Dual Audiences, Dual Insights

How Recruitment and Analysis Shaped QSR Loyalty and Pricing Strategies

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SIMON KUCHER

Simon-Kucher is the leading global consulting firm specializing in unlocking better growth.

Our people

- Specialists in Commercial Strategy & Pricing Consulting, Transaction Services & Private Equity, Digital and Software
- Our partners and experienced leadership team are hands on, delivering results at pace

Our sector expertise

- Consumer Goods & Retail
- Financial Services
- Healthcare & Life Sciences
- Industrials / B2B
- Technology, Media, and Telecom

Our clients

- Our clients come from 120+ industries and range from Fortune 500 and FTSE 100 firms to unicorns

Our reputation

- Pioneering pricing for decades, Simon-Kucher defined the discipline – it's part of our DNA

Forbes 2025 AMERICA'S BEST MANAGEMENT CONSULTING FIRMS POWERED BY statista

WORLD'S BEST MANAGEMENT CONSULTING FIRMS Forbes 2024 POWERED BY STATISTA

1985	46	31	2,000+	190+
FOUNDED	OFFICES	COUNTRIES	EMPLOYEES	PARTNERS

GettyImages/oxygen

At Simon-Kucher, we know **better growth starts with insights**

We seek out both **consumer and business perspectives** on market dynamics

This 360° understanding helps our clients make informed decisions that lead to better commercial outcomes

Emporia is a B2B Audience Activation company

Emporia is a leading B2B audience solutions provider, helping marketing and research teams reach and engage the right professionals at scale.

We specialize in building **high-quality, custom B2B audiences** tailored for a range of outcomes—from driving participation in surveys and research interviews to fueling performance marketing efforts with attributable mid-funnel conversions, such as webinar registrations and content downloads.

With access to **millions of engaged professionals** and deep data-driven insights, we empower our clients to execute precise, high-impact campaigns that deliver measurable results.

Emporia at a Glance

Founding & Mission

- Founded in 2021 to address inefficiencies in B2B expert recruitment.
- Originated from Goldman Sachs tech team experience with expert networks.

Focus & Differentiation

- Rooted and exclusively focused on B2B recruitment for maximum precision.
- Programmatic recruitment and LinkedIn verification for expert sourcing.

People

- Diverse set of backgrounds spanning consulting, tech, financial services, marketing, and insights.
- 30-person team across remote, NYC, and Austin offices.

Company Scale

- Venture backed. Raised $10M+ from top NYC and Boston VCs
- $10M+ in annual revenue, tripling every year since our founding.

In Q3 2024, Simon-Kucher and Emporia partnered to conduct **B2B and consumer surveys** on 2 key topics in the quick-service restaurant (QSR) industry

Loyalty / rewards programs

iStock/AndreyPopov

Dynamic and differentiated pricing

iStock/Galeanu-Mihai

The Recruitment Ask

In order to achieve their research objectives, Simon-Kucher had very specific audience criteria in mind

Input from both sides of the equation

Consumers

N= 500 respondents from a range of demographics including ages, genders, household incomes, and QSR visit frequencies.

QSR Decision Makers

N = 100 leaders in the QSR space with knowledge of their organization's stance on loyalty and dynamic pricing programs.

Recruitment Methodology

Build

Input all necessary criteria to define your target audience

Source

Query database of 800mm professional and firmographic records to find qualified candidates

