Performance Tracker™ Analysis: 2018 Trends & Insights (Volume 3)

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Contents

KEY FINDINGS

Performance Tracker^{TM} Analysis:

Trends & Insights (Volume 3)

Key Findings: Trends & Insights (Volume 3)

At Johnson Consulting Group (JCG) we believe in sharing insight from the data collected through our Performance Tracker™ program, since understanding the trends will help you plan for the future.

This update to Performance Tracker™ Trends & Insights incorporates 2017 data into the sales and family satisfaction survey analysis, representing findings from almost 80,000 survey responses and over 280,000 sales records from 2015, 2016 and 2017.

3 Year History	Survey responses analyzed:	At-need sales records analyzed:	(All) Sales records analyzed
2015	25,410	64,065	80,814
2016	25,443	75,401	92,560
2017	26,243	90,234	109,434
2015-2017 Total:	77,096	229,700	282,808

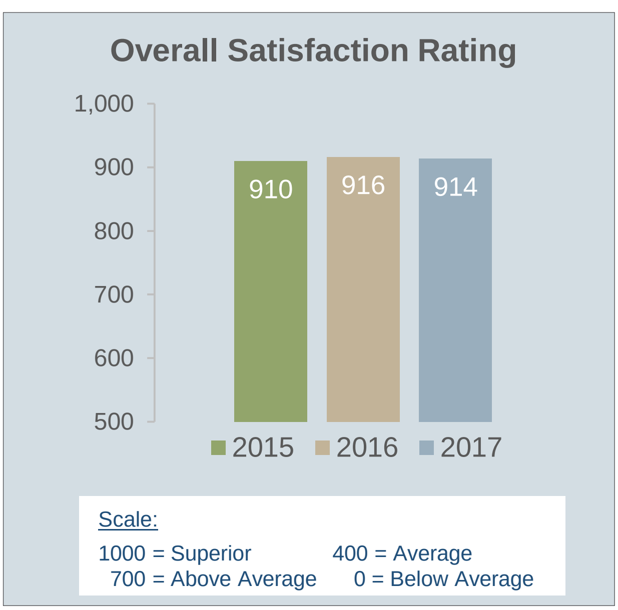
Year-to-year comparisons of survey responses and sales records highlight significant changes occurring within the industry, and statistical analysis is once again used to understand how family satisfaction is related to sales. New this year is the historical trending of sales and survey data (available in the full report) compiled from a total of more than 500,000 cases dating back to 2011.

That's a lot of data! Key findings are summarized here, however, much more information is available. Contact us if you would like to find out more!

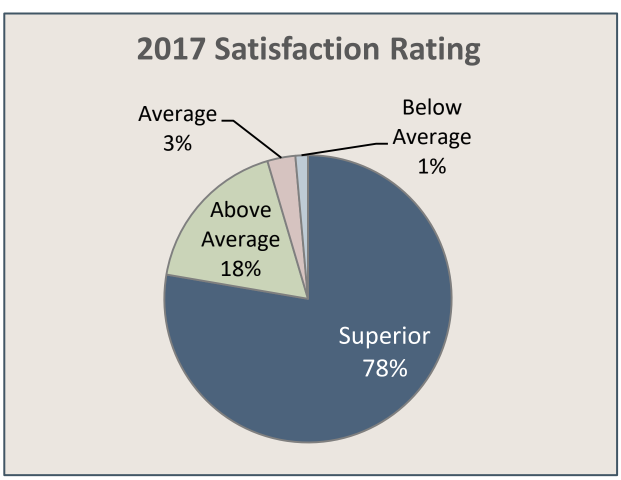
Key Findings

Survey Results

Overall Satisfaction



- Families report being very satisfied with their funeral experiences as overall satisfaction scores consistently average over 900, approaching the 'superior' rating , with 96% rating their experience as "Superior" or "Above Average".



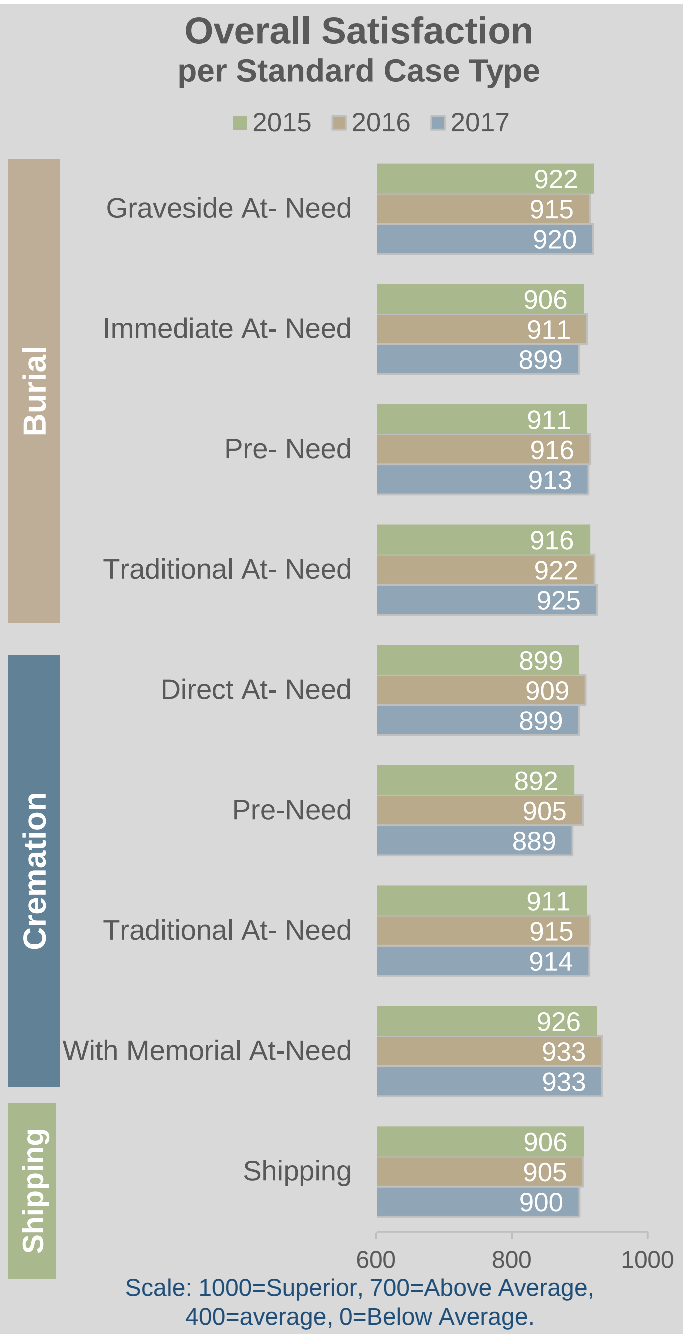
Key Findings: Trends & Insights (Volume 3)

<u>Case Types</u>

- The highest overall satisfaction rating across all case types continued to be from families choosing an at-need cremation with memorial. Traditional at-need burials remained as a close second.
- Families choosing immediate at-need burials, direct at-need or pre-need cremations were consistently among the least satisfied in all three years.

Consumers reported the lowest satisfaction in 2017 with:

1. Pre-need Cremations
2. Immediate at-need Burials
3. Direct at-need Cremations



Case Type Descriptions

Burial

Graveside At-Need: Main service is held at the graveside only . No church or chapel services. It may or may not include visitation. It has not been pre-funded.

Immediate At-Need: Direct burial with no formal services. It has not been pre-funded.

Pre-Need: Any casketed service (traditional, graveside or immediate) followed by burial that has been pre-funded.

Traditional At-Need: Traditional Full Service Funeral includes visitation, church or chapel service and graveside service. It has not been pre-funded.

Cremation

Direct At-Need: Direct cremation with no services. It will include private ID viewing or final goodbye. It has not been pre-funded.

Pre-Need: Any cremation service (traditional, memorial or direct) that has been pre-funded.

Traditional At-Need: The body is present at some point either at a public visitation, church or chapel service, then followed by cremation. This does not include private family ID viewing. It has not been pre-funded.

With Memorial At-Need: Memorial service held without the body present. It has not been pre-funded.

Shipping

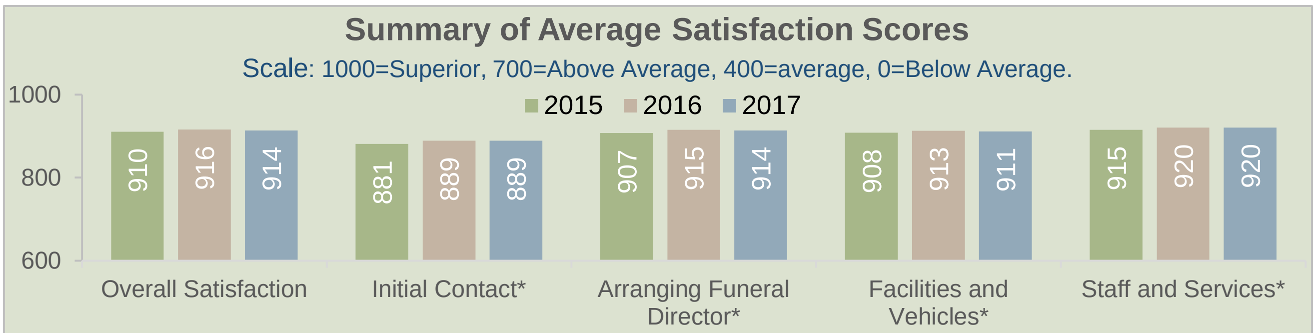
Ship-out/Ship-in: The body is forwarded to / received from another funeral home.

Key Findings: Trends & Insights (Volume 3)

Satisfaction with Specific Aspects of Funeral Experience

Overall

- When scores* for each functional area were aggregated, improvements seen from 2015 to 2016 were maintained with very comparable reports in all areas in 2017 .
- Among the individual attributes, the highest satisfaction ratings were again associated with Staff and Services while experiences during the Initial Contact received the lowest ratings.
- A high level of professionalism, accompanied by compassion, courtesy, respect and caring were the features contributing to the highest ratings.
- Conversely, a lack of professionalism, attention to detail (including errors in names and dates), confusion over services, costs and fees, and a focus on sales and contracts were common complaints among those with poor ratings.



**Composite scores: Score represents an average of all attribute ratings in each respective area.*

Initial Contact

- Consumers were most satisfied during their initial funeral home contact with the genuine care and concern expressed.
- The least satisfaction was reported with initial phone conversations or the welcome on first arrival, which were the lowest rated among all attributes.

Arranging Funeral Director

- Consumers continue to rate their arranging funeral director highly across all attributes measured. Funeral directors earned the highest ratings on effectiveness in listening and answering questions and being attentive to families' needs.
- The lowest rated attribute was the funeral director's focus on the details. Many respondents commented about the attention to details for both positive and negative experiences, emphasizing its significant contribution to the overall experience.

Facilities and Vehicles

- Satisfaction with vehicles' appearance, cleanliness, and condition was rated highest, and the convenience and comfort of the facilities received the lowest scores .
- Those least satisfied with facilities typically cited the outdated appearance of facilities in need of updates.

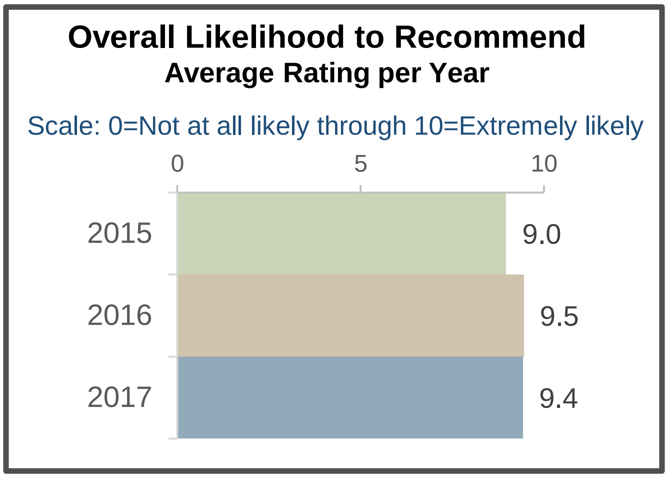
Staff and Services

- Families were most satisfied with the staff's friendly and accommodating manner, followed by the actual service or ceremony.
- The appearance of the staff and/or appearance of their loved one contributed to the lowest ratings.

Key Findings: Trends & Insights (Volume 3)

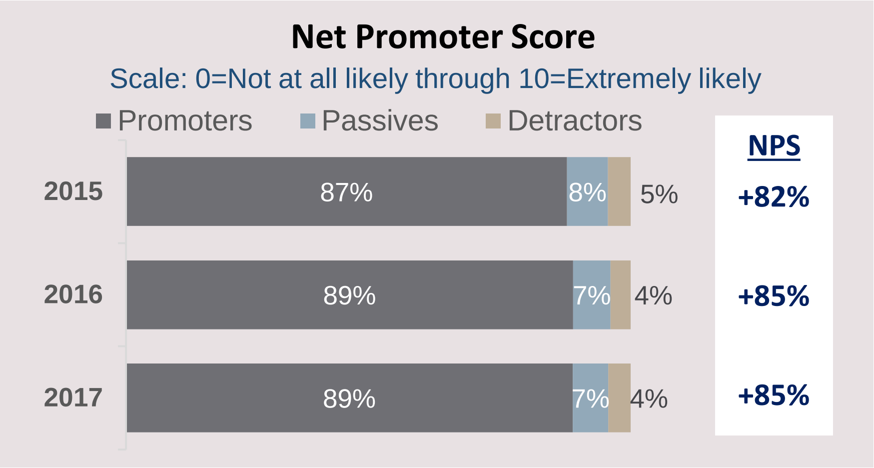
Likelihood to Recommend

- According to survey ratings, most respondents are still very likely to recommend their funeral home.
- Professionalism, compassion, and attention to detail seem to result in positive responses.
- A lack of professionalism, including rudeness, errors, and disorganization, as well as unexpected costs and confusion regarding timing and execution led to negative responses.



Net Promoter Score

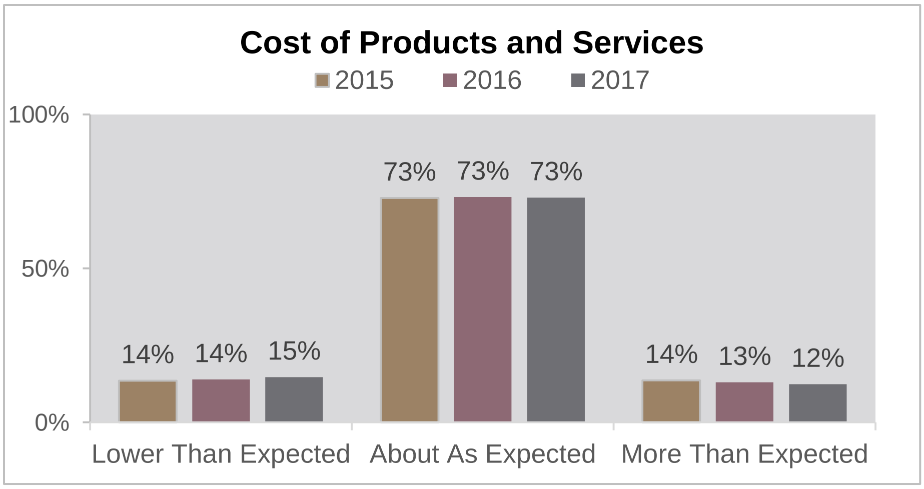
The Net Promoter Score (NPS) is a loyalty metric based on customers' likelihood to recommend a product or service. Customers respond on a 0-10 point rating scale and the NPS is calculated by subtracting the percentage of Detractors (ratings 0-6) from the percentage of Promoters (ratings 9-10).



- The NPS score was calculated from overall likelihood to recommend survey ratings (above).
- The resulting NPS score of JCG clients is healthy and stable at +85%, consistent with the previous year, and up 3 percentage points over 2015.

Cost of Services and Products

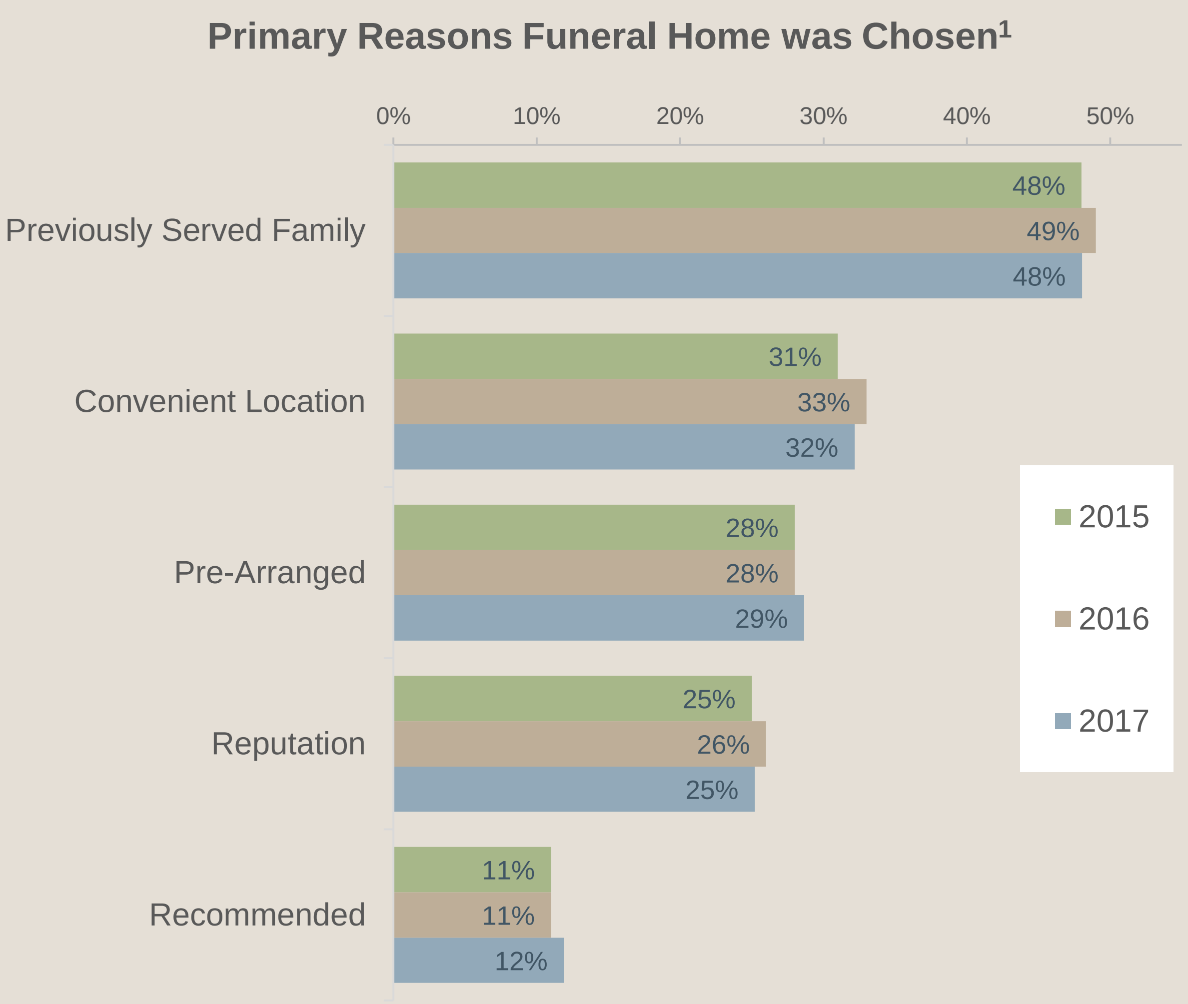
- In 2017, little difference was noted with respect to cost expectations: about three-fourths of all families continued to report that costs were what they expected.



Key Findings: Trends & Insights (Volume 3)

Reasons FH Was Chosen

- Prior experience with a firm continues to lead funeral home selection with nearly 50% of all respondents identifying this as an important factor in their decision.
- Convenient location, pre-arrangement, and reputation were also consistently reported as significant factors in the selection.
- Other reasons for selecting a particular funeral home, including price, advertising or organizational affiliations were reported by fewer than 10% of respondents.[2]



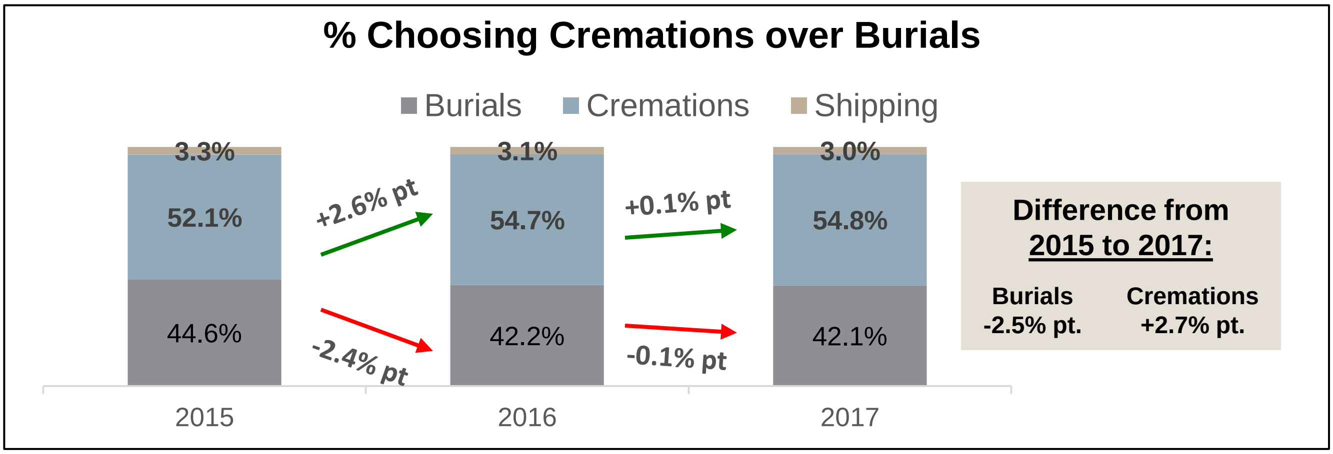
[1] Survey respondents could select multiple factors; the total exceeds 100%.
[2] The complete list of responses is evaluated in the full report.

Key Findings: Trends & Insights (Volume 3)

Sales Analysis

Total Dispositions

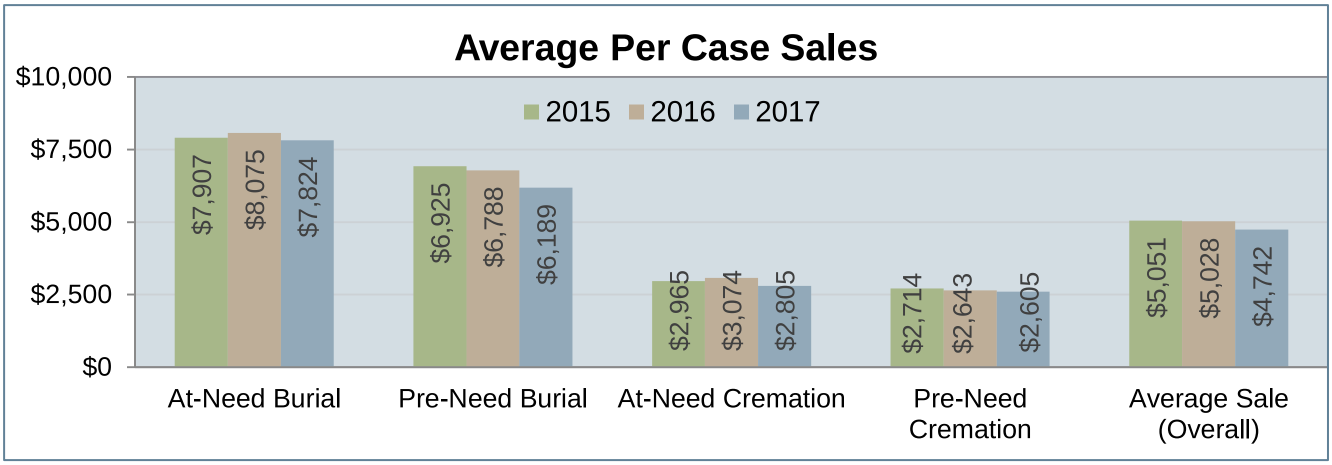
- Cremations accounted for nearly 55% of dispositions reported by JCG firms in 2017, burials for approximately 42%, and shipping cases the remaining 3%.
- The overall trend of families choosing cremation over burial continued to creep slightly higher from 2016 to 2017. However, while the significant difference noted from 2015 to 2016 is still very evident, the shift from families choosing burials to choosing cremations appears to be leveling off.



*Percentage point difference and percentage change are explained in the appendix of the full report.

Overall per Case Sales

- Small increases in the average sale for at-need cremations and at-need burials from 2015 to 2016 were erased in 2017 as the average sale per case was lower across all categories.
- Combining all case types, the average sale per case in 2017 was $4,742, approximately 6% below the average in 2015 and 2016. While the $309 difference since 2015 reflects a lower average sale across all categories , the decline is predominantly driven by:
  - A larger number of families choosing lower priced cremations
  - A significant decrease in the average sale for pre-need burials *(considered non-controllable sales since arrangements were made in the past and were not influenced by current pricing or merchandising)*

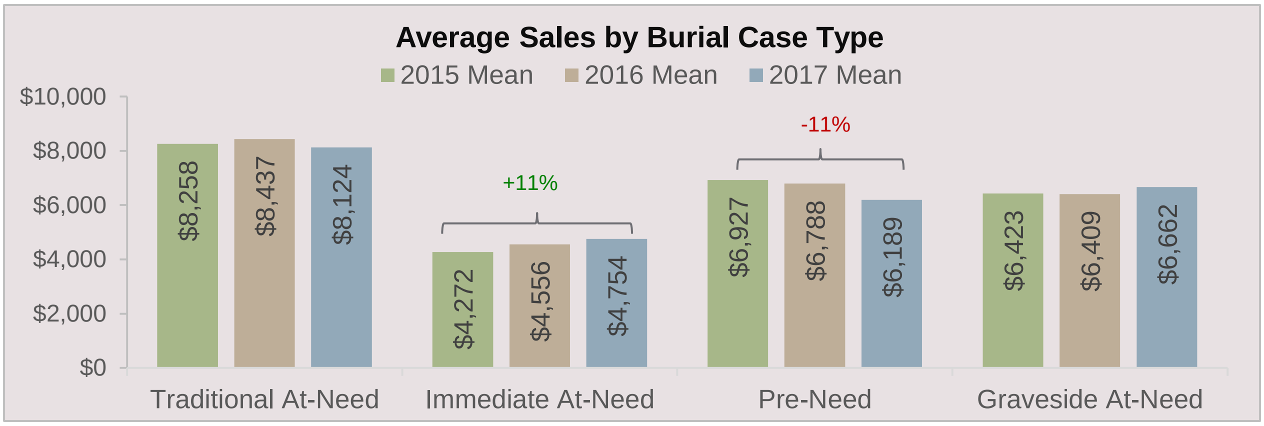


Key Findings: Trends & Insights (Volume 3)

At-Need vs. Pre-Need Sales

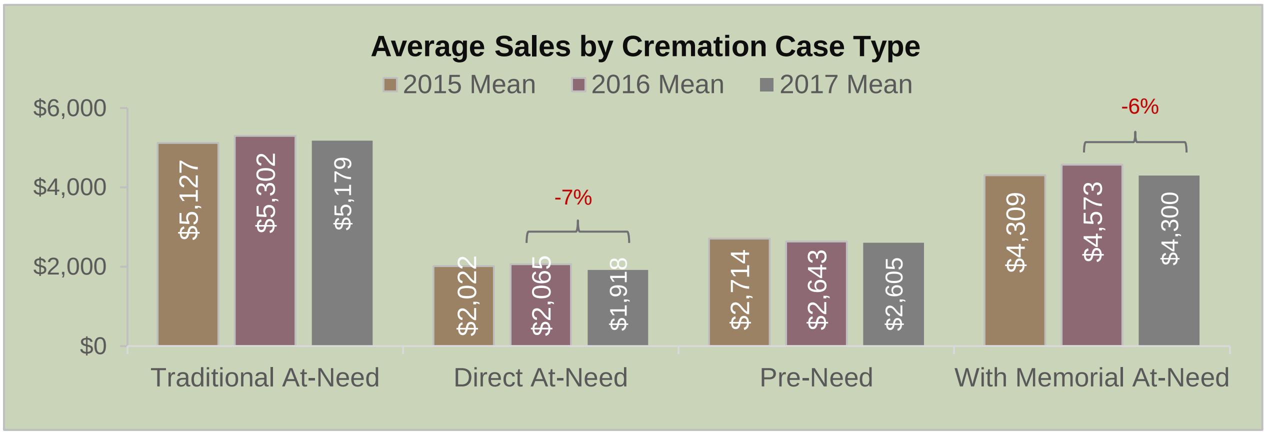
- While pre-need sales are considered non-controllable, sales for pre-need cremations and burials are both significantly lower than the corresponding average sale for at-need cases, driving down the overall per case average. Pre-need burials average over 20% lower than their at-need counterparts, while pre-need cremations average 9% below at-need cremations.

Average Burial Sales



- Traditional at-need burial sales remain the highest revenue generator of any case type in 2017, nearly 32% above pre-need burials, and 22% above graveside at-need burials.
- Immediate at-need burials, while still the lowest per case revenue generator among burial case types, experienced an 11% increase in the average sale since 2015.

Average Cremation Sales



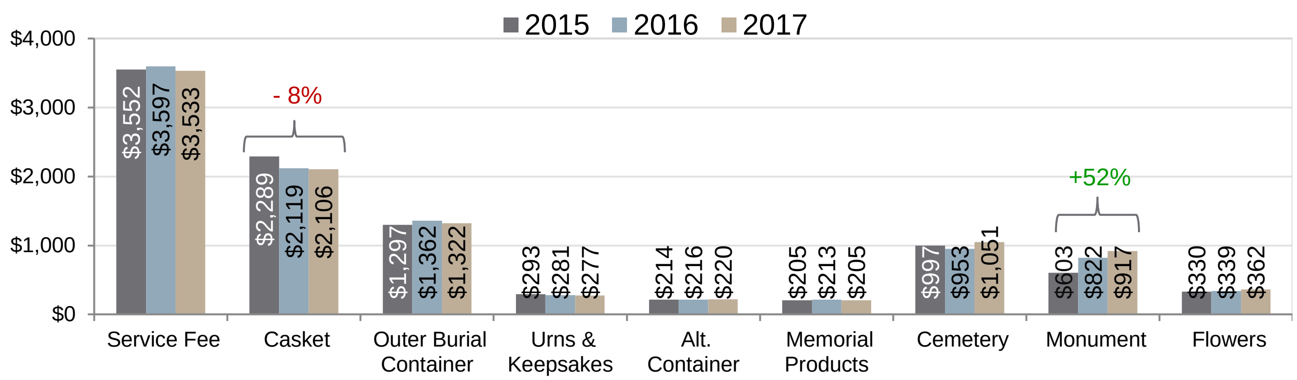
- The average sale for cremations decreased in 2017 from 2016 levels for all case types.
- At-need cremations with memorials showed the largest dollar value change, declining by $273 and representing a 6% drop from 2016.

Key Findings: Trends & Insights (Volume 3)

Sales by Product Types

- Service fees, casket sales, and outer burial containers remain the highest sources of revenue per case in 2017 despite an average decline in each case.
- Cemetery sales and monuments show an average increase in 2017 and continue to contribute a substantial portion to the overall sale.
- Monument sales reflect a net increase of 52% ($314) since 2015.
- Despite a decrease of only $15 from 2016 to 2017, casket sales are down $183 (8%) overall since 2015.

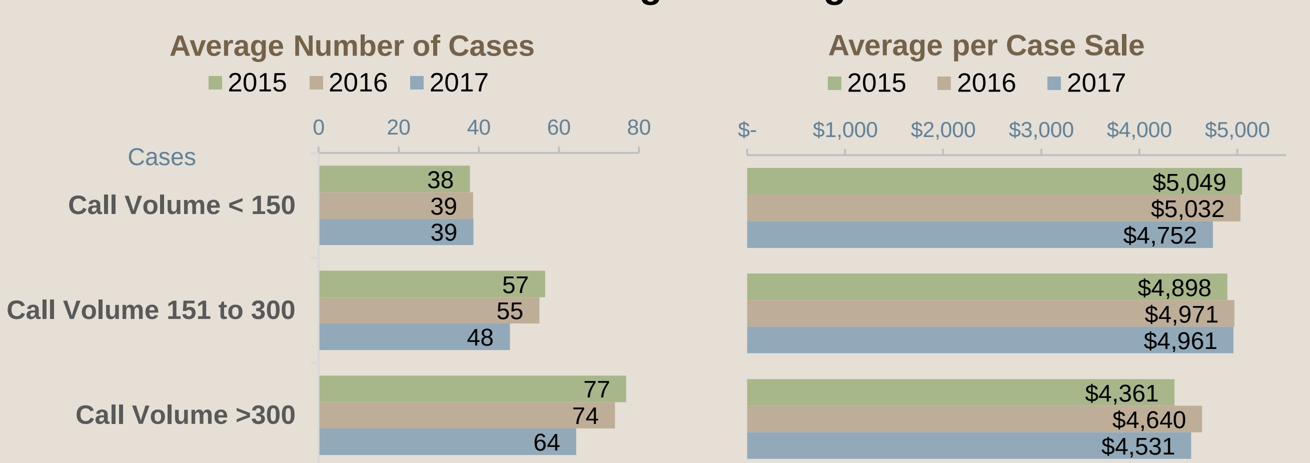
Overall Per Case Sales by Product



Arrangers*

- As seen in previous years, arrangers in smaller firms handled about 20% fewer cases per arranger than their mid-sized counterparts and about 40% fewer cases than arrangers in the largest firms.
- Smaller firms maintained a similar case load per arranger as in prior years, but at a lower average sale.
- Midsize and larger firms handled fewer cases per arranger in 2017, but without the decline in average sales seen by the smallest firms.

