

DIGITAL MARKETING ≡ FOR ≡ RESTAURANTS

A FIELD GUIDE FOR
DELIGHTING GUESTS



As a restaurateur, tackling digital marketing for the first time can seem daunting.

What should your strategy be?

How much should you spend on each communication channel?

Which methods can produce the most ROI?

And how can you ensure that your corporate and local marketing efforts remain in sync?

These questions have been further complicated by seismic shifts in consumer behavior and media consumption habits. Treating all guests the same using mass-marketing methods is no longer effective. Today, consumers demand individualized and highly relevant communications.

Giving your guests the great experiences they expect in this environment can be a challenge. But the right digital marketing tools can greatly simplify how you communicate with and learn from your guests. They can help you create real value for your customers through digital marketing – and generate a meaningful return for your business.

At Signal, our goal is to be a resource to help create those opportunities. This digital marketing field guide collects the insights we have gained from our customers' most successful digital campaigns and our deep research of restaurant-marketing best practices. We're confident that these seven recommendations will help you lay the groundwork for success as you develop and implement your own digital marketing plan.

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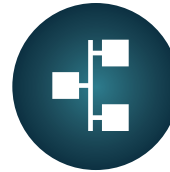
DEVELOP YOUR DIGITAL CONTENT STRATEGY



Goals



This is the “take a step back” moment: a time to analyze your digital marketing goals and identify the strategies that are most likely to meet them. Since we know this is the hard part, let’s make it easier by asking a few basic questions:



Are you interested in building a large database of brand-connected customers?



Are you trying to grow sales through timely offers that drive incremental foot traffic and capture greater share of wallet?



Are you launching a high-profile new menu item?



Are you trying to build and deepen customer relationships through social media?

No matter your goals, nor where you are in your marketing lifecycle, Signal can help you construct or enhance your digital strategy to garner the desired results.

If you're interested in building your database or fan following, create an acquisition strategy for the next 12 months. What is the pie-in-the-sky number of engaged fans that you want to hit? Looking at the benchmark growth rates and subscription totals for other

similar restaurants can help you imagine what's possible. This audience-building phase is one of the most exciting, and we have some great case studies to share about customers who have done it well. Signal will cover this in Section 3.

Those of you who have already started and have a list can focus on enhancing your digital communications with guests by:

Extending your communications beyond email to include platforms such as Facebook, Twitter and text messaging.

Improving the relevance of your communications by segmenting your customer base and personalizing messages to their unique interests, schedules, and platform preferences.

Gaining deeper insights into your guests using reporting capabilities made possible by using a single platform for digital marketing

Establishing a consistent workflow across channels to minimize the complexity of scheduling, approving, and sending your messages.

Later in this document, Signal will offer tips in each of these areas to help you develop a concrete plan of action.

If you're launching a new item, the biggest priority is creating the exposure, buzz, and incentives for people to give it a try. To get the word out, Signal recommends a cross-channel approach to reach a wide audience and engage each customer through their preferred channel for marketing communications. With the amount of marketing noise distracting consumers these days, it's important to permeate the "field of indifference" and send customers a relevant personalized message the way they prefer to be reached. To get your new menu item on people's trays, it will be important to incentivize those people who may be willing to give it a try.

If you're tasked with building customer relationships via social media, you should think about creating protocols and turnaround times for responding to customer concerns posted to social networks. If you start listening to your guests over social media, which communications will require a response, and which won't? What's an acceptable response time to customer inquiries over Facebook and Twitter? The best brands on social networks excel at listening and responding. And they focus on elevating the prominence of their fans – not themselves.

No matter what you're tasked with, we want to ensure that your strategy is focused on customer empathy, relevance, and understanding. From what we've learned, understanding preference is key to both acquisition and retention. Some of your guests may prefer a morning email. Others may favor timely text-message coupons. And others may solely rely upon your social media presence for news, support, information, and offers. A cross-channel approach lets you incorporate the right methods to reach all of your current and future guests effectively.

With Signal, you can collect email addresses from your mobile subscribers by asking for their email via text or texting them a link to a web opt-in form. You can ask your email subscribers to add their mobile numbers to their account by offering them a link to update their preferences and profile. And you can ask your social media followers if they are interested in receiving email or mobile alerts. Many guests are only interested in getting their information from your brand on Twitter or Facebook. But offering your subscribers a choice allows you to deliver your content to each of them appropriately and effectively.

