

CHAPTER III

LITERATURE REVIEW

111.1. THE UNDERSTANDING OF PHYSICAL FACILITY

What do people do in restaurant? They sit. They socialize. They eat! They don't seem to be any great mystery in providing space to do these things. However, humankind frequently need a special place where people can sit, eat and socialize simultaneously. In most western cultures that place is called *the dining room*. Regarding with the function to socialize and sit, a restaurant can improve their performance to their guests through the physical facility. What exactly does the physical facility mean? *Physical facility* is Everything that deals with the layout, atmosphere and the cleanliness of the restaurant respectively and it can improve the outlook of the restaurant so it can affect the psychological need and behavior of customers to the function of the restaurant.

These are kinds of things restaurant patrons talk about when describing a facility. The most desired comments are "The food was great!", " The service was great!", " The atmosphere was great!", " The place was nice and clean!".

111.2. THE DIFFERENCE BETWEEN EATING AND DINING.

. Some people often think that there is no difference between eating and dining. So they think that every time they go out to eat, they dine. There is some fact that people should know about eating and dining, which are:

m.2.1 EATING

When customers go out to eat, the principal concern is the food and beverage items served, and their principal need is physiological. So they just go out to have food and drink.

III.2.2 DINING

When people go out to dine, they want a complete meal experience and their needs are both physical and physiological. This can be done in a variety of ways, by appealing to the guest through sight, touch, hearing, smell, temperature, and movement.

III.3. DINING EXPERIENCE

The 'dining experience' may be defined as a series of event - both tangible and intangible - that a customer experiences when eating out. It is difficult to define exactly where a meal or dining experience actually start, and indeed ends, although it is usually assumed that the main part of the experience begins when customers enter a restaurant and ends when they leave. However, any feeling that customers may have when they arrive at the restaurant, and when they leave, should also be taken into account and included as part of the total dining experience.

The series of events and experiences that customers undergo when eating out may be divided into those tangible aspects of the product, that is, the food and the drink, and those intangible aspects such as service, atmosphere, mood, etc.

These two components of the dining experience have also been labelled primary and secondary (derivative) products (Axlers, 1979) but although differing in descriptive terms, the underlying concept is the same. It is the appreciation of the different

components by the caterer that is important; the tangible and intangible aspects must be integrated together to present a total product to the customer. If one or two components of the dining experience are out of harmony with the others, the whole product / service will be seen by the customer as a number of disjointed parts rather than as a totality.

The general factors affecting a customer's choice of dining experience include the following: (Davis,Bernard;Lockwood,Andrew;Stone Sally," food and Beverage Management 3^r edition,page 24-25).

1. *Social.* A social occasion is one of the most common reasons for eating out. Such family events as birthdays and anniversaries, special dates (Christmas, the New Year, Valentine's Day and Halloween), a special event (a christening and passing examinations) are all reasons for celebrating and dining out.
2. *Business.* Meals may also be taken away from home for business reasons. Generally speaking the level restaurants chosen will depend on the level business being conducted, so that the more important and valued the business, the more expensive and up-market will be the restaurant.
3. *Convenience and time.* A food service facility may be convenient because of its location or because of its speed of service. They are convenient sometimes in term of location, sometimes speed, because of the limited amount of time a customer has for a meal, and very often combination of the two. Most of the facilities used are associated with the mass-market end of the catering industry: fast food operations, coffee shops, catering facilities in shopping center, pizzerias, steak houses, cafeterias in leisure complexes, vending machines in school, hospital, offices, and other work situation.

4. *Atmosphere and service.* The atmosphere, cleanliness and hygiene of certain types of catering facilities and the social skill of the service staff can be particularly attractive to certain group of customer.
5. *Price.* The price level of an operation will significantly affect the restaurant choice of the customer, particularly "impulse" buying decisions. For example a couple may consider it quite acceptable spending up to \$ 30 for an impulse dining experience once a week, another couple may consider this price too high and would only be willing to pay up to \$30 once a month. If they thought the meal was likely to cost more than \$30 they would trade off the dining experience at a restaurant for meal at home, or perhaps a cheaper take away meal.
6. *The menu.* Finally, a restaurant's menu may appear particularly interesting or adventurous, or have been recommended, enabling customers to enjoy a different type of meal from that cooked at home.

