

# TLL THE LICENSING LETTER

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## New Ownership Models Invigorate Estate Licensing as Private Equity Firms, Agents Take Stakes

New ownership and management models in estate licensing are taking root alongside traditional practices. Among the business models that have emerged in the last few years are:

- ▶ Private equity ownership of all or partial rights, often in tandem with the estate (Iconix/Peanuts, together with the Charles Schulz family; CORE Media/Elvis Presley, with Lisa Marie Presley);
- ▶ Licensing agents taking an ownership stake in the properties they represent (MODA Licensing/Joe DiMaggio);
- ▶ Feuding families dividing control and establishing theoretically complementary licensing programs (Jimi Hendrix's relatives); and
- ▶ Families and foundations buying back rights previously granted, or permitting existing agreements to lapse, to manage the licensing program in keeping with the spirit of the original property (Bemelmans family with Cabin 5 for *Madeline*; Andy Warhol Foundation).

Of course, many estates continue to be represented in a more or less standard fashion by licensing agents or by family members.

Following is a rundown of select estate programs and how they are structured.

### Joe DiMaggio

One interesting model is an LLC that owns all of the intellectual property including name, image, likeness, and nickname of Joe DiMaggio. The LLC, formed in 2010, is owned by four partners: the DiMaggio estate, licensing agency MODA Licensing, a transaction professional, and a branding and identity professional.

MODA's Michelle Alfandari handles all licensing activities including strategy, negotiating, and identifying licensees. The brand is being broadened beyond sports and nostalgia merchandise via Steiner Sports, Panini America, and VF to include products that position DiMaggio as a symbol of reinvention and reenergizing

the American Dream. Among the more atypical licenses: a six-pack Joltin' Joe Sparkling Espresso coffee beverage licensed to Arizona Beverages.

While owning a share in the license provides more control over decision-making than a traditional agency relationship often does, Alfandari notes that it is the collaboration possibilities that are most attractive in this model. "It's like making a movie: you bring in different actresses and cameramen for the movie. You don't use the same ones for all movies," she says.

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### TLL SURVEY

## Retail Sales of Sports-Licensed Merchandise Up 2.2% in 2012; Apparel and Accessories Lead

Retail sales of licensed merchandise based on sports leagues and events were up 2.2% in the U.S. and Canada in 2012, according to *TLL's Annual Licensing Business Survey*, closely mirroring the 2.1% growth in the licensing business overall. Retail sales of sports-licensed merchandise in 2012 were just over \$13 billion, versus \$12.79 billion in 2011.

That growth was driven by two of the three largest product categories in sports licensing, Apparel and Accessories, which saw growth of 5.7% and 5.1%, respectively. Together, those two categories accounted for 46.6% of total retail sales of sports-licensed goods in 2012. In addition, Consumer Electronics, a small but vibrant sector, grew 6.8%.

The third of the top sports-licensing categories, Video Games, did not fare so well, declining 5.1%, to \$1.65 billion from \$1.74 billion the previous year. It remains a significant category, however, representing a 12.6% share of market.

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### in short

An Oral B/Disney power toothbrush for kids is €15 (\$19.50) at a Paris pharmacy, \$7.99 online at CVS in the U.S., and \$6.13 on Amazon in the U.S.



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# Licensing Ledger

## IN THE WAKE OF TRAGEDY: TIME TO CHANGE WORK CONDITIONS

Disney has spurred a healthy social responsibility debate with its decision to pull manufacturing out of Bangladesh in the wake of, first, a fire that killed more than 100 people, and, second, a building collapse that killed more than 1,000.

Many have applauded the Disney move; others have not.

"What these licensors should do," one reader says, "is work to help these people, not abandon them. Then you truly have a socially conscious policy."

Walmart, The Gap, H&M, and others are indeed taking the latter approach.

Is there an economic underpinning to which road to follow? Disney says that less than 1% of the factories its contractors use (including licensees) are in Bangladesh. While that 1% could account for a substantially greater share of the merchandise produced, we suspect Walmart and The Gap are more firmly entrenched in Bangladesh and so have economic as well as social motivation for not pulling out. Still, give Disney credit for taking a bold stand.

Various writers have taken to estimating the cost of improving factory construction, safety standards, and workers rights.

From a *New York Times* Op-Ed piece by M.T. Fox:

The sad part is that the price of individual garments would not have to go up much—1%-3%, various estimates say—to provide a living wage and safer conditions for all those cutting and stitching what we wear.

And from *Bloomberg Businessweek*:

The Worker Rights Consortium, an independent labor rights monitoring group, estimates that it would cost \$600,000 on average to elevate each of Bangladesh's 5,000 factories to Western standards, for a total of \$3 billion. If the \$3 billion were spread over five years, it would add less than 10 cents to the factory price of each of the seven billion garments that Bangladesh sells each year to Western brands. If the factory owner passed on that cost to the retailer and the retailer passed it on to the consumer, with markups, this could mean, perhaps, a 25-cent increase for the final buyer per item.

The problem, of course, extends beyond Bangladesh. Disney has put 43 countries on its banned list and another 101 where factories must submit to independent audits for approval. Disney says it will consider allowing manufacturing to return to the banned countries once they've established safer conditions.

We can only hope that, as in the aftermath of the Triangle Shirtwaist Factory fire in New York City in 1911, the recent tragedies will lead to improved factory safety standards and working conditions.



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## EA GETS FORCE-FULL

**Electronic Arts** is the new exclusive video game console licensee for Star Wars, now that **Disney** has closed down the **Lucasfilm** game-making subsidiary **LucasArts**. Disney retains rights for mobile, social, tablet, and online games. EA previously licensed Star Wars for a **BioWare**-produced massively multiplayer online game, *Star Wars: The Old Republic*.

## ALL IN THE SHIRT

The major sports leagues continue to build on so-called "hot market" events for special edition merchandise. Event jerseys for the **NHL** **Bridgestone Winter Classic** are the league's biggest sellers, the **NHL** tells us, with the 2014 designs—available now despite the fact that the game won't be played until

January 1—featuring a retro 1930s look. Prices start at \$135, and the jerseys can be customized. The players will wear the same designs. Meanwhile, the **NBA** has a line of playoff T-shirts at \$22.

