



**UNIVERSITY OF NAIROBI**

**A STUDY TO DETERMINE THE LEVEL OF TENANT SATISFACTION  
WITH FACILITIES OFFERED IN OFFICE PARKS.**

**(CASE STUDY: NAIROBI AREA)**

**BY**

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**A research project submitted in partial fulfillment for the award  
of B.A (LAND ECONOMICS) Degree in the Department of Real  
Estate and Construction Management, School of the Built  
Environment, University of Nairobi.**

**JUNE 2008**



**DECLARATION**

**CANDIDATE'S DECLARATION**

I, OPONDO OSCAR ONG'UDI, hereby declare that this project is my original work and has not been presented for a degree in any other University.

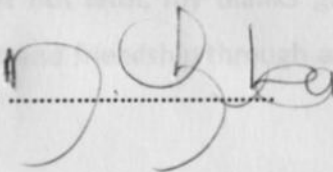
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**ACKNOWLEDGEMENT**

This work is dedicated to my teacher for putting me on a road less travelled

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## DEDICATION

This work is dedicated to my mother for putting me on a road less traveled and for never giving up on me even when I had given up on myself. Thank you.

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***...I shall be telling this with a sigh  
Somewhere ages and ages hence:  
Two roads diverged in a wood, and I--  
I took the one less traveled by,  
And that has made all the difference***

***...Robert Frost***



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## ABSTRACT

This study sought to determine the level of tenant satisfaction with facilities offered in office parks in Kenya. This include establishing the adequacy of the available facilities for tenants purposes, examining difficulties faced by tenant's in their day to day use of the office parks as well as highlighting areas that needed to be improved on in the office parks.

The study relied on responses from questionnaires and interviews with property managers, tenants as well as from the researcher's own observation of the selected office parks.

Findings indicate that there were some complaints especially on the inadequacy of existing amenities such as the restaurants, travel to work issues such as distance of the office parks from the bus stops and public transportations' frequency of service for the occupiers who commuted to work on public transportation. However the predominant feeling among the tenants was one of satisfaction with the facilities offered in the office parks

The study recommends that the office park management need to improve on amenities especially on the provision of restaurants and that for future developments, developers should include banking facilities; leisure facilities such as nature walks and shops in the design of the office parks.



## 1.1 INTRODUCTION

The office park concept is fairly new to Kenya's real property market and is built upon preexisting demand for both office and business space. It is borrowed from the developed world and involves housing several business units within the same housing to estate. According to Kiyama (1976) it probably came in response to the growing demand for office and business space in a suburban area.

# Chapter One

## Introduction

*A dissatisfied customer will tell seven to twenty people about their negative experience. A satisfied customer will only tell three to five people about their positive experience (Kan 1995).*

An industrial park/estate is an area of land set aside for industrial development. They are usually located close to transport facilities, especially where more than one transport modality connects by road, railway, airports, and navigable rivers.

In order to attract users of industrial land, the estate must provide adequate amenities, a high quality environment, low densities of development, well planned roads, and a variety of services and facilities.

Good road and other access to main roads and airport terminals are major considerations for office park developers. The location of office parks is becoming increasingly important factor when it comes to attracting investors, especially in areas where the government is providing incentives.

## 1.1 INTRODUCTION

The office park concept is fairly new in Kenya's real property market and is built upon pre-existing demand for both office and business space. It is borrowed from the developed world and involves housing several business units within one area. According to Kwama, (2006), it probably came in response to the need for a coordinated centrally located office and business district in a secure environment and with easy access.

The office park, a more "lightweight" and recent version of the industrial park, can be defined as an area in which a number of office buildings are constructed together, often on landscaped grounds with ancillary structures housing facilities such as banking, health and leisure.

An industrial park/estate is an area of land set aside for industrial development. They are usually located close to transport facilities, especially where more than one transport modalities coincide: highways, railroads, airports, and navigable rivers.

In order to attract users of international standing, office parks must provide excellent accessibility, a high quality environment, low densities of development and a wide range of supporting amenities and facilities.

Quick and direct access to main roads and ample parking are major considerations for office park occupiers. But access to public transport is an increasingly important factor when it comes to recruiting labour, especially in areas where car ownership levels are low.

Travel time to airports is very important, especially for those selling to international markets. In addition high quality environment is a major selling point not only because it reflects a company's corporate image, but also helps attract and retain staff.

## 1.2 PROBLEM STATEMENT

Research in economics, business, marketing, psychology and sociology domains study consumer satisfaction from different theoretical premises: "for economists, consumption is used to produce utility; for sociologists, it is a means of stratification; for anthropologists – a matter of ritual and symbol; for psychologists – the means to satisfy or express physiological and emotional needs; and for business, it is a way of making money" (Fine 1997).

Consumer satisfaction has long been understood to be the key to retaining customers, maximizing profits, improving firms' competitiveness and securing market share in the traditional markets, and thus the rise of maxims such as "the customer is always right".

While other sub-markets in the real estate market such as the residential sub-market have taken great strides to improve their service delivery to the customers, little is known about the new sub-market (Office Park) and the steps taken by the stakeholders involved in the quest to satisfy their occupants.

The Kenyan office park market has not reached peak levels compared to those in United Kingdom, United States of America and other developed nations, and yet even these nations that are perceived to be the pioneers in

this sub-market of real estate can not lay claim to having fully satisfied their consumers/ occupants' needs in office parks.

To address this problem, the researcher will survey three of the existing office parks in Nairobi, Kenya so as to determine whether or not the tenants are reasonably satisfied and if they are not, to determine what more could be done to satisfy them.

### 1.3 STUDY HYPOTHESIS

The gap between the tenants expected performance and the experienced performance (Perceived performance) of the office parks is large due to the relative newness of the office park submarket in Kenya's real estate market.

### 1.4 STUDY OBJECTIVES

- a) To establish whether the facilities available in the Office Parks are adequate for the tenants' purposes.
- b) To examine the difficulties faced by the tenants in their day-to-day use of the premises.
- c) To highlight areas that may need to be improved on in the Office Parks.

### 1.5 SCOPE OF THE STUDY AND THE STUDY AREA

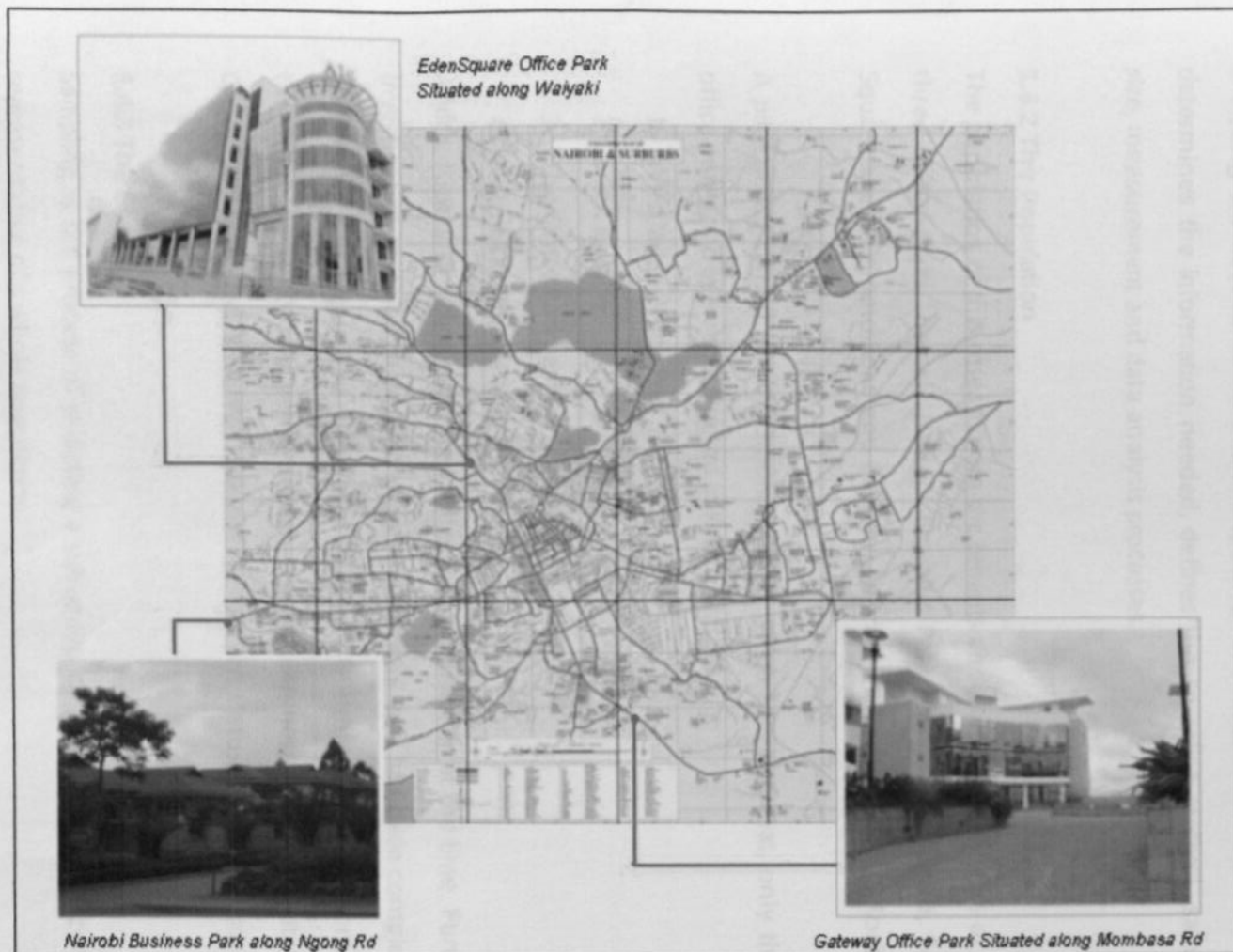
The choice of Nairobi as a study area is based on a pilot study carried out by Omondi (2007) which revealed that, only four office parks (Westlands office park and Eden square both of which are along Waiyaki Way, The Office Park which is along Riverside Drive and Nairobi Business Park along Ngong Road) have been constructed in Kenya, while a fifth, (Gateway Park) was still under construction at the time. Further investigation revealed that construction at

Gateway park had been completed and letting had began. The researcher therefore felt that a survey of three of the office parks would adequately represent the current status of the population.

