

LICENSE[®]

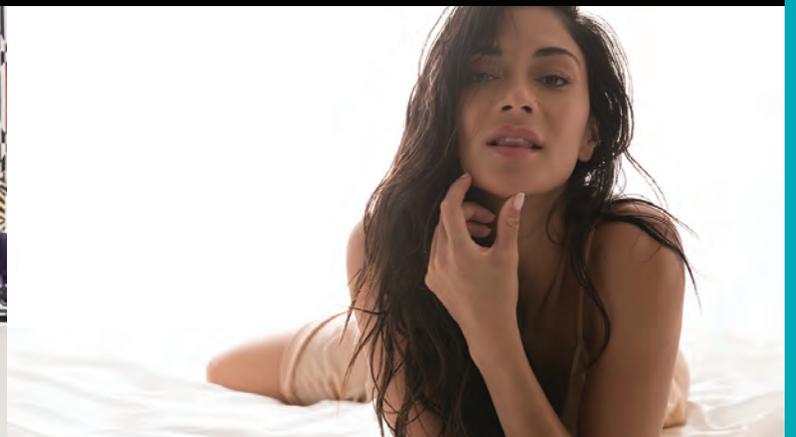
THE LICENSING INDUSTRY'S THOUGHT LEADER
LICENSEMAG.COM GLOBAL



EXCLUSIVE INSIGHTS FROM

CAA-GBG

GLOBAL BRAND MANAGEMENT GROUP



Exclusive Insights from CAA-GBG

Brand extension leader CAA-GBG has teamed up with *License Global* to offer you insider insights from five of its key clients and some of the biggest names in licensing—Coca-Cola, Fred Segal, Jennifer Lopez, Kodak and Nicole Scherzinger.

1 Coca-Cola

Synonymous not just with great taste, but also with great style, The Coca-Cola Company—with the help of CAA-GBG, its licensing agent in EMEA and Asia—is tapping into the global zeitgeist to bring value to its customers.

One of the largest brands in the world, Coca-Cola is a true icon, not just in the beverage aisle but across the lifestyle space as well. Today, The Coca-Cola Company is one of the largest licensors in the world (No. 50) with an estimated \$1 billion in retail sales from licensed merchandise in 2016 (source: *License Global* Top 150 Licensors).

The Coca-Cola brand itself is one of the pinnacles of classic Americana design and has extensions into homewares, high-end apparel and much more. Earlier this year, CAA-GBG paired the brand with London streetwear label Hype to create a logo-packed capsule collection that featured everything from jackets and hoodies to t-shirts and accessories.

Marsha Schroeder, Director

of Licensing & Retail Strategy and Regional Business Development, EMEA, for The Coca-Cola Company, tells us a little bit about what's on deck for the brand and the licensing sector as a whole in the coming year.

How will you be approaching 2018?

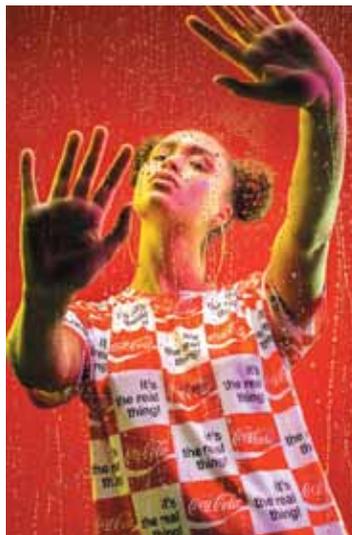
Creating value for our consumers and partners. Consumers today demand more from brands. People value experiences that are authentic. We are challenging ourselves to look at all of our touchpoints with consumers

to understand where we can create better, authentic experiences. When we win with consumers, we win with our partners too.

What is the key focus for your brand?

We will continue to build and expand programs globally with our core brand Coca-Cola, as well explore opportunities that leverage our total portfolio. Ultimately, we will be listening to our consumers and their preferences.

What are three insights that you think will make the world of business a better place?



