

2.3.1 The Pioneers



Murray Altchuler* will be remembered for his role in forming and growing LIMA, but many forget that he was a moving force in the early years of licensing. He was hired in the 1960's by Allan Stone and Jay Emmet at Licensing Corporation of America ("LCA"), originally to handle premiums and promotions. LCA was the licensing powerhouse of the time with such properties as MLB, NBA, JAMES BOND, BATMAN, SUPERMAN and others.

Connie Boucher* founded Determined Productions in 1961 to develop products based on licensing characters, the first being a calendar featuring PEANUTS characters. That led to a book series and licensing program involving the PEANUTS characters. She would later get involved with licensing for the World Wildlife Federation.



Walt Disney*, began his career in 1920 when he founded the Walt Disney Company and, eight years later, when he created the most popular cartoon character of all-time, MICKEY MOUSE and later provided a voice for the character. He subsequently created such classic characters as SNOW WHITE AND THE SEVEN DWARFS, FANTASIA, PINOCCHIO, DUMBO, BAMBI, CINDERELLA and MARY POPPINS.

"Friz" Freleng was the creator of the Warner Bros. cartoon series LOONEY TUNES and MERRIE MELODIES, introducing such characters as BUGS BUNNY, PORKY PIG, TWEETY BIRD, SYLVESTER THE CAT, YOSEMITE SAM and SPEEDY GONZALEZ. He won 5 Academy Awards and 3 Emmy Awards. After leaving Warner Bros., he produced *The Pink Panther Show*.



Joe Grant* was president and eventually Chairman of the Board of LCA, the licensing arm for Warner Bros., and ran Time Warner Sports. In addition to representing the studio's properties, he oversaw licensing for the major sports leagues, e.g., MLB, NHL, etc., before they created their own Properties divisions. He was instrumental in the formation of the Licensing Industry Association (a precursor to LIMA), personally financing their early years.

Irv Handelsman was one of old-time marketing guys in licensing who claims to have created the MICKEY MOUSE Club and, among other properties, WOODY WOODPECKER as well as Jay Ward Production's popular characters including ROCKY THE FLYING SQUIRREL, BULLWINKLE THE MOOSE, BORIS AND NATASHA, DUDLEY DO-RIGHT, and several others.

William Hanna* and **Joseph Barbera*** met when they worked together at MGM and collaborated to create TOM AND JERRY. In 1957, they co-founded the most successful animation studio in the business, Hanna-Barbera Productions, which produced shows featuring such characters as THE FLINTSTONE, THE HUCKLEBERRY HOUND SHOW, THE JETSONS, SCOOBY-DOO, THE SMURFS and YOGI BEAR which reached more than 300 million viewers in the 1960's.



Larry Harmon purchased the licensing rights to the BOZO THE CLOWN character in 1956 and began aggressively marketing it in nearly every major U.S. market and other countries. He also produced Popeye The Sailorman cartoons in 1960 and he subsequently promoted a Laurel and Hardy TC Cartoon series.

The colorful **Honest Ed Justin** handled the 1970's, including the Robert Stigwood and *Saturday Night Fever*. He had Pictures and NBC. His entre' into licensing NBC while running a girl's summer camp working with Martin and Allan Stone on the HOWDY DOODY show.



most of Paramount's licensing business in movies, including *Grease*, *Urban Cowboy* previously overseen licensing at Columbia was fortuitous, having met the head of for overprivileged girls which led to his



Kay Kamen*, a/k/a/ the “Father of Modern Licensing,” approached Walt Disney in 1932 seeking a MICKEY MOUSE license for hats and wound up overseeing a licensing program that produced almost a thousand different types of MICKEY MOUSE Products. At the height of the Depression, he got General Foods to pay \$1 million for the right to put MICKEY MOUSE cut-outs on the back of its cereal boxes.

Hank Saperstein was a producer who specialized in licensing television such WYATT EARP, THE LONE RANGER, LASSIE and ROY ROGERS and the licensing agent for ELVIS PRESLEY. He produced the *Mr. Magoo* series and licensed such celebrities as DEBBIE REYNOLDS, ROSEMARY CHUBBY CHECKER and the THREE STOOGES.



characters served as television CLOONEY,



Stephen Slesinger was one of the true fathers of the licensing industry, acquiring and commercializing the North American merchandising and entertainment rights for WINNIE-THE-POOH from A. A. Milne in the 1930s. He developed and licensed RED RYDER and KING OF THE ROYAL MOUNTED. His widow, Shirley Slesinger Lasswell, took over his licensing efforts in the 1950's, including licensing Pooh to Disney.

In 1948, Martin Stone, the producer of *The Howdy Doody Show*, asked his brother, **Allan Stone**, to take over the merchandising of the property. It marked the first time that a licensing program was developed based on a television show and it would ultimately generate a host of licensed products. Stone Associates went on to represent The HONEYMOONERS and LASSIE. With Jay Emmett, he formed LCA, the first agency devoted exclusively to licensing. LCA developed the licensing programs for BATMAN, SUPERMAN and JAMES BOND as well as the NBA and MLB. Stone left LCA in 1970 to form Hamilton Projects where he consulted with McDonald's, Sesame Street and the Smithsonian Institution. His son, Michael, and Seth Siegel joined him in 1982.



Walter Wormser* was the founder of Wormser Company in the 1940's which manufactured and marketed women's and men's apparel, underwear and sleepwear and children's pajamas which included licensed cartoons from Warner Bros., Universal Pictures, and Sony Pictures. He is a charter member of the LIMA Hall of Fame.

2.3.2 The Legendary Creators

2.3.2.1 Motion Pictures and Television

Jim Henson* was a puppeteer and cartoonist who created the MUPPETS and founded Muppets, Inc. (later the Jim Henson Company) in 1958. He became famous in 1969 when he joined the children's educational television program *Sesame Street* and helped develop characters for the series, including KERMIT THE FROG, ROWLF THE DOG, and BERT AND ERNIE.



Sheryl Leach created the children's show, *Barney & Friends*, featuring a dinosaur. She started with a series of home videos called *Barney and the Backyard Gang* which were sold direct to the public. In April 1992, the first episode of *Barney & Friends*, aired on PBS. HIT Entertainment would later acquire the rights and control the merchandising.