## MARLEY'S MILLION SELLER

**Jammin Java Corp's** Marley Coffee, under license from **56 Hope Road** (the late Bob Marley's family organization administering the estate's licensing program), is shipping more than 1 million **Keurig**-compatible, single-serve Marley Coffee **RealCups** monthly.

## MARTHA, TAKE NOTE OF PARIS

Paris Hilton is licensing Italian apparel company **Le Bonitas** to make lingerie and swimwear under her name following a suit and countersuit in which the

manufacturer accused Hilton of failing to approve designs on time and Hilton accused the company of not paying her \$1.6 million in royalties. The new licensing deal, agreed to on the eve of a scheduled trial, settles the parties' differences.

## JUICING THE ORANGE

**Fifth & Pacific** hopes to revive **Juicy Couture** via line extension **Juicy Sport**, to debut in the first half of 2014. The company will work with current licensees to develop swimwear, watches, sunglasses, and footwear. **Juicy Couture** sales dropped \$12 million year-over-year. Last month, **Fifth & Pacific** hired investment bankers **Perella Weinberg Partners** and **Centerview Partners** to sell **Juicy Couture** and **Lucky**.

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## Sports-Licensed Merchandise

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In fact, certain individual sports-licensed video game titles sold well during the year. Electronic Arts' "Madden NFL 13," 2K Sports' "NBA 2K13," and EA Sports' "FIFA 13" all were among the top-selling video game titles overall in 2012, according to the NPD Group. As a result, sports-licensed video games significantly outperformed licensed video games in general, which declined 8.3%, according to the survey.

Other sports licensing categories that showed increases in 2012 included Food/Beverage, Footwear, Gifts/Novelties, Health/Beauty, Infant, Sporting Goods, and Toys/Games, all up between 1.8% and 3.5%.

Categories that were weak during the year included the non-core categories of home goods (Domestics, Furniture/Home Furnishings, and Housewares), as well as Stationery/Paper and Publishing. The last two fell 4.4% and 3.5%, respectively.

### Property Performance

The two biggest major leagues, the National Football League and Major League Baseball—which *TLL* estimates together represent close to 50% of the total sports licensing market—both grew at close to the pace for the sector overall, 2.2% and 1.9%, respectively. The third biggest league in terms of licensing, the National Basketball Association, showed estimated growth of 4.5% during the year.

The National Hockey League, which had been performing strongly prior to 2012, underwent a long lockout from Sept. 15, 2012, to Jan. 12, 2013, which put a damper on sales of licensed merchandise in the second half of the year and led to a decline of 4.9% for the year as a whole.

It should be noted that the major leagues' estimates may vary from *TLL's* measurements. The leagues do not make public their estimates of their licensing business, and most either decline or do not respond to requests to participate in the survey or interviews on this subject. Their licensees are among the survey respondents, however.

Many observers include collegiate licensing as part of the sports licensing market. *TLL* does not, since some sales of collegiate merchandise are driven by students, alumni, and campus neighbors, independently of sports teams' performance. Still, sports is a key driver of collegiate merchandise sales.

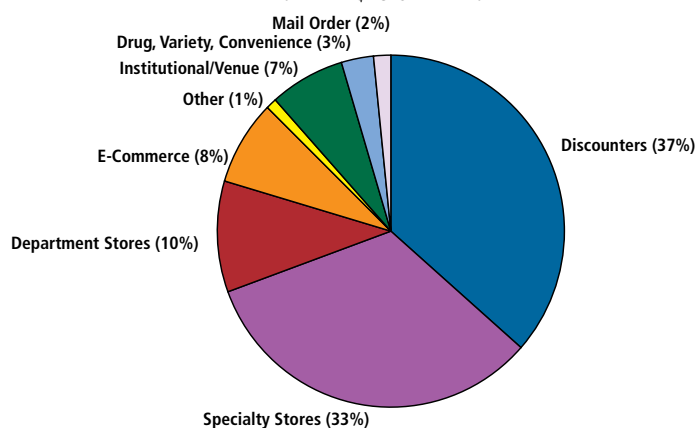
*TLL* estimates that, in 2012, retail sales of licensed merchandise based on colleges and

### RETAIL SALES OF LICENSED SPORTS-BASED MERCHANDISE, BY PRODUCT CATEGORY, U.S. AND CANADA, 2011-2012

CATEGORY	(dollars in millions)		% CHANGE 2011-2012	2012 SHARE OF MARKET
	2012 RETAIL SALES	2011 RETAIL SALES		
Accessories	\$988	\$940	5.1%	7.6%
Apparel	\$5,095	\$4,820	5.7%	39.0%
Consumer Electronics	\$310	\$290	6.8%	2.4%
Domestics	\$216	\$220	-1.8%	1.7%
Food/Beverages	\$357	\$350	2.1%	2.7%
Footwear	\$621	\$610	1.8%	4.8%
Furniture/Home Furnishings	\$232	\$240	-3.3%	1.8%
Gifts/Novelties	\$1,029	\$1,000	2.9%	7.9%
HBA	\$207	\$200	3.4%	1.6%
Housewares	\$203	\$210	-3.3%	1.6%
Infant Products	\$279	\$270	3.4%	2.1%
Publishing	\$251	\$260	-3.5%	1.9%
Sporting Goods	\$498	\$480	3.8%	3.8%
Stationery/Paper	\$96	\$100	-4.4%	0.7%
Toys/Games	\$645	\$630	2.4%	4.9%
Videogames/Software	\$1,651	\$1,740	-5.1%	12.6%
Other	\$393	\$420	-6.3%	3.0%
<b>TOTAL</b>	<b>\$13,071</b>	<b>\$12,790</b>	<b>2.2%</b>	<b>100.0%</b>

SOURCE: THE LICENSING LETTER

### RETAIL SALES OF LICENSED SPORTS MERCHANDISE, BY DISTRIBUTION CHANNEL, U.S. AND CANADA, 2012 TOTAL = \$13.07 BILLION

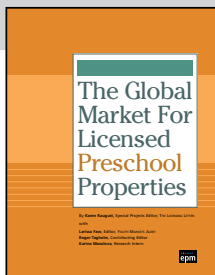


SOURCE: THE LICENSING LETTER

universities totaled \$3.37 billion, up from \$3.32 billion in 2011. Many small- to medium-sized colleges are entering licensing, and several institutions have changed athletic conferences, which tends to drive sales. (The Collegiate Licensing Co. estimates the sector, including its own and competitors' properties, at \$4.57 billion, with its own clients generating 75% to 80% of that.)

