ACTS 2022 YEAR-IN-REVIEW CASE STUDY







OVERVIEW

Leveraging Megatrends Into Targeted Lead Generation - At Scale!

We stand at the intersection of everything we thought we understood and all that has yet to be imagined...

Objective: Generate interest in the available, smaller square-footage inventory; align marketing messages to manufacture prospect urgency; sustain momentum through the sale into resident advocacy

Approach: Through data-driven analysis of the current "typical" resident and qualitative team feedback, ADage Marketing Group has developed an integrated multi-target strategy to deliver sales and marketing success at The Evergreens. There is no singular tactic or incentive message that will serve as a silver bullet. To achieve the objective, the strategy must position The Evergreens as an accessible provider of resort-style senior lifestyles with the confidence of guaranteed access to higher levels of care that rank among the best in the area.

LEAD GENERATION

- Target identification based on developed marketing personas will be combined with qualitative team feedback
- Leads for connected adult children will be purchased in conjunction with prospects
- Value-first messaging will leverage the market perception of exclusivity to maximize demand by offering sneak peeks and offers to "Join the Club"

ACCOUNT CULTIVATION

- The gold mine of sales lives in the database, therefore critical data hygiene will be prioritized in order to offer the best opportunities for account-based marketing at scale
- Communication for adult children will be personalized and structured parallel
- Urgency will be manufactured by offering supportive stage-based messaging coupled with ongoing opportunities for offline experiences

PROFESSIONAL INFLUENCERS

- The Circle of Influence will be crystallized for prospects through qualitative focus groups and/or digital and print resident surveys
- Because those who have the ear of the prospect or adult child are not necessarily in a position to refer, messaging will be customized to deliver more identifiable results



Post-crisis, consumer needs evolve BY THE MINUTE. Now is your window of opportunity to filter trends, find new needs and rechart yourself on a new path.

- Trend Hunter for 2022

RESEARCH

ANALYZE

Qualitative Discussion

At ADage, developing a results-generating strategic plan starts with burning curiosity! The time we spend with client teams allows us to uncover both unforeseen roadblocks and hidden gems that massively impact outcomes.

CONSIDER:

How does the market currently view our community? What perceptions do we wish to change?

Who are our ideal residents?

Demographics, health, psychographics, etc.

Are the accounts we currently have financially qualified and psychologically primed to make the move to our community?

Where are we now with this year's goals? Where do we want to be? Where do we need to be? Occupancy, positioning, etc.

What obstacles stand in our way? *Competition, perception, timing, etc.*

Which methods have we tried in the past? What was successful? Not successful?

DEVELOPING THE PERSONA

Using the single source of truth: Acts residents.

Before you can begin to understand how your ideal target sees and moves through the world, they must be identified. This demographic overview allows you to begin paring down the available market to only those most likely to move into your community.

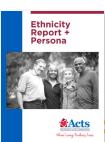
Data Source

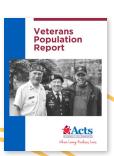
Move-in analytics were provided using a pre-PowerBI Move-In Analytics report developed by Bill Tamulonis with the former addresses of residents from all Acts communities, as well as unit types, financial audit information and CRM-appended data.

Data Analysis

The resident names on the report were appended for Experian's Mosaic® USA profile types, as well as 130+ additional data points that can be pivoted and segmented. Mosaic's data segments the US into 19 overarching groups and 71 underlying types, giving you the insights needed to anticipate the behavior, attitudes and preferences of your actual resident and communicate with future prospects on their preferred channels with messaging that resonates.











91%

Mosaic Group

The strategy is focused on the predominant profile for The Evergreens community. 91% of residents at The Evergreens fall into a single mosaic group. With more than 90% of members over 65 years old, Golden Year Guardians are the eldest of the Mosaic groups. The seniors within this group have predominantly limited education and live on extremely modest retirement funds. Over half are widowed or living alone as their spouse resides in the community's nursing home. Most married couples still live in the homes they've owned for the past 20 years or more and nearly one-third now reside in retirement communities. These members of the Greatest Generation typically came from humble origins and now enjoy unpretentious lifestyles.

