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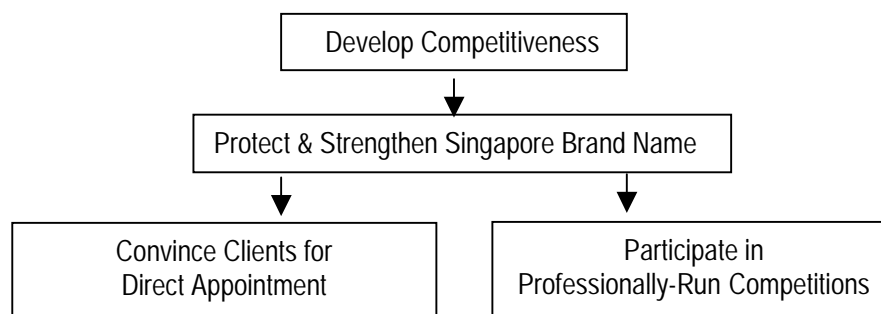
## COMPETITIVENESS & COMPETITION PLANNING & ARCHITECTURAL SERVICES TO CHINA

### ●●● BACKGROUND

- Arising from my chairing Beijing Olympic Village Competition July 02

SIA-SIP Joint Councils invited me to share my experience of competition  
And talk about planning & architectural Services to China

- Key Point  
We have to be more competitive to win (market) competitions  
Competition: Tip of Iceberg of bigger issues
- Two alternatives to export our professional services:



### ●●● BEIJING OLYMPIC VILLAGE COMPETITION

- Two Site Planning Competitions
  - July 2001 - One site, to convince Olympic Council
  - July 2002 - Two sites, to prepare for games

- Salient Details for 2002 Competitions

- Location Map  
Not attached

- Key Statistics for both sites

Olympic Village

Overall site area : 1,135 ha

District B site area : 291 ha

Proposed GFA : 2,160,000 m<sup>2</sup>

Wukesong Cultural and Sport Center

Site area : 50 ha

Proposed GFA : 200,000 m<sup>2</sup>

- Winning Schemes
  - Olympic Village: 8 Prizes, out of 86 schemes
  - Wukesong: 5 Prizes out of 84 schemes

●● Marked progress in one year

	2001	2002
Brief	Comparatively good Yet many gaps	Essentially good brief Building requirements mostly clear
Main Issues	World Trade Centre Building requirements Insufficiently specific	Traffic planning Games specialised requirements: Pedestrian Plaza sizes Non-Olympic uses and Sale of sites
Organisation	Smooth	Excellent exhibition Excellent secretariat Services Excellent work speed Excellent media exposure Excellent citizen participation
Judging Process	Notary Public Good spread of Chinese & Foreigners	Notary public Good spread of Chinese & Foreigners
Competition Goals	Commitment to site & actions	Commitment to International standard, ecology, historical continuity, technology, transportation system, transparent process, public-private participation

- Significance of 2002 Competition
  - Important big ideas override pure economic consideration
  - Latest World class designs
  - Sophisticated aspirations for winning schemes
  - Several Chinese teams among top winners – credible standard
  - Superb organisation, World-class judging process, international involvement
- Other competitions in China:
  - Planning:  
Generally poor briefs – an impossible task  
Professional assessment process  
Remuneration in US\$  
Sometimes politicians or owners final say
  - Architecture:  
Rapid improvements, clearer briefs.  
Focus more on design, less on presentation  
Remuneration in US\$  
Increasingly more sophisticated jury deliberation

Occasional politicians or owners final say

- Criteria to win competition  
 Besides excellent design
  - Help resolve and clarify ambiguous parts of brief in submitted Design & Explanatory Notes
  - Understand and enhance philosophy and goals of developer
  - Attractive and easy to understand drawings
  - Innovative ideas highlighted, explained, justified

●●● **KNOW OUR MARKET AND COUNTERPARTS**

- Rapid changes of relative positions

- Disparity between market size and professional resources
  - Market:
    - Singapore : Small; mature
    - China : Urbanised Level: 37% now; 75% when fully developed  
 Housing need: additional 500 mil people
  - Comparative ratio of architects to population:  
 Huge demand for qualified planners and architects in China

	Yrs	Registered Architects	Population ( in mil)	Ratio
U.K.	2001	28,000	59	1 : 2,100
Australia	2001	8,500	19	1 : 2,200
Japan	2000	38,000	127	1 : 3,300
Singapore	2000	1,140	4	1 : 3,500
PRC	-	12,761	1,280	1 : 100,000
		1 <sup>st</sup> class	urban 480	1 : 38,000

- Opportunities and Need to export services  
 to capitalise on our more sophisticated professional resources  
 to sustain and increase size of professional pool  
 to enhance expertise and export capability
- China's rapid improvement of professional standard  
 - a land of great promise and problems
  - Strengths:
    - large & diverse talent pool; professionals & clients
    - majority strong sense of nation building, passionate, hardworking

Large country: rapid development, biggest world market now  
 Attract top quality foreign expertise  
 Opportunities for diverse creative ideas, generating virtuous circle

