Mariana Wibowo_ISCO

by Chandra Pratama

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Enhancing Project Success: A Systematic Literature Review on Risk Management Techniques in Interior Design

Mariana Wibowo[a]*, Moses Laksono Singgih[a], Dyah Santhi Dewi[a]

[a]*Institut Teknologi Sepuluh November, Jl. Cokroaminoto No.12A, DR. Soetomo, Kec. Tegalsari, Surabaya, Jawa Timur 60264, Indonesia*

Abstract

Risk management is vital in interior design projects due to inherent uncertainties, yet systematic approaches remain underexplored. This study reviews the literature from 2010 to 2024 to identify and analyze effective risk management techniques, including qualitative and quantitative assessments, mitigation strategies, and technological tools. Findings indicate that effective risk management enhances stakeholder satisfaction, minimizes delays, and optimizes costs. The review also highlights gaps and suggests future research directions to refine methodologies specific to interior design. This systematic literature review provides valuable insights for practitioners and researchers seeking to enhance project success through improved risk management.

Keywords: Interior Design; Project Success; Risk Management; Systematic Literature Review

1. Introduction

Risks in interior design projects, which involve multiple stakeholders, complex logistics, and creative processes, can negatively impact objectives, schedules, budgets, and quality if not systematically identified and managed [4]. Checklists, historical data reviews, and expert consultations—traditional, manual, and subjective risk management methods—have limited scope, are prone to cognitive biases like availability and confirmation biases, and are less effective at addressing the multifaceted uncertainties inherent in modern interior design projects [4]. Therefore, a more robust and dynamic approach to risk management is essential for navigating the complexities of interior design and ensuring the successful delivery of projects. Understanding and addressing these risks is not merely a procedural requirement but a crucial element for achieving project success and ensuring client satisfaction [36]. Effective risk

* Corresponding author. Tel.: +62 858-5092-2660.
E-mail address: mariana_wibowo@petra.ac.id

management is a safeguard mechanism and a strategic lever that significantly enhances the likelihood of project success. By integrating risk management techniques into each phase of the design process, interior projects can achieve higher levels of cost efficiency, schedule adherence, quality assurance, and client satisfaction – all of which are critical dimensions of project success [30,54].

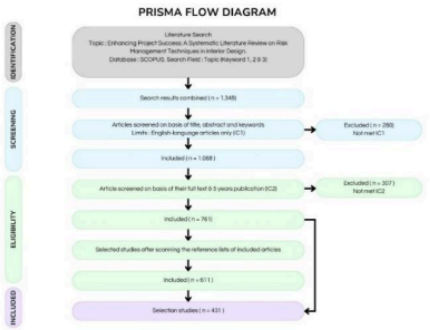
Table 1. Comparative analysis of traditional and dynamic risk management approaches in interior design projects.

	Aspect	Traditional Risk Management	Robust & Dynamic Risk Management	Supporting References
1	Process Approach	Linear and static	Iterative and adaptive	[4][30]
2	Data Source	Historical data and intuition	Real-time data and predictive analytics	[11][30]
3	Strengths	Easy to implement, suitable for simple projects	Responsive, data-driven, and adaptive to project dynamics	[30][36]
4	Weaknesses	Prone to cognitive biases, not adaptive	Requires technology integration and data competencies	[4][54]
5	Response to Change	Slow to respond to change	Quick to respond and adapt strategies	[11][36]
6	Technology Utilization	Minimal use of technology	Utilizes BIM, AI, machine learning, and other digital tools	[11][54]

Despite the increased recognition of risk management in project-based industries, the interior design literature remains fragmented, lacking a systematic synthesis and evaluation of effective risk mitigation strategies. This research addresses critical gaps in the current literature and practices, advocating for the integration of advanced digital technologies to improve risk management effectiveness, with the ultimate goal of enhancing project success.The key innovation of this research lies in clearly identifying critical shortcomings in existing risk management literature and practices within the interior design field, while advocating the integration of advanced digital technologies to enhance overall project outcomes.

2. Methodology

This study follows a Systematic Literature Review (SLR) approach based on established guidelines [50], critically assessing risk management techniques in interior design projects through databases such as Scopus, ScienceDirect, Web of Science, and Google Scholar (2010-2024). The PRISMA-based search [26, 27, 37] initially yielded 1,348 Scopus-indexed articles, which were reduced to 431 after applying English-language, article type, and publication year filters (2020-2024), ensuring a high-quality, peer-reviewed dataset [59]. Qualitative thematic analysis evaluated existing techniques, effectiveness, and gaps, highlighting a significant research gap specific to interior design, particularly regarding client expectations, specialized materials, and regulatory compliance [16, 25]. Although architectural fields increasingly adopt digital tools like BIM, interior design literature shows limited integration, prompting calls for specialized risk management frameworks to enhance efficiency, stakeholder satisfaction, and project outcomes [16, 31, 53].



