

**THE INFLUENCE OF INTERIOR DESIGN ON BUSINESS PERFORMANCE: THE
CASE OF SELECTED RESTAURANTS IN NAIROBI CENTRAL BUSINESS
DISTRICT, KENYA.**

BY

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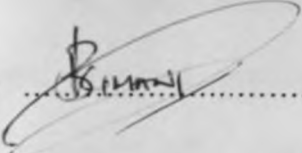
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**RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULLFILLMENT OF
THE REQUIREMENTS FOR AWARD OF DEGREE OF MASTER OF ARTS IN
PROJECT PLANNING AND MANAGEMENT OF THE UNIVERSITY OF NAIROBI.**

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DECLARATION

This Research Project is my original work and has not been presented for the award of a degree in any other university.

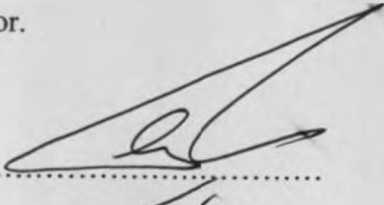
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DEDICATION

This Research Project Proposal is dedicated to my late father Stephen Kariuki Chege, for his inspiration and Love. Secondly, to my lovely wife, Ndanu Kilonzo Kimani for her moral support and love. Thirdly, I cannot forget my mother, Nancy Wambui Kariuki for her prayers, love and support. Lastly, to my brother Duvis Kariuki for his words of encouragement. All in all to God, the Author and Finisher of my Faith.

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LIST OF ABBREVIATIONS AND ACRONYMS

CID - Commercial Impacts of Design

DC - Design Council

NCIDQ - National Council for Interior Design Qualification

NCBD – Nairobi central business district

ABSTRACT

This study sought to establish the fact that distinctive interior environments enrich lives and deliver economic returns. The findings of this study were important implications on ways in which design is being utilized in the hospitality industries to promote efficiency, comfort and value to guests' experience. These areas, in turn, could positively contribute to businesses' well-being. This exploratory study investigated an area that to date, despite its fundamental importance, has received limited attention in different fronts, including in academic research. The research methodology of choice was mixed model research design; Quantitative and Qualitative approaches are mixed within the stages of the research process. The population of the study comprised of food outlets appearing under "restaurant" category in the 2012 Telkom Kenya Nairobi directory based within the Nairobi central business district. Krejcie and Morgan Formulae was used to select the sample for the study. Data was collected using questionnaires, informal interviews and observation schedule. In analyzing the data collected, the Statistical Package for Social Scientists (SPSS) computer software package was used because of its capacity to statistically analyze data with speed and accuracy.

The study established that the restaurants had complied with ergonomics requirement to improve human well-being as well as overall restaurant performance. The study further established that majority of the restaurants still are challenged to substantiate the value of branding in clear financial terms, thus they are not investing heavily on advertising campaigns. The study results indicated that majority of the restaurants play a wide genre of music that their customers like. The colours they are using in the restaurants are visually pleasant to their customers and that their lighting is moderately bright, beautiful and appealing to their customers. Majority of the restaurant do not treat design as an integral part of their business strategy that can add measurable value to their performance and create a more sustainable business for the future.

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The study concludes that majority of the restaurants had complied with most of the ergonomics requirements such as working environment been enabling to the disabled, furniture been comfortable to use, and work environment not cluttered with furniture and equipment. The study concludes that majority of the restaurants had acted in accordance to the ambience customers like such as wide genre of music and appealing colours. The study research further concludes that not all the restaurants had their lighting as bright, beautiful and appealing to their customers. On organisational strategies and goals, the study concludes that effective design can make an important contribution to business success. The study further concludes that majority of the restaurant should treat design as an integral part of their business strategy that can add measurable value to their performance and create a more sustainable business for the future.

The study recommends that restaurants should invest in interior design of their businesses; this is because it greatly influences the performance of restaurants within the retail industry. The study recommends on ergonomics that working counters should be made comfortable and working environment enabling for the disabled. The study recommends that on branding restaurant ought to participate in advertising campaigns often. The study recommends that restaurants should make their lighting as bright, beautiful and appealing to their customers. Finally the study recommends that restaurant should treat design as an integral part of their business strategy that can add measurable value to their performance and create a more sustainable business for the future. The researcher recommends that a similar study should be taken in a different geographical set up to verify the findings of this study. The researcher further recommends that future researchers should do research on customers' preference on Interior design of a business.

CHAPTER ONE

INTRODUCTION

1.1: Background to the study

This study sets out the current state of knowledge on design and its' role in driving business performance and productivity. This study sought to answer questions such as: how can design enhance value and productivity in an entrepreneurial endeavor, for example a start-up business or an existing business? Can design have a positive influence on your bottom line? Last but not least, does design mean good business?

If you are opening a new restaurant, owning an existing restaurant, or just came up with a restaurant business plan, you should give stress on looks of your restaurant business setup. Exterior and interiors both are important aspects, but your customers will spend more of their time inside your restaurant, so interior design consideration is more important, Ancills (2008).

Look and feel is a pleasing factor, in hospitality it is one of the most important factor. It can have positive effects on your restaurant business and provides proper returns of money invested in interior designing. Excellently designed interior of your restaurants provides a soothing and comfortable dining experience to your customers.

Ancills (2008) continues to say that it is true that walls, furniture, colours, paintings, lightings, and carpets all represent your restaurant. Together they make the visual impact of your restaurant. We can easily notice a single theme accepted by all key players of Restaurant and Cafe Industry. Take example of Nairobi Java House, Dormans or Savannah Coffee Lounge, you will find a common theme in every outlet of these restaurant chains. This common theme is in fact a part of their brand identity promotion.

This visual impact is the first appearance of your service offerings to your customer. Your interior designing theme will decide your customer's mood, that mood will decide their selection of cuisine presented in your menu, Nigel (2011).

Design that increases diversity amongst products, even without necessarily making one product objectively 'better' than another, helps businesses create niche markets. Where there are wide variations in taste and income it may make more sense to target a specific area of the market, potentially allowing firms to charge higher prices. But design will not always be this straightforward. As Johnson, Myatt (2004) note '...a design change may appeal to some consumers, while displeasing to others'.

1.2: Statement of the problem

This study sought to establish the fact that distinctive interior environments enrich lives and deliver economic returns. Any successful retail outlet has a strong brand personality that entices, impresses, encourages and reassures the customers. By creatively expressing the brand, products and image within well defined spaces, it not only enriches the customer experience but enhances the sales as well, Kramer (2011). Secondly, within the retail outlets, by applying ergonomic principles to the design of the restaurants, greater functionality can be achieved and yielding higher productivity but unfortunately this is seldom considered, Kramer (2011). Thirdly, entrepreneurs do not embrace the fact that Interior design environments that deliver economic returns, concerns itself with the visual or ambient enhancement of an interior space. This can be achieved by creating a clean, environmentally sustainable space with good acoustics, lighting and air quality, Mazarella (2011). Thus, this study sought to explore that interior design is practical, aesthetic, and conducive to intended purposes, such as raising productivity, selling merchandise, or improving life style. Fourthly, this study seeks to bring to light that Interior design is not a discipline that works in isolation;

in actual fact it is a multi-faceted profession in which creative and technical solutions are applied within a structure, to achieve a built interior environment that solves the customer's problems and links space to business strategies and goals, Mazarella (2011).

1.3 Purpose of the study

This study investigated the influence of Interior design on business performance of restaurants within the retail industry. Businesses exist to return measurable value to stakeholders and the aim is to identify, where possible, those designs factors that might make restaurant environments more productive, serving strategic purposes of the business, Commission for Architecture & the Built Environment and the British Council for Offices (2005).

1.4: Objectives of the study

The Research was guided by the following objectives, namely:

1. To establish how ergonomics influences business performance of restaurants within the Nairobi central business district, Kenya.
2. To determine whether branding incorporated within a retail business has influence on business performance of restaurants within the Nairobi central business district, Kenya.
3. To identify whether the ambience of an interior space has influence on business performance of restaurants within the Nairobi central business district, Kenya.
4. To verify how Interior Design when incorporated in the overall organizational strategies and goals influences business performance of restaurants within the Nairobi central business district, Kenya.

1.5: Research questions

1. What is the influence of ergonomics to business performance?
2. Is the link between branding and business performance a very strong one?
3. Do ambient conditions of a businesses' interior space influence business performance?
4. Does interior design when incorporated as an integral part of your business strategy, add measurable value to the bottom line and create a more sustainable business for the future?

1.6: Significance of the study

The rationale behind this study was to set out the current state of knowledge on design and its' role in driving business performance and productivity. This report sought to answer questions such as: how can design enhance value and productivity in an entrepreneurial endeavor, for example a start-up business? Can design have a positive influence on your bottom line? Last but not least, does design mean good business?

1.7: Delimitation of the study

This study focused mainly on the influence of interior design (independent variable) on business performance (dependent variable). The target population was Managers, employees and Customers of selected restaurants in Nairobi Central Business District, Kenya.

1.8: Limitations of the study

One limitation was to do with the extent to which the findings can be generalized beyond the cases studied. The number of cases was too limited for broad generalizations. However, the few cases represent rather different aspects of Interior design. Therefore, existing and prospective businesses can benefit from the findings. Further empirical evaluations, however,

are needed to replicate the findings in different surroundings. Secondly, because of the limited time and financial resources available, the research was conducted on a small size of population.

1.9: Assumptions of the study

First, the target population was willing to participate and respond whether through interview sessions or questionnaires. Secondly, the respondents were aware of what interior design entails. Thirdly, the respondents were not biased.

1.10: Definitions of significant terms

Interior design is a multi-faceted profession in which creative and technical solutions are applied within a structure to achieve a built interior environment that solves the customer's problems and links space to business strategies and goals. These solutions are functional, enhance the quality of life and culture of the occupants, and are aesthetically attractive.

Ergonomics interior design refers to the design of spaces that are useful and marketable to people with diverse abilities, efficient and comfortable, and with a minimum of fatigue. In addition, appropriate size and space is provided for approach, reach, manipulation, and use, regardless of the user's body size, posture, or mobility.

As noted by Bitner (1992), **ambient conditions** include background characteristics of the environment such as temperature, lighting noise, music and scent.

A **brand** is defined as a name, symbol, design or some combination of these, which identifies the product of a particular organisation as having a sustainable differential advantage, Shmitt (1999).

1.11: Organisation of the study

Design that increases diversity amongst products, even without necessarily making one product objectively 'better' than another, helps businesses create niche markets. This report seeks to establish the fact that distinctive interior environments enrich lives and deliver economic returns. Businesses exist to return measurable value to stakeholders and the aim is to identify, where possible, those designs factors that might make restaurant environments more productive, serving strategic purposes of the business.

