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immédia!

MANAGEMENT DE TRANSITION depuis 1995

imm!



L'externalisation du management dans l'Industrie du Luxe
Le levier de votre transformation - Paris, le 16 juin 2017

Le Luxe en transformation

- Pourquoi les marques de luxe doivent elles évoluer?
- Quel type d'évolution et quelles orientations pourrait on valider rapidement?
- Est-ce une évolution ou une révolution?

Le classicisme des « business models »

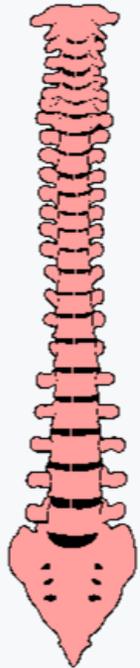
Luxe et Mode, des mondes proches et différents:

- La mode « au sens large et non pas au sens du Luxe » a des « **best-sellers** »,
- Le luxe a des « **long-sellers** », des produits dont les clients rêvent pendant des années, parfois des décennies, avant de les acheter.

La typicité des « business model »

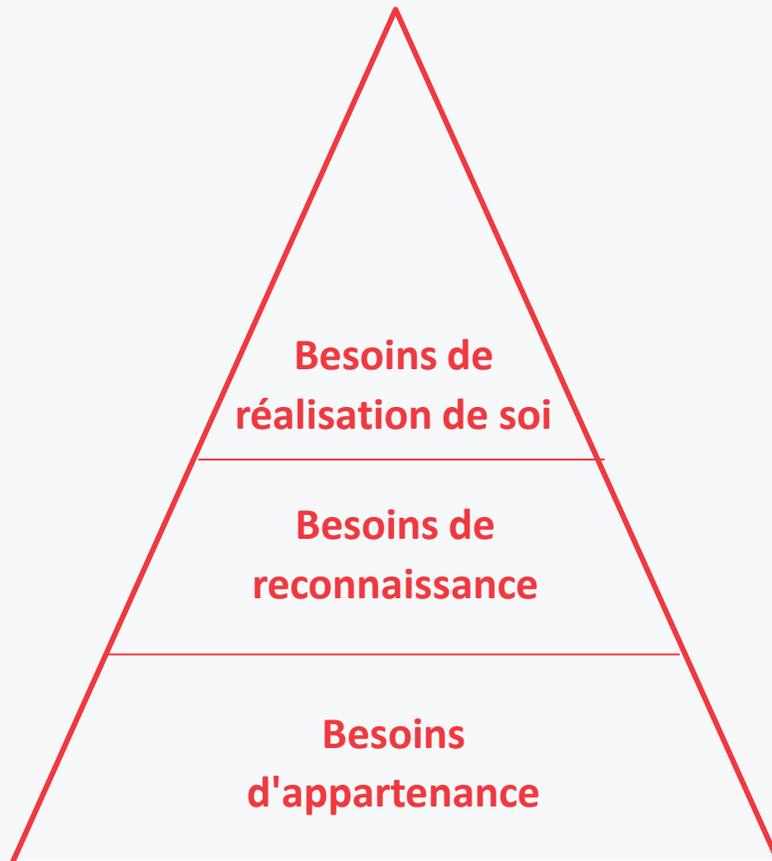
- Les marques de Luxes sont majoritairement des marques qui contrôlent la chaîne de valeur du produit (et du Luxe) et sa distribution
- Les marques sont également généralement **retail (boutiques en propre ou directly operated store) et non pas wholesale (boutiques multi marques ou multi brand store)**

La colonne vertébrale du business model et les vertèbres... du business model



Les marques de Luxe doivent préserver leur ADN et leur valeur ajoutée. Continuer à avoir cette colonne vertébrale qui est leur guide sous peine de voir cette croissance se retourner contre elle et n'être qu'éphémère, et ne pas considérer que les vertèbres puissent se substituer à la colonne vertébrale de Marque.

Détour par la pyramide de Maslow



- Chaque consommateur dans chaque pays est à un certain stade de la pyramide
- Le temps et la maturité du consommateur pour le passage d'une catégorie à une autre est un Key-point

Le Luxe doit parler à tout le monde... oui mais

« Les grands groupes habitués à gérer la relation-client dans un circuit unique sont entrés avec retard dans le monde du digital »

Penser que les marchés ou les concurrents n'évoluent pas rapidement est une erreur!

- Tout est dans le *produit* et ma *valeur de marque*.
- Mon V.I.P est le meilleur, dure dans le temps et n'a pas besoin d'évoluer :
 - Valeur: Ce que viennent chercher les clients chez moi, se sont les produits et la qualité liée à mon image de marque.
 - Imitation: Mon modèle économique/Produit/Brevet, etc... est inimitable et me permet de ne rien changer sur le long terme.
 - Périmètre: L'ensemble de mes ressources sont parfaitement allouées (organisation/Produits/Marchés).
- Mes marges sont bonnes et même si elles baissent un peu, elles restent confortables et me permettent de voir venir.

Le digital et le luxe

« gardons à l'esprit que 80% de ce qui est dit sur une marque, ne l'est plus par la marque »



10

Vidéo BCG
Boston Consulting Group 

Modèles pour le tourisme (hôtellerie)

Trois familles de cannibales valables pour l'ensemble des secteurs et métiers



Le même métier autrement

1. Core-Business



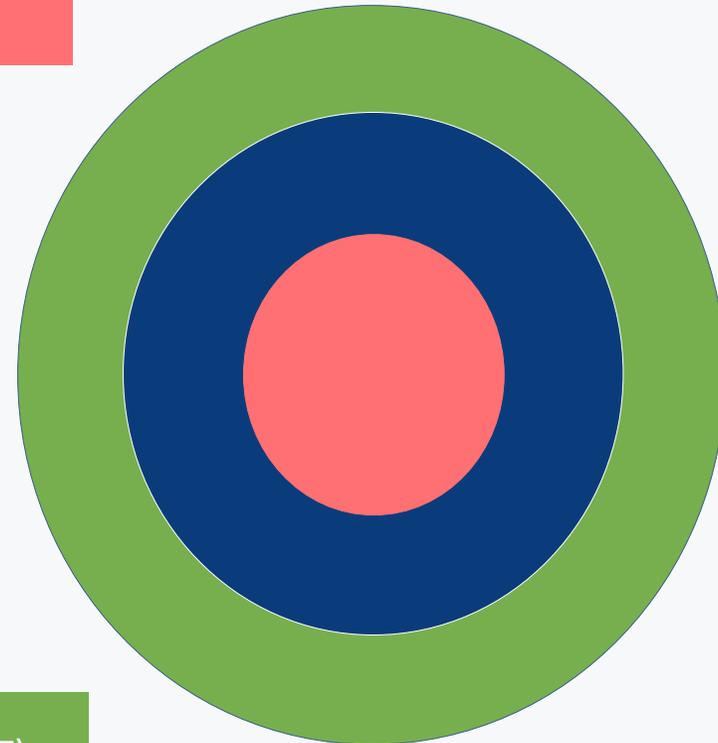
La relation

2. Intermédiation



Usage nouveau

3. Over the top (OTT)



Intégrer le digital dans sa stratégie de marque : une pensée sans silo et une sagesse digitale