All of these factors will at some stage affect the buying decision of customers and hence their choice of dining experience, although it is unlikely that any of these variables will operate in isolation - usually two or three factors together will influence customers' choice of operation. Once customers have decided on the type of meal they want, they will start to accumulate different expectations and anticipations. Just as customers' buying decision is influenced by a number of variables, so too is the dining experience itself.

III.4 ATMOSPHERE AS ONE OF THE ELEMENT OF PHYSICAL FACILITY

There are 3 elements of physical facility, which are:

m.4.1. LAYOUT

The amount of space required for the dining area depends on the number of people to seat at any one time and the square feet of space per seat. The former is, in turn, a function of the total number of people to be served within a given period of time and the turnover. Turn over is a measure of how many times a seat will be occupied during a given meal period and is usually expressed on a per hour basis. It is in essence, the average time the seat will be occupied during a particular time or meal period.

Where a high turnover is desired, the concept can be built in to the design) by:

using items that do not take long to prepare

using preprocessed item

using a high level of lighting and light colors in serving area

arranging the tables closed to each other

Designing chairs that become uncomfortable after a short period of time

having enough employees to provide prompt service

The square feet per table is a function of the type of seating to be provided the relative proportion of tables to booths to counters to banquettes-the table sizes and shapes that are preferred, how the table will be arranged, the aisle space desired, and the number of serving stations required.

Not only the size and the shape of the room affect the customers' enjoyment of the meal but also, in table service areas, the location of the tables becomes important

Some issues to consider are:

- D The location of tables in a food service area especially taking into account the needs of the single dinner and couples.

- Facing positions (for example, not towards service areas, walls, doors, or too close to service stations).
- D Access for those with disabilities.
- D Ease of work flow.
- D Evenness of temperature and ventilation (including avoiding air-conditioning, heating and extraction hot spots).
- D Access to exits and toilets.
- D Avoiding being directly in the path of live or piped music systems.

III.4.2 ATMOSPHERE

According to Robert Christie Mill (1998), *atmosphere is the general mood or tone set by the restaurant*. While excellent food and beverage items are crucial to the success of any operation, the surrounding atmosphere and significantly add to or detract from the diner's enjoyment of the experience of the meal. William B. Martin (1991) states that *Atmosphere is sometimes described as everything that makes an impression on people. It involves more than just the physical environment and decor created by the architect, the food service consultant, and the interior designer*. Besides the two statements above, Robert C.Lewis; Richard E.Chambers and Marsha E.Chacko state that atmosphere is a quality of the immediate environment recognized by all the senses except taste, although taste can be influenced by other senses.

The atmosphere or mood of a restaurant is a difficult aspect of an operation to define, but is often described as an intangible 'feel' inside the restaurant. According to William B. Martin (1991) *Mood is best described as the response of an individual to the*

various components that make up the atmosphere. Not all restaurants have an obvious type of atmosphere; others try to deliberately create one. "The atmosphere of a restaurant is affected by many different aspects of the operation. They include the decor and interior design of the restaurant, the table and seating arrangements, the service accompaniment, the dress and attitude of the staff, the tempo of service, the age, the dress and sex of other customers, the sound levels in the restaurant, whether music is played, the temperature of the restaurant, bars and cloakroom, and the overall cleanliness of the environment and the professionalism of the staff"(Davis,Bernard; Lockwood,Andrew; Stone,Sally,"Food And Beverage Management 3^r edition"page 3 I). Again, the harmony between the product itself, the service and the overall environment is important. If one of these aspects is out of unison with the others, disharmony may result in the customer's image of the restaurant, and the customer will invariably leave feeling unsettled and remembering that one small aspect. Every individual experiences some type of reaction to the atmosphere that may be desirable or undesirable. If the individual response to the food service facility is favorable, the atmosphere has served to put that person into a good mood.

Research studies have consistently identified the top four reasons influencing a decision to return to a restaurant as:

- * Quality of the food
- * Service
- * Price
- * Atmosphere

While food and beverage items are the basic products of a restaurant, they are "surrounded "by an immediate package that includes the table arrangements, furniture,

and the provision of entertainment. This, in turn, is presented within an environment made up of space, seating arrangement, lighting level, and the colors used. All elements have to come together to form a complete picture.