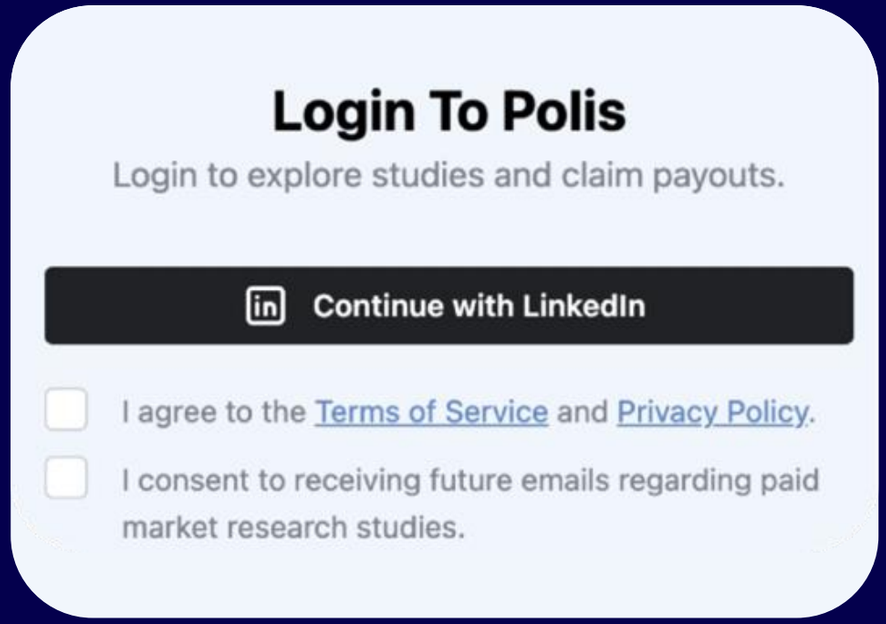
Engage

Prospective participants receive targeted, semi-personalized study invitation emails

Collect

Participants complete survey or interview projects, provide insights, and get paid fairly

LinkedIn verification process ensures data quality



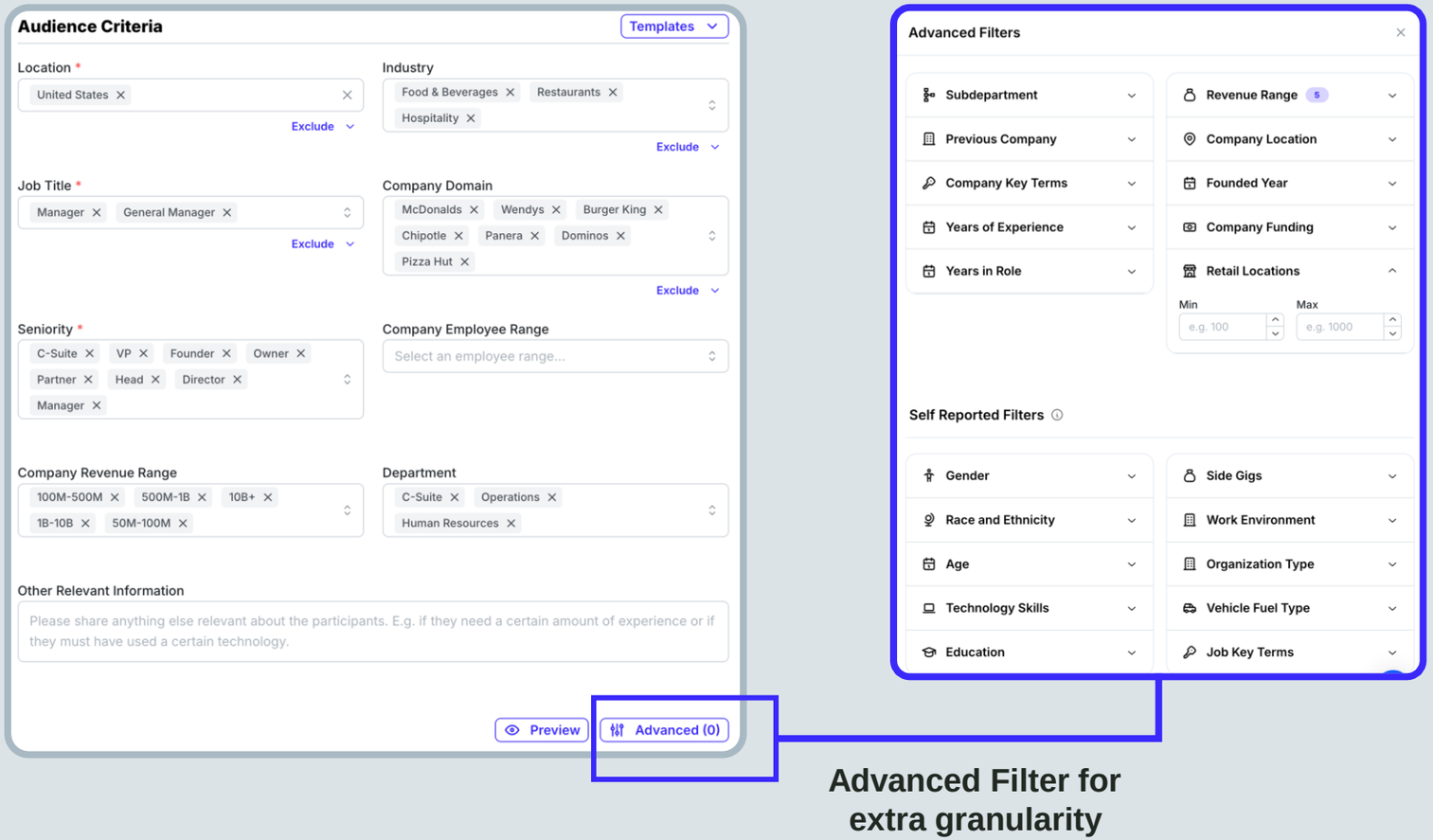
All prospective participants must authenticate with LinkedIn to proceed to study