George Lucas* is a filmmaker best known as the creator of the STAR WARS and *Indiana Jones* franchise motion picture series. He created and served as CEO of Lucasfilm which was eventually sold to Disney. The STAR WARS movies are the highest grossing films of all time and spawned a new era of merchandising

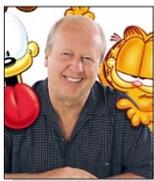


Haim Saban is a producer who produced and distributed such children's television programs as *Power Rangers* which was built around a live action, superhero television show. He also developed and produced INSPECTOR GADGET, M.A.S.K., DRAGON QUEST, HE-MAN and MASTERS OF THE UNIVERSE as well as Western adaptations of Japanese tokusatsu shows.

Steven Spielberg is one of the most successful all-time filmmakers, having produced dozens of motion pictures of all genres. The one movie that produced the most successful licensing program was E.T. THE EXTRA-TERRESTRIAL, about a young boy and the alien that he befriends. It was the largest grossing film of all time launched an enormously successful licensing program. He co-founded DreamWorks Studios.



2.3.2.2 Print Media



Jim Davis* is a cartoonist best known as the creator of the comic strips *GARFIELD* which has been published since 1979. It is currently syndicated in over 2500 newspapers read by more than 300 million people every day. He also wrote or co-wrote all the *GARFIELD* television specials and produced *GARFIELD & Friends*, a Saturday morning series and oversaw the related merchandising programs.

Charles Schulz* created the comic strip *Peanuts* which featured, among other characters, SNOOPY and CHARLIE BROWN. At its peak, *Peanuts* was published daily in 2600 papers in 75 countries in 21 languages. Revenue from the comic strip and associated licensing which was handled by United Media exceeded \$1 billion per year.



2.3.3 The Legendary Agents, Consultants and Support Providers

2.3.3.1 Entertainment

Lester Borden oversaw the licensing department at Columbia Pictures during the 1980's and 1990's and was responsible for developing the *GHOSTBUSTERS* licensing program based on the movie of the same name with Dan Aykroyd.



Leigh Anne Brodsky* heads the licensing group at Discovery Communications which licenses brands such as the DISCOVERY CHANNEL, TLC, ANIMAL PLANET and DISCOVERY KIDS. She was previously MD of *Peanuts* Worldwide/Iconix and, prior to that, was President of Nickelodeon Consumer Products overseeing such brands as SPONGE BOB SQUAREPANTS, DORA THE EXPLORER, BLUE'S CLUES, and SOUTH PARK. She is a former LIMA Board member.

Bev Cannady* made her name in licensing at Mattel as the individual who would respond to the letters addressed to “Dear Barbie.” She has been called by some as the “Godmother of Licensing” and served on the LIMA Board of Directors.



Jack Chojnacki* was the co-president of Those Characters from Cleveland, a division of American Greetings in the 1980s. He assisted in the creation of several AGC franchises, including STRAWBERRY SHORTCAKE and the CARE BEARS and served as executive producer of *The Care Bears Movie*. He helped out with two other AGC properties, MADBALLS and POPPLES.

Mark Freedman was one of the most successful independent licensing agents and producers in the industry, most notably for his discovery and launch of the TEENAGE MUTANT NINJA TURTLES property which he developed into a \$3 billion entertainment and consumer products licensing business, culminating in its sale to the Nickelodeon network in 2009.



Mike Georgopolis was the EVP at United Media in charge of the licensing of PEANUTS and GARFIELD and was largely responsible for their success in the 1980’s. He was ahead of his time in terms of developing a licensing program and systems that were efficient and are still being used today.



Brad Globe* was the President of Warner Bros. Consumer Products, succeeding Dan Romanelli in 2005. He developed a themed entertainment business led by THE WIZARDING WORLD OF HARRY POTTER and the state-of-the-art touring exhibition, *HARRY POTTER: The Exhibition* as well as championing the creation of innovative retail programs such as “Walmart Premiere Night” with “Man of Steel.”

Steve Herman has always been a professional’s professional, having overseen some of the most visible licensing programs in the industry. He began with Taft Merchandising and Hanna-Barbara and ultimately headed up the licensing departments for Marvel Comics, King Features Syndicate/Hearst Entertainment and GOOSEBUMPS, retiring as the head of Archie Comics Entertainment.



Jerry Houle is CEO and founder of Bliss House and was an adjunct professor at Babson’s Graduate Business School where he taught a course in licensing. He was a former corporate VP for Milton-Bradley Company and Jim Henson’s MUPPETS as well as advertising manager for Fisher-Price Toys and was a moving force in the creation of the Licensing Industry Association.

Al Kahn* entered the licensing arena as overseeing the CABBAGE PATCH CEO of Leisure Concepts and 4Kids global powerhouse, producing the in the United States and the Yu-Gi-Oh!



head of licensing at Coleco Toys, program. From 1991 until 2011, he was Entertainment which he turned into a POKÉMON series that aired on Kids' WB! Japanese animated franchise.



Tim Kilpin has worked on virtually all sides of the licensing equation. Currently CEO of the Consumer Products Division at Activision Blizzard, he had previously been Mattel’s President, having worked his way up on the consumer products side which included a successful launch of Mattel’s MONSTER HIGH which produced several billion dollars in global retail sales. He had been an EVP at Disney and is a former LIMA board member.

Danny Kletzky is a licensing veteran beginning at Warner Bros which led him to his own company, Entertainment Licensing Associates. He entered into a joint venture with Tokyo based Kaliya K.K. to seek and develop Japanese intellectual property. He was one of the first agents to get behind video game-based licensing with Capcom and the *Street Fighter* movie and the Hasbro toy line.



Mark Matheny is a founder of Licensing Matters Global, a full-service, worldwide licensing agency. He was formerly President of Global Brands Group in Singapore that handled the rights to FIFA WORLD CUP and the PGA TOUR and, before that, was an EVP of Warner Bros Consumer Products Group in charge of international licensing. He is a former LIMA Chairman.

Al Ovadia was VP of Licensing at Twentieth Century Fox where he launched THE SIMPSONS licensing program which has become one of the longest running programs in the industry. He also headed the licensing program at Sony where he co-managed SPIDERMAN's film-based licensing program with Marvel and headed licensing for Turner Network's wrestling program.



Maura Regan, LIMA's newly designated President, joined LIMA after a career as head of licensing at Sesame Workshop where she oversaw the licensing of such characters as BIG BIRD, GROVER and ELMO. She had previously worked at Jim Henson Company, MTV Networks and Scholastic Entertainment. She's a former LIMA Chairman and was named as a "Game Changer" by *License Global*.

