

TLL THE LICENSING LETTER

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Average Royalty Ranges Smooth Over Large Gaps

Over the last decade, the average royalty rate has hovered around 8.7% for all licensed goods in the U.S./Canada. But while averages are important, ranges are perhaps even more so in evaluating your licensing program.

In a survey of royalty rates and their ranges from 2010 through 2017, the furthest that any category *TLL* tracks has moved has been by just one percentage point. The average variance in royalty rates is a full 24 percentage points—but that is just on average, and programs exist where payouts may operate on razor-thin or no royalties (in which case, we don't track them) or on fuller rates of 25% or above.

Just five property types commanded an average royalty rate of 10% or more in 2017, but only two—celebrities and its subcategory entertainers/models—have sustained that level from 2010–2017.

But that doesn't mean that entertainment/character, sports, and even fashion brands are not keeping up. These three categories saw the largest spike in average royalty since 2010, while the broader celebrities category has been faltering.

The property types with the largest gaps between highest and lowest rate are entertainment/character and music (21 percentage points each), art (20 points), and corporate trademarks/brands (19 points). Within these categories there are multiple strata of brands ranging from very high end (what we call 'A-list' brands) to relative unknowns. In addition, the brands within these categories have extensions in virtually every product category.

Compared to *TLL's* breakdown of royalty rates and ranges by property type, the major product categories (in terms of retail sales) have overall lower royalty ranges. The categories with the most royalties, in other words, are not the same as the categories with the most licensed retail sales.

As seen below, very few product categories track the 8.7% industry average. The categories that do, such as infant products, tend to see the most brand diversity.

Among the eight major categories *TLL* tracks, those with the smallest variance in royalty rates are HBA and publishing, with just 10 percentage points difference between the lowest and highest average royalty ranges.

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ECOMMERCE

The Low-Down on Amazon Merch Collab

Ask any licensing executive what they think is the next big meteor to hit the business and you'll get one answer: Amazon. At this year's Licensing Expo in Las Vegas, Amazon VP Nicholas Denissen gave a keynote address where he revealed an out-of-this-world Amazon projection—the global licensing industry will grow to \$1 trillion in the next 10 years. Part of that increase, of course, will be thanks to initiatives like Amazon's Merch Collab program.

Simply put, Merch Collab will bring to life the original promise that brought many companies to licensing—the closest thing to a passive income stream on a shoestring budget. A brand will be able to sit back and simply collect royalties, with everything else—design, production, manufacturing, shipping, customer service—taken care of.

In response to a written list of questions, an Amazon spokesperson noted that "brands have full control—they set the rules, they own the IP, they can come and go as they please." There is still work to do, obviously. Brands can (and should, in our opinion) provide assets, rules, and guidance to designers. Brand controls for manufacturers additionally include the ability to set up an "acceptable sampling process".

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➡ Licensing Ledger

FC Barcelona ends its 17-year partnership with **Nike** through which it ceded its retail and licensing rights to FCBMerchandising. The football club forms a new company to manage its retail, licensing, and merchandising activity. The newly formed **Barça Licensing and Merchandising** will take over its rights on July 1 and oversee a \$77 million merchandising business spanning three of the club's owned stores, 15 licensed stores, 328 licensees, and 250 employees. Nike is not entirely out of the picture, however, having signed an 8-year deal to supply the club's kit through the 2025/26 season.

The first-ever fully-branded **Kidz Bop Experience** debuts at the Hard Rock Hotel & Casino Punta Cana. Launching summer 2018, the partnership with **AIC Hotel Group** will give vacationers aged 4–12 years-old the chance to “be a Kidz Bop Kid,” with a dedicated interactive creative space and series of show pop-up activations throughout the resort.

The **U.S. Postal Service** and **Warner Bros.** Consumer Products bring the first Scooby-Doo stamp to life, with the titular Great Dane getting a Forever stamp highlighting his new social responsibility initiative, Scooby-Doo Doo Good. The campaign, launched earlier this year with generationOn, provides young people with tools and activities geared toward enriching the environment; its first theme this summer is hunger awareness.

Ikea is teaming up with both **Lego** and **Adidas** to facilitate opportunities for kid's play and enjoyment of sports experiences at home, respectively. Adidas noted that it is looking at more than just equipment and the design of workout spaces but also eating and sleeping solutions.

Hasbro closes its \$522 million acquisition of **Saban Properties'** Power Rangers as well as its interests in My Pet Monster, Popples, Julius Jr., Luna Petunia, Treehouse Detectives, and others.

The transaction, a mixture of cash and stock, includes \$22.25 million previously paid by Hasbro as part of a master toy agreement scheduled to begin in 2019. The Power Rangers products from Hasbro will be available in spring 2019.

Warner Bros. Animation launches **Looney Tunes Cartoons**, a series of new short form cartoons starring iconic Looney Tunes characters. Each cartoon will run from 1–6 minutes and, from the premise on through to the jokes, will be “written” and drawn by the cartoonists, allowing their own personality and style to come through.

Hasbro partners with **Rhett & Link** in a multi-year relationship committed to bringing Hasbro games to life in 2018 and beyond. The toyco and comedy duo will initially create digital content to launch Hasbro's new games on the duo's daily episodic YouTube series, *Good Mythical Morning*.

Universal partners with mobile-game developer **Ludia** for AR mobile game app, *Jurassic World Alive*. Players collect, discover, and create a variety of dinosaurs while exploring their own neighborhoods and cities around the world. Starting June 6 through July 31, select **Walmart** and **AMC** locations will allow players to collect branded supply drops and resources.

Hasbro partners with digital marketplace **Quidd** to create, distribute, and sell digital goods like stickers, trading cards, and toys through mobile phones. The Quidd app will feature limited edition digital offerings based on 40 Hasbro brands including My Little Pony, Transformers, Monopoly, GI Joe, and Nerf.

SYBO Games brings mobile game *Subway Surfers* to YouTube in a short animated series—taking the brand full circle. The app became the first game to surpass one billion downloads in Google Play's store. A longform series is currently in development and slated for a late 2019 launch.

The **Michael Jackson Estate** and **Columbia Live Stage** are developing a new stage musical inspired by the life of Michael Jackson. The as yet untitled show is expected to arrive on Broadway in 2020 and will boast a book by Lynn Nottage, a score drawing on Jackson's catalogue, and direction and choreography by Christopher Wheeldon.

Maxim and global marketing agency **Lagardere Sports and Entertainment** announce a new joint venture to redesign, produce, and market the magazine brand's three annual tentpole events—the Maxim Hot 100, Halloween and Big Game events—as the new “Maxim Experiences” platform. As part of the joint venture, Lagardere Sports and Entertainment will market and sell the events, from both a partnership and ticket perspective.

Universal and **Earplay**, a developer of interactive audio stories, release *Jurassic World Revealed*, an interactive audio adventure available on Amazon Alexa-enabled devices. Players participate with their voice in a parallel story set during the events of *Jurassic World: Fallen Kingdom*.



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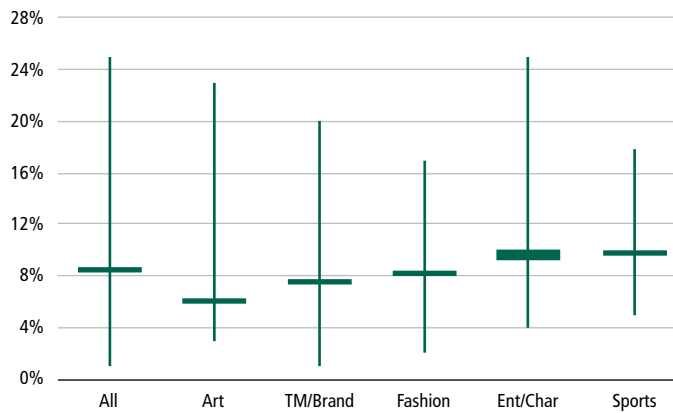
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Average Royalty Ranges

Continued from page 1

The apparel/accessories/footwear category saw the largest gap with a 17 percentage point difference, largely thanks to the sheer amount of property types that are represented in this property type. At the lower end of this megacategory, you will typically find goods selling in mass or discount merchants with very low overhead, (quite rarely) promotional goods, or brands that typically command lower royalties on average. On the high end, certain fashion, entertainment/character, and sports brands may command a 20% or higher royalty rate.

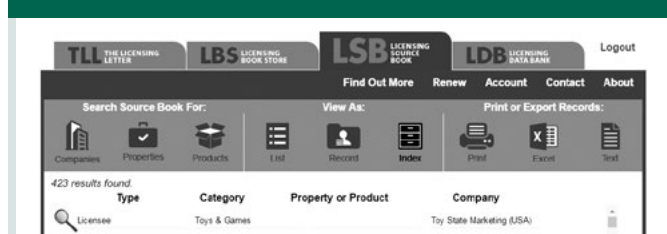
AVERAGE ROYALTY RATE & RANGE OF LICENSED MERCHANDISE, BY PROPERTY TYPE, U.S. & CANADA, 2010–2017



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

SOURCE: THE LICENSING LETTER

TRY THE LICENSING SOURCE BOOK ONLINE



The **Licensing Source Book Online** lists over 11,000 licensing executives doing business in 83 countries worldwide—from Australia to the UAE. These executives include licensors; agents; licensees; and consultants, service providers, retailers, and trade associations. For access to the **Licensing Source Book Online**, call our customer service department at **888-729-2315**. Interested in being listed? Email the Licensing Source Book team at llsb@plainlanguagemedia.com to add or update your free listing.