By activating and engaging new customers, learning more about them, and sending them more relevant offers using their preferred delivery method, you can cultivate stronger customer relationships and create more value for your guests using digital media. This, in turn, will lead to higher offer-redemption rates and more repeat visits.

How can you get there?

If you're just getting started in email or mobile, the first thing you'll want to do is pick a test market.

2

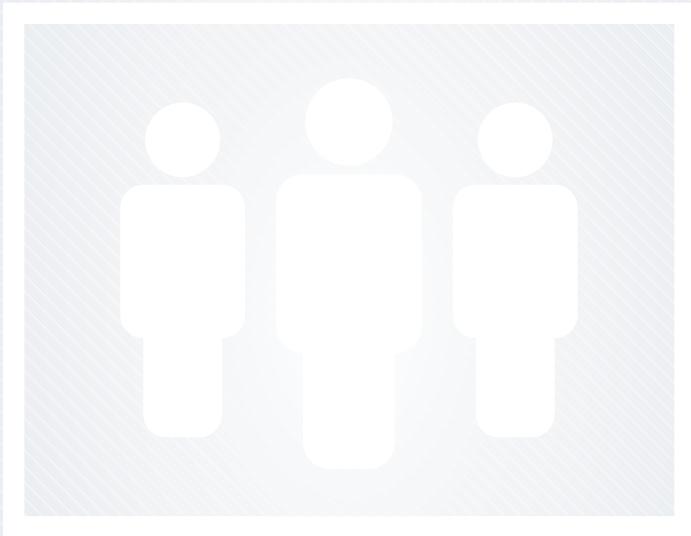
DEFINE A TEST MARKET



Pilot Groups

Stakeholders

Growth Rates





For digital marketing, we recommend a “think global, act local” approach that enables local franchisees to play a role. If you give individual store managers their own subscription list, and sometimes their own social presence, they can access and build upon their immediate customer base while still taking advantage of nationally directed campaigns from corporate.

To oversee these efforts, you’ll need a vendor who can help you create a hierarchal account structure and workflow, and you’ll need to select a test market.

What we mean by hierarchal account structure is the ability to organize your restaurants’ marketing programs, much like you organize your restaurant management process.

Franchises are local and often are run by an owner-operator, while those local franchises are then overseen by distributed regional managers who answer to key figures at the corporate level. **Signal’s application allows you to map your digital marketing programs directly to the same system.** The workflow acts as a mechanism to preserve brand standards and prevent abuses by requiring approvals for marketing actions within the application. For example, it can be set to require the approval of a regional manager before an email can go out.

To begin implementation, we suggest that you work with a select group of franchise operators in a specified market to roll out your new digital program. Consider starting with two to three regions as the pilot group. Nielsen Designated Market Areas (DMAs),² the standard for defining regional U.S. markets, work great for this.

The operators in these regions can help create the playbook that documents the ways in which the program is rolled out, measured, and improved upon. By reducing the number of people involved initially, you will be able to rapidly implement the program with less risk. Proving value and documenting the effort has the added benefit of encouraging adoption by other franchises.

When putting together your test plan, you should specifically identify the stakeholders who will be responsible for managing it, training the employees on

