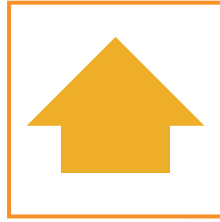
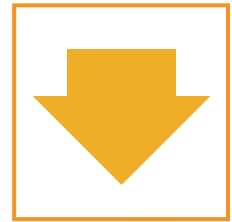


LEADING LICENSORS



101



Amid an ensuing war and economic downturn, the majority of *License!*'s 101 Leading Licensors experienced upward movement. Each year, *License!* editors ask for bottom-line worldwide retail sales figures of licensed merchandise (actual or estimated). This year, the list has grown to 101 Leading Licensors from 91 Leading Licensors last year...a testament to the role of licensing in many businesses—from entertainment to corporate brands, art, publishing, sports, interactive, and fashion.

As *License!* guidelines are stringent to be featured in Leading Licensors, there exist other companies that opted not to participate for reasons varying from a privately held company to focusing on core business rather than brand extension. Therefore, the Leading Licensors listing technically could include other companies, and is expected to grow next year due to new corporate brands that recently have entered the licensing marketplace and new initiatives from other licensors that have yet to nab shelf space.

There are newcomers to the Leading Licensors list, as well as returning Leading Licensors from *License!*'s 2002 list. Newcomers include Sunkist Growers, The Coleman Co., Signatures Network, Wyland, Rachael Hale, Stanley Works, The LEGO Company, Paul Brent, and Allied Domecq Spirits & Wines. Sunkist Growers (\$1.2 B) and The Coleman Co. (\$769 M) claimed spots No. 26 and No. 36, respectively, in the top 50. Those that returned from 2002 include Perry Ellis (No. 25), Caterpillar Inc. (No. 41), Nelvana (No. 45), MGM Consumer Products (No. 59), Jordache Enterprises (No. 66), Tommy Bahama (No. 68), Marvel Enterprises (No. 69), General Mills Trademark Licensing (No. 71), Cinar (No. 78), and Kraft Foods (No. 83).

Indeed, there were some tangible sales results in 2003. Of those licensors that experienced increases in 2003 versus 2002 (see list below), the total gain for the licensing business is nearly \$7 billion, compared with a total loss of nearly \$347 million for

those that experienced sales declines. 2003 sales results for many licensors remained flat year over year.

Top global licensors reveal the ups and downs of 2003.

Although there are a total of 101 Leading Licensors listed alphabetically, some licensors share the same retail sales figure. For example, Major League Baseball (No. 8), National Basketball Association (No. 9), Nickelodeon (No. 10) all should be ranked as No. 8 on our list. This year, *License!* opted to list each company alphabetically with a respective number from 1 to 101.

This year as last year, we've included indicators for public, private, nonprofit, and cooperative companies. A symbol legend is provided on each page of our Leading Licensors report. In addition, as always, *License!* provides a glimpse of each company's property initiatives and growth strategies from 2003 into 2004 and beyond.

Licensors/licensing agents in the top 50 that had significant sales increases over 2002 include:

DISNEY CONSUMER PRODUCTS, from \$14 B to \$15 B

4KIDS ENTERTAINMENT, from \$2 B to \$3.875 B
 NFL, from \$3.1 B to \$3.2 B
 NBA, from \$2.15 B to \$3 B
 NICKELODEON, from \$2.6 B to \$3 B
 CHEROKEE, from \$2.5 B to \$2.7 B
 GENERAL MOTORS, from \$2.3 B to \$2.7 B
 MATTEL, INC., from \$2 B to \$2.4 B (including Fisher-Price)
 UNITED MEDIA, from \$2 B to \$2.2 B
 WESTINGHOUSE, from \$1.7 B to \$1.9 B
 UNIVERSAL STUDIOS CONSUMER PRODUCTS, from \$1.6 B to \$1.7 B
 SANRIO, from \$1.3 B to \$4 B
 FORD MOTOR CO., from \$1.1 B to \$1.32 B
 TWENTIETH CENTURY FOX, from \$1 B to \$1.2 B
 MUDD, from \$850 M to \$1 B

STARTER, from \$500 M to \$650 M
 BEVERLY HILLS POLO CLUB, from \$610 M to \$626 M
 ECKO UNLIMITED, from \$420 M to \$600 M
 EVERLAST WORLDWIDE, from \$400 M to \$500 M
 HEARST MAGAZINES, from \$400 M to \$480 M
 NEW LINE CINEMA, from \$330 M to \$480 M
 LIZ CLAIBORNE LICENSING, from \$300 M to \$4.2 B

Other licensors that experienced sales gains in 2003 include:

PLAYBOY, from \$300 M to \$350 M
 DIC ENTERTAINMENT, from \$250 M to \$300 M

JOHN DEERE, from \$200 M to \$220 M
 WINCHESTER, from \$210 M to \$215 M
 TIMEX, from \$175 M to \$181 M
 MASTERFOODS USA, from \$105 M to \$170 M
 MACK TRUCKS, from \$140 M to \$160 M
 CLASSIC MEDIA, from \$130 M to \$220 M
 EASTMAN KODAK, from \$125 M to \$140 M
 THE FLAVIA CO., from \$120 M to \$135 M
 SMITH & WESSON, from \$115 M to \$125 M
 DISCOVERY CONSUMER PRODUCTS, from \$100 M to \$211 M
 SHAQ DUNKMAN, A Starter Brand, from \$70 M to \$100 M
 MLS, from \$80 M to \$100 M
 SUSAN WINGET, from \$80 M to \$100 M
 TIME INC. BRAND LICENSING, from \$50 M to \$75 M

1 Disney Consumer Products ◆ \$15B
Andy Mooney, Chairman (818) 567-5834

Disney Consumer Products will further energize two core brands: Mickey Mouse and Winnie the Pooh. Mickey Mouse gains exposure through a broadened vintage program, the 18-month celebration of Mickey's 75th anniversary, two direct-to-video fall releases, and Disney Channel's House of Mouse TV block. Winnie the Pooh raises its profile with emphasis on Classic Pooh products at retail supported by releases from The Walt Disney Studios and the Disney Channel. Worldwide retail sales for Disney Princess grew from \$300 million in 2000 to \$1.5 billion in 2003. The brand will gain momentum through Disney Toys and new products and initiatives across all business units. DCP also will extend its focus on movie-related licensing with products for *The Incredibles*. Other initiatives: refresh and introduce new items to the food and consumer electronics categories while also expanding the appliance business. □

2 Warner Bros. Consumer Products ◆ \$6B
Karen McTier, EVP, Domestic Licensing
(818) 954-3008

Warner Bros. Consumer Products has a powerful lineup of theatrical and TV properties slated for '04. Priorities include films such as *Scooby-Doo 2: Monsters Unleashed* supported by movie-inspired toys from Mattel, Equity Marketing, and Pressman Toys, and new QSR and packaged goods categories. Mattel, LEGO, Electronic Arts, Rubies, and others return with new products for *Harry Potter and the Prisoner of Azkaban*. *Catwoman* gets exclusive treatment at Henri Bendel, while *The Polar Express* signs on THQ with video games due for holiday 2004. The studio is launching new *Looney Tunes* theatrical shorts in theaters in

2004. Plans are in the works for the upcoming *Batman* film in 2005. Lots of support is planned for live-action and animated TV properties such as *iMucha Lucha!* with the bulk of the program shipping for fall 2004. *Teen Titans* makes its retail launch in spring with toys from Bandai. The studio will support *Codename: Kids Next Door*, *The O.C.*, and *The Bachelor/The Bachelorette*. □

3 Bonjour Corp. ■ \$5B
Avi and Charles Dayan, Principals (212) 398-1000

The company owns and manages three premier brands: Faded Glory, which remains one of the top performing brands at Wal-Mart; Route 66, which is one of the top-selling brands at Kmart; and the self-titled Bonjour brand. The Bonjour brand currently plans to aggressively pursue its relaunch through 2005 in all significant apparel and accessory categories. □