Per Arranger* Averages



* Arrangers with fewer than 12 cases are excluded in this portion of the analysis.

Key Findings: Trends & Insights (Volume 3)

Relationship between Sales and Client Satisfaction

Correlation analysis was performed to determine the strength of the relationships between several survey measures including a firm's overall satisfaction rating, clients' likelihood to recommend, average sale, and the size of the firm.

- Unsurprisingly, the more satisfied a client family was with their overall experience, the more likely they were to recommend the firm to others.
- When families were prepared with a realistic expectation of costs, there was a stronger correlation between sales and satisfaction levels.
- Interestingly, the sale amount was not a significant factor in whether families would recommend the firm to their friends or relatives.

Correlation Analyses

R^2 Value indicates the strength of the relationship: Strongest R^2 = 1, Weakest R^2 = 0

Correlation between:	R^2 Value
Likelihood to Recommend and Overall Satisfaction	$R^2 = 0.70$
Overall Satisfaction and Average Sale by Cost Expectation –	
• Costs were about as expected	$R^2 = 0.15$
• Costs were more than expected	$R^2 = 0.07$
• Costs were less than expected	$R^2 = 0.03$
Likelihood to Recommend and Average Sale Amount	$R^2 = 0.04$

- There was no significant difference noted in the relationship between level of satisfaction and sales based on the number of cases a firm arranges: $R^2 = 0.08$ for all call volumes.

Key Findings: Trends & Insights (Volume 3)

Conclusions

2017 saw a repeat of the following:

1. Recommendations are the number one reason cited in the selection of a funeral home. Proven statistically for the third year, families reporting higher satisfaction are more likely to recommend their funeral home to others, driving additional sales. Improving family satisfaction is a win-win for both families and funeral firms.

2. Among the family touch-point areas, for all three years, staff and services reaped the highest satisfaction scores, while the initial contact with the firm earned the lowest scores.

3. Overall satisfaction is highest among those choosing at-need cremations with memorials followed by traditional at-need services, whether a burial or cremation. Honoring a loved-one's life is not only cathartic for families, it results in higher sales for funeral firms… which leads us back to item #1 above!

4. Direct cremations are the most common disposition chosen, and rapidly growing in popularity, yet along with pre-need cremations continue to receive the lowest satisfaction ratings.

The following changes seen in 2017 are of particular note:

1. Among all JCG firms, the shift from burials to cremation slowed from 2016 to 2017, with only 1/10 of a percent difference during this time, compared to 2.6 percentage points from 2015 to 2016.

2. Overall, the average per case sale amount has declined, with decreases seen across all categories. The largest decline was in the average sale for a pre-need burial (a non-controllable case type), which was down by $736 or 11%.

3. Arrangers at mid- and large-sized firms averaged approximately one case fewer each month for each arranger at the firm, a decrease of approximately 13%. Smaller firms did not experience this decrease in numbers, but instead saw an impact in the sales as the average per arranger sale amounts dropped by nearly 6%.

As we all know, the profession is changing and evolving, but we now have insight to form our plans for the future. Watch this space for next year's Trends & Insights (Volume 4)!

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Future Research Considerations

Future Research Considerations

1. Conduct research to further investigate differences based on the size of the provider, with particular attention to very large providers , in terms of:
    1. Market presence
    2. Levels of satisfaction
    3. Sales values
    4. The effects of large providers on the industry

2. Conduct research to investigate product sales according to disposition, market factors, and demographic and regional differences.

3. Conduct research to better understand the relationship between sales and price expectations or value.

4. Conduct research to better understand the drivers for differences in satisfaction.

5. Perform additional analyses on sales or satisfaction differences between other demographic categories, in particular, generations and gender.

6. Conduct comprehensive family experience research to identify key drivers of family satisfaction.

7. Conduct research to better understand differences in needs and expectations for pre-need and a-need cases.

8. Conduct additional research to better understand differences in the expectations and funeral needs of those from different ethnic backgrounds.

9. Further explore differences in feedback according to facility type and disposition to better understand reasons for higher or lower satisfaction levels.

DETAILED FINDINGS

Performance Tracker™ Analysis:

Trends & Insights (Volume 3)

SECTION 1

Comparison of Sales Data 2015 - 2017

Section 1: Comparison of Sales Data, 2015-2017

Sales Data Background and Introduction

As part of Johnson Consulting Group's (JCG) Performance Tracker™ program, client funeral firms across North America provide specific sales information to JCG to enable performance monitoring for a variety of metrics via an online platform. Out of a desire to report aggregate trends and insights garnered from this data, JCG commissioned Funeral Research & Insight to analyze the data. This analysis examines industry patterns throughout North America at various levels including detailed segregations by case type, product type, arranger, and market segments for at-need cases, including pre-need cases that became at-need.

Additional breakout details and historical trends since 2011 for specific demographics and market characteristics (e.g., facility type, call volume, ethnicity, geographical region , etc.) based on the sales and survey response data analyzed are also represented.

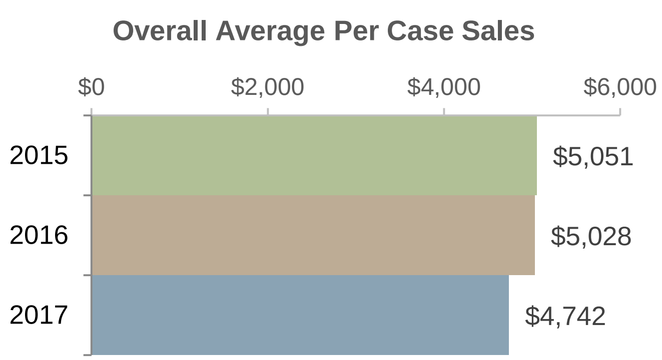
This portion of the analysis represents sales data from a total of 282,808 cases recorded from 2015-2017.

3 Year History	At-need sales records analyzed:	Pre-need sales records analyzed:	Overall sales records analyzed
2015	64,065	16,749	80,814
2016	75,401	17,159	92,560
2017	90,234	19,200	109,434
2015-2017:	229,700	53,108	282,808

Overall Sales

The average sale per case remained fairly stable from 2015 to 2016 but experienced a significant* decrease in 2017 which can be attributed to declines in the average sale per case across all case types from 2016 to 2017 .

- The average sale per case for all case types combined was $4,742 in 2017 (see Figure 1).
- From 2015 to 2016, the per case average dropped by just $23 or 0.5%. However, from 2016 to 2017, the average fell an additional $286, representing an overall drop of $309, or 6.2%, from 2015 to 2017.



Year-to-Year Difference

	$ Change	% Change
2015-16 1 year	-$23	-0.5%
2016-17 1 year	-$286	-5.7%
2015-17 2 years	-$316	-6.2%

Figure 1

*To determine whether results were true differences or a result of chance, significance testing was performed at the 95% confidence level (i.e. probability, or p = .05). When a "significant" difference is noted, there is a 95% chance the resulting difference is an accurate reflection of a true change in the industry as a whole, and not likely attributable to the biases and experience of this particular selection of respondents.

Section 1: Comparison of Sales Data

Dispositions and Case Types

The percentage of JCG clients' families selecting cremation over burial appears to level off in 2017 following the changes seen from 2015 to 2016. However, the overall per case sale is lower in 2017 than in 2015 or 2016 for all case types.

Dispositions

- The significant increase in cremations and corresponding decrease in burials seen from 2015 to 2016 was maintained but not significantly different in 2017 as the number of cases reported in each category remained in similar proportions to those in 2016. (see Figure 2).
- Shipping continues to represent a consistent 3% of cases.

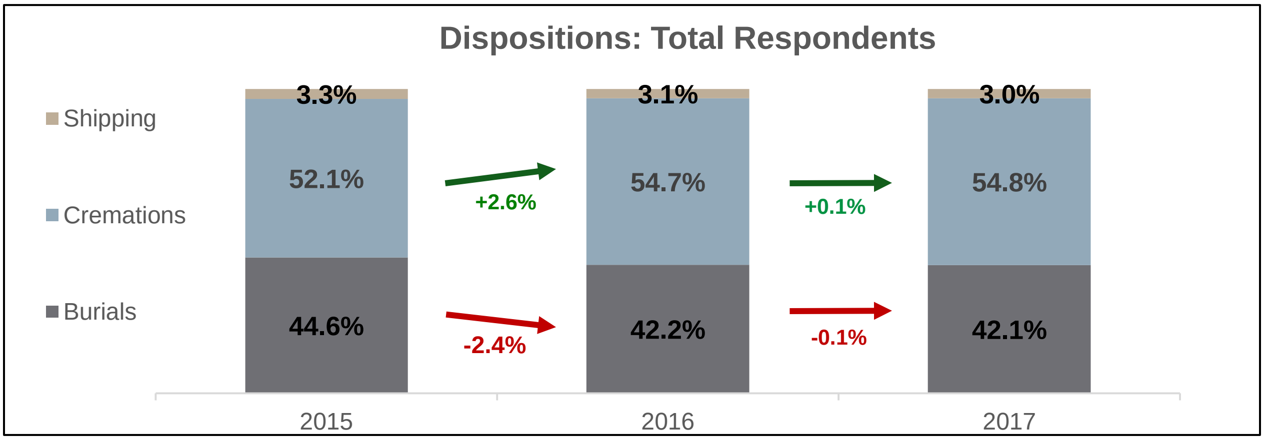


Figure 2

At-Need and Pre-Need Comparisons

- The most significant change can be seen in the growth of at-need cremations which, as a category, has grown from 43% of all cases to 48% since 2015. (See Figure 3).
- This trend towards at-need cremation is significant as all other case disposition types experienced small but consistent declines of 1-2% each over the last 2 years.
- Additional detail on these changes by case type can be found in Section 4 – Historical Trends.

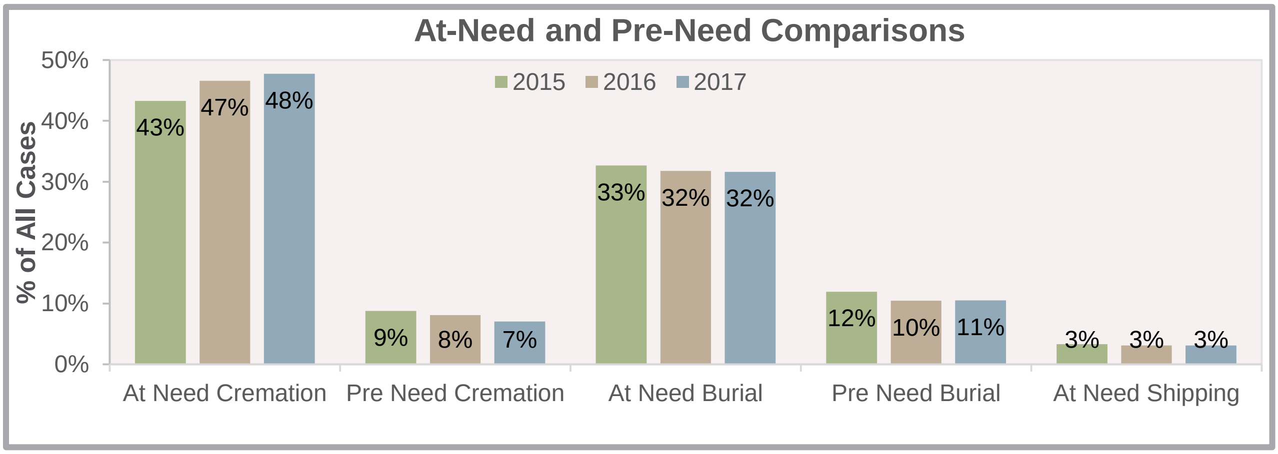
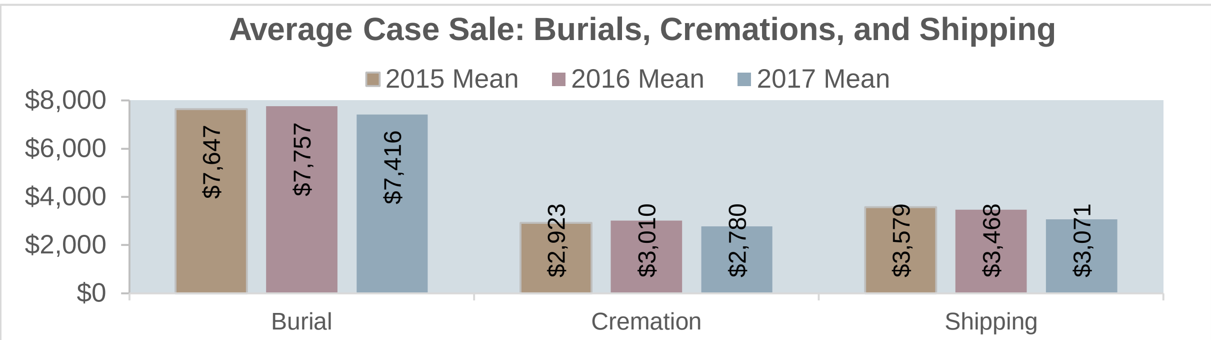


Figure 3

Section 1: Comparison of Sales Data

Average Per Case Sales:

- The overall average sale per case has decreased since 2016 in all categories (see Figure 4).
- While the number of families choosing cremation has increased significantly over the past two years, the average sale has declined by 5% over the same time period.
- The average dollar per case for shipping is down a significant 14% since 2015, down $508 per case on average, while the percentage of cases being shipped has not dramatically changed.

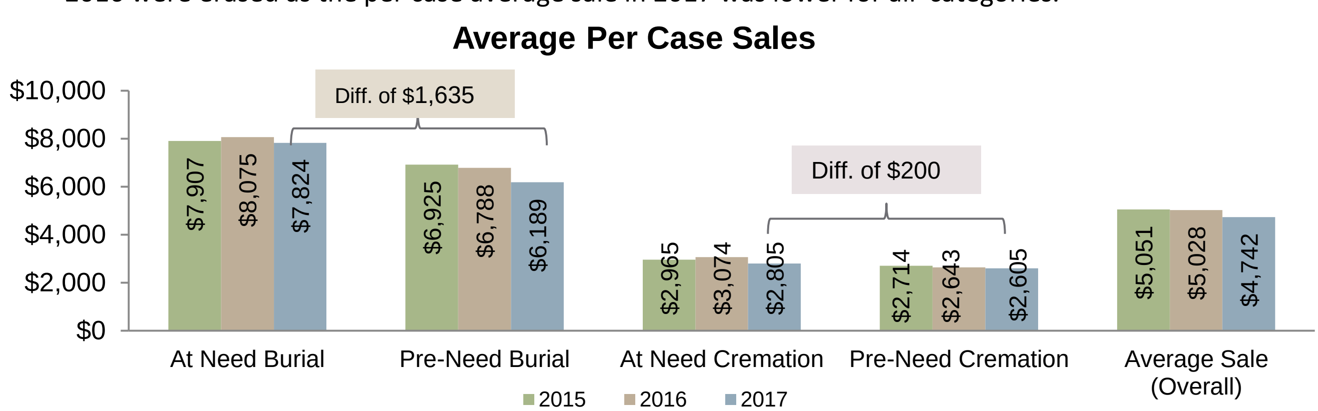


		Burial	Cremation	Shipping
2016-17 1 year Difference	$	-$341	-$230	-$397
	%	-4%	-8%	-11%
2015-17 2 year Difference	$	-$230	-$143	-$508
	%	-3%	-5%	-14%

Figure 4

Average per Case Sales: At-Need and Pre-Need

- Revenue generated from pre-need burials was on average $1,635 (20%) lower than that of their at-need counterparts, while pre-need cremations saw a still significant but smaller difference at $200 (9%) lower per case than at-need cremations (see Figure 5).
- The small increases in the average sale for at-need burials and at-need cremations seen from 2015 to 2016 were erased as the per case average sale in 2017 was lower for all categories.



		At Need Burial	Pre-Need Burial	At Need Cremation	Pre-Need Cremation	Average Sale (Overall)
2016-17 1 year Difference	$	-$251	-$599	-$268	-$38	-$286
	%	-3%	-9%	-9%	-1%	-6%
2015-17 2 year Difference	$	-$83	-$736	-$160	-$110	-$309
	%	-1%	-11%	-5%	-4%	-6%

Figure 5

Section 1: Comparison of Sales Data

Burial Case Types

- All burial case types are represented in in 2017 in approximately the same proportions as they were in both 2015 and 2016 (see Figure 6).

- Traditional at-need burials as a percentage of all cases, although represented in a similar proportion to previous years, are trending downward, decreasing by roughly 0.75 percentage points per year.

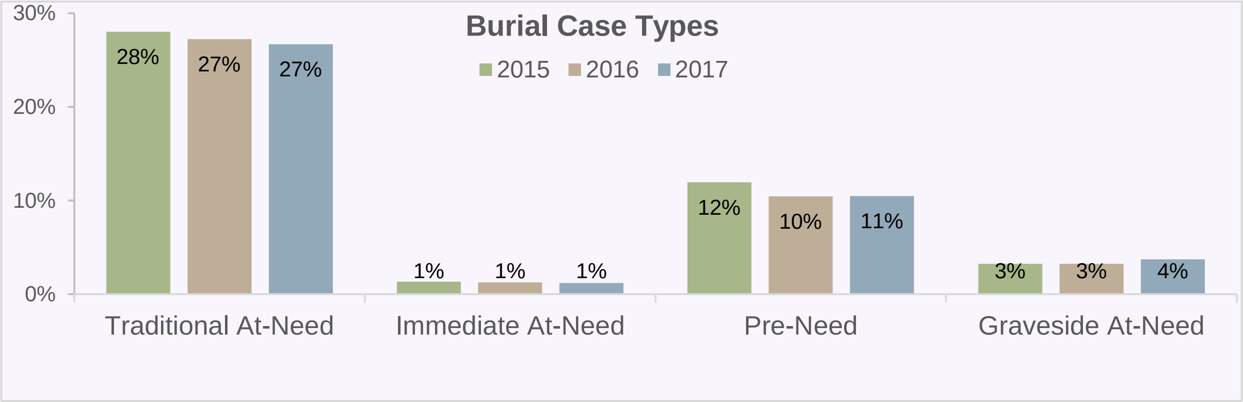


Figure 6

Cremation Case Types

- Low cost direct at-need cremations account for a significantly larger portion of all cases in 2017, up by 4 percentage points since 2015 and representing a growing sector of the industry (see Figure 7).

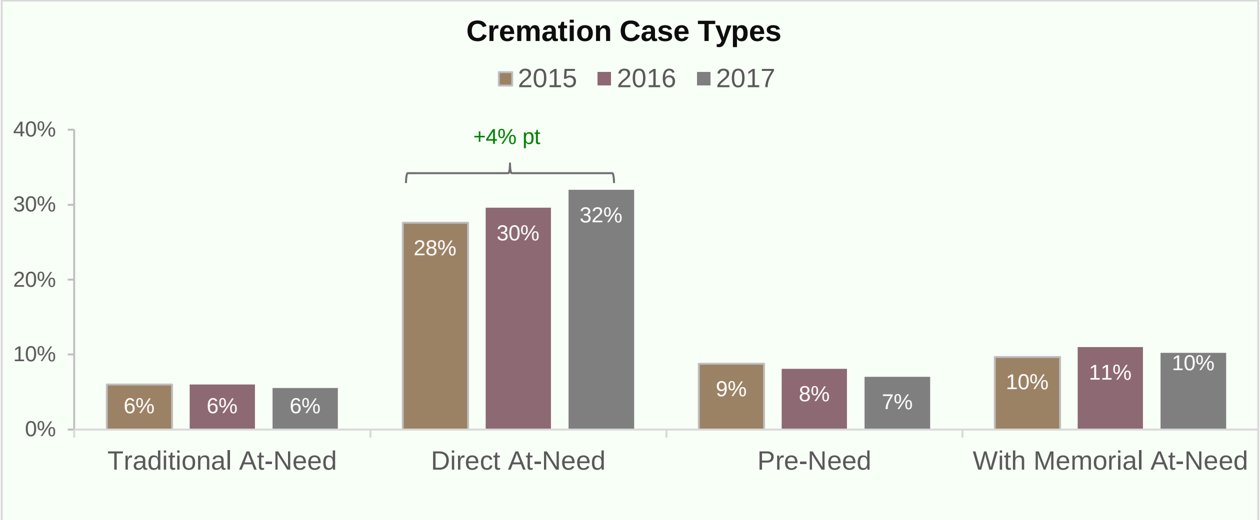


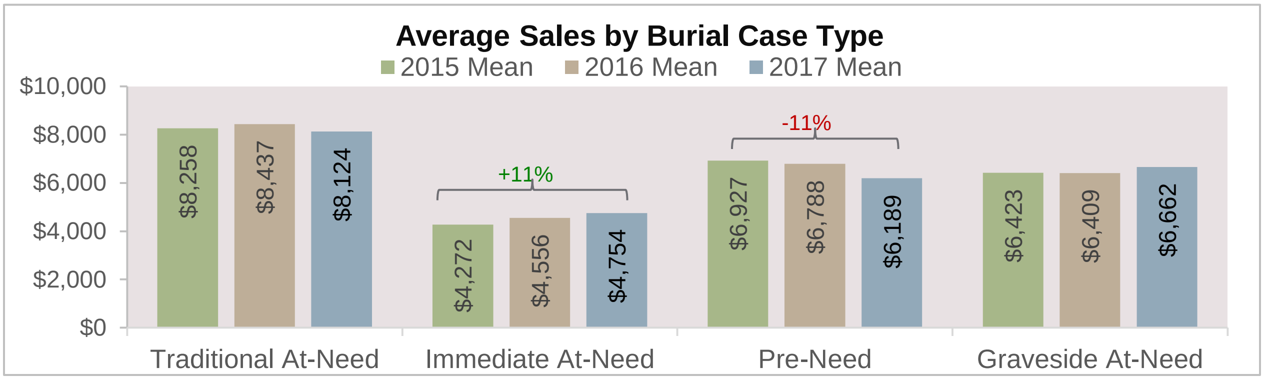
Figure 7

Additional detail and historical context on Case Types can be found in Section 4A – Historical Trending.

Section 1: Comparison of Sales Data

Average Burial Sales

- Traditional at-need burial sales remain the highest revenue generator of any case type in 2017, nearly 32% above pre-need burials, and 22% above graveside at-need burials (see Figure 8).
- Immediate at-need burials, while still the lowest per case revenue generator among burial case types, experienced an 11% increase in the average sale since 2015.
- Pre-need burial sales declined significantly in 2017, dropping by $738 on average, for an 11% decline since 2015.

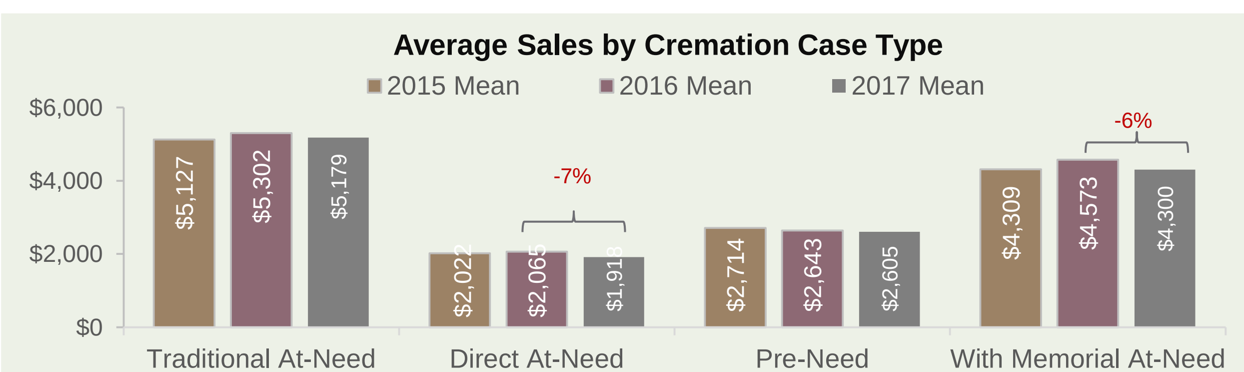


		Traditional At-Need	Immediate At-Need	Pre-Need	Graveside At-Need
2016-17 1 year Difference	$	-$314	+$198	-$599	+$253
	%	-4%	+4%	-9%	+4%
2015-17 2 year Difference	$	-$135	+$482	-$738	+$239
	%	-2%	+11%	-11%	+4%

Figure 8

Average Cremation Sales

- The average sale for cremations decreased from 2016 levels for all case types (see Figure 9).
- At need cremations with memorial showed the largest dollar value change, declining by $273 and representing a 6% drop from 2016.



		Traditional At-Need	Direct At-Need	Pre-Need	With Memorial At-Need
2016-17 1 year Difference	$	-$123	-$147	-$38	-$273
	%	-2%	-7%	-1%	-6%
2015-17 2 year Difference	$	+$53	-$104	-$110	-$9
	%	+1%	-5%	-4%	-0.2%

Figure 9

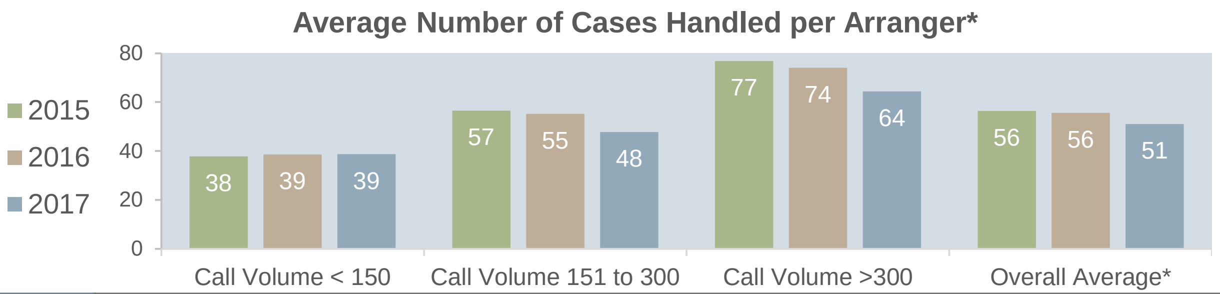
Section 1: Comparison of Sales Data

Arrangers

On average, each arranger handled about 51 cases in 2017 with an average sale of $4,704, down from 2016 levels, with arrangers in smaller firms experiencing lower average sales and arrangers in the larger firms handling fewer cases over the year.

Cases Per Arranger

- Arrangers in smaller firms continued to handle fewer arrangements than those in midsized and larger firms: approximately 20% fewer cases in 2017 than those in midsize firms and 40% fewer than those in larger firms (see Figure 10).
- Arrangers at midsized firms handled an average of 9 fewer cases per year in 2017 than in 2015, while those at the largest firms handled 13 fewer cases than in 2015, which translates to more than one case fewer per month per arranger.
- The average number of cases handled per arranger varied considerably based on the size of the firm.
    - Smaller firms (< 150 cases per year) reported no significant change in the average number of cases from previous years.
    - Midsized (151-300 cases per year) and larger firms (over 300 case per year) both saw the average case load per arranger decline by 9 to 13 cases, or roughly one per month, over last two years.



Change in annual # of cases handled		Call Volume < 150	Call Volume 151 to 300	Call Volume >300	Overall Average*
	2016-17 1 year change	0	-7	-10	-5
	2015-17 2 year change	+1	-9	-13	-5

Figure 10
*Arrangers with fewer than 12 cases per year were excluded from this analysis

Per Case Sales by Arranger

- Overall average per case sales for arrangers were down slightly from the average in 2016, but comparable to the average in 2015 (see Figure 11).
- The most significant decline was in smaller firms which averaged nearly $300 less in 2017 than in 2015.
- Midsize firms maintained comparable average sales and larger firms averaged $170 higher per case.

Average Per Case Sale By Arranger and Call Volume**

	Average Per Case Sales			Change 2016-17		Change 2015-17	
	2015	2016	2017	$	%	$	%
Call Volume <150	$5,049	$5,032	$4,752	-$280	-6%	-$297	-6%
Call Volume 151-300	$4,898	$4,971	$4,961	-$10	-0.2%	+$63	+1%
Call Volume >301	$4,361	$4,640	$4,531	-$109	-2%	+$170	+4%
Average: All Arrangers**	$4,699	$4,839	$4,704	-$135	-3%	+$5	+0.1%

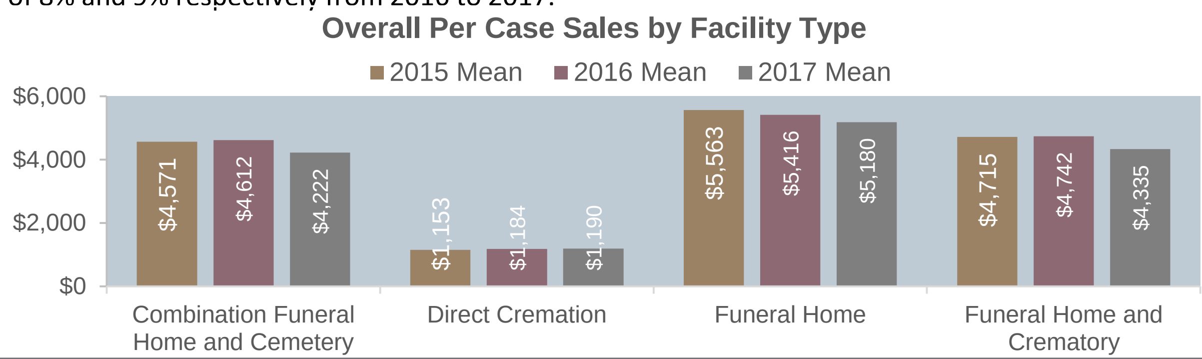
Figure 11
**Arrangers with fewer than 12 cases per year were excluded from this analysis.

Section 1: Comparison of Sales Data

Market Segments

Facility Type

- Despite declines seen in both 2015 and 2016, standalone funeral homes continued to have the highest per case sales in 2017, while direct cremation firms remained by far the lowest in average per case sales despite small but not yet statistically significant increases (see Figure 12).
- Combination funeral homes and cemeteries, and funeral homes with crematories experienced declines of 8% and 9% respectively from 2016 to 2017.

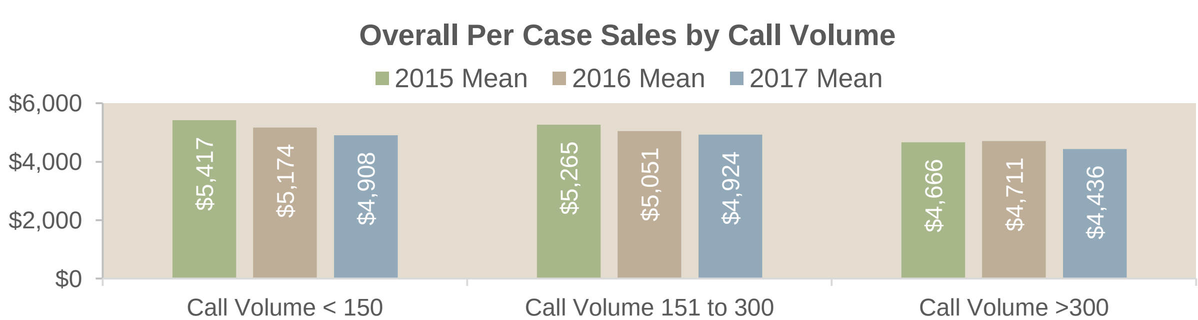


2016-17 1 year Difference	$	-$390	+$6	-$236	-$407
	%	-8%	+0.5%	-4%	-9%
2015-17 2 year Difference	$	-$349	+$37	-$383	-$380
	%	-8%	+3%	-7%	-8%

Figure 12

Call Volume

- Firms of all sizes are continuing to experience the decline in average sale per case, dropping an additional 3-5% since 2016 (see Figure 13).
- Small firms, those handling fewer than 150 cases per year, have seen the biggest decline since 2015 with sales down a total of 9% per case on average, while midsize and large firms are down 6% on average.
- In 2017, the $4,436 average sale per case at larger firms (over 300 cases per year) was about 11% less than that of its smaller and midsize counterparts; small and midsized firms had comparable average sales.



