pet oral care products are a focus for the brand. A new line of Arm & Hammer dog beds began shipping in the second quarter of this year.

■ **Air care**—Arm & Hammer is relatively new to this category with HVAC filters, car cabin air filters, candles and air fresheners. New products launching this year will include aerosols, gel beads, solid gels, plug-ins and candles from Worldcare Products, a new licensee in 2012. Each of the products will come in five core fragrances with roughly eight different SKUs for each fragrance. Two to three seasonal fragrances will flow in throughout the year, according to Talerico-Payne. The line will soft launch this year and go into broader distribution in 2014, which they are currently pitching to retailers, she says.

■ **Household products**—Textiles from London Luxury include bedding that reduces allergens, mattress encasements to prevent bedbugs and dish towels and dishcloths with deodorization technology. There are also shelf and drawer liners and cleaning gloves. Fresh Take, a line of food storage products from Protect Plus, rolled out this spring. There is also a co-branded product with Dutch Boy paints.

It hasn't taken long to put together a robust portfolio of outbound licenses. When Talerico-Payne joined the company nine years ago, the division was considerably less established with just three licensing agreements, all of which have since lapsed.

"I was brought in to mine for strategic partners to help drive the business," she says.

The first one came shortly after her arrival with Jarden Consumer Solutions that included small air purifiers and humidifiers with the Arm & Hammer brand. Today, the company has hundreds of licensed products across multiple categories.

Church & Dwight also works with licensing agent Brandgenuity. The agency is tasked with exploring opportunities for Church & Dwight's other brands, rising stars within the company like specialty

products OxiClean and Kaboom. One such program is a line of soon-to-be released cleaning tools from OxiClean and licensee Kleen Maid that totals 10 products in all.

"Kaboom is a bathroom cleaning product that has tremendous equity, as well," says Adina Avery-Grossman, partner, Brandgenuity. "We are trying to figure out what things they can do in the bathroom and are about to announce a product that will be transformative for that brand and the marketplace."

This will be the first licensee for Kaboom.

Additionally, Church & Dwight has outbound licensing programs for First Response with reproductive health products. The Trojan brand has expanded to include peripheries alongside its core product, while Nair, a hair removal brand, and Extra, a value-priced laundry brand, present additional opportunities.

The Orajel franchise is growing with the addition of a line of teething rings with licensee Munchkin, an extension of the Baby Orajel product line launched in January and currently in limited distribution.

There are also inbound licenses including several with the Spinbrush family of battery-powered toothbrushes. The Arm & Hammer Spinbrush with Tooth Tunes features music from popular recording artists including One Direction and the Black Eyed Peas.

"As a company, Church & Dwight is very supportive of licensing from the top down—this is not an ancillary business," says Jay Asher, partner, Brandgenuity.

Church & Dwight hosts yearly licensee summits to explore opportunities and develop cross-marketing and retail-specific programs.

It can be a challenge for a company, any company, to innovate, but even after 160 years, continuing to develop and launch new products is a priority at Church & Dwight.

"The challenge to licensees is to lead through innovation, but all are focused on the equity of the brand," says Talerico-Payne. ©





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The Coca-Cola Company continues to be a powerhouse in the world of licensing, most recently using its global clout to promote health and wellness through product extensions and company-wide initiatives.

By **Amanda Cioletti**

There's arguably no brand that has quite the awareness that Coca-Cola does worldwide.

As the world's largest beverage company, Coca-Cola's more than 500 beverages (16 of which are billion-dollar brands) and products can be found in over 200 countries and in virtually every retailer around the globe. It has more than 66 million "likes" on Facebook, 76,000 followers on Twitter, more than 3.5 million views on YouTube and 21,000-plus followers on Instagram.

As part of a larger initiative within the company to promote healthy, active lifestyles, The Coca-Cola Company is a founding member of the Healthy Weight Commitment Foundation, which aims to reduce 1.5 trillion calories in the U.S. marketplace by 2015. As part of this movement, Coca-Cola's licensing division is ramping up its consumer products and partnerships to support health and wellness.

"In order for The Coca-Cola Company to succeed as a business, it is critical that the communities we operate in are sustainable," says Kate Dwyer,

group director, worldwide licensing, The Coca-Cola Company. "Accordingly, we have focused time, energy and resources against encouraging consumers to live active, healthy lifestyles. We believe in the importance of energy balance—balancing the calories that go in with the calories that go out. We believe that this can be achieved through fun, engaging activities such as swimming, skiing and cycling. We have developed an extensive range of Coca-Cola licensed products that support our direction."

Deals that have been executed under this initiative are interesting and innovative for the brand, including a first-ever global deal with Bomber, the official supplier of equipment for both the U.S. and Canadian National ski teams.

Bomber, a heritage ski maker with more than 32 years of building experience, will manufacture hand-crafted Coca-Cola-branded skis. Five styles have been developed for Coca-Cola, and the collection will ultimately extend to include snowboards, goggles, helmets and other snow



Kate Dwyer, group director, worldwide licensing, The Coca-Cola Company

gear. The deal is worldwide, with product hitting market in sporting goods and specialty retailers in the U.S., Canada, Mexico, Spain, Switzerland, the U.K., Austria, France, Italy and Germany. The European program is already underway, and the North American program is due to launch in the fourth quarter of this year. While the deal is structured as a licensing arrangement, Coca-Cola has received interest in the equipment from professional skiers.

Another deal Dwyer and team have secured on behalf of Coca-Cola is for Nirve bicycles. The deal runs through December 2014 and includes Coca-Cola-branded bikes to be sold in the U.S. and Canada through specialty retailers, as well as online via HSN, Amazon and other e-commerce sites. In March, Coca-Cola also signed on for another bicycle deal with a licensee in Japan. Italy-based Santini will additionally roll-out a full collection of cycling performance wear in July.

Sports balls are another extension that falls under the initiative, and one that has been in place for some time. The Coca-Cola-branded baseballs, volleyballs and soccer balls are sold in retail outlets in North America including its own stores and through its e-tailer, Coca-ColaStore.com.

Additional products include athletic footwear by its largest global licensee, Sugar Shoes, as well as several licenses for Coca-Cola-branded swimwear, including with AMC and Sahinler.

These products, and others in the pipeline, are cornerstones to bolstering the Coca-Cola brand message and to ensuring the lifespan of its seemingly ageless core products.

“Every licensed product that we develop is a lasting embodiment of the brand that continues to have a life, provoke reconsideration and ultimately



consumption of our beverages again and again,” says Dwyer.

Promotions also play a large role in furthering Coca-Cola’s message for health and wellness.

Last fall, Coca-Cola entered into a venture partnership, says Dwyer, with Endomondo, a social fitness community with more than 12 million users worldwide. The newly formed strategic alliance combines the global reach of Coca-Cola with Endomondo’s

first-of-its kind mobile app and social network to bring communities around the world together with the tools they need to reach their fitness goals.

Under the new global agreement, Coca-Cola will help Endomondo grow its existing user base and enter into new markets and territories, while helping develop the app’s functionality and drive innovation.

“(Coca-Cola’s) first contribution can be seen through a new Powerade hydration feature, which educates users about how much they need to drink during and after each workout for optimum hydration levels to enhance performance,” says Dwyer.

“Research has shown that dehydration resulting in as little as a 2 percent decrease in body mass can begin to reduce both physical and mental performance. By being properly hydrated, athletes can perform at higher levels. Endomondo’s new hydration feature supports effective functioning of the body, and promotes general health and well-being.”

For Coca-Cola, licensing is a valuable resource to continue to keep the global corporate brand top of mind, year after year.

“At Coca-Cola we view licensing as a powerful marketing tool,” says Dwyer. “It provides us with an opportunity to support, enhance and ultimately extend our brand messages through relevant product categories. Our goal is to provide unique and compelling products that build preference for our brands and, ultimately, inspire moments of happiness.” ©



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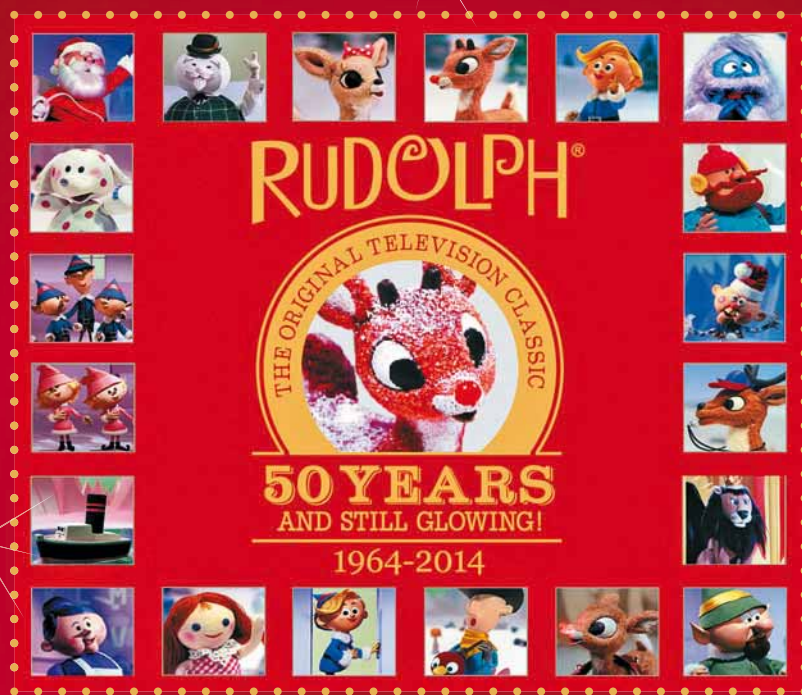
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50th Anniversary

This exclusive tribute to an iconic property reveals how Character Arts is expanding the brand's licensing and promotional strategy to celebrate Rudolph's special milestone in 2014 and extend the franchise worldwide for years to come.



Pictured from front: Meridith Flom, Aaron Burakoff, Jonathon Flom and Danielle Flom.

While millions of fans are exposed to the classic story of Rudolph the Red-Nosed Reindeer every year during the Christmas holiday season, Jonathon Flom and his family experience this story every day as they gear up to celebrate the 50th anniversary of the iconic and beloved television special in 2014.

Flom, president of Character Arts, the agency exclusively representing Rudolph the Red-Nosed Reindeer, has big plans for a comprehensive brand licensing program that includes everything from traditional gifts and toys to live events and special promotions that will not only re-energize the brand, but also further expand the franchise for years to come.

"Many of the licensees, retailers and advertisers have the same deep connection to the Rudolph tradition as Rudolph's most avid fans," says Flom. "This provides a foundation for fun, creative, productive and often very long-term relationships."



The Windows Phone “Speed Dating” spot, produced by Bent Image Lab.

The extraordinary popularity of the Rudolph franchise, which is based solely on the original television special that first aired in December 1964 on NBC, has resulted in a true family nostalgia brand that transcends

generations and continues to grow. The movie has not been changed, and the original stop-motion animation continues to air annually on the CBS network as a holiday special featuring Rudolph and a host of supporting characters including the Misfits. The television special is also available fully-restored on Blu-Ray.

A Family Affair

Flom first became involved with the Rudolph property in the early 1990s while working at

Broadway Video. In addition to working on various aspects of licensing for “Saturday Night Live,” Flom was part of the team that assembled and enhanced the libraries that were aggregated and first sold to Golden Books in 1996, now owned by DreamWorks Animation following the acquisition of Classic Media last year.

With respect to Rudolph, DreamWorks Animation has the rights to distribute the existing special on television and on video, but its rights do not include brand licensing or new production.

Shortly after the Golden Books transaction, Flom (as an independent contractor) led the effort to consolidate the rights that were necessary for the first continuity program at CVS in 1998 that launched the licensing program with the entire family of characters from the TV special.

“Prestige Toys was one of the first licensees to sign up for the Rudolph licensing program, and it is one of the best decisions we’ve ever made,” says Bob Gershin, owner, Prestige Toys. “We couldn’t

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The Rudolph stage show will roll out to more than 20 markets in 2014.



be more excited about the upcoming anniversary celebration.”

In 1999, Flom, whose background includes a legal education, broadcast standards and business affairs at CBS, and business development, production and licensing experience at HBO, in addition to Broadway Video, formed Character Arts.

“Shortly thereafter, Character Arts and Rudolph decided to be ‘independent together,’” Flom says, quoting an iconic line from the special, spoken by character Hermey to Rudolph.

Character Arts is a bona fide example of a family business, and its spirit and passion for the Rudolph franchise and what it represents is unparalleled in today’s marketplace where major studios, television networks and licensing agents dominate.