The study therefore covered the three Office parks in Kenya namely: Eden Square Business Park, Nairobi Business Park and Gateway Business Park. The researcher decided on these office parks particularly because of their location in the city. Since they are situated at different points in the city, their probability of sharing similar infrastructural problems is reduced. The study had an in depth look at office park facilities with regard to their ease of use, usefulness, helpfulness, functionality and reliability.

The research also looked at difficulties the occupants experienced in the course of using these facilities and proposed ways of solving the indentified problems.

**Fig 1.1 Map of Nairobi Showing Locations of Office Parks**





## 1.6 RESEARCH METHODOLOGY

### 1.6.1 Research Design

According to Zikmund (2003), a research design is a master plan/ framework or blueprint specifying the methods and procedures for collecting and analyzing the needed information. It specifies the research method chosen, determines the information needed, defines the sampling method, sample size, measurement and data analysis processes.

### 1.6.2 The Population

The population of this research are the tenants and property managers of the three office parks namely Nairobi Business Park along Ngong Road, Eden Square along Chiromo Road and Gateway Office Park along Mombasa Road.

A pilot study carried out by Omondi (2007) which revealed that, only three office parks had been constructed in Kenya. Namely:

1. Westlands Office Park,
2. Eden square,
3. The Office Park, and
4. Nairobi Business Park.

A fifth, (Gateway Office Park) was still under construction at the time. Further investigation revealed that construction at Gateway Park had been completed and letting had began. The researcher therefore felt that a survey of three of the office parks namely; Eden Square, Nairobi Business Park and Gateway Office Park would adequately represent the current status of the population.

### 1.6.3 The Sample

Sampling is the process of selecting a sub-group of a population to act as a representative of a whole population.

### 1.6.3.1 Sampling size and Technique for Office Parks Tenants

The target population consisted of one hundred and twelve (112) tenants from the three office parks. This was arrived at by first of all eliminating all tenants who had not stayed in the office park for a period of more than one year, as the researcher felt that their responses would be biased by the experience of moving. The following formula was then used so as to come up with a manageable sample.

$$n = \frac{Z^2 pqN}{e^2(N-1) + Z^2 pq}$$

(Chava & Nachmias, 1996)

Where:

N = Population size.

n = Sample size.

p = Sample population estimated to have characteristics being measured.

Assume a 95% confidence level of the target population.

q = 1-p.

e = Acceptable error (e = 0.05, since the estimated should be 5% of the true value).

Z = The standard normal deviate at the required confidence level = 1.96.

Hence:

$$n = \frac{1.96^2 \times 0.95 \times (1-0.95) \times 112}{0.05^2 \times (112-1) + 1.96^2 \times 0.95 \times (1-0.95)}$$

= 44 tenants.

## 1.7 Facilities under Consideration

The tenants on the list to be sampled were then selected using the stratified random sampling technique.

## 2. Amenities

### 1.6.4 Data Collection Procedures

Data was be collected as follows:

#### 1. Security provision

1. Questionnaires were administered and interviews conducted personally by the researcher to the office parks property managers in order to determine the level of tenants' satisfaction with the facilities being offered as well as the property managers perspective on the operational problems within a building as well as their opinions on what more could be done.

#### 2. Transport to and from site

2. Observation and walk through reviews of the premises were carried out.

This is because they were considered the most appropriate methods of:

- Familiarizing the researcher with the building;
- Determining the state of repair and maintenance of the buildings;
- Detecting certain problems such as glare problems easily.

Due to the fact that observations are unobtrusive, do not require direct interaction with participants, thus can be conducted inconspicuously.

### 1.6.5 Data Analysis and Presentation

Data obtained was analyzed using qualitative and quantitative methods. The findings were be presented using tables, percentages, and described using written text.

## **1.7 Facilities under Consideration**

The facilities considered in this research include the following:

1. Car park areas
2. Amenities
3. Management services such as:
  - Tenants' complaints management
  - Security provision
  - Water supply
  - Electricity supply
  - Refuse collection and disposal
4. Landscaping/ Image
5. Working environment / Indoor environment
6. Maintenance, repairs and replacements
7. Transport to and from site
8. Recruitment and retention of staff

## **1.8 SIGNIFICANCE OF THE STUDY**

According to Mazingo and Kopec (1994), it has taken Office Parks in countries such as Britain and America more than a quarter of a century and emphasis on occupiers' needs to evolve into the works of perfection that they are today. This is however not the case in Kenya where the first office park was developed less than four years ago, and as for the emphasis on occupiers' needs, inadequate efforts have been put into determining occupiers' needs.

This study aims at helping developers identify successful design features to repeat, identify redundant or unnecessary features, and identify problems to mitigate or reduce. The study also aims at helping property managers fine

tune the completed buildings as well as empower existing and prospective tenants to enable them negotiate building issues. Further research are also mentioned.

### **1.9 ORGANIZATION OF THE STUDY**

The research comprises of four chapters:

*Chapter One* is the introductory part of the study. It contains the problem statement, study hypothesis, study objectives, scope of the study and the study area, research methodology, and the significance of the study.

*Chapter Two* discusses the literature reviewed and the theoretical framework, which acts as a basis for the research. It includes the types of facilities offered by office parks that are being studied such as security provision, parking, catering, banking and leisure as well as management services, working environment, maintenance and repairs, transport to site and the occupiers' ability to recruit staff. It also discusses those facilities that need to be put in place.

*Chapter three* is the data presentation and analysis section. In this section, the information that is collected from the field is analyzed and presented in the form of graphs, tables, pie charts and plates among other methods. The responses of various groups of people to whom questionnaires were administered as well as oral interviews conducted are presented and analyzed. A summary of the findings is given and the problems encountered in the field are also mentioned. It also gives a background of the office parks as well as the population being studied.

*Chapter Four* gives the conclusions and recommendations made based on the results of the findings. Suggested areas of further research are also mentioned.

# Chapter Two

## Literature Review

"...everyone knows what plagiarism is until asked to give a definition. Then it seems, nobody knows" ... O'Brien (1997)



# Chapter Two

## Literature Review

*"...everyone knows what satisfaction is until asked to give a definition. Then it seems, nobody knows"... Oliver (1997)*

## 2.0 INTRODUCTION

This chapter provides an in depth knowledge on satisfaction. It begins by examining satisfaction in general then narrows down to tenant satisfaction. It looks at the facilities offered in office parks on whose basis satisfaction will be determined.

## 2.1 THE LANDLORD TENANT RELATIONSHIP

The landlord tenant relationship arises where one person who possesses either a freehold or leasehold property interest expressly or impliedly grants to another an estate in that property which is less than the freehold interest or for a shorter duration than the leasehold interest of the grantor as the case may be (Smith, 1989).

From the landlord's perspective, it's obviously better to have all units occupied all the time. Vacancies mean lost income while frequent tenant turn-over can mean big expenses for repairs and re-painting. And new tenants, when you get one, may not necessarily make timely payments or respect the property.

So to improve tenant retention, which is not an easy task, especially in markets where there are more units than demand, the landlord and his/ her employees should be:

- Accessible: meaning approachability and ease of contact;
- Communicative: informing the tenants in an understandable way and listening to them;
- Competent: possessing required skills (i.e. organizational and personal) and knowledge to perform the service;

- Courteous: comprises politeness, respect, friendliness of the service provider personnel;
- Credible: includes trustworthiness and honesty;
- Reliable: meaning that the service is performed with high accuracy and thoroughness every time;
- Responsive: the willingness of the landlord and his/ her employees to provide the service and how fast the service is provided;
- Understanding: meaning taking steps to know tenants better, learning their specific requirements, providing individual attention.

Even though the nature of the landlord-tenant relationships is often one of complaints and disputes, it doesn't have to be this way. Landlords can do their part, and the result can be satisfied tenants/ occupants and thus increased retention rates, fewer vacancies, and greater property values (Ronan, 2001).

## 2.2.0 SATISFACTION

In 1981, Oliver used the expectancy disconfirmation paradigm to define satisfaction. It states that, if performance exceeds expectations, customers will be positively disconfirmed (satisfied). On the other hand, if performance fails to meet expectations, customers will be negatively disconfirmed (dissatisfied). Customer expectations are formed on the basis of buyers past buying experience, statements made by friends and associates as well as marketer and competitor information and promises. In 1989, he proposed that expectations could be exceeded in two different ways:

- Where the level of performance is within a normal range (product was better than expected);
- Where the level of performance is surprisingly positive (one would not expect that the product would have performed so well).

In 1985, Fisk and Young applied the Equity Theory to customer satisfaction. This theory holds that individuals compare their input/output ratios with those of others and that the consumer will be satisfied if the net gain is perceived to be fair.

In 2001, Parker and Mathews defined satisfaction as a process of evaluation between what was received and what was expected

While there are several definitions of satisfaction, all containing significant differences they all share some common elements. When examined as a whole, three general components can be identified:

1. Satisfaction is a response (emotional or cognitive);
2. The response pertains to a particular focus (expectations, product, consumption experience, etc.); and
3. The response occurs at a particular time (after consumption, after choice, based on accumulated experience, etc).

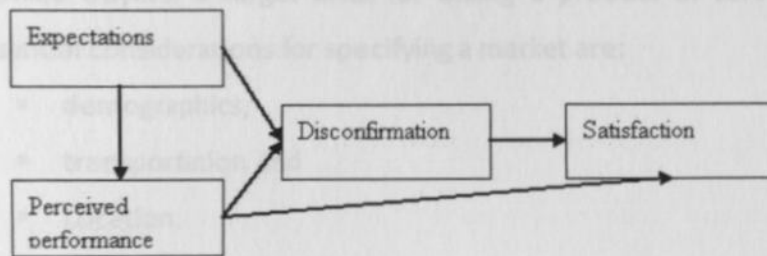
### **2.2.1 CUSTOMER SATISFACTION**

An early satisfaction research model introduced by Oliver and Swan demonstrates that customers report higher levels of satisfaction with purchasing experiences when the experiences themselves and after-sales service meet or exceed their prior expectations. In other words, customers compare the post-purchase and post-usage evaluation of a product with their expectations prior to purchasing in determining satisfaction.

