



**CATOLICA  
LISBON**  
BUSINESS & ECONOMICS

## **Master Thesis**

### **Title of dissertation:**

How can potential customers be persuaded to purchase pre-need and unsought services? An analysis of marketing strategies in the inheritance industry in Germany.

Corey Ellis

[152118372]

Dissertation is written under the supervision of Ph.D. Omar El Nayal

Dissertation submitted in partial fulfillment of requirements for the MSc in Management with specialization in Strategy and Entrepreneurship, at the Universidade Católica Portuguesa, 2020.

## Abstract

**Title:** How can potential customers be persuaded to purchase pre-need and unsought services? An analysis of marketing strategies in the inheritance industry in Germany.

**Keywords:** entrepreneurship, marketing strategies, unsought services, pre-need services, inheritance industry, startup

**Author:** Corey Ellis

This scientific work is based on an industry research, focusing on the inheritance industry in Germany and corresponding marketing activities for pre-need and unsought services. This conservative industry is expected to change due to external factors as the digitization and related changes in the law. In the course of the industry analysis, conventional funeral homes and their challenging services from the digital inheritance industry are analyzed in order to create a basic understanding for the further course of this thesis. To delve deeper into marketing strategies, a player analysis is done at micro-level.

In addition, a quantitative study was conducted to empirically investigate potentials on future marketing strategies through A/B testings. For this objective, the focus was set on the dimensions previously considered to be particularly relevant, **emotion** and **awareness**. The aim is to gain insights that can significantly contribute to a better understanding of the inheritance industry in Germany and to more targeted and promising marketing strategies for both, conventional and challenging services. The results contribute to managerial decision-making related to the inheritance industry.

## Sumário

- Título:** Como os clientes potenciais podem ser persuadidos a comprar serviços de pré-necessidade e não procurados? Uma análise das estratégias de marketing na indústria de herança na Alemanha.
- Palavras-chave:** empreendedorismo, estratégias de marketing, serviços não procurados, serviços de pré-necessidade, indústria de herança, startup
- Autor:** Corey Ellis

Este trabalho científico é baseado em uma pesquisa da indústria, com foco na indústria de herança na Alemanha e nas atividades de marketing correspondentes para serviços de pré-necessidade e não procurados. Esta indústria conservadora deve mudar devido a fatores externos como a digitalização e as mudanças na lei relacionadas. No decorrer da análise da indústria, as funerárias convencionais e seus serviços desafiadores da indústria de herança digital são analisados a fim de criar um entendimento básico para o curso desta tese. Para aprofundar nas estratégias de marketing, uma análise do jogador é feita em nível micro.

Além disso, foi realizado um estudo quantitativo para investigar empiricamente os potenciais de futuras estratégias de marketing através de testes A/B. Para este objetivo, o foco foi estabelecido nas dimensões anteriormente consideradas como particularmente relevantes, emoção e consciência. O objetivo é obter discernimentos que possam contribuir significativamente a uma melhor compreensão da indústria de herança na Alemanha, e as estratégias de marketing mais direcionadas e promissoras para ambos, serviços convencionais e serviços desafiadores. Os resultados contribuem para a tomada de decisões gerenciais relacionadas com a indústria de herança.

## **Acknowledgements**

I would like to thank my supervisor, Omar El Nayal, for great academic discussions, his constant availability and valuable guidance. His inspiration encouraged me to deepen my knowledge of entrepreneurship and thereby impacted my career far beyond the supervision of this dissertation.

I am thankful for many professors, teachers, and students along my educational path. They all supported me in shaping my path.

I would like to thank Hans Hosenfeld, Cedric Horstmann, Michael Pfeiffer and Simon Rausch for valuable feedback and motivational speeches. To Christoph Habethal and Benedict Gerdes for always believing in me and all the memories we have made in the past.

Most importantly, to my parents, Kerstin & Andrew Ellis, my grandmother, Ingrid Homfeld, and my uncle, Torsten Homfeld, for providing me with the best childhood a person could ask for and their unconditional support. You guys are my role models.

---

**“Everybody dies but not everybody lives”**

- **Aubrey “Drake” Graham**

# Table of Contents

<b>Abstract</b> .....	<b>II</b>
<b>Sumário</b> .....	<b>III</b>
<b>Acknowledgements</b> .....	<b>IV</b>
<b>Table of Figures</b> .....	<b>VI</b>
<b>Table of Tables</b> .....	<b>VI</b>
<b>1. Introduction</b> .....	<b>1</b>
1.1 Problem Statement .....	2
1.2 Research Questions .....	2
<b>2. Industry Analysis</b> .....	<b>3</b>
2.1 History of the Inheritance Industry and law .....	3
2.2 Industry Overview.....	6
2.1.1 Traditional Services .....	6
2.1.2 Challenging Services .....	8
<b>3. Literature Review</b> .....	<b>11</b>
3.1 Dimension 1: Emotion .....	12
3.1.1 Basic emotion “Terror”: Emphasizing fear and shock .....	14
3.1.2 Basic emotion “Amazement”: Emphasizing humor, positivity and provocation .....	15
3.2 Dimension 2: Awareness.....	16
3.2.1 Content Marketing.....	17
3.2.2 Strategic Partnerships .....	18
3.3 Summary of Literature Review .....	19
<b>4. Player analysis on Micro-level</b> .....	<b>20</b>
4.1 Marketing Strategies – Traditional Services .....	21
4.1.1 Traditional Funeral Home - GE·BE·IN Bestattungsinstitut Bremen GmbH.....	21
4.1.2 Notaries.....	25
4.2 Marketing Strategies – Challenging Services .....	26
4.2.1 Challenging Services – Mymoria GmbH.....	26
4.3 Summary and comparison of the results .....	29
<b>5. Methodology</b> .....	<b>30</b>
5.1 Research Approach & Data Collection .....	30
<b>6. Presentation of results and analysis of findings</b> .....	<b>31</b>
6.1 Presentation and analysis of the results.....	31
<b>7. Discussion</b> .....	<b>37</b>
7.1 The need for unsought services such as digital inheritance .....	37
7.2 Dimension 1: Convincing through positive emotions.....	37
7.3 Dimension 2: Raising awareness through strategic partnerships.....	38
7.4 Persuading customers to use digital services in the inheritance industry .....	39
7.5 Limitations and recommendations for future research.....	40
<b>8. Conclusion</b> .....	<b>41</b>

<b>References .....</b>	<b>i</b>
<b>Appendices .....</b>	<b>vii</b>
A. Descriptive Statistics .....	vii
B. Survey structure and results .....	viii

## Table of Figures

<b>Figure 1:</b> Brief overview of the inheritance industry in Germany and the players that are examined in the course of this work. Source: Ellis, Corey (2020).....	6
<b>Figure 2:</b> Wheel of emotions. Source: Plutchik, Robert (1994).....	14
<b>Figure 3:</b> Examples: Advertising activities based on the “Fear Appeal Theory”. Source: Ellis, Corey (2020). ..	15
<b>Figure 4:</b> Examples: Advertising activities emphasizing humor and provocation. Source: Ellis, Corey (2020)..	16
<b>Figure 5:</b> TOFU, MOFU & BOFU Framework. Source: McNeely, Lauren (2020). .....	17
<b>Figure 6:</b> Style guide and examples of marketing activities by GE·BE·IN. Source: GE·BE·IN (2020).....	22
<b>Figure 7:</b> Examples of print marketing by GE·BE·IN in Bremen. Source: GE·BE·IN Bremen (2020). .....	23
<b>Figure 8:</b> Style guide and examples of marketing activities by Mymoria. Source: Mymoria (2020).....	26
<b>Figure 9:</b> Examples of current marketing campaign of Mymoria. Source: Mymoria (2020). .....	27
<b>Figure 10:</b> Awareness of the digital asset class in Germany. Source: Ellis, Corey (2020).....	32
<b>Figure 11:</b> Test 1: Ads from A/B Test of Dimension 1 “Emotions”. Source: Ellis, Corey (2020).....	34
<b>Figure 12:</b> Test 2: Ads from A/B Test of Dimension 1 “Emotions”. Source: Ellis, Corey (2020).....	34
<b>Figure 13:</b> Content Marketing: A/B Test of Dimension 2 “Awareness”. Source: Ellis, Corey (2020). .....	35
<b>Figure 14:</b> Strategic Partnerships: A/B Test of Dimension 2 “Awareness”. Source: Ellis, Corey (2020).....	36

## Table of Tables

<b>Table 1:</b> Example of illustration for dimension 2: Emotion. Source: Ellis, Corey (2020).....	21
<b>Table 2:</b> Illustration for dimension 2 of GE·BE·IN. Source: Ellis, Corey (2020). .....	24
<b>Table 3:</b> Illustration for dimension 2 of Mymoria. Source: Ellis, Corey (2020).....	28

## 1. Introduction

“When the product is right, you don’t have to be a great Marketer” (Hill, 2009, p. 566). A controversial quote, which has already stimulated multiple discussions in the past. When exactly is the product “right”? And what if the product is not “right”? How exactly can these products be successfully placed on the market? It is obvious that for some companies and industries it is essential to develop good and well-planned marketing strategies in order to position themselves successfully in the market. Especially in industries, where companies offer products that potential customers do not initially want to buy. Insurance companies and their services are the first to come to mind.

But not only insurance companies are difficult to market and require correspondingly tailored marketing strategies. Pre-need services related to death, such as funeral homes and inheritance services, are also extremely difficult to capitalize. “Because of the unsought nature of funeral services, consumers generally avoid the industry, primarily because the services offered by the funeral industry are associated with death and grief” (Coetzee et al., 2014, p. 35).

In the past, funeral homes have benefited from the fact that they are often the first choice as local providers in the respective communities. In the traditional inheritance industry, it seems reasonable to move to the geographically closest service provider, if someone is currently marked by grief. Furthermore, slow reform changes have decelerated the process of digitizing the LegalTech sector for over a decade. In addition, bureaucratic hurdles have deterred innovative challengers in the industry for years. But gradually, the industry can no longer hide from digitization, and major changes are imminent. Changes that raise questions concerning the marketing strategies of the classic and challenging players of this industry. “Wer nicht wirbt, stirbt - If you don't advertise, you'll die" says a representative of the Federal Association for Funeral Services in Germany (Bundesverband Bestattungsbedarf, 2019). Marketing is going to take in a new role, as just being the local provider is probably not going to be sufficient in the future.

In the course of this work different marketing activities are tested on the basis of two dimensions – **Emotion** and **Awareness**. Since current literature and the activities of the main players do not show a consistent pattern in these dimensions, the results could be of high relevance for future market entrants. More generally, the scope of this dissertation focuses on

an industry research of the inheritance industry and corresponding marketing strategies, consumer behavior and on how to persuade potential customers in the field of future orientated pre-need services in Germany. Precisely, traditional services such as funeral homes and notaries and their challenging digital funeral homes. Results can be displayed to the new and upcoming digital inheritance industry and could provide recommendations for future players of the inheritance industry.

## **1.1 Problem Statement**

Dealing with death always is a highly sensitive topic. Nevertheless, everyone will have to deal with it sooner or later. In practice, however, this is often postponed, not only for reasons of convenience, but also because of the high bureaucratic burden. Advice from lawyers and notaries is usually unavoidable and expensive.

Today's degree of digitization, however, offers innovative approaches to simplify the traditional processes of the inheritance industry. But sensitizing individuals remains difficult. How can awareness be created without triggering negative emotions? How can potential customers be persuaded not to postpone this matter any further?

## **1.2 Research Questions**

The research questions to be answered in the course of this thesis are divided into Superordinate and Subordinated research questions related to marketing strategies and a comparison of traditional inheritance practices with innovative approaches. As a superordinate research question, the following is examined in this scientific paper:

*Traditional or digitized: How can potential customers be persuaded to purchase pre-need and unsought services in the inheritance industry?*

To answer this question, several subordinated research questions arise. The following hypotheses are intended to help in the course of the work to arrive at a scientifically accurate result.

- 1) *Is there a market for unsought products and services, such as digital inheritance?*
- 2) *How can service providers utilize emotions in their marketing strategies to advertise sensitive topics (e.g. death)?*
- 3) *How can service providers raise awareness about products that customers will only need in the future?*

## **2. Industry Analysis**

This chapter is intended to give the reader an introduction and general overview of the inheritance industry according to the current state of research. First, the historical background with the most relevant information and recently passed court decisions on the subject of inheritance are being described. Afterwards, all relevant players of the industry will be analyzed in depth. For this purpose, in addition, the traditional and challenging services are examined at macro level in order to investigate the strengths and weaknesses of their business model.

### **2.1 History of the Inheritance Industry and law**

The history of international inheritance law and its origins date several thousand years back. Before humanity had started to settle, normally, the tribes decided on the property of the deceased. With the increasing sedentariness, family inheritance law began to be applied. The property remained in the closest circle of the family. It can be assumed that the higher the social rank, the greater the probability that the testator was able to control what happens to his or her assets after death (Brettschneider, 1998).

The principles of universal succession, the freedom to make a will, but also the right of relatives to make a will can be traced back to ancient Roman law. The distinction between the value of the estate and individual allocation, the right to inherit and the obligation to compensate among co-heirs are also based on Roman law (Lange & Kuchinke, 2001, p. 5). However, the focus has been on legal succession. The legal inheritance law of Roman society reflects the various stages and changes in society in its history. Three developmental stages can be distinguished, on which the last of these is still the basis for the regulations in force today (Lange & Kuchinke, 2001). The legal system, in terms of inheritance law, therefore, has an ancient origin and has hardly changed in its core elements.

However, what needs to be adapted to the social factors of modern times, are the processes around inheritance law, i.e. how can the right of inheritance be asserted, how is wealth transferred and which rules and obligations must be observed in the process. Nonetheless, these processes are, especially in Germany, very slow in their adaptation and marked by many bureaucratic hurdles. As a result, the traditional process of inheriting and bequeathing has hardly changed in recent centuries. In Germany, it is necessary for a will to be written by hand and then authenticated by a civil law notary. Hence, the document is legally binding and cannot be challenged in court (Reppen, 2012). Furthermore, this complex, manual and time-consuming process is focusing exclusively on physical assets. This is challenging in a world that is becoming increasingly fast moving and more and more digital.

Nowadays, German citizens have on average 78 online accounts. This number doubles every 5 years (Bott, 2017). It is therefore reasonable to assume that the inheritance law in Germany is not aligned with the digital world of today and may therefore be outdated. The German government has recognized these difficulties and has worked on initial changes and adjustments in favor of digitizing the inheritance law. The following verdicts were recently passed.

### **LegalTech as pure evidence of progression in the field of inheritance law**

#### *1. Federal Court of Justice (BGH), ruling of 12.07.2018, Ref. III ZR 183/17 (Facebook account – digital inheritance)*

A minor who dies in 2015 for inexplicable reasons (bullying in school is believed to have contributed to the death) leaves a Facebook account. The question arises whether and who has access to the data on this account. The parents of the minors are suing the Berlin Regional Court for the estate of the Facebook account. According to §1922 BGB of universal succession, the parents are granted to inherit the contract between the minor and Facebook. For the first time at federal court level, the bequest of digital assets is granted, paving the way for other valuable assets that exclusively exist online (Bundesgerichtshof, 2018).

#### *2. The digital signature of notaries and lawyers*

The law for the promotion of electronic legal correspondence with the courts, which came into force on 16<sup>th</sup> of October 2013, also aims to digitize the procedural processes of the German justice system. The obligation to use the digital signature, however, does not come into force until 1<sup>st</sup> of January 2022. From that date onwards, lawyers and notaries will have to introduce

digital signatures in their interactions with the authorities (Snapview.de, 2018).

### 3. *Setting up a will online with a smart or touch pen*

The law of succession generally requires a handwritten will according to §§2231 No.2, 2247 I BGB. In the age of digitization, however, alternative methods are currently tested. With a smart pen or touch pen, for example. These have the great advantage that the individual handwriting is secured and thus the probability of forgery can be significantly reduced. As there has not yet been an official judgement on this matter, the legal force is currently inferior to the handwritten will in such a digital form. New amendments to the law are currently being discussed (Hartman-Hilte Rechtsanwalte, 2018).

### **Inheritance law today**

In light of the changes and adjustments in the law, new challengers are emerging with the aim of "reinventing" the inheritance process (PassOn AG, 2020). As a result, the possibility to develop new business models, the exploitation of grey zones and promising workarounds for outdated procedures were created. According to memoresa.de, an inheritance platform, the main characteristics and advantages of digital inheritance methods are as follows (2020):

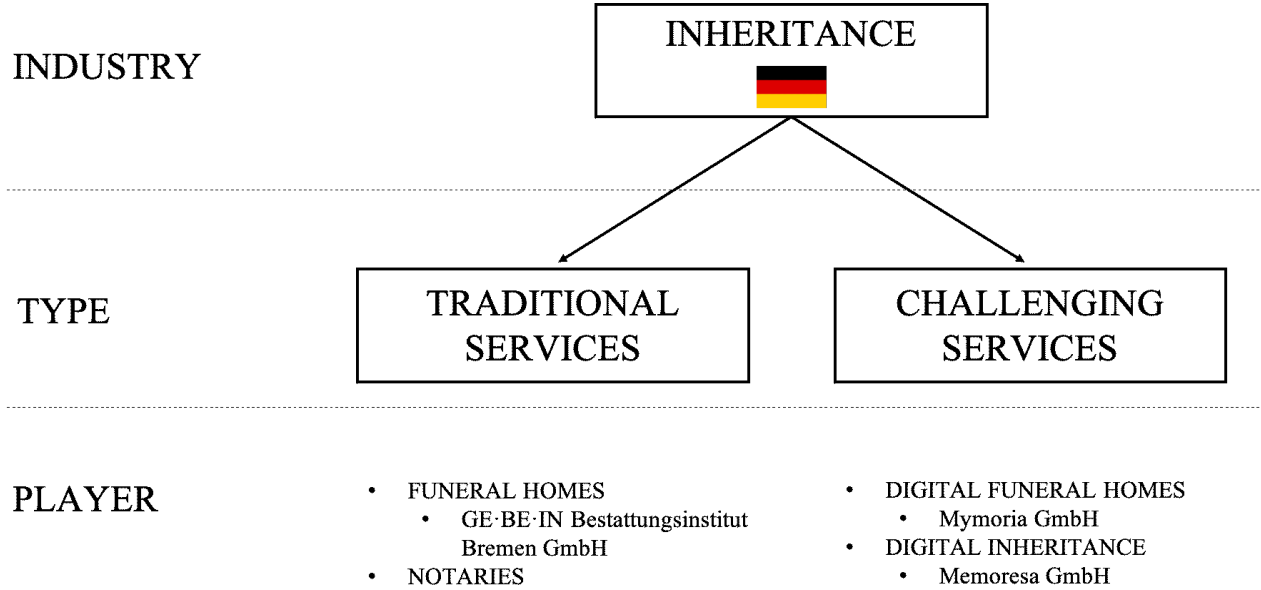
- All assets listed on an inheritance platform can be **adjusted flexibly**. This feature is extremely important, as the value of the assets online are constantly changing (e.g. login data, stock portfolios, etc.)
- The inheritance platforms use post-mortem powers of attorney to act according to the wishes of the customers. With this power of attorney, even sensitive data can be passed on in a legally binding way to the respective heirs - **without having to pay notary fees**.
- The process is **fully automated** and therefore **less complicated**. For example, Passon.com claims to build an "infrastructure which will bring the inheritance process into the digital age and make it accessible for everyone in the simplest and most efficient way" (PassOn AG, 2020). In this respect, the reasons for the new business models recently developed around the inheritance industry are obvious.

