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GLOBAL
License!

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THE SOURCE FOR LICENSING AND MEDIA INTELLIGENCE

License! Global

ITV GLOBAL ENTERTAINMENT



Raising **HELL**

in licensing is Gustavo Antonioni's vision for
ITV Global Entertainment and its core properties,
including Coronation Street and Hell's Kitchen.

Plus:

- **Licensing Survival Guide:**
Top Brands, Top Tips
- **4Kids: Success is in the Cards**



**Inside: MIP Preview,
Canadian TV and TF1**

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Commercial brands director Gustavo Antonioni has a clear vision for the newly named ITV Global Entertainment—to move from commemorative licensing toward creating sustainable brand extensions.

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French television is starting to leverage its licensing power as TF1 branches out with a focus on international expansion for its heritage Barbapapa property and with third-party representation deals—starting with European dance craze, Tecktonik.



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4Kids looks to capitalize on its diverse portfolio of properties ranging from newer brands such as Japanese anime-based Chaotic to nostalgic names such as Teenage Mutant Ninja Turtles. Chaotic, along with Yu-Gi-Oh!, are building momentum and are signing a wave of new licensing deals.

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After a Fashion

By Josephine Collins



We have been talking in this magazine for several years about the force of direct-to-retail deals and about the increasing interest in licensed brands by international fashion retailers—and not just for their childrenswear and accessories ranges.

Early in 2008, Gap made its first-ever adult licensed character deal with Chorion on Mr Men. It was a U.S.-only deal at the time, but may spark other such deals or international distributions.

But now the number of DTR firsts with own-brand international fashion retailers is beginning to stack up. This month, Spanish retailer Inditex—which runs the Zara, Massimo Dutti, Bershka, Stadivarius, Pull and Bear, Oyosho and Uterqüe chains all over the globe—has signed two very different licensed deals. But both are firsts for the retailer and the licensors involved.

The smaller—relatively speaking, that is—of the two deals is between Bershka and 20th Century Fox L&M for The Simpsons covering 36 countries in Europe, the Middle East, Eastern Europe and Latin America. The range of three designs features characters Bart, Lisa and Maggie Simpson and is targeted at female teens and young adults.

The much bigger deal is between the Zara

chain and Viacom and Nickelodeon Consumer Products

on MTV

menswear. The

MTV Streetmuse collection—again, small in number of actual lines—is being featured in more than 1,000 stores worldwide, though not in the U.S. Not only that, but Zara is dedicating 400 display windows to the range. This is major backing from Zara—it is evidently a concept that the retailer has confidence will succeed.

High street own-brand businesses operate in the most competitive of sectors and increasingly have to differentiate from one another. Exclusive deals on licensed product gives them that point of difference. The other key concept for fashion retailers in particular is newness. They have to keep the excitement up in-store to entice their loyal customers back regularly and frequently—fast fashion is the name of the game. And in these difficult economic times, those two lynchpins are more important than ever.

But fast fashion has been difficult for licensors. A few months ago, New Look told *License! Global* that one of the difficulties of working with licensed product was that licensors and their licensees were not able to work fast enough to keep the retailer in stock during programs that may last only six to eight weeks in stores.

But New Look liked DTR deals. It could use its existing suppliers, control its own supply chain, speed the operation and improve its margin. Territory licenses were not its problem.

So Inditex—widely acknowledged to have pioneered the fast-fashion model—looks like it is testing synergies between product differentiation, newness and licensed product. And these are unlikely to be the last such deals as the licensing industry steps up to the challenge thrown down by own-brand retailers. ©



Expectation Management

By **Marty Brochstein**



I've long held that licensing, in many respects, is a business built around managing expectations. Whenever I'm asked whether a particular licensing program is a "success," I feel as though I should just hit F1 on my keyboard and listen to a little voice say: "The success or failure of any licensing program is a function of the expectations that the parties had. If they build the business plan on the basis of doing \$100 million in sales and it does \$50 million, then it's not a success. If, on the other hand, the plan was built on \$25 million in sales and it does \$50 million, then it probably would be judged a success." I'm sure you can come up with an exception to that rule, but it pretty much holds true for any situation I can think of.

It's the same basic principle that's embodied in the well-known business phrase: "Underpromise and overdeliver." It's always better to delight a customer with some extra service he or she didn't expect than to promise them something big and fall just short of coming through completely in the end.

It's a subject that's come to mind a lot in the early part of this year as I chatted with a wide range of people around the licensing business who have been making the rounds of trade shows in the toy, gift, apparel, consumer electronics and other consumer product businesses. There are no Polyannas out there, to say the least. Everyone's headed out into the marketplace with eyes wide open, cognizant of the general global economic climate and its effect on retail orders and sales to consumers.

But just about everyone I speak to who's been to a trade show in early 2009—whether in Hong Kong, Europe or the U.S.—reports a strikingly similar phenomenon. In the words of one licensing veteran whose travels took her to Cologne, San Francisco, Atlanta, New York and Frankfurt: "In general, attendance at the shows is down, and the number of exhibitors is off, but people seem to be doing business. I'm walking into showrooms and seeing orders being written." She adds that longtime business contacts whom she trusts to give her straight info are saying that the business they're

doing at the shows isn't off as much as they had feared and, in some cases, is flat or up slightly.

At last month's Toy Fair in New York, one character licensor sensed a similar pattern. He cited one of his licensees who, while noting that foot traffic was down, acknowledged that "I probably wrote as much business this year as I did last year."

Obviously, these anecdotes are just that: anecdotes. But the consistency with which we've been hearing them is striking. There's no doubt that people are expecting the worst. "The fear of the unknown is crippling people at this point," says one consultant. But one apparent reality is that while raw attendance numbers may be down, the quality of these attendees is higher. Nobody is going to a trade show for frivolous reasons this year.

Like any other trade show, the Licensing International Expo, June 2 to 4 in Las Vegas, will be a marketplace of products, ideas, players, relationships and deals. It offers a chance for people to immerse themselves in the process of building on current relationships and finding new ones in an extraordinarily efficient manner. It presents an opportunity to make and further a host of business contacts in a very short time in a single place. The Consumer Electronics Association, which stages the Consumer Electronics Show, says that the average CES attendee has 12 meetings during the show. Many, undoubtedly, have far more than that.

In these difficult economic times, when everyone's keeping a tight rein on expenses, it's imperative to get the most bang for your buck in any business activity. At Licensing Expo, LIMA is offering a host of events, activities and networking and educational opportunities to help bring your business through the tough times and position yourself for future growth. Check out the schedule at www.licensingexpo.com. We look forward to seeing you in Las Vegas. ©



What Happens in Vegas ... Goes Global!



Georgiann DeCenzo
Executive vice president
Advanstar Global Licensing
Group

The latest on-site inspection last month of the Mandalay Bay Hotel & Convention Center was particularly rewarding and gratifying and was the most promising indication that Licensing International Expo in Las Vegas (June 2–4) will be the best ever. Every brand licensing and retail executive will finally realize that the LIMA board of directors' decision to relocate to Las Vegas was undeniably the right one.

Our recent site tour of Mandalay Bay exhibit space featured a walk-through of Project, the contemporary and directional sportswear show, held in conjunction with MAGIC, which also is part of the Licensing Expo's parent company, Advanstar Communications.

As soon as our group arrived at the entrance to Project, we all realized that despite the economic slowdown, there was a huge buzz and a lot of business being conducted. The aisles of Project were overflowing with eager buyers, hot models and the latest and hippest, contemporary looks. And the exhibit space, registration area and surrounding conference rooms were all well-designed, decorated and homogenous, versus the scattered, sterile environment of Javits.

The fact is that like the thousands of apparel buyers last month at Project, savvy brand licensing and retail executives also realize the future is all about new ideas, and the proven place to find them is walking the aisles of Licensing International Expo.

Furthermore, with many new booth designs and enhancements, the show floor will be even more dramatic and exciting than Project and last year's final dance at Javits Center in New York.

As President Barack Obama and the new administration continue to spearhead fresh ideas and global change, as licensors unveil new properties

and ideas for growth and as retailers turn to new strategies for the future, there's never been a better time to find unique and innovative opportunities.

One thing is certain and evidenced at Project, MAGIC and Toy Fair, it's not the time to hide and be cynical.

Many retailers, like companies in other industries, are fighting for survival, adapting new strategies and planning for the future. And brand licensing is a key component of these efforts.

■ Target, which has historically maximized the merchandising opportunities of licensed products, will be focusing on food, health and HBC to drive traffic in stores.

■ Macy's will continue to exploit its local/community strategy called My Macy's in order to tailor its merchandise mix to suit different markets' needs.

■ Hot Topic, which had huge success merchandising Twilight in fourth quarter 2008, will continue to promote trendy licensed products to its core customers.

■ Gamestop, riding the wave of interactive/gaming popularity, will look to licensing to extend its merchandise offerings to its fan base.

■ Gap and Old Navy reportedly will also embrace licensing as both retailers try to engage customers and boost sales.

These are just a few examples—or bona fide business opportunities—awaiting licensing executives at this year's Licensing International Expo.

It's a world of change, and as President Obama urged during his primary acceptance speech about changing America and dealing with "cynicism and doubt and fear and those who tell us that we can't, we will respond with that timeless creed that sums up the spirit of the American people in three simple words—yes, we can."

For licensing and retail executives, it's time to rewrite the famous Las Vegas slogan to "When it comes to licensing, what happens in Vegas ... goes global! ©

LICENSING
International Expo 

Cold Stone Reveals Sweet New Concepts



On the heels of its cupcake launch this month, Cold Stone Creamery has revealed other upcoming sweet concepts, including coffees, Jell-o Pudding Ice Creams and a Country Time lemonade-flavored sorbet.

Iced and blended coffee drinks will roll out in April and will retail for \$1.99 in such flavors as latte, vanilla, caramel, mocha and raspberry mocha.

On June 3, Cold Stone will unveil its newest desert concept: Jell-o Pudding Ice Cream. The mousse-like ice cream will be offered in butterscotch and pistachio flavors at locations nationwide. Franchises will have the option of adding vanilla, chocolate and banana flavors to their menus, as well.

The pudding ice cream will be available for a limited time, ending on Aug. 25.