As explained by the expectation disconfirmation theory, satisfaction is determined by the intensity and direction of the gap between expectation

and perceived performance. Customers are more likely to be satisfied if service performance meets (confirmation) or exceeds (positive disconfirmation) their expectations. Conversely, customers are more likely to be dissatisfied if service performance falls below their expectations (negative disconfirmation).

**Fig: 2.1: Diagram on Satisfaction Theory**



Source: Oliver (1977, 1980)

## 2.2.2 TENANT SATISFACTION

In this study tenant satisfaction will refer to the tenants/occupants expectations of what a commercial building environment should have met or even exceeded.

## 2.3.0 REAL ESTATE MARKET

### 2.3.1 REAL ESTATE

This is a legal term (in some jurisdictions) that encompasses land along with anything permanently affixed to the land, such as buildings, specifically property that is stationary or fixed in location. Real estate is often considered synonymous with **real property** (also sometimes called *realty*), in contrast with personal property (also sometimes called *chattel* or *personalty*). However, in some situations the term "real estate" refers to the land and

fixtures together, as distinguished from "real property," referring to ownership rights of the land itself.

### 2.3.2 MARKET:

This is a place where products and services are bought and sold; an area in which buyers and sellers come together for the purpose of trade which can be defined either geographically or by a profile ; a category of customers or profiled buyers; a target area for selling a product or service. The three essential considerations for specifying a market are:

- demographics,
- transportation and
- Location.

The main participants in real estate markets are:

- **Owner/User** - These people are both owners and tenants. They purchase houses or commercial property as an investment and also to live in or utilize as a business.
- **Owner** - These people are pure investors. They do not consume the real estate that they purchase. Typically they rent out or lease the property to someone else.
- **Renter** - These people are pure consumers.
- **Developers** - These people prepare raw land for building which results in new product for the market.
- **Renovators** - These people supply refurbished buildings to the market.
- **Facilitators** - This includes banks, real estate brokers, lawyers, and others that facilitate the purchase and sale of real estate.



The owner, user and renter compromise the demand side of the market, while the developers and renovators make up the supply side.

#### **2.4.0 OFFICE/ BUSINESS PARKS**

##### **2.4.1 OFFICES**

Burke (1980) defined it as a center for analyzing, receiving, exchanging or retrieving information which is communicated as between a professional and a client, between businesses or between the general public by face to face contact, telephone, telex.

##### **2.4.2 OFFICE/ BUSINESS PARKS**

Omondi (2007) defined office parks as an area in which a number of buildings are constructed together, often on landscaped grounds, with ancillary structures such as those housing health clubs and day care centers.

###### **2.4.2.1 CHARACTERISTICS OF OFFICE PARKS**

###### ***Location characteristics***

In making site selection decisions, operators must weigh the cost associated with the site against its business advantage.

Research conducted in the UK by Wootton in 1994 on the direction in which occupiers want to go indicates that business issues drive property decisions. Under "external business environment" the research cites the changes stemming from globalization and new communication and technology. Under "internal business environment" it notes that company politics are extremely important, as is the re-orientation of corporate cultures, a stronger emphasis on the customer, and new working methods such as hot-desking, hotelling and sales-hub operations. This research stresses that companies are thinking,

first, how best they can organize their business to adapt to these changes and, second, how this affects their occupation of the property. The property industry needs to accommodate these fast changing businesses, so flexibility is of paramount importance (Katie, 1994). Location is affected because companies are reviewing property more often and relocations are both more frequent and are over shorter distances.

Construction costs for office parks remain favorable compared to Central Business Districts (CBD) developments. Land values in these areas are down compared to those in the CBD. Their location offers easy access and on site storage facilities facilitating delivery of materials and this reduces the risk of delays in the construction process. Out of town sites are able to provide natural ventilation and lighting. This reduces both construction costs incurred in installation of artificial air conditioners and running costs of the building. However, air conditioners are usually provided "because occupiers remember having it when they worked in the CBD offices" remarks Parker, 1995.

Traditionally, office parks have been located at or near motorway junctions. As well as being near transport links, they also need to be fairly close to major conurbations to provide access both for employees and for clients.

The sites of office parks experience no or less pollution and noise compared to the CBD, this coupled with the often landscaping with lawns, ponds, pools, flower gardens and relaxing terraces gives a perfect working environment. A perfect working environment always impacts positively on productivity levels of the staff thus increases the output of a firm.

The locations of the office parks guarantee easy access to the private car owners thus no problems of traffic jams and congestion.

### ***Office parks offer the highest standards in office space***

Minimal or no refurbishments are usually carried out in the old CBD offices bringing about an ever declining office quality that is not able to cater for the current occupants' needs.

Flexibility is very essential in any kind of office establishment since it enables offices to react to occupiers' needs thus the ability to continuously manage the evolutions in these needs at present and in the future. The external appearance may be a good marketing tool, but the nitty-gritty of a deal reflects what the occupiers can do with it inside.

Parks have the best modern office space and are partitioned to ensure easy adaptation (flexibility) to the continuous changing business environment.

### ***Parking***

Up to mid- 1980s, town center developments had no or restricted car parking, which was one of the reasons why occupiers looked to the out of town market and business parks and developers may have to reduce floor space to resolve the problem (Fisher, 1995). But, reduction in the floor space constructed cannot possibly happen to already existing offices except for the new constructions to be put up.

Unlike in the CBD, office parks provide unconstrained adequate parking spaces that accommodate the occupiers and the visitors to the parks. A part

from the basement parking spaces, ample provisions are made for open parking too.

### **Security**

The office parks generally have perimeter fences demarcating their boundaries. Most of the parks have stone-walled fences that are topped with razor wires, spikes and or electric fences that protect the properties from trespassers.

In addition to the day and night guards paroling the office parks and manning the gate, they also have Closed Circuit Television (CCTV) installations and security alarms. These give the tenants confidence in the office parks.

### **Target market**

Office parks target mostly corporate tenants and professionals such as doctors, auditors, legal firms, and multi-national companies head quarters. These tenants have very highly skilled employees that prefer quiet office surroundings.

## **2.5.0 FACILITIES UNDER CONSIDERATION IN OFFICE PARKS**

1. Car park areas.
2. Amenities.
3. Management services such as:
  - Tenants complaints management.
  - Security provision.
  - Water Supply and Sewerage Services.
  - Electricity supply.
  - Refuse Collection and Disposal.
4. Landscaping/ Image.

5. Working environment/ Indoor environment.
6. Maintenance, repairs and replacements.
7. Transport to and from site.
8. Recruitment and retention of staff.

### 2.5.1 CAR PARK AREAS

Parking as part of an overall transportation system is one of the crucial issues of our times. As the number of automobiles increases exponentially, the need to house them in close proximity creates a challenging design problem. The parking garage or lot must foremost deal with the *Functional/Operational Requirements* - providing for safe and efficient passage of the automobile. This is a very complex challenge as automotive, engineering and traffic issues relative to site locations must be integrated to create the appropriate solution. Therefore designing the parking garage requires an *integrated design approach* of many professionals. Parking has often been reduced to the construction of the most minimal stand-alone structure or parking lot without human, *aesthetic* or integrative considerations. This has given parking a poor public perception and has frequently disrupted existing urban fabric. However, many architects, engineers, and planners have envisioned and constructed far more complex, aesthetic, and integrative structures. This should be the goal of good parking design. (McDonald, 2008)

Although parking garages can take many forms as stand-alone or part of a mixed-use structure, self-park or valet, and automated in urban or rural settings, all parking garages should seek to meet the following basic criteria:

### 1. Functional Requirements

The garage should account for the complex spatial needs of the driver and the automobile.

### 2. Structural Integration

The efficient integration of structure is crucial to maximum functioning of the garage.

### 3. Safety and Security

Safety and security of the people using the garage are of paramount importance.

### 4. Aesthetics

### 5. Signs and Way-finding within the garage.

## 2.5.2 AMENITIES

Amenities in the contexts of real estate may be defined as any tangible or intangible benefits of a property, especially those which increase the attractiveness or value of the property or which contribute to its comfort or convenience. They may also be defined as features of real property that enhance its attractiveness and increase the satisfaction of the occupant or user, even though the feature is not essential to the property's use.

According to Gregorits (1992), the area of amenities provision has especially become a 'hot' topic, in the office park market, with tenants often demanding that some amenities be put into the lease. They want a guarantee that the



amenity package will be in place when they move in and remain through the lease term.

One of the major amenities sought is on-site food service. Employers want to be sure their employees can have lunch within an allotted time frame at a reasonable price, and many top-level executives don't have time to go out of their way for lunch. But more importantly, today, fewer companies are subsidizing meals or taking on the expense of installing cafeteria service. Tenants therefore are looking for on-site eating facilities.

Another example of an amenity issue negotiated into lease documents is the availability of conference facilities. Companies are finding the need for additional employee training and seminars. Due to the cost of off-site conference space, many tenants are looking for buildings that provide conference rooms for their use.

Another leading amenity sought today is child care facilities. With the emergence of the two-income family, daily child care has become a necessity. Throughout the country, the demand for work-site childcare is increasing as parents recognize the convenience and assurance of working near their children. Employers feel that having access to child care facilities helps them attract and retain quality employees.

Finally, a tenant relations program is another amenity that is fast becoming very popular. Tenants' appreciation events, newsletters and other site-wide activities, such as holiday food or toy drives, help to foster a sense of community among tenants.

