

KNOWLEDGE BASE ARTICLE

ENTERTAINMENT PROJECT PHASES

Revised and Adapted from TEA Publication

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The Seven Project Disciplines

Comments	The disciplines represented here are typical for the entire theme park industry, and are used by companies such as Disney, Universal Studios, Paramount Parks, and Busch Entertainment.
Project Development	Owner's Representative, Strategic Planning, Legal Affairs, Project Funding
Project Management	Project Management & Coordination, Project Administration Project Controls
Creative Development	Producing, Directing, Writing, Design, Keepers of the Vision
Venue Design & Development	Area Development, Facility Development
Attraction Design & Production	Show Design, Show Production, Show Mechanical Systems, Media, Live Entertainment Production, Recreational Equipment
Construction	General Contractor, Construction Manager, Design/Builder, Specialty Contractor
Operations	General Operations, Food & Beverage, Retail/Merchandise, Marketing, Management Information Systems, Safety

Summary of Project Phases

The Dreamers

1. Project Initiation
2. Project Development Planning
3. Master Plan & Concept Design

> Program Approval

The Designers

4. Schematic Design
5. Design Development
6. Construction and Fabrication Documents

> Deliver Contract Documents

The Contractors

7. Construction/Production/Fabrication
8. Show & Ride Installation

> Hand Off To Operations

The Operators

9. Pre-Opening, Cycling, Training
10. Grand Opening
11. Project Close-out

> Project Complete

Project Global Phase	<h1 style="margin: 0;">I. PROJECT PROGRAM</h1>	
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Project Phase	<h2 style="margin: 0;">1. Project Initiation</h2>	<h2 style="margin: 0;">2. Project Development Planning</h2>
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Comments		
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Project Development	<div style="display: flex; justify-content: space-around;"> <div style="background-color: #fff9c4; padding: 5px; border: 1px solid #ccc;">Initial Idea</div> <div style="background-color: #fff9c4; padding: 5px; border: 1px solid #ccc;">Evaluate Idea</div> </div>	<div style="display: flex; justify-content: space-around;"> <div style="background-color: #fff9c4; padding: 5px; border: 1px solid #ccc;">Define Market Dynamics</div> <div style="background-color: #fff9c4; padding: 5px; border: 1px solid #ccc;">Concept Design Charette</div> <div style="background-color: #fff9c4; padding: 5px; border: 1px solid #ccc;">Propose Venue Site</div> <div style="background-color: #fff9c4; padding: 5px; border: 1px solid #ccc;">Research Intellectual Property</div> <div style="background-color: #fff9c4; padding: 5px; border: 1px solid #ccc;">Review Concept and Advise</div> </div>
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Project Management	<div style="background-color: #fff9c4; padding: 10px; border: 1px solid #ccc; width: fit-content; margin: 0 auto;"> Project Development Plan Preliminary Feasibility Study/Market Analysis Investment & Capacity Targets Execution Plan </div>	
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Creative Development	<div style="display: flex; justify-content: space-around;"> <div style="background-color: #fff9c4; padding: 5px; border: 1px solid #ccc;">Initial Idea</div> <div style="background-color: #fff9c4; padding: 5px; border: 1px solid #ccc; border-radius: 50%;">Working Concept</div> </div>	<div style="display: flex; justify-content: space-around;"> <div style="background-color: #fff9c4; padding: 5px; border: 1px solid #ccc;">Concept Design Charette</div> <div style="background-color: #fff9c4; padding: 5px; border: 1px solid #ccc; border-radius: 50%;">Updated Concept</div> </div>
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Venue Design & Development	<div style="background-color: #fff9c4; padding: 5px; border: 1px solid #ccc; border-radius: 15px; width: fit-content; margin: 0 auto;">Input to Working Concept</div>	<div style="display: flex; justify-content: space-around;"> <div style="background-color: #fff9c4; padding: 5px; border: 1px solid #ccc;">Concept Design Charette</div> <div style="background-color: #fff9c4; padding: 5px; border: 1px solid #ccc; border-radius: 50%;">Updated Concept</div> </div>
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Attraction Design & Production		
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Construction		
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Operations	<div style="display: flex; justify-content: space-around;"> <div style="background-color: #fff9c4; padding: 5px; border: 1px solid #ccc;">Initial Idea</div> <div style="background-color: #fff9c4; padding: 5px; border: 1px solid #ccc; border-radius: 15px;">Input to Working Concept</div> </div>	<div style="background-color: #fff9c4; padding: 5px; border: 1px solid #ccc;">Concept Design Charette</div>
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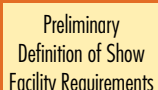




