

Original Article

Delivery Process Framework for Interior Design Project in China

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Abstract - Interior design in China plays an important role in the economic status of the various industries and economic activities have an impact, such as construction, retail, hotels, catering, office space, construction, and so on. Interior design is an important part of the construction industry. Interior design specifications are still mainly building-related specifications, but there are similarities in the workflow; this paper focuses on the process framework of the interior design project delivery process. This research paper uses qualitative research methods systematically from the literature, interior industry managers, experts, and other interviews and confirms the argument. The clarity of the framework will enable the delivery of the project to run smoothly and reduce unnecessary project management problems and management loopholes.

Keywords - Interior design scope of work, Interior design project delivery, Interior design project practice, Interior design, Interior design work development program.

1. Introduction

With the development of the times, people's living standards continue to improve, and at the same time, the pursuit of a living environment, as well as to meet the individual needs of an increasingly high quality are expected. The day-to-day delivery process of each project has increasingly high-quality requirements. The smooth delivery of a project is not only a horizontal professional delivery but also enables the client to better understand and satisfy their functional processes in terms of spatial functionality, design layout, good spatial organization, decoration, ambience, and atmosphere. It is also difficult to deal with process guidance, direction, related issues, and contradictions in the course of a project without the appropriate expertise and experience. And these contradictory issues will more or less directly affect the scope of the interior design work. Upon comparative study, there is no clear project process and the workflow to be executed. Understanding and mastering the application of project management knowledge and skills in project management, doing a good job of the scope of work, avoiding or reducing conflicts, and avoiding overlapping project coordination issues are a must for interior designers. It is also a key issue in current project delivery.

The delivery of interior projects is usually performed in a team, from a structured project plan to project personnel. There is an organized project plan and project staff, such as architectural professionals, interior professionals, electrical professionals, mechanical professionals, material suppliers,

etc. However, the interior designer plays a leading role in this. Subsequently, their ability to work and skills are very important. From pre-project communication and coordination to the project delivery, the overall control is very testing for interior designers. The scope of their work ranged from spatial design to soft decoration. Besides, it is related to construction supervision, project acceptance and delivery, and the end of monitoring and handing over. Each stage's relation and flow play a role in controlling.

However, the type of interior designers varies in project delivery management, and project process management stages/phases also vary, different project phases also have different delivery effects and impacts. David Kent Ballast (2021) mentioned interior design project management, quality control, and sustainability issues; he pointed out the lack of knowledge and awareness of interior designers in project management, especially in client communication, cooperation, time arrangement and prediction, and budget management.

The initial research actions in this paper are based on the research context, the premise that there is not yet a clear workflow framework, and the problems in project delivery in the context of the literature and based on interviews with different managers and project professionals. Through these, the problems of project delivery were analyzed. The main matter is to identify the workflow and methodology of interior design through problem analysis. Similarly, this paper is a key



step in opening a new page for validation of the proposed new framework before the study investigates the processes, procedures, phases, and other relevant elements of interior project delivery. It provides an industry reference for the interior design industry. And provides a foundational role for conducting further research.

2. Issues in Interior Project Delivery

Interior design project delivery has become a social focus issue, and in China, according to a new report from Beijing (2020), the aspects of satisfactory quality of project delivery, worrisome quality of construction, and handling of project quality issues have centered on becoming a hot topic that is seriously questioned by the Chinese construction industry. Architecture and interior design complement each other, and interior design is the soul of architecture". The famous American architect Frank Lloyd Wright (1889) once said he emphasized the importance of interior design in architecture and that interior design is complementary to architecture. Interior design is the soul of architecture". Its regulations are by the building code. China's mandatory legal enactment: According to the first paragraph of Article 52 of China's Construction Law: "The quality of the survey, design, and construction of building works must also comply with the provisions of the relevant safety standards for building construction.

