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TOP AGENT

How Bruno Maglione keeps IMG at the top of its game as the world's largest brand licensing agency.

Plus:

- Cartoon Network's Latest Adventure
- Endemol Shine Execs Talk Strategy
- 10 New Exhibitors at Brand Licensing Europe
- Special Report: Sports Licensing



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THE EXECUTIVE SHUFFLE



by **TONY LISANTI**
Editor-in-Chief

It's time to listen to a new tune that will impact the licensing business over the next several months. Let's call it "Changes in Licensing" and it's already being played at seven of the top 10 multi-billion dollar global licensors which drive more than 50 percent of retail sales of licensed merchandise worldwide.

Whenever the music is about change, it conjures up numerous lyrics because change is both the opportunity and nemesis of every business. So whether its "Margaritaville" that Jimmy Buffet is partying to "...changes in latitudes, changes in attitudes, nothing remains quite the same..." or Bob Dylan crooning "...and the times they are a changin'" or dozens of other songs, the sentiment is oftentimes much the same—it's a time of challenge, uncertainty and opportunity.

Consider the following 10 examples:

- **Disney Consumer Products**—Former executive vice president of global marketing for Disney's Parks and Resorts division, Leslie Ferraro, took over for Bob Chapek as president of DCP in May. Then a month later, the company announced the realignment of two of its divisions, combining DCP and Interactive Media to form Disney Consumer Products Interactive, (DCPI), which is now run jointly by Ferraro and Jimmy Pitaro, president of Disney Interactive. Disney Publishing Worldwide is also part of the division's new structure to better leverage and share technology. Ferraro made a brief appearance at DCP's summit during Licensing Expo and will likely share more about new strategies at the company's licensee meeting in November.
- **Meredith**—The media company and owner of *Better Homes and Gardens* and *Allrecipes*, was acquired by Media General last month in a deal valued at \$2.4 billion. The combined entity, which will be known as Meredith Media General and will be finalized by next June, will create a multi-platform and more diverse media corporation under the helm of Meredith's long-time chief executive officer Steve Lacy, who has been a champion of the company's brand licensing initiatives.
- **Iconix Brand Group**—CEO Neil Cole recently resigned from the fashion IP management company that he pioneered and founded in 2006. Cole built Iconix into a powerful licensor with 35 brands and \$14 billion in retail sales. His philosophy was to focus on marketing the company's brands and establish direct-to-retail deals with major retailers. Several other executives have also left the company in recent months. Board member Peter Cuneo was named interim CEO and is leading the search for a new head executive.
- **Warner Bros. Consumer Products**—Brad Globe announced in August that he would be leaving his position as president next spring after 11 years. Diane Nelson, president, DC Entertainment, and president and chief content officer, Warner Bros. Interactive Entertainment, will assume responsibilities and eventually appoint a successor.
- **Sanrio**—After spearheading the 40th anniversary celebration of Hello Kitty last year and its growth and innovative development over the past several years, Janet Hsu left the licensor to join Saban Brands as its chief executive officer. This certainly leaves a void in the management ranks at Sanrio as it looks for a successor.
- **Major League Baseball**—Earlier this year, long-time vice president of licensing Howard Smith left MLB.
- **Mattel**—Over the past several months, there have been numerous changes within the executive offices of Mattel as it attempts to restructure its business, improve its performance and explore entertainment options. Gone are CEO Bryan Stockton, senior vice president of licensing Jessie Dunne and most recently, executive vice president Tim Kilpin, to name a few, as new CEO Christopher Sinclair and president and chief operating officer Richard Dickson lead the renewal.
- **DreamWorks Animation**—There's been a change of guard for this licensor since it recruited Target marketing guru Michael Francis as chief brand officer in spring 2012 to drive growth and new business development. Francis stepped down last month, and Jim Fielding, who was brought in to run DWA's AwesomenessTV from Claire's, now heads-up global consumer products for the entire operation following the exit of Michael Connolly, head of global licensing, as well.
- **Sony Pictures Entertainment**—After 16 years, Greg Economos left the studio last month to form his own consulting firm. Mark Caplan, who has been with Sony for 12 years, assumed the role of senior vice president, global consumer products.
- **Saban Brands**—Sanrio's Hsu replaced veteran brand licensing executive Elie Dekel, who led the launch of the brand management company five years ago and spearheaded growth of its current portfolio of 10 brands. Perhaps the most important takeaway is that every licensing executive must be tuned in to the executive changes because they could very likely impact the strategic direction of your business and your partnerships. ©

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THE FORCE IS WITH STAR WARS

Disney debuted a massive range of product to consumers around the world on 'Force Friday,' with sales success that only further bolsters the company's dominance as the leading licensor.



by AMANDA CIOLETTI
managing editor

It's no secret that The Walt Disney Company is the leader in entertainment. Its market dominance is seen from the box office to retail aisles, making it the No. 1 Top 150 Global Licensor since *License! Global's* annual report was conceived more than a decade ago, and long before that. With global annual retail sales of \$45.2 billion in 2014, according to the report, The Walt Disney Company is only poised to grow that sales number even more in 2015 and beyond as it readies its next major blockbuster franchise—the almost unstoppable *Star Wars*—for the global box office and retail shelves around the world.

Disney purchased *Star Wars* franchise creator Lucasfilm in 2012 for \$4 billion, the company's fourth largest acquisition (a shocking fact, given Lucasfilm's seemingly limitless potential) behind Capital Cities/ABC in 1995, Pixar in 2006 and Fox Family in 2001, according to *USA Today* and S&P Capital IQ. Only the Marvel acquisition (\$3.96 billion) in 2009 trails it.

With the rights to Lucasfilm and access to its stable of films and characters, Disney quickly set plans into motion to bring new content to fans, both new and established. It first launched a brand-new animated TV series, "Star Wars Rebels," on its Disney XD network to whet the appetite for the franchise, before it readies the hugely anticipated film *Star Wars: The Force Awakens*, which will hit U.S. theaters Dec. 18. (The film will debut in the U.K. Dec. 17.)

Ahead of this film debut, Disney has also launched a comprehensive product range, heralded by an unprecedented, meticulously coordinated worldwide product rollout.

On Sept. 4, retailers around the globe participated in "Force Friday," a true worldwide effort that launched with an 18-hour live unboxing event on YouTube, where highlights of the new product range were revealed. (Side note: toy unboxing videos on YouTube are a true phenomenon and wildly popular with audiences in all countries. If you have yet to watch any such videos, I'd suggest you take a gander, if only to marvel at what millions the world over find enthralling.) The unboxing event began in Sydney, Australia, and moved around the globe to key major cities, each of which strategically unveiled a new item. The unboxing event concluded at the Lucasfilm headquarters in San Francisco, Calif., where even more products were showcased.

Then, more than 3,000 U.S. retail locations opened

their doors at midnight as hoards (and seriously, there were mega crowds) clamored to purchase the brand-new *Star Wars* range. Even Jimmy Kimmel got in on the fanfare on his talk show as he sported *Star Wars: The Force Awakens* voice changing masks on-air that evening, an exclusive Disney Store item.

Highlights from the merchandise line for the U.S. include:

- a large collection of exclusive merchandise from Disney Store including role play items, talking action figures and figure play sets, along with themed apparel, tech accessories, mugs, journals and more;
- J. Crew apparel for men, women and kids featuring the "Chewie, we're home" scene of Chewbacca and Han Solo from the *Star Wars: The Force Awakens* teaser trailer;
- A *Star Wars* collection of Rock & Republic and Mighty Fine junior women's apparel at Kohl's;
- a Millennium Falcon children's bed from Pottery Barn Kids; and
- home items featuring new characters from the Dark Side, such as First Order Stormtroopers and Kylo Ren available at J.C. Penney.

The results of this unorthodox retail push paid off, lifting product sales for the licensor considerably.

According to The NPD Group, almost \$1 of every \$11 spent during that week of sales was spent on a *Star Wars* toy, with the top three "supercategories" (action figures, accessories and action role play; building sets; and vehicles) making up 87 percent of the total dollar sales. NPD also reports that the top-selling item was Hasbro's *Star Wars* The Black Series figure assortment.

The potential, then, is huge for retailers that have embraced the property (and it's safe to say most have) to pad their sales this year on one brand alone. NPD also predicts that the toy industry on the whole will benefit from the *Star Wars* lift, as the products contribute significantly to overall sales through the forthcoming holiday season.

With more franchise films in the pipeline (at least one per year through 2019), it's to the shopping centers we all go as the Force continues to be strong with this property long into the holiday season, 2016 and beyond, perhaps extending to a galaxy far, far away. It certainly is not a far-fetched notion. ©

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40 Years of Aardman

U.K.-based Aardman Animation, the studio famous for “Wallace & Gromit,” “Shaun the Sheep,” “Creature Comforts,” *Chicken Run* and a host of other stop-action animated shorts and feature-length films, will celebrate its 40th anniversary this year with new content and new licensing programs worldwide.

On the heels of the global success of its *Shaun the Sheep Movie*, the four-time Oscar winning studio will debut a new installment of the popular franchise, “Shaun the Sheep: The Farmer’s Llamas” in a 30-minute special slated to air on the U.K.’s BBC One later this year. The special will chronicle yet another of Shaun the Sheep’s adventures and introduce new characters to the Aardman family including a pack of mischievous llamas—Hector, Fernando and Raul.

“It’s been a great year for Shaun,” says Sean Clarke, head of rights and brand development, Aardman Animation. “The movie has made more than £100 million around the world, and we’re continuing to work with licensees globally on YouTube and television content, stage shows and mall events.”

Increasing the sheep’s visibility, last spring, a special arts trail was created in London that placed 50 giant Shaun statues around the city to the delight of Londoners and tourists.

The studio recently signed with Sweden’s Skånes Djurpark theme park for a “Shaun the Sheep” family attraction, set to debut next summer. Aardman has also signed a licensing agreement with Steiff for a line of plush toys based on the new “The Farmer’s Llamas” installment. Licensing in the U.K. for “Shaun” covers apparel, giftware, toys,

games, publishing and food. Internationally, the beloved character appears on licensed products across a wide variety of categories.

But “Shaun” wasn’t the only newsmaker at Aardman this year. The studio announced it will be partnering with Studiocanal to produce a new stop-frame feature film by BAFTA and Academy award-winning director Nick Park, set to release in 2018. Titled *Early Man Set*, the film tells the story of how one plucky caveman unites his tribe against a mighty enemy and saves the day.

Aardman has also revived the cult character “Angry Kid,” who is back with brand-new episodes launched in July on an official “Angry Kid” YouTube channel. The notorious redheaded teen is back in his trademark blue parka in 12 new short episodes.

After more than 15 years away from television screens, Aardman brought back “Morph” to the small screen on CBBC. Originally created in 1977 by Aardman, “Morph” first appeared on the BBC Children’s art program “Take Hart” alongside the artist and presenter Tony Hart. The new series was partially funded by a Kickstarter campaign that raised more than £110,000.

“We asked fans to come up with half the budget, and they were so engaged, we raised much more than expected,” says Clarke.

The funding was used to create 15 brand-new, one-minute episodes that have been released to fans worldwide on “Morph’s” YouTube channel.

“Crowdfunding has been a great way to engage with our fans and raise money to create content they are very involved in, and we’ll be working on ways to interact with fans through

enthusiasm-driven merchandise,” Clarke says.

This summer, the studio, along with the Roald Dahl Literary Estate and Penguin Random House U.K., launched “Twit or Miss,” the first-ever app to feature author Dahl’s iconic Mr. and Mrs. Twit characters. Aardman also recently unveiled an “Escargot Escape Artistes” app, which was devised by a 12-year-old viewer following a competition on CBBC’s “Appsolute Genius” and developed by Aardman’s team of digital experts.

The studio’s art was celebrated in an exhibition at the Paris gallery, Art Ludique-Le Musée, which presented more than 30 authentic film sets, over 400 concept drawings, character and background studies, watercolors and storyboards from a number of Aardman’s beloved films. From Nick Park’s sketchbook containing the first drawings of “Wallace & Gromit,” to extracts from the studio’s shorts and feature films, advertisements and video clips, the exhibition was an homage to the studio.

“The exhibit has left Paris and will likely carry on touring in the U.K. in 2016 and make other stops as well,” says Clarke. “Art Ludique was licensed to create merchandise tied to the exhibit such as mugs and tote bags, and we’re looking at ways to expand distribution of the merchandise through our website.”

Aardman will cap its anniversary year with a documentary about the studio and open its studios to tours this year.

“We have 7 million fans on Facebook, and we want to find new ways to embrace those fans with new experiences, content and product,” says Clarke.

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m4e Debuts ‘Wissper’

Made for Entertainment (m4e) is charging ahead into the future with a brand-new girls’ preschool series currently in production.

“Wissper” is centered on a regular, albeit quirky, little girl who has one extraordinary trait—she can talk to animals and empathize with their emotions, which leads to all sorts of problems she must solve on behalf of her furry friends.

The show will be broadcast in the U.K. on Milkshake, with a U.S. network carrier soon to be announced.

“Wissper” is a co-production in partnership with Dan Good and his London-based animation studio, Absolutely Cuckoo. Telegael, Discreet Art Productions and Bastei

Media are also joint co-producers.

On the consumer product side, Bastei Lübbe has a significant portion of the international publishing rights for “Wissper,” as well as the rights to develop, produce and distribute the property’s games and apps.

Simba Dickie has been secured as the master toy partner, with a complete toy range currently in development.

The product program in support of “Wissper” is expected to launch in 2017, following the series’ television debut.



‘Thunderbirds’ Flies High for ITV

Last month, ITV Studios Global Entertainment celebrated the 50th anniversary of the classic television series “Thunderbirds,” and in its honor, the company has secured multiple licensing partners to create limited edition and collectible product ranges.

“It’s a pleasure to see the joy that ‘Thunderbirds’ continues to bring fans of all ages all around the world,” says Trudi Hayward, senior vice president and head, global merchandise, ITVS GE. “As we celebrate the 50th anniversary of the iconic TV show, it’s fitting to introduce a special range of commemorative products that recognize five decades of ‘Thunderbirds’ heritage. We’re confident these new lines will delight all fans and give them exciting ways to participate in the anniversary celebrations.”

The commemorative collection includes product across categories such as gifting, apparel, publishing, stationery, toys and novelties, and is rolling out at retail all year spanning all mercantile channels.

Licensees aboard for the celebration include 3D Online Factory for figurines; Planet Replica

for prop replicas; Hornby for die-cast vehicles; Tinamps for a portable speaker; Forbidden Planet for a direct-to-retail line of apparel, gifts and accessories; Octopus Publishing Group for gift books; Dreamtex for adult bedding; Smiffys for costumes; Misirli for socks; Lou Dalton for knitwear; Turnbull and Asser for luxury men’s handkerchiefs and ties; Fashion Lab for adult apparel; and New Zealand Mint for a limited edition series of coins.

But what is the series without the fans? Around the world, events have taken place to pay tribute to the British series such as a giant “Thunderbirds’ Are 50” maze near York, England, and a “Thunderbirds” x “Shaun the Sheep” sculpture in partnership with Aardman Animation that sat in Bristol alongside 69 other sculptures.

Fans even rallied around the classic series as they supported film director Stephen La Riviere’s Kickstarter campaign that raised funds for three new episodes of “Thunderbirds.” The project—“Thunderbirds 1965”—will bring life to three original mini audio vinyls using puppets, which will be available on DVD and Blu-ray.



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Epic Rights Brings Music Brands to Global Audiences



LISA STREFF
executive vice president,
licensing sales, Epic Rights

Music is global, and full-service, global branding, marketing and rights management company Epic Rights is heading into Brand Licensing Europe singing the praises of its red hot, perennial properties.

Epic Rights manages the brand extension programs for some of the most celebrated musical acts of all time, from AC/DC and KISS to John Lennon, Billy Joel, Aerosmith, Def Leppard, Journey, Joan Jett and the Blackhearts and on and on. Epic Rights also

oversees the licensing ventures for globally renowned events such as Woodstock, a cultural touchstone event that, in 2019, will celebrate its 50th anniversary.

“Many of the areas that Epic Rights oversees for artists are incremental revenue, and it is our job to show them how to maximize and understand the value of licensing to leverage that opportunity—and it’s a great opportunity for us,” says Lisa Streff, executive vice president, licensing sales, Epic Rights.

A major push this year and at this month’s BLE event (which is taking place Oct. 13-15 in London) is for hard-rocking band AC/DC, which will conclude a sweeping world tour, dubbed Rock or Bust, in December.

For AC/DC, Epic Rights has built a strong presence in apparel with fashions in all channels of retail, from mass to high-end. It is also focused on new and emerging categories that suit the band’s brand including areas such as digital and social gaming, spirits, food and beverage, automotive, collectibles and Halloween costumes.

According to Streff, Europe is a strong market for AC/DC currently, and they have plans to push even further into Latin America, particularly Brazil, Mexico and Argentina, and Asian countries such as India, China and Japan.

Another major brand focus for Epic Rights is the arena rock band KISS.

“Two of our biggest artists—AC/DC and KISS—are touring at the biggest stadiums and they are hitting it hard,” says Streff. “This gives Epic Rights the opportunity to expand the licensing programs for these bands in areas that they have not been in. The apparel programs in particular are very strong—there’s a huge trend right now in junior’s for rock n’ roll right now.

Girls may not always know who the band is, but they are wearing the fashions because of the design and the fabrication.”

For KISS, Epic Rights will leverage the band’s 13 million-strong “KISS Army” devotees and has signed several innovative and fashion-forward deals such as with high-end shoe designer Charlotte Olympia for a KISS Kitty shoe, which will debut next spring.

Other recent deals include with Four Seasons Designs for t-shirts, electronics and collectibles in the U.S.; Bradford Exchange for accessories, footwear, home décor and collectibles in the U.S., Canada, the U.K., Europe, Australia and New Zealand; Iconic Concepts for mini replica guitars, scarves, collectibles and barware worldwide; and Legends Socks for men’s, women’s and children’s socks in the U.S. Additional

new licensees include Silver Buffalo, Yusef, Distribuidora de Ropa Viva and Winning Moves International; and with Acco, Kurt S. Adler, Funko, FIPO, CID and Angotti Designs all renewing their partnerships for the KISS brand.

Finally, as the Woodstock event gears up to celebrate its milestone half-century anniversary, Epic Rights is partnering with New York-based licensing and management company Perryscope Productions to further extend the brand into mass, mid-tier, specialty and high-end retailers. (Perryscope also partners with Epic Rights for the AC/DC brand.)

“For Woodstock, the brand continues to do well and thrive in apparel,” says Streff. “It has had great success in the category at retailers like Gap, Target, Kohl’s, J.C. Penney, Sears—it’s everywhere and performs well from junior’s to men’s.”

Woodstock has more than 50 licensees on board globally across all key categories, from apparel and accessories to home décor, gifting and more. They include Re-Marks for puzzles and bookmarks in the U.S. and Canada; FIPO for apparel, headwear and bedding for the Nordics; and Libesa for notebooks and stationery in Chile.





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DreamWorks Launches MASSIVE LOYALTY PUSH



Across Europe, loyalty programs are commonplace and can be found in many country's mass retail channels. While differing from brand to brand, the structure of these programs plays out similarly, with rewards that take the shape of collectible figures, trading cards, plush and more given to shoppers based on their basket spend. For entertainment brands in particular, these types of programs are a boon and allow for brands to be widely recognized and shared among the broadest consumer base possible.

DreamWorks Animation is capitalizing on this trend by taking an innovative approach to the business thanks to a new strategy spearheaded by Brian Schwartz, head of global licensing and licensing partnerships, DWA, and the entertainment company's new marketing partners.

"We've joined forces with the best marketing agencies to execute unique and disruptive continuity programs for retailers," says Schwartz. "These programs

are a marketing solution that not only significantly increase retailers' net sales but ultimately creates an emotional connection between the retailer and their consumer."

But what's so innovative about jumping head first into a space where it appears entertainment has long been in?

"Our approach is collaborative and long-term—we are working hand-in-hand with our partners to implement fan engagement programs at retail on a 12- to 18-month calendar," says Schwartz.

Schwartz and DWA have taken a regional approach to these partnerships, already enlisting two marketing agencies in the Americas, the U.K. and mainland Europe.

Across the U.S., Latin America, Canada and the U.K., in a partnership announced in June, DWA has signed on with Omelet, a Los Angeles-based creative company, for a four-year deal. The deal gives Omelet the promotional rights to engage retailers in the region and create fan engagement and continuity programs based on DreamWorks properties.

"As a creative agency, we believe Omelet brings an interesting perspective to markets that have been traditionally under-penetrated for retail continuity programs—especially the U.S. and U.K.," says Schwartz. "As the world shifts from physical to digital, we believe Omelet can help DWA embrace that

paradigm shift at retail."