### **2.5.3 MANAGEMENT SERVICES**

According to The Landlord and Tenants (Shops, Hotels and Catering Establishments) Act Cap 301, section 2, the term services in respect of any tenancy means the use of water, light or power, conservancy, sewerage facilities, sweeper, watchman, telephone or other amenity or facility available to the tenant, save and except the supplying of meals, and the right of access to any place or accommodation accorded to the tenant by reason of his occupation of the premises comprised in the tenancy.

For purposes of this study only the following services shall be considered due time and resource constraints:

- Tenant complaints management
- Security provision
- Water supply and sewerage services
- Electricity supply
- Refuse Collection and Disposal

#### **2.5.3.1 TENANTS' COMPLAINTS MANAGEMENT**

According to the Walsall Mediation Service a complaint is a situation that involves a person who believes that they have been aggrieved and it requires a response which will provide some kind of redress.

A complaint can also be defined as any expression of dissatisfaction (with an organization) whether justified or not. Complaints should not be viewed negatively, but as a source of rich customer feedback and an opportunity to identify how to improve performance. Handling complaints fairly is not just about processes and time limits. It is also about the culture within a firm and

the behaviors and attitudes of staff when receiving complaints and deciding what actions to take.

Complaint management (CM) encompasses techniques, processes and systems that lessen the chance of consumers having problems and allow businesses to respond fairly, efficiently and effectively when complaints arise. These initiatives attempt to *anticipate and prevent* problems and complaints from arising, promptly and appropriately *address complaints through internal processes*, and when internal complaints-handling processes prove insufficient, resolve disputes fairly, effectively and efficiently through *external private dispute resolution approaches*.

This however does not mean that all complaints should be upheld. It is about having fair, consistent and prompt investigation, decision making, and redress which should be embedded in well documented procedures. Effective and prompt analysis of the root causes of complaints, and a commitment to remedying such causes, can help ensure a lesser number of dissatisfied tenants.

### 2.5.3.2 SECURITY PROVISION

Is the building secure? This is the question landlords should be thinking about. If the perception is that crime exists within a center, and if the perception is not handled quickly in an obvious fashion, customers will abandon the center, and tenants will strongly voice their dissatisfaction.

The landlord's employees and tenants spend a lot of time in the shopping center; that time should be safe, comfortable, productive and profitable.

## Physical security

Physical security describes measures that prevent or deter attackers from accessing a facility, resource, or information stored on physical media. It can be as simple as a locked door or as elaborate as multiple layers of armed guard posts.

### Elements and Design of Physical Security

The field of security engineering has identified three elements to physical security:

- Obstacles, to frustrate trivial attackers and delay serious ones;
- Alarms, security lighting, security guard patrols or closed-circuit television cameras, to make it likely that attacks will be noticed; and
- Security responses, to repel, catch or frustrate attackers when an attack is detected.

In a well designed system, these features must complement each other. There are four layers of physical security:

- Environmental design
- Mechanical and electronic access control
- Intrusion detection
- Video monitoring

The initial layer of security for a campus, building, office, or physical space uses *environmental design* to deter threats. Some of the most common examples are also the most basic - barbed wire, warning signs and fencing, concrete bollards, metal barriers, vehicle height-restrictors, site lighting and trenches.

The next layer is *mechanical* and includes gates, doors, and locks. Key control of the locks becomes a problem with large user populations and any user turnover. Keys quickly become unmanageable forcing the adoption of electronic access control. Electronic access control easily manages large user populations, controlling for user lifecycles times, dates, and individual access points. For example a user's access rights could allow access from 07:00 to 19:00 Monday through Friday and expires in 90 days.

To respond to alarms, and

The third layer is *intrusion detection* systems or alarms. Intrusion detection monitors for attacks. It is less of a preventative measure and more of a response measure, although some would argue that it is a deterrent. Intrusion detection has a high incidence of false alarms. In many jurisdictions, law enforcement will not respond to alarms from intrusion detection systems.

frequently coupled to the electronic access control system. Visitors are often

The last layer is *video monitoring* systems. Like intrusion detection, these are not much of a deterrent. Video monitoring systems are more useful for incident verification and historical analysis. For instance, if alarms are being generated and there is a camera in place, the camera could be viewed to verify the alarms. In instances when an attack has already occurred and a camera is in place at the point of attack, the recorded video can be reviewed. Although the term closed-circuit television (CCTV) is common, it is quickly becoming outdated as more video systems lose the closed circuit for signal transmission and are instead transmitting on computer networks. Advances in information technology are transforming video monitoring into video analysis. For instance, once an image is digitized it can become data that sophisticated algorithms can act upon. As the speed and accuracy of automated analysis increases, the video system could move from a monitoring system to an intrusion detection system or access control system. It is not a stretch to



imagine a video camera inputting data to a processor that outputs to a door lock. Instead of using some kind of key, whether mechanical or electrical, a person's visage is the key.

Intertwined in these four layers are people. Guards have a role in all layers;

- As patrols and at checkpoints,
- To administer electronic access control,
- To respond to alarms, and
- To monitor and analyze video.

Users obviously have a role also by questioning and reporting suspicious people. Aiding in identifying people as known versus unknown are identification systems. Often photo identification badges are used and are frequently coupled to the electronic access control system. Visitors are often required to wear a visitor's badge.

For example, the response force must be able to arrive on site in less time than it is expected that the attacker will require to breach the barriers; and persuading them that the likely costs of attack exceed the value of making the attack.

### **2.5.3.3 WATER SUPPLY AND SEWERAGE SERVICES**

The city of Nairobi has a growing problem of water supply which has its roots in the original choice of the site. Nairobi was not originally planned to be a large conurbation and the available water resource was sufficient only for a smaller population. To meet the growing demand, water has to be pumped from locations outside the city. However, apart from occasional water shortages, especially during the dry seasons, the basic problem has been one of distribution (Mazingira Institute, 1993, p. 10).



To address this problem the government recently decided to privatize the supply of water and sewerage services. Even though this has improved the situation, there is still a lot of ground to be covered in terms of efficient water supply and distribution.

This poses a great challenge to office parks since most of their prospective tenants from the city center are attracted to the office parks due to their promise of a reliable supply of water as compared to the central business district which was always plagued by shortages both artificial and natural.

The office parks proprietors can either meet this challenge by sinking a borehole, rain-harvesting, using recycled water as well as water saving fixtures and fittings.

The sewage produced in urban areas consists of waste water, industrial effluent, and storm water, which may enter sewers through faulty or damaged manholes. The inadequate capacity of existing treatment plants results in the disposal of untreated sewage into Nairobi River and other small streams. This poses a health hazard to users of such streams.

Nairobi's population is served by the existing waterborne sewerage system, which suffers from a number of problems, including poor maintenance, illegal connections, use of toilets for the disposal of garbage, and deliberate blocking of sewage pipes for irrigation. The remainder of the population is served by septic tanks, conservation tanks, or pit latrines, which contribute to the pollution of groundwater and of piped water owing to seepage into pipes when the pressure is low.

To combat this poor sewerage system, the office parks proprietors may invest in solid and liquid waste treatment facility, and use the recycled liquids for irrigation purposes, to further reduce cost of water.

#### **2.5.3.4 ELECTRICITY SUPPLY**

Most office park tenants do not keep the normal eight to five working hours, this is because they often have international clientele who they need to serve 24 hours. They therefore need a reliable supply of electricity.

In Kenya, Kenya Power & Lighting Company is the one and only supplier of electricity. Due to this monopoly, they often do not have enough electricity to meet all their clients' demands often resulting in artificial shortages so that at least all the clients get a bit of electricity at different times. This can be quite inconveniencing to businesses that need to keep in touch with their clients at all times.

To combat these shortages, office park managements may invest in standby generators, in case of blackouts. They may also invest in solar so as to reduce their electricity costs.

#### **2.5.3.5 REFUSE COLLECTION AND DISPOSAL**

Collection is the act of removing solid waste from the storage area at the source of generation, while disposal is the orderly process of discarding useless or unwanted material.

The collection and disposal of solid wastes in Nairobi has become increasingly infrequent. The Nairobi City Council has the responsibility of collecting and disposing of solid wastes. However, lack of resources, especially vehicles, and

the general apathy of residents have led to uncollected waste piling up in several parts of the city. Some private companies now operate, and privatizing waste collection has been considered as a possible remedial measure, but has not yet been adopted as official policy.

Office parks management usually use private waste collection and disposal companies because of their reliability as opposed to the Nairobi City Council whose lack of resources has made it very unreliable in the collection services. They may also employ the use of on-site incinerators to take care of non-toxic waste such as papers and foodstuffs.

#### **2.5.4 LANDSCAPING/ IMAGE**

Landscaping refers to any activity that modifies the visible features of an area of land, including but not limited to:

1. Living elements, such as flora or fauna; or what is commonly referred to as gardening, the art and craft of growing plants with a goal of creating a beautiful environment within the landscape.
2. Natural elements such as landforms, terrain shape and elevation, or bodies of water;
3. Human elements such as structures, buildings, fences or other material objects created and/or installed by humans; and
4. Abstract elements such as the weather and lighting conditions.

An attractive landscape is one of the main features which distinguish the office parks from the commercial buildings in the Central Business District (CBD). Indeed it is arguable that location, landscape and effective site security/management are the three main selling points in a successful business park. Certainly private sector developers have in the last five or six

years been placing an increasing emphasis on landscape architecture as a way of improving the appearance and facilities of their developments. Landscape is featured in marketing brochures, as it aids in letting and enhances property values.

### 2.5.5 WORKING ENVIRONMENT/ INDOOR ENVIRONMENTAL QUALITY

Although we design buildings and other structures to provide shelter from an often hostile outdoor environment, the shelter they provide is less than perfect. As we attempt to provide shelter and those many amenities and conveniences that make life more comfortable, we in many cases inadvertently and in other cases deliberately introduce a variety of contaminants that have the capacity to diminish the quality of our lives or pose moderate to significant health risk to occupants. (Godish; 2001)

Indoor environments have throughout the history of mans' housing attempts been contaminated by a variety of toxic or hazardous substances as well as pollutants of biological origin. The book of Leviticus chapter 14, verse 35-48 in the Old Testament of the Bible describes a "Leprous" house and what is to be done about it.