In light of the recent changes to the inheritance industry, including the rise of the above-mentioned digital disrupter, the following chapter will provide a more detailed overview of the main players in the inheritance industry at macro level. This will help to understand the scope of the industry better. In addition, the strengths and weaknesses and other characteristics of the

players of the inheritance industry will be examined in greater depth.

### 2.2 Industry Overview

The following graph gives a brief overview of the most important traditional and challenging players of the inheritance industry in Germany. The players are divided into two different types of categories. The **traditional services** on the one hand and the **challenging services** on the other. The category of the traditional services consists of players such as **funeral homes** and **notaries**. The challenging services are **digital funeral homes** and **digital inheritance platforms**. Both categories are presented briefly in this chapter, using exemplar companies. The size of these companies, foundation dates, revenues, strengths and weaknesses and the average cost of the services offered are examined. A detailed analysis of the marketing activities and how awareness is raised is given in chapter 4 “Player analysis on Micro-level”.



**Figure 1:** Brief overview of the inheritance industry in Germany and the players that are examined in the course of this work. Source: Ellis, Corey (2020).

#### 2.1.1 Traditional Services

The current players in the category of traditional services have their origin hundreds of years ago (Thieme, 2019, p. 176). The two institutions that could be identified in this category are the **traditional funeral homes** and the **notaries**. In German society, these institutions are considered essential.

## 1. *Traditional Funeral Homes*

The first question to arise is why are traditional funeral homes important to the inheritance industry in Germany? Funeral homes usually take care of important processes connected to the inheritance industry. Helping to set up important and legally binding documents, connecting customers or relatives of the deceased to lawyers and notaries and initiating the inheritance process at the probate court. Therefore, approximately 4.300 funeral homes exist in Germany (Kostenstruktur bei Bestattungsinstituten, 2014, p. 5). The high number of different companies and competitors in this industry can be linked to geographical reasons. As many of these companies have been operating for many years (starting way before the digitization), the funeral homes usually focus on regional markets (Akyel, 2013, p. 89). The average costs of a funeral in Germany is, according to a study of “Bestattungskultur – funeral culture”, 3.848 EUR (*Studie zur Bestattungskultur, 2013*).

The company listed in the illustration above (**GE·BE·IN Bestattungsinstitut Bremen GmbH**) is being examined as a good example of the industry. The scope of the activities and the strengths and weaknesses can easily be related to other competitors in the market, as they have similar core competencies.

### A. *GE·BE·IN Bestattungsinstitut Bremen GmbH*

The GE-BE-IN is a very typical funeral home in Germany. Founded almost 100 years ago in 1923 and since then active on a regional market in Bremen, a city with nearly 700.000 inhabitants in the north of Germany. Currently, The GE-BE-IN has 10 offices. Further research did not reveal any expansion plans outside of Bremen. The GE-BE-IN claims to have their “field of activities not only before and during, but also long after the funeral” (GE·BE·IN, 2020b). This covers a wide range of activities in the area of inheritance and is hence an important player. The strengths relate to the high brand awareness and store presence within the market in Bremen. This leads to further positive side effects such as increased trust, positive word-of-mouth and lower cost per acquisition. However, the greatest strength of the the GE-BE-IN is also their greatest weakness. The strong focus on the geographical area in Bremen limits the growth immensely. This is due to the nature of the industry.

## 2. *Notaries*

Notaries are treated very generically in the course of this work. Since notaries fulfil an important social purpose and have identical prices, type and scope of services, this scientific work will not include a concrete example of a notary in Germany. Like the traditional funeral homes, notaries also have a strong regional focus. This is due to the fact that customers must physically appear at the notary in order to verify their identity and consequently be allowed to notarize legal documents. At present, there are about 7000 notaries in Germany.

The strengths of the notaries are evident. They fulfil an important social purpose in which they are eligible to accurately verify identities and hence set up contracts in a legally binding manner. Due to the fact that their activity is often required by law and some documents are not accepted without legal certification by a civil law notary, there will always be a high number of potential customers (Bundesnotarkammer, 2020). Therefore, notaries generally do not have a strong interest in changing these existing processes. In addition, entrenched processes and high political influence hinder innovation projects (Beutel et al., 2007, p. 13). This also reveals the weaknesses of the industry. Slow and bureaucratic processes have long been omnipresent (Bernhardt, 2017, p. 251).

### **2.1.2 Challenging Services**

Contrary to the players of the “Traditional Services”, the players of the "**Challenging services**" have emerged in recent years and offer a completely new, innovative approach to the inheritance industry. According to Christine Lambrecht, Federal Minister of Justice and Consumer Protection in Germany, digital inheritance is becoming increasingly important and is therefore also supported by the German government (Waldmann, 2020, p. 6). The corresponding companies are in the industry of "**Digital Funeral Homes**" and "**Digital Inheritance Services**" and are examined in detail in the course of this chapter.

#### *1. Digital Funeral Homes*

The German market is shared by the following four digital funeral homes:

- Mymoria GmbH
- Funeria Trauerhilfe GmbH - Funeria.de
- Everlife GmbH

- Emmora UG (haftungsbeschränkt)

Contrary to the traditional funeral homes, these competitors have no geographical limitations and hence operate throughout Germany. Due to the particularly start-up-friendly culture, all four competitors have chosen their main location to be in Berlin. According to Everlife GmbH, the costs of a funeral is 384 EUR - 1,740 EUR cheaper on average, if booked through an online provider (November, 2020). Despite the lower prices, digital funeral homes claim to provide even more services than traditional funeral homes (Mymoria, 2020b).

**Mymoria GmbH** is not only a pioneer in the industry of digital funeral homes in Germany, but also has the largest market share (Mymoria, 2020b). A more detailed analysis of insights regarding strengths and weaknesses is therefore useful and promising for further research.

#### *A. Mymoria GmbH*

Mymoria was founded in 2015 with the vision of becoming Germany's first digital funeral home. Now, 5 years later, Mymoria has 23 employees and claims to have helped several thousand customers with planning their funeral and hence proved serious traction (Mymoria, 2020b). A Series A investment round worth millions (the exact sums are unknown) was carried out in mid-2018 in collaboration with the venture capitalist firm Holtzbrinck Ventures from Berlin (VentureCapital Magazin, 2018). With the capital raised, Mymoria plans on expanding internationally, a strategy traditional funeral homes cannot pursue. Furthermore, additional digital services related to the inheritance industry will be developed on an on-going basis (Lisa Ksienrzyk, 2018). Mymoria's current range of services includes the composition of custom-made funerals (earth, tree, cementation and burials at sea). The cost estimate is made directly online and guaranteed to be cheaper than traditional funeral homes. A representative of the company is always on site for the funeral (Mymoria, 2020b). The strengths of Mymoria result from the rapid digitization of recent years and a scalable business model in the inheritance industry, which is not geographically limited. However, the business model also involves risks. The industry is still rather conservative, especially in Germany. The innovative approach has yet to be accepted by a broad section of the population.

## 2. *Digital Inheritance Services*

Digital Inheritance Services were first established in Germany in 2014. In the course of this, new and innovative concepts for the digitization of the inheritance industry in Germany were developed. In contrast to the digital funeral homes, the digital inheritance services offer a holistic approach of precautionary planning. The range of services offered by digital inheritance services also includes the storing of important passwords, information and references to emotional and financially valuable assets. In addition, important precautionary documents (patient decree, will, power of attorney, organ donation cards, etc.) can be generated online. The integration of heirs enables a complication-free mediation and transfer of the assets that are stored (Memoresa GmbH, 2020).

However, the momentum seemed to have been insufficient in the early years. Several digital inheritance services, including Exmedio, PassOn GmbH and LastHello, failed with their concept, which was not accepted by broad masses.

As already described in Chapter 2.1 "History of the Inheritance Industry and law", it becomes evident that in recent years a lot has changed in favor of digital business models, including the inheritance industry. With its new concept and the current momentum, **Memoresa GmbH** has created an environment in which the Inheritance Industry can be permanently reshaped. Therefore, Memoresa is considered of being the pioneer of the Inheritance Industry.

### A. *Memoresa GmbH*

Memoresa was founded in November 2019 and is now operated by a team of 20 employees. The newly founded service provider for digital inheritance is subsidized by the government and was furthermore able to raise an investment of EUR 410,000 in its pre-seed round. The mission statement of Memoresa is as follows: "Keep order and structure your digital estate. Now - for later - forever." (Memoresa GmbH, 2020). This is also reflected in the spectrum of services offered. Memoresa offers an online platform that will eliminate the chaos of important documents, contracts and information. Digital access to all service providers can be stored and managed easily and in compliance with data protection regulations. The user has an overview of all contracts, insurance policies, memberships and the corresponding logins, and can determine who and when access will be granted to these documents. Funeral arrangements are also possible. Memoresa offers this service for a price of EUR 2.49 per month in the premium version (Memoresa GmbH, 2020).

Currently, Memoresa has launched a limited version of the product and is testing with it. Increased traffic is expected in Q4 this year (2020). The strengths of such a service are evident. Offering the inheritance process through an innovative approach, disconnecting from outdated structures. Digital and hence dynamic assets can easily be mapped and flexibly changed. Notary fees do not apply. In addition, the complex process of inheriting is highly simplified. This attracts new customer groups and younger generations (Luthardt, 2020). As digitization continues to advance, increasing potential can be expected and the scalability, even potentially beyond the German market, is given.

However, this new business model also has weaknesses. If there is an official will certified by a civil law notary, the inheritance plan set up with Memoresa can be contested. Moreover, this unsought service is not yet accepted by the broad masses. The risk that the platform will not be adequately accepted by B2C customers is therefore considered as being high (Schmolck, 2020).

### 3. Literature Review

In order to understand why it is so difficult to promote the services offered in the inheritance industry it is important to dig deep into current research. According to Fripp, all products and services can be divided into four main categories (2015). **Convenience products** are purchased by the consumers frequently and with minimum effort and consideration (e.g. fast food, magazines etc.). **Shopping products** are consumer goods for which the customer usually compares the characteristics (such as quality, price and style) in the selection and purchasing process (e.g. clothing, furniture). **Specialty products** are consumer goods and services with unique attributes or branding for which a significant group of consumers is willing to make a special buying effort (e.g. luxury cars, designer clothes). And **unsought products**, which are characterized by the fact that they are either unknown to the consumer or not considerable buying under normal circumstances. Therefore, most disruptive innovations are unsought. Furthermore, these products are often ignored by consumers, due to their nature of providing benefit in the future (Pre-need service – e.g. insurances, pre-planned funeral services). Therefore, the purchasing frequency and promotion of such services varies.

In this thesis, the focus will be exclusively on the category of unsought services in order to be able to explore them in depth. It is evident that the purchase frequency and promotion for unsought services are fundamentally different compared to the other categories. The purchasing

frequency varies, while it is somewhat recurrent for the other three categories. The type of promotion also varies among the unsought services, while there are parallels in the other three categories. Consequently, this has a strong impact on the marketing activities. At first glance, it is already clear that the category of unsought services needs special treatment in terms of marketing. Therefore, the resulting findings could be of high interest to the industry, since the relevant academic landscape has hardly been explored so far.

Although the marketing of unsought services differs from the marketing of the other services, there are very few studies on how funeral homes, notaries and other death related institutions specifically, market their own services. Currently, funeral homes either advertise through traditional marketing channels (print media) or don't advertise their business at all and hence don't make use of their full potential (van Weeghel, 2010, p.14). However, a good marketing strategy is fundamentally important, especially in the category of unsought services. Moreover, since such products are not actively "pursued" by consumers, these services require much more advertising, selling and marketing efforts than other types of consumer products (Fripp, 2015). But how can these products and services be advertised in a promising way? No doubt, the marketing of services from the inheritance industry appears to be particularly difficult. Especially in regard to death-related services from upcoming and innovative industries.

Nonetheless, there are many obvious advantages to planning your own funeral. Pre-planning can help to avoid being a burden on your relatives. Additionally, if the estate is settled, the loss of emotionally and financially valuable assets can be avoided (Lee et al., 2010). An often-overlooked industry with high potential, driven by high demand and low supply, this is precisely why the inheritance industry is called a "silent oligopoly". The euphoria of the potential is only curbed by the unique challenges of the industry (Lares & Lehenbauer, 2019).

In order to be able to develop promising marketing recommendation, the first step is to take a closer look at the strategies offered by the existing players and the literature. In line with existing research, these strategies will be analyzed through two dimensions - **Emotion** and **Awareness**.

### **3.1 Dimension 1: Emotion**

Emotions are extremely important in the context of the purchase decision (Ruiz-Mafe et al., 2018) and the players of the inheritance industry are pursuing a variety of approaches through

marketing campaigns. As a result, it remains unclear in which emotional status the purchase decision is advantageous for sensitive offers. Are these services more likely to be purchased if the customer is afraid? Or rather through positive messages? Or humor? The players in the inheritance industry also diverge and try to be successful with different strategies.

The emotion theory sets the foundation for a better understanding of the different emotions. Stanley Schachter and Jerome E. Singer developed the two-factor theory of emotions back in 1964. According to this theory, emotional experience is the result of a perceptual process. Based on the perception of a physiological excitation, an appropriate explanation for it is sought (causal attribution), taking into account situation-specific information, i.e. the same physiological excitation can lead to experiencing different emotions in different situations (Sullivan, 2009). Robert Plutchik extracted eight basic emotions. These are based on mechanisms for behavior that have been developed to overcome "fundamental adaptation problems" (food intake, reproduction, protection from enemies). The emotions were arranged in a ring, in which similar emotions were as close as possible and dissimilar emotions were far apart (Plutchik, 1994). The following diagram shows the eight basic emotions. The dimensions "**Terror**" with emphasis on fear and shock and "**Amazement**" with emphasis on humor, positivity and provocation are examined more thoroughly, as they seem to be most relevant in the course of this work. This hypothesis is derived from the players of the industry, who exclusively advertise with these basic emotions.



**Figure 2:** Wheel of emotions. Source: Plutchik, Robert (1994).

### 3.1.1 Basic emotion “Terror”: Emphasizing fear and shock

The fear appeal theory is a widespread marketing strategy that is particularly common in the unsought services industry, including insurance and inheritance industry (Hastings et al., 2004). Especially traditional players use this strategy to motivate people to take a certain action, support a certain policy or buy a certain product by arousing fear. In this sense, fear is “an unpleasant emotional state characterized by anticipation of pain or great distress and accompanied by heightened autonomic activity especially involving the nervous system {...} the state or habit of feeling agitation or dismay {...} something that is the object of apprehension or alarm” (Williams, 2012). The underlying message is: "If you do not do this (buy, vote, learn, etc.), some particularly bad consequences will occur" (Witte & Allen, 2000). In other words, advertisers invoke fear by highlighting the negative consequences of not using the product or the negative consequences of unsafe behavior.

With relevance to the inheritance industry, the fear is mainly related to the inability to pass on financially and emotionally valuable assets or information to the respective heirs. In addition, you do not want to burden your family too much in the event of an unforeseen event. To achieve positive results from the fear appeal theory, a few things need to be considered. The theory can be a powerful tool when there are both, high threats and a high level of effectiveness (Witte & Allen, 2000). But according to O’Keefe and Jensen, the negative appeal associated with fear-based marketing may be less effective than a more positive appeal (2008). Higbee discovered as early as 1969, that too much fear can lead to irritation and dysfunctional anxiety, hence can be counterproductive. Balance is one of the most important elements when using the fear appeal theory in content creation and advertising (1969).

The following graphic provides examples of advertising activities based on the fear appeal theory from the inheritance and insurance industry.



Figure 3: Examples: Advertising activities based on the “Fear Appeal Theory”. Source: Ellis, Corey (2020).

### 3.1.2 Basic emotion “Amazement”: Emphasizing humor, positivity and provocation

In contrast to the Fear Appeal theory, marketing strategies that focus on humor, positivity and provocation offer a new approach that has gained popularity in recent years. The concept of humorous ads brings together a number of different innovative advertising instruments aimed at achieving a big impact with a small budget. Explicitly, trying to surprise consumers by placing advertising in places where they do not expect them. In this way, high attention and brand awareness can be achieved at relatively low cost (Klug & Hoffmann, 2011). Hence, the humorous marketing campaigns of the inheritance industry in Germany are described in various articles and enjoy increasing popularity (Schwegler, 2019).

With Jens Georg Spahn (Member of the German Bundestag and Parliamentary State Secretary), there is another advocate of communicating absolutely openly on the subject of death. Death is omnipresent and should be advertised as such. People should be able to talk openly about this topic in order to avoid potential future disputes (Peter, 2020). Therefore, the approach with an emphasis on positive emotions, such as humor, can be very effective. This innovative, but often provocative marketing approach has the potential to make companies in the inheritance industry stand out from the competition. However, emphasizing humor is often a fine line that also carries risks. After all, in such a sensitive segment, the effect can also have massive negative impacts (Foerster, 2015). In addition, the probability is relatively high that the measures will not lead to the desired success if they are carried out more frequently, as this kind of advertising loses its appeal over time. An initial enthusiasm can turn into boredom, weariness and rejection, similar to the classical means of communication (Wollscheid, 2010, p. 35). It must therefore first be carefully examined whether the right target group can be addressed effectively on a long-term basis. The literature offers currently no substantial results on a positive correlation between humorous marketing measures and the inheritance industry.

The following graphic provides examples of advertising activities emphasizing humor and provocation from the inheritance industry.

