



PROGRAMME PROPOSALS 2021-22 | 14.06.2021

PUBLIC

# In-Memory Goes Digital



LegacyForesight

# 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 ten 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, experiences and ideas

Over the past ten 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
2019/20	Understanding in-memory stewardship
2020/21	Adapting to the post-pandemic in-memory landscape

**This proposal is for the eleventh year of research, from September 2021 to May 2022. We will explore the impact of digital technologies on in-memory giving, and carry out the latest biennial in-memory performance benchmarking.**

# In-memory goes digital

The pandemic has accelerated many trends, not least the use of digital technologies in in-memory giving and fundraising. Technology has become embedded in the in-memory universe, with implications for how it touches supporters' lives and how charities develop relationships with their contacts.

Technology has changed the way existing support is given. Online became the dominant method of making in-memory donations in early 2021, and tribute funds came into their own – either as 'pots' for funeral donations, or more traditional places of remembrance. While the pandemic may have forced this change, the convenience was such that many supporters will not go back. New donation platforms are moving into the in-memory space, including online giant Facebook, which now offers a range of giving tools.

The convenience of digital payments is a definite advantage, but the other side of the coin is whether charities can achieve the same level of traction with supporters who donate this way. Are digital donors less committed in-memory supporters because the transactions are less engaging? Are their expectations different? Is the relationship more transient?

Digital technology has undoubtedly broadened the reach of memorial experiences, with the growth of online funerals, virtual events and virtual commemorative items. These will have a place alongside conventional counterparts as we move away from the pandemic. One issue for fundraisers is whether these experiences attract a different target audience or not, and if so, how this audience should be managed and stewarded?

It's also exciting to think that the number of in-memory 'entry points' is growing thanks to developments such as in-memory gaming. Whether through sponsored play or character dedication, gaming attracts a younger and often a new audience. So can these gamers be developed into longer term, committed fundraisers?

**This project will explore the different ways in which digital technology cuts across the in-memory domain, mapping out the digital in-memory landscape. It will then assess the implications for targeting and stewardship, and the opportunities and threats for fundraisers.**

The research will ask:

- What new activities are emerging, which are changing, how will they evolve over time?
- What has changed for good, what is likely to revert to in person as the pandemic recedes, what hybrid or blended approaches will emerge?
- How do digital approaches compare to their conventional counterparts, what are the pros and cons, how can they be integrated?
- Do digital activities appeal to different user groups, how do they expand the points of entry into in-memory giving?
- How is the digital experience different, and what do users expect from charities as a result?
- How should digital contacts be managed and stewarded? Do they want a fully digital experience, or something more personal?

- How do charities assess the value of different digital contacts to determine the right type and level of stewardship?

We will focus on a wide range of digital activities, including:

- Online in-memory giving, via charity sites, tribute funds and other giving platforms – e.g. MuchLoved, JustGiving, Facebook
- Online fundraising – e.g. JustGiving, Enthuse, Extra Life, Tiltify
- Donating sales proceeds through retail sites like EBay, Etsy and Triffit
- Buying virtual in-memory gifts
- Online funerals and their impact on charity collections
- Online will providers – e.g. Bequeathed, Farewill
- Virtual and hybrid in-memory events

## Issues to explore

### The digital in-memory landscape

- What digital activities are out there and how are they being used?
- What are the trends – which are growing and how fast?
- Which new activities are emerging and how might they develop over time?
- How are activities integrated with conventional approaches?
- What might the landscape look like in 5 years' time

### Target audiences

- Does digital in-memory activity attract a definable target audience?
- Who do different activities appeal to?
- Are digital audiences as engaged as conventional ones?
- What do they expect from digital interaction?
- Are there 'digital only' in-memory supporters, or are most 'hybrid'?

### User experiences

- What is the digital experience all about?
- Is it 'lighter-touch'/ less engaging, or just different?
- How does it compare to other in-memory experiences?
- Is it an experience in its own right, or a stepping stone to others?
- How do different digital activities compare and contrast?

### Stewardship

- How can different digital donors be triaged and managed?
- How should they be evaluated?
- What is the impact of GDPR on contact?
- Is it possible to define supporter journeys?
- What determines the journeys that different supporters should take?

# Our research approach

This year's research project will include several different elements:

- **Desk research**, leading to mapping of the in-memory digital landscape
- **Expert interviews** with technology and fundraising specialists
- **Quantitative survey of in-memory donors** - to understand the current scale and likely potential of digital take-up
- **Charity case studies** - 'show and tells' from charities on their digital activities - what worked, didn't work and why? Any consumer feedback? Lessons learned and future plans
- **Data from fundraising platforms** - collaboration with online giving, fundraising, or sales platforms (MuchLoved, JustGiving, GivePanel, Enthuse, Triffit etc) to extract and analyse topline performance data and trends
- **In-depth consumer research** - to explore the appeal of different digital in-memory ideas, working with leading edge 'digital natives'
- **3 project workshops** - two using Zoom and (if the situation allows) one in person

## Performance benchmarking

In addition to the research on in-memory goes digital outlined above, we will also update the biennial performance benchmarking with 12 months of data to March 2021, including:

- In memory resourcing (staff and spend)
- Income from :
  - Funeral gifts and other unsolicited in-memory gifts - on and offline
  - Tribute funds
  - Donations in response to specific in-memory campaigns and events

The exact benchmarks to be included and the definitions to be followed will be agreed with our Sounding Board at the start of the project in September.