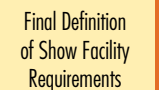


I. PROJECT PROGRAM



3. Master Plan and Concept Design

Project Global Phase			
Project Phase			
Comments	Pick the Right Team	See the Forest and the Trees	
Project Development	Site Geotechnical Survey	Don't proceed without a complete plan	
Project Management	Assemble Design Team	Project Program Scope Schedule Budget	
Creative Development	Conceptual Design Story Treatments Conceptual Art Dimensional Design		
Venue Design & Development	Conceptual Venue Layout		
Attraction Design & Production	Concept Support Models Mock-ups Presentation Materials		
Construction			
Operations	Provide Operational Requirements	Develop Operations Plans	

PROGRAM APPROVAL

Project Global Phase	II. DESIGN 	
Project Phase	4. Schematic Design	5. Design Development
Comments	  	  
Project Development	 	
Project Management		 
Creative Development	 	
Venue Design & Development		
Attraction Design & Production	 	   
Construction		
Operations		

Project Global Phase	<h1>II. DESIGN</h1>	<h1>III. IMPLEMENTATION</h1>
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Project Phase	<h2>6. Construction/Fabrication Documents</h2>
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Comments	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="border: 1px solid black; border-radius: 50%; padding: 5px; background-color: white;">Is that your final answer?</div> <div style="border: 1px solid black; padding: 5px; background-color: white; transform: rotate(45deg);">100% Review</div> </div>
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Project Development	
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Project Management	<div style="border: 1px solid black; padding: 5px; background-color: white;">Final Review and Package Docs for Submittal to Contractors & Specialty Vendors</div>
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Creative Development	<div style="border: 1px solid black; border-radius: 50%; padding: 5px; background-color: white;">Input to Documentation Process</div>
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Venue Design & Development	<div style="display: flex; justify-content: space-around; gap: 20px;"> <div style="border: 1px solid black; padding: 5px; background-color: white; transform: rotate(45deg);">Drawings for Construction</div> <div style="border: 1px solid black; padding: 5px; background-color: white; transform: rotate(45deg);">Construction & Fabrication Specifications</div> </div>
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Attraction Design & Production	<div style="display: flex; justify-content: space-around; gap: 20px;"> <div style="border: 1px solid black; padding: 5px; background-color: white; transform: rotate(45deg);">Drawings for Construction</div> <div style="border: 1px solid black; padding: 5px; background-color: white; transform: rotate(45deg);">Construction & Fabrication Specifications</div> </div>
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Construction	
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Operations	<div style="border: 1px solid black; border-radius: 50%; padding: 5px; background-color: white;">Input To Schematic Design</div>
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DELIVER CONTRACT DOCUMENTS

