

IMAX Private Theatre

Brand Positioning Strategy

品牌定位策略

2014.5

agilvy



一、市场竞争及背景状况

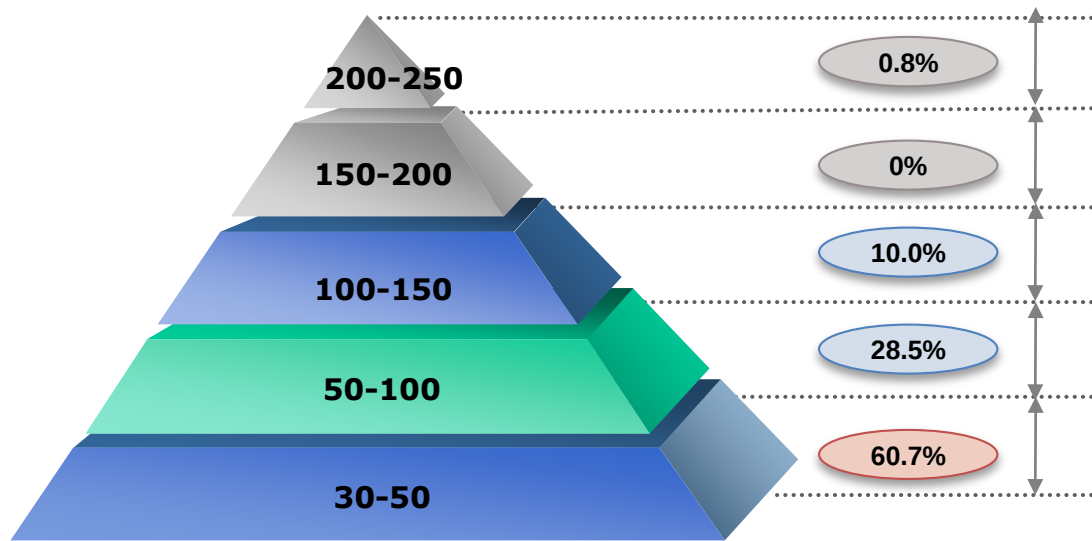
I. Market Competition and Background

整体价格偏低，超高端（200万以上）产品是市场空白

Current prices are on the low side, with a market gap in high-end products (priced over 2 million)

私人影院设备的价格分布（一万元）

Price distribution of private theatres (up to CNY 10,000)



- 多数家庭用户购买力有限：29 - 45万元的家庭影院设备是可接受范围，占比超过60%
Limited purchasing ability for the majority of families: over 60% can accept a price range of CNY 290,000 – 450,000
- 真正高端群体占比不超过30%：约30% (28.5%)的富人愿意投资50-100万元享受真正的高端观影体验。
High-end consumers stand at less than 30%: about 30% (28.5%) of wealthy consumers are willing to pay CNY 500,000 – 1 million to enjoy a high-end theater experience.
- 极少数项目价格超过150万元
There are very few projects priced over CNY 1.5 million.

需求

THE NEEDS

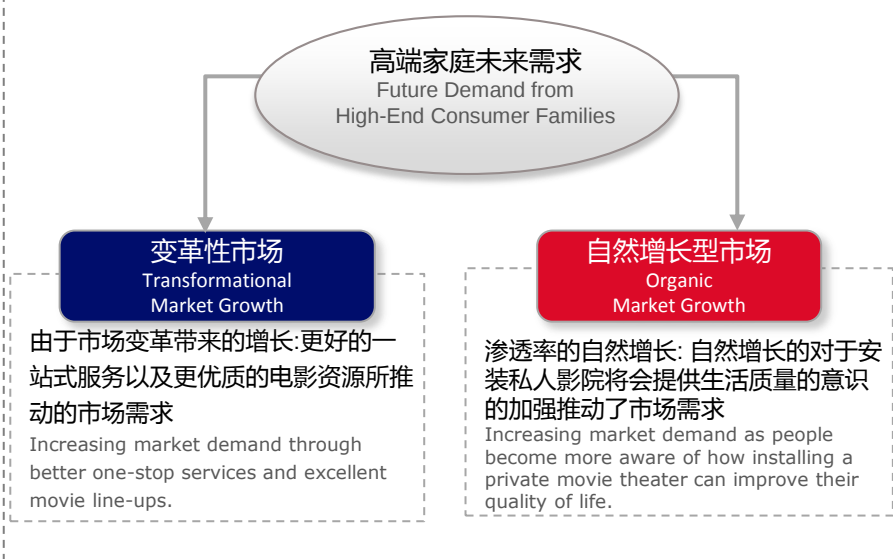
变革性增长拉动未来需求，超高端市场具有增长的可能性

Transformational growth driven by future market demand, with high-end market growth possibilities.

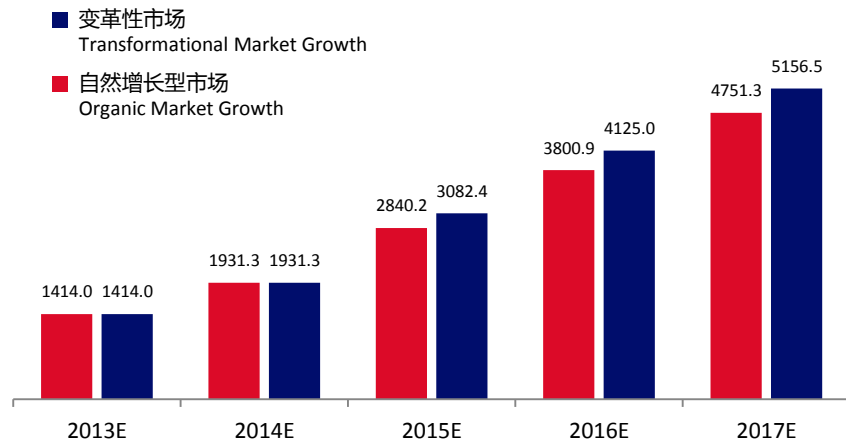
高端家庭的私人影院将在未来有巨大发展, 乐观估计, 整个中国市场份额在2017年将达到51.6亿元人民币。

There is immense room for growth in the high-end private theater market. Optimistic estimations put the market share of the high-end private theater market at CNY 5.16 billion in 2017.

2013-2017年高端家庭总体市场未来需求规模预测 (百万元)



2013-2017: Prediction on future increase in market demand
From high-end consumer families (in CNY millions)

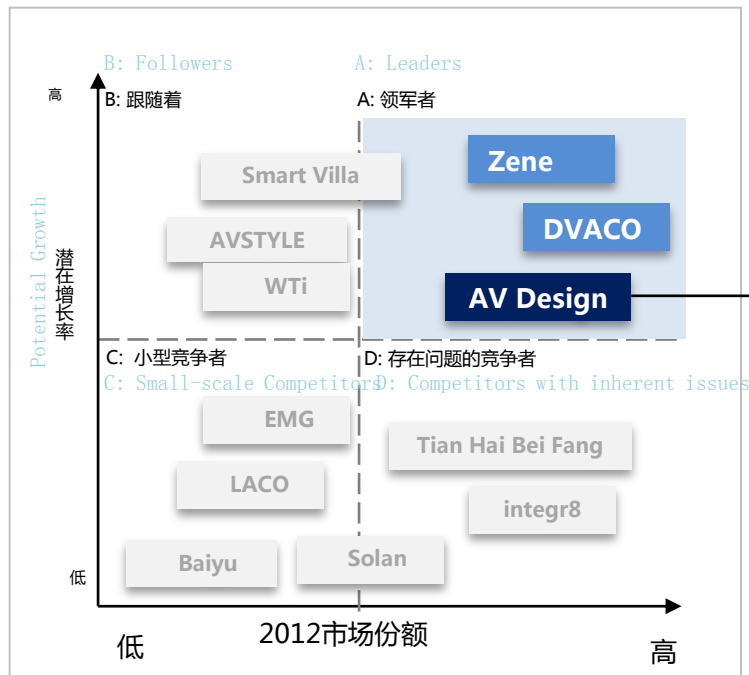


竞争

COMPETITORS

目前真正能在这一区间的竞争者很少，但已有厂商开始尝试开拓市场并建立品牌

There are few serious competitors in this market sector, but there have been some who have already tried to break into this market and establish a brand presence.