The delivery of interior architectural construction projects has a high impact. Interior design project management is still neglected in the industry, resulting in problematic conflicts due to overlap and negligence in many scopes of work. As stated by Francis D.K. Ching (2012). Ching (2012) argues that interior designers are often more concerned with the design process than with project management and implementation, resulting in projects that may not go according to plan or meet the client's expectations. Ensuring the smooth delivery of a project consists of different disciplines and the process coordination is about procedures and standards. Interior designers in the implementation process will also be due to individual professional level, work experience, and so on in the implementation of the project process of each executive group different ways and differences.

In particular, different projects of different natures in the process of work overlap and conflict. As Robin Pusk (2006) states, the scope of work of interior designers is often in conflict with that of architects, decorators, and other related professions. She emphasizes the role that interior designers should play in a project, including coordinating and integrating the various elements. Rosalind Bernstein (2008) emphasizes the diversity and complexity of the profession as the role of the interior designer.

She argues that the scope of an interior designer's work often varies depending on the type of project, the client's needs, and the region, which can lead to different types of

conflicts and responsibilities. Understanding project management skills is also very necessary and a source of problems in project delivery for interior designers.

3. Research Problem

In this thesis, based on the survey of data and literature search, it is concluded that the interior project process framework plays a role in interior design projects. According to the analysis and comparison of the project problems, the strict implementation of the workflow influences the execution of the project. That is when a clear framework is established, interior designers are better able to define the scope of work clearly. Tasks and responsibilities are executed in the project. Friction problems between projects will be reduced, and work efficiency will be increased.

4. Literature Review

4.1 Interior Design Projects

Interior design in China is divided into six work areas according to the requirements of the National Occupational Standard GZB (2021): conceptual design, program design, expansion design, construction drawing design, design implementation services, design summary, and training and guidance. Among them, design management includes technical management, team management, and construction quality management. According to Project Management Body of Knowledge (PMBOK) (2017) is divided into project initiation planning, execution monitoring and control, and closing. Project management in China has project initiation phase, project planning phase, project execution phase, project monitoring and control phase, and project closing phase, etc. each phase has its specific tasks and activities, and project managers and team members need to plan, execute, monitor, and close the project effectively according to the actual situation to ensure the achievement of project goals.

In China's interior design project process, customer needs and analysis, conceptual design, deepening design, bidding and construction stage, acceptance and delivery stage, and after-sales service. Interior design workflow in China process differentiation exists between different company processes. Derived from a comparison of the processes in the 15 practice projects collected and in three representative companies. Especially the process steps are different with different staff structures. The focus of the process is also different for old and new projects.

In the entire literature search, there were only 5 articles on the interior design project management process in the last 5 years. These 5 articles also have their focus. Gao Ming Cong Ouyang's (2010) book with many years of work experience as the basic premise of interior design management work involved in the analysis of process issues, interior design work of the 10 operational processes, from the management of the provision of certain recommendations.

Table 1. Gao Ming Cong Ouyang’s interior design process

Phase	Stage		Gao Ming Cong Ouyang (2010)
1	Briefing	A	Pre-planning
		B	Planning and Design
2	Sketch Plan	C	Basic Design
		D	Schematic Design
3	Working Drawings	E	Preliminary Design
		F	Design Development
		G	Construction Drawing Design
		H	
4	Site Operation	I	
		J	Design Services
		K	design Supervision
		L	Project Acceptance

(Zhu Pezhen, 2018) explains the design management process of interior projects, from the design stage, mid-construction stage, late acceptance, and after-sales, analyzes the interior design project design management 8 processes and management optimization.

The new era focuses on design management with the premise of experience, emphasizing the strengthening of the design management personnel on the project link control awareness and after-sales service awareness, expanding new forms of development, focusing on providing a better quality of life environment and good service experience.

Table 2. Zhu Pezhen’s interior design process

Phase	Stage		Zhu Pezhen (2018)
1	Briefing	A	Task book
		B	On-Site Assessment
2	Sketch Plan	C	
		D	Program Design
3	Working Drawings	E	Optimization
		F	
		G	Establishment of Construction Drawings
		H	
4	Site Operation	I	Material Quality Control
		J	Design Services
		K	Construction QC
		L	Project Acceptance

(Zhang Xi Jian 2020) mainly to measure the weight in the interior design process management practice research from the point of view of the interior design company's internal

management, from the government office class design process as a starting point, focusing on the study of process optimization means of the Shenzhen municipal government office class design project from the process itself, the team configuration, the process supporting the aspects of the grooming and integration of the project to nine processes for the project's practice to carry out the research.

