**Prompt**:

The following is a recommendation from the Board of Directors of Monarch Books.

"We recommend that Monarch Books open a café in its store. Monarch, having been in business at the same location for more than twenty years, has a large customer base because it is known for its wide selection of books on all subjects. Clearly, opening the café would attract more customers. Space could be made for the café by discontinuing the children's book section, which will probably become less popular given that the most recent national census indicated a significant decline in the percentage of the population under age ten. Opening a café will allow Monarch to attract more customers and better compete with Regal Books, which recently opened its own café."

Write a response in which you discuss what questions would need to be answered in order to decide whether the recommendation is likely to have the predicted result. Be sure to explain how the answers to these questions would help to evaluate the recommendation.

**Essay**:

In the recommendation from the Board of Directors of Monarch Books, they recommend opening a café in their store by replacing it with the children’s book section. They contend that this approach will attract more customers and will put them on par with their contender, Regal Books, which also opened their own café. They aver that discontinuing the children’s book section will not decrease their customers based on a recent census that indicated a decline in the percentage of population under the age 10. In order for the recommendation to hold water, the Board of Directors will need to answer three questions.

First, will removing the children’s section help or hinder their business? They conclude that the children’s books are not as popular based on a recent nation census, but it could be possible that the national census is not a accurate depiction of the population changes that occur locally in the area of the book store. Perhaps the population of children under the age of ten doesn’t follow the national trend and has increased in the area. If that is the case, then replacing the children’s books for a café could result in a significant loss for Monarch Books as it would render many customers indignant. Therefore, the recommendation would not be a prudent decision and would hurt the store’s business.

Even if there is a decline in the population of children under age ten in the locality of Monarch Books, is it still warranted for the Board of Directors to assume that children’s books are not as popular? It may not be the case that only children under the age of ten read those books. Perhaps many teenagers or even young adults may indulge reading these books. If the aforementioned scenario holds true, then the recommendation from the Board to replace the children’s section is not preferable but rather inimical for the store.

Finally, how can the Board be certain that opening a café will increase business? The Board has does not substantiate this claim through any concrete evidence other than the fact that Regal Books also has a café. There is no evidence to support that Regal Books experienced an increase in customers due to installing a new café in their store. Even if they did, that does not mean it is applicable to Monarch books as they are different stores. What may be beneficial for one may be deleterious for the other. It could also be the case that adding a café to the book store may drive out customers that read or browse books inside the store due to the noise from people in the café. If any of the situations mentioned above are viable, then the recommendation from the Board is unwarranted.

The recommendation to replace the children’s book section by a café, as it stands now, is flawed and requires more evidence. The Board should employ a well conducted survey of their neighborhood and their customers to see if a café would really increase business, and if so, would replacing the children’s book section by it really outweigh the cost. In so doing, they would effectively ensure that no customers are lost and profit is gained.