Targeting the Right People

Granular Targeting

- QSR requirement - no casual, no fine dining.
- Revenue requirement (10 under $100M, the rest over)
- # of locations requirement
- Manager+ title requirement
- No more than 3 respondents per brand
- *SOME involvement in loyalty programs and dynamic pricing

Emporia Audience Builder

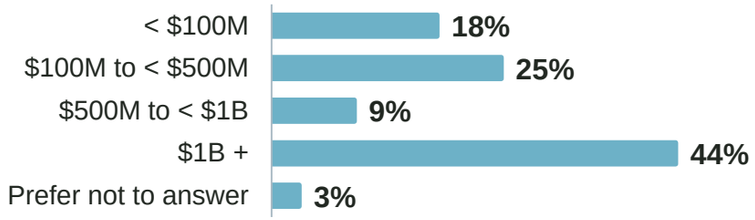


Advanced Filter for extra granularity

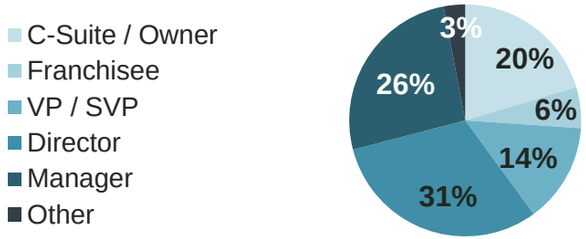
Survey Audience

122 QSR Brands Surveyed

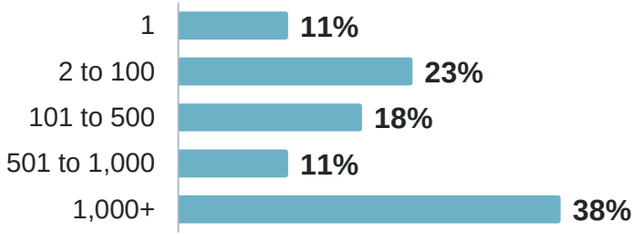
Brand Revenue



Role



Number of Store Locations

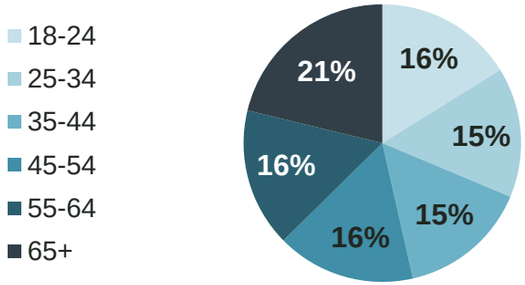


Brands

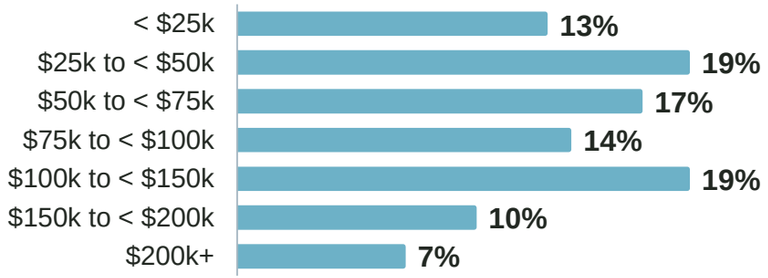
Responses from 7 of the top 10 QSR brands in the US (by annual revenue)

