

CASE STUDY 06

When Downtime Isn't an Option

How a Southeast Asian integrated resort's IT team ran 120+ projects a year without a single revenue-bearing system going dark.

ABOUT THE CLIENT (ANONYMIZED — STRICT NDA)

INDUSTRY	Integrated resort — hotel, gaming, F&B, retail, MICE, entertainment
REGION	Southeast Asia
OPERATIONS	24/7 — every revenue stream live, simultaneously, in the same building
MISSION-CRITICAL SYSTEMS	8+ — PMS, casino management, POS, loyalty, surveillance, network, identity, gaming integrity
IT PROJECT VOLUME	120+ enterprise IT initiatives every year
OVERSIGHT	Regulated gaming jurisdiction — audit-trail and change-control requirements
USE CASE	Enterprise IT PMO consolidation on ClickUp + BEACON

24/7 OPERATIONS CADENCE	120+ IT PROJECTS PER YEAR	8+ MISSION-CRITICAL SYSTEMS	0 ACCEPTABLE DOWNTIME
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THE STORY

It's 2am on a Saturday. The hotel front desk is at full check-in. The casino floor is at peak. Two restaurants are mid-service. A retail launch is going live in the lobby at 10am. And somewhere in this building, an IT project manager is updating six different spreadsheets to track who needs to know what, by when. This is the operating reality of IT at a Southeast Asian integrated resort — 120+ enterprise IT projects a year, 8+ mission-critical systems that cannot go dark, change windows measured in minutes, and zero acceptable downtime on any system that touches revenue. Digibeacon consolidated the entire IT portfolio onto one ClickUp Workspace under the BEACON methodology, turning the change-management chaos into structured discipline that protects guest experience while accelerating delivery.

BEFORE CLICKUP

Integrated resorts are the only enterprise environment where every major revenue stream operates simultaneously in the same physical space. Hotel, casino, food and beverage, retail, conventions, entertainment — all 24/7, all serving the same guest, all running on overlapping IT infrastructure. The Property Management System and the Casino Management System share network. The point-of-sale and the loyalty platform share customer identity. Surveillance, gaming integrity, and identity systems run continuously and never get a maintenance window.

The IT organization at this resort was running 120+ enterprise projects a year against this constraint — system upgrades, integration work, security hardening, application launches, infrastructure refreshes. Every project competed for the same scarce change windows. Every change had to be scheduled around revenue-bearing operations. And every project lived in a different mix of artifacts: MS Project schedules, change-log spreadsheets, ticket queues, weekly slide decks, email threads. There was no single record of which project was at which stage, which release was approved, or which change window had already been claimed by another team.

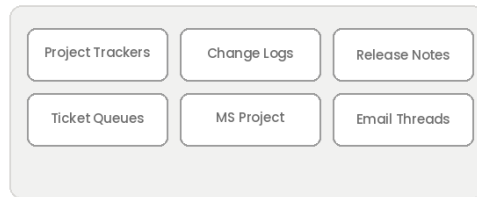
EIGHT MISSION-CRITICAL SYSTEMS. 120+ PROJECTS. ZERO MARGIN FOR ERROR.

IT in an integrated resort runs against a constraint no other industry has: every change is potentially a guest-experience event. Here's where that pressure was breaking down:

Where	What It Looked Like	What Was Missing
Change Windows	Negotiated by email, claimed by whoever asked first	No central change calendar
Project Tools	Different stack per project — MS Project, Excel, decks	No single source of truth
Stage-Gates	Reviews assembled ad hoc, project by project	No consistent governance flow
Status Reports	Decks rebuilt manually for every weekly leadership review	No live IT portfolio Dashboard
Risk & Issues	Tracked in detached spreadsheets per project lead	No portfolio-level risk view
Audit Evidence	Change records pulled together when regulators asked	No always-on audit trail

BEFORE

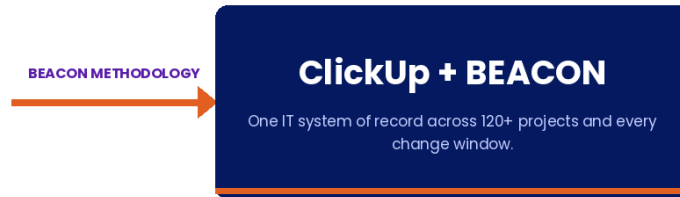
Work Sprawl



6+ disconnected systems per project

AFTER

Unified Command Center



One system of record. Continuous evidence.