In Europe, the Middle East and Africa, DWA has tapped SERIJAKALA for a three-year deal.

Mainland Europe has long been the epicenter of retail loyalty and continuity programs, and in partnering with SERIJAKALA, Schwartz believes they can build unique and innovative retail campaigns using DWA's heritage IP—*Shrek*, *Kung Fu Panda*, *Madagascar* and *How to Train Your Dragon*—as well as new IP such as *Trolls*, "DinoTrux," "Noddy" and more.

According to Schwartz, SERIJAKALA has long been a leader in the European retail loyalty and continuity space, and their appetite to take a new approach to these programs made them an ideal partner for DWA.

DWA will soon be announcing their retail loyalty and continuity partner for Asia-Pacific.

With two regional partners already on-board and a third to come, DWA is promoting collaboration between all companies, helping to synergize the business on a global level. This was most evident when DWA held their first-ever global loyalty summit at Licensing Expo in Las Vegas, Nev., this past June.

According to Schwartz, DWA and their partners have already started to engage with retailers in EMEA and will soon begin engaging with retailers in the U.S., the U.K., Latin America and Canada.

"Each of these companies brings something different to the table, and by having regional partners who are open to taking a new approach to loyalty, we believe DWA will not only create an emotional connection between the retailer and their consumer but truly become an innovative partner for retailers," says Schwartz.

For DWA, this is a very big deal.

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The Emoji Company Readies for Product Program

It's hard to remember a time before cell phones, let alone text messaging, but there was. Likewise, it's hard to remember a time before emojis—those universally recognizable graphics that often stand in for everyday phrases, thoughts or emotions used primarily on mobile devices.

So commonplace are emojis now, that the lexicon is thoroughly ingrained in cultures all around the world. They transcend language barriers, allowing us to communicate easily with anyone at anytime.

You would think that the term “emoji,” which is derived from Japanese and means, in essence, “pictograph,” was already under copyright by some major corporation—locked up for use only in specific terms and under

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very precise circumstances. Not so. Well, not so as of 2013, when Marco Hüsge, a German citizen, had a light bulb moment, so to speak, and began snapping up the emoji trademark around the world under his newly created company banner, The Emoji Company.

First he secured the rights to the term in Europe, then the U.S., Japan, South Korea, China, Latin America and so on.

Today, Hüsge's company owns the trademark to the word in most major markets and is ready to take the next leap with the brand to begin to extend the feeling and spirit of emoji to product.

But let's be clear, here—Hüsge and his company do not own the rights to the SMS messaging

graphics you use on your Apple or Android phone, for example. The Emoji Company has rights to the actual word “emoji” for more than 25 categories of goods and services around the world, apart from digital communication, of course, where the emoji concept comes from. That said, The Emoji Company has created an enormous treasure trove of fully vectorized emoji icons—close to 1,000, in fact—to correspond. The portfolio is constantly growing and contains brand-new emoji icons, adaptations and customized emoji icons.

And, thanks to a team of

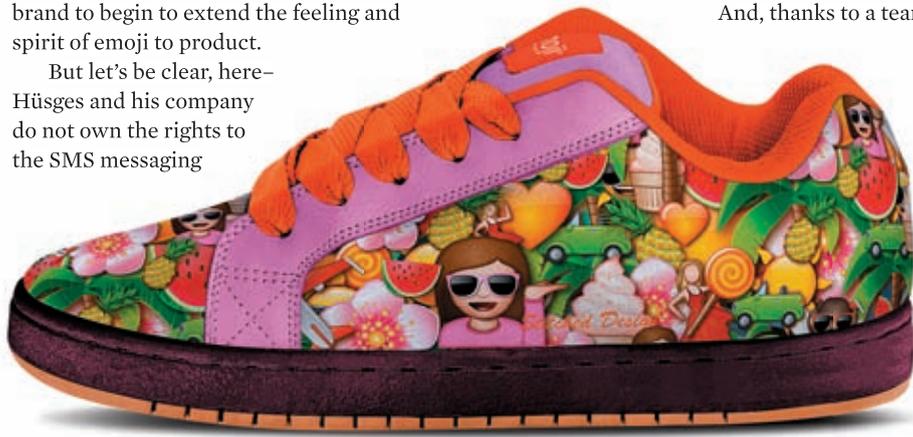
licensing agents in key regions, Hüsge is now bringing his concept to market via a robust range of consumer products.

Representing The Emoji Company in the U.K. and Ireland is Global Merchandising Services, which has signed on to extend the brand to a host of products—from apparel, to accessories and entertainment services. Other agents tapped include Exim Group for Latin America (Brazil, Mexico, Argentina and Colombia), Haven Licensing in Australia and New Zealand, Studio Licensing in Canada, Spain and Portugal's Universal Music for that region and Bavaria Sonor Licensing is taking the lead.

The Emoji Company debuted the property and its massive supporting content library at June's Licensing Expo in the U.S. to much fanfare, says Hüsge.

“We exhibited at Licensing Expo in Las Vegas this year, and, within a very short period of time, we have secured major partnerships across the world,” he says.

While specific deals are not quite ready to be announced, the representation is certainly in place, and it's only a matter of time before product hits retail in a major way across all FMCG categories.



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Fall Toy Preview Kicks Off in Dallas

The Toy Industry Association is again readying itself for another Fall Toy Preview, where toy manufacturers and retailers come together to see what the next hot kids' item will be.

Held each year in Dallas, Texas, the Fall Toy Preview is taking place Oct. 6-8 and brings together decision makers from mass, long-lead and specialty retailers to preview product for reveal in Q4 2016.

Companies that will showcase on the Dallas show floor are many and include:

- Ravensburger will debut several new game offerings such as Hundreds of Horses, a tile game for children age 6 and up; Monkey

Beach, which is intended for preschoolers and requires players to use their sense of touch to advance play; Buggaloop, a sequel to Ravensburger's Bugs in the Kitchen game that features Innovation First's Hexbug nano V2 in the game play; and Inside Out, a puzzle based on the Disney•Pixar film.

- Ohio Art is putting forth its retro line of toys such as the AstroRay Blaster, first introduced by the company in the fall of 1962 as the AstroRay Gun. The 2016 version will look just like the original but conform to all current child safety standards. Other products from Ohio Art include Buzzy Buzz, a drawing toy that first hit shelves in

1966, and Spudsie, the Hot Potato game.

- From CogniToys comes the Dinosaur, a 7.5-inch, cloud-based, Internet-connected smart toy that engages in conversation, answers questions and can even participate in storytelling. The CogniToys Dinosaur can also be personalized, with capabilities that make it unique to the user such as the ability to remember names, favorite sports, previous stories, conversations, jokes and more.

The show recently announced that it will remain in Dallas through 2018. (Negotiations were in process to bring the Fall Toy Preview to Los Angeles, Calif., but those fell through.)

eOne Dresses Up 'Peppa' for Halloween

Entertainment One Licensing has gathered a group of partners to develop new Halloween-themed "Peppa Pig" products that will tie-in with the show's first-ever Halloween episode.

Animation studio Astley Baker Davies has produced a "Peppa Pig" Halloween special that will premiere on Nick Jr. Oct. 26 in which Daddy Pig will throw a Halloween party.

To support the broadcast, eOne has lined up

licensing partners across apparel, publishing and home entertainment for a special Halloween product collection that will launch at retail in the U.K. in October.

Program partners include Blues Clothing (Halloween-themed daywear for Tesco and Sainsburys), Morrisons and Misirli (pajama set exclusively available at Tesco), Cooneen (kids' pajamas at Sainsburys), Roy Lowe (Halloween-themed socks), Penguin (*Peppa's Pumpkin Party* storybook and Halloween sticker activity book) and the brand's magazine partner Redan will produce a special Halloween-themed issue of *Fun to Learn Peppa Pig* magazine on stands October 15. eOne will also release a "Peppa Pig Pumpkin Party" DVD on Oct. 6 that includes the new Halloween episode.

To support the Halloween program, eOne will feature themed marketing on the official Peppa Pig website and will also host arts and crafts activities at London's Westfield Shopping Centres.

"Our seasonal 'Peppa Pig' ranges perform consistently well at retail, and the launch of the new Halloween episode makes this the perfect time to introduce Peppa merchandise to the Halloween season," says Hannah Mungo, head of U.K. licensing, Entertainment One. "We've secured a strong lineup of retail partners for these new products, and we look forward to seeing them at retail this autumn."





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FIFA Centralizes Global Licensing

In 2011, the Fédération Internationale de Football Association decided to bring its licensing program in-house.

“Following the 2010 FIFA World Cup, FIFA conducted a thorough review of our existing retail and merchandise program and decided to change the structure by bringing the complete licensing program in-house for the first time,” says Thierry Weil, marketing director, FIFA. “This ensured that our strategy could be targeted toward each distinct market and that we could provide the right products for fans in each region.”

The first true test of this move came with the 2014 FIFA World Cup Brazil, which saw the most extensive licensing effort ever undertaken by the group. The event featured more than 1,000 official stores around the world and 150 million licensed products created in partnership with 160 licensees including master licensee Globo Marcas, which managed the program in the host country, Brazil.

The organization’s new, centralized structure also allowed FIFA to launch a global e-commerce platform in spring 2013 that is now available in 189 countries and eight different languages. Run in conjunction with four regionally based operating partners, the site gives fans around the world unprecedented access to FIFA merchandise.

“The ultimate goal for FIFA’s licensing program is to serve the fans,” says Weil. “This means having products available in each country that are specific to the tastes and needs of the local audience and that will enhance their experience of a given FIFA event, whether they are attending the matches in the host country or simply watching from home.”

This strategy is continuing to score with fans. The FIFA Women’s World Cup Canada, which took place this June and July, saw unprecedented sales, with final numbers expected to be four times higher than the 2011 tournament. Part of this success was due to e-commerce efforts run in tandem with the event, including the creation of a special section for the event on the FIFA e-commerce site. Core global licensees included Carlton Books for publishing; Fan Ink for apparel, accessories and novelties; Kayford for toys and plush; and Wincraft for accessories, stationery and homewares.

Despite record sales, FIFA doesn’t see its licensing program as just another revenue stream, but rather as an important tool to build brand awareness and engagement.

To that end, the organization is already looking to its next big event, the FIFA World Cup Russia in 2018, and is currently meeting with licensees and retailers around the globe to develop strategies and core product lines.



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Deer Little Forest Inks Deals, Prepares Broadcast

New property Deer Little Forest—in the iteration that is about to debut in a big way—was born out of a chance encounter at Brand Licensing Europe 2013.

The property, which began as a greeting card line from creator and illustrator Jo Rose, was drawing attention on the BLE show floor thanks to its Henries Award nomination. It was a wide-selling line which could be found in such U.K.-based retailers as Harrods, Selfridges, Liberty, John Lewis, Paperchase and more.

But the property was poised for more, and, in partnership with Lisa Hryniewicz of Koko Rose Media, the brand blossomed at Olympia.

Now, Deer Little Forest is ready to take off on the global stage armed with entertainment and publishing to fully realize the property's potential as a lifestyle and preschool brand.

Deer Little Forest centers on character Forest Flo and her woodland friends Bodhi Bear, Rowan Fox, Lockhart Deer and Barley-Crumb Badger.

In April, Deer Little Forest joined forces with picture book writer and publisher Alison Green (whose Allison Green Books is an imprint of Scholastic Children's Books U.K.) to create a brand-new story for Deer Little Forest. The 32-page book will be written by Green and illustrated by Rose.

"I was delighted when Jo and Lisa asked me to work on a picturebook

text for Deer Little Forest," says Green. "Jo's illustrations are so full of warmth, humor and rich, glowing color, and she has created such an endearing cast of characters for me to weave into the story. The project is clearly attracting a lot of well-deserved interest, and it's really exciting to be involved with it."

The property is also moving into TV. It is currently in development as a TV series with animation studio King Rollo Films ("Poppy Cat," "Maisy" and "Humf") and is being presented to the broadcast market at MIPJunior this month.

In the U.K., Deer Little Forest continues to gain fans with its monthly activity pages in preschool magazines *Get Busy* and *Busy Time*. An app will additionally launch this fall, and greeting cards continue to be a mainstay globally.

The brand has also engaged international licensing agents to extend its footprint. Empire Multimedia is the latest licensing agent to take on Deer Little Forest in China and South East Asia, joining agents ThinkTank Emporium in the U.S. and Burda Intermedia in Germany.

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Brand Licensing Europe, the region's top licensing event, kicks off this month in London and promises to be the biggest and most informational one yet.

The 18th annual Brand Licensing Europe event is here, taking place at London's Olympia, Oct. 13-15.

The show is gearing up for its largest event ever, topping even the 2014 BLE, which hosted more than 7,000 retailers, licensees and sales promotion professionals from over 65 countries (a 28 percent increase in retailers over 2013). According to the International Licensing Merchandisers' Association's recent study, Europe is now 25 percent of all licensed merchandise retail sales, with entertainment, corporate brands, fashion and sports leading the charge—all of which are represented by intellectual property in stands on the show floor.

"If you're in licensing, then you need to be at Brand Licensing Europe," says Darren Brechin, event director, Brand Licensing Europe. "It's the only way to stay ahead of your competitors by finding the latest properties. Where else can you see over 2,500 properties on display under one roof? We have 70 new exhibitors at the show this year and they cover a diverse range of categories from beauty, food and drink to charity and heritage. It's always good to welcome new exhibitors to the show as more brands realize the potential of licensing."

This year, attendees will find more than 300 exhibitors on the show floor representing all of the top industries in the global consumer product industry including DreamWorks Animation, Warner Bros. Consumer Products, Chupa Chups, Hasbro Brand Licensing & Publishing, Nickelodeon Viacom Consumer Products, Mind Candy, SEGA, Sony Pictures Consumer Products, The Jim Henson Company, The National History Museum, Walker Books U.K. and many more.

Also debuting at BLE is the VW brand, which will appear in the Brands & Lifestyle zone in conjunction with its licensing agent, IMG.

ME TO BLE 2015!

“The VW licensing program is an impressive success story with phenomenal growth in a short space of time,” says Brechin. “We are thrilled that VW has chosen BLE to make its licensing debut to expand the program further.”

Furthering the automotive representation on the show floor are other leading companies in the category including Automobili Lamborghini and Moto GP.

Sports is also a growth area for BLE, with companies such as Adidas A.C. Milan, Arsenal Football Club, Chelsea Football Club and FIFA each taking space.

Once again, the 2015 show will be zoned into three distinct areas to help visitors navigate the Olympia show floor with ease. The show will be divided into the areas: Art, Design & Image; Brands & Lifestyle; and Character & Entertainment.

BLE has also expanded its education programming, a key focus of the three-day event.

Through its Licensing Academy and in the Brands & Lifestyle Theatre, both of which are sponsored by LIMA, attendees will gain access to 25 free-to-attend sessions over the course of BLE.

“One of the things I’m most proud of for this year’s show is the extended conference program,” says Brechin. “We have enhanced both the Licensing Academy and the Brands & Lifestyle Theatre programs, and they are set to feature some fantastic content with speakers and panelists from the likes of Nike, United Nations, Barbie/Mattel, Warner Bros. and Diageo, to name but a few.”

The Licensing Academy will feature 16 seminar sessions covering topics such as licensing basics, contract negotiation and much more. The Licensing Academy will also include new sessions from trade organization SPLICE and the program’s knowledge partners GfK and the NPD Group.

In the Brands & Retail Theatre, which is run in conjunction with Brand Jam, nine sessions will address topics such as the business of licensing across sports, non-profits, food and beverage, heritage brands, museums, children’s properties and more.

A highlight of the educational programming is the keynote address, of which two will be offered at BLE 2015.

The first keynote will take place Oct. 13 at 12:30 p.m. GMT. Don’t miss BLE’s industry talk hosted by

YouTube with a special guest that will provide insight into today’s new media celebrities and their impact on licensing.

On Oct. 14 at 12:30 p.m. GMT, Sophia Jansson, creative director, Moomin Characters, and niece of Moomin creator Tove Jansson, will speak to BLE attendees about the story of the Moomin brand journey, insights into the Moomin strategy and brand development and future plans for the classic characters. Jansson will be joined on stage by Roleff Kråkström, chief executive officer of Moomin Characters, and Gustav Melin, global licensing director at Bulls Licensing.

“I feel very honored to have been asked to share my experiences with the Moomin brand at BLE this year,” says Jansson. “It is really great to recount the brand’s journey over the years to such an international and knowledgeable audience of experts in the licensing field.”

Also expanded this year is the License This! prize package. The annual competition, now in its sixth year, offers new creative concepts the opportunity to break into the global licensing industry. This year’s winner will receive more than £6,000 in prizes including a fully-furnished stand at BLE 2016, LIMA membership for one year and a ticket to the LIMA Licensing Essentials course and Spring Fling Networking Party in May 2016. Judging the competition are Kelvyn Gardner, managing director, LIMA U.K.; Charlie Donaldson, joint managing director, Rocket Licensing; Tom Gunn, international brand director, EMEA, MTV Networks; and Wendy Munt, consultant, Be Inspired Consulting.

BLE also boasts its Retail Mentoring Programme, which culminates at the annual event and is an initiative that gives retail buyers a wider understanding of the licensed product business.

Over the course of six months, nominated retailers take part in workshops and seminars and attend industry events. Retailers such as Asda, Blackpool Pleasure Beach, Claire’s Accessories U.K., Lloyds Pharmacy, Matalan and Standfords are each participating this year and join past participants Sainsbury, Boots, Lakeland, Blue and Mothercare. ©



TOP 10 NEW BLE EXHIBITORS

These 10 first time Brand Licensing Europe exhibitors showcase the wide variety of opportunities that can be found on the show floor.

by NICOLE DAVIS

Help for Heroes Stand #J0

This British military charity provides support to wounded, sick or injured servicemen and servicewomen and their families, and is almost wholly funded by donations from the public and partnerships with British companies.

Among the charity's recent partnerships is a collaboration with U.K. brewer Marston's for a H4H Blond Ale, now available at Tesco.

H4H is looking to expand its reach with new partnerships, particularly in the non-food and children's categories.



IFLSscience Stand #M50

Launched three years ago with the goal of making science accessible to everyone, this blog-based brand also boasts a burgeoning e-commerce business.

The core IFLScience brand targets adults ages 18 to 34 and boasts 21 million followers on Facebook. The company is also planning to re-launch its kids' brand, Science is Awesome, aimed at 6- to 13-year-olds.

IFLSscience will showcase its brand and product concepts to the licensing community for the first time ever at BLE after moving its headquarters from Canada to London earlier this year.



The company is looking for global product partners in categories ranging from toys and gadgets to kitchenwares and jewelry.

Lee Stafford Stand #M60

One of Britain's biggest designer hair care brands, Lee Stafford, is currently sold in more than 38 markets worldwide and has already been licensed into electric hair tools and hair brushes.

"Lee Stafford is a strong brand with strong identifiers," says Graeme Riddick, chief executive officer, QBC, which founded the Lee Stafford brand alongside Stafford himself, who is an award-winning hairdresser. "We will be highlighting our fashion brand credentials as well as the strong branding of our signature pink, our dog logo and our quirky approach."

Now That's What I Call Music Stand #C98

"Now That's What I Call Music" is the longest-running music compilation series in the world. Launched in 1983, the brand has sold more than 100 million albums in the U.K. to-date, but has not actively pursued licensing partnerships until now.

At BLE, the company is showcasing its slate of brands as well as its successful spin-off series such as "Now Disney Princess" and "Now Music TV." The





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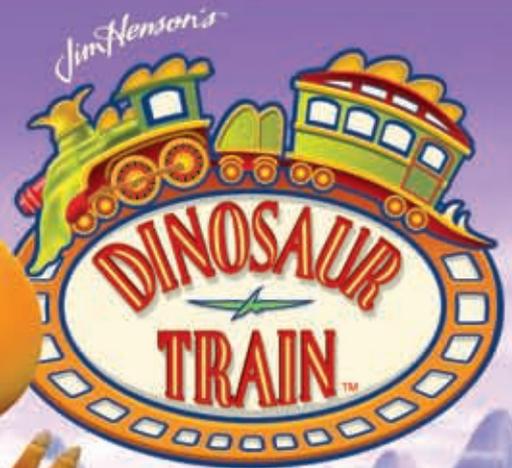
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company has also recently partnered with Voxler to develop a Karaoke video game that will launch this month and will release a book later this year.

“2015 has been a strong year for us, with ‘Now’ album releases spending over six months at the No. 1 spot on the compilations chart,” says Alex McCloy, head of digital, Now Music. “It feels like now is the right time to start to explore brand licensing, and BLE is the perfect launchpad for this.”