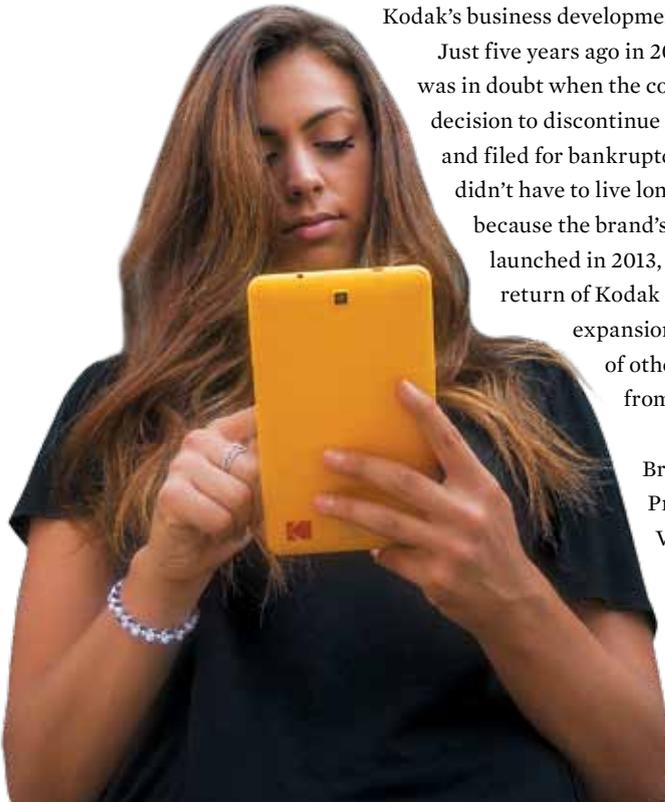
1. **Poly-cultural/No borders:** Centennials and Millennials are raising the bar for all. They are considered the most open-minded group to-date—they embrace all parts of their heritage and history.
2. **Quest for community:** Insights note the amount of data and devices as the root of a counter trend to engage in smaller communities built on shared values, passions and interests.
3. **Expanding definitions of value:** Value is no longer code for inexpensive—it goes beyond that. To leverage the quote “Beauty is in the eyes of the beholder,” today “Value is in the eyes of the beholder.” Purchasing something you love because it is well-made, local, or it makes you smile, or it is simply a great deal, scales across socio-economic groups.

2 Kodak

For more than 100 years, the Kodak brand has been synonymous with the best-of-the-best in photography, and the brand has seen a huge resurgence in recent years through its rapidly expanding brand licensing program, which is run collaboratively between Kodak’s business development team and CAA-GBG.

Just five years ago in 2012, the future of the brand was in doubt when the company made the difficult decision to discontinue in-house camera production and filed for bankruptcy. Fortunately, the world didn’t have to live long without Kodak gear, because the brand’s licensing machine was launched in 2013, leading not only to the return of Kodak cameras, but also to a vast expansion of the brand into a plethora of other consumer products from tablets to televisions.

Joel Satin, VP of Global Brand Licensing and Consumer Products, and Brian Cruz, VP and GM of the Consumer Products Group at Eastman Kodak Company, talk about their plans to bring the brand to other exciting new categories in 2018 (hint: it’s less to do with eyes and more to do with ears).



How will you be approaching 2018?

2018 is a big year for us. It’s our 130th anniversary, and we’re planning to celebrate that fact with a dedicated campaign and the release of some great new product. 2018 will be a combination of expanding our licensing portfolio, and working with existing licensees to activate their association with the Kodak brand. We should have 35 or so licensees by year-end with a goal of 50 to 60 licensees to manage our portfolio of products on a global basis.

Kodak’s rich history with Hollywood entertainment and imagery allows Kodak more engagement opportunities than other corporate brands. The maker movement aligns well with our core brand DNA, so we will partner with our licensees to create content that brings out the inner “creative” via our current and future range of cameras, tablets, smartphones, printers and televisions. In addition, it’s not just about the visual, but audio as well, as we launch a new line of headphones, earbuds, Bluetooth speakers and sound bars in 2018.

As a brand with global awareness, we will also be looking for ways to make broader brand statements and customer experiences both in-store and online.

What is the key focus for your brand?

Product innovation. We pride ourselves on finding licensees who can bring innovative thinking when developing Kodak-branded products. Whether through features or unique industrial design, it’s important for Kodak to deliver excellent customer experiences.

What are three insights that you think will make the world of business a better place?

1. Human value—Artificial intelligence, robotics, big data ... these will all have a place in the world of business, but human beings offer superior social and interactive skills. Which company will you perceive more highly, company A who puts you through automated customer service, or company B, who has a real, live person answer the phone?
2. Ownership—From government to companies to individuals, it’s important for everyone to take ownership. Ownership makes for more productive meetings, processes and overall productivity.
3. Communication—In a world that is becoming increasingly virtual (50 percent of Kodak’s brand licensing team works remotely), it’s

important to over-communicate, and that doesn't just mean sending e-mail after e-mail. Pick up the phone and talk through issues.

