Overcoming Adversity

And Creativity Managing Project Change

"The secret of change is to focus all of your energy, not on fighting for the old, but on building the new."
- Socrates

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For AITP
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Introduction

Hollie Choi

15 years experience leading software development teams for Media and Entertainment

- Intellectual Property & Master Data Management
- Digital Asset Management
- International Theatrical Post-Production
- Digital Screeners
- Studio Lot Operations

Opportunity

In these challenging times, companies the world over are reducing spending and focusing on keeping the lights on as they weather this unique storm.

We have an equally unprecedented opportunity to improve the way we work.

Disruption

New-ish buzz word, but not really new.

Let's look at an example.

The Year 2008

- Recession (2007-2009)
- War in Afghanistan
- War in Iraq
- California legalizes same-sex marriage
- Massive recall of beef
- Record year for tornados
- Earthquakes (one in Illinois)
- Major Hurricanes (Ike, Gustav & Hana)
- Multiple international incidents
- Multiple mass shootings
- Bomb goes off in Times Square
- Pope Benedict XVI visits Ground Zero
- Unemployment surges to 7.3%
- Stock market falls 3% in a single day
- Dow drops 370 points in a single day
- SpaceX Falcon orbits Earth – First private space flight
- NASA does 3 flybys of Mercury and lands an unmanned probe on Mars
- Bill Gates steps down as Chairman of Microsoft
- US Government takes over Freddie Mac and Fannie Mae
- Delta Air Lines merges with Northwest Airlines
- Government issues 2 stimulus packages
- Fed cuts rates
- Dow drops 680 point in a single day
- Global Economic Crisis
- Barack Obama is elected President
- Olympic Games held in Beijing

Climate of Disruption

The Year 2008

November 2007 – February 2008	Screenwriter's Strike halts film and television production
February	50th Annual Grammy Awards
	80th Annual Academy Awards
June	Universal Studios Fire destroys part of their Vault
	Musical *Rent* ends a 12-year run on Broadway
September	60th Prime Time Emmy Awards

Impacts on the Media and Entertainment Industry

What We Did

Reduced Costs

Reduced Staff

Reduced Spending

Reevaluated Pipeline

Reevaluated near term plans

Eliminated less critical projects

Established a new future pipeline

Reassessed Priorities

Reevaluated all in flight projects

Planned to delay less critical

Found Efficiencies

Identified ineffective processes

Boosted Morale

Remembered the team

Supported the people

Offered extras where possible

What You Can Do Now?

Network

Build community through collaboration

Pay It Down

Clean up your technical debt

Get Fit

Eliminate duplicative work within your organization

Go Outside

Borrow ideas from other industries and apply them to yours

Here’s A Big Idea You Can Borrow From Me!

*Not Actually Me

Toyota Versus Ford

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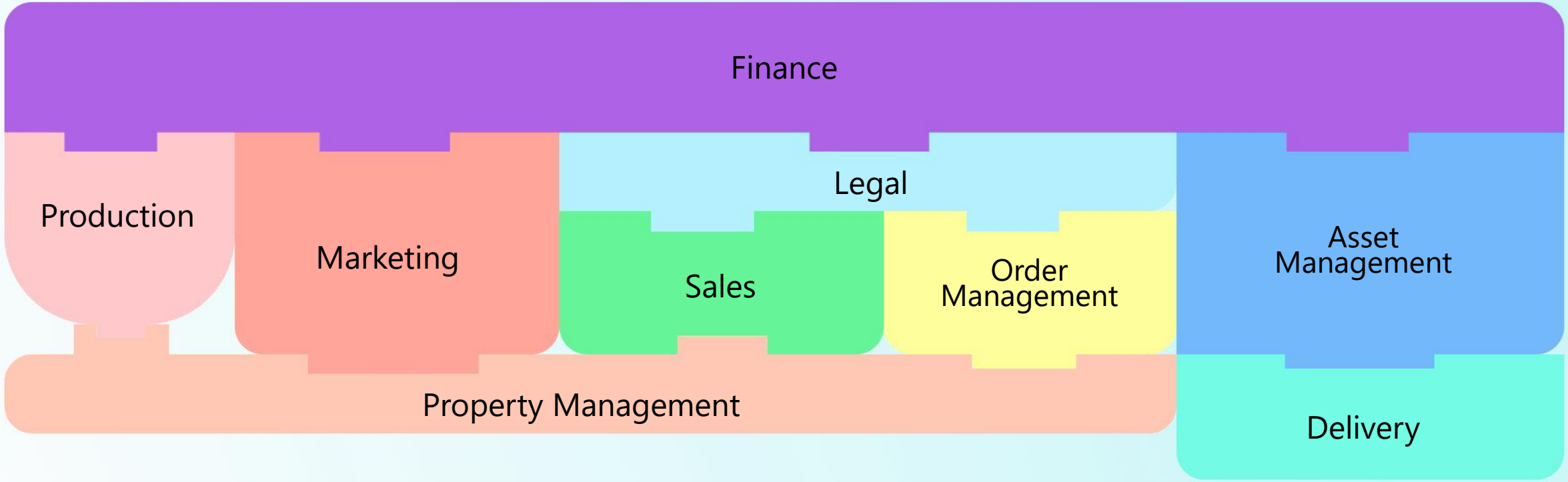
Supply Chain Building Blocks



Output

Today's Design Process

What's Wrong With That?