75%

Mosaic Segment

75% of residents at The Evergreens fall into a single Mosaic persona: Mature and Wise. These retirees have settled in metro apartment communities and live cost-effective, sensible lives.

Members of the Mature and Wise persona are mostly elderly people on fixed incomes who have retired to city apartment buildings geared for seniors. Many of these residents are over 66 years old, and they tend to seek out these apartments when they become widowed or can no longer cope with the maintenance of a home. While a high percentage have adult children and most are grandparents, their kids are typically too far away or incapable of supporting them in their homes. Still, despite modest incomes, these elderly Americans express satisfaction with their life, have a circle of close friends and enjoy both hobbies and entertainment. They look for opportunities to improve their social life.

Increasingly Older

The 65-year-old retiree is an urban legend. Most individuals are waiting to look until their late 70s and avoid moving until their 80s.

Married Couples

The majority of prospects who have converted were part of a couple, indicating this transition could be overwhelming to single people.

European Descent

The current community residents are primarily of European descent. A diversity report and Veteran population estimate is available for reference.



Mature and Wise: Key Features

- Discount Shoppers
- Retirement Community Likelihood
- TV Entertainment
- Tech Novices

- Active Health Maintenance
- Avid Newspaper Readers
- Domestic Travelers

WHERE TO FIND THEM

Mature and Wise individuals are found all around the country, typically in metro communities that permit large, multiunit condo buildings, and many have moved in within the last seven years. Given their sometimes dicey neighborhoods, they prefer the security of a multi-unit building, preferably with a doorman, to being on their own. Many members of this segment have more active leisure lives. Their neighborhoods often feature a nearby senior center, and at home, they enjoy reading and needlecraft, and some are active collectors of ornaments and porcelain figures. Most of the Mature and Wise group wouldn't qualify as sophisticated investors.

ATTITUDES AND MEDIA

The Mature and Wise are happy with their lives and cherish their families and friends. They like to meet new people, entertain them in their apartments and stay in touch with their faraway families. Faith is important to these seniors, and many are active in their churches and synagogues. They're politically active as well, supporting mainly conservative social issues. Monitoring their health is important to these Americans, who watch their diets, take preventive medicine and listen to their doctors.

HOW THEY GET BY

Few have income-producing assets, and only a very small percentage own stocks or bonds. Many get by on small pensions that supplement their social security checks.

As consumers, these older Americans are more concerned about discounts than designer labels. They tend to patronize the same stores and wear the same styles for years. They'll go to both bargain and mid-scale retailers, and typically head straight to the clearance rack. Functionality is the most important factor when they consider a purchase.





LIFESTYLE AND TECH

Spending a lot of time in their condos, Mature and Wise persons are a traditional media market. They like to read newspapers and magazines, and they watch a lot of TV, particularly early evening shows and dramas. They do not often access the internet. Over half no longer drive a car and of those who still do, they prefer American-made CUVs. They describe themselves as tech averse, and any tech gadgets they own likely came as gifts from their children or grandchildren.

Mature and Wise: Health Habits

40% Actively Control Their Diet

66% Get Regular Medical Checkups, Even When Not III

23% Consult Their Pharmacist for Advice

19% Walk To Maintain Fitness

Mature and Wise: Media Consumption

Channel Preferences

38% Traditional Newspaper

22% Direct Mail

News Sources

45% Newspapers

21% Magazines

Television

60% Subscribe To Cable

47% General Drama Shows

32% Reality Shows

26% Sitcoms

14% Game Shows

8% Movies

Newspaper

28% Front Page

17% Comics

13% Food/Cooking

13% Editorial

12% Entertainment

10% Business/Finance

Magazines

41% General Editorial

31% News Weeklies

30% Women's

28% Home and Home Services

18% Health and Fitness

17% Epicurean

Mature and Wise: Tech Behavior

Tech Adoption

58% Novices

18% Apprentices

17% Wizards

7% Journeymen

Attitudes and Usage

36% See Phone as "Basic Planners"

