effie Awards Australia

2026
Case Study



Entry ID Number
1592

Agencies
303

Client
Levande Retirement Living

Title
How a lust for life (and tight khaki shorts) doubled Levande Retirement Living's pricing power.

Category
A07. Telecommunications, Utilities and Other Services

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Q1. EXECUTIVE SUMMARY & WHY DOES THIS CASE DESERVE AN AWARD

In 400 words or less summarise why you think your entry should be considered for an award in the category. Include an overview of your case study articulating the key take-out to give the judges an overall picture.

Retirement Living, which is 'independent living' not aged care, had a demand problem. Not because the experience was poor, but because the perception was.

Despite 4.9 million Australians being over 65, the penetration for Retirement Living was only 7.5%. The category had become trapped in clichés of decline: floral shirts, communal dining halls and the quiet assumption that moving in meant pre-emptively and prematurely checking out of life. The reality was Baby Boomers were doing the exact opposite. They were travelling, reinventing themselves and embracing what is called "the third age" - a period of greater freedom, confidence and fulfilment.

Arriving into this stagnant, misunderstood category was challenger brand Levande, a new Swedish-backed brand with just 12% awareness. Their challenge wasn't simply generating leads. It was building a brand people would willingly pay more for.

Research revealed a powerful truth: as people age, particularly women, they become more in touch with themselves - bolder, freer and less constrained by expectation. This greater sense of self-awareness provokes a desire to expect more from life. And this inspired the brand promise and platform of 'Everyday Exceptional'.

The hero film, Girls Trip, showed two women escaping to Paris while a charming gardener in very tight shorts looked after things back home at Levande. It didn't look or sound like Retirement Living advertising.

The campaign transformed both the brand and the business. But the most important result wasn't volume. It was value.

Price growth reached +8.5%, almost double the market average. Brand awareness tripled from 12% to 37%, and consideration jumped from 7% to 23%.

This resulted in **REDACTED incremental profit** and an **ROI of 255**% - after category growth was deducted.

By making Retirement Living feel more desirable, Levande increased willingness to pay, improved lead quality and built pricing power in a finite market.

This was achieved by decreasing performance media spend from $3.7m to $1.3m and investing $1.8m in brand advertising for the first time.

Levande proved that when you reflect older Australians honestly - with humour, vitality and emotional truth - you don't just challenge perceptions of a category.

You change perceptions of ageing itself.

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02. WHAT WAS THE STRATEGIC COMMUNICATIONS CHALLENGE?

Please provide the necessary context on your industry category, competitors and brand so the judges can evaluate your entry. Before your effort began, what competes with your brand/business? What was happening in your category? What was the strategic challenge of your business? Provide context on the degree of difficulty of this challenge. Market context and performance versus competitors will be essential for determining campaign success. Judges will consider the degree of difficulty when allocating marks

A brand no one knew, in a category not many wanted.

Levande, pronounced 'Leh-van-deh', is Swedish for 'vivid' and 'full of life'. In 2023, it arrived in Australia's Retirement Living market with a bold ambition: to redefine what ageing looks like. Backed by EQT, a Swedish infrastructure investment firm, it had acquired Stockland's portfolio of 58 retirement communities across Australia, bringing with it a distinctly Scandinavian conviction: that happiness doesn't fade with age, it gets better.
But the category told a very different story.

A growing but highly sceptical audience.

Australia has 4.9 million people over 65 (Figure 1), yet Retirement Living penetration remains stubbornly low at just 7.5% (1). Women dominate the category (63%) because they're more likely to be living alone (2). Partly by choice. Partly because, statistically, they outlive their partners (Figure 2). But despite the tsunami of grey, this mature category had stalled. Less than 2% growth in penetration (3) over a decade, no pricing power versus the housing market, and no brand brave enough to change either.

The demanding Baby Boomers have changed retirement forever.

Today's Baby Boomers who make up 65% of new customers don't want to be seen to be slowing down (4). This is the generation that rewrote every rule they were handed. They're travelling, reinventing themselves, starting again and enjoying what's been termed 'the third age' (5). They expect more, not less. More space, more quality, more say in how they live. They built their lives exactly the way they wanted. They're not about to hand that over.

Staying put. The real competition.

80% of older Australians say they want to age in their own place (6). The cost of living crisis had taken the shine off residential property prices, particularly in Victoria. After a lifetime of building equity, Baby Boomers were scared of losing out. When the alternative to Retirement Living is staying put, in a home you love, in a neighbourhood you know, with Government support to do exactly that... it's not a fair fight.

Retirement Living had an image problem.

Retirement Living carried heavy emotional baggage. While older Australians were busy reimagining retirement as liberation, Retirement Living communities were still associated with everything they were running from - lost autonomy, outdated facilities and a creeping fear that moving in meant giving up. To make things worse, the category was often confused with Aged Care, a sector scarred by elder abuse scandals and public distrust.

And then there were the practical fears.

The money conversation. Exit fees. Service costs. Contracts that read like tax law. Compared to a straightforward private residential downsizing, Retirement Living felt like a financial minefield. People weren't just uncertain, they felt like they might be walking into a trap.

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And the advertising? Oh, the advertising.
Pull up any competitor website and you'll probably see the familiar image of an older person walking a small dog, guided by a support worker in some kind of floral shirt (Figure 3). A communal dining table. A raised garden bed. Soft-focus joy. The same. Beige. Everything.

Levande, in its early years, looked identical. The whole category had accidentally agreed on the same visual language - and that language was saying *"this is where life slows down".*

But the reality?
Here's the twist. People who actually live in retirement communities tell a very different story. Two thirds rate their provider 8, 9 or 10 out of 10 (7). Residents are 15% more physically active, 41% happier, and five times more socially active than those living independently in their own homes (8). As one adult child put it:

"My expectations were pretty low... But the village Mum was in was lovely, the facilities amazing. She had a great social life, great on-site activities. Mum loved it."

