

Client expectations in the purview of architecture

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Abstract

Purpose of the study: From the conceptualisation to the construction stage, clients have a wide range of expectations from architects, and sometimes not addressing or meeting these expectations can land both of them in conflicts of interest, which might affect the architect's career. This study attempts to unfold the dynamics of the client-architect relationships, emphasizing clients' expectations from architects.

Methodology: This research has been conceptualised to cover various aspects of the client-architecture relationships through an in-depth literature review, followed by undertaking a survey. The literature review has touched upon different factors that shape the client-architect relationships, various architects' theories, and how clients feel. The survey was conducted online amongst 29 architects and 12 clients to get their perspectives on the issue, giving more detailed insights into the topic.

Main Findings: The findings have revealed that clients who'll be personally occupying and using the space have the maximum expectations from the architects who're designing that space, with these expectations spanning the entire process starting right from their initial interactions to post-occupancy. Most of these expectations and their consequent circumstances become complex where the budgets are strict and tight, as it is difficult for the clients and the architects to compensate for the losses.

Novelty/Originality of this study: Architectural practice is an ever-evolving profession, where relationships between architects and clients are not static, but dynamic as per the changing working styles. This study represents a fresh angle of current practicing architects and their views, which may prove beneficial for architects stepping out from colleges to working industry.

INTRODUCTION

Architecture, as a profession, is client-centric. Compared to other designers, architects have very less flexibility with the brief and focus on the client's needs and aspirations. Due to the large amount of capital involved in the design, material sourcing and construction of any project, clients are very particular about their needs. They generally have an eye of scrutiny for the deliverables they get from the architect.

Empirically, architects experience the moral obligation to design keeping the welfare of clients in mind. Any decision made in the field has to be tactful and in the best interest of the client. As much as architects must meet the requirements, some client expectations may not be structurally feasible or environmentally sustainable. As a result, various architects face dilemmas or decision-making challenges at their professional forefront, some of which can hamper their career or create long-lasting hurdles that they might never be able to overcome. Therefore, this research has been centered along the lines of the main research question, which is

How as architects and designers, can we learn to cope up with client expectations and not let them become a hurdle in our professional career? What are the factors on which client expectations depend and how architects can manage them?

This research attempts to understand different aspects of client expectations and interactions and how an architect can deal with them in the best possible way. This study shows the various problems architects face while dealing with clients and how these problems could be tackled. The study shall also view the issue from a client's perspective and lay down their concerns and expectations from an architect.

This shall be done

1. To understand different clients and their expectations in the professional field.
2. To understand the problems architects and clients face in dealing with each other and investigate the different factors leading to a communication gap.
3. To analyze the professional aspects of client negotiations.
4. To arrive at broad scenarios that architects might face regarding client expectations and how to approach such situations.

5. The primary collection method is an online survey conducted amongst various architects and clients (who recently hired an architect for their services). This shall be complemented by a comprehensive literature review and understanding a few typical cases through personal anecdotes and case examples.

INVESTIGATING THE CLIENT-ARCHITECT RELATIONSHIP

The architecture and construction industry is significantly driven by client satisfaction. Clients constitute the most important types of stakeholders involved in a project, and hence meeting their expectations is of utmost necessity. Clients can be of different types, such as end-user, owner, property manager, developer, general contractor, etc., and their expectations from the project can vary due to difference in interests. (Ang, Wyatt and Hermans, 2001, p. 2) Similarly, the RIBA classifies clients as Private Domestic, Commercial and Contractors broadly. It is needless to say that sometimes these different parties can have different expectations from the project, and it becomes imperative for the architect to balance them and/ or prioritise them as the situation calls for. (RIBA, 2016, p. 6) While private and commercial clients are self-explanatory to a great extent, contractors, real estate companies, or builders (as in the Indian Context) recruit architects differently. These companies may or may not be the client themselves and hire architects irrespective of that fact. They generally are more critical of architects' works than the lay-man clients and hence look up to the architect with a larger eye of scrutiny. Such a situation often leads to many contractors or builders associating themselves with an architect for a long duration, as a 'favourite' or contractual basis. They are harder to please and thus maintain relationships with a limited set of architects. Another way of looking at the same is, how a client who is recruiting an architect for his/ her work, such as designing his/ her dwelling or workplace, will have different nuances of satisfaction as compared to an enterprise client, who'll own/ operate a building designed by an architect. To the former, every small detail might affect personally, while to the latter, the case might not be the same.

Secondly, the type of project greatly affects the client-architect relationship. A large project with multiple stakeholders may play a different role than a small project wherein the client deals with everything personally. Such a client generally has a relatively smaller budget and values the quality, quantity and finances equally. In such projects, the architect may interact with the client directly instead of mediators, creating a more personal bond. Also, residential projects are where the occupant spends more time than a commercial, cultural or institutional project, and such projects are used/ experienced by limited people rather than the general public. This is another dimension of looking at the same.

