

Interior design scope of work for interior design project delivery in china

Bing Ni ^{1, a}, Arniatul Aiza Mustapha ^{1, b}, Nur Maizura Ahmad Noorhani ^{1, a}

¹ Universiti Teknologi Mara

^a nibing@xmedus.cn, ^b arnia836@uitm.edu.my

Abstract. With the advancement of modern technology, the process of interior design delivery has become the center of consumer attention. In the course of realizing projects, interior designers have been found to neglect their scope of work and services and have been subject to complaints due to conflicting scopes of work or inability to deliver services. Interior design projects are subordinate to architectural projects and their management is similar to architectural projects. Conflicts in project management can affect project quality. This study starts from the basic connotation of interior design project management and combines it with actual project management case problems. It reflects the scope of work of designers, so as to explore a more complete design management framing system, reduce the conflict and overlap of the scope of work of interior design, provide theoretical guidance, and play an important role in standardizing industry standards.

Keywords: Interior design; Interior design project practice; Interior design work scope.

1. Introduction

Interior design project delivery is a project management process that involves the designer's scope of practice, technology, engineering co-ordination and other work systems. It also runs through the four phases of project planning, project organisation, project supervision and project control, i.e. project management methodology, according to the project management body of knowledge. However, in interior design project management many interior designers ignore the skills in this area of project management.

According to PROJECT (2021) from beginner to master, project management began in the 1930s, from the famous examples on the project implementations during the Great Wall of China, the Nimes River in ancient Rome, and the pyramids in Egypt serving as successful examples; and the way they managed the projects project management should have a bigger neighborhood as a result of its economic development. Knowledge of management has become more multinational, informational, and talented as well.

This study identifies the scope of work in terms of interior design project workflow issues to project validate the importance of the scope of work and the need to improve it. It will serve as a further guide to the industry.

2. Project Management for interior Designers

2.1 Defintion of project Design Management

A project is a temporary endeavor performed to generate a unique product or service, according to the Project Management Institute (Zhao 2018). A project, according to a precise goal needs to be achieved according to specific technical standards, with a defined start and finish date, financial restrictions, and the removal of cash, staff, and equipment, among other things. The project is one that is planned to satisfy the overall goals, as well as time, budgetary, human, and other restrictions. Design project management is a broad phrase for the activity work of functional design projects to fulfill certain specified delivery targets. That is to accomplish specific design tasks within certain time, human, and resource constraints, where it is supposed by implementation of project management principles as stated in the Project Management Body of Knowledge (PMBOK, 2017)

including the uniqueness, aim, dependency, life cycle, conflict, within 5 basic processes and 10 areas cover.

Interior design project's delivery is crucial to practice with project management. skills and knowledge. The work needs to comprehend project management, where design project is separated basically into four phases, design preparation phase, design phase, design implementation phase, lastly post construction phase for analysis and management of the work. These four stages can be able to effectively complete the project delivery, by including in the knowledge, attention points as well as skills of the interior project manager and the team players.

2.2 Scope of work Interior.

Designers from the human environment needs, laws and regulations, products and materials, communication, work experience, and other aspects of the content, According to Interior Design Body of Knowledge IDBOK (2010) mentioned in the interior design industry knowledge system and practice part of the content requirements proposed, designers from the human environment needs, laws and regulations, communication, work experience, and other aspects of the content, designers in addition to drafting techniques, but also to communicate with clients, provide clients with design ideas, design intentions, design solutions, sign contract.

2.3 Activities of Interior Design Project

According to the IDBOK (2008) system, it generally focuses on four basic responsibilities: design project plan, design project organization, project supervision and project control. The design project plan defines the overall project objectives and the design of the project process, including the development of the design strategy and the creation of the design project. The design project organization structure, selection of appropriate designers and project team members are all part of the design project organization process.

Design project control focuses on the process of the entire design activity and whether it meets the project objectives, including the design product cycle, design project construction quality management, project implementation cost control, and project construction planning (PMBOK, 2018).

The real situation of the interior design project delivery process and flow in China:

First, after signing the project cooperation contract with the client, the design content is determined. Second, the design is completed according to the client's needs. Third, project construction is carried out after the project programme is determined. Fourth, before the project construction, the preparation of the project construction programme, including materials, budgets, project site docking and so on. Fifth, project construction process management, including the management of (project progress, project quality, project funds, project risks) and other content. Sixth is the acceptance of the project in accordance with the project acceptance specification. Seventh is the delivery of qualified projects to customers. The real state of interior design project delivery process and flow in China.

