EPISODE 82

[INTERVIEW]

[0:00:10.3] SC: Hello and welcome to another episode of TWIML talk, the podcast where I interview interesting people doing interesting things in machine learning and artificial intelligence. I'm your host, Sam Charrington. This week on the podcast features a series of conversations with speakers from the AI Summit in New York City. The theme of that conference and this series is AI and the enterprise, and I think you'll find a really interesting mix of both technical and case study oriented discussions this week.

Please note that on Wednesday, December 13th we'll be holding our last TWIML online meet up of the year. Bring your thoughts on the top machine learning and AI stories of 2017 for our discussion segment and for our main presentation, Bruno Gonzalvez will be discussing the paper, *Understanding Deep Learning Requires Rethinking Generalization* by Chiyuan Zhang from MIT and Google Brain and others. You can find more details and register at twimlai.com/meetup.

To close out our AI Summit New York Series I speak with Sherif Mityas. Head of technology, digital, and strategy at restaurant chain TGI Fridays. Sherif joins us to discuss how Fridays is utilizing conversational AI to enhance customer loyalty. Sherif, wants Fridays to be known as a tech company that happens to sell burgers and beer and then in this conversation we get an in depth look at the technology landscape they've put in place to move the company in that direction. Sherif also shares some of the things on the horizon for Fridays as well as some of what they've learned along the way. Be sure to share your feedback or questions on the show notes page, which you'll find at twimlai.com/talk/82.

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To learn more about the IBM Power System AC922 platform for enterprise AI, visit twimlai.com/ibmpower and now on to the show.

[INTERVIEW]

[0:02:52.8] SC: Alright everyone, I am on the line with Sherif Mityas. Sherif is CIO and Vice-President of Strategy with TGI Fridays.

Sherif, welcome to This Weekend Machine Learning and AI.

[0:03:00.3] SM: Thank you, pleasure to be here.

[0:03:03.1] SC: Absolutely, why don't we get started by having you tell us a little bit about your background and how you came to get involved in AI.

[0:03:10.6] SM: Yeah, well, it's been a circuitous route, you know, I started my career actually, in consulting, work with the number of Fortune 500 retailers, restaurant brands, consumer products, organizations, and really throughout my career helping organizations think about, kind of, really innovation talking about how do we create, how do we evolve, and really drive innovation from an organizational perspective to allow us to better meet really the end state goals, whether that is drive revenue, reduce cost, greater guest engagement, and really, you know, as the underpinnings of that throughout my career has been technology.

Technology enables us to do different things, to do things that allows us to look at things differently, really at scale, and for very large organizations being able to do things at, you know, an individual or customer level is really enabled by technology. You don't — you'll never have enough bodies, so to speak, to be able to target individual guests without the use of technology and so, you know, as my career continue to evolve, continue to rely and really utilize technology to drive innovation and now in my current role really driving, you know, kind of the question on what's next? What's next for restaurants, what's next for engaging guests both inside our four walls as well as outside and really utilizing, you know, the power now of AI and chatbots and new technologies to create a different level of guest engagement to really create more intimacy and that one to one connection that every brand strives to have.

You know, we go back to, you know, the first TGI Fridays over 50 years ago was that first Bar and Grill in New York where the bartender connected one-on-one with that guest and, you know, coming back now 50 plus years later when we serve over 500,000 guests per day across our network globally, how do we go back to connecting with those individuals on a one-to-one basis? AI allows us to do that.

[0:05:23.8] SC: Can you elaborate on how? If you think about it at face value, you know, maybe you know, you think about it in the opposite way, right? That AI kind of, gets in between human-to-human, connections. How are you see — How are you looking at it?

[0:05:38.2] SM: Yes, so we're looking at really in two ways. I mean, the old adage of, you know, help me be better and don't hinder, right? So, from "do no harm", is, you know, kind of a physician's adage and so when we think about AI and really specifically technology, it's how does it make our people better? How does it make our team members in the restaurants better? How does that make us better from a corporate perspective?

And, really in two ways. So, you know, from when our guests are outside our restaurants they're on social platforms. They're talking to voice-assisted devices, they're doing things on a daily basis, whether mobile or, you know, sitting behind the desk that drives engagement, that they want to be engaged, right? They want to talk to their friends, they want to understand what's happening, they want to share things. And, we use AI to be part of that conversation so through our Chatbots, for example, we use AI to listen.

