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## Macy's Marches On

As it steps up initiatives to celebrate its 90th anniversary, Amy Kule discusses the longstanding appeal that has made the Macy's Thanksgiving Day Parade a powerhouse program packed with entertainment, licensed characters and classic brands.

### Plus:

- Viacom Focuses on Expansion
- What's New at BLE
- Cartoon Network is Back in Action





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## 72 VIACOM VALUES EXECUTION AND EXPANSION

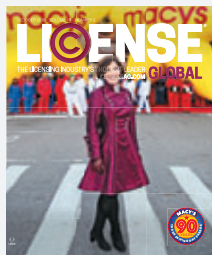
With a strong portfolio of preschool properties, the iconic MTV brand and various new initiatives, VIMN is energized and poised for growth throughout Asia, EMEA and beyond.



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Amy Kule, executive producer, parade and fireworks, and group vice president, annual events and partnership marketing, Macy's



Ron Johnson, executive vice president, consumer products, Viacom International Media Networks



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As it steps up its initiatives to celebrate the 90th anniversary, the Macy's Thanksgiving Day Parade presents a powerhouse program packed with entertainment, classic brands, a slice of nostalgia and a preview of the holiday season.

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# THE CHINA CONNECTION

With Hollywood's interest in China's entertainment market and Chinese entertainment companies' interest in the U.S., the global entertainment sector will change significantly over the next few years and the signs are already emerging.



by **TONY LISANTI**  
global editorial director

"Hollywood, watch out."

This statement was the closing comment on a recently produced segment of the CBS network's well-known news program "60 Minutes" that focused on China's filmmaking industry, its interest in the major Hollywood studios and its aggressive expansion and development plans.

The closing comment, which was made by a longtime Hollywood film producer, still reverberates with huge meaning and implications, not only for the entertainment industry overall, but also for the major film studios and the licensing sector as well. The investment by Chinese companies in the entertainment industry will likely also affect all aspects of the business including financial investment, the movie pipeline, technology, merchandising content and even censorship. Conversely, the Hollywood studios all want a slice of the lucrative Chinese entertainment market and realize how important it will be over the next decade.

Last month, Dalian Wanda Group and Sony Pictures Entertainment announced a strategic alliance that will "include equity co-financing in some cases, comprising a number of Sony Pictures' upcoming high-profile tentpole releases in China. The deal marks Wanda's first multi-picture partnership with a major studio," states Wanda's press release. "Wanda will provide its massive consumer-facing infrastructure in China to bolster Sony Pictures' commitment to broaden its global presence. The mutually beneficial deal also furthers Wanda's cross-cultural support of the global feature film industry.

"Following the acquisition of AMC and Legendary Entertainment in the U.S., Hoyts in Australia and contracts to purchase Odeon and UCI in Europe, Wanda continues to identify mutually beneficial opportunities to work with major Hollywood studios to further its position as a worldwide entertainment leader. The deal will utilize Wanda's extensive digital and physical infrastructure, including Wanda Cinema Line—Asia's largest cinema owner—as well as Wanda's 100-plus entertainment plazas, its growing theme park business and its leading electronic movie ticketing platform. Wanda recently announced a significant exhibition deal with IMAX, which will see the construction of 150 additional IMAX theaters in China."

Wanda was also involved in a possible deal with Viacom recently to acquire a stake in Paramount, but no definitive agreement has been reached. In

addition, Wanda was reportedly in preliminary talks to acquire Dick Clark Productions.

It's mind boggling just how influential Wanda already is in the entertainment business and how much more it could possibly expand in the future.

The skyrocketing box office performance in China, which was projected to grow as much as 30 percent this year, has slowed down in recent weeks, according to Box Office Mojo. Regardless, the opportunities for growth remain strong as Chinese consumers' appetite for films and the opening of new movie theaters continues at a record pace. The China box office will likely surpass the U.S. box office at some point over the next several years, so a minor slowdown is irrelevant in the big picture.

Another challenging aspect of Hollywood studios partnerships with Chinese companies and filmmakers is censorship. It is uncertain whether or not this will become a major issue or deterrent, but it will definitely spark some interesting discussions.

As the global entertainment business continues to evolve alongside expansion in China, the licensing business stands to prosper significantly. In the Viacom International Media Networks exclusive story, which begins on page 72, Ron Johnson, executive vice president, consumer products, VIMN, explains that he is bullish about the opportunities in China, telling *License Global* that China could be VIMN's biggest market in 10 years.

In addition, there have been several deals for location-based entertainment made by U.S. licensors in China including Disney, which opened its first theme park in Shanghai in June; DreamWorks, which has a Shanghai theme park scheduled to open next year; and Discovery Enterprises for Discovery Adventures, which recently opened a themed experience at Moganshan Park in Zhejiang province in East China. And it's no surprise that Wanda also entered the theme park business opening the Wanda Cultural Tourism City in May in Nanchang, with plans for 20 more theme parks to open in China and in five other countries by 2020.

With China's huge population and emerging middle class, a strong penchant for entertainment and a willingness to buy licensed merchandise, the potential for U.S. studios to expand in China and Chinese companies to expand in the U.S. will be a game changer.

There's a lot of meaning in that statement: "Hollywood, watch out." ©





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# HOLIDAY WISH LISTS A BIG WIN FOR LICENSORS

It's time to deck the halls with licensed merchandise, and the 2016 holiday season is again proving that licensed toys are big winners with retailers and consumers as the hottest items are revealed.



by **AMANDA CIOLETTI**  
content and marketing manager

It seems that every year I say the same thing (and I'm sure you do too): "I can't believe it's the holidays again!" This year is no different, and, as I write this story in September for publishing in the October issue, I still find myself marveling at how quickly the holidays have snuck up yet again.

Jarring timing aside, fall is the time of year when the major retailers reveal their holiday gift guides, and sure enough (and at no surprise to *License Global* readers), licensed properties are factoring huge into the must-have lists across the board, whether in the U.S. or the U.K.

Everyone from Target to Toys 'R' Us, Walmart, Argos and Kohl's are predicting that licenses will yet again find their way onto children's wish lists, and the consensus is that many of the very same products and properties are showing up across multiple retailers.

Brands from companies such as Nickelodeon, Disney, Mattel, DreamWorks, Entertainment One and Hasbro are trending strong around the globe.

In the U.K. and the U.S., Toys 'R' Us is calling Hasbro's Furby Connect a real winner, despite its higher price point; and on both continents Nickelodeon's "Paw Patrol" property has made the Top 10 list. In the U.K., TRU says the "Paw Patrol" Air Patroller (at a cool £39.99) will find its way under Christmas trees, while stateside, the "Paw Patrol" Zoomer Marshall is the retailer's pick. TRU's U.K. Top 10 also include the *Minions* Pie Face game, a

Universal and Hasbro collaboration; Hasbro's Nerf Tri Strike (also a holiday winner for retailers Argos and Amazon); and the Num Noms Glossy Lip Gloss truck from MGA Entertainment, which also finds a place on the North America list. In the U.S., topping TRU's holiday predictions is the "PJ Masks" Headquarters play set, based on the animated series from Entertainment One; the DreamWorks *Trolls* Hug Time Poppy doll from Hasbro; the *Star Wars* InteracTech Stormtrooper action figure; and from Pokémon International and Tomy, the Pokémon Z-Ring interactive set.

Walmart took a different approach to narrowing down its holiday predictions, instead relying on the very customers themselves—kids—to select what they think is the coolest. Its Chosen By Kids top toy list includes retailer exclusive products as well, most of them licensed. Items such as the "Teenage Mutant Ninja Turtles" remote control skateboarding Mikey figure ("TMNT" actually made at least two appearances on Walmart's top list) and the Disney Princess carriage made the retailer's Top 25. Other big hits include MGA's Num Noms Lip Gloss Truck (so clearly, this is an on-fire item); a "Doc McStuffins Hospital" care cart from Disney; the *Batman v. Superman: Dawn of Justice* Batcave play set, based on the Warner Bros. film; and the My Little Pony Explore Equestria Crystal Empire castle play set from Hasbro. "Paw Patrol," *Star Wars*, Nerf, Hot Wheels, Barbie and more also make the list.

At U.S.-based retailer Kohl's, licensed properties are again factoring into holiday must-haves, with properties like *Trolls*, *Star Wars*, Marvel's *Captain America* (which actually secured two spots—for the Marvel *Captain America* magnetic role play set and the Funko POP! Marvel *Captain America* 75th anniversary collectible), "Paw Patrol," "Peppa Pig," Barbie and Hot Wheels each finding a spot on the list.

Of course proprietary brands are ever-present on these holiday round-ups too, but for many of them there is a licensing component at some level. Think Num Noms, which is launching its global consumer product program across the U.K. and EMEA this fall (see page 32 for the full story) and Moose Toys' Shopkins, which has been the breakout licensing powerhouse for the past two years. ©

"EVERYONE FROM TARGET TO TOYS 'R' US, WALMART, ARGOS AND KOHL'S ARE PREDICTING THAT LICENSES WILL YET AGAIN FIND THEIR WAY ONTO CHILDREN'S WISH LISTS, AND THE CONSENSUS IS THAT MANY OF THE VERY SAME PRODUCTS AND PROPERTIES ARE SHOWING UP ACROSS MULTIPLE RETAILERS."





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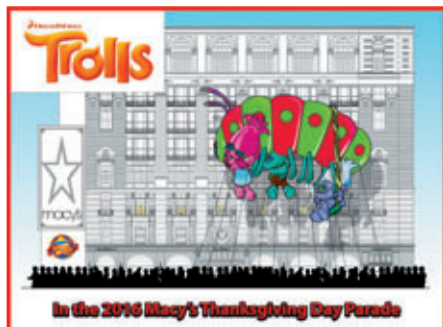
# Macy's Highlights DWA's *Trolls*

Macy's and DreamWorks Animation have joined forces to showcase the studio's upcoming film *Trolls* through a host of exclusive products, activations and more.

Macy's will offer an assortment of themed merchandise including pajamas, t-shirts, sweaters, jackets, bags, shoes, rings and hats, among other products. The retailer has also tapped fashion designer Betsey Johnson to create Betsey Johnson xox *Trolls*, which includes jewelry, sleepwear, handbags, mugs, notebooks, umbrellas and more.

In late September, the film will be highlighted at select stores across the U.S. with window and in-store displays, including a visual presentation at Macy's flagship store at Herald Square in New York City, which marks the first time the store's signature sign will be used to promote a partnership of this kind. Further promotional support for the campaign will include a comprehensive advertising campaign featuring print/outdoor, social, digital, in-store and online marketing.

Additionally, characters from the film will debut a new giant helium balloon in the 90th Anniversary Macy's Thanksgiving Day Parade, Nov. 24.



"We can't wait to kick off Macy's hair-raising collaboration with DreamWorks Animation for the launch of the animated feature film *Trolls*," says Tim Baxter, chief merchandising officer, Macy's. "This collaboration truly exemplifies our ability to create unique experiences

for Macy's shoppers as we incorporate *Trolls* exclusive product across apparel, accessories, cosmetics and home, and punctuate the product with in-store celebrations, visual merchandising, advertising and signature entertainment events. This fall, Macy's stores will be the hub of *Trolls* fun and happiness."

The *Trolls* at Macy's campaign was also featured at Macy's Presents Fashion's Front Row, the company's fashion and music kickoff to New York Fashion Week, with the world premiere of Betsey Johnson xox *Trolls*.

The new *Trolls*-inspired products are now available at Macy's. *Trolls* is set to hit U.S. theaters, Nov. 4.

"The world of DreamWorks Animation's *Trolls* is a unique and vibrant celebration of color, texture and personality, and Macy's has done an outstanding job of bringing it to life across categories and signature events," says Jim Fielding, global head, consumer products, DWA. "From the exclusive products to fabulous in-store events and innovative promotional efforts, Macy's will be at the heart of *Trolls* happiness this fall. We can't wait to celebrate with Macy's shoppers and see them add a little extra sparkle to their lives."



## All3Media Shakes it Up, Inside and Out

All3Media International recently announced a plethora of media initiatives.

One of the U.K.'s largest independent TV, film and digital production and distribution companies, All3Media will launch a host of new initiatives designed to maximize revenue streams and open up new licensing ventures.

Among the goings-on are:

- Lisa Festa, digital and interactive manager, All3Media, is responsible for looking into all digital and ancillary opportunities internationally to maximize revenue streams. She will be working with Juliette Muller on the licensing project. The duo is also responsible for the management of consumer product launches and interactivity around

the key formats in the A3M catalog. Festa previously held the title of social media manager at Little Dot Studios and social campaign manager at DOCO. During her latter tenure, she was heavily involved in the media planning and buying process for companies such as NBCUniversal, Xbox, Tesco and *The Guardian*.

- The first board game based on "Midsomer Murders" is here in the form of a special edition of the murder mystery game Cluedo (otherwise known as Clue in North America). It's currently available on Amazon. All3Media is in talks to license "Midsomer Murders" via a local Amazon shop featuring tea trays and other such merchandise for global sales.

- The "Midsomer Murders" plan will follow that of "Miss Fisher's Murder Mysteries," which was recently showcased at June's Licensing Expo in Las Vegas, Nev., under licensing agency Knockout Licensing. Current products consist of a wall calendar and t-shirts, as well as a coloring book that has been produced with the intent to be sold globally with a focus on the U.S.
- Finally, a TOWIEmoji keyboard was released in July on iTunes, Google Play and in the Amazon app store. The keyboard aims to let users access "TOWIE" stickers featuring characters and their expressions from the British "scripted reality" TV soap opera.





WE'RE A MOVEMENT





## Mondo TV, CJ E&M Reach Deal for 'Robot Trains'

Rome, Italy-based Mondo TV recently announced an agreement with Korean content and marketing company CJ E&M to serve as the TV distributor and licensing agent in many new territories for the animated action-adventure show "Robot Trains."

One of the largest European producers and distributors of animated content,

Mondo TV will dole out "Robot Trains" to Turkey, the Middle East, Africa, Portugal, Spain, Italy and Israel. It will also serve as licensing agent in the aforementioned European countries including the Middle East.

"We are thrilled to be working alongside one of the most innovative content companies in Asia on this exciting show, which we are sure will enjoy a very positive response," says Matteo Corradi, chief executive officer, Mondo TV. "'Robot Trains' brings together action, humor, lovable characters and fantastic designs in a show with enormous appeal to its target audience."

The new HD CGI series, which is targeted at children ages 3 to 6, tells the story of the brave and funny inhabitants of Train World and their battles to save their town from evil forces.

"Robot Trains" is expected to experience strong licensing support, most notably in toys, but also in games, apparel, homewares and publishing. The show has gained traction in Korea, where it was on seven different channels and even made it to No. 1 on terrestrial station SBS, says Mondo TV.

"We are very excited about working with Mondo TV on 'Robot Trains,'" says Dongsik Shin, senior vice president, CJ E&M Animation. "With the success of the series in the domestic market, we hope it expands for broader audiences."



## Rainbow Names 'Regal Academy' Master Toy

Rainbow has appointed Auldey Toys of North America, a subsidiary of The Alpha Group, as the North American master toy licensee for its animated series "Regal Academy."

Auldey Toys' first toy range will include a full line of fashion dolls and play sets, spanning 14 SKUs across seven assortments. The toy line's launch will also include robust TV and marketing support.

"We are thrilled to have Auldey Toys on board," says Cristiana Buzzelli, senior vice president, sales and acquisitions, Rainbow. "The toy line is looking beautiful, with good assortments for the initial launch. 'Regal Academy's' initial TV ratings so far have been very strong, so we are hoping for strong sales at retail. We are excited to be working with Auldey who shares our passion and vision for the brand, and together we can't wait to bring the brand to life through great toys for fans of the show soon."

The "Regal Academy" toy line was unveiled at the Dallas Toy Preview in Dallas, Texas, Sept. 27-29.

"We are excited to enter into this new category with Rainbow as our partner," says Adrian Roche, president, Auldey Toys of North America. "The 'Regal Academy' line of dolls and play sets reflect the engaging storytelling, elegant animation style, rich colors and magical elements that can be seen throughout every episode. We believe that the comedic style of the show with light-hearted, magical, yet relatable characters and storylines, will resonate well with girls, and having Nickelodeon as the global broadcaster will deliver outstanding viewership to create lots of 'Regal Academy' fans."

"Regal Academy" follows Rose Cinderella, the granddaughter of Cinderella, as she enters the Regal Academy where she embarks on a series of adventures with her classmates, who also have fairytale heritage and belong to the school's founding families.







AND OUR FANS MAKE US.

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# Brandgenuity Tackles NFLPA

The National Football League Players Association, via its licensing arm NFL Players Inc., has retained Brandgenuity to grow and manage its licensing program in Europe.

“Brandgenuity has invaluable experience negotiating and managing creative licensing partnerships, and will play a key role in expanding the NFLPA licensing program in Europe,” says Steve Scebelo, vice president, licensing and business development, NFLPA. “As the popularity of American football continues to rise in Europe, we are excited to team up with Brandgenuity to connect European fans with their favorite players on new products, at retail and at events.”

NFL Players Inc. is the only company that offers exclusive group licensing rights to more than 2,000 active NFL players. It provides manufacturers and retailers access to player names, numbers, signatures, likenesses, voices and a newly launched NFLPA-owned catalog of player emojis. The NFLPA also connects brands directly with its players for marketing endorsements and appearances.

The NFLPA has built a licensing program in North America that includes 86 licensees and generates more than \$1.5 billion in retail sales.

“We cannot wait to work with the NFLPA

team to build a robust licensing effort in Europe, and bring fans closer to the game and the players they admire,” says Teri Niadna, managing director, Brandgenuity Europe. “The appetite for American football in Europe is palpable, and the growth has been tremendous for many years now. With global stars like Tom Brady, Aaron Rodgers and Russell Wilson and an increasing number of European-born players—Sebastian Vollmer and Moritz Böhringer, for instance—licensees will have access to genuine player assets.”

Brandgenuity will showcase the NFLPA at Brand Licensing Europe, Oct. 11-13.

# CN to Launch ‘Adventure Time’ VR Game

Cartoon Network will release a new virtual reality mobile game and branded viewer based on its animated series “Adventure Time.”

Titled, “I See Ooo,” the new game will transport fans to the Land of Ooo to take on three different games—“Glider Flight,” “Snowball Fight” and “Puzzle Path”—each with 20 levels and various degrees of difficulty. The new game was developed by U.K.-based VR specialist Opposable.

In addition, a Jake the Dog-branded viewer will be available for the game, as well as other VR mobile games.

“I can’t think of a more perfect show to highlight this exciting new technology than the quirky and unpredictable ‘Adventure Time,’” says Johanne Broadfield, vice president, Cartoon Network Enterprises, Turner EMEA. “Its licensing potential and social currency gives

us so much scope when creating new ways for fans to play and interact with the brand—and, in this instance, we have an amazing, one-of-a-kind offering that not only allows kids to try out virtual reality gaming, but also gives them the chance to become Jake the Dog with a fully customized VR viewer.”

The “I See Ooo” VR viewer launched at Forbidden Planet and PyramidShop.com, Sept. 29, in the U.K. and Nordics. The mobile game will launch the same day as a Google Play exclusive promotion.

“At Turner we are committed to creating and developing the best content for audiences and ensuring that our viewers are able to experience our brands across multiple platforms, windows and devices,” says Patricia Hidalgo, chief content officer, kids, Turner EMEA, and international kids strategy, Turner. “This comprehensive, immersive new VR experience for ‘Adventure Time’ is an excellent example of how we are continually looking to innovate and offer fans new ways to interact with their favorite shows and characters—on a deeper level than ever before.”





# HEY DUGGEE



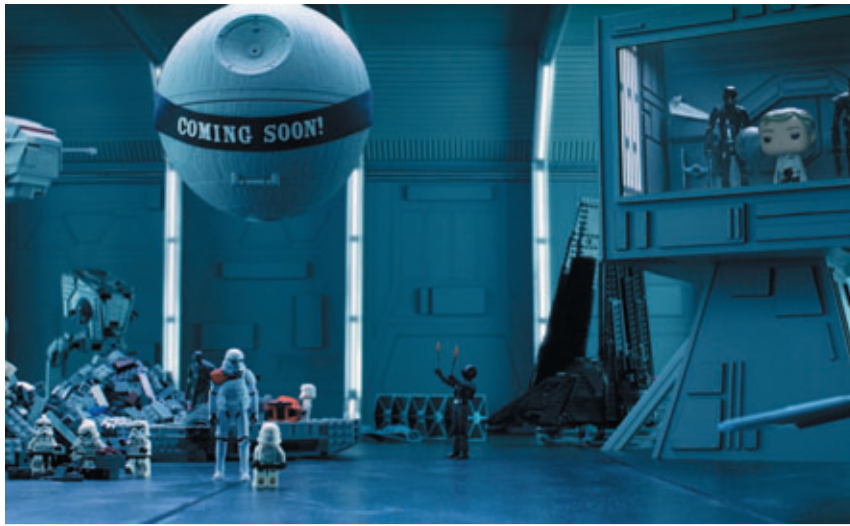
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## Disney to Launch *Rogue One* Toys

Disney Consumer Products and Interactive Media is gearing up to reveal the consumer product program for the upcoming film *Rogue One: A Star Wars Story*, and has tapped *Star Wars* super fans to debut the products through a series of fan-made animated shorts.

The full range of *Rogue One* and *Star Wars* products became available globally, Sept. 30.

Created in collaboration with creative network Tongal, a team was assembled to write, direct and produce original, fan-made stop-motion shorts, titled “Rogue Stories,” starring key *Rogue One* toys from Hasbro, LEGO, Funko, Jakks Pacific, Mattel and Disney Story as the toys track down the building instructions to the LEGO *Star Wars* Death Star set, which have been misplaced by the Empire.

A number of the videos were launched on the *Star Wars* YouTube channel, with new installments rolled out during the month of September.

“These fan-created shorts are a tribute to the incredible content that the *Star Wars* community posts online every day,” says Jimmy Pitaro, chairman, DCPI. “The Go Rogue

campaign was designed with *Star Wars* fans in mind—we want them to be front and center in the run up to *Rogue One* by imagining and creating their own ‘Rogue Stories.’”

Additionally, the new videos will kick off a global user-generated content contest. Winners of the contest, which began Sept. 30, will be invited to Lucasfilm to attend a screening of *Rogue One*.

“I’ve been a *Star Wars* fan my whole life, so this is a dream project,” says James DeJulio, co-founder, Tongal. “It’s been amazing to see what an inspiration *Star Wars* has been to so many members of our creative community, whether that’s coming up with their own *Star Wars* storylines, or playing out scenes with *Star Wars* toys at home with their kids. I’m excited to share this first ‘Rogue Story’ with the world and hope it inspires other fans to share theirs.”

A number of items from “Rogue Stories” are currently on sale at mass retailers, Disney Store locations and on DisneyStore.com.

*Rogue One: A Star Wars Story* will hit U.S. theaters Dec. 16.

## WBCP Announces *Fantastic Beasts and Where to Find Them*’s Licensing Program

The next chapter in the Wizarding World of Harry Potter is almost upon us, and as such Warner Bros. Consumer Products recently announced the worldwide launch of the licensing and merchandising program for the upcoming film *Fantastic Beasts and Where to Find Them*. The program brings an array of product licensees and retailers from the U.S., the U.K., France, Germany, Japan, Brazil and more countries throughout North America, EMEA, Asia Pacific and Latin America.

