# <div align="center">

# \*\*CANDY CRUSH - IP DEVELOPMENT & BRAND SOLIDIFICATION\*\*

</div>

<p align="justify">A focused plan to move from commodity to cultural icon.</p>

<p align="justify">Executive Summary</p>

<p align="justify">Candy Crush is world-famous but not yet loved for a set of deeper emotions or values. Compared with franchises like Minecraft, Call of Duty, Fortnite, or League of Legends, our emotional connection and community gravity are weaker. If we released a movie tomorrow, most people - including our players - wouldn’t know what to expect or why it matters. If we tripled our consumer marketing budget without changing our approach, we would also probably not see a noticeable impact in the long term.</p>

<p align="justify">We will change that by:</p>

<p align="justify">Building a celebrity-powered fashion/lifestyle brand under the Candy Crush name via a separate legal entity : authentic product, real cultural cachet, and values of fun, well-being, and inclusivity.</p>

<p align="justify">Installing daily habit anchors, starting with Level of the Day (“Crushable”) distributed on Yahoo US and globally, to make Candy Crush part of adult life and routine.</p>

<p align="justify">Creating locally resonant Candy games for Japan and Korea with heavyweight co-marketing/co-development partners (e.g., Japan-first project with Nintendo on mobile + Nintendo console; Korea with leading platforms).</p>

<p align="justify">Orchestrating it all toward a global tentpole: the 15th Anniversary in 2027 (Candy Crush launched 2012), with the Candy Crush movie timed to debut when culture, and our brand, are ready.</p>

<p align="justify">This is a dual engine: fashion-led cultural relevance + localized game innovation, all protecting and elevating Candy Saga as the core.</p>

<p align="justify">The Problem, Stated Simply</p>

<p align="justify">Perception gap: Candy Crush = fun pastime, not a lifestyle or identity.</p>

<p align="justify">Commodity risk: High awareness, low meaning.</p>

<p align="justify">Regional irrelevance: We underperform in markets like Japan, Korea (and are not in China) where social, stylistic, and platform norms differ.</p>

<p align="justify">Goal: Build meaning, ritual, and community around values we can own : fun, well-being, inclusivity, and make Candy Crush a symbol of modern, urban adulthood that understands women and parenting.</p>

<p align="justify">Brand Values We Will Lead With</p>

<p align="justify">Fun: Joyful, bright, witty.</p>

<p align="justify">Well-being: Lightness, balance, endorphin provider.</p>

<p align="justify">Inclusivity: Affordable, non-judgmental, optimistic.</p>

<p align="justify">Urban adulthood & parenting: We see her life, her schedule, her style.</p>

<p align="justify">Strategic Pillar A - Fashion/Lifestyle Brand (Separate Legal Entity)</p>

<p align="justify">Intent: Not merch. A legitimate upper-line apparel/lifestyle brand that stands on its own -quality, fit, design, desirability - while transferring cultural capital back to Candy Crush.</p>

<p align="justify">Why a separate entity?</p>

<p align="justify">Clean P&L, equity flexibility, aligned incentives for celebrity partners.</p>

<p align="justify">Protects the game IP while enabling category-specific talent, speed, and supply chain.</p>

<p align="justify">Celebrity strategy: Choose global figures whose image authentically carries fun, well-being, inclusivity, and modern womanhood/parenting.Illustrative shortlist (mix & match; availability TBD):</p>

<p align="justify">Zendaya (style authority, cross-gen appeal).</p>

<p align="justify">Selena Gomez (mental-health advocacy, beauty/fashion credibility).</p>

<p align="justify">Rihanna (fashion/beauty excellence; consider capsule if full partnership is unrealistic).</p>

<p align="justify">Jennifer Lopez (multi-generational icon, wellness/fitness).</p>

<p align="justify">Reese Witherspoon or Mindy Kaling (modern, working-mom ethos, warm empowerment).</p>

<p align="justify">Serena Williams / Simone Biles / Naomi Osaka (authentic well-being, strength, motherhood; Osaka also bridges to Japan).(We will ultimately choose 1–2 anchors + rotating capsule collaborators.)</p>

<p align="justify">Product principles:</p>

<p align="justify">Elevated essentials and athleisure with flattering cuts, premium fabrics, and subtle Candy DNA (color stories, patterns, trims-not big logos).</p>

<p align="justify">Seasonal capsules tied to hero values (e.g., “Joyful Movement,” “Reset,” “Community”).</p>

<p align="justify">Accessories that travel socially (bags, hair accessories, small leather goods).</p>

