

LICENSE[®] GLOBAL

THE LICENSING INDUSTRY'S THOUGHT LEADER
LICENSEGLOBAL.COM

GLOBAL



jazwares
and Epic Games Partner
to Launch Wide Range
of Fortnite™ Toys.

© 2018 Epic Games, Inc. All rights reserved.



#FORTNITE IRL

IN STORES NOW!

jazwares®



For Licensing inquiries contact:
Sam Ferguson, VP of Global Licensing
sferguson@jazwares.com



@Jazwares
#Jazwares



Copyright © 2018 Jazwares, LLC. All rights reserved.
© 2018 Epic Games, Inc. Fortnite and its logo are registered trademarks of Epic Games, Inc. in the USA (Reg. U.S. Pat. & Tm. Off.) and elsewhere. All rights reserved.



LICENSE®

THE LICENSING INDUSTRY'S THOUGHT LEADER IN GLOBAL
LICENSEGLOBAL.COM GLOBAL

Spreading Goodness

The Hershey Company has built its storied legacy on the world's love affair with chocolate. Now, more than a century on, the company continues to expand its brands to all corners of the globe with multiple indulgent extensions that span everything from food and beverage to beauty products, seasonal items and accessories.



Plus:

- ▲ The Influentials: 40 Under 40
- ▲ Mickey Turns 90
- ▲ Who Will Replace Toys 'R' Us?



UBM

20th Anniversary in 2019



©Eiichiro Oda/Shueisha, Toei Animation



TOEI ANIMATION

Since 1956

www.Toei-Animation-USA.com

DRAGONBALL Z™

30th Anniversary in 2019



©BIRD STUDIO/SHUEISHA, TOEI ANIMATION



41 90 YEARS OF MICKEY MOUSE

From his beginnings in “Steamboat Willie” to high fashion collaborations with the hottest designers, Mickey Mouse has come a long way in 90 years and has grown to become an indelible piece of popular culture for every person around the world.



62 LICENSING 2018

It seems like only yesterday that industry professionals were ringing in the new year and wondering what 2018 had in store. Have their predictions come true?



17 SPREADING GOODNESS

The Hershey Company has built its storied legacy on the world’s love affair with chocolate. Now, more than a century on, the company continues to expand its brands to all corners of the globe with multiple indulgent extensions that span everything from food and beverage to beauty products, seasonal items and accessories.

52 IT'S A SMALL WORLD: LICENSING TAKES THE WORLD BY STORM

As the world continues to shrink, business-savvy companies are penetrating global markets—and catapulting their brands to the worldwide stage.



57 EXPORTING INNOVATION

Since the days of the Silk Road, China has played a central, often defining role in world commerce. Now, through a combination of political and economic forces, that role is evolving.



24 THE INFLUENTIALS

The Influentials recognizes those that have impacted licensing in a marked way. This year, *License Global* is looking to the next generation of business executives as it highlights the 40 Under 40.



47 BATTLE OF THE TOY TITANS

2018 will mark the first holiday season without Toys ‘R’ Us, and retailers large and small are clamoring at the opportunity to snag the largest possible share of the toy market this holiday season.

EDITORIAL DEPARTMENTS

- 05 **TRENDWATCH**
Retail-volution (plus Netflix).
- 06 **VIEWPOINT**
The rise of digital brands.
- 08 **GUEST EDITOR**
SYBO Games’ Naz Amarchi-Cuevas is disrupting gaming in 2019.
- 09 **CHARTBUSTER**
Toy sales remain strong in the holiday season.
- 10 **BIZ BRIEFS**
Exec moves, licensing deals and more.

ON THE COVER



ERNEST SAVO, director, global licensing and business development, The Hershey Company

The Licensing Sector's Premier Publication

The most comprehensive news
source for brand licensing and retail
news, data, analysis and trends,
meeting you where you are.

Available via
PRINT,
DAILY E-NEWS,
EVENT SHOW DAILIES
and SOCIAL

Subscribe Now @
LicenseGlobal.com

For advertising opportunities,
contact **Rebecca Dennis**
+1 310.445.3716 | rebecca.dennis@ubm.com

editorial department

content director
Amanda Cioletti **310.857.7688**
amanda.cioletti@ubm.com

content editor
Bibi Wardak **310.857.7499**
bibbi.wardak@ubm.com

art department

graphic designer
Ramprabhu **714.845.0252** ext. 6055011
ramprabhu.v@hcl.com

advertising department

vice president, sales
Howard Gelb **310.857.7687**
howard.gelb@ubm.com

account manager
Christie Ramsey **310.857.7632**
christie.ramsey@ubm.com

managing editor
Patricia DeLuca **212.600.3402**
patricia.deluca@ubm.com

digital editor
Amber Alston **212.600.3178**
amber.alston@ubm.com

senior production manager
Karen Lenzen **218.740.6371**
Klenzen@hcl.com

account manager
Rebecca Dennis **310.445.3716**
rebecca.dennis@ubm.com

Licensing and Reuse of Content:
Contact our official partner, Wright's Media, about available usages, license fees, and award seal artwork at Advanstar@wrightsmedia.com for more information. Please note that Wright's Media is the only authorized company that we've partnered with for Advanstar UBM materials.

ubmlicensing

senior vice president, licensing
Jessica Blue **310.857.7558**
jessica.blue@ubm.com

licensingexpo

marketing manager
Nick Pucci **310.857.7624**
nick.pucci@ubm.com

marketing specialist
Russell Coronel **310.857.7414**
russell.coronel@ubm.com

brandlicensingeurope

brand director
Anna Knight **+44 0 20 7560 4053**
anna.knight@ubm.com

licensingexpojapan

general manager
Nobuaki Nito **+81 3 5296 1020**
nobuaki.nito@ubm.com

brand director
Steven Ekstract **212.600.3254**
steven.ekstract@ubm.com

project manager
Deidre Manna-Bratten **310.445.4203**
deidre.manna-bratten@ubm.com

marketing coordinator
Mahilet Mekonnen **310.445-3738**
mahilet.mekonnen@ubm.com

licensingexpochina

general manager
Celia Gu **+86 571 8839 3239 801**
celia.gu@ubm.com

© 2018 UBM. All rights reserved. No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical including by photocopy, recording, or information storage and retrieval without permission in writing from the publisher. Authorization to photocopy items for internal/educational or personal use, or the internal/educational or personal use of specific clients is granted by UBM for libraries and other users registered with the Copyright Clearance Center, 222 Rosewood Dr. Danvers, MA 01923, 978-750-8400 fax 978-646-8700 or visit <http://www.copyright.com> online. For uses beyond those listed above, please direct your written request to Permission Dept. fax 732-647-1104 or email: jillym.Frommer@ubm.com

UBM Advanstar provides certain customer contact data (such as customers' names, addresses, phone numbers, and e-mail addresses) to third parties who wish to promote relevant products, services, and other opportunities that may be of interest to you. If you do not want UBM Advanstar to make your contact information available to third parties for marketing purposes, simply call toll-free 866-529-2922 between the hours of 7:30 a.m. and 5 p.m. CST and a customer service representative will assist you in removing your name from UBM Advanstar's lists. Outside the U.S., please phone 218-740-6477.

License Global does not verify any claims or other information appearing in any of the advertisements contained in the publication, and cannot take responsibility for any losses or other damages incurred by readers in reliance of such content.

License Global welcomes unsolicited articles, manuscripts, photographs, illustrations and other materials but cannot be held responsible for their safekeeping or return.

To subscribe, call toll-free 888-527-7008. Outside the U.S. call 218-740-6477.

RETAIL-VOLUTION (PLUS NETFLIX)

2018 brought a host of changes, particularly at retail. Here's what's trending in the space, along with some notes on the new studio in town.

No industry was immune from the overwhelming changes in business in 2018, but the headlines closely followed those at retail and in Hollywood. Consolidation, closures and strategy overhauls were everywhere in 2018. Here's a look at some trends sure to be a big win with consumers moving forward, with a bit of Netflix to ice the cake.

The Blurry Line Between Retail and e-Comm

Brick-and-mortar retail still has a place in the modern age. No one is proving that more than online brands and retailers who are staking their claim on physical spaces in new ways.

Amazon now counts three different brick-and-mortar retail concepts among its arsenal—Amazon 4-Star, which includes only highly-rated products; Amazon Pop-Up, which are temporary shop-in-shops at stores like Whole Foods and Kohl's; and Amazon Books, which brings back the physical bookstore. They all have a creative spin, such as cashless payment, but the concept is familiar—it's real, and you can touch the product.

In New York City, BuzzFeed is opening a “quirky toy store” dubbed Camp (source: *New York Post*), and Glossier, a cult online makeup brand, opened permanent flagship stores in Los Angeles and New York City.

M.Gemi, a footwear brand, has “fit shops” on the East Coast that allow customers to try on styles and have them shipped direct. Bonobos, Walmart's menswear brand, is doing something similar with its “guideshops.”

The line between e-commerce and physical retail is no more. To have a successful brand, you need to have a dynamic, online experience and physical retail opportunities. (And they better be cool.)

Let's Make Shopping Fun Again

Retail is not dead, but it is due for a massive overhaul. The closures of Toys 'R' Us, Sears and Bon-Ton have highlighted that the old model just isn't working anymore. Why go to a store if you can buy it online... especially if that in-store experience was a bit lackluster? Retailers have to offer something unique.

Retailtainment is cropping up everywhere, and smart brands are making their experiences shoppable.

Sephora's business model has always asked customers to come in and play... and maybe you'll buy that product you're testing. It's working quite well for them—Sephora's parent company LVMH reported growth for the retailer, helping the luxury conglomerate to 11 percent revenue growth in 2017.

Malls are incorporating experiences such as live events,

music and good food, inviting the public to think of them again as the town center (and buy stuff!). Last year, JLL reported that malls had invested more than \$8 billion in renovations over the last three years, with 55 percent adding entertainment offerings, 43 percent adding non-retail uses and 20 percent adding dedicated open green spaces or kid-friendly play areas.

This concept of retailtainment is not unique to the U.S., in fact, it may be behind the times—the Middle East has lots of branded concepts across the region including at the Dubai Mall, which includes a natural history museum, an aquarium, an ice rink, movie theaters and KidZania, an entire city that's been kid-sized—all sitting amongst traditional retail doors.

A similar scenario is playing out at the Yas Mall in Abu Dhabi, and China is not far behind either thanks to its booming middle class and a growing population.

Limited-Run Experiences

It is human nature to want what you *think* you can't have. Brands are tapping into that FOMO for a new, profitable revenue stream.

These experiences, much like retailtainment, must offer the customer something unique, interactive and on trend. And—let's be honest—they need to make your Instagram feed look good.

There's been a glut of these new experiences recently such as Refinery29's 29 Rooms, which is an immersive compilation of pop-up art exhibits that offer visitors the chance to interact with creators and brands... and take selfies; and Disney launched “Mickey: The True Original Exhibition” last month, a celebration of 90 years of the famous mouse.

The key to these experiences is that you have to get there quickly, or you may miss out. Just make sure your guests exit through the gift shop.

Netflix

Netflix is a game changer. Much like the radio then TV changed how people use their leisure time, so is Netflix. First they killed home video and now they are coming for the big Hollywood studios.

There will be others that master SVOD (I see you Disney+), but Netflix is buying, creating and monetizing content in ways never done before, thanks to their boatloads of data and cash.

With recent studio space purchases in New Mexico and an animation slate that suggests a strategy shift, there's no arguing that Netflix is a force. It is ramping up in consumer products, too, naming former Disney exec Christie Fleischer to lead a team. It's yet to be seen what the company can really do. ©



by AMANDA CIOLETTI
content director, License Global

THE RISE OF DIGITAL BRANDS

Opportunities in brand extensions exist more so now than ever in the online world. Steven Ekstract breaks down what you should be looking at next.



by **STEVEN EKSTRACT**
brand director, global licensing
group, UBM

While change is always a constant in the licensing business, we have been experiencing a brand revolution over the last decade that has transformed the consumer brand marketplace from a complacent, stable number of well-known, long-standing and widely-accepted brand names that have been built through the power of traditional advertising, to a brave new world of emerging digital brands that have been nurtured through social media and the Internet's ubiquitous hold on our lives. As a result, the tumult we've seen in the business of licensing and disruption at retail is giving rise to a new, exciting era.

The Power of FAANG

FAANG, an acronym for Facebook, Apple, Amazon, Netflix and Google, represents the fastest-growing, most-recognized and highly-valued digital brands today. Facebook has transformed the way we communicate socially, Apple has revolutionized mobility, Amazon is changing how we shop, Netflix has shifted how we view TV and Google is where we get all our information. From a brand perspective, these companies are no longer just nouns; they have become verbs. They represent actions we take every day.

Don't believe me? Google it.

So then, when a brand is both a noun and a verb, I submit it has a good chance to succeed in licensed brand extensions. But where, one wonders, is the licensing for these brands?

The Buzz Around BuzzFeed

Let's look at BuzzFeed. A 12-years-young social media company, BuzzFeed is an example of an early digital brand adapter that has embraced licensed consumer products. In the two years it has been actively licensing, they have launched 90 SKUs at Walmart under the Tasty brand, and in October, launched 100 SKUs under the Goodful brand at Macy's. BuzzFeed is opening its first retail store in New York City—Camp—which will feature toys, and a plan to open 20 more around the U.S. is in the works for next year. In its short history, BuzzFeed has become one of the most sought-after brand licensors in the largest licensing market in the world. (For more on BuzzFeed, see *License Global's* August issue cover story.)

Given BuzzFeed's significant success in

licensing, imagine the possibilities for Instagram, Twitter, Snapchat, Spotify, YouTube, Twitch, Reddit, Tic Toc (Musical.ly), Uber, Airbnb, WebMD, etc. If it's a digital brand that you see daily, the licensing opportunities are there.

In October, LIMA and the UBM Global Licensing Group hosted an afternoon licensing summit in San Francisco, Calif., that provided digital brand companies with specific examples of licensing success from two successful digital licensors, BuzzFeed and Ubisoft. The purpose of the Summit was to assist digital brands in understanding the power licensed products can have with their audience.

A Digital Revolution in Entertainment

Arguably, entertainment brands represent the lowest-hanging fruit for licensed consumer products, but the digital revolution has changed the way consumers engage with entertainment. From video on-demand to massive multiplayer online gaming, the traditional way in which we consume and engage with entertainment has changed significantly. Just as linear TV has been experiencing a seismic shift due to new technologies in the consumer marketplace, Hollywood studios are too, reacting and almost exclusively looking to create franchises that incorporate multiple films, live events, theme parks and consumer products as a way to create additional revenue streams for their hefty content investments.

This year, the entertainment category that has benefitted most for licensed products is video games. Gamers spend hours dedicated to their game franchises, creating a brand loyalty and demand for physical consumer products that has eclipsed almost all other forms of entertainment. The current feeding frenzy around the license for "Fortnite" proves that from an entertainment licensing perspective, gaming is a hot license. The "Overwatch" franchise from Activision Blizzard is another major licensing juggernaut and has created a revolution in the eSports realm. With these and the other properties that are continually coming to the forefront, you have a recipe for very successful consumer product programs.

As a licensee, retailer, agent or brand looking for partners, I urge you to look closely at digital brand opportunities in 2019. ©



CONDÉ NAST

A WORLD OF OPPORTUNITIES

Explore licensing within our legendary brand portfolio

PRODUCT | IMAGE | LOGO

LICENSING@CONDENAST.COM

allure ARCHITECTURAL DIGEST **bon appétit** BRIDES **Traveler**

epicurious **GolfDigest** *Gourmet* **GQ** **GLAMOUR** **HOUSE & GARDEN** Mademoiselle

THE NEW YORKER **SELF** **teen**VOGUE VANITYFAIR VOGUE **VOGUE LIVING** **WIRED**

A WHOLE NEW WORLDHOOD

SYBO Games is already onto the next licensing disruptor for 2019.



by **NAZ AMARCHI-CUEVAS**
head of licensing, SYBO Games

Naz Amarchi-Cuevas has more than 20 years of diverse experience in sales, marketing, business development, general management and leadership in consumer-centric industries and territories. In 2017, Amarchi-Cuevas became head of licensing at SYBO Games.

This is Worldhood, the rising lifestyle trend that is disrupting norms. Beautifully weaving threads between regional styles to create a blended approach, Worldhood shouts-out a rebellious, expressive and “newstalgic” authenticity. It cements an array of strong global influences into a mosaic that embodies edgy street art, youth fashion, skate culture, music and dance in immersive ways.

Our brand was organically brought up within this global backdrop where your own choices, taste and preferences mean more than where you come from. Fans of “Subway Surfers,” “Fortnite” or Freddie Mercury of Queen are closer to one another than they are to their next-door neighbors.

Worldhood for “Subway Surfers” was born when the mobile game premiered more than six years ago. From the get-go, the game introduced the world tour, a concept quickly mimicked by other game publishers. Each month, the characters find themselves in a new location—more than 43 destinations to-date. This introduction to other cultures and lands ignited a tribe around the globe, a group who collectively embrace street art, hip-hop, the skate scene and more.

From the world tour to our worldwide fanbase, we have a unique handhold on how our brand has seeped into a lifestyle. “Subway Surfers” may have been born in Denmark, but our top 10 strongest territories are the U.S., the U.K., Germany, Mexico, Brazil, Latin Europe (Portugal, Spain, Italy and France), Russia, India, the Middle East and China. Our jaw-dropping 2.1 billion-plus nearly organic downloads, No. 1 spot as the most downloaded game ever in the Google Play store and one of the top games downloaded in the App Store’s 10-year history happen for good reason. Last year, “Subway Surfers” was the most downloaded game worldwide. Mic. Drop.

We are reminded daily that the industry is changing, and the status quo is not a given for success. At SYBO, we are breaking standard protocols by co-creating, co-developing and co-thinking about what will resonate with our brand’s massive and active worldwide fans. What is top of mind for us? What do our fans truly desire? How will it seamlessly merge into their day-to-day, while keeping true to the fact that we are the original street art brand? SUBSURF aims to deliver this and more. Building a program around Worldhood is terrific fun! That’s how licensing and merchandising a lifestyle should be.

SYBO is not the only brand catering to the Worldhood lifestyle. Supreme teamed up with graffiti legend Lee Quiñones to produce hoodies, pants and a skate deck, all featuring original work by the artist and for sneaker week, Stella McCartney collaborated with street artists for limited edition shoes and Reebok has long united disruptive and authentic artists. Windex even recognizes this cultural lifestyle. To create awareness for its foaming glass cleaner, they tapped street artists to show audiences how much fun it is to write on stuff.

SYBO GAMES HAS A UNIQUE HANDHOLD ON HOW OUR BRAND HAS SEEPED INTO A LIFESTYLE. LAST YEAR, “SUBWAY SURFERS” WAS THE MOST DOWNLOADED GAME WORLDWIDE. MIC. DROP.

SYBO is also doing important work globally to lean-into our scale and the power of our fandom. Engaging “Subway Surfers” enormous platform, we’re spreading important messages about the power of action. With partners beside us like Beautify Earth, Universal Hip Hop Museum and Plastic Change, we are putting our resources where it matters, because storytelling around diversity and inclusion, saving our planet and culture over country all matter to our fans and to us.

As 2018 comes to a close and a new year begins, one thing is guaranteed: we are living the best of times in our industry. From how fans enjoy our content, absorb and share trends and discover new pathways to express, we as veterans in this industry, have our fingers on the pulse and have the swift ability to adapt storytelling for our brands. Let us continue to be trailblazers and keep telling the story in fresh and unique ways. ©

TOY SALES CONTINUE GAINS

Despite concerns earlier this year, toy sales look strong heading into the holiday season, with dolls and electronics leading the pack.

Compiled by



Across the 13 international toy markets* tracked by global information company The NPD Group, toy industry sales grew \$409 million to \$27.4 billion year-to-date, a 1.5 percent increase over the same time period last year (Jan.-Sept.).

The bulk of this growth can be attributed to sales in the Americas**, which are up 3.3 percent. Europe*** and Australia saw declines of 1.6 percent and 1.9 percent, respectively. Looking at supercategory sales performance across these 13 markets, the strongest dollar growth is coming from dolls, which increased 14 percent to \$3.84 billion; and the fastest-growing supercategory is youth electronics, with a 16 percent increase that reached \$528 million.

In dolls, L.O.L. Surprise! continues to drive the majority of the international growth, with dollar growth for this top-performing MGA Entertainment

“THE ENDURING SUCCESS OF PROPERTIES IS FUELED BY THE CONTINUED INTEREST IN SOCIAL MEDIA, AS WELL AS THE INTRODUCTION OF NEW ITEMS TO STIMULATE AND PIQUE THE INTEREST OF CONSUMERS.”



property being more than five times the growth of the second-best performing growth property. In youth electronics, Fingerlings is driving the majority of the international dollar growth, which is more than 10 times that of the second best-performing growth property.