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 and outputs

The proposed timetable is as follows:

## September 2021

- Invoices and new member contracts issued
- Confirm benchmarking measures with Sounding Board
- Benchmarking templates circulated

## October – November 2021

- Learning circle workshop to discuss experiences and scope out the project brief
- Desk research to map the in-memory digital landscape
- Expert interviews
- Compilation of in-memory benchmarking data by member charities
  - *Report on key themes and emerging challenges from desk research and expert interviews*
  - *Presentations and workshop notes in PDF*

## December 2021

- Learning circle workshop to hear charity case studies and share practical experiences
  - *Presentations and workshop notes in PDF*

## January - March 2022

- Large scale survey of 2,000 adults to identify in-memory donors and digital experiences and potential
- Depth interviews with digital in-memory donors – including digital natives – to explore the potential of different digital ideas
- Analysis of data from fundraising platforms
- Analysis of in-memory benchmarking data
  - *Report on consumer research findings – survey and donor interviews*
  - *Report on benchmarking results*

## April – May 2022

- Final project workshop including presentations from key experts and fundraising platforms consulted during the research.
  - *Presentations and workshop notes in PDF*
  - *Summary report aimed at senior managers and trustees*
  - *Public briefing report signed off by the programme Steering Group*

We will provide updates as the work progresses via our In-Memory Insider newsletter and reports will be accessible from the Legacy Foresight Client Portal. Each charity member will have 2 places per workshop.

## Learning Circle membership and price

The cost per organisation for a 12 month cycle will be based on your charity's average voluntary income (i.e. income from donations and legacies) in the 3 financial years 2017/18 – 2019/20, based on published accounts data stored on the Charity Commission Register of Charities:

**Over £10m:** £2,400+VAT (i.e. the same as the last 3 years)

**Under £10m:** £1,600+VAT

The standard invoice date will be Monday 6th September, but we are happy to invoice between 1st August 2021 and 4th October 2021 if required.

## Project management

We work with a Sounding Board of 6 in-memory fundraisers across a range of charities by size and sector. The Sounding Board provides feedback and suggestions on the work as it develops, assures the quality of outputs on behalf of the consortium, and agrees on the final dissemination of findings. The group meets 'virtually' at least twice: to agree the research specification; and to discuss the emerging project conclusions.

## Next steps

- Deadline for sign-up: **Monday 2<sup>nd</sup> August 2021**
- Confirmation of final consortium: **Friday 6<sup>th</sup> August 2021**
- Project kick off/invoice: **Monday 6<sup>th</sup> September 2021**

To express your interest or for more information contact Caroline Waters:  
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# In-Memory Insight membership 2020/21

\* 2020/21 steering group members

Alzheimer's Research UK	Battersea Dogs & Cats Home*
Blue Cross	Brain Tumour Research
British Heart Foundation	British Red Cross
Brooke	Cats Protection
Christian Aid	Cystic Fibrosis Trust*
Dementia UK	Guide Dogs*
Help for Heroes	Macmillan
Macular Society	Marie Curie
Mind*	NSPCC
Parkinson's UK	Prostate Cancer UK
RAF Benevolent Fund	Royal British Legion
RNID	RNLI
RSPB	RSPCA
Salvation Army	Save the Children
Stroke Association	Sue Ryder
UNICEF	Woodland Trust
WWF	
Helen & Douglas House Hospice	Princess Alice Hospice
St Catherine's Hospice	St Christopher's Hospice*
St Gemma's Hospice	St Michael's Hospice
Sobell House Hospice	Wakefield Hospice*



## The Project Team

Legacy Fundraising 2.0 is managed by Legacy Foresight, part of the Legacy Futures Group.

# Legacy Futures

**Legacy Futures** is a specialist group of gifts in wills and in-memory giving consultancies, helping over 200 charities worldwide to harness the transformative power of legacy giving.



## LegacyForesight

**Legacy Foresight** are legacy and in memory insight specialists. Best known for their market forecasts and research projects, often working with consortiums of charities who join forces to gain greater insight into specific areas of the Legacy and In-Memory markets.



## LEGACY Voice

**Legacy Voice** help charities improve their marketing strategies and develop effective communications. Legacy Voice have a diverse client portfolio and are currently working with an international school, a national British museum and a number of large national charities.



## LEGACY Link

**Legacy Link** support charities through the estate administration process with the support of an experienced legal and estate admin team.