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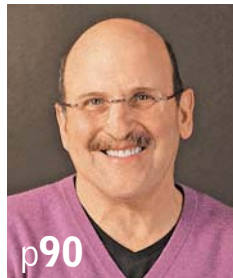
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Debra Joester, president and chief executive officer, and **Joanne Loria**, executive vice president and chief operating officer, The Joester Loria Group





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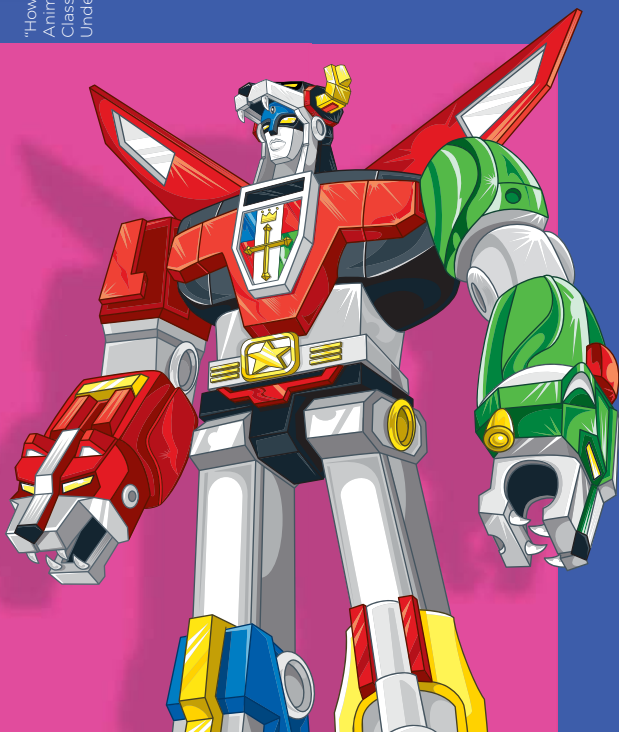




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The Retail Conundrum

As the retail sector continues to evolve, brand licensors have to keep abreast of retail trends in order to maximize all opportunities.



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

Recent business headlines regarding the plight of retail have been more about the changing sector rather than a decline in spending among consumers.

Since the beginning of the year, retailers have announced that they will close more than 2,500 stores through 2015—a trend that CNBC calls a “retail tsunami.” The list includes stores such as Sears, J.C.Penney, Barnes & Noble, Aeropostale, American Eagle, Blockbuster, Coldwater Creek, Loehmann’s, Family Dollar, Office Depot, Staples and RadioShack.

In some ways, the rash of store closings is a market correction from years of over-expansion and retail saturation as much as it addresses the changing shopping habits of consumers abandoning brick-and-mortars in favor of online purchasing. Yet total retail sales are projected to rise 4.1 percent and online retail sales between 9 and 12 percent, according to the National Retail Federation.

Getting licensed products into retail is still as much of a challenge as ever; however, the retailers need licensed merchandise more so because demand for these brands is high. Retailers also need licensed product in order to remain on-trend, drive traffic to stores and e-commerce sites, create marketing buzz, leverage social media and create content.

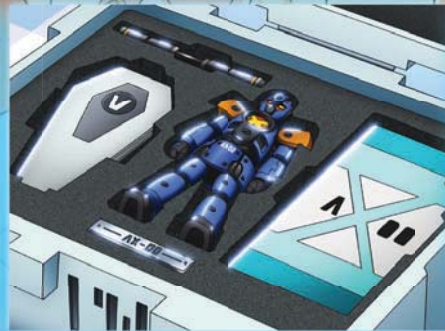
What are some of the top line retail trends for 2014 and beyond, and what are retailers looking for in a licensed brand? Consider the following 10 factors:

- **Personalization**—It’s about communicating to each customer individually based on personal profiles and preferences.
- **Apps**—Consumers want the capability not only to receive personalized promotional info and product suggestions, but also to pay directly from their mobile devices, especially after the retail security breaches from this past holiday season.
- **Same-day delivery**—While delivery by drone is still years away, consumers do want their merchandise delivered fast and they want it for free whenever possible, especially if their order is shipped to the store for pick-up.
- **Shared content**—Retailers can use social media to

create buzz about new products and events.

- **Excitement**—Store events like giveaways or appearances by celebrities or dignitaries create excitement that encourages consumers to plan a store visit at non-peak and on non-sale days.
 - **Pop culture**—The demand for trendy, pop culture merchandise, whether from entertainment or corporate brands, retro or current, is stronger than ever and retailers know it.
 - **Celebrity**—Celebrity brands, like superhero properties, are still popular among consumers, and retailers continue to merchandise these products aggressively.
 - **Exclusivity**—This is still the buzz word that is top of mind among retail buyers because it remains the No. 1 point of differentiation.
 - **Pop-up stores or boutiques**—While they may have peaked in terms of popularity, they remain a viable alternative for certain retailers, specific brand introductions and seasonal promotions.
 - **Direct-to-consumer**—While direct-to-retail deals will still be important, the time is right for licensors to sell more products directly to consumers. This will be a decided advantage for bigger licensors to perhaps open more of their own stores and for smaller brand owners to generate sales and publicity through social media applications.
- The bottom line is that licensed brands remain the most important traffic builder for retailers, despite the fact that retailers are reluctant at times to make a major commitment to a licensed collection. The retail sector is still generating relatively strong sales despite store closings, so consumers are still willing to spend on the right merchandise, which oftentimes are licensed brands.
- While the retail sector may be facing challenges to varying degrees in certain channels, it is also evolving quickly, but that was the case even through the growth years as well. As complicated, confusing and contradictory as retail may sometimes appear, there are still many different ways to navigate the retail conundrum. ©

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What's Next? Next is Now

Brand licensing execs should look to new forms of content engagement for the next big IP.



By **Amanda Cioletti**

The face of entertainment and how it is engaged with is changing. Sure, movies and television drive much of the pop culture we know today, but over the next five years, it's inevitable that the generous lead traditional media enjoys now will lessen and lessen.

Lately, the buzz has been all about the Millennial demographic, and still they are a powerful consumer group not to be disregarded, but as that generation matures, it's time to look to Generation Z—the YouTube generation.

This generation, arguably born in the late 1990s to early 2000s, was born with technology, literally, at their fingertips. Never have they known a world that lacks smartphones, laptops or social media. And never have they known a world where on-demand is not just jargon to sell a product or push a service, it's a way of life.

For Generation Z, the way they consume and engage with content is wholly different than any other generation before them, even the much technologically advanced Millennials. Generation Z is savvy, flexible and quick to absorb, and even disregard, the latest technological breakthroughs. Even their name—Generation Z—is not set in stone.

With this in mind, entertainment, and with that the IP generated from it, is evolving. The YouTube platform, owned by Google (which was just named the most powerful brand in the world—see the story on page 196), is increasingly becoming kid's, tween's and teen's preferred source for content engagement. And the studios are snapping up the companies that organize this content within the platform—Multi-Channel Networks—at exhilarating rates (see the full story on page 134). As these companies become part of larger, more structurally sound corporations, it is only a matter of time before they too become

full-service entities with the ability to not only churn out vast—and we mean vast—amounts of content, but also product programs to accompany. Just look at DreamWorks, which acquired the MCN AwesomenessTV in 2013. The company has now placed James D. Fielding, a Claire's Stores and Disney Store retail phenom, at the helm of AwesomenessTV's newly formed consumer product division. The move is significant and surely illustrates the power these MCNs have and the potential they have for consumer products and at retail—it's infinite.

But it's not just online where Generation Z, and Millennials for that matter, are looking for new content, it's also within the video gaming category.

Video gaming companies are increasing in size, scope and magnitude, churning out blockbuster games that have budgets comparable to major Hollywood blockbusters. These games are gorgeous to look at and are feats of technological advancement—and they also require many hours, sometimes upwards of 50-plus, to play through. That's a lot of time and engagement spent with the average consumer, making video games a smart place for consumer products to then become part of the conversation.

Increasingly so, these video game companies such as Ubisoft (see the story on page 160) are expanding their gaming programs to include alternate forms of content, be it online companion games or full-length motion pictures. The product programs that follow, then, are also becoming more and more robust and more accessible to a wider consumer demographic.

As Licensing Expo season kicks off, brand licensing executives are looking to what's next. And what's next is surely what is now, and that's new forms of content engagement. ©

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Sony Launches Fifth Harmony Licensing

Sony Music Entertainment is gearing up for a major licensing initiative for the “The X-Factor’s” female super group Fifth Harmony. According to Mathew Vlastic, vice president, Sony Music Entertainment, the Fifth Harmony retail and merchandising program will launch this summer and fall with Wet Seal and Mattel.

“Wet Seal will carry a Fifth Harmony collection curated by Ally, Dinah, Lauren, Normani and Camila of Fifth Harmony,” says Vlastic. “The collection will consist of three styles based on each girl’s personal fashion sense as well as graphic tees, jewelry and accessories.”

Vlastic says that Wet Seal will support the line with a variety of marketing efforts. A second collection, which will include denim and wovens, is also being planned.

“We could not be more excited about this program and especially the limited edition collection of merchandise. The Fifth Harmony girls have been amazing to work with and truly represent the Wet Seal customer and all of their various styles and backgrounds,” says John Goodman, chief



executive officer, Wet Seal.

In partnership with Mattel, Fifth Harmony recorded the new Barbie anthem, “With Barbie, Anything is Possible,” earlier this year. Mattel will also debut a full-length Barbie music video featuring Fifth Harmony and a Barbie doll collection that includes five dolls created in the likeness of each member. The dolls will hit retail in the U.S. in time for the holiday season, and expand worldwide in early spring 2015.

“Working with Sony Music on the Fifth Harmony and Barbie partnership has been incredibly seamless,” says Holly Stein,

vice president licensing acquisitions and business development, Mattel. “We have been able to connect the dots between the music, merchandising, publicity and appearances in a way that works for both organizations. Having alignment from the beginning has greatly benefited all aspects of the partnership.”

Vlastic says Sony Music has signed licensing agreements with several licensees including JCorp (apparel), Accessory Innovations (accessories), Brown Trout (posters) and Sky High (back-to-school).

Simon Cowell, creator and judge of “The X-Factor” brought together Fifth Harmony, which is comprised of five female singers—Dinah Jane Hansen, Lauren Jauregui, Ally Brooke, Normani Kordei and Camila Cabello. The group’s debut EP “Better Together” was released last October and hit No. 2 on iTunes. Fifth Harmony has appeared on numerous TV shows and has become popular on social media with more than 135 million YouTube views, 4 million Twitter followers and 3 million Facebook likes in the Q1 2014.

Disney’s Fans Say: ‘May the 4th Be with You’

A clever play on words, yes, but May 4 has become ubiquitous with the Star Wars brand. In celebration of the fan holiday, Disney Consumer Products rolled out new deals, giveaways, exclusives and hosted events.

“Star Wars fans created May the 4th and have made it the pop culture moment it has grown to be,” says Paul Southern, senior vice president, Lucasfilm, Disney Consumer Products. “Now more than ever, due to the tremendous anticipation around ‘Star Wars Rebels’ and *Episode VII*, our ever-expanding team of new and existing licensees find creative ways to get in on the fun.”

New product ranges that debuted include from licensees M&Ms, Vans, Bauer Hockey Masks and Anovos.

From M&Ms, a collection of Star Wars-themed candies and merchandise hit store shelves that feature phrases and characters from the franchise such as Darth Vader and Yoda.

Vans has extended the Star Wars universe to its lines of Classics

and Vault shoes, men’s apparel and women’s accessories with artwork based on the film trilogy. The range is available this month.

Licensee Anovos unveiled its first-ever collection of Star Wars replica costumes that allow fans to dress as Luke Skywalker in his Bespin uniform, Han Solo’s costume from *The Empire Strikes Back* and a full-length Darth Vader costume. The replicas went on pre-sale last month.

Lastly, Bauer Hockey, a manufacturer of ice hockey equipment, launched a series of Star Wars-themed goal masks featuring characters from the franchise. The masks, which show Luke Skywalker, Shock Troopers, Yoda, Boba Fett and Darth Vader, were available last month.



*Adventure Time*TM



SEE STYLE.

Fremantle Reorgs Kids' CP Unit

FremantleMedia Kids & Family Entertainment executive vice president and general manager Rick Glankler has unveiled a new structure for KFE's consumer products division as it continues to grow its global presence.

The new structure creates four key regions—the U.K., EMEA and Australia, the Americas and Asia.

Reporting directly to Glankler, each territory head will have responsibility for managing local agents and licensees in

their markets, allowing them to have a closer focus and to create territory-specific strategies to grow FremantleMedia's global footprint.

As a result of the restructure, the central post of global head of licensing has been closed and Carl Lombard will leave the company.

Additionally, as part of the new structure, Tessa Moore becomes senior vice president of global brand management, while Caroline High has been promoted to

senior licensing manager, U.K. Additional appointments will be announced in due course.

“Since joining FremantleMedia, my goal has been to build our business further by taking our key brands such as Tree Fu Tom and Strange Hill High and turning them into successful global franchises,” says Glankler. “This new structure allows us to be closer to the ground and enables us to better understand local needs as we seek to further grow our international business.”

Pepsi Unveils Football-Inspired Capsule Collection

Pepsi debuted its inaugural Live for Now capsule collection of apparel and accessories at Bloomingdale's flagship store in New York City in May.

Designed to enliven the brand's 2014 football campaign, the Pepsi Live For Now collection features streetwear, accessories and electronics created in partnership with international artists and licensees including Original Penguin by Munsingwear, Del Toro and Bang &

Olufsen.

The collection will be available at Bloomingdale's in the U.S., Colette in Paris and Liberty in London.

An anchor of the brand's The Art of Football program, the collection features distinctive artwork from six of the hottest street artists around the world—the UK's professional doodle bomber, Hattie Stewart; Argentinian urban artist, Jaz; Brazilian illustrator and street artist Ricardo AKN; Spanish-based visual artist Zosen; Merijn Hos, a visual artist from the Netherlands; and Argentinian street artist Ever.

“We were inspired by the link between the sport of football and the world of art—both places where passion leads to great acts of creativity. Motivated by our 2014

global football campaign, the Pepsi Live for Now capsule collection brings the best of art and football to life,” says Kristin Patrick, global chief marketing officer for Pepsi, PepsiCo Global Beverages Group. “Our first-of-its-kind art collection, The Art of Football, was unveiled in a gallery, then spread across the streets of the world with our out-of-home campaign and now as a collection that a young, style-savvy generation will covet. The Pepsi Live for Now collection is both wearable and enviable, combining the best design with the joy of living in the now.”

The line features a range of products including:

- men's t-shirts, zip jackets and swim trunks from Original Penguin;
- headphones from Bang & Olufsen's B&O Play line;
- baseball caps from Gents;
- t-shirt jerseys and sweatshirts from Goodlife;
- handmade leather chukka sneakers and slippers from Del Toro; and
- skateboards from Shut.



Uncle Grandpa™



SEE COOL.

Beanstalk Powers Blueprint, a Consulting Group

Beanstalk is growing its business yet again as it evolves to become a full-service brand extension agency.

Its newest venture, Blueprint—Powered by Beanstalk, is dedicated to advising companies on how to evolve their brands through innovative and commercially viable brand development and extension strategies. Blueprint’s goal is to enable brand owners to understand their market options and plan successful licensing strategies.

Nicole Desir, who has been named executive director, will lead the newly formed division. A 12-year veteran of the agency, Desir will expand on her role as vice president of brand management by spearheading the global implementation of this division.

“At Beanstalk, we have a long history of helping brands license their names and grow beyond their original product offering. Blueprint leverages this expertise,” says Desir. “Our new division now makes Beanstalk a one-stop shop for licensors—it’s an enhancement.”

According to Desir, Blueprint will be able to answer the “hard questions” that brand owners need to address: What do you have to do to prepare a brand for extension?

Does your brand need a refresh? Does its message need refining? Does it need a new marketing program? What does a brand have to consider and prepare for when entering a crowded marketplace? Is the brand ready for a consumer product program?

Clients can now look to Blueprint to develop a brand-building road map to open doors to new markets, audiences and revenue streams. And, if clients then wish to execute on the recommendation, they can work with the broader Beanstalk team to activate and actualize the brand building plan.

“To be successful today, companies need to do more than just tread water, they need to continually disrupt the market or risk becoming irrelevant,” says Desir. “Brand extension through licensing is a low-cost and low-risk strategy for innovative incubation and disruptive growth. By formally establishing Blueprint, we are responding to a market need for the unique perspective we are able to offer, based upon our reputation and expertise as brand extension strategists and activators.”

“With an increasing amount of information instantly available to



Nicole Desir, executive director, Blueprint

consumers about brands, companies must be smarter about how they reach and speak to consumers,” says Allison Ames, president, Beanstalk. “Brand extension and development strategies need to be well planned to satisfy consumers’ expectations. Building on our years of successful execution experience, Beanstalk’s Blueprint is credibly and uniquely positioned to provide clients with our knowledge and insights.”

Discovery Unveils Dedicated Consumer Products Division

This month, Discovery Communications will be unveiling its focused new division—Discovery Consumer Products.

The new division unites the company’s global licensing and merchandising businesses under one unit. Nicolas Bonard will lead Discovery Consumer Products, building on his experience as head of Discovery Enterprises International.

“By uniting the Discovery Consumer Products organization we can focus on the brands that are core to Discovery worldwide—men, kids and our on-air franchises,” says Bonard, senior vice president, Discovery Consumer Products. “Creating

experiences and products that resonate with consumers around the world is key in offering potential licensees a clear vision and strategy for how we at Discovery Communications can translate our brands into must-have products at retail.”

Discovery Consumer Products will focus on product categories for men, kids and network franchises to continue to develop merchandise and services inspired by Discovery Communications’ core franchises and its popular TV brands such as Discovery Channel, Discovery Expedition, Animal Planet, Discovery Kids, Cake Boss, Doki and TLC, among many others.



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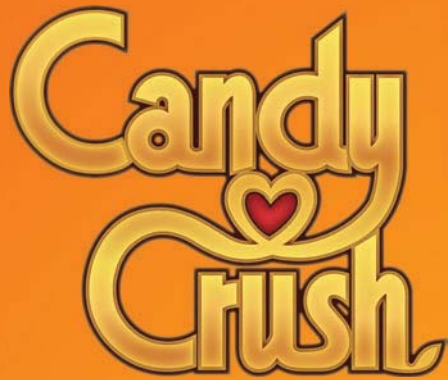


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A Tribute to a Licensing Veteran: Farewell to Jay Roth

Jay Roth was born in Gary, Ind., on March 19, 1938 and lived there until he moved to Los Angeles, Calif., with his family. He attended Hamilton High School in Los Angeles where he lettered in football and track and field. Jay graduated in 1956 as the president of his senior class and soon thereafter he enlisted in the U.S. Army, as he believed then as he did until he passed away, that serving your country in any capacity was a moral obligation of its citizens.

Roth went on to study at the University of Southern California, then transferred to Michigan State University, graduating with the class of 1960.

Roth began his career as a successful sales and marketing executive in the toy industry through the 1960s, '70s and '80s, where he spent time at companies such as Mattel, Coleco, Cox Hobbies, Kinckerbocker and Leisure Dynamics, eventually starting his own toy company, JRL. It was in these early days of the toy business that Roth established not only his love of products, marketing and manufacturing, but also where he made some of his lifelong friendships that endured through the rest of his life.

Roth was presented with the opportunity to bring his expertise in toys and marketing into the licensing industry, subsequently helping to reinvigorate the animated series “Defenders of the Earth” by creating a licensing program that helped fund—and ultimately save—the production and series for Hearst. That effort launched Roth’s full-time engagement in the licensing business.

Roth went on to work at NBC Productions on their animated series “Kissy Fur,” then moved to Tom Scanlan’s International Broadcasting Corporation, managing the global brand extensions for the Ice Capades and Harlem Globetrotters. Following, Roth went on to take a position at Nelvana as head of worldwide licensing and merchandising, working with animated series including “Babar,” “Rupert” and Jim Lee’s “WildC.A.T.s”

At the end of his tenure with Nelvana, Roth started his own company, J.A. Roth and Associates, which transitioned him into the role of manufacturer’s representative and got him back to his roots working with manufacturers, inventors and right’s holders. Roth represented the interests of Li & Fung’s Toy Island, Jazwares, CandyRific, ArtBox, X Concepts, Tech 4 Kids, X Kites and numerous other companies, helping to generate hundreds of millions of dollars in sales and royalties for his clients and their licensors. In the early days of J.A. Roth and Associates, Roth brought his stepson Russell Binder into the business and worked

with him to teach the finer points of the licensing business and business acumen. Roth’s influence and mentoring has much to do with Binder’s launch and the sustainability of his own firm, Striker Entertainment.

Family was paramount to Roth. Family came first always, as did loyalty and love to those lucky enough to be in his circle. Roth had two children of his own, daughter Dana and son David. Although his first marriage didn’t last, he remarried Donna Roth and welcomed stepson and stepdaughter Russell and Joni Binder. When Roth passed away last August, he left behind a family that had grown to include six grandchildren.

Roth was a mentor to many, loved by most, generous to a fault and committed to family, friends and to a moral and ethical business methodology in the licensing and merchandising field.

“When I first started *License! Global* magazine in the late 1990s, Jay was very kind to me, gave me sage advice and expected nothing in return,” says Steven Ekstract, publisher, *License! Global*. “I will never forget his altruistic kindness toward me. Those of us who knew Jay and were recipients of his astute business advice and rare kindness will remember him fondly. I’ve published magazines in a number of industries throughout my 30-year career, and Jay stands out as the nicest and wisest man I ever had the pleasure to interact with. That is a legacy that we all can strive for.”



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Motorsports' Polaris Drives Deals

Motorsports licensing is a hot category for licensing, and one that is getting considerable attention this year on the Licensing Expo show floor (read more about it in the Licensing Expo feature story on page 48).

One top motorsports licensor is Polaris, which extends its racing, recreational, utility and all-terrain vehicles across multiple product categories, with particular emphasis on driving growth in 2014 and beyond.

"We think we have a tremendous amount of equity locked up in our brands collectively," says Steve Eastman, vice president, parts, garments and accessories, Polaris, which is also celebrating its 60th anniversary this year. "Collectively, we are a significant stakeholder in powersports. We know that our brands resonate extremely well with consumers. There is a lot of reach for the brand."

This year, Polaris has secured and executed a deal with licensee Livin Lite to manufacture

the Polaris Toy Hauler, to be used in conjunction with Polaris' branded off-road and on-road vehicles (Polaris, Polaris Ranger, Polaris RZR, Polaris Sportsman and Victory motorcycles). The lightweight trailer will allow consumers to transport their Polaris vehicles in comfort, and includes living quarters complete with a kitchen, garage, bathroom and even flat screen TV.

The company will also look to extend its heritage motorcycle brands Indian and Victory, which it will be highlighting on the Licensing Expo show floor this year. According to Eastman, Polaris will take a more disciplined and "wait and see" approach to both brands' product programs, allowing it to be selective with partners in order to ensure that consumer products ultimately complement and augment both brands in the well-engineered and quality way that fans of Indian and Victory have come to expect.

Polaris has also locked in a partnership

for e-bikes, too. The Polaris and Evantage Renewable Energy vehicles allow Polaris to support the company's strategy in growing the electric vehicle market, which it began strengthening in 2011 with the acquisition of Global Electric Motorcars and Groupil Industries. Last year, Polaris further snapped up A.M. Holding (Aixam Mega), as well, and now the company offers products in the light-duty hauling, people mover and urban/suburban commuting sectors of the small vehicles industry. This new niche category has created a range of products for Polaris that allows the company to further align its consumer products with the powersports category and take full advantage of the opportunities the company can provide its dedicated retail distributors.



HBO Ramps Up TV Product Programs

HBO Global Licensing is revving up its product offerings and fan engagement opportunities for several of its key properties such as Game of Thrones, as well as expanding its e-commerce business around the world.

Bringing the popular HBO series "Game of Thrones" to life is Disruptor Beam, which, in partnership with HBO Global Licensing, expanded the game "Game of Thrones Ascent" to iPad devices in March.

Building on the partnership for beer between Brewery Ommegang and HBO, fans were given the opportunity to select the range's fourth beverage, Valar Morghulis. The name came about as a fan-inspired decision, picked in December 2013 as part of a Facebook campaign. Fans also determined the style of beer—an Abbey Dubbel. The beer, which will be available this fall, follows the Iron Throne Blonde Ale (spring 2013), Take the Black Stout (fall 2013) and Fire and Blood Red Ale (available now).

Also for the Game of Thrones property is a range of collectible, wearable costume and prop replicas from

licensee Museum Replicas. The initial collection of outfits include characters Jon Snow, Ned Stark and Robb Stark and is geared for fans, LARPer (live action role players) and re-enactors.

The HBO Shop, which features branded merchandise from multiple HBO series such as "True Blood," "Girls," "Boardwalk Empire," "Sex and the City" and "The Sopranos," in addition to "Game of Thrones," is also experiencing growth around the world thanks to a partnership with Asknet, which now manages the e-commerce engine and operations for the European online HBO Shop.

The HBO Shop has also been traveling around the U.S. this year as part of a pop-up shop program. The HBO PopUp Shop debuted at March's SXSW festival in Austin, Tex., and hit Los Angeles, Calif., this spring, with a stop designated for Las Vegas, Nev., this month in conjunction with the traveling "Game of Thrones Exhibition." Fans will find merchandise inspired by the Game of Thrones property, as well as other top-rated HBO series.





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Matt Hatter's Toy Range Rolls Out Around the World

U.K. production company Platinum Films is powering up its offerings around the world with the appointment of Simba Dickie as master toy partner across EMEA, India and Russia for the boys' action-adventure TV series "Matt Hatter Chronicles."

The appointment, which was executed last year, will see product on shelf in the U.K. beginning in July, with additional products set to debut in September/October in Spain, Portugal, the Middle East, India and South Africa. Additional territory launches across Europe are slated for spring/summer 2015.

The pan-regional master toy deal will target boys ages 5- to 10-years-old, and feature hero and super villain action figures, role-play items, vehicles and unique 3D "multivision" SKUs.

The Indian roll out will be further supported by Platinum's recent appointment of Dream Theatre to manage and execute a multi-category licensing program. Other licensing agents for the brand include Biplano in Iberia and Revolution in South Africa. In the U.K., the property is represented by ITV Studios

Global Entertainment across categories including apparel, games and puzzles, homewares, personal care, wheeled toys and bags and accessories.

Licenses on board for the property include Hy-Pro International, GB Eye, Penguin, Topps, Titan, Smith & Brooks, TDP Aykroyd, Character World, Pedigree, Trade Mark Collections, VMC, London Europe Group, University Games, Tactic Games U.K. and many more.

"I believe the power of the Matt Hatter property is rooted in us finding out exactly what kids really want, rather than giving them what we think they want," says Nigel Stone, chief executive officer, Platinum Films, who also notes Platinum's extensive efforts to use a focused approach when sourcing just what kids want from entertainment today. "We were then able to tick the box on every young kids' action-adventure wish list by delivering aspirational heroes, contemporary super villains, super cool gadgetry, high-stakes drama and rich digital content. We are delighted the brand is translating so well the world



over, and we look forward to entertaining future generations of Hatter fans for years to come."

"Matt Hatter Chronicles" has been on-air in the U.K. since 2012 and is currently in its second season, with new episodes slated to premiere on the ITV network in September. Subsequent roll out of the series has followed in more than 80 countries around the globe, where it remains a top rated boys' action series.

Slugterra Licensing Program Gathers Steam

Nerd Corps Entertainment is filling its roster of licensees for its boys' action property Slugterra, building a portfolio that now includes 50 partners. The move further bolsters the brand's presence around the globe.

The enhanced product program will support the brand's new content, which includes three movies—*Ghoul from Beyond*, which debuted in spring; *Return of the Elementals*, which will hit theaters in

August; and a third film slated for a fall release.

Jakks Pacific has begun to roll out its new line of collectible slug figure toys in the U.S. and flinger figures in Canada. Retailers signed on for product collections include Target in the U.S. and Canada and Kmart in the U.S. Additional product will hit retail throughout the year.

Nerd Corps will also debut additional product categories this year including

apparel, backpacks, bags, notebooks, pajamas, snacks, watches, water canteens and more. Global partners signed on include Fashion UK (Colombia), CI Maquila (Colombia) and Peru Moda (Peru) for apparel; Anthaix (Peru) for housewares and stationery; Pharmalliance (Mexico) for cosmetics; Inversiones Arca (Chile) for party goods; and Panini (Brazil, France, Portugal and Spain) for trading cards.

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NFLPI Names App Contest Winner

NFL Players Inc. has selected Run Games' mobile game "Football Heroes: Pro Edition" (working title) as the winner of its Mobile Madness Challenge.

The competition challenged developers to design an innovative mobile gaming concept that featured active NFL players.

As the winner, Run Games' "Football Heroes: Pro Edition" will be granted a license from the NFLPI, the marketing and licensing arm of the NFL Players Association, for the 2014-15 NFL season and \$10,000 in credit toward marketing the game via Activate, NFLPI's social media endorsement platform that allows active NFL players to promote brands directly to their followers.

"Our goal is to continually expand opportunities for innovation and we are

excited to collaborate with Run Games on the launch of 'Football Heroes: Pro Edition' that blends exciting dynamics of today's mobile game applications with a classic arcade-style experience," says Steve Scebelo, vice president of licensing and business development, NFLPI. "We had incredible response to the Mobile Madness Challenge, which gives us reason to believe the framework for issuing an industry-wide challenge offers growth opportunities across other categories of our NFLPI licensing business."

"Football Heroes: Pro Edition" is set for release in September, and acts as a sequel to Run Games' "Football Heroes," which topped the iTunes App Store charts in November 2013. The newest iteration of the game is a fast-paced arcade-style,

role-playing game in which fans will construct the ultimate football team, selecting from more than 1,800 active NFL players to do battle with.

"It is an incredible honor to win the Mobile Madness Challenge and a huge boon for our business," says Michael Marzola, creative director, Run Games. "The license from NFLPI allows us to tap into the limitless power of NFL players and their fans all over the world. As football fans, we are excited to allow players to build their own fantasy teams with their favorite players, and then take them online to prove who has the ultimate team. As gamers, we are excited to bring something new to the virtual football arena, a true alternative to the simulation games of our competitors."

Mind Candy Unveils New Brand

Mind Candy has given a sneak peak of its new brand, World of Warriors, which is the company's first project outside of Moshi Monsters.

"I'm thrilled to unleash the first-ever teaser for the top secret project our team at the Brighton Mind Candy Studio have been working on for the last year: World of Warriors," says Michael Acton Smith, chief executive officer, Mind Candy. "This epic game for mobile and tablet is teeming with an ever-increasing cast of history's greatest warriors."

The combat strategy game will feature a unique skill element drawing from history's greatest warriors.

The game will be available on iOS and Android devices later this year.



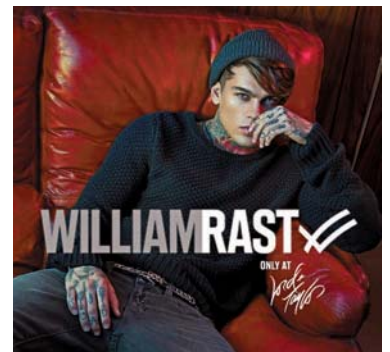
Sequential Dresses U.S. in William Rast

Sequential Brands Group's William Rast apparel brand will make its U.S. debut exclusively at Lord & Taylor this fall.

The global fashion brand will launch its fall 2014 collection with full concept shops featuring men's and women's sportswear, outerwear and denim at all Lord & Taylor stores and online beginning in mid-August, and include the introduction of a men's tailored line created through a partnership with Peerless Clothing.

The upcoming U.S. launch follows a fall 2013 rollout in Canada at The Bay and spring 2014 debut in Europe across seven leading retailers.

Additional categories including men's dress furnishings (dress shirts, ties and accessories), premium label denim and men's bags, belts and small leather goods will be available beginning in spring 2015.



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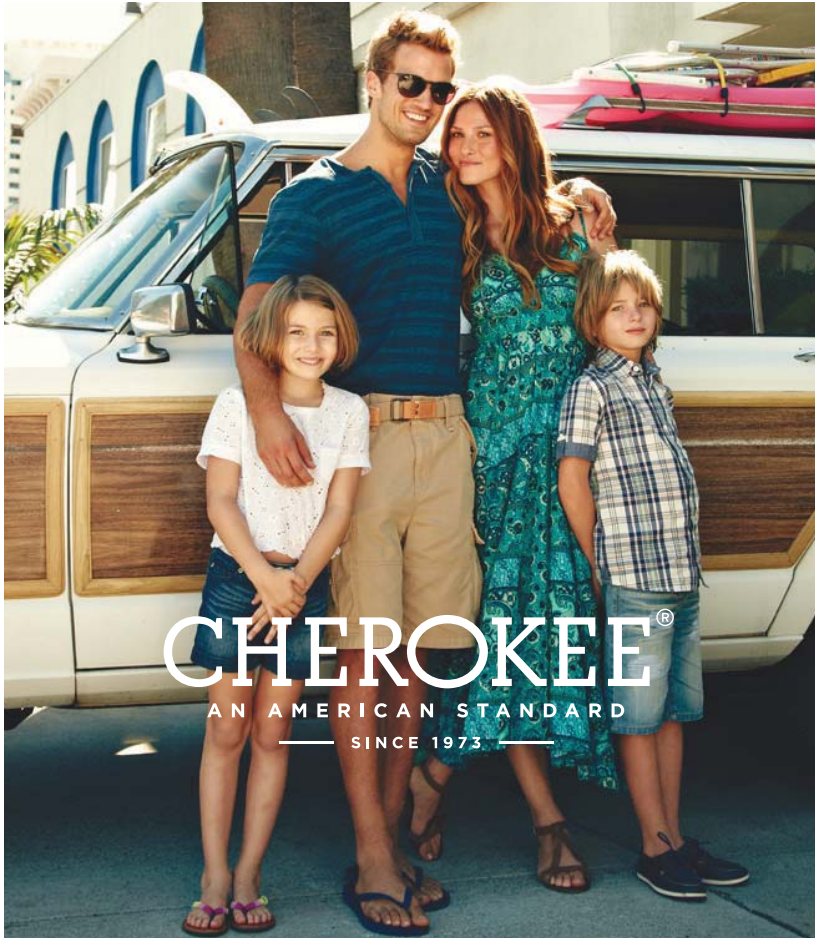
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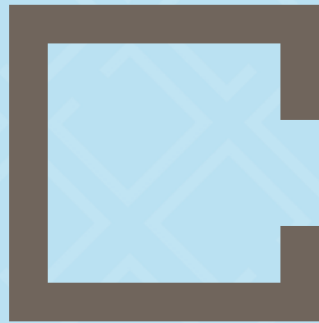
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IMG Takes on UEFA Euro 2016

UEFA, European football's governing body, has appointed IMG Licensing as the master licensee for the UEFA Euro 2016 football tournament. The appointment also covers the UEFA European Under-21 championship, the UEFA European Women's championship and the UEFA Futsal Euro.

The global rights deal includes all of the above-mentioned National Team events through 2017, with a primary focus on UEFA Euro 2016, which will take place in France beginning June 10, 2016, and run through July 10, 2016. For the first time in the tournament's history, 51 matches will be staged in 10 different cities across the country, with 24 teams competing over the course of the month-long tournament.

"As part of the continued growth of national team football in Europe, UEFA Euro 2016 will, for the first time, feature 24 teams delivering a significantly enhanced commercial platform with 65 percent more matches played and almost 80 percent more tickets available for fans compared to the last edition," says Guy-Laurent Epstein, marketing director, UEFA Events.



"The official licensing program is an important part of the event promotion allowing fans of all ages, in France as well as around the world, to connect with the competition."

IMG Licensing will field a team (based out of its Paris office and working with IMG offices across Europe) that will develop an extensive licensing program to appeal to all segments of football and sports fans.

Both core category and creative licensees will be sought for a range of fan, lifestyle, fashion and leisure products to be sold throughout Europe and other worldwide markets.