Levande was no different with 90% of their residents rating their experience positively (9).
The gap between what people imagined and what they actually experienced was enormous.
And the industry was doing almost nothing to close it.

And the real prize for Levande wasn't just volume. It was price.
The most powerful thing advertising could do was to create strong demand with people who were prepared to pay more. Retirement Living is a finite product. There are only so many homes. While the business was building one new major Levande development, our brief was to focus on increasing the value of the current portfolio of 58 villages.

But Levande had been chasing any lead instead of building desire.
In its first two years (July 2023–May 2025), Levande relied entirely on performance marketing for customer acquisition. $3.7m was spent on buying any leads through Google, Meta and online aggregators during the year prior June 2024 – March 2025. This generated poor quality leads. It also sacrificed the brand. Brand awareness sat at just 12%, barely a whisper next to the established top spending Retirement Living competitor of Aveo at 63% (10).

We know brand-led campaigns are the single most reliable driver of price sensitivity reduction and margin growth (11). To drive quality leads and build pricing power, we needed to invest in building desire for the Levande brand.

The space was wide open.
No competitor owned a distinctive brand position. The most interesting, life-affirming, genuinely desirable version of Retirement Living was sitting there, unclaimed, waiting for a brand brave enough to pick it up.

The challenge became two-fold. And completely inseparable.

1. Challenge the category. Make retirement living something people actively, excitedly, unapologetically *want* - and make Levande the brand they want it from.
2. Convert those already looking. Turn active consideration into signed contracts.

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Footnotes:

1. *Grant Thornton, National Overview of the Retirement Village Sector, 2014.*
2. *PwC RLC Report, 2024.*
3. *Grant Thornton, National Overview of the Retirement Village Sector, 2014.*
4. *Salesforce CRM, number of settlements.*
5. *A Fresh Map of Life: The Emergence of the Third Age, Peter Laslett, 1989.*
6. *AHURI research. https://www.ahuri.edu.au/research/final-reports/317.*
7. *2023 Catalyst Satisfaction Index.*
8. *Better Housing for Better Health Report, 2023.*
9. *Levande Resident Survey 2024.*
10. *YouGov Wave 1, May 2025.*
11. *Binet & Field, The Long and the Short of It, 2013.*

Figure 1 – Australian Institute of Health & Welfare, 2020

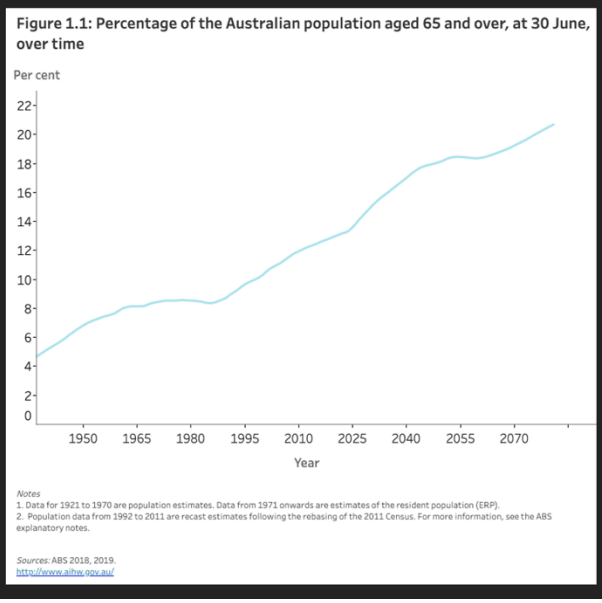
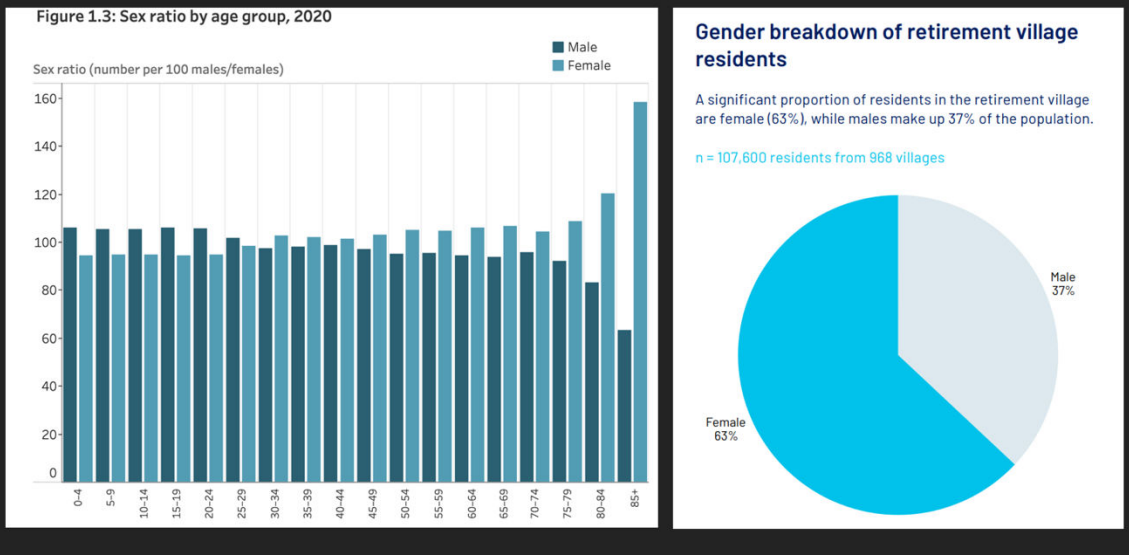
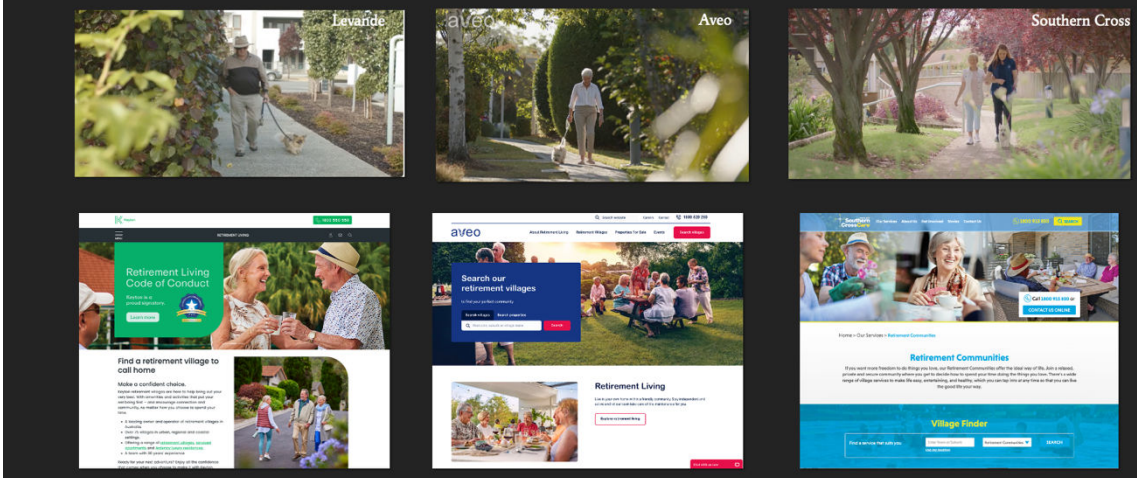