We understand when people are talking about certain drinks, we understand when it's a hot day in New York and they're talking about Long Island ice teas and so we use AI to capture first information and then to suggest the next best action, right? So, for that individual guest who's thinking about that old adage, you know, kind of, "What do I do tonight? You know, what are we going to do tonight? Where are we going to go?" Being part of their daily kind of, interaction with their friends on the social platforms, utilizing AI to come up with that will send this individual, this specific content at this specific time on this specific platform, is really powerful.

So, being able to connect with individuals using technology allows the people on our social media team, for example, to have higher level conversations. They know more about these

guests, they're using AI to be smarter in how they respond in certain cases so we have the bots respond but we also have humans still respond and it makes them better.

Similarly, inside our restaurants, we have loyalty members, for example, and so, if I can tell the host or hostess through AI that a loyalty member is in the bar and this is what they've had before, this is their favorite drink, this is how they like to engage, imagine how much more powerful that information is for a bartender or a host or a server knowing who that individual guest is and we make them better. We create a better experience for the guest because we know who you are and we provide that information through the technology to our servers inside the restaurant.

[0:08:23.8] SC: In that latter scenario, where does AI come in relative to traditional loyalty types of, you know, technologies like a CRM system?

[0:08:34.1] SM: Yeah, so what we do is, kind of the data the CRM, the guest profile information is, sits behind the scenes but AI then says, "Okay, I know not only who this person is but given what others have done, what other actions people have taken I suggest you offer X. I suggest that we surprise him to like this guest because we can show a return on offering whatever it is. That second drink we can offer something suggestive that we feed to our servers or bartenders to be able to kind of, again, deliver the next best action as it relates to our guest." So, it's beyond predictive it's really around what are some of the different options that the machine is telling us should work to help either drive loyalty, increase frequency, or drive the check average higher.

[0:09:28.9] SC: So, your initial offer it's in the space have been focused on chatbots, both outside the store and in the store. Taking a step back, how did you think about the space of AI and the opportunity presented by AI as a whole and determine where to start?

[0:09:50.2] SM: Yeah, it's a great question, so we kind of started and again, you know, I'll profess we are still in the crawl of the crawl, walk, run.

[0:09:59.0] SC: I think we all are.

[0:10:00.0] SM: Yeah, nd this sector is this technology is really, I think we're just starting to scratch the surface so when we step back we obviously did the first thing which is just talked to

a lot of people. You know, the old — you know, I'm a big proponent of, don't be the smartest person in the room, and so, we reached out to a lot of folks, we reached out to a lot of different third parties and partners and just start understand — understanding what are the used cases out there? Right? What are other people at least exploring?

Whether that be — and we heard a lot about customer service, right? So, we talked to a lot of folks that were using AI in their help desks and their, you know, customer service, you know, call centers and that was interesting and we obviously have our own call center and people call 1-800-Fridays, but we felt that was, you know, interesting but too far removed, right? We were wanting to use AI more around that first interaction or that, kind of, very user, kind of, guest facing activity that again is understanding how they think about considering where they're going to go tonight for food or a beverage occasion.

So, instead of kind of what I will consider kind of the back end when someone wants to call you and ask a question I wanted to get help in front of it and be more kind of using AI to really understand the voice of the customer and to be able to respond with more relevant and more personalized content. So, that's what really started the path on, "So how do we do that?" Well, we start if from a guest first perspective that said, "Well, where are our guests? When they're not with us, where are they and what are they doing?"

Obviously, they are on social, obviously they are talking to things, they're typing things, and so, we started our journey by understanding where they are and then start and then ask questions on, "What do we want AI to solve, right?" So, we went back to some of the KPI's and said, well, from a metrics perspective we're after, you know, loyalty, we want loyal guests, we want them to come in more often, right? So, from a frequency perspective and we want them to spend more when they're with us. Whether they're dining inside a restaurant or picking up an order to go or delivered.

So, if you start with those questions and then you, kind of, work backward and say, "Well, how can AI help that?" Well, first we need to understand, right? So, to me the first thing that AI, really before we got into AI is we had to listen, we had to collect data, and that led us to chatbots, right? Because, chatbots are not only just delivery mechanisms, they're listening mechanisms as well. They help you understand what people are talking about or questions what dialogues they're having as it relates to the brand.

Then, we had to connect the dots so then we use some other third parties to and say, "Okay, I've got purchase behavior, I know what people buy, I know when they buy it, I know where they are when they buy it, and then, I have all these interactions that are happening in social platforms and voice-enabled devices. I also have, kind of, information when they call our 1-800-Fridays call centers. I know credit card data, I know Foursquare data and all this data, but now I need someone — I need something to stitch it together and help me understand what to do with it, right?" Kind of, what do I do with this, how do I pull the insights and create that next best action for my guest and that's kind of the path we took.