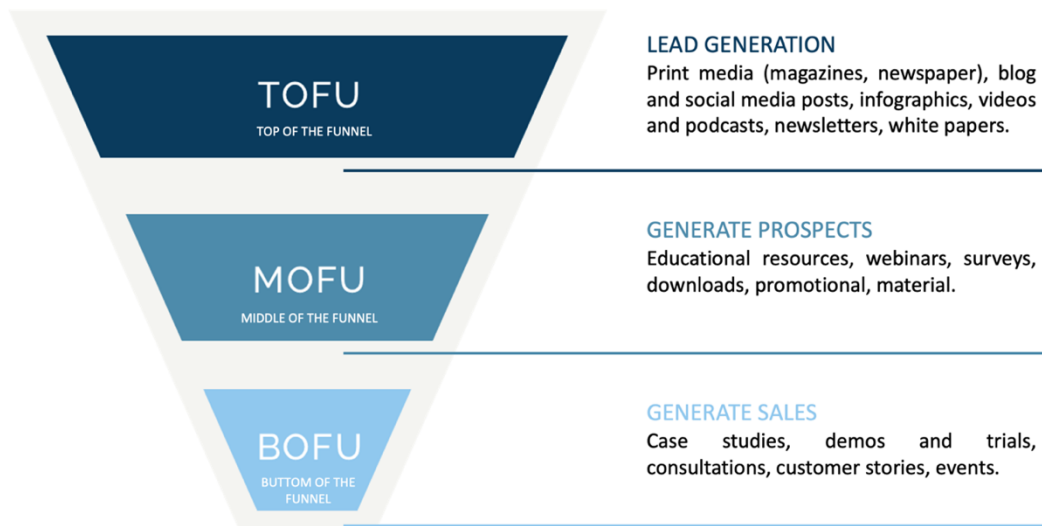


Figure 4: Examples: Advertising activities emphasizing humor and provocation. Source: Ellis, Corey (2020).

### 3.2 Dimension 2: Awareness

The second dimension aims to measure to which extent and how the players in the inheritance industry are raising awareness. At the beginning of this chapter it became clear that unsought services, according to Fripp, are characterized by the fact that they are unknown to the user and

hence difficult to market (Fripp, 2015). This is why it is particularly important to examine which strategies the players use to inform potential customers about the problem and their solution. In order to get a better understanding of where and how awareness can be raised, it is helpful to take a look at the sales funnel dynamics using the “TOFU, MOFU and BOFU” framework, which is being illustrated below (Steinbach et al., 2015).



**Figure 5:** TOFU, MOFU & BOFU Framework. Source: McNeely, Lauren (2020).

According to Steinbach et al. the top of the funnel (TOFU) is also known as the “awareness stage”(2015). A wide and most general audience is being targeted. The addressed individuals are therefore least ready to be converted. The middle of the funnel (MOFU) is referred to as the “consideration stage”. It consists of a targeted audience and buyer persona, which may already be considered as a lead. The bottom of the funnel (BOFU) represents the “decision stage”. The audience is narrowed down to customers that are ready to buy.

In the course of further analysis, the focus will be exclusively on top of the funnel (TOFU), the “awareness stage”. In order to measure how the players of the inheritance industry actually raise awareness among potential customers, the activities of two marketing strategies are being examined - **content marketing** and the use of **strategic partnerships**.

### 3.2.1 Content Marketing

Content marketing is a marketing technique that aims to address the target group with informative, consultative and entertaining content in order to convince them of their own

company and its range of services and to win or retain them as customers. The content can be spread through various digital platforms such as Facebook, Instagram, Twitter, YouTube, but also through blogs, magazines, journals (online and offline) and other informative media, as seen in the illustration above (Baltes, 2015). In order to have the content to show up at the top of your Google search, it is important to check current Google trends and to do a keyword analysis. If the right keywords and links are cleverly integrated into the content, they usually appear at the top of the Google search results and thus generate more traffic (Lares & Lehenbauer, 2019). This is also called SEO marketing (Search Engine Optimization).

Furthermore, it is quite easy to monitor and evaluate the content marketing activities. There are four different common metrics. The consumption metric (through Google Analytics), sharing metrics (retweets, forwards and likes), the lead metric (conversion rates) und sales metrics (closed deals). Because the content does not disappear after the budget has been spent, but remains on the Internet in the long-term, content marketers can also attract, engage and retain audiences continuously. This is one of the biggest advantages over traditional online ads (Baltes, 2015).

In contrast to this, the biggest disadvantages of content marketing are the required input and estimated output times. Creating awareness and permanently directing more traffic to your website is a long-term project which requires at least months to see first results (Baltes, 2015).

### **3.2.2 Strategic Partnerships**

Partnership marketing, when used well, can have many advantages in the marketing of unsought services. With comparably small financial resources, trust can be generated and awareness of either a brand or a specific topic can be significantly improved. James Cristal defines partnership marketing in a wider sense as follows: “Partnership marketing happens where two or more brands collaborate via strategic marketing campaigns to help each other achieve their objectives” (Cristal, 2018). The main benefit of such collaboration is the possible growth of awareness. Another positive side effect is that partnerships, involving major brands, can generate trust among end customers. The differential point of sale and the ability to target potential customers better (due to their willingness to pay for services in a complementary segment) can lead to increased revenues (Kunitzky, 2010). For these reasons, good partnership marketing is particularly important in the inheritance industry. According to Gregory Pollack,

the Founder and CEO of “Partnership Brand Management”, five main types of partnership marketing exist (2019). After investigating players of the industry, the following two appear to be the predominant form of partnership marketing in the inheritance industry and hence will be covered in the analysis of this scientific work. These are described as follows:

- **Sponsorship Marketing:** Usually, a partner pays for being authorized to associate his brand with that of a partner company. This is particularly useful if one of the brands is more well-known than the other. The lesser known partner benefits by relying on the credibility and audience of the larger brand.
- **Affinity Marketing Partnership:** Affinity marketing partnerships allow partner brands to join forces to offer unique discounts and services to a highly targeted, segmented audience relevant to the partner brands, as such an audience has a high propensity to buy the offering.

The advantages are pretty clear. The extraction of new customers becomes easier through the partner's point-of-sale. Resources can thus be used more efficiently. The services offered can be improved by integrating partner features. Additionally, the topic of lacking trust confronts many start-ups with great challenges. These can also be minimized through partnership marketing (Aulakh et al., 1996).

### **3.3 Summary of Literature Review**

The players in the inheritance industry carry out marketing activities that are in part fundamentally diverse. In this context, two main factors have been identified, which will be further investigated in the course of this work. First, to what extent does the use of emotion-based strategies (i.e. “terror” and “amazement”) predict the likelihood of consumers purchasing intentions regarding unsought services in the inheritance industry? Second, to what extent does raising consumer awareness of unsought services through content marketing and strategic partnerships translate into consumer purchasing intentions?

In the next chapter of this thesis, a content analysis of the main players’ marketing strategies will be carried out, investigating which kind of marketing content is produced and what partnerships have been established for marketing purposes. In addition, a survey will be performed amongst potential customers, in which different emotions will be tested for effectiveness. The exact analysis is presented in the following chapter.

#### 4. Player analysis on Micro-level

Before the results of the survey are presented, a content analysis of the main players from Chapter 2.2 will be conducted. Specifically, the marketing activities of the relevant players of the inheritance industry are analyzed on the dimensions of “**Emotion**” and “**Awareness**”.

With reference to the dimension 1 “**Emotion**” it will be examined whether current or previous marketing campaigns according to Plutchik and the “Wheel of Emotions” (Figure 2) can be classified as “Terror” or “Amazement”. In order to obtain a profound result, past marketing campaigns and company appearances were analyzed. This includes the analysis and interpretation of websites, online marketing, advertising, company videos (YouTube and other sources), company blogs, the public presence at fairs and physical information and advertising material from the physical stores, if such exist. This will provide a clear picture of the emotions evoked by the players of the inheritance industry in Germany.

Dimension 2 “**Awareness**” is examined in two steps. To what extent do the respective players produce and share their own content and is there any involvement in strategic partnerships?

For illustration purposes, the results of the “**Dimension 2**” is displayed in a table, displaying each section of content marketing and strategic partnerships which are relevant for the analysis. A score is given to each section of the following table. Online marketing activities are worth up to 3 points, offline marketing activities can be awarded 1 point. The difference in the weighting is due to the fact that offline marketing has only regional relevance and hence will reach fewer potential customers. Strategic partnerships are also awarded 3 points per section. This depends individually on the type and number of partnerships. The size of the partner and their reach will also be included in the calculation. In the end, a score is calculated from all the cumulated points reached in the table. The higher the score, the stronger the respective marketing activities in creating awareness. A total of 30 points can be reached.

The following table shows an example of how the awareness will be measured. In addition, the author provides a description of the findings from the examination.

Content Marketing	Score
Online (3 pts. per section possible)	
SEO / SEA	2
Google AdWords	3
Blog, Library	1
Social Media (Facebook, Instagram, Twitter)	0
YouTube / Videos	0
Newsletter	3
Offline (1 pt. per section possible)	
Magazines	1
Newspaper	0
Flyer, Brochure, Poster	1
Strategic Partnerships (3 pts. per section possible)	
Sponsorship Marketing	0
Affinity Marketing Partnerships	3
Further Strategic Partnerships	1
<b>Total Score</b>	<b>15</b>

**Table 1:** Example of illustration for dimension 2: Emotion. Source: Ellis, Corey (2020).

## 4.1 Marketing Strategies – Traditional Services

The marketing strategies of both, funeral homes and notaries, are being examined in this chapter. The “*GE·BE·IN Bestattungsinstitut Bremen GmbH*” (*GE·BE·IN*) will function as the example for the funeral homes in Germany. There is no standardized example for the notaries due to uniform laws and regulations.

### 4.1.1 Traditional Funeral Home - GE·BE·IN Bestattungsinstitut Bremen GmbH

In order to illustrate the Micro-level Player analysis in a coherent manner, both dimensions are observed separately.

#### 1. Dimension - Emotion

After analyzing the website and other content from articles and magazines, clear and recurring communication strategies can be recognized. Especially, with regard to the emotions triggered, a positioning of the *GE·BE·IN* on Plutchik's "Wheel of Emotions" can clearly be classified in

the category "Terror", emphasizing fear and shock. After the analysis in Chapter 2 "Literature Review" such a classification is not surprising. It has already been revealed that the "Fear Appeal Strategy" is particularly common among traditional companies in the field of unsought service, such as the inheritance industry. In this sense, fear refers primarily to the financial burden on relatives and to the emotional stress of the many decisions that family members have to make in the process of the loss of a loved one. In this regard, clear examples of marketing campaigns and messages from image videos of the *GE·BE·IN Funeral Home* follow. The first noticeable finding is their motto "sicher.gehen - leaving.safely", which can be found on the website and on other information and advertising material (GE·BE·IN, 2020a). The website's information and media library also contains other messages related to the slogan. The following quote is taken from the *GE·BE·IN* corporate video: "It is strange how quickly things can change - that Daniel is simply no longer here. It was really hard for his family. First the shock and then the financial burden. I had never thought of something like that before. I have just ignored it" (GE·BE·IN, 2020a). The quote reveals in which direction the emotions are being forced when it comes to conveying core statements. The following quotations are found on their website and tie in seamlessly with the feeling of the last quotes: „*GE·BE·IN*, the comforting feeling of having everything sorted“, „Grief needs a place“ and „Precaution as care“ (GE·BE·IN, 2020a). The following pictures are examples of online marketing of the *GE·BE·IN* and reflect the emotions that are transmitted in the messages of the funeral home.



**Figure 6:** Style guide and examples of marketing activities by GE·BE·IN. Source: GE·BE·IN (2020).

Furthermore, print material from an official *GE·BE·IN* store in Bremen was examined. Thereby, no serious difference can be determined. Comics are used as illustrations to tell stories that emphasize fear and shock. The following illustration shows examples from a print brochure.



**Figure 7:** Examples of print marketing by GE·BE·IN in Bremen. Source: GE·BE·IN Bremen (2020).

Online and offline marketing and communication strategies have been investigated. A clear approach could be identified. Comics are used as a form of illustration, portraying situations in which close relatives are shown in the event of the loss of a loved person. The pain and grief that is felt in such a situation is conveyed. In the process, emotions are evoked that are clearly positioned on the "wheel of emotions" in favor of "Terror", emphasizing fear and shock.

## 2- Dimension - Awareness

The *GE·BE·IN* uses different channels to place advertisement and hence generate attention. The following table presents the relevant content marketing measures with a corresponding score. A short description of the channels and their scores will follow.

Content Marketing	Score
Online (3 pts. per section possible)	
SEO / SEA	1
Google AdWords	1
Blog, Library	0
Social Media (Facebook, Instagram, Twitter)	2
YouTube / Videos	1

Newsletter	0
Offline (1 pt. per section possible)	
Magazines	1
Newspaper	1
Flyer, Brochure, Poster	1
<b>Strategic Partnerships (3 pts. per section possible)</b>	
Sponsorship Marketing	1
Affinity Marketing Partnership	1
Further Strategic Partnerships	3
<b>Total Score</b>	<b>13</b>

**Table 2:** Illustration for dimension 2 of GE·BE·IN. Source: Ellis, Corey (2020).

### *Content Marketing*

The **SEO/SEA** activities are not optimized. Through an organic search for “Funeral home in Bremen” the *GE·BE·IN* appears on the first page, but only in eighth place. In addition, the various online stores are managed decentralized. The fact that each branch is responsible for having a good Google score makes it difficult to improve the use of **Google AdWords**. As a result, the individual stores appear at the bottom of the Google search. A **Blog** is not operated by the funeral home at all. However, there is activity on **social media**. The 457 **Facebook** and 293 **Instagram** subscribers receive weekly content updates. The first post was in August 2019. Furthermore, a **YouTube** channel was set up. A total of eight videos are online. However, there are only 3 subscribers and at most 46 views on one of the videos. The videos are also shared on the official website (GE·BE·IN, 2020a). An online newsletter is not being offered by *GE·BE·IN*.

The GE·BE·IN is mainly promoted in **magazines**, which have local editions in Bremen. One example is the Friedwald Magazine, which focuses on funerals. Furthermore, one of the biggest **newspapers** in Bremen, the “Weser Kurier”, has been a partner over many years. The newspaper is regularly read by 0.38 million readers (Weser Kurier, 2020). In addition, **flyers, brochures and posters** are available as information material in the official stores.

### *Partnerships*

Initially, intensive research was required to identify companies, associations and other potential partners that could indicate a connection to **sponsorship marketing**. Only one partner could be identified. The "Bundesverband Bestattungsinstitut - Federal association for funeral

requirements" is a registered association, which lists funeral homes in Germany. These funeral homes pay for a listing on the platform. The platform helps potential customers to find suitable and local funeral homes. The GE·BE·IN profits from the reach (GE·BE·IN, 2020b).

Apart from the core business (planning and execution of funerals), GE·BE·IN covers numerous supplemental services. The “GE·BE·IN *Floristik*” procures and cuts the flowers for funeral ceremonies, the “GE·BE·IN *Steinmetzbetrieb*” manufactures gravestones, “GE·BE·IN *Grabpflege*” takes care of grave maintenance and the “GE·BE·IN *Sterbegeldversicherung*” offers additional protection through insurance services (GE·BE·IN, 2020b). Thus, many important elements and auxiliary services are offered directly by GE·BE·IN, which leads to **affinity marketing** being only a small part of the strategic direction. Nevertheless, there are additional services that are not offered by the company itself and thus depend on partnerships. “Columba Online Identity Management AG” is one of them, taking care of the digital component of the inheritance. Contracts and online subscriptions can be displayed automatically and are deleted/cancelled after death (Columba, 2020).

**Further strategic partnerships** exist with the cemeteries in Bremen. These offer many advantages. The funeral home is directly at the point-of-grief of potential customers.

#### **4.1.2 Notaries**

The notaries in Germany are subject to unique laws and regulations as the “Federal Notary Regulations” strictly prohibits advertising. According to §29 BNotO (Federal Notary Regulations), the advertising allowed to a notary (operating in several professions) in the exercise of his profession as a lawyer, tax consultant, auditor, etc. does not apply to his activity as a notary (Bundesnotarordnung, 2020). Precisely, the notaries must refrain from any commercial behavior, in particular any advertising that contradicts the public office. Furthermore, any advertising permitted to the notary in the exercise of his activities under §8 may not extend to his activity as a notary.

As many restrictions apply, how do notaries improve their perception in form of marketing in Germany? Every notary law firm is listed online on the website of the Federal Chamber of Notaries. Additionally, notaries can be searched and found online through their postal code (Bundesnotarordnung, 2020).

## 4.2 Marketing Strategies – Challenging Services

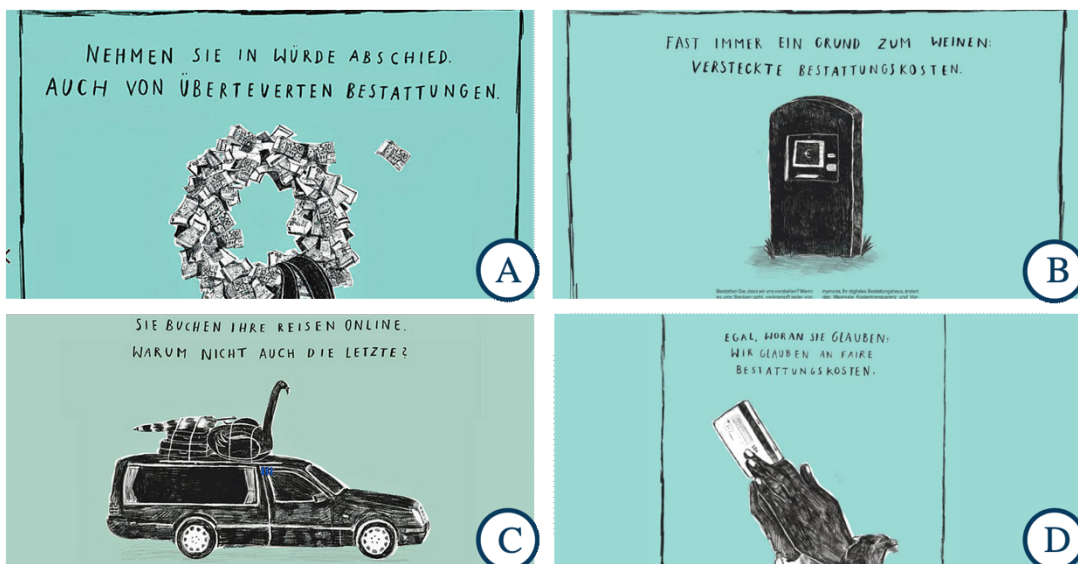
This section serves to analyze the challenging services of the inheritance industry on micro-level. Only Mymoria will be used as an example. This is because, after intensive research, no analysis of Memoresa could be performed adequately at this stage. Memoresa is currently still testing with a minimum viable product in a closed environment, and no valuable input can thus be expected.

### 4.2.1 Challenging Services – Mymoria GmbH

#### 1. Dimension – Emotion

In order to understand the communication and marketing strategies pursued by Mymoria better, the content of different channels is examined. The surprising quotes are particularly noticeable. The following quotes and the illustration displays advertising examples of Mymoria's latest campaigns.

- A. “Say goodbye with dignity. To overpriced funerals, as well.”
- B. “Always a reason to cry: Hidden funeral costs.”
- C. “You book your vacations online. So why not your last one?”
- D. “No matter what you believe in. We believe in fair funeral costs.”

