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Case Study



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Client
Kitchen Warehouse

Title
How Kitchen Warehouse Mumnipulated Mother's Day

Category
A01. Retail

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Special Australia

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

A business imperative to sell more kitchenware to women for Mother's Day 2025... What could go wrong?!

Most brands - particularly retailers, in a cost-of-living crisis and with aggressive short-term sales targets - would have opted for the predictable and safe category formula: promotions + product messaging + performance media.

But Kitchen Warehouse (KW) isn't most retail brands. Since 2023, they've been on a mission to prove that betting on safe formulas is the wrong bet. And that instead, taking big swings on creatively disruptive campaigns is not just a better one, but an essential pivot for a category operating in an economic crisis.

This didn't make it any less culturally problematic to sell kitchenware on Mother's Day. Bold creativity is all very well until your brand gets cancelled for inferring mums should spend more time in the kitchen. To sidestep the gender-trope-trap and cut through in a cluttered, cookie-cuttered communications environment, we needed a genuinely fresh role for KW that put them firmly on mum's side.

As the old adage goes, mums know best, so we turned to them for advice, seeking to uncover how they *actually* feel about the holiday. The uncomfortable truth? Mother's Day often misses the mark. Mums frequently report doing more work than on a standard Sunday, faking enthusiasm for lacklustre presents, and even self-gifting to rescue themselves from limp supermarket flowers.

Instead of treating mums as passive recipients, KW took this truth and helped them rig the system, putting sophisticated digital ad targeting techniques directly into their hands. Cooking enthusiasts could anonymously select the exact gifts they wanted, which KW then deployed as tongue-in-cheek, hyper-targeted ads served directly to their families.

Because not every mum wants kitchenware, '*Mumnipulate'* was strictly opt-in, targeting only families of women who had requested a product. This 'mum-powered media targeting' not only reduced the risk of cultural backlash, but also made it extremely efficient on a tight budget using a level of human-led precision that no automated tool could provide!

This helped deliver KW's most successful Mother's Day sales period ever, proving that creative disruption (and, of course, following the wisdom of mums!) is the ultimate effectiveness lever.

- [redacted]**YoY Revenue Growth** (vs +6% target and dwarfing the +1.2% category average).
- [redacted]**Profit ROI** driven by cut-through creativity and ultra-precise, zero-waste targeting.
- Achieved in just **five weeks** with **a budget of $495,911 and 1.37% share-of-voice.**

Mum would be proud.



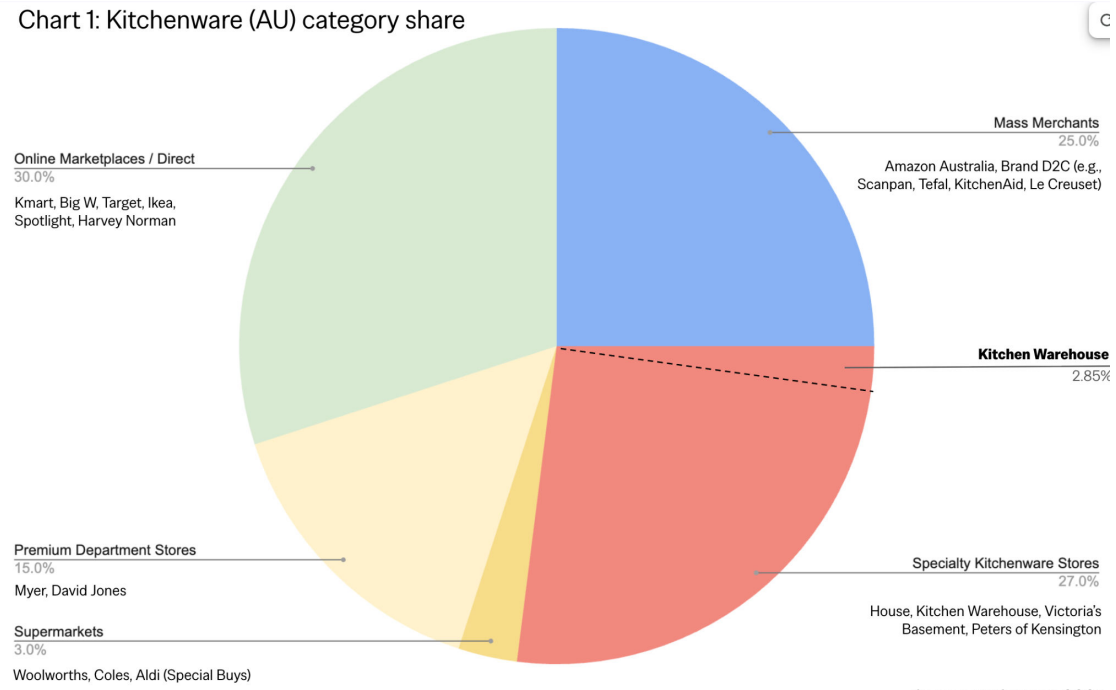
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Q2. WHAT WAS THE STRATEGIC COMMUNICATIONS CHALLENGE?

Hi, we're Kitchen Warehouse.
You may not have heard of us (only 1 in 3 Aussies have), but we're quietly building a kitchenware retail brand that punches far above its weight, all from our HQ in WA.(S1) We're a true omnichannel retailer with sales split 50/50 between physical and e-commerce, and by early 2025 had a national store footprint of 25 large format, retail-park destinations, each one offering 800sqm+ of inspiration for people that love to cook, bake and entertain.

A category that sprawls multiple competitive sectors and brands.
In 2025, the Australian Kitchenware market was valued at $5,438 million, with the average Australian spending $196 annually.(S2) The category covers all the hardware you need for cooking and eating. Think: pots and pans, knives, dinnerware, chopping boards, small appliances, glassware and utensils. At the lower end, Amazon, supermarkets and mass merchants dominate (Kmart, Target, Big W, Harvey Norman etc), while the more premium segment is served by department stores (David Jones, Myer) and D2C brands (Le Creuset, Scanpan, Tefal). Speciality kitchenware retailers including Kitchen Warehouse, House, Victoria's Basement and Peters of Kensington span both ends of the market, capturing around 27% of total share.(S3)(C1)

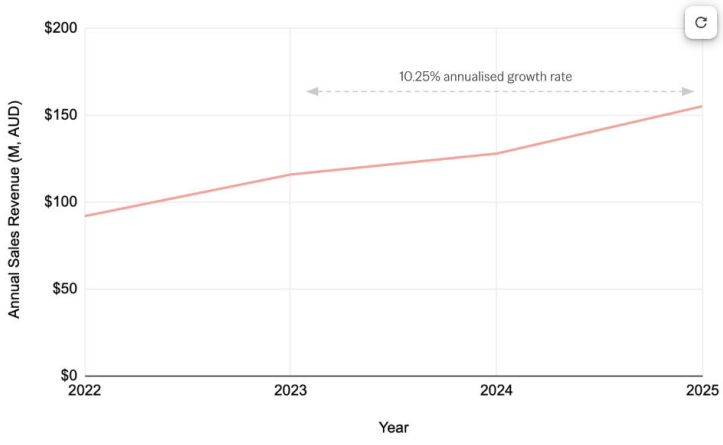
Chart 1: Kitchenware (AU) category share



Source: IBISWorld, 2025.

Small, but growing fast.
With $155M in revenue in FY25, KW commanded a modest 2.85% category share. The last three years saw annualised growth of [redacted], driven by 12 new store openings and supported by a shift to creatively disruptive brand marketing during key seasonal sales peaks that account for a significant proportion of annual revenue.(S4)(C2) Forty-percent of the annual marketing budget (roughly $6M) now fuels these moments with creatively-led campaigns, marking a significant step forwards from the historic reliance on performance marketing only.(S5)

Chart 2: Kitchen Warehouse revenue growth, 2022-5



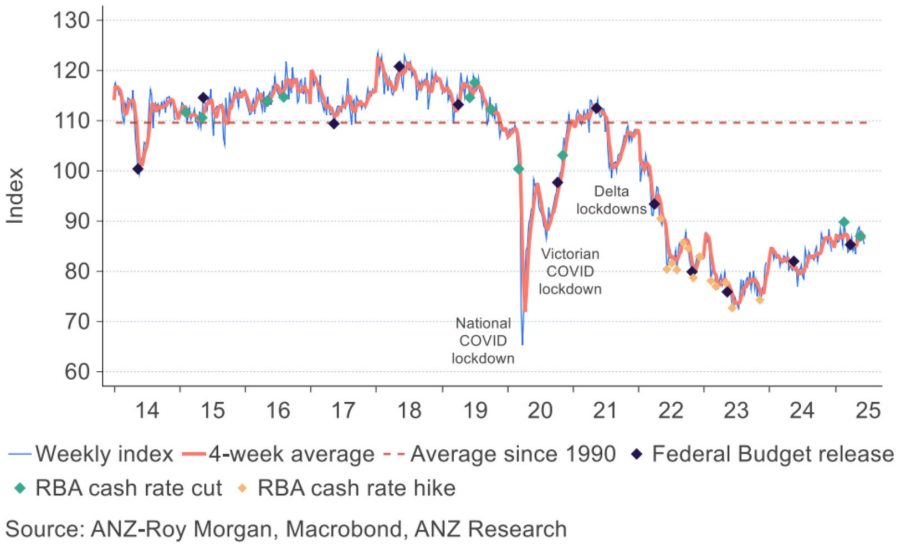
Source: Kitchen Warehouse.

