



LegacyForesight

# In-Memory Insight Proposals 2018/19

June 2018



# Introduction

In-Memory Insight explores the size, shape and scope of in-memory giving in the UK. We collect hard evidence to inform in-memory fundraising strategies and convince senior management of the value of in-memory giving.

In-Memory Insight is a consortium research programme run by Legacy Foresight, Europe's foremost analysts of the legacy and in-memory sectors. We work closely with a 'learning circle' of leading charities – over eighty of them in the past seven years – who agree to pool their budgets, experiences and data to help build evidence and insight.

## How we work

In-Memory Insight is a rolling research programme, with each year building on the one before. We use a wide range of research methods as appropriate, including:

**Desk research** – to uncover important underlying issues to explore in our own research, and to identify existing sources and experts to draw upon

**Focus groups and depth interviews** – to understand in-memory donors' motivations, experiences and expectations of giving and fundraising in-memory

**Consumer surveys** – to track the incidence and value of in-memory giving by method: funeral gifts, regular donations, events, tribute funds etc

**Best practice** – to establish the current status of in-memory marketing in Britain, and to find the most innovative and effective strategies

**Benchmarking** – to measure the funds raised from in-memory donors by the charities in our consortium, and the resources invested in in-memory marketing

**Group discussion** – bringing charities together to share issues and ideas

Over the past seven years we have explored a series of themes:

2011/12	What drives engaged in-memory donors to give, and give again
2012/13	The role of in-memory giving in bereavement
2013/14	How much money is being given/raised in memory
2014/15	Fundraising in memory through events
2015/16	Charities' use of in-memory products
2016/17	The use of social and digital media in memory
2017/18	The role of funeral directors in in-memory donations

**This proposal is for the eighth year of research, from July 2018 to June 2019, and will explore the links between in-memory and legacy giving.**

# Exploring the links between in-memory and legacy giving

Our recent research suggests that someone who has donated in memory is twice as likely to become a legacy pledger or enquirer than a standard charity donor and will leave a much larger legacy.

Unpicking the connections between in-memory giving and legacy giving has become a holy grail for charities. But what actually turns an in-memory donor into a legacy pledger?

To understand these connections, we need to learn more about:

**The motivations that drive in-memory and legacy giving, for example:**

- Do these overlap, and if so, how? For example is a legacy from an in-memory donor a 'thank you' for support received by the loved one and their family? The ultimate tribute to the loved one? Or does it reflect the independent relationship the donor has built up with the charity over time?
- Are in-memory gifts always retrospective, while legacies are about hope and optimism for the future?
- Is in-memory fundraising all about relationship building, while legacies are about proving impact and cost-effectiveness? (If so, can these two approaches be combined?)
- Are there things charities need to understand about people's motivations for pledging that might impact any future stewardship approach, for example if legacies are pledged straight after bereavement, might they be akin to a 'golden handshake', where the donor feels strong gratitude but wants no further contact from the charity? And if so, does this issue apply only to end-of-life causes?

**The impact of tenure and stewardship on legacy propensity, both before and after someone makes an in-memory gift, for example:**

- Is someone more likely to pledge a legacy if the charity has spent years nurturing them as a supporter before the relationship becomes an 'in-memory' one? Do they need to be developed as in-memory supporters by the charity over time before they'll consider a gift in their will?
- Does a typical in-memory communications journey offer opportunities that most donors aren't exposed to, creating enhanced conditions for legacy nurture? Can one particularly memorable in-memory interaction or event trigger a legacy?
- Or is it simply the fact of having given in-memory that drives up legacy propensity? Is a new donor with no experience of the charity at all just more likely to pledge if they're remembering a loved one, regardless of what happens next?
- Could the legacy decision even be made at the same time as the decision to give in memory? Is a relative who gives once at a funeral and never again in their lifetime thereby just as good a legacy prospect as a highly active, catalyst Tribute fund-holder?