4. (If I had a fourth...) More legroom in coach class—It's hard enough just getting to the airport, getting thru security not once but sometimes two or three times, and then the icing on the cake is getting crammed into a seat that's more suited for my 12-year-old son!

3 Fred Segal

Fred Segal is retailing pop culture icon, rooted in Hollywood culture. Since 1961, when it opened its doors as a jeans-only boutique in West Hollywood, California, the store quickly became an LA destination.

Having just opened its brand-new West Hollywood flagship location on Sunset, the retailer also boasts three other locations worldwide—one at LAX's Thomas Bradley International Terminal and two others in Japan. The new flagship location, which features 13,000-square-feet of retail space, was designed with the CAA-GBG Brand Studio team in Los Angeles, much to the applaud of the local community.

John Frierson, President of Fred Segal, tells us about his growth plans for the brand, which go well beyond West Hollywood.

How will you be approaching 2018?

With a great deal of optimism. Happily, we opened Fred Segal Sunset, which is our new LA flagship store a couple of weeks ago. There's been so much anticipation and excitement in the local LA community for this project. Building a new flagship for our iconic, much-loved retail brand has been a huge project for all of our team, as well as all of our brand partners. With this new Fred Segal, there is a world of possibilities open to us because our sense of fun and engagement travels well internationally, and across a broad range of business categories.

Earlier in the year we announced a collaboration with CB2 (Crate and Barrels' high-end retail destination in the U.S.). Fred Segal x CB2 enjoyed over 80 million media impressions in the first week, and the collection is a best-seller out of the box. It's an example of how our brand collaborates so easily with others and migrates into new territories.

What is the key focus for your brand?

For over five decades Fred Segal has been the go-to place for laid back, LA luxe style. More than a retailer, Fred Segal is a pop culture phenomenon. Our focus for the next five decades is to grow this extraordinarily rich experience into sustainable business partnerships with like-minded collaborators, always maintaining that eclectic, iconic, luxe lifestyle.



What are three insights that you think will make the world of business a better place?

We like to keep our Fred Segal world freshly optimistic. We're a happy place to live, work and love. And we've built our business by shining a light on other creative people and their products, rather than on ourselves. It's not a new idea, but we only succeed when our partners succeed, and we work aggressively to make that happen.

4 Nicole Scherzinger

An award-winning singer, actress and philanthropist, Nicole Scherzinger is building her brand beyond the stage with the help of CAA-GBG.

Scherzinger rose to fame as the frontwoman of the girl band The Pussycat Dolls, and has since gone on to release a number of successful solo albums as well as star in a host of television, film and theater productions. Her acting and television credits include the U.K. and U.S. versions of "The X Factor," a West End revival of the musical "Cats," Disney Animation's *Moana* and the re-make of *Dirty Dancing*. She is also an ambassador for both UNICEF and the Special Olympics.

In the midst of all this, the multi-faceted star also found time to launch an eponymous fashion label in 2014, initially through a two-season collaboration with U.K. e-tailer Missguided. The line was so popular that Scherzinger is credited in part for the exploding success of Missguided, with CEO Nitin Passi saying sales increased 35 percent month-on-month following the collaboration.

The latest move for Scherzinger's brand has been into the health & beauty category, with the launch of her new fragrance Chosen in August.

Scherzinger gives us insights into her business philosophy and future plans for her brand.

How will you be approaching 2018?

I always approach a new year positively with the approach to make it the best year. I never want to take what I have for granted. In college I worked on a make-up counter to make ends meet, and now I've just released my own fragrance—I never want to forget where I came from, because that's what given

me such an appreciation for what I have now. At the end, it all comes down to hard work, and I plan to keep working hard at everything I do, in 2018 and beyond.

What is the key focus for your brand?

The key focus for me and my brand is to expand my brand's global profile and use it to empower women around the world. When I was younger I was very critical of myself, I didn't have a lot of confidence. It took me a while to get to the point where I could embrace who I was and love myself. If what I put out there in the world—whether it's on "The X Factor" or through my songs or products—can help other girls do the same, then I'll feel like I've won.

What are three insights that you think will make the world of business a better place?

1. Equality for women is crucial to business, and just for society in general. Right now, I feel like a lot of girls have to work extra hard to earn respect. I want to change that. If you're good at what you do and you work hard, it shouldn't matter what your gender is, or your skin color for that matter.
2. Good communication is important to getting anything done, I mean anything.
3. Always stay one step ahead of the game. I'm always thinking about what I can do next and how I can be better. To be successful, you have to be a hustler, because it's not going to happen on its own. You always have to look forward and stay on top of things.