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Convincing a retail organisation that brand-led creative is worth the investment.
This is a cultural shift championed by marketing, and while it's working, there's still a way to go in convincing the business that top-of-funnel creative campaigns are worth the investment ahead of the more tangible and immediate returns of performance media. Sales data is constantly analysed with the CMO expected to front up at weekly Ops meetings to prove the impact of marketing spend.(S6)

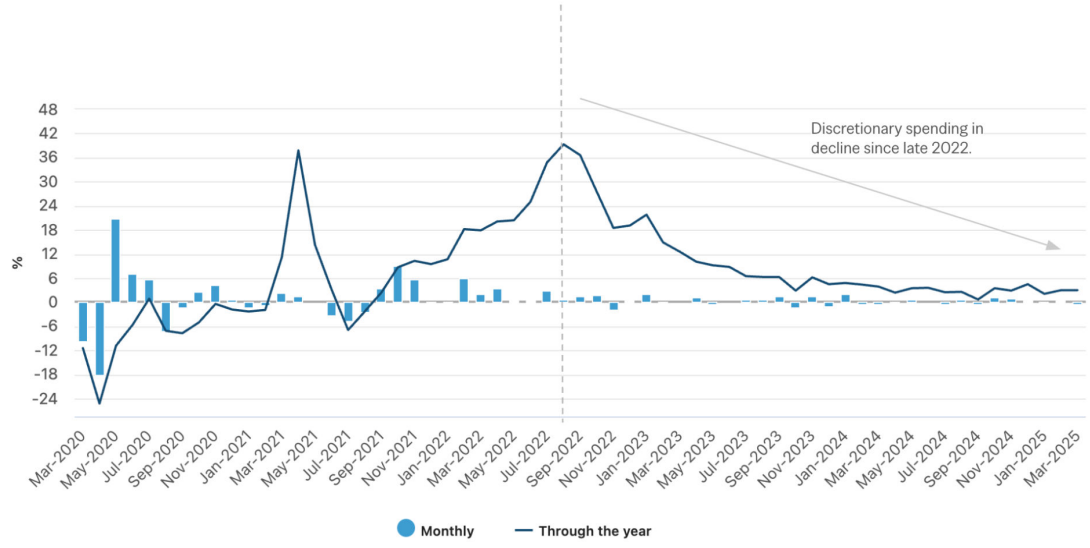
Meanwhile, it's not a great time to be in retail - and 2024 was a year "most retailers would like to forget."(S7)
Characterised as the year of 'per capita recession', 2024 capped off six quarters of negative GDP growth per person, while the consumer confidence index hovered in the low 80s (net negative).(S8)(C3) This had a gruelling impact on non-discretionary spending. Continued inflation meant people had less money to spend on more expensive items. Discretionary goods' (like kitchenware) took a particular hit, at -2.5% YOY decline.(S9)(C4)

Chart 3: Consumer Confidence Index - hovering in the low 80s for the first half of 2025.



Source: ANZ-Roy Morgan, Macrobond, ANZ Research

Chart 4: Discretionary spending trending downwards since 2022.



Source: Australian Bureau of Statistics, Monthly Household Spending Indicator March 2025

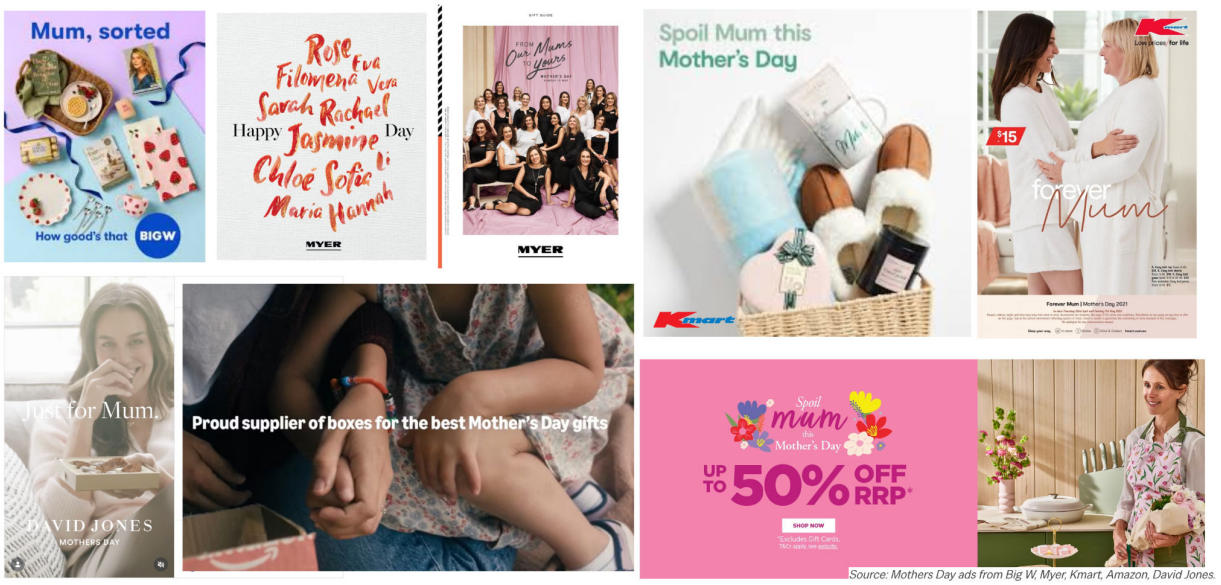
In this tough environment, a raft of retailers went out of business (Mosaic Brands, Barbeques Galore, JeansWest, Booktopia, Rivers...), while big-name players like Myer, Woolworths, Endeavour Group, Big W and Officeworks reported headline profit falls.(S10) KW managed to weather this storm (+11% YOY growth in 2024), but no retail business was entirely safe from the headwinds.(S11)

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In retail's struggle to survive, Australia has said RIP to RRP.
Enter the era of permanent discounting, where 40% of products are sold on promotion (up from 30% a decade ago).(S12) The kitchenware category is no exception.(S13) Most Australian retailers now lead their marketing with discount messaging, high/low pricing strategies and an endless stream of tactical sales events. While the KW team were determined to prove creatively-led approaches can also drive brand demand, the pressure was on to match the short-term impact of competitors' aggressive promotions.

The Mother's Day brief 2025: Show we can make KW a go-to destination for gifting, with less budget than competitors - and without relying on promos.
Mother's Day has always been a key sales moment for KW (delivering approx. 25% of H2 revenue), but also a fiercely competitive period too.(S14) Despite having significantly less media spend than retail players (Myer, Harvey Norman, Amazon), we needed to prove that a creatively-led approach could help KW punch above its weight to deliver a short-term sales spike, without a slide backwards into promotions as the hook.(S15)(C5)

Chart 5: Competitor creative landscape, Mother's Day campaigns.



Source: Mothers Day ads from Big W, Myer, Kmart, Amazon, David Jones.

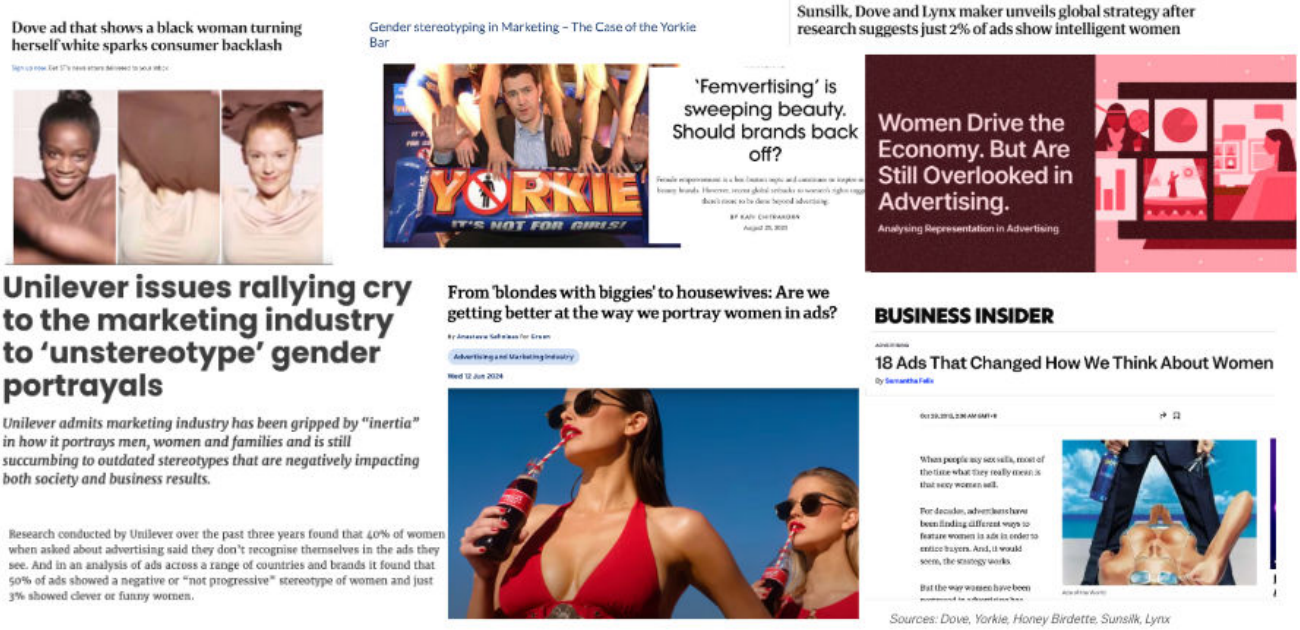
The brief was simple: position KW as a go-to destination for Mother's Day gifting (vs more obvious destinations like Myer or David Jones).