<p align="justify">Channels:</p>

<p align="justify">DTC first (brand.com) for margin + data.</p>

<p align="justify">Selective wholesale (few prestige partners) for credibility and reach.</p>

<p align="justify">Pop-ups around tentpoles (anniversary, film, city takeovers).</p>

<p align="justify">KPIs:</p>

<p align="justify">Year 1–2: Sell-through, repeat rate, contribution margin, earned media value, celeb/creator engagement, social sentiment shift to value words (fun/well-being/inclusive).</p>

<p align="justify">Year 3–4: Category expansion profitably; unaided brand associations move from “game” to “game and lifestyle.”</p>

<p align="justify">Risk controls:</p>

<p align="justify">Stage-gates (design approval, fit testing, MOQ controls).</p>

<p align="justify">Celebrity conduct clauses; crisis playbook.</p>

<p align="justify">Disciplined assortment, low inventory risk, data-driven reorders.</p>

<p align="justify">Strategic Pillar B - Daily Habit Anchor: “Level of the Day” (Crushable)</p>

<p align="justify">What: A daily web-based puzzle ritual-adult-friendly format, light friction, elegant UX, distributed on Yahoo US and globally.Why: Normalize “a little Candy every day” like coffee/news; expand reach beyond the app; create a content beat that media/creators can talk about daily.KPIs: Daily starts, 7/30-day streaks, referral rate, Yahoo traffic conversion to app, email/SMS opt-in, incremental returning users in Saga.</p>

<p align="justify">Strategic Pillar C - Localized Game Creation (Japan, Korea)</p>

<p align="justify">Japan (example): Co-development with Nintendo, designed Japan-first, on mobile + Nintendo console.</p>

<p align="justify">Art, audio, UI, progression, and social loops built for Japan from day one.</p>

<p align="justify">Launch with Japanese influencers and creators; cultural beats (events, collabs).</p>

<p align="justify">Timeline: 2–3 years.</p>

<p align="justify">Korea:</p>

<p align="justify">Explore with Kakao / Naver / leading local publishers for distribution, identity, and social graph integration.</p>

<p align="justify">Design around Korean device habits, difficulty curves, and social competition.</p>

<p align="justify">KPIs: Country-level DAU, day-7/30 retention, platform deals, influencer activation metrics, local social buzz, brand associations in local tracking.</p>

<p align="justify">Why it matters: New players, new communities, new emotional doors into Candy Crush-without jeopardizing Saga.</p>

<p align="justify">Strategic Pillar D - Tentpole: 15th Anniversary in 2027 + Movie</p>

<p align="justify">2012 launch → 15th in 2027.</p>

<p align="justify">Use the anniversary to unify fashion, daily ritual (“Crushable”), and new local games into a cultural moment.</p>

<p align="justify">Movie premieres when audiences already feel what Candy Crush stands for.</p>

<p align="justify">Surround with pop-ups, city icon activations, creator premieres, and limited capsules.</p>

<p align="justify">Success criteria: Opening weekend benchmarks, audience comp to family/feel-good quadrant, branded search lift, net favorability, and sustained game engagement post-release.</p>

<p align="justify">Brand Architecture</p>

<p align="justify">Candy Crush (Masterbrand): Values, tone, world.</p>

<p align="justify">Candy Crush Saga: Evergreen core game (anchor).</p>

<p align="justify">Candy Crush [Lifestyle] (separate entity): Fashion/athleisure with subtle Candy DNA.</p>

<p align="justify">Candy Crush: Crushable (daily ritual).</p>

<p align="justify">Candy Crush JP/KR (localized titles, co-branded where appropriate).</p>

<p align="justify">Candy Crush (Film).</p>

<p align="justify">Architecture is a branded house with disciplined sub-brands-shared values, distinct jobs.</p>

<p align="justify">Phased Roadmap (dated from today: Aug 2025)</p>

<p align="justify">NEEDS TO BE REVISED</p>

<p align="justify">Q2’26–Q4’26 (Build):</p>

<p align="justify">Stand-up Lifestyle Newco; hire creative director; lock 1–2 celebrity anchors; sample line; brand.com.</p>

<p align="justify">Crushable v1 with Yahoo US + global distribution plan;</p>

<p align="justify">JP/Nintendo LOI + concept greenlight; KR partner RFP.</p>

<p align="justify">Film: start of development/creative package, director shortlist.</p>

<p align="justify">Q1’27–Q3’27 (Prove):</p>

<p align="justify">Lifestyle capsule 001 drops; pop-ups in 2–3 cities; track repeat & EMV.</p>

<p align="justify">Crushable: global launch; introduce streak rewards; integrate with Saga CRM.</p>