Data source: Research on High-end Private Theater Systems, 2013



其中，AV Design已经推出的Exquisite Theaters 极致影院是与我们最类似的项目，他们同样聘请了TK作为首席设计师。

但他们仍然是以一个“整合商”的方式出现，聚焦在技术整合，而缺少整体的品牌附加值

AV Design launched a similar project, “Exquisite Theatres,” and appointed Thoe Kalomirakis to be its lead designer.

However, their focus was on technologies integration, but lacked value-adding branding.

市场机会与挑战

Market opportunities and challenges

机会

Opportunities

- 市场基本处于空白状态，有可被开发并塑造的潜力
- Potential market gap
- 一站式服务和良好片源有机会驱动新的增长，形成“变革性市场”
- One-stop services and excellent movie line-ups create a transformational market

威胁

Threats

- 目前消费者的需求价格整体偏低，不足以支撑市场
- Current prices are too low to support the market.
- 长期经营私人影院产品的竞争者正在尝试进入这一超高端市场
- Long-time competitors in the private theater market have been trying to break into the high-end private theater market.

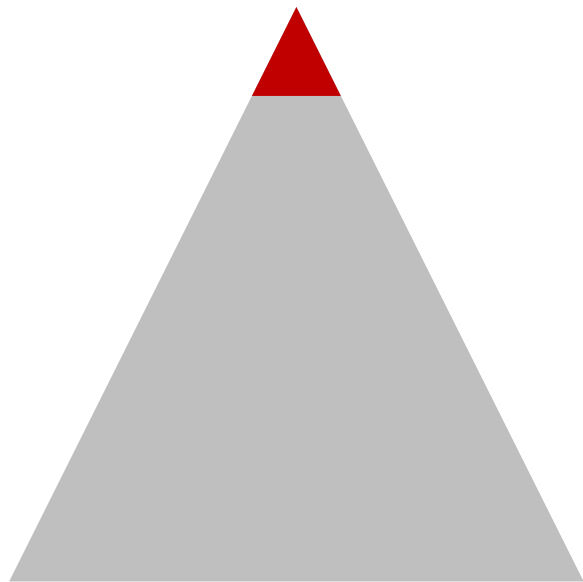


这是一块有待被开发的超高端小众市场

我们需要面向一群不同以往、有超高支付能力的、高阶家庭用户进行售卖
必须以更高的占位去驱动销售

This is a market sector that awaits exploration. One with a niche consumer base.
We need to target a new consumer sector – one with exceptionally high purchasing power and high-end consumer families – in order to accelerate sales.

启示
Revelation



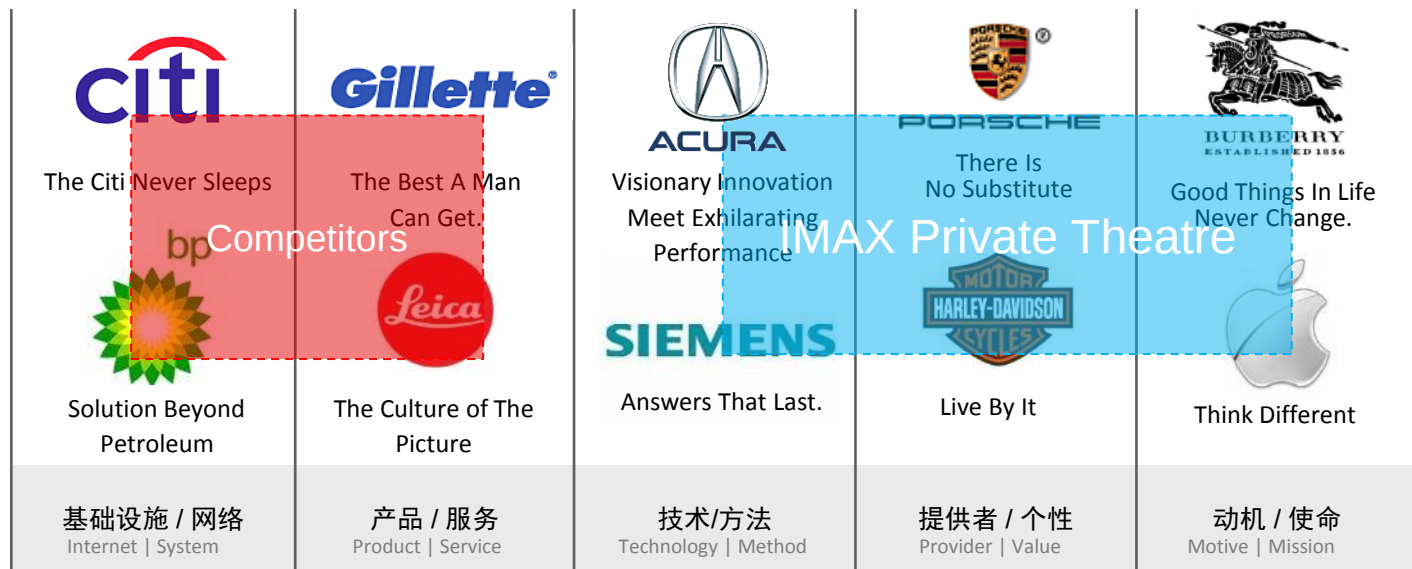
通过品牌定位占领品类先机

Capturing market opportunities through brand positioning

站在绝对的价格至高点，必须彰显IMAX Private Theater在这个领域的“**品类独占性**”与“**品牌制高感**”
Establishing brand exclusivity and brand superiority

以品牌光谱来划分，是更强调“理念”而非“产品” 阐述品牌主张

Based on our position in the brand spectrum, we should aim to establish our brand through brand philosophy instead of product line-up.



我们拥有
what we have

我们提供
what we provide

我们应用
what we implement

我们是谁
who we are

我们相信
what we believe in

理性/愈趋具象

Rationality / More Physical

感性/愈趋抽象

Sensibility / More Conceptual



二、品牌定位策略

II. Brand Positioning Strategy

母品牌

IMAX是一个怎样的品牌？

What is kind of a brand is IMAX?

它拥有什么品牌资产？

What kind of brand assets does it have?

Parent

Brand

IMAX品牌资产

IMAX Brand History/Heritage

IMAX – 全球电影科技创新领导者

A Leader in Cinematic Technology and Innovation

在过去13年中，IMAX彻底颠覆了电影工业，它改变了整个电影产业生态系统

IMAX revolutionized movie industry for the past 14 years and changed the entire movie industry ecosystem.



