

Universal Beijing Resort

Seasonal Event Testing & IP Research

A Strategic Partnership for Growth

FOR



MAY 2026

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GAME CHANGERS



Universal Beijing Resort: Strategic Research Partnership

Empowering decisions for growth.

Our Understanding of Project

- ✓ **Core Goal:** Drive visitation growth & optimize IP portfolio via data-driven insights
- ✓ **Strategic Pillars:** Seasonal Events, Audience Decoding, Dynamic IP Research
- ✓ **Key Challenges:** Diminishing appeal of traditional seasonal events; Unmet needs in Family Segments (0-6y vs 7-15y); Lack of unified IP performance metrics & tools; Risk of lagging behind local cultural trends

Integrated Solution

Seasonal Event Testing: Concept validation (Spring/Halloween/Winter/CNY) to maximize trip-driving power

Family Segment Dynamics: Journey mapping for kids 0-6y.o & 7-15y.o to unlock visitation potential

Halloween Localization: Co-creation workshops with AI capability for new experience formats

IP Dashboard & Simulator: MaxDiff + Interactive Tool for portfolio optimization & visualization

Semiannual Trend Report: Social listening + Optional Expert interviews for strategic foresight

Why Ipsos

- ✓ **Proprietary Frameworks:** Cultural Trinity, Trip-Driving Power Model, Advanced MaxDiff
- ✓ **Innovation Tech:** AI-Co-Creation for Concept Gen, Interactive IP Simulator Dashboard
- ✓ **Robust Execution:** Nationwide qualitative/quant capability, Big Data Panel
- ✓ **Proven Experience:** Dedicated team with 30+ UBR projects, deep industry expertise

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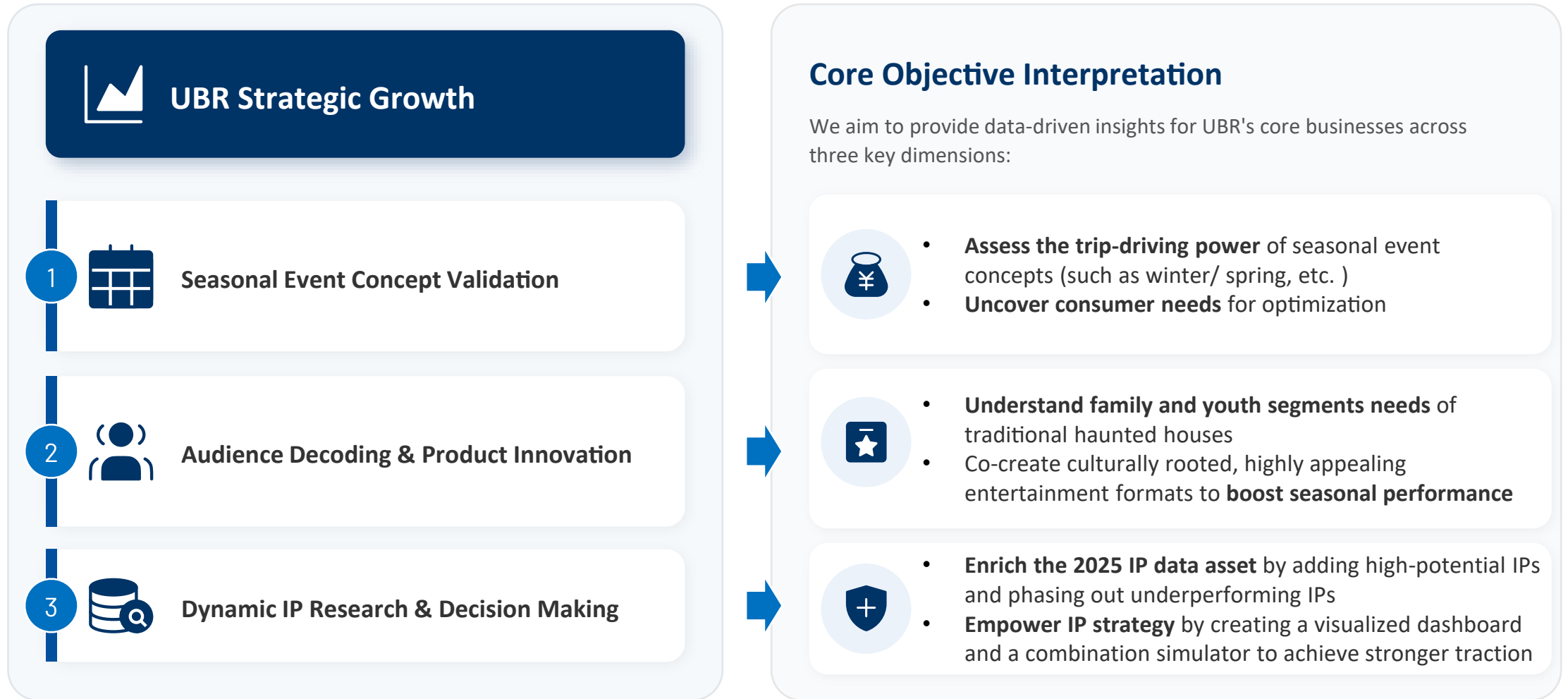
Why Ipsos

Our Capabilities & Experience

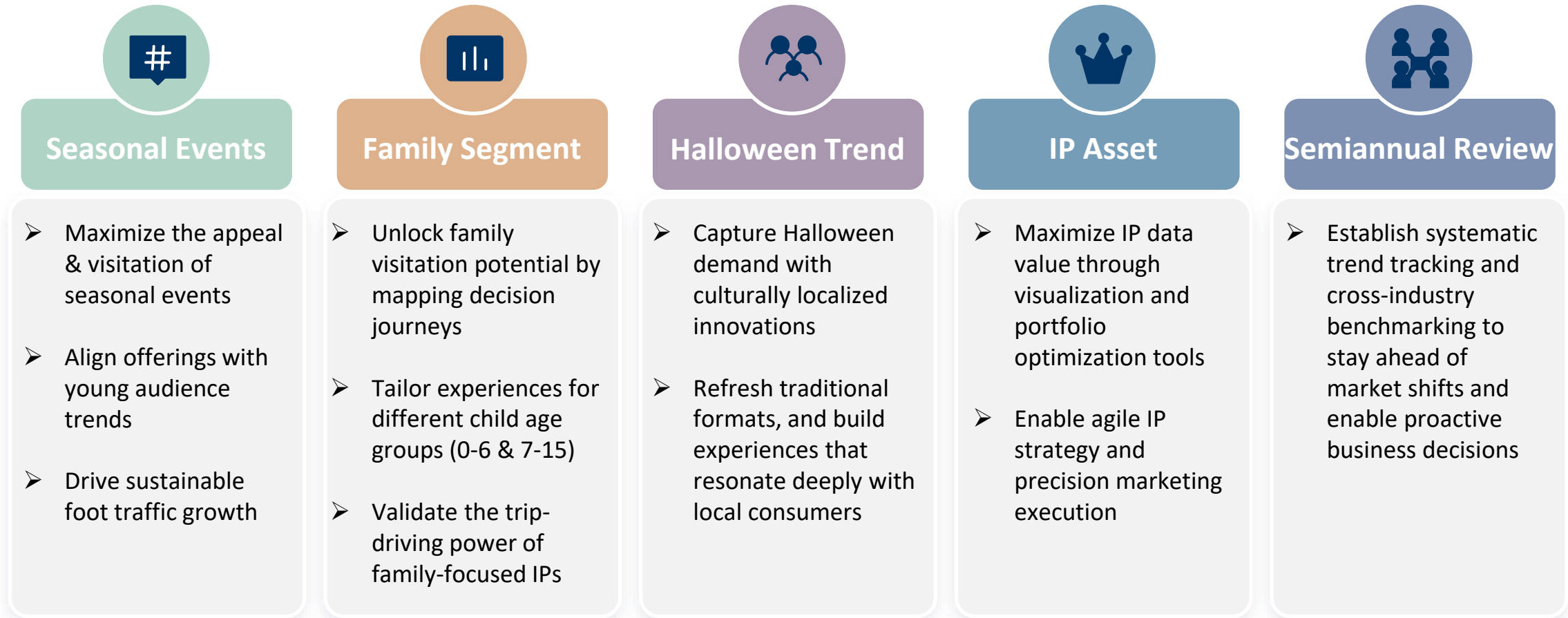
PROJECT UNDERSTANDING

01

Three Strategic Pillars Supporting UBR's Core Business Decisions



UBR's Core Business Questions to Address



IPSOS APPROACH

02

5 Key Modules

Based on the five core business challenges identified, Ipsos will structure its research services into five modules.



Module 1: Seasonal Event Testing

1. Deep dive into consumer **appeal and pain points** of the event concept
2. Evaluate its **market potential** and provide data-driven improvement recommendations



Module 2 : Family Segment Dynamics

1. Uncover the **decision journey and considerations** for families with children (0-6 & 7-15 years old),
2. Quantify **family segment profiles and key influencing factors** to boost brand conversion



Module 3: Halloween Localization

1. Diagnose consumer **fatigue with Halloween** and explore optimization opportunities
2. Quantify the **essential characteristics** of a localized Halloween experience



Module 4: IP Dashboard

1. **Consolidate the 2025 IP asset portfolio** and evaluate new IP additions
2. Build a dashboard to **visualize IP assets** and **deliver a simulator** to support IP portfolio optimization



Module 5: Semiannual Report

1. **Leverage social listening** to track local cultural, and consumption trends (e.g., “Dazi” companion culture)
2. **Leverage expert interviews** to identify market trends and long-term opportunities (optional)

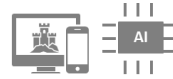
Ipsos Way of Working

IP ENGAGEMENT



Delve into **relationship** among IP and guest identity, community, festivals and brand. Find out **functional, emotional and social attributes** supported by **visual expression** and **successful elements**.

AI CO-CREATION



Turn narratives into prompts



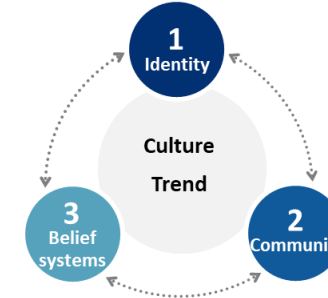
Generate images/videos instantly with AI (ChatGPT image 2, 即梦, etc.)



Review, refine, and iterate for better alignment.

In creative workshop, AI tech/tool will play key role in **generating, iterating and visualizing innovative theme park/Halloween idea/concept experience and format**.

CULTURE TRINITY



Culture is a **meaning system**. The Cultural Trinity helps us see the **hidden connections** in culture by means of **decoding individual identity, social communality and belief value**.

CONCEPT TRIP-DRIVING POWER



Trip driving power

Motivation to visit UBR due to the attractiveness of the events & creatives



UBR Brand fit

How creative design fits UBR brand

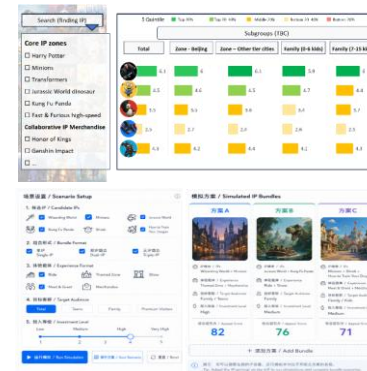


Uniqueness

How unique the creative ideas are among the competitive market

Leverage **multi-dimensional weighted evaluation** to calculate concept/creation appeal.

ADVANCED MAXDIFF FOR IP EVALUATION



Advanced MaxDiff Model with Consideration Set Design to reduce respondent bias caused by evaluating 90+ IPs.



Module 1: Seasonal Event Testing

**Driving Visitation
Through Data-Driven Concepts**

Key Business Questions



In this module, we will combine qualitative and quantitative research to explore consumer feedback on seasonal events and evaluate the market potential of corresponding concepts, enabling us to better drive visitation.

WHY

Diminishing appeal of traditional events

- Traditional seasonal events (e.g., CNY, Halloween) are facing diminishing marginal returns and format fatigue, with declining appeal to visitors.

WHAT

Unclear triggers/barriers to visitation

- There is a lack of precise understanding of consumers' travel triggers and barriers, making it unclear which creative elements truly act as trip-driving forces.
- Potential of seasonal event performance

HOW

Misalignment with young audience trends

- Insight into emerging cultural trends (e.g., ACGNM, horror culture) is insufficient, hindering the development of event concepts that resonate with young audiences while effectively driving park visits.
- How to communicate with them

Qualitative Research Coverage

01 Seasonal Event Context Understanding

- Perceptions and attitudes of CNY, Halloween, Christmas, Spring & Winter Event etc. 态度认知
- Cultural ritual and inheritance 仪式感 传承
- Preferred experience, behaviors & feelings 偏好
- Changes over the past few years and influencing factors of cultural experiences 变迁和因素
- Expectations for festival/event activities 期待

02 Leisure Travel Mindset & Pattern

- Festival leisure, entertainment preferences and travel behavior 休闲游玩方式
- Festival travel purposes, motivations, experiences, and consumer needs 游玩目的/动机/需求
- Travel occasion, timing and companion preference
- Travel planning habits and personalized preference 游玩计划 (个人/家庭)

03 Theme Park Trip Driving Triggers/Barriers Exploration

- Attitudes and perceptions of relevant event culture & theme parks 态度认知
- Factors driving trip decisions: seasonal events/products, consumer needs, triggers, and barriers 游玩决策影响因素
- Theme park trip experience, satisfaction and dissatisfaction points 游玩体验与感受

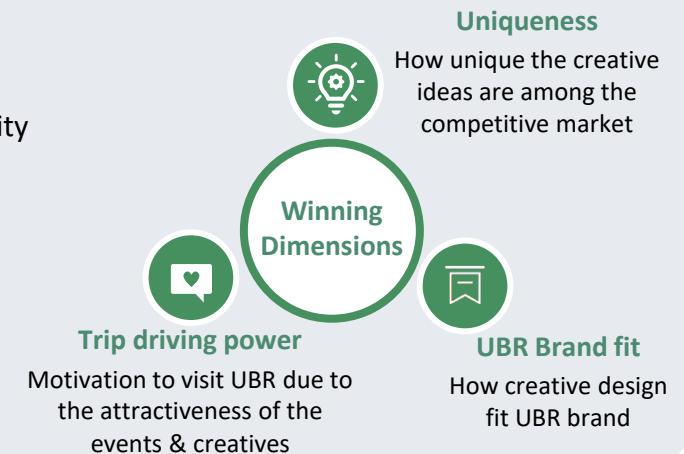
04 Popular IP Engagement (specially focus on ACGNM IPs)