<p align="justify">JP vertical slice; KR prototype; influencer seeding.</p>

<p align="justify">Film pre-production; casting locked; first teaser.</p>

<p align="justify">Q2’27–Q4’27 (Scale, Tentpole):</p>

<p align="justify">Lifestyle capsule 002–003; wholesale pilots.</p>

<p align="justify">JP soft-launch; KR closed beta.</p>

<p align="justify">15th Anniversary + Movie launch with city takeovers, soundtrack, creator premiere, and in-game festival.</p>

<p align="justify">Global brand study: association shift.</p>

<p align="justify">2028 (Sustain):</p>

<p align="justify">Evaluate Lifestyle profitability; expand categories if unit economics strong.</p>

<p align="justify">JP/KR full scale; second-wave local content collabs.</p>

<p align="justify">Film post-release flywheel: series, specials, or limited series if warranted.</p>

<p align="justify">Questions and Answers</p>

1. 1) Why should King (and the wider Microsoft family) be in apparel at all?

<p align="justify">Answer: We’re not “getting into apparel” for its own sake. We’re building cultural capital that transfers back into our entertainment IP. Apparel is a ritual and identity surface for our audience (women, parents, urban adults). It’s a profitable marketing engine when executed as DTC lifestyle-lower CAC via creators, higher LTV via community. Structured as a separate entity, we ring-fence operational risk while compounding brand equity for Candy Crush.</p>

1. 2) How do we ensure authenticity and avoid “logo-slap” merch?

<p align="justify">Answer:</p>

<p align="justify">Hire a real creative director with womenswear credentials.</p>

<p align="justify">Fit, fabric, and finish first; subtle Candy codes second.</p>

<p align="justify">Small, disciplined capsules with waitlists and reorders from real demand.</p>

<p align="justify">Partner with one or two celebrity anchors whose lives actually reflect our values (well-being, inclusivity, parenting).</p>

<p align="justify">Stage-gate drops until we see repeat-purchase and organic creator uptake.</p>

1. 3) What’s the financial logic?

<p align="justify">Answer (illustrative high level):</p>

<p align="justify">Lifestyle Newco target: 60–65% gross margin DTC, 30–40% contribution after marketing/fulfillment on mature drops.</p>

<p align="justify">Year 1 net cash need: product dev + small inventory + brand.com + pop-up capex (tight cycles, MOQs).</p>

<p align="justify">We model 3 scenarios (Base/Stretch/Downside) with kill switches if repeat-purchase or contribution margin miss two consecutive drops.</p>

1. 4) Could this dilute the game brand?

<p align="justify">Answer:</p>

<p align="justify">Guardrails:</p>

<p align="justify">Central Brand Council with veto rights on visuals and campaigns.</p>

<p align="justify">No kitsch; subtle codes only.</p>

<p align="justify">If sentiment or brand-association indices move negatively for two consecutive quarters, we pause/adjust assortment.</p>

1. 5) Why celebrity-led and not purely creator-led?

<p align="justify">Answer: We need speed to cultural credibility. A primary anchor (celebrity) + a constellation of creators gives both top-down signal and bottom-up adoption. We’ll test “creator capsules” early to reduce reliance on any single face.</p>

1. 6) JP/KR: Why co-develop rather than localize?

<p align="justify">Answer: Because culture is in the blueprint, not the translation. Co-dev with Nintendo (JP) and leading platforms (KR) bakes in platform norms, difficulty curves, and social mechanics that win locally. This creates new communities without forcing Saga to be everything for everyone.</p>

1. 7) How do we protect Saga while launching new products?

<p align="justify">Answer:</p>

<p align="justify">Saga remains priority for live-ops and tech resources.</p>

<p align="justify">New games staffed via separate pods and partner resources.</p>

<p align="justify">Measure incremental players from Crushable/JP/KR without cannibalization; cap internal cross-promotions if we see erosion.</p>

1. 8) Movie risk: what if the film underperforms?

<p align="justify">Answer:</p>

<p align="justify">Movie arrives after we’ve shifted brand associations through apparel/daily ritual/JP-KR, not before.</p>

<p align="justify">Financial exposure is limited</p>

<p align="justify">Failed game-adaptations didn’t impact the games negatively</p>

1. 9) What does success look like (brand, not just revenue)?

<p align="justify">Answer:</p>

<p align="justify">Unaided brand association gains on fun, well-being, relevance (+10–15 pts).</p>

<p align="justify">“Would wear / would recommend” lifts in lifestyle tracking.</p>

<p align="justify">Habit metrics: daily starts and streaks for Crushable; Saga DAU lift from ritual.</p>

<p align="justify">JP/KR localized titles hitting top-10 in local category at launch windows.</p>

1. 10) What new ideas amplify the plan?

