

# 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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