Also this summer, Cold Stone plans to introduce a new sorbet flavor to its lineup: Country Time Pink Lemonade Sorbet. Currently, the chain offers sorbets in lemon, watermelon and raspberry flavors, which are not associated with Country Time.

Earlier this month, the ice cream chain debuted its ice cream cupcakes in 6-packs for a limited-time price of \$9.99 until March 31.

Licensing agent Global Icons and Cold Stone Creamery are currently seeking partnerships for a kids' pretend ice cream maker play set for holiday 2009; an ice cream shaker vessel for

holiday 2009; food service products, including fudge, caramel and sugar cones for late 2009; and home accessories, such as candles and ice cream bowls for early 2010.

The brand already has a partnership with Turin Chocolates for Cold Stone-inspired truffles in such retailers as Costco, Target, Walgreens, Walmart, CVS and Bed Bath & Beyond. Gift boxes of the truffles are expected to arrive at Cold Stone's U.S. locations in mid-2009. A line of lip balms in vanilla bean, strawberry blonde and cotton candy flavors also is currently available at Claire's accessories stores. This summer, the lip flavors will roll out at Cold Stone Creamery locations nationwide.

Toby Keith Launches TK Steelman Apparel

Country singer Toby Keith recently debuted his new TK Steelman clothing line at his I Love This Bar & Grill restaurant in Harrah's Las Vegas. The line, inspired by the entertainer's sleeveless style, will be available at Kohl's, Target, Walmart and Macy's soon.

The line, in partnership with Royal Merchandising Group, is targeted at men ages 25 to 54 and features long-sleeved shirts, T-shirts, polos, sweatshirts, jeans, cowboy hats, baseball caps, bandanas, belts and leather wrist straps. A women's line is expected to follow.



Motel 6 Joins Licensing Link Roster

As Motel 6's new agent, Licensing Link plans to expand the chain's merchandise categories.

The New York City-based firm plans to seek new deals for the motel chain in apparel, health and beauty aids, room décor, novelty products and lottery tickets.

Motel 6 now is included in Licensing Link's portfolio, which includes Jolt Energy, Dubble Bubble, Dippin Dots, Speed Racer and White Castle.

Motel 6 operates more than 1,000 locations in the U.S. and Canada.

Ed Hardy Toys Debuting at TRU

Toys "R" Us is the first big-box retailer to carry a new line of remote-controlled toys inspired by urban fashion label Ed Hardy.

Licensee World Tech Toys by World Trading 23 paired with Ed Hardy to create the line of remote-controlled cars, airplanes, helicopters, boats and other flying machines retailing from \$24.99 to \$79.99.

Ed Hardy was created by designer Christian Audigier, who's also launched other fashion labels such as SMET, Crystal Rock, C-Bar-A, Savoir Faire, Evel Knievel, Rock Fabulous and others.



Zara Launches MTV Streetmuse for Men

Nickelodeon along with Viacom Consumer Products and international fashion retailer Zara are partnering on a new range of urban-inspired men's T-shirts and hoodies called Streetmuse by MTV.

Rolling out internationally on March 5 and continuing throughout the year, Streetmuse will be available in front-of-store locations in more than 1,000 Zara stores in 68 countries across Asia Pacific, Canada, Europe, the Middle East, North Africa and Latin America. The U.S. is not included in the deal.

MTV's Streetmuse will be featured in two separate shop window displays in more than 400 locations, including London's Oxford Street, Paris' Champs-Elysees, Berlin's Ku'Damm and Milan's Corso Buenos Aires.

The collection exploits the

collision of street culture with music, art, dance, innovation and attitude with graphic designs that reference urban landscapes around the world.

Jean-Philippe Randisi, managing director at NVCP international, says: "MTV is an iconic, constantly evolving, aspirational brand and the world's No. 1 music and entertainment multiplatform destination for young people. Combine this with Zara's unique ability to interpret and reinvent design, and you have the makings of a phenomenal collaboration."

"Zara's global position as a premiere fashion destination and deep understanding of the urban consumer makes it the perfect partner for MTV and retailer for Streetmuse."

Streetmuse by MTV

comprises four designs of casual T-shirts and hoodies in a mix of muted grey- and black-toned designs, as well as brighter, fluorescent color schemes.



Twentieth Century Fox L&M Launches The Simpsons with Bershka

High street fashion retailer Bershka, part of the Spanish Inditex group, is launching The Simpsons T-shirts across its stores in March. The deal, a first for Bershka and for Twentieth Century Fox Licensing and Merchandising, spans 36 countries in Europe, the Middle East,

Eastern Europe and Latin America.

Targeting female teens and young adults, the limited-edition T-shirt range has three designs featuring the characters Bart, Lisa and Maggie Simpson. The printed T-shirt designs incorporate fabric embellishments.

Jazwares to Create Product for Hershey's, Planet 51 and Astro Boy

Jazwares has teamed up with Hershey's to develop branded electronics. The company also was chosen recently as master toy licensee for two upcoming films.

The deal with Hershey's will see a line of MP3 speakers, USB flash memory drives, digital cameras and other electronic accessories featuring popular candy brands such as Hershey's Kisses, Jolly Rancher, Hershey's Miniatures, Twizzlers and

Bubble Yum. The line, expected to be available this fall, will retail from \$9.99 to \$29.99.

Meanwhile, Jazwares also was named master toy licensee for the CG-animated film *Astro Boy* from Imagi Studios. The product line, including action figures, vehicles, electronic toys, role play products and accessories, will be available when the film is released this October.

Jazwares also was named master toy licensee for Ilion Animation Studios and Hand Made Films' animated action comedy *Planet 51*. The new toy line will debut along with the movie's launch in November and includes action figures, vehicles, plush and remote control toys. The Planet 51 deal was brokered by Radar Licensing.



Crazy Eddie Brand Revived Through Licensing Program

Magic Investments recently announced the formation of the Crazy Eddie branding and licensing program, based on the former Northeast consumer electronics retailer that closed its stores in 1989.

The new program's team is currently in discussions with licensees to revive the brand in categories spanning MP3 players, batteries, earbuds, digital cameras, D.J. equipment and other electronic and digital accessories. The initial product line launch is slated for fourth quarter of this year, retailing from 30 percent to 50 percent off leading brands. A second product line also is in the works and is expected to include flat-screen TVs, GPS navigation systems, DVD players and more.

"We are in discussions with several national retailers discussing planograms, feature departments as well as Crazy Eddie store-in-store concepts," says Ike Gemal, vice president of licensing for Magic Investments.



Dr Pepper Snapple Group Names Brand Central Agent

Brand Central was selected recently to represent the Dr Pepper Snapple Group as its licensing agent.

Besides Dr Pepper and Snapple, the group also owns brands including 7up, Mott's, A&W, Hawaiian Punch, Canada Dry, Schweppes, Squirt, RC Cola, Diet Rite, Rose's, Yoo-hoo, Clamato, Mr & Mrs T and many others.

"Our focus with DPS will be to extend their brands into new merchandise and food categories, leveraging their amazing equities," says Ross Misher, Brand Central chief executive officer.

Brand Central already touts a client roster that includes other food and beverage brands, such as Kellogg's, Keebler and Necco Candy.

MGM Signs D&G to Create Rocky Tees and More

MGM Consumer Products has tapped Dolce & Gabbana to create a line of Rocky-based apparel to hit high-end boutiques this fall.

The special collection will span T-shirts, tank tops, robes, boxers and sweat pants. The apparel will feature the "Italian Stallion" logos and other classic images from the film. In January, Dolce & Gabbana gave a sneak peak of the collection at the Milan Fashion Show.



executivemoves

- Four licensing executives at American Greetings Properties were promoted recently.

The staffing changes include **Mackenzie Glass** to creative director of design, **Kelly Grupczynski** to creative director of illustration, **Tony Chien** to director of marketing and **Lisa Wascovich** to director of digital media.

Glass, Grupczynski and Wascovich are based in Cleveland at American Greetings' world headquarters, while Chien works from the company's New York City office. Each will report to Jeffery Conrad, senior vice president of consumer products for American Greetings Properties.

- Bandai America has hired **Mark Schaffner** as its new executive vice president of toys.

Reporting directly to Sho Omatsu, president, Schaffner will manage Bandai's sales and marketing teams. He also will be responsible for strengthening the company's partnerships with licensors and retailers.

Schaffner previously worked for Philips Electronics as vice president of global product development and marketing for the accessory division.

- Atlanta-based Brand Licensing Team will be the agency handling The Coca-Cola Company's licensing program in North America, effective March 1.

Former Coca-Cola worldwide licensing and retail department executives, **Cindy Birdsong** and **John Shero**,



Shero



Birdsong

will oversee the recently formed BLT agency.

- **Brenda Bisner** was hired recently as senior manager of domestic consumer products for Cookie Jar Entertainment.

In her new role, Bisner will seek and develop new licensing partnerships for the company's properties, including Strawberry Shortcake, Mommy & Me and Richard Scarry.

Bisner previously was vice president of acquisitions for children's programming at Porchlight Entertainment.



Bisner

- Moonscoop, Taffy Entertainment and Mike Young Productions are reorganizing under the common global

brand name Moonscoop for worldwide operations for properties including Geronimo Stilton, Tara Duncan, Dive Olly Dive! and Twisted Whiskers.

Reflecting the importance of the U.S. market to Moonscoop, chief executive officer **Nicolas Atlan** will move from Paris to the U.S. office in September this year, as executive chairman for Moonscoop's U.S. business. In Los Angeles, he will work alongside co-chief executive officers **Mike Young** and **Bill Schultz**, and president **Liz Young**.

Chief executive officer **Axel Dauchez** will remain in the Paris office overseeing operations across the group with executive chairmen and founders **Benoit di Sabatino** and **Christophe di Sabatino**. **Laurent Billion**, chief operating officer for Europe, and **Lionel Marty**, president of worldwide distribution, also remaining based in Paris.

Meanwhile, Moonscoop has appointed **Brigitte Legendre Benloulou** as director of consumer products for French-speaking markets. She joins from TF1.

Benloulou will report to Cynthia Money, president of worldwide consumer products and marketing at Moonscoop, and will work with Sebastien Fillion, licensing manager for France in the Paris office.

