

CITY HARVEST

Nonprofit Marketing & Communications Strategy

Turning a dual-impact mission into a clearer brand story.

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Pace University • Lubin School of Business • Spring 2026

Semester-long academic consulting project. Not commissioned by or affiliated with City Harvest.



HUNGER



FOOD WASTE

A strong operation. A crowded attention market.

The assignment was to diagnose brand health and turn the analysis into a practical marketing plan.

86M+

pounds of food rescued / delivered

1,600+

food-donor partners

~400

partner agencies

MY SCOPE

SWOT analysis

Brand + product
recommendations

“New York has a strong core”
campaign concept

TEAM CHALLENGE

Donor fatigue • generational shifts • digital gaps • rising competition • greater demand for food assistance

The core strategic question: how do you make the organization’s full value easier to see—and easier to act on?

The asset was bigger than the story.

My SWOT analysis showed a strong operating model—but several pressures on growth and engagement.

STRENGTH

Hard-to-copy logistics +
community ecosystem

WEAKNESS

Resource-rich, but cash-light;
fixed-cost exposure

OPPORTUNITY

Dual social + environmental
mission; younger digital
audiences

THREAT

Donor competition + technology-
enabled redistribution

THE UNDERUSED NARRATIVE

**City Harvest already
solved two problems
with one operating model.**

Hunger relief was the dominant story. Food-waste reduction created a second, less visible source of relevance and differentiation.

One operating model. Two reasons to care.

The recommendation was not to invent a new mission—it was to make the full mission more legible.



STRATEGIC HYPOTHESIS

Make the dual impact more central to the brand narrative.

Why it could matter:

- Sharper differentiation
- Broader relevance
- Stronger bridge to younger supporters

Strategic recommendation derived from the project's SWOT and brand analysis; no claim of implementation or outcome by City Harvest.

Make the dual impact tangible.

A stronger story only matters if it shows up consistently in experience, channels, and measurement.

01 MESSAGE

Say what the operation already proves.

Pair hunger relief with food-waste reduction. Use simple impact proof—not abstract sustainability language.

02 EXPERIENCE

Turn the narrative into visible choices.

Link the story to operational and donor experiences. One concept: “From green to Green(er)” as a visible environmental commitment.

03 CHANNELS + MEASUREMENT

Connect awareness to action.

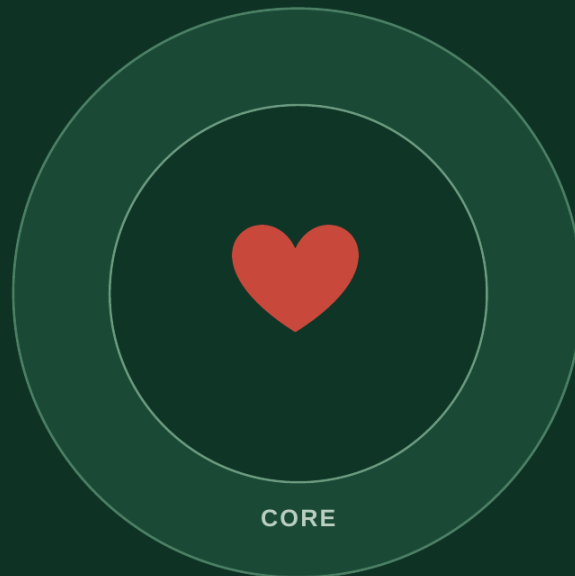
Use social, email, PR, transit, and donor journeys together. Track reach, conversion, retention, volunteer sign-ups, and recurring giving.

The through-line: mission → message → experience → measurable action

NEW YORK HAS A STRONG CORE.

Apple core × human core

Show everyday New Yorkers giving their time, energy, and effort to make the city healthier and stronger.



VOLUNTEER CORE

Time + hands + purpose

NEIGHBORHOOD CORE

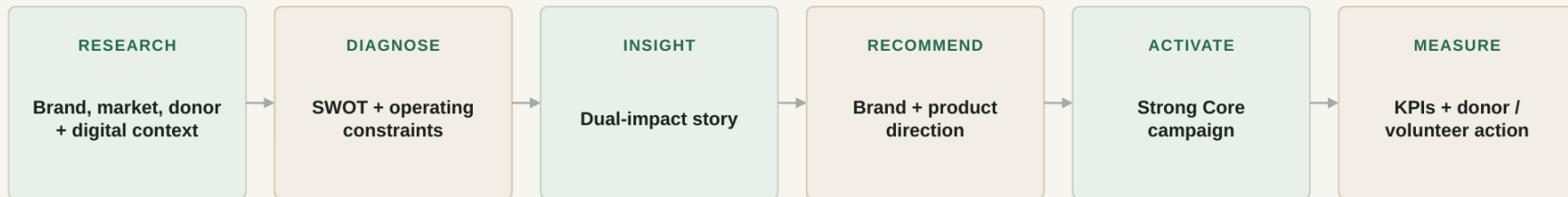
Community + Mobile Markets®

DELIVERY CORE

Food rescue in motion

From diagnosis to creative execution.

A portfolio case study in turning research into a strategic communications choice.



Strategic Communications

Nonprofit Marketing

Brand Strategy

Campaign Development

Analytics + KPIs

ATTRIBUTION

Collaborative semester project by the Pace MBA 806 consulting group. Individual contributions by Samuel Buti: SWOT analysis; brand/product recommendations; "New York has a strong core" campaign concept.

Academic project; not commissioned by or affiliated with City Harvest.

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Source: MBA 806 — Driving Marketing Performance, Pace University Lubin School of Business, Spring 2026.