

RE-BRANDING GRUENE HALL

FOR THE MILLENNIAL

GENERATION

by

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DEDICATION

This thesis is dedicated to the One who breathed His Life into clay, created us in His image, and blessed us with creativity. He is the One who heals shattered hearts, strengthens us, and makes us to be overcomers. Thank you, God. You are good.

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LIST OF ABBREVIATIONS

Abbreviation	Description
BB:	Baby Boomers Born after WWII, this generation has historically been the largest up until the millennial generation. Persons born between 1946 and 1964 are included.
CDD:	Communication Design Discipline
GH:	Gruene Hall, client.
GX:	Generation X This generation is positioned between the Baby Boomer generation and the millennial generation, with members born between 1965 and 1980.
MG:	Millennial Generation According to the Pew Research Center, the term “Millennial” refers to individuals born between 1981 and 1997.

I. INTRODUCTION

Designing a modern brand identity for the millennial generation (MG) requires a vastly different approach compared to what was state of the art just a decade ago (Fry, R. 2015). Once a static one-sided conversation focused on pushing information at consumers, conventional branding no longer captures the interest of this upcoming generation. For example, instead of viewing commercials via the internet, the MG will skip them, or use ad blocking programs to avoid them altogether (Wu, B., 2016). Consequently, brand building is undergoing a dramatic shift, largely because of the MG's affinity for communication technology. This generation desires a reciprocal relationship with their favorite brands, realized largely through social media. Essentially, for a brand to survive and to prosper, it must engage emotionally to capture the hearts, minds, and wallets of this powerful generation. The MG, the largest group of consumers since the Baby Boomer generation will replace the BB by the year 2050 (Fry, R. 2015).

Client: Gruene Hall

In the mid-to-late 1800s, European immigrants, many of German descent, settled in what is now central Texas, building multipurpose halls that were among the first structures in new settlements. These halls established spaces in which to develop the new communities' cultural institutions and practices—spaces intended for the sharing and shaping of ideas, labor, sports, fellowship, cooperation, and celebration (Dean, S., 2013).

Gruene Hall (GH) was built in 1878 by businessman H. G. Gruene, son of immigrants from Hannover, Germany, for use as a dance hall, community center, and

meeting spot for the local Germania Farmer Verein (German Farmer’s Club). Located on the northeast side of New Braunfels, Texas, in the historic district of Gruene (German for “green”), GH is purportedly the oldest continually operational dancehall in Texas (The History of Gruene Historic District, n.d., 2015). Today, GH is known for its live music and the relaxed atmosphere of a rural Texas setting. Besides live music, entertainment includes outdoor activities such as horseshoes and throwing washers in the beer garden; while drinking, dancing, billiards, darts, and country western and swing dance lessons take place inside. The dancehall’s client base largely consists of the Baby Boomer (BB) generation, as indicated by information gathered via email subscriptions and on social media (See figure 1) (C. Kinman, personal communication, February 25, 2016).