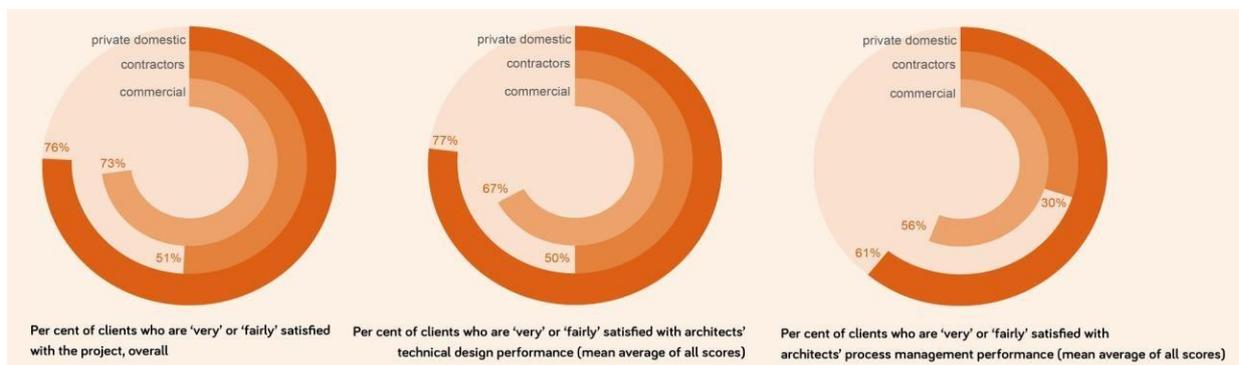


Figure 1: Types of clients experienced by architects. (RIBA, 2016)

Thirdly, the type of architectural practice determines whether the architect and the client share a personal or direct relation, or not. In larger firms, wherein Public Relations officers communicate with the clients and a different set of people design (architect, landscape/ interior designer, etc.), there is a more likely chance of a conflict of interest in the case of a communication gap. In smaller firms, where the designer communicates with the client directly, he/ she might assimilate the requirements better and approach the design with a more personal and sensitive attitude. However, larger firms also have a more systematic and orderly approach and deal with client interactions, meeting documentation and issue resolutions better.

As shown in Figure 2, most architecture firms get their majority of business from old clients, since trust and loyalty are valued. It also validates the importance of satisfying client expectations and maintaining healthy relationships, as 'favourite architects' are more likely to get their old clients' new projects, which can bring good job opportunities, especially for budding architects, in the long run.

Additionally, each client has a different outlook and behaviour that he/she exhibits in the whole scenario. These might be irrespective of the above categories, but still have an impact on the client-architect relationship. For instance, some clients have a clear vision of their project and know what they require from the architects, while some don't. They're dependent on their explorative journey along the way and continuously come up with changes as they discover new information. Some clients try to extract as much work possible from the architect as per their budgetary payment, and some try to negotiate within the architectural fees, material costs, etc. The following matrix will introduce the various types of clients architects encounter in the professional field and approach them.

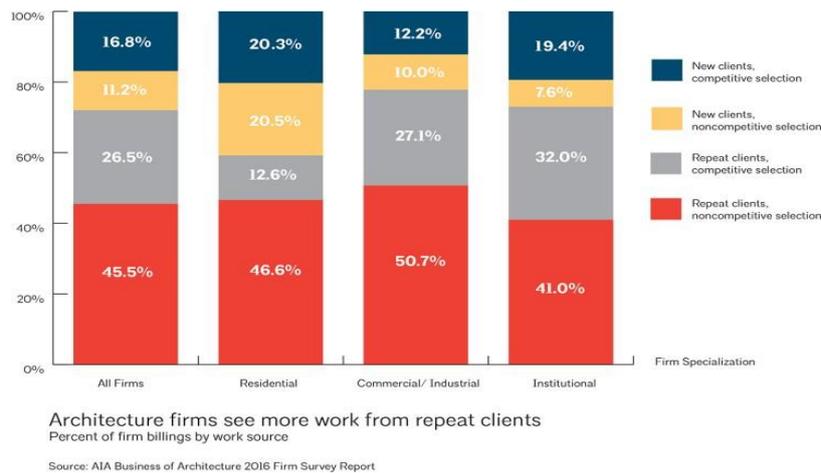


Figure 2: Architects get most of their business from old clients. (Russo, 2017)

Table 1: Client behaviour and its positive management

Sr No	CLIENT BEHAVIOURS	CHARACTERISTIC OF CLIENT	POSITIVE MANAGEMENT
1.	An unsure client	A client with constant changes in opinions and decisions. The client does not have a proper vision of his needs but might later complain after completion.	Proper documentation of minutes of meetings and design procedure so that the process can also be held accountable from the clients' side.
2.	Over reaching client	The client always insists on getting more from the project than the scope of the project and the design team. Will find ways to expand the brief and detail throughout the design process.	Enter into a mutually signed understanding at the beginning of the project about the brief and scope. Charge additional for any changes in between the process.
3.	Client who need everything fast	The client may dictate unrealistic timelines and schedules for the design and construction activities. Will always bother in between creative phases leading to improper designs.	The architect needs to be straight forward with the time required for each phase and make the client understand a realistic schedule.
4.	Client who doesn't care much	The client won't present a proper brief and idea of the project. A lackadaisical attitude towards design.	The architect can take most advantage of the freedom that is present. But the client needs to be properly brought to notice on different design stages to ensure smooth transfer.
5.	Client with very specific needs	The client will have very specific needs, so specific that there will be no space for the creative input from the architect. The client will wish that the project proceeds exactly as per specification.	The architect needs to be very clear on his design and concept and why it would be better for the client. The architect needs to express the drawbacks of the client requirements.
6.	Budget oriented client	The client is always specific on the money he spends and where it gets spent. He will look at ways to reduce the project's cost or add additional requirements at the same price.	The architect needs to be specific on the construction costs and the design services. Any extra requirements should be accommodated at additional price only.
7.	Clients who find faults in the smallest details	These clients will find faults in the smallest details and express their distaste in the middle of the construction phase.	Restrict the client's involvement in explaining all the details involved in the project. The architect could understand the overall vision of the project and express his expertise through options.