- Are legacies from in-memory donors always inspired by very recent bereavement? If so, are the real drivers the practical acts and obligations that come into effect when someone dies? e.g. if bereavement generally triggers the need to amend or update a will, is adding in a legacy for a charity that's recently helped the family simply an instinctive next step? Are there other functional rituals that in-memory donors have to do in the early stages of bereavement that represent 'one-off' opportunities for the charity to influence a legacy decision?

Other factors – if any – that impact significantly on the likelihood and timing of a pledge, for example:

- The nature of the pledger's relationship with the deceased
- The age of the person being remembered (e.g. a life cut short vs a life well lived)
- The nature of the deceased person's relationship with the charity
- The impact of the wider circle of friends, family and the community on the legacy decision

## Our proposed approach

### July – August 2018

1. Review of existing academic and marketing agency reports on legacy and in-memory giving, to consolidate and structure our thinking
2. Follow-up conversations with selected fundraising experts as appropriate

### September 2018

3. Half-day Learning Circle workshop to discuss the ideas emerging from the desk research and expert interviews, and to agree the issues to explore in the research

### October – December 2018

4. Online survey of in-memory/legacy donors, to identify and recruit our donor research sample
5. Twenty depth telephone interviews, most with people who are *both* in-memory and legacy donors; as well as some in-memory-only and legacy-only donors for comparison

### January 2019

6. Omnibus survey of the adult population to quantify the incidence and value of in-memory giving/fundraising by type, (e.g. funeral gifts, direct debits, commemorative objects, tribute funds, events fundraising etc) This research will update and extend our previous surveys conducted in 2011 and 2013, and will be used to adjust our in-memory market estimates

### March – April 2019

7. Conclusions, presentation and reporting, including a full-day workshop at a central London location

In-Memory Insight is overseen by an energetic steering group, who provide feedback and suggestions on the work as it develops and approve the published findings. We will be looking to recruit one or two new steering group members for this year's research. If you would like to be considered for the steering group, please let us know when you confirm your participation in the project.

## In-Memory Insight for Hospices

For the past four years we have teamed up with Hospice UK to offer local hospices reduced membership fees. To date, 26 hospices have taken part in the programme – see page 7 for a current list of members.

In recognition of hospices' important role in in-memory giving and their more limited resources, Legacy Foresight is pleased to offer any local hospice that is a member of Hospice UK a 50% reduction on the standard programme fee.

## Project outputs

All learning circle members will receive:

- Two places at the half day (September 2018) /full-day (March 2019) workshops
- Presentations and workshop notes in PDF format
- A summary report aimed at senior managers and trustees
- A set of PowerPoint slides for sharing with colleagues

Tailored presentations at client offices can be arranged for an extra cost.

## Fees

In-Memory Insight is funded by a consortium of charities who commit to the programme on an annual basis. Many of our members have been with us since 2011; others have joined more recently. All new joiners are invited to an introductory presentation and receive a set of executive summary reports covering the past seven years findings. To access this research archive, you pay a one-off premium equivalent to this year's project subscription. Thereafter the annual fee is lower.

### Fees for the 2018/19 programme are:

	National charities	Local hospices
Existing members	£2,400+VAT	£1,200+VAT
New joiners	£4,800+VAT	£2,400+VAT

### Already part of the programme?

The rolling contract you signed on joining is still valid. If you wish to leave the programme, please tell us by **Monday 25th June 2018**

### Joining the programme for the first time?

The closing date for joining In-Memory Insight 2018/19 is **Monday 20th July 2018**.

To confirm your interest or for more information, contact Meg Abdy at:  
[m.abdy@legacyforesight.co.uk](mailto:m.abdy@legacyforesight.co.uk)

## Key team members



**Meg Abdy (project direction)** has been analysing the legacy market since 1994, when she coordinated the first ever legacy forecasting project, now known as Legacy Monitor.