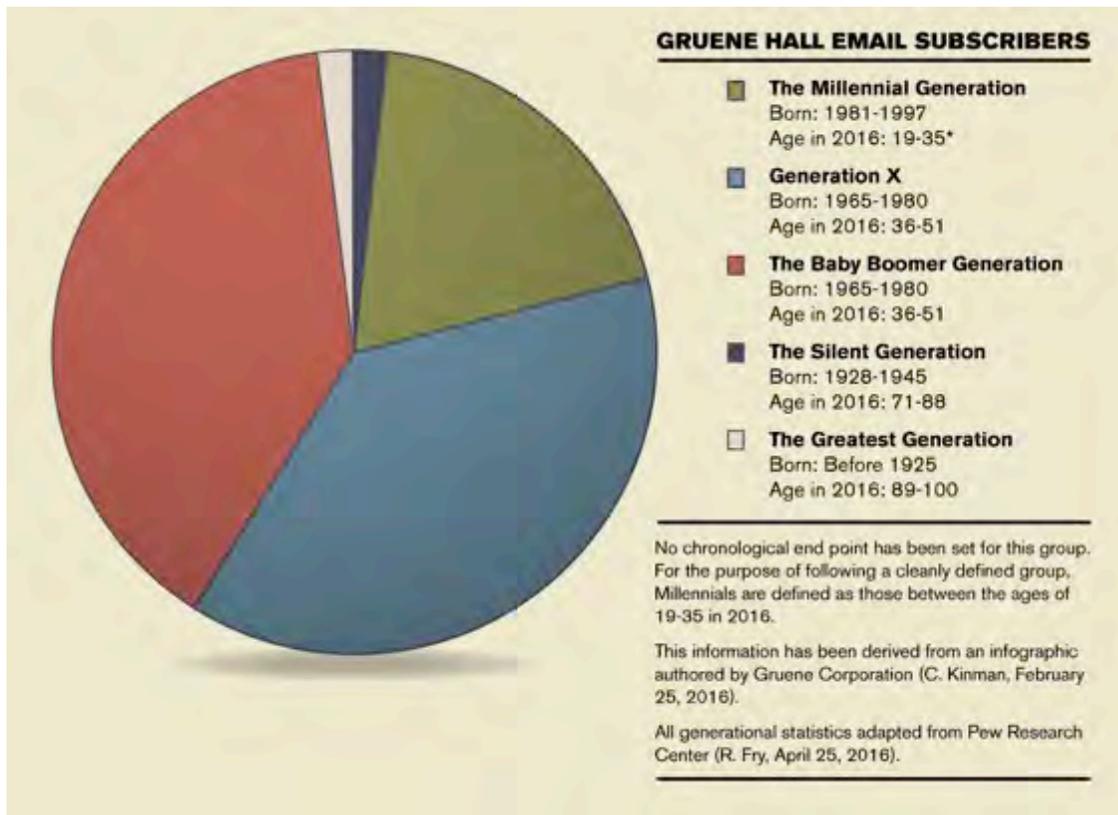


Figure 1. Gruene Hall’s Email Subscribers by Generation

Target Demographic

Born between 1981 and 1997, the MG represents a fourth of the world population (Fry, R. 2015), surpassing the BBs as the largest living generation as of December 2015. Expected to peak at 81.1 million by 2036 (Fry, R. 2015), the MG is the consumer market of the future. With \$1.8 trillion in direct spending (Butler, C., 2014), and 21 percent of arbitrary spending in the world, the MG's buying power greatly impacts the brands to which they are loyal, a trend which will increase as they age (Wu, B., 2016). Researchers found that although the MG's social activities extend to going out twice as much as other age groups, they spend 23% less than the \$31,800 BBs spend on discretionary purchases, while on average, the MG spends approximately \$26,000 annually (Ngo, S., 2016).

The MG's social circle is based upon its need for peer affirmation, and interaction through social media, e.g. SnapChat, Twitter, Instagram, and Facebook, to share information about their relationships to certain brands. The size of the millennial social circle is directly related to the number of advocates of a particular brand, which ultimately impacts its profits (Porter, K. 2016).

Having been born into the digital age, the MG possesses a passion to influence and change the world around them. They champion diversity, and are creators as well as consumers of online content, all of which play a major role in the way they experience brands, and deeply affects the way brands respond in return. User experience (UX), described as "how a person feels when interfacing with a website, a web application or desktop software..." or "human-computer interaction (HCI)" (Gube, J., 2010), is of utmost importance when relating to the MG, and greatly affects the way they view a particular brand. The more visually engaging and user friendly a website or app is, the more likely it is to be frequented by the MG.

The rebrand of GH draws from its history to create nostalgic imagery, typography, and visual effects. According to Lauren Friedman, author and contributor at Forbes.com, “Done well, nostalgia marketing strikes a chord with millennials that other tactics just don’t.” (Why Nostalgia Works, 2016).

The importance of social media cannot be stressed enough. The MG connects emotionally with the brands they support by sharing information with their peers through social media, and through personalized experiences with their favorite brands, again, through social media. Essentially, the directive for the GH rebrand is to identify with the MG on a personal level with, and through, their social media community, and join with them in doing good in the world, which will appeal to their heightened sense of social awareness and gain their loyalty. The MG appreciates brands that inform and involve them, and understand their values: happiness, sharing, passion, diversity, and discovery (Spenner, P., 2014). Those who help the MG fulfill their desire for happiness and self-exploration through personalized experiences are certain to achieve brand dominance (Aholt, M. et al., 2016).

Problem Statement

Presently, GH’s customer base is largely comprised of BBs. According to the Pew research center, the BB generation will have declined by 2051 (Fry, R., 2015), leaving many industries insolvent, unless their marketing strategies are updated to target younger generations. With the MG’s projected size and spending profile, it is crucial for GH to find relevant and meaningful ways to connect with this generation or risk a shrinking customer base in the ensuing decades by not adapting to their expectations (Barton, G., 2014).

GH’s current logo, lacking dynamism and movement, is uninteresting to the MG,

and its static quality lacks the ability to adjust position, size, color, and visibility of individual elements for various applications and screen sizes. Besides being outdated, GH's logo is inconsistent across the brand, lacks cohesion and comprehensive standards, and fails to establish a recognizable visual brand throughout its advertisements, ephemera, and touch points. Additionally, open, airy, monoline logos like that of GH's are outdated, and are in danger of "possibly becoming the new mauve" of the decade (Gardner, B., 2015).

Objective

The objective of this thesis research is to revitalize the GH brand to engage the millennial mindset by creating a revised brand that is visually engaging, user friendly, and connects emotionally while incorporating cultural and historical elements that make GH unique and authentic. The brand will focus on what the MG cares about: authenticity, customer service, online reviews (Wainright, C., 2012), community involvement, social responsibility, user-generated content, and perhaps most importantly user experience (UX) which "encompasses all aspects of the end-user's interaction with the company, its services, and its products" (Norman, D. & Nielsen, J., 2012).

Using research methods developed within the Communication Design Discipline (CDD), such as the SWOT process (Strengths, Weaknesses, Opportunities, and Threats), ZAG analysis, and targeted brand research, the revitalized brand will capitalize on new technology and trends in branding to capture the interest and loyalty of the MG.

II. PRELIMINARY RESEARCH

The research methods at the core of the CDD involve ideation strategies developed to assist in problem solving. The following methods will be used to discover information with which to revitalize the brand.