- Relationship among IP and guest identity, peers/community, festivals and brand
- Functional, social and spiritual attributes of popular IPs 功能-精神/情感-社交属性
- Visual expression and communication elements of popular IPs & theme park IPs
- Expectations for festival IP & theme park IP images/characters



05 Concept/Creative Evaluation

- Overall likeness
- Understandability
- Relevance
- Uniqueness
- Brand fit
- Driving power
- Optimization



Qualitative Research Design - Spring Event Concept Test

Research method & Sample Size (per Y27 and Y28 wave)

Focus Group Discussion (n=6, 3 cities)

Offline, Collective Discussion
2 hours/group, 6 persons/group

City (TBC)	*Young Adults (18-30 y.o., unmarried)	*Family with Kids (31-45 y.o., married)
Beijing	G1	G2
T1 City	G1	G2
T1.5 City	G1	G2

**Young adults (G1) : good balance of young students and working adults*

**Family with kids (G2): good balance of kid aged 0-6 y.o and 7-15 y.o*

Online IDI (n=10, 3 cities)

Online, In-depth Discussion
1 on 1, 1.5 hr. per one

City (TBC)	*Young Students (18-22 y.o.)	*Young Working Adults (23-30 y.o.)	*Family with Kids (0-6 y.o.)	*Family with Kids (7-15 y.o.)
Beijing	IDI 1		IDI 2	
*T1 City	IDI 1	IDI 2	IDI 3	IDI 4
*T1.5 City	IDI 1	IDI 2	IDI 3	IDI 4

**Young segment has been divided into sub segments of young students and working adults*

**Family segment also has been divided into sub-segments of kid aged 0-6 y.o and 7-15 y.o*

**The cities selected for online IDI can differ from those chosen for offline FGD->more cities to be covered*

Guest Criteria:

- Mix of young adults and family with kids, aged 18-45 y.o., distributed according to quotas
- Mix of respondents from Local Beijing and Domestic China
- Mix of Potential and Existing UBR guests
 - Beijing Guest: 6 existing UBR guests who have visited UBR during specific seasons/events in the past 1 year
 - T1/T1.5 City Guest Mix: At least 3 existing UBR guests per group who have visited UBR during specific seasons/events in the past 1 year; the rest are potential UBR guests who have visited competitors' theme parks during specific seasons/events in the past 1 year
- Fans of the selected IPs

Qualitative Research Design - Halloween Event Concept Test

Research method & Sample Size (Y27 wave)

Focus Group Discussion (n=6, 3 cites)

Offline, Collective Discussion
2 hours/group, 6 persons/group

City (TBC)	*Young Adults (18-30 y.o., unmarried)	*Family with Kids (31-45 y.o., married)
Beijing	G1	G2
T1 City	G1	G2
T1.5 City	G1	G2

**Young adults (G1) : good balance of young students and working adults*
**Family with kids (G2): good balance of kid aged 0-6 y.o and 7-15 y.o*

Guest Criteria

- Mix of young adults and family with kids, aged 18-45 y.o., distributed according to quotas
- Mix of respondents from Local Beijing and Domestic China
- Mix of Potential and Existing UBR guests
 - Beijing Guest: 6 existing UBR guests who have visited UBR during specific seasons/events in the past 1 year
 - T1/T1.5 City Guest Mix: At least 3 existing UBR guests per group who have visited UBR during specific seasons/events in the past 1 year; the rest are potential UBR guests who have visited competitors' theme parks during specific seasons/events in the past 1 year
- Fans of the selected IPs



Qualitative Research Design - Winter/CNY Event Concept Test

Research method & Sample Size (per Y27 and/or Y28 wave)

Focus Group Discussion (n=4, 2 cites)

Offline, Collective Discussion
2 hours/group, 6 persons/group

City (TBC)	*Young Adults (18-30 y.o., unmarried)	*Family with Kids (31-45 y.o., married)
Beijing	G1	G2
T1/1.5 City	G1	G2

**Young adults (G1) : good balance of young students and working adults*
**Family with kids (G2): good balance of kid aged 0-6 y.o and 7-15 y.o*

Guest Criteria

- Mix of young adults and family with kids, aged 18-45 y.o., distributed according to quotas
- Mix of respondents from Local Beijing and Domestic China
- Mix of Potential and Existing UBR guests
 - Beijing Guest: 6 existing UBR guests who have visited UBR during specific seasons/events in the past 1 year
 - T1/T1.5 City Guest Mix: At least 3 existing UBR guests per group who have visited UBR during specific seasons/events in the past 1 year; the rest are potential UBR guests who have visited competitors' theme parks during specific seasons/events in the past 1 year
- Fans of the selected IPs



Research Design - City List For Reference

Key Tier 1 and Tier 1.5 cities in this research for reference:

		Tier 1	Tier 1.5
Greater Beijing		北京	天津
Domestic China	Beijing Neighboring	北京	郑州
			青岛
	Rest of China	上海	南京
		广州	杭州
		深圳	苏州
			武汉
	成都		
	重庆		
	西安		



Quantitative Research Design



Methodology: Pre-recruited offline interviews

- Offline interview via pre-invited
- 1 on 1 interview with Pad assistant (20 minutes)
- High confidentiality is assured during the interview



Consumer Criteria:

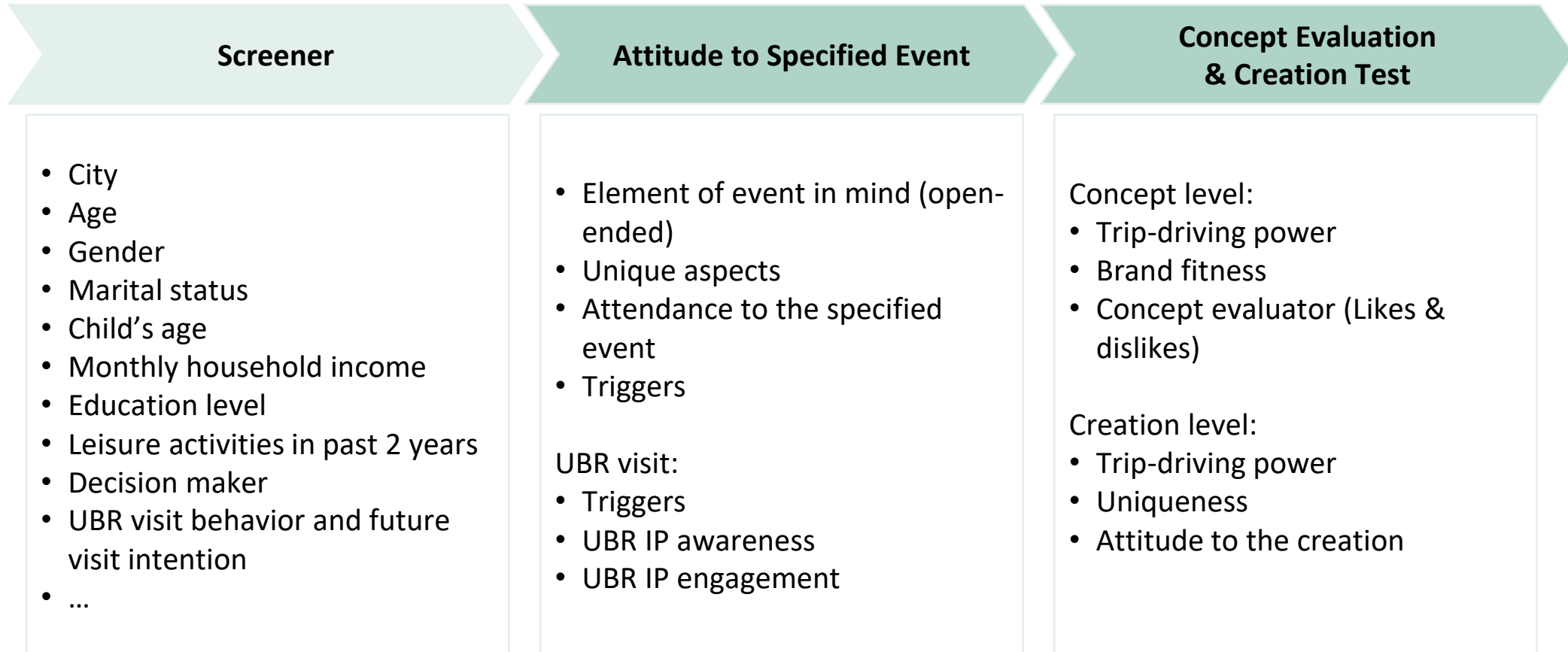
- Decision maker for leisure travel (incl. travel plan)
- Mix of young adults and family with kids, aged 18-45 y.o., distributed according to quotas.
- Mix of respondents from Local Beijing and Domestic China from tier1-2 cities.
- Mix of Potential and Existing UBR guests.
- Fans of the selected IPs.



Suggested Sample Distribution

Seasonal event concept	Y27 Spring Event	Y27 Halloween Event	Y27 Winter Holiday Event	Y28 Spring Event
Beijing	240	200	100	200
Other Tier1-2 cities	460	410	200	400
18-25 y.o.	250	220	110	220
26-30 y.o.	250	220	110	220
31-45 y.o.	200	170	80	160
Male	245	210	105	210
Female	455	400	195	390
Existing UBR User	315	275	135	270
Potential UBR User	385	335	165	330
Subtotal	700	610	300	600

Quantitative Question Coverage



Expected Outputs

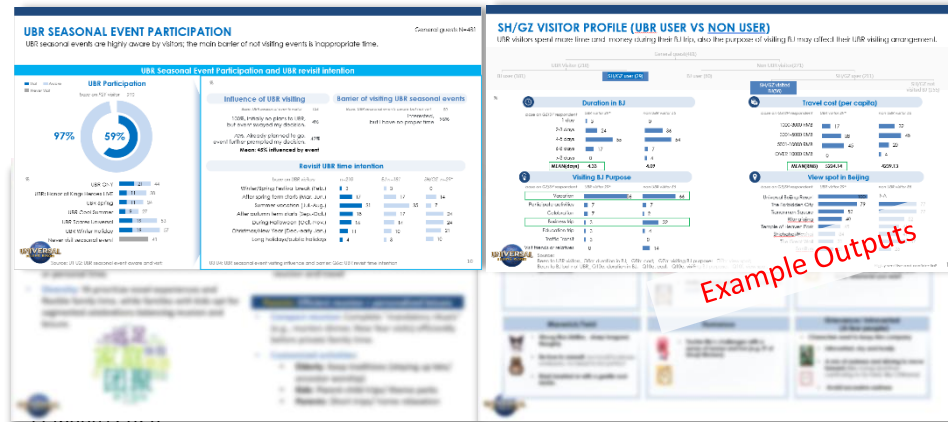
Concept KPI Performance



Incrementality Calculation - TURF



Attitude & Behavior Understanding



Take-Aways

- KPI performance on trip driving power, UBR brand fit, Uniqueness, Need fulfillment, overall liking etc.
- Detailed evaluation on concept or creatives description to understand where they likes and dislikes

- Mapping out the high appeal concept/creatives based on weighted KPI performance
- Calculate the incrementality of each concept/creatives to measure the contribution

- Based on U&A understand to gain their attitude & behavior for relative event or occasion
- Understand more than local resident, but also dated ticket purchaser, potential visitor, young generations, college students etc.



Module 2 : Family Segment Dynamics

Unlocking the Full Potential of
Family Travelers

Key Business Questions



In this module, we will also combine qualitative and quantitative research to explore consumer decision journey and identify their unmet needs.

Understand Journey

Unmapped family decision-making journeys

- Family travelers are a core revenue source, yet there is no systematic understanding of their decision-making journeys, budget allocation structures, and key conversion drop-off points

Understand Needs

Undifferentiated needs across child age groups

- The needs, preferences, and key decision influencers differ significantly among families with children of different age groups (0-6 vs. 7-15), but these differences are not clearly defined.

Understand Triggers

Unvalidated trip-driving power of family IPs

- The true "trip-driving power" of family-oriented IPs is unvalidated: it remains unclear whether they are genuine trip-drivers compelling visitation, or merely "nice-to-have" enhancements.

Qualitative Research Coverage

01 Family Segment Understanding

Family Dynamics & Leisure Preferences

Exploration

- Behaviors and attitudes towards leisure activities, family-friendly entertainment options, and consumption patterns
- Influence of children developmental stages (ages 0-6 vs. 7-15) in shaping family preferences for entertainment and activities

Family with Kids' Travel & Theme Park

Experience

- Travel patterns/periods/ frequency, preferred trip categories, destination, and group compositions
- Motivational factors, triggers & barriers, the role and impact of children's desires and needs
- Expectations and experiences

02 Family Journey Mapping

Pre-trip

Interest 兴趣

- Trip initiation: proactive plan vs passive exposure
主动关注/被动种草
- Attractive information and follow-up actions
- Triggers of being interested to explore

Explore 探索

- Trip planning channels preference and reasons
- Usefulness of information obtained and impact on ticketing decisions
- Information-seeking barriers

Purchase 购买

- Ticket channels preference and reasons
- Cross-channel price comparison behavior and decision tree
- Final channel & product choice and reasons

In-park

Attraction Experience 吃喝玩乐体验

- First impression and entry process experience
- In-park travel path and emotional curve
- Perceptions & attitudes of dining (food and drinks), attractions, entertainment, shows, and products at the park

Service Experience 服务体验

- Basic services 基础服务: staff attitude, responsiveness and professionalism etc.
- Family-friendly services 家庭友好式服务: stroller, nursing room, baby care and safety facilities

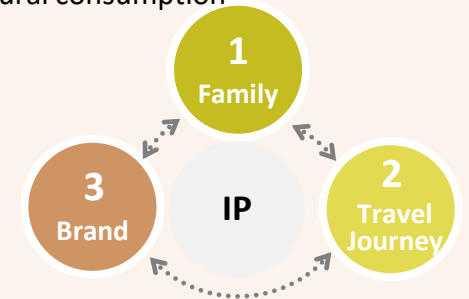
Post-visit

- Overall experience, satisfaction/dissatisfaction points
- Repurchase and revisit intention

03 IP Influence & Park Pull Power

Family-oriented IP

- Types, roles, needs & position of IP exposure in family life
- Premium-driving capability of family-oriented IPs
- Importance of IPs in family entertainment & cultural consumption



Theme Park Power

- Preference on theme park IPs
- Expectations for theme park IP images/characters/function etc.
- IP pull power in theme park context (core trip-driver vs nice-to-have enhancements)

Qualitative Research Design

Research method & Sample Size (Y27)

FGD is to fully understand the family with kid segment and get enough consumer insights for different segments (0-6 y.o and 7-15 y.o)

Focus Group Discussion (n=5, 3 cites)

Offline, Collective Discussion

2 hours/group, 6 persons/group

City (TBC)	*Family with Kids (0-6 y.o.)	*Family with Kids (7-15 y.o.)
Beijing	G1	G2
T1 City	G1	G2
T1.5 City	*G1	

*G1 - Family with kids: good balance of kid aged 0-6 y.o. and 7-15 y.o.