Today she is responsible for programme management and business development at Legacy Foresight, with particular interests in in-memory giving, international markets and donor research.

Meg regularly speaks at charity conferences and her view on the future of the sector is frequently featured in the third-sector press. She has a BA in Social Studies from the University of Manchester and an MBA from the London Business School.



**Sue Pedley (donor research)** is responsible for in-depth qualitative and quantitative consumer research at Legacy Foresight and has considerable experience of clients in both the private and charity sectors.

She has worked with Legacy Foresight since 2007, on the original Baby Boomers project (Living Forever: Baby Boomers and Legacies, 2007) and the subsequent updates (2010/2014). Since 2011 she has also facilitated focus groups and depth interviews for the In-Memory Insight programme and most recently master-minded the Invisible Legator project.

Sue's previous voluntary sector clients include Parentline Plus, NCVO, the Charity Commission, NSPCC and WWF UK. She has an MBA from Kingston University.



**Kate Jenkinson (desk research)** is the head of in-memory consultancy at Legacy Foresight and has been instrumental to the development of the In-Memory Insight knowledge bank.

As a former fundraising manager, she set up from scratch a successful in-memory and tribute fund programme at Cancerbackup (now Macmillan). This inspired her to make the move agency-side to Our Lasting Tribute, where she was uniquely placed to support many charities of all different sizes and causes in the early days of their in-memory and tribute programmes.

As a strategic planner for OLT/ Whitewater, Kate specialised in in-memory and legacy strategy development and business planning for charities including NSPCC, RSPCA, RNLI, BHF, BUAV (now Cruelty Free International) and Manchester's Christie Hospital charity. Her research for Macmillan drove the overhaul of their in-memory fundraising.

Kate is author of the in-memory chapter in the recently-published sector 'bible' *Legacy and In-Memory Fundraising* (Directory of Social Change, 2018)

## Learning Circle members 2017/18

### Health

Alzheimers Res UK  
Alzheimer's Society  
Arthritis Research UK  
Breast Cancer Now  
British Heart Foundation  
British Lung Foundation  
Cystic Fibrosis Trust  
Macmillan  
Marie Curie  
Mind  
Parkinson's UK  
Prostate Cancer UK  
Sue Ryder Care

### Other national

Guide Dogs  
Leonard Cheshire  
Scope  
British Red Cross  
Christian Aid  
Oxfam  
Save the Children UK  
UNICEF  
Barnardo's  
NSPCC  
Blue Cross  
The Brooke  
Battersea

Cats Protection  
RSPCA  
Wood Green  
Help for Heroes  
National Trust  
Royal British Legion  
RNLI  
Salvation Army  
Woodland Trust  
WWF

### Hospices

Ayrshire  
Birmingham  
Cornwall  
Greenwich & Bexley  
Hospice of St Francis (Berkhamsted)  
Hospiscare (Exeter)  
Martlets (Hove)  
Princess Alice (Surrey)  
Rowans (Waterlooville)  
St Catherines (Crawley)  
St Christophers (Sydenham)  
St Elizabeth (Ipswich)  
St Francis (Romford)  
St Josephs (Hackney)  
St Lukes (Sheffield)  
St Raphaels (Cheam)  
Trinity (Blackpool)  
Wakefield

# More about Legacy Foresight

Legacy Foresight are Britain's foremost analysts of the legacy and in-memory giving sectors. We appraise the state of the markets, produce income forecasts and research into donor motivations. Our work is used both for ongoing performance management and for long-term strategic development.

## Our research programmes

We work with groups of charities to research issues of common interest, exploring new opportunities and challenges. This collaborative approach cuts costs, enables idea sharing and creates opportunities for joint campaigns. Recent and current research programmes include:

### Uncovering the Invisible Legator

The Invisible Legator project set out to investigate the many charity legacies which apparently arrive out of the blue; whether from known supporters who had not disclosed their gift, or from people who cannot be traced on charities' databases.