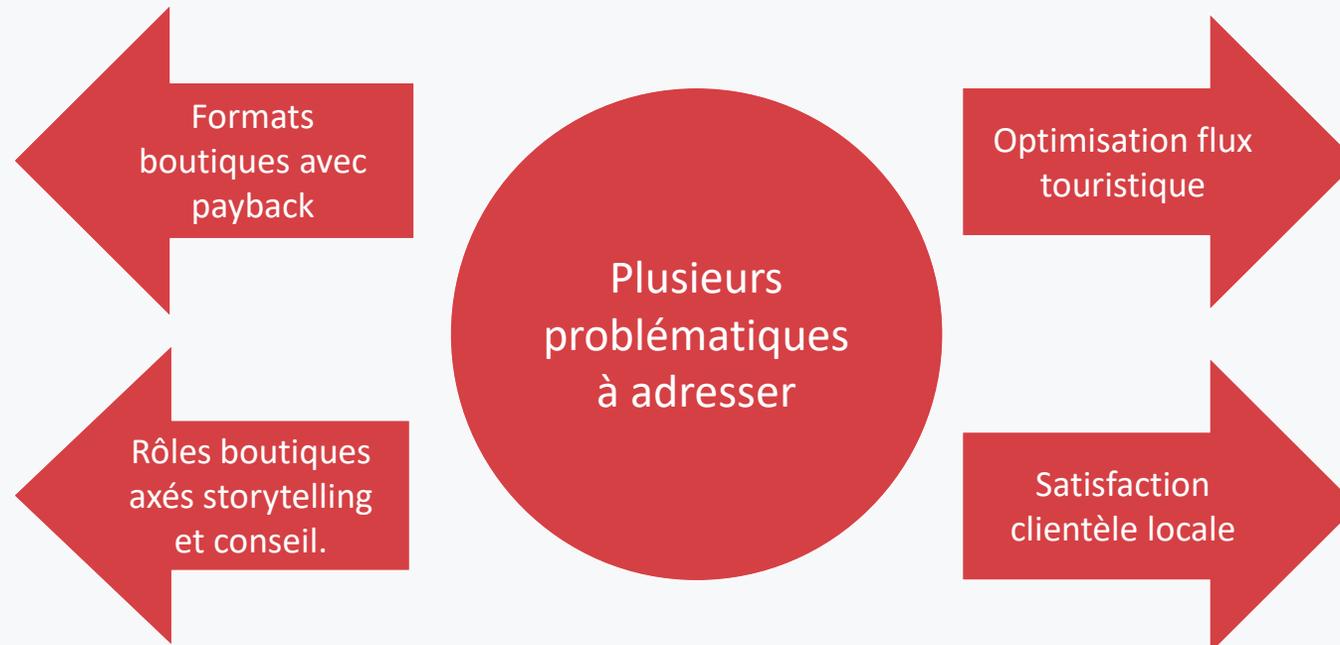
- *Le rapport consommateur / marque plus équilibré*
- *Les consommateurs plus forts ensemble*
- *Des attentes qui ont fortement évolué chez les nouvelles générations : Jouissance VS Possession*

Avoir sa stratégie et son indépendance « digitale », avec un prérequis

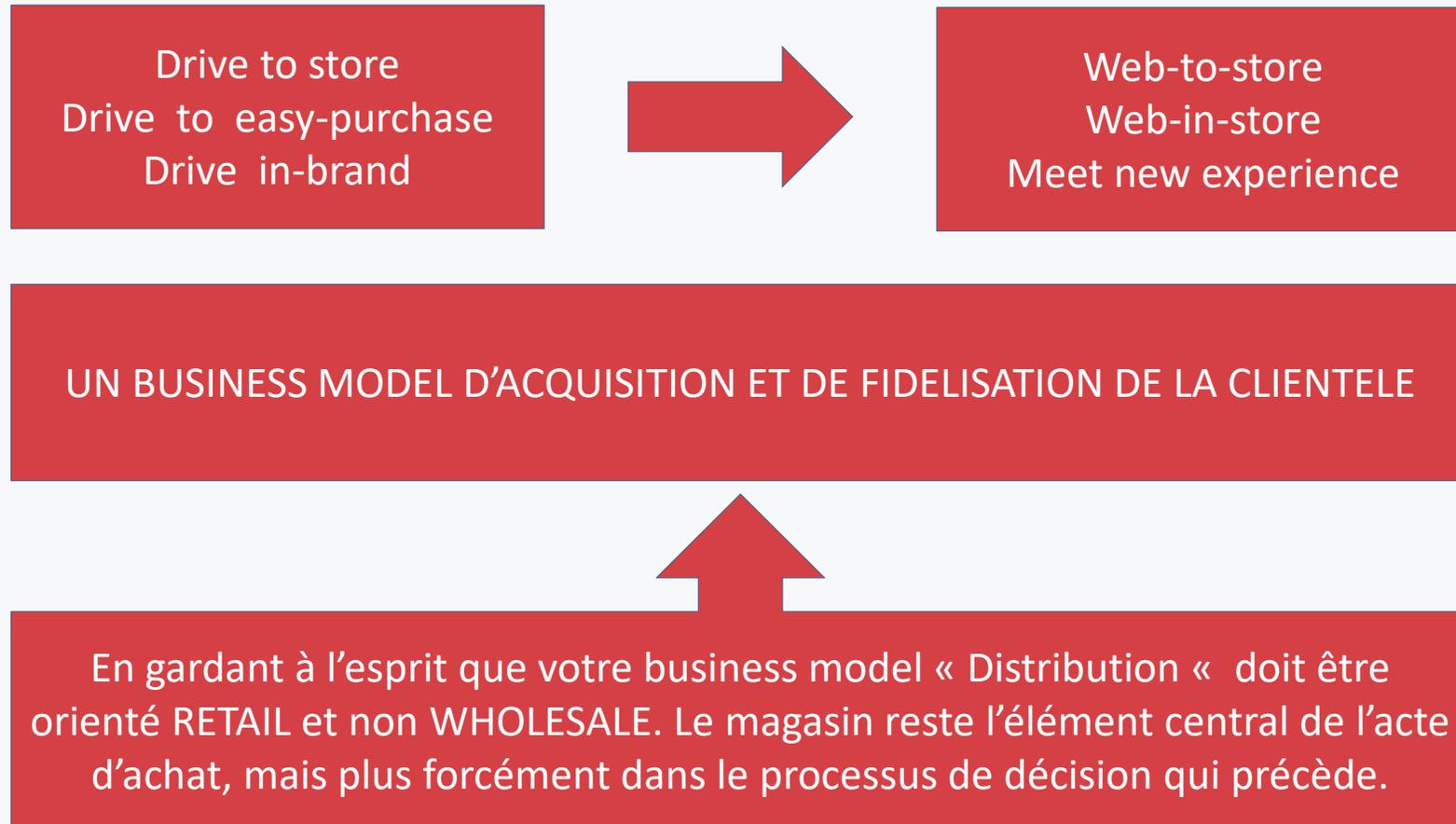
« ne plus ignorer qu'internet est le premier outil d'information du Luxe et le traiter comme un média d'information #d'échange #de confiance #d'image »

Enjeux complexes, nombreux où le digital doit jouer un rôle de facilitateur

Le digital n'est pas le seul enjeu. Il est intimement lié aux enjeux de la mondialisation, des marques et à la maturité grandissante des marchés émergents.



L'avenir « consumer centric spirit » le digital un des principaux outils et enjeux



Ne pas évoluer revient à reculer

- La question était : Les marques doivent elles évoluer?
- La réponse est oui, bien entendu!

*Le Luxe est et sera en perpétuelle évolution : les pays émergents #Les nouvelles technologies #Les nouvelles attentes et exigences #Le transfert de modernité du Luxe.
Les marques doivent évoluer car le Luxe est en perpétuelle évolution.*

Une évolution qui prend en compte les facteurs clés du modèle économique, de la marque et de son cœur de métier, mais également le client et l'évolution de son comportement .



Un cycle non figé du produit vers l'association produit/usage un mouvement permanent en évolution rapide



Une évolution qui devient une petite révolution

Les marque de Luxe sont amenées à faire des choix dont un des premiers est de simplifier les organisations :

1. *Le cœur de business (colonne vertébrale et ADN)* avec une consolidation des piliers forts, un diagnostic et un traitement des signaux faibles pour libérer de l'espace et des investissements pour du « new business » ou des territoires de conquête.
2. *Les projets connexes produits/expérientiel/serviciel* qui correspondent aux attentes des clients qui évoluent et dont les habitudes d'achat évoluent.

