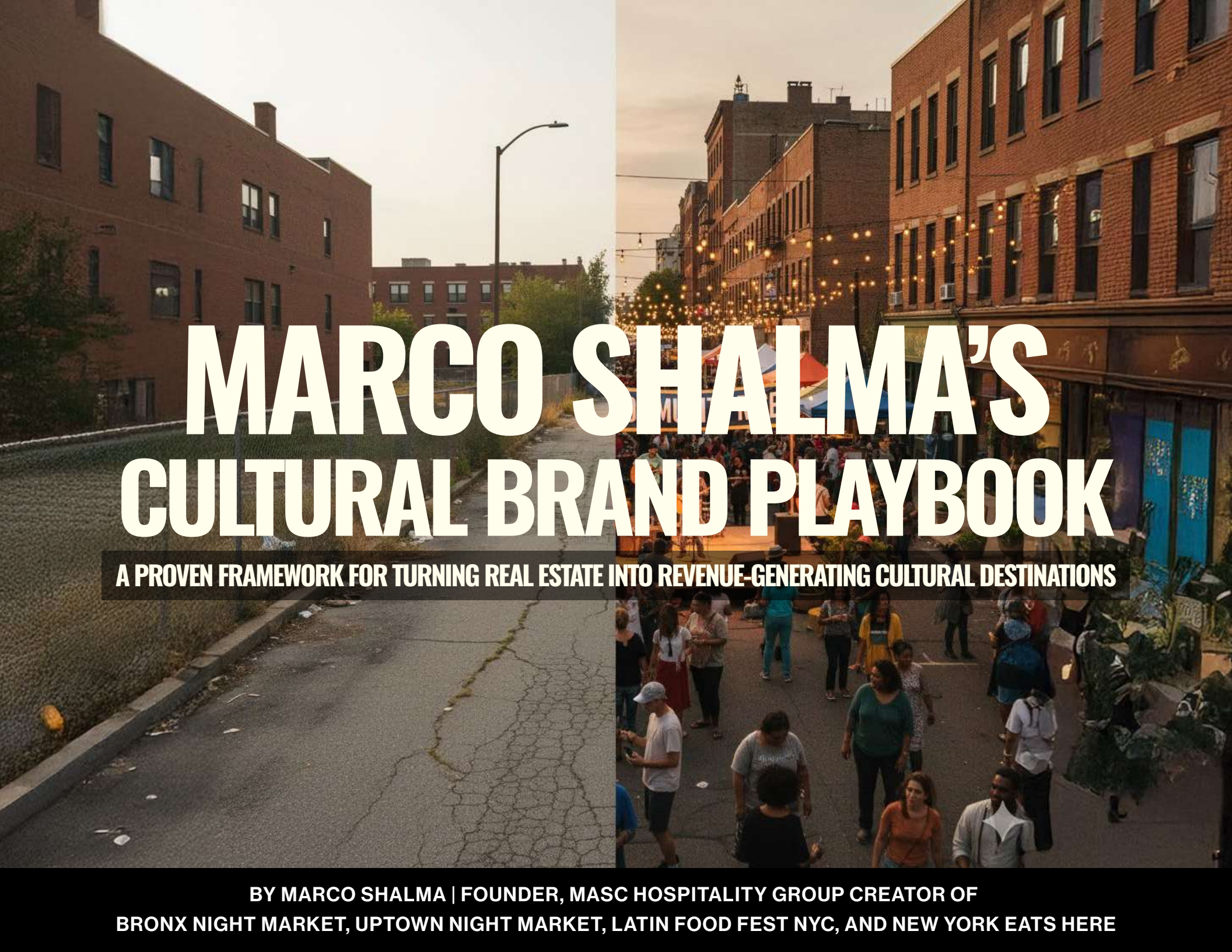




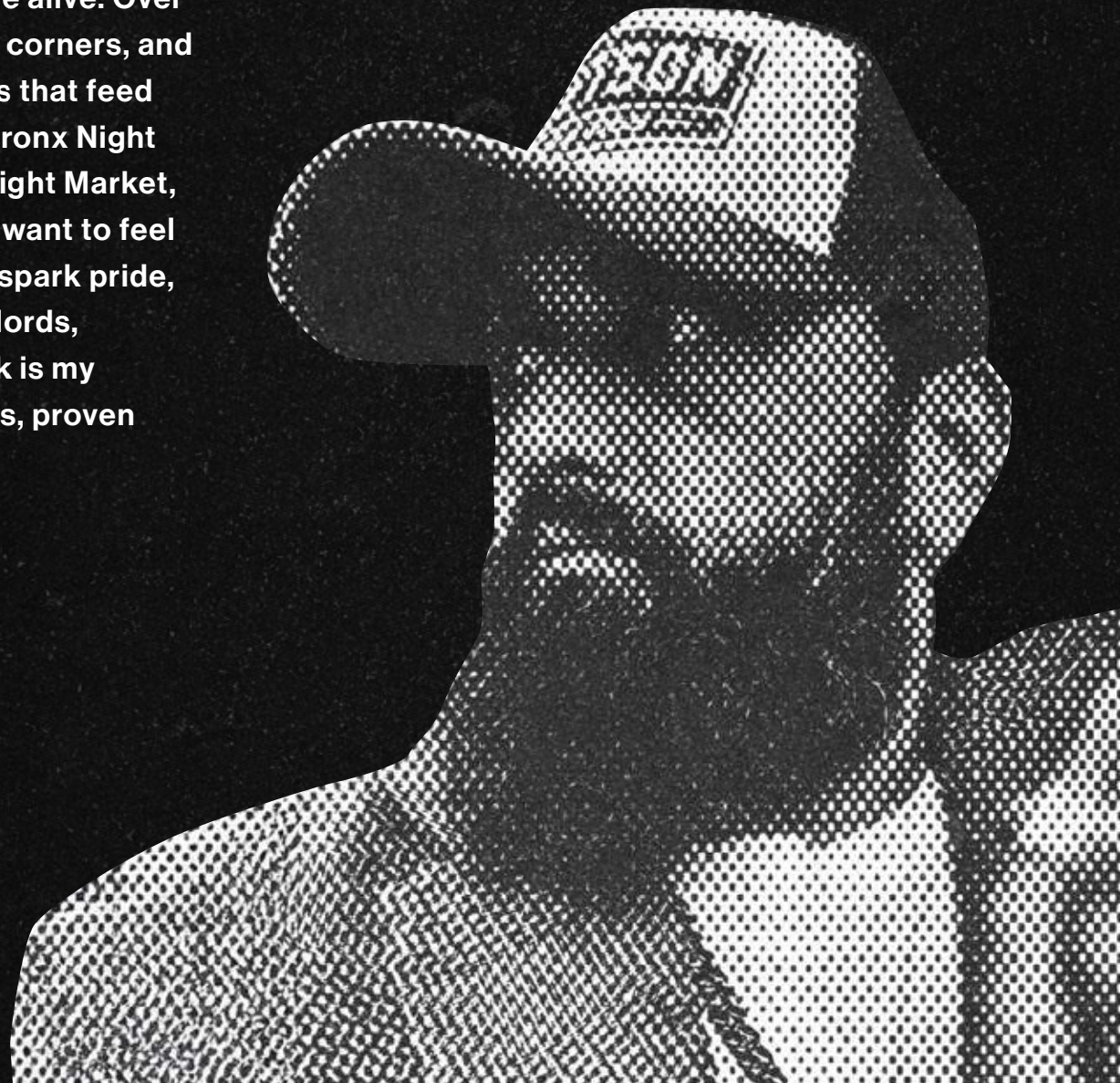
MARCO SHALMA'S CULTURAL BRAND PLAYBOOK

A PROVEN FRAMEWORK FOR TURNING REAL ESTATE INTO REVENUE-GENERATING CULTURAL DESTINATIONS

BY MARCO SHALMA | FOUNDER, MASC HOSPITALITY GROUP CREATOR OF
BRONX NIGHT MARKET, UPTOWN NIGHT MARKET, LATIN FOOD FEST NYC, AND NEW YORK EATS HERE

HI, I'M MARCO SHALMA.

I build cultural brands that make places come alive. Over the years, I've turned empty lots, underused corners, and forgotten buildings into thriving destinations that feed cities and bring people together. From the Bronx Night Market to the Latin Food Fest and Uptown Night Market, every project starts with one idea — people want to feel connected. I create spaces that tell stories, spark pride, and generate real economic impact for landlords, developers, and communities. This playbook is my blueprint for doing exactly that. Simple steps, proven results, built from the streets up.



THE NEW REAL ESTATE GAME

THE NEXT FRONTIER ISN'T RETAIL. ITS RELEVANCE

Vacant lots, underused courtyards, dead plazas — they're all waiting for a pulse. The new economy of space is built on culture, not square footage.

Developers, landlords, and city agencies across the country are learning fast: When you activate through story, community, and experience, value follows.



40% of U.S. retail space is underperforming



68% of people prefer experiences over goods



2–4× increase in foot traffic after cultural activation



01/

BECAUSE CULTURE PRINTS ITS OWN CURRENCY.

You can't buy loyalty — you earn it with shared identity.

When people see themselves reflected in a space, they spend time, energy, and money.