8.	Client committee	The client is a committee or a group of benefactors. They usually have within committee meetings to discuss the smaller details. This to and fro process delays the process.	The architect should insist on a single spokesperson to lead the entire project in a single comprehensive direction.
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Source: Author

THE DOMAINS OF CLIENT EXPECTATIONS

To understand client expectations in the ambit of architecture, an interesting approach could be to study it from the demand-supply perspective, as previously studied by Ang, Wyatt and Hermans, in 2001. Application of this study to the architectural context yields that client expectations can be studied in demand, production and use, and facility management. These domains shall help assess the qualitative aspects with the required quantitative criteria and the link between them.

The domain of demand is the initial, and one of the most crucial domains, as this is the pre-design stage and the stage where initial interactions, pre-briefing, and project definition occur. It is the most important stage as this is where the goals and expectations from the project should be clearly specified and important considerations regarding target audience, user groups, qualitative values, financial and asset values, tentative budgets, operation models, practical and functional implications should be made. These terms shall be well deliberated upon, documented systematically, and referred to time and again to ensure that the clients and architects are on the same page since the beginning.

The production domain regards the project's design and construction and can roughly be characterised by the phase when the project is physically coming up on site. This stage covers various technicalities and details such as cost and quality control calculations, BoQ, strategic decision making, etc., on-site construction, finishing, etc. This stage has its challenges and limitations, since many on-site processes may not take place in direct vigilance and supervision of the architect, for which he/she might be questioned later on. It is also important to ensure that the BoQs and other technical details are prepared as accurately as possible to avoid confusions and miscommunications later.

The domain of use and facility management is where the project is handed over to the client upon completion, and then used/ occupied/ experienced over the years. It involves the stages where the architect might visit the clients for post-occupancy surveys and feedbacks and/ or enquire about any issues faced by them concerning the building etc. This is when the formal interactions between the architect and client conclude, and the architect's impression on the client's mind is registered forever. This shapes their image amongst the client's circle, and/or opens doors for new opportunities in the future.

The domains of client expectations establish that the client-architect relationship is susceptible to be shaped by various external factors, beyond the architect's control. (RIBA, 2016, p. 13) The way architects manage their work, the efficiency of their administration, and how they collaborate with other project team members emerge as areas where architects are vulnerable to becoming incapable of meeting their clients' expectations and should deal in the different domains as the situation calls for. (RIBA, 2016, p. 14)

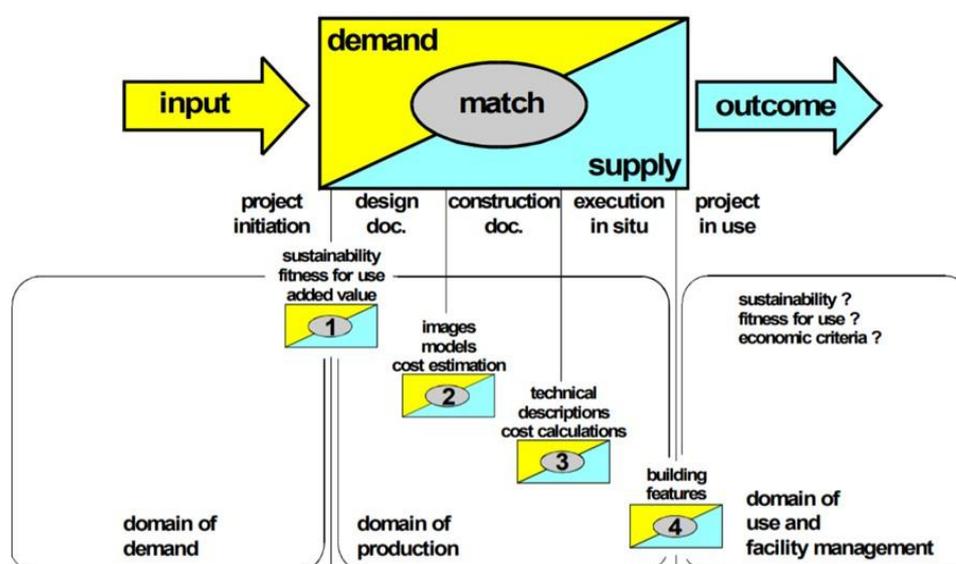


Figure 3: Domains of Client Expectations from Architects. (Ang et al., 2001, p. 6)

WHAT DO CLIENTS THINK OF ARCHITECTS?

Architects and clients have varying perspectives of what falls into an architect's scope of work, and both of them need to be aligned in their thought processes regarding the same. Most of the clients are unaware till date or get confused

between architects and contractors, architects and civil engineers, and even architects and builders. Thus, they fail to understand the values and qualitative aspects of design, and mostly restricted to the materialistic and quantitative figures, which often creates conflicts between the two parties.

“The difference in social conditions or clients’ knowledge and experience causes a disparity in the clients’ expectations and evaluations of the architects’ services.”