Pas de structure en silo, mais des équipes identiques sur des projets avec un coordinateur et chef de projet.

Soyons vigilants, proactifs et surtout prêts à changer nos habitudes

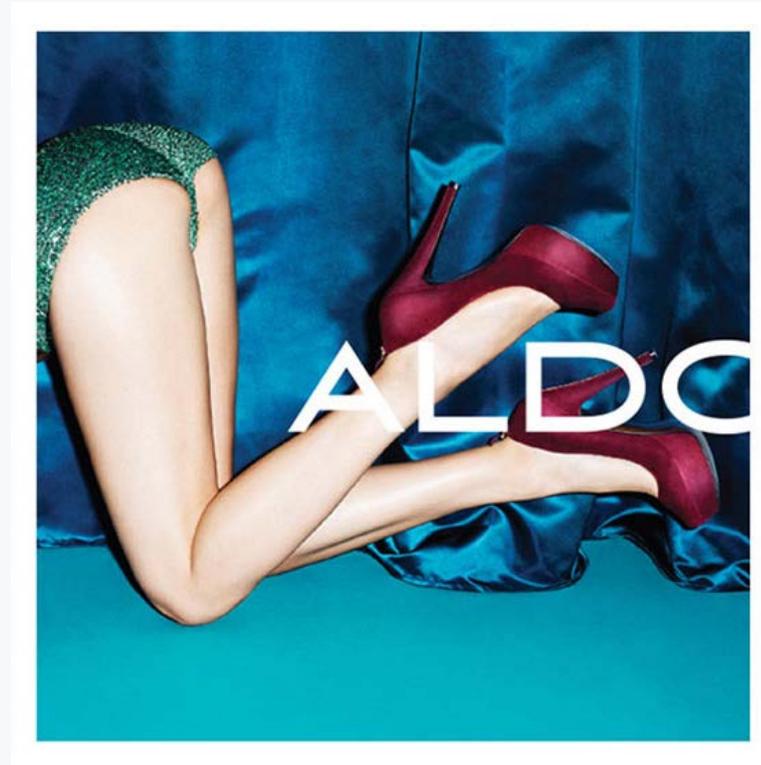
- Partager avec vous la simple idée que les problématiques sont très souvent connues, mais que les solutions ne sont pas forcément faciles à engager.
- Que les solutions existent, qu'elles sont parfois en externe, et qu'il est plus simple de faire intervenir un « manager de transition » dans des organisations parfois compliquées.
- Que la vraie question est de savoir si nous devons raisonner en termes de métiers ou en termes d'univers. Le Luxe est un univers avant d'être un métier ou une expertise.



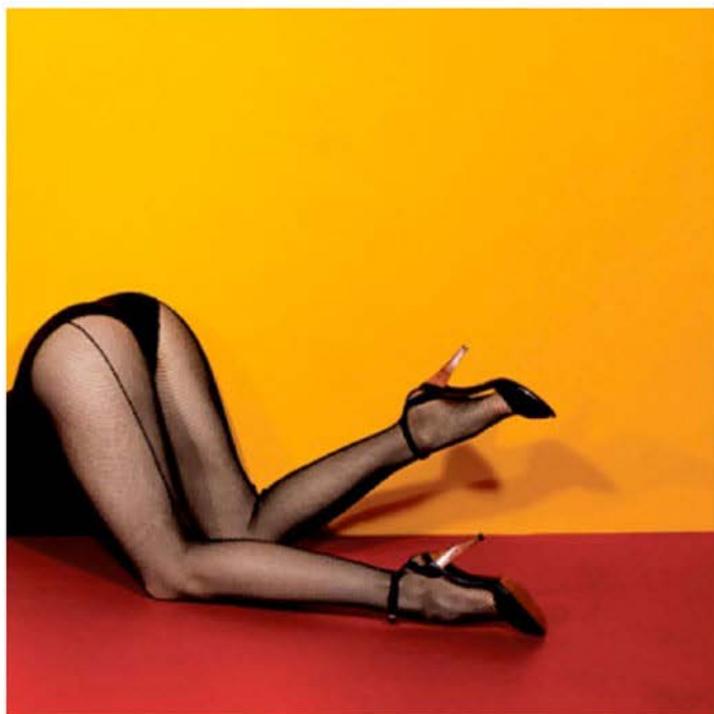
Marketing : le retard

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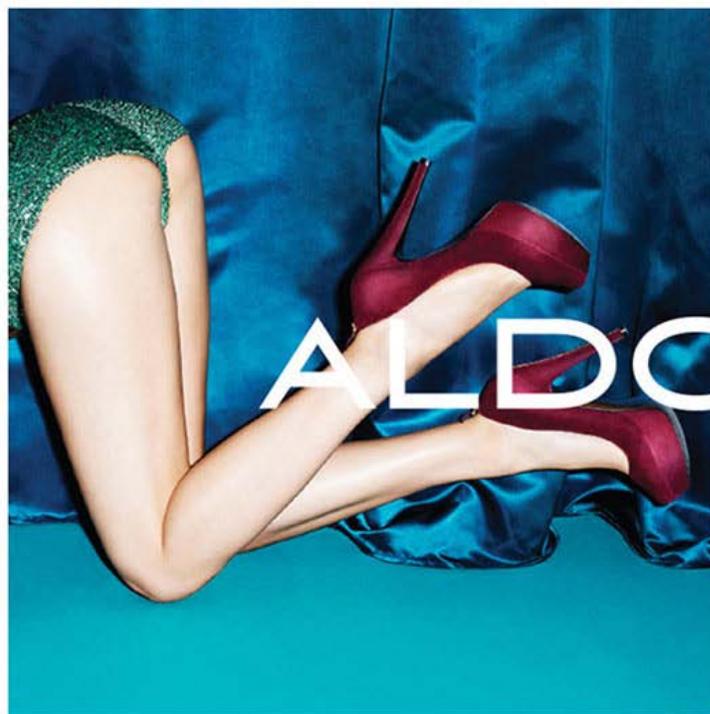
21