4 Liz Claiborne ◆ \$4.2B
Barbara J. Friedman, President, Licensing
(212) 626-3462

Liz Claiborne Home is the key initiative with five categories in various retail venues: flooring with Carpet One stores; bed, bath, and window treatments to department stores and home specialty stores, Linens 'n Things, and Bed Bath & Beyond; new launches with Lexington Furniture brands; decorative fabrics with Richloom; and home storage with Blockware. Other new categories: decorative accessories, tabletop, paint, and lighting. Access for men and women at Kohl's and Mervyn's has been a growth driver in licensed extensions. First Issue at Sears is slated for expansion. Increased focus on developing strategies for Ellen Tracy, Dana Buchman, and Sigrid Olsen for the bridge market, and Lucky Brand Jeans, Juicy Couture, and Laundry for the contemporary market. □

5 Sanrio ◆ **\$4 B (est.)**
Bruce Giuliano, VP, Licensing (310) 523-1705

Hello Kitty's 30th anniversary is the primary initiative for 2004. The anniversary will feature special product collections, one-of-a-kind auction items, events, and contests. The primary events will be a kick-off party in New York during Licensing 2004 International Show and a gala finale in early November (probably in Los Angeles). Events also include a series of summer surfing camps and professional contests entitled, "Hello Kitty Boardfest Featuring Holly Beck" (Beck is one of the leading professional women surfers in the U.S.) Sanrio also reached an agreement with the U.S. Fund for UNICEF whereby UNICEF will be the primary philanthropic partner for the 30th anniversary. In turn, UNICEF is designating Hello Kitty as the "UNICEF Global Special Friend of Children." □

6 4Kids Entertainment (Licensing Agent) ◆
\$3.875 B* (est.)

Thomas J. Kenney, EVP (212) 758-7666

Big push for *Teenage Mutant Ninja Turtles* with 75 percent of licensees rolling out first products, joining Playmates with toys, Konami with video games, and others. Besides airing first-run episodes on Fox Box, 4Kids recently licensed the first 40 shows to Cartoon Network with an on-air time frame of spring 2004. *Yu-Gi-Oh!* remains strong with master toy licensee Mattel creating new products. Pokémon Ruby and Pokémon Sapphire were two of the top three selling video games in 2003. *Shaman King* is the next area of concentration with a video game on multiple platforms from Konami in fall. *The Winx Club* hits the airwaves on Fox Box in mid-2004 with fashion dolls, accessories, and fashion trading cards due in fall 2004 and throughout 2005. The Cabbage Patch Kids are ready for "adooption" with Play Along shipping a line of original 16-inch Coleco-sized "kids" this summer. □

* Worldwide sales for brands including product categories not represented by 4Kids Entertainment

7 National Football League ■ **\$3.2 B**
Mark Holtzman, SVP, Consumer Products
(212) 450-2000

NFL Equipment and Gridiron Classics (both produced by Reebok) are expected to drive significant growth in 2004. An expanded headwear line is on tap. As part of the 10-year NFL-Reebok partnership, Reebok outfits all 32 NFL clubs with on-field uniforms and sideline apparel. Other apparel partners: College Concepts, G-III, Haddad, Majestic, Outerstuff, VF Imagewear, Riddell, and Wilson. Electronic Arts, Microsoft, Sega, and Sony fuel video games; Fleer, Fotoball, MBI, The Topps Co., Playoff, and Upper Deck score in trading cards and memorabilia. □

8 Major League Baseball ■ **\$3 B**
Howard Smith, SVP, Licensing; Steve Armus,
VP, Soft Goods; Colin Hagen, VP, Hard Goods
(212) 931-7900

The league added Reebok to the MLB Authentic Collection business as the official supplier of footwear in 2004. Continue to focus on reaching nontraditional audiences with programs such as the MLB Authentic Collection—"Access To The Show" program. Further development of the women's and kids' apparel business by focusing on key companies. Continue to focus on building greater retail opportunities with MLB Clubs through in-stadium retail and MLB Clubhouse stores. Further educate retailers and consumers about the MLB Authentication Program, the premier third-party autograph and game-used memorabilia authentication program. □

9 National Basketball Association ■ **\$3 B**
Sal LaRocca, SVP, Global Merchandising
Group (212) 407-8000

Merchandise sales are up 60 percent due to the increasing popularity of jerseys, headwear, toys, electronic games, and other products. New products from Reebok blend retro looks with today's top players, including the launch of NBA D'Funk'd. The NBA's Hardwood Classics Nights program, which includes retro jerseys worn by 12 NBA teams during games, continues strong into its third season. The NBA Shoe Collection by Reebok adds 15 more styles. Trading card sales are driven up by the league's first fully integrated national TV campaign and consumer promotion involving all three trading card licensees. Other initiatives: more kids' products, pet products, a new line of swimwear, and an exclusive assortment of high-end watches from Jacob the Jeweler. □

10 Nickelodeon ◆ **\$3B**
Leigh Anne Brodsky, EVP, Nickelodeon
Consumer Products (212) 846-7066

Nickelodeon celebrates its 25th anniversary and its eighth consecutive year as the No. 1 rated basic cable network. Key initiatives for 2004 include a refreshed *Blue's Clues* with special Blue's Room segments revealing that Blue speaks; launch of *Fairly OddParents* merchandising program with Jakks Pacific as master toy licensee for fall '04. Tween lifestyle brand *EverGirl* launched in January with an exclusive apparel and accessories program at Kohl's. Tak and the Power of Juju continues strong; second video game due holiday '04. *SpongeBob SquarePants* movie is due for holiday '04; product tie-ins are set for fall. A *Series of Unfortunate Events* movie is due holiday '04. □

11 Cherokee Group ◆ **\$2.7 B (est.)**
Robert Margolis, Chairman and CEO

(818) 908-9868

The Cherokee brand expands into Mexico, the Eastern Block, and parts of Asia in 2004. The Sideout brand is launching in China, while Carole Little and St. Tropez West re-establish U.S. presence. The company will continue to expand these brands worldwide as it seeks to further develop All That Jazz and Chorus Line in the U.S. Continue brand representation for Hot Kiss, *House Beautiful*, and *Latina*. □

12 General Motors ◆ **\$2.7 B**
Gene Reamer, Manager, Trademark Licensing

(313) 667-8545

Launch of new sixth-generation Corvette. Consumer products initiative underway for Hummer with cologne and electronics line including boom boxes, portable CD players, clock radio, and GMRS two-way radio planned. Interactive toys are a focus with major push for radio-controlled vehicles and video games. □

13 The Collegiate Licensing Company ■
\$2.6 B

Kit Walsh, SVP, Marketing (770) 956-0520

Notre Dame was added to the CLC Consortium last year. Another bright spot is the company's non-collegiate business, handled under the name "Licensing Partners, International" (LPI). In addition to properties such as the Canadian Football League (CFL) and the PGA Tour, LPI also handles the company's newest initiative involving licensing U.S. colleges and universities in international markets. Nike and Electronic Arts (EA Sports) remain the leading apparel and non-apparel licensees for the domestic CLC business, respectively. □

14 Mattel, Inc. ◆ **\$2.4 B**
Richard Dickson, SVP, Mattel Brands

Consumer Products (310) 252-3137; Caren Shalek, VP, Fisher-Price Licensing (716) 687-3167

Consistent growth in its Mattel Brands Consumer Products is driven by Barbie, the world's No. 1 girls' lifestyle brand, girls' licensed property, and girls' entertainment property, and the No. 3 children's property. Hot Wheels Consumer Products has achieved 40 percent sales growth in the last two years. In 2004, expanded licensing efforts are on tap for Polly Pocket and My Scene, which achieved more than 40 percent household penetration last year. Mattel's Fisher-Price licensing program centers on three key businesses: Fisher-Price Baby products, the classic Fisher-Price Little People playsets, and the Rescue Heroes. □

15 HIT Entertainment ◆ **\$2.2 B**
Jamie Cygielman, SVP, Brand Business Group

(212) 463-9623

A big splash is planned for animated series *Rubbidubbers* with videos, tub toys, and plush from Hasbro and books from Simon & Schuster underway. Also in the works are tiered product introductions throughout the year from BBC, Buster Brown, Children's Apparel Network, Dan River, Hallmark, Jay Franco, Wormser, and Zooth. Development of animated TV series *The New Adventures of Bob the Builder* due spring 2005, with LEGO Explore and RC2 taking a lead role, as well as fourth-quarter product and marketing "event" campaigns supporting the fall '04 launch of videos for *Angelina Ballerina*, *Barney*, *Bob the Builder*, *Thomas & Friends*, and *The Wiggles* brands. □