“The enduring success of properties like L.O.L. Surprise! and Fingerlings is fueled in part by the continued interest in social media and unboxing videos, as well as the introduction of new items to stimulate consumer demand and pique the interest of consumers,” says Frédérique Tutt, global toys industry analyst, The NPD Group. “Should L.O.L. Surprise! maintain strong sales through the end of the year, MGA Entertainment is likely to become the fourth largest manufacturer globally for the very first time.”

Of the supercategories that did not perform well across the 13 international toy markets, the largest dollar decline came from outdoor and sports toys, down 2.9 percent (-\$158 million) while the fastest declining supercategory was plush, down 5.4 percent (-\$81 million). ©

Source: The NPD Group/ Retail Tracking Service, dollar sales adjusted, January-September 2018

*NPD's Global Toys retail footprint covers Australia, Belgium, Brazil, Canada, France, Germany, Italy, Mexico, Netherlands, Russia, Spain, the U.K. and the U.S.

**Americas: the U.S., Canada, Mexico and Brazil

***Europe: Belgium, France, Germany, Italy, Netherlands, Russia, Spain and the U.K.

Industry Vet Highlights the Power of Brand Licensing

Writing an all-encompassing book about brand licensing was no easy task. For Beanstalk co-founder and chairman Michael Stone, a suggestion to write a book made during a brainstorming meeting six years ago took nearly three years to write.

“There are a handful of books out there about licensing, but they cover everything,” says Stone. “No one has done a definitive book about brand licensing, and it holds a different place. We’re in a unique time right now, during which brand licensing, in particular, can be used as a very effective way to engage consumers.”

The Power of Licensing:

Harnessing Brand Equity is 357 pages of how brand licensing can help a product’s visibility, as well as its longevity in the retail space.

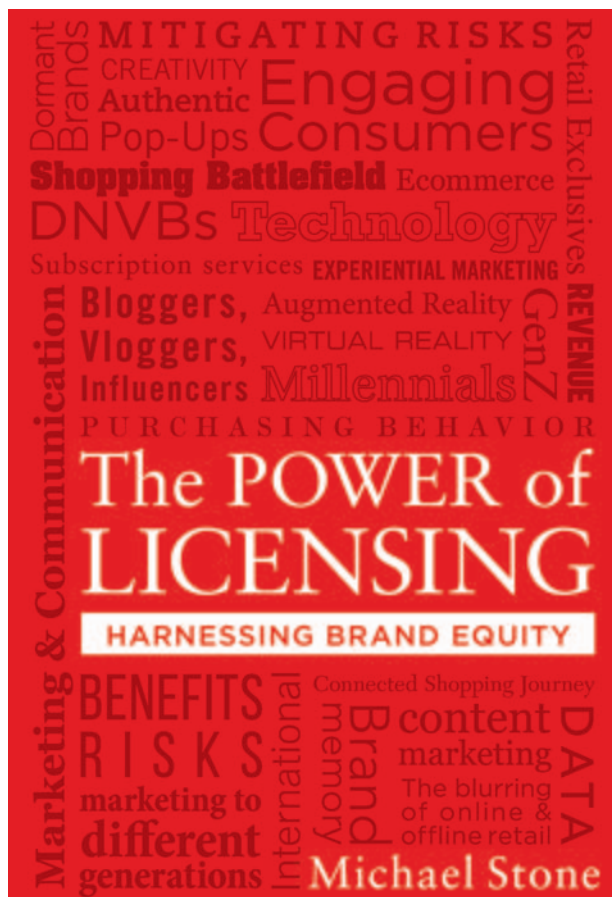
A number of companies are mentioned in the book, including Baileys and Weight Watchers, all which have used brand licensing to achieve their overall business goals.

The book is not only an essential tool for those who may not be familiar with licensing, says Stone, but it can also help an existing business elevate its brand.

“This book isn’t just for the licensing community, but for the broader marketing community to position licensing in the context of what’s going on right now in marketing, communications and retail,” says Stone.

Stone also outlines ways that brands can go beyond what he calls “decorative licensing” to connect their licensed products to their core brands.

“We’re living in a very complex ecosystem right now. No longer can brands rely on traditional forms of advertising to communicate their message. Advertising is still important, but not as important as it used to be. There are so many other ways to communicate messages now, primarily driven by technology and the Internet.”



And, Stone points out, there is no blanket messaging that will get your point across multiple generations.

“Consumers, particularly younger consumers, don’t want messages pushed at them,” notes Stone. “They want to be invited to participate with a brand.”

Stone also addresses how having so many communication options has proved to be a challenge for advertisers. Advertisers may set out a direct path for a brand, but Stone calls the new lines of communication a “shopping battlefield.”

“There are so many ways to sell a product,” says Stone. “It’s not just brick-and-mortar retail anymore. Consumers are buying product 24-hours-a-day, seven-days-a-week.”

However, that doesn’t mean online is the way to go for marketers.

“It’s not an online vs. offline contest anymore,” says Stone. “It’s blurring. In this digital age, licensing is in an analog tool; licensing asks the consumer to participate with the brand by buying a product. It enables a brand to further entangle with the consumer. It’s an authentic and genuine way to communicate a brand message.”

A practice that dates back to the 1800s with Coca-Cola, brand licensing is, in no ways, an antiquated notion. In fact, it’s needed now more than ever.

“There’s so much overload, so little time,” says Stone. “Brand licensing allows consumers to make a decision. But in the digital age, brands still need to be smart. Licensing is very effective.”

The Power of Licensing: Harnessing Brand Equity is now available on Amazon.com.



MICHAEL STONE

author, *The Power of Licensing, Harnessing Brand Equity*, and co-founder and chairman, Beanstalk



Apple is Most Valuable U.S. Brand

BrandZ unveiled its Top 100 Most Valuable U.S. Brands of 2019 ranking at the New York Stock Exchange in New York City.

BrandZ's Top 10 U.S. Brands of 2019 are Apple (with a brand value of \$316 million), Google (\$313 million), Amazon (\$279 million), Microsoft (\$215 million), Visa (\$163 million), Facebook (\$161 million), McDonald's (\$124 million), AT&T (\$106 million), IBM (\$95 million) and MasterCard (\$92 million).

The Top 10 Risers, ranked by their increase in brand value from 2017, are Netflix (up 93 percent), PayPal (88 percent), Amazon (69 percent), Instagram (67 percent), Adobe (66 percent), MasterCard (66 percent), Whole Foods (56 percent), CenturyLink (45 percent), Salesforce (44 percent) and LinkedIn (41 percent).

The Top 10 companies in brand contribution (the measure of the influence of a brand alone on financial value of a brand) are Pampers, Estée Lauder, Coca-Cola, PayPal, FedEx, Tide, Gillette, Disney, HBO and Clinique.

Newcomers to the 2019 BrandZ list are Uber, Dell, NBC, Xbox, ESPN, CBS,

Newport, Fox, HBO, Pinterest and Twitter.

Senior WPP and Kantar leaders and industry veterans shared insights into the brands' success driven by innovation and customer experience. The companies that earned a spot on BrandZ's list have outperformed their competitors by executing well-received customer experiences.

"The amount of value created by the companies is extraordinary," says David Roth, chief executive officer, WPP EMEA and Asia chairman, BAV Group.

According to BrandZ, a focus on both innovation and brand experience helped these brands grow 200 percent faster than brands that are not able to deliver on either metric.

"Building a brand remains extremely important," says Adam Caplan, partner and global ROI practice lead, Kantar Consulting.

BrandZ's study also found that smaller companies have made strides in overlooked niches while larger brands are making significant data, digital and marketing technology investments to get ahead of a growing consumer landscape.

"Technology-enabled, human-centric brands will win," says Doreen Wang, global head of BrandZ, Kantar Millward Brown.

Later, a panel (comprised of Anita Watkins, global head of qualitative, Kantar; Craig Dubitsky, founder, Hello Brands; Bradley Kay, chief brand officer, Convene; Ricardo Marques, group vice president, marketing, care and value brands, Anheuser Busch InBev; and Liz Walton, vice president, marketing, Yext) shared insights from this year's research and discussed the challenges and opportunities facing today's market from experts on influential trends and growth essentials.

"It's humanizing the whole experience," says Dubitsky. "It's not business as usual. It's business for everyone."

One of the takeaways from the BrandZ Top 100 study is that traditional companies are now challenged by newer brands from Silicon Valley.

"It's anyone's game," says Victoria Sakal, associate director, Kantar Consulting. "What will your role be?"

For the full list, log on to Brandz.com.

Jazwares' 'Fortnite' Toy Line Goes Global

Jazwares' "Fortnite" toy line brings Epic Games' action building game to life with a collection of true-to-game action figures, building sets, piñatas, plush and more.

The toy line reflects what gamers see in the world of "Fortnite."

The "Fortnite" toy line includes:

- **"Fortnite" Loot Chest:** Bring the thrill of Battle Royale to life with this "Fortnite" Loot Box collectible chest. The treasure chest contains a variety of game-authentic loot, including weapons and building materials. And it's the only place to get your loadout for the 4-inch Solo Mode figures sold separately.
- **Llama Loot plush:** What Battle Royale player wouldn't want a "Fortnite" Llama Loot plush to cuddle? This ultra-soft plush stands at 7-inches tall and features high-quality fabric and embroidered details.



- **"Fortnite" Llama Piñata:** The "Fortnite" Llama Piñata is busting open with the best loot from the game and brings the unboxing experience to the next level with an exclusive Rust Lord action figure, loads of Epic and Legendary weapons, back bling and more.
- **Solo Mode figures:** Ready up with "Fortnite" Solo Mode collectible figures. These articulated action figures have incredible details, feature outfits and come with harvesting tools. The 4-inch scale is perfect for living out "Fortnite," fitting within a world rich with building experiences, gliders, vehicles and much more. Assortment features Carbide, Drift, Bandolier, Raptor and Teknique.
- **Early Game Survival Kit:** Relive your best moments from "Fortnite" and create new ones with the Early Game Survival Kit. The kit includes a detailed 4-inch Omega action figure that features maxed-out armor along with a Legendary weapon,

umbrella and a building material/stand.

- **Squad Mode:** Squad up and drop in! The "Fortnite" Squad Mode four figure pack brings "Fortnite" squads to life. Each four figure pack is full of Epic and Legendary outfits and much more. Each figure comes with a weapon and their harvesting tool.
- **Turbo builder set:** Brings the ultimate build from "Fortnite" to life with Jonesy and Raven 4-inch articulated figures and an abundance of gear, including harvesting tools, weapons and 81 building materials for building walls, ramps, floors, arches and much more.



Crayola Brings Color to the Children's Aisle

Crayola has signed a deal with children's apparel retailer Haddad Brands to create a new line of infant and children's apparel that celebrates its vast portfolio of vibrant colors.

The bright and expansive collaboration offers clothing, accessories and hosiery that celebrate creativity and self-expression, hallmarks of the Crayola brand.

"Our collaboration with Haddad is built on the shared and complementary corporate goals of evoking self-expression and creativity," says Warren Schorr, vice president, business development and global licensing, Crayola. "We are thrilled to capture the essence and passion of both companies inspired by Crayola's

creativity and color."

The line was unveiled at an exclusive 2019 fashion preview event at Candytopia in New York City, which was attended by celebrities and influencers including CC Sabathia of The New York Yankees, former New York Giant Tiki Barber, the McClure Twins and more.

"Haddad Brands is excited to expand our iconic global family brand portfolio to include Crayola," says Ruth Walnick, vice president, Haddad Brands. "Along with a strong family heritage, Crayola represents great memories of our past, dreams of the future and the opportunity to spread color around the world today. We look forward to working with Crayola."



**NEW
SERIES**

Kids 2-5 • 39 x 22

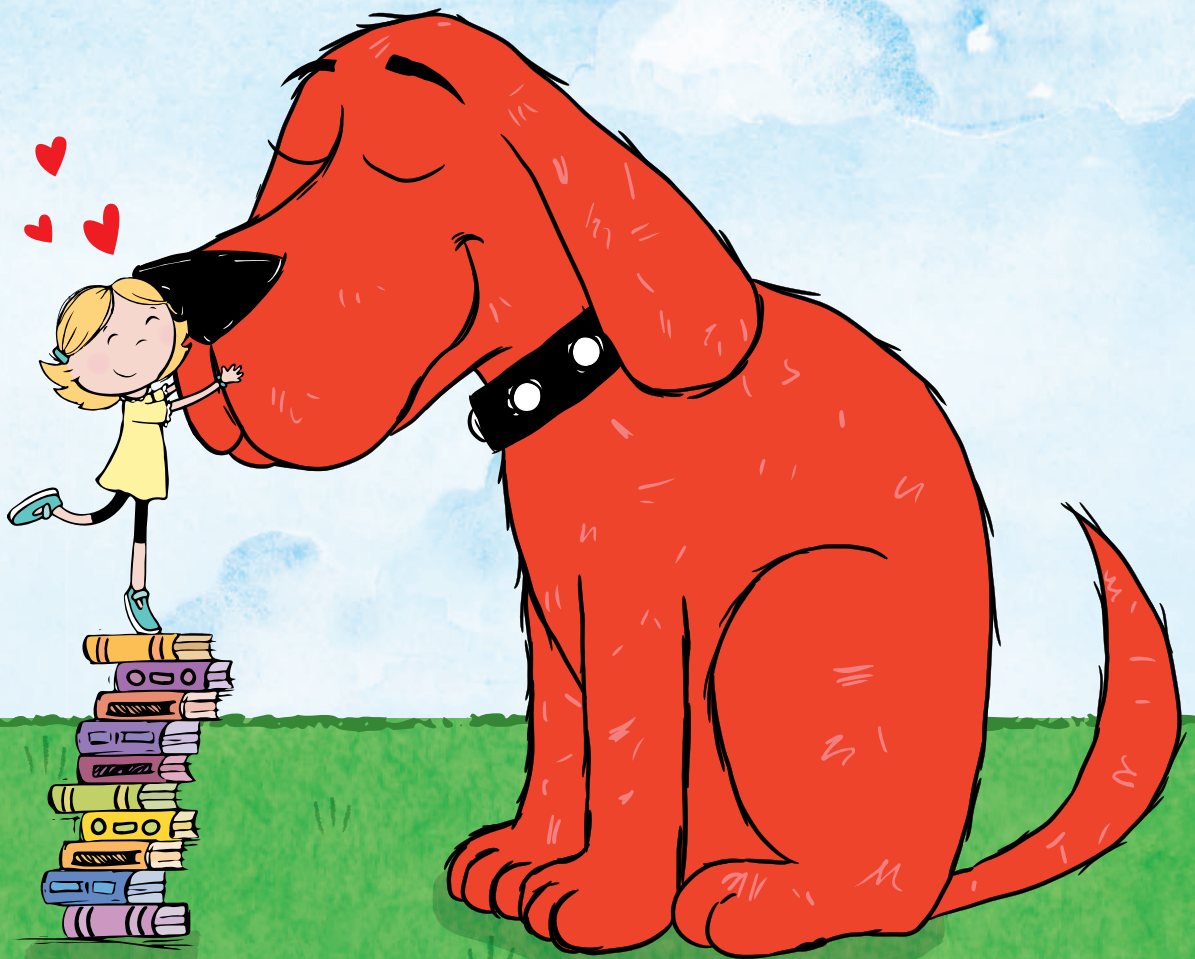
FALL 2019

Available Internationally
January 2020

Clifford

The BIG RED DOG®

NEW FRIENDS! NEW SONGS! NEW STORIES! MORE LOVE!



Licensing and Promotions:
Lkarppi@scholastic.com
Akosiewska@scholastic.com

International Publishing:
rights@scholastic.com

International Distribution:
distribution@9story.com



SCHOLASTIC

WATCH ON



™ & © Scholastic Inc. SCHOLASTIC is a trademark of Scholastic Inc. CLIFFORD THE BIG RED DOG ® & © The Norman Bridwell Trust. PBS KIDS and the PBS KIDS Logo are registered trademarks of Public Broadcasting Service. Used with permission. All rights reserved.



Williams-Sonoma Heads to South Asia

Williams-Sonoma has teamed with Reliance Brands, a subsidiary of Reliance Industries, to bring several of its brands to India in a franchise agreement.

Through the deal, West Elm, Pottery Barn and Pottery Barn Kids will appear in the region for the first time.

“We are excited to partner with Reliance as part of our continued global expansion,” says Laura Alber, president and chief executive officer, Williams-Sonoma. “We are looking forward to opening our first stores in Mumbai and introducing our distinctive brands, excellent customer service and exceptional products to customers in India.”

The first store will open in early 2020.

“We currently operate retail and franchise stores across the world with company-owned stores in the United States, Canada, Australia and the United Kingdom,” says Ronald Young, executive vice president, global, Williams-Sonoma. “Our franchise network includes countries throughout the Middle East, South Korea, the Philippines, and Mexico. Adding Reliance to our franchise network is a significant step in our continuing global expansion. As India’s largest retail company, we look forward to a strong relationship and long-term success with Reliance Industries as we prepare to open our first stores in India.”

ABG, DSW Complete Camuto Group Acquisition

Footwear and accessories retailer DSW and Authentic Brands Group have completed the acquisition of Camuto Group.

Following the transaction, DSW will acquire all of Camuto Group’s global production, design infrastructure and sourcing, including operations in China and Brazil, as well as a distribution center in New Jersey. ABG and DSW have also completed the acquisition of many of Camuto Group’s IP rights under a new alliance.

Brands covered in the partnership include Vince Camuto, Louise et Cie, Sole Society, CC Corso Como and Enzo Angiolini, among others. Camuto Group is best known for the Vince Camuto brand, Lucky Brand and Jessica Simpson licenses. The alliance will see the acquired brands extend across footwear, handbags and jewelry, as well as other categories.

ABG will oversee the growth, marketing strategy and marketing of the venture, while DSW will pay royalties on the new partnership based on the sales of footwear, handbags and jewelry. Based on its 40 percent ownership in the business, DSW will gain back a significant portion of the royalties it will pay and earn royalties paid by licensees.

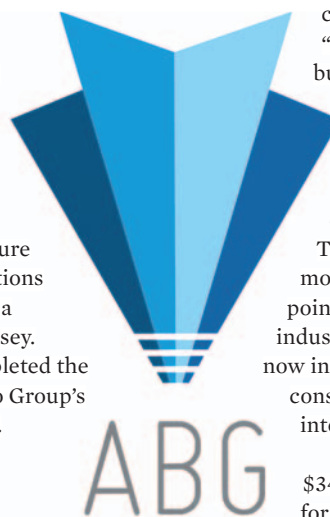
“Our DSW, Shoe Company, Shoe Warehouse and leased footwear businesses have been steadily gaining market share through store expansion and comparable sales growth, and we’ve had recent successes in innovating experiences and service offerings,” says Roger Rawlins,

chief executive officer, DSW.

“However, to ensure the health of our business for years to come, we needed to think in the long-term and set a course for greater market share by owning a design and sourcing infrastructure to gain greater control of our product assortment. This acquisition allows us to capture more footwear transactions in new points of sale including at our own industry-leading DSW retail network and now in wholesale, brand-owned direct-to-consumer, as well as in licensing and international franchising.”

Camuto Group was paid roughly \$341 million. DSW will be responsible for about \$238 million of the purchase price. DSW will operate Camuto Group as a standalone business under its current management team, overseen by Alex Del Cielo, and will provide liquidity and operational oversight as Camuto Group realigns.

“We are excited to partner with Camuto Group and Authentic Brands Group on this tremendous opportunity to drive profitable top-line and bottom-line growth at DSW,” says Rawlins. “Today marks the beginning of an exciting transformation for our business, as we cast a vision for the future that positions us as one of North America’s largest designers, producers and retailers of footwear.”



Produced and distributed by



Animaccord

© Animaccord LTD. 2008 - 2018. www.animaccord.com



40+ MILLION
TOTAL SUBSCRIBERS
ON YOUTUBE

TOP 5 FAVOURITE
BRANDS IN EUROPE

40+ BILLION
VIEWS
ON YOUTUBE

FOR CP AND MEDIA ENQUIRIES PLEASE FILL IN THE FORM: ANIMACCORD.COM/LICENSE/CONTACT



NETFLIX

YouTube

clan



FERRERO



hachette

Black Friday Cashes in from the Couch



The era of door-busting, brawling Black Fridays may be over.

Multiple reports have confirmed that this year's annual Thanksgiving shopping weekend has marked sharp changes in both the revenue and retail strategies surrounding the day.

Black Friday sales topped \$6.2 billion, a 23.6 percent increase from the previous year.

What changed?

