



Johnson Consulting Group

# 2025 TRENDS & INSIGHTS

Powered by **j3tech**solutions

## MEASURE



Get detailed survey results in order to provide key metrics for tracking customer experience, measuring satisfaction, spotting trends, and calculating your ROI.

## MANAGE



Identify internal and external issues so you can better manage performance, improve employee training, and innovate your sales approach.

## MOVE



Keep your team and your bottom line moving in the right direction with actionable insights that improve your performance, boost customer sentiment, and improve your online reputation.



# performance tracker<sup>™</sup>X

At Johnson Consulting Group (JCG) we believe in sharing insights from the data collected through our Performance Tracker<sup>™</sup> program powered by J3tech Solutions. Of 135,100 total contracts entered into the system in 2024, we analyzed 113,921 sales and survey data records from the Burial and Cemetery case type under the Funeral Home At Need segment.

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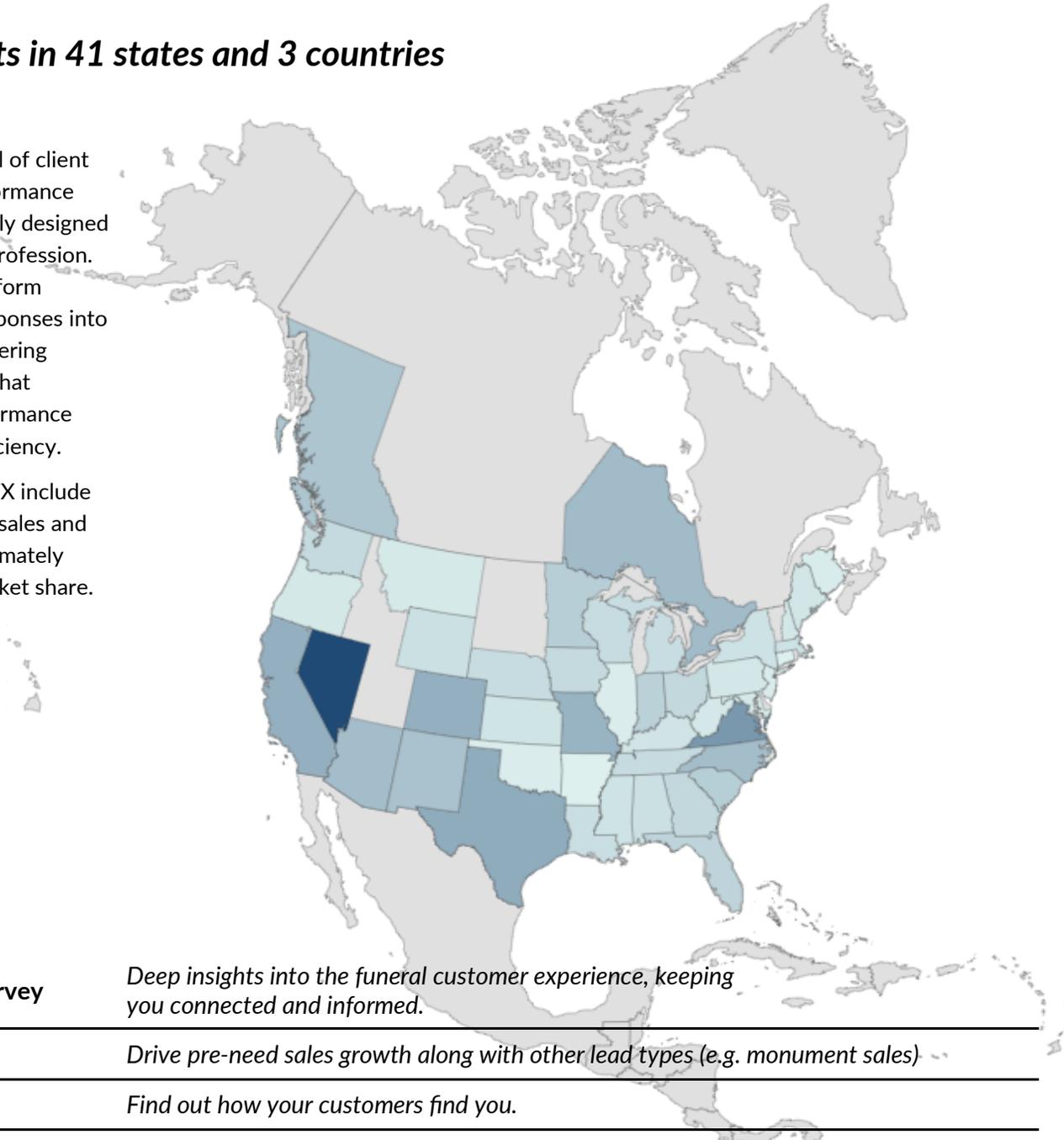
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## ABOUT PERFORMANCE TRACKER X

### Serving clients in 41 states and 3 countries

Unlock the potential of client feedback with Performance Tracker X, specifically designed for the death care profession. This innovative platform converts survey responses into real-time data, delivering actionable insights that enhance team performance and operational efficiency.

Further values in PTX include increased pre-need sales and lead generation, ultimately expanding your market share.



**Client Feedback Survey**

*Deep insights into the funeral customer experience, keeping you connected and informed.*

**Lead Generation**

*Drive pre-need sales growth along with other lead types (e.g. monument sales)*

**Marketing Insights**

*Find out how your customers find you.*

**Closed-Loop Alert System**

*Create automated accountability for staff follow up with customers.*

**Global Benchmarking**

*Evaluate your performance against other businesses to identify areas for improvement.*

**Annual Customer Service Excellence Awards**

*Automatically enrolled in annual Excellence in Customer Service program.*

**Comprehensive Sales Analytics**

*Identify areas of improvement in sales items and averages within your organization through custom reporting.*

**Arranger and Location Performance Rankers**

*Identify top performers and those who need improvement within your organizations.*

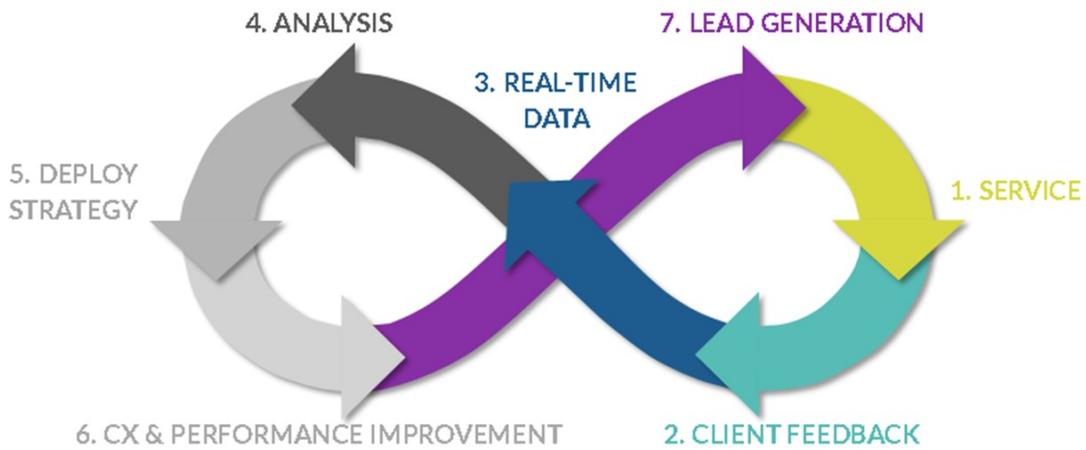
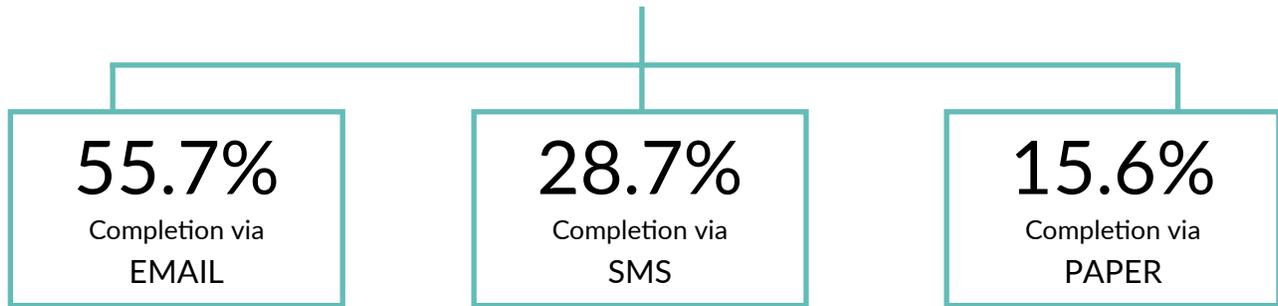
**Online Reputation Management**

*Track your online presence verse your competition.*

OUR SURVEY

36.7%

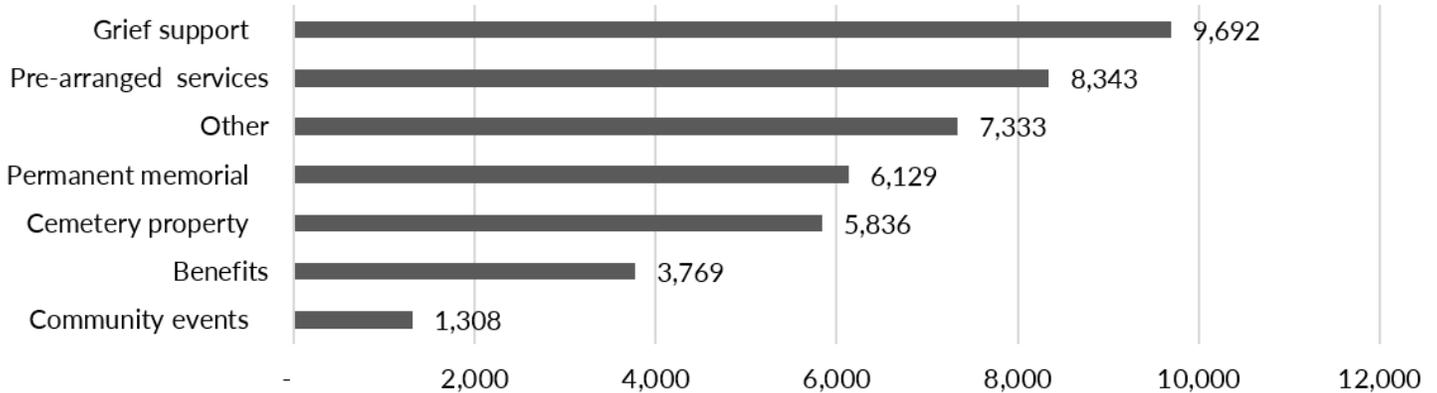
Response Rate



9.5%

Of completed surveys result in a  
GENERATED LEAD

All Leads Generated





2024

**Ranking Criteria:**

- Current Client
- Location Active for all of 2024
- $\geq$  24 surveys responded to
- $\geq$  30% response Rate
- $\leq$  10% do not send surveys on Burial and Cremation case types
- Highest TVI

**Call Volume <150**

- Wells Funeral Home - Canton
- Baue O'Fallon Funeral Home
- Halls of Waldoboro
- Foley-Cook New Day Cremation and Funeral Care
- Weigel Funeral Home
- Riemann - Biloxi
- Opatovsky Funeral Home - Dempster Chapel
- Garrett-Sykes Funeral Service - Ahoskie Chapel
- Aria - Irving
- Miles-Sterling Funeral & Tribute Center
- Goodlettsville
- Coastal Cremations and Funeral Care - Jacksonville
- Walker Brothers Funeral Home - Spencerport
- Alexander
- Care Funeral & Cremation Service - Moundsville

**Call Volume 150-300**

- Harper & Lucas Funerals & Cremations
- K.E. Pike Funeral Home
- Alpine Funeral Home
- Old Bridge Funeral Home
- J. Verne Wood Funeral Home
- West Funeral Home
- Posey Funeral Directors
- Billow Funeral Homes & Crematory - Fairlawn Chapel
- Meyer Brothers Colonial Chapel
- Smith & Buckner Funeral Home
- Biggers Funeral Home
- Mountain View Cremation & Funeral Care
- Chancellor Funeral Home - Florence
- Aria - Northwest Hwy
- Buonfiglio Funeral Home

**Call Volume >300**

- Lynch & Sons Funeral Directors Walled Lake
- Ott & Lee - Brandon
- Cremation Society of Virginia - Southside Chapel
- Whitney & Murphy Funeral Home
- Heartland Funeral Home - Early
- Thomas McAfee Funeral Homes & Cremation Center - Downtown Chapel
- Cremation Society of Virginia - Peninsula Chapel
- Thomas McAfee Funeral Homes - Northwest Chapel
- Fremont Chapel of the Roses
- Horan & McConaty - Wadsworth
- Menke Funeral & Cremation Center
- Roper & Sons Funeral Services
- Hansen Chapel
- Simply Cremation
- Miles Funeral Home
- Whitney & Murphy Bueler Mortuary



2024

## Award Winning Metrics

	Call Volume <150	Call Volume 150-300	Call Volume >300
- Highest Scored TVI	988.5	989.4	978.1
- Lowest Scored TVI	970.0	970.1	955.8
- Benchmark	931.4	933.4	933.2
- Highest Scored NPS	100.0	100.0	95.9
- Lowest Scored NPS	93.2	93.2	91.9
- Benchmark	86.8	87.2	87.6
- Highest Scored OPS	996.1	992.8	996.2
- Lowest Scored OPS	981.8	980.5	966.1
- Benchmark	965.7	967.9	966.6
- Highest Observed Response Rate	64.4%	57.0%	50.3%
- Lowest Observed Response Rate	30.2%	37.5%	34.6%
- Benchmark	36.9%	38.7%	37.5%
- Highest Do Not Send Survey %	9.4%	9.9%	3.3%
- Lowest Do Not Send Survey %	0.0%	0.0%	0.2%
- Benchmark	10.0%	8.2%	7.1%

## Honorary Mentions

- Highest Observed Location Response Rate	76.2%
- Highest Individual User Engagement	333 logins
- Highest Location Email Collection Rate	98.4%
- Highest Location Phone Number Collection Rate	100%



# Interviewing Award Winners

## What steps does your team take to achieve a high response rate on the family surveys?

We make sure families know about our aftercare program and the family service department, which reaches out to them. Part of that outreach includes the survey, giving families a chance to share their thoughts and concerns. Moving to 100% digital surveys has also played a big role in boosting our response rate. People are getting more comfortable with digital communication, so it's become a more natural way for them to respond.

## What role does staff training play in creating a positive customer experience, and how do you ensure your team is aligned with your customer service goals/expectations?

Staff training is crucial in helping us live by our company motto: "The family comes first." I stress this with funeral directors in three key areas:

1. The families we serve—it's all about prioritizing them and making sure every detail is handled with care.
2. The family we work with—this means supporting each other, covering for one another, and fostering teamwork.
3. The family at home—your spouse, significant other, and children. They must come first in your life. You can't get too caught up in work; balance is essential.

By applying this mindset, we ensure that both our team and the families we serve are well cared for.

## Can you share any success stories or examples where feedback from Performance Tracker X has directly led to systemic change within your funeral homes?

We've seen positive changes, especially with digital selections like casket and urn displays. Instead of walking into a selection room with dozens of open caskets, families now choose digitally, which has been well received. As we expand and add new locations and chapels, the feedback confirms that we're heading in the right direction—it's positive reinforcement that we're doing things the right way, and it creates a supportive, mutually beneficial environment.

## How would you define "Excellence in Customer Service" within your funeral homes?

Excellence is about maintaining that "first-time" mindset, even if it's your 12th funeral of the week. Each service is unique, and it's the only time we'll celebrate this loved one for this family at this moment. Every funeral home offers similar services, but it's how we do them that sets us apart. Leading by example, providing options for both families and funeral directors, and encouraging feedback are all part of creating an excellent experience. The directors also appreciate hearing positive feedback and celebrating successes as a team.



**Roper & Sons**  
Dean Schneider  
Owner/Vice-President/Funeral Director



# Interviewing Award Winners

## **What steps does your team take to achieve a high response rate on the family surveys?**

It all starts at the arrangement conference table, where we focus on building rapport with the family. One of the key things we do is make sure we collect accurate contact information—whether it's email, phone number, or address—because that's how we'll follow up. During the conference, we have a conversation with the family about the survey. We tell them, "You'll be receiving this survey, and we really want your feedback. We're not perfect, but we always strive for perfection." We also make sure to show them a laminated version of the survey, so they know exactly what to expect.

## **What role does staff training play in creating a positive customer experience, and how do you ensure your team is aligned with your customer service goals/expectations?**

Internally, we really focus on continuous learning. Twice a month, we hold "Dead Talks," where all staff members come together to review feedback from Performance Tracker X. The feedback is shown in a ticker during our video call, and we highlight scores and comments about the funeral directors.

We also have an in-house trainer, who runs a professional training company. We get 20 hours a week with her for one-on-one development, and Performance Tracker X plays a huge role in that. Sometimes, we also do peer-to-peer training, where more experienced directors share what's working for them with others. It's not about saying "you're doing it wrong," but rather, "here's what I'm doing that's successful—maybe it'll work for you." Our goal is always moving forward and improving together. We focus on professional development because we know we're not perfect, but we're always striving for perfection.



**Lucas Funeral Homes**  
Jimmy Lucas  
Owner/Funeral Director

## **Do you believe that competition plays a role in staff performance?**

We don't offer bonuses; instead, we focus on something we call "Emotional Value." What's the emotional value of having a ceremony? We spend time building rapport and explaining why ceremonies are so meaningful. Statistically, people who choose to have a ceremony tend to report higher customer satisfaction because they feel they've gotten more out of the experience.

Competition is definitely present among our staff, but it's rooted in creating meaningful services and telling the story of someone's life, rather than just focusing on sales goals. That's what we prioritize. We ensure everyone has the opportunity to do this, and when we do it well, the Performance Tracker X data reflects that, leading to positive customer experiences.

## **How would you define "Excellence in Customer Service" within your funeral homes?**

If I had to narrow it down, I'd say the most important metric is the Net Promoter Score (NPS). It's a great indicator of excellence in customer service. But if you dig deeper into the survey, you'll see that the other questions help us understand the full picture of customer satisfaction. Performance Tracker X allows us to focus on specific areas, whether it's the first call, the arrangement experience, or operational needs—it's all part of it.

When a family goes through the hardest time of their life, losing someone they love, and at the end of the process, they can say, "Lucas was there for me in my time of grief, and I would definitely recommend this funeral home to others during their darkest hour," that's when we know we've achieved excellence in customer service.



# Interviewing Award Winners

## **What steps does your team take to achieve a high response rate on the family surveys?**

From the start, we focus on building relationships with families. During our initial meetings, we learn their needs and begin planning the service their loved one requested. We continue nurturing that connection throughout the process—whether it's when they drop off documents, during the service, or after. Towards the end of the service, we mention that they'll receive a survey and kindly ask for their honest feedback. A week later, we follow up with an email offering help with any post-funeral needs, reminding them about the survey. If they prefer, we can send it via mail. Though we don't get a response from everyone, asking multiple times in a gentle, consistent manner improves engagement. The key is that the person they've worked with directly, not an admin or aftercare director, is the one asking for the survey. That personal connection makes all the difference.

## **What role does staff training play in creating a positive customer experience, and how do you ensure your team is aligned with your customer service goals?**

With multiple locations across the state, we've recognized the need for consistent service delivery. We ensure uniformity through staff training that emphasizes exceeding customer expectations. A big part of this is reviewing survey feedback with the team. We don't want to become complacent, so hearing directly from families helps us understand where we're excelling and where we can improve. Every Friday, we send out positive survey responses to celebrate team members by name, while also addressing any negative feedback directly with the involved staff. This helps us align with our customer service goals and ensure that everyone, regardless of experience, understands the importance of how our services are perceived by the families we serve.



**Jersey Memorial Group**  
David Lee Hernandez Jr.  
Founder, Principal

## **Can you share any success stories where feedback from Performance Tracker X led to change?**

One of the most successful changes was the implementation of our Friday email updates. These emails go to the entire company, from the accounting team to the funeral directors. We highlight positive feedback, showing that everyone's efforts are visible and appreciated. This system has cultivated a culture of accountability and pride in delivering great service. Staff now strive for recognition, and the awareness that their actions are shared across the company has raised the bar for customer care.