2002

阿波罗13号

第一部通过IMAX DMR技术进行数字转码的影片

APOLLO 13

First movie digitally re-mastered for IMAX screens with IMAX's DMR technology



2004

极地特快

第一部IMAX 3D影片，从此标志着好莱坞3D电影进入新的时代

THE

POLAR EXPRESS

First full-length IMAX 3D release



2006

超人归来

好莱坞第一部由实景效果转化成IMAX 3D效果的影片。影院中，观众随超人一起飞翔

SUPERMAN RETURNS

First Hollywood movie to convert live action scenes to IMAX 3D



2008

蝙蝠侠：黑暗骑士

第一部采用IMAX镜头拍摄的好莱坞影片。利用我们的1570型摄像设备，图片分辨率达到了18k

DARK KNIGHT

First Hollywood movie to include sequences shot with IMAX cameras



2012

007：大破天幕危机

为IMAX影院量身定制1.9:1显示比，为观众提供比普通影院多达26%的画面效果。

SKYFALL

Specially formatted for IMAX theatres with a 1.9:1 aspect ratio, providing 26% more image



2014

变形金刚：绝迹重生

首部以IMAX 3D摄影机拍摄的好莱坞电影，为IMAX再创新的里程碑

TRANSFORMERS AGE OF EXTINCTION

First Hollywood movie with scenes shot using IMAX 3D cameras

IMAX品牌价值

IMAX Brand Equity

IMAX – 世界上最知名的娱乐体验品牌

The most famous brand of entertainment experience in the world

IMAX已经在消费者心目中建立起了非常稳固的品牌知名度和好感度

IMAX has built up a very strong brand awareness and preference in consumer

知名

Awareness

- 全世界85%的电影观众听说过IMAX品牌
- 85% of moviegoers worldwide have heard of IMAX.

联想

Association

- IMAX使人们联想到的是愉悦、特别和完美的感官体验
- IMAX is strongly associated with wonderful, special and a perfectly immersive experiences.

价值

Value

- 在IMAX 观影人群中，IMAX品牌是最有意义的品牌之一
- Among IMAX viewers, IMAX is one of the most meaningful brands.

差异

Uniqueness

- IMAX 的品牌核心力量来自它的与众不同
- The primary driving force of our brand IMAX's uniqueness.

IMAX品牌体验

IMAX Brand Experience

IMAX – 世界上最激动人心的影像体验

The most exciting experience in the world

IMAX通过领先的科技造就出颠覆性的视觉体验，让不同类型的观众都能得到最大的感官和心理满足

沉浸震撼时刻

Moments of Awe

“IMAX带给我彻底的感官刺激，视觉、听觉、感觉，一切都沉浸在纯粹的影像感觉之中”

“我感到自己被困在椅子上无法思考，我都忘了要吃下一口爆米花！因为我完全沉浸在电影之中了！”

“All my senses are stimulated – I’m watching, hearing and feeling the sound, letting in the pure emotion of the film.”

“I stop thinking about the tilt of my chair or my next bite of popcorn because I’m so absorbed in the film. All I can do is sit there in a kind of silent awe, taking it all in as it literally envelops me.”

探索未知体验

Escape and Explore

“这个巨幕的震撼体验，让我去到可能永远无法独自到达的地方”

“我感到我好像从我的生活中抽离开，真实地体验着其他人的生命。它是那么真实，就感觉我在电影之中。”

“A large format theater experience takes me places I could never go on my own.”

“I feel like I get to leave my life and experience someone else’s. It seems more real, more honest somehow because I feel like I am with the people in the movie.”

感受先锋科技

Super-Specs

“看到这些新鲜和不同的科技效果，太激动人心了！很少有一家公司能一直带给电影最新的技术革新，但IMAX总能做到。”

“It’s fun and exciting to see what’s new and different. There are few companies that consistently bring the newest technology into movie theaters”

A photograph of the interior of an IMAX theater. The seats are arranged in a curved, tiered fashion, facing a large screen (not fully visible). The walls and ceiling are dark, with some architectural details illuminated by blue light. The overall atmosphere is dark and cinematic.

“当你有很伟大的梦想，想通过电影呈现给观众，IMAX是最震撼的呈现方式。
……它是一架造梦的机器。”

“When you have big dreams, you put them on film and want the audience to see them. IMAX is an epic way to do it... It's a dream machine.”

—— 迈克尔·贝
Michael Bay
《变形金刚》导演
Director-Transformers

对于全世界每一个体验过IMAX的消费者来讲，IMAX是：

To every customer who has had the IMAX experience, it is:

IMAX®

一个制造梦伟大机器，一个呈现梦的最佳方式

A dream machine and a perfect means of presenting that dream.

宏大制作的电影

全球最佳的
电影内容

Best Global Film Content



如梦似幻的体验

完全沉浸式的
观影体验

Immersive Movie Experience



激动人心的科技

行业最领先的
尖端技术

Leading Industry Technology



华丽巨幕的影院

地标性的
品牌效应

Distinctive Brand Presentation



所有这一切都将以背书和联想的方式投射到IMAX私享影院身上，
“IMAX” 是我们与竞争对手的显著差异，也是我们对消费者的核心驱动力

IMAX as a personal cinematic experience:

The IMAX brand sets us apart from the competitors and forms the driving force for our campaign.



**IMAX是电影的最佳呈现方式，它是一个集科技与艺术于一身的“造梦机器”
当它进入私人家庭，相当于把一架造梦机器据为己有，这是一件令人感到不可思议且显现地位的事情。**

IMAX is the best place to put a film, it is a dream machine combining art and technology.

产品品牌

IPT拥有怎样的特点？
它是什么？又代表什么？

What makes it special? What does it represent?

Product

Brand

IMAX Private Theatre拥有怎样的特点？

What are the features of the IMAX Private Theatre?

IMAX Private Theatre

完整的顶级家庭娱乐解决方案

A Complete Home Entertainment Solution

科技革新 Technological Innovation

- 双4K超清晰数字 2D/ 3D投影，呈现栩栩如生、水晶般清晰的画面

Dual 4K projectors provide crystal clear images and life-like projections.

- 沉浸式真曲面巨幕创造身临其境的视野

A wall-to-wall and ceiling to floor screen, creates a truly immersive experience.

- 图像高亮度与对比度，使色彩鲜艳生动，视界精彩

The screens are coated with a proprietary high-gain silver paint to maximize brightness, resulting in the vibrant colors.

- IMAX专利的声学设计和音响系统，带来动感震撼的声音体验，并可根据用户户型打造专业化声场

Proprietary IMAX sound system: each IMAX theater is acoustically treated to present accurate and realistic sound

- 人性化控制系统

The user-friendly Central Control System makes content management and personalization a breeze.

专供内容 Content Differentiation

全球独家好莱坞及中国院线同步电影内容
IMAX Movie Service Delivers
Exclusive First Run Movies

同时支持：
Also Supports:

- 卫星及有线电视直播节目
Live satellite broadcast and
high-definition cable TV

- 蓝光及DVD
Blu-rays and DVDs

- 游戏机
Gaming consoles

- 网络流视频播放服务
Internet streaming services

- 卡拉OK
Karaoke

品位设计 Design & Style

- 室内设计由享誉国际的现代私家影院设计之父Theo Kalomirakis 亲自操刀
Interior design by the leading and world-renowned home theater designer, Mr. Theo Kalomirakis.

- 一站式组合方案使影院系统与室内软装浑然天成
A turnkey system – a theater system that is seamlessly integrated into the interior design

顶级服务 World-Class Service and Support

- IMAX 后台系统24小时在线监控确保最佳运行状态
IMAX's commercial service center provides 24/7 remote monitoring to ensure optimal performance.

- 每日影像和声音校准
Daily picture and sound calibration.

- 三年维修和支持
5-year maintenance and support.

IMAX识别性和差异化是我们的产品优势

IMAX Private Theatre

完整的顶级家庭娱乐解决方案

A Complete Home Entertainment Solution,

科技革新 Technological Innovation

• 双4K超清晰数字 2D/ 3D投影，呈现栩栩如生、水晶般清晰的画面
Dual 4K projectors provides crystal clear images and authentic sceneries.

• 沉浸式拟真曲面巨幕创造身临其境的视野
A wall-to-wall and ceiling to floor screen, creates a truly immersive experience.