This study will focus mainly on the influence of Interior Design (independent variable) on Business Performance (dependent variable). My target population will be Managers and Customers of selected coffee shops in Nairobi Central Business District, Kenya.

One major limitation has to do with the extent to which the findings can be generalized beyond the cases studied. The number of cases is too limited for broad generalizations. However, the few cases represent rather different aspects of Interior design. Therefore, existing and prospective businesses can benefit from the findings.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

According to Bitner (1992), the effect of physical design and décor elements on customers and workers is recognized by managers and mentioned in virtually all marketing, retailing and organizational behaviour texts. Yet, particularly in marketing, there is a surprising lack of empirical research or theoretically based frameworks addressing the role of physical surroundings in consumption settings. Managers continually plan, build change and control an organization's physical surroundings, but frequently the influence of a specific design or design change on ultimate users of the facility is not fully understood.

The objective of this chapter is to review some of the literature on design and business performance, and to develop a structure to organize and interpret this literature. The final part of this chapter will comprise of a Theoretical framework and a conceptual framework, a brief explanation of the relationship between the variables identified for study.

2.2 The influence of ergonomics to business performance.

According to the description of ergonomics approved by the International Ergonomics Association, ergonomics deals with the design of products and processes in order to improve '*human well-being*' as well as '*overall system performance*'. Improvement of human well-being can be considered as the social goal of ergonomics, which is important for the users of products and processes (consumers and workers) (Dul, 2000). Similarly, improvement of overall system performance can be considered as the economic goal of ergonomics, which is important for the management of an organization that develops, produces or uses products. Seldom considered, by comparison, are the practical applications of ergonomic intuition to

the design of the home. Ergonomically minded interior design produces living spaces that are not only "easier" to live in, but by virtue of this ease, facilitate "happier" living, Kramer (2011).

Stanton, Baber (2003) argue that whilst it may seem that ergonomics is cost effective to those in the profession, actual proof is hard to come by, having said that, the number of cases showing financial benefits of ergonomics is growing. The routes to demonstration of cost-effectiveness vary considerably. Some authors have demonstrated by way of case study, some by developing a business-case model, and some by a balance sheet approach, Stanton, Baber (2003). They continue to state that all of the contributions selected for publication in their special issue help to develop the case that Ergonomics interventions offer considerable benefits to the organisation in question, and these benefits include quantifiable, financial, outcomes.

Beevis, Slade (1970) argued that there was barely any evidence that justified ergonomic interventions on a financial basis. They proposed that justification for improvement in human-machine systems performance, although necessary, is not sufficient without supporting cost-benefit analyses. In 1970, they found less than 20 examples that represented the entire corpus on cost-benefit studies in ergonomics. These examples demonstrated improvements in productivity through better equipment design, reductions in mistakes and accidents, improvements in the design process through reduced time from concept to production, and increased sales through better designed products.

Hendricks (1992) argues that professional ergonomists need to put their proposals for ergonomic interventions in economic terms. To assist in this approach, Hendricks (1992)

outlines what the likely costs and benefits will be in an ergonomic intervention. This analysis may serve as a template for any ergonomic intervention. Under the cost side of the balance sheet he identifies: personnel costs, equipment and materials, disruption to normal working, and overheads. Under the savings side of the balance sheet he identifies: increased productivity, reduced errors and accidents, reduced training, reduced maintenance, reduced materials and equipment, and improved image of the company.

Karwowski (2005) states that the Human Factors discipline advocates systematic use of the knowledge concerning relevant human characteristics in order to achieve compatibility in the design of interactive systems of people, machines, environments, and devices of all kinds to ensure specific goals, Human Factors and Ergonomics Society (2004). Typically, such goals include improved (system) effectiveness, productivity, safety, ease of performance and the contribution to overall human well-being and quality of life.

3 The relationship between branding and business performance

Madden et al., (2006) in their journal of academy of marketing science begin by stating that corporate attention to branding has increased steadily and significantly since the publication of Aaker (1991) seminal work on the power of brands. Although corporate officers now may recognize branding as an important marketing activity, marketing executives still are challenged to substantiate the value of branding in clear financial terms Doyle (2000), Lehmann (2004). Conchar et al., (2005) comprehensive meta-analysis provides evidence of a significant positive relationship between a firm's advertising and promotion spending and the market value of the firm, thus supporting the linkage between a firm's brand-building activities and the financial performance of the firm.

Yeung, Ramasamy (2008) in their journal of brand management give an example of Mitchell et al., (2001) who surveyed 70 senior managers of industrial companies and confirmed

Shipley et al., (1993) finding that on average, industrial firms believe branding to be important towards realising corporate success.

Aaker et al., (2000) argue that the development of brands is the only way to remove oneself from a commodity status and price competition resulting in price premiums and consumer and trade loyalty. Not surprisingly, strongly branded companies are able to command a premium price among customers, thus reaping a higher profit margin.

Brand equity is said to have four dimensions: awareness, associations, perceived quality and brand loyalty, Aaker (1991). Each of these dimensions could influence business performance.

Brand awareness is key in consumer behaviour and related to a brand's presence in the consumers' relevant set. Thus, a well-known brand is more likely to be considered for purchase and therefore to its market performance, Laurent et al., (1995); Silk, Urban, (1978).

Brand association refers to any information linked to the brand node in the consumer's memory Aaker (1991). Researchers have found that brand associations have a positive influence on consumer choice, preferences and intention to purchase, their willingness to pay a price premium for the brand, accept brand extensions and recommend the brand to others Yoo et al., (2000); Cobb et al., (1995); Park et al., (1994); Agarwal et al., (1996) and Hutton (1997).

One of the prime determinants of customer satisfaction is perceived quality, and evidence has it that customer satisfaction is a direct driver of companies' profitability and stock performance Yeung, Ennew (2000). There is also evidence of a positive relationship between quality/satisfaction and retention Labarbera, Mazursky (1983) and Ennew, Binks (1996).

Loyalty is a key driving force for financial performance, greater brand loyalty among consumers leads to greater sales of the brand. The loyalty-buyer behavior link has an important impact on financial performance too because repeat customers are generally

cheaper to service than new customers Hallowell (1996). Loyal customers are also more profitable as they are the main source of repeat purchase and positive word of mouth Wirtz, Chew (2002) and Edvardsson et al., (2000).

2.4 Ambient conditions and its relationship to business performance

As noted by Bitner (1992), several authors have identified ambient conditions as a factor that affects perceptions of and human responses to the environment Baker (1987); Baker et al., (1988); Becker (1981); Russell, Snodgrass (1987). Ambient conditions include background characteristics of the environment such as temperature, lighting noise, music and scent.

A very limited number of empirical studies in consumer research confirm that ambient factors may influence customer responses. For example, in studies of restaurants and supermarkets, it has been illustrated that music tempo can affect pace of shopping, length of stay, and amount of money spent Milliman, (1986).

In another study, familiarity of music played in a department store setting was found to affect shopper's perceptions of how long the spent shopping, Yalch, Spangenberg (1988).

Whyte (1980) observed human activity in public spaces and found that even subtle changes in design (e.g., adding plants, providing comfortable perches) led to a rather dramatic increase in activity and utilization. Similar results might be achieved by examining the direction and flow of activities in a particular servicescape. For example, changes in the layout and furnishings of the service facility can be made to speed the flow of transactions, encourage particular forms of interaction between and among customers and employees, or provide opportunities for customers to linger. Turley, Miliman (2000) used the Berman, Evans (1995) approach to categorize atmospheric factors.

External Variables: The external variables include the storefront, marquee, entrances, display windows, building architecture, the surrounding area, and parking.

General Interior Variables: This category includes such variables as flooring/carpeting, lighting, scents and sounds, temperature, cleanliness, wall textures, and color usage. Numerous studies were found that dealt with interior variables and on customer's perceptions of these variables.

Overall perceptions of the general interior have been studied by Donovan et al., (1994), Akhter et al., (1994), Donovan, Rossiter, (1982), Ward et al., (1992), and Grossbart, et al., (1990). All of these studies found that general perceptions of the interior influenced behavior. Taken together, these studies indicate that perceptions of the interior influence approach/avoidance, time spent in the environment, and sales.

2.5 Interior Design as an integral part of your business strategy

Olins (1989) states that the purpose of design is not only to change the appearance of products or the workings of processes, the visual style of an organization affects its' positioning in the market. In essence, corporate purpose is made visible through design.

Swann, Birke (2005), begin by stating how on the occasion of its 50th Birthday, the Design Council in 1995 published a booklet with 50 different definitions of design offered by famous designers, business-people, politicians, and others. The designer Michael Wolff is quoted to say: "Design is a vision... Design is a process...Design is a result" Each of these three statements raises important and different economic issues.

When referring to vision, a business must continually adapt to its competitive environment, there are certain core ideals that remain relatively steady and provide guidance in the process of strategic decision-making. These unchanging ideals form the business vision. Secondly, design is seen as one of the main routes through which ideas are turned into innovations; a technique to harness or channel creativity for commercial advantage. Thirdly, design is the

route to competitive success, especially in the world market, or design is the route to competitive distinction.

Effective design can make an important contribution to business success. Treat design as an integral part of your business strategy and it can add measurable value to the bottom line and create a more sustainable business for the future - a view supported by research from the Design Council (Design in Britain 2004-5). 45% of companies that don't use design compete mainly on price. Where design is significant, only 21% have to compete on price. The UK's most successful businesses rate design as the second most important factor (after financial management) for success. Design opened new markets for 39% of companies where design is integral to their business. 67% of companies where design is integral introduced a new product or service in the last 3 years, compared to a UK average of just 32%.

Careful and creative management of the business may be able to contribute to the achievement of both external marketing goals and Interior organizational goals. The typology of service organizations combined with the theoretical framework suggests that the physical environment may assume a variety of strategic roles in services marketing and management. First, the servicescape provides a visual metaphor for an organization's total offering. In other words, the dimensions of the servicescape act as package, similar to a product's package, by conveying a total image and suggesting the potential usage and relative quality of the service, Solomon (1985). Yet, the care given to product package design is commonly lacking in service "package" design. Second, the servicescape can assume a facilitator role by either aiding or hindering the ability of customers and employees to carry out their respective activities. The floor plan, layout of equipment and equipment design can have a major impact on the ability of users to complete their tasks and achieve their service goals. As a facilitator, the servicescape can encourage and nurture particular forms of social interaction among and

between employees and customers. Finally, the physical environment can serve as a differentiator in signaling the intended market segment, positioning the organization, and conveying distinctiveness from competitors. Each of the roles can be shaped to a significant degree to support important services marketing and management objectives of the organization, Solomon (1985).