Continued on page 10

Can you compete in the \$10.4 billion global preschool market?



#### DO YOU KNOW:

- ▶ Which 11 preschool properties had retail sales of licensed merchandise of \$100 million or more each in 2012?
- ▶ What percent of preschool merchandise sold is toys, apparel, and other categories?
- ▶ The five properties licensing executives predict will be "hot" in 2013?
- ▶ How to motivate moms through packaging and marketing messages?
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## Estate Licensing

*Continued from page 1*

### Peanuts

Iconix acquired 80% of the Peanuts Worldwide rights in 2010 and handles the business end of the Peanuts program; Charles M. Schulz Creative Association, the company of the creator's family, retains 20% and handles creative development.

The Peanuts brand is global, with over 1,000 licenses serving children, teens, and adults in apparel, gifts/stationery, gaming, and advertising/promotions including the MetLife campaign, says Leigh Anne Brodsky, of Peanuts Worldwide/Iconix Entertainment. Annual retail sales are approximately \$1 billion to \$1.2 billion.

Family involvement is part of the approach to the business, Brodsky says. "Most big decisions are made with input from everyone," including Schulz's widow, Jeannie, who is "in regular touch" with Brodsky. Craig Schulz, a son, is a writer on the 3-D animated movie in development by 20th Century Fox and Blue Sky that is planned for 2015 release. A five-year plan for the Peanuts brand includes marketing tentpoles, promotional events, key product launches, and trend merchandise.

The program actively seeks creative new approaches, such as a designer in Japan who created a line of black Snoopy's and Woodstock's and regular tweets by Woodstock on Twitter consisting of parentheses, his traditional way of communicating. The program finds new media especially conducive to the brand, Brodsky says. "Each comic strip is a short story, a bite-size media, short and pithy, so it works really well in social media."

### Marilyn Monroe

Authentic Brands Group acquired the Marilyn Monroe estate two years ago from Actors Studio. The company has also acquired rights to several photographers' archives of Monroe photos and works with the movie studios that retain ownership of Marilyn-related material. Authentic's Nick Woodhouse says there are some differences between owning an estate license brand and a non-estate brand. In some ways, it is easier than working with a live celebrity. "There are no photo shoots to be missed, no question about what will happen, or what they might do or say," he notes.

Monroe's legacy is another difference. Woodhouse points out that Monroe was and is a style icon and a role model to a wide age range, including heavy interest in the 18-24 age group, followed by ages 13-17. Among the merchandise

## ESTATE LICENSES GENERATE \$2.24 BILLION IN U.S. AND CANADA

Retail sales of licensed products based on estate properties totaled \$2.24 billion in 2012 in the U.S. and Canada, according to *THE LICENSING LETTER*, representing 2.3% of the overall licensing business in North America. Estate-based properties also command among the highest royalty rates in licensing—9.9% last year, compared to 8.7% across all property types, as reported in *THE LICENSING LETTER ROYALTY TRENDS REPORT*.

offerings: a Macy's apparel collection, wall art, ads with Dior and Citibank, and social media with over 6 million Facebook friends.

### Elvis Presley

Elvis Presley Enterprises is 85% owned by CORE Media Group, including physical and intellectual properties. Lisa Marie Presley, Elvis's daughter, retains 15% ownership and is involved in major business decisions along with her mother, Priscilla.

Lisa Marie Presley is full owner of Graceland mansion and the grounds, as well as her father's personal effects such as costumes, awards, furniture, and cards. The mansion property and her father's personal effects are permanently available for Graceland tours and for use in all EPE operations, according to EPE.

The licensing program includes the rights to the name, image, and likeness of Elvis Presley along with copyright on more than 60,000 photos and hundreds of trademarks. In addition to product licensing, the Entertainment Licensing division of EPE handles requests from advertising agencies and public relations firms for marketing and sponsorship campaigns globally.

There are over 200 official licensees worldwide, with agents assigned markets where EPE does not have operations. Among these, Celebrity Entertainment, EPE's European agent, secured a co-branding deal with Sanrio in 2012 that led to Hello Kitty being illustrated wearing Elvis sunglasses and classic jumpsuits, with the design featured on products including purses and wallets.

### Jimi Hendrix

Two official licensors control the Jimi Hendrix estate, which has been embroiled in legal battles since the guitarist's death in 1970. Today, Hendrix's adopted daughter Janie operates Experience Hendrix, which licenses

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**PROPERTIES AVAILABLE OR RECENTLY ASSIGNED, U.S. (Canada as indicated)**

PROPERTY	DESCRIPTION	CATEGORIES AVAILABLE	LICENSING CONTACT
Beatrix Girls	Pop star doll line for girls backed by original music.	Accessories, apparel, back-to-school, domestics, footwear, gift/novelty, HBA, jewelry, toys/electronics	Michael Gottsegen, All American Licensing & Management
Debbie Brooks Designs	New York-based designer known for accessories, handbags, and jewelry designs.	All	Steven Heller, Brand Liason
Hawken	Free-to-play first person shooting game set in the future.	Accessories, collectibles, toys	Larry Seidman, Dimensional Branding Group
Kikkoman	Japanese food manufacturer/soy sauce provider known for its unique soy sauce dispenser designed by Kenji Ekuan.	All	Carol Janet, Design Plus Licensing
Little Giraffe	Los Angeles-based children's apparel/accessories shop.	Car seats, cribs, infant furniture, strollers, walkers	Bill McClinton, Global Icons
Skee-Ball	Popular arcade game, with iOS and Android apps among the most downloaded of all time.	Apparel, master toy, party goods, replicas	Larry Seidman, Dimensional Branding Group
Uglydoll	David Horvath and Sun-Min Kim's cast of odd looking yet colorful characters. UP&L handles all digital aspects of the "Uglyverse." Boldface is sub-agent for beauty products.	Fragrance, HBA, home care	Nicole Ostoya, Boldface