1979



2012



c. 1967



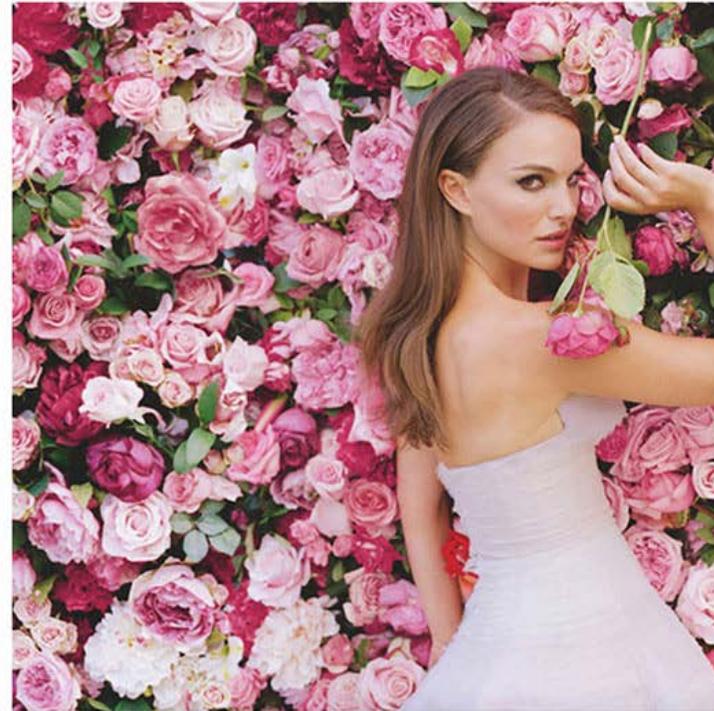
2010



1955



2013



1975



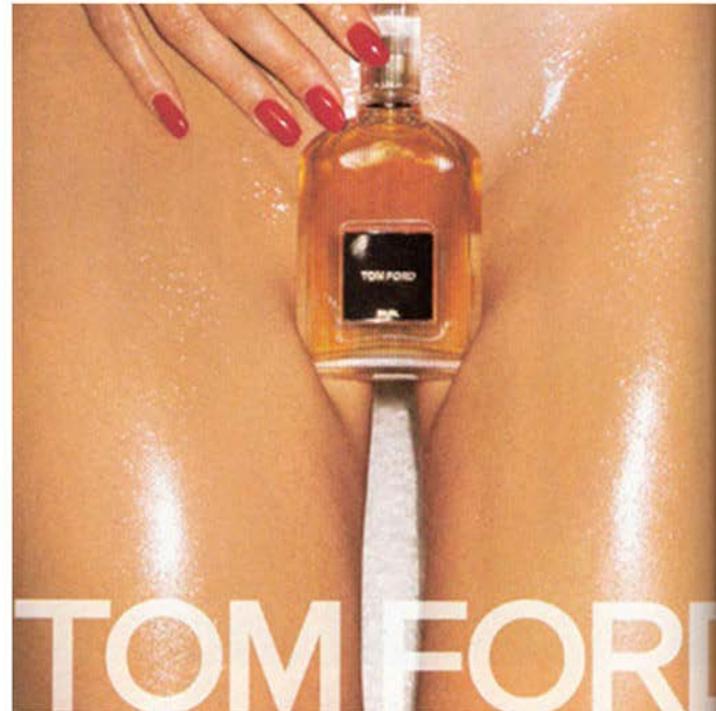
2013



c. 1970



2007





Louboutin 2010s



Charles Jourdan 1970s

If you were flying the Concorde tomorrow



you'd wear a Rolex.

One essential piece of equipment in Pan Am's Concordes weighs nearly a quarter of a pound.

Which may seem a bit heavy for a watch.

But its Oyster case is carved from a solid block of hardened Swedish stainless steel (carved from 18 kt. gold it weighs even more). Inside its solid walls is a rotor self-winding officially certified chronometer. And outside, its big honest face tells the time in two time zones at once. And the date.

So much of the work is done by hand, it takes us more than a year to build a Rolex.

However, the Pan Am pilots who will fly the Concorde are rigorously demanding about the performance of their watch.

So if a Rolex weren't so heavy . . . it wouldn't fly.

The Rolex Pan Am pilots wear is the GMT-Master.
In 18 kt. gold with matching Jubilee bracelet \$1375.
In steel \$295.




ROLEX

 Rolex - Official Timepiece Pan American World Airways

Write for free colour catalog to ROLEX WATCH COMPANY OF CANADA LIMITED,
80 Richmond Street West, Toronto 1, Ontario.

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H E A R T O F F U S I O N


HUBLOT
GENEVE

KING POWER

NBA Champion, NBA Finals MVP, Olympic Gold Medalist, seven-time NBA All-Star and pioneering fundraiser for children's charities, Dwyane Wade joins forces with Hublot.




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Hublot TV on: www.hublot.com

HUBLOT



Big Bang Ferrari -Carbon Red Magic-
UNICO-Chronographenwerk mit
Säulenrad, 72 Stunden Gangreserve.
Vollständig von Hublot hergestellt.
Gehäuse aus Karbonfaser mit rotem
Glas und Zifferblatt aus Saphir.
Einfach austauschbares Armband aus
schwarzem Kautschuk und Leder.
Auf 1000 Exemplare limitierte Serie.


HUBLOT
BOUTIQUE BERLIN
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30



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Montre Speedy Louis Vuitton. Chronographe automatique.
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LOUIS VUITTON

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MAISON & BOUTIQUE 1800.086.DKNY



DKNY
TIME

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Notre expérience du Marketing du Luxe (Palaces, Pagani...) nous suggère que:

- le Marketing du Luxe évolue lentement
- il suit un chemin déjà parcouru par bien d'autres secteurs: automobile, hi-fi....:
 - du produit > à la marque > à l'expérience
 - du « montrer » > au communiquer /positionner
 - du "style" > au vrai concept, aux idées

Il est tiré par le haut - les vrais leaders -
et poussé par le bas - les challengers



50s-60s

SALES



60s-70s

PRODUCT
MKTG



70s-80s

BRANDS



80s-90s

CLIENT
SATISFACTION



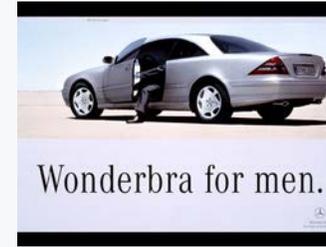
90s-00s

CLIENT
EXPERIENCE



10s

BRAND
EXPERIENCE



BRANDS

CLIENT SATISFACTION

CLIENT EXPERIENCE

BRAND EXPERIENCE

50s-60s

60s-70s

70s-80s

80s-90s

90s-00s

10s

SALES

PRODUCT MKTG

PRODUCT MKTG

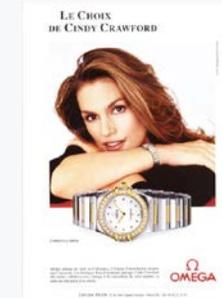
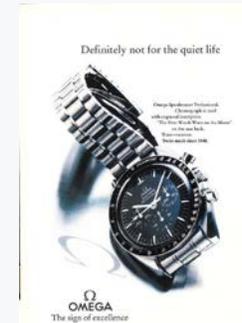
PRODUCT MKTG

PRODUCT MKTG

PRODUCT MKTG

PRODUCT MKTG

PRODUCT MKTG





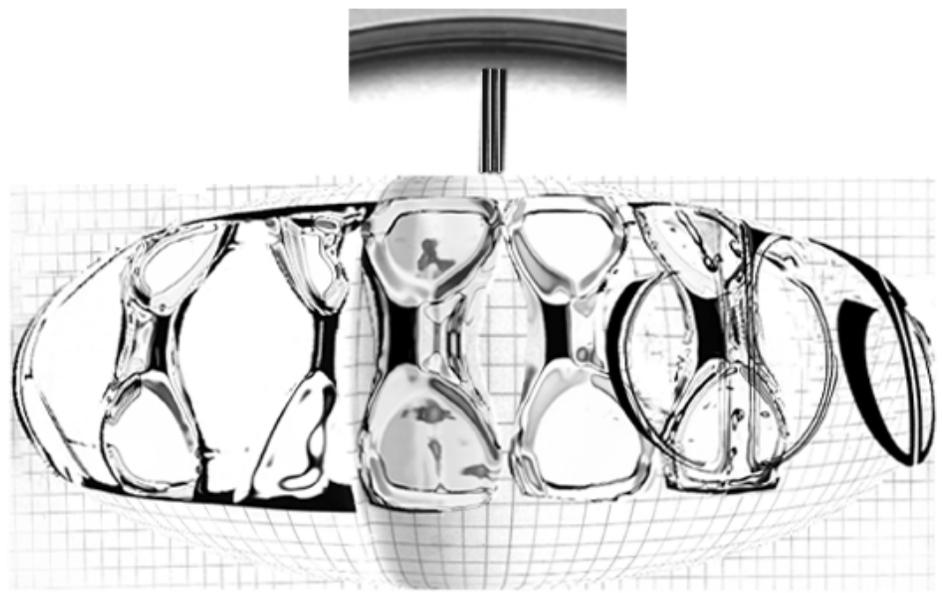
Retour sur le Web



En 1997: le WEB, Moi? Jamais!