Targeted Brand Research Imagery

In order to build the new brand image to engage the MG without alienating the present market demographic, i.e., the BB, relevant visual information is gathered from GH and its present brand identity. Additionally, certain images are selected from the GH grounds, and are used in the ideation process to influence the use of color, texture, symbols, and other elements within the developing brand, as imagery affects consumer perception and emotions. (See figure 2).

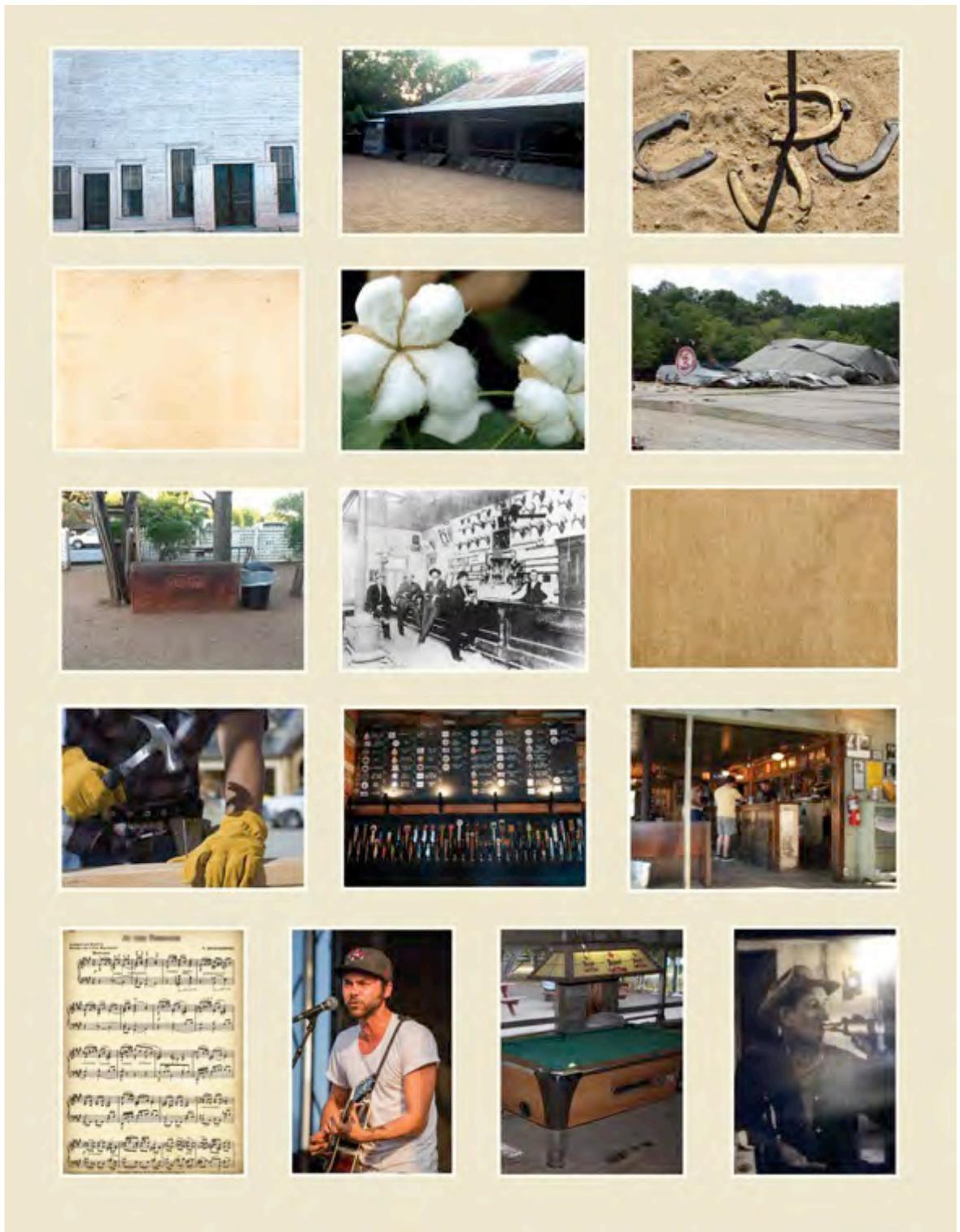


Figure 2. Targeted Brand Research Imagery

SWOT Process

This process is used to reveal the positive and negative qualities of the GH brand, to compare its Strengths, Weaknesses, Opportunities, and Threats (See figure 3). Each of the recorded results are considered, analyzed, and adapted accordingly to build the new brand.



Figure 3. SWOT: Strengths, Weaknesses, Opportunities, and Threats

1. Strengths:

According to Huffington Post blogger Matthew Tyson, the MG values authenticity above all (Tyson, M., 2016). With GH's historical setting, rich history, and compelling story, this strength appeals easily to the MG mindset.

Well known as Texas' oldest dancehall, GH's antique bar room welcomes patrons to experience its' history firsthand, satisfying the MG's desire for personal experiences, as does its reputation as a well-respected live music venue. While GH's low tech, relaxed rural setting dispels the MG's aversion to media clutter, its family atmosphere encourages sharing in community interaction and photo opportunities for social media. Lastly, GH's Texas hospitality characterized by its affable patrons and congenial servers helps to satisfy the MG's desire for happiness.

