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## APPENDICES

### Appendix A - Questionnaire

Dear Sir/Madam,

#### **Research Dissertation – Interview (MSc in Project Management)**

I am a postgraduate student of the Department of Building Economics, following an MSc. in Project Management. I am engaging in a research titled “Factors affecting successful delivery in Interior Design Projects in Sri Lanka.” The research is conducted under the supervision of Dr. Yasangika Sandanayake, Head, Department of Building Economics, University of Moratuwa.

I am in the process of collecting input from Interior Design industry practitioners for this research through means of interview by using a semi-structured questionnaire. The aim of this interview is to identify the factors affecting successful delivery in Interior Design Projects.

Please be kind enough to allow me an appointment (60min) to conduct the interview. I assure you the information collected will be purely used for the research purposes. The recording of the discussion will be done only with prior approval of the company and interviewee. Confidentiality of your personal details, company names, project details, or any other information of similar kind will be maintained at all times.

Thank you.

Yours Faithfully,

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# FACTORS AFFECTING SUCCESSFUL DELIVERY OF INTERIOR DESIGN PROJECTS IN SRI LANKA

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Company Name (Optional):

<b>INTERVIEW GUIDELINE</b>
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Designation of the interviewee:

Year(s) of experience:

Date:

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## SECTION - A (Background Information)

- 1) How many Interior Design projects have you/your company completed during the last five (5) years?
  
- 2) Of them, how many projects did you manage to deliver successfully?
  - i. Did you deliver it on time as initially planned?
  - ii. Is it under the initial budgeted price?
  - iii. Is the quality up to the standard you and your client expected?
  
- 3) How many projects failed to deliver successfully? Was it a time factor, cost factor or a quality factor that caused it to fail? Please give reasons for your answer.

## SECTION - B

Below are the factors affecting the success of a project delivery. Based on your work experience, please answer who is responsible (e.g. client/designer/contractor/external party) and what are the methods you used to overcome those issues.

### 1) Poor Communication

- i. Did you face any communication issues with your stakeholders? If so what sort of an issue did you face?
- ii. With which stakeholder, did you face it?
- iii. What was the method you used to communicate?
- iv. How did it affect the project delivery date?
- v. Do you maintain records?
- vi. Are you satisfied with your method of communication?
- vii. How could you overcome the issue you faced?

### 2) Payment Problems?

- i. Did you face any payment problems with your stakeholders? If so, with which stakeholder did you face it?
- ii. What are the payment related issues you had to face?
- iii. What was the reason behind it?
- iv. Did the work speed reduce due to payment issues?
- v. How could you overcome the identified issues?

### 3) Lack of experience/skills/low productivity of labour

- i. How experienced are your interior designers? Are you satisfied with their work?
- ii. How experienced are your contractors? Are you happy with them and their work?
- iii. What are they lacking when handling a project?
- iv. Did the lack of experience/skills/low productivity of labour affect your project? If so, from which stakeholder did you notice it?

- v. What are the actions you took to overcome this issue?

#### **4) Shortage of materials in the market**

- i. Did you face any shortage of materials during a project?
- ii. What sort of issues did you face?
- iii. What are the precautions you used at that time?
- iv. Who is responsible to overlook the materials?
- v. How did it affect the project delivery date?
- vi. How could you overcome the identified issues in the future?

#### **5) Delays and incomplete drawings or specifications?**

- i. Did you face any issues regarding delays and incomplete drawings or specifications?
- ii. What are the issues you faced because of that?
- iii. Who is responsible to issue the drawings and specifications on time?
- iv. How did it affect the project delivery date?
- v. How could you overcome the identified issues in the future?

#### **6) Delays in approving samples/materials?**

- i. Did you face any delays in approving samples/materials?
- ii. What is the reason behind delaying in approving samples/materials?
- iii. Who is responsible to provide samples and materials?
- iv. Who is responsible to approve the samples and materials?
- v. How did it affect the project delivery date?
- vi. How could you overcome this issue in the future?

## **7) Changes in the design frequently**

- i. Did you face any issues with changing the design frequently?
- ii. If so, who changed the design frequently?
- iii. What was the reason for these changes?
- iv. How did it affect the project delivery date?
- v. How could you overcome the identified issues in the future?