16 United Media ◆ **\$2.2 B**
Joshua Kislewitz, SVP, Domestic Licensing

(212) 293-8522; Rita Rubin, SVP, International Licensing (212) 293-8521

New acquisitions abound with a multitiered licensing initiative on tap for the overall Food Network brand and, more specifically, *Unwrapped*. Target categories include social expressions, games, publishing, housewares, and video. Also new to the fold is *Jakers! The Adventures of Piggley Winks* (currently on PBS Kids) with toys and promotions the first categories out followed by social expressions and apparel. The company signed on to support teen outreach initiative SHiNE with a combination of media partnerships and proprietary content. United Media also partnered with Marc Brown Studios to represent the global rights to *Arthur*. Licensing and promotional opportunities are available across multiple categories, including toys and games, apparel and accessories, specialty publishing, back-to-school supplies, social expression, domestics, home furnishings, and international publishing. □

17 NASCAR ■ **\$2 B**
Mark Dyer, VP, Licensing and Consumer

Products (704) 348-9600

New sponsors and an improved championship format bolster the NASCAR brand. Special programs and areas of focus in 2004 include sporting goods retailers and continued programs with the electronic retail channel. The company also continues to work with its licensees on a range of products including Wincraft and its 10th anniversary in motorsports, Dan River and its new line of NASCAR bedding, and NASCAR Images and NASCAR DVD releases. Nextel's new involvement is a major focus with the first NASCAR-licensed phones currently in stores. □

18 Westinghouse ◆ **\$1.9 B (est.)**
Allan Feldman, President, LMCA (212) 265-7474

With fewer than 13 licensees, the brand is focused on key consumer and commercial areas such as consumer electronics (Westinghouse Digital), lightbulbs and lighting fixtures (Westinghouse Lighting aka Angelo Bros.), smart kitchen appliances (Salton), turbine generators (Siemens), and nuclear fuel and fuel services (Westinghouse). Licenses are being negotiated in a range of home and commercial categories. 2004 overall sales are projected to continue growing at a double-digit rate as product distribution expands. □

19 Universal Studios Consumer Products ◆
\$1.7 B

Beth Goss, EVP (818) 777-1697; Cynthia Modders, SVP, U.S. Licensing (818) 777-7128; Jeff Neiman, General Manager, Canada (416) 495-3673

The studio will support licensing programs for upcoming films *Van Helsing*, *Thunderbirds*, and *The Chronicles of Riddick* in 2004. Programs are also in the beginning stages for 2005 features including the *Curious George* film and TV show, as well as *King Kong*. New property *Where the Wild Things Are* will receive attention as will Universal's portfolio of classic properties including *The Fast and the Furious* lifestyle brand, *JumpStart*, *Woody Woodpecker*, *The Land Before Time*, and *Universal Studios' Classic Monsters*. □

20 DaimlerChrysler ◆ **\$1.5 B**
Brad Horn, Vice President, Brand Development, Brand Sense Marketing (310) 843-2400; Debra Joester, President, The Joester Loria Group (212) 683-5150

Dodge added 1,500-plus new products, resulting in an increase in royalty revenue of more than 27 percent. New segmentation strategy focuses licensees on four key consumer lifestyle groups: Motorsports, Performance, Vintage, and Ranch/Workwear. Further expansion of the Dodge Vintage program, Raminator/Rammunition Monster Truck program, and a renewed emphasis on women's and children's products in 2004, all represented by Brand Sense Marketing. New deals brokered by The Joester Loria Group for Jeep and Chrysler include watches and barbecue grills for North America for Jeep's lifestyle program. International expansion includes the introduction of apparel in the UK, Thailand, and Malaysia, plus juvenile products in Australia and South Africa. Continued growth in 2004 will include the launch of apparel and accessory products in Latin America. New partners in such categories as apparel, luggage, and collectibles have contributed to the expansion of the Chrysler merchandising program.

Expanded offerings of Chrysler Crossfire and Chrysler 300C products to come in 2004. □

21 National Hockey League ■ **\$1.5 B**
Brian Jennings, Group VP, NHL Consumer Products Marketing (212) 789-2003

The Vintage Hockey Program is a major focus with seven teams wearing vintage The Hockey Company jerseys on ice in select games. Mitchell & Ness increased its roster of retired NHL players. G-III also debuted a retro fashion line for both men and women, marking the first offering targeted at females. Kids are a priority with a focus on apparel, video games, and toys and games. New partner LEGO recently launched a new tabletop game. Strong sell-through for exclusive NHL shield and tagline ("Hockey Rules" and "Coolest Game") labeling programs with two major retailers in the U.S. □

22 Ford Motor Co. ◆ **\$1.32 B**
Scott Rosenzweig, VP, Licensing Sales, The Beanstalk Group (212) 421-6060

With more than 300 licensees across all vehicle brands (including Ford Trucks, Mustang, Thunderbird, and Ford Racing), licensing agent The Beanstalk Group is steering the licensing program to new levels. Themed initiatives around the retail launch of Ford Mustang's 40th anniversary, planning for Ford Thunderbird's 50th anniversary, a new Built Ford Tough program, and a "retro" initiative featuring old cars' marks and logos spanning Ford's 100-year history are a focal point. Also important are auto accessories, toys, die-cast, video games, apparel, and technical information. The Land Rover, Volvo, Aston Martin, and Jaguar brands also represent a brand-building opportunity for licensees to enter the luxury market. □

23 Pokémon USA ■ **\$1.3 B**
Matthew Uppenbrink, Licensing Manager, North America/Latin America (646) 497-0400 x2050; Laurie Windrow, SVP, Sales/Marketing, 4Kids Entertainment (212) 758-7666

Pokémon soon will celebrate its sixth anniversary. Pokémon Ruby and Pokémon Sapphire were the No. 2 and No. 3 best-selling video games of 2003, respectively, according to the NPD Group. Kids' WB! renewed *Pokémon* for five more seasons. March marked the release of Pokémon Colosseum for Nintendo GameCube, as well as the Pokémon e-Trading Card Game: EX Team Magma vs. Team Aqua with a host of new elements. Jirachi Wish Maker is slated for home video/DVD release in second quarter. For the third year, Pokémon Day takes place at Yankee

Stadium in June. Hasbro's toy line will include action figurines and more. Some 40-plus licensees are expected by holiday '04. □

24 BBC Worldwide ◆ £660 M
Helen McAleer, Director, Children's Operations
+44 20 84 33 26 73

Little Robots sold to 60 countries including Japan; BBC Worldwide continues to be the exclusive distributor and partner for LEGO Media with global rights to programming and other formats, including videos, DVDs, audio, music, books, magazines, part-works, and merchandising. *Fimbles* is performing well with the introduction of secondary characters in spring. *Ace Lightning* premieres on DIC Kids Network in April. BBC names Logistix kids' master toy licensee for *Tweenies* with products due in fall '04. *Teletubbies* continues strong with new feature plush due in 2004. □

25 Perry Ellis ◆ \$1.2 B
Maria Folyk-Kushneir, VP, Licensing, Perry Ellis Brands (212) 780-4513; Jim Scully, VP, Licensing, Non-Perry Ellis Brands (305) 418-1383; Alberto Maduro, Licensing Director, All Brands, Latin America (305) 418-1331

Strengthen brand awareness for last year's relaunch of women's sportswear with additional categories such as coats, outerwear, and suits. Perry Ellis America will add a men's casual sportswear collection. New licensees are on board for Latin-inspired brands Cubavera and the Havanera Co., as well as new home goods and accessory categories. Growth is planned for retro Original Penguin line. □

26 Sunkist Growers ■ \$1.2 B
Ashok Patel, VP, Licensing and International Business Development (818) 379-7262; Mario Kahn, Director, Trademark Licensing (818) 379-7263

Build Sunkist brand awareness and licensed sales with new marketing campaigns and innovative new products leveraging the Sunkist brand equities with existing licensees. Introduce the Sunkist brand in new product categories such as Sunkist fruit cereal bars during first quarter 2004 and launch Sunkist in new emerging markets. A major media campaign is planned for a leading licensed category that will break in summer '04. □