While retailers still ramped up for Cyber Monday (when customers spent a record-breaking \$7.9 billion, according to *The Associated Press*) some offered both in-store and online deals, while others spread out deals over multiple days. For example, Amazon announced plans to provide seven days of sales at the start of November,

notably different than the one-day melee and secret deal tactics employed by competitors in the past. As a result, retailer websites saw increased traffic, and the once-normalized reports of wild shopping encounters were at a low.

RetailDive forecasted its “winners and losers” of the day, with Amazon coming out on top because of the expansion of free holiday shipping to non-Amazon Prime members, its emphasis on toy offerings, its introduction of a print toy catalog in the shadow of the Toys ‘R’ Us closures and its enhanced logistics to ensure quick turnaround for deliveries.

Kohl's saw record online gains including the sale of 60 Instant Pots per minute, according to MSNBC. The retailer's Kohl's Cash loyalty program also offered appealing rewards to customers over several days around Black Friday.

Old Navy saw success through its “One Dolla Holla” promotion, which offered \$1 cozy socks and donated \$1 to the Boys & Girls Club of America for each pair sold.

Other retailers didn't fare as well.

J. Crew, which has seen a series of changes in management in recent years, offered 50 percent off of all online orders but experienced technical glitches that proved detrimental to the promotion.

Following a site fix, the company released an apology via social media and extended the offer through Cyber Monday.

Lowe's experienced a site outage that diverted some shoppers to competitor Home Depot to fill orders. The news comes as The NRF continues to report lulls in the home improvement category.

Sears, currently in the middle of Chapter 11, suffered from a lack of enthusiasm by shoppers and was the subject of several news stories that reported its lack of inventory and poor aesthetics at its brick-and-mortar locations.

The Wall Street Journal reported that, overall, Americans participated in more online shopping. Foot traffic weaned between 5 and 9 percent (compared to 2017), as identified by RetailNext, a camera-tracking company. Shopper Trak estimated a 1 percent drop over a two-day period.

Sales increased by 26 percent year-over-year to \$12.3 billion, as recorded via Adobe Systems. Low-income Americans gave a significant boost to retail sales and added to Walmart's bottom line as well as second-tier malls and other locations, according to *The Wall Street Journal*.

The Wall Street Journal attributed lower gas prices and changes in hourly wages to recent bolstered consumer confidence.

Licensing to Take Center Stage at Spielwarenmesse 2019

Spielwarenmesse 2019—also known as the Nuremberg Toy Fair—kicks off Jan. 30 through Feb. 3 in Nuremberg and will offer a host of new live sessions and invaluable events all around licensing.

As the world's biggest marketplace for the global toy industry, Spielwarenmesse 2019 will provide an even more robust, nuanced look at licensing trends and product innovations.

A new feature at this year's fair is LicenseTalks, a live session that will take place at the Toy Business Forum in Hall 3A on the first three days of the fair. Beginning at 10:30 a.m. each morning, licensing industry specialists will discuss the current state of licensing and unveil global trends on the horizon.

On Wednesday, Jan. 30, leading voices from the International Licensing Industry Merchandisers' Association (LIMA) will take the stage to highlight licensing basics and offer a comprehensive overview on the market.

On Thursday, Jan. 31, the “Toys, Technology and Licensing” spotlight will include an array of in-depth discussions, including a talk by Sam Ferguson, vice president, global licensing, Jazwares. The panel is organized by Steven Ekstract, brand director, UBM.

As part of “The Influence of Entertainment in the Toy Industry” focus on Friday, Feb. 1, various industry experts will offer their insights into the intersection of entertainment and toys. Speakers will include Sebastian Seppelt, senior manager, licensing, Nickelodeon/Viacom Consumer Products); Joachim Knödler, managing director, CPLG; and Werner Lenzner,

licensing and strategic development manager, Simba Dickie Group.

“Licences are closely entwined with the Spielwarenmesse, which is why we're happy to give them a sufficiently wide stage and disseminate information and expertise in this field,” says Ernst Kick, chief executive officer, Spielwarenmesse.

LIMA will continue to provide licensors and licensees with a central point of contact at its own stand in the foyer of Hall 12.0. Members of LIMA will have the opportunity to present their latest licenses to business contacts at the LicensePreview. Previews will take place in separate rooms in the exhibit center, and major studios such as NBC Universal and Nickelodeon have already booked slots.

Visitors can locate licensed products, exhibitors and portfolios via the LicenseGuide, which will be available on Dec. 13 at Spielwarenmesse.de.



Spreading Goodness

The Hershey Company has built its storied legacy on the world's love affair with chocolate. Now, more than a century on, the company continues to expand its brands to all corners of the globe with multiple indulgent extensions that span everything from food and beverage to beauty products, seasonal items and accessories. **by AMANDA CIOLETTI**

What started 120-plus years ago as a five cent chocolate bar has grown into a confectionery and snacking empire, replete with more than 80 brands and counting among its portfolio.

Headquartered in Hershey, Pa., Hershey's is more than just sweet treats; it's for many, a

LAURA KAUFMANN

senior director, CAA-GBG

ERNEST SAVO

director, global licensing and business development, The Hershey Company

TAMMY LEBER

associate manager, global licensing, The Hershey Company

ANDY PALADINO

senior manager, global licensing, The Hershey Company

MICHAEL BLACKMAN

global licensing analyst, The Hershey Company

cultural staple that can be found in countless homes around the globe.

Hershey's is also deeply embedded in culture. From its iconic ad campaigns (can you hear the Kisses holiday jingle as you read this?) to family festivities, there's no doubt that where there is merriment, there is a Hershey product.

It's also a revenue powerhouse, driving more than \$7.5 billion last year in annual sales. From the consumer product perspective, the company is also strong—The Hershey Company





ranked at No. 39 on *License Global's* annual Top 150 Global Licensors report, reporting \$1.5 billion in retail sales of

licensed products in 2017. In Asia alone, a growth market for the brand but certainly not its leader, The Hershey Company raked in more than

\$450 million at retail thanks to the 185 million products sold in 250,000-plus doors.

And licensing has been helping to build the Hershey empire since the mid-'90s. Ernest Savo, director, global licensing and business development, has been with The Hershey Company for much of the journey.

Savo joined Hershey in 2002 to manage the licensing activity around the Hershey portfolio of brands (among other marketing and promotions duties), which at the time was generally very U.S.-centric and sat primarily with one—albeit strong—master partner: General Mills. But as opportunities grew through licensing, Savo increasingly found his attention returning to the extensions side of the business.

“At first, licensing was a side gig, but it just kept getting bigger and bigger and bigger,” says Savo. “There came a point in the mid-2000s though when the size and complexity of the portfolio, as well as the quality of deals, made us say, ‘Wow, the amount of interest in our brands in these categories is definitely high, and the quality of deals we are doing is great for our brands.’ But more importantly, the size of the revenue we were generating became sizable enough to require more dedicated attention.”

With a dedicated team on board came a dedicated brand extension strategy—or how The Hershey Company

“plays” outside of its core confectionery categories. At the root of this strategy is the consumer, says Savo, and all discussions for potential partners begin with a simple question: what does the consumer want?

“Everything we do as a company always starts with the consumer,” he says. “What is the consumer looking for? Where are they going? What is trending? What kinds of opportunities exist? We are looking deep and wide at where our brands are relevant and where they can travel. When the route to market doesn’t exist for us—when it’s not something we can easily acquire—then that is when we say, ‘This is a place where licensing is perfect.’”

But Hershey is always mindful and aware of what the core brand is—and more importantly, what it is not. This distinction is crucial in understanding why and how the extensions build, and even more so, how they will find success on shelf.

“Our overarching strategy for licensing as a company is about owning indulgence. We are an indulgent portfolio, and we own indulgent brands,” says Savo. “For that reason, we stay away from licensing into areas that aren’t about indulgence, but could easily use credentials of chocolate as flavor equity. We don’t go into and wouldn’t cross into health categories, protein powders or diet bars, for example. They do not allow us to reinforce the notion of owning indulgence and what our brands really stand for in consumers’ minds. Ultimately, candy is a treat, and trying to get consumers to think about it in any other way is not where we want to go.”

It’s this thoughtfulness that is driving Hershey growth through licensing partnerships, and what Savo builds his pillars of success upon. After all, with more than 80 brands at your disposal, it would be quite easy to knock out a t-shirt range through a quick deal with a one-time partner. But that’s just not the Hershey way.

“We don’t view licensing as transactional,” says Savo. “We view it strategically and look to build





partnerships for the long term. We believe that if you treat those partners right and if you are innovative with them and stay with them through all the ups and downs, it pays dividends.

“Another way we like to look at it is: how can licensing be your route to market for a particular category? And when you’ve made that deliberate choice to use licensing, then it is imperative that you find the right partner and nurture that relationship in a way that is going to be there for the long haul,” continues Savo.

For Savo and Hershey, licensing is a great way to continue to build brand equity, something the company is rich in, but protecting that equity is equally, if not more so, important to brand longevity.

Also imperative is that Hershey concentrates its licensing initiatives on organic growth for its hero brands—Hershey’s and Reese’s.

And as Hershey’s, Reese’s and all of its sub-brands—household names like Hershey’s Kisses, Almond Joy, Heath, York and countless others—are food brands, many of the licensed partnerships are for extensions within adjacent food and beverage categories, for which come a host of considerations around ingredients, safety, consistency, distribution and so much more. Because if an item is labeled Hershey, it best meet the company’s ultimate standards for quality and flavor.

“Complex” is an accurate way to describe the licensing deals that Savo and his team, including longtime licensing agent CAA-GBG, execute on annually.

“Part of the magic of food licensing is making sure that we’re partnered with the right food companies and understand that company’s knowledge of the market, what works and what doesn’t,” says Savo. “Our licensed products need to deliver on Hershey equities, and we do that by ingredientiating the product with our brands, whether it be our Hershey chocolate, our cocoa powders—whatever is appropriate—to achieve that Hershey profile.”

In North America, the major core categories are desserts (frozen and refrigerated), beverages, general food items such as cereal and cookies and baking mixes (both fresh and those intended for shelf).

Within the refrigerated desserts segment, Kraft Foods is on board for innovative products, such as a recently launched aerosol whipped topping range, which Savo says has strong early feedback. Refrigerated puddings are also a successful extension that Savo sees going the distance.



HERSHEY

LICENSEES ARE PROUD TO

BRING GOODNESS TO THE WORLD



HERSHEY  | CAA-GBG



Conversations are ongoing for deeper penetration into additional product ranges such as indulgent yogurts and more.

For beverages, the Hershey portfolio has largely centered around chocolate milk, which Savo says is an anchor within the company's dairy portfolio. Hershey's strength in the category has further allowed licensing to get creative and bring in new opportunities and extensions via additional flavor profiles—think Hershey's Cookies and Cream, Hershey's Special Dark, Whoppers or York.

Coffee creamers are also a successful sub-product category within beverages for Hershey's, with a Reese's and Almond Joy creamer performing nicely for the company in 2017 and 2018, in partnership with WhiteWave Foods (DanonWave).

Other food and beverage partners for Hershey in North America include Friendly's Ice Cream, Gallerie, The Jel Sert Company, The Kellogg Company, Mondelez, Nestle/Dreyer's, Schwan's, Unilever and many more.

Moving forward, Savo says Hershey will target growth categories such as additional frozen dessert extensions including cakes, breakfast and heat-and-eat snacks, which is an emerging category that the company launched with General Mills for a new product, Hershey's Bites. Additional beverage extensions are also a focus, such as ready-to-drink iced coffees and plant-based drinks.

"The cliché of fewer, bigger better certainly reigns true for me in the licensed food category," says Savo. "We are not looking for a portfolio of 100 licensees—we are looking for a right-sized portfolio that has enough growth for both us and the partner."

When it comes to non-food extensions, agent CAA-GBG plays an important role, not only in North America, but around the world.

"Generally, the way that we at CAA-GBG strategize and approach the non-food category is to hone in on the core pillars and vision for Hershey as an overall company," says Laura Kaufmann, senior director, licensing, CAA-GBG. "The two elements that we really focus on are the ideas of connection and delight. Everything

we do in non-food really ties back to those two ideas."

For CAA-GBG, the main categories of concentration are seasonal and celebration items, home décor, gifts and collectibles, apparel, accessories and beauty, and the same notion of long-standing relationships begetting mutually beneficial products and revenue continues to hold true for the partnerships that the agency nurtures on behalf of Hershey.

According to Kaufmann, the two strongest programs that CAA-GBG has developed are in the health and beauty and seasonal space.

Centric Beauty has been a licensee of Hershey for more than 10 years, says Kaufmann, and a "tremendous win" for the brand, even so much as calling the partnership the "jewel of our program" with the Hershey's Kisses lip balm. With the Kisses brand in particular, it is important that the iconic shape plays into all aspects of any product extension, and this lip balm is no exception. The lip balm flows seamlessly into the seasonal program that Kaufmann and CAA-GBG oversee as well, and further allows Hershey to capitalize on hot, of-the-moment consumer trends like collectability (it's available in limited-edition colorways and scents) which gets some great influencer engagement. Bath bombs are also in the market now and other products with an additional partner are in the works.

The other category win under CAA-GBG is a partnership with licensee Mr. Bar-B-Q for a s'mores grilling accessories program.

"The s'mores program launched in a single retailer with a fun assortment of product that has been successful because it ties back to core consumption of Hershey product," says Kaufmann. "We're responding to consumer need and usage behavior—we've created products that



Diversify your product offerings
with **5,000+ brands** at the world's
largest licensing trade show

LAS VEGAS
**LICENSING
EXPO 2019**

JUNE 4-6

MANDALAY BAY CONVENTION CENTER
www.licensingexpo.com



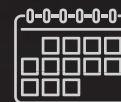
SECURE

the rights to the hottest brands from a wide range of categories all over the world.



SPOT

trends and find out which brands and characters consumers will be demanding in the next 18-24 months.



SCHEDULE

meetings through our Matchmaking Service before the show even begins!

EVENT SPONSOR:



REGISTER FOR FREE → licensingexpo.com/LG

or call +1 (888)-644-2022



UBM

directly correspond to how people are using Hershey when they are camping or entertaining at home. S'mores are synonymous with Hershey—you can't make it without a Hershey bar."

Further additions to the range include everything from mess-free grilling trays to glow-in-the-dark extending forks (perfect for a camp fire!), a caddie, cast iron grilling pans and more that are sold across mass, outdoor, online and club stores.

Savo sees the s'mores program in particular as really emphasizing what licensing can do for the Hershey's brand.

"These types of partnerships enable us to build a consumer solution and a strong consumer story," says Savo. "For years, we have partnered with Honey Maid graham crackers, a Mondelez product, and Jet-Puffed marshmallows, a Kraft product, and have forged a relationship. This line of accessories allows us to continue to expand on that selling solution and merchandise these products together to create one solution for the consumer and tell the complete s'mores story to both the consumer and the retailer."

Another big win for Hershey via CAA-GBG was a direct-to-retail deal with accessory brand LeSportsac.

"The LeSportsac program led as a collaboration, but behaved as a DTR, and it was a tremendous success for the brand in terms of highlighting visibility and engaging with the consumer," says Kaufmann. "By focusing on a specific distribution location, we created incredible opportunities to deepen engagement and incorporate even stronger support for the program."

Other big category pushes for Hershey/CAA-GBG include for home and home accessories and a crafting program with partner FloraCraft for DIY Kisses projects that launched this holiday season.

CAA-GBG is also instrumental as Hershey looks to license and extend beyond North America into varied territories such as Asia and Latin America, both big growth regions for the company.

"In markets like Japan, Korea, Southeast Asia, Brazil and Mexico, where I don't have feet on the street, I turn to



an agency to make those intros and drive that business development," says Savo. "CAA-GBG are a growth strategy in those markets and

have functioned for me in that way, in terms of building up the portfolio, building the number of partners and building the opportunities."

Hershey has been in Asia with licensed extensions since the late '90s, says Savo, and has several long-standing

partners that have carved a niche in the market. For instance, did you realize that Hershey's chocolate milk was the No. 1 chocolate milk in South Korea, eclipsing even the core chocolate in brand recognition? It's true, and it's a partnership with Maeil Dairies. (In fact, in almost all areas of the world that carry Hershey's chocolate milk, it's a licensed partnership, with the exception of Mexico.)

Lotte is another strong partner for Hershey in the region, as well as in Japan, for ice cream, and a similar brand recognition scenario is playing out there too for the licensed extension.

"We've always used licensing as a way into a marketplace and as a way to build brand impressions and affinity for Hershey's," says Savo. "The company's international growth strategy is much different today, and now we are much more focused on our confectionery program than we've ever been. There's some amazing activity happening in the Asia markets in terms of growth."

Other strong partnerships, both for food and non-food, including Kellogg's for cereal (South Korea, Taiwan and Hong Kong), Unilever for ice cream tubs (Malaysia, Brunei and Philippines), OuKai for bedding





(China), Sanrio for gift assortments (Japan) and Mitsubishi Shokuhin for instant cocoa, baked cakes and donuts (Japan), among many others.

A Latin America push is also kicking off now, with the Hershey hero brand and Hershey's Kisses sub-brand leading the charge for similar rest-of-world food extension categories such as ice cream, frozen desserts, cookies and

baked goods, dairy and other beverages. Several deals are in the late stages of finalization in key categories for Mexico, as well as cookies and flavored dairy for Brazil.

Looking ahead, Savo says the future is threefold, and will focus on further integrating licensing into the wider Hershey marketing strategy, employing licensing to continue to make emotional connections with the Hershey brands and looking for ways for the company to play with experiences.

Hershey, Pa., is a sight to behold—the company is very much embedded into the fabric of the town. Everything from the Kisses-shaped streetlights to the multitude of chocolate-inspired experiences and excursions that are already in place. Future opportunities very much will stem from opportunities already existing at ground zero.

“It’s pretty exciting to think about all the places our brands can go and the deep affinity consumers have thanks to the strength and equity our brands hold,” says Savo. “Our brand is beloved and we’re excited about where our brands can take us.” ©

Stock Program Available Now



FBF Originals, Inc. 1201 S. Ohio St. Martinsville, IN. 46151 | P: 765.349.7474 | F: 765.349.7470 | fbforiginals.com

HERSHEY'S, JOLLY RANCHER and TWIZZLERS trademark and trade dress are used under license. HERSHEY'S KISSES trademark and trade dress and the conical configuration and plume device are used under license. REESE'S trademark and trade dress and the orange background color are used under license.

The Influentials

Licensing's Forty Under 40

The Influentials recognizes those that have impacted licensing in a marked way.

This year, *License Global* is looking to the next generation of business executives as it highlights the 40 Under 40.

Read on to find out who will be leading the teams of tomorrow and driving future innovation.

LICENSING: THE NEXT GENERATION

The second-annual The Influentials report brings together industry executives making waves in the licensing industry. The 40 Under 40 list recognizes

individuals throughout licensing, highlights career wins and how they are making an impact.

“The names in the pages of this year’s The Influentials report are those that will

be the headlines of tomorrow,” says Amanda Cioletti, content director, *License Global*.

“We are excited to shine a light on these individuals and identify those that will change the business in the years to come.” ©

Michael Almeida

How did you break into licensing?

I didn’t know licensing existed until I submitted my resume to my college’s internship office and got a call back from the owner of a small licensing agency who was looking for a marketing student to fill a summer intern role. Once we met and he explained licensing, I was hooked.

Proudest moment of your career so far?

The launch of the Corona Cinco de Mayo program at Spencer’s this spring, which was promoted by a dynamic marketing campaign that included full window signage and dedicated product displays at each Spencer’s location, re-establishing a legacy partnership for a new generation of consumers.

What is the biggest challenge/opportunity you see in the licensing industry?

The reduction of retailers and consolidation of potential licensing partners is creating tough challenges for everyone in licensing. In terms of opportunity, as the world gets smaller, it forces agencies and brands to innovate and look at new and emerging areas to build relationships and grow business.

Where do you see yourself in 10 years?

I hope to be advocating for brands that I find compelling and innovative.



vice president, business development, Joester Loria Group

Maya Assis

How did you break into licensing?

I moved abroad in 2010, and worked for the largest licensing agency in Israel, representing brands such as Warner Bros., Mattel, Sanrio, Fox and more.

Proudest moment of your career so far?

I had wonderful moments in my career, but the most recent would be being able to help catapult our company to the top licensed watch company in the U.S.

What is the biggest challenge/opportunity you see in the licensing industry?

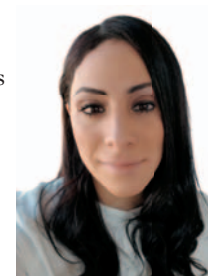
The retail space is shrinking while private label is growing. Don’t underestimate licensed products because kids will always choose that before generic.

Where do you see yourself in 10 years?

