

**OPEN DOORS**  
**GET HANDS-ON**  
**EXPERIENCE**  
**ADVANCE YOUR**  
**LICENSING CAREER**  
**MAXIMIZE NETWORKING**  
**OPPORTUNITIES**  
**GET A COMPETITIVE EDGE**



**2011-2012**  
[www.licensing.org](http://www.licensing.org)

**LIMA**  
Certificate of Licensing  
Studies Program

“ I love CLS, it is very helpful and informative! We are taught by venerable licensing professionals and learn about licensing practices that keep us up-to-date and knowledgeable about the industry. It is also a great opportunity to get to know who's who in the industry. ”

**SHONTAE SAVAGE**  
CBS Consumer Products  
CLS '11 Graduate

“ I had been working in licensing for 10 years, and I didn't realize how much I was overlooking until I started taking the CLS classes. I have gained new insight for planning the foundation for a successful licensing program, defining our brand equity and selecting the right products and companies to license. The courses have been taught by industry leaders, experts in the field with many years of experience and success stories to share. The fact that I've been introduced to these professionals and I can call upon them with questions is amazing. Thanks to LIMA and the CLS program, I am more excited and motivated than I've been in a long time about putting what I've learned into practice and rejuvenating our licensing program. ”

**THERESA PANTOPHLET**  
United States Golf Association  
CLS '09 Graduate

“ Through this course I have learned more about the licensing industry in one year than I would have in five years without it. Coming from the licensor side, I am much more able to understand our licensees and our advertising and marketing partners, now that I have gone through this program. ”

**MARIE GAGLIANI**  
Dr. Seuss Enterprises  
CLS '08 Graduate

“ CLS is a terrific training program for the industry—what a great way to provide education to the rising licensing stars in our companies. ”

**LEIGH ANNE BRODSKY**  
President  
Nickelodeon Consumer Products

“ This a great starting point for anyone who is interested in establishing themselves in the Licensing industry. What a great way to learn and understand the business while adding to one's rolodex of contacts—with all the knowledgeable instructors as well as the students. The program offers real long term value to both industry and the students. ”

**CHRISTINA MILLER**  
VP Consumer Products  
Cartoon Network

# CORE COURSES & DISTINGUISHED FACULTY

## DEANS

**Gregory Battersby**  
*Grimes & Battersby*  
Counterfeiting and Related  
Infringement Issues  
  
Anatomy of a License Agreement

**Danny Simon**  
*The Licensing Group*  
How to Sell a License I & II

## PROFESSORS

**Adina Avery-Grossman**  
*Brandgenuity*  
Royalty Rate Trends

**Jed Ferdinand**  
*Jeffers Cowherd P.C.*  
Licensing Law for Beginners

**Steve Stanley**  
*JAKKS Pacific*  
The Licensee Survival Guide  
to Licensing

**Brooke Bridges**  
*The Beanstalk Group*  
How to Develop and Manage a  
Successful Brand Licensing Program

**Liz Kalodner**  
*CBS Consumer Products*  
How the Digital World is Changing  
Licensing Forever

**Stu Seltzer**  
*Marketing on Demand*  
Sponsorships, Endorsements,  
& Premiums

**Marty Brochstein**  
*LIMA*  
Working With Licensing Agents  
and Consultants

**Steve Madaloni**  
*Mada Designs*  
Using Your Style Guide as a Branding  
and Marketing Tool

**Mike Slusar**  
*Brandar Consulting*  
Retail Strategies Beyond the  
Top 12

**Ciaran Coyle**  
*The Beanstalk Group*  
Extending Your Brand Globally

**Rick Mallow**  
*Making Connections*  
Licensing for Beginners

**Carol Spieckerman**  
*newmarketbuilders*  
How to Sell and Talk to Retailers  
in 2012

**Todd Donaldson**  
*IMC Licensing*  
Retail Strategies Beyond the Top 12

**Nell Roney**  
*Nancy Bailey & Associates*  
The Fundamentals of Creating  
and Administering a Licensing  
Program

**Will Thompson**  
*Changes*  
Matching the Product to  
the License

**Christian Ewert**  
*International Council of Toy Industries*  
Issues in Sourcing and Manufacturing

# THE PROGRAM

The **Certificate of Licensing Studies (CLS)**, offered by the International **Licensing Industry Merchandisers' Association (LIMA)**, is the only year long educational program specifically designed to prepare those seeking a career in licensing and merchandising, or to enhance the skills of those already working in this ever-changing industry.