- Mighty Fine named **Sara Scargall** marketing and brand director for its men's, junior's and toddler divisions. In this position, Scargall will oversee all marketing, public relations, branding and retail initiatives for its boutique, specialty and department store business. Scargall also will manage creative for Mighty Fine's International brands French Kitty and Ruby Gloom. Previously, she was design director for Jerry Leigh's premium division, which included brands Harajuku Lovers, Toki Doki and Levi's.



Scargall

- **Justin Watson**, former marketing director at Los Angeles design studio Mighty Fine, has formed a new company, BAM Brick & Mortar Brands.

A global company, BAM offers creative direction, marketing and strategy development including the communication and licensing aspects of dealing with retailers and manufacturers. With headquarters in Melbourne, BAM will focus on fashion across all tiers and will provide a service designed to help brands at various levels in the industry.



Watson

“On Sale” Drives Small Appliances



It’s no surprise to see consumer purchase behavior shift during challenging economic times. Although small appliance sales declined in 2008—almost across the board—there are differences among the key segments.

“Small appliance purchases on promotion, or at a discounted price, have grown significantly over the past few years,” says Peter Goldman, president of the home division at The NPD Group. The incidence of “on sale” purchases jumped the most in 2008 for overall small appliances, but the trend began before the recession. According to NPD’s consumer tracking service, less than half of small kitchen electrics purchases in 2005 included a discount of some kind, compared with about 57 percent in 2008. On the other hand, possibly due to the products’ less expensive nature overall, consumers appear more likely to buy personal care appliances for the regular price (63 percent).

Consumers generally plan their small appliance purchases, whether it is a hair dryer, iron, coffee maker or a vacuum. The incidence of planned purchases of small kitchen electrics increased the most in 2008, almost 80 percent. However, there are some categories where the ratio of planned purchases to those bought on impulse is much closer. Personal care appliances have a slightly higher incidence of impulse purchases

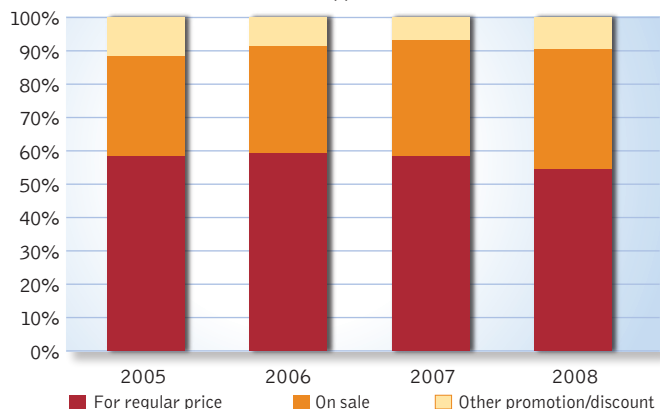
overall, at 24 percent in 2008, compared with small kitchen electrics or home environment appliances where impulse purchases are closer to 20 percent of sales. Massaging appliances are the standout here, with impulse purchases accounting for 42 percent of unit sales in 2008.

There also appears to be a shift to necessity when buying for kitchen electrics and personal care. Unit sales of first-time and replacement purchases are showing some growth this year. Home environment is slightly different, as it is shifting away from replacement purchases and just showing increases with first-time buyers. NPD is seeing that, for those replacement purchases growing among the kitchen electrics and personal care products, lower prices are being paid. Although products bought as an upgrade are slightly less popular than in years past, they do bring in more dollars with prices paid at about 25 percent more for total small appliances and 70 percent more on home environment appliances.

“In general, consumers are becoming more careful and thoughtful in their spending and the ways they make purchases, whether looking for the best price or approaching purchases as investments in items that are necessities they want to last,” says Goldman. ©

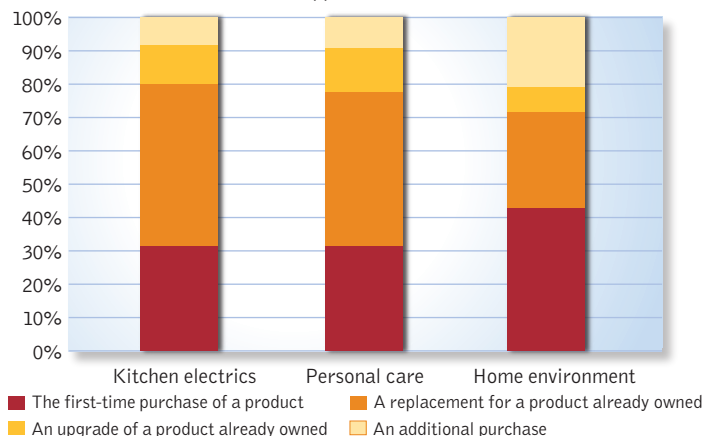
Regular price vs. sale purchases

Total small appliances—Unit %



Why consumers make purchases

Small appliances—Unit %



Italy has Preschool Potential

The most unusual aspect of the Italian licensing market is the absence of preschool as a sector of any importance. And the reasons for that have a lot to do with the way the market is changing.

retail

It may surprise some to note that retail sales in 2007 showed a slight improvement over those for 2006, according to Euromonitor. The company attributes that to the growth in non-store—especially Internet—retailing, a factor Euromonitor predicts will increase in significance in the future driven by “ever-busier consumers searching for low-cost shopping.” However, the extent of this potential growth must be curbed by the fact that, according to the Italian National Institute for Statistics, only 38.8 percent of Italian homes have access to the Internet.

Euromonitor also reports a 2007 increase in the value of the toys and games market, though not in the volume. The cost of raw materials and transport increased 6 percent in that year, and, says Euromonitor, manufacturers passed these increases on to preserve margins. It also predicts that video games will continue to sell well, supporting the market, and that these will be increasingly aimed at older audiences who will be better able to afford them.

“For a long time,” asserts Grazia Caimi, managing director of CPLG Italy, “fashion brands drove the Italian licensing market.” This, she explains, is because Italians see their children as small adults and therefore they buy the same brands for their kids as they buy for themselves.

However, Caimi now sees a growing demand for animation characters but is keen to stress that “this is a reflection of changing tastes of adults and not a change in the way in which they perceive their children.” Animation series and movies, she explains,

One interesting consequence of this view of children as microadults is that preschool is a tough sell.

“are increasingly seen as very funny and are flexible enough to be used in an appealing way for both adults and children.”

One interesting consequence of this view of children as microadults is that in Italy preschool is a tough sell. This is precisely because very few preschool characters have this degree of flexibility, and if the adults don’t want them for themselves, then they won’t buy them for their children, either.

For Sissel Henno, international licensing manager at Entertainment Rights, however, the key trend is retro. Henno insists, “The trend for retro brands has been strong for some time,” and further, “it is likely to

remain so for some time to come.” Henno believes that there are a number of factors behind this demand. “The application of televisual technology is enhancing classic brands, allowing their reinvigoration, and there are many exciting propositions around the corner,” she says. In support of this last claim, Henno cites the forthcoming Warner Bros.’ movie *He Man*, Disney’s reintroduction of *The Lone Ranger* and this year’s 60th anniversary of Casper.

One of the biggest boys properties across Europe is only just launching its licensing program in Italy. Ben 10, already a hit on TV in the country, starts product rollout with Giochi Preziosi distributing master toy licensee Bandai’s collection this month. More than 20 other deals have been signed with Turner Enterprises for the property, including with Mondo, BBS, Edibas, Auguri Preziosi, Easy Shoes, Grani and Partners and Marini Silvano.

A live action *Ben 10* movie also is planned, while “Ben 10 Alien Force” launches in Italy in 2010.

According to Maria Rosaria Milone, territory manager for Italy, Greece and Turkey at Turner CN Enterprises: “Consumer awareness of the brand is high, and there is an evident level of pent-up demand for related consumer products. We look forward to replicating in Italy the incredible success that we have seen across the EMEA region.”

Both Caimi and Henno agree that toys are the leading product category and that food promotions are an especially important sector in the Italian licensing business. Caimi also believes BTS



© 2009 Photographer: Jack Hollingsworth / Photodisc

is important and that “apparel is growing up,” an observation with which Henno concurs, also noting that “some of the leading Italian toy manufacturers, such as Giochi Preziosi have developed strong brands of

their own such as, in their case, the Gormiti toys.” She goes on to say, “There seems to be an increasing interest in taking licenses to cater to different segments of the market and to allow for a broader range of products.” ©

national statistics

POPULATION

The Italian population is aging and shrinking. The Italian National Institute of Statistics listed the total population on Jan. 1, 2007, as 59,131,287. By January 2008, that number had slipped to 59,619,290.

According to the CIA World Fact Book, the average age overall is 42.9. For men the figure is 41.4 and for women, 44.4. The age structure is set out below.

| | |
|-------|---|
| 0–14 | 13.6 percent (male 4,086,951, female 3,842,765) |
| 15–64 | 66.3 percent (male 19,534,247, female 19,024,776) |
| 65+ | 20.1 percent (male 4,864,189, female 6,792,393) |

INFLATION

Overall, Istat puts inflation for 2008 at 3.6 percent, up from 3.3 percent in 2007. But these figures hide some wide variations by product category. Figures for individual product categories in 2008 were not available at press time, but the 2007 inflation in food and soft drinks was just 2.9 percent, clothing and footwear were lower at 1.4 percent, and leisure, culture and entertaining lower still at just 1.1 percent.

RETAIL SALES

Confounding the predictions of many analysts that retail sales would fall in November, they actually rose by 0.3 percent from October, according to Istat. The figure was driven by a 0.6 percent rise in food process, but non-food sales also increased but by a more modest 0.2 percent.

PRIVATE CONSUMPTION

According to the Organisation for Economic Co-operation and Development, Italian private consumption in 2005 was €842.1 billion (\$1,095 billion). It rose in 2007 by 1.5 percent, fell in 2008 by 0.5 percent and the OECD predicts it will fall again in 2009 by another 0.3 percent before climbing back in 2010 by 0.8 percent.

economic trends

The Italian economy displays a number of unusual features. Perhaps the most striking is the degree of economic separation between the highly industrialized north and the agricultural, welfare-dependent south.