Table 3. Xijian Zhang’s interior design process

Phase	Stage		Xijian Zhang (2020)
1	Briefing	A	Site Survey
		B	Kick-Off Meeting
2	Sketch Plan	C	Organizing Members
		D	Design Program
3	Working Drawings	E	Deepening Drawings
		F	Cost Estimate
		G	
		H	
4	Site Operation	I	Consultation on Construction
		J	Site Changes
		K	
		L	Acceptance

Zhu Bing, and Huang Jia (2021) are mainly about the practical operation of the designer's daily orders from the designer and the party to contact the process of sales signing, door-to-door measurements, program design, choice of building materials, budgeting, drawing, post-service, and other processes for a comprehensive explanation, which can help designers who have just entered the industry to quickly master the design methodology and skills.

Table 4. Zhu Bin and Huang Jia’s interior design process

Phase	Stage		(2021) Zhu Bin Huang Jia
1	Briefing	A	Design Negotiation
		B	On-Site Assessment
2	Sketch Plan	C	Drawing the Current Situation
		D	Drawing of the First Draft
3	Working Drawings	E	Deepening Design
		F	Confirmation of Design
		G	
		H	
4	Site Operation	I	
		J	Construction Coordination
		K	Receiving and Inspection
		L	

Fang Jun (2022) 9 processes are written from the perspective of a hardcover house and are related to interior design management.

Table 5. Fang Jun’s interior design process

Phase	Stage		Fang Jun (2022)
1	Briefing	A	Site Survey
		B	design Planning
2	Sketch Plan	C	Conceptual Design
		D	Layout Determination
3	Working Drawings	E	Intensive Design
		F	
		G	Construction Drawing Design
4	Site Operation	H	
		I	
		J	Construction Coordination
		K	Project Acceptance
		L	Closing Management

The above five authors have used the Royal Society’s workflow as a reference standard in their common framework criteria, analyzing their insights from the four stages of the same compatible steps and comparing the lacks and deficiencies of the different steps from there. This also implies that there is a differentiation in the system of the whole industry, which needs further unification and standardization.

Research and Concept Stage	Programme initiation	Floor Plans and Intentions	Optimise the floor plan
Design stage	Programme reporting		
Construction drawing deepening stage	Deepening of Construction Drawing Design Secondary design of construction drawings Arrangement of resident designers	Intervention programme for construction design by deepening company	Integration of design issues Adjustments for design changes
Construction services stage	Change Adjustment	Integration of design issues	Arrange resident designers to guide the design on site

Fig. 1 J.An interior design process

Comparison of project workflows of three Chinese design firms. The following three companies refer to the implementation and application of design project management in spatial design from Jess Xu (2018), Jain J&A (2018) is also one of the largest interior design companies in China; the company is characterized by the adoption of a project system features, the project manager can directly arrange the work of idle designers, and designers can also choose to correspond to the task and confirm the way of cooperation. In addition, the design management is outsourced to a third-party company for

rendering and construction drawings. Then the designer’s responsibility is also less. But always throughout the entire project management.

Established in Hong Kong, Ouya L.A Design (2018) is a company with strong organizational strength. The advantage of its project management process lies in the rigor of the process. The management will be assessed for each important node, the design of the repetition rate is low, and the error and rework situations are less. However, it also consumes human resources. The process of approval is complex, and the whole management is divided.