In their studies on Client Satisfaction, Furusaka, Kaneta and Miisho, in 2002, elaborate on clients’ expectations from architects in terms of customer satisfaction and define it by the degree of the gap between the client’s expectations and objective evaluations. They’ve categorised customer satisfaction broadly into four forms, and focused on Unexpected Satisfaction and Dissatisfaction in their studies, as this is where they feel that the conflict of interest lies. They’ve mentioned a distinction between basic services that are always delivered and additional services that are delivered based on clients' needs. As per their findings, services listed in the ‘unexpected satisfaction services’ are mostly basic services, which explains that many clients are not well-versed with the basic responsibilities of architectural firms. However, most of the services enlisted in the ‘dissatisfaction services’ categories are additional or secondary services, which architects provide, but do not solely focus on. They’ve also mentioned that while larger firms provide a relatively larger number of services than smaller firms, their outreach and presence is limited as mostly small firms provide services in smaller towns and cities. Most of the smaller firms tended to focus solely on the design process, and aid less in management processes, which caused dissatisfaction amongst their clients.

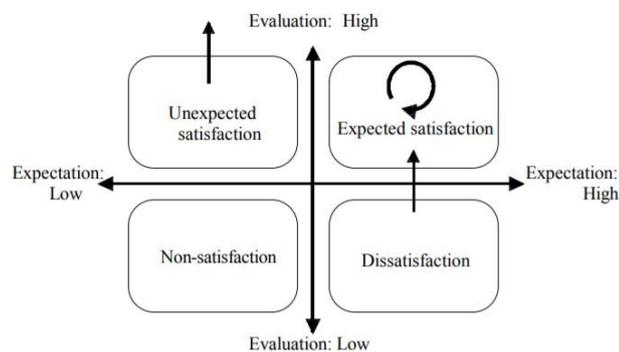


Figure 4: Types of Customer Satisfaction among clients. Source: (Furusaka et al., 2002)

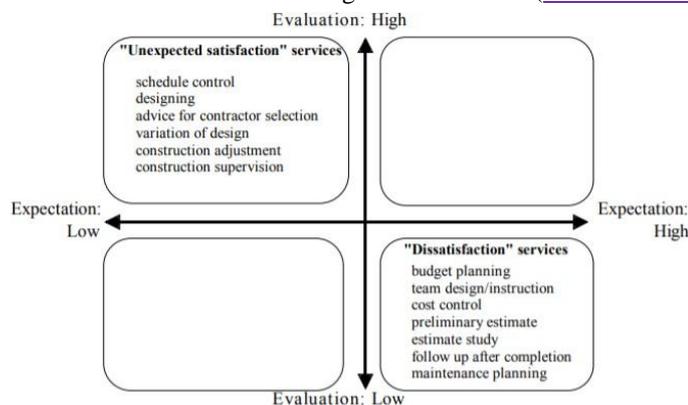


Figure 5: Evaluation of ‘unexpected satisfaction services’ and ‘dissatisfaction categories services’.

Source: (Furusaka et al., 2002)

As seen in [Figure 4](#), budget planning and cost control seem to be the core reasons for fallouts between the communication between the clients and the architects, and as established previously, budget and cost matter enormously to both the parties. The most common reason for budget overspend as per clients lies in ‘briefing issues’, wherein various clients suggest that architects need to be clearer up-front if the client’s expectations and brief do not match the budget. (RIBA, 2016, p. 15) Clients may have unrealistic demands to squeeze the budget and schedule, and it’s the architect’s job to be honest about what’s feasible. (Khatri, 2015) They should also ensure that the brief resonates with the budget, and design ‘what the client wants, not what they think the client should want.’ (RIBA, 2019, p. 16)

As rightly quoted by Zahoruk, in 2016, architects provide services and not finished products. These services are focused on meeting the expressed needs of the clients. While architects take onus of the design and management process involved, it’s the contractor responsible for constructing the project. Therefore, the clients must understand the scope of work of both these stakeholders before proceeding with their work.

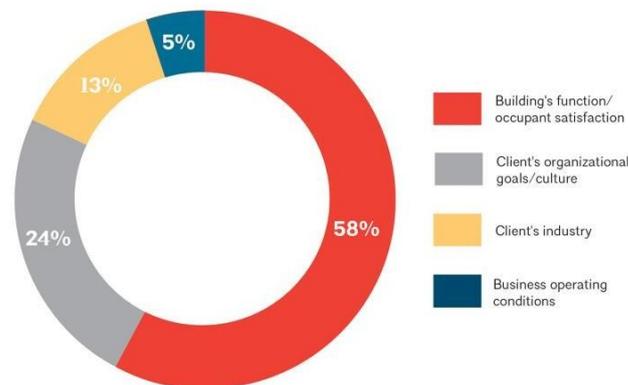
How accurate the drawings, BoQ documents or other technical details may be, it is impossible to anticipate every possible circumstance or physical condition that may arise during construction. For this reason, clients should anticipate

changes and accordingly include adequate contingencies in the construction budget to cover the cost of the changes. (Zahoruk, 2016)

It is worth noting that errors and omissions are an inevitable part of any creative endeavour. No designer can come up with an 'error-free design'. Therefore, to align client expectations to an architect or any creative professional's work, the clients need to understand their duties and responsibilities.

Various developer/ builder clients in the UK have expressed their interpretations of an ideal architectural project. Julian Robinson (London School of Economics) has expressed how he finds architects add spatial values to buildings and qualitative value to client briefs. He's also shared that architects should provide design-management services, as coordinating between multiple consultants and stakeholders is of utmost importance. (Waite, 2017) A few other clients have added to his thoughts and expressed that architects should have the ability to turn a messy bunch of issues into something functional, elegant, and experiential, and they should be persuasive, compelling and have a mind-set that aids in commercial viability of projects. (Waite, 2017) For most of them, architects should have the ability to provide for more than what's just asked, and be prepared to be on the table. This implies that they should be willing to offer innovative design solutions, evaluate given briefs, and most importantly, and be good managers to provide value-added services at optimised costs. (Waite, 2017) They want the architects to set a realistic budget and then co-own the process of sticking to it. To sum up, they want the architects to strike a balance between good designs and financially-feasible developments.