Another peculiar aspect of the Italian economy is a black market, which is estimated by some to be worth 15 percent of the annual gross domestic product, which

the CIA World Fact Book estimated to have been \$2.3 trillion in 2008. This black market is especially prevalent in services, agriculture and construction.

However, there are similarities with many other developed countries—debt being one of them. The Italian National Institute of Statistics put the level of state debt at the end of 2007 at 104 percent of GDP and the fiscal deficit for

that year at 1.5 percent. That is not too bad a figure and represents a big improvement on the period 2001–2005. However, many experts believe that the 2009 fiscal deficit is headed toward 3 percent, driven by falling exports, the cost of servicing the national debt and a very generous pension for the country’s 16 million pensioners, representing 27.5 percent of the entire population.

the

SURVIVOR'S

Guide to Licensing

By Josephine Collins

What are the keys to surviving the recession? *License!* Global pools its wisdom with some of the best in the industry for this 10-point guide to managing hard times.

TOP TIPS

“Be creative, and don't be afraid to do something new. Push the boundaries. It is such a competitive, cluttered market that people will overtake you if you continue doing something old.”

—*Mel Beer, head of licensing and content development, HarperCollins U.K.*

“The most important thing is to work closely with retailers.”

—*Simon Phillips, president, worldwide consumer products, Marvel*

“Work with partners who embrace the brand on a global basis.”

—*Benjamin Morel, vice president, global merchandising group, NBA*

“Continue to have regular dialogue and interaction with all parties who contribute to the ongoing success of brands: licensees and retailers. We have to listen even more closely than ever before to what they need to deliver results for us all.”

—*Carl Lombard, senior vice president and managing director, Twentieth Century Fox L&M, Europe*

1

CONFIDENCE

Confidence is everything—lack of it has taken the economies of the world down, and confidence is what will bring the world out of recession. More people will stay employed than will lose their jobs, and once the shock of the situation subsides, they will shop.

2

COSTS

Batten down the hatches. The recession is an opportunity to look at your cost base and to become a more efficient and effective business. Use technology to enable the business process to become more proficient.

3

IDEAS

This is the time to be entrepreneurial and creative and to take some risks. Great ideas can really take off in down markets—but it takes double the determination to be a winner. It's all about coming out of the corner fighting.

4

CASH

Businesses fail because they run out of cash, not because they do not make profits. Make sure the cash-flow position is well looked after.

5

MARKETING

Facing the reality of pruned budgets means that marketing has to combine advertising with other activities—sponsorship and events, for example—that maximize the bang for the buck. Look at new media and viral activity. Put new focus on press and PR, making sure that it is targeted and is reaching the right market.

“I do think we're sailing in uncharted waters at the moment, but it is not a time for burying our heads in the sand. Rather, it's the time to be tactical. To start with, we'll be fostering even closer working partnerships with our licensees and retailers, which means listening and sharing information that will enable every party to make good decisions and to make the most of every opportunity as it arises. It's not necessarily a time to stop spending or stop innovating. In fact, in this economic climate, we will ask our favorite evergreen brands to work harder for us than ever before and be prepared to support them all the way. We'll also be bringing on our newer brands—we're launching the merchandise program for iCarly and Wonder Pets!, for example, this spring. But Nickelodeon's strategy is to allow a property plenty of time to become well-established on screen before rolling out licensed merchandise to an existing demand in the market, so we're confident these brands will be well-received, and this is the sort of reassurance that licensees and retailers are looking for at the moment.”

—*Clare Piggott, vice president, consumer products, Nickelodeon UK*

6

PORTFOLIO

Take a good, hard look at the brand portfolio. Which are the performers, the core properties and the peripherals? Where are the synergies across the brand portfolio? If the weakest brands and properties have the least synergies, this may be the right time to put them into storage—or sell them, if that makes more sense.

7

TRUST

Build trust with consumers. Ensure that your brands deliver what they promise by strictly applying the core brand values across all product extensions, regardless of market positioning. The relationship between a brand and a consumer is emotional—do not upset the balance.

8

VALUE YOUR PEOPLE

A time of recession is not just about cost cutting but about making the most of what you have. Value experience and knowledge as well as enthusiasm and creativity.

9

RELATIONSHIPS

Nurture all the linking relationships among licensors, retailers and licensees. If the working partnership is clearly defined from the start of a contract, it will build respect, maximize the outcomes and avoid resentments building up among different parties. A strong brand with strong delivery to the market equals a strong proposition for consumers.

10

THINK GLOBALLY

Unusually, this recession is global. However, a portfolio balanced across brands and territories gives the greatest opportunities for benefiting from any economic upturns as the markets kick back in around the world.

With thanks to Ian Parsons, chairman of consultancy Retail Performance Improvement

Business should focus on the established properties, relevant consumer stories and retail implementation to maximize the impact. For [Warner Bros. Consumer Products], this includes evergreen animation classics, DC superheroes and the biggest movie franchise ever: Harry Potter. Consumer research has confirmed the critical importance of relevant and compelling consumer brand propositions that go well beyond TV airing but tie in with major underlying consumer trends. We are increasingly looking at ways to maximize the opportunity for retailers to differentiate themselves and develop unique in-store events, increase traffic, sales and margin by implementing more cross-category programs and finally improve their overall image in the market place as ‘destination’ retailer.”

—**Bruno Schwobthaler, senior vice president of sales and business development, Warner Bros. Consumer Products, EMEA**

Global economic performance affects everyone: licensor, licensee, retailer and obviously consumer. Therefore, as an industry, we have to work harder than ever before. It is my belief that if we deliver bold innovation in products and business models, drive collaboration and find 360-degree solutions that add value to existing relationships and encourage new partnerships, we will accelerate the progression of the licensing industry so that it’s always a good place to invest.”

—**Alan Fenwick, vice president, Turner Enterprises**

The perfect storm is more important than ever. You need a great property, great broadcasters and great agents. We are lucky to have all of these with Thumb Wrestling Federation. Every kid already knows thumb wrestling—we are just applying good characters and stories to our own special humor. The kids get it immediately. Our broadcasters—Cartoon Network, BBC and YTV—treat TWF like their own show [in that they] use it as a branding device for their network.”

—**Larry Schwarz, chief executive officer, Animation Collective**

Corporate Brand Licensing Deals

10 Brands that could spell success and create excitement at retail in 2010 and beyond

The licensing deals just keep on being made, despite the cloud of economic woes worldwide that seems to dominate today's headlines.

That's because most executives realize that the development of new business is critical to future success and, more important, they realize that brand extensions—especially those with a strong consumer reputation and franchise—historically have performed well at retail during recessionary periods. And retailers worldwide are searching for low-risk, turnkey merchandising programs to drive traffic—especially during economic crises.

Here's a list of recent brand licensing deals that reflect how several popular consumer brands and licensing agents are rethinking their strategies, new entries into licensing and the relaunching of iconic brands.

1. Dr. Pepper Snapple Group (Brand Central). DPS, with more than 50 brands, last month signed with Los Angeles-based licensing agency Brand Central LLC. In addition to its flagship Dr Pepper and Snapple brands, the company's portfolio includes 7up Mott's, A&W, Hawaiian Punch, Canada Dry, Schweppes, Squirt, RC Cola, Diet Rite, Rose's, Yoo-hoo, Clamato and Mr & Mrs T. According to Ross Misher, president of Brand Central, the focus with DPS will be to extend its brands into new merchandise and food categories.

2. Gaiam (Brand Central). The producer of fitness and yoga products signed recently with Brand Central and plans to expand in a variety of fitness, wellness and content categories, including apparel, footwear, fitness equipment, food and beverages, vitamins and supplements, publishing, wireless and more.

3. S.C. Johnson (IMC Licensing). The family-run consumer products company, producers of Glade, Pledge, Windex, Shout, Raid, Scrubbing Bubbles, OFF!, Mr. Muscle and Ziploc, last month signed with IMC Licensing to explore partnerships to grow the company's brand equities. IMC is exploring global partnerships and expects products to start hitting retail shelves in 2010.

4. Coca-Cola (Brand Licensing Team). Atlanta-based Brand Licensing Team is the new agency handling The Coca-Cola Company's licensing program in North America. Former Coca-Cola worldwide licensing and retail department executives Cindy Birdsong and John Shero will oversee the recently formed BLT agency, which plans to continue developing merchandise targeted to young adults, as well as products that re-brand its image in a modern way.

5. Sharper Image (Hilco Consumer Capital). The specialty products retailer, which filed for bankruptcy over a year ago, quickly emerged as a licensing company and has signed several deals including, most recently, housewares products with Emson.

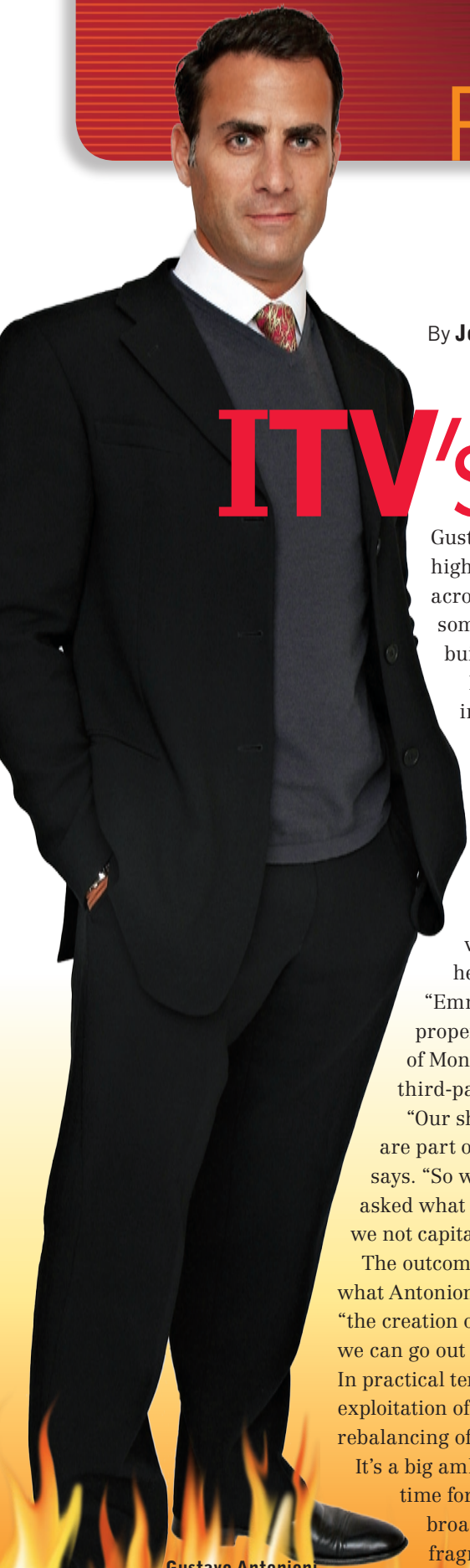
6. Linens 'n Things (Hilco Consumer Capital). Hilco Consumer Capital, along with Gordon Brothers, acquired the rights to the popular home furnishings retailer's brand name along with other proprietary brands, including Luxe Versailles, Attitude, Super Set, Cook at Home and Hotel Living. Similar to The Sharper Image and Bombay brands, Linens 'N Things will be relaunched this spring and will focus on retail shop-in-shop, direct-to-retail licensing, wholesale licensing by category and geography, as well as e-commerce.