But the stakes were high.

The Mothers Day Conundrum: A critical sales period, but a culturally problematic moment to promote kitchenware.
The stakes weren't just high when it came to delivering commercial impact. We also needed to navigate the cultural complexities of celebrating mums by inferring they spend more time in the kitchen. With increasing scrutiny on the portrayal of women in advertising, Mother's Day has become a brand minefield, with a slew of backlash to campaigns from brands like Harvey Norman, Westinghouse, Nestle and Unilever.(S16)(C6)

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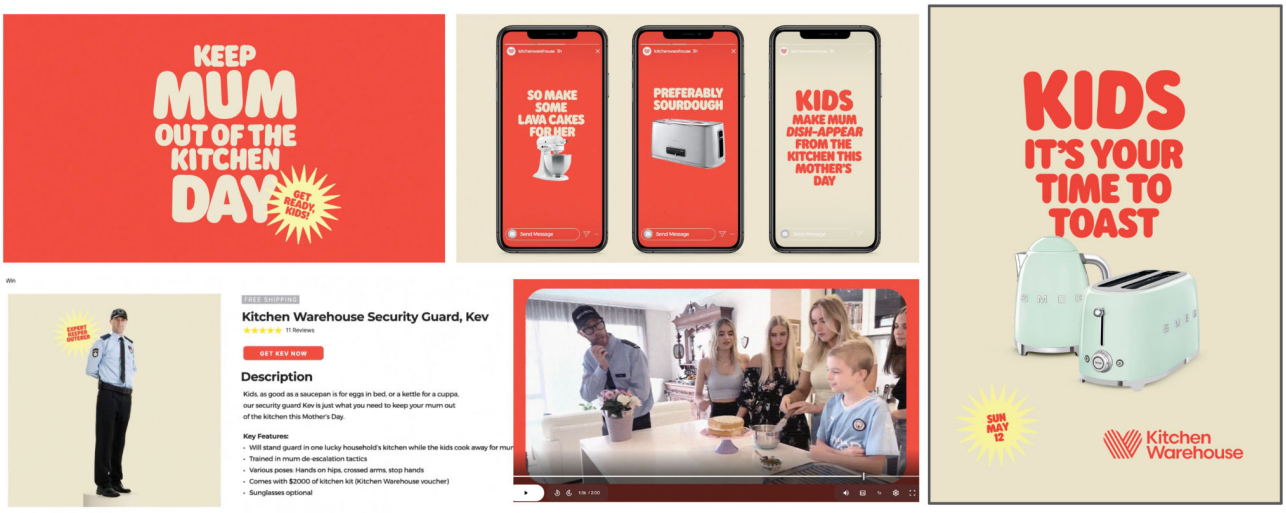
Chart 6: Backlash to portrayal of women in advertising.



Sources: Dove, Yorkie, Honey Birdette, Sunsilk, Lynx

Tackling the issue head on in 2024 with 'Keep Mum out of the Kitchen Day.'(C7)
KW's 2024 'Keep mum out of the kitchen' campaign refocused the onus on dads (and kids) to stock up on kitchen essentials that would allow them to complete this mission, taking over cooking responsibilities themselves. The campaign was KW's best performer ever, generating [redacted] in incremental profit over the five-week period. However, the core message was on *cooking* for mum, vs *buying gifts* for her, potentially softening its impact. 2025 needed a stronger focus on gifting.(S17)

Chart 7: Kitchen Warehouse Mother's Day Campaign, 2024:
Keep Mums out of the Kitchen Day.



Summary of the strategic communications challenge
Make Kitchen Warehouse a go-to Mothers Day gifting destination:

- With far less than other big Mother's Day spending retailers.
- Without relying on promotions as the hook.
- Without getting the brand cancelled.

Easy, right?

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Sources:

S1 IMARC Group, Australia Kitchenware Market, 2026.
S2 DeepEnd Services, Kitchen Warehouse: Store Benchmarking and Network Plan, Nov 2025.
S3 IBISWorld, Kitchen and Cookware Stores in Australia, 2025.
S4 Black Friday and Christmas = 40% of H1 sales; Mothers Day = 25% of H2 sales. DeepEnd Services, Kitchen Warehouse: Store Benchmarking and Network Plan, Nov 2025; Kitchen Warehouse internal sales revenue, 2022-5.
S5 Kitchen Warehouse internal sales revenue. Christmas and Black Friday account for 40% of H1 sales in an 8 week period. Mother's Day accounts for 25% of H2 sales in a 5 week period.
S6 Ruben Camarda, CFO, Kitchen Warehouse.
S7 KPMG, Retail Health Index, 2024-5.
S8 ABS, 2024 data; ANZ-Roy Morgan Consumer Confidence Index, 2024.
S9 ABS, Monthly Household Spending, May 2024.
S10 Various new sources, including SMH, ABC, ACCC media releases, 2024-5.
S11 Kitchen Warehouse internal sales revenue, FY24-5.
S12 Deloitte Retail Report, 2024.
S13 IBISWorld, Kitchen and Cookware Stores in Australia, Dec 2025.
S14 Kitchen Warehouse internal sales revenue, FY22-5.
S15 Nielsen, Kitchenware category, 2024-5.
S16 Sydney University, Representations of Mothers in Advertising, 2021; Ad Standards, 2008-25. ABC, Are we getting better at portraying women in advertising?,June, 2024.
S17 Kitchen Warehouse, Mothers Day 2024 Campaign Results.

Q3. WHAT WERE YOUR OBJECTIVES? State specific goals.

We set out to prove that a creatively driven approach to Mother's Day campaigns for Kitchen Warehouse could deliver significant short-term commercial impact - without reverting to a promotional-led approach.

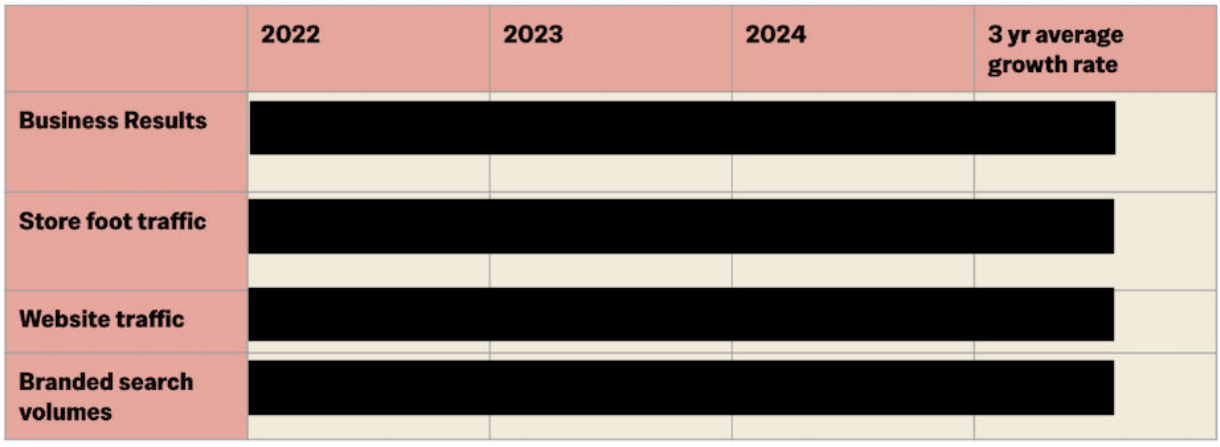
It was critical to demonstrate that 2024's success wasn't just a one-off, but could be part of a viable longer-term strategy to invest in creatively disruptive brand marketing. Ideally, we wanted to beat its performance - improving on an already impressive benchmark.

As a smaller, family-owned and independent retailer, KW doesn't have the same marketing measurement infrastructure as larger brands. Brand health metrics aren't regularly tracked, and campaign spends are under the threshold for platform-led Brand Lift Studies (BLS).

What we do have is a deep understanding of, and reverence for, the business numbers. So objectives were set accordingly, with the onus being on immediate, demonstrable commercial impact that warranted the investment.

Targets: These reflected the 3-year historic average YOY (year-on-year) growth rate for five-week Mothers Day campaign periods, 2022-4.(S1)(C1)

Chart 1: Target setting based on 3-year historic average growth rates



Source: Kitchen Warehouse, Mothers Day campaign period results (5-weeks leading up to Mothering Sunday each year), 2022, 2023, 2024.

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Establishing a Baseline: 2025 Targets would be measured against the 2024 Mothers Day campaign, covering the same five-week window a year earlier, supported by similar spend.(S2)(C2) Results would represent a year-on-year like-for-like comparison by removing the impact of the three new stores opened in the interim.(S3)

Chart 2: Campaign benchmarking

	Mother's Day Campaign	
	2024 Baseline	**2025**
Live period	5-weeks (8th April - 12th May 2024)	5-weeks (7th April - 11th May 2025)
Marketing Spend	$533,326.87	$495,911.00

Source: Kitchen Warehouse, Mothers Day 2024 Campaign Results; 2024 and 2025 Campaign Total Marketing Spend (inc. all performance media spend).