2.4 Project Management Body of Knowledge (PMBOK2008)

The Professional Competence Standards for Project Management (GB/T 23331-2009): This standard was released in 2009 and provides a detailed description of the abilities and quality requirements that project managers should possess during the stages of project initiation, planning, execution, monitoring, and closure.

Guidelines for Project Management Quality Systems (GB/T 19580-2004): This standard was issued in 2004 and is mainly used to guide and standardize the establishment and operation of project management quality systems.

Project Management Terminology (GB/T 25999-2010): This standard specifies commonly used terms and definitions in project management to facilitate communication and understanding in the field of project management.

The Chinese project management standard and PMBOK (2008) project management guideline standard is similar in that the management cycle is divided into five phases, initiation process, planning process, execution process, control process, and closing process for project management. The same management contents are assessment and determination of project content, personnel composition, construction planning, project cost, project schedule control, project quality supervision, and post-acceptance evaluation.

3. Research methods and sample selection

The entire research is based on problem-based research, which supports descriptive research methods with qualitative methodology. James P. Spradley (1979), an expert in cultural anthropology and qualitative research, proposed a framework for descriptive research methods and provided methods and principles for how to conduct descriptive research. John Stuart Mill (1846), a philosopher and logician, proposed the idea of "methodological positivism", which emphasized the acquisition of knowledge through induction and empirical observation.

First it begins with an overview of the problem through a systematic review and preliminary interviews with 10 experts. Then, methods such as mutual interviews with ID project expert group members, 21 projects and document analysis were conducted. Finally, use the verification method. A frame showing the scope of work of an interior designer. Well-known company managers, project managers, budget managers, architects, and interior directors with many years of project work experience all have more than 15 years of work experience.

4. China interior design work situation

4.1 Problems During Construction of the Project

The problem of project delivery reflects the responsibility of the designer. Randomly changing activities in a project are a challenge for both the project manager and the designer, and it can lead to changes in the character of the project. This is the uniqueness of the project (Effective Project Management), 2015. In response to the project delivery pipe, the highest frequency of problems in the problem feedback data sheet in the industry's creative decoration company after-sales return survey are:

1. The project construction process management is not in place to appear more construction parts of the quality acceptance of unqualified problems.
2. Customer feedback project settlement amount exceeds the amount agreed in the contract.
3. Project delivery is not delivered according to the original plan.
4. The delivery of project materials failed to achieve the actual design effect.

These problems are reflected in the phases and processes of project management, cost, programme and quality issues. Similar to what is mentioned by Mustafa (2018), the survey conducted in Malaysia also has an almost similar list of problems as mentioned above. Therefore, we recently (June to November 2023) conducted expert interviews with ID project practitioners and experts in China. Ten groups of experts, based on their many years of experience, averaging more than 15 years of work experience or more, each commented on the current project situation and the problems in the delivery of interior design projects; the common feedback from the experts emphasised the role of the interior designer in project delivery, with a high level of responsibility, and with a scope of work that varies from project to project. The scope of work influences the project impact resulting from the responsibilities of the job. This requires more project experience to cope with the responsibilities of the scope of work. However, there is still a lack of co-ordination and reliance on experience alone as a guide. Different management perceptions are influenced by different knowledge background perceptions. Therefore this is a gap in the current research in this area.

In addition, preliminary interviews were conducted with 21 project managers from the project construction organisations, the youngest of whom had 8 years' experience and the oldest 28 years' experience, and the interviews reflected the different issues at different project stages and their approaches to solving the different problems. The statistics from the questionnaires show that these problems are centred on issues of scope and construction process, communication is the most problematic, and the role of the designer in project management cannot be ignored; conflicts arise from issues of culture, clients, contracts, specifications, architectural development, project managers, suppliers, collaboration, and scope of work. The work of the interior designer is becoming a professionalised process of gaining experience IDBOK (2008). Although interior design is currently on the upswing, the development of the interior design industry in the context of the big data era has ushered in unprecedented opportunities and challenges. Chen, Caixia (2018)

For example, the awareness of laws and regulations has not yet been formed. The control problems of construction quality, unreasonable project budgets and costs, conflicts and coordination between design and construction, differences in regional cultures, defects in the supply chain, and competition among designers, etc., are a systematic list of challenges. These challenges are some of the problems that interior design projects in China may face and reflect exactly what is wrong with the process of delivering interior design projects. There is no clear scope of work for interior designers. Designers are increasingly challenged to ensure that projects are successfully completed on time and meet the client's needs. This warrants further research.