...*"37 If he finds bright green or reddish streaks on the walls of the house and the contamination appears to go deeper than the wall's surface, 38 he will leave the house and lock it up for seven days. 39 On the seventh day the priest must return for another inspection. If the mildew on the walls of the house has spread, 40 the priest must order that the stones from those areas be removed. The contaminated material*

will then be thrown into an area outside the town designated as ceremonially unclean. 41 Next the inside walls of the entire house must be scraped thoroughly and the scrapings dumped in the unclean place outside the town. 42 Other stones will be brought in to replace the ones that were removed, and the walls will be re-plastered. 43 "But if the mildew reappears after all these things have been done, 44 the priest must return and inspect the house again. If he sees that the affected areas have spread, the walls are clearly contaminated with an infectious mildew, and the house is defiled. 45 It must be torn down, and all its stones, timbers, and plaster must be carried out of town to the place designated as ceremonially unclean. 48 "But if the priest returns for his inspection and finds that the affected areas have not reappeared after the fresh plastering, then he will pronounce the house clean because the infectious mildew is clearly gone. " (Leviticus 14:35-48, NLT)

In the struggle to build cost-effective buildings, it is easy to forget that the ultimate success or failure of a project rests on its indoor environmental quality (IEQ). Healthy, comfortable tenants are invariably more satisfied and productive. Unfortunately, this simple, compelling truth is often lost, for it is simpler to focus on the first-cost of a project than it is to determine the value of increased user productivity and health. Buildings should be constructed with an appreciation of the importance of providing high-quality, interior environments for all users.



During the building design and development process, projects must have a comprehensive, integrated perspective that seeks to:

- 2.5.6.1 ▪ Facilitate quality Indoor Environment (IE) through good design, construction, and operating and maintenance practices;
- 2.5.6.2 ▪ Value aesthetic decisions, such as the importance of views and the integration of natural and man-made elements;
- 2.5.6.3 ▪ Provide thermal comfort with a maximum degree of personal control over temperature and airflow;
- 2.5.6.4 ▪ Supply adequate levels of ventilation and outside air to ensure indoor air quality;
- 2.5.6.5 ▪ Prevent airborne bacteria, mold, and other fungi through heating, ventilating, air-conditioning system designs that are effective at controlling indoor humidity, and building envelope design that prevents the intrusion of moisture;
- 2.5.6.6 ▪ Avoid the use of materials high in pollutants, such as volatile organic compounds (VOCs) or toxins;
- 2.5.6.7 ▪ Assure acoustic privacy and comfort through the use of sound absorbing material and equipment isolation;
  - 2.5.6.7.1 ▪ Control disturbing odors through contaminant isolation and careful selection of cleaning products;
- 2.5.6.8 ▪ Create a high performance luminous environment through the careful integration of natural and artificial light sources; and
- 2.5.6.9 ▪ Provide quality water.

**Note:**

Indoor Environment Quality (IEQ) encompasses indoor air quality (IAQ), which focuses on airborne contaminants, as well as other health, safety, and



comfort issues such as aesthetics, potable water surveillance, ergonomics, acoustics, lighting, and electromagnetic frequency levels.

## 2.5.6 MAINTENANCE, REPAIRS AND REPLACEMENTS

### Maintenance

This is the work necessary to maintain the original anticipated useful life of a fixed asset. It is the upkeep of property and equipment. It includes periodic or occasional inspection, adjustment, lubrication, cleaning (Non-janitorial), painting, replacement of parts, minor repairs and other actions to prolong service and prevent unscheduled breakdown. (Cotts; 2005)

### Repairs

Work to restore worn out or damaged property to normal operating condition. As a basic distinction, repairs are curative and preventative. Repairs can be classified as either minor (those associated with maintenance activities that do not exceed one or two working days per task.), or major (those that exceed two working days per task or are beyond the capability of the existing maintenance personnel. They can prolong the life of the property or equipment) (Ibid).

### Replacement

This is the exchange or substitution of one fixed asset for another having the capacity to perform the same function. Replacement may arise from obsolescence, wear and tear or destruction. In general, as distinguished from repair, replacement involves a complete identifiable item (Ibid).

In office parks, maintenance of the premises, repairs and replacements of worn out parts have to be carried out promptly so as to maintain the office parks impeccable image.

## 2.5.7 TRANSPORTATION

One of the earliest problems that Nairobi faced during its infancy period was that of traffic. It has been argued that in 1928 Nairobi was in fact the most motor-ridden urban centre in the world in proportion to its non-African population (Aduwo, 1990). Parking and speeding became major problems that were often discussed by the authorities.

Today transport in Nairobi can be split into five components:

- Private vehicles:

Private vehicles are almost exclusively reserved for the middle- and upper-income groups because of the high cost of purchase and maintenance.

- Buses:

The KBS, City Hopper and Double M which together have over 300 buses, operates commuter transportation mainly oriented towards the eastern part of Nairobi where low-income people live. Although the fares are quite low they are still high for the majority of residents.

- "Matatus":

The *matatu* is an African invention. Originally private taxis, they offer regular services with better frequencies than the bus service, thus providing a relatively quick means of transportation to the CBD and

2.3.3.1 increasing the accessibility of many of the outlying areas (Aduwo, 1990; Obudho, 1993b, pp. 91-109).

- Commuter trains;

Commuter trains were introduced by the Kenya Railway (Now Rift Valley Railways) to help ease transportation to the suburbs and this service was well received despite the high fares (Aduwo, 1990; Obudho 1993b, pp. 91-109).

- Taxis.

Taxis have little impact on the mass transportation systems in Nairobi, because they have primarily geared themselves to tourists (Ndegea, 1995).

Despite all these urban transportation systems, the majority of trips are still undertaken using non-motorized forms of transport, even over long distances.

The inherited transport patterns, together with the additional travel generated mainly by an increased population, exerted demands on the urban form and its infrastructure that they were ill equipped to meet.

Even though office parks were developed largely with motorists in mind it should be kept in mind that Kenya is still a developing nation and as such a majority of the workers are still in the middle to low income earners bracket many of whom owning a car is a distant if not unattainable dream. Therefore how this majority of workers get to work should be of major concern to the developers of office parks.

### **2.5.8 RECRUITMENT AND RETENTION OF STAFF**

Recruitment refers to the process of sourcing, screening, and selecting people for a job or vacancy within an organization.

Turnover occurs when employees leave. Unwanted employee turnover can have a negative impact on organizations, especially if those leaving are key to the success and continuity of the organization.

#### *Data Analysis & Presentation*

Retaining staff has benefits for organizations. Continuity and stability become part of the organization's culture, and staff feel they belong to and take pride in the organization. Skills and competencies are maintained in key areas and productivity is often increased.

There has been a general fear among prospective office park tenants that the perceived isolation of the office parks would cause them problems during employee recruitment as well as retaining the employees that they have and that this would impact negatively upon their business'.

### 3.3.0 INTRODUCTION

The field study set out to determine the levels of tenant satisfaction with facilities.

# Chapter Three

### 3.3.1 BACKGROUND OF STUDY AREA

## *Data Analysis & Presentation*

### 3.3.1.1 DEFINITION

*"In theory, theory and practice are the same;  
in practice, they aren't"*

...SANTA FE INSTITUTE

Service (1980) defines service as the act of analyzing, receiving, exchanging, or carrying information which is provided as between professional and client, between businesses or between the general public by face to face contact, telephone, telex.

### 3.3.1.2 DEFINITION OF OFFICE/ BUSINESS PARKS

According to the Merriam-Webster Online Dictionary an office park can be defined as "a planned development specially designed for office buildings and supportive facilities, such as restaurants. Some office parks, such as a research park or a medical services park, are designed to attract specific tenants."

Downard (2007) also defines an office parks as an area in which a number of office buildings are constructed together, often on landscaped grounds, with auxiliary structures such as those housing, health clubs and day care centers, or a group of separate, usually unified office establishments with supportive services and attachments developed on landscaped grounds and managed as a unit.

### 3.1.3 HISTORY OF OFFICE PARKS

## 3.0.0 INTRODUCTION

### 3.1.3.1 ORIGIN OF AMERICAN OFFICE/ BUSINESS PARKS

The field study set out to determine the levels of tenant satisfaction with facilities as well as management services offered in office parks, this chapter documents the results of the study.

## 3.1.0 BACKGROUND OF STUDY AREA

### 3.1.1 DEFINITION OF AN OFFICE

Gerald Burke (1980) defined it as a center for analyzing, receiving, exchanging, or retrieving information which is communicated as between professional and client, between businesses or between the general public by face to face contact, telephone, telex.

### 3.1.2 DEFINITION OF OFFICE/ BUSINESS PARKS

According to the Baron's Real Estate Dictionary an office park can be defined as a planned development specially designed for Office Buildings and supportive facilities, such as restaurants. Some office parks, such as a research park or a medical services park, are designed to attract specific tenants.

Omondi (2007) also defined an office parks as an area in which a number of office buildings are constructed together, often on landscaped grounds, with ancillary structures such as those housing, health clubs and day care centers, or a group of architecturally unified office establishments with supportive services and establishments developed on landscaped grounds and managed as a unit.



### 3.1.3 HISTORY OF OFFICE PARKS

#### 3.1.3.1 ORIGIN OF AMERICAN OFFICE/ BUSINESS PARKS

In America, office parks are a familiar site, lining highways so naturally that they seem like trees along a forest park.

According to Mozingo, America did not always look like this, before World War II, most corporations bunched in the downtowns of major cities. However, after the war, a corporate exodus to the suburbs ensued due to several reasons such as:

- Flush with capital, corporations needed more space to house the growing bureaucracies necessary to run their ever-more decentralized organizations.
- Top research and development scientists demanded work environments that resembled universities, and
- With the advent of the Cold War, American corporations worried they'd become targets if they remained in cities.

Moving to the suburbs was therefore the most viable solution to these corporations.

The designs of these new corporate developments reflected more than purely logistical concerns, for example during the Great Depression, corporations had an image problem. Americans caught in the grip of economic crisis came to see big business as domineering, paternalistic, and less than democratic.