499 Consumers Surveyed

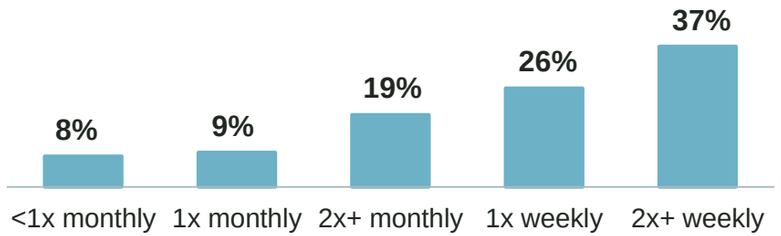
Age



Household Income



Fast Food / QSR Visit Frequency



Source: Simon-Kucher QSR Survey August 2024, Consumer n=499, QSR Brand n=122.

How common are QSR loyalty programs?

iStock/andresr

82% of QSR brands surveyed currently have loyalty and rewards programs

Brands say that on average, **30% of customers** are part of their loyalty programs

Consumers are typically part of **4-5 QSR loyalty programs**

Consumers say they **regularly use 1-2** of these loyalty programs (i.e. on every visit)

Source: Simon-Kucher QSR Survey August 2024, Consumer n=499, QSR Brand n=122.

What do brands and consumers **seek in a loyalty program**?

Consumers say…

They value **financial benefits and exclusive perks** when joining QSR loyalty programs

71% join to save money on future purchases

47% join to get access to exclusive coupons and offers for loyalty program members

Source: Simon-Kucher QSR Survey August 2024, Consumer n=499, QSR Brand n=122.

What do brands and consumers **seek in a loyalty program**?

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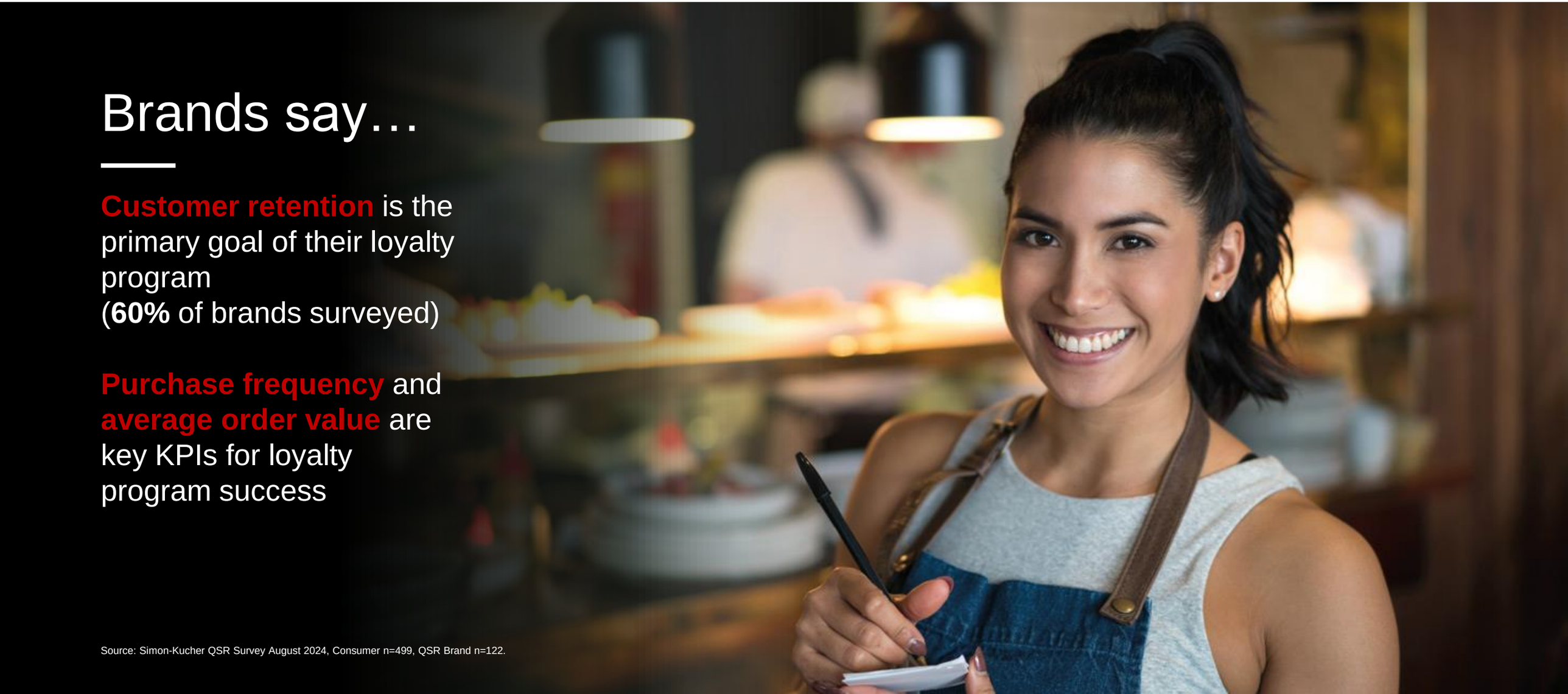
Brands say…

