

PROJECT MANAGEMENT MATURITY

Archibald & Prado Research
www.maturityresearch.com

General Report 2012

Summary Version

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Version 3

Organized by:

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Authors



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Introduction

This is the **General Report – Summary Version** of the 2012 Archibald & Prado Research. It was available at the website www.maturityresearch.com from september to december 2012 and was taken by **434** professionals from all types of brazilian organizations. The data provided are from a total of 8680 projects.

Final results showed an **average maturity of 2.60**. This can be considered good for the brazilian organizations, considering the short time in which the Project Management subject became popular in Brazil. But it is certainly a low score considering how much still has to be done.

Results in the following text are grouped and, as informed on our website, all data is shown under the following premises:

- Data is only shown for groupings with more than 5 participants;
- No individual maturity score will be available for the general public, in any media.

MATURITY:

- Maturity: 2.60

RESULTS INDICATORS

- Success Index:
 - Total Success: 49.7%
 - Partial Success: 35.2%
 - Failure: 15.1%
- Delay: 28.0%
- Cost overrun: 15.0%

PORTFOLIO COMPOSITION OF AVERAGE PROJECTS BY PARTICIPANT

- Average projects number: 20
- Average duration of each project: 11 months
- Average value of each project: R\$ 30,363,324.00

1. 2012 Maturity Results
2. 2012 Indicators Results
3. Governance Aspects
4. Evolutions
5. Maturity Model Value
6. Main Results Overview
7. Participants
8. Prado-PMMM Model Revision
9. Research Team
10. Acknowledgements

Maturity Results

This part of the report contains:

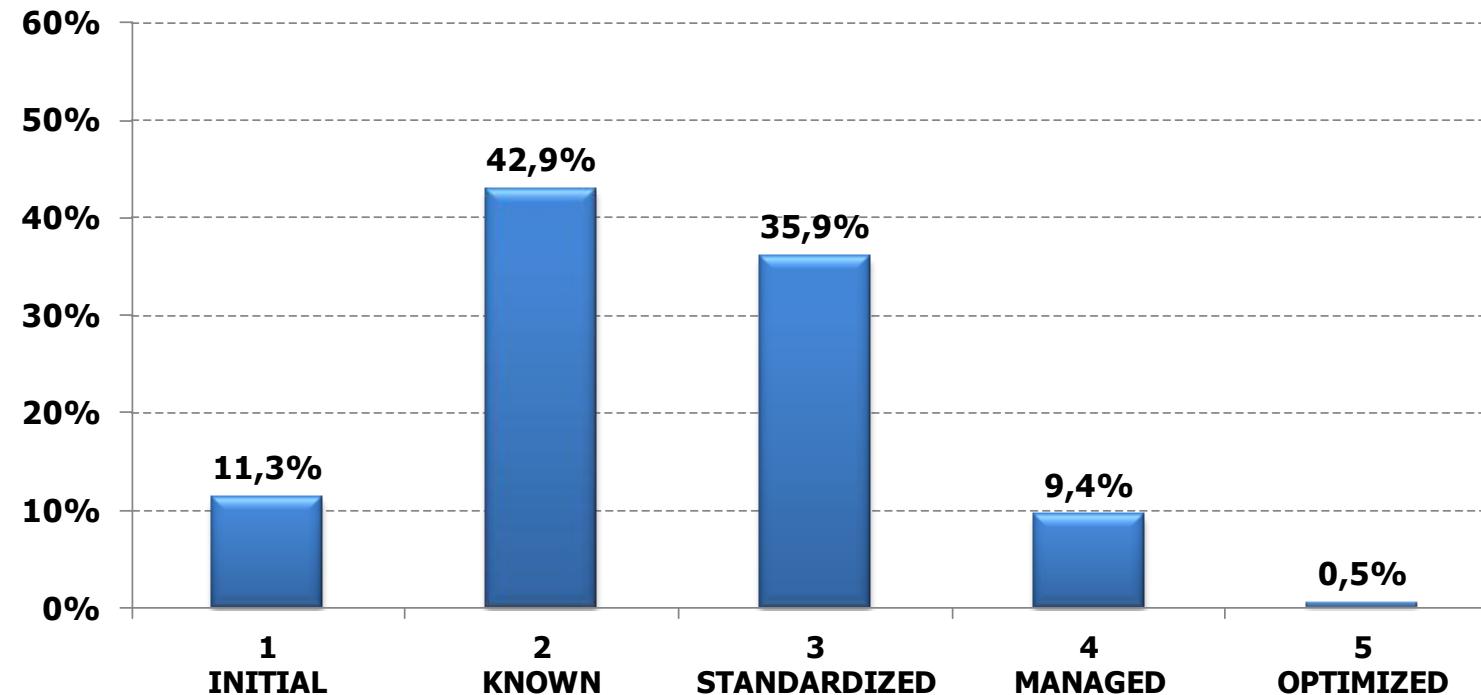
- Overall results
- Previous years comparison
- Maturity drilled down by:
 - Organization type
 - Project Categories
 - Business Areas
 - Billing Classes
 - Brazilian State

2012 Global Maturity

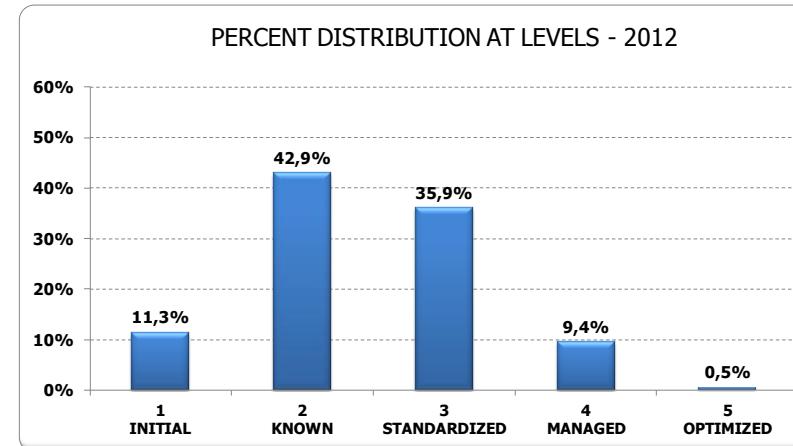
Average Global Maturity: **2.60**

We still have a strong predominance in level 2

PERCENT DISTRIBUTION AT LEVELS - 2012



- Level 1** – 11.3% haven't started evolving.
- Level 2** – 42.9% invested in knowledge.
- Level 3** – 35.9% implemented standards
- Level 4** – 9.4% dominate the process.
- Level 5** - 0.5% reached the optimized level.



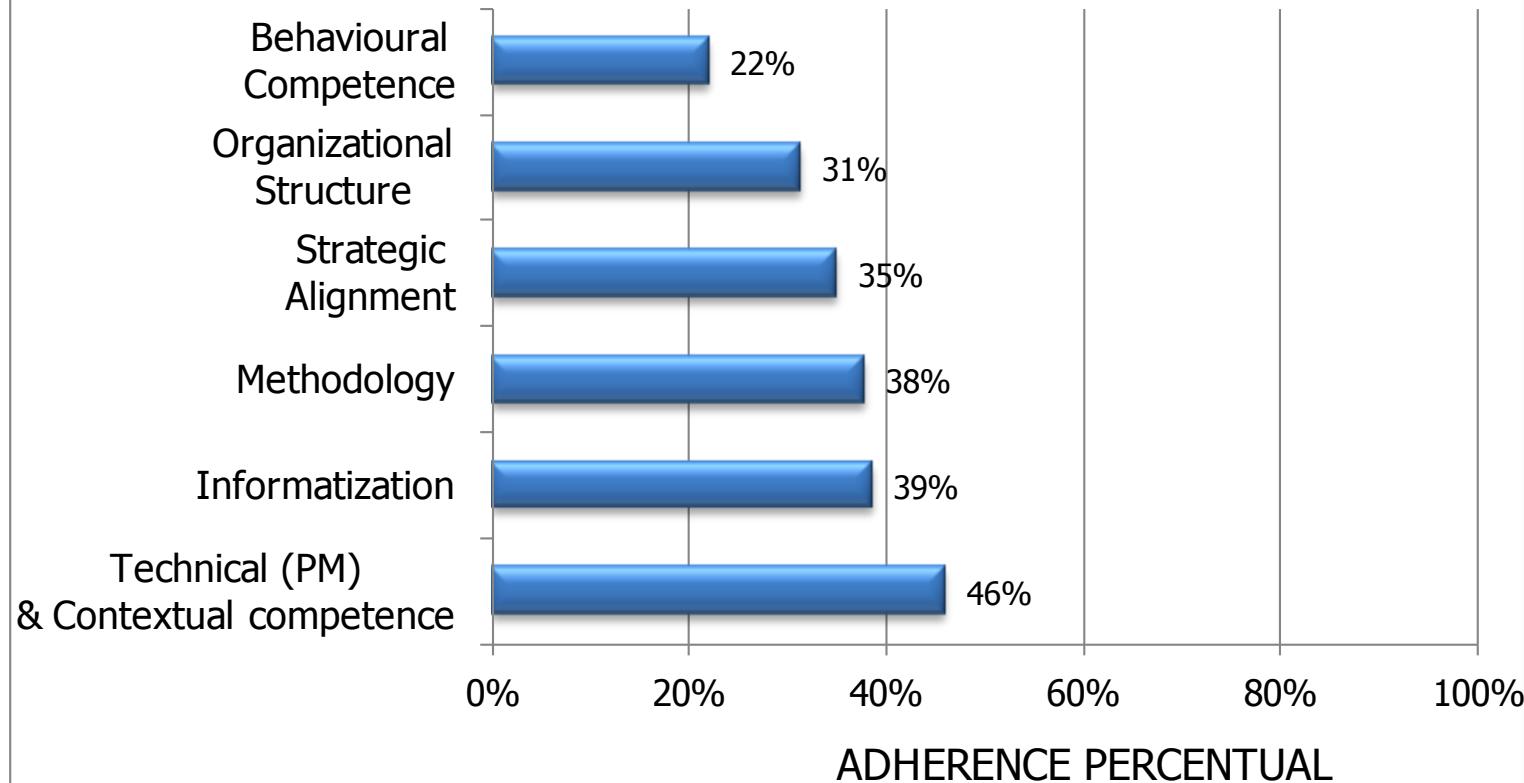
Comments

- On 54.2% (levels 1 and 2) of the participant organizations, Project Management still does not bring results to their business in the way they wish. (3, 4 and 5);
- Highlight for level 3 with 35.9% of participation;
- Only 9.9% of the participant organizations belong to levels which allow work dominance and optimization (levels 4 and 5).

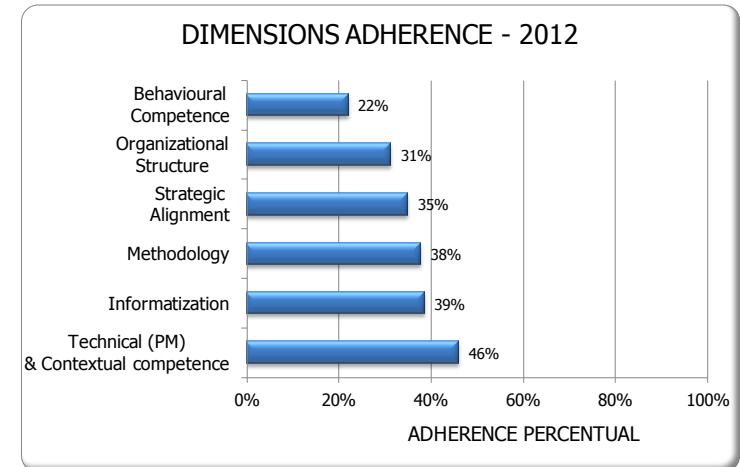
Adherence to Dimensions

Behavioral Competence remains the weak point of the organizations

DIMENSIONS ADHERENCE - 2012



Dimension	% of adherence
Technical & Context Competence	48%
Informatization	39%
Methodology	38%
Strategic Alignment	35%
Organizational Structure	31%
Behavioural Competence	22%



Results Interpretation

Results show that:

- “Technical & Context Competence”, “Informatization”, and “Methodology” dimensions are leading;
- “Behavioural Competence” and “Organizational Structure” dimensions are the last ones.
- All scores are, certainly, very low.

Conclusions:

- On the majority of organizations, evolution is still focused on “Technical & Context competence”, “Informatization” and “Methodology” dimensions.

Representativeness

Considering that, because it is a survey where stratifications are made and different sizes samples are used, they have different representativeness. Thus, if the total number of respondents for a given sample is high, it is also high the representativeness of the data relating to that amount of respondents. The interpretation of the representativeness of the data is completely governed by STATISTICAL and, for now, we believe it is sufficient to inform the reader about representativeness indications for different values of the total number of respondents.