Character Arts became the licensor of record in 2005, according to Flom, and almost all of its resources are focused on Rudolph exclusively.

Flom’s wife and partner, Meridith, who spent a big part of her career working in creative at Scali,

McCabe & Sloves, manages the creative side of the business. Flom’s son-in-law, Aaron Burakoff, whose background includes a degree from Harvard, an MBA from Columbia and has held positions with LEK Consulting and American Express, handles business development and operations. Flom’s daughter Danielle, who has been attending Licensing Expo since she was 15-years-old, focuses on products and creative asset development.

“Seasonal properties have inherent limitations and need to be managed very efficiently,” says Flom. “Our family lives, eats and breathes Rudolph, so we all know what’s going on with most everything at all times. This gives us the ability to provide very fast turnaround and great service to licensees.”

Character Arts also has in-house staff including finance, business affairs and administration.

Approach to the Brand

Flom believes that Rudolph is more than an entertainment brand and is a property that calls for a non-traditional approach.

“Rudolph should not feel like it is just another business to the consumer, so we try to be invisible handlers,” says Flom. “That is one of the reasons why Rudolph is best managed outside of an entertainment company or corporate environment where it might



An all-new 4D attraction film with interactive exhibits is heading to theme parks, museums, zoos, aquariums and other locations around the world.

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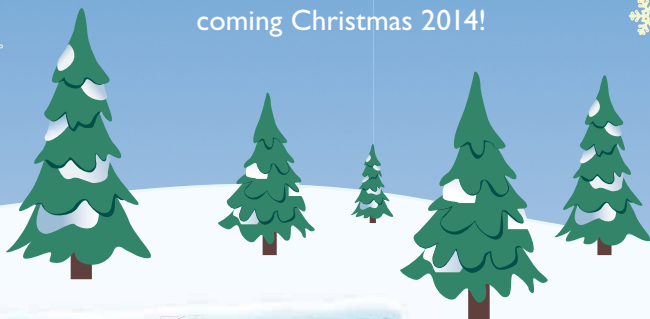
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Walk-around characters are now available for appearances at theme parks, malls, schools and other special events.

be perceived as too commercial, and the value might be undercut if it is perceived by the consumer as part of a portfolio of properties.”

According to Flom, Character Arts does not permit Rudolph to pitch or directly endorse products or services, but works closely with advertisers to try to find ways to work within this framework—humor is often a solution. For example, Verizon used a Misfit iPhone during the “coverage wars,” and Microsoft’s Windows Phone did a promotion using The Abominable Snow Monster and friends as they remotely coached him through a speed dating session.

“The characters from the Rudolph TV special have a tremendously broad appeal and represent an important way for our clients to connect emotionally with their consumers during the holiday season,” says Brent Poer, president, LiquidThread, agency for Microsoft. “It’s the content and stories that matter—like the Rudolph campaign—and that people value and share.”

Flom says that the special’s characters do not co-mingle with other characters from other entertainment either.

“The Rudolph DVD is often sold in a multi-pack that is marketed as the Christmas Classics, but that branding never crosses over into the licensing program,” he says.

Anniversary Initiatives

The merchandising program, which started in a mass retail environment with CVS, has expanded into all channels. The foundation of the 50th anniversary licensing program, according to Flom, is the launch of new live entertainment traditions that include stage shows, theme parks, a 4D experience and celebrity participation.

■ **Stage shows**—“Our focus is on making the show accessible to as many fans as possible,” says Flom.

Flom envisions at least 20 major markets having a Rudolph show for the entire season starting in 2014 and continuing as an annual tradition thereafter with additional markets planned. In 2013, the Rudolph stage shows will be in Atlanta, Dallas, Orlando and Chicago.



Build-A-Bear Workshop puts its unique stamp on the classic characters.

“Since the TV special itself is a puppet musical, we first worked with the Center for Puppetry Arts (curators for the Jim Henson puppet collection) to develop and produce a truly faithful adaptation,” explains Flom. “That show is now going into its fourth year and has become an Atlanta fixture.”

“We are thrilled to be a part of bringing the magic of Rudolph into the world of live entertainment. We rarely repeat a holiday show, and the fact that this production is going into its fourth season—with no end in sight—is a testament to Rudolph’s cultural significance,” says Vince Anthony, chairman, Center for Puppetry Arts.

“We then turned to First Stage, a quintessential family theater company, to further adapt the production so that it could be simply and faithfully replicated in multiple markets across North America,” says Flom.

Says Jeff Frank, artistic director, First Stage: “The Rudolph TV special was conceived as a musical, so the adaptation was totally organic. We developed a production concept that, through the use of actors and puppeteers, created a living environment that felt in keeping with the handcrafted quality of the original special. Audiences loved the feeling of walking into the theater and stepping into that world they remember so fondly. Our success with Rudolph in Milwaukee has opened the door for us to expand our own brand by becoming a presenter in Chicago.”

Joe Sturgeon of Wishing Star Productions says: “We have signed up for Dallas, Houston, San Antonio and Austin, and hope to use this opportunity to expand our company into regional markets outside of Texas.”

■ **Theme parks**—Character Arts first partnered with Herschend Family entertainment, which are, says Flom, the most Christmas-friendly venues. Its properties include Dollywood, Silver Dollar City, Stone Mountain Park and Adventure Aquarium.

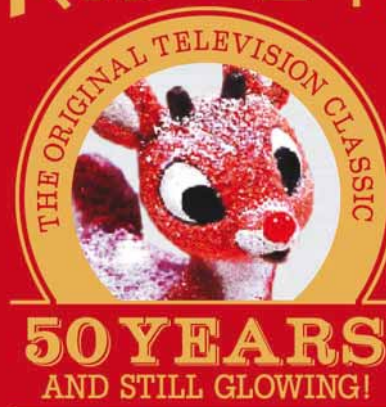
“We are currently negotiating with numerous other locations to fill out the territories not covered by



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the Herschend properties,” says Flom. “These attractions will run the spectrum and include things like walk-around characters, light shows, short- and long-form live shows, Christmas parades and more.”

■ **4D experience**—According to Flom, the Rudolph 4D experience is currently in development with Pure Imagination Studios.

“It will incorporate stop-motion and CGI to create the thrill of flight with seat motion, wintery blasts from inside Santa’s sleigh and smells of cookie baking and peppermint from Mrs. Claus’ kitchen,” explains Flom.

The experience will also include exhibits, workshops, displays of sets and characters and themed, interactive educational kiosks. The outlets for this attraction include museums, zoos, aquariums, theme parks and other special screening venues around the world.

■ **Celebrity initiatives**—According to Flom, Rudolph has a lot of celebrity fans, and he expects to get

them to participate in such things as “cameos in their home town Rudolph stage productions, comedic anecdotes about times in their lives that they have felt like a ‘misfit’ and special performances of the songs from the TV special.”

“We expect these new live entertainment initiatives to keep Rudolph at the center of families’ Christmas celebrations for many years to come,” says Burakoff. “Through attending a Rudolph stage show, taking interactive sleigh rides or mingling with Rudolph and his friends at theme parks, zoos and museums, children and parents will continue to associate Rudolph with magic and spirit of Christmas every year.”

Marketing and Licensee Support

Flom plans to get various marketing partners to participate in the anniversary celebration, including DreamWorks for retail-specific programs that integrate the DVD and licensed product marketing, and CBS, which Flom hopes will build on the 40th



anniversary efforts it participated in.

“Our sponsorship and licensee relationships have built over the years with companies like Microsoft, Hallmark, Verizon and Build-a-Bear and have become an integral part of Rudolph’s holiday tradition,” says Flom.

“For Build-A-Bear Workshop, Rudolph the Red-Nosed Reindeer has become an important part of our holiday business,” says Teresa Kroll, chief marketing and entertainment bear, Build-a-Bear Workshop. “Through this special licensing ‘colla-bear-ation,’ we have been able to bring this beloved brand to life in new ways. Build-A-Bear Workshop is the only place where you can make your own Rudolph and Clarice, dress them from head to hoof and even add the Rudolph The Red-Nosed Reindeer song. We look forward to continuing this long-standing relationship.”

At the core of the Rudolph franchise are extensive product assortments from Character Arts and more than 75 licensees that keep fans connected

every year. In the early stages of development for anniversary-specific products is a new graphic novel from Macmillan Kids and a Silver and Gold line from Department 56, says Flom.

“I am crazy about both the brand and the team at Character Arts,” says Mary Adams, marketing director, Department 56. “I have personally been involved with this license for more than 10 years, and it just keeps getting better.”

The TV special, of course, is at the heart of this anniversary celebration.

“It’s about celebrating the original story and adding new dimensions that enhance the experience,” says Flom. “The 50th anniversary gives us the chance to take off in thrilling new ways that put fans in touch with the emotions at the heart of Rudolph’s story.” ©



Misfit superheroes: Rudolph and Hermey the Elf.

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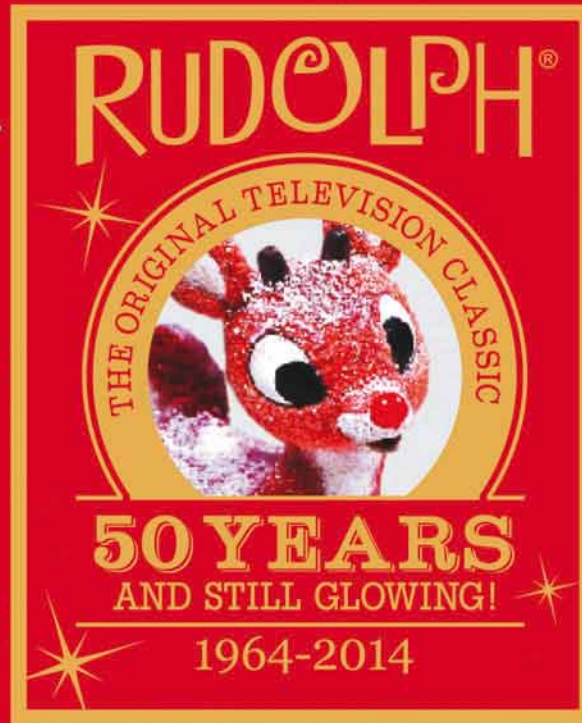
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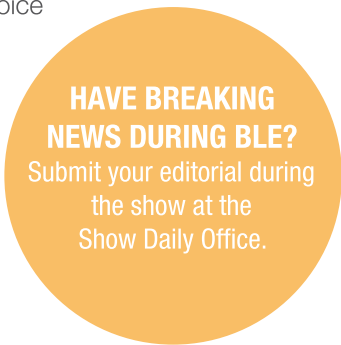


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GOIN' With the FLO

Music artist Flo Rida is ready to license his brand around the world.

By **Amanda Cioletti**

"Flo Rida—global, all across America/When we're here together/Gon' to take it to the next level."

It's possible that the lyrics to hip-hop artist Flo Rida's latest single, "Tell Me When You Ready," are postulating not just on a charged night out, but also the burgeoning brand business the artist is building. He may be known popularly in the clubs, on the dance scene and on *Billboard's* Hot 100 charts, but increasingly Flo Rida is constructing a business around his image and capitalizing wisely on his personal brand.

"I'm thankful that my hip-hop roots have expanded into the mainstream. With that expansion, I've been encouraged to grow as an artist as well as an entrepreneur, starting with my independent record label, several community outreach programs and now this progression into licensing," says Flo Rida.

And he is taking the licensing business to that next level with the appointment of a licensing agent, D3M Licensing Group, to stealthily guide his business into categories beyond music. D3M, a team with 20-plus years of experience in all aspects of licensing, led by Marlo Gold, president, will leverage the Flo Rida brand to extend it into key categories around the globe, as well as endorsement and promotional deals.