Customer retention is the primary goal of their loyalty program
(**60%** of brands surveyed)

Purchase frequency and **average order value** are key KPIs for loyalty program success



Source: Simon-Kucher QSR Survey August 2024, Consumer n=499, QSR Brand n=122.

How do loyalty programs **impact consumer behavior**?

Consumers say they…

Purchase more frequently **(80%)**

Prioritize visiting loyalty brands **(79%)**

Feel more valued as a customer **(73%)**

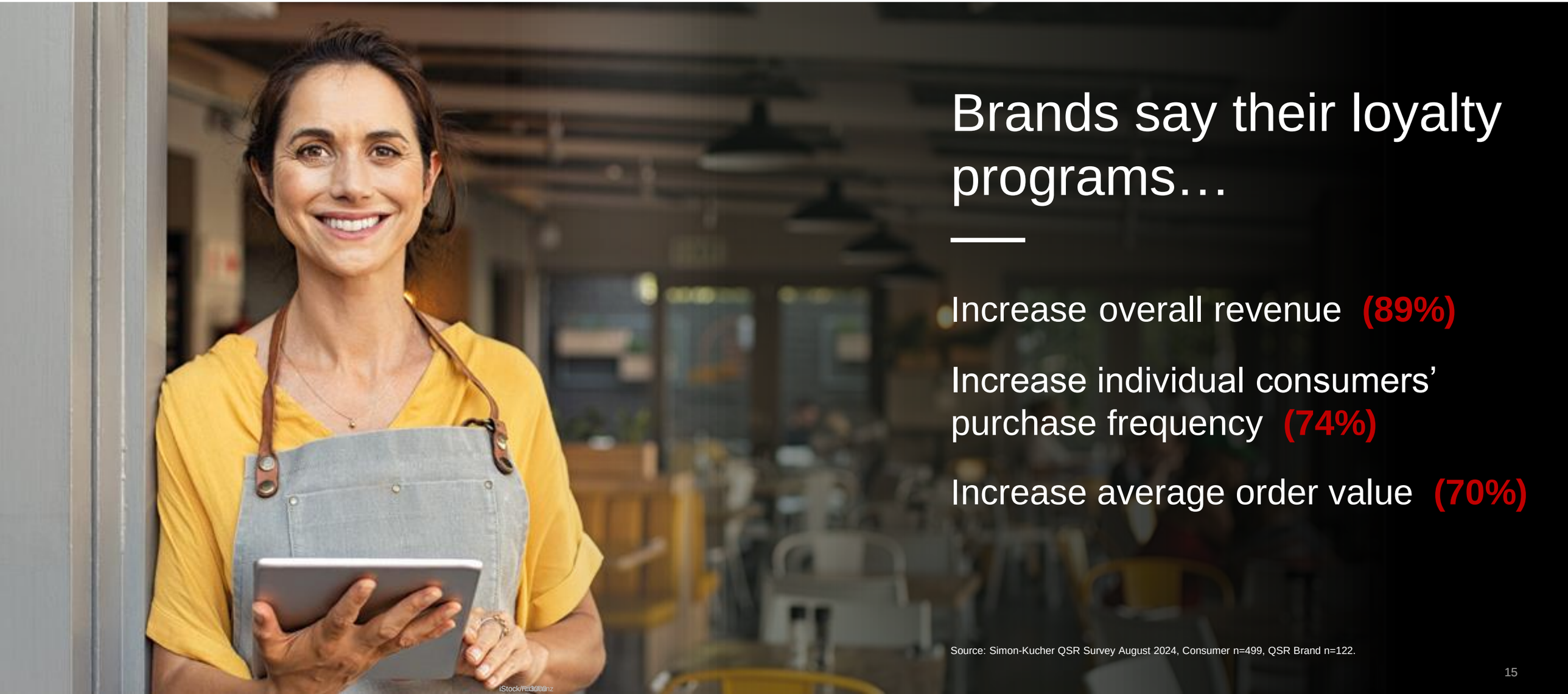
Are more likely to try new products **(70%)**

