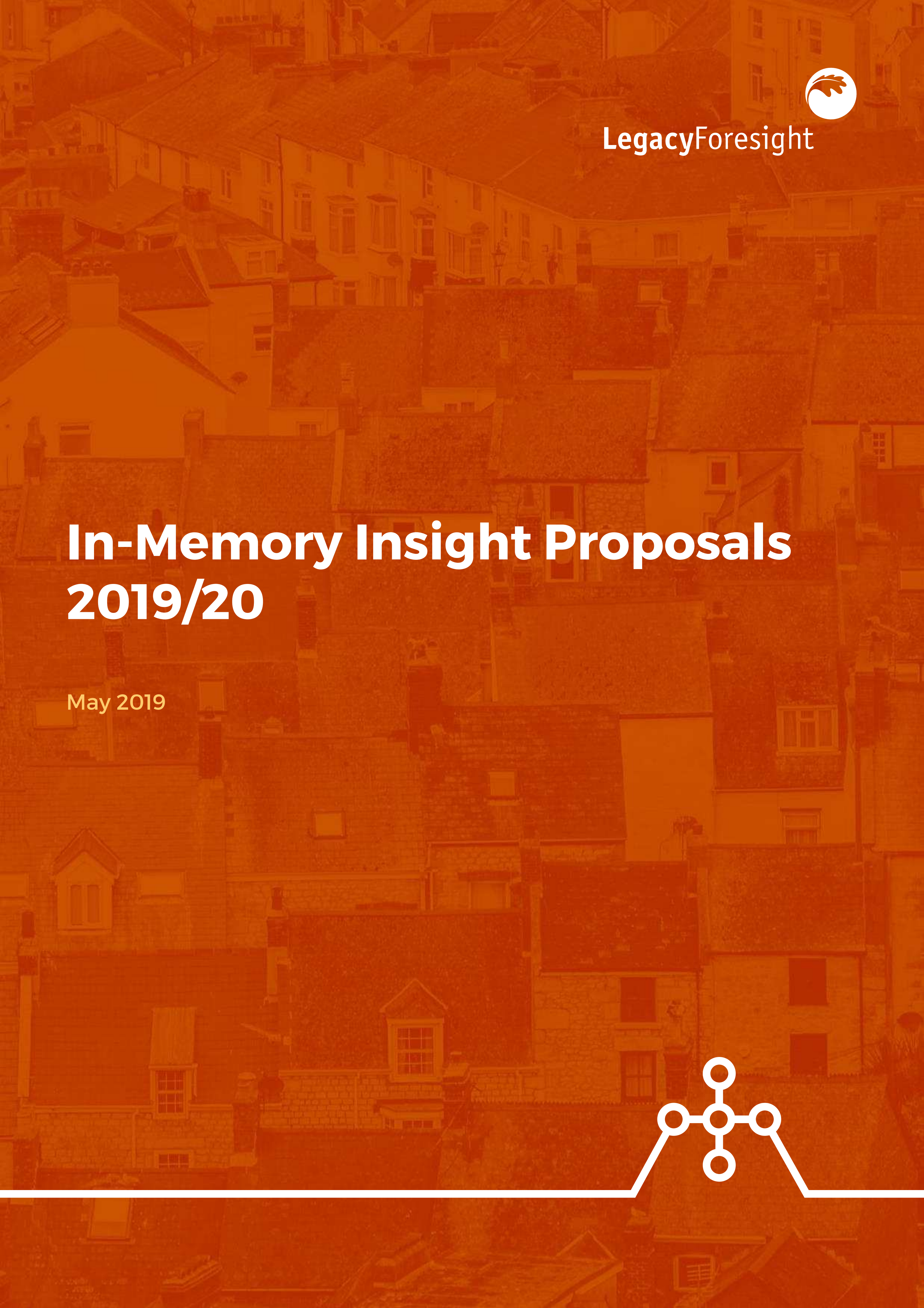

In-Memory Insight Proposals 2019/20

May 2019

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 eight 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 eight 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
2018/19	The links between in-memory and legacy giving

This proposal is for the ninth year of research, from July 2019 to June 2020, and will explore in-memory stewardship from the perspective of both the charity and the supporter.

Understanding in-memory stewardship: the charity and supporter perspective

Focusing on in-memory supporter stewardship, this project will look for answers to some big questions, which – if understood – could be the key to driving up income and engagement.

Our 2018/19 Consortium research found that many in-memory connections have the power to trigger a legacy. Health connections were particularly strong – if charities represented hope for the future or had supported loved ones through disease or in their final days. These legacy decisions are made at, or soon after, bereavement – making in-memory pledgers a key target for ongoing stewardship. Although in-memory legacies appear to have strong tenure, as donors' experiences and priorities change over time, what (and indeed, how much?) difference can stewardship from a charity really make to protect these in-memory legacies by keeping them fresh, relevant and front of mind?