Figure 2 – Australian Institute of Health & Welfare, 2020 and PwC and Retirement Living Council, Retirement Living Census, 2024



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Figure 3 – ‘Retirement villages are still riddled with the same cliches’, Retirement Category Audit, 2024.



What was going on in your category? Provide context on the category, marketplace, company, competitive environment, target audience and/or the product /service that created your challenge and your response to it. Market context and performance versus competitors will be essential for determining campaign success. Judges will consider the degree of difficulty when allocating marks.

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Q3. WHAT WERE YOUR OBJECTIVES? State specific goals.
What were the Business, Marketing and Campaign/Activity and behavioural objectives that you set to address your challenge? What were the Key Performance Indicators (KPIs) set against each objective? Provide specific numbers/percentages for each and benchmarks wherever possible. You must provide a benchmark and context for your goals versus the year prior and explain why they were significant and challenging in the context of your category.
Note: Only in rare instances are the judges likely to award an entry that only demonstrates attitudinal changes. If the campaign did not have specific objectives, state this in the entry form and explain why.

With high occupancy levels in the sector at between 90-95%, sales volume growth is limited. Price growth is the key to unlocking value.

This meant shifting from a volume mindset to a value mindset.
Building a brand more people would not just choose but pay more for.

BUSINESS OBJECTIVE

Increase Gross Profit by REDACTED in the period from launch on 1 June 2025 to 31 March 2026 (pro rata from 12 month objective).

By: Increasing Revenue by 10%. (12)
By: Increasing Sales Volume by 3% (in line with projected market growth) (13)
By: Increasing Price by 7% (outperform expected market price growth of +5%). (14)

BEHAVIOURAL OBJECTIVE

By: Increasing average weekly Leads by 10% in the period of June 2025 to March 2026 (pro rata from 12 month objective). (15)

Attracting a high volume of quality leads from people who are prepared to pay more builds strong waitlists, putting positive pressure on price.

BRAND OBJECTIVE

Double Prompted Brand Awareness from 12% to 25% and Brand Consideration from 7% to 14% within 12 months of launch (16).

Footnotes:
12. Salesforce CRM, gross revenue received upon settlement.
13. West Coast Capital, Projected Market Growth from long-term regression modelling.
14. Internal, Salesforce, Realised Compound Annual Price Growth Rate.
15. Salesforce CRM, Pre-Campaign is 6 months to end of March 2025.
16. YouGov Wave 1, May 2025.

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Q4. WHAT WAS YOUR STRATEGY AND HOW DID YOU GET THERE?

This section covers the key building blocks of your strategy. Explain the strategy and what it was driven by. Explain to the judges why you chose the audience you did. Outline your key insight(s) and how they led to the strategic idea or build that addressed the business challenge the brand was facing. Define the target audience(s) you were trying to reach and explain why it was/they were relevant to the brand and the challenge. Describe your insight(s) and explain the thinking that led you to your insight(s). What was the strategic idea or build followed from your insights that enabled you to pivot from challenge to solution for your brand and customer?

The Strategy: From Loss Aversion to Female Liberation

As we age and start to think about changing our living circumstances, we feel loss aversion for the life and home we have known. This loss aversion is a powerful emotional and psychological resistance to letting go of something that holds both deep sentimental value and a sense of identity (Figure 4).

We needed to reframe this next stage of life to be focused on the benefits of adaptation and acceptance that there is still better to come.

Research revealed a powerful emotional truth: as people age, happiness isn't an end state, it's a daily decision to be present, appreciate small pleasures and embrace life as it comes.

In fact, most over 70s report the happiest times of their life came after 50 (17). As your libido starts falling, your zest for life and life satisfaction increases (18).

So while Baby Boomers have always been a bit adventurous, irreverent, bold, fun, joyful, sexy – these qualities in fact increase as we age. Particularly for women, our core audience. Wisdom, life experience and satisfaction all peak. Combined with greater tolerance, confidence and acceptance for who we are and what we want (19).

This led to our key insight that we could enable: Free from society's pressures and caring responsibilities, women in particular come into their own in their senior years, where they are liberated to explore who they really are and embrace the life they've always wanted. And enjoy being a bit irresponsible finally! (Figure 5.)

Unlock the distinctive role for Retirement Living.

Importantly we didn't just want to sell the best version of a Baby Boomer retirement – they were already experiencing that without Levande. We needed to show the role Retirement Living could play in being a springboard for your best life.

We already knew that greater wellbeing, social engagement and physical activity was found in retirement communities compared to living alone (20). Qualitative research revealed three underlying emotional and functional benefits - Freedom, Fulfilment and Certainty (21).