31% Pragmatic Adopters

19% Professional Users

19% Non-users

Social Media

3% Have Any Social Media

3% Have Facebook Profiles

<1% Snapchat, Instagram, Twitter, Pinterest and LinkedIn

14% Streamed Music This Month Likely Without Logging In or Setting Up a Profile

Mature and Wise: Political Affiliation

51% Republican

37% Democrat

12% Third Party

Mature and Wise: Education

50% High School Diploma or Less

14% Some College

18% Bachelor's Degree

19% Graduate Degree or More



ALIGN

SEGMENTED FOR PERSONALIZATION

Interest-Based Segmentation Insights
Experiencing the lifestyle. Social interaction. Expectation of information. Low-pressure selling.

Once engaged with the brand, the prospect needs to be reminded of the lifestyle awaiting them over the one- to two-year decision-making process/sales cycle. If we know what the prospects enjoy doing and are genuinely interested in, consider how that information has been folded into event planning historically.

DENIAL > **Discover**

12.5% of survey respondents said they had "not seriously considered moving to senior living"

THINKING > Uncover

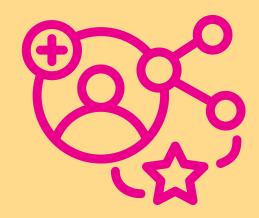
Survey data indicates shoppers are comparing Medford Leas, Collingswood Manor, Lions Gate, Quaker Community, Brandywine (other than The Evergreens).

PLANNING > Up Next

Apartment size preference from survey results were 29% One-bedroom, 59% Two-bedroom, 0% Three-bedroom, 12% Unsure. The second bedroom was noted for Guest (54%) or Hobby (31%).

ACTION/COMMITMENT > On Deck

Experience is crucial at this stage. The sale isn't final until the ink dries.



REDEFINING THE FUNNEL

Creating a clear path forward, from leads to account to conversion, using a stage-based strategy.

DENIAL > Discover

- "Not Your Mother's Nursing Home" Legacy Resident Testimonial
- Winter Safety and Fall Prevention (SilverSneakers Cosponsored)
- The Actual Cost of Homeownership

THINKING > Uncover

- Shopping Smart for Senior Living with Elder Law Attorney
- Apples and Oranges: Rental vs. Life Care
- If Not Now, When?

PLANNING > Up Next

- The Promise of Life Care
- Rightsizing
- Gifting Smart

ACTION/COMMITMENT > On Deck

- Moving Day Made Easy
- Passport Program and Group Orientation
- Resident-Led Home Design Essentials with
- Parade of Homes

2022 TRENDWATCH

The consumer behavior trends indicate that "we stand at the intersection of everything we thought we understood and all that has yet to be imagined."

With this knowledge, the strategy and accompanying tactics to generate interest in The Evergreens should incorporate one or more of the below research-based trends for products, services, brand, sales and marketing:

EXPERIENCE

In a world abundant with "stuff," experience becomes a more important currency and life priority.

AUTHENTICITY

Social media and a resistance to traditional advertising have created a desire for authenticity and reality.

NOSTAL GL

Fond memories fuel a desire to bring the past into the present, especially with respect to one's formative years.

GAMIFICATION

The application of game dynamics to real-world problems results in a world that's more competitive and engaging.



MULTI-SENSATION

Tech, AR, VR and interactive experiences are raising our expectations in the realms of entertainment, retail and even food.

PERSONALIZATION

Small batch production technologies and more personalized media are creating an expectation for personalization.

CURATION

Hypertargeted offerings, services, subscriptions and recommendations to simplify lives with better things.

CATALYZATION

Brands have taken a role of accelerating the personal development of consumers.

TRIBALISM

Allegiant groups are more readily formed around specific interests, causes and even brands.

YOUTHFULNESS

The world is becoming more playful, driven by generations not ready to grow up, including Boomers who desire a more active, enriched life.