2. Weaknesses:

The GH's inadequacies will be resolved with the adaptation of the revitalized brand, which will reconcile the inconsistencies in its nomenclature and establish recognizable brand visuals throughout its advertisements, ephemera, and touch points. The updated brand identity will be grounded in its newly drafted values and mission statement, with its advertising focused on engaging the MG.

An adjustment to GH's calendar to feature contemporary musical acts, community events, and other activities will attract members of the MG to rival that of the competition.

GH's lack of wifi connectivity within the building and cash-only bar may be construed as a weakness, as well as an asset. Due to the MG's penchant for authenticity, an antique taproom will be admired and appreciated as is; simply equipped with the existing vintage cash register and cash-only policy.

Presently, no food items other than single serving bags of chips are available for purchase at the bar, yet food is available from local restaurants and may be brought in for consumption.

GH sells bottled beverages, thereby producing unnecessary waste, which is unacceptable to the millennial mindset, as a brand's environmental impact is considered "when making purchase decisions and forming loyalties" (Keating, K., 2016). To resolve this problem, the antique taproom will dispense the customer's choice of locally brewed libations into reusable mugs, encouraging sustainable practices in an authentic setting. Customers will have an option to buy a personalized mug, which will be kept behind the bar for their use. The same mug may also be had by winning a sufficient number of tokens via the GH Treasure Hunt game.

3. Opportunities:

GH will dialogue with the MG and encourage their loyalty by sponsoring community events to fulfill their desire for sharing and happiness, a millennial value stated previously in the section on Target Demographics. Events may range from local community flood relief, to helping with the annual municipal library book sale, to assisting at the local branch of a national non-profit. All of these

options allow the MG satisfaction of doing good and giving back to the community. Encouraging the MG's input in planning events and in brand interaction will gain their trust and confidence in the GH brand.

Capitalizing on GH's history in a compelling way with interactive media will capture the interest of the MG. "Gamifying" the brand by designing a mobile game to be downloaded to hand-held devices can be used to entertain, inform, and delight the millennial user.

The updated brand will afford GH better web presence and well-established pages on various social media with which the MG can share experiences in the form of blogs, pictures, and video with their peers.

GH's venerable reputation as Texas' oldest dancehall will be maximized in the millennial mind by hiring contemporary/peer musical acts. This will not only have the effect of appealing to the MG, but will assist in advancing the careers of the young musicians involved.

As the MG is appreciative of inexpensive entertainment (Seymour, L. 2016), well-known acts may be attended free of charge by those who have volunteered at GH's community events.

4. Threats:

Anything that may be perceived as a threat to GH's brand is largely perpetuated by the competition. Identifiable potential threats and contingency plans are as follows: When competitors offer free music nightly, GH can counter it by regularly offering free shows by peer acts, and more established bands free

to those who contribute time to community endeavors.

In response to competitors' assets, e.g., availability of food and locally produced beers, GH has within the community local eateries to provide take-out service to its patrons, expanded to on-site delivery, and plans to install a taproom featuring locally produced beers.

Voted best bar in New Braunfels by Best of the Worst (2015), competitor Pour Haus caters to the MG crowd with its peer-based musical acts, hip location, games such as washers and giant Jenga, inexpensive drink specials, and impressive craft beer selection. Other assets include a pet-friendly outdoor bar, lounge area, firepit, and free live music nightly (Pour Haus, n.d.). According to its Facebook page, Pour Haus offers dinner from food trucks located in a neighboring parking area.

ZAG Analysis

Marty Neumeier, graphic designer and president of Neutron, LLC; a San Francisco-based brand collaboration firm, developed the concept of ZAG in 2007. His book of the same name teaches this revolutionary concept of brand-building to help companies and organizations determine their niche using radical differentiation, “the engine of a high-performance brand.” (Neumeier, 2007). This concept helps clarify the questions: Who are you? What do you do? What is your vision? Who is your competition? What makes you different? Who are your customers? Answers to these questions from a ZAG mentality will propel the brand ahead of the competition - “when everybody zigs, zag!” (Neumeier, 2007).

Unlike its competition, GH has a unique position as the oldest continually operational dancehall in Texas, which is the primary element of its zag, and the basis of its brand identity. While GH will continue to offer its clientele great music and good times, it's more than just an old dancehall. GH is interested in future growth; riding a new trend toward working with its target market, the MG who crave authenticity, appreciate camaraderie, and enjoy working together for the common good. These qualities reveal the points of differentiation of GH's brand producing its "Onliness statement", the framework for its zag: "The GH is the only antique dancehall in Texas that offers authentic, evocative, community involvement to the MG in Gruene, Texas' historic district, with a purpose to discover personalized experiences in an historical setting, in a time of impersonal global interaction." (Neumeier, M., 2007) (See figure 4).

GH's Onliness Statement sets its course for the future. The GH brand seeks to provide the MG with more than just picture worthy experiences and fun nights out. It will invite the millennials into relationship with its brand through social media, interactive media, community involvement, and bonding over real life experiences with its focus on becoming an intrinsic part of the MG community and lifestyle (Hoffman, M., 2014).

