

Carnegie Hall Rebranding: Debrief



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Brief: Problem

Carnegie Hall is the ultimate place to perform for many musicians, but it fails to top the top 10 list for most tourists and its local membership numbers are weak in comparison to the Lincoln Center. It's also incorrectly assumed that it's expensive, even though they often have same-day tickets and ten dollar tickets for students. The Board of trustees needs Carnegie Hall to be associated with education and accessibility.

Brief: Analyzed

Problems

- *Fails to top the top 10 list for most tourists:* How to promote Carnegie Hall worldwide that would appeal to an international audience, and emphasize its importance in history?
- *Local membership numbers are weak in comparison to the Lincoln Center:* How to emphasize distinguishing features of Carnegie Hall that relates to local communities?
- *Incorrectly assumed to be expensive:* How to maintain the history of Carnegie Hall while becoming more accessible (and showing that), appealing to a broader audience?

Goal

- For Carnegie Hall to be associated with education and accessibility.

Research: Subject

Carnegie Hall

Is a concert venue in Midtown NYC. Designed by architect William Burnet Tuthill and built by philanthropist Andrew Carnegie in 1891, it is one of the most prestigious venues in the world for both classical music and popular music.

Current Mission Statement

Carnegie Hall's mission is to **present** extraordinary **music and musicians** on the three stages of this legendary hall, to **bring the transformative power of music to the widest possible audience**, to provide visionary **education programs**, and to foster the **future of music** through the cultivation of new works, artists, and audiences.

Research: Subject, Interviews

Trent, 20

- Impressions: traditional, old, more intimidating than Lincoln Center because of old architecture and lack of open space.
- The first place that comes to mind when thinking of classical music.
- Has less knowledge of relevant information.
- Reputation makes people want to go there; selling point is history.
- Interesting because famous people have performed there.
- Thinks that Lincoln Center is quieter and more convenient.
- Did not know of student tickets.

Casey, 19

- From San Diego, California. Would go to the San Diego Symphony to listen to classical music concerts.
- Perceives going to Carnegie Hall as more of a cultural experience; more specific to classical music as well, whereas Lincoln Center is everything at once.
- Has an elitist reputation.
- Feels like they would have good concerts.
- Not aware of student tickets.

Zoey, 20

- Impressions: fancy, grandiose.
- Likes the location and variety of Lincoln Center.
- Doesn't know much about the history of Carnegie Hall.
- Didn't know of student tickets.

Research: Subject— Unique Features

- Historically famous—a landmark where lots of famous musicians have performed, and aspiring artists hope to perform or sell out a show.
- Allows guests to be fully immersed in history through environment.
- It has a prestigious reputation that Lincoln Center doesn't have, but this can also be detrimental because people perceive Carnegie Hall as being expensive.
- Specific to music—doesn't have theater, film, dance, or opera like Lincoln Center does.
- Places a HEAVY emphasis on education, events, and giving back to the community.
- Ticket prices are relatively inexpensive and are available at different price points. In addition, Carnegie Hall provides \$10 tickets to students.
- Has an ongoing joke about a tourist asking, "How do I get to Carnegie Hall?" and someone answering, "practice".

Audit

What's not working?

- Most people seem to know about Carnegie Hall's reputation, but not relevant history or recent events.
- Lacks a sense of approachability or excitement that would attract broader, *younger audiences*.
- Inconsistent branding throughout social media platforms, seems confused.
- Website is somewhat plain. Follows the same format and is black text on a white background with red accents.
- Messaging is very much based on the viewpoint of the performers, seemingly targeted towards other musicians or other professionals/enthusiasts in the field. They mention of the name of musicians a lot, and feature photos of performances—but the general public wouldn't be able to identify who the musicians are or why they would be interested in them. In summary, Carnegie Hall's messaging is primarily functional but isn't very accessible.

