

TLL THE LICENSING LETTER

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China & India Propel Asia Licensed Sales Growth to 2.7%

Move over China and Japan; India is now the hottest new market for licensed merchandise worldwide. Thanks to a handful of countries, growth in licensed retail sales within the greater Asian territory nearly matched the worldwide average growth of 2.7% in 2016.

Retail Sales by Country

The largest market in Asia is Japan at almost 50% market share. The country is also the second-largest market for licensed merchandise in the world, behind only the U.S.

But Japan's licensed retail sales have contracted 0.6% from 2014 through 2016, and its general market was flat at 0.5% GDP in 2016.

While Japan remains the go-to market for established brands seeking a presence in Asia, due to its comparatively mature market and the presence of established agents and manufacturers familiar with licensing, the markets to watch are China and India.

Unsurprisingly, these are also the countries with the highest population. As of 2017, China counts nearly 1.38 trillion people at No. 1, while India has a population of roughly 1.28 trillion at No. 2, according to the CIA World Factbook.

China is remarkable in terms of its relatively rapid slowdown. In 2013, licensed retail sales grew by 8.0%; in 2014, by 9.2%; and in 2015, by 6.0%. In comparison, the 2015–2016 growth rate of 7.0% was an improvement, but it still outperformed GDP at 6.7% in 2016. In this way, China more closely resembles a mature market like the U.S. or U.K., where licensed sales tend to outperform GDP.

While mainland China has enjoyed double-digit GDP throughout the last decade, these growth rates are not expected to be seen again. The biggest challenge for the country's economy is expected to be the move of "temporary" factory laborers from its large cities and back into the countryside. The decline of its China's cheap manufacturing labor base will mean that the country's economy will grow

more reliant on imports as well as consumer spending. As mobile penetration increases and ecommerce systems develop, domestic spending is expected to remain stable even in rural areas.

Most of the new growth in China is expected to come from its Tier 2 cities, from which the new middle class is already emerging. The Chinese consumer is increasingly becoming more brand-conscious, and eager to "trade up" as fortunes improve. The biggest spending categories, generally, are food/beverage (although it will necessarily be capped at a certain point), apparel, leisure, health and beauty, and travel.

Continued on page 3

\$100 MILLION LIST

Looking Back: A History of the \$100M+ Entertainment/Character Brand List

As we update our annual list of entertainment/character properties that generate over \$100 million in licensed retail sales in the U.S./Canada, let's take a moment to look back through the history of the list and its major trends. Namely:

1. The \$100 million club is getting bigger, and
2. The immense staying power of brands generating over \$750 million.

Although most of the properties on the list are categorically children's brands, the list includes older-skewing properties like the Simpsons, Doctor Who, and WWE, as well as all-ages properties like Batman, Popeye, and Garfield.

Note that you can download every chart in this story as an image file at www.thelicensingletter.com.

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➡ Licensing Ledger

Collegiate multimedia rights and sponsorship holders **IMG College** and **Learfield** unite to combine IMG's media roster of nearly 90 universities and conferences with Learfield's 130+ collegiate partners. It is unclear if the merger includes affiliate IMG College Licensing, the consumer products licensing agent for over 200 schools, conferences, and bowl games. The blended organization represents more than 70% of Division I universities, including 85% of the Power 5 member schools. Learfield's current President & CEO, Greg Brown, will become head of the newly combined entity.

Nickelodeon has a new CG-animated preschool series—*Top Wing* premieres in the U.S. on Nov. 6 and stars a team of eager young birds (a blue jay, penguin, rooster, and a puffin) as they work together to help their island community. The 26-episode series will roll out internationally in 2018.

Pocket.watch partners with **Bruce Hartman** to create and produce three new kid's animated series. One idea is based on Hartman's own creation, another is developed directly from an original idea from pocket.watch's existing development slate, and the third features the kids from HobbyKid-TV, a YouTube family of channels.

The parentco of **Coach**, **Kate Spade New York**, and **Stuart Weitzman** will re-brand itself as **Tapestry** effective Oct. 31, 2017. CEO Victor Luis told *WWE* that the shift reimagines Coach as a "true house of emotional, desirable brands," that will "extend into new categories and markets" within "the very attractive and growing \$80 billion global market for premium handbag and accessories, footwear and outerwear."

WME | IMG is rebranding as **Endeavor**, a new holding company that will take on the full portfolio of owned and operated brands. The new entity will be led by Ariel Emanuel as CEO and Patrick Whitesell as Executive Chairman. The Endeavor portfolio of brands and companies now includes:

- ▶ **WME**, a global entertainment agency representing clients across motion picture, television, sports, music, books, digital and theater;

- ▶ **IMG**, a global leader in sports, events, media and fashion;
- ▶ **UFC**, a professional MMA organization;
- ▶ **Droga5**, the Cannes Lions Independent Agency of the Year;
- ▶ **Professional Bull Riders**;
- ▶ **The Miss Universe Organization**;
- ▶ **Frieze**, an arts and media company;
- ▶ **Dixon Talent**, a comedic management house;
- ▶ **The Wall Group**, a consulting agency;
- ▶ **Euroleague Basketball**;
- ▶ **eLeague**, an eSports league created in conjunction with Turner; and
- ▶ A subsidiary in China focused on advancing the company's growth in the region.

DHX Media has launched a strategic review, listing itself for sale (or merger) following disappointing financial results this year. The firm's properties include *Snoopy*, *Peanuts*, *Teletubbies*, *Callow*, *In the Night Garden*, *Strawberry Shortcake*, and *Yo Gabba Gabba!*

Four months after **Rodale** put itself up for sale, **Hearst** snaps up the publisher. The purchase is expected to be completed in early 2018, involves both Rodale's book group and its larger magazine division, and is worth under \$225 million, according to the *Wall Street Journal*. Hearst currently runs a small book operation and Rodale recently launched a kid's book imprint this fall; it is unclear how they will interact.

Funko files for an IPO with a raft of blue chip bankers on board to assist with the offering. The Class A shares are to be traded under the ticker symbol **FNKO** on the NASDAQ exchange.

Australia's key fashion industries, the designer-focused **Australian Fashion Chamber** and the top body for the clothing, textile, and footwear industries, **Council of Textile & Fashion**, merge. The non-profits will benefit from having established offices in the country's two largest cities and a combined membership that spans the entire Australian fashion and textile industry value chain.

Toys 'R' Us is "exploring options" for its growing Asian business, including a potential IPO, according to *Bloomberg*. The toy chain's recent bankruptcy only involved its North American businesses; an IPO of the Asian unit would allow TRU's private equity owners to recoup some of their investment by selling shares in a business that's still doing well. TRU and local joint venture partner, the **Fung brothers**, have been speaking with investment banks to study the feasibility of listing the Asian business. A deal could value the unit at as much as \$2 billion. Euromonitor Intl. estimates that TRU's approximately 130 stores held 20% of 2016's share of sales of dolls, action figures, puzzles, and other products that lack a video-game component in Asia Pacific.

After investing \$500 million in **Snap** in March, **NBCUniversal** is partnering with the social media company on a new digital content studio that will develop IP and franchises for a mobile-first audience.

Canadian studio **Kew Media Group** acquires a stake in London-based **Awesome Media & Entertainment**.

Hasbro opens a new film studio, **Allspark Pictures**, to be led by Greg Mooradian. Mooradian will begin overseeing the division's film and television production in January.



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China & India Propel Asia

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India, on the other hand, has grown its licensed retail sales by almost 20% from 2014–2016, sustaining a 9.2% rise from 2014–2015 and 9.5% growth from 2015–2016. But most of the trends observed with the Chinese consumer also apply to the Indian—greater upward mobility, connectivity, and brand consciousness.

One of the major factors contributing to India's economic growth are the development of roads making large shopping centers more accessible, as well as the proliferation of mobile devices and ecommerce systems.

Smaller Asian countries like Vietnam are another bright spot, but these rapid growth rates are largely a factor of the countries' size—the tiny nation of Vietnam is ranked No. 49 worldwide by retail sales of licensed products at just \$12 million in 2016. Similarly, the Philippines generated just \$85 million and Thailand \$23 million in licensed retail sales in 2016. On the other side of the spectrum, Macau with just \$59 million also fits the bill.

South Korea and Hong Kong, shrinking -1.9% and -4.5% from 2015–2016, respectively, underperformed in 2016 thanks to volatile internal economic conditions. According to the Census and Statistics Dept. of Hong Kong, consumer spending declined by 6.1% in 2016, despite the CIA

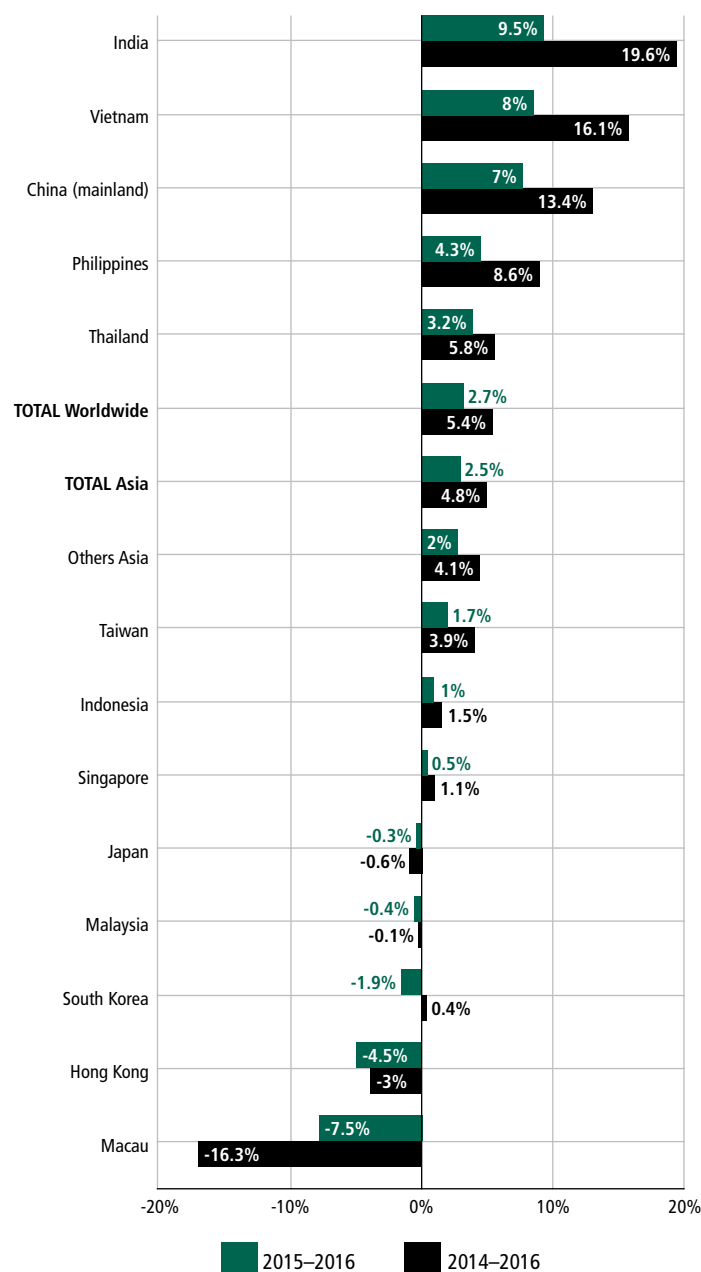
RETAIL SALES OF LICENSED MERCHANDISE, ASIA, BY COUNTRY, 2015–2016 (FIGURES IN MILLIONS)

WW RANK, 2016	COUNTRY	RETAIL SALES, 2016	RETAIL SALES, 2015	CHANGE, 2015–2016	CHANGE, 2014–2016	SHARE OF ASIAN SALES, 2016
2	Japan	\$10,125	\$10,155	-0.3%	-0.6%	49.8%
5	China (mainland)	\$6,736	\$6,295	7.0%	13.4%	33.1%
15	India	\$811	\$741	9.5%	19.6%	4.0%
17	Taiwan	\$542	\$533	1.7%	3.9%	2.7%
23	South Korea	\$413	\$422	-1.9%	0.4%	2.0%
25	Hong Kong	\$287	\$301	-4.5%	-3.0%	1.4%
36	Singapore	\$94	\$93	0.5%	1.1%	0.5%
37	Philippines	\$85	\$82	4.3%	8.6%	0.4%
38	Malaysia	\$64	\$64	-0.4%	-0.1%	0.3%
40	Indonesia	\$63	\$62	1.0%	1.5%	0.3%
41	Macau	\$59	\$64	-7.5%	-16.3%	0.3%
46	Thailand	\$23	\$22	3.2%	5.8%	0.1%
49	Vietnam	\$12	\$12	8.0%	16.1%	0.1%
14	Portugal	\$287	\$284	0.9%	0.9%	0.9%
	Others Asia	\$1,021	\$1,001	2.0%	2.1%	5.0%
	Total	\$20,335	\$19,846	2.5%	4.8%	100.0%

Note: Numbers may not add up exactly due to rounding.