The *Harry Potter* spinoff’s merchandise and licensing program will feature replica artifacts for collectors, a range of apparel and accessories, specifically curated lifestyle programs and more to bring the film’s characters, creatures and locations to life. The licensing program also will include a publishing program, stationery, collectibles, gifts and novelties and home decor.

Holding down the global collection fort are programs with Scholastic, HarperCollins and Insight Editions featuring children’s and adult tie-in books that navigate readers through the filmmaking process via details about the creative, art and design, and includes interviews with the cast and filmmakers. The publishing programs also includes interactive coloring books, postcard collections and deluxe novelty and paper-engineered books across a variety of formats.

J.K. Rowling’s screenwriting debut will offer high-end collectibles including character wands, plush and other film replicas from the Noble Collection, and stylized vinyl figurines from Funko. In addition, Bioworld will offer a collection of apparel and accessories, Elope has been tapped for fashion accessories, Jacmel and Carat Shop will create jewelry collections and Northwest is on board for bedding.

Barnes & Noble is supporting the movie, out Nov. 18, in the U.S. with Funko exclusives, as well as collectibles, stationery, gifts, apparel and an expanded publishing program. Books-a-Million also has a publishing program in the country, while other U.S. licensees include Candlewick Press, Tervis, Silver Buffalo and Trends International with home décor and novelties; Hyp Hats with accessories and gifts; and Loot Crate with a Wizarding World-themed subscription box and surprise *Harry Potter*-branded items.

In the U.K., retailers and partners include Harrods; Platform 9 ¾; Tesco; Sainsbury’s; Pyramid; and GB Eye. Partners throughout EMEA include Primark; Carrefour in France; key bookstores in Italy; Fnac in France and Spain; and Elbenworld in Germany.







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BBC

DOCTOR WHO



## NBCU Uncovers *Jurassic World* Exhibit

NBCUniversal Brand Development has partnered with Imagine Exhibitions to launch the North American premiere of “*Jurassic World: The Exhibition*” at The Franklin Institute in Philadelphia, Penn.

“*Jurassic World: The Exhibition*” will feature life-size animatronic dinosaurs, designed by Creature Technology Company, set in environments based on the film. It will also allow guests to experience a simulation of an actual visit and tour to the park as seen in *Jurassic World*, including re-creations of moments from the movie.

The exhibition made its world premiere in Melbourne, Australia, at the Melbourne Museum in March.

“Bringing *Jurassic World* to life as an interactive exhibit is truly an awe-inspiring guest experience. We’ve been so pleased with the incredible engagement that ‘*Jurassic World: The Exhibition*’ has experienced in Melbourne, Australia, now is the perfect time to bring the exhibit to Philadelphia and the U.S.,” says David O’Connor, executive vice president, global brand marketing and partnerships, Universal Pictures. “Creating immersive, new ways for consumers to interact with *Jurassic World* is part of our long-term plan to extend and deepen touchpoints with the brand worldwide.”

“*Jurassic World: The Exhibition*” will make its U.S. premiere, Nov. 25, and will run through April 2017.

“We are thrilled to host ‘*Jurassic World: The Exhibition*’ this fall at The Franklin Institute. Dinosaurs are extremely fascinating creatures, plain and simple. People of all ages continue to be in awe of them, and scientists will never stop learning from them,” says Larry Dubinski, president and chief executive officer, The



Franklin Institute. “Paleontologist and exhibit advisor Jack Horner made his first discovery at the age of 8 and has not stopped digging since. That is exactly the impact we hope this exhibit has on children and all visitors—peaking their curiosity and inspiring them to never stop digging, exploring and learning.”



## GBG, Katy Perry Form Joint Venture

Global Brands Group and Katy Perry have joined forces to create a joint venture in a deal that expands on the team’s recent footwear partnership.

The new joint venture will aim to grow Katy Perry’s brand into new consumer product categories, capitalizing on the strengths of both.

“I’m excited that Global Brands Group is my partner because they hear and trust my vision, and bring expertise and knowledge that I’m absorbing and applying in a smart and creative way,” says Perry. “Our footwear partnership is a strong foundation for endless opportunities as we explore the next natural design branches together.”

The first category to launch is the previously announced Katy Perry footwear collection, which will be available in the U.S. and internationally next spring.

“Katy Perry is one of the most popular and well-recognized personalities in the world,” says Bruce Rockowitz, chief executive officer and vice chairman, GBG. “She pushes boundaries professionally and stylistically, setting trends along the way. We are extremely pleased about the positive response we have already received around the footwear collection and look forward to the exciting opportunities this expanded partnership has to offer.”





# SHERLOCK

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## Fox Serves Up 'Bob's Burgers'

Twentieth Century Fox Consumer Products has tapped several new licensees for merchandise in the U.K. based on the animated comedy series "Bob's Burgers."

The series' U.K. merchandise rollout is currently underway with apparel licensee Trademark Products' range of adult t-shirts now available at retailers HMV, Amazon, Primark and Pennies. Additionally, GB Eye will launch a branded gift line that includes posters and mugs at HMV and Forbidden Planet later this year.

Other key licensing partners for the program include Kid Robot/NECA, Funko and Rizzoli Publishing, which will release *The Official Bob's Burgers Coloring Book* this fall.

Meanwhile, fashion retailer Hot Topic has also just completed a U.S. promotion across 650 stores.

"We're thrilled to announce that 'Bob's Burgers' is officially open for business," says Sandra Vauthier-Cellier, senior vice president, Fox Consumer Products EMEA. "There is a real appetite for this razor-sharp comedy, and it is a great example of the tongue-in-cheek, animated shows that Twentieth Century Fox Television is known for. The brand plays to our proven strengths of developing brands and licensing programs for the discerning Millennial audience—'Bob's Burgers' has all the potential to be one of the hottest openings of Brand Licensing Europe 2016."



## Coca-Cola Builds on Homewares Program

Coca-Cola has tapped Crates and Pallet to launch a new line of licensed homewares featuring the soda brand's vintage trademarks.

The new collection will include crates with metal accents, craft pallets for wall hangings, serving trays, six-pack beverage carriers, a bottle opener and coasters.

"Crates and Pallet is a leader in the home décor space," says Becky Anderson, licensing manager, Coca-Cola. "DIY bloggers and TV hosts have created a lot of demand for rustic and vintage products. With our legacy and history of 'delivering refreshment' the collaboration of Coca-Cola licensing and Crates and Pallet is a great fit."

Crates and Pallet's Coca-Cola

range will be available online at CratesandPallet.com, Houzz.com, Wayfair.com and HomeDepot.com, as well as at Coca-Cola stores in Atlanta, Ga., Orlando, Fla., and Las Vegas, Nev.

"Coca-Cola is in itself an icon, and we are thrilled to bring to market this new range of products which appeal to consumers seeking nostalgia as well as those who have an eye for retro visual design," says Kara Deason, director, marketing, Crates and Pallet. "Authenticity to the Coca-Cola brand is evident in this collection, and we look forward to developing even more fantastic products in our line of crate and pallet wood products with the iconic Coca-Cola trademark."





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# Cherokee Steps Up Flip Flop Shops

Flip Flop Shops, a subsidiary of Cherokee Global Brands, has revealed its future growth initiatives, focusing on format innovations, channel expansion and a brand launch.

Since its acquisition of Flip Flop Shops last year, Cherokee Global Brands has focused on growing the brand by exploring large-scale partnerships in the U.S., Europe, Australia, Asia and Latin America, and by expanding into new channels of distribution including retail stores, shop-in-shops, mobile and e-commerce.

“As the one-year anniversary of our acquisition of Flip Flop Shops nears, it’s great to see momentum building on so many levels despite the challenging domestic retail environment,” says Howard Siegel, president and chief operating officer, Cherokee. “We are looking forward to building on the numerous growth opportunities to come.

Current initiatives include an expansion to e-commerce with FlipFlopShops.com, which is slated to launch this month; 300-square-foot super kiosks, which are slated for rollout across the U.S. and will



provide additional distribution channels for the brand; and an introduction of the Everyday California line of casual footwear for men and women in spring 2017 within Flip Flop Shops and on FlipFlopShops.com. The collection will be created by Cobian and will feature Everyday California’s logo.

Flip Flop Shops currently operates approximately 100 retail franchise locations in the U.S., Canada, the Caribbean, the Middle East and South Africa, with more than 100 additional shops in development worldwide. “Given our aggressive growth plans, we’re particularly excited about identifying and cultivating relationships with seasoned operators who can become multi-unit franchisees, especially those who can quickly open and operate shops in desirable markets,” says Brian Curin, president, Flip Flop Shops. “Channel and format innovation remain key differentiators and growth drivers for us and will help us achieve our goal of doubling our store growth in 2017.”

## CPLG Appoints Grant as Global Business Development Director

CPLG recently announced the appointment of Libby Grant as global business development director, brands, to spearhead the portfolio’s expansion and develop the DHX Media subsidiary’s brands representation.

Grant was a founding partner and director of Fluid World, which was responsible for growing the Hello Kitty brand. She most recently managed the licensing for design brand Tokidoki and interior design company Designers Guild.

“I am really excited to be joining CPLG at such a key stage of their expansion and with such strategic focus on growing the brands side of their business,” says Grant. “With a strong network of offices and talent, as well as some fantastic brand representation to be announced shortly, I have no doubt that the brands division will quickly become a significant driver of the overall CPLG business moving forward.”

# Earthbound Steers Honda Program

American Honda Motor Co. has appointed Earthbound Brands to take the wheel and drive the company’s licensing program.

The New York-based agency will now assume control of the car company’s existing licensing program, which is currently comprised of more than 100 partners across multiple categories.

“American Honda is a powerhouse in the automotive and powersports industries, long known for reliability and superlative products, we feel that success should translate at retail too,” says Jeffrey Cohen, chief executive officer,

Earthbound. “We have built our reputation on extending the reach of corporate brands through smart, strategic licensing programs and I think we’ll be able to use this focus and expertise to do the same for American Honda.”

Moving forward, Earthbound will concentrate on lifestyle apparel, accessories, motorcycle gear and equipment, bicycles, toys and games, appliances and electronics, auto care and accessories, novelty products and gaming products for the automakers Honda/Acura Automotive and Honda Powersports brands.

“[American Honda was] looking for a partner that understands our brands and can develop an integrated licensing program that strategically strengthens and extends our brands,” says David Heath, senior manager, brand licensing and corporate marketing programs, American Honda. “We look forward to working with Earthbound to accomplish these goals.”

American Honda will join a host of corporate brands at Earthbound including DuPont, *Cooking Light*, *Better Homes and Gardens*, *Cover Girl* and *InStyle*, among others.



# ROBOCAR POLI



**ROBOCAR POLI TV Series  
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UK



Italy





# Licensing Expo to Join Int'l Buyer Program

Licensing Expo, the world's largest licensing industry event, has announced that it has been selected to participate in the U.S. Department of Commerce's International Buyer Program Select.

The program will enlist the U.S. Department of Commerce's global network to recruit pre-screened international manufacturers and retailers to attend Licensing Expo and meet with exhibitors.

IBP Select is a joint government-industry effort that brings thousands of international buyers to the U.S. for business-to-business matchmaking with American firms exhibiting at major industry trade shows. Every year, the IBP facilitates billions of dollars of new business between U.S. and international companies.

Through Licensing Expo, IBP Select will give exhibitors valuable access to more potential international licensing partners from China, Mexico, Canada, South Korea and Japan at the show. These markets collectively represent \$169.2 billion in annual retail sales of licensed merchandise, according to the International Licensing Industry Merchandisers' Association's annual Global Licensing Industry Survey 2016 report.

"Being chosen from many applicants for IBP Select means that the show and our

exhibitors will benefit from promotion in our five chosen internationals and across the U.S.," says Jessica Blue, senior vice president, licensing, UBM Americas. "We look forward to working with the IBP and assisting our exhibitors with leveraging international opportunities at Licensing Expo, the global meeting place for the licensing industry."

On site, IBP Select specialists will assist with pairing U.S. brands, international licensees, manufacturers and retailers, as part of the Licensing Expo Matchmaking Service. The IBP will help enable all U.S.-based Licensing Expo exhibitors and international attendees to find and meet prospective licensing partners based on their objectives with guidance from experienced staff.

IBP Select's on-site International Business Center will host two international trade specialists to help guide exhibitors looking to extend their brands outside the U.S.

"Our team is very excited to support Licensing Expo 2017 via the IBP Select project and bring our expertise to the show," says Andrea DaSilva, global team leader, media and entertainment industries, International Trade Administration, U.S. Department of Commerce. "With more than 100 export assistance offices domestically and over 70 overseas with trade

specialists ready to support U.S. exports, Licensing Expo offers a unique opportunity for our team to recruit buyers across multiple licensing sectors from overseas. We look forward to meeting with as many exhibitors at the International Business Center as possible and connecting them with our program and international manufacturers and retailers."

**LAS VEGAS LICENSING EXPO 2017**

Licensing Expo, the longest consistently running licensing trade show, has connected the world's most influential entertainment, character, fashion, art and corporate brand owners and agents with consumer goods manufacturers, licensees and retailers for more than 35 years. Attendees come to spot trends, build strategic partnerships and secure promotional tie-ins.

Sponsored by LIMA, Licensing Expo will take place May 23-25, 2017, at the Mandalay Bay Convention Center in Las Vegas, Nev.

Complimentary registration for Licensing Expo 2017 will be available in the months leading up to the show at [LicensingExpo.com/2017](http://LicensingExpo.com/2017).

## New Episodes and a Style Guide Planned for 'Peppa Pig'

Not only are there 52 new episodes of the preschool animated series "Peppa Pig" on the horizon, but now licensees can further capitalize on the program with a brand-new style guide based on one of the new shows.

The Entertainment One series, which consists of five-minute episodes based on the everyday activities of a talking pig whose friends are all different species of anthropomorphic mammals, currently is in production at animation studio Astley Baker Davies, with the new season set to broadcast this fall and winter.

In one of the new episodes, the Queen takes Peppa and her friends on a day out in London. Using the theme as a catalyst, eOne designed a style guide with creative that features Peppa alongside London landmarks and key British imagery and slogans. The spin-off licensing program will have a market-wide U.K. retail

launch in 2017 prior to an international territories release.

"Peppa licensees have been having lots of fun with this new British theme, which has been inspired by an episode set in London,



and we've had a fantastic reaction to it from retailers," says Andrew Carley, head of global licensing, Entertainment One.

Many of the brand's U.K. partners including Penguin, Gemma, MV Sports, Underground Toys, Trademark, Copywrite, Illuminated Canvas, Walltastic, Star Cutouts and Roy Lowe, are using the new creative to develop a range of London-themed "Peppa Pig" products. The products' categories include toys and outdoor, apparel and accessories, and greetings and publishing, and will supplement the core range of "Peppa Pig" products.

"As a British evergreen with its roots firmly in London, this theme perfectly complements 'Peppa Pig's' core DNA, and we're confident that the new merchandise line will help drive incremental revenue opportunities alongside the brand's core range," says Carley.



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## ‘Talking Tom’ Animation Takes Over the World

Outfit7’s best-selling app is growing its brand presence around the world, adding yet another new dimension to its portfolio—television.

Since its debut in summer of 2010, the “Talking Tom” franchise has grown from a single app (which now has more than 4.7 billion downloads and 270 million monthly users from 230 different countries) to include both a strong YouTube and social media presence. In fact, the brand’s YouTube CGI-animated series has had more than 820 million views since its April 2015 premiere.

So then the evolution to TV is a fitting next step. And its global licensing partner TT&F Licensing Company will be working alongside the brand, maximizing its exposure and expansion.

The new series “Talking Tom and Friends: The Animated Series” is already on-air globally and is adding broadcasters around the world including Boomerang Channel in the U.K. and Asia, with many more in the pipeline.

On the consumer products side, TT&F says that the brand has an array of more than 1,000 items in market in all major categories, with 70 licensing partners signed on.

“Talking Tom and Friends” is also strong in the food and beverage space, says TT&F, with active promotions from restaurant McDonald’s executed in several global markets including South America and North America, as well as a confectionery range at retail in Russia from Perfetti Van Melle.

Master licensing partner for the brand is Grandi Giochi in Europe and the Middle East, NovaBrink in Brazil and Chen in Asia and Europe for fashion. Other strong categories for the brand, says TT&F, are stationery and homewares.

“We make sure that we are on top of our game so that our partners can be on top of theirs—from new formats and outstanding content to unique collaborations and rich style guides, our focus is to create and innovate further so that our agents and licensing partners can stay innovative as well,” says Melita Kolbezen, chief executive officer, TT&F Licensing Company.

## SCLF 2016 Sets Records in its 15th Year

The 2016 Seoul Character & Licensing Fair celebrated its 15th anniversary in a record-setting fashion.

The event, held at Seoul’s COEX Center, July 13-17, saw a total of 314 companies and organizations participate as exhibitors and upwards of 2,900 domestic and overseas buyers visit—both career highs for the fair. In addition, about 125,000 people visited throughout the five days, which exceeded the 100,000 anticipated visitors.

SCLF 2016 is organized by the Ministry of Culture, Sports and Tourism and co-managed by KOCCA and COEX. This year’s event brought prime buyers such as Netflix, Lock & Lock and Lotte, among others, together to handle more than 1,204 on-site meetings. Counseling amounts during the meetings totaled \$60 million, which represents a 36 percent year-over-year increase.



Character & Licensing Fair 2016

The exhibition’s intent is to globally promote the domestic cartoon and animation industry, as well as to secure licensing deals and expansion possibilities for it. Now it showcases products like PC and online games; wireless, mobile and PDA games and video games; arcade games; game accessories; software; and other such content in the business services industry.

This year the event also served as the arranged place for the development and global expansion of the domestic character industry, with many industry experts from around the world partaking.

## Columbia Pictures Teams Up With Frederick Warne for *Peter Rabbit*

Columbia Pictures recently announced its partnership with Frederick Warne & Co. for *Peter Rabbit*, a live-action, CGI movie based on Beatrix Potter’s childrens’ books.

Frederick Warne has been Beatrix Potter’s—whose 150th birthday is this year—publisher since the publication of *The Tale of Peter Rabbit* in 1902, and serves as the home of the Peter Rabbit and Beatrix Potter brands.

Will Gluck and Zareh Nalbandian are both on board to produce the film, while Doug Belgrad, Jodi Hildebrand and Jason Lust will all serve as executive producers. Australia-based production studio Animal Logic will create the film.

James Corden will serve as the

voice of Peter, and Rose Byrne will star as the live-action lead role of Bea. Daisy Ridley and Elizabeth Debicki will also lend their pipes to the film.

“This announcement is the culmination of two years of development at Animal Logic Entertainment, Olive Bridge Entertainment and Columbia Pictures,” says Nalbandian. “It has been a great journey bringing Peter Rabbit, his family and many friends to the screen. Peter has fans all over the world, and we’re excited to be working with Will, Columbia, and Frederick Warne to make a film to delight audiences globally.”

*Peter Rabbit* is scheduled for a worldwide release in April 2018.





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# American Girl, TRU Ink Exclusive Partnership

American Girl, a subsidiary of Mattel, and Toys 'R' Us have entered a multi-year partnership that will see the toy merchant as the exclusive retail partner for the girls' toy brand.

Under the terms of the agreement, TRU will be the first and only U.S.-based retailer to feature American Girl shop-in-shops in select stores. The retailer will also carry an exclusive collection of

American Girl's Truly Me line of 18-inch dolls, doll outfits and accessories.

The partnership marks the first time the girls' brand has extended a broad assortment of its doll products outside of its existing retail channels. It also comes on the heels of the launch of its newest doll and content line, WellieWishers, designed for girls, ages 5 to 7.

"For years, girls and their families have been asking for more immediate and convenient ways to shop for and experience American Girl," says Katy Dickson, president, American Girl. "Partnering with a top retailer like Toys 'R' Us allows us to meet our customers where and

when they want to shop and to take our timeless life lessons to even more girls. We're excited about increasing access to our brand by inspiring and connecting with more families in more places than ever before."

American Girl's WellieWishers product line began rolling out at TRU

locations across the U.S. in September. This month, TRU has debuted branded shop-in-shops in 97 select locations throughout the U.S.



Additional TRU locations will open American Girl-branded shop-in-shops in 2017.

"We are focused on finding new, exciting ways to bring our stores to life and are thrilled to be launching this exclusive American Girl shop-in-shop in nearly 100 Toys 'R' Us locations across the country just in time for the holiday season," says Richard Barry, global chief merchandising officer, Toys 'R' Us. "The American Girl experience is something that our customers won't want to miss and reinforces our position as the leading retailer for all consumers' toy needs."

# Professional eSports Association Tips Off

Seven North American e-sports teams have joined forces to create an organization dedicated to professional players, dubbed the Professional eSports Association.

The new organization will commence operations of its Counter-Strike: Global Offensive league in early January. PEA-organized twice-weekly matches will be streamed live during the 10-week season as teams compete for a prize pool of at least \$1 million for the first year and \$500,000 for season one.

The founding PEA team franchises include Team Solomid, Cloud9, Team Liquid, Counter

Logic Gaming, Immortals, NRG eSports and compLexity Gaming.

"The PEA represents something new in e-sports—an association of top teams running their own league and sharing the profits and the decision-making with the players," says Jason Katz, commissioner, PEA. "This has been the architecture of traditional major sports leagues for many decades, but it is a new evolution for e-sports. This will allow us to finally build a stable, healthy, long-term environment for the players, the community, the media and the sponsors."

Additionally, players and owners will receive

an equal 50 percent share of profits, and PEA will also provide financial benefits and services to players including retirement and investment planning, health insurance and more.

Player representatives will also sit on both a rules committee and a grievances committee.

"Publisher leagues and third-party tournament organizers aren't sharing profits with the players and teams," says Steve Arhancet, co-chief executive officer, Team Liquid. "This is hindering the potential for e-sports to rival other professional sports leagues, where players and teams are all aligned to put on the best show year after year."



# ANIMAL JAM



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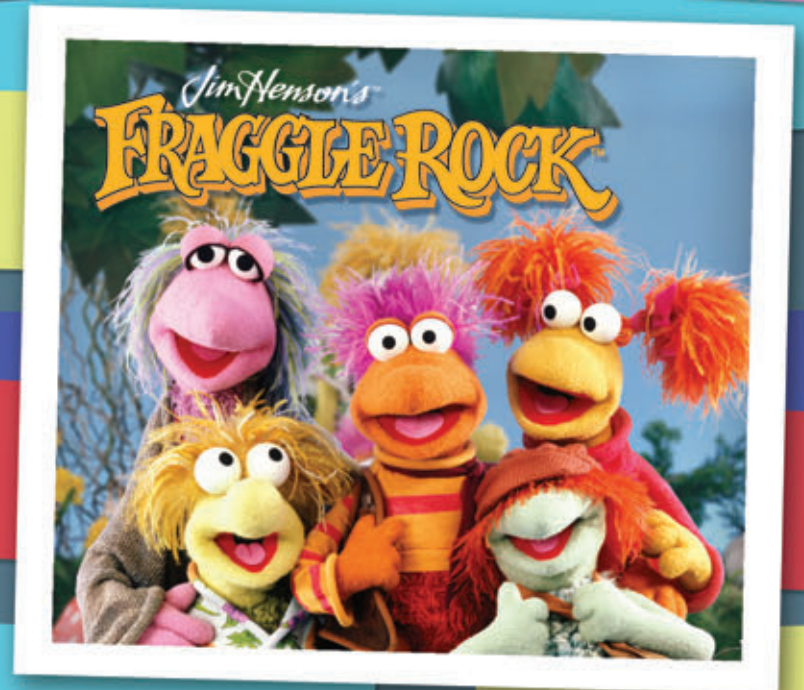
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# MGA Entertainment Takes Num Noms Abroad

MGA Entertainment is gearing up to launch a global consumer products program for its scented collectible brand Num Noms. The property will debut at Brand Licensing Europe, Oct. 11-13, in London.