A few studies by the AIA (American Institute of Architects) also speak about clients' perception of architects, and various firms' addressed of the same. Russo, 2017 shared an excerpt from the *AIA Client Insights Report 2016*, on how clients are more inclined towards architects who align with them on their thought process, an awareness that comes from understanding the client's background, his/her organisational goals etc., along with the important aspects of client satisfaction (as shown in [Figure 6](#)).



Factors architects need to understand to be hired
Share of education, health care, and office owners who report each factor as most important

Source: 2016 AIA Client Insights: Data That Drives Business Report

Figure 6: Various factors that architects need to understand to be able to establish a healthy relationship

Source: (Russo, 2017)

He's also elaborated on the architects' responsibility to highlight what clients explicitly want and demonstrate collaborative approaches. Architects in the modern era should diversify services instead of focusing on just core architecture, as clients these days seek a more multi-disciplinary approach to problem-solving. While the traditional architecture work of delivering high-quality design and documents is extremely critical, clients also highly emphasise several other services they want from architects.

The AIA has also shed importance on how architects 'measure' and interpret client satisfaction, and use that information to align and reorganize the practices within their firm. In its *Firm Survey Report 2020*, the AIA has mentioned that approximately 37% of small firms have surveyed their clients regarding satisfaction compared to 79% of large firms. (AIA, 2020, p. 15) Most of the firms have a Quality Assurance (QA) or a Quality Control (QC) check process in place, where they ensure that a basic benchmark in the quality of services rendered to the client is always maintained. (AIA, 2020, p. 15) The firms have done this by:

- Direct Conversations with the Client (in person or on call)
- Firm created internal survey
- Past-Performance Questionnaire (PPQ)
- Hiring an Outside Market Research Firm
- Marketing/ PR Agencies

- Maintaining cross lists/ checklists amongst other mediums. ([AIA, 2020, p. 62](#))

Along with maintaining quality checks, communication management and communication is very important in maintaining the client-architect relationship. Communication management is often combined with design and project management processes to maintain coordinated management of data. The table below enlists the various types of communication, and how can architects deal with them.

Table 2: Communication practices for architects to follow

Category of Communication	Management practices
Strategic (communication planning and project environment)	<ol style="list-style-type: none"> 1. Clear jurisdiction and responsibility established 2. Evoke good public relationships 3. Adopt ease of language and communication medium 4. Maintain hierarchy of authority 5. Visible process for the clients
Informational (Generation, collection and storage of project information)	<ol style="list-style-type: none"> 1. Common and visible platform/ database 2. Traditional means of communication like voice calls or in-person meets 3. Instant markup and messaging services
Emotional (client-architect trust-building)	<ol style="list-style-type: none"> 1. Face to face communication (audio or video) 2. Informal communication and messaging
Practical (positive communication rules)	<ol style="list-style-type: none"> 1. Basic rules of communications 2. Short but periodic communication loops 3. Maintaining attitude and professional behaviour

Source: ([Taleb et al., 2017](#))

METHODOLOGY

This research has been conceptualized to obtain data from two major sources: secondary and primary, where primary sources involve surveys and interviews. The survey has been conducted via online platforms among architects and clients, and has received entries from 41 respondents: 29 architects and 12 clients. The survey has yielded significant findings, which shall be discussed in the subsequent sections.

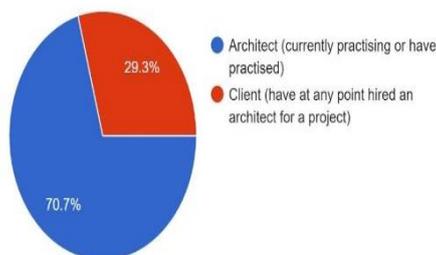
The questionnaire for the clients has been provided in Appendix 1, and the one for architects in Appendix 2..

RESULTS AND FINDINGS

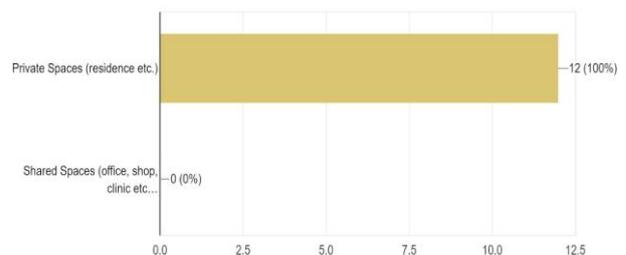
The observations from the survey responses from both, the clients and architects reveal some commonalities which begin with budgetary considerations. Many architects have mentioned the cost-cutting behavior shown by the clients as the construction progresses, and a large amount of money is deposited. This reflects on the client's tendency to cut costs and save further money to whichever extend possible. These cost-cutting measures have a serious implication on the design, because of which the architects end up making new drawings, and ultimately end up doing double the work.

Similarly, many clients have mentioned the architects overcharging, the construction and material costs overshooting the initial budget. Most of these issues also come from inefficiency/ inaccuracy or other unfair means resorted to by the contractors, resulting in architects having to bear the brunt. Architects, who've faced issues in these lines and faced issues regarding the client's budgetary expectations, have recommended that a professional approach involve taking Minutes of Meetings (MoMs) conducted amongst the clients, architects, contractors, and contractors other consultants.

