

# RENATO SECOL

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## PORTFOLIO MANAGER

**FINANCIAL KPI MODELING | FISCAL FORECASTING | PMO REPORTING & ANALYSIS |  
SCENARIO PLANNING | RESOURCE CAPACITY PLANNING**

**CAREER SNAPSHOT** – IT professional with extensive experience designing processes and implementing tools that increase Project, Program & Portfolio throughput. Effective change agent focused on end-user participation and process simplification to maximize adoption. Leverages in-depth knowledge of technology, finance, and analytics to create KPIs that give leadership visibility and control of operations.

### ACHIEVEMENTS:

- ✓ Re-designed financial processes and reporting: > \$1B budgets per year
- ✓ Re-launched Clarity PPM: adoption increased from 20% to 90+%
- ✓ Established Resource Capacity Planning: utilization of 2,000+ resources increased from 50% to 100%

## STRENGTHS & COMPETENCIES

| <u>TOOLS</u> |                | <u>METHODS</u> | <u>SKILLS</u>                  |
|--------------|----------------|----------------|--------------------------------|
| Clarity PPM  | Excel          | PMI            | Financial KPI Modeling         |
| Jaspersoft   | Visio          | SDLC           | Fiscal Forecasting             |
| PowerBI      | Power Automate | Agile          | Cause-of-change Analysis       |
| Smartsheet   | ServiceNow     | GAAP           | Data-driven mentality          |
| SAP          | Jira           | BPM            | Cross-functional collaboration |

## EXPERIENCE

### THE WALT DISNEY COMPANY

**2025-Current Manager, Portfolio Management – ENTERPRISE TECHNOLOGY Orlando, FL**

- Led team of 3 Portfolio Management analysts monitoring spending, driving forecasts, and managing budgets of technology initiatives that support Human Resources applications across The Walt Disney Company.
- Responsible for estimation and approval for all Workforce Tech projects. Introduced new collaboration tools and automations that significantly reduced complexity and time associated with approvals.
- Strategically managed \$57M Cost Center budget that enabled Workforce Tech executives to maintain and deliver their products and services.
- Fostered partnerships with internal and external teams for ongoing collaboration.

**2020-2025 Lead Product Manager, PPM – DX TECHNOLOGY & DIGITAL Orlando, FL**

- Re-launched and re-branded Clarity PPM, increasing adoption from 20% to 90+%
  - Led cross-functional teams to assess and redesign processes
  - Documented detailed user stories and requirements
  - Performed industry analysis and led RFP of leading solutions
  - Drove full configuration of selected system to align with end-user core needs; accompanied requirements from value discovery through UAT and hypercare
  - Implemented integrations with SAP, PowerBI & Smartsheet
  - Created step-by-step training materials and provided training to 2,000+ users
- Remained a trusted partner to users; maintained prioritized backlog of enhancements released on bi-weekly sprints
- Established Resource Capacity Planning (RCP). increasing utilization from 55% to 100%
  - Mobilized support from CDTO and Sr. leaders for rollout and maintenance
  - Designed data input controls to ensure data integrity
  - Defined incentive-based roles & responsibilities for end users
  - Developed multi-platform dashboards (Smartsheet, PowerBI)
  - Enabled capacity-based financial planning (AOP, ACP, LTP)
  - Enabled early identification of staffing risks and opportunities

- Defined a long-term roadmap leading to the maturity of RCP
- Led the Business Integration Program (BIP) through successful completion:
  - Combined three legacy organizations into the same legal entity.
  - Collaborated across departments to identify and document optimal process flows.
  - Merged and standardized financial processes and reporting.
  - Enabled process efficiencies for more than 4,000 employees.

**2018-2020      Lead Process Architect, PMO – DX TECHNOLOGY & DIGITAL      Orlando, FL**

- Led the documentation, recommendation and implementation of several processes that improved efficiency, including project estimation, project financial management and project resource management.
- Created materials and administered training to all Project Managers in the PMO team to ensure full adoption of processes.
- Supported Phase 1 of the Business Integration Program (BIP) as subject matter expert, as well as providing training to more than 500 individuals in preparation for the release.

**2017-2018      Sr. Business Analyst (Contract) – DX TECHNOLOGY & DIGITAL      Orlando, FL**

- Subject matter expert on process re-architecture. Involved in requirements, development and testing of new functionality to support project and portfolio management processes.
- Created tools and reports that enabled the implementation and maintenance of resource time tracking, project financial tracking, and Clarity/SAP integration.

**2015-2017      Manager, PMO Controllers – DX TECHNOLOGY & DIGITAL      Orlando, FL**

- Led team of 15 Project Controllers monitoring spending, driving forecasts and managing budgets of technology initiatives that support the Disney Parks and Resorts worldwide.
- Collaborated on annual planning and five-year planning for all Capital and Expense projects.
- Worked closely with Finance, Vendor Management and Portfolio Management teams to implement monthly accruals of all vendor expenditures.
- Managed consolidation of Expense forecasts for Capital projects across entire organization.
- Improved exchange of project data between Technology and Digital organizations, increasing visibility into past charges as well as future resourcing forecasts.
- Changed approval flow of purchase orders in SAP, reducing rework and involving the appropriate stakeholders in the approval process.

**2013-2014      POLIEDRO EDUCATIONAL GROUP      SJC, Brazil**  
**Sr. Manager of Educational Technology**

- Managed 9-person team creating and maintaining educational content that support more than 55,000 students in 150 schools across Brazil.
- Implemented Project Management standards, tools and financial controls across departments.
- Led educational technology projects from planning through closing and maintenance:
  - Adaptive Learning Mobile App (iOS and Android)
  - E-book platform for 400 school publications (Windows, iOS and Android)
  - Distance learning platform for live video classes (web based)

**2012-2012      CITIZENS PROPERTY INSURANCE      Tallahassee, FL**  
**Sr. IT Portfolio Manager | Contract**

- Completely reconfigured Project and Portfolio Management tool (Daptiv) to standardize and simplify the collection of project data and financials. Built dozens of new IBM Cognos reports.
- Supported IT Governance processes for projects with annual budgets totaling \$72M.
- Provided training to more than 100 employees in Tallahassee, Jacksonville and Tampa.