## **How would you define "Excellence in Customer Service" within your funeral homes?**

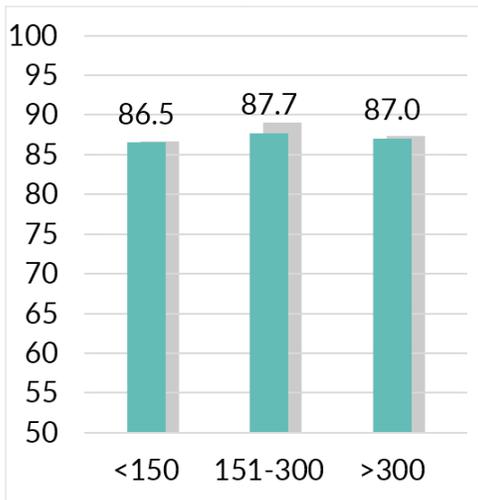
To me, excellence in customer service means exceeding a family's expectations and fostering long-term relationships. For example, when a family comes in with basic service needs—like a viewing or church service—we aim to go beyond that. We want them to leave feeling truly cared for, with a deep appreciation for our professionalism and attention to detail. It's about creating a lasting bond, so that even in their time of grief, they feel comfortable recommending us to others. To build a strong legacy, we can't just focus on one great moment; we need to create ongoing relationships. This is why NPS (Net Promoter Score) is so important to us—it reflects how likely families are to recommend us. A funeral director who gets high NPS scores isn't just following our brand; they're enhancing it. That's the type of excellence we strive for, where individual staff performances naturally elevate the entire company.

## 2024 CUSTOMER EXPERIENCE METRICS BY CALL VOLUME

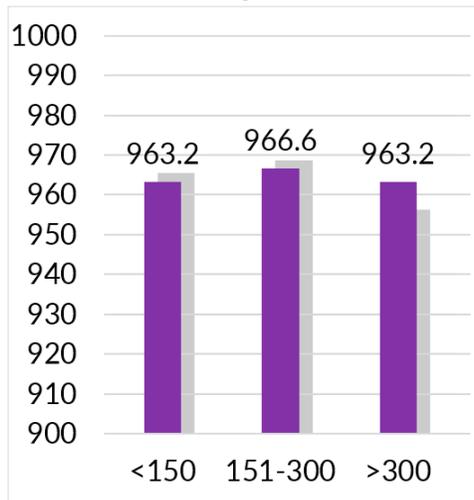
The three graphs provide key performance metrics to evaluate service quality and customer satisfaction based on call volume. The Net Promoter Score (NPS) measures how likely families are to recommend the service, with firms handling 151-300 calls scoring the highest, while smaller (<150 calls) and larger firms (>300 calls) score slightly lower. The Overall Performance Score (OPS) reflects a weighted score of performance-related survey questions, also favoring firms with 151-300 calls. The Total Value Index (TVI), then follows the same trend.

The grey, shadow bars represent the previous year, highlighting improvements or declines in customer experience. These insights help enhance service quality, benchmark performance, and ensure you are providing valuable, competitive offerings to families. By analyzing these metrics, firms can make data-driven improvements to strengthen client satisfaction and business growth.

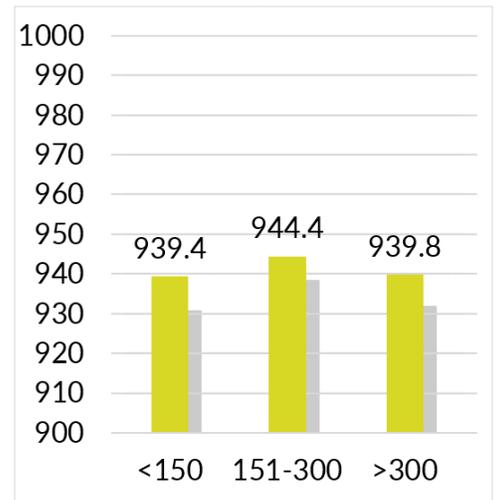
Average NPS



Average OPS



Average TVI



NPS: Net Promoter Score	OPS: Overall Performance Score	Perceived Value	Response Rate	TVI: Total Value Index
How likely are you to recommend ABC Funeral Home & Memorial Park to a friend or relative?	Summarizes the questions in the survey that address the areas of initial contact, arrangement experience, staff and services, and facilities and vehicles.	How satisfied were you with the value of the products and services you received, based on the price you paid?	Percentage of completed family survey responses received from the total number of surveys sent.	Calculation of the NPS, OPS, and the Value Question.
Willingness of families to recommend & gauges the overall health of your organization  Actionable data provides insights to better your understanding of your family's' experiences so you can drive improvement.	The Overall Performance Score (OPS) is determined by calculating the weighted score of the questions with a 5-point rating scale on the survey with a possible overall performance score of 1,000.	Understanding the perceived value your families receiving from the products and services your business is providing them.  Creating value increases customer satisfaction and the customer experience.	This metric will ensure you have a statistically valid number of responses to measure the Customer Experience  Measure the overall performance & health of your business.	Used as a determining factor for the Excellence in Customer Service Award eligibility.

## STANDARD CASE TYPE DEFINITIONS

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

**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.

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

**Burial - Pre-need:** This is any casketed service followed by burial that has been pre-funded and turned At Need. It does not matter if it was traditional, graveside or immediate.

**Cremation - 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.

**Cremation - w/Memorial Service At Need:** Memorial service held without the body present with cremation. It has not been pre-funded.

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

**Cremation - Pre-need:** This is any cremation service that has been pre-funded and turned At Need. It does not matter if it was traditional, memorial or direct.

<u>Primary Case Type</u>	<u>Secondary Case Type</u>	<u>Standard Case Type</u>
Burial	At Need Burial	Burial - Traditional At Need Burial - Graveside At Need Burial - Immediate At Need
	Pre-Need Burial	Burial - Pre-Need
Cremation	At Need Cremation	Cremation - Traditional At Need Cremation - w/Memorial At Need Cremation - Direct At Need
	Pre-Need Cremation	Cremation - Pre-Need
Shipping	At Need Shipping	Shipping
Other	Other	Fiduciary (Welfare) Infant Trade Calls Body Donation Other

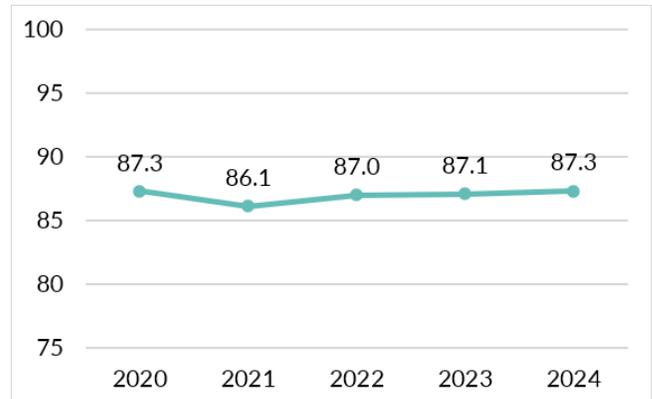
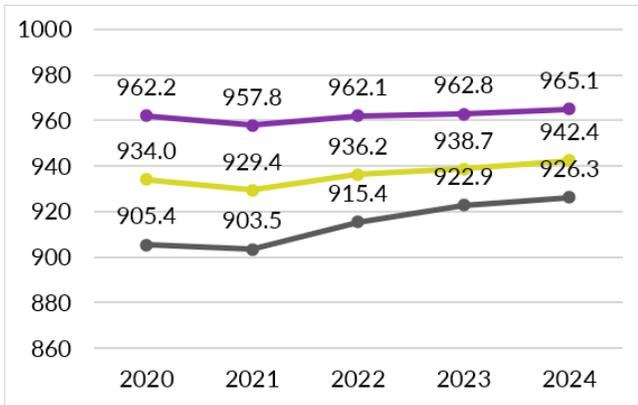
## 2024 CUSTOMER EXPERIENCE METRICS YEAR OVER YEAR (YOY)

The graphs provide an in-depth analysis of key Customer Experience metrics for funeral professionals, including the Overall Performance Score (OPS), Total Value Index (TVI), Perceived Value, and Net Promoter Score (NPS) from 2020 to 2024. The analysis is divided into several categories: overall cases, at-need burial, and at-need cremation, followed by a more detailed examination of each specific at-need case type. These graphs highlight the strengths in operational performance and customer experience, while also revealing a consistent gap in perceived value across the years. Notably, the perceived value for all cremation case types remains higher than that for any burial case types, although customer satisfaction for Immediate Burial has seen significant improvement compared to the previous year.

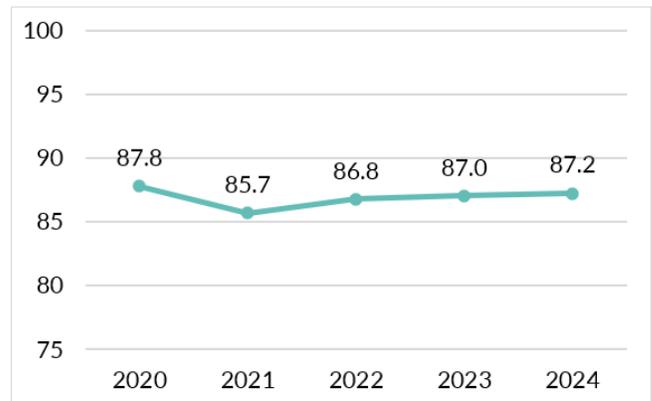
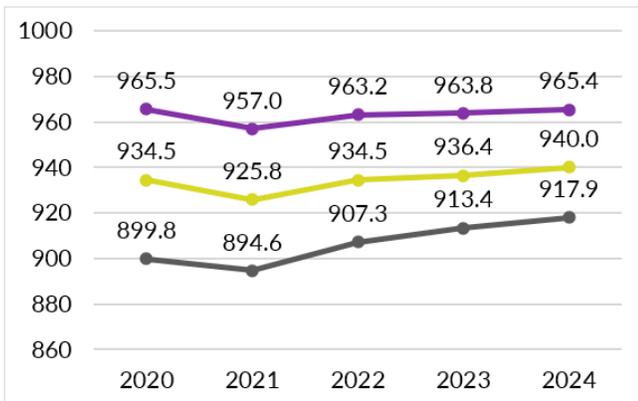
The data shows that at-need cremation (88.2) slightly outperforms at-need burial (87.2), reflecting a shift in family preferences. Overall, the data suggests funeral homes execute well but must better communicate value. Rising cremation satisfaction indicates a need to focus on service enhancements, education, and marketing to align operations with family expectations and drive long-term success.

OPS TVI Perceived Value NPS

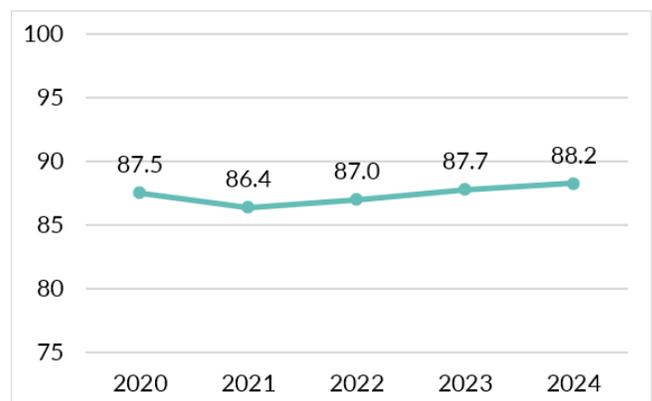
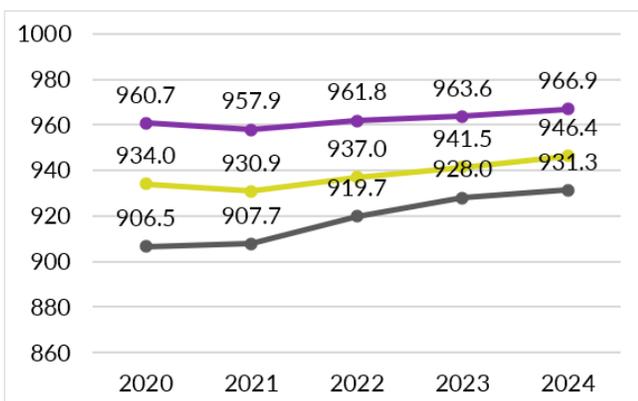
### Overall Customer Experience Metrics



### Year Over Year Customer Experience by At Need Burials



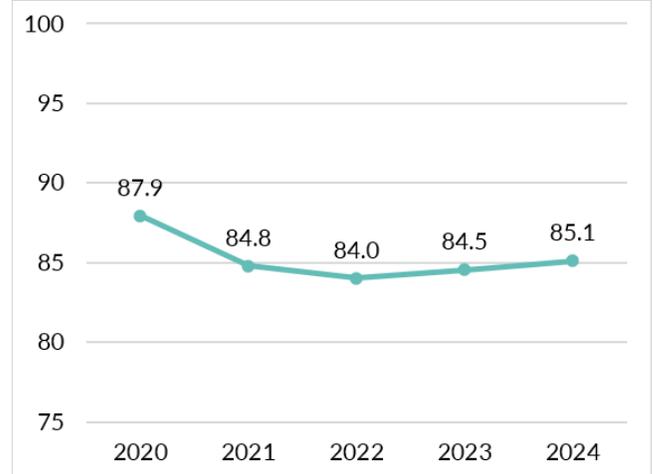
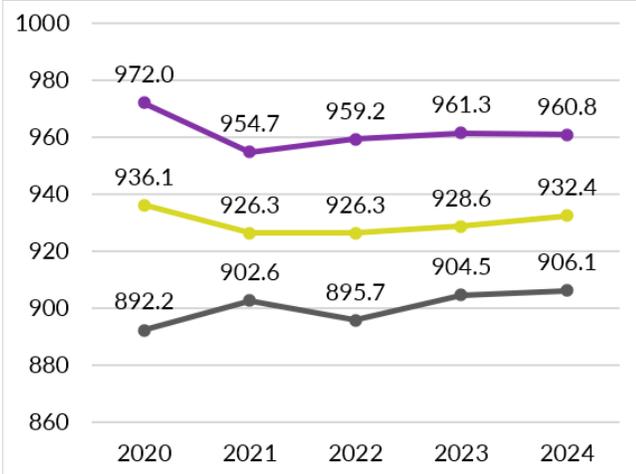
### Year Over Year Customer Experience by At Need Cremations



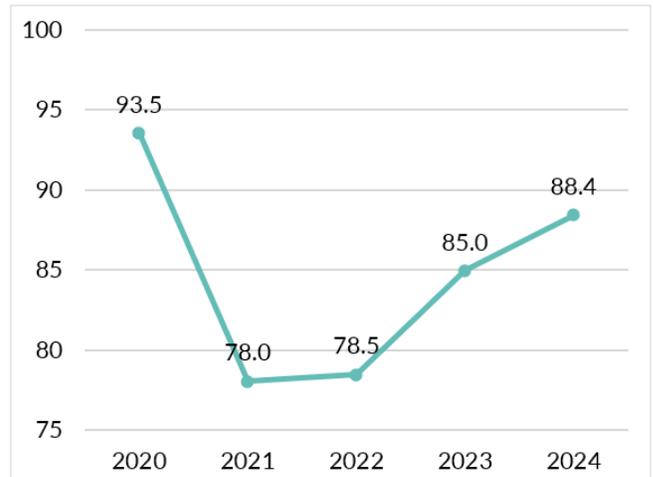
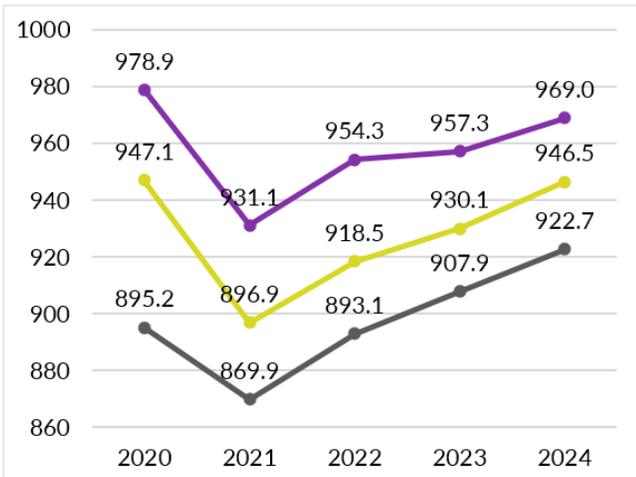
# 2024 YOY CUSTOMER METRICS FOR STANDARD BURIAL CASE TYPES

OPS TVI Perceived Value NPS

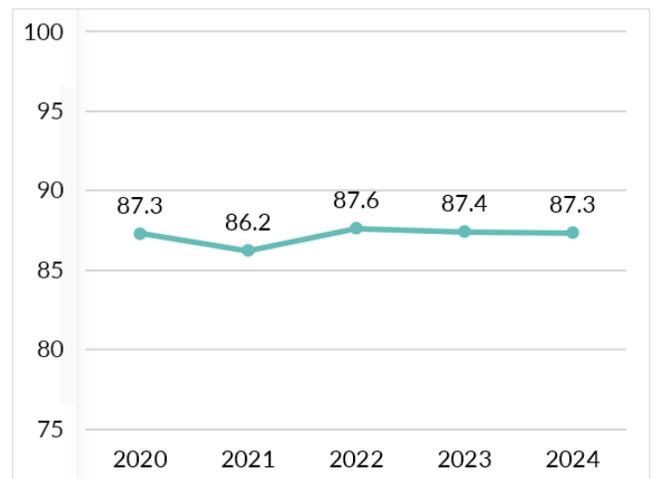
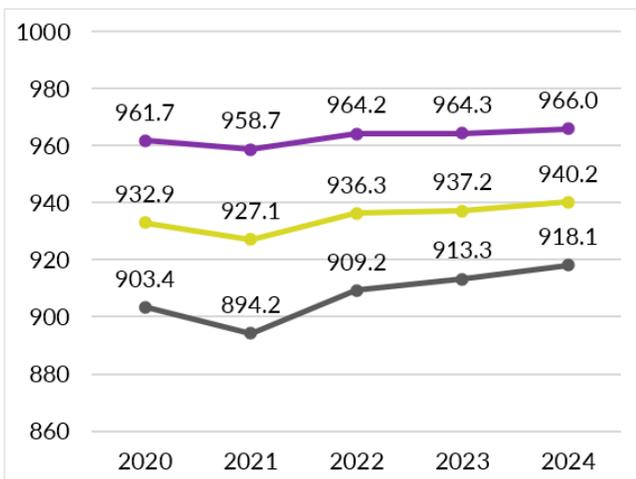
## Burial - Graveside At Need



## Burial - Immediate At Need



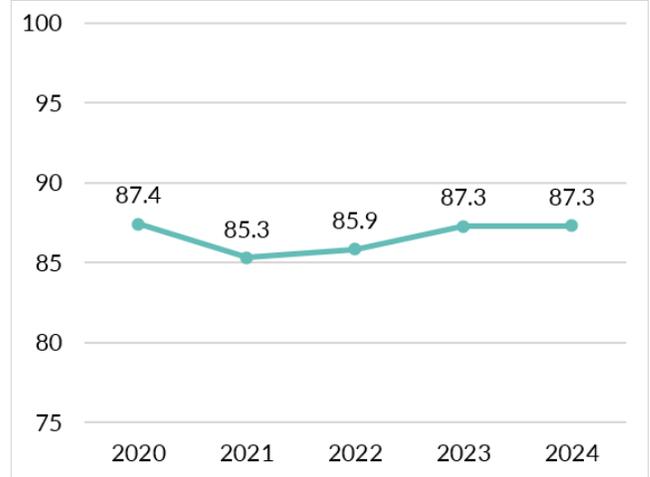
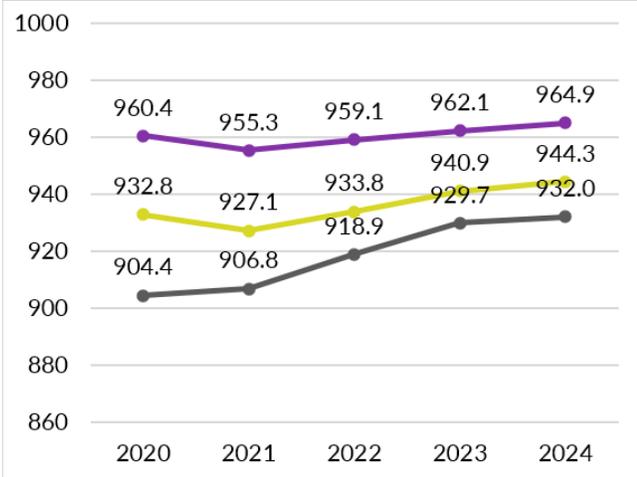
## Burial - Traditional At Need