2.6 Theoretical Framework

2.6.1 The Economic and Commercial Impacts of Investments in Design

Relatively little work appears to have been done on the economic or commercial impacts of investments in design. Almost certainly this reflects the absence of an agreed definition of design, as this has hindered the collection of consistent and comparable statistics on these investments. There are however a number of studies which show at least associations between investments in, or commitment to design and superior business performance. These include the studies on the Commercial Impacts of Design by the Design Innovation Group of researchers at the Open University, Tether (2005).

2.6.1.1 Studies on the Commercial Impacts of Design (CID) by the Design Innovation Group¹⁶

The Design Innovation Group of researchers undertook a study of design and product development projects in 221 small and medium-sized firms. The CID study claims to have been the first to provide quantified information on the commercial returns to investing in professional design expertise at the product level. The researchers took great care to check that better design was the main reason for achieving the results reported and only 15% of firms said that factors other than design were responsible for the majority of the commercial outcome.

In summary, this research found out that of the design projects that were launched on to the market (i.e., implemented), 89% paid back their total project investment and made a profit. The average payback period was 15 months from product launch. Nearly half (48%) of the implemented projects recovered their total costs within a year or less of market launch and nearly 90% of the successful projects achieved payback within three years. The loss involved in those that failed was generally small, as most of the failures occurred prior to production starting. Of the projects that failed, the largest single cause was inadequate briefing of the design consultant, which was particularly a problem among smaller firms. Other problems included the failure to maintain adequate contact between the company and consultants and, in a minority of cases, the selection of an inappropriate design consultant. Where comparisons with previous, less design-oriented, products were possible, sales increased by an average of 41%.

Benefits included reduced manufacturing costs, stock saving, increased profit margins and improvements in a company's external image. Almost half the companies in the survey increased their use of professional in-house or consultant designers following their experience with the subsidised consultant. Significantly, many of the companies whose projects did not make a profit were sufficiently convinced about the importance of design that they too increased their spending on it. A third of the firms said that the consultancy project had improved attitudes towards design and, in particular, they felt that they had learned key design management skills, especially how to select, brief and manage professional designers. Overall, therefore, the firms achieved considerable returns for their investments in design. The authors are however cautious that investments in design might be seen as an easy cure-all means of improving business performance: The relationship between investment in design and business performance is complex and interactive. In other words business success and investment in design and product development are likely to be mutually reinforcing, while

poor financial performance and a failure to invest can lead to a cycle of decline. Investing in design and product development is likely to be a necessary, but not sufficient, condition for good business performance.” Roy et al., (1998).

2.6.1.2 The Danish Study on the Economic Effects of Design

One of the more sophisticated attempts to investigate ‘The Economic Effects of Design’ is that undertaken in 2003 by the Danish Design Centre in collaboration with a consultancy and Copenhagen University. This study involved a telephone survey of 1,074 Danish businesses with 10 or more employees and asked about their business performance and investments in design. It is important to stress that the study finds some associations between investments in design and superior performance, but not causal relationships. In other words, whilst design may lead to success, it is also possible that more successful firms tend to invest more heavily in design.

The study found that about half the Danish firms surveyed were investing in design, either through undertaking design Interiorly or buying design services from consultants, or indeed both. Comparing the performance of those firms that invested in design against those that did not, the study found that on average firms that invested in design tended to outperform those that did not invest in design in terms of sales growth and employment growth, although there was little difference in the export performance of the two groups. The best performing subgroup of firms was those that invested in design both Interiorly and externally – these firms experienced substantially faster growth in sales and employment than did those that did not invest in design, and also exported substantially more than those that did not invest in design. The Danish study also found that firms whose commitment to design was increasing tended to outperform – in sales growth and employment growth, but not exporting - those whose commitment to design was static or declining, Tether (2005).

The Danish study also examines performance according to the design 'ladder' developed by the Danish Design Centre. This ladder outlines four levels of commitment to design:

Non-Design - Design is an inconspicuous part of, for instance, product development and is performed by members of staff who are not design professionals. Design solutions are based on the perception of functionality and aesthetics shared by the people involved.

Design is Styling - Design is perceived as a final aesthetic finish of product. In some cases professional designers may perform the task, but generally other professions are involved.

Design as Process - Design is not a finite part of a process but a work method adopted very early in product development. The design solution is adapted to the task and focused on the end user and requires a multidisciplinary approach, e.g., involving process technicians, material technologists, marketing and organisational people.

Design as Innovation - The designer collaborates with the owner/manager in adopting an innovative approach to all – or substantial parts of – the business foundation. The design process combined with the company vision and future role in the value chain are important elements, Tether (2005).

The analysis shows that on average firms that see design as innovation and design as process tend to outperform – in sales growth, employment growth and exports as a share of sales – those that did not have a commitment to design although this does not prove that design causes superior business performance. One way of interpreting these results and the role of design in business performance is that investments in design increase the probability that the firm will be in the high performance sub-set of firms that create most new sales and jobs Tether, Massini, (1998).

These companies experience an increase in growth that is statistically significant. However, the analysis does not identify design as the sole contributor to higher revenue. Investment in design very likely presupposes a certain level of economic success due to the high cost of

investment. In turn, the revenue generated by the investment allows the company to reinvest in design. Focusing on design probably yields greater competitiveness because it promotes a more professional business approach. This is reflected in the fact that companies with a comprehensive approach to adopting design perform better, Tether (2005).

2.7 Conceptual Framework

Distinctive interior environments enrich lives and deliver economic returns. Within the retail outlets, by applying ergonomic principles to the design of the restaurants, greater functionality can be achieved and yielding higher productivity Kramer (2011). Furthermore, a strong brand personality that entices, impresses, encourages and reassures the customers should be creatively expressed within well defined spaces, it not only enriches the customer experience but enhances the sales as well, Kramer (2011). Thirdly, visual or ambient enhancement of an interior space can be achieved by creating a clean, environmentally sustainable space with good acoustics, lighting and air quality, Mazarella (2011). Fourthly, Interior design is profession in which creative and technical solutions are applied within a structure, to achieve a built interior environment that solves the customer's problems and links space to business strategies and goals, Mazarella (2011). Finally, various factors have been identified that affect entrepreneurial endeavours.

The following conceptual framework has been tabulated to show the relationship between the Independent and the Dependent variable. In addition, various indicators have been identified to support this.

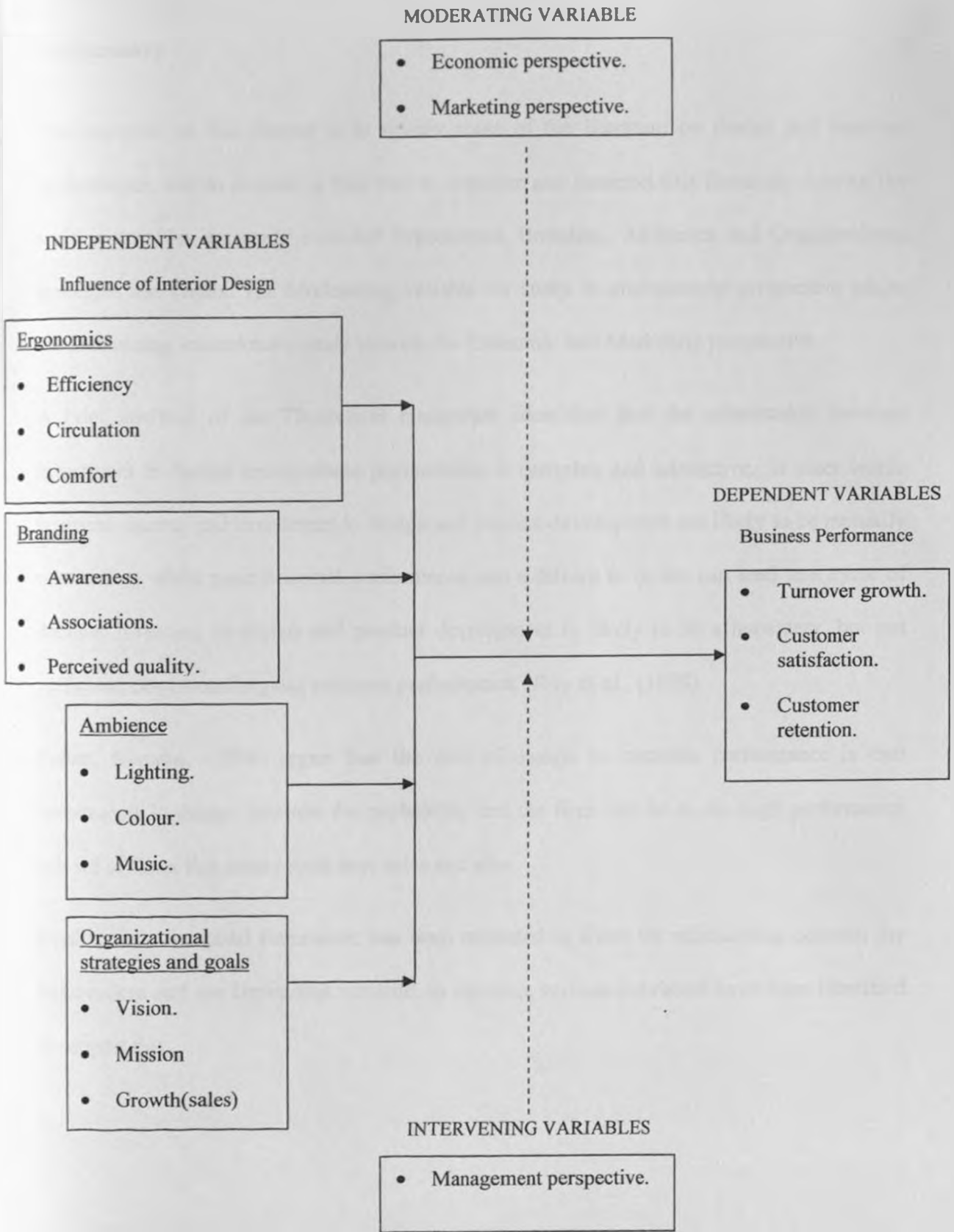


Figure 1: Conceptual Framework

2.8 Summary

The objective of this chapter is to review some of the literature on design and business performance, and to develop a structure to organize and interpret this literature. Among the various variables for study included Ergonomics, Branding, Ambience and Organisational strategies and Goals. The Moderating variable for study is Management perspective whilst the intervening variables for study include the Economic and Marketing perspective.

A brief analysis of the Theoretical framework identified that the relationship between investment in design and business performance is complex and interactive. In other words business success and investment in design and product development are likely to be mutually reinforcing, while poor financial performance and a failure to invest can lead to a cycle of decline. Investing in design and product development is likely to be a necessary, but not sufficient, condition for good business performance.” Roy et al., (1998).

Tether, Massini, (1998) argue that the role of design in business performance is that investments in design increase the probability that the firm will be in the high performance sub-set of firms that create most new sales and jobs.