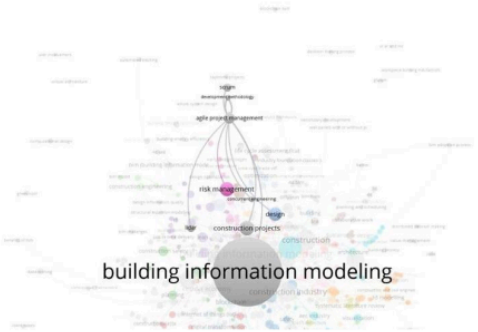


Fig. 1. (a)Prisma flow diagram; (b) Bibliometric visualization.

3. Literature Review

3.1. Introduction to Risk Management in Interior Design

Risk in interior design projects refers to potential events or uncertainties that can negatively impact a project's objectives, timeline, budget, or quality if not properly managed [4]. The inherently complex nature of interior design – encompassing creative processes, multiple stakeholders, and interdependent phases – exposes projects to a wide range of risks. Traditional risk management techniques, which often depend on manual, experience-based judgment, are frequently insufficient because of their subjectivity, limited scope, and vulnerability to cognitive biases [4].

Table 2. Categories of risks in interior design projects.

Risk Category	Description	References
Design Risks	Errors or revisions in planning, layout, or visual concept	[1][4][7][14][44]
Construction Risks	Site execution issues, delays, or non-conformance to specs	[13][29][34][36][54]
Financial Risks	Cost overruns, inflation, or material price surges	[7][8][13][30][54]
Safety & Health Risks	Worker safety and post-occupancy hazards due to design or execution flaws	[14][15][19][30][51]
Environmental Risks	Poor material sustainability or environmental non-compliance	[7][33][43][47][58]

An effective risk management approach starts with identifying the major risk categories in interior design. Table 2 illustrates a standard classification of these risks into five broad categories: design, construction, financial, safety and health, and environmental risks. This classification reflects the interdisciplinary nature of interior design, highlighting the various dimensions of project vulnerability.

According to Table 2, design risks encompass errors in spatial planning or conceptual development, often resulting from developing client expectations or a lack of coordination among stakeholders [1,4,7,14,44]. Construction risks emerge during site implementation, where any deviation from plans or scheduling delays, especially involving multiple contractors, can severely disrupt workflow [13,29,33,35,54]. Financial risks are prevalent and impactful, typically associated with budget overruns, material price fluctuations, or unforeseen funding issues [7,8,13,30,54].

Safety and health risks, although sometimes underestimated in interior projects, are growing in importance as interior designers are increasingly accountable for both end-user safety and on-site worker well-being. Mistakes during design or construction can create latent hazards [14, 15, 19, 30, 51]. Lastly, environmental risks reflect the rising demand for sustainability. Poor material choices or violations of green regulations may lead to environmental degradation or penalties [7,33,43,47,58].

Table 3. Risk management techniques in interior design.

Technique	Description	References
Risk Checklists (Traditional)	Lists of past risks for awareness and anticipation	[4][7][30][31][36]
SWOT Analysis	Evaluates internal/external project strengths and threats	[7][30][31][33][54]
FMEA (Failure Mode & Effects)	Quantifies risk probability, impact, and detectability	[2][19][36][51][54]
BIM-based Risk Simulation	Visualizes, predicts, and coordinates project risks through digital modeling	[29][33][39][43][45]
Agile/Adaptive Project Approach	Iterative decision-making to adapt to evolving risks	[2][7][14][30][36]

In response to these varied risk categories, several techniques – adapted from broader fields of construction and project management – are used to identify, assess, and mitigate risks. Table 3 also presents an overview of key risk management techniques widely implemented in interior design projects. These range from simple qualitative methods to advanced, technology-assisted approaches. Risk checklists are one of the most accessible tools, often derived from prior project data. While practical, they may fail to account for emerging or project-specific risks [4, 7, 30, 31, 36]. A

SWOT analysis strategically evaluates a project's internal and external conditions, and early planning often uses it to ensure client goals and project capabilities align. Failure Mode and Effects Analysis (FMEA) employs a quantitative framework for assessing potential failures based on likelihood, impact, and detectability, enabling teams to prioritize risks with significant consequences [2,19,36,51,54].