"We are honored to be working with UEFA. Our aim will

be to create a lasting relationship between the competition and its fans, maximizing the role that official licensed products can play in the overall commercial program," says Simon Gresswell, vice president, IMG Licensing Europe. "UEFA Euro 2016 will be the biggest-ever UEFA European Championships to date, and we are confident that the licensing activity will match the event's huge and growing popularity."

Saban to Represent DreamWorks in Israel

DreamWorks Animation has appointed Saban Brands Israel as its consumer products licensing agent in Israel.

"Saban Brands Israel's unparalleled expertise in the region will ensure that families across Israel will have access to our characters and franchises through an incredible array of merchandise," says Jonathan Baker, head of international consumer products, DWA. "DreamWorks Animation fans worldwide are eager to

engage our brand, and this deal marks the latest effort to expand our global footprint."

Effective immediately, SBI will represent upcoming DreamWorks Animation feature film and television properties for merchandise, retail and publishing.

Among the properties included in the deal are the upcoming film *How to Train Your Dragon 2* (out June 19 in Israel), the ongoing TV series "Penguins of Madagascar," "Kung Fu Panda: Legends

of Awesomeness" and "Dragons: Riders of Berk" and the DWA franchises Shrek, Kung Fu Panda, Madagascar, How to Train Your Dragon and Puss in Boots.

"We are excited to align with DreamWorks Animation and bring its portfolio of iconic characters to families in the marketplace and further its position as a premiere entertainment company in Israel," says Gil Saban, managing partner, SBI.

Maya The Bee MOVIE

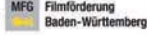
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Big Names, New Brands

With a number of big name speakers, new feature areas and a not-to-be-missed all-industry Opening Night Party, Licensing Expo's 34th year is shaping up to be its best yet.

By **Nicole Davis**

As Licensing Expo opens its doors this month at the Mandalay Bay Convention Center in Las Vegas, Nev., visitors will find familiar brand favorites alongside a host of new exhibitors and features.

Among the highlights at this year's show will be speakers such as DreamWorks' Jeffrey Katzenberg and House of Harlow 1960s' Nicole Richie, the new Motorsports Café feature area and the Opening Night Party sponsored by NFL Players Inc.

Taking place June 17-19, show organizer Advanstar has extended the hours for the first two days of the show to allow even more time for deal-making, networking and discovery. The show will be open one hour longer on June 17 and 18 (9 a.m. to 5:30 p.m.), with a slightly shortened final day (9:30 a.m. to 3:30

p.m.) on June 19.

"The show floor will be alive with deal-making and networking, and anyone who's serious about the business of licensing will be here," says Jessica Blue, vice president, Licensing Expo. "With all of the new show initiatives we have been working on, this is a not-to-be-missed edition of Licensing Expo."

Opening Night Party

Certainly a highlight of the show will be the all-industry Opening Night Party, which will take place the first evening of Licensing Expo at the Mandalay Bay Beach Club.

Last year, the party was co-hosted by Flo

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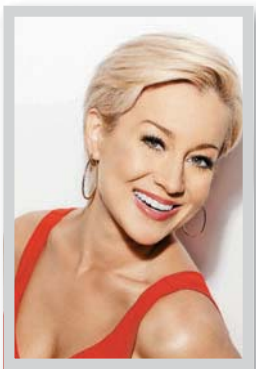
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Kellie Pickler

Rida and attracted 2,400 brand owners, retailers and licensees.

This year, the networking event is being held in association with NFL Players Inc. and is sponsored by LIMA.

“There is no better event to showcase the full suite of services offered by our organization as we seek to develop new partnerships with licensees, retailers and our fellow licensors, and to demonstrate how NFLPI can help provide solutions for all types of business situations,” says Steve Scabelo, vice president of licensing and business development, NFLPI. “The Opening Night party is a particularly ideal opportunity to showcase the powerful draw of access to NFL players.”

The Country Music Association, co-host of the event, will present Kellie Pickler as the special guest performer for the evening.

“Country music continues to experience record-setting popularity, so now is the perfect time to showcase our exciting genre to the licensing and brand community,” says Damon Whiteside, senior vice president, marketing and partnerships, CMA. “We are thrilled to present a headlining performance by the multi-talented Kellie Pickler, who is an ideal representative of today’s country music.”

Big Name Exhibitors

NFLPI will also be exhibiting at the show, alongside a long list of other first-time exhibitors (see full story on page 66).

Among some of the other brands and companies appearing on the show floor this year are Coca-Cola, Doctor Who, Skechers USA, Star Trek, UPS, Condé Nast, Boy Scouts of America, Power Rangers, ASPCA, Automobili Lamborghini, Plants vs. Zombies, The Simpsons, Angry Birds, Shell, AT&T, Hertz, Ford, Cover Girl, Energizer, Jelly Belly, Dr. Seuss and SpongeBob SquarePants.

These iconic brands and companies will be joined by licensing agencies including

Beanstalk, The Joester Loria Group, IMG Worldwide, Brand Central, Brandgenuity and The Licensing Company.

“DreamWorks Animation attends Licensing Expo as a way to showcase our brand for domestic and international retailers and potential licensees,” says Michael Connolly, head of global consumer brands, DWA. “It also serves as a great opportunity to gain perspective on the focus of our competition.”

Esteemed Speakers

DreamWorks Animation’s chief executive officer and director, Jeffrey Katzenberg, will open the show June 17 with a keynote address at 8 a.m.

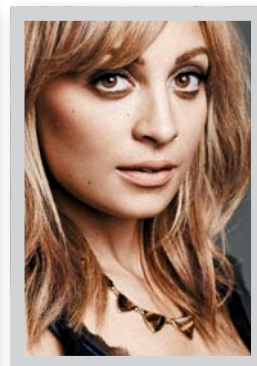
Katzenberg, who co-founded DreamWorks with Steven Spielberg and David Geffen in 1994, has shepherded the company since, growing it to become one of the largest animation studios in the world.

Later that day, actress, author and entrepreneur Nicole Richie, who is also creative director of the fashion brand House of Harlow 1960, will deliver The Big Interview keynote address.

Richie is the founder and creative director of House of Harlow 1960, which encompasses a



Jeffrey Katzenberg, chief executive officer and director, DreamWorks Animation



Nicole Richie, founder and creative director, House of Harlow 1960

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number of categories including jewelry (in partnership with Glamhouse), eyewear, handbags, shoes and ready-to-wear (in partnership with Majestic Mills).

The Q&A-style keynote will be moderated by Tony Lisanti, editor-in-chief of *License! Global* magazine.

Both sessions are a part of LIMA's Licensing University program, which will feature 26 seminars throughout the course of the show.

Show Floor Highlights

Amidst the more than 400 exhibitors on the show floor will also be a series of feature areas and services such as the new Motorsports Café, the Art & Design Resource Center and a series of seminars and networking events specifically for the newly expanded Sourcing & Production zone.

The Motorsports Café sponsored by Shell will serve as a focal point for the Brands & Agents zone, complete with a jumbotron airing race footage and road-themed carpet. The area will serve to highlight the arena of motorsports licensing with the help of some of the biggest sanctioning bodies in the industry whose vehicles and drivers will also be on site. Race Motorsports Marketing and Hot Import Nights are helping to organize and promote the new area.

The new Art & Design Resource Center will give attendees a convenient location on the show floor to meet and receive matchmaking services. J'net Smith from All Art Licensing will host the Resource Center and report on deals and events, assist attendees in navigation of the art area and provide invaluable connections for licensees, manufacturers and agents seeking to license brands from Art & Design zone exhibitors. Marc Garabedian from Art Moose will also interview exhibitors and stream live video footage of the exhibiting artist's work.

This year's expanded Sourcing & Production zone will also feature a Resource Center, sponsored by Manufacturer.com, which will provide translation and matchmaking services. Among the educational opportunities in this area will be a seminar series that will cover a spectrum of topics related to constructing, producing and meeting compliance standards for licensed product. ©



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Licensing University 2014

SCHEDULE

MONDAY, JUNE 16

The Basics of Licensing

10 a.m.-12 p.m., *Islander D*

Moderator: JJ Ahearn, managing director, Licensing Street. Presenters: Julie Newman, founder/managing principal, Jewel Branding and Licensing; James Slifer, senior vice president, The Joester Loria Group; and Cindy Levitt, senior vice president, merchandise and marketing, Hot Topic.

Basics of International Licensing

1 p.m.-2 p.m., *Islander D*

Moderator: Ciaran Coyle, vice president/head of global brand licensing, Electrolux Group. Presenters: Marilu Corpus, president and chief executive officer, CLICK! Licensing Asia; Martin Cribbs, senior vice president, licensing, The Richard Avedon Foundation; and Carlos Eduardo Eliziário de Lima, partner, Dannemann Siemsen.

Basics of Licensing Law

2:15 p.m.-3:45 p.m., *Islander D*

Moderator: Jed Ferdinand, managing partner, Ferdinand IP, 24 IP Law Group. Presenters: Jessica Elliott Cardon, senior vice president, general counsel, Camuto Group; Christian Fortmann, managing partner, 24IP Law Group; and Oliver Herzfeld, chief legal officer, Beanstalk.

TUESDAY, JUNE 17

Opening Keynote Address

8 a.m.-9 a.m., *Islander D*

Jeffrey Katzenberg, chief executive officer and co-founder, DreamWorks Animation.

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

9:30 a.m.-10:45 a.m., *Tradewinds F*

Moderator: Adina Avery-Grossman, partner, Brandgenuity. Presenters: Paul Bessinger, director of innovation; Quill.com/Staples; Dana Kuperman, director, licensing business development, Weight Watchers International; Teri Niadna, director, business development, National Football League; and Steven Shweky, top dog, Fetch...for pets!.

Why Digital is Disrupting the Licensing Industry and Why You Should Care

9:30 a.m.-10:45 a.m., *Islander E*

Moderator: Dan Amos, head of new media, Tinderbox. Speakers: Emma Cairns-Smith, license acquisition director, Egmont; and John Friend, business development, Microsoft Xbox.

Protecting The Brand: Understanding Compliance for Licensors and Licensees

11:15 a.m.-12:30 p.m., *Islander E*

Moderator: Susan Deragon, senior technical consultant, toys and premiums group, UL. Speakers: Rod Jones, associate director, global security and brand protection, UL; Shahab Khosravan, director of compliance, The Coca-Cola Company; and Derek Quan, senior vice president, Maxx Marketing.

Working With Agents and Consultants

11:15 a.m.-12:30 p.m., *Tradewinds F*

Moderator: Glenn Hendricks, group manager, business development, Welch's. Speakers: Kirsten Fallon, vice president, business development, iQ License; Jason Korfine, partner, Licensing Street; Rick Mallow, founder, Making Connections; and Morgan Ward, licensing consultant, Kitsch Cache.

Understanding Social Media: What You Need to Know From a Marketing and Legal Perspective

1 p.m.-2:15 p.m., *Tradewinds F*

Moderator: Debbie Bookstaber, president, Element Associates. Speakers: Pamela Deese, partner, Arent Fox; and Scott Shahmanesh, president, Brandemonium.

Smart Design: The Creative Tools You Need to Build a Focused and Flexible Consumer Products Program

1 p.m.-2:15 p.m., *Islander E*

Presenters: D. Thomas Froberg, partner/creative director, StyleWorks Creative; and Alaina Caldwell, partner/creative director, StyleWorks Creative.

The Big Interview

2:30 p.m.-3:30 pm, *Islander D*

Nicole Richie, founder and creative director, House of Harlow, 1960, will be interviewed by Tony Lisanti, editorial director and editor-in-chief, License! Global.

How Retailers and Licensees Look at Licenses

4 p.m.-5:15 p.m., *Tradewinds F*

Moderator: Marty Brochstein, senior vice president, LIMA. Presenters: Adam Beder, executive vice president, global licensing and business affairs, Spin Master; Lorne Bloch, vice president, licensing, Junk Food Clothing; Sean Bunner, vice president, new business development, HSN; and Ed Labay, senior buyer, Hot Topic.

Navigating the Financial Relationship Between Licensor and Licensee

4 p.m.-5:15 p.m., *Islander E*

Moderator: Marty Malysz, president, Dependable Solutions. Presenters: Sissel Henno, head of brand licensing, SEGA Europe; Cindy Mahoney, vice president, Hallmark Licensing; and Lewis Stark, partner, Eisner Amper.

WEDNESDAY, JUNE 18

Like, Link, Follow Me: Making Sure Licensor and Licensee are on the Same Social Media Page

8 a.m.-9:15 a.m., *Tradewinds F*

Moderator: Steven Weinberg, founder, Holmes Weinberg PC. Presenters: Elise Contarsy, vice president, brand licensing, Meredith Corporation; David Favela, manager, business development and licensing, Hewlett Packard; Alan Kravetz, president and chief operating officer, Leveraged Marketing Corporation of America (LMCA); and Pooneh Mohajer, chief executive officer and co-founder, tokidoki.

Basics of Art Licensing

8 a.m.-9:15 a.m., *Islander E*

Moderator: Joanne Olds, president, The Buffalo Works. Speakers: Lynette Jennings, Lynette Jennings Design; Diane Carnevale Jones, owner, Carnevale Jones Group; and Dave Koehser, attorney.

What to Do When Things Go Wrong

9:45 a.m.-11 a.m., *Islander E*

Moderator: Stephen Reilly, managing director/chairman/general counsel, IMC Licensing. Presenters: Neena Gordon, president, N Gordon Company; David Harkins, associate director, retail business development, Boy Scouts of America (National Council); Kara McCarthy, director of partnerships, licensing and business

development, Clorox Company; and Ellen Slicklen, vice president, global licensing, Connair/Cuisinart.

Winning Retail Presentation Strategies

9:45 a.m.-11 a.m., *Tradewinds F*

Moderator: Leigh Ann Schwarzkopf, principal, Project Partners Network. Speakers: Mitchell Stevenson, president, Formula Brands; and Michael Connolly, head of global consumer products, DreamWorks Animation.

Category Focus: Food Licensing—Lots to Chew On

11:30 a.m.-12:45 p.m., *Tradewinds F*

Moderator: Susie Frausto, Jel-Sert. Speakers: Janna Markle, vice president, Valen Group; and Megan May, brand licensing manager, Dr Pepper Snapple Group.

What's a Celebrity Worth?

11:30 a.m.-12:45 p.m., *Islander E*

Moderator: Weston Anson, chairman, Consor. Speakers: Larry W. McFarland, partner, Kilpatrick Townsend; and Robert Strand, vice president, licensing, IMG WPP Partnership Liaison.

Anatomy of a Licensing Agreement

1:15 p.m.-2:30 p.m., *Tradewinds F*

Presenter: Greg Battersby, principal, Battersby Law Group.

Royalty Audit and Contract Compliance: What You Need to Know

1:15 p.m.-2:30 p.m., *Islander E*

Moderator: Ilan Haimoff, principal, Green Jasson Hanks. Speakers: Todd Katzenstein, head of finance, DreamWorks Animation Consumer Products; and Scott Rosenbaum, expert counsel of business and legal affairs, Mattel.

Reinforcing Brand Equity with Consumers: Case Studies from the Home and Housewares Industry

3 p.m.-4:15 p.m., *Tradewinds F*

Moderator: Warren Shoulberg, editorial director, Home & Textiles Today and Gifts & Decorative Accessories. Speakers: Gayle A. Jones, head of licensing, The Procter & Gamble Company; and Sergei Kuharsky, general manager, new business, food category, Scripps Networks Interactive.

Strategic Brand Management: What's Next for Brands?

3 p.m.-4:15 p.m., *Islander E*

Presenter: Rob Striar, M Style Marketing.

THURSDAY, JUNE 19

Advanced Licensing Strategies

9 a.m.-10:15 a.m., *Tradewinds F*

Moderator: Stuart Seltzer, president, Seltzer Licensing. Speakers: Mario DiFalco, director of innovation, Del Monte Foods; Greg Goldstein, president and chief operating officer, IDW Publishing; and Glenn Neilson, director of marketing, The Scotts-Miracle Gro Company.

Reaching The YouTube Generation: How New Digital Companies are Uniting Content Creators, Brands and Consumers

10:45 a.m.-12 p.m., *Tradewinds F*

Moderator: Brent Weinstein, head of digital media, United Talent Agency. Speakers: James Fielding, global head of consumer products and retail, AwesomenessTV; and Andrew Graham, senior talent manager, Fullscreen.

How to Maximize the Effectiveness of Your Intellectual Property Through Promotions

10:45 a.m.-12 p.m., *Islander E*

Moderator: Russell Brown, president, licensing, promotions and ad sales, Valiant Entertainment. Speaker: Susan Miller, founding partner, Bolter Media, Cupcake Digital, Mixed Media Group.

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Licensing Expo 2014

EXHIBITOR LIST

COMPANY NAME	BOOTH #	COMPANY NAME	BOOTH #	COMPANY NAME	BOOTH #	COMPANY NAME	BOOTH #
1000 Cranes, LLC	U185	Artgame	F53	Brazilian Brands	D161; E161	Counterpoint Systems, Inc.	F131
24IP Law Group	C47	ArtMoose	D30	Bren Bataclan	H31	Crayola	Z9
41 Entertainment LLC	A130	Asiana Licensing Inc.	J141	Brentwood Licensing LLC	G50	Creata	Z4; Z5
4K Media Inc.	S171	ASPCA	D51	Bromelia Productions	D161; E161	Creative Licensing Corporation	C130
4Licensing Corporation	M192	Aspen Comics	N196	Buffalo Works	E41	Creative Minds Design Studio	H10
A Mate Inc.	J141	ASTERIX, les Editions		Bulldog Licensing Inc.	V181	Crocs	L32
Aardman Animations	T173	Albert René	M153	BuyEnlarge.com	U173	Crowded Teeth	A49
Aaron Childs	F12	Atlantya Entertainment	E73	CAPCOM	Z14	Crown Creative Co., Ltd.	C131
ABRAL	D161; E161	Aurora World Corp.	J141	Carner, Newmark & Cohen / 1-800-THE-BOSS	V190	Crypton Future Media, Inc.	T183
Accu-Track by Credit & Financial Services Inc.	B42	Authentic Brands Group	J81	Carte Blanche Group	Z10	crzone	J141
ACF Group	L24	Automobili Lamborghini S.p.A	D45	Cartoon Network Enterprises	D121	CTI Solutions, Inc	Z3
ACF Group	X191	Avanti Press, Inc.	H51	Catalyst Brands Group	K190	Curtis Licensing	L161
Act III Licensing, LLC	D91	B.B. McBee	F16	CBS Consumer Products	C121	d-rights Inc.	C131
Activision	R161	BBC Worldwide	O141	Cepia LLC	Q161	D. Parks and Associates LLC / Art-Licensing.com	D25
Admiral Sports	K45	Beanstalk/Blueprint/Tinderbox	G101	Changzhou Zidi Bag Co., Ltd	X172	Daewon Media Co., Ltd.	J141; J153
AG Properties	N153	Beijing Dream Castle Culture Co., Ltd	R181	Cheezytoons	E25	DANCONIA STUDIOS	V182
Alchemy Licensing	E24	Belly Wear & more...		Cherokee, Inc.	J91	Dang Chicks, LLC	L37
All Art Licensing	D30	Convertible Swimwear	K12	China Academy Of Art, The Dunpin	R181	Dark Horse Comics	C130
All-American Licensing & Management Group	L40	Bentley Licensing Group	D24	Choirock Contents Factory Co., LTD.	J153	DeLiso, Sophie la girafe	B143
American Express Open	C34	Benton Arts	C160	Chungnam Culture Technology Industry Agency	J141; J153	Dentsu Entertainment USA, Inc	Z7
Anaglyph Sculpture, Inc.	C164	Beverly Hills Polo Club International	J45	Cisco Sales Corp.	F40	Dependable Solutions, Inc.	O181
Armode Communication Co., Ltd	J141	Big Tent Entertainment	G153	CJ E&M Corporation	J153	Design Plus	E81
Arsenal Football Club	G43	Billboard & The Hollywood Reporter	D61	CleaRush Prints Inc	B40	DGAtees, Inc.	D38
Art & Design Resource Center	D30	Blaylock Originals Inc.	H32	CMG Worldwide	C71	DHX Media	E141
Art & Science International	A33	Blue Trellis	G31	Coca-Cola	G71	Dimensional Branding	C50
Art Ask Agency	B85	Bo Bunny Press	D22	COMPLICES SA	L71	Discovery Consumer Products	Q191
Art House Co., Ltd	J141	Boy Scouts of America	F71	Conde Nast	C91	Disney Consumer Products South Pacific & Islander Ballroom	
Art in Effect	H24	Brand Central LLC	D81	Coosy	V185	Dissero Brands Ltd.	A52
Art in the Baking	F42	Brand Liaison, The	J33	CopCorp Licensing/ Knockout Licensing	F81	Doodle Jump	S191
Art Makers International, Inc.- AMI!	G33	Brandgenuity, LLC	A111			Dorna Sports	D75
Artestar	F46	Bravado International Group	P191			Dr. Krinkles	F172
						Dr. Seuss Enterprises, L.P.	A161

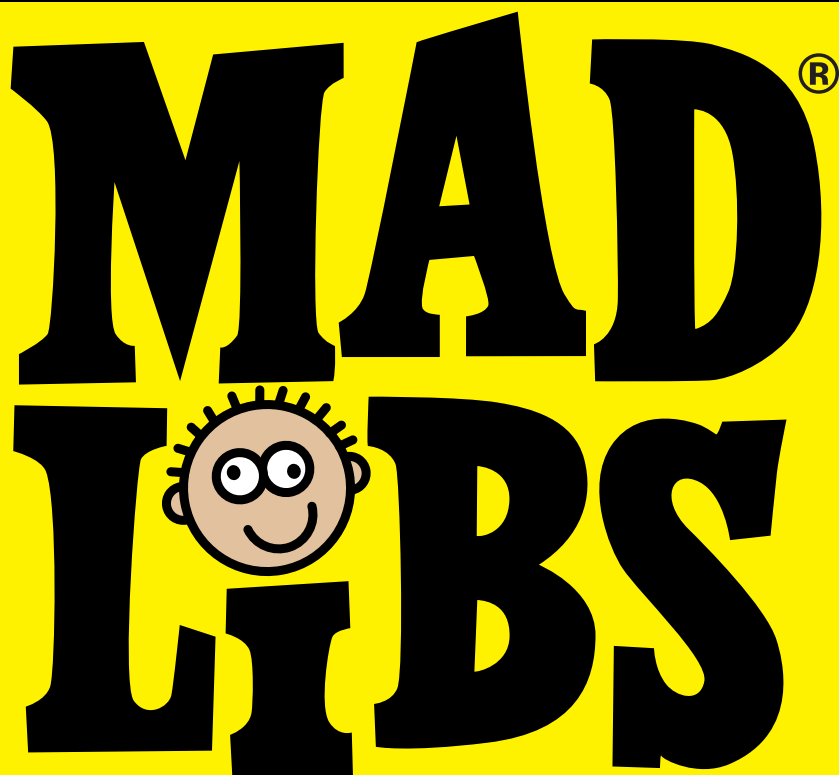
COMPANY NAME	BOOTH #
Dracco	D160
Dreamworks Animation	S151
drizzle studios!	E21
DSA / ONSIA	F41
Ducati Motor Holding S.p.a.	G51
Dunmire Esneault Contemporary Designs	G24
EarthArt International	G21
Electronic Arts	D151
Elite Animation Sdn. Bhd.	V184
Elite Mobile	E60
Ellen Crimi-Trent, Inc.	E71
Endemol	N191
Entertainment One	F161
Entrepreneur Media Inc.	B51
EP GRUPO	D161; E161
Epic Rights	M147
Evolution	R171
Exley Publications Ltd.	A31
EYESCREAM STUDIO	J141; J153
Feld Entertainment	L141
Felix the Cat	R200
Fico	D161; E161
FIEC America LLC	U175
Fire Flies Entertainment, LLC	U195
Firefly Brand Management	F171
Forward Exhibition Co., Ltd.	R181
FremantleMedia	S181
Frida Kahlo	A145
From Frank	B32
Fujian Ziyen Animation Technology Co, Ltd.	U175
Fulanitos	D141
FunInvent B.V.	B163
G&F Co., Ltd	Y170
Gamemasters Comic	M193
Garfield/Paws, Inc.	K181
Gelsinger Licensing Group Inc	F35
Genius Brand International	Z8
Get Down Art	C21
Giordano Studios, LLC	D34
GirINation	G32
Global Icons	G81
Global Merchandising Services	A100
Global Pursuit Co., Ltd	G171
Glory Innovations, Inc.	E171
Golf Fashion	W183
GP Deva Pull-Zen International Inc.	A101
Grani & Partners Spa	U193
Green Kids Club	F70
Grimm	J24
Grumpy Cat Limited	P201
Guide to the Licensing World	F50
Hallmark Licensing	Z12

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Harvest Time Partners	B34	Interasia / Longboard	J21	Kathleen Francour Art & Licensing	G25	Licensing Letter, The	B132
Hasbro Global Licensing & Publishing	F121	International Brand Management and Licensing	F91	kathy ireland Worldwide	L91	Licensing Liaison	E31
HCA	G20	International Play Company	C40	Kayford Holdings Limited	X181	Licensing Management Intl	E50
HDMOTION	J141	Inventor Process	B46	Kayomi Harai	E28	Licensing Works!	F111
Heat Licensing	M174	iQ License	G61	KBSN	J141	Lifestyle Licensing International	J51
HEXBUG	E47	ITV Studios Global Entertainment	A121	Kellee Art Design Studio LTD	J10	Lily Lemon Blossom	F18
Hi-5 World	U181	J. Pierce	J11	Kelly Richardson Images	D10	LilyAnn-Beyonde	U170
High Q	C32	JAST Company Limited	B131	Khristian A Howell Color + Pattern	G26	LIMA	C75
High Times Magazine	C42	JENNY FOSTER	C35A	Kim's Licensing Co., Ltd.	J141	LIMA Japan	C131
Highlights for Children Licensing, LLC	E61	Jewel Branding & Licensing, Inc.	A50	King Features	D111	LIMA Members Lounge	A21
HLL Design / Hoodsbee	L190	Jim Henson Company, The	Q181	Knotty Tree Press	G12	Lionsgate Entertainment	C151
Homieshop, LLC	D40	JIVAGO	L33	KOCCA (Korea Creative Content Agency)	J141; J153	Lisa Frank Inc.	Z6
Hong Kong Trade Development Council	A131	JM Animation Co., Ltd.	J141	Kratt Brothers Company Ltd	P171	Lisa Marks Associates, Inc. (LMA)	H51
House of Harlow 1960	K51	Joester Loria Group, The	C111	Language of Flowers	F52	Live Family Live Happy	F33
Howard Robinson & Associates	G34	Josephine Kimberling LLC	E18	Lately Lily	G60	Live Nation Merchandise	G161
Huevocartoon	B141	Joy Tashjian Marketing Group, LLC	Q153	Laura Alison (R)	K16	LMCA	F101
I.M.P.S s.a	J161	JPatton	E91	Laura Seeley Studio	J20	LoCoco Licensing	L145
ICONIX CO., LTD	J141	JQ Licensing	D21	Lemur Licensing	D101	lovethislife	A45
IMG Worldwide Inc	H41	jupey krusho	F14	License Apparel Group	X184	Lowe Wail Studios	D16
Inoochi	N194	Kasmanas	D161; E161	LicenseConnect.com	J121	Ludorum Plc	G131
				Licensing Group Ltd, The	M145	Magnet Reps	G30
						Magnetarz	U182



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COMPANY NAME	BOOTH #	COMPANY NAME	BOOTH #	COMPANY NAME	BOOTH #	COMPANY NAME	BOOTH #
Manufacturer.com	W191	Pink Chillies	W170	SEGA of America	Q200	Timree	F31
Maria Scrivan	F10	Pink Light Studio	A51	Seltzer Licensing Group	C54	TL Invention & US Group, Inc.	V191
Mars Retail Group	Z11	Plain Lazy (holdings) ltd	K21	Sentai Filmworks LLC	V172	Toei Animation Co Ltd	A133
Masha and the Bear LTD.	H181	Pokémon Company Int'l, The	S200	Sequential Brands	J61	Toon Studio of Beverly Hills, The	D131
Mattel, Inc.	Q131	Polaris Industries	A71	Sesame Workshop	Q171	Top Gun	J25
Maui and Sons	J27	Pop the Balloon	E16	Sharpe Company	A83	Topps Company, Inc., The	F181
Mauricio De Sousa Producoes Ltda	A141; D161; E161	PopStar Club, Inc./		Shell	A60; A80	Totemic Universal, LLC	F45
Maya Studio	D141	The Beatrix Girls	K41	ShiningHub.com	W181	Tottenham Hotspur Football Club	H42
Members Only	L44	PPI Worldwide	F141	Show Creators Inc	M184	Toys Talk	D161; E161
Mercis bv	K171	Precious Moments, Inc.	A91	Silverfish Press	H20	TUBA n Co., Ltd.	E151
Meredith Brand Licensing	C101	Premium Toys Ltd.	U180	Skechers USA Inc.	B111; B91	TV Pinguin	D161; E161
MerryMakers, Inc.	C161	Put Me In the Story	E51	Snowman Enterprises Limited	B30	Twentieth Century Fox Consumer Products	O151; P141
Messenger 841 Project	L16	Quadrant Licensing Management Consulting Co. Ltd.	R181	So Pretty Couture	K10	Ty Inc.	N181
Metis Group, The	F72	Quanzhou Dahe Metal Packing Products Co., LTD	X173	Sony Computer Entertainment America	C141	Tycoon Brands 360	D161; E161
MGA Entertainment	P161	Quanzhou Epoch Travelling Goods Co., Ltd	X174	Sony Pictures Consumer Products	N161	U Koala Bag	L14
MGL Licensing	E32	Quanzhou Hongsheng Light Industry Co., Ltd.	X176	SPORTS AFIELD	C48	Ubisoft Entertainment	B121
MHS Licensing	E33	QUANZHOU NEW HUNTER BAG & LUGGAGE (LIGHT INDUSTRY PRODUCT) CO.,LTD.	X175	Source Interlink Media	M185	Uglydoll/Pretty Ugly LLC	H171
Mind Candy	B151	Rabinky Art	C18	Storaro Collection	C33	United ERP, LLC	M170
Miner Works of Art	D12	Race Motorsports Marketing, Inc.	A61	Story Posters	D14	United Inventors Association	W184
Mormaii	D161; E161	Radio Days	M171	Striker Entertainment	C155	Universal Partnerships & Licensing	O161
Moxie & Company	A151	Ragnarama	C46	Studio 100 International BV	L193	UPS	F63
mrpuppy.com	B48	Rainbow	R153	Stupid Factory Studios	D170	Urban By DS	J41
Museum of Pop Culture	E10	Redibra	D161; E161	SubAqua Photographics	C23	Virtual Images	H22
MyBrandEmail	U184	Rediks Graphics	J141	Subway Surfers	H180	VIZ Media, LLC / DORAEMON	P200
MyMediabox, a Jonas Software USA, Inc.	P180	Redrover Co., Ltd.	J141	Summit Design	J141	Von Dutch Originals	L81
Naja Extreme	D161; E161	Richmond Management Group Inc. (RMG)	M153	SUNRIGHTS INC	C131	VOOZ CO., LTD	J141
NECA	L165	RINEKWALL	C31	Surfin' Sam Company, Inc.	U172	Wallant Design	C14
The Negotiation Institute	Y192	Rise Group Co., Ltd	X170	Suzanne Cruise Creative Services, Inc.	J26	Warner Bros. Consumer Products	N133
Nelvana Enterprises Inc.	H161	Robo Roku	G10	Suzy's Zoo	E75	WeMatch - Copa America	H40
Nerd Corps Entertainment Inc.	L181	ROI VISUAL CO., LTD	J153	Synergy Licensing	J33a	WGBH	P171
NFL Players Inc.	G47	Rosenthal Represents	C25	Synergy Media Inc.	J141	White Wing Co., Ltd.	N184
Nick Mayer Nature Illustration	C16	Rovio Entertainment Ltd	A124	T-Link Inspiration LTD	X185	Wiki-License	D41
Nickelodeon	O131	RoyaltyZone	N192	Tacky People	E12	Wild Apple Licensing	D31
Not Exactly Sandals	K14	Saban Brands	A112	Tact Communications, Inc.	C131	Wild Wings Licensing	D33
NumbersAlive!	C165	Sage Licensing Group	G52	Tails of Whimsy	H33	Wildflower Group LLC	C81
Octane5	E111	San-X Co. Ltd./ Green Camel Co. Ltd./Ingram Co. Ltd.	F151	Taiwan Design Center	P181	Withit Licensing Ltd	F74
oju-Africa Ltd	B44	Sanrio T191; T191a; T191b; T191c		Tamagotchi	O193	World Art Group	D20
Old Guys Rule	L25	SANTA MANIA	L175	Team Image	L191	World Editors / Piegrande S.A.	T181
OpSec Security Inc	M181	Scholastic Media	L153	Technimark	X180	WowWee, USA Inc.	A35
Out Fit 7	J171	Scott Christensen Seascapes	C10	Televisa Consumer Products	K161	WWE	M161
Out of the Blue Enterprises	P171	SEAN Pictures, Inc.	J141	Teo Jasmin	B50	Xiamen Domoko Animation Co., Ltd.	U175
PAN AM	A41	SeaWorld Parks & Entertainment	A150	Tezuka Productions	C131	Xiamen L&C Int'l Exhibition Co., Ltd.	W171; W173; W175; W177
Paramount Pictures	S141	SEC FASHION BRAND MANAGEMENT & CONSULATION GROUP	R181	The Baltimore & Ohio Railroad Museum	A47	Xtreme Sports	D161; E161
Patrou	C12			The Copyrights Group	B47	Yunikart	H25
Patterson International	F32			The Elf on the Shelf	P192	Zag America from UNIVERGROUP	A140
PBS KIDS	P171			The Fred Rogers Company	P171	Zappar	M195
Peanuts Worldwide	G141			The Licensing Company (TLC)	G91	Zodiak Rights	M153
Penguin Group (USA)	A155			The Real Tooth Fairies	C166	Zoke Culture Group	R181
PGS Entertainment	D146			Thomas Kinkade Company, The	B71	Zolan Company, LLC	C35
Phil Marden Design	E14						

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Licensing Expo 2014

10 NEW BRANDS NOT TO MISS

Of the more than 400 companies exhibiting at Licensing Expo in Las Vegas, Nev., this month, almost 150 are new to the show this year.

By **Nicole Davis**

Both familiar brands and hot new properties make up the roster of Licensing Expo newcomers, offering limitless opportunities for new business even for professionals that attend the show regularly. Here are just a few highlights from Licensing Expo 2014's freshman class.

Aardman Animations

A longtime Brand Licensing Europe exhibitor, the British animation studio (creator of characters including Shaun the Sheep, Wallace & Gromit and Morph) is traveling across the pond to build its

growing base of global licensees.

The studio's focus will be on Shaun the Sheep, which will be boosted by a feature film release next year, but the company will also be showcasing the Wallace & Gromit and Morph brands.

"2015 will be the Year of the Sheep for us, and we have a full calendar of activities," says Rob Goodchild, head of licensing, Aardman. "Our goal is to inspire existing partners to build on their current business with Shaun the



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Sheep and to attract more to the flock. We'd also like to lay the foundations for a U.S. merchandise program.”

Admiral Sports

The iconic British sportswear brand is turning 100 this month, and the company is celebrating with its inaugural appearance at Licensing Expo.

The company, which began as a hosiery manufacturer back in 1914, now creates the uniform “kits” for hundreds of professional soccer and cricket teams around the world. Now Admiral is looking to re-introduce its brand to retailers and licensees in the U.S. and around the world, says the company’s chief executive officer, Paul Hamburger.



Admiral will be showcasing its range

of offerings at the show, which in addition to sportswear also includes fashion apparel, footwear and accessories. The company is also looking to expand into new categories with direct-to-retail partnerships like its recent deal for workout wear with Primark in the U.K.

Arsenal Football Club

In other soccer news, one of the world’s biggest football teams will also be showcasing its brand at Licensing Expo this year.

One of the most successful clubs in English football, Arsenal FC is known around the world for its distinct playing style.

The company works closely with its licensees to develop long-term partnerships for product around the world.