Spend more per visit **(54%)**

Source: Simon-Kucher QSR Survey August 2024, Consumer n=499, QSR Brand n=122.

iStock/nd3000

How do loyalty programs **impact consumer behavior?**



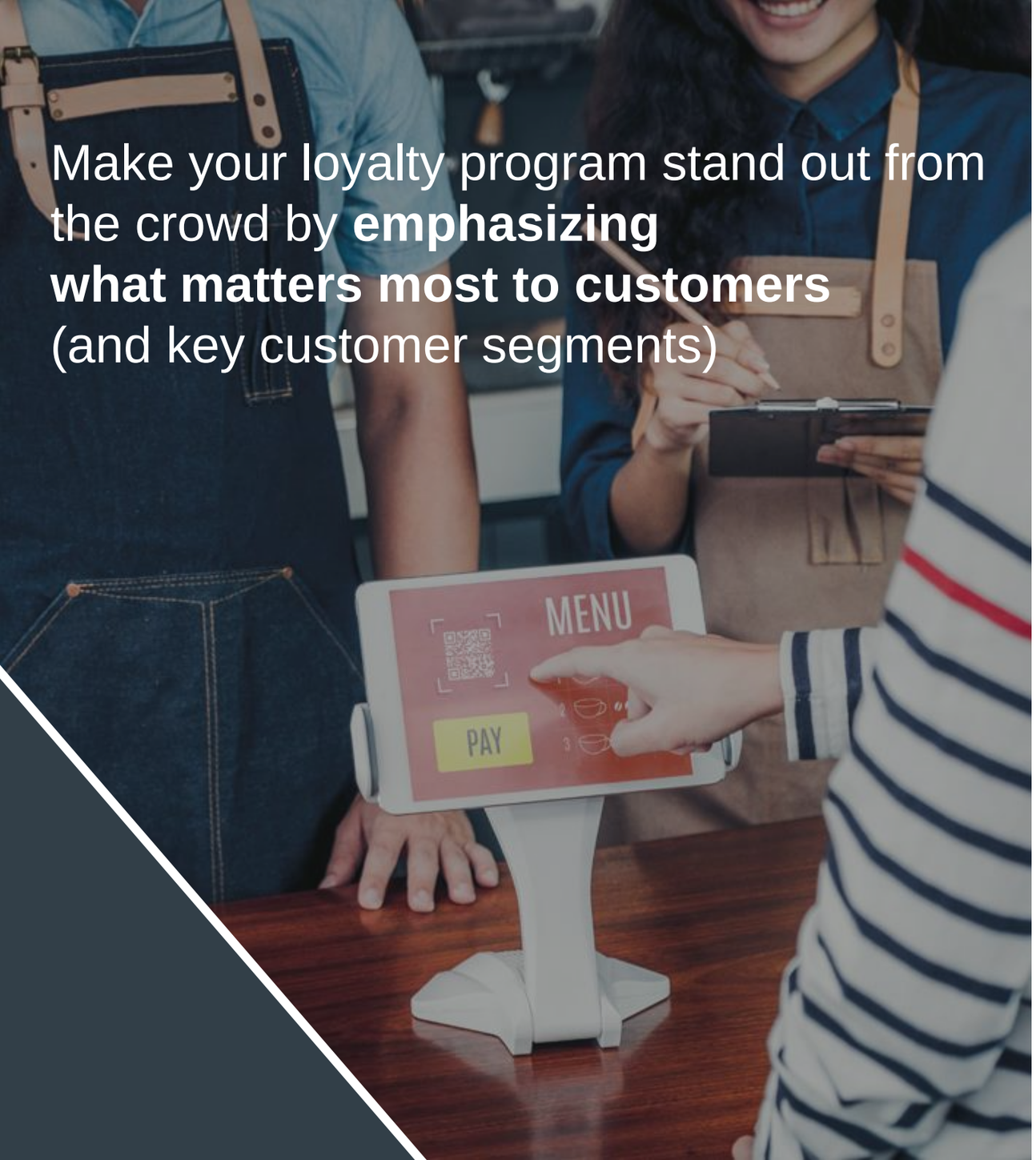
Brands say their loyalty programs…

Increase overall revenue **(89%)**

Increase individual consumers' purchase frequency **(74%)**

Increase average order value **(70%)**

Source: Simon-Kucher QSR Survey August 2024, Consumer n=499, QSR Brand n=122.



Make your loyalty program stand out from the crowd by **emphasizing what matters most to customers** (and key customer segments)

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Highlight

financial benefits with attainable and frequent rewards to encourage regular use

Ensure

consumers experience rewards early (e.g., by 2nd or 3rd purchase) to drive repeat visits

Increase

rewards value with continued use to appeal to frequent diners and more active users

Offer

exclusive members-only perks (coupons, special menu items, discounts) to entice high-frequency diners with a low cost to your business

Source: Simon-Kucher QSR Survey August 2024, Consumer n=499, QSR Brand n=122.

How can QSRs effectively use **dynamic and differentiated pricing?**

Dynamic pricing

Real-time price variations based on external factors (e.g. market conditions, demand, seasonality, time of day, day of week, competitive actions, etc.)

Differentiated pricing

Non-real-time price variations based on internal and external factors (e.g. purchase channel, store location, customer segment, time of day, day of week, etc.)

Source: Simon-Kucher QSR Survey August 2024, Consumer n=499, QSR Brand n=122.

Dynamic pricing isn’t an optimal strategy for QSRs

Dynamic pricing

… is **not widely used** by QSRs (**17%** of brands) and has yielded mixed results

… is **not a near-term strategic priority** (**71%** of brands say it’s at least 1-3 years away)

… is **not appealing to implement** due to negative consumer perception (**62%** of brands cite concerns with this)