Finally, the conceptual framework has been tabulated to show the relationship between the Independent and the Dependent variable. In addition, various indicators have been identified to support this.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The research design of choice was Mixed Model research design. The population of the study comprised of food outlets appearing under "restaurant" category in the 2012 Telkom Kenya Nairobi directory based within the Nairobi central business district. The sample frame was drawn from the total number of businesses on the streets for study namely; Kimathi, Mama Ngina, Tom Mboya, Koinange, Kaunda, Standard, Muindi Bingu, Loita, Kenyatta Avenue and Moi Avenue. The sample size of the population was determined using the Krejcie and Morgan formulae.

The methods of data collection applied ranged from survey to observation method while the tools intended for use were questionnaires, informal interviews and observation schedule.

Validity was accomplished by use of triangulation, using a variety of instruments to collect data. When a conclusion is supported by data collected from a number of different instruments, its validity is enhanced. On the issue of Reliability, split-half method was done by scoring two-halves of a test separately for each person and then calculating a correlation coefficient for the two sets of scores.

In analyzing the data collected, the Statistical Package for Social Scientists (SPSS) computer software package was used because of its capacity to statistically analyze data with speed and accuracy. The questionnaires were coded and categorized. They were also edited to ensure that there is accuracy and consistency in interpretation. The data was then summarized and presented in table form showing the frequencies and percentages. Percentages were used to simplify the numbers and facilitate interpretation and comparison.

Ethics in this research study was an integral part of the research planning and implementation process.

3.2 Research Design

The research design of choice was Mixed Model research design. Quantitative and Qualitative approaches were mixed within the stages of the research process.

3.3 Target Population

The target population (N) was the restaurant businesses in Nairobi Central Business District, Kenya. Heldal, Jentoft (2011) define the target population as the population of individuals that we are interested in describing and making statistical inferences about. The population of the study comprised of food outlets appearing under "restaurant" category in the 2012 Telkom Kenya Nairobi directory based within the Nairobi central business district.

The sample frame was drawn from the total number of businesses on the streets for study namely; Kimathi, Mama Ngina, Tom Mboya, Koinange, Kaunda, Standard, Muindi Bingu, Loita, Kenyatta Avenue and Moi Avenue.

Table 1: Population size per street

STREET	POPULATION
Kimathi	2
Mama Ngina	1
Moi Avenue	11
Kenyatta Avenue	2
Tom Mboya	4
Koinange	6
Kaunda	9
Muindi Bingu	2
Standard	3
Loita	1
TOTAL	41

(Source: Researcher)

The table above shows the summary of the population for the research study.

3.4 Sampling Procedure

A sample is a small proportion of a target population selected for analysis. Mugenda, Mugenda, (1999) define a sample as a smaller group obtained from accessible population to represent the whole subject. Wiersma, Churchill, (1995) explained that a good sample should be large enough so that a researcher can work with confidence that a different sample of the same size, if drawn using the same procedure can illicit the same similar and appropriate results. The usual purpose of educational research is to learn something about a large population of subjects by studying a smaller group of its subjects, called a sample. In this regard, a sample that has as many of the characteristics of the whole population as possible is essentially identified for a study.

According to Salant, Dillman (1994), the size of the sample is determined by four factors: How much sampling error can be tolerated, population size, how varied the population is with

respect to the characteristics of interest and the smallest subgroup within the sample for which estimates are needed. The sample size of a population of Forty one (41) businesses was determined using the Krejcie and Morgan formulae. The researcher sampled 1 employee and 2 customers per restaurant

Based on Krejcie and Morgan's (1970) table for determining sample size, for a given population of 41 restaurants, a sample size 36 restaurants was needed to represent a cross-section of the population, whereby 36 employees and 72 customers from each restaurant were targeted as respondents.

Table 2: Population and Sample size

STREET	POPULATION	SAMPLE
Kimathi	2	
Mama Ngina	1	
Moi Avenue	11	
Kenyatta Avenue	2	
Tom Mboya	4	
Koinange	6	
Kaunda	9	
Muindi Bingu	2	
Standard	3	
Loita	1	
TOTAL	41	36

(Source: Researcher)

The table above shows the summary of the sample for the research study.

3.5 Validity and Reliability

Validity is the degree to which a test measures what it purports to measure (Borg and Gall, 1989). Mugenda, Mugenda, (2009) reliability is a measure of the degree to which a research instrument yields consistent results on data after repeated trials. This was accomplished by use of triangulation, using a variety of instruments to collect data. When a conclusion is supported by data collected from a number of different instruments, its validity is enhanced.

On the issue of Reliability, split-half method was done by scoring two-halves of a test separately for each person and then calculating a correlation coefficient for the two sets of scores.

3.6 Methods of Data Collection

Data was collected using the survey and observation method. The researcher had designed questions to elicit answers to the issues raised in the research objectives. The researcher used closed and open-ended questionnaires and informal interviews. There were two sets of questionnaires, one for the management/employee and another for the customer. Informal interviews were used mostly on the customers as well as to verify the information in the questionnaires. When considering the observation method, the researcher investigated closely the behavioural characteristics of the employees and customers within the selected restaurants using the observation schedule.

3.7 Data analysis

In analyzing the data collected, the Statistical Package for Social Scientists (SPSS) computer software package will be used because of its capacity to statistically analyze data with speed and accuracy. The questionnaires will be coded and categorized. They will also be edited to ensure that there is accuracy and consistency in interpretation. The data will then be

summarized and presented in table form showing the frequencies and percentages. Percentages will be used to simplify the numbers and facilitate interpretation and comparison. Diagrams will also be used in depicting and describing the variables in the study.

3.8 Ethical considerations

The six norms of scientific research were borne in mind. They include use of valid research design that contributed to the well-being of the participant. Secondly, the researcher was competent to conduct the research. Thirdly, consequences of the research must were identified: procedures respected privacy, the researcher ensured confidentiality, maximized benefits, and minimized risks. Fourthly, the sample selection was appropriate for the purpose of the study, representative of the population to benefit from the study, and sufficient in number. Fifthly, the participants agreed to participate in the study through voluntary informed consent that, without threat or undue inducement, knows what a reasonable person in the same situation would want to know before giving consent and explicitly agreeing to participate. Lastly, the researcher informed the participants whether harm was to compensated.

3.9 Operationalisation of Variables

Indicators were denoted by the main variables under the study in order to render them measurable. The table below is a summary of this:

Table 3: Operationalisation of variables

Objectives	Variables		Indicators	Measurement	Measurement scale	Tools of Analysis	Types of Analysis
	Independent	Dependent					
To establish how ergonomics contributes to business performance.	Ergonomics	Business Performance. 1. Turnover growth. 2. Customer satisfaction 3. Customer retention.	1. Efficiency 2. Circulation 3. Comfort	1. Redesign of workstation to include anthropometric dimension of worker. 2. Ensure circulation within the working environment. 3. Avoid clutter.	Ordinal	Mean Standard Deviation	Descriptive Regression
To determine whether branding incorporated within a retail business has any influence on business performance.	Branding		1. Awareness. 2. Associations. 3. Perceived quality. 4. Brand Loyalty.	1. Sales margins. 2. Price premiums. 3. Customer satisfaction surveys. 4. Customer retention.	Ordinal	Mean Standard Deviation	Descriptive Regression
To identify whether the ambience of an interior space has an influence on Business performance.	Ambience		1. Lighting. 2. Colour. 3. Music.	1. Warm/cold. Dull /bright. 2. Bright or dull colours. 3. Genre of music.	Ordinal	Mean Standard Deviation	Descriptive Regression

To verify how Interior Design when incorporated in the overall organizational strategies and goals can contribute to Business performance.	Organisational Strategies and Goals		1. Vision. 2. Mission 3. Growth (sales)
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<ol style="list-style-type: none">1. Vision and mission statement.2. Innovations.3. Competitive distinction.	Ordinal	Mean Standard Deviation	Descriptive Regression
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3.10 Summary

The research design of choice was Mixed Model research design. Quantitative and Qualitative approaches are mixed within the stages of the research process.

The target population (N) was restaurant businesses in Nairobi, Kenya whilst the sample size (n) was the restaurant businesses in Nairobi Central Business District, Kenya.

Data was collected using the survey and observation method and the tools that were used were closed and open-ended questionnaires, informal interviews and observation schedule respectively.

Validity was accomplished by use of triangulation, using a variety of instruments to collect data. When a conclusion was supported by data collected from a number of different instruments, its validity is enhanced. On the issue of Reliability, split-half method was done by scoring two-halves of a test separately for each person and then calculating a correlation coefficient for the two sets of scores.

Last but not least, data was analysed using both qualitative and quantitative methods. In qualitative data analysis, data collected was organized, interpreted and conclusions made. In quantitative data analysis, data from structured questionnaires was edited for completeness and consistency before processing it. The results from the data analysis were presented using tables of frequencies and percentages.

Lastly, ethics in this research study was an integral part of the research planning and implementation process.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1: Introduction.

This chapter discusses the interpretation and presentation of the findings, the influence of interior design on business performance of restaurants within the retail industry. The researcher made use of frequency tables and percentages to present data.

4.2: Manager, Staff and Customers Back Ground Data

4.2.1: Response Rate

Table 4: Response Rate

	Manager and Staff		Customers	
	Frequency	% response rate	Frequency	% response rate
Non response	7	19.44%	12	16.67%
Actual respondents	29	80.55%	60	83.33%
Targeted respondents	36	100%	72	100%

In the table above the response rate for manager and staff were 80.55% and the response rate for customers was 83.33% this was found to be satisfactory for analysis to draw a valued conclusion. This was also consistent with widely held rule of thumb that a sample of 30 respondents and above is adequate for application of statistical tools proposed for this study. This complied with Mugenda and Mugenda (2003) who suggested that for generalization a response rate of 50% is adequate for analysis and reporting, 60% is good and a response rate of 70% and over is excellent. This commendable response rate was actualized

after the researcher made personalized visits to each restaurant to explain the importance of participating in the study.

4.2.2: Demographic Data

Table 5: Gender analysis

	Manager and Staff		Customers	
	Frequency	% response rate	Frequency	% response rate
Female	21	58.33%	15	25.0%
Male	15	41.66%	45	75.0%
Total	36	100%	60	100%

This shows that majority of the manager and staff were female 58.33% while male were just 41.66%. The study further revealed that majority of the customers were male 75% while female were just 25%.