Ducati

Founded in 1926, Ducati Motor Holding creates sports-inspired motorcycles characterized by “Desmodromic” engines, innovative design and avant-garde technology.

The Italian motorsports brand is joining Licensing Expo with a long list of global licensees in categories ranging from art to homewares to gaming.

Grumpy Cat

Grumpy Cat, the Internet meme that has taken the world by storm, will be bringing her special brand of cynical charm to Licensing Expo.

Not only will Grumpy Cat Ltd. be presenting the brand for licensing opportunities, but the celebrity feline herself will be making an appearance at the show.

Since first hitting the social media scene in 2012, Grumpy Cat (real name: Tardar Sauce) has already amassed a number of licensing partners including Gund for plush, TCG for toys and even a line of

More Brands Not to Be Missed

Art & Design

From Frank
Museum of Pop Culture
The Real Tooth Fairy

Brands & Agents

The Baltimore & Ohio Railway
Museum
Copa America
High Times magazine
The Metis Group (Smokey Bear)
Wiki-License (Wikileaks)

Characters & Entertainment

AwesomenessTV (part of
DreamWorks)
Live Nation
MyBrandEmail
Subway Surfers

Fashion & Lifestyle

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The iconic jackets from the '80s are back and ready to license, with a revamped, retro-yet-modern look.

Made famous by celebrities such as Burt Reynolds and David Hasselhoff, the brand has made a comeback in recent years with a range of retro-chic styles for men and women as well as sportswear and tech accessories.

NFL Players Inc.

As the licensing and marketing subsidiary of the NFL Players Association, NFL Players Inc. represents the rights of more than 1,800 active National Football League players.

A one-stop shop for player-centered licensing, marketing and promotions, the organization is looking to build awareness of its offerings in the B2B community.

"The ability to directly engage with world-class athletes in America's favorite sport is a unique benefit that only NFLPI can offer," says David Cooper, vice president, Coyne PR, which represents NFLPI. "NFL Players Inc. has the ability to offer creative, strategic and fun approaches to growing new licensed business in a collaborative fashion."

A number of NFL players will be making appearances at the Expo (subject to change) including Vincent Jackson of the Tampa Bay Buccaneers, recent Hall of Fame inductee Andre Reed and Jay Feely of the Arizona Cardinals.

NFLPI will also be the headline sponsor of the annual Opening Night Party, taking place the first evening of Licensing Expo.



NFL PLAYERS
INCORPORATED

Ragnarama

This contemporary lifestyle brand has cross-generational appeal, with an aesthetic that combines illustration and modern design.

California-based artist Brandon Ragnar Johnson's work combines an eclectic mix of subject matters and styles such as film noir, fashion illustration, classic cartoons, mid-century design and architecture, punk rock and monsters.

His work has been collected in numerous books and can be found in films and on television, apparel, toys, textiles and home goods.

Tony Hawk (Cherokee)

After buying the Tony Hawk apparel brand in January, Cherokee is kicking off the property's licensing program at Licensing Expo.

Founded by the famed skateboarder, who will be appearing at the show, Cherokee is looking to capitalize on Hawk's continuing global appeal.

Among the territories that Cherokee is targeting for the brand are those where Hawk has high awareness including Canada, the U.S., the U.K., France, Germany, Japan and Australia.



Ty Inc.

The plush toy company, which had great success with its popular Beanie Babies toys, is giving the licensing community an up-close look at its iconic brand.

Since first introducing Beanie Babies in 1993 and causing a collecting frenzy among kids and adults alike, Ty has created more than 300 different designs for the line.

One of the largest plush producers in the world, Ty will highlight its Beanie Babies and Beanie Boos (similar to Beanie Babies but with bigger eyes and heads) brands at Licensing Expo.

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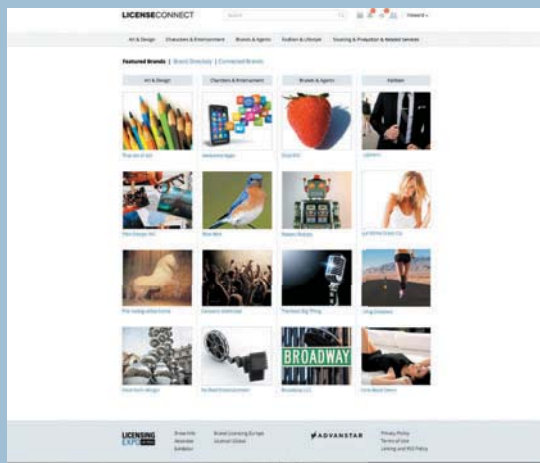
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Ever wish Licensing Expo lasted more than three days? Now it will, with the new digital licensing marketplace LicenseConnect.com, designed to complement and expand the licensing activity that occurs at Licensing Expo and Brand Licensing Europe year-round.

By integrating the databases of Licensing Expo, BLE and *License! Global*, LicenseConnect.com is now the largest database of licensors and licensees in the world, offering retailers, manufacturers and licensees 24/7 access to the world's most powerful entertainment, character, art, fashion and corporate brands.

"LicenseConnect.com is a hub that brings the shows alive online. As an exhibitor, you already have a free digital showroom, and as an attendee, you're already registered to go," says Chris DeMoulin, president, licensing, Advanstar. "LicenseConnect.com brings the Expos to the Internet, and as it expands, it will add exponential value to our exhibitors' businesses



and our attendees' ability to connect with their next opportunity."

Exhibitors from both Licensing Expo and BLE can set up a free digital showroom for their brands. Additionally, Licensing Expo attendee files have already been incorporated into the service's database, which means easy, one-step registration for retailers and manufacturers.

At launch, the service will allow retailers, manufacturers and licensees to search for brands and agents for their next collaboration or partnership. Reciprocal searches will become possible later in 2014,

with brands, property owners and agents able search the database to find the qualified licensing, manufacturing or retail partners they're looking for. A private messaging system will allow users to contact potential business partners and collaborate,

with an "opt in" approval system similar to that offered by B2B business services such as LinkedIn, so brand owners can control the conversation.

A true, year-round resource, LicenseConnect.com is the place to identify new revenue opportunities, reach out to prospective partners, network within the licensing community, deepen relationships and even finalize negotiations at no cost, all backed by the unparalleled resources of Advanstar Licensing's Licensing Expo, Brand Licensing Europe and *License! Global* magazine. ©



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RAINBOW Booth #R153



brand
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7-9 October,
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Brand Licensing Europe is looking to build on the success of last year's show—the best-attended event in its history—by bringing in a host of new brands and adding to its roster of unique show features.

By **Nicole Davis**

Last year, Brand Licensing Europe hosted 288 exhibitors and more than 7,000 visitors from 69 countries. Now in its 16th year, BLE is aiming to top that with a raft of new and enhanced features and brands such as Chelsea FC and Von Dutch, both of which are exhibiting for the first time in 2014.

BLE will take place Oct. 7-9 at London's Olympia exhibition hall.

"BLE is the only definitive event in Europe for the licensing industry," says Darren Brechin, event director, Brand Licensing Europe. "You will not see

the volume or quality of brands on display anywhere else throughout the year, nor will you find such a high concentration of retailers, licensees and sales promotion professionals under one roof over three days anywhere else."

The show floor will once again be divided into three distinct areas—Art, Design & Image; Brands & Lifestyle; and Character & Entertainment.

For a second year, the show will be expanded to the second level of Olympia, which will be home to the Art, Design & Image and Brands & Lifestyle areas. This year, the Brands & Lifestyle area will

be extended onto the balcony, providing immediate visibility for the anchor exhibitors in that area, not to mention a great view of the character and entertainment stands below.

Additionally, the Brands & Lifestyle area will feature four distinct sub-sectors this year—Sports, Heritage, Lifestyle and Fashion—as well as a new seminar series that will complement the broader annual Licensing Academy program, with content developed specifically for this area of the show.

Big Names, New Brands

A host of top companies from around the world are already slated to showcase their brands, and more than 80 percent of the floor has already been sold. Exhibitors set for BLE include Twentieth Century Fox Consumer Products, British Library, Chupa Chups, Dorna Sports, DreamWorks Animation, Hasbro, Historic Royal Palaces Enterprises, ITV Global Entertainment, Kevlar, Major League Baseball, Mind Candy, National Museum of Royal Navy, Nickelodeon, Rovio Entertainment, The Royal Ballet, Valerie Valerie and Warner Bros. Consumer Products.

More than 20 first time exhibitors have already signed on as well including comic book brand 2000 AD, Chelsea Football Club, Dutch publisher Clavis, chemical company DuPont (the creator of Kevlar), fashion brand Freegun, licensing agent Monday2Friday, Toonbox Studio, UEFA (the governing body for European football) and Von Dutch.

Mentoring for Retailers

Retail buyers from more than 70 major retailers attended last year's show, some of which participated in the one-of-a-kind Retail Mentoring Programme. Five new retailers—Debenhams, Marks & Spencer, Matalan, Card Factory and Blue Inc.—are joining the six month program this year alongside returning retailers such as Boots, Sainsbury's and Tesco.

Launched five years ago, the Retail Mentoring Programme offers participants a deeper understanding of the licensing industry. This year, more than 50 buying professionals from 10 leading retailers will take part in workshops and seminars over the next six months, culminating at BLE where they'll put their new knowledge to work.

"We decided to join the Retail Mentoring Programme last year as it gave our buyers an opportunity to get a 360-degree picture of how the

industry works," says Matthew Canwell, director of buying, Lakeland, which is participating in the program again this year. "To make a license work well, you need to ensure there is collaboration between licensor and licensee—and the Retail Mentoring Programme enabled us to understand how to make that possible."

Enhanced Show Features

Popular features from shows past, including the Licensing Academy, the License This! challenge for new creative concepts, the Screening Suite and the Advice Centre, will all be returning this year, bigger and better than ever before.

Additionally, the Character & Entertainment area will become home to the new Entertainment Bar, a relaxed location for visitors and exhibitors to network and conduct business.

The Screening Suite cinema will give attendees previews of some of the hottest upcoming blockbusters headed to screens (sessions are by invitation), while the Advice Centre will offer consultations on everything from legal and financial advice to contract guidance.

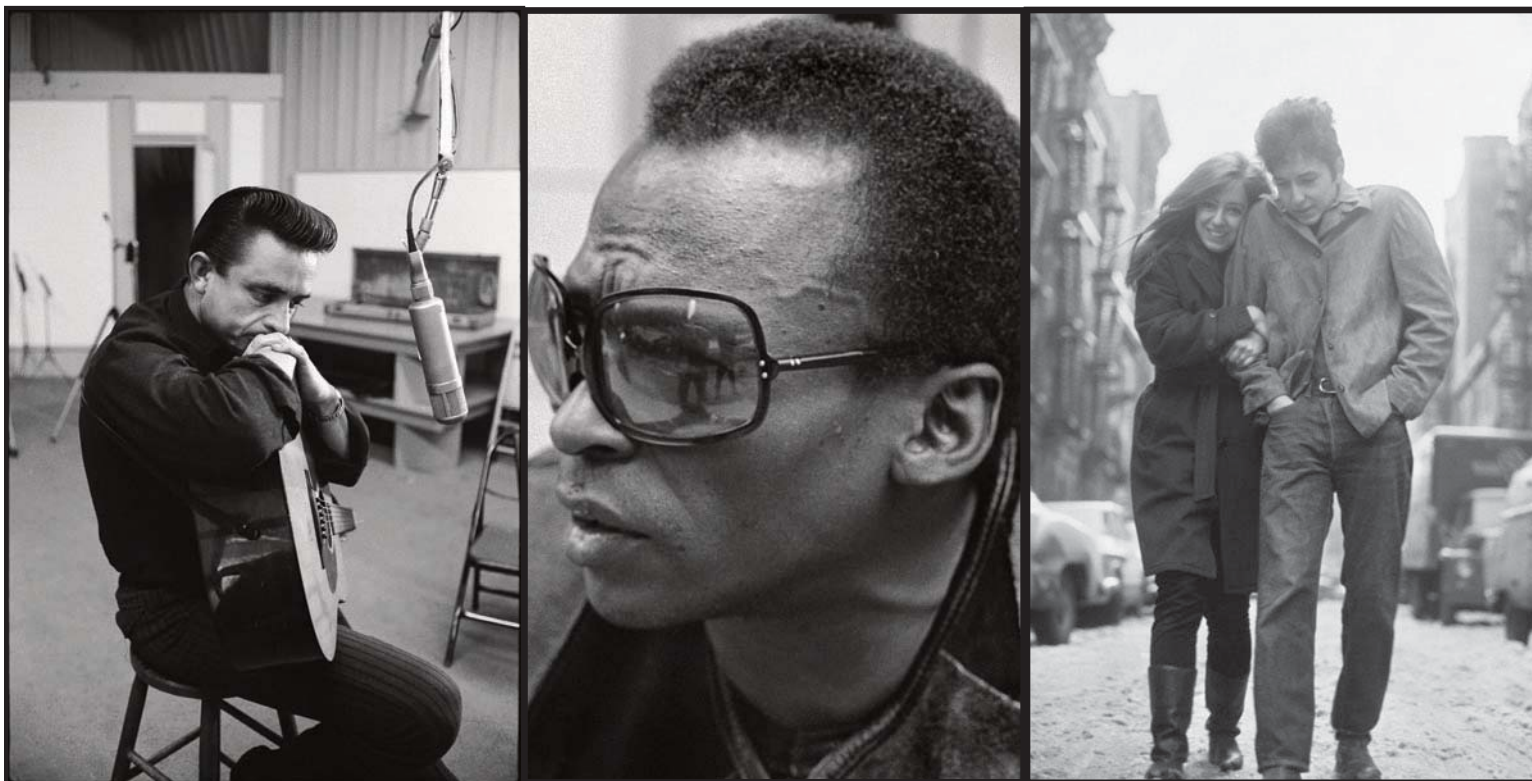
Running alongside the exhibition will once again be the Licensing Academy, featuring keynote sessions from industry experts. The schedule will be announced this summer. Over the past few years, the Academy has played host to sessions from leading licensors such as Mind Candy, Rovio, Volkswagon, Lucas Licensing and FIFA.

The License This! competition, now in its fifth year, offers new brands the opportunity to break into the global licensing industry. Entries (which can be submitted through Sept. 5) are reviewed by a panel of experts who pick a shortlist of four properties that will be presented in front of a live audience on the last day of BLE. The winning brand receives a fully furnished stand at the following year's show.

"I'm excited about everything that is happening this year—the new exhibitors that are coming on board, the sheer size of some of the stands that will be on display, the exciting feature areas that we are working on at the moment and especially the educational content," says Brechin. "The seminars will really step up a level this year, as we are working with some very high-profile presenters and organizations to deliver what I think will be the most informative and cutting edge program to-date." ©

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Pam Kaufman

CHIEF MARKETING OFFICER AND PRESIDENT OF
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KID MARKETING MAVEN

By **Tony Lisanti**

When this savvy marketer was promoted to the additional post of president of consumer products at Nickelodeon in July 2013, Pam Kaufman was thrilled with the opportunity because she knew what was in the studio's pipeline.

Beyond the iconic properties like Teenage Mutant Ninja Turtles, SpongeBob SquarePants and Dora, which are each being transformed in various ways, there is a raft of new properties that not only have the potential to keep Nickelodeon at the forefront of kids' television, but also at the top of its game in brand licensing.

And at a time when the kids' TV business faces serious challenges, Nickelodeon is not backing off or scaling back, but aggressively pursuing this lucrative—albeit volatile—segment.

“We are having a blast as our business and platform are very strong right now, and it's exciting that in consumer products, everything we have been planning for is coming to life,” says Kaufman, who has been with the kids' network for 17 years. “As a company, we are really focused on the growing the portfolio.”

In fact, as Nickelodeon's core properties have matured, growing the portfolio and revamping its existing brands has been critical to the company's future growth and expansion.

“We developed a strategy to go deep in preschool, acquire new IP that would make sense and partner with other IP owners,” says Kaufman, who reports directly to Cyma Zargami, president, Nickelodeon Group. “We are very focused

on the curriculum for the shows that we are developing that have a strong science and technology base along, with very strong characters. I believe we really haven't been challenged in this area.”

There is no doubt that Kaufman and her team have been extremely busy as Nickelodeon plans to release six shows in 18 months along with simultaneous consumer product launches. According to Kaufman, the shows are targeted to the 3- to 5-year-old audience, which is a very important demographic for Nick and acts as a feeder to the 6- to 11-year-old group.

At this year's recent TV upfronts, Nickelodeon announced 100 episodes of new educational preschool series for the 2014-2015 season, which is part of what the company calls its “biggest pipeline of

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content ever.”

Among the new and recently debuted shows are “Wallykazam!,” “Dora and Friends: Into the City!,” “Blaze and the Monster Machines,” “Shimmer & Shine” and “Fresh Beat Band of Spies,” plus additional episodes for existing series “Paw Patrol,” “Bubble Guppies,” “Peter Rabbit” and “Team Umizoomi.”

In the most recent TV ratings (as of press time), Nickelodeon closed the week of May 11 as basic cable’s No. 1 network for the 18th consecutive week in total day viewership among kids ages 2- to 11-years-old and overall total viewers. Nickelodeon also holds the top three spots among kids ages 3- to 5-years-old, with “Paw Patrol” ranking No. 1, “Team Umizoomi” ranking second and “Bubble Guppies” placing third.

In addition to television, Kaufman says Nickelodeon has two upcoming theatrical releases in connection with Paramount Pictures—*Teenage Mutant Ninja Turtles*, which will debut Aug. 8 in the U.S., and a *SpongeBob SquarePants* film, *The SpongeBob Movie: Sponge Out of Water*, which will hit theaters in February 2015.

“We are talking to Paramount about a variety of other options,” she adds.

Kaufman points out that another important factor of Nickelodeon’s initiatives is having consumer products coordinated for release at the same time as the debut of its TV shows. Here are some of the consumer product programs that are being developed by Kaufman and her team:

■ **Peter Rabbit**—Highlighted by a 20-foot statement in Walmart’s Easter

seasonal area, Nickelodeon has big plans this fall for an expanded consumer product launch at mass, including a toy line from Cartwheel that includes plush, play sets, role play and an interactive toys.

■ **Paw Patrol**—This No. 1 rated preschool show is a partnership with Spin Master. The property boasts more than 25 new licensing partnerships, according to Kaufman, with products hitting shelves beginning this fall.

■ **Dora and Friends**—For the new version of this iconic property, Nickelodeon has teamed up with several licensees including Fisher-Price to expand the Dora franchise with interactive dolls, play sets and accessories that will release in August.

■ **Blaze and the Monster Machines**—This new series, which premieres this fall, is Nickelodeon’s first preschool show to feature a curriculum dedicated to all areas of STEM (science, technology, engineering and math), according to Kaufman, who says products will hit retail in 2015. It follows the adventures of an 8-year-old boy and his monster truck Blaze.

■ **Shimmer & Shine**—This new show, which premieres in spring 2015, features an emotional intelligence curriculum that highlights making mistakes as a path to learning, according to Kaufman, who says products will hit retail in 2016.

■ **Teenage Mutant Ninja Turtles**—A multi-faceted licensing program will target its core market of 6- to 11-year-

olds, a preschool audience with its Half-Shell Heroes line by Fisher-Price, a new girls’ line of products and a full movie-themed program. Nickelodeon will introduce more than a dozen new licensing partners for the CG-animated series including Build-A-Bear, Aqua Leisures and Jazwares, according to Kaufman. This fall, Nickelodeon will unveil customized merchandising and marketing programs with Playmates Toys, Rubie’s Costume Co., Activision, Insight Editions, Richard Leeds, Freeze and MZ Berger.

■ **SpongeBob SquarePants**—In honor of its 15th anniversary later this year, Nickelodeon has updated the licensing program to include master toy licensee Just Play, MEGA Bloks, NKOK and Power Wheels. For the movie, Kaufman says Nickelodeon will unveil an extensive retail and product collection in Q1 2015.

Kaufman is definitely building momentum for the future with a combination of strategic initiatives that include a major emphasis on content development, co-branding partnerships, new licensees, innovative products and global expansion.

“We are committed to keeping a strong pipeline, and we will not go back to the one or two properties where we once were,” Kaufman emphasizes. “We also have a very big commitment to work with toy developers and inventors and not just come up with the next idea, but how we marry the next innovation with great storytelling.” ©

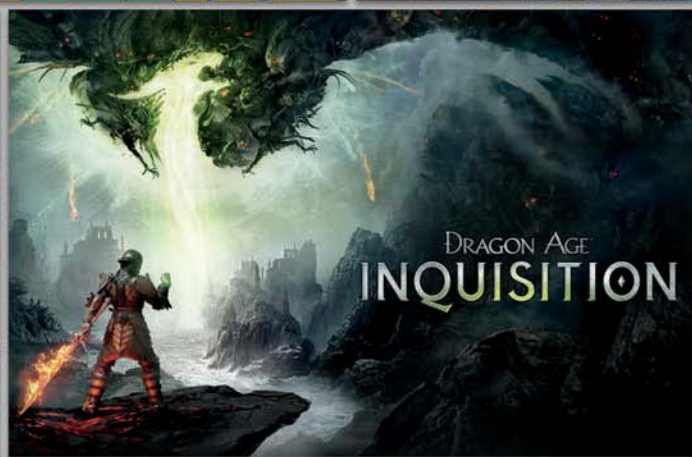


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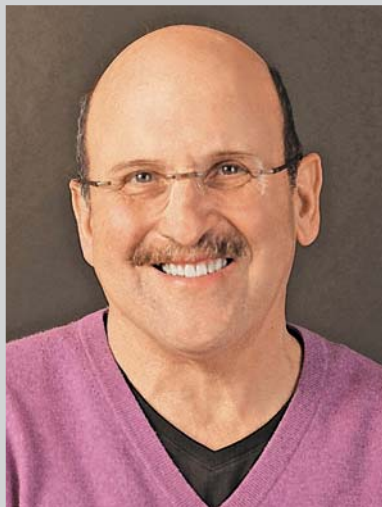
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CHIEF EXECUTIVE OFFICER, EPIC RIGHTS

A ROCKIN' REDUX

By **Tony Lisanti**

After a prominent career and many personal accomplishments in music merchandising, Dell Furano and Epic Rights are gearing up to produce another big hit.

A veteran executive and entrepreneur of music licensing with more than 30 years of experience, Furano recently formed Epic Rights, a new global branding, licensing and rights management company that has already compiled an iconic portfolio of artists and celebrities including such acts as KISS, Madonna, Aerosmith and Jefferson Airplane, as well as John Lennon, artist Gary Baseman, the Woodstock music festival and Rock & Brews, a restaurant chain co-founded in 2009 by Furano and Gene Simmons and Paul Stanley of KISS.

Furano isn't necessarily looking to fulfill a lifelong dream with his latest

venture—he's already done that. With Epic Rights, Furano is looking to bring a new approach to a changing music merchandising business and, in some ways, perhaps once again enhance his longstanding reputation as a pioneer in the music business.

Furano began his career in music with the co-founding of Winterland Productions with partner and concert promoter Bill Graham—they sold the venture to CBS Records in 1985. Subsequently, Furano became the founding chief executive officer of Sony Signatures, the entertainment, merchandising, licensing and consumer products division of Sony Corporation. In 1999, Furano founded Sony Signatures Network, which he sold to Live Nation in January 2008, where he remained head of Live Nation Merchandise until 2012.

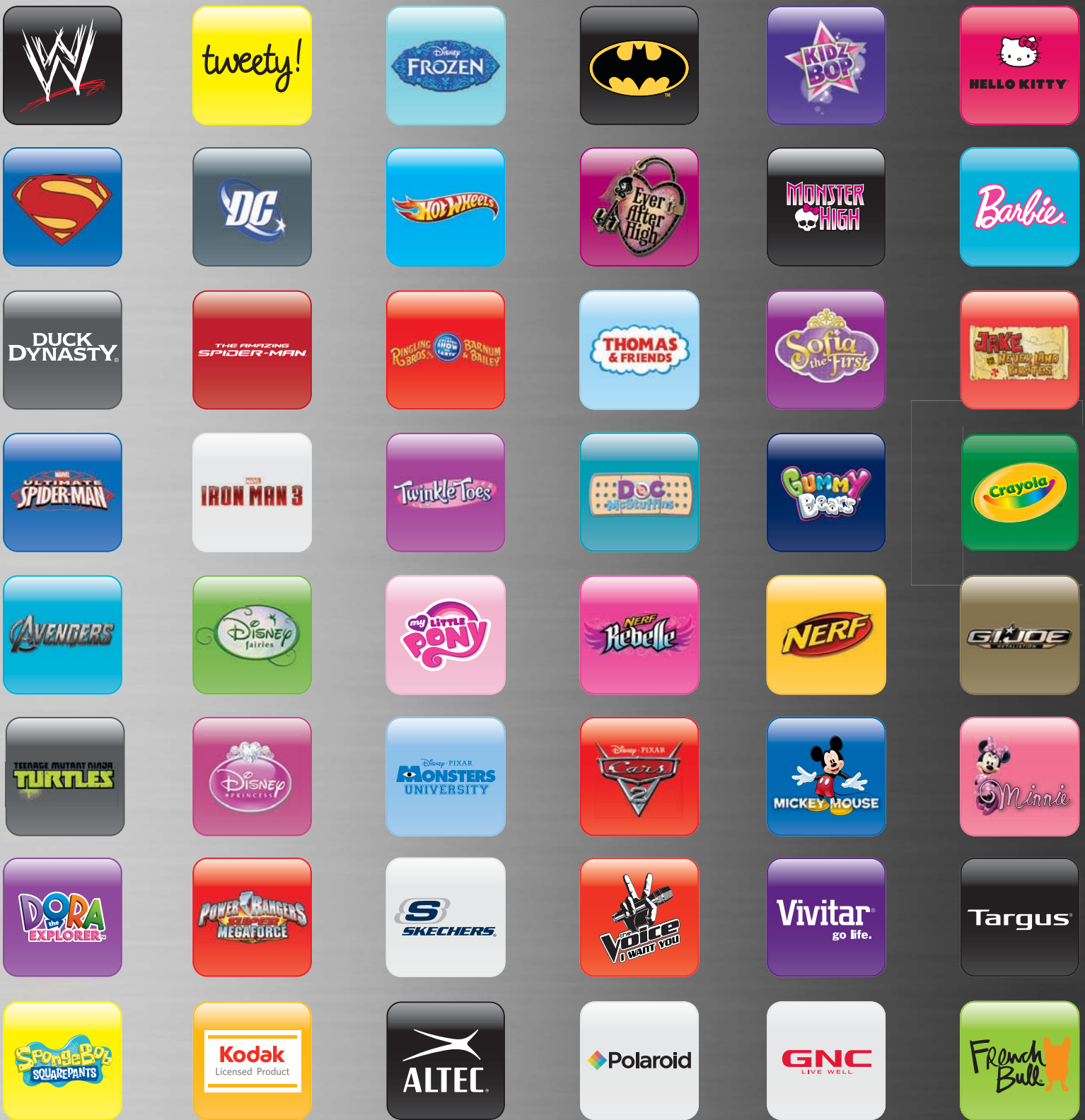
"The music merchandise business

has evolved into a business that has become very competitive and very challenged from a margin standpoint," says Furano, chief executive officer, Epic Rights. "There is very little competitive differentiation among the music agents, and Epic Rights will focus on the areas of business that have been underserved by integrating all aspects, from concerts to social media—that's been a huge missing link in the music industry and where I see the opportunity.

"Epic Rights will not have a wholesale division, and we will work much more aggressively to partner with our licensees, to offer new photos, new artwork and better and quicker approvals," Furano adds. "With our new team of licensing professionals, we have a wealth of experience, which will help us make a difference."

Furano recently appointed Juli Boylan,

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formerly of Sony Consumer Products, as executive vice president, global strategic partnerships and licensing, to oversee a dedicated licensing division that will expand the company's brands and international presence. In addition, Lisa Streff has been named senior vice president, licensing, and is responsible for the company's North American licensing business.

"Our approach is to focus more on the process of branding and licensing rather than just going after the easiest low hanging fruit deals," says Furano. "A big part of our strategy is to grow the celebrities' reach into social media and use that reach to make their fans aware of the merchandise and products that are available at retail."

Furano says that the No. 1 priority is to create an inspiration guide that is available online in different languages, along with a brand guide with new photos, images, logos and instructions on the development of products.

In March 2014, Epic Rights entered into a multi-year merchandise, licensing, e-commerce and digital media agreement with KISS.

"We will build the KISS global franchise in a highly integrated manner through a combination of touring, music sales, merchandise, licensing, social media and promotional partnerships. KISS remains one of the most influential bands in the history of rock and roll and the undisputed leader in global merchandise and licensing," says Furano, who has worked with KISS for 25 years.

KISS, which is celebrating its 40th anniversary this year, is "entering the most prolific period of their career with their induction into the Rock and Roll Hall of Fame, the release of Paul Stanley's autobiography by Harper Collins, the LA KISS Arena Football Team's inaugural season, the Jon Varvatos Dressed to Kill

ad campaign and the recently announced three-month summer tour with Def Leopard," says Furano.

"The KISS legacy continues to grow, generation after generation," he adds. "The unparalleled devotion and loyalty of the KISS Army to the 'Hottest Band in the World' is a striking testament to the band's unbreakable bond with its fans. We will build the KISS brand through a focused global strategy that will include new artwork, photos and designs, along with new licensees, and the company will be committed to developing much closer relationships between the licensees, retailers, Epic Rights and KISS band members."

Epic Rights will be launching a social media campaign that will support retailers and licensees and target the more than 12 million KISS fans.

"We will reduce the number of KISS licensees and small novelty type product categories [in favor of] a much more structured licensing program in terms of brand building and integrated marketing," he says. "We already have 15 new apparel deals, and we will have 50 apparel deals worldwide by the end of the year."

With a similar approach, Epic Rights will also look to expand and integrate the licensing programs worldwide for its other recently contracted clients including Woodstock, Gary Baseman and John Lennon.

For Woodstock, which celebrates its 45th anniversary in August, Furano's plan is to create a new social media and e-commerce platform, introduce the brand to younger generations and create a fashion-driven lifestyle program.

According to Furano, Epic Rights also has plans to develop a global consumer products program for contemporary artist Gary Baseman that will be based on his illustrative work and focus



on apparel, accessories, stationery, publishing, housewares, gifts and novelties and collectibles.

Additionally, Yoko Ono recently appointed Epic Rights as global licensing agent for the late John Lennon. According to Furano, Epic Rights will develop two new global licensing programs—the John Lennon Classic brand for products featuring Lennon's name, likeness and signature; and the Bag One Arts brand, which is based on Lennon's original drawings.

"We are committed to developing a worldwide licensing program that respects Lennon's beliefs and contributions to humanity, and anticipate strong global consumer demand from existing and new fans who want to connect with John Lennon and his legacy," says Furano.

With several new clients and a new approach to the music merchandise business, Furano not only has Epic Rights well positioned for the future, but he is also reinforcing his legacy in music merchandising.

Says Furano: "We will have fewer clients, and we are going to do a few things great rather than a lot of things mediocre." ©

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THE MAGIC OF BRANDED PLAY

This exclusive report examines the strategic initiatives that have transformed Hasbro from a leading toy company into a franchise and content driven entertainment leader as exemplified by the growth of My Little Pony and its other iconic brands.

By Tony Lisanti

Stephen Davis, president, Hasbro Studios,
global entertainment and licensing, Hasbro

When Brian Goldner took the helm of Hasbro six years ago as chief executive officer with a mission to change the persona of the venerable toy company into a global branded entertainment company, the risk was high, but so were the rewards.

Today, the Pawtucket, R.I.-based corporation is a reflection of Goldner's vision and mantra—"Reinvent, reignite and re-imagine." It is a very different type of company than it was when the "Master Transformer" (see sidebar on page 101) set out to re-invent branded play.

The transformation has been an ongoing strategy, and not just a quick cosmetic change like the bot character Optimus Prime makes in the popular Transformers movies and series. The results have produced significant changes to the structure, operations and financials of the company that now includes Hasbro Studios, its entertainment production division; the Hub Network, its TV partnership with Discovery Communications; Hasbro Digital, which includes the recent acquisition of Backflip, a mobile gaming studio; and Hasbro Publishing; as well as a new strategic approach to its franchise structure and content development.

Hasbro appears to be operating on all cylinders as its core franchise brands—Transformers, My Little Pony, Littlest Pet Shop, Monopoly, Nerf, Play-Doh and Magic: The Gathering—grew 15 percent in 2013, representing 44 percent of total revenues, up from 38 percent in 2008. More importantly, each of

its brands are poised for additional growth and expansion over the next several years.

"Hasbro has always been about great characters and great storytelling," says Stephen Davis, president, Hasbro Studios, global entertainment and licensing, Hasbro, who is now the master of integration. "We recognize that we need to bring our brands to life more fully through entertainment and content. Our storytelling and character development extend beyond film and television. We also tell stories at retail, we tell stories on digital platforms and we tell stories through licensing."

For 2013, Hasbro reported \$4.4 billion in retail sales of licensed merchandise worldwide, according to *License! Global's* annual Top 150 Global Licensors report. The company ranked No. 11 among the world's largest licensors.

According to Davis, the ultimate goal is to provide consumers the opportunity to engage with Hasbro's brands on multiple platforms.

"Storytelling provides tremendous tools for



Simon Waters, senior vice president, global brand licensing and publishing, Hasbro



Samantha Lomow, senior vice president, global marketing, Hasbro



Donna Tobin, vice president, franchise leader, My Little Pony, Hasbro

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licensees to work with by creating a dialogue between storytellers, studio, category managers and licensees,” says Davis. “We have been able to influence publishing, apparel and hardlines to help shape their respective product lines by integrating all aspects of the process.”

One of the best examples of the success of its new strategic branded play approach is the My Little Pony franchise, which was re-launched in 2010 and has grown to represent \$650 million in retail sales in 2013.

In fact, Hasbro’s girls’ properties led all categories with 26 percent revenue growth in 2013, according to Davis, and reached \$1 billion in retail sales for the first time in the company’s history, increasing from \$300 million 10 years ago.

According to Davis, Hasbro “re-imagined” My Little Pony in 2010 through the Friendship is Magic theme, creating and adding a television series on the Hub Network, which now has distribution in 180 territories. Davis says that the licensee base was also expanded to more than 200 licensees across 17 categories. In addition, the My Little Pony brand has added numerous global retail partners, from mass to class, that have exposed the property to entirely new audiences. In fact, My Little Pony, which was founded in 1983, has become a global pop culture phenomenon and has far exceeded any executive’s expectations or financial goals.

“My Little Pony is the perfect example of how we drove innovation across all that we do for the brand, where entertainment has been a tremendous catalyst for engagement with the consumer,” says Davis.

My Little Pony has been a marketer’s dream considering its global popularity, reach and engaged audience.

“The backbone is the episodic series ‘Friendship is Magic’ that planted the seed for a much bigger story that we wanted to tell about the characters and their world. We extended it into all licensed categories including



publishing and apparel and drove a more robust toy business,” points out Samantha Lomow, senior vice president, global marketing, Hasbro. “The socially relevant messages of acceptance and friendship appeal to parents and fans of all ages. The brand has a retro/nostalgia factor that appeals to moms who grew up with My Little Pony, as well as trendy tweens and teens.”

Another key aspect to the overall licensing strategy, according to Simon Waters, senior vice president, global brand licensing and publishing, Hasbro, is the strength of its licensee partnerships.

“We created the style guide, and we worked very hard to ensure that all the assets we created either spoke to the key themes or we incorporated licensees into the start of the process, so we were able to have a much better and more integrated product that really spoke to



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the overall franchise rather than having it look odd or be out of place,” says Waters.

Waters emphasizes how important the partnerships with licensees are that have enhanced not only the product design, but placement at retail as well.

“There are three key words for licensees—innovation, responsiveness and collaboration,” says Waters. “We always challenge ourselves to innovate, to be as responsive as possible to our partners and sales force and to collaborate on the business plan. It’s a two way street.

“There is a mutual respect with our partners,” Waters adds. “They are our sales and marketing force at retail and have helped us to have greater product integrity and do things faster and quicker—we go to retail with one voice.”