Identify yourself.
41 responses



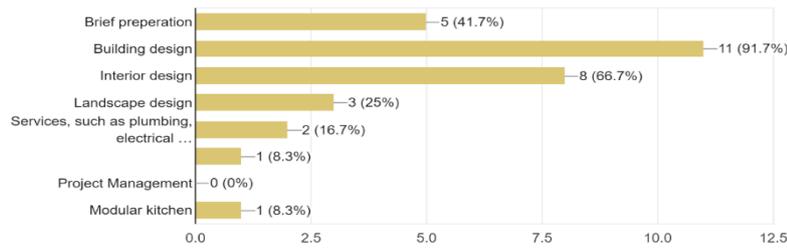
What was the project that you recruited the architect for?
12 responses



Responses from Clients (12 in number)

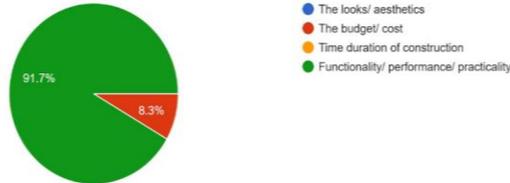
What services did you employ from the architect?

12 responses



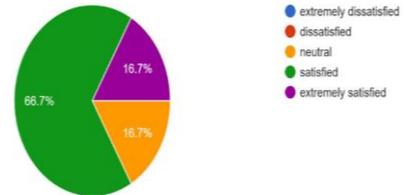
What was the most important factor for you to consider for your project?

12 responses



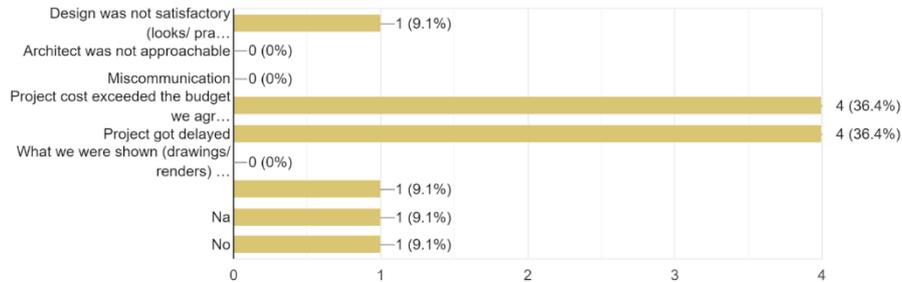
How was your experience with the Architect?

12 responses



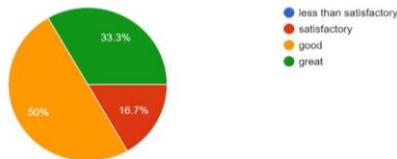
Did you face any issues with the project? If yes, how would you classify them?

11 responses



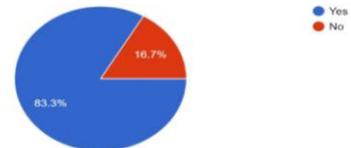
How would you describe the quality of interaction with the architect as?

12 responses



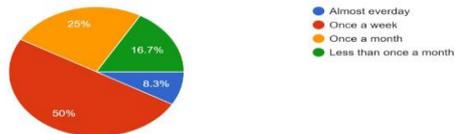
Did you communicate with the architect/architects directly?

12 responses



How often did you contact the Architect during the execution of the project?

12 responses



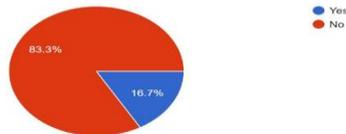
Did the Architect follow up after completion of project?

12 responses



Did you face any issues, wherein the architect did not address your expectations from the project?

12 responses



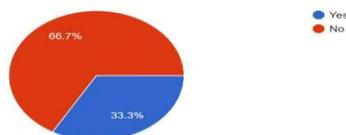
Are you currently practising as an architect? Or have you practised in the past but not anymore?

29 responses



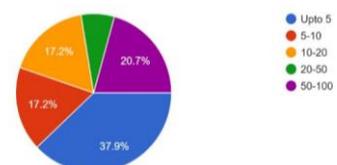
Does the insufficiency of the project in terms of meeting your expectations still bother you?

12 responses



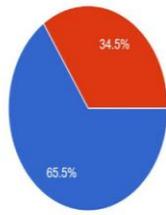
How many employees are there in the firm apart from you?

29 responses



Are you working as an employee in an architectural firm or have your own firm?

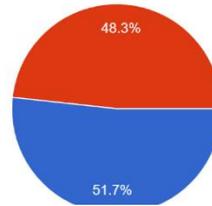
29 responses



Working as an employee in someone's firm
Have my own firm (principle architect)

Does your firm have any multi-disciplinary professionals who are responsible for HR, PR, project management or people who look after specific parts/stages of a project?

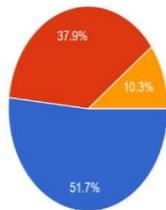
29 responses



Yes
No

Where are your projects based?

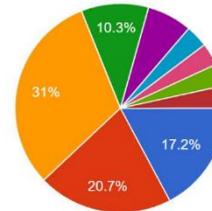
29 responses



In the city which you're based in
Pan-India
International

How frequently do you physically meet/ discuss with your clients on their on-going projects?