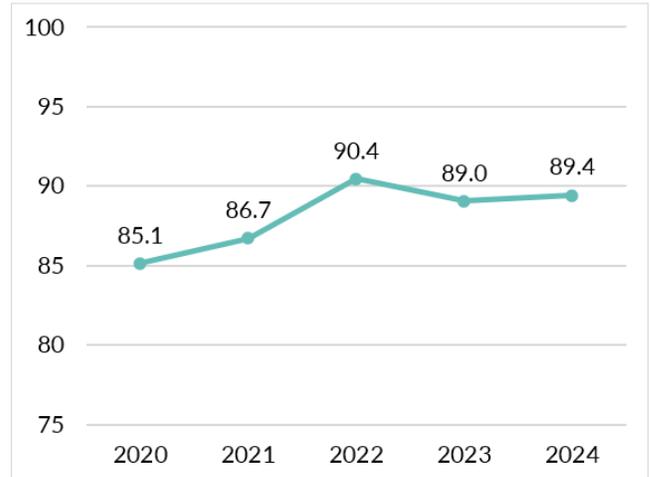
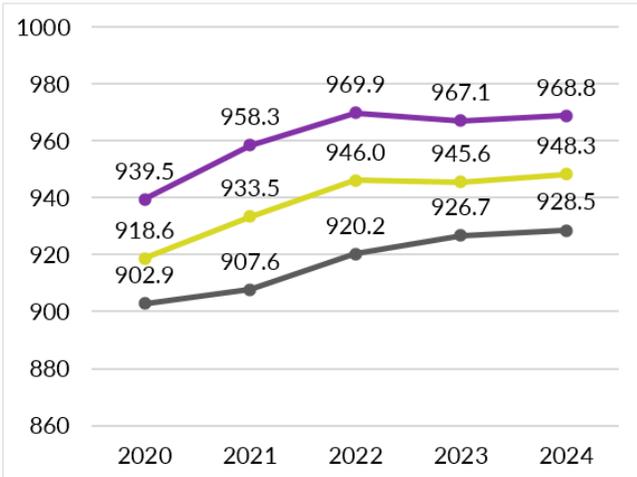
# 2024 YOY CUSTOMER METRICS FOR STANDARD CREMATION CASE TYPES

OPS TVI Perceived Value NPS

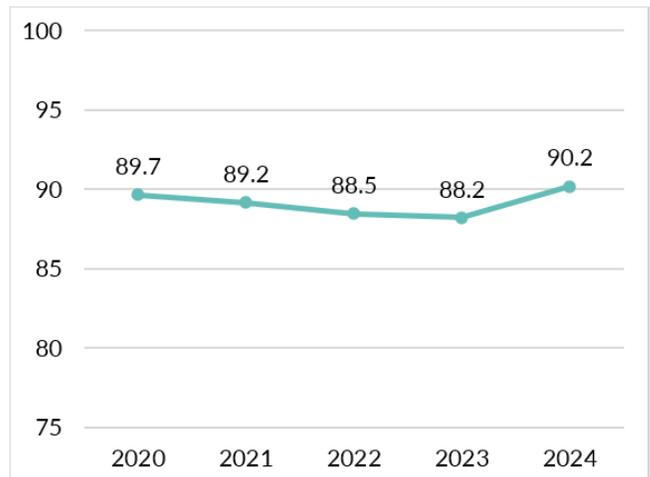
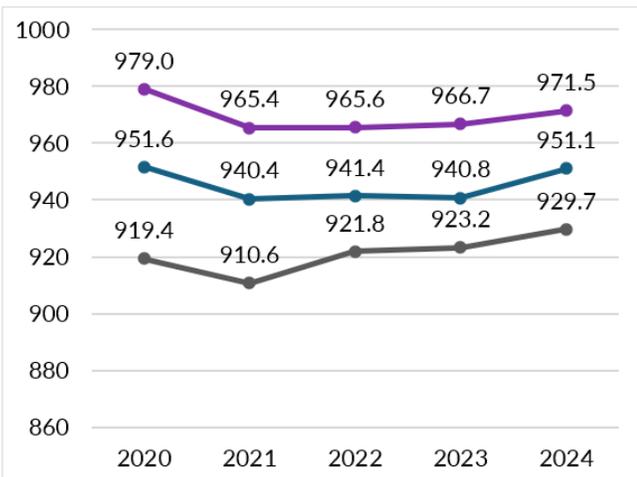
## Cremation - Direct At Need



## Cremation - Traditional At Need



## Cremation - w/ Memorial At Need



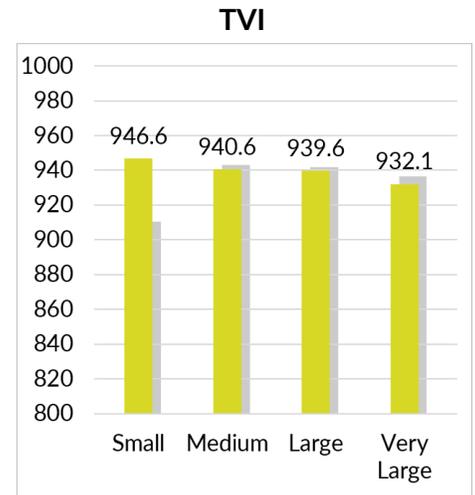
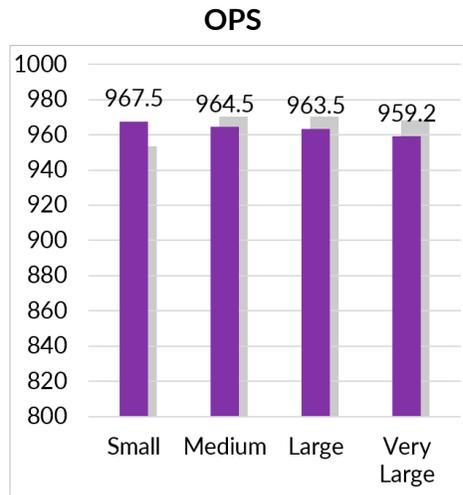
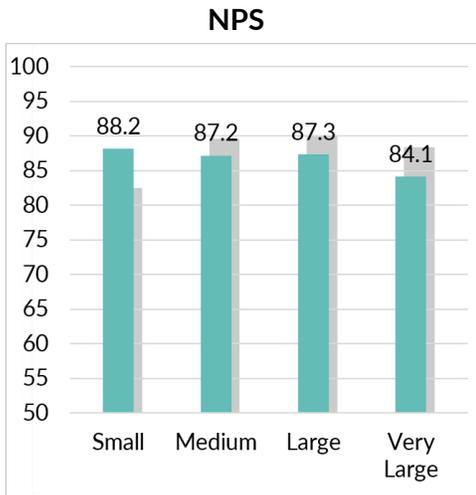
## 2024 CUSTOMER EXPERIENCE METRICS BY POPULATION SIZE

**Small:** <10,000 People

**Medium:** 10,001 to 100,000 People

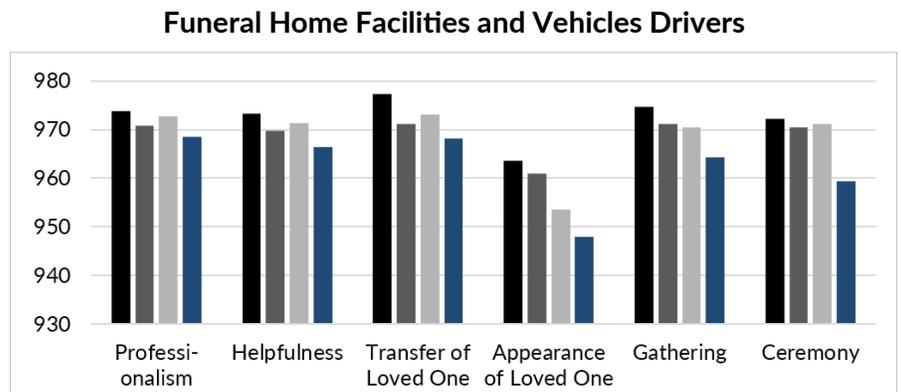
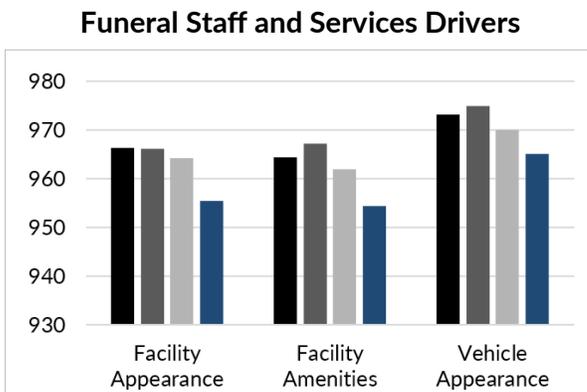
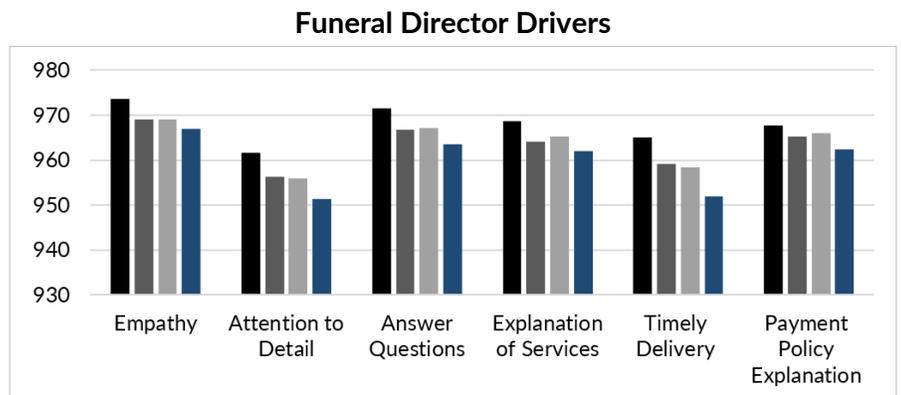
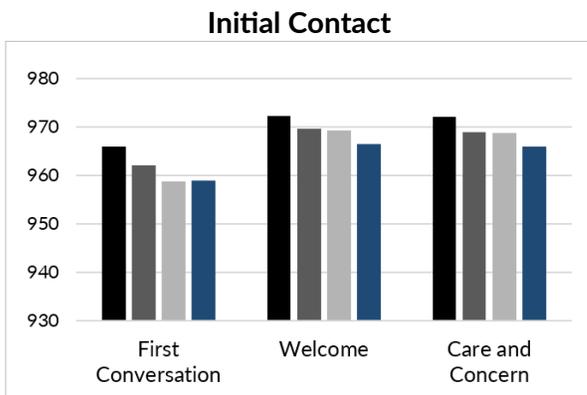
**Large:** 100,001 to 500,000 people

**Very Large:** >500,001 People



The three upper graphs display key performance metrics for funeral businesses across various population sizes, with the previous year's data indicated by grey shadow bars. The NPS, OPS, and TVI metrics show a consistent downward trend as marketplace size increases.

The graphs below break down each performance score metric by population size, drawing attention to the differences between service delivery and customer experience. While each metric is lower for the "Very Large" category, the most notable discrepancies appear in the Appearance of the Loved One, Ceremony, Facility Appearance, Timely Delivery, the Gathering, and Attention to Detail. These areas saw a drop of over 10 points from the "Small" to the "Very Large" population size.

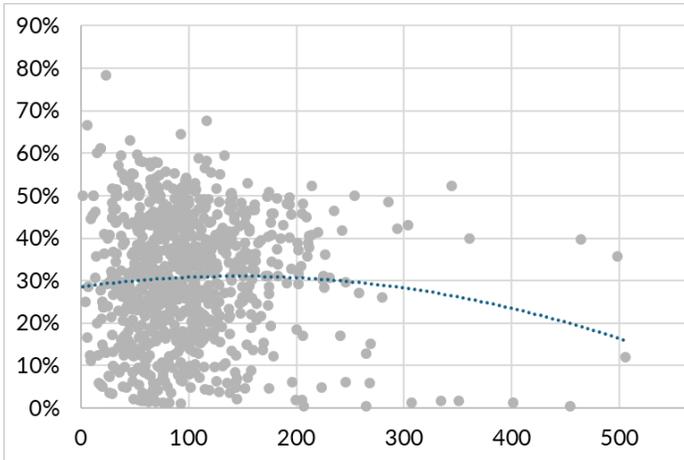


■ Small ■ Medium ■ Large ■ Very Large

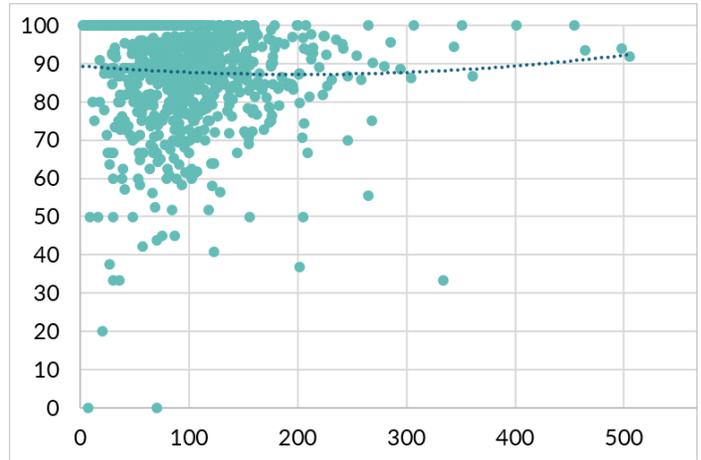
## 2024 CUSTOMER EXPERIENCE METRICS BY ARRANGER CASE VOLUME

Data accounts only for arrangers with cases spanning 2024 who had 10 or more surveys returned.

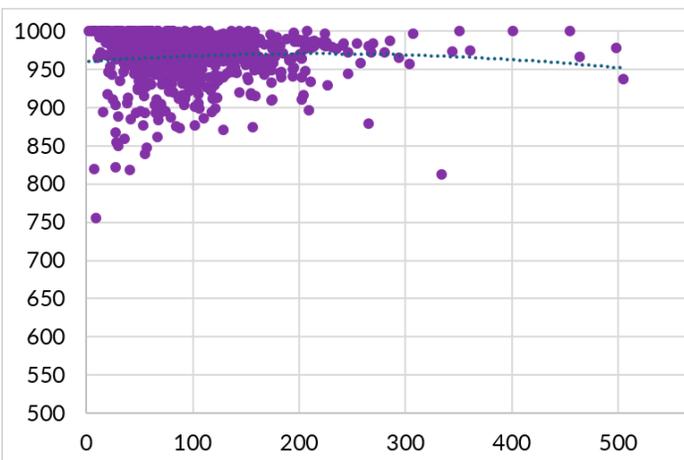
**Response Rate**



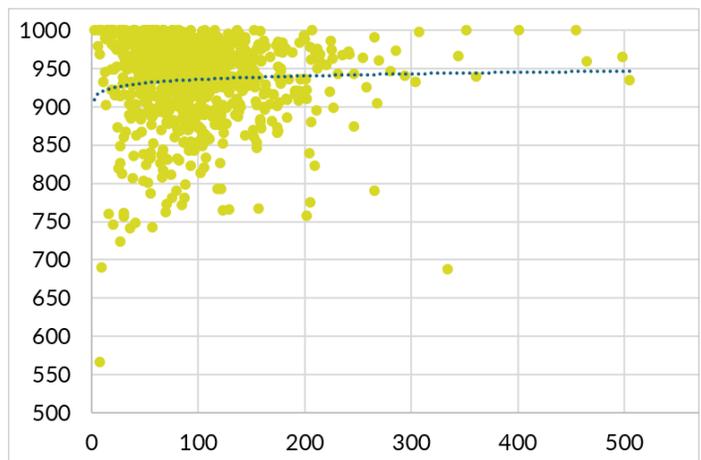
**NPS**



**OPS**



**TVI**



These graphs illustrate the relationship between funeral arrangers' case volumes and customer experience. The upper left graph shows a decline in response rates as call volume increases, indicating reduced engagement with customers as workloads rise. The upper right graph, representing the Net Promoter Score (NPS), reveals stable customer satisfaction with a slight improvement at higher volumes, suggesting arrangers maintain strong service despite heavier workloads.

The lower left graph shows a slight decrease in the Overall Performance Score (OPS) as volume rises, hinting at small drops in service quality. However, the lower right graph, showing the Total Value Index (TVI), indicates that clients continue to perceive high value in the services, with a slight increase as volume grows.

**AVERAGE # of Arrangements** **98**

Calculated by dividing the sum of the values in the set by the total number of values.

**MEDIAN # of Arrangements** **88**

The middle number in a sorted list of numbers

**MODE # of Arrangements** **71**

The number in a set of numbers that appears the most often.

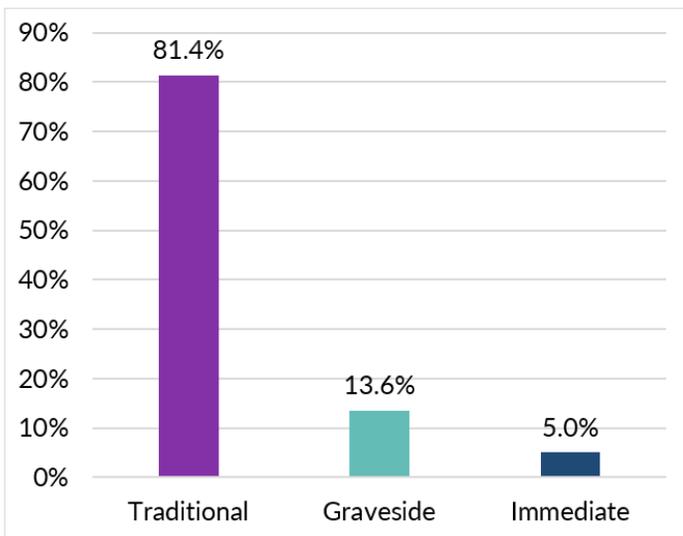
## CASE MIX

The top-left graph illustrates the case mix for burials, showing that traditional burials are the most preferred option, making up 81.4% of all burials, while graveside services account for 13.6% and immediate burials only 5.0%. The top-right graph focuses on cremation trends, revealing that direct cremation is the dominant choice at 69.7%, with cremation with a memorial service at 19.0% and traditional cremation at 11.3%.

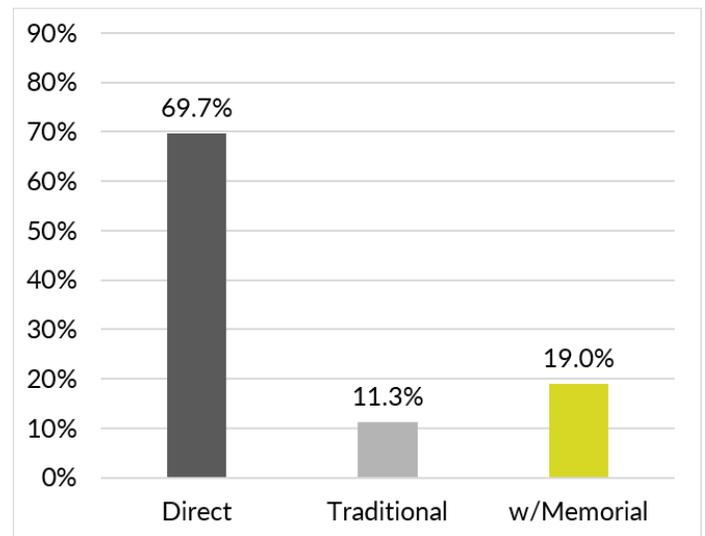
The bottom graph displays seasonality trends for 2024, showing fluctuations in demand for different funeral service types throughout the year. The data indicates that more families are served in the winter months, while it declines around mid-year. Interestingly, cremation with a memorial service experiences notable spikes in May and December, suggesting that families may choose to hold services during holidays or specific remembrance periods.