7. Bob Marley (Hilco Consumer Capital). The Bob Marley family last month appointed HCC to handle the legendary Jamaican musician's global licensing and retail programs. HCC will focus on Bob Marley's 65th anniversary in 2010, as well as brands that include One Love, Tuff Gong, Three Little Birds, Catch A Fire and Relics of Antiquity. It will expand accessories, apparel, footwear, food and beverages, collectibles, luggage, musical instruments, promotions/entertainment, stationery and paper goods, hospitality venues, video games and computer products.

8. HGTV (Beanstalk). The popular home and lifestyle network and brand, which is part of Scripps Networks (Food Network, DIY Network, Fine Living Network and Great American Country), recently named Beanstalk as its licensing agency to develop a collection of home and garden products.

9. Crazy Eddie (Magic Investments). Based on the former Northeast consumer electronics retailer that closed its stores in 1989, Magic Investments last month established the Crazy Eddie branding and licensing program. The venerable retail name, with the tag line "Our Prices are Insane," plans to re-establish the brand in various electronics categories, including MP3 players, batteries, ear buds, digital cameras, D.J. equipment and other electronic and digital accessories.

10. Motel 6 (Licensing Link). As its newly appointed licensing agent, LL plans to expand Motel 6's merchandise categories in apparel, health and beauty aids, room décor, novelty products and lottery tickets. Motel 6, which features the tag line "We'll Leave the Light on for You," operates 1,000 locations in the U.S. and Canada. ©



Raising

HELL

in Licensing

By Josephine Collins

ITV'S

headquarters on London's South Bank has some of the most spectacular views in the city, and commercial brand director Gustavo Antonioni has one of the best. His high corner office gives him a broad sweep across the River Thames and includes some of the most historic and modern buildings in the capital.

Perhaps the view has given him inspiration for his licensing and merchandising strategy for the newly renamed ITV Global Entertainment: to produce commercial brand extensions that engage emotionally with the millions of people who watch ITV shows.

And just like the panoramic view, the portfolio includes national heritage—"Coronation Street" and "Emmerdale" among them—as well as new properties such as game show "The Colour of Money" and "Numberjacks," one of its third-party representations.

"Our shows are on the air daily and therefore are part of the fabric of people's lives," Antonioni says. "So we have looked at the properties and asked what are we capitalizing on and what are we not capitalizing on?"

The outcome is that ITVGE is moving on from what Antonioni calls "commemorative" licensing to "the creation of cohesive stories and collections that we can go out to retail with and create product lift." In practical terms that means developing intelligent exploitation of its highly visible brands and a rebalancing of the focus on lifestyle.

It's a big ambition, and it comes at a difficult time for ITV, which—alongside other broadcasters—is suffering from audience fragmentation, declining advertising

revenues and structural issues affecting U.K. terrestrial broadcasting. Redundancies are taking place across the business, there's been a pay freeze, productions have been cancelled, and there has even been speculation that ITV may be forced to sell flagship properties.

But the figures tell a different story. *License! Global's* annual Top 100 Licensors listing gave Granada Ventures, as ITVGE was previously called, a worldwide retail sales figure of licensed products of \$81.7 million in 2006, which fell to \$76 million for 2007 (both figures exclude home entertainment sales). The results for 2008 worldwide merchandising and licensing at retail was \$150 million (excluding home entertainment), "double the previous year's \$76 million value at retail," says Antonioni.

Antonioni is upbeat. "These results come from continuously challenging the team to think differently both in terms of creative executions and in reaching out to new partners and businesses that may have never thought of licensing before."

The commercial brands department, he says, is "poised for growth in the long-term plan" and is an important component of the broadcaster's policy going forward. Growth is to be achieved across digital, online, mobile, sponsorship and promotions, as well as through traditional product licensing.



Gustavo Antonioni

Commercial brands director Gustavo Antonioni has a clear vision for the newly named ITV Global Entertainment—to move from commemorative licensing to create sustainable brand extensions.

“Brand building is critical,” he says. “And with creativity comes new licensees and the development of new business areas.”

The new strategy follows the reorganization of ITV’s commercial business under the ITV Global Entertainment umbrella, which encompasses ITV Worldwide, Granada International and Granada Ventures. There are now three divisions in ITVGE headed by president and managing director Peter Iacono, who joined from Sony Pictures in spring 2008.

The new divisions are: U.K. and international TV distribution, which is led by Tobi de Graaff, director of global TV distribution; home entertainment (called ITV DVD in the U.K.), led by Steve Gallant, director of home entertainment and digital; and merchandising and licensing, which is led by Antonioni, who joined the business last July.

Antonioni’s background includes experience in the European and international retail markets, and for the past 10 years, he has held senior marketing positions at such entertainment companies as Sony Pictures, Time Warner, The Walt Disney Co. and Marvel Entertainment. Before joining ITV, he was consulting with Disney, Warner Bros. and U.K. television personalities on brand extensions and brand creation.

In the months since he joined the business, Antonioni has been leveraging his cross-industry experience to enable ITV Global Entertainment to provide “total value exploitation solutions for both in-house clients such as ITV producers, directors and talent alongside external clients such as licensees, promotional partners and retailers.”

The result is a completely new product strategy and a restructured team that is creating concepts aimed at bringing television shows to life for viewers with sustainable, long-term collections of product.

The team has started to work with the shows’ creators in order to understand completely the brand values and meanings from inside the shows,

Antonioni says. The level of access his team has to the creative teams is, he comments, “unprecedented in the industry.”

For “Emmerdale,” it means that a number of creative concepts are under development based on the content and atmosphere of the series, including the new Emmerdale Garden Club. A long-term agreement with garden accessories licensee Tenax has been signed for launch at the beginning of 2010 for a broad set of products including gardening tools, kits and umbrellas.

For “Coronation Street,” which is the U.K.’s No. 1 continuing drama and has a strong international following through its presence in 84 countries, concepts cover “vintage” programming; the iconic logo, tying in with the series’ 50th anniversary in 2010; and plans being developed around individual characters.

The licensing program around the show is already gearing up with online and offline elements as it approaches its 50th birthday. A deal with Mindscape for Nintendo DS has already been signed and is part of creating a younger dimension around the brand, along with a family board game deal with

Chef Gordon Ramsay of Hell’s Kitchen (U.S.)





I'm a Celebrity, Get Me Out of Here! (Germany)

RTL Games for Destination: Coronation Street.

And the latest deal exemplifies how the new values-led L&M strategy works. ITVGE has signed a five-year deal with J.W. Lees & Co for Coronation Street-branded draught and bottled ale, perfectly resonating with the Rover's Return pub as the center of action in the series.

ITVGE also is lining up a series of other FMCG partners to join what Antonioni describes as a "celebration for the nation," which will include live events and a retail component alongside regular licensing activity.

Envisioning how both the "Emmerdale" and "Coronation Street" soaps have the opportunity to move into new categories, Antonioni talks about "edgier and younger fashion," while Corrie's new "Out of Africa" feature-length DVD has thrown up the possibility of a cruise collection.

"Both shows are modern but with a strong heritage, and the concepts mean that we can take different storylines to different retailers," Antonioni says. He expects a balance of licensee-led and direct-to-retail deals. "We have mass market brands, which are often wholesale-led, but we want to become partners with retailers through exclusives or by letting a retailer have its own piece of a collection: an anchor category."

It has used this option with "Britannia High" and U.K. retailer Asda. Despite production of the second series



of "Britannia High" being put on hold, the licensing program continues to roll out based on two original storyboard ideas. And, in examples of new business being created by lateral thinking about licensing, the U.K. holiday company First Choice is to run "Britannia High" mini discos for children on their holidays, and ITVGE also is in talks with a dance school.

Antonioni says: "There has been strong interest in the Britannia High brand, and licensees and retailers want to know when the second series is coming. We can't confirm that, but I don't think this is the end of the story." The first series is being re-shown on CITV in shorter 30-minute episodes from April to June and has been picked up in Australia, Latin America and in the Middle East.

From ITV's many other brands, the concentrated effort for licensing development include "Colour of Money" with Chris Tarrant and "Krypton Factor," the remake of "The Prisoner," which is being filmed

statesideview

Gustavo Antonioni's vision for the ITV Global Entertainment business sees the U.S. as a vital part of the growth opportunity and is the only international base with its own licensing and merchandising team. This is vital for the market that sees a number of ITV formats—including Hell's Kitchen and Nanny 911—produced by ITVGE sister Granada America.

The Los Angeles-based L&M team is headed by Marina Lum Kang, senior vice president of brand extensions

and integrated marketing. She works with Katrina Moran, executive vice president of digital media and integrated marketing, and Monica Austin, director of brand extensions and integrated marketing.

The team works across ITV shows and properties in the U.S. Recent deals concluded include separate Nintendo DS and iTunes (iPod and iPod touch) games for Hell's Kitchen—fronted by celebrity chef Gordon Ramsay in the U.S.—and further,

yet to be named, product integration deals for season 7 of the series on Fox.

For reality show Nanny 911, upcoming deals will cover a range of publishing, gifting and stationery items.