This unlocked the strategic opportunity: Levande wasn't competing on buildings, amenities or yoga classes, it was competing on the ability to tap into the heightened adventurous mindset of the Baby Boomer and elevate everyday life.

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Our creative proposition became: **The freedom to grow bolder.**

Enabled by the unique and positive benefits of Retirement Living:-

Freedom: We lighten the load of daily living, so you are free to enjoy your best life.
Fulfilment: We create an environment that promotes connection.
Certainty: We remove ambiguity and doubt, and replace it with clarity and security.

Footnotes:
17. The Gen Seen Report by Australian Seniors, 2024. n = 5,108.
18. 'When Does Cognitive Functioning Peak? The Asynchronous Rise and Fall of Different Cognitive Abilities Across the Life Span', Harvard University, 2015.
19. The Gen Seen Report by Australian Seniors, 2024. n = 5,108.
20. The Gen Seen Report by Australian Seniors, 2024. n = 5,108.
21. Wingmaven Research, 2024.

Figure 4 – Levande Invisible Problem, Strategy Presentation, 2024

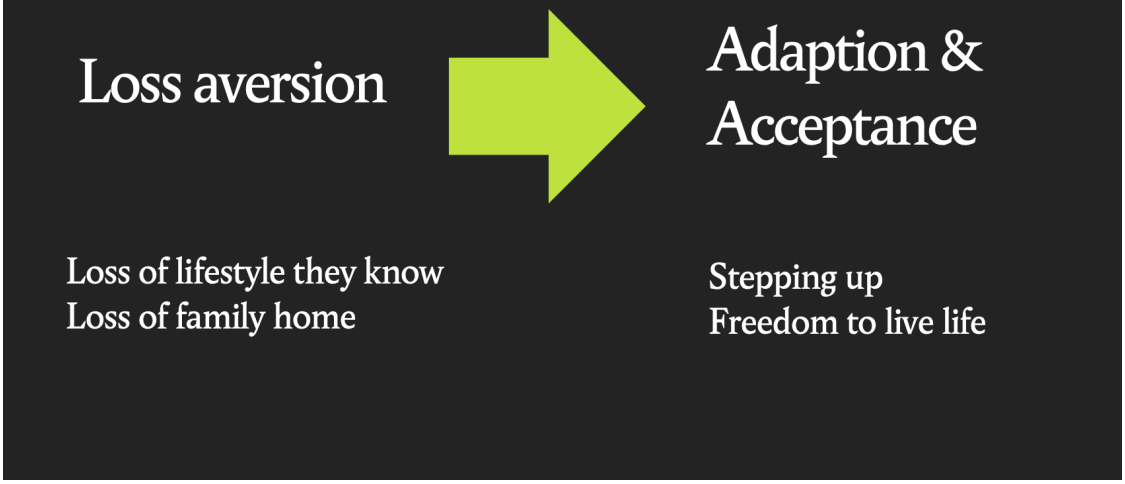


Figure 5 – Jules Renard captures the attitude.



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Q5. HOW WAS YOUR STRATEGY BROUGHT TO LIFE?

This question relates to how you brought your idea to life with compelling creative and channel plans. Help the judges evaluate your entry by demonstrating how you created work that targeted and motivated customers effectively. Outline how the idea addresses the challenge, strategy, and target audience needs. Describe the selected channels and why, and how the creative and media strategies work together.

A new brand platform: 'Everyday Exceptional'.

There used to be unspoken rules about how you aged, what you wore, and how you behaved. But not anymore. That's old news. This generation of baby boomers are more active, adventurous and independent than ever. They don't want to do 'old' like their parents did. Their expectations are high. Fortunately, everything about the Levande experience has been designed to surpass them.

'Everyday Exceptional' was more than an advertising idea, it was a platform that fired up every aspect of the Levande brand experience, from paid advertising to PR, industry events, website, staff & EVP, internal comms, village events, wayfinding and signage. (Figure 6).

Lead Emotional Film – "Girls Trip"

Rather than selling clichés of 'active seniors', we celebrated charming, irreverent and genuine stories of freedom, friendship and liberation. A 'girls trip' to Paris became the subject of our lead film. Unlike her friend Sarah, Grace can depart without a care in the world, thanks to Levande looking after everything in her absence. As embodied by tight khaki short clad 'Levande the gardener' (Figure 7). Follow up spots dangled further alluring promises in an intentionally honest and playful way - from ignoring calls from grown up kids to choosing a weekend of leisure over looking after the grandkids.

Sarah and Grace have been set up as the protagonists who embody the fun of female friendships and give the audience permission to be a bit irresponsible. Levande the gardener in tandem with the sticky mnemonic - "Levande does that" - have become distinctive brand assets, personifying the brand and its 'no maintenance worries' promise, as well as providing a humorous foil for our two protagonists.

New brand identity system.

The platform was also supported by a refined identity system executed through the whole brand experience:

- A sunray device symbolising optimism and new beginnings.
- A sophisticated, Scandinavian-inspired green palette rooted in nature, balance and emotional calm.

Integrated Comms Framework.

The campaign launched across TV, OOH, Radio, Social, Aggregator, Programmatic Video, Press/Magazines and a full website relaunch, supported by a communications model designed for both long-term brand building (closing the perception gap) and short-term conversion (driving leads). (Figure 8.)

