



## Newsletter of the TEA Western Division

# LET'S MAKE IT EVEN BETTER! KUDOS AND A CALL TO ACTION

So far it has been a banner year for the TEA Western Division!

We're far from done - it's only August - but it's clear that we're off and running. Our success springs from all the energetic volunteers who have infused the Division with fresh energy. That starts with a Board of leaders and doers, and a dynamic and fully committed slate of officers – but it also includes many other highly motivated people working together to help grow our numbers, stimulate dialog and roll out exciting new experiences and opportunities for our members.

Our Western Division has "Go-To" events. We've launched a newsletter that helps bring out the unique voices

and aspects of the industry in our region. With the Vancouver Experience event scheduled for August 27, we've embraced the "SATE Academy Day" platform that was originated by the TEA Europe & Middle East Division.

The TEA NextGen activities within our Division are helping students and recent graduates find their way into the industry. And our membership volunteers are creatively reaching out with ideas and initiatives that we hope will inspire many more people to join, and perhaps serve as models for our fellow TEA Divisions to adopt.

You can help lead the Western Division and keep up the momentum. There are several ways that individuals

and companies can step up to help lead the TEA Western Division. They include sponsorship, supporting our events and endeavors, and joining our amazing Board of Directors.

Do you have skills we might call on for such things as organizing events, recruiting membership, or contributing to the newsletter? Do you want to host an open house or behind-the-scenes tour? Do you want to sponsor a gathering?

We are actively seeking new candidates for Board Director and Associate Representative to join the Western Division Board. The TEA was founded a little more than 20 years ago in the backyard of the Western Division. It's time to give back – and keep the Western Division on its successful trajectory!

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# STORY DIVERSITY

While traveling recently, I happened to stumble upon a Wild West themed attraction in Germany. I have to say, being a native Texan (and proud of it!) I found some of the depictions of life in the West.. well...very German.

But it did make me think about one of the unique qualities of what we do as Themed Entertainment storytellers. In movies, the story context is visually and narratively laid out for the audience. However, in a physical environment such as a theme park, we heavily rely on guests' imaginations to fill in the blanks. But much of what makes up our imaginations are forged by our individual backgrounds. A Wild West experience to me, at least in my head, looks a little bit different than, say, someone who grew up in Hawaii.

One of the great experiences our industry is going through at the moment is working with new understandings of how stories are created, told, and interpreted in Asia and the Middle East. I have had many positive conversations with peers about overcoming the Western/Eastern story gap. And much like the Romans grew in knowledge and culture from their interactions with the Eastern world, we too will diversify and improve with new Eastern influences in our modern storytelling.

Our offices are filled with people from so many different and unique backgrounds, have you taken the time to get the perspective of the people around you? Does their cultural background frame the story in a different way? Asking these questions may just change how you look at your project.



**Jason McManus**  
Vice President - TEA  
Western Division

# BEST PRACTICES

## RISK MANAGEMENT IN THE PROCUREMENT OF THEME PARK EQUIPMENT

One of the aspects of our industry that is attractive to many of us is the diversity of projects. We rarely design and build the same thing twice, and every project has its unique aspects. However, there is a price for this creativity and diversity, and that is that the risk profile is relatively high. Some of the reasons for this are:

- We only make small quantities - The prototype often becomes the one and only production unit.
- The supply chain is highly dynamic – often we don't have a long history with our critical suppliers.
- The equipment we are providing often includes unique "inventions" that require customization all through the supply chain due to standards, environment, duty cycle, safety requirements, maintainability, legacy issues, etc.
- Timeframes are generally very short.

Some behaviors that can add to the project risk include:

- Client's RFP documents don't define the requirements, interfaces, deliverables, schedule, and acceptance criteria well enough for the Vendors to accurately estimate the effort.
- Client over-specifies the equipment to the point that all the requirements, schedule or budget can't be met simultaneously with the assumed configuration.
- Vendor doesn't understand the specification, schedule and SOW sufficiently and under bids.
- There are a host of additional risks dealing with foreign clients, including legal differences, currency risk, culture, language, measurements, shipping, customs, etc. These are beyond the scope of this discussion.

These behaviors can lead to the following consequences:

- Vendor embarks on an unanticipated R&D program, falls behind schedule and goes over budget.
- Client has insufficient (or excessive) resources to guide Vendor and provide direction.
- The design reviews are rushed or eliminated in an attempt to preserve schedule or budget.
- Vendor gets "sent back to the drawing board" in a design review, falls behind schedule, cuts corners (takes added risks), and runs over budget.
- Vendor hides problems from the Client until it's too late to recover.
- Vendor doesn't identify, document, and submit change orders in a timely manner.
- Vendor doesn't adequately manage his sub-vendors, and parts aren't delivered when needed.

Vendor becomes financially unable to complete the scope.