<p align="justify">Answers / Add-ons:</p>

<p align="justify">Candy Club (membership): early access to drops, daily puzzle streak perks, events.</p>

<p align="justify">Well-being collabs (non-medical): mindfulness playlists, light movement routines tied to collections (“Reset,” “Glow”).</p>

<p align="justify">Creator Labs: seasonal micro-capsules with mid-tier creators; revenue share.</p>

<p align="justify">City Takeovers: 48-hour pop-ups tied to movie teasers and daily puzzle finals.</p>

<p align="justify">Parenting Real-Talk Series: short-form content with our ambassadors; honest, warm, funny.</p>

<p align="justify">Sustainability pragmatism: limited runs, better materials, repair/return programs-signal quality and responsibility.</p>

1. 11) What are the non-obvious risks?

<p align="justify">Answer:</p>

<p align="justify">Celebrity conduct → strong morality clauses; diversified talent slate.</p>

<p align="justify">Inventory → preorder + low MOQ; data-led replenishment; avoid seasonal fashion risk.</p>

<p align="justify">Partner concentration (Nintendo/one celeb) → parallel tracks: creator capsules + KR partner; maintain optionality.</p>

<p align="justify">Internal distraction → separate leadership and OKRs; resourcing caps; quarterly steering.</p>

1. 12) What’s our go/no-go logic?

<p align="justify">Answer:</p>

<p align="justify">Lifestyle: proceed from Sample → Capsule 001 → Capsule 002 only if repeat-purchase ≥20–25%, 60%+ full-price sell-through, positive contrib. margin.</p>

<p align="justify">Crushable: scale after 30-day streak adoption and email/SMS opt-in hit targets.</p>

<p align="justify">JP/KR: greenlight full production after vertical slice tests hit retention and creator acceptance thresholds.</p>

<p align="justify">Movie: enter production only after brand lift and script/animatic testing clear pre-set scores.</p>

<p align="justify">ACTION CHECKLIST - Next 90 Days</p>

<p align="justify">Incorporate Lifestyle Newco, finalize IP license; recruit Creative Director + GM; shortlist 1–2 celebrity anchors.</p>

<p align="justify">Crushable: finalize Yahoo integration dates; prototype streak economy; creator beta plan.</p>

<p align="justify">Japan: table top with Nintendo; define co-dev scope, platform features, and art direction study.</p>

<p align="justify">Korea: partner RFP (Kakao/Naver/others); align on distribution hooks and social graph.</p>

<p align="justify">Film: lock script/development team; consumer panel for premise & tone.</p>

<p align="justify">Brand Council charter + values/visual guidelines; sentiment & association baseline study.</p>

<p align="justify">Final Word</p>

<p align="justify">This is not about becoming a fashion company or chasing a movie. It’s about earning meaning-every day, in what people wear, what they watch, and what they play. We have the awareness. Now we build the why.</p>

<p align="justify">If you want, I can turn this into a board deck (10–12 slides, tight visuals, a one-page KPI dashboard) and a one-page OKR sheet per pillar.</p>

<p align="justify">Addendum - Celebrity/Creator Equity: Framework → Terms We’ll Use</p>

1. 1) The 5-Variable Framework, distilled

<p align="justify">Fame Multiplier (base bands):</p>

<p align="justify">MrBeast/Selena/Kardashians: 20–40%</p>

<p align="justify">A-list celebs: 10–25%</p>

<p align="justify">Macro (1–10M): 5–15%</p>

<p align="justify">Micro: 1–5%</p>

<p align="justify">Stage Premium: Pre-seed +5–10%; Seed +2–5%; A base; B+ −5–10%.</p>

<p align="justify">Involvement Index: Ambassador −50%; Advisor base; Co-founder +25–50%.</p>

<p align="justify">Performance Multiplier: 25% vests each year tied to results. No results, no equity.</p>

<p align="justify">Authenticity: If they don’t already use/love it, pass.</p>

1. 2) Our Guardrails (to avoid the horror story)

<p align="justify">Celebrity Equity Pool (CEP): cap 12% FD.</p>

<p align="justify">Single-anchor cap: ≤6% FD (advisor level).</p>

<p align="justify">Ambassadors: 0.25–1.5% each.</p>

<p align="justify">Creator capsules (mid-tier): 0.05–0.3% + rev-share.</p>

<p align="justify">Prefer cash + rev-share to compress equity while preserving upside.</p>