The combination of GH's SWOT analysis and ZAG analysis reveals its brand focus and sets the foundational precepts that the revitalized brand is built upon.

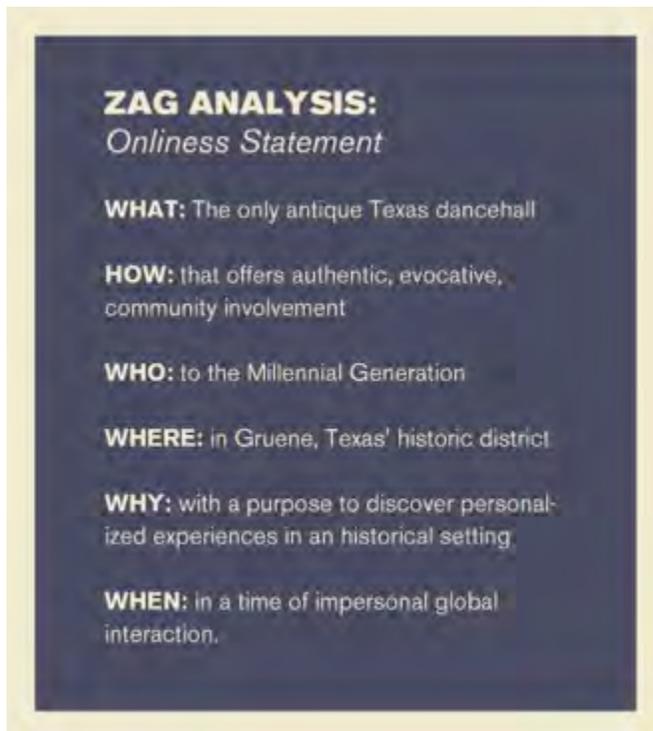


Figure 4. ZAG: Onliness Statement

III. ANTICIPATED OUTCOME

Proposed Solutions

The revitalization of the GH brand and brand identity will result in the creation of an integrated comprehensive branding system using modern technologies in juxtaposition with traditional and dynamic elements that will be adapted across media (Wheeler, A., 2009). The updated brand will embrace the qualities essential to a successful brand/client relationship with the MG; authenticity, customer support, peer reviews, community service, social responsibility, user-generated content and user experience (UX).

GH's renovated brand will appeal to the MG with a new positioning statement, dynamic logo, interactive website, mobile game and icon, mobile website and icon, and social media sites. Assuming all directives are applied, the updated GH brand will secure the MG consumer market.

Positioning Statement

Gruene Hall is the only historic Texas dancehall that is dedicated to engaging the MG by hosting events to champion positive change in the community - a simplified version of the "Onliness Statement" (Neumeier, 2007). "The GH is the only antique dancehall in Texas that offers authentic, evocative, community involvement to the MG in Gruene, Texas' historic district, with a purpose to discover personalized experiences in an historical setting, in a time of impersonal global interaction."

Logo Design

In keeping with the MG's appreciation for diversity and discovery, GH's new mark was designed to express the client's identity, history, and culture through typeface, initials, and symbology. The logo is based upon the historic German blackletter uncial font Schwaben Alt, which ties in GH's German heritage and is used to construct the "GH" (See figure 6 for early German posters using Blackletter type). The eighth note, arguably the most easily recognized musical symbol in pop culture, is threaded through the center of the mark, denoting the importance of music as the core of the GH brand.

The logo was created by deconstructing the capital "G" from the base font, during which the detachment of the letter's bowl from the inner stroke the lowercase letter "h" for hall was revealed. The flag from the top of the uncial "G" forms the upper element of the eighth note, inserted to the left of the vertical stroke on the lowercase "h" (see figure 5). The logo's design compliments the hall which was built in an indigenous Texas vernacular style developed in 19th-century German settlements (Dean, S., 2013).