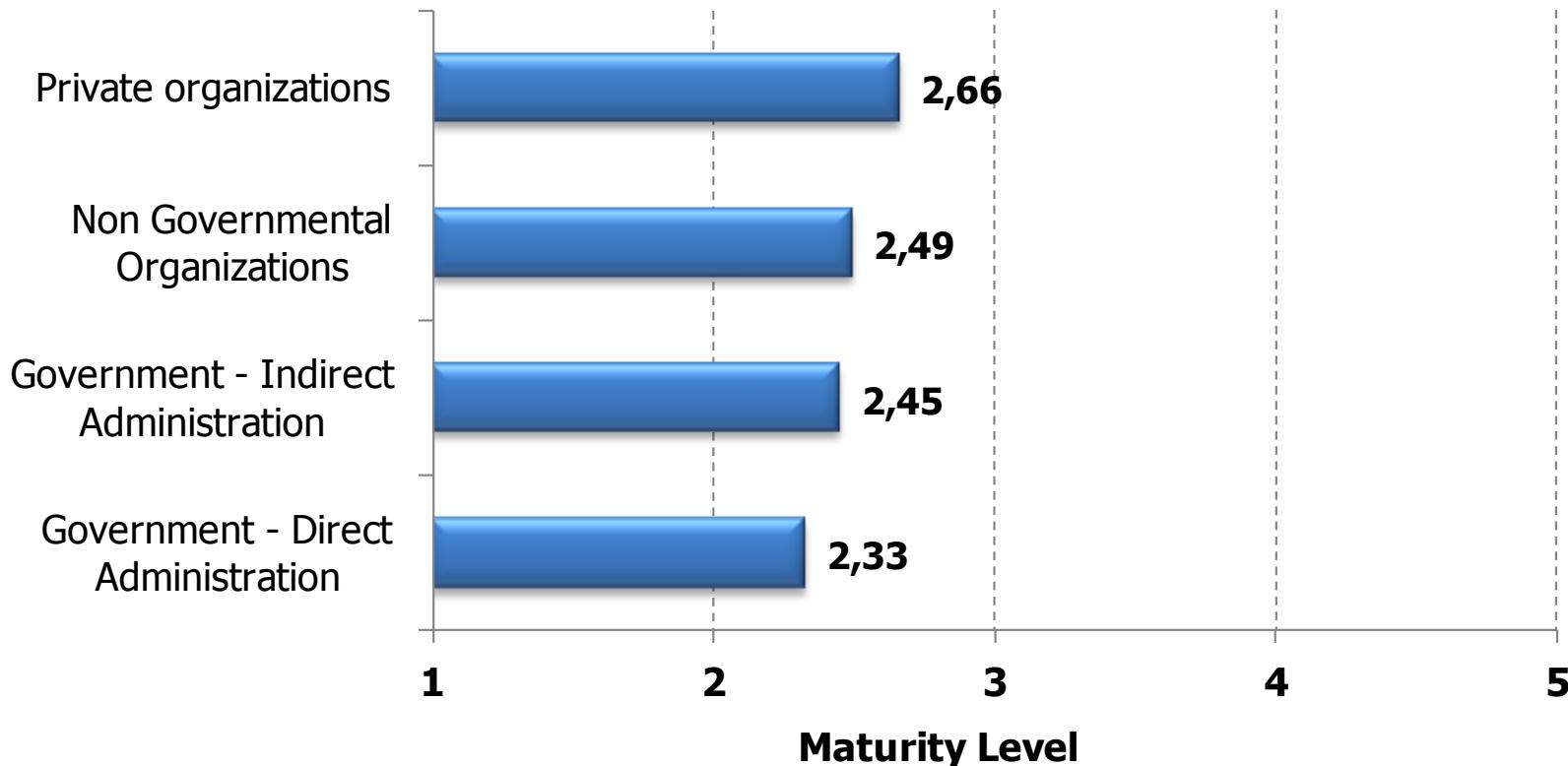
Total Respondents	Representativeness
Above 56	Excellent representativeness
Between 25 and 55	Good representativeness
Between 14 and 24	Average representativeness. Analyze data with discernment.
Under 14	Low representativeness. Analyze data with discernment

Note: The warning "data analysis with discernment" is related to the fact that some populations are **finite** and therefore the representativeness criteria are differentiated. For example, for the line of business "Refractories" we have only 5 companies in Brazil and all of them participated in the survey, the shown results would be total representativeness.

Maturity by Organization Type

Private Sector companies continue to lead the ranking of maturity.

MATURITY BY ORGANIZATION TYPE - 2012



Maturity by Project Categories

"Facility" and "Business & Organization Change" lead the ranking

MATURITY BY PROJECT CATEGORIES - 2012

(Archibald Model)



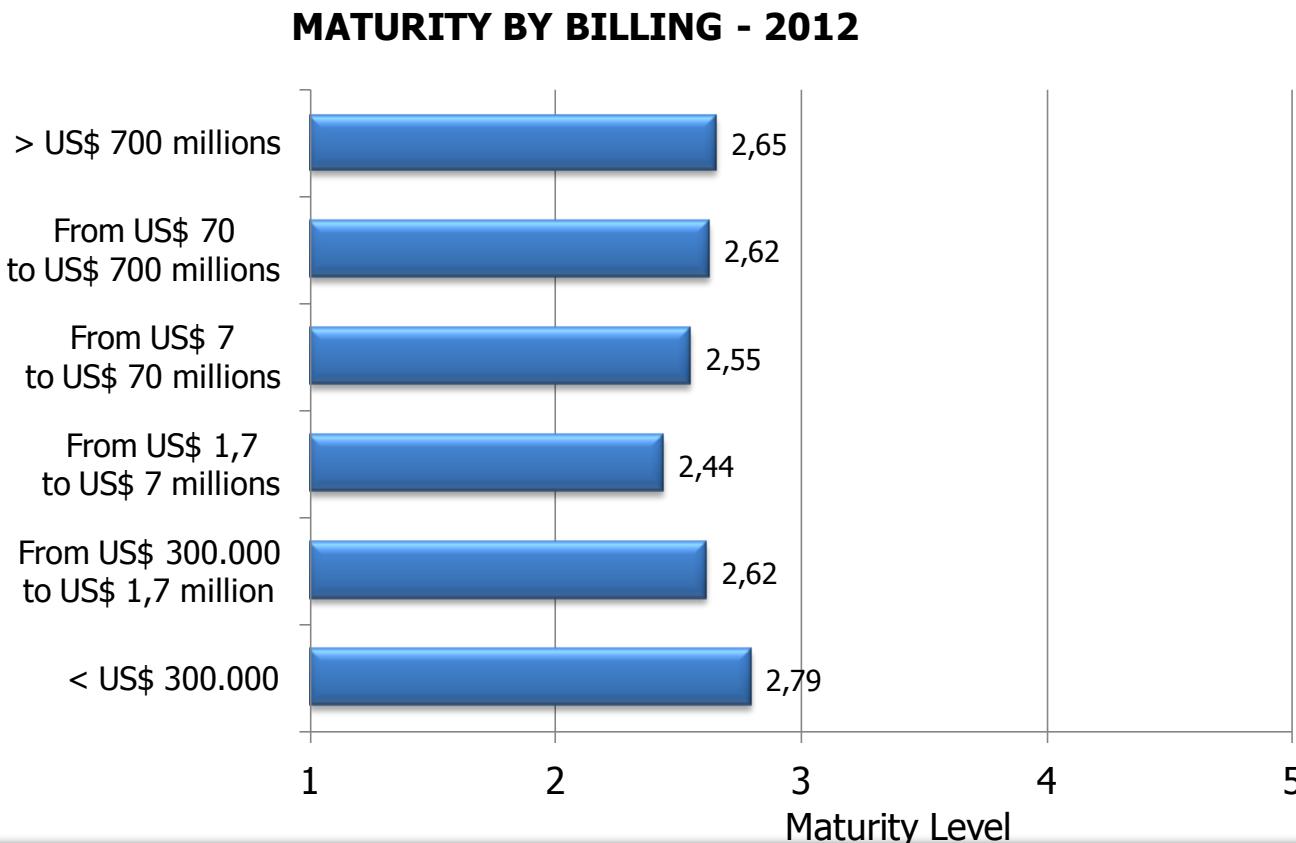
Maturity by Business Areas

Here are shown only the categories that account for about 80% of the participants. The research uses a total of 28 Business Areas.

MATURITY BY BUSINESS AREAS- 2012

Maturity by Billing

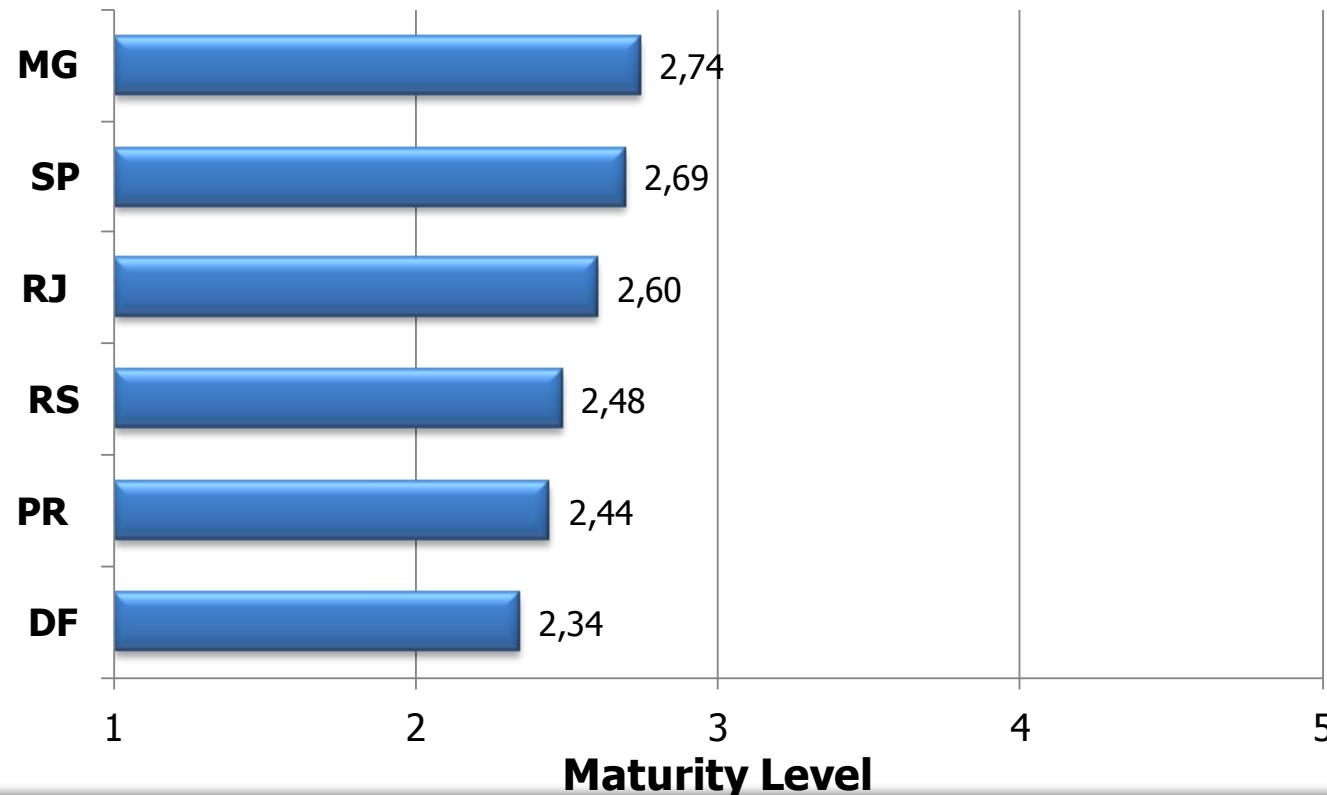
Companies with intermediate billing have lower maturity.



Maturity by Brazilian State

Here are shown only the states which totaled 80% of participants.

MATURITY BY BRAZILIAN STATES - 2012



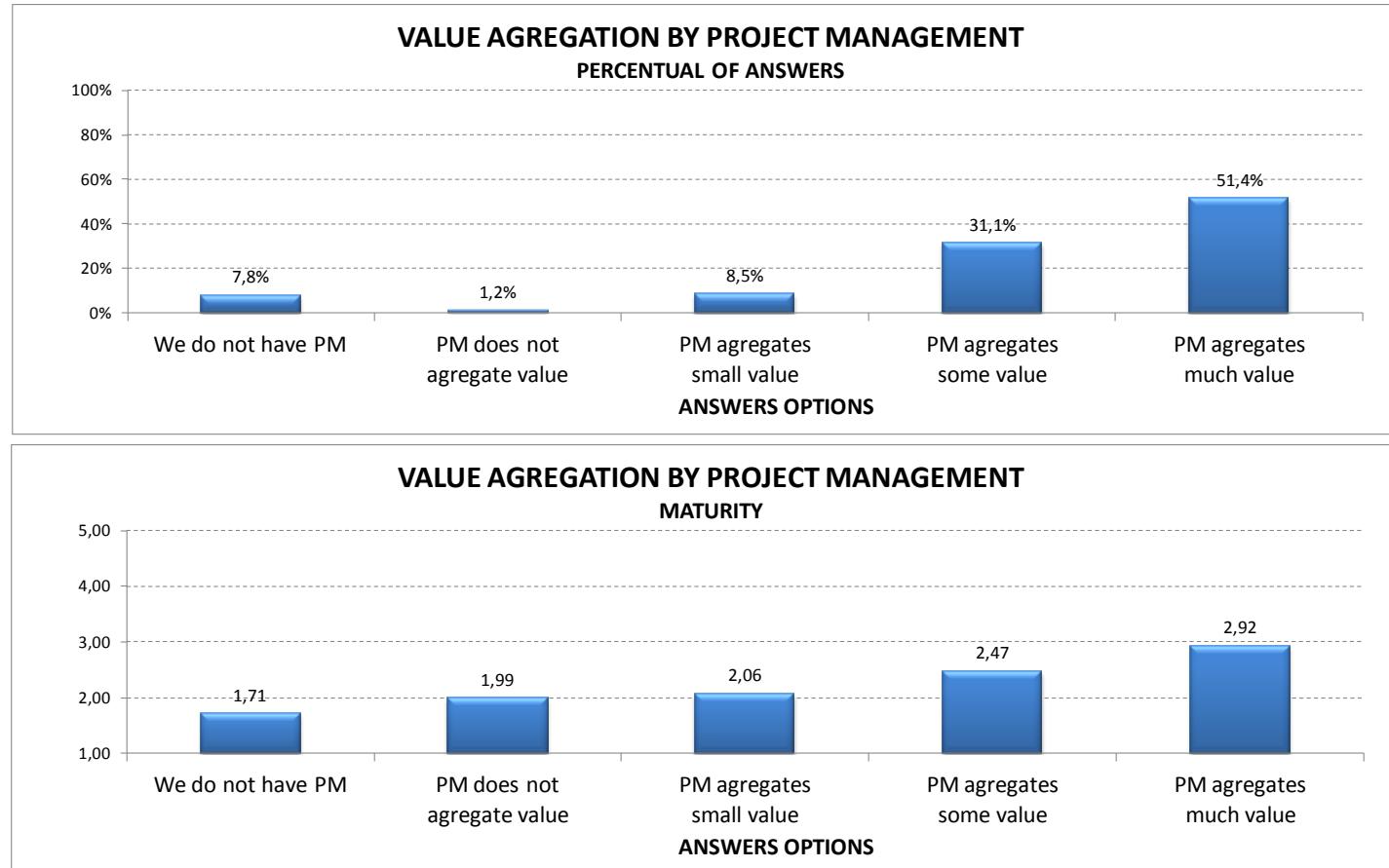
2012 RESULTS INDICATORS

This part of the report contains:

- Mean values obtained for :
 - Success (Total Success, Partial Success and Failure)
 - Delay
 - Cost Overrun

Value Aggregation Perception

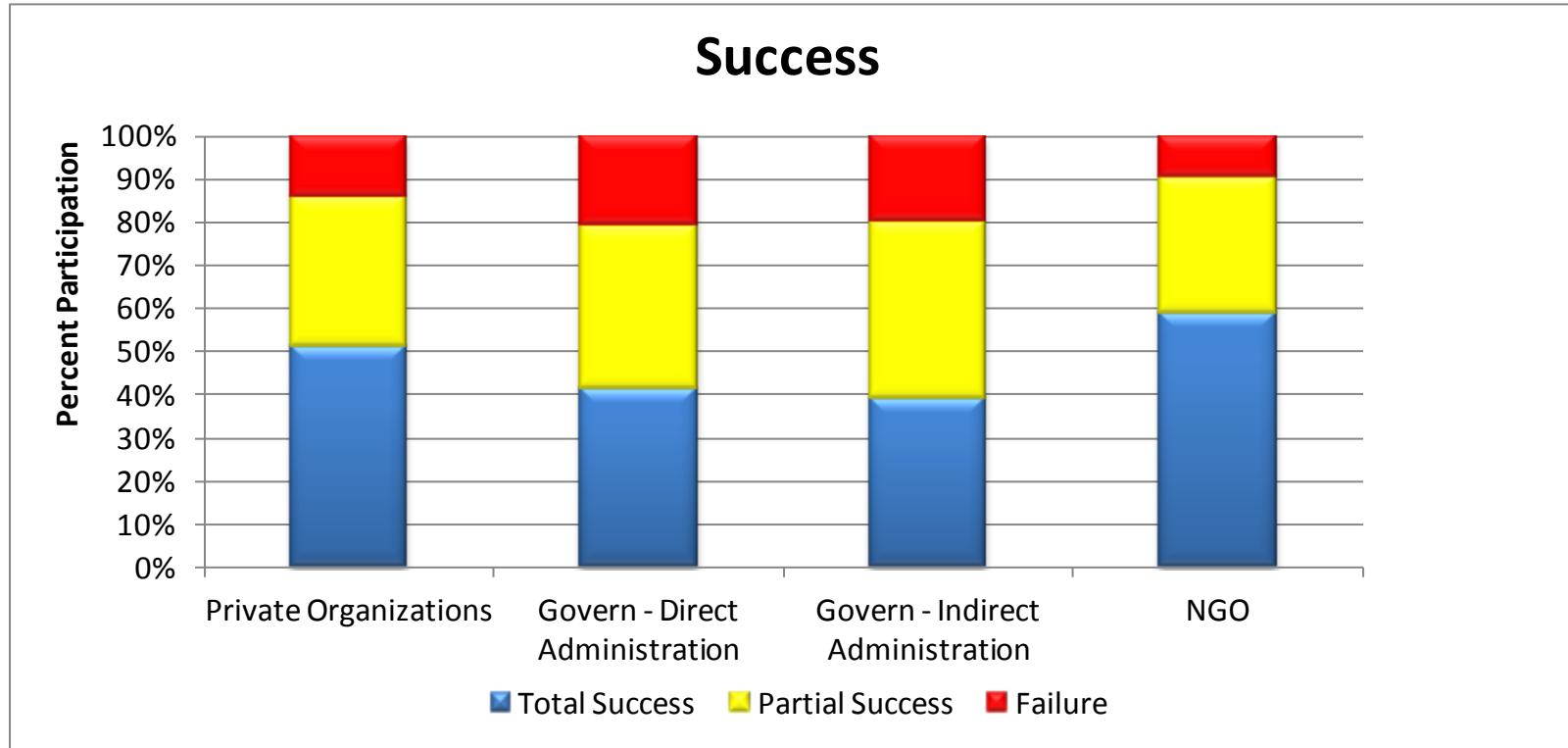
The companies where senior management and leadership have a perception that the best practices of project management add much value are precisely those with longer maturity according to the model PMMM.



Note: the size of the samples "the GP does not add value" is of low representativeness

Average Values for Success

Private sector companies have better performance than public sector companies.



Sample sizes:

Private Organizations: 339 participants

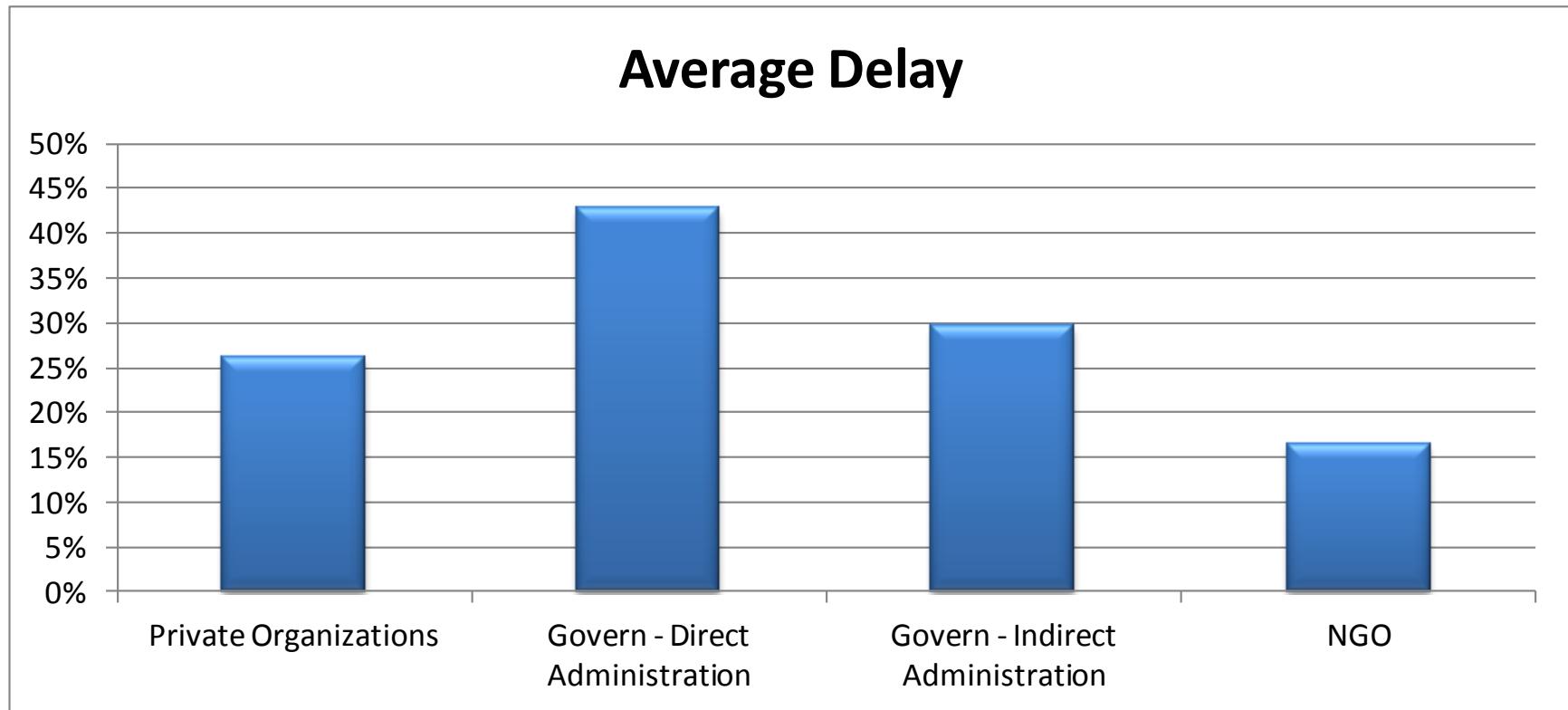
Gov – Direct Adm.: 43 participants

Gov – Indirect Adm: 40 participants

NGO: 12 participants (low reliability sample size)

Average Values for Delay

Private organizations in better performance than public sector organizations.



Sample sizes:

Private Organizations: 339 participants

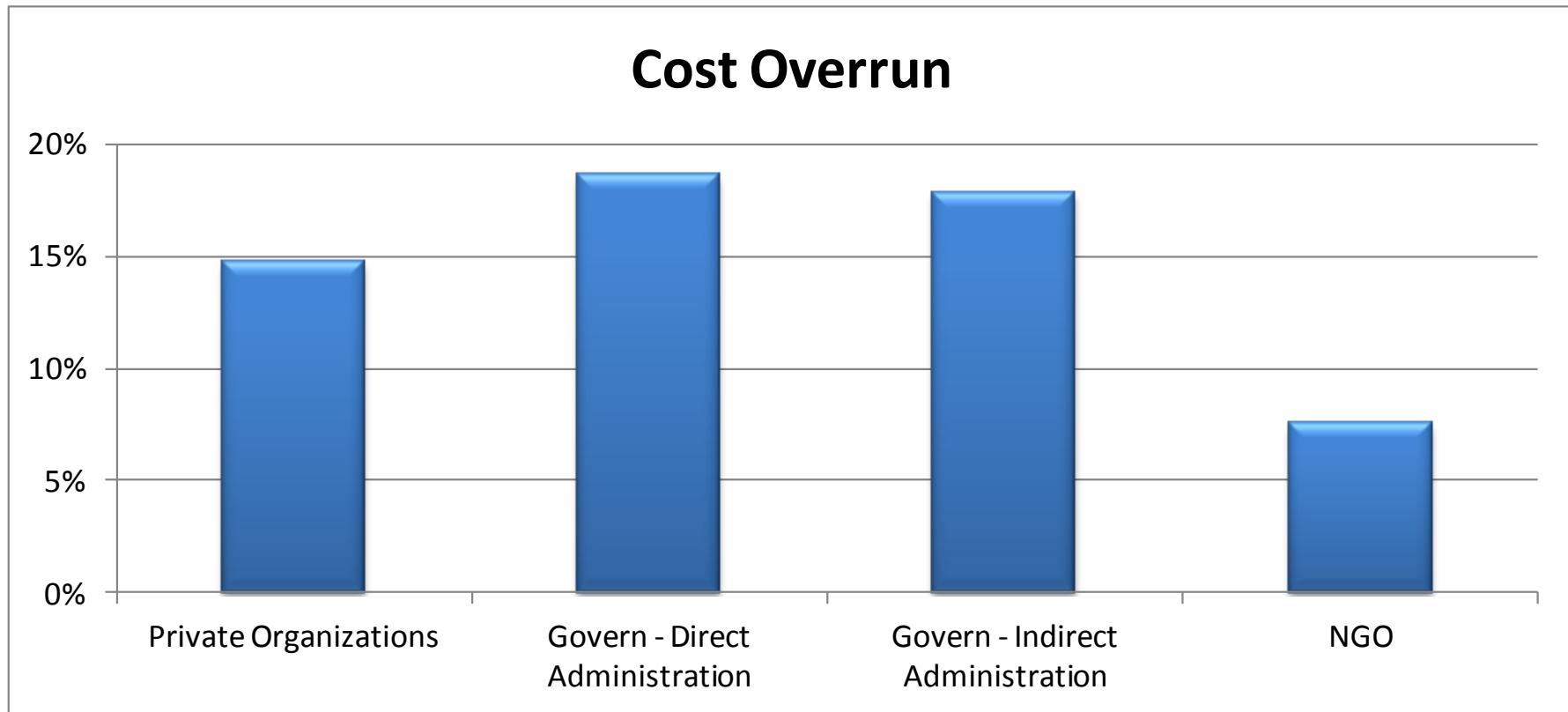
Gov – Direct Adm.: 43 participants

Gov – Indirect Adm: 40 participants

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Average Values for Cost Overrun

Private organizations in better performance than public sector organizations.