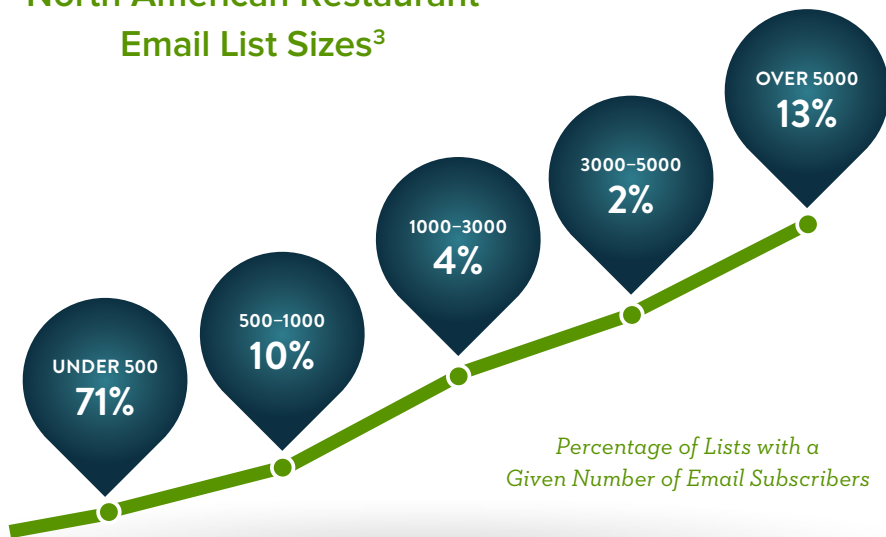
the program, and reporting on its success. The program can be tracked using key performance indicators, which we will discuss in-depth later, but the main two to focus on at first are acquisition and redemption. You'll want to see that your audience is growing, and that your offers are registering with consumers and driving them to the store.

Existing data on North American restaurant email lists shows a wide range of subscription rates, with the majority of lists having less than 500 subscribers and the next-highest percent having more than 5,000 subscribers. This is no doubt a reflection of the fact that the restaurant market is numerically dominated by small, independent restaurants on one end and large chain operations on the other.

In our work for our restaurant clients, our experience has been that client lists grow over time to reach an average of 300 mobile subscribers and 1,500 email subscribers per store location after three years, with top-performing stores attracting close to 1,500 subscribers for text and 7,500 subscribers for email.⁴ These numbers may at first appear small, but if you consider the fact that the average QSR generates about 20,000 unique customer visits per month, it becomes clear that digital is a very effective way to connect with your most loyal customers.⁵

If you can set up POS to register coupons redeemed, that will greatly help to simplify the redemption-tracking process. If you can't, you can use a simple counter card behind the register on a clipboard to get started. Though elementary, this form of tracking is certainly better than none, and the success metrics will inspire other stores to get serious.

North American Restaurant Email List Sizes³



3

BUILD YOUR AUDIENCE



Promotions

Incentives



If you are like many restaurateurs, you're not currently pursuing digital marketing, are doing email marketing only, or are using separate systems for your SMS and email efforts. By migrating to a cross-channel system, you can start gleaning more information about your subscribers, including their background and channel preferences.

Using a tool like Signal, you can initially upload your separate lists and later deploy tactics to eliminate duplicate identities. Over time, you will develop a consolidated digital platform that enables you to get a more unified view of your customers. You will also be able to build your audience more effectively by connecting with existing and new subscribers effectively over multiple channels.

Cross-channel promotions are a surefire way to speed the initiation and development of deeper customer relationships. Our efforts powering more than 150,000 of these successful campaigns gives us a nice vantage point on what works. We are excited to share some real-world examples of effective approaches for growing your subscriber base and drawing them into your brand.

Incentives for subscriptions:



Little Caesar's gave out a free small pizza to anyone who signed up and shared his or her address. **In one DMA region, this attracted 18,000 subscribers in under 60 days.**⁶ The value of a subscriber to them was greater than the loss of one small pie, and they viewed this as a huge success.



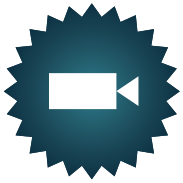
Culver's offers new subscribers a free value meal upon signing up, and has seen a fantastic response to this offer.



Slim Chickens restaurant in Arkansas gives out a free drink with any meal purchase if you show that you have recently signed up.

Sweepstakes offers:

Sweepstakes have been the most popular approach for effective list-building among Signal customers. By complementing traditional means of contest entry such as text and web with social media integration (Twitter, Facebook), our customers have obtained high growth rates.



By executing a Facebook sweepstakes tied to a movie release, one local brand acquired 80,000 subscribers in six weeks.⁷



More recently, a national brand received 1.5 million requests for a mixed-value promotional coupon in just two weeks.⁸



One standalone restaurant ran a Facebook sweepstakes for a \$250 gift card and received over 6,000 entries—all of whom became new subscribers.⁹

Live audience engagement:

If you already have a partnership with a local sports team, you can leverage your ad buys to get subscriptions. A sports trivia or poll game is often enough to activate the audience and get them to join your list. **After one regional ice cream brand ran a promotion at a football game, it saw a 35% open rate on its follow-up emails.**¹⁰

Outside of sweepstakes and promotions, if your budget is tight you can use pre-existing planned events, point-of-purchase incentives, and email to integrate calls to action (CTAs) into existing media buys.