AVERAGE ROYALTY RATE & RANGE, BY PROPERTY TYPE, U.S. & CANADA, 2010–2017

| PROPERTY TYPE | AVERAGE ROYALTY RATE | AVERAGE LOW ROYALTY | AVERAGE HIGH ROYALTY | RANGE, LOWEST TO HIGHEST |
|---------------------------------|----------------------|---------------------|----------------------|--------------------------|
| Art | 6.2% | 3.9% | 13.9% | 20.0% |
| <i>Art and Artists</i> | 6.1% | 4.1% | 13.6% | 20.0% |
| <i>Museums</i> | 6.1% | 4.1% | 14.5% | 17.0% |
| Celebrities | 10.2% | 3.3% | 16.5% | 15.0% |
| <i>Entertainers/Models</i> | 10.4% | 4.4% | 15.3% | 12.0% |
| <i>Chefs/Home-related</i> | 9.7% | 2.9% | 15.5% | 16.0% |
| Collegiate | 10.0% | 5.0% | 16.4% | 14.0% |
| Entertainment/Character | 9.6% | 5.0% | 20.6% | 21.0% |
| Estates | 9.7% | 4.4% | 16.0% | 16.0% |
| Fashion | 8.4% | 2.5% | 15.4% | 15.0% |
| <i>Apparel</i> | 8.4% | 5.0% | 15.4% | 12.0% |
| <i>Footwear</i> | 7.1% | 2.4% | 13.5% | 12.0% |
| <i>Home</i> | 7.5% | 2.3% | 13.5% | 12.0% |
| Music | 8.2% | 4.8% | 19.5% | 21.0% |
| Non-profit | 8.3% | 4.8% | 12.8% | 12.0% |
| Publishing | 8.6% | 2.6% | 16.9% | 16.0% |
| <i>Books</i> | 7.9% | 6.0% | 13.3% | 8.0% |
| <i>Newspapers/Magazines</i> | 8.1% | 2.4% | 12.0% | 10.0% |
| <i>Comic Books/Strips</i> | 9.6% | 5.0% | 16.9% | 13.0% |
| Sports | 10.0% | 5.0% | 16.1% | 13.0% |
| Trademarks/Brands | 7.8% | 1.3% | 17.0% | 19.0% |
| <i>Automotive/Motor Vehicle</i> | 4.1% | 1.1% | 13.3% | 15.0% |
| <i>Food/Beverage</i> | 5.6% | 1.8% | 9.8% | 9.0% |
| <i>Restaurants</i> | 5.9% | 4.0% | 8.0% | 4.0% |
| <i>Sporting Goods</i> | 7.0% | 4.5% | 13.5% | 12.0% |
| Traditional Toys/Games | 8.2% | 5.0% | 13.3% | 13.0% |
| Videogames/Interactive/Online | 8.9% | 6.0% | 15.0% | 12.0% |
| OVERALL AVERAGE | 8.7% | 1.1% | 20.9% | 24.0% |

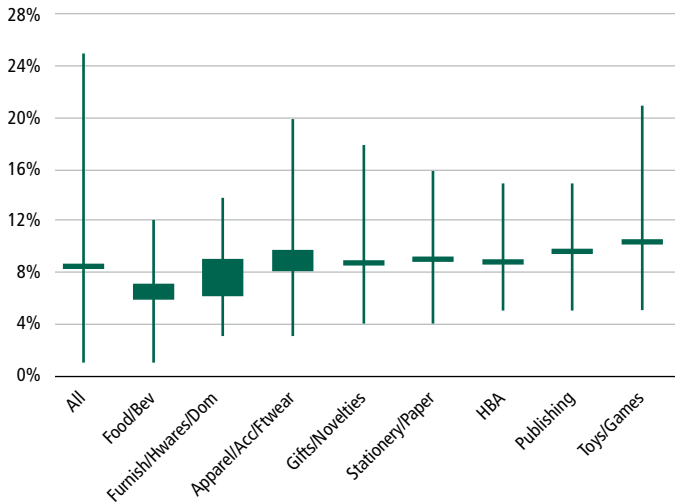
Note: Numbers may not add up exactly due to rounding.

SOURCE: THE LICENSING LETTER

Continued on page 4

The category with the highest royalty rate measured from 2010–2017 is toys/games with a 21% rate at the high end of its average range. Unsurprisingly, this figure is being driven by ‘A-list’ entertainment and film properties.

AVERAGE ROYALTY RATE & RANGE OF LICENSED MERCHANDISE, BY PROPERTY TYPE, U.S. & CANADA, 2010–2017



Note: Numbers may not add up exactly due to rounding.
SOURCE: THE LICENSING LETTER

AVERAGE ROYALTY RATE & RANGE, BY PRODUCT CATEGORY, U.S. & CANADA, 2010–2017

| PRODUCT CATEGORY | AVERAGE ROYALTY RATE | AVERAGE LOW ROYALTY | AVERAGE HIGH ROYALTY | RANGE, LOWEST TO HIGHEST |
|--|----------------------|---------------------|----------------------|--------------------------|
| Accessories | 9.1% | 3.0% | 18.0% | 15.0% |
| <i>Eyewear</i> | 8.2% | 5.0% | 15.0% | 11.0% |
| <i>Handbags, Backpacks, Messenger Bags</i> | 8.9% | 5.4% | 16.3% | 13.0% |
| <i>Headwear</i> | 9.8% | 7.0% | 13.8% | 7.0% |
| <i>Hosiery</i> | 8.6% | 5.1% | 13.5% | 9.0% |
| <i>Jewelry and Watches</i> | 7.7% | 3.0% | 17.3% | 15.0% |
| <i>Luggage and Travel Accessories</i> | 10.1% | 5.4% | 18.0% | 13.0% |
| <i>Scarves and Ties</i> | 7.3% | 5.1% | 12.8% | 9.0% |
| Apparel | 9.4% | 5.4% | 18.2% | 15.0% |
| Consumer Electronics | 5.2% | 3.1% | 10.5% | 15.0% |
| Domestics | 8.9% | 4.0% | 13.3% | 10.0% |
| Food/Beverages | 6.1% | 1.9% | 12.0% | 11.0% |
| Footwear | 8.1% | 3.0% | 15.0% | 13.0% |
| Furniture/Home Furnishings | 7.5% | 3.1% | 13.3% | 11.0% |
| Gifts/Novelties | 8.8% | 4.4% | 16.4% | 14.0% |
| HBA | 9.0% | 5.1% | 13.4% | 10.0% |
| <i>Fragrance</i> | 9.3% | 5.3% | 15.8% | 13.0% |
| <i>Cosmetics, Hair Accessories, Other</i> | 8.4% | 6.0% | 12.5% | 8.0% |
| Housewares | 6.3% | 3.0% | 13.5% | 11.0% |
| Infant Products | 8.7% | 5.1% | 13.8% | 9.0% |
| Publishing | 9.7% | 5.0% | 15.0% | 10.0% |
| Sporting Goods | 9.8% | 3.3% | 15.1% | 14.0% |
| Stationery/Paper | 9.0% | 4.0% | 13.9% | 12.0% |
| Toys/Games | 10.5% | 5.0% | 18.4% | 16.0% |
| Videogames/Software | 10.5% | 1.1% | 20.0% | 19.0% |
| OVERALL AVERAGE | 8.7% | 1.1% | 20.9% | 24.0% |

Note: Numbers may not add up exactly due to rounding.
SOURCE: THE LICENSING LETTER

Royalty Trends Report

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Licensing News

Properties Available Or Recently Assigned, U.S.

| PROPERTY | DESCRIPTION | CATEGORIES AVAILABLE | LICENSING CONTACT |
|--|--|--|---|
| A Tiny Teddy named Cuds | Book series stars a tiny neglected teddy that discovers that no matter how small or how big, dreams and adventures are not limited by size and love is always the key. | All | Janice Varney-Hamlin, Marketing Immersion |
| Chicken Girls | Fastest growing Gen-Z studio houses top influencer talent and popular YouTube shows incl. Chicken Girls and Total Eclipse. | All | Ross Misher, Brand Central |
| Mondelez International | One of the world's largest snack companies. Brands incl. Oreo, Chips Ahoy!, Ritz, Swedish Fish, and Sour Patch Kids. | All | |
| NBC | TV shows by media company incl. American Ninja Warrior, Saturday Night Live, The Good Place, and Saved By the Bell. | All | Stu Seltzer, Seltzer Licensing Group |
| North Carolina State University | One of the University of North Carolina's 17 campuses; a public research university and a land, sea, and space grant institution. | All | Cory Moss, IMG College Licensing (form. Collegiate Licensing Co./CLC) |
| TKO: Total Knock Out | New competition series where one player races through obstacles while four other contestants man battle stations in an attempt to knock them off and slow them down. | Accessories, apparel, digital content, outdoor, toys & games | Ross Misher, Brand Central |
| Total Eclipse | Fastest growing Gen-Z studio houses top influencer talent and popular YouTube shows incl. Chicken Girls and Total Eclipse. | All | |
| University of North Carolina (Chapel Hill) | The University of North Carolina's flagship campus; a public research university chartered in 1789 and one of the oldest schools in the U.S. | All | Cory Moss, IMG College Licensing (form. Collegiate Licensing Co./CLC) |

Licenses Recently Granted, U.S.

| PROPERTY | GRANTED TO | PRODUCTS MANUFACTURED | GRANTED BY |
|--|---|--|---|
| Abraham Hunter | Conimar | Coasters | MHS Licensing + Consulting |
| Benrus | WDM Footwear & Accessories | Small leather goods | Lyft Brands Group |
| Black Panther | Mad Engine Branded Apparel (NEFF & LRG) | Apparel, headwear | Disney Consumer Products |
| | MIZIZI Intl. | Apparel | |
| | New Era Cap | Caps | |
| | Stance | Socks | |
| | Under Armour | Apparel | |
| Bob Ross | Advanced Graphics | Standeeds, talking standees | Firefly Brand Management |
| | Big G Creative | Games | |
| | Boston America | Tinned candles | |
| | Forecast Agency (The) | Accessories, apparel, loungewear | |
| | Kurt S. Adler | Holiday ornaments & accessories, plush | |
| | Royal Bobbles | Talking bobbleheads | |
| | Running Press Book Publishers | Bobbleheads, mini books, mini kits, paint-by-number kits | |
| | Stance | Socks | |
| | Surreal Entertainment | Ceramic ware, coin banks, drinkware, key chains, throws | |
| Walter Foster Publishing div/ Quarto Group | Books | | |
| Cosmopolitan | Cousin Corp. of America | Jewelry | WME/IMG Worldwide Licensing d.b.a. Endeavor |
| Dawn of the Dead | Mezco Toyz | Action figures | Radar Licensing |
| Def Leppard | Elysian Brewing Co. | Beer | Epic Rights |
| Dippin' Dots | Walmart | Food Items | Brand Squared Licensing |
| Disney | Crunch Pak | Packaged fruit | Disney Consumer Products |
| Garfield | C-Life Group | Apparel | King Features Syndicate |
| Goodful | Conair/Cuisinart | Kitchen electronics | BuzzFeed |
| | Epoca Intl. | Kitchenware | BuzzFeed |
| | Welspun U.S.A. | Textiles | BuzzFeed |
| Goosebumps: Haunted Halloween | Bioworld Merchandising | Accessories, apparel, desk accessories | Sony Pictures Consumer Products |
| | Changes | Apparel (adults') | |

*Extension or renewal.