Some strategies and policies that can be implemented to mitigate these undesirable consequences include:

- Client can implement a vendor qualification and education process prior to the RFP.
- Vendor can proactively work with the Client during the bidding process to thoroughly understand all the requirements, deliverables and standards imposed by the RFP.
- For high-risk equipment, Client can consider a prototyping phase before sending out the RFP to mitigate the creative and "look and feel" risk as well as the technical feasibility risk. This could either be a separate contract with a shop that specializes in R&D/prototyping or a time-and-materials phase with the production Vendor which results in an acceptable prototype and a fixed-price bid for the remainder of the work.
- Client may require a preliminary hazard analysis to be included in the bid to ensure that the Vendor has thoughtfully considered the technical risks.

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# LET'S MAKE IT EVEN BETTER ctd...

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## Qualifications for a TEA Division Board Director:

- An established or emerging thought leader in the TEA Western Division
- A senior level executive with his/her firm
- Has access to funding and/or resources to support the Western Division Board commitment
- Has company support for TEA Western Division Board commitment
- Can commit to participating in 8 to 10 Board conference calls each year
- Can commit to an active role within the Western Division

Please contact me if you're interested.



**DAVID PRICE**  
Price Leisure Group  
President - TEA Western Division

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## BEST PRACTICES CONTINUED FROM PAGE 2

- Client should perform an internal risk assessment process as part of bid and award. Risk and price are often inversely related.
  - If the project is going to stretch a Vendor more than 10% beyond that Vendor's recent demonstrated capability (project size, key staff, shop size, skills) the project risk is likely to significantly increase.
  - Client can develop an anticipatory "Plan B" in the event something unforeseen happens at various stages during the project. These might include: relax requirements, embed personnel at Vendor's facility, take some scope away and give it to another Vendor, or open without the equipment in the show. If needed, this option will be more successful than a reactionary redirection when the problem occurs.
  - Vendor should have a good accounting and tracking system, so budget and schedule issues can be identified early.
- The agenda for formal reviews should include risk assessment and mitigation.
- For equipment that includes software, the software development should be managed and assessed at least as closely as the hardware development.
  - Thorough factory testing can be effective in reducing risk.
  - If the Vendor is taking on a lot of risk, the Client should maintain an appropriate level of contingency.
  - "Trust and verify" Vendor's claims.

Finally, the most common root cause for procurement problems is an expectations mismatch between the Vendor and the Client. It's in everyone's best interest, especially in first engagements, to do as much as possible to clearly and completely articulate and align expectations before starting the project.

**FRANK WIEGAND, TWT INC.**  
Member  
TEA Western Division Best Practices



PHOTOS FROM THE JULY TEA WESTERN DIVISION MIXER AT BEZARK ENTERTAINMENT

# WESTERN DIVISION EVENTS

CALENDAR OF UPCOMING TEA WD EVENTS AND MIXERS



**TEA** WESTERN NORTH AMERICA

## JOIN US

for an active open discussion on  
cost management | trends & data collection | quantity surveying  
with panel guests

**Mark Fergus** | Regional Director, fellow of the Royal Institution of Chartered Surveyors & has worked in Dubai and Cairo

**Lisa Sachs** | Regional Director, fellow of the American Institute of Architects, certified construction manager & author of *What is Your Construction Management IQ*

**Bill Rodgers** | Managing Principle, head of the Project Controls Division & preparer of monthly economic reports for Cumming

**when:** August 20th | 5:30 - 8:30 PM  
**where:** 523 West 6th St, Suite 1001, Los Angeles CA 90014  
\*Validated Parking in Pac Mutual Building  
beer, wine & hors d'oeuvres provided

PRESENTED AND HOSTED BY



BE SURE TO CHECK [WWW.TEACONNECT.ORG](http://WWW.TEACONNECT.ORG) FOR UPCOMING EVENTS

## GET CONNECTED

**WE WANT YOUR FEEDBACK** - Our goal is to better serve the needs of the many companies, individuals, and NextGens who make up our Western Division membership. If you have any ideas or suggestions for new events, mixers, or ways we can improve communication, please let us know by emailing Dave Price [dprice@priceleisuregroup.com](mailto:dprice@priceleisuregroup.com)

**GET INVOLVED** - The many great events and mixers that you see are only made possible through the wonderful people who dedicate their time and efforts. We are always looking for new volunteers to help set up and staff events, plan events, and get involved. Contact Tricia Rodriguez [tricia@madsystems.com](mailto:tricia@madsystems.com) if you are interested in volunteering.

**GET CONNECTED** - Have you set up a member profile on the new [www.TEACconnect.org](http://www.TEACconnect.org)? Member profiles are a great way to expand your reach and visibility within the industry. Log in today and try it out for yourself!

## 2015 TEA WESTERN DIVISION BOARD

### OFFICERS

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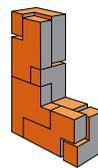
BRIAN SZAKS

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MATTHEW MALDONADO - NEXTGEN

ALEX SWAEKAUSKI



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TEA WESTERN DIVISION NEWSLETTER

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