Guest Criteria

- Family with kids, kids aged 1-15 y.o., distributed according to quotas.
- Mix of respondents from Local Beijing and Domestic China
- Mix of Potential and Existing UBR guests
 - Beijing Guest: 6 existing UBR guests who have visited UBR in the past 1 year; good mix with seasonal/event trip scenarios
 - T1/T1.5 City Guest Mix: At least 3 existing UBR guests per group who have visited UBR in the past 1 year; the rest are potential UBR guests who have visited competitors' theme parks in the past 1 year; good mix with seasonal/event trip scenarios
- Fans of the selected IPs

Quantitative Research Design



Methodology: Online self-fill questionnaire

- Online panel
- Questionnaire length 15 minutes



Consumer Criteria:

- Decision maker for leisure travel (incl. travel plan)
- Family with kids, kids aged 1-15 y.o., distributed according to quotas.
- Mix of respondents from Local Beijing and Domestic China.
- Mix of Potential and Existing UBR guests.
- Fans of the selected IPs.



Suggested Sample Design

Family segment	Total	0-6 y.o.	7-15 y.o.
Beijing	1400	600	800
Other Tier1-2 cities	2600	1000	1600
Male	2000	800	1200
Female	2000	800	1200
Existing UBR User	2600	1000	1600
Potential UBR User	1400	600	800
<u>Subtotal</u>	<u>4000</u>	<u>1600</u>	<u>2400</u>

Quantitative Question Coverage

Screener

- City
- Age
- Gender
- Marital status
- Number of children
- Child's age
- Monthly household income
- Education level
- Leisure activities in past 2 years
- Decision maker
- UBR visit behavior and future visit intention
- ...

Decision-making Journey

For ever visited UBR

- If planned advanced
- Information sources used
- Budget allocation
- Key decision influencers & Visit triggers
- Past attendance to family events at UBR

UBR potential visitor

- Key factors when choosing a park
- Barriers to visiting UBR
- Information channels they trust for theme parks
- Key triggers to consider UBR (IP events / new facilities)
- Top concerns for first-time family visits
- UBR vs. other parks perceived differences

Unmet needs

For all respondents

- Overall satisfaction
- Pain points during family theme park visits
- Desired child-friendly facilities

For ever visited UBR

- Unmet expectations at UBR
- Family IP engagement gaps at UBR

UBR potential visitor

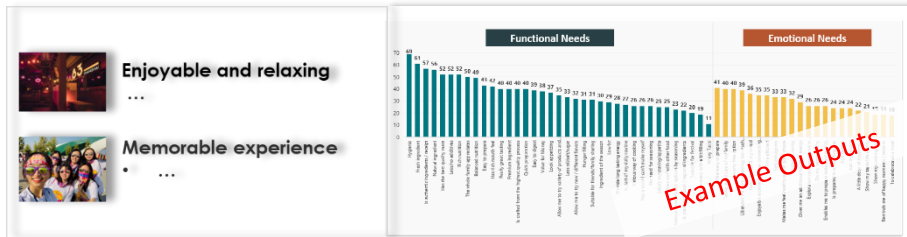
- Unmet needs not met by other parks

Expected Outputs

Segment Profile & Mapping



Needs & Motivation



Trigger & Barrier



Take-Aways

- Establish representative family segments for different children age group
- Deep dive on their lifestyle, engagement, culture trends, behavior within different segment to differentiate the communication strategy from UBR

- Ranking the needs from TA to know their pain-point and un-met needs
- To understand what UBR fulfilled and where UBR can be improved

- Understand the triggers and barrier of event engagement to convert those who have concerns
- Gain their attitude to ACGNM content



Module 3: Halloween Localization

Reimagining Halloween
for the Chinese Market

Key Business Questions



In this module, we combine qualitative research — including consumer co-creation workshops to ideate localized concepts — and quantitative research to explore feedback on Halloween event formats and identify ways to boost visitor interest.

Understand WHAT

Halloween demand trends

- Halloween events are showing signs of fatigue in the Chinese market, but it remains unclear whether overall demand is truly shrinking or merely shifting in form.

Diagnose WHY

Drivers of declining appeal in haunted houses

- The traditional haunted house model is losing appeal, requiring new experience formats that blend local preferences for psychological suspense with Western-style sensory stimulation.

Identify HOW

Localized Halloween experience innovations

- Incremental target audiences and untapped opportunities have yet to be identified, limiting the development of localized Halloween experiences that sustain visitor appeal.

Qualitative Research Coverage (1/2)

01 “Thrill/Horror” Core Need Exploration

1.1 Definitions of thrill/horror 惊悚/恐怖定义

Acceptance differing across generations of...

Youth (Gen Z, Millennials), Apha and family segments

1.2 Multi-dimensional nature of stimulating sensation 刺激感需求

In terms of psychological and physiological needs 心理和生理需求

1.3 Expectations of Thrill Experiences 情景下体验期待

Varying across different scenarios

(incl. social, couples, friends and parent-child moments)

1.4 Difference and Fusion between Chinese and Western style 中西差异和融合

Chinese narrative elements of horror and aesthetic and Western symbols

02 Halloween Trend & Opportunity

What Happened

Evolution of Consumer Attitude & Participation

Intention and participation toward Halloween activity over the past 3~5 years

What is Happening

Emerging Halloween Trend/Concept Experience Format

Key Influences & influencers driving behind phenomenon
火出圈理由 (如泛常态化/去节日化、泛惊悚娱乐化、中式本土化等)

What will Happen

Opportunity in the Migration of Halloween

Potential TA (e.g., marginal TA such as families with young children, silver-haired seniors and non-festival-oriented consumers and UBR opportunities (communication & execution)



Qualitative Research Coverage (2/2)

03 Innovative Format Exploration (via creative FGD/workshop)

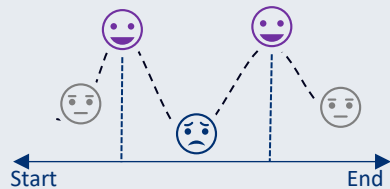
Co-create emerging Halloween experience formats with maintaining Hollywood-level uniqueness

STEP 1 CONSUMER STORYTELLING EXPERIENCE JOURNEY

EXPLORE

Consumer Real Experience as Inputs

Recall and Story-telling real moments with horror, thrills, excitement, or Halloween.



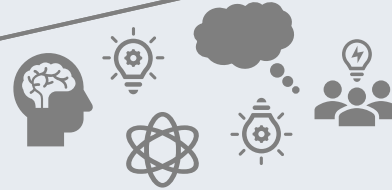
Map the emotional journey: fear, surprise, thrill, and highs & lows emotion occasion.

Emotions Consumer are going through



STEP 2 SCENE DEEP DIVE REIMAGINATION

REIMAGINE



Elevate High Emotions: Amplify key thrill factors.



Fix Low Emotions: "Magic Wand" reimagination.



Use stimuli (cards, scenes, characters, plots, visuals, Hollywood elements) to spark new ideas

STEP 3 AI VISUALIZATION AI ITERATION

VISUALIZATION



Turn narratives into prompts



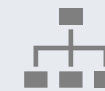
Generate images/videos instantly with AI (ChatGPT image 2, 即梦, etc.)



Review, refine, and iterate for better alignment.

STEP 4 INNOVATION IDEA FORMAT GENERATION

GENERATION



Structure the idea into a full experience concept



Define scene, format, storyline, mood



Integrate story, characters, atmosphere, mechanics, props & triggers



Deliver a complete immersive experience concept

*Innovation Concept/
Idea/Format as Output



*产出包括但不限于万圣节场景, 形式, 人物角色, 氛围, 道具、装置, 触发解锁机制等

Qualitative Research Design

Research method & Sample Size (Y28)

Creative workshop is to fully comprehend Halloween trend & need as well as co-create innovative experience formats

Creative Workshop (n=4, 2 cites)

Offline, Co-creation & Brainstorming

3 hours/group, 6 persons/group

City (TBC)	*Young Adults (18-30 y.o., unmarried)	*Mature Adults (31-50 y.o., married)
Beijing	G1	G2
T1/1.5 City	G1	G2

General Criteria

- 16-50 years old
- Mid-to-high household income
- Decision-makers for leisure and entertainment activities
- Mix of respondents from Local Beijing and Domestic China
- Mix of Potential and Existing UBR guests
- All respondents are aware of UBR and non-rejectors of UBR
- Mix of respondents who have participated in Halloween-themed activities and those who have not
- Fans of the selected IPs

**Young adults (G1) : good balance of young students and working adults*

**Mature adults (G2): good balance of married with kid aged 0-6 y.o. and 7-15 y.o.*

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Creative Guest Criteria

- Heavy users of Halloween/horror-suspense-thriller themed experiences
万圣节/恐怖悬疑惊悚主题的重度体验者
- In past 12 months, minimum 3 participations in different types of Halloween/horror-themed activities 过去12个月内, 至少参与过3次不同类型的万圣节/恐怖主题活动(如主题乐园万圣节、密室逃脱、沉浸式戏剧、恐怖电影节、剧本杀恐怖本、恐怖主题展览等)
- Meanwhile, minimum 2 different cultural styles of horror content experienced (e.g., Chinese-style / Japanese-style / American-style horror, etc.)
至少体验过2种以上不同文化风格的恐怖内容 (如中式/日式/美式恐怖等)
- Creative expression habit: regular creation/sharing behavior (e.g., publishing experience content on Xiaohongshu / Douyin / Bilibili, etc.) 具备创意表达习惯: 日常有创作/分享行为 (如小红书/抖音/B站发布过体验内容)

Quantitative Research Design



Methodology: Online self-fill questionnaire

- Online panel
- Questionnaire length 15 minutes



Consumer Criteria:

- Decision maker for leisure travel (incl. travel plan)
- 16-50 years old.
- Mix of respondents from Local Beijing and Domestic China.
- All respondents are aware of UBR and non-rejectors of UBR.
- Mix of respondents who have participated in Halloween-themed activities and those who have not.



Suggested Sample Design

	Total	Past Halloween Attendees	Halloween Non-Attendees
Beijing	500	300	200
Other Tier1-2 cities	1000	600	400
Male	750	450	300
Female	750	450	300
16-22	450	270	180
23-30	450	270	180
31-40	400	240	160
41-50	200	120	80
Existing UBR User	900	540	360
Potential UBR User	600	360	240
Subtotal	1500	900	600



Quantitative Question Coverage

Screener

- City
- Age
- Gender
- Marital status
- Child's age
- Monthly household income
- Education level
- Leisure activities in past 2 years
- Decision maker
- UBR visit behavior and future visit intention
- Halloween activities attendance
- ...

Halloween Activities Behaviors & Attitude to Traditional Haunted House

For Ever Participants

- Participation frequency
- Preferred activity types (parade/haunted house/character interaction)
- Key drivers of participation
- Top appealing elements
- Dissatisfaction & pain points
- Satisfaction with current Halloween experience
- Repetition intention & future participation likelihood

For Never Participants

- Awareness of theme park Halloween events
- Perceived barriers (safety/price/atmosphere/kid suitability)
- Potential triggers to attend (family-friendly/IP-themed/light horror)
- Interest in trying Halloween activities
- Preferred Halloween event style

Localized Halloween Format Validation (TBC)

- Reaction to new haunted house concepts (co-created in workshop)
- Likelihood to try new formats (psychological suspense / localized themes)
- Perceived appeal vs. traditional haunted houses
- Preferred features of new haunted house designs
- Willingness to pay for new-format experiences
- Potential barriers to new haunted house participation

Expected Outputs

Motivation & Expectation

Triggers & Barriers

Challenge & Opportunities

Take-Aways

➤ Deep dive into visitor motivations and expectations to build a "must-attend" Halloween proposition aligned with audience desires.

➤ Diagnose key triggers and barriers, enabling targeted strategies to remove friction and boost attendance across segments.

➤ Identify competitive challenges and high-potential opportunities to differentiate the UBR Halloween event and strengthen its market position.



Module 4: IP Dashboard

Empowering Data-Driven IP Strategy

Key Business Questions



This module leverages quantitative analysis to deliver a unified IP asset visualization dashboard — including performance metrics for both existing and new IPs — with a built-in simulator to help users test combinations and uncover optimization paths.

IP Asset Integration

No unified IP performance metrics

- With a growing portfolio of IP assets (including new IPs to be introduced in Y26/Y27), there is no unified framework to quantify each IP's awareness, appeal, premium-driving capability, and trip-driving power.
- New IPs lack standardized potential testing to benchmark them against the existing portfolio.

Lack of tools for IP portfolio optimization

- The performance of different IP portfolio bundles — both existing and new combinations — cannot be efficiently evaluated, leading to experience-based decisions on IP partnership resource allocation and event combinations.