**LICENSES RECENTLY GRANTED, U.S. (Canada as indicated)**

PROPERTY	GRANTED TO	PRODUCTS MANUFACTURED	GRANTED BY
Archer	Scorpio Posters	Posters	Brandgenuity
Avengers, The	ShurTech Brands	Duct tape	Disney Consumer Products
Big Bang Theory	Trends International	Bookmarks, calendars, posters, stickers, writing instruments	Warner Bros. Consumer Products
Cake Boss	Meyer Corp.	Bakeware	Discovery Communications
Candy Land, My Little Pony, Scrabble	World Trade Jewelers	Jewelry	Hasbro
DC Comic Super Heroes	License 2 Play	Co-branded plush collectibles	Warner Bros. Consumer Products
Discovery Kids	Good Stuff	Co-branded toy	Discovery Communications
	MasterPieces Puzzle Co.	Craft kits	
	MerchSource	Inflatable bowling sets, toy tablets, wall maze	
	NKOK*	Arts & crafts, radio control vehicles	
Domo	License 2 Play	Co-branded plush collectibles	Big Tent Entertainment
Downton Abbey	1928 Jewelry Company	Jewelry	Knockout Licensing
	Bradford Exchange	Collector dolls, figurines	
	Danbury Mint	Collectible fine jewelry	
	Kurt S. Adler	Holiday decor	

\*Extension or renewal.

Continued on page 6


**licensing news** *Continued from page 5*

PROPERTY	GRANTED TO	PRODUCTS MANUFACTURED	GRANTED BY
<b>GQ, Glamour, Gourmet, House &amp; Garden, Mademoiselle, New Yorker, Vanity Fair, Vogue</b>	New Era Portfolio	Custom art prints for interior design	Condé Nast Editorial Assets & Rights
<b>Grateful Dead</b>	The Hundreds	Accessories, hats, jackets, T-shirts	Warner Music Group/Rhino
<b>Hawken</b>	Cryptozoic Entertainment	Hobby games	Dimensional Branding Group
	Mighty Fine	Apparel	
<b>Hello Kitty</b>	Loudmouth Golf	Golf apparel	Sanrio
<b>Hot Tamales, Mike And Ike, Peeps</b>	Concept One	Cold weather accessories, hats, knit caps	Lisa Marks & Associates (LMA)
<b>Jenny Foster</b>	Westland Giftware	Canvas wall art, cookie jars, cosmetic bags, mugs, salt/pepper shakers, teapots, tiles, tote bags	Jenny Foster Studio
<b>Journey, Last of Us, Uncharted</b>	Cooke & Becker	Print-on-demand art	Dimensional Branding Group
<b>Jungle Book</b>	Fun Rugs by General Industries	Play rugs	SMC Entertainment
	Newcastle Fabric	Fleece blankets, kits	
<b>Kathy Ireland</b>	Nourison	Floor coverings	Kathy Ireland Worldwide/Sterling Winters Company
<b>Mad Libs</b>	Primitives by Kathy	Box signs, home decor	Penguin Young Readers Group
<b>Marie Claire</b>	Richline Group	Jewelry (U.S., Canada)	PrivateCollection&Co
<b>Miracle-Gro</b>	Acme United Corporation	Bladed lawn/garden tools	Seltzer Licensing Group
	Bondco Enterprises/Bond Manufacturing Co.	Plant support accessories	
	Radius Garden	Gardening hand tools	
<b>MoonPie</b>	Desperate Enterprises	Magnets, tin signs	Lisa Marks & Associates (LMA)
	Square One Brands/Open Road Brands	Wall decor	
<b>Paul Thurlby</b>	Wild & Wolf	Accessories, fabrics, housewares, stationery, toys/games	Mansion Street Literary Management
<b>Peace Frogs</b>	Tervis Tumbler	Cups	Brentwood Licensing Group
<b>Peanuts</b>	CafePress*	Custom on-demand products	Peanuts Worldwide at Iconix Brand Group
<b>Peeps</b>	Bradford Exchange	Co-branded figurines	Lisa Marks & Associates (LMA)
<b>Star Trek Into Darkness</b>	A Crowded Coop	Pet accessories	CBS Consumer Products
	BioWorld Merchandising	Accessories, T-shirts	
	Buckle Down	Belt buckles	
	Checks In the Mail	Checks	
	FunKo*	Plush, vinyl figures	
	ICUP	Housewares	
<b>Subway Surfers</b>	Isaac Morris	Apparel (juniors') (U.S., Canada)	Ink Brands

\*Extension or renewal.