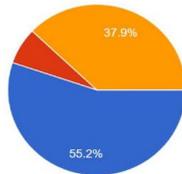
29 responses



Less than once a month
At Least once a month
Once a week
Twice a week
More than twice a week
As many discussion required to reach on common platform.
Need based
We get to know information of client e...
Depends on each project but at least...

Do you/ your firm follow up on completed projects?

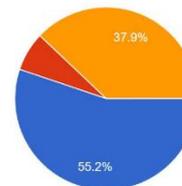
29 responses



Yes
No
Sometimes

Do you/ your firm follow up on completed projects?

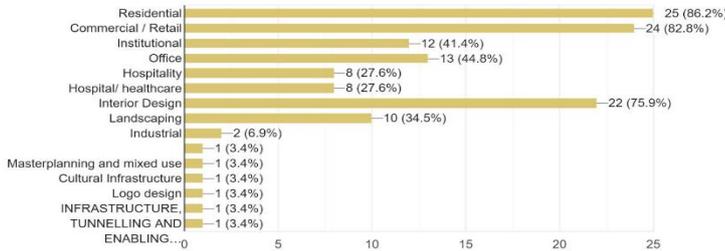
29 responses



Yes
No
Sometimes

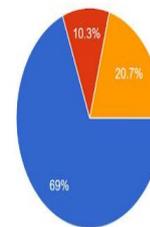
What type of projects does your firm work on?

29 responses



Who was the client in this case?

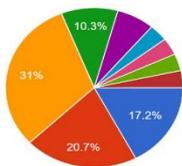
29 responses



A private client- person or a group of persons
A builder/ contractor/ real estate agent
Any commercial body

How frequently do you physically meet/ discuss with your clients on their on-going projects?

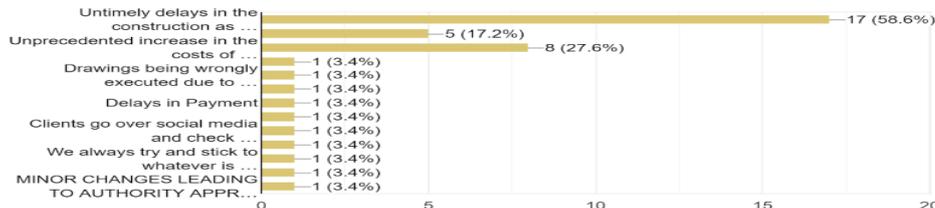
29 responses



Less than once a month
At Least once a month
Once a week
Twice a week
More than twice a week
As many discussion required to reach on common platform.
Need based
We get to know information of client e...
Depends on each project but at least...

Did you recently encounter a problem in any of your projects where you faced any issue with respect to the client's expectations? If yes, what was it in regards to?

29 responses



Appendix-4 (Responses from Architects (29 in number))

CONCLUSIONS AND RECOMMENDATIONS

Every calculation should be made in detail, and all of these documents shall be signed by both the contractor and the client, so that later neither of them budges away. The client shall be aware of the costs of materials chosen and approved, as certain finishes can be more costly. Similarly, the contractor should be held accountable for inefficient or delayed procedures, which neither the client nor the architect signed up for.

Clients often get inspired and fascinated by designs and visuals on social media, and request architects to replicate the same. Clients often get wooed by fancy renderings and visualizations shown to them by the architects, and presume that their upcoming project shall look the same. However, sometimes, the drawings and specifications provided by the architects to the contractors are inaccurate or insufficient, and can end up in the construction of forms that seem relatively different. This issue can also arise despite the contractor getting the right drawings, but his workmanship and finish quality are not up to the mark, resulting in material finishes differently. Alternatively, the material chosen and proposed often ends up going out of stock in the market, resulting in the designers proposing another material that the clients don't approve of. To avoid such situations, the architects should ensure that their renderings and visualizations, plans, sections and elevations, and all forms of material handed out to the client is as accurate as possible, and all of them should correspond with each other. Often, the clients cannot interpret working or architectural drawings and base their expectations on visualizations. Hence, it is all the more important to develop as realistic visualizations as possible, and detail them out in various forms possible for the client's thorough understanding. A detailed BoQ (Bill of Quantities) shall be issued along with the specifications, which can help the client understand the details of the materials and their prospective cost implications.

The most important aspect that comes into picture in terms of meeting client expectations is the architect's direct communication with the client, as much as possible. The survey reveals how various architects didn't directly deal with their clients, as their principle did on their behalf, or the Public Relations (PR) team in their office did. Similarly, a few clients have expressed how they did not have sufficient in-person interactions with the architect or interacted indirectly through the contractor's medium, which has led to an understanding gap reflected in the project. Therefore, all architects should try their level best to be as vocal and as communicative to their clients as possible, so that they do not miss out on any important aspect, and meet all possible expectations at their end.