Howard Roffman* has, for the past 30 years, led the licensing team at managing such properties as STAR WARS and INDIANA JONES which exceeded \$20 billion in worldwide consumer sales under his leadership. He launched a publishing program that included more than 80 *New York Times* best-sellers which helped bolster an ongoing licensing and merchandising effort.



Lucasfilm, have He helped best-sellers



Dan Romanelli* was the President of Warner Bros. Worldwide Consumer Products division for 23 years since its inception, taking a sleepy licensing arm to a \$50 billion worldwide business. His 500-man department handled such properties as LOONEY TUNES, HARRY POTTER, BATMAN, SUPERMAN, SCOOBY-DOO, Hanna-Barbera, and others. He helped establish the Warner Bros. Studio Store.

Roger Schlaifer is a designer and licensing agent, best known for his licensing of the CABBAGE PATCH KIDS and ANDY WARHOL as part of his company, Schlaifer Nance. Working under a master license agreement with Xavier Roberts' company, Original Appalachian Artworks in 1981, he turned the CABBAGE PATCH KIDS property into a household word, generating over \$4 billion in retail sales of licensed merchandise.



Lois Sloane* was credited for being one of the first to recognize the potential for classic film licensing. She began her career at IMG, was a VP of Licensing for MGM/UA, and launched Turner Broadcasting's global licensing division managing all of Turner's film and animation library before starting SloaneVision. She's a former President of LIMA.



Danny Simon* is a 30+ year industry veteran having built the licensing divisions for Lorimar Productions, 20th Century Fox and Carolco Pictures and now operating The Licensing Group. With DALLAS and DYNASTY, he was among the first to license adult TV entertainment, following it with M*A*S*H, FALL GUY, ALF, RAMBO, TERMINATOR 2: JUDGMENT DAY, MORTAL KOMBAT, BAYWATCH, ARNOLD SCHWARZENEGGER and DAVID HASSELHOFF. He is a former LIMA Chairman and co-dean of LIMA's CLS program.

Peter Van Raalte started at the Saturday Evening Post, followed by leadership positions at Turner Home Entertainment, Scholastic Entertainment, Joester-Loria Group, Madison Square Garden and Infinity Licensing. He has represented such properties as the HANNA-BARBERA ANIMATION LIBRARY, MGM, CARTOON NETWORK, CLIFFORD THE BIG RED DOG, MAGIC SCHOOL BUS. JEEP, CHRYSLER and PEPPA PIG. He is a former LIMA Chairman.



Stanley Weston* was an inventor and licensing agent. He started out as a dress salesman who would later join Allan Stone and Jay Emmett at LCA. He was instrumental in creating the G.I. JOE toy line in 1963, as well as the concept of the action figure which he sold to Hasbro. He formed Leisure Concepts which licensed products based on the likeness of FARRAH FAWCETT, STAR WARS and NINTENDO. During the 1980s, he oversaw the creation of the THUNDERCATS animated series.

Maggie Young made her name in licensing while at Lucasfilm licensing the STAR WARS property and characters. She would eventually leave to take over licensing for Paramount Pictures before starting her own very successful agency, Maggie Young & Associates. She is a former LIMA Board member.

2.3.3.2 Corporate



Allison Ames is CEO of The Beanstalk Group, succeeding its founder, Michael Stone. She has been with Beanstalk for more than 20 years, overseeing the licensing initiatives for such diverse brands as HGTV, STANLEY BLACK & DECKER, PURINA, AIRHEADS, the U.S. ARMY, MARY-KATE and ASHLEY, SALMA HAYEK and DANSKIN. She also created Beanstalk's Manufacturer Rep division, leading projects for clients such as ConAgra.

Wes Anson, Chairman of CONSOR, was one of the first licensing professionals to focus on the corporate or brand side of the business, particularly from a valuation point of view. A Harvard MBA, he has been with Booz-Allen & Hamilton, Playboy Enterprises and Hang Ten International. He has published over 150 articles on licensing, IP and valuation issues.



Nancy Bailey* and her Florida based company, Nancy Bailey & Associates, were at the forefront of trademark and brand extension licensing, developing and managing licensing programs for several Fortune 100 companies including BURGER KING. Her company was eventually acquired by Beanstalk.

Scott Bannell recently retired from Stanley Black & Decker where he was VP Brand Management & Licensing, responsible for brand management, positioning and licensing of such brands as BLACK & DECKER, STANLEY, DEWALT. Over his 20+ year career, he oversaw the first comprehensive program in the home improvement category, overseeing sponsorship opportunities with DISNEY, NASCAR and PROFESSIONAL BULL RIDERS.





Elise Contarsy is the VP of Brand Licensing for Meredith Corporation and has lead successful brand building programs for MARTHA STEWART. Her work on the BETTER HOMES & GARDENS program at Walmart and in the real estate sector are particularly noteworthy and are largely responsible for Meredith being ranked as the second largest licensor by *License Global*.

Ciaran Coyle is VP and head of Global Brand Licensing for Electrolux whose licensing portfolio includes more than 50 brands, including AEG, ZANUSSI and FRIGIDAIRE. He had previously been President of Europe and Asia Pacific for Beanstalk where he worked on brands such as HARLEY-DAVIDSON, JACK DANIEL'S, STANLEY, BLACK & DECKER, PROCTER & GAMBLE, JAGUAR, LAND ROVER and VOLVO. He is a Chairman of LIMA.



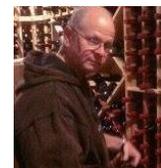
Kate Dwyer is Group Director of Coca-Cola's Global Licensing Division where she is responsible for developing brand extensions for the world's most recognized brand, COCA-COLA, and 20 other billion dollar brands. She is recognized as a transformational leader who leverages innovative business solutions to drive sustainable results and was named "Game Changer" by *License Global Magazine*. Under her leadership, the Coca-Cola licensing business has tripled and maintained growth for nine of the last ten years

Allan Feldman,* who began brand licensing in the mid-1970's, was one of the first to bring trademark licensing into industrial products and to utilize direct-to-retail licensees (via a \$5 billion deal between Kmart and White-Westinghouse). His clients include AT&T, CRAFTSMAN, DEL MONTE, FRIGIDAIRE, HP, INGERSOLL RAND, MOBIL CORPORATION, UNITED AIRLINES, WESTINGHOUSE, AMERICAN DIABETES ASSOCIATION, and the SAN DIEGO ZOO.