Aller à : Infos connexes



TITAN
The new world watch

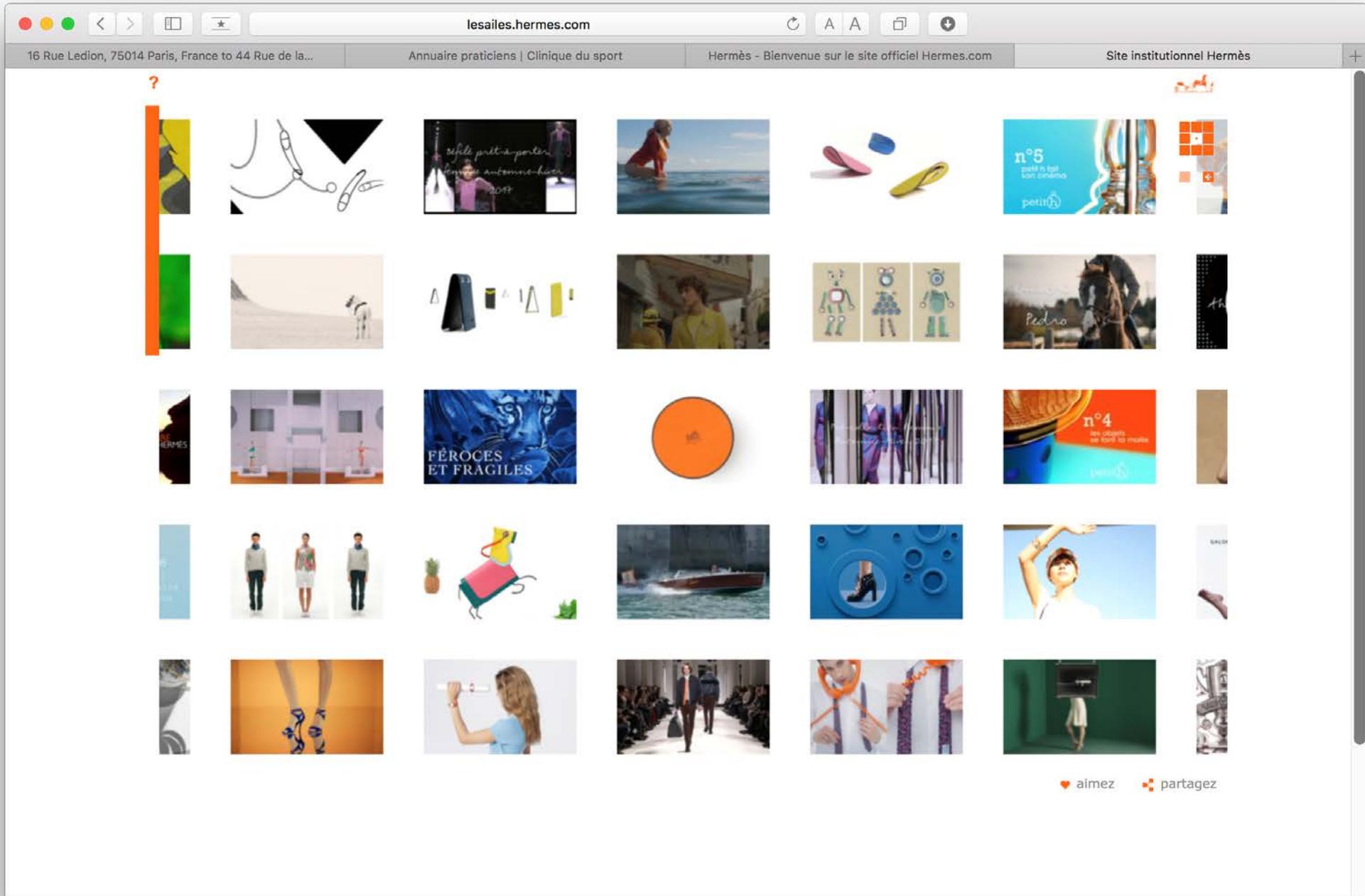
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37

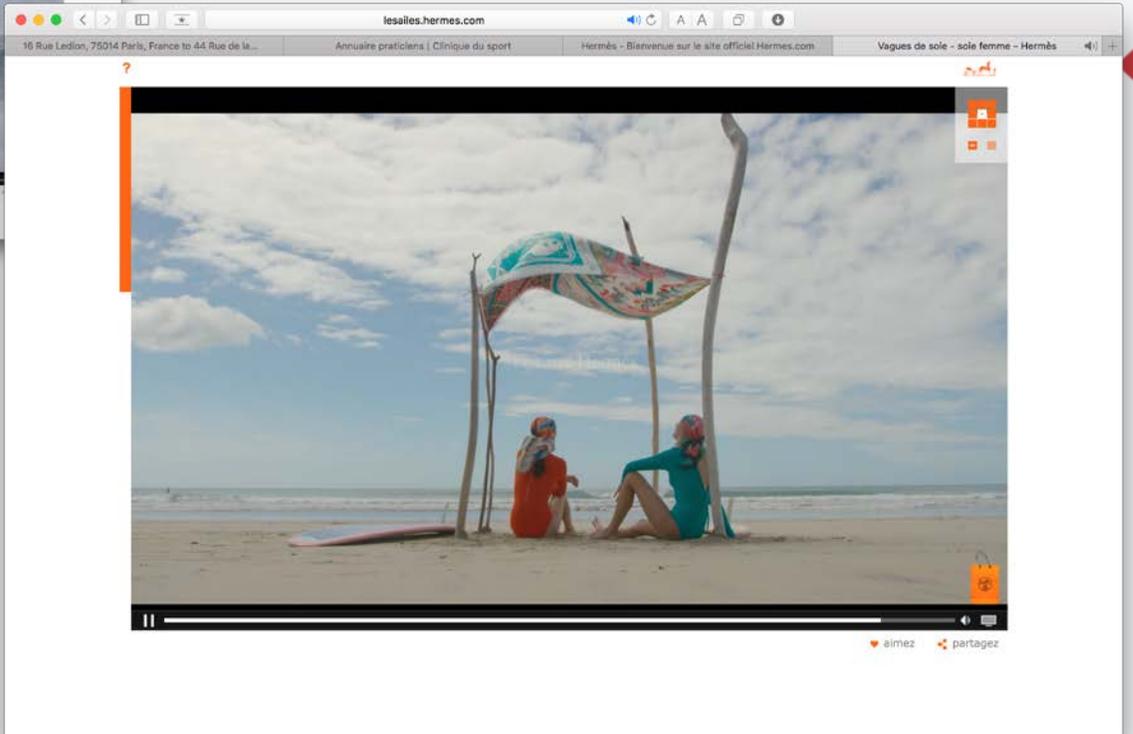
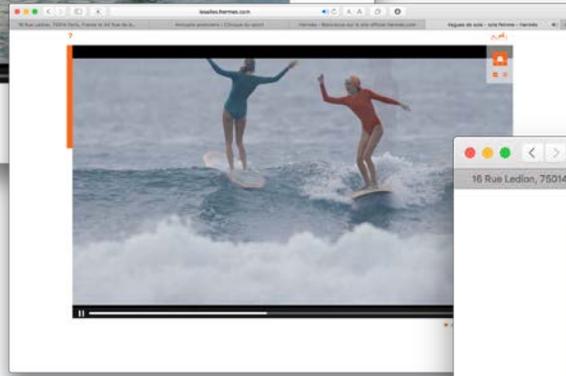
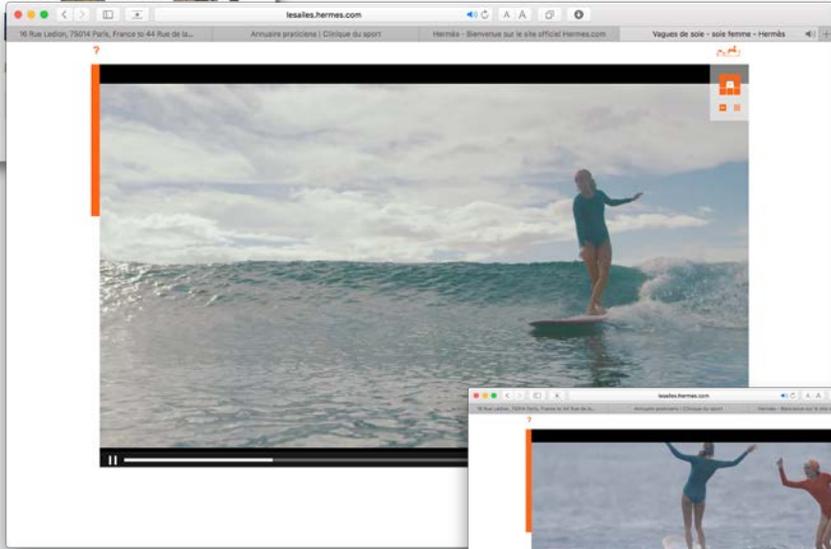
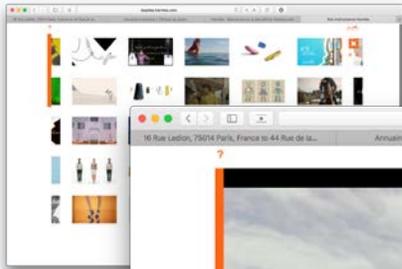
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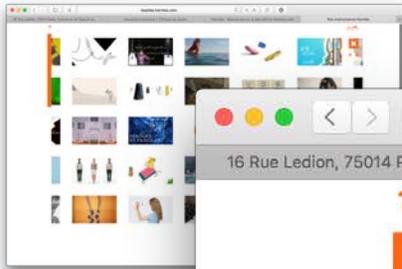
2017: un univers en expansion