Business Objective: Grow sales revenue during the Mother's Day gifting period

KPI: Increase like-for-like sales revenue by +6% YOY (S4)

3-year average YOY growth rate (2022-4): [redacted]
2024 Baseline: $11,344,581.63
2025 Target: [redacted]

Marketing Objective: Drive sales leads

KPI 1: Increase YOY website traffic by +12% (S5)

3-year average YOY growth rate (2022-4): [redacted]
2024 Baseline: 1,441,294
2025 Target: [redacted]

KPI 2: Increase YOY branded search by +12% (S6)

3-year average YOY growth rate (2022-4): [redacted]
2024 Baseline: 33,159
2025 Target: [redacted]

KPI 3: Increase YOY store foot traffic by 3% (S7)

3-year average YOY growth rate (2022-4): [redacted]
2024 Baseline: 183,986
2025 Target: [redacted]

Communications Objective: Position Kitchen Warehouse as a mum-positive brand(S8)

KPI 1: Increase positive social media engagement by +20% YOY

3-year historic average not available.
2024 Baseline: 8,874
2025 Target: 10,649

KPI 2: No negative media backlash or Ad Standards complaints(S9).

Benchmark N/A.

(C3)

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Chart 3: Summary of objectives

	Objective Description	Metric	KPI (YOY uplift)	2024 Baseline	2025 Target
Business Objective	Grow sales revenue during the Mother's Day gifting period.	Like-for-like (LFL) Sales revenue	+6%	[redacted]	
Marketing Objective	Drive sales leads during the Mother's Day gifting period.	Website traffic (number of sessions)	+12%	[redacted]	
		Branded search	+12%	[redacted]	
		Store foot traffic	+3%	[redacted]	
Communications Objective	Position Kitchen Warehouse as a mum-positive brand.	Positive social media engagement	+20%	[redacted]	
		Negative media backlash or Ad Standards complaints.	0	N/A	0 backlash

Sources:
S1 Kitchen Warehouse, Mothers Day campaign period results (5-weeks leading up to Mothering Sunday each year), 2022, 2023, 2024.
S2 Kitchen Warehouse, Mothers Day 2024 Campaign Results; 2024 and 2025 Campaign Total Marketing Spend (inc. all performance media spend).
S3 To enable a genuine LFL (like-for-like) comparison, we would remove all sales (in-store and all online click and collect orders) from the three stores that were new to our network for Mother's Day 2025, but were not part of our store network during Mother's Day 2024. These three stores were Chadstone (VIC), Narre Warren (VIC) and Macgregor (SA). Kitchen Warehouse sales revenue, 2024 & 2025.
S4 To be measured via Kitchen Warehouse sales revenue, Mon 7th April - Sun 11th May 2025 vs year prior.
S5 To be measured via kitchenwarehouse.com.au website traffic (number of sessions) during campaign period, Mon 7th April - Sun 11th May 2025 vs year prior.
S6 To be measured via Google Trends, Kitchen Warehouse branded search volumes, Mon 7th April - Sun 11th May 2025 vs year prior.
S7 To be measured via SenSource, Kitchen Warehouse like-for-like store foot traffic data, Mon 7th April - Sun 11th May 2025 vs year prior.
S8 To be measured via Meta social sentiment analysis, Mon 7th April - Sun 11th May 2025 vs year prior.
S9 To be mentioned via BrandMentions by Semrush, Kitchen Warehouse Media Monitoring, April-May 2025; and Ad Standards Australia, April-May 2025.

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

We needed a compelling role for Kitchen Warehouse in Mother's Day gifting that helped us side-step the gender-trope-trap. Something that allowed our brand to be considered as a destination for gifts that mums genuinely wanted, rather than a lazy gifting option that reinforced outdated stereotypes.

Research without the research budget.
Our lean marketing budget didn't allow for bespoke third-party studies, so we conducted our own seriously scrappy qualitative research with our own extended network of mums. Luckily, 100% of the Australian population either is, has or knows a mum... so we didn't have to search too far to recruit willing participants!

What we quickly discovered was that beneath the performative family brunch photos, Mum's really weren't getting what they wanted - or deserved - out of Mother's Day.

Mother's Day: "A work day in disguise."(S1)

Mother's Day is intended to celebrate and thank mums by giving them some downtime, but in reality it often ends up adding to the burden. 4 in 5 Aussie mums report involvement in planning their own Mothers Day, while 1 in 5 claim to do *more* work vs a typical Sunday.(S2) This includes hosting family, cleaning up after 'breakfast in bed,' and project managing whatever has been planned. While mums appreciate the gestures, it can add to cognitive and physical load, rather than providing a break from it.

Thanks for the limp flowers.
Mother's Day gifts aren't all they're cracked up to be either, with an estimated 1 in 3 missing the mark.(S3) Research also reveals a 'graciousness bias' discrepancy between what mothers say to their families and how they actually feel about the gifts they receive. A whopping 87% of mums report having pretended to like a gift when they don't, just to spare the feelings of their kids or partner.(S4) Because of this, mums rarely return gifts either (average 6% return rate), but 21% do admit to regifting their Mother's Day presents, and 16% 'do nothing' with them, effectively letting them go to waste.(S5) Anecdotes from underwhelmed mums reference a 'hit list' of the worst presents they've received, with flowers (especially wilting ones from the supermarket), chocolates, scented candles, novelty mugs and ugly trinkets featuring most frequently. Flowers remain the undisputed - if uninspired - champion. Despite consistently being voted the least-desired gesture, they account for 40% of all Mothers Day gifts.(S6)(S7)(C1)

Chart 1: What mums really think about Mother's Day gifts.



"I received earrings for pierced ears. I don't have my ears pierced." (Anneka, 39, mum of 2)

Flowers and maybe some chocolates that kids always end up eating. It's the same thing every year. The worst is when they're the slightly dying flowers from Reddy Express." (Phillipa, 41, mum of 2)





"I have a cupboard full of mugs I'll never use!" (Hattie, 46 mum of 2)

"I usually end up buying it myself because no one else will remember and then they feel bad about it on Sunday morning!" (Sam, 36, mum of 4)

Source: Agency x Kitchen Warehouse Qualitative research with mums, March 2024

Not to make it about dads, but they find gift-giving stressful too.

Gift-givers are well aware that their presents often fall short of the mark. Despite feeling pressure to properly demonstrate appreciation for the mums in their lives, many lack inspiration about what to buy, and how to 'beat' last year's effort. Inevitably, procrastination takes hold with nearly half of Aussies waiting until the final seven-days to start looking for a gift, and 1 in 4 buying flowers the morning of.(S8)

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Chart 2: What dads really think about Mother's Day gifting.



"I I've given up trying to figure out what she actually wants so it's usually just flowers and the kids draw a card." Tim, 35, dada of 2.

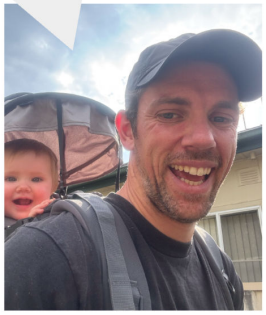


"I'm crap at buying presents - I know it, she knows it, but she does a good job of pretending." Marty, 40,dad of 3.



"I gave her a book she already owned." Rob, 42, dad of 2.

"I always get flowers just to show I'm thinking about her, not because I think it's really what she wants." Marc, 36, dad of 2.

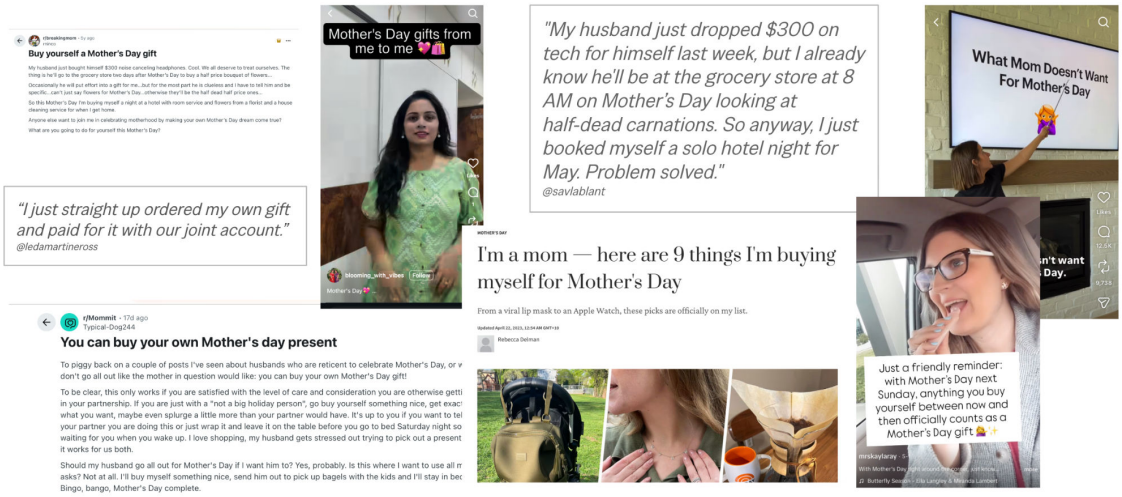


Source: Agency x Kitchen Warehouse Qualitative research with dads, March 2024

I'll buy it myself, thanks.