Several elements that include in improving the atmosphere are:

III.4.2.1 Table Arrangements

The tabletop has been described as the silence sales promoter. The first impression for customers is visual and the first thing they see is the table setting. It is important to coordinate table setting to the mood of the restaurant whether restaurant is formal or informal, economical or expensive restaurant. The arrangement should be an attractive blend of dinnerware, glassware, flatware, linens, and accessories.

Dinnerware with the simple pattern is more desirable in order that they do not detract from the food. There are four basis shapes for china: rolled edge, narrow rim, coupe, and scalloped edge. It is important that the china chosen fit with the mood of the restaurant. The average piece of restaurant china is used approximately 7000 times and lasts about three years if handled properly. Operators should expect to replace 25 percent of their china due to breakage.

Glassware is typically lime, or plain glass, and lead or crystal glass. In selecting glassware two things should be considered: design and color. Design deal with such thing as heavy or light, simple or ornate, stemmed or unstemmed. Rustic or family operations might call for a heavier weight or heavy-bottomed glass, fine dining establishments would select a finer, lightweight stemmed glass. Unusually shape glasses are ways to add interest to the table. However, the more different types of glasses are used, the greater will be the storage space needed.

Wine glasses can suggest that this is the type of facility where wine with the meal is appropriate. Favorite colors for glass in restaurants are red, green, gold, and smoke blue. They can help give a totally coordinated look to the table.

Flatware In selecting flatware -knives, forks, spoons- the basic decision comes down to a choice of silver plate or stainless steel. The latter is less expensive, although fine-dining establishments may feel that silver plate is more in keeping with the atmosphere provided. In this case, consideration will have to be given to periodic burnishing or polishing. This can be done by machine, in a soaking bin, or by hand, but it must be planned for in the ware washing area.

Today's stainless pieces can be delicately embossed and carved to give the look and feel of silver plate. The important consideration is to select the best quality flatware consistent with the type of restaurant. Some experts suggest that a stainless steel mix with 18 percent chrome and 8 percent nickel give excellent resistance to corrosion while giving off maximum luster.

Linens add to the feeling of quality within an operation. They come in a variety of colors that can be chosen to blend with the mood of the operation. Special attention should be given to flame retardancy, resistance to stains, colorfastness, and texture. Linen, polyester, cotton, or cotton-polyester blended napkins all feel different. Operators have to determine what feels right for their facility. Resistance to stains is important because of the constant wear and tear inflicted on napkins.

The cost of laundering can be reduced by having a full table covering that remains during the meal period and a smaller piece overlaying this that can be changed after each party on an as needed basis. Inexpensive or family restaurants prefer no table

covering, utilizing placemats for a touch of color.

The use of warm and inviting colors for place settings in institutions can take the edge of the sterile dining environment. A cloth or doily lining on a tray can also create a warm feeling.

The main items of linens normally to be found are as follow:

- Table cloths. As table size has varied over the years, it is no longer feasible to be over prescriptive in table cloth size. A general guide is to have cloth that will give a 30-45 centimeters drop. Although there are standard sizes (round, square and oblongs), manufacturer will now supply cloths for a multiplicity of use in differing materials, patterns, weight and colors.
- D Buffet cloths. Used in long run for buffet display, these again very considerably in size.
- Trolley cloths and sideboard cloths. There are often custom made from well-worn table cloth, which are no longer suitable use on table, and folded to fit a sideboard or trolley.
 - Waitress's cloth or service cloth. Use by service staff as protection against heat and to keep uniforms clean; these cloths are available in a variety of sizes and materials.
- D Tea and glass cloths. Uses for drying purposes, these lint-free cloths are available in a variety of sizes and qualities.

Accessories Many restaurants insist on covering the table with a variety of table tents advertising special menu items. Operators need to consider carefully whether or not these items produce increased sales or cluttered image in the minds of the guest. Most

texts advise against having too many table decorations. According to them, a flower vase, a candle or lamp, and an ashtray (if the table is in a smoking section) are the only "decorations" that should be on the table. On the other hand, a small bowl of nuts on the table can be a useful way of getting people to order drink before a meal.