To qualify for a CLS Certificate, the student must complete a minimum of sixty (60) hours of both in-person (or via recorded presentation) and online class work taught by leading licensing professionals. The CLS program has been designed to enable participants to complete their coursework in just one year:

**Licensing University™:** Students begin the program with in-person classes through Licensing University™ at the Licensing International Expo in Las Vegas from June 13-15. Although attendance is encouraged, recorded presentations of these seminars can be made available for those students unable to attend in person.

**Online Sessions:** The CLS program continues with online classes offered throughout the year in a webinar format. Coursework is designed to be both practical and interactive.

**Mentor Program:** Each student will be assigned a mentor to help guide them through their final project for the CLS program. Mentors are leading members of the licensing industry who share their extensive practical experiences on a one-on-one basis.

**Final CLS Project:** The program concludes with a final Independent Study Project in which the student, with support from their mentor, develops a licensing plan for a property in a case study approach.

All students in the program must complete all of the core courses as well as work on a mentorship project. Once the requirements have been met, they will receive their CLS Certificate at a graduation ceremony at the start of the following year's Licensing Expo during LIMA's Annual Meeting.

## WHO IS THE IDEAL CLS PARTICIPANT?

The CLS program is targeted to that person who is looking to either begin their career in licensing, and for those already established in the industry who want to learn about different areas of and issues in the broad spectrum of licensing. While the program is focused mainly on the business side of licensing, attorneys and accountants who seek a more extensive understanding of the licensing industry will find many of the courses directly applicable to their daily practices.

## WHAT IS THE COST OF THE PROGRAM?

Tuition for LIMA members is \$595 and \$1395 for non-members. This includes all classroom, off-site and online tuition fees.

**2 register online at [www.licensing.org/cls](http://www.licensing.org/cls)**

# THE SYLLABUS

## LAS VEGAS LICENSING INTERNATIONAL EXPO COURSES REQUIRED CORE CLASSES

### Licensing For Beginners **6 credits**

**date & time:** Monday, June 13, 2011 10:00 a.m.–1:00 p.m.

**location:** Mandalay Bay Convention Center, Las Vegas

**instructor:** Rick Mallow, Making Connections

**description:** This introductory course on licensing will present the fundamentals and best practices of licensing on a variety of fronts from experts in their fields. Find out what licensing is and how and when to use it to realistically grow your business; basic licensing terminology; roles and responsibilities of licensors and licensees; the role of a licensing agent; risks and how to minimize them; how licensees evaluate properties; how licensors evaluate licensees; protecting your rights; selling your property or licensed products to retail; how to present your ideas to a potential licensing partner, and much more.

### Licensing Law For Beginners **4 credits**

**date & time:** Monday, June 13, 2011 1:30 p.m.–3:00 p.m.

**location:** Mandalay Bay Convention Center, Las Vegas

**instructor:** Jed Ferdinand, Jeffers Cowherd P.C.

**description:** This hands-on course will cover the key legal issues that impact licensing, including: licensing agreements, protection of properties under trademark, copyright and patent laws, intellectual property basics, what to look for in an agent agreement, enforcement of rights, international considerations, and more. A question and answer session will follow this discussion.