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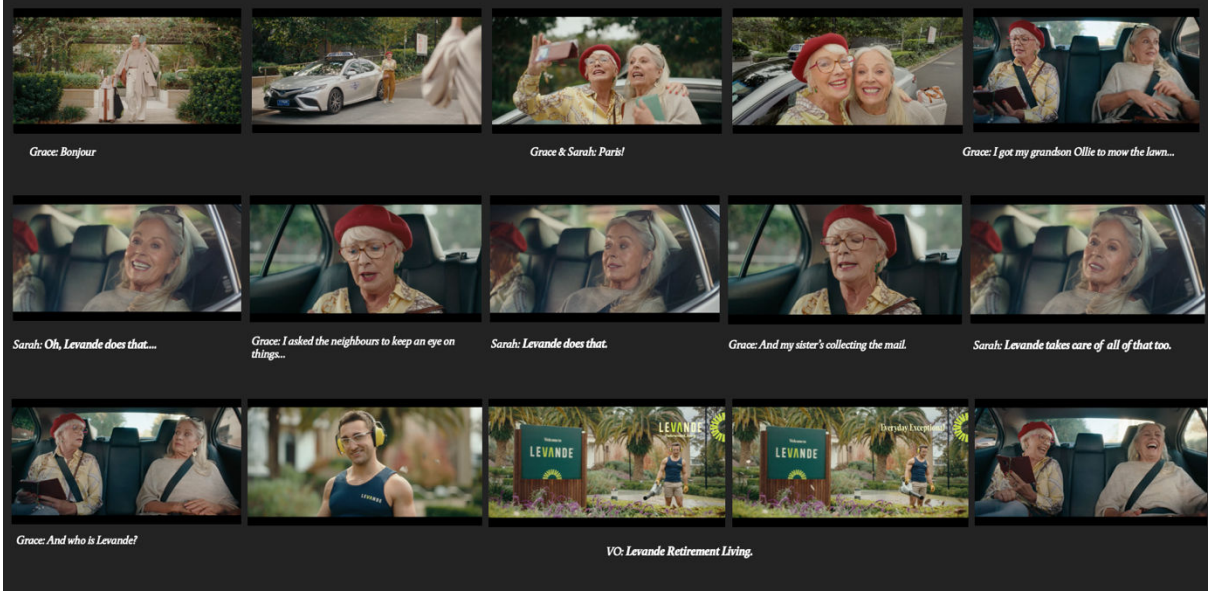
Importantly, performance marketing worked hand in glove with brand, localising the same assets for connected TV, OOH, digital/social, press and radio to drive leads for villages such as Cardinal Freeman, Highton or Somerton Park.

To showcase the 'Everyday Exceptional' platform with a real demonstration of living boldly in Retirement Living, an attention-grabbing brand activation was devised involving a group of Levande residents abseiling off one of their 28 story high-rise developments (Figure 9).

Figure 6 – 'Everyday Exceptional' Levande Brand Elements



Figure 7 - 30" 'Girls Trip' Storyboard



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Figure 8 – Levande 'Everyday Exceptional' Communications Framework

Brand Platform	**Everyday Exceptional**		
Communications Pillar	**PRIME**	**PROVE**	**PROMPT**
Target Audience	Primary: 65 – 80 year olds. Those who are planning on a retirement community but not sure when, those who are not planning on but would consider in future and those actively considering in the next 3 years. Secondary: 40 – 60 year olds with influence on their parents' retirement decisions.		Primary: 70 – 80 who are actively considering in the next 12 months. Secondary: 40 – 60 year olds with influence on their parents' retirement decisions.
Mindset to Overcome	See retirement as highly positive, however retirement living is associated with a loss of autonomy/freedom, complexity and privacy.	Confusion with residential age care. Feelings of losing control, being locked in. Perceived complexity of contracts and lack of financial transparency. Bad news stories – poor care, poor management.	Despite viewing retirement and Levande positively, the pull of the safe and familiar is strong. Need to overcome inertia and give people self-efficacy.
Role of Comms	Levande to prime change of attitude towards retirement living to build passive consideration and create future demand for Levande.	Use proof points to demonstrate that Levande is closing the gap between the positive view of retirement and retirement living.	Convert motivation into action by communicating the benefits of specific developments. Trigger enquiry by web, phone, visit.
Role of Media	Use broad reaching channels to establish the *Everyday Exceptional* brand story and tonality to build mental availability for Levande.	Drive relevance by targeting the enablers and barriers with relevant content/creative.	Use geo-targeting to remind in market considerers why they need to choose Levande in their area.
Messaging	**Levande gives you the freedom to grow bolder.**	**Freedom: Lock up and leave, no maintenance worries. Fulfillment: Shared communal spaces for you and friends/ family to enjoy, well-being concierge. Certainty: one simple contract, six months guarantee, 24/7 help button.**	**Enjoy Everyday Exceptional right now. Everyday Exceptional is coming to your neighbourhood.**
Channels	TV/OLV/BVOD/Online: 30" & 15" OLV/ YT: 6" bumpers Social: meta/FB: 6" & static Radio/Podcast : 30" & 15" Print/press	OLV/ YT: 6" bumpers Social: meta/FB: 6" & static – RTB Radio/Podcast: 15" and Print/press Website, Brochures	Tagged video assets, Radio – 30". Digital/Static outdoor – street furniture / large format / transit, Display – programmatic, Print, Social always on - static, video, carousels, Search, Letter box drops, EDM

Figure 9 – Brand Activation, Seniors Take The Leap, Nov 2025.



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Q6. HOW DO YOU KNOW THAT YOUR CAMPAIGN WAS SUCCESSFUL?

This is the most important part of your entry. Entries should show how the campaign achieved or exceeded objectives and demonstrate how the campaign made a difference. The results should relate back to the objectives; the data should support the assertions and the timescale should be clear. Hard data (sales, share) is more important than intermediate (awareness, equity) or soft (likes, qual), although they can help support your case. You will need to show the judges that your campaign was successful in the context of your category. Make it easy for the judges to correlate results to the campaign timeline. Demonstrate the causal effect between the campaign and results. Indexing of data is acceptable. All results must fall within the eligibility period 1 April 2024 to 31 March 2026 Customer Lifetime Value projections can be included based on data from the eligibility period, but judges will be sceptical of projections they consider to be overly optimistic.

The launch of 'Everyday Exceptional' immediately strengthened the commercial impact of Levande's brand and performance marketing (Figure 10).

BUSINESS EFFECTS

The impact on incremental Gross Profit was huge, delivering +151% over target in the campaign period from launch on 1 June 2025 to 31 March 2026 (22).