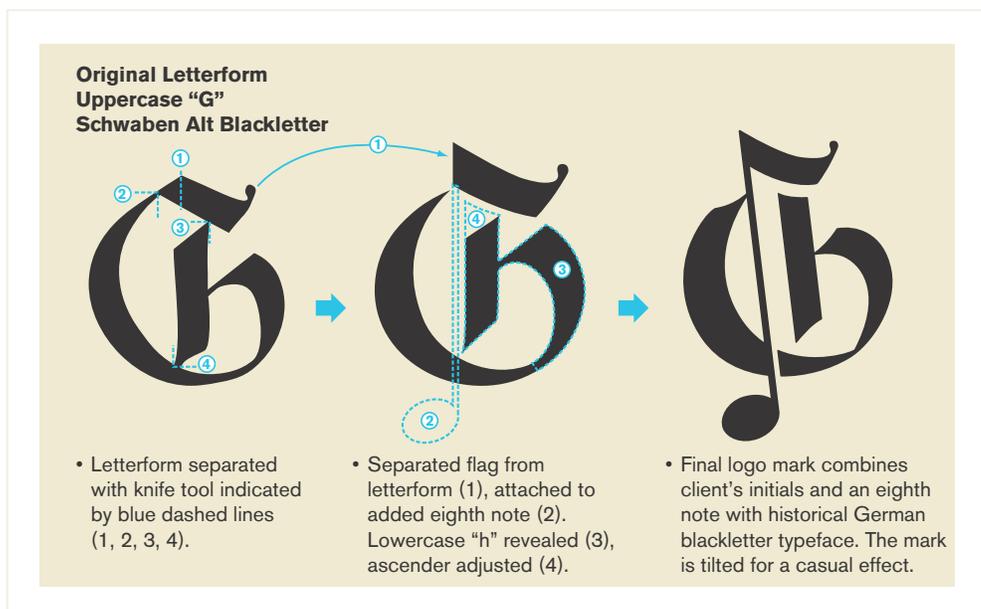


Figure 5. Letterform to Logo



Figure 6. Examples of Early German Beer Posters Using Blackletter Type

Dynamic Logo

GH's dynamic logo is designed with the master logo as its form, using visual elements found in and around the hall. The various logo designs will be used to communicate different aspects of the brand through its dynamic presence in electronic media (see figure 7).



Figure 7. Dynamic Logo

Interactive Media

1. GH Treasure Hunt Mobile Game:

The purpose for GH's Treasure Hunt game is to inspire happiness, a sense of familiarity, and brand loyalty through the MG's desire for exploration and personalized experiences (Vodicka, G., 2015). According to Leah Swartz, contributor at Millennial Marketing, "gamifying" your brand is the best way to gain brand loyalty among millennial consumers. "Gamification is a process many brands are transitioning towards that brings the excitement of a game – rewards, points, trophies, badges, etc. – into the consumer experience. The game mindset creates the winner effect, which reinforces the desire to participate. High participation rates with the game typically translate into stronger brand loyalty and awareness of the game user." (Swartz, L., n.d.).

The GH Treasure Hunt game (see figures 8, 9) uses local surroundings and objects, to introduce the user to GH's historical narrative and allow the user interaction with elements of GH, using GPS coordinates, to encourage players to search, much like Pokemon Go. For those unfamiliar with the Pokémon game, it is, according to Wikipedia, a "free-to-play, location-based, augmented reality game. In the game, players use their mobile device GPS capability to locate, capture, battle, and train virtual creatures, called Pokémon, who appear on the screen as if they were in the same real-world location as the player." (Pokémon Go, Wikipedia, 2016).

In the GH Treasure Hunt game, the Ghost of Frank Schlather, a man once known as GH's keeper and the unofficial "mayor" of Gruene, will assist the user's avatar; offering clues, telling stories, and awarding the user with GH Home-brews

for talking with him. Home-brews are a fictitious libation introduced into the game as an element of success or failure, dependent upon the user's ability to regulate its usage.

If the user's avatar dances with Frank, he will reward the user with Magic Pecans, with which the user can capture Treasure items by hitting them with Magic Pecans. While dancing with Frank, the GH band can sometimes play too loudly, which will make the conversation with Frank difficult to hear, nullifying any information he may offer, thereby making the capture of Treasure items that much more difficult. The band may be silenced by throwing an empty GH Home-brew bottle at them. If it is not empty, the user's avatar will be fined by taking one of the user's Magic Pecans. Drinking GH Home-brews will make the Treasures more visible to the user, but if too many Home-brews are used, they will blur the user's focus, whereupon a Care Cab will be notified to take the user home, resulting in a forfeited game.

While walking around the structure, the user's hand-held device will vibrate to alert the user when a Treasure item is nearby. These can be obvious items as the GH Logo on the façade of the building, or an object hidden in plain sight, i.e., the vintage photo of Frank Drinking a Beer, or something obscured such as the aged billiard table's 8 Ball. If there are no alerts to nearby Treasure items, the user must take a walk. Treasures local to the area are displayed in the Treasure Trove section in the bottom right of the screen in Map View. The Treasures are captured by hitting them with a Magic Pecan, an effort made more difficult by a Treasure's tendency to dodge the missile. A full Chamber Pot icon

will alert the user when the mark has been missed. When the target has been missed three times, the Chamber Pot will be emptied upon the user's avatar.

Photos may be taken of gameplay and uploaded to social media to challenge other players within the user's peer group, and to boast of conquests. Each specific Treasure item, when captured, will disclose the history behind it, which is included in the gameplay.

Successful users will be rewarded with electronic tokens for happy hour specials, and other coveted awards, such as a personalized beer mug for use in the taproom.



Figure 8. GH Treasure Hunt Mobile Game Icon



Figure 9. GH Treasure Hunt Mobile Game

2. Social Media:

Having been born into the digital age, the MG is highly active on social media. Among the many channels of information about the MG and social media, data suggests that FaceBook, Instagram, SnapChat, and Twitter are most popular, with SnapChat surpassing Twitter as of 2015 (Hansen, B., et al., 2015; Kraft, A.,

2016; Martin-Wilbourn Partners, 2014). Creating a unique, reciprocal experience for the MG on each of these sites will capture the MG's attention and loyalty more than any other type of advertising available.

According to Pew Research, 90% of the MG uses social media (Fry, R., 2015). Forbes maintains that the MG is most likely to share positive personal brand experiences with their peers through social media, which is highly desirable, as people buy from people (Friedman, L., 2016).