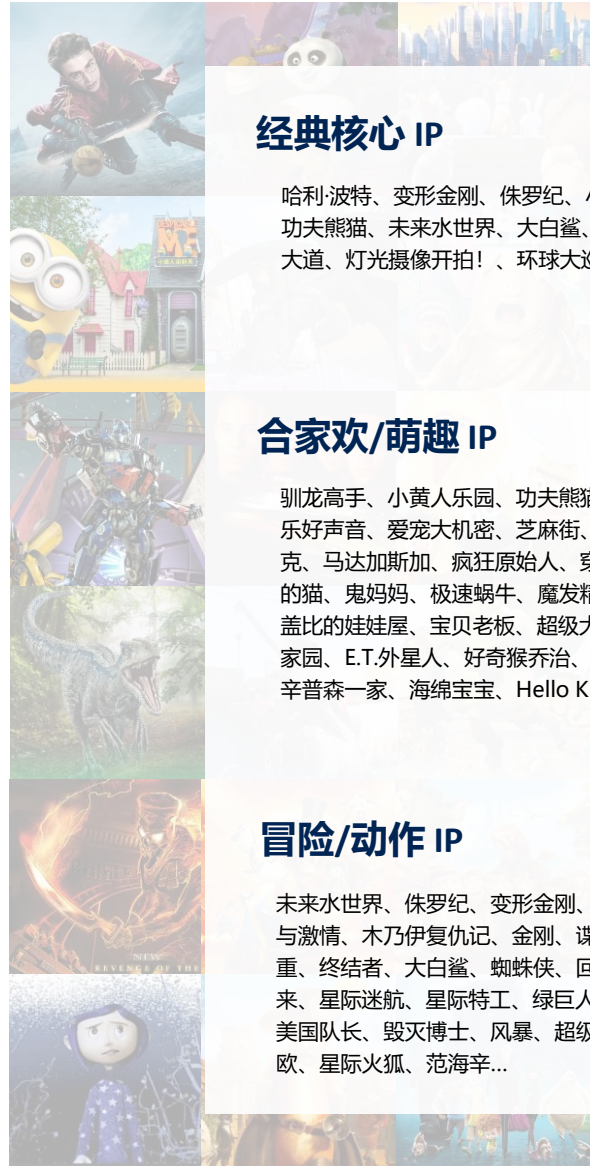
No centralized, visualized IP data asset

- There is no centralized, visualized tool to internalize both existing and new IP data assets into a single database, limiting the ability to quickly support cross-functional business decisions with a full view of the IP portfolio.

Our Thinking About Methodology

	Option 1: Consideration Set + Dynamic MaxDiff	Option 2: MBC-Based Portfolio Preference Test
Advantages	<ul style="list-style-type: none"> • More cost-efficient and faster to execute • Best suited for screening 100+ IPs and identifying individual IP preference strength. • Provides a clear priority ranking of IPs for initial decision-making, with portfolio-level appeal via TURF analysis. 	<ul style="list-style-type: none"> • More realistic for IP portfolio and bundle decisions. • Uses randomized IP sets in choice tasks to understand how IPs perform together. • Better suited for evaluating bundle appeal, portfolio fit, and potential IP interaction effects.
Key Deliverables	<ul style="list-style-type: none"> • Individual IP preference scores and rankings • IP preference differences across user subgroups • Priority IP shortlist for further evaluation • Simulated IP portfolio appeal via TURF analysis based on individual IP preference scores 	<ul style="list-style-type: none"> • IP bundle / portfolio preference scores and rankings • Individual IP contribution within portfolio choice contexts • Appeal of different IP bundles under realistic choice situations • Cross-IP synergy or cannibalization indicators • Recommended IP bundles for priority testing or launch simulation • Interactive simulator to compare alternative IP portfolio scenarios
Design & Test Flow	<ul style="list-style-type: none"> • Use a Consideration Set task to filter IPs that respondents are willing to consider from the full IP universe. • Apply Dynamic MaxDiff on the filtered IP pool to measure relative preference strength among candidate IPs. • Use the resulting IP scores to support ranking, and basic portfolio simulation, and TURF analysis to simulate combined IP portfolio appeal. 	<ul style="list-style-type: none"> • Use a Menu-Based Choice / CBC-style design where respondents are shown randomized subsets of IPs in each task. • Respondents make preference choices in a realistic portfolio context, allowing different IP combinations to be evaluated across tasks. • Across respondents and tasks, the design rotates IP exposure to estimate both individual IP contribution and overall portfolio / bundle appeal.

Dynamic MaxDiff with Consideration Set



经典核心 IP

哈利·波特、变形金刚、侏罗纪、小黄人、功夫熊猫、未来水世界、大白鲨、好莱坞大道、灯光摄像开拍!、环球大巡游...

合家欢/萌趣 IP

驯龙高手、小黄人乐园、功夫熊猫、欢乐好声音、爱宠大机密、芝麻街、史瑞克、马达加斯加、疯狂原始人、穿靴子的猫、鬼妈妈、极速蜗牛、魔发精灵、盖比的娃娃屋、宝贝老板、超级大坏蛋、家园、E.T.外星人、好奇猴乔治、史酷比、辛普森一家、海绵宝宝、Hello Kitty...

冒险/动作 IP

未来水世界、侏罗纪、变形金刚、速度与激情、木乃伊复仇记、金刚、谍影重重、终结者、大白鲨、蜘蛛侠、回到未来、星际迷航、星际特工、绿巨人浩克、美国队长、毁灭博士、风暴、超级马力欧、星际火狐、范海辛...

Consideration set 1

哈利·波特、变形金刚、侏罗纪、小黄人、功夫熊猫、未来水世界

Consideration set 2

驯龙高手、小黄人乐园、功夫熊猫、欢乐好声音、爱宠大机密、芝麻街、史瑞克

Consideration set 3

未来水世界、侏罗纪、变形金刚、速度与激情、金刚

以下是您选择过的喜欢或会考虑游玩的IP主题区，接下来我们将为您模拟一些游玩场景。

- 哈利·波特的魔法世界
- 变形金刚基地
- 侏罗纪世界努布拉岛
- 小黄人乐园
- 功夫熊猫盖世之地
- 未来水世界
- 驯龙高手
- 欢乐好声音
- 爱宠大机密
- 芝麻街
- 史瑞克
- 速度与激情
- 金刚
- ...



[1/15] 请问以下哪项因素，在您选择前往【哈利·波特的魔法世界™】游玩时是 **最重要** 和 **最不重要的** 呢？（单选）

最重要		最不重要
<input type="radio"/>	IP本身的喜爱程度/情怀	<input type="radio"/>
<input checked="" type="radio"/>	主题区的沉浸感与场景还原	<input type="radio"/>
<input type="radio"/>	游乐项目的刺激度/趣味性	<input checked="" type="radio"/>
<input type="radio"/>	适合同行人群（家庭/朋友/情侣）	<input type="radio"/>
<input type="radio"/>	餐饮/商品等衍生体验	<input type="radio"/>

MBC-Based Portfolio Preference Test

For example, with 100 IPs in the pool, the system will randomly select 10–20 IPs to form a choice set and then run the MBC (Menu-Based Choice) test based on this subset.

In practice, each respondent will complete approximately 10–12 MBC tasks, with each task presenting a set of IP options for them to choose from.

Menu Scenario (Example: 2 of 12)

Imagine you are planning a day at Universal Beijing Resort, and you can choose from a range of IP-themed experiences and merchandise to build your ideal trip. Please select at least 1 option that you would definitely include in your visit plan.

What would you include in your ideal visit plan? Pick at least 1 and as many other items as you realistically would.

UBR Core Themed IP Experiences	UBR Core Themed IP Merchandise
<ul style="list-style-type: none"><input type="checkbox"/> Harry Potter-themed ride & experience<input type="checkbox"/> Minion's character meet-and-greet & show<input type="checkbox"/> Transformers 3D interactive ride<input type="checkbox"/> Jurassic World dinosaur encounter & ride<input type="checkbox"/> Kung Fu Panda live show & interactive zone<input type="checkbox"/> Fast & Furious high-speed ride experience<input type="checkbox"/> Despicable Me Minion Mayhem ride	<ul style="list-style-type: none"><input type="checkbox"/> Harry Potter limited-edition collectibles<input type="checkbox"/> Minions plush toys & keychains<input type="checkbox"/> Transformers die-cast model set<input type="checkbox"/> Jurassic World dinosaur figurines<input type="checkbox"/> Kung Fu Panda signature merchandise line
Collaborative IP Experiences	Collaborative IP Merchandise
<ul style="list-style-type: none"><input type="checkbox"/> <i>Honor of Kings</i> themed pop-up game zone<input type="checkbox"/> <i>Genshin Impact</i> interactive event & photo spot<input type="checkbox"/> [Other co-branded IP] limited-time activity	<ul style="list-style-type: none"><input type="checkbox"/> <i>Honor of Kings</i> co-branded limited edition<input type="checkbox"/> <i>Genshin Impact</i> themed merchandise set<input type="checkbox"/> [Other co-branded IP] exclusive collectibles

Research Design



Methodology: Online self-fill questionnaire

- Online panel
- Questionnaire length 15 minutes



Consumer Criteria:

- Decision maker for leisure travel (incl. travel plan)
- Respondents distributed across key Tier 1–2 cities in China.
- Mix of young adults and family with kids, aged 18-45 y.o., distributed according to quotas.
- Non-rejectors of theme parks.
- Mix of Potential and Existing UBR guests.



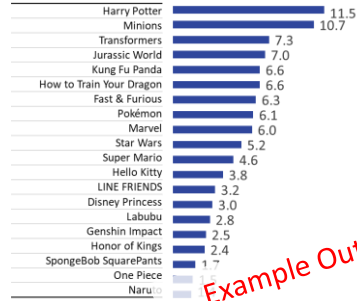
Suggested Sample Design

IP evaluation	Total	Y2026 Dynamic IP	Y2027 Dynamic IP
Beijing	1200	700	500
Other Tier1-2 cities	2300	1300	1000
Male	1750	1000	750
Female	1750	1000	750
18-25 y.o.	1225	700	525
26-30 y.o.	1225	700	525
31-45 y.o.	1050	600	450
Existing UBR User	2100	1200	900
Potential UBR User	1400	800	600
Subtotal	3500	2000	1500

Expected Outputs

IP Performance

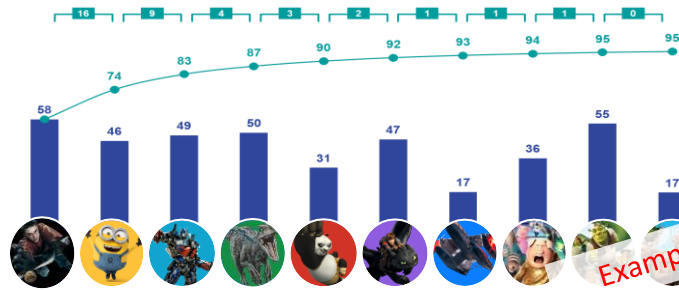
Ranking – relative importance



Example Outputs

IP Portfolio Optimization

TURF analysis




Example Outputs

Take-Aways

- Rank IPs by their relative appeal and trip-driving power to identify core strengths and gaps in the current portfolio.
- Benchmark Universal Beijing Resort’s IPs against global co-branded IPs to understand competitive positioning and potential partnership opportunities.
- Reveal preference differences across key audience segments (e.g., families, young adults) to tailor IP activation and communication strategies.

- Identify the most complementary IP combinations to maximize reach and appeal.
- Quantify the incremental impact of adding new IPs (e.g., co-branded or new Universal IPs) to the portfolio and prioritize high-potential combinations.
- Provide actionable recommendations for resource allocation across IPs to drive higher engagement and visitor satisfaction.

Sample of Dashboard

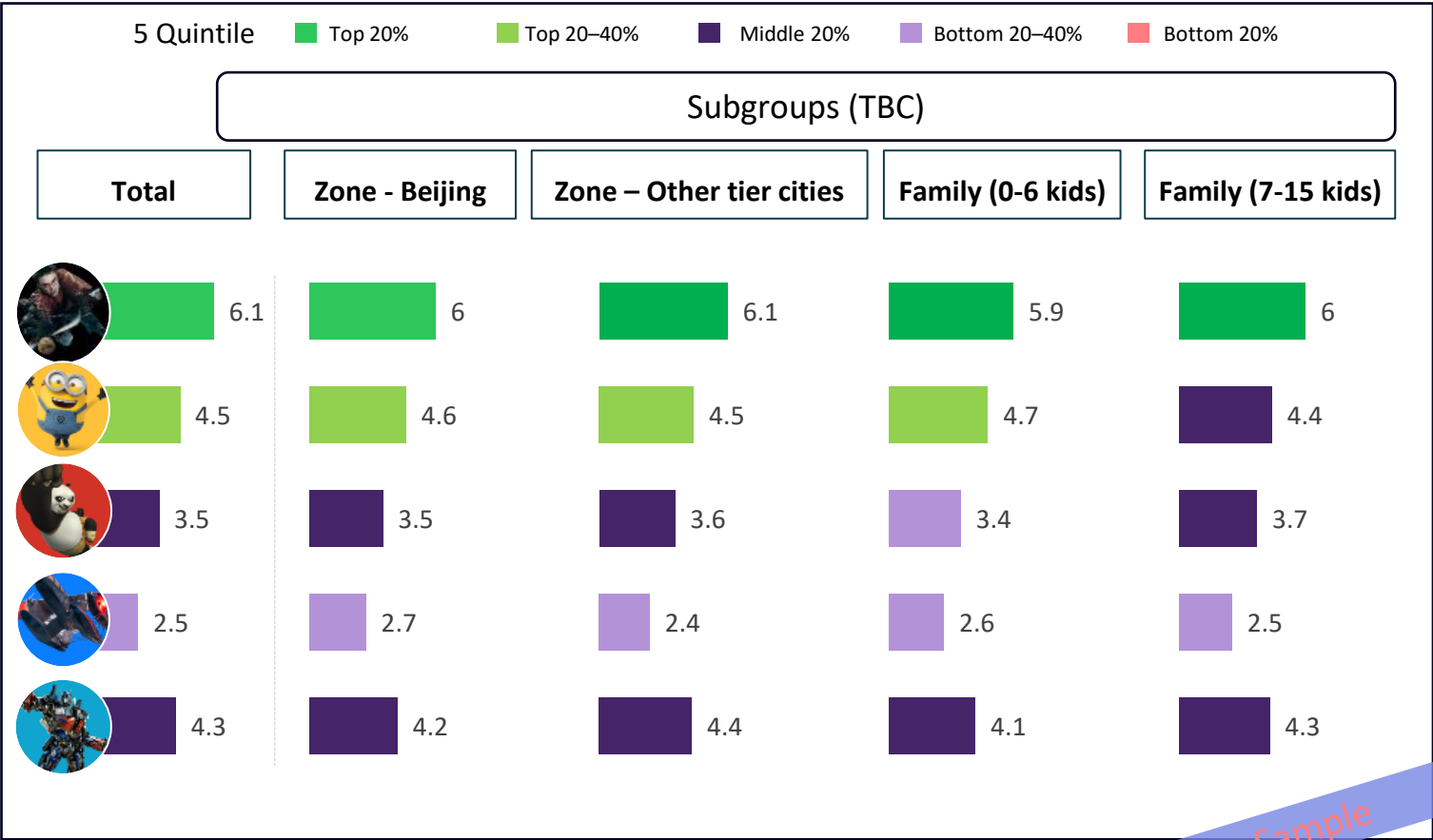
Search (finding IP) 

Core IP zones

- Harry Potter
- Minions
- Transformers
- Jurassic World dinosaur
- Kung Fu Panda
- Fast & Furious high-speed

Collaborative IP Merchandise

- Honor of Kings
- Genshin Impact
- ...