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40



lesailles.hermes.com

16 Rue Ledion, 75014 Paris, France to 44 Rue de la... | Annuaire praticiens | Clinique du sport | Hermès - Bienvenue sur le site officiel Hermes.com | Hermès - Montre Faubourg Manchette

A large central image showing a close-up of a person's hand resting on a white plate filled with fresh fruit, including strawberries, raspberries, blueberries, and kiwi. The person is wearing a blue leather Hermès watch with a silver-tone case. The background is a solid purple color. The image is framed by a white border with a question mark icon in the top-left and a shopping bag icon in the bottom-right.

? 





♥ aimez  partagez

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41



Quid de la PUB

base : >50 festivals

"THE WATCH CHESSBOARD"

- [Super Bowl](#)
- [Effe France](#)
- [Eurobest](#)
- [Grand Prix de la Communication Exterieur](#)
- [Spikes Asia](#)
- [WWP Piran Idea](#)
- [AD STARS](#)
- [Roses Awards](#)
- [PIAF](#)
- [EACA Care Awards](#)
- [Cannes Lions](#)
- [Asia Pacific AdFest](#)
- [Ted](#)
- [Effe Awards](#)
- [European Car Advertising Film Festival](#)
- [Campagne Citoyenne](#)
- [Cristal Awards](#)
- [Animal Spot](#)
- [Epica Awards](#)
- [Young Guns](#)
- [London International Awards](#)
- [IPA Awards](#)
- [Golden Drum](#)
- [Loerie Awards](#)
- [World Luxury Award](#)
- [New York Festival](#)
- [Clio Awards](#)
- [One Show](#)
- [AdPrint](#)
- [Andy Awards](#)
- [Mena Cristal Awards](#)
- [British Arrows Awards](#)
- [Dubai Lynx](#)
- [IAA Responsibility Award](#)
- [OBIE Awards](#)
- [Grand Prix de la Publicité Presse Magazine](#)
- [Cannes Corporate Media & TV Awards](#)
- [ADC Awards](#)
- [D&AD Awards](#)
- [FAB Awards](#)
- [Golden Awards Of Montreux](#)
- [FIAP](#)
- [World Press Awards](#)
- [Golden Hammer](#)
- [The Cresta Awards](#)
- [The CUP Awards](#)
- [Wave Festival](#)
- [Cassies](#)
- [AICP Show](#)
- [IMC European Awards](#)
- [San Sebastian Advertising Festival](#)
- [International Automotive Advertising Awards](#)
- [Phenix UDA](#)
- [Ciclope – International Advertising Craft Festival](#)
- [Addy Awards](#)
- [Festival Europeen de la communication responsable](#)
- [International Freecard Awards](#)
- [Art Directors Annual Awards](#)



One Show 2012
Date: October 2012
Geo: New York, USA



AD STARS 2012
Date: August 2012
Geo: South Korea



AdPrint 2012
Date: June 2012
Geo: Bucharest, Romania



FAB Awards 2012
Date: June 2012
Geo: London, United Kingdom



Clio Awards 2012
Date: May 2012
Geo: USA



PIAF 2012
Date: April 2012
Geo: Czech Republic



Geo: France

Grand Prix de la Publicite Presse Magazine 2011
Date: April 2012



The Loerie Awards 2012
Date: September 2012
Geo: Cape Town, South Africa



Spikes Asia 2012
Date: September 2012
Geo: Singapore



Cannes Lions 2012
Date: June 2012
Geo: Cannes, France



EACA Care Awards 2012
Date: June 2012
Geo: Europe



Golden Award of Montreux 2012
Date: June 2012
Geo: Montreux, Switzerland



ADC*E 2012
Date: June 2012
Geo: Europe



Roses Advertising Awards 2012
Date: June 2012
Geo: Glasgow, United Kingdom



New York Festival 2012
Date: May 2012
Geo: New York, USA



Andy Awards 2012
Date: April 2012
Geo: United States



Ciclope International Advertising Craft
Nov 5, 2012 - Nov 8, 2012



LIA 2012 London International Awards
Nov 12, 2012



World Luxury Award
Nov 16, 2012 - Nov 19, 2012



British Arrows Craft Awards
Nov 26, 2012



Eurobest
Nov 28, 2012 - Nov 30, 2012



Cristal Festival
Dec 12, 2012 - Dec 16, 2012



Epica Awards
Jan 25, 2013



AME Awards
Mar 14, 2013



ADC 92nd Annual Awards
Apr 2, 2013 - Apr 4, 2013



Golden Award of Montreux
Apr 22, 2013 - Apr 23, 2013



One Show Design
May 7, 2013



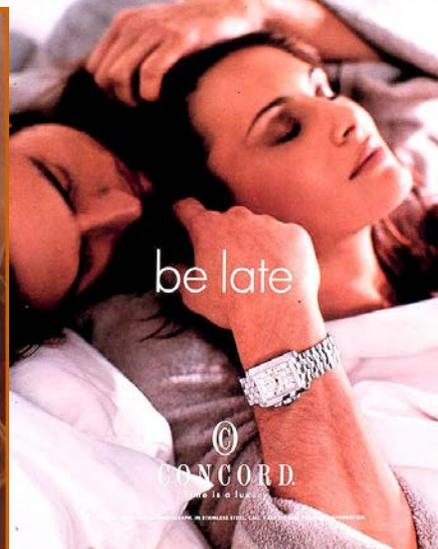
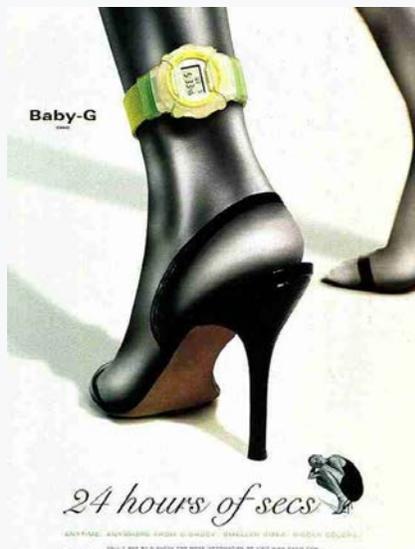
The One Show
May 8, 2013



One Show Interactive
May 11, 2013



échantillon : N=300 annonces Festivals + N=100 annonces courantes "THE WATCH CHESSBOARD"



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Les Horlogers du Luxe ne communiquent pas à la hauteur de leurs produits:

CERVEAU GAUCHE/ rationnel:

Message générique /très peu de vrais positionnements

« Achetez moi, je suis prestigieuse, parfaite... »

CERVEAU DROIT/ émotionnel:

Peu d'IDÉES, de vrais concepts créatifs

LA PLUPART DES ANNONCES HORLOGERES LUXE POURRAIENT ETRE UNE PAGE EDITORIALE:

< une montre, un logo >

“THE WATCH
CHESSBOARD”:
CONCLUSIONS

imm!