## **8) Construction mistakes / defects work / lack of quality**

- i. Did you face any construction mistakes/defects/lack of quality in projects?
- ii. What sort of issues did you face because of this?
- iii. Who was the responsible party for this?
- iv. When did you notice those issues? During the project or after the project completion?
- v. What are the methods you used to correct it at the time?
- vi. How did it affect the project delivery date?
- vii. Any suggestions to avoid similar kinds of issues in the future?

## **9) Shortage of site labour**

- i. Did you face any shortage of site labour during your project construction? If so what are the issues you had to face at that time?
- ii. Who is responsible for this?
- iii. What are the actions you used to overcome the issue?
- iv. How did it affect the project delivery date?
- v. Any suggestions to overcome similar kinds of issues in the future?

## **10) Project Planning**

- i. Who is preparing the project plan?
- ii. Did they discuss it with all the parties before preparing the project plan?
- iii. Did you face any issues with the project plan? If so what sort of issues was it?

- iv. Do you think improper planning led to an unsuccessful delivery date?
- v. What are the methods you think you could use to overcome this issue?

### **11) Unrealistic delivery dates?**

- i. Did you face any situation with requesting of unrealistic delivery dates?
- ii. If so, who is requesting for unrealistic delivery dates?
- iii. Did you accept it? If yes, what are the procedures, you used to achieve the target?
- iv. If you cannot accept it, did you explain it to the relevant party beforehand?
- v. How did this effect the project delivery?
- vi. Any suggestions to overcome this kind of issues in future?

### **12) Poor site condition**

- i. Did you face any poor site condition and which led to unsuccessful project delivery?
- ii. What are the issues you had to face because of it?
- iii. Who is responsible for this?
- iv. What was the impact for the project delivery date due to this issue?
- v. What are the actions did you take to overcome this issue?

### **13) Weather condition**

- i. Did you face any bad weather conditions during the construction of the project?
- ii. What sort of a weather condition was it?
- iii. How did it affect the project delivery date?
- iv. Was any party responsible for this?
- v. Any suggestions to overcome this problem?

### **14) Contract modifications or mistakes**

- i. Do you/your company have a contract to sign before commencing the work?
- ii. Did you ever find any mistakes in your contact?

- iii. Did you face any contract modifications? If so what was the reason for the modifications?
- iv. Who requested the modifications?
- v. How did it affect the project delivery date?
- vi. Any suggestions to avoid identified issues in future?

### **15) Claims & Disputes**

- i. Did you face any claims or disputes? If so, what was the reason for it?
- ii. With which party, did you face it?
- iii. What are the methods you used to solve the issues?
- iv. How did this affect the project delivery date?
- v. Any suggestions to avoid identified issues in future?

### **16) Top Management support**

- i. Did you face any problems with top management and their support?
- ii. If yes, what sort of issues did you have to face?
- iii. Did lack of their support effected the project delivery date?
- iv. If you are not satisfied, is there anything you feel should come from them?

### **17) Relationship with client**

- v. Do you think a good relationship with a client helps to have a successful delivery?
- vi. How is the relationship with you and your company with the client?
- vii. Did you face any issues with your client? If yes, what sort of issues did you have to face?
- viii. How did it effect the project delivery date?
- ix. How to overcome the identified issues in future?

## SECTION - C (Suggestions)

- 1) Are there any other factors affecting the successful project delivery?
- 2) Do you have any suggestions to improve the current process to have many successful project deliveries in future?

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## FACTORS AFFECTING SUCCESSFUL DELIVERY OF INTERIOR DESIGN PROJECTS IN SRI LANKA

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### INTERVIEW GUIDELINE

**Company Name (Optional):**

**Designation of the interviewee:** *Director/ Interior Designer*

**Year(s) of experience:** *21 Years*

**Date:** *2017/06/02*

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### SECTION - A (Background Information)

1) How many Interior Design projects have you/your company completed during the last five (5) years?

*25 Projects*

2) Of them, how many projects did you manage to deliver successfully?