The towering fortress-like skyscrapers and imposing urban factories occupied by most companies at the time helped reinforce these negative perceptions.

### 3.1.3.2 URBAN/ BUSINESS PARKS IN U.S.

To change the way the public viewed them, corporations landscaped their new headquarters in greenery, with ponds and twisting driveways in a bid to impress upon the public prestige and approachability. Top management could therefore isolate itself from labor and use pleasant landscaping to deflect attention from the “ugly results of managerial capitalism”.



*John Deere World Headquarters, Moline, Ill.*

*Photo by Louise Mozingo*



*PepsiCo World Headquarters, Purchase, N.Y.*

*Photo by Louise Mozingo*

*Source: Internet*

### 3.1.3.2 ORIGIN OF OFFICE/ BUSINESS PARKS IN UK

The first business parks in the UK were established in the early 1980's. At the time, considerable changes in the field of Information Technology meant that many firms wanted more flexible offices.

These schemes were based on research or industrial uses, which were not permitted in town centers and so tended to be located on the edge of industrial estates.

Early business parks, therefore, started out as trading estates. The move towards the current format of business parks was furthered by the relaxation of the use of class order. This meant that higher land values could be achieved for development on sites previously zoned for industrial use.

As a result, subsequent business park development was less constrained. Accessibility, together with close proximity to motorways, became increasingly important. However master planning remained unusual and mixed-use schemes prevailed. The consequent mix of office with industrial and distribution uses led to problems with congestion and image.

Since then, the sector has moved on and the business park can now provide highly accessible, master planned schemes located mainly on Greenfield sites by motorways.

The pattern of business parks in UK follows that of the USA, where the development cycle has now reached a new phase. Lower density schemes with predominantly office and/ or research-and-development uses together associated leisure and support services are the norm. (Kopec, 1994).

### 3.1.3.3 ORIGIN OF OFFICE/ BUSINESS PARKS IN KENYA

Envisaged by the Jockey Club of Kenya, the first office park in Kenya as well as East Africa, The Nairobi Business Park was completed in March 2003.

The club which owns 400 acres (1.6 km<sup>2</sup>) of land by the Ngong Road between Nairobi and Karen, decided to diversify their land use by restructuring their land portfolio. Some 30 acres of land was sub-divided from the main block of land and transferred into the joint ownership of the Jockey Club of Kenya and CDC Capital Partners and the Nairobi Business Park Ltd was formed to develop the site, with the Jockey Club of Kenya retaining a shareholding in the development.

The overall scheme included 30,000 square metres of lettable office space, to be developed in phases to suit market conditions. Phase 1 of the overall development was completed in March 2003 and consists of three office units. This phase includes 7,000 square metres of lettable space.

### 3.2 RESPONSES TO QUESTIONNAIRES

Table 3.1 shows the response rate of the questionnaires administered:

**Table 3.1: Response rate**

Respondent	Total number posted	Response	Percentage response(%)
Property managers	3	3	100
Office park tenants	45	37	82

Source: Field survey, 2008.

According to Mugenda (1999), a response rate of 50 percent is adequate for analysis and reporting, 60 percent is a good response while 70 percent is very good, while administering questionnaires.

### **3.2.1 RESPONSES FROM PROPERTY MANAGERS**

#### **3.2.1.1 CAR PARK AREAS**

All of the respondents stated that they allocated parking lots based on the usable floor space rented by the tenants. They also provided several other parking lots to cater for the tenants' clients and visitors.

#### **3.2.1.2 MANAGEMENT SERVICES:**

The researcher was only able to get information about the following services because the respondents/ property managers were not ready to divulge certain information being that it was against their firms' policies.

##### **3.2.1.2.1 WASTE COLLECTION AND DISPOSAL**

#### **3.2.1.2.1 TENANTS' COMPLAINTS MANAGEMENT**

The respondents said that they had a policy for tenants' complaints, but were not at liberty to divulge its details, however they stated that most of the complaints were handled within the week and that more often than not the tenants were always satisfied with the results.

##### **3.2.1.2.2 MAINTENANCE, REPAIRS AND REPLACEMENTS**

#### **3.2.1.2.2 SECURITY PROVISION**

The respondents said that they mostly used security firms as opposed to in-house security guards due to their professionalism, superior training, and better equipment and due to the fact that they often had guarantees in case of incidences.

### **3.2.1.2.3 WATER SUPPLY, SEWERAGE SERVICES AND ELECTRICITY SUPPLY**

All of the property managers said that their respective office parks had piped water supplied by the Nairobi Water and Sewerage Company, but to cut down on costs and to supplement the piped water they dug up bore holes onsite as per the regulations of the Public Health Act Chapter 242 Laws of Kenya.

The disposal of sewerage was also taken care of by the Nairobi Water and Sewerage Company.

To meet their electricity needs they had an electricity mains courtesy of Kenya Power and Lighting Company as well as a standby backup generator in the case of blackouts.

### **3.2.1.2.4 REFUSE COLLECTION AND DISPOSAL**

Their refuse collection from the tenants' premises was usually done at the end of the day or in certain cases at the tenants' request as the need arises. Refuse disposal was contracted to certain private companies due to their efficiency and competitive prices.

### **3.2.1.3 MAINTENANCE, REPAIRS AND REPLACEMENTS**

All maintenance practices, repairs as well as replacements in the office parks were carried out on a schedule according to the manufactures specifications, as need arises in the case of unforeseen breakdowns or due to tenants complaints after they had been examined and were found to merit the repair or replacement.



### 3.2.2 RESPONSES FROM TENANTS

#### 3.2.2.1 CAR PARK AREAS

More than two-thirds of the respondents said that they were very satisfied by the allocation parking lots for example in one of the office parks parking was provided on site to a ratio of one parking bay per 25 square metres of usable office space.

Table 3.2 Type of Security Services Provide.

They were also very satisfied with the security measures in place for lots and the fact that their client were also provide with an adequate number of parking lots.

General	2	5.4
Entry barriers	4	10.8
A minor problem	30	81

#### 3.2.2.2 AMENITIES

More than half of the respondents complained of merely adequate or poor amenities with just 60% saying that the available amenities were good.

More than two-thirds of the respondents said that they were unhappy with existing catering facilities, in one of the office parks there was nothing within walking distance and therefore one had to drive to get to a restaurant.

Shopping facilities fared even worse with 85% of the tenants claiming that their shopping facilities were inadequate. The tenants were even more disappointed by the fact that banking and leisure facilities did not exist or were not within walking distance of the office park.

A minor problem	3	8.1
-----------------	---	-----

#### 3.2.2.3.1 TENANTS' COMPLAINTS MANAGEMENT

More than three-quarters of the tenants have had cause to complain. The facilities most complained about were amenities at 65% followed by maintenance at 28% and finally by security at 7%.

However, more than three-quarters (93.7%) of the respondents were happy with the way their complaints were handled with only 6.3% stating that they felt that their complaints had been handled poorly.

### 3.2.2.3.2 SECURITY PROVISION

**Table 3.2 Type of Security Services Provide.**

Type of security	Frequency	Percent (%)
Part time controls	1	2.7
Patrols and cameras	2	5.4
Entry barriers	4	10.8
24-hour guards	30	81
<b>Total</b>	<b>37</b>	<b>100</b>

Source: Field survey, 2008.

Security services were provided by the park management. The most common security measures were a combination of 24-hour security patrols and Alarm Systems (81%), followed by entry barriers (10.8%) and finally a combination of patrols and cameras (5.4%).

**Table 3.3 Response on the Provision of Security Services.**

	Frequency	Percent (%)
Not a problem	34	91.9
A minor problem	3	8.1
A major problem	0	0
<b>Total</b>	<b>37</b>	<b>100</b>

Source: Field survey, 2008.

### 3.2.2.3.3 WATER SUPPLY, ELECTRICITY SUPPLY AND SEWERAGE SERVICES

Most tenants (91.9%) seemed satisfied with their office park's security measures. The prevalent feeling was that crime and vandalism was not a major issue and that the measures in place were adequate.

**Table 3.4 Suggested Areas of Improvement on the Provision of Security Services ?**

	Frequency	Percent (%)
None/ Fine as it is	30	81.1
More patrols	4	10.8
Security cameras	1	2.7
Entry barriers	2	5.4
<b>Total</b>	<b>37</b>	<b>100</b>

Source: Field survey, 2008.

More than three-quarters (81.1%) of the respondents stated that there was no need for improvements on the current security measures. However, of the improvement measures that were desired, the most sought after was more security patrols (10.8%), followed by entry barriers (5.4%) and then security cameras (2.7%).

### 3.2.2.3.3 WATER SUPPLY, ELECTRICITY SUPPLY AND SEWERAGE SERVICES

**Table 3.5 Level of satisfaction with water supply, electricity supply and sewerage services, refuse collection and disposal.**

	Percent (%)			
	Water %	Electricity %	Sewerage %	Refuse %
<b>Very satisfied</b>	91.89	0	10.81	80
<b>Satisfied</b>	9.11	86.49	8.11	20
<b>Neutral</b>	0	13.51	81.08	0
<b>Total</b>	100	100	100	100

Source: Field survey, 2008.

A majority of the tenants were satisfied by the supply of water and electricity, the sewerage services, telecommunication systems as well as the refuse collection and disposal facilities

### 3.2.2.4 LANDSCAPING/ IMAGE

Most of the tenants (89.2%) felt that the landscaping was very attractive, they also believed that their office park provide a good image for their company, a factor which was seen important by 83.8% of the respondents.

As to the relative ease of finding the office parks, more than three-quarters (89.2%) of the tenants stated that the office parks were easy to find and were well sign-posted, while only 10.8% felt that their visitors had difficulties in locating their office parks and some had to have maps printed to rectify this problem.

### 3.2.2.5 WORKING ENVIRONMENT / INDOOR ENVIRONMENT

**Table 3.6 Control over the working environment**

	Frequency	Percent (%)
Ventilation	7	18.9
Temperature	8	21.6
Lighting	24	64.6
Noise	16	43.2

Source: Field survey, 2008.