III.4.2.2 Furniture

The overall interior design of a restaurant is one of the first physical aspects of a catering operation that a customer will come into contact with. The first impression of the restaurant is very important. Potential customers passing by may like the look of the establishment and decide to come and eat there; customer who have actually planned to eat in the restaurant and like what they see when they enter, will feel pleased with their choice of restaurant

The selection and placement of chairs, tables, and banquettes has a physical and a psychological dimension. The physical dimension involves having enough room to be comfortable: the psychological dimension involves the feeling the furniture gives to the customer

Chairs or banquette seats of breathable vinyl are practical, durable, and allow for easy maintenance. Particular attention should be paid to firm construction in legs and back of the chairs, as these factors influence how comfortable it feels to customers. Some restaurants specialize in the "15-minute chair" - so named because after 15 minutes it becomes uncomfortable and the customer is "reminded" that it is time to go. The idea for this chair came from Henning Larsen, who built it after consultation with Copenhagen Cafe owners distressed that their customers loitered too long over their coffee.

Chairs with arms make it easier to rise from the table. People can get up from a sitting position by pushing upward and outward until the body's center of gravity is moved forward to a position over the feet.

Chairs should be selected in combination with the table with the table chosen. It is important, for example that if armchairs are purchased, the arm fit under the tabletop. Although more comfortable but armchairs take up more space.

Tables, the most important characteristic of it is that it should be sturdy. Tops should be a minimum of 1 inch thick. If linens are not to be used, the only alternative is a solid wood top.

The shape of the table is also important. Round tables, because they offer more opportunity for eye contact with others around the table, promote more communication. This tends to slow down the turn over but increases the average check. Rectangular tables do the opposite.

Many people prefer booths as seating. A booth will offer a feeling of privacy, something that may be important for sensitive business meeting or romantic meals. By extending the back of each booth to come behind the customer's head, the guest, when seated cannot see into the other booths. A feeling of privacy is created.

Furniture must be chosen according to the needs of the establishment and the variation in human body dimensions. In determining the specification for furniture for a food service operation, the following factors might be taken into account:

- Comfort
- Cost
- Design

- Durability
- Function
- Movability
- Multi- functionality

D Safety

- Structure and materials
- Storage capacity (if required)

Consideration also needs to be given to the needs of children, people with disabilities and the maneuverability and stacking capability of seating, especially for function operations.

III.4.2.3 Entertainment

Provision of the right kind of entertainment can influence customer enjoyment and behavior. In a dining situation the entertainment should complement the overall atmosphere in the operation. In some types of facilities the entertainment may be a major reason why people come in.

Cost. The cost of providing entertainment must be justifiable from profit standpoint. The objective behind the provision of entertainment is that the cost involved with result in greater profits for the operation. This can come about in one of four ways. Customers who would not come in except for the entertainment can be drawn into the lounge and/or drink more; or they come back again. The cost of entertainment must produce a revenue increase greater than that cost.

Programmed music. Proper programming of entertainment can encourage and control alcohol consumption by alternately encouraging patrons to the dance floor and

sending them back to their seat for a thirst-quenching drink.

Effect on behavior. The provision of background music has been shown to affect customer behavior in restaurants. It was found that:

* Customers eating with slow-tempo background music took longer to finish their meals than did customers eating with fast tempo background music.

* The tempo of the music has no impact to the willingness of the guest to wait for the seat.

The tempo of the background of the music did not significantly affect the speed which customers and orders were handled by employees.

- While the tempo of the background music had no impact on food sales, it did affect to the bar sales. Slow tempo music increased bar sales.

III.4.2.4 Space

Early concepts of layout have given a way to a field of study known as environmental psychology which looks at the influence of the physical environment on people behavior. Four concepts are of particular importance:

Privacy, The more people are afforded privacy, the more control they feel over their behavior. Little is known of the effects of privacy on such things as turnover, conversation level, and so on.

Personal spaces, There are four zones within the concept of personal space. *Intimate distance* extends 18 inches around a person. *Personal distance* goes from 18 inches to about 4 feet and allows an exchange of conversation. *Social distance* extends from 4 to 12 feet, while *public space* involves anything beyond that. The amount of

personal distance and personal space that people feel comfortable with varies by culture. For examples, forcing people together, as in nightclub, induces conversation between them. On the other hand, a wide table introduces a more formal space between parties and indicates more formal behavior is appropriate.