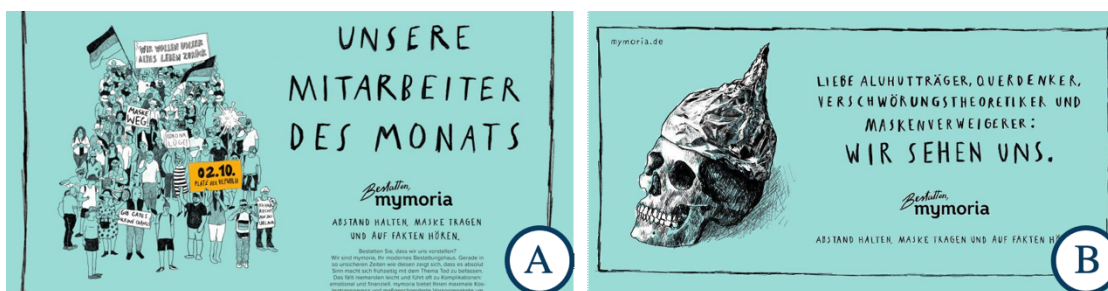


**Figure 8:** Style guide and examples of marketing activities by Mymoria. Source: Mymoria (2020).

Hence, the digital funeral home has a fundamentally different approach in terms of communication and marketing strategy than traditional funeral homes. With regards to the emotions triggered, a positioning of Mymoria on Plutchik's "Wheel of Emotions" can be classified in the category "Amazement", emphasizing humor, positivity and provocation (Becker, 2019).

Furthermore, Mymoria has launched a marketing campaign in response to the current situation and exceptional circumstances regarding Covid-19. The following quotations and illustrations serve as examples (Birkner, 2020).

- A. „Our employees of the month.”
- B. “Dear aluminum hat wearers, lateral thinkers, conspiracy theorists and mask refusers: See you soon.”



**Figure 9:** Examples of current marketing campaign of Mymoria. Source: Mymoria (2020).

Mymoria uses momentum of the present circumstances caused by the global pandemic. The messages transmitted through images and words are both, provocative and humorous, and hence surprise the viewer. This is consistent with the statement by Klug & Hoffmann (2011) from chapter 2 "Literature Review". Through explicitly trying to surprise consumers, high attention and brand awareness can be achieved at relatively low cost.

From the results of the corporate & marketing communication of *Mymoria*, the company appears to pursue a consistent marketing & communication strategy with strong emphasis on simple design, provocative images and humorous quotes. The aim seems to surprise the observer to attract more attention. In the process, emotions are evoked that are clearly positioned on the "wheel of emotions" in favor of “Amazement”, emphasizing humor, positivity and provocation.

## 2. Dimension – Awareness

The following table shows how intensively Mymoria uses the mentioned marketing channels. A short description of the channels and their scores will follow.

Content Marketing	Score
Online (3 pts. per section possible)	
SEO / SEA	3
Google AdWords	3
Blog, Library	2
Social Media (Facebook, Instagram, Twitter)	2
YouTube / Videos	3
Newsletter	2
Offline (1 pt. per section possible)	
Magazines	1
Newspaper	1
Flyer, Brochure, Poster	0
Strategic Partnerships (3 pts. per section possible)	
Sponsorship Marketing	0
Affinity Marketing Partnership	3
Further Strategic Partnerships	1
<b>Total Score</b>	<b>21</b>

**Table 3:** Illustration for dimension 2 of Mymoria. Source: Ellis, Corey (2020).

### Content Marketing

In contrast to the **SEO/SEA** activities of the GE·BE·IN, Mymoria seems to manage them much better. The website appears in the first place at google (Keyword: digitaler nachlass = digital inheritance). This is an indicator for a strong Google ranking. Furthermore, Mymoria makes use of Google **AdWords**. When searching for "digital funeral home" an ad appears at the top of search results. A **blog** is not being maintained, but instead an online store (Mymoria Shop, 2020). Candles, condolence cards, books and **magazines** are offered. In addition, the website offers numerous articles on the topics of burial and prevention, which are posted in regular intervals (Mymoria Magazin, 2020). Mymoria is active on several **social media** channels. The 3,300 **Facebook** and 1,121 **Instagram** subscribers receive weekly content updates. There is no **Twitter** account. Mymoria has 49 self-produced videos on its **YouTube** channel. Some videos

even have more than 30.000 views (Mymoria Youtube, 2020). There is also a **newsletter** with regular updates on new campaigns, features, partners or similar.

Mymoria has no physical stores where magazines, flyers or similar items can be displayed and distributed. However, **physical magazines, books** and **guidelines** for precautionary services can be ordered from the official online store (Mymoria Shop, 2020). Mymoria appeared in several **newspapers** (Süddeutsche Zeitung, Berliner Zeitung, Die Bild, Wirtschaftswoche), but has no arrangements for regular appearances (Mymoria, 2020).

### *Partnerships*

There are examples of direct competitors of Mymoria who cooperate with large insurance companies in order to benefit from **sponsorship marketing**. Emmora recently announced a new cooperation with "Die Bayerische", one of the largest insurance companies in Germany (Bader, 2020). However, Mymoria itself does not use synergies from such partnerships.

Especially noticeable are the **affinity marketing** activities with over 250 partnerships to funeral homes. Mymoria receives online orders for funerals and distributes them to their partners. This not only allows Mymoria to cover all regions in Germany, but also offers unique discounts to its customers (Heckel, 2018). Another approach to exploit the potential in affinity marketing is the cooperation with "HDH Sterbegeldversicherung", offering funeral expense insurances. Mymoria's customers can benefit by having easy access to the insurance and, conversely, when taking out a funeral expenses insurance policy, it is possible to store their funeral wishes on the Mymoria portal (Soult, 2019).

**Further Strategic Partnerships** exist with Aeternitas e.V., a non-profit association that advises 50,000 members on legal and financial matters in the event of death. This also includes funeral services. Aeternitas is also working to rethink, develop and promote the funeral culture. The cooperation with Mymoria enables mutual synergy effects (Mymoria, 2020).

## **4.3 Summary and comparison of the results**

The player analysis on micro-level between the traditional & challenging services of the inheritance industry revealed various differences. In the analysis of the "**Dimension 1 –**

**Emotion”** it is evident that the **traditional services** attach great importance to respect and piety. The advertising campaigns also were very consistent in emphasizing fear and shock. Approaches of the Fear Appeal Strategy are clearly recognizable. This is also evident in the classification of emotions towards "terror" in Figure 9. The **challenging services** pursue a different approach. The analyzed ads were characterized by surprise, humor and provocation. Consequently, a classification in Figure 12 was made towards "amazement".

Further substantial differences were revealed in "**Dimension 2 - Awareness**". During the analysis of the advertising channels of **traditional services**, a clear deficit in the actions of online marketing was identified. Overall, traditional services reached a score of 13 (Table 2). In contrast, the **challenging services**, with a score of 21, have a strong focus on online marketing. This results in many advantages in terms of reach and traffic and hence increases scalability.

## **5. Methodology**

### **5.1 Research Approach & Data Collection**

Now that we know that the two categories have different emotional and awareness-raising approaches, it would be interesting to investigate which approach works better from the customer perspective. For this, the author chose a quantitative, exploratory data analysis that will help to empirically investigate the following questions: How can emotions be used effectively by advertising in the inheritance industry? Is self-created content marketing more effective than content created by third parties? And how do strategic partnerships influence the purchasing decision? An online survey has been set up and shared with a sample size of 329 respondents, in order to potentially identify insightful patterns and preferences. According to Zabala et al. (2018), the chosen methodology can provide a clear and structured way to elicit stakeholder views on an issue. Furthermore, it categorizes individual viewpoints into clusters of value positions or mental models. This method allows to better understand the emotions evoked by the tested advertising activities better and hence will support to use them more efficiently. In order to answer the research questions in the most suitable way, the survey results are expressed in form of a semiquantitative test, which are divided into groups (e.g. from 0-10 or low, medium, high).

The selected respondents to the survey were chosen based on quota sampling. These respondents were found and automatically selected through “Amazon Mechanical Turk”, a crowdsourcing platform to hire discrete on-demand “crowdworkers” matching any specific criteria (Amazon, 2020). Since the industry research is limited to the German market, it is important to limit the data collection geographically to respondents with a German nationality. Furthermore, participants had to be between 18 – 59 years of age to match and be authorized to complete the survey.

The quantitative questionnaire consists of three sections. As interesting results on correlations of socio-demographic and economic data can be expected, respondents were asked in the first section about income, number of children, marital status and number of online banking accounts and other digital assets (e.g. crypto currencies, ETF’s etc.) (Kaya & Himme, 2009, p. 82). In the course of the survey, the participants will be confronted with examples of advertising activities of the conventional and challenging players of the inheritance industry. With reference to both, dimension 1 – **emotion** and dimension 2 – **awareness** (chapter 2), an A/B test with an automatic randomizer was conducted to test the appealingness and the evoked emotions of different marketing scenarios and reactions to potential partnerships. Furthermore, weaknesses of traditional services and potential problems for the challenging services are expected to be found.

## **6. Presentation of results and analysis of findings**

In the further course of the thesis, the results from the quantitative survey will be presented and analyzed with respect to the research questions established in chapter 1.3 “Research Questions”. All statements and findings were obtained from the online survey and can be looked up in the appendix. As well as the descriptive statistics of the respondents, which can be seen at section “A. Descriptive Statistics” (starting at page xxi).

### **6.1 Presentation and analysis of the results**

*Subordinate Research Question 1: Is there a market for unsought products and services, such as digital inheritance?*

The initial objective is to investigate whether there is a basic understanding and awareness of unsought services, with digital inheritance being a prime example. To do so, it was necessary to establish whether respondents were familiar with the new asset class of digital assets in the first place. This is tested with the help of a selection list, encouraging a self-evaluation of the digital affinity. The following figure provides an overview of the results.

A total of 329 participants answered this question. The highest value was achieved in the category of online banking. A total of 250 participants (76%) make use of such a service. In addition, more than 200 participants indicated that they use social media accounts (207 respondents – 63%) and own other online contracts such as Amazon Prime and Netflix (200 respondents – 61%). The lowest value was achieved in the category of cryptocurrencies. But still, 74 participants (22%) stated that they own cryptocurrencies.



Figure 10: Awareness of the digital asset class in Germany. Source: Ellis, Corey (2020).

This demonstrates that many people are in daily contact with assets that exist partly or exclusively online. However, it is not clear whether there are functioning systems to store these assets sustainably and to "inherit" them securely to their beneficiaries. What happens with all the data after death?

252 of the participants (76%) state that they currently do not have a functioning system in place to pass these assets on to their heirs in the event of death. The remaining 24% have one of the following systems implemented: data stored on USB-Stick, Google Drive, last will and/or sealed master password in the safe.

Finally, the respondents were asked if they would like to have an easily functioning, secure and automatized inheritance tool to pass on their digital legacy. 246 of the respondents (75%) answered this question with "yes". Only 83 respondents (25%) stated, that they do not want such a system implemented. After evaluating the first results, it becomes evident that there is a market for unsought services, such as digital inheritance.

*Subordinate Research Question 2: How can service providers utilize emotions in their marketing strategies to advertise sensitive topics (e.g. death)?*

In order to understand the efficacy of Dimension 1 ("emotions") presented in chapter 2 "Literature Review" and its effects on marketing measures in the funeral and inheritance industry better, an A/B test was conducted. In this test, respondents were randomly confronted with advertising measures designed to trigger either exclusively positive or negative emotions. This was supported by the classification on Plutchik's "Wheel of Emotions" (Figure 2). Part "A" was intended to trigger the emotion "Amazement", emphasizing humor, positivity and provocation. Part "B" was focusing on the emotion "Terror", emphasizing fear and shock. The following illustration shows the advertising billboards that were used in the test. The selected texts were based on the real-life examples described earlier (Figures 3 and 4).



**Figure 11:** Test 1: Ads from A/B Test of Dimension 1 “Emotions”. Source: Ellis, Corey (2020).

For this question, participants were asked to rate on a scale from 0 – 10 of how appealing they find the shown ads (0=not appealing, 10=very appealing). In the course of the A/B test, a total of 79 participants were shown ad “A” and 63 participants were shown ad “B” (Figure 11). In addition, another A/B test was conducted in order to get a better result with another, but similar design. Since messages on advertising measures are perceived very subjectively (Mick, 1992), the second test serves as further confirmation. For this purpose, the following ads were shown.



**Figure 12:** Test 2: Ads from A/B Test of Dimension 1 “Emotions”. Source: Ellis, Corey (2020).

Since the results are very similar, they will not be presented in this chapter. However, they can be inspected in the appendix to this thesis (Q25 and Q27 of the survey).

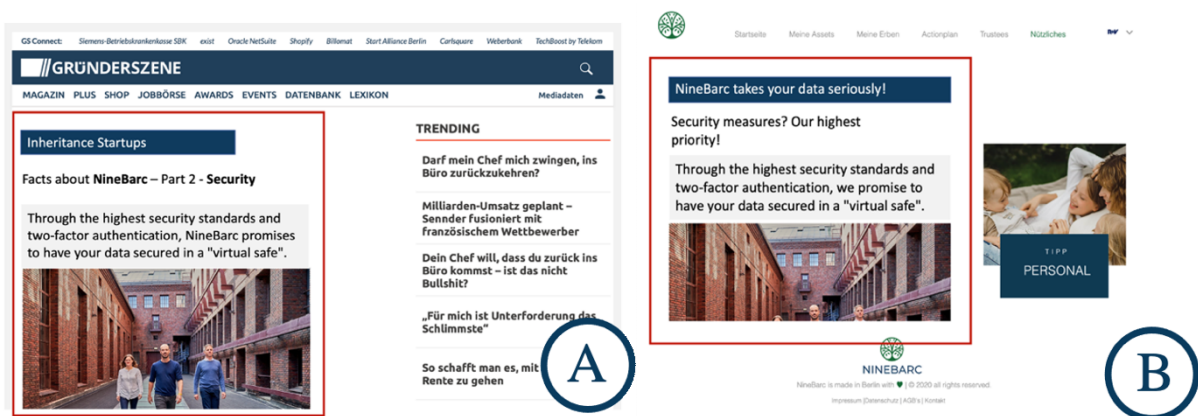
According to the survey results, the mean response to part A was 7.48, while the mean for part B was 4.48, indicating that respondents found “amazement” messaging to be more appealing than “terror” messaging. Welch two sample t-tests were conducted to determine the statistical significance of the results. The p-value is 3.631e-10 and is therefore statistically significant. The outcome of the t-test supports the notion that triggering “amazement” is met with significantly more positive responses than triggering “terror”.

*Subordinate Research Question 3: How can service providers raise awareness about products that customers will only need in the future?*

In order to answer this subordinate question, the survey was divided into two sections. The first step is to test measures related to content marketing. Since data security is an extremely important factor in the field of digital inheritance (Conley, 2020), this criterion was chosen as an example for the test. For this purpose, an A/B test was conducted once again. The aim is to examine whether in-house content or content created from external, seemingly reputable sources make a difference in the decision whether to use such a service or not. The second section will test, whether strategic partnerships have a positive or negative influence. The results are presented below.

### A. Content Marketing

The following illustration displays the two articles, which were shown in the A/B test.



**Figure 13:** Content Marketing: A/B Test of Dimension 2 “Awareness”. Source: Ellis, Corey (2020).

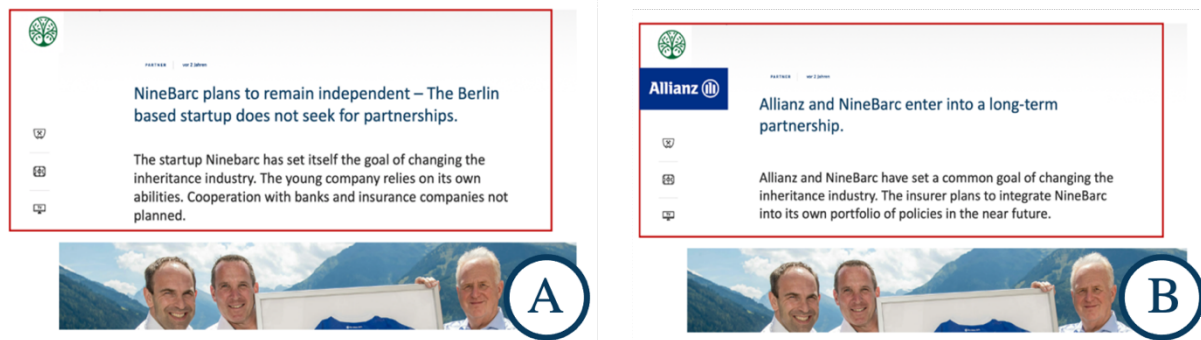
In part A of the A/B test, participants were confronted with an article written by "Gründerszene", a popular and renowned publisher on topics in the start-up scene in Germany. On a scale of 0-10, respondents were able to rate whether the article they had read influenced their decision to use such an inheritance service (0=very negatively, 10=very positively). Part B focuses on the creation of self-produced content with an example of an imaginary start-up from the inheritance industry (this is introduced as such in the survey). In the course of the A/B test, a total of 80 participants were shown ad “A” and 83 participants were shown ad “B” (Figure 15). The results are displayed below.

According to the survey results, the mean response to part A was 5.73, while the mean of part B was 6.01. This shows how balanced the results from the survey are. Again, Welch two sample t-test were conducted to determine the statistical significance of the results. The p-value is only

0.42 and therefore not statistically significant. From this we can conclude that the origin of content marketing has no influence on the decision whether to use an inheritance service or not.

### B. Strategic Partnerships

The following illustration displays the two articles, which were shown in the A/B test.



**Figure 14:** Strategic Partnerships: A/B Test of Dimension 2 “Awareness”. Source: Ellis, Corey (2020).

In this part of the A/B test, the first control group was confronted with an article by the imaginary startup, Ninebarc, stating that they plan to remain independent. The second control group was presented an article by the “Allianz Insurance”, in which a partnership is being announced. Allianz serves as a good example, as partnerships between digital inheritance services and insurance companies show synergies. Thus, the start-up can benefit from the point-of-sale and the image of Allianz. The insurance companies, on the other hand, manage to create digital touchpoints to the customer and can generate revenue through product extensions. An integration would be possible through life insurances. On a scale of 0-10 respondents were able to rate whether the article they had read influenced their decision to use such an inheritance service (0=very negatively, 10=very positively). In the course of the A/B test, a total of 85 participants were shown ad “A” and 86 participants were shown ad “B” (Figure 16).

According to the survey results the mean response to part A is 5.714, while the mean of part B is 6.988, indicating that respondents found a strategic partnership more appealing than remaining independent. The welch two sample t-test lead to a p-value of 0.0002379 and is therefore statistically significant. The outcome of the t-test supports the notion that industry related, and strategic partnerships are met with a significantly positive response to the probability of using such an inheritance service.