Sample

Sample of Simulator

The screenshot displays the 'MaxDiff Simulator' interface, divided into two main sections: 'Scenario Setup' and 'Simulated IP Bundles'.

Scenario Setup / 场景设置

- 1. 候选IP / Candidate IPs:** Wizarding World, Minions, Jurassic World, Kung Fu Panda, Shrek, How to Train Your Dragon.
- 2. 组合形式 / Bundle Format:** Single IP, Dual-IP, Triple-IP.
- 3. 体验载体 / Experience Format:** Ride, Themed Zone, Show, Meet & Greet, Merchandise.
- 4. 目标客群 / Target Audience:** Total, Teens, Family, Premium Visitors.
- 5. 投入等级 / Investment Level:** A slider ranging from Low (1) to Very High (5), currently set at 4.

Simulated IP Bundles / 模拟方案

方案A	方案B	方案C
IP组合 / IPs Wizarding World + Minions	IP组合 / IPs Jurassic World + Kung Fu Panda	IP组合 / IPs Minions + Shrek + How to Train Your Dragon
体验载体 / Experience Themed Zone + Merchandise	体验载体 / Experience Ride + Show	体验载体 / Experience Meet & Greet + Merchandise
目标客群 / Target Audience Family / Teens	目标客群 / Target Audience Family	目标客群 / Target Audience Family / Kids
投入等级 / Investment Level High	投入等级 / Investment Level Medium	投入等级 / Investment Level Medium
综合吸引力 / Appeal Score 82	综合吸引力 / Appeal Score 76	综合吸引力 / Appeal Score 71

Tip: 您可以调整左侧的IP设置，运行模拟并对比不同组合方案的表现。
Tip: Adjust the IP settings on the left to run simulations and compare bundle scenarios.

Take-Aways

Customizable scenario design :

- The simulator supports flexible setup of key parameters.

Data-driven bundle comparison :

- It enables side-by-side simulation of multiple IP combination scenarios, outputting standardized appeal scores to quantify performance differences.

Optimization guidance for portfolio decisions :

- The tool provides actionable insights to prioritize high-potential IP bundles, validate strategic fit with target audiences, and align combinations with investment budgets.

Note: 1. The detailed interface layout is subject to design changes once the project is launched.

2. MaxDiff simulator: Basic functionality to analyze diminishing marginal returns and compare reach across IP combinations.



Module 5: Semiannual Report

**Trend Intelligence for
Strategic Foresight**

Key Business Questions



In this module, we leverage social listening to map the annual trend landscape and identify untapped future opportunities.

Trend Intelligence Integration

No systematic trend tracking

- There is no systematic tracking of local cultural, emotional, and consumption trends (e.g., emotional value consumption, companion culture), creating a risk of lagging behind market shifts.

Limited cross-industry benchmarking

- There is no structured benchmarking of leading experiential innovations and event practices across cultural tourism, entertainment, and new retail sectors.

Risk of lagging behind market shifts

- Without a clear "compass" for long-term trends, the business can only react to market shifts rather than proactively shape strategies.

Research Design

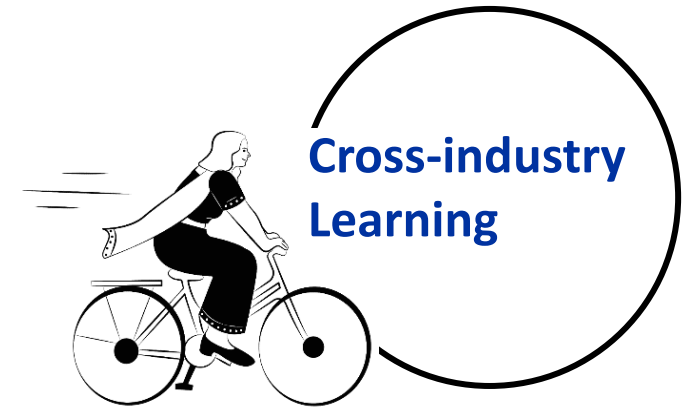
Research Method: Social Listening

Track online social discussions to capture consumer trends, brand campaigns and consumer shifts of attitude.



Pinpoint major consumer trend shifts through lifestyle and motivation changes and social hot topics, decode reason behind & identify opportunities for UBR

Platform



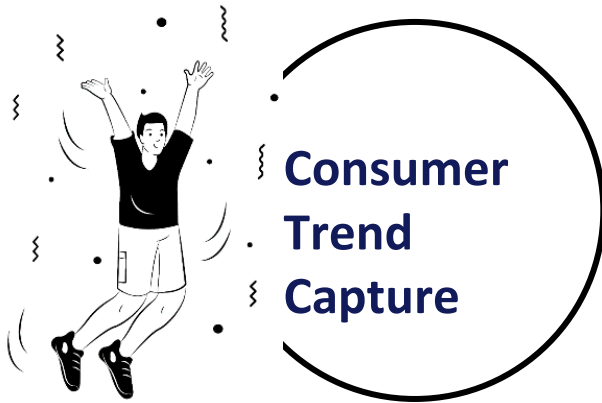
Monitor the broad categories including cultural tourism, entertainment, and new retail sectors, dissect key emerging/outstanding industry brand practices, unfold highlights and suggestions to UBR

Platform



Research Design

PART.1 TREND CAPTURE



Identify overall trend and decode reasons behind

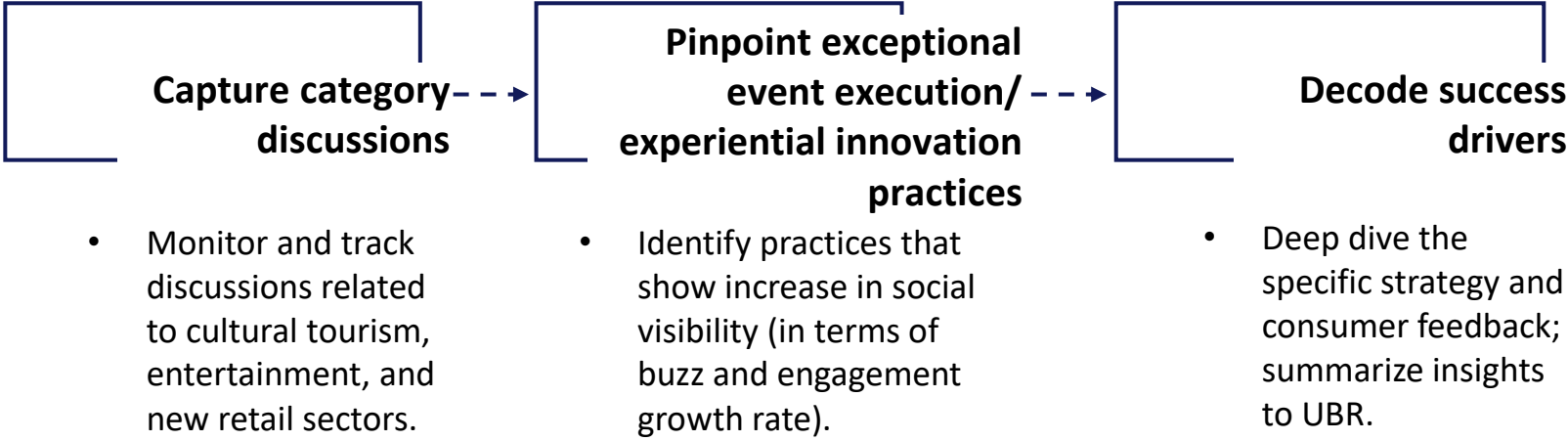
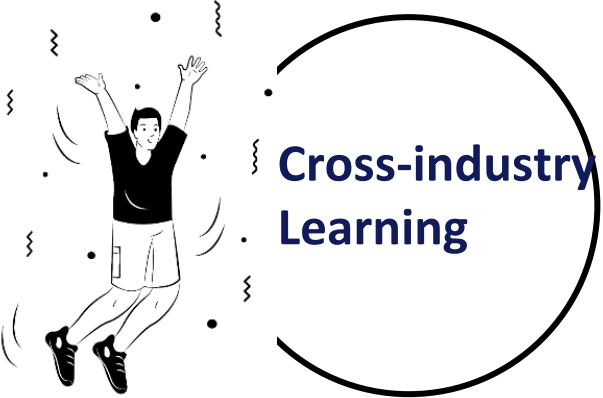
- Analyze hot trends from major social media platforms (Weibo, Douyin, Red and Bilibili).
- Decode the underlying drivers and consumer perceptions behind each rising trend.

Identify overall trend and decode reasons behind

- Examine potential application scenarios and industry best practices.
- Evaluate consumer feedback to understand success factors.

Research Design

PART.2 CROSS-INDUSTRY LEARNING



Expected Outputs

PART.1 TREND CAPTURE

Identify overall trend & decode reason behind

- Analyze hot trends from major social media platforms (Weibo, Douyin, Red and Bilibili).
- Decode the underlying drivers and consumer perceptions behind each rising trend.

Identify hot trends through social media



Example Outputs

Analyze consumer motivations/ trend drivers



Deep dive for UBR Implication

- Examine potential application scenarios and industry best practices.

Analyze business applications



Evaluate consumer feedback to understand success factors

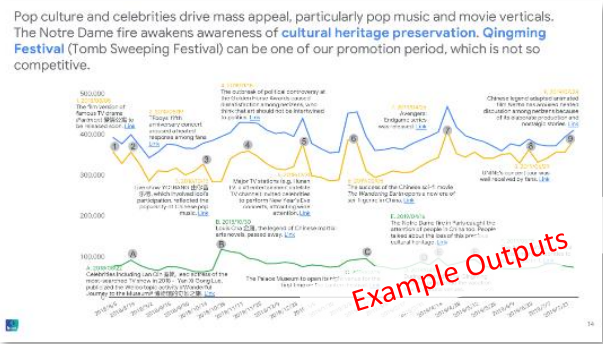


Expected Outputs

PART.2 CROSS-INDUSTRY LEARNING

Capture category --> discussions

- Monitor and track discussions related to cultural tourism, entertainment, and new retail sectors.



Pinpoint exceptional event execution/ --> experiential innovation practices

- Identify practices that show increase in social visibility (in terms of buzz and engagement growth rate).



Decode success drivers

- Deep dive the specific strategy and consumer feedback; summarize insights to UBR.



Optional Approach: Expert Interview For Comprehensive Understanding

01

Cultural & Emotional Shifts 文化 & 情感趋势洞察

Research Question:

- How are emotional value consumption, the “Guzi” economy, and “Dazi” companion culture reshaping local markets?
情绪价值消费、“谷子”经济、“搭子”文化等如何重塑本地市场?

Brand Implication:

- Identify cultural waves that UBR can leverage to guide product, experience, and marketing innovation 识别UBR可借势的文化浪潮，指导产品/体验/营销创新

02

Cross-Industry Benchmarking 跨行业标杆学习

Research Question:

- What outstanding event execution practices and experiential innovations within the broader cultural tourism, entertainment, and new retail sectors can be drawn upon for reference?
文旅、娱乐、新零售领域杰出活动事件执行和体验创新有哪些可以借鉴?

Brand Implication:

- Establish an external think tank for UBR to provide transferable innovation inspiration 为UBR建立外部智库，提供可迁移的创新灵感

03

Research method & Sample Size

- **Research method:** Expert Interview
(1 on 1, In-depth Interview, 1 hr. per one)
- **Sample size:** n=4 experts (per wave)
(good mix of experts from different types/industries each wave)

行业专家类型 (参考示例)	推荐方向 (参考示例)
二次元/谷子经济产业专家	泡泡玛特、52TOYS、B站
社交文化/青年消费研究者	社交平台 (小红书、抖音) 文旅垂类
情绪价值消费领域专家	Jellycat、名创优品 (IP联名)、香氛/疗愈品牌
本土主题乐园/文旅集团高管	上海迪士尼、北京环球影城、长隆
大型文化活动运营专家	音乐节、文化主题路演等
酒店/度假村体验创新专家	Club Med
潮玩/生活方式品牌跨界专家	泡泡玛特城市乐园
文化IP运营与内容创新专家	乐园项目、游戏线下IP运营

Example Outputs

Timeline - Qualitative - Per Project (approx. 4~5 weeks)

Project Schedule	Time Estimated	Responsible
Project scope confirm	TBC	Ipsos & UBR
Screener design & confirmation	3 working days	Ipsos & UBR
Respondent/Expert recruitment	2 weeks	Ipsos
Discussion guide design & confirmation	5 working days	Ipsos & UBR
Fieldwork (FGD/IDI/Workshop)	3~5 working days (TBD)	Ipsos
Preliminary findings oral debrief	Promptly after the FW	Ipsos
Full report (in EN, PPT)	2 weeks	Ipsos



Timeline - Quantitative & Social Listening (approx. 7~8 weeks)

Project Schedule	Time Estimated	Responsible
Project scope confirm	TBC	Ipsos & UBR
Screener design & confirmation	3 working days	Ipsos & UBR
Respondent recruitment	3 weeks	Ipsos
Main questionnaire design & confirmation	5 working days	Ipsos & UBR
Fieldwork (offline)	1~2 weeks	Ipsos
Fieldwork (online)	2~3 weeks (according to the sample size)	Ipsos
Social listening data collection	1~2 weeks	Ipsos
Data processing/ modeling	1~2 weeks	Ipsos
Full report (in EN, PPT)	2 weeks	Ipsos



IPSOS SERVICE TEAM

03

Service Team Introduction



David Rao
Project Consultant
Managing Director



Sherry Wang
Quantitative Head
INN SL Head

QUALITATIVE RESEARCH TEAM



Elodie Huang
Qual Moderator
Research Director

Discussion guide design, moderation,
outputs quality control



Natalie Xiong
Qual Moderator
As. Research Director

Discussion guide design, moderation,
analysis & reporting



Aaron Lu
Project Manager
As. Research Director

Qualitative design, project management,
analysis & reporting



Jason Hu
Operation
Se Manager

Recruitment, respondents' quality control,
fieldwork preparation and support

QUANTIATIVE RESEARCH & SOCIAL LISTENING TEAM



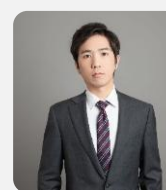
Amy Yang
Quantitative leader
Research Director

Daily communication, gate keeper of
project delivery



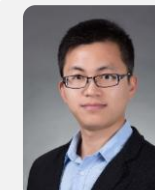
Cheese Li
Social Listening leader
Research Director

Social listening analysis & reporting



Jimmy Qiu
Project Manager
Senior Research Manager

Project management, analysis & reporting



Peter Lin
China Leader of Data Science
As Director

Modeling analysis

Qualitative Service Team



饶峥

David Rao

Managing Director
Project Consultant

- David is a passionate researcher. He has provided consulting excellence in consumer insight and data driven marketing across China, Australia and Japan for more than 20 years.
- David has experience at both in-house and agency side. During his career's early stage, he worked in Panasonic, 3M and British American Tobacco for various sales, marketing and research roles.
- He started his agency consultant role from Australia. During the past 13 years at Ipsos China, he leads team to provide integrated marketing research and data analysis solutions for more than 100 clients.
- David holds Australian citizenship and owns MBA degree from University of New South Wales.