Some mums have taken matters into their own hands by self-gifting. One research study reported that in 2024, 1 in 6 Aussie mums ordered their own Mother's Day present to ensure they got what they wanted.(S9)

Chart 3: Self-gifting on Mother's Day



Source: Reddit; Instagram; TikTok; Today.com (April 2023)

So... What if we could be the destination for self-gifting?

This felt like an interesting angle for KW, because if mums were the ones actively choosing kitchenware for Mother's Day, we could avoid a brand-led narrative that risked reinforcing outdated gender roles. Instead, we could position KW as a place where mums could pick their own gifts. An empowering reframe that served two roles: allowing us to side-step the gender trope trap, whilst also helping uninspired gift-givers out of a bind too.

The strategic proposition

Let mums pick their own gifts this year at Kitchen Warehouse.

Flipping the bullseye target audience

Gift-giving campaigns typically straddle two audiences. The recipients (mums), who may influence the decision, and the gift-givers (people with mums in their lives), who ultimately make the purchase - typically making them the priority audience. This strategy would require reprioritising mums as the primary audience. After everything we'd heard, this felt like a satisfying pivot. It was time to put mums firmly back at the centre of Mother's Day.

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Sources
S1 Drive Research, The Invisible Work Paradox, 2024.
S2 YouGov, Aussie Mother's Day Sentiment, 2024.
S3 McCrindle Research, 2023.
S4 YouGov, Aussie Mother's Day Sentiment, 2024.
S5 Roy Morgan & Australian Retailers Association (ARA), Annual Mother's Day Reports (2024-2025).
S6 Ragtrader: Retail Analysis of Mother's Day Sales (2023-4).
S7 Agency x Kitchen Warehouse Qual research, March 2024; McCrindle Research, 2023.
S8 Agency x Kitchen Warehouse Qual research, March 2024; Drive Research, Mothers Day Statistics and Maternal Expectations (2024).
S9 Roy Morgan & Australian Retailers Association (ARA), Annual Mother's Day Reports (2024-2025).

Q5. HOW WAS YOUR STRATEGY BROUGHT TO LIFE?

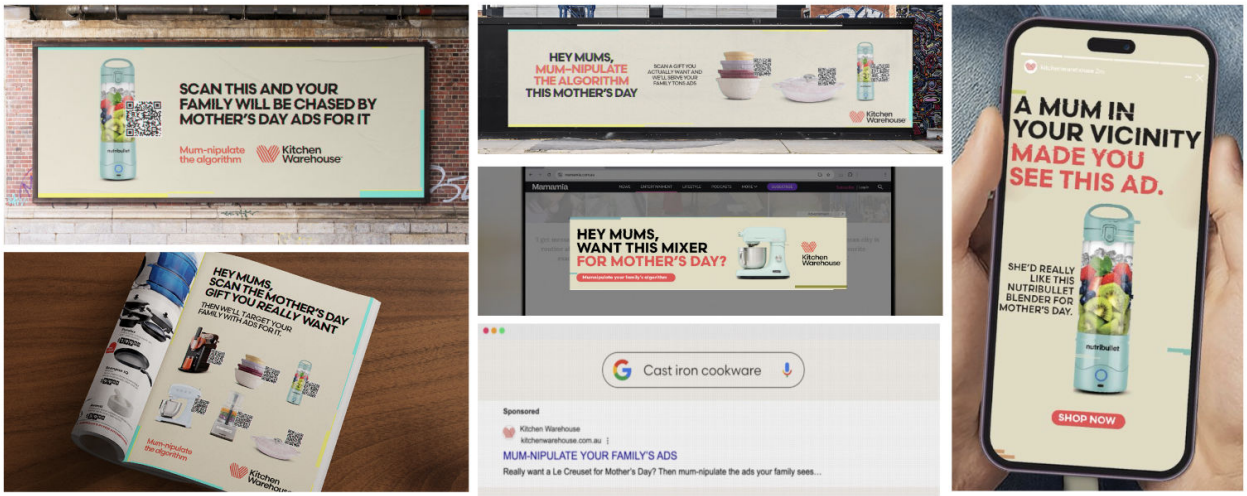
The Idea: 'Mumnipulate the Algorithm'
KW invited cooking enthusiast mums to choose gifts they actually wanted this Mother's Day, and then helped them anonymously influence their families to buy them - serving family members surprisingly precise Kitchen Warehouse ads about which Mother's Day gifts to buy.

How did it work?
The campaign put digital ad targeting techniques typically used by marketers, into the hands of mothers. In the five weeks leading up to Mother's Day, we ran KW ads targeting mums (digital display, social, out-of-home, print and catalogue) with a cheeky promise: we could help them secretly mumnipulate what gifts their families bought them for Mother's Day. All they had to do was click, scan or tap the exact gifts they wanted from our ads, or visit our bespoke gifting site and register what they wanted.

With a custom media targeting solution that used device IDs and cookies, we then identified their family members and targeted them with hyper-specific ads featuring their mums' preferred gifts. This came with humorous copy explaining that "a mum in this area made you see this ad" (wink wink, nudge nudge).

We even gave Mums a suite of unbranded cute animal videos to share on their family group chats that were embedded with unique cookies representing a different, mum-selected product. All the while, Mums were in on the joke, knowing that this would help the adtech target their families with their gift of choice.(C1 & C2)

Chart 1: Mother's Day Campaign 2025: Mumnipulate the Algorithm creative



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‘Mumnipulating’ the full funnel

To help maximise effectiveness, KW’s always on performance marketing creative was updated during the campaign period with ‘Mumnipulate the algorithm’ messaging, including SEO terms and google ads formats. Because of this, the cost of always on performance marketing during the 5-week period has also been included in the campaign costs for this paper.

Why did it work?

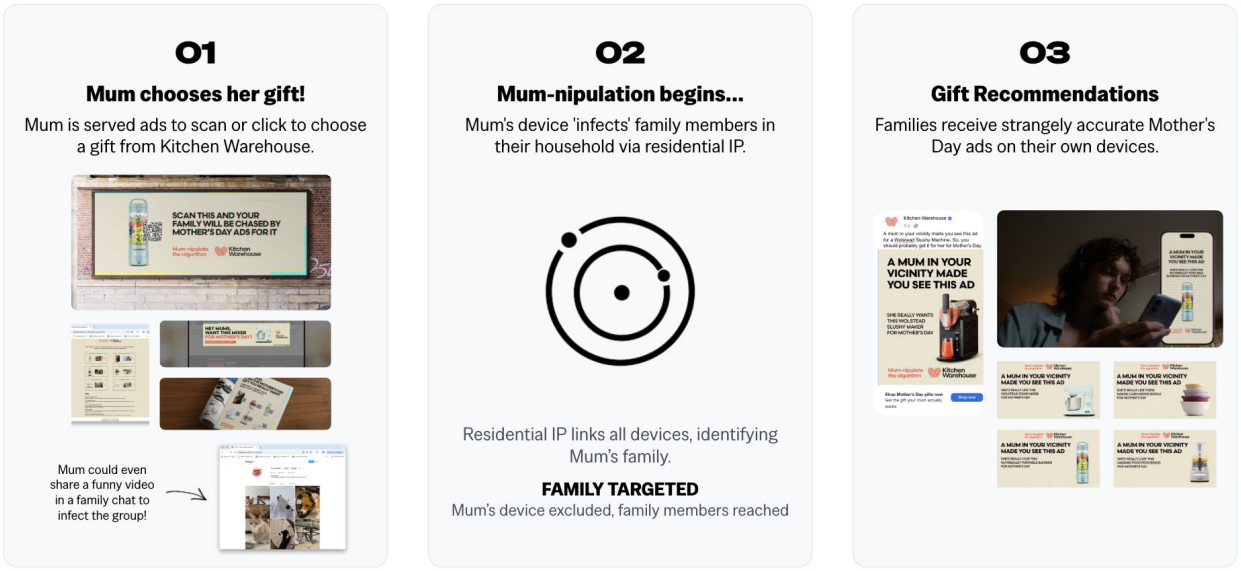
Not every mum wants gifts from KW. And it’s certainly not a generalisation we’d never want to make. By making ‘Mumnipulate’ an opt-in campaign, we ensured our media was ultra-precise, only going to the families of mums who had expressed interest in the gifts we were selling. This also made our limited media spend extremely efficient, letting mums help us hyper-target the gift-givers in their lives with exactly the right products. Mum-led media targeting provided a level of human-led precision and efficiency that no platform-led targeting tool could ever provide!

The tongue-in-cheek tone and being ridiculously transparent helped too. Digital advertising can be creepy when it feels like it’s silently stalking you round the internet, but this campaign announced its intentions loud and proud. By flipping the script and putting the algorithm in our audience’s hands to control, it instead felt empowering and fun.

And lastly, it helped solve two sides of a genuine problem - mums getting crap gifts for Mother’s Day, and gift-givers feeling uninspired and guilty about it.

Chart 2:

How the campaign worked



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

What are the headlines?