By aligning business models with these data-driven patterns, funeral homes can improve profitability, efficiency, and customer satisfaction.

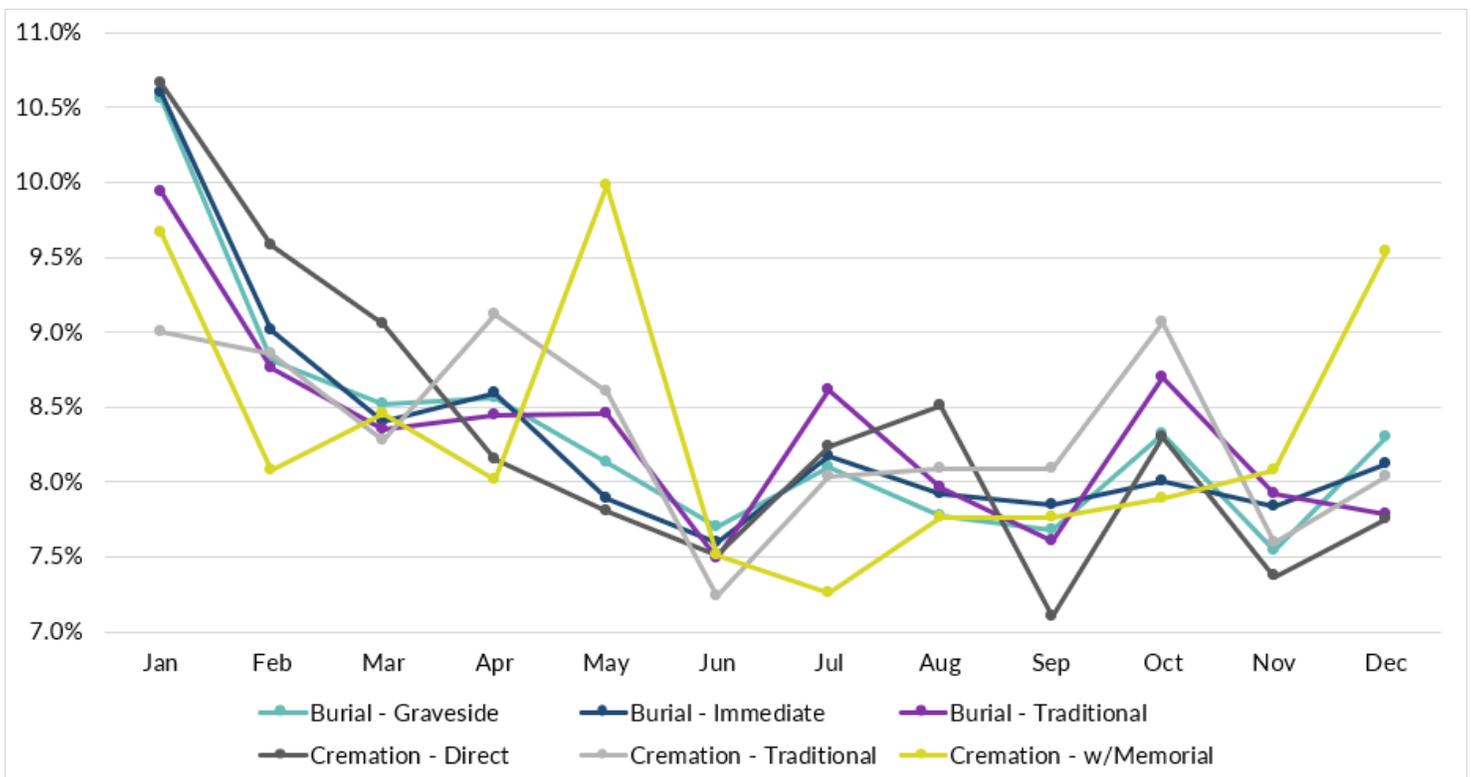
Case Mix of Burial Cases



Case Mix of Cremation Cases

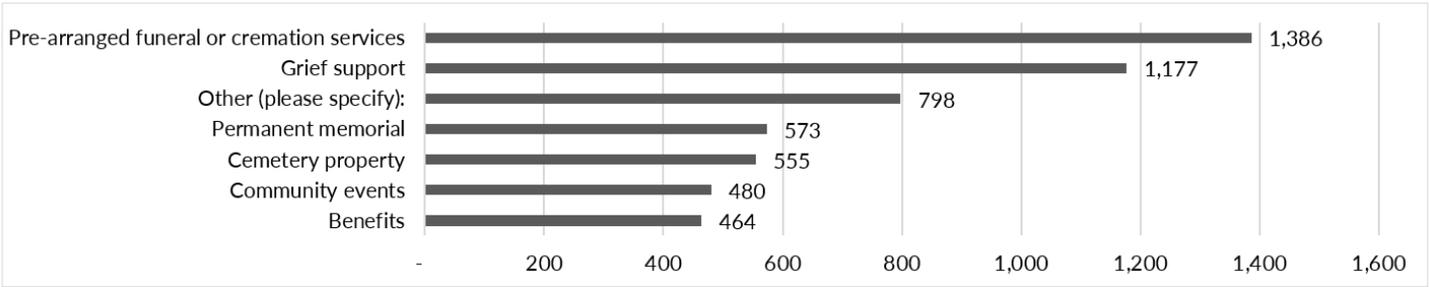


Seasonality of Standard Case Type Mix

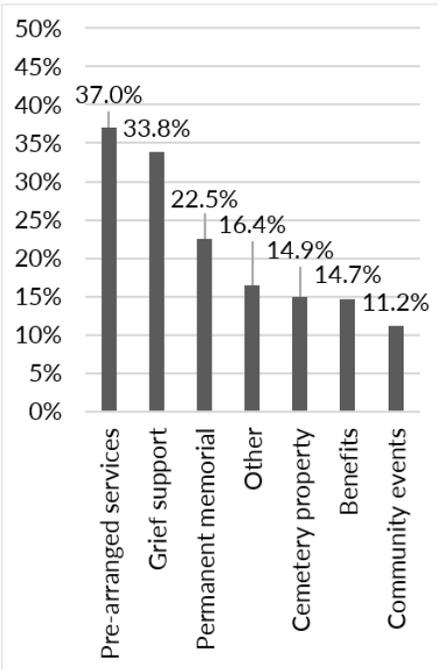


**LEAD GENERATION**

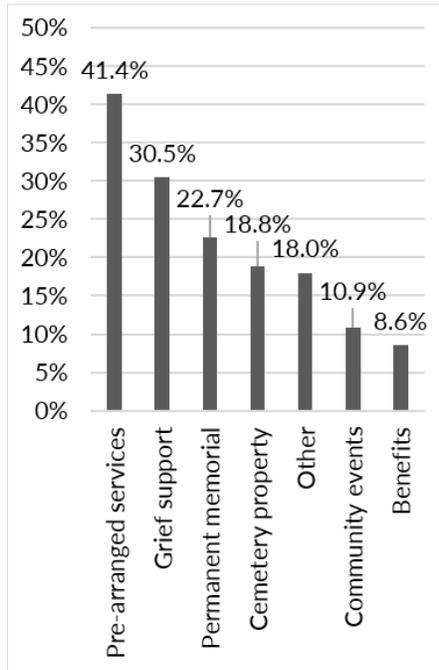
**2024 Leads Generated**



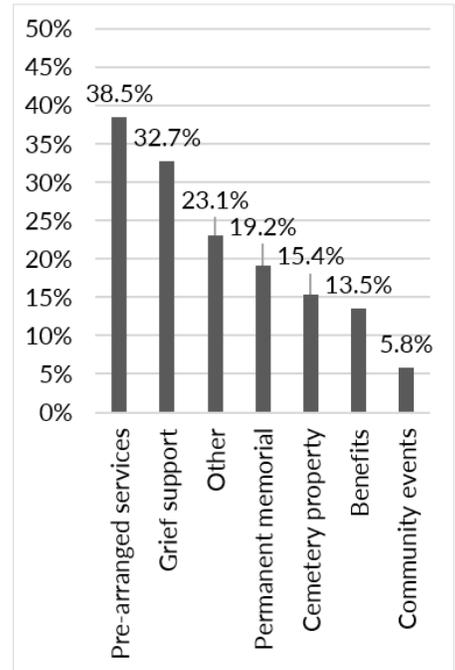
**Burial—Traditional Lead Mix**



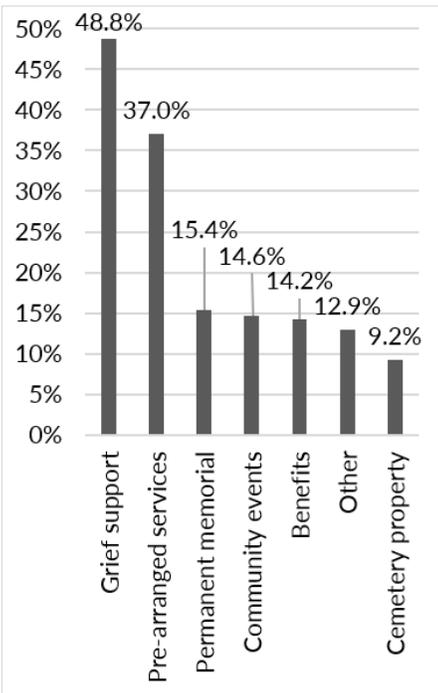
**Burial—Graveside Lead Mix**



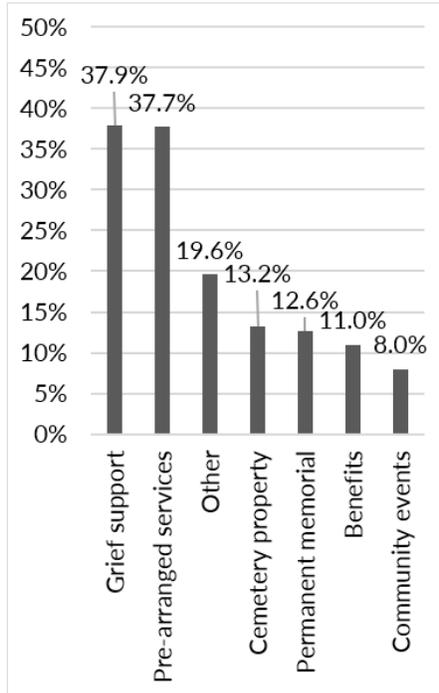
**Burial—Immediate Lead Mix**



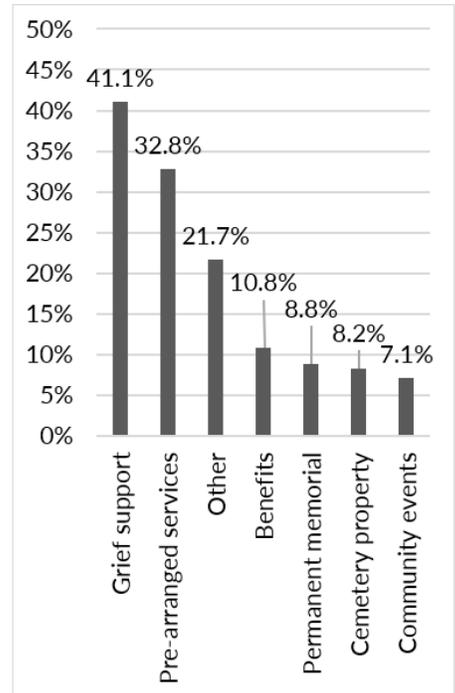
**Cremation—Traditional Lead Mix**



**Cremation—w/ Memorial Lead Mix**

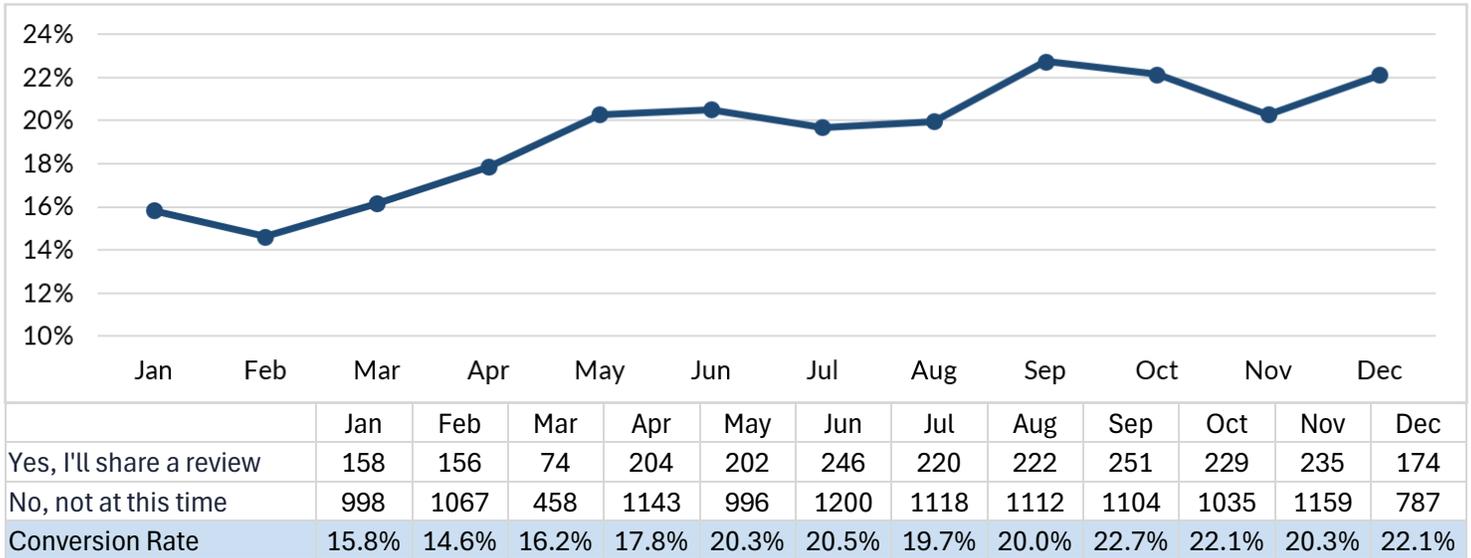


**Cremation—Direct Lead Mix**



SOCIAL PROMOTION

Google Review Conversion Rates



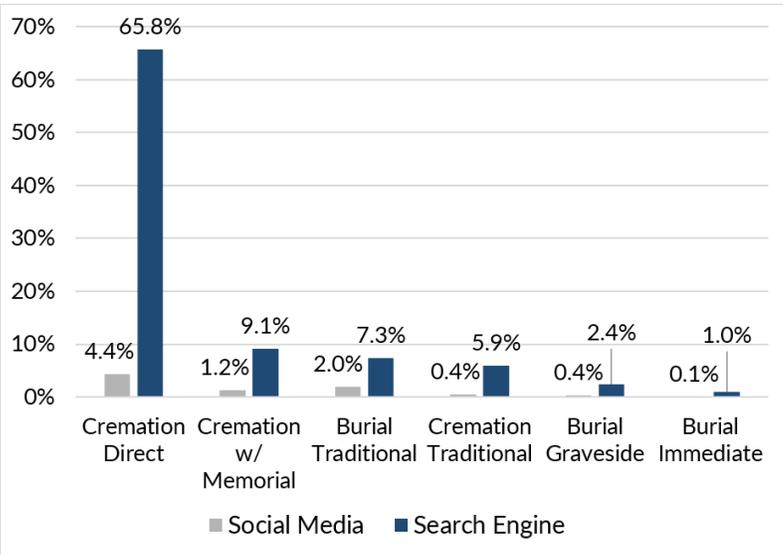
The first graph, which tracks the percentage of families who indicated whether they would leave a public review, shows a general upward trend in the conversion rate. This may speak to seasonal factors, such as holidays and reflection periods, influencing customer willingness to provide public feedback.

The second graph, displaying the case mix for families who found the funeral home through social media or a search engine, reveals that direct cremation and cremation with memorial are the most common to be searched out online.

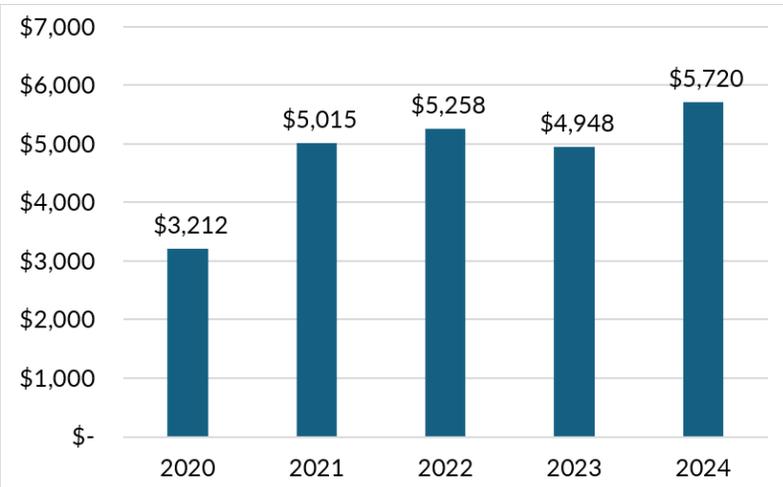
The bottom left graph, which tracks the average sale of families who found the funeral home via social media, shows a significant increase in sales over time, with notable jumps in 2021 and 2024. This upward trend correlates with seen market trends.

The bottom right graph, which measures the percentage of survey respondents who found the funeral home via social media or a search engines, reveals that search engines are currently more effective than social media in driving customer awareness, denoting the importance of having a strong online presence.