I see myself growing in the licensing industry as it expands globally.

Did you have a mentor? If so, who was that and how did they influence your career trajectory?

Beth Goss at Fox. She showed me what it was to be a high-ranking woman in the business world, who was also a hands-on mother. She taught me how important it is to build up the women around you.



licensing director, Accutime Watch Corp.

Josh Austin

Proudest moment of your career so far?

I'm thrilled to bring iconic IP from Paramount Pictures to the traditional game space, such as our "Godfather" mobile games or our upcoming "WWZ" console/PC game, leveraging our IP on evolving platforms like VR and AR.



senior vice president,
worldwide licensing and
interactive, Paramount
Pictures

Where do you see yourself in 10 years?

I hope that I will still be finding fun and exciting ways for audiences to interact with universes, characters and brands they love.

Did you have a mentor? If so, who was that and how did they influence your career trajectory?

Yes! Germaine Gioia. My entire career in this industry is due to her giving me the opportunity to work with and learn from her when I didn't even know this industry existed!

What is some of the best leadership advice you've ever received?

Good leaders don't have to have all the knowledge or answers. Hire strong people that are experts in their respective field, and give them the resources and support needed to let them do what they do best.

Sam Barker

How did you break into licensing?

I'm a sports enthusiast, and I heard of a job vacancy in the IMG licensing division. Knowing nothing about the industry, I requested a meeting with my current boss. I asked for a three-month shot with the company, and eight years later, I'm still here.



licensing director, IMG

Proudest moment of your career so far?

When I have been thrown out of my comfort zone, it has proven to be the most challenging, but also the most rewarding. Working in categories like makeup, footwear and eyewear was certainly an eye-opener, and came with great and unexpected new experiences. However, the speed and volume working with the team on "Fortnite" right now is pretty unique. We have worked to a highly accelerated timeline of signing licensees and launching product in-store in just four months.

Where do you see yourself in 10 years?

I see myself building an industry-leading team to support and develop further major clients in a wider variety of product categories and industries.

If you were a superhero, what would your superpower be?

The ability to teleport. It would be handy to get from A to B a lot quicker, and, occasionally, the golf course.

David Born

How did you break into licensing?

I came across a job advertisement for Haven Licensing (now Haven Global) in Melbourne. At the job interview, I remember walking into a room with SpongeBob SquarePants in the corner. I thought to myself, "I want to work here!"



director, Born Licensing

Proudest moment of your career so far?

At the 2018 International Licensing Awards, we won for Best Licensed Promotion. It was an honor to be recognized by the industry for the work that we do.

Where do you see yourself in 10 years?

Born Licensing will be approaching its 15th birthday. I expect to be doing exactly what I'm doing now, but on a bigger scale.

Did you have a mentor? If so, who was that and how did they influence your career trajectory?

At Warner Bros. Australia, I had the privilege of reporting to managing director Preston Kevin Lewis. He allowed me to grow, and he was the first person I called for advice before starting Born Licensing.

If you were a superhero, what would your superpower be?

The ability to fly. I could travel for business and visit family in Australia and Brazil without jetlag.

Jacob Cohen

How did you break into licensing?

I was always exposed to licensing. Some of my early memories include going to Target with my father to look at the Isaac Mizrahi products he worked on.



marketing and
e-commerce manager,
Earthbound Brands

Proudest moment of your career so far?

We acquired an organic home brand called Under the Canopy three years ago. We created a digital marketing strategy that focused on educating the consumer about the importance of organic products in the home. The brand recently launched at Bed Bath & Beyond. It's been amazing to execute an omni channel marketing campaign for the program hand-in-hand with one of the largest retailers in the world.

Did you have a mentor? If so, who was that and how did they influence your career trajectory?

My father, Jeffrey Cohen. His knowledge and understanding of retail, product and licensing as a whole is unparalleled. He also encourages me and the company to always be forward-thinking and take calculated risks that are necessary for growth.

If you were a superhero, what would your superpower be?

I would love to be able to stop time.

Rikesh Desai

How did you break into licensing?

Ten years ago, I was part of the Carphone Warehouse retail team that brought together Ted Baker, Levis and Mandarin Duck with Samsung and HTC to launch a range of fashion phones in EMEA.

Proudest moment of your career so far?

This. We all strive for success in our respective roles, but receiving recognition from industry peers makes me feel I'm doing something right.

What is the biggest challenge/opportunity you see in the licensing industry?

How we, as an industry, keep up with the pace of consumer behavior. Who could've predicted five years ago that we would operate in a fully-connected world with technology advancements across multiple devices, creating opportunities for brand engagement? We are in an age where data, analytics and algorithms are king.

Where do you see yourself in 10 years?

I hope I have the same passion for my work as I do today, and still am involved in licensing.



licensing director,
consumer products,
BBC Studios

Sam Ferguson

How did you break into licensing?

I fell into licensing working at Global Brands Group, but I was very lucky to work with some serious industry execs and was thrown into the deep end of licensing.

Proudest moment of your career so far?

Jazwares' partnership with Epic Games to create a wide range of "Fortnite" toys globally.

What is the biggest challenge/opportunity you see in the licensing industry?

It's the ever-changing retail environment that is both a challenge and an opportunity. Keeping relevant is a must, and understanding our consumer is even more important. We all need happy consumers.

Where do you see yourself in 10 years?

In the three years I have been at Jazwares, so much amazing stuff has happened, so who knows what the next 10 years will bring.

What is the best leadership advice you've ever received?

I had managers that supported me along my career, but allowed me to make mistakes knowing I have support.



vice president, global
licensing, Jazwares



Thomas Ferguson

How did you break into licensing?

It all started with eyewear. I began my career as an assistant to a creative director in the eyewear industry (which is almost entirely licensed brands). I spent time working with all sides of the business. I was licensor, licensee, branding agent, designer, etc.

Proudest moment of your career so far?

As a television fan, seeing the products and experiences I've developed and launched integrated within the shows we produce is the best. When a show can inspire a product or experience that comes back full-circle to be integrated within the show, it's incredibly rewarding.

Did you have a mentor? If so, who was that and how did they influence your career trajectory?

I've had many. While they've all been supportive, the few who have been honest and open about their own mistakes have taught me the most and have had an impact on the decisions I've made throughout my career.

What is the best leadership advice you've ever received?

It came from my mother. Her advice was to always be a reasonable leader. With reason comes a perspective to sort through anything.



vice president, licensing partnerships, Endemol Shine North America

Alex Fogelson

How did you break into licensing?

My father founded a pioneering licensed cosmetics company. This exposed me to the power of brands and licensing at a young age, and I knew I would take my career in that direction. I have always been passionate about the next big licensing idea or pop culture moment to create products around.

Proudest moment of your career so far?

When we received our first order from a major retailer just a few weeks after founding Taste Beauty in 2015. From that point on, we knew we were on to something big.

What is the biggest challenge/opportunity you see in the licensing industry?

The shifting entertainment landscape. As kids continue to consume more on online platforms, I believe there is an opportunity to build brands and products around these new content creators.

There is also an opportunity to promote evergreen IP. This shift is likely going to cause some disruption in the licensing industry, and I believe the retailers and manufacturers that react to this will reap the rewards.



co-founder and chief executive officer, Taste Beauty

CONGRATULATIONS TO SCOTT HALPERN

And All the Other Honorees
on Being Named to the
License Global Magazine
40 Under 40 Influencers List

Trevor George

How did you break into licensing?

I grew up in it, but I never really wanted to work for Trevco. When I was at the University of Michigan, my Dad said, "Come with me to the Licensing Expo in Las Vegas. Trust me." I did, and it changed everything.

Proudest moment of your career so far?

Over the past two-and-a-half years, I helped take Trevco from zero revenue into an eight-figure, direct-to-consumer business. We are now one of the top three sellers on Amazon in all product categories. We've evolved beyond a wholesale manufacturer of apparel into the leading e-commerce licensing company for brands.

Did you have a mentor? If so, who was that and how did they influence your career trajectory?

My dad. In 2007, he revolutionized Trevco by making it the first print-on-demand company in the pop culture licensed space. It wasn't his ability to see change more than a decade ahead of everyone else, it was how much licensors respected him and his sense of integrity that made me who I've become.

What is the best leadership advice you've ever received?

"If you're not first, you're last." - Ricky Bobby, *Talladega Nights*. Yes, I'm dead serious.



president, Trevco

Jarred Goro

How did you break into licensing?

I began my career in the financial industry but realized that was not the best use of my skillset. I was fortunate to be given an entry-level position at King Features thereafter, where I learned the business from the ground up.

Proudest moment of your career so far?

Without a doubt, our experience with "Cuphead" has been incredible. Finding the game, developing a program around its branding and successfully bringing it to market has been the proudest moment of my career so far.

Where do you see yourself in 10 years?

I find the work I do each day to be interesting, rewarding and challenging, so I hope that 10 years from now, I am working on something that continues to engage these faculties and is attuned with the landscape of the industry at that moment in time.

What is the best leadership advice you've ever received?

I was told back when I first started that building and maintaining relationships is the most important part of this job. Looking back, I see that nothing is more fundamental than this. Establishing a bond with the licensee and being a collaborative partner is what truly drives our successes.



senior director, North American licensing, King Features



THE ANGRY BIRDS MOVIE 2

COMING IN AUGUST 2019

Simo Hämäläinen - continue to inspire us and our partners!

Senior Vice President, Brand Licensing



Stephanie Griggs

How did you break into licensing?

Like most people, I got into licensing totally by chance. Before then, I didn't know it existed. I come from a design background, and while applying for graphic design positions, I was coincidentally offered two positions in the industry at the same time. I veered slightly from my career, which was 100 percent the right decision.



*licensing and design
director, The Roald Dahl
Story Company*

Proudest moment of your career so far?

The uplift of the Roald Dahl brand within the licensing industry over the last three years. I am delighted to see how much our global non-book retail footprint has grown consequently. Other than that, a hugely proud moment of this year has to be collecting three awards at the Licensing Awards for Roald Dahl, including the Property Award.

Where do you see yourself in 10 years?

Working for brands that I'm passionate about. Licensing is a great vehicle to brand management and preservation, which I love, and I'm looking forward to continuing to evolve my career within this industry.

If you were a superhero, what would your superpower be?

Mind-reading, but with the option of a mute button.

Scott Halpern

How did you break into licensing?

Like most people right out of college, I didn't know exactly what I wanted to do. I was very lucky to work for MMA Elite. That's where I learned the foundation of apparel licensing, working with mass market retailers such as Walmart. This experience made it easier to transition into entertainment licensing.



*licensing director, North
America, WWE*

Proudest moment of your career so far?

In 2016, I put together a product strategy based on WWE's female superstars. I felt, as a company, we were not leveraging their popularity enough in consumer products. I am very proud that I was able to bring new, unique product lines to the market such as a "Total Divas"-inspired cosmetic line.

Did you have a mentor? If so, who was that and how did they influence your career trajectory?

I was fortunate enough to work for Jess Richardson for five years. His influence on me completely shaped the way I approach licensing.

What is the best leadership advice you've ever received?

I was sitting in my dad's office, and he pointed at this paper weight on his desk that says "Now." He said, "That's when things need to get done."

CONGRATULATIONS!

Laura Kaufmann

We celebrate your dedication, enthusiasm and wish you continued success. You are an integral member of our CAA-GBG family.

CAA-GBG

Simo Hämmäläinen

How did you break into licensing?

My background is in fast-moving consumer goods at Heineken. When the opportunity came to join Rovio, the maker of “Angry Birds” and the coolest mobile game on the planet, I could not resist.

Proudest moment of your career so far?

There are many great moments to be proud of, but certainly one of them is the premiere of *The Angry Birds Movie*. Having contributed to taking “Angry Birds” from small screens to big screens successfully has been an amazing experience.

What is the biggest challenge/opportunity you see in the licensing industry?

I feel the biggest challenge, and at the same time biggest opportunity, in coming years is going to be around digital. It changes how entertainment is enjoyed, how products are developed and delivered to consumers, how they engage with them and so many other things. Being a digitally-native company, Rovio is the front-runner in driving those changes.

Where do you see yourself in 10 years?

I have always worked with global consumer brands in commercial roles, so I am pretty sure I will be doing something along those lines.



senior vice president,
brand licensing, Rovio
GBG

Todd Kaufman

Proudest moment of your career so far?

Working on the winning pitch teams for Microsoft and Taco Bell stand out, as does securing ESL as a client, which made Beanstalk the first licensing agency to represent a major eSports organization.

The thing I’m most proud of is having stayed at Beanstalk for more than 11 years. It has inspired me to learn, grow and be better throughout my entire tenure.

Where do you see yourself in 10 years?

The fun part of what we do is creating shared experiences around brands and products that we love. Telling the story of a brand is what inspires people to want to further connect with it. Licensing has evolved to tell more than one chapter of that story. In 10 years, I’d like to help write the whole book.

What is the best leadership advice you’ve ever received?

During one of my internships in college, the owner of the company told me, “Whether you’re selling sponsorships or sandwiches, the key to success is relationships.” Take the time to get to know people. When you learn how you can help them, you’ll be amazed at how much they can help you.



associate vice president,
business development,
Beanstalk

Laura Kaufmann

Proudest moment of your career so far?

Receiving a letter of appreciation from Michelle Obama for working on the White House Easter Egg Roll. It’s a reminder that when you focus on doing good work, unanticipated rewards can follow.

What is the biggest challenge/opportunity you see in the licensing industry?

We are in a unique place where the retail landscape is shifting significantly, while at the same time, more brands than ever before are engaging in licensing and competing for shelf space. We have a tremendous opportunity right now to influence a paradigm shift in our industry practices.

Where do you see yourself in 10 years?

I hope that in 10 years, I’ll have experienced more left turns and am in a position to influence not only by growing businesses and bringing companies together, but by cultivating strong team dynamics and developing emerging talent.

Did you have a mentor? If so, who was that and how did they influence your career trajectory?

Susan Vargo, who hired me at Nickelodeon, and Lindsay Martinez, who brought me in to American Greetings.



senior director, CAA-GBG

Anna Knight

How did you break into licensing?

I’d been running event marketing teams for 10 years. In 2015, I moved into a general management role for a marketing trade show. Six months later, I was asked to take over Brand Licensing Europe. I haven’t looked back since!

Proudest moment of your career so far?

BLE 2018 felt like the culmination of three-and-a-half years of hard work. It was one of the best trade shows I’ve been a part of, and I’ve been part of a lot.

What is the biggest challenge/opportunity you see in the licensing industry?

We can’t ignore the fact that kids consume media completely differently than the way we did. The migration to online consumption, tied with e-commerce and social media, is one of the reasons why we demand instant gratification. It is critical that we, as an industry, get faster at reacting to it if we are going to successfully take advantage of these opportunities.

Did you have a mentor? If so, who was that and how did they influence your career trajectory?

I’ve had several, and they’ve all been hugely impactful. They told me to step out of my comfort zone more and take risks.



brand director, Brand
Licensing Europe

Alix Kram

How did you break into licensing?

I was accepted into the reboot of the MTV Networks Summer Associate Program on the day I graduated college. I was placed in the Nickelodeon Consumer Products department, working on licensing. I had no idea what licensing was, but I could be both creative and business-minded, and see the direct result of my impact on a physical product make it into the hands of kids.



head of global retail and licensing, Warner Music Artist Services

Proudest moment of your career so far?

Every moment I see someone on my team or someone from one of my former teams achieve success, I beam with pride. So many hours go into these things, and I know how hard we all work.

What is the biggest challenge/opportunity you see in the licensing industry?

The industry has grown to be much more diverse in terms of categories, channels, and properties than ever before, and we need to flex to that.

Where do you see yourself in 10 years?

I see myself surrounded by people I believe in and who believe in me; people who are passionate about what they do, constantly trying and learning new things, having fun and who chase their own curiosity.

Stephanie Kupperman

How did you break into licensing?

I was fortunate enough to be introduced to licensing at a very young age because Creative Licensing is my family's business that was started by my father in the '80s.



director, business development, Creative Licensing Corporation

Proudest moment of your career so far?

The proudest moment of my career thus far is adding the film *Wet Hot American Summer* to our roster. This was a great addition for us because we obtained the rights to license all actors in the film, which included many A-list stars such as Bradley Cooper, Paul Rudd, Amy Poehler and Janeane Garofalo, to name a few.

We've had success licensing this film in a variety of categories, including a recent partnership with Boom! Studios for the first-ever *Wet Hot American Summer* graphic novel.

Where do you see yourself in 10 years?

I would like to take on a more senior role and move the company into the baby space, as I just gave birth to our daughter Audrey.

What is the best leadership advice you've ever received?

Be your biggest advocate because you are ultimately the best one to advance your career.

**Congratulations to the Influentials
including the Global Licensing
Group's very own, Anna Knight!**



ANNA KNIGHT
Brand Director, Brand Licensing Europe

**GLOBAL
LICENSING
GROUP**

1504_LE_GLG19

LAS VEGAS
**LICENSING
EXPO**

LONDON
**BRAND
LICENSING
EUROPE**

NY©SUMMIT

JAPAN
**LICENSING
EXPO**

CHINA
**LICENSING
EXPO**

**LICENSE
GLOBAL**

Daniel Landver

How did you break into licensing?

My family was in the private label jewelry and accessories business when I was growing up, and I learned a lot of the fundamentals of the business. I worked with my family from ages 21-31 and had the honor of working with the best companies and retailers in the world.

Proudest moment of your career so far?

When I started Digital Brand Products in 2015, a lot of people still didn't understand how brand development was going to evolve due to digitally native brands and social. Our philosophy from day one was that the future of brands was going to come out of the best digital talent.

We believe our top talent will be building the major brands of the future due to their ability to connect to their audience and create amazing content. Every successful launch we have proves that opportunity, and we are extremely proud of them all.

Where do you see yourself in 10 years?

In 10 years, I expect the brands I am developing today to be some of the most successful brands at retail. Our primary verticals are fashion, beauty, home and food, and there are unlimited opportunities in all of those.



chief executive officer,
Digital Brand Products

Ben Lashes

How did you break into licensing?

I spent 10 years fronting my band, The Lashes. We signed to Sony/Columbia and licensed songs for film and TV. In 2009, my longtime friend Charlie Schmidt called me to talk about a video he had made in the '80s which was going viral. It was Keyboard Cat. He said a lot of people were stealing his content, and he didn't know what to do. Through this, I started my own full-service creative agency, A Weird Movie.



founder, A Weird Movie

Proudest moment of your career so far?

I've seen Keyboard Cat have commercials in the World Series and Super Bowl. I've seen Nyan Cat become the first meme with a toy on the shelves at Toys 'R' Us, and I've seen Grumpy Cat achieve numerous firsts. But I'm always proudest whenever I see a bunch of smiling, excited fans lining up to meet Grumpy Cat for the first time at an event.

Where do you see yourself in 10 years?

There's a ton of stuff I want to do, but, if I had to pick one thing, I'm going to say: Theme park.

What is the best leadership advice you've ever received?

My mom has always said, "Follow your dreams." Advice doesn't get much better than that.

CREDIT: JEFF MINTON

Karen Lawler

How did you break into licensing?

I started my career in television in the U.S. and moved into licensing in the U.K. after doing my masters at the London School of Economics.

Proudest moment of your career so far?

Licensing the TV rights to Alex T. Smith's *Claude*, which is now a TV series on Disney Junior.

What is the biggest challenge/opportunity you see in the licensing industry?

There is so much content available to consumers, be it via SVOD services like Netflix or Amazon, online platforms like YouTube or apps and games. But there is less space at retail and a cautious bias towards known quantities and "safe" brands. It's hard for a new brand to break through, but the licensing industry has always thrived on newness. For those who can make their content stand out, it's a huge opportunity.

Where do you see yourself in 10 years?

Watching "Claude" season 10 on my hologram phone.

What is the best leadership advice you've ever received?

When something goes wrong, think about how your processes could be changed to prevent such an error occurring.



head of licensed content,
Hachette Children's
Group

Sheelagh Li

Proudest moment of your career so far?

I've had a few proudest moments for awards won by license partnerships I've brokered including Fairy non bio stain removers, which won Asda's 2018 Innovation Award for laundry and household and Chupa Chups doughnuts winning the Internorga 2018 Show Star Award.

Where do you see yourself in 10 years?

Probably using my mobile phone as an office and getting driverless Ubers around town, but still part of the licensing industry and helping brand owners leverage their equity in tactical and meaningful ways.

Did you have a mentor? If so, who was that and how did they influence your career trajectory?

At Beanstalk, Lisa Reiner, Serena Sibbald and Louise French in particular for their mentorship, guidance and collaboration, and for giving me the opportunity to grow within the agency.

What is the best leadership advice you've ever received?