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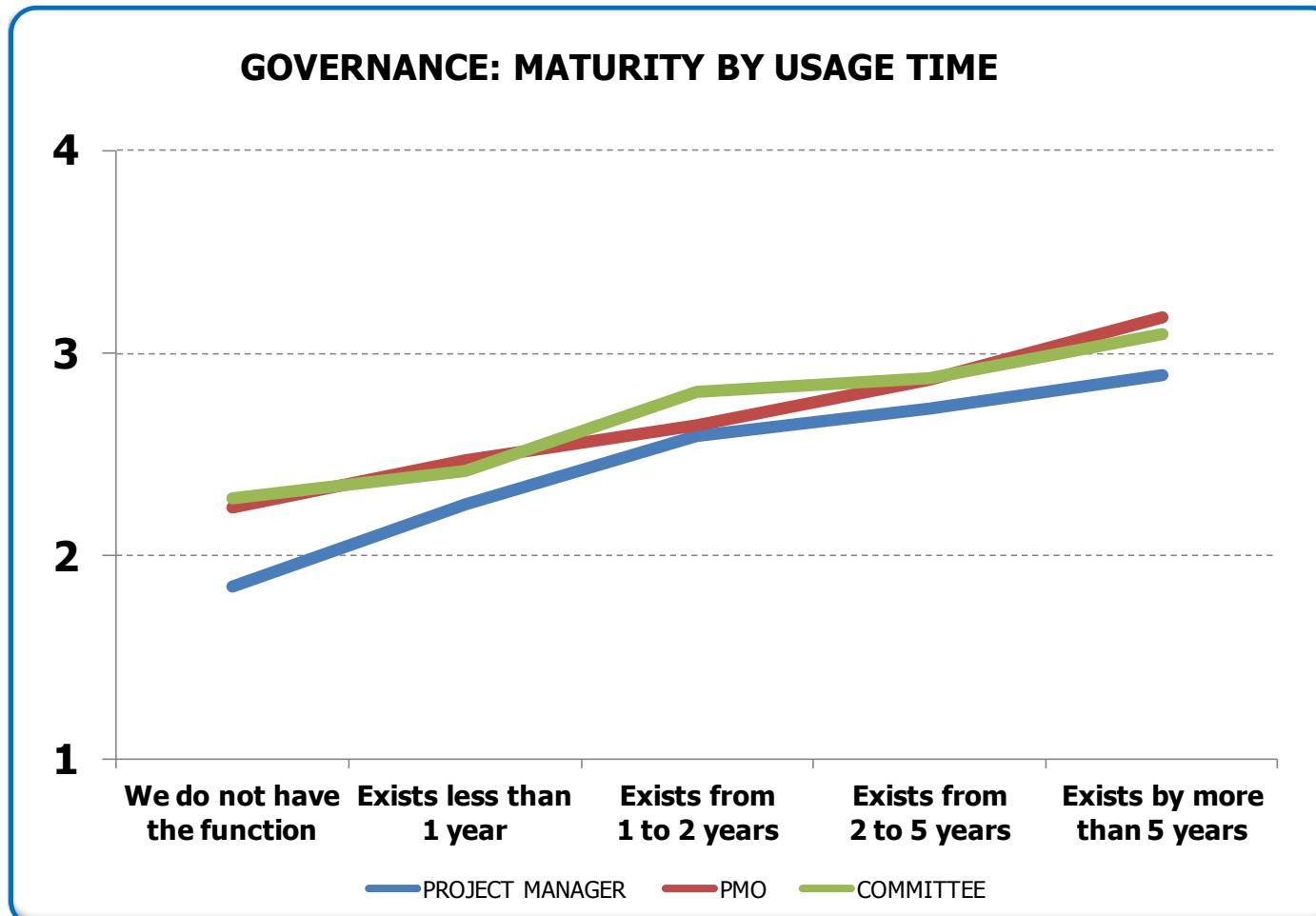
Governance Aspects

In this part of the report are presented data about the importance and acceptance of the following governance aspects:

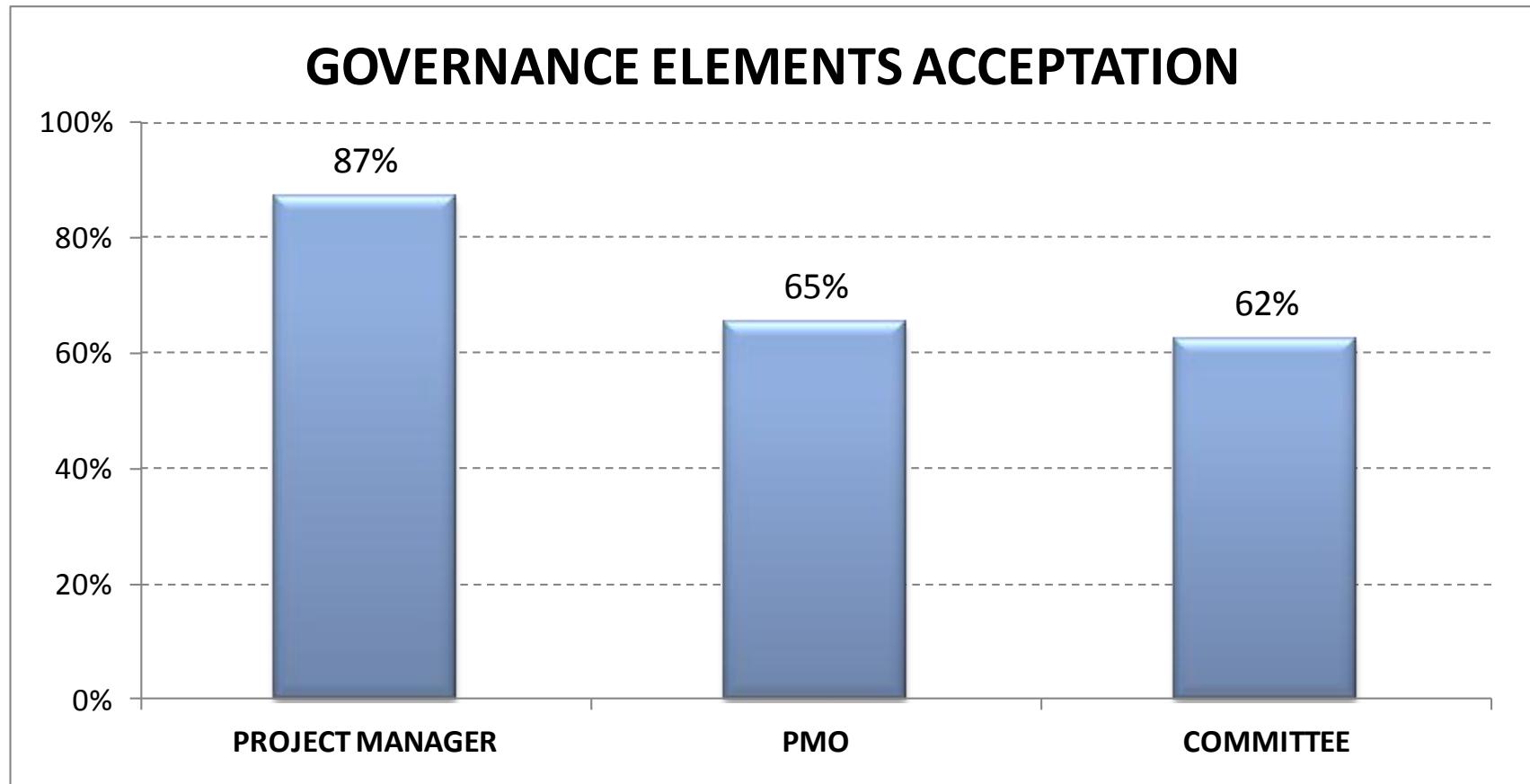
- Project Manager
- PMO
- Committee

Governance Elements Importance

Organizations that use the governance elements for longer time have greater maturity. The graph shows the relationship between the average maturities of the participating organizations and time of use of governance elements.



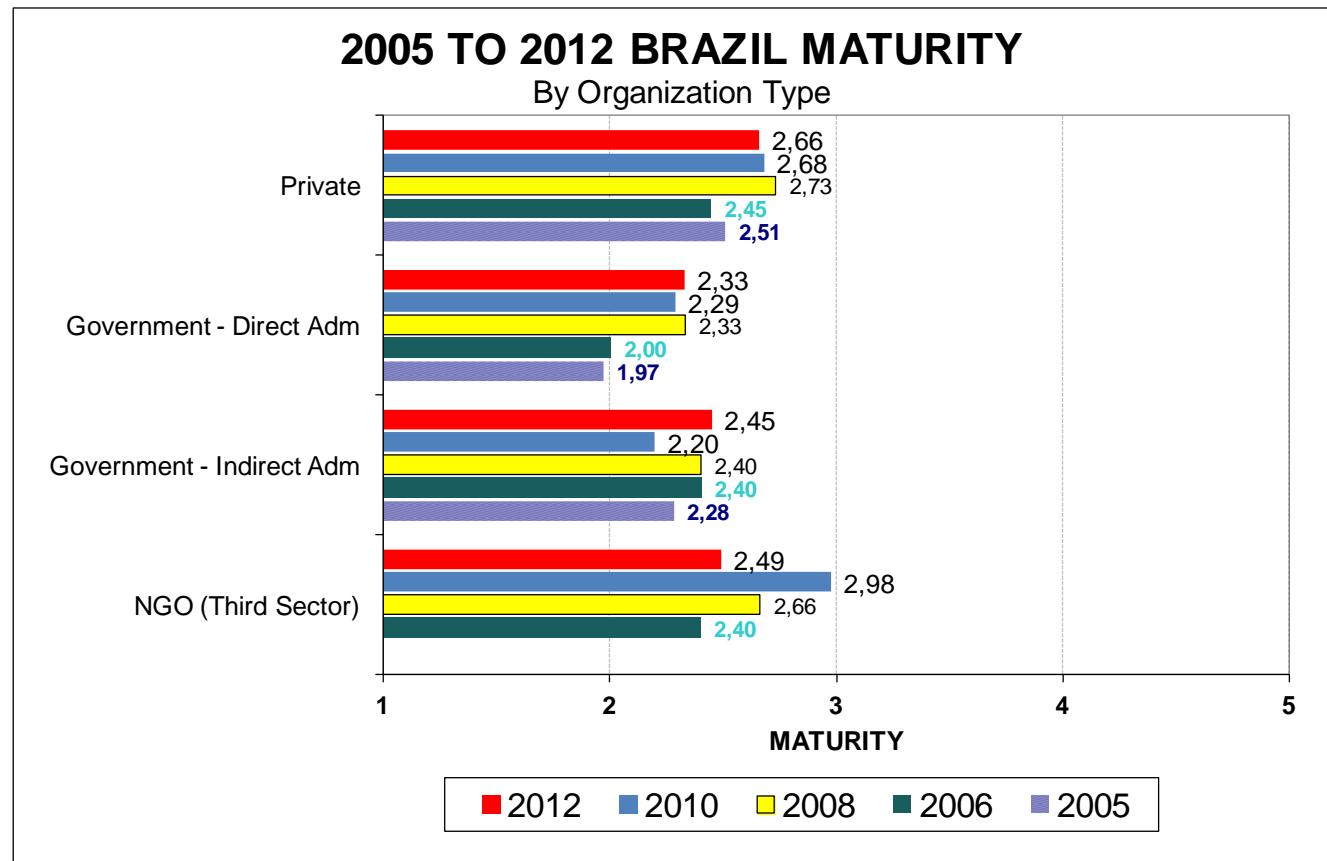
The graph below shows the percentage of respondents who use the governance elements . We can observe that the Committee and PMO functions are not yet strongly disseminated in organizations.



Evolutions

This part of the report contains the following evolutions, between 2005 and 2012, related to maturity and total participants:

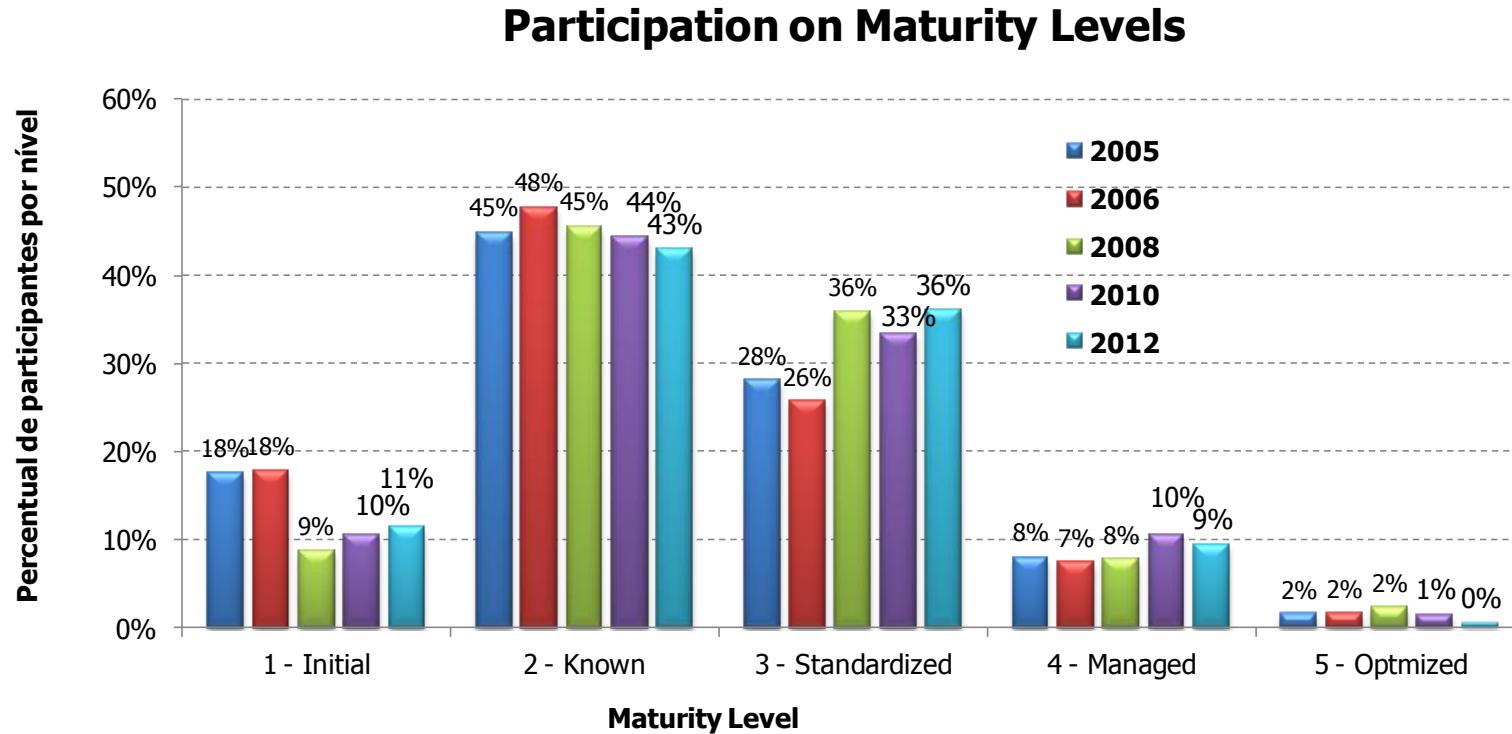
- Organization types
- Billing
- Benchmarks
- Brazilian States
- Categories
- Business Areas