Carole Francesca of Broad Street Licensing Group, has experience on both the client and agency side, creating and implementing unique licensing programs for brands such as UNILEVER, BURGER KING, CULINARY INSTITUTE OF AMERICA, CHESEBROUGH POND'S, DISNEY, MGM/UNITED ARTISTS, and ABC-TV, both domestically and worldwide. She is an expert in licensing food and beverage brands and is a former LIMA Chairman.

Brian Hakan is another LIMA Chairman, who has worked on both sides of the licensing equation—as a licensee developing licensed products for the NCAA and professional sports leagues including the NBA, ABC's Wide World of Sports and the IVY LEAGUE Conference. Perhaps his greatest success was in developing a licensing program for Taco Bell's YO QUIERO CHIHUAHUA character.



Gayle Jones recently retired as Head of Licensing for Proctor & Gamble where she oversaw licensing for more than 20 years, managing the global licensing of brands such as TIDE, FEBREZE, MR. CLEAN, VICKS and BRAUN. P&G has been active in licensing since the mid-1980's when it acquired VIDAL SASSOON. She was active and a moving force in SPLICE.

Debra Joester* and **Joanne Loria*** founded the Joester-Loria Group in 1999 and are known for producing innovative, brand brands such as PEPSI, launch of CARE BEARS was a work on JEEP was South Africa. They took ERIC entertainment, into a global



extension programs for such well-known MOUNTAIN DEW and CORONA beer. Their re-multi-billion-dollar success story and their exceptional, enjoying success in China and CARLE, a literary property without licensing success.

Glen Konkle and **Blair McCaw** formed Equity Management in the early 1980's and has provided corporate trademark licensing services with one of the largest full-time, in house sales force in the licensing industry. While concentrating on automotive brands such as GENERAL MOTORS, CHEVROLET, CADILLAC, AC DELCO, GOODYEAR and SAAB, he also developed programs for KAWASAKI, DR. PEPPER, SIKORSKY and PUREX.



Len Reiter left General Mills in 1986 and formed Bradford Licensing. With brands such as PEPSI, KAWASAKI and FORD, he was able to build a stable and profitable business that specialized in corporate licensing. He would build licensing programs around FRITO LAY and KFC as well as PEZ candy. He passed away in 2007.

When **Michael Stone** and **Seth Siegel** formed Beanstalk in 1991, they created a “super”



licensing agency, successfully establishing the concept of brand extension licensing as a highly effective tool. Beanstalk has overseen licensing programs in the DAVIDSON, COCA-COLA, DECKER, DIAGEO, and on licensing at Baruch, LIU Wharton School of Business



corporate marketing/communications some of the most ground-breaking industry with brands such as HARLEY-P&G, AT&T, FORD, STANLEY BLACK & MARY-KATE & ASHLEY. Stone lectures Post, Boston Univ., Babson Univ., and F.I.T and is the author of *The Power of Licensing: Harnessing Brand Equity* to be published in 2018. Siegel, who also frequently lectured on licensing and was a regular columnist for *Brandweek*, departed Beanstalk in 2005 while Stone remained as its CEO and is now its Chairman.

Ken Wyse recently retired from PVH where he was President, Global Licensing, supervising all domestic and international licensing activities for such brands as VAN HEUSEN, CALVIN KLEIN, TOMMY HILFIGER, ARROW and IZOD which contributed to more than \$250M in bottom line income. He had previously run the licensing programs for BON JOUR, JORDACHE and KAYSER-ROTH (another Gulf+Western alumni).



2.3.3.3 Celebrity and Music



Del Furano* of Live Nation is considered a “true legend” in music licensing and merchandising, having overseen the licensing for such top groups as THE BEATLES, KISS, MADONNA, U2, AC/DC and JUSTIN TIMBERLAKE. He launched major retail branding programs for artists such as BRITNEY SPEARS, RUN DMC, JESSICA SIMPSON, CELINE DION and OZZY OSBOURNE. He had previously founded and ran Sony Signatures.

Mark McCormack* founded the International Management Group (“IMG”) which represented such sports figures and celebrities as golfers ARNOLD PALMER, JACK NICKLAUS and GARY PLAYER. His clients were a top 10 list of famous athletes. He also handled special projects for MARGARET THATCHER, MIKHAIL GORBACHEV, POPE JOHN PAUL II, and TIGER WOODS. IMG subsequently acquired Collegiate Licensing Company.



Roger Richman was another leader in the representation of deceased celebrities including the estates of ALBERT EINSTEIN, MARILYN MONROE, SIGMUND FREUD, THE WRIGHT BROTHERS and BELA LUGOSI. He was a framer of the California Celebrity Rights Act which gave the heirs of such celebrities control over how a celebrity's image, voice or name is used posthumously.



Mark Roesler is chairman of CMG Worldwide, the exclusive representative for over 300 famous celebrities, including JAMES DEAN, JACKIE ROBINSON and ELLA FITZGERALD. Representing the estates of many deceased celebrities such as MARILYN MONROE, he was the driving force behind Indiana's Right of Publicity statute which is the model for other states. He has been the keynote speaker for many trade organizations, including the INTA.

2.3.3.4 Art

Paul Cohen of the Creatif Licensing Division of the Brand Liaison Agency has represented designers and classic artists for more than 30 years. He achieved notoriety from his successful worldwide licensing program for the MOPPETS and was responsible for the establishment and growth of the MARY ENGELBREIT enterprise.



Shirley Henschel, a/k/a Alaska Momma, started her career by licensing major auto racing drivers, including STIRLING MOSS. She has also represented comic strip characters including LITTLE ORPHAN ANNIE, BRENDA STARR, GASOLINE ALLEY and others before starting Alaska Momma in 1979 whose licenses included the NORFIN TROLLS, the NERDS characters and Mel Odum's GENE Doll.

Susan Meek has been more of an industry generalist, starting her career at Hallmark Cards where she worked her way into licensing. Since then, she has worked as VP of International Licensing for Elvis Presley and John Wayne as well as VP of Licensing for licensees such as Hedstrom Corporation, Imperial Wall Décor, Precious Moments and Dan River Inc.



Joanne Olds of The Buffalo Works has represented brands and, artists on all three sides of the business—retail, manufacturing and licensing representation. Her artists have included THOMAS KINKADE, MARJOLEIN BASTININ, UK ARTISTS STEVEN BROWN, TIFFANI TAYLOR and she will be working with KATHY IRELAND on a collection of branded art and wall décor for the home.