SOURCE: THE LICENSING LETTER

GROWTH IN RETAIL SALES OF LICENSED MERCHANDISE, ASIA 2015–2016 VERSUS 2014–2016 GROWTH RATES



Note: Numbers may not add up exactly due to rounding.

SOURCE: THE LICENSING LETTER

recording a 1.4% growth in GDP. But South Korea is expected to rebound in 2017 to grow at a similar rate observed in 2014–2015 (2.3%) thanks to a more stable political and economic environment.

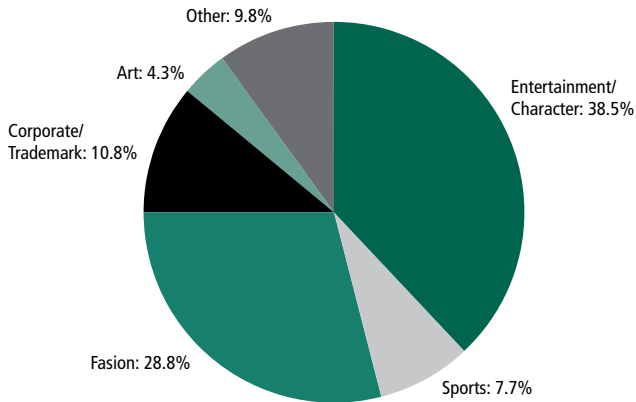
Retail Sales by Property Type & Product Category

In the latest year for which segmented retail sales by property type and product category are available for

Continued on page 4

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RETAIL SALES OF LICENSED MERCHANDISE, BY PROPERTY TYPE, ASIA, 2015



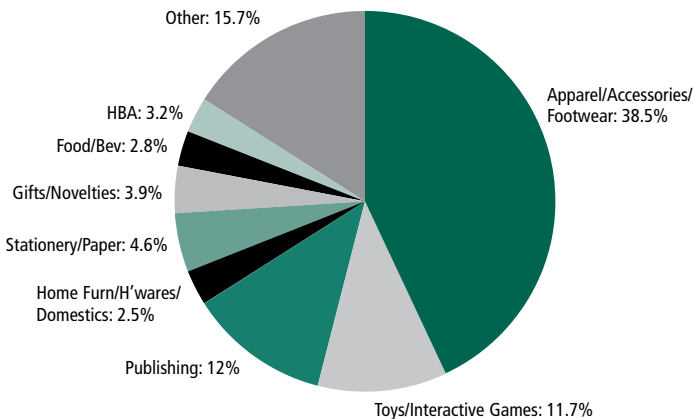
Note: Numbers may not add up exactly due to rounding

SOURCE: THE LICENSING LETTER

greater Asia, entertainment/character-based licensing leads with 38.5% share and over \$7.6 billion in retail sales in 2015. As sustained growth continues in the area, TLL expects to see a slightly higher share for fashion- and corporate/trademark-based brands in the coming years.

On the product category side, apparel/accessories/footwear leads with 43.5% share and over \$8.6 billion in licensed retail sales in 2015. Publishing and toys/games are the next-largest categories, at 12% and 11.7% share, respectively. Following global trends, the stationery/paper and gifts/novelties categories are expected to stay flat or decline over time. One bright spot we expect to see edge up in share? Health and beauty products, counting just over \$640 million in licensed retail sales in 2015.

RETAIL SALES OF LICENSED MERCHANDISE, BY PRODUCT CATEGORY, ASIA, 2015



Note: Numbers may not add up exactly due to rounding

SOURCE: THE LICENSING LETTER

A Closer Look: China

If you're a current subscriber to the Licensing Data Bank, see more charts and historical data for Asia online.

Even if you're not, download TLL's first-ever one-sheet covering mainland China, online at www.thelicensingletter.com.

TLL THE LICENSING LETTER retail sales of licensed merchandise mainland China

» TOTAL retail sales of licensed merchandise in mainland China **#5 RANKED WORLDWIDE**

\$6.7 BILLION IN 2016 **7.0% GROWTH** FROM 2015

» DEMOGRAPHICS! GDP **\$21.29 TRILLION** GROWTH IN GDP **6.7%** 2015-16 POPULATION **1,379 BILLION**

» The year's biggest STORY was the slowdown in China. A 7.0% increase in licensed retail sales (2.5x the global average) was a significant falloff from the gains of 2014 (9.2%) and 2013 (8.0%) but up from 2015 (6.0%).

» PROPERTY TYPE breakdown

1. ENTERTAINMENT/CHARACTER
2. FASHION
3. CORPORATE TM/BRANDS
4. SPORTS
5. ART
6. OTHER

» PRODUCT CATEGORY breakdown

1. APPAREL/ACCESSORIES/FOOTWEAR
2. PUBLISHING
3. TOYS/INTERACTIVE GAMES
4. FOOD/BEVERAGE
5. HEALTH/BEAUTY
6. HOME FURNISHINGS/HOUSEWARES/DOMESTICS
7. OTHER

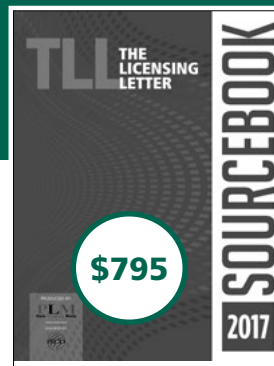
» retail sales by GEOGRAPHIC ORIGIN of property

1. U.S./CANADA
2. ASIA
3. EUROPE
4. OTHER

NOTE: Numbers may not add up exactly due to rounding. SOURCE: All retail sales data from The Licensing Letter, www.thelicensingletter.com. CIA World Factbook

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A History of the \$100M+ Entertainment/Character Brand List

Continued from page 1

The \$100 Million Club is Getting Bigger

First, the total number of properties that have made the list continues to grow through the years, from just 28 in 2011 to 44 in 2015—and we expect to add more to the 2016 list.

While the number of properties generating over \$300 million in retail sales within the U.S./Canada have remained stable over time, the greatest growth is for properties earning “just” over \$100 million and under \$199 million in licensed retail sales.

This \$100–199 million category is one of the most dynamic on our list, featuring one-shot wonders like Duck Dynasty as well as mainstays like Pokémon and Transformers.

The overall growth of the total market for licensed entertainment/character retail sales means that evergreen properties, which have been performing relatively well over the years, might see enough sustained growth to propel themselves over the \$100 million threshold. It also means that newer break-out properties have the chance to engage a much bigger market share than their predecessors in years past (e.g., Frozen).

The Cream of the Crop

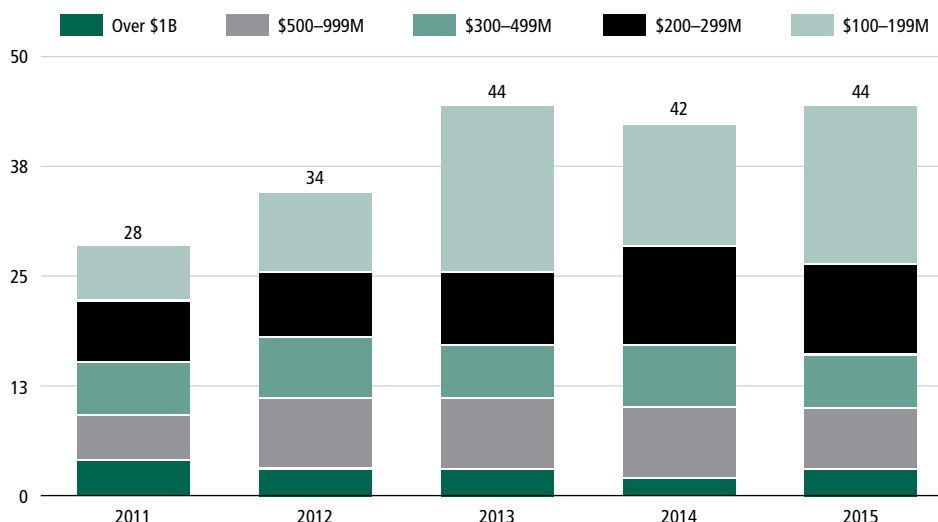
While a similar phenomenon also exists with bigger properties earning over \$750 million in any given year within the U.S./Canada, this group nevertheless has some of the longest staying-power among brands on the \$100 million list.

While Frozen joined this select group as soon as it appeared, other brands like Teenage Mutant Ninja Turtles spent years working their way up. And although Disney Cars saw declining retail sales over the years (although

it never fell off the \$100 million list), we expect sales to rebound with the reboot of the franchise.

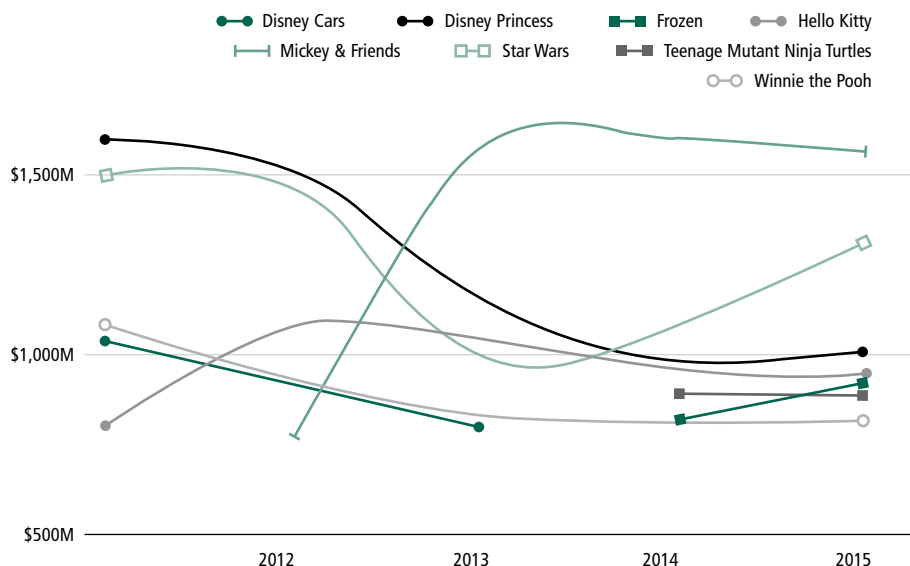
Growth trends for properties like Star Wars, as well as Disney Princess and Hello Kitty, are also interesting—for

NUMBER OF \$100 MILLION ENTERTAINMENT/CHARACTER PROPERTIES, BY RETAIL SALES, U.S./CANADA, 2011–2015



SOURCE: THE LICENSING LETTER

GROWTH OF ENTERTAINMENT/CHARACTER PROPERTIES EARNING \$750 MILLION IN LICENSED RETAIL SALES, U.S./CANADA, 2011–2015



SOURCE: THE LICENSING LETTER

different reasons. Growth of girl-focused brands in general have remained flat or steadily declined since we began tracking this data in 2011, while boy-oriented and “gender neutral” properties have performed well in comparison.

On the \$100 million list, girl-skewed properties tend to out-number those for boys (think Shopkins, My Little Pony, Sofia the First, Monster High), and this competition tends to equalize their share of the market and dampen growth. (In comparison, the broader worldwide preschool list has more boy’s brands than girl’s.)

But “boy’s brands” are increasingly marketing themselves to both genders, and are grabbing some of those dollars. Minecraft and Marvel are two examples of brands that would have (or indeed were) been firmly situated in the “boy’s” toy aisles in years past, but currently target all kids.

Note that the fluctuations observed from 2011–2012 on pg. 5 are usually a function of re-stated figures (e.g., Mickey & Friends). Also note that the scale of the chart is exaggerated for view-ability and is highly unscientific.

CONTENT LICENSING

New Media: Streaming, TV & Movies

Entertainment properties distributed primarily through streaming services aren’t the biggest source for consumer products licensing—linear TV programs reign, for many reasons. But licensees are getting wise to the potential behind streaming.