Notes:

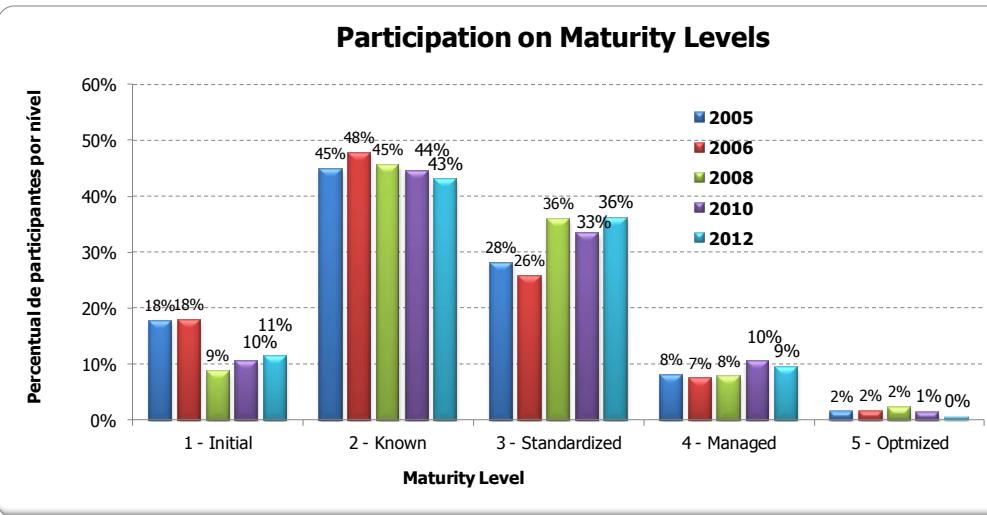
- 1st. There was no research performed in 2007, 2009 and 2011.
- 2nd. The stability of values between 2008 and 2012 is a result of some causes and, among them, we have the continuous increase of the total participants. Thus, the entry of firms with low maturity has a compensating effect over veterans and those who are evolving in maturity.

Maturity Levels Evolution



Note: There was no research performed in 2007, 2009 and 2011.

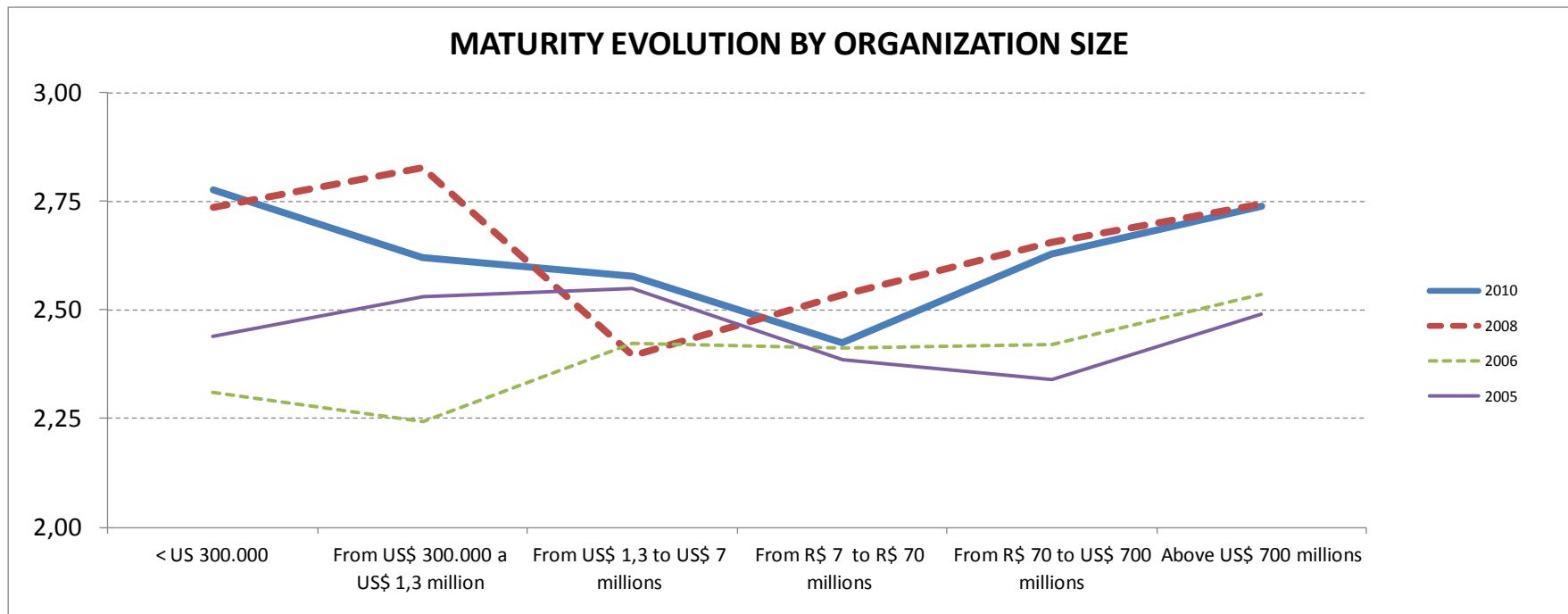
Maturity Levels Evolution



Comments

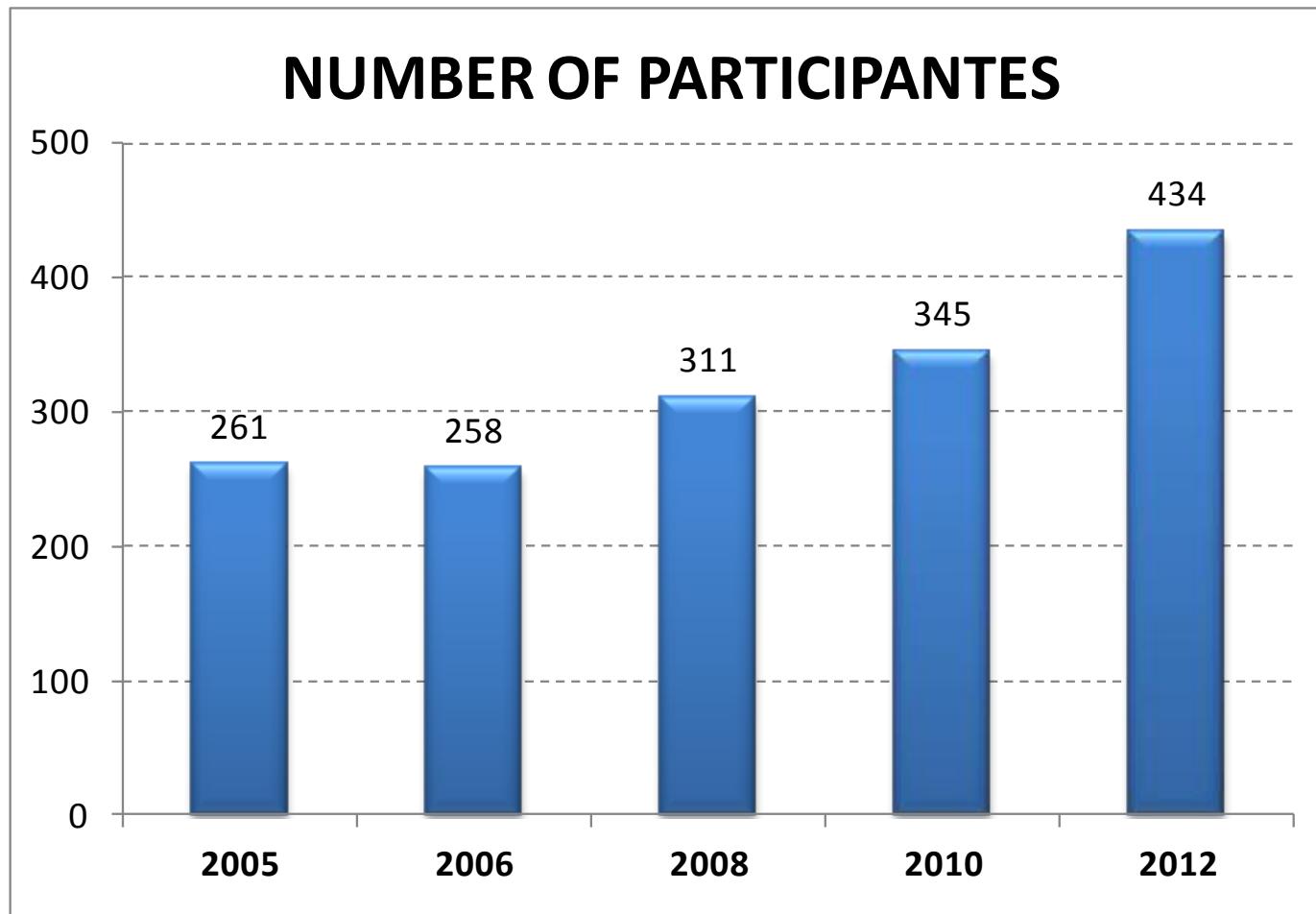
- Between 2005 and 2008 there was a reduction at Level 1, stabilization at Level 2 and increase at Level 3. This can be seen as the migration from organizations from Level 1 to Level 2 and from Level 2 to Level 3. The combined result of the reduction at Level 1 and increase at Level 3 and a maturity increase from 2.4 to 2.7 .
- Between 2008 and 2010 we have some stabilization in the results. The explanation for this is due to the following factors that act in opposite directions and, in the final reckoning, the maturity remained at the same levels.
 - Strong increase of the population of research participants, with the entry of many firms with low levels of maturity. Between 2008 and 2012 the population increased from 311 to 434 participants (40% increase).
 - Maturity increase of organizations that already practice the subject for quite some time.

One can note that the companies billing intermediate (between R\$ 2 million and R\$ 100 million) have the lowest values of maturity.



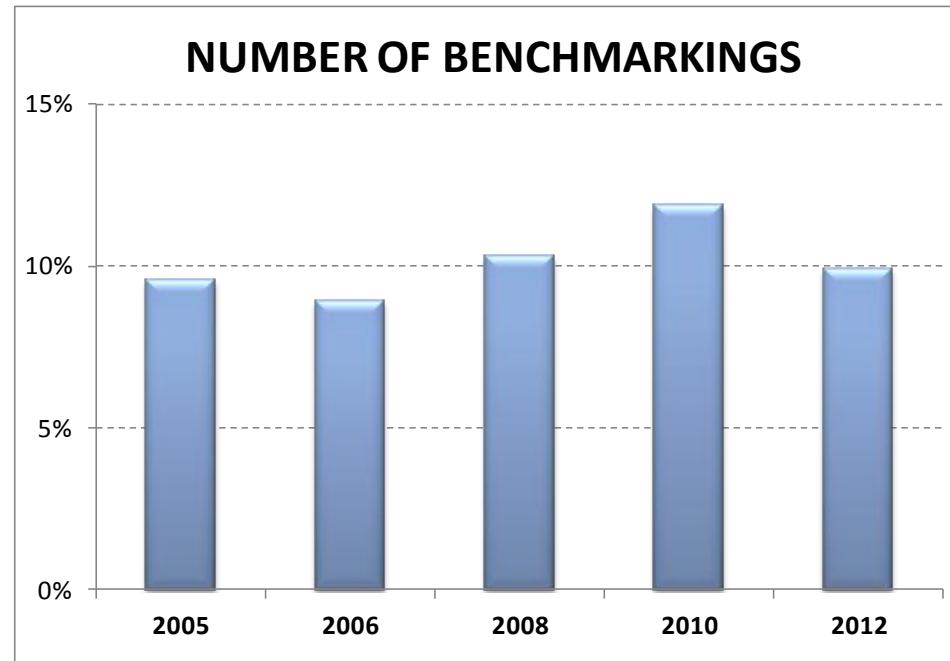
2005 to 2012 Participants

Between 2010 and 2012 we had a growth of 26% in total participants



Benchmark Organizations Presence

The participation of organizations benchmarks (belonging to 4 or 5 levels of maturity) has grown at the same rate as the total number of participants. This percentage share has remained stable at around 10%

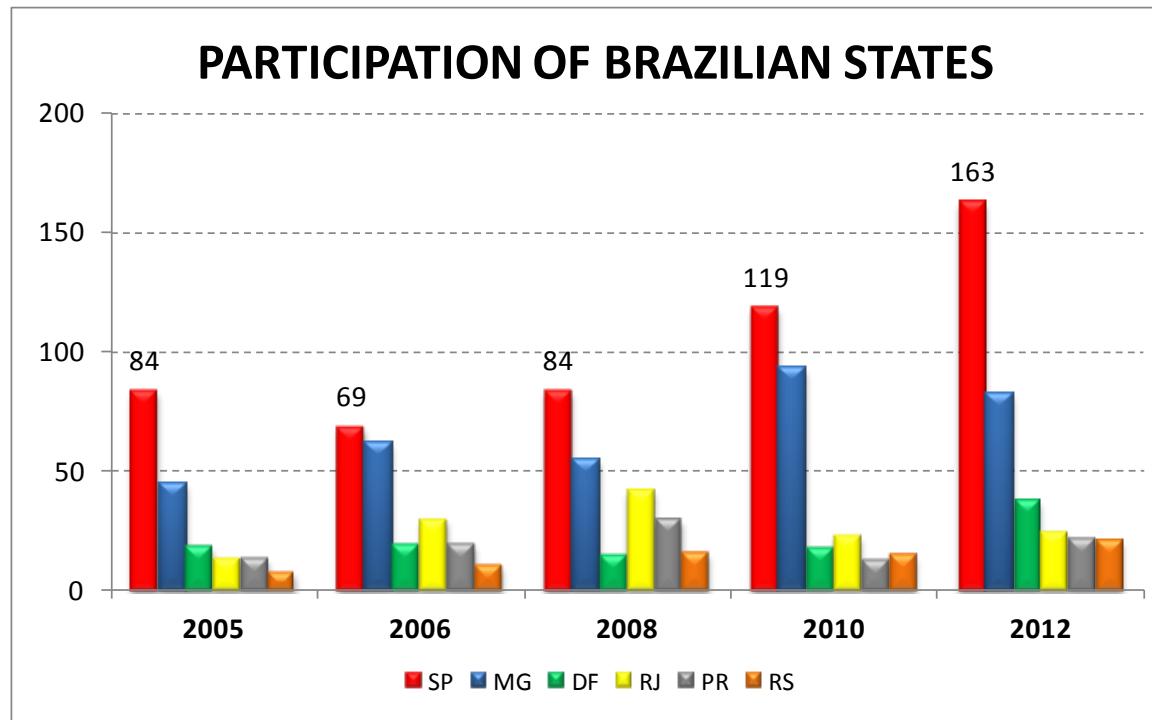


YEAR	# Participants	# Benchmarkings	% Benchmarkings
2005	261	25	10%
2006	258	23	9%
2008	311	32	10%
2010	345	41	12%
2012	434	43	10%

Brazilian States Presence

Listed below we have the six core subjects, accounting for 80% of the total.