Carole Postal of COP Corp is an industry veteran with extensive experience in all categories, having started in licensing at Turner Broadcasting and Sesame Workshop and has represented Harvey Comics, Britt Allcroft and Paramount Pictures. She became well known in the art category for her work involving Jim Benton's HAPPY BUNNY property and other non-media brands including PINK COOKIE DESIGN and BARCODE KITTIES. She has been a member of Board of Directors of both LIMA and K.I.D.S.



2.3.3.5 Consultants/Manufacturer's Reps



Woody Browne of Building Q (which he established in 1992), started in licensing by managing the lunch-box business at Thermos and subsequently at Tonka Toys and Tyco Toys. Since then, he has represented some of the most well-known manufacturers in diverse categories, including apparel and accessories, collectibles, food, publishing and toys. He is a Past LIMA Chairman.



Gary Caplan*, of Gary Caplan, Inc., has been in the forefront of the licensing industry since the 1970's and is often called "the Godfather of Licensing." After working at Stuart Hall as VP Sales and Marketing, he formed his own consulting company representing manufacturers seeking licenses which essentially created the "Manufacturer's Consultant" category. He is a founding member of LIMA and a member of the Warner Bros. Consumer Products Hall of Fame.

Cheryl Stoebenau* started at Hallmark Cards and Coleco Toys where she worked on such successful licensing programs as SHIRT TALES and RAINBOW BRITE at Hallmark and CABBAGE PATCH KIDS while at Coleco working with Al Kahn. She formed CAS Marketing to focus on representing manufacturers and help them build strong licensing portfolios. She is a former LIMA Board member.



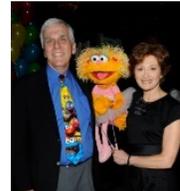
2.3.3.6 The Manufacturers/Licensees



Marty Abrams of Mego Toys has been called the "Father of Action Figures," having produced highly collectible action figures based on DC and MARVEL Comics characters. Mego's product lines have included MAGNA DOODLE, SKYDANCERS, MICRONAUTS and EARLY NINTENDO which it launched in the U.S. There are now over 750,000 websites mentioning products by Mego.

Ray Butman* was an executive at Western Publishing which published a line of Golden Books which were based on a myriad of licensed characters. An early license deal with Disney led to many Disney-Golden Books collaborations. In 1971 Western entered into an agreement with Children's Television Workshop to publish a line of Golden Books featuring the MUPPETS.

Stan Clutton,* most recently of Mattel and Fisher-Price, was responsible for the development of such iconic toys such as TICKLE ME ELMO AND ROCK and ROLL ELMO. He played a key role in the success of Fisher-Price's licensed products and continually maintained strong relationships with licensors and inventors from around the world.



Ben Cooper established Ben Cooper, Inc. in marketing costumes based on Disney WHITE and LATER DAVY CROCKETT, ULTIMATELY SPIDERMAN and BATMAN. By Halloween costume manufacturers in the US,



1937 and almost immediately began characters DONALD DUCK and SNOW SUPERMAN and ZORRO and the late 1940's it was one of the largest selling costumes to the major retailers.



Neil Friedman,* currently CEO of Alex Brands, has been at the forefront of the toy industry since the early 1970's, leading Lionel Leisure, Just Toys, Gerber Products, Hasbro, MCA, Tyco Toys, Fisher-Price and Mattel as well as Toys "R" Us before joining Alex Brands. The TICKLE ME ELMO launch in 1999 based on the Sesame Street character was one of the industry's greatest success stories. He is a former

LIMA Chairman and a member of the TIA Hall of Fame.

John Gildea is retired senior executive at Hasbro, is credited with creating Hasbro's licensing group. the licensing division at Hasbro. He developed strategic relationships with such licensors as Disney, Warner Bros., Lyrick Studios, Sesame Workshop, Scholastic Publications and Nickelodeon. He also served as Sr. VP of Consumer Products as Cookie Jar Entertainment.





Steve Harris joined Franco Manufacturing in 1980 and was its Director of Licensing for 11 years. During that period, he brought licensing to the beach towel industry. He networked with virtually all major licensors and was a charter member of LIMA. He has spoken frequently at industry seminars and was elected twice to the LIMA Board of Directors.

Stephen* and Alan Hassenfeld* each served as Chairman and CEO of Hasbro, succeeding their father Merrill. During Stephen's profitability by 85% annually G.I Joe and Transformers line of acquired Milton Bradley, Guidance and Coleco of Cabbage Patch dolls. Upon



tenure, he increased Hasbro's based on the phenomenal success of its products. During his reign, Hasbro Knickerbocker, Playskool, Child Industries, the bankrupt manufacturer Stephen's untimely death, Alan assumed control and continued Hasbro's growth and turned it into an entertainment company. Both brothers are members of the TIA Hall of Fame.

Bernie Leifer* who started out in banking, joined SG Footwear about 30 years ago and transformed the small, privately owned slipper manufacturer into a fashion licensing powerhouse with entertainment and lifestyle brands, including Sesame Street, Power Rangers, Pokémon, Perry Ellis, Chinese Laundry, Dockers and Harley-Davidson. He is a former LIMA Chairman.



Bernie Loomis was a toy developer and marketer who introduced some of the world's most notable brands including Chatty Cathy, Barbie, Hot Wheels, Baby Alive and Strawberry Shortcake. His biggest marketing success was bringing a then-unknown film property called STAR WARS to the toy shelves in 1977 while at Kenner/General Mills. Every toy company he worked for became "the world's largest toy company" during his tenure.

Bob Lorberbaum, of Springs Industries, was the first manufacturer to license characters and properties for children's licensed bedding products and helped create the concept of a whole children's room, complete with bedding. While at Lawtex Industries in 1979, prior to its acquisition by Springs Industries, he was largely responsible for bringing into the United States one of the earliest and most popular of all novelty licenses, the Smurfs.



Harry Nizamian was the CEO of Dakin Toys in San Francisco who worked on developing unique licensed products throughout the 1980's. His most successful one was the GARFIELD "Stuck on You" plush product for car windows that was extremely popular through the country.

Jerrold Robinson* was President and CEO of Pilgrim Industries which manufactured various stationary products bearing character licenses. He was also a director of Reflexite Corporation. He was a Founder of the Licensed Merchandisers' Association ("LMA") in approximately 1980 which was formed because the other trade association, the Licensing Industry Association ("LIA") was restricted to for Licensors and Agents only.