Since launching series one of the collectibles in the U.S. in December 2015 and in the U.K. in spring 2016, Num Noms have become one of the top 50 best-selling toys for girls, says MGA Entertainment. In addition, the “novibles,” targeted to girls ages 5 to 9, have accrued more than 100 million views on YouTube thanks to associated content.

Num Noms debuted its second series in June, and is now in full distribution in the U.S. and Canada. MGA Entertainment is currently in development for series 3, 4 and 5.

On the heels of Num Noms’ success, MGA Entertainment is currently working on the first licensed products program for the brand, for which products will follow the same type of enhancements that make the brand so noteworthy—all ancillary products will be scented, flavored or edible.

“Non-toy buyers are recognizing that a collectible toy line can translate into licensing,” says Juli Boylan, global head of licensing, MGA Entertainment. “It has been a real benefit to us from a licensing standpoint because they see how well the core toys are doing.”

The first licensed Num Noms products including apparel, sleepwear and accessories will hit U.S. shelves in Q4, with additional categories rolling out in spring 2017 and the full program in fall 2017—a fast-paced timeline that was not the original plan for the brand.

“The initial strategy for the licensing program for Num Noms dictated that they would do a soft launch in spring 2017 with a full launch in the fall, but because of the overall trend, we’ve got retailers who are picking up licensed product for Q4 of this year,” adds Boylan.



# Meredith to Premiere ‘Allrecipes’ TV Series

Media company Meredith Corporation will launch a new television series based on the “Allrecipes Dinner Spinner” app, titled “Dinner Spinner.”

The 26-week, half-hour program, created by Meredith and INE Entertainment, will be hosted by chef and television personality Gabe Kennedy. During each episode, two home cooks will go head-to-head to create a unique dinnertime meal. A panel of three judges will critique the final dishes to determine the winner. Each episode will aim to teach audiences how healthy food choices can have positive effects on our lives.

“We have created a best-in-class ability to reach consumers through all forms of video, from traditional broadcast to 360-degree live-streaming,” says Kim Martin, chief brand officer, Meredith. “This new television series is the first to bring to life a strong, well-loved brand and its multi-channel components—as an app, across print, digital and social media, and now broadcast—that fully complement one another.”

Additionally, Panasonic will serve as the premier sponsor and its kitchen appliances will be integrated into each episode of the series. Its products will also be featured in *Allrecipes* magazine and across the brand’s digital and social media channels through a series of recipes, videos and content.

“Unleashing the power of shared experiences and expert advice to energize home cooks to find success in their kitchens has always been at the heart of the *Allrecipes* brand,” says Jon Werther, president, Meredith National Media Group. “Extending this unique blend of premium content to additional channels—with our highly-engaged Allrecipes community and influencers at the center—will further fuel the passion and excitement for our industry-leading brand.”

“Dinner Spinner” premiered on the CW Network’s “One Magnificent Morning” programming block, Oct. 1.







# sakar

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# Wiggle It: It's as Easy as ABC

ABC Commercial recently announced a five-year, multimillion-dollar licensing agreement with Australian children's entertainment group The Wiggles.

The deal gives the commercial arm of the Australian Broadcasting Corporation worldwide distribution rights to the group's entire catalog of music, audio books, television and video productions.

The pact also includes both future releases and back catalog of content. In addition, ABC Commercial receives the rights to distribute both existing and future "Wiggles" TV series to international broadcasters, including those based in the U.S. and Canada, throughout the life of the contract.

The Wiggles originally inked with ABC Commercial in 1991 for their eponymous debut album, which was distributed through ABC Music. ABC has since remained the group's distributor, and has sold upwards of 8 million DVDs and about 2 million CDs for the group in Australia alone.

"The Wiggles have called the ABC home for over 25 years," says Paul Field, managing director, The Wiggles. "We're thrilled to extend that relationship to the world. By providing our trusted partners in ABC Commercial with the global rights to our entire catalog, we believe we're well-poised to continue entertaining young children and families everywhere."

The new deal gives ABC Commercial, for the first time, the global rights to distribute The Wiggles' entire content catalog internationally.

"ABC Commercial is pleased to extend our partnership with The Wiggles globally," says Robert Patterson, director, ABC Commercial. "The Wiggles are the world's most revered children's entertainment group, universally celebrated by kids and parents alike both here in Australia and abroad, their music is synonymous with the ABC brand."

# SmileyWorld Celebrates 20 Years

SmileyWorld, creator of the first digital smiley, is set to celebrate its 20th anniversary in 2017. To commemorate, the design and licensing studio plans to create several marketing activations, including a variety of public relations and social media campaigns, retail launches, trade show promotions and limited edition POS for activation.

In addition, SmileyWorld is offering licensees an exclusive anniversary marketing materials kit, which includes free-standing shelving units, countertop displays, shelf talkers, posters and branding wobblers.

During the technological revolution of 1997, Nicolas Loufrani, chief executive officer,

Smiley Company, began experimenting with smileys to create faces to correspond to pre-existing emoticons. Alongside his designers in New York, Loufrani created an emotion directory featuring thousands of different smileys.

He then registered it with the U.S. Copyright Office in 1997 and published it on the Internet the following year—these would become the world's first graphical emoticons and lead to the creation of SmileyWorld.

In the two decades since, the smileys have been featured on tens of thousands of products created by more than 800 licensees, and have generated more than \$1 billion in retail sales.





# Sequential Appoints New President

Sequential Brands Group has named Andrew Cooper as its new president.

He will report directly to chief executive officer Yehuda Shmidman.

“The expansion of our corporate management team reflects the overall expansion of our business, and our desire to continue executing our growth plan,” says Shmidman. “In a short time, our team has successfully built a portfolio of brands that represented less than \$100 million in global retail sales a few years ago to a portfolio that currently generates \$4 billion in global retail sales. As we work towards achieving our future growth goals, it’s exciting to know that our

team has expanded in parallel, putting us in the perfect position to deliver results.”

Cooper has more than 20 years of business development, operating and private equity investing experience across multiple categories. He most recently served as a partner of Pegasus Capital Advisors and chief executive officer of Universal Lubricants, a portfolio company of Pegasus Capital.

He also served as senior vice president at Priceline.com. During his tenure, he launched the company’s vacation packages business unit and drove the implementation of private label and brand licensing programs with major travel companies.



“We are pleased to welcome Andrew Cooper to the management team at Sequential,” says William Sweedler, chairman, Sequential, and co-founder, Tengram Capital Partners. “Andrew’s expertise in helping companies achieve operational excellence and maximize productivity will both strengthen our infrastructure and help to drive our long-term goals for the business.”

## SEAT, *Cosmopolitan* Partner to Create Car for Modern Women

In a deal brokered by IMG, SEAT and Hearst Magazines International have partnered to create a limited edition Mii–SEAT’s urban utility vehicle.

The new Mii by *Cosmopolitan* will initially be available across about 30 European territories, and will be co-created by SEAT designers in tandem with *Cosmopolitan* editors and readers. The duo began collaborating in early 2015 to develop a car that connects with modern women.

“The Mii by *Cosmopolitan* is being designed to meet women’s needs in terms of daily usage,” says SEAT global marketing director Susanne Franz. “This new car will go beyond aesthetics; it is a functional vehicle where the design has a purpose. *Cosmopolitan* contributed to transforming the role of women in society and the Mii by *Cosmopolitan* aims to establish a fresh perspective on cars. The agreement struck with the world’s largest magazine brand for women gives us the opportunity to launch our most feminine car. The Mii by *Cosmopolitan* is a tribute to the modern woman.”



## James Ngo Makes Legendary Move

Legendary recently announced that veteran branding, consumer products and licensing executive James Ngo was named senior vice president, franchise management.

In the newly created role, Ngo will focus on developing strategies to create additional revenue-generating opportunities for Legendary IPs, as well as managing the company’s brand collaborations on established IP. His work will span the organization’s film, television and digital divisions, and will encompass a variety of brand segments including VR, gaming, mobile, digital networks, licensing, live events and marketing.

“We are thrilled to have James join the Legendary team,” says Legendary’s chief marketing officer, Emily Castel. “His wealth of experience in managing high-profile media and lifestyle brands as well as his proven track record of creating innovative revenue streams will enable Legendary to broaden its reach to new audiences, while allowing us to connect with our fans in new and exciting ways.”

A 15-year licensing veteran, Ngo was most recently vice president of licensing and business development at Earthbound Brands

“Legendary has a deep roster of exciting IP that are primed to give fans even more of what they crave through unique partnerships and brand activations,” says Ngo. “I’m elated to have the opportunity to lead Legendary’s IP branding initiatives and to have a key role in the next chapter of some of the world’s most action-packed franchises.”



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Brand Licensing Europe kicks off its biggest year yet.

by ERICA GARBER

**N**ow in its 18th year, Brand Licensing Europe will return to London with a host of new initiatives for visitors, educational seminars and more, promising to be the biggest and most informational show yet.

### Something for Everybody

With more than 2,500 brands, characters and images on the show floor this year, visitors will have access to Europe's largest collection of properties across a variety of licensing categories.

This year the show boasts a number of both new and classic exhibitors including Nickelodeon & Viacom Consumer Products, Paramount Pictures and Activision, among many others, in the Character & Entertainment zone; the Paris Saint-Germain football club, the Natural History Museum and the Ministry of Defence and more in the Brands & Lifestyle zone; and Gingerbread House, Manu and Paper Rose, in addition to many more, in the Art & Design zone.

Additionally, this year's show will highlight a number of unique, European-based properties that aren't showcased anywhere else.

### The Brands & Lifestyle Theatre

Throughout the duration of BLE, visitors will be able to attend the Brands & Lifestyle Theatre, which features presentations from licensing specialists in categories including

lifestyle, sports, fashion and heritage brands.

Each presentation will highlight industry case studies with interpretations on how and why they were so successful. Highlights of this year's program will include a session on managing a successful brand licensing program and a presentation about licensing brands from the 1940's with Imperial War Museums.

### Licensing Academy

As always, the International Licensing Industry and Merchandisers' Association has assembled the best of the industry for a series of seminars designed to advance visitors' knowledge as well as keep them up-to-date with the newest industry trends.

This year, Licensing Academy will feature a series of sessions covering topics ranging from the essentials of licensing to streaming services to kids' licensing. LIMA will also launch a roundtable series at the show for the first time.

### LIMA BLE Garden Party

On the second day of show, LIMA will host the 2016 Official LIMA BLE Garden Party at The Roof Gardens, Kensington. Following last year's sold out event, the evening networking event will consist of drinks, music, barbecue food and additional "surprises" from sponsors Cartoon Network, Warner Bros. Consumer Products and Brand Licensing Europe.

WELCOME TO  
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### Character Parade

This year's Character Parade is set to take place the first day of the show, Oct. 11, at 11 a.m.

The annual event will feature more than 80 licensed characters ranging from old fan favorites to today's top new properties. This year's parade promises to be one of the show's highlights and will be the perfect opportunity for visitors to experience the plethora of character-based brands in attendance.

### Matchmaking Service

A new addition to the show this year is the launch of the Matchmaking Service, which allows exhibitors and attendees to request meetings with one another through an online portal ahead of the show.

The service also allows users to create online profiles, identify key contacts based on areas of interest and job type, build relationships and create new business opportunities. The platform is complemented by a team of experienced matchmaking professionals who will assist with meeting arrangements and managing the show's new Matchmaking Lounge on-site.

Launched at Licensing Expo in June, the service generated more than 2,500 meetings, more than 345,000 online user profile views, connected 1,000 licensors with licensees and generated \$200,000 worth of business from one user alone during the three-day event.

The Matchmaking Service is free to all attendees and exhibitors this year.

### License This! Competition

Now in its seventh year, the License This! competition is offers new creative concepts or brands the chance to break into the global licensing industry.

Prior to the show, entries are reviewed by a panel of experts and a shortlist of four properties are presented to that panel at BLE in front of a live audience, Oct. 13. This year's winner will receive a prize worth more than £6,000, which includes a fully furnished, 9-square-meter stand at BLE 2017 to bring the property to the market. They will also receive LIMA membership for

one year and a ticket to the LIMA Licensing Essentials Course & Spring Fling Networking Party in May 2017.

Kelvyn Gardner, managing director, LIMA U.K., will chair the panel. He will be joined by Tom Gunn, senior international brand director, Nickelodeon & Viacom Consumer Products; Jane Evans, director, JELC; Sam Ferguson, senior director, licensing and retail, Jazwares; Pat Reading, licensing director, UU Ltd; Max Lister, senior licensing manager, Natural History Museum; and Clare Piggot, director, licensing and merchandising, Larkhead Media.

### Retailers Look Ahead

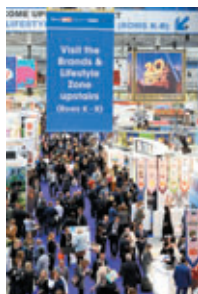
This year, BLE aims to not only bring even more retailers to the event, but to also make this group a priority through the Retail Mentoring Programme, the Retail Licensing Club and more.

First, the Retail Mentoring Programme, which gives junior retailers a deeper understanding of the licensing industry, will bring together more than 50 buyers from Europe and the U.K.'s leading retailers including Argos, Claire's Accessories, The Entertainer and Marks & Spencer, among many others, for nine months of training and education on the licensing industry, how to make deals and pitfalls to avoid.

The Programme will culminate with a visit to BLE where junior retailers will be able to put their learnings to practice.

Brand Licensing Europe will also launch the Retail Licensing Club, an exclusive club designed to help retailers harness the \$251.7 billion brand licensing industry. The club will offer retailers year-round seminars with insights on the latest licensing trends and forecasts, mini events with networking opportunities, company visits from industry experts, news and opportunities to join the BLE Advisory Board.

Finally, the Brands & Lifestyle Zone will include an in-store feature that showcases a selection of licensed products as they would appear on shelves. Participating brands will hail from categories including sports, heritage, automotive, fashion and charity brands, among others. ©



This year, Brand Licensing Europe will host an impressive lineup of new exhibitors ranging from art brands to entertainment companies and everything in between. Here are 10 exhibitors you don't want to miss.

by ERICA GARBER

### Authentic Brands Group – Stand #G74

New York-based licensing agency Authentic Brands Group is a brand development company that looks to build long-term value through the IP ownership associated with fashion, sports, celebrity and entertainment brands.

Authentic Brands Group currently represents a number of fashion and celebrity brands including Elvis Presley, Hart Schaffner Marx, Jones New York, Judith Leiber, Muhammad Ali, Shaquille O'Neal and Marilyn Monroe, among many others.

### Blizzard Entertainment – Stand #D107

Blizzard Entertainment, a division of Activision Blizzard, is a premier video game developer and publisher. The gaming studio arrives at BLE on the heels of a series of recent licensing deals including a range of apparel and accessories based on its upcoming game expansion, "World of Warcraft Legion," as well as a partnership with ELeague, an e-sports organization established by Turner and WME/IMG, and Faceit, a competitive gaming platform, for an "Overwatch" Open tournament in Europe and North America.

In addition to "World of Warcraft" and "Overwatch," the gaming company hosts a number of other properties in its portfolio including "Diablo," "Hearthstone," "Heroes of the Storm" and "StarCraft," among others.



### Doodling Around – Stand #J16A

Created by artist Matt Ponting, Doodling Around is a collection of colorful illustrations that focus on the urban architecture of British cities such as London, Belfast and Newcastle.

In addition to seeking new licensees, Doodling Around will launch new

architectural patterns as well as debut a new collection of European destinations, which will also be available for licensing.

Although Ponting has attended BLE in years past, 2016 marks the first year the brand will showcase as an exhibitor.

"Last year I was lucky enough to be one of just eight artists invited to showcase my work as part of the Illustrator's Pavilion run by The Association of Illustrators, and it gave me a really nice flavor of the show," says Ponting. "I was staggered by the scale of the event and all the opportunities available for up-and-coming designers such as myself. I had a really successful year, which allowed me to focus on the areas of my business I want to focus on, which is the part I enjoy—the drawing. Licensing allows me to do that—concentrating on the art without getting bogged down in the production of merchandise."



### Gingerbread House – Stand #J13

Design studio Gingerbread House will make its BLE debut with its premium design brand, Gingerbread. The brand's mix-and-match designs are inspired by life, travel and nature and aim to bring positive messages to life.

"Brand Licensing Europe is the show to attend if you want to place your brand in the spotlight," says Vanessa Demaeght, licensing marketing, Lannoo Graphics, which owns the Gingerbread House brand. "We hope to sign with new partners that will bring exposure to our brand and bring fun and colorful products to life."

### Lonely Dog – Stand #P61

Another new exhibitor in the Art & Design zone is Lonely Dog, an art-based character brand focusing on a humanized dog living in Port Alveridge, a seaside port town with a '50s vibe and other unconventional characters.



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At this year's show, Lonely Dog is looking to connect with potential licensees in publishing, entertainment and lifestyle and to create

long-term partnerships with licensees who understand and will be passionate about the property. Additionally, Ivan Clarke, the artist, will create original drawings daily at 11 a.m. and 3 p.m. during the show.

"Following our successful participation in Licensing Expo in Las Vegas this year, we felt the natural next step was to present Lonely Dog at Brand Licensing Europe, as a large part of our followers are European," says Edouard Beasley, chief executive officer, Intelligent Brand Extension, which represents Lonely Dog for licensing. "BLE will raise our awareness across potential licensees in Europe and help us bring the brand to life as a nostalgic, fantasy world with Lonely Dog as a central character."



**Lonely Dog™**

**MOMOT®**

**Momot Global – Stand #E90**

U.K.-based licensing agency UU Licensing Worldwide, which recently acquired the global rights for Momot, will introduce the Korea-based paper craft brand at this year's show.

The brand already boasts a number of licenses including Disney, Marvel, Warner Bros., DC Comics and Nickelodeon. While at the show, visitors will be able to participate in the "60 Minute Challenge," which asks "Can you Momot?" They will also be able to participate in a photo opportunity with giant Momots.

"BLE is the best showcase for this exciting new brand," says Chris Taylor, chief executive officer, UU Licensing Worldwide. "Everyone we want to talk to will be there, and we hope everyone will want to talk to us about the exciting opportunities Momot can offer."

**National Basketball Association – Stand #Q15**

The well-known, global



sports brand arrives at Olympia on the heels of recent announcements regarding its first NBA Stores in the Middle East, slated to open during the 2016-17 NBA season, as well as the first NBA Café in Europe, which is also set to open this fall.

The sports and media business also boasts a major international presence with games and programming in 215 countries and territories in 49 languages and NBA-branded merchandise, ranging from apparel to toys, on sale in more than 125,000 stores in 100 countries.

**Paramount Pictures – Stand #B72**

With top brands such as *The Godfather*, *Mean Girls*, *Grease*, *Top Gun* and more, Paramount Pictures is no novice in the licensing industry. However, Paramount Licensing, which handles worldwide licensing and consumer products for all Paramount properties, will debut the studio's portfolio at BLE for the first time.

The company will showcase a number of classic brands, as well as upcoming theatrical releases including *Breakfast at Tiffany's*, *Cheech & Chong's Up in Smoke*, *Clueless*, *Ghost in the Shell*, *Mission Impossible* and *xXx: The Return of Xander Cage*, among many others.



**Paris Saint-Germain – Stand #M48**

PSG Merchandising, the licensor of the Paris Saint-Germain brand, will showcase the Paris-based football club at this year's show. Founded in 1970, the team's core activity beyond football is to expand into categories such as apparel and homewares, providing fans with a host of licensed merchandise.

**The Ministry of Defence – Stand #N40**

Represented by IMG, The Ministry of Defence and the three trademarks that drive its licensing program—the Royal Navy, the British Army and the Royal Air Force—are the pillars of the U.K. Armed Forces.

Given their cultural importance, history and relevance both today and for the future, the three trademarks are each considered classic brands.

Key product categories available for each brand include apparel, homewares and corporate merchandise. ©



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## Licensing Academy 2016

**OCTOBER 11**

**The Essentials of Licensing, Presented by LIMA**  
9:30–10 a.m.

Speaker: Kelvyn Gardner, managing director, LIMA U.K.

**License to Thrill—Understanding Your Markets**

11:30 a.m.–12 p.m.

Speaker: Max Templeman, senior account manager, GfK  
The License to Thrill will offer a detailed look at current market data and significant trends in licensed product categories with a focus on homewares and gaming, as well as general consumer spending behavior, identifying areas of growth and opportunity.

**Streaming Success in Licensing**

12–12:30 p.m.

Speaker: Sam Tuch, associate director, GfK  
This session will explore the consumption of content across Netflix, Amazon and NOW TV during Q2 2016. The session will focus on top titles viewed, levels of consumption, share of viewing by distributor/ rights holder and the impact of original programming.

**Keynote I**

12:30–1:30 p.m.

Speaker: TBA

**OCTOBER 12**

**The Essentials of Licensing, Presented by LIMA**  
9:30–10 a.m.

Speaker: Kelvyn Gardner, managing director, LIMA U.K.

**Kids Licensing in 2016: Fragmentation or Concentration**

10:30–11:30 a.m.

Speaker: Frederique Tutt, global industry analyst, toys, The NPD Group  
In this session, The NPD Group will provide insights on the latest trends in kids' licensing, with a focus on the European toy market, a focus on the U.K. kids' market across multiple categories and final thoughts on what to expect for the next 6-12 months.

**Roundtables Facilitated by LIMA (New to BLE)**

2:30–4:15 p.m.

The roundtables will be focused discussions on a wide range of topics. Each table of 10-12 participants will meet for 30 minutes, then switch. There will be enough time for visitors to participate in three discussions of their choice. Conversations are: **Ins and Outs of Celebrity Licensing**—Saphia Maxamed, head, entertainment division, Rights Management International; **Is Your Property Ready for Licensing**—Ian Downes, founder, Start Licensing; **Creating and Working with Style Guides**—Dave Collins, co-founder, PowerStation Studios; **Revitalizing Classic Brands**—Tim Collins, director, The Brand Director; and **How to Negotiate a Licensing Deal**—Trevor Jones, licensing director, Danilo Promotions.

*More Sessions to Be Announced*

**OCTOBER 13**

**The Essentials of Licensing, Presented by LIMA**  
9:30–10 a.m.

Speaker: Kelvyn Gardner, managing director, LIMA U.K.

**Keynote II**

11:30 a.m.–12:30 p.m.

Speaker: TBA

**License This! Finale & Presentation**

12:30–1:30 p.m.

The License This! competition will culminate on the last day of the show where the shortlisted concepts will be presented to a panel of judges and the winner will be announced. Kelvyn Gardner, managing director, LIMA U.K. will chair the panel. He will be joined by Tom Gunn, senior international brand director, Nickelodeon & Viacom

Consumer Products; Jane Evans, director, JELC; Sam Ferguson, senior director, licensing and retail, Jazwares; Pat Reading, licensing director, UU Ltd; Max Lister, senior licensing manager, Natural History Museum; and Clare Piggot, director, licensing and merchandising, Larkshhead Media.