4.2.3 Age Analysis

Table 6: Age analysis

	Manager and Staff		Customers	
	Frequency	% response rate	Frequency	% response rate
24-30 years	12	33.33%	13	21.66%
31-35 years	10	27.77%	17	28.33%
36-40 years	7	19.44%	12	20.0%
41-45 years	5	13.88%	9	15.0%
46-50 years	2	5.55%	6	10.0%
51years and above	0	0%	3	5%%
Total	36	100%	60	100%

The study sought to know the age of the manager and staff the study found that none of manager and staff was of age above 51 years while the majority of the manager and staff are of age below 24 years which is represented by 33.33%. The study further sought to know the age of the customers the study found that, 24-30 years, 31-35 years, 36-40 years, 41-45 years, 46-50 years were 21.66%, 28.33%, 20.0%, 15.0%, 10%, and 5% respectively. This shows that, majority of the customers are of age between 31-35 years.

4.2.4 Academic and Professional Qualification

Table 7: Academic and Professional Qualification

	Manager and Staff		Customers	
	Frequency	% response rate	Frequency	% response rate
KCSE certificate	10	27.77%	12	20.0%
Diploma	14	38.88%	18	30.0%,
Bachelor	9	25.0%	23	38.33%
Post graduate	3	8.33%	7	11.66%
Total	36	100%	60	100%

The study found that majority of the manager and staff held Diploma certificate as represented by 38.88%. Those manager and staff with KCSE certificate, Bachelor and Post graduate were represented by 27.77%, 25.0 and 8.33% respectively. From the analysis of the results it shows majority of the manager and staff are well educated and thus understood thoroughly the questionnaire.

The study sought the academic and professional qualification of the customers. The study found that KCSE certificate, Diploma, Bachelor, and Post graduate were 20.0%, 30.0%, 38.33%, and 11.66%, respectively. Thus majority of the customers 38.33% held bachelor degree.

4.3: Manager and Staff Results on Influence of Interior Design on Business

performance

Table 8: Manager and Staff Results on Influence of Interior Design on Business Performance

	Mean	Std Dev.
Ergonomics		
working environment enabling, and we are able to be proactive	3.880	0.121
furniture comfortable to use	3.770	0.211
the design of work environment is enabling for the disabled	1.194	0.276
work environment is cluttered with furniture and equipment	1.580	0.259
work counters are comfortable to work on	2.720	0.225
Branding		
We often participate in advertising campaigns	2.710	0.116
we offer quality in our your services	4.500	0.254
Quality services are the main attributes towards customer loyalty	4.434	0.119
Our prices are competitive	3.932	0.118
We have experienced growth in our customer base in the last quarter	2.580	0.206
We have been able to retain our older customers	2.511	0.254
Ambience		
Our lighting is very bright and appealing to our customers	3.127	0.207
The colours we use in the restaurant are very bright pleasant to our customers	4.440	0.150
We play a wide genre of music which our customers like	4.680	0.275
Organisational Strategies and Goals		
Vision statement highlight the importance of Interior design on business performance	2.380	0.123
Mission statement highlight the importance of Interior design on business performance	2.160	0.279
We aspire to grow as a business	3.720	0.211

We have competitive edge over and above our competitors	3.512	0.156
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4.3.1: Ergonomics and Business performance

The study found that the manager and staff agreed that working environment was enabling, and they were able to be proactive, and furniture were comfortable to use, each had a mean score of 3.880, and 3.770 respectively. The manager and staff moderately disagreed that work counters are comfortable to work on. The manager and staff disagreed that work environment is cluttered with furniture and equipment it had a mean score of 1.580. The respondents strongly disagreed that the design of work environment is enabling for the disabled and it had a mean score of 1.194.

4.3.2: Branding and Business performance

The respondents strongly agreed that they offer quality services, and it had a mean score of 4.500. The managers and staff agreed that quality services are their main attributes towards customer loyalty, and their prices are competitive, each of the factors had a mean score of 4.434 and 3.932 correspondingly. The respondents moderately agreed that they often participate in advertising campaigns, they experienced growth in their customer base in the last quarter and they have been able to retain their older customers. Each of the factors had a mean score of 2.710, 2.580, and 2.511 respectively.

4.3.3: Ambience and Business performance

The managers and staff strongly agreed that the type of music they play their customers like it, it had a mean score of 4.680. The respondents further agreed that the colours they use in the restaurant are very bright pleasant to their customers it had a mean score of 4.440. The respondents moderately agreed that their lighting is very bright and appealing to their customers which had a mean score of 3.127.

4.3.4: Organisational Strategies and Goals and Business performance

The respondents agreed that they aspire to grow as a business and they have competitive edge over and above their competitors, each had a mean score of 3.720 and 3.512 respectively. The respondents disagreed that the vision statement highlight the importance of interior design on business performance and mission statement highlight the importance of interior design on business performance. Each of the factors had a mean score of 2.380 and 2.160 respectively.

4.4: Customer Results on Influence of Interior Design on Business Performance

Table 9: Customer Results on Influence of Interior Design on Business Performance

	Mean	Std Dev.
Ergonomics		
In your opinion, do you think the restaurant has complied with ergonomic requirements? How would you rate the restaurant? (bear in mind the seating, circulation and other usable facilities to you as the customer)	3.880	0.192
Working environment enabling for the employees	3.960	0.230
Work environment is cluttered with furniture and equipment	1.640	0.223
Branding		
You are satisfied as a customer of this restaurant	3.720	0.250
The restaurant offer quality services	3.900	0.232
The restaurant prices are competitive	3.160	0.152
Ambience		
The lighting of this restaurant is descent and beautiful	3.440	0.110
The colour usage in this restaurant is appealing	4.760	0.165
The music played in this restaurant satisfactory	4.880	0.208
Organisational Strategies and Goals		
The innovations of this restaurant have appealed to you as a customer	3.560	0.152

The restaurant have a competitive edge over and above other competitors	3.400	0.240
The design convey a total image and suggesting the potential usage and relative quality of the service	4.440	0.110
Effective design can make an important contribution to business success	3.680	0.217

4.4.1: Ergonomics and Business performance

The customers agreed that working environment was enabling for the employees, and the restaurant had complied with ergonomics requirements, each had a mean score of 3.960 and 3.880 respectively. The customers disagreed that work environment was cluttered with furniture and equipment it had a mean score of 1.640.

4.4.2: Branding and Business performance

The customers agreed that the restaurant offer quality services and they are satisfied as a customer of their respective restaurant; each had a mean score of 3.900, and 3.720 respectively. The customers further moderately agreed that the restaurant prices are competitive which had a mean score of 3.160.

4.4.3: Ambience and Business performance

The respondents strongly agreed that the music played in their restaurant of choice was satisfactory, and the colour usage in their restaurant of choice is appealing, each of the factors had a mean score of 4.880 and 4.760 respectively. The respondents moderately agreed that the lighting of the restaurant of choice was descent and beautiful which had a mean score of 3.440.

4.4.4: Organisational Strategies and Goals and Business performance

The respondents agreed that the design convey a total image and suggesting the potential usage and relative quality of the service, effective design can make an important contribution

to business success and the innovations of the restaurant of choice is appealing to them as customers. Each of the factors had a mean score of 4.440, 3.680 and 3.560 respectively. The respondents moderately agreed that their restaurant of choice had a competitive edge over and above other competitors which had a mean score of 3.400.

4.5: Regression Analysis Results

4.5.1 Correlation Analysis

Two predictor variables are said to be correlated if their coefficient of correlations is greater than 0.5. In such a situation one of the variables must be dropped or removed from the model. As shown in table below, none of the predictor variables had coefficient of correlation between themselves more than 0.5 hence all of them were included in the model. The matrix also indicated high correlation between the response and predictor variables, that is, ergonomics, branding, ambience and organizational strategies and goals respectively.

Table 10: Pearson Correlation

	Ergonomics	Branding	Ambience	Organizational Strategies and Goals
Ergonomics	1.000			
Branding	.760	1.000		
Ambience	.746	.434	1.000	
Organizational Strategies and Goals	.634	.412	.469	1.000

4.5.2 Analysis of variance

The probability value (p-value) of a statistical hypothesis test is the probability of getting a value of the test statistic as extreme as or more extreme than that observed by chance alone, if the null hypothesis H₀ is true. The p-value is compared with the actual significance level of the test and, if it is smaller, the result is significant. The smaller it is the more convincing is the rejection of the null hypothesis. ANOVA findings in table 4.6 shows that there is correlation between the predictors variables (ergonomics, branding, ambience and

organizational strategies and goals) and response variable (Business Performance) since P-value of 0.00 is less than 0.05

Table 11: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	135.830	4	33.958	102.784	.000(a)
	Residual	29.404	89	.330		
	Total	165.234	93			

Predictors: (Constant), ergonomics, branding, ambience and organizational strategies and goals

Dependent Variable: Business Performance.

The above summary of the basic logic of ANOVA is the discussion of the purpose and analysis of the variance. The purpose of the analysis of the variance is to test differences in means (for groups or variables) for statistical significance. The accomplishment is through analyzing the variance, which is by partitioning the total variance into the component that is due to true random error and the components that are due to differences between means. The ANOVA analysis is intended to investigate whether the variation in the independent variables explain the observed variance in the outcome – in this study the business performance.

The ANOVA results indicate that the independent variables significantly ($F=102.784$, $p=0.001$) explain the variance in business performance. In this context, as have been presented in the table above, the dependent variable is the level of business performance while the independent or the predictors, ergonomics, branding, ambience and organizational strategies and goals.

Mainly the study was on dependent and independent relationship, a moderate multiple regression analysis was used. The multiple regression analysis is mathematically expressed as shown below: A multivariate regression model was applied to determine the relative

importance of each of the four variables with respect to the influence of interior design on business performance of restaurants within the retail industry

The regression model was as follows:

$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where:

y = Business Performance

β_0 = Constant Term

β_1 = Beta coefficients

X_1 = Ergonomics

X_2 = Branding

X_3 = Ambience

X_4 = Organizational Strategies and Goals

ϵ = Constant error

Regression equation and the predictor relationship

The established multiple linear regression equation becomes:

$$Y = 0.497 + 0.439X_1 + 0.685X_2 + .876X_3 + 0.506X_4$$

Where

Constant = 0.497, shows that if ergonomics, branding, ambience and organizational strategies and goals were all rated as zero, business performance of restaurant rating would be 0.497

$X_1 = 0.439$, shows that one unit change in ergonomics results in 0.439 units increase in business performance

$X_2 = 0.685$, shows that one unit change in branding results in 0.685 units increase in business performance of restaurant

$X_3 = .476$, shows that one unit change in ambience, results in .476 units increase in business performance of restaurant

$X_4 = 0.306$, shows that one unit change in organizational strategies and goals results in 0.306 units increase in business performance of restaurant

4.5.3 Regression coefficients

Table 12: Regression coefficients

	Un-standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.497	.167		2.980	.004
Ergonomics	.439	.212	.933	4.431	.000
Branding	.685	.142	.826	5.526	.000
Ambience	.476	.126	.793	5.895	.000
Organizational Strategies and Goals	.306	.073	.321	4.174	.000

4.6 Strength of the model

Analysis in table 4.6 shows that the coefficient of determination (the percentage variation in the dependent variable being explained by the changes in the independent variables) R^2 equals 0.822, that is, ergonomics, branding, ambience and organizational strategies and goals

explain 82.2 percent of the influence of Interior design on business performance of restaurants within the retail industry leaving only 17.2 percent unexplained.

