

Guiding Standardization Across the Enterprise at Walt Disney Parks & Resorts Technology



WALT DISNEY Parks and Resorts

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#CAWorld

Walt Disney Parks & Resorts

Technology Business Management

AMT 105

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Abstract

Jim Provis

Walt Disney Parks and
Resorts

Technology Business
Management

In this session, Walt Disney Parks and Resorts Technology will discuss their use of a sandbox to drive the standardization of project management best practices as part of their implementation of CA PPM to achieve practices that are consistent, repeatable, and predictable.



Agenda

1 ORGANIZATIONAL CONTEXT - PORTFOLIO VARIABILITY

2 INDUSTRY TREND - THE SHIFTING FOCUS OF TECHNOLOGY

3 WDPRT PMO / CA PPM JOURNEY

4 SANDBOX ENVIRONMENT

5 VISION OF THE FUTURE - CA PPM

6 LESSONS LEARNED / BEST PRACTICE ADVICE



Organizational Context

Walt Disney Parks & Resorts is a segment of the Walt Disney Company



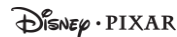
Media Networks



Parks and Resorts



The Walt Disney Studios



Disney Consumer Products



Disney Interactive



Walt Disney Parks & Resorts Technology (WDPRT)

Portfolio Variability

- Types of Projects: Ariel to Simba to Zurg
 - From Attraction Maintenance and Safety,
 - Door Locks,
 - Point of Sale Transactions,
 - Resort Reservations,
 - Table Management Optimization,
 - MagicBands, and Wi-Fi Connectivity
 - to Zoological Sciences



Industry Trend - The Shifting Focus of Technology

Increasing Need for Standardization

In the Past

- Sustainment
- Custom Development
- Siloed within a Single Business Unit
- Strong Understanding of the Business
- Selective use of Innovation and New Technologies
- Domestic Market

Today & Tomorrow

- Strategic
- Package Integration
- Cross Functional with End-To-End Process Management
- Strong understanding of the Business and Industry Best Practices and Technologies
- Regular use of Innovation to Drive Competitive Advantage
- Global Market



WDPRT PMO Journey

- Charter: Focus on Delivery & Execution
- Project Management as a Core Competency of Technology
 - Starting Point:
 - Each Project Custom
 - Variability of Tools and Platforms



WDPRT PMO Journey

Intent to provide repeatability, predictability, common platform

- Need for:
 - Visibility
 - Value Optimization
 - Standardization

- CA PPM User Base
 - Project Managers
 - Project Controllers
 - Financial Planners
 - Portfolio Managers
 - Project Team Members



Our CA PPM Journey

Various Attempts & False Starts

- Project Management and Financial Management were seen as one and the same
- Stakeholders not in total alignment
- Focused on the “bells and whistles” first instead of foundational informational content
- Tried to replicate / mimic our accounting functions
- Lost focus on what questions we were trying to answer
- Assumed implementing a tool would fix our problems
- Customized EVERYTHING - more than 260 attributes on project set-up alone



If we could do it over again...

Yes - You Can Do It Over Again...

- Start with “quick wins” - existing processes that work
 - Status
 - Risk Register
 - Issues Log
 - Change Requests
 - Project Schedule
- Leverage expertise and what others have done
 - you are not as unique as you think



At Disney - We Leveraged a Sandbox Environment

Confirmed the configuration of the tool to meet our needs

- Went back to a “vanilla” implementation
 - Utilized custom attributes only where absolutely necessary
 - Realigned stakeholders on top priorities and objectives
- Outcomes:
 - all environments upgraded to latest version (v14.2)
 - project types standardized
 - OBS structures documented and simplified
 - CA PPM GANTT selected for all project scheduling
 - role-based security reduced from 616 custom definitions to 15 common
 - custom attributes reduced to 3
 - defined financial system alignment (SAP financial system of record)



Our Vision of the Future of CA PPM at Disney (WDPRT)

- System of Record for Project Effort
- Adoption Monitored and Supported
- Value defined, measured, and visible
 - immediately and over time
- Evolves as the Organization Matures



Lessons Learned on Our Journey

- It's not about the tool - it's about the content within the tool
- It is the system of record for project effort
 - effort and cost are related, but not the same
- Create a roadmap for implementation
- Implement one track at a time in order to understand and manage dependencies
- In hindsight, leading with the implementation of financials first was not optimal for Disney



Best Practice Advice

- Build and document your processes first
- Financial Management and Project Management are not the same
- Lead with Project Management - focus on foundations
- Level-set expectations - this is a journey, not a one-time event
- Not a “plug-and-play” solution - every company thinks they are better and can go faster - and they are mistaken
- It may take multiple false starts and attempts to get it right





Q & A

Recommended Sessions

SESSION #	TITLE	DATE/TIME
AMT07S	CA PPM for Business Transformation at Philips	11/19/2015 at 3:45 pm
AMT34S	Managing Demand Across Organizations at Amway	11/19/2015 at 3:45 pm
AMT19S	Panel Discussion: Migrating to 14.2; New Advanced Reporting	11/19/2015 at 4:30 pm



Must-See Demos

Simplify your
Application
Portfolio

CA PPM

Theater - Agile
Management

Align Resources
to Meet
Demand

CA PPM

Theater – Agile
Management

Business
Transformation

CA PPM

Theater – Agile
Management

Identify the
Right
Investments

CA PPM

Theater – Agile
Management



For More Information



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