



Fit-Out Project Management: Interior Design Review, FF&E Procurement and Room Handover

2 – 6 November 2026

Barcelona - Eixample district four-star



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Introduction:

Fit-out project management decides whether a hotel floor, office tenancy or retail unit opens on the agreed date with the look the owner approved. Scope gaps between shell and core and the tenant works, late furniture orders, unapproved mock-ups and ceiling voids crowded with clashing services turn into late openings, reordered items and disputed variations. This Core Concept course gives owner representatives, fit-out project leads and interior design coordinators a working method to control the interior package from brief to guest-ready rooms. Participants finish with a Fit-Out Delivery Plan and FF&E Procurement Schedule for a case hotel floor.

Course Objectives:

- Define the fit-out scope split between shell and core, Category A and Category B works and record it in a responsibility matrix
- Translate an interior design brief and operator brand standards into review checkpoints for concept, schematic, detailed design and shop drawings
- Coordinate ceiling void, floor box and wall services for interior layouts with mechanical, electrical, plumbing and low-current trades
- Prepare FF&E and OS&E specifications, item schedules and procurement packages with lead times, samples and delivery windows
- Plan and approve mock-up rooms, material samples and finish benchmarks before multi-floor installation begins
- Control fit-out cost plans, variation requests, room-by-room quality inspection and the room release sequence to operations

Target Audience:

- Owner-side representatives who approve interior design submissions, fit-out budgets and room acceptance
 - Project leads who run fit-out packages on hotel, office tenancy or retail store programmes
 - Interior design coordinators who manage drawing reviews, material samples and brand standard deviations
 - Fit-out contractor package managers who plan joinery, finishes and furniture installation sequences
 - Procurement and purchasing staff who buy and track furniture, fixtures, equipment and operating supplies
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Course Outline:

Day 1: Fit-Out Project Lifecycle and Scope Definition

- Fit-Out Lifecycle Map: Brief, Design, Tender, Procurement, Installation and Room Release
- Shell and Core, Category A and Category B Scope Split with Landlord and Tenant Works
- Fit-Out Responsibility Matrix for Owner, Operator, Interior Designer and Contractor
- Hotel, Office and Retail Fit-Out Drivers: Brand Rollout, Tenancy Start and Store Opening Dates
- Current-State Fit-Out Readiness Checklist for a Hotel Floor

Day 2: Interior Design Brief, Brand Standards and Design Review Stages

- Interior Design Brief Structure: Room Mix, Space Programme and Guest Journey Requirements
- Operator Brand Standards Manual Review and Deviation Request Log
- Interior Design Stage Gates: Concept, Schematic, Design Development and Tender Drawings
- Finishes Schedule and Material Board Approval Workflow
- Joinery and Shop Drawing Review Checklist with Comment Resolution Sheet

Day 3: Services Coordination, FF&E and OS&E Specification and Fit-Out Tender Packages

- Reflected Ceiling Plan Coordination: Lighting, Diffusers, Sprinkler Heads and Access Panels
- Power, Data and Low-Current Setting-Out Drawings for Furniture Layouts
- FF&E Classification: Built-In and Loose Items With and Without Services
- FF&E and OS&E Item Schedule: Specification Sheets, Quantities, Samples and Lead Times
- Fit-Out Tender Package Split: Joinery, Finishes, Loose Furniture and Specialist Installations

Day 4: Mock-Up Rooms, Programme Risks, Cost Control and Quality

- Mock-Up Room Plan: Scope, Build Sequence, Review Walkthrough and Sign-Off Record
- Fit-Out Programme and Logistics in Occupied or Operating Buildings: Hoists, Storage and Working Hours
- FF&E Procurement Tracking: Purchase Orders, Factory Inspections, Shipping and Warehouse Consolidation
- Fit-Out Cost Plan, Allowances and Variation Request Evaluation
- Room-by-Room Quality Inspection Sheets and Defect Close-Out Tracker

Day 5: Case Study: Hotel Floor Fit-Out Delivery Plan and FF&E Procurement Schedule

- Case Hotel Floor Data Pack: Room Types, Brand Standards Extract and Budget
 - Scope Gap Exercise: Resolving Missing Items Between Base Build and Interior Package
 - FF&E Procurement Schedule Build with Order, Delivery and Installation Dates by Room Type
 - Room Release Sequence to Operations: Cleaning, Final Walkthrough and Acceptance Certificate
 - Fit-Out Delivery Plan Drafting and Peer Challenge Panel
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Skills You Will Gain:

- Fit-Out Scope Definition
- Brand Standards Interpretation
- Interior Design Submission Review
- Ceiling Void Services Coordination
- FF&E and OS&E Scheduling
- Mock-Up Evaluation
- Fit-Out Variation Control
- Room Acceptance Inspection

Why Attend This Course:

- Return with a Fit-Out Delivery Plan and FF&E Procurement Schedule built on a case hotel floor
- Catch scope gaps between base build and interior works before they become late variations
- Order long-lead furniture and fixtures early enough that rooms are complete for the opening date
- Compare fit-out practice with owner, designer and contractor teams from hotel, workplace and retail projects

Conclusion:

Interior fit-out succeeds or fails on details that sit between the base build, the designer's drawings and the furniture factory. The course moves from the fit-out lifecycle and scope split, through the design brief, brand standards and review stages, to services coordination, FF&E and OS&E specification and tender packages, then mock-up rooms, logistics, procurement tracking, cost and quality control. The final day applies this to a case hotel floor and produces a Fit-Out Delivery Plan with an FF&E Procurement Schedule ready for use at work.