Here are some tips:

Add a text CTA to your tray liners and in-store signage

Post sign-up CTAs on your Facebook and Twitter walls

Gather sign-ups at a festival or parade

Use existing radio and television ad buys to prompt subscriptions

4

LEARN ABOUT YOUR CUSTOMERS



Survey Methods

Response Rates

Questions to Ask



You've got subscribers! Now what? It's time to learn more about their behaviors and preferences. This will help you develop much richer relationships with them and keep them on your list for the long haul. To understand your customers, you should ensure you are working with the right vendor to implement tracking, build analytics, survey your members, and mine your customer database for trends.

The restaurants we work with engage their guests in creative ways to uncover more than just a mobile phone number. Good information to capture includes food preference, customer age, and favorite time of day to visit. A brief mobile or web survey is often the easiest way to get these details.

One Signal customer asked its entire list what type of phone they had via text, giving people the option to respond with BB for BlackBerry, AD for Android,

IP for iPhone, SD for standard feature phone, and OT for other. Later, the customer could segment its audience based upon this response to deliver device-appropriate content.

One survey principle that Signal believes in is challenging your assumptions. One of the most powerful questions is to just ask customers, "Would you be interested in X?" It's the easiest way to get a true market assessment on a concept or idea that you're considering.

No matter what you're asking, we recommend limiting your mobile-specific survey interaction to three to five questions. The more questions you ask, the more likely that participants will drop off before completing the survey.¹¹ Good mobile survey campaigns yield 40% response rates, and completion rates exceeding 90% for those who opt to respond.¹² According to University of Texas, other survey methods have the following response rates:



Online:
30% average response



Email:
40% average response



Direct Mail:
50% average response¹³

When starting to gather insights, view it as a long-term relationship. Don't feel the need to survey your customers every week. Instead, start by asking a few questions each month. And remember to put the consumer in control. Reassure them that the survey is only to improve your relationship, and that their personal data will be protected. This will help increase participation.

On top of surveying, tools like Signal enable you to identify trends in the data of your marketing messages. Perhaps a message sent on a Wednesday about a family dinner had a 40% open rate, and a message sent on a separate weekday about a couples' night had only a 10% open rate. One could assume this may mean people in your vicinity are more likely to consider your restaurant for dining with their kids on weekdays. Insights like this are often hiding in plain sight in your campaign data.

Once you've developed some insights about what your customers want, you can begin to craft compelling, highly targeted offers.

5

DELIVER OFFERS THAT WORK



Influences

Offer Types

Redemption Rates by Channel

Timing and Delivery



A recent Harris poll¹⁵ asked, “What is most important to consumers when deciding where to eat, based on different meals?” The answer highlighted the relative importance of decision-making drivers.

Developing a deep understanding of what your customers value will make your offers more effective. **Coupons are used by roughly a third of QSR diners, and are heavily sought by people who research restaurants online.**¹⁴

Harris Poll on Dining Habits

Percent of respondents who say it's an extremely important or very important factor.



Knowing what is influencing people helps you to understand their psychology when you craft your offer. Below we help you determine what offers work best, via what channel, at what time of day.

Which offers work best?

By working with our customers to analyze what factors impacted the success of their campaigns, we identified the best-performing offer types. Here's what we found.

Success factors:

High face values

Consumers prefer coupons with higher face values as they provide a greater incentive to purchase the product.

High discount rates

Consumers respond more favorably to coupons that offer a higher-percentage discount on the average purchase price.

Seasonality

Offerings targeted for the season (such as ice cream in the summer and chili in the winter) are more likely to motivate response.

Imagery

If the coupon is for a food product, featuring an image of the product always helps to reinforce its taste appeal.

Longer redemption periods

The longer a customer has to redeem an offer, the higher your total redemption rate will be. Be sure to also consider the lead times associated with the various methods of coupon distribution as you determine the optimal expiration period.