*About 15 Projects*

i. Did you deliver it on time as initially planned?

*Some yes, for some extensions were taken with the approval of the client.*

ii. Is it under the initial budgeted price?

*Some yes, more like 50%*

iii. Is the quality up to the standard you and your client expected?

*Yes*

3) How many projects failed to deliver successfully? Was it a time factor, cost factor or a quality factor that caused it to fail? Please give reasons for your answer.

*About 10 projects got failed to deliver successfully. It was a time factors.*

*Because client took long time to take decisions. Also, the weather effected. Then materials were not available. Some items were imported. So, shipment was delayed. Faced few labor issues. Some workers have gone for holidays and didn't return on time.*

## SECTION - B

Below are the factors affecting the success of a project delivery. Based on your work experience, please answer who is responsible (e.g. client/designer/contractor/external party) and what are the methods you used to overcome those issues.

### 1) Poor Communication

i. Did you face any communication issues with your stakeholders? If so what sort of an issue did you face?

*Sometimes yes- Client has appointed someone to execute the project, and that person has not communicated properly to the client. So, because of that we had bit of communication issues in some projects.*

ii. With which stakeholder did you face it?

*Client*

iii. What was the method you used to communicate?

*Site meetings and emails*

iv. How did it affect the project delivery date?

*It effected a lot. Certain times client without informing us they had put dates for their opening and informing us only week before. So client is being very un-fair at times and*

*insisting they want everything to be completed as they wish. So this is everything to be do with proper communication.*

- v. Do you maintain records?  
*Yes, we do*
- vi. Are you satisfied with your method of communication?  
*Very much, but client should be very clear with what they want and what time*
- vii. How could you overcome the issue you faced?  
*Documentation is very important. Should minute and keep records until you complete the project.*

## **2) Payment Problems?**

- i. Did you face any payment problems with your stakeholders? If so, with which stakeholder did you face it?  
*Yes, With the Client*
- ii. What are the payment related issues you had to face?  
*They didn't pay (laugh), Well we also couldn't deliver on time, so they also took long time to make the payment*
- iii. What was the reason behind it?  
*Because of the delay of delivery stuff*
- iv. Did the work speed reduce due to payment issues?  
*No, I mean we took extra one week and finished everything with the approval of the client.*
- v. How could you overcome the identified issues?  
*Its just you have to give prompt attentions and deliver on time to get the payments from client on time.*

## **3) Lack of experience/skills/low productivity of labor**

- i. How experienced are your interior designers? Are you satisfied with their work?  
*Very much, and yes satisfied with their work too.*
- ii. How experienced are your contractors? Are you happy with them and their work?  
*They are also very good, and happy with them*

iii. What are they lacking when handling a project?

*Designers- I would say they are qualified but sometimes there are few mistakes in the drawings. Also technical side designers are lack of it*

*Contractors - They also have labor issues, also sometimes they don't know how to read the drawings, so we faced few issues because of that*

iv. Did the lack of experience/skills/low productivity of labor affect your project? If so, from which stakeholder did you notice it?

*Yes, from the contactors and also from the designer. If it's not right I made them even 100 times to get it correct. I will never compromise on quality and will always make sure client get the best outcome.*

v. What are the actions you took to overcome this issue?

*Same as mentioned earlier. I make sure to deliver the best to client*

#### **4) Shortage of materials in the market**

i. Did you face any shortage of materials during a project?

*Yes*

ii. What sort of issues did you face?

*Like lack of accessories - furniture accessories*

iii. What are the precautions you used at that time?

*We always minute everything. I totally believe in very strong relationship with client through the emails. And talking truth. So, I always update the client and what's happening at the moment, so client gives the approval for extra time or to use something else.*

iv. Who is responsible to overlook the materials?

*Supplier/ Contractor*

v. How did it affect the project delivery date?

*Simple, it got delayed.*

vi. How could you overcome the identified issues in the future?