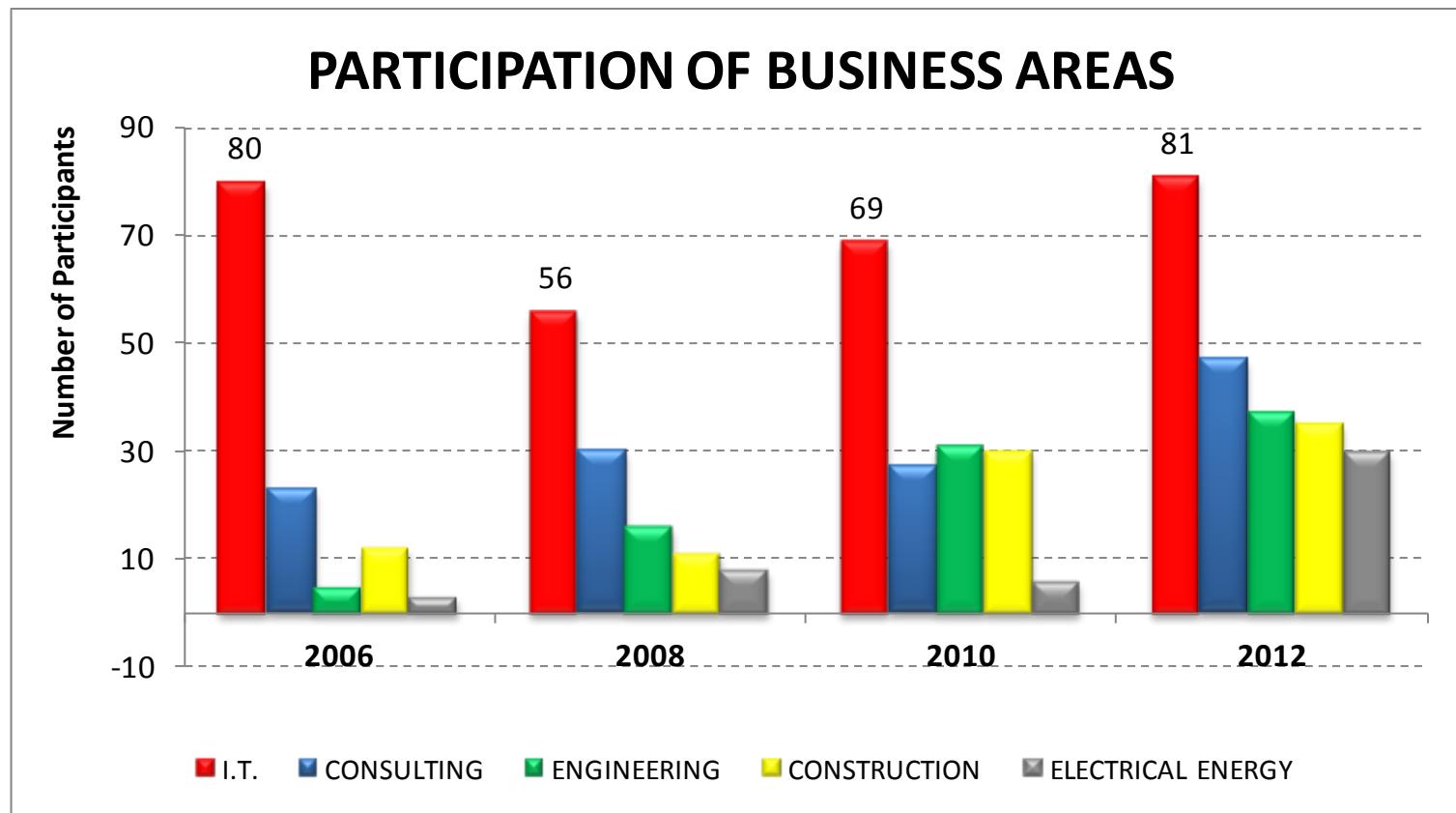
São Paulo and Minas Gerais lead in participation. The presence of São Paulo has grown strongly, and in the 2012 survey, represented 38% of the participants.



YEAR	SP	MG	DF	RJ	PR	RS
2005	84	45	19	14	14	8
2006	69	62	20	30	20	11
2008	84	55	15	42	30	16
2010	119	93	18	23	13	15
2012	163	82	38	25	22	21

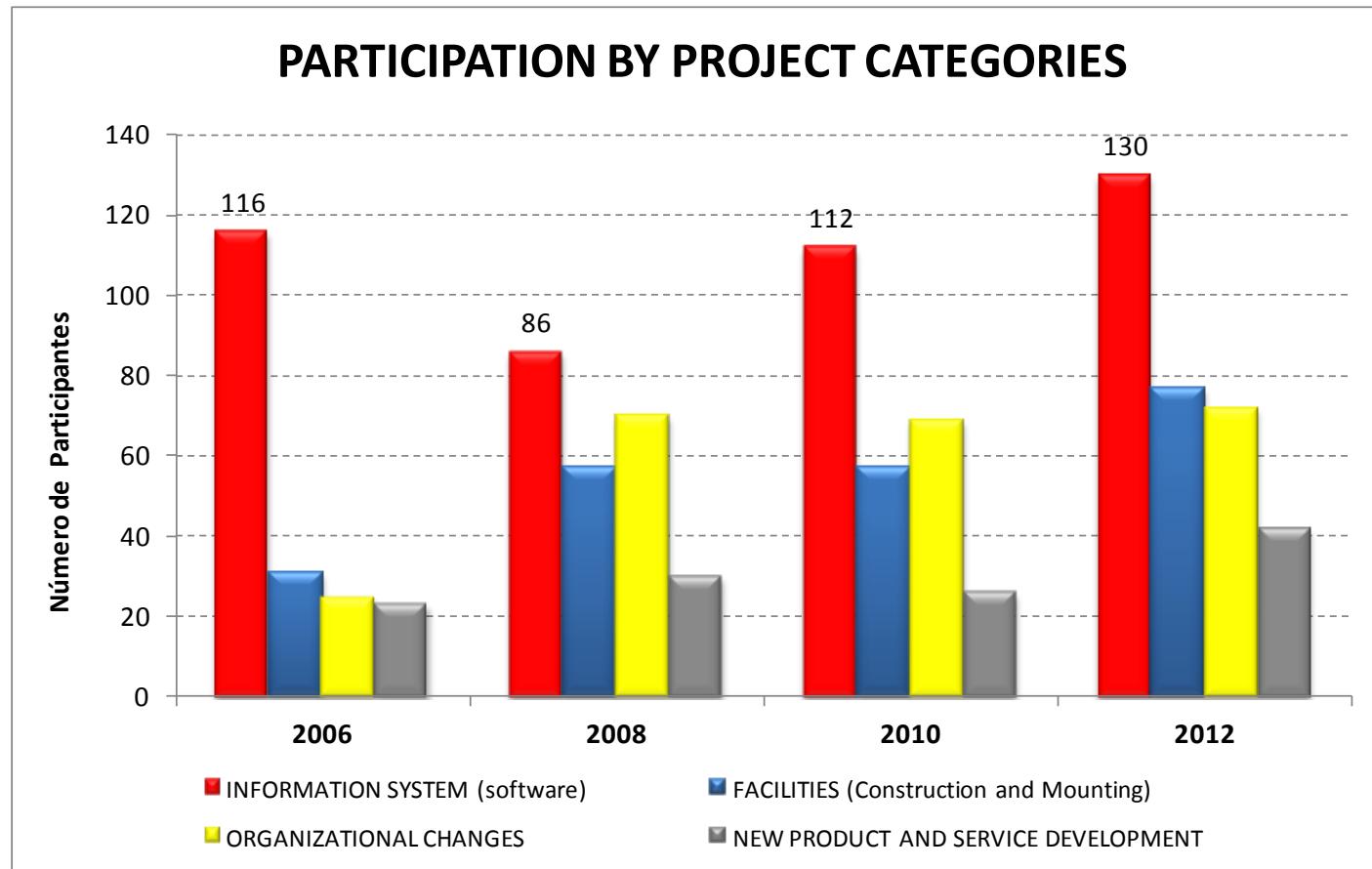
Business Areas Evolution

Listed below we have the six core subjects, accounting for about 50% of the total. Information Technology companies lead the ranking, but their percentage share has decreased due to the higher growth of other business areas. In 2012 this line of business participated with 19% of the total participants.



Project Categories Evolution

Listed below we have the four major participants in the study, accounting for almost 80% of the total. The category "Information Systems (software)" leads the ranking, but their percentage share has decreased due to the higher growth of other categories. In 2012 this category accounted for 30% of the participants.



The Maturity Model Value

In this part of the report is made an analysis about the value of the Maturity Model-PMMM Prado, using data obtained in the research:

- Senior management perception
- Maturity *versus* Indicators :
 - Success
 - Delay
 - Cost Overrun
- Conclusions

The answers to the 21st and 22nd questions of the questionnaire allowed to conclude that companies in senior management and leadership believe that the project management adds more value are those that:

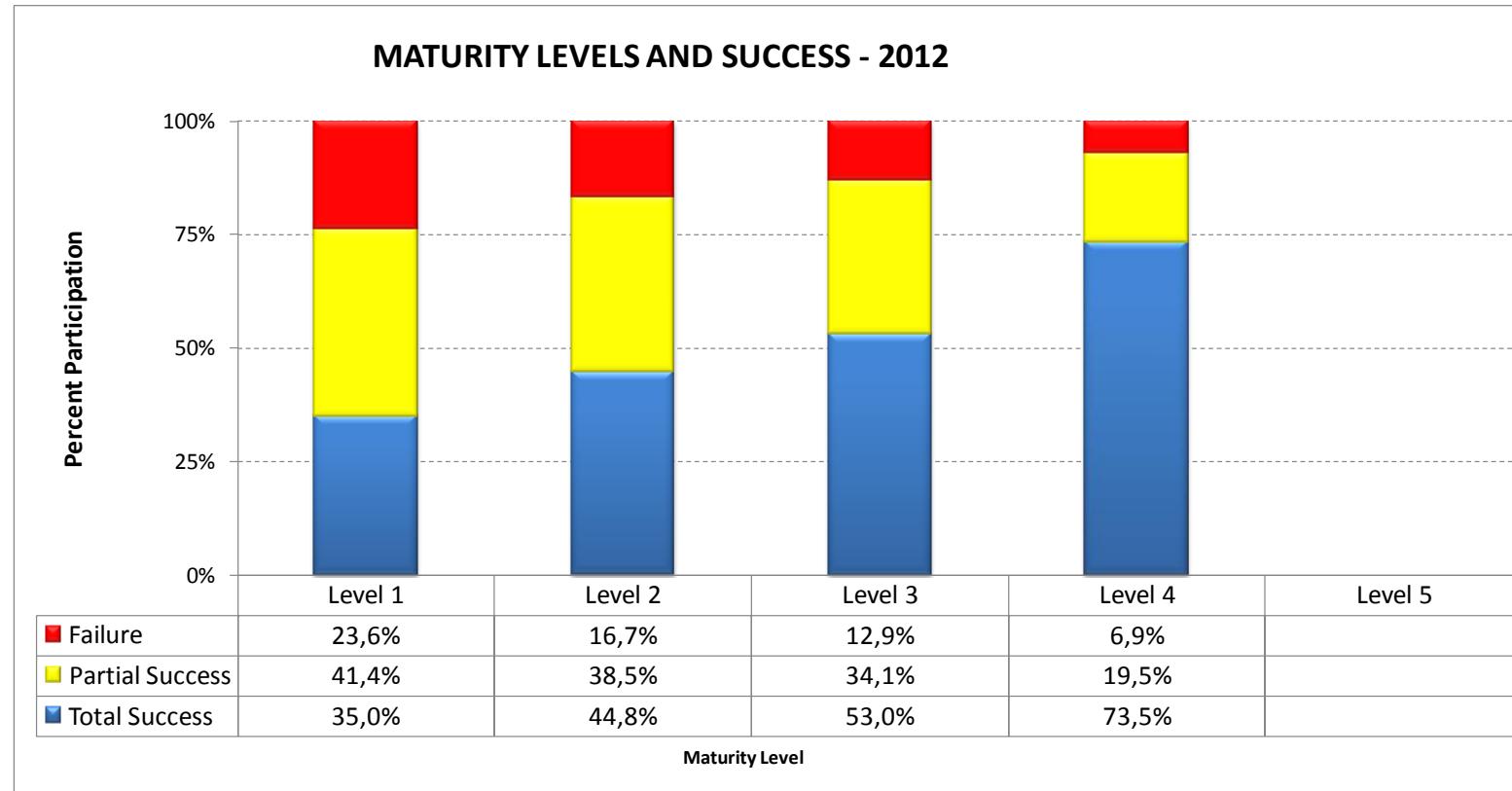
- Have the greatest values for "Total Success" (or smaller values for "Failure");
- They have the lowest values for delay;
- They have the lowest values for cost overrun;
- Have the highest values for maturity.