*Continued on page 7*


**licensing news** *Continued from page 6*

PROPERTY	GRANTED TO	PRODUCTS MANUFACTURED	GRANTED BY
Suzy's Zoo	StickerYou*	Personalized stickers	Lawless Entertainment
Valiant Entertainment properties	Dynamic Forces	Collectibles	Valiant Entertainment
Where's Waldo?	Praim Group	Chocolate bars	Dreamworks Classics
WWE	Bridge Direct	Construction toys	WWE
	Cardinal Industries	Co-branded games, jigsaw puzzles, trivia board games	
	FunKo	Board games, vinyl figures	
	Millennium Products Group	Seasonal games, value toys	
	Wicked Cool Toys	Accessories, electronics	
Zombies Hate Stuff	Andrews McMeel Publishing	Calendars	Dimensional Branding Group
Zumba	PVH	Swimwear	Zumba Fitness

**INTERNATIONAL PROPERTIES AVAILABLE OR RECENTLY ASSIGNED**

PROPERTY	DESCRIPTION	CATEGORIES AVAILABLE	LICENSING CONTACT
Beatles, The	Bestselling '60s rock group featuring the songwriting duo of John Lennon and Paul McCartney. Was handled by Live Nation Merchandise since 1996.	All (Worldwide)	Felix Sebacious, Bravado International Group
Bugsted	Production company Vodka's prospective television series and game app geared to children.	All (Austria, Germany, Switzerland)	Leif Ebentreich, Super RTL
Chico Chihuahua	Cartoon dog and his flea friend originating from a series of animated e-cards.	Gift/novelty, greeting cards (Worldwide)	Blanca Ruiz, Chico Chihuahua
City Of Malibu	Beachfront city in Los Angeles County, first incorporated in 1991.	Apparel, bath, bedding, HBA, outdoor products, tabletop, toys/games (Worldwide)	Robert Stone, Excel Branding
Clive Christian	Home decor and perfume company based in the U.K.	Bags/luggage, eyewear, gift items, jewelry, luggage, pens, scarves (women's) (U.K.)	David Ball, Performance Brands Limited
Donald J. Trump Signature Collection	Luxury goods brand.	Accessories, activewear, sportswear (men's) (South Korea)	Jason Lee, Infiniss Co Ltd
Lotta Jansdotter	Scandinavian designer known for her wide variety of modern designs. Consumer products programs already established in the U.S. and Japan.	Gift items, luxury home goods (U.K.)	Anna Cartwright, Boom Licensing
Masha and the Bear	Children's animated series known for its following in Central/Eastern Europe.	All (Worldwide except Russia, CIS)	Morten Geschwendtner, Ink Brands
Matt Hatter Chronicles	Platinum Films' adventure/comedy series about a boy travelling through dimensions.	All (South Africa)	Alan Radmall, The Revolution
Mega Jump	Mobile game (along with Mega Run) starring monster Redford as he tries to save his siblings from the evil King Uncle.	All (Worldwide)	Avra Goldenblatt, Licensing Shop, The
Miramax Films	Weinstein Brothers-founded film company (now owned by Filmyard Holdings) known for releases like Pulp Fiction, Chicago, and Shakespeare in Love. Evolution also represents the newly created Miramax Legend brand.	All (Korea)	Chanmi Lee, Asiana Licensing Institute (ALI)
		All (Austria, Germany, Switzerland)	Ulf Vespermann, Celebrities Entertainment
		All (Netherlands)	David Speljer, BN Licensing

\*Extension or renewal.

*Continued on page 8*

## international licensing news *Continued from page 7*

PROPERTY	DESCRIPTION	CATEGORIES AVAILABLE	LICENSING CONTACT
<b>Pac-Man And The Ghostly Adventures</b>	Namco Bandai's video game hero, to appear in his own show this fall.	All (Greece, Italy)	Maria Romanelli, Team Entertainment
<b>Playstation</b>	Sony Computer Entertainment's Playstation brand, as well as game series including LittleBigPlanet, God Of War, The Last Of Us, Killzone, and others.	All (Belgium, France)	Veronique Pichon, Sagoo Licensing
<b>Raising Maddie</b>	Suanne-Margaret Hastings' children's property featuring a girl and her magical shoes.	All (Worldwide)	Cathy Malatesta, Lawless Entertainment
<b>Rayman</b>	Limbless video game character from creator Michel Ancel.	All (France)	Veronique Pichon, Sagoo Licensing
<b>Space Heroes Universe!</b>	Children's free-to-play story-driven online game from Bubble Gum Interactive. Co-agents with Virtual World Licensing.	All (Europe)	Simon Kay, AT New Media
<b>Tea Bunnies</b>	Toy property with over 100 unique bunny designs from around the world.	All (Worldwide)	Joel Barnett, Brentwood Licensing Group
<b>Zelfs, The</b>	Girl-focused toy brand from Moose Toys, creators of The Trash Pack.	All except toys (Worldwide)	Avra Goldenblatt, Licensing Shop, The

## INTERNATIONAL LICENSES RECENTLY GRANTED

PROPERTY	GRANTED TO	PRODUCTS MANUFACTURED	GRANTED BY
<b>Battersea Dogs &amp; Cats Home</b>	Iron Gut Publishing	Art prints (U.K.)	Battersea Dogs & Cats
	Smiffys	Dress-up (children's, adults') (U.K.)	
<b>Little Suzy's Zoo</b>	University Games*	Board games, card games, electronic board games, puzzles, travel board games (U.K.)	Lawless Entertainment
<b>Luigi, Mario</b>	Five Element Distribution	Shopper bags (U.K.)	Nintendo of America
<b>Monica Warhol</b>	LoyalTraffic.com	T-shirts (Worldwide)	C3 Entertainment
<b>My Cat Pip</b>	Portico Designs	Greeting cards (U.K.)	Jane Evans Licensing Consultancy/ Brand Extensions Russia
<b>Pac-Man</b>	Poetic License/Poetic Gem	Nightwear (U.K.)	Lisle International Licensing
	Jada Toys	Master toy (Worldwide except China, South Korea)	
<b>Something Special</b>	Golden Bear Toys*	Toys (U.K.)	BBC Worldwide
	Kinnerton Confectionery Australia	Advent calendars, Easter eggs, miniature figures (U.K.)	
<b>Suzy's Zoo</b>	Hoffman California Fabrics	Screen-printed fabrics (U.S., Canada, Australia, Europe, New Zealand)	Lawless Entertainment
	Joanna Sheen*	Craft items (Europe)	
<b>Three Stooges (classic)</b>	Mo Hotta Mo Betta	BBQ sauce, hot sauce (Worldwide)	C3 Entertainment
<b>Tilly and Friends</b>	Aykroyd & Sons	Nightwear (U.K.)	Walker Books
	Blues Clothing	Leisurewear (U.K.)	
	Woodmansterne Publications	Gift wrap, greeting cards (U.K.)	