Pepsi Stand #N50

One of the world’s most well-known brands, Pepsi enjoys 98-percent awareness around the world. The beverage company is represented for licensing in the EMEA by IMG and already boasts more than 60 licensees in major markets around the world.

In addition to the core Pepsi brand, the company is also presenting its 7Up beverage brand for licensing at BLE.

PGA Tour Stand #M18

The golf brand, which is represented by IMG, arrives at Olympia fresh on the heels of signing a new apparel deal in Europe with NVS Limited. The upcoming line will be showcased at BLE before arriving on shelves in spring/summer 2016, with a full launch planned for fall/winter 2016. The deal marks a milestone for the sports brand, and harkens an era of expansion, particularly in the lifestyle space.

Tim Smith, licensing director, IMG, says the company is looking to continue the brand’s growth in Europe with new licensees in a host of auxiliary categories including toys, personal care, socks, underwear and services such as licensed weekend vacations and golf insurance.

“PGA Tour is the No. 1 brand in golf,” says Smith.

“We are starting to get some real traction, and BLE is the perfect opportunity to introduce the brand to the U.K. from a pure licensing perspective.”

The Shakespeare Birthplace Trust Stand #K18

As the custodian of the five Shakespeare family homes in Stratford-upon-Avon, the Shakespeare Birthplace Trust will be honoring the 400th anniversary of Shakespeare’s death in 2016 with the launch of a new heritage landmark at the site of the scribe’s family home, called Shakespeare’s New Place. The new memorial will also give licensees access to a host of new artifacts from the world of Shakespeare.

The Trust also launched the new Shakespeare Inspired brand the

year with a range of toiletries from the British Gift Company, and is working with Walker Books, Frances Lincoln and Bloomsbury on new books for spring 2016 that will drive further interest in the brand.

Stanfords Stand #L21

This 162-year-old company has supplied maps and guides to explorers, diplomats, royalty and travelers for close to two centuries.

Now, Edward Stanford Limited has worked with the Royal Geographical Society to digitize its archives of more than 800 historical maps, which make their debut to the licensing marketplace for the first time ever at BLE.

Vimto Stand #K30

This classic British beverage is looking to take advantage of the current demand for retro products with new collaborations that draw on its more than 100-year heritage, especially in the non-food space.

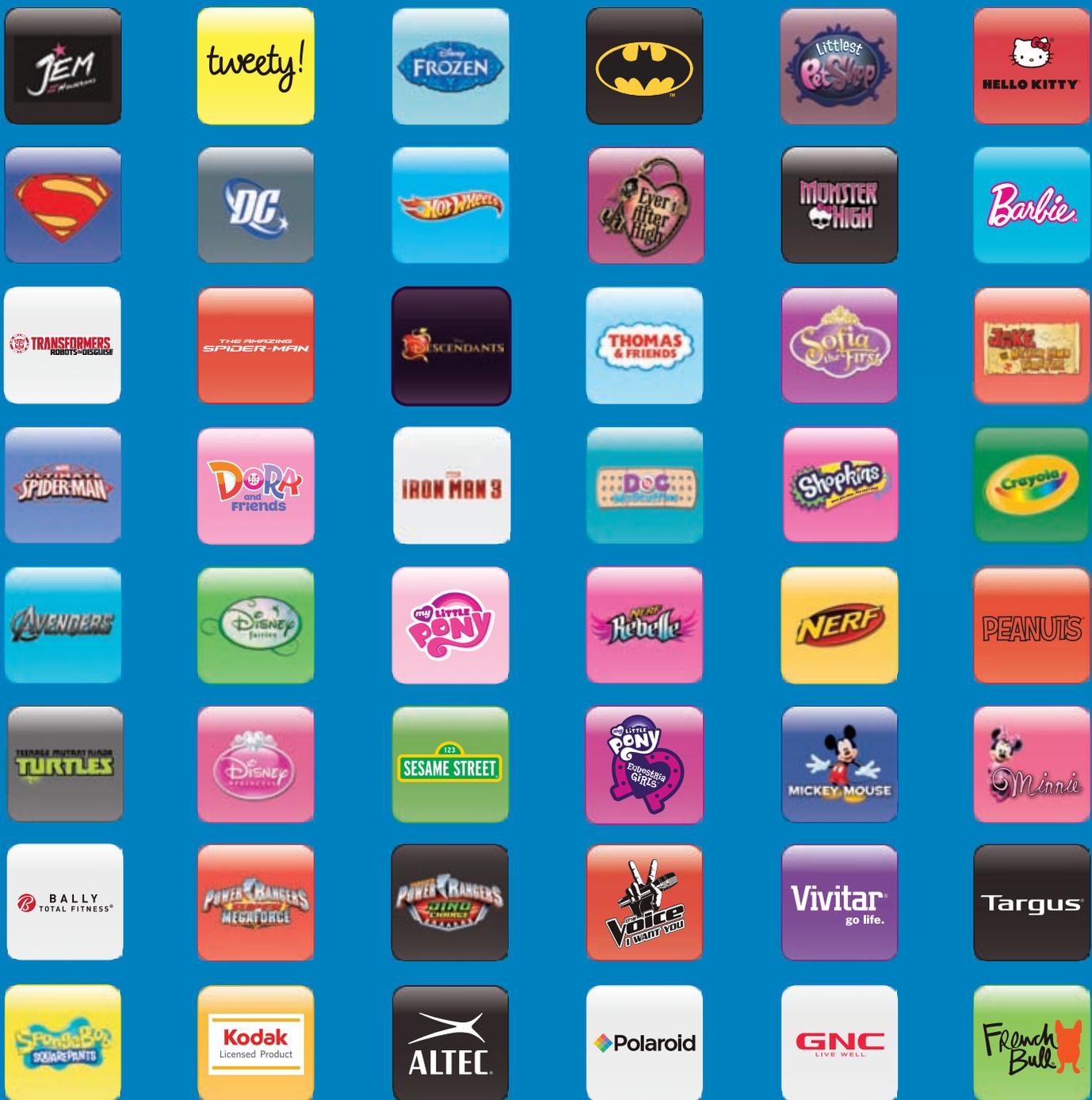


Volkswagen Stand #N20

The iconic car brand makes its debut at BLE with the largest stand in the show’s Brands & Lifestyle zone.

In just over three years, the auto brand, alongside agent IMG, has grown its licensing program to more than 170 licensees with retail sales of more than \$280 million worldwide. The brand’s global program covers all VW marks but has focused thus far on the Beetle, Camper Van and Golf GTI. ©





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For Licensing Inquiries please contact Liza Abrams (732)248-1306 or labrams@sakar.com

LICENSING ACADEMY 2015

Tuesday, Oct. 13

Licensing Academy Theatre:

9:30–10:00

Licensing Explained

A beginner's guide to the licensing business and BLE.
SPEAKER: KELVYN GARDNER, LIMA U.K.

10:30–11:10

Avoiding Pitfalls in the Licensing Contract

A tutorial on the clauses in a licensing contract to avoid, case studies and best practises.
SPEAKER: JOHN BURNS, GATELEY

11:30–12:10

Licensing Facts, Figures and Trends I: Consumer Products

A detailed examination of current data and trends in licensed product categories, identifying areas of growth and opportunity, as well as the impact of video-on-demand.
SPEAKER: MAX TEMPLEMAN, GfK (*GfK is a BLE Knowledge Partner.*)

12:30–1:30

KEYNOTE: Hosted by YouTube

Don't miss BLE's industry Keynote hosted by YouTube with a very special guest who will provide insight into today's new media celebrities and their impact on licensing.

2:15–3:15

SPLiCE Anti-Counterfeiting Roundtable

SPEAKERS: CHRISTIAN FORTMANN, 24IP; BENOIT GOYENS, WORLD CUSTOMS ORGANIZATION; TREVOR LITTLE, WORLD TRADEMARK REVIEW; AND NICOLE MARIC, UNITED NATIONS OFFICE OF DRUGS AND CRIME

3:30–4:30

SPLiCE Social Accountability Panel

Featuring brands and industry thought leadership.
SPEAKERS: GINA ATWOOD, NIKE, AND CLEMENT FRANCESCINI, INSIGHT LICENSING SERVICES

Brands Theatre:

10:30–11:10

The 10 Rules of Successful Sports Licensing

SPEAKER: SIMON GRESSWELL, IMG WORLDWIDE

11:30–12:10

To Be Determined

Speakers to be announced.

12:30–1:10

Cause and Effect: The Power of Non-Profit

A case study of how to work with a cause to create a positive impact at retail.
SPEAKER: MARCUS O'SHEA, HELP FOR HEROES

Wednesday, Oct. 14

Licensing Academy Theatre:

9:30–10:00

Licensing Explained

10:30–11:10

Licensing Facts, Figures and Trends II: Toys and Entertainment Trends

NPD will offer current data and an in-depth analysis of the trends driving the toy industry, as well as highlight areas of opportunity.
SPEAKER: FREDERIQUE TUTT, NPD GROUP (*NPD is a BLE Knowledge Partner.*)

11:30–12:10

Understanding the Potential of Online Gaming Communities

A discussion giving expert insight into video game entertainment brands and the dedicated online communities that are driving their success in the offline world.
MODERATOR: DAN AMOS, TINDERBOX

12:30–1:10

KEYNOTE: My Life with the Moomins

Sophia Jansson, creative director, Moomin Characters, and niece of Moomin creator Tove Jansson will share her story of the classic Moomin brand. She will be joined by Roleff Kråkström, chief executive officer, Moomin Characters, and Gustav Melin, global licensing director, Bulls Licensing.

2:15–3:15

SPLiCE Direct-to-Retail Panel

SPEAKERS: DAWN CICCONE, PBS; CHRISTINE COOL, CHUPA CHUPS; JOHN CAROLAN, SAINSBURY'S; AND TERI NIADNA, NATIONAL FOOTBALL LEAGUE

3:30–4:10

Understanding New Figures, Ratings and Audiences for TV Viewing

A tutorial on how to understand who is watching which shows, when and how in the new era of entertainment on-demand.
MODERATOR: JENNIFER LAWLOR, DREAMWORKS ANIMATION

Brands Theatre:

10:30–11:10

Food and Drink Licensing 360

This expert panel will cover the considerations for licensing in the food and beverage sector and offer insight and lessons from both licensor and licensee perspectives.
MODERATOR: LOUISE FRENCH, BEANSTALK; DECLAN HASSETT, DIAGEO; AND SIMON KNIGHT, BURTS POTATO CHIPS

11:30–12:10

Winning Licensing Strategies: Where Can Growth Come From?

This expert panel will discuss trends and future growth

strategies, such as the convergence of sports and entertainment, from the point of view of the consumer, IP owner, manufacturer and retailer.

MODERATORS: BRUNO SCHWOBTHALER, AUTHOR, AND HILARY PLUMMER, LEGO

12:30–1:10

Museum and Heritage Brand Licensing

A lively discussion about how museums, retailers and designers can work together to realize historic assets and inspire best-selling product.
MODERATOR: CAROLINE BROWN, BRITISH LIBRARY; WAYNE HEMINGWAY AND ANNE BUKY, IMPERIAL WAR MUSEUMS; AND LAUREN SIZELAND, V&A

Thursday, Oct. 15

Licensing Academy Theatre:

9:30–10:00

Licensing Explained

10:30–11:10

Licensing Facts, Figures and Trends III: Retail Trends and Opportunities for Licensing

An overview of retail trends and data that will drill down into specific areas that provide new opportunities for licensing including private labels, the evolution of discounters and experience shopping.
SPEAKER: DANIEL JOHANSSON, PLANET RETAIL (*Planet Retail is a BLE Knowledge Partner.*)

11:30–12:10

Bringing Design, Art and Illustration to the World of Licensing

The panel will explain how to work with an artist or designer to create product that stands out and sells well at retail.
MODERATOR: SARAH LAWRENCE, IRIS

12:30–1:30

License This! 2015: The Final

Brands Theatre:

BRAND JAM SELECTION:

10:30–11:10

From Kids to High Fashion

Children's brands are winning over high street fashionistas on a regular basis. Come and hear why and how to make it work.
SPEAKERS: MATTHEW REPICKY, MATTEL, AND EMANUELA TARTARI, WARNER BROS. CONSUMER PRODUCTS EMEA. (*Hosted by PAOLO LUCCI, BRAND JAM.*)

11:30–12:10

Beyond Football: Lifestyle Licensing to Men

Speakers to be announced.

12:30–1:10

A Global Brand Story

Speakers to be announced.

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20th Century Fox	E040	International Brand Management & Licensing	N15	Studio Canal	B090	Octane5	H030
24IP Law Group	G100	ITV Studios Global Entertainment	D040	SUNRIGHTS INC. /d-rights Inc.	H100	National Portrait Gallery	K20
4k Media	E060	IWM (Imperial War Museums)	R10	Téoui	J40	Chalet Verbier	J32
Aardman Animations	F010	JAST Company Limited	D001	Teo Jasmin	Q10	MB-Mary Beth, Pink Light Studio	J21
Brazilian Brands	F030	JCB	G020	TF1 Licenses	G058	Brandgenuity LLC	N52
Adidas A.C Milan	P14	JELC	Q25	The Boot Buddy	L30	Hoshi Dee Art	J1g
Alchemy Licensing	P62	Kate Knight	J37	The British Library	L40	Earth Angel Cards	B126
Alex Underdown Art	J10	Kate Mawdsley	J47	The Copyrights Group	G040	Help for Heroes	J0
Allsorts Licensing	C095	King	E110	The Jim Henson Company	A050	Global Freestyle	M69
American Greeting Properties	B048	King Features	D100	The Natural History Museum	R38	Manchester City FC	R18
Animaru	J4	Kocca	C020	The Partnership	N10	Art + Science International	G095
ARB Worldwide Corporation sdn bhd	A100	Laser Art	J3	The Pokemon Company International	F070	Arsenal Football Club	L60
Art Ask Agency SL	P50	Licorice Trading Ltd	J38	Lee Stafford	M60	Melnitsa Animation Studio	D113
Assaf Frank Photography Licensing	J23	Lisle international	E045	The Rastamouse Company	F001	Dot Dash Design Studio	J43
Atlantya Entertainment	B070	Litebulb Group	C105	Art Brand Studios	R35	Hot Pickle	P60
Aurora World Ltd	C001	Live Nation Merchandise	G030	Toei Animation	G035	BJA Design	C120
Automobili Lamborghini S.P.A	P10	LoCoCo Licensing	F110	Tokidoki	H085	Russian Children's Products Industry	I25
BANDAI NAMCO Entertainment Inc.	G050	LUK INTERNACIONAL S.A.	H025	Total Licensing Ltd	H035	Enitsua Fine Art Korea	P65
Battersea Dogs and Cats Home	Q15	m4e AG	C005	Cartoon Network	E050	Tezuka Productions Co	B128
BBC Worldwide	D010	Manu	J18	Two little Boys Ltd	J53	DC Thomson	E150
Beanstalk	P100	Marilyn Robertson	J2	Ubisoft EMEA	D110	HarperCollins Publishers	B072
Belle & Boo Ltd	J44	Mary Evans Picture Library	J20	UL VS LTD	G090	Vistex, Inc	C074
Biplano	C040	Masha and the Bear	E100	Universal Partnerships & Licensing	E090	The Franklin Mint	P51
Blue Zoo	D003	Mattel	D050	V&A Enterprises limited	K10	Pea & Promoplast S.r.l	C118
Boj	F125	Mediatoon Licensing	G060	Vicki Thomas Associates	J33	Ivana Nohel	J1c
Bravado	A020	Metrostar	C080	Vimto International	K30	The Walt Disney Company	E000 + C000
Bulldog Licensing	G001	MGL Licensing	J16	Walker Books UK Ltd	G010	Image Source	J19
Bulls Licensing	D086	Mind Candy	G075	Warner Bros Consumer Products	E030	Intellectual Property Office	G122
Nanaritos	B053	Monday 2 Friday SCP	P49	Wild-Side	B065	London Icesmith	K70
Carbon 12011 Licensing	L9	Mondo Tv	E120	Withit Studios	C090	NumbersAlive!	C140
Caroline Mickler Ltd	A090	Moomin	D085	WWE	C060	Fluid World Limited	A080
Carte Blanche Group	C110	Morrigan Ltd	J13	WWF UK	R25	Games Workshop plc	C075
Celebrities Entertainment GmbH	E001	Mr Trafalgar	J8	Yellow House Art Licensing	J63	Activision Publishing	C141
Chelsea Football Club	L25	My Mediabox	B110	Yvette Jordan	J45	Millimages	C122
Perfetti van Melle	M10	Napa Arts & Licensing Agency	J24	Zodiak Kids	B020	Aluminati Skateboards	N56
Claire Louise	J42	The National Museum of the Royal Navy	L20	2Spot Communications Co. Ltd	B124	Brands With Influence	A095
Coolabi	D060	NECA	B005	Carmen Ariza Polska	A060	1st Place Co., Ltd.	C116
Copyright Promotions Licensing Group Ltd	E070	Nelvana Enterprise Inc	F080	Glenat Editions	C124	Tomato Source Ltd	F118
Creative Licensing Corporation	C100	Nickelodeon Viacom Consumer Products	E005	IPR Licensing EMEA Licensing Agent for DuPont - DuPont KEVLAR	N12	Mary Gernat-How Illustrations	J57
Curtis Licensing	G092	Longboard	P48	Gateley Plc	G120	Licensing.biz & Toy News	H090
Cyber Group Studios	B054	NOW That's What I Call Music	C098	Gateley Plc	H080	The Licensing Source Book	H095
Danken Enterprise Co Ltd	F130	On Entertainment	E065	Gateley Plc	K18	Kazachok Licensing Expertise	H050
DC Thomson & Co Ltd	F040	One Target	A030	The Shakespeare Birthplace Trust	G051	Licensing Today Worldwide	B115
Deer Little Forest	J55	Outfit7 Limited	F065	Monskey	J5	LIMA	L100
Deliso Sophie La Girafe	B080	Pango Productions	J26	Mariia Pishvanova	Q11	Guide to the Licensing World	B095
Dependable Solutions	F100	Panini Spa	H020	UEFA EURO 2016	M18	Big Tent	D060
Discovery Media Ventures Ltd	B060	Paper Island	B056	Been Trill	M16	BROMELIA PRODUÇÕES'	F030
Rachael Hale	F085	Paper Rose	J14	PGA TOUR	M20	FICO	F030
Dorna Sports SL	P25	Penguin Random House	F060	American Freshman	M15	Kasmanas	F030
Dracco Company Ltd	C048	PGS Entertainment	G045	Playboy	N40	Mauricio de Sousa Produções	F030
DreamWorks Animation	D080	Pink Key Consulting	K35	Hearst Publications	F003	Mormaii	F030
DRI Licensing	C010	Plain Lazy (Holdings) Ltd	P71	Viz Media Europe	F115	Red Nose	F030
Dupenny	J6	Plastic Head Distribution	B040	Bonus Marketing Productions	G105	Redibra	F030
Dynit srl	G098	Radio Days	B025	Fran Bravo	J12	BRB INTERNACIONAL	F020
EDIS Spa Unipersonale	G065	Rainbow	E020	Joe Browns	M47	CONSUMER PRODUCT CONNECTION	F020
Stanfords	L21	Redan Alchemy Ltd	G062	Bear Surfboards	K25	EDEBÉ LICENSING	F020
Entertainment One	F005	Licensing Coordinator	G005	Raydar Media	B085	EL OCHO LICENCIASY PROMOCIONES	F020
Euro Lizenzen	H055	Temping Brands AG	P20	The Zoonies	B132	MAYA STUDIO, S.L.	F020
Fashion UK	B091	Rovio Entertainment Ltd	D030	Bizarre London	J1i	PLANETA JUNIOR	F020
FIFA	M25	Saban Brands LLC	D005	Hong Kong Trade Development Council	A070	STOR	F020
Fourth Wall Brands	G082	Sagoo	G068	Amateur Sport Organisation	Q12	Studio Pets by Myrna	E045
Francetv Distribution	B071	Sanrio GmbH	B030	Sarah Ray	J1h	ARTPQ	C020
FremantleMedia Kids & Family Entertainment	E080	Santorio	B050	BeetoSee NV	H040	Asiana Licensing inc	C020
Giochi Preziosi Group	F090	Sarah Hurlley	J51	Zolan Company LLC	R16	Aurora World Corp	C020
Global Icons	R100	Science Museum Group Enterprises	L15	Pepsi	N50	CJ E&M	C020
Global Merchandising Services	G018	Scuffy Little Cat	J1	J Patton	M45	Daewon Media Co.,Ltd	C020
Adidas- Real Madrid	P15	Sega Europe	C030	The Licensing Company	N100	Keyring Co., Ltd.	C020
Glory Innovations Inc	G080	Segiguchi- Monchhichi	B098	Volkswagen	N20	Rediks Graphics	C020
Hart Deco	J1a	Sinigaglia	G052	Howard Kennedy LLP	G112	Redrover	C020
Hasbro Brand Licensing & Publishing	D020	Smiley World	D115	This Is Iris	J61	ROI VISUAL	C020
HCA	B055	Sony Computer Entertainment Europe	F050	Sound Team Enterprise Co., Ltd	F133	Voozclub Co., Ltd.	C020
Hello Munki Ltd	J36	Spain Licensing Consumer Products	A010	Golden Goose	M52	VOOZ	C020
Hoho Entertainment	B100	Start Licensing Ltd	F020	Licensing Management International	F105	Wizart Animation	D113
IMPS	C050	Studio 100	B045	IFLSience	M50	DHX Media	E070

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VIVI ZIGLER
president, digital, brand and audience development, Endemol Shine North America

MASTER INTEGRATOR

by TONY LISANTI

This savvy executive is certainly no stranger to the world of television, digital entertainment, marketing and brand licensing, with more than 20 years of fun and games on her resume—otherwise known as “experience”—with NBCUniversal and Endemol Shine.