AGREGATION OF VALUE BY PROJECT MANAGEMENT	# Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun
Não temos GP	34	7,8%	1,71	48,2%	35,0%	16,8%	44%	16%
O GP não agrega valor	5	1,2%	1,99	29,0%	45,0%	26,0%	41%	39%
O GP agraga pouco valor	37	8,5%	2,06	31,4%	45,0%	23,6%	29%	23%
O GP agraga algum valor	135	31,1%	2,47	44,6%	38,8%	16,6%	32%	16%
O GP agraga muito valor	223	51,4%	2,92	57,1%	30,9%	12,0%	22%	13%
TOTAL	434	100,0%	2,60	49,7%	35,2%	15,1%	28%	15%

Note: The above findings were observed in samples taken as high reliability (due to size). For samples of medium or low reliability, distortion may occur.

The data-cross allowed the following conclusions:

- ✓ There is a positive relation between maturity levels and total success
- ✓ There is a positive relation between maturity levels and the sum of total success and partial success
- ✓ There is an opposite relation between maturity levels and failure.

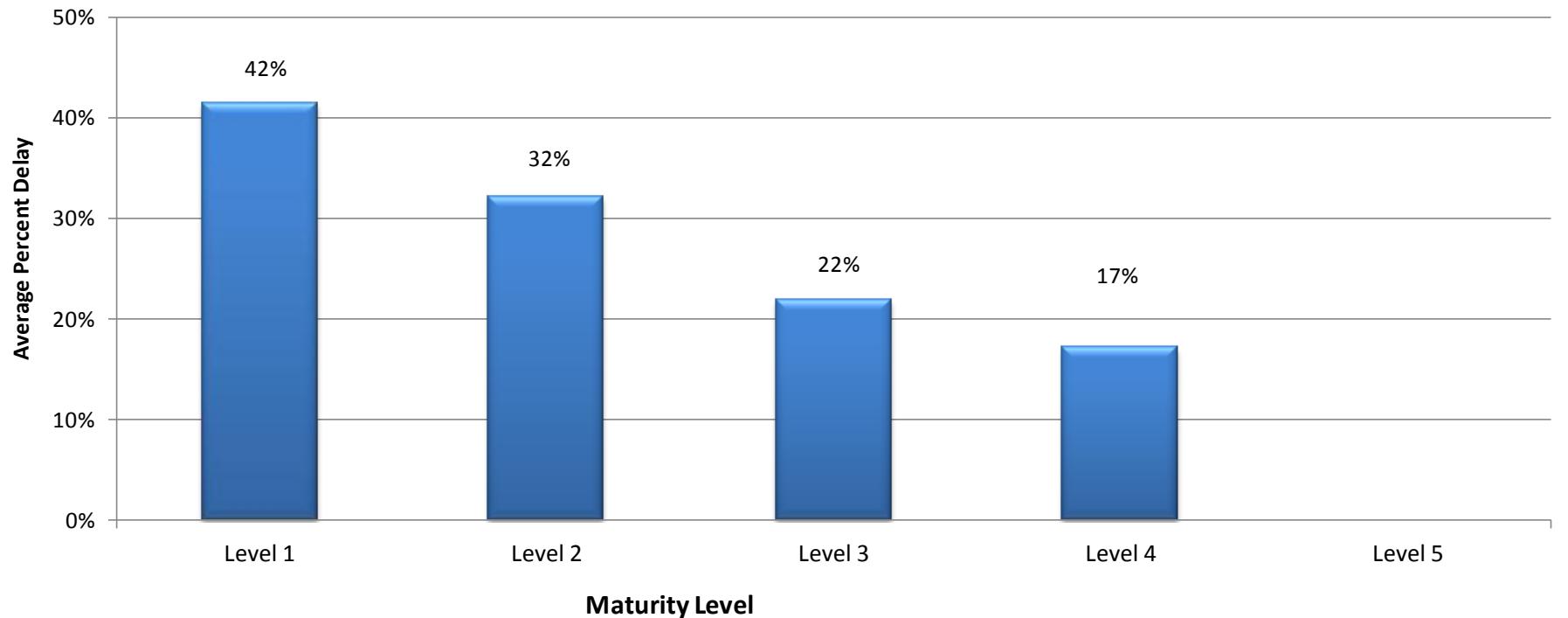


Maturity vs. Delay

The data-cross allowed the following conclusions (cont.):

There is an opposite relation between maturity levels and average delay.

MATURITY AND DELAY- 2012

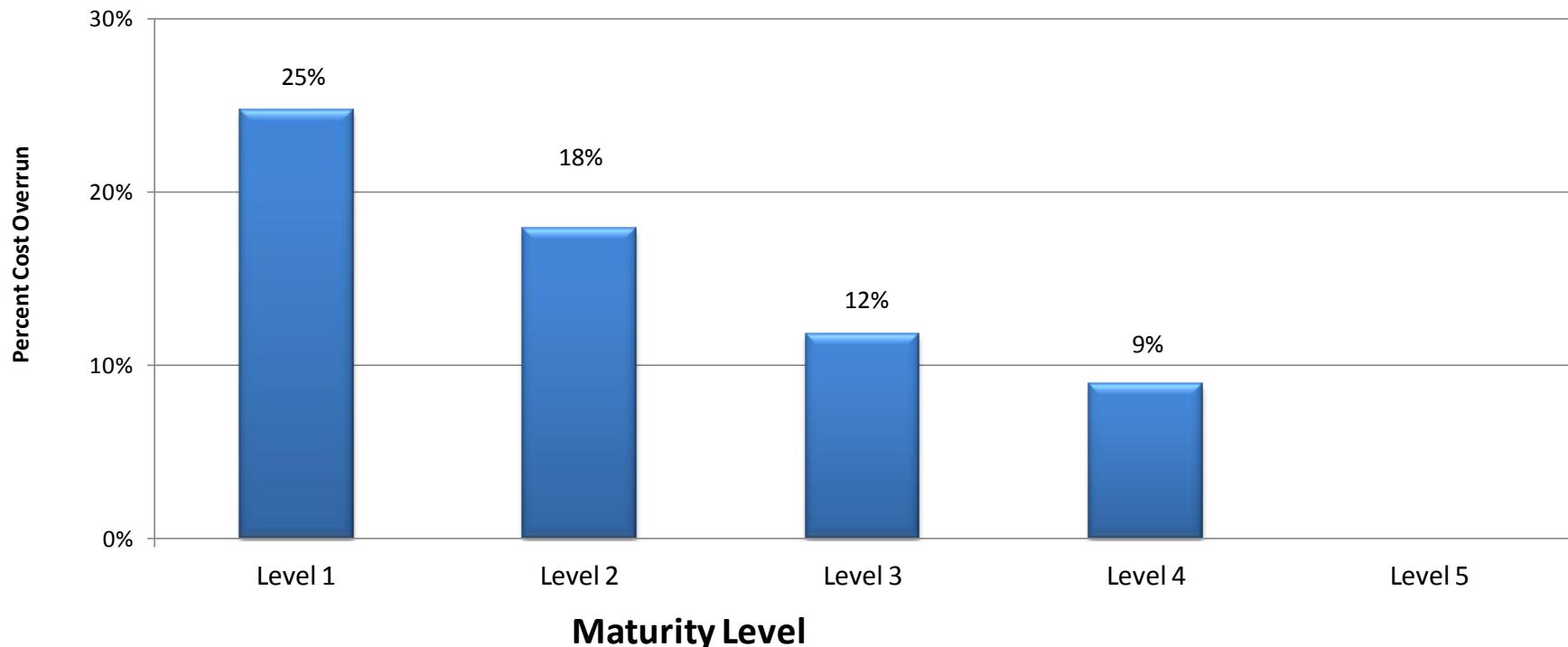


Maturity vs. Cost Overrun

The data-cross allowed the following conclusions (cont.):

There is an opposite relation between maturity levels and average cost overrun.

MATURITY AND COST OVERRUN- 2012



Conclusions

Value perception of project management best practices by senior management and leaders is directly related to the existence of good results from these practices.

The Maturity Model Prado-PMMM was created to evaluate the existence of project management best practices. .

The data presented along this text allow the conclusion that the Maturity Model Prado-PMMM is a good tool to measure an organization stage in the adoption of project management best practices and is a good indicator to reflect projects success and the perception of good results aggregation (or value aggregation) by senior management. In other words, the higher the maturity:

- ✓ The higher the total success (or the higher the sum of total success and partial success)
- ✓ The lower the failure
- ✓ The lower the cost overrun
- ✓ The higher the value perception of project management best practices.

CONSOLIDATED: Main Results

Consolidated: Main Results

TYPE OF ORGANIZATIONS	# Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun
Private organizations	339	78,1%	2,66	51,4%	34,4%	14,2%	26%	15%
Government - Direct Administration	43	9,9%	2,33	41,3%	37,9%	20,8%	43%	19%
Government - Indirect Administration	40	9,2%	2,45	39,0%	41,0%	20,0%	30%	18%
Non Governmental Organizations	12	2,8%	2,49	58,9%	31,7%	9,4%	16%	8%
TOTAL	434	100,0%	2,60	49,7%	35,2%	15,1%	28%	15%
CATEGORIE (ARCHIBALD MODEL)	# Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun
Aerospace/Defense	7	1,6%	2,67	43,3%	33,3%	23,3%	36%	15%
Business & Organization Change	72	16,6%	2,74	55,3%	29,4%	15,4%	25%	12%
Communication Systems Projects (data, voice, image)	18	4,1%	2,46	57,9%	31,8%	10,4%	22%	8%
Event	3	0,7%						
Engineering/Architecture Design	27	6,2%	2,58	43,3%	40,0%	16,8%	29%	21%
Facility procurement/construction	77	17,7%	2,74	43,6%	39,5%	16,9%	27%	16%
Information Systems (Software)	130	30,0%	2,55	52,1%	35,0%	12,9%	28%	17%
International or Regional Development	8	1,8%	2,15	41,0%	32,0%	27,0%	35%	18%
Product and Service Development	42	9,7%	2,53	42,3%	43,4%	14,4%	33%	16%
Research and Development Projects	12	2,8%	2,51	60,5%	28,6%	10,9%	33%	10%
Other categories	38	8,8%	2,50	48,5%	30,0%	21,5%	26%	11%
TOTAL	434	100,0%	2,60	49,7%	35,2%	15,1%	28%	15%

Consolidated: Main Results

BUSINESS AREAS	# Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun
Agriculture, Cattle Raising, Silviculture e Forest Exploration	5	1,2%	1,80	56,3%	35,0%	8,8%	41%	33%
Food and beverage	9	2,1%	2,24	38,8%	43,8%	17,5%	22%	14%
Banking, finance and insurance	13	3,0%	2,52	46,7%	35,0%	18,3%	39%	24%
Trading	6	1,4%	2,65	48,3%	31,7%	20,0%	36%	23%
Construction	35	8,1%	2,44	48,1%	40,2%	11,8%	28%	22%
Consulting	47	10,8%	2,96	64,5%	27,6%	7,9%	11%	9%
Defense, Security and Aeronautics	9	2,1%	2,53	38,8%	31,3%	30,0%	36%	15%
Education	16	3,7%	2,10	55,6%	33,3%	11,1%	29%	15%
Electronics	4	0,9%						
Electrical Energy (Production and/or Distribution)	30	6,9%	2,68	35,0%	40,6%	24,4%	24%	13%
Engineering	37	8,5%	2,72	46,8%	38,4%	14,8%	30%	11%
Pharmaceutical	1	0,2%						
Mining	7	1,6%	2,75	26,0%	26,0%	48,0%	37%	37%
Metallurgy and Steelmaking	14	3,2%	2,88	49,5%	33,5%	17,0%	34%	12%
Paper and Cellulose	2	0,5%						
Oil and Gas	9	2,1%	2,45	42,9%	35,7%	21,4%	28%	23%
Chemical	3	0,7%						
Health	11	2,5%	2,79	44,5%	43,0%	12,5%	36%	11%
Information Technology (Hardware & Software)	81	18,7%	2,73	56,9%	31,6%	11,6%	24%	14%
Telecommunications	13	3,0%	2,20	45,4%	41,7%	12,9%	30%	13%
Transportation, Storage & Services, Logistics	19	4,4%	2,45	48,1%	36,6%	15,3%	31%	17%
Tourism & Sports	3	0,7%						
Automotive & Automotive Parts	6	1,4%	2,93	52,0%	36,0%	12,0%	43%	12%
Other	54	12,4%	2,35	44,9%	35,9%	19,3%	34%	15%
TOTAL	434	100,0%	2,60	49,7%	35,2%	15,1%	28%	15%