Pre-commercial stage	List of quotes and data	Project sign-off	Advance Payment
Research and Concept Stage	Communication	Conceptual proposal finalisation	Concept discussion proposal
Design stage	Deepening the design programme Expanded programme	Internal Reporting Drawing Review	Formal presentation of the programme Seminar on Expansion Programme
Construction drawing deepening stage	Deepening of Construction Drawing Design Deepening design by deepening company	Construction Drawing Coordination Meeting	drawings and submission of drawings
Construction services stage	Acceptance Summarise project acceptance assets	on-site supervision	Professional Answers

Fig. 2 L.A. design’s interior design process

ANTAO ANTAO is a comprehensive international design firm that integrates regularization design, hospitality design, and interior design. Its design project management process emphasizes the concentrated efforts of designers to discuss design strategies together. The designers’ scope of work is closely coordinated from pre-project to post-project.

Pre-commercial stage	Site visit	Project initiation meeting	design division
Research and Concept Stage	Design programme production	Draft design review	Detailed discussion
Design stage	Drawdown by the design partner	Initial programme design	
Construction drawing deepening stage	Construction drawings kick-off meeting Detailed design Approval of results	construction design of design results Reporting of design results Revision of design results	Contributions from partners Production of design results
Construction services stage	Pre-construction services	Mid-construction services	Post-construction services Return visit after one year

Fig. 3 Antao antao’s interior design process

The above three companies have different project management methods depending on the structure of the staff, and their workflow is different, even if the process is outsourced. This determines that the scope of the designer’s work is different. Due to the different business models, the process is not uniform, but the process of conflict is the same. Designers have a vague scope of work but always must resolve conflicts in project delivery.

Comparing the interpretations of interior design processes by these authors over the past five years, it was found that there were still relatively few insights from the authors on this interior management process in the entire industry field during the collection and integration process. And form a clear process architecture. Overall, in the comparison, it is recognized that there are gaps in the process, as well as the consistency of professional terms in the process. The decomposition nodes of process links are different. The below are all strong research supports.

The workflow has a significant impact on the scope of work. In project management and business management, Peter F. Drucker, in the mid-20th century, emphasized the close relationship between workflow and work scope. He argued that a clearly defined scope of work helps to design and optimize work processes more effectively, thereby improving the overall efficiency of the organization his writings on project management in the late 20th and early 21st centuries, Kerzner pointed out that workflow and scope of work are two interrelated aspects of project management. He advocated defining the scope of work at an early stage of the project plan to plan better and execute the project's workflow.

Early 21st Century Tom Kendrick, in his book *Identifying and Managing Project Risk*, Kendrick emphasized the importance of defining a clear scope of work at the start of a project to manage the project's workflow better and reduce the project's risk. *PMBOK 2021*, in this guide, both scope of work and workflow are key components of project management.

A clear scope of work helps to define and manage the project's workflow. These authors emphasize the close relationship between workflow and scope of work, arguing that a clear scope of work helps to plan and execute workflows more effectively, thereby increasing the probability of success for both the organization and the project.

4. Methodology, Results and Findings

This study used a semi-structured interview method for exploratory investigation in research. Semi-structured interviews are usually qualitative. They are often used as exploratory tools in marketing, social sciences, survey methodology and other areas of research (Tegan 2023). The semi-structured methodology used in this research question for the study.

According to the semi-structured interview methodology, establishing the research questions, designing the questions, and then calling for participation in interviews based on the different role players in the interior design industry. Face-to-face, telephone, and video interviews were conducted to collect data. The data collected later was transcribed, and the interview transcripts were used for the analysis process.

Data collection is a systematic process of collecting observations or measurements. Interviews were conducted with the president of a decorative association, the president of a renowned building science institute, and the director of a renowned company in China. It was conducted at different office sites and times. The interviews were to gain insight into the project process and related issues and collection of relevant issues of the projects.

Qualitative data is used for both content and framing. The interviews were audio-recorded, and the recordings were transcribed into Word documents. The process continued then with extracting key points of the interior design project process, especially the processes, flows and steps, procedures, and scope of job responsibilities.

Purposive sampling was used in interviewing six respondents. Four of the interviewees have more than 25 years of experience in interior design project management, three are members, two are presidents of decorative associations, and one is the director of a renowned institute of architectural sciences who has been engaged in interior work for more than 20 years. The rest are directors of decoration companies with rich project experience in interior design work.