And if the end goal *is* a legacy, what about in-memory donors who have yet to pledge? What are charities doing to nurture these in-memory and tribute donors, optimise their lifetime value and ultimately engage them with legacies? How effective are these actions? What more do engaged in-memory supporters need and how would this impact on their lifetime connection to your cause?

Moreover, our research over the past eight years has shown that in-memory fundraising is about far more than triggering a legacy. In-memory motivated supporters are giving charities money, time and energies through donating, volunteering, fundraising and campaigning. How does their interaction with the charity affect their willingness to give, in *all* its forms?

In-memory stewardship can be complex and resource-heavy, often necessarily based on assumptions about supporters' needs and what's best for them. But in-memory donors are a very mixed bag – ranging from funeral donors giving tens of pounds to highly-engaged catalyst donors, investing considerable time, money and energy over an extended period. What new measures could charities take to 'triage' in-memory donors early in the process and identify those with highest Lifetime Value potential, helping allocate resource and attention to best effect?

What other unanswered questions could help change the status quo and make in-memory stewardship genuinely donor-focused? For example:

- Is there a tension in charities' need to keep catalyst families close, while also letting them spread their own wings? If in-memory fundraising is about 'pearl-diving', how can we use stewardship communications to read a family and ascertain how much handholding and involvement from the charity they really want?
- Are any charities collecting data on in-memory donor satisfaction, or involving donors as they develop new products and services?
- What measures can we take to protect the good will of in-memory donors, fed a daily diet of bad press about the sector?

- Do donors' needs from the charity relationship change over time as their value increases accordingly? e.g. does a donor who starts out with no desire for special recognition feel any differently after reaching an amazing fundraising milestone? How can we use stewardship communications to keep abreast of any potentially changing needs?
- What do catalyst in-memory donors and Tribute Fund-holders want from the charity when it's time to let go? Is there value in developing a new range of 'exit strategy' products, e.g. 'thank you and farewell' recognition? Or should this all be about a creatively framed legacy ask?

Our approach

This year's research will build on the approach and findings of Legacy Foresight's legacy stewardship research project, presented to the consortium of charities in winter 2018. As with the Understanding Legacy Stewardship project, we will aim to explore four key challenges:

What is stewardship There are lots of different approaches to in-memory stewardship within charities. No one size fits all, so it's important to understand the many ways in which stewardship can be managed.

Ideas and activities Looking for examples of particularly innovative or effective approaches, including developing new activities or targeting new in memory audiences. A mixture of practical recommendations that can be easily implemented, and blue-sky ideas for the future.

Targeting and communication Understanding the importance of different in-memory segments when it comes to stewardship. Defining these groups, understanding their journeys and devising appropriate communications

Proving effectiveness Finding hard evidence on which activities/approaches do and don't work, both from the perspective of the organisation *and* the donor. This will help focus fundraising efforts and make the case for larger budgets.

The research will cover five main stages from July 2019 to April 2020:

- **Survey of member charities** to understand current in-memory stewardship practice and challenges, and identify potential charity case studies
- **Initial workshop** to discuss existing consortium knowledge, firm up the research brief and to identify a case study shortlist
- **6-8 charity case-studies**, focusing on especially innovative or well-established models; a range of approaches and a cross section of organisations by size and cause area
- **Depth interviews** with engaged in-memory supporters – people with long enough tenure of support to be able to reflect meaningfully on their journey with the in-memory charity
- **Final workshop** to present and discuss findings

In-Memory Performance Benchmarking

In addition to the core research on in-memory stewardship, we will also update the biennial in-memory performance benchmarking last conducted in 2017/18.

As in previous years, the benchmarking data collected will cover:

- In-memory resourcing (staff and spend)
- Income from:
  Funeral gifts and other unsolicited In-memory donations
  Tribute Funds
  Donations in response to specific In-memory campaigns
  Remembrance events
- Hospice catchment, patient numbers and capacity

Building on the findings of the 2018/19 research exploring the link between in-memory and legacy giving, we will also aim to collect some *new* information, such as:

- Propensity of known in-memory supporters to become pledgers
- % total legacy income from known in-memory supporters
- The % of in-memory supporters leaving a legacy on death, and the mix/ average value of their bequests

Data will be for the period to end March 2019. The exact benchmarks to be included and the definitions to be followed will be agreed with our Steering Group at the start of the project in July. Member charities will be provided with a data template (in excel) and a detailed briefing note. The Legacy Foresight team will also be available via email for further guidance as necessary.

We recognise that not *all* charities will be able to supply *all* the data requested, either because they do not carry out this form of fundraising or because their systems are not set up to capture the information. If you cannot supply *some* of the benchmark data by the agreed deadline, you will still see the totals and averages for the group, but your own record will remain blank. If you cannot supply *all (or a significant proportion*) of the benchmark data by the agreed deadline, then your charity may be excluded from the analysis and will not receive the benchmarking report or spreadsheet. In this case, the final arbiters of whether a charity can receive the benchmarking report and spreadsheet are the In-Memory Insight steering group.