<p align="justify">Use the post’s ranges as a ceiling reference, but price within our caps using the same five variables.</p>

1. 3) How we price (simple, defensible)

<p align="justify">Offer Band = Fame Base × Stage Adj × Involvement Adj → then Performance-vested (0–100%).</p>

<p align="justify">We’ll likely operate at Seed (so +2–5%) and require Advisor involvement (no −50% discount).</p>

<p align="justify">Example (A-list anchor as ADVISOR): Base 10–25%, Stage +2–5% ⇒ 12–30% framework - we compress to ≤6% FD via: (i) cash retainer, (ii) per-capsule 5–10% rev-share, (iii) strict performance vesting.</p>

<p align="justify">Example (macro ambassador): Base 5–15%, Ambassador −50% ⇒ 2.5–7.5% framework - we target 0.5–1.5% + rev-share.</p>

<p align="justify">Rationale: We respect the framework’s logic (fame/stage/involvement/ performance/authenticity) but contain dilution through cash + revenue share + hard caps.</p>

1. 4) What “performance” means (vesting triggers)

<p align="justify">Each year’s 25% equity tranche vests only if ≥2 of 3 hit (pick targets per deal):</p>

<p align="justify">EMV / Earned Media Value: ≥ $X (e.g., $30–50M) measured by agreed vendor.</p>

<p align="justify">Commercial: Apparel net revenue from anchor-linked capsules ≥ $Y (e.g., $20–40M) at ≥30–40% contribution after marketing.</p>

<p align="justify">Activation: Content/output SLA (e.g., 12 posts, 2 tentpoles, 2 in-person events, 1 capsule design with on-time delivery & sell-through ≥ 60% full-price).</p>

<p align="justify">Miss = no vest. Partial = pro-rata (optional).Add downside protection: two consecutive misses → deal review / termination for convenience (equity unvested).</p>

1. 5) Non-negotiables (term-sheet clauses)

<p align="justify">Authenticity test: documented prior use + genuine affinity; 90-day probation; easy exit if fails.</p>

<p align="justify">Morals & exclusivity (beauty/fashion/“match-3”/puzzle games; carve-outs defined).</p>

<p align="justify">Content SLA & approvals; creative control boundaries; pre-clear crisis comms.</p>

<p align="justify">Clawback for fraud/misconduct; no-post = no-vest.</p>

<p align="justify">MFN limited to same tier partners.</p>

<p align="justify">IP: brand police + council veto on designs.</p>

<p align="justify">Audit rights on metrics, third-party EMV source pre-agreed.</p>

1. 6) Who we target (aligned with our values)

<p align="justify">Anchors (pick 1–2): Zendaya, Selena Gomez, Rihanna (capsule), Jennifer Lopez, Serena Williams / Naomi Osaka, Reese Witherspoon / Mindy Kaling.</p>

<p align="justify">JP bridge: Naomi Osaka (global + Japan), plus local creators.</p>

<p align="justify">KR bridge: K-pop/K-content star with real wellness/parenting resonance.</p>

1. 7) How this strengthens the broader strategy

<p align="justify">Lifestyle pillar: Now has a disciplined equity engine that scales with results.</p>

<p align="justify">Crushable: Bake creator SLAs into daily ritual (recurring touchpoints).</p>

<p align="justify">JP/KR: Use authenticity rule to prioritize local stars; compress equity via localized rev-shares.</p>

1. 8) Board Qs we’re now able to answer

<p align="justify">“How do we avoid over-dilution?” CEP 12%, single ≤6%, performance-only vesting, cash + rev-share.</p>

<p align="justify">“How do we price fairly?” Five-variable math, then compress within caps; documented comps.</p>

<p align="justify">“What if they ghost us?” Content SLA, no-post/no-vest, termination, clawback.</p>

<p align="justify">“What if results disappoint?” Tranche fails ⇒ equity doesn’t vest; two misses ⇒ renegotiate/exit.</p>

<p align="justify">“What if they go off-brand?” Morals clause + brand council veto + crisis plan.</p>

1. 9) Immediate next steps (2 weeks)

<p align="justify">Approve CEP 12% FD and anchor ≤6% policy.</p>

<p align="justify">Draft term sheet template with the clauses above.</p>

<p align="justify">Build offer calculator (inputs: fame tier, stage, involvement; outputs: cash, equity band within caps, rev-share, performance KPIs).</p>

<p align="justify">Shortlist 6–8 talent; run authenticity checks; line up probationary pilots.</p>

<p align="justify">Pre-agree EMV vendor and sell-through measurement.</p>