For one, technology can offer new ways to market and sell goods à la traditional TV shopping, albeit in less intrusive ways. For another, the growing diversity and quality of original programming means that there are a lot more entertainment properties that have the potential to be “the next big thing.”

According to 2016 data collected by comScore, 53% of American wi-fi households use at least one over-the-top (OTT) streaming service, with Netflix present in 75% of those homes. YouTube’s reach is 53%, and is followed by Amazon (33%) and Hulu (17%). But as the research firm points out, there are 11 streaming services today that reach one million or more homes in any given month.

Consumers watch OTT streaming services an average of 19 days a month, 2.2 hours a day—during prime-time TV hours. In effect, these are the cord-cutters who still want a TV experience, just accessed differently. According to eMarketer, by 2021, total pay TV viewership is expected to fall 10%. This year, there will be a total of 22.2 million cord-cutters aged 18 and over, up 33% from last year. The firm notes that “even the Olympics and presidential elections could not prevent younger audiences from abandoning pay TV.”

Kids, on the other hand, spend roughly 2.3 hours with screen media each day, according to Common Sense Media. This includes TV and mobile devices. Families with young children are now more likely to have a subscription video service like Netflix or Hulu (72%) than they are to have cable TV (65%).

But are viewers getting the “TV experience” they’re used to? Current streaming services are falling behind in providing the curated experience that traditional programming offers. The current trend behind streaming is to offer “micro services,” with each studio offering its own

streaming service. While the business move worked out for HBO Now, NBC’s SeeSo hasn’t been as successful, for example.

People don’t subscribe to streaming services just because of original TV series or films—they want to see their favorite programming, too. And they don’t want to be confused by choice. In 2017 alone, approximately 500 TV series will be streamed. As successful subscription box services (merch licensees like Loot Crate, and every other fashion or home/furniture start-up) are teaching us, customers want individualized, no-fuss, expertly curated experiences.

But despite the current fractured state of streaming, it’s still the preferred mode of consumption. DVD sales fell 10% in the first half of this year from a year earlier, while electronic sales have grown 8%, according to the Digital Entertainment Group. Meanwhile, North American theater ticket sales are down almost 5%, according to comScore.

The State of Streaming

In a throw-back move, Disney recently announced that its Movies Anywhere service, which offers movie downloads, counts major partners like 20th Century Fox, Warner Bros., Universal Pictures, and potentially Lionsgate (but not Paramount Pictures). What makes this news significant? Disney has more leverage to drag these studios into its new streaming service, expected to launch late 2019.

While it’s unlikely that the major studios will follow Disney in entirely snubbing Netflix, the fact that Disney content will be made available exclusively through its own streaming service will encourage at least some families to shift their dollars to the House of Mouse.

Netflix probably won’t go away, especially considering its significant investment in children’s programming. More generally, the company has \$17 billion in content commitments over the next several years, including original content.

Some recent highlights from the world of streaming:

- ▶ Apple is making its own TV shows for distribution on Apple TV. The company is also reported to be

planning to offer movies two to three weeks after cinema release.

- ▶ Facebook pays Turner-owned Bleacher Report “millions” for the right to host reality show *No Script* in an exclusive window. The social media network might pay up to \$3 million an episode in an effort to boost its brand new Watch tab, according to the *Wall Street Journal*.
- ▶ The streaming partner of NFL’s Thursday Night Football, Amazon, pulled in a reported average audience of 372,000 concurrent viewers, which eclipsed the 243,000 viewership average for Twitter’s first TNF broadcast a year ago.
- ▶ Amazon’s Twitch launches its official merchandise store with 18 products including hoodies, pillows, shirts, hats, and cups.
- ▶ YouTube CEO Susan Wojcicki acknowledged that YouTube “definitely could” spend billions on high-end video in the future.
- ▶ Netflix orders *Rilakkuma and Kaoru*, the first stop-motion animated series based on the popular Japanese characters. It will premiere globally in spring 2019.
- ▶ Viacom will launch of a new Nickelodeon linear channel via OTT and mobile platforms in Japan—the first time that Viacom has made a Nickelodeon-branded subscription TV channel available only via streaming services for international audiences.

The State of Streaming

Scheduled, live broadcasts will never go away—and they’re expected to appear in greater number on streaming services, despite their impersonal nature. Viewers like the inclusive experience of being part of a wider viewing experience.

The most extreme are those Netflix has identified as “binge racers”—people who watch a full season of a new show within 24 hours of its debut. The company says that 8.4 million subscribers have binge-raced at some point, or 8% of the total global subscriber base. While small, Netflix says that the binge-racing trend is accelerating.

So how to connect to these live viewers? The second screen—mobile devices, tablets, and even smart watches. In 2016, Statista estimates that 68% of American internet users accessed the internet via smartphone and TV simultaneously, the most popular second screen usage combination ahead of desktop/TV and tablet/TV usage.

While development of the smartphone/TV shopping experience sputtered a couple of years ago, that doesn’t mean content providers aren’t looking to engage fans through the second screen.

In one recent example, Turner EMEA and Austrian startup Tonio are launching a live, interactive TV experiment inspired by *The Amazing World of Gumball*. Called Gumball VIP, the experience combines linear TV viewing with an

THE BIGGEST ISSUE FACING STUDIOS AND MERCHANDISERS TODAY IS THAT WE DON’T KNOW EXACTLY HOW MANY PEOPLE ARE STREAMING WHICH MEDIA AT WHAT TIMES.

interactive second screen, utilizing Tonio’s audio-recognition tech to serve live quiz questions to fans via their mobile device.

While this type of initiative can be pre-planned, one real-time example comes from Eurosport. The company is using live data with the help of technology specialist CA to create a Live Map function in its mobile app. It allows fans to use their phones to track the athletes’ positions during cycling’s three Grand Tours in real-time.

Tracking Woes

The biggest issue facing studios and merchandisers today is that we don’t know exactly how many people are streaming which media at what times. This, and money, is likely the true impetus behind studios launching their own subscription services.

Nielsen is looking to change that—the tracking service launched Subscription Video on Demand (SVOD) Content Ratings, which track viewer stats on Netflix, including the streaming service’s list of original programming. It expects to add Amazon Prime and Hulu data sometime in 2018. For now, Netflix isn’t impressed—in a statement, a spokesperson noted that the data “is not accurate, not even close.”

ENTERTAINMENT/CHARACTER

Film Updates

We’ve updated *TLL*’s list of Planned Feature Films with Licensing Potential. See the complete list online at www.thelicensingletter.com. Among the major changes to the upcoming movie list:

- ▶ 20th Century Fox announces that its hit TV show, *Bob’s Burgers*, is coming to the big screen on July 17, 2020. The series won an Emmy Award in 2014 and 2017 for best animated series; it was nominated for seven consecutive years. The show stars a family that runs a hamburger restaurant in a seaside town. Fox has sent the brand on the road with the “Bob’s Burgers Live” tour over the last three years.
- ▶ Disney cancels *Gigantic*, its 2020 animated feature based on the fairy tale Jack and the Beanstalk. The project was to be directed by Nathan Greno (*Tangled*) and Meg LeFauve (*Inside Out*), and on board for music were *Frozen*’s Robert Lopez and Kristen Anderson-Lopez. According to Pixar and Walt Disney Animation Studios President Ed Catmull, the film “just isn’t working.” In its place, another development is in the works for Thanksgiving 2020.

Licensing News

Properties Available Or Recently Assigned, U.S.

PROPERTY	DESCRIPTION	CATEGORIES AVAILABLE	LICENSING CONTACT
American Wannabee	Whimsical, patriotic image by artist M.H. Putre, featuring the belief and desire of being a "wannabe."	All	Mary Putre, Eyecatcher Gifts
Britannica Virtual Reality Exploration!	Six-book set includes VR experience apps with 3-D environment, interactive animations, videos, games, and more.	All	Allison Bletnitsky, JRL Group
Busted Knuckle Garage	Lifestyle brand for the automotive enthusiast.	Accessories, apparel, auto accessories, food & beverage, gifts	Todd Lustgarten, Perpetual Licensing
EZ Throw Snow Shovel	Newly designed snow shovel.	All	Mary Putre, Eyecatcher Gifts
I Deserve What I Allow Professor	Motivational, educational image by artist M.H. Putre, featuring words of wisdom, guidance for ALL ages.	All	Mary Putre, Eyecatcher Gifts
NBL (Nuestra Belleza Latina)	Lifestyle brand born from Univision reality show and beauty competition; loyal Hispanic audience and aspirational message for women ages 18-49.	Accessories, activewear, apparel, footwear, jewelry, swimwear	Amy Pagels, ALP Consulting Inc.
Sammy's Island by Sammy Hagar	Lifestyle brand by Sammy Hagar that embraces the beach and island life.	Apparel, beach accessories, food & beverage, grilling accessories, textiles	Todd Lustgarten, Perpetual Licensing

Licenses Recently Granted, U.S.

PROPERTY	GRANTED TO	PRODUCTS MANUFACTURED	GRANTED BY
Betty Boop	Acco Brands	calendars	King Features Syndicate
	Big Events	helium parade balloons	
Cuphead	Bottleneck Gallery	art prints	Perpetual Licensing
	Fifth Sun Apparel	activewear, apparel, loungewear	
Duff Goldman	16 Handles/Yo Fresh Inc.	cakes, frozen yogurt, ice cream	Perpetual Licensing
	Chef'd	baking kits	
emoji	Bendon Publishing Intl.	activity books, coloring books, sticker books	Global Merchandising Services
	Lakeview Farms	gelatin-based confections, stickers	
	Leng Universal/Leng Denim	accessories, denim apparel	
	ShurTech Brands	tape	
StrikeForce Bowling/Leading Edge Promotions	StrikeForce Bowling/Leading Edge Promotions	bowling accessories, bowling balls	Global Merchandising Services
Erin Gates	Momeni	rugs	Elements of Style/Erin Gates Design
Hagar the Horrible	Big Events	helium parade balloons	King Features Syndicate
Hey Arnold!	Members Only	bomber jackets	Nickelodeon & Viacom Consumer Products (NVCP)
Justina Blakeney	Calico Corners/Everlast Inc.	fabrics	Justina Blakeney Design Studio/Jungalow (The)
Laura Ashley	MerchSource	giftware & collectibles	Laura Ashley
Marvel	Concept One Accessories	cold weather accessories, footwear, headwear, patches, pins	Disney Consumer Products
	Josh Bennett NYC	sweaters	
Mickey Mouse	Kieh's U.S.A. div. L'Oreal	beauty supplies, charitable products	
NFL Players Association	adidas Group - Sports Licensed Div.	co-branded apparel, co-branded headwear	NFL Players Inc. (NFLPA), Fanatics
	Fanatics	apparel	NFL Players Inc. (NFLPA)
	Komar Sleepwear	sleepwear (children's)	NFL Players Inc. (NFLPA), Fanatics
	Party Animal Inc.	cups, LED lights, mini figures	
Strideline	Strideline	socks	
Patina Vie	Creative Converting div. Hoffmaster Group	partyware	Alex Meisel & Co.
	Harmony Paper Co.	wedding invitations	
PBS KIDS	Aurora World	plush	PBS
	Maxim Enterprise	wooden toys	
Peppa Pig	Berkshire Fashions	caps, cold weather gear	Entertainment One (eOne)
	Hamco Inc. div. Crown Crafts	bibs, table toppers	
	Handcraft Manufacturing	underwear (children's)	
	Spin Master	flip-out sofas (children's)	
PJ Masks	Bell Sports	helmets	
PJ Masks	Bravo Sports	knee pads, skates	
PJ Masks	JAKKS Pacific	ride-ons, wagons	
PJ Masks	Rollplay div. Goodbaby Intl. Holdings	ride-on vehicles, scooters	
Popeye	Body Rags Clothing Co.	t-shirts	King Features Syndicate

*Extension or renewal.