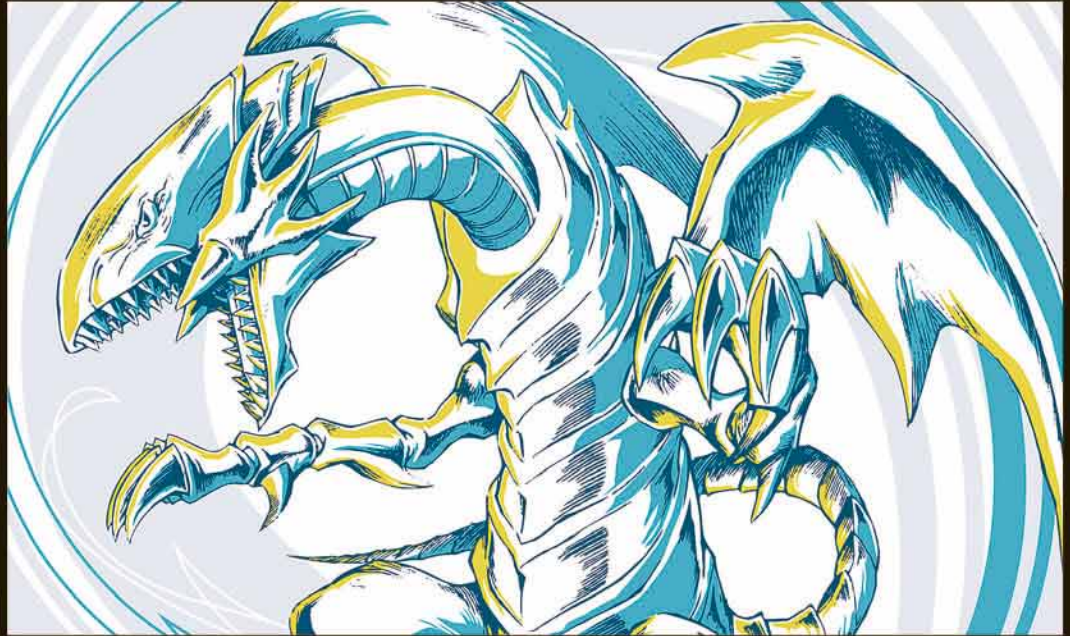
"This is Flo's first foray into licensing," says Gold. "It's time for him to become a brand, but he's not going into it blindly, ready to throw his name on anything and everything. He wants to concentrate on things he really believes in—health and fitness, sports equipment and lifestyle."

Initially the consumer product program for the artist will focus on apparel, accessories, consumer electronics and, of course, health and fitness, of which Flo Rida is a major advocate.

"Health, fitness and other things I embody in my lifestyle are what fans ask about on social media or during meet-and-greets, so it's important for me to



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recognize and utilize that interest to extend my brand,” says Flo Rida, who appeared on the cover of *Muscle & Fitness* magazine in June 2012.

Gold further emphasizes the import of the health and fitness category to the artist, saying: “Health and fitness is not just an area of interest for Flo, it’s his life. He believes that a healthy body creates a healthy mind, which creates better music—it’s an overall Zen thing for him.”

Keeping in step with his passions, Flo is launching a new, upscale gym, Flo Fit, in Miami, Fla., the artist’s home base. The gym—his first—is a “hardcore fitness facility” that incorporates motivating music (naturally) and flashy design to push members to that next level. The gym is packed with variety, incorporating standard resistance machines, stationary bikes and treadmills with group classes led by certified personal trainers. The classes are particularly interesting, as they combine movements such as sprinting, punching/kicking bags, flipping tires, weightlifting, spinning and climbing rope with body weight exercises and small equipment such as kettlebells and medicine balls.

The gym is just one such deal for the artist, and one that falls in line with the brand’s ultimate fashion/lifestyle focus.

An additional deal that is perhaps an even more natural extension and capitalizes on the core Flo Rida brand is a global licensing and endorsement deal with IK Multimedia, a manufacturer of music creation apps, software, hardware and accessory products for computer and mobile, for a professional grade hand-held mic. The mic, which allows vocalists to make pro-quality recordings anywhere, will hit mass market and specialty music retailers this fall.

“IK Multimedia has worked with guitar players and guitar companies with great success, and we are excited to work with international superstar Flo Rida to expand our offerings,” says Gary Kerzner, managing director, IK Multimedia U.S. “Working with Flo Rida will allow us to

broaden our market as we tap into his global fanbase of tens of millions of fans.”

The IK deal is just one of what is sure to be many as Flo Rida—and music artists on the whole—increasingly look to licensing, endorsements and promotions as a serious income generator and as a way to continue to drive awareness to his global profile.

“Marketing himself as a brand is a smart move,” says Gold. “People are not making money like they once were from selling records. You have to know your audience and attach your brand to someone with a big, recognizable face. Flo’s Q Scores prove that he is everybody’s audience, and that’s why his brand will be widely accepted.”

Flo Rida also has a deal in place with Beamz Interactive, a music product and technology company, to create a family of products featuring his music content. To promote the products, Flo Rida will also film a commercial and a series of videos.

D3M will additionally look to extend the Flo Rida brand to fashion, with workout apparel the first area of concentration and casual clothing such as designer hoodies also on the product radar.

Flo Rida has performed at corporate venues, as well, for major companies such as Samsung, BlackBerry, T-Mobile and Coca-Cola.

For the future, D3M and Flo Rida will also look to more aspirational categories.

“The strategy is to build the brand into a world-recognized fashion and lifestyle brand first—we want to build Flo beyond his music,” says Gold. “For the short term, we will look at health categories, but the long term is going beyond that from smaller categories to larger, like fitness equipment, cars and even jet boats.”

In the end, however, just which products hit retail are under the watchful eye of the artist himself.

“Flo is kind of old school and very humble, but he is serious about making sure that (the products) are something he really loves,” says Gold. “He’s this mega-star, but when we bring products to him, he sits with them and tests them until he feels comfortable representing them. This is his time. He’s a songwriter, a producer and he’s guiding new talent. It’s time for him to evolve—to license—and do what needs to be done and create new art.” ©





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SMOSH TIME



The Joester Loria Group is ready to introduce the hit comedy brand and YouTube sensation Smosh to the licensing industry.


By **Barbara Sax**

Smosh, a digital entertainment brand featuring comedic duo Ian Hecox and Anthony Padilla, is expanding its franchise to licensed retail merchandise. Licensing agent The Joester Loria Group will be assisting Smosh in its merchandising endeavors, identifying opportunities and helping to bring the Smosh experience to its loyal fans through new licensing partnerships.

Smosh made its debut on YouTube in 2005 with one of its first videos, the “Pokémon Theme Song” video, which immediately became the No. 1 most viewed video upon its launch. Since then, Smosh has progressed into a powerful, five-channel brand that has now surpassed 10 million subscribers. Smosh’s multi-faceted enterprise, based around its flagship YouTube channel and highly trafficked website, includes multiple channel spin-offs, top-charting musical endeavors, merchandising brand extensions, mobile apps, gaming and a theatrical exhibition.

“There’s a new generation of kids, tweens and teens who don’t tune in to scheduled TV for entertainment. They are catching their favorite series and user-generated content on their tablets, laptops and phones, where they can watch marathon sessions through Netflix or YouTube and access entertainment on-demand and at their own speed,” says Debra Joester, president and chief executive officer, The Joester Loria Group. “So, it’s no wonder that Smosh has attracted tens of millions of fans and a range of top-level advertisers that are leveraging the brand’s powerful connection to a highly influential consumer audience.”

Smosh, which skews heavily to a male audience with



its focus on gaming and edgy humor, has a rabid and loyal following of viewers who identify with the brand's unique point of view and humor. The brand recently launched the mobile game app, "Super Head Exploder-X," which became a top 10 paid app within 48 hours of its launch, and a recent branded video campaign for Ubisoft's "Assassin's Creed III" has garnered more than 30 million views.

"We're focused on identifying opportunities that will take Smosh to another dimension," says Joester. "We want to further engage fans with merchandise that's an extension of the Smosh user experience."

Joester says working with Smosh is very reminiscent of working with the South Park property 20 years ago.

"These shows are being delivered within minutes of being produced, so they have that 'just-in-time' sensibility that makes them very fresh and ties directly into the zeitgeist. I see the same potential for Smosh that we did in South Park. Smosh's top-ranking animation channel, Shut Up! Cartoons, has dozens of episodes with great content, great characters and memorable slogans that can be easily translated into a signature collection of merchandise."

Since "sitting around playing games and snacking" is an integral part of the Smosh experience, food is an obvious licensing category for the brand. Joester has the appropriate experience, as she brought snack licensing to South Park with Cartman's favorite fattening snack, Cheesy Poofs.

"It's a totally different retail environment now," says Joester. "When we introduced the South Park snack years ago, only Spencer's carried it. Two years ago, Frito-Lay had a South Park licensed product in Walmart. The humor and zing of the Smosh brand could really resonate with food product manufacturers to create some really fun introductions and interactions."

Joester says that the brand is keen on finding mid-sized, nimble manufacturers who can move

quickly on trends and are adventurous and innovative.

"Convenience stores have an appetite for newness in snacks, and our consumer is a great fit for products that are new and fun," notes Joester.

Wearable products and collectibles are two other key areas that are considerations for Smosh brand extensions.

"We have already caught the attention of companies who want to get to the table early and be part of the ideation process," says Joester. "Content integration will keep product authentic and truly connected to the Smosh experience." ©



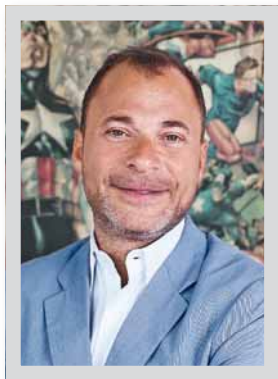
With a multi-platform methodology for content and merchandise, Disney Consumer Products is building a 365-day super franchise for decades to come for The Avengers.

By **Tony Lisanti**

The evolution and expansion of The Avengers is not only an example of Disney Consumer Products' commitment to franchise development, but it is also a benchmark case study of how a big screen blockbuster is morphing into a bona fide, year-round tentpole brand.

Since the release of Marvel's *Iron Man*, *The Incredible Hulk*, *Captain America* and *Thor* films, the original five-year game plan, according to former Marvel executive Paul Gitter, now head of Marvel for DCP, has focused on slowly building the Avengers franchise character by character into a dominant year-round boys' brand that also has the potential to expand beyond its core audience.

What began with one movie and one character with a typical theatrical-driven consumer product program, has now



Paul Gitter, senior vice president, licensing, Marvel, Disney Consumer Products



Josh Silverman, executive vice president, global licensing, Disney Consumer Products



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expanded into a spectrum of content and merchandise that includes television, publishing, digital and live events, as well as a multi-tiered retail presence worldwide.

“We launched the Avengers franchise last year with a comprehensive approach across multiple channels—from the big screen and TV, to mobile platforms and retailers around the world,” says Josh Silverman, executive vice president, global licensing, DCP. Silverman is also a former Marvel executive.

“The ubiquity of Marvel content, both telling the story of all of the individual superhero franchises as well as The Avengers, has allowed for greater direction and awareness.

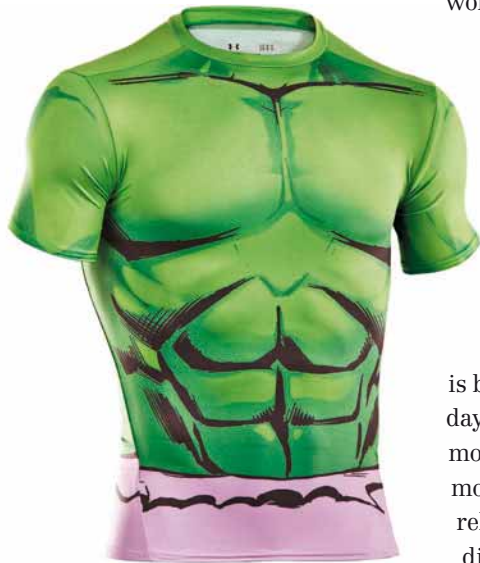
“These Marvel properties are paramount to success, and now with The Avengers, we have a franchise that is built to last day in and day out. It is a 365-day property with extensive planograms and modulars. The individual event films will move in and out of market during theatrical releases, while various animated content, digital shorts and publishing are meant to

sustain the momentum of the franchise when there isn't a *The Avengers* film,” Silverman continues.

While licensees such as LEGO and Hasbro, for example, have built strong programs for boys and helped to anchor the Avengers property with their respective building, action figures and role play lines, DCP is now expanding beyond the boy toy core.

One of DCP's most important new initiatives for the franchise is targeting the 18- to 34-year-old, or “millennials.” According to Gitter, a new partnership with Forever 21 will also launch this summer for the back-to-school season, giving Avengers a major presence and major credibility with the juniors audience using Marvel's retro and old comic style art.

