FACTORS AFFECTING SUCCESSFUL DELIVERY OF INTERIOR DESIGN PROJECTS IN SRI LANKA

Achini Pamudika Ekanayake

(148405 X)

Degree of Master of Science in Project Management

Department of Building Economics

University of Moratuwa

Sri Lanka

January 2019
FACTORS AFFECTING SUCCESSFUL DELIVERY OF INTERIOR DESIGN PROJECTS IN SRI LANKA

Achini Pamudika Ekanayake

(148405 X)

Thesis / Dissertation submitted in partial fulfillment of the requirement for the degree of Master of Science in Project Management

Department of Building Economics

University of Moratuwa
Sri Lanka

January 2019
DECLARATION

I declare that this is my own work and this dissertation does not incorporate without acknowledgement any material previously submitted for a Degree or Diploma in any other university or institute of higher learning and to the best of my knowledge and belief it does not contain any material previously published or written by another person except where the acknowledgement is made in the text.

Further I acknowledge the intellectual contribution of my research supervisor Dr. (Mrs.) Yasangika Sandanayake, Head of the Department of Building Economics for the successful completion of this research dissertation. I affirm that I will not make any publication from this research without the name(s) of my research supervisor(s) as contributing author(s) unless otherwise I have obtained written consent from my research supervisor(s).

Also, I hereby grant to the University of Moratuwa the non-exclusive right to reproduce and distribute my dissertation, in whole or in part in print, electronic, or other medium. I retain the right to use this content in whole or part in future works such as articles or books.

.................................................. ..................................................

Achini Ekanayake                                   Date

I hereby acknowledge that Achini Pamudika Ekanayake has followed the dissertation process set by the Department of Building Economics.

.................................................. ..................................................

Dissertation Supervisor                           Date
ABSTRACT

FACTORS AFFECTING SUCCESSFUL DELIVERY OF INTERIOR DESIGN PROJECTS IN SRI LANKA

Interior Design Projects (IDP) in Sri Lanka have changed dramatically over the years with the sustainable design revolution. An Interior Designer plans and organises the design of the space to produce creative, technical and construction solutions to achieve a perfect interior environment. The project lifecycle involvement by the Interior Designer needs to be executed through many work processes and phases. The success of the project is based on delivering the project within the required and specified timelines, cost, and quality. However, the failure of project deliveries is very common in Sri Lanka’s interior design industry, and the industry faces difficulties in delivering projects successfully. Hence, this study aims to identify the factors affecting successful delivery in IDP in Sri Lanka.

In order to achieve the objective of the research, the literature synthesis was carried out to identify the factors affecting successful project deliveries. Further, semi-structured interviews were executed to identify the significant factors and to identify the contributor/stakeholder.

Poor communication, relationship with the client and lack of skills/low productivity of labour were identified as the most significant factors affecting successful project deliveries in IDP in Sri Lanka. The Interior designer and the contractor carries the same amount of responsibility throughout the project lifecycle to ensure successful deliveries in IDP. Mitigation measures identified through semi-structured interviews were suggested for future projects.

Keywords - Interior design projects, successful project delivery, mitigation
ACKNOWLEDGEMENT

This research is accomplished to be indebted much dedication and admiration of many people who have contributed in numerous ways. I express my gratitude to each and every individual for their encouragement, values and ideas, assistance and specially their commitment towards this research to make it a success.

First, I would like to give my gratitude to my supervisor Dr. (Mrs.) Yasangika Sandanayake, Head of the Department of Building Economics, University of Moratuwa for the guidance, assistance and encouragement provided to me for the successful completion of the project.

It is also my foremost duty to pay my gratitude to Ch.QS. Vijitha Disaratne (Course Director), Ms. Lakshmi Siriwardane (Course Administrator) and all the staff members of Department of Building Economics, University of Moratuwa for their immense assistance and advice during the course of this study.

I am highly indebted to all the professionals in the industry who contributed to this study by sparing time for data collection and for sharing their valuable knowledge despite their busy schedule.

Finally, I express my heartfelt gratitude to my beloved family members for giving me their utmost support, love and continuously motivating me to carry out the work successfully.