That's why cultural destinations outperform traditional retail and draw sponsorships, media, and institutional support.

EACH LAYER FEEDS THE OTHER

AUTHENTICITY +

Rooted in real people and
real neighborhoods

STORYTELLING +

The “why” that turns a
market into a movement

EXPERIENCE +

Food, sound, design —
layered for memory and media



CONSISTENCY +

Programming that turns
moments into habits

COMMERCE +

Vendors, bars, ticketed
zones, sponsorships

= LONGEVITY

02/

HOW WE TURN EMPTY INTO MAGNETIC.



03/



Uptown Night Market / Harlem

- Under the 12th Ave arches
- 20K + visitors monthly
- 120 + local vendors supported annually
- Sponsors: Columbia University, NBCU, NMDP

**RESULT: TRIPLED AREA FOOT
TRAFFIC AND BECAME A
HARLEM CULTURAL
LANDMARK.**



Latin Food Fest NYC / Industry City

- 15K attendees over two days
- \$250K + sponsorship revenue in year one
- 50 + media mentions

**RESULT: BECAME NYC'S
LEADING LATIN FOOD AND
MUSIC FESTIVAL, NOW
SCALING NATIONALLY.**



Malcolm Shabazz Market / Harlem

- Partnered with developer Procida Real Estate and HPD
- Revitalized historic marketplace while keeping its legacy intact

**RESULT: VENDOR SALES ×
3 WITHIN EIGHT WEEKS OF
ACTIVATION.**

REAL SPACES. REAL REVENUE. REAL COMMUNITY IMPACT.

PROOF OF CONCEPT

04/

THE NUMBERS THAT MATTER

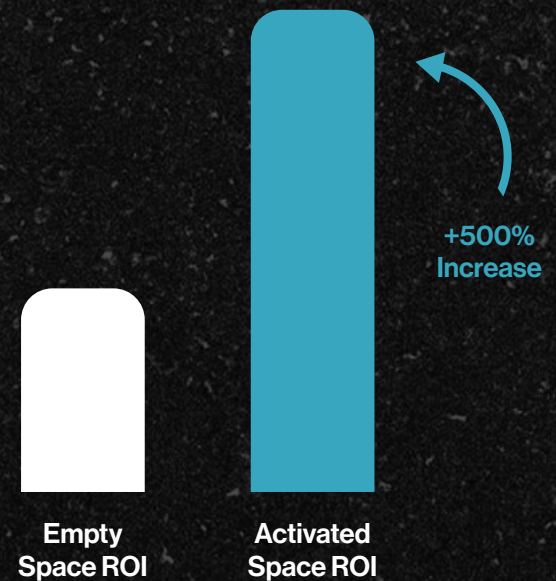
THE ECONOMICS OF CULTURAL ACTIVATION.

 **\$1 → \$7** in community spending multiplier

 **30–40%** increase in leasing interest post-activation

 **2.4×** growth in digital engagement within 60 days

 Average sponsorship ROI: 6:1



“Culture isn’t a cost center — it’s a catalyst for value creation”

05%

HOW TO GO FROM EMPTY TO EARNING — FAST.



ASSESS

Audit the space.
Measure access,
demographics,
energy, and
visibility.



ALIGN

Match the story
to the
neighborhood.
Harlem = Soul.
Bronx = Flavor.
LIC = Innovation.



ASSEMBLE

Curate culinary,
music, and art
partners. Add
sponsor
alignment early.



ACTIVATE

Pilot with a
3-night or
weekend series
to test crowd
flow and
content.



AMPLIFY

Build the brand
presence. Go
digital. Capture
data. Sell the
story forward.

YOUR 90-DAY BLUEPRINT

06/

WHAT LANDLORDS, DEVELOPERS, AND CITIES ACTUALLY GAIN.



Turn idle space into a
self-sustaining traffic engine



Generate local economic lift and
measurable community goodwill



Attract tenants, press, and sponsors
without heavy construction



Build long-term partnerships
that grow asset value



**“Marco’s activations turned
a forgotten space into
Harlem’s heartbeat.”**

— *Columbia University Partner*



**“We saw more engagement
in one night than months of
digital spend.”**

— *NBCU Brand Manager*

07/



Your property
doesn't need
another tenant —
it needs a story.
Let's build it
together.



Schedule a
30-Minute
Strategy Call
with Marco

 marco@maschospitalitygroup.com
 www.maschospitalitygroup.com
 [@marcoshalma](https://www.instagram.com/marcoshalma)

LET'S TURN YOUR SPACE INTO THE NEXT CULTURAL DESTINATION.

READY TO ACTIVATE

Outwork. Outpace. Outperform.

08/