Continued on page 6

Licensing News *Continued from page 5***Licenses Recently Granted, U.S.**

| PROPERTY | GRANTED TO | PRODUCTS MANUFACTURED | GRANTED BY |
|-------------------------------|--|---|--|
| Goosebumps: Haunted Halloween | KJ California/KJMC | Apparel | Sony Pictures Consumer Products |
| | Mad Engine | Accessories, apparel | |
| James Meger | Development Solutions Global | Light box art | MHS Licensing + Consulting |
| Jurassic World | Torrid | Apparel | Universal Brand Development |
| Men in Black franchise | Bioworld Merchandising | Accessories, apparel | Sony Pictures Consumer Products |
| | Changes | Apparel | |
| Mickey Mouse | Target | Accessories, apparel, beach products, household items, pet products, toys | Disney Consumer Products |
| Mister Rogers' Neighborhood | Isaac Morris | Outerwear, sweaters | Brand Central |
| | ODM/Olaes Enterprises | Sweatshirts, t-shirts | |
| | Surreal Entertainment | Desk accessories, drinkware, fleece throws, lanyards, pins | |
| | Unemployed Philosophers Guild | Enamel pins, mints, mugs, soap, sticky notes | |
| | Wizhead | Paper craft models | |
| Num Noms | Integrity Vitamins & Supplements LLC | Vitamins | MGA Entertainment, Brand Liaison (The) |
| Pantone | BrownTrout Publishers | Calendars, engagement books, journals, planners | Brand Central |
| | butter LONDON | Cosmetics | |
| | Cryptozoic Entertainment | Board games | |
| | Sprayground | Backpacks | |
| Peppa Pig | Colgate-Palmolive | Oral care products | Entertainment One (eOne) - U.S. |
| | Ginsey Home Solutions | Potty seats, potty training products | |
| | Give and Go Prepared Foods | Baked goods | |
| | good2grow | Juice | |
| | Johnson & Johnson Consumer Inc. | Adhesive bandages | |
| PJ Masks | ASO LLC | Bandages | |
| | good2grow | Juice | |
| | Pez Candy | Candy, candy dispensers | |
| | Thermos LLC | Food jars, stainless steel drinkware | |
| Rafaella | Bottomless Closet | Apparel | Perry Ellis Intl./PEI Licensing |
| Root of It All (The) | TR Concentrates | Cannabis-infused essential oils, cannabis-infused lotions | Cannabistry Labs |
| Royal Touch (The) | Harry & David LLC | Baked goods | Royal Touch (The) |
| Scooby-Doo | U.S. Postal Service (USPS) | Stamps | Warner Bros. Consumer Products |
| Smoshy Mushy | Franco Manufacturing/Franco MFG | Bath, beach accessories, bedding, room decor | Evolution USA |
| | High Point Design | Hosiery, slipper socks, tights | |
| | Horizon Group USA | Activity sets, arts & crafts | |
| | KIDdesigns/eKids div. SGI Technologies | Youth electronics | |
| Soft 'n Slo Squishies | Hybrid Promotions dba Hybrid Apparel | Apparel (girls') | Corus Entertainment/Nelvana Enterprises |
| | Komar Sleepwear | Sleepwear (children's) | |
| Spies in Disguise | ABG Accessories | Headwear | 20th Century Fox Consumer Products |
| | Global Brands Group | Accessories, apparel | |
| | Hybrid Promotions dba Hybrid Apparel | Apparel | |
| | Toy State Marketing (USA) | Master toy | |
| Star Wars | Flex Watches | Watches | Disney Consumer Products |
| | Inkkas | Footwear | |
| Tapatio Hot Sauce | Four Season Trading Inc. | Hummus | Brand Central |
| Tetris | Dibs LLC | T-shirts | Blue Planet Software |
| | | Limited edition t-shirts | Tetris Co. (The)/Blue Planet Software Inc. |
| | H3 Sportgear | Accessories, apparel | Blue Planet Software |
| Very Hungry Caterpillar (The) | Paul Dennicci Ltd. | Apparel (infants') | Rocket Licensing |

*Extension or renewal.

Continued on page 7

Licensing News *Continued from page 6*

International Properties Available or Recently Assigned

| PROPERTY | DESCRIPTION | CATEGORIES AVAILABLE | LICENSING CONTACT |
|--------------------------------|---|---|---|
| Alessi | Italian design company founded 1921. Pioneering design-led home products created exclusively in collaboration with world famous designers and architects. | All (Europe) | Daniel Amos, Beanstalk (U.K.) |
| Animals by Ingela P. Arrhenius | Swedish children's designer uses an exquisite array of animals rendered with whimsy and stylish splendor. | Bags, gifts, lunchware, stationery (U.S., Canada) | Mary McCagg, Candlewick Press |
| Asterix | Heritage French comic book series starring a small but brave Gaulish warrior and his best friend, Obelix. Over 370 MM books sold, 4 live action movies, and 9 animated films. | All (Italy) | Maurizio Distefano, Maurizio Distefano Licensing (MD Licensing) |
| Beast Clans | Trading card game and graphic novels follow the rise and power struggles of the animals that make up the 7 Beast Clans. | All (Worldwide) | Carlin West, Carlin West Agency (CWA) |
| Black Mirror | Series taps into our collective unease with the modern world; each stand-alone episode is a sharp, suspenseful tale exploring themes of contemporary techno-paranoia. | All (Worldwide) | Frances Adams, Endemol Shine Group U.K. |
| Bomberman | Video game franchise featuring a strategic, maze-based game. | All (Worldwide) | Michael Rajna, Konami Digital Entertainment |
| Clifford the Big Red Dog | Reboot of the animated TV show based on the book series featuring the larger-than-life dog and his best friend Emily Elizabeth. | All (Worldwide) | Lynn Smith, Scholastic Media |
| Contra | Video game franchise spawned 1987 with run-and-gun action and trailblazing multiplayer coop gameplay. Contra library has many titles across multiple platforms. | All (Worldwide) | Michael Rajna, Konami Digital Entertainment |
| Crawford the Cat | Preschool show provides life lessons in a light, fun way with warm and friendly characters; encourages cooperation, learning, imagination, and self-discovery. | All (Worldwide) | Alita Friedman, Alita's Brand Bar |
| Cyanide & Happiness | Web comic series launched 2004 counts over 8.2 MM YouTube subscribers and an archive of 4,000+ comics. | All (Worldwide) | Ross Misher, Brand Central |
| Frogger | Classic video game introduced in 1981 has simple gameplay: successfully maneuver a frog across obstacle-filled roads and rivers to score. | All (Worldwide) | Michael Rajna, Konami Digital Entertainment |
| Goosebumps | Based on the best selling children's book series with more than 400 MM books in print, a live-action TV series, and films. | All (Worldwide) | Jamie Stevens, Sony Pictures Consumer Products |
| Goosebumps: Haunted Halloween | Film based on the best selling children's book series with more than 400 MM books in print. | | |
| Jivago Brands | Lifestyle brand founded 1994; its 24k womens' and mens' body product lines contain 24 Karat gold. | All (Worldwide) | Ilana Jivago, Ilana Jivago/Jivago Brands |
| Judy Moody | Best-selling book series featuring everyone's favorite tween, Judy Moody. | All (U.S., Canada) | Mary McCagg, Candlewick Press |
| My Magic Pet Morphle | Online animated preschool series follows the adventures of a little girl and her best friend Morphle, a lovable creature that can transform into anything she imagines. | All (Worldwide) | Jason Kletzky, Collaborations Licensing |
| Stikbot | World's first 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) |
| Striker Force 7 | Animated series featuring soccer star Cristiano Ronaldo. | Cards, collectibles, toys, trading card games (Worldwide) | Carlin West, Carlin West Agency (CWA) |

International Licenses Recently Granted

| PROPERTY | GRANTED TO | PRODUCTS MANUFACTURED | GRANTED BY |
|--------------------------------|--|---|----------------------------|
| Abraham Hunter | Birchwood Trading | Throws (U.S., Canada) | MHS Licensing + Consulting |
| | Evergreen Enterprises | Decorative flags, mats (U.S., Canada) | |
| | Raz Imports | Ornaments, wall decor (Worldwide) | |
| Aerosmith | High Point Design | Leg warmers, slipper socks, socks, tights (U.S., Canada) | Epic Rights |
| | Santex Moden GmbH | Hoodies, jackets, jogging suits, pajamas, sweatshirts, t-shirts (GAS) | |
| Al Agnew | Allied Product Corp. | Jigsaw puzzles, playing cards (Worldwide) | MHS Licensing + Consulting |
| | Imagimex | Greeting cards (U.S., Canada) | |
| American Outdoorsman (The) | LJO (Leif J. Ostberg, Inc.) | Footwear (U.S., Canada) | Castlewood Group |
| Animals by Ingela P. Arrhenius | Re-marks | Games, jigsaw puzzles (U.S., Canada) | Candlewick Press |
| Archie | Sunny Days Entertainment* | Bendable figures, collectibles (U.S., Canada) | King Features Syndicate |
| | Super7* | Action figures, apparel, novelties (Worldwide) | |
| Audrey Jeanne Roberts | Blank Quilting Corp. (The) div. JafTex Corp. | Fabric, fabric kits (Worldwide) | MHS Licensing + Consulting |
| Betty Boop | Accutime Watch | Watches (U.S., Canada) | King Features Syndicate |
| | Ben&Derreck/Grafikus | Accessories, apparel (South Korea) | |
| | FuRyu Co. | Digital content, printed materials, promotional products (Japan) | |

*Extension or renewal.