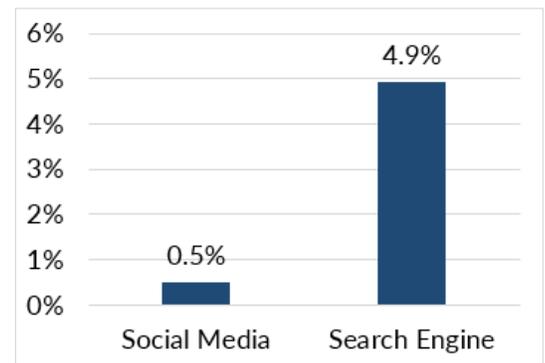
Case Mix of Families Who Found the Funeral Home Online



Average Sales from Social Media

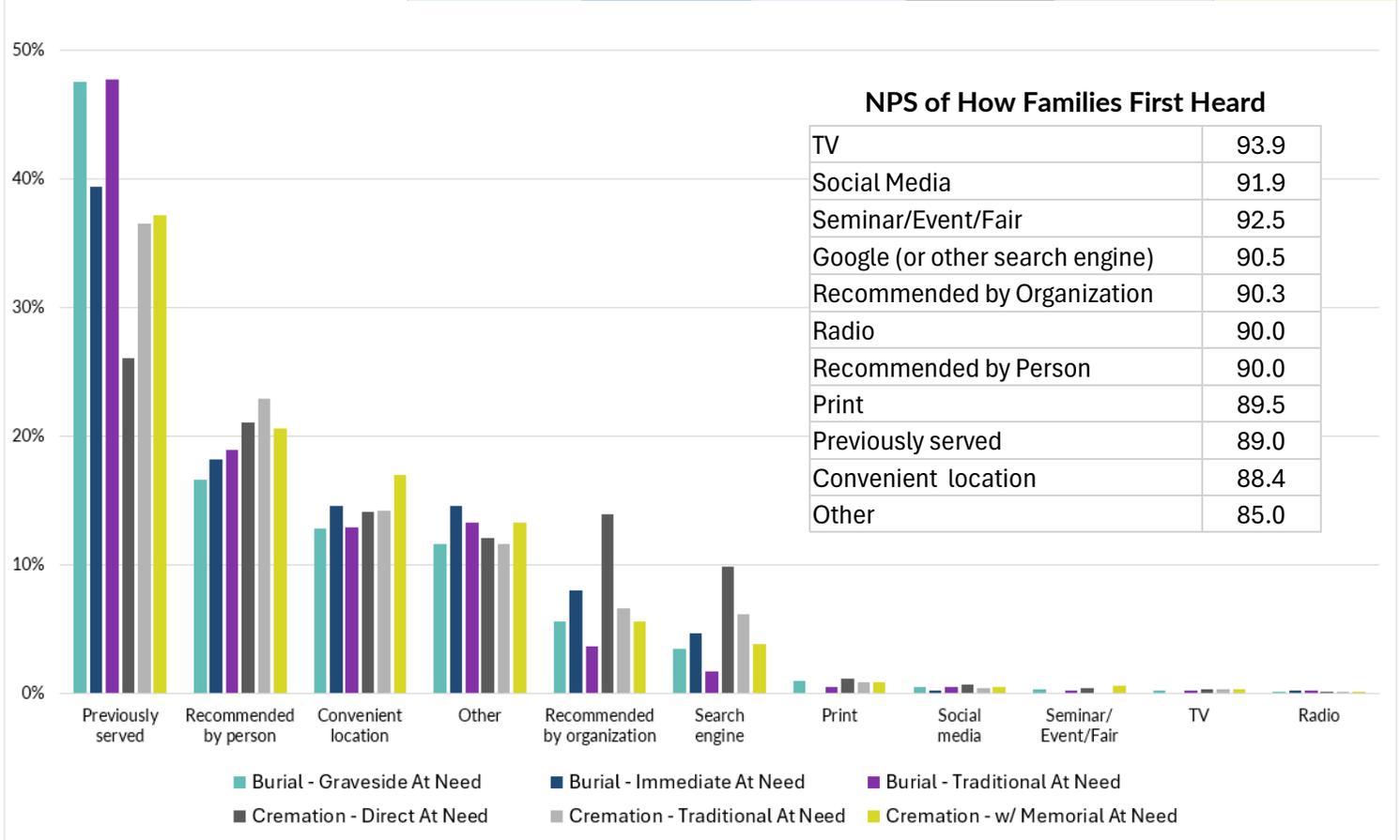


Families Who Found the Business Online



HOW THEY FIRST HEARD

	BURIAL			CREMATION		
	Graveside	Immediate	Traditional	Direct	Traditional	w/ Memorial
Previously served	47.6%	39.4%	47.8%	26.1%	36.5%	37.2%
Recommended by person	16.6%	18.2%	18.9%	21.1%	22.9%	20.6%
Convenient location	12.8%	14.6%	12.9%	14.1%	14.3%	17.0%
Other	11.7%	14.6%	13.3%	12.1%	11.6%	13.3%
Social media	5.6%	8.0%	3.6%	13.9%	6.6%	5.6%
Recommended by organization	3.4%	4.7%	1.8%	9.9%	6.2%	3.8%
Search engine	1.0%	0.0%	0.5%	1.2%	0.9%	0.9%
Print	0.5%	0.3%	0.5%	0.7%	0.4%	0.5%
Seminar/Event/Fair	0.4%	0.0%	0.2%	0.4%	0.1%	0.6%
TV	0.3%	0.0%	0.2%	0.4%	0.3%	0.3%
Radio	0.2%	0.3%	0.2%	0.2%	0.1%	0.2%

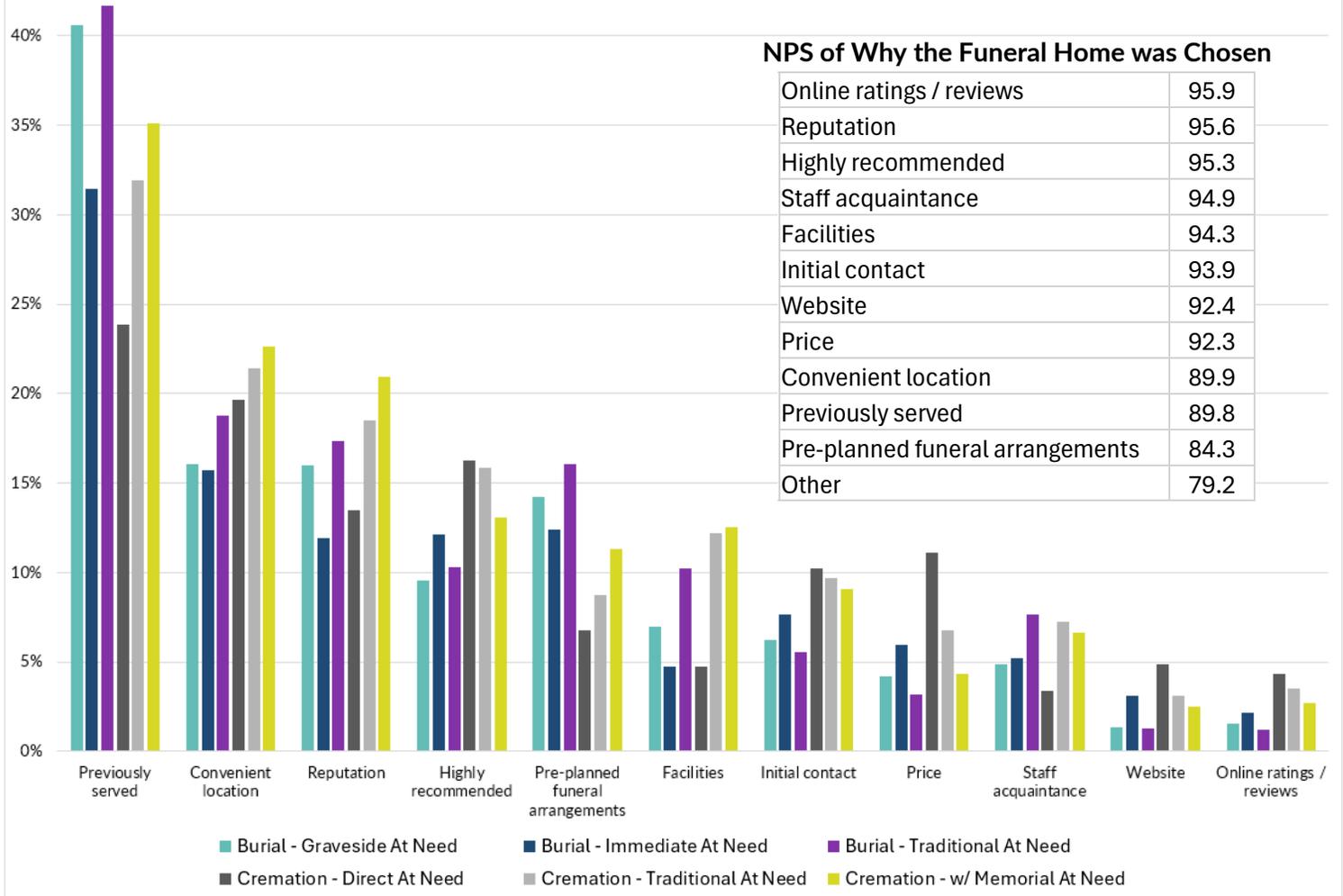


The data presented provides insights into how families first learn about funeral homes and the level of satisfaction associated with each discovery method. The most common sources of awareness include being previously served, personal recommendations, and convenient location. This highlights the significance of past customer experiences and word-of-mouth in driving new business. Burial services, particularly graveside and traditional options, tend to have higher referral rates from previously served families, while cremation services show peaks within a broader range of sources, including online search and social media. Less common sources, such as events, TV, and radio, still contribute but are not primary drivers of awareness.

Net Promoter Scores (NPS) show that families who found the organization via TV, social media, and seminars/events have the highest satisfaction, suggesting strong potential for recommendations. Google searches and community referrals also score well. While previous clients and convenient locations are common sources, their NPS scores are slightly lower, indicating they may not always lead to the highest satisfaction.

## WHY THE FUNERAL HOME WAS CHOSEN

	BURIAL			CREMATION		
	Graveside	Immediate	Traditional	Direct	Traditional	w/ Memorial
Previously served	31.4%	25.8%	29.8%	19.0%	21.9%	23.6%
Convenient location	12.4%	12.9%	13.4%	15.6%	14.7%	15.2%
Reputation	12.4%	9.8%	12.4%	10.7%	12.7%	14.1%
Pre-planned arrangements	11.0%	10.2%	11.5%	5.4%	6.0%	7.6%
Highly recommended	7.4%	10.0%	7.4%	12.9%	10.9%	8.8%
Other	6.0%	7.8%	4.7%	5.8%	4.6%	5.1%
Facilities	5.4%	3.9%	7.3%	3.7%	8.4%	8.5%
Initial contact	4.8%	6.3%	4.0%	8.1%	6.7%	6.1%
Staff acquaintance	3.8%	4.3%	5.5%	2.7%	5.0%	4.5%
Price	3.2%	4.9%	2.3%	8.8%	4.6%	2.9%
Online ratings / reviews	1.2%	1.8%	0.9%	3.5%	2.4%	1.8%
Website	1.0%	2.5%	0.9%	3.9%	2.2%	1.7%



Most families choose funeral homes through past experiences, reputation, recommendations, and proximity, emphasizing the significant role of word-of-mouth, customer experiences, and community visibility. Burial services tend to see higher volumes, driven by repeat business from returning families. In contrast, families who choose cremation services often base their decisions on factors such as convenience, facilities, and the business's online presence.

Net Promoter Scores (NPS) show that families who choose their service provider based on online reviews, reputation, and personal recommendations lead to higher customer satisfaction, indicating that maintaining a strong reputation and encouraging positive reviews is crucial. In contrast, pre-planned funeral arrangements score lower, suggesting room for improvement in this area.

## 2024 SALES AVERAGES IN RELATION TO INCENTIVE COMPENSATION PLANS

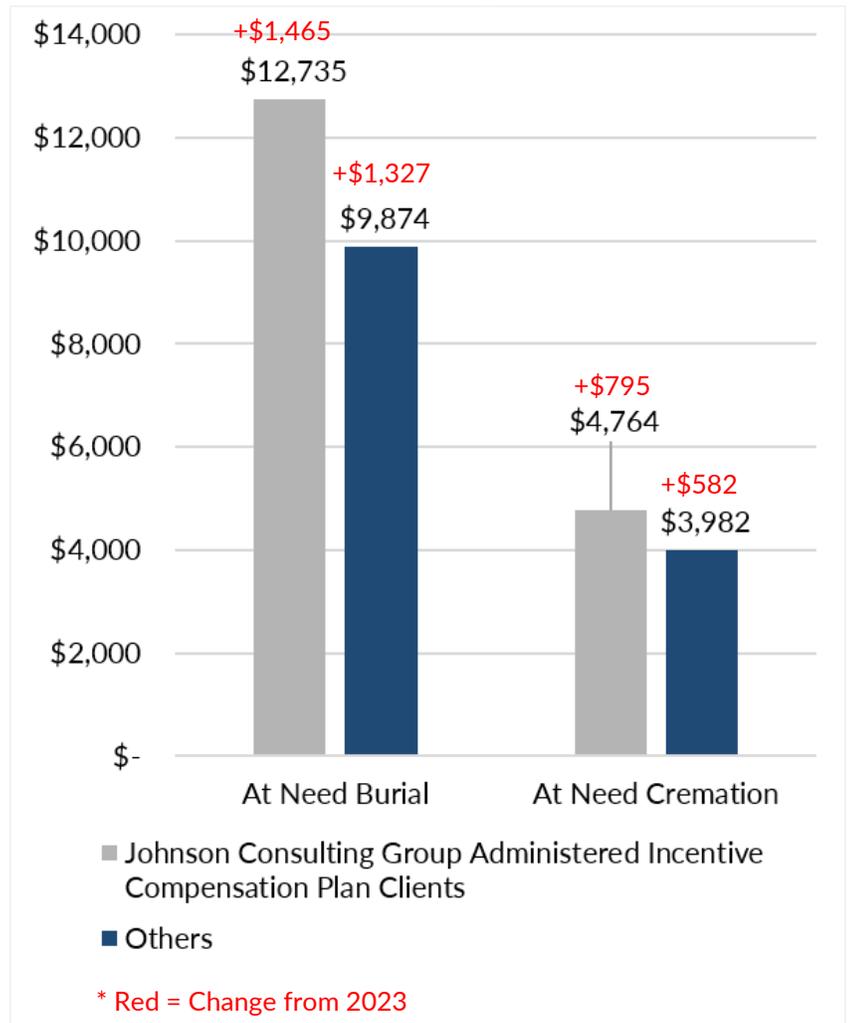
An Incentive Compensation Plan (ICP) boosts motivation and performance by tying compensation to key business metrics, rewarding employees for achieving goals in sales, customer experience, and overall success. A well-designed ICP is understandable, fair, measurable, consistent and aligned with organizational objectives.

Data shows that JCG-administered ICPs drive revenue growth. At-need burials average \$2,860 more than those at non-JCG ICP firms, with contracts averaging \$12,735, a 13% increase from 2023, compared to \$9,875 for non-ICP organizations, which grew by 15.5%. At-need cremations for JCG clients also see higher sales, averaging \$4,764, \$782 more than non-ICP firms, representing a 20% increase versus 17% for non-ICP firms.

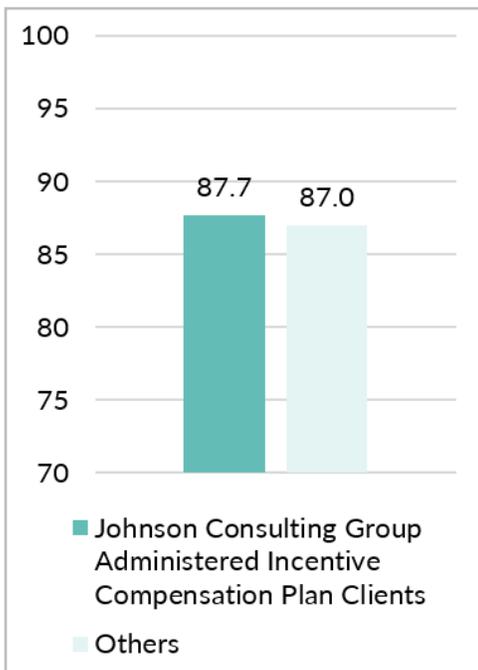
ICPs also improve customer experience, with JCG-administered organizations scoring higher in Net Promoter Score, Overall Performance Score, and Total Value Index, reflecting better satisfaction despite higher prices.

Effective ICP management requires strong tracking tools. Performance Tracker X enables real-time monitoring, survey communication, and response tracking, enhancing engagement and aligning employees with business goals.

Sales Averages



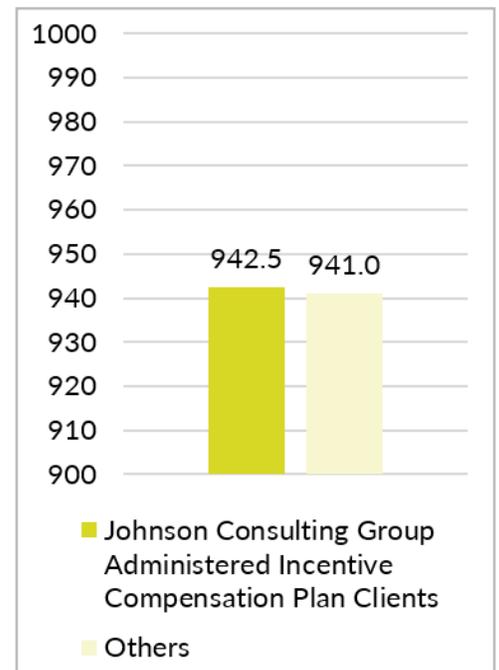
NPS



OPS



TVI



# FLUCTUATIONS IN PRICE SENSIVITY OF FUNERAL CONSUMERS

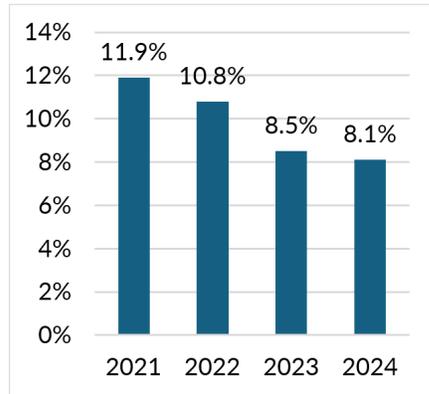
For families who identify price as a primary reason for selecting the funeral home, have a lower average sale and perceived value scores tend to be higher. This is consistent from 2021 – 2024.

Apart from Graveside Burials and Traditional Cremation, 2024 saw a slight decrease in the number of families who identified price as a primary reason for selecting the funeral home.

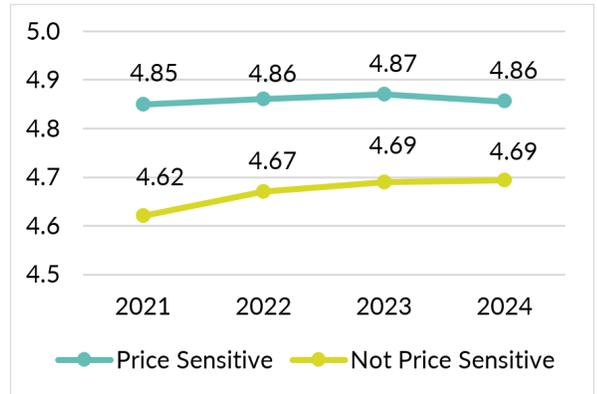
## Average Price-Driven Spending by Case Type without Cash Advances

Burial - Graveside	-\$1,087	Cremation - Direct	-\$953
Burial - Immediate	-\$1,141	Cremation - Traditional	-\$999
Burial - Traditional	-\$1,102	Cremation - w/ Memorial	-\$988

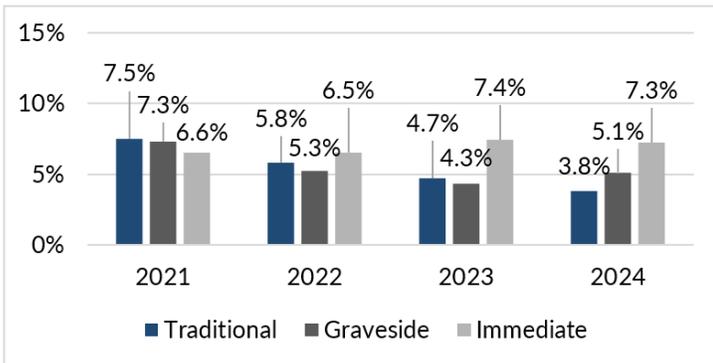
### Price was the Primary Reason Chosen



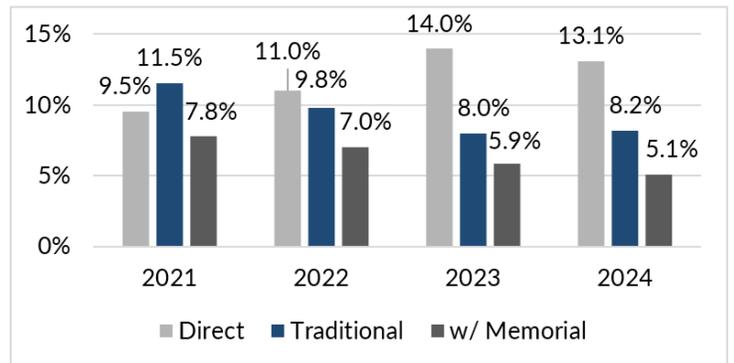
### Perceived Value of Price-Sensitive vs. Not



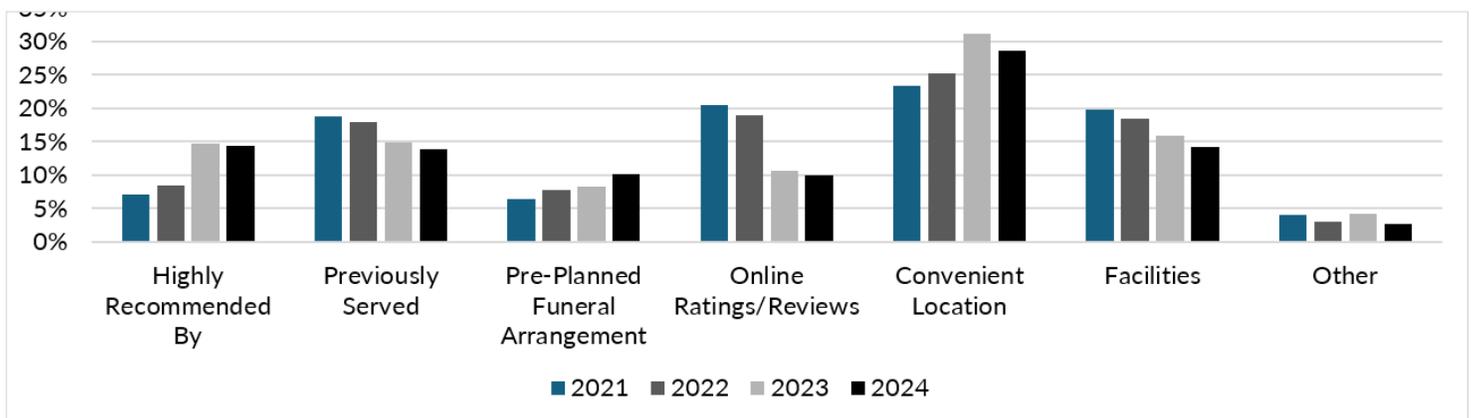
### Burial—Percent of Those That Chose Due to Price



### Cremation—Percent of Those That Chose Due to Price



## In Addition to Price, Primary Reason a Funeral Home Was Chosen (% of Total by Year)



	Highly Recommended By	Previously Served	Pre-Planned	Online Ratings	Convenient Location	Facilities	Other
2021	7.1%	18.7%	6.5%	20.5%	23.4%	19.8%	4.0%
2022	8.5%	17.9%	7.8%	19.0%	25.3%	18.4%	3.1%
2023	14.8%	14.9%	8.3%	10.7%	31.9%	15.9%	4.3%
2024	14.4%	13.9%	10.2%	10.0%	28.7%	14.2%	2.8%

PRE-NEED FULFILLMENT

Families who purchase pre-need burial services enjoy a 22% reduction in the subtotal for burial cases, while the discount for cremations is smaller at just 1.3%. Although cremation services tend to receive higher customer experience scores compared to burial, both services show reduced satisfaction for pre-need cases compared to their at-need counterparts. The most significant disparity is seen in perceived value, which suggests that while funeral homes are delivering strong service performance, families may not fully appreciate the value they are receiving.