Qualitative Service Team



黄治

Elodie Huang

Research Director
Qual moderator & analyst

- Responsible for market intelligence and consumer insight work as senior management roles in Global Fortune 500 companies as well as in leading international consulting firms, Elodie has had extensive exposure in a multi-national culture environment, which has enabled her to deliver insightful viewpoints on the Asian market and consumers.
- During the period 2020-2024, Elodie has moderated several qualitative projects and has received positive feedback from UBR.
 - Chinese Theme Park Consumer Need-based Study
 - Creative test projects covering all seasonal themes, including Halloween, Winter Magic Holiday, Chinese New Year, Spring, and ACGNM.
- Worked apart from having to identify and drive new and organic growth business opportunities, she was also responsible for guiding the overall marketing strategic direction of the operations in China.

Qualitative Service Team

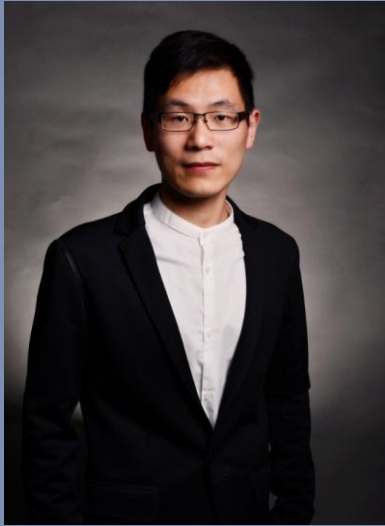


熊玮

Natalie Xiong

As. Research Director
Qual moderator & analyst

- Natalie has over 15 years of market research experience in international marketing research agencies, specializing in research of Customer U&A, New Product Development, Market Expansion Research, Segmentation & Marketing Positioning, Ad Testing, Shopper Research, Customer Experience and UI/UX studies.
- Natalie has a profound understanding of UBR and has conducted research projects with UBR since 2020, including Product Portfolio Studies and Activation Workshops, VIP programme Forecasting, Loyalty Program Evaluation, and all creative test project projects.
- A tracker of new trends in pop culture and leisure entertainment, and a longtime enthusiast of ACGNM; Has a keen perception of IP character settings and the worldview of anime universes
- In recent years, has participated in multiple studies on young people's leisure activities and pop culture



陆凯力

Aaron Lu

As. Research Director
Qual project manager

Qualitative Service Team

- As Ipsos home-grown researcher, Aaron is fully devoted in market research with over 15 years working experience. He is Ipsos's accredited moderator and into kinds of qualitative research. In the meanwhile, he is also experienced in the domain of online research (social community).
- He is highly involved in diverse research projects incl. U&A understanding, segmentation, concept and ideation. And his dedication to category widely covers healthcare, male grooming, tourism, hotel, B2B, F&B, beauty and skin care & beauty.

Once cooperated closely with giant companies in various industry...

- Entertainment: UBR Channel Analysis Study (2025), LEGO (2024)
- Personal care: P&G, Unilever, Nivea, J&J, Durex
- Food & beverage: KraftHeinz, Coca, Ferrero, DANONE, Mengniu
- Home appliances: Philips, Siemens, Bosch, Midea
- Sports: adidas, Nike, Anta
- Tech: Logitech, Tencent

Quantitative Service Team



王芳

Sherry Wang

INN SL Head
Quantitative head

- Sherry has 20 years of extensive market research experience. Sherry has built all-around capabilities of various market research types (including U&A, segmentation, Branding, concept & product test, shopper survey, etc.). Sherry is responsible and enthusiastic.
- She is capable of leading sophisticated projects and always aiming to deliver the best quality of work. She help clients tackle with different market issues in rapidly changing business environments.
- Key category: F&B, Personal care, Travel, Fashion & Apparel, Mother and Kids, Education, OTC, etc
- Sherry graduated from management school, Fudan University.
- Sherry will act as quantitative project leader in this project.

Quantitative Service Team



杨阳

Amy Yang

Research Director
Quantitative leader

- Amy is a seasoned market research and marketing professional with 18 years of experience across quantitative research and in-house marketing management. She has deep expertise in driving the full cycle from consumer insight generation to strategic recommendation and execution, ensuring research outputs are effectively translated into business actions.
- She possesses a strong understanding of the pan-entertainment industry, having served a diverse range of clients including internet platforms and smart home entertainment device companies.
- Amy is proficient in a broad spectrum of market research methodologies, including but not limited to usage & attitude (U&A) studies, segmentation, product testing, brand health tracking, and shopper study. She leverages both traditional and innovative approaches to deliver actionable, data-driven solutions.

Quantitative Service Team



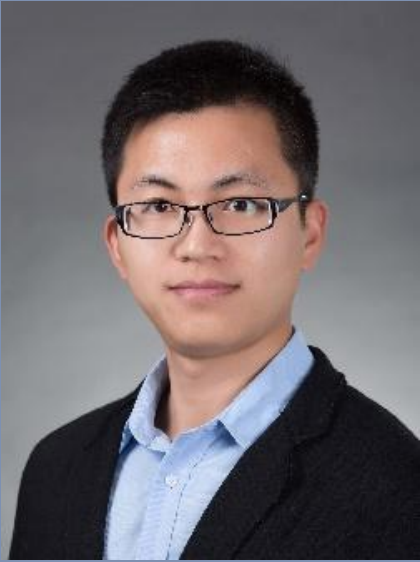
仇佳明

Jimmy Qiu

Senior Research Manager
Quanti project manager

- With 14 years of consumer research experience, he specializes in product innovation and brand research, with genuine passion for consumer insight exploration.
- He has accumulated rich experience across diverse categories, covering consumer electronics, maternal & infant formula, food & beverage, skincare, e-commerce and condiments. He has served top global and local brands including L'Oréal, Estée Lauder, Shiseido, FrieslandCampina, Kraft Heinz, Ferrero, Nestlé, Tyson, Master Kong, ByteDance, Alibaba and Xiaomi.
- He holds a Master of Commerce from Deakin University, Melbourne.
- He is highly experienced in brand health tracking, new product testing, concept testing and consumer behavior research. He leads end-to-end project delivery, including proposal drafting, client liaison, project management and report analysis. By unlocking in-depth market and consumer insights, he provides practical, executable business recommendations to address clients' core business needs.

Data Science Service Team



林谊

Peter Lin

As Director
China Leader of Data Science

- Peter Lin is currently leading the Greater China Data Science Team, which is part of the China Data Science Institute, the other part of the Institute is Data Integration service. Data Science is responsible for, on the one hand connect and work with Global Science Organization, on the other hand support local research team in China for scientific R&D and innovation and data modeling.
- Peter is a research professional with 10+ years of experience and leadership. His role includes R&D efforts in areas of data fusion, traditional marketing research statistical modeling, structured and unstructured big data machine learning and deep neural network learning to bring all possible advanced analytic solutions to meet client's business needs. Peter has years experience programming with various statistical platform (e.g Python / R / SAS / SPSS) and distributed big data platform (e.g Hadoop / Spark), and is good at picking the right tool for specific task.
- Peter joined Ipsos at the beginning of 2020, prior he work in marketing and data science team for Nielsen and GfK for many years, industries includes FMCG, TELECOM, IT, AUTO, Financial Service etc.



李思炜

Cheese Li

Research Director
Social Listening leader

- Over 10 years of experience in social media big data research and consulting, with a focus on social media insights and digital solutions. Key contributor to the building and development of the Social Media & Online Data Business Intelligence team. Specializes in brand and retail industries, including smart home, FMCG, beauty, fashion & luxury goods, technology, and healthcare, helping brands solve business challenges through both traditional and digital research methodologies.
- Has served leading enterprises across various industries, including: P&G, Unilever, L'Oréal, Kérastase, Chanel, Hermès, Midea, Aux, TCL, Huawei, vivo, oppo, Honor, Philips, Dyson, HSBC, CGB, CCB, Fosun Group, ByteDance, Tencent, Google, Qualcomm, Weibo, Xiaohongshu, IKEA, Mengniu, Nike, Nestlé, Yizi, Wyeth, Danone, Amway, Fotile, Mars, Bayer, GSK, Sanofi, Pandora, Ballantine's, and many more.
- Master's Degree in Complex Systems Informatics, University of Technology of Compiègne, France

WHY IPSOS

04

WHY IPSOS

01



We have deep understanding towards UBR business

02



We are familiar with the industry

03



We have rich resource

(Ipsos is one of the world's largest market research firms, with the capability to deliver both national and global research services.)

IPSOS Has Rich Experience on U&A and Event Test for UBR



Over 30 cooperation projects since Y2020.

Project ID & Name - in the past 5 years (2022–2026)	Project Type	Year
2602265501 - Winter Event Co-creation	Qualitative Event Co-creation	2026
2602208901 - UBR AI Empowerment Workshop	Workshop	2026
2507564201 - UBR Channel Analysis - W1 & W2	Qualitative Channel Study	2025
2506013601 - UBR-Y25-26 Channel Based Analysis	Quantitative U&A Study	2025
2503178401 - UBR 2025 Annual Pass Research	Quantitative Behavior Study	2025
2500315501 - UBR Big Idea Test	Qualitative Idea Test	2025
2408173001 - Y25-26 Beijing Resort Brand Health Tracking	Quantitative Brand Health Tracking	2024
2406095304 - UBR Event Project Testing	Quantitative U&A Study	2024
2406095306 - UBR Peak Season Event	Qualitative Event Study	2024
2406095305 - UBR Mascot Research	Qualitative Mascot Study	2024
2406095303 - Chinese Super League Project Discussion	Qualitative Event Study	2024
2406095301 - Test Projects & Adhoc Package2	Qualitative Package Test	2024
2404732901 - 2024 UBR Annual Pass Research	Quantitative Behavior Study	2024
2403517801 - UBR-2024 Wuzhen Theatre Festival Effect Evaluation & Annual Pass Research	Quantitative Event Post Evaluation	2024
2402137801 - UBR Spring Event Qualitative Test	Qualitative Event Study	2024
2401680101 - Event Concept & Creative Test	Quantitative Concept Test	2024
2309674601 - Y25 CNY Event Test	Qualitative Event Study	2023
2309629701 - 2024 VIP Product Concept Test	Qualitative Space Concept Test	2023
2309038901 - UBR-Wuzhen Tourist Profile - Big Data Targeted Research	Quantitative Behavior Study	2023
2306056101 - Halloween Event Concept Test	Qualitative Event Study	2023
2304245901 - UBR Y23 Sep & Y24 Spring Event	Qualitative Event Study	2023
2208973101 - 2022 Theme Park Satisfaction	Quantitative Customer Experience	2022
2206218501 - 2022 Leisure Pass Holders Deep Dive	Qualitative Behavior Study	2022
2204282001 - 2022-2024 Beijing Resort Brand Health Tracking	Quantitative Brand Health Tracking	2022



LEADING IN MARKET RESEARCH

Operations in **90** markets worldwide

Over **18,000 employees** serving more than 5,000 clients globally

Conducts approximately **50 million interviews**

Executes over **100,000 projects annually**

- | | | |
|---------------------|-------------|--------------|
| Albania | Hungary | Portugal |
| Algeria | India | Puerto Rico |
| Argentina | Indonesia | Qatar |
| Australia | Iraq | Romania |
| Austria | Ireland | Russia |
| Bahrain | Israel | Saudi Arabia |
| Belgium | Italy | Senegal |
| Bolivia | Ivory Coast | Serbia |
| Bosnia Herzegovina | Japan | Singapore |
| Brazil | Jordan | Slovakia |
| Bulgaria | Kazakhstan | Slovenia |
| Cameroon | Kenya | South Africa |
| Canada | Kosovo | South Korea |
| Chile | Kuwait | Spain |
| China | Lebanon | Sweden |
| Colombia | Macedonia | Switzerland |
| Costa Rica | Malaysia | Taiwan |
| Croatia | Mexico | Tanzania |
| Cyprus | Montenegro | Thailand |
| Czech Republic | Morocco | Tunisia |
| Denmark | Mozambique | Turkey |
| Dom. Republic | Netherlands | UAE |
| Ecuador | New Zealand | Uganda |
| Egypt | Nigeria | UK |
| El Salvador | Norway | Ukraine |
| France | Pakistan | USA |
| Germany | Panama | Venezuela |
| Ghana | Peru | Vietnam |
| Guatemala | Philippines | Zambia |
| Hong Kong SAR China | Poland | |



Ipsos in China

2000

Established in China Since

10

Offices

1,700+

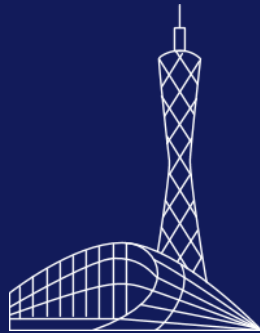
Experts



BEIJING



SHANGHAI



GUANGZHOU



SHENZHEN



WUHAN



CHENGDU



HANGZHOU



SHENYANG



HONG KONG



TAIPEI

Business Solution Service Lines

- Market Strategy & Understanding
- Innovation
- Creative Excellence
- Customer Experience
- User Experience
- Audience Measurement
- Channel Performance
- Brand Health Tracking
- Corporate Reputation
- Sustainability/ESG

Professional Service Lines

- Strategy3 Advisory

Specialized Sector Service Lines

- Automotive and Mobility
- Healthcare
- Media & Platform
- Finance
- B2B

75+

Services

Executed with Unique Operational Capacities

- Observer – Data & Delivery
- Ipsos UU – Qualitative
- Social Community

Empowered by Data and Intelligence

- Synthesio – Social Intelligence Analytics
- Data Science
- Ipsos Insight Cloud

Ipsos tourism and entertainment industry customers in China



QUALITATIVE RESEARCH CAPABILITIES



Professional FGD Room



Over 10 sets of interview rooms are available in **Beijing, Shanghai, and Guangzhou**

- each equipped with one-way mirrors and monitoring rooms, which facilitate synchronous monitoring, video recording, bilingual simultaneous interpretation in both Chinese and English, as well as synchronized remote video conferencing.