Forbe's contributor Lauren Friedman indicates that the MG's brand perceptions are communicated peer to peer via consumer ratings, blogs, and streaming video, and the latter most desirably in quick, six second bites, or "snackable content". Similarly, SnapChat's messaging format permits one-to-one personal content with which brands can adapt to develop richer, more meaningful relationships with their audience (Friedman, L., 2016). These various social media channels and the updated website will provide a strong social media presence to engage the millennial market.

3. Mobile Website Layout for Handheld Devices:

The GH website has been designed to be responsive for handheld mobile devices. According to Ian Mills, co-founder and CEO of MagicDust Web Design and blogger for Huffington Post, optimization of websites for handheld devices are an absolute necessity. Mobile device users are more likely to buy impulsively from websites, engage with their favorite brands, and appreciate satisfying web experiences (Mills, I., 2014). By reformatting the GH website for handheld

devices, it will engage the MG by providing them with an intuitive user experience, thereby increasing loyalty to the GH brand (see figure 10).



Figure 10. GH Mobile Website Layout

The GH mobile website icon is composed of the blackletter music note icon superimposed on a horizontal striped pattern reminiscent of the white clapboards that make up the façade of the hall itself (see figure 11).



Figure 11. GH Mobile Website Icon

4. Desktop Website Layout:

GH's website was redesigned with its focus on authenticity (see figure 10). Using textures, images, and a color palette taken from the dancehall's environment, the website design mixes warm colors and rich hues with grainy textured images and a burlap background reminiscent of GH's history as the hub of the local cotton market. Additionally, the pages are embellished with cotton bolls on the lower right side, all of which express the client's history and culture.



Figure 12. Website Contact/Landing Page

The new GH logo is overlaid in the upper left side of all pages in the site. Its form mimics a stamp with a translucent outer glow. Altogether, three type families were chosen for the brand; the display font, Champion in three weights for display and subheads, which complements the Schwaben Alt blackletter uncial letterform that comprises the logo, and Berthold Akzidenz Grotesk in two weights for body copy and captions (See figure 13).

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

1234567890 !@#\$%&{};:

Schwaben Alt Bold, 21 pt.

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

1234567890 !@#\$%&{};:

Champion Heavyweight, 21 pt.

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

1234567890 !@#\$%&{};:

Champion Middleweight, 21 pt.

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

1234567890 !@#\$%&{};:

Champion Welterweight, 21 pt.

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

1234567890 !@#\$%&{};:

Berthold Akzidenz Grotesk Bold, 21 pt.

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

1234567890 !@#\$%&{};:

Berthold Akzidenz Grotesk Regular, 21 pt.

ABCDEFGHIJKLMNOPQRSTUVWXYZ

abcdefghijklmnopqrstuvwxyz

1234567890 !@#\$%&{};:

Berthold Akzidenz Grotesk Italic, 21 pt.

Figure 13. GH Brand Type Specimens

According to Hoefler & Co., the creators of Champion Gothic, the type family has an interesting history, having been created to mimic the American woodtypes of the late 1800s. At the time, designers had been used to adding copy, or removing it, to fill out headlines; or worse yet, stretching the fonts to compensate for too much, or too little text (Hoefler & Co.). To help designers avoid such a practice, the Champion type family is crafted in differing widths, or weights, with each of the six weights attaining satisfactory visual results for a natural look and feel (Hoefler & Co.).

The Berthold Akzidenz Grotesk type family is similar in form to Champion, is easier to read, and therefore is used for body copy, subheads, and for the site's menu items. Mousing-over and selecting the menu items turns the letters green, in deference to the English translation of the German word "gruene" and provides users with a visual cue that the word is a clickable link. Each page features a scrollable menu on the lower left with information pertinent to the page selected. The images on the lower right support the selected page with further visual information. Understanding the desires of the millennial mindset, the new GH website is designed accordingly to inspire happiness, sharing, passion, diversity, and discovery (Spenner, P., 2014).

Concert Series

The availability of live music is an infallible means with which to attract a millennial following, providing the shows are affordable, and the musical acts are relevant to millennials. Many of the MG are managing college loan debt, but are willing

to spend money on experiences more so than on tangible goods, and look for bargains to offset their unique financial situation (Seymour, L., 2016). As a result, GH will offer up-and-coming peer-based acts at an affordable price, with free admission allotted to community events participants (see figure 14).



Figure 14. Website Music Page

Community Events

Events sponsored by GH are designed to build community, to support social causes, and to satisfy the MG's desire for happiness and self-exploration through personalized experiences. According to Non-Profit Hub, 77% of the MG derives most satisfaction from live experiences and events, because of the memories gained (Feldmann, D., 2016). In creating experiences to engage the MG, GH will include them

in the decision-making and ideation process. Consequently, they will be more willing to donate their resources, and include their social network in the GH community events.

GH will attract the target audience to their community events by use of technology, such as using peer-to peer elements on the website, e.g. a mobile sharing button or QR code, social media challenges and group participation involving their friends, reduced ticket prices for groups, opportunities to serve the community, affordable or free food and drink, and photo sharing. Following the event, and posting pictures and video will increase interest and excitement among peer groups (White, K. 2016).