"It's all about how you show up." You have the ability to influence others around you, whether you intend to or not, so always be mindful of that.



associate vice president,
brand development,
Beanstalk

Ashley Mady

How did you break into licensing?

My first job after college was with a toy company whose portfolio was largely based on rented equity. It was there I fell in love with licensing and the art of creating franchises out of brands.

Proudest moment of your career so far?

Serving as president of Women In Toys. When I was elected, I didn't realize how significant a role it was going to play in my life and career. Now almost five years later, I am so proud of how it has grown and the impact we've made on women throughout the toy, licensing and entertainment industries.

What is the biggest challenge/opportunity you see in the licensing industry?

Staying relevant. With so many new emerging content platforms and e-commerce on the rise, it's really changing the landscape. Those who can quickly build or mobilize their existing audiences to new platforms will have a tremendous advantage.

What is the best leadership advice you've ever received?

No matter what role you're in, you can have tremendous influence by bringing the right attitude, work ethic and enthusiasm to every business or project you touch.



head of brand development, Basic Fun

Shane Mang

How did you break into licensing?

I joined Nerd Corps Entertainment as a coordinator. But it wasn't until I literally slipped on a banana peel in the parking lot, in true cartoon style, that I became convinced I should make a career in this business.

Proudest moment of your career so far?

I've had several proud moments, from signing master toy agreements and creating cutting-edge digital products to launching global QSR programs.

What is the biggest challenge/opportunity you see in the licensing industry?

As licensors, we need to think holistically and leverage continuing technology advances in manufacturing, retail and content-delivery methods to craft licensing programs that simultaneously drive awareness and engage target audiences, making it even easier for consumers to find, shop for and buy our products.

What is the best leadership advice you've ever received?

Empower the people around you, give guidance where necessary, take ownership of the challenges and issues and trust that your team can accomplish things in even better ways than you imagined.



executive director, global consumer products, The Jim Henson Company



Colin McLaughlin

How did you break into licensing?

I started my career at the corporate office of Steve & Barry's University Sportswear. At the time, Steve & Barry's was making a name for itself in the retail landscape built on direct-to-retail licensing. I was lucky enough to join an entrepreneurial licensing team working with hundreds of licensors spanning colleges/universities, corporate and entertainment brands and celebrity and lifestyle partners. Steve & Barry's paved the way for my future roles at Classic Media, DreamWorks Animation and Retail Monster.



vice president, licensing and sales, Retail Monster

Proudest moment of your career so far?

Working with Michael Connolly and Kelli Corbett to open Retail Monster, our brand licensing and extension company, is a career highlight.

What is the biggest challenge/opportunity you see in the licensing industry?

Both the changing ways in which people of all ages consume content and shop retail offer exciting opportunity for the industry moving forward.

Where do you see yourself in 10 years?

Very much a part of the licensing industry, working with the Retail Monster team to drive opportunity for our best-in-class partners.

Ricky Medina

How did you break into licensing?

Well, I wouldn't say I exactly "broke" into licensing so much as I lucked into it. I knew my fair share about "Madden," but I knew next to nothing about licensing. I was offered the digital category position, and little did I know at the time that this would set the wheels in motion for a career in the licensing industry.



senior manager, licensing and business development, NFLPA

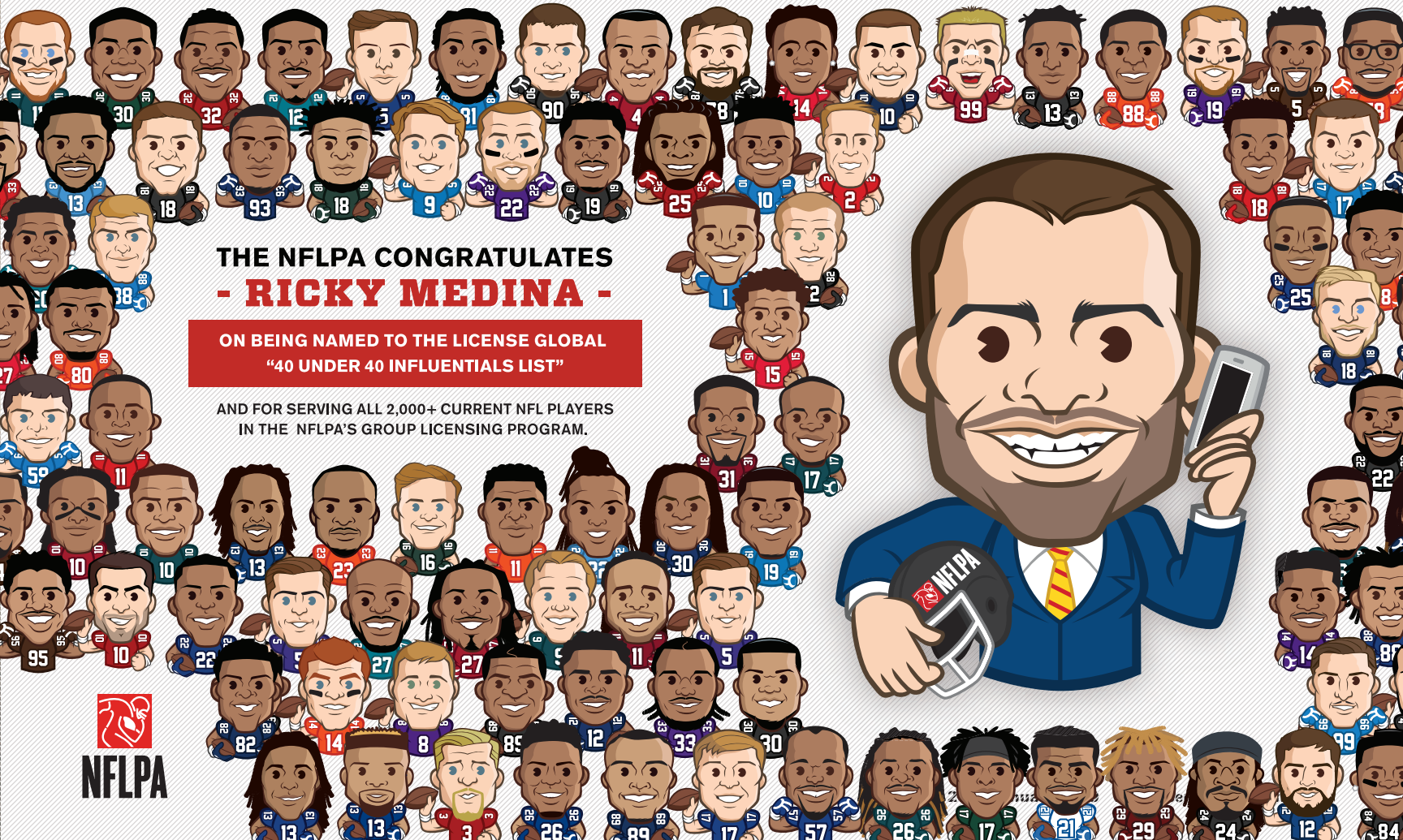
Proudest moment of your career so far?

Without question, playing a role in founding REP Worldwide. It's a full-service licensing agency co-founded by the NFLPA that represents the intellectual property rights for other athletes and sports-centric properties. Launching this business in partnership with the U.S. Women's National Soccer Team Players Association and the Women's National Basketball Players Association has given this experience a profound sense of momentum and purpose.

Where do you see yourself in 10 years?

Reinvention and doing things that are new and different is what gets me out of bed every morning, and I hope to be doing exactly that in 10 years.

As someone who doesn't drink coffee, I have unbridled enthusiasm for what I do for a living—it is my fuel.



Dani Merkrebs

How did you break into licensing?

After transitioning through entry-level jobs in the music industry directly out of college, I landed in a temp position at HIT Entertainment. I ended up working in an entirely new industry that I would soon come to love.

I learned from the most amazing group of leaders while at HIT, working on the beloved brand Thomas & Friends. The position soon became permanent—and so did my career in licensing.



*director, licensing,
North America,
family and brands,
Entertainment One*

Proudest moment of your career so far?

My proudest moment is happening as we speak! This industry really has a way of recognizing its people.

What is the biggest challenge/opportunity you see in licensing?

As everyone knows, licensing tends to be cyclical. I think this is especially true in softlines. Private label is on the rise, but I think it is pushing us to think outside the box when it comes to licensing to create the best possible product.

Where do you see yourself in 10 years?

I am lucky enough to work on some of the best brands out there! I hope to still be working at eOne 10 years from now, working on top properties.

Marshall Mizrahi

How did you break into licensing?

When I was 12, my family was attending the shoe show in Las Vegas. We had just been granted the rights to Warner Bros., so I walked around the show in a Bugs Bunny costume and handed out fliers for our booth. I was too young to enter the show, but who's going to stop Bugs Bunny?!



*vice president, Handcraft
Manufacturing*

Proudest moment of your career so far?

In 2008, Disney announced Handcraft as its sole licensee for underwear. Everyone at Handcraft was very proud of this accomplishment, and we made sure to celebrate as a family.

What is the biggest challenge/opportunity you see in the licensing industry?

I refer to it as the speed of licensing. It used to take many years for a license to build momentum. However, we are seeing trends appear on social media one night, and they are a massive success the next day.

Where do you see yourself in 10 years?

I still see myself working at Handcraft closely with my family and my office family. As a third-generation Mizrahi, we look forward to welcoming in the fourth-generation in the next 10 to 15 years.

Michelle Perez

How did you break into licensing?

Working for a TV production company called Bocaboca in Spain, where I kicked off as a format manager for unscripted shows. I learned about the acquisition of rights and adaptation of international TV formats into programs for Spanish national television such as "Pasapalabra" ("The Alphabet Game"), which is still on-air in Telecinco.



*global licensing director,
Gameloft*

Proudest moment of your career so far?

To be part of "Minion Rush," the official *Despicable Me 2* mobile game, one of the most downloaded games in mobile gaming history so far. It was an idea shared with us by the Universal interactive team at GDC in San Francisco a few years ago. Today, it's almost reaching 1 billion downloads worldwide.

What is the biggest challenge/opportunity you see in the licensing industry?

Connecting with a generation of digital native consumers who have been able to choose what content and brands they want to be exposed to since they were born.

If you were a superhero, what would your superpower be?

Reading people's minds!

Jess Richardson

How did you break into licensing?

My dad worked with Mirage Studios and the creators of "Teenage Mutant Ninja Turtles" during the '80s, so I had an idea of what licensing was at a young age. I was always drawn to it as a career path.



head of licensing, Netflix

Proudest moment of your career so far?

In 2008, I signed a deal with NECA toys for "TMNT." The first product release was a New York Comic-Con exclusive based on the first comic series. The samples arrived a week prior to NYCC, and all of the packaging had a special thank you with my name printed on the bottom. It was the coolest thing ever.

What is the biggest challenge/opportunity you see in the licensing industry?

The licensing industry finds itself in the midst of historic change. Both the global entertainment industry and retail landscape are being disrupted. We have to predict where new IP will be created and which retailers will survive, as well as where will the market shift and how we build compelling programs that help our partners succeed.

Where do you see yourself in 10 years?

I can't envision a future that doesn't involve licensing.

Eva Rodriguez

How did you break into licensing?

Upon graduation in 2007, the economy imploded, and no one was hiring. I began networking with anyone who would listen, including a past colleague employed at Fox. Within the week, she emailed me a job posting in Fox's Consumer Products division.

Proudest moment of your career so far?

Our recent fashion collaboration with Anuar Layon for his show at Mercedes Benz Fashion Show Week in Mexico City dedicated to "The Simpsons." It is the dream halo program. The fact that it was coming out of a Latin-American city was a source of pride for me, a Mexican-Nicaraguan American.

Where do you see yourself in 10 years?

With the transition from Fox to Disney, I look forward to leadership roles in business development and global strategies. At the same time, I would like to get further involved with key international trade organizations to advocate for a more integrated global marketplace.

What is the best leadership advice you've ever received?

Speak up. You are in the room for a reason. This advice has made me more determined to be more confident in myself and to speak up.



senior manager,
Twentieth Century Fox

Corey Salter

How did you break into licensing?

I've been involved with ABG from the beginning; I became a stakeholder and advisor while in college and interned over the summers. When I graduated, I started working full-time as a business development manager.

Proudest moment of your career so far?

I was asked to run ABG's entertainment division. It was a vote of confidence from the senior team and a testament to my hard work. Figuring out how to prevail in spite of challenges is exciting.

What is the biggest challenge/opportunity you see in the licensing industry?

The opportunities in licensing are endless.

Where do you see yourself in 10 years?

To merge my interest in real estate with my experience in licensing and brand development.

Did you have a mentor? If so, who was that and how did they influence your career trajectory?

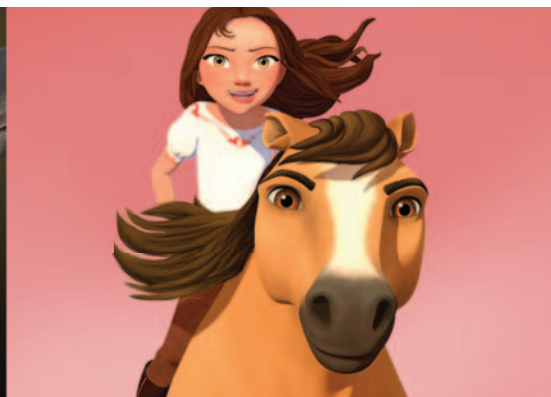
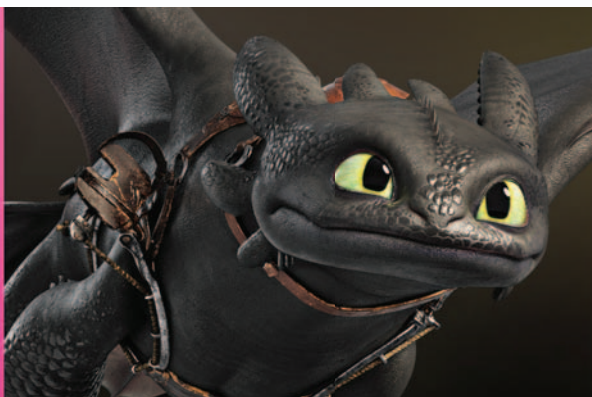
My dad instilled the value of hard work and gratitude in my brothers and I.



president, entertainment,
Authentic Brands Group



**CONGRATULATIONS TO ALL ON
THIS WELL-DESERVED RECOGNITION
INCLUDING OUR OWN ALLY TSENG**



Milin Shah

Proudest moment of your career so far?

First, balancing a career in our industry while attending law school in the evenings for four years, graduating with a concentration in IP and entertainment law and passing the New York and New Jersey bar exams without taking time off is a journey I'll never forget.

Second, I am incredibly proud of being a part of the IML/CultureFly teams from the ground-up as we launched our collectibles, subscription and collector box business model from a side project to now be an independent, thriving business.



vice president and
general counsel, Isaac
Morris Limited

Where do you see yourself in 10 years?

I want to continue working with talented professionals, motivating one another to constantly innovate new products and services on behalf of the brands and licenses we are working with. I see myself continuing to wake up every morning enthusiastic because I get to work in the coolest industry ever.

What is some of the best leadership advice you've ever received?

Treat everyone with respect. Respond to every email, every phone call, every day and take every meeting. Always smile. Always stay positive.

If you were a superhero, what would your superpower be?

If I could fly, I'd be able to attend more meetings and close more deals.

Ian Shepherd

How did you break into licensing?

My first real exposure to licensing was about 10 years ago at Universal Music. I worked closely with Bravado to capitalize on the amazing rights that they had with artists such as The Rolling Stones, Lady Gaga and Justin Bieber. At the time, there wasn't that much licensed music product in the market and not much variety beyond a black band t-shirt.



founder and chief
executive officer, The
Social Store

Proudest moment of your career so far?

I've been lucky to work on some amazing brands, not least *Star Wars* and *Marvel*, but launching my own brand in the last year, *Hearts By Tiana*, with the most popular girl on YouTube, *Tiana*, and taking it to *Brand Licensing Europe* this year was a real achievement. We left BLE inundated with firm interest from the biggest retailers in the U.K.

Where do you see yourself in 10 years?

I'm super passionate about the media industry and specifically digital creators. I believe we have only just started to explore the licensed opportunities in this space, and I hope that in 10 years, my company, *The Social Store*, will have a portfolio of well-loved brands across lots of demographics.

CONGRATULATIONS TO OUR
WONDER WOMAN

JACQUELINE
VONG

40
UNDER
40

playology
intl

Playologyintl.com

LICENSING - ASIA MARKET EXPERTISE - RETAIL DEVELOPMENT
CONTENT STRATEGY - BRAND & FRANCHISE MARKETING

Laura Shim

How did you break into licensing?

I didn't know what licensing was until I joined IMG back in 2007. Before that, I worked for a private jet company, but I decided to change my career and started to assist an executive at IMG, where I discovered the industry is really fun and has huge potential.



Proudest moment of your career so far?

When I see brands successfully extend into other categories. For example, I've been a key part of driving Asian licensing programs for established American entertainment brands such as "The Simpsons," "Sesame Street" and Pink Panther, extending them into apparel, cosmetics, food and beverage, retail and even special color contact lenses. I also loved working on the NFL, and I am proud to say we now have 190 points of sale for NFL-branded kids apparel in Korea.

Where do you see yourself in 10 years?

I am not sure where I will be, but I am sure I will still be in this industry and continuing to add great value to it.

What is the best leadership advice you've ever received?

To achieve our goal, we always keep these three words in our mind: Finding, minding, binding.

director, IMG

Allison Tseng

How did you break into licensing?

I started out on the apparel licensing side at Nickelodeon Consumer Products. After a couple of years on the category side, I transitioned into retail marketing, where I've since been fortunate to have launched retail programs across the Nickelodeon, DreamWorks Animation and, now, NBCUniversal portfolios.



Proudest moment of your career so far?

Moving from the East Coast to the West Coast to work for DreamWorks Animation and being able to execute my first Signature Brand at Target with DreamWorks' *Trolls!* I'm so excited to do it all over again for *Trolls 2!*

director, retail marketing,
NBCUniversal

What is the biggest challenge/opportunity you see in the licensing industry?

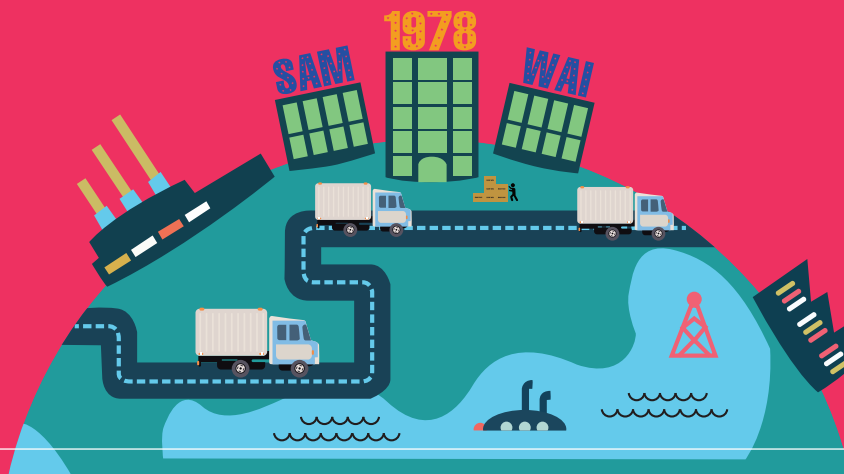
There is an overabundance of kids' content out there, which makes launching new IP even more difficult. On top of that, shelf space in support of license is becoming more and more limited. It's a fun challenge that I face on the daily, and it pushes me to think differently.

Where do you see yourself in 10 years?

I see myself leading a team of creative thinkers who I not only help inspire, but also inspire myself.

JACQUELINE VONG

YOUR HARD WORK AND PERSEVERANCE HAS
FINALLY EARNED YOU THE WELL DESERVED REWARD.
CONGRATULATIONS FOR SUCH AN ACHIEVEMENT.
WE HOPE MANY SUCH SUCCESSES ARE WAITING FOR YOU.



SAMWAI
Est 1978

www.samwai.com.hk

Jacqueline Vong

How did you break into licensing?

I started my career at Spin Master, my first foray into licensing in the media relations and partnership department. I officially broke into licensing when I moved to Nelvana. I finally cut my teeth in managing hardlines for incredible brands like “Bakugan,” “The Backyardigans” and “Ben 10.”



*president and co-founder,
Playology Intl.*

Where do you see yourself in 10 years?

I left my career in China to repatriate back to Canada to have my baby girl, and in 2018, I have worked very hard to start my own strategic consultancy/agency, Playology Intl. I want my daughter to grow up and see first-hand that her mother was able to raise her while running a successful business with integrity.