5. The importance of job development plans and scope of work

Gibbs discusses the key role of project management in her book *Interior Design; A Professional Guide* (2017), emphasising the need for interior designers to have project management skills to ensure the successful completion of projects. The interior designer as a core businessperson, (Robin Puskas 2006) emphasises that the scope of the interior designer's work is often related to that of architects, decorators and other related professions are in conflict. The role that the interior designer is expected to play in a project is emphasised, including the coordination and integration of various elements. Therefore, only a clear scope of work reduces the conflict between these functions.

The interviews were based on the RIBA Plan of Work (2017) as the main reference. From the 3 expert interviews: respondent 1, the President of the China Interior Decoration Association (2021), suggested that "Chinese interior designers need to strengthen their professional level to enhance their assessment to reach a comprehensive level of design and management".

Respondent 2, the distinguished Asian designer (2020) mentioned that in the Gen-f interview, he shared that designers should pay attention to four project quality management requirements in project management, from programme communication, drawings, budget, and construction. Respondent 3, Hong Kong, China designer (2018) mentioned that he believes interior design is to provide a service, that is, "We spend time to do our work, and in this regard not only design, but also management, from drawings, supervision, to good and systematic project management on site".

These interviews are a strong reminder of the importance of the interior designer's scope of work and project management skills.

Table 1 Results of a survey of interior design practices in various projects

RIBA Plan Of Work	Response 1	Response 2	Response 3	Response 4
Appraisal	On site	On site	appointment	Project Understanding
		Quotation		Quotation
Design Brief	Design			Design
Technical Design	deepen the design	deepen the design	Design	deepen the design
Production Information				working drawing

Tender Documentation	tender	budget tender	tender	tender
Tender Action	cost estimate	calibrate contract	calibrate	
Specialist Design				
Mobilization		construction organisation	on-site briefing	start construction
Construction to Practical Completion	construction control	construction control	control verify and accept	Supervision of construction
Post Practical Completion	deliveries	deliveries	deliveries	verify and accept deliveries

Table 1 shows the results based on feedback from the interviewees of the Interior Design Practice project. Responses were taken from four respondents. They are from different job position backgrounds, respondent 1 is a project manager. Having managed more on the project, he had a cursory knowledge of the wider process and a relative gap in his knowledge of deepening the design and production information. However, this is the key to the project, and one cannot exist without the other. Respondent 2 is a site designer with a lower level of knowledge of the scheme design process, basically understanding the broad process, but still focusing on site work responsibilities. Respondent 3 is the architect, with a different refined measurement of the whole process, lacking the preliminary site survey and preliminary design. This is a gap perception with interior designers. Respondent 4, on the other hand, ignored the steps of the tender stage and the process of secondary design. This is related to his exposure, this designer has less exposure to the site. All responses in the interviews were made on the spot and some were based on personal work experience and common sense. Whilst different companies have different system requirements, there is no clear indication of the scope of what should be done. This also suggests that interior design projects are delivered differently if one's own knowledge base and management methods are not the same and experience is not the same. Perceptions of responsibility allocation with other managers on the project are also different. Different contexts of responsibility reflect different perceptions. Then the management conflicts that arise are also different and therefore all of these have an impact on the delivery of the project. Often these impacts are the ones we tend to ignore.

In the survey quite a lot of literature on interior design, but there is still little literature describing the process of delivering interior design projects. Especially on the interior design scope of work, the scope of work affects the creation of management issues for each responsibility. Problems in project delivery exist at every stage. The accumulation of these problems affects the project delivery. The following is a collection of authors describing the interior design work process over the last five years.