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Licensing News *Continued from page 8*

PROPERTY	GRANTED TO	PRODUCTS MANUFACTURED	GRANTED BY
Popeye	Trau & Loevner Imprinted Apparel	t-shirts	King Features Syndicate
Quirky	Atomi	cords & cables	Quirky
	Vanderbilt Home	home storage, organizers	
	Viatek Consumer Products	power strips, surge protectors	
Rachael Ray	Kaleen	rugs	Rachael Ray Home
Ren & Stimpy Show (The)	Members Only	bomber jackets	Nickelodeon & Viacom Consumer Products (NVCP)
Rugrats	Members Only	bomber jackets	Nickelodeon & Viacom Consumer Products (NVCP)
Sammy's Island by Sammy Hagar	Chef'd	meal kits	Perpetual Licensing
Say Yes to the Dress	Macy's	formal wear	Discovery Consumer Products
Slater's 50/50	Jensen Meat Co.	meat products	Coastal Limited
Sugar Coast by Lolli	Moret Group	intimates, loungewear, sleepwear	Marketing Immersion
U.S. Air Force	Dynamic Drinkware	cups, tumblers	U.S. Air Force Branding & Trademark Licensing
	Gabby's Quilts	bags, key fobs, lanyards, totes	
	Grunt Apparel	hats, jackets, polos, sleeveless tops, sweatshirts, t-shirts	
	Imperial Penworks	pen cases, pens	
	Northwest Co. (The)	domestics	
	SSP Flags	flags	

International Properties Available or Recently Assigned

PROPERTY	DESCRIPTION	CATEGORIES AVAILABLE	LICENSING CONTACT
Action Mice	Animated series about a specialized task force of battle-hardened mice with one goal— to combat the increasing onslaught of the Iron Weasels.	All (Worldwide)	Andrew Maconie, Licensing Management Intl.
Arctic Justice	Rag tag group of inexperienced heroes come together to save the arctic in this 3D CGI animated film.	All (Worldwide)	Cynthia Modders, Firefly Brand Management
Beat Bugs	Animated series follows the adventures of five funny, charming, and child-like bugs. Each episode features a Beatles cover by various contemporary artists.	All (Europe (excl. U.K.))	Claus Tømming, INK Global/Ink Group A/S (Denmark)
Booba	Cute, inquisitive character explores the world with joy, wonder, and a strong desire to learn more in this children's animated series.	All (Italy)	Maurizio Distefano, Maurizio Distefano Licensing (MD Licensing)
Brio	Century-old toy brand with a presence in over thirty countries.	All (Worldwide)	Claus Tømming, INK Global/Ink Group A/S (Denmark)
Call the Midwife	Period drama series about a group of nurse midwives working in the East End of London in the late 50s and early 60s; a colorful look at midwifery and family.	All (U.K.)	Claire Potter, Metrostar Media Ltd.
Captain Power	1987 Canadian-American sci-fi/action TV series revolutionized the medium by becoming the first ever to combine both live-action and computer animation.	All (Worldwide)	Michael Gottsegen, All-American Licensing & Management Group (AALMG)
Care Bears	Popular children's brand began in 1982 with line of greeting cards followed by an animated series. Stars a group of multi-colored bears and their friends encouraging caring and sharing.	All (U.K., Eire)	Rob Corney, Bulldog Licensing
		All (France, Belgium, Netherlands, Luxembourg)	Veronique Pichon, Sagoo Licensing
		All (Israel)	Avi Morgenstern, Mediogen
		All (Germany)	Katarina Dietrich, Team! Licensing GmbH
CD9	Boyband popular in Mexico and Latin America with multiple platinum/gold records and sold-out concert dates.	All (U.S., LATAM)	Arturo Czonstkowsky, Tycoon Enterprises (Mexico)
Cookie Monster's Foodie Truck	New segment of Sesame Street features Chefs Cookie and his Furchester pal Gonger who receive video calls from children requesting a special dish.	All (Worldwide)	Risa Greenbaum, Sesame Workshop
Corinthian 1882	Lifestyle brand based on the history, global legacy, and values of Corinthian FC, a football club that popularized the game and championed gentlemanly fair play.	All (Worldwide)	Jack Allen, Point.1888 (The)
Coronation	Street art from famous graffiti artists with fresh innovative styles.	All (Worldwide)	Debi Rosenfeld, Marketing Immersion
Cuphead	Classic, rapid-fire-action video game heavily focused on boss battles. Visuals and audio inspired by cartoons of the 1930s.	All (Worldwide)	Carla Silva, King Features Syndicate
Debbie Travis	Lifestyle brand anchored in home décor; evolved to all categories targeting women.	All (Worldwide)	Michelle Guerrero, Debbie Travis Canada Branding Inc.
Drawing With Mark	TV series encourages kids of all ages to have fun and unlock their creativity with the characters from Magical Attic.	All (North America)	Debi Rosenfeld, Marketing Immersion
Elmer The Patchwork Elephant	Children's book and TV series, about a cheerful, optimistic elephant with a multi-colored body.	All (excl. bedding & apparel) (U.K.)	Susan Bolsover, Penguin Ventures/Penguin Random House
emoji	Lifestyle brand featuring the emoji logo and more than 6000 different icons.	All (Benelux)	Jannieke Mulder, J&M Brands

*Extension or renewal.

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Licensing News *Continued from page 9*

PROPERTY	DESCRIPTION	CATEGORIES AVAILABLE	LICENSING CONTACT
Emoji Movie (The)	3D CGI comedy film about the emoji inhabiting Textopolis.	All (Italy)	Maurizio Distefano, Maurizio Distefano Licensing (MD Licensing)
Esme and Roy	Very different best friends, a human girl and a boy monster, take care of little monsters and solve problemstogether through play and mindfulness.	All (Worldwide)	Risa Greenbaum, Sesame Workshop
Fingerlings	Interactive toys that cling to a child's finger and go where ever they go. Characters react to sound, motion, and touch and have over 40 animations.	All (Worldwide)	Russell Binder, Striker Entertainment
Finlayson	Scandinavian heritage brand with a 200 year old history. Leader in Nordic design with one of the largest archived collections of Scandinavian patterns.	All (North America)	Julie Newman, Jewel Branding & Licensing
Formula E	Class of auto racing that uses only electric-powered cars wasonceived in 2012; inaugural championship started in Beijing in 2014.	All (Worldwide)	Mike Jenkinson, TSBA
Geronimo Stilton	Children's animated series features the titular mouse journalist on his adventures.	All (India)	Rohit Sobti, Brand Monk Licensing (BML)
		All (Benelux)	Jannienke Mulder, J&M Brands
Gorjuss	Character/lifestyle brand by artist Suzanne Woolcott stars stripey socked girls in snapshots of their own little worlds.	All (Italy, France, Turkey)	Cristiana Buzzelli, Rainbow S.r.l.
Guild Guitars	Guitar manufacturer established in 1952 boasts a long-standing reputation for building iconic musical instruments.	Accessories, apparel, home decor (Worldwide)	Monika Eby, Licensing Matters Global
Horrible Histories	Best-selling children's history book series, TV series, and stage show have been delivering facts with jokes and humorous illustrations for almost 25 yrs.	All (U.K.)	Rob Wijeratna, Rocket Licensing
Horrid Henry	Naughty prankster with authority issues solves problems with trickery in children's book and TV series.	All (U.K.)	Caroline Mickler, Caroline Mickler
Hotel Transylvania franchise (film & tv series)	Family-friendly monster franchise stars Dracula, his family, and friends in a lavish five-stake resort where no humans are allowed.	All (U.K.)	Rob Wijeratna, Rocket Licensing
Jamie Raven	Magician rose to fame after 2015 performance on Britian's Got Talent.	All (U.K.)	Caroline Mickler, Caroline Mickler
Jane Seymour	International actress is the creator of the "Open Hearts" jewelry line for Kay Jewelers and a skin care line for Gunthya Renker.	All (Worldwide)	Monika Eby, Licensing Matters Global
Jiffpom	Social media character with 19 million+ followers across multiple platforms. Core audience includes tween girls and millennial women.	All (North America)	Monika Eby, Licensing Matters Global
Jim Henson Company	Family entertainment leader for over 60 years; brands include Doozers, Splash and Bubbles, Dot., Fraggle Rock, and Labyrinth.	All (U.K.)	Vickie O'Malley, Rockpool Licensing
JoyPixels	Creators of authentic digital emoji-icons since 2013, with over 2,500 custom emoticons available.	All (Europe)	Maria Strid, Art Ask Agency
Justice	Tween fashion lifestyle brand currently boasts over than 900 North American retail stores and \$1 billion+ in annual sales.	Arts & crafts, back-to-school, decor, eyewear products, games, party goods (North America)	James Slifer, Joester Loria Group (JLG)
Legendary Entertainment	American mediaco's properties include Pacific Rim Uprising and Lost in Space (reboot).	All (U.K.)	Rob Wijeratna, Rocket Licensing
Lolli Swim	Lifestyle brand for tweens, teens, and women and is all about being fun and flirty, cute and girly.	Domestics, food, health & beauty aids, housewares (Worldwide)	Debi Rosenfeld, Marketing Immersion
Madballs	Toy series launched in 1986, includes TV series, comics, and video games. More than 90 characters to make you laugh and gross you out.	All (France, Belgium, Netherlands, Luxemburg)	Veronique Pichon, Sagoo Licensing
		All (U.K., Eire)	Rob Wijeratna, Rocket Licensing
		All (Italy)	Giada Paterlini, Starbright Licensing Srl
		All (Australia)	Lim Mi-Kyoung, WP Brands (form. Wild Pumpkin Licensing Intl.)
Magical Attic	Comic strip helps foster imagination and creative play. Syndicated with Gatehouse Media and The Tribune News Syndicate TCA.	All (North America)	Debi Rosenfeld, Marketing Immersion
Mariah Carey	Grammy- and American Music Award-winning singer, songwriter, and producer has sold 200 million records and multiple No. 1 singles.	All (Worldwide)	Barry Drinkwater, Global Merchandising Services
Masha and the Bear	Animated children's series about an active little girl and her friend, a good-hearted bear who loves peace and quiet.	All (Worldwide)	Claus Tømming, INK Global/Ink Group A/S (Denmark)
Masha Spooky Stories	Spin-off spotlights Masha telling a story of a childhood fear and then encouraging children to overcome it in her friendly, funny way.	All (Italy, Switzerland)	Maurizio Distefano, Maurizio Distefano Licensing (MD Licensing)
Max & Ruby	Animated series about sibling rabbits who share just about everything—love, friendship, and playtime.	All (U.K.)	Rick Glankler, FremantleMedia Kids & Family Entertainment
May The Thoughts Be With You	Charlotte Reed's witty cartoons combine imagery with thoughtful, positive, funny messages.	All (U.K.)	Clare Piggott, Larkshead Media
Mojicons (The)	Animated TV series tells of the behind-the-scenes world of the Internet, populated by Mojicons.	All (Worldwide)	Claus Tømming, INK Global/Ink Group A/S (Denmark)
Moon and Me	Pre-school series about a special friendship between two characters from completely different worlds.	All (China)	Shuang Wang, UYoung Culture & Media Co.
Mr. Bean	British sitcom about the misadventures of a bumbling loner who navigates problems presented by everyday tasks, often by causing disruption in the process.	All (China)	Nick Cang, LMCA OASIS Lifestyle Asia (LOLA)

*Extension or renewal.