### Licensing International Expo Keynote Session **2 credits**

*Rick Darling, president of LF USA, will address challenges and opportunities for retailers and suppliers in the changing global economy*

**date & time:** Tuesday, June 14, 2011 8:45 a.m. – 9:45 a.m.

**location:** Mandalay Bay Convention Center, Las Vegas

### Working With Licensing Agents And Consultants **2 credits**

**date & time:** Tuesday, June 14, 2011 10:00 a.m. – 11:30 a.m.

**location:** Mandalay Bay Convention Center, Las Vegas

**instructor:** Marty Brochstein, LIMA

**description:** Licensing agents and consultants can play a central role in the development of an effective licensing program. This seminar will aid participants in defining respective roles; key into the pertinent questions they should be asking if considering an agent or consultant; and learn how the best relationships work. Panelists will include executives who work with corporate trademarks, entertainment and character properties, and literary and art properties.

### Thinking Outside The Big Box: Retail Strategies Beyond The Top 12 **2 credits**

**date & time:** Tuesday, June 14, 2011 11:45 a.m.–1:15 p.m.

**location:** Mandalay Bay Convention Center, Las Vegas

**instructor:** Todd Donaldson, IMC Licensing and Mike Slusar, Brandar Consulting

**[www.licensing.org](http://www.licensing.org) 3**

**description:** Most retailers, large and small, are demonstrating unique strategies in this economic climate. One commonality is their innovative use of brands to generate traffic. All are using private label programs, corporate brands and trademarks, and licensed properties to create innovative direct-to-retail exclusives that are generating excitement and demand from consumers. This presentation will outline successful retail strategies for staying relevant to consumers and lasting beyond the economic downturn.

### How to Develop & Manage a Successful Brand Licensing Program **2 credits**

**date & time:** Tuesday, June 14, 2011 3:15 p.m.–4:45 p.m.

**location:** Mandalay Bay Convention Center, Las Vegas

**instructor:** Brooke Bridges, The Beanstalk Group

**description:** Brand licensing can be a powerful tool that enhances brand value and profitability. This seminar will help brand owners evaluate whether their brand is ready for licensing, evolve internal structures and processes to support the licensing program, and explore the overall benefits and risks of licensing. Learn best practices from a panel of licensing experts who head up some of the world's leading licensing programs. The panel will cover how to successfully develop and manage a brand licensing program, including style guide creation, licensing plan development, licensee selection criteria, product development tracking and approvals, contract and royalty administration, and auditing.

### What Every Licensing Professional Should Know About Royalty Rates **2 credits**

**date & time:** Wednesday, June 15, 2011 10:00 a.m.–11:15 a.m.

**location:** Mandalay Bay Convention Center, Las Vegas

**instructor:** Adina Avery-Grossman, Brandgenuity

**description:** Leading industry experts will discuss royalty rates and how they can take a licensing agreement (and a licensee-licensor relationship) from good to g'rate! This session will cover a 360° view on royalty rates—what they are, how they differ by category, how they relate to margins and cost of goods, and how they relate to other business terms like advances and guarantees. It will also address traditional licenses and direct to retail programs, and how royalty rates vary in these very different approaches.

### The Licensee Survival Guide To Licensing **2 credits**

**date & time:** Wednesday, June 15, 2011 1:30 a.m.–3:00 p.m.

**location:** Mandalay Bay Convention Center, Las Vegas

**instructor:** Steve Stanley, JAKKS Pacific

**description:** This presentation will examine best practices for manufacturers, importers, and distributors of licensed products in negotiating and dealing with licensors and retailers as they tackle some of their biggest issues: direct to retail license competition, high royalty demands, growing China production costs, social responsibility, product testing requirements, and other licensor demands that increase the cost of doing licensed business.

### Issues In Sourcing And Manufacturing **2 credits**

**date & time:** Wednesday, June 15, 2011 3:15 p.m. – 4:45 p.m.

**location:** Mandalay Bay Convention Center, Las Vegas

**instructor:** Christian Ewert, International Council of Toy Industries

**description:** Learn how to protect licensed brands by assuring socially responsible treatment of workers in the supply chain, using the International Council of Toy Industries CARE Process as an example.

## ONLINE COURSES REQUIRED CORE CLASSES

*All times Eastern*

### How to Sell a License I & II **6 credits**

**date & time:** Tuesday, September 13, 2011

4:00 p.m.–6:00 p.m.