## Brands & Lifestyle Theatre 2016

**OCTOBER 11**

**Licensing for Growth: Can Food & Beverages Be a New Growth Driver?**

1:30–2:30 p.m.

Presenter: Bruno Schwobthaler, author, *Licensing for Growth*  
Panelists: TBA

**Brand Jam Trend Watch: What's Hot in the Lifestyle Licensing Business?**

2:30–3:30 p.m.

Presenter: Paolo Lucci, Brand Jam  
All the lifestyle branding vibrations found in major trade fairs in Europe are dissected, analyzed and compiled once a year by Brand Jam. Five major branding trends have been selected for this session so that visitors can see sneak peek pictures as well as examples of products on the shelves currently or coming soon.

**A Good Vintage: Licensing the 1940s with Imperial War Museums**

3:30–4:30 p.m.

Presenter: Odette Toilette  
Speakers: David Fenton, head, retail and admissions, publishing and brand licensing, IWM; and Anne Buky, licensing consultant  
Fragrance specialist, Odette Toilette, will take visitors back to the sights and scents of the 1940s in this interactive session. Looking at material from IWM's vast collections as well as their toiletries range for Marks & Spencer, visitors will see how museum archives can be reinvented for contemporary lifestyle products.

**OCTOBER 12**

**Managing a Successful Brand Licensing Program**

1:30–2:30 p.m.

Chair: Richard Pink, managing director, Pink Key Consulting  
Panelists: Julie McCleave, global licensing director, Unilever; Elaine Ashton, director, licensing and publishing, Cath Kidston; Lauren Sizeland, head, business development and licensing, Victoria and Albert Museum; and Ian Joynson, associate vice president, brand development, Beanstalk

This session will look at successful long-term brand licensing programs and will cover the essential things that need to be done to ensure longevity. It will also highlight how to manage a brand program within a licensee portfolio that may also contain entertainment and other kinds of licenses.

**Collaboration Generation: How Lifestyle Licensing Helps to Develop Remarkable Products**

2:30–3:30 p.m.

Speakers: Gavin Brown, Crescendo Brands; and Paolo Lucci, Brand Jam  
Licensed collaborations and co-branded activities have become a platform where lifestyle brands are able to develop remarkable products, reaching their consumer more frequently and organically. Some brands are "power users" of these techniques such as Moleskine, Coca-Cola, Nike, Vans and Dr. Martens. This session will highlight the best practice examples of what works and what doesn't.

**Ten Rules of Successful Sports Licensing**

3:30–4:30 p.m.

Speaker: Simon Gresswell, vice president, licensing, Europe, IMG

**OCTOBER 13**

**Intro to Law in Licensing**

10–10:30 a.m.

Speaker: John Burns, partner, Gateley

*More Sessions to Be Announced*



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**LEIGH ANNE BRODSKY**  
*executive vice president, Discovery Enterprises*

# DISCOVERING NEW OPPORTUNITIES

**S**ince taking the helm at Discovery Enterprises, Leigh Anne Brodsky, executive vice president, discusses her plans to expand the licensor's brands around the globe.

**Based on your experience, what do you believe are among the major changes that have impacted entertainment licensing over the past several years?**

Consumers today are harder to win over. They aren't easily swayed without having a real emotional connection with a brand. We have found that location-based entertainment and experiential experiences are becoming more popular because consumers can have that strong connection by immersing themselves in a brand and experiencing it on another level. Millennials want meaningful experiences that they can share with their families and friends. This means we have to work harder to captivate audiences with entertainment licensing, but it also makes the opportunities and possibilities for growth endless. It's really an exciting time for the industry.

**From a business perspective, what are among the biggest challenges facing Discovery? Conversely, what has impressed you the most about Discovery since joining the company several months ago?**

The challenge is really a positive—the brand is truly global and “glocal,” and so it's essential to understand the overall brand DNA, the local trends and how it affects the approach we take in our marketing and overall product. What has impressed me the most about Discovery is the company's ability to adapt and look to the future. As I mentioned, location-based entertainment and experiential experiences are becoming more popular. Discovery has already focused its efforts in this space with a few programs such as Discovery Destinations, a collection of distinct, independent destination properties; a partnership with Princess



Cruises; and the first adventure park in Moganshan, China, called Discovery Adventures Park Moganshan.

**What is your overall vision in terms of expanding the consumer products business?**

To grow the biggest Discovery Networks' brands through 360-degree consumer touchpoints, including location-based entertainment, to provide full brand immersive experiences and to create quality digital and physical product offerings wherever and whenever our fans want to purchase them.

**Identify Discovery's core properties/brands as well as some of the newer properties that the company is in the process of developing.**

"Shark Week" is one of our most exciting properties.

It was born from Discovery Channel's "Shark Week" programming, which recently was on-air for the 29th consecutive year. Every year, the product line grows as the franchise becomes more and more popular. All products are aimed to inspire fans to live every week like it's "Shark Week." We have exciting new

collections from some of our popular brands coming out in 2017. In the U.S., we're creating "Say Yes to the Dress," a program which will feature a line for prom (launching in spring 2017) and other special occasion lines (fall 2017) inspired by the popular long-running TLC series. The licensing program will serve as an extension to the franchise and will continue to help women across the country look and feel their best as they celebrate milestone moments.

**What are the factors that define a lifestyle brand for Discovery?**

Our lifestyle brands are representative of the interests and attitudes of our viewers. We're creating brand lines that are rooted in our core mission. The products and experiences we offer create extensions of those brands that inspire and enhance the consumer's way of life.

**What are some of the examples of Discovery's innovative products and partnerships that have been launched recently that reflect the overall strategy and direction?**

Discovery Adventures, the new lifestyle brand of Discovery Consumer Products, offers a full range of products, experiences and services aimed at the adventurous traveler. The brand is developing a new line

of camping gear by worldwide camping manufacturer YRIL. The new YRIL line is designed specifically for nature lovers and will include a variety of outdoor and camping products. The Discovery Adventure portfolio of licensees includes industry leaders such as Craghoppers, Sakar, Summit, Ninja, M5, Semiline, Barcomm and TCC. All products featured in the line, such as travel cups, battery-operated fans and waterproof mobile accessories, are intended for adventure seekers who spend the majority of their time outdoors. We also recently launched the Discovery Adventures experiences, which seeks to create a destination that gives people the chance to challenge themselves and go beyond their limits for engagement unlike any other. The available activities include climbing walls, zip lines, hiking routes and a ropes course.

OUR LIFESTYLE BRANDS ARE REPRESENTATIVE OF THE INTERESTS AND ATTITUDES OF OUR VIEWERS.

**Explain the importance of location-based entertainment to the overall business, as well as its potential to enhance brand awareness and fan engagement.**

Location-based entertainment is such an important aspect of our overall business as it serves as another

way to engage fans and offer them the opportunity to experience our brands firsthand. When these activities, locations and events become a reality, it affords fans a way to develop a deeper connection while promoting brand awareness to those who may not be as familiar.

**Summarize the key message that you are communicating to retailers, licensees and other partners.**

For 30 years, Discovery has been delivering content that inspires curiosity, embraces the spirit of adventure and is 100 percent authentic. Discovery Communications reaches 3 billion cumulative subscribers in more than 220 countries and territories. The presence of our brands opens up a wealth of opportunities within the licensing industry. We want to continue to work with partners to develop compelling products and services that are inspired by our on-air brands and programming to offer consumers the chance to deepen their connections with their favorite Discovery network or program.

**What will be your strategic focus looking ahead to 2017 and beyond?**

Our focus will center on Millennials and their families by providing authentic and inspiring products and experiences. ©



**MAARTEN WECK**  
managing director, CPLG Northern Europe

# A WORLD OF OPPORTUNITY

**C**PLG's newly named managing director of Northern Europe sits down with *License Global* to discuss the global licensing agency's plans, not only for EMEA, but the opportunities that await around the world.

**Explain CPLG's overall strategy and how the agency positions its business in the U.K.**

At CPLG U.K., we offer a complete range of services to licensors, licensees and retailers. Our portfolio touches every demographic and is constantly evolving with market trends. Having vast knowledge of the market from product concept to retail is imperative in the current market. The CPLG U.K. team aims to oversee and advise the complete licensing process through our different departments to ensure that the best design of products are relevant and on-trend to market.

**In this competitive environment, what do you believe differentiates CPLG in the U.K./EMEA marketplace?**

We recently re-structured to enable greater multi-territory/pan-Euro thinking. Many of our licensors are looking for a one-stop solution, and we have greatly expanded our representation of Nickelodeon and Sesame Workshop, for example, with others to be announced. Of course local expertise is still vital, but we see that there is a world of opportunity if you look at the broader European picture, and we try to work with the licensees to extend their footprint or work with distributors to get product placed in more territories.

**What do you believe are the most important characteristics that today's licensing agency must exhibit to be successful?**

What we call "old school" licensing—meaning just selling a contract and moving on to the next without continuous contact and support—is gone. The licensing agency arena is becoming more complex and service-oriented. We have outstanding retail relationships, which are vital to the success of any licensing program,



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and we are also taking the lead on developing trend analysis, product ideas and territory-relevant creative that supports licensors, licensees and retailers.

**Identify the key brands that are in the U.K. portfolio and provide a brief description.**

“Teletubbies” is enjoying tremendous success in the U.K. With new episodes to air on CBeebies and further product lines launching, the brand is set to continue on its stellar trajectory into 2017, which is also the television series’ 20th anniversary.

As retail interest in the Rugby Football Union has grown since the World Cup, listings have developed into non-core categories, and we have extended space in retail. We’re aiming to grow this further into a year-round proposition. We’re looking forward to the Autumn Internationals, starting in November, continuing the success England Rugby has recently achieved.

Parental Advisory is a warning label first introduced by the Recording Industry Association of America in 1985 and later adopted by the British Phonographic Industry in 2011. Its celebrity fans include Rihanna, Lindsay Lohan, Lily Allen, Kylie Jenner, Jourdan Dunn and Jesy Nelson from Little Mix. It gained notoriety in the U.K. when Andy Murray’s then-fiancée Kim Sears wore the top the day after she was caught swearing on camera at the 2015 Australian Open semi-final. The brand has now been seen in retailers such as Urban Outfitters, H&M, ASOS, Primark and New Look on apparel, and CPLG will continue to expand it into fashion accessories and other lifestyle categories.

2017 will mark the Care Bears franchise’s 35th anniversary. We’ll be extending our baby-toddler range into new categories and retailers, as well as supporting our existing partners with a number of retailer initiatives in line with the anniversary and a consumer PR campaign.

**What do you believe key retailers are looking for with regard to licensed products and how has their mindset changed over the past few years?**

Due to the recent economic

climate, we see that retailers have become more risk averse and are focusing on “hooks” to enter into a licensing program. That may be content spikes, movie releases or halo programs, but either way there needs to be a hook. So it’s key to create those for brands.

We also must focus on the range of products that can sit well at a retailer by not forcing as much product in as possible, but having a balanced, tailor-made offering which suits the needs of that retailer. This entails making sure that we know the retailer’s needs and possibilities very well.

**Name one or two of the most innovative licensed products that you have brought to market.**

Speaking for the U.K. team, we have to go with the Star Trek Communicator from the Wand Company, a very cool, upscale extension for your mobile phone in which you really live the brand.

A close second is the Minion inflatable RC from Bladez, an extremely clever, innovative product that resonates well across all age demographics.

**What do you believe are the key factors that will drive the future of your business?**

As the licensing world is constantly evolving at a rapid pace, standing still is not an option. If that’s making sure that we keep growing in our advisory agency role, better understanding retail needs, better servicing licensors and licensees, being more solution-oriented or leveraging our European local offices, we need to constantly push the needle to make sure we keep on top of the licensing game.

**What are the key brands that will shape the future of CPLG in the U.K./EMEA?**

Besides the aforementioned brands, there are others that are gaining good traction.

Celebrating its 10th anniversary next year, “In the Night Garden” is currently the U.K.’s fourth favorite preschool brand, aided by Golden

Bear’s best-selling toy range. DHX Brands has also created the much-anticipated “In the Night Garden” baby





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# MAGICAL BRANDS



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range, which will roll out at retail in spring 2017.

“Twirlywoos” licensing activity continues to ramp up in the U.K., building on the success of launches from publisher HarperCollins and master toy partner Golden Bear, whose award-winning product line was one of the best-selling in 2016. Most recently, “Twirlywoos” Run Along Fun Sounds toys were awarded a 2016 Right Start Best Toy Award. “Twirlywoos” has also headed Down Under with toys hitting the shelves at major Australian retailers.

New content from the major studios ensures a real presence on the high street for Paramount Pictures, which sees the release of the summer blockbuster next year, *Baywatch*, and the recently released new installment of the *Star Trek* franchise from CBS.

CPLG U.K. continues to build the licensing program for the heritage brands within our portfolio, including “Sesame Street,” “Space Invaders” and “Pink Panther,” which showcases a brand-new look book and high-profile collaborations at BLE.

The recent addition of DreamWorks’ Felix the Cat, the world’s first animated character, sees CPLG embark on a new licensing program. High-profile collaborations with Bathing Ape and Elder Statesman launched earlier this year. A collaboration with Coach is following this fall, which has been gathering interest on the blogosphere and fashion press after

being spotted on actress and model Chloe Grace Moretz. An archive dating back almost 100 years, along with trend-driven style guides, sees CPLG take the brand into fashion and lifestyle categories aimed initially at teenage and young adult males and females.

CPLG will continue to work on BAFTA Games’ award-winning “Life is Strange” property. Square Enix and Legendary Digital Studios recently announced that they’re partnering to create a live-action digital series based on it, and we’re looking to develop fashion and trend product across different categories.

The new CGI-animated preschool series “Rainbow Ruby” from CJ E&M has all the key ingredients for a successful preschool property on screen and on shelf. DHX Media is the appointed TV distributor of the series in the U.S., Canada and EMEA (excluding France), and “Rainbow Ruby’s” magical world has already attracted significant interest across the licensing industry.

“The Deep” is an underwater adventure show co-produced by A Stark Productions and DHX Media, with the underlying rights held by Technicolor. It has already been released on leading platforms in nine key territories around the world, and is currently the No. 1 animated show for 6- to 9-year-olds on CBBC. CPLG is looking to target the core categories of toys including vehicles, action figures, role play and dress-up for this series, as well as apparel and accessories, publishing, mobile games, seasonal, gift and novelty, and location-based entertainment.

This year CPLG added *Billboard* to its roster of clients. *Billboard* is the world’s most influential music brand, built on the most complete and well-respected database of charts across all music genres. The *Billboard* charts define success in music. CPLG is focused on extending the brand into fashion apparel and accessories.

Born in California, Tony Hawk is the leading globally recognized skate culture lifestyle brand that combines style and performance and is “built for life.” This year saw Hawk launch online at retailer Sports Direct with a range of clothing. CPLG will continue to build on this across all major categories that young men and boys utilize in their everyday lives, including backpacks, bags, accessories, footwear, home, school supplies and electronics.

CPLG will also be taking iconic sports brands such as St Andrews Links, which have traditionally had a more sports-focus, in a new direction through refreshed style guides and a long-term strategy to position them more as lifestyle brands at retail. ©







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**BARRY DRINKWATER**

group executive chairman, Global Merchandising Services

# A NEW SONG

by AMANDA CIOLETTI

**G**lobal Merchandising Services is more than a licensee and certainly more than a merchandiser and licensing agency. The company is a brand-building powerhouse that is able to manage the IP extension process from initial product conception and design all the way down to manufacturing and distribution at all levels of retail and direct sales.

Its roots are in the music industry, building programs and creating product for some of the world's most recognizable recording artists, but that's not the only clientele that Global Merchandising manages these days. It's safe to say the company is more than meets the eye and poised to take on even more as it continues to grow.

Led by Barry Drinkwater, group executive chairman, and with offices in London and Los Angeles, Calif., Global Merchandising's roster includes everyone from One Direction, Motörhead and Iron Maiden to characters and brands such as The Emoji Company, Capcom and entertainment brands including Universal's *Jurassic World* and Rovio's "Angry Birds," for which the company is delving into new territory: exhibitions.

"In the music part of the business—and we deal with music, characters and exhibitions—we actually bid and buy rights, which is really split into the following areas: we design, develop and manufacture products that are sold on tour; we then also develop and manufacture products and run artists' official web stores; finally, we have retail rights to distribute the products globally," says Drinkwater. "So we self-manufacture a lot of products for the rights we have. In addition, we are the third-party licensing agent for our clients, licensing categories that we wouldn't normally manufacture like hard goods such as toys, electronics, figurines, etc."

Perhaps no example is better at showcasing what Global Merchandising can do than its brand-building efforts for pop band One Direction.

With an enormous following of teens and an early jump on the property, Global Merchandising set out to re-invent how music artists can engage fans through an innovative approach—pop-up shops.

"With One Direction, it was very early when we started to work with them—retailers hadn't heard of them, and buyers hadn't heard of them. Kids were just starting to listen to them and say to their parents, 'There's this group called One Direction, and we're really into it.' So we

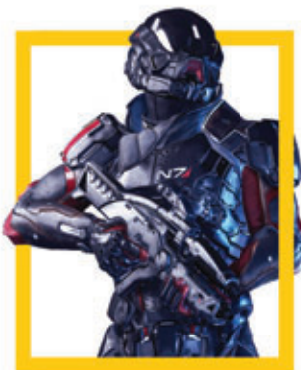




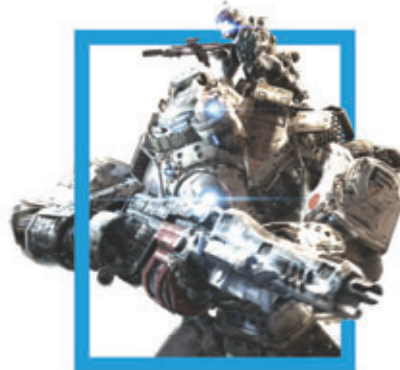
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focused on what we do best and built product lines. With the brand exploding, our extensive knowledge based on years of touring and retail product line experience, meant we could hit the ground running,” says Drinkwater.

And build product lines they did. Global Merchandising steamed forward and created a 70-plus piece product range that included items such as t-shirts, cardboard standees and posters that they launched in 48 pop-up shops around the world—a massive undertaking, says Drinkwater. The limited engagement stores, which were in place for just two to four weeks, were logistically and territorially difficult to establish, but that didn’t hinder their success.

“We managed to do it in the end, but it wasn’t without its challenges,” recalls Drinkwater. “It was probably the hardest thing we’ve ever done, but we did it and it paid off big time for the band and for the fans. The shops became a big part of the band’s success, contributing to their story and rise to fame. Global Merchandising kept the program going for five years. Typically, you’d get two Christmases, but we managed five, which is unheard of in pop music.”

Drinkwater acknowledges that the pop-up approach, as well as the massive product program, is not for every property, but for a brand like One Direction, it was a perfect fit.

“With a group like One Direction, they crossed several different boundaries into character licensing and more traditional licensing areas,” says Drinkwater. “The brand was already there, and the sensational appetite of the fan base was there, and that enabled us to go around the world and build an extensive licensing program with more than 250 licensees. It was a truly global program, reaching every continent.”

For most, this kind of licensing opportunity only comes around once in a lifetime. Drinkwater is unique in having experienced the phenomenon twice, the other being with 90s pop artists the Spice Girls, when he was the founder and chief executive officer of Bravado.

A more recent success for Global Merchandising has been its work with the heavy metal rock band Motörhead, for which an innovative and outside-the-box approach is also proving to be a win at retail.

“We have taken the essence of the band and its lead singer, Lemmy Kilmister, and appealed to the age of the audience that loves him. The brand extension through wine and beverage licensing is a natural fit for Motörhead.”

Global Merchandising has recently brokered a deal for Motörhead-branded beer, dubbed Road Crew, with Camerons Brewery.

The non-traditional approach is working in other categories as well, such as with a deal for Motörhead-branded pleasure products from licensee Lovehoney. The range even won an International Licensing Industry Merchandisers’ Association award this year for Best Licensed Product—Health & Beauty Aids.

Motörhead is also getting into the digital slots game business in a partnership with NetEnt for casino games.

Another opportunity Global Merchandising sees on the horizon is the exhibitions arena.

Global Merchandising is managing and developing the merchandise ranges for two traveling exhibits—the U.S.-based “Jurassic World: The Exhibition” and Canada’s “Angry Birds Universe: The Art & Science Behind a Global Phenomenon.”

Other new ventures for the company include a recent partnership with Capcom for apparel for its “Street Fighter,” “Mega Man,” “Resident Evil” and “Monster

Hunter” brands, as well as social media star Ben Phillips, one half of Facebook’s Ben and Elliot, for a full retail and licensing program.

Global Merchandising is also active in the extension program for The Emoji Company. It manages the brand for licensing in the U.S., the U.K., Ireland and India.

“Now having taken on The Emoji Company for North America, the sell-through for

Emoji items has been fantastic,” says Drinkwater. “Global Merchandising will always look to apply our expertise to new opportunities, outside of translational music channels.”

Since working with the brand, Global Merchandising has launched cross-category product into both U.K. and U.S. retailers such as Argos, Asda, Boots, John Lewis, Primark, Tesco, Topshop, Walmart, Target, Kohl’s and Bed, Bath & Beyond.

For Global Merchandising, the future is exciting, albeit undefined, as it looks to continually evolve its business and grow. With a base of operations in London and Los Angeles, the reach of the company is just that much stronger.

“The future for the company is very exciting, with the plan to continually expand and explore new opportunities, with a unique approach to merchandise and brand development,” says Drinkwater. ©





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# FROM JAPAN TO THE AMERICAS viz media TURNS 30

The manga and anime entertainment company is celebrating a milestone this year and aggressively charging ahead with a consumer product strategy to complement its portfolio.

by AMANDA CIOLETTI

**F**or many years now, comic-based properties have been enjoying top billing in entertainment and upfront placement at retail. But when you think of the genre, what springs to mind? Marvel? DC Entertainment? There's another, and it's just as widespread and its audience is equally as strong—VIZ Media.

Founded in San Francisco, Calif., in 1986, VIZ Media, a division of Japan-based Shueisha Inc. and Shogakukan Inc., is now North America's largest publisher of manga (graphic novels from Japan) with a catalog of more than 276 titles in 2015 alone. It's also the No. 3 leading publisher of graphic novels in the U.S.—only Marvel and DC top its popularity. The other side of its business, anime, also holds sway in the Americas, and has continued to generate groundbreaking animated content for terrestrial, cable and streaming networks for decades.

This year, VIZ Media turns 30 and with the milestone anniversary comes a renewed business approach with licensing playing a huge role in moving the company forward into the next 30 years.

"The founding premise of VIZ was to bring manga from Japan to the U.S.," says Brad Woods, chief marketing officer, VIZ Media. "The idea being that manga was hugely popular in Japan, so by and large it should be popular here, too. Anime became a natural progression. The manga is the lead entertainment piece in Japan, whereas in the U.S. cartoons tend to be more prevalent and a larger medium than traditional comics, in terms of brand-over-brand exposure. That being said, animation, over the years, has become an equally strong part of our business."

Early breakout titles for the company in the U.S. are many and have a storied history stateside.