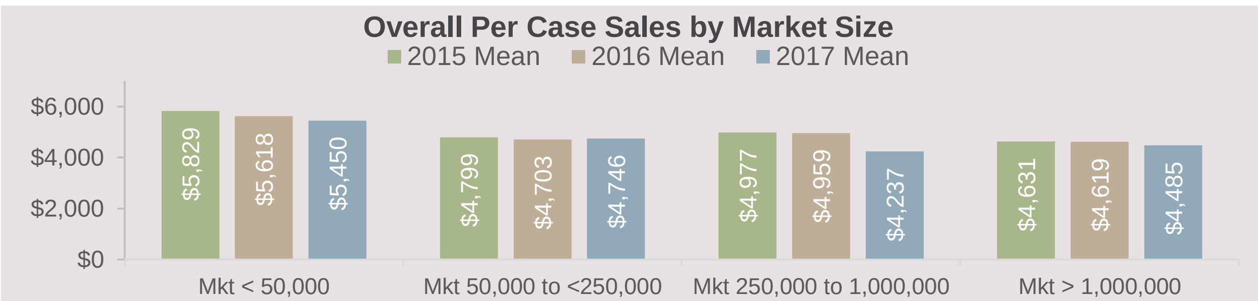
2016-17 Change	$	-$266	-$127	-$231
	%	-5%	-3%	-5%
2015-17 Change	$	-$509	-$341	-$276
	%	-9%	-6%	-6%

Figure 13

Section 1: Comparison of Sales Data

Market Size

- The drop in average sales since 2015 was seen in all markets. Larger midsized markets (250,000 to 1M residents) reported a 15% decline in average sales from 2016 to 2017, the steepest decline across market sizes (see Figure 14).
- The largest markets, those with populations over 1 Million, and the smallest markets, those with less than 50,000, both saw a 3% drop in the average sale per case since 2016.
- For the smallest markets, this continued the declining progression already seen from 2015 to 2016 although sales in those markets continue to represent the highest average sale per case, ranging from 13% to 22% higher than sales in the larger markets.
- Smaller midsized markets maintained approximately the same average sale per case all three years.

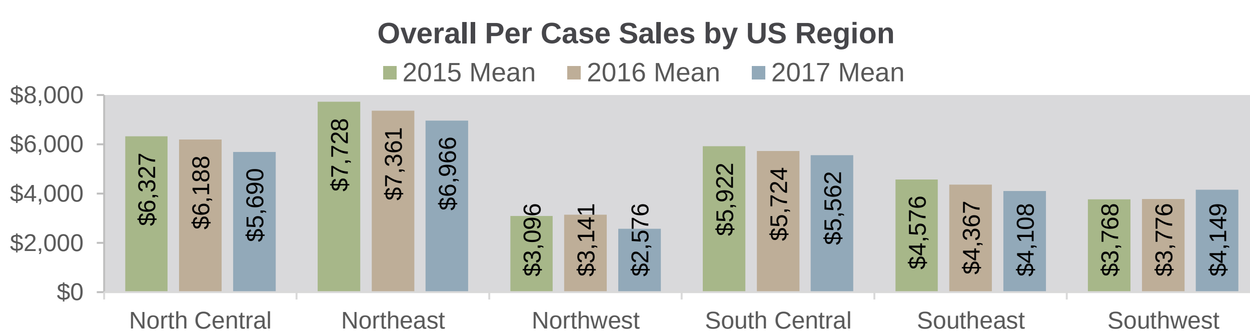


2016-17 1 year Difference	$	-$168	+$43	-$722	-$134
	%	-3%	+1%	-15%	-3%
2015-17 2 year Difference	$	-$379	-$53	-$740	-$146
	%	-7%	-1%	-15%	-3%

Figure 14

Region: United States

- Per case average sales are declining in all regions of the United States with the exception of the Southwest, which was up approximately 10% over the 2016 average (see Figure 15).
- Sales in the Northwest continue to average significantly less than other areas and have also seen the most significant decline, falling by 18% since 2016.



2016-17 1 year Difference	$	-$498	-$395	-$565	-$162	-$259	+$373
	%	-8%	-5%	-18%	-3%	-6%	+10%
2015-17 2 year Difference	$	-$637	-$762	-$520	-$360	-$468	+$382
	%	-10%	-10%	-17%	-6%	-10%	+10%

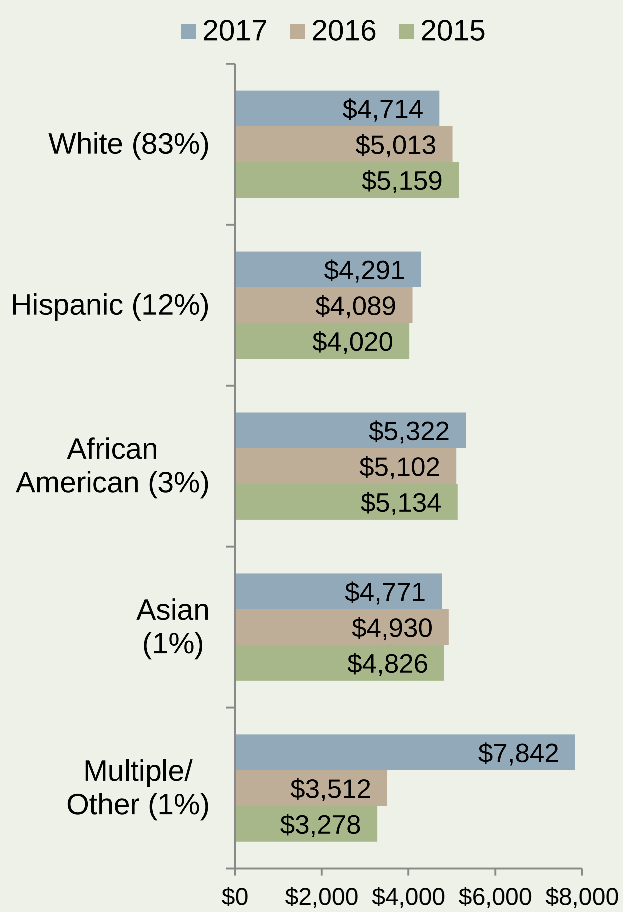
Figure 15

Section 1: Comparison of Sales Data

By Ethnicity

- Average per case sales for firms primarily serving White families have declined by 9% since 2015 (see Figure 16).
- For those firms primarily serving Hispanic or African American families, the average case sale increased from 2016 levels to 2017 by just over $200 (5% and 4% increases respectively).
- Per case sales for firms primarily serving African American families were on average $1,031 higher (24% higher) than those primarily serving Hispanic clients.
- Firms that primarily serve multiple ethnicities has seen a substantial increase in per case sales: more than tripling from 2016 to 2017. However, this group represents only a very small portion (1%) of the overall cases and is significantly overrepresented among high dollar services in 2017. This should not be interpreted as a trending change at this time; however additional analysis with respect to ethnicity could yield valuable additional insight.

Overall Per Case Sales by Primary Ethnicity Served



2016-17 1 year Difference		2015-2017 2 year Difference	
$	%	$	%
-$299	-6%	-$445	-9%
+$202	+5%	+$271	+7%
+$220	+4%	+$188	+4%
-$159	-3%	-$55	-1%
**	**	**	**

**Insufficient data for analysis.

Figure 16

Section 1: Comparison of Sales Data

Per Case Sales by Market Segments and Region

- Many of the changes seen in product sales differ according to the type of case (see Figure 17).

The following tables show the statistical significance of changes with respect to market factors and location. Additional historical detail on all categories can be found in the trending section.

	Average (All Cases)			Significant Changes	
	2015	2016	2017	2016-17 1 year	2015-17 2 years
Facility Type					
Combination FH and Cemetery	$4,571	$4,612	$4,222	↓	↓
Direct Cremation	$1,153	$1,184	$1,190		
Funeral Home	$5,561	$5,416	$5,180	↓	↓
Funeral Home and Crematory	$4,715	$4,742	$4,335	↓	↓
Call Volume					
Call Volume <150	$5,417	$5,174	$4,908	↓	↓
Call Volume 151 to 300	$5,265	$5,051	$4,924		↓
Call Volume >300	$4,666	$4,711	$4,436	↓	↓
Market Size					
Marketplace < 50,000	$5,829	$5,618	$5,450		↓
Marketplace 50,000 to 250,000	$4,799	$4,703	$4,746		
Marketplace 250,000 to 1,000,000	$4,974	$4,959	$4,237	↓	↓
Marketplace > 1,000,000	$4,631	$4,619	$4,485		
Ethnicity	$5,134	$5,102	$5,322		
African American	$4,826	$4,930	$4,771	↑	↑
Asian	$4,020	$4,089	$4,291		
Hispanic	$5,159	$5,013	$4,714	↑	↑
White	$3,278	$3,512	$7,842	↓	↓
Multiple/Other	$5,035	$4,909	$4,728	*	*
Region					
US Region					
North Central	$5,265	$5,051	$4,924	↓	↓
Northeast	$5,265	$5,051	$4,924	↓	↓
Northwest	$5,829	$5,618	$5,450	↓	↓
South Central	$4,799	$4,703	$4,746		↓
Southeast	$4,974	$4,959	$4,237	↓	↓
Southwest	$4,631	$4,619	$4,485	↑	↑
Canada	$6,063	$6,581	$5,493	↓	↓

Figure 17

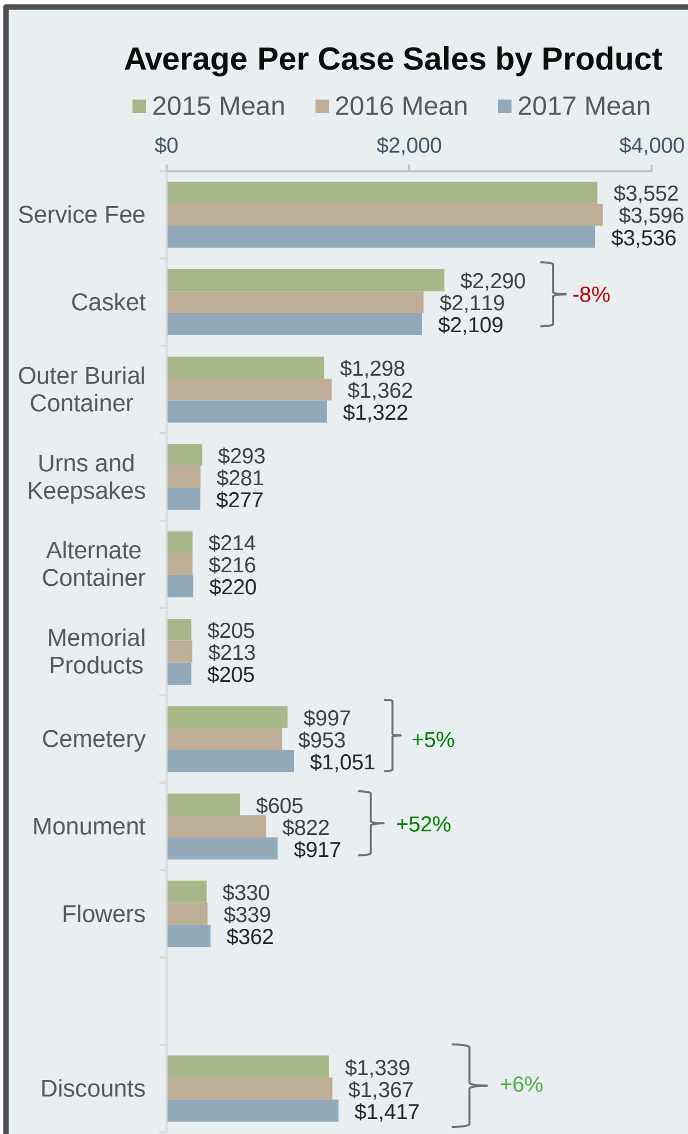
Section 1: Comparison of Sales Data

Product Category

Monuments and cemeteries had the largest sales increases from 2015 to 2017, while casket sales showed the largest two year declines.

- Service fees continued to generate the highest per case sales each year, followed by casket sales, although both were lower in 2016 than in 2017 (see Figure 18).
- Outer burial containers, monuments, and cemetery sales are the next largest contributors to revenue; all three have increased since 2015.
- Monuments represent the most significant change since 2015, increasing by $312 (52%) on average, while caskets represent the largest dollar decrease, dropping by $184 since 2015.
- Discounts have also continued to increase; the average discount in 2017 was $50 more than in 2016.

Products identified with an arrow signify a statistically significant change over the corresponding time. More information on the historical patterns for individual products can be found in the trending section.



2016-17 1 year Difference			2015-2017 2 year Difference		
$	%	Sig.	$	%	Sig.
-$60	-2%		-$16	-0.5%	
-$10	-0.6%		-$181	-8%	↓
-$40	-3%	↓	$24	2%	
-$4	-1%		-$16	-5%	↓
+$4	+2%		$6	+3%	
-$8	-4%		$0	0%	
+$98	+10%	↑	$54	+5%	
+$95	+12%	↑	$312	+52%	↑
+$23	+7%	↑	$32	+10%	↑
+$50	+4%		+$78	+6%	↑

Figure 18

Section 1: Comparison of Sales Data

Per Case Sales by Case Type within Product Categories

- Many of the changes seen with regard to product sales differ according to the type of case (see Figures 19 and 20).

The following tables show product category items with statistically significant changes according to type. Additional historical detail can be found in the trending section.

	Significant Changes 2016-17 (1 year)									
	Service Fee	Casket	Outer Burial Container	Urns & Keepsakes	Alt. Container	Memorial Products	Cemetery	Monument	Flowers	Discounts
Burial - Graveside at-need	↑	↑	↓	↓			↓		↑	↓
Burial - Immediate at-need	↑		↑	↓	↓	↑	↑		↓	↑
Burial - pre-need	↓	↓		↑	↑		↑	↑		↑
Burial - Traditional at-need	↑		↓	↓	↑	↓		↑	↑	↑
Cremation - Direct at-need	↓		↓		↑		↑	↑	↑	
Cremation - pre-need		↑	↑	↑		↑	↑	↑	↑	↑
Cremation - Traditional at-need			↓		↓	↓	↑	↑	↑	↓
Cremation - w/Memorial at-need	↓	↑			↓		↑		↑	

Figure 19

	Significant Changes 2015-17 (2 years)									
	Service Fee	Casket	Outer Burial Container	Urns & Keepsakes	Alt. Container	Memorial Products	Cemetery	Monument	Flowers	Discounts
Burial - Graveside at-need	↑	↑	↓	↓	↑		↓	↓	↑	
Burial - Immediate at-need	↑		↑	↓		↑	↑	↑	↓	↑
Burial - pre-need	↓	↓			↑	↓	↑	↑	↑	↑
Burial - Traditional at-need	↑		↑	↓	↑			↑	↑	↑
Cremation - Direct at-need	↑	↓	↑	↓	↑		↑	↑	↑	↑
Cremation - pre-need		↓	↑				↑	↑	↑	↑
Cremation - Traditional at-need	↑	↑	↓		↑	↓	↑	↑	↑	
Cremation - w/Memorial at-need	↑	↓	↑	↓	↓	↑	↑	↑	↑	↓

Figure 20

SECTION 2

Survey Data Analysis 2015 - 2017

Section 2: Survey Data Analysis

Survey Data Analysis Background and Introduction

As part of JCG's Performance Tracker™ program, JCG sends a satisfaction survey to families of their client firms. The survey asks families to rate their initial contact with the funeral home, arranger, facilities and vehicles, staff and services, their overall satisfaction with the firm, extent to which they would recommend the firm to others, and the cost of services. JCG was interested in reporting aggregate trends and insights garnered from this data and commissioned Funeral Research & Insight to perform the analysis.

Number of Surveys Sent and Completed

Year	Total Surveys Sent to Families	Total Surveys Analyzed	Total Response Rate
2015	76,588	25,720	33.6%
2016	69,394	25,792	37.2%
2017	82,968	26,243	31.6%
2015-2017:	228,950	77,755	34.0%

Unless otherwise noted, data results represent North America in total, that is, with combined results for the US and Canada. The trending section includes further historical detail regarding the demographics and market characteristics (e.g., case type, ethnicity, call volume) of the analyzed survey responses and sales data, including a segregation by geographic location.

For survey questions that ask families to rate their satisfaction overall and with specific aspects of their funeral experience, JCG weights the responses according to the following internal formula. The same weighting is applied to this analysis for consistency in results.

Survey Response Choice:	Superior	Above Average	Average	Below Average
JCG Weighting:	1000	700	400	0

Where a statistically "significant" difference is noted (i.e., probability or p=0.05), there is a 95% chance the resulting difference is an accurate reflection of a true change in the industry as a whole, and not likely attributable to the biases and experience of this particular selection of respondents.

Overall Satisfaction

Overall satisfaction among all respondents remained consistently high with scores over 900, or approaching "superior" in all years.

- In 2017 the reported level of overall satisfaction is statistically comparable to that of previous years (see Figure 21).

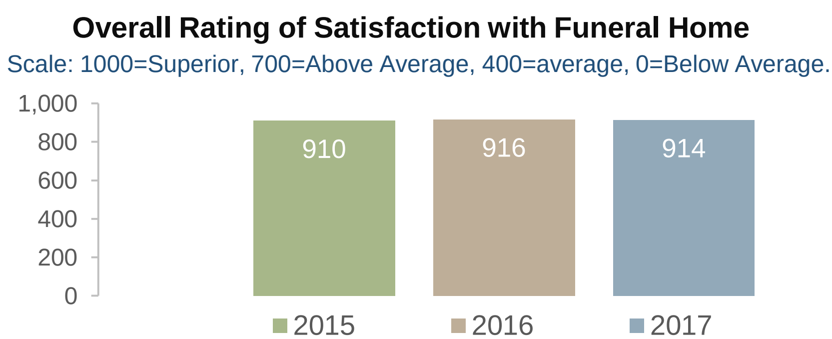


Figure 21

Section 2: Survey Data Analysis

Market Segment Satisfaction

In 2017, overall satisfaction was highest for traditional at-need Burials and for at-need Cremations with memorial services. The highest levels of satisfaction were reported from smaller cities and towns, in particular those in the South Central and Northeast areas of the United States.

At-Need vs. Pre-Need

- When comparing at-need and pre-need burials and cremations, overall satisfaction remained the highest for at-need burials (see Figure 22).
- Pre-need burials were closely followed by at-need cremations for the second highest reported level of overall satisfaction.
- Pre-need cremations earned the lowest satisfaction rating in 2017.

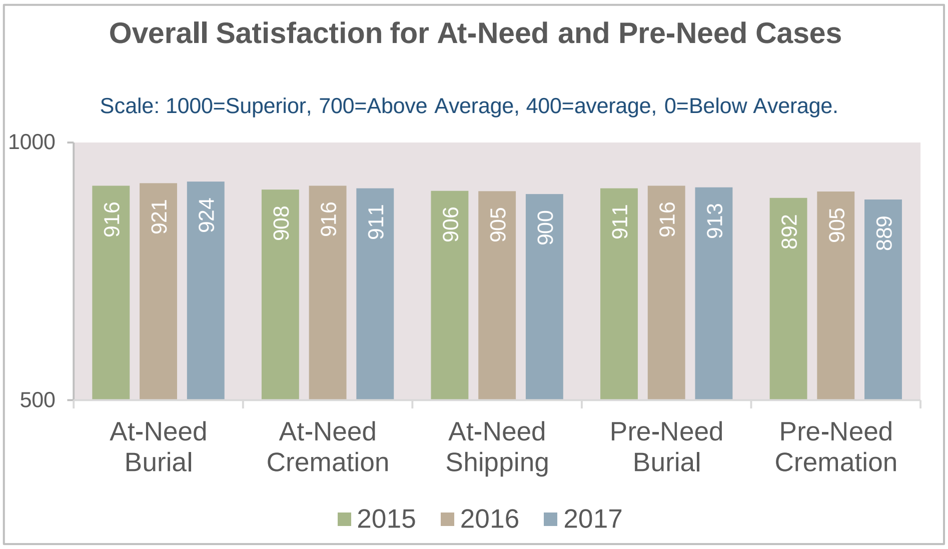


Figure 22

Case Types

- The highest overall satisfaction rating across all case types continued to be from families choosing an at-need cremation with memorial. Traditional at-need burials remained as a close second (see Figure 23).
- Families choosing immediate at-need burials, direct at-need or pre-need cremations were consistently among the least satisfied in all three years.

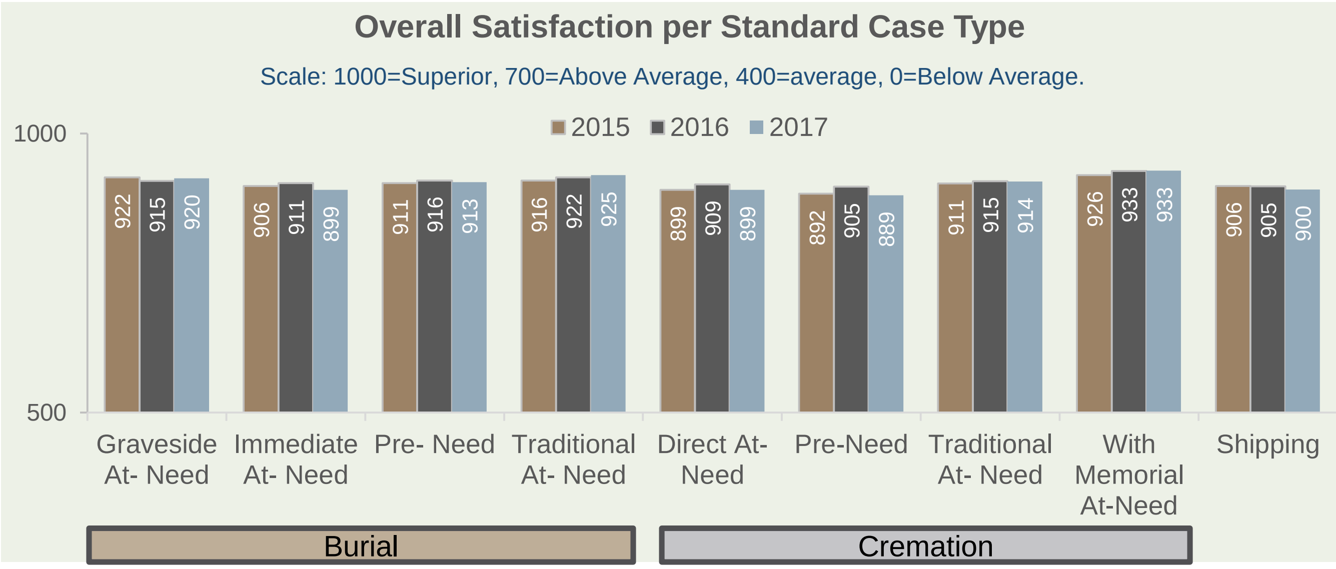


Figure 23

Section 2: Survey Data Analysis

by Case Type 2017

Overall level of Satisfaction - 2017

- As seen previously, most families consistently rated their overall level of satisfaction as "superior" or "above average" with the highest levels of satisfaction with the entire funeral experience from those choosing at-need cremations with a memorial service and traditional at-need burials (see Figure 24).

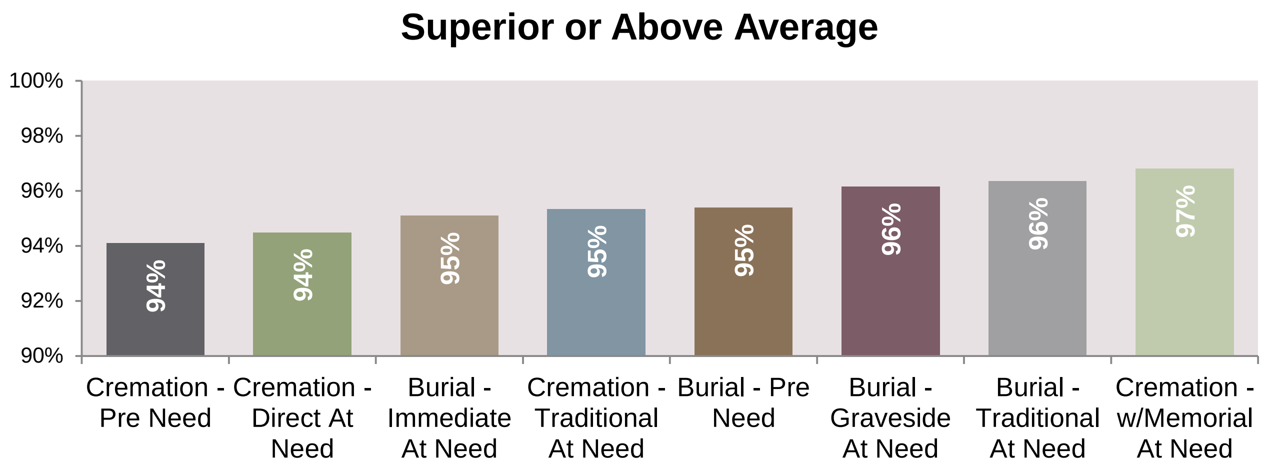


Figure 24

- Families choosing pre-need cremations or immediate at-need burials were more than twice as likely to rate their experience as below average, while those choosing direct at-need cremations scored only slightly lower, but also more likely to rate their experience as "average" (see Figure 25).

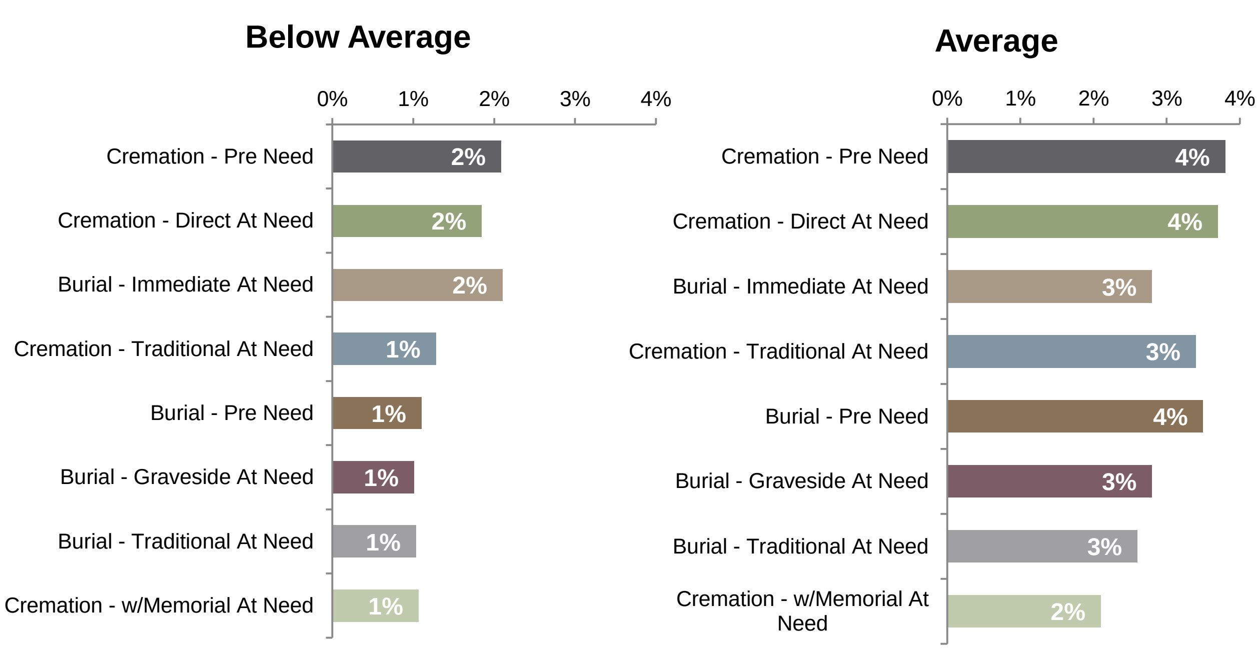


Figure 25

Section 2: Survey Data Analysis

Primary Ethnicity Served

- Overall satisfaction in 2017 was considerably higher among firms primarily serving Hispanics than it was among those primarily serving White or African American families – representing a statistically significant improvement from prior years (see Figure 26).

- Note: due to the comparatively low number of responses from families identifying as Asian or Multiple/Other, these categories are reported according to the data received but should not be construed as sufficient to draw conclusions based on ethnicity.

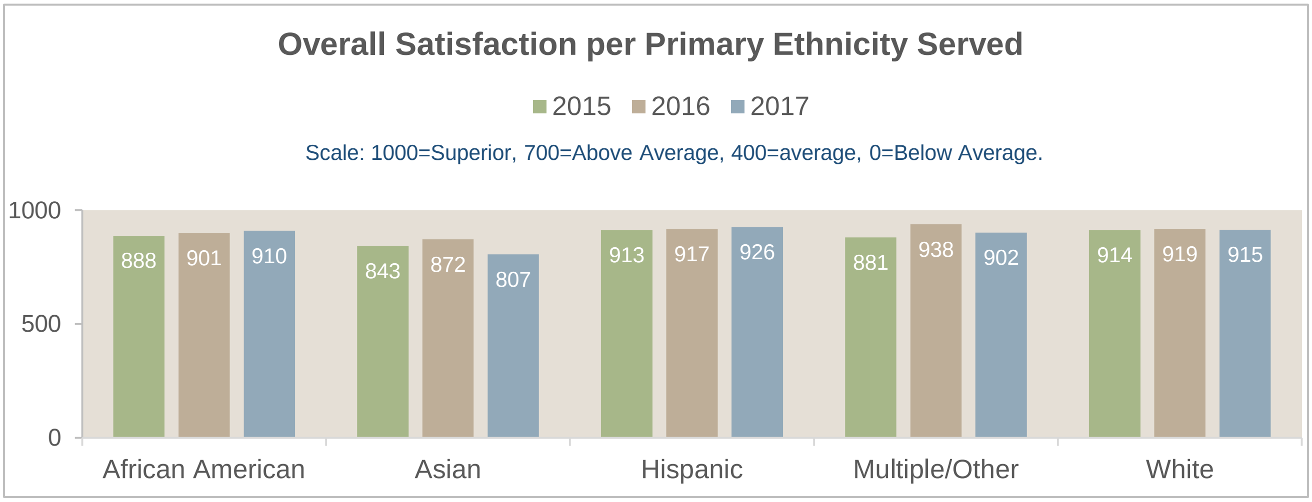


Figure 26

Call Volume

- In 2017, there is no significant difference in the level of satisfaction among the various sizes of firms (see Figure 27).

- The apparent year to year differences are the result of normal and expected variation. (Additional detail can be seen in the trending section.)

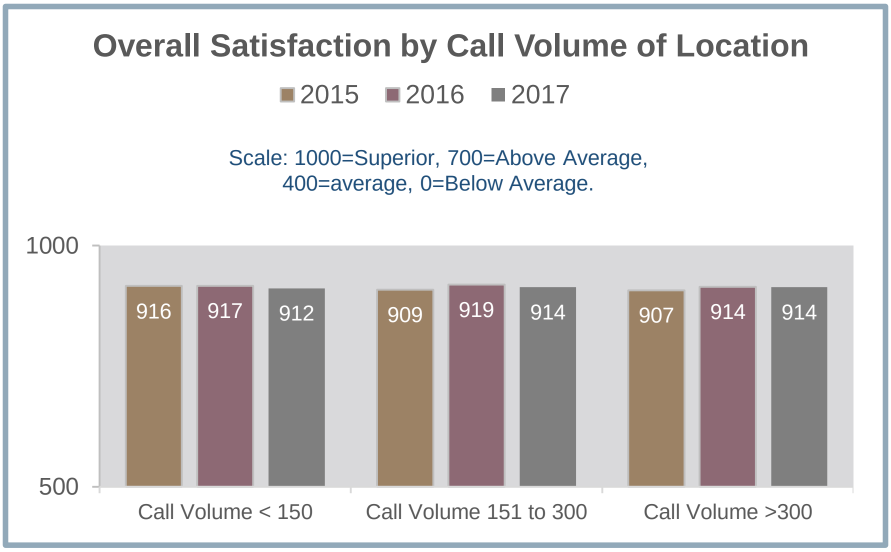


Figure 27

Statistically significant differences were determined using a p value of .05.

Section 2: Survey Data Analysis

Facility Type

- Firms providing direct cremations and funeral homes with crematories received the highest overall ratings satisfaction ratings in 2017 (see Figure 28).
- Combination funeral home and cemeteries and direct cremation firms both showed significantly higher ratings in 2017 than in either of the previous two years.
- Unlike the changes seen in the other three categories, the small decline in funeral home and crematory satisfaction ratings from 2016-2017 is not statistically significant.