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Licensing News *Continued from page 10*

PROPERTY	DESCRIPTION	CATEGORIES AVAILABLE	LICENSING CONTACT
Mysticons	American-Canadian animated series about four girls who have the ability to transform into legendary warriors and band together to save their realm from evil.	All (U.K.)	Rick Glankler, FremantleMedia Kids & Family Entertainment
Natural History Museum	World-class attraction and leading science research centre with 80 million+ specimens spanning billions of years and more than 5 million visitors annually.	Accessories, apparel, gifts, housewares (Worldwide)	Maxine Lister, Natural History Museum
Now That's What I Call Music	2018 marks the 36th anniversary of brand showcasing the biggest chart hits of the seasons, known for its iconic album covers.	All (Europe)	Maarten Weck, CPLG Northern Europe (Copyright Promotions Licensing Group)
Oggy & the Cockroaches	Animated series about a lazy cat who enjoys living a simple life: eating and watching TV. Unfortunately, his roommates are tiny cockroaches who like to cause mayhem.	All (U.K.) All (Middle East)	Michele Pearce, BrandFocus Consulting Christian Zeidler, 20TOO
Pan Am	Nearly 90 year-old premier lifestyle brand is one of the most recognized in the world.	All (U.K., Europe)	Richard Pink, Pink Key Consulting
Pedro Infante	Legend in Mexican entertainment history with 58 movies and 430 records.	All (U.S., LATAM)	Arturo Czonstowsky, Tycoon Enterprises (Mexico)
Portmeirion	Global homewares company known for its Portmeirion, Spode, Royal Worcester, Pimpernel, and Wax Lyrical brands.	All (U.K.)	Claire Potter, Metrostar Media Ltd.
PoundWishes	No. 1 online fundraising platform for animal shelters, rescues, and pet adoptions. Over 60 million page views a year.	All (North America)	Debi Rosenfeld, Marketing Immersion
Ranger Rob	British-Canadian animated series about a ranger and his best friends who play, explore, and discover at Big Sky Park.	All (U.K.)	Rick Glankler, FremantleMedia Kids & Family Entertainment
Reservoir Dogs	American crime thriller film from Quentin Tarantino about a group of thieves that assemble to pull off the perfect diamond heist.	All (Worldwide)	Elliot Lederman, Lionsgate
Royal Armouries	One of the oldest visitor attractions features a world-class collection of arms and armour across three sites from the 16th century onwards.	All (Worldwide)	Andrew Maconie, Licensing Management Intl.
Rugby World Cup 2019	Premier sporting events since 1987. The quadrennial international tournament supports the continued growth and promotion of the game.	All (Worldwide)	Bruno Maglione, WME/IMG Worldwide Licensing
Rugby World Cup 2023			
Saturday Evening Post	Archive of over 6,000 nostalgic images, stories, photographs, and articles that celebrate the American dream.	All (Worldwide)	Cris Piquinela, Curtis Licensing div. Saturday Evening Post
Savvy Travelers	Lifestyle brand features a collection of designer beauty products curated for the smart and sophisticated on-the-go travelista.	All (Worldwide)	Debi Rosenfeld, Marketing Immersion
Scorned Woman	Introduced in 1992 by Vita Foods; one of the oldest specialty sauces in the country. Inspired by a Louisiana love story.	All (Worldwide)	Debi Rosenfeld, Marketing Immersion
Simon's Cat	Animated comedy featuring the mischievous antics of a charming cat and his long suffering owner, Simon.	All (Germany) All (Italy) All (Benelux) All (Korea)	Peter Bichler, Lizenzwerft GmbH Maurizio Distefano, Maurizio Distefano Licensing (MD Licensing) Daphne Kellerman, License Connection Moon-Ju Kang, Enpop Co. Ltd.
Skeleton Warriors	Mid 90's animated TV series stars Prince Lightstar and his family as they battle Baron Dark and his army of Skeleton Warriors to gain control of the magic Lightstar Stone.	All (Worldwide)	Michael Gottsegen, All-American Licensing & Management Group (AALMG)
Snugglybumms Family (The)	Line of characters based on the best-selling 1980's Playskool "Snugglybumms" toy line.	All (Worldwide)	Michael Gottsegen, All-American Licensing & Management Group (AALMG)
Sonic the Hedgehog	Video game franchise stars an anthropomorphic blue hedgehog who teams up with his friends to foil the evil plans of Doctor Eggman.	All (Russia, CIS)	Valentina Kursanova, Pullman Licensing
SPIN	Authentic 30 yr.-old alternative destination for pop and rock music discovery.	All (Worldwide)	Amy Steinfeldt Ulmann, Billboard Media Group/Hollywood Reporter (The)
Stikbot	Social media sharing toy; easily posable figures that kids and adults can use to create stop motion videos.	All (Worldwide)	James Slifer, Joester Loria Group (JLG)
Sugar Coast by Lolli	Lifestyle brand for tweens, teens and women and is all about being fun and flirty, cute and girly.	Domestics, food, health & beauty aids, housewares (Worldwide)	Debi Rosenfeld, Marketing Immersion
Tinpo	New series of set to hit the U.K. in late 2018; stars Team Tinpo and their approach to problem-solving and construction using comedic trial-and-error.	All (Worldwide)	Janice Ross, American Greetings Entertainment
VIBE	Premier destination for urban culture bridges the gap between old school and new, street markets and mainstream.	All (Worldwide)	Amy Steinfeldt Ulmann, Billboard Media Group/Hollywood Reporter (The)
Westinghouse	Iconic manufacturer of electrical products, appliances, consumer and commercial durables.	Air & water purification, consumer electronics, electrical devices, health care devices, lighting controls, small appliances (EMEA)	Alan Kravetz, Leveraged Marketing Corp. of America (LMCA)
World Rugby	World governing body for the sport of rugby union. Organizes the Rugby World Cup every four years and a number of other international competitions.	All (Worldwide)	Bruno Maglione, WME/IMG Worldwide Licensing

*Extension or renewal.

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Licensing News *Continued from page 11*

PROPERTY	DESCRIPTION	CATEGORIES AVAILABLE	LICENSING CONTACT
Yale University	Third oldest college in the U.S., founded 1701. Includes iconic logos and the university's world-famous mascot, Handsome Dan the bulldog.	All (Europe, Russia)	Steve Manners, CPLG U.K. (Copyright Promotions Licensing Group)
		Accessories, apparel, decor, gifts, publishing (Asia Pacific, China)	Monika Ebly, Licensing Matters Global
ZAFARI	Story of a secret valley at the base of Mt. Kilimanjaro filled with animals that have been magically born with the skin of other animals.	All (Worldwide)	Claus Tømming, INK Global/Ink Group A/S (Denmark)
ZhuZhu (The)	Animated children's series, based on the toy franchise ZhuZhu Pets, about a young girl who has four talking hamsters.	All (U.K.)	Rick Glankler, FremantleMedia Kids & Family Entertainment

International Licenses Recently Granted

PROPERTY	GRANTED TO	PRODUCTS MANUFACTURED	GRANTED BY
Aerosmith	Hybris Production AB	accessories, apparel, gifts (Denmark, Finland, Iceland, Norway, Sweden)	Epic Rights
Altered Beast	Poetic Brands Ltd./PoeticGem	nightwear (adult's), t-shirts, underwear (U.K.)	SEGA Europe
American Wannabee	StrikeForce Bowling/Leading Edge Promotions	bowling balls, bowling pins (Worldwide)	Eyecatcher Gifts
Archie	Torrid	apparel, intimates, swimwear (U.S., Canada)	King Features Syndicate
Back to the Future	Iron Gut Publishing	coins (Europe)	NBCUniversal Brand Development EMEA
BCPI/Angeles in the Attic	CARD.com	debit cards (U.S., Canada)	Marketing Immersion
Beetle Bailey	American Classics*	onesies, t-shirts (U.S., Canada)	King Features Syndicate
Betty Boop	Bare Tree Media	digital stickers (Worldwide)	
	Hybris Production AB*	caps, hoodies, mugs, t-shirts (Sweden, Denmark, Norway, Finland)	
	Kaiantai Co. Ltd.*	hooded sweatshirts, socks, sweatshirts, t-shirts, tote bags, towels (Japan)	
	Tilibra	notebooks (Brazil)	
Big & Awesome: Double Trouble	Acco Brands	wall calendars (Worldwide)	Alex Meisel & Co.
	Trends International	stationery (U.S, Canada)	
Billboard Magazine	Actival Co. Ltd.	bags, mobile phone cases, mobile stickers (Japan)	Billboard Media Group/Hollywood Reporter (The)
	Emphasis Innovations	footwear (India)	
	Mego International Promotion Co. Ltd.	apparel (Taiwan)	
	Stuffactory S.A. De C.V.	earbuds, headphones, portable speakers, wireless speakers (Mexico)	
Billy Gibbons	KnuckleBonz, Inc.	limited edition collectibles (Worldwide)	Epic Rights
Bob the Builder	Simba Dickie Group	master toy (Europe,)	Mattel EUROMEA
Bush Baby World	Moose Toys	interactive plush (U.S., Canada)	Brands With Influence
	TDP Textiles	apparel (U.K.)	
Crazy Taxi	Poetic Brands Ltd./PoeticGem	nightwear (adult's), t-shirts, underwear (U.K.)	SEGA Europe
Crystal Maze (The)	Rascals	board games, card games, puzzle games, travel games (U.K.)	Bulldog Licensing
Cuphead	Funko	apparel, digital products, plush, vinyl toys (U.S., Canada)	King Features Syndicate
Daniel Tiger's Neighborhood	Cottage Door Press	interactive books (children's) (North America)	Out of the Blue Enterprises
Deep Purple	Hybris Production AB	accessories, apparel, gifts (Denmark, Finland, Iceland, Norway, Sweden)	Epic Rights
Def Leppard	Hybris Production AB	accessories, apparel, gifts (Denmark, Finland, Iceland, Norway, Sweden)	Epic Rights
Flash Gordon	American Classics*	onesies, t-shirts (U.S., Canada)	King Features Syndicate
Geronimo Stilton	De Wakkere Muis	books (Europe)	Atlantya Entertainment S.p.A.
Guy Harvey	Perry Ellis Intl./PEI Licensing	apparel (Worldwide)	Guy Harvey Enterprises
H Halston	Stars Design Group	apparel (men's) (Worldwide)	Xcel Brands
Hagar the Horrible	American Classics*	onesies, t-shirts (U.S., Canada)	King Features Syndicate
Help for Heroes	Cotton Traders	polo shirts (U.K.)	Help for Heroes (H4H)
Hershey's	Animal Adventure	plush, seasonal products (North America)	CAA-GBG Global Brand Management Group
	Jacmel Jewelry	jewelry (North America)	
Hershey's Kisses	FloraCraft	craft supplies, foam products (North America)	
	Jacmel Jewelry	jewelry (North America)	
Hey Duggee	Roy Lowe & Sons Ltd.	socks (U.K.)	BBC Worldwide
	Trade Mark Collections	backpacks, umbrellas (U.K.)	
	VMC Accessories	dress-up, gloves, hats, scarves (U.K.)	
	William Lamb Footwear	footwear, rain boots, slippers (U.K.)	
Highlander	Microgaming	online slots (Worldwide)	Creative Licensing Corp.
Highline Collective	Stars Design Group	apparel (men's) (Worldwide)	Xcel Brands

*Extension or renewal.

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Licensing News *Continued from page 10*

PROPERTY	GRANTED TO	PRODUCTS MANUFACTURED	GRANTED BY
I Deserve What I Allow Professor	StrikeForce Bowling/Leading Edge Promotions	bowling balls, bowling pins (Worldwide)	Eyecatcher Gifts
I Like Birds	Art File (The)	gift bags, gift wrap, greeting cards (Worldwide)	JELC Ltd.
Imperial War Museum	Kent & Store div. Crest Garden	gardening gifts (U.K.)	Imperial War Museums (IWM)
Incredibles 2	JAKKS Pacific	master toy (Worldwide)	Disney Consumer Products
James Bond 007	Zippo Manufacturing	lighters (Worldwide)	WME/IMG Worldwide Licensing
Jurassic Park	Iron Gut Publishing	coins (Europe)	NBCUniversal Brand Development EMEA
KISS	Dark Horse Comics	adult coloring books (Worldwide)	Epic Rights
	Forever Collectibles	construction toys, fidget spinners (U.S., Canada, U.K., Ireland)	
	Hybris Production AB	accessories, apparel, gifts (Denmark, Finland, Iceland, Norway, Sweden)	
	Sicem Intl. Srl	apparel (adults'), apparel (children's) (Italy)	
Lolli Swim	ACI International	footwear (U.S., Canada)	Marketing Immersion
	CARD.com	debit cards (U.S., Canada)	
	In Mocean Group	swimwear (U.S., Canada)	
	Moret Group	intimates, loungewear, sleepwear (U.S., Canada)	
	Mystic Apparel div. Wiesner Products	accessories, apparel, novelty & gift room decor, stationery (U.S., Canada)	
	Target	swimwear (U.S., Canada)	
	TF Publishing	calendars, journals (U.S., Canada)	
MasterChef	Wiesner Products	accessories, apparel, novelty & gift room decor, stationery (U.S., Canada)	Endemol Shine North America Endemol Shine Group U.K.
	Animoca Brands	mobile apps, mobile games (Worldwide)	
	Lowell S.r.l.	clocks, timers (Italy)	
	Sambro Intl.	toys (U.K., Ireland, France, Germany, Austria, Switzerland, Benelux, Scandinavia, Poland)	
Molang	Toys Garden S.r.l.	role playing toys (Italy)	Licensing Link Ltd. Licensing Works! Licensing Link Ltd. Licensing Works! Licensing Link Ltd.
	Click Distribution UK	accessories, fashion jewelry (U.K.)	
	CustomizedStickers.com	stickers, vinyl stickers (North America)	
	DJ Murphy	magazines (U.K.)	
	Magnets.com	magnets (North America)	
	Poetic Brands Ltd./PoeticGem	daywear (adults') (U.K.)	
Mysticons	Smith & Brooks Ltd.	daywear (children's) (U.K.)	Corus Entertainment/Nelvana Enterprises
	Imprint div. Macmillan Publishing	books (children's) (U.S., Canada)	
Octonauts	Fisher-Price	toys (Taiwan)	Silergate Media
Patina Vie	Hallmark Licensing	cards, gift bags, gift wrap, gifts (Worldwide)	Alex Meisel & Co.
	Thermos	coolers, food storage, hydration products (Worldwide)	
	Trends International	paper crafting items, stationery (U.S., Canada)	
Peppa Pig	Character World/TDS Enterprises	bath products (children's), bedding (U.K.)	Entertainment One (eOne)
	Sega Toys	master toy (Japan)	Entertainment One (eOne) U.K.
Phantom (The)	American Classics*	onesies, t-shirts (U.S., Canada)	King Features Syndicate
	Hybris Production AB*	caps, hoodies, mugs, t-shirts (Sweden, Denmark, Norway, Finland)	
PJ Masks	Greencore Group plc	celebration cakes (U.K.)	Entertainment One (eOne) U.K.
	HTI Group	die-cast, novelties, role playing toys (U.K.)	
	Jazwares	alarm clocks, headphones, walkie talkies (North America)	
	Kinnerton Confectionery	confectionery (U.K.)	
	Kokomo Ltd.	gifts, health & beauty aids (U.K.)	
	Pacific Cycle div. Dorel Sports	bicycles (U.S., Canada)	
	VMC Accessories	accessories (U.K.)	
	VTech Electronics Europe Plc	electronic learning toys (U.K.)	
	VTech Electronics North America	watches (U.S., Canada)	
	Walltastic	wall stickers (U.K.)	
Popeye	Entertainment One (eOne) U.K.	wall stickers (U.K.)	King Features Syndicate
	American Classics*	onesies, t-shirts (U.S., Canada)	
	Branch Out Co., Ltd.*	apparel (Japan, China, Hong Kong, Taiwan)	
	Crown Creative Co. Ltd.	bags, caps, sportswear (Japan)	
	GBG Socks dba Planet Sox Global Brands Group*	flip flops, socks (U.S., Canada)	
	Hybris Production AB*	caps, hoodies, mugs, t-shirts (Sweden, Denmark, Norway, Finland)	
	Kaiientai Co. Ltd.*	hooded sweatshirts, socks, sweatshirts, t-shirts, tote bags, towels (Japan)	
Sanko	hooded sweatshirts (children's), sweaters (children's), sweatshirts (children's), t-shirts (children's) (Japan)		