This was achieved:
By: increasing Revenue +500 bps over target (23).
By: increasing Sales Volume +600 bps over target (24).
By: increasing Price +310 bps (25) over market growth (26).

All gross profit figures quoted are *incremental* and net of underlying market growth (the +5.4% market price growth and +3% market volume growth), ensuring only campaign driven impact is included.

BEHAVIOURAL EFFECTS

Target: Increase average weekly Leads by 10% in the period of June 2025 to March 2026 (pro rata from 12 month objective).
Results: +14%. And in the first week of advertising, leads jumped by 32%! (27)

With the majority of our leads coming through Levande's website, the key driver of lead growth was weekly website traffic. Overall, this moved from 8,915 to 11,707, +31% (28).

Ideally Post Testing also shows the strong call to actions as a result of seeing the hero spot 'Girls Trip' (Figure 11). (29)

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BRAND EFFECTS

Target: Double Prompted Brand Awareness from 12% to 25% within 12 months of launch.
Result: 37% - three times Levande's original Brand Awareness and achieved in only 4 weeks. And this has been sustained until March 2026. (30)

Target: Double Brand Consideration from 7% to 14% within 12 months of launch.
Result: 23% - **three times Levande's original Brand Consideration in only 4 weeks and this has also been sustained to 21% in the most recent tracking in March 2026** (31).
(Figure 12.)

We also increased perceptions of **"Worth Paying More For" from 52% to a peak of 66%** in July 2025 when Levande's share of voice was at its highest (32).

This was achieved by investing $1.8m in brand advertising for the first time (33) while decreasing performance media from $3.7m to $1.3m.

Campaign Post-Testing (34) demonstrates further evidence of building a brand people desired and would pay more for:
Brand Desire achieved 72%, performing significantly above Aveo's category benchmark of 53%.
Brand Distinctiveness was 52%, performing significantly above Aveo's category benchmark of 29%.

Levande's brand activity also had a big effect on people's feelings towards the category.
'Very likely to consider a move into a retirement village' shifted from a very low base of 8% to a high of **34%** when Levande had its peak share of voice in June/July 2025 (35).

So why did Levande's advertising capture the hearts and minds of Baby Boomer Australians?

Post qualitative research (36) summed it up well:
"Levande's comms capture the youthful spirit of today's retirees: energetic, cheeky, a whole person with lots more life to live. Many prospective residents had seen and could remember the campaign. Its use of humour and vitality validated their world view and aligned with their aspirations for retirement."

"They're laughing with us, not at us."

"I love it, it's like a playful, girly moment I have with my friends. It's memorable."

Post-campaign, we also analysed the drivers influencing Desire, Distinctiveness, Purchase Intent and Brand Fit and confirmed it was the themes of the 'humorous tone' and 'fresh approach' that was most driving strong performance (37). Figure 13.

The prompted 'key message take-out' also highlights it was the 'free to live my best life', 'no worries maintenance' and the 'community around me with new and old friends' driving people's reappraisal (38).

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Earned media.

The 'Seniors Take A Leap' brand activation in November 2025 generated 102+ media clips and 58m+ reach (Figure 14.)

And the brand platform permeated the whole business!

The most profound impact was internally. With the new *Everyday Exceptional* brand platform, staff had a principle to live up to. The Net Promoter Score (NPS) increased from 27 in 2024 to a high of 49 post the campaign launch (39)! (Figure 15.)

For Spring Open Week, Levande the Gardener even went out to The Willows village and joined in the fashion show to resident's delight! (Figure 16.)

Footnotes:
22. D365 ERP, gross cash revenue minus cost of goods, net of refunds
23. Salesforce CRM, gross revenue received upon settlement.
24. Salesforce CRM, number of settlements recorded in period.
25. Cotality, Weighted Average Price Growth in operating market
26. Internal Salesforce, Realised Annual Price Rate.
27. Salesforce CRM, Pre-Campaign is 6 months to end of March 2026.
28. Google Analytics, Pre-Campaign is 6 months to end of March 2026.
29. Ideally Testing, April 2025.
30. YouGov Wave X, June - Dec 2025
31. YouGov Wave X, June - Dec 2025
32. YouGov Wave X, June - Dec 2025
33. Levande Internal Data Analytics, 2024-2026.
34. Ideally Testing, Feb 2025.
35. YouGov Wave X, June - Dec 2025
36. Nature, Qual Research September 2025
37. Ideally Testing, April 2025.
38. Ideally Testing, April 2025.
39. Levande Net Promoter Score (NPS), Resident Survey 2024-2025.

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Figure 10 – Levande Brand Metrics Driving Behavioural & Business Metrics

REDACTED

Figure 11 - Calls To Action, Ideally 'Girls Trip' Post Testing.