In the children's sector, consumer products for Pocoyó are expected to launch in winter 2009. For Bella Sara, the U.S. team has signed several licenses in key categories that will launch by year's end, followed by complementary SKUs for retail beginning in 2010.

The commercial brands team comprises:

MERCHANDISE AND LICENSING

Aysha Kidwai, director, international merchandise and licensing

Julie Quirke, head of international licensing

Nicole Withers, licensing manager and retail business development

Victoria Preston, senior manager, licensing (hardlines)

Denise Penn, senior manager, licensing (softlines)

Nicola Elliott, manager, licensing (stationery and infant)

James Chubb, licensing executive

PRODUCT DEVELOPMENT

Mara Gardner, director of brands and product development

Giles Ridge, head of brands and product development

PROMOTIONS

Corine Povreau Miles, director of promotions

Amanda Doherty, manager of promotions and new business

COMMERCIAL MARKETING

Caroline Stott, director global marketing services



Come Dine With Me

in South Africa, plus key entertainment and format properties “I’m A Celebrity, Get Me Out of Here!” “Dancing on Ice,” “Come Dine With Me” and “Hell’s Kitchen.”

The work is beginning to come to fruition. For “Dancing on Ice,” a new style guide

is being finalized for a teen-focused licensing program for soft lines, including apparel and accessories, plus health and beauty. In November, games publisher Ghostlight signed for a “Dancing on Ice” game on Nintendo DS and Wii.

The licensing and merchandising team also is continuing its focus on third-party representation of children’s properties Bella Sara online, “Pocoyó” shown on Five and “Numberjacks” on BBC.

While Antonioni believes that the business has been too concentrated on its children’s properties in the past, he is adamant that ITVGE will be more creative in its product choices for what he describes as a “strong kids’ portfolio.”

Bella Sara is already building momentum. Italy’s Giochi Preziosi has been named pan-European master toy licensee, Kidz Entertainment/EEMC is signed to represent the property in the Nordic and Eastern European countries, and Porchlight Entertainment has partnered with Hidden City Games for a television series.

Meanwhile, Pocoyó’s licensing program is being relaunched this month with a retail exclusive in the U.K., and Numberjacks will be part of a summer-themed promotion at Sainsbury later in the year.

Antonioni is keen that the educational aspects of the children’s properties come through in innovative product and online. And going forward, third-party representations are likely to continue on productions

that also are connected with other ITV divisions—whether that’s co-production, broadcast or TV sales.

Internationally, ITVGE has offices in Germany, Australia, the U.S., Hong Kong and Argentina. The U.S. has its own licensing team, while other territories use agents. Antonioni wants to take things slowly on the global front and get them right—in particular, understanding the potential for formats such as “Hell’s Kitchen,” “Come Dine With Me” and “Colour of Money.”

“With broadcasters interested in our programming, it gives us the means to create a block consisting of a television show, a Web site and a licensing program,” he says. Antonioni believes Hell’s Kitchen has huge prospects—the U.S. version has sold to 188 countries, the U.K. version has sold to 45 countries, and it also is made locally in Spain and Israel.

For Antonioni, the restructured brands’ business means there can be a concentrated effort on realizing the potential of its properties—even the morning lifestyle show “This Morning” is not immune from potential commercialization.

The ITV name, too, Antonioni believes, is part of the business assets. “The change of name

means that we can now capitalize on the ITV brand with our properties in the U.K. and globally. I’ve created a team with the top talent in the industry. We are all serious players, and we are going to become a force in global licensing.”

Now that is a solid, panoramic view. ©



TV

MipTV
takes place
from March 30 to
April 3 in Cannes,
France.

TIMES

As the first of the European television markets of 2009, MipTV will set the mood for the coming year.

By Josephine Collins

Although not the key European television market of the year, MipTV will set the agenda for the remainder of 2009 on which series are likely to take off for licensing. And the slate is pretty lively with new programming for the international markets, new series for existing hits and a strong showing on children's animation.



■ **Aardman International** is heading to MipTV 2009 with its preschool stop-motion animated property "Timmy Time." Currently in production, the 52x10 series has been pre-bought by CBeebies in the U.K. for debut this year, and it has been picked up by Disney Channels worldwide, including the U.S. Aimed at boys and girls, "Timmy Time" is non-dialogue, but will feature a variety of animal noises, comedy, fun and strong character animation.

■ **Beano Productions'** "Dennis and Gnasher," 52x11, is a co-production with Red Kite Animation and Sticky Pictures, with Ludorum representing global broadcast, home entertainment, consumer product and new media rights. The series, featuring the iconic characters from the DC Thomson comic "Beano," has been developed for a global audience using writing talent in the U.K., the U.S. and Australia. The series is in production for delivery in autumn 2009 and has been pre-sold to the BBC and 9 Network in Australia.

■ **Chorion** is showing two new animated series, "Gaspard & Lisa" and "Noddy," with presales already in place for both properties. Chorion recently signed a broadcast and licensing deal for "Gaspard & Lisa" with French broadcaster TF1, which is planning a licensing campaign to include a gift range, apparel, toys and games to sit alongside publishing for launch after the show's TV debut in 2010.

"Noddy" has been presold to Five in the U.K. and France 5. "Noddy" is currently in production and will air on Five's preschool brand Milkshake! this spring and on France 5's les Zouzous in the summer.

■ **Cookie Jar** is unveiling two new properties in Cannes, "Tales From Cryptville" and "The Doodlebops." "Tales From Cryptville" is an adaptation of the classic EC horror comic book series "Tales from the Crypt." Narrated by the Crypt Keeper, this latest incarnation tells the tale of teenager James Frost who stumbles into a mystery.

Kids' band The Doodlebops, with 65 live-action episodes under

their belts, are moving into animation in a preschool series based on music, dance and teamwork. The Doodlebops solve problems by hopping on their magical tour bus and journeying to a new destination in each episode.

■ **Decode Enterprises**, the distribution subsidiary of DHX Media, has signed presale deals with the Disney Channel in Asia and Latin America for its preschool puppet series, "Mighty Jungle," 46x11, which is debuting at MipTV alongside live-action "How to be Indie."



Disney Channel Asia has acquired both seasons of "Mighty Jungle," and Disney Channel Latin America has picked up the first episodes of the show, which is produced by Halifax Film and is commissioned by CBC in Canada.

"How to be Indie" is a live-action comedy series, told from the point of view of 13-year-old Indie as she balances the traditions of her traditional South Asian family with her Western lifestyle.



■ **Echo Bridge Entertainment** will debut a cooking series, "Lidia's Italy," 52x30, in which chef Lidia Matticchio takes viewers to her 10 favorite regions in Italy. Matticchio has appeared on PBS in the U.S. for the past eight years in "Lidia's Italian Table," "Lidia's Italian-American Kitchen" and "Lidia's Family Table."

Echo Bridge also will present season eight of teen series "Degrassi: The Next Generation," 22x30, which is set in the fictional Degrassi universe that candidly explores real-life teen issues. Also available, 13 new half-hour episodes of the reality series "Rich Bride Poor Bride" and reality show "At the End of My Leash," 65x30, that follows dog advocate and human life coach Brad Pattison.

■ **Entertainment Rights** is focusing on "Tinga Tinga Tales," "Guess with Jess" and *Kung Fu Magoo*. Making its debut at market is "Tinga Tinga Tales," an educational show for preschool kids that celebrates traditional storytelling and African folk tales about the origins of animal species. The animated series is being produced by Tiger Aspect productions and is set to air in spring 2010 on CBeebies in the U.K. and Playhouse Disney in the U.S.

Also at MipTV for the first time will be 13 full episodes of "Guess with Jess," the animated preschool series that is set to air on



CBeebies in autumn 2009. Jess the Cat and his farmyard friends explore and question the world around them.

Following its launch at Mipcom last October, ER will provide a first-look at the feature-length animated film *Kung Fu Magoo*.

■ In the wake of the Pet Pals series, **Gruppo Alconi** is creating a 3-D feature-length animated film *The Pet Pals* and *Marco Polo's Code*, due for release in December. The film brings together the six Pet Pals in Venice, where they search for the keystone to uncover Marco Polo's Code.

■ **Imira Entertainment** is debuting "Saari," a co-production with Barcelona-based Stor Fisk and TV3, at this year's MipTV. It already has scored presales to YLE in Finland and the Disney Channels in Spain and Italy, as well as to S4C in Wales. "Saari" is a 39x3 music-based flash-animated show for preschoolers about the adventures of animal friends on an island called Saari.

Other highlights of Imira's slate include "Sandra, the Fairytale Detective," a 52x13 flash-animated series produced in H-D for



4- to 8-year-olds, which already has many broadcasters on board. Co-produced with TVE and DQ Entertainment, Imira has scored presales to TF1 in France; Disney Channels in France, Italy, Germany, Spain and India; and RTP in Portugal.

■ **ITV Global** is premiering lifestyle shows for the international television market, including game show "The Colour of Money," Marco Pierre White's "Chopping Block," documentary "Billy Connolly: Journey to the Edge of the World," cooking reality show "Come Dine with Me" and the remake of 1960s cult classic "The Prisoner."

■ **Marathon Media** is premiering "The Amazing Spiez," its new boys'-oriented property, which debuts on TF1 in France in March, on Canal J in six months and in Canada on Teletoon in the autumn. Also on the Marathon slate is "Gormiti," for which the second season is set to premiere in Italy this autumn.

■ **MTVNI** is showing a cross section of programs from across its networks. From Nickelodeon and DreamWorks comes CG-animated comedy series "The Penguins of Madagascar." Set to premiere in the U.S. this month, the show is based on the penguin brothers from *Madagascar* and *Madagascar 2*.

"True Jackson VP" is Nickelodeon's new live-action comedy created and produced by Andy Gordon. The show features teenage fashionista True Jackson, played by Keke Palmer, as she gets hired by one of her idols, Max Madigan, and made vice president of his fashion empire.

From MTV, the Laguna Beach reality franchise launches

"The City," starring Whitney Port of "The Hills" as she moves from Los Angeles to Manhattan for a job with designer Diane von Furstenberg.