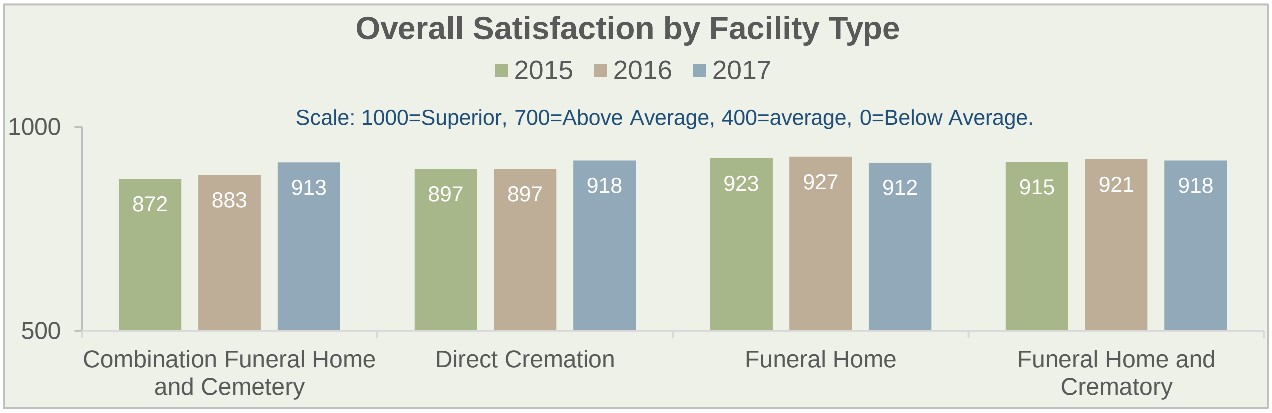


Figure 28

Market Size

- Overall satisfaction levels in 2017 were very similar across market sizes (see Figure 29).
- Firms in marketplaces with a population of 250,000 to 1,000,000 reported a statistically significant increase in satisfaction to achieve the highest overall rating in 2017.
- Firms in the smallest cities and towns had the highest reported overall satisfaction in both 2015 and 2016 but did not maintain the highest rating in 2017.
- The changes in overall satisfaction levels among firms in mid-sized markets (50,000 to <250,000) and those in very large markets (>1,000,000) were not statistically significant, but simply represent normal and expected variation.

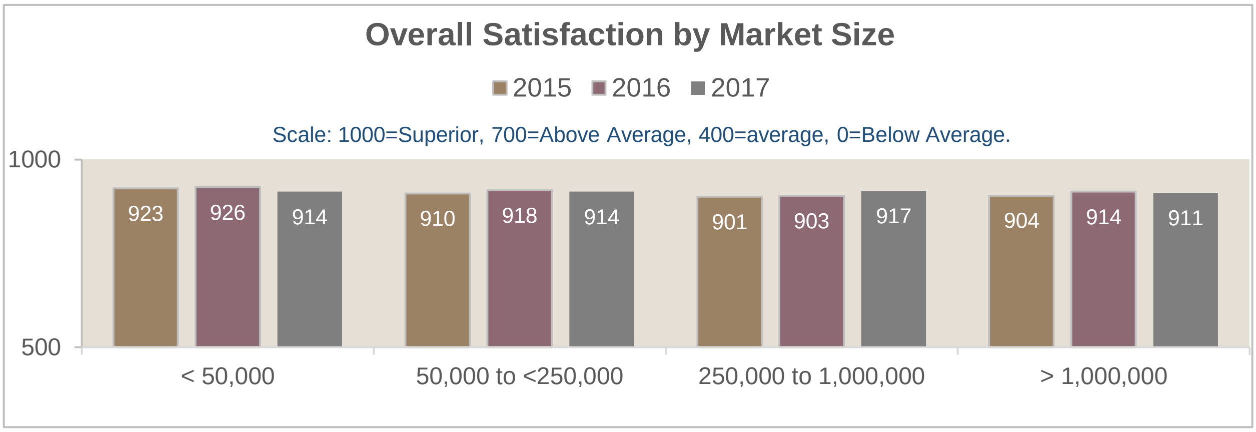


Figure 29

Region: United States

- Families in the South Central US reported the highest levels of satisfaction, followed by those in the Northeast all three years. Conversely, families in the Northwest were the least satisfied all three years (see Figure 30).
    - Since the Northwest is a high cremation area, this finding corresponds to generally overall lower satisfaction among consumers who chose cremations (see Figure 23).
- After receiving the second lowest satisfaction ratings in 2015, the Southwest region remains on par with the North Central and Southeast regions due to the statistically significant increase in mean overall satisfaction seen from 2015 to 2016 which was maintained from 2016 to 2017.

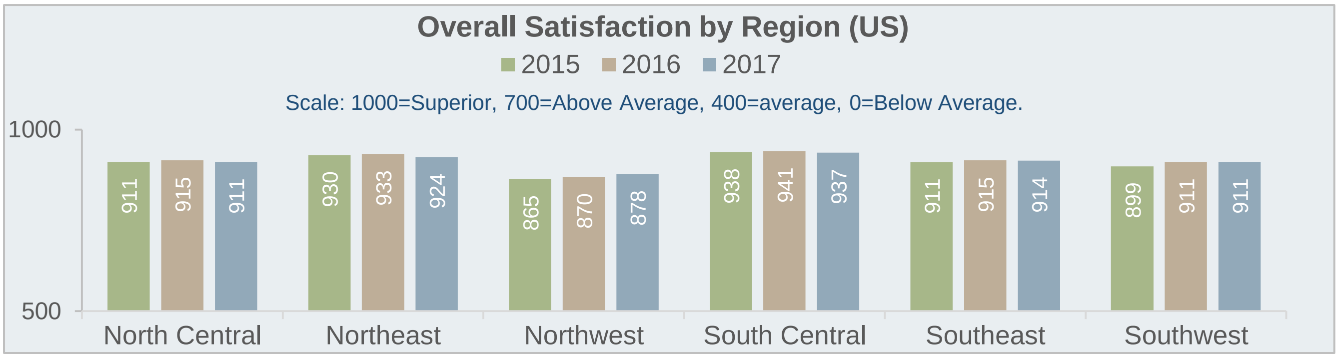


Figure 30

Likelihood to Recommend

In 2017, consumers continued to be very likely to recommend their funeral home, and this score has remained relatively consistent since 2016. However, those less likely to recommend their funeral home noted issues regarding lack of clear communication about costs, unwanted sales attempts, disorganization and errors, and lack of sympathy.

- Overall likelihood of recommending the funeral home to a friend or relative averaged very high and the significant increase recognized in 2016 continues to hold strongly in 2017 (see Figure 31). The small decline is not statistically significant, however, consumers do identify several reasons for recommending a firm or not.

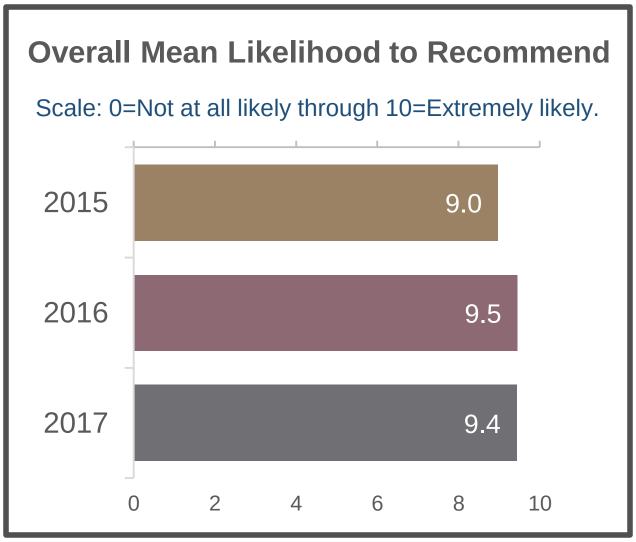


Figure 31

Reasons for Rating

- Positive ratings far outnumbered the negatives. Commonly cited reasons for recommending included compassion, caring, courtesy, respect, and professionalism from the staff.
- The following reasons were given for negative ratings:
    - Errors and problems with the obituary or death certificate
    - Timing not being what was discussed or promised
    - Lack of attention to detail
    - Changes to pricing or contract expectations
    - Very little sympathy or compassion expressed by staff
    - Disorganization, confusion, or poor planning

Section 2: Survey Data Analysis

Net Promoter Score

The Net Promoter Score (NPS) is a loyalty metric based on customers' likelihood to recommend a product or service. Customers respond on a 0-10 point rating scale and the NPS is calculated by subtracting the percentage of Detractors (ratings 0-6) from the percentage of Promoters (ratings 9-10).

The NPS score was calculated from overall likelihood to recommend survey ratings (reported on pages 32 and 33). The resulting overall NPS score in 2017 is healthy and stable, consistent with the NPS score in 2016 which was up 3 percentage points from the NPS in 2015 (see Figure 32).

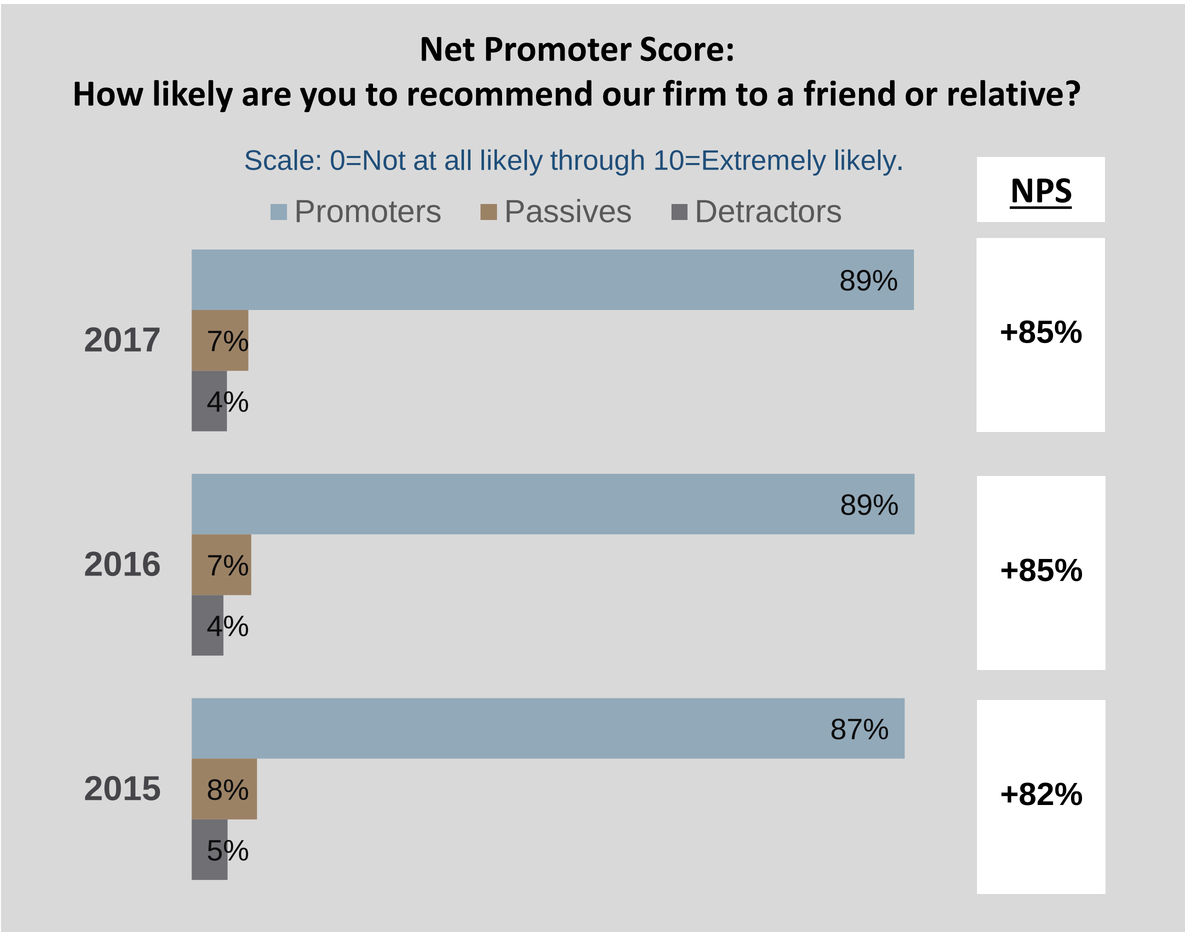


Figure 32

The Net Promoter Score is a valuable indicator in markets with a significant number of competing firms where potential customers have a greater tendency to ask friends or acquaintances for advice on a product or service.

Satisfaction with Specific Aspects of Funeral Experience

The survey included several specific questions about respondents' initial contact with the funeral home, the arranging funeral director, facilities and vehicles, and staff and services.

As seen in previous years, respondents were most pleased, overall, with their funeral home's staff and services and least pleased with their initial contact. Staff's efforts to be friendly and accommodating and the service or ceremony scored highest; the first phone conversation and the welcome received were lowest, but overall responses in 2017 maintained the gains reflected from 2015 to 2016.

Satisfaction with Initial Contact

- The perceived improvement in Initial Contact ratings improved from 2015 to 2016 and was maintained at approximately the same level in 2017 (see Figure 33).
- As in previous years, respondents were most satisfied with the genuine care and concern expressed to them, and were least satisfied with their first phone conversations.
- Among all of the measures of satisfaction in all areas, the first phone conversation and the welcome received in 2017 remain the two lowest rated factors of the experience.
- In the open-ended comments, those who rated firms lower in this area in 2017 mentioned an impersonal or rude reception or a lack of professionalism. Those giving the highest ratings noted compassion, care, respect and professionalism as important characteristics.
- Note: The apparent small declines in 2017 are not statistically significant; they represent the experiences of this particular group of survey respondents rather than a shift in the perception as a whole and should be interpreted as essentially the same as the 2016 ratings. (See Appendix for more on significance)

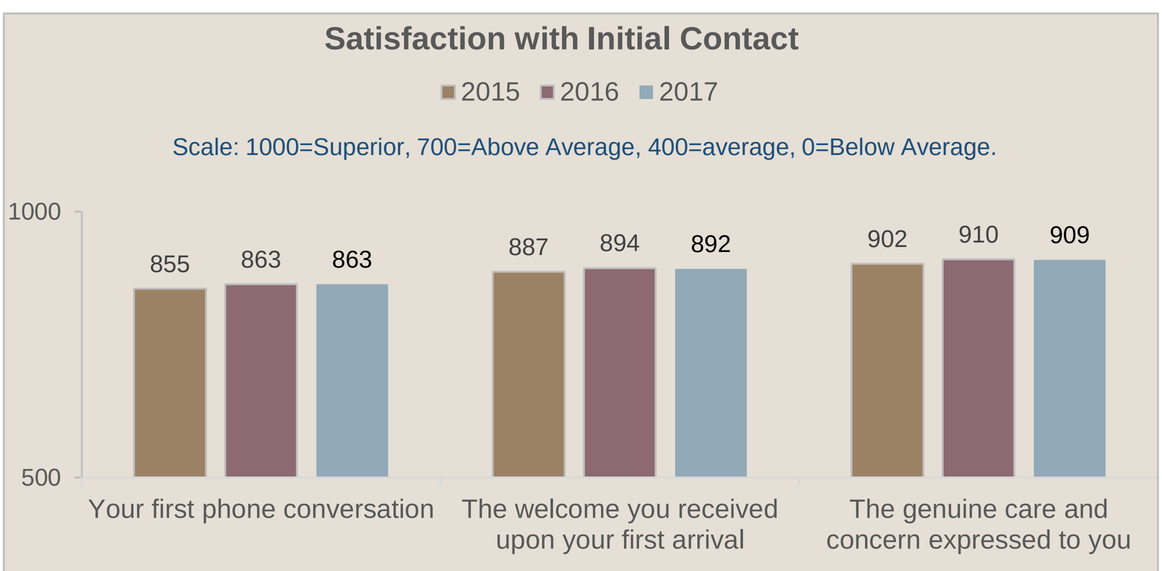


Figure 33

Section 2: Survey Data Analysis

Satisfaction with Arranging Funeral Director

- In 2017, responses were uniformly high with no significant differences from 2016 satisfaction results noted regarding the arranging funeral director (see Figure 34).
- While respondents continued to rate their arranging funeral director highly across all attributes measured, the highest ratings regarded effectiveness in listening and answering questions, followed by attentiveness to families' needs.
- Satisfaction with the arranging funeral director's attention to detail again received the lowest average rating in this category. While not lower by a significant margin, attention to detail, or a lack thereof, was frequently noted in both directions in the open-ended comments.

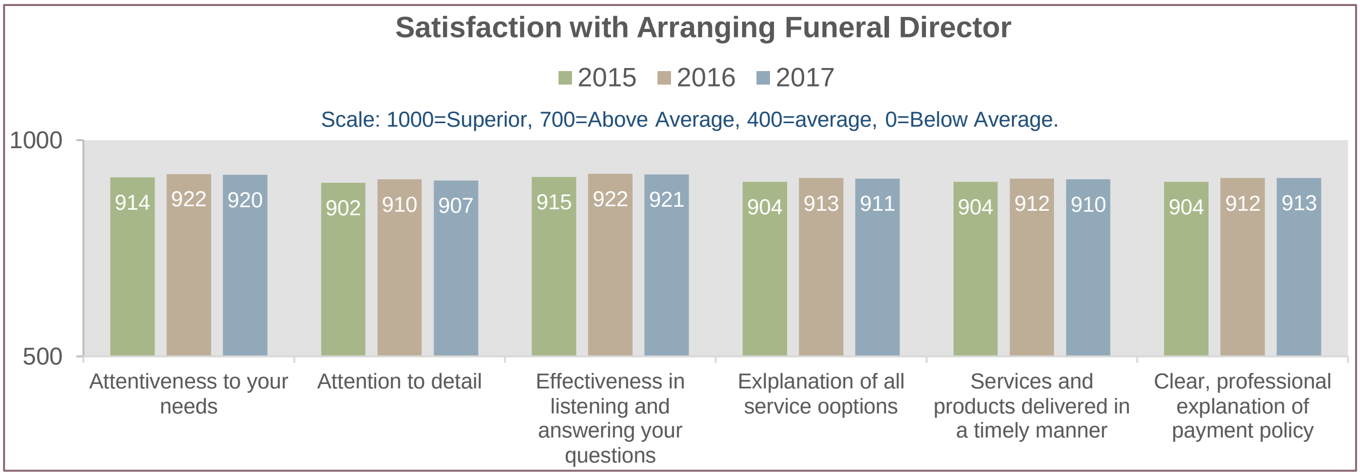


Figure 34

Satisfaction with Facilities and Vehicles

- Satisfaction with the appearance, cleanliness and condition of the vehicles were statistically unchanged from levels reported the previous year (see Figure 35).

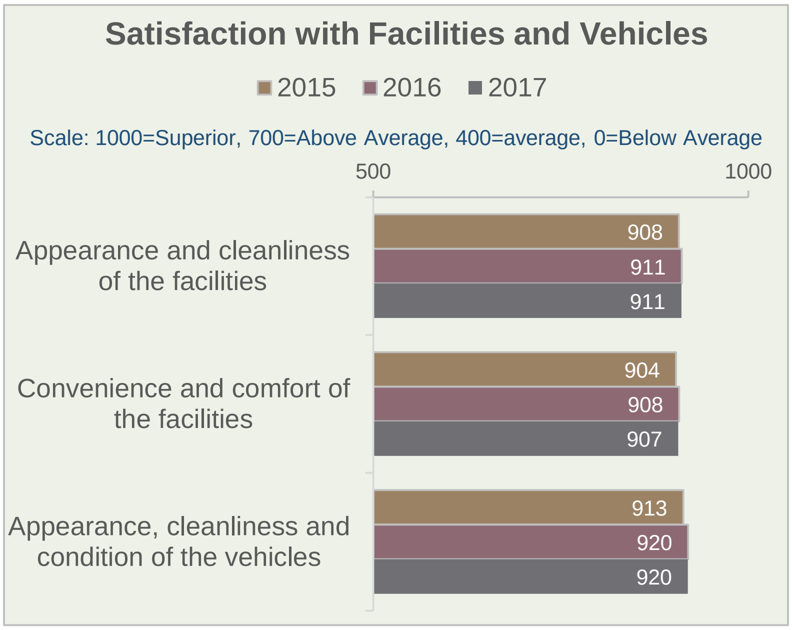


Figure 35

- Although satisfaction with facilities as a whole was high and in line with the overall satisfaction of the experience, ratings of the convenience and comfort of the facilities and the appearance and cleanliness of the facilities, were among the lower rated factors after the initial contact.
  - Open ended comments reflected an outdated appearance, a need for updates or a "musty" odor.
- The appearance, cleanliness and condition of the vehicles continued to receive moderately higher satisfaction ratings than the facilities.

<u>Satisfaction with Staff and Services Provided</u>

- Satisfaction with all aspects of staff and services was comparable in 2017 to that reported in 2016, maintaining the significant level of improvement seen from 2015 to 2016 (see Figure 36.)
- The highest ratings in this area for all three years were for staff's efforts to be friendly and accommodating, followed by the funeral service or ceremony and the visitation or viewing. In addition to being highest in this category, these three were the most highly rated out of all of the experience factors.
- The appearance of the loved one and appearance of staff were areas of lowest satisfaction within this category.
- Open ended comments reflected dissatisfaction when a loved one did not look like themself or did not have appropriate physical attention or grooming.

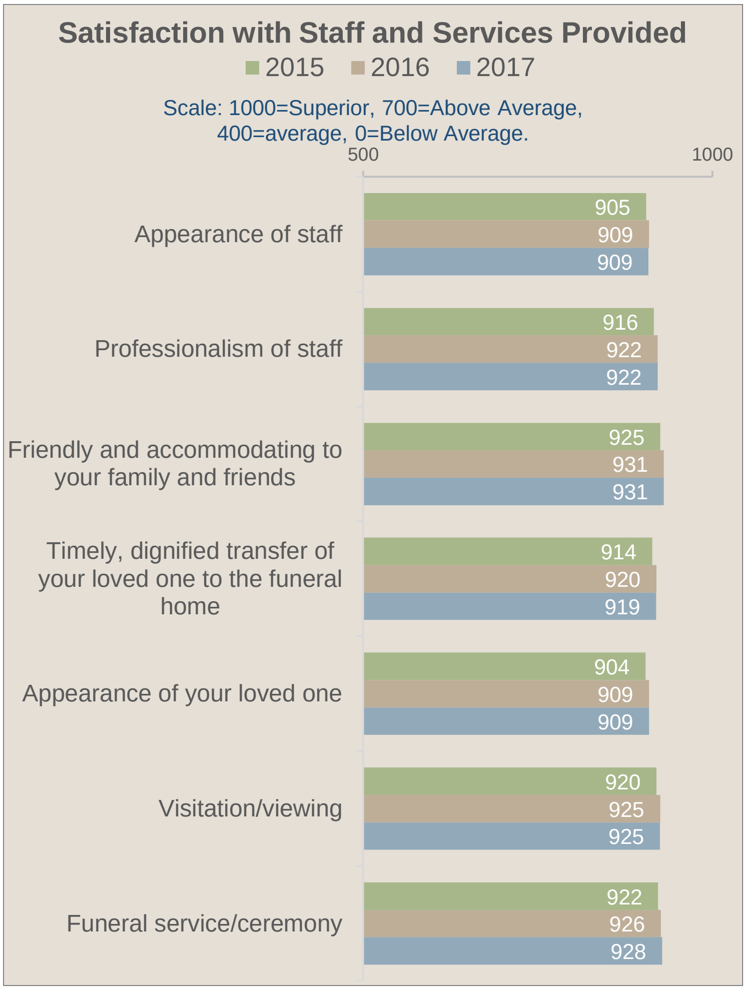


Figure 36

Cost of Services and Products

Most respondents still reported that the cost was about as they expected, while the percentage who said costs were more than expected has been slightly decreasing each year since 2015.

- It appears consumers are informed with realistic cost information, either through their own research or through clearer communication from funeral homes.

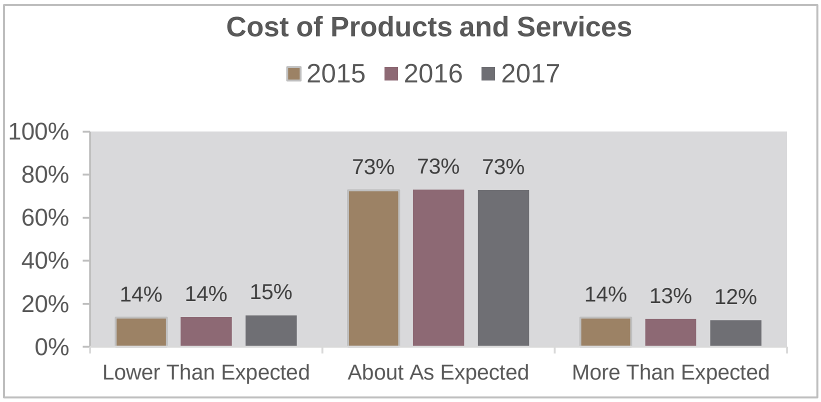
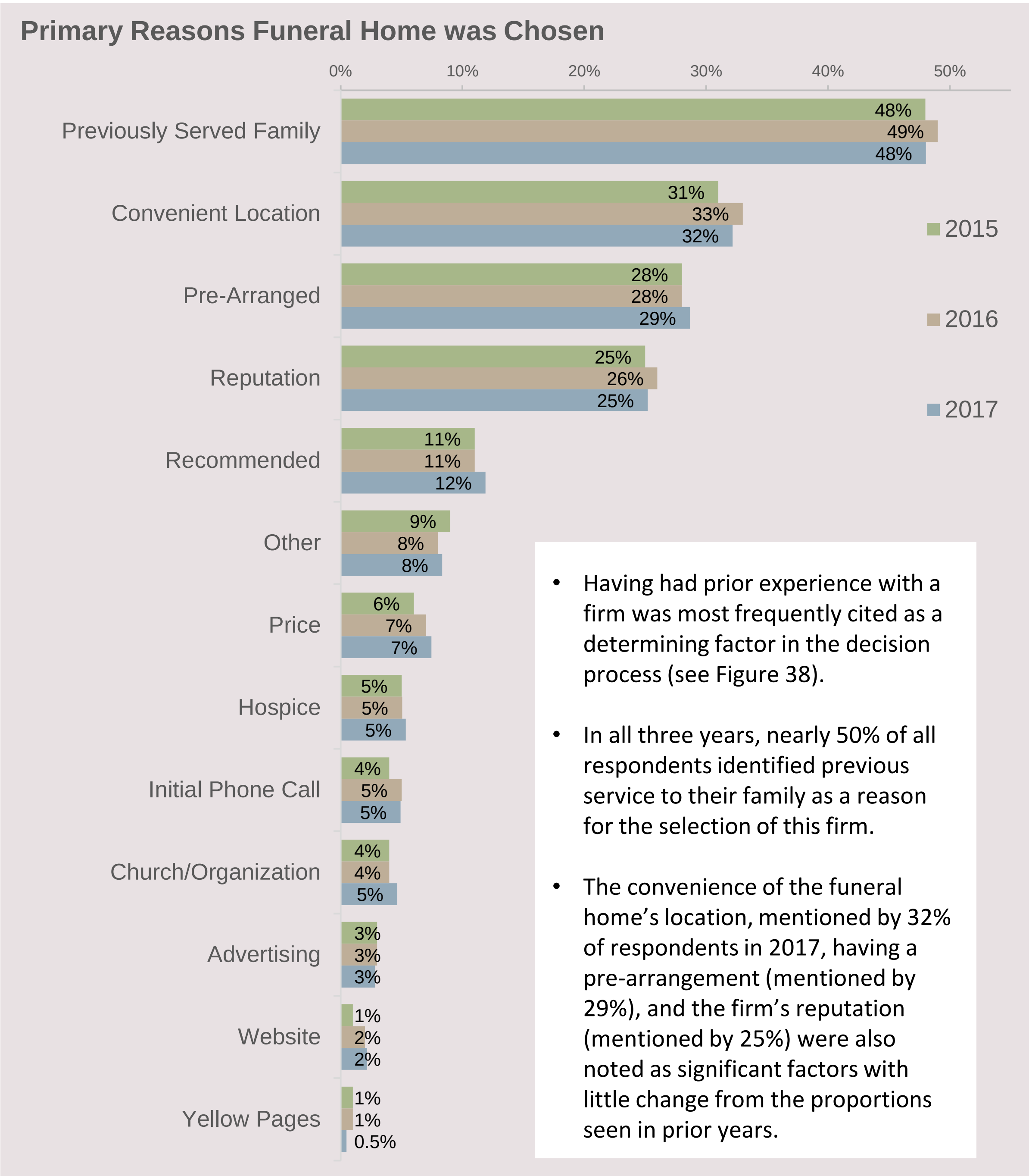


Figure 37

- Nearly three-fourths of respondents reported that costs were what they expected (see Figure 37).
- The percentage reporting that costs were lower than expected remains about equal to the percentage who said they were more than expected; however, there is a small but significant shift from those reporting costs were "more than expected" (12%) to those reporting they were "lower than expected" (15%) in 2017.

Primary Reasons for Choosing Funeral Home

Prior experience with a firm continues to lead as the primary reason for a funeral home's selection. Convenient location, pre-arrangement, and funeral home reputation continue to factor into the selection and were mentioned about equally all three years.



- Having had prior experience with a firm was most frequently cited as a determining factor in the decision process (see Figure 38).
- In all three years, nearly 50% of all respondents identified previous service to their family as a reason for the selection of this firm.
- The convenience of the funeral home's location, mentioned by 32% of respondents in 2017, having a pre-arrangement (mentioned by 29%), and the firm's reputation (mentioned by 25%) were also noted as significant factors with little change from the proportions seen in prior years.

Figure 38

Verbatim Comments

- The verbatim comments below are representative of those received during 2017 and illustrate the importance of professionalism, compassion, and attention to detail throughout the entire process.

- *I could not be more pleased with the attention to detail, the professionalism and consideration my family received.*
- *From beginning to end we were treated with compassion and clarity.*
- *Everything was done with dignity, respect and caring.*
- *…took me through every step of the planning process with kindness and compassion.*
- *Every detail was handled perfectly and professionally.*
- *Everything was done in a professional and caring manner.*
- *Everyone was so helpful, compassionate and courteous.*
- *From beginning to end we had excellent and caring service.*
- *I could not have asked for better care than we received. This was my first time having to plan a funeral and everyone was so helpful and kind.*
- *…a wonderful experience at a difficult time. You handled all the details with great proficiency, sensitivity and kind professionalism.*

Additional Information Requested

- Only a small proportion of all respondents requested additional information, with the percentages comparable to prior years in all categories. The most commonly requested information was on funeral pre-arrangements (see Figure 39).

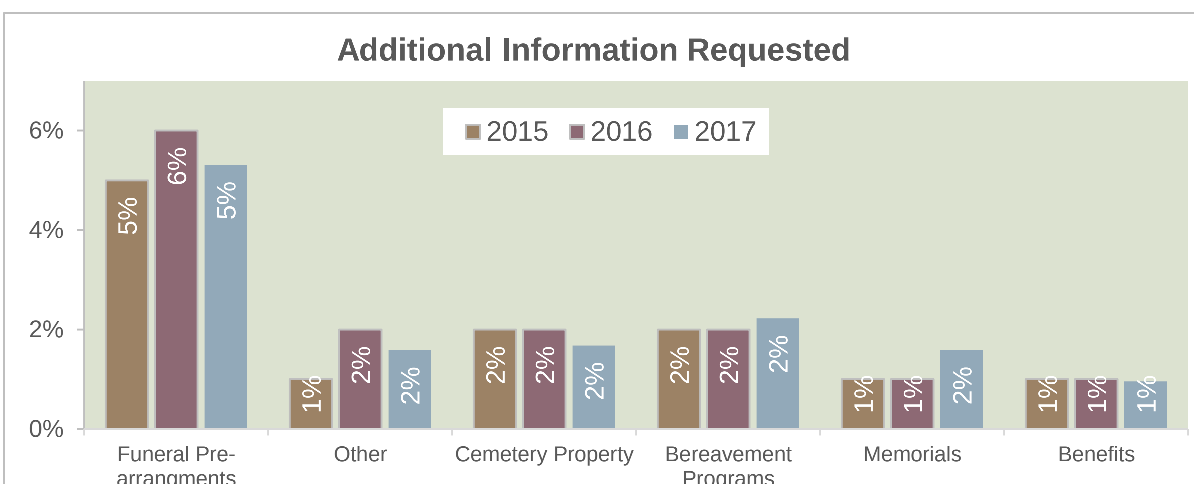


Figure 39

SECTION 3

Relationship of Sales and Survey Data

Section 3: Relationship between Sales & Survey Data

Correlation Analysis:
Likelihood to Recommend → Overall Satisfaction, Average Sale ($)

Method
To determine whether associations existed between average overall satisfaction scores and total sales for the year, correlation analysis was performed using 2017 results. (See appendix for more on correlation.) A total of 1,584 locations are represented; facilities handling fewer than 12 cases were excluded from this analysis.

- Not at all surprisingly, better satisfied clients are more likely to recommend the services of a firm to others. At R = 0.70 the correlation between a family's likelihood to recommend a firm's services and their reported overall level of satisfaction is very strong (see Figure 40).