*Extension or renewal.

Continued on page 12

Licensing News *Continued from page 13*

PROPERTY	GRANTED TO	PRODUCTS MANUFACTURED	GRANTED BY
Popeye	Swyft Media div. Monotype Imaging Holdings	mobile keyboard apps (iOS & Android) (Worldwide)	King Features Syndicate
PoundWishes	Shaghal Ltd. div. Ematic	pet products, pet toys (North America)	Marketing Immersion
Regal Academy	Original Marines/Imap Export Spa	apparel (girls') (Italy)	Rainbow S.r.l.
Rick & Morty	Completely Independent Distribution (CID)	apparel (men's) (U.K.)	Cartoon Network Enterprises EMEA
	Poetic Brands Ltd./PoeticGem	nightwear, underwear (U.K.)	
	Poetic Brands Ltd./PoeticGem	apparel (men's), underwear (U.K.)	
	Roy Lowe & Sons Ltd.	socks (U.K.)	
	Spreadshirt (sprd.net AG)	housewares, kitchenware (Germany)	
Royal Horticultural Society	Warner Edwards Distillery	gin (U.K.)	Royal Horticultural Society/RHS Enterprises Ltd.
Savvy Travelers	CARD.com	debit cards (U.S., Canada)	Marketing Immersion
SEGA Dreamcast	Poetic Brands Ltd./PoeticGem	nightwear (adult's), t-shirts, underwear (U.K.)	SEGA Europe
SEGA Mega Drive			
Skid Row	Hybris Production AB	accessories, apparel, gifts (Denmark, Finland, Iceland, Norway, Sweden)	Epic Rights
Sonic the Hedgehog	Iron Gut Publishing	coins (Europe)	SEGA Europe
	Poetic Brands Ltd./PoeticGem	nightwear (adult's), t-shirts, underwear (U.K.)	
Stikbot	Good Stuff/Basic Fun div. The Bridge Direct	plush, role play items, stretch toys (U.S., Canada)	Joester Loria Group (JLG)
	Hybrid Promotions dba Hybrid Apparel	t-shirts, tops (U.S., Canada)	
Street Fighter	Iron Gut Publishing	coins (Europe)	Capcom U.S.A.
Sugar Coast by Lolli	ACI International	footwear (U.S., Canada)	Marketing Immersion
	CARD.com	debit cards (U.S., Canada)	
	In Mocean Group	swimwear (U.S., Canada)	
	Mystic Apparel div. Wiesner Products	accessories, apparel, novelty & gift room decor, stationery (U.S., Canada)	
	Target	swimwear (U.S., Canada)	
	TF Publishing	calendars, journals (U.S., Canada)	
	Wiesner Products	accessories, apparel, novelty & gift room decor, stationery (U.S., Canada)	
Suzu's Zoo	Calendar Holdings/Calendar.com/Go! Retail Group	calendars (North America)	Lawless Entertainment
Vespa	BrEx Group/Br.Ex. SA	footwear (Worldwide)	Global Icons Europe Ltd.
Winx Club	Original Marines/Imap Export Spa	apparel (girls') (Italy)	Rainbow S.r.l.
World of Eric Carle (The)	Insect Lore Products	nature kits (U.S., Canada)	Joester Loria Group (JLG)

*Extension or renewal.



contacts & connections

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

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Acco Brands, Jill Broering, Licensing Director, 937-495-6323, jill.broering@acco.com, P. 12.

ACI International, Steve Jackson, CEO, 310-889-3400, sjackson@aciint.com, P. 13,14.

adidas Group - Sports Licensed Div., Kathy Meyer, Senior Licensing Coordinator, 317-895-7000 x7171, kathy.meyer@reebok.com, P. 8.

Alex Meisel & Co., Alex Meisel, President, 805-212-4907, alex@alexmeisel.com, P. 8,12,13.

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ALP Consulting Inc., Amy Pagels, President, amy@alpconsultinginc.com, P. 8.

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American Greetings Entertainment, Janice Ross, Head Global Licensing, 216-252-7300 x1346, jross@ag.com, P. 11.

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Atomi, Steve Beda, VP, 212-239-0909, info@atomiusa.com, P. 9.

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Bell Sports, Jay Fill, Director & Category Manager, 831-440-9638, jfill@eastonbellsports.com, P. 8.

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Berkshire Fashions, Richard Dweck, EVP & Director Licensing, 212-221-1542 x505, richie@berkshireinc.com, P. 8.

Big Events, Charles Trimble, President, 760-477-2655, charles@bigeventsonline.com, P. 8.

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Body Rags Clothing Co., Bill Moisan, President, 603-893-5069 x16, bmoisan@bodyrags.com, P. 9.

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contacts & connections *Continued from page 14*

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Calendar Holdings/Calendar.com/Go! Retail Group, David Vega, Merchandising & Licensing Manager, 512-369-6133, davidv@calendars.com, P. 14.

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Dark Horse Comics, Nick McWhorter, VP Media Licensing, 503-905-2386, nickm@darkhorse.com, P. 13.

Discovery Consumer Products, Carolann Dunn, VP Licensing, 212-548-5759, carolann_dunn@discovery.com, P. 9.

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Rollplay div. Goodbaby Intl. Holdings, Greg Miller, VP Global Marketing, 630-881-4488, gmiller@gbgdesign.com, P. 8.

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Strideline, Taylor Marean, VP Sales & Head Customs, 206-801-0116, sales@strideline.com, P. 8.

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international contacts & connections

This section refers to the International listings in this issue. International calls from the U.S. and Canada must be preceded by the 011-prefix.

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Continued on page 18

contacts & connections *Continued from page 17*

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BUSINESS

Roundup: M&A & Investments

Italian prodco **Rainbow** acquires a majority stake in entertainment media group **Iven**. The first collaboration is an untitled young adult TV series based on a graphic novel; the second a theatrical adaptation of YA novel *The Girl in the Fog* by Donato Carrisi. A third Carrisi novel-based project is expected to come.

Ken Faier leaves **DHX Media** to found a new company, **Epic Story Media**, after having acquired DHX's Vancouver-based interactive division. Ties aren't completely broken—Faier remains an executive producer on three current DHX productions, and his new venture is a licensee for DHX to develop and market mobile game apps for properties like *Massive Monster Mayhem*. Faier is looking at investing in original IP development for Epic Story Media.

Corus Entertainment's **Nelvana** and **Discovery Communications** form a yet-unnamed venture to produce new content for the kids' market in Canada, Latin America, and around the world. Based in Canada, the venture is dedicated to premium children's content across linear and digital platforms.

Walmart and **Jet.com** are courting **Hudson's Bay's Lord & Taylor** chain to create an affiliate "trusted partner" relationship where the retailers would list products on their websites and L&T would fulfill orders, according to *WWD*. However, the final decision on what brands will be available are up to the brand owners—and without permission, it's likely that they will cut L&T off as a vendor. Walmart's push to enter the higher-end fashion market includes acquisitions of **Jet.com**, **Moosejaw**, **Bonobos**, and **ShoeBuy**—and it might work, as brands seem more willing to sell on these online marketplaces.

Ravensburger acquires **ThinkFun**, a U.S. developer of logic and STEM-based games. ThinkFun will continue to operate independently as a subsidiary of Ravensburger North America. Co-founder Bill Ritchie remains as CCO, as well as all directors and staff.

Universal is in talks to sell its stake in **Oriental DreamWorks**, the China-based joint venture animation company, according to *The Financial Times*.

Winner Media is reportedly looking to sell its majority interest in the Rolling Stone media brand.

Rovio launches its IPO on the Helsinki stock exchange, valuing the company at almost €900 million, or just over \$1 billion. Tencent tried to acquire the company in June in a deal that valued Rovio at \$3 billion.

The stock of **G-III Apparel Group**, owner of the **Donna Karan** and **DKNY** labels, fell following designer Donna Karan's remarks over the Harvey Weinstein scandal. A Care2 petition also is demanding Nordstrom drop designer Donna Karan's products—a spokeswoman speaking to *WWD* noted that even though she was previously unaware of Karan's lack of involvement in the company, the real issue is "about them being associated with her brand when she's made these comments."

EXPERIENTIAL

Theme Parks

Paddington Bear comes to Europa Park, a theme park located in southwestern Germany, thanks to a new long-term partnership between **The Copyrights Group** and **MackMedia**. Attractions include a VR ride, re-branding within the park's England themed area, a dedicated Paddington shop, and an ice show to hit in Spring 2018.

FC Barcelona teams up with **Parques Reunidos** to open five leisure and entertainment complexes over the next five years. Each installation will be between 3,000 and 10,000 square meters and located in malls and downtown areas. Parques Reunidos will have the rights to create the leisure and entertainment complexes worldwide, excl. China, where the project has been acquired by **Mission Hills Group**.

In addition, **FC Barcelona** also partners with **Prospect Sports Partners** to open a FC Barcelona Academy in New York. The new facility will occupy 20,000 square meters in Kings Park (Suffolk) and will include eight artificial turf soccer fields as well as two natural grass and covered fields.

LICENSING LAW

Legal Updates

Adidas filed an opposition to **ELEAGUE's** trademark application—specifically, *Dot Esports* reports, its "E" logo, which consists of three lines.

Disney filed suit against New York-based **Characters for Hire** for its "unlicensed and poor-quality appearances and performances." The lawsuit claims that the costumed actors represent a violation of both its copyrights and trademark rights. The smaller company bit back, responding that its "use of characters from Norse mythology, such as Thor and Loki, or centuries-old fairy tales and folk tales, like Cinderella, Snow White, Rapunzel, Aladdin, and Princess Aurora"—just like Disney's—is well within the public domain.

Muhammad Ali Enterprises filed suit against **Fox Broadcasting** seeking \$30 million for an unauthorized representation of Ali in a three-minute promotional pre-game video before the start of Super Bowl LI earlier this year. The **Authentic Brands Group** unit is being represented by Schiff Hardin; the law firm won a similar case with a jury verdict of \$8.9 million for the unauthorized use of Michael Jordan's identity in a commemorative issue of *Sports Illustrated*. It is also prosecuting a case against Samsung for the unauthorized use of the identity of the former soccer player Pele in an ad.