“We will create an exciting space for super heroes and heroines in a trend shop timed to hit our stores for back-to-school 2013,” explains Betsy Zanjani, Forever 21. “Comic characters have had a cult following in recent seasons, with consumers scouring both retailers and vintage shops for product. Cult classics such as Iron Man, Spider-Man and the like are blockbuster hits to the adult audience that grew up with them. Going beyond

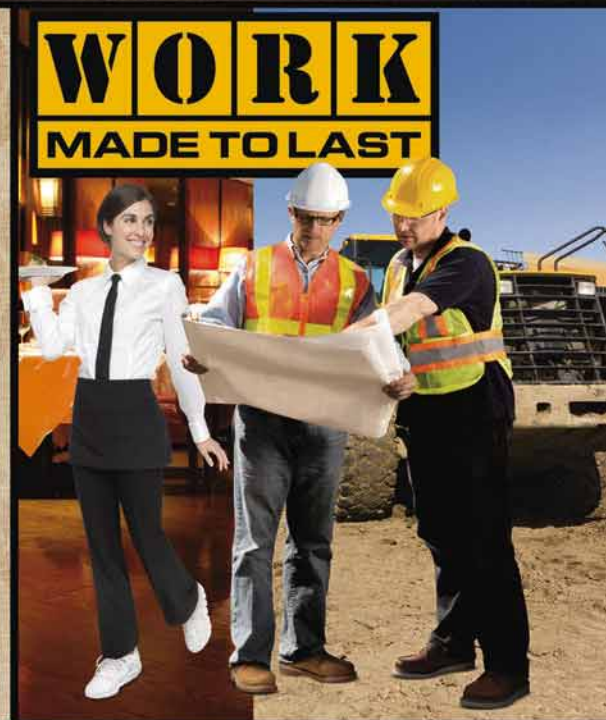
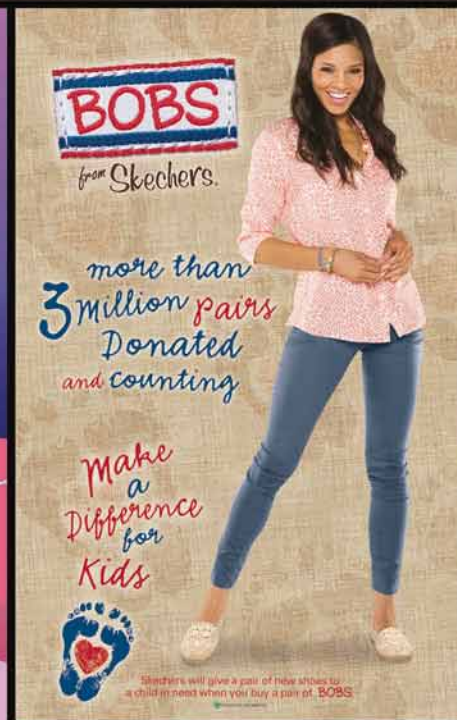




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the market, we have reached out to the entertainment industry to bring this super-charged, 'larger than life' look from the cinematic experience to the store, in the form of a young men's and women's capsule collection."

Another part of the strategy to target a slightly older audience and demographic (and not infringe on Spider-Man), says Gitter, is the recent launch of co-branding partnerships with Vans and skateboarder Steve Caballero, Under Armour and Burton Snowboards—each targeting the action sports audience.

"These partnerships have made The Avengers cooler, hipper and more contemporary, and put us in distribution channels that we haven't been in before with the brand," says Gitter.

Other key aspects to the expansion of the Avengers brand, Silverman points out, has been the synergy between each of Disney's divisions, including Disney Stores, Marvel Publishing and retail and creative services, as well as the consolidation of licensee partners.

"The strategy is not to have partners competing against each other, with one licensee doing each of the characters, but to consolidate Avengers with one partner so they can strategically manage the product that's out in the marketplace. In the past, that wasn't the focus," says Gitter. "With the Avengers long-term strategy, we now have



our partners fully aligned across every category with specific goals and how we want to manage this program."

Certainly there's a lot at stake for Marvel's The Avengers both at the box office and at retail. The first movie is one of the most successful films in history, generating more than \$1.5 billion worldwide, according to boxoffice Mojo.com. And *Iron Man 3*, released last month, has already topped \$1.1 billion in ticket sales. Looking ahead, *Thor: The Dark World* debuts November 8 and *Captain America: Winter Soldier* is slated for April 2014. Both are gearing up for *The Avengers* sequel, scheduled for May 2015.

On the licensing side of the business, the Marvel franchises represent \$6 billion in retail sales of licensed merchandise worldwide in 2011.

For television, two new animated series will debut this summer on the Disney XD Marvel Universe block: "Marvel's Avengers Assemble" and "Hulk and the Agents of S.M.A.S.H."

In addition, new comics, gaming and live events are also being developed and released on a continuous basis, further enhancing DCP's strategy to keep the Avengers franchise awareness strong year-round.

"This is a long-term plan that started more than five years ago," emphasizes Silverman. "It's only the beginning of where we will take The Avengers franchise and all the characters over the next decade and beyond." ©



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TREE Fu TOM BRINGS MAGIC TO THE U.S.



Fremantle Kids & Family Entertainment expects powerful results from this popular U.K. preschool program, which recently premiered in the U.S.

By **Tony Lisanti**

Fremantle Kids & Family Entertainment, a division of FremantleMedia Enterprises, hopes to build upon the success that “Tree Fu Tom” experienced during its first year in the U.K. The highly rated preschool series, which airs on CBeebies and is a co-production with the BBC channel, debuted in mid-April in the U.S. on the Sprout network.

According to Bob Higgins, executive vice president, Fremantle Kids & Family Entertainment, the strategy is to aggressively develop and establish Tree Fu Tom in the marketplace as a true global preschool property. Higgins believes that the series has all of the elements to accomplish this goal, from an incredible story line to high-quality animation

to an extensive consumer products program that launched earlier this year in the U.K. and will eventually make its way to the U.S. in the fall.

“We wanted each episode to feel like a mini-movie, which I think we have succeeded in doing,” says Higgins. “We have that cinematic feel in a preschool show, and that is what is now clicking with the audience who are so used to watching high-quality movies. Today’s kids are very sophisticated, and you do not have to dumb it down.”

Fremantle is aggressively selling the preschool educational series internationally with several major deals in more than a dozen countries including France (Lagardere), Australia/New Zealand (Disney), Israel (HopTV), Eastern



Bob Higgins, executive vice president, Fremantle Kids & Family Entertainment

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Europe (Minimax), Korea (EBS), Brunei (RTB) and throughout Latin America (Discovery Kids). The series has already been sold to Italy (Switchover Media), Canada (Knowledge Network/BBC Kids), Norway (NRK), Belgium (VRT-Ketnet) and Finland (YLE).

Tree Fu Tom is unquestionably a cornerstone of FME's Kids & Family Entertainment group, which was formed three years ago when Higgins, along with Sander Schwartz, president of the division, were recruited to establish the company as a global player in kids' entertainment.

FME recently signed a five-year partnership agreement with BBC to develop additional children's TV shows, which is clearly reflective of the Kids & Family Entertainment division's commitment to global expansion.

From the time Fremantle partnered with BBC to co-produce the series two years ago, all of the pieces of the program development and broadcast launch quickly fell into place.

"We brought in new writers, a new design style and we kept the essence of bringing magic into kids' homes and allowing them to participate in the show and the basic idea of this character's adventures going into a fantasy world."

"Tree Fu Tom's" educational, interactive story line, which is targeted to 4- to 6-year-olds, is based on the magical superhero, Tom, and his best friend Twigs, plus a host of other characters and creatures in a fantasy world called Treetopolis. Blue Zoo Animation does the CGI animation.

"The magic-'tree fu'-is kind of like kung fu, with a movement and chant that goes along with it, which is what happens when Tom does his magic," explains Higgins. "We are trying to get kids up off the couch and doing the spells along with him because when the story hits a certain point for Tom to handle alone, he

asks the audience for help. It's all about focusing on kids fine motor skills."

"While the skew is for boys, the ratings show it is very close to being a boy/girl thing," says Higgins. "We have a very strong female character, Ariela, and the queen of Treetopolis is a strong female character, as well."

A comprehensive licensing program was developed in the U.K. and is being developed similarly in the U.S. Giochi Preziosi is master toy licensee for the U.K. and Europe; Random House for publishing; Ravensburger for puzzles; MV Sports for scooters and wheeled toys; Flair for arts and crafts; VMC for accessories; Gemma for greeting cards and party; Egmont for annuals; Rainbow Productions for costumes; Blues Clothing for t-shirts; TDP for nightwear/underwear; and Character World is signed on for bedding.

"We have a certain number of things that have strong sales track records," points out Higgins. "At Licensing Expo, there will be a huge push for consumer products, so we are hopeful it will be the same type of timing that it has been in the U.K. We want to build up demand."

The second series of 26 episodes is now in production and will debut later this year, says Higgins, and a holiday special is also being planned.

In addition, Higgins says live entertainment, and perhaps theatrical, is also being evaluated. In the U.K., Fremantle already has a costume Tom character that goes to different stores and retailers.

"Because of the vibrant world Tom goes into, we can create that fantasy land on stage," he says, adding, "In terms of film, that would be a great opportunity."

In the challenging kids' marketplace, the Tree Fu Tom property is gaining momentum and working its magic to emerge as a bona fide global preschool brand. ©



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—REIGN OF— THRONES

HBO's 'Game of Thrones,' has not only been a ratings success but also a licensing boon for the studio.

By **Nicole Davis**

Fantasy isn't typical HBO fare, but "Game of Thrones" with its dragons, leather-clad princesses and medieval-esque sword battles has not only brought a new tenor to the network, but also allowed HBO to enter a new realm of licensing.

"It's challenging for HBO to be in the consumer product business because we're an adult, premium video brand; we're not dealing with the typical character licensing," says James Costos, vice president, global licensing, HBO. "'Game of Thrones' has finally given us some characters. We finally have a franchise that allows us to enter into the world of fantasy, and that enables us to do things we never did before."

Based on George R.R. Martin's best-selling book series, *A Song of Ice and Fire*, the franchise already had a passionate following before it ever hit the airwaves. Because of its loyal following, the licensing

program for the first season was intentionally sparse as Costos and his team took a wait-and-see approach to gauge which content and characters from the TV series would resonate with fans.

Product for the first season in 2011 focused on key art—primarily the Iron Throne and the sigils of the families who battle to control it. These remain cornerstones of the program, but the breadth of product has expanded throughout the show's three-year run. The brand is now represented with robust ranges of collectibles and lifestyle product.

Perhaps the most unique product extension thus far has been a line of beers from Ommegang, a U.S. division of the Belgian brewer Duvel Moortgat. The first beer launched in March as the third season made its debut, with two additional brews planned for the future.

Another big win for the brand has been Funko's



James Costos,
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line of Pop! Vinyl figures. The first series of six, which featured main characters such as Tyrion Lannister, Ned Stark and Daenerys Targaryen, launched in November 2012; Funko released a second series of six in April, and a third will drop at the holiday season.

HBO has also launched a series of event-based extensions. The Game of Thrones touring exhibition, created in partnership with New Project, is a first for HBO. Featuring costumes and props from the series, including the Iron Throne itself, and an interactive experience that puts fans on a Game of Thrones battlefield, the exhibit has traveled around the world, making stops in Canada, New York City, Brazil, the Netherlands and most recently Belfast, Northern Ireland, where the series is filmed.

The success extensions such as these has highlighted the huge potential the aspirational category holds for the property, and Costos says he has only just begun to mine that opportunity.

“We are having conversations now with fashion companies to tap into the lifestyle aspects of the brand,” he says. “I would love to do a ‘Winter is Coming’ collection for 2014 that would feature elements like leather and faux fur. We also had a lot of success with the True Blood fragrance, so I think that would be a natural extension for Game of Thrones too. If we do a fragrance, it will go very deep into the brand. It wouldn’t just be a Game of Thrones fragrance, but something perhaps inspired by the women in the show.”

Another opportunity area that Costos is focusing on now is gaming.

HBO made its first move in this direction in February with the soft launch of a social game developed by Disruptor Beam, “Game of Thrones Ascent.” “Ascent,” which is available on Facebook and gaming site Kongregate, unites the story of the books and TV series in a strategy game that lets fans battle for control of the throne. In May, HBO teamed up with social game developer Zynga to expand the game onto additional platforms.

A massively multiplayer online game is also currently being developed with Big Point, and Costos says HBO is also considering other gaming extensions including land-based slot machines, as well as mobile and computer games. HBO hasn’t overlooked traditional gaming either; a role-play board game from Fantasy Flight is set to debut at Target this summer. The partnership between HBO and Fantasy Flight is actually a spin-off of an existing licensing agreement with Martin for board games based on the book series.

Working with existing franchise partners gives product continuity—something that is important to hardcore fans, says Costos.

“There was a following before the show became an HBO sensation, but we also have new fans that entered the franchise through the series,” he explains. “Continuing existing partnerships

gives fans the choice of products based on HBO’s vision or based on what George [Martin] imagined when writing the books. I think big fans will probably want both.”