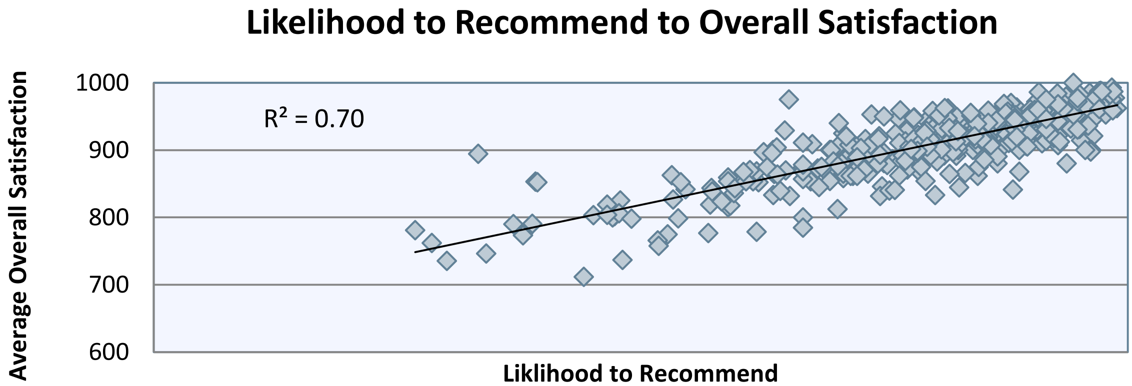


Figure 40

- At $R^2 = 0.04$, there is only a weak relationship between the amount a family spends on services and how likely they are to recommend the firm that provided those services. Although weak, the relationship is positive which indicates that those receiving higher priced services are somewhat more likely to recommend their funeral home to others, however factors other than cost are also relevant to the decision (see Figure 41).

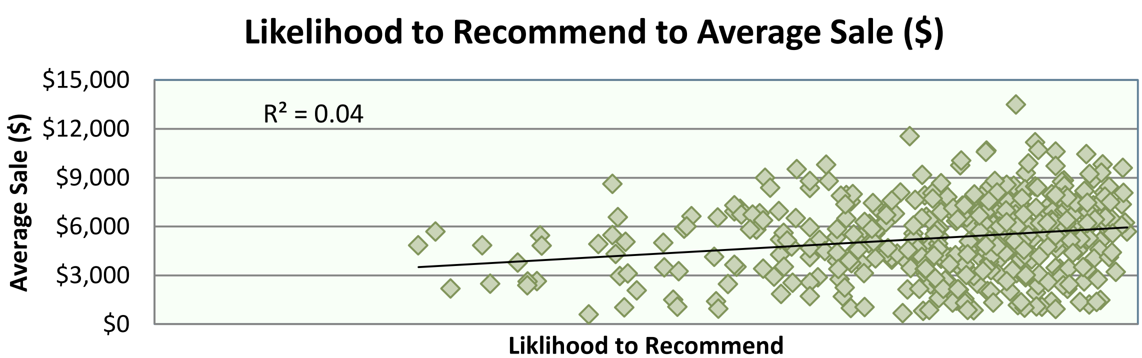


Figure 41

More about Correlations

A correlation indicates whether there is a systematic relationship between two variables (e.g., whether firms with higher satisfaction ratings tend to have higher sales), but does not determine whether having higher satisfaction ratings causes sales to be high **as there could be an entirely separate factor impacting both and influencing the relationship between two variables**. (see Appendix A).

Section 3: Relationship between Sales & Survey Data

Correlation Analysis:
Overall Satisfaction →Average Sale ($) by Call Volume

- While there is a moderate relationship between the average overall satisfaction ratings and the average sale amount, the results did not significantly differ by the size of the firm (see Figures 42-44).

Small Firms: < 150 Cases per year

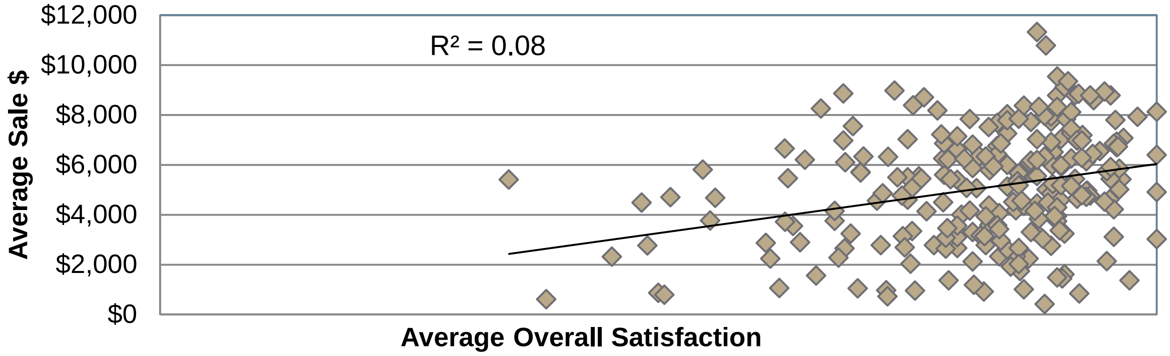


Figure 42

Midsize Firms: 151-300 Cases per year

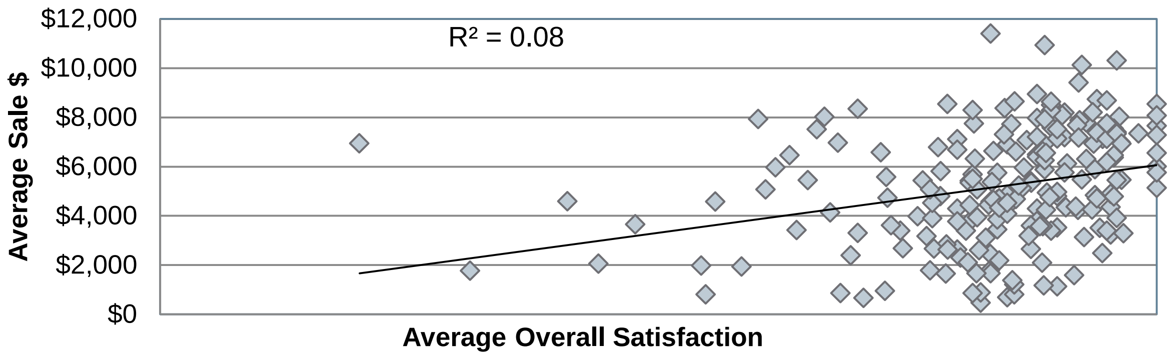


Figure 43

Large Firms: >300 Cases per year

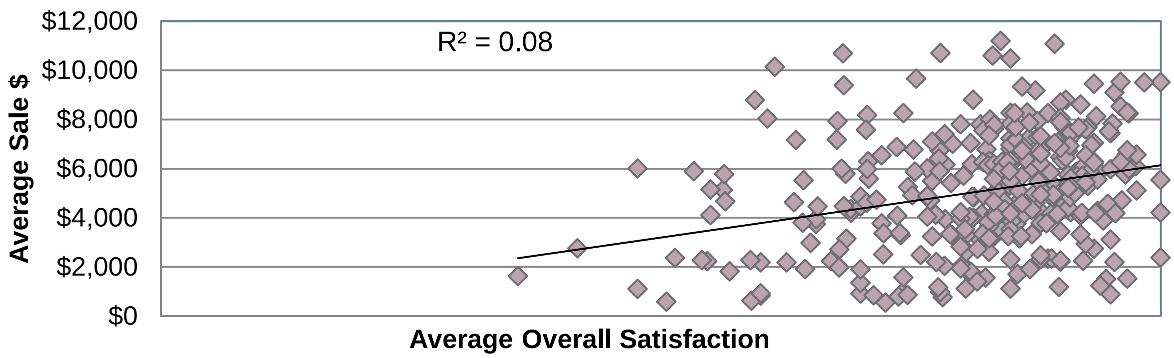


Figure 44

Section 3: Relationship between Sales & Survey Data

Correction Analysis:
Overall Satisfaction →Average Sale ($) by Expectation of Cost

- Families who were prepared for the cost of the services, with realistic expectations of what was included in that cost and how it would be delivered, show a stronger relationship between satisfaction and sales, where firms receiving the highest average overall satisfaction are also those with the highest average sales (see Figures 45-47).
- When the cost was more or less than expected, the relationship between the cost of the services and the level of satisfaction is weaker, indicating factors other than the cost have a larger impact on satisfaction.