The project aimed to quantify, profile and understand the motivations driving four types of legacy donation:

- Disclosed legacy gifts – already made known to the charity
- Undisclosed legacy gifts – from known supporters who have not told the charity
- Unrecognised legacy gifts – from those who consider themselves supporters but are not recognised as such by the charity
- Unknown legacy gifts – from those who have never had any relationship or contact, even though they respect the charity and/or feel an emotional connection

The research uncovered just why invisible legators are so hard to detect; and in doing so, challenged many deep-rooted assumptions about how legacy fundraising works.

### Understanding legacy stewardship

As our recent Legacy Marketing Benchmarks project confirmed, there is growing emphasis on 'stewarding' legacy pledgers and prospects, as a way of converting, retaining and growing the value of bequests from known supporters. But the tactics used and the underlying objectives vary significantly from one charity to another. And with such a long lag between communications and outcome, evidence on the impact and effectiveness of stewardship activity is inevitably limited. This project aims to understand more about stewardship from both the charities' and the donors' perspective, using a combination of member charity surveys, detailed case studies and in-depth supporter interviews.

### Baby boomer legacies

As every legacy fundraiser knows, the boomers are a vital audience. We have researched into this large, affluent and demanding group on three previous occasions comparing them with the older 'War Baby' generation. This new project will update the desk and consumer research, exploring important new issues such as Brexit and the recent charity scandals. We will compare the 'core' boomers (now in their '60s) with the 'shadow' boomers (now in their '50s). As well as providing valuable insight into the attitudes and expectations of these cohorts, we will use the findings to update our long-term market model.



## Benchmarking

We work with groups of charities to monitor and benchmark trends in legacy and in-memory giving. We examine patterns by charity size, age and sector and evaluate the drivers of past and future income.

### Legacy Monitor UK

Our flagship benchmarking programme, in operation since 1994. Today, our consortium has grown to 83 charities, representing over half of all legacy income. Legacy performance data drawn directly from our members' databases are combined with big picture economic and social trends to create an in-depth analysis of the British legacy sector.

Legacy Monitor is run by Legacy Foresight in collaboration with Clear, producers of the FirstClass legacy management software. Legacy Foresight and Clear have been immersed in the legacy sector for over twenty years - our combined team has unparalleled experience, knowledge and contacts.

### Legacy Marketing Benchmark

This biennial project compares and contrasts the ways that charities are investing in legacy marketing activities, at what scale, and how effective they are at generating a response. 38 charities signed up for the latest benchmarking cycle, which reported in February 2018.

### Legacy Monitor Netherlands

Our first international benchmarking programme, run in partnership with European legacy expert Arjen van Ketel. We work with a group of leading Dutch charities (19 at present) to analyse and research legacy giving in the Netherlands.

## Forecasting

In today's volatile legacy market, the need for objective, informed forecasts is greater than ever. Critically important for strategic development and budget setting, our legacy forecasts are now an integral feature of many charities' annual planning and review process. Our forecasts are based on statistical models developed and refined over the past two decades, which we populate with your own charity's legacy income and bequests history.

### Medium-term forecasting

We have a reputation for accurate, timely medium-term forecasts, projecting your performance over the next 5-10 years. Alongside our central forecasts, we provide optimistic and pessimistic scenarios, to help with financial planning and risk management.

Over the past two years alone we have worked with over 30 forecasting clients; from Cancer Research UK to Princess Alice Hospice, National Trust to Dogs Trust.

### Strategic forecasting

Our strategic forecasting service provides a long-term perspective on your legacy potential, by assessing the impact of your fundraising strategy, past performance and market positioning on future legacy income.

**For more information on these and other services, please contact Meg Abdy [m.abdy@legacyforesight.co.uk](mailto:m.abdy@legacyforesight.co.uk) or visit our website [www.legacyforesight.co.uk](http://www.legacyforesight.co.uk)**