4.7 Model Summary

Table 13: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
				R Square Change	F Change	df1	df2	Sig. Change	F
.907 (a)	.822	.814	.57479	.822	102.784	4	89	.000	

Predictors: (Constant), ergonomics, branding, ambience and organizational strategies and goals.

Adjusted R^2 is called the coefficient of determination and tells us how business performance of restaurants within the retail industry varied ergonomics, branding, ambience and organizational strategies and goals. From Table 4.5 above, the value of adjusted R^2 is 0.814. This implies that, there was a variation of 81.4% of business performance varied with ergonomics, branding, ambience and organizational strategies and goals at a confidence level of 95%.

CHAPTER FIVE:

SUMMARY OF THE FINDINGS, DISCUSSIONS, CONCLUSION AND RECOMMENDATION

5.1: Introduction

This chapter shows the summary of the research findings, conclusion, recommendation, and recommendation for further study.

5.2: Summary of the Findings

Table 14: Summary of the findings

Objective	Findings	Remarks
To establish how ergonomics influences business performance of restaurants within the Nairobi central business district, Kenya.	The study established that the restaurants had complied with most of the ergonomics requirements such as working environment was enabling, furniture were comfortable to use, work environment was not cluttered with furniture and equipment. The manager and staff moderately disagreed that work counters are comfortable to work on and the restaurant work environment was not enabling to the disabled.	Majority of the restaurants had complied with ergonomics requirement to improve human well-being as well as overall restaurant performance
To determine whether branding incorporated within a retail business has influence on business performance of restaurants within the Nairobi central business district, Kenya.	The study results showed that majority of the restaurant in Nairobi CBD offer quality services, and quality services is a main attribute towards customer loyalty. The study found out that majority of the restaurants do moderately participate in advertising campaigns. A few of the restaurants are able to retain	Majority of the restaurants still are challenged to substantiate the value of branding in clear financial terms, thus they are not investing heavily on advertising campaigns. One of the prime determinants of customer satisfaction is perceived quality.

	<p>their older customers and experienced growth in the last quarter.</p>	
<p>To identify whether the ambience of an interior space has influence on business performance of restaurants within the Nairobi central business district, Kenya.</p>	<p>The study result indicated that majority of the restaurants play a wide genre of music that their customers like. Secondly, the colours they are using in the restaurants are visually pleasant to their customers. The study further found out that in the majority of the restaurants, their lighting is moderately bright, beautiful and appealing to their customers.</p>	<p>Ambient conditions affect perceptions of and human responses to the environment and their behavior.</p>
<p>To verify how Interior Design when incorporated in the overall organizational strategies and goals influences business performance of restaurants within the Nairobi central business district, Kenya.</p>	<p>From the study, it is clear that design is not seen as one of the main routes through which ideas are turned into innovations; a technique to harness or channel creativity for commercial advantage. The study results indicated that majority of the restaurant in Nairobi CBD are not aware of the fact that effective design can make an important contribution to business success. Treat design as an integral part of your business strategy and it can add measurable value to the bottom line and create a more sustainable business for the future.</p>	<p>Majority of the restaurant do not treat design as an integral part of their business strategy that can add measurable value to their performance and create a more sustainable business for the future</p>

5.3 Discussions

5.3.1 The influence of ergonomics to business performance.

Ergonomically minded interior design produces living spaces that are not only "easier" to live in, but by virtue of this ease, facilitate "happier" living, *Kramer (2011)*. They continue to state that all of the contributions selected for publication in their special issue help to develop the case that ergonomics interventions offer considerable benefits to the organisation in question, and these benefits include quantifiable, financial, outcomes.

Responses from the study revealed that majority of the respondents are at ease when their work environment allows easy circulation. Secondly, most respondents cited that the furniture was comfortable to use comprising and this has lead to more customers in their restaurants. Thirdly, results revealed that most respondents agreed that the design of their restaurants was enabling to the disabled, this enabling environment also accommodates a particular market niche which contributes to growth in sales. Finally, results revealed that a majority of the respondents who were actually customer rated specific restaurant ergonomics as poor. The respondents gave various views such as uncomfortable furniture, poor circulation and lack of consideration for disabled people.

Beevis, Slade (1970) argued that there was barely any evidence that justified ergonomic interventions on a financial basis. They proposed that justification for improvement in human-machine systems performance, although necessary, is not sufficient without supporting cost-benefit analyses. However, from the findings above, I tend to disagree and say that there is evidence based on circulation, efficiency and comfort to both the staff and clientele.

5.3.2 The relationship between branding and business performance

Madden et al., (2006) in their journal of academy of marketing science begin by stating that corporate attention to branding has increased steadily and significantly since the publication of, Aaker (1991) seminal work on the power of brands. Although corporate officers now may recognize branding as an important marketing activity, marketing executives still are challenged to substantiate the value of branding in clear financial terms Doyle (2000), Lehmann (2004). Conchar et al., (2005) comprehensive meta-analysis provides evidence of a significant positive relationship between a firm's advertising and promotion spending and the market value of the firm, thus supporting the linkage between a firm's brand-building activities and the financial performance of the firm.

Results depicted that the respondents that did participate in advertising campaigns experienced growth in customer base in the last quarter. In addition, findings portrayed showed that most respondents who cited that the restaurant branding was good where more buoyant to come back the second time which in turn builds up towards customer loyalty.

From the findings, it is evident that loyalty is a key driving force for financial performance, greater brand loyalty among consumers' leads to greater sales of the brand. The loyalty-buyer behavior link has an important impact on financial performance too because repeat customers are generally cheaper to service than new customers Hallowell (1996). Loyal customers are also more profitable as they are the main source of repeat purchase and positive word of mouth

5.3.3 Ambient conditions and its relationship to business performance

As cited by Milliman, (1986) in studies of restaurants and supermarkets, it has been illustrated that music tempo can affect pace of shopping, length of stay, and amount of money spent.

Overall perceptions of the general interior have been studied by Donovan et al., (1994), Akhter et al., (1994), Donovan, Rossiter, (1982), Ward et al., (1992), and Grossbart, et al., (1990). All of these studies found that general perceptions of the interior influenced behavior. Taken together, these studies indicate that perceptions of the interior influence approach/avoidance, time spent in the environment, and sales.

Results revealed that most of the restaurants that scored high in regard to ample natural and artificial lighting, suitable colour and appealing music recorded a high customer base which equates to time spent in the environment, and sales.

5.3.4 Interior Design as an integral part of your business strategy

Interior Design when incorporated in the overall organizational strategies and goals influences business performance of restaurants within the Nairobi central business district, Kenya.

Olins (1989) states that the purpose of design is not only to change the appearance of products or the workings of processes, the visual style of an organization affects its' positioning in the market. In essence, corporate purpose is made visible through design.

Results depicted show that in cases where the respondents rated the restaurants design innovation strategies as average, customer satisfaction was significantly low translating to low sales.

From this figures, it is clear that design is not seen as one of the main routes through which ideas are turned into innovations; a technique to harness or channel creativity for commercial advantage. Effective design can make an important contribution to business success. Treat design as an integral part of your business strategy and it can add measurable value to the bottom line and create a more sustainable business for the future.

5.4: Conclusion

The study concludes that majority of the restaurant had complied with most of the ergonomics requirements such as working environment been enabling, furniture been comfortable to use, and work environment not cluttered with furniture and equipment. On ergonomics the study further concludes that work counters are not comfortable and it was not enabling for the disabled.

The study further concludes that majority of the restaurant in Nairobi CBD offer quality services and it is the main attributes towards customer loyalty. The study on branding further concludes that few restaurants often participate in advertising campaigns.

The study concludes that majority of the restaurants had acted in accordance to the ambience customers like such as music, colours. The study research further concludes that not all the restaurants have their lighting as bright, beautiful and appealing to their customers.

On organisational strategies and goals the study concludes that effective design can make an important contribution to business success. The study further concludes that restaurant should treat design as an integral part of their business strategy that can add measurable value to their performance and create a more sustainable business for the future.

5.5: Recommendation

The study recommends that restaurants should invest in interior design of their businesses; this is because it greatly influences the performance of restaurants within the retail industry. The study recommends on ergonomics that working counters should be made comfortable and working environment enabling for the disabled. The study recommends that on branding restaurant ought to participate in advertising campaigns often. The study recommends that restaurants should make their lighting as bright, beautiful and appealing to their customers. Finally the study recommends that restaurants should incorporate the importance of interior design on business performance on their vision statement and mission statement.

5.6: Recommendation for further study

The researcher recommends that a similar study should be taken in a different geographical set up to verify the findings of this study. The researcher further recommends that future researchers should do research on customers' preference on Interior design of a business.

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LIST OF APPENDICES

1.1 Letter of Transmittal



UNIVERSITY OF NAIROBI
COLLEGE OF EDUCATION AND EXTERNAL STUDIES
SCHOOL OF CONTINUING AND DISTANCE EDUCATION
DEPARTMENT OF EXTRA-MURAL STUDIES
NAIROBI EMC

Your Ref:

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P.O. Box 30197
NAIROBI

Our Ref:

Telephone: 318262 Ext. 120

25th June, 2012

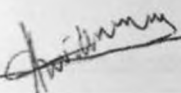
REF: UON/DEMS/NEMC/ 12/298

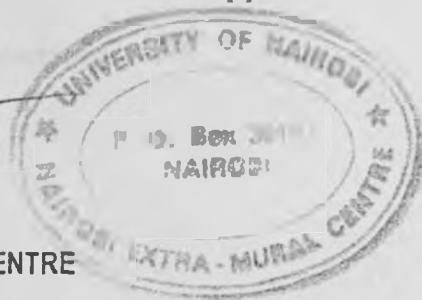
RE: BENSON KIMANI - REG.NO. L50/63719/2010

The above named is a student at the University of Nairobi, College of Education and External Studies, School of Continuing and Distance Education, Department of Extra-Mural Studies pursuing Post graduate diploma in Project Planning and Management.

He is proceeding for research entitled **“the influence of interior design on business performance.”** A case of selected restaurants in NCBD, Kenya

Any assistance given to him will be appreciated.


CAREN AWILLY
CENTRE ORGANIZER
NAIROBI EXTRA MURAL CENTRE



1.2 Questionnaire for Manager and Staff

QUESTIONNAIRE

Instructions

I am conducting an educational research study on the topic, “Impact of interior design on business performance: a case of selected restaurants in Nairobi Central Business District, Kenya.” Your impressions and your opinions are very important.