27 Twentieth Century Fox ◆ \$1.2 B
Peter Byrne, EVP (310) 369-1351

Fox L&M will launch numerous new *Simpsons*-themed products within the toy and collector, novelty, game, home décor, and

apparel categories, including Hasbro Games: *The Simpsons* Game of Life, Applause's plush character line, Gemmy's animatronic characters, and Changes' irreverent T-shirts. Plans are in the works for CGI animated release *Robots*, with partners such as Mattel, VU Games, and HarperCollins. Other Fox properties expected to make a splash this year are *Alien vs. Predator*, *Family Guy*, *24*, and *The Simple Life*. □

28 Viacom Consumer Products ◆ \$1.2 B
Terri Helton, EVP, Worldwide Licensing
(323) 956-5891

Tent-pole feature films for 2004: *Sky Captain and The World of Tomorrow* (Hollywood's first-ever film featuring live actors in an entirely computer-generated environment) and *Sahara*, based on the novel by Clive Cussler. The studio supports new shows such as *The Parker's* and classics such as *Hogan's Heroes*, *Twilight Zone*, *Happy Days*, *The Andy Griffith Show*, *The Beverly Hillbillies*, *The Brady Bunch*, and *Get Smart* with licensing programs. The studio's restaurant chain, Bubba Gump Shrimp Co, has more than 20 restaurants around the globe with newcomers such as the Long Beach Bubba Gump Shrimp Co open since February and the Santa Monica location due in late fall 2004. *Star Trek* launched two new entertainment location-based attractions themed around the Borgs in Germany and Las Vegas. □

29 The Copyrights Group ■ \$1.1 B
Nicholas Durbridge, Chairman and CEO
+44 12 95 67 20 50

Independent licensing agent The Copyrights Group celebrates its 20th anniversary in 2004. The company has its headquarters in the UK and offices in Germany, Japan, Australia, and in the U.S. working in association with United Media. Key brands such as Paddington Bear and Peter Rabbit have driven another year of growth. International initiatives include a Peter Rabbit theme for the children's garden at Macy's Herald Square's 30th Annual Flower Show and a Beatrix Potter theme for a new section of the Nagashima amusement park in Japan. Retail promotions and exclusives are taking place with Mothercare (UK), Wal-Mart (U.S.), Sony Plaza (Japan), Karstadt (Germany), and Myer-Grace Bros. (Australia). The Copyrights Group continues to expand its lifestyle and art portfolio and will launch the merchandise program for *Marie Claire* in the U.S., UK, and Australia in '04. □

30 Sesame Workshop ● \$1.1 B
Liz Kalodner, EVP and GM, Global Products and International Television Distribution (212) 875-6955

Sesame Street turns 35 in 2004, launching the new season

with a prime-time TV special in April. The 35th anniversary celebration continues throughout the year with a nostalgia-driven product line, direct-to-video release, national consumer sweepstakes, and retail promotions. Brand initiatives for teens and 'tweens continue to expand, nostalgic teen apparel for *The Electric Company* launches, and the *Plaza Sésamo* licensing program debuts this spring with children's apparel. International expansion of the *Sesame Street* brand continues with the premiere of *Play with Me Sesame* in more than 70 markets. □

31 Lucas Licensing ■ \$1 B
Howard Roffman, President (415) 662-1822

Joint venture with Cartoon Network in 2003 for the animated *Star Wars Clone Wars* microseries solidified the property as a force in the industry. *Clone Wars* books, video games, and toys were strong sellers during holiday '03, as were *Star Wars* adult fiction books and video games. The property was also strong in all key international markets. The home video release of the *Indiana Jones* trilogy also contributed to the successful annual results for the Lucas group. A second season of *Star Wars Clone Wars* is due in spring followed by the home video release of the *Star Wars Original Trilogy* in the fall. □

32 Mudd ■ \$1 B (est.)
Steven Seidman, Chairman, InGroup Licensing (212) 563-6302

New product categories; maintaining great relationships with retail partners; continuing TV and radio campaigns (Mudd is currently the only juniors' lifestyle brand with a TV ad campaign). □

33 Sony Pictures Consumer Products ◆ \$1B
Al Ovadia, EVP (310) 244-6445; Juli Boylan,

SVP, Domestic Sales and Retail Development (310) 244-4155; Charlotte Hargreaves, VP, International Licensing (Europe, Middle East, South Africa) +0207 533 1476; Lisa Storms, VP, International Licensing (Asia-Pacific, Latin America) (310) 244-4154

A major licensing initiative, administered through Spider-Man Merchandising, L.P. (a limited partnership with Marvel Enterprises), is set for *Spider-Man 2*. Also on the licensing radar is *Astro Boy*, the animated series from Sony Pictures Television. Future properties include *The ChubbChubbs*, in development as an animated series and feature film. Other initiatives: *Jackie Chan Adventures* and *Bewitched* and *I Dream of Jeannie* (the latter two in development for feature films). SPCP also grants licensing rights to its library of films and TV programs. Growth areas: casino products, commercial tie-ins, and third-party promotions. □

34 The Coca-Cola Co. ◆ \$1B (est.)
Cindy Birdsong, Director, Worldwide Licensing (404) 676-4056; Nat Milburn, Director, North and Latin America Licensing (404) 676-4458; Neil Punwani, Director, Europe Licensing +44 20 82 37 32 00; Andres Kiger, Director, Asia Licensing +852 2599 1227

The company will continue to focus on core categories that help build brand equity. Look for new innovations in housewares, an expansion of existing food licensing products in the marketplace, and integrated (bundled) programs with the beverage side of the business. □

35 The mary-kateandashley Brand ■ \$1B (est.)
Robert Thorne, CEO, Dualstar Entertainment Group, LLC (310) 553-9000; Allison Ames, SVP, Retail Management, The Beanstalk Group (212) 421-6060

The brand currently has 1,500-plus skus in more than 50 product categories. Key categories include: fashion apparel, accessories, footwear, home décor, health and beauty, fashion dolls and accessories, TV, videos/DVDs, books, Internet, video games, and music. A motion picture from Warner Bros. hits theaters in spring 2004. The brand is featured in more than 2,800 Wal-Mart U.S. stores, as well as internationally at select retailers in Canada, the UK, Australia, Mexico, New Zealand, Germany, Israel, France, and, later in 2004, Japan. Global expansion is in the pipeline for Korea, Brazil, and Argentina. □

36 The Coleman Co. ■ \$769 M
John W. Spotts, VP, Licensing (316) 219-7522

Expand the company's initiative in automotive and garage storage products. Add new complementary categories in outdoor recreation products, including backyard products. Launch new categories of apparel, accessories, and home furnishings. □

37 Frigidaire ◆ \$750 M
Philip Raia, SVP, LMCA (212) 265-7474

The company has built its licensee program around key categories such as central heating and air-conditioning (Nordyne). Sales at long-time licensee Nordyne have outpaced the industry tenfold since 1997. □

38 AT&T ◆ \$650 M
Scott Rosenzweig, VP, Licensing Sales, The Beanstalk Group (212) 421-6060

AT&T licensed products complete the company's service offerings. By licensing telephones, answering machines, telephony accessories, home networking routers/adaptors, and

data storage, AT&T leverages the equities of trust and technology in a seamless brand extension. A sleek, industrial design language and consistent packaging system present consumers with a unified image at retail and drive cross sales of licensed products. Vtech, the telephony and home networking licensee, launched the "E" series of 2.4 and 5.8 GHz cordless phones, which promise additional features, greater ease of use, and improved sound clarity. □

39 Starter ■ \$650 M
Mary Gleason, CEO, Group 3 Design
(212) 564-3443

The Starter brand teamed up with *Sports Illustrated* to celebrate its 50th anniversary, recognizing local sports in America through a grass-roots mobile marketing tour. Starter also implemented the Starter All-American Teen program, which recognizes and rewards exceptional teens from every state for their accomplishments as role models, students, sports participants, and contributors to their family and community. These teens then are celebrated on the pages of *Sports Illustrated* through a bi-weekly advertising feature adjacent to Starter's Earn Your Spot campaign, which highlights the efforts of top high school athletes. The Starter brand continues to emphasize and develop performance products by utilizing technological and treated fabrics to cater to its core consumer. □