In other tier 1-3 cities, at least one set of interview rooms is available



In tier 4 and below cities, temporary symposium equipment can be set up (hotel + camera + TV monitoring).

Beijing-Shanghai-Guangzhou FGD Room and Monitoring Room



**Temporary
FGD Room**



Client Monitoring Room



Displaying the
Conference Room
Screen on the TV

All venues provide the following services:

- setup of live streaming
- supervision of on-site recording and video equipment
- on-site support and management

Ipsos has large consumer pool, and will ensure an ample and high-quality recruitment of respondents that meet the requirements



MULTI-CHANNEL RESPONDENT RESOURCES

01

- Ipsos recruits qualified respondents from **various channels**

Social recruitment

We have a group of part-time recruiters for mystery shoppers

Online recruitment

There are many groups available for online recruitment

Pool recruitment

Search for qualified respondents from the Ipsos sample database



OWN RECRUITMENT SERVICE TEAM

02

- Ipsos is equipped with a **professional qualitative recruitment team** and has a **dedicated operations team** responsible for recruiting **UBR projects**.

- Recruitment Team Includes:**

10+ years of qualitative execution experience 13 people

Operations Director:
1 person

Operations Vice Director/Senior Director: 5 people

Assistant Director/Senior Supervisors 7 people

The whole team has been responsible for the recruitment of more than 10+ UBR projects

The stable nationwide qualitative recruitment capability



NATIONAL EXECUTION CAPABILITY



- **120+** Offline Service Nationwide Coverage (including tier 1-4 and below cities)

City Coverage - Offline Execution

100% Coverage
Tier1、New Tier1 Cities,
Tier2 Cities

80% Coverage
Tier3

50% Coverage
Tier4 or Below

City Coverage - Online Execution

100% Coverage
Tier1、New Tier1 Cities,
Tier2 Cities

90% Coverage
Tier3

70% Coverage
Tier4 or Below

2-round Screening + Multiple verification to select qualified respondents

1st Round Screening by Experienced Supervisors: Screen respondents who meet the consumption behaviors criteria

2nd Round Screening by Researchers: Identify more typical and higher-contributing respondents



Identity Verification

- **ID card/Student card**
- **UBR ticket purchase history** with personal ID verification



Behavior/habits

- **Consuming experience of theme park visit and UBR visits**
- **Rich entertainment experience** related to the event theme



Understanding of Trendy, IP or ACGNM

- **Understanding** of emerging trends in entertainment and pop culture
- **Understanding and preference** about IP and ACGNM
- **Participation in IP-related activities and expenses**












Expression ability and more creative

- **Clearly and logically express** their needs
- **[For Fans of IPs or ACGNM]** **Be more creative** with the small task we assign

QUANTITATIVE RESEARCH CAPABILITIES



Big Data Panel Ability: Large data volume, Tailor-made label circling

Ability	
Source of Data	Advantage
 Operator Data e.g. ID labels	Large Data Volume <ul style="list-style-type: none">• CHINA MOBILE: Could reach over 1.5 billion people• CHINA UNICOM: Could reach over 400 million people• CHINA TELECOM: Could reach 356 million people      Comprehensive Spatial-Temporal Coverage <ul style="list-style-type: none">• Location data generated based on signaling is continuous and complete in time and space. High Flexibility <ul style="list-style-type: none">• Supports customized population attribute tagging• Precise access to different data sources: NETWORK BEHAVIOR, OTT, LBS, ETC. High Security <ul style="list-style-type: none">• Legal and compliant, meeting information security management system certification standards.
 POI Data e.g. Location	
 Behavior Data e.g. Purchase/visit/interest	
 SDK Data e.g. Profile	

Using geofencing and special label screening to reach specific respondents



Offline Face to face Interview: Strict Confidentiality Measures for UBR

1

Confidentiality agreements signed by all staff and respondents in the project

- All researchers/ supervisors & interviewers sign confidentiality agreements with Ipsos company annually with strict control
- **All respondents/interviewers and supervisors** are required to **sign additional confidentiality agreements** for the project
- All processes are within **ISO standard**
- No relatives/friends in related industries from respondent wide

2

Respondents: On-site test and submit all electronic devices

- All respondents should **submit their phones** and **other electronic device** before entering the interview room
- **No photo or recording is allowed at the execution venue**

3

Emphasize the importance of confidentiality before final recruitment/ interview

- The supervisor emphasized the confidential information **should not be used or disclosed** for any purpose
- **No discussion or information is allowed to be shared with non-relevant third parties, press, or social media**

4

Stimulus:

- All stimuli are **password-protected and saved only on the researchers' local computers/device**
- Only shown on **password-protected devices, no hard copies are provided**

Confidentiality Content to Ensure Project Confidential

Personal information and privacy items

Data collection and privacy regulations for routine surveys, including:

- Collected personal data and processing purpose.
- Information retention method and duration.
- Privacy Policy and responsibility statement.

Project confidential items (customization)

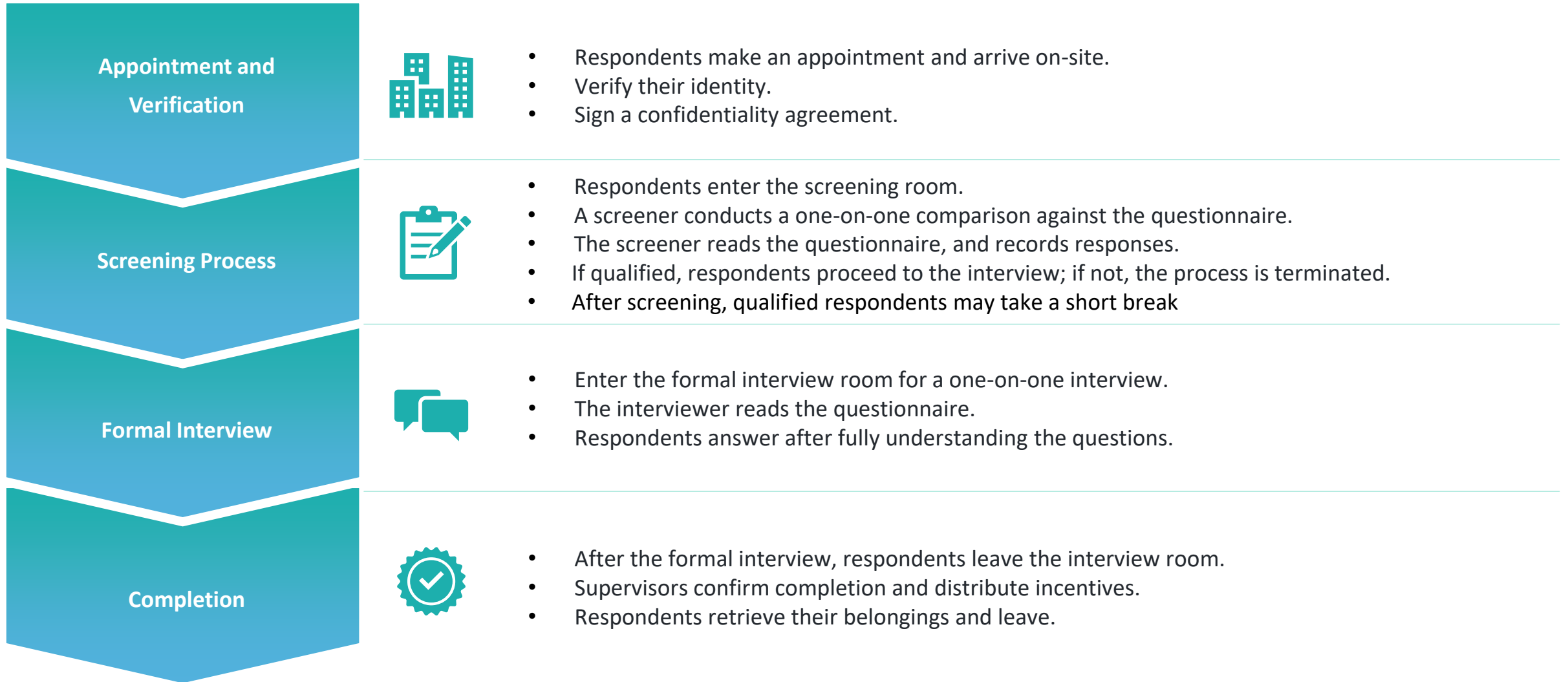
Ensure the respondent are aware of:

- The duration of the NDA.
- The confidential contents.
- No record or sharing during and after the survey by any ways.
- Penalty policy
- ...

Sign and IPSOS official follow up

- Ensure respondents are aware of and voluntarily sign the agreement.
- Provide official contact information for follow-up.

Fieldwork Flow_ Offline 1on1 interview flow for UBR



Ensure Material / Data Confidential for UBR



Material Handling

- Ipsos receives the materials and sends them via internal email and password-protected files to one internal programmer.
- Materials are stored on the company's media server with encryption.



Platform Access

- The platform is internally managed by Ipsos.
- Before going live, only programmers and Ipsos researchers with test links can access it.



During Execution

Optional methods:

- Programmers may manually control the active time of access links (e.g., 10:00-18:00), making links inactive outside these hours to prevent unauthorized access.
- Each respondent ID is matched with a random password. After entering the ID, respondents must input the corresponding password on the first screen to proceed to the formal interview program.



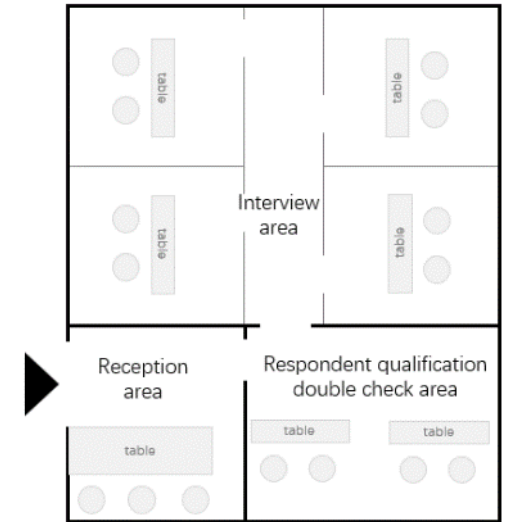
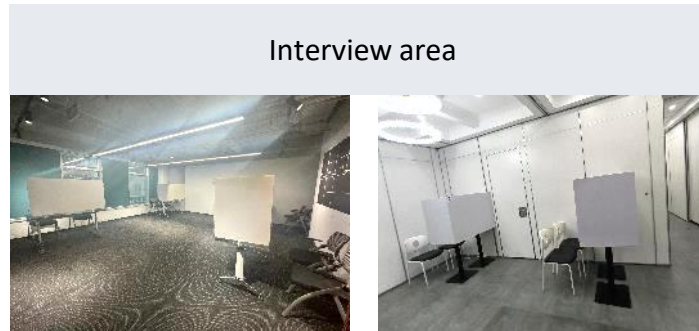
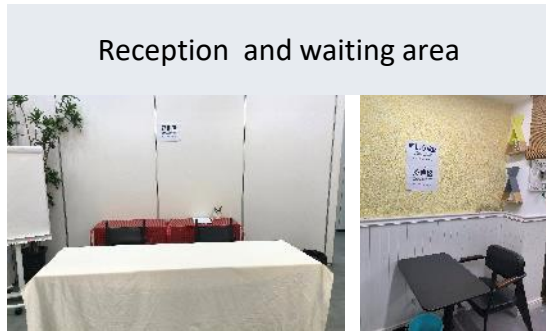
Post-interview

- Devices used in the visit will have their cache cleared to ensure no information remains.
- All data is stored/backed up according to company server security requirements.
- Data is deleted after the project concludes.

Note: All personnel involved in the project sign a confidentiality agreement.

Venue and equipment support for UBR

Ipsos self-owned FW team will lead the offline face-to-face interview
Researcher and supervisor will be on-site support



■ Site:

- ✓ Standard central location for interview;
- ✓ Screen to be set on-site at all entrance and exit areas to ensure no one can see the content of the study;
- ✓ Divide the interview room into different areas to ensure no influence on other respondents during the interview.

■ 3 main areas to ensure interview order, respondent credentials, and project confidentiality:

- ✓ Reception area: Respondent will hand in their mobile or electric device;
- ✓ Respondent qualification double-check area: Check the credentials of respondents and sign confidentiality agreements;
- ✓ Interview area: Maximum of 4-6 respondents per room to ensure no influence on each other during the interview.

■ In the moment of evaluation stimulus with PAD

- ✓ Watching the stimulus according to the designed sequential, 1 on 1.
- ✓ The device will be password-protected to ensure confidentiality, no any hardcopy of the stimulus is allowed

Quality Control: Implementation Standards

One of the first market research companies to successfully pass the **ISO 20252 standard**.

ISO has clear regulations on the implementation of interview operation standards, conducted according to the highest international standards recognized by the market research industry.