• 图像高亮度与对比度，使色彩鲜艳生动，视界精彩
Highest contrast ratio and brightness.

• IMAX专利的声学设计和音响系统，带来动感震撼的声音体验，并可根据用户户型打造专业化声场
Proprietary IMAX sound system: each IMAX theater is acoustically treated to present accurate and realistic sound

• 人性化控制系统
Customer-friendly Center Control system makes content management and personalization possible

专供内容 Content Differentiation

全球独家好莱坞及中国院线同步电影内容
IMAX Movie Service Delivers Exclusive First Run Movies

同时支持：
卫星及有线电视直播节目
Live broadcast satellite and high-definition cable TV
蓝光及DVD
Blu-rays and DVDs

• 游戏机
Gaming console
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Internet streaming
• 卡拉OK
Karaoke

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Interior design by the leading and world-renowned home theater designer, Mr. Theo Kalomirakis.

• 一站式组合方案使影院系统与室内软装浑然天成
Turnkey solution + technology including finishing comes directly from us.

顶级服务 World-Class Service and Support

• IMAX 后台系统24小时在线监控确保最佳运行状态
IMAX's commercial service center provides 24/7 remote monitoring to ensure optimal performance.

• 每日影像和声音校准
Daily picture and sound calibration.
5-year maintenance and support.

“IMAX级别”的私人影像世界

The IMAX lifestyle as a status symbol:
An entertainment system and a personalized experience that is a cut above the rest, the same way you are.

IMAX Private Theatre代表的不仅是娱乐方式，更是一种判别身份的生活方式

IMAX Private Theatre

完整的家庭娱乐解决方案

A Complete Home Entertainment Solution,
Design, Manufacturing, Installation, Service

科技革新
Technological
Innovation

专供内容
Content
Differentiation

品位设计
Design & Style

顶级服务
World-Class Service
and Support

“IMAX级别”的私人影像世界

A new IMAX entertainment experience and bring it into your own personal world.