AUTHOR CONTRIBUTIONS AND ACKNOWLEDGMENTS

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LIST OF APPENDICES

Appendix-1 (Questionnaire)

1. Please state your email id?
- 1) Please mention your name.
- 2) Identify yourself.
 - a. Architect (currently practicing or have practised)
 - b. Client (have at any point hired an architect for a project)
- 1.1 Questionnaire for client (section head)
- 3) Kindly mention your profession
- 4) Please mention the name of the architect/ architectural firm you recruited for your project.
- 5) In which city is/ was this project based?
- 6) What was the project that you recruited the architect for?
 - a. Private Spaces (residence etc.)
 - b. Shared Spaces (office, shop, clinic etc.)
- 7) What services did you employ from the architect?
 - a. Brief preparation
 - b. Building design
 - c. Interior design
 - d. Landscape design
 - e. Services, such as plumbing, electrical etc.
 - f. Climate/ green-building consultancy
 - g. Project Management
 - h. Others
- 8) What was the most important factor for you to consider for your project?
 - a. The looks/ aesthetics
 - b. The budget/ cost
 - c. Time duration of construction
 - d. Functionality/ performance/ practicality
 - e. Other
- 9) How was your experience with the Architect?
 - a. Extremely dissatisfied
 - b. Dissatisfied
 - c. Neutral
 - d. Satisfied
 - e. Extremely satisfied
- 10) Did you face any issues with the project? If yes, how would you classify them?
 - a. Design was not satisfactory (looks/ practicality)
 - b. Architect was not approachable
 - c. Miscommunication
 - d. Project cost exceeded the budget we agreed upon
 - e. Project got delayed
 - f. What we were shown (drawings/ renders) or promised, did not turn up that way



g. Other

11) How would you describe the quality of interaction with the architect as?

- a. Less than satisfactory
- b. Satisfactory
- c. Good
- d. Great

12) Did you communicate with the architect/architects directly?

- a. Yes
- b. No

13) How often did you contact the Architect during the execution of the project?

- a. Almost every day
- b. Once a week
- c. Once a month
- d. Less than once a month

14) Did you face any issues, wherein the architect did not address your expectations from the project?

- a. Yes
- b. No

15) Please elaborate on the above-mentioned issue.

16) How did you manage to resolve the issue and move forward?

- a. Opt for remedial options suggested by the architect/ architectural firm
- b. Hire another architect to replace what you didn't like
- c. Did not resolve as did not have any option
- d. Accepted the issue, and moved forward
- e. Other

17) Does the insufficiency of the project in terms of meeting your expectations still bother you?

- a. Yes
- b. No

18) Did the Architect follow up after completion of the project?

- a. Yes
- b. No

Appendix-2 (Questionnaire for architects (Section head))

19) Are you currently practising as an architect? Or have you practised in the past but not anymore?

- a. Currently practicing as an architect
- b. Practised in the past as an architect

20) Are you working as an employee in an architectural firm or have your own firm?

- a. Working as an employee in someone's firm
- b. Have my own firm (principal architect)

21) Can you please name the firm you're working in?

22) Which city is your practice based in?

23) Where are your projects based?

- a. In the city which you're based in
- b. Pan-India



c. International

24) How many employees are there in the firm apart from you?

- a. Up to 5
- b. 5-10
- c. 10 -20
- d. 20 - 50
- e. More than 50

25) Does your firm have any multi-disciplinary professionals responsible for HR, PR, project management, or people looking after specific parts/stages of a project?

- a. Yes
- b. No

26) What type of projects does your firm work on? (Multiple choice)

- a. Residential
- b. Commercial / Retail
- c. Institutional
- d. Office
- e. Hospitality
- f. Hospital

27) What is the frequency of a particular client to visit your office?

- a. Less than once a month
- b. At Least once a month
- c. Once a week
- d. Twice a week
- e. More than twice a week

28) Do you/ your firm follow up on completed projects?

- a. Yes
- b. No
- c. Sometimes

29) Did you recently encounter a problem in any of your projects where you faced any issue with respect to the client's expectations? If yes, what was it in regards to?

- a. Untimely delays in the construction as opposed to the projected time period
- b. Differences in what you promised in terms of drawings and renders and what ultimately came up on site
- c. Unprecedented increase in the costs of the project, or any of its particular sections, as opposed to what had been promised to the client
- d. Other

30) Where was this project based in?

31) Who was the client in this case?

- a. A private client- person or a group of persons
- b. A builder/ contractor/ real estate agent
- c. Any commercial body

32) Which of the below-mentioned factors (pertaining to the client) caused issues in the project?

- a. Communication
- b. Difference in opinion



- c. Inability to understand
- d. Stubbornness
- e. Over-expectations in brief
- f. Others

33) Please elaborate the issue in as much detail as possible

34) As architects, please share an anecdote/ personal experience/ or provide an insight into the importance of meeting client expectations and lessons for young architects to tackle them and not let them hamper their career.

35) As per you, what are some of the important aspects pertaining to client expectations that future architects should always keep in mind?

1.2.1 Questionnaire if the situation got resolved (sub-section of section head 1.2)

36) How long did it take for the issue to get resolved?

- a. Less than a week
- b. A week
- c. Less than a month
- d. More than a month
- e. A series of months

37) How did you manage to resolve the issue?

- a. By yourself
- b. By the help of a senior member from your practice
- c. By the help of an external agent, such as a judge or an arbitrator

38) How else do you think these issues can be settled in the future?

39) As architects, please share an anecdote/ personal experience/ or provide an insight into the importance of meeting client expectations and lessons for young architects to tackle them and not let them hamper their career.

1.2.2 Questionnaire if the situation did not resolved (sub-section of section head 1.2)

40) Why didn't the issue get resolved?

41) Did it turn into a lawsuit or court case?

- a. Yes
- b. No

42) What status does the project hold in today's time, considering that issue took place?

- a. Got completed, by another architect of our firm
- b. Got completed, by another firm
- c. Still incomplete
- d. Unaware about its current status

43) As architects, please share an anecdote/ personal experience/ or provide an insight into the importance of meeting client expectations and lessons for young architects to tackle them and not let them hamper their career.

44) As per you, what are some of the important aspects pertaining to client expectations that future architects should always keep in mind?