I hope in 10 years that Playology will still be a thriving company with a mix of Asian and North American business. I'd like to see my company take on traditional youth properties but also continue to develop its growing verticals.

What is the best leadership advice you've ever received?

It sounds cliché, but in business, nothing is personal. I am a passionate individual who pours my heart into whatever I do, and sometimes I need to take a step back and identify when I am too emotionally vested.

Sharon Weisman

How did you break into licensing?

I earned a science degree and worked in a lab as an organic chemist. Then I immigrated to America 11 years ago, and applied for an entry-level sales position at *License Global*. Steven Ekstract said I wasn't right for the position, so I politely refused to leave until he hired me.



*senior director, global
business development,
LIMA*

Proudest moment of your career so far?

Implementing the first LIMA London retail-focused event this year, enabling licensing professionals from across the globe to meet and get first-hand insights from two top commerce entities. I love being able to connect creative, smart people and help navigate the next big licensing initiative in what always seems to be an unpaved licensing adventure.

What is the biggest challenge/opportunity you see in the licensing industry?

A challenge is an opportunity. We have an opportunity to change the licensing model to correlate with the new pace, outlets and demand. Licensing is about products we all want, not need.

What is the best leadership advice you've ever received?

Always take the call.



LIMA Congratulates

SHARON WEISMAN

for being selected by License Global as a top “40 under 40.”

~~~~~

## Sharon, thanks for riding with us.

90  
Years  
of

# MICKEY MOUSE

From his beginnings in “Steamboat Willie” to high fashion collaborations with the hottest designers, Mickey Mouse has come a long way in 90 years and has grown to become an indelible piece of popular culture for every person around the world.

by AMANDA CIOLETTI

Perhaps no figure in the world is more symbolic of happiness, joy and childhood magic than Mickey Mouse. A cross-culturally recognized, multi-generation-spanning icon and symbol, The Walt Disney Company has built its kingdom upon some pretty iconic black ears.

“Without a doubt, Mickey has very broad appeal on screen, in person and in merchandise alike—he transcends age, geography and demographics to appeal to the good nature in all of us,” says Ken Potrock, president, consumer products commercialization, Disney Parks, Experiences and Consumer Products. “Mickey Mouse has brought generations together more than any other animated character in the world. With his universal appeal and ability to emotionally connect with people from all over the world, he has remained a pop culture icon decade



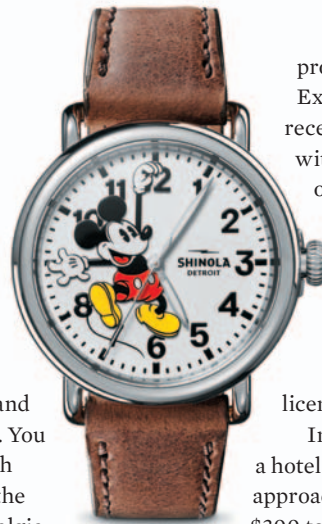
after decade. In 1934, Walt Disney was asked to explain Mickey's global popularity, and he said, 'The Mickey audience is not made up of people; it has no racial, national, political, religious or social differences or affiliations; the Mickey audience is made up of parts of people, of that deathless, precious, ageless, absolutely primitive remnant of something in every world-wracked human being which makes us play with children's toys and laugh without self-consciousness at silly things, and sing in bathtubs, and dream and believe that our babies are uniquely beautiful. You know, the Mickey in us.' This is still very much true today. As our most iconic character and the face of Disney, Mickey sparks childhood nostalgia in adults and represents positive values to children while entertaining and delighting audiences wherever he goes."

To date, Mickey Mouse has starred in more than 120 animations, 30,000 publications, multiple touring productions and has appeared on countless (literally, countless!) pieces of apparel, toys, homewares and other products.

In 2018, Mickey Mouse commemorates its 90th anniversary—he first debuted in "Steamboat Willie" on Nov. 18, 1928—and with that comes a celebration that only the Mouse House could pull off in true style.

Disney has brought the entire organization together to create an expansive licensing program that commemorates Mickey Mouse with a global offering of goods and experiences that honor the world's most famous character.

"Mickey Mouse is the No. 1 licensed character franchise in the world, and we continually collaborate with the top brands and licensees in emerging spaces to create products and experiences that help extend Mickey's brand and reach audiences of all ages," says Josh Silverman, executive vice president, global



product commercialization, Disney Parks, Experiences and Consumer Products. "Our recent efforts have been focused on working with other brands who are considered 'true originals' in their own right—other iconic brands that have rich histories—to share in the 90th anniversary celebration of the 'true original' Mickey Mouse."

### Mickey, the 'True Original'

As the legend goes, when it comes to licensing, Mickey is the "true original."

In 1929, Walt Disney was walking through a hotel lobby in New York City when he was approached by a man asking if he could pay \$300 to place Mickey on a writing tablet that he was manufacturing. Needing the money, Disney agreed, and thus, Mickey became the first-ever character to appear on a licensed product.

Soon after, Disney expanded on this concept, creating the first plush toy from the Steiff Company of Germany in 1930, and in 1933, the Ingersoll-Waterbury Company unveiled its now-iconic Mickey wristwatch at the Chicago World's Fair.

Today, Mickey is the No. 1 licensed character franchise in the world, contributing to The Walt Disney Company's status as the world's most successful licensor, bar none. This year alone, the company reported \$53 billion in annual retail sales of licensed products, making it No. 1 on *License Global's* annual Top 150 Global Licensors report year-on-year (and for many years prior to that).

"Merchandise inspired by Mickey Mouse has played a significant role in the legacy from the past 90 years," says Silverman. "That's what makes this project so fun; we get to take these great, iconic moments from the past several decades and bring them back to life with partners—some existing and some original—in new and unexpected ways."



### Products and More Products, 'Oh Boy!'

To mark the milestone anniversary of Mickey Mouse, Disney has crafted a global licensing program that reflects the overwhelming popularity the character enjoys, and many of those partnerships are limited-edition or short-term opportunities.

"There are a number of licensed collaborations that have rolled out around the globe in support of Mickey the 'True Original' and his milestone anniversary," says Silverman. "From the one-of-a-kind fashion show in Disneyland with fashion brand Opening Ceremony to the near full-store takeover with Target this past summer, collections with Primark and Dose of Colors' Mickey Mouse makeup collection (pieces of which

Disney  
MICKEY  
MOUSE

HAPPY 90<sup>TH</sup> ANNIVERSARY



DOSE  
OF COLORS

DOSEOFCOLORS.COM  
#DisneyandDoseofColors

sold out in China on the first day) and in-store events at Sugarfina, Levi's, Rag & Bone and more, Mickey is in the spotlight with brands paying tribute to his legacy.”

Special partnerships include, in part:

- A collection of vintage-inspired Mickey Mouse assortment from Funko that include a “Steamboat Willie” Pop! vinyl figure, “The Brave Little Tailor” mini vinyl figures, a firefighter Mickey Pop! and more.
  - Longtime food and beverage partner Dole has brought Mickey to bananas, pineapples, salads and veggies in the U.S. and Canada, and through January, has crafted a Pinterest campaign that offers how-to recipes, healthy menu ideas and party planning tips.
  - Shinola has launched a range of cool special- and limited-edition items including timepieces, leather goods like backpacks and a tech portfolio, audio equipment and wall clocks.
  - Vans gathered together four artists to create a line of footwear in honor of Mickey's 90th. The partnership also includes t-shirts.
  - Polaroid has released an anniversary edition camera and film that incorporates Mickey into its borders.
  - Mickey is featured on a makeup collaboration with Dose of Color, bringing the iconic character to the packaging and stamped within eyeshadow palettes.
  - Lacoste, which is also celebrating its 85th year, has paired with Disney for a range of 90th anniversary sneakers, leather goods, polos, t-shirts, sweatshirts and accessories for kids and adults.
  - Levi's has brought Mickey Mouse to its own collection of iconic denim, fashioning skinny jeans, sequined quilted coats and jackets, each emblazoned with the famed mouse.
  - Apparel brand Rag & Bone launched a range of Mouse-inspired t-shirts, knits, jackets and sneakers in November.
  - British retailer Cath Kidston has debuted a line of bags, accessories, homewares and more, each adorned with Mickey branding.
- Other best-in-class partners such as Forever 21, Gigi



Burris, Marc Jacobs, Opening Ceremony, Nixon, Just Play, LEGO, Goldfish, Ample Hills and Oreo are also on board for various collaborations and products.

## Disney Parks Say 'Hiya, Pal!' to Anniversary Celebrations

Mickey Mouse is the heart and soul of Disney parks around the world. Since the opening of the first Disneyland park in Anaheim, Calif., in 1955, to the most recent Disneyland Shanghai in China in 2016, Mickey Mouse and his friends have featured prominently in parades, attractions and entertainment experiences. The anniversary, then, is big news.

“Disney parks and resorts celebrated Mickey's 90th birthday with a series of events at all sites around the world on Nov. 18—Mickey's actual birthday—that continues with the World's Biggest Mouse Party, a limited-time, global celebration of Mickey and Minnie around the world,” says Potrock.

In October, Disneyland Paris debuted “Mickey and his PhilharMagic Orchestra,” a 4D experience; and the Tokyo Disney Resort (which is also celebrating its 35th anniversary this year) premiered the new “Dreaming Up!” parade and “Happiest Celebration on the Sea,” both of which feature Mickey.

Hong Kong Disneyland is hosting “We Love Mickey!” surprise parties and has transformed its Mainstreet U.S.A. into a tribute to the famous Mouse; while Shanghai Disney Resort has debuted its spectacular, “Ignite the Dream—A Nighttime Spectacular of Magic and Light.”

There are also plans for special shows, appearances and more on Disney Cruise Line ships and at Aulani, Disney's resort and spa in Hawaii.

Additionally, Disney recently announced a new mouse-themed attraction, Mickey & Minnie's Runaway Railway, set to open at Disney's Hollywood Studios in October 2019.

## M-I-C—'See You Real Soon'—K-E-Y M-O-U-S-E

Last month, Disney opened the doors to the “Mickey: The True Original” exhibition in New York, New York. The 16,000-square-foot exhibit features historic and contemporary works featuring Mickey Mouse from renowned artists such as Darren Romanelli, Amanda Ross-Ho, Kenny Scharf, Shinique Smith, Keith Haring, Daniel Arsham and others, as well as Disney's famed animators.

The immersive attraction, centered in New York's trendy Meatpacking District and just below the High Line, takes visitors through 10 curated rooms that showcase Mickey Mouse through the years and in various interpretations.

The exhibition also includes a Mickey's Maker Shop,

# CITIZEN WATCH

CELEBRATES THE

**90<sup>TH</sup>** *MICKEY*  
ANNIVERSARY OF *MOUSE*

WATCHES POWERED BY LIGHT  
& A LITTLE BIT OF MAGIC



Never Needs a Battery  
*Eco-Drive.*

CITIZEN



a retail store that offers exhibition-branded merchandise, timed product drops and select pieces from the 90th anniversary "True Original" capsule collections. Visitors can also create custom personalized products on-site.

"Mickey: The True Original" runs through Feb. 10, 2019.

Other major events, experiences and entertainment specials celebrating Mickey include a TV special on ABC;

a Disney on Ice tour that will bring the 90th anniversary festivities to the U.S., Europe, the Middle East, Africa and Latin America; and a special school program in France that asks students to create their own Mickey artwork.

Additional products, such as 30 titles from Disney Publishing Worldwide and various items from Disney Store, have launched, as well.

Potrock and Silverman say birthday celebrations will continue through 2019 as well.

"From a new star on the Hollywood Walk of Fame to a one-of-a-kind fashion show inside Disneyland Park, a new television special, celebrations at Disney parks and resorts, unique product collaborations with other 'true original' brands, and the 'Mickey: The True Original Exhibition' opening in New York City, this has most definitely been the year of the mouse," says Potrock. "We've been hyper-focused on celebrating the persona and characteristics so inherent to Mickey in everything we've done this year, and have worked closely to make sure our fans and guests are reminded of why the world has come to love this character so much over the years." ©

**USAopoly**  
CONGRATULATES  
**DISNEY'S MICKEY MOUSE**  
ON  
**90**  
**YEARS**  
OF MAGIC



AVAILABLE NOW





# BATTLE OF THE TOY TITANS: Which Retailer will Fill the Void Left by Toys R Us?

2018 will mark the first holiday season without Toys 'R' Us, and retailers large and small are clamoring at the opportunity to snag the largest possible share of the toy market this holiday season.

by BIBI WARDAK

When Toys 'R' Us announced it was closing its doors last May after failing to survive bankruptcy, many assumed the retailer's demise would dramatically alter the brick-and-mortar toy retail experience, further reflecting the growing momentum behind online shopping.

But rather than solely amping up their e-commerce efforts, retailers are making major investments to fill the gap left behind by Toys 'R' Us, a household name that dominated the toy retail space for decades.

"I think the Toys 'R' Us news has re-energized the toy industry," says Juli Lennett, senior vice president, toys, the NPD Group, who shared her industry predictions via her NPD blog. "Existing toy retailers are making bigger investments in toys, new toy retailers are emerging and

manufacturers are looking for new avenues of distribution. Another likely outcome is that toy manufacturers will become more creative, and we'll see more interesting and unique products coming down the pike.

"If there is one thing I feel confident about, it's that the toy industry will be anything but status quo in Q4," continues Lennett.

And that's a fair prediction. The U.S. toy industry increased its dollar sales by 7 percent to \$7.9 billion in the first half of 2018, according to data collected by The NPD Group. That means emerging toy retailers have an even larger market share to grab at this year, especially heading into the holidays, a key selling season for toy retailers around the globe.

Target is among those retailers reaching for that available



toy market share. In October, the Minneapolis-based retail giant announced

its plans to add nearly a quarter-million-square-foot of new space for toys in more than 500 of its stores and remodel its toy department in more than 100 stores.

The extra space is intended to help showcase larger items such as playhouses, electric ride-on vehicles and outdoor playsets, and to provide the room needed to take products out of their packaging so children can enjoy a 360-degree shopping experience. The remodeled toy areas are deliberately planned to be more kid-focused and eye-catching, and will include displays like a prominent three-foot LEGO slide above the aisles.

And to further lure young shoppers into its stores throughout the holiday season, Target added 25,000 hours of in-store events and “playful experiences,” which will allow children to play with toys and meet popular characters from “Paw Patrol,” L.O.L. Surprise! and “Minecraft.”

If that weren’t enough, Target added a whopping 2,500 new and exclusive toys to its product lineup—nearly doubling its toy offering last year. Target has added toys, such as Disney Pixar *Cars* super track Mack playset, a Barbie pink passport glamour jet and a Disney Princess 32-inch my size *Moana* doll.

And to make it even easier for shoppers on the hunt for the latest, trendy, must-have toy, Target announced a new toy hub on Target.com as well as a digital toy finder.

“It’s no secret that Target’s playing to win in the toy space—and we have tons of fun in store for the holidays and beyond,” the company wrote via an article

on its website. “And we’re upping our game with our 2018 Kids’ Gifting catalog, too. This beauty is making its way to millions of homes across the country.”

Target’s expanded gifting catalog allows customers to scan any page of the catalog via the Target mobile app and instantly find (and purchase) the toys featured in the catalog via their mobile devices.

“For many guests, finding the perfect toy to wrap up and give their little loved ones this holiday is going to be their top priority,” says Mark Tritton, executive vice president and chief merchandising officer, Target. “We want them to know that Target is here to help.

“Our team has spent months preparing for this season, selecting the assortment, deepening our inventory to offer more of the hottest items and reimagining the experience we have for toys in our stores and online,” adds Tritton. “We’re excited to welcome more shoppers to Target this season and help them create memorable moments for years to come.”

Another retailer looking to fill the vacuum left by Toys ‘R’ Us is retail behemoth Walmart.

Walmart got an early start establishing its position as a go-to retailer for toys with the release of Ryan’s World, a toy line in collaboration with YouTube influencer Ryan of Ryan ToysReview, which was available exclusively at Walmart through Sept. 30.

In August, Walmart announced that it would increase its in-store toy offering by 30 percent and its online toy offering by 40 percent, adding new toy brands to its lineup. New licensed toys include a Power Wheels Barbie dream camper ride-on and a Marvel Universe *Spider-Man*-themed plush toy.

Online, Walmart is making a major push to differentiate itself from the competition. The retailer is selling exclusive toys, including DC Comics 6-volt *Justice League* Batmobile.

Walmart.com is also offering customers a chance to hear directly from 25 toy “kidfluencers,” such as Clara Lukasiak, Gavin Raygoza, Kenzie Mitchell and Gabe and Garrett, who will develop exclusive toy content and reviews designed to leverage their vast built-in fan bases.

For those craving the authentic toy store experience, the return of FAO Schwarz couldn’t have come at a more perfect time.

Thirty years after Tom Hanks played its iconic piano keyboard mat in the 1988 film *Big*, FAO Schwarz reopened its New York City flagship in November at its new location—30 Rockefeller Plaza. The renowned toy store, which closed three years ago, now boasts a 20,000-square-foot space that will see the return of the piano keyboard mat, along with an expansive range of toys from partners such as a 2018 holiday Barbie doll and Build-A-Bear.

“We don’t necessarily feel we are closing the gap left by Toys ‘R’ Us, rather, for us, it is about filling the gap that was left when FAO Schwarz closed a few years



# EXPLORE THE HUGE POTENTIAL OF CHINA'S LICENSING MARKET

---

**27,000** m<sup>2</sup> exhibition space **200+** exhibitors\* **800+** brands/ licensing properties\*


---

\* 2019 forecast

## CHINA LICENSING EXPO 2019

— JULY 24-26 —

Hall 2, NECC (Shanghai), China

Organizer:   
UBM

Sponsor:   
LIMA

Official  
Publication:   
LICENSE  
GLOBAL

[www.licensingexpochina.com](http://www.licensingexpochina.com)

ago,” says David Niggli, chief merchandising officer, FAO Schwarz. “Our goal is to bring back the excitement, experiences and memories that generations of children and families of all ages shared when they visited FAO Schwarz. As we like to say, it is a return to wonder.”

Like other retailers, FAO Schwarz will leverage the in-store experience to attract families. Its new flagship features a kids’ grocery shopping experience, magic shows, a build-your-own RC race station and a baby adoption center.

For FAO Schwarz, shopping within its doors is very different than shopping at other retailers.

“From a two-and-a-half-story clocktower to a giant rocket ship, toy soldiers that greet you at the door and, of course, the dance-on piano, a variety of exclusive, customized product-driven experiences make FAO a very unique toy store,” says Niggli.

FAO Schwarz is also setting its sights on the international market with the launch of several pop-up shops around the globe and another mega flagship store.

In Canada, the toy retailer has partnered with Hudson’s Bay for pop-up shops in all 89 stores across the country. In partnership with Selfridges in London, U.K., FAO Schwarz launched a pop-up shop in November as part of the “Selfridges Rocks” Christmas shop. A pop-up shop in partnership with Spain’s El Corte Ingles was also launched last month in Madrid, which will remain open through the holidays. The toy retailer also opened a pop-up shop in Myer Australia’s two flagship stores in Sydney and Melbourne as part of its Giftorium Event, which began in late October.

FAO Schwarz plans to open a massive 27,000-square-foot flagship store in Beijing, China, via Kidsland China in March 2019.

“The expansion to these countries further exemplifies FAO Schwarz as a global kids’ lifestyle brand,” says David Conn, chief executive

officer, ThreeSixty Brands, owners of FAO Schwarz. “FAO Schwarz was built on in-store experiences, which has made it a global destination over the years. In partnering with these amazing companies around the world, we are able to bring back that wonderment of toys and a deep nostalgia for the larger-than-life experience that FAO Schwarz has offered to parents and children alike for over 150 years.”

Amazon, another formidable competitor, announced its holiday toy list in August and followed in Toys ‘R’ Us’ footsteps by distributing a print toy catalog via mail to millions of U.S. households and via its Whole Foods grocery stores, according to *Bloomberg*. Amazon’s online holiday toy list includes a top 100 list of toys, a shop-by-age feature, a shop-by-brand feature, a shop-by-category feature and a helpful “Kid Picks” section designed to make the toy-shopping experience a breeze.