With the increasing adoption of digital tools, BIM-based risk simulation has become a prominent technique in risk forecasting for design. By allowing the visualization of spatial relationships and construction sequences, BIM helps detect potential clashes and mitigate them before they materialize [29, 33, 39, 43, 45]. Another evolving strategy is the Agile or adaptive project management approach, which emphasizes iterative development and real-time responsiveness, particularly valuable in client-driven or time-sensitive interior projects [2, 7, 14, 30, 35]. While traditional techniques remain useful, they lack scale and flexibility. Their reliance on manual assessments introduces errors, such as availability bias or confirmation bias, which reduces their reliability. A more integrated, data-driven, and forward-looking risk management approach is necessary for handling the specific challenges of interior design projects.

Proactively managing these risks not only protects the project's integrity but also enhances client trust and satisfaction. Transparent communication, timely delivery, and adherence to budget are all facilitated by effective risk management, factors closely tied to client perceptions of project success [35]. Therefore, risk management in interior design is not merely a safeguard but a strategic tool for ensuring high-quality outcomes, building lasting relationships, and enhancing professional credibility.

Conceptual Framework Synthesis

The conceptual integration of traditional and dynamic risk management frameworks provides a comprehensive approach for handling complexity and uncertainty in interior design projects. Such integration involves leveraging theoretical foundations from contingency theory and systems theory to develop adaptive, context-sensitive risk management strategies tailored to the unique aspects of interior design.

3.2. Importance of Risk Management for Project Success

Effective risk management in interior design systematically identifies, assesses, and mitigates risks, minimizing disruptions, controlling costs and schedules, and enhancing creative problem-solving, particularly in developing countries prone to delays and overruns [4,9]. Comprehensive risk management applied throughout project lifecycles, such as in Indonesian renovation projects, fosters informed decision-making, optimal resource allocation, improved stakeholder coordination, and sustained client satisfaction and design excellence [52].

3.3. Risk Assessment and Prioritization Techniques in Interior Design

Qualitative methods effectively identify and evaluate risks in interior design through collaboration with stakeholders. Techniques such as moderated brainstorming sessions help stakeholders share diverse risk experiences [4]. Structured stakeholder interviews reveal concerns that are not usually expressed in group settings [7]. Additionally, risk workshops utilize tools such as risk matrices to facilitate structured dialogue, aiding in the prioritization of significant risks [24]. Collectively, these qualitative approaches provide essential insights for risk mitigation planning [4, 7, 24]. Quantitative techniques complement qualitative methods by offering data-driven analyses. Monte Carlo simulation generates various scenarios, considering factors such as material costs and labor rates, to predict outcomes [56]. Sensitivity analysis identifies critical risk variables needing immediate attention [12]. Decision tree analysis further clarifies mitigation strategies by visually mapping outcomes and probabilities, aiding cost-effective decisions aligned with project objectives [49]. Combined, these quantitative tools enhance accuracy and project resilience [12, 49, 56]. Risk scoring and prioritization focus resources on critical risks. A risk matrix categorizes risks by likelihood and impact, enabling a visual assessment of severity [11]. We give immediate attention to high-probability, high-impact risks, while managing low-priority risks later. Numerical risk scoring methods, from simple multiplication to advanced formulas, objectively prioritize risks [20].

Table 4. Risk Matrix and Prioritization in Interior Design Projects.

Risk ID	Risk Description	Likelihood (1-5)	Impact (1-5)	Risk Score (L x I)	Priority Level	Recommended Action
R1	Delay in custom furniture delivery	4	4	16	High	Reschedule buffer; use alternative supplier
R2	Miscommunication between the designer and the contractor	3	5	15	High	Weekly coordination meetings
R3	Inaccurate initial site measurement	2	5	10	Medium	Double verification: Use a laser measurement tool
R4	Budget overrun due to unexpected material cost	3	4	12	Medium	Add a contingency buffer; pre-lock prices early
R5	Client request for major scope change during build	2	4	8	Low	Clear change order protocol; design freeze date
R6	Non-compliance with local interior safety codes	1	5	5	Low	Involve a safety compliance consultant early
R7	Supply shortage for imported decorative finishes	2	3	6	Low	Select alternative local options early

Notes:
Likelihood Score (1-5):1 = Rare, 5 = Almost certain
Impact Score (1-5): 1 = Negligible impact, 5 = Severe project disruption
Risk Score = Likelihood × Impact
Priority Level: High (15-25): Requires immediate mitigation; Medium (8-14): Monitor and plan mitigation; Low (1-7): Accept or manage passively