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DTRs Drive Category Sales

Hasbro has signed several direct-to-retail deals in major territories including Brazil, Chile, Colombia, Peru and Central America for My Little Pony, Transformers and Littlest Pet Shop licensed lifestyle goods across key categories such as apparel, housewares and sporting goods.

"Through these agreements with leading retailers, we continue to strategically extend the reach of our brands in fresh, innovative ways that resonate with its global fan base," says Hasbro.

Key DTR deals include:

- Ripley (Chile and Peru)—My Little Pony, Transformers and Littlest Pet Shop apparel and sporting goods.
- La Polar (Chile)—My Little Pony apparel.
- Empresas Hites (Chile)—Transformers apparel.
- Grupo Exito (Colombia)—My Little Pony and Transformers apparel and home goods.
- St. Jack's (Panama)—My Little Pony, Transformers and Littlest Pet Shop apparel.
- Grupo Wong (Peru)—Transformers apparel and home goods.
- Leader (Brazil)—My Little Pony, Transformers and Littlest Pet Shop.
- Riachuelo (Brazil)—My Little Pony.
- C&A (Brazil)—Transformers and Littlest Pet Shop.

According to Hasbro, the licensor also has several DTR programs in place in Asia, Europe and North America, and will continue to seek additional programs across multiple brands and territories in 2014 and beyond.

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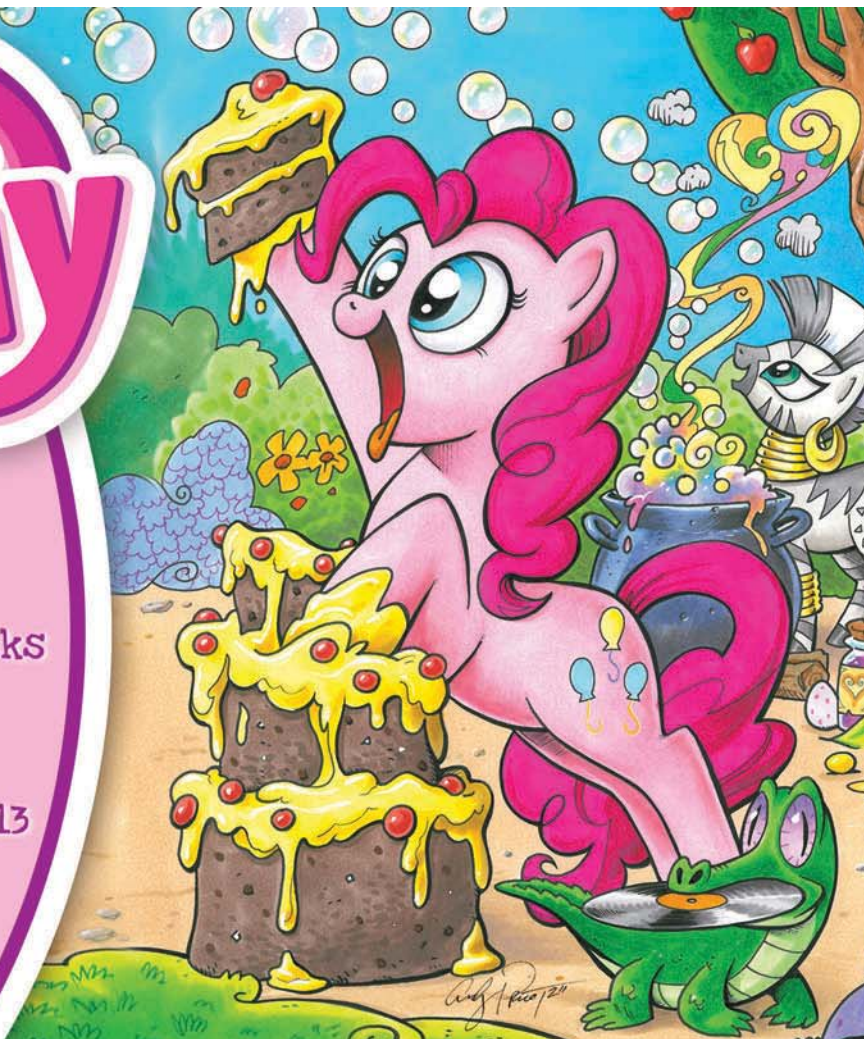


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The key My Little Pony global retail partnerships, which Hasbro executives view as further extensions of storytelling, include the following, as well as several additional direct-to-retail deals:

- Benetton Group—Launched in spring, this fashion collection featured apparel, footwear and accessories for kids and newborns at its stores in 42 countries.
- Topshop—The My Little Pony by Alice Vandy collection launched at Topshop’s flagship store in London’s Oxford Circus in October.
- Soho Fashions—With MLP kiosks in 40 malls across the U.S., products feature hair extensions and accessories for girls to “pony-fy” themselves.
- Build-A-Bear Workshop—This partnership offered consumers the opportunity to create specific characters such as Pinkie Pie, Rainbow Dash, Princess Twilight Sparkle and Fluttershy to their collection with various outfits and accessories.



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Hasbro: Then and Now

When *License! Global* profiled Hasbro in February 2009 (“Master Transformer”), the company was just beginning to implement its chief executive officer’s initiatives to transform into an entertainment-driven company. There was one Transformers movie (circa 2007) and the franchise was celebrating its 25th anniversary at the time, but there was very little other content.

Five years later, the company owns a major studio for creative development, is a partner in a kids’ TV network, owns a mobile game developer and has expanded its publishing initiatives significantly. This month, the fourth Transformers franchise film, *Transformers: Age of Extinction*, will hit the big screen, *Ouija* is scheduled

for October release, *G.I. Joe 3* is being developed and Hasbro Studios has produced hundreds of TV episodes for various franchise brands.

Goldner’s vision to transform the company into an entertainment entity has been accomplished on multiple fronts and it still continues to evolve.

Another key component of Goldner’s vision in 2008 was global expansion.

“We have been increasing our investments in a number of new markets including opening offices in Brazil, Russia and China... and as we increase our presence around the globe, we expect to grow our emerging market business significantly over the next few years,” Goldner told *License! Global*.

And emerging markets continue to be an

important component of Hasbro’s growth. In 2013, Goldner reported that emerging market business “continued to deliver double-digit revenue growth. Emerging market revenue grew by 25 percent to \$575 million or 14 percent of Hasbro’s revenues globally. Profitability in emerging markets increased by 40 percent year-over-year, increasing to 10.1 percent operating profit margin versus 8.9 percent in 2012.”

Hasbro now has 20 offices around the globe.



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■ Colette—This Paris-based specialty retailer celebrated the 30th anniversary of the brand last fall with an exclusive, limited edition Andrea Crews collection.

“My Little Pony has an appeal to a multi-generational consumer base and transcends age and gender with our socially relevant messages of friendship. Because of that, we have been able to increase consumers and expand product offerings,” explains Donna Tobin, vice president, franchise leader, My Little Pony.

In addition, My Little Pony POP will launch later this year and will be based on allowing girls the ability to do their own thing with the product.

“Girls are looking for more ways to experience their favorite brand; they want to customize and personalize with trendy, fun looking accessories,” Tobin says.

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My Little Pony Equestria Girls was introduced last year to appeal to a slightly older age group.

“The launch of our new IP Equestria Girls delivers hip and trendy teenage girl versions of the popular pony characters that so many fans around the globe already know and love, while staying grounded in the basic premise of friendship,” says Tobin.

“[Equestria Girls is] how we created an extension of the My Little Pony franchise for an older girl that really played on fashion,” says Waters. “Working earlier with the studio and licensees has enabled us to go to retail quicker.”

The underlying approach that has greatly expanded My Little Pony will be applied to the other Hasbro franchises as well.

“The wonderful thing about My Little Pony is that we have created a brand that now spans a broad demographic—it’s a brand that appeals to consumers



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of all ages,” says Davis. “My Little Pony has been the catalyst in that respect, and now we can apply those learnings to some of our other brands.”

First, the My Little Pony model is being applied to Hasbro’s Littlest Pet Shop property, which will see a variety of new applications and products over the next several months that will include McDonald’s Happy Meal promotions, customizable play sets and figures based on the series and an integrated app that will allow fans’ pets to come to life within the game. In addition, IDW will launch a series of comic books. The entertainment and storytelling will continue with the roll out of season two of the TV series of the same name across Europe, Asia and Latin America. Season three will be available at the end of the year.

Ouija, the theatrical movie based on the long-standing Hasbro game brand, is set to release in October.



TRANSFORMERS



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“We are looking at a long-term strategy of how we can create new ways to engage with that brand over the next few years,” says Davis.

Another example of how Hasbro is using content and storytelling to enhance play patterns is the re-invention and re-launch of Furby, which was a dormant brand in Hasbro’s vast portfolio that consists of more than 1,500 properties.

“We leveraged our consumer insights, our innovation and our ability to storytell in a different format, not episodic television, but digital app integration,” says Lomow.

Monopoly is another great example of how Hasbro developed a story around its licensing through innovative

products such as apparel and accessories based on parts of the board game.

“We spun off marketing of Monopoly’s rags to riches story, using the great icons and creating some editorial around it that’s relative to the time,” says Waters.



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Hasbro Publishing Tells a Great Story

While storytelling is key to the overall Hasbro franchise-driven strategy, Hasbro Publishing has its own story to tell, and that story is about innovative content and strong performance for all of its print products including comics, chapter books and other specialty titles.



Michael Kelly, director, global publishing, Hasbro

At a time when traditional print publishing is being seriously challenged by various digital formats, Hasbro Publishing is selling more books than ever before.

"We give kids and consumers the opportunity to relive the story, but what sets us apart is that we are not quite interested in telling you what happened in a particular episode, but more

interested in telling you what happened between episodes," explains Michael Kelly, director of global publishing, Hasbro. "When the TV goes off and the movie theater goes dark, those characters are alive in your imagination. We build that story out and give you stories that happen in between the episodes and movies.

"A big part of our success is, from a content standpoint, that we deliver not just an interpretation or adaptation, but provide original content that is expanding that universe and giving a different experience of characters," he adds.

According to Kelly, every comic book from IDW is an original story about the My Little Pony characters. Hasbro has sold more than 1.2 million comic books to-date of its 28 editions.

Kelly says anecdotally that comic book store owners tell him that young girls are coming in to buy comic books for the first time and that "they have never had an 11-year-old girl walk through the door."



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Hasbro Publishing is planning a special edition for San Diego's Comic-Con International in July, and will release a My Little Pony boxed set adventure collection from Little, Brown in October, which he points out are "the books that Rainbow Dash has on her bookshelf in the show."

The Little, Brown Books for Young Readers include leveled readers, hardcover and paperback storybooks and a chapter



book series. Titles include *The Elements of Harmony* guidebook to the My Little Pony TV show, "My Little Pony: Friendship is Magic," and the *Mini Pony Collector's Guide*.

In addition to print, Kelly says Hasbro Publishing has a robust digital program that releases at the same time as print products.

"We have not seen any attrition on the print, so either we have a new audience because of digital or people are buying both," he says.

According to Kelly, Hasbro Publishing is quickly expanding the Littlest Pet Shop property's publishing initiatives through 2015. A comic book series from IDW was launched in May along with middle reader chapter books from Scholastic.

"Our franchises have been around for 30 years because they are not just simply great toys, but because they are great stories that resonate across generations and become part of a child's life," says Kelly.



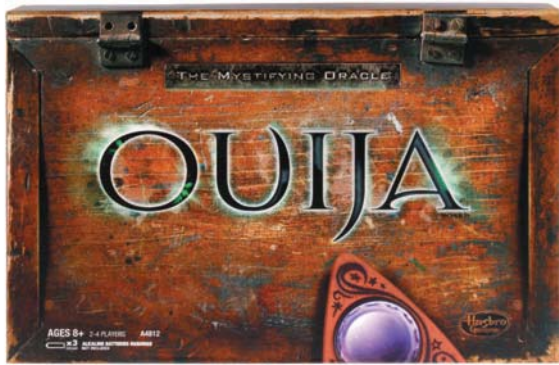
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Other applications for the Monopoly brand include McDonald's Happy Meal programs in multiple countries; expansion of a loyalty program in Albertsons grocery stores; the Minnesota lottery launched the first Monopoly- and Hasbro-branded electronic instant lottery tickets in the U.S.; continued partnerships with casino promotions; and a new national premium game, Monopoly Millionaires' Club, which will be introduced later this year by the Multi-State Lottery Association.

The fundamental blueprint and branded play global strategy, which Goldner initiated in 2008, will continue in the foreseeable future as the core franchises are expanded and new brands are launched.

"The magic is our ability to tell a story effectively irrespective of what the medium or platform is," says Davis. "We will continue to look for



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Transformers Celebrates 30 Years

The mega Hasbro franchise will kick into high gear this month as the film *Transformers: Age of Extinction* premieres in theaters with new characters and a multitude of new products and partnerships. The iconic brand, which posted record growth globally in 2013, is also celebrating its 30th anniversary this year. And once again Hasbro is offering “more than meets the eye.”

According to Hasbro, more than 100 promotional relationships will support the launch of the movie along with an additional 200-plus licensees across all major categories including apparel, bedding, publishing and footwear. Almost 20 new retail programs, including eight new direct-to-retail deals and 14 fashion collections across multiple territories, have been rolling out throughout the year.

As part of its corporate mantra (and similar to the My Little Pony approach of franchise integration), Hasbro will support the property across all gaming platforms with games from Activision, DeNA and Jagex Games Studio, which will debut later this year.

Last month, Hasbro featured Cybertron Monday, a global online

sales event marking the official launch of the new Transformers toys, action figures and licensed products. Participating online retailers included Amazon, Target, Toys 'R' Us and Toys 'R' Us Asia, Walmart, K-mart, Tesco, Argos, Ripley, Tmall.com and HasbroToyShop.com.

The new film introduces a new cast of human characters too including Mark Wahlberg as Cade Yeager and Transformers robot characters such as Grimlock and the Dinobots.

In honor of the year-long celebration, Hasbro is releasing a record 73 Transformers Generations figures featuring classic conversions and “the most detailed and accurate action figures of characters from the new movie and throughout the brand’s history,” according to company.

Additionally, a non-movie Transformers Generations line features the launch of a new scale, Generations Leader Class; and a Transformers Generations deluxe scale line will include the fan-built bot character, Windblade, and be the 30th figure in the Thrilling 30 collectibles program, which features 30 limited edition figures.



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new ways to influence both entertainment and licensing, driving innovation and stimulating the organization to think differently and out of the box. We will always remain deeply rooted to the values of friendship and look for partners who can help us create the quality of products in multiple categories across the globe that continuously appeal to fans of all ages and keep in sync with our entertainment.”

Davis continues: “We will continue to re-define what engagement means to our brands, and that’s the heart of what our ‘revolution in play’ is all about—continued innovation, film and TV playing an important role, driving personalization and making branded play more relevant with individual consumers, rather than a one-size-fits-all philosophy that some other companies have. We will see the company do groundbreaking integrated execution that will be fun and exciting, and at the heart of it all is our great storytelling capability.” ©



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BUILDING A
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An exclusive look inside House of Harlow 1960 and how Nicole Richie is expanding the brand across categories and around the world.

By **Tony Lisanti**

Nicole Richie, creative director, House of Harlow 1960

From her stardom on the reality TV series “The Simple Life” to the world of fashion, Nicole Richie has transitioned from actress to creative designer, becoming an influential force in celebrity licensing worldwide.

The TV personality, singer, fashion designer and proud mom, who began her foray into consumer products with a jewelry collection just five years ago, has always been determined to fulfill her passion and her dream. She first discovered her love for creative design and learned about the trade when she was a 10-year-old figure skater. It was through the sport that she learned about design from the same costume designer that created all of her father’s stage clothes (dad is singer Lionel Richie), as well as her skating outfits.

Unlike some of the stereotypical celebrity brands that are more about the sexiness and popularity of a name rather than the functionality of the actual product, Richie has applied her intense passion, savvy understanding of woman’s fashion needs and her skill set as a creative designer to grow a business she truly knows requires a hands-on approach and 24-7 involvement.

Over the past five years, this “Ballerina Girl” (the hit song Lionel Richie recorded in homage to her in 1986) has quickly established a global empire that now includes jewelry, accessories, eyewear, handbags, footwear and apparel, with much more on the drawing board. Her business may not yet be as big in retail sales as other top celebrities such as Jessica Simpson, Kimora Lee Simmons or Mary-Kate and Ashley Olsen, but Richie is certainly moving in that direction.

“I created House of Harlow 1960 as a reflection of me and as a reflection of my art and design sensibility,” says Richie, who also starred as one of three mentors on the recent NBC TV reality show “Fashion Star.” “It was a very natural and organic step to have it be licensed.”

Richie launched The House of Harlow 1960 brand in 2009. It started with a small jewelry line that was sold exclusively at Kitson, the specialty retailer based in Los Angeles, Calif., and has since expanded. This past spring, Richie launched an extensive apparel collection, for which she received positive reviews. She has also appeared in almost

every top fashion magazine including *Vogue*, as well as the Hollywood tabloids and entertainment media.

From one retailer, Richie’s collections have grown and become available in hundreds of stores worldwide including such familiar names as Bergdorf Goodman, Macy’s, Nordstrom, Neiman Marcus and QVC; U.K. retailers Tesco and Selfridges; and many other specialty boutiques around the world.

“I got into this world because, as a girl walking through various retail stores shopping, I felt a void for those pretty pieces that didn’t fall into a certain trend... for those out-of-the-box pieces that really are about expressing yourself through fashion and pieces that are a reflection of who you are,” says Richie.

Richie is the proverbial student of fashion who not only stays tuned into the retail scene, but also stays connected to what her fans are buying. She also has an incredible connection to the culture and style of the 1960s and ‘70s, almost as if she lived through those changing times, and often wears the very styles she has created in her collections.

“I am deeply inspired by the ‘60s and ‘70s. What has driven me to the overall time period is that the clothing and the jewelry was all about expressing who you were,” she explains. “It was about using clothes and jewelry as more of a tool to present yourself to the world and not necessarily about trends.

“I started with costume jewelry because it was closest to my heart,” recalls Richie. “I wanted to start with something small, and I had a very distinct visual of what I wanted the jewelry to look like and how I wanted it to feel. I am a vintage jewelry collector so it made sense to start with jewelry.”

Richie says the first collection consisted of about 30 pieces targeted to the 20-something crowd.

“I was 26 at the time, so I was appealing to women like myself—a young, new mom stepping into a new role in my life,” she says. “I was targeting women who were making the transition from being a child to an adult and giving those



women something that was exciting and fun.”

She describes her jewelry line as “timeless pieces that mix metals, incorporate fabrics and are a little bit outside the box.”

Richie named the brand after her daughter, Harlow Winter Kate, now 6-years-old. (She also has a 4-year-old son, Sparrow James Midnight, with husband and celebrity Joel Madden.)

“I wanted to have something to honor her,” she says. “I started designing with the thought of her as I moved into this new chapter in my life. I wanted the name to feel special and timeless.”

It wasn't very long after House of Harlow 1960's initial launch that Richie began to realize that her business was beginning to flourish. Richie's image and brand were on the rise, and she quickly began collaborating with major retailers and well-known designers including an Impulse collection with Macy's and collaborations with Alberta Ferretti and Karl Lagerfeld.

“It was then that I began to realize that people were beginning to recognize this brand as something real and that they understood what was behind the actual pieces,” she says.

According to Richie, the House of Harlow 1960 brand represents “no rules, celebrating individuality and having fun while doing it.”

“This is not a brand that focuses on trends, but a brand that actually encourages you to step out of that box and really be who you are and wear something because you feel like wearing it,” says Richie.

Richie believes that the most recognizable piece within the House of Harlow 1960 jewelry collection is the Five Station necklace, which has been part of the collection since the first season launch.

“It will continue to be part of what House of Harlow 1960 is all about, and every season we



are inventing ways to give people more options on how to wear that necklace,” she says.

Richie also says that the Sunburst necklace and Chelsea sunglasses are also very popular and among her favorite products.

“It all starts underneath one story, and it's important for all of us to be on the same page. It's about the feeling and what I want to give to my customers and how we are going to do that in a new way that is related, but different,” she says.

Despite her quick success, Richie waited to introduce apparel because she was aware of the size of the undertaking.

“I have expanded slowly because I want to have my feet firmly on the ground before I step into new categories. I waited before even moving on from jewelry to footwear, and then a few seasons later to eyewear. I wanted the brand to mean something and be strong before I rolled out clothes,” says Richie.

Richie also believes social media to be an extremely powerful tool, and she is using it extensively.

“As much as my customer is looking to me for inspiration, I am also looking to them,” she says. “Now, more than ever, these girls are wanting to show people and the world what they are wearing and how they are wearing it differently. It actually helps me as I see the different ways people are wearing my products, and it inspires me for my upcoming collections.”

Richie says the most challenging part of the business for her from



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the onset has been when she has a vision in her head and it doesn't come out the exact way she wants or imagines.

"I worked through that in different ways by putting the right team in place and learning from my mistakes," she says.

Richie has a new reality show, "#CandidlyNicole," which is set to premier July 17 on VH1. The program will follow her in her daily life, with much of it filmed in her office, focusing on her fashion, business and family. She is not planning a separate licensed collection based on the new reality show, but viewers will get to see the clothes she wears from her collection.

As Richie looks toward future expansion, this year marks the first time she will be attending Licensing Expo, and she is excited about the opportunities to meet new potential partners. (In addition, Richie will be featured as the subject of The Big Interview seminar, opening day of Licensing Expo, June 17, at 2:30 p.m.)

"Licensing partners have really given me the ability to tap into their respective expertise and bring my creativity to life," she says. "Women are different than they were 10 years ago, and they are constantly evolving. I want to tap into these girls who want to wear something a little different and who are stepping into adulthood in a different way than their parents did. I want to give them a place to celebrate that and feel that it's okay."

The momentum for the House of Harlow 1960 brand will likely continue as Richie not only expands her apparel collections, but also develops several new categories including home and kids. She will soon introduce her first home products into the market starting with decorative candles that feature a specific design and aesthetic that she hopes will become part of peoples' homes.

"The design is just as important as the actual candle," she says, with the same conviction she applies to every product she creates.

The candle line will be followed by tabletop, home decor and kids' fashion, for which her daughter will actually help design.

Over the short term, Richie will also evaluate a mass market line, continue to expand internationally and perhaps someday open her own



specialty boutiques.

"I can see myself going into mass, but right now this brand needs to be authentic, and when it does go mass it will be because the brand is so strong," says Richie.

According to Richie, the brand is now in 40 countries and on five continents, and is particularly strong in the U.K., France, Japan and Australia.

With regard to a Nicole Richie retail store, the creative director recalls what designer John Varvatos told her.

"Varvatos says that having his own stores is the best because he can put in exactly what he wants, and he's not at the mercy of anybody else," she points out. "The idea of having a space where I can completely express myself sounds amazing, and I would love to have that in my future."

And the future does indeed offer unlimited potential as Richie continues to strengthen her business model and position herself as one of the leading celebrity fashion brands in the world.

"As my life grows and matures, my customer does as well. It's really exciting because it's less about me telling my customers how to dress, but rather that this is me telling everybody let's go through this journey together and have fun with fashion." ©





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License! Global presents its annual round-up of upcoming films with licensed consumer product programs for 2014, 2015 and beyond.

By **Amanda Cioletti**

Title & Release Date	Synopsis	Licensees & Partners
Disney Pictures		
<p>Planes: Fire & Rescue July 18, 2014</p>	 <p>When world-famous air racer Dusty (Dane Cook) learns that his engine is damaged and he may never race again, he must shift gears and is launched into the world of aerial firefighting. Dusty joins forces with veteran fire and rescue helicopter, Blade Ranger, and his courageous team including spirited air tanker Dipper, heavy-lift helicopter Windlifter, ex-military transport Cabbie and a lively bunch of brave all-terrain vehicles known as The Smokejumpers. Together, the fearless team battles a massive wildfire and Dusty learns what it takes to become a true hero.</p>	<p>Mattel, Thinkway Toys, Handcraft, LF USA, Komar Kids, Bentex, Jay Franco, Delta, Global Design Concepts, Fast Forward and ACI.</p>
<p>Big Hero 6 Nov. 7, 2014</p>	 <p><i>Big Hero 6</i> is an action-packed comedy adventure inspired by the Marvel comics of the same name, and features comic book-style action with all of the heart and humor audiences expect from Walt Disney Animation Studios. <i>Big Hero 6</i> is directed by Don Hall (<i>Winnie the Pooh</i>) and Chris Williams (<i>Bolt</i>), and produced by Roy Conli (<i>Tangled</i>).</p>	<p>Bandai, Mad Engine, Freeze, LF USA, Handcraft, GDC, Concept 1, Franco, High Point, Zak Designs and Idea Nuova.</p>

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Disney Pictures continued

Cinderella

March 13, 2015



Cinderella follows young Ella whose merchant father remarries following the tragic death of her mother. Keen to support her loving father, Ella welcomes her new stepmother Lady Tremaine and her daughters Anastasia and Drisella into the family home. But, when Ella's father suddenly passes away, she finds herself at the mercy of a jealous and cruel new family. Relegated to nothing more than a servant girl covered in ashes (and spitefully renamed Cinderella), Ella could easily begin to lose hope. Yet Ella is determined to honor her mother's dying words and to "have courage and be kind." And then there is the dashing stranger she meets in the woods. Unaware that he is really a prince and not merely an employee at the Palace, Ella finally feels she has met a kindred soul. It appears as if her fortunes may be about to change when the Palace sends out an open invitation for all maidens to attend a ball, raising Ella's hopes of once again encountering the charming Kit. Alas, her stepmother forbids her to attend and callously rips apart her dress. But, as in all good fairy tales, help is at hand as a kindly beggar woman steps forward and, armed with a pumpkin and a few mice, changes Cinderella's life forever.

Partners to be announced.

Inside Out

June 19, 2015

Inside Out ventures to a place that everyone knows, but not seen: the world inside the human mind. Riley, an 11-year-old girl who recently moved with her family to San Francisco, is not the main character, but the setting for the film. Moviegoers will go inside her mind to explore how memories are formed and how a mixture of five emotions—joy, disgust, anger, fear and sadness—define life's experiences.

Tomy, Kellogg and Johnson & Johnson.

The Good Dinosaur

Nov. 25, 2015

No synopsis available.

Tomy, Kellogg and Johnson & Johnson.

Finding Dory

June 17, 2016

No synopsis available.

Partners to be announced.

Zootopia

2016

No synopsis available.

Partners to be announced.

DreamWorks Animation

How to Train Your Dragon 2

June 13, 2014

The thrilling second chapter of the epic *How to Train Your Dragon* trilogy returns to the fantastical world of the heroic Viking Hiccup and his faithful dragon Toothless. The inseparable duo must protect the peace—and save the future of men and dragons from the power-hungry Drago.

Spin Master (master toy partner).

Penguins of Madagascar

Nov. 26, 2014

Featuring the beloved penguins from DreamWorks Animation's *Madagascar* franchise.

Currently seeking licensees/partners across all categories.

Home

March 27, 2015

When Earth is taken over by the overly confident Boov, an alien race in search of a new place to call home, all humans are promptly relocated, while all Boov get busy reorganizing the planet. But when one resourceful girl Tip (Rihanna) manages to avoid capture, she finds herself the accidental accomplice of a banished Boov named Oh (Jim Parsons). The two fugitives realize there's a lot more at stake than intergalactic relations as they embark on the road trip of a lifetime.

KIDdesigns (master toy partner). Currently seeking licensees/partners across all categories.

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DreamWorks Animation continued

B.O.O.: Bureau of Otherworldly Operations

June 5, 2015

This supernatural action comedy follows two bumbling apparitions who find themselves in an extraordinary after-life adventure when they join the Bureau of Otherworldly Operations (B.O.O.)—the ghost world’s elite counter-haunting unit—and ultimately must face off against the planet’s greatest haunter.

Hasbro (master toy partner).
Currently seeking licensees/
partners across all categories.

Kung Fu Panda 3

Dec. 23, 2015

The third installment of the *Kung Fu Panda* series.

Currently seeking licensees/
partners across all categories.

Lionsgate

The Expendables 3

Aug. 15, 2014

In *The Expendables 3*, Barney (Sylvester Stallone), Christmas (Jason Statham) and the rest of the team come face-to-face with Conrad Stonebanks (Mel Gibson), who years ago co-founded The Expendables. Stonebanks subsequently became a ruthless arms trader and someone who Barney was forced to kill... or so he thought. Stonebanks, who eluded death once before, now is making it his mission to end The Expendables—but Barney has other plans. Barney decides that he has to fight old blood with new blood, and brings in a new era of Expendables team members, recruiting individuals who are younger, faster and more tech-savvy. The latest mission becomes a clash of classic old-school style versus high-tech expertise in the Expendables’ most personal battle yet.

Currently seeking licensees/
partners across all categories.

The Hunger Games: Mockingjay—Part 1

Nov. 21, 2014

The worldwide phenomenon of *The Hunger Games* continues to set the world on fire with *The Hunger Games: Mockingjay—Part 1*, which finds Katniss Everdeen (Jennifer Lawrence) in District 13 after she literally shatters the games forever. Under the leadership of President Coin (Julianne Moore) and the advice of her trusted friends, Katniss spreads her wings as she fights to save Peeta (Josh Hutcherson) and a nation moved by her courage.

Currently seeking licensees/
partners across all categories.

Mortdecai

Feb. 6, 2015

Juggling some angry Russians, the British Mi5, his impossibly leggy wife and an international terrorist, debonair art dealer and part time rogue Charlie Mortdecai (Johnny Depp) must traverse the globe armed only with his good looks and special charm in a race to recover a stolen painting rumored to contain the code to a lost bank account filled with Nazi gold.

Currently seeking licensees/
partners across all categories.

Insurgent

March 20, 2015

Insurgent, the next gripping action-adventure in the blockbuster *Divergent* franchise, raises the stakes for Tris as she searches for allies and answers in the dystopian ruins of a futuristic Chicago. Tris (Shailene Woodley) and Four (Theo James) are now fugitives on the run, hunted by Jeanine (Kate Winslet), the leader of the power-hungry Erudite elite. Racing against time, they must find out what Tris’s family sacrificed their lives to protect, and why the Erudite leaders will do anything to stop them. Haunted by her past choices but desperate to protect the ones she loves, Tris, with Four at her side, faces one impossible challenge after another as they unlock the truth about the past and ultimately the future of their world.

Currently seeking licensees/
partners across all categories.

The Hunger Games: Mockingjay—Part 2

Nov. 20, 2015

Directed by Francis Lawrence and based on the novel *Mockingjay* by Suzanne Collins, *The Hunger Games: Mockingjay—Parts 2* makes up the fourth installment of heroine Katniss Everdeen’s (Jennifer Lawrence) 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.

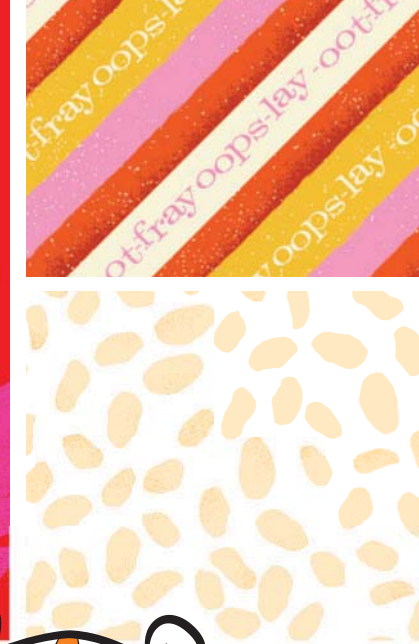
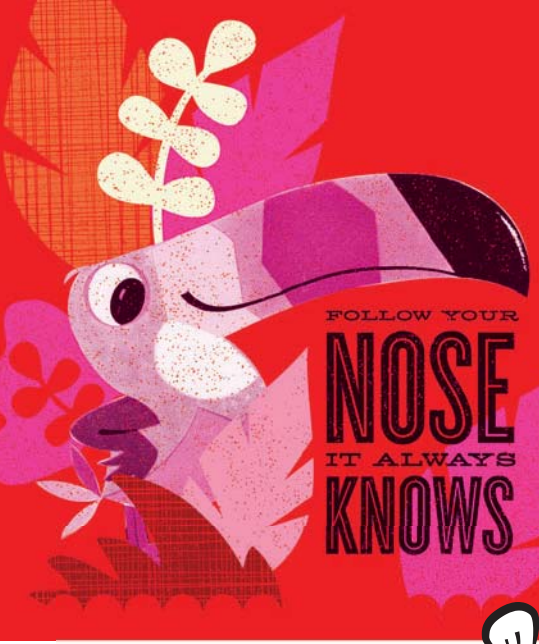
Currently seeking licensees/
partners across all categories.

Power Rangers

No release date yet set

The new film franchise will re-envision the Mighty Morphin Power Rangers, a group of high school kids who are infused with unique and cool super powers, but must harness and use those powers as a team if they have any hope of saving the world.

Currently seeking licensees/
partners across all categories.



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Marvel Studios

Marvel's Guardians of the Galaxy

Aug. 1, 2014



An action-packed epic space adventure, *Marvel's Guardians of the Galaxy* expands the Marvel cinematic universe into the cosmos, where adventurer Peter Quill finds himself the object of a bounty hunt after stealing a mysterious orb coveted by Ronan, a powerful villain with ambitions that threaten the universe. To evade Ronan, Quill is forced into an uneasy truce with a quartet of disparate misfits—Rocket, a gun-toting raccoon; Groot, a tree-like humanoid; the deadly and enigmatic Gamora; and the revenge-driven Drax the Destroyer. But when Peter discovers the true power of the orb and the menace it poses to the cosmos, he must do his best to rally his ragtag rivals for a last, desperate stand—with the galaxy's fate in the balance.

Hasbro, LEGO, Rubie's Costume Co., KIDdesigns, Just Play, Sideshow Collectibles, Funko, Mad Engine, C-Life, Bioworld, New Era, Fast Forward, Jay Franco, Hallmark, LF USA, Handcraft, Berkshire Fashions, MZ Berger, Accutime, BBC International, Zak Designs, Idea Nuova, York, Fathead, Thermos, Tervis and Silver Buffalo.

Marvel's Avengers: Age of Ultron

May 1, 2015



No synopsis available.

Hasbro, LEGO, Rubie's Costume Co., KIDdesigns, Huffy, Sideshow Collectibles, Funko, Mad Engine, C-Life, Bioworld, New Era, Fast Forward, Jay Franco, Hallmark, American Greetings, LF USA, Handcraft, Berkshire Fashions, MZ Berger, Accutime, BBC International, Zak Designs, Idea Nuova, York, Fathead, Thermos, Tervis and Under Armour.

Marvel's Ant-Man

July 17, 2015



No synopsis available.

Hasbro, LEGO, Rubie's Costume Co., Sideshow Collectibles, Funko, Mad Engine, Bioworld, C-Life, New Era, Fast Forward, Jay Franco, LF USA, Handcraft, Berkshire Fashions, MZ Berger, Accutime, BBC International, Zak Designs, Idea Nuova, York, Fathead, Thermos and Tervis.

Paramount Pictures

Transformers: Age of Extinction

June 27, 2014



Michael Bay brings audiences a new take on the *Transformers* franchise with the fourth installment in the hit series of movies based on the best-selling Hasbro toy line.

For licensing inquiries, contact Hasbro.

Hercules

July 25, 2014



Hercules, starring Dwayne Johnson, is based on Radical Comics' *Hercules* by Steve Moore. This ensemble action film is a revisionist take on the classic myth, *Hercules*. The epic action film also stars Golden Globe Winner Ian McShane, Rufus Sewell, Joseph Fiennes, Peter Mullan and Academy Award nominee John Hurt.

For licensing inquiries, contact MGM.

Teenage Mutant Ninja Turtles

Aug. 8, 2014



The Turtles take to the big screen in an intense, live action film that follows their adventures as they fight evil from their home base in the New York sewer system.

For licensing inquiries, contact Nickelodeon.

Interstellar

Nov. 7, 2014



Director Christopher Nolan takes on the infinite canvas of space to deliver a cutting-edge, emotionally charged adventure.

For licensing inquiries, contact Warner Bros.