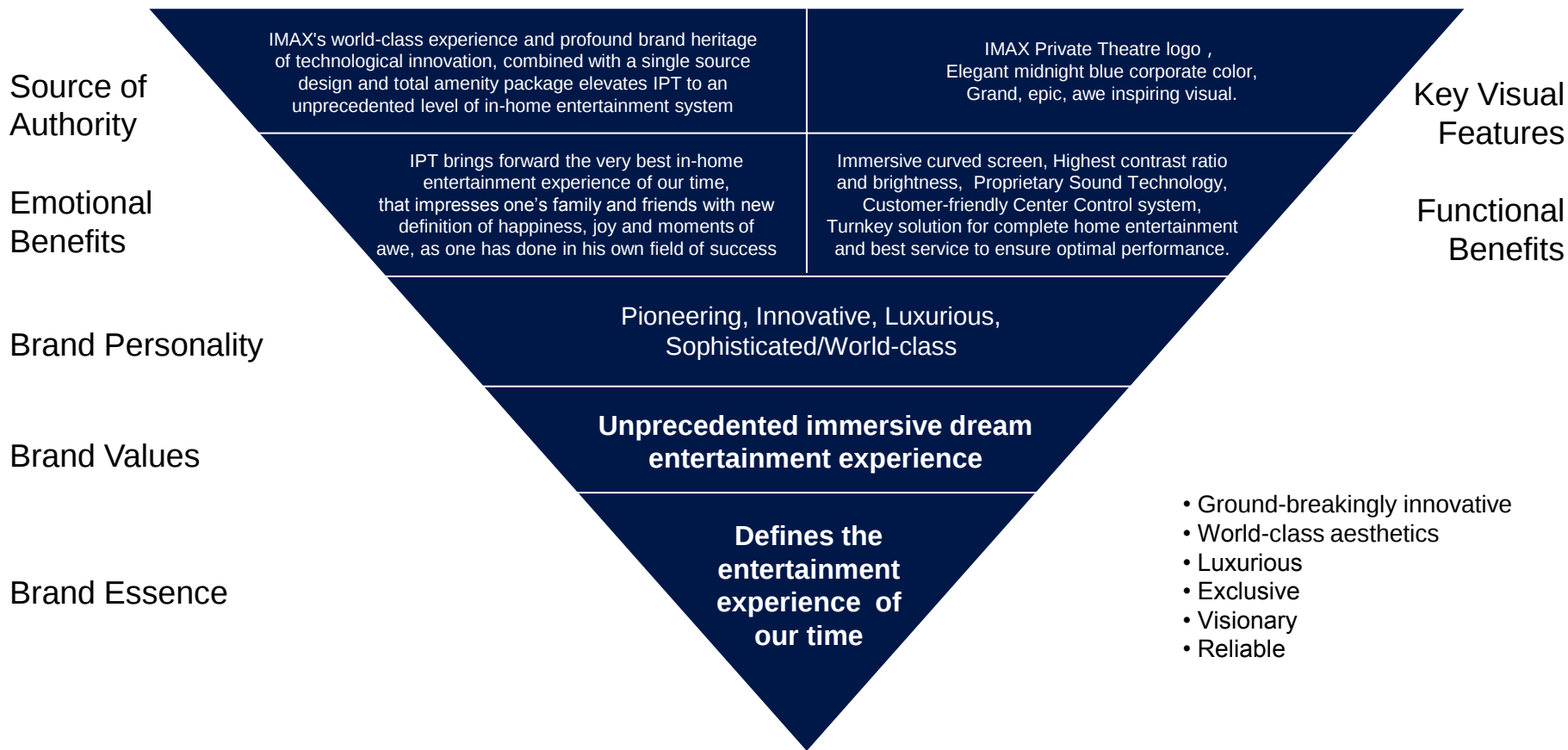
先锋
Pioneering

创新
Innovative

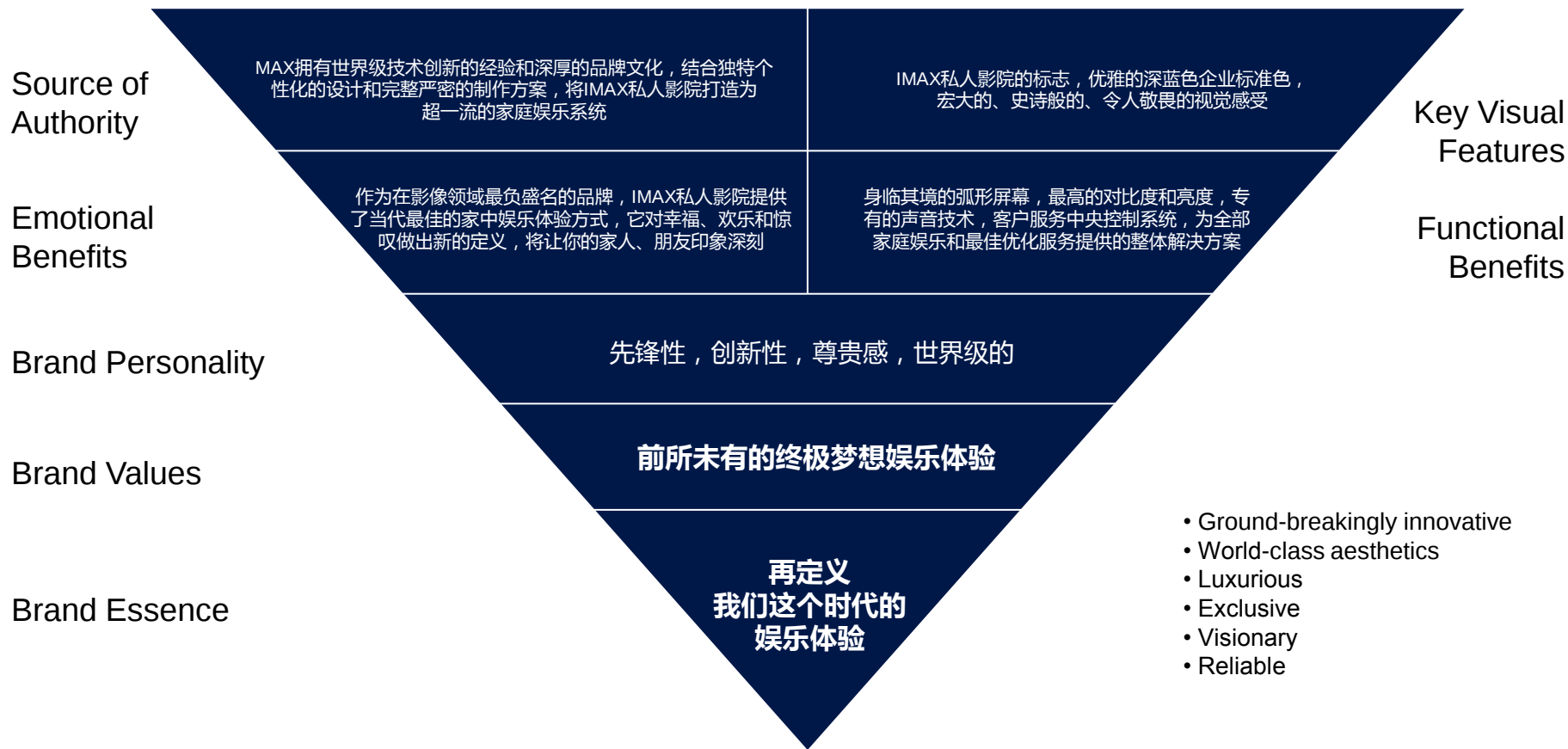
尊贵
Luxurious

顶级
Sophisticated/World-class

总结：对IMAX品牌和IPT产品的综合性解读



总结：对IMAX品牌和IPT产品的综合性解读



目标

我们卖给谁？

Who are we selling to?

他们有怎样的需求与渴望？

What are their needs and desires?

消费者

Consumer

如果单纯以价格划定人群

Division of the consumer market through price points only



以300万的价值付出计算，目标群体的可供安装的这套房屋总价应在5000万上下。

一般来讲，这类人群在单套不动产中的投资不可能超过资产的10%，

因此，他们的身价应在5亿以上。

Based on a price point of 3 million, the target group would have a villa worth around 50 million. It is unlikely that they would invest more than 10% of their personal assets in real-estate properties.

Hence, their personal assets would likely be above 500 million.

5亿身价的他们是谁？

Who are the ones with personal assets worth more than 500 million？



富人中的1%，最有钱的那个阶层

The top 1% of the Super Wealthy

■ 超高净值人群 - 个人总资产超过5亿的人群

The Super Wealthy: with over 500 million in personal assets

1.7万人 Seventeen thousand people

■ 亿万高净值人群 - 个人总资产超过1亿的人群

Over 100 million in personal assets

6.7万人

67,000 people

■ 千万高净值人群 - 个人总资产超过1千万的人群

Over 10 million in personal assets

109万人

1,090,000 people

他们的基本特征如何？ What are their main characteristics?

男性为主，年龄集中在40-60岁之间，以企业家为主。

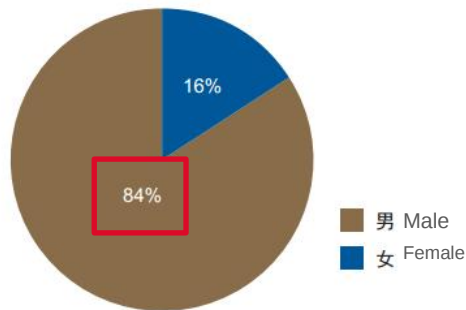
制造业巨擎、房地产大鳄和新媒体巨头是主要产业来源，其中“新媒体巨头”正在以每年3~5%的速度扩大人群基数

Dominantly male, in the age range of 40-60 and consisting mainly of entrepreneurs.

Magnates from Manufacturing, Real Estate and New Media industries. The number of New Media magnates is increasing at an annual rate of 3-5%.

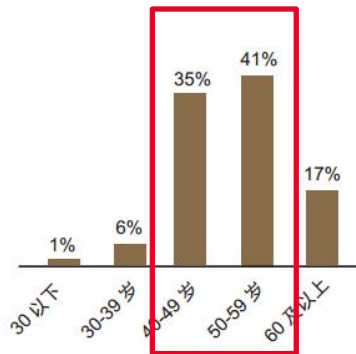
图 2-1 性别分布

Gender

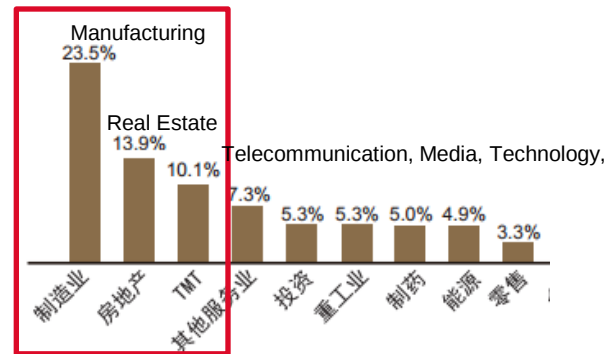


数据来源：胡润研究院

图 2-2 年龄分布 Age



数据来源：胡润研究院



数据来源：胡润研究院

根据他们的发展现状，可以划分成两大类

Divided into two main groups based on their stages in life.

传统产业居多 Traditional Industries

传统掌控型

The Traditional Power-Controllers



他们发家于上世纪80年代，是中国改革开放后“第一批富起来的人”，目前普遍面临产业和财富的传承问题，同时自身产业也正处于升级、更迭过程之中。

Started their businesses in the 80s, and made up the first wave of the nouveau riche, since the opening up of China's market. Currently facing the issue of finding a successor, with their businesses going through a phase of upgrade.

新兴产业居多 New industries

先锋主宰型

The Groundbreakers



他们大多在2000年之后开始，借助互联网和创新的大潮成功，快速积累了大量财富，成为这个时代的标杆。目前，他们正处在事业的最佳时期，财富已不是目标，如何改变和引领世界才是他们所想。

Started their businesses, which are largely internet or innovation-driven, after the 2000s. Currently in the peak of their careers, but money is not their sole objective – they aspire towards changing the world and leading the world towards change.

传统富豪将财富视为身份和地位的象征，同时希望财富惠及整个家族

奢侈品的购买不在于个人享受，
而是融入顶级圈子



个人生活非常简单，
看似的奢华，并不一定是本人消费

期望从个人财富变成家族财富，
从富豪变为贵族



新富人群更看重财富带来的个人生活价值，寻求最新鲜的个人体验

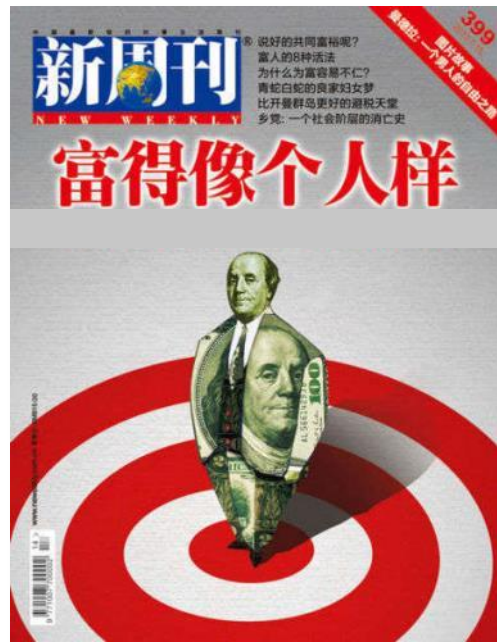
They enjoy the lifestyle upgrades that their wealth has brought them, and seek the most fresh and exciting personal experience