Security

To reduce counterfeiting, take advantage of solutions that prevent the coupon image from appearing on screen, limit the number of coupons that can be printed, and send the coupon directly to the printer. This simple move both prevents most potential problems and allows you to leverage the tracking power of the Internet.

Most successful offers:



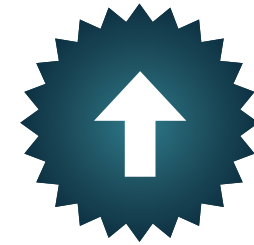
BOGO The classic buy-one-get-one-free offer can be a great method to drive floor traffic and increase ticket totals. Evidence has shown that this offer type increases sales up to 13%.¹⁶



Dollar Off It's crazy what people will do to save a dollar. One Signal customer saw 430 additional sales of an item in one day with a \$1 off deal.¹⁷



Loss Leader Any size soft drink for a dollar? Loss-leader incentives like this can get people in the door during slow hours. We've had customers tell us about people turning around in their car while heading to another restaurant to visit our client's because they received a timely loss-leader offer.



Free Upgrade Low-cost meal size upgrades are a great way to get people through the drive through, especially in the increasingly hot summers. We've seen this deal type lead to a 33% redemption rate.¹⁸

Which channel should I use?

What channels make the most sense for your offers? Here are some observations. Keep in mind that for freestanding inserts and direct mail, offer redemption rates hang around the 1 to 4% mark.¹⁹ Just more evidence that offers targeted directly at the consumer have higher redemption rates than mass-distributed coupons.



Share:
14–20% Percent Redeemed



Mobile:
8–20% Percent Redeemed



Email:
2–15% Percent Redeemed



Direct Mail:
2% Percent Redeemed

The Power of Mobile (Average 8 to 20% redemption rate)^{20, 21, 22}

Mobile marketing is a great channel for many reasons: its intimacy, directness, high read rates, high clickthrough, immediacy, and timeliness. It's particularly ideal for real-time offers and alerts, such as deals designed to drive lunch traffic or weekend specials.

Immediacy

83% of texts read within 1 hour.²³

Engagement

On the mobile web, 46% of people looking at restaurant locations, and 29% at the menu.²⁴

High clickthrough

Mobile marketing has 3 to 5 times the reported clickthrough rate of other mediums.²⁵

High redemption

The most successful programs sport coupon redemption rates of up to 69%.²⁶

The Potency of Email
(Average 2 to 15% redemption rate)^{27,28,29}

Email is considered the “tried and true” digital marketing channel. Its advantages include ubiquity, low cost, sophisticated tracking capabilities, high-activity periods, personalization capability, and legacy lists. It’s great for morning offers to attract people to your restaurant for dinner or the weekend.³⁰

Cost

Email is inexpensive, often costing well under a penny per email message.

Legacy lists

Chances are you already have a database of guest email addresses. It’s easy to get started with email offers when you already have an opted-in group of brand-interested customers.

High-activity periods

Email open rates and click rates are very high in the early morning, and also attractive in mid-afternoon and early evening.³¹

The Potential of Social
(Average 14 to 20% redemption rate)^{32,33}

Social media is the fastest-growing channel of all and offers multiple advantages. It’s free, has an incredibly high user volume, is a trusted channel, offers utility as the face of brand, has high click-through rates, and has a propensity to go viral through sharing. According to eMarketer, 37% of Facebook users like fan pages just to receive coupons and deals.³⁴ Though data tracking social media’s effectiveness is limited, case studies have shown deals leading to redemption rates of up to 20%.³⁵

High adoption rates

There are over 45 million³⁶ smartphones in the U.S., more than 100 million Twitter users,³⁷ and over 800 million Facebook users.³⁸

Heavy usage for research

On the mobile web, 46% of people look at restaurant locations, and 29% at menus.³⁹

Engagement periods

The social network activity rate on Twitter and Facebook is highest in the morning, during lunch, and in late evening. Social posts are a great way to catch attention of consumers on their morning bus ride, or the last few online minutes of the day.⁴⁰

Cost

Outside of paying a license fee for a solid engagement tool, messaging on Twitter and Facebook is essentially free.