Jack Weissman* was the originator of character licensing in footwear when he obtained the licensing rights for the PEANUTS characters. He later licensed E.T, NFL footwear, PAC-MAN slippers and BUDWEISER athletic footwear. He was also a principal in a licensed school supply company, Plymouth Inc. and went on to create Marketing Licensing Associates.

2.3.3.7 Colleges

Bill Battle* is a former college football player and athletic director of the University of Alabama who, in the early 1980's, created and then ran the Collegiate Licensing Company (now IMG-CLC). He built CLC into a national leader representing more than 200 colleges, universities, bowls and conferences and producing more than \$4 billion of sales of collegiate licensed merchandise. He is a member of the ICLA Hall of Fame.



Anne Chasser established the licensing program at OHIO STATE University in the late 1970's. While at OSU, she became president of the INTA and helped found and lead the ACLA (now "ICLA"). She also served as the Assistant Commissioner of Trademarks for the US Patent & Trademark Office and is a member of ICLA Hall of Fame.

Steve Crossland created the licensing program as the University of Southern California in 1975 and, after recognizing the potential of collegiate licensing, created International Creative Enterprises ("ICE") which represented other colleges. In July 1993, he joined forces with Bill Battle and CLC and focus his attention on the international markets.

Dick Rademaker, a former executive at Champion Products, formed the Licensing Resource Group ("LRG") in May 1991 which went on to represent a host of college licensing programs and eventually rival CLC. He created industry-leading technology and blazed trails in brand development, online enforcement and license management. He was one of the most respected people in the industry. LRG would later be acquired by Learfield Licensing in 2014.



Jack Revoyr is the retired Director of Licensing for UCLA and was one of the founders of the ACLA formed in 1986. He helped develop the first international collegiate licensing program in Japan. He wrote the first book on collegiate licensing entitled, *The Complete Guide to Collegiate Licensing* and a general licensing book, the *Primer on Licensing*. He is a member of ICLA's Hall of Fame.

Rick Van Brimmer succeeded Anne Chasser at Ohio State University and oversees the licensing program, athletic merchandising and sponsorship and affinity contracts. He grew revenues from less than \$1 million to more than \$14 million. He is a past Chairman of ICLA and LIMA, a member of the ICLA Hall of Fame and teaches a licensing course at Ohio State.



2.3.3.8 Sports



John Bello joined NFL Properties ("NFLP") in 1979 as one of its first employees and quickly became its president. He grew it from \$30 million to \$3 billion by the time he left in 1993. He created the model by which every major sports league operates. He then formed South Beach Beverage Company that marketed a "New Age" beverage product called SOBE that he sold to Pepsi for a reported \$370 million.

Ralph Irizarry was a member of the sports marketing group at Licensing Corporation of America where he helped develop the licensing programs for the major sports leagues before they assumed control. After leaving LCA, he formed ROI Marketing where he was the North American licensing agent for the FIFA Women's World Cup and the Women's United Soccer Association.



Rick Isaacson first joined IMG in 1968 and went on to found IMG Licensing which grew into the largest celebrity, trademark, and event licensing company in the world. When he left IMG in 2006, Rick was the company's longest-term employee. He created licensing programs for IMG's most renowned athletes, including ARNOLD PALMER and TIGER WOODS; its biggest properties, like the WIMBLEDON CHAMPIONSHIPS; and for various brands like STEINWAY.



Sal LaRocca heads the licensing group at the National Basketball Association where he is responsible for all aspects of the NBA, WNBA and NBA Development League merchandising business. He was responsible for the completion of the NBA's global merchandising and marketing partnerships with ADIDAS and SPALDING. He has been a member of LIMA Board of Directors.

Rick White was the former CEO of Major League Baseball Properties and oversaw its expansion from 1988 to 1994. He shaped it into the most licensing, marketing and publishing organization in professional sports, annual retail sales of baseball licensed merchandise from \$200 million to billion in six years.



("MLBP")
dominant
growing
over \$6

2.3.3.9 The Press



Francesca Ash, publisher of London-based Total Licensing Group, is one of the most recognized names in licensing and was one of the first to promote the globalization of the industry. She started A4 Publications with Christopher Sykes which published *The Worldwide Licensing Directory* and now also publishes *Total Brand Licensing*, *Total Art Licensing*, *Total Licensing UK* and *Total Licensing Australia*.

Arnold Bolka* founded *The Licensing Letter* in 1977. After introducing the newsletter, he helped organize the Licensed Merchandisers' Association ("LMA") for manufacturers and licensees and served as its Executive Director. He played a role in merging LMA with the Licensing Industry Association ("LIA") to form LIMA in 1985.



In 1983, when many thought licensing was a fad marketing trend that would fade, **Harvey Stern, Judy Basis** and **Jim Silver** saw licensing as a nascent industry and formed Adventure Publishing and launched the first magazine directed



to the new industry, the *Licensing Book*.



Steven Ekstract is the Group Publisher of *License Global*, which he helped launch in 1998 and which has become a leading source of news and trends for the global consumer products and licensing industry. A publishing industry veteran, he had previously been associated with *The Hollywood Reporter*, *Premier Magazine* and *VideoPro*.

Ira Mayer is a journalist who had succeeded Arnold Bolka in 1988 as publisher of *The Licensing Letter* and other associated publications. He continued publishing this newsletter until its sale in 2012. He's been an active speaker on licensing topics and developed conference programs on entertainment marketing and licensing under the *Licensing Letter* banner.



2.3.3.10 The Lawyers and Accountants



Greg Battersby* became LIMA's counsel in 1995 and spent the next 23 years overseeing its legal affairs, serving on its Executive Committee and chairing its education committee. Because of his legal representation of a wide array of licensing clients; his more than 200 talks on the subject; and his publication of more than 40 books on licensing and related IP issues, including the seminal treatise entitled *The Law of Merchandise & Character Licensing* he was instrumental in creating the law of merchandising.

Tom Harrison is a former Disney auditor who formed Royalty Management Associates in 1983 to exclusively conduct on-site licensee royalty reviews. He has provided licensors with a cost-effective way to develop an audit plan, so they can visit all Licensees, making the on-site visits an integral and on-going part of their operation.

Bruce Hosmer was LIMA's first counsel. His work in licensing traces back to his days at Gulf + Western where he did the Paramount Pictures licensing and related IP work. He played a major role in structuring LIMA's relationship with Expocon for the Licensing Show.