# contacts & connections

Contacts & Connections is an alphabetical listing of the licensing companies in this issue.

**1928 Jewelry Company**, Christina Lovejoy, Director Product Development, 818-841-1928.

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**Authentic Brands Group**, Nick Woodhouse, President, 212-760-2410, info@authenticbrandsgroup.com.

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**Bradford Exchange**, Maura Kelly, VP Licensing, 847-581-8200, mkelly@bgeltd.com.

**Brand Liason, The**, Steven Heller, 855-843-5424.

**Brandgenuity**, Rachel Humiston, Manager, 212-925-0663, rachel@brandgenuity.com.

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**Buckle Down**, Eric Swope, COO, 714-895-4900, ericswope@beltsdirect.com.

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**Cardinal Industries**, Joel Berger, President, 718-784-3000, joelb@cardinalgames.com.

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**Disney Consumer Products**, Luis Fernandez, SVP Licensing, Central Creative, 818-544-0001, luis.fernandez@disney.com.

**Disney Consumer Products**, Paul Gitter, SVP Licensing, Marvel, 818-544-1950, paul.gitter@disney.com.

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**Experience Hendrix**, Janie Hendrix, President/CEO, 206-223-5464, janie@jimi-hendrix.com.

**Fun Rugs by General Industries**, Dan Michuacan, Director of Marketing, 714-557-2000, dan@funrugs.com.

**FunKo**, Brian Mariotti, President, 425-783-3616, brian@funko.com.

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**Ink Brands**, Morten Geschwendtner, Chairman-President Licensing/Special Projects, 45-3355-6100, mg@ink-brands.com.

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**Marley Coffee**, Rohan Marley, Chariman, 323-556-0746, sales@marleycoffee.com.

**MasterPieces Puzzle Co.**, David Rolls, President, 520-741-1315.

**MerchSource**, Mike Roberts, President, 949-900-0902.

**Meyer Corp.**, Rosa Ziebell, VP Marketing, 707-551-2800, darrin@meyer.com.

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**Newcastle Fabric**, Raymond viola, 973-815-0700.

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**Peanuts Worldwide/Iconix**, Leigh Anne Brodsky, 212-819-2079, lbrodsky@peanuts.com.

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Continued on page 9



# international contacts & connections

This section refers to the International listings on Pages 7-8. International calls from the U.S. and Canada must be preceded by the 011-prefix.

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**The Revolution**, Alan Radmall, CEO, 27-21-557-5022, alan@revolutionafrica.co.za.

**University Games UK**, Adrian Whyles, General Manager, 44-1359-243-900.

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## Sports-Licensed Merchandise

Continued from page 10

### Other Business Sectors

Some of the key growth areas for sports licensing are not tracked in the *TLL* survey, which follows only retail sales of licensed merchandise in the U.S. and Canada. Some of the areas not captured include:

- ▶ International markets, which have been an area of growth for some of the U.S. leagues and comprise the bulk of sales for many global sports events;
- ▶ Licensed retail stores, which are a big part of the business for certain licensors, such as the PGA Tour; and
- ▶ Licensed services and experiential licensing, which have been a growth area for licensing in general, including sports. Again, the PGA Tour is an example of a licensor that sees a significant portion of its business from these areas, which are not included in *TLL*'s numbers.

### RETAIL SALES OF LICENSED SPORTS MERCHANDISE, U.S. AND CANADA, 2011-2012, BY LEAGUE

(dollars in millions)

PRODUCT CATEGORY	2012 RETAIL SALES	2011 RETAIL SALES	% CHANGE 2011-2012	2012 SHARE OF SPORTS LICENSING
Major League Baseball	\$3,182	\$3,123	1.9%	24.3%
National Football League	\$3,072	\$3,006	2.2%	23.5%
National Basketball Association	\$2,060	\$1,971	4.5%	15.8%
NASCAR (teams & drivers)	\$864	\$874	-1.2%	6.6%
National Hockey League	\$844	\$887	-4.9%	6.5%
PGA Tour	\$306	\$291	5.1%	2.3%
Major League Soccer	\$429	\$394	9.0%	3.3%
Other	\$2,314	\$2,245	3.1%	17.7%
<b>TOTAL</b>	<b>\$13,071</b>	<b>\$12,790</b>	<b>2.2%</b>	<b>100.0%</b>

SOURCE: THE LICENSING LETTER

Distribution changes over the year followed the same trends as the licensing business as a whole. E-commerce saw its share rise from 7.3% to 7.8%, while department stores and mail order both witnessed slightly lower shares than in the previous year.

## Estate Licensing

Continued from page 4

songs and recordings and also has a merchandise licensing subsidiary, Authentic Hendrix, managed by licensing agency Brand Sense Partners.

Leon Hendrix, Jimi's younger brother, controls a second line. Following a court decision last year about merchandise rights, Leon's company is claiming the right to use Jimi's name, likeness, artwork, and song titles and entered into a joint venture last year with The LaRoda Group to create branded Jimi Hendrix licensed artwork, with rights to be held by Leon in conjunction with his company, Rockin Artwork.

### RECLAIMING A LICENSE'S IMAGE

When control of the license or some portions of it changes hands, the family of the creator may not be happy with the outcome. This dissatisfaction can lead to legal battles and sometimes to reclaiming the license rights.

#### Tarzan

A lack of alignment with the brand is not new, of course. The early days for author Edgar Rice Burroughs, who created Tarzan, brought movie versions that did not follow the story set forth in Burroughs's books.

Tarzan was portrayed as monosyllabic, but in the book the character was multilingual and educated, ultimately inheriting a seat in Parliament held by the Greystoke family from which he was descended, notes James J. Sullos Jr., of Edgar Rice Burroughs Inc.

The corporation bearing Burroughs's name now exercises greater control: Tarzan can't be shown smoking or drinking; he is a protector of people and animals; and he can't be permanently injured.