Project timeline

July 2019

1. In- Memory Insight Steering Group meeting on Tuesday 9th July to agree in-memory performance benchmarks and confirm overall research approach
2. Legacy Foresight issues benchmarking data templates by Monday 15th July
3. Legacy Foresight sets up online survey of consortium members' current stewardship activities, including time spent; number of people involved and their roles; costs of stewardship approaches; any data on the effectiveness of the approach

August - September 2019

4. Member charities complete benchmarking data templates and online stewardship survey by Friday 13th September latest

October – November 2019

5. Client workshop to define and discuss different stewardship approaches, agree issues to explore in the research and identify potential case studies. At central London location, week commencing 7th October
6. Six to eight charity case studies, ensuring a cross-section of approaches, charity sizes (broad vs niche appeal) and cause areas (health vs loved in life). The case studies will focus on innovative and/or well-established stewardship approaches. We will aim to showcase the charities involved at the final project workshop, with the direct participation of the fundraisers concerned where possible

November 2019 – January 2020

7. Reports and spreadsheets on in-memory performance benchmarking circulated to all Consortium members by end November
8. Sixteen – twenty depth telephone interviews with in-memory supporters who have been 'stewarded' – these contacts will be identified through an online survey, using Populus

February – April 2020

9. Assimilation of research and creation of findings
10. Full day client workshop covering case studies, benchmarking and consumer research, including short presentations from case study fundraisers; allowing plenty of time for networking and group discussions. Provisional date week commencing 30th March
11. Circulation of final slides, workshop notes and executive summary report

What we need from member charities

- Provision of in-memory performance benchmark data as available
- Participation in the survey on your current stewardship activities
- Attendance at the initial workshop (October) and final presentation (March)
- Possible case study participation (6-8 charities) including presentation at the final workshop

NB This project is open to all charities, not just those with an advanced in-memory stewardship programme.

Project outputs

- Two places at the half day (October 2019) /full-day (March 2020) workshops
- Presentations and workshop notes in PDF format
- A summary report aimed at senior managers and trustees
- A report on the in-memory performance benchmarking analysis, accompanied by a spreadsheet comparing your charity with the consortium overall, and by charity sector (national health charity, hospice, other). No data for other individual charities will be shown on this spreadsheet
- Hospice charity members will receive a second spreadsheet showing results by individual hospice charity on a named charity basis. This more detailed data will *not* be shared with the wider consortium.

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

In-Memory Insight for Hospices

For the past five years we have teamed up with Hospice UK to offer local hospices reduced membership fees. To date, 28 hospices have taken part in the programme – see page 9 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.

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 eight 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 2019/20 programme are unchanged on 2018/19, i.e.:

	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 **Friday 21st June 2019**

Joining the programme for the first time?

The closing date for joining In-Memory Insight 2019/20 is **Wednesday 26th June 2019.**

To confirm your interest or for more information, contact Meg Abdy 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 (2010/2014/2019). 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 and Understanding Legacy Stewardship projects.

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 (charity case studies) 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.

Kate is author of the in-memory chapter in the recently published sector 'bible' *Legacy and In-Memory Fundraising* (Directory of Social Change, 2018). She frequently speaks and writes about in-memory fundraising at sector events and in the press.

Learning Circle members 2018/19

Health charities

Alzheimers Res UK
Alzheimer's Society
Brain Tumour Research
Breast Cancer Now
British Heart Foundation
British Lung Foundation
Cystic Fibrosis Trust
Macmillan
Marie Curie
Mind
Parkinson's UK
Prostate Cancer UK
Royal Marsden Cancer Charity
Stroke Association
Sue Ryder Care

Other national charities

Guide Dogs
Mencap
British Red Cross
CAFOD
Christian Aid
Oxfam
Save the Children UK
UNICEF
Barnardo's
NSPCC
Battersea
Blue Cross
The Brooke
Cats Protection
PDSA
RSPCA
Wood Green
Help for Heroes
National Trust
RAF Benevolent Fund
Royal British Legion
RNLI
Salvation Army
Woodland Trust
WWF

Hospices

Birmingham
Greenwich & Bexley
Hospiscare (Exeter)
Martlets (Hove)
Nottinghamshire
Princess Alice (Surrey)
Rowans (Waterlooville)
St Catherine's (Crawley)
St Christopher's (Sydenham)
St Elizabeth (Ipswich)
St Francis (Romford)
St Luke's (Sheffield)
St Michael's (St Leonards on Sea)
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 aimed 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 now researched into this large, affluent and demanding group on four occasions, comparing them with the older 'War Baby' generation. Our latest project updates the desk and consumer research, exploring important new issues such as Brexit and the recent charity scandals. We 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 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 80 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. The next benchmarking cycle kicks off in September 2019 and will report in February 2020.

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.

Marketing evaluation

Our marketing evaluation service provides a long-term perspective on your legacy potential, by quantifying the likely impact of your fundraising strategies on future legacy income, assessing a range of scenarios over a 40-year period.

For more information on these and other services, please contact Meg Abdy m.abdy@legacyforesight.co.uk or visit our website www.legacyforesight.co.uk