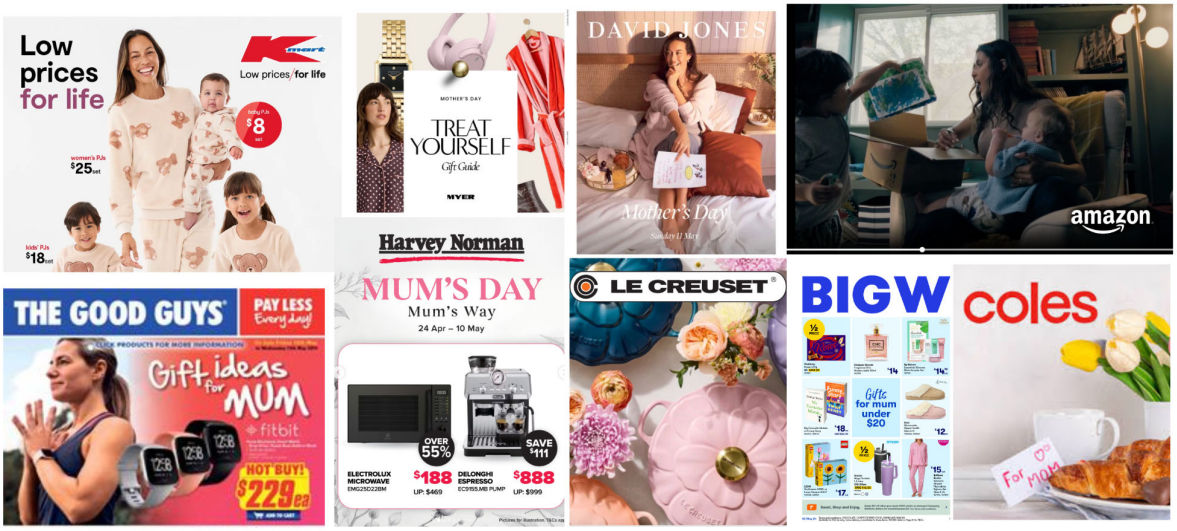
- The campaign helped deliver Kitchen Warehouse's most successful Mother's Day sales period ever with [redacted]**revenue growth year-on-year - vs overall category growth of just 1.2% YOY (and against a +6% target).**(S1)
- YOY Website traffic [redacted], Branded Search [redacted] and Store foot-traffic[redacted]; and 224,146 Mums directly participated in the campaign.(S2)
- All of this was achieved with just **$495,911, -7% YOY media budget, and an SOV of 1.37%.**(S3)(C1) Proving that disruptive creative can cut through the cookie cutter clutter.(C2)

Chart 1: Category media spend and share of voice (SOV), Mother's Day 2025

Advertiser	Total Spend, 7 April - 11 May 2025	Paid Media SOV
Amazon.com	$7,975,700	21.99%
Harvey Norman	$16,487,172	45.46%
Spotlight Stores	$3,625,024	9.99%
The Good Guys	$3,537,101	9.75%
Myer	$2,736,296	7.54%
Victoria's Basement	$584,890	1.61%
Kitchen Warehouse	$495,911	**1.37%**
David Jones	$310,266	0.86%
Peters Of Kensington	$13,000	0.04%
Minimax	$7,909	0.02%
Robins Kitchens	$1,920	0.01%
TOTAL	$36,271,100	100.00%

Source: Nielsen

Chart 2: Cutting through the cookie cutter clutter - competitor Mother's Day campaigns, 2025.



Source: 2025 Mothers Day ads from Kmart, Myer, David Jones, Amazon, Coles, Big W, Le Creuset, Harvey Norman, The Good Guys.

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Detailed results

As a reminder, all targets were set using historic average YOY growth rates for Mother's Day campaign periods between 2022-4, and were measured against a YOY and like-for-like uplift vs the 2024 campaign (baseline), which ran for the same five-week window a year prior and was supported by a similar marketing budget. This removed the impact of 3 new stores opened between 2024-5, controlling for as many variables as possible in order to isolate the campaign's impact.(S4)(C3)

Chart 2: Campaign benchmarking

	Mother's Day Campaign	
	2024 Baseline	**2025**
Live period	5-weeks (8th April - 12th May 2024)	5-weeks (7th April - 11th May 2025)
Marketing Spend	$533,326.87	$495,911.00

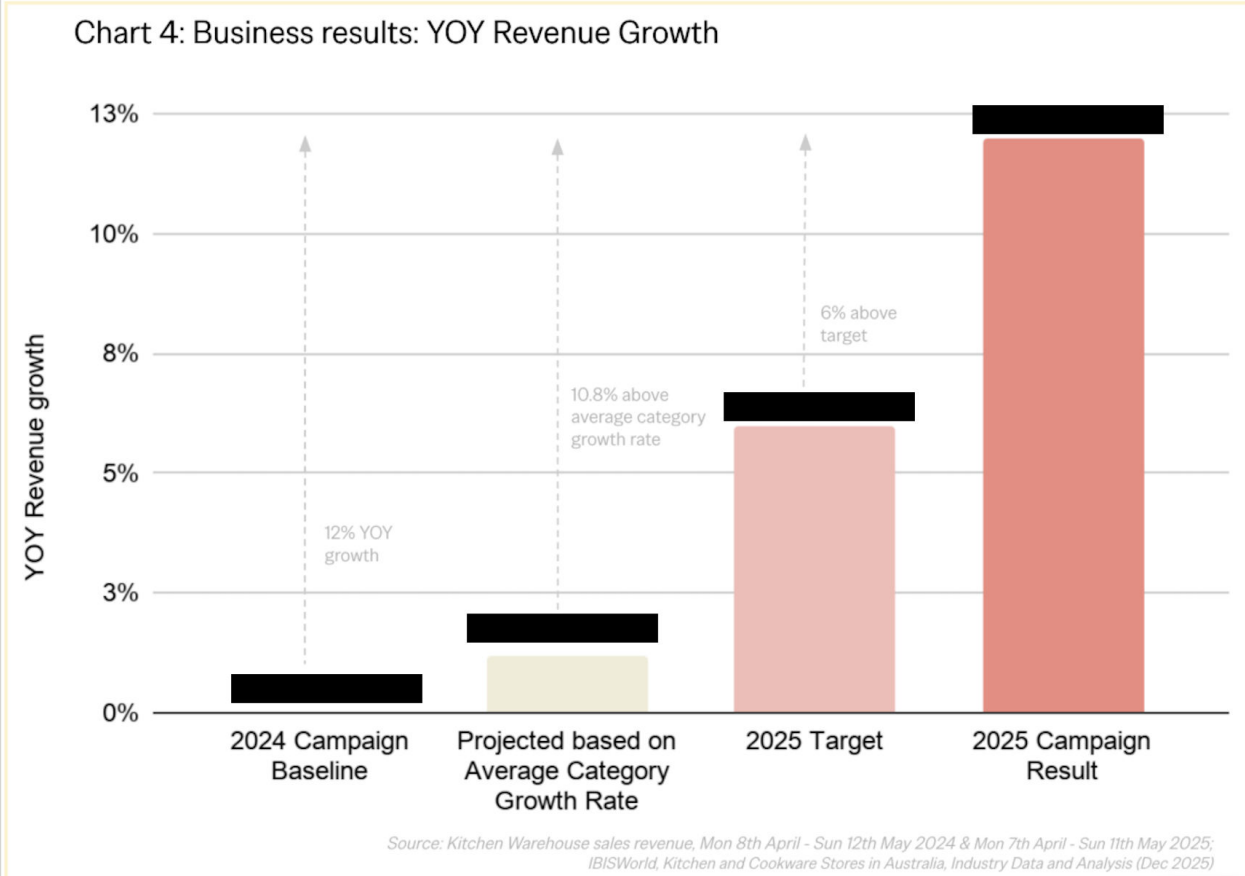
Source: Kitchen Warehouse, Mothers Day 2024 Campaign Results; 2024 and 2025 Campaign Total Marketing Spend (inc. all performance media spend).

Business Objective: Grow sales revenue during the Mother's Day gifting period.

KPI: Increase Like-for-like sales revenue by +6% YOY.

3-year average YOY growth rate (2022-4): +6%
2024 Baseline: [redacted]
2025 Target: [redacted]
2025 Result: [redacted] (S5)(C3)
Category benchmark (kitchenware sales): +1.2% YOY growth (S6)

(C4)



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Marketing Objective: Drive sales leads.

