

The Improvement of the Architectural Design Procurement System (With emphasis on the creativity and technical capabilities of a design team in the selection process)

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Architectural design can be identified as a labor-intensive knowledge service industry, which provides high-level labor force and employment opportunities. Hence understanding the economical benefits of the architectural design industry there needs to be increased support and promotion on a national level to ensure its competitiveness. However, architectural design in Korea has been considered subordinate to the construction industry so far and as a result have been falling behind as an industry altogether. Therefore, it is urgently required that since architectural design is recognized as a knowledge service sector with high added values, the current design procurement system which emphasizes costs and past performances transforms to incorporate creativity and technical competence as major values. This study, therefore focuses on the improvement measures of the current design procurement system in order to effectively deliver projects by placing creativity and technical competence at its core.

Traditional design competitions have been recognized as the delivery system which most emphasizes creativity and technical competence of a scheme. However, although many relevant legislations include clauses which encourage the use of design competitions there is

very little effect in actual implementation. Additionally, in many cases there are problems of inadequate time allocation, and excessive requirements which becomes an overwhelming cost burden to participants. Furthermore, issues concerning the level of expertise and objectiveness represented by the judging panel have been a constant point of criticism. Hence, this study, instead of the traditional design competition format, proposed the increased use of proposal competitions. The study investigated various proposal competition case studies both from within Korea and abroad, and presented the applicable limits, procedures, operational method, assessment criteria and scoring methods of such competition format. Additionally, in order to improve the general standards of the operation of traditional design competitions, the study presented improvement measures of current design competition standards and guidelines.

It was found, through analyzing previously assessed projects, that the single most influential criteria in assessment processes is cost rather than the overall standard of project delivery, and fundamentally the assessment criteria itself fails to properly respond to the judging of the creativity of a project. Therefore, it is important that the scoring weight of the project delivery standard is increased over the cost criteria. Simultaneously the applicability of technical proposals also needs to be extended to be more inclusive of projects that require such consideration. There also needs to be development of a sophisticated architectural design project delivery assessment system, and detailed assessment standards according to each judgment category. At the same time unnecessary and impractical criteria should be modified.

As part of its investigation this study monitored design competition pilot projects participated by young architects of under 45, and concluded that the projects displayed achievements in wider

participation and promotion of young architects, and the increased occasion of unique and creative design schemes. The study also identified that in the future there needs to be a re-thinking of the application of this design competition format to properly induce creative ideas where such values are required more significantly in a project. Also, there needs to be measures to reduce risk for client organizations when running such design competition formats, and ways of ensuring even wider participation from young architects - such as simplifying competition procedures and final submission - should be considered. In the long-term there needs to be stable measures where young architects can be fostered in a more systematic way by opening various channels of participation and opportunities. One such method can be by running idea competitions regarding major urban and architectural issues etc.

It is important to note that this study has been conducted by the request of the Ministry of Land, Transport and Maritime Affairs and the Presidential Commission on Architectural Policy to bring about a new direction in architectural design procurement system. This study emphasized the use of proposal competition to select appropriate design teams over running traditional design competitions, and that promotion of young architects need to be further developed to avoid delivery systems which tend to focus on costs and past performances only. However, due to time constraints and the wide scope of the study, limitations of the study were identified in terms of the number of case studies and the range of information reviewed. Hence, it is anticipated that future studies are conducted which analyze each procurement method in detail to propose a comprehensive improvement measure in architectural design procurement systems.

Keywords : architectural design, procurement system, young architects, design competition, project delivery assessment