Table 4 illustrates how risk scoring and matrix visualization support practical applications in interior design, facilitating clear prioritization and resource allocation [11, 20]. This structured approach ensures alignment with project objectives and significantly enhances project success [3]. Traditional risk checklists offer essential early-stage risk identification tools through historical data analysis, though they may overlook dynamic project risks. Agile or adaptive approaches provide iterative, real-time responsiveness but require robust stakeholder collaboration frameworks, frequent assessments, and flexible contract structures. A more detailed comparison of these methods can better guide practitioners in selecting appropriate tools.

3.4. Case Studies of Successful Risk Management in Interior Design

Analysing successful interior design projects provides valuable insight into effective risk management practices. These case studies reveal how project teams identify, assess, and mitigate risks using structured methods that enhance project outcomes [35]. By studying these real-world examples, teams adopt proven strategies and build practical frameworks that increase their likelihood of success [9]. Key success factors often include strong leadership, communication, stakeholder involvement, and the use of appropriate risk management tools [4].

Table 5. Dimensions of Project Success Strengthened by Risk Management.

Project Success Dimension	Role of Risk Management	References
Timeliness	Proactive risk planning avoids schedule delays	[1][7][14][19][30]
Cost Control	Budget risks are monitored, and cost deviation is minimized	[2][7][13][35][54]
Quality Assurance	Risk prevention contributes to technical and aesthetic quality	[4][15][29][30][34]
Client Satisfaction	Transparent handling of risk builds trust and repeat business	[1][7][30][31][35]
Stakeholder Collaboration	Better communication and role clarity reduce misunderstanding and project conflict.	[7][14][19][30][54]

As illustrated in Table 5, structured risk management in these case studies contributes directly to enhanced performance across multiple dimensions: timeliness, cost control, quality, client satisfaction, and stakeholder collaboration. Early identification of delays and proactive scheduling achieved timely project delivery. Renovation teams that used Gantt-based forecasting and held regular stakeholder meetings successfully avoided contractor-related delays [19,30]. Strong cost control was observed in projects where teams applied dynamic budgeting, utilized contingency buffers, and tracked real-time expenses – measures that enhanced resilience to price fluctuations and aligned with previous findings [2, 7, 13, 54]. To ensure quality, teams conducted design validations, audits, and utilized tools such as BIM-based clash detection and FMEA to minimize execution errors [4,15].

Client satisfaction was notably higher in projects that maintained transparent communication, particularly during times of risk. Regular updates and swift responses helped build trust and manage expectations effectively [31,35]. Moreover, successful collaboration was linked to early stakeholder mapping, clear roles, and inclusive decision-making, which reduced conflicts and aligned goals in multidisciplinary settings [14,30,54].

In contrast, analysing failed projects provides equally valuable lessons. Teams studying these failures identify root causes, such as poor planning or communication, and use those insights to improve execution and stakeholder engagement in future projects [6,52]. Documenting and sharing these lessons ensures consistent adoption of best practices across teams [23].

A comparative analysis of different approaches across varied project contexts also highlights which risk strategies are most effective. Evaluating techniques by project size, complexity, and risk profile helps teams select context-appropriate methods for addressing issues such as cost overruns, delays, and quality defects [4,9,52]. By balancing direct and indirect costs and benefits, teams can tailor risk responses for greater efficiency and effectiveness, ultimately increasing the probability of project success.

3.5. Future Trends and Innovations in Risk Management for Interior Design

Future trends and innovations in risk management for interior design involve integrating Building Information Modelling (BIM) with risk management, which enhances visualization and analysis of project risks by digitally simulating various threat scenarios, such as fire, flooding, or structural failures, to inform robust mitigation strategies [4, 29, 35]. BIM-driven simulations facilitate the evaluation of cost-effectiveness and risk impact reduction, improving decision-making and reducing the likelihood of project failure [4, 35]. Additionally, advanced analytics and machine learning (ML) proactively predict project risks by analyzing extensive datasets, including historical records and external data, enabling accurate forecasting of cost, time, and quality impacts [4, 20]. ML algorithms further automate continuous risk monitoring and anomaly detection, generating real-time updates for stakeholders, thus enhancing project resilience and responsiveness to emerging threats [48].

4. Result and Discussion

The systematic literature review summarized existing risk management techniques in the field of interior design. It identified areas of maturity as well as significant gaps in current practice. The discussion is structured thematically, aligning with the abstract and methodology to ensure analytical continuity.