Table 6. List of validation teams

	Background	Years of Experience	Validation Method
1	President of the Building Decoration Association	38	Direct Interviews
2	President of the Decoration Association	25	Direct Interviews
3	Dean of Environmental Design, School of Architecture and Science	26	Direct Interviews
4	Director and Head of Interior Design Company	27	Direct Interviews
5	Director of Interior Design Company Extensive Experience in Interior Design Projects	17	Direct Interviews
6	Principal and Director of an Interior Design Firm Extensive Experience in Interior Design Projects	17	Direct Interviews

Respondents were interviewed in an office, partly in a restaurant, and the interview data was recorded using IPH 15. and transferred to a computer MP3. Such verbatim transcription was carried out in Microsoft Word. The results of the study were analyzed in terms of the results of the interior design work and the interviews and discussions to validate the results.

Conducting the interviews allowed for validation of the results, which were recorded via audio taping and converted to Microsoft Word documents. The validation focuses on the interior design of the scope of the work management system. Experts' recommendations and notes are taken for prime reference. Their views, justifications, and rationales for the verified results are assessed.

5. Analysis and Discussion

5.1. Interior Design Workflow

Based on the literature, the source data for the building and decoration industry are RIBA 2022, Project 2008 in PMBOK 2017 project process management in China. And analyze and integrate the published opinions of the authors of the last five years on the interior design process. Processes and procedures were identified. Fifteen specific project processes were collected for comparison and analysis of process vacancies and differences in practical projects.

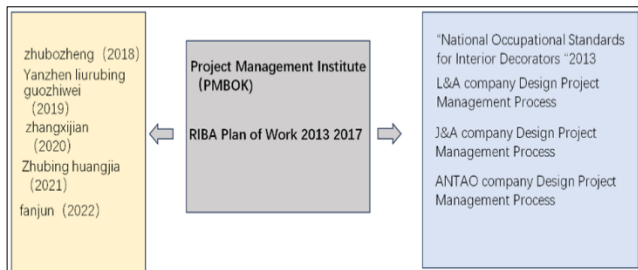


Fig. 4 The importance of the IDWDP management framework model for interior design project practice

5.2. Content Analysis and Interviews, Interior Design Work Phases Process, and Process Discovery

Based on the collection of information, including the project's management process specification, the company's project progress report, and work plan. Documents from 15 respondents were collected. These documents are up-to-date information on the delivered projects. The documents are set up according to the project case.

The extraction of the independent variables of the work phases from RIBA POW was validated by a panel of interior design experts. The independent variable is the stage of project delivery, and the dependent variable is the process. It is also analyzed through the following aspects such as nomenclature, sequence of processes, etc. They were then transcribed into text through the transmission of audio recordings to the computer.

No.	Development plan component elements	Factors analysed							
		consistency	explicit	Alignment and order	Appropriate use and direct	Similarity and correspondence	Need, demand, sufficiency	Deficiencies, shortcomings	
1	Use terminological keywords	X	X	X	X	X	X	X	0
2	Content or type of work	X	X	X	X	✓	✓	X	2/7
3	Main phases of work	X	X	X	X	✓	X	✓	2/7
4	working stage	X	X	✓	X	✓	X	X	4/7
5	workflow	X	X	X	X	✓	X	X	3/7
6	Workprocess	X	X	✓	X	X	✓	X	1/7
7	Stages of the work elements	X	X	X	X	X	X	X	0
8	Process for the first phase of the organisation of work	X	X	X	X	X	X	X	0
		0	2/8	0	4/8	3/8	1/8		

Fig. 5 Summary of factors analyzed in the case of interior projects

Figure 5 shows that the work development process in the 15 cases surveyed is composed of 7 factors that are analyzed and evaluated in 15 cases: use of terminology, work elements, work stages, work stage workflow, and location consistency. There are differences in terminology, and some are too finely named. The focus is on the main phases; the content is more concentrated and similar, and there are similarities and redundancies in the workflow and work stages. In addition, there are missing and insufficient in the stages of work and the elements and terminology. A small part is sufficient in the workflow and the work phase.