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International Licenses Recently Granted

| PROPERTY | GRANTED TO | PRODUCTS MANUFACTURED | GRANTED BY |
|-------------------------------|---|--|---|
| Billboard Magazine | Ayanat & Co.* | Accessories, apparel (Georgia, Kazakhstan) | Hollywood Reporter (The) - Billboard Media Group |
| | Carex Co.* | Headphones, radios, speakers (South Korea) | |
| | Mego International Promotion Co. Ltd. * | Apparel (Taiwan) | |
| Billy Idol | Santex Moden GmbH | Hoodies, jackets, jogging suits, pajamas, sweatshirts, t-shirts (GAS) | Epic Rights |
| Bob Ross | Ave LA (The) | Footwear (Worldwide) | Firefly Brand Management |
| | Gotham City Online | Posters, t-shirts (Worldwide) | |
| | Hot Properties! Merchandising | Novelties (North America) | |
| | Rasta Imposta | Halloween costumes, leggings (North America) | |
| | Scorpio Posters/Black Ball Corp. | Posters (U.S., Canada) | |
| | Spencer Gifts/Spirit Halloween | Backpacks, headwear (U.S., Canada) | |
| | Trends International | Bookmarks, cell phone covers, decals, posters, wallets (U.S., Canada) | |
| Bosco | Body Rags Clothing Co. | Apparel, headwear (U.S., Canada, U.K.) | Lisa Marks Associates (LMA) |
| Britney Spears | Danilo Promotions Ltd. | Calendars (Worldwide excl. North America) | Epic Rights |
| | Ecell Global Ltd. | Chargers, mobile phone cases, screen protectors, sports arm bands, tablet cases (North America, ANZ, Europe, Asia) | |
| Call of Duty: Black Ops | Pin Club | Pins (North America) | Activision |
| Cartoonist Group (The) | Art.com | Wall decor (Worldwide) | Cartoonist Group Licensing |
| Chupa Chups | Body Rags Clothing Co. | Apparel, headwear (U.S., Canada, U.K.) | Lisa Marks Associates (LMA) |
| | Macson | Apparel (Spain) | Perfetti Van Melle (PVM)/PVM Licensing |
| | NIGHT : SHIFT | Home accessories, loungewear (North America) | Lisa Marks Associates (LMA) |
| | Ripple Junction | Apparel (boys'), apparel (men's) (U.S., Canada) | |
| | U.S. Nonwovens Corp. | Scented candles (U.S., Canada) | |
| | United Legwear & Apparel | Socks (North America) | |
| Collin Bogle | Imagimex | Greeting cards (U.S., Canada) | MHS Licensing + Consulting |
| Crash Bandicoot | Pin Club | Pins (North America) | Activision |
| Crayola | ASOS Plc | Cosmetics (Worldwide) | CAA-GBG Global Brand Management Group |
| | Outright Games | Video games (Worldwide) | Crayola |
| Cuphead | elope Inc. | Accessories, cold weather accessories, costumes, headwear (U.S., Canada, Puerto Rico) | King Features Syndicate |
| Darrell Bush | Artisans Apparel | Apparel (U.S., Canada) | MHS Licensing + Consulting |
| Dean Russo | MasterPieces Puzzle | Puzzles (Worldwide) | ArtLicensing.com |
| Deep Purple | Santex Moden GmbH | Hoodies, jackets, jogging suits, pajamas, sweatshirts, t-shirts (GAS) | Epic Rights |
| Def Leppard | High Point Design | Leg warmers, slipper socks, socks, tights (U.S., Canada) | Epic Rights |
| Dippin' Dots | General Mills | Cereal boxes (North America) | Brand Squared Licensing |
| Dum Dums | Body Rags Clothing Co. | Apparel, headwear (U.S., Canada) | Lisa Marks Associates (LMA) |
| Duran Duran | Santex Moden GmbH | Hoodies, jackets, jogging suits, pajamas, sweatshirts, t-shirts (GAS) | Epic Rights |
| Enid Blyton | Poetic Brands Ltd./PoeticGem | Apparel (adults'), nightwear, underwear (U.K.) | Bulldog Licensing |
| Felix the Cat | Scotch & Soda | Apparel (Worldwide) | CPLG (Benelux) |
| FIFA | Electronic Arts (EA) | Video games (Worldwide) | FIFA |
| Frida Kahlo | Jan Constantine Ltd. | Cushions (U.K.) | Art Ask Agency |
| | Mirabello Carrara | Bedding, bedding accessories (Italy) | |
| | Princesse tam.tam div. Fast Retailing Co., Ltd. | Swimwear (France) | |
| | Retro Peepers Ltd. | Eyewear (U.K.) | |
| Gina Linn | Blank Quilting Corp. (The) div. JafTex Corp. | Fabric, fabric kits (Worldwide) | MHS Licensing + Consulting |
| Goosebumps: Haunted Halloween | Philcos | Apparel (Canada) | Sony Pictures Consumer Products |
| Guess How Much I Love You | Kids Preferred* | Activity mats, play gyms, teethers, toys (soft, plush, developmental) (U.S., Canada) | Candlewick Press |
| H. Hargrove | Gerson Co. | Ceramic containers (U.S., Canada) | MHS Licensing + Consulting |
| | Manual Woodworkers & Weavers (MWW) | Woven wall art (U.S., Canada) | |
| Hautman Brothers | Imagimex | Greeting cards (U.S., Canada) | |

*Extension or renewal.

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Licensing News *Continued from page 8*

International Licenses Recently Granted

| PROPERTY | GRANTED TO | PRODUCTS MANUFACTURED | GRANTED BY |
|---------------------------------|--|--|--|
| Haynes Manuals | Poetic Brands Ltd./PoeticGem | Apparel (adults'), nightwear (U.K., Ireland) | Haynes Publishing |
| James Meger | Great American Products | Drinkware (U.S., Canada) | MHS Licensing + Consulting |
| Jeff Renner | TCG (form. The Canadian Group) | Jigsaw puzzles (Worldwide) | |
| Jim Killen | Combex/AcuRite div. Primex | Thermometers (U.S., Canada) | |
| | Ink Custom Tees | T-shirts (Worldwide) | |
| Jimmy the Bull | Enesco Ltd. | Giftware & collectibles (U.K., Europe) | Art Ask Agency |
| Journey | High Point Design | Leg warmers, slipper socks, socks, tights (U.S., Canada) | Epic Rights |
| Jurassic World 2 | Kellogg | Cereal boxes (Worldwide) | Universal Brand Development |
| KISS | Retro 51 | Desk sets, pencils, pens (Worldwide) | Epic Rights |
| Kung Fu Pork Choppers | Wicked Cool Toys | Master toy (Worldwide) | CraneKahn |
| Leslie Patricelli's "Baby!" | MerryMakers* | Soft dolls (U.S., Canada) | Candlewick Press |
| Lionel Trains | MasterPieces Puzzle | Games, puzzles, wooden train sets & accessories (U.S., Canada) | Lisa Marks Associates (LMA) |
| Lisa Jane Smith | Prima Design | Ceramic mugs (U.S., Canada) | MHS Licensing + Consulting |
| Luis Fitch | Raz Imports | Ornaments, trays, wall decor (Worldwide) | |
| Marvel | TCG (form. The Canadian Group) | Playmats, storage (Canada) | Disney Consumer Products |
| Marvel Avengers | Vans | Footwear (U.S., Canada) | |
| Men in Black 4 | Titan Books/Titan Entertainment | Books (Worldwide) | Sony Pictures Consumer Products |
| Men in Black franchise | Funko | Pop vinyl figures (U.S., Canada) | |
| Mentos | Body Rags Clothing Co. | Apparel, headwear (U.S., Canada, U.K.) | Lisa Marks Associates (LMA) |
| Mister Rogers' Neighborhood | Philcos | Apparel (Canada) | Brand Central |
| MoonPie | Buck Wear Inc. | Accessories, apparel (North America) | Lisa Marks Associates (LMA) |
| Mutts | Editorial Oceano De Mexico, S.A. De C.V. | Books (U.S., Latin America) | King Features Syndicate |
| My Little Pony | Benetton Group | Apparel (infants', children's) (Worldwide) | Hasbro |
| Natural History Museum (London) | Oasis | Apparel (U.K.) | Natural History Museum (London) |
| | StoryTiles | Ceramic tiles (North America, Europe, Asia) | |
| Nicki Minaj | Luxe Brands | Fragrance (North America) | Bravado Intl. Group div. Universal Music Group |
| Northern Promotions | TCG (form. The Canadian Group) | Jigsaw puzzles (Worldwide) | MHS Licensing + Consulting |
| *NSync | Lauren Moshi | Apparel, totes (North America, Western Europe, Asia) | Epic Rights |
| Olive Oyl | Bellerose Belgium SA/NV | Accessories, apparel (Belgium, Netherlands, France, Spain) | Biplano (Paris) |
| | Euro Prosem S.L.* | T-shirts (Worldwide) | King Features Syndicate |
| Olympic Games | Lacoste | Apparel (Canada, China, France, Germany, Italy, Japan, Mexico, South Korea, Spain, U.K.) | International Olympic Committee |
| Pantone | LF Furniture Holding/LF Products | Furniture (North America) | Brand Central |
| | Running Press Book Publishers | Magnet kits (North America) | |
| PEZ Candy | Body Rags Clothing Co. | Apparel, headwear (U.S., Canada) | Lisa Marks Associates (LMA) |
| PJ Masks | DecoPac | Cookie decorations, edible photo cakes (U.S., Canada) | Entertainment One (eOne) - U.S. |
| Pokémon | La Compagnie des Petits | Apparel (France, Belgium, Luxembourg, Switzerland, Spain) | Pokémon Company Intl. |
| Popeye | Bellerose Belgium SA/NV | Accessories, apparel (Belgium, Netherlands, France, Spain) | Biplano (Paris) |
| | Bird Sports Industries div. Taymory* | Cycling apparel, swimwear (U.S., Europe) | King Features Syndicate |
| Prince Valiant | Carobna Knjiga | Books (Serbia) | |
| Royal Horticultural Society | Argos Trading GmbH | Bird seed (U.K.) | Royal Horticultural Society/RHS Enterprises Ltd. |
| | Stark & Greensmith | Decorative panels (outdoor) (U.K.) | |
| Sarah & Duck | Star Editions | Customisable giftware, giftware (Worldwide) | BBC Worldwide |
| Smooshy Mushy | Cardinal Industries | Games, puzzles (Worldwide) | Evolution USA |
| | Spin Master | Games (Worldwide) | |
| Soft 'n Slo Squishies | JCorp | Apparel (girls') (Canada) | Corus Entertainment/Nelvana Enterprises |
| | Jelli Fish Kids/Kersheh Group (The) | Sleepwear, swimwear, underwear (U.S., Canada) | |
| Spies in Disguise | HarperCollins Children's Books | Books (U.S., Canada) | 20th Century Fox Consumer Products |
| Spyro | Pin Club | Pins (North America) | Activision |
| Subway Surfers | Ave LA (The) | Footwear (Worldwide) | Sybo Games |

