

INTRODUCTION	6	6 TIME	80
ELEMENTS OF A SUCCESSFUL COMPETITION	10	6.1 Total duration	80
		6.2 Overall scheduling	80
		6.3 Duration of procedures	80
1 LAUNCHING A COMPETITION	24	7 COMPETITION COSTS	88
1.1 Competition as a special way of awarding contracts	24	7.1 What is the total cost of a competition?.....	88
1.2 Competition as a special way of commissioning	24	7.2 Total budget.....	88
1.3 The right moment to launch a competition.....	24	7.3 Calculation of the competition sum	90
1.4 Concerns against competitions.....	25	7.4 Honorarium for jury members.....	90
1.5 Considering fundamental issues of a competition	25	7.5 Further costs	90
2 RULES FOR COMPETITIONS	36	8 PROCEDURE DETAILS	92
2.1 Relevant rules and regulations	36	8.1 Required information in the competition brief.....	92
2.2 Rules and regulations in practice	37	8.2 Admission and/or selection of participants	92
2.3 The most important modules of rules and regulations.....	38	8.3 Jury criteria	94
3 CHOICE OF THE TYPE OF PROCEDURE	44	8.4 Further commissioning.....	96
3.1 The selection of the process	44	8.5 Competition requirements.....	98
3.2 Parameters for determining the competition type	44		
3.3 The pros and cons of open competitions.....	47	9 COMMUNICATION DURING THE COMPETITION	100
4 MEMBERS INVOLVED	54	9.1 Communication despite anonymity?	100
4.1 Sponsor	54	9.2 Jury colloquium	100
4.2 Participants	54	9.3 Significance and distribution of the competition materials.....	100
4.3 Jury	54	9.4 Written queries and colloquia	100
4.4 Technical experts	58	9.5 Personal presentations by the competitors and dialogue.....	103
4.5 Preliminary evaluation team.....	58	9.6 "Virtual competition"	104
4.6 Professional chambers	58		
4.7 Other participants.....	58	10 COMPETITION MATERIALS	112
5 COMPETITION ORGANIZATION	60	10.1 Structure	112
5.1 Who organizes competitions?.....	60	10.2 Situation and planning guidelines.....	112
5.2 Compensation for competition management	60	10.3 Task and program	112
5.3 Competition organization tasks	63	10.4 Sustainability in competition.....	113
5.4 Commissioning the service of competition management.....	70	10.5 Illustrations	118
		10.6 Plan Documents.....	118
		10.7 Model of the surroundings	120

11	EVENTS	128	APPENDIX	180
11.1	Event formats.....	128	SERVICES PROVIDED BY THE COMPETITION MANAGER	182
11.2	Venues	130	RECOMMENDED LITERATURE	190
11.3	Furnishing	130	IMPRINT.....	191
11.4	Event planning.....	131		
12	PRELIMINARY EXAMINATION	138		
12.1	Significance of the preliminary examination	138		
12.2	Tasks, team and process planning.....	138		
12.3	Receipt and formal examination	138		
12.4	Quantitative testing	140		
12.5	Design concept analysis	142		
12.6	Involvement of technical experts	142		
12.7	Preparing the preliminary examination report.....	144		
12.8	BIM in competitions.....	144		
13	JURORS’ EVALUATION	152		
13.1	Importance of the jury meeting for the project and the competition	152		
13.2	Preparation	152		
13.3	Venue layout, boards for project display	154		
13.4	Process	154		
13.5	Completeness, chairmanship, approval of the work	155		
13.6	Presentation of the designs and report of the experts	157		
13.7	Decision-making process in rounds, voting methodology.....	157		
13.8	Comments of the jury, minutes of the meeting.....	158		
13.9	Envelope opening, notifying the prizewinners	160		
14	PUBLICITY	162		
14.1	Participation	162		
14.2	Press	162		
14.3	Project homepage	163		
14.4	Exhibition	164		
15	AFTER THE COMPETITION	178		
15.1	Commissioning	178		
15.2	Project archiving and return	179		