Vivi Zigler is actually best described as a trendsetter, innovator and master of integration in her multi-faceted role that has evolved and grown since she joined Shine 360° as president a little more than three years ago.

Since last March, and following the merger between companies Shine, Endemol and Core Media that has formed global content creator Endemol Shine Group, Zigler has assumed her new role as president, digital, brand and audience development, Endemol Shine North America, reporting directly to Charlie Corwin and Cris Abrego, co-chairmen and co-chief executive officers, Endemol Shine North America. Zigler oversees all brand, marketing, research, digital and licensing activity for the company including its premium digital content network Endemol Beyond USA.

Zigler believes the merger and acquisition created a bigger and stronger company with many more opportunities for synergy and integration across all platforms and disciplines.

“These were two legacy companies that had a great track record of producing great shows, a portfolio of top-quality brands and a quantity of intellectual properties,” she



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says. “First and foremost, we are a creative company, a well-resourced company and we are just the right size—big enough to have depth of experience among executives throughout the workforce around the world, but small enough and nimble enough to be flexible.”

During her tenure at NBCUniversal, Zigler held various executive positions and won five Emmy awards, including the Interactive Emmy in 2008 for the hit NBC series “Heroes,” as well as two for the ongoing series “Late Night with Jimmy Fallon.”

Zigler brings together six different disciplines to define and enhance the brands of Endemol Shine TV and the content of Endemol Beyond. The list of programs includes “MasterChef,” “MasterChef Junior,” “Bullseye,” “Big Brother,” “Hell on Wheels,” “Kingdom,” “The Biggest Loser,” “Steve Harvey” and “Wipeout.”

In addition, Zigler and the Endemol Beyond team recently oversaw the launch of ICON, the first worldwide, online lifestyle network, which is led creatively by digital pioneer and entrepreneur Michelle Phan. Zigler believes that ICON, which was launched simultaneously in the U.S. and U.K. in March, offers significant opportunities in brand development and licensing for its original new series.

For Zigler, it’s all about the “experience” and developing exciting ways to engage a show’s fan base and to get partners involved in all areas of the business.

“We can bring the TV show to life and create an experience for consumers to get involved in very aspect of the show,” says Zigler, who has done just that with “MasterChef,” “MasterChef Junior” and “Wipeout.”

Endemol Shine North America recently announced plans for a second “MasterChef”-themed culinary cruise that will set sail on a voyage to the Caribbean next fall. In conjunction with events company Life Journeys and Holland America, the “MasterChef” cruise will feature various entertainment activities derived from the show including “Mystery Box” challenges, cooking demonstrations and meet-and-greets with the series’ chefs.

According to Zigler, a recent example of the integration of business disciplines was an initiative

with Twentieth Century Fox’s digital team and the Google+ Hangout platform, which sent recipe ingredients that were used on the live show directly to core fans, allowing them to interact and cook at home at the same time as they watched the show.

Another example of Zigler’s focus on experience extensions is demonstrated with The Wipeout Run, which is based on the popular obstacles from the “Wipeout” TV series. Participants “crash, smash and splash” through a 5K course that is touring this year in 20 cities in the U.S. and Canada.

“It’s not that viewers aren’t interested in products that are organic and born out of the creative show, but the fans want to know what it’s like to be a contestant on ‘Wipeout’ and go through that course,” she explains. “Any time you allow fans to immerse themselves in an experience, those are going to become more and more valuable.

“We are careful not to license or build something too early,” adds Zigler. “We let a show develop and find its creative voice. It’s important to make sure you know your audience, what they like and don’t like about the show and what they are interested in.”

Among some of the recent licensing

initiatives that are set to launch this fall are:

- Endemol Shine has partnered with Wicked Cool Toys to launch “MasterChef Junior” kid-safe cooking accessories that will hit shelves in November exclusively at Walmart. The product launch will coincide with the fourth season of the series this fall, which airs on the U.S.’s Fox network.
- A partnership with Continuum to create a collection of cookware, bakeware, kitchen tools, utensils and ceramics inspired by “MasterChef,” which is currently in its sixth season. The new line will launch at retail during the fourth quarter.
- Digital content producer WePlay Media has been tapped to launch the “Ask Steve” app based on the syndicated talk show “Steve Harvey.”

It’s Zigler’s consumer engagement philosophy and ability to integrate all the disciplines from research to marketing to licensing that help maximize opportunities and differentiate Endemol Shine North America. ©



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BRANCO SCHERER

managing director, commercial partnerships, Endemol Shine Group

MASTER PRACTITIONER

by **TONY LISANTI**

For this newly promoted executive who now heads a combined commercial group of Endemol and Shine 360° as a result of the merger of these two TV entertainment companies, mastering the art of best practices and sharing ideas in local territories around the globe is the top priority.

Branco Scherer, who joined Endemol more than six years ago, was promoted to managing director, commercial partnerships, in June to lead a team that is focused on growth and development of new international brand partnerships, licensing, merchandising and digital for its existing portfolio and for potential new brands outside the company.

The Endemol Shine global portfolio includes such properties as “MasterChef,” “MasterChef Junior,” “Bullseye,” “Big Brother,” “Hell on Wheels,” “Kingdom,” “The Biggest Loser,” “Steve Harvey,” “Wipeout,” “The Money Drop,” “Deal or No Deal” and “Mr. Bean.”

“Bringing together the people behind the success of Shine 360° and the Endemol commercial board creates a world-class team of commercial talent with an exceptionally broad range of experience and expertise,” explains Scherer. “The key objective is to connect and support all our local commercial talent around the world, whilst exploring opportunities in new areas of business with exciting worldwide potential.”

Scherer’s team includes Lorraine Burgess, director, commercial and digital development; Frances Adams, director, brand development; Ingrid Akkerman, director, brand relations; and Mark Rosenegk, director, brand partnerships.

While TV production is at the core of the Endemol Shine Group with 358 TV productions across 167 TV channels in 55 territories for the first half of 2015, Scherer



MasterChef



MasterChef JUNIOR

says that the company is positioning itself as a premium content company with apps and online video a key growth area.

On the commercial business side, Scherer says Endemol Shine is active in 30 countries, which basically represents

30 different local businesses linked together.

“The local businesses have a high degree of freedom which we really treasure—it is the local businesses that are very much driving the overall business,” he says. “The key is to identify a local success and try to replicate it with the snap of a finger.

“This is exactly how properties like ‘Big Brother’ and ‘Wipeout,’ for example, started,” he adds. “Something happens in a country, the format is created, it’s successful and then it’s replicated. In two to four weeks we can have it on any TV executive’s desk throughout the world.”

The role of the commercial group, says Scherer, is not a top-down management business, but it is set up to connect all the commercial activities in all the countries.

“We are able to identify where we are doing something right and how can we leverage that to other countries,” he says. “The objective is two-fold—on the one hand, it’s an internal coordinating role to commercialize local activities, identify and find successes and share best practices across the group so we can replicate that. On the other hand, because everyone has such a local view about their markets, we need to have an international group to leverage our international skills, do territory deals and bring several markets together.”

While there are dozens of examples of local licensing deals from books to kitchenware, textiles and appliances, the key, according to Scherer, is to leverage all aspects of the group’s business, including the various sponsorships and co-branding deals.

For example, Endemol Shine recently announced a deal with retail marketing company TCC to develop exclusive loyalty programs for the “MasterChef” franchise. Customers that purchase “MasterChef” products such as bakeware, cookware, cutlery, knives and/or kitchen utensils will receive bonus points that can then be redeemed at participating retailers.

Another example of Scherer’s best practices philosophy

are pop-up “MasterChef”-branded restaurants across Asia that will be similar to locations in Australia and the U.K. “MasterChef” restaurants are planned in five different pan-Asian territories, with the first one opening in Singapore.

“We created an operations manual that literally describes every aspect of running the restaurant including menu templates, training, safety and security guidelines that can be easily used in various markets,” he says. “It also offers additional opportunities for other licensees and sponsors that help us connect different parts of the overall business.”

Scherer says he is now in discussion with a European investor to replicate “The Biggest Loser” resort model (which was launched in the U.S. several years ago) into international markets.

THE BIGGEST LOSER™

Looking to the future, Scherer believes there are significant growth opportunities in the digital business through apps, online gaming and digital content, both as a licensor and licensee. With the ability to develop gaming internally, Endemol Shine has created games for “The Money Drop” and “Deal or No Deal,” as well as an online game for Warner Bros.’ *Austin Powers* property.

Scherer says that “Legends of Gaming,” which originated in the U.K. and features YouTube gaming stars playing in tournaments, also has potential for brand extensions. Created by Endemol Beyond, a “Legends of Gaming Live” event was held at Alexandra Palace in North London last month and will be launched in Germany soon. There are further plans to introduce it in the U.S. and other markets, as well.

Another growth area, Scherer says, is FlipSide, a social talent agency in the U.K. He believes that there is opportunity to represent the new talent and create content.

In the kids’ space, Scherer believes there are additional opportunities for brand extensions and digital products based on the animated version of “Mr. Bean” and the “Simon’s Cat” property, in which Endemol Shine U.K. recently acquired a controlling interest. The “Simon’s Cat” series, founded in 2008 by illustrator, animator and director Simon Tofield, claims 650 million views and 3.5 million subscribers on YouTube.

With all the brands in the Endemol Shine portfolio and his best practices strategy, Scherer has a long list of projects in development and a clear path to future growth. ©







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A professional portrait of Bruno Maglione, a man with dark hair, wearing a dark suit, white shirt, and striped tie. He is sitting in a grey office chair at a wooden desk, with his hands clasped. The background consists of a window with horizontal blinds. The text 'TOP AGENT' is overlaid in large, bold, blue letters with a white outline.

TOP AGENT

How Bruno Maglione keeps IMG at the top of its game as the world's largest licensing agency reporting \$8.3 billion in retail sales of licensed merchandise for its diverse and impressive roster of clients.

BRUNO MAGLIONE
*executive vice president, WME|IMG,
and president of licensing for IMG*

by TONY LISANTI

From well-known sports franchises and events to venerable corporate brands and A-list celebrities, Bruno Maglione is immersed in the day-to-day dream job of managing the world's preeminent brand extensions that could easily fill a book of case history profiles exemplifying the best of brand licensing.

The Harvard Business School grad, who will be celebrating his 10th anniversary with IMG next year, knows just how lucky he is to be part of a company with a broad spectrum of resources at its fingertips, a talented team of associates and an entrepreneurial spirit that still resonates around the globe.

"When I was in college, I read Mark McCormack's book, *What They Don't Teach You at Harvard Business School: Notes from a Street-Smart Executive*," recalls Maglione. "This book convinced me that I wanted to go to Harvard Business School and join IMG—I ended up doing both."

There's no doubt that the late McCormack, the founder of IMG who signed its first client, Arnold Palmer, in 1960, has had a significant influence on Maglione's career.

"I joined IMG because it's always been a first-class company, a total innovator and because of McCormack, who invented sports marketing to some extent," adds Maglione, who had a strong background in licensing and brand development prior to joining IMG in 2006. Past companies include Marvel, Universal, Disney and PepsiCo Frito-Lay.

But it wasn't until Forstmann Little & Co. acquired IMG in 2004 for \$750 million that the licensing division was revitalized with new capital investment that ultimately brought the company to the next level and on the track to what it has become today.

Since the acquisition of IMG by WME in December 2013 for \$2.3 billion, the focus has been on integration and expansion, and now all the combined benefits, synergies and untapped licensing potential, particularly for WME's celebrity clients, is beginning to kick into high gear.

For Maglione, now executive vice president, WME|IMG and president of licensing for IMG, there's nothing but opportunity on the horizon.



IMG ranks as the No. 1 licensing agency in the world, according to the *License! Global* annual Top Global Licensing Agents report, with \$8.3 billion in retail sales of licensed merchandise based on the clients it represents. Looking ahead, IMG is poised for strong growth as the integration with WME continues and as its clients begin to exploit brand extensions.

IMG's portfolio and the licensed products it brings to market touch a multi-cultural consumer base across all demographics around the world every day in sports, lifestyle and entertainment. Whether it's Arnold Palmer Arizona iced tea or his branded fashion collections, Goodyear's footwear collection, Volkswagen's beach van hotels and apparel or Chinese tennis star Li Na's natural food products, IMG has placed its clients at the epicenter of brand licensing in every major territory.

IMG's roster of more than 70 clients (grouped into four distinct industry sectors) reads like a who's who of top brands. They include various historical relationships such as Wimbledon to its recent representation of Ducati and its expanded relationships with *Cosmopolitan* and *National Geographic*. Examples of IMG clients include:

- **Sports brands, teams, federations and events**—24 Hours Le Mans, PGA TOUR, R&A's The Open, Sergio Tacchini, UEFA Euro 2016, Vail Resorts, Wimbledon and various European football club teams.
- **Corporate, institutions and non-profit**—American





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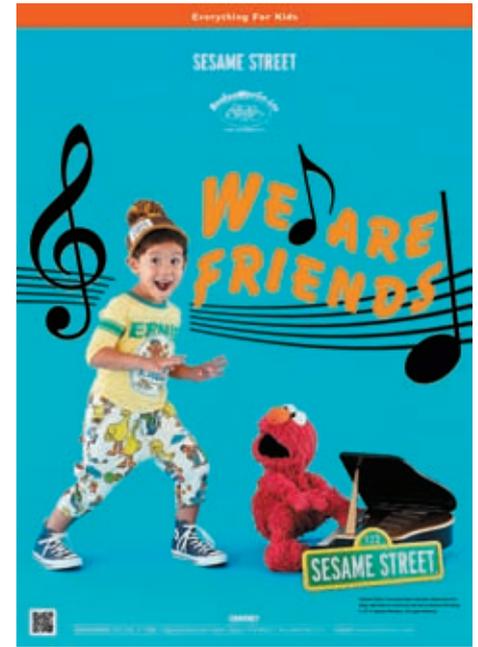
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- **Athletes, legends and personalities**—Arnold Palmer, Brigitte Bardot, Wayne Gretzky, Li Na, Mao Asada, Norman Rockwell, Claudia Schiffer, Elvis Presley, George Best and various other WME|IMG talent.

In addition, IMG owns the Collegiate Licensing Company, which represents almost 200 colleges and universities, bowl games, athletic conferences and the Heisman Trophy.

What differentiates IMG from its rivals in the marketplace and defines its business is clearly the breadth and scope of its readily available corporate resources beyond the typical brand licensing model.

“With the merger and integration of WME and IMG, the company has that many more resources—a larger client portfolio, more access and greater size, which all really benefit licensing,” says Maglione. “When you execute licensing at the highest level, it is not just about taking a brand and coupling it with a product or service. The fact that we have this global presence with offices all over the world providing local knowledge, highly talented people and resources in research, digital, media, fashion, events, music, creative services and on and on helps us in any given project directly or indirectly, and really allows us to execute the discipline of licensing in a way that a



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standalone licensing company cannot possibly imagine.

“We are different because we are bigger and because we are global. But most of all, what makes us different from anyone else is that we are not just a licensing company—licensing is only one of the many things that we do,” he adds. “Effective, sustainable licensing is about creative ideas, it’s about brand development, it’s about market access, it’s about reach and it’s about sophisticated administrative capabilities in legal, finance and tax, both centrally and locally. All of those things we have throughout the company and our clients benefit from all of these capabilities.”

According to Maglione, IMG is still driven by an entrepreneurial philosophy and style despite its size and structure. The licensing division is organized geographically in every major market, then again according to client responsibilities.

“There is an advantage in aggregation,” he

says. “There is a lot of shared knowledge, shared expertise and best practices. Our track record and our capabilities inspire trust and that’s a very persuasive factor with clients as well as licensees.”

Some of the IMG’s licensing initiatives include:

- **UEFA 2016**—Maglione is bullish on the licensing opportunities for the third largest sporting event in the world (behind the summer Olympics and the FIFA World Cup), which will take place in host country France next June and July.
- **Arnold Palmer**—IMG’s first client keeps on growing and now has 200 branded stores worldwide.
- **Sergio Tacchini**—IMG is re-launching and revitalizing this tennis sportswear brand as a pure licensing model. Maglione says the iconic brand’s presence had withered in its home country of Italy, but the brand, which has a strong heritage, is now



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revitalized and growing, especially with several new partners that are investing heavily as the brand's 50th anniversary approaches next year. The Sergio Tacchini brand will be expanded throughout Latin America and major European and Asian territories.

- **Volkswagen**—IMG is aggressively expanding the automaker's licensing business with toys and replica items, high-design products such as refrigerators, baby strollers and beach camps (which are rooms that are actual camper vans parked on a beach) and various lifestyle apparel collections.
- **National Geographic**—IMG is now working with this licensor on a worldwide basis and has new products in development.
- **Ducati**—IMG was appointed as the global licensing agent for the motorcycle company in July. Maglione says: "Ducati builds and inspires emotions. It is in very rare company among the premier brands of Italian style and performance. Those are values that are seductive and appealing all over the world, and they can translate powerfully to other products consistent with a Ducati-inspired lifestyle."
- **Cosmopolitan**—IMG announced last month that it has expanded its representation of *Cosmopolitan* in the

U.S. The agency has represented the brand, along with other Hearst publications such as *Esquire* and *Harper's Bazaar*, outside the U.S. since June 2013. The relationship was extended based on key deals such as the launch of the first *Cosmopolitan* fragrance at U.K. retailer Boots and the debut of *Harper's Bazaar* cafes in the Middle East.



- **Wayne Gretzky**—IMG signed the hockey legend last November and recently launched an exclusive line of casual menswear at Sears Canada.
- **Playboy**—IMG has worked with Playboy to develop fashion collaborations in menswear, accessories, footwear and lingerie throughout Europe and Asia.
- **Goodyear**—IMG has expanded the brand's footwear to more than 30 countries and developed a global business in work tools and auto accessories.

According to Maglione, one of IMG's newest clients and projects will be the Association of Retired NFL Players—an entity representing the interests, rights and licensing and merchandising of retired players. He believes that this will be a textbook case of how WME|IMG can leverage all of its diverse resources from communications, media, digital assets, sponsorships down to licensing in support of a broad-based commercial initiative. The timing of this is perfectly appropriate with Super Bowl 50 in February 2016.

Maglione sees the role of the licensing agency evolving over the next few years.

"Our business has always been traditionally in the area of representation. Some agencies are taking ownership positions as well, which can make sense, although I would caution that mindset and skillset for that is very different from working on a client's brand," he says. "As things get more competitive, you need to have a lot more than just smooth dealmakers. I think you need to have top creative thinking, top strategic thinking, multi-disciplinary resources and the patience and staying power of a large and stable organization. This is a lot more than someone just going out and saying 'I'm going to get you 10 licensees.' In this regard, there's no company that comes close to having what WME|IMG can offer.

"What we can do is a result of the wider strength of the entire corporate entity," he adds. "There's a reason these two companies—WME and IMG—came together." ©

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Cheers to GUINNESS

Licensor Diageo and licensing agency Beanstalk are pairing to expand the Guinness beverage brand into new and broader categories.

by AMANDA CIOLETTI

With some of the best known spirit and beverage brands in its portfolio, Diageo's Guinness Irish stout beer has built a legacy that is known the world over. With more than 60 countries crafting its brew, the Guinness brand is among the globe's best-selling alcoholic beverages and enjoyed in more than 120 markets.

Extension under licensing has long been an important strategy for the brand, and working together with leading brand extension agency Beanstalk, Diageo is looking to further expand Guinness' footprint across a range of consumer product categories.