KPI 1: Increase YOY website traffic by +12%

3-year average YOY growth rate (2022-4): [redacted]
2024 Baseline [redacted]
2025 Target: [redacted]
2025 Result: [redacted] (S7)

KPI 2: Increase YOY branded search by +12%

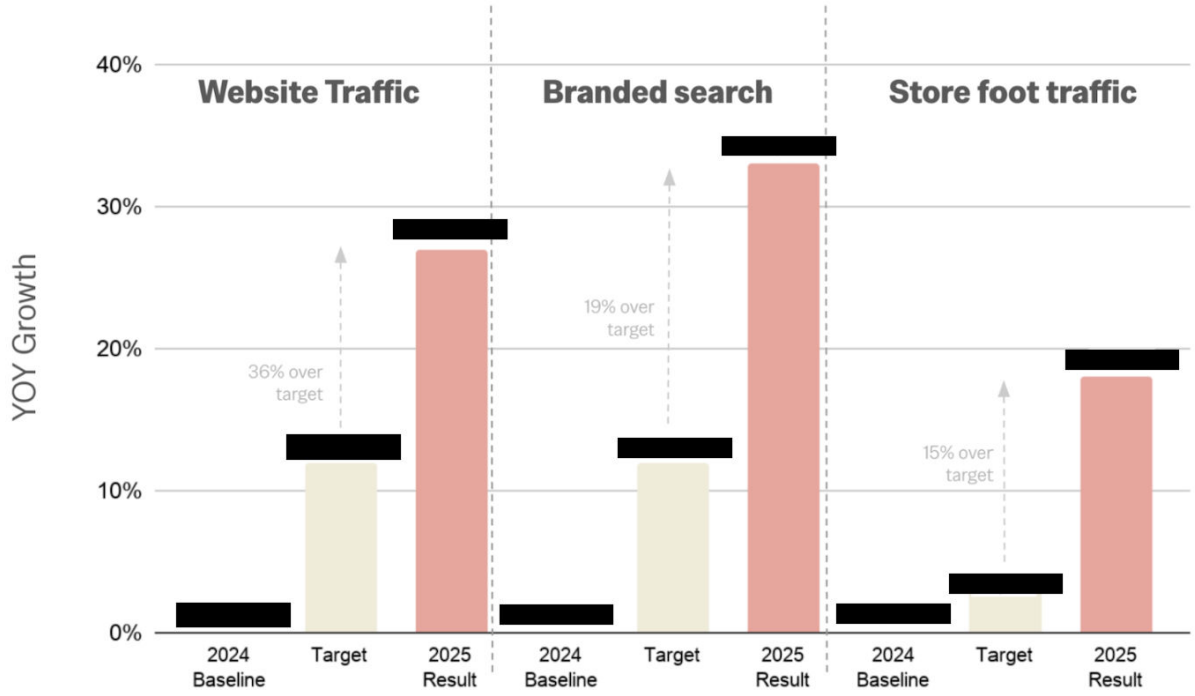
3-year average YOY growth rate (2022-4): [redacted]
2024 Baseline: [redacted]
2025 Target: [redacted]
2025 Result: [redacted] (S8)

KPI 3: Increase YOY store foot traffic by 3%

3-year average YOY growth rate (2022-4): [redacted]
2024 Baseline: [redacted]
2025 Target: [redacted]
2025 Result: [redacted] (S9)

(C5)

Chart 5: Marketing results - Sales leads, YOY growth vs target



Sources: kitchenwarehouse.com.au website traffic (number of sessions); Google Trends, Kitchen Warehouse branded search volumes; like-for-like store foot traffic data. All: Mon 8th April - Sun 12th May 2024 (benchmarks), Mon 7th April - Sun 11th May 2025 (results)

Communications Objective: Position Kitchen Warehouse as a mum-positive brand

KPI 1: Increase positive social media engagement by +20%

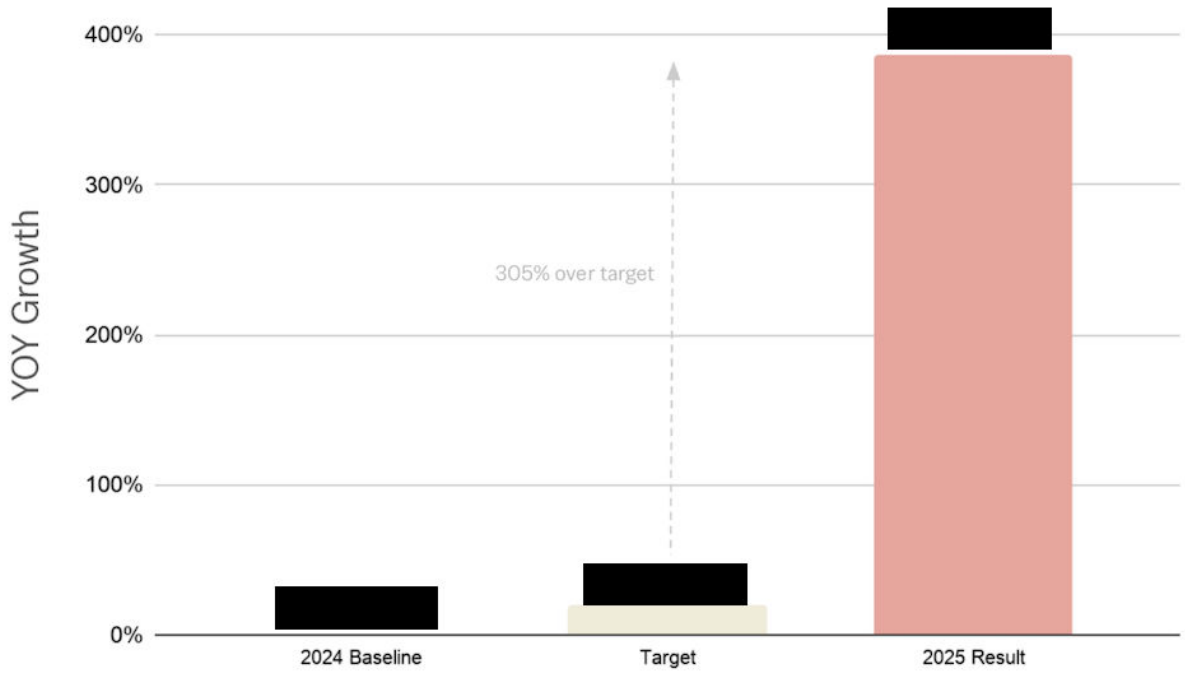
3-year historic average not available.
2024 Baseline: [redacted]
2025 Target: [redacted]
2025 Result: [redacted] (S10)(C6)

KPI 2: No negative media blowback or Ad Standards complaints.

Objective achieved! Not a single negative media mention or ad standards complaint.(S11)

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Chart 6: Communications results - Positive Social Media Engagement



Source: Meta social sentiment analysis, supplied by KW Media agency, Mumnipulate the Algorithm: Mothers Day 2025 - Campaign Results (Mon 7th April - Sun 11th May 2025).

Bonus communications results:

224,146 Mums directly participated in the campaign (that's almost 5% of Aussie mums)
641,000 of their family members were 'mumnipulated'.
Meaning that - most importantly - we helped thousands of mums get the gifts they actually wanted for Mother's Day.

(S12)(C7)

Chart 7: Summary of Results

	Objective Description	Metric	KPI (YOY uplift)	2024 Baseline	2025 Target	2025 Result (actuals)	2025 Result (% uplift)
Business Objective	Grow sales revenue during the Mother's Day gifting period.	Like-for-like (LFL) Sales revenue	+6%	[redacted]			12%
Marketing Objective	Drive sales leads during the Mother's Day gifting period.	Website traffic (number of sessions)	+12%				+27%
		Branded search	+12%				+33%
		Store foot traffic	+3%				+18%
Communications Objective	Position Kitchen Warehouse as a mum-positive brand.	Positive social media engagement	+20%				+386%
		Negative media backlash or Ad Standards complaints.	0	N/A	0 backlash	0 backlash	NA

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Sources:

S1 Kitchen Warehouse sales revenue, Mon 8th April - Sun 12th May 2024 & Mon 7th April - Sun 11th May 2025; IBISWorld, Kitchen and Cookware Stores in Australia, Industry Data and Analysis (Dec 2025)

S2 Kitchen Warehouse, Mumnipulate the Algorithm: Mothers Day 2025 - Business Results (Mon 7th April - Sun 11th May 2025).

S3 Nielsen, Category Paid Media Spend & SOV (Mon 7th April - Sun 11th May 2025)

S4 To enable a genuine LFL (like-for-like) comparison, we would remove all sales (in-store and all online click and collect orders) from the three stores that were new to our network for Mother's Day 2025, but were not part of our store network during Mother's Day 2024. These three stores were Chadstone (VIC), Narre Warren (VIC) and Macgregor (SA).

S5 Kitchen Warehouse sales revenue, Mon 8th April - Sun 12th May 2024 & Mon 7th April - Sun 11th May 2025.

S6 IBISWorld, Kitchen and Cookware Stores in Australia, Industry Data and Analysis (Dec 2025)

S7 kitchenwarehouse.com.au website traffic (number of sessions) during campaign periods, Mon 8th April - Sun 12th May 2024 & Mon 7th April - Sun 11th May 2025.

S8 Google Trends, Kitchen Warehouse branded search volumes, Mon 8th April - Sun 12th May 2024 & Mon 7th April - Sun 11th May 2025.

S9 SenSource, Kitchen Warehouse like-for-like store foot traffic data, Mon 8th April - Sun 12th May 2024 & Mon 7th April - Sun 11th May 2025.

S10 Meta social sentiment analysis, supplied by KW Media agency, Mumnipulate the Algorithm: Mothers Day 2025 - Campaign Results (Mon 7th April - Sun 11th May 2025).

S11 BrandMentions by Semrush, Kitchen Warehouse Media Monitoring, April-May 2025; Ad Standards Australia, April-May 2025.

S12 Kitchen Warehouse, Mumnipulate the Algorithm: Mothers Day 2025 - Campaign Results (Mon 7th April - Sun 11th May 2025).

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Q7. WAS THE CAMPAIGN A GOOD INVESTMENT?

Getting to an ROI from our [redacted] revenue figure (across the 5 week campaign period).