VH1 Classic is presenting the "All Time Top 10" of everything that rocks; and Comedy Central is taking its news skit, "The Daily Show," to the market; CMT's "Crossroads" pairs musicians from different music genres; and BET is presenting the "Iron Ring" format, which mixes young celebrities with sports fighters from jiu-jitsu, judo, karate, boxing, kickboxing and wrestling.

■ **Target Entertainment Group** is debuting series three of "Fifi and the Flowertots" and series two of "Roary the Racing Car." The preschool shows were designed and developed by "Bob the Builder" creator Keith Chapman and are produced by Chapman Entertainment.

Target has the international TV rights to "Fifi and the Flowertots," for which 104x10 episodes are now available. The third series of Fifi introduces two new characters, Buttercup and Daisy.

Internationally, it has sold to broadcasters in more than 162 territories, and licensing rights have been concluded with more than 90 licensees.

Series two, 52x10, of "Roary The Racing Car," also introduces new characters, including Breeze, an Australian beach buggy, a gadget car called James and Mr. Carburettor's mother, Mama Mia.

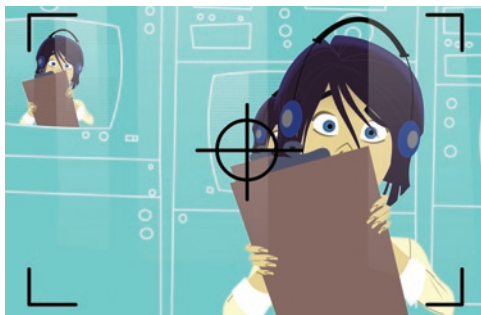
■ **The Jim Henson Co.** is taking its new CGI-animated series, "Dinosaur Train," to MipTV and is scheduling it to debut in the U.S. on PBS Kids in the autumn. The preschool series, 80x11, embraces the fascination that preschoolers have with both dinosaurs and trains, while encouraging basic scientific thinking and skills. "Dinosaur Train" is seen through the eyes of Buddy, a preschool-age tyrannosaurus rex.

The show is co-produced with Singapore animation company Big Communications, with the Singapore Media Development Authority. The U.K. co-producer is Ingenious Media.

■ **RDF Kids and Family** is taking its new CBeebies' series "Waybuloo" to the Cannes market. The 100x20 series, is a preschool show that focuses on children's emotions and features



gentle creatures called Piplings. It uses a mix of animation and live action. The series debuts in May. RDF already has signed Fisher Price as master toy licensee, Egmont as the master publisher and 2Entertain as the U.K. DVD distributor. BBC Magazines also is on board for the property. ©



Producing Parker

of the daytime talk show genre, 'Producing Parker' follows the outrageous adventures of an overworked and underpaid television producer as she

manages a dysfunctional production. We met with several American networks to find the appropriate home for 'Producing Parker' while at Mipcom, screening our animated demo," says Gillis.

In addition, the company produced a series titled "Jimmy Two Shoes," for Teletoon Canada, Jetix US and Jetix Europe. "Jimmy is an enthusiastic 14-year-old kid who accidentally falls into the weird world of Miseryville, where everything is designed to inflict torment onto its inhabitants. We were very excited to have screened 'Jimmy Two Shoes' for the first time at last fall's Mipcom Jr., alongside our partners Teletoon, Jetix Europe and Jetix US. We also met with several major home video companies, book publishers and potential master toy licenses while at Mipcom Jr. and looked forward to sharing our licensing campaign surrounding this hot new series," notes Betts. Gillis adds that "Jimmy Two Shoes" has been sold to the new Disney XD in the U.S. and started last month. "It launches in Canada in March on Teletoon and on Jetix/Disney XD in Europe in April 2009. Nickelodeon Latin America will be later this spring, and we are in the final process of closing with a major pan-Asia broadcaster," adds Gillis.

Currently in development with Treehouse Canada and 2D Lab of Brazil, Breakthrough Animation is developing, **My Big Big Friend** "My Big Big Friend," an animated series in which big problems shrink down to size with the help of a Big Big Friend. Gillis noted, "We now have a pick-up by Treehouse/YTV for 'My Big Big Friend' for 26 half hours and are doing this with 2D Lab in Brazil." In addition, the company will be promoting the newly completed third season of "Atomic Betty," along with its multi-platform content, including a new Web game, and has discussed several renewals, as well as new broadcast partnerships at Mipcom Jr.

Natalie Osborne, executive vice president of business development at 9 Story Entertainment, shared the company's programming lineup. 9 Story Entertainment brought its goodfella, Jimmy Falcone, out of hiding at Mipcom, with the introduction of "Fugget About It," the company's first prime-time animated project. The company presented buyers with a first look at the pilot of the new animated sitcom. "Fugget About It" follows the misadventures of a powerful former New York mob boss and his family, who are relocated to a sleepy Canadian town upon entering



a witness protection program.

The pilot has been commissioned for The Detour on Teletoon, the network's teen and adult programming block. In addition, 9 Story Entertainment has secured broadcast agreements with Canada's TVO and Knowledge Network for the new animated series based on acclaimed author and artist Mick Inkpen's "Wibbly Pig."

"The company presented Mipcom attendees with a look at the first teaser of the highly anticipated new live-action adventure series for kids, 'Survivorman Kids,' hosted by Survivorman himself, Les Stroud," says Osborne. Created by Les Stroud and 9 Story and commissioned for YTV in Canada, "Survivorman Kids," 13x22 minutes, takes a team of six 14- to 16-year-olds into the wilderness for three weeks, with Les Stroud serving as their mentor and survivor skill judge. Stroud deploys his experience in the wild to embark on a journey where contestants start off as average kids with little or no outdoor experience and are transformed into confident, outdoor adventurers, able to confront anything nature may throw their way.



Jimmy Two Shoes

FitzRoy Media debuted its newly established media property development company and the worldwide launch of its flagship children's brand, BidZerk!, at Mipcom 2008. Announcing the launch was chief executive officer Hamp Hampton. Specializing in children's entertainment created for a variety of new and emerging media platforms, including mobile, Internet and interactive broadcast television, FitzRoy was selling format rights at Mipcom to "BidZerk!," a new game show concept for kids 9 to 14 that features a live studio audience.

A 21st century auction game for kids, BidZerk! combines the excitement of an online auction with the knowledge skills needed for television's top quiz shows, together with the prize-winning thrill of a game show. According to the company, the result is a game to be played across multiple media platforms, including Web portals and wireless networks, along with an interactive game board.

Hampton says: "We established FitzRoy Media to take advantage of kids' growing consumption of multi-media content—especially content offered outside of broadcast television—and to leverage other companies in that space who have proven success in distribution, licensing and production to complement our efforts. BidZerk! is designed to take advantage of the trend toward new platforms for entertainment and the emergence of these platforms as both complementary and alternate destinations to broadcast television, that will build global brands for children." ©

French

FANCIES



French television is starting to leverage its licensing power as TF1 branches out with a focus on international expansion for its heritage Barbapapa property and with third-party representation deals—starting with European dance craze, Tecktonik.

By **Josephine Collins**

Think back to the 1970s and you may just recall Barbapapa and his family, an animated television series that spread across Europe,

Scandinavia and into Japan to be broadcast ultimately in 109 countries.

The show, which celebrates 40 years in 2010, follows the adventures of cotton candy creatures Barbapapa, Barbamama and their family of seven animal- and nature-loving children who protect the environment.

Across the decades, TF1, which holds licensing rights for Europe and French-speaking territories, continued to supply DVDs of the series and to manage a limited licensing program within France. But by the end of the 1980s, Barbapapa had fallen out of the spotlight.

At the beginning of this century, a nostalgic mood moved French broadcaster Télétoon to air the second series, and by 2005, M6 also was showing the series. More recently it has been airing on PIWI.

The property is now set for a licensing revival as TF1 leverages the trend for heritage properties and their popularity among adults and gains a new generation of fans through current broadcasting deals.

Daphné de Beaufort, sales manager for TF1 Licences, says one of the reasons Barbapapa is back in the spotlight is that it has a green image

Barbapapa Worldwide where the show is being aired:

Austria: ORF

China: China Central

Denmark: Danish Television

Finland: Finnish Television

Germany: RTL

Holland: TROS NOS

Italy: Nickelodeon

Japan: NHK

Korea: Korean Television

Norway: TV2

Spain: Nickelodeon

and supports family values. In Japan, where de Beaufort says the property is even bigger than it is in France or Italy, the Barbapapa symbol is used on recycling projects.

But the property also is positioned as vintage and nostalgic, a value set that enabled it to launch into the premium licensing market in 2003 with gift products from Leblon Delienne, which sold in such stores as Galeries Lafayette and the iconic Colette in Paris.

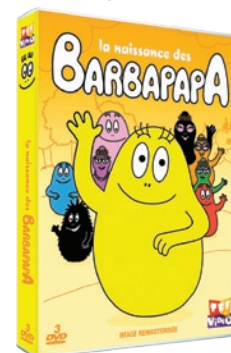
At the same time, Les Livres du Dragon d'Or started to republish Barbapapa literature and has sold more than 1 million books to date. De Beaufort says: "Based on the limited licensees

that we started with, other companies started to approach us. Now we are targeting today's young mothers, who are adults who know the property from their own childhoods.

And we are now expanding the product ranges across merchandise categories to cover adults and young adults and babies, plus children because the show is back on television."

Among the French licensees are Les Editions





du Toucan for publishing; Jemini, Edibas, RBI and CTDS in toys and games; H&M (Europe), Sun City and Max Company for apparel; and Cemoi/Jacquot for food.

TF1 is starting the international licensing rollout in Italy.

Barbapapa was strong in Italy in the 1970s, and TF1 already has

signed deals with 16 licensees for the property covering décor, toys and games, food,

cosmetics, back to school, apparel and footwear and book and DVD publishing.

Rollout in Scandinavia, which is currently being supplied by its French licensees, will follow. French-speaking territories are also in the short-term plan. The show is being dubbed into Spanish for broadcast launch in Spain, and TF1 aims to start developing in English-speaking countries toward the end of this year, following English dubbing.

“We started out purely with gifts, backed by video/DVD and books, but now we are ready for mass distribution,” says de Beaufort, who has expanded the number of categories covered, as well as the price points.