Territoriality refers to the need of control a defined space. When space is restricted, people move objects to define the boundaries.

Crowding refers to the feeling of being one of the larger numbers of people in a small space. The perception of crowds, whether real or not, may influence a person's decision to leave one restaurant for another.

III.4.2.5 Lighting

Lighting serves four basis purposes, which are:

1. It helps set the mood of a restaurant
2. It should make the food and the restaurants look good.
3. It has to be bright enough to allow employees to complete their work
4. It helps provide for safety and security for the guest.

Five factors that must be considered in selecting the type of lighting in a restaurant:

- a. **Time.** The lighting level should be selected in accordance with the amount of time a customer has to enjoy a meal. Low lighting level means that customers have to take longer to read the menu. It also encourages them to linger over the meal. High levels of lighting help provide an atmosphere that encourages people to leave. Low lighting

permits greater intimacy between couples, thereby increasing seating capacity.

- b. **Size.** As with colors, careful selection of lighting systems can affect people's perceptions of the physical facility. A low ceiling, brightly lit, will appear higher; high ceilings, dimly lit, will look lower; a narrow room will appear narrower if the long walls are lit. Bright lights will give an impression of speed, thereby increasing turnover. Similarly, trash cans in white or bright colors will appear lighter weight than those in dark colors.

- & **Contrast.** Contrast is the perceived difference between the detail of an object and its background. Use can be made of direct, indirect, or spotlighting. Direct lighting is stronger, indirect lighting is softer, and spotlighting can be used to focus attention on particular features or objects.

An important consideration is the reflective difference level of the task at hand and the surrounding area. Strange as it may sound, a brightly lit area against dimly lit surroundings make the former more difficult to see. For example, a cash register keyboard can be easier for the cashier to read by increasing the lighting by immediate surrounding area to a point where there is only a 10 percent difference between the reflective level of the cash register-reflecting back 50 to 60 percent of the light- and the immediate surrounding area-reflecting back 40 to 50 percent of the light. In short, the correct levels of lighting can be

improve employee productivity and reduce errors.

- d. **Brightness.** Of the two types of lighting systems-incandescent lights and mercury vapor lights-mercury vapor or fluorescent lights produce up to 4-1/2 times the light and have 9 to 10 times the life of standard incandescent lamps but have lower aesthetic appeal. Incandescent lights, on the other hand, enhance reds and are easier to control; they can be turned down with a dimmer.

Candlelight, with its reddish flame, gives off a light that is flattering to booth food and people. Additionally, it gives a romantic feeling of intimacy.

To be as kind to customer as possible, lights should be placed at or slightly below eye level. Having high-angle lighting produces glare while enhancing shadows and wrinkles on the face. This effect can be reduced by having light-colored tablecloths which reflect light onto the unlighted portion of people's faces.

In selecting the appropriate type of lighting there is an order that should be maintained; the light must be selected before the bulb and the bulb must be chosen before the fixture. One way to prolong the life of the bulb is to stipulate higher wattage lamps than required for the space, and keep them dimmed by using lower wattage bulbs. For example, operators might request 150-watt lamps from designer for a particular location, but use only 75-watt bulbs. The bulbs will last much longer. This particularly important if the location of the lamp makes it difficult to replace the bulb. The ease with which bulbs can be replaced is yet another factor that must be considered.

III.4.2.6 Color

Colors are classified as either primary, secondary, or intermediary. The primary colors-so called because other colors are obtain from them-are red, yellow, and blue. Secondary colors are made by mixing two of the primary colors. Green is made by mixing blue and yellow; orange from red and yellow; violet from blue and red. Intermediate colors are a combination of a primary and a secondary color-such as red-violet and yellow-orange. Colors are referred to as either warm or cool. The warm colors, so called because they give off a feeling of warmth, are yellow, red, and orange. The cool colors, which are relaxing and cooling, are blue, green, and violet.

There are three aspects of colors which are:

- a. **Harmony.** Colors should be selected that are harmonious together. Five harmonic principles are useful in selection of colors; monochromatic, analogous, complementary, spilt complementary, and triad.

Monochromatic harmony involves the use of a single color as either the pure color itself, as tint (that is, mixed with white) of the pure color, as a shade (mixed with black) of pure color, or as a tone (mixed with both black and white) of the pure color.