40 Beverly Hills Polo Club ■ \$626 M
Don Garrison, President; Roger Tomlinson, VP, Marketing; Alex Tomlinson, Director, Licensing; Brenda Jones, Operations Manager (949) 388-1703

The upscale brand will continue to open stand-alone and shop-within-a-shop BHPC retail stores internationally, with an emphasis on stores in China, Europe, and the Middle East. □

41 Caterpillar Inc. ■ \$600 M
Linda Stokes, Marketing & Brand Management Department Trademark Merchandise Licensing
(309) 675-4563

Caterpillar enters the children's category with Equipped to PLAY, a licensing program with products such as tactile books, role-play toys, and home décor that reflect the power and purpose of Caterpillar equipment. Licensee Pan World Brands follows the European launch of apparel and workwear with the U.S. and key South American countries. New iTechnology product is due for both Cat Footwear's casual and industrial-specific lines. The collector's market is a focus as are hot growth categories such as watches, eyewear, bags, and gloves. □

42 Ecco Unlimited ■ \$600 M
Jeff Strumeier, President, Licensing/New Business Development (732) 432-5400

Marc Ecco Enterprises includes Ecco-related brands G-Unit, Zoo York, Femme Arsenal, and Physical Science. The company continues to grow by expanding its brand portfolio of wholly owned and celebrity-based joint venture properties. This year collective licensing revenues rose by 110 percent and exceeded the total sales number of its in-house-operated entities. Ecco's most recent venture is a partnership with Atari to develop three video games per year. □

43 Bugle Boy ■ \$500 M
Mary Gleason, CEO, Group 3 Design
(212) 564-3443

Bugle Boy will focus on style, fit, and finishing details that will create a strong brand identity. Innovation and creativity will be important elements in the brand's marketing strategy. To maximize brand exposure, Bugle Boy will use multiple media touch points including product placement, print, TV, and entertainment. A strong in-store retail presence will be crucial to reach consumers. □

44 Everlast Worldwide ◆ \$500 M
Hal Worsham, SVP, Global Licensing
(212) 239-0990

Everlast signed licensing deals in 2003 for new categories such as nutritional supplements, health bars, sports drinks, men's fragrances and grooming products, batteries, and men's jewelry. The company plans to focus on expanding categories domestically in 2004 to include swimwear, cardio and weight-lifting equipment, cereal, bottled water, calendars, and posters. In 2004, overseas efforts will concentrate on developing a full licensee program throughout Asia. □

45 Nelvana ◆ \$500 M (est.)
Sid Kaufman, EVP, Worldwide Merchandising (323) 954-4536; Marie-Laure Marchand, VP, European Merchandising and Marketing +33 1 42 71 08 28

With the third season of *Beyblade* rolling out internationally, continued product releases from master toy licensee Hasbro and several international *Beyblade* championship tournaments throughout the year, *Beyblade* will continue to be a key driver in 2004. New episodes of *Franklin* are set to launch on TF1 in France this year. The international (excluding U.S.) merchandising program for *The Fairly OddParents* will raise Nelvana's international profile, as will expanded programs for *Babar* in

France and Japan. The international broadcast rollout of *Miss Spider's Sunny Patch Friends* (working title) also will be a 2004 highlight, as will the announcement of initial licensing partners on the CGI preschool series. New executives: Peter Maule, vice president of home entertainment and retail distribution, and Andrew Liem, director of creative services. □

46 Ocean Pacific Apparel Corp. ■ \$500 M
Dick Baker, CEO (949) 580-1888

Continued upgrades in value and design quality of core sportswear categories drive growth. The company plans to further differentiate and expand Op Classics, Seven2, and Ocean Pacific brands while also solidifying tertiary product categories and brand acquisition or creation. □

47 WWE ◆ \$500 M
Florence DiGiorgio, Licensing Director
(203) 359-5136

International growth is a key initiative. Over the last year, the company has added Character Licensing and Marketing (South Africa) to other agents (CPLG for Europe, Total Sports Asia for most of Asia, Sports Marketing Japan for Japan, and Gaffney for Australia and New Zealand). In 2004, WWE plans to visit South Africa, Japan, England, Scotland, Mexico, Ireland, Italy, Germany, and Australia with live events. On the domestic front, a key initiative is the launch of a WWE apparel line, including men's collections (urban and sportswear), as well as a Divas line. □

48 Maytag Corporation ◆ \$400 M
Dana Smith, President and COO, Equity
Management Inc. (858) 558-2500

The corporate licensing program continues to grow through highly strategic, equity-driven brand extension programs. Significant 2003 brand extensions include Amana and Admiral Room air conditioners, along with Jenn-Air cookware. In 2003, the Jenn-Air Outdoor Grill was selected as a *Consumer Reports* magazine "Best Buy." Sales activity continues to flourish across all brands: Maytag, Jenn-Air, Amana, Hoover, Admiral, and Magic Chef. □

49 Thomas Kinkade ■ \$400 M
Linda Mariano, VP, Marketing and Licensing
(800) 366-3733; Ellen Sevin, Licensing Director, New
Business Development

The artist continues strong with leading categories such as home décor and gifts and collectibles. New introductions include

art education product, crafts, bed and bath, and kitchen soft goods. New fabric collections and architectural home plans are doing well. □

50 Hearst Magazines ■ \$480 M
Glen Ellen Brown, VP, Brand Development
(212) 841-8420

The company's *Country Living* partnership with Lane furniture resulted in the most successful launch in Lane's 90-year history. New initiatives: 125 new pieces from Lane, a lighting program with Murray Feiss, frames and home décor with Fetco, and wallcoverings with Imperial. *Seventeen* doubles its bedding presence and adds a back-to-school accessory program in early fall. New patterns and more in-store real estate for the *CosmoGIRL!* Cool Room program. *House Beautiful* Lighting Solutions by Kichler adds four product families. In spring '05, *House Beautiful* takes center stage at May Department Stores as the retailer's proprietary home label. □

51 New Line Cinema ◆ \$480 M
David Imhoff, SEVP, Worldwide Licensing &
Merchandising (212) 649-4900

Expansion of *The Lord of the Rings* toy and interactive game programs along with increased retail distribution of all *LOTR* merchandise. Expansion of merchandising for New Line classic horror properties Freddy Krueger, Jason Voorhees, and Leatherface following the theatrical success of *Freddy vs. Jason* and *The Texas Chainsaw Massacre* in 2003. Both films made more than \$80 million at domestic box offices. Introduction of a merchandising program based on *Son of the Mask*, sequel to *The Mask*. □

52 MTV ◆ \$350 M
Lisa Silfen, SVP, Programming Enterprises;
Heidi Eskenazi, VP, Licensing, Merchandising, and
Interactive (212) 258-8000

Expand licensing programs and launch seasonal sets for *Viva La Bam*, *Wildboyz*, *Punk'd*, and *Newlyweds*. New MTV-branded karaoke product to launch with Singing Machine in third quarter. Ramp up MTV's Made for Video DVD business. Secure imprint partner for MTV Games. Launch new Outlaw Series, Golf I, and Volleyball I on PS2 second quarter '04, and Golf II on all consoles in fourth quarter '04. Launch Music Generator III in third quarter. Further evolve electronic branding partnerships with new cutting-edge, content-driven products. Deliver both new and classic music to the MTV consumer through compilations and soundtracks. □

53 Playboy ♦ \$350 M (est.)
Alex Vaicko, President, Global Licensing
(312) 751-8000

Expand entertainment licensing through video games, content licensing, and land-based entertainment opportunities. Grow lifestyle and hard goods categories such as home textiles, home entertainment, and gift items. Enter new territories in Asia and South and Central America. Expand licensed merchandise offering in existing territories. Publish new international editions of *Playboy* magazine. □

54 Welch's ♦ \$350 M (est.)
Paul Klutes, Product Manager, Licensing
(978) 371-3790

Growth in 2004 will be fueled by new flavors and distribution gains in Welch's Fruit Snacks and by new product introductions in the fresh fruit businesses. Expansion in international markets continues. □

55 Alexander Julian, Inc. ■ \$335 M
Wally Palmer, President, Apparel Division
(203) 431-3707; Bruce Tilley, President, Home Division
(203) 438-3481

The apparel division is looking for additional growth with Julian's new collection, "Private Reserve"; new women's collection, high-end department store distribution; and continued success in Japan. Expansion is on tap for Alexander Julian at Home with upholstery, new area rug and furniture collections, as well as development of the Canadian market. □

56 FUBU The Collection ■ \$325 M
Leslie Short, President, Marketing, Advertising,
& Public Relations (212) 273-3300

New Millennium Eyewear Group is the exclusive U.S. distributor for FUBU eyewear in conjunction with worldwide licensee Nickname Eyewear (sunglasses and ophthalmic styles). License with Longstreet has been expanded to girls' sportswear in sizes 0 to 6x. Silver Goose, a Longstreet affiliate, acquired the sublicenses to sell the new sock and hosiery line for both adults and children. □

57 Sunbeam Products, Inc. ■ \$305 M
Linda Morgenstern, SVP, Global Licensing
(561) 912-4509

To complement the 2003 national Mr. Coffee coffee launch, the company seeks consumables licensees for ready-to-drink coffee drinks, candy, ice cream, and coffee flavorings.