A similar arrangement with Jalic for prop replicas saw a new range of swords and armor based on the TV series arrive on shelves in April, alongside previous releases that were created in collaboration with Martin.

As with any fantasy franchise of this caliber, collectibles have played a large role in the program from the beginning.

Following the success of the first season, HBO tapped Dark Horse in 2012 to create a full line of collectible statues, busts and replicas that the company continues to add to with each new season. The next release will be a collection of 7-inch, partially articulated figures arriving this holiday season.

Adding to the collectible lineup is a partnership with Factory Entertainment for plush, pillows, prop replicas and sculptural miniatures that will begin arriving on shelves this summer, as well as a continued partnership with Chronicle Books for a second volume of the show’s behind-the-scenes art book. Covering seasons three and four, the book will arrive on shelves in fall 2014.

While HBO handles most of the domestic licensing for the property, the studio has appointed Bradford Licensing as Game of Thrones’ international agent. Key merchandise markets are already established in Spain, the U.K., Germany and France, and Bradford is looking to expand, especially in territories like Brazil where the series is already popular.

For Costos, the licensing of a brand like Game of Thrones has less to do with revenue and a lot do with creating a community.

“Our goal is to find partners that want to make quality products that resonate with fans and generate marketing, publicity and create a buzz,” he says. “Some products are invaluable in creating an extra marketing extension and keeping fans interested when we’re off the air. Fans use these items to interact with the brand when we’re dark for nine months, and then we can use that leverage when we come up on the new season.”

The strategy seems to be working. With season three debuting to record ratings and a fourth already in the works, “Game of Thrones” looks set to continue its reign, both on-air and in stores. ©



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Discovery Communications is growing its program for Animal Planet to further meet the needs of all members of the family.

By **Barbara Sax**

This year has been a standout for Animal Planet. With 20 returning series and exciting, new, brand-defining content, the network posted double-digit gains over last year and is poised for another record-breaking year in 2013.

As a network that reaches millions of consumers, has 10 million likes on Facebook and connects with pet owners and animal lovers daily via multiple touch points, Animal Planet has evolved from a television brand to a trusted authority on pets. It has also evolved into a powerful brand.

“People really relate to animals,” says Elizabeth Bakacs, vice president, licensing, Discovery Communications. “Viewers love the range of offerings on Animal Planet, from cute kittens to wild animals, and they are drawn to the lively and unexpected interactions among animals on our shows.”

Consumers have also been drawn to ever-growing list of products

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across a number of pet categories that wear the Animal Planet name. Extending the brand to licensed pet products has been a winning strategy with enormous potential.

Data from the American Pet Products Association shows that spending on pet products grew 4.7 percent in 2012 to \$53.33 billion, up from \$50.96 billion in 2011. The APPA projects a steady 4.1 percent growth rate through 2013, with more than \$55.5 billion in overall pet spending.

Animal Planet has been licensing the brand to a growing line of quality pet products designed to ensure pets everywhere live long, healthy and happy lives since 2009.

“We wanted the brand to stand for functional items that provide good quality at a good value,” says Bakacs. “By extending our brand to pet products, we can have a deeper relationship with our viewers and provide them with the information and products they need to keep their pets healthy and happy.”

The line began with pet beds, blankets, toys, stairs, feeders and fountains and set to grow considerably with new launches and new channels of distribution. When launched, Animal Planet branded products were in 7,000 doors. Four years later, the brand can be found in more than 16,000 locations across a variety of retail categories. The products are now sold at mass, mid-tier retailer accounts and Macy’s. Top e-tailers like Wag.com also carry the products.

The Animal Planet line is significantly expanding its pet product offerings across a variety of categories. “We believe that any products we introduce should create an opportunity for engagement between pet parents and their pets,” says Bakacs.

Bakacs said that Animal Planet carefully vets its partners, with Premium Pet Health serving as an ideal partner. Together, the companies are launching a complete line of Animal Planet dog treats made with 100 percent real meat, fruits and vegetables. The products are all-natural and grain-free and produced in the U.S.

The brand has also partnered with FoodScience for a line of pet supplements. Sales of pet supplements are expected to reach \$1.6 billion by 2015, a 27 percent increase from 2010, according to a recent study from Packaged Facts. An aging pet population and recommendations from the veterinary community are fueling the increase. Packaged Facts

also says that pet owners like the relative affordability of nutraceutical treats as a mode of “functional pampering” during the down economy. The new Animal Planet line includes four supplement formulas (joint health, skin and coat, calming and multivitamin) for pets.

After launching a line of wet grooming products in 2012, Animal Planet will debut dry grooming products this summer. The new seven-product line, which includes five ergonomically-designed brushes, a detangling comb and nail clippers, is designed to provide maximum comfort for pet and groomer. The new products complement the existing shampoo, conditioner and detangler to provide a full line of pet grooming products pet owners can trust.

The core assortment of toys, beds and blankets is also being updated this year.

“We’re using a wide range of materials, including Sherpa and fleece, in designs that take their cues from fashion,” says Bakacs.

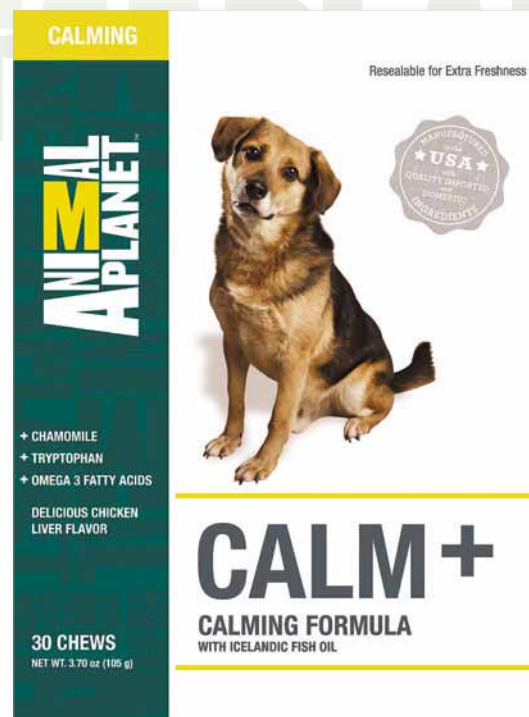
The successful pet costume category will also get a number of new introductions.

“California Costumes is our licensee, and they have created a range of adorable costumes in four sizes to fit dogs from Maltese to retrievers,” says Bakacs.

The four new designs, which include a praying mantis and clownfish costume, retail from \$14.99 to \$39.99.

Each of the new products is designed to promote interaction between pets and humans.

“Pet parents see their pets a part of the family,” says Bakacs. “Our products are well designed and offer good quality at a good value. They are products that are good for you and for your pet.” ©





BLE'S NEW LOOK

Europe's largest annual licensing event is gearing up for the biggest show yet.

Brand Licensing Europe is just around the corner, and this year's event promises to be larger and more impactful than ever.

The 15th annual event will be held October 15-17 at London's Olympia exhibition hall. BLE brings together retailers, licensees and sales promotions professionals with more than 280 top tier brand owners, enabling attendees to revisit hot brands and discover up-and-coming properties.

The 2012 event reported the most visitors to date, with an increase of 23 percent in total attendees, 14 percent more retailers and a rise of European attendance by 17 percent over 2011.

Plans are underway to build upon the success of 2012.

"With four months until BLE 2013, we are beginning to see exhibitor plans taking shape within the clearly defined new areas on the show floor," says Darren Brechin, event director, BLE. "All

the work we are doing promises a rich visitor experience with the show more easily navigable and each exhibitor group now able play to their strengths."

New Show Floor

This year's BLE has several innovations, the most exciting being a re-merchandised show floor. The new layout, which divides the floor into three distinct categories (Brands; Art, Design and Image; and Character and Entertainment), is a direct response to the show's growth and will broaden both the scope of brands exhibiting and the number and diversity of attendees.

The re-merchandised floor will find Character and Entertainment exhibitors on the ground floor of Olympia's Grand Hall, while the Brands section will move up to the newly renovated Upper West Hall. Art, Design and Image exhibitors

will occupy a dedicated area on the Gallery level. Each of these designated areas will have differentiated branding and added access points—there are two new staircases that will connect the center of the show floor to the West Hall and Gallery.

The added features will also create focal points for new areas: The Brands Bar and Meeting Place, The Brand Experience Theatre and an Art and Design café.

Perhaps most important of all, says Brechin, is the tailored marketing program that the BLE team has designed to create awareness around the new floor features in order to reach a wider and more diverse audience than ever before.

“Last year nearly 10,000 people walked through the doors of BLE, and we feel this is absolutely the right moment to separate the show into vertical areas to make it easier for visitors to find the companies they want to see,” says Brechin. “It also allows us to drill down into these sectors to attract new visitors and exhibitors. By diversifying what is already there, we can continue to grow and to serve the industry by attracting even more properties and engaging new retailers, licensees and sales promotion professionals in the world of licensing.”

And exhibitors are agreeing that this new layout is a positive change.

“When Advanstar (the parent company of BLE) explained to us the strategy to create a special space for Brands, we immediately felt this was a great opportunity,” says Christine Cool, senior brand manager, Chupa Chups. “It allows us to make a clear brand statement in a visible environment together with other brands, setting us apart from the more kid-oriented character properties. For Chupa Chups BLE is the perfect platform to connect with retailers and licensees from many countries and the new structure will no doubt contribute to the further growth of what is already the licensing event of the year in Europe.”

Who Will Be at BLE?

New exhibitors announced for 2013 include Discovery Enterprises International and WWF U.K., which join Adidas Italy, Alchemy Licensing, Battersea Dogs and Cats Home, Beanstalk, Chupa Chups, Dorna Sports, NBA Europe, Performance Brands and Route 66 Licensing in the new Brands area.

Character and entertainment licensing will be represented by some of the biggest names in the industry including Aardman Rights, Disney Consumer Products, DreamWorks Animation, Hasbro Brand Licensing & Publishing, ITV Studios Global Entertainment, Mattel Brands Consumer Products, Mind Candy, Nickelodeon & Viacom Consumer Products, SEGA, Walker Books



and Warner Bros. Consumer Products alongside the leading agencies in the European licensing business. Making their

debut in this area are Character World, Jast Company, Random House Group, Rovio, StudioCanal, The Copyrights Group and The Pokémon Company International.

Art, design and illustration exhibitors include April Rose Illustration, Fatina Dreams, Helz Cuppleditch, Kate Knight and Two Little Boys. Look out for new exhibitors including Nia's World of Art & Design, Belle and Boo, Budi Basa, Petite Frite for Kids, PIM Pimlada and Wide-Side.

Brand Licensing Europe is a comprehensive destination for the inventive and authentic world of heritage and museum licensing. This year will be no exception and new exhibitors such as the National Portrait Gallery and the National Museum of Northern Island will join long-standing exhibitors such as Victoria & Albert Museum, The Royal Opera House and The Science Museum Group.

Retail Mentoring Programme

BLE will again bring back its Retail Mentoring Programme, which educates buyers from leading retailers on the complexities of the licensing industry. During the Programme, retail buyers take part in workshops and seminars, shadow a licensor and ultimately attend BLE to apply what they have learned.

The 2013 program launched in May with 50 buyers from the U.K.'s largest retailers such as Boots, BHS Limited, John Lewis, Lakeland, New Look, Sainsbury's and Tesco.

“Retailers see the value of licensing very clearly. Understanding our business helps them to make stronger decisions, so they are keen to help junior buyers and buyers who are new to licensing get to grips with the way the licensing industry works,” says Brechin.

“We have joined the Programme as BHS Childrenswear is looking to increase its mix of licensed product,” says Caroline Scott, senior buyer, children's nightwear, BHS. “It is, therefore, important that there is a greater understanding of licensing at all levels to ensure we ultimately buy great licensed product.”

Other Offerings

Once again, BLE will host its popular Licensing Academy seminars, sponsored by *License! Global*. Nine seminars will be offered over the three-day event, giving attendees the opportunity to glean insight from industry experts on a wide range of topics.

The Advice Centre will also be featured at BLE, and is populated by companies offering licensing industry-specific services.

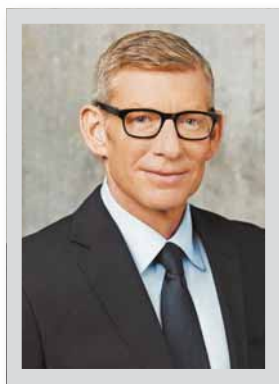
Registration for this year's event is now open. For more information, visit www.brandlicensing.eu. ©

beyond the basics



ABC's franchise management team is tapping into the essence of its top shows to create innovative brand extensions that build engagement off-screen.