Figure 6 focuses on the stages of RIBA's work as a reference control independent variable, represented by the generation code in the left column. The entire interior workflow phase is divided into seven stages, from contract preparation to post-construction. Meanwhile, the work plan is composed of six components: schematic design preparation, schematic design, design development, contracting, construction and installation, project completion and handover, and post-construction.

5.3. Validation Through an Expert Panel on Interior Design Project Processes

The expert team validated the SOW management framework process accordingly from interviews and project content analysis. They were selected based on the. The first panel has his background as an executive director of the Interior Design Branch of the Architectural Society of China, and he is also a president of the Guangxi Interior Design Society, vice president of the Guangxi Architectural Decoration Association, senior expert of the Guangxi Architectural Decoration Industry, a committee member of the China Arts and Crafts Society, and director of the Guangxi Artists Association.

He has accumulated deep experience in architectural interior projects. The second expert is the president of the Environmental Art Design Institute of Guangxi's famous Architectural Science Research Institute, who has been engaged in interior design for more than 20 years and has rich experience in large-scale projects.

WORK DEVELOPMENT PLAN FOR CHINA INTERIOR DESIGN PROJECT PRACTICE (WDP for ID)												
CHINA INTERIOR DESIGN SCOPE OF WORK (SOW for ID)												
stage	RIBA PoW 2017	Work Development Process (WDP)			SOW		DESCRIPTION					
				A	Initial/ Start							
Pre Contractual Stage	1	1.1	Programming			1	Appointment of Consultant					
						2	on-site survey					
				B	Briefing	3	design brief					
				C	Feasibility Study	4	Initial Client's Budget & design needs					
				D	Schematic Design	5	Site Analysis					
	2	2. 2	Schematic Design	Design Development	F		6	conceptual design		Floor plans, schematics, design plans		
								Design Development		Detail Development of Proposed Design		
							7	Design Development		Production of Design Development Drawings(Effect Model, Text)		
			8	Design Implementation								
	3	3-4.3	Design Development	Design Development				Design drawings				
					G			Planning, programme reporting, design deepening				
					H							
	Contractual Stage	4	4	Contract Documentation & Implementation	I	Contract & Tender Documentation	9	Cost Estimation		Budget		
							10	Construction Schedule		Project schedule		
							11	Client's Approval		Programme recognition		
J					Project Tendering	Detail Specifications	12	Tender drawings (bidding, evaluation, and determination)				
								13	Construction Schedule			
								14	Client's Approval			
								15	Start of construction			
					16	collaborate with construction						
					17	on-the-spot briefing						
Construction Stage	5	5-6/5	Construction	M	Construction & Installation	18	Equipment preparation					
							19	construction management				
				Q	Monitoring Coordinating and Controlling	20	Formation of the construction organisation (personnel of all disciplines, sites, plans, equipment)					
							21	Mobilize various specialties and drawings for review and disclosure				
						22	Demolition, Renovation & Fit Out Works					
				P	Monitor Construction and Installation Coordinating and Controlling	23	Regular site inspections and meetings for construction follow-up (quality, planning, materials, finance, safety)					
							24	Progress Report				
							25	Monitoring, Claims & Certificates				
							26	Client's Approvals				
							27	Variations & Instructions				
		28	Extension of Time									
Post Construction Stage	6	6.6	Project Completion & Handover	R	Testing & Commissioning	29	Testing Mechanical					
							30	Engineering Installation				
						31	Services					
						32	Pre-transfer quality control					
						33	Internal and external quality control and rectification					
						34	quarantine					
						35	Completion of as-built records					
						36	Handover					
						37	Final partial inspection					
						38	Acceptance report, settlement report					
		6.7	Post Construction	T	Final Inspection & Rectification	39	Certificate of Compliance & Completion (CCC)					
						40	Project Hand Over					
						41	Final Account					
										Project End		
						7					42	Post Occupancy Evaluation