*Extension or renewal.

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International Licenses Recently Granted

| PROPERTY | GRANTED TO | PRODUCTS MANUFACTURED | GRANTED BY |
|-------------------------|----------------------------|---|--|
| Terry Doughty | Imagimex | Greeting cards (U.S., Canada) | MHS Licensing + Consulting |
| Tetris | Dentsu | Gifts & collectibles, housewares (Japan) | Tetris Co. (The)/Blue Planet Software Inc. |
| | John Adams Leisure Ltd. | Games, puzzles (Worldwide) | Blue Planet Software |
| | NTD Apparel | Apparel (Canada) | |
| Thomas Muller | Caseable GmbH | Tech cases (Europe) | Kögl & Partner GmbH |
| Transformers | Benetton Group | Apparel (infants', children's) (Worldwide) | Hasbro |
| Van Gogh Museum | Samsonite Travel | Luggage (Worldwide) | Van Gogh Museum |
| Warheads | Body Rags Clothing Co. | Apparel, headwear (U.S., Canada, U.K.) | Lisa Marks Associates (LMA) |
| Wham! | Santex Moden GmbH | Hoodies, jackets, jogging suits, pajamas, sweatshirts, t-shirts (GAS) | Epic Rights |
| Wild Kratts | Old Navy | Accessories, apparel (U.S., Canada) | Kratt Brothers Co. |
| | Pressman Toy/Goliath Games | Games, puzzles (U.S., Canada) | |
| | Whole Foods Market | Cereal boxes, fruit snacks (U.S., Canada) | |
| | Wicked Cool Toys | Toys (U.S., Canada) | |
| You're All My Favorites | Clothworks Textiles | Fabric, fabric kits (U.S., Canada) | Candlewick Press |
| ZZ Top | High Point Design | Leg warmers, slipper socks, socks, tights (U.S., Canada) | Epic Rights |
| | Santex Moden GmbH | Hoodies, jackets, jogging suits, pajamas, sweatshirts, t-shirts (GAS) | |

*Extension or renewal.



contacts & connections

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

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Accutime Watch, Maya Assis, Director Licensing, 212-686-9220 x112, maya@accutimewatch.com, P. 7.

Activision, Ashley Maily, VP & Head Global Licensing/Partnerships, 310-255-2058, ashley.maily@activision.com, P. 8,9.

Activision, Rob Kostich, EVP & GM Call of Duty, 310-255-2570, rkostich@activision.com, P. 8.

Advanced Graphics, Craig Henderson, VP Licensing & Sales, 801-499-5000 x105, craig.henderson@advancedgraphics.com, P. 10.

Alita's Brand Bar, Alita Friedman, CEO, 732-319-0502, alita@alitasbrandbar.com, P. 7.

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Art.com, Leah Wonski, Director Licensing, 510-879-4700, lwonski@art.com, P. 8.

Artisans Apparel, Charlie O'Mahoney, President & COO, 800-657-4766, comahoney@artisansinc.com, P. 8.

ArtLicensing.com, Matt Appelman, VP & Licensing Director, 802-549-1214, matt.appelman@artlicensing.com, P. 8.

ASO LLC, Susan Heck, Director Marketing, 941-379-0300, info@asocorp.com, P. 6.

Ave LA (The), Nick Romero, Founder & CEO, nick@thevelosangeles.com, P. 8,9.

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Big G Creative, Shannon Swindle, Product & Communications Manager, 615-714-1055, shannon@biggcreative.com, P. 5.

Bioworld Merchandising, Jennifer Staley, VP Licensing, 972-488-0655, jennifers@bioworldmerch.com, P. 5,6.

Birchwood Trading, Louie Harrison, CEO, 888-959-4502, louie@birchwoodtrading.net, P. 7.

Blank Quilting Corp. (The) div. Jaftex Corp., Diana Mancini, Creative Director, 212-686-5194, dmancini@jaftex.com, P. 7,8.

Blue Planet Software, Maya Rogers, President & CEO, 808-954-6100, maya@blueplanetsoftware.com, P. 6,10.

Body Rags Clothing Co., Ken Snow, CEO, 603-893-5069, ksnow@bodyrags.com, P. 8-10.

Boston America, Matt Kavet, President, 781-933-3535 x249, mkavet@bostonamerica.com, P. 5.

Bottomless Closet, Melissa Norden, Executive Director, 212-563-2499, mnorden@bottomlessclosetnyc.org, P. 6.

Brand Central, Ross Misher, CEO, 310-268-1231, ross@brandcentralgroup.com, P. 5-7,9.

Brand Liaison (The), Steven Heller, Founder, 855-843-5424, steven@thebrandliaison.com, P. 6.

Brand Squared Licensing, Michael Dresner, Partner, 917-748-8836, mdresner@bsquaredlicensing.com, P. 5,8.

BrownTrout Publishers, Mike Brown, CEO & President, 800-777-7812, mbrown@browntrout.com, P. 6.

Buck Wear Inc., David Trapp, President, 410-646-6400, dtrapp@buckwear.com, P. 9.

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C-Life Group, Denise Carranza, Director Licensing, 212-294-0248, denise@c-lifegroup.com, P. 5.

Candlewick Press, Mary McCagg, Director Licensing, 617-661-3330, mary.mccagg@candlewick.com, P. 7-10.

Cannabistry Labs, Megan Hoggatt, Director Intellectual Property, 720-990-5550, info@cannabistry.com, P. 6.

Cardinal Industries, Joel Berger, President, 718-784-3000 x114, joelb@cardinalgames.com, P. 9.

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Licensing News *Continued from page 10*

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Castlewood Group, Matthew Novoselsky, VP Licensing & Brand Management, 212-391-9797 x278, mnovoselsky@castlewoodapparel.com, P. 7.

Changes, Will Thompson, VP Licensing, 718-441-6464, wthompson@changesonline.com, P. 5,6.

Clothworks Textiles, Ted Hoffman, CEO, 206-762-7886, ted@clothworks.com, P. 10.

Colgate-Palmolive, Brian Keough, Marketing Director, 212-310-2642, brian_keough@colpal.com, P. 6.

Collaborations Licensing, Jason Kletzky, Founder & President, 818-629-2912, jason.kletzky@collaborationslicensing.com, P. 7.

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Conimar, Marilyn Pasteur, Creative Director, 800-874-9735, m.pasteur@conimar.com, P. 5.

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CraneKahn, Alfred Kahn, Chairman & CEO, 212-706-8281, akahn@cranekahn.com, P. 9.

Crayola, Warren Schorr, VP Business Development & Global Licensing, 610-253-6271 x4723, wschorr@crayola.com, P. 8.

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Cryptozoic Entertainment, Jamie Kiskis, VP Marketing & Product Development, 949-385-6000, jamie.kiskis@cryptozoic.com, P. 6.

DecoPac, Danna Dueck, Director Licensing, 763-398-5675, danna.dueck@decopac.com, P. 9.

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Dibs LLC, Zech Francis, Founder & CEO, 855-717-3963, zech@dibsclothing.com, P. 6.

Disney Consumer Products, Josh Silverman, EVP Global Licensing, 818-544-0567, josh.silverman@disney.com, P. 5,6.

Disney Consumer Products, Paul Gitter, SVP Licensing Marvel, 818-544-1950, paul.gitter@disney.com, P. 5,9.

Disney Consumer Products, Paul Southern, SVP Licensing Star Wars, 415-623-1928, paul.southern@lucasfilm.com, P. 6.

Electronic Arts (EA), Lee Rawles, VP Business Affairs, 310-754-7555, lrawles@ea.com, P. 8.

elope Inc., Chris Ironfield, Director Licensing, 661-254-6851, chris.ironfield@elope.com, P. 8.

Elysian Brewing Co., Shreyas Balakrishnan, GM, 206-860-3977, info@elysianbrewing.com, P. 5.