Jim Kipling is a veteran toy industry attorney who was General Counsel for Kenner-Parker/Tonka Toys and eventually VP Law at Hasbro. He negotiated the first two rounds of the STAR WARS licenses on behalf of Kenner as well as the rights to BATMAN, JURASSIC PARK and TERMINATOR movie series as well as licenses with the NFL, NBA, MLB and NHL.



David Rosenbaum is a former Paramount Pictures attorney who has enjoyed a great career in licensing before his untimely passing. He has represented many players in licensing and was an expert in legal issues involving video and computer games and related technology and the licensing of brands, character, comic book, entertainment and sports properties.

Charles Schnaid is a retired partner of the accounting firm, Miller Kaplan, Arase & Co. with over 5 decades of experience as an accountant. He developed a specialty in royalty accounting and, in addition to working for a myriad of different licensing clients, has been an accounting referee in high profile licensing cases. He's a former LIMA Board member.



Bruce Siegal is Senior Counsel at Learfield Licensing, after having spent 30+ years serving as CLC's VP and General Counsel. He was a member of CLC's senior management team, active in working with the NCAA and law enforcement in pursuing infringers and counterfeiters. He is a founding member of CAPS – Coalition to Advance the Protection of Sports logos, the IP protection and enforcement alliance that includes the pro leagues and collegiate institutions. He is a member of the ICLA Hall of Fame.

Judy Willis was a staff attorney for both Parker Bros. and Mattel and eventually became Mattel's Sr. VP of Business Affairs where she was negotiating license agreements around the world for Mattel's properties, including BARBIE and HOT WHEELS. She enjoyed one of the best reputations of any attorney in licensing.



2.3.3.11 Retailers



Cindy Levitt is VP General Merchandise Manager at Hot Topic. She is a veteran of the retail industry and has been involved in licensing for decades and its impact on retail. She started as a buyer with May Department Stores before joining Hot Topic as its first buyer. She then became VP Music and Licensing before eventually assuming her current position. She is a frequent speaker on licensing issues and is LIMA's Vice-Chairman.

Beth Schlansky is president of Beth Schlansky, Inc which provides licensing agent and consulting services for licensors, manufacturers and retailers. For many years, she had been VP Licensing for the retailer Spencer Gifts and was a LIMA Board member where she shed light on many retailer issues.



Sy Ziv served Toys "R" Us for 26 years in a variety of positions, including EVP. He helped develop and frame the Toys "R" Us concept and made contributions to nearly every facet of the promotional toy business. He was the first retailer to feature licensed characters and is a member of the TIA Hall of Fame as well as serving on the LIMA Board of Directors.

2.3.3.12 The Trade Associations and Trade Shows



In the late 1970's, a group of property owners and licensors formed what they called The Licensing Industry Association and chose **Vicki Jones** as its Executive Director. On April 1983, a group of manufacturers and licensees formed the Licensed Merchandisers' Association under the direction of **Arnold Bolka** of the Licensing Letter and **Jerry Robinson** of Pilgrim Industries.



LIMA Founder Murray Altchuler

These two organizations merged in 1985 and formed The Licensing Industry Merchandisers Association ("LIMA") under the direction of ex-Licensing Corporation of America executive, **Murray Altchuler**. Altchuler continued as the head of LIMA until his retirement in 1997 when he was succeeded by **Charles Riotto**.



Today, under the guidance of Mr. Riotto, LIMA is now the leading trade organization for the global licensing industry. Its membership includes over 1,300 companies and individuals engaged in the marketing of licensed properties, both as agents and as property owners, manufacturers, consultants, publications, lawyers, accountants, and retailers, etc. in the licensing business. Mr. Riotto will retire effective June 30, 2018 and **Maura Regan**, formerly Licensing Director at Sesame Workshop, will succeed him effective July 1, 2018.



LIMA's mission is to foster the growth and expansion of licensing around the world, raise the level of professionalism for licensing practitioners, and create greater awareness of the benefits of licensing to the business community at large. LIMA maintains offices in the United States (headquarters), Australia, Brazil (ABRAL), China, Germany, Japan, Mexico and the United Kingdom, with representatives in Canada, France, India, Italy, Korea, Russia and the Middle East. Members in over 40 countries enjoy access to an array of benefits, including extensive educational programming and worldwide networking events. LIMA is the exclusive sponsor of events organized by UBM's Global Licensing Group: Licensing Expo, Brand Licensing Europe, Licensing Expo Japan, Licensing Expo China, and the NYC Summit. Visit licensing.org for more information and to utilize licensing's definitive online resource.



Alfred (Fred) Favata* was president of Expocon Mgt. Assoc., a major producer of trade shows worldwide. Twenty-three years ago, he realized that licensing was an emerging and viable industry that would benefit from a professional trade show.... The Licensing Show. His vision was to create an environment in which all individuals involved in the business of licensing would come together to establish relationships, educate, and discuss emerging trends. This included character, sports, corporate, fashion and entertainment. He saw the future of licensing not only as a marketing tool, but eventually developing into an industry that would have a major influence on culture. He proved prophetic.

2.3.3.13 International

The Creators

A.A. Milne was an English author, best known for his books from the 1920's about the teddy bear called WINNIE-THE-POOH and his friends PIGLET, EYORE and others. The Pooh characters were licensed by his agent, Stephen Slesinger, to Disney and are some of the most successful properties of all time.



Michael Bond was a British author best known for a series of fictional stories for children, featuring the character of PADDINGTON BEAR. More than 35 million Paddington books have been sold around the world, and the characters have also been featured in film and on television.

Pierre Culliford, a/k/a/ Peyo, was a Belgian cartoonist best known for his work on the comic strips THE SMURFS and JOHAN AND PEEWIT, in which the Smurfs first appeared. THE SMURFS centered on a group of small blue, fictional creatures that live in mushrooms. Peyo began producing comic strips for daily newspapers shortly after World War II.



Joanne Rowling a/k/a **J. K. Rowling**, is a British novelist, best known for her HARRY POTTER fantasy series. Her books have won multiple awards and sold more than 400 million copies, becoming the best-selling book series in history. They are the basis for one of the largest and most successful licensing programs in history.

The Agents and Representatives

Africa

Michael Eve was the Managing Director of Trigger Licensing and was one of the first licensing agents in South Africa. He was on the initial Advisory Board of *The Merchandising Reporter*.