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Paramount Pictures continued

<p>Project Almanac Jan. 30, 2015</p>	<p>A group of high schoolers invent a time machine and record their trips into the past.</p>	<p>Currently seeking licensees/ partners across all categories.</p>
<p>The SpongeBob Movie: Sponge Out of Water Feb. 13, 2015</p>	 <p>SpongeBob returns to the big screen for an all-new adventure.</p>	<p>For licensing inquires contact Nickelodeon.</p>
<p>Monster Trucks May 29, 2015</p>	<p>From the director of <i>Ice Age</i> and <i>Epic</i> and the writers of "SpongeBob SquarePants" and <i>Kung Fu Panda</i> comes a highly anticipated live action film with state-of-the-art CGI.</p>	<p>Currently seeking licensees/ partners across all categories.</p>
<p>Terminator July 1, 2015</p>	<p>The first in a standalone trilogy, <i>Terminator</i> returns to theaters in July 2015.</p>	<p>Currently seeking licensees/ partners across all categories.</p>
<p>The Little Prince Q4 2015</p>	<p>The film is based on the world renowned book that has sold more than 145 million copies.</p>	<p>Currently seeking licensees/ partners across all categories.</p>
<p>Mission: Impossible 5 Dec. 25, 2015</p>	<p>International box office star Tom Cruise returns as Ethan Hunt in the fifth installment of this \$2 billion franchise.</p>	<p>Currently seeking licensees/ partners across all categories.</p>

Sony Pictures

<p>Untitled Smurfs Movie Aug. 2015</p>	 <p>Industry veteran Kelly Asbury (<i>Shrek 2</i>, <i>Gnomeo & Juliet</i>) will direct an all-new, fully computer animated film exploring the beginnings of the beloved blue creatures. Jordan Kerner (<i>The Smurfs</i>) is producing, with Mary Ellen Bauder (<i>Hotel Transylvania</i>) co-producing.</p>	<p>Currently seeking licensees/ partners across all categories.</p>
<p>Hotel Transylvania 2 Sept. 2015</p>	 <p>The Bat Pack returns for an all-new comedy adventure in Sony Pictures Animation's <i>Hotel Transylvania 2</i>. Animation luminary Genndy Tartakovsky will return to the director's chair, while Adam Sandler and Robert Smigel take on writing duties for the comedy.</p>	<p>Currently seeking licensees/ partners across all categories.</p>
<p>Goosebumps March 23, 2016</p>	 <p>Sony Pictures has set March 23, 2016, as the release date for <i>Goosebumps</i> starring Jack Black. The film, based on the series of books by R.L. Stine, is directed by Rob Letterman and produced by Neal H. Moritz through his Original Film banner. Deborah Forte of Scholastic Entertainment, which published the books, is also producing.</p>	<p>Currently seeking licensees/ partners across all categories.</p>
<p>Popeye 2016</p>	 <p>Currently in development at Sony Pictures Animation, <i>Popeye</i> is an adventure-comedy that will re-introduce the iconic sailor to a new generation. Animation legend Genndy Tartakovsky (<i>Hotel Transylvania</i>, <i>Samurai Jack</i>) is directing. Avi Arad (<i>The Amazing Spider-Man</i>) and Ari Arad (<i>Iron Man</i>) are executive producing. <i>Popeye</i> is based on the King Features comic strip "Popeye."</p>	<p>Currently seeking licensees/ partners across all categories.</p>



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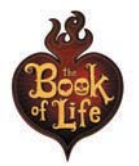


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Summit Entertainment (a Lionsgate company)

<p>Insurgent March 20, 2015</p>	<p><i>Insurgent</i> continues the journey of Tris (Shailene Woodley) and Four (Theo James) as war now looms. Sides will be chosen, secrets will emerge, and to uncover the truth about her world, Tris must be stronger than ever because shocking choices and sacrifices lie ahead.</p>	<p>Currently seeking licensees/ partners across all categories.</p>
<p>Gods of Egypt Feb. 12, 2016</p>	<p>Magic, monsters, gods and madness reign throughout the palaces and pyramids of the Nile River Valley in this action-adventure inspired by the classic mythology of Egypt. With the survival of mankind hanging in the balance, an unexpected hero undertakes a thrilling journey to save the world and rescue his true love. Set (Gerard Butler), the merciless god of darkness, has usurped Egypt's throne, plunging the once peaceful and prosperous empire into chaos and conflict. With only a handful of heroic rebels opposing Set's savage rule, Bek (Brenton Thwaites), a bold and defiant mortal, enlists the aid of the powerful god Horus (Nikolaj Coster-Waldau) in an unlikely alliance against the evil overlord. As their breathtaking battle against Set and his henchmen takes them into the afterlife and across the heavens, both god and mortal must pass tests of courage and sacrifice if they hope to prevail in the spectacular final confrontation.</p>	<p>Currently seeking licensees/ partners across all categories.</p>

Twentieth Century Fox

<p>The Fault in Our Stars June 6, 2014</p>	 <p>Hazel and Gus are two extraordinary teenagers who share an acerbic wit, a disdain for the conventional and a love that sweeps them—and us—on an unforgettable journey. Their relationship is all the more miraculous given that they met and fell in love at a cancer support group. <i>The Fault in Our Stars</i>, based upon the No. 1 best-selling novel by John Green, explores the funny, thrilling and tragic business of being alive and in love.</p>	<p>Changes, Trends International, Hot Topic, Hallmark, Trademark Products and Pyramid International.</p>
<p>Dawn of the Planet of the Apes July 11, 2014</p>	 <p>A growing nation of genetically evolved apes led by Caesar is threatened by a band of human survivors of the devastating virus unleashed a decade earlier. They reach a fragile peace, but it proves short-lived, as both sides are brought to the brink of a war that will determine who will emerge as Earth's dominant species.</p>	<p>NECA (master toy partner), Funko, Titan Books, Boom! Studios, Insight Editions and Rubie's Costume Co.</p>
<p>The Book of Life Oct. 17, 2014</p>	 <p>From producer Guillermo del Toro and director Jorge Gutierrez comes an animated comedy with a unique visual style. <i>The Book of Life</i> is the journey of Manolo, a young man who is torn between fulfilling the expectations of his family and following his heart. Before choosing which path to follow, he embarks on an incredible adventure that spans three fantastical worlds where he must face his greatest fears. Rich with a fresh take on pop music favorites, <i>The Book of Life</i> encourages us to celebrate the past while looking forward to the future.</p>	<p>Hot Topic, Bentex, Loungefly, Accessory Innovations, Funko, The Northwest Co., Simon & Schuster and Titan Books.</p>
<p>Night at the Museum 3 Dec. 19, 2014</p>	<p>No synopsis available.</p>	<p>Currently seeking licensees/ partners across all categories.</p>
<p>The Longest Ride April 3, 2015</p>	<p>Based on the best-selling novel from Nicholas Sparks comes the tale of two intertwining love stories. In one, an elderly man, drifting in and out of consciousness, reunites with his beloved wife—who had died years before; in the second, a man fighting to save his family's ranch falls in love with a sophisticated young woman. A strange occurrence unites the two generations in an extraordinary journey.</p>	<p>Currently seeking licensees/ partners across all categories.</p>

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Twentieth Century Fox continued

<p>Miss Peregrine's Home for Peculiar Children July 31, 2015</p>	<p>From director Tim Burton and based upon the best-selling novel, comes an unforgettable, thrilling and haunting tale. Sixteen-year-old Jacob follows clues that take him to a mysterious island where he discovers the crumbling ruins of Miss Peregrine's School for Peculiar Children. As Jacob explores the abandoned bedrooms and hallways, he discovers that its former occupants were far more than peculiar; they possessed incredible powers. And they may still be alive.</p>	<p>Currently seeking licensees/partners across all categories.</p>
<p>Victor Frankenstein Oct. 2, 2015</p>	<p>James McAvoy is Victor Von Frankenstein and Daniel Radcliffe stars as Igor in a unique, never-before-seen twist on Mary Shelley's classic 19th century novel. Told from Igor's perspective, we see the troubled young assistant's dark origins, his redemptive friendship with the young medical student Victor Von Frankenstein, and become eyewitnesses to the emergence of how Frankenstein became the man—and the legend—we know today.</p>	<p>Three Zero. Currently seeking additional licensees/partners across all categories.</p>
<p>Alvin and the Chipmunks 4 Dec. 11, 2015</p>	<p>No synopsis available.</p>	<p>Currently seeking licensees/partners across all categories.</p>
<p>Independence Day 2 July 1, 2016</p>	<p>No synopsis available.</p>	<p>Currently seeking licensees/partners across all categories.</p>
<p>Ice Age 5 July 15, 2016</p>	<p>No synopsis available.</p>	<p>Currently seeking licensees/partners across all categories.</p>

Universal Pictures

<p>The Boxtrolls Sept. 26, 2014</p>	 <p>The Boxtrolls are a community of quirky, mischievous creatures who have lovingly raised an orphaned human boy named Eggs (voiced by Isaac Hempstead-Wright) in the amazing cavernous home they've built beneath the streets of Cheesebridge. When the town's villain, Archibald Snatcher (Academy Award winner Ben Kingsley), comes up with a plot to get rid of the Boxtrolls, Eggs decides to venture above ground and "into the light" where he meets and teams up with fabulously feisty Winnifred (Elle Fanning). Together, they devise a daring plan to save Eggs' family.</p>	<p>Chronicle Books, Little Brown, Funko, Hybrid JEM, Rubie's Costume Co. and Toy Factory.</p>
<p>Fast & Furious 7 April 10, 2015</p>	 <p>Continuing the global exploits in the franchise built on speed, Vin Diesel and Paul Walker lead the returning cast of <i>Fast & Furious 7</i>. James Wan directs this chapter of the hugely successful series, and Neal H. Moritz and Vin Diesel return as producers.</p>	<p>Mattel, Fifth Sun, Greenlight, NKOK, RMS and ACCO Brands.</p>
<p>Pitch Perfect 2 May 15, 2015</p>	 <p>The Barden Bellas are back in <i>Pitch Perfect 2</i>, the follow-up to summer 2012's smash hit. The comedy will be helmed by Elizabeth Banks, co-star and producer of <i>Pitch Perfect</i>, and produced by Paul Brooks, Max Handelman and Banks. Writer Kay Cannon returns to the team to pen the next chapter.</p>	<p>Contact Universal Partnerships & Licensing for opportunities.</p>
<p>Jurassic World June 12, 2015</p>	 <p>Steven Spielberg returns to produce the long-awaited next installment of his groundbreaking <i>Jurassic Park</i> series, <i>Jurassic World</i>. Colin Trevorrow directs the epic action-adventure from a draft of the screenplay he wrote with Derek Connolly. Frank Marshall and Pat Crowley join the team as fellow producers. <i>Jurassic World</i> will be shot in 3D.</p>	<p>Hasbro (master toy partner).</p>



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Universal Pictures continued

Minions

July 10, 2015



Illumination Entertainment's fifth motion picture in its global partnership with Universal Pictures is a spin-off from the phenomenally successful *Despicable Me* franchise, centering on the iconic Minion characters introduced in the blockbuster 2010 and 2013 films. With its all-new storyline, *Minions* takes full advantage of the delightfully unpredictable comedy antics of the Minions and places them in equally unexpected settings with memorable human characters. Featuring a voice cast led by Oscar winner Sandra Bullock and Jon Hamm, the 3D, CG comedy adventure is produced by Illumination's Chris Meledandri and Janet Healy, and directed by Pierre Coffin.

Thinkway Toys (master toy partner), Hasbro and Hybrid JEM.

Untitled Pets Project

Feb. 12, 2016



For one bustling Manhattan apartment building, the real day starts after the folks on two legs leave for work and school. That's when the pets of every stripe, fur and feather begin their own nine-to-five routine: hanging out with each other, trading humiliating stories about their owners or auditioning adorable looks to get better snacks. The building's top dog, Max (voiced by Louis C.K.), a quick-witted terrier rescue who's convinced he sits at the center of his owner's universe, finds his pampered life rocked when she brings home Duke (Eric Stonestreet), a sloppy, massive mess of a mongrel with zero interpersonal skills. When this reluctant canine duo finds themselves out on the mean streets of New York, they have to set aside their differences and unite against a fluffy-yet-cunning bunny named Snowball (Kevin Hart), who's building an army of ex-pets abandoned by their owners and out to turn the tables on humanity... all before dinner time.

Contact Universal Partnerships & Licensing for opportunities.

Warner Bros. Pictures

Jupiter Ascending

July 18, 2014



Jupiter Jones was born under a night sky, with signs predicting that she was destined for great things. Now grown, Jupiter dreams of the stars but wakes up to the cold reality of a job cleaning other people's houses and an endless run of bad breaks. Only when Caine, a genetically engineered ex-military hunter, arrives on Earth to track her down does Jupiter begin to glimpse the fate that has been waiting for her all along—her genetic signature marks her as next in line for an extraordinary inheritance that could alter the balance of the cosmos.

Limited licensing program. Partners to be announced.

The Hobbit: The Battle of the Five Armies

Dec. 17, 2014



From Academy Award-winning filmmaker Peter Jackson comes *The Hobbit: The Battle of the Five Armies*, the third film in a trilogy of films adapting the enduringly popular masterpiece *The Hobbit*, which continues the adventure of the title character Bilbo Baggins.

The Bridge Direct (co-master toy partner), Vivid Group (co-master toy partner), Rubie's Costume Co., LEGO, Weta Workshop, The Noble Collection, Bioworld, Ravensburger, HarperCollins Publishers, Houghton Mifflin and more.

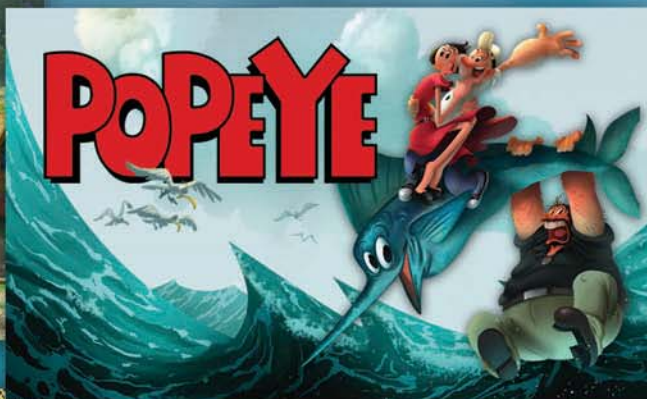
Batman V. Superman: Dawn of Justice

May 6, 2016

From director Zack Snyder comes the upcoming *Batman V. Superman: Dawn of Justice* film, the follow-up film to 2013's *Man of Steel* from Warner Bros. Pictures.

Broad licensing program. Partners to be announced.

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B THE NEW BUZZ

Multi-Channel Networks offer extraordinary opportunity and entertainment potential, both for mainstream media and for the licensed consumer product business. Is this the new licensing frontier? *License! Global* takes a look at the MCN business and the vast IP that exists within.

By **Amanda Cioletti**

There's a whole new media frontier out there creating a lot of buzz that is presenting infinite opportunity for entertainment content producers, but also now for the licensing industry. Multi-Channel Networks are the next big thing in Hollywood, as major traditional studios scramble to get in on a piece of the new media pie. But have you ever seen any of the content generated out of them? Chances are likely slim, considering the target demographic is most often skewed to the tween, teen and the tail-end of the Millennial generation. And as everyone in the licensing industry knows, consumer spend is flowing from these generations, with no end in sight.

MCNs such as AwesomenessTV, Fullscreen, Maker Studios and Machinima are capitalizing on the YouTube platform, and creating comprehensive entertainment networks that are churning out some very lucrative programming and stars whose

ability to capture audience share can be staggering. These stars, in turn, are now primed and ready for consumer product programs and endorsement deals, some that could rival traditional movie or TV celebrities.

An MCN is a formal organization of YouTube channels, typically consisting of user-generated, short-form content. These companies then organize the channels and drive users to their varied stations, which can then be monetized through focused advertising that is reinforced through user metrics. The term is completely new—the largest MCNs only established themselves in the past four or five years at best.

As they are so new, most of these MCNs are not yet structured internally to support and execute comprehensive consumer product programs like the major film studios or TV networks can, yet the opportunity is there, and some MCNs are ready to



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take action and create new revenue streams through licensing. It's only a matter of time before the other MCNs follow suit as the stars that emerge from this genre begin to make bigger and bigger connections and develop deeper relationships with audiences.

For example, consider product potential at retail for YouTube celebrity Bethany Mota. Mota is barely 18-years-old but a mega star thanks to her YouTube channel, which has more than 6 million subscribers. The channel's content centers on Mota's extensive shopping trips at teen-friendly retailers (called "hauls"), and her videos detail what she buys, how to use beauty products and what's trending in the fashion world according to her. Although not public, it's estimated that Mota's channel generates upwards of \$40,000 per month in viewership dollars.

Since December 2013, Mota is also a fashion brand collaborator, starring in her very own dedicated collection at young men's and women's specialty retailer Aéropostale.

The Bethany Mota Collection consists of apparel, accessories and jewelry at accessible price points (\$5-\$78), with each piece designed and worn by Mota herself, who also evangelizes the pieces in her heavily viewed videos.

The partnership is groundbreaking on numerous levels, but none so much as the constant exposure and contact it allows for Aéropostale to have with its target demographic—Mota's subscribers. Her videos are personal and posted frequently; Mota often tweets, Facebooks and responds via video or comment to her viewers directly. The added touchpoints and allure for retailers and licensors, then, is undeniable.

Mota is only one of many YouTube stars capable of and ready to bring in consumer product dollars.

Smosh, a digital comedy duo featuring Ian Hecox and Anthony Padilla, can be considered YouTube pioneers in MCN terms. The team began posting to YouTube in 2005, and since have grown their channel to nearly 18 million subscribers.

As of 2013, Smosh also began entertaining consumer products, signing with brand licensing agency The Joester Loria Group for representation.

Products are still under development but on their way, says Debra Joester, president and chief executive officer, JLG. Early categories will include

calendars and potentially snacks. On its website, users can find apparel available as well.

While these particular stars may stand alone and are independent of the MCNs, the star power on these networks is not something to take for granted, and the major studios certainly are not as they scramble to add the networks to their companies at a breakneck speed.

Among the early adopters to tap into MCNs potential is DreamWorks Animation, which acquired AwesomenessTV, a teen-centric MCN, in May 2013 for \$33 million in cash and up to \$113 in contingent payment considerations. The milestone deal gives DWA access to AwesomenessTV Network's now more than 86,000 channels, with an aggregate 48 million subscribers and 4.9 billion video views. (AwesomenessTV has since acquired an MCN of its own, snapping up new media company Big Frame in April for \$15 million.)

AwesomenessTV, which was founded by TV veterans Brian Robbins and Joe Davola, is not your typical MCN either—it includes several scripted and reality series in its programming portfolio, in addition to the typical user-generated content.

AwesomenessTV also has the advantage of a dedicated, in-house head of consumer products, newly appointed James D. Fielding, a longtime retail expert with a background that includes stints as president of Disney Stores Worldwide and as the chief executive officer of Claire's Stores.

The appointment of Fielding signifies DWA's true commitment to capitalizing on its MCN purchase with a comprehensive and predictably world-class consumer product division in place.

"We're seriously working away on our strategic plan, and we see multiple unique revenue opportunities with our talent through brand partnerships, and we also see opportunities to go direct-to-consumer," says Fielding. "We'll do traditional licensing around our shows and the content created for our shows, we'll do talent licensing and direct-to-consumer initiatives."

It is clear how AwesomenessTV will manage licensing for the series it owns such as "Side Effects" and "Cheerleaders," both of which are in their second season, and soon to be films (it recently announced its first film production deal based on comedic stars found on Vine, a short-





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form video social network); AwesomenessTV will function much like any studio does with owned IP in terms of licensed consumer product deals. The challenge, however, lies in how to manage the stars that rise to the top of the user-generated content pool who don't have formal representation and of which the content is not owned by the MCN.

"The great news about this world we're in is that there is no set of rules we must act within," says Fielding. "We can act as a licensing agent for some of our talent—we will represent some talent for their consumer product initiatives, which is exciting for us because talent is what makes AwesomenessTV what it is. They are our brands and franchises."

AwesomenessTV is also extending its own brand via traditional media. In July 2013, the company launched "AwesomenessTV," a sketch comedy series on Nickelodeon. The series is now in its second season.

Another MCN tapping into producing owned content is Machinima, which announced in May that it will launch a 12-episode, live action series based on the classic Capcom video game property Street Fighter. "Street Fighter: Assassin's Fist" will also receive a mega corporate sponsorship—Honda is on board to support the series.

The other challenge MCNs face, however, is the meteoric rise of its celebrities—can their rise to stardom support a product program that, in all reality, likely has a longer lead time than many of these stars have even been in the spotlight?

"The notion that these digital stars are flashes in the pan is simply not true," says Brent Weinstein, head of digital media, United Talent Agency, which represents such YouTube personalities as Mota, among others. "Like any category of celebrity,

the windows of opportunity will differ for each individual, but many of these stars have built sincere, lasting brands, and both their influence and audience will continue to grow over time."

Fielding agrees, however, that the licensed product programs will have to move quickly in order to keep pace with its audience.

"We're moving at the speed of our consumer," he says. "The partnerships that we make and the licensees that we partner with must be entrepreneurial, free-thinking companies that can move with us basically faster than we've ever moved before. That is also why the direct-to-consumer initiatives will be important to us as well—it will offer flexibility. We'll sign with traditional licensing powerhouses too, but we also want young, up-and-coming companies, as well."

For AwesomenessTV, early categories it will consider for its properties include those that don't necessarily need long lead times such as apparel, jewelry, accessories, soft home goods and footwear. The company will also look to crafting and do-it-yourself, consumer electronics and room décor, with deals currently in the works and set to be announced soon.

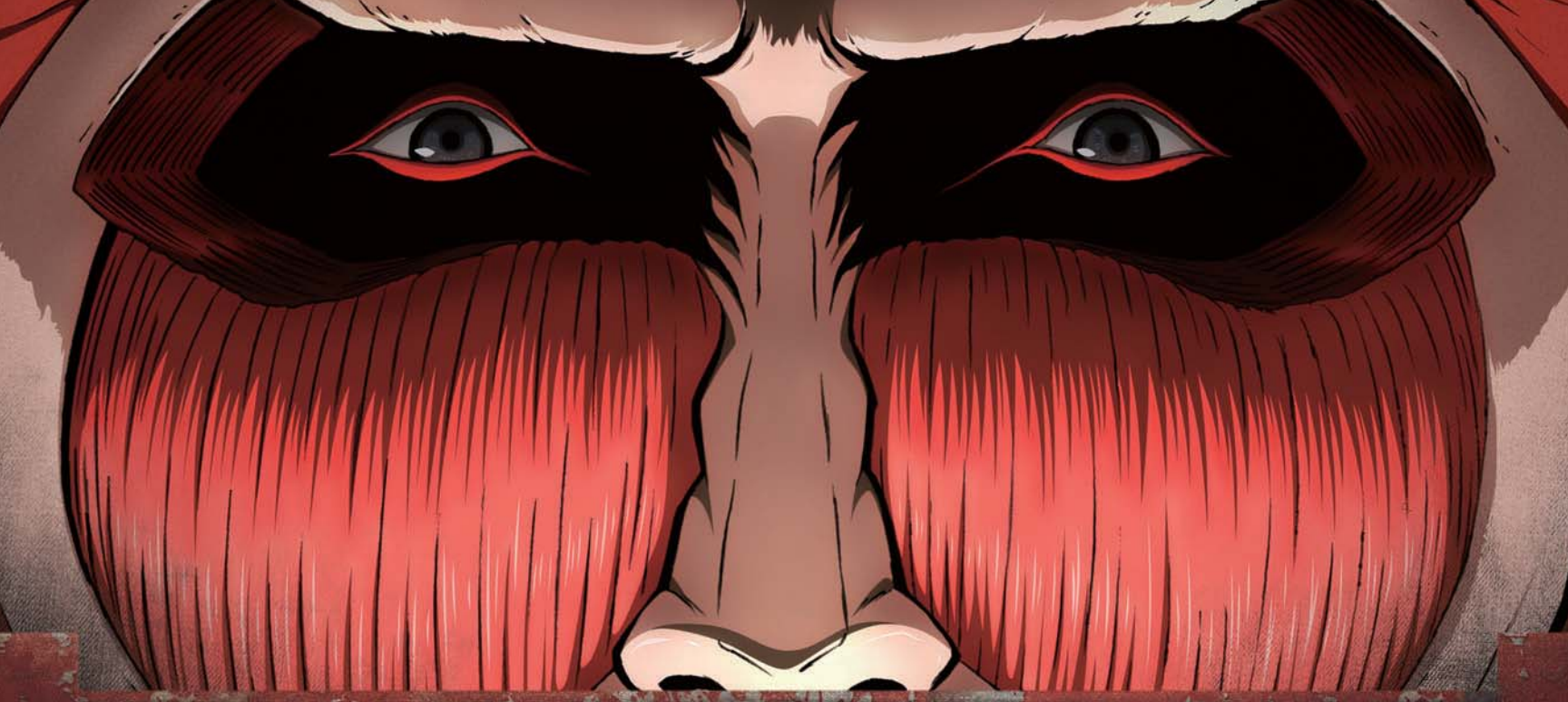
While DWA may be among the early leaders in recognizing the awesome potential of the MCN, it's certainly not the last.

In March, The Walt Disney Company acquired Maker Studios for \$500 million, with performance-linked additional earning potential of up to another \$450 million should the MCN hit pre-determined performance targets. The acquisition is expected to be final in the third quarter.

The Maker deal gives Disney access to the MCN's more than 55,000 channels, 380 million subscribers and 5.5 billion views per month.

"Short-form online video is growing at an astonishing pace, and with Maker Studios, Disney will now be at the center of this dynamic industry with an unmatched combination of advanced technology and programming expertise and capabilities," says Robert Iger, chairman and chief executive officer, The Walt Disney Company.

Among Maker's stars are rapper Snoop Lion (aka Snoop Dogg) with his channel WestFestTV, actor Robert DeNiro's Tribeca Enterprises, actor and filmmaker Kevin Smith, Felix Kjellberg (PewDiePie),



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FUNIMATION

Tessa Violet (Meekakitty) and numerous content-driven channels such as the beauty channel The Platform, kid's cartoon channel Cartoonium and mom-centric advice channel The Mom's View, among others.

Other media companies are also eyeing MCNs—Time Warner Inc. is rumored to be in talks to acquire Fullscreen, which was founded in just 2011 yet boasts 34,000-plus channels, more than 407 million subscribers and has a monthly take away of over 3.3 billion views; while Warner Bros. Entertainment has promised as of March \$18 million in financing to Machinima, whose early backers include Google, among other ventures.

Fullscreen has a roster of product-perfect stars all its own, including Connor Franta, who last month secured a publishing development deal with Keywords Press. Franta, whose channel has more than 2.5 million subscribers, is also a member of Our 2nd Life (a “supergroup” or “collab channel” of YouTube posters that include six vloggers that vlog weekly on a set theme or offer challenges) and posts videos that are personal, give access to his life and experiences while also engaging with his viewers through comments and with relationship advice.

In the case of Fullscreen, according to Larry



Shapiro, senior vice president and head of talent, the MCN will function very much in a talent management capacity as it continually considers brand extension opportunities for its myriad of stars including Franta and others such as Andrea Russett, Devin Graham (Devin Super Tramp), Anthony Quintal (Lohanthony) and Jenn McAllister (JennXPenn).

“We represent a portion of our clients in a 360-degree way, which is a differentiator from our competitors,” says Shapiro, who notes that his eight-member team at Fullscreen possesses a long history in the talent agency environment, himself included, having spent seven years with CAA. “Our talent department was formed in a particular way, and it was all designed around servicing. We also work hand-in-hand with our talent’s representation, when they have it, to find them opportunities on the digital side as well.”

According to Shapiro, brand extension opportunities that exist for Fullscreen’s YouTube celebrities run the gamut from television placement to music, movies, publishing, plush, apparel, beauty products and more. The power of the MCNs, and the element that they have that other traditional content providers do not, says Shapiro, is exceptionally focused data and metrics to support the viewership and engagement of each of its celebrities that can then be applied specifically to different categories and channels, including product. As the company grows, he says, it will certainly consider bringing in designated consumer product executives to support these types of brand extensions.

“What we get and understand—and the power of the MCNs and its creators—is that we sit on data,” says Shapiro. “Our talent department is the ultimate cook, mixing data with pixie dust. We’re tastemakers but we’re also data analyzers. Our job is to find opportunities that scale across 40,000 creators. We

Who’s Licensable?

Here is a quick look at just some of *License! Global’s* picks for the YouTube personalities and series (as of press time) with potential to support a consumer product program:

- Bethany Mota
- Smosh (Ian Hecox and Anthony Padilla)
- “Side Effects,” “Cheerleader,” “Cheerhab,” “Terry the Tomboy,” “IMO” and “AwesomenessTV” from AwesomenessTV
- Nash Grier
- Cameron Dallas
- “Street Fighter: Assassin’s Fist” from Machinima
- Our 2nd Life (Ricky Dillon, JC Caylen, Kian Lawley, Connor Franta, Sam Pottorff and Trevor Moran)
- Andrea Russett
- Devin Super Tramp (Devin Graham)
- Lohanthony (Anthony Quintal)
- JennXPenn (Jenn McAllister)
- PewDiePie (Felix Arvid Ulf Kjellberg)
- The Fine Bros. (Benny Fine and Rafi Fine)

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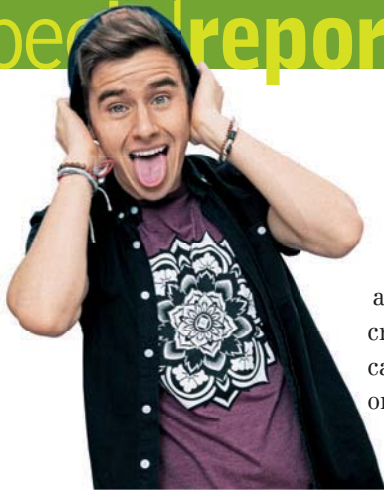
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can see that a particular format is getting more subscribers than other formats, such as a hair challenge, let's say. If we know a creator's fans are into hair challenges, why can't we then go to a licensee of hair products or beauty products? That's a great opportunity, and I have data points to show them."

In the end, it remains to be seen how licensing can work into the MCN business model, but there is no question of the potential the space affords licensors, licensees and retailers—certainly the audience share is there, and with them comes excess disposable consumer dollars. ©

YouTube's Biggest Stars

Business Insider rounded up its assessment of YouTube's top 20 highest earning stars in March, which it estimates each could be earning more than \$1 million per year in ad revenue. Here are the top 10:

1. PewDiePie—Swedish video gamer Felix Arvid Ulf Kjelberg plays video games and films his reactions and comments, which are typically comical and expletive-ridden. Kjelberg boasts more than 27 million subscribers and more than 4.5 billion views of his channel, which can also be found on MCN Maker Studios.

2. BluCollection Disney Toys!—A channel devoted to all things Disney toy, the focus of the videos shifts between assembling and disassembling toys and offering reviews. The channel is manned by an unnamed source, yet it garners more than 740,000 subscribers and more than 1.5 billion views.

3. DisneyCollectorBR—Executed by a woman from Brazil, the channel offers educational videos for toddlers, babies and preschool children, along with video of her playing with toys. DisneyCollectorBR has 1.4 million subscribers and more than 2 billion views.

4. Smosh—Founded by comedians Ian Hecox and Anthony Padilla, Smosh is one of the veteran YouTube channels, with postings dating back to 2005. Smosh has nearly 18 million subscribers and more than 3.2 billion views.

5. SkyDoesMinecraft—Run by gamer Adam Dahlberg and established in February 2011, SkyDoesMinecraft's videos show gameplay and commentary tied to the popular "Minecraft" PC game. SkyDoesMinecraft has almost 10 million subscribers and nearly 2 billion views.

6. Vegetta777—This Spanish language channel is devoted to commentary over gameplay videos for PC and video games such as "Minecraft," "Saint's Row" and "Battlefield." Vegetta777 touts 5.5 million-plus subscribers, 847 million views and can also be found on Twitch, a sub-network of MCN Machinima.

7. TheFineBros—A comedic series channel from brothers Benny and Rafi Fine, whose resume includes series creations for major studios and networks such as Warner Bros., Comedy Central and MTV. Founded in 2007, the channel is also credited

with its popular React video series. TheFineBros has more than 8 million subscribers and more than 1.65 billion views.

8. TheWileyRex/WillyRex—From Spain, channel creator Guillermo Diaz is a video game commentator for titles such as "Call of Duty" and "Grand Theft Auto." His channel has more than 4 million subscribers and more than 686 million views.

9. BFvsGF/PrankvsPrank—Begun as a viral video of Jesse Wellens filming his girlfriend Jenna eating cinnamon, which then led to Jenna's retaliation (also filmed), the two devised a series of prank videos that have been ongoing since 2009. The channel carries 3.5 million subscribers and 826 million views.

10. TobyGames/TobyTurner/Tobuscus—Another video game commentator to top the list, Toby Turner films himself play titles such as "Happy Wheels," "Minecraft," "Slender," "Amnesia" and more. The channel is part of Polaris, a sub-network of Machinima. TobyGames has more than 6.5 million subscribers and 1.7 billion views.

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Cookin' Up SOMETHING NEW

A collection of new celebrity chefs are taking the licensing world by storm with their dynamic personalities and unique product extensions.

By **Nicole Davis**

Trust is an important factor in any successful brand licensing program, but perhaps no more so than for products that relate directly to consumers' food and family.

For that very reason, the licensing of celebrity chef brands has become a genre in its own right.

"Food lovers have long recognized that they can learn to prepare better meals by following recipes from great chefs. Julia Child taught Americans to appreciate and cook French cuisine, and was quickly followed by other famous chefs that elevated our ability to cook great meals at home," says Debra Joester, president and chief executive officer, The Joester Loria Group, which represents chef Fabio Viviani. "Today's food lovers watch cooking shows for entertainment and to search for new and exciting taste experiences when dining out. With chefs recognized as experts and artists, it is no wonder consumers trust established chefs to deliver superior products in their supermarket aisles as well as in their restaurants."

Who better to buy cookware and food from than a professional you know and like? Even better if what you're cooking is a recipe from the same person that has already been road tested on national television. Combine these winning ingredients and you have the recipe for a perfect family meal—and a successful licensing program.

"We believe that one of our main products is our

recipes," says Delia Annette Leon, manager and vice president of operations and creative development, Chica Worldwide, chef Ingrid Hoffman's company. "If consumers take the time to consider one of your recipes, buy all the ingredients, spend the time to make it and they are successful at it, they will trust you and trust in your brand in general."

Joining the likes of Wolfgang Puck, Emeril and Rachel Ray is a new crop of celebrity chefs, each of whom is putting their own unique spin on the culinary crafts of cooking and baking.

While the chefs featured here each have licensing programs in different stages of development, there is one thing they all bring to the table—distinctive, memorable personalities (an absolute necessity in a field that is growing increasingly crowded).

But personality alone won't build an empire—celebrity chefs not only have to be incredibly talented and innovative, they must also be able to translate that genius into something that feels attainable for everyday cooks.

That combination of trustworthiness, accessibility and charisma is what drives the most successful personality-based licensing programs, and the chefs featured here have all the right ingredients.

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and operated by his parents, Buddy Valastro learned the craft of baking from his father, Buddy Sr.

Now, as the star of TLC's "Cake Boss," Valastro has taken the family business to a whole new level and launched an international licensing brand in the process.

Valastro also hosts the reality competition series "Next Great Baker" which offers the winner a job at his family's bakery in Hoboken, N.J., Carlo's Bakery, where Valastro still serves as head baker.

In recent years, the Cake Boss brand, which is managed by Discovery Communications, has taken off, with product on shelves in North America, EMEA and Asia-Pacific.

In North America, the brand features a line of bakeware, serveware, decorating tools and kids' bakeware from Meyer Corporation; cake decorations, ready-to-eat cakes and more from Dawn foods; and even a line of Keurig-compatible single-serve coffee brews from Single Cup Coffee. The coffee line features flavors inspired by Valastro's favorite bakery creations such as chocolate cannoli and dulce de leche, as well as an Italian roast called Buddy's Blend.