If you’re like most people, you’ll agree that the business environment and what’s in it are very important.

Thank you for your time and honest comments.

Section A: Background information *(please put an X in relevant box)*

1. What is your age bracket?

20-30 years []

30-40 years []

40-50 years []

Above 50 years []

2. Which is your highest academic level?

Secondary certificate []

College diploma []

University Graduate []

Post graduate []

Section B: Manager and Staff

7: To what extent do you agree with the following statement on the influence of Interior design on business performance of restaurants within the retail industry? Key: 5 To Very Great Extent, 4 To Great Extent, 3 To Moderate Extent, 2 To Less Extent, 1 To No Extent (please put an X as appropriate)

	1	2	3	4	5
Ergonomics					
working environment enabling, and we are able to be proactive					
furniture comfortable to use					
the design of work environment is enabling for the disabled					
work environment is cluttered with furniture and equipment					
work counters are comfortable to work on					
Branding					
We often participate in advertising campaigns					
we offer quality in our your services					
Quality services are the main attributes towards customer loyalty					
Our prices are competitive					
We have experienced growth in your customer base in the last quarter					
We have been able to retain our older customers					
Ambience					
Our lighting is very bright					

The colours we use in the restaurant are very bright					
Type of music					
Organisational Strategies and Goals					
Vision statement highlight the importance of Interior design on performance					
Mission statement highlight the importance of Interior design on business performance					
We aspire to grow as a business					
We have competitive edge over and above your competitors?					

Section C: Customer

7: To what extent do you agree with the following statement on the influence of Interior design on business performance of restaurants within the retail industry? Key: 5 To Very Great Extent, 4 To Great Extent, 3 To Moderate Extent, 2 To Less Extent, 1 To No Extent (please put an X as appropriate)

	1	2	3	4	5
Ergonomics					
In your opinion, do you think the restaurant have complied Ergonomics Requirements? How would you rate the restaurant? (Bear in mind the seating, circulation and other usable facilities to you as the customer)					
Branding					
How long have you been coming to this restaurant? Rate your satisfaction as a short term customer.					
Ambience					

<p>Do you feel comfortable or do you enjoy the lighting, colour and music in this restaurant?</p> <p>1. Rate the lighting of this restaurant.</p>					
<p>2. Rate the colour usage in this restaurant.</p>					
<p>Rate the music played in this restaurant.</p>					
<p>Organisational Strategies and Goals</p>					
<p>Briefly, what are some of the innovations of this restaurant that have appealed to you as a customer? Please note them down and rate them.</p> <p>1.</p> <p>2.</p> <p>3.</p>					

[End of Questionnaire]

Thank You!

1.3 Questionnaire for the Customer

QUESTIONNAIRE

Instructions

Kindly take a few minutes of your time and fill in this questionnaire and give it to a staff member on your way out. I appreciate your honest comments. Your impressions and your opinions are very important. Your input is needed as part of an Educational Research Study being conducted on the topic impact of interior design on business performance: a case of selected restaurants in Nairobi Central Business District, Kenya.

QUESTION		TICK RATE **				PLEASE GIVE YOUR BRIEF COMMENT
DESIGN	Does the restaurant design bring out the tenets of Interior Design? How would you rate the restaurant?	1	2	3	4	
Ergonomics	In your opinion, do you think the restaurant have complied Ergonomics Requirements? How would you rate the restaurant?(Bear in mind the seating, circulation and other usable facilities to you as the customer)	1	2	3	4	
Branding	How long have you been coming to this restaurant? Rate your satisfaction as a long or short term customer.	1	2	3	4	

Ambience	<p>Do you feel comfortable or do you enjoy the lighting, colour and music in this restaurant?</p> <p>1. Rate the lighting of this restaurant.</p> <p>2. Rate the colour usage in this restaurant.</p>	1	2	3	4	
Strategy	<p>Briefly, what are some of the innovations of this restaurant that have appealed to you as a customer? Please note them down and rate them.</p> <p>1.</p> <p>2.</p> <p>3.</p>					

** Use the following scorecard to rate the questions:

- | | | |
|---|---|-----------|
| 1 | - | Exemplary |
| 2 | - | Good |
| 3 | - | Average |
| 4 | - | Wanting |

[End of Questionnaire]

Thank You!

1.4 Observation Schedule (to be used by researcher)

Items to be	GENERAL CONDITIONS			
Observed	Good	Average	Poor	Not Sure
Ergonomics				
Notes:				
Branding				
Notes:				
Ambience				
Notes:				
Business strategy				
Notes:				

1.5 Krejcie and Morgan Table

Table for Determining Sample Size from a Given Population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size.
S is sample size.

Note.—*N* is population size.

S is sample size.

The table above shows the summary of the population and sample size for the research study.

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 208 26 78
 271 22 12

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 Website: www.aipd.org
 Nairobi, Kenya
 271 78 18
 271 78 76

Human Resource Centre &
 Research Institute
 Nairobi, Kenya
 Area: Nairobi, Kenya
 374 39 03

Kenya Food Research Group
 Nairobi, Kenya
 221 19 00

Kenya Agricultural Centre (KACAF)
 Nairobi, Kenya
 722 40 00

Kenya Dairy Research Centre
 Nairobi, Kenya
 465 45 78
 388 45 78

Resorts

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 224 82 72

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 224 82 72

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 Nairobi, Kenya
 271 40 04
 224 82 72

Restaurants

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 Nairobi, Kenya
 271 40 04
 224 82 72

Kenya Beach Resort & SPA
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 Email: 0732 770000
 Nairobi, Kenya
 271 40 04
 224 82 72

RESTAURANTS

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 Email: 0732 770000
 Nairobi, Kenya
 271 40 04
 224 82 72

Kenya Beach Resort & SPA
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 OTC - Nairobi Rd
 222 59 20

Bachelors Bakery Nairobi St
 Bank Area Area
 175 13 12
 375 13 13
 221 79 58

Chonve Ltd Standard/Kisumu St
 B-Sino Banisteria
 East Square Gr Fr Chama Rd
 375 14 95

Blanco's Lounge & Grill
 Delivery Modern African Cuisine
 Mobile: 0734 031181
 Mobile: 0736 638327
 Mchaa Plaza, Gr Fr
 Off Arungu Kibaki Rd
 261 09 01
 386 46 70
 386 48 71

Bon Appetit Cafe & Restaurant
 City Hall Gr Fr City Hall Area
 221 78 51

Budget Fish & Chips Market Rd
 Buffalo Park Ltd / Tamashe
 Ruyupia Court, Arungu Kibaki Rd
 271 17 72
 273 72 53

Burger Hut Restaurant
 Manoir Centre Gr Fr Ng'ara Rd
 374 94 63

Burgers and Fast Foods Ltd
 Nairobi Hwy, Gr Fr, Voi Ave
 221 88 23

Business Grill and Lounge
 Arungu Kibaki Rd
 386 40 28
 807 72 69

Cafe Habitat & Sheesha Lounge
 Makina Area, Off Fr, Westland Rd
 444 22 58

California Waffles & Smoothies
 Wajira Market, Nairobi Rd
 712 29 03
 712 20 64

Calypso Ltd
 Bruce Hwy Gr Fr Kanda St
 222 65 16

Caprice Ltd Nairobi
 222 58 76

Carnivo - Restaurant, The
 Mobile: 0722 204548
 Mobile: 0733 611605
 Mobile: 0732 811805
 Mobile: 0731 611808
 Oil Springs Rd
 600 59 33
 600 59 34
 600 58 35
 600 59 36
 600 27 64

Cedars Restaurant Ltd, The
 Duxbury Avenue and Bishops Highway, High
 Commercial, Lenora Rd
 271 03 99
 271 88 93

Century Ventures Ltd
 New Area Hwy, Off Gr Fr, Tom Mboya St
 224 57 35

Chapman Dining Ltd Nairobi Plaza
 Chicago Pizza Ltd
 Sent Centre, 1st Fl, Lomas Kibaki Rd
 374 50 62
 374 50 98
 374 66 32

China Anhui Restaurant
 Nairobi Plaza, Loma St
 221 02 90

China Plate Restaurant
 Changanu Bldg, 1st Fl, Nairobi Rd
 272 70 39

Chimba Burma
 Obispo Nairobi
 Bachelors Church, Arungu Rd
 251 77 50

Chopsticks Ltd
 Manoir Shopping Centre
 271 02 09

Chompaly Bombay
 384 77 77

Chrome Restaurant
 City Park
 Ash Sainsbury Bldg, Mungu's Ave
 221 73 18

Coconut Restaurant
 Kenia Tea Overhill, Nairobi Rd
 272 24 74
 272 24 75

Crackers Investments Ltd
 Nairobi Shopping Centre, Nairobi Rd
 489 97 68

Crescent Bar & Restaurant
 Nairobi Rd
 387 13 15

Crystal Restaurant
 Dambusters 77 Ltd, Nairobi Rd
 222 58 61
 387 16 15

Dambusters 77 Ltd
 Email: info@dambusters77.co.ke
 Website: 0722 206474
 Mungu Nairobi St
 222 39 67
 222 48 14

Dambusters 77 Ltd
 Mobile: 0735 206578
 Village, Nairobi Rd
 712 12 37
 712 12 72

Dambusters 77 Ltd
 Mobile: 0721 816890
 Nairobi, Kenya
 387 28 95

Dambusters 77 Ltd
 Nairobi, Kenya
 272 74 06
 232 07 75

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 Nairobi, Kenya
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 232 07 75