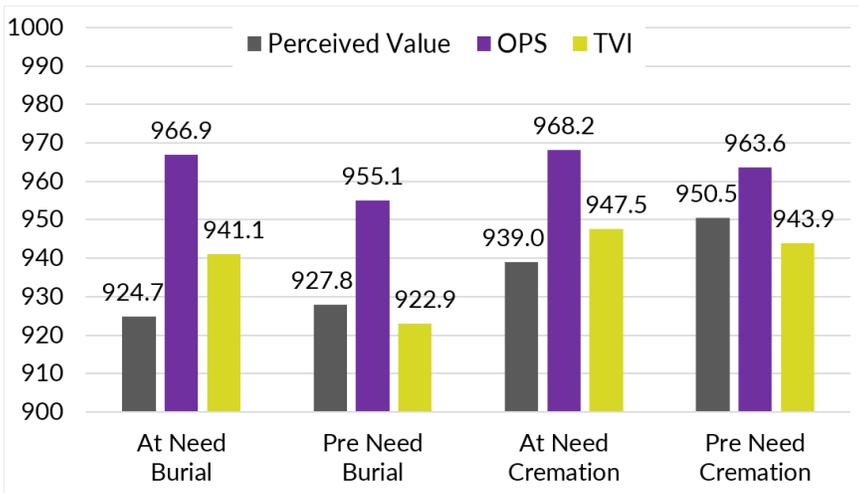
Pre-Need Fulfillment Rates

Burial	27.3%
Cremation	13.7%

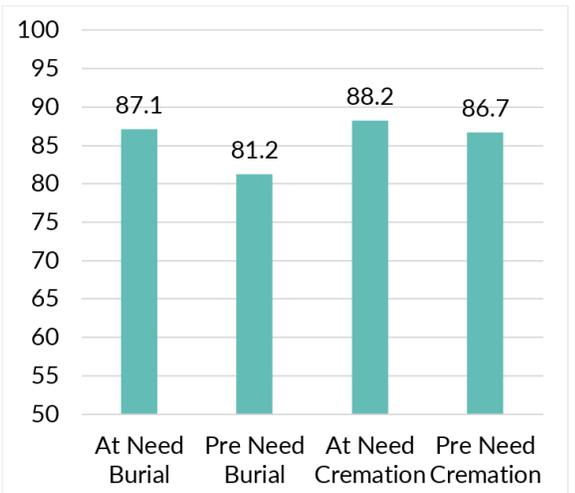
Fulfilled Pre-Need vs At Need Sales Averages

	At Need Burial	Pre Need Burial	At Need Cremation	Pre Need Cremation
Service Fee	\$5,871	\$5,677	\$3,411	\$3,471
Casket	\$3,142	\$3,193	\$810	\$917
Outer Burial Container	\$1,762	\$1,735	\$471	\$511
Urns & Keepsakes	\$384	\$374	\$287	\$305
Alt. Container	\$837	\$871	\$281	\$273
Memorial Products	\$244	\$209	\$224	\$208
Cemetery	\$1,642	\$1,489	\$813	\$1,139
Monument	\$577	\$492	\$938	\$396
Flowers	\$481	\$453	\$391	\$348
Other Sales #1	\$488	\$435	\$320	\$318
Other Sales #2	\$4,261	\$884	\$700	\$363
Discounts	\$1,694	\$4,355	\$1,314	\$2,037
<b>Subtotal</b>	<b>\$9,444</b>	<b>\$7,291</b>	<b>\$3,531</b>	<b>\$3,484</b>
Sales Tax	\$398	\$344	\$104	\$77
Cash Advances	\$1,182	\$951	\$392	\$519
<b>Grand Total</b>	<b>\$10,788</b>	<b>\$7,867</b>	<b>\$3,943</b>	<b>\$3,722</b>

Customer Experience of Pre-Need Fulfillment vs At Need



NPS of Pre-Need Fulfillment vs At Need

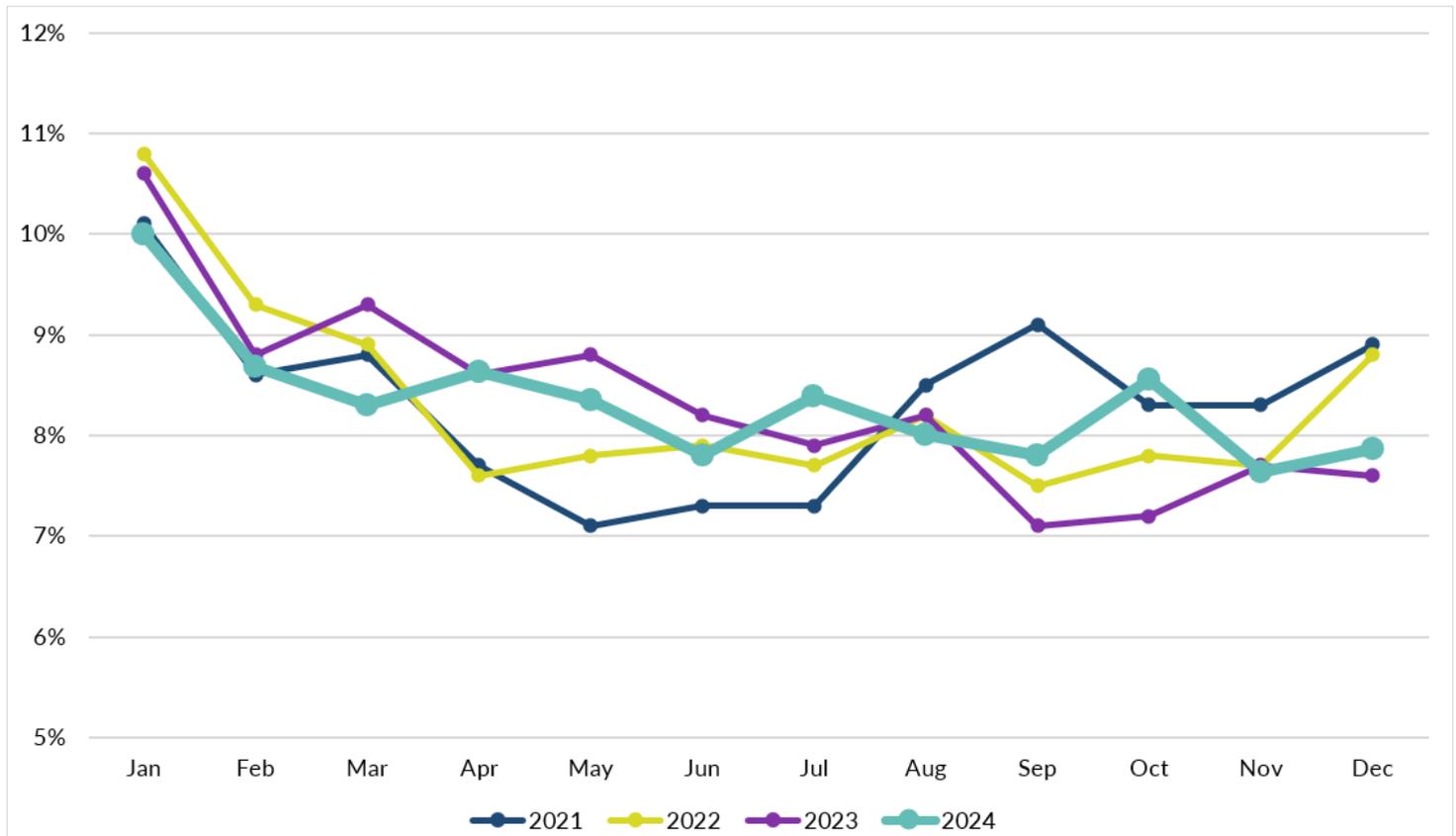


# THE REGIONS OF PERFORMANCE TRACKER X



## SEASONALITY OF THE PROFESSION

Seasonal Trends in Case Volume: Analyzing the Funeral Profession from 2021 to 2024



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2021	10.10%	8.60%	8.80%	7.70%	7.10%	7.30%	7.30%	8.50%	9.10%	8.30%	8.30%	8.90%
2022	10.80%	9.30%	8.90%	7.60%	7.80%	7.90%	7.70%	8.20%	7.50%	7.80%	7.70%	8.80%
2023	10.60%	8.80%	9.30%	8.60%	8.80%	8.20%	7.90%	8.20%	7.10%	7.20%	7.70%	7.60%
2024	10.00%	8.68%	8.30%	8.63%	8.35%	7.80%	8.39%	8.00%	7.80%	8.55%	7.64%	7.87%

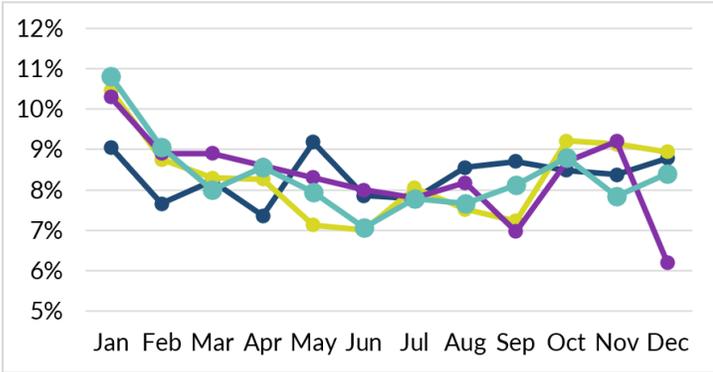
The graphs depict case volume seasonality in the funeral industry from 2021 to 2024, with the main chart showing overall trends and the smaller charts breaking down data by region. Across all years, case volumes peak in January, likely due to winter and complications from cold weather. This is followed by a decline into the spring, with the lowest volumes typically occurring in May and June. Volumes fluctuate during the summer and early fall before rising again.

Each year presents slight variations, with 2021 showing a distinct peak in August and September, potentially linked to COVID-19 waves, while 2022 and 2023 exhibit smoother, more consistent trends. The 2024 data appears to follow a pattern similar to pre-pandemic years. The regional breakdown provides further insights, with North Central and Northeast regions experiencing stronger winter peaks, likely driven by cold-related mortality factors. The Northwest shows more stable trends with fewer extreme fluctuations, while South Central and Southeast regions display moderate seasonality, potentially influenced by weather events such as hurricanes and heat waves. The Southwest has the least seasonality.

Understanding these trends is crucial for optimizing staffing and resource allocation, inventory and supply management, anticipating revenue fluctuations, and allocating marketing resources during optimal times to better community outreach efforts.

# SEASONALITY OF THE PROFESSION BY REGION

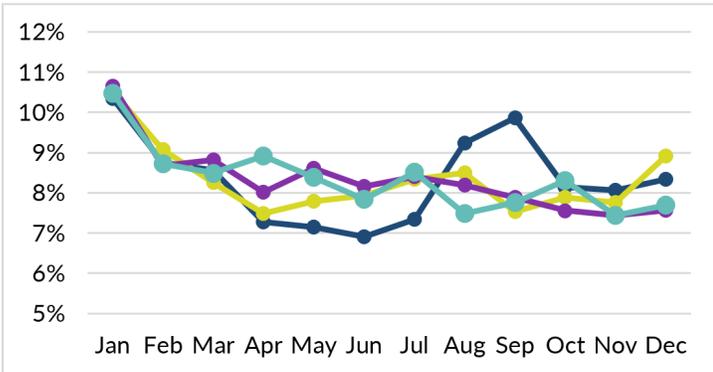
Canada



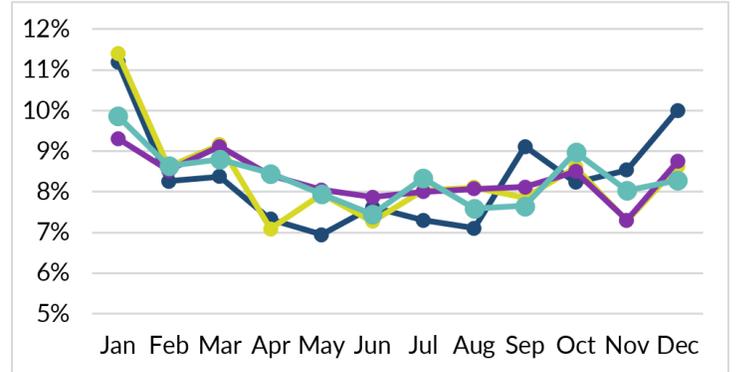
- North Central:** IA, IL, IN, KS, MI, MN, MO, MS, ND, NE, OH, SD, WI
- Northeast:** CT, DE, MA, MD, ME, NH, NJ, NY, PA, RI, VT
- Northwest:** AK, ID, MT, OR, WA, WY
- South Central:** AR, LA, OK, TX
- Southeast:** AL, FL, GA, KY, NC, SC, TN, VA, WV
- Southwest:** AZ, CA, CO, HI, NM, NV, UT

2021 2022 2023 2024

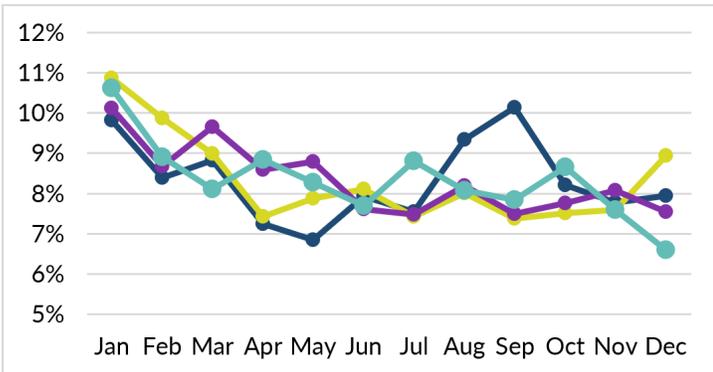
Southeast



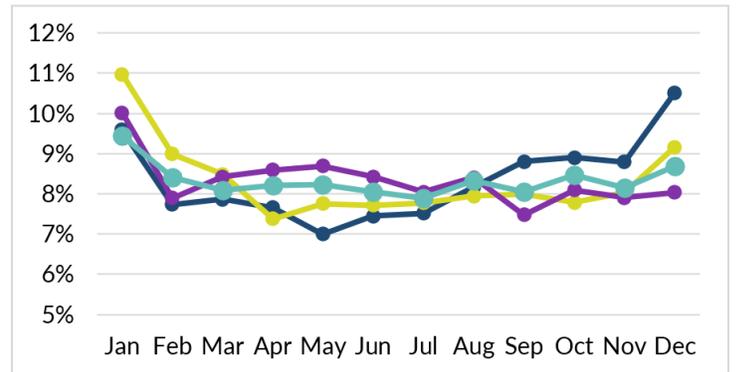
Northeast



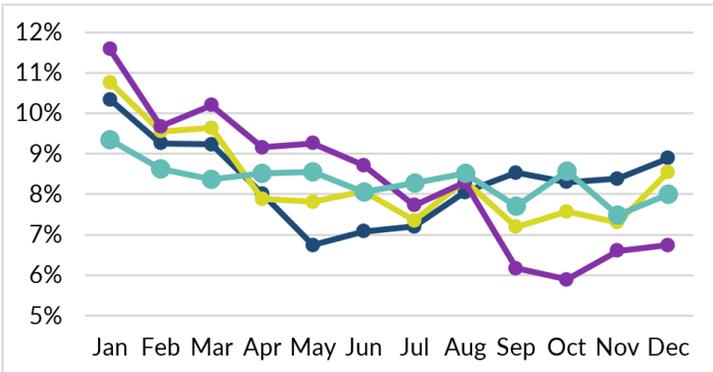
South Central



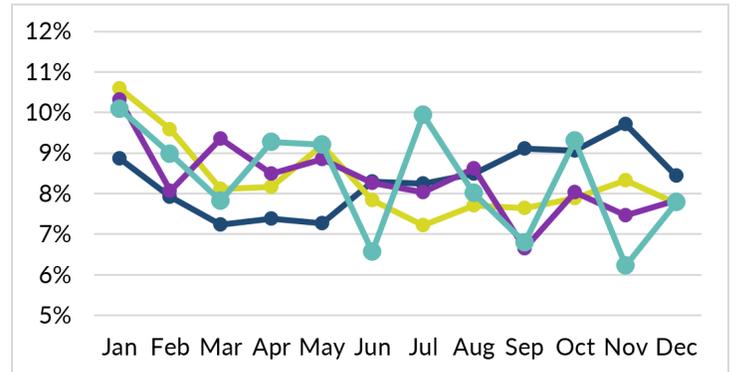
North Central



Southwest



Northwest



## 2024 BURIAL SERVICE FEE AVERAGES by CASE TYPE by REGION

These graphs focus on burial service fees across different regions, highlighting variations in pricing. The Northeast shows the highest average burial service fees, while the Northwest and Canada tend to have the lowest. This pricing discrepancy may be influenced by factors such as local funeral traditions, cemetery costs, and regulatory requirements. These insights can help in setting competitive pricing structures, understanding market demand, and adapting services to align with regional expectations. For businesses looking to expand, targeting regions with higher average service fees may present opportunities for increased revenue.