不是外在炫富，而是个人体验
Consumption: Not to flaunt one's wealth, but to experience for oneself



不只是奢侈品，而是个性品
Brand: Not products of extravagance, but products with individuality

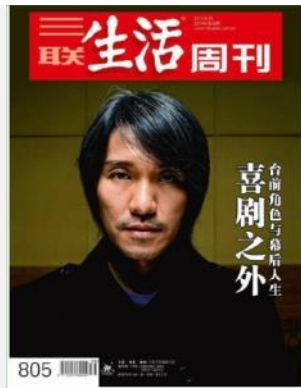
不只是身份，而是我的态度
Preference: Not a status symbol, but an expression of personal identity



另外，还有一类极具购买潜力的小众人群：演艺界富豪（明星/导演/投资人）

In a class of their own: The Rich and the Wealthy in the Entertainment Industry

关注度是他们的生命，同时也是他们最大的困扰



“最近一次去电影院看电影在什么时候？”

“让我想想。”

陈坤眉头皱了半天，最后还是抱歉地笑了笑，

“不好意思，想不起来了。”

“When was the last time you went to the movies?”

“Let me see,” Chen Kun frowned for a while, before laughing apologetically. “I’m sorry, I don’t remember.”

——《明星们去电影院吗？》，今日早报，2013.9

缺少时间与空间
渴望隐私与自由

Desire personal privacy and freedom due to a lack of free time and personal space.

他们数量不多，但影响巨大

他们的生活总是被曝光在镁光灯下，更需要私密的空间去享受

他们有钱，但没有时间，每天都被各种档期排满

他们对娱乐消费十分看中，这是放松，更是本职工作

They are only a handful of them, but they possess great influence. They’re constantly in the spotlight with barely any personal space. They are financially rich but lacking in free time, with extremely demanding schedules. They are willing to spend on entertainment, and view it as an avenue for relaxation that is, at the same time, work-relevant.

总结：无论哪一类富豪，他们都有着共性的特征

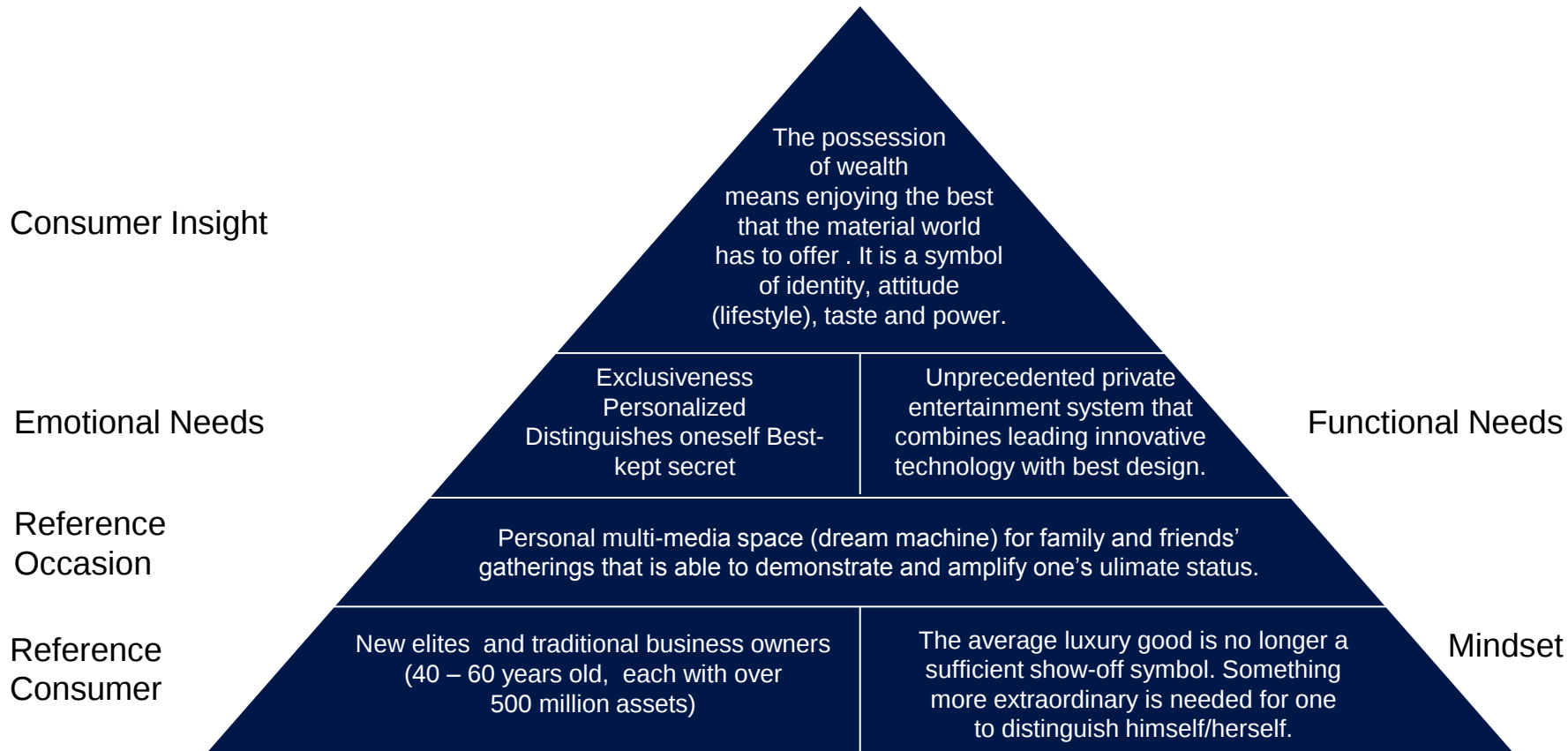
亿万财富的“拥有者”，众人眼中的“领导者”，个人世界的“掌控者”