“Gamifying” the event is another method GH will use to capture the MG’s attention. Raffles, challenges on social media, and contests within groups will encourage friends to participate in the events together (Matthes, C., 2016). If an individual sees their peers attending an event, they will be much more likely to participate themselves, and will post event interactions on social media, which will undoubtedly incur further MG interest in GH’s community events. Encouraging networking among individuals and groups through community efforts and social media will also help to grow group participation. Building a millennial event starts at the website and blends into the feeling of community created at the event.

As the MG appreciates being included in community efforts, giving to a good cause, and in helping the less fortunate, GH will sponsor a monthly workshop, inviting the MG to pitch in. The activity may be to help out at a non-profit, to serve the local community, or to assist a family or an elderly person in need, by mowing and cleaning up a yard, painting a home, fixing a roof, and other good-neighbor activities. The rewards will be locally produced beer and food donated by local sources, and a sense of

accomplishment, as well as sharing their good deeds on social media, particularly GH's social media accounts. Millennials will be encouraged to submit contact information of a needy family or non-profit to the GH events board for future reference (See figure 15).



Figure 15. Website Community Event Page

In conclusion, rewarding the MG attendees by including them in the process, providing inexpensive and enjoyable personal experiences, awards, and ephemera for group participation, giving feedback, and sharing on social media the impact their efforts have made, will foster brand loyalty and help build relationship with the MG.

Ephemera

According to Ben Hindman of Splash Blog/Party Science, forty-seven percent of

the MG will attend a branded event for free items that are distributed for promotional purposes (a.k.a. swag). Ideally, the items should be useful, creative, or novel, which is requisite for the GH brand to stay relevant to the MG (Hindman, B. 2016). Carrie Cummings, a staff writer with Adweek, advises that hats, tees, reusable water bottles, and sunglasses are among the MG's most coveted items (See figure16).



Figure 16. Ephemera

IV. CONCLUSION

In conclusion, Texas' oldest dancehall's brand has been upgraded and positioned to capture the interest of the MG. The redevelopment of the comprehensive brand for GH has repositioned it to engage the millennial mindset (Wheeler, A., 2009).

Using new technologies and trends in branding, a dynamic logo, interactive media, a game app, a responsive website for handheld devices, a peer-based concert series, community events, and attractive ephemera will inspire MG happiness, dialogue, and sharing positive personal brand experiences on social media (Friedman, L., 2016).

The new GH brand interacts with the MG in doing good and giving back to the community, and encourages the MG's input in event planning which works to gain trust and confidence. Fulfilling the expectations of the MG requires transparency, authenticity, and the willingness to be part of the community. Without such a commitment, any brand can only expect a limited lifespan.

Finally, the focus of rebranding GH is millennial brand loyalty. With its updated brand, Gruene Hall is well equipped to move into the ensuing decades, firmly positioned as an object of millennial affection, trust, and loyalty.

V. FUTURE INVESTIGATIONS

With the development of the rebrand for Gruene Hall could come additional opportunities to reach out to the MG in new markets using techniques that will create memorable experiences.

- Target Market Study:

Conduct a study within the target market, e.g. the MG, to determine the effectiveness of the revitalized brand.

- Gruene Hall on Tour:

A branded tour bus, outfitted with a fold-out stage will visit communities with substantial MG population, to exhibit peer musical groups and to introduce the communities to the essence of GH.

- Gruene Hall Record Shop:

The opening of a record shop in the vicinity of South Lamar in Austin specializing in vintage vinyl and cd format alike featuring musical groups that have performed at GH.

- In-store Performances:

Peer bands are invited to play on site to promote GH as well as their own music.

- Gruene Hall Online Store:

GH online record store will carry mp3s, vinyl, cds, and ephemera, along with band memorabilia and swag. A page of links to past performers' websites to emphasize the community vibe will be built in to the site.

- Battle of the Bands Contest:

GH hosts new music band competition and sponsors recording sessions for the winners.

- Use Social Media:

Post drink specials on Facebook, Twitter, or Instagram; post pictures of a favorite paying act, and advertise free admission for the first twenty five people; offer secret specials to only those who know the password posted on FaceBook. All of these tactics will keep the clientele engaged and checking their social channels.

- Host theme-oriented Nights/Contests:

Game Night (Choosing a certain night of the week as game night, hold tournaments like horseshoes, billiards, darts, and board games. Use digital technology for interactive social media games. Other choices include karaoke, trivia, and poker.), Beer Tasting Contest (Blind beer tastings in the Tap Room hosted by local breweries to promote new arrivals and to test the mettle of the attendees. Winners with the most correct guesses receive a GH logo mug or drink tokens.), Ladies' Nights (Thursday nights, ladies get half price drinks and free pool.), Sunday Afternoon Picnic, Open Mic (The first Sunday of every month, GH will host a potluck picnic in the beer garden. Attendees bring a dish to share. The beer garden stage will be open to anyone wishing to share their musical talents.).

- GH Brand Book:

Design and produce a comprehensive brand book for GH, pitch the revised brand book to the Gruene Corporation.

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