BuzzFeed is another digital property jumping into the retail fray. The cross-platform news and entertainment network is opening a quirky toy store in an 11,000-square-foot space in New York City that will be called “Camp,” according to the *New York Post*.

Party City is yet another retailer that wants a piece of the toy retail pie. In June, when Toys ‘R’ Us closed its last stores, Party City announced plans to launch 50 pop-up shops called “Toy City” that will be open during the holidays.

With all these retailers jumping into the fray, only one retailer has people wondering, “Is Toys ‘R’ Us really dead?”

Kroger, America’s largest supermarket chain, announced in November that it would resuscitate the remnants of TRU by carrying Geoffrey’s Toy Box brands in nearly 600 of its stores for the holiday season.

That means, top toy brands once exclusive to TRU such as Imaginarium, Journey Girls and Just Like Home are back in U.S. stores. Geoffrey’s Toy Box-branded merchandise for the holidays includes 35 children’s toys spanning several popular brands.



And that's not the only sign that Toys 'R' Us wants back in the retail game.

In October, TRU canceled an auction to sell its intellectual property assets, leaving assets to remain with its Geoffrey Holdings subsidiary. According to *Bloomberg*, the move could mean that TRU lenders would control the IP after bankruptcy and seek to reorganize into a new company that will maintain existing license agreements and could invest in new retail operating businesses.

Despite the disruption at retail, 2018 saw a raft of licensed toy deals. Jazwares was named global master toy partner for "Go Away Unicorn!" and Jakks Pacific was named master toy partner for the Jam Media series "Becca's Bunch." Golden Bear became master toy partner for Acamar's preschool property "Bing" and renewed as global master toy partner for "Twirlywoos."

And these examples are only a tiny fraction of the deals continuing to take place.

Spin Master, which licenses a portfolio of heavyweight brands including Hatchimals and "Paw Patrol," announced a 2.3 percent increase in its 2018 Q3 revenue over the same period in 2017, including a 29.9 percent increase in gross product sales in the activities, games and puzzles segment.

"In a quarter where sales were affected by the uncertainty arising from the demise of Toys 'R' Us, we are pleased with our operating and financial results for Q3 2018," says Ronnen Harary, chairman and co-chief executive officer, Spin Master.

Licensed toy sales are further expected to hold strong

this holiday season thanks to box office hits and the superfans who adore them. More than 47,000 *Harry Potter* LEGO sets and more than 37,000 *Harry Potter* Funko Pop! figurines have been sold on eBay, according to *Variety*.

Though the current closure of Toys 'R' Us stores provides an enormous opportunity for retailers, America's leading toymakers have experienced some negative blowback as they look to find new retailers to carry their products.

Hasbro, for example, announced that its Q3 earnings were down seven percent in the U.S. and Canada. In October, the company announced a \$50-60 million restructuring plan.

Along those same lines, Mattel announced last July that it would slash 2,200 jobs. Though Mattel announced that its Q3 net sales in North America increased by four percent this year, overall sales fell 8 percent to \$1.44 billion.

For toymakers, it seems things may get a little worse before they get better.

"Given the magnitude of the Toys 'R' Us disruption expected in the fourth quarter this year, gross sales are likely to decline," says Ynon Kreiz, chairman and chief executive, Mattel, according to *USA Today*. "But with many other retailers rushing to fill Toys 'R' Us' void, that impact will subside during 2019 and beyond."

And while the long-term effects of Toys 'R' Us closing its doors remains to be seen, the 2018 holiday season will offer immense insight into which retailers will reign supreme and capture a large chunk of the available toy market—and, in effect, help lift leading toymakers along the way. ©



# IT'S A SMALL WORLD: LICENSING TAKES THE WORLD BY STORM

As the world continues to shrink, business-savvy companies are penetrating global markets—and catapulting their brands to the worldwide stage.

by BIBI WARDAK

It's safe to say that as the world gets smaller with the seemingly endless advances in technology, communication and transportation, companies can—and should—strategically leverage this unprecedented advantage as an opportunity to expand their consumer bases, stretch their global footprint and boost their bottom lines.

According to a survey by the International Licensing Industry Merchandisers' Association, global retail sales and revenue from licensed goods and services ballooned to \$271.6 billion in 2017, up 3.3 percent since 2016. Overall worldwide retail sales climbed 3.7 percent in 2017, and royalty revenue from licensed product sales increased 2.6 percent in 2017 to a whopping \$14.5 billion.

That data suggests that a comprehensive, 360-degree global licensing approach is vital in 2018 and beyond.

Among the companies finding tremendous growth and success in the global market, many say they've been able to do so by starting small, mastering one product category in a new territory and then making an aggressive push to add new categories to their rosters within that territory.

Swissbrand World is one company effectively implementing this strategy. The lifestyle brand, which specializes in travel equipment solutions, has made major inroads and successfully expanded its consumer product offering into various categories and regions.

"Our strategy is based on a key market focus and the ability to start with one licensing category in each of the markets," says Richard Sosnoff, vice president, global sales, Swissbrand World. "Once entered in the market, our team focuses its strength and energy to make this category a great success story. If all goes well with the initial category,



# BLE is moving, save the date!



**LONDON BRAND  
LICENSING  
EUROPE 2019**  
1-3 OCTOBER

Thank you for helping to make this year's BLE a success, why not save the date now for next year's show? Join us **1-3 October 2019 at ExCeL London**, the new home of Brand Licensing Europe. We hope to see you there!

[FIND OUT MORE AT BRANDLICENSING.EU/EXCEL](http://BRANDLICENSING.EU/EXCEL)

Part of Global Licensing Group:

**JAPAN LICENSING  
EXPO**

**LAS VEGAS LICENSING  
EXPO**

**CHINA LICENSING  
EXPO**

**NY SUMMIT**  
THE BUSINESS OF BRAND LICENSING

**LICENSE  
GLOBAL**

Sponsored by:  
**LIMA**  
INTERNATIONAL LICENSING ASSOCIATION

other categories fall into place rather quickly.”

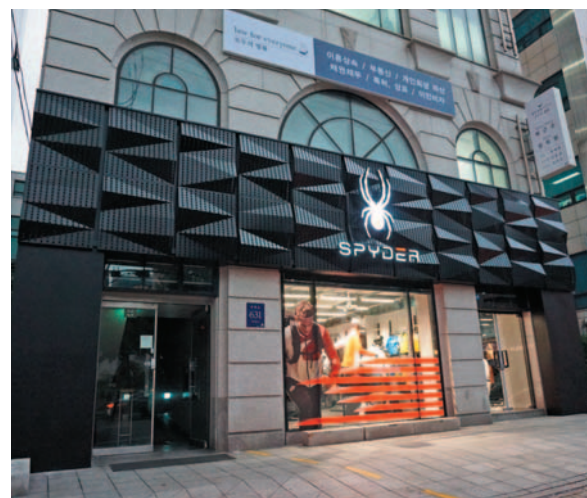
Swissbrand has enjoyed great growth in various markets, such as the U.S., the U.K., Mexico, Brazil, India, China, Japan and Germany. The company plans to keep a laser focus on these territories through 2020.

Illustrator Howard Robinson has propelled his company to achieve remarkable global success in licensing—and he’s done it virtually on his own. Robinson, too, strategically “crawled before he walked” when trying to break into new international territories.

From the start of his career, Robinson decided to take the “slow burn” approach and target specific areas with a specific product, and then leverage that success to add new product categories. Robinson knew that his wildlife-based designs would resonate deeply with animal lovers, particularly children, and, via trial-and-error, he mastered the simple jigsaw puzzle.

Robinson says he now has 450 puzzles licensed at any given time across the globe, and he sells one-to-two million puzzles each year. His Selfies brand, which features illustrations of adorable animals posing for a “selfie,” has grown into more than 11,500 licensed products.

“By using the brand awareness from my puzzles, we quickly built on this success and branched into many ranges of gift and stationery items, and with



worldwide distribution, it has quickly grown into what must be the world’s biggest 3D brand,” says Robinson.

Going it alone makes Robinson’s enormous success that much more remarkable.

“Being a single artist working alone, I need to constantly look at alternative approaches when attempting to break into new categories and territories,” says Robinson. “I am competing for attention in a very competitive brand marketplace, and no matter how loud I shout, I am unlikely to be heard among the plethora of global brands.”

For others, using local resources within each market has been instrumental to business growth.

The Alpha Group, a leading animation, toy and entertainment company with an impressive portfolio of brands including “Super Wings,” has a major foothold in China, where it develops its own toy products in its own factories, has its own TV channel for kids and creates its own content.

Outside of China, the company has a network of about 20 agents across the globe that it tasks with nurturing local partnerships and feeding the unique needs of the region. Alpha has agents in the U.K., Germany, Italy, Spain, Turkey, Israel, Russia, Mexico and throughout Asia, among other key markets.

“Our business model is currently going through agents in most of the territories where we do not have our feet on the ground,” says Antoine Erligmann, vice president, media, TV and consumer products, Alpha Group. “We feel it is necessary to have someone representing the brand in each of the major countries to ensure we have the best possible partner and making sure they can be behind our partners to help them and support them.”

Finding the right local agent has been instrumental





in helping to catapult newer brands into the limelight, such as lifestyle brand tokidoki, which debuted in 2005.

Known for its eye-catching art and whimsical characters, tokidoki leans on the help and expertise of local agents to determine how best to penetrate various international markets with its expansive product ranges, which span apparel, accessories, novelties, cosmetics and toys, among other major categories.

“Our global strategy is to find the right agent in each territory to execute a cross-category licensing program that targets teenagers and young adults,” say Pooneh Mohajer, co-founder and chief executive officer, tokidoki, and Simone Legno, co-founder and chief creative officer, tokidoki. “As each territory is different, we work with our agents to properly identify the best way to do this.”

For tokidoki, the territory drives the product.

In China, for example, tokidoki began by opening high-end, apparel-focused tokidoki stores. Whereas in the U.K., tokidoki kicked things off with a back-to-school program at Primark.

“A great case study is Singapore, where we began seeding the market by attending Singapore Toy, Game & Comic Convention and building our fan base,” say Mohajer and Legno. “In addition to a robust cross-category licensing program, we have expanded categories, including metro cards with EZ-Link, a tokidoki river boat cruise with Water B, an interactive exhibition with Singapore Zoological Gardens and a pop-up hotel with The Quay Hotel.”

For other global powerhouse companies, creating products with universal appeal has been a recipe for success in penetrating various international markets.

Fantawild Animation, an established animation company in China known for its “Boonie Bears” and “Boonie Cubs” brands, is one such company aiming to garner global appeal by ensuring its content delivers a universal message that will resonate with viewers no matter what part of the planet they’re from.

“As an original animation studio, we are very focused on creating good content and building animation brands with global value, with the consideration of Chinese audiences, but also global audiences,” says Daisy Shang, executive president, Fantawild Group. “With great content, comes the chance of going global.”

Fantawild implements a thoughtful, three-prong strategy to ensure international expansion. First, tell a good story with universal appeal; second, use the language of the respective target market to ensure audience resonance; and third, secure strong distribution partners across the globe.

“We cooperate with leading international broadcasters and distributors like Disney, Nickelodeon,

Sony, Netflix and others, which is vital for our global distribution,” says Shang. “Without a doubt, to succeed in the global market, one needs support from powerful local or international distributors and broadcasters.”

Fantawild’s “Boonie Bears” brand, for example, has been distributed to more than 80 countries and performs well across all markets.

Tokyo-based Honmoku File, which represents traditional Japanese brands and artists, says a key factor in its worldwide growth is exhibiting at licensing trade shows, particularly Brand Licensing Europe.

“Brand Licensing Europe is particularly compatible with me,” says Nobutaka Nagai, president, Honmoku File. “Because, as a matter of course, I have become familiar with my country by introducing my properties in my country; there is no novelty. Those who come to Brand Licensing Europe are so far from us in distance and thinking, so it is very easy to exchange information at BLE.”

Nagai says the Matchmaking Service offered at BLE is crucial to securing deals.

The Matchmaking Service is the official one-to-one business networking tool for exhibitors and attendees at Licensing Expo, Brand Licensing Europe, Licensing Expo China and Licensing Expo Japan, which allows exhibitors to search for, connect and secure meetings before the show even starts.



“The Matchmaking Service is wonderful and accurate,” says Nagai. “I think that it is really suitable for new customer development.”

Similarly, The Alpha Group, which has about 300 licensees around the world, says exhibiting at Brand Licensing Europe is an extremely effective way to meet licensees, partners and agents, particularly because of its location in London that lends itself to attracting companies from all regions of the world.

CAA-GBG, a leading licensing and global brand management company, also credits licensing trade shows for expanding its international business.

“Brands matter now more than ever before,” says Perry Wolfman, chief executive officer, CAA-GBG. “By participating in Licensing Expos around the globe, CAA-GBG continues to be at the forefront of discussions with global brands and businesses, top-tier retailers and best-in-class manufacturers in all key regions.”

With 27 offices in 20 countries, CAA-GBG’s global reach is unparalleled, specifically across the Americas, EMEA and Asia-Pacific. The company’s expansive presence gives CAA-GBG a unique advantage in truly understanding each region from the inside out.

“The Asia region continues to be a strong driver of growth for CAA-GBG, as brands and celebrities alike continuously seek to connect with consumers in markets such as China and South East Asia,” says Wolfman.

“In the Americas and EMEA, our direct relationships with the most important retailers in the region, both online and offline, also propels our business forward. Wherever we are, it’s our unique understanding of the local language, culture, customs and commerce that enables us to create authentic brand products and meaningful experiences for local consumers.”

As Wolfman points out, each market is different—and each presents unique challenges and opportunities.

According to a survey by LIMA, the U.S. accounted for a whopping 58 percent of global retail sales of licensed merchandise in 2017, followed distantly by Western Europe (20 percent) and North Asia (10 percent).

“The most challenging

market by far is the United States,” says Sosnoff. “It is a complex formula that requires a great deal of attention and care, but it also can have the greatest return on investment. As e-commerce continues to grow, the traditional brick-and-mortar stores will lose market share, and a focus on off-price retail is becoming more important than ever.”

Similarly, Fantawild Animation takes great care to address cultural hurdles when addressing the U.S. and West European markets.

“West Europe and North America are the most challenging markets, as the animation industry is more developed and mature in these areas,” says Shang. “To better perform in these markets, for our new shows, we work with international creative studios with award-winning writers in the early-development stage to make sure that our stories are told in a way that can be understood and appreciated by international audiences.”

According to Shang, Fantawild has brought in a professional in-house English dubbing team that often rewrite lines for their programs so that they make sense for a Western audience.

“Distribution is also the key to success,” says Shang. “We are not only continuously visiting important broadcasters and partners for feedback, but also cooperating with some powerful distributors to bring our content to more mainstream platforms with their distribution expertise.”

And—perhaps most importantly—being a good partner goes a long way in growing your business globally.

For Swissbrand World, offering good service to partners, such as quick response times and open lines of communication, is vital to the company, according to Sosnoff.

Fantawild also greatly values its partner relationships and takes the time to visit its partners and broadcasters in various regions to gather their feedback and draw on their distribution expertise to help further secure a foothold in each region.

In other words, it takes a village—a global village.

Working together with partners around the world, exploiting their particular expertise and maintaining strong relationships is how some companies are growing by leaps and bounds.

“There is no doubt the world is getting smaller and closer due to numerous factors including development, technology and travel,” says Wolfman. “Despite the changes, CAA-GBG’s core values of creativity, integrity, collaboration and client-service continue to drive our ability to focus and execute with pride and success.

“We continuously listen, learn and apply—it’s a simple approach but it works.” ©





# EXPORTING INNOVATION

Since the days of the Silk Road, China has played a central, often defining role in world commerce. Now, through a combination of political and economic forces, that role is evolving.

by NICOLE SILBERSTEIN

**C**hina is one of the most prolific civilizations in the history of the world, with a record of creativity and enterprise that spans three millennia.

And while there's no doubt that much has changed over that time, those changes might not be as dramatic as they first seem. The Great Wall of China dates back to the 7th Century BC, but just this year, China completed the world's longest sea bridge. And what is the Internet but a modern Silk Road, serving as a conduit for commercial and cultural exchange around the globe? Viewed in that context, China's role as the world's largest exporter (and second largest importer) seems natural and its growing economic and technological influence inevitable.

Over the last three decades, China's economy and position on the world stage has undergone a massive transformation, spurred by landmark policy reforms in 1978 that began to reverse the country's long-standing economic isolation.

Now, China's economy is the second-largest in the world and one of the fastest-growing, despite a recent slowdown in the pace of that growth.

And yet China's relationship with the world continues to be muddled by the complex interplay of its historical sensitivities, communist political ideologies and capitalist economic ambitions.

## From Producers to Consumers

One thing is clear though, and that is the rapid economic evolution that is taking place across the country. Wages

are rising and the middle class is growing, as is disposable income. This in turn has led to massive increases in consumption, driving growth not only in China, but the world. The International Monetary Fund predicts that the world economy will grow by 3.9 percent this year, and China will account for a whopping one-third of that growth.

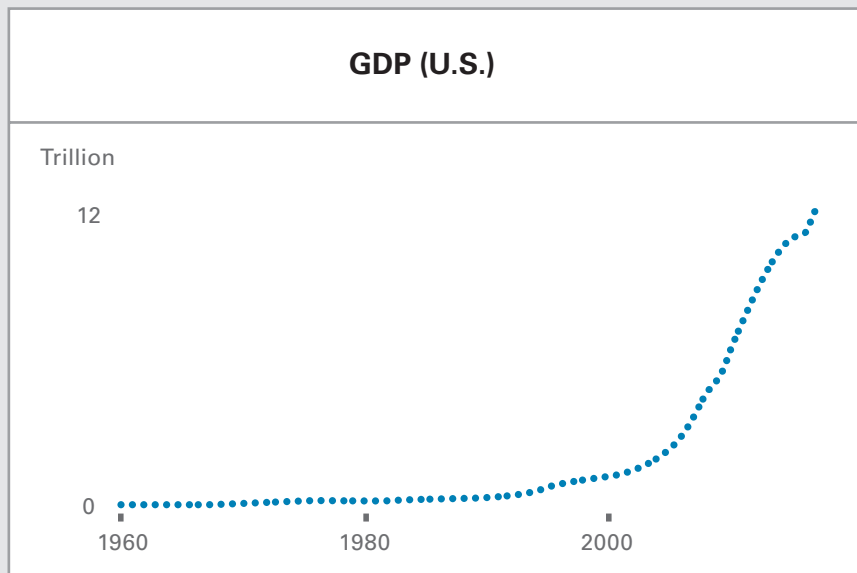
Increases in wages in China have made manufacturing, historically the country's economic backbone, more expensive. As a result, some manufacturing business is moving to lower-wage countries like Vietnam and Malaysia, but those losses are being offset by increases in domestic spending. In fact, domestic consumption contributed to 77.8 percent of China's economic growth in the first quarter of this year, according to China's National Bureau of Statistics. This represents a huge shift in the fundamental character of the Chinese economy—from low-cost production hub to consumer market.

China's leaders welcome, in fact sought, this change, but that doesn't mean they're giving up on manufacturing altogether. Quite the opposite, in fact. In 2015, the government launched Made in China 2025, a 10-year initiative aimed at upgrading the country's advanced manufacturing capabilities to reduce reliance on foreign technology and shift industrial efforts toward higher value sectors like AI, robotics and bio-medicine.

## All's Fair in Trade and War

The announcement inflamed tensions with governments around the world, in particular the U.S., offering a new focal

## China GDP Growth (1978-2018)



point for Western ire over China's insular trade practices and ineffectual efforts to reign in IP infringement.

These issues are some of the same tinder fueling the ongoing U.S./China trade war, which continues to ratchet up in intensity. In the face of increasing international hostility, President Xi Jinping has made several calls for China to become more "self-reliant," and doubled down on the Made in China 2025 initiative.

Ironically, this nationalistic, reclusive instinct has its roots in another trade dispute—the Opium Wars with the British Empire in the 19th century, which weakened the previously dominant Chinese economy and led to the period known as the Century of Humiliation. These deep-seated historical wounds still echo in the Chinese ethos today.

"Like an adult who was bullied in grade school, China continues to bristle at anything that even hints that others are pushing it around," says Bryan Van Norden in a commentary for the public policy think tank The National Interest.

The Chinese stock market and the valuation of the yuan have taken hits in recent months, due in part to trade tensions, as well as the slowing growth trend. The IMF lowered its 2019 growth forecast for China to