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Epic Rights, Lisa Streff, EVP Global Licensing, 310-424-1908, lisa@epicrights.com, P. 8-10.

Epic Rights, Meghan Mernin, Director Licensing, 310-424-1909, meghan@epicrights.com, P. 5,7-10.

Epoca Intl., John Haley, VP National Accounts, 561-353-3900, info@epoca.com, P. 5.

Evergreen Enterprises, Audrey Lockett, Creative Director, 804-231-1800, audreylockett@gmail.com, P. 7.

Evolution USA, Travis Rutherford, President Licensing & Retail, 818-501-3186, travis@evomgt.com, P. 6,9.

Firefly Brand Management, Cynthia Modders, President & CEO, 415-513-5826, cynthia@fireflybrandmanagement.com, P. 5,8.

Flex Watches, Trevor Jones, CEO & Founder, 213-455-4118, info@flexwatches.com, P. 6.

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Franco Manufacturing/Franco MFG, Stacey Sobin, VP Licensing, 732-494-0500, stacey.sobin@franco-mfg.com, P. 6.

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The Low-Down on Amazon Merch Collab

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In return, brands get to access a dynamic pool of talent that has cut their teeth on niche, flash-sale merchandising with relatively little buy-in. The flip-side is that brands won't get the experienced guidance that they might get with an agent or even by working alongside a manufacturer.

What Amazon gets, in addition to a cut of the profits, is even more consumer search, buying, and retail trends data—plus, insight into how brands order their licensing affairs. In the long run, the ecommerce site might leverage such insights into generating algorithms for new designs, cutting out the designer middle-man entirely; developing its own brands (as it has in the furniture space); or even developing its own consumer goods.

What Are the Goods?

While most of the focus has been on individual designers whom the ecommerce giant has invited from its Merch by Amazon program, third-party manufacturers will also have a role in Merch Collab, especially if they already sell on Amazon as a Merchant. Amazon Merchants already sell licensed merchandise through the print-on-demand program, but they are responsible for striking these agreements themselves and submitting proof of such agreements.

The initial set of products is limited to t-shirts, long sleeve shirts, hoodies, sweatshirts, and (recently) PopSockets—essentially, the print-on-demand goods currently available to Amazon Merch designers. The difference is that the standard royalty Amazon currently assigns to its Merch designers will now be split roughly 1:2 between the designer and the brand.

Brands are able to set prices as high as they wish, although Amazon does set a floor. Note that the following royalty rates are based on retail sales price, not the standard of a manufacturer's sales price (which is then marked up for retail sale):

- ▶ T-shirts: \$19.99 (18% brand royalty / 9% designer royalty) – \$28.99 (28% / 14%)
- ▶ Long sleeve shirts: \$24.99 (10% / 5%) – \$34.99 (19% / 12%)
- ▶ Hoodies: \$41.99 (10% / 5%) – \$51.99 (17% / 8%)
- ▶ Sweatshirts: \$35.99 (10% / 5%) – \$44.99 (18% / 9%)
- ▶ PopSockets: \$14.99 (10% / 5%) – \$18.99 (18% / 9%)

Amazon will also allow third-party manufacturers to bring their own consumer goods to the Merch Collab program, with additional fees tacked on to the regular Merchant referral fees as well as optional fees such as shipping, storage, and processing (required, in some cases, when participating in the two-day shipping program). As the sellers of their products, manufacturers will set prices, informed by brand recommendations.

**“BOTH CAN REACH OUR FANS IN DIFFERENT WAYS,
WITH DIFFERENT PRODUCTS AND DESIGNS,
AND AT VARYING PRICE POINTS”**

**— PETER YODER, VP,
CARTOON NETWORK ENTERPRISES**

According to *TLL* calculations, brands will enjoy a higher royalty payout per item if they strike a deal with a third-party manufacturer through the Merch Collab program than if they signed a “normal” licensing agreement. The variable question is one of control, scale, and credibility—while Amazon has significant visibility, it is hard to imagine why a manufacturer would opt-in unless they had virtually no shipping logistics set up themselves.

Interestingly, manufacturers will not necessarily have access to a design catalog of images that designers have created for a brand on the Merch Collab program but instead will be treated as if they were designers.

Who's Doing It?

While the Merch Collab program actually launched in March of 2017 (with Neil DeGrasse Tyson and a select group of invited designers), its public launch at Licensing Expo was somewhat hasty. The information pages, for example, featured multiple spelling mistakes and sparse details. (This remains true at the time of printing.)

Brands listed as part of the program at the time of launch were Neil deGrasse Tyson, Shane Dawson, Annoying Orange, Rick and Morty, and Impractical Jokers.

For Rick and Morty, Merch Collab is just one part of a greater omni-channel program that “compliments and expands on the current offering and fan experience,” according to Cartoon Network Enterprises VP Peter Yoder. With the first wave of Rick and Morty designs already up on Amazon, Cartoon Network plans to frequently update the range of new product designs and continue to sell Collab merchandise alongside its current third-party licensees and partners.

“Both can reach our fans in different ways, with different products and designs, and at varying price points,” Yoder notes. The company will look to expand its Merch Collab portfolio to other brands that “would be a good fit”.

Is This For Me?

Every brand should be pursuing an omni-channel marketing and retail strategy, and for some, selling on Amazon generally, and Merch Collab specifically, might be the perfect move.

For example, brands that have established a strong ecommerce presence might nevertheless also list on Amazon to boost discovery among consumers who would be attracted by free two-day shipping.

On the flip side, brands that are established in brick-and-mortar and seeking out greener pastures will have the opportunity to test an ecommerce program.

For brands with a robust merchandising program and an established network of agents, they might prefer to outsource the production of relatively simple t-shirts and spend their own brain power on developing new and exciting revenue streams.

Oddly enough, Merch Collab is not the platform for new players seeking to launch merchandising programs. Despite the fact that it would seem to be an ideal service for players who don't have the necessary resources, leverage, or experience to sign licensing deals (or self-manufacture), the service is instead geared towards larger brands that might have a significant following but don't have the time to deal with the details of merchandising.

For example, Amazon limits the number of social media influencers and celebrities on Merch Collab by setting a relatively high cut-off mark of 100,000 subscribers. And royalty payouts, at least for the regular Merch program, occur at every \$100 (roughly 15-30 sales per month for a brand).

Although Amazon states that it is open to "all brand types, including major entertainment brands, musicians, consumer products, and social influencers," it has not released more specific guidelines for new brands.

What's Going on With Copyright?

If a brand likes a created design, and wants to incorporate it into more products or marketing outside of the Merch Collab platform, it will have to buy out the copyright. According to the standard contracts Amazon signs with designers and brands, ownership of all newly created copyrightable images by designers belongs to the retailer.

According to the platform, automatic designer copyright assignment to Amazon enables both designers and brands to benefit from the commercialization of Collab designs off-Amazon. In a way, Amazon holding the copyright is simply an issue of convenience—if brands want to use any designer-created images off of the platform, brands can buy out the IP with a lump sum payment to the designer.

The standard contract suggests a buy-out option ranging from \$5,000–\$100,000, depending on the royalties earned by the designer. Brands may alter the default terms so that there is a \$0 payout; according to Amazon, this flexibility is meant to "enable any novel reward structures that brands and designers may agree to in the future." A spokesperson noted that "we don't expect that the commercialization fee for designers will ever be zero."

Additionally, if brands withdraw their merchandising licenses by leaving the Collab program, the ecommerce platform will not sell any designs that it still (technically) has the rights to. Brands also have the option to de-list individual designs at any time without leaving Collab altogether.

MANY SELLERS RELY ON CONSTANTLY UPDATING THEIR STOCK OF DESIGNS TO HIT HOT TRENDS, TRENDS KEYWORDS, AND NEW NICHES.

What About the Designers?

Amazon is currently accepting applications from current Merch by Amazon program participants on a rolling basis, having opened up applications to the entire pool of designers during Licensing Expo.

While early reactions from designers are largely mixed, the general consensus is that it will take anywhere from six months to a year to gauge the success of the Merch Collab program. For designers, there are a lot of cons that might only be marginally outweighed by the star power/volume selling of select brands: the loss of being able to market their own brands, the loss of control in being able to set prices, a dramatically reduced royalty per item, and the risk that their designs will not get chosen by brands.

For some designers, it makes much more sense to simply strike out and do their own merchandising deals—especially when they have type of practical distribution skills gleaned from Amazon, Etsy, Redbubble, Shopify, and all the other print-on-demand platforms they participate on. These are the micro-licensees targeting, for example, social media influencers with fewer than 100,000 followers, and building out targeted programs with under a dozen products.

To get a better sense of what the scale of a program on Amazon Merch Collab might look like, we assembled a picture of average weekly sales figures for the last four weeks based on self-reported sales figures by merchants on forums like Reddit and public Facebook groups. None of the sellers included in this analysis have indicated that they sell licensed merchandise; *TLL* assumes that most sales captured here are for original designs.

For sellers who indicated that they do sell licensed merchandise through the Merch program, however, average monthly sales can range anywhere between \$3,000 to \$33,000 a month.

Just 14% of the surveyed sellers list over 500 "designs", a term which is roughly parallel to SKUs in that multiple designs can include color and style variations for one original base image. Many focus on just one or two products, however, with the most popular offering being t-shirts, because the high retail sales price of hoodies necessarily means that unit sales are lower. While Amazon allows designers to list over 1,000 designs, just 1% of those surveyed actually listed that number.

What is interesting to note is that many sellers rely on constantly updating their stock of designs to hit hot trends, trends keywords, and new niches. A wide range of stocked designs is essential, because, on average, just 5.5% of all available designs are sold every week.

In any given week, some sellers report that just one t-shirt design makes up 60%–80% of their total sales—and that its popularity can fall off just as quickly in the next week.