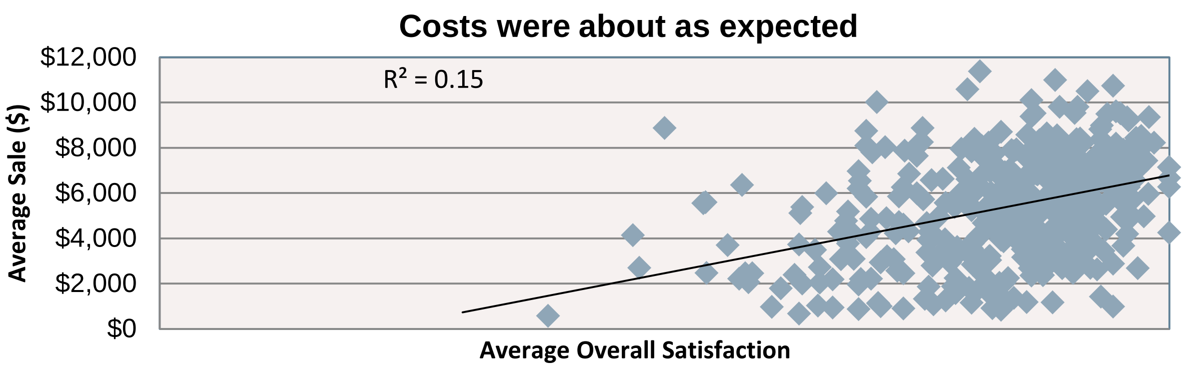


Figure 45

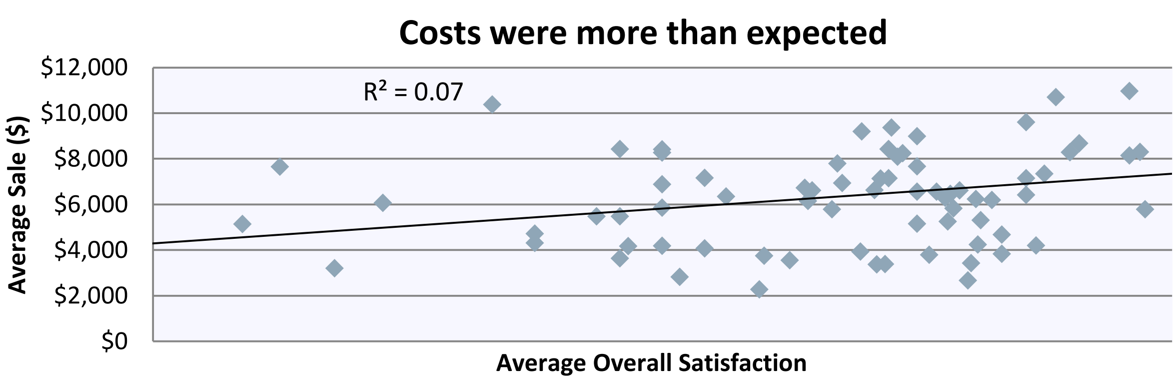


Figure 46

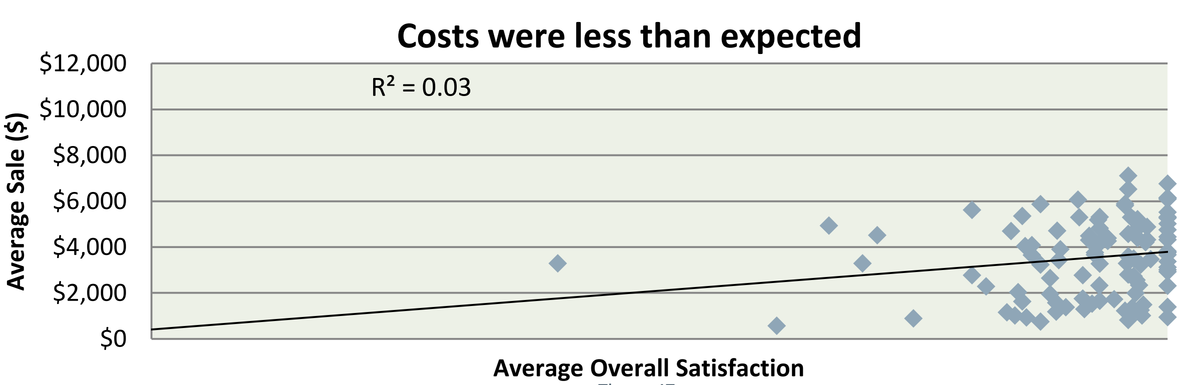


Figure 47

SECTION 4

Historical Trending 2011-2017

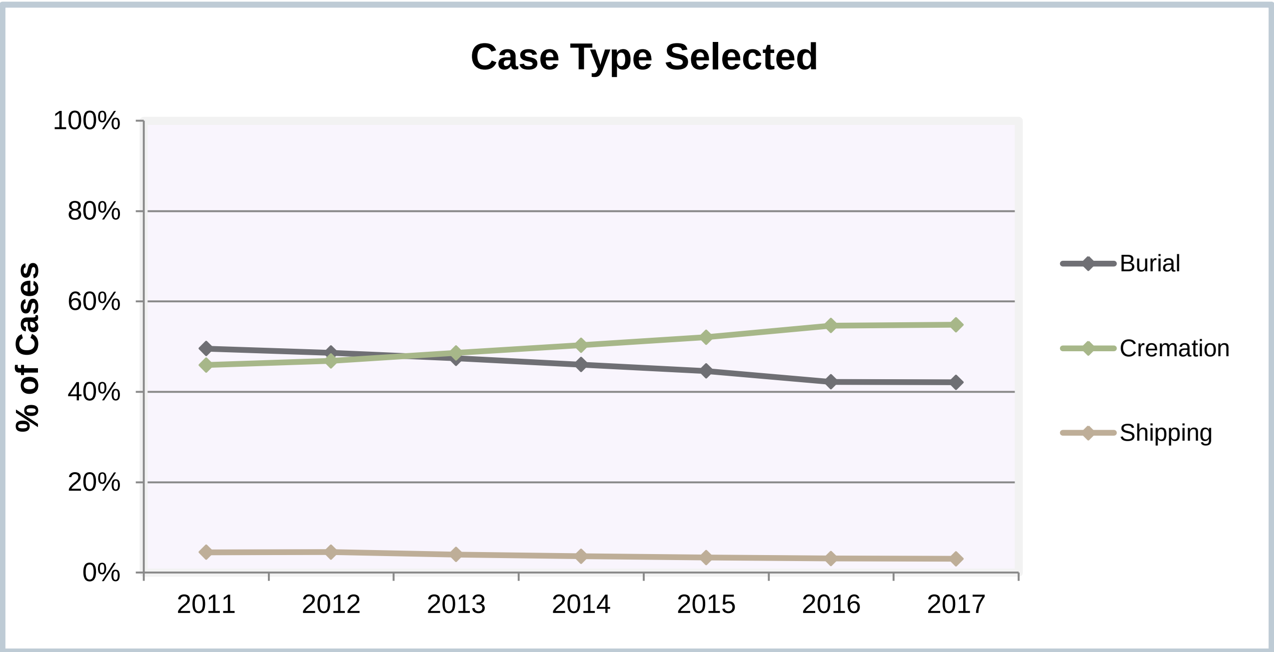
SECTION 4A

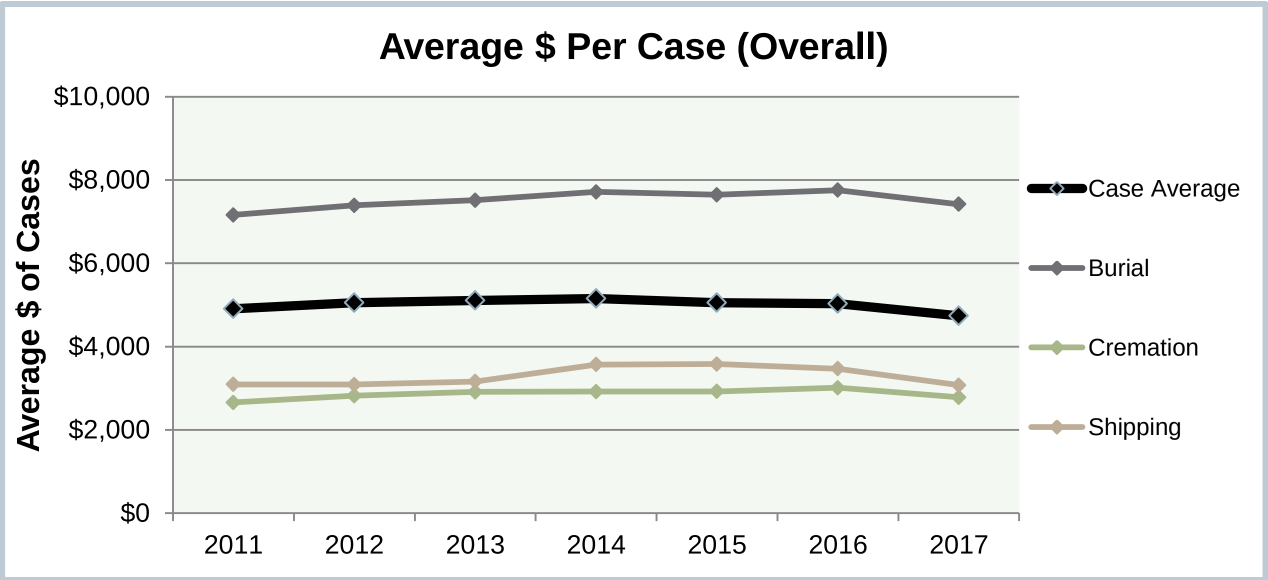
Historical Trending - Graphs

2011-2017

Sales Analysis

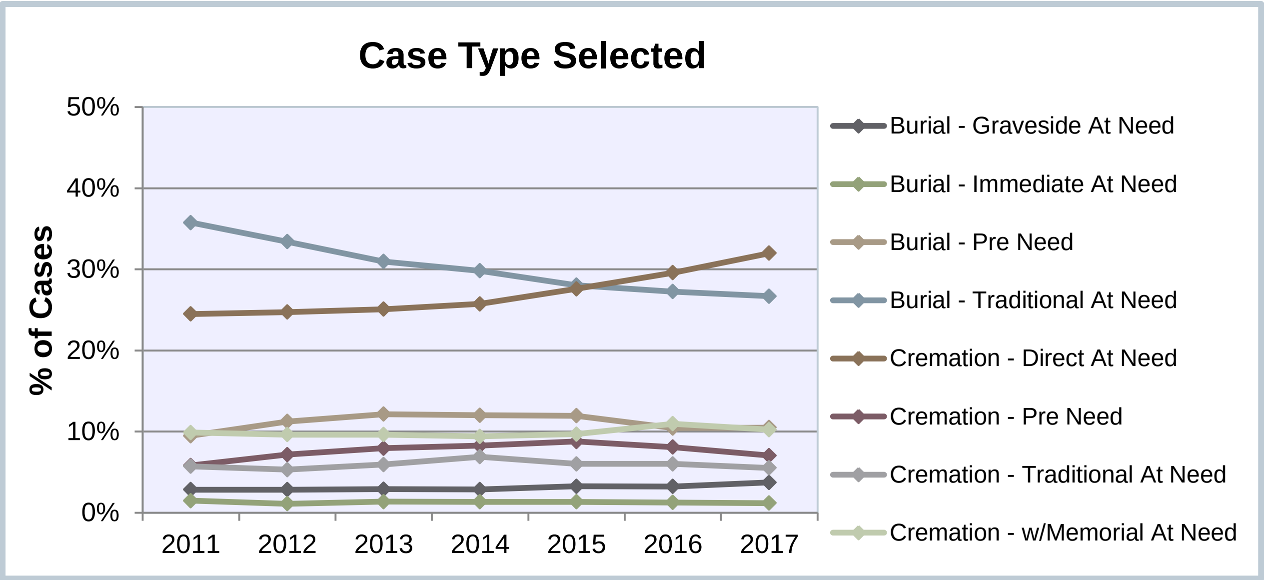
by Year and Case Type

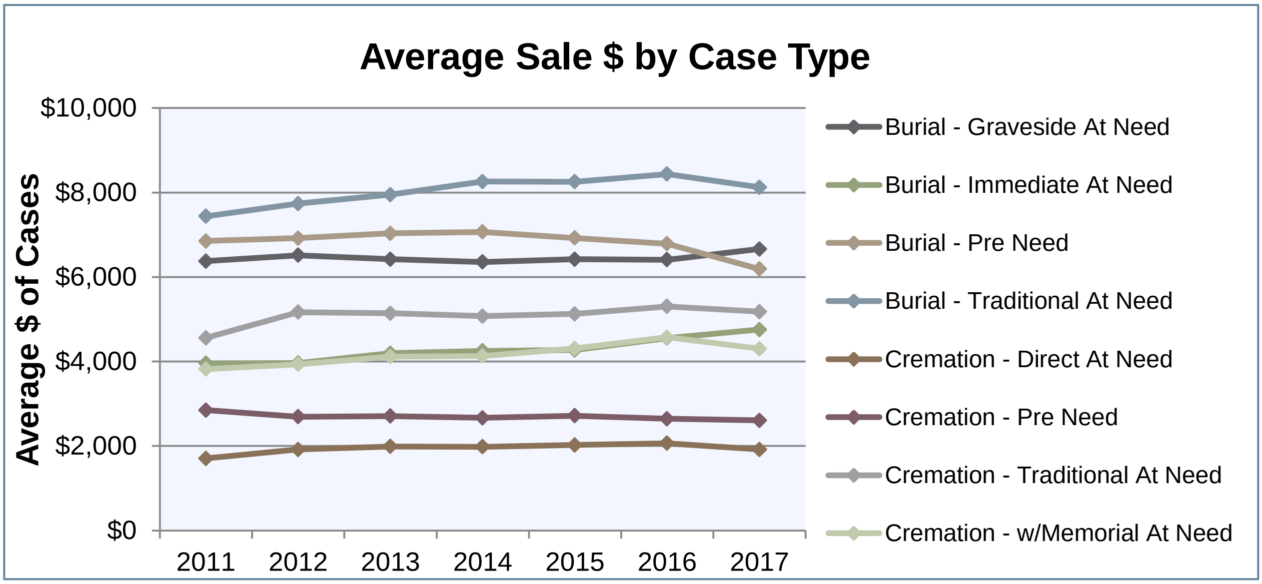




Sales Analysis

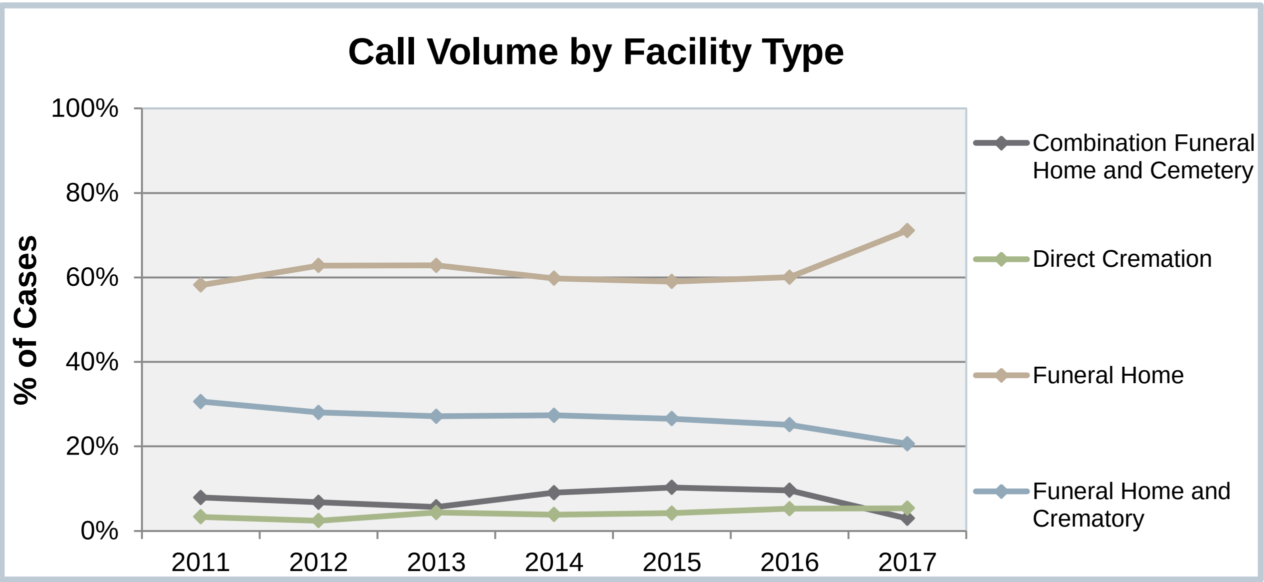
by Year and Case Type

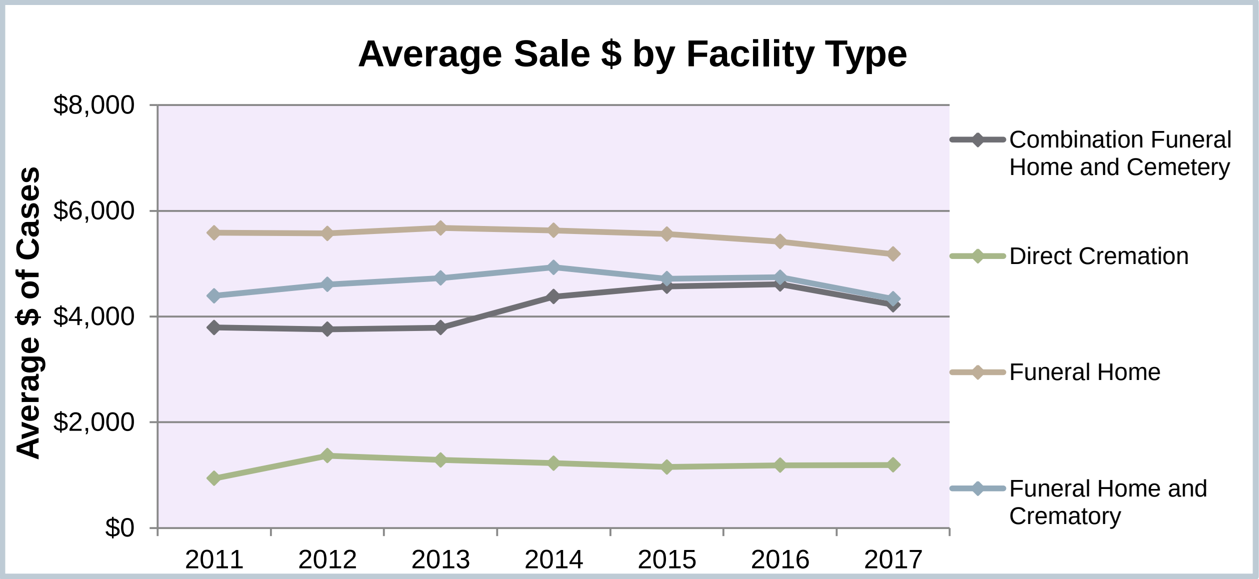




Sales Analysis

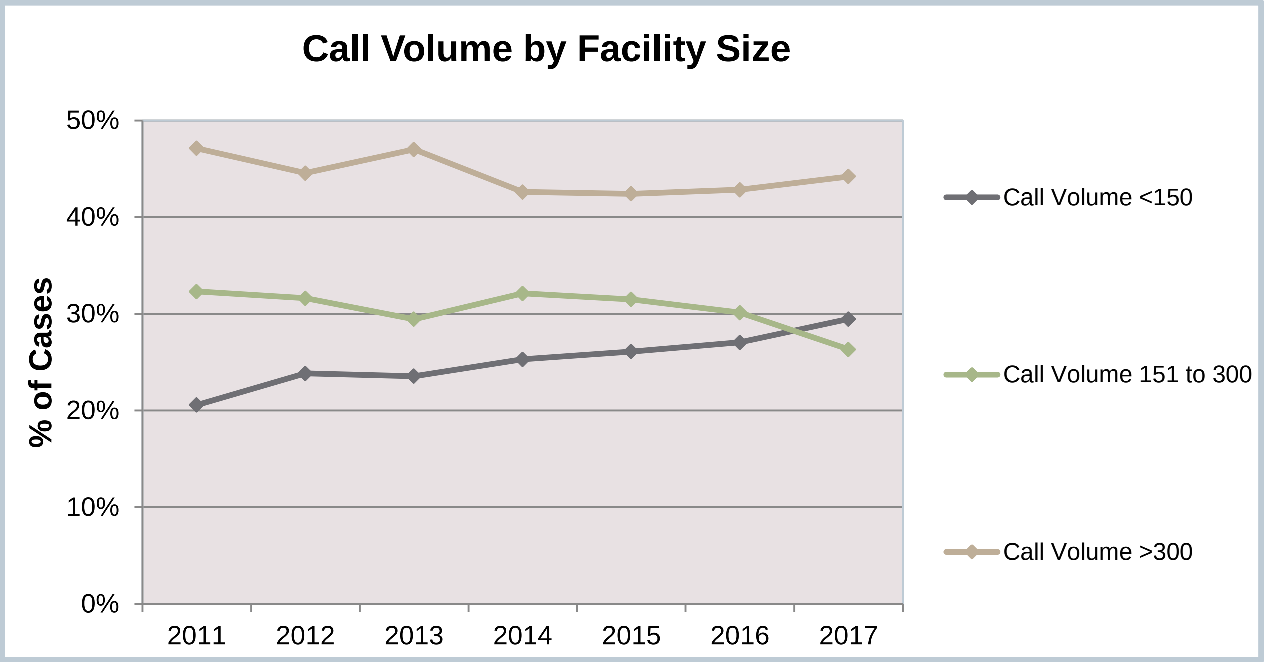
by Year and Market Factor

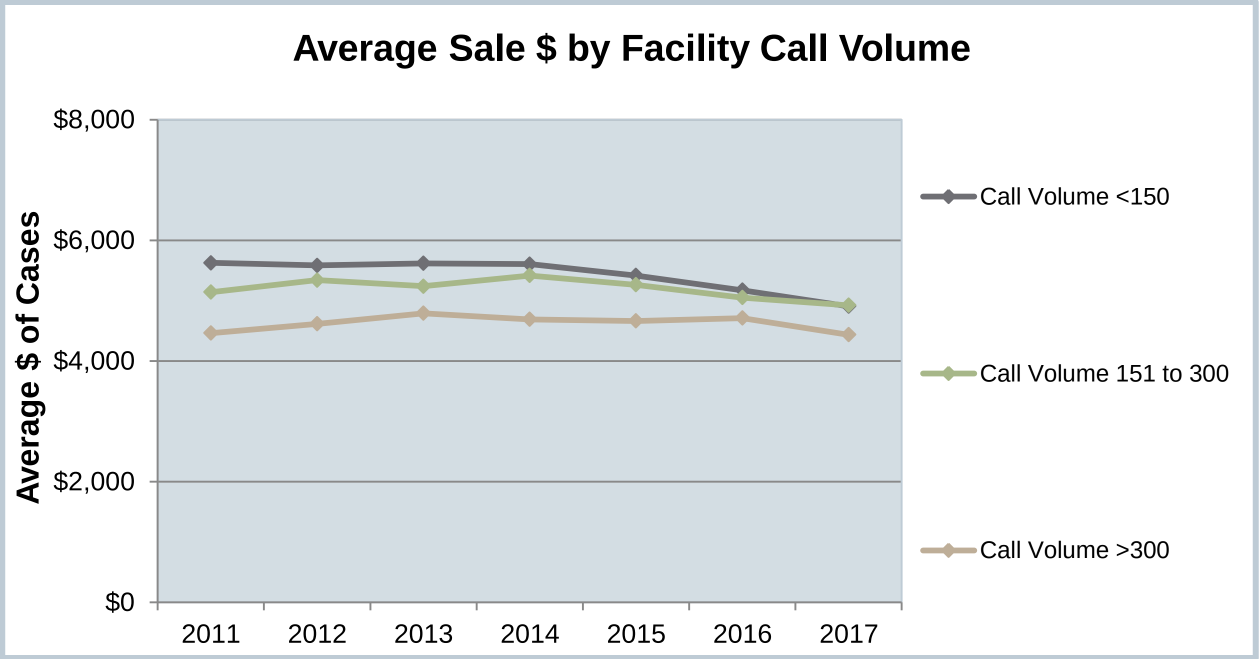




Sales Analysis

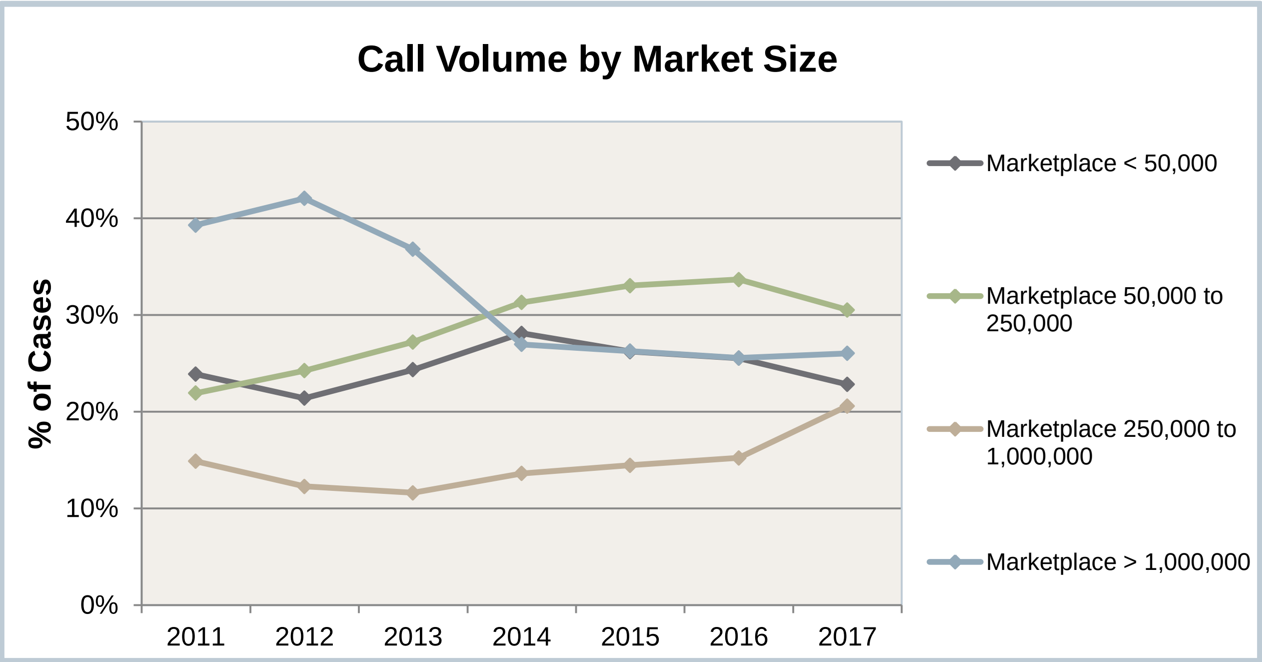
by Year and Market Factor

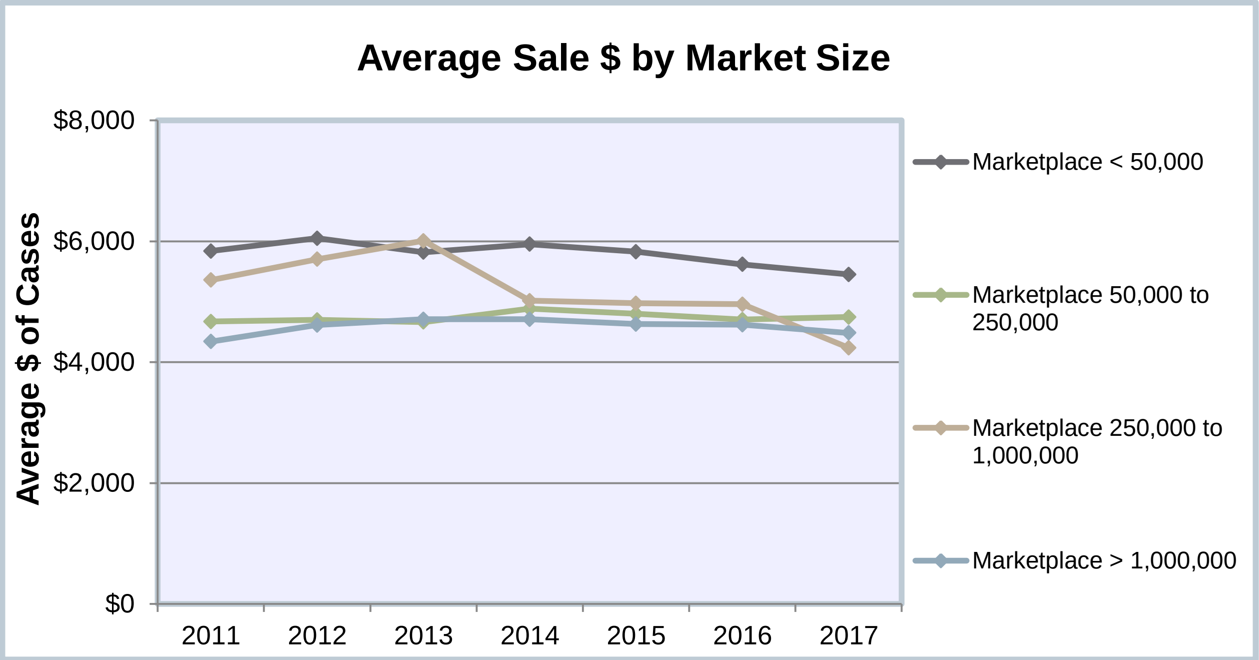




Sales Analysis

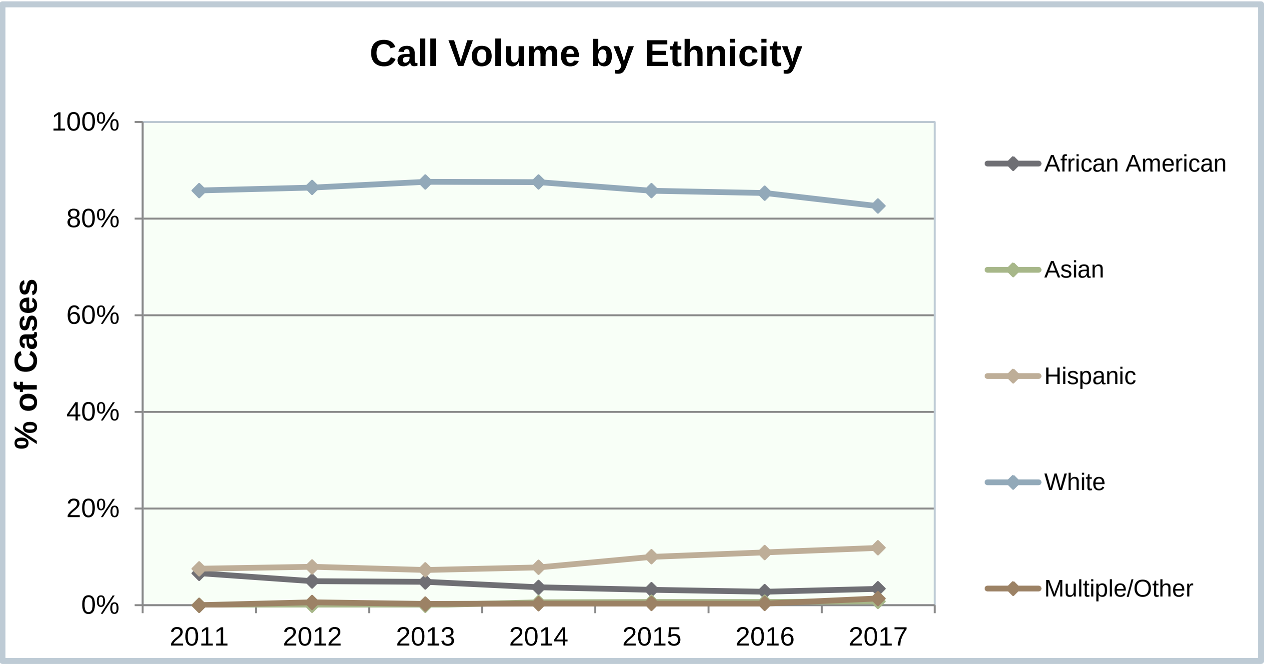
by Year and Market Factor

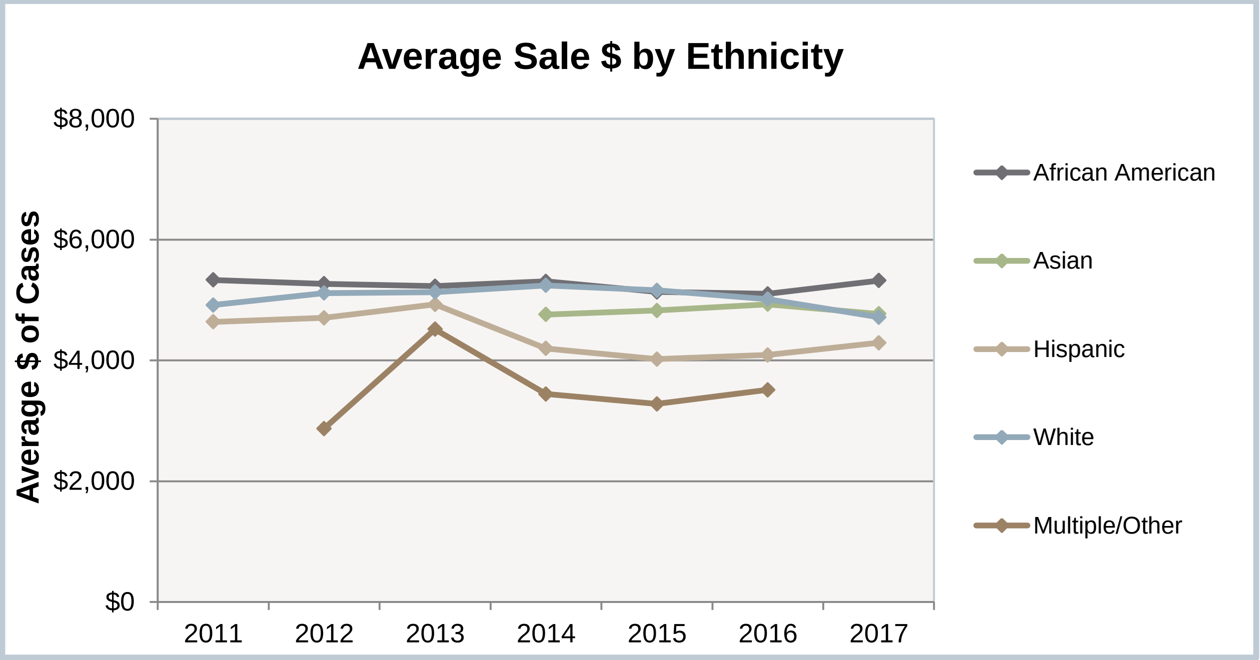




Sales Analysis

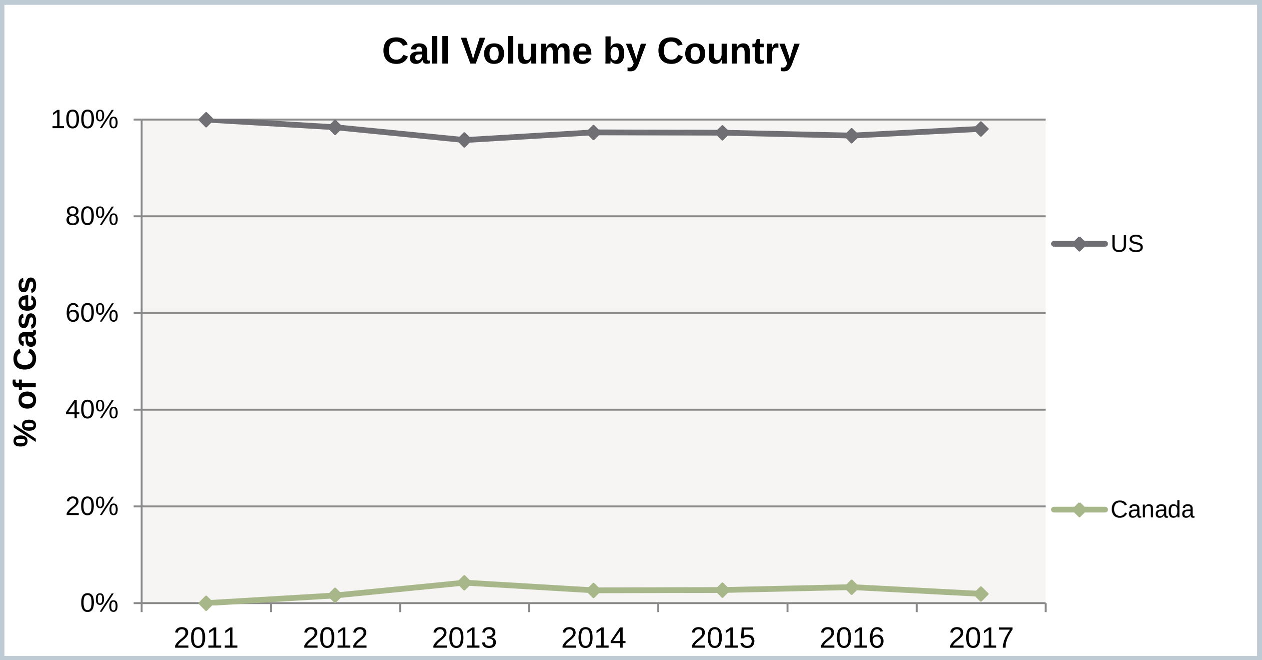
by Year and Market Factor

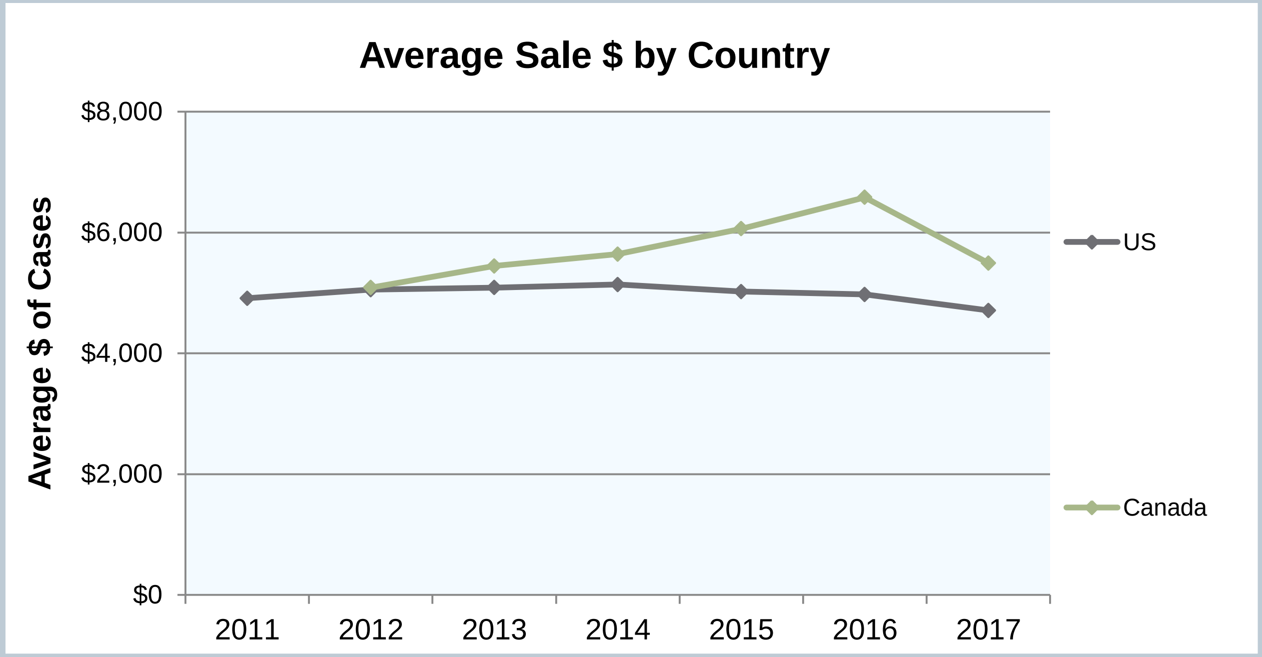




Sales Analysis

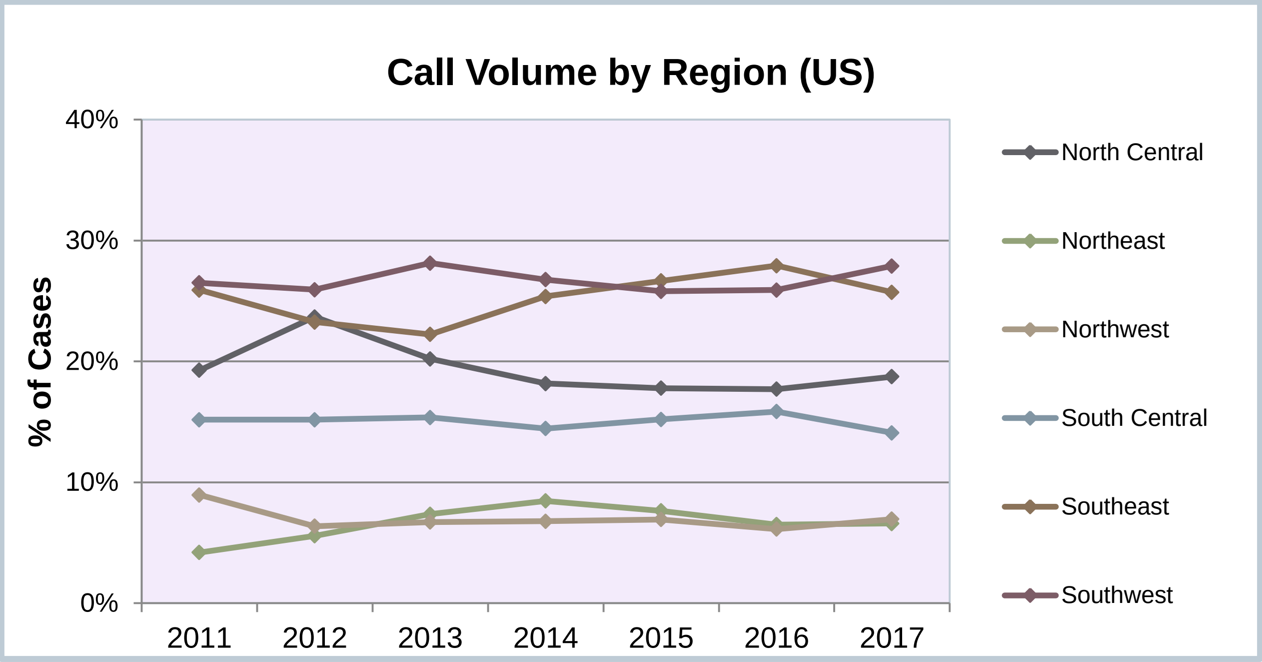
by Year and Region

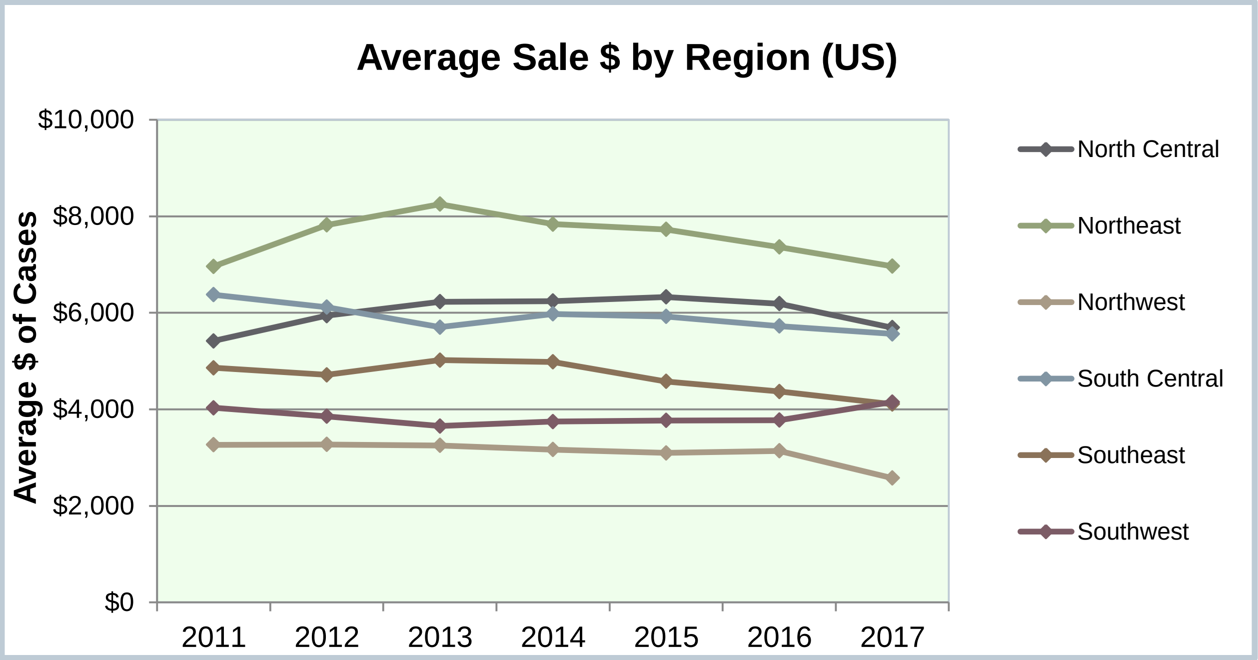




Sales Analysis

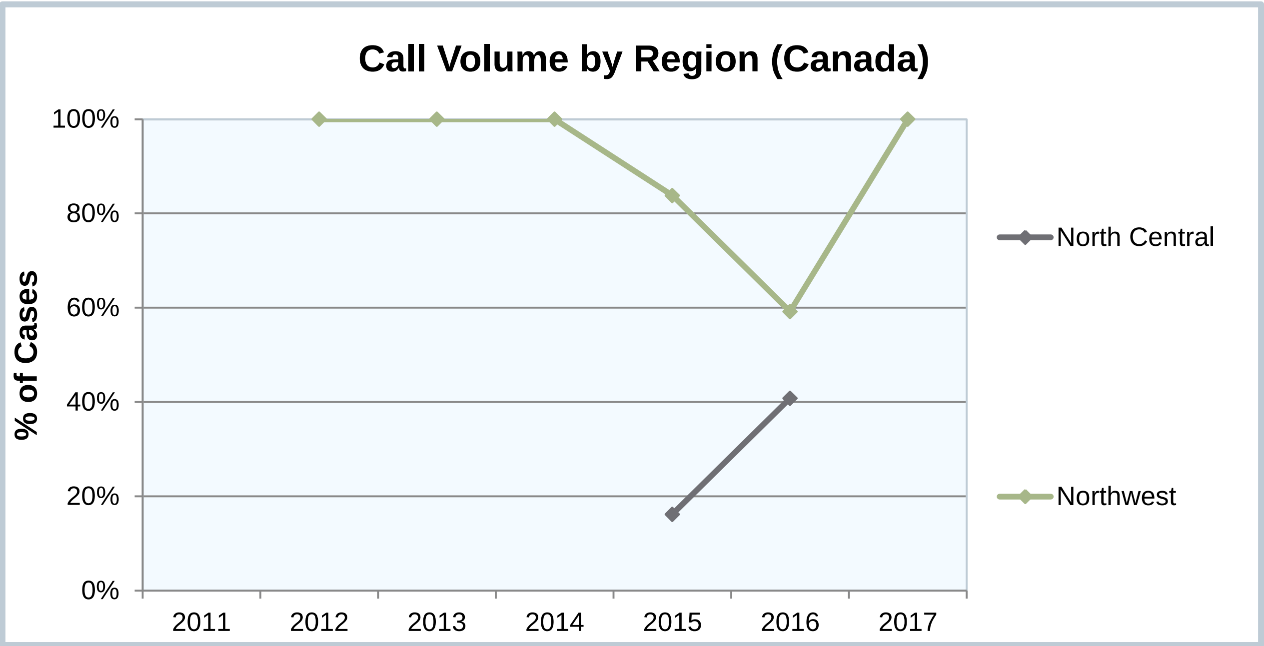
by Year and Region

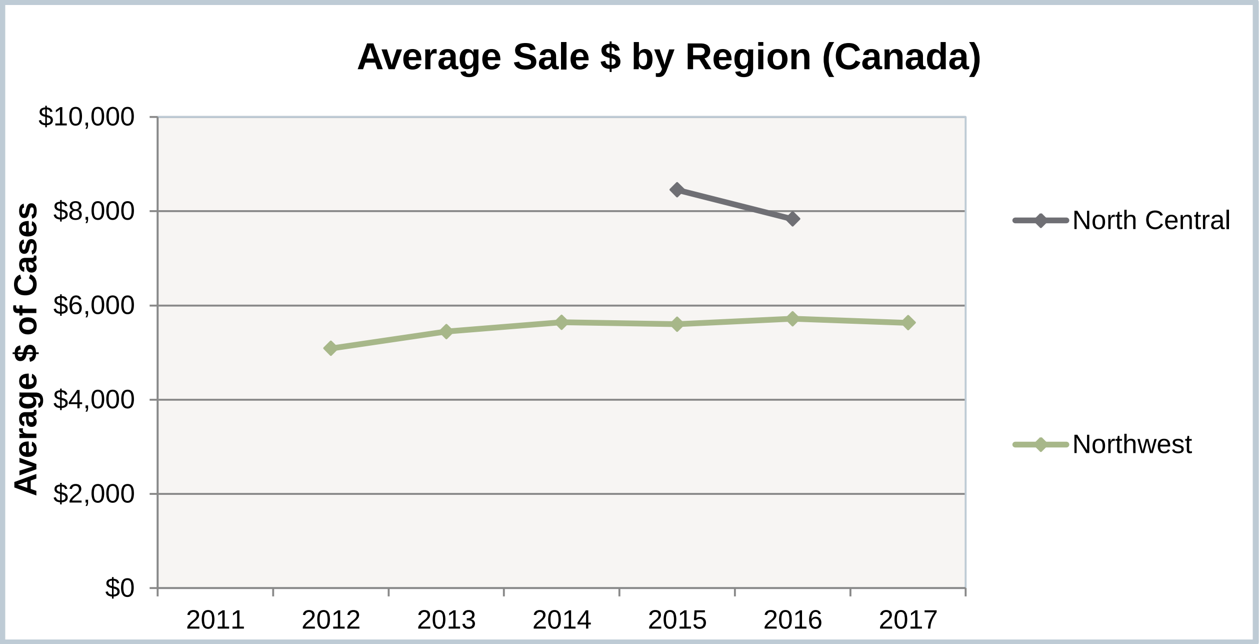




Sales Analysis

by Year and Region





SECTION 4B

Historical Trending - Data

2011-2017

Sales Analysis Sample

Counts of Sales Records

by Year and Case Type

	Year						
Sales Records Analyzed	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Number of Sales Records	24,069	34,914	42,127	64,945	80,814	92,560	109,434

	Year						
Primary Case Type	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Burial	11,931	16,975	19,969	29,900	36,051	39,068	46,093
Cremation	11,054	16,352	20,475	32,689	42,078	50,615	59,955
Shipping	1,084	1,587	1,683	2,356	2,685	2,877	3,386
Total	**24,069**	**34,914**	**42,127**	**64,945**	**80,814**	**92,560**	**109,434**

	Year						
Secondary Case Type	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
at-need Burial	9,649	13,049	14,847	22,100	26,396	29,404	34,602
at-need Cremation	9,654	13,854	17,127	27,320	34,984	43,120	52,246
at-need Shipping	1,084	1,587	1,683	2,356	2,685	2,877	3,386
pre-need Burial	2,282	3,926	5,122	7,800	9,655	9,664	11,491
pre-need Cremation	1,400	2,498	3,348	5,369	7,094	7,495	7,709
Total	**24,069**	**34,914**	**42,127**	**64,945**	**80,814**	**92,560**	**109,434**

	Year						
Standard Case Type	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Burial - Graveside at-need	686	993	1,227	1,863	2,632	3,004	4,078
Burial - Immediate at-need	355	390	572	869	1,094	1,174	1,309
Burial - pre-need	2,282	3,926	5,122	7,800	9,655	9,664	11,491
Burial - Traditional at-need	8,608	11,666	13,048	19,368	22,670	25,226	29,251
Cremation - Direct at-need	5,898	8,639	10,571	16,720	22,298	27,394	35,012
Cremation - pre-need	1,400	2,498	3,348	5,369	7,094	7,495	7,709
Cremation - Traditional at-need	1,377	1,854	2,499	4,482	4,858	5,567	6,038
Cremation - w/Memorial at-need	2,379	3,361	4,057	6,118	7,828	10,159	11,196
Shipping	1,084	1,587	1,683	2,356	2,685	2,877	3,386
Total	**24,069**	**34,914**	**42,127**	**64,945**	**80,814**	**92,560**	**109,434**

Sales Analysis Sample

Percentages of Sales Records

by Year and Case Type

	Year						
Sales Records Analyzed	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Number of Sales Records	24,069	34,914	42,127	64,945	80,814	92,560	109,434

	Year						
Primary Case Type	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Burial	49.6%	48.6%	47.4%	46.0%	44.6%	42.2%	42.1%
Cremation	45.9%	46.8%	48.6%	50.3%	52.1%	54.7%	54.8%
Shipping	4.5%	4.5%	4.0%	3.6%	3.3%	3.1%	3.1%
Total	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

	Year						
Secondary Case Type	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
at-need Burial	40.1%	37.4%	35.2%	34.0%	32.7%	31.8%	31.6%
at-need Cremation	40.1%	39.7%	40.7%	42.1%	43.3%	46.6%	47.7%
at-need Shipping	4.5%	4.5%	4.0%	3.6%	3.3%	3.1%	3.1%
pre-need Burial	9.5%	11.2%	12.2%	12.0%	11.9%	10.4%	10.5%
pre-need Cremation	5.8%	7.2%	7.9%	8.3%	8.8%	8.1%	7.0%
Total	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

	Year						
Standard Case Type	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Burial - Graveside at-need	2.9%	2.8%	2.9%	2.9%	3.3%	3.2%	3.7%
Burial - Immediate at-need	1.5%	1.1%	1.4%	1.3%	1.4%	1.3%	1.2%
Burial - pre-need	9.5%	11.2%	12.2%	12.0%	11.9%	10.4%	10.5%
Burial - Traditional at-need	35.8%	33.4%	31.0%	29.8%	28.1%	27.3%	26.7%
Cremation - Direct at-need	24.5%	24.7%	25.1%	25.7%	27.6%	29.6%	32.0%
Cremation - pre-need	5.8%	7.2%	7.9%	8.3%	8.8%	8.1%	7.0%
Cremation - Traditional at-need	5.7%	5.3%	5.9%	6.9%	6.0%	6.0%	5.5%
Cremation - w/Memorial at-need	9.9%	9.6%	9.6%	9.4%	9.7%	11.0%	10.2%
Shipping	4.5%	4.5%	4.0%	3.6%	3.3%	3.1%	3.1%
Total	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Sales Analysis Sample

Average Sales

by Year and Case Type

	Year						
Average $ per Case	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Average - All Cases	$4,910	$5,053	$5,103	$5,151	$5,051	$5,028	$4,742

	Year						
Primary Case Type	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Burial	$7,161	$7,389	$7,513	$7,714	$7,644	$7,757	$7,416
Cremation	$2,660	$2,819	$2,913	$2,920	$2,923	$3,010	$2,780
Shipping	$3,094	$3,089	$3,161	$3,569	$3,580	$3,468	$3,071
Total	**$4,910**	**$5,053**	**$5,103**	**$5,151**	**$5,051**	**$5,028**	**$4,742**

	Year						
Secondary Case Type	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
at-need Burial	$7,233	$7,530	$7,679	$7,941	$7,907	$8,075	$7,824
at-need Cremation	$2,632	$2,842	$2,952	$2,970	$2,965	$3,074	$2,805
at-need Shipping	$3,094	$3,089	$3,161	$3,569	$3,580	$3,468	$3,071
pre-need Burial	$6,853	$6,921	$7,033	$7,068	$6,925	$6,788	$6,189
pre-need Cremation	$2,847	$2,694	$2,709	$2,665	$2,714	$2,643	$2,605
Total	**$4,910**	**$5,053**	**$5,103**	**$5,151**	**$5,051**	**$5,028**	**$4,742**

	Year						
Standard Case Type	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Burial - Graveside at-need	$6,376	$6,515	$6,419	$6,356	$6,421	$6,409	$6,662
Burial - Immediate at-need	$3,958	$3,963	$4,195	$4,251	$4,272	$4,556	$4,754
Burial - pre-need	$6,853	$6,921	$7,033	$7,068	$6,925	$6,788	$6,189
Burial - Traditional at-need	$7,437	$7,735	$7,950	$8,259	$8,255	$8,437	$8,124
Cremation - Direct at-need	$1,704	$1,918	$1,988	$1,982	$2,022	$2,065	$1,918
Cremation - pre-need	$2,847	$2,694	$2,709	$2,665	$2,714	$2,643	$2,605
Cremation - Traditional at-need	$4,559	$5,166	$5,141	$5,072	$5,127	$5,302	$5,179
Cremation - w/Memorial at-need	$3,819	$3,935	$4,117	$4,132	$4,308	$4,573	$4,300
Shipping	$3,094	$3,089	$3,161	$3,569	$3,580	$3,468	$3,071
Total	**$4,910**	**$5,053**	**$5,103**	**$5,151**	**$5,051**	**$5,028**	**$4,742**

Counts of Sales Records

by Year and Market Factor

Sales Records Analyzed	2011	2012	2013	2014	2015	2016	2017
Number of Sales Records	24,069	34,914	42,127	64,945	80,814	92,560	109,434

Facility Type	2011	2012	2013	2014	2015	2016	2017
Combination Funeral Home and Cemetery	1,887	2,342	2,374	5,849	8,247	8,297	3,116
Direct Cremation	795	830	1,820	2,490	3,365	4,528	5,706
Funeral Home	13,907	21,756	26,298	38,680	47,404	51,888	75,675
Funeral Home and Crematory	7,313	9,705	11,355	17,697	21,321	21,687	21,928
Total	**23,902**	**34,633**	**41,847**	**64,716**	**80,337**	**86,400**	**106,425**