Titles like "Inuyasha," "Naruto," "Naruto Shippuden," "Death Note" and "All You Need is Kill" may not immediately be called to mind by the average person, but in comic spaces they are hugely influential.

"When thinking back to some of these properties, it is unheard of to see how long of a run they have had, especially for the graphic novel business and the sheer number of the manga that have been sold," says Woods. "Manga is just massive, and it really does sell to a tremendous reader base that most properties don't get to enjoy."

"But I would say it's these early titles—'Death Note' and 'Naruto'—that really broke out and helped to blow the doors open to this kind of content, widening the user



**BRAD WOODS**  
chief marketing officer, VIZ  
Media





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# ONE PUNCH MAN



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base,” continues Woods.

These types of properties, says Woods, also helped usher in a new kind of entertainment for audiences—one that doesn’t discriminate and doesn’t differentiate.

“These were the titles that made people stop seeing them as just Japanese content and instead enjoy the fact that it’s just really good storytelling,” he says.

In the early days of VIZ Media, the anime content aired on terrestrial TV, with almost all of its flagship animation properties complemented by manga in some form.

“Inuyasha” broke down barriers on Cartoon Network’s Adult Swim for more than 14 years, has sold more than 2 million home videos and continues to be available via streaming networks such as Hulu and Netflix today; while “Death Note” debuted as a TV series in the mid-2000s and remains a top 10 franchise for VIZ Media.

Hitting North American television in 2005 was VIZ Media’s other major hit “Naruto,” first airing on Cartoon Network’s Toonami block, with “Naruto Shippuden” continuing to air on Adult Swim and new episodes from Japan streaming on Hulu.

“Manga and anime are plot driven and can be edgier—they do appeal more to mid-teen and late-teen readers and viewers, so it made a transition to Adult Swim and evening TV blocks, where our key titles continue to air today,” says Woods. “When you think of streaming services—the Hulus and Netflixes of the world—coming online, it was a tremendous benefit for a company such as ourselves. For



anime in general, streaming services have helped the industry because you get a wider distribution of titles, your audience gets immediate accessibility to it and for animated content that is not age-graded for the 8 and under crowd, it gave it full time placement that it didn’t have before.”

With its long history and propensity to complement properties across multiple platforms, it’s natural that consumer products would factor in, but how deeply has not been explored until now.

Woods says that for VIZ Media, its “high water mark” in terms of consumer products would be surrounding the programs for the “Naruto” property in the mid-2000s, which enjoyed merchandise distribution across mass

retailers at its peak thanks to its presence on kids’ TV programming blocks. But, as time went on and the property matured both in its own brand evolution and within its audience viewership, the property’s demographic began to shift to older audiences, eventually moving off terrestrial TV and morphing into a more collector-focused program.

For VIZ Media, then, consumer products, although important, began to take a back seat to content production.

“As we all know, in the absence of a large feature film or a large terrestrial animation series, you’re not going to drive big kids’ programs. You may drive great collector programs and big niche programs, but you’re not going to be 10-feet at Target,” says Woods. “It wasn’t necessarily deliberate on behalf of VIZ, given its age-grading. But what I will say is that, moving forward, it is my purpose

here as head of marketing and consumer products to expand upon our licensing efforts. It’s one of the biggest initiatives we’re chasing.”

Now the company is focusing dedicated efforts on building its licensing infrastructure and growing its consumer product offerings, first by evaluating





# HUNTER HUNTER

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and offering up its heritage properties, and then through expanding and creating new growth opportunities.

“It’s long overdue that VIZ creates a pure focus on licensing that hasn’t been there before,” says Woods. “It wasn’t the nature of how we did our business, and it’s nice to now take a company like this and engage them in a new way with the licensing community that hasn’t before been accomplished.”

To begin the process of truly building out its licensing and brand building efforts, VIZ Media has tapped global licensing agency Evolution to help the company develop merchandise and retail relationships as VIZ looks to expand into untapped categories and markets.

VIZ Media has also signed on board talent agency UTA to develop live-action programming based on titles in the company’s portfolio—a first for the company, says Woods.

“It may not seem dramatic, but Japan has never allowed this approach in years past,” he says. “They have always preferred we take what was made in Japan and translate it for the U.S. marketplace. But now we’re saying there is no reason why there shouldn’t be a live-action TV show based on some of these properties that can run right up against series like ‘Vampire Diaries.’ It’s going to open the doors for licensing tremendously once these programs begin to hit.”

Although VIZ Media is unable to announce any series as of press time, they do hope to have some new programs ready to discuss by end of year.

VIZ Media has a host of new and emerging properties that will easily help the company transition into a brand building empire, as well.

The next round of breakout content comes from anime series “One-Punch Man,” “Hunter x Hunter” and “JoJo’s Bizarre Adventure,” each currently airing on Toonami.

“One-Punch Man” in particular will lead the charge for VIZ Media’s new licensing business model, having found great success out of the gate with U.S. audiences.

“I’m calling ‘One-Punch Man’ an ‘ambassador brand’ in that it goes beyond being manga or anime and crosses over to being a mainstream cultural product that people enjoy,” Woods says. “It’s brands like this that we want to focus on and use to their fullest.”

For the property, VIZ Media will lead with apparel and accessory categories first, and look to expand to additional opportunities down the line. Early retail focus will continue to be specialty and niche, with an emphasis on mass in phase two.

Woods also sees a lot of



potential for the brand-new preschool property that’s in development, “Gakkimals.”

A partnership with production house ShoPro, “Gakkimals” are character mash-ups of musical instruments and animals that VIZ sees great potential for, both with animation and infant and preschool targeted product.

And these continued and renewed content building efforts, coupled with a reinvigorated view of the importance of licensing to the overall business, dovetail seamlessly with the milestone anniversary the company celebrates this year.

“Launching deep into licensing as we approached our 30th anniversary was very serendipitous,” says Woods. “The anniversary created a great pivot point that allows us to celebrate the history of what VIZ has accomplished thus far as we take that next step forward as a company; not just distributing great content but in developing the overall brand. That’s the difference between what VIZ has been in the last 30 years versus what it will be in the next 30 years.” ©





# WATCHING YO-KAI

The Japanese series is picking up steam in markets all around the world, and VIZ Media Europe plans to extend the brand even further into consumer products and entertainment.

by BARBARA SAX

Since its debut this year in Europe, “Yo-Kai Watch,” an animated series developed by multi-media entertainment company Level-5 abby, has taken the market by storm. Kids across Europe have quickly embraced the stories of central character Nate and his adventures as he discovers and befriends the mischievous Yo-Kai, which are unseen creatures that affect human behavior.

The franchise has enchanted children in Japan since 2013, when Level-5 launched the “Yo-Kai Watch” video game. American fans followed once the animated TV series launched in the U.S. in 2015, supported by the Nintendo 3DS video game launch and a range of toys and games from master toy licensee Hasbro. In less than two years, “Yo-Kai Watch” has become one of the most popular franchises for kids, ages 4- to 12-years-old.

Widening its reach worldwide, the brand recently extended with the global rollout of the Nintendo video game and the animated TV series in Europe in April. VIZ Media Europe, the master licensee for the property in EMEA, began a rollout of the hit property in April 2016 with the launch of the video game in European

markets. The animated series rolled out throughout Europe this spring. The franchise also recently launched in Russia, and will debut in Israel in December. By the end of this year, “Yo-Kai Watch” will be seen in more than 85 countries across Europe and Africa.

Headquartered in Paris, VIZ Media Europe specializes in managing the development, marketing and distribution of Japanese animated entertainment and manga (Japanese graphic novels) in the EMEA market.

VIZ Media Entertainment serves as a licensing partner for an integrated product line including graphic novels, consumer products, DVDs and music.

“The industry had high expectations for ‘Yo-Kai Watch’ due to its success in Japan and in the U.S., and our first results are confirming our projections,” says Aadil Tayouga, manager, licensing and retail EMEA, VIZ Media Europe. “Our first year has been a foundation-building year with the rollout of the series. We want kids to experience the brand through our two main drivers—video



**AADIL TAYOUGA**  
manager, licensing and retail  
EMEA, VIZ Media Europe

games and toys—and start collecting. Then we will extend the brand through new product categories.”

Statistics are further confirming the optimistic outlook for the property.

Tayouga says VIZ Media Europe is focused on giving the series the best exposure possible in each market by broadcasting its series of 26 22-minute episodes on both free and paid stations across Europe.

“Yo-Kai Watch” has gained a 42 percent share of the market in France after just three days on-air and is the No. 1 show among boys in its target age group in Spain, says VIZ Media Europe.

Perhaps its strong showing and appeal is in the series’ story lines, which resonate with its audience and have made the show a hit in all of its markets.

“The Level-5 team listened to kids and then identified problems that kids have in their daily lives. The issues Nate faces are universal, and that has helped make the show so relatable across global markets,” says Tayouga.

The team has worked with best-in-class licensing partners to develop a “Yo-Kai Watch” world with multiple touchpoints that includes gaming, television, toys and publishing. Partner Hasbro has developed more than 200 collectible medals to correspond to specific Yo-Kai that can be stored in a Medallium collection book and also be used with an interactive Yo-Kai watch toy. When inserted into the product, the medals play the character’s tribe song, name and catchphrase. The medals also have a QR code that can be scanned to enable interaction with the “Yo-Kai Watch” Nintendo 3DS game and with a digital app, “Yo-Kai Land.”

Hasbro has also launched a line of plush and action figures, and the company will introduce a trading card game with a collectible medal in 2017.

“We have an ecosystem for the franchise that is quite unique,” says Tayouga. “The true collectability of the medals and the interaction between all the elements make it a true 360-degree brand. We also have two of the biggest engines, Hasbro and Nintendo, working together as partners in every aspect of the business, from public relations to



retail, which has really solidified the success of the brand. Working with these partners has allowed us to provide top-quality products that reflect the core values of the brand.”

Tayouga says the brand will be further supported with the release of manga and a DVD in 2017, created by VIZ Media Europe. VIZ Media Europe will produce DVDs and manga in markets in some countries where it is licensed to do so.

VIZ Media Europe also plans to expand the brand even further through a targeted licensing effort.

“It will be a big year for ‘Yo-Kai Watch’ in 2017,” says Tayouga. “We expect to reach 100 licensees by the end of October’s Brand Licensing Europe. Publishing will be a big push in 2017 as well as apparel, footwear and food.”

And deals are beginning to roll in. In the food and beverage space, fast-casual restaurant McDonald’s has already signed a promotional deal for the “Yo-Kai Watch” property for 2017 for a global Happy Meal program.

“We see interest growing on the promotional side. We’re having conversations with retail and food partners and will have a number of new deals to announce by the end of the year,” says Tayouga.

But first, more content is coming. In the first half of next year, 50 new episodes will become available in Europe. Also on the docket is a new line of toys from Hasbro, a new Nintendo video game, new licensees across a number of categories and a movie is planned.

“The brand is very visible across Europe already,” says Tayouga.

Based on the success of the brand so far, Tayouga has high expectations for 2017 and beyond.

“In Japan, after three years on the market, ‘Yo-Kai Watch’ is still the No. 1 game property and the franchise is still the No. 1 kids’ brand. We think we still have at least three years of solid growth for the brand in other markets,” he says. ©





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\* Western & Central Europe, Africa

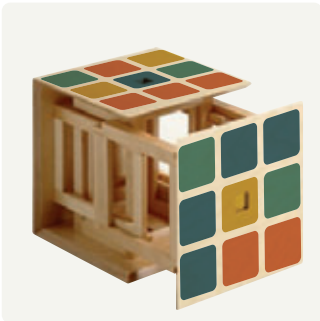
[WWW.YO-KAI-WORLD.EU](http://WWW.YO-KAI-WORLD.EU)

## INTRODUCING RUBIK'S NEW BRAND LIFESTYLE CONCEPT

### SIGNATURE



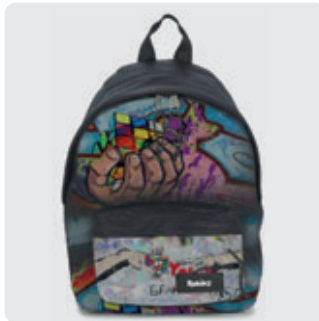
The Signature range references the heritage of Rubik's origins in the 1970's and uses the original logo and typeface



### URBAN



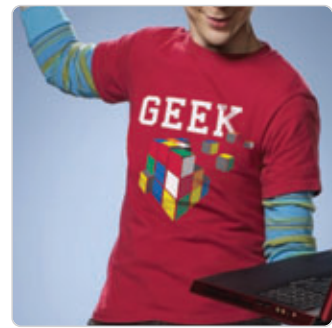
The Urban range is a contemporary take on the Rubik's brand, which uses a more sophisticated palette and features a monochrome logo



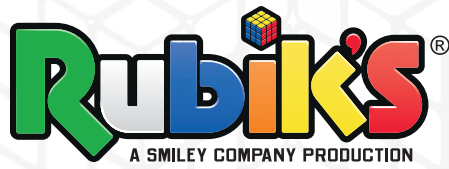
### GEEK



The Geek range is a fun look at Rubik's, and focuses on the bright primary colours of the Cube with a logo featuring this palette







## AN EXCITING NEW BUSINESS OPPORTUNITY BUILT FROM THE AMAZING BRAND EQUITY OF THE CUBE

The Smiley Company, which created and trademarked the world famous Smiley face in 1971, has entered into a strategic partnership with Rubik's to expand the Cube into a new world of exciting categories and develop the business globally.

Bringing a highly innovative approach to licensing which has crafted a unique brand extension for Rubik's, The Smiley Company has created a new vision to the type of products Rubik's creates. With its dynamic resources and decades of experience, along

with industry knowledge and the networks to really leverage the Rubik's brand, The Smiley Company has reinvented Rubik's as a global brand for the future.

This exciting partnership has focussed on building on Rubik's amazing DNA and heritage, tapping into its roots in art and intelligence to develop a wide range of lifestyle categories to support the brand extension, whilst introducing a new segmentation across 3 consumer profiles: signature, urban and geek.

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IN 2015  
(Easter Promotion)

**BEST SELLER**

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website visitors per annum

www.rubiks.com

**3.5 BILLION**  
MEDIA IMPRESSIONS  
Rubik's world championship 2015

**\$111 MILLION**  
RETAIL SALES  
IN 2015

**BEST SELLER**

**BEST SELLING TOY**  
IN HISTORY

**3.9 MILLION**  
YouTube views on Rubik's channel in 2015

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**MARK KINGSTON**  
*general manager and senior vice president, Nickelodeon and Viacom Consumer Products, Europe, Middle East, Africa & Australia*



**LISA SILVERMAN MEYERS**  
*senior vice president, operations and business planning, Nickelodeon Viacom Consumer Products*



**CHARLOTTE CASTILLO**  
*senior vice president, brand management and creative, Nickelodeon Viacom Consumer Products*

# VIA COM

## VALUES EXECUTION AND EXPANSION

With a strong portfolio of preschool properties, the iconic MTV brand and various new initiatives, VIMN is energized and poised for growth throughout Asia, EMEA and beyond. **by TONY LISANTI**

**F**rom the iconic green slime that has become an indelible signature of Nickelodeon to the new “Paw Patrol” live show debuting this month, Viacom International Media Networks is in a special zone that global licensors strive to achieve. And now, the international division of Nickelodeon and Viacom Consumer Products has a more diverse and more powerful portfolio that is driving global growth in ways that simply weren’t possible a few short years ago.

The licensor’s business model has evolved from its evergreen brands and the recent resurgence of the “Teenage Mutant Ninja Turtles” franchise over the past several years to a lineup of new preschool properties and other initiatives that not only reach a wider range of consumer demographics, but also have acquired the attention of multi-tier retailers throughout EMEA. VIMN is committed to a strategy that leverages its content and best practices in more innovative ways to build brand awareness year-round. VIMN has broadened its approach to licensing to include more designer collaborations, events, resort hotels, theme parks, unique promotions and destination retail stores that connect fans to its brands in more ways than was otherwise possible just a few years ago. And, as a result, the licensor is entering a new phase of growth and expansion that will likely continue for the next decade and beyond.

“My goal was to become more of a consumer products company and be thought of less as a licensing company,” recalls Ron Johnson, executive

vice president, consumer products, VIMN, who took over the international group in March 2013. “Many entertainment companies set themselves up as a simple licensing company where it’s just a financial and legal transaction in which someone goes out in the market and represents your brand.”

But the former Disney and Procter & Gamble executive understands what is required to really manage a brand beyond just a few deals.

“We have to take an ownership role and really manage a brand and the long-term thinking from a franchise management perspective,” Johnson explains. “What does our brand represent? How do we want to interact with the consumer? And how do the products we create increase that level of emotional contact with consumers and with our products?”

Johnson believes that you become a true consumer products company when you create a franchise and brand strategy that includes creative design, innovative products and other ancillary extensions, and continue to improve on that business year-over-year.

VIMN’s portfolio consists of the following:

- **Evergreen franchises**—“Dora the Explorer” and “SpongeBob SquarePants”
- **Preschool**—“Paw Patrol,” “Blaze and the Monster Machines,” “Shimmer & Shine,” “Rusty Rivets,” “Nella the Princess Knight” and “Sunny Day”
- **Older kids**—“Teenage Mutant Ninja Turtles”
- **Millennials**—MTV and Slime



■ 1990s—“Rugrats,” “Ren & Stimpy” and “Hey Arnold”

“Now that we have quite a broad portfolio, it gives us more weight when we are talking to both licensees and retailers. We can now launch a portfolio partnership with key licensees so they can invest more behind the Nickelodeon properties and brands,” says Mark Kingston, general manager and senior vice president, Nickelodeon and Viacom Consumer Products, Europe, Middle East, Africa & Australia, who is another Disney alumnus that joined VIMN in 2011. “And when we are talking to retailers, we can focus on one voice at retail for a larger promotional space.

“We have the flexibility to offer various different looks and feels for properties, so we offer a point of a difference for each retailer which is critical for them to compete in such price-sensitive markets throughout Europe,” he adds. “Therefore having a portfolio that we can diversify and differentiate for different retail channels and retailers enables us to secure increased presence on shelf.”

The combined international and U.S. group ranks as the world’s ninth largest licensor, reporting \$5.5 billion in retail sales of licensed merchandise in 2015,

**RON JOHNSON**

*executive vice president, consumer products, Viacom International Media Networks*







according to the exclusive, annual Top 150 Global Licensors report, compiled by *License Global*.

“We are excited and on fire in preschool, and I don’t think there’s a hotter property in the world right now than ‘Paw Patrol,’” says Johnson. “We are backing that up with ‘Blaze,’ which is taking off dramatically,

and ‘Shimmer and Shine.’”

“Our huge success story has been on preschool properties,” adds Kingston. “‘Paw Patrol’ has been strong in every major market it has launched in, and the show has No. 1 status in all of the key markets across EMEA. In some markets, it is in the top three of total licensed products.”

The preschool portfolio now has six properties that are all at various stages of rollout, both from a programming and licensing perspective:

- **“Paw Patrol,”** which is now in its fourth season and is a partnership with Spin Master, is at various stages of rollout throughout international markets. This fall, a live stage show called “Race to the Rescue,” in conjunction with VStar Entertainment Group, will kickoff, visiting major international markets.

- **“Blaze and the Monster Machines,”** also in its fourth season, combines action and rescue themes with education, utilizing STEM (science, technology, engineering, math) principles.

- **“Shimmer and Shine”** continues to perform well, and according to Kingston, “retailers’ appetites are off the chart.” He says partners Fisher-Price and Just Play have had great success with toys and role play, and licensing is now expanding into apparel, home and other product categories.

- **“Rusty Rivets”** is a new







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preschool series that is part of Nickelodeon's partnership with Spin Master. It will launch into key international markets starting in February 2017. The series, which premiered in the U.S. in August, follows Rusty, who is described as a "10-year-old, 21st century hero who always saves the day by relying on his imagination and incredible resourcefulness.

He invents his way out of every jam by repurposing spare parts and found objects into the wildest, coolest, most awesome contraptions ever."

■ **"Nella the Princess Knight"** marks Nick's first



co-production with U.K.-based Channel 5 and will air beginning in April 2017, with consumer products launching in early 2018, according to Kingston. The series follows the adventures of an unconventional heroine and provides positive messaging that empowers preschoolers to be courageous.

■ **"Sunny Day"** was unveiled at June's Licensing Expo in Las Vegas, Nev., and has tapped Fisher-Price as master toy licensee. Product will debut in 2017.

Johnson believes that VIMN will be a juggernaut in the preschool space over the next 10 years as the company continues to invest in these brands.

Research is also critical for VIMN, not only with its core customers, but with moms as well.

"The key is you can't forget mom when you are marketing preschool, so we are always looking for ways to communicate the benefits of the show and what it teaches," says Charlotte Castillo, senior vice president, brand management and creative, NVCP. "For example, for 'Paw Patrol,' we partnered in Benelux to create a safe swimming campaign this past summer."

In addition to preschool properties, VIMN is still very much focused on and investing in its other evergreen properties including "SpongeBob," "Dora" and "TMNT," all of which Johnson says continue to grow in various markets.



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Established in 2003, San-X launched Rilakkuma in Japan, creating an instant hit across the nation with the lovable characters Rilakkuma, Korilakkuma and Kiiroitori. The three unlikely friends appeared one day in the apartment of a hard working Tokyo woman named Kaoru. While she is at work, the three cute characters find ways to have everyday relaxing adventures, Rilakkuma (combination of "relax" and kuma, which is "bear" in Japanese) is a mystery wrapped in a bear costume, Korilakkuma (ko means "small" in Japanese, added with "rilakkuma") is the mischief-loving companion, and Kiiroitori ("yellow bird" in Japanese) is the exasperated friend who keeps busy dealing with the other two every day. Rilakkuma spreads happiness and kawaii to everyone in the world.



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“When you start thinking about older kids and what we have done with ‘TMNT,’ it is still one of the top boys’ products globally that offers great reach, and we continue to invest in that property,” says Johnson.

“With ‘Turtles’ moving into its fifth year and its recent second movie, we were provided with an uplift that gave ‘Turtles’ another solid year after four stellar years,” points out Kingston. “We are now looking at how to bring that brand into a new generation as we move into 2017 and 2018 and look at what that means in terms of how we can potentially refresh it. Season five has some really strong story art, and

that lands in various markets throughout 2017.

“We continue to expand ‘SpongeBob,’ which is a multi-generational brand, in various products including cereals, yogurt, milk, facial tissue and bandages, creating various retail promotions,” adds Johnson.

One of VIMN’s most aggressive initiatives is the recent extensions for the MTV brand and includes the launch of the MTV UP! energy drink from global food and beverage distributor Agrokor. The new beverage, which is offered in four flavors including classic as well as sugar-free, cola and orange, recently launched at select retailers in Southeast Europe and Italy, and will expand to additional markets in 2017.

Other licensing programs for the MTV brand include various audio products from licensee ABG; a new global partnership with Dr. Martens to launch a capsule collection of footwear, apparel and accessories for adults featuring MTV’s classic cartoon “Beavis and Butt-Head” in March 2017; limited edition MTV-branded Vans retro-styled footwear, which launched in July; and a Marc Jacobs limited edition Resort 2017 collection.

“MTV is more than 30-years-old, and we have done a good job with it on a retro basis, but the product we are bringing out now really speaks to the current generation of MTV viewers and Millennials,” says Johnson.