EECOMMENDENDEND

RECOMMEND

AUDIENCE SEGMENTATION

We recommend hosting a focus group (qualitative) and/or deploying a print or digital survey to current residents, the results of which will clarify, confirm or change the Circle of Influence that's currently – and has been historically – targeted.

CIRCLE OF INFLUENCE NETWORK ANALYSIS

The Circle of Influence Currently/Historically Targeted (adult children, Realtor, elder law attorney, financial planner, clergy)

Audit

COIN Targets from Market Research
Review All Current Professional Contacts in the CRM
List of Potential Professional Targets
Purchase a List of Actual In-Market Targets (if applicable)

Leverag

Resources Built To Enhance rapport-Building with Talking Points and Value Propositions (segmented by target audience)

PROFESSIONAL INFLUENCERS/REFERRAL SOURCES

Professional relationship-building is as critical as prospect relationship-building – and that is an area where we know curiosity, preparedness and delivery are key.

- Acts 101 / Life Care 101 Flyer
- Key Leadership Bios (can supplement with new-hire announcements)
- Community Brochure (overview, simplified, F&B-focused)
- Map of Local Communities (if applicable)
- Referral Process Outline
- Organizational Case Studies
- Referral Outcome Update
- Resident Satisfaction Report (NPS)
- Testimonial Flyer

EXPERIENTIAL CONVERSION PROGRAM

ADage outlined a strategic "small group, in-person" approach to events for 2022. This was confirmed in an October 2022 MarketingProfs article citing that "intimate, frequent events provide more long-lasting benefits...By creating inclusive environments where everyone can be heard, you can foster productive relationships that will last beyond any single event," and goes on to list:

- Regular events not only allow more people to attend but also incorporate accessibility for people with sensory or cognitive disorders, mental illnesses, hearing or visual impairments, or physical disabilities.
- When positive social interactions are repeated regularly, you build more trust and better relationships. Moreover, smaller groups tend to be more productive.
- By investing in more intimate, recurrent events, you'll reap longerlasting benefits and foster stronger, more inclusive business relationships.
- Improving inclusivity at your events isn't just the right thing to do; it's also good for business, since research shows that companies with diversity and inclusion initiatives consistently outperform their peers.



ENENCE

EXPOSURE TO EXPERIENCE 1, 2, 3!

1. "THAT COULD BE ME/US"

Let your residents tell the story of what life is like in your community. Consumers listen to consumers.

- OneDay Video Home Tours
- Informal Panel for Women, Men, Couples and Singles

2. SPRING BREAK IS BACK!

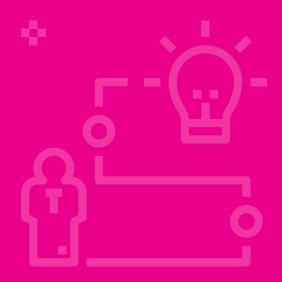
Targeting college alumni, plus a segmented target list for those who went on to be teachers/professors.

- Host a College Sweater Party
- Tailgate for College Sports
- Offer Weekend Guest Stays

3. EXPERIENCE THE LIFESTYLE

Out-of-town prospects should still be able to experience The Evergreens.

- Live-Streamed Events and Fitness Classes
- Chef-Prepared Meal Delivery (personalized)
- FaceTime Inclusion in Resident Happy Hour or Book Club



DEPOSITOR ENGAGEMENT PROGRAM

WELCOME, NEIGHBOR

Personal timeline development based on a shared timeline.

Promote engagement with monthly events and VIP messaging.

KEEP CONNECTED

Keep the small yes's coming and offer an opportunity to discuss sent materials/touch based on timing. Leverage segment for CFU.

LET'S CELEBRATE!

Coordinated CFU delivery of branded items with genuine utility (e.g., moving labels) in step with the emailed resources for transitioning to on-campus life.