Since launching in the U.S., the Cake Boss line of bakeware has rolled out in the U.K. as well, and will arrive in South Africa, Italy, the Middle East, Germany and Scandinavia before year end. In partnership with Meyer Cookware Australia, an extension of the bakeware range has also launched in Australia and New Zealand, and will arrive in China, Taiwan, Hong Kong and Singapore this year.

Dominique Ansel—The Cronut Craftsman

Most of us first heard about Dominique Ansel when the

Cronut craze swept the world last year, but Ansel, a pastry chef originally from the North of France, has been baking professionally for more than two decades.

Working since he was 16-years-old, Ansel served for six years as the executive pastry chef at Daniel Boulard's French restaurant Daniel in New York, before opening his namesake bakery in the Big Apple in 2011.

"Dominique is not the typical celebrity chef," says Jodi Bogdanoff, director of licensing, Brand Central, which signed on to represent both Ansel and the Cronut brand last fall. "He is at his bakery daily, opening up the doors for customers at 8 a.m. Not only does this make him appealing to customers, but it has won the respect of other chefs and colleagues across the industry. His story is a real rags-to-riches tale of someone who came to the U.S. with only two suitcases and then through hard work and creativity, became one of the most feted pastry chefs in the country."

Ansel's most well known creation, the Cronut, took two months and 10 different recipes before it was perfected and subsequently launched him to stardom.

"Unlike many celebrity chefs, it was not a TV show that garnered Ansel fame, but actual news that eventually made him a household name," says Bogdanoff. "He's a real chef's chef, self-made and sticking to his integrity and passion. He is always innovating and coming up with new products that



become the next big thing."

While the Cronut may be Ansel's most renowned creation, he has also developed such signature treats as the Frozen S'more, the Magic Souffle and the Cookie Shot.

Brand Central will manage the Cronut licensing program separately from that of its creator, with Bogdanoff saying that the two brands, while interconnected, have very different audiences and messages.

Ansel's first cookbook, *Dominique Ansel: The Secret*

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Recipes (working title) will be released by Simon & Schuster this October, and that is only the beginning of Brand Central's plans for the brand.

Describing the Ansel brand as "French tastes, with New York attitude," Brand Central is looking at housewares, dry mixes, ingredients, chocolate, frozen food, beverages and yogurt as potential areas for expansion, all of which will embody Ansel's whimsical yet modern style.

"Innovation is at the core of everything Dominique does," says Bogdanoff. "He doesn't recreate the wheel every time, but he does have a very distinct signature that is authentic that we hope to share with the world."

Jason Santos—The Blue-Haired Virtuoso

It's hard to miss Jason Santos—aside from his outspoken personality and inventive dishes, he has electric blue hair.

A New England staple for years, Santos first entered the national scene as a contestant on "Hell's Kitchen" in 2010. He now makes frequent appearances on CBS' "The Talk" and "The Early Show," "The Today Show" on NBC and a variety of local New England TV stations.

Known for his attention to visual detail and his creativity when it comes to both food and beverages, Santos currently has three restaurants in the Boston area—Blue Inc., Back Bay Harry's and Abbey Lane—offering a range of cuisines with a Santos twist.

Earlier this year, C3 Entertainment was appointed to represent Santos for licensing and merchandising worldwide.



"What we're going to do is elevate the brand," says Pablo Velez, director of licensing, C3. "Jason is a very successful restaurateur and is all over the TV circuit. The table is set, so it's just a matter of building on that. Our strategy is two-fold—one, to get him a more regular TV presence and two, to elevate the brand through a true licensing program."

Santos' unique image—the blue hair and his tattoos—mirror his approach to cooking.

"All of his products will always have an edge," says Velez. "If it's mayonnaise, it's not going to be your typical mayo. It will be infused with something that's maybe not so traditional. Nothing about Jason is cookie-cutter, so that will be reflected in his products."

C3 plans to launch Santos' licensing program with publishing, followed by a roster of cooking and food items.

"Jason has accrued over 22,000 recipes that he's created over the years, so publishing is No. 1 on our list," says Ani Khachorian, executive president of licensing and consumer products, C3. "These won't just be your normal, everyday cookbooks though. Jason is not an ordinary chef, he's very eccentric, so the cookbooks will be different as well. I'd also like to work with some of the companies he's done sponsorships with like Idaho Potato, Hood and Heluva Good to come up with products under those brands. For instance, Jason makes his own dips, so that is something we'll definitely want to package. And it's not just the food. He makes these amazing drinks to complement his food, so beverages are definitely a target as well."

Other categories that C3 is considering for expansion include cookware, sauces, dressings, apparel and hair products.

Ingrid Hoffman—The Latina Tycoon

Raised in Columbia and Curaçao, Ingrid Hoffman brings her own special flavor of Latin-infused food and entertainment to the table.

After getting her start in the Latin American market, Hoffman transitioned to English-language television with her show "Simply Delicioso," which first aired on the Food Network and then the Cooking Channel.

In doing so, Hoffman has been able to not only attract the attention of the increasingly important Hispanic market, but also appeal to a general audience as well.

That cross-cultural appeal has led to a burgeoning lifestyle empire, complete with a range of cooking and entertaining products, a dual-language publishing line and continuing television content.

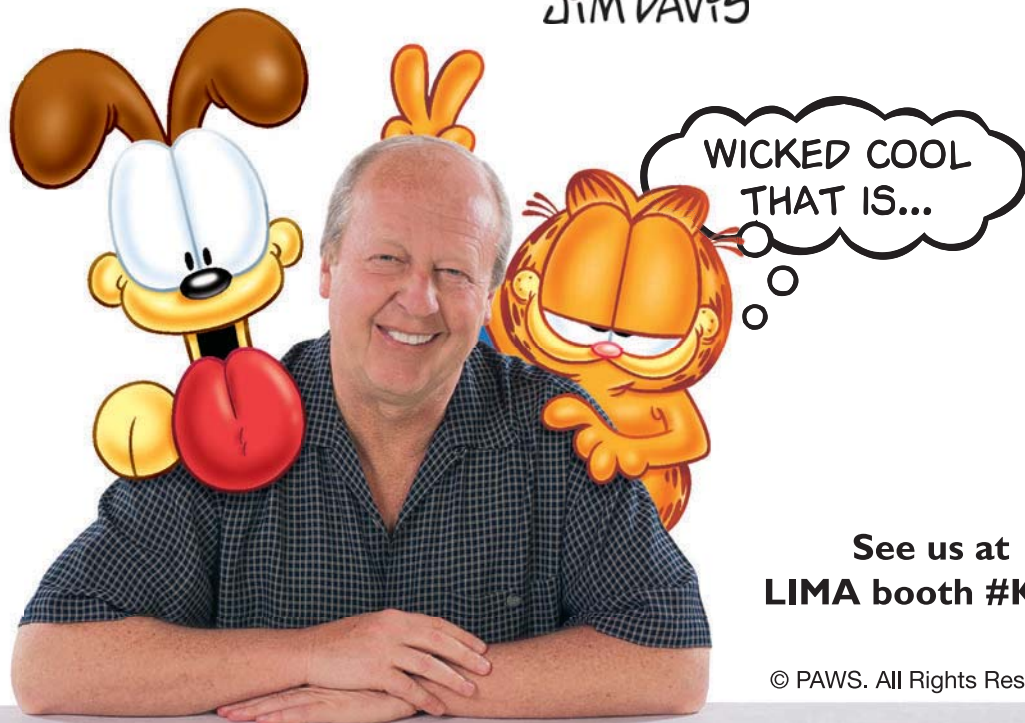
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“For the Hispanic consumer, our line provides them with items that have a bit of nostalgia and allows them to cook dishes from home but with a modern approach. With Hispanic cuisine becoming so mainstream, the line also gives the general market kitchen solutions at affordable prices to be able to create the Hispanic dishes they love at home,” says Delia Annette Leon, manager and vice president of operations and creative development at Hoffman’s company, Chica Worldwide.

In 2010, Hoffman partnered with Spanish media company Univision to launch the *Simplemente Delicioso* brand. Univision and Hoffman co-own the brand, for which Hoffman also serves as creative director. Hoffman’s personal licensing is managed by CAA.

Last year, Hoffman teamed up with Gibson for a collection of *Simplemente Delicioso* cookware, tabletop items, kitchen tools and accessories that launched on HSN in August 2013.

“Ingrid’s brand is the essence of the modern Latin spirit, personified with lively colors and multi-cultural influences, affordable and functional,” says Leon. “Her brand has always been about more than just food. It’s about living the *delicioso* lifestyle: fashion, design, art and music.”

Leon says the ultimate goal is to build a full lifestyle brand centered on Hoffman, beginning with additions in the homewares category such as kitchen textiles, bedding and bath offerings and eventually fashion and food.

Fabio Viviani—The Digital Maestro

From his grandmother’s kitchen was born a lifelong passion for the art of cooking, one that Fabio Viviani has translated into a successful, 360-degree cooking brand.

The chef, restaurateur, TV personality and *New York Times* best-selling author now boasts a portfolio that includes three successful restaurants (with more on the way), an Internet food show, a full range of cookware products and several cookbooks.

“It is impossible to talk about Fabio without mentioning his infectious charm and open, friendly demeanor,” says Joester, which began representing Viviani’s licensing last year. “People naturally gravitate to his warmth and playful personality.”

That charm has won him hundreds of thousands of followers on social media and appearances on three

different iterations of the Bravo series “*Top Chef*.” On his first appearance on the reality show in 2008, in which he was a final four contestant, Viviani earned the “Fan Favorite” title.

Viviani has taken that charisma and the national profile he’s earned from his TV appearances and translated it into a flourishing digital presence. His online series “*Chow Ciao*” garners as many as 15 million views per month and is the No. 1 food and lifestyle show online. Now in its third season, “*Chow Ciao*” features Viviani’s unique teaching style, offering simple tricks and kitchen secrets as well as recipes for simple-to-prepare meals. He was also named by *Likeable.com* as the No. 1 Food Personality/Chef on social media.

“Social media is very important and particularly effective for Fabio,” says Joester.

“He truly enjoys engaging with his fans and even publishes a digital magazine with tips and recipes.”

Viviani also has a well-established print publishing program, with a third cookbook on the way from Hachette in October.

Among the partners currently included in Viviani’s licensing portfolio are Bialletti for cookware, PicnicTime for serveware and Smartstep for comfort mats. He also endorses Bertolli Olive Oil.

Looking ahead, Joester says that food and wine will be key categories for the brand, with partners set to be announced shortly. JLG is finalizing new deals for cooking tools and kitchen accessories, as well.

“With a number of new restaurants opening next year, including Sienna Tavern Miami, Fabio’s star continues to rise,” says Joester. “Additionally, retailers know Fabio. He has made numerous appearances on behalf of Bertolli and Bialletti, attracting large crowds. The launch of Fabio’s branded food and wines, the continued expansion of his restaurants and other ventures will introduce him to more and more fans.” ©



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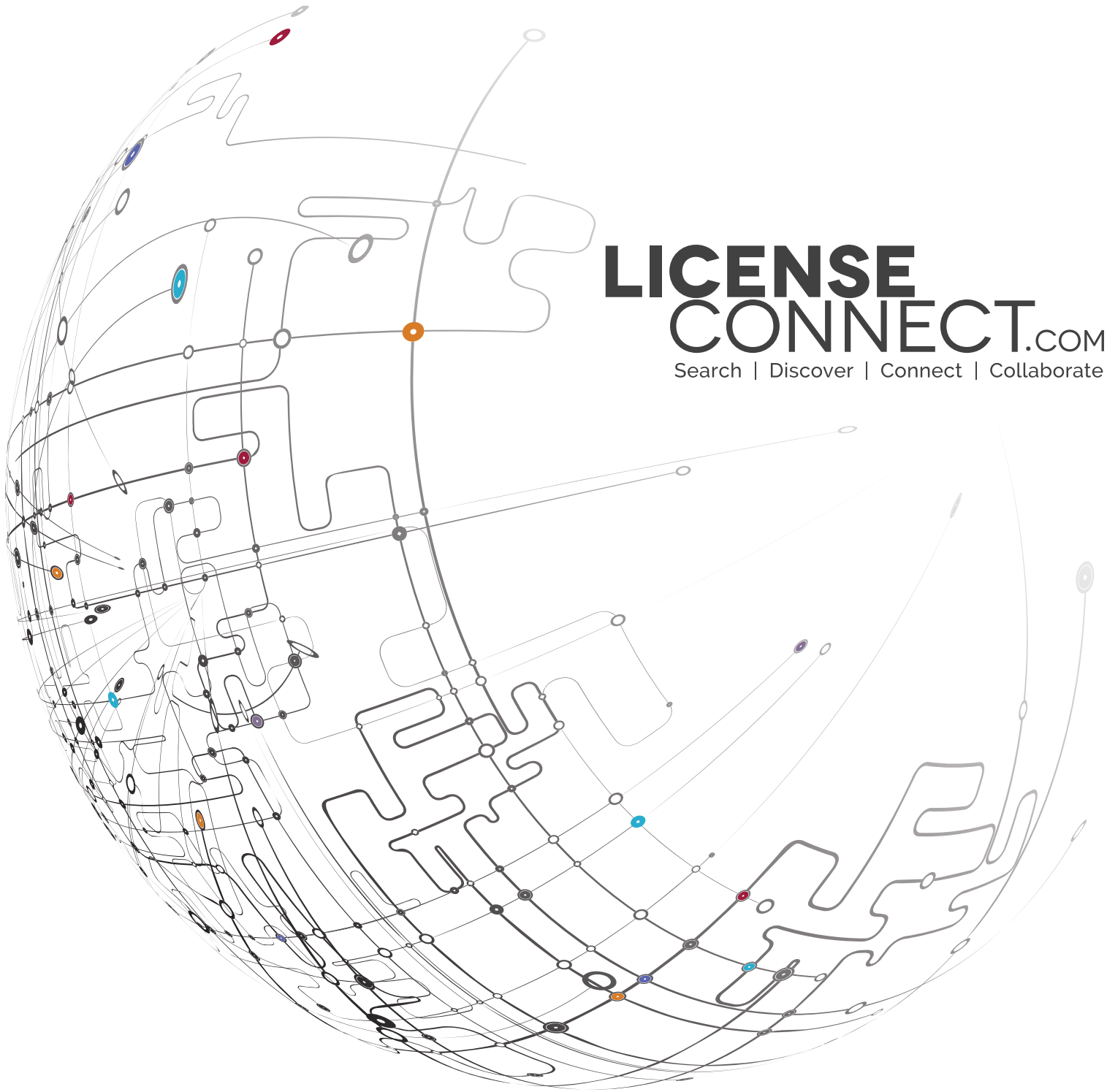
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GAME TIME

By **Amanda Cioletti**

According to The NPD Group's Games Market Dynamics: U.S., Q1 2014 report, gamers spend an average of 22 hours per week playing video games. This fact is vital to understanding how gamers interact with the properties in which they play—they are truly invested. When you consider the potential for licensed product to enhance and augment that experience, the category becomes one that licensors, licensees and retailers can't ignore.

This month, gaming's biggest event, E3, descended on Los Angeles, Calif., June 10-12, to preview the latest and greatest games and technological innovations to throngs upon throngs of fans, enthusiasts and media alike. And while this year proves to have very little on the console release news front, a fact that was the talk of E3 in 2013 with the release of both Sony's PlayStation4 and Microsoft's Xbox One (NPD reports spending on video game hardware increased 47 percent in the first quarter of 2014 to \$983 million because of these releases), it does not fail to disappoint in core game releases, which bode well for licensed product program expansions.

One thing all gamers and peripheral observers should note is that the face of gaming has changed, and likely for good. No longer are console games, or even PC games, the primary platform for users to engage with content. Indeed, the field is now wide open. Mobile phones, tablets, even your household TV, are fair game for gamers, and the mediums are being utilized to the fullest extent. Look to continued product programs at market from mobile gaming companies in particular such as King ("Candy Crush Saga"), Entertainment Arts' Pop Cap division (the Plants vs. Zombies franchise, among several others), Lima Sky ("Doodle Jump") and countless others.

And while the ever-growing gaming platforms

may present new challenges for the big, traditional gaming companies, particularly when it comes to monetizing properties and moving physical games, it certainly presents major opportunity for expanded audience share for licensors when it comes to consumer goods.

According to NPD, spending habits are changing for the gamer. During the first quarter, consumer spending on video gaming fell 1 percent to \$4.6 billion compared to 2013, and overall content was down 8 percent due to a decline in physical format spending of 27 percent or \$372 million, while digital format spending increased by 4 percent. These numbers suggest that the gamer holds a very viable market share and is adapting to the new means to consume content, while his/her interest in the medium still remains very high.

The focus this year across the board from all software companies is on next generation gameplay, which now capitalizes and builds upon the new technology that Sony and Microsoft have more-or-less affordably provided consumers. Early buzz for new games and properties is centered around the hotly anticipated May release of Ubisoft's "Watch Dogs" console game (see page 160 for the full story), which has become Ubisoft's most successful new property launch to-date. Ubisoft also announced new titles for its other top-billed franchises including Assassin's Creed and Tom Clancy.

SEGA is also planning a major revamp of its classic Sonic the Hedgehog property with the debut of "Sonic Boom," which will give the game a refreshed look and feel. (See page 156 for the full story.) The new art and storyline will only help to bolster what has been a thriving, longstanding product program for SEGA of America. ©

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Sonic BOOM

SEGA is updating its phenomenally successful Sonic the Hedgehog character for a new generation of gamers.



By **Barbara Sax**

For two decades, SEGA's Sonic the Hedgehog has been one of the world's most recognizable gaming characters. The speedy hedgehog stars in more than 70 video games titles and four animated series and appears on an extensive line of products globally.

The decision to tinker with a property that popular doesn't come lightly.

"Our mantra was always 'familiar but new,'" says Rene Flores, director of licensing, SEGA of America. "The characters have always been the core of the franchise's success, and we didn't want to lose sight of that. We wanted to make sure that the characters were still true to themselves, but enhanced in ways our fan base would respond to."

The company has created a new branch of the Sonic universe—Sonic Boom—that will debut a revamped look for Sonic and his friends. SEGA has maintained the core identity and values of the Sonic brand, looking to each character's abilities and unique personalities as inspiration for the new look's visual identity.

As part of the new push, SEGA will launch its first-ever CG-animated television series, two new video games for the Wii U and Nintendo 3DS systems and introduce a new toy line with master partner Tomy. A wide range of other licensing agreements are also underway.

"We're always thinking of new ways to generate a new experience," says Marcella Churchill, senior director of marketing, SEGA of America. "We wanted to make Sonic more relevant to kids today, and

giving the characters stronger personalities is a response to that. It's something kids can relate to."

These more fully developed personalities have an opportunity to shine in the new "Sonic Boom" TV series, co-produced by SEGA of America and OuidO! Productions. The series will debut on Cartoon Network in the U.S. and on Canal J and Gulli in France during the 2014-2015 season.

The series is an ensemble comedy consisting of 52 11-minute standalone episodes packed full of high-adrenaline action. Every episode starts from a small character-driven story and becomes an epic tale of saving the world, robot battles and other exciting adventures.

"The series is a nice mix of humor and action—something that's much more important in today's market," says Churchill. "We worked with writers who have written for 'The Simpsons' and 'Teenage Mutant Ninja Turtles,' so the stories are great and give viewers a real sense of Sonic and his friends' personalities.

"We knew from focus groups that kids love the fact that Sonic is so fast, so we really reinforce Sonic's speed in 'Sonic Boom,'" she continues. "The fan base also responds to a little bit of attitude."

Sonic's more physical look reflects that new attitude, as do the wraps around his feet that highlight his speed.

Fans also love the character Tails' ability to craft vehicles, so his new Sonic Boom look reflects that and includes goggles and a tool belt.

"Kids like the fact that he's such a loyal friend—that



Rene Flores, director of licensing, SEGA of America



Marcella Churchill, senior director of marketing, SEGA of America



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really resonates with them. So we can expand on that in the new universe of the television show,” says Churchill.

The animated show platform gives the Knuckles character (who also has a new, more muscular look) an increased opportunity to reveal his comedic side. The updated Amy Rose character has been tweaked as well. Amy Rose now has a more developed sassy and confident personality—attributes that SEGA believes will raise the character’s profile with girls.

“She’s independent and takes control of her world,” says Churchill.

Amy Rose’s enhanced character should also expand licensing opportunities in the girls’ apparel category.

“Amy Rose has always been popular, with the fan base split about 60 percent boys and 40 percent girls. But the interaction with the animated character should build on her popularity even more,” says Churchill.

Characters will be further developed through the new “Sonic Boom” video games, which serve as a prequel to the stories in the TV series. With collaborative game play at its core, the “Sonic Boom” video games feature traditional elements of Sonic games—such as speed—but deliver a totally different experience to previous Sonic games.

“There’s a much more cooperative focus and an open-world format to this game,” says Churchill. “The independent stories in the games are connected to the stories in the animated series, so when they play, kids can be different characters and play out the story together. It’s a continuation of the open-ended Sonic Boom universe that allows kids to continue stories on their own.”

The new games are developed in the U.S. by California-based Bog Red Button Entertainment for the Wii U, and Sanzaru Games for Nintendo 3DS in collaboration with the Sonic team. This is the third title to be released as part of SEGA’s exclusive deal with Nintendo.

“Sonic Boom” will take advantage of the innovative hardware of both the Wii U and Nintendo 3DS. The video game will also introduce exploration, combat and a new “Enerbeam” tether machine that lets players discover the Sonic Boom world in totally unique ways. The games will be introduced in November, in time for the holiday season.

The launch will be supported by a robust

global licensing and merchandising program and style guide. Sonic Boom’s style guide has a tropical feel featuring a beach, palm trees and jungle environments. A focus on metal and robots give the game a steampunk vibe.

“The characters’ distinctive colors and looks lend themselves to strong licensing programs, and our style guide has wide appeal across a number of categories,” says Flores. “The animated series, together with the games, will bring Sonic to a new level.”

Tomy is developing a comprehensive toy line across a number of categories including plush, action figures, role play, vehicles and novelty. Tomy will energize the line with speed, lights, sounds, motion-activation and action-performance to create an exciting play experience.

SEGA is launching a broad licensing program across multiple categories including toys, apparel, publishing, accessories and food and beverage in one of the largest license initiatives the company has taken on in years.

Along with its partner Archie Comics, SEGA will also be exploring publishing.

“The rich world of the animated series gives us more opportunity to flesh the stories out in publishing,” says Flores. “We’re also looking at trading cards, temporary tattoos and sticker collections, as well as party goods and cakes. There are some new areas we think can present some good opportunities. We’re also looking at creating Sonic boutiques within stores.”

SEGA has been very successful with the Sonic franchise in retailers Hot Topic, Spencer’s and Hastings, and is working with other retailers to create cohesive merchandising programs across multiple categories that will maximize Sonic’s potential in stores.

“Sonic has worldwide appeal, and we see a lot of interest in international markets as we roll out the animated show to Australia, New Zealand, Mexico and Brazil, then to the Latin American, European and Russian markets,” says Flores.

With Sonic’s look changing, SEGA also sees opportunity for a retro Sonic look.

“Older fans are passionate about Sonic, so we still want to keep a classic line going with a nostalgia element,” says Flores. “We see a two-tiered focus going forward, with a retro look for older consumers and the Sonic Boom look targeted to a younger, new generation of fans.” ©



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HACKING

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Video gaming company **Ubisoft** is evolving, growing the company from a traditional creator, publisher and distributor of console games into a full-fledged entertainment powerhouse that is on the forefront of what consumers are vying for in the gaming category.

By **Amanda Cioletti**

Launched in 1986 by Yves Guillemot, co-founder and chief executive officer, Ubisoft was founded on a simple premise: “To work with passionate people and make fun games.” Since, the company has become much more than just a game developer as it now expands its hit properties into total entertainment packages that include film and television content and well-rounded consumer product programs.

Headlining the product and content offering for Ubisoft this year is “Watch Dogs,” the latest, and perhaps most highly anticipated ever, video game launch.

“The Watch Dogs brand is completely new for Ubisoft and a major, major initiative,” says Tony Key, senior vice president, sales and marketing, Ubisoft. “It’s a big, robust open world action game that lets players explore the city of Chicago as elite hacker Aiden Pearce. It’s a really unique concept that the gaming world has latched onto, and it’s tracking to be the next big brand in the history of Ubisoft.”

Plans for “Watch Dogs” were announced two



years ago at the E3 gaming trade

show where it was positioned as a next generation game designed specifically to showcase the high tech capabilities of new gaming systems such as Sony’s PlayStation4 and Microsoft’s Xbox One. Since its initial tease, consumers and speculators alike have been waiting not-so-patiently for the game’s release. It’s already receiving heavy accolades from the gaming community and has become Ubisoft’s (and the industry’s) most pre-ordered new IP in history, and that’s all months and years prior to it hitting shelves and consoles—the game was released in May for purchase and sold through the most copies in 24-hours in the history of the company, says Ubisoft.

Licenses have certainly taken note of the fervor behind such a new property, and have lined up to bolster the IP with a range of products, a phenomenon that Key calls “rare, yet becoming more and more common.”



Tony Key, senior vice president, sales and marketing, Ubisoft

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“It’s a testament to the brand that it has made such a big splash on the scene already,” he says. “It’s already a brand, and a bankable one at that from the minute we introduced it because everyone showed such interest in it.”

On board to support the game on the product side are licensees across multiple categories including Astro Gaming for headsets; Bioworld for apparel, headwear and accessories; Frank & Oak for an exclusive 14-piece menswear collection; musterbrand for streetwear and accessories such as a bag and iPad sleeve; Prima for strategy guides and a collector’s edition; ThinkGeek for t-shirts and accessories; Titan for publishing; and Trends for posters.

Retailers are also behind the program, despite its older-skewing demographic (males, age 17-plus). Hot Topic and GameStop are vested in the product program and going “full stop,” says Key.

“Initially, the program is going to be very specialty oriented, but we will take it from there,” he says. “We want to make sure that everyone who is selling this will have a success story right out of the box. We’re thinking very much long-term for Watch Dogs, so for us, it is important to build the story over time, success after success, and expand it organically so we don’t stress the brand where we don’t need to.”

And expand the property will, as Sony Pictures Entertainment and New Regency have joined with Ubisoft’s movie division, Ubisoft Motion Pictures, to spin the property into a full-length feature film.

“The movie will very much have its own comprehensive licensing program like any other major action movie would,” says Key.

For Ubisoft, Key says the opportunity lies in expanding and exposing the brand to a wider audience, almost approaching the venture as a brand refresh.

It’s a model that is being applied to several Ubisoft properties, including Assassin’s Creed, which, although much more established in the marketplace, will too receive continued consumer product, and now film, support.

The first of five “Assassin’s Creed” games launched in 2007 and have since sold 76 million copies worldwide, making it Ubisoft’s best-selling game franchise. The property will also receive the big screen

treatment thanks to a co-production deal between Ubisoft Motion Pictures and New Regency slated for release in August 2015. Early buzz has film star Michael Fassbender attached to the project, which has yet to go into production.

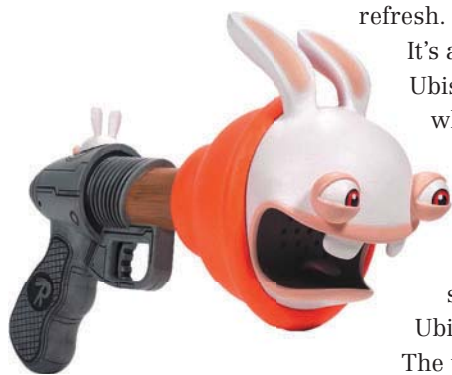
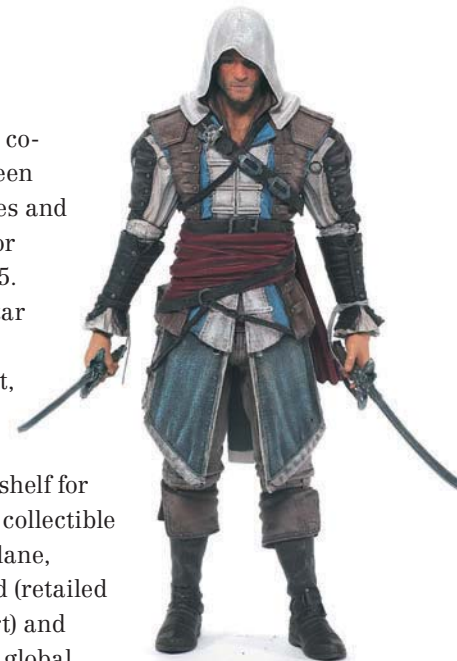
Current product on shelf for the program includes collectible figurines from McFarlane, apparel from Bioworld (retailed exclusively at Walmart) and a recently announced global partnership with MEGA Brands for a range of collector construction sets.

Globally, Ubisoft is also heavily invested in its Rabbids franchise. Already in a mature market phase in its home region of France (it launched in 2006), the property is exploding and resonating now with young audiences and gamers in North America. A robust, mass product program bolstered the property’s newly launched CG-animated TV show, “Rabbids Invasion,” which premiered on the Nickelodeon TV network last year in the U.S.

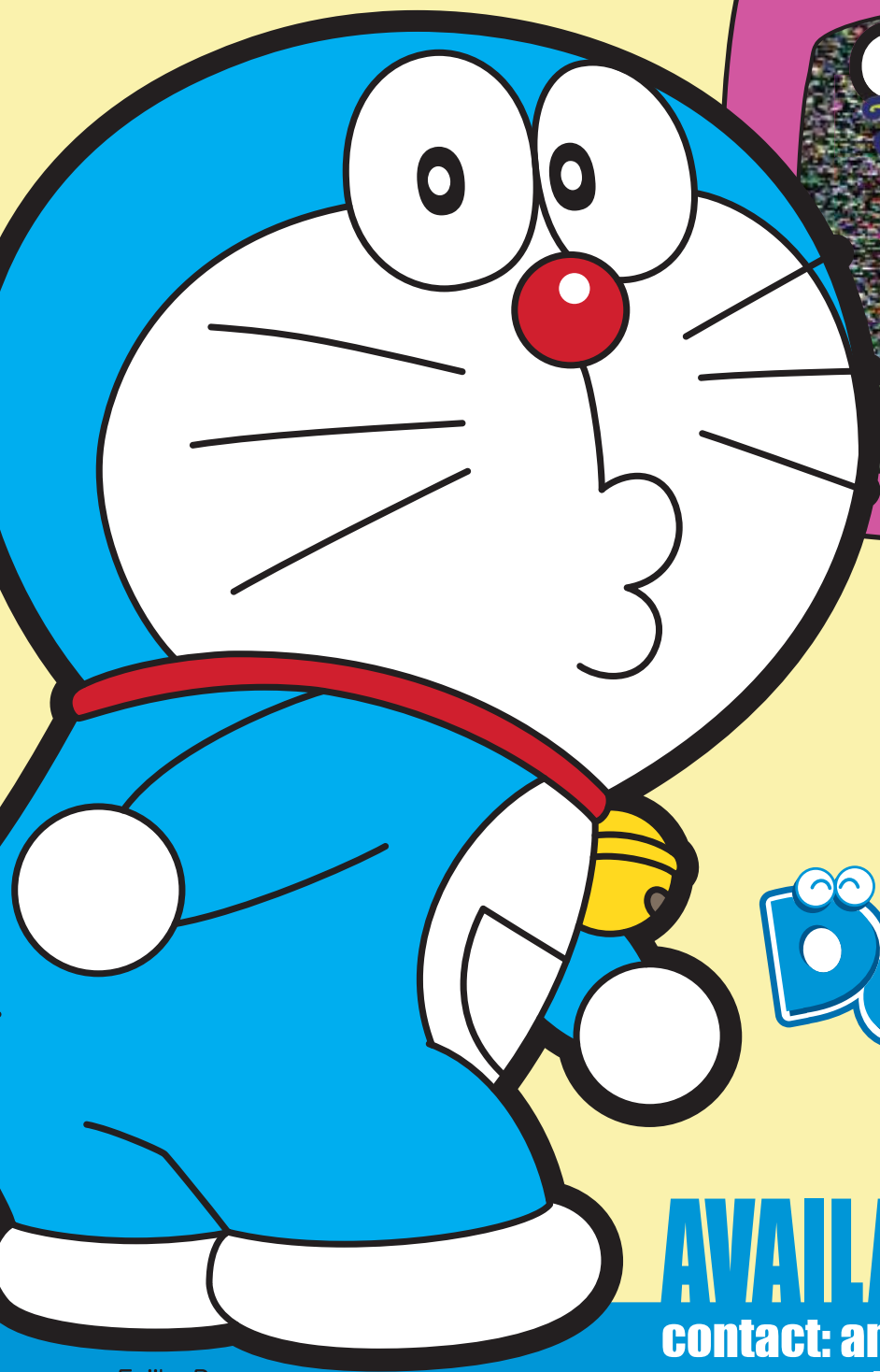
“The Rabbids brand was born in France, so it’s ahead of its lifecycle there, however its appeal is trending toward an older audience [in the region],” says Key. “In the U.S., the Nick TV show has opened up a whole new world for us and a wider audience.”

Simon & Schuster Children’s Publishing will bring a full line of books to market this summer, while McFarlane Toys debuted a range of comical toys at nearly 2,000 Walmart and Toys ‘R’ Us stores in the country in spring. Other licensees tapped to support Rabbids include Accessory Innovations (lunchboxes, backpacks, wallets, belts, headgear and other accessories), Bioworld (youth apparel) and Freeze (adult and children’s t-shirts, fashion tops, hoodies, knits and separates and children’s swimwear).

So whether it be more adult-leaning titles like “Watch Dogs,” “Assassin’s Creed” and other franchises, or the more kid-friendly Rabbids property, Ubisoft is clearly operating at a level that fully encompasses all aspects of the entertainment experience, from games to films to products. ©



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A View from the East: JAPAN



John Easum, guest reporter

John Easum has more than 20 years of leadership experience working in a multi-national context with Japan's leading production companies and media groups. He is considered one of the industry's foremost Japan experts in the area of entertainment licensing, distribution partnerships and co-productions.

In January 2012, Easum founded One Bridge, a Tokyo-based consultancy focused on building strategic distribution, production and brand partnerships between Japanese and international companies. One Bridge also provides management support in Japan for multi-national corporations in a variety of domains including media, licensing, food, technology, retail and fashion. Easum is also president of Caviar House and Prunier Japan.

Prior, Easum was president of Viz Media Europe, based in Paris. He speaks English, Japanese and French.

License! Global explores the opportunities and challenges of the Japanese licensed consumer product market.

By **John Easum**

With a retail market for character goods valued at nearly \$16 billion, Japan still represents—by a wide margin—Asia's largest territory for branded character merchandise.

Japan's character market reached its peak during the Pokémon and Hello Kitty induced frenzy of 1999, a year that saw roughly \$20 billion in retail sales of character merchandise. While economic malaise, migration to digital platforms and other media and one of the world's lowest birthrates have since tempered the industry's growth, Japan continues to be the Asian behemoth of character licensing. And with an array of new hit properties such as the popular boys' action brands, YO-Kai Watch and Oreca Battle, the country promises to maintain its position as one of the world's most dynamic character licensing markets.

Despite the buoyant environment for character goods, the country will continue to prove challenging for Western brands trying to get a foothold. Each year sees the arrival of hundreds of new homegrown characters that are introduced through manga, children's books, anime and digital platforms, or purely as original iconic characters. Breaking into this lucrative, but competitive, character goods market has proved difficult, yet not impossible, for non-Japanese brand owners.

New IPs are also being developed through the growing trend of co-productions between Japanese producers and non-Japanese partners, such as ShoPro and Spin Master's "Tenkai Knights" TV series, which is creating a new generation of content that is transcending historical cultural barriers.

Top Characters of 2013

Japan's Character Databank ranks the top five licensed characters in 2013 as follows:

1. Anpanman
2. Mickey Mouse
3. Hello Kitty
4. Pokémon
5. Pretty Cure

These five have dominated the character market landscape for many years. It is interesting to note that both Pokémon and Hello Kitty drove the 1999 explosion in licensed character goods, and they continue to hold top-ranking positions today. The last 10 years have seen the emergence of many new character brands, but the evergreens (which include brands such as Snoopy, Doraemon, Winnie the Pooh, Thomas the Tank Engine and Super Mario) continue to hold the largest share of Japan's character market.