Sunbeam & Oster: bakeware/serveware, kitchen gadgets, and tabletop. Health o meter/Sunbeam Health: monitoring devices (i.e., cholesterol, blood glucose), air cleaners, fans, heaters. □

58 DIC Entertainment ■ \$300 M (est.)
Nancy Bassett, SVP, Worldwide Consumer
Products (818) 955-5616

Strawberry Shortcake earned \$210 million at retail in its launch year. Going forward, DIC and its licensees will continue to develop and implement strategic brand marketing initiatives to build the property into a perennial. International launch in all major territories also is underway. For boys, retail launch for *Knights of the Zodiac* is on tap as is *Stan Lee's The Phantom Five*, based on a TV series currently in preproduction with Stan Lee's POW! Entertainment. Newly acquired *Mommy & Me* comes to video in a deal with Universal Home Entertainment. □

59 MGM Consumer Products ♦ \$300 M (est.)
Travis Rutherford, SVP, Worldwide Consumer
Products and Interactive (310) 449-3295; Lisa Westfield-
Avent, VP, Worldwide Licensing and Retail Development
(310) 449-3286; Trish Halamandaris, VP, Worldwide
Consumer Products and Interactive Marketing

The Pink Panther film is due out summer '05. *Pink Panther* toddler direct-to-video features are planned for retail launch spring 2006. *Mad Science* is also a focus with broadcast planned for fall 2004 and product on shelves for spring and fall 2005. Company steps up licensing efforts behind new *Stargate* spin-off *Stargate Atlantis* and *SG-1*. MGM Studios Plaza in Niagara Falls, Canada, and the SG-3000 simulator ride based on the *Stargate* franchise will premiere at America's Space Park Bremen in '04. MGM Consumer Products is expanding its portfolio by acquiring properties for worldwide third-party representation. On the movie screen radar: *Amityville Horror* and *The Outer Limits* in late 2004 and early 2005, respectively. MGM just signed UK's edutainment brand, *Tiny Planets*. The series will debut on Noggin in the U.S., and MGM will target publishing, toys, and apparel. □

60 The Stanley Works ♦ \$250 M
Scott Bannell, Licensing Director
(860) 827-5075; Nicholas Bloom, Manager, Brand
Management, The Beanstalk Group (212) 421-6060

The Stanley Works licensing program has nailed down 20 licensees in the U.S. and abroad. Through licensing, Stanley has extended its brand dominance in the hardware category with a focus on key products such as work gloves, footwear, garden

tools, power tools, accessories, and ladders. New categories for 2004 include lifting equipment, auto accessories, watches, cement mixers, trucks, and material handling. □

61 Little Suzy's Zoo ■ \$230 M (est.)
Candace Ivy, Licensing Manager

(619) 640-2355 x312

Fourth consecutive year with an exclusive diaper deal with Wal-Mart. New style guide supplement for Witzzy's Backyard Critters. Continued international growth with five new licensees in Korea, Brazil, El Salvador, and New Zealand, as well as international publishing program in Germany, Korea, and Philippines. □

62 Classic Media ■ \$220 M (est.)
Leslie Levine, Worldwide Licensing (310) 659-6004; Brad Fazzari, Domestic Licensing (212) 659-1962

Classic Media acquired Big Idea and its *VeggieTales* brand in '03. Expand seasonal programs for *Rudolph the Red-Nosed Reindeer*, *Santa Claus Is Comin' to Town*, *Casper the Friendly Ghost*, and *Peter Cottontail*. Support the 40th annual TV broadcast of *Rudolph* with marketing, licensing, and promotional campaign. Expanded licensing and promotional program is underway for *Santa Claus Is Comin' to Town* anchored by toys from Playing Mantis. Lassie stars in year-long campaign for General Electric; a theatrical film is in development, as are a new half-hour syndicated series and animated preschool series. Initiatives are set for Little Golden Books, pat the bunny, and Gerald McBoing Boing. *Rocky & Bullwinkle Season 2* on DVD is on tap. □

63 John Deere ◆ \$220 M
Jeff Gredvig, Director, Brand Licensing
(919) 804-2725

Key initiatives for 2004 include a new Work Boot program and expanded apparel and toy categories. □

64 Winchester ◆ \$215 M
Philip Raia, SVP, LMCA (212) 265-7474; Vicki Bednar, Manager, Licensed Products, Winchester
(618) 258-2365

More than 28 licensees concentrating on five umbrella areas: shooting, security, outdoor, Western apparel, and miscellaneous. Grow the business via new initiatives, including lifestyle, international expansion, and improved licensee coordination. □

65 Discovery Consumer Products ■ \$211 M (est.)
Sharon Markowitz Bennett, SVP, Strategic Partnerships & Licensing (240) 662-4360

Domestically, the company expands *American Chopper* into interactive, automotive accessories, gifts, collectibles, stationery, and novelties. *Monster Garage* enters new categories such as toys and collectibles, kids' apparel, bedding, loungewear, interactive, automotive accessories, publishing, and home video. Continue to expand *Trading Spaces* into home décor, plus hardware, toys, interactive, apparel, food, candy, and crafts. Seeking partners for *Kenny the Shark*, *Tutenstein*, and *The Save Ums!*. Internationally, Discovery Channel line taps into publishing, home video, interactive, toys and games, stationery, kids' apparel, and promotions. New Discovery Expedition brand set to launch in late 2004 with apparel, accessories, luggage, outdoor and camping gear, electronics, sporting equipment, and promotions in the works. Launched Home & Leisure brand in UK with licensees sought for do-it-yourself, fishing, woodworking products, home video, publishing, and promotions. □

66 Jordache Enterprises Inc. ■ \$200 M
Brenda Palmer, VP, Licensing (212) 944-1330

The Jordache brand in juniors and girls is strong at Wal-Mart. Scope of program includes wovens, knits, sweaters, belts, handbags, eyewear, and children's sleepwear. Emphasis is on international expansion. U.S. Polo Association brand is currently in mid-tier retailers with children's, hats, backpacks, cold weather accessories, footwear, outerwear, school uniforms, belts, small leather goods, socks, intimate apparel, ladies' sleepwear and loungewear, children's underwear and sleepwear. Kikit penetrates better department stores with strong denim bottoms and sweater business. For department and specialty store brand Gasoline, the company will increase licensing for domestic and international markets. □

67 National Geographic ● \$200 M
John Dumbacher, SVP, Licensing (202) 862-5203

The company will launch performance outerwear, sportswear, home, and outdoor (padi diving program). □

68 Tommy Bahama ◆ \$200 M (est.)
Gail Vasquez, Director, Licensing (212) 391-8688

The company is selecting partners to help introduce its Luxurious Island lifestyle program. It also introduced new licensees in the first quarter including Canadian retail stores, tables, floor and ceiling fans, and eyewear and sunglasses. □