Party Productions Ltd Dagobert Rd Lid	200 30 91 308 30 92
Pikara Cafe & Bar Ltd Laneta St, Gr Fr, Garissa St	34 38 96 224 12 47
Pizza Restaurant, The Empress Rd	55 74 08
Playground Club N Cafe Waterside Centre, Ngara Rd	444 23 67 444 17 11
Peppers Restaurant Ltd Ngara Rd	375 82 08 375 52 68 375 52 67
Party Bar Cafe Pembina Rd, West St, Coln, Gr Fr Waterside Rd	82 80 47 82 80 68
Peace Restaurant City Rd Ngara, Ngara Rd	374 42 75
Peacefully Circus Ngara Rd Gr Fr, Ngara Rd	224 33 42
Pipa Bar & Restaurant (Hotel) Ltd Pizza Corner Ltd	777 71 10
Pizza Palace (Hotel) Ltd Pizzeria Homeart Mumukhi, Ngara Rd Gr Fr	374 33 80 724 42 86 224 42 98
PIZZA P.O. Box 11, West Ngara St	222 18 29 222 47 16
Professional Centre Cuisine Gr Fr, Pylamand Rd	34 27 98
Pyra Bar & Restaurant Langata Shopping Centre, Langata Rd	600 68 74 600 68 74 600 68 75 600 68 75
Rainforest Restaurant West Ngara Rd	282 05 59
Rainforest Eating House, The Ngara Rd	374 90 86 374 12 43
R-Club Restaurant & Guest House See Advert on this page Kawaja Rd Off Ngara Rd	281 09 03
Red Robin Fast Foods Kawaja Road, Ngara Rd	31 18 80 31 18 80
Red Sea Restaurant Laneta Rd	222 15 59
Redcube Restaurant Ngara Road, Ngara Rd	283 29 37
Recreation Sports Bar Ltd Off Ngara Rd	800 52 88
Refrigerator Ltd P.O. Box 11, West Ngara St	387 82 03 387 82 03
Rensolo Foods (Kenya) Ltd Bafra Rd, 1st Fr, Ngara Rd	222 97 28
Rosette Restaurant Ngara Rd	222 11 42
Royal Kichan Restaurant Laneta Rd	823 07 77
Rusty Nail Restaurant & Bar Ngara, Dagobert Rd	385 24 81 388 89 91 387 72 38 388 97 06
Saffron Restaurant Saffron Palace Ltd Igori Bldg Gr Fr, Ngara Rd	34 10 03
Seasons Leisure Club Seasons Restaurant & Hotels Ltd Langata Shopping Centre, Ngara Rd	682 37 44 222 78 97 222 03 72 221 83 81
Section Three Restaurant Sensual Garden Restaurant Ltd Victoria Rd off Ngara Rd	676 48 57 272 00 29
Shanghai Chinese Restaurant Rm Matigara P.O. Box 11, West Ngara St	271 08 57 271 09 56
Shooters Restaurant Ltd Laneta Rd	224 20 57
Shree Thai Restaurant Langata Shopping Centre, Ngara Rd	375 17 28 375 17 27
Sidon Restaurant SIERRA BRASSERIE Email: sierrabraserie@kenya.com West Ngara 2nd Fl Ngara Rd	882 48 08 806 85 93 806 85 94
Sidon China Garden Off Dagobert Rd, Ngara Rd	712 09 79
Simba Ltd Fine Foods Si Flays Restaurant Ltd Ngara Rd, Ngara Rd	224 04 31 31 20 35
Sizzlers Restaurant West Ngara, Langata Shopping Centre, Ngara Rd	388 42 64

Slylope Restaurant Ngara Rd, Gr Fr	223 90 57
Stages Bar & Restaurant Off Ngara Rd	806 02 88
Stitch Ltd Kulaya Rd, Ngara Rd	222 07 45
Corner Plaza Parklands Rd	216 72 10
Village Market, Laneta Rd	712 21 25
Sensated Fish And Chips Spring Garden Chinese Restaurant Ltd Box 25536 - 00803 Nairobi Mobile: 0722 265378 Mobile: 0733 619843	225 14 16 434 85 58
Stimrose Restaurant P.O. Box 11, West Ngara St	221 06 12
Stones Restaurants Ltd Mid Ngara St	221 43 00
Mobile: 0725 537870 Mobile: 0738 537870	
Wabesa Ltd Mobile: 0726 854223 Mobile: 0732 208675 Mobile: 0733 854223	31 07 80
Waterside, The Hotel Mobile: 0722 203536 Mobile: 0733 203536	445 00 07
Wazir Chikanda Rd	600 08 59
Mobile: 0726 854228 Mobile: 0736 854228	
Dorcas Cafe Park St	715 77 11
Village Market, Laneta Rd	712 30 66
Mobile: 0733 619843 Email: reg.office@stages.co.ke Ngara Rd, Upper Ngara	387 15 61
Steve's Steak House The Jubilee Club Restaurant, Ngara Rd	380 75 61
Straits Restaurant Carnegie Hall, 1st Fl, Harambee Ave	856 15 95
Subi Zonia Langata Shopping Centre, James Kirika Rd	807 79 05
Sugar & Spice West Ngara, Ngara Rd	354 09 15
Sun Downer Restaurant Dagobert Dr	386 17 56
Sun Summit Centre Ngara Rd	222 41 77
Sunset Take Away 3rd Dagobert St	676 28 15 676 78 58 676 30 90
Tadys Restaurant, Langata Rd Tanzanian Restaurant Tay Express (Kenya) Ltd Capital Centre, Gr Fr, West Ngara Rd	351 24 72 375 44 24 55 77 90
Taj Mahal Cafeteria, Restaurant & Bar Off Ngara Rd, General Matigara Dr, Off Dagobert Rd	388 10 12

TALISMAN LTD
020 22 7743, 0725 537870, 0733 619843
www.talismanrestaurant.com
12, Ngara Rd, Ngara

Tamaribo Bar & Grill Mobile: 0722 200098 Mobile: 0734 800996	388 32 13
The Mt Westlands Tamaribo Tapas Bar Mobile: 0722 385089 Village Viceroy	444 83 04 444 83 85 712 40 08
Tamaribo Restaurant Mobile: 0724 258452 Mobile: 0733 217980	
National Bank Bldg, Harambee Ave	222 04 73 225 18 11
Tandoor Restaurant Ltd Raw Ngara Rd, 1st Fl	375 37 26
The Star Restaurant Ltd Village Arc Shopping Centre, George Rd	388 07 88 387 69 81
The Coffee Restaurant Ltd Dagobert Rd	386 05 14
THE MUG COFFEE CULTURE Ltd Box 9574 - 00300 Nairobi Ngara Road, East Ngara Gr Fr, Ngara Rd	358 68 88 303 33 40
The River Cafe, Laneta Rd Three Bulls Restaurant Rafinesse Centre, 2nd Fl, West Ngara Rd	444 37 35 374 32 07 374 40 65
3 Wheels Restaurant Tajika Corner Ltd 3rd Parklands Ave	386 00 39 374 12 95

Tai Tin Restaurants Ltd 11 CC, Langata Shopping Centre, Ngara Rd	222 90 93 31 87 73 221 38 15
Taste Holdings Ltd Co-op Bldg, Ngara Rd Fr, West Ngara Ave	222 98 29 222 96 40
Tokyo Restaurant (K) Ltd Village Market, Laneta Rd	712 25 12
Traditions Restaurant Ltd City Hall 3rd Fl, Kamda, Ngara St	34 08 55 224 02 05
Tropicanna Restaurant (Gipsy Bar) Off Dagobert Rd Westlands, Woodvale Cr	444 08 38 444 09 64
Trojigs Restaurant Tanzania Rd, Parklands Rd	34 27 54 221 15 81
Verba Eating House Ltd Development Hse, West Ngara Rd	224 51 23
Vincent Restaurant Near to Shiswood Apartments, Laneta Rd	218 29 69
Walkers Fast Foods Ltd Aga Khan Walk Karnal Restaurant Plaza Gr Fr	31 17 85 223 06 43
Wenny - Fresh Foods (K) Ltd Ltd Dagobert Centre, West Ngara Rd	55 93 88
Dancer House, Kawaja Ave The Junction Mall, 1st Fl, Ngara Rd Tanzania Mall, 2nd Fl, Ngara Rd	222 04 94 386 19 60 444 64 76
Zen Gardens Ltd Lower Ngara Rd	418 05 22

Restaurants - African

AMAZIA THE RESTAURANT
KENYAN AUTHENTIC CUISINE
11, West Ngara Rd
Tel: 0722 200098
Mobile: 0734 817943
Greystone Gardens, Off Dagobert Rd

Restaurants - Chinese

China Anhui Restaurant Laneta Rd, West Ngara Rd	221 02 90
Chinese Corner Ltd Aga Khan Walk, Ngara Rd	374 19 90
Chinese Corner (Ngara) Ltd Dragon Pearl Chinese Restaurant Forest Hill, Gr Fr, Standard St	387 52 24 387 51 55 225 14 83 222 31 94 34 04 51
Golden Pearl Restaurant Forest Hill, East Ngara Rd	375 08 93
Hong Kung Restaurant Ltd Aga Khan Walk, Gr Fr, Ngara Rd	222 88 12 34 11 21 34 32 94
Kaoban Garden Chinese Restaurant Ltd Ngara Rd, Ngara St	31 68 85
Panda Chinese Restaurant Ltd Box 367 - 00606 Nairobi Mobile: 0722 271686 Mobile: 0733 881469	221 30 18 34 29 98
Ro Ro Chinese Restaurant Ltd Village Market, Laneta Rd	712 26 58 712 30 82
Sizzlers Restaurant Aga Khan Walk, Gr Fr, Ngara Rd	374 20 73
Taste Of China Frost Apartments & Raffles Rd	211 71 72

Restaurants - Continental

Moonpower Restaurant & Bar Aga Khan Walk, Off Dagobert Rd	271 50 17
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R-CLUB
RESTAURANT & CAFE
Email: info@rclubguesthouse.com
Mobile: 0722 773 576
Tel: 020 2610902, 020 2610903
Kwarara Rd, Off Ndege Rd, Kariakoo

Restaurants - Indian

Aangan Restaurant & Bar
ANGHTI RESTAURANT LTD
Email: anghti@lathas.com
New Ngara Rd, Gr Fr, Ngara Rd

Mobile: 0734 320330
Muhimbis Shopping Centre,
Muhimbis, Ngara Rd

Mobile: 0713 620044
CHICWATY PUNE VEG RESTAURANT & CAFE TAJARI
Box 38663-00803 Nairobi
Website: www.chicwatyrestaurant.com
Mobile: 0722 889991
Mobile: 0733 714391
Dagobert Plaza Gr Fr

Restaurants - International

Hamoni Restaurant Ltd The Mt Westlands, Gr Fr, Lower Ngara Rd	444 02 09 444 02 09
Khazana Restaurant & Catering Village Market, Laneta Rd	25 98 01
SPICE ROOTS Mobile: 0725 161126 Mobile: 0733 801517 West Ngara, Parklands	387 81 31 375 24 96 375 18 07 285 72 57
Restaurants - Italian	
Barricade Ltd (Sizzlers Restaurant) Kwara Rd, Langata Shopping Centre, Ngara Rd	272 91 87 271 07 88
Lord Cirrell Restaurant P.O. Box 89, Ngara Rd	712 11 83 712 11 83 712 24 31
Restaurants - Italian	
La Salamina Restaurant Dagobert Centre, CP George Rd	281 05 04
Mediamor Restaurant Parklands, Gr Fr, Dagobert Rd	444 74 06
The Junction Shopping Mall, Gr Fr, Ngara Rd	287 38 77 387 88 88
Ostana Del Cinema Near to Ngara Shopping Centre, Ngara Rd, Laneta Rd	272 31 03
PULCINELLA LTD Mobile: 0715 277527 Mobile: 0734 878807 Village Market, Laneta Rd	712 26 58 712 26 58