Call Volume	2011	2012	2013	2014	2015	2016	2017
Call Volume <150	4,920	8,271	9,861	16,374	20,967	23,395	29,689
Call Volume 151 to 300	7,721	10,973	12,326	20,778	25,298	26,061	26,523
Call Volume >300	11,261	15,466	19,672	27,564	34,072	37,053	44,540
Total	**23,902**	**34,710**	**41,859**	**64,716**	**80,337**	**86,509**	**100,752**

Market Size	2011	2012	2013	2014	2015	2016	2017
Marketplace < 50,000	5,708	7,429	10,196	18,189	21,066	21,963	24,571
Marketplace 50,000 to 250,000	5,244	8,416	11,395	20,255	26,543	28,955	32,861
Marketplace 250,000 to 1,000,000	3,555	4,265	4,861	8,816	11,622	13,091	22,155
Marketplace > 1,000,000	9,395	14,600	15,407	17,456	21,106	21,981	28,031
Total	**23,902**	**34,710**	**41,859**	**64,716**	**80,337**	**85,990**	**107,618**

Ethnicity	2011	2012	2013	2014	2015	2016	2017
African American	1,584	1,732	2,024	2,393	2,553	2,360	3,358
Asian				372	508	535	777
Hispanic	1,803	2,757	3,062	5,062	8,007	9,182	11,746
White	20,515	30,014	36,670	56,687	68,626	71,800	81,804
Multiple/Other		207	103	202	288	295	1,363
Total	**23,902**	**34,710**	**41,859**	**64,716**	**79,982**	**84,172**	**99,048**

Percentages of Sales Records

by Year and Market Factor

	Year						
Sales Records Analyzed	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Number of Sales Records	24,069	34,914	42,127	64,945	80,814	92,560	109,434

	Year						
Facility Type	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Combination Funeral Home and Cemetery	7.9%	6.8%	5.7%	9.0%	10.3%	9.6%	2.9%
Direct Cremation	3.3%	2.4%	4.3%	3.8%	4.2%	5.2%	5.4%
Funeral Home	58.2%	62.8%	62.8%	59.8%	59.0%	60.1%	71.1%
Funeral Home and Crematory	30.6%	28.0%	27.1%	27.3%	26.5%	25.1%	20.6%
Total	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

	Year						
Call Volume	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Call Volume <150	20.6%	23.8%	23.6%	25.3%	26.1%	27.0%	29.5%
Call Volume 151 to 300	32.3%	31.6%	29.4%	32.1%	31.5%	30.1%	26.3%
Call Volume >300	47.1%	44.6%	47.0%	42.6%	42.4%	42.8%	44.2%
Total	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

	Year						
Market Size	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Marketplace < 50,000	23.9%	21.4%	24.4%	28.1%	26.2%	25.5%	22.8%
Marketplace 50,000 to 250,000	21.9%	24.2%	27.2%	31.3%	33.0%	33.7%	30.5%
Marketplace 250,000 to 1,000,000	14.9%	12.3%	11.6%	13.6%	14.5%	15.2%	20.6%
Marketplace > 1,000,000	39.3%	42.1%	36.8%	27.0%	26.3%	25.6%	26.0%
Total	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

	Year						
Ethnicity	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
African American	6.6%	5.0%	4.8%	3.7%	3.2%	2.8%	3.4%
Asian	0.0%	0.0%	0.0%	0.6%	0.6%	0.6%	0.8%
Hispanic	7.5%	7.9%	7.3%	7.8%	10.0%	10.9%	11.9%
White	85.8%	86.5%	87.6%	87.6%	85.8%	85.3%	82.6%
Multiple/Other	0.0%	0.6%	0.2%	0.3%	0.4%	0.4%	1.4%
Total	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Average Sales

by Year and Market Factor

Average $ per Case	Year						
	2011	2012	2013	2014	2015	2016	2017
Average - All Cases	$4,910	$5,053	$5,103	$5,151	$5,051	$5,028	$4,742

Facility Type	Year						
	2011	2012	2013	2014	2015	2016	2017
Combination Funeral Home and Cemetery	$3,792	$3,760	$3,790	$4,376	$4,571	$4,612	$4,222
Direct Cremation	$938	$1,368	$1,284	$1,226	$1,153	$1,184	$1,190
Funeral Home	$5,584	$5,572	$5,674	$5,629	$5,561	$5,416	$5,180
Funeral Home and Crematory	$4,391	$4,605	$4,728	$4,930	$4,715	$4,742	$4,335
Total	**$4,923**	**$5,078**	**$5,119**	**$5,155**	**$5,050**	**$4,948**	**$4,764**

Call Volume	Year						
	2011	2012	2013	2014	2015	2016	2017
Call Volume <150	$5,628	$5,584	$5,620	$5,604	$5,417	$5,174	$4,908
Call Volume 151 to 300	$5,143	$5,341	$5,239	$5,417	$5,265	$5,051	$4,924
Call Volume >300	$4,464	$4,617	$4,791	$4,691	$4,666	$4,711	$4,436
Total	**$4,923**	**$5,076**	**$5,118**	**$5,155**	**$5,050**	**$4,939**	**$4,703**

Market Size	Year						
	2011	2012	2013	2014	2015	2016	2017
Marketplace < 50,000	$5,838	$6,051	$5,819	$5,951	$5,829	$5,618	$5,450
Marketplace 50,000 to 250,000	$4,672	$4,699	$4,664	$4,884	$4,799	$4,703	$4,746
Marketplace 250,000 to 1,000,000	$5,359	$5,702	$6,007	$5,018	$4,974	$4,959	$4,237
Marketplace > 1,000,000	$4,341	$4,615	$4,711	$4,709	$4,631	$4,619	$4,485
Total	**$4,923**	**$5,076**	**$5,118**	**$5,155**	**$5,050**	**$4,955**	**$4,734**

Ethnicity	Year						
	2011	2012	2013	2014	2015	2016	2017
African American	$5,332	$5,268	$5,228	$5,309	$5,134	$5,102	$5,322
Asian				$4,759	$4,826	$4,930	$4,771
Hispanic	$4,638	$4,703	$4,926	$4,199	$4,020	$4,089	$4,291
White	$4,916	$5,115	$5,130	$5,243	$5,159	$5,013	$4,714
Multiple/Other		$2,872	$4,515	$3,444	$3,278	$3,512	$7,842
Total	**$4,923**	**$5,076**	**$5,118**	**$5,155**	**$5,035**	**$4,909**	**$4,728**

Counts of Sales Records

by Year and Region

	Year						
Sales Records Analyzed	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Number of Sales Records	24,069	34,914	42,127	64,945	80,814	92,560	109,685

	Year						
Country	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
US	24,069	34,356	40,350	63,230	78,620	89,496	106,092
Canada		558	1,777	1,715	2,194	3,064	2,080
Total	**24,069**	**34,914**	**42,127**	**64,945**	**80,814**	**92,560**	**108,172**

	Year						
Region	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
US							
North Central	4,606	8,088	8,101	11,449	13,901	14,838	19,738
Northeast	1,004	1,905	2,951	5,329	5,965	5,445	6,946
Northwest	2,140	2,175	2,688	4,271	5,405	5,132	7,322
South Central	3,627	5,184	6,156	9,098	11,880	13,282	14,843
Southeast	6,191	7,943	8,910	15,989	20,828	23,391	27,091
Southwest	6,334	8,857	11,276	16,865	20,164	21,709	29,382
Total	**23,902**	**34,152**	**40,082**	**63,001**	**78,143**	**83,797**	**105,322**

Region	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Canada							
North Central					355	1,250	
Northwest		558	1,777	1,715	1,839	1,814	1,941
Total		**558**	**1,777**	**1,715**	**2,194**	**3,064**	**1,941**

Percentages of Sales Records

by Year and Region

	Year						
Sales Records Analyzed	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Number of sales records	24,069	34,914	42,127	64,945	80,814	92,560	109,685

	Year						
Country	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
US	100%	98%	96%	97%	97%	97%	98%
Canada	0%	2%	4%	3%	3%	3%	2%
Total	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

	Year						
Region	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
US							
North Central	19%	24%	20%	18%	18%	18%	19%
Northeast	4%	6%	7%	8%	8%	6%	7%
Northwest	9%	6%	7%	7%	7%	6%	7%
South Central	15%	15%	15%	14%	15%	16%	14%
Southeast	26%	23%	22%	25%	27%	28%	26%
Southwest	26%	26%	28%	27%	26%	26%	28%
Total	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

	Year						
Region	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Canada							
North Central					16%	41%	
Northwest		100%	100%	100%	84%	59%	
Total		**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

Section 4B: Historical Trending - Data

Average Sales

by Year and Region

Average $ per Case	2011	2012	2013	2014	2015	2016	2017
				Year			
Average – All Cases	$4,910	$5,053	$5,103	$5,151	$5,051	$5,028	$4,742

Country	2011	2012	2013	2014	2015	2016	2017
				Year			
US	$4,910	$5,053	$5,088	$5,137	$5,022	$4,975	$4,708
Canada		$5,088	$5,445	$5,643	$6,063	$6,581	$5,493
Total	**$4,910**	**$5,053**	**$5,103**	**$5,151**	**$5,051**	**$5,028**	**$4,723**

Region	2011	2012	2013	2014	2015	2016	2017
				Year			
US							
North Central	$5,415	$5,941	$6,228	$6,241	$6,327	$6,188	$5,690
Northeast	$6,963	$7,819	$8,252	$7,838	$7,728	$7,361	$6,966
Northwest	$3,266	$3,272	$3,253	$3,164	$3,096	$3,140	$2,576
South Central	$6,374	$6,117	$5,703	$5,977	$5,922	$5,724	$5,562
Southeast	$4,861	$4,715	$5,019	$4,981	$4,576	$4,367	$4,108
Southwest	$4,031	$3,854	$3,654	$3,747	$3,768	$3,776	$4,149
Total	**$4,923**	**$5,076**	**$5,104**	**$5,142**	**$5,022**	**$4,871**	**$4,703**

Region	2011	2012	2013	2014	2015	2016	2017
				Year			
Canada							
North Central					$8,453	$7,835	
Northwest		$5,088	$5,445	$5,643	$5,601	$5,717	$5,631
Total		**$5,088**	**$5,445**	**$5,643**	**$6,063**	**$6,581**	**$5,631**

SECTION 4C

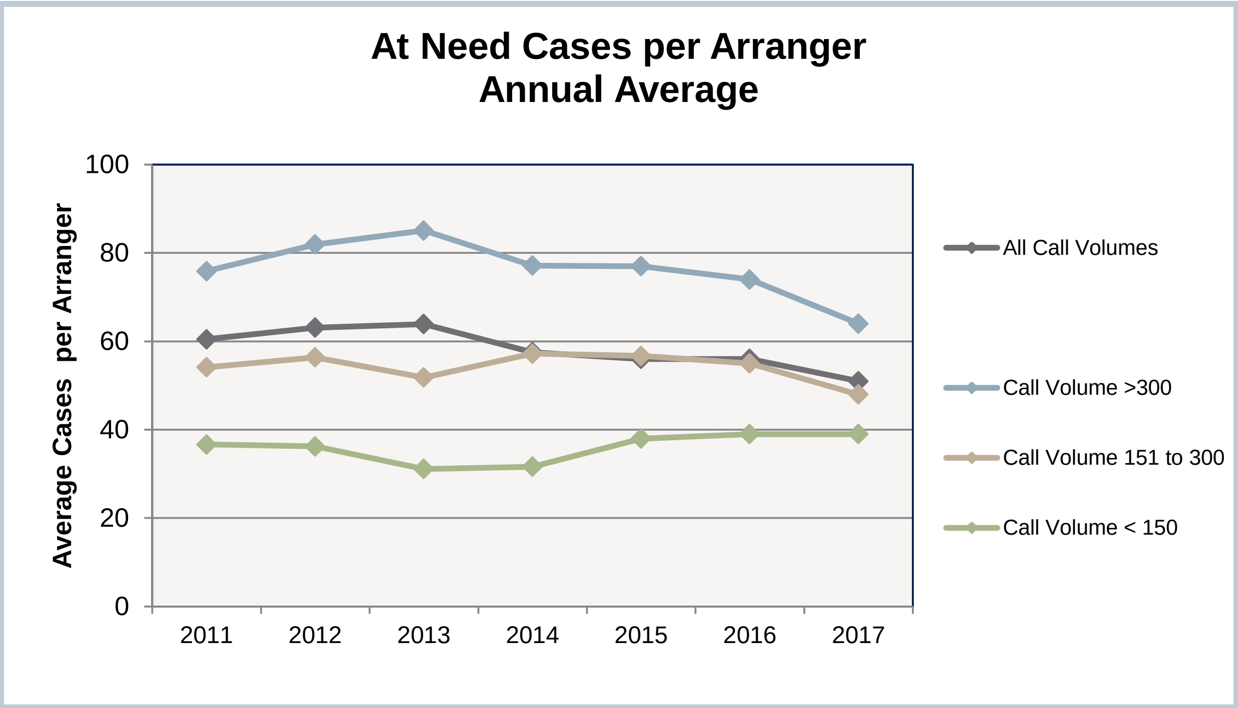
Historical Trending – Cases per Arranger

2011-2017

Arranger* Analysis

At Need Cases per Arranger

by Year and Facility Call Volume



At Need Cases per Arranger

	Year						
Facility Call Volume:	2011	2012	2013	2014	2015	2016	2017
All Call Volumes	**60**	**63**	**64**	**58**	**56**	**56**	**51**
Call Volume < 150	37	36	31	32	38	39	39
Call Volume 151-300	54	56	52	57	57	55	48
Call Volume > 300	76	82	85	77	77	74	64

*Arrangers with fewer than 12 cases per year are excluded from this analysis

SECTION 4D

Historical Trending – Sales Components

2011-2017

Sales Analysis Sample

Sales Records

by Product

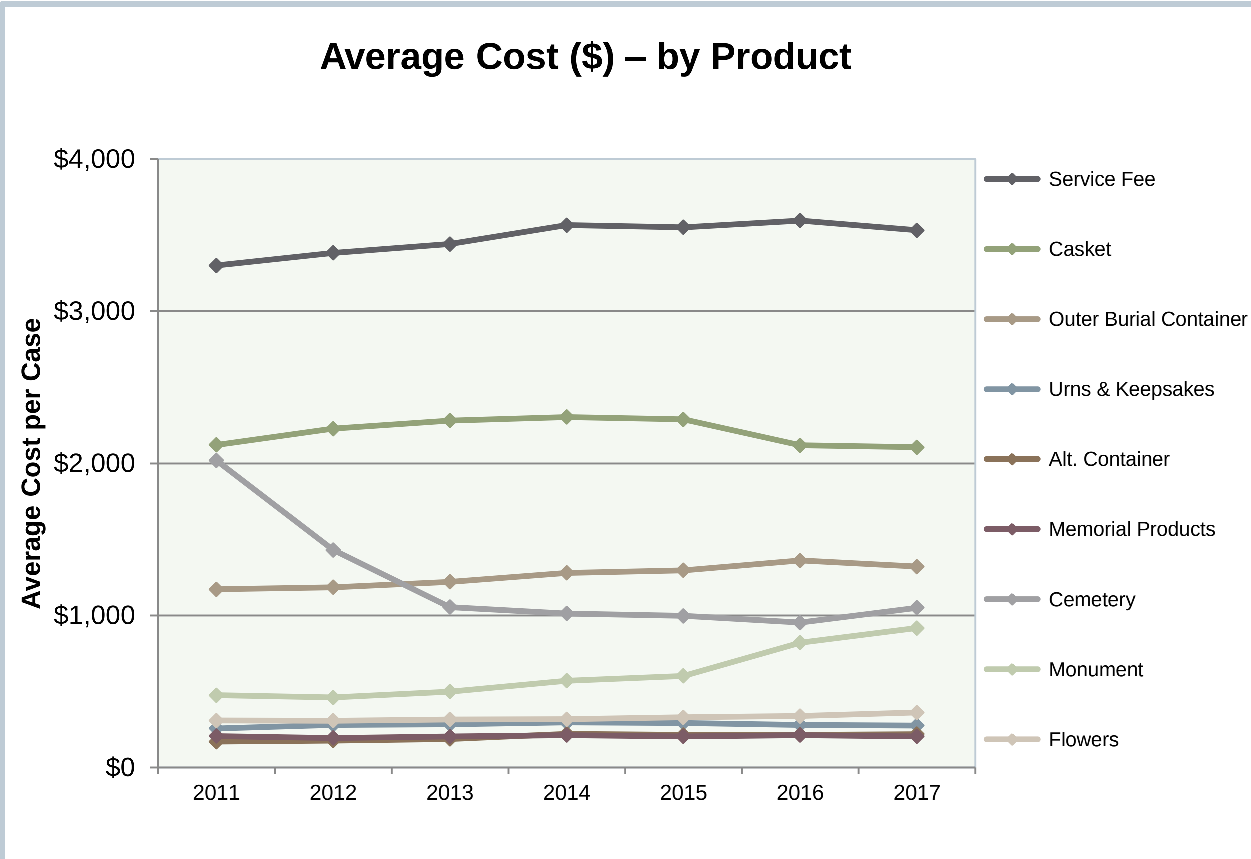
	Year						
Sales Records Analyzed	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Number of Sales Records	24,069	34,914	42,127	64,945	80,814	92,560	109,434
Average per Case (Before Tax Total)	$4,910	$5,053	$5,103	$5,151	$5,051	$5,028	$4,742

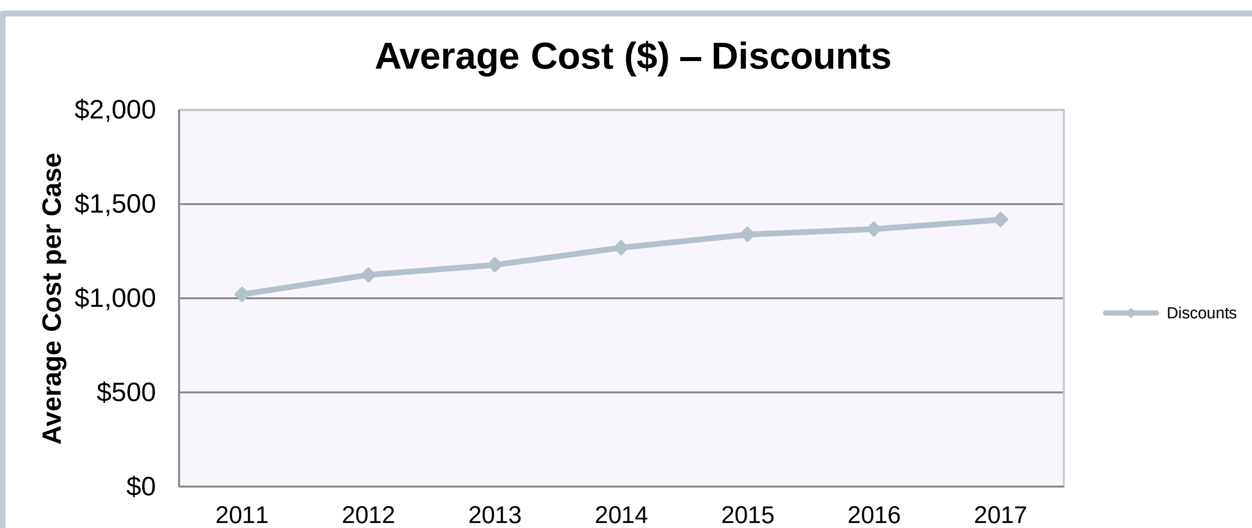
	Year						
Number of Cases	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Service Fee	24,048	34,884	42,090	64,886	80,771	92,481	108,950
Casket	14,002	20,053	23,914	35,486	43,446	51,423	57,101
Outer Burial Container	6,301	9,016	10,585	15,286	17,278	18,808	18,987
Urns & Keepsakes	6,028	9,631	12,756	18,989	23,644	28,541	28,448
Alt. Container	6,130	9,355	12,916	21,163	27,292	29,919	31,163
Memorial Products	12,629	18,874	21,403	32,186	36,910	41,182	41,814
Cemetery	473	863	1,197	2,400	3,135	3,031	2,981
Monument	241	665	786	1,087	1,273	1,640	1,311
Flowers	4,244	6,908	6,612	11,707	15,852	15,972	18,828
Discounts	7,194	9,267	11,172	20,283	27,025	29,792	38,156

	Year						
Average $ per Case	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Service Fee	$3,302	$3,384	$3,442	$3,566	$3,552	$3,597	$3,533
Casket	$2,121	$2,229	$2,282	$2,305	$2,289	$2,119	$2,106
Outer Burial Container	$1,172	$1,186	$1,221	$1,280	$1,297	$1,362	$1,322
Urns & Keepsakes	$257	$281	$285	$296	$293	$281	$277
Alt. Container	$170	$178	$189	$221	$214	$216	$220
Memorial Products	$207	$195	$203	$213	$205	$213	$205
Cemetery	$2,018	$1,431	$1,055	$1,012	$997	$953	$1,051
Monument	$476	$460	$500	$571	$603	$822	$917
Flowers	$309	$308	$317	$317	$330	$339	$362
Discounts	$1,020	$1,124	$1,177	$1,269	$1,339	$1,367	$1,417

Sales Analysis

by Product





Sales Analysis Sample

Counts of Sales Records

by Product - Burials

	Year						
Sales Records Analyzed	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Number of Sales Records	11,931	16,975	19,969	29,898	36,051	39,068	46,093
Average $per Case (Before Tax Total)	$7,161	$7,389	$7,513	$7,714	$7,644	$7,757	$7,416

	Year						
Number of Cases	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Service Fee	11,921	16,963	19,952	29,871	36,035	39,026	45,772
Casket	11,178	15,952	18,764	27,372	32,977	35,968	40,469
Outer Burial Container	5,983	8,506	10,088	14,311	16,223	17,768	17,820
Urns & Keepsakes	211	202	175	291	354	494	801
Alt. Container	121	197	235	573	854	689	720
Memorial Products	8,670	12,442	13,649	20,418	23,353	25,349	26,482
Cemetery	356	727	990	1,859	2,405	2,224	2,301
Monument	190	538	644	820	950	1,133	931
Flowers	2,998	4,873	4,635	8,053	11,025	10,997	13,110
Discounts	3,796	4,819	5,593	10,126	13,630	14,144	17,501

	Year						
Average $ per Case	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Service Fee	$4,262	$4,348	$4,443	$4,690	$4,731	$4,807	$4,839
Casket	$2,409	$2,533	$2,624	$2,697	$2,723	$2,715	$2,663
Outer Burial Container	$1,205	$1,224	$1,252	$1,327	$1,341	$1,404	$1,368
Urns & Keepsakes	$317	$362	$418	$456	$410	$378	$291
Alt. Container	$486	$292	$335	$775	$456	$572	$693
Memorial Products	$202	$194	$198	$211	$206	$213	$203
Cemetery	$2,215	$1,548	$1,119	$1,084	$1,092	$1,055	$1,120
Monument	$494	$478	$496	$556	$585	$776	$869
Flowers	$326	$324	$336	$340	$349	$358	$384
Discounts	$1,100	$1,160	$1,280	$1,456	$1,611	$1,631	$1,741

Sales Analysis Sample

Counts of Sales Records

by Product - Cremations

Sales Records Analyzed	Year 2011	2012	2013	2014	2015	2016	2017
Number of Sales Records	11,054	16,352	20,475	32,688	42,078	50,614	59,955
Average $ per Case (Before Tax Total)	$2,660	$2,819	$2,913	$2,920	$2,923	$3,010	$2,884

Number of Cases	Year 2011	2012	2013	2014	2015	2016	2017
Service Fee	11,049	16,340	20,467	32,671	42,058	50,584	59,578
Casket	2,355	3,356	4,466	7,103	9,332	14,276	15,322
Outer Burial Container	200	334	368	758	778	785	910
Urns & Keepsakes	5,783	9,381	12,550	18,635	23,215	27,983	27,577
Alt. Container	5,534	8,417	11,950	19,657	25,421	28,150	29,478
Memorial Products	3,755	6,130	7,409	11,318	13,058	15,319	14,880
Cemetery	109	126	191	494	685	746	635
Monument	46	117	133	252	307	489	367
Flowers	1,181	1,903	1,868	3,471	4,558	4,744	5,467
Discounts	3,280	4,196	5,335	9,828	13,015	15,223	19,938

Average $ per Case	Year 2011	2012	2013	2014	2015	2016	2017
Service Fee	$2,395	$2,514	$2,576	$2,627	$2,619	$2,734	$2,610
Casket	$778	$836	$848	$794	$749	$609	$640
Outer Burial Container	$389	$395	$403	$418	$442	$463	$445
Urns & Keepsakes	$255	$279	$283	$293	$291	$279	$276
Alt. Container	$159	$174	$185	$205	$206	$206	$207
Memorial Products	$220	$197	$215	$216	$205	$213	$211
Cemetery	$1,284	$804	$707	$690	$651	$656	$797
Monument	$409	$403	$519	$603	$658	$918	$1,013
Flowers	$263	$265	$267	$262	$281	$291	$307
Discounts	$936	$1,086	$1,078	$1,090	$1,065	$1,133	$1,147

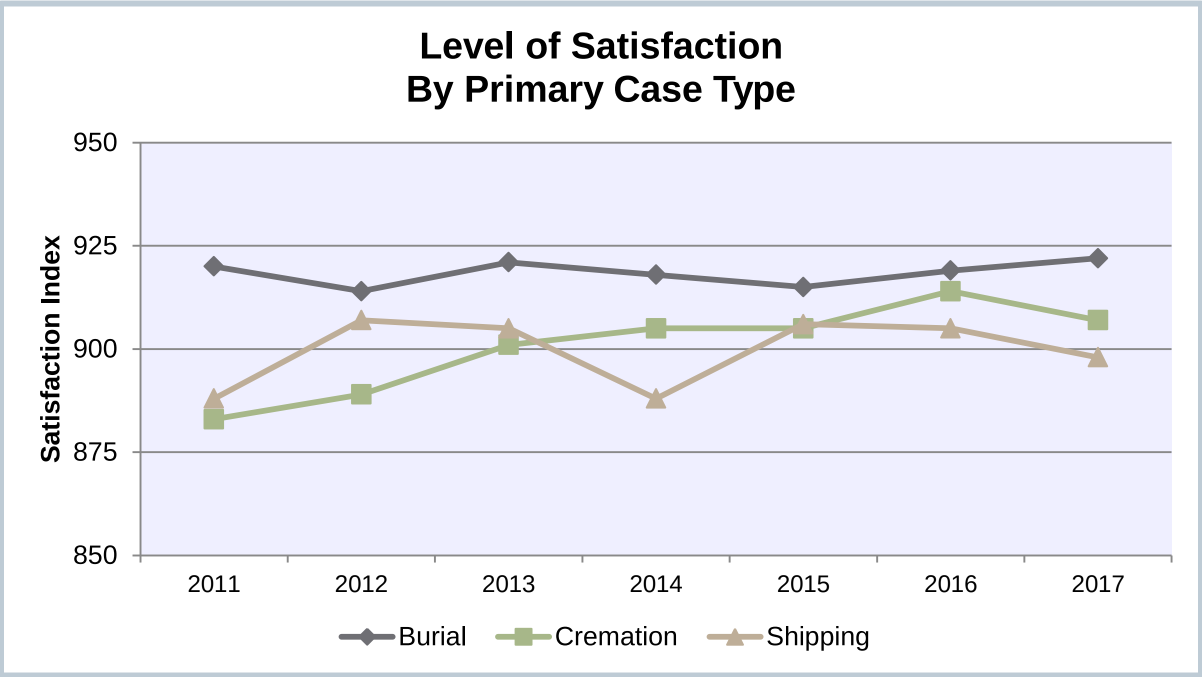
SECTION 4E

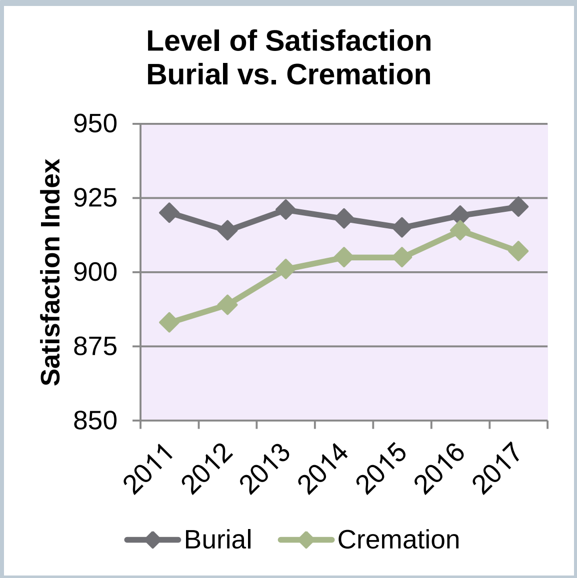
Historical Trending – Survey Results: Graphs