Ancient civilisation, rich heritage, ample resources to draw upon  
intellectual depth, strong sense of time, space and humanity  
– ingredients for greatness

Hunger for information and improvements; fast learners  
Debates, dialogues, copying, research  
Conferences, project reviews, exhibition, formidable publications

Fierce market competition propels quality, innovation,  
international players and standard  
Increase World travel; returned overseas graduates; rapid sophistication

- Weaknesses:  
Foreign language barrier; inhibiting understanding; increasing arrogance

Plan & design by arbitrary slogans  
Cumbersome and inhibiting systems;  
very complicated human relation & mindset  
Inappropriate rules and regulations, defensive bureaucrats

Mainly unsophisticated clients, with exceptions  
Unfamiliar with historical and modern designs  
Mostly blind admiration for western design,  
deprecation for Chinese design

- Singapore's diminishing edge over China  
- a wake up call for Singapore

General:  
Similar but not same culture and language  
No time delay,  
slightly slower working speed

Strengths and weakness:  
While the best are equally good on both sides,  
Singapore currently a clear edge over China  
In both planning and architecture

Until 5 years ago one rarely talks about Chinese strength  
Chinese strengths now in part underscore  
our intrinsic weaknesses, some difficult to overcome  
Our strengths are Chinese weaknesses, not difficult to catch up

A window of opportunities for another 5 to 10 years  
Urgent need to establish beachfront

- Singapore faces powerful competition from  
USA, Europe, Australia, Japan

Our handicap

Increased attraction to more spontaneous western expressions  
Tendency to bypass Singapore for major projects

Our advantages

No language and time barriers; understanding and responsiveness  
Increased disenchantment of mediocre works  
by Chinese staff in western firms

Lopsided competition in both Singapore and China

Urgent need to build up our competitiveness and track records

### ●●● **DEVELOP GREATER COMPETITIVENESS TO EXPORT SERVICES**

- **Critical for both survival and growth**

- Importance of Competitiveness – 2 sides of the same coin:  
Protect our own turf  
Export services in region

- Human Resources  
Nurture creativity & arts in schools education  
Quality university graduates  
More committed work ethics, with passion and hard work

- Study, Debate, Research, Improve & Synergise  
Our achievements well and professionally  
Urban Planning  
Public Housing  
High-tech Parks  
Land transportation  
Air & sea port development  
Heritage conservation  
Quality public housing estates  
Diverse architecture design – tropical, east-west fusion  
Lush landscape design  
Refined interior design

- Business strategies
  - To secure major overseas projects:  
Professionals given opportunities by government
  - To build up track records at home  
Reputation in good design, innovation,

creative use of technologies, sophisticated project management  
Expand practices, form consortium, public-private partnership

- Educate public for more sophisticated taste  
Better architecture design, more impressive track records
  
- Position toward regional business
  - package relevant skills
    - Pick good Chinese counterparts
    - Planning – a starting point for big projects
    - First-cut brief creation, with market sensitivity
    - Assemble relevant consultants
    - Urban design, architecture
    - Enhance language skill, speed, presentation standard
  
- **PROTECT & STRENGTHEN SINGAPORE BRAND NAME**
  - our precious competitive edge
    - An increasingly difficult task
      - Waning appeal
      - Singapore's smallness and humid weather
      - China's rising sophistication
      - Lure of western design
  
    - Two pronged protection & strengthening of brand name
      - In Singapore
        - Continue to maintain & improve planned environment & architecture design
        - To demonstrate sustainability of our special skills
  
      - In China
        - Secure decent fees, ensure projects by us are of Singapore standard
        - Do not give second best effort to China
        - Western consultants losing some appeals due to uneven quality
  
- **FOOT NOTES ON COMPETITION & COMPETITIVENESS**
  - World class competitiveness as our only option
    - Competition
      - A big misunderstanding
        - As a process: appears fair & transparent, not always get good architects
        - As a product: very rarely good designs; e.g. Mitterands 10 projects
        - As developer: products are more important than process
  
      - Big drain on limited national resources
        - Open competition: worst

Closed competitions, less exploitative more ethical method:  
Excellent brief to ensure best architect wins the project  
Limited to critical design requirements  
Suitable remunerations  
Fair jury process  
Strict taboo: combining best ideas from all schemes

- Viable alternatives
    - transparent process, good products, no resource wastage
- Interview shortlisted architects  
Choice based on track record, service reputation  
Empathy in project, human chemistry

A common approach in USA – 9 out of 10 projects

- Design and Build
  - Higher resource drain
  - More complicated to assess: design, construction cost, building quality
  - Frowned upon in Europe
  - Need more debate to find optimal alternatives

●● Competitiveness

- A national effort jointly by government & profession
  - To enhance our well established export capability
  - To strengthen our goal as intelligent and creative island

Suggested broad strategies

Systematically build up impressive track records  
Through giving Singapore professionals major public projects  
Carefully managed and designed to excel

- Agenda for SIA-SIP Joint Councils
  - Support nurturing creativity and arts in school
  - Support university education and skills enhancement research
  - Support more, creative professional advancement activities
  - Secure reciprocal professional accreditation

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