The corporation represents all the author's licenses, which include Tarzan as well as John Carter and 23 other properties, in movies/TV, publishing, and merchandise. Warner has the rights for movies/TV for Tarzan, and a movie is in development. The books and comics are still going strong; Sullos says he has licensed at least a dozen different language reprints in the last three years.

New media are also part of the program, with a daily Tarzan online comic strip and video gaming. Since Disney did not renew merchandise rights along with animation rights after

### "I Love Lucy"

For almost 20 years, Unforgettable Licensing has managed the "I Love Lucy" program for both CBS, which owns the television show rights, and Desilu, also an LLC, the estate of Lucille Ball and Desi Arnaz. (CBS owns the rights to Desilu Studios.)

Unforgettable negotiates contracts, handles contract and royalty administration, and the first stage of approval for new uses of the brand. Desilu, too, manages likeness rights of Lucille Ball and Desi Arnaz and provides Stage 2 approval to licensees, as well as content and historical support for the television show, according to Unforgettable's Bruce Bronn.

2008, the Burroughs corporation has resumed a merchandise program, which includes a clothing line for men and women featuring the Tarzan Crest.

The corporation introduced a centennial statue in various materials last year for the 100th birthday of Tarzan. The Burroughs family is represented on the corporation's board, and John Burroughs, a grandson, proofread the young adult books about Tarzan and Jane as teenagers.

#### Madeline

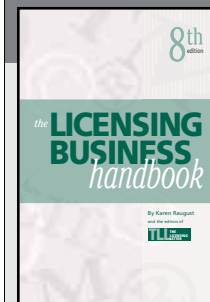
The licensing program for Madeline, the character created in the books by Ludwig Bemelmans, also experienced challenges when DIC entertainment held merchandising rights between 1990 and 2008 for an animated series it created.

The family retained control over Bemelmans's artwork during this time, but members were concerned about Madeline being portrayed as a French girl in the animated series since she's actually an American girl who attends boarding school in Paris, says M.J. Chisholm of Cabin 5, the licensing agent for Madeline.

Bemelmans's daughter, Barbara, reacquired the rights in 2008 after legal proceedings and finally regained the master doll rights in 2012. Book publishing rights remain with Penguin.

Barbara's son, John Bemelmans Marciano, is also involved in the licensing program. He has written seven *Madeline* books, and an eighth will be published in October. Another book in the fourth quarter and a 75th anniversary celebration for next year are in development.

## Tools To Implement A Profitable Licensing Program



Whether you're a beginner or a veteran, **The Licensing Business Handbook** gives you the tools you need to build new revenue streams and profit centers. This comprehensive guide shows you how to make money through licensed characters, teams, logos, trademarks, celebrities, events, fashion labels, likenesses and designs.

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Continued on page 12

## Estate Licensing

*Continued from page 11*

The business entities are aligned about image and messaging, and Lucie Arnaz and Desi Arnaz Jr. have a voice in the "I Love Lucy" licensing program, which has over 50 active licensees and more than 2,000 SKUs.

### Bruce Lee

Shannon Lee, Bruce Lee's daughter, owns and operates Bruce Lee Enterprises and is CEO of the company. She runs the business day-to-day, which centralizes control and keeps brand management in the family.

Decisions can be expedited since there is no need to go through multiple organizations, notes Kristopher Storti, COO and general counsel. The company owns all rights for Bruce Lee and Brandon Lee except movie rights, which the studios retain.

Bruce Lee is active on social media, with 5 million Facebook friends, and receives hundreds of messages about how Bruce Lee has inspired people and continues to do so. "Continuing that inspiration is the goal of the brand," Storti said. "There's an 'it' factor that is not always about martial arts. It is about inner strength."

### Andy Warhol

While various licensing agencies have handled the Andy Warhol estate over the years, it is licensed today directly through the Andy Warhol Foundation for the Visual Arts. Warhol's will established the nonprofit in 1987. Andy

Warhol's nephew, Donald Warhola, serves on the foundation board.

The foundation is "an embodiment of the artist's own practices and interests," says the organization's Michael Hermann. The brand's core "is creativity, which can be communicated using a variety of tools including Andy Warhol's name, signature, image, artworks, and quotations. When considering new opportunities, we recognize that we are first and foremost stewards of Warhol's legacy, and, as such, our emphasis is on authenticity."

Annual retail sales for Warhol licensed merchandise are in the range of \$10 million to \$50 million.

### SAVE THE DATE

#### TLL Licensing Show Breakfast

THE LICENSING LETTER and co-host Join The Movement With Nautilus and Bowflex invite all subscribers to its annual pre-Licensing Expo breakfast on Monday June 17, 8:30-10 a.m. at the Luxor Hotel restaurant Tender. Publisher Ira Mayer and Special Projects Editor Karen Raugust will address international, retail, and other trends.

The breakfast is a low-key, high-level networking event open exclusively to companies that subscribe to THE LICENSING LETTER. Subscribers should RSVP with the names, titles, email addresses, and phone numbers of those attending to [imayer@epmcom.com](mailto:imayer@epmcom.com).

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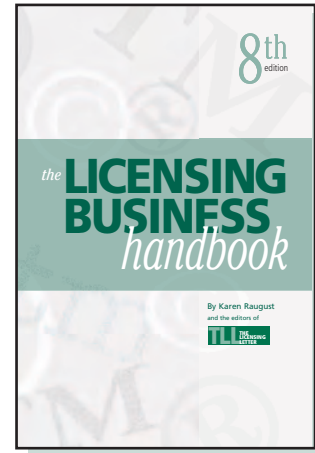
# Tools You Need To Implement A Profitable Licensing Program

## The Licensing Business Handbook, 8th Edition

The all-new 2012 edition of **The Licensing Business Handbook** is a comprehensive business guide for property owners, manufacturers and agents. Whether you're new to licensing or a 20 year veteran, the revised 8th edition of **The Licensing Business Handbook** gives you all the tools you need to implement a successful and profitable licensing program.

Detailing the entire licensing process, **The Handbook** helps you generate new revenue streams and build new profit centers with a minimum of investment.