Unsurprisingly, sellers with over 500 designs for sale sold a higher number of units and the most unique designs. The ratio of unique designs that sold well, however, was the lowest among all the groups at 2.5% compared to 4% for sellers stocking 101–500 designs and 8.4% for those with 100 or fewer designs. While Amazon allows higher-ranked designers to stock more units, most of these sellers surveyed reported filling one-half to three-fourths of their available slots.

Many sellers noted that even last year, the ratio of designs sold was much higher, with up to 50% of active unique designs sold each week (some cast blame on Amazon's algorithms for the decline, others noted the influx of lower-quality designers spamming the marketplace).

AVERAGE WEEKLY SALES OF AMAZON MERCH MERCHANDISE, U.S., FOUR WEEKS IN MID-JUNE/JULY 2018

| LIVE DESIGNS BEING SOLD | AVERAGE WEEKLY SALES | SHARE OF DESIGNS SOLD | SHARE OF SALES RETURNED | SHARE OF TOTAL SELLERS |
|-------------------------|----------------------|-----------------------|-------------------------|------------------------|
| Over 500 | 56.5 | 2.5% | 2.6% | 14% |
| 101–500 | 33.1 | 4.0% | 2.5% | 46% |
| 100 or Less | 6.0 | 8.4% | 0.7% | 39% |
| TOTAL | 25.8 | 5.5% | 1.8% | 100% |

Note: Numbers may not add up exactly due to rounding. Figures calculated from four weeks of self-reported sales from Amazon Merch sellers.

SOURCE: THE LICENSING LETTER

EXPERIENTIAL

Experiential Activations

CoverGirl is opening its first store, launching a B&M concept location in New York City. The brand store will feature a beauty play room, full service makeup application, on-the-go services, digital experiences, and “exclusive innovation”.

Mobile game app **Angry Birds** is getting a live-action game show TV series. **Rovio Entertainment** is partnering with prodco **Big Fish Entertainment** to develop the project, which features large-scale obstacle courses such as a human slingshot; villainous green piggies; and defense zones comprised of water, wood, ice, and stone barriers. Participants work in teams as they collect bird ammo, eliminate guard towers, and race to reach the castle tower to save as many eggs as possible. Big Fish President Dan Cesareo and CCO Lucilla D'Agostino serve as executive producers, as well as Jeff Bennett and Joe Lawson, Head Content Licensing for Rovio. No network is currently attached.

Angry Birds fans can also look forward to **Sony Pictures'** September 2019 theatrical release of *The Angry Birds Movie 2*, a new long-form animated series for 2020, new live stage shows, location-based entertainment projects, and original live-action and animated content for Angry Birds' YouTube channel.

A new cross-media fitness campaign from **Disney** and **Aspics** features a series of “super work-out” videos, in-store activations, and a footwear collection all meant to celebrate the release of *Incredibles 2*.

Rooster Teeth launches its first-ever pop-up store in Los Angeles, featuring a capsule collection of t-shirts, hoodies, bags, and enamel pins. The Geoff Ramsey Collection, named after RT's co-founder and its designer, launched in 2016. Merchandise now accounts for 20% of RT's revenues, eclipsed only by advertising at 25% share.

Mixed martial arts organization **UFC** and **AirAsia**, its sponsor and presenting sponsor of UFC Fight Night Singapore, launch the first UFC-branded livery on an AirAsia Airbus A330-300.

Craftsy, an online destination for passionate enthusiasts to learn, create, and share, debuts the first-ever **Masterchef Junior** cooking course, “Jasmine's Delightful Desserts.” The program is named after, and features, the Season Five winner of the hit FOX reality series produced by **Endemol Shine North America**, Jasmine Stewart.

A multi-year partnership brokered by **IMG** between **Hearst Magazine** and subscription box service **Box Out Group** will produce a Cosmopolitan-branded monthly subscription box, the CosmoBox. Editors of the women's magazine will curate themed boxes featuring a variety of lifestyle and beauty products.

Universal Brand Development teams up with **Roblox Education** for a *Jurassic World: Fallen Kingdom*-themed coding program. A free program, dubbed “The Creator Challenge,” invites first-time developers to try coding and programming through a unique *Jurassic World*-inspired program.

Edutainment Licensing opens new Arty Mouse Pop-Up Activity Centres in China following a deal with **Jolliplay Cultural & Technology Ltd.** in a deal brokered by regional subagent **PPW Digital**. The standalone edutainment attractions bring to life to the pre-school property in a series of interactive and immersive play areas that offer kids and parents the chance to learn to read and write English and watch and take part in theatre shows. The first will open in Shanghai and Beijing, with more rolling out across China in 2019.

EDITORIAL

Coming Up With a Number

One of the most common questions *The Licensing Letter* receives is about our numbers: Where do they come from? And how accurate are they? First, it is important to note that it is practically impossible to state with absolute certainty the precise amount of licensed retail sales in any given year and/or territory.

That being said, *TLL* works to ensure that growth rates and percentage shares of licensed retail sales are as accurate as possible. Our numbers are somewhat more depressed than those we expect to find in “reality” in part because we are working from historical figures.

We suggest that you consider the licensed retail sales figures to be a minimum amount, as opposed to a cap, in any given category. Growth rates (or declines) and share breakdowns are considered to be high confidence figures.

In general, there are several ways to measure the amount of and growth in licensed retail sales. *TLL* uses a mix of the below, where it is appropriate, as enlightened by our experience, and together with our *Annual Licensing Business Survey* and interviews with industry leaders to generate our retail sales, royalty rate, distribution channel, and all other figures.

- ▶ Working backwards from royalty revenues or gross sales. That is, looking at a licensor’s, agent’s, or licensee’s revenues and calculating retail sales based on that number. To generate an industry-wide figure, one would tally the largest companies in any given space and adjust that figure accordingly.
- ▶ Estimating licensed sales based on total category sales. For example, one starts from total apparel sales and figures out how much of that total is licensed.
- ▶ Certain companies will reveal their own tally of a brand’s sales at retail, usually a combination of licensed goods as well as products that companies manufacture themselves. Instead of looking at companies, one would look at individual brands’ licensed retail sales.
- ▶ Through the annual *Survey*, we ask leading licensors, licensees, agents, and consultants to share their individual business experiences and estimates. These responses are aggregated to create a broadly agreed-upon picture of the licensing business.

FASHION

M&A Watch: Fashion Forward

Authentic Brands Group makes a successful \$340 million bid for **Nine West Holdings**. Under the terms of the agreement, ABG will control all licensing partnerships and marketing plans for both the Nine West and Bandolino brands. **Marc Fisher Footwear** will operate the business’ operations and **Signal Products** will oversee the handbag and SLG businesses.

Perry Ellis Intl. is going private under a definitive merger agreement valued at approximately \$437 million with a newly formed entity controlled by George Feldenkreis, Perry Ellis’ founder and a member of its Board of Directors. In a statement, CEO Oscar Feldenkreis cited the need for the company to make “long term investments in brands, technology and innovation.” Following the transaction’s close, Oscar will continue to lead as CEO and his father, George, will return to an active role in the management of the company.

Concept One Accessories purchases the Ful brand from **Sequential Brands**. The brand was launched in partnership with Justin Timberlake in 2006 in Memphis. Concept One has been the global master license for Ful luggage and accessories since November 2014; according to the company, Ful sales have been growing 250% every year for the last three years.

After purchasing **Gilt Groupe** for \$250 million in 2016, **Hudson’s Bay Co.** (HBC) agrees to sell the flash-sale website to **Rue La La**. Kynetic, which owns Rue La La as well as sports-focused ecommerce site Fanatics, has been courting the brand for nine years. Apparently, it also paid significantly less than HBC did, according to the *NY Post*. The combined group, Rue Gilt Groupe, is expected to grow to more than \$1 billion in annual sales in the next couple of years.

Fashion designer-turned-artist **Miguel Adrover** is considering selling his signature label, according to *WWD*. Known for his work in the ’90s New York fashion scene, his name apparently signals “upcycling, sustainability, organic production, environmentalism and social consciousness.”

C&F Enterprises acquires **TAG** (Trade Associates Group), which will continue to operate as a stand-alone company. TAG complements C&F’s market presence in seasonal, gift, textiles and home décor while also adding expertise in tabletop and decorative kitchen products.

Quirky footwear company **Irregular Choice** is bringing **Disney’s Toy Story** to shoes, bags, purses, and tights following collaborations with Star Wars and Cinderella.

INTERNATIONAL

Top Countries by Licensed Retail Sales

Once again, the U.S. led retail sales of licensed merchandise worldwide with 57.8% share of the business in 2017. The top five countries as ranked by retail sales, in fact, generate 78% of all sales. As a group, sales in these countries grew 2.4% in 2017, down from 3% growth in 2016.