Ekanayake A. P.
January 2019
DEDICATION

To my beloved parents...
## TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Declaration</td>
<td>i</td>
</tr>
<tr>
<td>Abstract</td>
<td>ii</td>
</tr>
<tr>
<td>Acknowledgement</td>
<td>iii</td>
</tr>
<tr>
<td>Dedication</td>
<td>iv</td>
</tr>
<tr>
<td>Table of Contents</td>
<td>v</td>
</tr>
<tr>
<td>List of Figures</td>
<td>ix</td>
</tr>
<tr>
<td>List of Tables</td>
<td>x</td>
</tr>
<tr>
<td>List of Abbreviations</td>
<td>xi</td>
</tr>
<tr>
<td>List of Appendices</td>
<td>xii</td>
</tr>
<tr>
<td>Chapter 1</td>
<td>1</td>
</tr>
<tr>
<td>1.1 Background</td>
<td>1</td>
</tr>
<tr>
<td>1.2 Problem Statement</td>
<td>4</td>
</tr>
<tr>
<td>1.3 Aim and Objectives</td>
<td>5</td>
</tr>
<tr>
<td>1.3.1 Aim</td>
<td>5</td>
</tr>
<tr>
<td>1.3.2 Objectives</td>
<td>5</td>
</tr>
<tr>
<td>1.4 Methodology</td>
<td>6</td>
</tr>
<tr>
<td>1.5 Scope and Limitations</td>
<td>6</td>
</tr>
<tr>
<td>1.6 Chapter Breakdown</td>
<td>6</td>
</tr>
<tr>
<td>1.7 Chapter Summary</td>
<td>7</td>
</tr>
<tr>
<td>Chapter 2</td>
<td>8</td>
</tr>
<tr>
<td>2.1 Introduction</td>
<td>8</td>
</tr>
<tr>
<td>2.2 Definition of Project</td>
<td>8</td>
</tr>
</tbody>
</table>
2.10 Mitigation Measures .................................................................................. 33

2.11 Summary ...................................................................................................... 34

Chapter 3 ................................................................................................................ 36

3 Research Methodology ......................................................................................... 36

3.1 Introduction ...................................................................................................... 36

3.2 Research Design .............................................................................................. 36

3.3 Research Approach .......................................................................................... 37

3.4 Research Process ............................................................................................. 38

3.4.1 Initial Study .................................................................................................. 39

3.4.2 Literature Survey ......................................................................................... 40

3.4.3 Expert Opinion Survey ................................................................................ 40

3.4.4 Data Analysis ................................................................................................ 41

3.5 Chapter Summary ............................................................................................ 42

Chapter 4 .................................................................................................................. 43

4 ANALYSIS AND RESEARCH FINDINGS ................................................................ 43

4.1 Introduction ...................................................................................................... 43

4.2 Semi-structured interview ............................................................................... 43

4.2.1 Objectives of Semi-Structured Interviews ..................................................... 44

4.2.2 Details of Interviews of Semi-Structured Interview ....................................... 44

4.3 Findings and analysis of the interviewees ......................................................... 46

4.3.1 Poor Communication .................................................................................... 46

4.3.2 Payment Problems ......................................................................................... 48

4.3.3 Lack of experience/skills/low productivity of labour ..................................... 49

4.3.4 Shortage of materials in the market .............................................................. 51

4.3.5 Delays and incomplete drawings or specifications ........................................ 52

4.3.6 Delays in approving samples/materials ........................................................ 54
LIST OF FIGURES

Figure 1.1: Chapter Breakdown ................................................................. 7
Figure 2.1: Construction Lifecycle ............................................................ 15
Figure 3.1: The Research Process .............................................................. 39
Figure 4.1: Relationship between factors, mitigation measures, and stakeholders.... 74
LIST OF TABLES

Table 2.1: Summary of factors affecting successful project delivery .................. 26
Table 2.2: Factors and Proposed Mitigation Measures .................................. 33
Table 4.1: Details of the interviewees of the semi-structured interview ............ 44
Table 4.2: Poor communication problem .................................................... 47
Table 4.3: Payment problems ........................................................................ 48
Table 4.4: Lack of experience/skills/low productivity of labour ..................... 50
Table 4.5: Shortage of materials in the market ............................................. 52
Table 4.6: Delays and incomplete drawings or specifications ......................... 53
Table 4.7: Delays in approving samples/materials .......................................... 55
Table 4.8: Changes in the design frequently .................................................. 56
Table 4.9: Construction mistakes/defects work/lack of quality ....................... 58
Table 4.10: Shortage of site labour ............................................................... 59
Table 4.11: Project Planning .......................................................................... 60
Table 4.12: Unrealistic delivery dates ............................................................. 62
Table 4.13: Poor site condition ....................................................................... 63
Table 4.14: Weather condition ........................................................................ 65
Table 4.15: Contract modifications or mistakes .............................................. 66
Table 4.16: Claims and disputes ..................................................................... 67
Table 4.17: Top management support .............................................................. 68
Table 4.18: Relationship with client ............................................................... 69
Table 4.19: Comparison between frequency and severity to the project ......... 71
## LIST OF ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>CP</td>
<td>Construction Projects</td>
</tr>
<tr>
<td>ID</td>
<td>Interior Design</td>
</tr>
<tr>
<td>IDLNY</td>
<td>Interior Design for Legislation in New York</td>
</tr>
<tr>
<td>IDP</td>
<td>Interior Design Projects</td>
</tr>
<tr>
<td>PM</td>
<td>Project Management</td>
</tr>
<tr>
<td>PMBOK</td>
<td>Project Management Body of Knowledge</td>
</tr>
<tr>
<td>PS</td>
<td>Project Success</td>
</tr>
</tbody>
</table>
LIST OF APPENDICES

Appendix A - Questionnaire

Appendix B - Interview Transcript