Another important part of VIMN’s growth strategy is the expansion of location-based entertainment that encompasses hotels, exhibitions, events and retail stores.

“The experience of being inside Bikini Bottom or being able to interact with our characters in more immersive ways is becoming more important to families and Millennials,” says Lisa Silverman Meyers, senior vice president, operations and business planning, NVCP. “Our research reveals that kids say spending time together with parents is one of the most important things they want to do, so finding a space like the Nick Resort gives families a place to share those experiences. We spend tons of time in the research phase internally and externally learning about what would make an amazing experience, but what sets us apart is how authentic and amazing the properties really are.”

Some recent location-based programs include:

- VIMN and Sunway recently opened the first Nickelodeon-themed attraction in Asia, the Nickelodeon Lost Lagoon in Sunway Lagoon in Malaysia, which has 14 attractions that feature the entertainment company’s top properties.
- In May, the company opened a themed resort hotel in Punta Cana, Dominican Republic, and is currently developing another resort on the Mexican Riviera. The company is also considering MTV-themed resorts.







- Smaller versions of theme park attractions, called Nickelodeon Lands, are being developed as half-day family experiences at malls throughout Europe.
- In August, a flagship 3,800-square-foot Nickelodeon store opened in the United Arab Emirates' Dubai Mall, in partnership with Entertainment Retail Enterprises. Nickelodeon and Entertainment Retail currently operate other stores in Panama, Honduras, Chile, Colombia and London.
- Exhibits for "SpongeBob" launched in Taiwan and will be replicated around the world.



Johnson says that one of the biggest opportunities for VIMN is China.

"With no TV channel or presence, we are doing things now to introduce the brands to Chinese consumers such as "TMNT" ninja training events in malls. These are key initiatives for long-term growth, and if we execute accordingly, China could be the biggest market worldwide for consumer products (excluding the U.S.) in 10 years," says Johnson. "As Viacom continues to expand and invest internationally, the company has been incredibly supportive about what we are doing in the consumer products and location-based entertainment business. In a business that is so heavily influenced by what the big movie is, we are focused on the long haul, and we continue to invest in our evergreen brands. You may see a blip in the business impacted by a hot movie release by another company, but the consumer continues to come back to our brands, and we continue to grow our total business year-over-year.

"It's an exciting time, and I feel like I'm sitting in an awesome chair that a lot of people would love to have the opportunity to sit in," Johnson adds. ©





# Macy's Marches On

As it steps up its initiatives to celebrate the 90th anniversary, the Macy's Thanksgiving Day Parade presents a powerhouse program packed with entertainment, classic brands, a slice of nostalgia and a preview of the holiday season. **by TONY LISANTI**

One of the most popular and most watched entertainment events not only of the year, but throughout the history of the U.S.—the Macy's Thanksgiving Day Parade—is gearing up for a very special milestone as it prepares to celebrate its 90th anniversary. This iconic event, which provides a refreshing and fun escape from major issues and self-interests, puts forth only one primary

goal—to entertain and usher in the beginning of the holiday season. Fundamentally, the Macy's Thanksgiving Day Parade remains the same and subscribes to same philosophy and goals it has had for nine decades, since the very first eight-mile march down New York City's Broadway to 34th Street, which ended at the now famous and architecturally recognizable entrance to the R.H. Macy Department

**AMY KULE**  
*executive producer, parade and fireworks, and group vice president, annual events and partnership marketing, Macy's*





Store, where its windows are still adorned with colorful displays that reflect the holidays and all its relevant themes.

The original ad, circa 1924, proclaimed: "Today is the Day! Big Christmas Parade. Welcoming Santa Claus to New York. A tremendous pageant of tableaux, comedians, tragedians, elephants, bears, camels, monkeys, clowns, brass bands and everything that makes a real circus parade so dear to everybody."

The message was simple and clear back in the early days of the parade, and except for a few tweaks to the name, the original circus theme and live animals it had when it first marched down Broadway, the Macy's Thanksgiving Day Parade has stayed the course, remained relevant and grown immensely.

It has spawned numerous spinoff events, established many brand partnerships, created a showcase for pop culture and entertainment and produced a platform for licensing and merchandising. While there is no active distribution of products during the actual parade, the event has proven to be a strong marketing and promotional strategy for many brands.

In fact, NBCUniversal, which once again is broadcasting the parade live on Thanksgiving Day and is also airing a special historic look at the event on the evening before the big day, describes it as "America's most beloved procession."

"While the parade changes every single year with different entertainers, different floats and different bands, at its core it's relatively the same," says Amy Kule, executive producer, parade and fireworks, and group vice president,

*R. H. Macy & Co.*  
34<sup>th</sup> ST. & BROADWAY Inc. NEW YORK CITY



**TODAY IS THE DAY!**

*Read Every Word Carefully!*

**BIG CHRISTMAS PARADE**

**Welcoming Santa Claus  
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A tremendous pageant of tableaux, comedians, tragedians, elephants, bears, camels, monkeys, clowns, brass bands, and everything that makes a real Circus Parade so dear to everybody—Be sure to take your place early along the line of march!

**Starts at 145th Street & Convent Avenue  
at Nine A. M. Sharp**  
**Goes down Convent Avenue, 110th Street,  
Eighth Avenue, Broadway**  
**Due at 34th Street and Broadway at Noon!**



**THE LINE OF MARCH:**

Parade Starts at 145th Street and Convent Avenue (9 a. m.).

Down Convent Avenue, Morningside Avenue, Manhattan Avenue to 110th Street (arriving 10 a. m.).

West on 110th Street to Broadway.

Down Broadway to Columbus Circle (arriving 11 a. m.).

Down 8th Avenue from Columbus Circle to 40th Street.

East on 40th Street to Broadway.

Down Broadway to 34th Street, then West on 34th Street.

To the Great Fairy Wondertown Display in Macy's 75-foot Window on 34th Street between 6th and 7th Avenues.

**Welcome and Coronation of Santa Claus  
on the Throne of Gold. Unveiling of  
Fairy Wondertown at 12 noon.**

*Store Closed Today—Thanksgiving Day.*





**FLASHBACK:** *It may look a tad different, but, fundamentally, the Macy's Thanksgiving Day Parade remains the same as it was nine decades ago.*

annual events and partnership marketing, Macy's. "For the three hours that it is on television, you will not get shocked. So if you have the family with you, there is something for everyone. As corny as it sounds, it's something we take great pride in.

"One of the most important things about the parade is that it is one of a few fun, live entertainment events, and you can count on it every year to be a reflection of what's going on in America from an entertainment and promotions standpoint. Sometimes it reflects the politics and temperature of the country, as well," adds Kule. "But at its core, and what people want to see, is tradition. From 1924 to now, that sense of holiday tradition and family is woven through the fabric of the Macy's Thanksgiving Day Parade, and it still contains the things





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We're proud to congratulate Macy's on its 90<sup>th</sup> anniversary and Amy Kule, Parade Executive Producer, on her 20<sup>th</sup> anniversary with Macy's Event Division.

 **DELTA**  
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**FLASHBACK:** *The original Felix the Cat float, which first appeared in 1927. A replica will appear in this year's parade.*

that drive American interest. From the little kids who are on the floats to the ones who are entertaining or those that appear in the marching bands, it's that sense of tradition and comfort of knowing what you are going to get."

As the Macy's Thanksgiving Day Parade celebrates its 90th year, Kule is also celebrating a special milestone—it has been 20 years since she joined the Macy's Parade team. Kule has logged tens of thousands of miles traveling to visit other events, meeting key clients and, of course, walking the infamous 2.5-mile parade route. While her demeanor may appear to be all business on the surface, you know she is bubbling with a sense of pride, excitement and accomplishment on the inside,

not only for herself but especially for the events team and the thousands of Macy's volunteers who are the foundation of making it all come together seamlessly and effectively.

Kule remains focused on the key goal of making every parade the best possible event it can be. She has overcome and survived every situation Mother Nature (and others!) have thrown her way and no matter what, the end result is the same—three hours of non-stop entertainment and experiences.

The Macy's Thanksgiving Day Parade can easily be called a marketing juggernaut considering the fact that more than 3.5 million spectators attend the live event and more than 50 million viewers tune in to the



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**FLASHBACK:** *The parade's balloons and floats always reflect an impressive list of the world's top licensors and properties.*

NBC broadcast, which the network has aired since 1948. And through various promotional events in Macy's stores throughout the U.S. and other partner promotions, the events team reaches millions of consumers throughout the year and in the weeks leading up to Thanksgiving Day.

In addition, Kule has spearheaded the expansion of ancillary parade events, as well.

"We have done a lot to expand the footprint over the past several years, which at its core used to be simply a one-day event," says Kule. "We want to make it more sharable and interesting to a wider audience."

Other events include a "test fly" day in the beginning of November when the floats and balloons are

tested; an "unveiling" of all the floats and balloons; the "night before" celebration when all the balloons are inflated; plus, more than 40 in-store special events that feature parade partners, photo opportunities and various products. Kule says the parade team also works with Macy's to merchandise various products including the parade's signature snow globe, which will highlight the 90th anniversary this year. She says the products sell out every year.

The parade team has launched a new interactive website, app and parade emojis and has stepped up its social media efforts, highlighted by a parade countdown.

In addition, a new book was released in September that

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success in the years ahead!







**FLASHBACK:** *Some things never change! Peanuts will again have a designated float this year.*

features the 90th anniversary of the Thanksgiving Day Parade, published by Rizzoli, with photography by Matt Harnick and from Macy's archives, text by Stephen M. Silverman, a foreword by New York State Governor Andrew M. Cuomo and an afterword by Terry J. Lundgren, chief executive officer, Macy's.

"We do as much as we can to tell the story without ruining the surprises of parade day," says Kule.

For the 90th anniversary celebration, there are several new initiatives that will be featured in this year's event. Among the highlights:

- **Felix the Cat**—This classic character from DreamWorks Animation will make his return. "Felix the Cat has a very strong history with the parade and was actually the first licensed character in the parade in 1927," says Kule. "This may give DreamWorks the ability to re-launch a character that doesn't have a lot of energy behind it. If this influences other characters to return to the parade, I will be very pleased."





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and congratulations to AMY KULE on her  
20th Year with the Macy's Parade & Entertainment Group







**FLASHBACK:** *Sesame Workshop will again be represented with a float in the parade.*

- **Trolls**—With the launch of DreamWorks Animation’s *Trolls* property, a major promotional tie-in with Macy’s and the movie debuting in early November, the new *Trolls* giant helium balloon will feature the film’s characters Poppy, Branch and Guy Diamond marching down Broadway.
- **Kings Hawaiian**—The food company, founded in Hilo, Hawaii, in 1950, will sponsor a float that showcases the spirit and natural beauty of the Hawaiian Islands.
- **Girl Scouts of America**—The organization will debut its first float this year that focuses on “building a better world” with girls climbing a giant 3D puzzle and connecting its pieces.

The other balloons and floats reflect a very impressive list of the world’s top licensors and properties:

- Balloons include Sanrio’s Hello Kitty, Pokémon’s Pikachu, Mattel’s Thomas the Tank Engine, Saban’s Red Power Ranger, The Weinstein Company’s Paddington, Rovio’s Angry Birds, Fox’s Scrat and His Acorn from *Ice Age*, Nickelodeon’s SpongeBob SquarePants, Activision’s Skylander’s Eruptor, The Elf on the Shelf, Sinclair Oil’s Dino, McDonald’s Ronald McDonald and Pillsbury’s Dough Boy.
- Floats include Nickelodeon’s Teenage Mutant Ninja Turtles, Sesame Workshop, Sprout, Gibson Brands, Peanuts and Snoopy, Build-A-Bear Workshop, Domino



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ON TWO  
MONUMENTAL  
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PEANUTS





Sugar, Ocean Spray, Cracker Jack and Planters.

- Ballonicles, which are balloons attached to a bicycle, include the Aflac Duck, Trycaloon Tough Guy and Bulldog, Universal Orlando Resort's Nutcracker and Mouse King.
- Novelty Balloons include Macy's red Believe Stars, Harold the Policeman and Harold the Fireman, Charlie, Kit and C.J. Holiday Elves and Happy Hippo.

"It's all about the emotional attachment that people have with a brand," says Kule. "It's a delicate balance between marketing and entertainment."

According to Kule, what has changed most about the parade are the things that people don't notice.

"We are a lot more organized than we were 20 years ago. From an operational standpoint, the behind-the-scenes process, from registering people to getting them into their costumes and ready to go, has become a fine-tuned machine," says Kule, crediting Kimberly Montgomery, who handles all the costumes for the parade. "I remember 20 years ago, if you were in the parade you would just show up, find something





# WHO SAID BIRDS DON'T FLY?



Congratulations to our good friends at **Macy's** on the historic **90th Anniversary of the Thanksgiving Day Parade** and to **Amy Kule** whom continues to lead the Parade to new heights.





**FLASHBACK:** *The Nutcracker will march down the route as a ballonicle, which are balloons attached to a bicycle.*

that fit and you kind of just knew where you were supposed to go and be part of a particular group. Now it's run with military precision, everything is computerized and everyone knows exactly where they need to be. Montgomery dresses and undresses 2,000 people beginning at 5 a.m."

Another part of the parade that has really changed, according to Kule, is the technology.

"Technology now enables us to do a lot of things with balloons we weren't able to do in the past," she says. "There are now balloons connected to moving vehicles and bicycles, a 360-degree view of portions of the parade with special camera positions along the parade route that you don't see on television. There is also the possibility

for VR technology in the future."

In so many ways it's a dream job, hobnobbing with well-known celebrities and executives and planning such an important event that represents the traditions of America. But for Kule, it's really about the special people, heartwarming stories and unsung heroes that have made this event so special and memorable for her throughout her 20-year tenure.

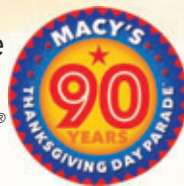
"I tend not to look back so much, but to look forward and think about what's coming," says Kule. "I'm totally focused on the future. I joke with the parade team telling them that what we are going to do the day after the parade is to discuss what we will be doing over the next 10 years gearing up for the 100th anniversary." ©

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over the last 20 years.

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## EUROPEAN SPORTS

# Take the Field

European sports organizations are expanding their brands to new territories across the globe, allowing for more opportunities to reach consumers and take on new licensees.

by ERICA GARBER

Sports licensing has always been big business, both in the U.S. and abroad. After all, what die-hard fan could head to the game (or even the sports bar) without being decked out head-to-toe in branded apparel, hats, accessories and more? Lately though, the business is expanding into even more regions and categories across Europe, reaching new fans and creating new opportunities for licensed products.

With a host of new prospects laid out before them, many of Europe's major sports organizations are heading into the U.S., Asia and other markets to continue to grow their brands and reach new audiences. Here are some of the initiatives these franchises are taking to achieve their goals.

### Agents Take Charge

Although historically many organizations host their own internal licensing programs, many brands are now turning to agents to represent them for licensing across a number of

worldwide territories.

In February, the British horsetrack Ascot Racecourse appointed IMG to serve as its worldwide licensing representative. Since then, IMG has been working to create a year-round licensing program that features Ascot and the Royal Ascot racing festival across multiple categories including apparel, bags, leather goods, homewares, stationery and memorabilia.

IMG also took on the Turin, Italy-based Juventus Football Club for licensing in Japan, China, Hong Kong, Macau, Taiwan, Australia and New Zealand. The multi-year deal will encompass a range of merchandise including automotive, apparel, accessories, stationery, toys and food and beverage.

The Tour de France renewed CPLG as its licensing agent in the U.K. and Eire. In addition to souvenir merchandise, publishing, homewares and accessories, CPLG is also working to develop

performance and lifestyle product ranges for the cycling competition to create an all-round proposition.

Furthermore, St Andrews Links Trust also renewed its agreement with CPLG to oversee the global licensing program for the 600-year-old Scottish golf course complex. The agency will continue to support the brand by introducing it to a range of lifestyle and home products such as handbags and stationery that is set to launch at retail in 2017.

Rounding out CPLG's roster is the Rugby Football Union, which in September appointed the agency to oversee England RFU's global licensing program. In order to continue to grow and develop the brand, CPLG will focus on moving the brand toward





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a lifestyle-focused merchandising program.

Silverstone, the home of British Motor Racing, appointed Blonde Sheep Licensing to serve as its exclusive licensing agent globally. The agency will initially focus on securing licensing deals across apparel, toys, video games, paper products, gifts and homewares.

Arsenal Football Club will also expand into North America with its appointment of Fermata Partners in July. The Atlanta-based agency is owned by CAA Sports, a division of Creative Artists Agency, and has already secured several agreements for the team with first products expected to hit retail in Q3 and Q4.

Additionally, One Entertainment, a Las Vegas, Nev.-based brand management and licensing agency, has taken on three European football teams—FC Bayern, AS Roma and DFB-Wirtschaftsdienste, a subsidiary of the German soccer federation Deutscher Fußball-Bund, for licensing in North America.

## Teaming Up

A number of European sports franchises have also teamed up with various companies for licensed consumer products.

Before the Tour de France 2016, Focus Home Interactive released an official video game for the cycling competition for PlayStation4, Xbox One and PC.

Osasuna FC, a professional football team in La Liga's first division, teamed with Spanish clothing and product design firm Kukuxumusu in August to launch a collection of t-shirts, caps, mugs and scarves.

In March, FC Barcelona teamed with Nordcurrent, a developer and publisher of

free-to-play games, to release an exclusive update for the game "Cooking Fever" that features the football club. In the update, players are able to access the FC Barcelona Sports Bar as well as views of Camp Nou stadium. The game also includes the likeness of players such as Lionel Messi, Luis Suárez, Neymar Jr., Gerard Piqué and Andrés Iniesta.

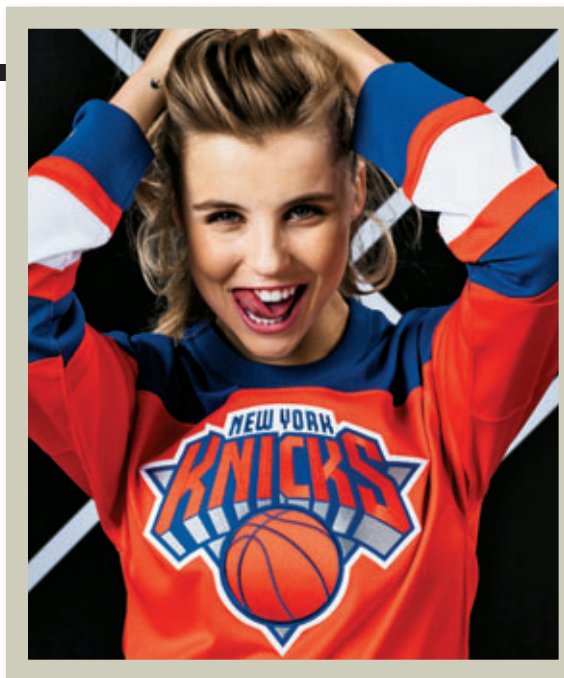
Meanwhile, in the last year, football club Manchester City signed licensing agreements with more than 40 new licensees in multiple worldwide territories, from Argentina to Poland, China and Australia. The team also launched a new club crest and a complete brand overhaul.

Moving forward, Manchester City plans to expand in key territories including North America through Fermata Partners and in China through agency PPW. The organization has also expanded its range of health and beauty products in Malaysia and will launch a direct-to-retail program with Jack & Jones in nearly 500 stores throughout China.

Dorna Sports has secured a number of deals for its motorcycle brand MotoGP. In the U.S., the company tapped Von Dutch for a co-branded apparel range that includes t-shirts, sweaters, caps and beanies; while in India, licensee Myntra will feature a special edition collection of biker attire that includes riding jackets, denim riding pants and a number of t-shirts that brings together the MotoGP brand with Myntra's outdoor lifestyle brand Roadster.

This year also saw the first free-to-play MotoGP game for iOS and Android devices, as well as the launch of an arcade simulator and the video game, "Valentino Rossi: The Game." In addition to digital games, the company also broke into the world of instant lottery by partnering with Scientific Games and Once for a range of scratch cards in Spain.

Finally, the U.S.-based National Basketball



Association is continually growing its presence in Europe and other territories throughout the world. In fact, the league's international licensing business represents more than 30 percent of its global business and is its fastest growing portion, according to Lisa Piken Koper, vice president, global partners, NBA.

For the upcoming 2016-17 season, the NBA has started to engage new licensees domestically to create business partnerships with key retail accounts like Fanatics. The organization will also delve into new non-traditional categories such as home improvement, grocery, pharmacy and more.

The organization is also working with retail partners around the world including Foot Locker in Europe, Rebel in Australia, Xebio in Japan, Top Sport in China, Innova Sport and Liverpool in Mexico, Sportline in the Dominican Republic and many more to grow its presence.

For the 2017-18 season, the NBA is kicking off its licensing program with a global partnership with Nike as its official on-court apparel provider.

Finally, over the past year, the NBA has secured new agreements including the coming debut of the first NBA Café in Europe, which will open in Barcelona, Spain this fall; a bedding collection from Active Dreamers that features NBA players; and the launch of NBA Stores in the Middle East that sell branded apparel, jerseys, footwear, sporting goods, toys and collectibles. The organization also recently finalized mobile gaming deals in Asia, a partnership to launch NBA-branded basketball camps in France and is currently working on plans to launch the first NBA Center outside of Beijing. ©





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# IMG'S BIG SCORE

The UEFA Euro 2016 licensing program was one of the largest and most comprehensive programs within the sports sector this year due to IMG's huge, international network. **by ERICA GARBER**

**A**part from the Rio 2016 Olympic Games, UEFA Euro 2016, a pinnacle of European football, was one of the biggest sports competitions of the year—not only drawing in a vast number of fans, but also grabbing the attention of worldwide licensing agency IMG.

The tournament, which is held every four years, saw 24 teams from across Europe compete for the coveted Henri Delaunay Cup. And just like the competitors themselves, IMG began preparing for the month-long event long before its June 10, 2016, kickoff. The agency's hard work paid off, and IMG delivered an extraordinary merchandising lineup to complement the excitement on the field.

In May 2014, the Union of European Football Associations appointed IMG to serve as the master licensee for the UEFA Euro 2016 tournament. IMG immediately fielded a team to develop one of this year's largest and most comprehensive programs within the sports sector, both within its Paris office and other offices throughout Europe.

IMG successfully tapped more than 50 licensees and launched several direct-to-retail partnerships across EMEA, as well as opened a series of pop-up retail stores.

"What we wanted to do within the IMG network

was to choose licensees with the capabilities to maximize opportunity," says Mickael Andreo, director, IMG France, and global account director, UEFA Euro 2016. "We came up with a strategy where each of the categories and territories would be maximized, and we wanted licensees to show their capabilities to sell in each distribution we allowed them into to ensure they sold in every country where they had the capabilities."