Fig. 6 China interior design project delivery practice IDWDP-SOW

Table 7. Validation factors for interior design work development processes

Master	Agreement Workflow		Comprehensibility		Appropriateness		Usability		Coverage	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
1	/	-	/	-	/	/	/	-	-	-
2	/	-	/	-	-	-	/	-	/	-
3	/	-	/	-	/	/	/	-	/	-
4	/	-	/	-	-	/	/	-	/	/
5	/	-	/	-	-	/	/	-	-	/
6	/	-	/	-	/	/	/	-	-	/
Percent	100%	0	100%	0	50%	16%	100%	0	60%	50%

The experts validate the table in five factors: consistency, comprehensiveness, understandability, appropriateness, ease of use, and coverage of the workflow. In the validation process, the consistency of the agreement and comprehensive comprehensibility is unanimously passed, but in the appropriateness of the 2, 4, and 5, experts said there are differences because of the difference between these deposits of public decoration and home decoration. Most of the public decoration projects are government projects, especially on government projects where there are limitations and focus.

First, the government project is more important in the early stage of full positioning, adequate research and analysis, and adaptive design conditions. The feasibility report will be invested in a more rigorous and longer time. In the implementation of more according to the government or party A's opinion.

In the pre-feasibility report, in-depth research and comparison and third-party consultants to collect views, such as large schools, hospitals, public buildings, old renovation projects, etc., need to carry out a rigorous feasibility report. In the reporting process by the relevant government departments for approval, especially to the local declaration of the Development and Reform Commission and other relevant departments for approval. If the approval does not pass, it is necessary to carry out another assessment and feasibility analysis report declaration.

Secondly, the funds are under strict control, so these conditions limit the implementation of the latter. Then, there is a reasonable allocation of funds throughout the execution process, and then changes in the construction process are also subject to constraints. This means that the first step in the process requires detailed documentation and acceptance. The process of development also varies, and it is necessary to implement the project in accordance with the government's program schedule. The acceptance data also needs to meet the audit requirements before finalizing the settlement. Compared to private decoration is much more complex and strict, the implementation should not be slack. In private projects, on the other hand, some of the processes are not as detailed, and the

division of labor may not be in place. In particular, the different project sizes to be addressed should have application specifications rather than a one-size-fits-all approach. It is therefore also recommended that the relevant departments also plan and address the scope of work in this regard is very important. As long as the scope is established, flexibility will also be based on it. The difference between the two in the framework of the implementation does not affect the implementation of the process of focus and emphasis. This is also the designer in the implementation of the face of the project is also to pay attention to. Inevitable process. Just clearer detailed requirements.

Views were maintained on the scope of coverage of 1, 2, and 3, as the content of the project phases would inevitably pass through them, and project issues would always need to be addressed. All the experts expressed their understanding of the framework's compatibility and comprehensiveness; only some details need to be refined. More in line with the actual needs. Keep the results of the node presentation. Then, it will be favorable for settlement. It may not apply to smaller projects, so the flexibility exists, but behavioral constraints are essential. In terms of appropriateness in the process to emphasize this process, node documents still need to correspond, such as the design mission statement, acceptance report, and these phases of the content of the standard documents. The ease of use of the framework, experts said, is more detailed, but the use of the guidance should be made, such as specifically pointing out the difference between the implementation of industrial construction projects and private projects. This would facilitate easier implementation of projects. Therefore, it is really necessary to standardize the framework in the whole industry.

6. Conclusion

The above findings suggest that in project delivery practice, the focus of interior design remains on the effective on-the-ground delivery of the project and that its project management is necessary and needs to be improved within the interior designer's remit. The quality and efficiency of the project as a whole greatly reduce the amount of overlap and

additional risk. The establishment of a scope of work for interior design is not the result of a single day but is the result of a wealth of experience. This study has made preliminary conclusions and recommendations, but with the development of the times still need to be based on the requirements of the development of continuous improvement and improvement.

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