Demographics

Roughly 60 percent of character goods sales in 2013 were for consumers under 16-years-old. What remains striking, however, is the large number of adults who enjoy this merchandise. The most popular children's characters typically enjoy the same level of popularity with an older market.

Major retailers and licensors also give much attention to the OL (a Japanese term that refers to the "office lady") demographic, with entire store sections dedicated to character-branded accessories, apparel, handbags and a variety of other trinkets.

Unique Categories

In 2013, the toy category represented nearly 37.5 percent of licensed goods revenue. Japan's toy category includes traditional toys such as figurines, plush, vehicles and construction toys. There are two standout categories, however, that are unique: capsule toys, also known as "Gashapon," (an onomatopoeia for the sound of turning the crank and having a toy appear); and the amusement category, which includes items that are offered as prizes in the country's 5000-plus game arcades.

There are reportedly one million Gashapon machines in Japan filled with licensed goods that typically cost between ¥100-¥500 (\$1-\$5). Gashapon revenue in 2013 was roughly ¥30 billion (or \$300 million).

Pachinko and Pachislot

The Pachinko gaming machine continues to be a dynamic licensed merchandise channel. There are roughly 12,000 Pachinko parlors in Japan, each of which house several hundred machines. The most popular machines are typically themed with entertainment brands. In this lucrative category, advances can often well exceed \$1 million. Japan's newest machines for games Kinnikuman and Lupin the Third launched with the same level of fanfare befitting a theatrical release, with lines of fans waiting outside stores on opening day.

Pachinko and Pachislot remain a hotly sought after category, and Pachinko companies are receptive to appropriate Western brands. Successful licenses have included Star Wars, Indiana Jones, Back to the Future, E.T., James Bond, Lord of the Rings and Spider-Man, to name a few.

Character Themed Stores

Another great place to shop for licensed character goods is at one of the many brand-dedicated retailers. While Pokémon and Hello Kitty are well known for their own stores, one can enjoy a medley of other character stores that feature such brands as Snoopy, Pretty Cure, Rilakkuma, Moomin, Shonen Jump, Hello Kitty, Miffy and more. The best-known destination is Character Street, found in the basement level of Tokyo Station.

In addition to character stores are themed restaurants and cafes such as the Gundam Café, also found in Tokyo Station.

A New Trend—Regional Characters

A growing trend is the emergence of regional mascots. The most noteworthy are the ubiquitous Kumamon, the bear of Kumamoto Prefecture (a region located on the southern island of Kyushu) and Funasshi, the yellow mascot inspired by the local pear fruit from Funabashi City.

Kumamon was created by the local government and is offered to licensees on a royalty-free basis. The primary objective is to promote regional tourism and investment. It is reported that in 2013, Kumamon goods generated well over ¥20 billion (\$200 million) in revenue.

Growth in Mobile and Digital Characters

While Japan remains a paradise for character merchandise, the past few years have seen significant growth in characters born from digital and mobile platforms. This has in part been fueled by the growth of SNS Games, the booming category of social network service games developed primarily for smartphones. Gung Ho Online Entertainment's "Puzzles & Dragons" continues to be a favorite for Japan's commuters.

Another impressive area of growth has been the use of licensed characters in instant messaging services, such as LINE. LINE is the country's most popular instant messaging platform that currently boasts 55 million users. The service can be utilized to send text messages, share character "stamps" and play games. For a fee, LINE



allows users to download stamps of branded entertainment characters. The service has also spawned its own set of quirky characters that have branched out into their own animated TV series (broadcast on TV Tokyo), a popular merchandise line, a dedicated retail store and a vast array of retail and promotions.

Challenges to Entry

Despite the large number of licensed characters enjoying success, Western companies continue to find Japan a perplexing market, particularly when introducing TV and theatrical brands.

“American and European companies have a challenging time navigating the local approach to a manga-driven media mix,” says Kazuo Rikukawa, president, Character Databank.

Many of Japan’s leading entertainment brands, both animated and live action, have their roots in manga, or Japanese comics. Popular serialized manga magazines such as Shueisha’s *Weekly Shonen Jump*, Shogakukan’s *CoroCoro Comic* or Kodansha’s *Weekly Shonen Magazine* have served as the launch pad for some of the country’s biggest entertainment franchises. Shueisha’s *Shonen Jump*, for example, has a weekly circulation of roughly 2.8 million copies, and has produced such hit properties as Dragon Ball, One Piece and Naruto.

Developing properties through manga allows publishers to test new content on a regular basis and get immediate feedback from readers. Building a manga fan base ensures that a property can enjoy significant popularity before being developed into TV and other media.

Successful serialized manga are adapted to animation and/or other forms of media in collaboration with a production committee of core partners who also act as TV timeslot sponsors. The committee typically includes a production company, publishing company, master toy and game licensees, advertising agency and a TV network.

While employing a manga approach ensures a complete recipe of exposure, media and support, it is a model that is obviously difficult to replicate for a non-Japan-based company.

“Breaking into the Japanese market also takes years of patience,” says Rikukawa.

Despite the complexities, certain American and European characters have found a welcoming home in Japan. In the 2012 Character Databank top 50 ranking, 12 characters were from outside of Japan. Of these 12, Disney held eight of the spots. The other four were Snoopy, Thomas & Friends, Moomin and Miffy. *Where’s Wally?* books (or just Wally in Japan) have also been popular since their launch in 1987, and Wally look-a-like fan gatherings are common. Disney and Lucasfilm’s Star Wars property is also widely adored.

Global Co-productions

With the objective of developing content and characters that will resonate both in and outside of Japan, more Japanese producers are embarking on TV co-productions with North American and European partners. Recent projects have included “Bakugan” and “Monsuno.” In April, ShoPro and Spin Master launched “Tenkai Knights” on TV Tokyo with the partnership of Shogakukan’s CoroCoro Ichiban and Happinet. TV Tokyo is now also actively co-producing a new “Calimero” TV series with France’s Gaumont Animation, in partnership with Kodansha. This trend will surely grow.

With a variety of strong evergreen and compelling new brands, a dynamic publishing industry, growing mobile and digital platforms and a vibrant retail landscape, Japan will continue to hold its position as a world leader in character licensing. ©

TOP 25 CHARACTERS IN 2012

(Percent of Overall Character Retail Revenue)

Rank	Character	Share
1	ANPANMAN	7.82
2	MICKEY MOUSE	6.43
3	POKÉMON	6.00
4	HELLO KITTY	5.70
5	ONE PIECE	4.23
6	PRETTY CURE	4.14
7	RILAKKUMA	3.36
8	WINNIE THE POOH	3.06
9	SUPER MARIO BROTHERS	2.97
10	SNOOPY (PEANUTS)	2.51
11	MOBILE SUIT GUNDAM SERIES	2.19
12	MINNIE MOUSE	2.17
13	KAMEN RIDER FOURZE	2.03
14	THOMAS & FRIENDS	1.98
15	MIFFY	1.73
16	KAMEN RIDER WIZARD	1.44
17	DUFFY THE DISNEY BEAR	1.31
18	TAMAGOTCHI	1.24
19	DORAEMON	1.24
20	GO-BASTERS	1.24
21	JEWELPET	1.21
22	MASKED RIDER SERIES	1.13
23	CARS	1.08
24	SHIMAJIRO	0.81
25	HATSUNE MIKU	0.73

*Data provided by Character Databank



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Leader of the Brands

Procter & Gamble boasts a portfolio of 300 brands and ranks as one of the top licensors in the world with an unlimited potential for future growth.

By Tony Lisanti

With a corporate focus on innovation, brand building and a keen understanding of consumers, Procter & Gamble has applied its immense market knowledge and research to create a powerful business in licensing that leverages its inherent strengths as a consumer products goods leader.

While Procter & Gamble is not a new player in licensing—its first initiatives date back to the mid-1980s when it acquired Vidal Sassoon—the company has grown consistently and conservatively over the past decade, extending its initiatives to 14 of its 26 billion dollar brands and partnering with Beanstalk, one of the world’s leading licensing agencies.

The billion dollar brands that have licensing programs include such well-known names as Tide, Febreze, Mr. Clean, Vicks and Braun.

Procter & Gamble’s approach to licensing closely mirrors its corporate philosophy and strategy, meaning that innovative products that improve consumers’ lives are the driving factor.

“Licensing can really help add to the offering consumers have and add to the connections consumers have with our brands,” says Gayle Jones, global head of licensing, Procter & Gamble. “Our business units see licensing as a valuable business model, and it’s still growing. Licensing expands our retail footprint especially in new channels—we can offer more choices to consumers based on brands they know and love.

“Consumers drive everything we do,” adds Jones, who handles licensing in and out, saying that it’s very interesting to be on both sides of the fence. “We don’t do anything unless consumers believe it’s the right thing to do.”

There’s little doubt that the licensing business model has worked, as Procter & Gamble ranked No. 21 among the world’s largest licensors with an estimated \$3 billion in retail sales of licensed merchandise, according to the exclusive annual Top 150 Global Licensors report published by *License! Global*.

“Ten years ago, licensing wasn’t a really well-known business model throughout the company,” recalls Jones. “But over time, we have been able to educate the business units on the values of

licensing from the revenue to offering consumers what they want, extending awareness and keeping brands top of mind. There is always angst that brand equity is going to be harmed, but it truly doesn’t have to be that way as long as you have the right processes, systems and governance in place and you choose the right partner. Then everybody wins.”

One of P&G’s most important partnerships in terms of its more recent growth in licensed products has been with Beanstalk, which was appointed to manage global licensing in June 2007.

“It has been exciting for Beanstalk to work with P&G to further expand this dynamic licensing program. With a portfolio of world-class brands, there are continuously new opportunities to bring innovation to the market and to reach even more consumers around the world through our relationships with best-in-class licensees. It is the seamless extension of brand equity from core to licensed products that has made P&G known as a gold-standard for corporate brand licensing,” explains Lisa Reiner, managing director, Europe and Asia Pacific, Beanstalk.

“It’s best to use experts in areas we are not experts in,” says Jones. “Beanstalk really helped to expand P&G’s licensing program to where it is today. They are not just an agency, but more a part of our group.”

In fact, Beanstalk now has two employees who work side-by-side with P&G in its Cincinnati, Ohio, headquarters.

“Beanstalk is an integral part of the trademark licensing team and completely aligned in pursuing licensing opportunities that will deliver innovation and value to the P&G consumer and that reinforce brand equity for P&G brands,” says Reiner. “In addition, Beanstalk plays a



Lisa Reiner, managing director, Europe and Asia Pacific, Beanstalk

critical support role as a link to the network of licensees.”

Licensees are definitely held to a high standard of expertise and accountability.

“Do they have the go-to-market capabilities? Can they sell-in? Do they have the distribution? Are they real experts in their category? Do they have the quality and safety standards or the processes in place? Are they innovative?” asks Jones of potential licensees and partners.

Among some of P&G’s largest and most notable licensing programs are:

- Vicks is a leader in the health and wellness category. It launched in 1995 and now has more than 100 SKUs in 30 countries.
- Mr. Clean now has dozens of cleaning products, and has the top-selling mops with its Magic Eraser line.
- Febreze has a partnership with Bissell for carpet cleaning solutions and sprays and vacuum bags and filters.
- Febreze has partnered with KAZ for Honeywell fans that allow consumers to use the “set and refresh” cartridge that P&G manufactures to create a light scent and take odors out of rooms.
- The Fairy brand, in partnership with Nicols, is launching a line of dishwashing sponges and tools in Europe.
- Braun has a partnership in place for watches and clocks. Licensing partner Zeon has incorporated the technical innovation, quality and modern, functional design concepts originated by Dieter Rams in the 1950s. Zeon’s Braun watch and

clock collection is sold in specialty boutiques and stores including the Museum of Modern Art.

- The Vicks Starry Night humidifier created by KAZ is a cool-mist humidifier specifically for children that lights up and projects stars on the ceiling.
- Springs Global launched last year the Febreze Sleep Serenity collection, which is basic bedding that offers the unique benefits of odor elimination and freshness in product categories such as pillows and mattress covers. This line created a new retail channel for P&G with placement in such retailers as Macy’s and Bed, Bath and Beyond.

Over the next several years, Jones hopes to expand licensing to as many as 10 more brands in the P&G billion dollar portfolio, including perhaps Bounty and Gillette, as well as continue to expand internationally, possibly into China and India at some point. These factors clearly indicate that the company still has a huge upside growth potential in brand licensing.

“I would like all brands to play, but P&G has 300 brands and that’s probably not going to happen. And not all brands are ripe for licensing anyway,” says Jones. “I don’t want in-out deals. I want long-term programs that are strategic for the business and grow with core brands.”

On a personal note, Jones admits: “Licensing is one of the best experiences I have ever had. It’s interesting and challenging. There is so much potential when you find the right partner. It’s innovative, creative and collaborative and it’s fun. I love licensing.” ©





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How The Dew

PepsiCo's Mtn Dew, with help from The Joester Loria Group, has become an iconic brand for cutting edge youth culture.

By **Barbara Sax**

PepsiCo's Mtn Dew brand keeps its profile high with its consumers through sports sponsorships that range from NASCAR to the top pro athletes in skateboarding and snowboarding. Mtn Dew also has strong musical connections—from its relationships with leading hip hop and country artists to its support of emerging talent. It's connections and partnerships like these, executed in connection with brand licensing agency The Joester Loria Group, that keeps the beverage brand top of mind.

Mtn Dew keeps an active and engaging voice on all media outlets by communicating with Dew loyalists through social media and generating buzz-worthy original digital content.

"Mtn Dew has done an exceptional job with utilizing social media to directly engage with consumers," says Katie Cosgrove, senior brand manager, The Joester Loria Group. "Their ongoing

presence keeps the brand relevant and consumers wanting to know what's going to come next from them."

Mtn Dew is pioneering new ways to connect with its loyal fan base. In partnership with Complex Media, Dew launched Green-Label.com, an online publication focused on Millennial males, Dew's target audience and one of the most challenging demographics for marketers to reach.

"The content is focused on skating, art, music, style, gaming and more," says Cosgrove. "Mtn Dew has a dynamic and loyal fan base that the brand engages in new and unexpected ways. In 2012, Mtn Dew launched its Green Label Exclusives (GLX) program. The licensing program brings artists and athletes together with top designers and brands to produce one-of-a-kind and limited edition lifestyle signature products inspired by the Dew brand.

"The GLX licensing program has resonated with



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younger consumers with products that hit on the most popular trends in today's youth culture," continues Cosgrove. "It has also become a vehicle for emerging artists who want to be affiliated with not only what's happening now, but what will be trending tomorrow."

The collaborations are supported with video content that helps tell the story of the collaboration and gives consumers a behind-the-scenes look at how it all comes together. Consumers want to be a part of the story, and the social media aspect engages them not only by offering a great product, but by letting them in on the product's back story.

The collections have been widely successful from both a branding and a sales perspective. Inventory has sold through fast, in some cases in a matter of minutes. Last year, Mtn Dew collaborated with Diamond Supply Co. and hip hop artist Mac Miller to introduce a custom snapback hat sold exclusively on Karmaloop.com. Through a digital campaign by Complex Media, the item sold out in eight minutes.

It's a success story that the GLX program has repeated with each new launch. Mtn Dew's capsule collection partnership with skateboarder Keelan Dadd and the leading urban apparel label Dirty Ghetto Kids sold out in just four days. The Mtn Boo SUPRA Amigo signature skateboard shoe, a collaboration with skateboarder Boo Johnson and SUPRA, sold out in 12 hours. When the brand followed the flash sale launch with wider distribution to specialty media outlets, the strategy became a home run. And yet another Mtn Dew capsule apparel collection from professional photographer Atiba Jefferson featuring Atiba's untapped LA archive photos had unprecedented sales in retail outlets.

Traditional retail affords new opportunities to engage consumers.

"Earlier this year, we launched a GLX collaboration with accessory brand HEX and professional Dew skater Theotis Beasley that was available at Zumiez, CCS.com and at select specialty skate shops nationwide," says Cosgrove. "The launch was supported



with an in-store signing with Theotis at Brooklyn's iconic KCDC skate shop, a night skate event and a multi-tiered digital and social media campaign."

Now in its third year, the GLX program is launching four more exciting collaborations and moving into other e-tail and traditional retail accounts to make the product more accessible to consumers.

"We'll launch e-commerce on the Green-Label.com site later this year, giving consumers a one-stop shop for all the latest Dew merchandise and GLX collaborations," says Cosgrove.

Next month, GLX will release a capsule collection with emerging sportswear brand ICNY (Ice Cold New York) from Mike Cherman, the brand's founder and lead designer.

"Mike Cherman, who worked for Nike and other sportswear companies, curated this collection exclusively for Mtn Dew. It will feature 3M reflective tape and blend style and function, a leading trend in lifestyle apparel," says Cosgrove.

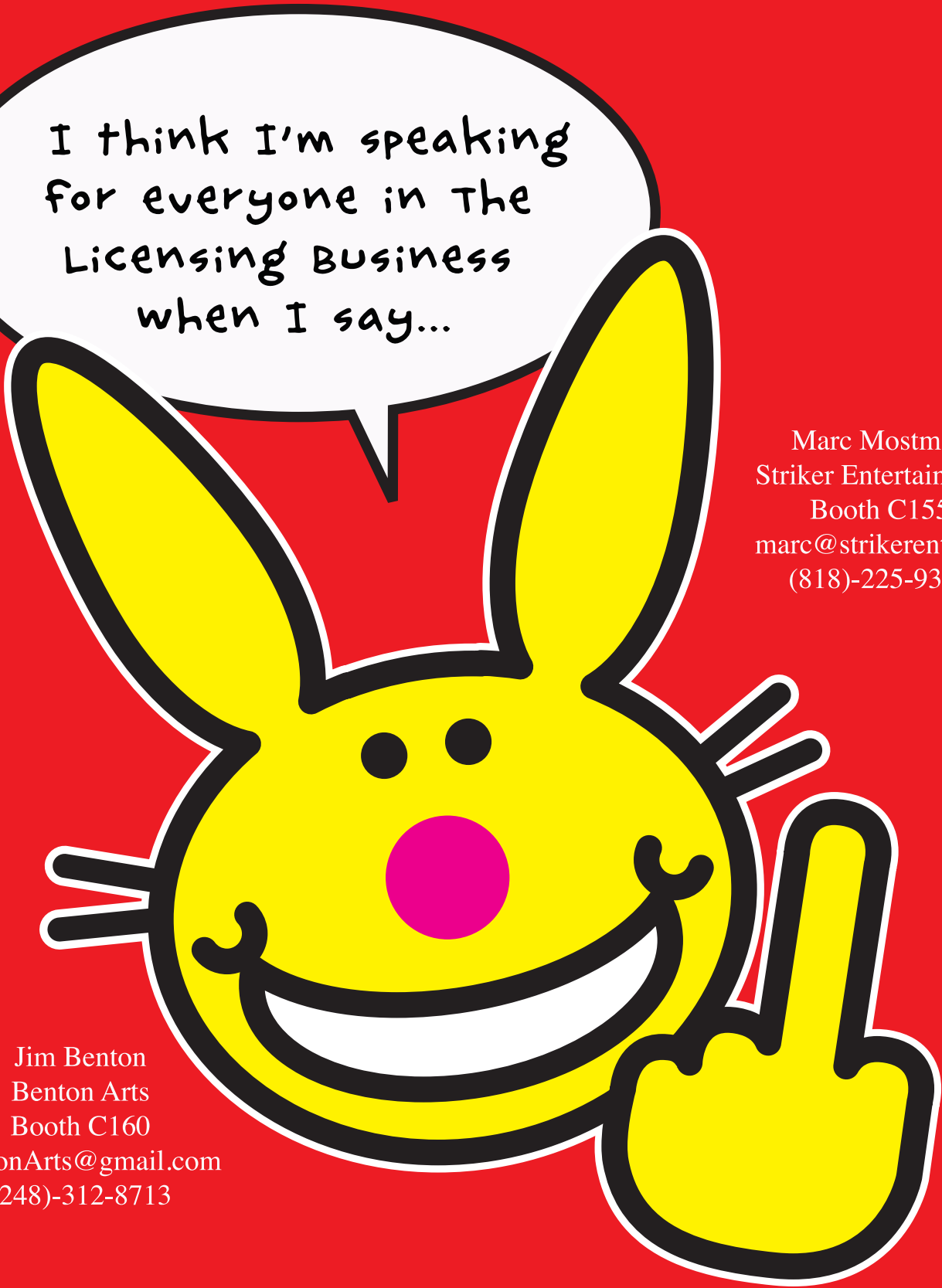
Cosgrove says JLG is expanding Mtn Dew's traditional licensing program into hard goods as well with a line of sporting goods launching nationwide this fall.

"We've partnered with JNJ International to develop a collection that includes skateboards, scooters, protective gear and more," she says.

JLG is also in the initial design stages of development on a GLX capsule collection with yet another one of Dew's professional skaters and a major skate deck brand. That collection is set to debut at the Brooklyn stop of the Dew Tour, a skateboard and BMX event in September. "This is the first time Dew is taking the action sports event to Brooklyn, and we will be making a lot of noise around this," says Cosgrove.

JLG is committed to keeping the brand fresh, much like the brand's image demands.

"Dew's ongoing marketing campaigns highlight a broad range of pop culture touchpoints in music and sports that keep the brand relevant with youth culture and their lifestyle," says Cosgrove. "We're always looking for fresh graphics, and we keep morphing the look to a new level. Creative, fresh designs and exciting collaborations will continue to keep GLX collections current." ©



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WBCP

Celebrates Landmark Anniversaries



By **Amanda Cioletti**

Warner Bros. Consumer Products is well into a year full of celebration for several of its most iconic properties, each of which have milestone anniversaries in 2014.

Batman: The Legend Continues

With his 75th anniversary in full swing, the Caped Crusader continues to prove that there is no end to pursuing justice and certainly no end to the allure of the character for fans and consumers.

The evergreen brand has a strong roster of best-in-class licensees on board to support the licensed consumer product program that is slated to hit shelves this year and well into the future.

“WBCP has been working alongside its partners around the world to develop strong, tailored programs that not only celebrate Batman’s 75-year legacy, but ensure that Batman remains a must-have on the shelves for many years to come,” says Karen McTier, executive vice president, domestic licensing and worldwide marketing, Warner Bros. Consumer Products.

Mattel will release new products and expand upon existing lines such as Lights and Sounds 10-inch core figures, a Hot Wheels Batmobile assortment, a DC Comics Multiverse collection of 4-inch figures, a Batman Gotham City Showdown seven pack of 4-inch figures, DC Super Powers 6-inch figure collection and the Total Heroes collection of 6-inch figures.

Role play accessories are just launching for the Dark Knight’s anniversary, with a fresh new line from Thinkway; while NECA is releasing a collectible figure collection that honors the many iterations of Batman, from the 1960s era classic TV series to the Batman Arkham Origins version and more. Publishing partner Eaglemoss will also debut in North America its extensive Batmobile partworks collection featuring Batmobiles through the ages.

Of course Batman is not only relegated to older children and fans, either.

From Fisher-Price comes the expansion of its range of Imaginext DC Super Friends toys to new territories such as Germany and across Europe. The toy line is already on shelf in the U.S., the U.K.,

Brazil, Mexico, Australia and Spain.

Meanwhile, The LEGO Group has expanded its DC Comics offerings by implementing a new junior line and recently introduced the brand into its LEGO Duplo program with three sets.

Apparel partners are also on board for the anniversary event and include Bioworld, Changes, Junk Food, Converse, New Era, Under Armour and more.

Follow the Yellow Brick Road

Nothing says classic Americana more than Dorothy, Toto and her band of loyal friends, which prove there's no place like home—or Oz—as the beloved film *The Wizard of Oz* turns 75 this year.

Mattel has launched a collectible doll line in honor of the film with classic interpretations of the mainstay characters Dorothy, Glinda the Good Witch, the Wicked Witch of the West, Scarecrow, Tin Man and Cowardly Lion. The property will further be augmented by Fantasy Glamour Dorothy and Wicked Witch of the West, which feature dramatic takes on the characters' classic costumes.

Marking the occasion in high style is Tonner Dolls, which has partnered with WBCP for a collaboration with some of the most prestigious fashion houses to re-imagine the iconic costumes from the film into pieces that will eventually be auctioned off in support of the charity Habitat for Humanity. Labels such as March Jacobs, Donna Karen Atelier, Hervé Léger, BCBGMaxAzria, Lyn Paolo and Charlotte Ronson are signed on to craft haute couture dolls. The partnership is part of WB's There's No Place Like Home campaign with Habitat for Humanity, which also features several other themed initiatives and events.

"This year's Tonner Doll partnership, which features re-imagined costumes for the leading ladies of *The Wizard of Oz* designed by a number of high-end fashion and costume designers, showcases just how relevant this property is to modern audiences," says McTier.

Rubie's Costume Co. will offer specialty costume collections for kids, tweens and pets; while other licensees such as Tervis (drinkware), Darice (crafts), Enesco (collectible figurines) and Royal Chain (an exclusive Pandora charm bracelet) are also celebrating alongside WBCP.

Confectionery retailer Dylan's Candy Bar will also fete Dorothy and friends with anniversary-themed candy collections available exclusively in its locations across the U.S.

Gone with the Wind's 75th

Whether you've seen it or not, dialogue from the classic 1939 film *Gone with the Wind* is burned into the fabrics of pop culture. As the iconic movie turns 75 this year, WBCP has lined up a host of licensees to continue the tradition of epic romance film for years to come.

Longtime partner Madame Alexander, which has created *Gone with the Wind*-inspired products for almost as long as the film has been known to moviegoers, will release a new range of dolls based on Scarlett O'Hara, the film's lead.

Tonner Dolls will also release a limited edition collection of hand-painted, 19-inch collectible figurines, while Mattel will debut an anniversary Barbie collection. Also on board for the program is Enesco, which will launch an 8-inch Scarlett O'Hara Couture de Force resin figurine.

"With an epic saga like *Gone with the Wind*, we've continued to work with our renowned partners such as Madame Alexander and Mattel, to offer commemorative merchandise to the film's steadfast fans, while also bringing on new partners to augment the brand's portfolio," says McTier.

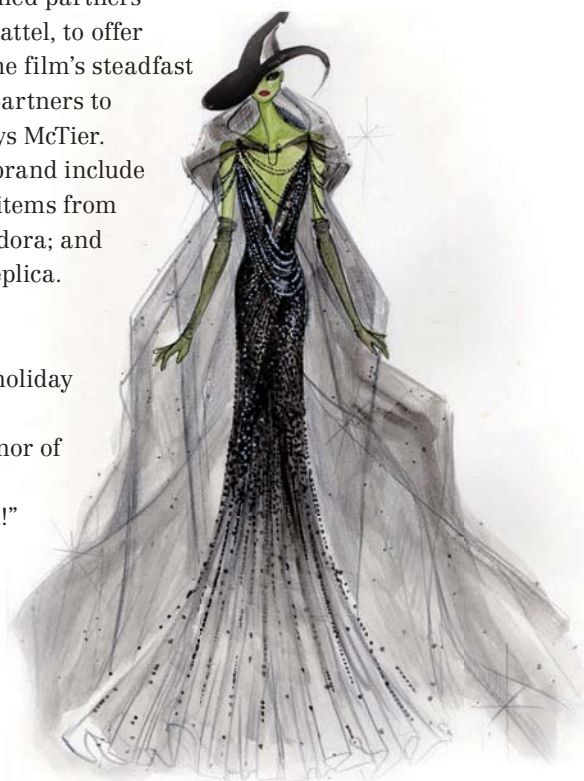
Additional partnerships for the brand include a line of jewelry, watches and gift items from Jacmel; toddler-sized dolls from Adora; and replica costumes from Museum Replica.

All Aboard The Polar Express

Finally, WBCP is celebrating its holiday classic *The Polar Express* with an expanded roster of licensees in honor of the property's 10th anniversary.

Rail Events is calling "all aboard!" and giving fans new opportunities to experience officially licensed train rides inspired by the film and book by author Chris Van Allsburg.

Additionally, Lionel will offer locomotive sets for both children and collectors. ©





It doesn't get much more powerful than a Marvel superhero, and the company is capitalizing on that brand strength with a new strategy that focuses on partnerships in the performance and health categories.

By **Nicole Davis**



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

Whether it's Hulk's legendary brawn, Captain America's courage or Spider-Man's agility, there's no denying that Marvel's superheroes are, in a word, strong.

That strength is the inspiration behind Marvel's latest brand extension strategy, aimed at bringing its superheroes to a host of new categories in the performance and active lifestyle space.

"This initiative came out of looking at the equity of the character portfolio that is managed by the Marvel team," says Paul Gitter, senior vice president, Marvel Licensing, Disney Consumer Products. "As we started to look under the hood of these characters, it

was clear that they really have become role models for kids. Then we looked at what is important to moms and kids in this day-and-age, which took us in the direction of a healthy, active lifestyle."

The new strategy is designed to allow companies to connect their brands with core attributes of Marvel's characters, such as performance, strength and durability, as a way to differentiate their products on retail shelves. At the same time, Marvel is looking to elevate the status of its brands by expanding its reach into new, high-performance categories.

As an initial test, Marvel teamed with activewear specialist Under Armour in spring 2013 for a line



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of Alter Ego Performance Wear that featured character Iron Man, in a partnership that has now become a case study for the strategy. “The response was overwhelming. We couldn’t keep it in stock,” says Brian Siegel, director of franchise development, Marvel Licensing, DCP. “If you look at the products at retail, Under Armour really pops off the shelf.”

Under Armour is now an anchor partner for the program, and an expanded Marvel line hit stores in March. The latest range includes adult apparel, this time featuring Captain America, along with new product categories such as football cleats, football gloves and hosiery for kids. The line is available at Dick’s Sporting Goods stores nationwide.

The partnership also has a cross-platform aspect that will see product integrated into films and other media over the course of the next five years. In fact, the collaboration can already be seen on-screen in the opening scene of the recently released *Captain America: The Winter Soldier*, which shows Captain America taking a run through Washington, D.C., in an Under Armour tee bearing the S.H.I.E.L.D. logo.

Now, as it begins to expand the program, Marvel is taking a very deliberate approach, carefully choosing not only companies that will underpin the program’s message, but also selecting products that suit each character.

“It’s really important to us that the right partner is put with the right character,” explains Gitter. “For example, Hulk, who is really identified with

strength, has been teamed with WordLock, which creates really strong, high-quality bike locks; while Captain America is a natural fit for Under Armour because he stands more for activity. If we are being truly authentic to our healthy living, durable strength concept, then we have to have the right character with the right brand.”

Siegel reiterates that the nuances of each character’s persona play a vital role in the development of these partnerships.

“We look at the Marvel business in two franchises—Spider-Man and The Avengers (specifically Iron Man, Captain America, Hulk and Thor),” he says. “They each represent different aspects of strength. It’s not all just brute muscle, there’s also mental agility and personal strength, as well.”

Among the other partners signed on for the program, each of which present a varied collection of characters on their products, are:

- WordLock, which launched a range of bike locks this spring;
- Bell Sporting Goods for helmets;
- Huffy for bikes, tricycles, scooters and accessories;
- Tantrum for protective phone cases and electronics accessories that will launch later this year;
- Thermos for hydration products;
- Perdue, which debuted whole-grain chicken tenders in December 2013;
- Langers Juice, which launched juice pouches and boxes in April;
- Crunch Pak for Snackers food packs that will hit shelves this month; and
- Sage Fruit, which will have branded apples and pears at market later this year.

Marvel plans to continue to add to its roster of partners in hard lines, soft lines and consumables and then grow the program further with studio and digital content, promotions and eventually land-based initiatives.

“The key to making this happen is aligning ourselves with companies that hold these same ideals, not just in the product they make but in the way they deliver that product, as well,” says Gitter.

The program, and the products that are coming out of it, align perfectly with parent company Disney’s Magic of Healthy Living campaign, which launched in 2006 to promote healthy lifestyles through its roster of family-friendly, approachable products associated with its characters and content.

“Because our characters are aspirational and are role models, we believe we have a responsibility to provide these kinds of products so kids can have that aspect in their daily lives,” says Siegel. “We feel, as a major corporation, there is a responsibility to inspire and showcase core attributes of activity and skill and strength. We want to show kids that these characteristics are something to aspire to, something that can be achieved.” ©





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TRULY GLOBAL



FremantleMedia Kids & Family Entertainment is continuing to expand its hit TV series around the world, making the brand franchises truly global.

By **Barbara Sax**

FremantleMedia Kids & Family Entertainment is poised for a knockout year of growth for its successful children's properties, with internal and external moves to strengthen its brand positioning globally.

The company recently named Rick Glankler as its executive vice president and general manager, and he is charged with expanding a number of FremantleMedia's properties around the world. With his extensive background in licensing and kids' properties, Glankler will be focused on growing FremantleMedia Kids & Family Entertainment's portfolio into truly global franchises. And according to Glankler, the company is well on its way.

"We have great brands in every phase," he says. "FremantleMedia Kids & Family Entertainment brands connect with children and families around the world and across multiple touchpoints, including television, digital, theme park

attractions, toys and other licensed merchandise, and now we're expanding their reach by rolling out the properties globally."

FremantleMedia Kids & Family Entertainment's strategy is to build properties from the ground up, starting with top-rated animated shows.

"Everyone says that success is all about strong animation and storytelling, and we're really delivering with ratings results," says Glankler.

The company's shows are aired around the world on all major networks and in all major territories on every continent.

"Tree Fu Tom," an animated series about a young boy who can transform into a tiny but magical superhero, is the company's most mature property. The show follows Tom on his adventures in the enchanted kingdom of Treetopolis, which he visits through a tree in his garden.

The TV series is aired in more than 75 territories including the U.S., Canada, Latin America, France,



Rick Glankler, executive vice president and general manager, FremantleMedia Kids & Family Entertainment

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Spain, Italy, New Zealand, Singapore and Thailand. In 2012, the show was the highest rated preschool show in the U.K. and continued to rate highly in 2013. "Tree Fu Tom" was also No. 1 in its timeslot in Finland, Norway, Sweden, Malaysia and Latin America. In the U.S., the show outperforms Sprout's day part average by 91 percent, according to FremantleMedia.

"The show has great storytelling and animation with exciting action," says Glankler. "We're transitioning from a new brand to a brand with longevity, with 25 licensing partners signed in the U.K."

Brand extensions include a new Tree Fu Tom Training Camp attraction at CBeebies Land in Alton Towers, which launched at the end of May. Tom will also be featured at Thomas Cook resorts across Europe in a promotion that should reach more than 80,000 British children on holiday. Tom was also recently featured in a live show in malls around the U.K.

"New live events will deepen the consumer experience with the character," says Glankler.

FremantleMedia Kids & Family Entertainment's award-winning mystery/comedy "Strange Hill High," now in its second season, is the highest-rated show on CBBC in its time slot among children ages 6 to 12. A ratings hit in Australia, "Strange Hill High" won audience share up to 36.5 percent among children ages 5 to 12, outperforming network ABC3's day part average by 8 percent, says FremantleMedia.

Master toy partner Vivid has developed a line of toys that reflect the show's personality, and FremantleMedia has partnered with Fashion U.K. for apparel; Character World for bedding and bedroom accessories; Kinnerton for confectionery; Blueprint for stationery; Danilo for greetings cards and calendars; Cooneen and Misirli for underwear, nightwear and socks;

Spearmark for lunchware, drinkware, tableware and lighting; Carlton Books for publishing; Jumbo for puzzles and games; and Zeon for timepieces and accessories.

The show's international roll out will bring "Strange Hill High" to Israel, Italy,

Denmark, Sweden, Singapore and France; and FremantleMedia Kids & Family Entertainment has expanded its licensing program to include Banter Toys, Hardie Grant and Shock Entertainment in Australia, with product hitting shelves this summer.

"I'm a believer in continuing to nurture our strategic partnerships as we build new brands into true global franchises," says Glankler. "We have adopted a 'slow-burn' strategy for the brand where we establish a strong connection with the audience and build on that with a slow launch. We have a best-in-class marketing program and just started launching product that we're really excited about."