## **7. Discussion**

This chapter serves to summarize the results of the master thesis and to synthesize the findings with regards to the research questions. Furthermore, the author will give recommendations for future research.

### **7.1 The need for unsought services such as digital inheritance**

As described in chapter 3 “Literature Review”, pre-need and unsought services, as well as digital inheritance services, are incredibly difficult to market. Furthermore, it is a common pitfall, that the identified target group does not even know they have a certain demand for the service or product offered and hence are unlikely to buy. According to Eric Ries, „building something nobody wants is the ultimate form of waste” (2014), but yet it happens.

However, the results of the survey show in several segments that there is a clear need for innovation in the inheritance industry in Germany. With reference to figure 10, it became clear that there is a basic understanding of the new asset class of digital assets. Nearly everyone has daily contact with assets that exist exclusively online. In addition, 76% of the respondents stated, that they do not have a functioning system implemented to inherit these assets and hence they could be lost forever in case of an unforeseen event. Building on this, 75% reported that they would like to have an easily functioning, secure and automatized inheritance tool to pass on their digital legacy.

In conclusion, it can be said that there is a market for innovative solutions in the inheritance industry. This demand could give rise to further exciting start-ups in the near future. However, this does not mean that it applies to all unsought products and services.

### **7.2 Dimension 1: Convincing through positive emotions**

As already assumed in the preliminary stages of the thesis, emotions play an important role in the provision of services in the inheritance industry and can be crucial for success or failure.

However, it is not the fear appeal theory, which has been omnipresent for decades and is often used by conventional funeral homes as a marketing tool, to promise success. The results from the survey have shown, that rather humorous, positive and provocative methods seem to prevail. The triggering of positive emotions appears to have a significantly higher impact on the

purchasing decision than the negative ones. The reasons for this could be related to demographic and geographical factors. The target group addressed in the DeathTech sector seem to be becoming younger due to the necessary digital affinity. Furthermore, the conventional funeral home industry is geographically limited. With the removal of geographical barriers through digitization, services are no longer competing locally but nationally. In the future even possibly globally? This makes it much more important to deal with good marketing measures in order to be able to stand out from the crowd. Also, with these humorous and positive ads, it is possible to increase brand awareness at relatively low cost. Furthermore, emphasizing humor in this case seems not to be such a fine line, as initially assumed.

In summary, there is clear evidence that existing and upcoming service providers from the inheritance industry in Germany can advertise more effectively with positive emotions throughout their marketing activities.

### **7.3 Dimension 2: Raising awareness through strategic partnerships**

At the beginning of the thesis it became clear that raising awareness is an enormously important factor, especially in the area of unsought and pre-needed service. Key moments, such as the loss of a family member, are often decisive for dealing with inheritance. However, it is also important to attract other customer segments.

In the course of the thesis, **content marketing** and **strategic partnerships** were examined in dimension 2, which were assumed to have a significant impact on raising awareness.

#### ***Content Marketing***

Looking at content marketing, the results from the survey were not significant. The lack of significance of the result can be attributed to the following element. Content marketing consists of many components and can be created by different parties. It becomes clear that the end user does not care much where the content comes from, but rather that it exists. Thus, content marketing remains without question an important element of a balanced marketing strategy. The realization that this content does not always have to come from well-known sources can encourage future start-ups to start their own activities early. It is important to note that the resources to be spent on input are high in order to achieve a desirable outcome.

## ***Strategic Partnerships***

In contrast to content marketing, there was a significant result in the survey for strategic partnerships. The conducted study reveals that cooperating with strong partners not only supports with the already known such as the partner's point-of-sale and reach, but can also positively influence the buying decision. This can be attributed to two main elements. In the case of unsought services, and especially with start-ups from the inheritance industry, a certain degree of trust is essential. A strong partner can possibly create this feeling of trust and hence have convincing power. In addition, since inheritance deals with sensitive data, good security measures seem to be crucial. Concerning data security, it can be assumed that the corresponding partners operate according to German standards and the newly issued privacy shield. Furthermore, there is always the risk that start-ups, especially in a new niche market, will have to shut down operations after a few years. Strong partners can meet these doubts and thus ensure trust in their own brand.

In conclusion, it can be said that strategic partnerships in sensitive niche markets such as the digital inheritance industry can deliver high added value. It remains to be seen how these partnerships can be implemented efficiently.

### **7.4 Persuading customers to use digital services in the inheritance industry**

The industry research, the previously conducted analyses and the survey were important in order to be able to answer the superordinate research question of the thesis.

*Superordinate Research Question: Traditional or digitized: How can potential customers be persuaded to purchase pre-need and unsought services in the inheritance industry?*

No doubt, the inheritance industry is characterized by conservative structures. But yet, a lot is happening. Digital inheritance services and the new trend in DeathTech are creating buzz in the industry, trying to break through old structures (Hackl, 2020). What remains are the difficulties in efficiently bringing the resulting and innovative ideas to the consumers. The conducted survey has shown that potential customers are very receptive to digital approaches in the inheritance industry. From the two dimensions it has emerged that marketing can be positive, humorous and even provocative in order to generate maximum attention. In connection with strong partnerships through industry related alliances, strategies can be developed that have the potential to successfully market pre-need and unsought services in the inheritance industry. In

the course of this, a B2B2C business model approach could be particularly interesting for start-ups from the inheritance industry, in order to be able to make full use the advantages of a partnership.

## **7.5 Limitations and recommendations for future research**

The decision to use a quantitative survey instrument for this industry research is based on the greater objectivity and thus better comparability of the results. Furthermore, the precisely quantifiable results simplify potential correlations (Winter, 2000). The chosen method cannot exactly simulate real life situations and behaviors, but it can test causal relationships between the variables better (McCombes, 2019).

Limitations result from some weaknesses of this empirical research method related to the size of the sample (329 participants) and with regard to the A/B test. The results of this study can only be considered as limited representative (Lippe & Kladroba, 2002, p. 4).

It has become evident that the way of thinking and dealing with topics related to death is changing. Life is not infinite. Treating death as a taboo in society has led to a lot of uncertainty and many challenges to the families of the deceased. It can be deduced from the survey that even the younger generations seem to understand this.

Having this said, it can be recommended to future research to do deeper investigation regarding the target group. Digital inheritance and the additional features such as the creation of an organ donor card or a living will are not only important at retirement age, in fact it is necessary far sooner. Having deeper understanding of the socio-demographic factors could potentially provide many interesting new approaches. Counterintuitively, it can be assumed that the target group is younger than previously thought. This needs to be reviewed in order to be able to understand the needs better.

Furthermore, we could detect a significant result in terms of strategic partnerships. However, it is still necessary to find out how such a partnership can be used particularly efficiently. One approach for start-ups from the digital inheritance industry could be to focus on B2B2C business models in order to exploit the advantages described in the thesis. In doing so, future research could come up with desirable and interesting results.

## 8. Conclusion

This industry research on the inheritance industry in Germany focused on current marketing strategies of conventional funeral homes and their upcoming challenges. Due to digitization and changes in the law, young challengers have emerged in the digital inheritance industry, forcing current structures to be changed.

For this, the study presented a quantitative, exploratory data analysis that helped to empirically investigate potential on future marketing strategies in two dimensions (Dimension 1 – Emotion, Dimension 2 – Awareness). The results are relevant for both, the theory and practice of the inheritance industry in Germany. The study revealed interesting insights on how the triggering of emotions can help to better market the current and upcoming pre-need services. And furthermore, gave insights of how awareness in the field of unsought services can be raised. Therefore, the conducted analysis provides starting points for further research. In terms of practical value, the thesis can be seen as a foundation for future guidelines on how to efficiently make use of marketing strategies throughout the inheritance industry.

We can conclude, that there is a market for unsought products and services, such as digital inheritance (Hypothesis 1). Furthermore, positive emotions, emphasizing humor and provocation favor service providers in their marketing strategies to advertise sensitive topics (Hypothesis 2). Finally, strategic partnerships to industry related companies have a significantly positive impact on raising awareness for pre-need and unsought services (Hypothesis 3).

Building on the findings of this thesis, it can be suggested to focus future research on correlations regarding socio-demographic factors, as the target group for services from the digital inheritance industry is possibly younger than currently assumed. Furthermore, it could be worth reviewing the potential of B2B2C business models in the inheritance industry in order to be able to fully exploit potential.

## References

- Akyel, D. (2013). *Die Ökonomisierung der Pietät: Der Wandel des Bestattungsmarkts in Deutschland*. Campus Verlag.
- Amazon. (2020). *Introduction to Amazon Mechanical Turk—Amazon Mechanical Turk*.  
<https://docs.aws.amazon.com/AWSMechTurk/latest/AWSMechanicalTurkGettingStartedGuide/SvcIntro.html>
- Aulakh, P. S., Kotabe, M., & Sahay, A. (1996). Trust and Performance in Cross-Border Marketing Partnerships: A Behavioral Approach. *Journal of International Business Studies*, 27(5), 1005–1032. <https://doi.org/10.1057/palgrave.jibs.8490161>
- Bader, S. (2020). *Die Bayerische kooperiert mit Emmora, der digitalen Plattform zum Thema Lebensende*. Deutschland-News24. <https://deutschland-news24.de/2020/10/27/die-bayerische-kooperiert-mit-emmora-der-digitalen-plattform-zum-thema-lebensende/>
- Baltes, L. P. (2015). Content marketing—The fundamental tool of digital marketing. *Bulletin of the Transilvania University of Braşov, Series V: Economic Sciences • Vol. 8 (57) No. 2*, 8.
- Becker, J. (2019). *Mymoria zeigt, wie gute Werbung für Bestatter aussieht*.  
<https://www.horizont.net>. <https://www.horizont.net/agenturen/nachrichten/kampagne-von-theo-mymoria-zeigt-wie-gute-werbung-fuer-bestatter-aussieht-173844>
- Bernhardt, W. (2017). Digitalisierung der Justiz – Herausforderungen und Potenziale. *Verwaltung & Management*, 23(5), 251–260. <https://doi.org/10.5771/0947-9856-2017-5-251>
- Beutel, J., Bürsch, D. M., Fuchs, D. M., Hardraht, K., Henneke, D. H.-G., Schmidt-Jortzig, D. E., Schnellenbach, D. H., & Werthebach, D. E. (2007). *Mitglieder des „Forums Bürokratieabbau“*: 116.
- Birkner, H. (2020). *Digitales Bestattungshaus: Mit diesen makaberen Botschaften provoziert Mymoria die Corona-Leugner*. <https://www.horizont.net>.  
<https://www.horizont.net/marketing/nachrichten/digitales-bestattungshaus-mit-diesen-makaberen-botschaften-provoziert-mymoria-die-corona-leugner-186235>
- Bott, G. (2017). *Haben wir ein Passwortproblem?* <https://www.marconomy.de/haben-wir-ein-passwortproblem-a-605153/>
- Brettschneider, U. (1998). *Die gesetzliche Erbfolge in rechtshistorischer und rechtsvergleichender Sicht*. <https://www.grin.com/document/21875>
- Bundesgerichtshof—Im Namen des Volkes*. (n.d.). Retrieved April 27, 2020, from

- <https://juris.bundesgerichtshof.de/cgi-bin/rechtsprechung/document.py?Gericht=bgh&Art=en&Datum=Aktuell&nr=86602&anz=1&pos=0&Frame=4&.pdf>
- Bundesnotarkammer. (2020). <https://www.bnotk.de/Bundesnotarkammer/>
- Bundesverband Bestattungsbedarf. (2019). *Wer nicht wirbt, stirbt!*  
<https://www.bundesverband-bestattungsbedarf.de/blog/wer-nicht-wirbt-stirbt-2/>
- Coetzee, C. A., Maree, T., & Van Heerden, C. H. (2014). *The marketing of an unsought service through an unobtrusive medium: A content analysis of the websites of members of the National Funeral Directors Association of South Africa*. Sabinet.
- Columba. (2020). *Columba – the digital legacy service—Columba EN*.  
<https://www.columba.de/en/>
- Conley, C. (2020). *Digital Inheritance*. SANS Security Awareness.  
<https://www.sans.org/security-awareness-training/resources/digital-inheritance>
- Cristal, J. (2018). *The Complete Guide to Partnership Marketing*.  
<https://www.goodreads.com/book/show/42855198-the-complete-guide-to-partnership-marketing>
- Foerster, S. (2015). *Guerilla Marketing—Ergänzendes Kommunikationsmittel oder Alternative zur klassischen Werbung*. <https://monami.hs-mittweida.de/frontdoor/deliver/index/docId/7083/file/BA+Sarah+F%c3%b6rster.pdf>
- Fripp, G. (2015, February 17). The marketing mix for unsought products. *THE Marketing Study Guide*. <https://www.marketingstudyguide.com/marketing-mix-unsought-products/>
- GE·BE·IN. (2020a). *Infothek—GE·BE·IN Bestattungsinstitut*. <https://www.ge-be-in.de/infothek.html>
- GE·BE·IN, S. (2020b). *GE·BE·IN Bestattungsinstitut*. <https://www.ge-be-in.de/startseite.html>
- Hackl, C. (2020). *The Future Of Death Tech*. Forbes.  
<https://www.forbes.com/sites/cathyhackl/2020/11/30/the-future-of-death-tech/>
- Hartman-Hilter Rechtsanwälte. (2018). *Errichtung eines digitalen eigenhändigen Testaments mittels Touch- oder Smartpen—Aktuelles zum Erbrecht*. [https://www.familienrecht-muenchen.de/Aktuelles\\_zum\\_Erbrecht/Errichtung\\_eines\\_digitalen\\_eigenhaendigen\\_Testaments\\_mittels\\_Touch-\\_oder\\_Smartpen](https://www.familienrecht-muenchen.de/Aktuelles_zum_Erbrecht/Errichtung_eines_digitalen_eigenhaendigen_Testaments_mittels_Touch-_oder_Smartpen)
- Hastings, G., Stead, M., & Webb, J. (2004). Fear appeals in social marketing: Strategic and ethical reasons for concern. *Psychology & Marketing*, 21(11), 961–986.  
<https://doi.org/10.1002/mar.20043>

- Heckel, M. (2018). Mymoria: Millionen für digitales Bestattungshaus. *WiWo Gründer*.  
<https://gruender.wiwo.de/mymoria/>
- Higbee, K. L. (1969). Fifteen years of fear arousal: Research on threat appeals: 1953-1968.  
*Psychological Bulletin*, 72(6), 426–444. <https://doi.org/10.1037/h0028430>
- Hill, J. S. (2009). *International Business*. SAGE.
- Kaya, M., & Himme, A. (2009). Möglichkeiten der Stichprobenbildung. In S. Albers, D. Klapper, U. Konradt, A. Walter, & J. Wolf (Eds.), *Methodik der empirischen Forschung* (pp. 79–88). Gabler Verlag. [https://doi.org/10.1007/978-3-322-96406-9\\_6](https://doi.org/10.1007/978-3-322-96406-9_6)
- Klug, K., & Hoffmann, S. (2011). Guerrilla Marketing: The Nature of the Concept and Propositions for Further Research. *Asian Journal of Marketing*, 5, 39–54.  
<https://doi.org/10.3923/ajm.2011.39.54>
- Kostenstruktur bei Bestattungsinstituten—Fachserie 2 Reihe 1.6.7—2014*. (n.d.). Statistisches Bundesamt. Retrieved July 22, 2020, from  
<https://www.destatis.de/DE/Themen/Branchen-Unternehmen/Dienstleistungen/Publikationen/Downloads-Dienstleistungen-Kostenstruktur/kostenstruktur-bestattung-2020167149004.html>
- Kunitzky, R. (2010). *Partnership Marketing: How to Grow Your Business and Transform Your Brand Through Smart Collaboration*. John Wiley & Sons.
- Lange, & Kuchinke. (2001). *Erbrecht*. <https://www.beck-shop.de/lange-kuchinke-erbrecht/product/778>
- Lares, J. D., & Lehenbauer, K. (2019). Funeral Services: The Silent Oligopoly. *RAIS Journal for Social Sciences*, 3(2), 18–28.
- Lee, Y.-J., Chang, L.-Y., Chien, C.-L., Huang, C.-L., & Chen, C.-Y. (2010). The influence of knowledge management and marketing innovation strategies on marketing performance: A case study of a Taiwan's funeral service company. *Innovative Marketing*, 6(2), 9.
- Lippe, P. von der, & Kladroba, A. (2002). Repräsentativität von Stichproben. *Marketing ZFP*, 24(2), 139–146. <https://doi.org/10.15358/0344-1369-2002-2-139>
- Lisa Ksienrzyk. (2018). *Bestattungs-Startup Mymoria sammelt Millionenbetrag ein*. Gründerszene Magazin. <https://www.gruenderszene.de/allgemein/million-finanzierung-mymoria-bestattung>
- Luthardt, H. (2020). *Gründer der Woche: Memoresa – Digitales digital regeln—StartingUp: Das Gründermagazin*. <https://www.starting-up.de/news/gruender-der-woche/memoresa.html>

- McCombes, S. (2019). *How to Write Methodology*. Scribbr. <https://www.scribbr.co.uk/thesis-dissertation/methodology/>
- Memoresa GmbH. (2020). *Memoresa—Den Überblick behalten—Das Leben digital regeln*. Memoresa. <https://memoresa.de/de/>
- Mick, D. G. (1992). Levels of Subjective Comprehension in Advertising Processing and Their Relations to Ad Perceptions, Attitudes, and Memory. *Journal of Consumer Research*, 18(4), 411–424. <https://doi.org/10.1086/209270>
- Mymoria. (2020a). *Erfolgreiche Zusammenarbeit: Kooperation mit Aeternitas*. mymoria. <https://www.mymoria.de/de/bestattung/erfolgreiche-zusammenarbeit-kooperation-mit-aeternitas>
- Mymoria. (2020b). *Online auf den Tod vorbereiten: Mymoria startet erstes digitales Portal für Bestattungsvorsorge*. mymoria. <https://www.mymoria.de/de/presse/online-auf-den-tod-vorbereiten-mymoria-startet-erstes-digitales-portal-fuer-bestattungsvorsorge>
- Mymoria Magazin. (2020). *Magazin*. mymoria. <https://www.mymoria.de/de/thema/magazin>
- Mymoria Shop. (2020). *Mymoria Shop*. mymoria GmbH. <https://shop.mymoria.de/collections>
- Mymoria Youtube. (2020). *mymoria Bestattungen Berlin—YouTube*. <https://www.youtube.com/c/MymoriaDe/videos>
- NineBarc. (2020). *NineBarc—Protect what you create*. NineBarc. <https://www.ninebarc.com>
- November. (2020). *Beerdigungskosten im Überblick | Was kostet eine Beerdigung?* <https://november.de/ratgeber/bestattungskosten/>
- O’Keefe, D. J., & Jensen, J. D. (2008). Do Loss-Framed Persuasive Messages Engender Greater Message Processing Than Do Gain-Framed Messages? A Meta-Analytic Review. *Communication Studies*, 59(1), 51–67. <https://doi.org/10.1080/10510970701849388>
- PassOn AG. (2020). *PassOn – Inventing Digital Inheritance*. <https://passon.com/en>
- Peter, T. (2020). *Organspende: Der Tod darf kein Tabuthema sein*. <https://www.rnd.de/politik/organspende-der-tod-darf-kein-tabuthema-sein-JB42H4JU35GF7KFCYXBPVF23BY.html>
- Plutchik, R. (1994). *The psychology and biology of emotion* (pp. xx, 396). HarperCollins College Publishers.
- Pollack, G. (2019). *Types of Marketing Partnerships*. Powerlinx. <https://www.powerlinx.com/resources/types-marketing-partnerships/>
- Reppen, T. (2012). Hamburgs Notare bis zum 19. Jahrhundert. In *Handbuch zur Geschichte des deutschen Notariats seit der Reichsnotariatsordnung von 1512* (pp. 361–386).