By **Nicole Davis**



Adam Sanderson, senior vice president, franchise management, Disney/ABC Television Group

From fairy tale princesses and Washington powerbrokers to scheming socialites and dancing football players, ABC certainly isn't lacking for licensable material.

The challenge comes in translating the diverse roster of characters and content from shows like "Once Upon a Time," "Revenge," "Castle" and "Dancing with the Stars" into products that resonate with fans.

Rather than simply rely on the traditional lineup of products, ABC's franchise management team has set out to create customized programs that embody the unique personality of each of their top properties.

"Over the past several years we've been evolving our approach to managing the business around our TV shows," says Adam Sanderson, senior vice president, franchise management, Disney/ABC Television Group. "We look for ways to deepen the show's connection with fans. Once we have a grasp on affinity drivers, we craft a plan to extend the show off-air. Our goal is to stay true to the show's essence."

For example, while the dance and fitness categories are clear opportunities for the reality competition series "Dancing with the Stars," Sanderson and his team have

found that what really appeals to fans of the show is the idea of transformation. Viewers tune in season after season not only to see the fabulous costumes and famous faces, but also to watch real people struggle to learn a new skill and oftentimes make over their physical appearance in the process.

Understanding these deeper “affinity drivers,” allows Sanderson and his team to create truly unique products that give viewers the chance to interact with its brands outside of their living rooms.

For “Dancing with the Stars” those extensions have taken the form of live experiences that allow fans to not only see the show and its stars in person, but also kick start their own transformations.

A series of themed cruises, developed in partnership with Holland America, feature dance lessons for guests alongside a professional show and meet-and-greets. In addition to the six themed cruises that will set sail this year, every Holland America ship is also offering a Dancing with the Stars lessons, complete with a dance-off. At the end of the year, one champion couple from each ship will go on a special cruise and compete for their own mirror ball trophy.

With two seasons a year and two episodes a week, as well as strong website traffic driven by online voting, the brand has a huge audience that is hungry for more. So it’s no surprise that the cruises are only part of a well-rounded program for the show, which just wrapped up its 16th season.

In addition to a live Vegas show and a huge opportunity for fitness product that includes apparel, footwear and the No. 1 fitness DVD franchise in the U.S., Sanderson and his team are also tapping into the show’s element of physical transformation with what will soon be a head-to-toe glamour range. Having already launched a line of DWTS formalwear, ABC is now planning a cosmetics line from Stila that will hit stores in September, new collections of gowns and cocktail dresses, a jewelry range that includes both fine and fashion pieces from the HNJ Group set to debut for the holidays and art collector’s jewelry from Kate Mesta.

Fashion and beauty extensions are a natural fit for many of ABC’s brands, with shows like “Revenge,”



“Scandal” and “Nashville” appealing largely to females. “Beauty is a category that we know women spend against, and many of our shows have a high affinity among affluent women,”

says Sanderson.

And Sanderson and his team are playing on that affinity to bring these shows to shelves.

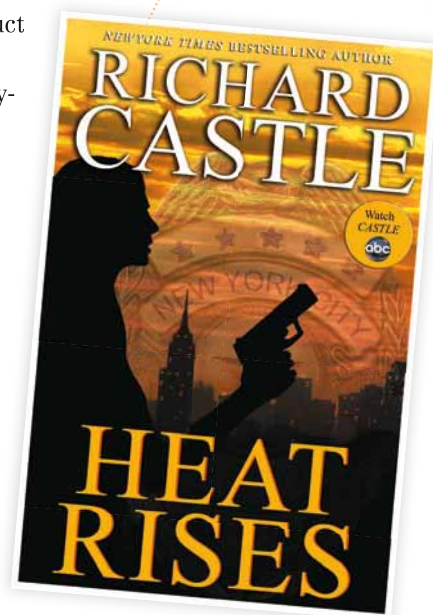
Network newcomer “Revenge,” which just closed out its second season, already saw a successful fine jewelry extension last year with Helzberg Diamonds—a capsule collection that was based on the show’s double infinity symbol. Now ABC is set to launch a fragrance for the brand at a major U.S. retailer this month and has a cosmetics line in the works.

The essence of the Revenge brand, which is based on the elements of intrigue and luxury that permeate the show, also lends itself to extensions outside of the beauty realm. Later this year, Foley Wines will launch the Vintage Revenge collection featuring both red and white versions.

Two other new series—“Scandal” and “Nashville”—look set to follow the “Revenge” route with plans in the works for product that will bring the unique essence of each show to beauty and apparel. For “Scandal,” which is poised for expansion after a very successful first season, this will likely take the form of a fashion collection inspired by the main character Olivia Pope. For “Nashville,” product will be rooted in music, with Sanderson seeing a lot of potential in the show’s country-meets-rock ‘n’ roll vibe.

But then there’s “Castle,” the network’s quirky “whodunit” series, which requires a wholly different approach. Featuring NYPD Detective Kate Beckett and her unlikely sidekick, mystery novelist Richard Castle, Sanderson and his team took a different tack with the cop show.

They brought the writer Castle to life, on the printed page at least, with a series of mystery novels under the character’s name (complete with fictitious bio) that have all become New York Time’s best-sellers. The sixth book in the series, which is published by Disney’s Hyperion Books, is





set to hit shelves in September.

As a complement to the books, ABC has also developed a line of coffee for the brand, inspired by Castle and Kate's morning ritual in every episode. The line, created in partnership with White's Coffee, features a range of blends with names like Brewing Storm and Morning is Murder.

Another series of unusual extensions (for ABC at least) have come out of the reality series "Wipeout" and "Shark Tank." ABC tends to skew adult and as such, so has its licensing. But for these shows in particular, a younger audience share has opened up a whole new genre for the network-kids' licensing.

The group is now building a full-fledged kids' program for "Wipeout" geared to boys ages 6 to 11 that will include toys, games, water activity items, health and beauty products and apparel.

Kids drawn to "Shark Tank" got a treat on May 17 when Dr. Doofenshmirtz from the Disney series "Phineas and Ferb" made an appearance on the show. The animated character, who creates new

contraptions in every episode, got the chance to pitch his ideas to the "Shark Tank" judges, and brought in some of the highest ratings the reality show saw last season.

This crossover between a kids' animated series and an adult reality show is just one example of the innovative new devices the ABC team is using to extend its brands. As part of the Disney family, which also includes Marvel and Lucasfilm, the opportunities for such synergies abound.

The team has tapped Marvel Press to create graphic novels for both "Castle" and "Once Upon a Time."

"Once Upon a Time," a live-action drama that follows a group of fairy tale characters who live in the real world, is perhaps one of the best examples of the symbiosis that exists between the different members of the Disney family. Not surprisingly, the licensing program for the TV show is being managed by Disney Consumer Products in collaboration with the ABC team.

"The series is grounded in fairy tales and fairy tale characters, and DCP is a best-in-class organization for bringing that to life," says Sanderson. "This is a really epic series with very rich storytelling, classic characters and a beautiful setting, so I'm very bullish about it—the entire ABC team is."

As the series preps for its third season, Sanderson is looking to bring this fantasy world to viewers with product that translates the aesthetic of the show into everyday fashion pieces.

"We don't just want to do an Evil Queen costume, we want to take it a step further with a good vs. evil collection for example, or a line inspired by Storybrooke, where the show takes place," he explains. "We love the two worlds. There is a great opportunity there to blend the real world and fantasy and do something interesting."

The idea of blending those two worlds is already taking shape in two new jewelry collections created in partnership with Virgin, Saints & Angels, which feature everyday pieces inspired by the characters Snow and the Evil Queen. And with a spinoff series based on Alice in Wonderland planned for next season, it looks like there will be plenty more opportunities for Sanderson and his team to build the Once Upon A Time franchise.

A second new series that ABC has slated for next



fall will also create an opportunity for ABC to capitalize on its role as the TV partner of an entertainment powerhouse—“Marvel’s Agents of S.H.I.E.L.D.”

The live-action series is already creating buzz, and if the success of other Marvel ventures is any barometer, “Agents of S.H.I.E.L.D.” is sure to be a licensing bonanza.

“Marvel characters are a huge opportunity inside our company, and having a weekly presence will be a great benefit,” says Sanderson.

Marvel will take the lead on the licensing for the show, with ABC collaborating, much as it does for “Once Upon a Time.”

Regardless of the property, whether it’s fantasy, drama or reality, ABC’s goal is the same—to create tailor-made products centered on the core attributes that draw viewers to its shows in the first place.

This approach has led to an ever-growing roster of product that is helping the network create a firm presence for its brands well beyond the confines of the TV screen. ©



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Licensing with a Message

The Captain McFinn property looks to tackle the issue of bullying through an education-based licensing franchise.

By **Barbara Sax**



Bullying has been a buzzword over the past few years. Parents are increasingly concerned with how to stop bullying in schools. But what if you could stop bullying before it even started by reinforcing caring behavior so children were motivated to behave kindly toward each other?

That's the mission of an animated shark named Captain McFinn. Created for pre-kindergarten to second grade children, the character was introduced in 2006 as part of a positive childhood development program that takes an innovative, proactive approach to bullying.

"The creator, Phyllis Cafaro, wanted to teach children about bullying, but in a way that focused on helping children form a positive identity so they would not engage in bullying and would give them tools to prevent them from being bullied and to stand up to bullies if someone else was being threatened," says Liz Shaw, principal, Liz Laine Reps, a consultant to the brand.

The franchise's goal is to educate through entertainment. The lead character, Captain McFinn, is a Blacktip reef shark who was the biggest bully on Sand Dusty reef until his Undersea Friends showed him the virtues of helping and caring for others. Now McFinn

and his pals roam the seas spreading the word that by working together and taking responsibility for their actions and their environment, children can make the world a better place.

Cafaro wants Captain McFinn and Friends to inspire children to make a difference by doing their very best. The Undersea Friends star in a series of four books with story lines designed to show kids how to respond to situations. The stories are also available in iBook versions. The Captain McFinn website includes games, activities and animated shorts that reinforce the positive messages.

The brand is education-focused and the Captain McFinn educational outreach program, created by accredited educators, gives teachers everything they need to create safe, caring classrooms. S.H.A.R.K. Patrol (which stands for Students Help Achieve Respect and Kindness) is designed to promote positive childhood identities by fostering kindness and good friendship.

Using the Captain McFinn and Friends characters, the program engages students with fun, hands-on activities that discourage bullying while strengthening positive relationship skills. Hand puppets, games, stickers and posters are available to help get the message out in an entertaining and engaging way. A second-edition teacher's resource guide that includes detailed lesson plans with creative classroom activities, discussion questions and reproducible worksheets, will be available this summer.

"We're finding that it's difficult for teachers to reinforce good behaviors in the classroom without the proper tools, so there's enormous potential for the program," says Shaw. "The program is very positive without being preachy, so it serves a niche that has been previously unaddressed in the market. Instead of a message that focuses on what not to do, we focus on asking kids who they want to be, what kind of person they want to become."

Take-home activities children can do with their parents ensure that the message doesn't get left at school.

In early June, a stand-alone animated appisode, co-produced by Renegade Animation and Futureman Digital, will be available. The animated short with interactive elements

is based on the *Legend of Captain McFinn* book. Two new CDs have also been released in time for Licensing Expo. "All Around the World" is a collection of fun, upbeat songs that echo the themes of respect, kindness and caring.

All songs feature the character Coral Rose, a princess whose throne sits on a coral reef. Coral Rose travels the world following the pull of the tides in search of coral reefs that need her healing powers. A live-action music video with integrated animation will support the CD.

A second CD, "Rocking the Clubhouse," will also debut at the Expo. The new CD will tie in to a mall-based program now in development. Onsite mall events are being developed to take the program into communities.

Stedman Graham, long-time partner of Oprah Winfrey, is working with the McFinn creators on a new positive identity program targeted to school-age children. The program is currently in development.

The creators of Captain McFinn and Friends will be looking at new licensing partnership opportunities at Licensing Expo.

"We'd love to see an animated TV series," says Shaw. "The characters could translate to a wide variety of merchandise, from t-shirts and school supplies to toys." ©





THE GAMING EXPLOSION

***License! Global* takes an in-depth look at how interactive properties are expanding to mean more to product programs and how the category has become bigger and more lucrative than ever.**

By **Amanda Cioletti**

The interactive space, in all of its iterations—be it in the form of mobile gaming apps or standard console video games—consistently innovates, offering a wealth of opportunities for licensees and licensors to capture and capitalize at retail.

Gaming has evolved beyond a token toy line and peripherals to become a major category in its own right. It's no longer just an extension to a property or the support for a product, it's the entertainment, lifestyle tentpole on which the franchise resides.