The company's "Max Steel," a co-production with Mattel, is a science fiction/comedy and CGI-animated series. It has been sold to more than 150 territories globally and airs on Disney XD in the U.S., the Netherlands and Poland, and Cartoon Network in Latin America, Asia, Australia and Spain. In the U.K., where the series airs on Nickelodeon, "Max Steel" was ranked the No. 1 show in its timeslot among boys ages 6 to 12, according to FremantleMedia, and the brand is the top boys' brand in Latin America.

The second season of "Max Steel" launched in April and was timed to a new line of toys from Mattel.

One of FremantleMedia Kids & Family Entertainment's newest series, "Ella the Elephant," has reached the No. 1 timeslot among children ages 2 to 5 and girls 2 to 5 on Disney Channel in the U.S.



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It's also winning shares of up to 78 percent higher than the channel's slot average among children ages 2 to 5, says FremantleMedia.

Based on the award-winning *Ella the Elegant Elephant* book series created and illustrated by Carmela D'Amico and Steve D'Amico, the series follows the adventures of Ella and her friends on Elephant Island.

The sweet little elephant in the magic red hat is an international success, ranking as the top show in its timeslot among children ages 0 to 15 and girls ages 0 to 15 on ABC2 in Australia, and winning shares in Canada and in the U.K., where the series recently launched on Tiny Pop.

"Ella' is really delivering rating results," said Glankler.

FremantleMedia Kids & Family Entertainment has sold the preschool property in 13 markets to-date including Australia, Indonesia, Norway and Poland, as well as to Disney Latin America. A global master toy announcement is in the works.

"Kate & Mim-Mim" is the company's summer preschool buddy comedy launch. A CG-animated series about the fantastical adventures of 5-year-old Kate and her toy bunny Mim-Mim, the show follows Kate's travels to the imaginary world of Mimiloo, where Mim-Mim comes alive as a larger-than-life playmate.

In each episode, Kate, Mim-Mim and their gang of friends discover new places and set off on

adventures, hoping to solve a puzzling problem Kate has encountered in the real world. When the adventure ends, Kate returns to the real world to tell her parents all about her adventures and how she and Mim-Mim have saved the day.

"Kate & Mim-Mim is really a brand for today's girl," says Glankler. "So many series are focused on being a princess. This series fills a white space in the market that addresses how complex girls are and how they can be anything they want to be—a princess or an astronaut."

"Kate & Mim-Mim" will premiere on CBeebies U.K., BBC Kids and Knowledge Network Canada this year. FremantleMedia Kids & Family Entertainment holds the exclusive worldwide distribution and licensing rights to the property outside of Canada and will be forging strategic licensing partners.

With expanded opportunities for mature brands, the growing success of fledgling brands and new brands launching, FremantleMedia Kids & Family Entertainment has the market covered. The company continues to look at new properties to enhance its portfolio.

"We continue to look for new brands for our pipeline," says Glankler. "We will continue to be a leader in family entertainment and one of the most dynamic independent producers, licensors and distributors of engaging and ground-breaking content in the sector." ©



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eOne and

Peppa Pig

Growing Up

Entertainment One's licensing initiatives have been built on Peppa Pig thus far. As big as the brand is, the company has ambitious plans to expand its business well beyond the porcine star.

By **Bob Jenkins**



Andrew Carley, head of global licensing, eOne

Entertainment One's Andrew Carley, head of global licensing, makes it clear: "The Peppa Pig property is in a very different part of the licensing cycle in different territories. For example, we are currently celebrating Peppa's 10th anniversary in the U.K., making it, in this market, a very mature, well-embedded property, and so our focus is managing a well-established and much-loved brand. In other markets such as Italy, Spain, Australia and Germany, the brand is newer and we are in the phase of brand building. While in other areas such as Central and South America and Russia, we are in the very early stage of introducing the brand to the marketplace. But wherever we are and whatever stage of the cycle Peppa is at, it is, and always will be, a television-led property."

One of the signs of the maturity of the U.K. market for Peppa Pig is eOne's recent decision to partner with Rainbow Designs for a move into the nursery market, which targets children ages infant to 2-years-old. Despite describing this as "a new and exciting venture for us," Carley says that "this is something we took a long time to think about and plan, and the move is, to a very significant degree, a reflection of how mature the brand is in the U.K."

"We have been receiving requests from licensees and retailers to make this move for four or five years," says Carley. "But our concern has always been that this would run the risk of damaging the brand in its core 1- to 5-year-old demo. However, after 10 years in the marketplace, Peppa has a very solid consumer base. Additionally, parents have started to bond with Peppa, and we now have some parents whose children have grown out of Peppa, but who have younger siblings coming along and they want these children to interact with Peppa from a very early age."

Whether this is a move that will be replicated in other markets depends, says Carley, on how Peppa develops in the U.K., but his judgement is that eOne is two to three years away from such a development in any other market.

Although long-established in the U.K., Peppa is in the relatively early stages of development in the U.S. The TV series "Peppa Pig" launched in the U.S. in February 2011 on Nick Jr. and, says Joan Grasso, vice president, licensing, North America, began its licensing program with an exclusive agreement signed with Toys 'R' Us in August 2012. Plans are in the works for further expansion.



Joan Grasso, vice president, licensing, North America, eOne

“This year, we will begin to extend our retailer reach with a deal with Amazon, and we will also be launching lines with Walmart toward the end of 2014,” says Grasso.

The expansion of the Peppa brand in the U.S. will continue with the launch of new toy lines currently in the design phase at Jazwares, and other new lines that will be announced at Licensing Expo 2014 in Las Vegas, Nev., this month.

“The range will be based on established preschool play patterns—figures, play sets, role play and plush,” says Grasso. “It is likely that in 2015 we will look to television advertising as well as strong marketing, the launch of stage shows and costumed character experiential events, both in the U.S. and in Canada, where Peppa will launch next year. From now through the end of 2015, the strategy for Peppa in North American can be summed up as marketing, advertising and live events.

“We want to work with evergreen brands such as Peppa, and these are brands that need to be sustained and handled with a slow, managed growth pattern,” continues Grasso.

Spain and Italy, with 55 and 46 licensees respectively, are markets where, says Carley, the brand is in a stage that “is now a matter of controlling and developing the brand.” Italy, however, is a market that is unusual for a number of reasons—the licensing program launch was led by publishing rather than toys.

“There is something about the feel of Peppa that makes it look as if it comes from a publishing background,” says Carley.

Another unusual aspect of the brand’s development in Italy is Peppa’s emergence as a movie star, complete with her own cover of Italian *Vanity Fair*.

“The success of Peppa in Italy was such that, despite the perception that preschool properties wouldn’t work in the cinema, we decided to release a number of episodes joined together with the added pull of one episode that had never been seen before. Our partner, Warner Bros., was very enthusiastic and strongly behind the idea,” says Carley.

The focus from now to the end of 2015 is on major launches in France, Germany, Russia and Central and South America, where, says Carley, eOne has all key toy, publishing and apparel licenses in place, as well as a broadcast partner in Discovery (shared in Mexico with Televisa, who is also eOne’s licensing agent in that territory).

The immediate future looks very promising for Peppa. But that is only the beginning of the story for eOne Licensing.

“As a company, eOne intends to cover pretty much all the age ranges from about age 15 or 16 downwards, and to develop both TV and lifestyle brands,” says Carley.

Carley points to the recent acquisition of Art Impressions as an example of the company’s ambition and efforts to reach additional demographics.

“Art Impressions has given us teen lifestyle brands such as So So Happy, extending our range from preschool properties Peppa Pig and Ben and Holly’s Little Kingdom,” he says.

Also key to both the company’s present and plans for the future is the philosophy of thinking global, acting local.

“A key focus for us in the immediate future is to maximize the opportunities presented by our existing global network of offices, in addition to collaborating closely with our strong roster of international agents whose expertise in local markets is invaluable,” says Carley. “While many companies prefer to have global master licensees, we prefer a strategy of local partners for each territory.”

Carley cites Chile as a good example of this philosophy in action.

“As a general rule, we don’t like doing direct-to-retail deals, but, through our local Chilean agent Exim, we have entered into just such a deal with a Paris retail chain, as this is the way they operate. Having this deal in place will give the Peppa brand tremendous cache in Chile.”

As Peppa celebrates her 10th birthday, eOne Licensing can reflect on a decade of success in which it has established Peppa Pig as a leading global preschool brand, with more success promised by major launches in South America, Russia, Germany and France, as well as laying the foundations of a significant licensing business and building its portfolio with new properties such as Ben and Holly’s Little Kingdom and So So Happy. It has unquestionably been a great 10 years, but the next 10 might just be better still. ©





ITV Studios Global Entertainment returns to Licensing Expo with 'Thunderbirds Are Go!' and a significantly larger portfolio that boasts classic brands that underscore ITVS GE's ambitions for the future.

By **Bob Jenkins**



Trudi Hayward, senior vice president, global merchandising, ITV Studios Global Entertainment

Trudi Hayward, senior vice president, global merchandising, ITV Studios Global Entertainment, says there are two reasons that, after an absence since 2011, the U.K. broadcaster chose 2014 to return to Licensing Expo.

"First, we have 'Thunderbirds Are Go!,' our most exciting kids' commission to date; and second, we have a wide portfolio of strong, distinct, third-party brands such as 'Super 4,' a new kids' CGI comedy series inspired by the iconic Playmobil toy brand; the mobile game sensation 'Cut The Rope;' the boys' hit 'Matt Hatter Chronicles;' and classic properties such as boys' action brand Digimon and Disco's biggest-

ever brand Village People," she says.

The Thunderbirds Are Go! property, which is an update of the 1960s classic "Thunderbirds" series, will play a pivotal role in ITVS GE's return to Licensing Expo—the company's booth will offer visitors an interactive Thunderbirds experience that will include a handcrafted Thunderbirds' vehicle, created by ITVS GE's co-production partners, Weta Workshop, and a green screen photo opportunity.

Thunderbirds' central premise of rescue and adventure hinges on the use of unique vehicles and crafts. These are at the core of the brand's appeal, and they remain at the heart of the series. ITVS GE



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has appointed Vivid Imaginations as its worldwide toy partner (excluding the U.S. and Asia), although the international launch of the series will not take place until October's MIPCOM event. Vivid is a long-standing partner for the Thunderbirds brand.

"The toy range will take its cue from the fantastic range of characters, sets, gadgets and vehicles feature in the new series," says Hayward. "Categories include vehicles and craft, play sets, action figures, die-cast models, role play and dress-up, construction toys and board games and puzzles. The retail launch will be supported by a strong media campaign, with the first toys launching in Q4 2015 and hero product scheduled for release every Q4 thereafter."

These product ranges are designed to appeal to the TV show's key demographic—boys, ages 5- to 11-years-old. But that's not the show's only target demographic.

"There will also be secondary targets of girls, adult fans and dads," says Hayward. "Additionally we know that, because of its strong heritage, the brand has the ability to appeal to mid-market retailers, so we will be taking a long-term view of the licensing strategy, one which prioritizes quality and innovation."

These qualities also underpin a standalone licensing program for Classic Thunderbirds.

"As the 50th anniversary of 'Thunderbirds' approaches in 2015, we will use it as a hook to expand the program, targeting male adults, the core fans of the original series," says Hayward.

The Classic Thunderbirds program already has 19 licensees in the U.K. and 20-plus internationally across key categories. U.K. partners include Paladone Products, Bunkerbound, Vibe Centre and Atlas Editions for gifts; TDP Textiles, Trademark, Rude and Truffle Shuffle for apparel and accessories; Smiffy's for dress-up; Robert Harrop for figurines; and Haynes Publishing for the Agents' Technical Manual.

The Thunderbirds Are Go! property is a major licensing opportunity for ITV GE, but it is not all that the company has in its portfolio.

"We have set our sights on becoming a major player in third-party representation," says Hayward. "We are one of the few licensors that can offer a strong broadcaster platform—CiTV has a daily reach of more than 12 million children—in addition to content production, consumer products, brand support

and distribution, and we offer great strength in developing innovative licenses."

Among the third-party properties in ITVS GE's roster is the "Matt Hatter Chronicles" TV series, which first launched in the U.K. in 2012. In its first two seasons, viewing among its core demographic (boys, ages 5 to 10) has grown, and season three is due to debut weekdays beginning this month on CiTV, followed by a second fall run on weekends. Global Partners on board for fall's retail debut include Simba Dickie, which was appointed master toy licensee for the U.K., EMEA, CEE, Russia and India; Penguin (books); Pedigree (annuals); Smith and Brooks (boys' apparel); and TDP Aykroyd (nightwear and underwear).

ITVS GE is rebooting the iconic anime series "Digimon Fusion" for the digital age, as well. The sixth season will coincide with master toy partner Bandai's first toy line. ITV and Saban Brands are coordinating the Digimon brand re-launch with a fully immersive, 360-degree licensing strategy that encompasses TV, digital, online and retail activity. Bandai's range will be followed by mobile, digital games, apparel and accessories, publishing, trading cards, dress-up and a DVD.

Another strong property for ITVS GE is Village People. ITVS GE will be spearheading an apparel-led consumer product campaign in the U.K. that includes licensees Coneen, Misirli, Trademark and Smiffy's. Aimed at teens and young adults, the product range will feature accessories, gifts, greetings, publishing, homewares and hard lines.

ITVS GE is also charged with the U.K. licensing for "Super 4." Based on the classic Playmobil toy brand, the series, aimed at 5- to 9-year-olds, will debut on CiTV with a full toy range launching at retail in the U.K. in Q3 2015. ITVS GE will develop a full consumer product program and is currently seeking licensing partners in key categories.

"We view all brands we represent as very important because we choose them very carefully, and are therefore confident of the potential of each third-party brand in its own area," says Hayward. "But this is a business we are keen to expand and, while we are always looking for best-in-class brands in all leading sectors, we are currently keen to expand our expertise in the preschool market and are seeking relevant opportunities to complement some exciting properties we already have in the pipeline." ©

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BORN in the 'DIGI SPACE'

One year ago, Beanstalk launched Tinderbox, their new division devoted solely to the digital space. Dan Amos explains Tinderbox's philosophy, talks about its successes and reveals why it is primarily interested in properties that originate in the digital space.

By **Bob Jenkins**



Dan Amos, head of new media, Tinderbox

Dan Amos, head of new media, Tinderbox, is a very engaging guy with a very engaging enthusiasm for what he constantly refers to as “the digi space.” It is the enthusiasm of the convert.

Amos' background is in toys and collectibles, and it was while overseeing such products for a number of Beanstalk's automobile clients that he began working with gaming companies, placing clients' vehicles into the games.

“This experience made me realize what a huge market this is,” says Amos. “Once I had appreciated

the scale of the opportunity this space represents, I pitched Beanstalk internally on developing a capability focused exclusively on the digital space and brands born within it; a division with its own strategy and approach tailored to game developers and other properties born in the digital space.”

In order to emphasize the exclusive focus on the digital space and its brands, Amos urged Beanstalk to give this new division a name—thus, Tinderbox was born.

But it wasn't just the size of the digital market that enthused Amos, it was also the fact that, as he saw



it, very few agencies really understood the digital arena.

“Quite a few [agencies] were looking at this space, and there were one or two agencies that had a pretty good idea, but very few, if any, who really understood it.”

It’s an arena that requires expertise, and many fall victim to common mistakes and assumptions about the space.

“Different digital properties and their formats require different approaches—it is dangerous to compare a social network property with a YouTube video blog or with an app property,” says Amos. “Another common mistake is looking at the wrong metrics. For example, you cannot compare one billion downloads with 170 million regular users because no one knows what happens to content after it has been downloaded. It is estimated that 80 percent of downloads are wiped in the first 24 hours. If, however, a game has 170 million people playing it regularly, well, that really means something.”

Amos admits that some retailers have concerns about the digital space.

“There is a fear among some retailers of the ‘here today gone tomorrow’—a concern that by the time products hit the shelf the ‘next big thing’ will have already become the last big thing. The honest truth is I have no idea what will be happening in the digital space 12 months from now, and neither does anyone else. But two things are worth noting here: first, the very fact that the digital space is changing so rapidly is precisely why you need to work with a partner like Tinderbox, a partner focused exclusively on this valuable and rapidly changing space. And secondly, just take a look around. There are properties [in the market] such as our client ‘Doodle Jump,’ which has been in the top 50 app downloads for four straight years, is rated by Apple as the No. 3 all-time top paid app and which has in

excess of 3.5 million Facebook fans... now, that’s real staying power.”

There is also an awesome speed with which brands can grow in the digital space.

Another of Tinderbox’s clients, MovieStarPlanet, exemplifies just that. MovieStarPlanet is a fashion and celebrity social network targeted to 8- to 13-year-olds. It is rated the fastest-growing social network brand for tweens, signing up approximately 1 million new users a week, has a base that has already hit 170 million users across 16 countries in 11 different languages and has tripled in size in the past 12 months alone.

But, for all Tinderbox’s single-minded focus on the digital space, and Amos’ absolute insistence that the Beanstalk division, “only wants to work with properties born in the digital space,” he is still happy to work with some very old media on partnerships for what he describes as “fusion that resonates with the audience.” A good example of this is the deal Tinderbox negotiated with licensee Egmont for a number of MovieStarPlanet magazines that are published across Scandinavia, France, Germany and Poland, and have sold over 1 million copies to date. This new deal bridges new media with classic media.

“Each magazine contains a code that is redeemable against something connected to MovieStarPlanet, such as an item of clothing in which to dress your avatar,” says Amos. “It might seem a slightly odd mix of the very new digital world with such old media as the printed page, but it resonates with the MovieStarPlanet audience, and that is what it is all about.”

It may sound odd, but it isn’t. Amos is adamant that: “The key to success in the digital space is engagement. If you are an entertainment brand that talks to its audience, you have to let them talk back to you. If you don’t, you’re part of entertainment history, not its future. This is not a static market.” ©

THE WORLD'S 100 MOST VALUABLE BRANDS

Google has overtaken Apple to regain its position as the world's most valuable brand, according to the annual BrandZ report, which shows real growth across every category, indicating a true end to the recession.

By **Nicole Davis**

Google has regained its position as the world's No. 1 most valuable brand, ending Apple's three-year reign, after increasing its brand value 40 percent year-over-year for a total worth of \$159 billion.

Now in its ninth year, the BrandZ Top 100 Most Valuable Global Brands study (commissioned by WPP and conducted by Millward Brown Optimor) uses the views of potential and current buyers of a brand alongside financial data to calculate brand value.

Apple slipped to No. 2 in the rankings on the back of a 20 percent decline in brand value to \$148 billion. While Apple remains a top-performing brand, there is a growing perception that it is no longer redefining technology for consumers, reflected by a lack of dramatic new product

launches this year. The world's leading B2B brand, IBM, held onto its No. 3 position with a brand value of \$108 billion.

"Google has been hugely innovative in the last year with Google Glass, investments in artificial intelligence and a multitude of partnerships that see its Android operating system becoming embedded in other goods such as cars," says Nick Cooper, managing director, Millward Brown Optimor. "All of this activity sends a very strong signal to consumers about what Google is about, and it has coincided with a slowdown at Apple."

The End of the Recession

All together, the BrandZ Top 100 added \$310 billion, reaching a total of \$2.9 trillion in brand value, a 12 percent increase from last year,

Rank	Brand	Brand Value 2014 (\$M)	Brand Value Change vs. 2013 (%)
1	Google	158,843	40
2	Apple	147,880	-20
3	IBM	107,541	-4
4	Microsoft	90,185	29
5	McDonald's	85,706	-5
6	Coca-Cola	80,683	3
7	Visa	79,197	41
8	AT&T	77,883	3
9	Marlboro	67,341	-3
10	Amazon	64,255	41
11	Verizon	63,460	20
12	GE	56,685	2
13	Wells Fargo	54,262	14
14	Tencent	53,615	97
15	China Mobile	49,899	-10
16	UPS	47,738	12
17	ICBC	42,101	2
18	MasterCard	39,497	42
19	SAP	36,390	6
20	Vodafone	36,277	-9
21	Facebook	35,740	68
22	Walmart	35,325	-2
23	Disney	34,538	44
24	American Express	34,430	46
25	Baidu	29,768	46
26	Toyota	29,598	21
27	Deutsche Telecom	28,756	20
28	HSBC	27,051	13
29	Samsung	25,892	21
30	Louis Vuitton	25,873	14
31	Starbucks	25,779	44
32	BMW	25,730	7
33	China Construction Bank	25,008	-7
34	Nike	24,579	55
35	Budweiser	24,414	20
36	L'Oreal	23,356	30
37	Zara	23,140	15
38	RBC	22,620	13
39	Pampers	22,598	10
40	The Home Depot	22,165	20
41	Hermès	21,844	14
42	Mercedes-Benz	21,535	20
43	Subway	21,020	26
44	Commonwealth Bank	21,001	18
45	Oracle	20,913	4
46	Movistar	20,809	56
47	TD Bank	19,950	12
48	ExxonMobil	19,745	3
49	HP	19,469	19
50	Ikea	19,367	61

Rank	Brand	Brand Value 2014 (\$M)	Brand Value Change vs. 2013 (%)
51	ANZ Bank	19,072	15
52	Gillette	19,025	7
53	Shell	19,005	8
54	Agricultural Bank of China	18,235	-9
55	Accenture	18,105	10
56	Colgate	17,668	2
57	CitiGroup	17,341	30
58	FedEx	17,002	24
59	Siemens	16,800	36
60	Gucci	16,131	27
61	Ebay	15,587	-12
62	Orange	15,580	13
63	H&M	15,557	22
64	BT	15,367	61
65	US Bank	14,926	9
66	Tesco	14,842	-9
67	Sinopec	14,269	9
68	Bank of China	14,177	0
69	Yahoo!	14,174	44
70	Honda	14,085	14
71	Twitter	13,837	New
72	Cisco	13,710	16
73	DHL	13,687	53
74	BP	12,871	12
75	Sberbank	12,637	0
76	PetroChina	12,413	-7
77	Ping An	12,409	18
78	LinkedIn	12,407	New
79	J.P.Morgan	12,356	28
80	MTS	12,175	14
81	China Life	12,026	-21
82	Woolworths	11,953	8
83	KFC	11,910	20
84	Ford	11,812	56
85	Westpac	11,743	17
86	Intel	11,667	-15
87	Chase	11,663	8
88	Pepsi	11,476	-5
89	Scotiabank	11,351	9
90	Nissan	11,104	9
91	Santander	11,060	20
92	Red Bull	10,873	3
93	MTN	10,221	-11
94	Bank of America	10,149	New
95	NTT DoCoMo	10,041	0
96	Prada	9,985	6
97	PayPal	9,833	New
98	ING	9,771	29
99	UBS	9,683	30
100	Aldi	9,584	8

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marking a solid move from recovery to growth.

In fact, the combined value of the Top 100 has nearly doubled since the first ranking was produced in 2006. The Top 100 are worth 49 percent more today when compared with the 2008 valuation, which marked the start of the banking and currency crisis.

“This year’s index highlights the end of the recession, with a strong recovery in valuations and, for the first time, real growth across every category and the Top 100 as a whole,” says David Roth, chief executive officer, The Store, WPP. “What’s remarkable is the way that strong brands have led the recovery. Seventy-one of the brands listed in our 2014 Top 100 were there in 2008. Despite the financial turmoil and the digital disruption that have decimated many businesses during the last few years, these brands have remained in the ranking, proving the durability of strong brands.”

Technology Drives Growth

Two key trends led to this 12 percent growth surge—technology innovations and consumer confidence.

Consumers are now willing to spend more money, but have grown accustomed to behaviors adapted during the recession and become empowered by new mobile technology, which has forever changed how they shop and buy. Consumers are more likely to wait for the best prices and shop around using the multitude of digital tools at their disposal. Furthermore, they expect a new kind of convenience from their retail experience, demanding a combination of physical and online services from retailers.

That said, Amazon became the first retailer ever to enter the Top 10 this year, with a brand value increase of 41 percent year-over-year, garnering the online retailer the No. 10 position.

Beyond retail, technology played a key role across all categories, as well. Not only are the top four brands (Google, Apple, IBM and Microsoft) technology companies, but so too are many of this year’s biggest risers.

This year’s fastest climber was the Chinese Internet portal and social network Tencent, which saw a brand value increase of 97 percent that pushed the brand up to the No. 14 position. Facebook (No. 21) followed Tencent as the second fastest riser with an increase of 68 percent.

Twitter (No. 71), LinkedIn (No. 78) and PayPal (No. 97) all entered the rankings for the first time this year. Collectively, technology companies make up 29 percent of the value of the 2014 BrandZ Top 100.

Also among the top risers this year is Disney, which renewed its brand legacy with its highest-grossing animated film ever, *Frozen*, resulting in a 44 percent rise in brand value.

Apparel Leads Among Categories

Apparel was the fastest-growing category this year, with a 29 percent rise in brand value among the top 10 apparel brands led by Nike in the No. 1 position and followed by Zara and H&M, respectively. Uniqlo and adidas round out the top five.

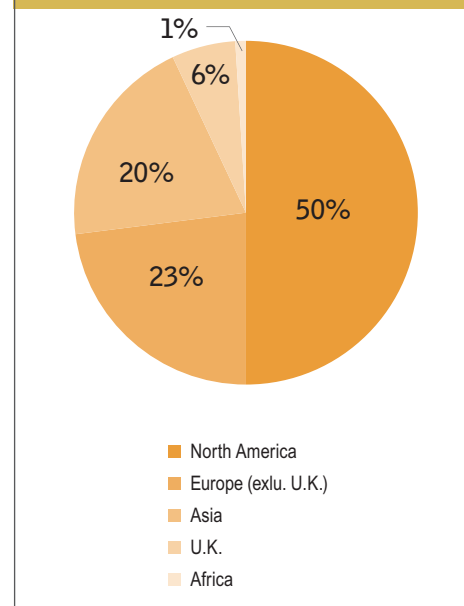
Again, technology was at play, with much of Nike’s 55 percent increase in brand value coming from its refined FuelBand product, a bracelet that measures calories burned, as well as its use of social media to inspire a culture of activity and achievement.

Apparel growth far outpaced the

TOP 20 RISERS

Rank	Brand	2014 Brand Value (\$M)	Brand Value Growth (%)
1	Tencent	53,615	97
2	Facebook	35,740	68
3	BT	15,367	61
4	Ikea	19,367	61
5	Uniqlo	7,303	58
6	Ford	11,812	56
7	Movistar	20,809	56
8	Nike	24,579	55
9	DHL	13,687	53
10	CVS	8,485	51
11	Chipotle	7,372	48
12	Allianz	5,323	48
13	adidas	7,192	47
14	American Express	34,430	46
15	Baidu	29,768	46
16	Disney	34,538	44
17	Yahoo!	14,174	44
18	Starbucks	25,779	44
19	AXA	5,645	44
20	MasterCard	39,497	42

PERCENTAGE OF BRANDS BY REGION



next closest categories—cars (up 17 percent), retail (up 16 percent), technology (up 16 percent), personal care (up 12 percent), beer (up 14 percent), fast food (up 10 percent) and soft drinks (up 4 percent).

Other Key Findings:

- **Western brands bounce back**—Brands from the resurgent economies of North America and Europe improved their value as growth in the BRIC markets slowed, with a greater proportion, both in the number and the value of brands, coming from Western countries this year. As a result, less brands from fast-growing economies were represented in the Top 100. China, with 11 brands in the Top 100, continues to have the largest representation, while two Russian brands also remain in the ranking. Brands in Continental Europe lead the growth among Western territories, with an increase of 19 percent following a rise of only 5 percent last year.
- **Share of life drives success**—Successful brands

VERVE INDEX OF SOCIAL MEDIA VIABILITY

New this year, the BrandZ report includes a ranking of the brands with the most powerful social media presence, indicating consumer interest and engagement with the brand, a powerful element of brand value.

Verve Rank	Brand	Top 100 Rank
1	Twitter	71
2	Google	1
3	Starbucks	31
4	Facebook	21
5	Disney	23
6	McDonald's	5
7	Amazon	10
8	Ebay	61
9	Nike	34
10	Apple	2
11	Samsung	29
12	Coca-Cola	6
13	Yahoo!	69
14	Walmart	22
15	Subway	43
16	Microsoft	4
17	Ford	84
18	KFC	83
19	LinkedIn	78
20	Red Bull	92

Microsoft Corporation currently has the following opening in Pittsburgh, PA:

Licensing Sales Specialist: Implement volume Licensing agreements for sale of Microsoft product and service offerings.

<http://www.jobs-microsoft.com/job/go/57625800/>

Multiple job openings are available.

To view detailed job descriptions and minimum requirements, and to apply, visit the website address listed. EOE.

such as Google, Facebook, Twitter, Tencent and LinkedIn are more than just tools, they have become part of consumers' lives. To do this even more effectively, brands such as Tencent, Google and Nike are crossing categories, developing products outside of their core business like Google Glass and Nike+.

- **Purpose beyond profit matters**—Brands in business for reasons beyond the bottom line have a better chance of success in today's world. For example, Pampers (No. 39), which promotes mother and baby health issues, grew its value by 10 percent to \$22.6 billion. ©

The Dynamic Duo of Licensing

The story behind brand licensing stars Debra Joester and Joanne Loria of The Joester Loria Group, who are honored this month with LIMA's Hall of Fame distinction.

What was your reaction when you learned that you were nominated for the International Licensing Industry Merchandisers' Association's Hall of Fame?

Debra Joester: I truly felt honored when I heard the news. The past honorees are amongst my friends and mentors, so joining them in the Hall of Fame is a real delight. The fact that Joanne and I are being inducted together is also very special. We have been friends, business partners and confidants for nearly 20 years, so the opportunity to stand together and accept this recognition is that much sweeter.

Joanne Loria: To become part of such an esteemed group of people who have all played key roles in shaping this industry is such an honor and a privilege. Since the inception of the LIMA Hall of Fame nearly 25 years ago, there have only been five women before us who have received this honor.

What is it about the licensing business that hooked you from the beginning?

Joester: Building a successful licensing program is, in many ways, like putting a puzzle together. When every piece fits, the results are perfect. The opportunity to take a powerful brand, extend it with great product, find the best way to message it to consumers and find the right retail home is always an exciting challenge.

Loria: What I've always loved about licensing is the diversity. As an agent, I get to work in so many different industries from entertainment to food and beverage to waste management and everything in between. I am learning all the time, and it never gets boring. Having the opportunity to develop programs for iconic brands like Pepsi and Kellogg's and be in on the cutting edge of break-out phenomenon like South Park and Annoying Orange was and is always exciting to me.

What do you believe have been your biggest accomplishments in brand licensing?

Joester: Many of my biggest accomplishments have been grounded in a firm belief that our vision for

developing and executing a licensing program was doable, even when initial response was less than enthusiastic. "Beverly Hills 90210" was the first live action teen/tween TV show licensing success on an enormous global scale; "South Park" came from what many believed was an offensive video short and went on to brilliantly skewer everything and everyone, yet the characters connected to an entire generation hungry for honest humor; Jeep's greatest successes include more than 600 apparel shops in China and other global markets, as well as top-selling luggage and strollers, all of which defied the expectations that automotive brand licensing was centered on toys, t-shirts and products for enthusiasts; and no one believed Dr. Scholl's footwear could be comfortable and stylish, yet we were able to successfully sell the collections at retailers from Saks Fifth Avenue to Walmart. Care Bears was one of my favorite programs for many reasons. Every aspect of that program, from product to marketing to retail programs and consumer promotions both in the U.S. and around the world, came together beautifully, and the results were exceptional. On a smaller scale, the World of Eric Carle featuring *The Very Hungry Caterpillar* is coming together in a similar fashion. Finally, working with brands like Pepsi and Kellogg's teaches me something new all the time, and it is a true privilege to work with the world's leading brands.

Loria: It starts first and foremost with the stellar clients we have secured over the years—Pepsi, Kellogg's, Jeep, South Park, Care Bears, *Parents* magazine, Discovery and many others. The competition is always stiff, and the caliber of some of the agencies that we compete with is impressive. So to be selected as an agent is, in itself, a big accomplishment. The work that came out of JLG on Jeep and Care Bears was truly astounding. Jeep set the bar as a lifestyle brand, and no other automotive brand has ever come close. One of my proudest accomplishments early on at JLG was the development of the successful *Parents* magazine licensing program, a strategic program that focused



Debra Joester, president and chief executive officer, The Joester Loria Group

Joester has more than 20 years experience with strategic brand extensions, entertainment licensing, promotions and special events marketing. She continues to drive the global success of the Jeep brand and has developed the licensing strategy for some of the world's top media brands such as The Discovery Channel and Animal Planet, among others.



Joanne Loria, executive vice president and chief operating officer, The Joester Loria Group

With 20-plus years of experience in licensing and merchandising, Loria has created retail programs for *Parents* magazine, "South Park," PepsiCo North America brands and Kellogg's, and has grown JLG's food and beverage portfolio with brands such as Johnsonville Foods, Entenmann's and SoBe.

on two key areas—early learning and child safety.

How has brand licensing changed over the years?

Joester: Over the years, brand licensing has become more strategic, certainly more competitive and cluttered and, in some cases, brand owners have become more conservative. Retailers have become far more receptive to brand extensions over the past decade as they see the power these brands have to drive sales. Brand marketers have come to recognize the power of branded licensed products, events and collaborations to engage consumers, leading to a shift in their objectives for licensing. Increasingly, buzz building is the primary goal.

Loria: In the past, it was common industry practice for brands to have full, well-rounded licensing programs across multiple, meaningful product categories and distribution channels. Today, given the competitive market not only at retail but amongst agencies competing for brand representation as well, we are starting to see more and more highly strategic niche programs evolve. Brands that were at one time reticent to go full steam ahead in licensing are more open to getting started in just a few select categories. Agencies, as a result, have begun to transform their businesses to accommodate the narrow or one-off licensing opportunities.

What have been your biggest challenges in growing the business in such a competitive marketplace?

Joester: It is essential to have a plan and important to understand it takes time to build licensing programs. As an independent agency, we are fortunate to be able to work in sectors that are not directly competitive with the properties that dominate consumer share of mind and retail space. Those sectors include designers, corporate brands, personalities, food and beverage brands and much more. This business sharpens one's intuitive intelligence and ability to discern areas of opportunity that aren't always obvious.

Loria: The shift in the economy several years ago has changed the retail landscape significantly. Manufacturers, retailers and consumers have all become more cautious, and that is not going to change for the foreseeable future. Also, the competition is not only coming from other brands, but also from retailers themselves who are continually expanding their own private label brands. As an agency, what we have going for us is

that we represent a diverse range of brands across multiple industries. So for example, when digital is down, food and beverage is trending. We are always challenging ourselves to find new areas of opportunity for our clients and find clients that can open up new areas of opportunities for us.

Would you do it all over again if given the chance?

Joester: Absolutely. I have had a chance to meet smart, accomplished and terrific people, made lifelong friends, done work I am proud of and still love going to work every day. I have also had a chance to give back. LIMA's work over the years with the Hole in the Wall Gang and the Children's Brain Tumor Foundation has been an inspiration, and my ability to serve on the board of Kids in Distressed Situations, and now on the board of K.I.D.S./Fashion Delivers, is something I am very proud of.

Loria: Building an agency from the ground up in an industry that I love has been such a gift. When I look back, I am so proud of the people that I have worked with over the last 20 years. So many have gone on to be successful executives in their own right and some business owners themselves. Our team today—every single one of them—is so important to me. We are an extended family, with many of us together since the very beginning. They are a huge part of what makes this all worthwhile for me.

What do you envision for the future of brand licensing and how will JLG have to change accordingly?

Joester: Brand licensing will continue to morph, as will retail and consumer shopping habits. Our motto is “bring it on,” so we can immerse ourselves in the new and find ways to succeed in the now.

Loria: Collaborations with designers, celebrities and brands will increase in importance. Food and beverage brands will turn more and more to licensing to fast-track brand extensions in adjacent categories. Brand mash-ups are taking co-branding to a whole new level in a fun and unexpected way. On the retail front, Amazon is becoming a huge game changer. Change is what makes the business of licensing so dynamic. As an agency, it has never been in our DNA to stand still. Deb and I are forever challenging ourselves and our team (and they challenge us) to explore the fringes for emerging trends and find new opportunities in the mainstream by turning everything on its side to always keep a fresh perspective. ©

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