*We have to be much more prepare. Sometimes its not practical to keep ex stocks. We have to work with what's available. Best is to do a proper research it the market before designing*

## 5) Delays and incomplete drawings or specifications?

- i. Did you face any issues regarding delays and incomplete drawings or specifications?  
*No, Very rarely*
- ii. What are the issues you faced because of that?  
*Small things like colour difference.*
- iii. Who is responsible to issue the drawings and specifications on time?  
*Designer*
- iv. How did it affect the project delivery date?  
*It didn't affect*
- v. How could you overcome the identified issues in the future?  
*Have to be much more specific before giving the drawings.*

## 6) Delays in approving samples/materials?

- i. Did you face any delays in approving samples/materials?  
*Yes, Sometimes*
- ii. What is the reason behind delaying in approving samples/materials?  
*That is again like getting in to the right channel. In Some bigger projects client appoints someone to execute the project and we hardly meet the client directly. So that person is scared to go and speak to client all the time, so when we give a sample for approval, that person waits for right time to meet their boss, so because of that it gets delay to get the approvals. Sometimes if the wait is too long we had to speak to the client directly and client has no clue about the sample*  
Who is responsible to provide samples and materials?  
*Designer*
- iii. Who is responsible to approve the samples and materials?  
*Client*
- iv. How did it affect the project delivery date?  
*Like I mentioned earlier, didn't get the approval on time and just waiting to hear from them, so yes project gets delay.*

- v. How could you overcome this issue in the future?

*There are certain issues which you cannot overcome. Some you have to just face it. Like bad weather we cannot do anything. So this also something like that. Because we cannot go pass appointed people and meet the client directly. If we go pass them, then they get angry and they make even hard to work with. It's a human conflict. So have to work peacefully with everything.*

## **7) Changes in the design frequently**

- i. Did you face any issues with changing the design frequently?

*Very Much*

- ii. If so, who changed the design frequently?

*Most of the time its client. Sometimes designers have to change it due to structural limitations.*

- iii. What was the reason for these changes?

*Client change their mind due to cost and make it cost effective and like I mentioned earlier due to structural issues*

- iv. How did it affect the project delivery date?

*Sometimes it affected, sometimes it didn't. It all depends of capability of redoing.*

- v. How could you overcome the identified issues in the future?

*You just cannot. Because client is the king*

## **8) Construction mistakes / defects work / lack of quality**

- i. Did you face any construction mistakes/defects/lack of quality in projects?

*Sometimes, yes*

- ii. What sort of issues did you face because of this?

*Its depend on the number of contractors work in project. Some contactors don't come under us, so we have no control. So, because of that we sometimes face issues and we have no say.*

- iii. Who was the responsible party for this?

*I could say it's the sub contactor*

- iv. When did you notice those issues? During the project or after the project completion?  
*During the project.*
- v. What are the methods you used to correct it at the time?  
*Throughout the site meeting we informed the sub contactors*
- vi. How did it affect the project delivery date?  
*Very rarely it affected. We somehow managed it*
- vii. Any suggestions to avoid similar kinds of issues in the future?  
*It all depends on the structure and contractor.*

## **9) Shortage of site labor**

- i. Did you face any shortage of site labor during your project construction? If so what are the issues you had to face at that time?  
*Not all the time, may be if there was any special holidays then people go and they didn't come back on time.*
- ii. Who is responsible for this?  
*Contractor*
- iii. What are the actions you used to overcome the issue?  
*We couldn't take any actions at that time*
- iv. How did it affect the project delivery date?  
*It didn't really affect the project.*
- v. Any suggestions to overcome similar kinds of issues in the future?  
*Should introduce strict rules and regulation to all the labors.*

## **10) Project Planning**

- i. Who is preparing the project plan?  
*Sometime PM, sometimes designer. We always have a plan, so we work according to that. If it's a huge project then project consultant is preparing it*
- ii. Did they discuss it with all the parties before preparing the project plan?  
*Yes, we were supposed to show our plan to consultant and then they amend accordingly*
- iii. Did you face any issues with the project plan? If so what sort of issues was it?  
*Conflicts. Working with so many different suppliers, working with support services.*

iv. Do you think improper planning led to an unsuccessful delivery date?

*That can happen too*

v. What are the methods you think you could use to overcome this issue?