Comparing the literature with the practice's, comparing the workflow of the authors of the literature in the last five years with the workflow of the Royal Institute of British Architects (2020), firstly in the terminology of the process is not the same. Secondly in each step of the process, the steps are just the main process,, too rough and not detailed enough. For example, in the design stage there are still some deepening stage is blank, and then in the tender stage of the refinement as well as the delivery stage of the refinement is also blank. If there is a more detailed scope of work process, can ensure that the project phases of the problem reduction and the work of the members of the more coordinated. As shown in Table 2.

Scope of work is at every stage of project delivery and execution, and according to data and surveys, there is currently no clear documented and written reference for it in China. However, there are acceptance criteria related to architectural decoration and separate processes for interior design, both of which exist depending on the management structure of the company. However, as the demand for interior design grows and attention becomes more and more important, the scope of work affecting project delivery is increasing. Replacing this in interior design projects is the recognition of practical experience of the project providing reference. Even some experienced

managers only verbalise and there is no written documentation. Further research is needed to develop a documented written scope of work for interior design. It is also an issue that this study is continuing to search and investigate.

Table 2: Authors tabulation on interior design work process

Phase	S	RIBA (2020)	Interior Design Management Process(2010) Gao ming cong Ou yang	《Talk about interior design project management process》Chen Bo Wang Li Kan Lingyi (2018)	An 《Exploration into the Optimisation of Interior Finishing Design Management Processes》Zhao Chao (2018)	《Introduction to the design management process of interior projects》Zhu Peizhen (2018)	《Construction and Management of Building Decoration》Yang Zheng Liu Rubing Guo Zhiwei (2019)	《A Practical Research on Interior Design Process Management》XijianZhang (2020)	《A Practical Guide to Interior Design》(2021) Zhu Bin Huang Jia	《Interior Design Project Management Handbook》(2022) Fang Jun
briefing	A	Appraisal	Pre-planning	Order allocation	Task book	Task book	Site survey	Site survey	Design Negotiation	Site survey
	B	Design Brief	Planning and Design	Pre-communication	Product Grading	On-site assessment		Kick-off meeting	On-site assessment	design planning
Sketch Plan	C	Concept	Basic Design		Drawing		Concept	Organising members	Drawing the current situation	Conceptual Design
	D	Design Development	Schematic Design	Drawing and Design	Specialised Design	Programme Design	Schematic design	Design programme	Drawing of the first draft	Layout Determination
									Briefing	
Working Drawings	E	Technical Design	Preliminary Design		Expansion Design	Optimisation	deepen the design	Deepening drawings	Deepening Design	Intensive Design
	F	Production Information	Design Development		Construction drawings Cost Control			Cost estimate	Confirmation of design	
	G	Tender Documentation	Construction Drawing		Tendering Professional	Establishment of construction	Tendering			Construction Drawing Design
	H	Tender Action	Design		presentation	drawings				
							Calibration			Tendering
Site Operation	I	Specialist Design			Coordinate with construction	Material Quality Control	Construction monitoring	Consultation on construction		
	J	Mobilization	Design Services	Project Confirmation	Changes			Site changes	construction coordination	Construction co-ordination
	K	Construction to Practical Completion	design supervision	Project Acceptance		Construction QC			Receiving and Inspection	Project Acceptance
	L	Post Practical Completion	Project Acceptance	Warranty & Maintenance	Acceptance	Project Acceptance	Project Acceptance	Acceptance		Closing Management

6. Summary

Through the content research in this paper, the collection of literature and information on the decorative industry, the comparison of opinions through interviews with project managers and industry experts, the summarisation of the project management process, the comparative study of project specifications, the highlighting of the importance of an accurate scope of work in the management of interior projects, and the validation and identification of the workflow of interior projects. Promote interior design professionals and scholars to urge and expand their way of thinking. It can further improve the comprehensive ability of designers, refine the scope of work, improve the quality of delivery of interior projects, deliver more smoothly, and gain a certain influence in the industry specification management.

Therefore, it is important for interior designers to master the standards or have sufficient level of expertise and project management (PMBOK 2008) to ensure smooth project delivery. In addition, it is also a favourable tool for designers to compete professionally with their peers and to change the designers' previous standards of practice towards systematisation. It is also hoped that this study will contribute to the establishment of a standardised work platform framework by examining the scope of work for project delivery, and that interior design project management methodologies will be explored and improved by more people.

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