**PEU DE
MESSAGES**

**Qui se détache avec un
T.R.U.E. POSITIONNEMENT?**

Les leaders:

Patek Philippe : Le Patrimoine

Rolex : L'aventure

Longines: L'élégance ...

PATEK PHILIPPE
GENÈVE
Begin your own tradition.

Something truly precious holds its beauty forever.

Twenty-9 and Ref. 4910/10A, white gold ring
patek.com

PATEK PHILIPPE
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Begin your own tradition.

Something truly precious holds its beauty forever.

Annual Calendar Ref. 4930P
patek.com

PATEK PHILIPPE
GENÈVE
Begin your own tradition.

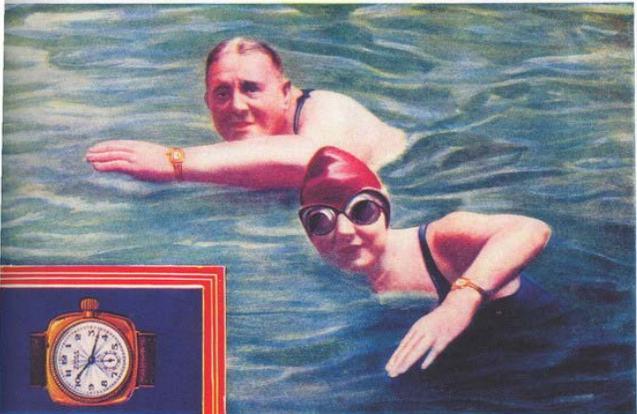
You never actually own a Patek Philippe. You merely look after it for the next generation.

Annual Calendar Ref. 5205G, Calatrava cufflinks
patek.com

PATEK PHILIPPE
GENÈVE
Begin your own tradition.

You never actually own a Patek Philippe. You merely look after it for the next generation.

Nautilus Ref. 5712/1A, Nautilus cufflinks
patek.com



THE MOST ACCURATE WRIST WATCH IN THE WORLD MADE WATERPROOF

IN TWO SIZES FOR MEN AND WOMEN
Silver £ 5 . 15 . 0
9 Ct. £ 10 . 10 . 0
18 Ct. £ 15 . 15 . 0

Luminous Dial 5 1/2 extra
17 World's awards for accuracy at Kew (England), Geneva, and Neuchâtel Observatories.
The "Oyster" is made waterproof by a patented construction (not rubber gaskets). To avoid disappointment insist upon the genuine Rolex "Oyster" with the name "Rolex" on dial and movement.
Stocked by leading Jewellers throughout the British Empire.

JABEZ WOLFFE TIMING MISS 'MICKY' WEST FOR FORTHCOMING ATTEMPT ON CHANNEL RECORDS.

Jabez Wolffe the famous Swimmer and trainer of Channel aspirants says "The Rolex 'Oyster' is the only watch I have known that would withstand the severe conditions experienced during long swims. In training when precise timing is so important I can always rely on my 'Oyster.' The water or the sand and salt air do not affect it in the slightest, and it can be worn for hours without the slightest sign of trouble. Miss West and I frequently spend long periods in the sea during training, and the 'Oyster' always goes in with us."

WATERPROOF, SANDPROOF AND DUSTPROOF
The famous Rolex movement contained in the 'Oyster' Wrist Watch has been awarded 25 Observatory awards for accuracy. No other wrist watch has achieved such distinction.

THE ROLEX 'OYSTER' WRIST WATCH

THE ROLEX WATCH CO. LTD. GENEVA & LONDON.

ON MAY 29TH, 1953, the British Everest Expedition, led by Brigadier Sir John Hunt, finally reached the summit of Mount Everest. Rolex Oyster Perpetual watches were supplied to the expedition. Sir John pays this tribute to Rolex.

The Rolex Oyster Perpetual watches, with which members of the British team were equipped, again proved their dependability on Everest. We were delighted that they kept such accurate time. This ensured that synchronisation of time between the members of the team was maintained throughout.

And the Oyster case lived up to its reputation, gained in many previous expeditions, for protecting the movement. Our Rolex Oysters were completely waterproof, uninfluenced by immersion in snow, and withstood the extreme change of temperature from the warm humidity of the foothills to the great cold at the high camp.

Last, but not least, the Perpetual self-winding mechanism relieved the team from the trouble of winding their watches. At heights of over twenty-five thousand feet this is really necessary, because the wind slows up and such details as winding watches can be forgotten. There was no need either to slip off warm gloves to attend to this detail.

As I have emphasized before, this expedition was built on the experience and achievement of others. Rolex Oyster watches have accompanied many previous pioneering expeditions. They performed splendidly, and we have indeed come to look upon Rolex Oysters as an important part of high climbing equipment."

John Hunt

17th June, 1953
Khatmandu.



In 1953, two of the Rolex Oyster Perpetuals were worn by the two mountaineers who reached the summit of Everest. The watch which accompanied the expedition was the Rolex Oyster Perpetual. It is a watch which has proved its dependability in the most extreme conditions. It is a watch which has proved its dependability in the most extreme conditions. It is a watch which has proved its dependability in the most extreme conditions.

The watchmakers' strict and constant control keeps the Rolex Oyster Perpetual fully compensated. The watch is so accurate that it can be used as a standard of time. This accuracy is due to the watchmakers' strict and constant control.

ROLEX

A landmark in the history of Time measurement

THE ROLEX WATCH COMPANY LIMITED (INC. WILSDORF, GÖTTINGEN, BERLIN, U.S.A.) GREEN STREET, MAYFAIR, LONDON, W.1

When Comex divers go down to 2000 feet, only one watch is good enough to dive with them.



"The Rolex Sea-Dweller alone is able to give the exact time at this depth."

At the beginning of 1972, at Marseilles, two top Comex divers, M. Patrice Chertin and M. Robert Gauret, set up a world record, that is still standing today, with a simulated dive of 2000 feet.

For 18 days, they lived under the extreme conditions leading up to this depth. For 18 days, their Rolex Sea-Dweller watches worked perfectly. As a direct result, Comex ruled that only Rolex diving watches and Chronometers were

to be used by their divers. So in the summer of 1974, when Alain Jourde and Claude Boardier repeated the 2000 foot dive, they automatically wore Rolex watches.

At 2000 feet, the atmosphere consists of a gas mixture containing a high percentage of helium. For any other watch, helium can create serious problems.

First, helium can penetrate even an Oyster case, so that the pressure inside the watch becomes the same as in the diving habitat.

Then on surfacing, the gas is unable to escape quickly enough, as the pressure outside the watch decreases, the pressure inside may cause it to explode.

The Sea-Dweller, however, is fitted with a patented helium valve which allows the gas to escape rapidly during decompression.

The Rolex Sea-Dweller is a remarkable watch. Yet apart from this patented valve, and a specially strengthened case, it is made in exactly the same way as every other Rolex Oyster.

The Oyster case is carved out of a solid block of surgical stainless steel, making it completely seamless.

Inside is a hand-tuned, rotor self-winding Chronometer movement, called the Perpetual.

The Rolex winding crown is actually screwed down onto the case and then internally screwed, rather like a submarine hatch.

In all, a Rolex Oyster takes a year to make. A year it took the Comex divers just 18 days to appreciate.



You can tell by the men who wear them.



Patented. The Rolex Sea-Dweller (Chronometer). Available only as stainless steel with matching bracelet.

If you were working here tomorrow



you'd wear a Rolex.

It takes a special kind of stamina to spend prolonged lengths of time deep under water. Stamina in a watch, no less than in a man. So when Dr. Joseph B. MacInnis, the creator of Sublimar scientific experiment in Georgian Bay, goes down, the watch he depends on is a Rolex Submariner.