6.2 percent (down from the original estimate of 6.4 percent), but most analysts agree that this slowdown is primarily a sign of the market maturing. And at 6.2 percent China's growth will still far outpace that of the U.S. (estimated by the IMF to be 2.7 percent in 2019) and the Eurozone (1.9 percent).

### Little Emperors

However heated world leaders get, it seems to be having a nominal impact on sentiment on the ground, which Tani Wong, managing director, The International Licensing Industry Merchandisers' Association (LIMA) China, describes as "optimistic."

As fortunes rise, spending is increasingly shifting from necessities to discretionary categories.

"With the rapid growth of the economy, Chinese consumers' material needs are now being satisfied. As a result, consumer demand is moving more to the emotional," says Amy Xiao, project manager, Informa/UBM, which organizes the annual trade show Licensing Expo China.

Indeed, as China's role on the world stage changes from producer to consumer, Chinese consumers' mentality is changing accordingly. These tech-savvy shoppers are increasingly sophisticated in their demands, looking for quality and personalization.

As in other world markets, much of this new demand is being driven by the country's younger consumers, but in China, this demographic has a unique profile shaped in part by the One-Child Policy (which lasted from 1979-2015).



Welcome to Fun City!

TOY FAIR NEW YORK

the **toy** association  
**2019**  
**toy fair**  
New York

ToyFairNY.com

FEBRUARY  
16-19

Forty-one percent of the current Chinese population is aged 10-39, according to data from the United Nations, and most of them were born under the One-Child Policy. In many cases these children were raised to be the sole focus of the family and have been encouraged to take advantage of the benefits of improved economic conditions that their parents were denied.

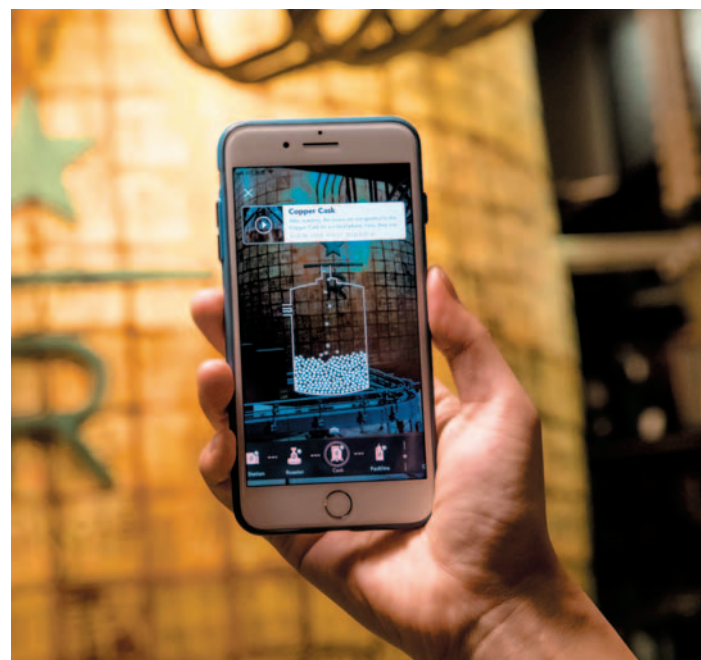
They are known as the Little Emperors, and, in short, they are natural-born consumers.

### The Era of 'New Retail'

The Chinese consumer in general, and the Little Emperor subset in particular, is known for being an eager, early adopter of new technology and trends, which has helped China become a dominant force in shaping the future of retail.

Two years ago, China surpassed the U.S. as the largest retail market in the world. The country now accounts for 42 percent of all global e-commerce, according to the World Economic Forum, and Singles' Day every Nov. 11 is the largest shopping day in the world. (These numbers are particularly remarkable when you consider that a decade ago, China's e-commerce share was 1 percent.)

"Scale makes the China opportunity strategically significant, but it is retail innovation that truly puts it in a category of one," says Michael Cheng, Asia Pacific & Hong Kong/China consumer markets leader, PwC, in the report "China's Next Retail Disruption."



Leading the charge is the world's largest retailer, Alibaba. Online sales penetration in China is the highest in the world (source: Statista), but Alibaba says that, by its account, more than 80 percent of total retail sales still come from brick-and-mortar. Which is why, in 2016, Alibaba founder and executive chairman Jack Ma announced plans for what he calls "New Retail."

"The possibilities for New Retail are endless once you erase the lines between online and offline and reimagine it based on the way consumers actually want to shop," touts a company video promoting the concept. "The key to saving traditional retail is to forget about tradition altogether."

This year, e-commerce sales in China are predicted to reach \$1.53 trillion, and Alibaba's online marketplaces Taobao and Tmall will account for 58.2 percent of that, according to eMarketer.

Knowing that, it could seem bold for this e-commerce behemoth to position itself as the savior of brick-and-mortar. And yet, it's working.

Case in point, the company's new-age Freshippo supermarkets (formerly called Hema), which serve as brick-and-mortar testing grounds for the New Retail concept—app-enabled barcodes not only tell you the price of a product, but also nutritional and sourcing information; stores double as distribution centers, making 30-minute delivery of online orders the norm; in-store restaurants prepare the food you just bought; a digital record of previous purchases makes it simple to reorder; and only mobile payments are accepted.



**JACK MA**  
founder and executive  
chairman, Alibaba

## INTERESTED IN ENTERING OR EXPANDING IN CHINA? DON'T MISS LICENSING EXPO CHINA 2019.

Now in its third year, Licensing Expo China, organized by Informa/UBM, has nearly tripled in size since its inception. Co-located alongside the world's biggest event, The International Licensing Industry Merchandisers' Association (LIMA) China, more than 50,000 attendees are expected at the 2019 event, which will take place July 24-26.

New in 2019 will be specialized zones focusing on different licensing categories, as well as an International

Pavilion to promote world brands to the Chinese market.

To find out more, visit [LicensingExpoChina.com](http://LicensingExpoChina.com).



Not only has Freshippo revolutionized what has been described as a "primeval" grocery retail scene in China, the concept is reimagining brick-and-mortar retail as a whole. Sixty-five Freshippo stores are already open across the country, and Alibaba plans to open 1,000 more over the next five years.

And Freshippo is just the beginning. Here are a few of Alibaba's other retail innovations, ranging from reboots of entire industries to subtle product enhancements:

- **"Try" before you buy:** "Magic" mirrors integrated in beauty shops and mall powder rooms use augmented reality to allow shoppers to "try on" makeup.
- **A new kind of home shopping network:** Merchants can now live-stream on the Taobao marketplace.
- **Car vending machines:** Customers browse cars in an app, then pick up the one they want from an unmanned vending machine and test drive it for up to three days.
- **More convenient convenience stores:** The Ling Shou Tong program helps local convenience stores modernize with new interior design and a custom-built app that digitizes inventory management.
- **Powered-up products:** Alibaba amped up a partnership between Fantawild Animation's "Boonie Bears" and Master Kong water by adding AR integration on each bottle.
- **Virtual shelves:** Shoppers who don't find what they want in-store can select the product they want on a nearby screen and have it delivered.
- **Augmenting Starbucks:** The Starbucks Reserve Roastery in Shanghai integrates with Alibaba's Taobao app for in-store activations powered by AR.

There is one common denominator across almost all of these concepts—the mobile phone. And with the largest population of smartphone users in the world (more than 775 million, according to Newzoo), China is a fertile mobile retail testing ground.

"In China, a smartphone helps us settle almost all

transactions," says Wong. "Recently, we have unmanned supermarkets, convenience stores and bookstores where you use your smartphone to enter the shop and check out."

In fact, according to a recent PwC report, "mCommerce and mPayments are no longer trends; they are ubiquitous characteristics of retail in China."

### 'A Trademark of China'

At the Shanghai International Import Expo in November, President Jinping said China would "continue to broaden market access," adding that "openness is a trademark of China."

But while the benefits of doing business in China are clear, for many brand owners there remains one overriding concern—IP protection.

Opinions are divided on how much progress is being made on this front. President Jinping frequently touts his country's resolve to protect foreign IP, and yet just this October, the U.S. Justice Department charged 10 Chinese nationals (several of whom are alleged to be government agents) with conspiring to steal aviation technology.

China is making efforts to tackle counterfeiting with some success, including a series of new trademark laws and the institution of an annual crackdown on online infringement called Jianwang. In April, President Jinping announced that he was reinstating the State Intellectual Property Office to step up law enforcement efforts.

"The situation [with counterfeiting] is improving gradually, and as the country gets more affluent, both retailers and consumers have become more brand-conscious," says Wong. "Also, online retailers like Alibaba and JD.com have set up separate business divisions to handle licensed products."

Wong advises foreign business owners to enlist the help of local professionals who understand the intricacies of the Chinese market.

"Do your homework and trademark your brands for key categories first before entering the market," she says. ©

# 2018: LICENSING:

## LOOKING BACK ON THE BIGGEST MOMENTS OF THE YEAR

It seems like only yesterday that industry professionals were ringing in the new year and wondering what 2018 had in store. Have their predictions come true? **by AMBER NICOLE ALSTON**

2018 can be summed up in one word: Change. *License Global* is taking a look back at its top-ranking and other noteworthy stories, month-by-month.

### January

#### Top News: 2018 Predictions from Global Licensing Group

UBM Global Licensing Group brand director Steven Ekstract's analysis, "2017: A Year of Disruptions," was widely-shared across the industry.

The article, which was featured in *License Global's* December/January issue, made several predictions for 2018 that proved true including the continuation of retail bankruptcies. 2018 saw Sears, Claire's, Nine West, Bon-Ton, Brookstone and more file for Chapter 11 in the U.S.

#### Notable Mentions

##### ■ "Peppa Pig" in North America

Entertainment One kicked off 2018 with a

series of new licensing partnerships and renewals for "Peppa Pig" in the U.S. and Canada. Deals included holiday classroom products from CSS Industries and a renewal with Amscan for party goods.



##### ■ The Influencer Enigma

In 2018, the beauty and fashion industries were taken over by influencers, which was only beginning to make waves within licensing at the start of the

calendar year. Influencer Jake Paul was a panelist at this year's NYC Licensing Summit, pet influencer Grumpy Cat was on site at Licensing Expo and kidfluencer Hearts by Tiana made her debut at Brand Licensing Europe.

### February

#### Top News: Licensing Summit Takes Place in New York City

Coinciding with the New York Toy Fair, the 2018 NYC Licensing Summit took place on Feb. 20. Executives from Telsey Advisory Group, Warner Music Group, Amazon and many others were on hand to discuss topics ranging from gaming to entertainment, fashion, retail and more. The Summit will return in 2020 bigger and better than ever. Stay tuned for announcements on the new, ground-breaking industry event.



2019.  
07. 17(wed.) - 21(sun.)

Seoul, South Korea  
Coex A, B Hall



Hosted by



Managed by



[www.characterfair.kr](http://www.characterfair.kr)

## Notable Mentions

### ■ The Redbubble Dilemma

*License Global* gave a detailed look at one of licensing's controversial topics, print-on-demand and copyright infringement. Redbubble's Eric Morse, who spoke at the NYC Summit, gave his perspective on the divide. "There is a real misunderstanding among some in the licensing industry about Redbubble encouraging pirated designs," says Morse. "It's quite the opposite. We have over 200 ongoing agreements with rights holders to actively police our site for their properties." Since the NYC Summit, Redbubble acquired fellow print-on-demand company TeePublic.



### ■ Toy of the Year Awards

The Toy Association crowned both WowWee's Fingerlings and MGA Entertainment's L.O.L. Surprise! as Toy of the Year. License of the Year went to Disney Consumer Products & Interactive Media for its *Star Wars* property.

## March

### Top News: Disney Consumer Products Revamps

Disney caused a stir when it decided to retool its consumer products division and reorganize its business model. The move saw the world's No. 1 licensor segment its operation

into four distinct factions—direct to consumer, experiences and consumer products, media networks and studio entertainment. Key executive moves included Bob Chapek taking on the role of chairman of parks, experiences and consumer products, and Kevin Mayer ascending to chairman of the new direct-to-consumer and international operation.

## Notable Mentions

### ■ Spin Master Acquires Gund

By absorbing Gund from Enesco, Spin Master completed its ninth acquisition since 2015. Through the deal, Spin Master plans to expand into the infant and special gift categories, as well as plush, a category which the NPD reports has grown 6 percent year-over-year.

### ■ ABG Absorbs Nautica

Authentic Brands Group kicked off a year of newsworthy acquisitions with the purchase of the Nautica lifestyle brand from VF Corporation. The deal closed in Q2, and in the time since, ABG has helped Nautica to tap into its 1990s roots to appeal to younger, nostalgia-oriented customers. A collaborative line with rapper Lil Yachty launched in July.

## Most Talked-About Retailer: Amazon

## April

### Top News: Toys 'R' Us Bankruptcy, Bust and Bidding War

Toys 'R' Us sent shock waves through the toy industry when it announced that it would be shuttering its U.S. and U.K. operations in mid-March. By April, the company was on the auction block.

In October, *Bloomberg* reported that the lenders who oversaw the company's liquidation planned to resurrect the brand. The interested parties canceled the planned auction of the TRU IP and are now looking to reorganize the group's assets under a new entity.

## Notable Mentions

### ■ Lucasfilm Unveils *Solo: A Star Wars Story* Merch

Lucasfilm unleashed an array of merchandise ahead of its widely-anticipated film, *Solo: A Star Wars Story*. Featured items included role play products, apparel and action figures.



### ■ Former Disney Exec Takes Over Mattel

Mattel named Ynon Kreiz as the company's chief executive officer. Kreiz formerly served as one of the toy company's directors. In the past, Kreiz worked as the chairman and chief executive officer of Maker Studios, a global digital and content network company and a division of The Walt Disney Company.

## May

### Top News: Licensing Expo 2018 Brings Light to Las Vegas

The global licensing industry descended on Las Vegas' Mandalay Bay Convention Center to fete Licensing Expo 2018. The show, which is sponsored by LIMA, showcased more than 5,000 brands with more than 16,000 attendees, licensees, retailers, manufacturers, distributors, brand owners, licensing agents and IP holders. The premiere event also offered a selection of networking, educational and business-building opportunities. *License Global* also celebrated its 20th anniversary at Licensing Expo.



**STEVEN EKSTRACT** brand director, UBM  
**BUZY LEWIS** Crosley Brands

The convention was abuzz with talk of the future of e-commerce as Nicholas Denissen, vice president, Amazon, delivered the opening keynote address and elaborated on how brands can grow their business online and what Amazon is doing to support them.

In a separate ceremony, LIMA announced the winners of its annual International Licensing Excellence Awards. Top winners included Spirit Halloween which won Retailer of the Year for its “Stranger Things” program; and Amazon secured top honors in the digital (apps/software/video) product category for the “Sesame Street” Alexa skill.

**Notable Mentions**

■ **Hasbro Grabs Saban’s Assets**

Hasbro and Saban Brands entered into a definitive agreement that saw Hasbro acquire an assortment of Saban’s assets, valued at \$522 million.

■ **IMG Announces ‘Fortnite’ Licensing Program**

Epic Games selected IMG as its worldwide agent for consumer products licensing and promotions for its video game “Fortnite.” Since making the deal, “Fortnite” has announced an array of partnerships, such as Hasbro as master toy, McFarlane Toys for collectibles, Rubie’s Masquerade for costumes, Fashion U.K. for apparel and more.



**June**

**Top News: Time Warner and AT&T Merge, Announce New Name**

A U.S. court sanctioned the \$84.5 billion

merger of AT&T and Time Warner in mid-June, now called WarnerMedia, whose players include (in order of size) AT&T, Verizon, Comcast, Charter Communications, as well as T-Mobile and Sprint.

**Notable Mentions**

■ **Mattel Marks Anniversaries**

Mattel made noise mid-year with Barbie’s 60th anniversary celebration and the 50th anniversary of the Hot Wheels brand. To mark the occasion, Barbie celebrated with a deal with Sephora and a line of dolls inspired by International Women’s Day. Hot Wheels was commemorated on a U.S. Forever Stamp.



■ **Differential Brands Group Agrees to Buy GBG**

Differential Brands Group agreed to buy a significant portion of Global Brands Group Holding Limited, which allowed the company to absorb licenses for Disney, Star Wars, Calvin Klein and more.

**Most Talked-About Toy Company: Funko**

**July**

**Top News: Brand Licensing Europe Finds New Home**

The Global Licensing Group at UBM unveiled its plans to move the 2019 Brand Licensing Europe show to London’s ExCeL. The new venue will offer more flexibility to exhibitors attending Europe’s largest licensing show, and allow the event’s producers to create more enhanced programming such as screenings and interactive features within the hall.

“We are confident that ExCeL

can meet the needs of everyone,” says Anna Knight, brand director, BLE.



**Notable Mentions**

■ **Funko Dishes Cereal**

Toy and collectible brand Funko stepped into the cereal aisle (with more than 40 of its licensing partners) via FunkO’s. The cereal product included mini-figures themed around “The Golden Girls,” DC’s superheroes Batman and Batgirl, *The Lord of the Rings*, “Huckleberry Hound,” *Beetlejuice*, *It (2017)*, *A Nightmare on Elm Street*, *Friday the 13th* and more.

■ **Rubik’s Puzzles McDonald’s Customers**

The Smiley Company bit into McDonald’s with a retail promotion that saw its Rubik’s brand featured in Happy Meals across Europe, the Middle East, Africa and North America.

**August**

**Top News: License Global Reveals Leading Licensees**

*License Global’s* list of the Top 150 Licensees spanned multiple countries and categories, and acknowledged third-party services for design, distribution and manufacturing that help licensors’ products get maximum visibility.

**Notable Mentions**

■ **Hasbro Adds New Global CP Leader**

Hasbro tapped licensing industry veteran Casey Collins to serve as the senior vice president and general manager

of global consumer products. Before Hasbro, Collins was the executive vice president of consumer products at World Wrestling Entertainment.

**■ Bioworld Acquires Vandor**

Bioworld Merchandising obtained Vandor, a design and distribution company with a focus on licensing home products. The acquisition helps to expand Bioworld’s global distribution network, among other things.

**Most Talked-About Apparel Company: Authentic Brands Group**

**September**

**Top News: Warner Bros. Combines, Creates New Unit**

Warner Bros. strengthened its product lines with the formation of its Global Brands and Experiences division, with consumer products president Pam Lifford at the helm.

The new venture is part of the group’s ongoing initiatives around fan engagement. The group also put a “never go dark” action plan into place to make sure fans can interact with Warner Bros. content at all times.



**Notable Mentions**

**■ Netflix Finds Exec for Consumer Products Program**

Netflix made a more-extended foray into consumer products this year with the appointment of Christie Fleischer, global head of consumer products, who will aim to extend retail and licensee partnerships, publishing, interactive games, merchandising and experiential events across all categories.

**■ Mattel Launches Global Franchise Management Group**

Mattel’s new division will merge vital functions to expand the brand into new commercial opportunities with children’s entertainment vet Janet Hsu as chief franchise officer.

**October**

**Top News: Brand Licensing Europe Sets London Ablaze**

Brand Licensing Europe took place at London’s Olympia, Oct. 9-11.

The three-day event drew in industry executives from across Europe, with notable appearances by “The Great British Bake-Off” winner Nadiya Hussain, Viacom Nickelodeon Consumer Products’ Pam Kaufman, Perfetti Van Melle’s Christine Cool and many more.

**Notable Mentions**

**■ Mickey’s 90th Anniversary Revs Up**

The last few months of Disney’s Mickey Mouse 90th anniversary program include agreements with Levi’s, Lacoste and Skinnydip, which were announced in October. Celebrations were held across



the company’s theme parks earlier this year, including an apparel program with Opening Ceremony and more.

**■ CPLG Absorbs Pullman**

CPLG acquired a 49 percent stake in Russian licensing agency Pullman Licensing, and rebranded as CPLG Pullman.

**Most Surprising Licensing Program: BuzzFeed’s Goodful**

**November**

**Top News: Blizzard Levels Up with New Merch**

Blizzard Entertainment signed deals with LEGO, Hasbro and Funko to license its games, including “Overwatch” and “Diablo.”

“We cherish these game worlds as much as our players do, and [this] helped put a spotlight on how far we’ve come in developing toys and apparel that reflect that shared passion,” says Matthew Beecher, vice president, global consumer products, Blizzard Entertainment.



**Notable Mentions**

**■ Pokémon Catches Clothing Capsule**

The Pokémon Company International inked deals in anticipation of its film *Pokémon the Movie: The Power of Us*. Pokémon characters will also appear on apparel from Maison Labiche, H&M and more.

**■ JoJo Siwa Announces U.S. Tour**

The teen star announced plans to embark on her first multi-city U.S. tour. Nickelodeon and AEG will oversee the production, which kicks off May 2019 at the Comerica Theatre in Phoenix, Ariz. ©

## THE FEBRUARY ISSUE HIGHLIGHTING

# TOYS


### in this issue find

- Profiles of leaders in the toy industry that are shaping 2019 trends
- A special report on “kidfluencers” and the product deals they are making
- A look at the homewares sector
- Mobile gaming and the new brands to be on the look out for at retail
- And much more!

Advertising  
Deadline

January 10,  
2019

Contact Rebecca Dennis, Advertising Manager  
+1 310.445.3716 | [rebecca.dennis@ubm.com](mailto:rebecca.dennis@ubm.com)  
[www.licenseglobal.com](http://www.licenseglobal.com)



# 90

**looks  
good on  
you,  
MICKEY!**

Congratulations to  
The *WALT DISNEY* Company  
on this magical  
milestone!

*Disney*

DANIELLE  
NICOLE

FAB•NY