WHAT WAS AT STAKE

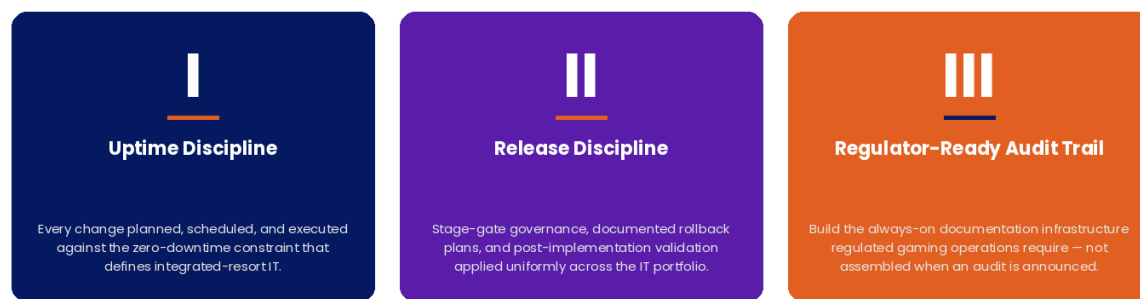
- 1. A bad change window kills revenue.** When two projects collide in the same maintenance window, or a change runs longer than planned, the cost is paid in cancelled bookings, suspended gaming tables, and offline POS. Revenue lost in a 2am window cannot be recovered the next morning.
- 2. Releases ship without coordinated rollback plans.** When stage-gate reviews are assembled ad hoc, releases reach production without documented rollback paths or post-implementation validation. The team finds out a change failed when guests start complaining — not when monitoring catches it.
- 3. Regulators expect change records on demand.** Regulated gaming environments require evidence of every change made to systems touching wagering, payment, or surveillance. Reactive evidence assembly produces gaps that surface as findings — and findings in regulated gaming travel to ownership and Board conversations within hours.
- 4. Guest experience defects compound silently.** When IT projects ship without coordinated rollout discipline, the symptoms appear as guest experience defects across hotel, gaming, F&B, and retail — each handled in isolation, with no portfolio view of the underlying pattern. The resort pays for the same root cause many times before anyone connects them.
- 5. Senior IT capacity gets consumed by status work.** When project artifacts live across six tools, senior architects and project leads spend 30–40% of their week aggregating information instead of designing systems. In a sector competing for technical talent regionally, that's a retention problem disguised as an operational one.

HOW WE GOT THEM THERE — BEACON IN SIX PHASES

BEACON is our six-phase methodology for ClickUp implementations. It's the framework that makes the change stick after the platform is live.

BLUEPRINT	ENGINEER	ACTIVATE	CALIBRATE	OPTIMIZE	NURTURE
Mapped 10 IT project archetypes across infrastructure, applications, integration, and security — each with its own change-window profile and stage-gate requirements.	Configured the ClickUp Workspace as the IT system of record: project intake, change-window calendar, stage-gate governance, RAID across the portfolio.	Migrated the 120+ active project portfolio in 5 waves — sequenced so no change window was unclaimed and no in-flight project was paused during cutover.	Stood up two live Dashboards — IT leadership and cross-functional ops — each carrying portfolio health, change-window forecast, and stage-gate progress.	Automated status compilation, change-window conflict alerts, and stage-gate review reminders — cutting manual reporting work across the IT PMO.	Train-the-Trainer program transferred ownership to internal CoE leads — governance cadence locked, succession documented.

INVESTMENT RATIONALE — THREE PILLARS



WHAT CHANGED

- 120+ IT projects now run on one Workspace. Project intake, change windows, stage-gates, and RAID all live in the same system.
- The change-window calendar replaced inbox negotiation — conflicts surface before they happen, not at 2am during the maintenance window.
- Stage-gate governance now applies to every project the same way, every time — with rollback paths and post-implementation validation built into the workflow.
- Two live Dashboards now replace the weekly status-deck assembly, refreshed continuously for IT leadership and cross-functional ops review.
- Audit evidence is now generated continuously as projects run — regulator inquiries are answered from the system, not from email archives.
- A Train-the-Trainer program transferred ownership to internal CoE leads — the IT team now runs, governs, and evolves the system without external dependency.

*“In an integrated resort, the systems never sleep. The discipline that runs them
shouldn't either.”*

Great platforms don't transform organizations. The work people do with them does.

Digibeacon is the team that does that work alongside you.



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SCAN ME