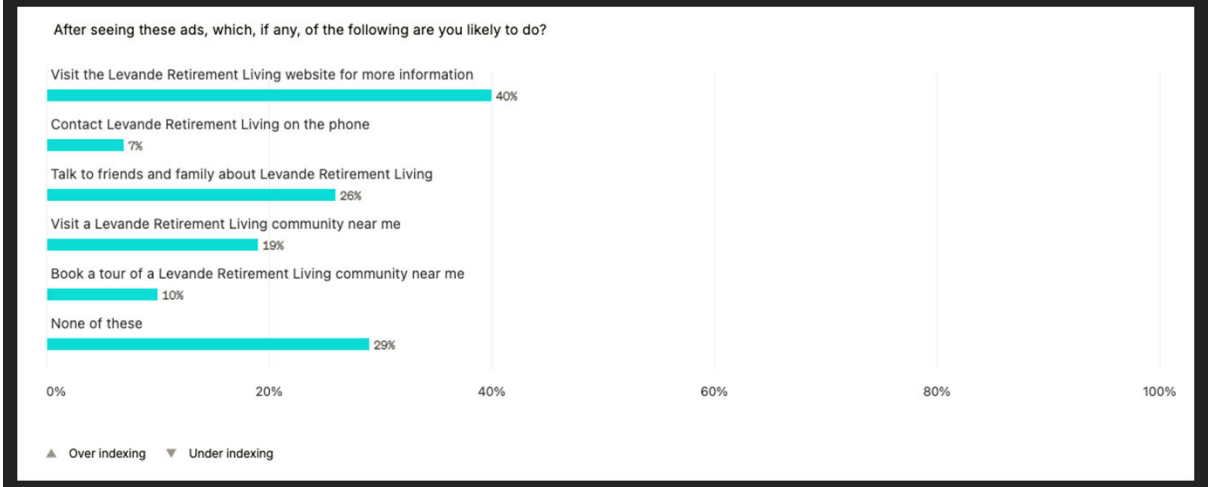
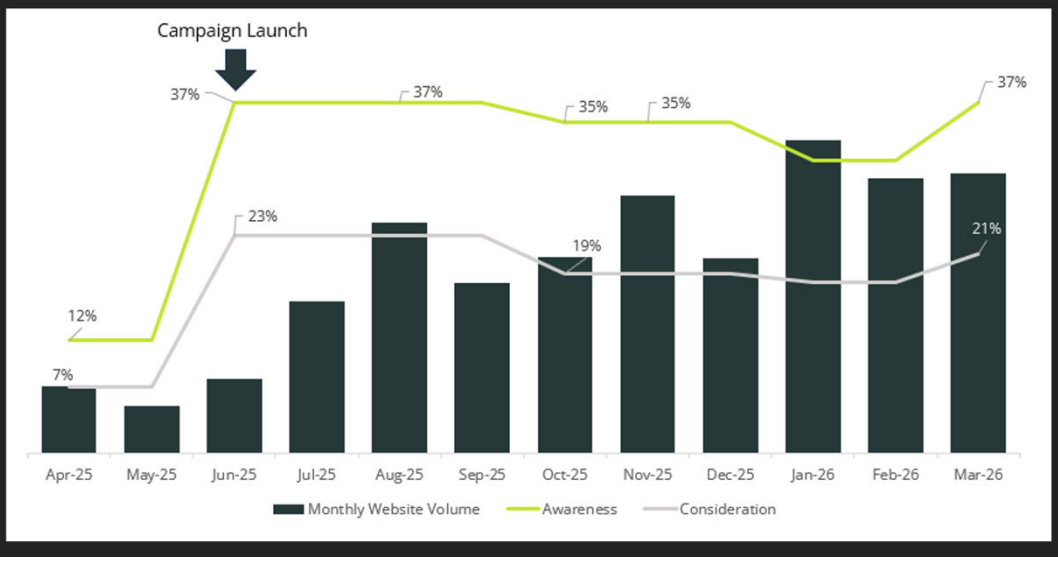


Figure 12 - Brand Awareness & Brand Consideration, YouGov Waves 1-5, and Monthly Website Volume Google Analytics 4, April 2024 - March 2025.



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Figure 13 – Drivers of Girls Trip, Ideally Testing

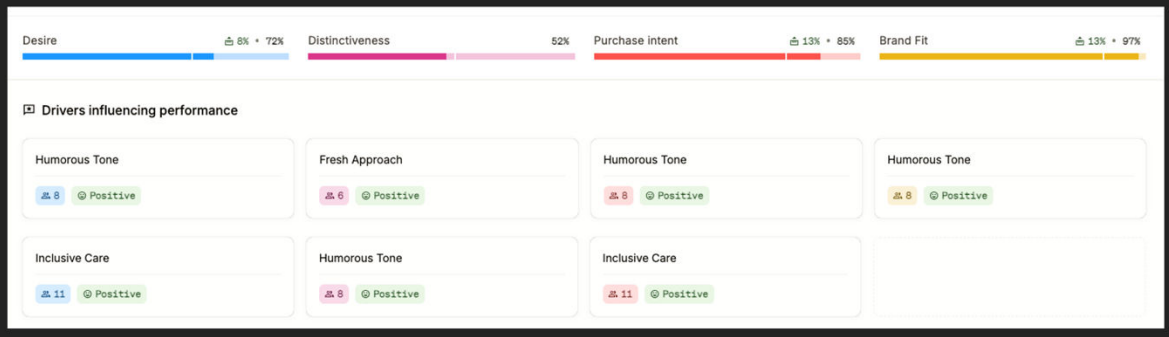


Figure 14 – Brand Activation, Seniors Take The Leap, PR Coverage, Nov 2025.





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Figure 15 – Levande Net Promoter Score, 2025

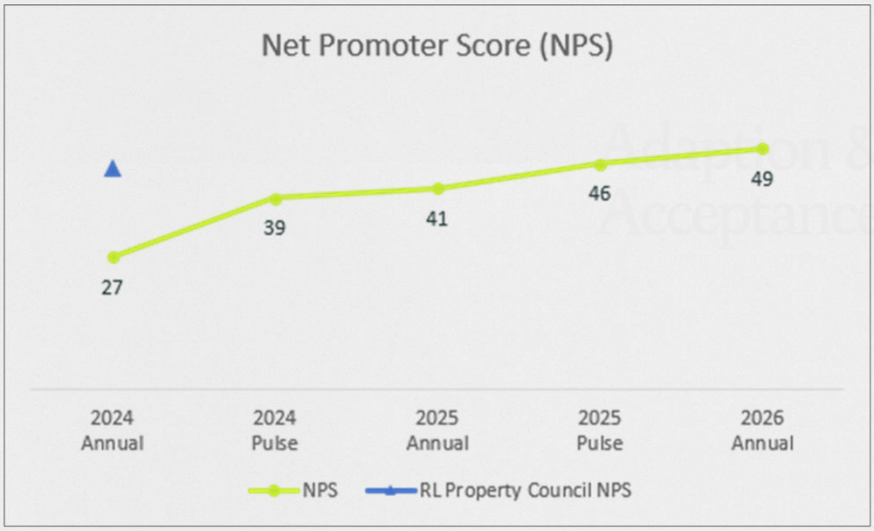


Figure 16 - Levande the Gardener joins in The Willows village fashion show.