[0:13:25.0] SC: I imagine a big part of the challenge in approaching this various AI projects has been in that ladder piece that you, you know, made sound so easy with connecting the dots, right? Can you elaborate on some of what went in to making all that happen?

[0:13:41.6] SM: Yeah, so again it's – it goes back to not being the smartest people in the room. We partnered with a, kind of a very early stage startup out of Seattle that really helped us pull all the structured and non-structured data together and started creating not just micro segments but really opportunity to differentiate, you know, Sally versus Mary and we ran a bunch of pilots as you can imagine to, you know, really start honing in on, "Well, do we really know Sally and then I know someone that looks like Sally but she's slightly different, so I don't know her name yet. So, let's call her Sally B and Sally C," and so we started, kind of, really again creating many personas of individual guests and this tool really helps us again, literally, I use the vernacular and they use it before I even met them "connect the dots" because there — everyone swims in data it's this opportunity to really pull together and say, "This is Sally and Sally needs something different than Mary," even though they'd be in that same demographic, psychographic, geographic bucket. They're two totally different individuals and our first pilot was crazy. I mean, we did this where we just took a group of people that we had identified. Their individual personas was about 10,000 people.

[0:15:02.8] SC: How were those 10,000 selected?

[0:15:05.1] SM: We basically, just because we believe we knew a lot about them through this data stitching activity. They weren't loyalty members, right? So, we didn't have them already in our database. These were just individual guests that we had been able to pull from their, again, restaurant activity, their online activity, their social activity, etc. And, we sent them a message,

we sent them a message on whatever platform they happen to be on if they had given us permission, so they had obviously interact with us somehow in the past but they weren't loyalty members.

We sent them a message, a non-discount message that was just relevant to them. So, for instance Mary, we knew liked for whatever reason she drank wine on Tuesday nights and she always had a girls' night on Tuesday nights. So we figured might be some book club, might be something that was encouraging Mary to have wine on Tuesday nights.

[0:16:01.2] SC: Okay.

[0:16:02.4] SM: So, we send a message to Mary about a wine special just for her on Tuesday night at her local Friday's.

[0:16:08.9] SC: And you said, that's not – it wasn't discount, it wasn't a discounting promotion, it was some other kind of special?

[0:16:16.1] SM: It was just a special, like, "We have this new wine at our restaurant, we'd like you to come try it" And we send it to her Tuesday at 5pm, right? So, right before we knew she was about to go out. Well, each person of these 10,000 had a different message like that, we had a 78% click through rate and then out of that 78% we tracked half of that group actually ordered something that we could tell, that because we knew we were able to track them.

Some people we couldn't track so they may have ordered but they used cash or something we didn't know. Without a discount we drove purchase of one third of that group and so was the power again of a very personalized message at the right time that was powered basically by this AI tool that we had partnered with.

[0:17:09.5] SC: And, what was that company?

[0:17:10.9] SM: They are called Emperity.

[0:17:12.4] SC: Emperity.

[0:17:13.1] SM: Yup.

[0:17:14.3] SC: And, is that something where — is that like a Cloud service of some sort or is it software that you're running or more service that they deliver?

[0:17:23.6] SM: It's a service they deliver.

[0:17:25.0] SC: Okay, interesting, interesting, and so, you've kind of collected all this, or you had — did, well, actually, did you find in going through the process that there were some data that you needed that you didn't have?

[0:17:41.2] SM: There's always data, there's always — you'd always like to have more in this business, obviously, and I think it really comes down to the ability to really connect with folks that piece of information that says, "I want to go beyond e-mail and in-app messages," right? It's the ability to figure out specifically, you know, I'm tied to you here, you're talking to my button, Facebook or on Twitter, you know, understanding exactly how I can provide a message on various devices at the right time because we're still a little hindered by, you have to approve every kind of communication channel, more information there, and more ability to connect with you beyond just e-mail and in-app would be obviously be powerful.

The other piece that we're trying to get in to is, friends of people that we know, right? So, going back to Mary I know Mary went out for Tuesday wine. I don't know enough yet about Mary's friends, right? And, the group that we also are trying to target as you can imagine are very friend-driven from a recommendation engine perspective, right? So, when a group of friends, someone always asks, "Well, where are we going tonight?"

