**Case Study 1 Part A: Qualitative Decision Making and Hidden Traps in DM**

Jaime has sent an email to his silent partners asking for advice on his next business move for his and his silent partners’ beverage shop named Sip-for-a-Spell. The beverage shop is located in the heart of the downtown market district in a large city. In the email, he has advised his silent partners there has been a drop in sales lately and that he believes this is due to construction on major streets. The construction ends next week and so Jamie believes this will cause business to pick back up. Customers have complained about not having access to free wireless Internet, limited choice of beverages, and comfortable furniture.  Jamie plans on focusing a bigger share of the advertising budget on new wireless service that will be accessible to customers starting next month and has asked his silent business partners for their advice.

In planning to make a decision for the beverage shop, Jaime should first identify and define the problem(s). At present, there has been a drop in sales which Jaime believes this is due to construction on major streets. Jaime believes that since construction will end next week, sales should increase again. He also believes offering free internet access will help. However, Jaime should also recognize another problem the business is currently facing: failure to meet some very specific customer needs such as the choice of beverages and comfortable seating. These problems can easily be turned into business opportunities for the beverage shop.

Secondly, Jaime should gather and interpret all necessary information available before making a business decision. Jaime should seek business-improvement ideas not just from customers but also from mystery shoppers and his staff. Once he has gathered this information, Jaime should run what-if models. The what-if models would allow Jaime to see the potential impacts the proposed ideas would have on the business before actually implementing them. The management team would then have knowledge of which ideas/solutions are more likely to align with business goals, deliver the greatest benefit, and return on investment (ROI).