TOP 49 COUNTRIES RANKED BY RETAIL SALES OF LICENSED MERCHANDISE, 2016–2017
(Figures in Millions)

| RANK | COUNTRY | RETAIL SALES, 2017 | RETAIL SALES, 2016 | CHANGE, 2016–2017 | MARKET SHARE, 2017 | RANK | COUNTRY | RETAIL SALES, 2017 | RETAIL SALES, 2016 | CHANGE, 2016–2017 | MARKET SHARE, 2017 |
|------|------------------|--------------------|--------------------|-------------------|--------------------|------|----------------|--------------------|--------------------|-------------------|--------------------|
| 1 | U.S. | \$99,136 | \$97,031 | 2.2% | 57.8% | 27 | New Zealand | \$289 | \$285 | 1.5% | 0.2% |
| 2 | Japan | \$10,155 | \$10,125 | 0.3% | 5.9% | 28 | Norway | \$286 | \$284 | 1.0% | 0.2% |
| 3 | Canada | \$9,874 | \$9,508 | 3.9% | 5.8% | 29 | Greece | \$221 | \$220 | 0.2% | 0.1% |
| 4 | U.K. | \$7,737 | \$7,593 | 1.9% | 4.5% | 30 | Russia | \$217 | \$214 | 1.4% | 0.1% |
| 5 | China (mainland) | \$7,275 | \$6,736 | 8.0% | 4.2% | 31 | Saudi Arabia | \$214 | \$208 | 2.9% | 0.1% |
| 6 | France | \$6,750 | \$6,521 | 3.5% | 3.9% | 32 | Chile | \$201 | \$196 | 2.6% | 0.1% |
| 7 | Germany | \$5,656 | \$5,507 | 2.7% | 3.3% | 33 | Ireland/Eire | \$156 | \$151 | 3.8% | 0.1% |
| 8 | Italy | \$4,434 | \$4,390 | 1.0% | 2.6% | 34 | Argentina | \$155 | \$157 | -1.0% | 0.1% |
| 9 | Brazil | \$2,106 | \$2,067 | 1.9% | 1.2% | 35 | Poland | \$130 | \$126 | 3.6% | 0.1% |
| 10 | Australia | \$2,041 | \$2,035 | 0.3% | 1.2% | 36 | Singapore | \$99 | \$94 | 5.0% | 0.1% |
| 11 | Spain | \$1,740 | \$1,716 | 1.4% | 1.0% | 37 | Philippines | \$89 | \$85 | 4.5% | 0.1% |
| 12 | Mexico | \$1,554 | \$1,520 | 2.2% | 0.9% | 38 | Macau | \$68 | \$59 | 14.0% | <0.1% |
| 13 | Netherlands | \$1,387 | \$1,340 | 3.5% | 0.8% | 39 | Malaysia | \$67 | \$64 | 4.7% | <0.1% |
| 14 | India | \$864 | \$811 | 6.5% | 0.5% | 40 | Czech Republic | \$66 | \$63 | 4.5% | <0.1% |
| 15 | Belgium | \$857 | \$861 | -0.5% | 0.5% | 41 | Indonesia | \$66 | \$63 | 5.0% | <0.1% |
| 16 | Sweden | \$774 | \$764 | 1.3% | 0.5% | 42 | Hungary | \$60 | \$58 | 4.1% | <0.1% |
| 17 | Taiwan | \$553 | \$542 | 2.0% | 0.3% | 43 | UAE | \$53 | \$51 | 2.6% | <0.1% |
| 18 | Turkey | \$537 | \$523 | 2.6% | 0.3% | 44 | Qatar | \$44 | \$41 | 5.3% | <0.1% |
| 19 | South Africa | \$521 | \$522 | -0.3% | 0.3% | 45 | Iceland | \$41 | \$40 | 3.0% | <0.1% |
| 20 | Austria | \$500 | \$495 | 1.0% | 0.3% | 46 | Thailand | \$23 | \$23 | 2.2% | <0.1% |
| 21 | Switzerland | \$452 | \$450 | 0.5% | 0.3% | 47 | Luxembourg | \$19 | \$20 | -5.0% | <0.1% |
| 22 | Denmark | \$444 | \$441 | 0.7% | 0.3% | 48 | Egypt | \$19 | \$18 | 3.8% | <0.1% |
| 23 | South Korea | \$426 | \$413 | 3.0% | 0.2% | 49 | Vietnam | \$14 | \$12 | 11.0% | <0.1% |
| 24 | Finland | \$314 | \$312 | 0.6% | 0.2% | | Other | \$2,204 | \$2,167 | 1.7% | 1.3% |
| 25 | Portugal | \$298 | \$287 | 4.0% | 0.2% | | Total | \$171,478 | \$167,496 | 2.4% | 100.0% |
| 26 | Hong Kong | \$294 | \$287 | 2.4% | 0.2% | | | | | | |

Note: Numbers may not add up exactly due to rounding.
SOURCE: THE LICENSING LETTER

Who's News

Are you hiring—or being promoted, changing jobs, retiring, launching a new company, or otherwise changing your employment? Email Jen at jen@plainlanguagemedia.com and we'll announce the news in our next issue of Who's News.

John Haugh resigns as President & CEO of New York's Iconix Brand Group. Executive chairman of the company's board of directors **Peter Cuneo** will serve as interim CEO as Iconix begins the process of identifying a permanent replacement.

Sequential Brands Group taps **Karen Castellano** to serve as President Fashion to oversee a portfolio including the Jessica Simpson, William Rast, and Ellen Tracy brands.

Sony Pictures Network India (SPNI) promotes **Shishir Gupta** to Head Content Acquisition & Licensing for its sports clusters.

Bulldog Licensing promotes **Sophie Yates** to Licensing Executive.

At the U.S. branch of Penguin Random House, new CEO **Madeline McIntosh** announces three new roles:

- ▶ **Nina von Moltke** is promoted to President & Director Strategic Development,
- ▶ **Amanda D'Acierno** to President & Publisher of the Audio Group, and
- ▶ **Sanyu Dillon** is now EVP & Director Marketing Strategy/ Consumer Engagement.

Separately, **Danielle Klimashousky**, formerly Associate Marketing Manager Licensing at Scholastic, joins Random House Children's Books as Marketing Manager Licensed & Proprietary Brands.

Mattel appoints **Lisa Weger** to the role of Regional Head Consumer Products Europe. Based in the U.K., Weger joins the toyco from Turner Broadcasting in New York.

Former Mattel U.K. veteran **Dominic Geddes** is named the non-executive director of HTI.

Gaumont promotes **Terry Kalagian** to SVP Creative Development and hires **Kimberly Dennison** in the newly created role of VP Creative Development, Animation & Family. Based in New York, the women will work to bolster the French prodco's U.S. animation activities.

Guru Studio promotes **Louise Jones** to VP Finance & Business Affairs. Her appointment comes after EVP **Mary Bredin** leaves the prodco and **Jonathan Abraham** is appointed to Senior Director Sales & New Business Development.

Bristow Global Media promotes **Daniel Bourré** to the newly created position of Executive Producer Kids.

Mark Caplan, Principal of BD Labs, joins the Blockchain Licensing Marketplace (BMLP) advisory team to help the platform advance and expand its digital content licensing efforts. Separately, **Darren Smith**, formerly Director of Nintendo America, joins the company as VP Digital Platforms.

Russell Hicks (President & CCO), Jon Rosenberg (VP Publishing), and **Brent Watts** (Chief Strategy Officer) launch Curiosity Ink Media, an emerging family-friendly showcase offering original animation, live-action programming, reboots of iconic characters and shows, and VR content.

After taking a leave of absence in March, **Diane Nelson**, President of DC Entertainment and of Warner Bros. Consumer Products (WBCP), is leaving the studio. The DC executive management team is currently reporting to **Thomas Gewecke**, CDO & EVP Strategy/Business Development. **Pam Lifford**, President of WBCP, will now report directly to Warner Bros. Chairman & CEO **Kevin Tsujihara**.


Bonfire Agency's founding partner **Steve Rotterdam** is now also SVP Sales & Marketing at Aftershock Comics.

Concept One Accessories adds three new executives to its sales and marketing teams: **Matthew Starkey** is appointed CMO, **Tod Burros** as Global Brand & Sales Manager FUL, and **Morris Beyda** to Account Executive for its women's business.

LIMA elects **Cindy Levitt** (SVP Hot Topic, Box Lunch, and Her Universe) to serve as the chairman of its board, **Jay Asher** (Partner, Brandgenuity) as vice chairman, and **JJ Ahearn** (MD, Licensing Street) as board designate to the executive committee—all to one-year terms. Their terms begin on July 1st, which is also when **Maura Regan** takes the reign as President of LIMA from **Charles Riotto**. The trade association additionally elects six new members to its board:

- ▶ **Liza Abrams** (Sakar Intl.),
- ▶ **Naz Amarchi-Cuevas** (SYBO Games),
- ▶ **Sam Ferguson** (Jazwares),
- ▶ **Bill Patterson** (OpSec Security),
- ▶ **Jason Sutton** (Polaroid), and
- ▶ **Takanori Ueno** (Laura Ashley Japan).

Continued on page 20



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Who's News, Cont'd.

Geoff Johns transitions from his post as President & CCO of DC Entertainment to full-time writing and production. **Jim Lee** will take on the role of CCO while **Dan Didio** will continue to serve as Co-Publisher with Lee.

U.K. sporting goods retailer Sports Direct nominates four men—**Ron McPherson** (President & CEO, The Antigua Group), **Howard Moher** (CEO of four U.S. Sports Direct subsidiaries), **Mark Hunter** (acting CEO & CFO, Everlast Worldwide), and **Daniel Dienst** (Founder & MD, D2Quared)—to the Iconix Board of Directors. Sports Direct holds 9% of Iconix Brand Group.

Jonathan Rose and **Ruth Leonard** launch a new PR and marketing communications agency, Hello Communications Group Ltd.

Cyma Zarghami steps down as President of the Nickelodeon Group after more than 30 years with the network. Viacom is searching for a successor to lead Nick, but in the interim, **Sarah Levy**, COO of Viacom Media Networks, will be leading the brand.

Perry Ellis Intl. is going private under a definitive merger agreement with a newly formed entity controlled by **George Feldenkreis**, Perry Ellis' founder and a member of its Board of Directors. Following the transaction's close, CEO **Oscar Feldenkreis** will continue to lead as CEO and his father, George, will return to an active role its management.

Pixar co-founder **John Lasseter** will not be returning to the studio following his leave of absence.

Guess Co-Founder **Paul Marciano** resigns.

Designer **Kate Spade**, the founder and creative mind behind Kate Spade New York and Frances Valentine, has passed away. In 2017, Coach bought Kate Spade New York for \$2.4 billion.

SALARY SURVEY

Average Pay for Licensing Execs Down by \$9K


Licensing professionals are experienced, happy with their jobs, and prepared to put in the hours, according to *The Licensing Letter's 2018 Salary Survey*. For more in-depth breakdowns, including comparisons between U.S.- and EU-based licensing executives, please refer to the newly published *TLL's 2018 Compensation Report*.



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