**Burial - Graveside**



**Burial - Immediate**



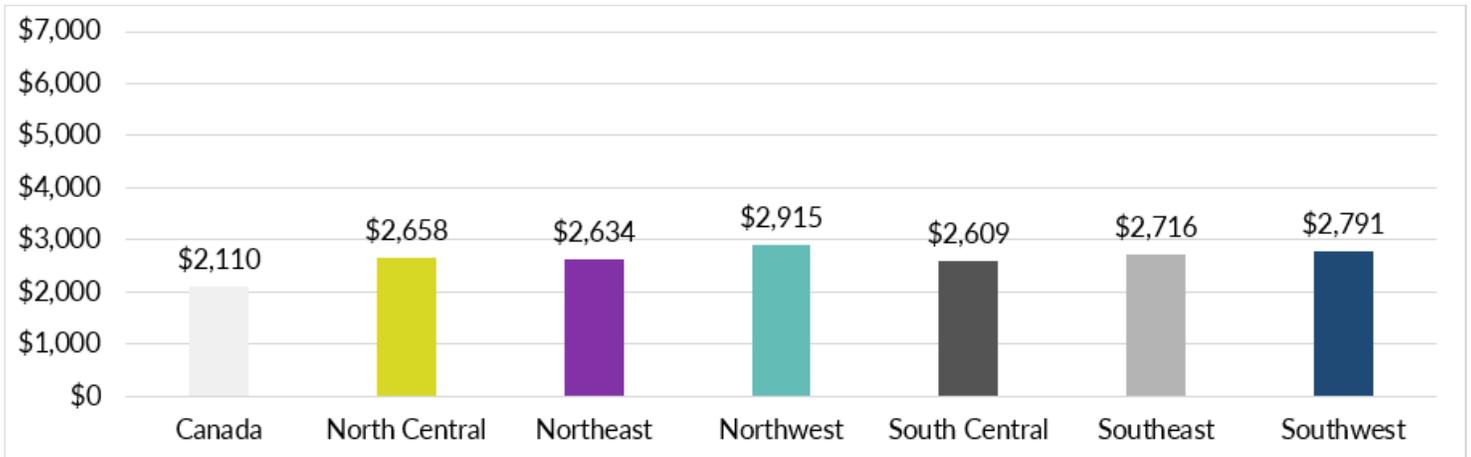
**Burial - Traditional**



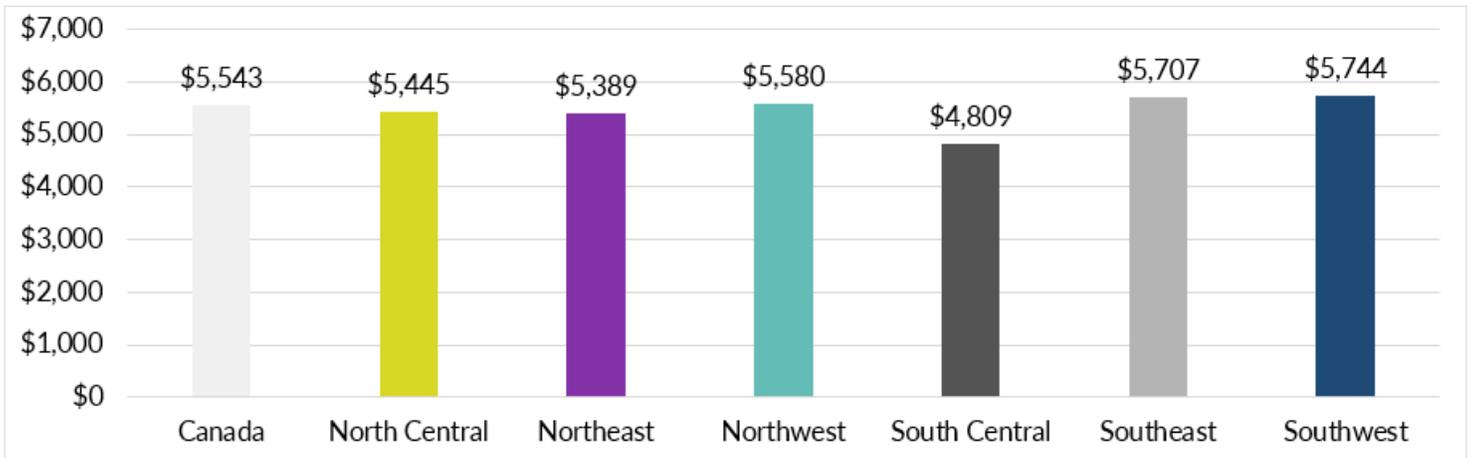
## 2024 CREMATION SERVICE FEE AVERAGES by CASE TYPE by REGION

These graphs focus on cremation service fees, showing that pricing is generally lower compared to burial services. However, there are still notable regional differences, with the Southwest reporting higher averages. Funeral professionals can use this data to assess the profitability of cremation services in their respective markets and adjust pricing accordingly. Additionally, the rising demand for cremation, particularly in cost-conscious regions, suggests opportunities for businesses to expand service offerings with competitive yet profitable pricing models.

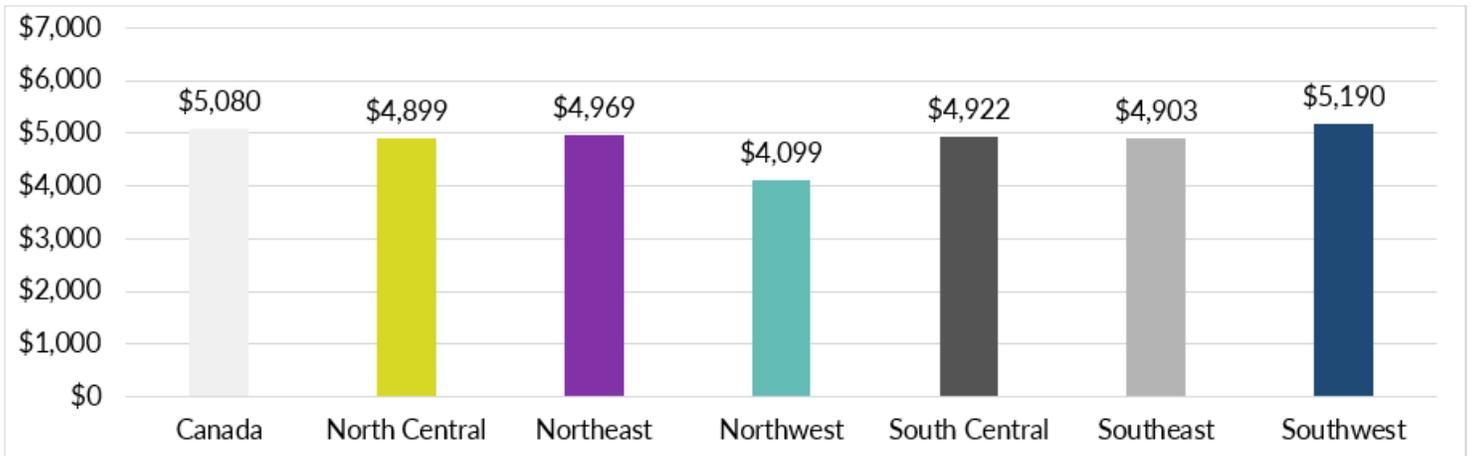
**Cremation—Direct**



**Cremation—Traditional**



**Cremation - w/Memorial**

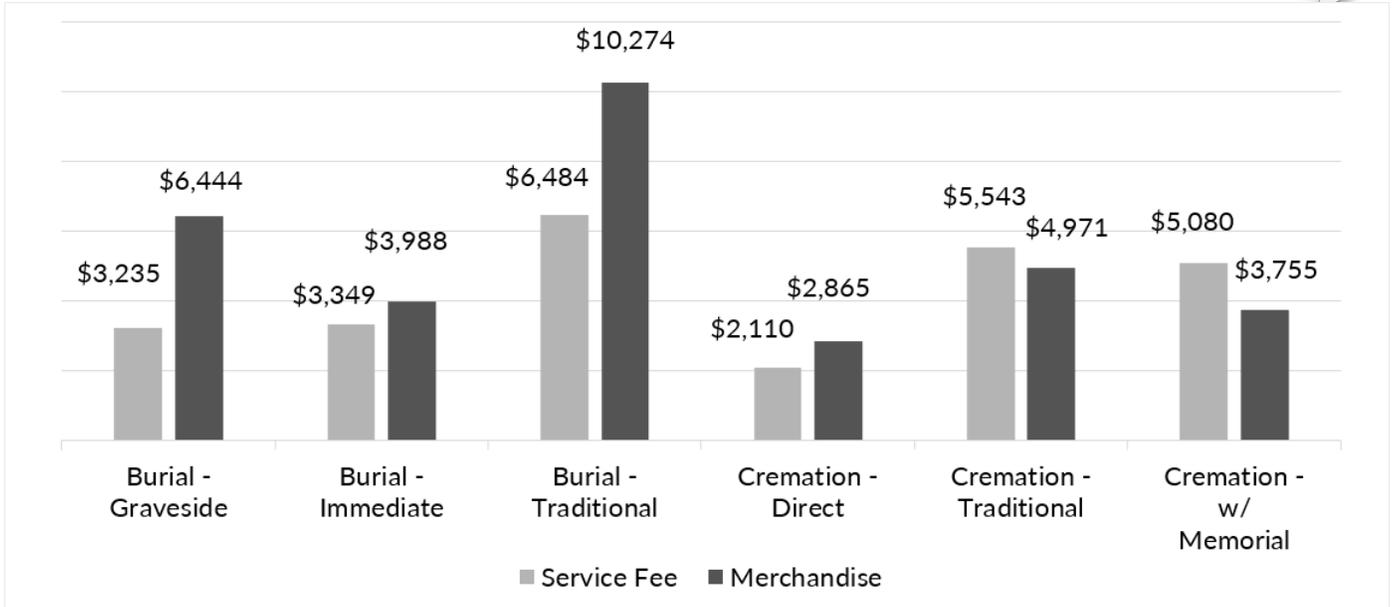


## 2024 SALES AVERAGES by REGION—CANADA

The sales figures outlined below are based on data imported into Performance Tracker X.



### Service Fee and Merchandise Sales Averages by Case Type

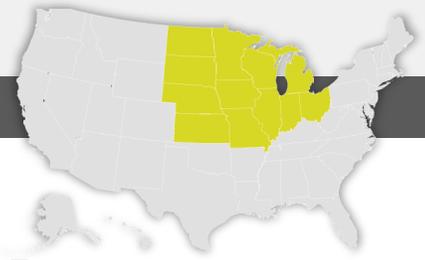


#### BURIAL

		Service Fee	Casket	Outer Burial	Urns & Keepsakes	Alt. Container	Memorial Products	Monument	Cash Advances	Discounts	Grand Total
Graveside	Average Sale	\$3,235	\$2,608		\$205	\$175			\$592	\$1,406	\$5,283
	Sale Frequency		6.4%	0.0%	1.0%	0.3%	0.0%	0.0%	97.4%	51.0%	
Immediate	Average Sale	\$3,349	\$1,188						\$1,058	\$1,370	\$6,673
	Sale Frequency		5.3%	0.0%	0.0%	0.0%	0.0%	0.0%	89.5%	26.3%	
Traditional	Average Sale	\$6,484	\$3,374	\$1,445	\$335	\$175			\$1,429	\$1,018	\$12,703
	Sale Frequency		4.8%	0.2%	0.3%	0.1%	0.0%	0.0%	87.6%	15.2%	

#### CREMATION

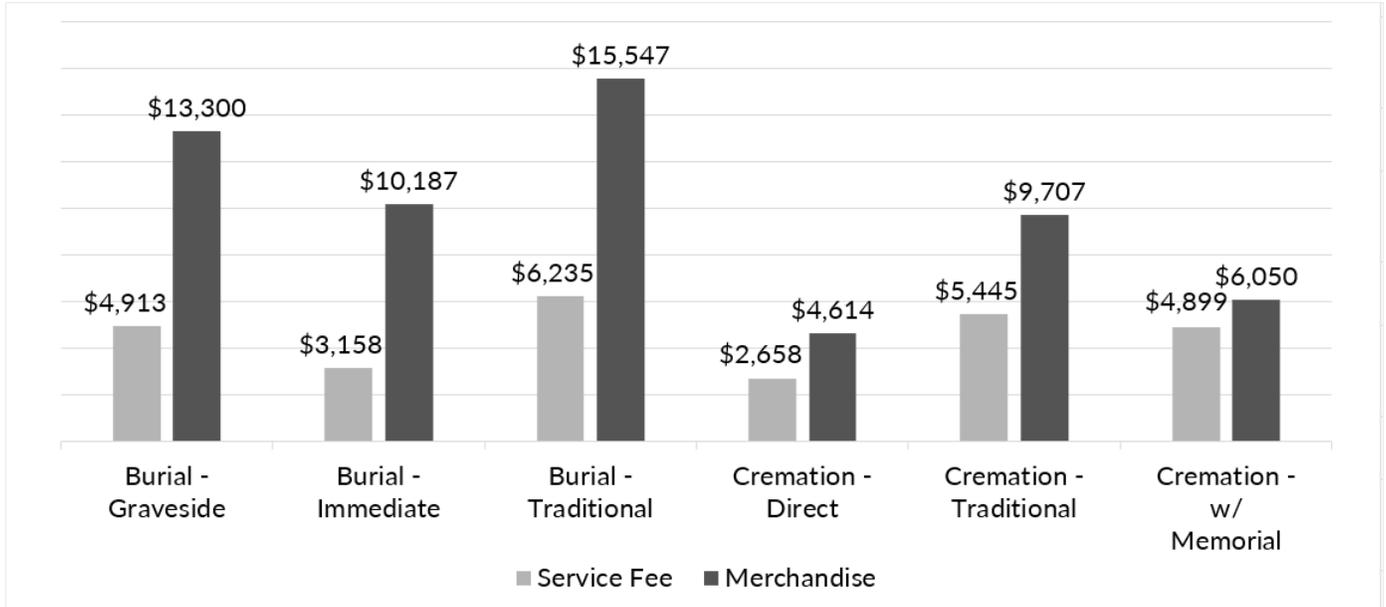
		Service Fee	Casket	Outer Burial	Urns & Keepsakes	Alt. Container	Memorial Products	Monument	Cash Advances	Discounts	Grand Total
Direct	Average Sale	\$2,110	\$302	\$460	\$425	\$175	\$295		\$835	\$514	\$3,494
	Sale Frequency		20.5%	0.0%	6.8%	0.0%	0.2%	0.0%	95.3%	24.2%	
Traditional	Average Sale	\$5,543	\$1,985		\$266				\$1,311	\$1,865	\$9,593
	Sale Frequency		7.8%	0.0%	5.1%	0.0%	0.0%	0.0%	85.6%	13.4%	
w/ Memorial	Average Sale	\$5,080	\$470	\$195	\$459	\$175	\$410		\$1,333	\$742	\$8,011
	Sale Frequency		13.1%	0.2%	6.3%	0.5%	0.5%	0.0%	93.8%	16.1%	



## 2024 SALES AVERAGES by REGION—NORTH CENTRAL

The sales figures outlined below are based on data imported into Performance Tracker X.

### Service Fee and Merchandise Sales Averages by Case Type

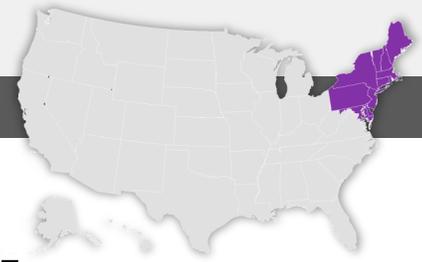


#### BURIAL

		Service Fee	Casket	Outer Burial	Urns & Keepsakes	Alt. Container	Memorial Products	Monument	Cash Advances	Discounts	Grand Total
Graveside	Average Sale	\$4,913	\$2,796	\$1,603	\$599	\$559	\$147		\$1,102	\$1,665	\$9,478
	Sale Frequency		49.3%	33.0%	1.1%	3.4%	14.0%	0.0%	92.7%	24.9%	
Immediate	Average Sale	\$3,158	\$1,918	\$1,443		\$948	\$128		\$904	\$1,442	\$5,885
	Sale Frequency		38.6%	26.3%	0.0%	0.9%	2.0%	0.0%	84.9%	18.0%	
Traditional	Average Sale	\$6,235	\$3,131	\$1,738	\$403	\$1,265	\$217	\$876	\$1,549	\$1,713	\$11,938
	Sale Frequency		59.4%	37.3%	0.9%	1.0%	30.0%	0.4%	88.7%	37.4%	

#### CREMATION

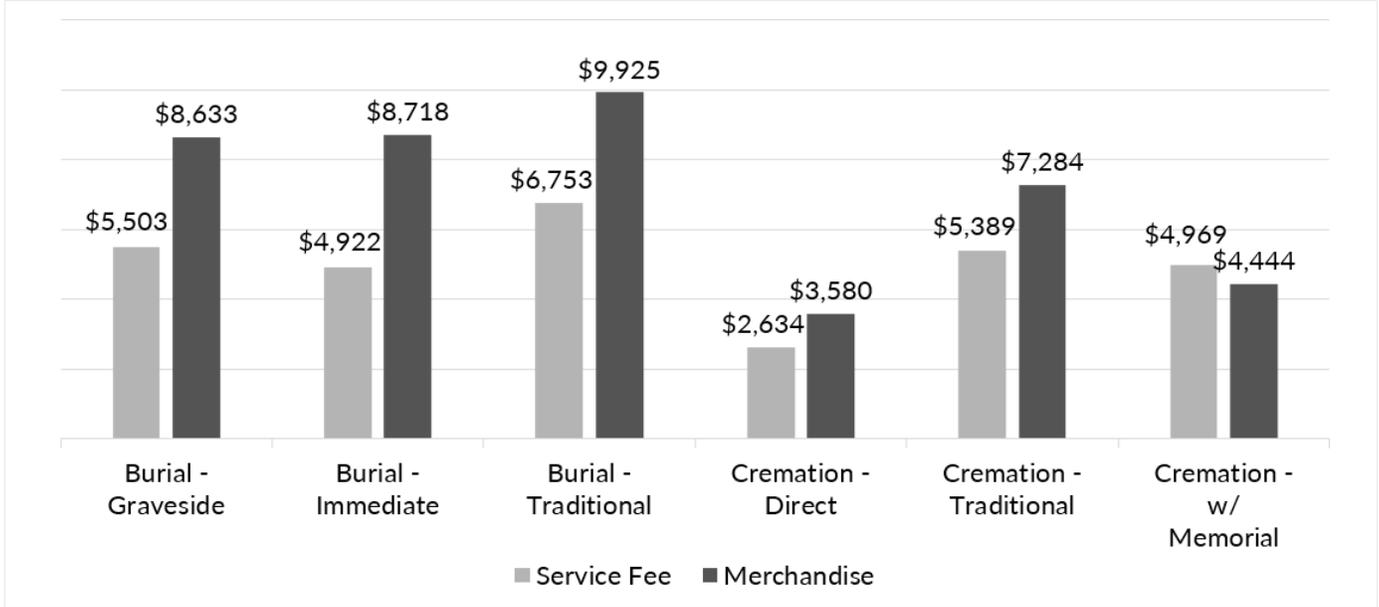
		Service Fee	Casket	Outer Burial	Urns & Keepsakes	Alt. Container	Memorial Products	Monument	Cash Advances	Discounts	Grand Total
Direct	Average Sale	\$2,658	\$283	\$396	\$272	\$163	\$154	\$1,075	\$314	\$1,141	\$3,035
	Sale Frequency		6.4%	1.5%	29.7%	55.4%	5.0%	0.1%	87.9%	24.2%	
Traditional	Average Sale	\$5,445	\$1,470	\$761	\$377	\$382	\$246	\$2,130	\$831	\$846	\$7,594
	Sale Frequency		47.9%	2.7%	34.7%	14.3%	26.4%	0.1%	80.6%	37.4%	
w/ Memorial	Average Sale	\$4,899	\$521	\$411	\$391	\$212	\$206	\$1,248	\$1,012	\$984	\$6,506
	Sale Frequency		10.4%	4.6%	40.7%	43.5%	32.0%	0.2%	95.3%	34.6%	



## 2024 SALES AVERAGES by REGION—NORTHEAST

The sales figures outlined below are based on data imported into Performance Tracker X.