**2010-2012      THE WALT DISNEY COMPANY      Celebration, FL**  
**Manager, Production Analysis - WDPRO & YELLOW SHOES**

- Changed Project Management control processes that increased efficiency across WDPRO (Disney's internal online agency) and Yellow Shoes (Disney's internal advertising agency).
- Presented production and financial KPIs weekly to senior leadership with recommendations. This visibility enabled a 200% capacity growth in just two years with actual gains in efficiency.
- Implemented Daptiv PPM at Yellow Shoes. Carefully managed change process and provided training to more than 100 employees. Reached 100% compliance in 3 months.
- Hired top talent and supported career plans in the areas of analytics, database management, resource planning and change management.

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| <b>2008-2009</b>      | <b>Manager, Production – WDPRO ADVANCED PROJECTS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Glendale, CA</b>      |
|                       | <ul style="list-style-type: none"> <li>• Project Managed websites, online games, mobile applications and SMS campaigns: <ul style="list-style-type: none"> <li>◦ Disneyland &amp; Disneyworld Mobile – Webby Award</li> <li>◦ American Idol Experience Website – Webby Award</li> <li>◦ The Great Piggy Bank Adventure – Addy, STAR, IMA &amp; WebAward</li> <li>◦ The Muppet Experiment – Alternate Reality Game (R&amp;D)</li> <li>◦ D23 Expo: The Ultimate Fan Experience – SMS Game (R&amp;D)</li> <li>◦ Disney's California Adventure 2013 – Augmented Reality App, Android OS (R&amp;D)</li> </ul> </li> <li>• Hired 5 Project Managers, standardized processes and established new financial controls.</li> <li>• Handled negotiations with vendors and worked with Disney's legal team to draft contracts and ensure compliance.</li> </ul>                                                                                               |                          |
| <b>2007-2008</b>      | <b>Manager, Production Analysis – PARKS &amp; RESORTS ONLINE</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Glendale, CA</b>      |
|                       | <ul style="list-style-type: none"> <li>• Improved visibility and control into project portfolio through the implementation and customization of a new online tool: Daptiv PPM (with back-end IBM Cognos reporting).</li> <li>• Managed organizational change and ensured 100% adoption in 6 months through careful process freezes, phased transitions and fine tuning of application for optimized process flows.</li> <li>• Provided Project Managers with real-time project reporting. Led team of analysts through the engineering of a robust reporting package and Dashboard using Cognos and Excel.</li> <li>• Administered training to more than 200 employees in Glendale, Anaheim and Celebration on the use of the new tool.</li> <li>• Consolidated monthly Production Forecast detailed into Capital vs. Expense, and performed capacity constraint calculations that drove strategic restructuring of project portfolio.</li> </ul> |                          |
| <b>2006-2007</b>      | <b>Sr. Production Analyst - PARKS &amp; RESORTS ONLINE</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Glendale, CA</b>      |
|                       | <ul style="list-style-type: none"> <li>• Developed applications in Excel with VBA programming and connected to Sharepoint to track financial performance of all WDPRO projects and operations.</li> <li>• Initiated selection process for acquisition of new PPM tool. Created detailed feature grids evaluating 15 products, managed RFP and partnered with legal team to craft contract.</li> <li>• Redesigned the Production Forecast to enable visibility into production capacity and allow for easier manipulation of data and the development of multiple scenarios.</li> <li>• Provided leadership with elaborate analysis of current resource utilization issues, capacity constraints, budget constraints and actual plans to mitigate the inefficiencies.</li> <li>• Cast Excellence Award Recipient Q1 2007.</li> </ul>                                                                                                               |                          |
| <b>2005-2005</b>      | <b>Production Assistant – WDPRO ADVANCED PROJECTS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Glendale, CA</b>      |
| <b>MBA Internship</b> | <ul style="list-style-type: none"> <li>• Developed metrics dashboard to evaluate 2 new online games; Virtual Magic Kingdom and Buzz Lightyear Astro Blasters.</li> <li>• Monitored campaign conversions and analyzed customer behavior. Presented findings daily to Senior Leadership.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                          |
| <b>1999-2004</b>      | <b>UNIVERSITY OF MICHIGAN BUSINESS SCHOOL</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>São Paulo, Brazil</b> |
|                       | <b>Local Coordinator, Global MBA Program</b> <ul style="list-style-type: none"> <li>• Created business structure through partnerships and careful vendor negotiations.</li> <li>• Provided guidance and support to world-renowned faculty in Brazil.</li> <li>• Handled cash flow of operations.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                          |

## EDUCATION

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| <b>2004-2006</b> | <b>UNIVERSITY OF MICHIGAN</b>                                                                                                                                                                                                                             | <b>Ann Arbor, MI</b>     |
|                  | <b>Stephen M. Ross School of Business</b><br>Master of Business Administration <ul style="list-style-type: none"> <li>• Michigan Distinguished Leaders Award Scholarship.</li> <li>• Emphases in Strategy and Business Information Technology.</li> </ul> |                          |
| <b>1999-2002</b> | <b>UNIVERSIDADE MACKENZIE</b>                                                                                                                                                                                                                             | <b>São Paulo, Brazil</b> |
|                  | Bachelor of Business Administration                                                                                                                                                                                                                       |                          |