2011-2017

Survey Analysis: Level of Satisfaction

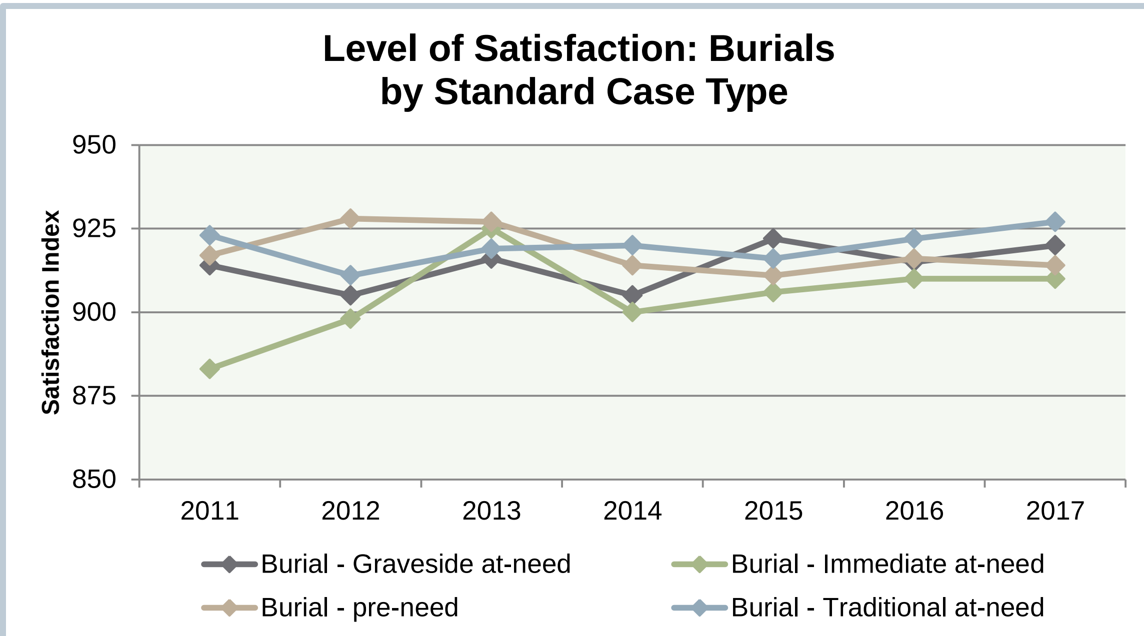
by Year and Case Type

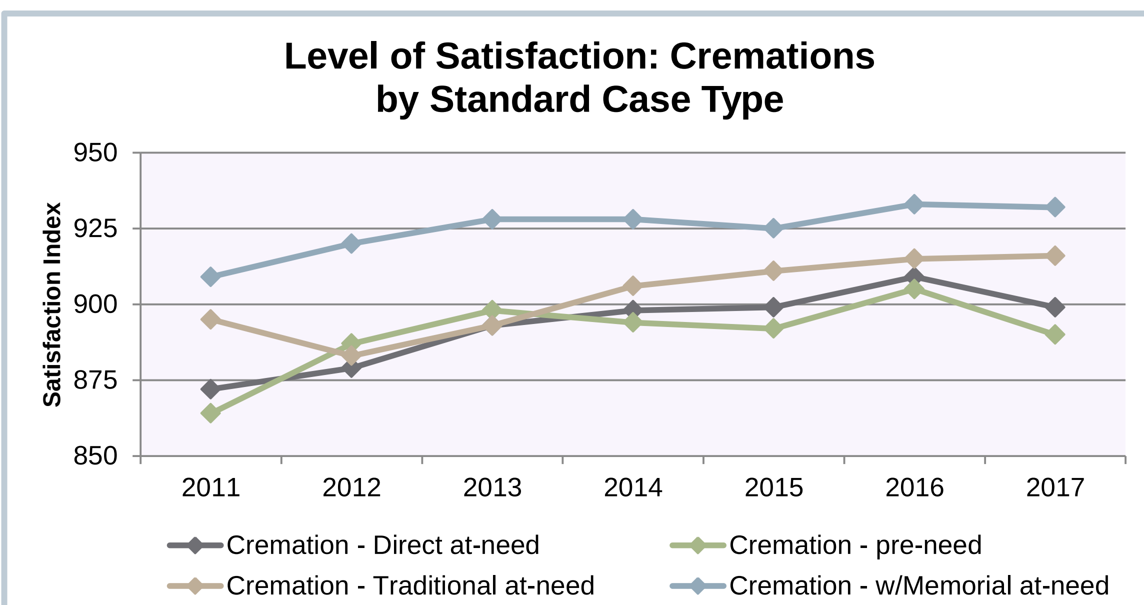




Survey Analysis: Level of Satisfaction

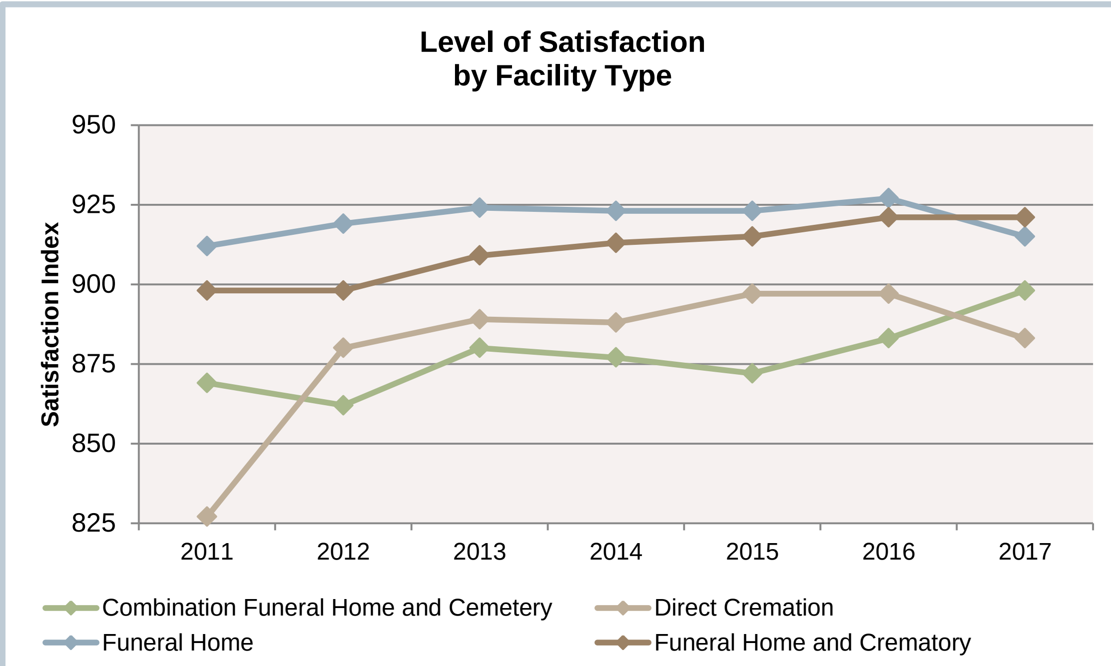
by Year and Case Type

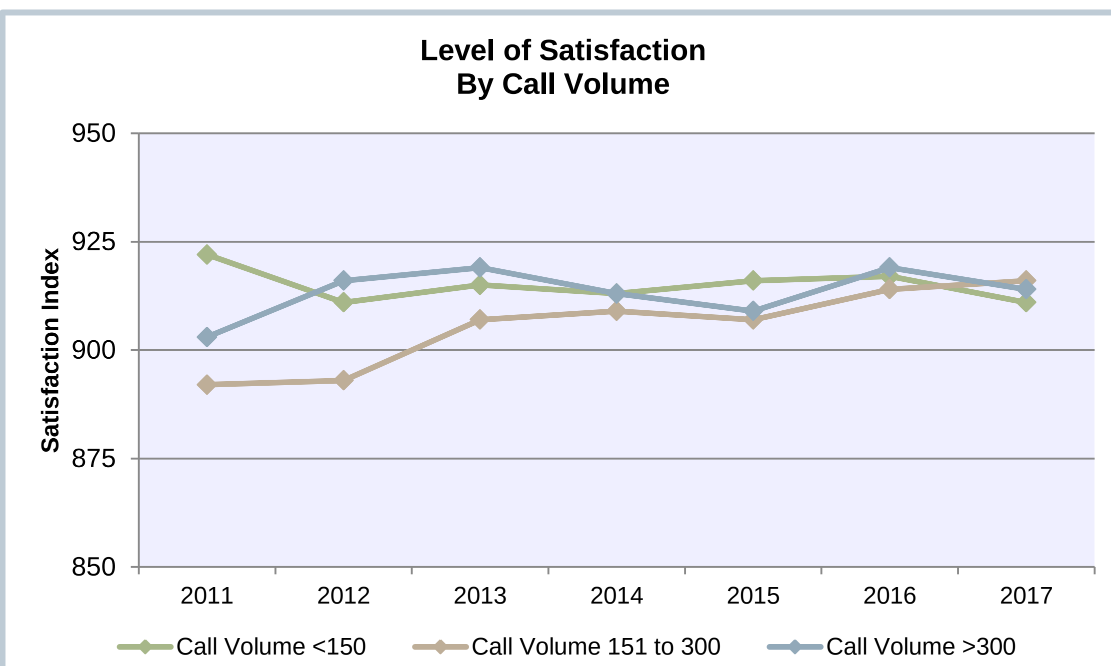




Survey Analysis: Level of Satisfaction

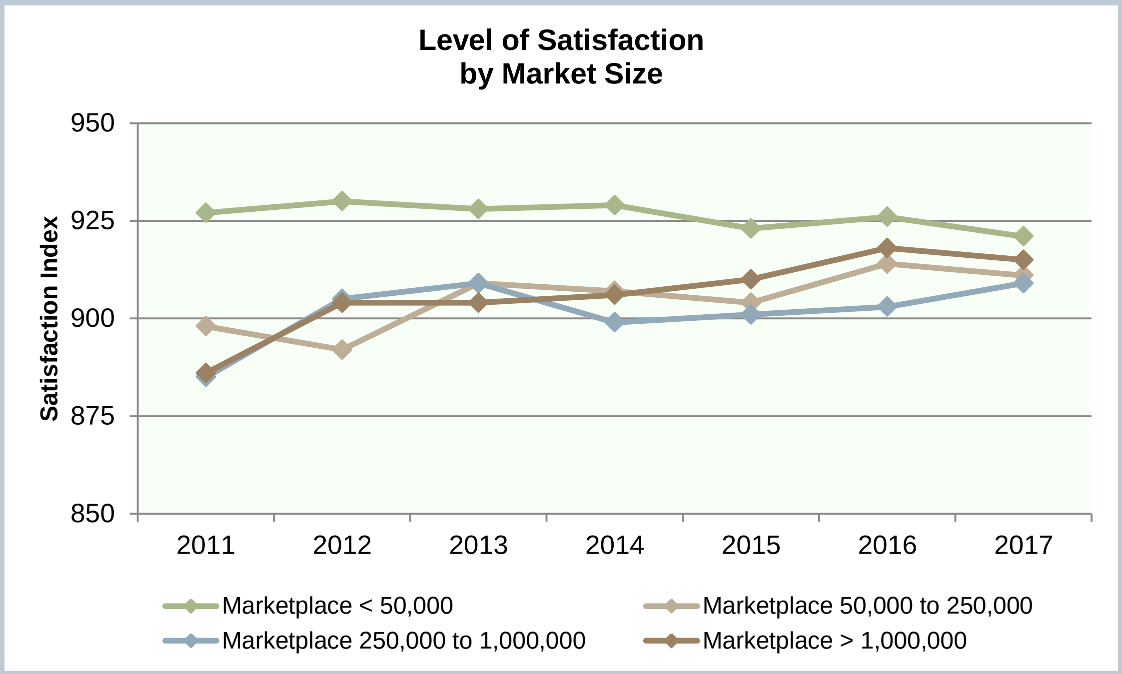
by Year and Market Factor

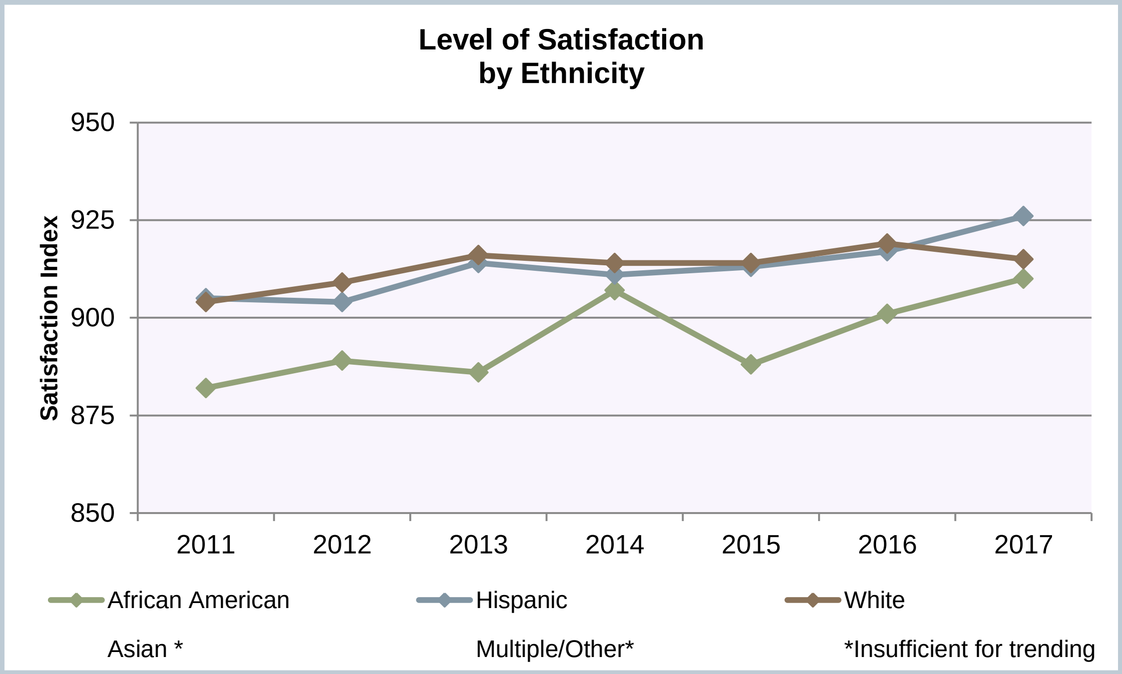




Survey Analysis: Level of Satisfaction

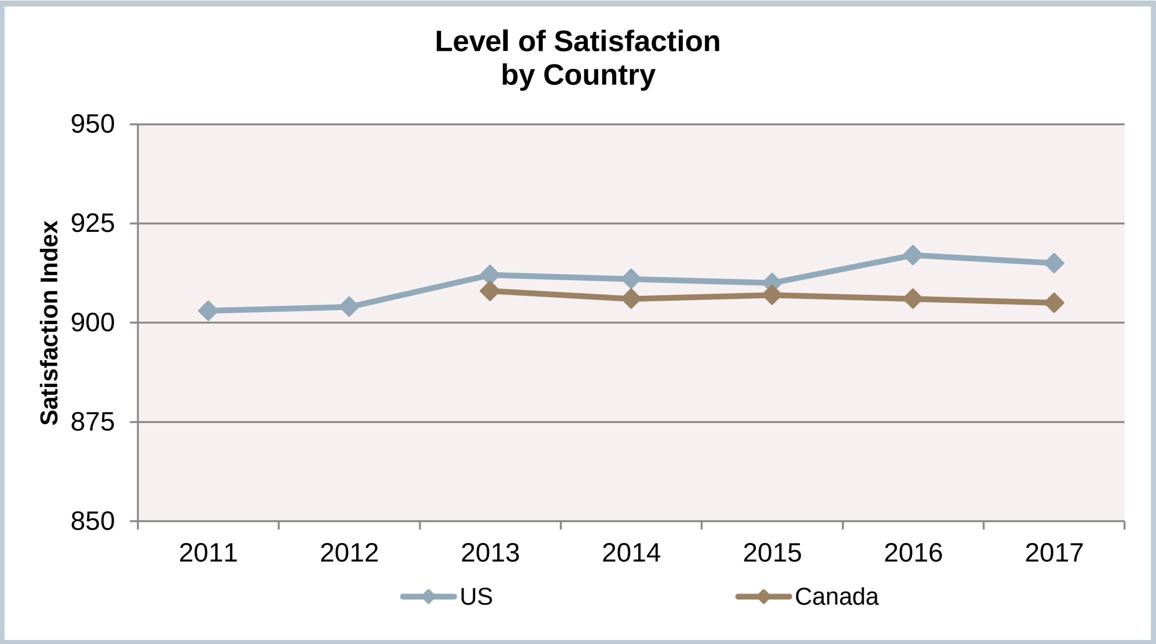
by Year and Market Factor

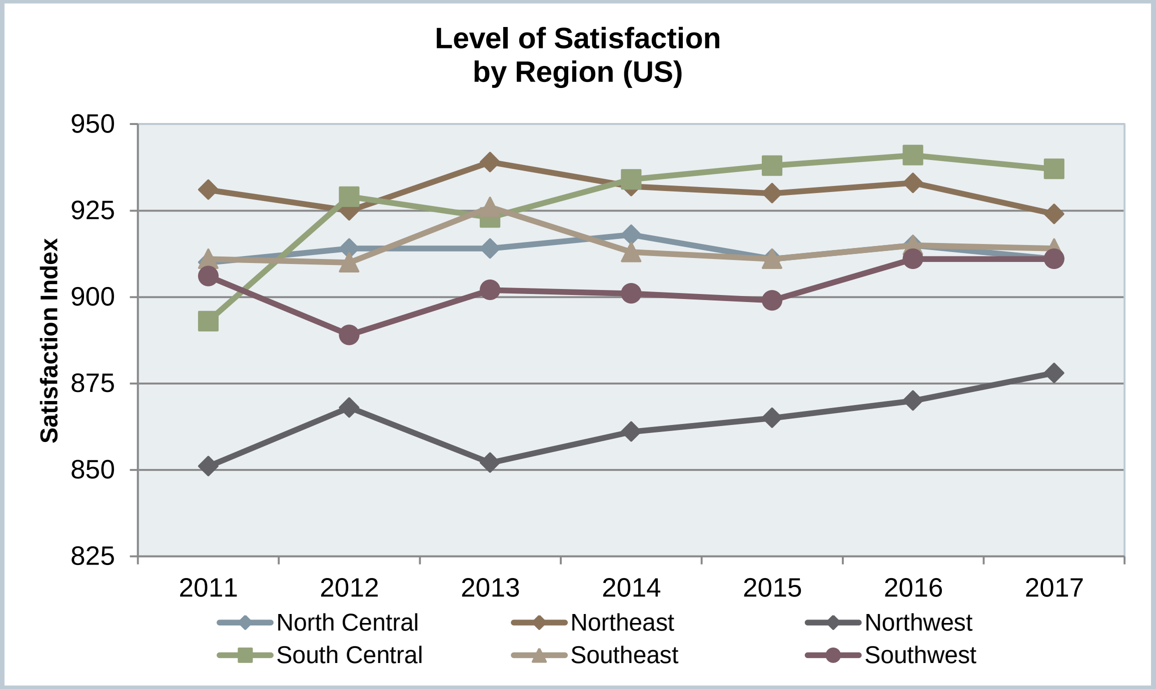




Survey Analysis: Level of Satisfaction

by Region

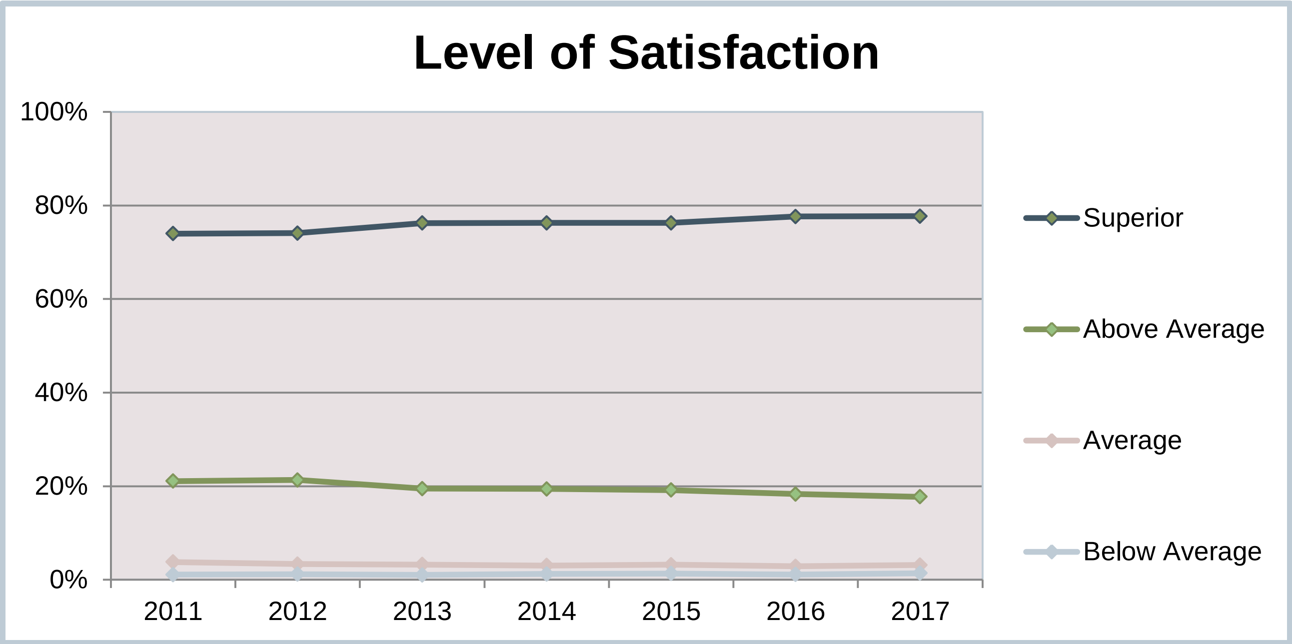


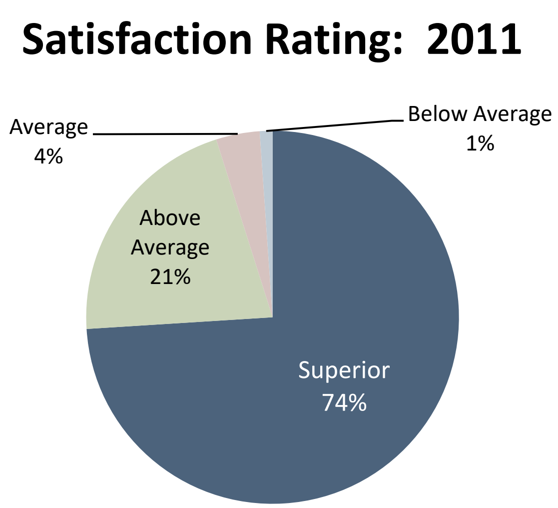


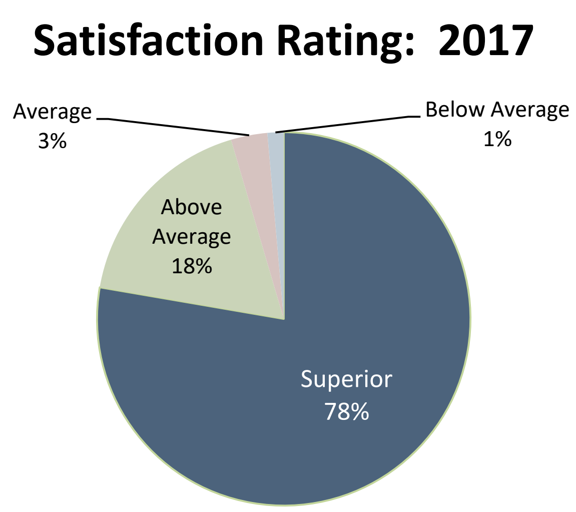
Section 4E: Historical Trending – Survey Results: Graphs

Survey Analysis

Satisfaction by Year







SECTION 4F

Historical Trending – Survey Results: Data

2011-2017

Survey Analysis

Satisfaction Index

by Year and Case Type Selected

	Year						
Survey Responses Analyzed	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Number of Survey Responses	6,069	10,979	12,773	20,233	25,410	25,443	26,243
Satisfaction Index	903	904	912	911	910	916	914

	Year						
Primary Case Type	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Burial	920	914	921	918	915	919	922
Cremation	883	889	901	905	905	914	907
Shipping	888	907	905	888	906	905	898

	Year						
Secondary Case Type	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
at-need Burial	921	911	919	919	916	921	925
at-need Cremation	887	889	901	907	908	916	911
at-need Shipping	888	907	905	888	906	905	898
pre-need Burial	917	928	927	914	911	916	914
pre-need Cremation	864	887	898	894	892	905	890
Total							

	Year						
Standard Case Type	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Burial - Graveside at-need	914	905	916	905	922	915	920
Burial - Immediate at-need	883	898	925	900	906	910	910
Burial - pre-need	917	928	927	914	911	916	914
Burial - Traditional at-need	923	911	919	920	916	922	927
Cremation - Direct at-need	872	879	893	898	899	909	899
Cremation - pre-need	864	887	898	894	892	905	890
Cremation - Traditional at-need	895	883	893	906	911	915	916
Cremation - w/Memorial at-need	909	920	928	928	925	933	932
Shipping	888	907	905	888	906	905	898

Satisfaction Index

by Year and Market Factor

Sales Records Analyzed	2011	2012	2013	Year 2014	2015	2016	2017
Number of Sales Records	6,069	10,979	12,773	20,233	25,410	25,443	26,243
Satisfaction Index	903	904	912	911	910	916	914

Facility Type	2011	2012	2013	Year 2014	2015	2016	2017
Combination Funeral Home and Cemetery	869	862	880	877	872	883	898
Direct Cremation	827	880	889	888	897	897	883
Funeral Home	912	919	924	923	923	927	915
Funeral Home and Crematory	898	898	909	913	915	921	921

Call Volume	2011	2012	2013	Year 2014	2015	2016	2017
Call Volume <150	922	911	915	913	916	917	911
Call Volume 151 to 300	892	893	907	909	907	914	916
Call Volume >300	903	916	919	913	909	919	914

Market Size	2011	2012	2013	Year 2014	2015	2016	2017
Marketplace < 50,000	927	930	928	929	923	926	921
Marketplace 50,000 to 250,000	898	892	909	907	904	914	911
Marketplace 250,000 to 1,000,000	885	905	909	899	901	903	909
Marketplace > 1,000,000	886	904	904	906	910	918	915

Ethnicity	2011	2012	2013	Year 2014	2015	2016	2017
African American	882	889	886	907	888	901	910
Asian		855	870	860	843	872	807
Hispanic	905	904	914	911	913	917	926
White	904	909	916	914	914	919	915
Multiple/Other		933	888	938	881	937	902

Section 4F: Historical Trending – Survey Results: Data

Satisfaction Index
by Year and Region

	Year						
Survey Records Analyzed	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Number of Sales Records	6,069	10,979	12,773	20,233	25,410	25,443	26,243
Satisfaction Index	903	904	912	911	910	916	914

	Year						
Country	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
US	903	904	912	911	910	917	915
Canada			908	906	907	906	905

	Year						
Region	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
US							
North Central	910	914	914	918	911	915	911
Northeast	931	925	939	932	930	933	924
Northwest	851	868	852	861	865	870	878
South Central	893	929	923	934	938	941	937
Southeast	911	910	926	913	911	915	914
Southwest	906	889	902	901	899	911	911

Region	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Canada							
North Central					908	906	
Northwest		891	908	906	907	905	*

*insufficient data for trending by region

SECTION 5

Canada-US

2011-2017

SECTION 5A

Historical Trending - Canada-US

2011-2017

Sales Analysis

By Year and Case Type Selected

	Year						
Sales Records Analyzed	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
US	24,069	34,356	40,350	63,227	78,620	89,495	105,841
Canada		558	1777	1,715	2,194	3,064	2,080
Overall	24,069	34,914	42,127	64,942	80,814	92,559	107,921

	Year						
Sales Records Analyzed	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
US							
Burial	11,931	16,821	19,477	29,425	35,278	37,726	45,038
Cremation	11,054	15,960	19,257	31,516	40,696	48,931	57,503
Shipping	1,084	1,575	1,616	2,286	2,646	2,838	3,300
Canada							
Burial		154	492	473	773	1,342	470
Cremation		392	1,218	1,172	1,382	1,683	1,551
Shipping		12	67	70	39	39	59

	Year						
Disposition by Case Type	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
US							
Burial	50%	49%	48%	47%	45%	42%	43%
Cremation	46%	46%	48%	50%	52%	55%	54%
Shipping	5%	5%	4%	4%	3%	3%	3%
Canada							
Burial	28%	28%	28%	35%	44%	23%	28%
Cremation	70%	69%	68%	63%	55%	75%	70%
Shipping	2%	4%	4%	2%	1%	3%	2%

Sales Analysis

By Year and Standard Case Type Selected

Disposition by Case Type: Burials	Year 2011	2012	2013	2014	2015	2016	2017
US							
Burial - Traditional At Need	36%	34%	32%	30%	28%	27%	28%
Burial - Pre Need	9%	11%	12%	12%	12%	11%	11%
Burial - Graveside At Need	3%	3%	3%	3%	3%	3%	4%
Burial - Immediate At Need	1%	1%	1%	1%	1%	1%	1%
Canada							
Burial - Traditional At Need		20%	19%	18%	24%	34%	15%
Burial - Pre Need		6%	8%	8%	9%	7%	7%
Burial - Graveside At Need		2%	2%	2%	2%	2%	2%
Burial - Immediate At Need		0.0%	0.1%	0.1%	0.5%	1.5%	0.1%

Disposition by Case Type: Cremations	Year 2011	2012	2013	2014	2015	2016	2017
US							
Cremation - Direct At Need	25%	25%	25%	26%	28%	30%	33%
Cremation - w/Memorial At Need	10%	9%	9%	9%	9%	11%	10%
Cremation - Traditional At Need	6%	5%	6%	7%	6%	6%	6%
Cremation - Pre Need	6%	7%	8%	8%	9%	8%	7%
Canada							
Cremation - Direct At Need		29%	28%	29%	27%	27%	37%
Cremation - w/Memorial At Need		24%	24%	21%	19%	16%	20%
Cremation - Traditional At Need		4%	5%	5%	4%	4%	4%
Cremation - Pre Need		14%	12%	13%	13%	9%	15%

Sales Analysis

By Year and Case Type Selected

All Case Types				Year			
Average Sale $ per Case	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
US	$4,910	$5,053	$5,088	$5,137	$5,022	$4,975	$4,715
Canada		$5,088	$5,445	$5,643	$6,063	$6,581	$5,493

Primary Case Type				Year			
Average Sale $ per Case	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Burial							
US	$7,233	$7,521	$7,648	$7,919	$7,875	$8,021	$7,791
Canada		$8,486	$8,911	$9,411	$9,309	$9,426	$9,803
Cremation							
US	$2,632	$2,817	$2,874	$2,922	$2,919	$3,029	$2,756
Canada		$3,907	$4,208	$4,308	$4,366	$4,402	$4,329
Shipping							
US	$3,094	$3,094	$3,145	$3,574	$3,583	$3,459	$3,070
Canada		$2,469	$3,536	$3,417	$3,379	$4,129	$2,342

Secondary Case Type				Year			
Average Sale $ per Case	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Burial							
At Need Burial							
US	$7,233	$7,521	$7,648	$7,919	$7,875	$8,021	$7,786
Canada		$8,486	$8,911	$9,411	$9,309	$9,426	$9,803
Pre Need Burial							
US	$6,853	$6,914	$6,995	$7,036	$6,884	$6,733	$6,143
Canada		$7,738	$8,431	$8,943	$8,911	$9,392	$9,239
Cremation							
At Need Cremation							
US	$2,632	$2,817	$2,874	$2,922	$2,919	$3,029	$2,761
Canada		$3,907	$4,208	$4,308	$4,366	$4,402	$4,329
Pre Need Cremation							
US	$2,847	$2,657	$2,608	$2,595	$2,643	$2,584	$2,459
Canada		$3,844	$4,179	$4,306	$4,428	$4,221	$4,460

Sales Analysis

By Year and Case Type Selected

Secondary Case Type	Year						
Average Sale $ per Case	2011	2012	2013	2014	2015	2016	2017
Burial							
Burial - Graveside At Need							
US	$6,376	$6,515	$6,415	$6,342	$6,420	$6,396	$6,660
Canada		$6,442	$6,582	$7,145	$6,463	$7,018	$7,261
Burial - Immediate At Need							
US	$3,958	$3,963	$4,196	$4,255	$4,260	$4,491	$4,757
Canada			$3,600	$5,096	$5,566	$6,200	$3,896
Burial - Pre Need							
US	$6,853	$6,914	$6,995	$7,036	$6,884	$6,733	$6,125
Canada		$7,738	$8,431	$8,943	$8,911	$9,392	$9,239
Burial - Traditional At Need							
US	$7,437	$7,726	$7,920	$8,237	$8,222	$8,383	$8,090
Canada		$8,669	$9,125	$9,659	$9,654	$9,714	$10,111
Cremation							
Cremation - Direct At Need							
US	$1,704	$1,904	$1,958	$1,961	$2,002	$2,037	$1,892
Canada		$2,674	$2,595	$2,664	$2,760	$2,975	$2,921
Cremation - Pre Need							
US	$2,847	$2,657	$2,608	$2,595	$2,643	$2,584	$2,498
Canada		$3,844	$4,179	$4,306	$4,428	$4,221	$4,460
Cremation - Traditional At Need							
US	$4,559	$5,150	$5,069	$5,024	$5,083	$5,262	$5,127
Canada		$6,399	$7,055	$7,519	$7,686	$7,343	$7,871
Cremation - w/Memorial At Need							
US	$3,819	$3,894	$3,959	$4,026	$4,213	$4,494	$4,225
Canada		$4,948	$5,483	$5,837	$5,966	$6,117	$6,198

SECTION 5B

Sales Analysis: Products - Canada-US

Sales Analysis:

Average $ per Case

2017 Comparison

2017 Average $	Burial		Cremation		Shipping	
	US	Canada	US	Canada	US	Canada
Service Fee	$4,670	$4,928	$2,606	$3,027	$2,227	$1,985
Casket	$2,645	$3,239	$697	$805	$2,227	$1,836
Outer Burial Container	$1,337	$706	$432	$389	$1,114	$657
Urns & Keepsakes	$355	$403	$274	$503	$297	$593
Alt. Container	$566	$752	$197	$308	$223	$379
Memorial Products	$204	$284	$209	$247	$192	$229
Cemetery	$1,153	$1,354	$663	$1,061	$1,259	$1,000
Monument	$617	$901	$763	$763	$854	$707
Flowers	$354	$340	$288	$202	$368	$181
Discounts	$1,542	$712	$1,104	$515	$947	$28

SECTION 5C

Survey Analysis - Canada-US

2011-2017

Survey Analysis

by Year and Region

	Year						
Survey Responses	2011	2012	2013	2014	2015	2016	2017
US	6279	11222	12784	20312	25364	25241	24677
Canada		72	195	297	559	763	137

Satisfaction Index

by Year and Region

	Year						
Country	2011	2012	2013	2014	2015	2016	2017
US	903	904	912	911	910	917	915
Canada			908	906	907	906	905

Region (Canada)	2011	2012	2013	2014	2015	2016	2017
Canada							
North Central					908	906	
Northwest		891	908	906	907	905	*

*insufficient data for trending by region

Likelihood to Recommend

by Year and Region

	Year						
Country	2011	2012	2013	2014	2015	2016	2017
US	8.7	9.2	9.3	9.4	9.4	9.5	9.4
Canada		9.3	9.5	9.6	9.5	9.5	9.3

APPENDIX

Terminology

Appendix: Statistical Terminology

Statistical Significance

Where a statistically "significant" difference is noted (i.e., probability, or p=0.05), there is a 95% chance the resulting difference is an accurate reflection of a change in the industry or industry segment as a whole, and not likely attributable to the biases and experience of this particular selection of respondents.

Percentage Point vs Percentage Change

- Percentage change is the calculation of the relative difference between two values.
    - For example, if overall sales is $5,000 in one year and $5200 in the next, the percentage change in sales is calculated as ($5,200-$5,000)/$5,000 = 4.0%
- Percentage point difference is the calculation of the difference between two percentages.
    - For example, 54.5%-52.0% is a difference of 2.5 percentage points.

Correlation

Regression analysis can be used to determine the impact or independence of individual factors.

The correlation coefficient, denoted by the letter "R", indicates whether there is a systematic relationship between two variables, e.g., whether firms with higher satisfaction ratings have higher sales.

A correlation can be either positive or negative and can take on any value between -1 and 1. A correlation value of zero (R = 0) indicates no relationship between two variables while a correlation of one (R = +1 or R = -1) indicates a perfect relationship between two variables.

R^2 represents the coefficient of determination and defines the strength of the relationship between two factors. R2 is always between 0 and 1 (inclusive).

- Low R2 values (near 0) indicate a weak relationship in which the factors change independently and changes in one factor cannot be used to predict changes in another.
- High R values (near 1) indicate a strong relationship where changes in one factor can be used to predict changes in the other.

A positive correlation indicates that a high value of one variable is associated with a high value of another variable so that as one increases the other does also. A negative correlation indicates that a high value of one variable is associated with a low value of another variable; as one increases, the other decreases.

Correlation does not indicate causation. For example, higher satisfaction ratings do not necessarily cause higher sales, or vice versa, only whether a relationship is present., ie when families are spending more we also see that they are more satisfied. Both factors may be responding to a separate factor in the same way.