When should I send offers?



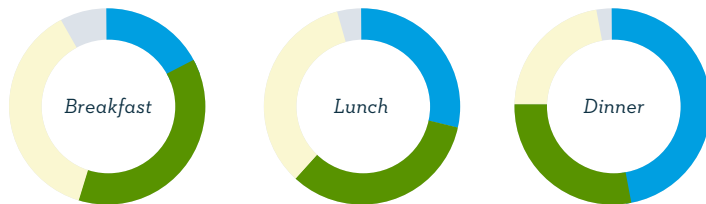
“Day of week is very important. We see substantially higher redemption rates on weekends than say a Thursday.”

- Signal Customer, New Media Manager

You’re probably wondering what the best time of day is to send offers. Engaging your guests at the right time can make the difference between people reading and ignoring your emails and texts. The best way to know the optimal time to send is through testing, but there’s plenty of solid benchmark data available to provide directional insights. Google Think Insights asked the question, “When are dining decisions being made?” to compile the following data.

Majority of Diners are Planning Where to Eat

How far in advance do diners decide which restaurant to go to?



- Always go to the same place
- An hour or more
- Less than an hour
- Impulse

As you can see, breakfast is the most spontaneous decision, followed by lunch, and lastly dinner, which people tend to ponder most deeply.⁴¹ One could assume lunch offers should be sent within the hour before local lunch time, and dinner offers any time after 5 p.m., yet the earlier the better.

To summarize, the rate of discount, urgency, and seasonality of your offer have a crucial impact on redemption rates. The greater the deal, the more likely it will be redeemed. When planning your offers, consider that breakfast deals are a crapshoot, as breakfast is the least-visited QSR option, and the decision is rarely made based upon factors you can control.

Lunch is the most popular QSR visit, so offers sent shortly before lunch can be very successful in driving visits. These offers should ideally be communicated via text or social network, as email is not heavily used during the lunch period.

Dinner offers work best delivered in the early evening, and are also acceptable in the morning via email or tweet. Convenience and value are the most important factors driving QSR decision-making.

6

PERSONALIZE CONTENT FOR EACH OF YOUR UNIQUE AUDIENCES



Which offers work best?

Which channel should I use?

When should I send offers?



According to a Forrester Research study, nearly \$144 million will be wasted by 2014 on emails that get lost in inbox clutter due to a lack of relevancy.⁴² Marketing fails when companies ignore customer expectations and take customer relationships for granted by sending too many untargeted messages.

As we've established, customers are full of valuable information that can help you market to them more effectively. Armed with all the great insights you've collected, your focus should be on creating highly targeted and personalized messaging. Products like Signal offer all the tools necessary to do this very efficiently. As we've observed working with restaurant marketers, too many of you are missing this important component to keeping your subscribers engaged. The fact that such targeting is not

commonplace gives you an opportunity to outperform the norm, steal customers from the competition, and deliver the best return on your marketing dollar.

One way to begin segmenting is to create similar groups of customers based on data attributes collected, and quickly execute alternative offers and test different call-to-action language to subgroups within a segment to test their relative effectiveness. As your database continues to grow, the benefits of this segmenting approach will become increasingly evident.

Another way to segment is by age attributes, collected when you ask for birthday information. Would you address the over-60 crowd of diners the same way as the college kids? It's unlikely. Segmentation can help you target your tone as well as your offers.

A third recommendation is to create segments based upon deal interests. This way you'll

still benefit from a master list, but can have some sub-segments to target on and improve ROI. For instance, you could set up a segment for those interested in only family sized-deals, weeknight deals, or late-night deals. You could segment by menu items, creating sub-groups for submarine, salad, and pizza lovers. Or you could segment vegetarians from meat-lovers.