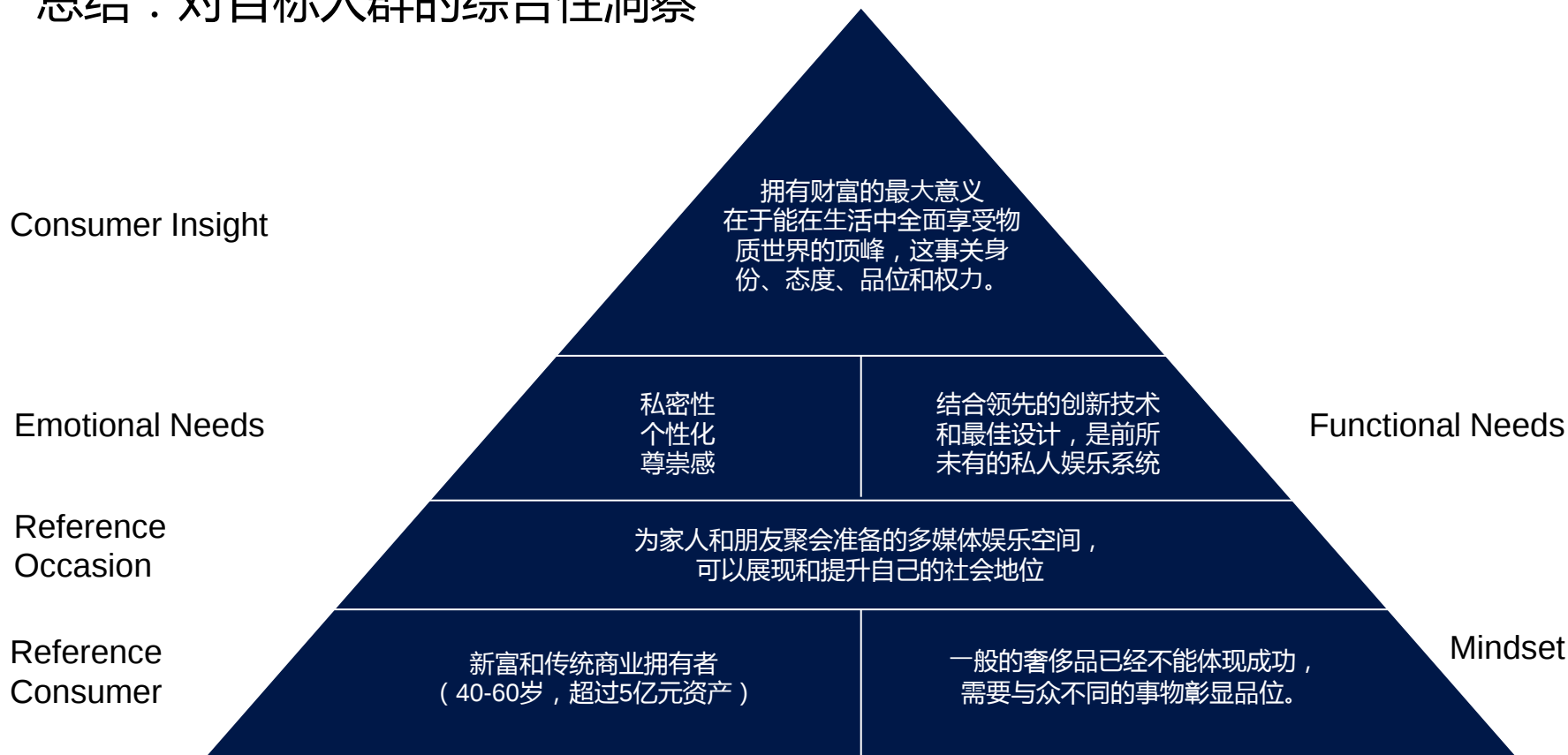
总结：对他们来讲，IMAX Private Theatre有机会满足三个层面的需求



总结：对目标人群的综合洞察

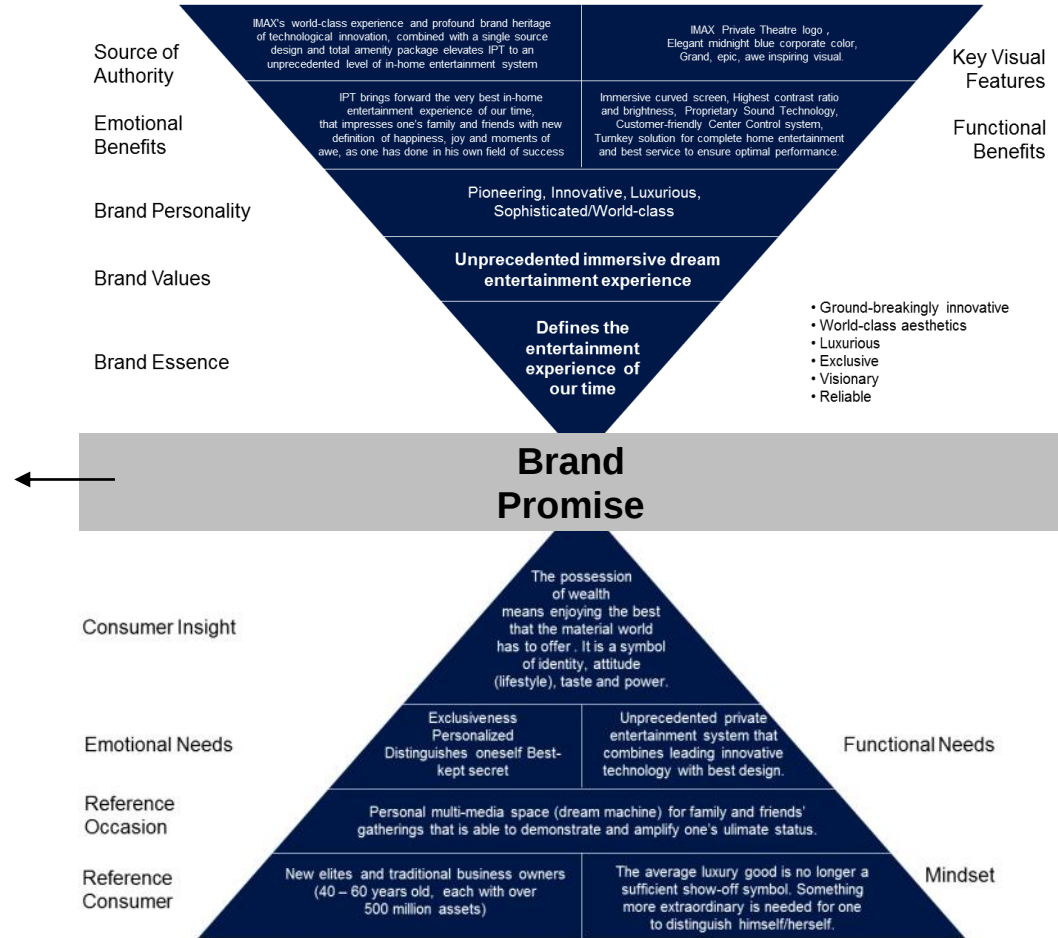


总结：对目标人群的综合洞察



Brand Proposition

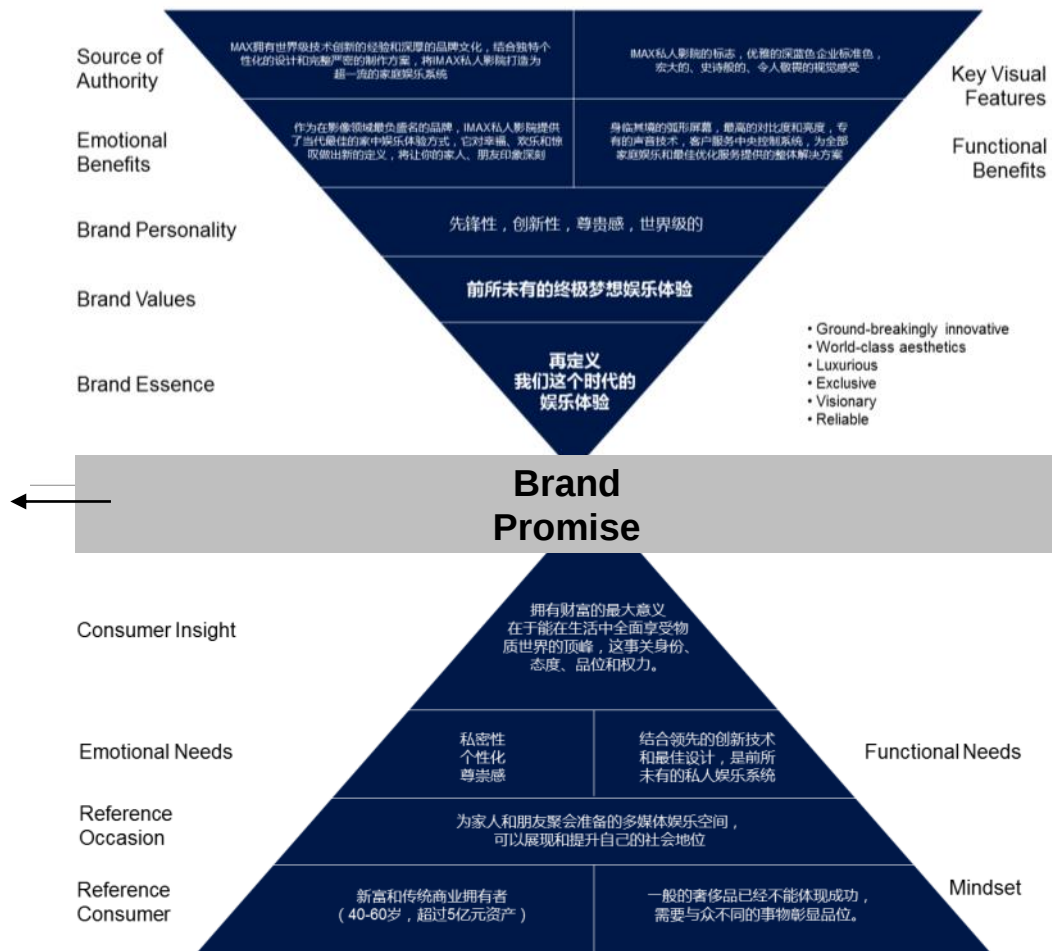
IMAX Private Theatre is an unprecedented multi-media dream space made exclusively for the rare few who possess the power and vision of our time, providing awe-inspiring IMAX grade lifestyle that redefines immersive entertainment experience of all.