RESIDENT AND FAMILY REFERRAL PROGRAM

RESIDENT

"All the Things You Enjoy, Everything They Deserve"
Collateral – Door Hanger
Reminder with 90-Day New Resident Survey
In-House TV (if possible)
Flyer (bulletin board)

"Make Your Friends Your Neighbors"

Collateral – Magnet

Annually (one week after move-in date)
In-House TV (if possible)

Flyer (bulletin board)

RESIDENT FAMILY MEMBER

"Spread The Good News" "One Kind Act Deserves Another"

Collateral Direct Mail

Direct Mail Email

Email Landing Page

Landing Page Social Media Post

Collateral - Business Cards

Collateral - Business Cards

Social Media Post



EXECUTE

INTEGRATED TACTICS

The target audience expects Acts to deliver omnichannel marketing experience that offers a cohesive, continuous journey from brand introduction to brand advocacy.

Direct Mail | Informed Delivery | Landing Page | Downloadable Tool Marketing Automation | In-Person Event

A well-executed integrated approach is supported by self-reported account data.

CONTENT STRATEGY

Account Cultivation Stage-Based Events

Promote curated events to segmented groups of the database via an integrated campaign with direct mail, follow-along digital display, social display and landing page visit retargeting.

- Managing expectations, these should be small group events that target only those at similar decision-making points on their journey.
- Offer actionable insight and user-friendly tools to help prospects advance their journey.
- Meet prospects where they are and offer them resources and connections that allow them to feel safe to move forward.
- Leverage the LED team's planning, budget and built-in resident engagement for attendees, along with an obvious common interest.
- Event reminder emails and single-use landing pages offer additional digital touchpoints with behavioral feedback.
- Resident reminder calls could ease the load on the concierge/sales assistants.

Segmented Account-Based Marketing Campaign

Following a strategic selection of 4-6 segments within the database, The Evergreens will achieve 'account-based' marketing at scale.

- Content will be based on the values identified in the marketing persona and with respect to the prospect's current state of change.
- This approach requires ongoing data append an objective shared as a priority during discussions – and ensuring diligent, consistent tagging practices.
- Both nurturing approaches can be run individually or in tandem, with consideration/attention to unsubscribe rates.
- The community will be promoted through curated events to segments via an integrated campaign with direct mail, USPS informed delivery, email and a dedicated landing page.
- Option to add follow-along digital display, social display and landing page visit retargeting.

Adult Child Educate and Empower Campaign

Educate the current account's adult children/connected influencers about the Life Care product's benefits in direct correlation to The Evergreens' position as the 100-year provider, backed by a 50-year track record of excellence.

- As appropriate, refer to the prospect by name/relationship in communication with the AC and use consistently aspirational imagery (reinforce nostalgia with illusion, as needed).
- Communicate about the typical timeline for transitioning to Acts. Empower the AC with self-service tools and calculators.



BRINGING IT ALL TOGETHER: USING SELF-REPORTED INTERESTS

Frequent Diners - 83%

Drive-in with carhops for a "romantic date night

Trend: Nostalgia Segment: Couples Advance: On-Site

Obstacle: Mobility, Threshold Fear, Reluctant Spouse

(Books and Movies) Media Club - 72%/61%

Partnership with the local library to book a room and offer coffee

Trend: Tribalism

Segment: Opt-In via Survey Advance: 1:1 Connection

Obstacle: Overwhelm, Small-Group Preference

Arts + Culture + Lifelong Learners - 66%

Trend: Tribalism

Segment: Opt-In via Survey Advance: 1:1 Connection

Obstacle: Overwhelm, Small-Group Preference

Series of "Visiting Professor" lecture-style events on an array of topics, with ongoing participant surveys to continually refine offering

Fitness + Walking Fans - 66%-61%

To truly sell the outdoor benefits on the campus, invite avid walkers to participate with resident ambassadors and LCCs on a weekly walk

Visiting Family / Traveler - 61%-56%

Vacation stay program with special emphasis on the resident's enjoyment at sharing their home when family visits

BRINGING IT TOGETHER: TAKING ONLINE OFFLINE

Target: Pet Owner Trend: Curation

Tactics: In-Person CFU delivery following Email Deployment with suggestions for branded items or