"The interactive/gaming space is simply the entertainment space now," says Cindy Chau, licensing manager, SEGA of America. "Thanks to the rise of mobile gaming and downloadable games, the gaming audience has grown significantly. This ubiquity of gaming in the current era will only strengthen and expand the breadth of consumer product support."

While it may seem like the blockbuster movie or children's network television series tends to dominate the consumer product landscape, increasingly it is becoming more common to see a mega-hit video game getting equal space on the retail shelf. And with digital game sales growing year-over-year by as much as 33 percent in the U.S. and Europe, and with expectations for the China market to grow 10 percent each year (according to The NPD Group), the sector is one that deserves careful consideration by all retailers, manufacturers and IP owners.

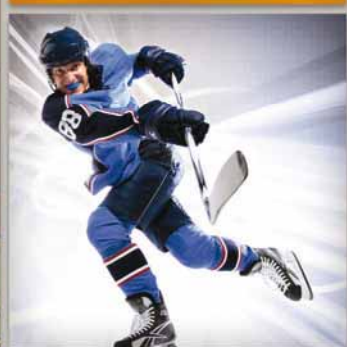


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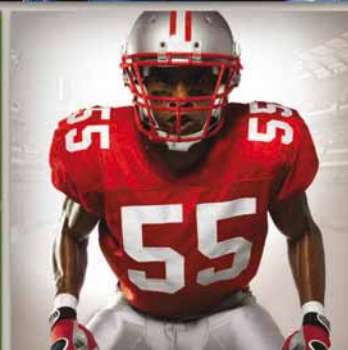
North America - Alexander Lee, alexlee@ea.com, 650 628 3864

Europe - Stephen Wanigesekera, swanigesekera@europe.ea.com, +44 7743 853746

Plants vs. Zombies & Bejeweled:

Brennan Townley, brand_licensing@popcap.com, 206 316 5464

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“Video games are bigger than ever, and that is something retailers are really waking up to,” says Tony Key, senior vice president, sales and marketing, Ubisoft. “They are now major entertainment brands, and we are really preaching to retail about the opportunities that surround brands the size of ours.

When we do more than a million units in the first week of sales of a game—which is very common—that is the equivalent to a \$60 million movie opening. It’s an indication that we should be doing the same type of merchandising that the studios do.”

It’s true—huge video game and mobile app sales are beginning to drive entertainment and cross-over into other genres such as film and television with more and more frequency. Even the games themselves have evolved to become cinematic masterpieces, with

production budgets rivaling the largest Hollywood tentpoles.

Ubisoft has devoted an entire business unit (Ubisoft Motion Pictures, which launched in 2011) to film development and is partnering with studio New Regency for a movie based on its Assassin’s Creed and Tom Clancy’s Splinter Cell franchises, tapping actors Michael Fassbender and Tom Hardy to star, respectively.

Ubisoft also has television deals in place for its kids’ franchise, Raving Rabbids. Nickelodeon has the global broadcast rights to the series and will bring it to television screens around the world. Initially launched in 2006, the Rabbids games have sold more than 40 million units worldwide and have roaring support on social media. More than 70 episodes of the new Nick series have been placed already. The series, says Key, will also generate a wide range of opportunity for Ubisoft, with a string of partnerships for every major category including apparel, accessories, toys, back-to-

Innovations in Hardware Mean More Games and Products

In the immediate future, gaming—whether mobile or console—and the properties that surround it are about to get even more attention, thanks to three new hardware releases.

Nintendo was the first to launch its new console system, Wii U, in November 2012. The system moved more than 400,000 units in its first week.

Sony will unveil the Playstation 4 this holiday season, its first new console since 2006. The new system is described as more “gamer focused,” enabling the user to play when, where and how they want, and will incorporate personalization and deeply integrated socialization into the hardware, along with second-screen capabilities, cloud technology and touch screen abilities on its controller.

Microsoft announced its Xbox successor, Xbox One, last month. The system, which will be available later this year, is platformed on television interconnectivity, and will build



upon its all-in-one system. The new system allows for the user to seamlessly transition between multimedia platforms. Along with its release is also a host of exclusive games, many of which are massive sellers including

Activision’s “Call of Duty: Ghosts” and EA’s FIFA, Madden, NBA Live and EA Sports UFC franchises.

The new movement of social interconnectivity for gaming companies speaks to a larger gaming experience that CBS Consumer Products predicts to be the wave of the future for both sides of the product coin.

“As the consumer becomes more sophisticated, what he or she really wants is an experience that is tailor-made. They want to play a game where they want it, on whatever device they want to, at any time of day—and we as licensors need to be able to deliver,” says Liz Kalodner, executive vice president and general manager, CBS Consumer Products.

To satisfy its core fan, CBS CP is taking its Star Trek franchise and extending it across every aspect of gaming, from console games to online slot-based games to non-wagering massively multiplayer online games with a slew of product to complement.



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school and more.

Microsoft is also getting in on entertainment production with the launch of the Steven Spielberg-helmed, live-action Halo television series. The show will presumably be executive produced by Spielberg and co-produced by Halo developer 343 Industries.

Apps are also a great source for film and TV, such as the overwhelmingly successful “Angry Birds” game from Rovio, arguably the app that launched the entire mobile gaming phenomenon in 2009. Angry Birds will hit the big screen in 3D in 2016, with a distribution deal with Sony Pictures Entertainment. This is Angry Birds’ first foray into feature films, and follows “Angry Birds Toons,” an animated web series that debuted in March.

These collaborations for film and TV are drivers, then, for equally as large and supportive licensed consumer products, perhaps just as massive as major blockbuster film programs, and are no longer relegated to the realm of mere support.

“Traditionally we would go out and make a deal with a studio to make a video game to push their movie, and that was a big part of the business. But now, ironically, it’s the other way around,” says Key. “The game is no longer a secondary item after the movie or toys, it’s actually the primary entertainment cornerstone of the entire program.”

Ubisoft has Assassin’s Creed deals in place with best-in-class global partners, including novels with Penguin, figures from McFarlane, apparel at retailers such as Walmart and even niche halo programs such as a deal for a limited edition Assassin’s Creed sneaker with adidas, designed by Washington Redskins player Robert Griffin III.

The allure to extend an interactive property includes classic gaming franchises as well.

Consider SEGA’s enduring Sonic the Hedgehog property. For more than 20 years, Sonic has held a place at retail, selling more than 75 million games and earning the title as one of the world’s first video game icons. The Sonic property has emblazoned mobile games, animated series, promotions and a wide range of merchandise around the world,



blurring the lines, says Chau, between product and IP.

“We’re living in a time where it’s difficult to separate between consumer product programs and brands. Everything is connected and should complement each other. That goes down to content vis-à-vis TV and gaming to various merchandise in stores,” she says.

That line is also blurring between the core product—the game—and the consumer product program extensions.

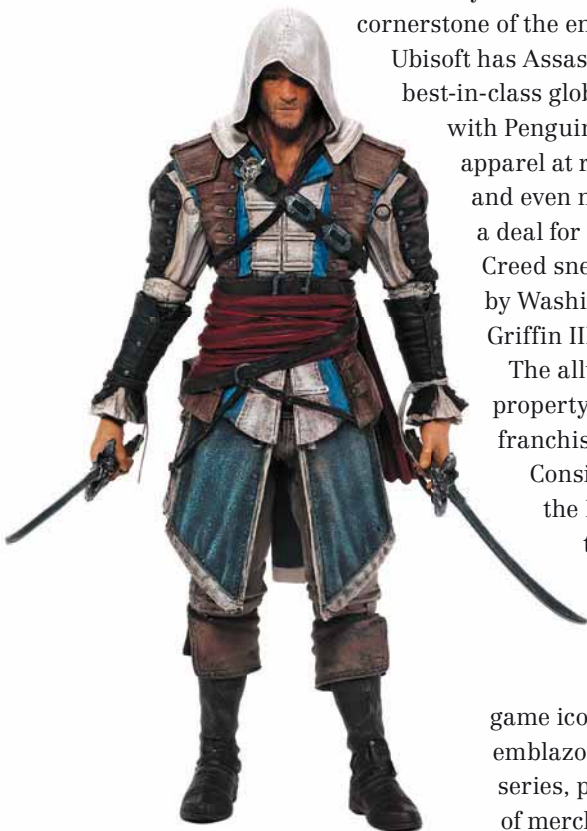
“I’m always trying to differentiate from apps and app licensing programs,” says Brennan Townley, director, brand licensing, PopCap, a division of Entertainment Arts. “Harry Potter is no longer just a book and Super Mario is no longer just a game. Research is showing that kids and adults are spending more time looking at their mobile phones and tablets than at their TVs or at movies. Entertainment is becoming so on-demand that you can’t rely on a television screen or theater to reach your audience.”

For PopCap, it has a major hit with its “Plants vs. Zombies” game. The PC-originated property is playable across multiple platforms including console and mobile, and PopCap launched a Facebook game, “Plants vs. Zombies Adventures,” last month. “Plants vs. Zombies 2” is due to hit the market in July.

Townley calls the PvZ property PopCap’s top priority, and one in which product must equal the quality of the game experience.

“We focus on two things: making sure that the product matches the quality of the games, and that the product is authentic,” he says. “I would not be doing PopCap or EA a service if I put out a less than stellar product. The days of logo slapping are done. People are becoming more and more sophisticated and not as likely to wear their favorite movie logo on a t-shirt. You have to be in-the-know with products.”

For PvZ, licensees include Bioworld for apparel and accessories, MJC for adult sleepwear and accessories and LF USA for children’s sleep and swimwear. For toys and collectibles, Jazwares, Funko, Epic and Gaming Heads are on board, while in the publishing



and stationery category are Trends International, GB Eye, Walls 360, Penguin and HaperCollins Publishers. USAology and Incogneato will make board games and costumes, respectively.

Additional top-tier priorities for PopCap include its “Bejeweled” game, for which board games from Hasbro are on deck, as well as new property acquisitions, either re-invented classics or new IP.

Other major interactive games that are crossing over into the consumer product space include game developer Mojang’s Minecraft property. The publisher tapped Jazwares to develop a full line of Minecraft action figures, plush and paper craft items timed to hit retail during the holiday season.

Outfit7’s “Talking Friends” app, which hit the billion download mark this month, is also continuing to extend its mobile game to products with new extensions, teaming for classic categories as well as with innovative partners such as the NBA and Europe’s major soccer teams.

“We consider the emotional attachment to our loved brand to be quite unique in the mobile world, where they were initially born. The ardent affinity is therefore key for our licensing and merchandise partners,” says Samo Login, chief executive officer and founder, Outfit7.

Konami is continuing to carve out a presence at retail for its Metal Gear Rising property, with a robust range of product for categories including apparel, accessories, headsets, gift and novelty, candy, posters, soundtracks and a strategy guide. It also has a more focused program in place for its Castlevania property,



which speaks to its tighter brand strategy. Since the game skews darker and more gothic, the product program will include a more precise range of goods in categories such as apparel, accessories, posters, soundtracks, gift and novelty and a strategy guide.

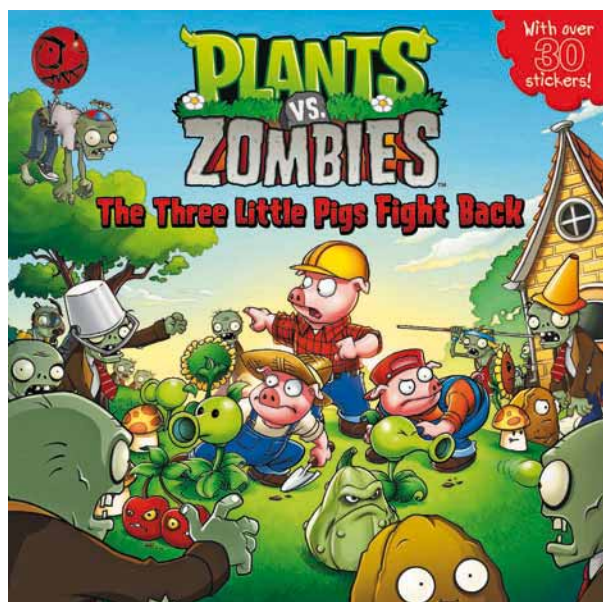
Another franchise that has skyrocketed and converted its popular game into a successful lifestyle consumer product program is Activision’s Skylanders property. While it has yet to morph into traditional entertainment, it does have an entire range of product at retail and is only growing in size and scope. Perhaps we’ll see it on screen soon.