Brand Proposition

IMAX私人影院

是一个史无前例的多媒体梦想空间，专为那些在这个时代拥有权力和世界的少数顶级财富者，提供令人惊叹的IMAX级别生活方式，它重新定义了一切沉浸式的娱乐体验。



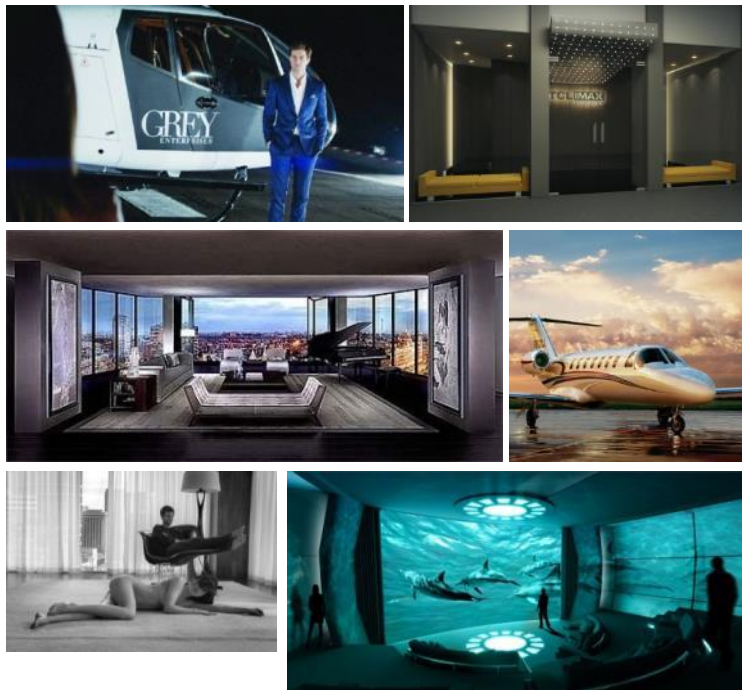
IMAX Private Theatre ,
像您 , 重新定义我们的时代
提供一种IMAX级别的生活方式
Redefining our times the way you have.
Presenting you with the IMAX lifestyle.

IMAX Private Theatre

创见无限视界

Redefining our times with the nouveau ultimate lifestyle

Brand Manifesto



看惯现实的风起云涌
掌握时代的命运脉搏
这是你缔造的财富世界，
这是你拥有的生活方式。

拥有，没有理由
拥有，就是理由

你相信，世界总是被少数人掌控
就像IMAX知道，梦幻只能被更少人拥有

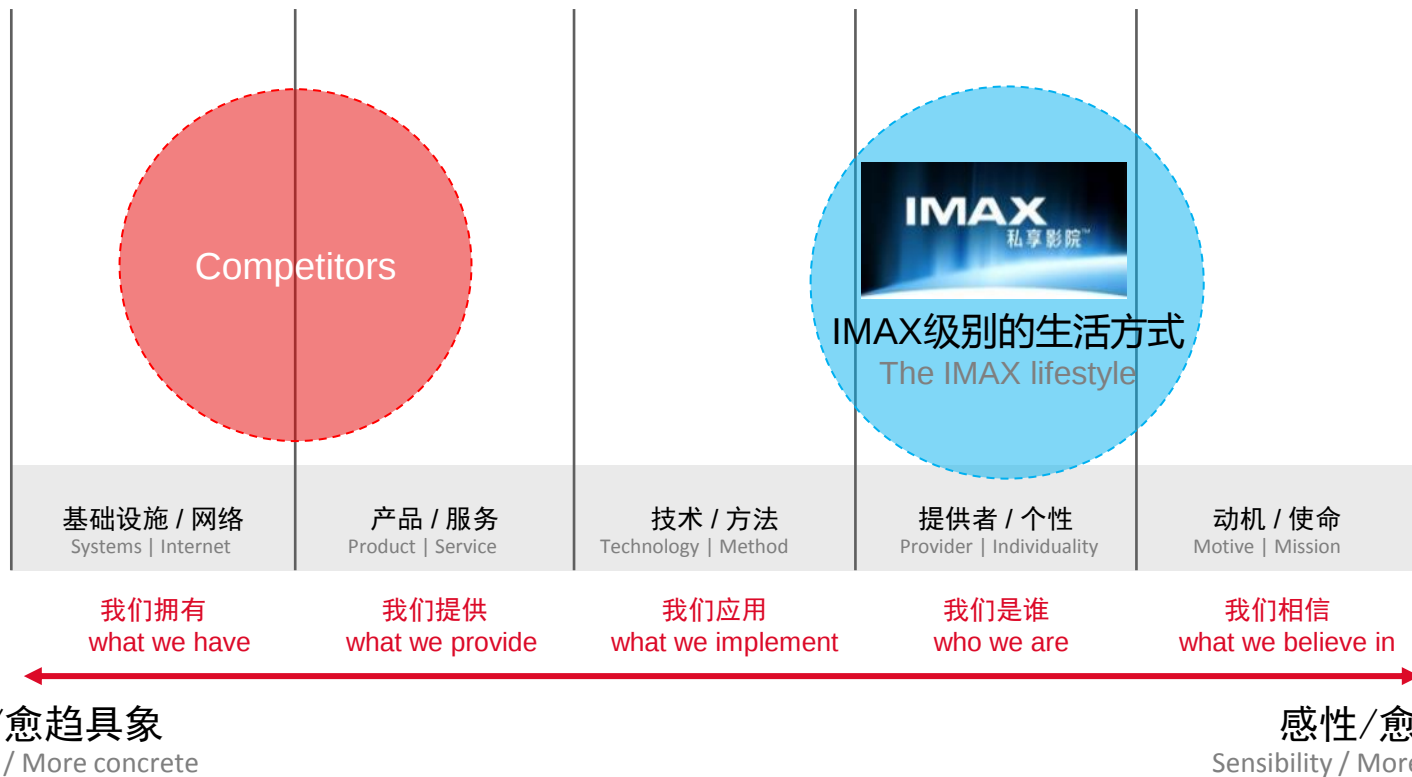
IMAX Private Theatre
传承IMAX数十载的顶级影像经验
重新定义我们这个时代的终极娱乐体验

是梦幻，更是真实
是进化，更是颠覆
是创新科技的终极展现
是极致体验的完美定义

IMAX Private Theatre
创见无限视界

IMAX Private Theatre

创见无限视界



Thank you !