Asia



Marilu Corpus is CEO of Click Licensing Asia which she formed in 1998. She had previously been the International Licensing Director for United Media Licensing and MGM. Under her direction, Click grew to become a leading Asian Brand Management Company, operating in 8 different countries with a corporate headquarters in the Philippines. She is the first Asian representative to sit on LIMA's Board.

Hubert Co is president of Empire Multimedia Corporation in the Philippines which he has developed into a premier licensing firm that has expanded into 8 different countries over a 30-year period.



Philippines
different

Australia and New Zealand

Fred Gaffney was one of the first licensing agents in Australia, representing properties such as STAR WARS, BARBIE, DISNEY and SESAME STREET as well as developing programs for home-bred Australian children's shows, such as BANANAS IN PAJAMAS, to be exported abroad. He is known around Australia as "Mr. Licensing" and is widely considered one of the pioneers of the licensing industry.



Tom Punch founded Haven Licensing in New South Wales in 1994 which has won multiple worldwide licensing agency of the year awards representing properties from 20th Century Fox, Sesame Workshop, HIT Entertainment, and MGA Entertainment.



Benelux



Cyril Speijer* of Wavery Productions has been a "go-to agent" for character and brand licensing for more than 50 years in his native Netherlands. He has managed the rights to the characters ASTERIX & OBELIX as well as LUCKY LUCKE and represented Lucasfilm, Universal, EON Productions, United Media, and others. He is a former LIMA Board member.

Canada

Sandie Hatch is the CEO of Voo Doo Entertainment and one of the first licensing agents in Canada. She has been a supporter of the licensing industry for decades and has overseen some of the early international expansion of LIMA as its VP International.

France

Jean-Michel Biard of JMB Consulting first entered the licensing business in 1964 and has represented such properties in France as BATMAN, SUPERMAN, CHARLIE CHAPLIN, LAUREL & HARDY, BUGS BUNNY, DAFFY DUCK, THE MUPPETS, BARBIE, THE FLINTSTONES, PEANUTS, ZORRO, NINTENDO and THE NINJA TURTLES, to name but a few. He was LIMA's first non-American member.

Pierre Gaucher formed RMP Licensing in France in the 1980's representing properties such as BETTY BOOP and other King Feature properties. RMP was eventually acquired by Biplano SAS.

Germany

Gunter Vetter is the Managing Director of Euro Lizenzen, a licensing agency in Munich which he founded in 1980 and which specializes in the development of licensing programs for character, art, publishing, entertainment, properties and corporate brands in the European markets. He is the winner of a LIMA Lifetime Achievement Award.





Michael Lou is the CEO at V.I.P. Entertainment and Merchandising in Hamburg Germany which he founded in 1980. He is President, European License Marketing & Merchandising Association and regularly represents and consults with major property owners. He is the author of numerous articles and publications in the field including the Germany section of this work.

Japan

Hidehiko Kanda of the International Merchandising Company in Tokyo was among the first to seek out possible licensees for US sports brands, first with Mark McCormack of IMG and later as an independent consultant. He was key in finding major licensees for UCLA which resulted in a surprisingly successful licensing program.

Douglas Kenrick, the founder of Douglas Kenrick (Far East) Limited, was a pioneer in licensing in Japan representing the only true port-of-call for overseas licensors entering the Japanese market in the 1960's. During that period, he represented most of the major brands and celebrities including THE BEATLES, TWIGGY, 007, DC COMICS, WARNER BROS. etc.



Shintaro Tsuji* is the founder of the Tokyo-based character-branded merchandise company Sanrio with its HELLO KITTY property. He has served as the producer for the animated movies Sanrio made from 1977 to 1985 and is a storywriter.

Mexico

Elias Fasja-Cohen* started in licensing in 1977 as a fashion licensee for the French brand Cacharel and later with Perry Ellis. In 1990, he co-founded Tycoon Enterprises which soon became the agent for brands such as Cartoon Network, Mattel, FIFA, the NFL and many others.



Maca Rotter is currently President & CEO of La Panaderia Licensing & Merchandising, a company she formed after heading the licensing business for Televisa where she acquired experience in wholesale and retail distribution strategies working with brands. She is the author of the only Hispanic published book about Licensing.

South America

Elias Hoffman was the founder and president of the Exim Licensing Group in Argentina and grew it into the largest licensing agency in South America. He was a LIMA Board member.



Sweden



Peder Tamm founded Sweden's Plus Licens Plus in 1977 which is Europe's largest independent licensing company. With 30+ years of licensing know-how, he oversees related offices in Russia, Eastern Europe, Paris and Tokyo. He specializes in movie and TV-driven Entertainment Properties and fashion-driven Design Rights.

United Kingdom

David Cardwell & Richard Culley formed what is now known as CPLG in 1974 which is now the largest agency in Europe. It was the first licensing agency to open multiple branches in other countries when it entered into a joint venture with Merchandising Munchen headquartered in Amsterdam, making it the first Pan-European Agency. He received the UK Honorary Achievement Award.



Richard Culley



Nicholas Durbridge founded the Copyrights Group in 1984 which became one of the leading licensing agents in England, representing such classic properties as PETER RABBIT, PADDINGTON BEAR, FATHER CHRISTMAS and the GREENWICH POLO CLUB. He was a pioneer of pre-school licensing.

Kelvyn Gardner has been LIMA-UK's MD for the past decade. He began in licensing in 1979 by marketing Disney products for an Italian publishing company. He later founded Merlin Publishing which became the fastest growing private company in the UK based on his ability to get key licenses. He is a recipient of the UK Honorary Achievement Award.



Andrew Maconie of LMI was one of the early executives of IMG under Mark McCormack. He founded LMI with initial representation rights from Lucasfilm for STAR WARS and INDIANA JONES. He also successfully launched NFL licensing in the UK in the 1980s.

John Sinfield founded PSL Licensing with Chris Patrick which was one of the first independent licensing agencies in England. The business endured for almost 40 years before his untimely death. He received the UK Honorary Achievement Award.



Robert Sutherland, now of the Redan Company, had previously managed MARVEL's licensing business for a decade before embarking out on his own in the 1980's. He pioneered comic books for preschoolers.

Walter Tuckwell of Walter Tuckwell and Associates was one of the early pioneers in licensing in the UK. He is most famous for creating and licensing the mascot for the 1966 FIFA World Cup in England, i.e., the WORLD CUP WILLIE.