Tuesday, September 20, 2011

4:00 p.m.–6:00 p.m.

**instructor:** Danny Simon, President, The Licensing Group

**description:** This seminar will provide proven techniques used to successfully pitch and sell a license. Attendees will learn procedures that will enable them to maximize the profitability of their licenses in their careers.

### The Fundamentals of Creating and Administrating a Licensing Program **2 credits**

**date & time:** Tuesday, October 4, 2011

4:00 p.m.–6:00 p.m.

**instructor:** Nell Roney, Nancy Bailey & Associates

**description:** This program will provide best practices for developing and running a successful licensing program. Participants will learn the fundamental techniques upon which profitable licensing programs are built, including development of a strategic licensing plan, licensee selection and negotiation, product development, licensee and retail management, royalty reporting and analysis, and program optimization.

### Marketing and Promoting a Licensing Program **2 credits**

**date & time:** Tuesday, October 18, 2011 4:00 p.m.–6:00 p.m.

**instructor:** TBA

**description:** This session will review those marketing and promotional strategies utilized when launching a licensing program. A specific emphasis will be placed on publicity and advertising campaigns as part of a major licensing

program for a theatrical release, television series, and themed entertainment attraction.

### Anatomy Of A License Agreement **2 credits**

**date & time:** Tuesday, November 1, 2011 4:00 p.m.–6:00 p.m.

**instructor:** Greg Battersby, Grimes & Battersby

**description:** This session will feature a clause by clause discussion of a typical license agreement with negotiation points for both licensors and licensees.

### Extending Your Brand Globally **2 credits**

**date & time:** Tuesday, November 15, 2011 4:00 p.m.–6:00 p.m.

**instructor:** Ciaran Coyle, The Beanstalk Group

**description:** This seminar will help you employ the “think global, act local” strategy for developing and executing an international licensing program. Through case studies, learn how to determine which markets hold the greatest potential, how to identify the best categories for licensing, and how to tailor the program to the local retail environment and consumer tastes.

### How To Sell And Talk To Retailers In 2012 **2 credits**

**date & time:** Tuesday, December 6, 2011 4:00 p.m.–6:00 p.m.

**instructor:** Carol Spieckerman, newmarketbuilders

**description:** You can't keep using the same approaches, terminology and talk track when your retailers' marketing and brand strategies are changing at lightening speed! The good news is, most retailers are focused on the same themes—they're just using different words to describe them. Learn three power themes and corresponding buzz words, phrases and concepts that will pop your 2012 presentations and transform your talk track.

**How The Digital World Is Changing Licensing Forever 2 credits**

**date & time:** Tuesday, January 31, 2012 4:00 p.m.–6:00 p.m.  
**instructor:** Liz Kalodner, CBS Consumer Products  
**description:** This session will explore how we now think about categories, distribution, and fan engagement in completely different ways. It will review ecommerce, on-demand product, fan designed merchandise, virtual goods, social gaming, online gambling, and more.

**Using Your Style Guide As A Branding And Marketing Tool 2 credits**

**date & time:** Tuesday, February 7, 2012 4:00 p.m.–6:00 p.m.  
**instructor:** Stan Madaloni, Mada Designs  
**description:** Find out how to design a style guide that builds brand equity and gain a better understanding of the benefits of a comprehensive style guide.

**Sponsorships, Endorsements, and Premiums 2 credits**

**date & time:** Tuesday, February 28, 2012 4:00 p.m.–6:00 p.m.  
**instructor:** Stu Seltzer, Marketing on Demand  
**description:** Licensing is an important promotional marketing tool. This seminar will help participants understand the difference between premiums, endorsements and sponsorships. It will delve into some case studies of how, why and when they should use licensed premiums and promotional products in their own marketing schemes.

**Counterfeiting and Related Infringement Issues 2 credits**

**date & time:** Tuesday, March 6, 2012 4:00 p.m.–6:00 p.m.  
**instructor:** Greg Battersby, Grimes & Battersby  
**description:** As counterfeiting becomes an increasingly major threat to product lines, it is important that the licensing industry learns how to combat and thwart counterfeiters. This seminar will explain the ways in which products can be protected from counterfeiters.