"Our licensing strategy is all about building brand equity, as well as constantly recruiting new consumers while re-recruiting existing consumers," says Shane Grogan, senior licensing manager, Diageo. "We achieve this by extending our trademarks into a variety of relevant, high-quality, creative licensed products and services that reinforce or enhance perception, understanding and acceptance of our brands. Our goal is to deliver 100 million paid consumer engagements annually that convert to low risk, highly profitable revenue streams for Diageo. As experts in the licensing business model, we continually outpace our beverage brand competitors and create a measurable advantage for Diageo."

Officially licensed Guinness product first hit market in Ireland in 1985, quickly expanding to Great Britain and then North America in the 1990s. Other European markets soon followed, and today the brand has approximately 10,000 SKUs at retail across multiple categories with up to 25 licensees. The Guinness brand currently finds much of its product extension success in these established markets but, according to Grogan, South America and Asia are regions that will receive a revitalized push for new consumer recruitment.

Through its partnership with Beanstalk, Diageo will achieve its brand extension goals in multiple categories, with fashion, lifestyle, home, gift and food and beverage leading the charge.

"Guinness' greatest strength is its 'distinctivity'—our product is very different

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from everything else in a bar—and we believe in doing things differently as well,” says Mark Sandys, global head of beers and Baileys, Diageo. (Diageo’s Baileys liqueur brand is also a product extension focus for Beanstalk.) “Over the years this has led to some of the most famous advertising campaigns in the world, but most importantly it has led us to create one of the world’s greatest and most famous beers, which is enjoyed from Dublin to Douala. As the current guardians of the Guinness brand, we have a responsibility to live up to the legacy of our forefathers and to constantly reinvent the way the brand comes to life for a new generation of adults.”

Building on the brand’s iconic status and unique visual identity, Guinness is currently working to cement its position as a trend- and quality-driven fashion lifestyle brand, targeting both male and female Generation Y consumers. Product will leverage the brand’s distinct Irish heritage as well as the wealth of assets it has gathered in the 250-plus years since its launch.

Licensee Sunset Bioworld is on board for a range of Guinness-branded apparel and accessories that hit major U.K. retailers this year, including fast fashion chains Next and Asos. (Germany, Italy and Holland will also see the fashion range.) The collection, which includes t-shirts, tanks and sweatshirts, is targeted for the Generation Y crowd, and Beanstalk will work with Diageo on growing the program.

Plans are further in place to continue to actively grow and nurture its fashion program, utilizing influencers to extend its Guinness brand in 2016 and beyond.

“One key strategic objective for us is to deliver influencer and advocacy programs across key strategic brands,” says Grogan. “Influencers represent an opportunity to share our brand stories and content with their networks (online and offline) in order to help shift perception, create product demand and drive brand fame. We need to treat them as partners and create bespoke content

and experiences for and with them. We aim at building powerful and personal relationships that in turn drive advocacy. We need to forge content collaborations with influencers who will share our brand stories in their own respected style, and we need to choose influencers that will give us connections to culture and trends.”

Diageo also has a foothold in the home and giftware category, with licensee Newbridge Silverware tapped to develop an exclusive collection of jewelry, housewares and decorative items. The line debuted in Ireland this year, and, with the help of Beanstalk, will extend to the U.K. It’s currently on shelf in travel and tourist retailers in Ireland, and key jewelers such as Weirs of Dublin, as well as Newbridge occasion stores and in its visitor center in Kildare, Ireland. According to Grogan, Diageo will look to bring the Newbridge range to North America over the course of the next year.

Other categories lend themselves organically to the Guinness brand, and Diageo and Beanstalk will look to grow product reach through its relationship.

“Gourmet food presents a large growth opportunity across key markets such as Great Britain and North America,” says Grogan. “Categories such as gourmet meats, sauces and pub snacks are a natural extension for the Guinness brand.”

But, ultimately, these product extensions must make sense to the original nature of the brand and build its equity in a meaningful way.

“We are very much focused on developing brand collaborations across key apparel categories in both Great Britain and North American markets. Each and every licensed product category must be a true representation of our ‘Made of More’ strategy; it is in the spirit of this that we look at all our merchandise ranges,” says Grogan. “We must be bold in our creative approach, be brave in our use of color and format and ensure we make decisions that will inspire generations of consumers to come.” ©



SHANE GROGAN
senior licensing manager, Diageo

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ADVENTURE SEEKERS



Cartoon Network has taken a fittingly adventurous approach to the merchandising and promotion of the hit series 'Adventure Time.'

by **NICOLE DAVIS**

Over the last five years, Cartoon Network has carefully nurtured the animated series "Adventure Time," cultivating the show from its beginnings as an underground hit into the multi-generational, mass market brand that it is today. This impressive evolution has been largely the result of a licensing and promotional program that has capitalized on the brand's quirky sensibility and passionate fan base.

When it first hit the airwaves in the EMEA in 2011, the show's unique visual style and expansive storyline quickly caught the eye of viewers. Since then, "Adventure Time" has developed an enthusiastic following, not only among its target audience of kids ages 6 to 12, but also among teens and adults.

"'Adventure Time' has a depth that actually rewards you the more you watch the show," says Lesley Bailey, vice president, channel marketing and brand management, Turner Broadcasting System EMEA. "Kids really respond to the iconic style, the imagination and the breadth and depth of characters. And I think the wider audience not

only picks up on that, but the fact that it is a sort of epic modern fable really resonates for them, too."

While it started as a cult hit, the show is now a mass market powerhouse, both on screens and at retail, boasting an average of 46 million viewers across EMEA this year. This growth is due in large part to the inventive promotions and retail activations developed by the CN team over the last few years.

"For the last 18 months, we've had a concerted effort behind 'Adventure Time' that has really worked for us," says Bailey. "The brand has a really incredible authenticity and is just so well-loved.

It's very difficult to make a brand cool, and 'Adventure Time' just is, so we've really capitalized on that. And then, through consistent messaging and coordination, we've made the brand even bigger."

On the consumer products side, this has meant an approach that, in keeping with the show's ethos, has been somewhat unconventional. Rather than first targeting the series' core demographic, kids, initial product focused on the young adult market.



JOHANNE BROADFIELD
vice president, Cartoon
Network Enterprises, Turner
Broadcasting System EMEA



LESLEY BAILEY
vice president, channel marketing
and brand management, Turner
Broadcasting System EMEA

“When the licensing team first started working on the brand, it was really evident that our first point of contact with our fans should be with the young adults who had such a strong emotional connection with ‘Adventure Time,’” explains Johanne Broadfield, vice president, Cartoon Network Enterprises, Turner Broadcasting System EMEA. “While the show was primarily targeting kids, and rated incredibly well right out of the gate with kids, there was something about the emotional connection young adults had with some of the themes. It was clear that was the place to start in European markets with the licensing program.”

Those products took the form of niche fashion offerings at key retail outlets, such as Forbidden Planet and HMV in the U.K. and Generacion X in Spain, based on the brand’s successful publishing program (originally developed by Kaboom! Studios in the U.S.).

“The first big success that we had here was with the Kaboom! publishing range that partners like Titan Publishing in the U.K. and Panini in Italy had localized,” explains Broadfield. “That was really our first inroad, and we supported that with fashion apparel targeting young adults at the same retailers. From there we built up and slowly expanded from niche to young adult mass, and from young adult mass to kids’ mass.”

Now the brand boasts more than 80 licenses across the EMEA region, covering everything from toys and games to homewares and novelties for all age groups.

Among these varied product offerings, the brand is seeing particular success in the fashion segment.

“There is a graphic language at the heart of ‘Adventure Time’ that translates beautifully into fashion,” says Broadfield. “There is also a unique richness of assets. You have a host of distinct, compelling and engaging characters, you have lightness, you have darkness, you have a whole gamut of

expression, and because of the sheer scale and richness of assets and character art available, each retailer can have a genuine point of difference. No one will have the same statement, but it will all look like ‘Adventure Time.’”

Perhaps the best example of this is the brand’s recent fashion collaboration with Russian retailer TVOE, which launched in April and was sold out before CN could even begin its planned promotions in May.

“I’ve never in my 13 years of licensing seen anything like it,” remarks Broadfield of the line’s success. “It just went nuts. This brand really took everyone by surprise.”

The collection featured apparel for men, women, boys and girls, and has become TVOE’s fastest-selling fashion license ever. A second range is already in the works for later this year.

The brand’s long-term partnership with Dr. Martens, which launched this spring and will continue through 2016, has seen similar success. The initial collection of adult and children’s boots featured lead characters Finn and Jake. A second collection launched in August and additional ranges are slated to debut over the next two seasons.

The partnership also got a boost in April with a live “bounce mob” stunt that tapped into the quirky, irreverent sensibility of the brand. One hundred fans of all ages dressed up as Finn, laced on their Dr. Martens and converged on London’s Carnaby Street shopping district, where they collectively celebrated the new shoe line by bouncing down the road on Jake-themed balls. The antic got more than 100,000 views on Facebook within 48 hours and was nominated for Best Marketing Communication Campaign at this year’s U.K. Licensing Awards.

These kinds of unique, inventive activations have become a hallmark of the “Adventure Time” brand, and in many cases, are initiated by fans themselves.

One such case is a recent team-up with the Italian pop star Jovanotti. The brand’s marketing team discovered that the singer was a fan when he posted a picture online of his studio, which had been decorated with “Adventure Time” graphics. Following what Broadfield describes as “a passionate conversation about the brand,” Cartoon Network ended up creating bespoke animation for the singer’s current tour across Italy.

“This wasn’t a paid-for endorsement, it was born out of his genuine love and passion for this brand,” says Broadfield. “And as a result, hundreds of thousands of Jovanotti fans who went to the concerts saw an animated ‘Adventure Time’ backdrop on stage.”

This level of authenticity and involvement from fans has only added to “Adventure Time’s” credibility, particularly with young adults.

“That young adult audience is skeptical and savvy—capturing their imagination and getting their stamp of



approval for your brand is no easy feat,” says Broadfield. “Success isn’t guaranteed by spending lots of marketing dollars, as it’s about getting them to talk about you in their social space, on their terms. That’s why the social currency that we have with the ‘Adventure Time’ fan base is exceptional, and it’s enabled us to have brand partnerships and celebrity associations that other brands can’t quite get to. And then of course, the younger fans—our core audience—find the brand all the more desirable because of that endorsement.”

Other recent stunts and promotions have included graffiti walls in Moscow and Belgium, activities at Eastern European and Scandinavian beaches and lakes over the summer and an Ice King-themed winter park in Russia.

All of this, of course, takes place in tandem with the local broadcast of the series and accompanying retail programs, quite a feat of coordination especially in a region as culturally and linguistically diverse as the EMEA.

“‘Adventure Time’ really resonates across all different cultures,” says Bailey. “It’s got a great story, great characters and universal themes of friendship and imagination—it’s compelling and it works whether

you’re in Africa or Scandinavia. These characters champion diversity, they champion difference.”

Despite having chalked up an already impressive slate of products and promotional successes, the CN team isn’t content to just sit back and ride the current wave. A whole host of similarly innovative activations and products are already planned for the rest of the year and into 2016. Among these are:

- An upcoming stunt and promotion that will take place around Halloween featuring Marceline the Vampire Queen. Other character-based activations are also in the works;
- A series of other high-level fashion collaborations in line with the TVOE partnership in Russia;

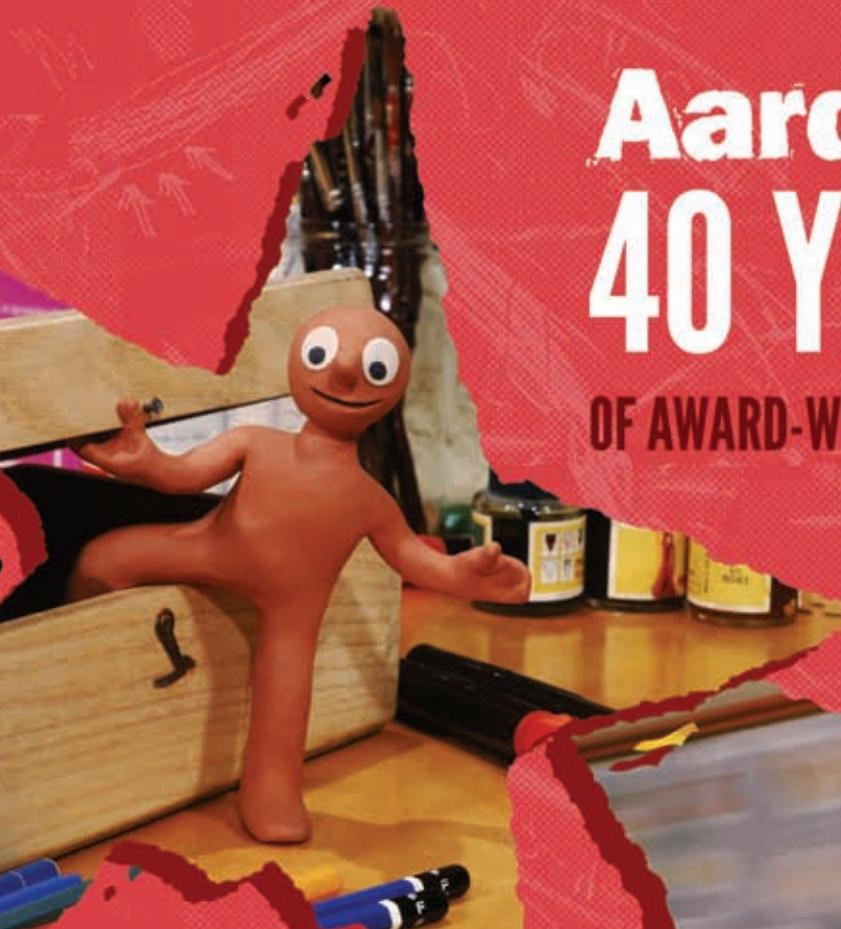


- The Cartoon Network Zone at the IMG Worlds of Adventure indoor theme park in Dubai, which will feature “Adventure Time” when it opens in 2016;
- Continued roll out across Europe of Cartoon Network’s Imagination Studios, which Bailey describes as a “virtual playground that allows kids to see how cartoons are made and have a go themselves.” The site features “Adventure Time” alongside other CN brands;
- The video game “Finn and Jake Investigations” from Little Orbit (distributed by Bandai Namco), arriving on shelves this month;
- A special stop-motion animated episode that will be aired in the EMEA next year along with behind-the-scenes YouTube videos; “Brands like this don’t come along very often,” says Broadfield. “It just goes to show, you don’t have to follow a formula in licensing. If you’re bold and you manage to create that connection with your audience, you can do some amazing things.” ©



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Smiley Company has been bringing smiles to faces for well over three decades, so it is no surprise that the idea of making a kids' TV series based on the iconic yellow emoticons has been around almost as long. What is perhaps surprising is that it has taken until now for the idea to become a reality.

by **BOB JENKINS**

Smiley Company chief executive officer Nicolas Loufrani is clear that, while he has long wanted to extend the brand's reach from tween lifestyle to include children's entertainment, the timing is finally right thanks to the extraordinary range of talent that has come together to make "Smiley Kids," which he predicts will be just as iconic as the smiling yellow symbol known around the world.

Key to persuading Loufrani that the moment had finally arrived to develop "Smiley Kids" into a television series was Philippe Soutter, president, PGS Entertainment. As the

distributor of "Alvin!!! and the Chipmunks," "The Little Prince" and "Iron Man," PGS certainly comes with a reputable track record, as do animators OuiDo!, whose credits include "Sonic," in addition to having also worked on "Alvin!!! and the Chipmunks."

"For me, the big motivation behind the decision to finally greenlight this project is that I trust Philippe to enshrine 'Smiley Kids' credibility and to faithfully follow its subject of emotional intelligence and happiness," says Loufrani.

The series will focus on the development

Smiles



of children's emotional intelligence (or EQ), although script editor Theresa Plummer-Andrews, another of the impressive talent lined up behind the series, whose personal credits include "Postman Pat," "Teletubbies" and "Bob the Builder," is keen to stress that "'Smiley Kids' is, first and foremost, an entertainment series—kids can smell preaching a mile off and they hate it."

The decision to gently steer children toward education is a deliberate and practical one, says Loufrani.

"There will be no curriculum attached

to the show, and so there is no possibility of clashes with official curriculums anywhere in the world," he says.

Responsible for this aspect of "Smiley Kids" is the renowned professor of emotional psychology at University of California, Berkeley, Dacher Keltner, who also worked on the recent Disney•Pixar movie *Inside Out* and whose work was influential in the recent redesign of the Facebook emoticons.

Defining EQ as, "the ability to read other people's emotions effectively and describe one's own emotions with nuance," Keltner

goes on to describe it as "perhaps the most important skill to develop through life."

Both Keltner and Plummer-Andrews agree that the series' target age demographic, what Plummer-Andrews describes as "the sweet spot," is 4- to 7-year-olds. Known for its commercial potential, these years are also a crucially important stage in a child's emotional development.

"It is a vibrant period in which children start inquiring and using language in rich and complex ways to describe other people's mental states," says Keltner.

The series will focus on a wide range of emotions including confidence, frustration, fear, joy, sadness, embarrassment and thought. It will do this through the antics of five children and their two adult supervisors and will be set on a city farm, the first preschool series to take place in such a location (as far as the team is aware). Each of the series' characters has a distinct personality that will allow for the interplay of different emotions in all sorts of situations.

The characters are:

- Sammy is smart, inquisitive and a bit of an explorer. He is always taking things to pieces to see how they work and then putting them back together again—although not always in a way that leaves them working.
- Sunny is very enthusiastic and impulsive, which can sometimes lead to difficulties.
- Suzy is the youngest of the group and is cute, impish and perceptive. She also really loves animals.
- Shelley is eco-friendly and always finding new uses for things and up-cycling them. She is prosaic, yet kind, and has quirky ideas such as making perfume from asparagus.
- Stevy is warmhearted and kind. He is full of ideas—mostly bad ones—but that doesn't matter because he always has plenty more where they came from!

Plummer-Andrews is clear that the interaction of the kids with the adult characters, Sydney and Sally, is very important, as is the creation of scenarios in which they are forced to recognize their emotions and learn how to deal with them.

"Smiley Kids" is planned as a 52 x 11-minute series scheduled for release in the Q1 2017, and is targeted to both boys and girls, which Plummer-Andrews says is unusual.

Lori Heiss, global brand director, Smiley Company, sees this as a big positive for the series among retailers.

"Retailers are very keen on the prospect of having 'Smiley Kids' products that can go on both aisles," says Heiss. "The fact that the series will be aimed at both boys and girls does not preclude the

manufacture of gender-specific products."

Heiss also emphasized that, in addition to the core theme of EQ, "Smiley Kids" will also explore the themes of happiness and sustainability.

"These themes are currently not only very popular with the public, but also form key themes of many current major marketing campaigns from global brands such as Coke, Cadbury and Volkswagen," says Heiss. "Brands are also very keen on the core Smiley quality of 'express yourself,' and emoticons are shared more than 1 billion times a day across all media and are more consistently Googled than 'Dora the Explorer,' 'Peppa Pig' or Mickey Mouse."

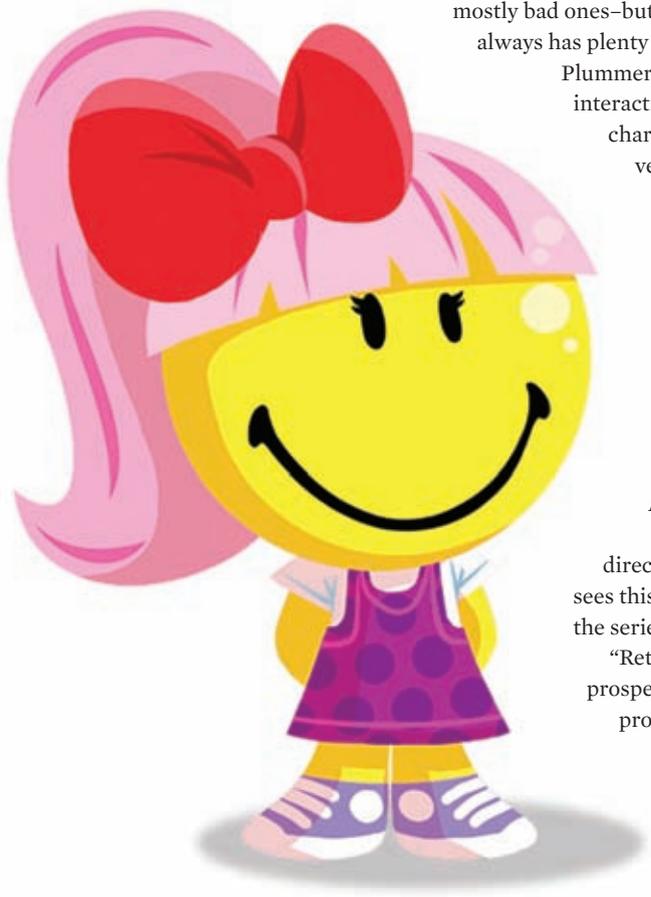
The series has been in development for a year, with its official launch planned for MIPJunior this month in Cannes, France, although there was a soft launch earlier this year at the Kidscreen Summit in Miami, Fla., and at Licensing Expo, which took place in Las Vegas, Nev., last June. PGS Entertainment is currently putting together the final phase of financing on the back of the considerable interest generated in Miami.