They take the input of their friends, right? So, if I can get one of those friends to suggest Friday's, first I got to win, right? And so, we're really working hard now to understand, okay, how do I get in to the networks of these people that I know to create more engagement, to create more recommendation opportunities to be able to extend, basically, our reach of those that we really know into those that we would like to know and help us recommend.

[0:19:28.2] SC: And, what does that mean for you to explore something like that? Do you have some set of folks that are, kind of, dedicated to R&D? Are you doing you have, kind of, an evolving proof of concept or some effort that you're working on to try to explore these avenues

or is it more keeping your eyes open and your ears to the ground and seeing what other folks are doing?

[0:19:50.1] SM: Yeah, so right now, we have a couple people that, you know, again I, kind of, dedicate to the what's next category. They're always, kind of, searching, talking to, you know, new startups third parties to understand, you know, what's emerging, what's possible, so they are kind of my, you know, my seekers so to speak in terms of going out and try to understand what can we leverage? What's new and innovative? In this case – in that specific example I gave we have early conversations going in terms of how to make that happen, we don't have a pilot rolling out yet but to me it's the next piece we need to push through.

[0:20:26.4] SC: In terms of the get it down the – I forget what is the name of the company that you mentioned?

[0:20:31.1] SM: Emperity.

[0:20:32.8] SC: Emperity and I guess I'm curious about the various technology pieces and platforms that were used to pull all these together so Emperity, sounds like they had a big part in the connecting the dots pieces, you know, pulling information from I'm assuming various silos that you've got your CRM's your transactional systems etc. and making that available via some fashion. But then, there are pieces like that Chat Platform itself. Did you use an off the shelf platform or did you build one yourself some of the, kind of, the AI or analytics pieces that you described for determining the next best offer, you know, that stuff that you built yourself or stuff that you use off the shelf? Can you talk a little bit about the technology landscape that enables all these?

[0:21:25.8] SM: Sure. So, got the - the underlying what I'll call data warehouse areas is powered by Microsoft [inaudible + 00:18:41] Cloud with Azure, we have, you know, the data links that house all the information for us. Kind of feeding that, obviously, we have all our zero point transaction data whether that be from a restaurants that's driven by from a front of house perspective, Micro Spec a house NCR, we have the online platform that drives data into that which is powered by Adobe and our Hybris platform from SAP.

So, those are, kind of, the big pieces of data, you know, moving on to the new technologies like our Chatbots and the AI that powers those we partnered with a great firm at of Austin called, Conversable. And, Conversable powers all of that for us whether it be on Facebook, Twitter, Amazon, Alexa, and we just launched with the GM's OnStar platform so we're in millions of OnStar vehicles now.

[0:22:29.5] SC: The people actually use that?

[0:22:31.8] SM: They do, believe it or not. Yes, and, you know, we just – we just started with them so we don't have the ordering turned on but we have the you can make a reservation for a table like, on your way in a car, you're looking for a restaurant and it gives you direction to the local Friday's. Pretty soon we'll add the capability to, you know, have your – have your first drink waiting for you at the table on your way.

So, yeah, I mean, we got a lot of fun things planned again engaging we're – we're all fun in social brand, but Conversable helps power all that, they also have the AI engine behind that, that, allows us to again, create the machine, create new content personalized to the conversation that's occurring across the different platforms that all again feeds in to it's, kind of, a loop in to Emperity that helps us understand this personas, connects the dots, feeds that back into things like Conversable so that the machine learns and can be better at targeting what they say to Mary versus Sally so that's really the, kind of, the core engines of our technology.

[0:23:34.7] SC: With regards to the work that Conversable did and or rather the work that you did around the top up like, how much of the process of getting that up and running, did the vendor do versus your team do and where, kind of, where are the interfaces and the leverage point and things like that? Does that question makes any sense?

[0:24:00.6] SM: Yeah, sure. No I, you know, again we relied, you know, from that example on Conversable a great deal to really help from a technical perspective and from integration perspective, how is it working with the Facebook and Twitters and Amazons of the world, GM of the world to do all the integration pieces to really set up again, kind of, the wire frame, so to speak, the building blocks of what we needed to have. So, my team was more around helping what I would call, tailor the experience, you know, and making sure that it's, you know, it's in a Friday's voice, right?

And, making sure that it's connecting in the right way so that, you know, [inaudible + 0:21:51.4] inappropriate they're doing the right things, right? So, that – I would say the walls, the house, you know, is built by Conversable. I would say, you know, my team is more around putting the paint on the walls and the artwork on the walls to make sure it's ours versus some generic bot.