### Service Fee and Merchandise Sales Average by Case Type

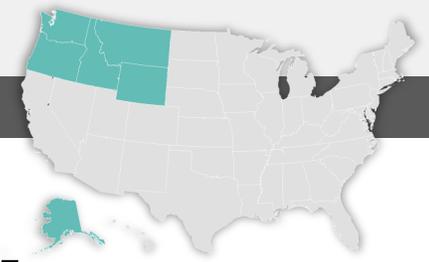


#### BURIAL

		Service Fee	Casket	Outer Burial	Urns & Keepsakes	Alt. Container	Memorial Products	Monument	Cash Advances	Discounts	Grand Total
Graveside	Average Sale	\$5,503	\$2,399	\$2,088	\$395	\$549	\$167	\$111	\$1,757	\$962	\$10,017
	Sale Frequency		76.2%	43.1%	3.8%	2.3%	13.8%	5.4%	95.4%	37.7%	
Immediate	Average Sale	\$4,922	\$2,239	\$1,733	\$361	\$977	\$118	\$32	\$1,934	\$880	\$8,804
	Sale Frequency		70.0%	22.5%	1.9%	3.8%	29.4%	29.4%	95.0%	18.8%	
Traditional	Average Sale	\$6,753	\$3,076	\$1,952	\$393	\$1,475	\$223	\$281	\$1,842	\$1,264	\$12,120
	Sale Frequency		84.2%	48.2%	3.7%	1.6%	42.9%	2.9%	87.8%	33.0%	

#### CREMATION

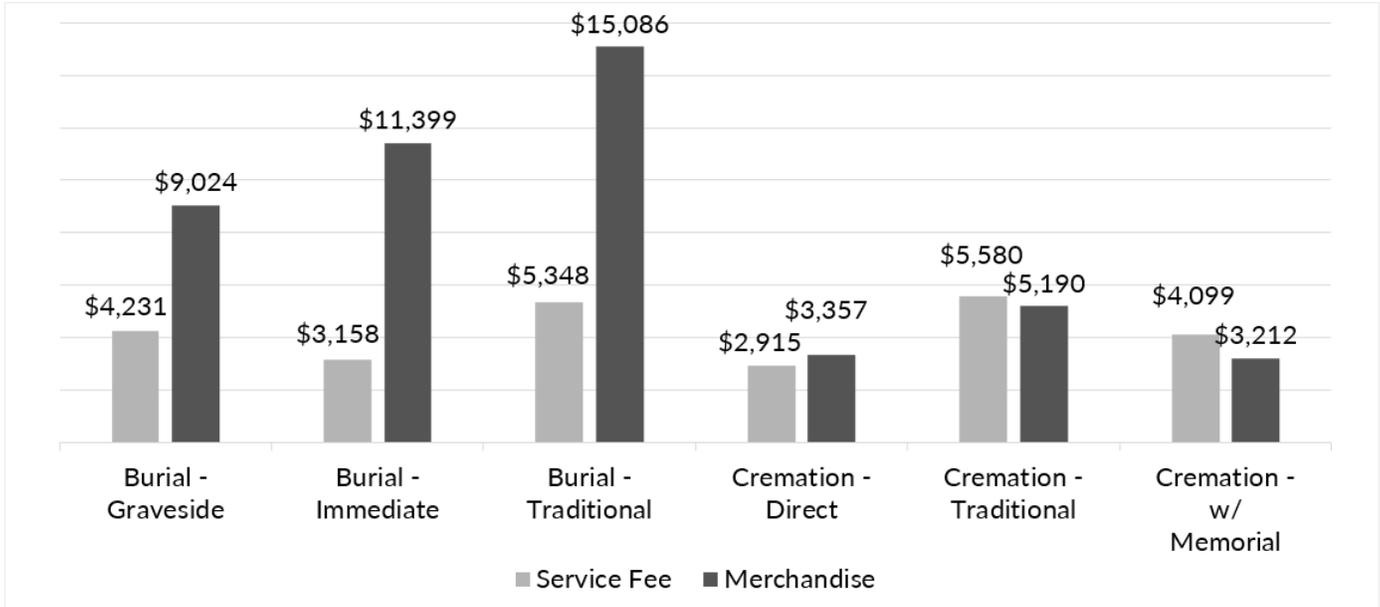
		Service Fee	Casket	Outer Burial	Urns & Keepsakes	Alt. Container	Memorial Products	Monument	Cash Advances	Discounts	Grand Total
Direct	Average Sale	\$2,634	\$307	\$911	\$337	\$265	\$188	\$325	\$456	\$834	\$3,030
	Sale Frequency		19.3%	1.2%	29.8%	14.6%	4.1%	0.1%	92.9%	34.0%	
Traditional	Average Sale	\$5,389	\$994	\$919	\$430	\$840	\$213	\$1,910	\$1,004	\$937	\$7,155
	Sale Frequency		66.3%	3.5%	47.1%	15.1%	38.2%	0.2%	76.7%	36.3%	
w/ Memorial	Average Sale	\$4,969	\$600	\$618	\$412	\$315	\$278	\$232	\$1,171	\$905	\$6,658
	Sale Frequency		26.6%	8.1%	53.4%	33.4%	27.7%	0.7%	94.4%	34.1%	



## 2024 SALES AVERAGES by REGION—NORTHWEST

The sales figures outlined below are based on data imported into Performance Tracker X.

### Service Fee and Merchandise Sales Average by Case Type



#### BURIAL

		Service Fee	Casket	Outer Burial	Urns & Keepsakes	Alt. Container	Memorial Products	Monument	Cash Advances	Discounts	Grand Total
Graveside	Average Sale	\$4,231	\$2,707	\$961	\$188	\$894	\$272		\$426	\$1,880	\$7,053
	Sale Frequency		73.0%	5.0%	1.5%	2.0%	13.5%	0.0%	97.0%	13.5%	
Immediate	Average Sale	\$3,158	\$2,490	\$1,395	\$350		\$235		\$730	\$1,447	\$6,062
	Sale Frequency		64.5%	9.7%	1.6%	0.0%	4.8%	0.0%	96.8%	29.0%	
Traditional	Average Sale	\$5,348	\$3,253	\$1,627	\$2,275	\$863	\$540		\$914	\$1,296	\$9,438
	Sale Frequency		53.4%	7.0%	0.3%	0.5%	16.5%	0.0%	98.9%	24.9%	

#### CREMATION

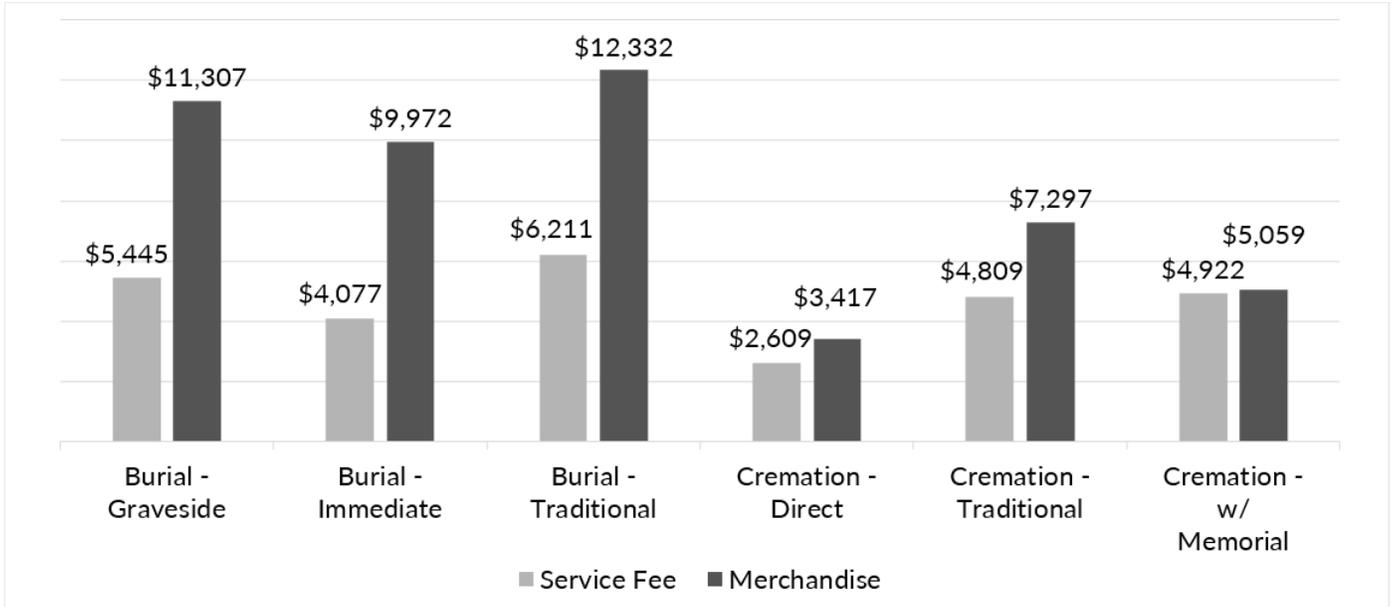
		Service Fee	Casket	Outer Burial	Urns & Keepsakes	Alt. Container	Memorial Products	Monument	Cash Advances	Discounts	Grand Total
Direct	Average Sale	\$2,915	\$322	\$130	\$257	\$305	\$595		\$182	\$1,349	\$3,244
	Sale Frequency		20.8%	0.1%	39.9%	47.3%	3.1%	0.0%	97.8%	25.9%	
Traditional	Average Sale	\$5,580	\$1,615		\$367	\$752	\$307		\$334	\$1,163	\$7,226
	Sale Frequency		31.6%	0.0%	46.9%	48.6%	14.1%	0.0%	100.0%	23.7%	
w/ Memorial	Average Sale	\$4,099	\$460		\$392	\$274	\$249		\$464	\$961	\$4,981
	Sale Frequency		16.0%	0.0%	28.4%	28.0%	11.5%	0.0%	98.8%	43.6%	

## 2024 SALES AVERAGES by REGION—SOUTH CENTRAL

The sales figures outlined below are based on data imported into Performance Tracker X.



### Service Fee and Merchandise Sales Averages by Case Type



#### BURIAL

		Service Fee	Casket	Outer Burial	Urns & Keepsakes	Alt. Container	Memorial Products	Monument	Cash Advances	Discounts	Grand Total
Graveside	Average Sale	\$5,445	\$2,849	\$1,368	\$800	\$638	\$203	\$433	\$1,017	\$1,465	\$9,381
	Sale Frequency		62.5%	30.5%	0.1%	3.1%	33.2%	0.4%	97.3%	44.1%	
Immediate	Average Sale	\$4,077	\$2,096	\$1,233	\$308	\$688	\$146		\$781	\$1,436	\$6,395
	Sale Frequency		46.5%	18.7%	2.7%	8.6%	10.2%	0.0%	95.7%	36.4%	
Traditional	Average Sale	\$6,211	\$3,559	\$1,506	\$254	\$767	\$240	\$250	\$1,412	\$2,318	\$11,089
	Sale Frequency		65.0%	22.6%	0.9%	2.6%	46.0%	0.1%	98.4%	40.2%	

#### CREMATION

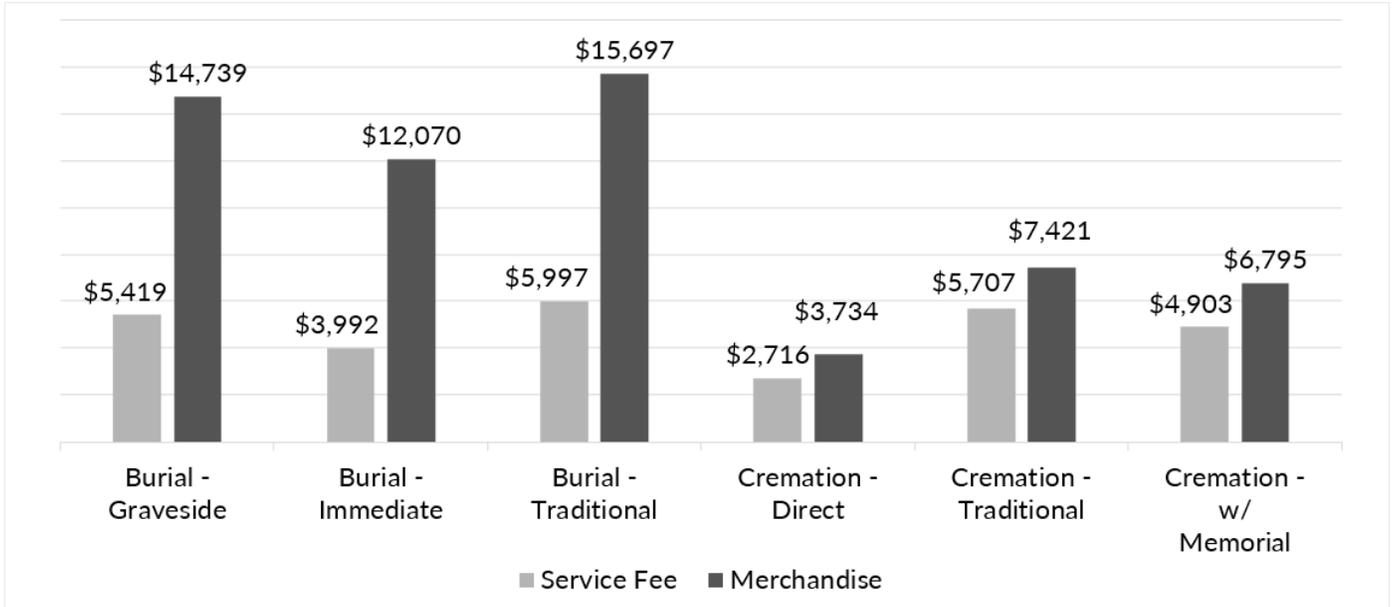
		Service Fee	Casket	Outer Burial	Urns & Keepsakes	Alt. Container	Memorial Products	Monument	Cash Advances	Discounts	Grand Total
Direct	Average Sale	\$2,609	\$332	\$274	\$231	\$236	\$184	\$800	\$164	\$1,286	\$2,648
	Sale Frequency		8.4%	3.4%	32.9%	43.6%	8.9%	0.0%	96.5%	36.5%	
Traditional	Average Sale	\$4,809	\$1,438	\$782	\$383	\$1,106	\$318		\$404	\$1,942	\$5,946
	Sale Frequency		43.8%	1.2%	46.0%	31.2%	42.5%	0.0%	82.7%	52.4%	
w/ Memorial	Average Sale	\$4,922	\$721	\$517	\$365	\$417	\$285	\$617	\$427	\$1,774	\$5,367
	Sale Frequency		17.8%	1.8%	50.3%	42.7%	52.7%	0.2%	96.5%	55.3%	

## 2024 SALES AVERAGES by REGION—SOUTHEAST

The sales figures outlined below are based on data imported into Performance Tracker X.



### Service Fee and Merchandise Sales Averages by Case Type



#### BURIAL

		Service Fee	Casket	Outer Burial	Urns & Keepsakes	Alt. Container	Memorial Products	Monument	Cash Advances	Discounts	Grand Total
Graveside	Average Sale	\$5,419	\$2,917	\$1,872	\$409	\$801	\$243	\$1,946	\$646	\$1,559	\$10,071
	Sale Frequency		40.9%	19.8%	0.5%	1.2%	19.0%	0.4%	93.0%	22.7%	
Immediate	Average Sale	\$3,992	\$2,322	\$1,605	\$288	\$986	\$162	\$1,550	\$581	\$2,031	\$6,979
	Sale Frequency		48.9%	22.9%	0.6%	4.3%	9.7%	0.6%	88.6%	24.6%	
Traditional	Average Sale	\$5,997	\$3,316	\$1,995	\$442	\$946	\$315	\$1,290	\$904	\$1,634	\$11,541
	Sale Frequency		52.3%	30.1%	0.8%	1.5%	25.5%	0.6%	96.6%	38.5%	

#### CREMATION

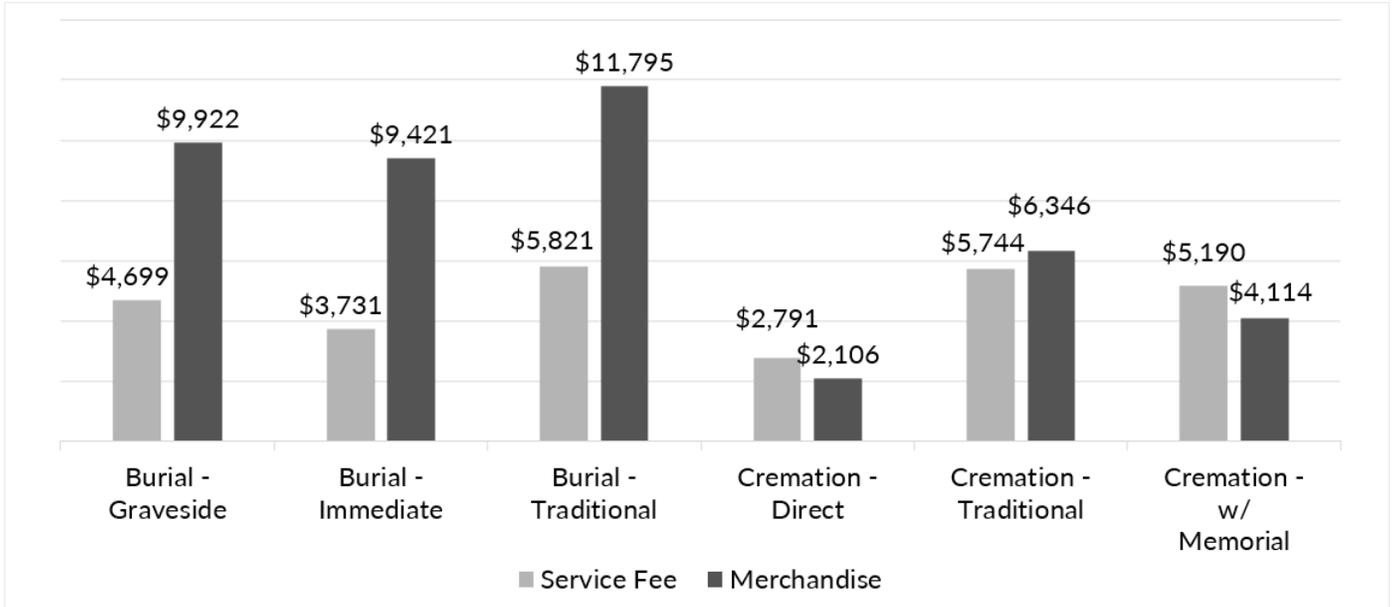
		Service Fee	Casket	Outer Burial	Urns & Keepsakes	Alt. Container	Memorial Products	Monument	Cash Advances	Discounts	Grand Total
Direct	Average Sale	\$2,716	\$589	\$339	\$183	\$281	\$131	\$398	\$156	\$1,229	\$2,638
	Sale Frequency		1.9%	0.7%	51.0%	70.5%	31.5%	0.0%	90.0%	57.4%	
Traditional	Average Sale	\$5,707	\$1,749	\$720	\$422	\$493	\$526		\$496	\$1,946	\$7,371
	Sale Frequency		47.9%	2.0%	52.5%	23.1%	31.1%	0.0%	97.7%	51.1%	
w/ Memorial	Average Sale	\$4,903	\$1,042	\$621	\$431	\$628	\$340	\$1,220	\$353	\$1,415	\$5,769
	Sale Frequency		12.1%	3.4%	51.0%	47.6%	46.1%	0.5%	95.1%	54.0%	



## 2024 SALES AVERAGES by REGION—SOUTHWEST

The sales figures outlined below are based on data imported into Performance Tracker X.

### Service Fee and Merchandise Sales Averages by Case Type



#### BURIAL

		Service Fee	Casket	Outer Burial	Urns & Keepsakes	Alt. Container	Memorial Products	Monument	Cash Advances	Discounts	Grand Total
Graveside	Average Sale	\$4,699	\$2,471	\$1,090	\$1,010	\$699	\$146	\$650	\$622	\$1,499	\$7,307
	Sale Frequency		35.4%	4.3%	0.1%	1.4%	9.3%	0.1%	63.6%	30.7%	
Immediate	Average Sale	\$3,731	\$1,924	\$978	\$266	\$792	\$194	\$1,150	\$565	\$1,115	\$5,754
	Sale Frequency		39.8%	1.4%	2.8%	1.2%	6.9%	0.2%	57.6%	36.8%	
Traditional	Average Sale	\$5,821	\$2,856	\$1,280	\$395	\$404	\$210	\$683	\$909	\$1,419	\$9,774
	Sale Frequency		27.0%	3.1%	0.8%	1.3%	15.4%	0.1%	47.7%	29.5%	

#### CREMATION

		Service Fee	Casket	Outer Burial	Urns & Keepsakes	Alt. Container	Memorial Products	Monument	Cash Advances	Discounts	Grand Total
Direct	Average Sale	\$2,791	\$209	\$182	\$256	\$183	\$236		\$204	\$1,571	\$2,688
	Sale Frequency		8.1%	0.1%	24.5%	34.6%	1.5%	0.0%	74.0%	41.4%	
Traditional	Average Sale	\$5,744	\$1,384	\$798	\$388	\$589	\$278		\$475	\$1,249	\$7,301
	Sale Frequency		39.9%	0.3%	28.4%	12.4%	26.3%	0.0%	67.5%	58.9%	
w/ Memorial	Average Sale	\$5,190	\$696	\$472	\$430	\$211	\$242		\$420	\$1,575	\$5,630
	Sale Frequency		11.2%	0.5%	21.3%	21.0%	17.4%	0.0%	66.4%	59.7%	