

Thanks, Leslie.

It is amazing how quickly the last two days have gone.

Before we conclude this conference, I have a few things I'd like to share with you.



Before I get into the more serious content, I would like to capture your reaction to a new technology we will all be seeing more of in our lives.

Can I see a show of hands How many of you have some sort of a voice attendant? It is easy to not even be aware you have one, they are sneaking them into everything. If you have an iPhone, or an iPad, you have Siri.

If you have an Android phone, chances are you have Google's attendant.

I came across this article from Compurterworld last week talking just about this topic. An avalanche of voice enabled devices are about to hit the market.

This year cars received either apple or google car assistants

Next year it will be refrigerators, toasters, and all kinds of consumer devices I have a short demo for you of how voice tech could affect how you or your colleagues receive your daily operating results

Are the days of the keyboard numbered? Maybe not yet, but as the machine-human interface improves, science fiction has given us a model for imagining what is possible.



A quick commercial for the new Mirus Nerd Community Facebook page.

The idea for this type of collaboration between you and us has been floating around for years, and we hope it becomes another way of exchanging ideas and answering questions.



A moment for self-reflection. What have we learned? We know from experience that ideas fly by very quickly at this conference and it is easy to remember some things, but it is hard to remember everything.

If you haven't been taking notes, now is a good time to reflect a bit and make a note to yourself for when you get back home.

Did anyone take an example from our session on Exception Based Reporting? How about using your data to reduce payroll expense as Lauren Neale explained in her presentation?

We covered a handful of techniques for analyzing negative sales trends, were they helpful to you?

Perhaps you learned a new use for N-Step to understand your customers purchase preferences.

Matt Reid taught us how Cooper's Hawk has grown revenues by leveraging their Loyalty data, does your company have a loyalty program?

How about incentive programs like the one explain by <u>John Kropelnicki</u> to help drive sales?



Several years ago I developed a model for understanding how various restaurant companies use their data to support decision making.

The result has nothing per se to do with restaurants. I suspect the same forces are at work in other industries.

This model explains the use of analytics on a continuum, or think of it as a journey. Every restaurant company, every user, is positioned somewhere on this journey. It gives all of us a yardstick to measure ourselves against the possibilities of analytics. I have two reasons for speaking about this topic today. First, many of you have not been introduced to the concept. Second, the definitions have sifted and the original learning curve is not longer complete.

Let's take a look at the Learning Curve.



In a nut shell, companies learn how to use information at different speeds and at different times. Some companies are very quantitative even before they get to 20 restaurants. Others are sill not very data driven at 200 restaurants. This a management challenge and a matter of culture. The learning curve is generally a top-down driven initiative. If senior management is not insisting on the details, or the exceptions, then that company is unlikely to progress on this continuum. As executives insist on understanding the underlying details, the entire organization is given the impetus to move forward on this continuum.

There are two types of systems; Transactional and Analytic. Every company has several Transactional systems. These are the systems we use to record Facts. POS, BOH, Mystery Shopper, GL, etc. are all Transactional systems. The first two steps are fairly basic and do not require a lot of detailed, granular data. Management Information systems, the first step on the learning curve, starts with simply collecting transaction data and reporting out to management. Basically Management Information systems are trying to answer the question "What were the results for yesterday?" The next step is Decision Support, where the objective is to help management assess whether the results were good or bad. Comparisons to budget is an example of Decision Support. Many restaurant companies continue to relay on Excel while operating in this range of the Learning Curve.

The next two stages of the learning curve requires a lot of granular data, and from a number of sources. Performance Analysis attempts to answer deeper questions management has about the drivers that led to the actual results, understanding cause and effect. This leads to an analysis across Dimension Groups (grains) to identify correlations or causality. Predictive analytics and Forecasting is the next step in the learning curve. Here you are using the rich, granular history to anticipate tomorrow's results. Management is trying to recreate the good results by re-running a successful promotion, or re-using some other catalyst that led to results that were above expectations.

I added the slide from Gartner I used yesterday in my Opening Comments. You can see how Their taxonomy goes beyond Predictive to Discovery and Prescriptive analytics. In some ways, that represents the edge of data science as practiced by the best and brightest today.

Our job at Mirus is to provide you with the tools you need to analyze your data, regardless of the type and category. You can expect we will be bringing new ideas related to Discovery and Prescriptive Analytics to this conference next year and beyond. Any questions on this? What do you think about these new categories of Discovery and Prescriptive?

Okay, that a wrap for me, but Leslie will take over from here and take us to the conclusion. Thank you all for your time and attention.