[0:25:03.0] SC: So, the bot, you know, there's this whole integration piece that talks to all of the various platforms and then there's the natural language - understanding natural language processing stuff that, you know, typically is like understanding the intense – the intent of the person that you're talking to and like, what are the various, you know, entities and things like that that people might be talking about and all of that, kind of, stuff is that all things that your team had to come up to speed on or is that stuff that you relied on the vendor to handle for you?

[0:25:43.1] SM: Yeah, a great deal of that we relied on Conversable, obviously, as my team got more learned, I would say, we had more input, we started asking more questions that helped I think, make the combined team better and I think, but yeah, clearly this was a – this was, we kind of jumped with both feet not sure in where we were – we were landing, we relied a great deal on our partners to get us up to speed quickly and then really, a lot of that initial what I'll call trial and error.

We continue to refine, refine, refine, as we got smarter, as we got smarter they got smarter in terms of what our guest were doing from an interaction perspective and really I think the issue – the interesting piece was the new ones in terms of how do you have to refine it by platform, just doing what we did when we launched Facebook as our first one. You couldn't just replicate it on the Twitter. It was a different conversations, different guests, different – just different vernacular in certain cases that we had to employ, right?

Because it's a different user group and a lot of exempt in a lot of cases. And then, similarly we went to Amazon, right? It's completely different because people are talking versus typing and so as that kind of, refinement on to your point, how do you ensure that you're understanding the context of the discussion, and very different by a platform and that's really where we start to integrate and start to work together a lot more because we could see these conversations happening even before the bot, right? We were talking to people with humans and so that's where we started inputting a lot more in terms of the tone and the content that we needed to have to be Friday's in these conversations.

[0:27:25.2] SC: And so, was this effort entirely driven by IT or did you partner with a particular area of the business to drive this forward? And, you know, what are – kind of at least at Friday's like, what do those relationships look like with regards to AI? Are the businesses, kind of, asking for this stuff or are you more out in front trying to figure it out and providing examples that will get them interested?

[0:27:52.5] SM: Yeah, I think initially, we were out in front, you know, this was something that we were pushing – I wanted to push specifically because I felt it helped differentiate us from our competition, right? We're looking for, you know, how do we be different? And, I don't want to compete against Chili's and Applebee's because I don't consider them my competition. I consider competition of anyone that's thinking about going for a drink or by the food, right?

And so, that's a much larger landscape so I'm competing against Starbucks in certain cases, right? And so, I think you know, we have to be more technologically forward and innovative in the eyes of our guests so we pushed a lot of that initially. But I'll tell you, soon as we start doing some of these tests and we started, you know, partnering and showing our friends and my counterpart in marketing, you know, they came right on board they're like, "Now they're pushing us so like, I, you know, faster more" Right? let's – I want to know Sally versus Mary because I want to send them specific content, right?

So, they're pushing and we have a great partner my CMO colleagues Stephanie Purdue and I are connected at the heap on this and really working to figure out again how do we continue to push the needle here. Similarly, on the operations side, you know, bringing those that the benefit of AI into our operators and into the four walls, you know, our head of operations here and I also now like, "What's next?" You know, can we give wearables to the server so that they're getting real time information about who's walking on the door and so it's a lot of ,again, people starting to see the power of what this can do and now we're – I'd say we're much more in lax to have been in terms of how fast how far, you know, and how much.

[0:29:38.7] SC: And so, how do you see the role of the IT in your organization shifting to accommodate the broader interest in these technologies?

[0:29:48.7] SM: Yeah, I mean to me our role still has to be what's next for us, you know, I pride my team in pushing them to really continue to push the ball forth, continue to ask the question

what's next, what are other people even thinking about that we can be first, right? So, you know, we were first to use Amazon Pay on Amazon Alexa. We're the one of the first brands on new GM OnStars marketplace.

We're, you know, one of the first brands to connect one click ordering on Facebook and Twitter and so those types of things to me, again, help differentiate us, you know, I look to the Starbucks and Domino's of the world because they are truly technology companies that happen to sell coffee and pizza. I want Friday's to be recognized from a technology perspective as being technology first, technology forward that happen to sell beer and ribs and that I think we get rewarded for that. I think our guests appreciate that and so that to me is the role that my team has and very proud of their work and their efforts because they continue to lead and drive the innovation forward.

[0:30:59.0] SC: Do you have a shortlist of things that you see as being that next - those next set of things?