- Nomos Verlagsgesellschaft mbH & Co. KG. <https://doi.org/10.5771/9783845241944-361>
- Ries, E. (2014). *Lean Startup: Schnell, risikolos und erfolgreich Unternehmen gründen*. Redline Wirtschaft.
- Ruiz-Mafe, C., Chatzipanagiotou, K., & Curras-Perez, R. (2018). The role of emotions and conflicting online reviews on consumers' purchase intentions. *Journal of Business Research*, 89, 336–344. <https://doi.org/10.1016/j.jbusres.2018.01.027>
- Schmolck, D. (2020). "Das Chaos beseitigen" – Vorsorge-Dienstleister memoresa im Interview. *digital.danach*. <https://digital-danach.de/vorsorge-dienstleister-memoresa-interview/>
- Schwegler, P. (2019). *So pechschwarz wirbt Theo für Mymoria | W&V*. [https://www.wuv.de/agenturen/im\\_netz\\_gibt\\_s\\_den\\_sarg\\_mit\\_humor](https://www.wuv.de/agenturen/im_netz_gibt_s_den_sarg_mit_humor)
- Snapview.de. (2018, December 3). Anwendungsfälle für die elektronische Unterschrift. *Snapview*. <https://www.snapview.de/anwendungsfaelle-elektronische-unterschrift/>
- Soult, C. (2019). *Neuer Service bei digitaler Bestattungsvorsorge: Mymoria und die Sterbegeldversicherung HDH kooperieren*. *presseportal.de*. <https://www.presseportal.de/pm/122434/4404041>
- Steinbach, J., Krisch, M., & Harguth, H. (2015). Eine neue Philosophie im Marketing: Helpvertising statt Advertising. In J. Steinbach, M. Krisch, & H. Harguth (Eds.), *Helpvertising: Content-Marketing für Praktiker* (pp. 9–22). Springer Fachmedien. [https://doi.org/10.1007/978-3-658-07691-7\\_2](https://doi.org/10.1007/978-3-658-07691-7_2)
- Studie-zur-bestattungskultur.pdf*. (n.d.). Retrieved July 22, 2020, from <https://www.bestattungsvergleich.de/ratgeber/assets/pdf/studie-zur-bestattungskultur.pdf>
- Sullivan, L. (2009). Two-Factor Theory of Emotion. In *The SAGE Glossary of the Social and Behavioral Sciences* (Vol. 1–3, pp. 524–524). SAGE Publications, Inc. <https://doi.org/10.4135/9781412972024>
- Thieme, F. (2019). Bestattungs- und Friedhofskultur. In F. Thieme (Ed.), *Sterben und Tod in Deutschland: Eine Einführung in die Thanatosoziologie* (pp. 171–213). Springer Fachmedien. [https://doi.org/10.1007/978-3-531-18873-7\\_5](https://doi.org/10.1007/978-3-531-18873-7_5)
- VentureCapital Magazin. (2018). *Nächstes Millioneninvestment für digitalen Bestatter*. <https://www.vc-magazin.de/blog/2018/07/11/naechstes-millioneninvestment-fuer-digitalen-bestatter/>
- Waldmann, U. (2020). *Der digitale Nachlass*. <https://doi.org/10.24406/SIT-N-572149>

- Weser Kurier. (2020). *Mediadaten*. WESER-KURIER. <https://www.weser-kurier.de/verlag/mediadaten.html>
- Williams, K. C. (2012). *Fear Appeal Theory*. *Research in Business and Economics Journal*.
- Winter, S. (2000). *Quantitative vs. Qualitative Methoden*.  
[http://nosnos.synology.me/MethodenlisteUniKarlsruhe/imihome.imi.uni-karlsruhe.de/nquantitative\\_vs\\_qualitative\\_methoden\\_b.html](http://nosnos.synology.me/MethodenlisteUniKarlsruhe/imihome.imi.uni-karlsruhe.de/nquantitative_vs_qualitative_methoden_b.html)
- Witte, K., & Allen, M. (2000). A Meta-Analysis of Fear Appeals: Implications for Effective Public Health Campaigns. *Health Education & Behavior*, 27(5), 591–615.  
<https://doi.org/10.1177/109019810002700506>
- Wollscheid, C. (2010). *Guerilla-Marketing. Grundlagen, Instrumente und Beispiele*.  
<https://www.grin.com/document/153694>
- Zabala, A., Sandbrook, C., & Mukherjee, N. (2018). When and how to use Q methodology to understand perspectives in conservation research. *Conservation Biology*, 32(5), 1185–1194. <https://doi.org/10.1111/cobi.13123>

## Appendices

### A. Descriptive Statistics

The data gathered for the conducted analysis in this thesis consists of 338 respondents. Detailed reportings of each variable and count numbers can be seen below in section B “Survey structure and results”.

Age was being reported in the following five sections, “<18”, “18 – 29 years”, “30 – 39 years”, “40 – 59 years” and “> 59 years”. The mean is 3.04, stating that most of the respondents were between 30 – 39 years of age. Furthermore, 65% of the respondents reported to be male. The marital status, once again, was reported in five sections: “Single”, “In a relationship”, “Married”, “Divorced” and “Widowed”. From which the majority of the respondents were either in a relationship or married (mean 2.61). In total, 61.83%. 16.57% reported to be single. As the focus is the inheritance industry in Germany, Amazon Mechanical Turks was used to target respondents with German nationality (92.6%). “Education” refers to the highest level of education. A detailed bar diagram can be seen in the section below (B. Survey) at Q5. The mean is 2.61, meaning most of the respondents have their “A-Levels” (29.85%) or “Bachelor’s degree” (24.31%). “Income” refers to the monthly net income of the respondent. The input categories were divided into the following sections: “<1.500 EUR”, “1.500 – 3.000 EUR”, “3.000 – 5.000 EUR” and “> 5.000 EUR”. The mean is 2.21, showing that most of the respondents have a net income of 1.500 – 3.000 EUR (48% of the respondents). Whether the respondents have children is totally balanced. 48.62% of the respondents reported to have children. The following table gives a more detailed overview of the descriptive statistics of this thesis.

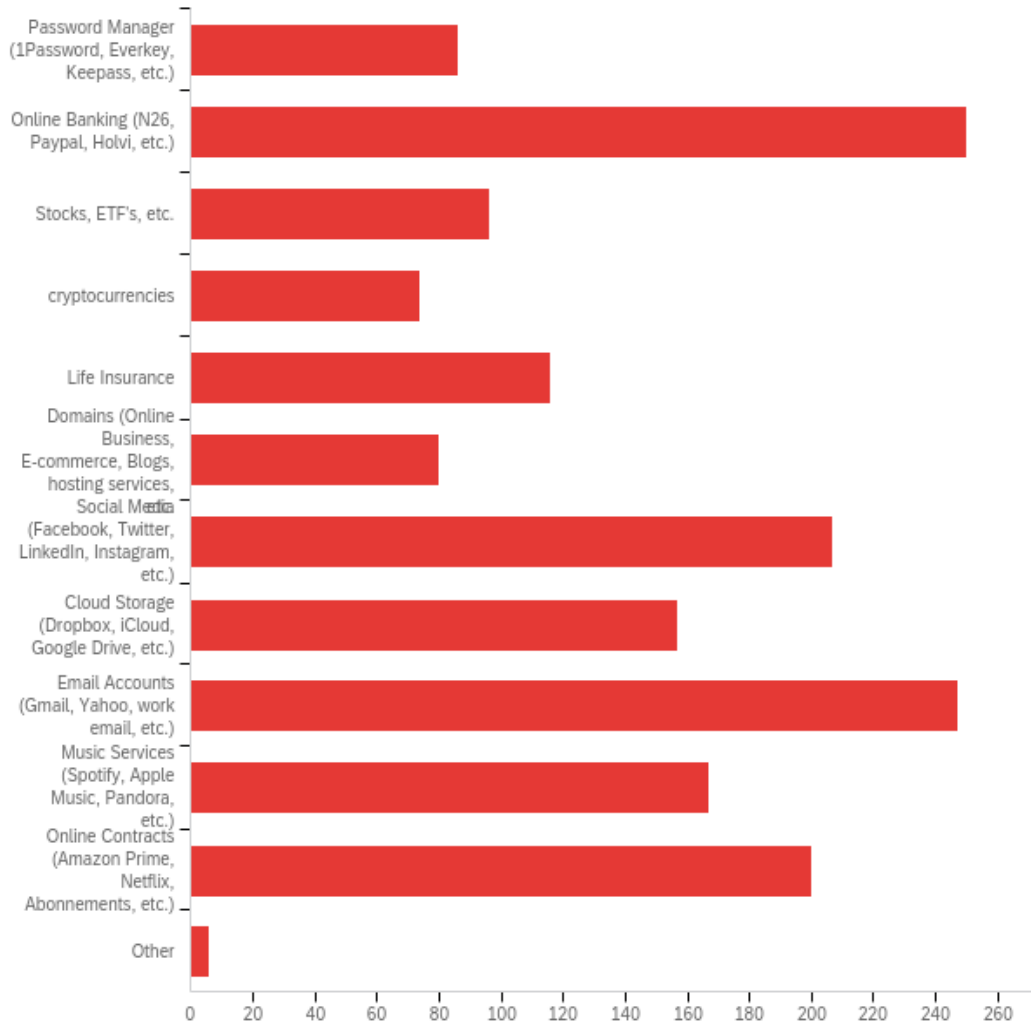
Field	Minimum	Maximum	Mean	Std. Deviation	Variance	Count
Age	1.00	5.00	3.04	1.04	1.09	325
Gender	1.00 (Male)	2.00 (Female)	1.32	0.47	0.22	325
Marital Status	1.00	5.00	2.61	1.09	1.19	325
Nationality	1.00	2.00	1.04	0.19	0.04	325
Education	1.00	6.00	2.72	1.44	2.08	325
Income	1.00	4.00	2.21	0.83	0.69	325
Children	1.00	2.00	1.51	0.50	0.25	325

## B. Survey structure and results

### Survey: Digital Inheritance

#### Start of Block: Digital Affinity

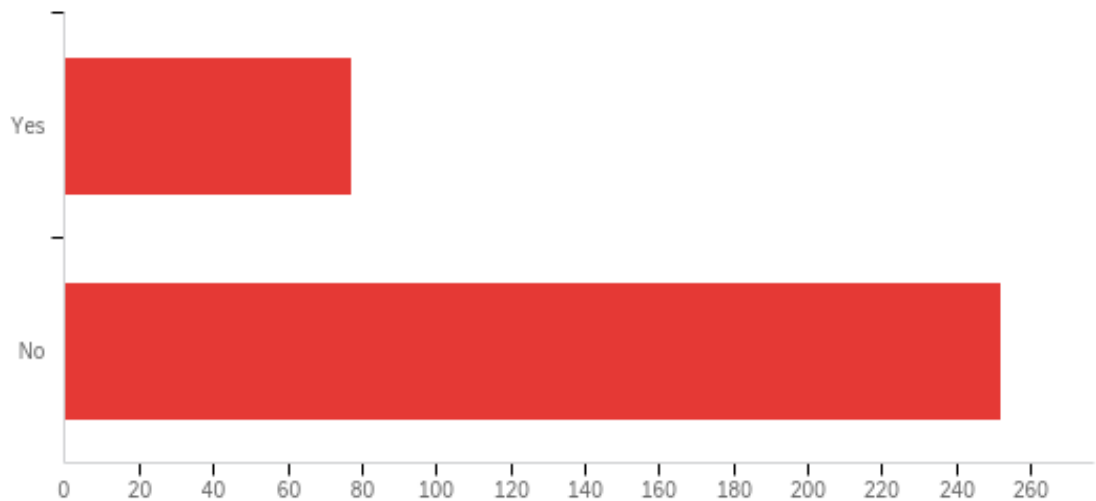
#### Q10 - Please select the digital assets and accounts you use/own:



#	Answer	%	Count
1	Password Manager (1Password, Everkey, Keepass, etc.)	5.10%	86
2	Online Banking (N26, Paypal, Holvi, etc.)	14.83%	250
3	Stocks, ETF's, etc.	5.69%	96
4	cryptocurrencies	4.39%	74
5	Life Insurance	6.88%	116
6	Domains (Online Business, E-commerce, Blogs, hosting services, etc.)	4.74%	80

7	Social Media (Facebook, Twitter, LinkedIn, Instagram, etc.)	12.28%	207
8	Cloud Storage (Dropbox, iCloud, Google Drive, etc.)	9.31%	157
9	Email Accounts (Gmail, Yahoo, work email, etc.)	14.65%	247
10	Music Services (Spotify, Apple Music, Pandora, etc.)	9.91%	167
11	Online Contracts (Amazon Prime, Netflix, Abonnements, etc.)	11.86%	200
12	Other	0.36%	6
	Total	100%	1686

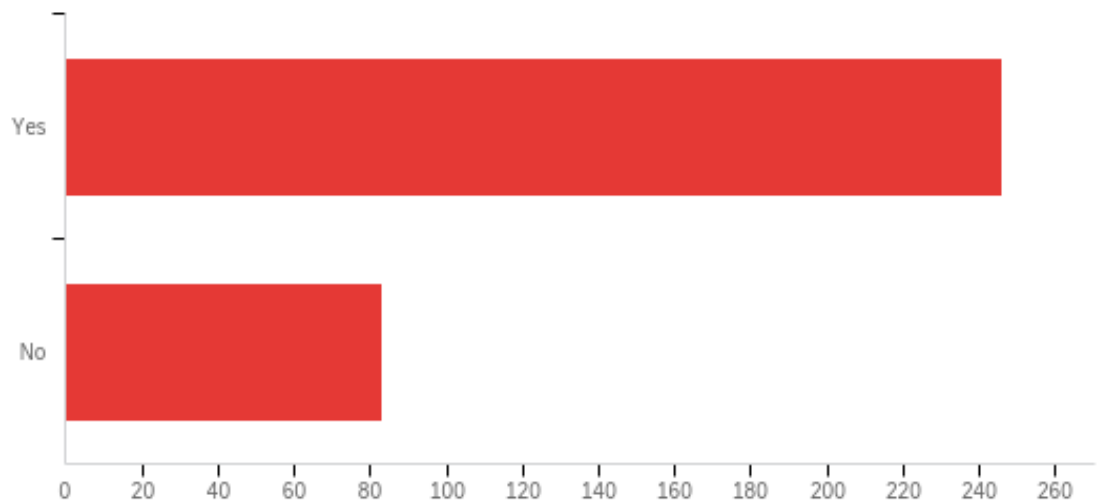
**Q11 - Do you have a functioning system to pass on the digital assets / data to your heirs? (e.g. will, USB stick, Google Drive, etc.)**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Do you have a functioning system to pass on the digital assets / data to your heirs? (e.g. will, USB stick, Google Drive, etc.)	1.00	2.00	1.77	0.42	0.18	329

#	Answer	%	Count
1	Yes	23.40%	77
2	No	76.60%	252
	Total	100%	329

**Q13 - Would you like an easy-to-use, secure and automated inheritance tool? (legally binding, similar to the will)**



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Would you like an easy-to-use, secure and automated inheritance tool? (legally binding, similar to the will)	1.00	2.00	1.25	0.43	0.19	329

#	Answer	%	Count
1	Yes	74.77%	246
2	No	25.23%	83
	Total	100%	329

---

**Start of Block: Presentation of a possible solution for a digital inheritance service.**

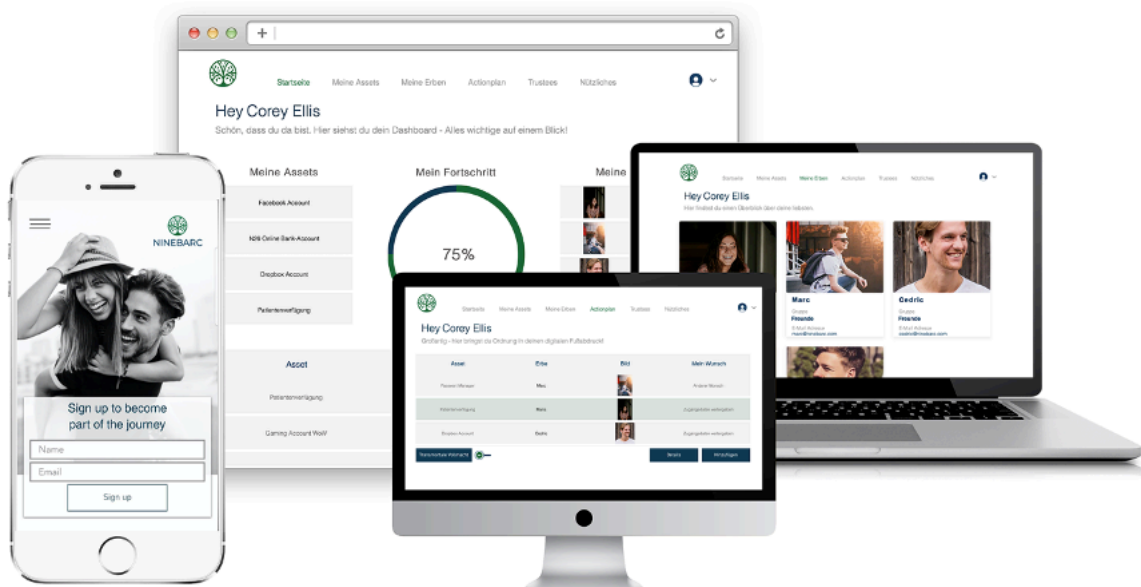
**Q15 - Presentation of a possible solution for a digital inheritance service.**

2.2 billion euros are lost every year in Germany by people who die in an unforeseeable accident. These individuals did not have a will.