Analogous harmony comes from the use of any three or four consecutive colors on the color. Blue-violet, blue, and blue-green would be an example of analogous harmony.

Complementary harmony is obtained by using any two colors directly opposite each other on the color wheel. Blue-violet and yellow-orange or

red-violet and yellow-green are examples of this.

- b. Contrast. One of the most important elements in dealing with color is the idea of contrast. One color cannot operate alone. The guidelines for dealing with contrast are:

- Use a light form (pink) with a darker form (red) of the same color.
- Use a weak version (*pale* blue) with a stronger version (royal blue) of the same color.
- Use a warm color (red) with a cool color (blue).

Contrasts in colors can have a safety effect by making obstructions and exits stand out.

- c. Effect. We can now turn to the overall effect of color on the room, the food, and the customers. Colors should be selected under the type of lighting in which they will be used, as they will look different under fluorescent lighting than under incandescent lighting. Care should be taken in selecting a color from a small sample, as it will appear brighter in a larger area than on the small sample.

Colors can give a feeling of spaciousness or of intimacy. Light colors make a small room look larger, while dark colors make high ceilings appear lower. In general, dark colors will make objects appear smaller; light colors make them appear larger.

Another factor to consider is the location of the restaurant. It has been found for example, that, in the northern states, people will stay longer if warm colors-reds, orange, yellows-are used, while in the warmer south,

green and blues encourage longer stays.

Food looks better under the warmth colors such as red, brown, yellow, gold, and orange. People like food in red-yellow spectrum; roast beef, brown rolls, French fries, red apples oranges and so on. Yellow-greens, apart from the green of salads, peas, broccoli, and spinach, are not highly regarded. Blue, purple, and pink have much less appetite appeal.

Some researchers argue that colors affect a person's mood, while others feel that the intensity is the key. Red is perceived as exciting, intense, and stimulating; orange is jovial, exhilarating, and energetic; yellow is cheerful, inspiring, and boosts morale; green is gracious, elegant, and dignified; brown relaxes; white is pure and clean; black is depressing and ominous.

III.4.3 CLEANLINESS

Cleanliness in the dining area, the entryways, and the restroom is a big word of mouth consideration. Most of the operators often neglect this factor or consider as the simplest element, but the fact is the cleanliness of the restaurant often become the important factor for the guest in having their meal in the restaurant. Good consideration to the cleanliness especially in the dining room, the restroom, and the entry ways will make the restaurant get an extra credits from the guest because nowadays people more concern to the hygienically of the food and the place, where they have their food.

III.5. THE IMPORTANCE OF ATMOSPHERE

According to Edward A. Kazarian (1989) *Atmosphere has been identified as one*

of the inducements for people to dine out. Many people like to be in different surroundings to enjoy the dining experience. In addition to good food and courteous service, the diner is looking for restaurant that offers luxury or excitement, or at least something pleasant. If customers experience a desirable dining atmosphere, they are likely to come back because they remember that experience. Atmosphere is one of the prime generators of repeat business and is an important aspect in successful planning of food service facilities.

In the highly competitive commercial restaurant field, the planning of the atmosphere for new facilities is going to be more important. "The coming generation of potential customers is growing up in an environment that associates dining out with more than just good food. They will be expecting to experience a variety of feeling, and these feelings will be a direct result of the atmosphere" (Kazarian,A,Edward, "Food Service Facilities Planning 3^r edition", page 110). The planning of atmosphere may well include specialized audiovisual equipment and other electronic devices to help create a particular mood such as performing a live music.

III.6. DEVELOPING THE ATMOSPHERE

All the physical surrounding and decorative details of a food service establishment combine to create its atmosphere, or ambiance, its overall mood. Marketing and design expert insist "atmosphere" is a key ingredient when people decide where to dine out.

Among other things, the atmosphere to be developed for a food facility should attract attention, be pleasing to the eyes, and provide an interesting change of pace. For

example, an intimate, peaceful dining room provides welcome relief from noisy offices and industries. Likewise, a noisy cafeteria may actually be refreshing to students who are in quiet surrounding most of the day.