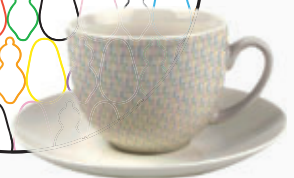
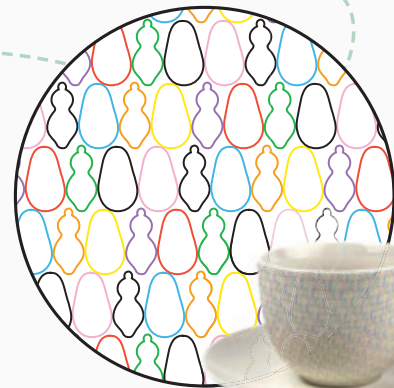
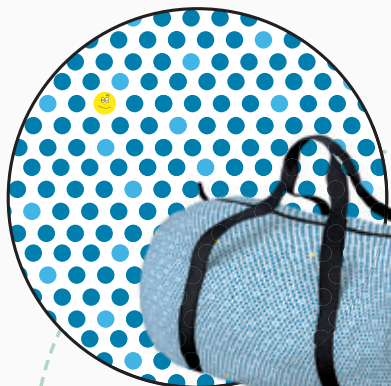
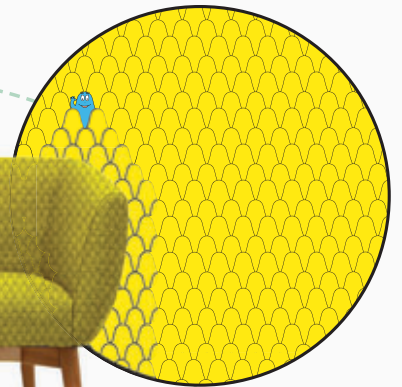
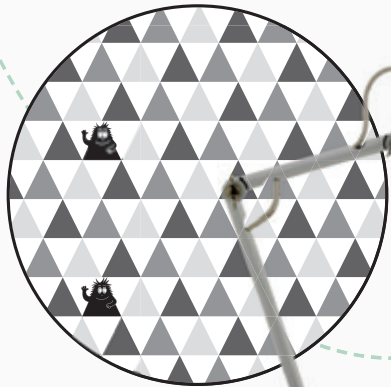
A keystone of the program was at retailer Lidl. As a partner, Lidl sold merchandise and royalties in more than 10,000 stores across 24 countries. The retailer also ran an extensive advertising campaign that was comprised of TV advertising, a radio campaign and more.

The licensing agency also signed a handful of DTR deals with companies including Sports Direct and Cielo, among other high-frequency stores, in addition to a particularly novel partnership with Selecta, a vending services operator, which featured official licensed products all over France in approximately 800 vending machines.

In addition, IMG met directly with retailers to ease the product ordering process and to make sure that Euro 2016 was seen as *the* big event for the year not just for France, but for all of Europe. In fact, more licensed

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products were sold outside of France (nearly 55 percent) than inside the country (nearly 45 percent), highlighting the program’s international success, according to Andreo.

“We also looked for licensees that were able to sell to retail effectively,” says Andreo. “We chose to sign with licensing experts rather than with smaller companies, so at the end of the day, the idea was not to maximize the number of licensees but to find the right licensees to do the business and do it well, and it was, I believe, quite new and successful.”

IMG opened several pop-up shops in Paris, as well as in each of the host cities, and created dedicated fan zones within stadiums, all of which carried a series of products from its partners.

IMG didn’t stop at brick-and-mortar establishments when it came to selling merchandise to fans either. It worked closely with specialty e-commerce sites such as Amazon to create dedicated areas for merchandise, as well as launched a branded store on UEFA.com.

Another initiative that helped propel the UEFA Euro 2016 licensing program was the curated selection of licensing material. IMG did not have access to the players or teams, since they are part of the national association. But, it did have access to the tournament’s logo and mascot. And because the objective was to promote and sell the brand outside of France, the host country, IMG developed a series of national pride logos that were dedicated to each country participating in the event.

Building on the program, IMG developed a line of French couture that utilized the official logo. This line was mainly for tourists that seek something different than

the classic event merchandise, according to Andreo.

Of the program’s licensed categories, apparel dominated the market, claiming 55 to 60 percent of retail sales. Mascots, plush, key rings, mugs and other fan products such as hats were also top sellers.

“As a result, I think we were able to capitalize on all of the potential,” says Bruno Maglione, executive vice president, WME/IMG, and president, licensing, IMG. “I’m pleased to say that we did what was needed for it in terms of going after different audiences, whether it was the spectator who attended the matches, the fans who were interested in following it on TV, the tourist who happened to be in France or the French man or woman who was proud their country was hosting such a prestigious event.

“What I think we managed to do very well was to secure creative designs, products and a presence in different channels for all of those groups,” continues Maglione. “Typically, these kind of licensing programs focus on the host country, and that’s always going to be the case, but I think that more than most, we got some terrific sales and distribution outside of the host country and I think that’s a testimony to the fact it was appealing product and we had good partners on board in terms of licensees and our outreach to retailers in the major football markets was extremely proactive.”

Although the next UEFA Euro won’t take place until 2020, IMG is gearing up for other ancillary events including the UEFA Women’s Euro 2017. And with women’s football attaining more visibility, IMG is confident that it can sign several deals to make the event appealing to the public. ©





  
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# BACK IN ACTION



Cartoon Network EMEA has brought back two flagship series this year that offer both boys and girls something to choose from.

by AMANDA CIOLETTI

Turner's Cartoon Network Enterprises EMEA is firmly positioning itself as a network that has "something for everyone" as the international offices gear up for two major consumer product programs that support the re-energized and re-vamped series "Powerpuff Girls" and "Ben 10."

"In terms of our consumer product business, we've traditionally been a channel that overindexes on boys' properties—seven out of the top 10 TV series on pay TV in the U.K. are from Cartoon Network—but we are now seeing success with our CP ranges beyond the boys' aisle," says Johanne Broadfield, vice president, Cartoon Network

Enterprises EMEA. "We're seeing this cross-appeal from who's tuning in—especially girls—particularly in Europe and across the U.K. It comes down to the appeal of the great content we have on-air."

And with two major reboots this year for the company, offering something for all audiences will not be a problem for CNE.

Originally debuting

in 1998 and an evergreen property for network, "Powerpuff Girls" returned to the small screen this spring in EMEA markets, rocketing to the top of the kids' charts in the U.K., United Arab Emirates and South Africa, as well as taking top rankings in Portugal, Poland and more. (The series was also No. 1 in the U.S. for kids ages 6 to 11.)

With an eye toward what's current now in the kids' content space, "Powerpuff Girls" brings back the original trio of Blossom, Bubbles and Buttercup as they fight evil all while embodying the true essence of strength, sisterhood and the value of humor.

For "Powerpuff Girls," product across all categories will play an integral role in the property's brand extensions, but fashion will lead the charge.

"I would say that anywhere girls are playing, interacting or spending time, you will be able to find 'Powerpuff Girls' product there," says Broadfield.

In the fashion segment, the ranges are broad and intended to appeal across a wide demographic—there will be apparel for both girls and teens, as well as women. In fact, women's apparel debuted first for the brand, a strategic approach.

"Because we have the heritage there, we actually launched with the 'Powerpuff Girls' apparel first for women," says Broadfield. "We localized the ranges as well."

In Poland, for example, the fashion label Bizuu created a "Powerpuff Girls" capsule collection in cooperation with CNE. With an emphasis on "feminine strength



**JOHANNE BROADFIELD**  
vice president, Cartoon Network Enterprises EMEA



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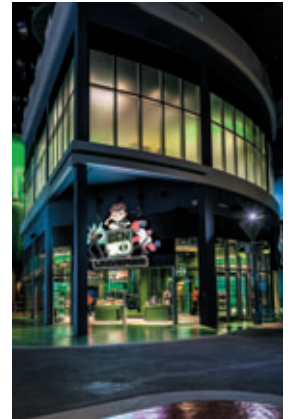
As part of a global Cartoon Network strategy to deliver more immersive experiences for all of its brands, the company has partnered with Dubai's IMG World of Adventure theme park (owned and operated by the Ilyas & Mustafa Galadari Group) to create a



dedicated zone that opened its doors in August. The CNE zone will feature properties such as "Ben 10," "Powerpuff Girls," "The

Amazing World of Gumball" and "Adventure Time" via rides, entertainment, restaurants and retail, including the world's largest "Ben 10" retail store.

IMG World of Adventure Park is said to be the largest themed entertainment destination in the world, covering more than 1.5 million-square-feet and can reach a capacity of 30,000-plus guests each day.



and energy," the range of jackets, coats, knit blouses, sweaters and jeans hit the runways this summer.

"We had an amazingly fun and impactful launch with the Polish brand Bizuu for their winter range that delivered nearly \$1 million in media value when we added together all the women's fashion, national TV and national press components," says Broadfield. "The capsule collection has received a lot of critical acclaim and shows how this brand will continue to develop itself in the adult fashion space."

According to Broadfield, CNE will look to evolve this localized apparel strategy across other European markets.

Other consumer product categories will also be receiving a strong push from the "Powerpuff Girls" brand, including toys, gifting, homewares, publishing and back-to-school.

Global toy partner Spin Master will be the first to debut its range of product in Q1 of next year in the EMEA regions, with

additional categories rolling out on a similar timeline.

In the U.K. alone, licensees such as Joanne Stoker (shoes and handbags), Blues Clothing (apparel), Forbidden Planet (gifts and accessories), Corsair Toiletries (personal care), Blueprint Collections (stationery) and Poplar Linens (homewares), among many others, are on board to roll out product for the brand beginning early next year.

Globally, licensees such as William Lamb for footwear and kids' bags (the U.K.), Pretty Ballerinas for footwear (global) and Party Center for partyware (the Middle East) are also on board, as is Bioworld for a multi-territory agreement to produce apparel and accessories.

Although "Powerpuff Girls" is at its core a girls' brand, its appeal is broad, with varied demographics and even cross-gender appeal.

And that's a statement that CNE can make across the board, despite its historically male-skewing content.

"Our fans are there and they go beyond the clearly defined but narrow demographic of just boys," says Broadfield.

But strictly in the boys' space sits the newest iteration of "Ben 10."

For more than 10 years now, "Ben 10" has held boys' imaginations captive the world over, continuing to retain fans even when no new content has been on-air.

"The interesting thing about 'Ben 10' is that its online games still perform the best on our website and drive the most fan engagement and traffic," says Broadfield. "The brand continues to



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## SMURFS™ THE LOST VILLAGE



**In Theaters Spring 2017**





resonate with boys and has never gone away.”

The app, “Ben 10: Cavern Runs Lite,” remains Turner’s No. 1 app of all time with 4.3 million downloads to date.

According to Broadfield, the property has maintained ongoing consumer product programs in various dominant markets including the U.K., Latin America and Asia, and continues to be a top three boys’ brand in countries in the Middle East, South Africa and Turkey.

But, she says, the re-launch will be a flagship of the CNE consumer product strategy moving forward and a big emphasis for the group.

“We’re looking to make a very big bang with the re-launch,” says Broadfield. “We are taking all of the learnings from the past and adding new tools that are at our fingertips now such as digital and experiential that will be incredibly important in engaging with a new generation of boys for ‘Ben 10.’”

The new series will return to its original roots and focus on the core of what children first loved about the show—the relatability of the character, his ability to transform and the multitude of aliens, coupled with action and humor.

“Ben 10” will roll out to EMEA and Asia Pacific audiences first this fall on Cartoon Network



channels, followed by a broader TV launch in North America and Latin America early next year.

To support the brand’s growth, Playmates Toys has been tapped as the master global toy partner for “Ben 10” and will create a full line of toys based on the series that will hit retail in fall 2017. It’s a line that has CNE quite confident.

“The level of excitement in the room when Playmates presented the various product for all regions was palpable,” says Broadfield. “We love how they approached ‘Ben 10’—whether it’s how they have taken the Omnitrix to the next level or the action figures or the larger play sets and environments, the toy range is just magical.”

Broadfield says that early product testing among both users and retailers is only further bolstering CNE’s excitement for the range.

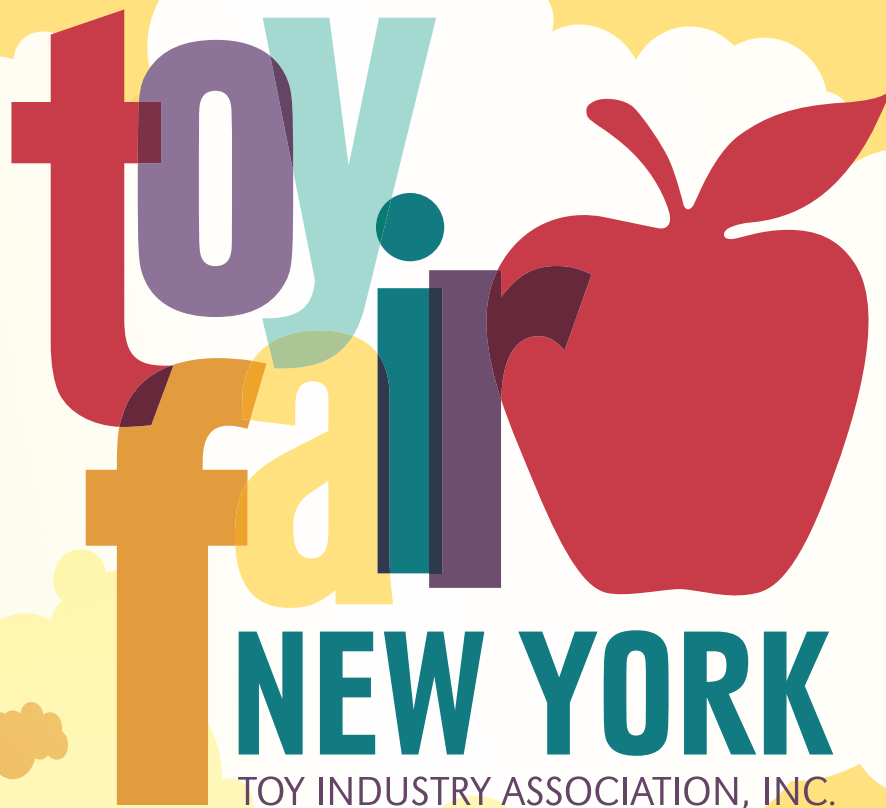
“I do not have one tiny doubt that this toy range will not excite our fans,” she continues. “The range is huge and going to build season to season, with a product highlight at each rollout. I think the Playmates collection is going to deliver something that is missing now in the boys’ toy category.”

Further building on the digital side is increased investment into the space by CNE with new content particularly for YouTube, the “Cartoon Network Anything” app and a series of shorts to be used across several formats.

The bottom line? There is truly a property to fit every fan of CNE properties, whether they be male or female, child or adult or any age in between.

“‘Something for everyone’ is a great tag line, and our fans have led us to it,” says Broadfield. “Cartoon Network fans are incredibly important to us. We see girls liking our shows just as much as boys, and even their parents are engaging. There has been a broadening of appeal, particularly where we see our products appearing and listed at retail, that is more than just for boys. The franchise focus of ‘Ben 10’ and ‘Powerpuff Girls’ will only drive that focus even more.” ©

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# King is 'CRUSHING' IT



King's "Candy Crush" franchise has only been on the scene for four short years, yet it's managed to build a worldwide following and growing licensing program that stretches as far as the imagination can take you. **by BARBARA SAX**

**K**ing Digital Entertainment's mobile game "Candy Crush Saga" has quickly become a classic. Along with its sister titles, "Candy Crush Soda Saga" and "Candy Crush Jelly Saga," the hit game, introduced in 2012, is played by millions of people in 196 countries and regions worldwide and continues to rank at the top of the download charts worldwide.

According to King, which is now a division of Activision, all three "Candy Crush" titles were top 15 grossing games in the U.S. in the first half of 2016, and the property has racked up 76 million Facebook fans.

The games are also recognized around the world for excellence in the sector. In June, "Candy Crush Saga" was named the best digital licensed program at the LIMA International Licensing Awards.

"We're very proud of that award. We're very careful in selecting programs and partners because for us, it's really about building a brand," says Claes Kalborg, head of licensing, King Digital Entertainment.

With so many engaged fans and users at its fingertips then, King is capitalizing on the franchise's popularity and has continued to build the corresponding licensing program globally.

The colorful and fun game is a natural for licensing across

a number of categories such as cosmetics, confectionery and apparel, and King has recently signed several new licensing deals to expand its branded product offerings.

This year, King is working with existing licensees Air Themes on new "Candy Crush Jelly Saga"-themed skins and Bare Tree Media, which has already produced "Candy Crush" seasonal sticker packs, on a new range of emojis and stickers for a global market.

"We have several deals signed and are talking to new partners for skin products," says Kalborg. "Stickers are an exploding business, and we're looking at products that enable consumers to customize their keyboards."

King is also expanding its presence in the confectionery and baking categories and recently signed three new licensees for baking-themed products. Little Brown Book Group will expand its current "Candy Crush" offerings with a new recipe book, *Candy Crush Cakes & Bakes*, that launched in select stores throughout the U.K. last month; while BakedIn hit the global market with "Candy Crush" mug brownie and rainbow cake mixes. Finally, F2J has created a line of cake molds, chopping boards, weighing scales, plastic cups and glassware that recently debuted at retail in France, the Netherlands, Belgium, Luxembourg and Switzerland.



**CLAES KALBORG**  
head of licensing, King Digital  
Entertainment

# Who's that Cat?



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“We’re delighted to be able to offer an array of ‘Candy Crush’-inspired baking products to long-time fans of the game,” says Kalborg. “Home baking is very on-trend at the moment. People love to get creative with their designs and all of these products will inspire people to come up with fun and colorful creations, bringing the game to life and to the kitchen table.”

For King, cosmetics remains a strong category for the brand. The company recently teamed with licensee Amber House for a new line of “Candy Crush” lip balms that will ship to Primark stores in November. And Keep Me Cosmetics will debut a line of “Candy Crush” makeup accessories, including sponges, brushes and eyelash curlers, next spring.

A recently signed deal with Winning Moves will put “Candy Crush Saga” on Monopoly, Top Trumps and Top Trumps Match games in time for the holiday season, and InPhase will produce a line of “Candy Crush”-scented air fresheners that will launch at Tesco and Marks & Spencer next year.

“We’re also talking to players in the candle and home fragrance market for products that will be sold globally,” says Kalborg.

At this month’s Brand Licensing Europe, taking place in London, Oct. 11-13, King will look to sign new partners and widen the scope of its licensing program even further.

“When choosing partners, the products have to be relevant to our brand,” says Kalborg.

“Of course we want exposure beyond the digital world, so we’re finding ways to work with brick-and-mortar retailers as well as developing exclusive, limited programs.”

To that end, King has launched a number of successful pop-up concepts.

“We’ve partnered on a number of pop-up initiatives, such as our ‘Candy Crush’ Café, in shopping malls in China and Hong Kong,” Kalborg continues.

Kalborg says King will continue to do more pop-up initiatives with partners in Asia and plans on a rollout of the concept globally.

“The pop-up strategy can be applied to a yogurt bar or coffee bar.



Pop-ups give the ‘Candy Crush’ brand great exposure and they are an opportunity to forge new partnerships. We’re talking to partners in the U.S. now,” he says.

The company has a history of teaming up with retailers for special promotions, as well. In 2015, King collaborated with Carrefour Supermarkets in France for an exclusive promotion in more than 1,000 stores.

“The program included separate games designed for Carrefour and competitions over the four-week promotion,” says Kalborg. “It was great exposure for us and generated traffic for Carrefour.”

Last year, King partnered with Lancôme for “Candy Crush”-branded gift sets sold in 10 major retail outlets in Mexico. While in the U.S., the company has also created special promotions for Yogurtland self-serve restaurants for limited edition soft serve yogurt

flavors and with Marble Slab Creamery on limited edition ice cream flavors. Also this year, the company teamed up with restaurant franchise Johnny Rockets for a special “Candy Crush Soda Saga” shake.

Other past collaborations and partnerships include with licensee Spun Candy for a collection of candies sold exclusively at the U.K.’s Selfridges stores and at Spun Candy’s retail store in London. The upscale collection was inspired by episodes within the game—The Lemonade Lake collection, the Sweet Surprise collection, the Candy Town collection and the Lollipop Forest collection.

“We love to work with Spun Candy and hope to build on that collaboration,” says Kalborg of the 2014 partnership.

According to King, the coming year should bring even more opportunities to demonstrate the strength of the brand with new launches across a variety of categories. ©





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in India, Hulu in the USA, Treehouse in Canada, Playkids App in 25 countries and now Netflix in 190 countries. Anthony Field, the founder of The Wiggles & proud Blue Wiggles says, "This has been the dream for The Wiggles – to share music, fun & laughter with children everywhere".

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# GIRLS RULE THE UNIVERSE!



Warner Bros. Consumer Products is offering the next generation of girls a group of superheroes they can call their own.

by AMANDA CIOLETTI

Warner Bros. Consumer Products, in partnership with DC Entertainment, is closing out 2016 with a strong message of female empowerment as it continues to celebrate the 75th anniversary of the ever-iconic Wonder Woman and debuts even more content and product around the world for “DC Super Hero Girls.”

“DC has the most recognized female superheroes in the world—and Wonder

Woman, celebrating 75 years, is the first and most iconic female superhero of all time. Through our licensing and merchandising programs for Wonder Woman and other characters, now including the introduction of ‘DC Super Hero Girls,’ we’re engaging in the cultural movement promoting girl empowerment—and delivering what girls want: engaging content, action figures, great product and an entire universe led by strong female superheroes,” says Pam Lifford, president, Warner Bros. Consumer Products.

WBCP is celebrating its strong lineup of female superheroes with a wide selection of product offerings that support its two global franchises.

In the public eye for almost a century, Wonder Woman is getting a reinvigorated effort in the lead up to the premiere of her first solo feature film next June.

“Wonder Woman is the ultimate icon of empowerment, fighting for justice, love and peace,” says Lifford. “She provides a strong message for our wide ranges of inspired products, from core to television to film, and for fans of all ages.”

WBCP is readying a consumer products program





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that will span a wide variety of categories inspired by the *Wonder Woman* film, as well as her appearance in the 2017 *Justice League* film, highlighted by a fashion-focused, trend-right product assortment that includes apparel, accessories, cosmetics, publishing,

stationery, toys and collectibles, home goods and more.

In honor of Wonder Woman's 75th anniversary, items from Mattel such as the Barbie Collection Amazon Princess Wonder Woman doll, UnderArmour performance collections, Nuyu Girls fashion lifestyle and athleisure collections and footwear from Converse, among many other products and categories, will further enhance the range. Retailer Walgreens also rolled out an exclusive line of Wonder Woman beauty products.

"DC Super Hero Girls" is also picking up steam around the world, and at Brand Licensing Europe, taking place Oct. 11-13 in London, WBCP is putting the property front and center.

The "DC Super Hero Girls" universe re-imagines some of the most revered DC characters such as Wonder Woman, Supergirl, Batgirl, Bumblebee, Harley Quinn, Poison Ivy, Katana and others in an all-new franchise featuring cross-platform animation that includes digital content, TV specials and made-for-video movie releases, as well as publishing from DC with the original graphic novel series, and Random House Children's Books middle-grade novel series, along with an immersive website and much more.

"DC Super Hero Girls" is the first franchise of its kind to offer girls ages 6 to 12 their own unique version of the most iconic DC female superheroes," says Lifford. "This all-new, diverse world offers relatable

role models who encourage teamwork, friendship and inspiration to discover their true potential. These characters represent strength, equality, intelligence and showcase these iconic superheroes as teenagers—a theme we know is aspirational and resonates with our core demographic."

Further supported through an extensive licensed consumer product range, the "DC Super Hero Girls" program is anchored by master toy partner Mattel, and includes additional merchandise that spans more than 30 categories with SKUs in 35-plus countries and 18 languages, with more to come.