Heiss reports an equally positive outlook for the licensed consumer product extensions for the brand.

"We have been inundated with approaches from all of our existing Smiley Company licensees, and there are around 220 of them," says Heiss. "We expect to be able to announce a master toy licensee and master publisher very shortly."

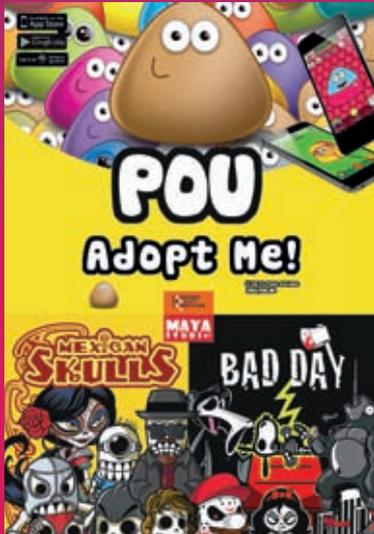
All of which is very exciting and augers well, but for Plummer-Andrews the real attraction of working on the series, and the source of what she believes is its significant potential, is the opportunity to work on a show that is new and highly original, and, just as importantly, to be able to do so working closely with a highly professional team.

High praise indeed. ©



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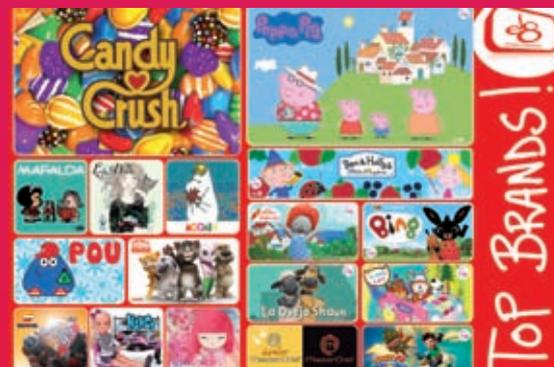
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Coolabi is heading to Brand Licensing Europe with a full portfolio of dynamic new and established children's entertainment brands primed for product extensions.

by AMANDA CIOLETTI

As a leading independent children's entertainment producer and rights owner, Coolabi is heading to London's Brand Licensing Europe event with a raft of properties that present multiple opportunities for brand extension.

Coolabi owns the rights to more than 20 television series and 360-plus half-hours of programming that currently air in 140 territories around the globe.

Brands owned and represented by Coolabi include the remake of "Clangers," currently airing on CBeebies in the U.K., and "Scream Street," which is in production for broadcast on CBBC. Other properties include "Beast Quest," "Poppy Cat," "Purple Ronnie" and the Smallfilms properties "Bagpuss" and "Ivor the Engine." Coolabi also holds the rights to character Domo.

The group also creates original fiction for publishers and has created nearly 100 published series consisting of more than 1,000 books sold in over 40 languages. Four of these series, *Warriors*, *Beast Quest*, *Animal Ark* and *Rainbow Magic*, have sold more than 10 million copies each.

Coolabi is actively utilizing licensing to extend each of these brands' reach, bringing many of these properties to the BLE show floor.

"The development of consumer products has always been an integral part of Coolabi's strategy," says Valerie Fry, director, licensing, Coolabi. "The strategy is to build a consumer products program for each individual brand as relevant—each brand is different and requires a unique approach."

First up is "Clangers," a flagship brand for Coolabi.

The series, a reboot of a cult favorite, is a stop-frame animation commissioned by the U.K.'s CBeebies and the U.S.'s Sprout network. The TV series launched in the U.K. in June, and hit the U.S. shortly thereafter.

"Each brand has its own geographical focus. For example, 'Clangers' is an established British classic and this has allowed for the early development of the CP range based on the brand-new programming," says Fry. "In new territories, such as the U.S. and Australia, the brand presence will be allowed to build before product is rolled out. Global rollout of the brand will very much then follow TV placement."

A licensed product program for the children's series debuted this year, says Fry, with a range of toys, books, home entertainment and a mobile gaming app. The program will further grow in spring/summer 2016 to include apparel, a magazine, wheeled toys, bags, bedding and greeting cards. Accessories, arts and crafts, stationery and party paperware are eventually planned for the property as well.

"Clangers" product is already placed in several key retail channels, with grocers, high street, online stores and independent merchants each carrying the property's SKUs.

"When we announced the return of 'Clangers' at BLE 2013, we immediately had an overwhelming response from the licensing industry and were able to put together an incredibly strong product range featuring best-in-class category partners," says Fry. "The brand-new program launched on CBeebies in June, and the launch had the most amazing on-air and online



VALERIE FRY
director, licensing, Coolabi

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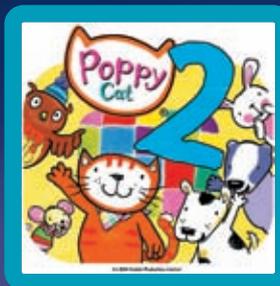


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support from the BBC. The launch marketing program put together by the Coolabi marketing team really was exceptional and gave the brand massive awareness at every level. The love and affection for the brand, based on its 40-year heritage, meant that we could work with our licensees to bring product to market very quickly, and so a carefully managed product rollout started in July with the launch of toys from Character Options.”

Another key property for Coolabi, says Fry, is “Scream Street.” The show is an animated comedy horror adventure for 7- to 10-year-olds based on the series of books by author Tommy Donbavand. Another stop-motion series, “Scream Street” will hit the U.K.’s CBBC next year.

According to Fry, Walker Books is on board to extend the “Scream Street” brand with a tie-in range of product to launch alongside the broadcast. A master toy partner will soon be announced, which too will hit retail in fall/winter 2016 and be further supported by digital gaming. Additional key categories will follow in 2017.

Live events are also an opportunity for “Scream Street.”

“‘Scream Street’ is the perfect brand for event-led activity, and this is already being developed for launch in 2016,” says Fry.

In its second season is “Poppy Cat,” a traditional preschool animated comedy based on author Lara Jones’ characters. The first season of “Poppy Cat” aired in more than 140 territories and currently airs on broadcasters

such as Nick Jr. and Nick Jr. 2 in the U.K., Sprout and NBC in the U.S., France 5 in France, TVE in Spain, MiniMini in Poland and will soon be on Kika in Germany.

“‘Poppy Cat’ is proving extremely popular across Europe,” says Fry. “We are working with our agent El Ocho to build the licensing program in Spain. The books are already extremely successful and will be supported with key product launches in toys and DVD planned for autumn/winter 2015, and further categories are coming on board in spring 2016.”

With more than 15 million books sold to-date, *Beast Quest* is originally a series of children’s fantasy novels published by Hachette Children’s Books. It’s now a mobile game, co-produced by Coolabi and Miniclip, which hit iOS and Android devices in May. According to Fry, the “Beast Quest” mobile app saw more than 1 million downloads in its first week of release, and plans are underway to further expand the property with a toy range. U.K.-based publisher Orchard Books (a division of Hachette) will deliver new printed *Beast Quest* titles next year and into 2017, and Fry says the brand will continue to build with apparel, homewares and events.

“The *Beast Quest* books have achieved phenomenal sales, as has the gaming app from Miniclip, which has already achieved over 5 million downloads,” says Fry. “Discussions are underway in key categories and we are now also looking to develop conversations across homewares and back-to-school.” ©

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WEST

The anime series 'Yo-Kai Watch' has taken Japan by storm. Now the brand is looking west, with plans to launch across Europe, the Americas and Australia/New Zealand.

by NICOLE DAVIS

One of the hottest properties to come out of the Asian market in years, "Yo-Kai Watch" is readying for its global debut with the help of a host of top-tier broadcast and licensing partners.

The show has become a true phenomenon in Japan, with retail sales of licensed merchandise totaling more than \$2 billion since its TV debut in January 2014. Created by Japanese gaming company Level-5 (also known for "Little Battlers eXperience" and "Inazuma Eleven"), the anime show is based on a series of video games. The story follows an ordinary boy, Nate, who, upon discovering a special watch, is able to interact with mysterious beings called the Yo-Kai, which both cause and solve everyday problems.

"Yo-Kai Watch' is the perfect balance of light-hearted comedy, coupled with a real depth of content," says Yukari Hayakawa, chief operating officer, Level-5 Abby, the company's North American division. "This is not your typical animated series in the sense that it was first developed as a robust video game, with an incredibly diverse story world and over 230 characters, all with back stories. As we developed the television series, we already had this incredibly rich, diverse universe to tap into."

The series is a joint production of Level-5, Dentsu and TV Tokyo, and already boasts a slate of top-tier partners including Nintendo, whose 3DS video games have sold more than 8 million



Given the success the brand has seen in other markets, and based on the reaction to a private screening of the series at the Kidscreen Summit in February, the Viz Media team is incredibly excited about the potential for the brand in Europe.

“Yo-Kai Watch’ is not just a powerhouse video game and TV franchise, it is also a cross-platform universe, underpinned by multiple supports including manga publishing and novels, toys and collectibles, games and soft goods,” says Pascal Bonnet, senior director, TV sales and licensing, Viz Media Europe. “The goal is to make ‘Yo-Kai Watch’ a top kids’ licensing brand in Europe in 2016 and to make it last. We are looking to partner with leading players in each category who provide quality products, reflecting the values of the brand—universally appealing, friendly, innovative and playful.”

Bonnet attributes the brand’s meteoric success thus far to a current void in the boys’ action market in Japan, as well as the singularity of the brand’s content.

Tayouga seconds this assessment, and predicts similar success for the brand in Europe.

“Just like in Japan, there has been a lack of new properties geared toward kids ages 6 to 12 in Europe, and the TV and licensing industries have been waiting too long for the next big thing. Once again, that next big thing is coming from Japan, which historically has brought us incredibly successful brands. The fact that ‘Yo-Kai Watch’ is already licensed to Hasbro and Nintendo, both leaders in their fields, is also a key selling point.”

Expectations are similarly high in North America, where Dentsu and U.S. licensing partner Evolution launched the brand earlier this month.

“We have learned a lot watching the brand evolve in Japan, and a key takeaway for us was to allow the content lead the way,” says Travis Rutherford, president of licensing and retail, Evolution USA. “In the North American market, the bulk of the licensed merchandise will follow the content in a tightly choreographed fashion so we can enjoy a multiplier effect.”

The TV series debuts Oct. 5 on Disney XD, and will be followed quickly by the release of manga comics from Viz Media’s Perfect Square imprint Nov. 3 and the Nintendo 3DS game Nov. 6. (In addition to handling the licensing of the

brand in Europe, Viz has also taken global manga rights.)

Then in January, Hasbro’s toy line will launch in the U.S. in advance of other consumer products, with the brand reaching full retail force in time for back-to-school 2016.

More than 25 additional partners are already signed on to create products featuring the brand in both the U.S. and Canada. Among these are World Trade Jewelers (jewelry and kids’ accessories); Isaac Morris (apparel); Radz Brands and the Topps Company (confectionery); Cortina Leomil (footwear); Franco and the Northwest Company (homewares); Acco Brands, Brown Trout Publishers, Panini America and Pyramid (stationery and back-to-school); Bridge Direct, Cra-Z-Art, Just Toys, Little Buddy, MB Wolverine, Rubie’s and Underground Toys (toys, role play and novelties); and Hori (video game accessories).

“Yo-Kai Watch’ successfully blends several key attributes that kids can easily engage with—imagination and discovery, the unique personas of the hundreds of Yo-Kai characters, the humor of the series, cool music and, of course, the collectability aspect of the medallions themselves,” explains Rutherford. “Every time Nate helps a Yo-Kai, he collects their medallion. This fully integrated, collectible play pattern is very similar to other highly successful Japanese character brands. Kids are inspired to collect all the characters over a long period of time. They want to know their back-stories, and they enjoy digging deeper to learn more about them. Sharing this experience with friends, and this immersive engagement is incredibly appealing to kids.”

While most of the Western world is eagerly anticipating the brand’s debut, Level-5 is already looking to the future, planning the next stage of “Yo-Kai Watch’s” evolution.

“Down the road, look for ‘Yo-Kai Watch’ to engage with new technologies in our products and also with cutting-edge technology concepts,” hints Hayakawa. “The story will also continue to capture today’s themes, including those in the Western market.” ©



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Warner Bros. Consumer Products is supporting its latest primetime television offering of superhero properties with product programs worthy of a super fan.

by AMANDA CIOLETTI

Warner Bros. Consumer Products, Warner Bros. Television and DC Entertainment are putting some muscle behind its superhero lineup of licensed merchandise for a unique portfolio of primetime TV programming.

Based on the characters from the DC Comics and Vertigo portfolio of television hits like “Arrow,” “The Flash,” “Gotham,” “iZombie” and the new series “Supergirl,” WBCP is continuing to roll out new and expanded consumer products from best-in-class licensees such as Mattel, Rubie’s Costume Co., Funko, Diamond Collectibles, Bioworld and more in a wide breadth of categories around the world.

“The studio’s television portfolio based on DC Comics’ and Vertigo’s iconic characters has burst onto the small screen, and we’re thrilled to highlight our rich primetime TV licensing and merchandising program in support of these properties,” says Karen McTier, executive vice president, WBCP. “We continue to work closely with our partners around the world to offer fans inspired new product lines in every category and bring them closer to their favorite hits.”

Leading the charge for WBCP is “The Flash.” Now in its second season, “The Flash” premiered in fall 2014 to massive success for U.S. broadcaster The CW, earning it the accolade as the No. 1

show across the network. “The Flash” is also a top-ranked series internationally—it is the No. 1 U.S. series on pay TV in Australia, the No. 1 drama with teens in Canada, No.

1 in its time period in Germany and the No. 1 series on its channel in the U.K. The licensing program for “The Flash” is also picking up steam, with key partners on board such as Mattel, Funko, Bioworld, Rubie’s and Mead across essential product categories like apparel, toys, hardlines and collectibles. Fans are bolting for items based on the DC Comics character The Flash (given name Barry Allen), who, through a freak accident, is given the power of super speed, making him the fastest man on Earth.

“The success on television and at retail sets WBCP apart with this unprecedented live-action slate that gives our licensees and retailers a great opportunity to create exciting merchandise for specialty to mass market,” says McTier.

Just about ready to launch its fourth season (Oct. 7) on The CW network in the U.S., “Arrow” is gearing up for another successful year, both in audience viewership—it was second on the network only behind WBTV’s other hit series “The Flash”—and with its licensed product program.

On a global scale, “Arrow” is viewed in numerous





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international markets including Canada (where it is the No. 1 series in its timeslot, says Warner Bros.), France, Hungary, the Netherlands, Spain, Brazil and the U.K. It's also the No. 1 series in its time period with young adults 15-34 and women 18-44 in Flemish-speaking Belgium; and the No. 2 U.S.-scripted series in Italy, behind only fellow WBTV/DC Comics-based series "The Flash."

Based on the DC Comics character Green Arrow, "Arrow" centers on billionaire Oliver Queen, who moonlights as a vigilante.

Consumer products are proving just as strong for the property, both domestically and abroad. Licensees supporting the series' licensed product program include Mattel, Rubie's, Funko, Bioworld and Icon Heroes across categories such as toys, hardlines, collectibles and publishing with ranges that target young men and collectors.

Another breakout hit series for Warner Bros. and its product arm is "Gotham."

"Gotham" premiered in fall of last year on the U.S.'s Fox network, and since, it has gathered momentum to support a robust consumer product program at retail around the globe.

"Gotham" is taking countries such as Germany, Brazil and the U.K. by storm, ranking No. 1 in its time period in Germany and Brazil and as the No. 1 scripted series on its channel in the U.K.

Based on the origin stories of some of the Batman world's most iconic characters, "Gotham" is further enhanced by product ranges from partners such as Diamond Collectibles, Funko and Bioworld.

"We know the core fan base of the DC Comics and Vertigo comic books are many of the same enthusiasts for all-things DC Comics and Vertigo—so we're always looking for new and exciting ways to engage fans of all ages," says McTier.

The latest season of this series hit TV screens last month in the U.S.

A fresh property for Warner Bros. is "iZombie," which debuted in the U.S. in March on The CW network, and is already rolling into season two this month.

Based on the Vertigo comic character, "iZombie" revolves around a medical student-turned-zombie who takes a job in a coroner's office to reluctantly



feed her newfound appetite for brains. However, with each human she consumes, she finds herself with profound empathy—and the memories of the corpses.

Two new licensees are aboard for the quirky property, with Bioworld and Diamond Collectibles signed on to create apparel, toys, hardlines and collectibles.

Finally, Warner Bros. is rolling out "Supergirl," a brand-new series that premieres this month on CBS in the U.S.

The series, which will primarily appeal to teens and families, stars Melissa Benoist as Kara Danvers, a.k.a. Kara Zor-El or Supergirl, a descendent from the planet Krypton (home of Superman), who also finds herself with an adopted Earth family and a struggle to hide her awesome powers, perhaps at a cost to herself. Only as an adult does Kara embrace these amazing powers, as well as the hero she has always meant to be.

A licensed consumer product program is rolling out in support of the new series, with categories such as apparel, hardlines and collectibles coming soon.

"From Warner Bros. Television, in partnership with DC Entertainment, returning series 'Arrow,' 'The Flash,' 'Gotham' and 'iZombie' have established themselves as bona fide hits with immediate fan-following, and we're excited for 'Supergirl' to premiere this season," says McTier.

"As WBTV's powerhouse slate continues to impact primetime schedules globally, WBCP offers fans their favorite series and characters in cool and collectible products." ©



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Henson Goes Global

The Jim Henson Company is thinking globally with a renewed focus on its preschool IP and as a new head of consumer products joins the team.

by AMANDA CIOLETTI



FEDERICO SAN MARTIN
vice president, global consumer products, The Jim Henson Company

The Jim Henson Company is making revitalized in-roads around the world thanks to new leadership for its consumer products division, fresh content and mega partnerships.

At Brand Licensing Europe, set for Oct. 13-15 in London, Henson will debut its new portfolio-wide strategic focus and introduce Federico San Martin, recently appointed vice president, global consumer products for all of the Henson brands.

San Martin joined Henson in June from DreamWorks, where he served as global head of toys, and before that, Mattel, where he was an analyst.

“As the new kid on the block just joining the company, it was simple for me to identify key driver properties,” says San Martin.

An early emerging strategy for San Martin is a focus on Henson’s preschool and “pre-cool” (the 6- to 7-year-old age bracket) properties in year one, with efforts

to push other key Henson properties following.

Under San Martin, Henson will continue to expand on two of the company’s flagship brands, “Dinosaur Train” and “Doozers,” and officially launch three new properties to the international consumer products marketplace—“Dot,” “Word Party” and “Splash!” San Martin and team will also present for international licensing a property from under the Henson Independent Productions banner, “Elias: Rescue Team Adventures.”

Leading the charge is the four-time Emmy-nominated animated preschool series “Dinosaur Train,” which has been on-air since 2009 in the U.S., and on global TV screens since 2010. The first wave of consumer products hit market for the brand in 2012/2013, but now it is getting a reinvigorated product emphasis as it readies to unveil an all-new toy range with recently-signed global master toy partner Jazwares.

The toy re-launch is expected to debut at retail in fall



2016 in the U.S., and will then roll out internationally, coinciding with the airing of the series' fourth season.

Currently, "Dinosaur Train" is represented for licensing by a network of agents including Bulldog Licensing (the U.K.), Compania Panamericana de Licencias (Latin America), Studio Canal (France), LizenzWerft (Germany), SelectaVision (Spain), Megalicense (Russia), Jantar Projekt (Poland), Maurizio Distefano (Italy) and Al Jazeera (the Middle East). At BLE, Henson will look to expand the brand's program across multiple categories.

"We have licensing agents placed around the world, and the caliber is excellent," says San Martin. "I feel very comfortable that they know the business in their key territories."

"Doozers" is also a program focus for Henson.

"Doozers" is billed as a "modern series for modern parents" that encourages children to design, create and innovate. And modern it is—"Doozers" was the first kids' series to launch under streaming service Hulu's original programming, following earlier launches on Discovery Kids Latin America, Turner's Cartoonito in the U.K. and Italy and its Boomerang network in Germany and on Nickelodeon's Nick Jr., among various other industry-leading broadcasters around the globe.