1. **Removing 'flash sales' revenue.** As always (including during the 2024 benchmark campaign), KW ran a 5-day 'flash sale' during their Mothers Day sales period with a selection of deeply-discounted items. Sales from this have been removed from campaign-attributed revenue.(S1)(C1)

Chart 1: Flash Sales Revenue Contribution, Mother's Day campaigns, 2023-5

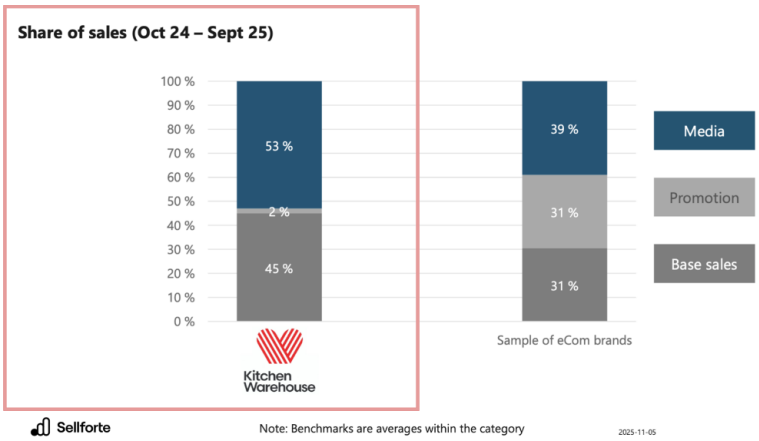
Start Date	End Date	Promo Name	Sales
28/4/2023	1/5/2023	Mothers Day Flash Sale 2023	$39,444.18
26/4/2024	29/4/2024	Mothers Day Flash Sale 2024	$42,568.44
24/4/2025	28/4/2025	Mothers Day Flash Sale 2025	$72,421.62

Removed from revenue results as part of ROI calculation

Source: Kitchen Warehouse, Mother's Day flash sales results, 2023-5.

2. **Campaign Attribution = 53% of sales:** Third-party MMM (Market Mix Modelling) has established that base sales for KW were 45% between Oct '24 - Sep '25 i.e. 45% of sales would have happened naturally without marketing. Only 2% of sales were attributable to promotions (vs. 31% e-commerce average), while the remaining **53% were a direct result of marketing / media spend.** Since all marketing/media spend during the campaign period was part of the '*Mumnipulate*' campaign, this figure has been used to calculate its direct contribution to revenue.(S2)(C2)

Chart 2: Market Mix Modelling to determine base sales, promotion and media percentage contribution to total sales, Oct '24 - Nov '25



Source: Sellfort, Marketing Mix Modelling - Kitchen Warehouse, Oct 2024 - Sept 2025.

3. **Profit margin = [redacted] of revenue:** KW is an extremely efficient retail business. Its higher-than-average proportion of In-House-Brand and online sales give it a higher-than-average profit margin of [redacted](S3) This has been used to establish a profit ROI.

ROI calculation (C3)

Total revenue during 5-week campaign = [redacted]
Minus flash sales revenue contribution of $72,421.62 = [redacted] adjusted revenue
Adjusted revenue @53% campaign attribution = [redacted] campaign revenue
Campaign profit @[redacted] margin on campaign revenue = [redacted]

Total campaign spend (creative + media) = $495,911(S4)

Profit [redacted] / spend $495,911 x 100 = [redacted] **ROI**

So for every $1 spent on the *'Mumnipulate the algorithm'* Mother's Day campaign, KW got back [redacted] **in profit** from sales made during the campaign period.

This represents a 20% increase vs the 2024 campaign ROI of [redacted]%.(S5)(C4)

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Chart 3: ROI calculation, 2025

Total revenue during 5-week campaign		[redacted]
Minus flash sales revenue contribution	$72,421.62	[redacted]
Campaign revenue	@53% campaign attribution	[redacted]
Campaign profit	[redacted] profit margin	[redacted]
Campaign spend		[redacted]
ROI	Profit / spend x 100	**594%**

Source: Kitchen Warehouse, Mother's Day campaign results, 2025.

Chart 4: Comparative benchmark - ROI calculation, 2024

Total revenue during 5-week campaign		[redacted]
Minus flash sales revenue contribution	$42,568.44	[redacted]
Campaign revenue	@53% campaign attribution	[redacted]
Campaign profit	[redacted] profit margin	[redacted]
Campaign spend		[redacted]
ROI	Profit / spend x 100	[redacted]

Source: Kitchen Warehouse, Mother's Day campaign results, 2024

As the CFO said, "you can't argue with the numbers on this one!"(S6)

<u>Sources:</u>

S1 Kitchen Warehouse, flash sales results, Thursday 24th April 2025 - Monday 28th April 2025.
S2 Sellfort, Marketing Mix Modelling - Kitchen Warehouse, Oct 2024 - Sept 2025.
S3 FY24-5 Profit Margins supplied by Kitchen Warehouse.
S4 Creative costs plus media spend. Supplied by KW and their agencies.
S5 Kitchen Warehouse, Mother's Day campaign results, 2024.
S6 Ruben Camarda, CFO, Kitchen Warehouse.

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

To isolate 'Mumnipulate's' direct impact and rule out external variables, the campaign contribution model relied on two methodologies:

- **Year-on-year campaign benchmarking:** Comparing Mother's Day 5-week campaigns YOY (2024 vs. 2025), controlling for seasonal variability.(S1)
- **Externally-validated marketing attribution model:** A Marketing Mix Modeling (MMM) study isolated organic baselines, promotional impacts, and marketing spend to calculate true campaign ROI.(S2)

Other potential factors were also controlled:

- **Media spend:** Media spend actually decreased -7% YOY.
- **Physical availability:** While KW opened three new stores between 2024 and 2025, all footfall and sales data from these locations were excluded from the 2025 results. Because e-commerce (54% of 2025 sales) maintained identical national coverage both years, the results provide a genuine like-for-like comparison.(S3)
- **Product mix:** No new product launches in 2025 drove outlier sales, and sales mix by category remained consistent YOY.(S4)(C1)
- **Promotional spend:** True to KW's year-round strategy, promotions ran but accounted for only 2% of annual revenue (and were removed from ROI calculations, including the 5-day flash sale). Promo SKUs actually dropped from 716 to 667 YOY, and promotions were excluded from performance media hooks in favor of 'Mumnipulate' creative.(S5)
- **Competitive pressure:** Kitchenware sector pressure remained high despite broader retail struggles. Total category media spend stayed consistent ($36.27M in 2025 vs. $37.96M in 2024), while KW's share-of-voice remained stable and modest at 1.37% (vs. 1.40% in 2024).(S6)

Chart 1: Product category sales mix 2024 campaign vs 2025

2024	
Category	Mix
Appliance	28.99%
Cookware	20.80%
Kitchenware	12.09%
Storage	10.08%
Tabletop	8.50%
Knives & Sharpening	7.69%
Drinkware	4.57%
Bakeware & Accessories	3.37%
Hydration & Lunch	2.27%
Boards	1.65%
Total	100.00%

2025	
Category	Mix
Appliance	23.50%
Cookware	21.81%
Kitchenware	13.51%
Storage	11.39%
Tabletop	9.40%
Knives & Sharpening	8.22%
Drinkware	4.19%
Bakeware & Accessories	4.02%
Boards	2.39%
Hydration & Lunch	1.58%
Total	100.00%

Source: Kitchen Warehouse, Product Category Sales mix comparison, Mother's Day 2024 vs 2025 campaign.

Sources:
S1 Kitchen Warehouse, Campaign spend Mother's day 2024 & 2025.
S2 Sellfort, Marketing Mix Modelling - Kitchen Warehouse, Oct 2024 - Sept 2025.
S3 DeepEnd Services, Kitchen Warehouse: Store Benchmarking and Network Plan, Nov 2025
S4 Kitchen Warehouse, Product Category Sales mix comparison, Mother's Day 2024 vs 2025 campaign.
S5 Kitchen Warehouse, internal sales data, Mother's Day 2024 vs 2025 campaign.
S6 Nielsen, Kitchenware and Cookware: category spend and SOV, 8th April - 12th May 2024 & 7th April - 11th May 2025.

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Q9. GIVE CONTEXT TO BUDGET IN COMPARISON TO COMPETITORS.

Budget is less

Q10. GIVE CONTEXT TO THE BRAND'S OVERALL BUDGET.

Brand budget is **about the same.**

Q11. MEDIA BUDGET ELABORATION

Total campaign reach was 13,780,839, split 81% paid, 19% owned/shared.

Break down by channel as follows...
Paid
Digital Display/StackAdapt - 1,942,345
Google Ads - 3,712,715
Meta Ads - 1,842,201
OOH - 2,807,573
Radio - 925,923

Owned
Website - 223,458
Stores - 216,900
Organic Social - 509,724
Email - 1,600,000

(S1)

Sources
S1 Kitchen Warehouse / Media Agency supplied metrics for the '*Mumnipulate'* Mother's Day campaign, Mon 7th April - Sun 11th May 2025.

Q12. DESCRIBE OWNED MEDIA ACTIVITY

Paid media was supported by full owned channel integration across in-store (point-of-sale), website (including a campaign landing page where mums could register which gifts they were interested in), CRM activity to the 1.6M addressable loyalty program customers, and a feature in the KW 'Cook' magazine - a free magazine published 5 times a year, available in all stores and distributed in online parcels.

Q13. OUTLINE ANY SPONSORSHIPS

Q14. OUTLINE COMMUNICATION TOUCHPOINTS

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