**Matching the Product to the License 2 credits**

**date & time:** Tuesday, March 20, 2012 4:00 p.m.–6:00 p.m.  
**instructor:** Will Thompson, Changes  
**description:** The success of a licensed product may rest on how good a fit the product is for the particular license. This seminar will provide a guide for understanding product categories, quality and fits.

**CLS FINAL PROJECT**

**Independent Study 10 credits**

**date & time:** Time will vary, commences in April 2012  
**instructor:** Faculty and Mentor  
**description:** The independent nature of this seminar allows participants to develop a licensing plan from product conception to marketing of a new property under the guidance of an advisor/mentor. The mentor/student ratio shall be no greater than 2:1.

# HOW TO REGISTER

## DEADLINE TO REGISTER

June 1, 2011

## FEE SCHEDULE

The cost for this career advancement program is a one-time all-inclusive fee for the sixty (60) credits of classroom, off-site and online courses. Rates are as follows:  
LIMA Members **\$595**  
Non-Members **\$1,395**

## FEE INCLUDES

All classroom, off-site and online tuition fees

## COURSE MATERIALS

Upon receipt of registration form and payment, LIMA will send to you a kit outlining all relevant information including locations, online instructions, as well as dates and times.

## CANCELLATIONS

Request for cancellations must be made in writing and postmarked no later than **June 1, 2011**. Such cancellations will be accepted with full refunds minus a \$50 processing fee.

*No refunds will be made for cancellations postmarked later than June 1, 2011.*

## REGISTER ONLINE

Visit [www.licensing.org/cls](http://www.licensing.org/cls) to sign up online

## CONTACT

Questions about CLS? Send an email to Christina Attardo at [cattardo@licensing.org](mailto:cattardo@licensing.org).

“If you are serious about becoming an expert in our dynamic industry, there is no better investment you can make than in the knowledge you’ll gain in the Certificate of Licensing Studies program!”

ALEX SCHONDORF  
Creative Artists Agency, CLS '07 Graduate

# ABOUT LIMA & FLIP



Founded in 1985, LIMA is the worldwide trade organization for the licensing industry. LIMA's main objective is to work together with licensors and licensees for the advancement of professionalism in licensing through research, national and international seminars, trade events and publications. With members in 35 countries, offices in New York, London, Munich, Tokyo, Shanghai and Hong Kong and representatives in Australia, Italy, India, Spain and Eastern Europe, members enjoy access to a wide variety of activities, information and benefits. LIMA is a proud sponsor of the annual Licensing International Expo (Las Vegas), Brand Licensing Europe (London), LiMa Licensing Market (Munich), Day of Licensing (Cologne), Creative Market Tokyo, Shanghai Licensing Pavilion, Dubai Character Fair, Seoul Character Fair and the Hong Kong Licensing Show. In addition, LIMA offers ways to jump start a career in licensing through its Certificate in Licensing Studies (CLS) program, which is the only educational course specifically designed to prepare professionals to succeed in the ever-changing licensing industry, and the flip (Future LIMA Industry Professionals) program offering support and networking for industry newcomers. For more information please visit [www.licensing.org](http://www.licensing.org).



Future LIMA Industry Professionals (*flip*) is a program of the Licensing Industry Merchandisers' Association (LIMA) that provides professional development and networking opportunities for newcomers to the licensing business. Founded in 2005, *flip* has a growing membership with chapters in New York, Los Angeles and London. The program offers regular Learning Seminars featuring industry leaders, innovative networking events including speed networking and licensing trivia night, as well as volunteer opportunities through LIMA's Charity of Choice, the Children's Brain Tumor Foundation. The goal of *flip* is to promote growth and professionalism in the worldwide licensing industry. For more information on *flip* or how to get involved, please visit [www.licensing.org/flip](http://www.licensing.org/flip).