From toys to apparel, accessories, publishing and more, some of the partners on board to support "DC Super Hero Girls," in addition to Mattel, include master publishing partner Random House Children's Books, The LEGO Group as exclusive construction partner, Rubie's Costume Co., Sakar, Egmont, Cooneen and many more.

First merchandise for the property rolled out in the U.S. this spring at Target and then hit the global market this summer. Product also appears in U.K. retailers such as Tesco, Argos, Amazon, Asda, Sainsbury's, Toys 'R' Us (which also carries products in France, Germany, Australia, New Zealand, the U.S. and Canada) and Smyths. Other global retailers include Carrefour, Leclerc, Auchan and Joueclub in France; Carrefour and El Corte Ingles in Spain; Mueller and Real in Germany; Ipercoop, MFE2 and Amazon in Italy; Target, Big W, Kmart and Myer in Australia and New Zealand; Walmart in Canada; Liverpool and Walmart in Mexico; and Ri-Happy, PB Kids and Marisa in Brazil.

For both Wonder Woman and "DC Super Hero Girls," Lifford says WBCP's global programs are cause for excitement, both in product opportunities and new content on deck. "Both of these franchises offer women and girls the unique opportunity to play in their superhero world and to engage with their favorite DC superhero characters, who represent who they are and who they aspire to be," she says. "Our team is very excited about the highly anticipated *Wonder Woman* film, her first solo feature, along with the global programs and opportunities ahead in support of the core franchise. Interest and sales of 'DC Super Hero Girls' in international markets has been strong and have exceeded our expectations." ©



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# Write On

Hasbro is growing its publishing division through strategic new initiatives that place its most beloved brands in wholly new formats and inspired collaborations.

by BARBARA SAX

**H**asbro Consumer Products is focused on building its giant toy brands globally through great storytelling content, both on screen and in print.

“One of the things we champion is the importance of storytelling to bringing our brands to life,” says Michael Kelly, head of global publishing, Hasbro Consumer Products. “We have a strong and robust story behind our brands, and publishing expands our franchises beyond the confines of television or movies by providing additional story lines for children to relate to and incorporate into their play.

“Kids may be watching ‘My Little Pony’ on TV and enjoying it, but our job is to give them insight into what our characters are up to in between episodes,” he continues. “In markets where the brands don’t have television exposure, publishing serves as a primary driver for creating a brand’s storyline.”

The publishing arm of Hasbro’s business has been steadily growing for the past three years, but 2016 has been the biggest year yet for Hasbro’s team.

“We’re making a big effort to expand globally by putting the right people in the right places and to tailor the message for our audience through storytelling designed

with those specific markets in mind,” says Kelly.

The company has successfully transitioned its business from a number of regional publishing businesses to a division with true global scope and dedicated publishing professionals and partners in all territories.

The biggest launch this year was for *Revolution*, a collaboration between IDW Publishing and Hasbro on a groundbreaking, five-part event series that brings Hasbro’s Transformers, G.I. Joe, ROM, Micronauts, Action Man and M.A.S.K.: Mobile Armored Strike Kommand brands together into one comic universe.

*Revolution* will build through a five-part mini series between now and the end of November. This initiative is building up Hasbro’s comic book universe, which will continue to grow with new content in the coming years.

“This is really epic in its proportions and ambitious to include so many brands in one comic book event for the first time,” says Kelly. “The brands have such a rich history and all fit together so nicely. The five books in this event series will explore and build out the new comic universe.”

The publishing will roll out through November.

The launch also sets the stage for the brands to appear in various groupings throughout



**MICHAEL KELLY**  
head of global publishing, Hasbro  
Consumer Products

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regular comic book franchise issues.

“There will be a shift in storytelling that focuses on all these characters living in the same universe and they will all come back together for major publishing events but will also have opportunities to have smaller guest appearances and team-ups in individual books,” says Kelly.

It’s also an opportunity for Hasbro to re-introduce its Micronauts and M.A.S.K. brands, which haven’t been in the mainstream market since the 1980s, to a new generation of fans.

All characters have a “technological sci-fi base,” says Kelly, that sets them apart from other franchises in this space.

“For fans, these characters have an aspirational quality, so the message is that you don’t have to come from another planet or have some fantastic thing happen to you to be a hero. These are humans who, through a strong commitment and educational training, have become heroes. They are unique among this readership and they have huge appeal. Our first reviews for the book were great, so we’re confident we are doing it right,” he says.

Hasbro’s global publishing team is also focused on widening the appeal of its other brands, from Monopoly and Clue to Tonka and Play-Doh.

Over the past 18 months, Hasbro’s publishing growth has been particularly strong in China.

“China was an underserved market and we’ve had a huge success story with My Little Pony and Transformers,” says Kelly.

Storybook and magazine publishing partner Children’s Fun and additional partners such as Guokr (comic books) are looking at new ways to grow the business in the region.

Hasbro is working with licensees on several augmented reality books as well including Carlton Books for guide books in the U.S., U.K. and China, and Devar

Publishing for coloring and activity books in Russia, which will bring coloring, activity books and guide books to life through augmented reality functionality.

“Our coloring books with an AR component are already on shelves in Russia and will have significant penetration in the marketplace by the end of the year,” says Kelly. “Kids like an opportunity to interpret and adapt characters and bring them to life in the way they have drawn them.”

Augmented reality functionality will enable consumers to watch Transformers change from robot to vehicle.

Branded Play-Doh magazines created with partners Egmont and Panini have been growing across European and Middle Eastern markets, and additional magazines are set to launch in the U.K., France, Italy, Poland, GAS and Turkey.

“There’s opportunity because of the nature of the play pattern of the brand. Play-Doh is growing in Europe and the U.S., and the interest in creativity and storytelling means we have a lot of opportunity to expand the Play-Doh brand through both traditional and digital publishing,” says Kelly.

Hasbro has also had success in publishing ventures licensing its Clue board game in Europe.

“Hachette in France came to us with a proposal for a series of junior novels based on our Clue board game. This has become one of our most successful series and is a great example of how storytelling can enhance the experience of a brand and can unlock some unexpected opportunities,” says Kelly.

“Hasbro’s Consumer Products publishing division covers almost every formant you can think of—from board books and bath books for children to junior novels, to storytelling for adult fans such as comics and novels,” he adds. “Our fans span multiple generations, and we’re constantly evaluating new, emerging trends to ensure our content engages fans on their favorite platforms.” ©

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# RAINBOW GOES LIVE



**IGINIO STRAFFI**  
*president and founder, Rainbow*

For the first time in its storied history, Rainbow has ventured into live-action programming. The early results have been, as they say in Rainbow's native land, "fantastico."

**R**ainbow, the Loreto, Italy-based animation studio that has expanded "Winx Club" into a major global franchise, is expanding its portfolio with its first-ever full live-action program, "Maggie & Bianca: Fashion Friends."

The show, which premiered across Italy during evening primetime on one of the country's leading

channels for kids and teens, Rai Gulp, Aug. 29, focuses on a tale of two cultures coming together. It tells the story of Maggie Davis, an ordinary American girl with dreams of becoming the world's greatest fashion designer who wins a two-year scholarship to the Milan Fashion Academy.

While at the academy, she meets Bianca Lussi, a self-proclaimed Italian "princess," and the two get

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off to an “Odd Couple”-esque rocky start. Different personalities and different backgrounds see the girls continuously clash, but, as they get to know each other better, a friendship evolves.

Together they make other friends—some nice, some not so nice—who all share a passion for music and fashion, and start a band. The show follows the trials and tribulations of their friendships, competitions, love stories and disappointments.

“A cast of characters surrounds Maggie and Bianca in their daily life at the academy and also in their band,” says Iginio Straffi, president and founder, Rainbow, and creator of “Maggie

& Bianca: Fashion Friends.” “All of the students share a passion for fashion and music that will bring about dreams coming true.”

The live-action show, which is a co-production with Rai Fiction, features more than a dozen actors and actresses and has a major focus on music. By the numbers, the program clocked more than 720 hours of shooting, employed 1,000-plus people on the show and included more than 100 outfits and 293 hairstyles for its stars, Maggie and Bianca.

With such a strong focus on fashion, hairstyles and music, the Rainbow series lends itself organically to extensive licensing opportunities in lifestyle products, apparel, accessories and hair care.

The series premiered following

a “glittering appearance” at Italy’s most prestigious kids’ film festival, the Giffoni Film Festival.

A comprehensive marketing plan was developed as well to support the show’s release. Events supporting the series debut included flash mob appearances in major Italian cities, a strong media partnership, TV appearances by the cast and live concert events for teens.

The fruits of its marketing labor are that the series is attracting the attention of both licensees and TV companies. A pan-European master toy agreement has been signed with Simba, and Rainbow is in talks with worldwide TV companies for broadcasting rights.

The show, which features 11 original songs by

Elisa Rosselli, is the brainchild of Straffi, who also created “Winx Club,” which has become a worldwide phenomenon that is broadcast on Nickelodeon (Nick also holds the series merchandising rights) and is now broadcast in more than 150 countries.

“I grew up in a wonderful land near the Sibillini Mountains where a child had unlimited spaces to free his imagination,” says Straffi.

“If I think back to my childhood, I can still feel the excitement of adventure, the pleasure of listening to stories and telling stories, my desire to stop time through writing and drawing. I was lucky enough to see my childhood dreams come true and I hope that my story can inspire all children to never stop dreaming.” ©



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# new SERIES

# new LICENS

Mondo is bringing the new teen series "Heidi, Bienvenida a Casa" to life.

**M**ondo TV Iberoamerica will co-produce, along with the Buenos Aires, Argentina-based Alianzas Producciones, the new live-action series "Heidi, Bienvenida a Casa," which will reinterpret the characters and story of the original classic children's novel *Heidi*, written by Johanna Spyri in 1880.

With 60 episodes of 45 minutes, the series is currently in pre-production and is slated for release in Latin America in January.

Read on for an exclusive interview with Marcela Citterio, writer/producer, Alianzas Producciones, and the writer of successful series including "Patito Feo," "Chica Vampiro" and "Yo Soy Franky."

#### Where did the idea for "Heidi, Bienvenida a Casa" come from?

My husband, Javier Francia, and I were looking for a theme for a new television project. I remember being on a plane to Colombia. I closed my eyes and suddenly I saw Chiara, my daughter, as Heidi. I should make it clear that I have loved *Heidi* ever since I was a

little girl. I must have read Johanna Spyri's tale a thousand times. As soon as I could I called Javier and said: "Heidi! That's the story we have to do. And for Chiara." That was June. I told him that we had to have it ready by October. From the moment I saw that picture in my mind, I was hooked. From then on all I could think about was making that dream come true.

#### Describe this new live-action program. What will be the key storyline?

This is a modern adaptation of the Heidi story known around the world. At the core of the series is a close friendship and the way that Heidi—with her enthusiasm for life, and her passion for music and singing—changes the lives of all those around her. It's the image we all have of Heidi and the story we all know brought to life: the love of a granddaughter for her grandfather, the mountains, the animals. It's a delightful, moving tale of the charming, friendly girl who moves from her rural home to the unfamiliar and confusing environment of the big city. But there's a difference: Heidi's daily life, friendships and adventures



# ES, ING

now take place in the modern world. There's no direct reference to modern places or events, however, allowing the series to retain a timeless feel.

## How many characters will be part of the series and do you have their names/descriptions?

Heidi is just like the little girl in the original masterpiece. She is full of joy and enthusiastic about life. She is going to change the lives of everyone around her for the better, but she also has a deep passion for music and singing and will be forming a band with Clara and other characters. Clara is a girl who suffers from agoraphobia. She spends every day at home in her colored pajamas, with her musical instruments and social networks. It's the only way she communicates with other people. The show focuses strongly on the characters but also on their unusual traits such as their quirky outfits (Heidi's eccentric hats or Clara's colorful pajamas, to name two). These are just some of the modern takes on the original characters we've adapted for the series. Other characters include Heidi's grandfather, Peter, Mr. Sesemann and Miss Rottenmeier. And then we have many more lovable, wacky new characters like Toro, a busker with a secret double life as Toribio, heir to one of the largest fortunes in the country; his sister Maxine, addicted to shopping and

mad about Paris; Paulina who dreams of eternal youth; and Boris who is Mr. Sesemann's chauffeur. To make the story even more fun and intriguing, certain characters have a "night-time double." For example, Mr. Sesemann becomes the rock star Lenny Man and Miss Rottenmeier will be Susy Rot.

## What is the target audience for "Heidi"?

The core target audience is teens, but this series aims to appeal to the whole family. We have a diverse and fascinating group of characters that will find themselves in all sorts of surprising and comic situations sure to engage all family members.

## What are key factors that will differentiate this program?

It is a classic adapted to modern times. There's humor and comedic situations that derive from the characters, along with romance, music and outstanding production values.

## What do you envision as the opportunities for brand extensions and licensing?

Our aim is to develop this franchise and its content into a popular brand and to create long-term partnerships with potential new licensees who will believe in the brand's potential. We have big expectations for this property because of its rich content and our plans to keep the brand fresh and cool by constantly investing in new and creative materials. The "Heidi" licensing and merchandising program will come with an integrated development plan and a 360-degree strategy that includes marketing and promotion on TV and across a number of other media in support of brand development.

## What are the key product categories? Apparel?

The main licensing opportunities will be in fashion apparel and

accessories. We worked hard on getting the details right for all the costumes that Heidi and the other characters wear. Clara's amazing pajamas, for instance, are really cool and special. So yes, fashion will be a leading licensing category. But alongside fashion, we also see strong opportunities in publishing, back-to-school, food and promotions.

## Will original music be a key part of this series?

All the characters will have their own original songs that have been composed exclusively for them, about them and about their relationships with the other characters. We have a wide variety of themes and characters in the series and we trust they will inspire a few hits.

## How did the partnership with Mondo TV Iberoamerica, co-producer of "Heidi, Bienvenida a Casa," come about?

In the most surprising and wonderful way. I was with my husband and partner in Cannes, France, ready to show the trailer of the series at MIPCOM, and one night Maria Bonaria Fois, general manager, Mondo TV Iberoamerica, contacted me asking if I was in Cannes as well. I remembered her from a previous meeting, so I said "Yes," and we met the next day. The company was looking for a project, so I showed her "Heidi." I'll never forget the look on Maria's face and her emotion. She trusted "Heidi, Bienvenida a Casa" from minute one. In fact, I call her Heidi's godmother! A few months later, there was a trip to Rome, Italy, where we sealed the deal with Matteo Corradi, chief executive officer, Mondo TV Group. This is a partnership that I am sure will be the first of many such projects. For us at Alianzas Producciones it is a real honor to work with Mondo TV Iberoamerica, considering it as a leading operator in the market. ©



**MARCELA CITTERIO**  
writer/producer, Alianzas  
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# Tuning in KidsTV

This year's MIPJunior event will showcase a huge lineup of new kids' properties from which one of the next hot properties in licensing could emerge.

by ERICA GARBER

With what feels like an endless supply of new programs in development, MIPJunior is ready to make waves on the Croisette with more than 1,200 new programs, projects and IPs.

The annual event for kids' programming, which takes place Oct. 15-16 at the Hotel Martinez in Cannes, France, definitely will not be short on new content. However, with so many programs in development, it's a buyer's savvy eye that will likely determine which new series will be the next hot kids' property. Here are a few properties to consider that also have the propensity for brand extensions.

In addition to its host of series such as "Animal Jam," "Dinosaur Train," "Doozers" and "Sid the Science Kid,"

among many others, The Jim Henson Company will kick off the MIPJunior World Premiere TV Screening with its new production "Splash and Bubbles."

Featuring 80 11-minute episodes, "Splash and Bubbles" is an ocean-themed animated series that will focus on ocean science and marine biology as a way to encourage kids to explore the diversity and phenomenon of the natural undersea world. Following its world premiere on Oct. 15, the series will debut in the U.S. on PBS Kids this fall.

In addition to the screening, Lisa Henson, chief executive officer; Richard Goldsmith, executive vice president, global distribution; and Julie Phillips, vice president, content strategy, will also speak about the series.

Meanwhile, Hari International will lead off the MIPJunior World Premiere TV Screening on Oct. 16 with its new animated program "Grizzly and the Lemmings."

The new series will follow the bear Grizzly after he makes a ranger's house his territory when the owner is away. Of course, no other animal would dare to challenge the bear's privilege except for a group of "inoffensive, stupid and ridiculous" lemmings.

Josselin Charier, co-founder and producer; Antoine Rodelet, co-founder and producer; and Adeline Tormo, head of sales at Hari International, will all discuss the new program.

In addition to the World Premiere TV Screenings, many companies will also be debuting new properties for the first time.

Paris-based production company Xilam will showcase its flagship animated comedy "Oggy & the Cockroaches" as well as its new preschool series "Paprika."

"Oggy & the Cockroaches," which is already distributed in more than 160 countries, is currently in production for its fifth season. Commissioned by Gulli in France and Cartoon Network in Asia, Africa and South America, the new season will air in fall 2017, followed by two more seasons.

Meanwhile, "Paprika" will follow the lives of



## KEY SPEAKERS TAKE THE STAGE

Among the raft of new properties that will be highlighted at MIPJunior, a number of executives will take to the stage to present their perspectives on the future of the kids' entertainment industry. Several key speakers include:

- Ron Johnson, executive vice president, Nickelodeon and Viacom Consumer Products, Viacom International Media Networks
- Maca Rotter, general director, consumer products, Televisa
- Deirdre Brennan, vice president, content, Corus Kids
- Catherine Balsam-Schwaber, chief content officer, Mattel Creations
- Marc Buhaj, senior vice president and general manager, Disney XD
- Stephen Hodge, chief executive officer, Toon Goggles
- Arne Lohmann, vice president, ZDFE Junior, ZDF Enterprises
- David Michel, head, federation kids' and family, Cottonwood Media, Federation Entertainment

adventurous twins, Olivia and Stan. The first season, commissioned by France Télévisions and Disney Junior EMEA, will consist of 78 7-minute episodes.



Mondo TV will also be showcasing a number of properties at MIPJunior,

including its new live-action series "Heidi, Bienvenida a Casa." The new program is a modern adaptation of the traditional Heidi story known throughout the globe. However, the core of the series will focus on Heidi and how her enthusiasm and passion changes the lives of those around her. Find out more about "Heidi, Bienvenida a Casa" in this issue of *License Global* on page 126.

The studio will also showcase a number of its other series including "Yoohoo & Friends 3D," "Cuby Zoo," "Sissi the Young Empress," "The Treasure Island," "Adventures in Duckport," "Eddie is a Yeti," "Bug Rangers," "Nori RollerCoaster Boy," "Partidei" and "Invention Story."

Meanwhile, Rainbow will head to the two-day event with "Regal Academy" and its new original series "World of Winx." The studio will also showcase its first-ever full live-action production "Maggie & Bianca: Fashion Friends."

"Maggie & Bianca," which premiered in Italy on Aug. 29, focuses on Maggie, an ordinary American girl with dreams of becoming the world's greatest fashion designer, after she wins a two-year scholarship to the Milan Fashion Academy. While there, she meets Bianca, a self-proclaimed Italian "princess" and their friendship forms. Read more about "Maggie & Bianca" in this issue of *License Global* on page 122.

Sesame Workshop will highlight its upcoming

season of "Sesame Street." The company will also showcase its new series "The Furchester Hotel," which recently premiered on Sprout, NBCUniversal's 24-hour preschool network.

Additionally, Cartoon Network will showcase its rebooted series "Ben 10," which will begin to

make its global premiere this fall in EMEA and APAC.

France-based company TF1 Productions will head to MIPJunior with "Barbapapa," which focuses on the adventures of Barbapapa, Barbamama and their seven children, all of whom have the ability to transform into objects of their choice.

Building on its 25-year run, children's entertainers, The Wiggles, will showcase their TV series of the same name. The series currently airs on Netflix in 190 countries, Hulu in the U.S., Treehouse in Canada, TV 3 in Ireland, DD National in India and ABC Kids in Australia, among other territories.

Zodiak Kids will take its new CBeebies preschool series "Tee & Mo" to MIPJunior. The 50 x 7 animated series followed a little monkey named Tee and his first-time monkey mom Mo while they navigate the daily flow of jungle life.

Finally, Millimages will celebrate its 25th anniversary this year. To celebrate the milestone, the studio will take on MIPJunior with a slate of new properties including "Molang," "Pirata & Capitano," "Paper Port" and "Chi-Chi." ©





# IMG HAS BIG PLANS



**BRUNO MAGLIONE**  
*president, licensing, IMG, and  
 executive vice president,  
 WME/IMG*

WME/IMG, which reported \$8.5 billion in retail sales of licensed merchandise in 2015, is always creating new opportunities for its clients. Bruno Maglione, president, licensing, IMG, and executive vice president, WME/IMG, shares what IMG has been up to and what's on the lineup for 2017.

## What has IMG been working on over the past several months?

I think one thing that's interesting and impressive about our organization is that we do every type of licensing possible and imaginable across such a large diversity of brands and talent. For example, we just launched Chris Craft-branded bicycles.

We've been managing the resurgence of the Tacchini brand and have really brought it back in a big way, including in places like Italy, France and Germany.

We opened the first *Harper's Bazaar Café* in Dubai two months ago, and we have three more on-stream in the months ahead.

We introduced the first "The Simpsons" stores and branded concessions in China.

And we also revealed the first *Cosmo* special edition car at the *Cosmo* Fan Fest, which I thought was interesting since the car was literally unveiled on a fashion catwalk surrounded by models. I think Hearst was very pleased with it all.

We've also recently partnered with a Slovenian

company that makes refrigerators. These refrigerators are inspired by Volkswagen's iconic vehicle designs, particularly the 1950 camper van. It's getting a lot of attention in design magazines because the designs are very elegant.

## What about new initiatives?

Well, we're bringing on new clients all the time. We're really proud to have launched the Football Greats Alliance in the U.S. We're responsible for managing the collective IP rights for all retired NFL players, and it's a pretty hot ticket.

And then, of course, there is the UFC acquisition.

We also began our campaign to sign partners for Dylan's Candy Bar, which is creating enormous interest, both in the U.S. as well as abroad.

## What's on the lineup for your celebrity and lifestyle clients?

We're doing plenty of work in that area. We're going to be introducing a new mobile game with Cam Newton, who is one of the most exciting quarterbacks in the NFL right now. There's also a Claudia Schiffer cosmetic range that will be introduced in a couple of months.

## With so many moving parts, how is IMG handling the retail marketplace?

Of course, it's case by case; however, you have three major variables: what's happening in the country, what's the context or deal of the brand and what are the categories. All of those things come into play in each situation, therefore each one has to be taken individually.

But in every market, as long as you've got the right brand in a category that makes sense with the right licensing partner who is clued in and able to secure distribution themselves, you can have success. For example, I was looking at some concepts and sales for a licensee we have doing *National Geographic*-branded bags and luggage and we have great numbers in Greece. But at the end of the day, it is all about the specifics and I think one of our advantages as an agency is that we are truly global and we have people in all of these markets, and that makes a big difference.

## What are you looking forward to in 2017?

I don't want to pick favorites because we work hard on every brand. However, I am really excited about the UFC acquisition. The brand is wildly popular, cool and young people love it. It's expanding rapidly on a global basis and the spontaneous requests we've received from people who would like to do something—anything, actually—with UFC, because that's how strong the interest is—that is really pleasing to see. I'm very excited about that. ©





# GAME OF THRONES™



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