Data quality starts with sample quality. Our quality control measures are at the forefront of the entire industry and are advantageous compared to other competitors. Specifically, **we ensure all samples are...**

Truly
Reliable

Respondents are who they claim to be

- Identify non-authentic behavior by obtaining geographic location information
- Identify respondents coming through anonymous proxies
- Real AnswerTM - technology to identify situations where only machines are responding

Fresh

Respondents will not be overused

- Usage rules prevent the same respondent from being overused
- Identify repeated registrations or repeated answers

Highly
Engaged

Respondents answer questions thoughtfully

- Can identify rushed answers, not selecting all options in grid/rating questions
- Respondents with poor answer patterns will be recorded and eliminated

Different
Each
Time

Respondents are surveyed each time

- Only participate once
- Identify consistent answer patterns

Quality Control Team, Process and Technique

Quality Control Process

Ipsos Self-owned

Data processing Team and Researcher

Before Data Collection:

- Conduct internal program testing
- Perform simulated data sampling

During Data Collection:

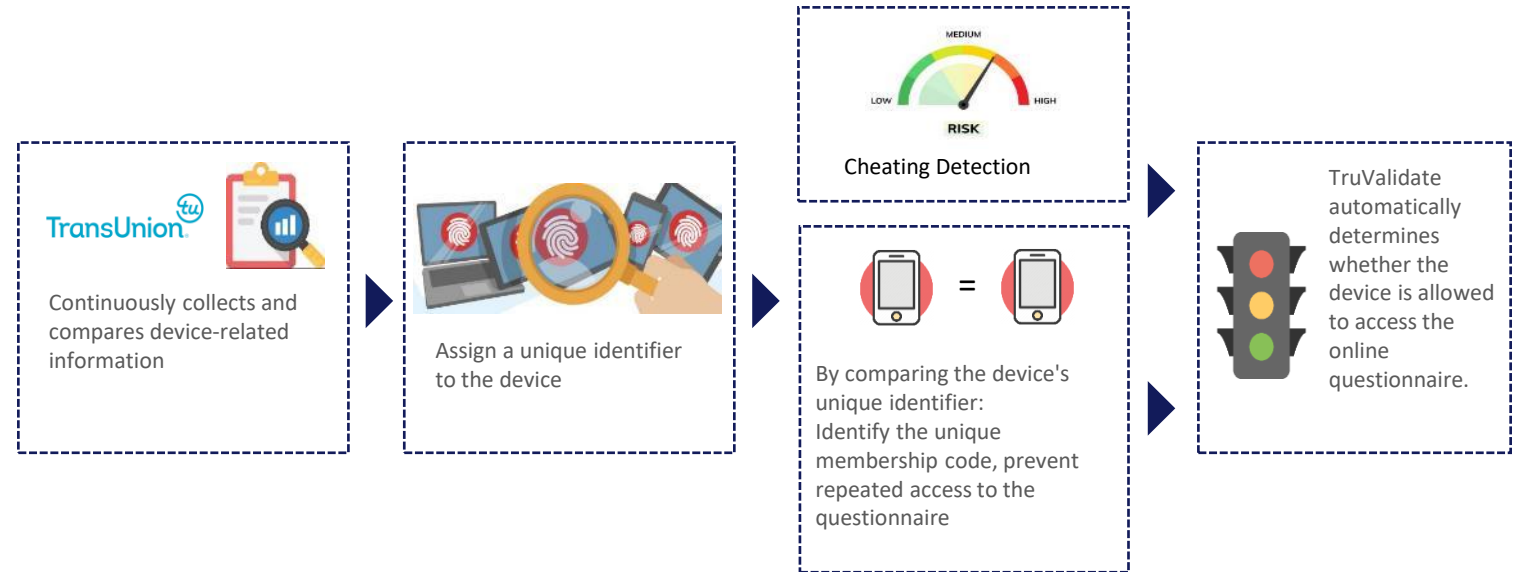
- Technical Identification and Deletion:
 - Copy-paste answers, machine-generated responses
 - Duplicate responses
- Real-time Monitoring by Program:
 - Extremely fast questionnaire responses
 - Identical answers

Post-Collection:

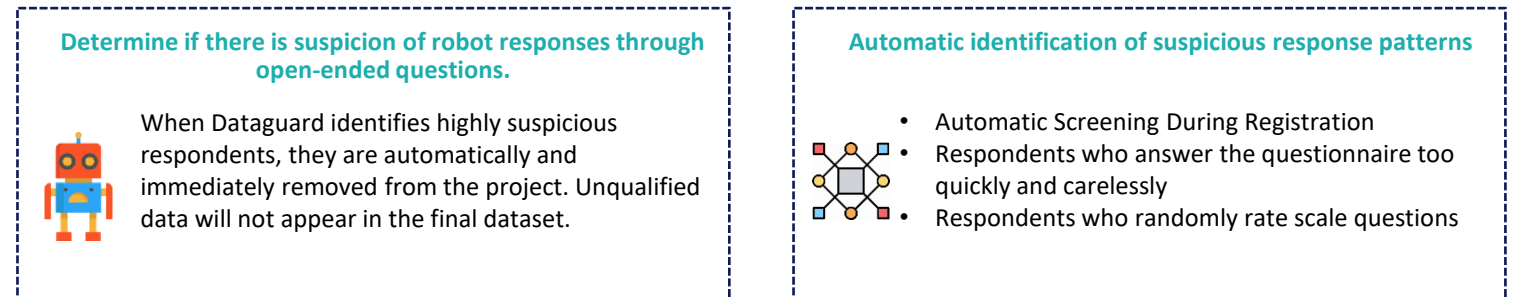
- PM and researchers review the quality of responses to open-ended questions.
- The data **processing department** conducts a secondary check of response logic.

Quality Control Technique _ developed by Ipsos

1. **TruValidate:** From the registration of respondents as Isay members to answering questionnaires, the entire process monitors the devices used by the respondents.

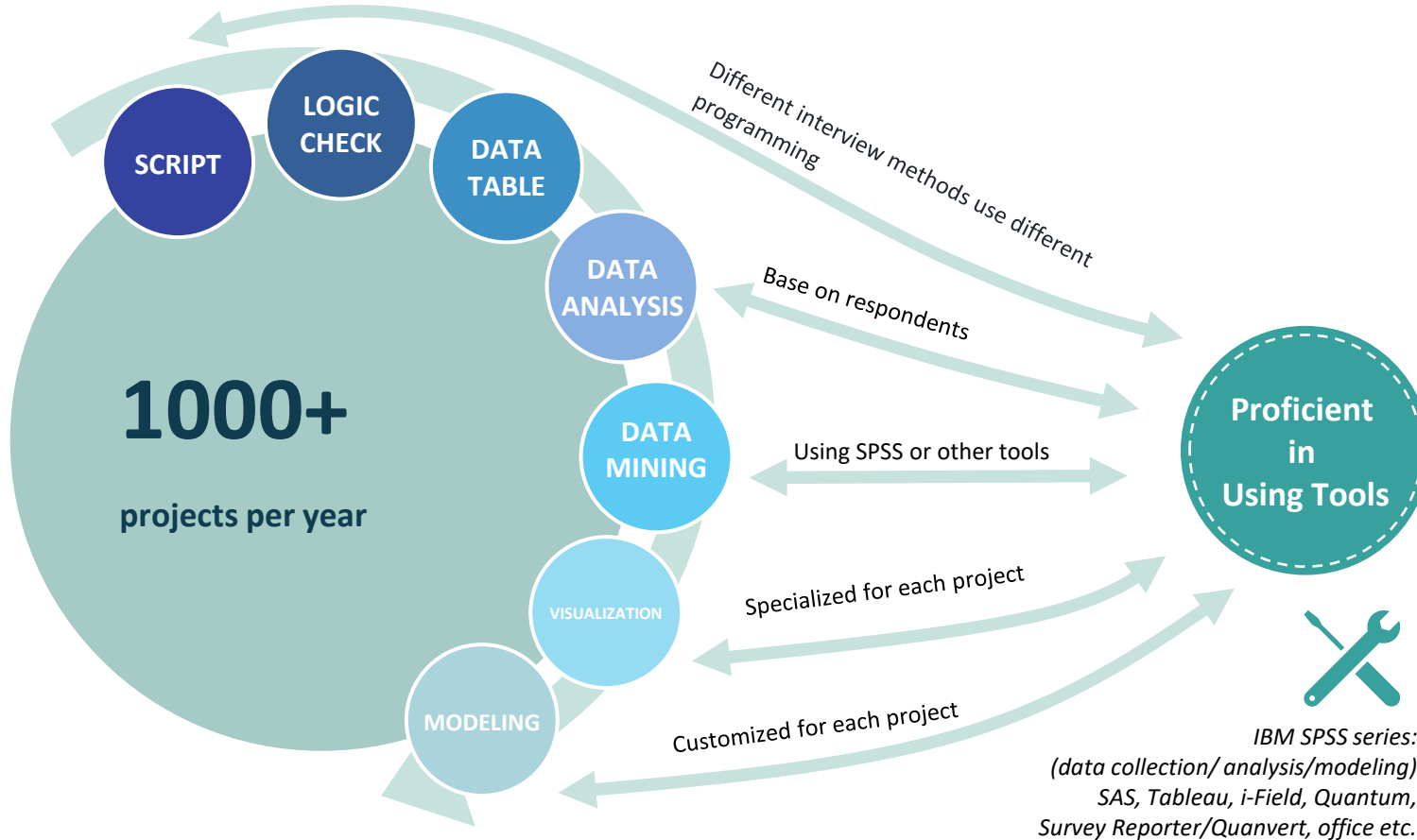


2. **Dataguard:** From recruitment to interview, control two key dimensions.:



Data Analysis Team and Ability

Ipsos's self-owned data analysis team consists of over **70 data processors and analysts** average of 10 years of industry experience. **55% of the members are Experts or Senior Data Analysts.**



Data processing ability

All researchers possess independent data analysis capabilities, proficient in statistical analysis, cross-analysis, pivot tables, and other methods, enabling them to respond promptly to Baidu's needs.

Data Delivery Quality

Scores are presented from multiple angles (overall, segmented populations, cross-users, vertical users, etc.), with continuous attention to the correlation and continuity of scores across dimensions during the calculation process.

Modeling Ability Introduction: Segmentation

Multiple variables (integrating of people, behavior) will be included to segment market

A customized segmentation is crucial

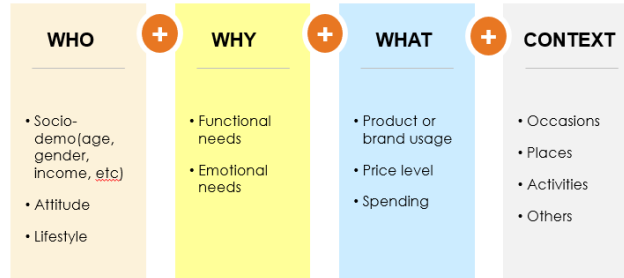
What people end up buying, they can be influenced by multiple factors



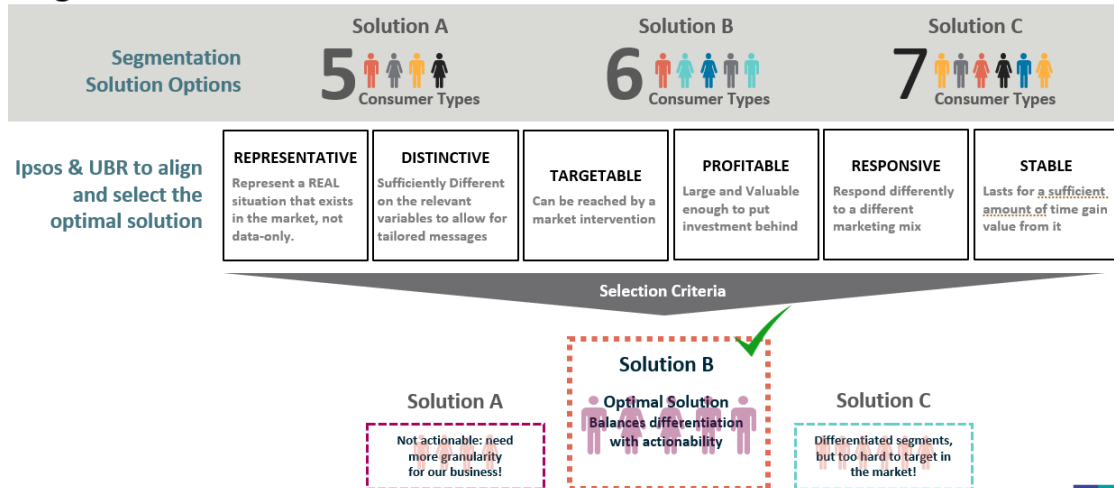
Creating an

Actionable segmentation model

Is in large part driven by selecting the relevant segmentation variables



An iterative analytical approach is used to arrive at the optimal segmentation solution



Mature Modeling Calculation

Tailor made variables can be set into the calculation to modify the best practice for segmentation result

Rich Segmentation Experience

Industry including Travelling, FMCG, Durable product, Financial, Gen Z etc. with 100+ experience for segmentation

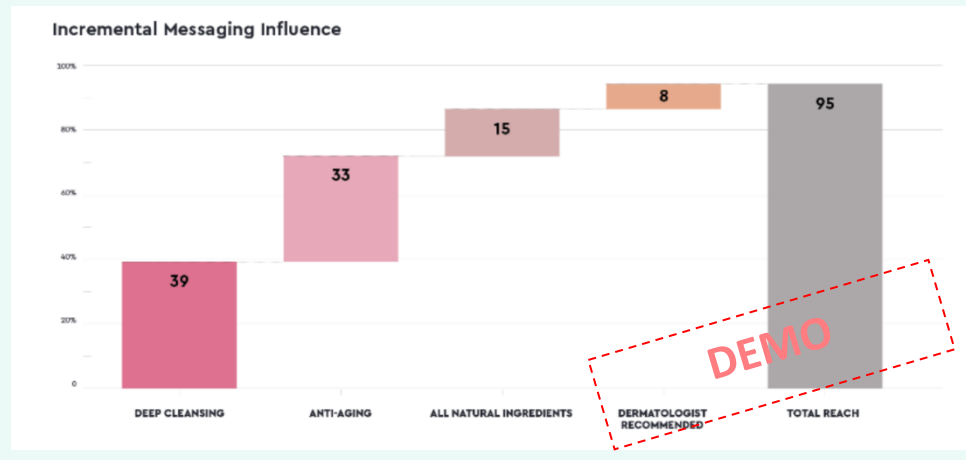
Modeling: TURF

What we gain from TURF?

- **The smallest number of ideations** required to “reach” the greatest number of consumers and so maximize sales.
- The **largest number of ideations to offer for sale** given constraints of availability and profitability.
- The smallest set of ideations that when merged provides the **most effective marketing/advertising**

Recommend combination of ideations:
Which group can the combination reach:

- **Family with Kid from Beijing and other cities** for a joyful get-together
- **Trendy young adults** for an unusual experience and a festival of celebration.



Ipsos supports UBR in calculating incrementality

CREATION COMBINATIONS CONTRIBUTION - SPRING CARNIVAL + 2 IPS



**Our goal is to transform
consumer perspectives into clear,
actionable recommendations to
guide your decisions.**

We look forward to partnering with you.