As the trend for heritage properties continues, Barbapapa looks set to reach out from France across the globe. ©

TF1 joins the dance craze Tecktonik

In contrast to the revival of Barbapapa, TF1 has signed up a most unusual license with Tecktonik, a European dance craze born out of a Paris night club.

The television company has won the worldwide licensing rights for the craze, which already has French licensees covering apparel, video games, mobile accessories, back to school and music.

Fabien Saillant, TF1 commercial and marketing director, says the international rollout of the music and fashion movement will be in two stages, following the same strategy used in France. The first stage is party nights arranged in clubs. Last summer saw events in Portugal, Belgium, Morocco, Germany, Spain, Hungary, Algeria and Japan. The U.K. and the U.S. will follow.

Party nights are being backed up by licensed product rollout. Outside France, apparel is already licensed in Spain and Belgium, and negotiations are under way in Germany and the Netherlands.

TF1 is working with Turkish licensee Ersin on multi-territory deals.

Saillant says: “We started off with consumer products in France at the beginning of 2008, and other countries are following through. For TF1, this was a real opportunity to complement our television properties with a very strong street culture/fashion property.”



A Story to Tell

E

By Josephine Collins

Entertainment Rights has signed a global publishing deal with the Penguin Group for new preschool property Tinga Tinga Tales.

The deal sees Puffin Books named publisher in the U.K. and also in control of all international publishing rights. Grosset & Dunlap is the publishing partner in North America. Penguin plans a varied program for the brand, including storybooks, novelty books, electronic books, audio books and manuals.

“Tinga Tinga Tales” is a new animated series, 52x11, produced by Tiger Aspect Productions in partnership with children’s broadcasters CBeebies in the U.K. and Playhouse Disney in the U.S. Aimed at 4- to 6-year olds, the series sees a return to traditional storytelling, bringing to screen animal stories that have been passed down from generation to generation throughout Africa. The style of the production is based on the traditional Tinga Tinga art of Tanzania.

The series is being produced in Kenya for delivery from autumn 2009 into 2010. ER is managing the worldwide distribution rights for the brand across all forms of media, including consumer products,

and Tinga Tinga Tales will form a key part of ER’s global business plan for the next seven to 10 years.

Dri Licensing continues to take children’s characters from the page and extend them into collections of product, including Miffy, The World of Roald Dahl, Guess How Much I Love You and Stripy Horse.

“Miffy,” written and illustrated by the Dutch author and artist Dick Bruna in 1955, has been developed by Dri in the U.K. in four distinct market sectors: nursery, preschool, tween and teenage girls, as well as

fashionable young women. The licensing program of more than 40 licensees in the U.K. is still growing.

The World of Roald Dahl has been extended with new deals, including design-led stationery company Roger la Borde and canvas prints from Fine Digital Print. Rainbow Designs is launching miniature collectible plush for Enormous Crocodile this summer with a range of other characters following later in the year.

Since it was first published by Walker Books in 1994, “Guess How Much I Love You” has become a publishing phenomenon. A growing licensing program in the U.K. now features the Guess How Much I Love You characters in plush and baby ceramics, greetings cards, calendars and collector’s edition prints.

Stripy Horse started life as a soft toy in the popular picture book “Who Are You Stripy Horse?” created by author and illustrator team Jim Helmore and Karen Wall and published by Egmont Books in 2007. Rainbow Designs signed as plush and gift partner with product launches this summer, and Crown Trent will launch ceramic gift sets later in the year.

Egmont in the U.K. has launched CanDo, a dedicated in-house customer publishing business aimed at developing licensed publishing promotions. Egmont already works with Mr Men, Thomas the Tank Engine, Winnie the Pooh and Ben 10.

It has recently created a Mr Men/Little Miss free-for-every-reader book promotion with *The Mirror* newspaper and an on-pack offer for Weetabix promotion with Shaun the Sheep.

The seven-strong CanDo team will report to Gillian Laskier, group sales director at Egmont.

Rob McMenemy, managing director at Egmont UK, said: “This is an exciting new venture and a natural expansion of Egmont’s U.K. business. CanDo gives us the opportunity to reach a whole new range of clients by bringing together Egmont’s talent for creating original content from scratch and our links to some of the U.K.’s most high-profile licensed characters.” ©





British Brand Upgrade

As Jaeger London took to the London Fashion Week catwalk for its third season, the iconic British brand was rolling out its latest extension, Home, as the business ramps up its product offering.

By **Josephine Collins**

Like Burberry and Aquascutum before it, heritage British brand Jaeger dusted off its fussy image and hit the catwalk with a designer collection under the Jaeger London brand. And as the brand, celebrating 125 years in womenswear and menswear in 2009, completes a makeover that has been in the works for the past five years, it also is ramping up its brand extensions through a combination of in-house and licensed operations.

The latest to hit the stores is the Jaeger Home collection of luxury bed linen, bedspreads, throws and cushions. Premium priced, it is being sold in the London Regent Street store, online at www.jaeger.co.uk and in high-end department stores, including Harrods and Fenwick.

Home joins existing brand extensions of footwear, jewelry and accessories, fragrance and gifts and optical frames. The new Home collection is not a licensed deal, rather it has been executed in-house. But chief executive officer Belinda Earl says the potential for licensed brand extensions for the business is huge.

“Our aim is become a true lifestyle brand, and with that there is a huge potential for licensing. We have experience of manufacturing and retailing ourselves, of franchise partnerships and of wholesaling and licensing—so we can apply any business model.”

Earl, who joined the business in 2004, was previously chief executive officer of Debenhams, where she was closely associated with the launch of the Designers at Debenhams initiative. Her repositioning of Jaeger has seen the creation of the edgy, younger Jaeger London and the luxury Jaeger Black to sit alongside the Jaeger mainline, aiming to bring new customers to the brand while retaining Jaeger stalwarts.

The Jaeger heritage—including reworking archive pieces—the use of noble fabrics and quality are keynotes across the business.

The new positioning is paying off with steadily increasing performance for the business owned by U.K. fashion entrepreneur Harold Tillman. Sales for the year to February 2008, the latest available, were £82.2 million (\$117.3 million), up 16 percent on the previous year. EBITDA was up 22 percent to £6.1 million (\$8.7 million).

The key license deal is a longstanding partnership for optical frames with Continental Eyewear. A fragrance license was launched in 2007 with Aspects Beauty, but this has since been brought in-house. “We are looking at what other categories there are and seeing what opportunities there are for us to expand and grow the business,” Earl says.

Driving the existing sunglasses collection and a launch into lingerie are on Earl’s wish list, together with more accessories and gifting.

Jaeger has 130 stores in the U.K. and Europe, plus Montreal in Canada; Santiago, Chile; Taiwan; and Korea. Its franchise partner in Kuwait, Speciality Fashion Group, has stores in Kuwait, Dubai and Bahrain, and more are planned. In Japan, Jaeger has almost 20 stores and department store concessions.

“Our focus has been on repositioning the brand in our core market,” Earl says. “Now we are looking at how to take that into other brand categories and territories.” ©



Belinda Earl



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Hot to Trot

As Hot Wheels gears up for the premiere of its first animated television series later this year, Barry Waldo of Mattel talks with *License! Global* about how he is leveraging content across Mattel brands.

Barry Waldo, vice president of worldwide entertainment and consumer products for Mattel, heads up all licensed



properties, other than Barbie, in the Mattel portfolio. As the business gears up for the premiere of animated television series "Hot Wheels: Battle Force," he also is looking at leveraging content from other Mattel properties. Last year was tough for Mattel. In 2008, worldwide gross sales for Mattel girls' and boys' brands were \$3.64 billion, down 2 percent on the previous year. But worldwide gross sales for girls' brands, excluding Barbie, were up 11 percent for the year. Worldwide gross sales for the Hot Wheels category were up 4 percent. Worldwide gross sales for the entertainment business, including Radica and games and puzzles, were down 4 percent. But Waldo is positive about how to engage children during a difficult economic environment. "It's very important to keep exciting kids with our core brands through programs that have fun, hopeful and optimistic tones. Kids have an incredible ability to be much more optimistic in tough times, and we must keep them excited and dreaming about their future."

By **Josephine Collins**

What's the latest on Hot Wheels?

We're working on the animation with Nelvana and Nerd Corps Entertainment. "Hot Wheels: Battle Force" will premiere in fall 2009 in Canada on Teletoon and on Cartoon Network in the U.S. It rolls into the U.K. and other territories in 2010. Hot Wheels continues to be a top boys' property year after year, and the new series will deliver everything boys have loved about the brand—speed, power, performance and attitude—along with adrenaline-fueled action and new vehicles and characters. It's an incredible milestone for the Hot Wheels brand.

How would you describe your role across entertainment and consumer products?

I'm leveraging the content of our properties to drive licensing. The aim is to build a portfolio of brands across entertainment and consumer products, which support each other. We're driving the core brands first. I briefed groups of licensees at last month's Nuremberg Toy Fair on the Hot Wheels animation. We already have the initial style guide and will follow up with more detailed assets for the crash-and-bash action comedy. And we're already talking to Activision in the U.S. about gaming.

It's not just about Hot Wheels, though?

Absolutely not. We are working with Warner

Premiere on a direct-to-video live-action movie for girls' brand Polly Pocket. We have a script and expect a release in 2010. And we've taken our game 20Q to television with a show from Endemol and 20th Century Fox. It's already in Spain, Greece and Argentina, and it will launch in Italy and the U.S. next. A key area of development for us is our strong game properties. We have movie ideas for Uno and Magic 8 Ball, as well as more game show concepts. It's part of driving our core brands.

And your archive?

We're looking at Masters of the Universe and He-Man. Masters of the Universe was a \$1 billion franchise in the 1980s, while today it is in the market as a collector's brand. We're working with Warner Bros. on a new vision—a live-action movie that could be released in 2011.

Explain the strategy behind the content ideas.

The strategy is about taking initiatives with our existing intellectual property. But we have to make sure it makes sense. We ask ourselves, does the brand translate to content? Everything we do has to have a credible soul to it. With Masters of the Universe, there is a wonderful rich mythology to the brand that we can build on with a movie. On 20Q, there is a compelling translation into a game show. It is important to us that we are creating credible content that justifies the format. ©