New licensees on board for the company include Simon & Schuster for publishing and NCircle is its home entertainment partner. Simon & Schuster published two Ready-to-Read titles in August, with an additional title to hit retail shelves in December; while NCircle will launch a new "Doozers" Halloween title this fall.

"Doozers" too is getting a renewed focus with a forthcoming regional toy partner appointment in EMEA and Latin America, which is in the works.

Representing "Doozers" for licensing around the world is a network of agents that includes Bulldog Licensing (the U.K.), Biplano Licensing (France), Active Merchandising (Germany), Maurizio Distefano (Italy) and Fusion Agency (Australia).

And then there are the new launches that Henson is bringing to the global marketplace.

First up is "Dot," an all-new property based on author and

tech guru Randi Zuckerberg's picture book of the same name. (Zuckerberg is the former director of marketing for Facebook.)

The series, much as the book, will follow Dot, an inquisitive and tech-savvy girl who is quick to embark on hilarious adventures to satisfy her imagination, curiosity or latest passion armed with any tool or tech to further that play. Each episode will end with a call to action to get inspired and explore whatever peaks viewers' interest, both digitally and practically.

Henson optioned the rights to the property earlier this year and is developing a global consumer product program to coincide. Target demographic for "Dot" is girls ages 4- to 7-years-old, what San Martin calls the "pre-cool" set.

According to San Martin, at BLE, Henson will be looking to grow the licensing program for this property.

Two brand-new series are also on Henson's docket for BLE.

The series "Word Party" is the latest addition to the Henson portfolio of preschool brands.

"Word Party" is unique as it utilizes the company's proprietary puppetry technology from The Jim Henson Creature Shop, which allows puppeteers to perform digitally animated characters in real time. The show is currently in production and will debut on Netflix in 2016.

There's also "Splash!," a comprehensive new children's brand that has an eco-message that will be communicated through a multi-platform approach. The program, which will aim to transform the relationship children have with the ocean, will utilize television, consumer products, digital content and community engagement to further the brand's message.

The TV series will examine the undersea world as it follows the adventures of Splash, a curious yellow fusilier fish, and his friends from Reeftown as they explore new creatures, currents and underwater habitats.

Finally there is Henson Independent Productions' portfolio. HIP houses all Henson's third-party representations and includes "Elias: Rescue Team Adventures," an animated preschool series.

Produced by Animando in partnership with Coaz Animation, "Elias" is about a brave little rescue boat that teams with his friends to keep his home of Cozy Cove safe.

The series launched in Norway in March 2014 and garnered an 82 percent market share in its primetime time slot, says Henson, with more than 300 consumer products at retail to-date in the region.

San Martin and Henson will be meeting with potential international licensing partners at BLE in hopes of expanding the preschool brand globally. ©



WE AIN'T AFRAID OF NO GHOSTS

Sony is gearing up for a mega consumer products program to support its surefire hit *Ghostbusters* in 2016. by **BARBARA SAX**

With filming of the new *Ghostbusters* movie underway, Sony Pictures Consumer Products is capitalizing on the buzz surrounding the film with an expanded roster of licensees for both the classic and rebooted versions of the beloved franchise.

The *Ghostbusters* logo remains one of the most recognizable images in the world, with 96 percent recognition among consumers ages 13- to 54-years-old, says Sony. Even if they have never seen the original movie, its sequel or the 1997 animated series, generations of consumers know that the correct response to the question “Who you gonna call?” is “Ghostbusters.”

“The *Ghostbusters* franchise continues to resonate with consumers across all demographics,” says Mark Caplan, senior vice president, global consumer products, Sony Pictures Consumer Products. “The music, the logo and the Ecto-1 car have become iconic.”

The franchise marked its 30th anniversary in 2014 with a limited re-release of the original 1984 film and a number of new licensing agreements for classic merchandise. The anniversary kicked off with a collaboration with Krispy Kreme, the release of both *Ghostbusters* films in Blu-ray anniversary editions and a vinyl release of the film’s soundtrack.

This year, Sony will win a new generation of fans with

an all-new female cast debuting in July 2016. Kristen Wiig, Melissa McCarthy, Cecily Strong and Leslie James step into the roles made famous by comedy icons Dan Aykroyd, Bill Murray and Harold Ramis, in a re-imagining of the *Ghostbusters* team, complete with a new mission, new ghosts and a new villain. The fresh take on the film positions the franchise for even broader appeal among women and expanded opportunities in the future.

Based on its evergreen status, Sony is positioning *Ghostbusters* to become a content perennial in the mold of The Walt Disney Company’s *Star Wars* or *The Avengers*, and has formed a new production collective, Ghost Corps, to take the brand to the next level. Led by original *Ghostbusters* director Ivan Reitman, Ghost Corps will explore ways to expand the franchise through additional content, including a second movie slated for 2018 release, and the potential for television, digital, shorts and direct-to-video content.

“Ghost Corps will be part of the ecosystem of Sony Pictures, and together we’ll be building a long-term strategy for keeping content going,” says Caplan. “From a merchandising perspective, this gives us a springboard to extend the franchise beyond the movie to create a true brand.”

Caplan, who was recently promoted to his new role, will oversee and manage licensing, merchandising, location-



MARK CAPLAN
senior vice president, global
consumer products, Sony
Pictures Consumer Products

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based entertainment and interactive gaming efforts for the *Ghostbusters* brand, as well as other notable franchises.

Product for the *Ghostbusters* franchise is planned across all major categories including video games, costumes, toys, collectibles, consumer packaged goods, apparel, publishing and mobile.

Gaming will be a big component of the *Ghostbusters* licensing program. The original *Ghostbusters* video game (created by Activision) featured voice-overs from the cast of the original film and served as an extension of the original movie's storyline.

"The classic movie had a huge base of self-propelled fandom, so the game really took off when it was introduced in 2008. The reception the game received at market made us realize the untapped potential of the franchise," says Caplan.

Activision will create a console game for Xbox and PlayStation, as well as mobile games (both new and crossovers with existing games such as those based on the TV series "Family Guy" and the mobile hit "Fruit Ninja") tied to the new movie.

"Ghosts will make guest appearances in some of the most popular apps in the world, generating a lot of interest in the brand," says Caplan.

Since classic elements from the film franchise such as the Ecto-1, Slimer, the Stay Puft Marshmallow

Man, proton packs and PKE meters are such a big part of the franchise's appeal, these elements will be making appearances in the new movie. The licensing strategy encompasses classic merchandise as well as new products.

"We'll continue to work with our licensees on merchandise inspired by the imagery of the original films, while also working with new licensees signed on to develop merchandise for the 2016 remake," says Caplan.

Also according to Caplan, the style guide is versatile enough to allow mass and specialty licensees to develop differentiated product.

"The high-end collector market is an entirely different tier from the mass market, and we'll be working with partners from both tiers to create designs and products that appeal to a wide variety of consumers," he says.

Long-time partners such as Mattel and LEGO will continue to release regular offerings for collectors inspired by the imagery of the original films, and will also produce new lines of collectible figures, action figures, vehicles and role play. Funko, which already produces Pop! Vinyl figures inspired by the classic movie, will produce

new products timed to the release of the 2016 film.

Apparel licensing, always a key staple in the *Ghostbusters* classic program, will continue with partner Mad Engine producing boys' classic t-shirts and Freeze producing girls' classic t-shirts, while Hybrid will be the master licensee for mass apparel tied to the new movie.

Rubie's Costume Co., which has been on board the *Ghostbusters* program for 10 years with kids', adult and pet costumes based on the original *Ghostbusters* film, will expand its reach to include costumes based on the new movie, as well as *Ghostbusters*-themed decorations for Halloween.

A line of accessories, including backpacks, wallets, tote and duffle bags, will come from Fab Starpoint, and Hypnotic Hats will produce hosiery and hats.

Publishing is also a part of the plan.

"The official legacy book, *Ghostbusters: The Ultimate Visual History*, will be published timed to the movie," says Caplan. "The book will explore the universe of the first two films with rare behind-the-scenes images and in-depth commentary from the cast and crew. We're also working with Tor Books on a novelization, IDW on comic books and Running Press on collectible mini books that will include a sculpted collectible item. We're looking at a global reach in publishing."

In partnership with Cryptozoic, Sony will launch the first officially licensed *Ghostbusters* tabletop board game in nearly 30 years, this month. Mattel will also launch a board game based on the new movie in 2016 aimed at younger kids.

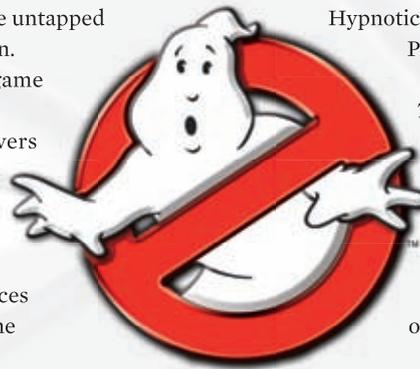
"The magic of *Ghostbusters* is that there's something for everyone," says Caplan. "Ghostbusters are empowering. Anybody can be a Ghostbuster and fight your fear of ghosts—it's a really good play pattern."

Caplan says the brand is open to exclusive opportunities.

"We have a global plan for our licensing agents in every major territory and plan to have multiple licensees in key territories such as Asia, North America and Europe," he says. "These are very important markets, and we'll be spending a lot of time developing them."

But *Ghostbusters* is not all that Sony has up its sleeve. There are two additional Sony properties to watch—*Smurfs* and *Goosebumps*.

"*Goosebumps* debuts in October and a new *Smurfs* movie is slated for March 2017 release," he says. "We're expecting good things at the box office, and that's a great opportunity for merchandising efforts." ©



GHOSTBUSTERS

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EVOLVING

MGA Entertainment, known for its innovative toys, is growing in a big way, expanding its reach as it re-launches classic properties and delivers new brands.

by **BARBARA SAX**



BRUCE MORRISON
executive vice president, global sales and licensing, MGA Entertainment

MGA Entertainment, one of the world's largest private toy companies, has made a big impact on the toy industry in 2015 with several new product lines and the refresh of its blockbuster Bratz brand. Now the company is partnering with manufacturers and retailers to develop MGAE's newest collections beyond the toy aisle to become powerhouse properties in and of themselves.

"We are the largest private toy company in the world, and we're focused on strategically expanding our portfolio beyond toys to merchandise and licensing opportunities across a number of categories," says Bruce Morrison, executive vice president, global sales and licensing, MGAE. "We have a new team in place that can drive that growth and an amazing vertically integrated sales group with strong retailer relationships, so we are able to speak with one voice to retail."

Over its 35-year history, MGAE has built compelling and cutting-edge franchises. With European offices in the U.K. and the Netherlands, MGAE maintains a strong network of licensing agents and toy distributors around the world to manage the local business, remaining operationally nimble and ensuring its new collections are at the forefront of the retail industry and consumer conversations.

"There's certainly no lack of imagination, drive or ability from MGAE," says Juli Boylan, head of global licensing, MGAE. "The business philosophy strives to create innovative brands that become a memorable part of childhood."

With Boylan serving as global head of licensing; Andrew Laughton, managing director, U.K. and EMEA;



Tina-Louise Foster managing the U.K. and Eire business; Justin McGiffin as senior director, licensing, EMEA; Diana Luna as senior director of licensing, ROW (rest of world); and Diane Goveia Gordon, managing director, MGAE Canada; the MGAE team has signed a number of new licensees for three of its key brands—Little Tikes, Bratz and its newest, Project Mc².

A classic brand of toys that set imaginations in motion, MGAE's Little Tikes brand gets preschoolers away from screen time and engages them in active play. Although Little Tikes is known for many of its iconic items such as its Cozy Coupe ride-on, it has made the transition to a lifestyle brand known for safety, durability and quality products. Little Tikes is in preliminary talks with key licensees and retailers to rollout a coordinated licensing effort across a number of product categories beginning next fall and into spring 2017.

Little Tikes most recent hit is the Lil' Ocean Explorers line, which launched in August.

"Little Tikes is all about active and imaginative play, and our new Lil' Ocean Explorers line encourages kids to get moving and helps to develop motor skills," says Morrison. "The toys have great appeal with moms, and the



JULI BOYLAN
head of global licensing, MGA Entertainment

MGA



new toys are off to a great start. Since our brand resonates with moms, we think it's the perfect time to branch out into other categories that make sense for the Little Tikes brand such as apparel, accessories, footwear and home."

Party goods and children's toiletries are two other key areas of opportunity, says Morrison.

"We make beds, desks, tables and storage bins, but we haven't offered licensed bedding previously, so that's a natural opportunity as we launch the category in the U.K. in 2016 in partnership with Character World. We own the backyard space, and parents have given us their trust, so it's a natural extension for us to expand to other areas of the house," he continues.

Morrison also says that other key categories are essential to the brand, such as imaginative play. Palamon will be the licensee for Little Tikes costumes.

"Role play and dress-up is tied so closely with our branding," says Morrison. "Our partnership with Palamon is a great example of how they are able to play off our products and create a story, such as a chef costumes that work with our play kitchens."

"Little Tikes is such a trusted name among parents," says Boylan. "The brand's high recognition makes expansion into other categories a great fit."

This summer, MGAE launched an exciting new line for girls, Project Mc², which aims to inspire girls that smart is the new cool and to leverage the growing STEAM (science, technology, engineering, arts and math) trend in the toy aisle. To ensure the line's success, MGAE took a holistic approach to the brand, launching merchandise and content at the same time.

"Although Project Mc² was conceived as a doll line, we saw a story behind it," says Morrison. "We debuted the brand as a Netflix original kid's series for kids that follows the four girls as they are recruited for a top-secret spy organization and use their innate talents to solve problems."

This new doll line launched with its own original live action series for tweens and struck a partnership

with DreamWorks Animation's multi-channel network AwesomenessTV to provide short-form content via YouTube influencers. Each doll in the line comes with an experiment kit to further the STEAM learning goals. Experiments include creating lava lights, working volcanos, glow stick necklaces and blueprint skateboards.

MGAE sees the brand expanding beyond the toy aisle and into even broader product categories.

"We're working with several partners to take this brand into fashion and home products and have signed top manufacturers including Evy of California and Awake/Hybrid for fashion apparel, as well as AME for sleepwear. Berkshire will be handling headwear and hosiery, Accessory Innovations has all bags and backpacks, Sakar has signed for electronics and Franco Manufacturing will produce bedding for both Mc² and Bratz," says Boylan.

This summer, MGAE re-launched the Bratz fashion doll franchise with an exclusive pre-sale of its new collection at Toys 'R Us in July. The brand has undergone a comprehensive overhaul since its original rollout 14-years ago, complete with a new brand theme—It's Good to be Yourself. It's Good to be a Bratz.

"Bratz is refreshed, confident and on-trend for a new generation of girls who simply want to have fun expressing their individual creativity," says Boylan.

To complement 2015's Bratz doll line, which includes the familiar characters Cloe, Yasmin, Sasha and Jade, MGAE has re-introduced a fan-favorite character, Raya, as part of the core five friends.

"There's so much white space in the girls' category but not a lot of newness, and these two brands—Bratz and Mc²—reach very different girls," says Morrison. "The Project Mc² line reaches a girl that has previously not been addressed in the doll aisle before, while the Bratz line is geared to more traditional fashion play. Retailers and licensees are loving the idea of reaching two very different demographics with separate and strong properties. That's something that is unique in this space." ©



Eye on the Prize



European sports brands such as FIFA, the Tour de France and Manchester United are taking a focused yet wide reaching approach to licensing strategies.

by NICOLE DAVIS

Fan gear has always been an integral component of any sports team's business, but recently sports merchandise programs have taken on a new tenor in response to trends in the wider consumer marketplace.

An increased interest in active lifestyles, the growing connectedness of the global marketplace and the propagation of digital products are shaping sports licensing programs worldwide, and European sports brands are leading the way.

Here's how some of the region's major franchises are tapping into current trends to grow their presence within the \$30 billion sports licensing marketplace.



Living the Lifestyle

The last decade has seen a major focus on personal health, leading to a renewed enthusiasm for active living and all the gear that comes with it among the world's consumers. As a result, a growing roster of established sports brands are bringing their professional expertise to the lifestyle space.

"There is an increase in sports participation globally, as people are more interested in living an active lifestyle. As a result, there's a bigger opportunity for retail offerings from a globally trusted brand such as PGA Tour," says Tim Smith, licensing director, IMG.

PGA Tour is taking full advantage of this opportunity,

ALL ABOUT THE KIT

One of the most high-profile deals for any sports licensee is the kit, or uniform, partnership. The past couple of years have seen a host of change-ups among official outfitters including:

- Puma launched its new long-term partnership with Arsenal FC in summer 2014. In addition to serving as the official kit partner for the team, the deal also includes the rights to a wide range of fan gear including apparel, sporting goods, back-to-school items and gifts.

- This spring, Puma was also named the master licensee of the Italian Football Federation.
- In July, Manchester United ended its partnership with Nike and named Adidas as its new equipment partner for the next 10 years.
- In what could be a game-changing move, Adidas also announced that it would market all the football clubs it outfits (Man U, Chelsea, A.C. Milan, Real Madrid and Juventus) together in a campaign called Be the Difference.

which comes on the heels of another trend in the golf world that is seeing more and more European players take part in North American events.

IMG, which now represents the golf brand worldwide, just finalized a deal with NVS Limited for a line of performance golf apparel in Europe. The apparel will be shown at Brand Licensing Europe this month before arriving on shelves for spring/summer 2016.

PGA Tour is no stranger to retail shelves in Europe and already has a successful line of training aids and gifting products that is sold across the region in department stores, sporting goods specialty retailers and online.

And the PGA Tour isn't alone in parlaying its professional expertise and brand recognition into functional products for amateur athletes. Liverpool FC, for example, signed a wide-reaching deal with Majestic Athletic in June for a global apparel line.

Standard issue fan gear is also charting a new course as consumers demand deeper engagement with the sports brands they love.

In a separate deal, IMG is also collaborating on a formalwear collection inspired by legendary footballer George Best that will include suits, shirts and gentlemen's accessories. While Manchester United has partnered with luxury watchmaker Bulova for a co-branded timepiece. The \$499 Man U watch features a whole host of subtle, significant details inspired by the club's history.

These kinds of thoughtful collaborations go well beyond basic caps and jerseys, drawing on the essence of each team's brand and offering fans a deeper level of engagement.

FCs Go Overseas

Local fans will always be at the core of any sports team's product program, however, sports franchises with an international following are focusing more and more on engaging their global supporters.

In particular, many top European football clubs have capitalized on the increasing sophistication of e-commerce solutions and ever-growing global connectivity to support and build up their base of global devotees.

Among the FCs that have recently appointed licensing agents in countries other than their own are: Liverpool, Tottenham Hotspur, Fulham, Newcastle United, Norwich City, Queens Park Rangers, Manchester City and Swansea



City Association FC (Fermata Partners in North America); Real Madrid (Dream Theatre in India and Edge Americas Sports in North and Latin America); and Juventus (Edge Americas Sports in North and Latin America).

Now these appointments are beginning to actualize deals.

Just this past July, Tottenham Hotspur announced a multi-year partnership with sports merchandise retailer Fanatics in North America for a bespoke line of apparel and headwear.

In July, U.S.-based restaurant chain Dunkin' Donuts hosted a meet-and-greet event for fans of Liverpool FC in Kuala Lumpur, Malaysia, to celebrate its promotional partnership with the club.

Manchester United has taken the digital route for some of its engagement activities in Asia. In August, the club appointed Donaco International to develop exclusive team content and branding at entertainment locations across Asia Pacific.

FIFA is perhaps the best example of a European sports franchise nurturing its international fan base. For the 2014 World Cup in Brazil, the organization launched a coordinated licensing program that reached 189 countries with product from more than 160 licensees. The group estimates that more than 150 million licensed FIFA products were sold around the world during the month-long event.

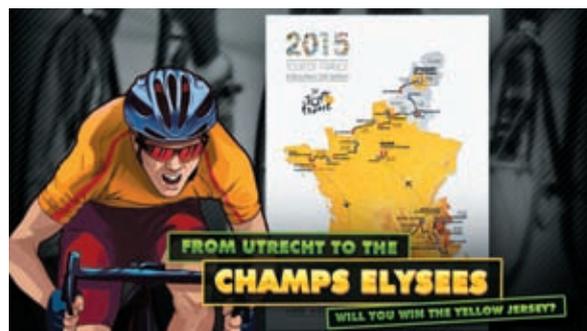
And football organizations aren't the only European sports franchises looking abroad. The Hurlingham Polo Association, polo's oldest governing body, tapped Pacific Licensing Studio in July to develop a range of clothing and luxury products for its brand in China and Southeast Asia; and Ridley Bikes Belgium is bringing its brand to Southeast Asia through a licensing deal with TI Cycles of India.