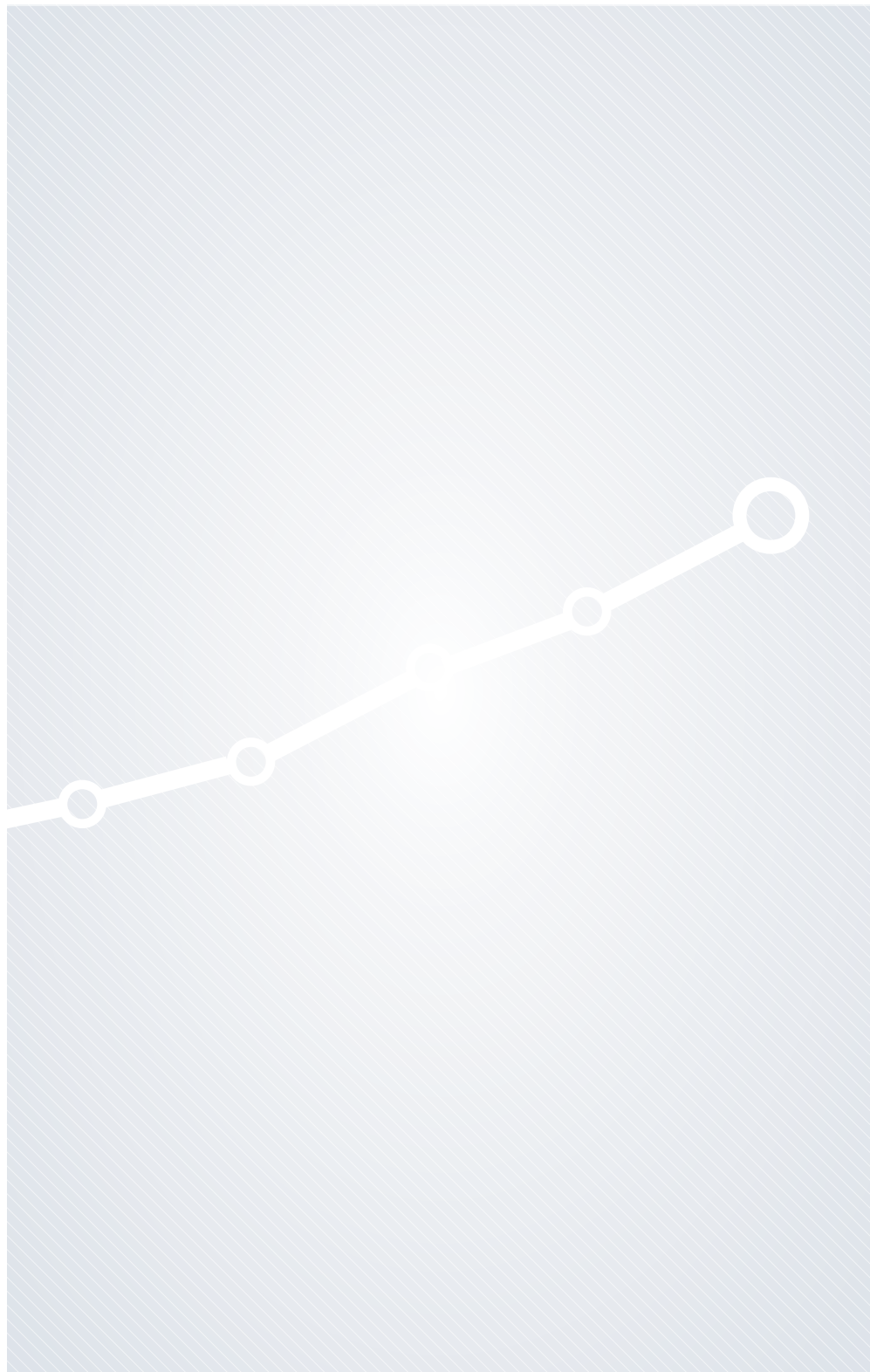
Data has shown that segmentation can help you achieve up to a 90% increase in open rates, and a 46% increase in clickthrough.⁴³ More importantly, you can improve relationships by sparing your guests from junk mail.

7

TRACK YOUR SUCCESS



Performance Indicators



Now that you're creating great relationships with your customers and sending personalized relevant offers, it's time to track your success. Without a way to measure your program, you won't know what management decisions to make during the program's lifecycle. We've narrowed it down to nine performance indicators that you can begin tracking immediately.

Acquisition

Every opt-in or new follower is a win. **By reviewing the volume of permission-based opt-ins over time, you can gauge your success on a campaign-by-campaign basis.** The Signal platform allows you to easily identify which ads or promotions in a campaign led to new subscribers, a key for determining which tactics you should focus on in future campaigns.