Used by major companies, universities, and entrepreneurs, this well-organized guide shows you how to make money through licensed characters, teams, logos, trademarks, celebrities, events, fashion labels, likenesses and designs.



### INSIDE THIS NEW EIGHTH EDITION YOU'LL FIND:

- ▶ Added coverage of the changing retail landscape, including direct-to-retail deals, retail exclusives, and alternative retail channels.
- ▶ More information on "non-traditional" licensing categories including experiential licensing, content licensing, promotional licensing, and more.
- ▶ Details on alternative deal structures.
- ▶ Expanded discussion of the increasingly global nature of the licensing business.
- ▶ More on the growing role of digital technology as it relates to product categories, property types, e-commerce, and business operations.

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### Discover answers to these critical licensing questions:

#### FOR PROPERTY OWNERS

- How do I protect my properties?
- How do I sell my property to manufacturers and retailers?
- How can I use licensing to extend my product lines with relatively low risk?
- How can I maintain control over my properties?
- How do I acquire properties to fit my goals?

#### FOR MANUFACTURERS

- How do I identify and acquire properties that fit my goals?
- How can I bring an existing customer base to my product line?
- How can I minimize licensing risks?

How can I expand my consumer base without creating an in-house brand?

#### FOR BOTH SIDES OF THE AISLE

- What are fair royalty, advance and guarantee arrangements?
- What points should be included in a licensing contract?
- What are the components of an effective licensed promotion?
- How do I create a powerful licensing strategy?
- How do I identify and prioritize objectives for my licensing program?
- How do I extend product lines with minimal investment?

Use **The Licensing Business Handbook** to create a level playing field among vendors, clients and senior management; to educate anyone new to the licensing business; as a reference for licensing veterans; and to implement profitable licensing programs.

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Published June 2012

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# The Licensing Business Handbook, 8th Edition

**The Handbook** is a step-by-step guide to creating your own blueprint for licensing success, based on 20+ years of interviews with licensing executives all across the business as part of our coverage for **THE LICENSING LETTER**. Whether you're a licensee, licensor, agent, retailer, or allied service provider, and whether you're in art, corporate, fashion, sports, entertainment, non-profit or any other sector, this is the reference tool you'll turn to again and again for guidance in structuring win-win licensing programs.

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	Trade Show

## Put trusted experts on your team.

**The Licensing Business Handbook** is written by Karen Raugust, Special Projects Editor to **THE LICENSING LETTER**, the most trusted voice in the licensing business.

Now in its eighth edition, **The Handbook** is the standard manual licensing companies use to train new hires, to give to vendors and others new to licensing, to educate non-licensing senior management, and as a reference tool for experienced licensing executives in every sector.

**The Handbook** is also widely used as a textbook at New York University, the Fashion Institute of Technology, Ohio University, Quinnipiac University Law School, University of Oregon, and schools in Taiwan, England, Canada, and around the world.

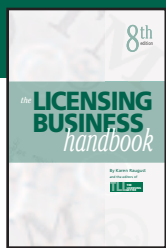
From the major Hollywood studios to non-profits, CPG brands to advertising agencies, law firms to artists, manufacturers to private equity firms, **The Licensing Business Handbook** is the one guide you need to plot strategy for your successful licensing career and program.

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*"The definitive text on the licensing business. A must-read for newcomers or the most seasoned professionals"* — Gary Caplan, President, Gary Caplan, Inc.



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- ▶ Range of royalties for specific property types, by product category
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- ▶ Royalties on licensed merchandise averaged 8.7% in 2012
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- ▶ Across product categories, manufacturers of video games, traditional toys/games, and luggage/travel accessories pay the highest royalties

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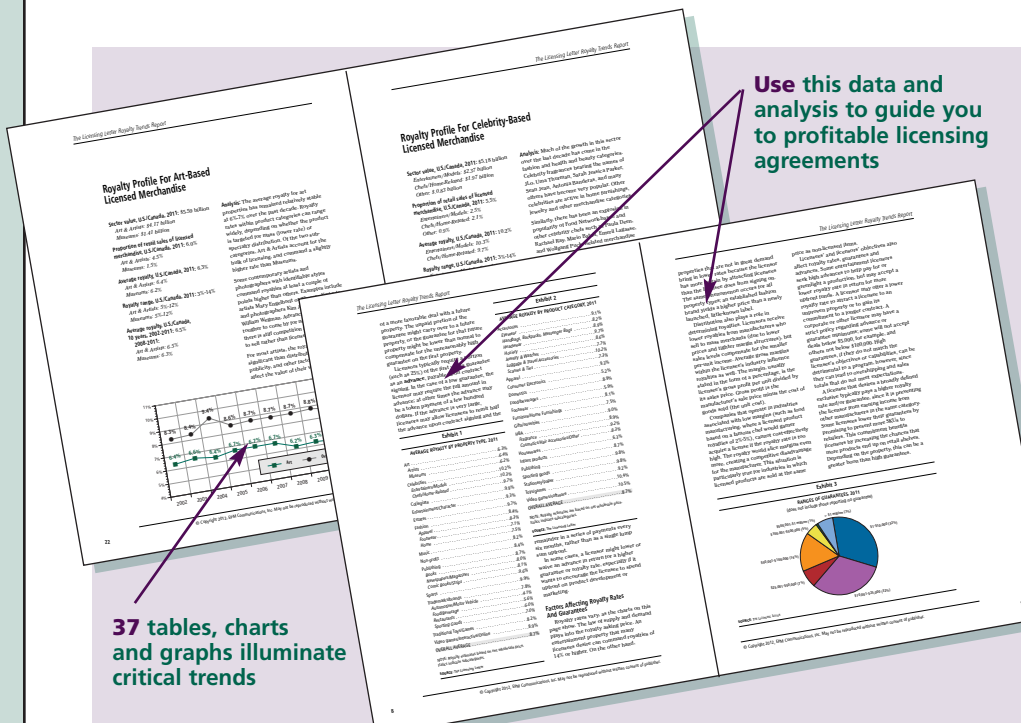
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