It's a big, tough watch.

Its classic Oyster case is carved out of a solid block of hardened Swedish stainless steel. Inside the solid pressure proof walls is a 26-jewel self-winding movement.

So painstakingly accurate is the workmanship that every Rolex Oyster takes more than a year to make. Dr. Joseph B. MacInnis and divers the world over think it's time well spent.

The Rolex Submariner, with matching bracelet, costs \$210.



ROLEX

Write for free catalog to ROLEX WATCH COMPANY OF CANADA, LIMITED, 80 Richmond Street West, Toronto 1, Ontario.

If you were flying the Concorde tomorrow



you'd wear a Rolex.

When the Concorde takes off on its experimental flights through the sound barrier, the watch on board will be Rolex.

Its Oyster case is carved out of a block of 18Kt. Gold or Swedish stainless steel. Inside these solid walls is a self-winding, officially certified 30-jewel Swiss chronometer. And outside, its face tells the date and the time in two time zones at once.

It took three years to build the first Concorde. And it takes over a year to build every Rolex Oyster Perpetual. Case like this spells precision—Pilot's pilots who will fly the Concorde could not afford to settle for less.

The Rolex these pilots wear is the GMT-Master Chronometer. In 18k gold with matching bracelet, \$1,125. In steel, \$555.



ROLEX

AMERICAN ROLEX WATCH CORPORATION, 880 FIFTH AVENUE, NEW YORK, N.Y. 10020. Also available in Canada. Write for free color catalog.

If you were looking for lost empires here tomorrow



you'd wear a Rolex

When a man's life depends on his watch, the chances are he wears a Rolex.

It's a big, tough, working watch.

The Oyster case is carved out of a solid block of hardened Swedish stainless steel or gold. And safe inside those solid walls is a 26-jewel self-winding officially certified Swiss chronometer.

Because so much of the work is done by hand it takes us more than a year to build a Rolex.

The men, who have been risking their lives diving for archaeological treasure in the "Lucifer" feel it was time well spent.

The Rolex they wear is the Submariner, individually tested and guaranteed to a depth of 660 feet, provided case, crown and crystal are intact. \$225.00 with matching bracelet.

*Manufactured in the United States of America. Rolex is a registered trademark of Rolex S.A. in Geneva, Switzerland, and in other countries. Pat. American World A.M.S.



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AMERICAN ROLEX WATCH CORPORATION, 880 FIFTH AVENUE, NEW YORK, N.Y. 10020. Also available in Canada. Write for free color catalog.

If you were racing a 12 meter here tomorrow



you'd wear a Rolex

When the gun sounds off Newport for the America's Cup, the best watch in the world will be on board.

It is a big, tough watch.

The Geneva-made Oyster case, for example, is carved out of a solid block of Swedish stainless steel. Inside its solid, pressure-proof walls is a self-winding 30-jewel date chronometer movement with accuracy certified by an official Swiss Institute for Chronometer Tests.

It takes more than a year to build the best watch in the world. The skippers of the America's Cup contenders feel it was time well spent.

The watch they and their helmsmen wear is the Rolex Date Submariner. It's guaranteed pressure-proof down to 660 feet.*

\$305 with matching bracelet. In 18 kt. gold \$1,215. Other Rolex Oyster Perpetual Chronometers—in steel, steel and gold, or gold—from \$187.50.

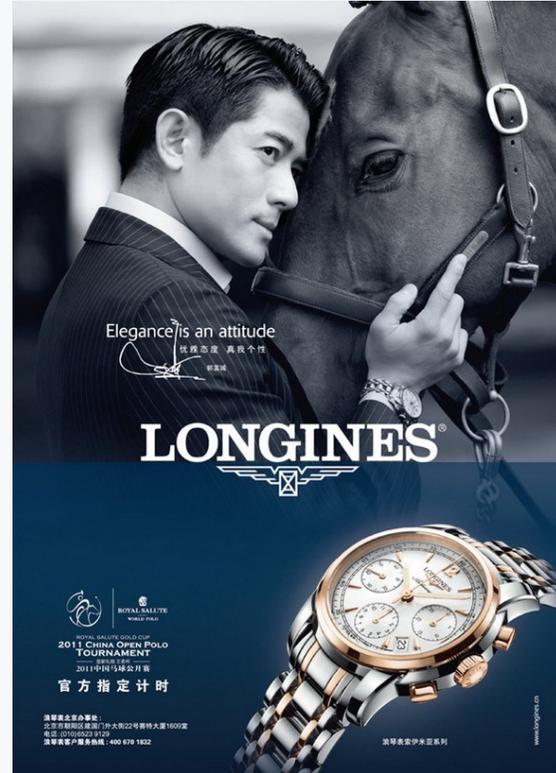
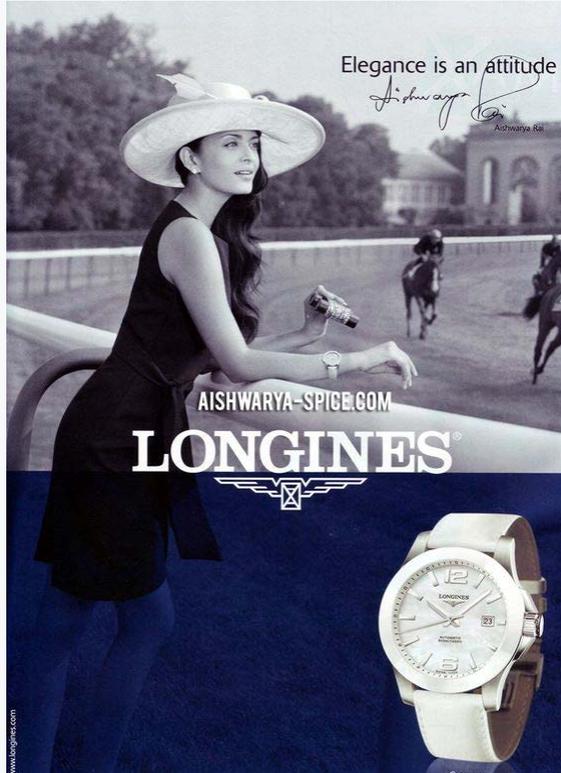
*Water case, crown and crystal are tested.



ROLEX

AMERICAN ROLEX WATCH CORPORATION, 880 FIFTH AVENUE, NEW YORK, N.Y. 10020. ALSO AVAILABLE IN CANADA. Write for our free 48-page illustrated booklet, "History of the America's Cup."





imm!



PEU D'IDÉES

Qui se détache avec une vraie IDÉE, et pas seulement une belle photo?

- Les "petites" marques, qui poussent par le bas, ne respectent pas les "règles" du secteur mais savent appliquer les règles du Marketing
- Les leaders qui mènent en Marketing, en créativité et en produits

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54

3.9mm. Ultraplano. Swiss made.

swatch SKIN



1877


TAGHeuer
SWISS MADE SINCE 1860

SUCCESS.
IT'S A
MIND
GAME.



2000 Chronograph

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55



Et alors?

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**Le LUXE a toujours rattrapé
son retard par des SAUTS EN
AVANCE**

Il est capable de le faire en
sautant directement à une

**EXPÉRIENCE DE MARQUE
TOTALE,**

**immersive,
sensorielle
et intellectuelle**

PEU D'IDÉES

imm!

58



CLIENT EXPERIENCE

BRAND EXPERIENCE

CLIENT SATISFACTION

BRANDS

50s-60s

60s-70s

70s-80s

80s-90s

90s-00s

10s

SALES

PRODUCT MKTG



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Une piste: VXp, l'expérience virtuelle de marque

- Cabine 1st Class, vrai fauteuil + dégustation
- Visite Château Margaux, prez œnologue + dégustation
- Visite Ateliers Hermès, usine Longines à St Imier

...

La réalité virtuelle?





Merci!

immédia!

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