<h2>7. Construction / Production / Fabrication</h2>

<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="border: 1px solid black; border-radius: 50%; padding: 5px; background-color: white;">Integration: This Means You!</div> <div style="border: 1px solid black; padding: 5px; background-color: white; transform: rotate(45deg);">60% Review</div> <div style="border: 1px solid black; padding: 5px; background-color: white; transform: rotate(45deg);">90% Review</div> </div>
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	<div style="border: 1px solid black; padding: 5px; background-color: white;">Authorize Project Capitalization</div>
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<div style="border: 1px solid black; border-radius: 50%; padding: 5px; background-color: white; display: inline-block;">Input to Fabrication Media Field Art Direction</div> <div style="border: 1px solid black; border-radius: 50%; padding: 5px; background-color: white; display: inline-block; margin-left: 20px;">Ensure the Creative Vision</div>
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<div style="border: 1px solid black; border-radius: 50%; padding: 5px; background-color: white;">Architectural Field Support</div>
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<div style="border: 1px solid black; border-radius: 50%; padding: 5px; background-color: white; display: inline-block;">Field Art Direction</div> <div style="border: 1px solid black; padding: 5px; background-color: white; display: inline-block; margin-left: 10px;">Show Fabrication and Production</div> <div style="border: 1px solid black; padding: 5px; background-color: white; display: inline-block; margin-left: 10px;">Ride Systems Fabrication</div> <div style="border: 1px solid black; padding: 5px; background-color: white; display: inline-block; margin-left: 10px;">Media Production & Post-Production</div> <div style="border: 1px solid black; padding: 5px; background-color: white; display: inline-block; margin-left: 10px;">Show/Ride Pre-Programming</div>

<div style="border: 1px solid black; padding: 5px; background-color: white; display: inline-block;">Obtain Permits</div> <div style="border: 1px solid black; padding: 5px; background-color: white; display: inline-block; margin-left: 20px;">Construction Civil/Infrastructure Structural Envelope</div> <div style="border: 1px solid black; padding: 5px; background-color: white; display: inline-block; margin-left: 20px;">Maintain Quality Control</div>

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Project Global Phase

III. IMPLEMENTATION



Project Phase

8. Show and Ride Installation

Comments

Lead, follow or get out of the way!

Commission & Accept Show/Ride Systems

Owner Controls Premises

Project Development

Project Management

Contract Administration & Change Orders

Certificate Of Occupancy

Keys to Building

Creative Development

Creative Oversight & Input

Venue Design & Development

Architecture & Engineering Field Support

Attraction Design & Production

Field Art Direction

Show & Ride Installation

Media Installation

Show & Ride Test & Adjust

Show Programming

Construction












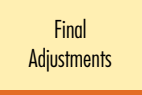









Construction & Facility Support

Operations

Pre-Opening Planning


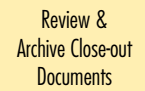












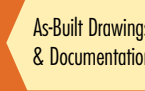





Attraction Staffing Training of Ops Leads

HAND OFF TO OPERATIONS

Project Global Phase	IV. OPENING 	
Project Phase	9. Pre-Opening, Cycling, Training	10. Grand Opening
Comments	 	 
Project Development		
Project Management		
Creative Development	 	
Venue Design & Development		
Attraction Design & Production	  	
Construction		
Operations	    	







IV. OPENING



Project Global Phase	IV. OPENING				
Project Phase	11. Project Close-Out				
Comments	 Leave an accurate record				
Project Development			 Review & Archive Close-out Documents	 Document Lessons Learned	 Strategic Planning Post-Mortem Report
Project Management	 Close-Out Punch List	 Resolve All Issues Settle Contractor Claims Close All Contracts	 Final Cost Report	 Document Lessons Learned	 Project Post-Mortem Report
Creative Development				 Document Lessons Learned	
Venue Design & Development	 Architecture & Engineering Field Support	 As-Built Drawings & Documentation			 Document Lessons Learned
Attraction Design & Production	 Complete Punch List	 As-Built Drawings & Documentation			 Document Lessons Learned
Construction	 Complete Punch List			 Document Lessons Learned	
Operations	 Operational Study			 Document Lessons Learned	

PROJECT COMPLETION

Legend

-  **Primary Activities** Tasks that drive each stage of the project
-  **Secondary Activities** Essential tasks that enable those engaged in primary activities
-  **Deliverables** A critical work product conveyed from one set of disciplines to another in order to enable further work
-  **Warnings** Tasks requiring special attention to avoid major problems later in the project lifecycle
-  **Milestones** A key checkpoint in the progress of a project. Typically, subsequent work is dependent upon the milestone.
-  **Friendly Advice** Brief words to the wise base on the experience of the TEA's members