Tackling Digital

While the heart of all sports franchises is, and will remain, in the live arena, one of the goals of any merchandising program is to keep fans engaged in the time between matches. In this regard, digital activations have become an indispensable resource for teams.

Manchester United is leading the charge in this space. This year alone, the club has appointed a social casino games partner and a "digital transformation" partner.

In September, the team announced a



new global partnership with the IT services company HCL Technologies, which is now Man U's official digital transformation partner, to develop a whole host of digital initiatives for fans. These will start with the creation of a United Xperience Lab that will be housed at the team's home, Old Trafford Stadium. HCL and Man U will use the lab to explore new ways to leverage technology to create a unified fan experience for the club's 659 million global followers.

"Through digital transformation we hope to change the way in which our fans experience and interact with Manchester United," says Richard Arnold, group managing director, Man U. "Together with HCL we aim to develop innovative ways to connect with our fans around the world, providing the blueprint for other global organizations."

Man U also recently tapped KamaGames to create a portfolio of online casino games that will feature the club and its players for mobile platforms, Steam and the Xbox Live and PlayStation networks.

Video games such as Electronic Arts' "FIFA" and Konami's "Pro Evolution Soccer" have long been teams' key touch point in the digital arena, and that trend looks to continue as these games expand their scope.

In August, Konami announced plans to incorporate the UEFA Euro 2016 brand into its "PES" game series. Meanwhile, EA announced that it would be highlighting the Barclays Premier League, including more than 200 players and the stadiums of all 20 participating clubs, in "FIFA," and the game developer's newly released 2016 edition includes women's teams for the first time ever. Women's national teams from 12 countries including Australia, Brazil, China, England, Mexico, Sweden and the U.S. are now featured in several "FIFA" game modes.

Sports brands are making their way into the app space, as well. Iconicfuture created a Super League Football "table" for its "Zen Pinball" mobile game that features seven international football clubs including FC Barcelona, AC Milan and Real Madrid; and Playsoft Games launched an official mobile game for the Tour de France this July that simulated the race so fans could take part in the action. ©



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SAMPLING OF LICENSES: Frozen, Disney Princess, Mickey Mouse, Cars, Little Mix, First, One, McFlurry, Rip, Here's to, Inside Out, Nightmare Before Christmas, Disney Descendants, Teenage Mutant Ninja Turtles, Star and Friends, Springfield, Barbie, G.I. Joe, Star Wars, Star Wars Machines, Paw Patrol, Peter Rabbit, Barbie, Hot Wheels, Monster High, Hello Kitty, My Little Pony, Transformers, How to Train Your Dragon, HOME, B.O.B., Dinosaur, DC Comics, Skylanders, WWE, and Care Bears.

PRIMARY BUSINESS: Wholesale and retail accessories, licensed baby and children's, merchandise accessories and infant soft-sided shoes.

Accessory Innovations
 Kaye Wein, senior vice president, business development and licensing
 34 W. 30th Street, Suite 400, New York, NY 10005
 T: 212 213-3400
 E: kwein@accessoryinnovations.com

SAMPLING OF LICENSES: Universal (Dinobirds Me!), Mission: Impossible, Jurassic Park, Rock-A-Doodle, Rocky, Rocky Horror Show, Santa, Star Wars (Barbie), Monster High, Ever After High, Nickelodeon (Springfield), Superman, One Tree Hill, One and Friends, Ninja Turtles, Teen Paw Patrol, Blue and the Monster Machine, Unicorn!, Barbie (Gothic), Goncharova, Sesame Street, SEGA (Conti the Hedgehog, Sonic Speed), L'Oréal (Star Wars Classics, Star Wars Rebels, Star Wars Episode 7), Monster Trucks, How to Train Your Dragon, F100 Hammer, Candy Crush, Marvel Wars, Strawberry Shortcake, Cartoon Network (Regular Show, Adventure of Gumball), Global Entertainment (One Direction), Salton (Flower Rangers), Peppa Pig, Rainbow, Hello (Lil' Miss), Paw Patrol, My Little Pony, Transformers, WildBrain (Yu-Gi-Oh! Gacha), Cole Cook (The Hot Chick), Cole Cook (The Hot Chick), Cole Cook (The Hot Chick), White, Shee O'Neil, WWE, Emajulation and NatFash.

PRIMARY BUSINESS: Hair and head accessories, hairbrushes, hair-shape, luggage and headwear and cold weather accessories.

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Source: This list is prepared by company representatives. It is not intended to be all-inclusive or a ranking.

November/December 2014 www.licensemag.com 55

License! Global's annual top licensee report is the highlight of the upcoming December issue, referred to throughout the year by global retailers and licensors seeking best-in-class partners. Align yourself with these leaders by advertising in the December issue.

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KIDS' TIME

There is a huge lineup of exciting new shows at this year's MIPJunior. Here are a few standouts that also offer potential opportunities in brand licensing.

While the kids' entertainment business continues to evolve, one key factor remains the same—there is no shortage of new programs in development. As broadcasters and OTT executives gather for the annual MIPJunior event Oct. 3 and 4 at the Hotel Martinez in Cannes, France, more than 1,000 programs and projects will be offered in the kids' screening library.

In addition, several top executives from Hasbro, Nickelodeon and YouTube, along with *License! Global*, will highlight programs and speakers across the two-day event. (See sidebar on page 110.)

Under the guidance of newly appointed chief executive officer Janet Hsu, Saban Brands will take on the French Riviera with a slew of entertainment properties include "Power Rangers: Dino Charge," "Popples," "Cirque Du Soleil–Luna Petunia," "Emojiville," "La Banda" and "Digimon," as well as "Julius Jr."

Now in its 22nd season, "Power Rangers" delivered a full season of episodes this past August. The next season

of the evergreen series will roll out in early 2016 in the U.S. on Nickelodeon, followed by an international rollout soon after. The series is also extending to the big screen—in partnership with Lionsgate, Saban Brands will bow a feature film based on the franchise in January 2017.

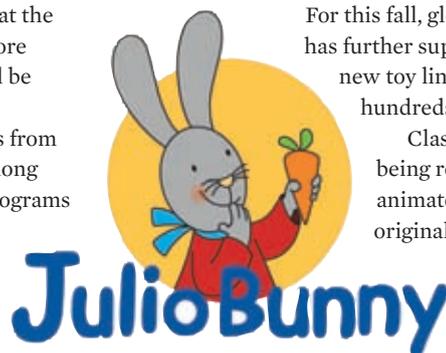
For this fall, global master toy partner Bandai America has further supported the property with a brand-new toy line, as well as themed merchandise from hundreds of other brand licensing partners.

Classic 1980s property "Popples" is being re-imagined in Saban Brands' new animated comedy series. The show, a Netflix original series for kids, will be made available exclusively on the streaming video platform worldwide this fall.

Spin Master is on board as the global master toy licensee, and product will hit market as early as December, with

more to follow in additional categories and across more retail channels in 2016. Additionally, Komar has signed on as Saban Brands' U.S. pajama partner for the series and will launch its range of girls' sleepwear next year.

"Cirque Du Soleil–Luna Petunia," a preschool property, is also bowing on Netflix. Eleven 22-minute episodes will



MIPJUNIOR CONFERENCE HIGHLIGHTS

Three keynotes and a licensing panel will highlight the MIPJunior seminar program.

- The “360° Approach of Licensing,” moderated by Tony Lisanti, global editorial director, *License! Global*, will feature Andrea Carpenter, senior director global content strategy and distribution, Home Entertainment and New Media, Mattel, U.K., and Céline Georges, marketing manager, retail, kids properties rights and international development, TF1 Licences, France. It will take place on Sunday, Oct. 4 at 11:15 a.m. at the Hotel Martinez.
- Hasbro’s Stephen Davis, executive vice president and chief content officer, will deliver the opening MIPJunior keynote on Oct. 3 at 4:45

p.m., focusing on the company’s transformation into a 360-degree entertainment provider.

- Nickelodeon’s content president Russell Hicks and hit-maker Dan Schneider (“Game Shakers,” “Sam & Cat,” “iCarly,” “Victorious,” “Henry Danger,” “Drake & Josh,” “Zoey 101,” “The Amanda Show”) will discuss what gives a program the potential to be a global phenomenon on Oct. 4 at 11:45 a.m.
- YouTube’s global head of family and learning, Malik Ducard, will address new opportunities for producers and creators to engage kids and families on Oct. 4 at 4 p.m.

For the complete two-day conference program, visit MIPJunior.com.

premiere this fall, and Saban Brands will kick off a full franchise rollout including a comprehensive consumer product line, digital content and possibly a live tour.

In partnership with Jakks Pacific, Saban Brands is also showcasing at MIPJunior “Emojiville,” a multi-platform property. Originally announced as a web series, the show received such support at Licensing Expo that it converted its strategy to include a full television series, set to launch in 2017. Jakks Pacific will support the property with a robust range of products and toys, as well as digital and mobile extensions.

Saban Brands has partnered with Univision and Simon Cowell’s Syco Entertainment to launch “La Banda,” a music-based reality entertainment competition that premiered last month on Univision. The series has already received

the green light for season two, which will air in 2016.

Saban Brands’ “Digimon Fusion” is the sixth installment of the “Digimon” franchise. The series premiered in the U.S. on Nicktoons in March and internationally in France (Canal J), Germany (Yep), Turkey (Kidz TV) and additional markets worldwide. New distribution deals for season two include Lagardere (France), FOUR (New Zealand), Dreamia (Portugal), MBC (the Middle East), with others in the pipeline. The series is also available on-demand worldwide on Netflix.

Last but not least, Saban Brands’ “Julius Jr.” concluded its second season run in August, with a blockbuster season finale that included Grammy award-winning singer Sheryl Crow, who, in addition to lending her voice talent, also recorded an original song for the show. Internationally, following placement on Disney Germany, Frisbee in Italy and Disney EMEA, “Julius Jr.” is continuing to make its mark with a variety of new distribution deals including Lagardere (Tiji Russia), ATV Turkey and season two placement with TF1 (TFou) in France, ETV South Africa and Turner U.K. (Cartoonito).

Viacom International Media Networks will be at MIPJunior with another mix of animation and live-action series. Leading the toon parade is “Shimmer & Shine,” a preschool series following the magical adventures of fraternal twin genies Shimmer and Shine as they create unintentional chaos while attempting to grant wishes for their human best friend, Leah. “Shimmer & Shine” debuted on Nickelodeon U.S. in August.

Heading VIMN’s live-action offering is new sitcom “Game Shakers.” Created by Dan Schneider,





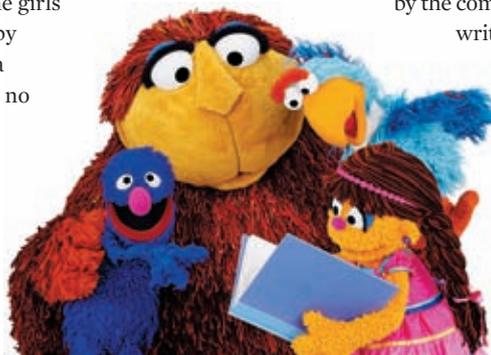
the series centers on two seventh grade girls, Babe and Kenzie, who, after creating a wildly successful mobile game app, “Sky Whale,” start a Brooklyn-based company called Game Shakers. The series debuted on Nickelodeon U.S. in September.

eOne’s latest offering, “PJ Masks,” also made its U.S. debut in September on Disney Channel and Disney Junior. Based on French author Romuald Racioppo’s imaginative picture book series *Les Pyjamasques*, the series will make its French debut on France 5 later this fall. “PJ Masks” tells the story of three young friends who transfer into their dynamic superhero alter egos—Catboy, Owlette and Gekko—when they put on their pajamas at night and activate their animal amulets. Together they embark on action-packed adventures, solving mysteries and learning valuable lessons along the way.

eOne handles global distribution and licensing of this boy-skewing series, and will be launching a full consumer products campaign to complement the show.

From a boy-skewing series to a girl-skewing series, DHX Media has something for the ladies. Commissioned by Network Ten, “Kuu Kuu Harajuku,” is a series that echoes the unique style and magic of the original “Harajuku Girls,” with animated characters Love, Angel, Baby and Music forming HJ5, a band fronted by their inspirational leader G. Super talented though the girls might be, every gig is interrupted by a fantasy-driven wild card before a single note is played. Angry aliens, no fun politicians, invading creatures and cute monster pets all get their turn at stopping the girls. But G and her friends never give up—the result is a collision of cultures and a kaleidoscope of music, fashion and style.

The setting could hardly



be more different as Toei Animation launches “Dragon Ball Super,” the first new series for the classic anime property in 18 years. Making its international debut at MIPJunior, the new series reunites all the franchise’s classic characters as, in the aftermath of his fierce battle with Manjin Buu, Goku attempts to maintain Earth’s fragile peace. Overseen by “Dragon Ball’s” original creator, Akira Toriyama, and produced with Japan’s Fuji TV, “Dragon Ball Super” will draw on its historic past, creating a bold new universe that is welcoming to fans and endearing to new viewers.

MIPJunior sees the return of another classic after an even longer break as Sesame Workshop announces the return of “Iftah Ya Simsim,” the Arabic version of “Sesame Street,” after a 25-year absence. The new series is the first production by Bidaya, the Arabic language children’s education media joint venture between Sesame Workshop and Mubadala Development Company, and began airing on national TV channels across the Gulf Cooperation Council the first weekend of September.

Education is also very much at the forefront of the thinking at TV PinGuim. The Brazilian kids’ producer has just announced the start of development for “PingPong,” a series aimed at introducing preschoolers to literacy and music. Commissioned jointly by Canada’s TVO and TV Quebec and Discovery Kids Latin America, the series is currently in development, with delivery slated for the end of 2016.

Also currently in development and slated for a 2016 delivery from Germany’s m4e is “Julio Bunny.” Based on the popular Italian children’s books by Nicolette Costa, the series finds Julio Bunny and his friends Tommy Mouse, Sally Snail, Iggy Hedgehog and Katie Goose experiencing new things and emotions in an adult-free, kid-friendly world filled with gentle creatures busy with everyday life that invites kids to bring their own life experiences to each episode and marvel at how Julio and his friends are just like them.

French animation producer Xilam will be at MIPJunior launching another animal-centric series—but this time a live action documentary. “If I Were an Animal...” is described by the company as the first wildlife documentary written as fiction and told by kids, for kids.

Each of the episodes will take the audience inside the life of one particular animal species, adopting the point-of-view of the “animal child” and his family as they start to grow up, learn the ropes and, of course, play around. The story of each animal will be narrated by budding child explorers, making it easy for kids everywhere to identify. ©

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Pop culture and brand licensing have become synonymous with social identity. Our lives are branded to the extent that, thanks to the advent of social media, we are creating our own brands on Facebook, Twitter, Instagram and YouTube every day. Brands truly rule in our lives as social media has enabled us to embrace individuality and diversity, so too have we embraced products that reflect this individuality and diversity.

It's a Digital World

Our lives have been transformed by digital devices and the Internet. These two factors combined have had more impact on social change than Gutenberg's printing press did for the Renaissance. An analysis by *The Guardian*, relying on Kantar ComTech data, asserts that the U.K. market will reach 90 percent smartphone penetration in 2016. YouTube, Vine and Instagram have now transformed the way that young people watch and engage with entertainment. As a result, there is a social layer underpinning how content drives to other content. Within platforms and apps, recommendation engines track content that users consume and make further recommendations on that basis. Brands and retailers then use these learnings to help target consumer's buying preferences. Finding engaged fans just got a whole lot easier for the licensing community!

Online Retail's Explosive Growth

According to the Centre for Retail Research, e-commerce is the fastest growing retail market in Europe. Sales in the major EMEA nations is expected to grow from £132.05 billion (€156.28 billion) in 2014 to £156.67 billion (€185.39 billion) in 2015, reaching £185.44 billion (€219.44 billion) in 2016. In 2015, overall online sales are expected to grow by 18.4 percent (same as 2014), and 13.8 percent in the U.S. on a much larger total.

This kind of explosive growth is great news for the licensing world, as it enables brands that may not have been able to get brick-and-mortar retail distribution the ability to create online stores.

Entertainment Licensing and Retail

Streaming Video-on-Demand (SVOD) services and Over-the-Top services (OTT), which refers to video delivery on the web, are now competing with terrestrial TV, cable and satellite for viewership. OTT are TV channel apps that use the Internet to deliver content. SVOD services like Netflix, Amazon Prime and Hulu are all looking to acquire unique, exclusive content that distinguishes them from their

competitors. Very soon these providers will have online retail stores to accompany their new shows. Some of the current online retailers already in this space are Delivery Agent, Cafepress, Zazzle and Spreadshirt, to name just a few.

In the U.K., nearly 70 percent of Brits have streamed online videos in the last 12 months, with 32 percent using a SVOD service. OTT video was seen by 91 percent of people ages 16- to 24-years-old in the past 12 months. This will have a strong impact on sales of licensed merchandise with the proliferation of new talent that is brand savvy—expect to see more brand extensions and licensed product coming from these new online celebrities.

Other Online Players to Watch

Twitch is a service that allows video game players to stream their gameplay across the Internet via multiple platforms. Twitch is ad-supported and currently claims more than 38 million unique viewers per month, with an average viewing session lasting 28 minutes—equivalent to the runtime of a sitcom. Last year, people watched users on Twitch for a total of 2.4 billion hours. Twitch was acquired by Amazon in August 2014 for more than \$1 billion. Imagine the e-commerce opportunities for licensors, licensees and retailers?

Another major player in this space is STEAM, an online gaming community and store.

MCN Celebrities

You need to move quickly and choose your talent carefully as tastes change rapidly among these fans. This is a great licensed category for fast fashion. Smart content producers are already working with multi-channel networks (online streaming services that supply content to YouTube and Vine) to get content aired. MCNs also have very specific, targeted data on their audience which presents a distinct advantage to licensees and retailers.

Think Global

For licensors, the key to growth lies abroad. China, India and Africa represent great opportunities for both Western brands, as well as entertainment properties looking to expand. Of the top 13 highest growing economies in 2015, seven were Asian and six were African nations. (Find a complete list at BusinessInsider.com). Finding the right agent to represent a brand in these markets is critical.

When you visit Brand Licensing Europe at Olympia, these trends should be top of mind. There are tremendous opportunities for the licensing community and they start with a visit to Brand Licensing Europe. ©



GAME OF THRONES™



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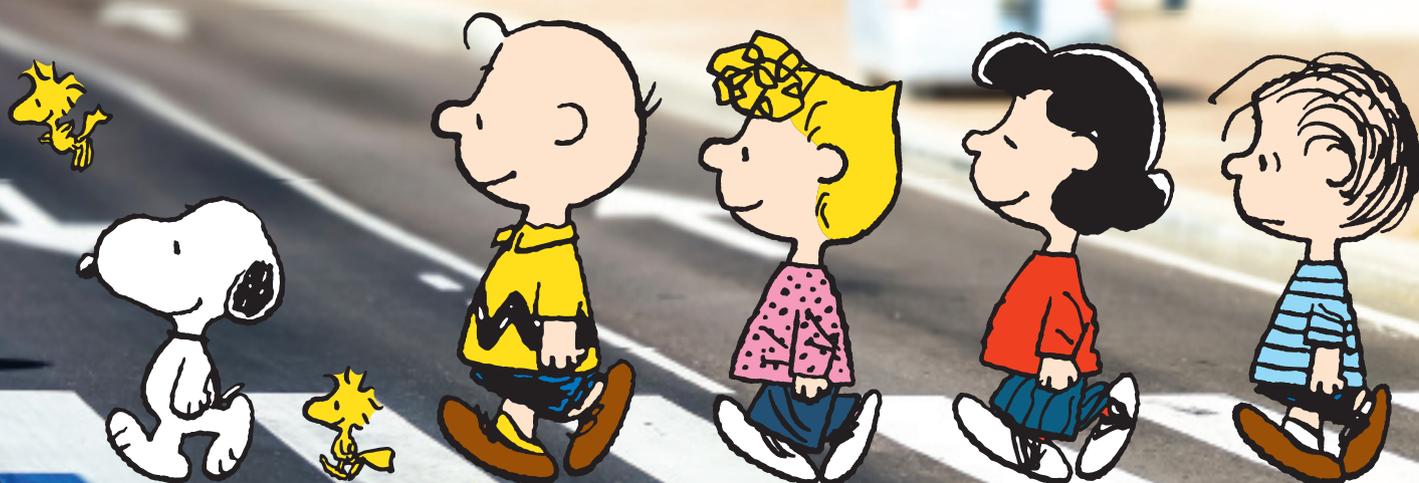
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