69 Marvel Enterprises ◆ \$189 M (est.)
Tim Rothwell, President, Marvel Worldwide Consumer Products Group (212) 576-4000

Key initiatives for the company include licensing programs based upon the *Spider-Man 2* movie, classic property, and preschool line *Spider-Man & Friends*, as well as Fantastic Four, Hulk, X-Men, and other brands from its library of more than 4,700 characters. Aggressive pursuit of the international market also will take precedence in '04 as the company strives to achieve a 20 percent increase in this area. New offices in London and Tokyo will initiate these programs. □

70 Timex ■ \$181 M (est.)
Helen Prial, VP, Licensing (203) 346-5000

Timex is working with existing licensees to develop differentiated product with innovative features. Development of direct-to-retail initiatives with licensed products. Continued development of promotional programs with core and licensed product and pursuit of licensing partners in categories such as home utility, hardware, automotive measurement, luggage, kitchen measurement devices, and portable communication devices. □

71 General Mills Trademark Licensing ◆
\$175 M* (est.)

Pam Kermisch, Director, Promotion Marketing
(763) 764-3207

General Mills will focus its efforts on evergreen brands such as Betty Crocker and The Pillsbury Doughboy, as well as expansion of programs around the Trix Rabbit and Lucky Charms' Lucky the Leprechaun. Other growth drivers include strategic category expansion and increased channels of distribution for all properties. Targeted licensing programs also will be developed around additional equities such as Cheerios. □

*Excludes some licensed food products used in previous years

72 Masterfoods USA ■ \$170 M
Michele Brown, VP, Licensing (908) 852-1000

An emphasis has been placed on further penetrating new and untapped channels of distribution and on developing and managing merchandise and promotional programs at retail to help drive sales of core products. Key categories include food and beverage, candy and gifts, and health and beauty care. The company's entry into cosmetics with newest licensee Bonne Bell leverages the essence of Starburst and Skittles flavors and scents for the LipSmackers product line. □

73 The LEGO Company ■ \$170 M (est.)
Stephanie Lawrence, Director, Global Licensing
(860) 763-6894

The company is not only in the construction toy business, but operates a global network of theme park and retail stores. New CLIKITS line recently was awarded a T.O.T.Y. award for new girls' crafts and accessories. Bionicle continues strong with direct-to-video due in fall with Miramax. New partnerships include Scholastic, Hallmark, Dan River, Rubies, DC Comics, Nike, and Colgate-Palmolive. Seeking to expand presence in branded apparel with the CLIKITS and LEGO brand names. Looking to extend the LEGO brand equity globally within the infant and preschool apparel, furniture, and accessory categories. □

74 Mack Trucks ◆ \$160 M
Tim Orenbuch, VP, LMCA (212) 265-7474;
Randy DeLillo, Manager, Corporate Stores, Mack
(610) 709-2601

Strong partnerships with Rally Manufacturing for automotive accessories keep the brand top of mind with mass-market and specialty store consumers. New licenses for 2004 are being negotiated in motor vehicles, material handling equipment, construction equipment, automotive electrical products, as well as the lifestyle aspects of the brand in soft goods. Working on international expansion opportunities. □

75 Allied Domecq Spirits & Wines ◆
\$150 M (est.)

Allison Kopcha, VP, The Licensing Company (TLC)
(646) 485-4330

Allied Domecq owns 13 of the top 100 international premium spirit brands and is represented by The Licensing Company (TLC). The company's leading North American brands include Kahlúa, Stolichnaya Vodkas, Sauza Tequilas, Beefeater, Malibu Flavored Rum, Courvoisier, and Maker's Mark. The first extension phase focused on food and beverages, attracting more than 80 strategic partners worldwide. In 2004, TLC will take the program "beyond the glass" by globally expanding into limited adult apparel and accessories, barware and home entertaining, gifts and collectibles, and themed bars/cafés. □

76 Eastman Kodak ◆ \$140 M (est.)
Philip Raia, SVP, LMCA (212) 265-7474; Linda
Latiuk, Director, Communications Licensing, Kodak
(716) 724-2490

Eyeglass lenses from Signet are available in more than 100 countries at professional and retail outlets. Winner of numerous awards in 2003 including the 2003 OLA Award of Excellence for "Best in Lens Design" for Kodak Precise Progressive Lens. Tiffen

manufactures camera lenses, accessories, and equipment for professional and advanced amateur photographers. Program is small, selective, and focused on pertinent categories such as advanced technology, imaging, and specialty services. □

77 **The Flavia Co.** ■ \$135 M

Lisa Mansfield, President (805) 884-9626 x18

Deals signed for two new lines, Tapestry and Emerald & Wheat, for journals and greeting cards. New categories: fabric, clocks, and decorative coverings. Legacy of Grace brands Seraphim and Streamline are making headway at retail this spring. Bessie Pease brand quickly expanding into new areas including baby products. Continuing to seek licensees for crafts and Flavia Home, as well as an exclusive retailer for Flavia Baby. □

78 **Cinar** ◆ \$130 M

Kelly Elwood, VP, Licensing (514) 843-7070

Caillou continues to expand worldwide, increasing consumer purchases in toys, storybooks, and learning products. *Mona the Vampire*, Cinar's European success story, is gaining ground in the girls' market leveraging girls' desire for fashion-forward stationery and accessories. New upcoming 'tween entry: *Dark Oracle*. □

79 **Signatures Network** ■ \$128 M

Matt Hautau, VP, Licensing & Marketing (415) 247-7124

Lots of activity planned around key properties such as "The English Roses" with vinyl and soft dolls, apparel, accessories, and stationery to initially launch in upstairs and specialty markets. Happy Tree Friends extends beyond Hot Topic into specialty and music retailers. KISSopoly game hits Barnes & Noble in spring. A greater on-shelf presence is planned for The Yellow Submarine to coincide with launch of children's book. In talks with retailers and licensees regarding The Beach Boys for infant, girls', boys', and adult home categories in 2005. □

80 **Smith & Wesson** ◆ \$125 M

Joe McGraw, LMCA (212) 265-7474

Smith & Wesson hired LMCA in late 2002 to take its program to the next level. Some 31 licenses are currently in place in categories such as knives (Taylor Cutlery), industrial safety glasses and hearing protection (Olympic Optical), and body armor (Defense Industries). Now under new corporate ownership, Smith & Wesson's goal is to more than double its licensing revenues via selected licenses in law enforcement, security-related products, and other industrial categories. □

81 **J.G. Hook Group, LLC** ■ \$100 M (est.)

Eric King, Managing Member (631) 325-2020

Key initiatives include finding a new home goods licensee with the intent of creating a retail exclusive. Continue to pursue opportunities internationally, specifically Asia. Seeking licensees for children's apparel, women's fragrance, and intimate apparel. □

82 **Jockey International** ■ \$100 M

Milou Gwyn, VP, Domestic Licensing

(212) 840-4900

New licensee Russell-Newman was added to the existing category of men's sleepwear and loungewear. A new licensee in the home category soon will be announced. Launching in fall: Jockey Performance sock collection by American Essentials. Increase distribution and sales of licensed products through integrated retailer marketing initiatives. The company will continue to explore growth opportunities that complement and strengthen the brand's comfort lifestyle position. □

83 **Kraft Foods** ◆ \$100 M (est.)

Lori Gould, Senior Manager, Trademark Licensing (973) 503-4557; Bruce Bridges, Manager, IMC Licensing (502) 589-7655

Outbound trademark licensing in select food and non-food categories to reinforce powerful food brand equities such as Oreo, Life Savers, Planters, Jell-O, Oscar Mayer, and Kool-Aid. Broaden relationships with current licensees and evaluate opportunities in frozen desserts, canned foods, appliances, housewares, and apparel. □

84 **Major League Soccer** ■ \$100 M (est.)

Stu Crystal, VP, Marketing and Consumer

Products (212) 450-1234

Key drivers for 2004 include the development of apparel collections segmented by channels of distribution. New licensees are creating specific collections for the mass market, mid-tier, sporting goods, and upscale fashion retailers along with a major push to fuel the streetwear trend of soccer jerseys with "tastemakers." □

85 **Primedia Enterprises** ◆ \$100 M (est.)