RETAIL SALES

Economics of Licensing

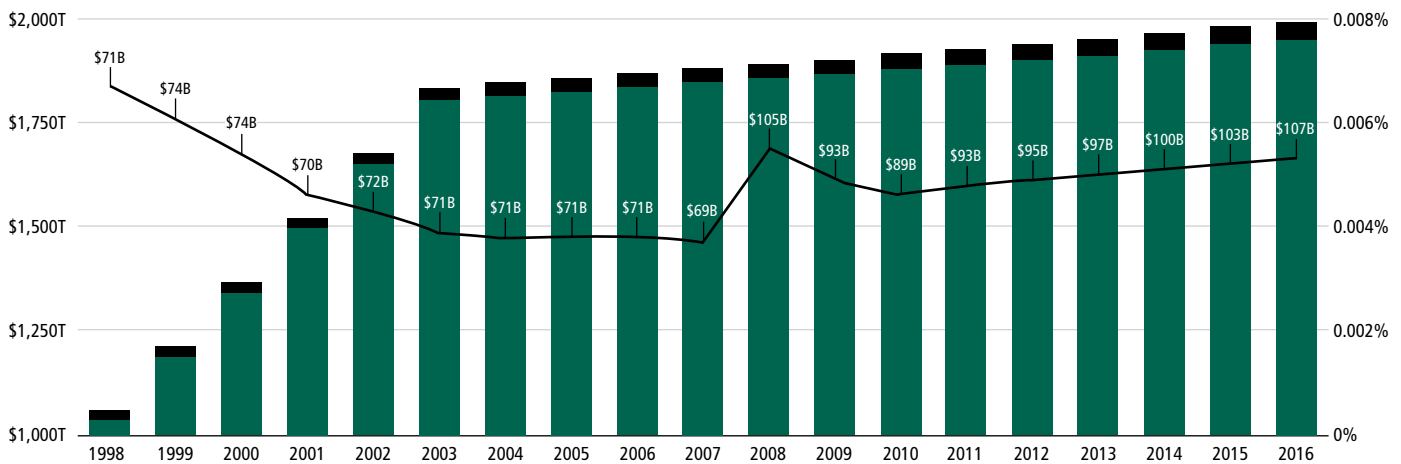
As long as we're keeping track of the licensing industry, we also have to recognize its size—and it turns out that it's a small world after all.

In 2016, licensed retail sales in the U.S./Canada made up just 0.005% of all retail sales. But while the fraction is small, the growth rate of licensed sales has consistently outperformed general growth.

On the right, we track the share of licensed retail sales in the U.S./Canada as a percentage of total retail sales. Note that the total figures are measured in trillions (and that we're starting the scale at \$1,000 trillion). Licensed retail sales are measured in billions.

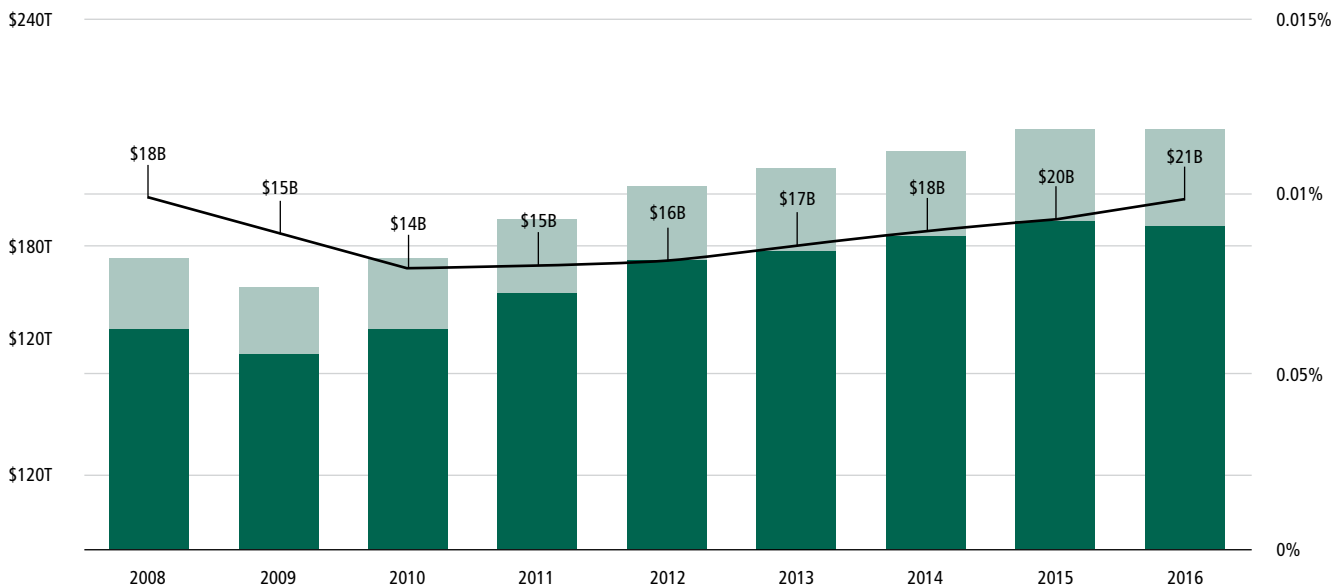
The total retail sales figure isn't entirely accurate: for example, the Canadian figures do not count ecommerce

RETAIL SALES OF LICENSED MERCHANDISE VS. TOTAL, U.S. & CANADA, 1998–2016



Note: Numbers may not add up exactly due to rounding. 2008 licensed retail sales are restated from previously published data.
SOURCES: U.S. Census Bureau for U.S. total retail sales, excl. food services and incl. ecommerce sales (adjusted seasonally); Statistics Canada for Canadian total retail sales, excl. non-store retailers such as ecommerce and mail order (adjusted seasonally); THE LICENSING LETTER

RETAIL SALES OF APPAREL LICENSED MERCHANDISE VS. TOTAL, U.S. & CANADA, 2008–2016



Note: Numbers may not add up exactly due to rounding. 2008 licensed retail sales are restated from previously published data.
SOURCES: U.S. Census Bureau for U.S. total retail sales in clothing stores, incl. ecommerce sales (adjusted seasonally); Statistics Canada for Canadian total retail sales in clothing stores, excl. non-store retailers such as ecommerce and mail order (adjusted seasonally); THE LICENSING LETTER

ALTHOUGH THE LICENSING INDUSTRY TOOK A MUCH BIGGER HIT AFTER THE RECESSION, IT RECOVERED MUCH MORE QUICKLY.

sales. As of 2016, Statistics Canada estimates that online sales still account for only 2.5% of the total, compared to 8.2% stateside, according to the U.S. Census.

Comparing the growth rates of total versus licensed retail sales in the U.S./Canada, however, gives us a broader picture. Although the licensing industry took a much bigger hit after the Recession, it recovered much more quickly.

Close-up: Apparel

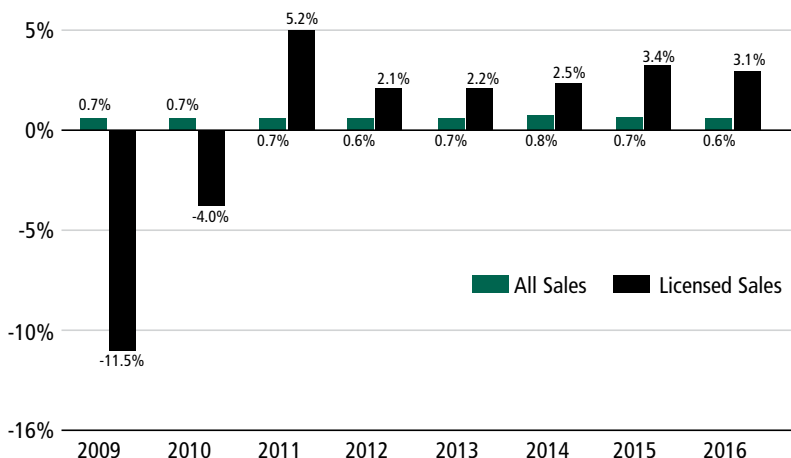
There are additional issues with comparing the total retail sales figures because they count sales for consumer products that aren't typically licensed. For examples; while there exist branded automotives, they aren't a big part of the licensing picture.

So, we also measure one available subset of retail sales—those made in clothing stores. We compare only licensed apparel sales for simplicity, although clothing stores also may sell licensed accessories and, to a smaller extent, footwear.

While the share of licensed sales is an order of magnitude higher than that for general market, note that the scale of the chart on pg. 20 is also skewed to increase visibility.

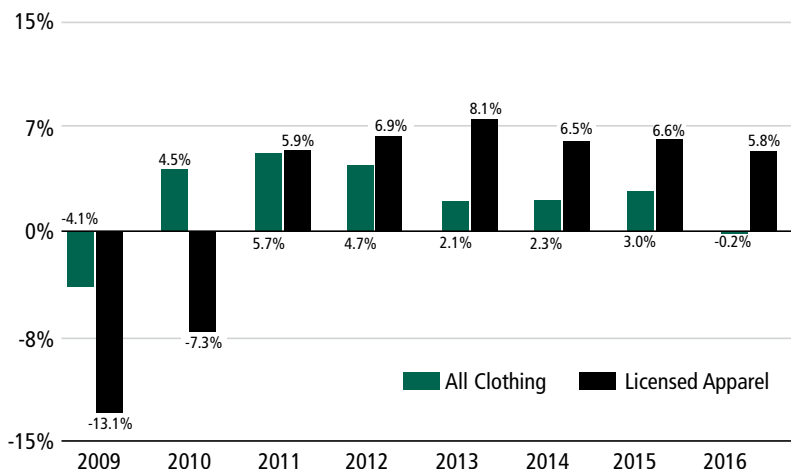
As in the total market, licensed apparel sales have been outperforming growth rates of retail sales made in clothing stores. Since 2011, while general growth has declined, sales of licensed apparel have gone up. The slight dip in growth in 2016 is a function of flat growth overall (-0.2%).

GROWTH OF RETAIL SALES, LICENSED V. GENERAL MARKET, U.S./CANADA, 2009–2016



Note: Numbers may not add up exactly due to rounding.
SOURCES: U.S. Census Bureau and Statistics Canada total retail sales; The Licensing Letter

GROWTH OF APPAREL RETAIL SALES, LICENSED V. GENERAL MARKET, U.S./CANADA, 2009–2016



Note: Numbers may not add up exactly due to rounding.
SOURCES: U.S. Census Bureau and Statistics Canada total retail sales in clothing stores; The Licensing Letter



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ENTERTAINMENT/CHARACTER

A Note on Disney

If we were to define one trend of consumer products licensing in the last decade or so, it's Disney's unparalleled dominance. *TLL* estimates that Disney accounts for roughly half of all entertainment/character brand-based licensed retail sales in the U.S./Canada, and a slightly larger share worldwide (less than 75%).

While the origin myths surrounding licensing vary (the marketing tool has existed since at least the early 20th century), it is generally accepted that the entertainment/character licensing industry, as we know it today, took off from the first *Star Wars* film (1977). That program helped introduce licensing to the minds of business executives as a profitable business strategy. In part, this was because of its sheer scale—even close collaboration between toy and studio execs was nothing new. But it helped spark a dedicated industry—indeed, *TLL* was founded in 1977 and LIMA in 1985 to serve a growing community of individuals who pursue licensing as a career in and of itself. And Disney has been a key part of that narrative.

Disney eats up nearly half of all retail sales among the top entertainment/character licensors in the U.S., according to *TLL*'s \$100 million list—the list tracks retail sales of licensed merchandise for entertainment/character properties in the U.S./Canada.

Its top brands benchmark the health of the industry—if retail sales for Disney merchandise is down in a territory, that indicates instability for *all* licensed entertainment/character goods. Given its dominant market position, dips by Disney are bound to ripple and reduce retailer's confidence in less-proven licensed brands. In the same way, most licensees' first steps into licensing involve a Disney license because it's one of the safest bets for retail success.

And while that picture is gradually shifting and admittedly incomplete, we can't dismiss the influence of the House of Mouse.

Tracking Growth Rates

Disney's top properties on the \$100 million list closely follow the growth rate of the industry average. At least, on average.