[0:31:04.7] SM: Yeah, I really want to do more with bringing digital inside the restaurant, right? A lot of – a lot of effort by also our counterparts is, you know, when people are walking around outside the four walls, right? All that mobile things and, you know, are my big push for this coming year is, how do we bring those digital experiences inside the four walls? You know, whether it's in interactive bar or virtual bartender, you know, there's so many things that you can think about bringing technology not in a truce of fashion but again to support the environment that social occasion we want our guest to have with our team members and bartenders.

How does technology potentially play there and make it not only fun but creates a unique experience that guests say, "Well, that's cool and the only place I can do that is at Friday's"? That's what we're really pushing for next year and I think next couple of years is to create that more seamless integration between off premise an in restaurant as it relates to digital and how AI and something that the technologies can help support that.

[0:32:10.8] SC: And, are there specific directions that you're planning in ahead to enable that? Or are you kind of, still trying to figure all that out?

[0:32:17.8] SM: I can't spill all my secrets on this but, you know, I think there's a lot of - I think there's lot of things that are in the works. We're still trying to figure some of it out to be honest, I have the benefit of having a test restaurant, so to speak. A little lab that we get to try fun things so, you know, we're –

[0:32:36.4] SC: Oh, that sounds like a lot of fun.

[0:32:38.1] SM: It's a ton of fun so I, you know, I've been able to try, you know, bar tops that are like iPads and being able to do things around the TVs around our bar that bring again the guest into the experience. So, those are just little teasers and we'll have to talk next year so I can give you more.

[0:32:53.8] SC: Awesome, awesome, and then as you think to rolling all of these out, what strike you as some of the big challenges that you'll face in the process?

[0:33:03.2] SM: Yeah, I think that the biggest - two big challenges, one is to make sure we don't – we don't get too far in front of our guests or organization. What I mean by that is, you know, sometimes technology, just for technology's sake can be a massive failure, right? It gets too far in front guess I'm sure what to do with it, they don't see it as a value, our operations can't support it so I can give good information to someone but they don't do anything with it, it was a failed exercise, right?

And so, I think it's making sure that we continue to be in lock stop and have our guests tell us what they're looking for, you know, in certain cases to be more convenient, frictionless, more fun, social, etc. And, our operators as well it tells what they can handle and what they can – we can surely execute on the daily basis across our 900 plus restaurants. I think the other piece that we have to just make sure of is, that again, there's a lot of cool things we can do, right? And, at the end of the day, you know, cool doesn't pay the bills.

We have to make sure that everything we do is tied to in our lives. Tied to, you know, a returnable, you know, whether that be, you know, obviously revenue is the easiest thing to measure but even guest engagement and frequency, loyalty, and, you know, if it doesn't tie back to one of those strategic pillars, then it may be cool but it's not going to be for us. And so, I think we have to continue to always I would say measure ourselves or guard ourselves against

getting too far out and then also doing things that just have PR value but don't really move the needle for the organization.

[0:34:38.2] SC: Right, anything else you'd like to leave the audience with?

[0:34:42.4] SM: Well, I think the only thing I, you know, if people are even considering doing this or – they're starting their efforts, you know, to me, there's just a few lessons learned that I would impart here at the end, you know. One, again, is really take your time, you know, there's no word for speed in this area, you know, the technology can get overwhelming, take your time, learn it, test the heck out of it, make sure it's right for what you want to achieve because it can do a lot but it can also get you in trouble if you don't have some guardrails.

The second thing I'd say is, you know, going back to the early conversation don't try to do this alone this is – this is a wide open, kind of, wild west frontier there are some good emerging partners out there. My suggestion is to utilize and even if it's to have a conversation so that you don't, you know, bloody your knees where that paths are even taken. And, finally just always remember what you are doing it for. In our case, it's for the guests and ensuring that you always kind of, keep that in mind and tied back to, you know, one of the key questions that you're trying to answer and is it really going to make, you know, your customer, your guest, better in terms of their interaction, their experience with your brand. For us, that's, kind of, the holy grail if it doesn't impact them in a positive light in a positive way then we don't do it.

[0:36:00.8] SC: That all sounds like excellent advice, sounds like you've been down this road a few times.

[0:36:06.7] SM: Yes, a lot of bloody knees.

[0:36:08.7] SC: Well, Sherif, thank you so much for taking the time to chat with me this morning, I really appreciate all the insights into what you're doing there at Friday's.

[0:36:17.8] SM: Thank you so much, I appreciate the time.

[END]