A large number of the respondents (78%) were not happy with their working environment; this is due to the floor plans which favored open plan offices. Even though the open plan offices enabled efficient utilization of space, flexibility, ease of communication and lower life cycle costs, it offered very limited audio-visual privacy and even more limited environmental control.

Total	37	100
-------	----	-----

### 3.2.2.6 MAINTENANCE, REPAIRS AND REPLACEMENTS

**Table 3.7 Satisfaction with the level of maintenance and repairs**

	Frequency	Percent (%)
Excellent	14	37.8
Good	11	29.7
Adequate	12	32.4
Total	37	100

Source: Field survey, 2008.

While 37.8% of the respondents found the level of maintenance and repairs to be excellent and 29.7% found the levels to be good, only 32.4% of the respondents found the levels of maintenance and repairs to be adequate.

### 3.2.2.7 TRANSPORT TO AND FROM SITE

**Table 3.8 Method of transport used?**

	Frequency	Percent (%)
Public	20	54
Private	17	46
Total	37	100

Source: Field survey, 2008.

**Table 3.9 Frequency of Public Transport Service**

	Frequency	Percent (%)
Limited/ poor	20	54.1
Peak hours only	11	29.7
Reasonable	6	16.2
Total	37	100

Source: Field survey, 2008.

**Table 3.10 Distance from bus-stop to office park**

	Frequency	Percent (%)
Nearby	7	18.9
Far away	30	81.1
Total	37	100

Source: Field survey, 2008.

Getting to and from the office parks seemed to be a problem at all times. This is because a majority of the tenants (54%) commute to and from work by use of public transport, and while the office parks were on the local bus routes,



services were often limited or restricted to peak hours only. Also the bus-stops were often a long distance away from the office parks.

### 3.2.2.8 RECRUITMENT AND RETENTION OF STAFF

**Table 3.11 Effect of the tenants Location in Office Parks to Their Recruitment of Staff**

	Frequency	Percent (%)
Yes	4	10.8
No	33	89.2
Total	37	100

Source: Field survey, 2008.

The recruitment problems that many thought would be caused by the perceived isolation of office parks were disapproved by this research. 89.2% of the respondents insisted that they had no difficulty at all when it come to staff recruitment and retention because of their office parks location, as a matter of fact, a large number felt that it was one of the major factors influencing the retention of their staff.

### 3.3 SUMMARY OF FINDINGS

While some tenants found something to complain about, the predominant feeling is one of satisfaction with the facilities and services in the office parks.

This general feeling of satisfaction is borne out by the fact that more than two-thirds (89.2%) of the respondents expected to renew their lease at the end of their terms and very few (3%) anticipated that their space requirements would reduce, while quite a number forecasted the need for

additional accommodation. 67.6% stated that they would be more than happy to recommend their office parks to other prospective tenants.

### **3.4 TEST OF HYPOTHESIS**

This study hypothesized that “The gap between the tenants expected performance and the experienced performance (Perceived performance) of the office parks is very large due to the relative newness of the office park submarket in Kenya’s real estate market.

### *Conclusions & Recommendations*

The findings from the data analyzed however showed that even though a portion of the tenants had genuine grievances, a majority of the tenants felt that their expectations had been met if not surpassed. Therefore the researcher found the hypothesis to be false and failed to reject it.

## 4.0 INTRODUCTION

This chapter presents conclusions and recommendations of the study made in the light of the study's objectives. The objectives of this study were as follows:

- a) To identify the facilities available in Office Parks in the Eastern Cape
- b) To examine the difficulties faced by the tenants in their day-to-day work

# Chapter Four

## *Conclusions & Recommendations*

To highlight areas that may need to be improved on in the Office Parks in the Eastern Cape

*"... the end and the beginning were always there before the beginning and after the end."*

*...Anonymous.*

## 4.1 CONCLUSIONS

### 4.1.1 ADEQUACY OF FACILITIES AVAILABLE IN OFFICE PARKS FOR TENANTS PURPOSES

Achieving tenants satisfaction is critical for property managers who desire to reduce the costs of high turnover, as this not only generates positive effects for the landlord but also the tenants.

A large percentage of the respondents found the facilities provided in the office parks to be excellent. They also found the office environment to be pleasant and well designed. However, there were a few grumbles here and there about the acceptability of the noise, light and ventilation levels, and also about their lack of control over their indoor environment.

## 4.0 INTRODUCTION

This chapter presents conclusions and recommendations of the study made in the light of the study's objectives. The objectives of this study were as follows:

- a) To establish whether the facilities available in the Office Parks are adequate for the tenants' purposes.
- b) To examine the difficulties faced by the tenants in their day-to-day use of the premises.
- c) To highlight areas that may need to be improved on in the Office Parks.

## 4.3 RECOMMENDATIONS

### 4.1 CONCLUSIONS

#### 4.1.1 ADEQUACY OF FACILITIES AVAILABLE IN OFFICE PARKS FOR TENANTS PURPOSES

Achieving tenant satisfaction is critical for property managers who desire to reduce the costs of high turnover, as this not only generates positive effects for the landlord but also the tenants.

A large percentage of the respondents found the facilities provided in the office parks to be excellent. They also found the office environment to be pleasant and well designed. However, there were a few grumbles here and there about the acceptability of the noise, light and ventilation levels and also about their lack of control over their indoor environment.

Tenants' complaints management:

The property management should:

- \* Make themselves more readily available to the tenants.

#### 4.1.2 DIFFICULTIES FACED BY TENANTS IN THEIR DAY-TO-DAY USE OF THE PREMISES

The most glaring difficulty that the tenants faced was the lack of restaurants within walking distance. This situation causes tenants great inconvenience at lunchtime, forcing them to either make their own in-house arrangements or to drive out for lunch.

The other difficulty was the fact that the bus stops were often a distance from the office parks forcing the tenants who commuted to the office parks using public means to walk long distances to get to the office parks.

#### 4.3 RECOMMENDATIONS

From the findings and conclusions that have been made, the following measures are recommended;

##### Amenities

From the findings presented on chapter three, the importance of greater emphasis on amenities was illuminated. This was especially so with the restaurants. It was the amenity that most of the respondents were dissatisfied with. The management should therefore find a way of bringing the restaurants within the office parks. Another solution would be for the tenants to organize their own in house food facilities.

On management services such as:

##### Tenants' complaints management

The property management should:

- Make themselves more readily available to the tenants.

- Avail a complaint policy to all tenants so that they know how to go about making their complaints in a manner suitable to both parties.
- Describe the actions taken by the management in the event of a complaint.
- Give a factual, clear, concise and complete picture of the essential circumstances.
- Answer all questions fully.
- Give due consideration to points of view put forward by the complainant.
- Respond promptly.
- Be willing to admit error if it is the case and show that they are prepared to make a fresh decision
- Consider if complaints expose inadequacy in policy or procedures that need to be fixed promptly to avoid repeat complaints.

#### **Security provision**

- Landlords should make security more visible.
- Provide the security staff with customer service training.
- Require the staff to learn the names of all tenants.
- Provide associated services for the tenants for example after-hours escorts to the bus-stops for those tenants using public transport.

#### **Working environment / Indoor environment**

Most of the complaints about the working environment was the occupiers' limited control over their environment in terms of noise, lighting, ventilation and temperature. While there is no cost effective way of solving this problem, the researcher recommends change of the floor plans to closed floor plans as opposed to the open floor plans.



A study should be done on how new technology incorporated in such office

4.4 RESEARCH LIMITATIONS smart tele-communication systems improves on

1. Some tenants were uncooperative in filling the questionnaires, even after producing the government permit from the Office of the President. They claimed they were busy.
2. Other tenants agreed to fill the questionnaire but never got round to doing so, despite frequent reminders by the researcher, while some respondents lost the questionnaires.
3. Some respondents did not fill in certain parts of the questionnaire, making it difficult to carry out an analysis of these sections/questions.
4. The properties managers were not willing to have their firm's and respective properties names to be indicated in the research, the most common reason being that it was not company policy.

#### 4. 5 AREAS OF FURTHER RESEARCH

Due to time and financial constraints, the research was limited to the study of the following facilities: car park areas, amenities, Landscaping/ Image, Working environment / Indoor environment, Maintenance, repairs and replacements, Transport to and from site; management services such as: tenants' complaints management, security provision, water supply, electricity supply, refuse collection and disposal and the way they impact upon recruitment and retention of staff. The geographical coverage was also confined to the Nairobi.

A study should be done on how new technology incorporated in such office parks such as the state of the art tele-communication systems improves on the tenant satisfaction level.

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—Anonymous.

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# APPENDIX

## APPENDIX 1

### QUESTIONNAIRE TO PROPERTY MANAGERS

#### UNIVERSITY OF WAIKATO

#### DEPARTMENT OF REAL ESTATE & CONSTRUCTION MANAGEMENT

#### QUESTIONNAIRE ADMINISTERED TO OFFICE PARKS PROPERTY MANAGERS

##### Introduction

The objective of this questionnaire is to assess the level of tenant satisfaction in office parks. The information provided will be held in confidence and will strictly be for research purposes. Please answer all the questions.

##### Management services:

##### Tenants' Complaints

a. What do your tenants complain about? (Tick all that apply)

Parking	<input type="checkbox"/>	Utilities	<input type="checkbox"/>
Management services	<input type="checkbox"/>	Maintenance	<input type="checkbox"/>
Security	<input type="checkbox"/>	Cleanliness of estate	<input type="checkbox"/>
Service charge	<input type="checkbox"/>		
Other (please specify) <input type="checkbox"/>			

---

b. How do tenants complain to you? (Tick all that apply)

In person	<input type="checkbox"/>	Telephone	<input type="checkbox"/>
In writing	<input type="checkbox"/>	Email	<input type="checkbox"/>

Other (please specify)

APPENDIX 1

QUESTIONNAIRE TO PROPERTY MANAGERS

UNIVERSITY OF NAIROBI

DEPARTMENT OF REAL ESTATE & CONSTRUCTION MANAGEMENT

QUESTIONNAIRE ADMINISTERED TO OFFICE PARKS PROPERTY MANAGERS

**Introduction**

The objective of this questionnaire is to assess the level of tenant satisfaction in office parks. The information provided will be held in confidence and will strictly be for research purposes. Please answer all the questions.