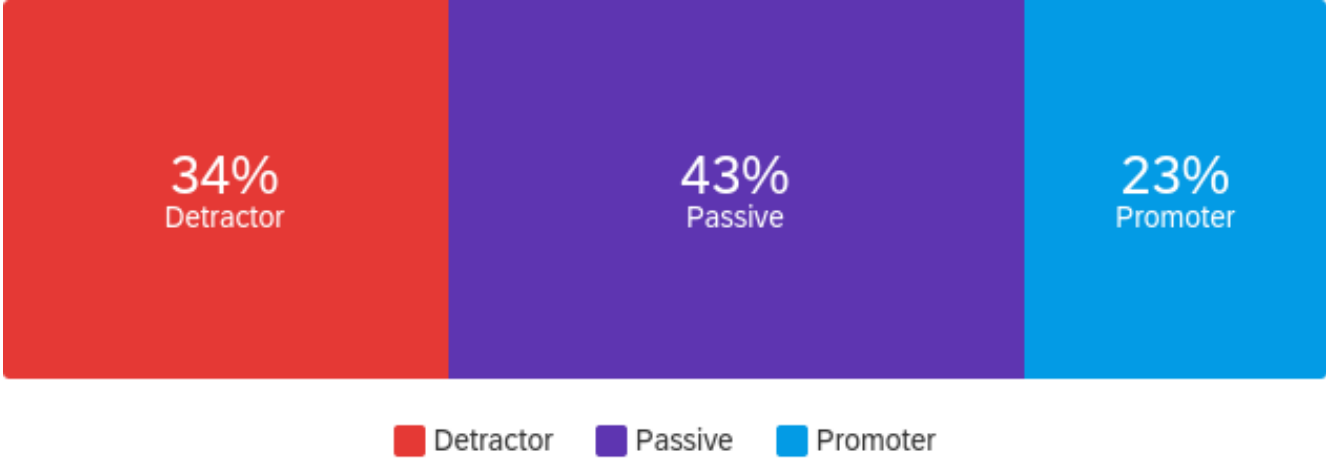
Main reasons why no will was made:

- It is a complex process (involvement of a notary, etc.).
- It is time-consuming and costly

Imagine an online platform where you can systematically store all your online assets and safely pass them on to your family members in case of an unforeseen event. The plan for this can be created online from home and without a notary. Moreover, these plans can be changed by you at any time. The facilitation aims to encourage more people to make a will, thereby reducing the loss of financial and emotional assets after passing away. The service is legally binding. The service is called NineBarc.



Q18 - How likely would sign up for such a service?



---

Start of Block: Dimension 1 – Testing Emotions (Intro)

Q41 - The startup, Ninebarc, launches a new marketing campaign for their services (Digital Estate). Please rate the following ads.

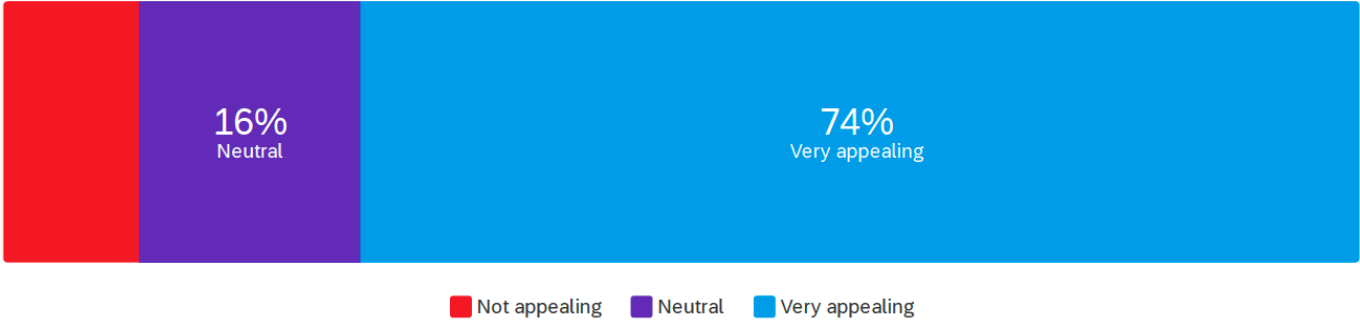
---

Start of Block: Dimension 1 – Testing Emotions

Q19 - What do you think of the following ad?



**Q22 - Please rate the image shown above. (0 = not appealing at all; 5 = neutral; 10 = very appealing)**

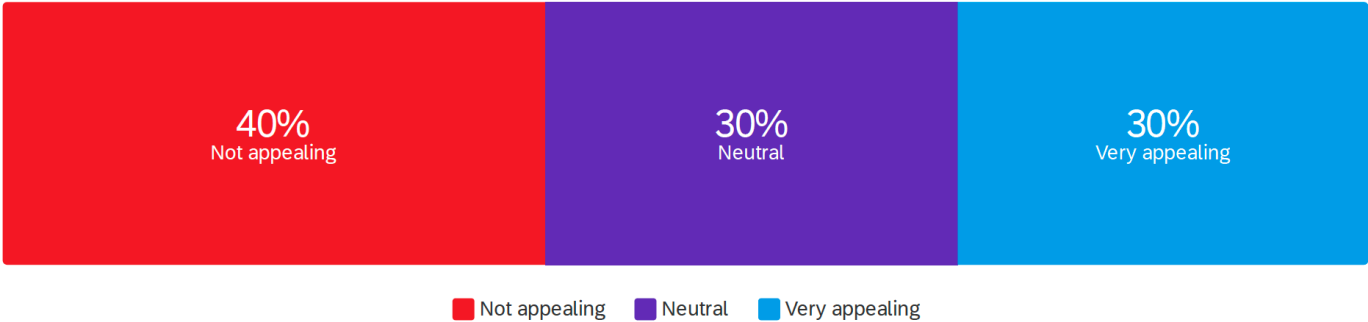


#	Answer	%	Count
1	Not appealing	10.00%	8
2	Neutral	16.25%	13
3	Very appealing	73.75%	59
	Total	100%	80

**Q21 - What do you think of the following ad?**



**Q23 - Please rate the image shown above. (0 = not appealing at all; 5 = neutral; 10 = very appealing)**



#	Answer	%	Count
1	Not appealing	39.68%	25
2	Neutral	30.16%	19
3	Very appealing	30.16%	19
	Total	100%	63

**Q24 - What do you think of the following ad?**



**Q25 - Please rate the image shown above. (0 = not appealing at all; 5 = neutral; 10 = very appealing)**



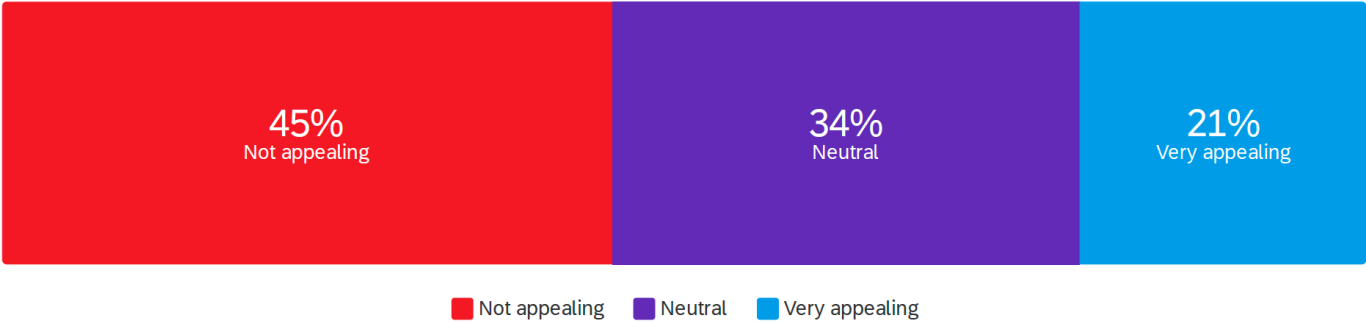
■ Not appealing   
 ■ Neutral   
 ■ Appealing

#	Answer	%	Count
1	Not appealing	21.52%	17
2	Neutral	20.25%	16
3	Appealing	58.23%	46
	Total	100%	79

**Q26 - What do you think of the following ad?**



**Q27 - Please rate the image shown above. (0 = not appealing at all; 5 = neutral; 10 = very appealing)**



#	Answer	%	Count
1	Not appealing	44.74%	34
2	Neutral	34.21%	26
3	Very appealing	21.05%	16
	Total	100%	76

---

**Start of Block: Marketing Strategies: Dimension 2 - Awareness (Intro)**

**Q28 - There is news about the service described above called NineBarc. Please have a look at the short paragraph inside the red frame.**

---

**Start of Block: Marketing Strategies: Dimension 2 - Awareness (Content)**

**Q30 - Please read the short section in the red frame about NineBarc.**

GS Connect: Siemens-Betriebskrankenkasse SBK exist Oracle NetSuite Shopify Billomat Start Alliance Berlin Carlsquare Weberbank TechBoost by Telekom


**GRÜNDERSZENE** 🔍

MAGAZIN PLUS SHOP JOBBÖRSE AWARDS EVENTS DATENBANK LEXIKON Mediadaten 👤

**Inheritance Startups**

Facts about **NineBarc** – Part 2 - **Security**

Through the highest security standards and two-factor authentication, NineBarc promises to have your data secured in a "virtual safe".



**TRENDING**

---

**Darf mein Chef mich zwingen, ins Büro zurückzukehren?**

---

**Milliarden-Umsatz geplant – Sennder fusioniert mit französischem Wettbewerber**

---

**Dein Chef will, dass du zurück ins Büro kommst – ist das nicht Bullshit?**

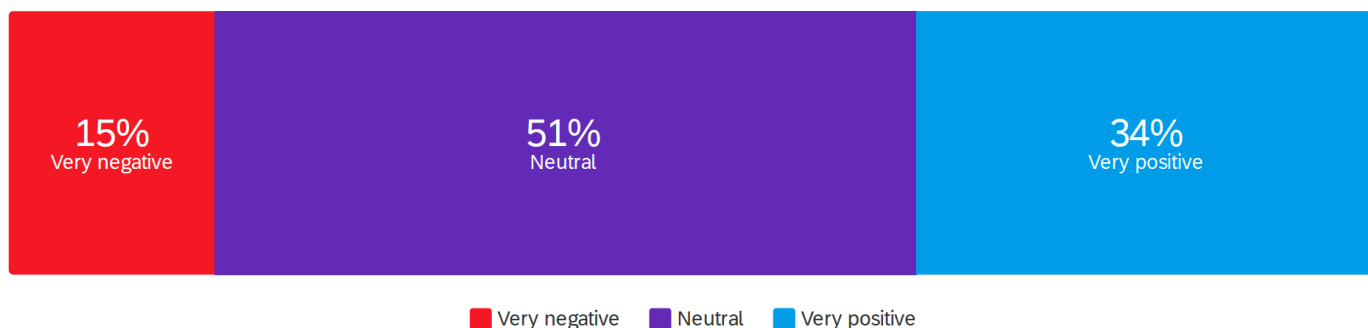
---

**„Für mich ist Unterforderung das Schlimmste“**

---

**So schafft man es, mit 40 Jahren in Rente zu gehen**

**Q31 - How does the content you have just read influence your decision to buy? (0 = very negative, 5 = neutral, 10 = very positive)**



#	Answer	%	Count
1	Very negative	15.00%	12
2	Neutral	51.25%	41
3	Very positive	33.75%	27
	Total	100%	80

**Q32 - Please read the short section in the red frame about NineBarc.**

The screenshot shows the NineBarc website interface. At the top, there is a navigation menu with items: Startseite, Meine Assets, Meine Erben, Actionplan, Trustees, Nützlich, and a user profile icon. A red rectangular frame highlights a security notice with the following text:

**NineBarc takes your data seriously!**

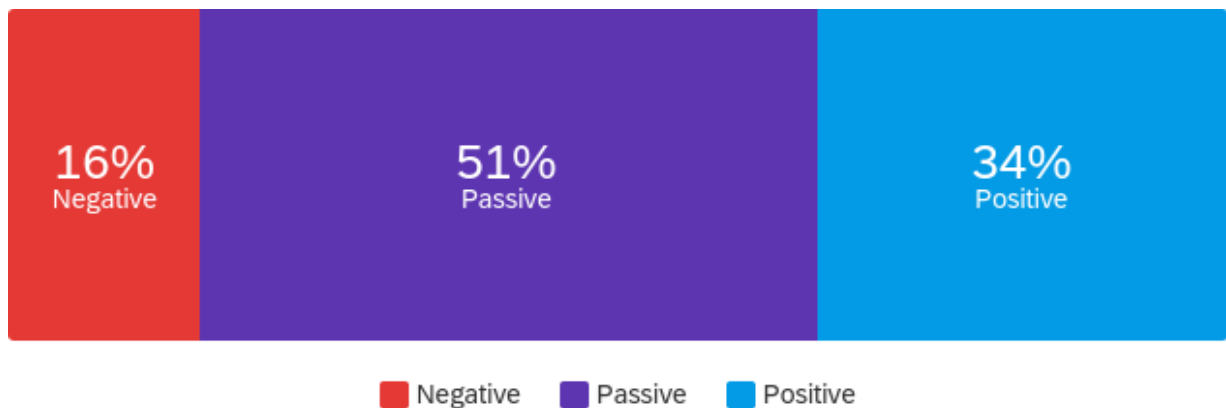
Security measures? Our highest priority!

Through the highest security standards and two-factor authentication, we promise to have your data secured in a "virtual safe".

Below the text is an image of a brick building courtyard. To the right of the red frame is a 'TIPP PERSONAL' tip card featuring a photo of a family and the text 'TIPP PERSONAL'. Below the main content, the NineBarc logo and footer information are visible:

NINEBARC  
 NineBarc is made in Berlin with ❤️ | © 2020 all rights reserved.  
 Impressum | Datenschutz | AGB's | Kontakt

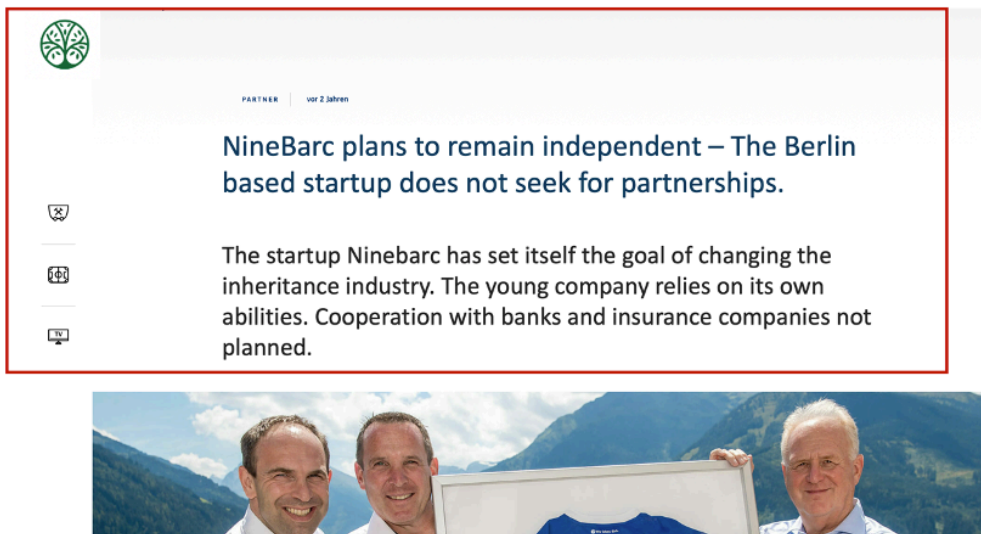
**Q33 - How does the content you have just read influence your decision to buy? (0 = very negative, 5 = neutral, 10 = very positive)**



#	Answer	%	Count
1	Negative	15.66%	13
2	Passive	50.60%	42
3	Positive	33.73%	28

## Start of Block: Marketing Strategien: Dimension 2 - Awareness (Strategic Partnerships)

Q34 - Please read the short section in the red frame about NineBarc.

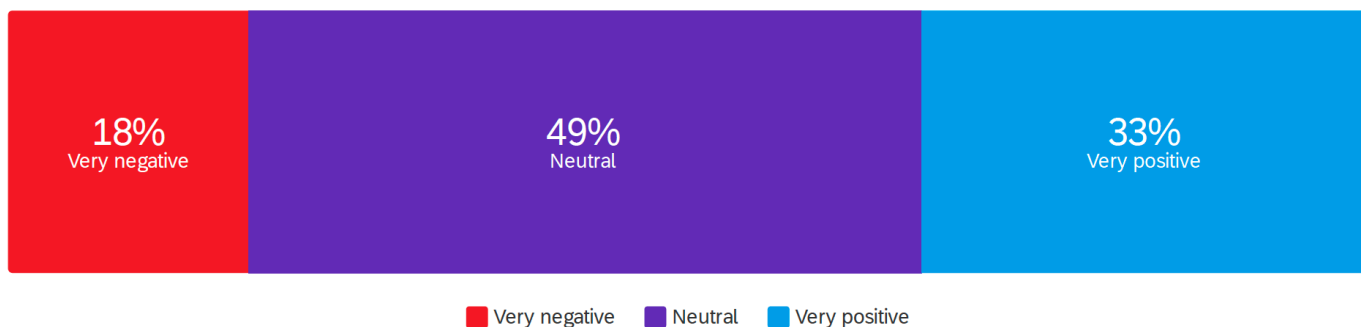


**PARTNER** | vor 2 Jahren

**NineBarc plans to remain independent – The Berlin based startup does not seek for partnerships.**

The startup Ninebarc has set itself the goal of changing the inheritance industry. The young company relies on its own abilities. Cooperation with banks and insurance companies not planned.

Q35 - How does the content you have just read influence your decision to buy? (0 = very negative, 5 = neutral, 10 = very positive)



#	Answer	%	Count
1	Very negative	17.65%	15
2	Neutral	49.41%	42

3	Very positive	32.94%	28
	Total	100%	85

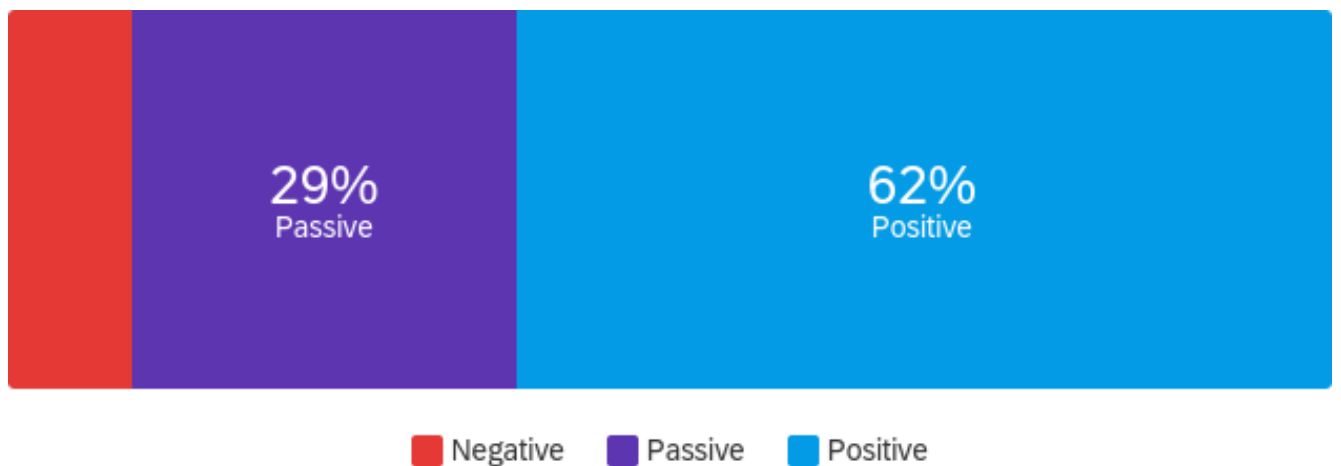
Q36 - Please read the short section in the red frame about NineBarc.