*Should have a proper planning*

### **11) Unrealistic delivery dates?**

i. Did you face any situation with requesting of unrealistic delivery dates?

*Sometimes they do.*

ii. If so, who is requesting for unrealistic delivery dates?

*client*

iii. Did you accept it? If yes, what are the procedures, you used to achieve the target?

*It is like this, I sometimes I of course say I cannot if I can't do it, sometimes they kind of coming to an agreement saying we only want certain items and rest you can delivery later.*

*If so yes, then we also agree and go ahead with it.*

iv. If you cannot accept it, did you explain it to the relevant party beforehand?

*Yes, always*

v. How did this effect the project delivery?

*It got delayed, when you explain and told the client, they were aware of new delivery dates, so they understood and agreed*

vi. Any suggestions to overcome this kind of issues in future?

*In reality it is not possible, working with human and at the end it's the client.*

### **12) Poor site condition**

i. Did you face any poor site condition and which led to unsuccessful project delivery?

*Yes, sometimes*

ii. What are the issues you had to face because of it?

*Like, not given proper protection from the bad weather. Out stuff got damaged due to their mistakes, they haven't got any precautions to cover the items or the area*

iii. Who is responsible for this?

*It is of course client. They want stuff in hurry but site is not ready*

iv. What was the impact for the project delivery date due to this issue?

*We had to re do the work, and had to take permission from client*

- v. What are the actions did you take to overcome this issue?

*Nothing really*

### **13) Weather condition**

- i. Did you face any bad weather conditions during the construction of the project?

*Yes*

- ii. What sort of a weather condition was it?

*Rain*

- iii. How did it affect the project delivery date?

*That of course during the project meeting, we discuss those things and we came to a mutual agreement.*

- iv. Was any party responsible for this?

*No*

- v. Any suggestions to overcome this problem?

*You cannot*

### **14) Contract modifications or mistakes**

- i. Do you/your company have a contract to sign before commencing the work?

*Yes, we do now*

- ii. Did you ever find any mistakes in your contact?

*Yes, at the begging*

- iii. Did you face any contract modifications? If so what was the reason for the modifications?

*Sometimes, if client want certain changes. We usually go with standard format. Depend on the situation we had to modify to suit the client. And sometimes then things they put we discuss and modify*

- iv. Who requested the modifications?

*client*

- v. How did it affect the project delivery date?

*Everything before handed. So it didn't affect*

- vi. Any suggestions to avoid identified issues in future?

*Should be very specific about the contract and you should be able to change it depend on clients request.*

### **15) Claims & Disputes**

- i. Did you face any claims or disputes? If so, what was the reason for it?  
*Yes, payment related*
- ii. With which party, did you face it?  
*client*
- iii. What are the methods you used to solve the issues?  
*We justify what we have done, how we did it and basically, we showed all our records*
- iv. How did this affect the project delivery date?  
*It was not during the project, so it didn't affect*
- v. Any suggestions to avoid identified issues in future?  
*Better to have a proper contract before starting the project*

### **16) Top Management support**

- i. Did you face any problems with top management and their support?  
*NA*
- ii. If yes, what sort of issues did you have to face?  
*NA*
- iii. Did lack of their support effected the project delivery date  
*NA*
- iv. If you are not satisfied, is there anything you feel should come from them?  
*NA*

### **17) Relationship with client**

- v. Do you think a good relationship with a client helps to have a successful delivery?  
*Yes*
- vi. How is the relationship with you and your company with the client?

*We always try to make a close relationship*

- vii. Did you face any issues with your client? If yes, what sort of issues did you have to face?  
*Yes, payment related issues.*
- viii. How did it effect the project delivery date?  
*When you have very good relationship with client you get correct and communication is very fast and effective, so it works well. Which is really good*
- ix. How to overcome the identified issues in future?  
*You have to have a better relationship with your client*

## SECTION - C (Suggestions)

- 1) Are there any other factors affecting the successful project delivery?  
*No, I think it covers everything*
- 2) Do you have any suggestions to improve the current process to have many successful project deliveries in future?  
*All to do with the relationship with client. If you have direct relationship with client everything goes smoothly. It's always better to have great relationship with client and designer.*