**Management services:**

**Tenants' Complaints**

a. What do your tenants complain about? *(Tick all that apply)*

- |                               |                          |                       |                          |
|-------------------------------|--------------------------|-----------------------|--------------------------|
| Parking                       | <input type="checkbox"/> | Amenities             | <input type="checkbox"/> |
| Management services           | <input type="checkbox"/> | Maintenance           | <input type="checkbox"/> |
| Security                      | <input type="checkbox"/> | Cleanliness of estate | <input type="checkbox"/> |
| Service charge                | <input type="checkbox"/> |                       |                          |
| Other <i>(Please specify)</i> | <input type="checkbox"/> |                       |                          |
- 

b. How do tenants complain to you? *(Tick all that apply)*

- |            |                          |           |                          |
|------------|--------------------------|-----------|--------------------------|
| In person  | <input type="checkbox"/> | Telephone | <input type="checkbox"/> |
| In writing | <input type="checkbox"/> | Email     | <input type="checkbox"/> |

Other *(Please specify)*

Entry barriers

Tenants provide their own

Standby generators

b. How many security incidences did you experience within the past one year?

---

---

---

### Water supply and sewerage services

a. Where do you get you water supply from? (Tick all that apply)

Water company

Bore-holes

Rain water tanks

Others (Please specify)

b. How do you dispose of the refuse? (Tick all that apply)

Through the council

Through private companies

b. How do you get rid of the sewerage from the park? (Tick all that apply)

Septic tanks

Sewerage company

Others (Please specify)

---

---

c. What prompts the repairs? (Tick all that apply)

Electricity

a. What sources of power supply do you employ in the office parks? (Tick all that apply)

Hydroelectric power

- Wind power
- Solar power
- Standby generators
- Others (Please specify)
- 

Do you provide parking for the tenants customers?  
\_\_\_\_\_  
\_\_\_\_\_

**Refuse disposal**

a. How often do you collect the refuse from the office? (Tick all that apply)

- Hourly
- Daily
- Weekly

b. How do you dispose of the refuse? (Tick all that apply)

- Through the council
- Through private companies

**Maintenance repairs and replacements**

a. How often do you do your repairs?

---

b. What prompts the repairs? (Tick all that apply)

- Tenants' complaints
- As need arises
- Schedules

**Parking**

a. How do you allocate parking among the tenants? **TENANTS**

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UNIVERSITY OF NAJAF  
DEPARTMENT OF REAL ESTATE & CONSTRUCTION MANAGEMENT

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b. Do you provide parking for the tenants customers? **TENANTS/ OCCUPANTS**

---

---

The objective of this questionnaire is to assess the level of tenant satisfaction in office parks. The information provided will be held in confidence and will be used for the purpose of the research.

**Thank you for your co-operation with this project.**

**General**

1. Time in building

a. How long do you spend in the building during the day? (Please tick)

Hours	> 1	1-2	3-4	5-6	7-8	>8
-------	-----	-----	-----	-----	-----	----

b. Please rate the overall quality of the following areas: (Please tick)

Office:

Rate	1	2	3	4	5	Excellent
------	---	---	---	---	---	-----------

Grounds:

Rate	1	2	3	4	5	Excellent
------	---	---	---	---	---	-----------

Other (Please specify):

Rate	1	2	3	4	5	Excellent
------	---	---	---	---	---	-----------

APPENDIX 2

QUESTIONNAIRE TO OFFICE PARKS TENANTS

UNIVERSITY OF NAIROBI

DEPARTMENT OF REAL ESTATE & CONSTRUCTION MANAGEMENT

QUESTIONNAIRE ADMINISTERED TO OFFICE PARKS TENANTS/ OCCUPANTS

**Introduction**

The objective of this questionnaire is to assess the level of tenant satisfaction in office parks. The information provided will be held in confidence and will strictly be for research purposes. Please answer all the questions.

**General**

1. Time in building

a. How long do you spend in the building during the day? *(Please tick)*

Hours	> 1	1-2	3-4	5-6	7-8	>8
-------	-----	-----	-----	-----	-----	----

b. Please rate the overall quality of the following areas: *(Please tick)*

Office:

Poor	1	2	3	4	5	Excellent
------	---	---	---	---	---	-----------

Grounds:

Poor	1	2	3	4	5	Excellent
------	---	---	---	---	---	-----------

Other *(Please specify)*:

---

Poor	1	2	3	4	5	Excellent
------	---	---	---	---	---	-----------



## Facilities Under Consideration

### 1. Amenities

a. What amenities are available in the office park? (Please tick as many as apply)

- |                                  |                          |                          |
|----------------------------------|--------------------------|--------------------------|
| Banking Facilities               | <input type="checkbox"/> | <input type="checkbox"/> |
| Restaurants and pubs             | <input type="checkbox"/> | <input type="checkbox"/> |
| Health facilities and gymnasiums | <input type="checkbox"/> | <input type="checkbox"/> |
| Shopping facilities              | <input type="checkbox"/> | <input type="checkbox"/> |
| Movie theatres                   | <input type="checkbox"/> | <input type="checkbox"/> |
| Baby daycare centers             | <input type="checkbox"/> | <input type="checkbox"/> |
| Nature walks                     | <input type="checkbox"/> | <input type="checkbox"/> |
| Others (Specify)                 | <input type="checkbox"/> | <input type="checkbox"/> |

---

---

---

b. In your opinion, how well do the available amenities meet your needs?

(Please tick)

- |                 |                          |                          |
|-----------------|--------------------------|--------------------------|
| Not well        | <input type="checkbox"/> | <input type="checkbox"/> |
| Reasonably well | <input type="checkbox"/> | <input type="checkbox"/> |
| Very well       | <input type="checkbox"/> | <input type="checkbox"/> |

c. What other facilities would you like to be included into the office parks?

---

---

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---

## 2. Maintenance, Repairs and Replacements

a. How good is the maintenance?

Non existent

Poor

Adequate

Good

Excellent

b. What suggestions, if any, do you have for improving the way maintenance repairs and replacements are handled?

---

---

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---

c. How clean is the building? (Please tick)

Very dirty

Dirty

Neutral

Clean

Very clean

## 3. Management Services

### Tenants Complaints

a. Have you had cause to complain in the past? (Please tick)

Yes

No

Entry blockers

b. If yes, what was your complaint about? *(Please tick as many as apply)*

Parking

Amenities

Management services

Maintenance

Security

Cleanliness of estate

Service charge

Other *(Specify)*

c. What areas of security do you feel could be improved upon?

b. How do you rate the way your complaint was handled? *(Please tick as many as apply)*

Very good

Good

Fair

Poor

c. Do you have any suggestions on how your landlord can improve the way they deal with complaints?

\_\_\_\_\_

	1	2	3	4	5	6	7
Water supply							
Security							

**Security**

a. What kind of security does the office park management provide? *(Please tick as appropriate)*

24-hour guards

- Patrols and cameras
- Entry barriers
- Part time controls
- Perimeter fence
- None/ provide our own

**b. Is security a problem?**

- Yes
- No

**c. What areas of security do you feel could be improved upon?**

- None/ fine as it is
- More patrols
- Security cameras
- Perimeter fence
- Entry barriers
- Better lighting

**Water Supply, Sewerage Services and Electricity Supply**

a). How reliable do you find the supply of the following services? (Please tick as appropriate)

	Not Reliable			Neutral			Very Reliable
	1	2	3	4	5	6	7
Water supply	1	2	3	4	5	6	7
Sewerage service	1	2	3	4	5	6	7
Electricity supply	1	2	3	4	5	6	7

**Refuse Collection and Disposal**

a). What method of collection does the management use? (Please tick)

Chutes

Bins

Others (Please specify)

---

b). How frequent is the collection of refuse? (Please tick)

Hourly

Daily

Weekly

Others (Please specify)

---

\_\_\_\_\_ (Please tick as appropriate)

Ventilation Yes

No

Temperature Yes

No

\_\_\_\_\_ Yes

No

#### 4. Landscaping/ Image

a. How attractive do you find the landscaping? (Please tick)

Not attractive

Reasonable

Very attractive

Yes

No

b. What is the office park environment like at night? (Please tick)

Excellent/ good lights

Reasonable

Blak

\_\_\_\_\_

c. How important is the office parks image to your business? (Please tick)

Very important

Not important

d. Does the office park provide a good image for your business? *(please tick)*

Yes

No

e. Easy it easy for visitors to find?

Yes

No

### 5. Working environment/ Indoor environment quality.

a. Do you have any control over the components of the indoor environmental quality? *(Please tick as appropriate)*

Ventilation Yes  No

Temperature Yes  No

Lighting Yes  No

Noise Yes  No

b. Is there significant distraction from background noise? *(Please tick as appropriate)*

Yes  No

### 6. Transport to and from site

a. What method of travel do you frequently use, to get to work? *(Please tick all that apply)*

Private

Car

Public

Taxi



Company bus	<input type="checkbox"/>	Matatu	<input type="checkbox"/>
Motorcycle	<input type="checkbox"/>	Commuter Train	<input type="checkbox"/>
Walk	<input type="checkbox"/>	Bus	<input type="checkbox"/>

*Thank you for your participation in this survey.*

b. If you use public transport to the office parks, do they drop you *(Please tick one)*

- Into the office park
- Nearby
- Far away

c. What is the frequency of service of the public transport to the park. *(Please tick one)*

- Limited
- Peak hours only
- Reasonable

7. Does the fact that you are located in an office park adversely affect your recruitment and retention of staff?

- Yes
- No

8. Do you expect to renew your lease at the end of the term?

- Yes
- No

9. Would you recommend the office park to anyone else who was considering taking up tenancy?

- Yes

No

[ ]

**Thank you for your co-operation with this project.**