**Allianz** PARTNER vor 2 Jahren

**Allianz and NineBarc enter into a long-term partnership.**

Allianz and NineBarc have set a common goal of changing the inheritance industry. The insurer plans to integrate NineBarc into its own portfolio of policies in the near future.

Q37 - How does the content you have just read influence your decision to buy? (0 = very negative, 5 = neutral, 10 = very positive)



#	Answer	%	Count
1	Negative	9.30%	8
2	Passive	29.07%	25
3	Positive	61.63%	53

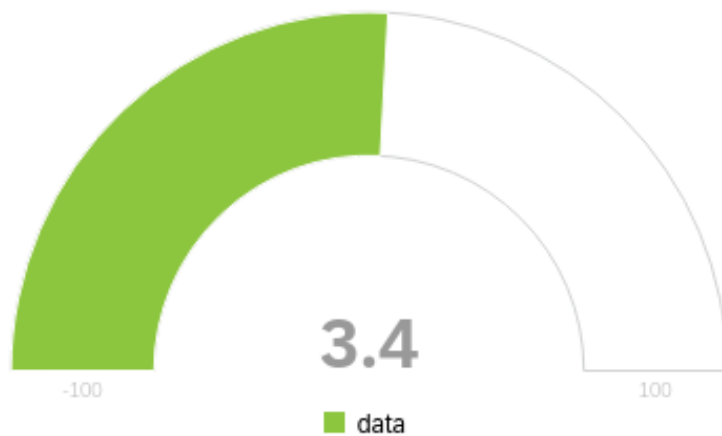
---

**Start of Block: Outro**

Q38 - Would you like to know more about such a digital inheritance service? (0 = not at all, 5 = I don't care, 10 = definitely)



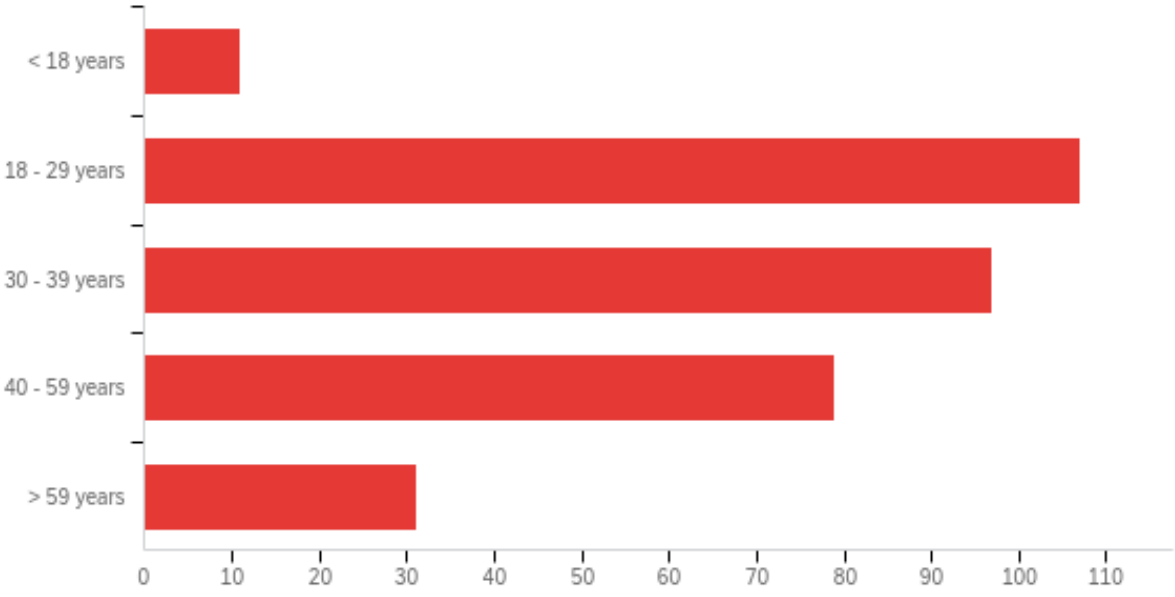
■ Detractor ■ Passive ■ Promoter



---

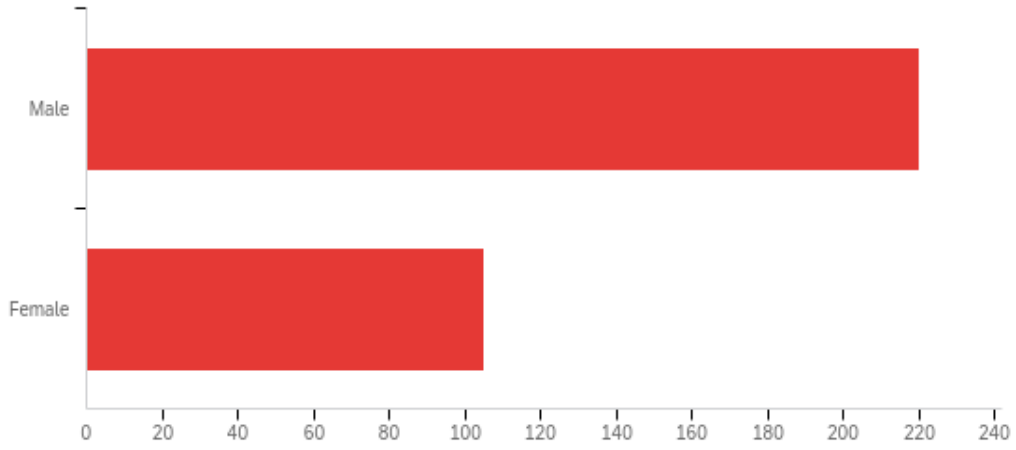
**Start of Block: Soziodemographic data**

**Q1 – Age**



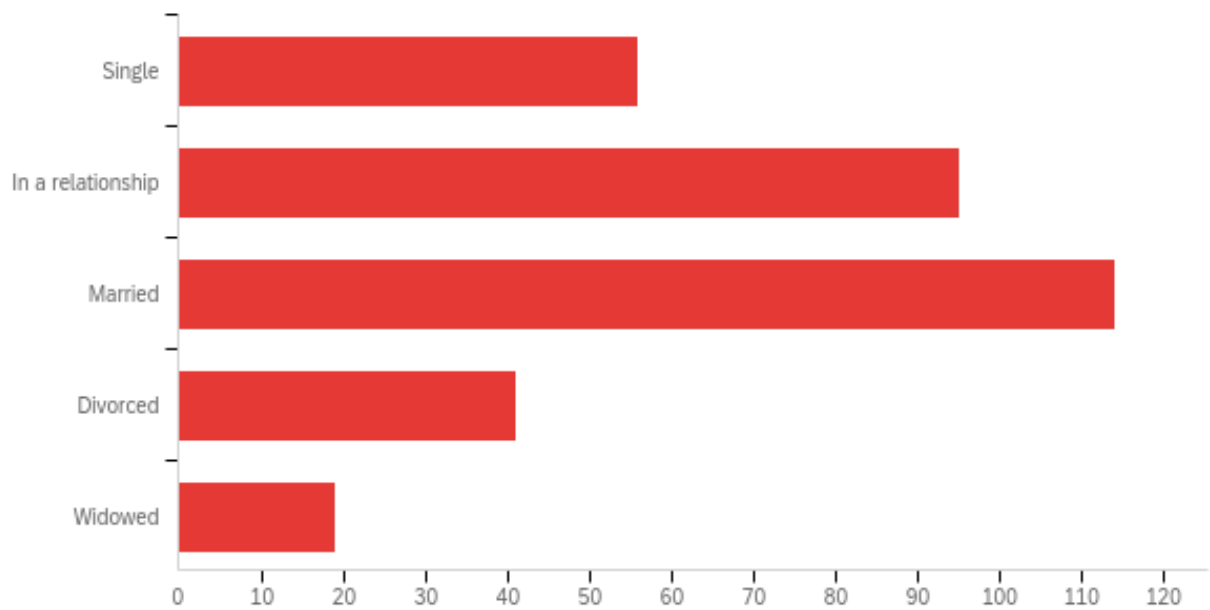
#	Answer	%	Count
1	< 18 years	3.38%	11
2	18 - 29 years	32.92%	107
3	30 - 39 years	29.85%	97
4	40 - 59 years	24.31%	79
5	> 59 years	9.54%	31
	Total	100%	325

**Q2 – Gender**



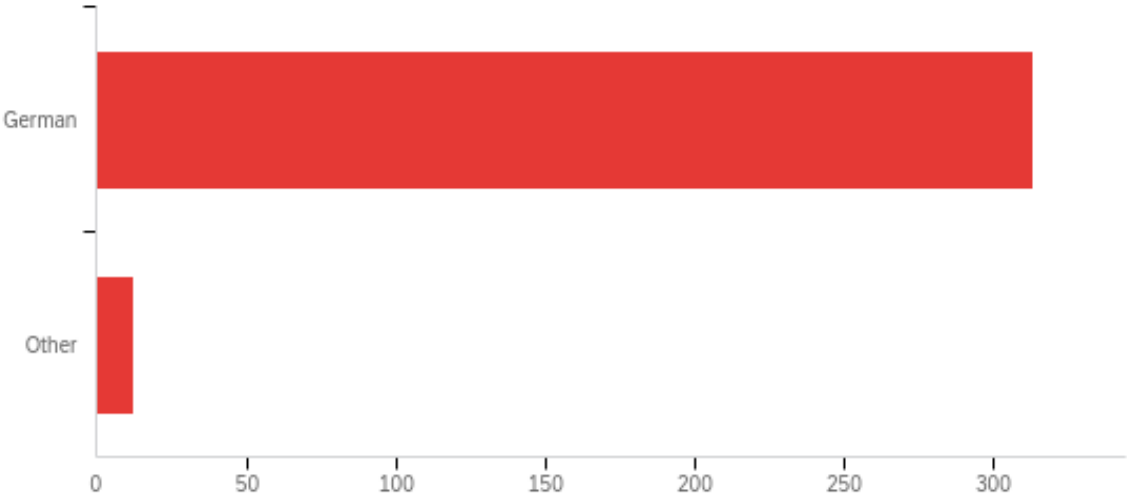
#	Answer	%	Count
1	Male	67.69%	220
2	Female	32.31%	105
	Total	100%	325

### Q3 - Marital Status



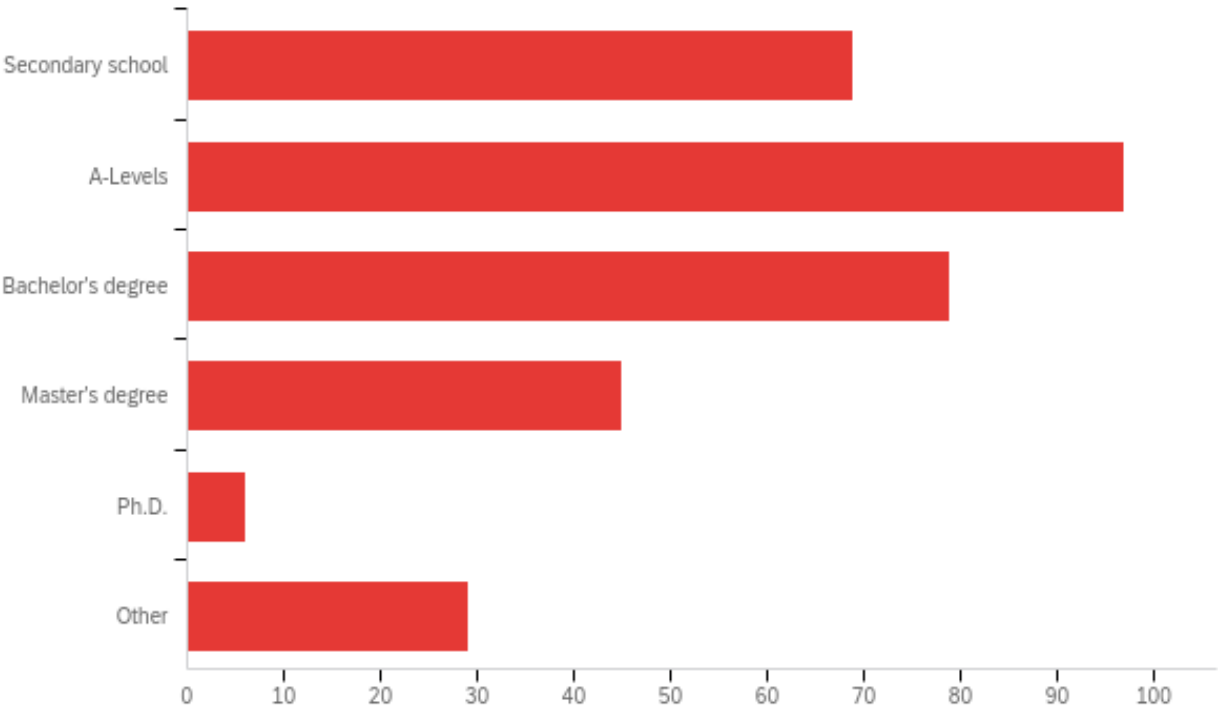
#	Answer	%	Count
1	Single	17.23%	56
2	In a relationship	29.23%	95
3	Married	35.08%	114
4	Divorced	12.62%	41
5	Widowed	5.85%	19
	Total	100%	325

**Q4 – Nationality**



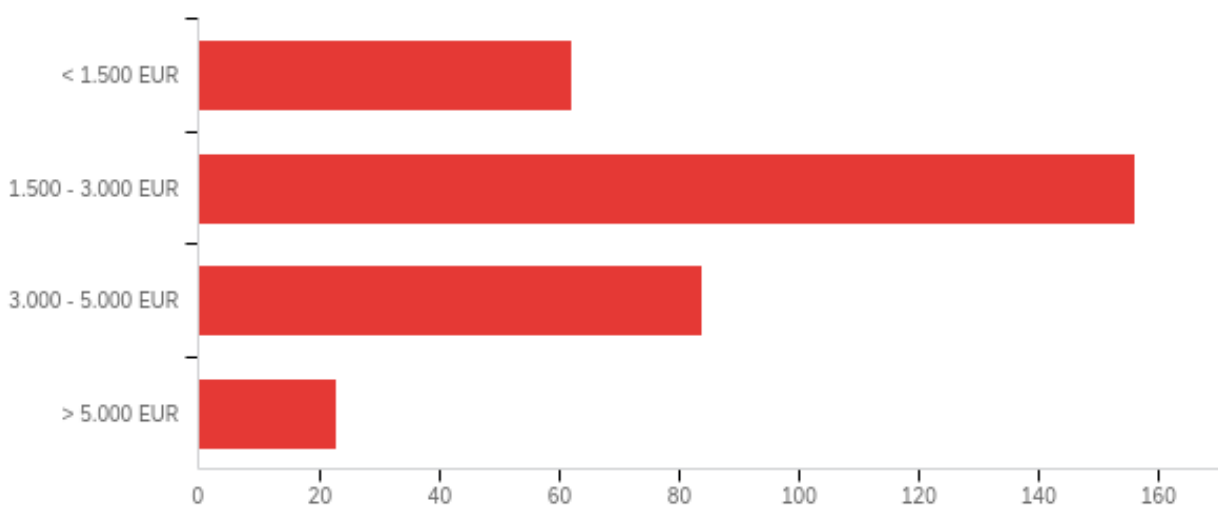
#	Answer	%	Count
1	German	96.31%	313
2	Other	3.69%	12
	Total	100%	325

**Q5 - Highest level of education**



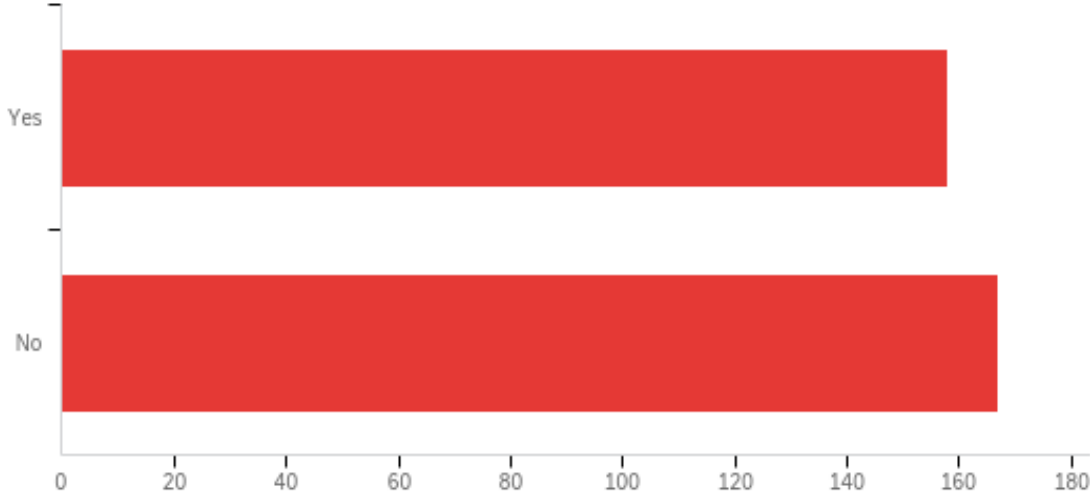
#	Answer	%	Count
1	Secondary school	21.23%	69
2	A-Levels	29.85%	97
3	Bachelor's degree	24.31%	79
4	Master's degree	13.85%	45
5	Ph.D.	1.85%	6
6	Other	8.92%	29
	Total	100%	325

### Q6 - Monthly net income



#	Answer	%	Count
1	< 1.500 EUR	19.08%	62
2	1.500 - 3.000 EUR	48.00%	156
3	3.000 - 5.000 EUR	25.85%	84
4	> 5.000 EUR	7.08%	23
	Total	100%	325

**Q7 – Children**



#	Answer	%	Count
1	Yes	48.62%	158
2	No	51.38%	167
	Total	100%	325