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Q7. WAS THE CAMPAIGN A GOOD INVESTMENT?

Judges need to be convinced that the campaign was a good investment. ROI is an obvious way to do this, but it is not essential (except in the ROI category). However, you need to demonstrate:

- *How the activity delivered a strong "bang for the buck".*
- *Demonstrate how the activity provided a positive impact on the brand and business value.*
- *The metrics the business is using to evaluate the investment.*

REDACTED

ROI: 2.55 times or 255%

Footnotes:
40. Internal, Salesforce, Realised Annual Price Growth Rate.
41. Cotality, Weighted Average Price Growth in operating market.
42. West Coast Capital, Projected Market Growth from long-term regression modelling.

Q8. DEMONSTRATE THAT THE RESULT WAS NOT DUE TO OTHER FACTORS

Convince us that the result was not due to other factors. There are almost always other factors that could have affected your results, such as product changes, pricing, distribution, stock levels, competitive activity, weather, press coverage etc. You need to convince the judges that these other factors were not responsible for your results or estimate their contribution.

The extra revenue didn't come from the additional properties sold.
There was one major new development called The Cambridge but this was not included in the results.

Stock levels of existing developments similar.

Aside from new development of The Cambridge, which was excluded from this case, stock levels over time were the same over the course of the year.

Our total media investment decreased.
From $3.7m in the prior July 2024 to March 2025 to $3.08 over July 2025 to March 2026, a decrease of 16.8%. What did change was the investment in brand versus purely performance. From $3.7m to $1.3m in performance marketing with $1.8m invested in brand for the first time.

We beat the category growth.
The housing market did have +5.4% price growth (43) and +3% volume growth (44) however Levande beat this by 310 Basis Points (45) and 600 Basis Points (46) respectively, and we also deducted this market growth from the gross profit and ROI calculation.

Levande improved its service/customer experience.
'Everyday Exceptional' became a rallying cry internally and as a result staff improved the Levande experience. For example the sales team was trained on how to give potential residents an 'Exceptional Tour', even meeting the village gardener!

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Footnotes:

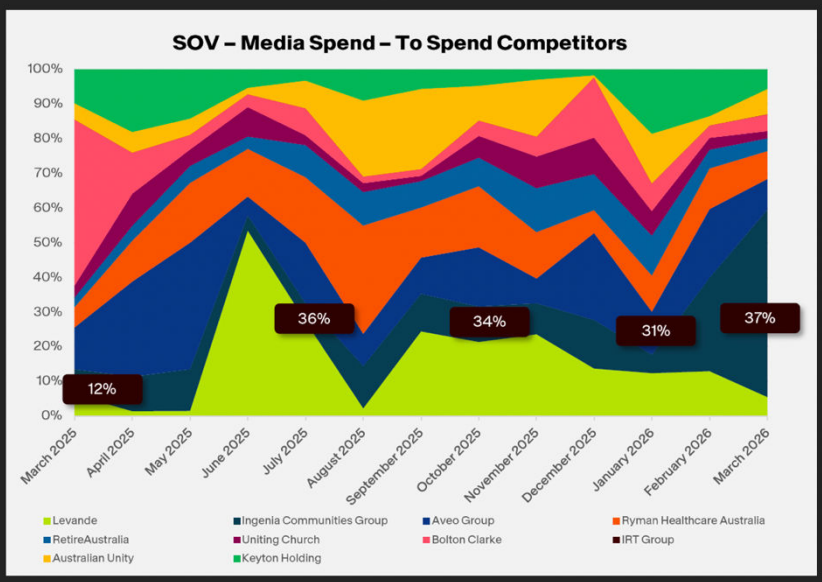
43. Mean House Price Growth (MHP) July–Dec 2025, Cotality
44. West Coast Capital, Projected Market Growth from long-term regression modelling..
45. Internal, Salesforce, Realised Annual Price Growth Rate.
46. Salesforce CRM, number of settlements recorded in period.

Q9. GIVE CONTEXT TO BUDGET IN COMPARISON TO COMPETITORS.

Please provide more context to your budget in comparison to other competitors in the category. This section is designed to provide more context to Media Implementation.

Budget is more.

Figure 17 - Levande SOV relative to competitors, Havas Media.



Q10. GIVE CONTEXT TO THE BRAND'S OVERALL BUDGET

Compared to the year prior, please describe the brand`s overall budget this year.

Budget is about the same.

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Q11. MEDIA BUDGET ELABORATION

Provide judges the context to understand your media budget. What was the balance between paid, owned, earned and shared media. Give context around if your paid media budget was low but production/activation and other costs were high or if there was a unique situation surrounding your budget it would be helpful to elaborate.

Media spend was $3.7m in the same time period year prior July 2024 – March 2025 and was reduced to $3.08 in the campaign period of July 2025 – March 2026, -16.8%. The majority of the budget was put into paid media – in TV, Aggregator, Social, Radio, Programatic Video, Press & Magazines and OOH (47).

The Performance Media Spend changed significantly from $3.7m to $1.3m, in line with the new investment in Brand Marketing.

There was a higher level of investment in production as we were creating all new brand assets, from $290K in 2024 to $956K in 2025. Importantly these new assets were to be used as long term brand equity builders and so this investment will pay back over many years.

47. Havas Media, 2024 and 2025.

Q12. DESCRIBE OWNED MEDIA ACTIVITY

Elaborate on owned media (digital or physical company-owned real estate), that acted as communications channels for case content.

Website, eDMs, Village Signage and physical experience.

Q13. OUTLINE ANY SPONSORSHIPS

Did your activity include any sponsorships? If so, provide further details. If not, mark as NA.

NA.

Q14. OUTLINE COMMUNICATION TOUCHPOINTS

Please list all touchpoints included in the campaign.

TV, Aggregator, Social, Radio, Programmatic Video, Press & Magazines, OOH, Website, PR, Showrooms, Village Signage, events and eDMs.

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