Positioning Matrix

Competitive Landscape

Market Segment

Specific

Venues that are dedicated towards one specific category

VS

Varied

Venues that have multiple different categories

Value Proposition

Rational Benefit

Cultural experiences, educational entertainment

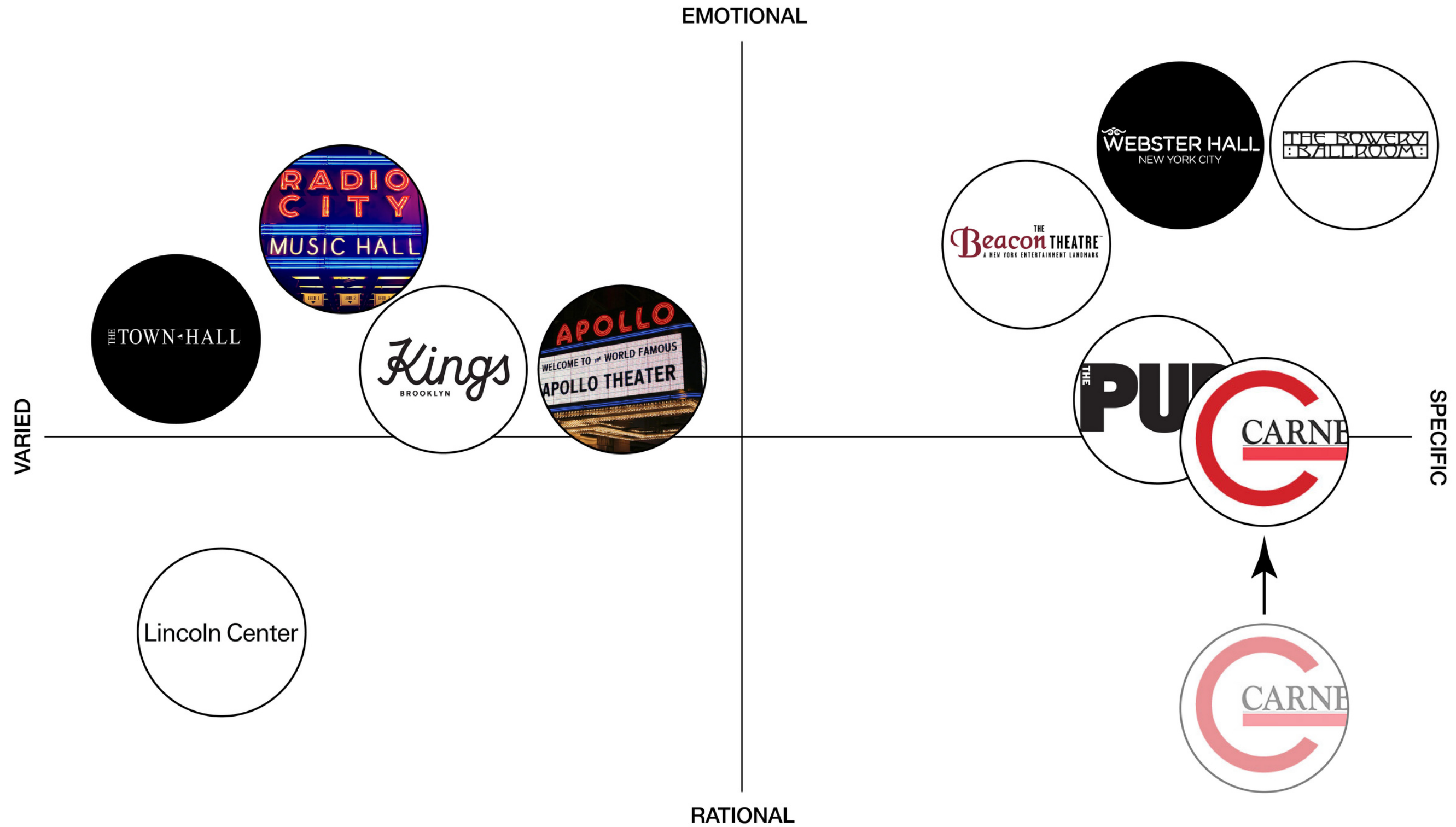
VS

Emotional Benefit

Adrenaline rushes, emotional highs, purely for entertainment

Positioning Matrix

Competitive Landscape



Audience

Who is your brand for?

Currently an older audience.

Who are you reaching for?

Everyone, but in particular a younger audience: children, teenagers, and young adults.

Where do they spend time?

At events popularized by social media, concerts, cafes, parks, museums, and stores.

Why should they care?

Carnegie Hall provides low-cost entertainment that is able to inspire and educate everyone, no matter what their social status, ethnical background, or age may be.

Brand Strategy:

- Preserving history, honoring musicians, and being accessible to the public.
- Being fun, modern, and exciting while educating the public.
- Colorful, exciting, approachable.
- For everyone to enjoy.
- Emphasis on passion, dedication, work, and emotion.
- Expand to a broader and younger audience.

Audience

Demographic Audience Understanding



Retirees, children, instructors, aspiring musicians, school orchestras, college students, families, locals, international visitors

Audience

Functional Audience Understanding

Recreational—Aspirational

People looking to try something new, enjoy a good time, or have fun with family or friends



Educational—Core

People looking to be inspired or to learn from experienced musicians



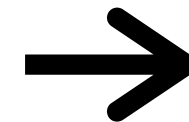
Audience

Psychographic Audience Understanding

**What do these people
have in common?**

They want to be **moved** by
music; **to be inspired, to feel**
excitement and emotion.

They want not dance, not
theater, but **music.**



Big Idea:

**Feel at One
with Music.**

Strategy

Brand Idea:

Shared Experience

We as humans always find ways to connect with each other, and music is often that common thread that unites us. Listening to music at Carnegie is a shared experience that allows for emotional connection.

- **Mission**
To form a community of music lovers by bringing the passion of music to everyone.
- **Vision**
To foster the future of music in younger generations.
- **Brand Values**
Education•Community•Passion
- **Audience**
People who want to *feel music*.
- **Personality**
The Passionate Facilitator
- **Tone of Voice**
Knowledgeable•Encouraging•Straight to the Point