The *range* of growth, even limited to the top Disney brands, is extreme. Take 2015 for example: the biggest climb was recorded by Marvel Avengers (54%) and the biggest loss by Disney Cars (-65%). The most stable properties are those like Mickey Mouse and Winnie the Pooh, who move just a couple of percentage points a year.

One interesting trend of note is the fact that the rate of growth in Disney's A-list brands is trending downwards—real growth is coming from other properties, although, as we see below, they aren't concentrated in any one source.

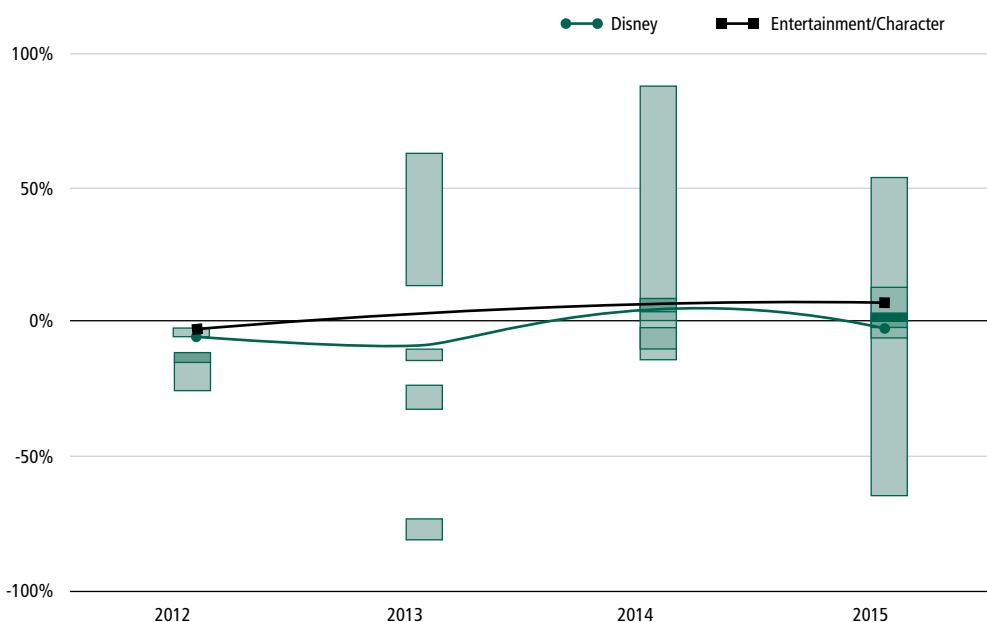
Note that we do not compare total retail sales because the \$100 million list is based off of different calculations than those in *TLL's Annual Licensing Business Survey*.

Cream of the Crop

Let's limit our purview to the top five licensors based on their share of retail sales (or almost 67% of the share of the top \$100 million list for 2015).

The top entertainment/character properties from the top five licensors generated almost \$12 billion in retail sales in the U.S./Canada in 2016. Almost half of that came from Disney. The giant was helped in

GROWTH OF \$100 MILLION DISNEY PROPERTIES VERSUS
ALL ENTERTAINMENT/CHARACTER, U.S./CANADA, 2012–2015



Note: Numbers may not add up exactly due to rounding.

SOURCE: THE LICENSING LETTER

part by the fact that it counted the most properties of any other licensor on the list—a number that has been steadily increasing.

But it is equally true that Disney’s share of total sales, as well as the number of properties on the \$100 million list, has been steadily decreasing over time. When we first began tracking this data in 2011, Disney counted over 50% of the top-performing brand’s sales. That figure went down to a “mere” 45% in 2015.

The Power of Acquisitions

Also true is the fact that much of Disney’s growth is not fueled by its “core” studio, like the rest of the top four entertainment/character licensors. While the “core” studio has spawned some hit properties (see Frozen), it hasn’t been solely responsible for the 13 included on 2016’s \$100 million list. Rather, it’s been churning out hits at a rate of one every several years, which is on par with other studios.

Without its acquisitions, Disney would be unrecognizable, and, at worst, nothing more than a historical relic. The fact that the House of Mouse has been so good at identifying, purchasing, and then successfully continuing to develop valuable properties is a skill that can’t be understated.

Here’s a brief timeline of Disney’s acquisitions and sells:

- ▶ 1995—ABC Television Group acquired.
- ▶ 2006—Pixar Animation Studios acquired.

- ▶ 2009—Marvel Entertainment acquired.
- ▶ 2010—Power Rangers franchise sold to Saban Brands for \$100 million.
- ▶ 2010—Miramax Films sold to Filmyard Holdings for \$660 million.
- ▶ 2012—Lucasfilm acquired from George Lucas, including Star Wars and Indiana Jones, for \$4 billion.
- ▶ 2013—Disney Interactive Studios shuts down development studio Junction Point Studios.
- ▶ 2014—Maker Studios acquired for \$500 million.
- ▶ 2015—Disney combines its Consumer Products and Interactive Media divisions into one unified segment, Disney Consumer Products & Interactive Media.
- ▶ 2015—Marvel Studios is reorganized under Walt Disney Studios.

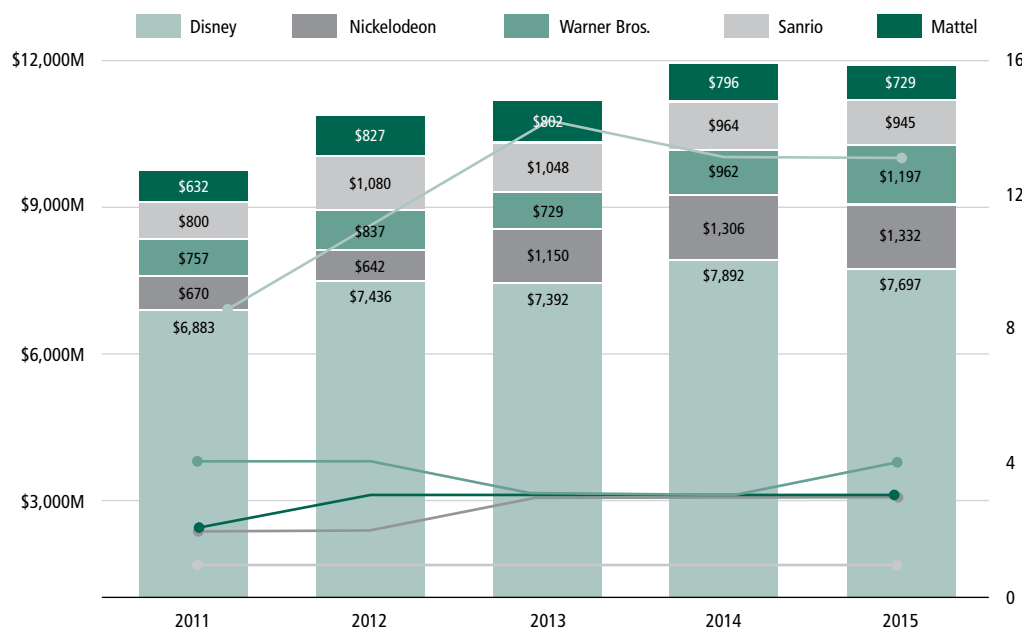
Note how *long* some of these acquisitions took to fully realize their earning potential. For example, Marvel Avengers only appeared on the \$100 million list in 2012 (at \$201 million retail sales in the U.S./Canada)—or three years after Marvel Entertainment was acquired.

But it would be equally nonsensical to attempt to carve out exactly how much of Disney’s growth can be attributed to its acquisitions alone, isolating its “core” business. Disney has succeeded neatly weaving their new studios

and properties in with their licensing business model and overall marketing strategy. As an example of how its acquisitions support each other, see top brands like Star Wars being easily cross-promoted on ABC and ESPN.

Who’s next up to take on Disney’s sheer size? NBCUniversal’s acquisition of DreamWorks seems to be a play at copying its strategy of cross-promotion. And Hasbro is now a fully-fledged film studio thanks to new division Allspark Pictures. Let’s see how it plays out over the next several years.

TOP 5 LICENSORS OF \$100 MILLION ENTERTAINMENT/CHARACTER PROPERTIES, BY U.S. RETAIL SALES VS. NUMBER, 2011–2015



Note: Numbers may not add up exactly due to rounding.

SOURCE: THE LICENSING LETTER

Who's News

Greg Mooradian is the President of Hasbro film studio Allspark Pictures.

Viacom Intl. Media Networks promotes **Layla Lewis** to SVP Global Acquisitions & Partnerships for Nickelodeon.

WME | IMG rebrands as Endeavor; the new entity is led by **Ariel Emanuel** as CEO and **Patrick Whitesell** as Executive Chairman. Both will continue to sit on the company's board.

Ken Faier leaves DHX Media to found a new company, Epic Story Media. DHX isn't looking for an immediate replacement.

Toms hires **John Whitledge** as Creative Director.

Netflix hires **Stacey Silverman** to work across its program acquisitions and **Monique Meche** to serve as VP Global Public Policy.

Chaosium names **Neil Robinson** as its new full time COO.

Sephora promotes **Mary Beth Laughton** to EVP U.S. Omni Retail, **Gregg Ardizone** to SVP Stores, **Artemis Patrick** to Chief Merchandising Officer, and **Bridget Dolan** to SVP Omni Experiences & Innovation. **Christie Jack**, EVP Retail & Education, plans to step down from her post at the end of 2017.

French company Normaal Animation hires **Marc Dhrami** as its new Head Business Development & Intl. Sales.

Lagardère Sports & Entertainment launches Lagardère Plus, a global agency incorporating the company's existing global consulting businesses with new strategic, creative, digital and analytics capabilities. The venture is led by:

- ▶ **Andrew Georgiou**, CEO of Lagardère Sports & Entertainment, as well as
- ▶ **Andrew N. Pierce**, Global President;
- ▶ **Jonathan Isaac**, Chief Strategy Officer;
- ▶ **Kern Egan**, President Americas;
- ▶ **Tim Frith**, Head Consulting U.K.;
- ▶ **Hervé Bodinier**, Executive GM France;
- ▶ **Olaf Bauer**, MD Germany; and
- ▶ **Malcolm Thorpe**, VP Business Development Singapore.

MHS Licensing & Consulting welcomes **Heather RJ Fletcher**, who will work on content and product development, trend direction, improving technical skills, and serve as a collaborative creative resource.

Xilam promotes **Dorothee Lanchier** to COO, **Camille Wiplier** to Deputy COO, and **Marie-Laurence Turpin** to Head Development & Talent Management.

Jason Kwong is named Chief Strategy Officer at Redbox.

QVC reorganizes its management and establishes a new business structure in preparation for absorbing HSN. The new group will bring together the QVC, HSN, Zulily and the Cornerstone brands and is expected to generate \$14 billion in annual revenues.

- ▶ **Steve Hofmann** will be President of QVC U.S., the company's largest business unit with more than \$6 billion in revenue in 2016.
- ▶ A new leader for QVC Intl. will be revealed; the unit covers Japan, the U.K., Ireland, Germany, Austria, Italy, France, and a joint venture in China. In 2016, the unit had \$2.6 billion in revenue.
- ▶ **Mike Fitzharris** will become president HSN. It generated \$2.5 billion in net sales last year.
- ▶ **Gregg Bertoni** will succeed Fitzharris as CEO QVC Japan.
- ▶ **Lori Twomey** will be Interim President Zulily. Last year, Zulily generated \$1.5 billion in revenue.
- ▶ **Claire Spofford** will be President Cornerstone, while continuing to serve as President Garnet Hill. The unit, which includes Ballard Designs, Frontgate, Garnet Hill, and Grandin Road & Improvements, generated \$1.1 billion in net sales in 2016.
- ▶ **Doug Howe** will be Chief Merchandising Officer of the combined company.
- ▶ **Darrell Cavens** will be President New Ventures.
- ▶ **Bob Spieth** will be COO.
- ▶ **Beth Rubino** will be Chief People Officer.
- ▶ **Karen Etzkorn** will be Chief Information Officer.
- ▶ **Ted Jastrzebski** will be CFO.
- ▶ **Larry Hayes** will be General Counsel.
- ▶ **Bill Brand**, President & CMO HSN; **Rod Little**, CFO HSN; and **Judy Schmeling**, President Cornerstone Brands and COO HSN, will leave.

Havas Sports & Entertainment USA appoints **Daniel Dao** as its new EVP & Managing Director.

TLL

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