Stickiness

It's critical to retain subscribers and maintain valuable touch points with your guests. To ensure stickiness, your CTAs when asking for the initial subscription should clearly and honestly state the content people will receive when they join your list. **If your unsubscribe rate is over 10%, you're doing something wrong.**⁴⁴

In addition, you should get comfortable with cohort analyses to help track stickiness. Simply put, cohort analysis means dividing your subscribers into groups to better profile your list. For example, by dividing your list into groups based on length of subscriptions, you can see if most of your customers have been involved 1 to 3 months, 3 to 6, 6 to 9, or up to a year or more. This is a useful indicator of how successful you've been in retaining subscribers long term.

Response

Tracking response is easy if you know what to measure. Often click-through rates, open rates, and survey response rates are the metrics that can best help you determine what subject lines and offers register best with your audience.

Redemption rate

How many people opened the coupon, and of those how many actually showed up in store to redeem it? **Redemption is a true metric of how compelling your offers are.** If people are opening but not redeeming them, it's time to rethink your offer strategy. If a third or more of your offers sent are being redeemed, you're doing something right.

Average sales per redemption

By looking at ticket totals when a purchase is made with a marketing offer redeemed, you can start to see if you are getting true ROI out of these offers. If you compare this figure to non-offer ticket totals - how does it stack up? As apparel retailers such as the Gap and Banana Republic have proven, sometimes a small discount can be the nudge to drive additional purchases.

Average cost per acquired subscriber or fan

How much did it cost you to acquire a subscriber? If you ran a billboard advertisement for \$10,000 and were told you would get 500,000 impressions, that's roughly \$.02 per impression. If 10% of people opt in, you've paid \$10,000 for 50,000 subscribers - \$.20 for each converted subscriber. This figure should go into your calculations to help you understand if your program is profitable.

Average value of a subscriber

Looking at redemption rates, the average number of digital "offer-holding" visits each month, and the average ticket total of these visits, you can start to put together the average monthly value of a subscriber.

Customer satisfaction

When you survey customers, add a question about satisfaction and ask them how they feel about your menu, customer service, and ambiance. Service companies (Netflix, Comcast) have mastered this art. Look to them for inspiration. Similarly, you should use your social analytics toolset to track the "brand sentiment" online. If it's mainly negative, you should figure out what's necessary to remedy that.

Response time

When managing customer relationships through social networks or email, you should track how long it takes your team to respond to customer issues and complaints. Once you see your initial average, and the volume of issues, you can set a goal for where you want to be.



SUMMARY

“All truths are easy to understand once they are discovered; the point is to discover them.” - Galileo Galilei

You’ve made it to the end of our digital field guide, and we hope you’ve gathered some thought-provoking insights along the way. With a cross-channel strategy focused on customer understanding, you’re headed in the right direction. We’d like you to consider this document as a handbook for testing. We hope you test our tips, break our benchmarks, and create a new digital case study of your own.

At this point, you are ready to go out and blaze trails for the restaurant world. With the bar currently set lower for intelligence-driven offers in restaurants than in many other

industries, the opportunity to be a recognized leader in restaurant marketing is yours for the taking.

As you embark upon your digital marketing plan, the guiding principle we hope you follow is to power your engagement efforts through empathy and relevancy. As you learn about your customers’ behaviors and preferences, you can integrate those insights into your marketing messages. Using this approach, you will be able to make choices that deepen your customer relationships through sincerity, relevance, and respect.

About Signal

Signal develops and provides marketing solutions designed to help companies acquire, retain and develop customer relationships via mobile, social, web and email. The company’s easy-to-use software-as-a-service cross-channel campaign management platform (Signal) enables marketers to rapidly develop, execute, and analyze campaigns using multiple channels, all feeding a common customer database embracing the concept of a universal profile. Used by many leading brands, retailers, online services, agencies, and broadcast media, Signal processes millions of customer interactions each month.



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Notes

1. Research of Signal's top 50 QSRs
2. http://en.wikipedia.org/wiki/Media_market
3. <http://www.benchmarkemail.com/resources/manuals/restaurants/email-marketing-statistics>
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18. Ibid.
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