It’s just a matter of time before other popular apps such as Imangi Studios’ “Temple Run” or Halfbrick Studios’ “Fruit Ninja” get an entertainment component as well, in addition to the product programs already in place.

On the flip side, the interactive space is also alluring to classic, physical toys, which are now re-inventing themselves in the digital world, as is Bandai and Sync Beatz Entertainment with its Tamagotchi L.i.f.e. app. Originally launched more than 16 years ago as a handheld electronic toy, the 21st century version of the nurture game is updated for a modern mobile audience. Since its debut early this year, it has achieved more than 2.5 million downloads.

The takeaway, then, foretells that more and more gaming and app properties are going to drive entertainment and consumer products.

“There is going to be explosive growth of video game licensed product programs,” says Key. “People want more of what they love, and that’s what consumer products and licensing brings to them. They want to be immersed in the universe, and we spend so much time creating that universe that more often we are considering consumer products as we design the games so that (product extensions) are more logical and more organic when we bring them to licensees.” ©





After negligible growth in 2012, the world's top 100 brands increased in value by 7 percent this year, representing a combined worth of \$2.6 trillion.

By **Nicole Davis**

Technology is still on top in Millward Brown Optimor's annual BrandZ report of the Top 100 Most Valuable Brands, with the top three brands in the world hailing from that category.

Now in its eighth year, the report ranks brands based on sales performance, predicted future earnings and consumer research.

Despite a somewhat lackluster year, Apple is once again the No. 1 brand in the world for the third time in a row, but Google and Samsung are closing in on the tech leader. Google narrowly ousted IBM for the No. 2 position, and Apple rival Samsung moved up 25 spots with a growth of 51 percent driven by its Galaxy phone, making it the No. 6 top riser of the year.

"Despite a more competitive marketplace and other challengers nipping at its heels, Apple's ability to maintain its No. 1 position demonstrates the value that having a strong brand brings to business," said Nick Cooper, managing director, Millward Brown Optimor. "People still love the brand, regardless of its stock price."

But despite a strong showing by some tech brands, the category as a whole was one of only two that saw a decline in brand value this year (the other was oil and gas). Without the consistently strong performance of Apple and Facebook, the technology category actually declined 1 percent as companies trended toward iteration rather than innovation in response to tough economic times.

TOP 15 MOST VALUABLE BRANDS

Rank	Brand	Brand Value 2013 (\$M)	Brand Value Change vs. 2012 (%)
1	Apple	185,071	1%
2	Google	113,669	5%
3	IBM	112,536	-3%
4	McDonald's	90,256	-5%
5	Coca-Cola	78,415	6%
6	AT&T	75,507	10%
7	Microsoft	69,814	-9%
8	Marlboro	69,383	-6%
9	Visa	56,060	46%
10	China Mobile	55,368	18%
11	GE	55,357	21%
12	Verizon	53,004	8%
13	Wells Fargo	47,748	20%
14	Amazon.com	45,727	34%
15	UPS	42,747	15%

For the complete list of the BrandZ Top 100 Most Valuable Brands visit LicenseMag.com.

The overall outlook is rosy though, with the 11 other categories included in the report gaining ground, as opposed to last year where total growth was less than 1 percent overall. The consumer goods category—which includes apparel, retail, personal care, cars and luxury—saw

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the strongest brand value appreciation as confidence and spending increased.

Apparel grew 21 percent on top of a rise of 13 percent a year ago, and retail showed a strong turnaround, rising 17 percent after posting a 5 percent decline last year.

In other retail news, Amazon surpassed Walmart to become the No. 1 most valuable brand in that category and the 14th overall.

Also of note is Disney's huge brand value increase in the last year. The only entertainment brand to appear on the list, Disney is up 40 percent and rose 17 spots in the ranking to No. 26, likely due in large part to its acquisition of Lucasfilm.

With technology enabling brands to reach consumers anywhere in the world, location is no longer a barrier, and that is evidenced in the presence of brands from fast-growing markets like the BRIC countries, Australia and Africa.

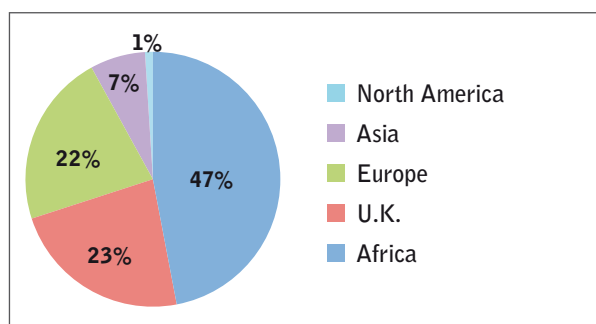
In fact, three of the newcomers to the Top 100—the banks ANZ and Westpac, and the supermarket Woolworths—are Australian brands, indicating the economic strength of that country, which is aided by its proximity to fast-growing Asian markets.

China took an increasingly large share of that Asian market, reflecting the government's drive to develop a consumer society; and while Latin American brands saw a decline, due in part to a struggling Brazilian economy, growth is expected to intensify as the region hosts two global events in the next three years—the FIFA World Cup and the Olympics.

If the BrandZ report shows anything, it's that there is more to a brand than its bottom line. Indeed, in the eight years the report has been in existence the BrandZ Top 100 have outperformed the S&P 500 by a margin of 28 percent.

Reputation has never been more important, with companies like Apple able to stay on top in spite of sinking stock prices because of the meaningful difference the brand makes in its costumers lives. ©

TOP 100 BRANDS BY REGION



The Value of Royalty Audits

Lewis Stark of the firm EisnerAmper discusses the import of royalty auditing and contract compliance to the licensing industry, in particular how to protect intellectual property.



Lewis Stark, partner,
EisnerAmper

Stark specializes in conducting royalty, distribution and profit participation examinations, contract compliance investigations, vendor examinations, financial due diligence and litigation support. His practice encompasses trademark, brand, character and patent licensing as well as vendor, landlord and tenant compliance examinations.

Lewis leads a team of compliance professionals who represent a variety of licensors of intellectual properties such as movie studios, fashion designers, research organizations, technology and pharmaceutical companies, universities, inventors and software developers. His clients also include licensing and talent agencies, video game developers, franchisors, producers, directors, entertainers, athletes, landlords and tenants.

Brand licensing is now a global business What is the impact on IP protection and royalty compliance?

It has made it harder, more complex, more time consuming and costly. IP owners can mitigate the risks associated with global licensing, including problematic manufacturing facilities, agent self-dealings, distribution of unapproved, inferior products and gray market goods, down-market distribution, under-reported royalties and more by actively monitoring the international marketplace and proactively auditing factories, foreign agents and foreign licensees.

What is the best royalty strategy?

By undertaking some reasonable due diligence, licensors can learn how the licensee operates. Licensors should pay particular attention to how product is sourced, packaged and sold, as well as to the limitations of the licensee's accounting and royalty systems, including the common terms their customers require to sell licensed products. On the flip side, licensees should make sure the financial provisions in all agreements make sense and allow for a profitable business without circumventing any provision. Simply put, the best licensor/licensee strategies are based on common goals with clear and consistent two-way communications.

Are the days of a verbal agreement gone forever?

I believe they are gone and for good reason. IP owners understand the value of their trademarks and brands, and licensees have to make substantial commitments. With so much at stake, both parties should understand how important it is to document their agreement. In today's world of e-communication, we advise all parties to follow up by email confirming all verbal accommodations.

What should a licensor expect from a typical royalty arrangement or engagement letter?

Several expectations should be met in the agreement or engagement letter, with clarity of scope (periods

and agreements to be covered) and intent being paramount. The underlying agreement should also address under which professional standard the audit is being conducted, the form of the deliverable, the fee and expense arrangement and how the auditor will assist with the settlement of the findings. Licensors should expect their concerns to be addressed by the auditor and that the auditor focuses on the licensor's goals for the audit, with the aim that their relationship with the licensee be maintained, if not enhanced.

How would you describe today's IP and royalty protections services compared to a decade ago?

There is a greater emphasis on brand protection and mitigating risks. Substantially more resources and data are available to licensors today enabling them to self-police IP. Licensing and royalty systems can automatically identify issues with unpaid or underpaid minimum guarantees, sales of unapproved product, excessive deductions and more. The Internet provides a view into the marketplace, as well. There are a variety of networking groups for licensors where IP protection best practices and information on licensees is shared.

How would you describe today's IP and royalty protections services compared to a decade ago, and what do you predict for the future?

I believe license agreements will expand to include more language that focuses on brand protection, audit rights and reporting transparency, and monetary penalties for non-compliance will be added to agreements. Licensors will require more self-monitoring and self-reporting by licensees, and licensors will also require the use of licensing software and product approval solutions that are compatible with their systems. More data about products, budgets, manufacturers, markets and royalties will be transmitted electronically providing added intelligence. As e-commerce expands, the need for forensic IT auditors will increase. ©

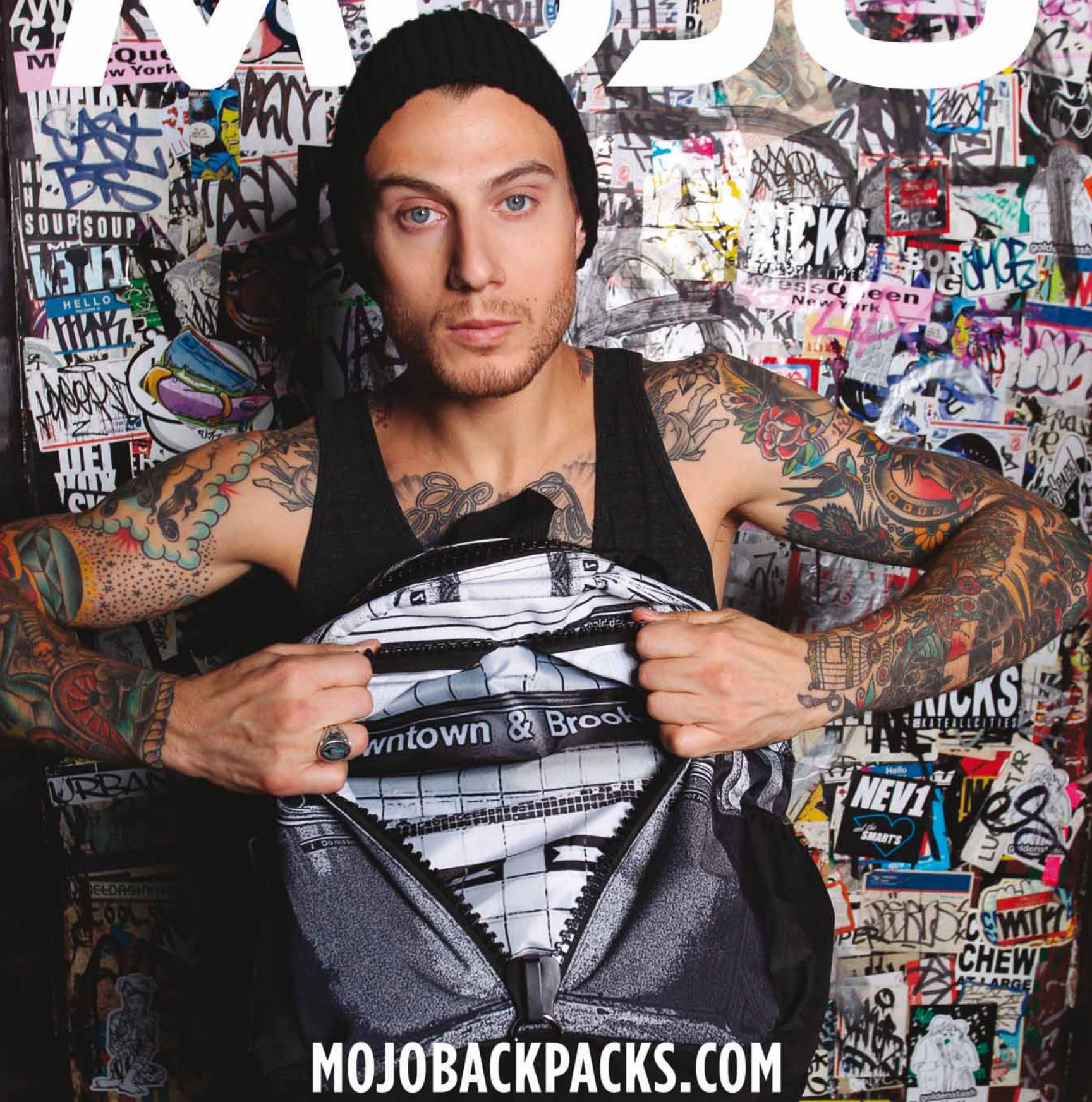


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