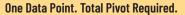
bulk/advance purchases











Couples - 47%

Anniversary Celebrations/CFU

Two Primary Decision-Makers

Possibly Different Levels of Interest or Health

Often Deeply Entrenched Dynamics

Widow(er)s - 41%

Support Group

Social Opportunities

Likely Gaps in Capabilities

Emotions Running High

Single Decision-Maker with Influencers



14

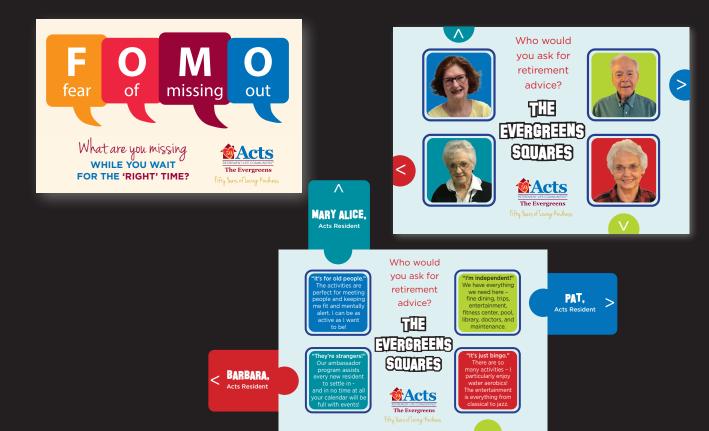
Lead Generation - Prospects



Lead Generation – Adult Children



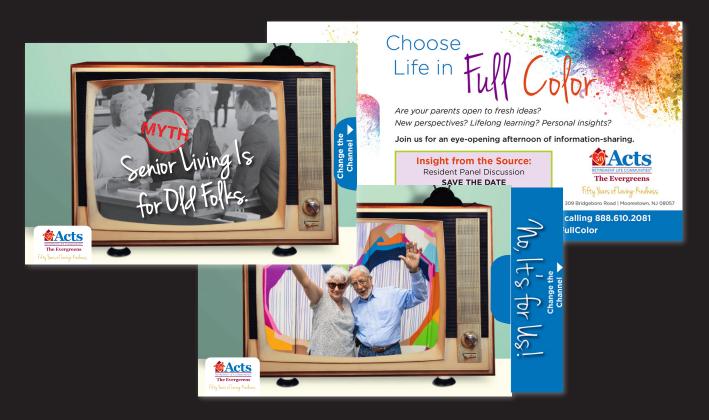
Account Cultivation - Prospects







Account Cultivation -Adult Children









REPORT

INVESTMENT SCORECARD

- Total Tactics 9 completed/12 planned
- Total Spend \$50K
- Total Mailed 36K
- Average Cost per Tactic \$5,600
- Average Cost per Piece \$2.53
- Average Cost per Response \$112
- Average Response per Piece 7-8

CAMPAIGN REACH

- Total Calls 36
- Total Forms 31
- Event RSVPs 22 (one event)
- Event Attendees 9

ACTUAL RESULTS

- Start-of-Year 36 Available Units
- New Leads 872
- Accounts Converted 116 (13%)
- FRCs 14 (12%)
- USCs 23 (20%)
- Move-Ins 22 (19%)
- End-of-Year 29 Available Units



KEY FINDINGS

Target Audience: Prospects, Adult Children & Influencers

- The Adult Child NOT the prospect
- Connector lists ensure the parent is qualified
- The prospect has higher expectations
- Personalize whenever, wherever possible
- The COIN isn't always who you might think
- Conduct focus groups to ask

Global Trends: Marketing Curated Experiences

- Segment by Interest
- Learners or movers; Diners or readers; party crowd or homebodies
- Qualitative and quantitative surveys guide effective efforts
- Leverage emerging trends
- Nostalgia
- Curation
- Tribalism

Strategic Tactics: Tangible Materials & Useful Tools

- Stop selling, start storytelling
- Deliver usable information and actionable resources
- Omnichannel is not optional