1

Offline Methods

Inadvertently promotes offline business processes where systems should provide support

2

Lack of Cooperation

Does not support cooperation in the business

3

Duplicity

Systems contain duplicative functionality and data

4

Inconsistent

Data is **not** structured or stored consistently

5

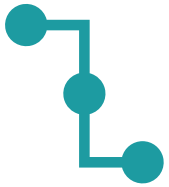
Time Cost

Excessive time spent building integrations between systems

Proposed Design Process

Cross functional analyst teams examine business and systems across workflows

Identify gaps and needs within the business as a holistic unit



Define the connective tissue as a team prior to building business specific systems (and retrofit those you already have over time)

Collaborate between business units and technology groups around the workflow instead of the business unit alone

Include business representatives in workflow teams

Expected Benefits

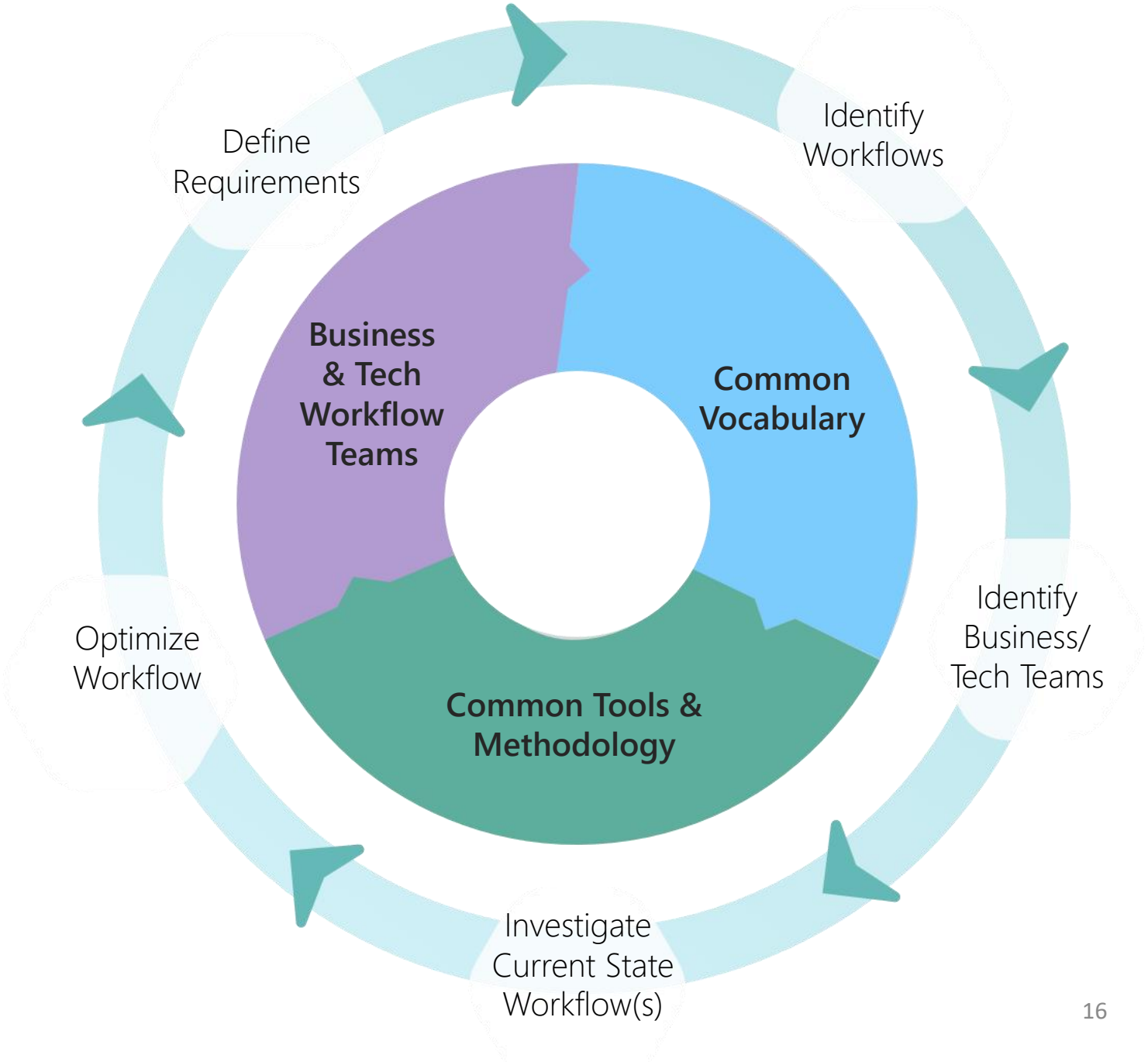
Workflow teams will identify opportunities for process improvement

Holistic solutions create business continuity

Cross functional business and technology teams will encourage development of a community that is informed and collaborative

Aligning cross-functionally will eliminate most integration work between systems

Proposed Design Process



Thank You

I want to thank you for joining! I hope you found some ideas you can take back to work with you.