The development of the physical and psychological aspects of the atmosphere depends in great part upon the planners selected to design the facility. They must have a clear understanding with the owner of the particular needs and goals to be accomplished in developing the atmosphere. In addition to knowledge of the functional operation of the facility, the planners should be keenly aware of the type of clientele to be attracted.

Comfort is one of the key considerations in atmosphere planning. If individuals do not feel comfortable in their surroundings, the atmosphere has not been properly designed. Comfort is created when individuals feel secure and at ease. Atmosphere planning is dependent on an understanding of the perceptual awareness of individuals as sensed through sight, touch, hearing, smell, temperature, and movement. The primary considerations of these perceptions as related to a dining experience are summarized as follows (Kazarian,A,Edward, "Food Service Facilities Planning 3^r edition", page 112-113).

Sight. The perception of visual space involving lighting levels, colors, eye contact with fixtures and decorator items, and the use of mirrors and screens to expand or contract the visual space.

Touch. Perception of seat comfort, body contact, and contact with floor, tables, tableware, and upholstery fabrics.

Hearing. Perception of noise levels of conversation, kitchen sounds, outside sounds, and music.

Smell. Perception of cooking aromas, body odors, and material odors from fabrics such as linen and leather.

Temperature. Perception of air temperature, relative humidity, body heat, cooking heat, radiant heat, and heat of cooked foods.

Movement. Perception of muscle activity required for access to tables and chairs, movement of servers and other customers, movement outside as viewed through windows.

It is important not to think of atmosphere as simply a combination of colors, lights, and spaces, but how the individual is affected by those factors. It is the perceptual concepts that should be kept in mind when developing atmosphere. Thus, individuals measure the atmosphere with their senses and evaluate it as desirable or undesirable. The atmosphere must be planned so that the individual's perceptions result in a feeling of comfort, ease and acceptability. With these concepts as a guide, the food facility planner should evaluate the many physical components of atmosphere that can be manipulated and arrive at a combination that will give the desired sensation.

III.7. THE WOW EFFECT

To win in the restaurant chain game, you have to provide more than just adequate food and service. As the operator of a restaurant you must be able to offer something different from the other restaurant. The real success in operating a restaurant, is that you must be able to exceed customer expectations.

Nothing succeeds more than the Wow Effect, and we do not mean, "Wow, this is terrible! " What you need is plaudits for outstanding food and service. In simple terms, you want the customer to say, or at least to think, "Wow, what an incredible experience. I

will come back here next time."

The wow effect can be achieved by developing something new besides the quality of the food and service. One way to achieve this goal can be done by improving the atmosphere as part of the physical facility of the restaurant in order to give the unforgettable dining experience to the guest. Once the wow effect achieved by the restaurant, the restaurant will win the restaurant chain game.

III.8. THE REDESIGN DILEMMA

There will come a time when any restaurant's design becomes a bit tired and dated. This is a tough call for many owners, since they spend every day there and overlook the telltale signs that a redesign is in order, to freshen up the place and make great food and good service even better. Decor is usually not a priority, even in places that pride themselves on other aspects of business. And when a redesign is discussed, there are still logistics to be worked out. Sometimes the owner plods on rather than think about whether and how long to close the restaurant to do the work, as well as how to pay for it.

Experienced managers/owners know how difficult and costly it is to get those customers to come back to an 'older' restaurant when they are fresh, new ones to be tried down the street. Some experts suggest a redesign every 5 to 7 years. Here are some warning signs to look for, which may signal the need for a change: (Katsigris, Costas; Thomas, Chris, "Design and Equipment for Restaurant and Food Service", page 31)

The facility (inside or out) simply looked outdated.

The competition looks more modern; you notice industry trends that seem to leave you behind.

Sales are flagging; numbers are not in line with projections or expectations.

In market research, customers cannot recall your logo.

The exterior of your building no longer matches your concept.

Fewer first-time customers are coming in.

- The floor or carpets look worn out.

The booths or seats are torn or sagging.

- The ceiling looks worn and/or yellow.
- Artwork on walls is faded or soiled.
- Light fixtures are caked with grease and dust.

In most of these cases, it is easier to clean, repaint, reupholster, and spruce up than to start over from the bare walls. Again, a professional designer can offer several options, and price range for each of them, using that all important set of "new eyes" to look at the place.