4.1. Integrated Risk Identification and Assessment Methods in Interior Design Projects

From the 431 analysed articles, risks in interior design projects are shown to span financial, operational, technical, legal, and environmental dimensions [10,21]. Key risks include delays, stakeholder miscommunication, budget overruns, and subcontractor coordination issues – similar to construction risks, but uniquely intensified by design-specific factors such as aesthetics and client-driven changes [46,54]. Qualitative methods, including interviews, brainstorming sessions, and workshops, are often preferred due to their contextual richness in small- to mid-sized projects [4,7]. However, robust quantitative tools such as Monte Carlo simulation and sensitivity analysis remain underutilized, despite their value in cost and schedule forecasting [12, 56], indicating a missed opportunity, especially as BIM and AI platforms make such tools more accessible. Figure 2.visualizes the connection among risk categories,

assessment methods and mitigation strategies. This structured process ensures clear prioritization and effective resource allocation, enhancing overall project success.

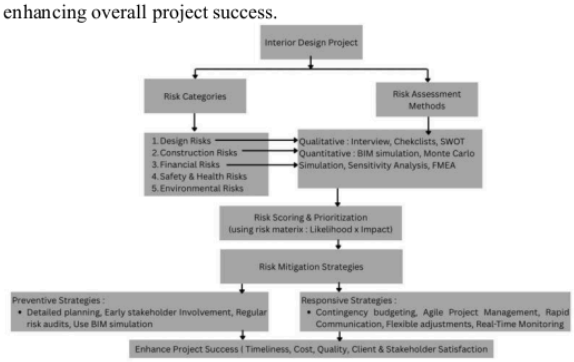


Figure 2. Integrated risk assessment and management flowchart, demonstrating interdependencies between risk categories, suitable techniques (qualitative/quantitative), and mitigation strategies

4.2. Integration of BIM and Technological Innovations

A key trend is the integration of BIM and machine learning for proactive risk analysis. BIM enables the visualization of risk scenarios [22,57], while AI enhances real-time detection and automated mitigation strategies [17,45]. Despite their effectiveness, uptake in interior design remains limited compared to architecture or infrastructure projects, mainly due to cost, training gaps, and perceived complexity [34]. Case studies in the literature enabled comparative analysis of strategies. Projects that embedded stakeholder communication, digital tools, and flexible contingency planning into their risk frameworks achieved higher client satisfaction and fewer budget deviations [21,38]. In contrast, failed projects often lacked structured risk protocols and showed poor planning and stakeholder alignment [6,52].

4.3. Research Gaps and Future Directions

Despite growing interest, critical gaps remain: the absence of standardized frameworks tailored for interior design, limited use of quantitative models, and a lack of studies focusing on developing nations like Indonesia. Future research should prioritize developin adaptive, technology-enhanced models tailored to the client-centered nature of interior design and explore the longitudinal impacts of mitigation strategies. The findings affirm the need for cross-disciplinary risk management frameworks further to support the enhancement of project success in interior design.

Future studies should empirically develop and test risk management models that leverage emerging technologies, such as artificial intelligence (AI), building information modeling (BIM), and machine learning. Comparative analyses through empirical research methodologies, such as experimental studies or detailed case studies, are essential to evaluate the effectiveness of these advanced tools compared to conventional risk management methods currently prevalent in the field. Given Indonesia's distinct regulatory landscape, labor market conditions, and materials procurement challenges, risk management practices must be contextually adapted. Future studies could empirically evaluate how regionally specific variables influence risk management effectiveness, thereby providing tailored recommendations for developing nations.

5. Conclusions

This systematic literature review highlights the essential role of risk management in successful interior design projects, demonstrating that both traditional and innovative techniques significantly mitigate delays, cost overruns, and stakeholder dissatisfaction. While qualitative methods are prevalent, broader adoption of quantitative approaches and digital tools, such as BIM and machine learning, is essential to advance risk management practices. The study also identifies a critical gap in standardized, industry-specific risk frameworks, underscoring the need for empirical research and the development of new models. Amidst the ongoing digital transformation, interior designers must increasingly integrate data-driven decisions and proactive risk mitigation to meet evolving client expectations. This review serves as a foundational resource for academics and practitioners aiming to enhance risk awareness, refine management strategies, and cultivate resilient project environments. Ultimately, these insights help bridge the gap between research and practice divide, fostering informed, innovative, and practical interior design project management.

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