…and consumers have a negative view of the term **“dynamic pricing” (71%)**

Source: Simon-Kucher QSR Survey August 2024, Consumer n=499, QSR Brand n=122.

However, **differentiated pricing** can accomplish the same revenue growth objectives without alienating customers

Consumers have a **positive view** of differentiated pricing terms…

Special promotions & discounts (e.g. happy hour, weeknight specials)	Customized promotions / discounts	Value-based pricing
80%	**79%**	**57%**

And they find it **acceptable to differentiate pricing** based on many factors

Customer segment	Purchase channel	Store location	Time of day or day of week
64%	**55%**	**53%**	**46%**

Source: Simon-Kucher QSR Survey August 2024, Consumer n=499, QSR Brand n=122.

Differentiated pricing is more likely to **deliver the impact QSR brands want**

- Brands' top goal with dynamic or differentiated pricing is to **drive higher traffic** in off-peak times

And consumers say differentiated pricing **impacts their QSR visit frequency**

% of customers who would visit more often

Offering special promotions / discounts

64%

Different prices for different customer segments

42%

Different prices at different times of day or on different days of the week

33%

…whereas **48% of consumers** would visit QSRs *less* often if they implement dynamic pricing

Source: Simon-Kucher QSR Survey August 2024, Consumer n=499, QSR Brand n=122.

Dynamic pricing isn’t for everyone – but smart pricing is

Avoid real-time dynamic pricing, which is not favored by either brands or consumers

Instead, implement **differentiated pricing (especially customized promotions/ discounts)** to drive higher traffic

*For QSRs still interested in dynamic pricing, the best channels to test are **app-based orders** (3rd party or brand’s own app), especially delivery*

Source: Simon-Kucher QSR Survey August 2024, Consumer n=499, QSR Brand n=122.

iStock/FabioBalbi

Emporia SIMON KUCHER

Emporia’s targeted recruitment enabled Simon-Kucher to uncover rich, dual-sided insights to drive smarter revenue growth strategies for QSRs.

Who’s hungry?