Sean Holzman, VP, Licensing (323) 782-2935

Fast-track growth is on tap for the company's more than 180 magazines. Growth of *Hot Bike/Street Chopper* licensed stores from 25 to 50 in 2004. Launch of *Hot Rod Garage* program and

In-Fisherman licensing program. Continue to grow content licensing business worldwide. □

86 Shaq Dunkman, A Starter Brand ■ \$100 M

Mary Gleason, CEO, Group 3 Design (212) 564-3443

World-class athlete Shaq will continue to support the Shaq Dunkman brand with a focused print and radio campaign centered on inspirational quotes that impact all athletes, emphasizing the power of words. The Shaq Dunkman brand also will run retail-specific promotions to drive business. Key categories: young men's and boys' footwear, apparel, tops, fashion bottoms, socks, backpacks, and school supplies. Expanded distribution is planned for both apparel and footwear. □

87 Susan Winget ■ \$100 M (est.)

Linda Balogh, President, Courtney Davis, Inc. (800) 432-2614

Susan Winget is Lang Graphic's No. 1 artist with eight new calendars released this year. Top property at Counter Art as product offering expands beyond counter protectors. Kay Dee continues with new everyday and seasonal kitchen textile collections, and CR Gibson adds new 3-D tip-on gift notecards, gift bags, and paper partyware. Certified International expands seasonal and everyday lines. New licensees include Barnstorm, Bethany Lowe Designs, Mosaic Design Works, and a new scrapbook collection from Paper Adventures. □

88 Wyland ■ \$100 M

Eric Kuskey, President, Creative Brands Group (805) 686-9499

With a stable of more than 15 licensees, Wyland has entered the arts & crafts category with a variety of products from Martin Weber. New on shelves are puzzles with Buffalo Games; calendars are planned with Mead for 2006. □

89 Mary Engelbreit ■ \$90 M* (est.)

Randi Miller, Licensing Manager (314) 726-5646 x1105

Children's books, animation, international distribution, and crafting are key growth areas. Major initiative for 2004 is the continuation of "The Night Before Christmas" children's books coupled with new animation. Engelbreit's first original series of picture books featuring Ann Estelle and friends from HarperCollins is performing well. The "Baby Booky" line of board books is driving an infant and baby program currently in

development. One of the most anticipated projects, "Mother Goose" illustrated by Engelbreit, will be released in fall 2005. □

* Excludes promotional activity counted in prior year

90 Polaris ◆ \$85 M

Bob Horton, President and CEO, Trademarking Resources, Inc. (248) 922-9678

Peg Peregó expands its electric ride-on vehicles with the Polaris Sportsman 700, equipped with fully independent suspension. Interactive toys including a high-end radio-controlled snowmobile ship to retailers. Lucky Plastics (Zap Toys) expands battery-operated and radio-controlled vehicles to include Polaris Predator vehicles, RC Polaris watercraft, and a 1/5th scale Victory Vegas RC motorcycle. Polaris' 50th anniversary culminates with an event in Minneapolis in July featuring products from licensees including RC2, Cary Francis, Wincraft, and CTH Collectibles. International Seaway footwear products expand retail presence in fall with major exposure at one of the top five retailers. □

91 Time Inc. Brand Licensing ◆ \$75 M

Risa Turken, VP, Licensing (212) 522-0507

Launch of first major license for *This Old House* with ICI/Glidden for paints; expanding program into tools, lawn and garden supplies, and building materials. *TIME for Kids* series of science and biography readers launching at retail in early 2005. Further extending *Outdoor Life* licensing program into new apparel, outdoor, and collectible categories. Expanding licensing program for *Essence* magazine into sportswear, intimate apparel, home décor, and accessories categories. *GOLF* training aids, wall décor, gift products, credit card, and calendar categories have been well received at retail; expanding into publishing and accessories in 2004. Developing new licensing programs for *Real Simple* and *Sports Illustrated*. □

92 Warren Kimble ■ \$75 M (est.)

Linda Balogh, President, Courtney Davis, Inc. (800) 432-2614

Licensees continue to support the artist with Amcal creating new calendars, stationery, and collectible boxes. CR Gibson expands 3-D tip-on gift notecards; textiles with handcrafted accents from Kay Dee and a bath collection from Springs. Flagship licensees such as Sakura and NCE freshen their mix. New licensees include wooden accents by Giftwares; resin ornaments, figurines, and decorative accents from Three Jays; and mats and rugs by Mosaic Design Works. □

93 Anheuser-Busch ◆ \$67 M
Cheryl Pfneisel, Manager, Licensing
(314) 577-9932

Brand image management is the primary focus for the company's licensing program with nearly 40 licensees across seven product categories. The home entertainment category is an area of concentration with focus on products to furnish or decorate home bars and game rooms. A strong racing licensing program continues in conjunction with NASCAR driver Dale Earnhardt, Jr. □

94 Kellogg Co. ◆ \$67 M
Roxanne Harris, Senior Coordinator, Global Licensing (269) 961-2217

Kellogg's licensing will focus on brand extensions for both the Kellogg and Keebler portfolio from Tony the Tiger to Cheez-It. Primary targets for its more than 34 brands include kids ages 4 to 11, Generation Xers, Baby Boomers, and the Swing Generation. □

95 Hautman Brothers ■ \$56 M
Marty Segelbaum, President, MHS Licensing
(952) 544-1377

MHS reinforced the strategy of creating a lifestyle brand by focusing on the home categories. New categories include tabletop with Baum Bros., rugs with Brumlow Mills, kitchen textiles with Kay Dee Designs, quilts with PEM America, and TV trays and bar stools with Cape Craftsmen. These all supplemented strong business in bedding, bath, and wall coverings. New channels such as the Christian Book Association market with Gregg Gift. Wildlife continues to be a strong, steady theme. □

96 Campbell Soup Company ◆ \$50 M
David Oates, Campbell's Corporate Licensing
(856) 968-5736; Lisa Marks, Lisa Marks & Associates
(914) 933-3900

Campbell's licensing initiatives in 2004 will center on continuing to fuel the dynamics of its programs with retailers and to further increase service to its corporate brand teams and licensees for an even more integrated and robust marketing program. Pepperidge Farm's Goldfish program also will be an area of expansion during the year. □

97 Debbie Mumm ■ \$50 M
Steve Mumm, COO and Licensing
Administration and Acquisition (509) 466-3572 x18

Debbie Mumm continues with a strong brand-building year in

2004. Mumm's success at QVC in 2003 will result in four appearances this year. The brand maintains a strong presence at retail with multiple holiday dinnerware patterns in 2004. New licensing partner in craft products Bernat had a successful launch at the Hobby Industry Association Show. Coordinated home programs are a focus for the brand's future product development plans. □

98 Paul Brent Designer, Inc. ■ \$48 M
Ellen Seay, Licensing Director (800) 835-2787

Roster of licensees is up to 60 with Cape Craftsmen producing accessory furniture and Sun 'N' Sand Accessories doing purses, totes, backpacks, and sarongs for 2004. Existing full-line programs with Ex-Cell Home Fashions and Sakura remain an integral part of the licensing push. □

99 Scholastic Entertainment ◆ \$40 M
Peter Van Raalte, VP, Consumer Products
(212) 965-7940

A focus will be on new property *The Misadventures of Maya and Miguel* due on PBS Kids in fall. New licensees sought for soft goods, apparel, and toys with first products due on shelves in spring '05. Scholastic brand gets heightened exposure with back-to-school goods from Mead and other key initiatives throughout 2004. The company also continues to seek partners for *Clifford The Big Red Dog*, *Clifford's Puppy Days*, *I SPY*, *Scholastic's The Magic School Bus*, *Dear America*, and *Schoolhouse Rock*. □

100 Challis & Roos ■ \$39 M
Carter Rennerfeldt, Partner (206) 523-2358

The company intends to move into new product categories including tabletop, bedding, additional crafting products, and functional home décor. Expanding the range and looks and styles of Challis & Roos artwork offered to licensees, thus keeping pace with constant consumer demand for "new." Continuing to build on the strength of current licensing relationships, generating greater sales via established relationships and shared history. □

101 Rachael Hale ■ \$30 M
Eric Kuskey, President, Creative Brands
Group (805) 686-9499

Licensing program continues strong with stationery, calendars, and greeting cards the leading categories. New book "101 Salvations" is doing well. New product categories include back-to-school, checks, and watches. □