Consolidated: Main Results

BILLING	# Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun
< US\$ 300.000	35	8,1%	2,79	66,0%	26,0%	7,9%	16%	9%
From US\$ 300.000 to US\$ 1,7 million	38	8,8%	2,62	51,3%	36,6%	12,1%	27%	13%
From US\$ 1,7 to US\$ 7 millions	54	12,4%	2,44	53,4%	35,6%	11,0%	26%	18%
From US\$ 7 to US\$ 70 millions	112	25,8%	2,55	55,1%	35,1%	9,8%	26%	14%
From US\$ 70 to US\$ 700 millions	77	17,7%	2,62	44,3%	39,8%	15,9%	33%	14%
> US\$ 700 millions	118	27,2%	2,65	42,0%	34,4%	23,6%	30%	18%
TOTAL	434	100,0%	2,60	49,7%	35,2%	15,1%	28%	15%
EMPLOYES	# Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun
< 19	45	10,4%	2,95	66,7%	27,7%	5,6%	15%	10%
From 19 to 99	72	16,6%	2,52	58,3%	29,9%	11,8%	24%	12%
From 100 to 999	143	32,9%	2,58	46,7%	38,1%	15,2%	31%	16%
From 1.000 to 4.999	85	19,6%	2,49	45,7%	39,3%	14,9%	28%	14%
From 5.000 to 9.999	29	6,7%	2,46	47,0%	35,9%	17,0%	29%	16%
> 10.000	60	13,8%	2,73	41,8%	33,8%	24,4%	30%	20%
TOTAL	434	100,0%	2,60	49,7%	35,2%	15,1%	28%	15%

Consolidated: Main Results

STATE	# Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun
AL	3	0,7%						
AM	2	0,5%						
BA	14	3,2%	2,35	53,2%	28,2%	18,6%	31%	10%
CE	5	1,2%	2,79	50,0%	30,0%	20,0%	23%	14%
DF	38	8,8%	2,34	40,4%	29,6%	30,0%	35%	15%
ES	14	3,2%	2,54	60,0%	31,8%	8,2%	30%	14%
GO	10	2,3%	2,25	46,1%	39,4%	14,4%	26%	7%
MA	1	0,2%						
MG	82	18,9%	2,74	53,9%	35,2%	10,9%	27%	15%
PA	1	0,2%						
PB	1	0,2%						
PE	12	2,8%	2,43	59,3%	22,1%	18,6%	25%	19%
PI	1	0,2%						
PR	22	5,1%	2,44	43,3%	39,4%	17,2%	26%	18%
RJ	25	5,8%	2,60	55,2%	36,4%	8,3%	26%	16%
RN	2	0,5%						
RS	21	4,8%	2,48	50,7%	34,6%	14,6%	28%	15%
SC	9	2,1%	2,85	70,6%	18,8%	10,6%	26%	14%
SE	7	1,6%	2,54	52,0%	40,0%	8,0%	43%	21%
SP	163	37,6%	2,69	46,6%	37,4%	16,0%	27%	15%
TO	1	0,2%						
TOTAL	434	100,0%	2,60	49,7%	35,2%	15,1%	28%	15%

Consolidated: Main Results

USAGE OF PROJECT MANAGER	# Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun
We do not have Project Managers	56	12,9%	1,85	45,9%	38,2%	15,9%	38%	15%
Exists less than 1 year	42	9,7%	2,26	35,1%	40,0%	24,9%	29%	16%
Exists from 1 to 2 years	70	16,1%	2,59	40,0%	43,3%	16,7%	32%	20%
Exists from 2 to 5 years	118	27,2%	2,73	52,0%	32,2%	15,8%	27%	13%
Exists by more than 5 years	148	34,1%	2,89	56,4%	32,4%	11,1%	23%	14%
TOTAL	434	100,0%	2,60	49,7%	35,2%	15,1%	28%	15%
USAGE OF PMO	# Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun
We do not have PMO	150	34,6%	2,24	51,2%	37,5%	11,4%	29%	13%
Exists less than 1 year	64	14,7%	2,47	41,3%	35,9%	22,8%	29%	19%
Exists from 1 to 2 years	60	13,8%	2,65	41,6%	40,5%	17,8%	27%	18%
Exists from 2 to 5 years	102	23,5%	2,87	49,8%	32,6%	17,6%	30%	15%
Exists by more than 5 years	58	13,4%	3,18	61,6%	29,2%	9,1%	20%	12%
TOTAL	434	100,0%	2,60	49,7%	35,2%	15,1%	28%	15%
USAGE OF COMMITTEE	# Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun
We do not have Committee	163	37,6%	2,28	52,6%	34,0%	13,5%	27%	14%
Exists less than 1 year	68	15,7%	2,42	39,5%	42,3%	18,2%	37%	20%
Exists from 1 to 2 years	64	14,7%	2,81	48,3%	34,1%	17,7%	24%	12%
Exists from 2 to 5 years	78	18,0%	2,88	50,8%	33,6%	15,5%	28%	14%
Exists by more than 5 years	61	14,1%	3,09	52,1%	34,6%	13,3%	23%	16%
TOTAL	434	100,0%	2,60	49,7%	35,2%	15,1%	28%	15%

Consolidated: Main Results

AGREGATION OF VALUE BY PROJECT MANAGEMENT (PM)		# Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun
We do not have PM	34	7,8%	1,71	48,2%	35,0%	16,8%	44%	16%	
PM does not aggregate value	5	1,2%	1,99	29,0%	45,0%	26,0%	41%	39%	
PM aggregates small value	37	8,5%	2,06	31,4%	45,0%	23,6%	29%	23%	
PM aggregates some value	135	31,1%	2,47	44,6%	38,8%	16,6%	32%	16%	
PM aggregates much value	223	51,4%	2,92	57,1%	30,9%	12,0%	22%	13%	
TOTAL	434	100,0%	2,60	49,7%	35,2%	15,1%	28%	15%	
AGREGATION OF VALUE BY PMO		# Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun
We do not have PMO	130	30,0%	2,24	50,6%	37,9%	11,5%	29%	14%	
PMO does not aggregate value	11	2,5%	2,00	29,1%	46,8%	24,1%	43%	45%	
PMO aggregates small value	43	9,9%	2,39	40,8%	37,2%	22,0%	25%	18%	
PMO aggregates some value	130	30,0%	2,72	47,5%	33,7%	18,8%	28%	15%	
PMO aggregates much value	120	27,6%	3,00	57,8%	31,6%	10,5%	25%	12%	
TOTAL	434	100,0%	2,60	49,7%	35,2%	15,1%	28%	15%	

2012 PARTICIPANTS

In this part of the report we present:

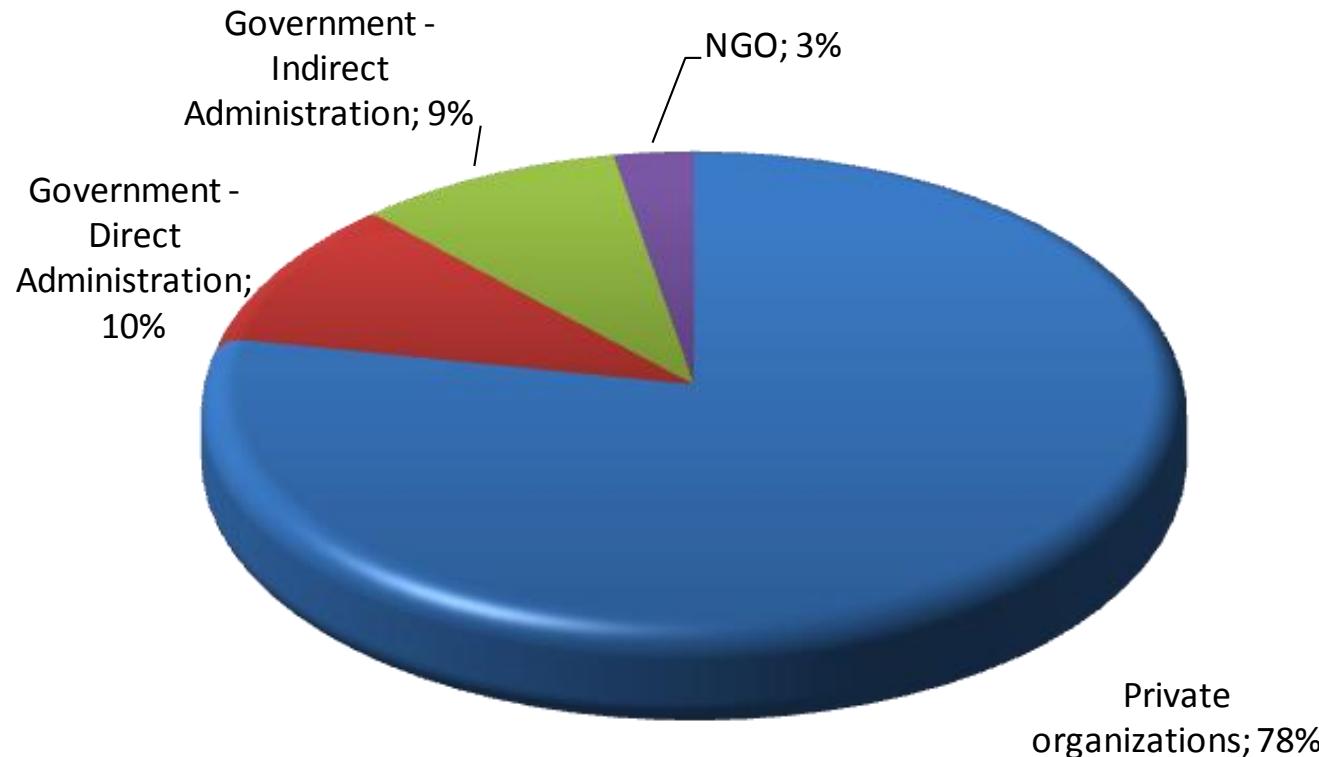
- Participants profile
- Participants profile evolution
- Who are the benchmarks
- Participants list

PARTICIPANTS PROFILE

Participants profile: Organization Type

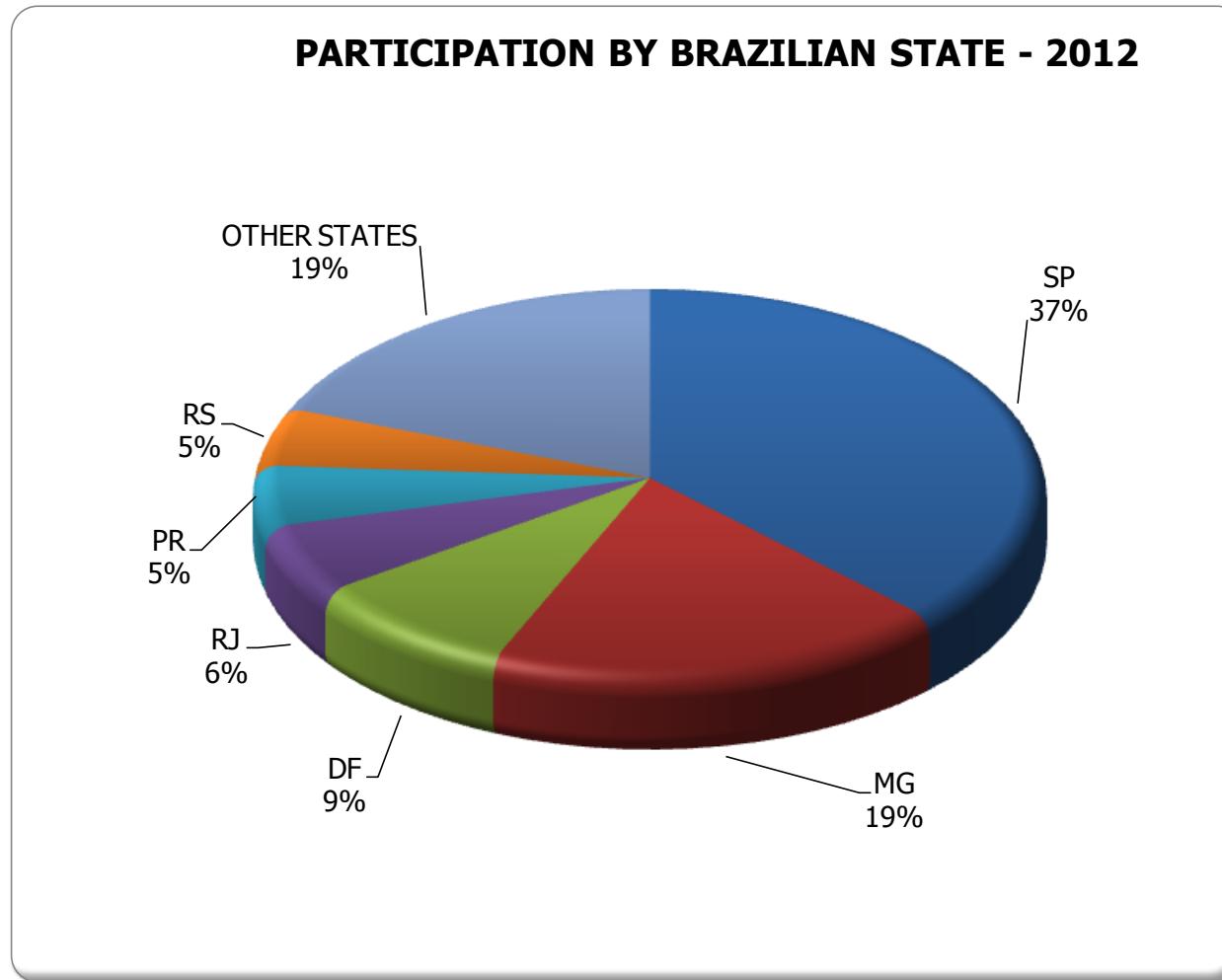
The private organizations are the leaders in participation in the research.

PARTICIPATION BY ORGANIZATION TYPE - 2012



Participants profile: Brazilian States

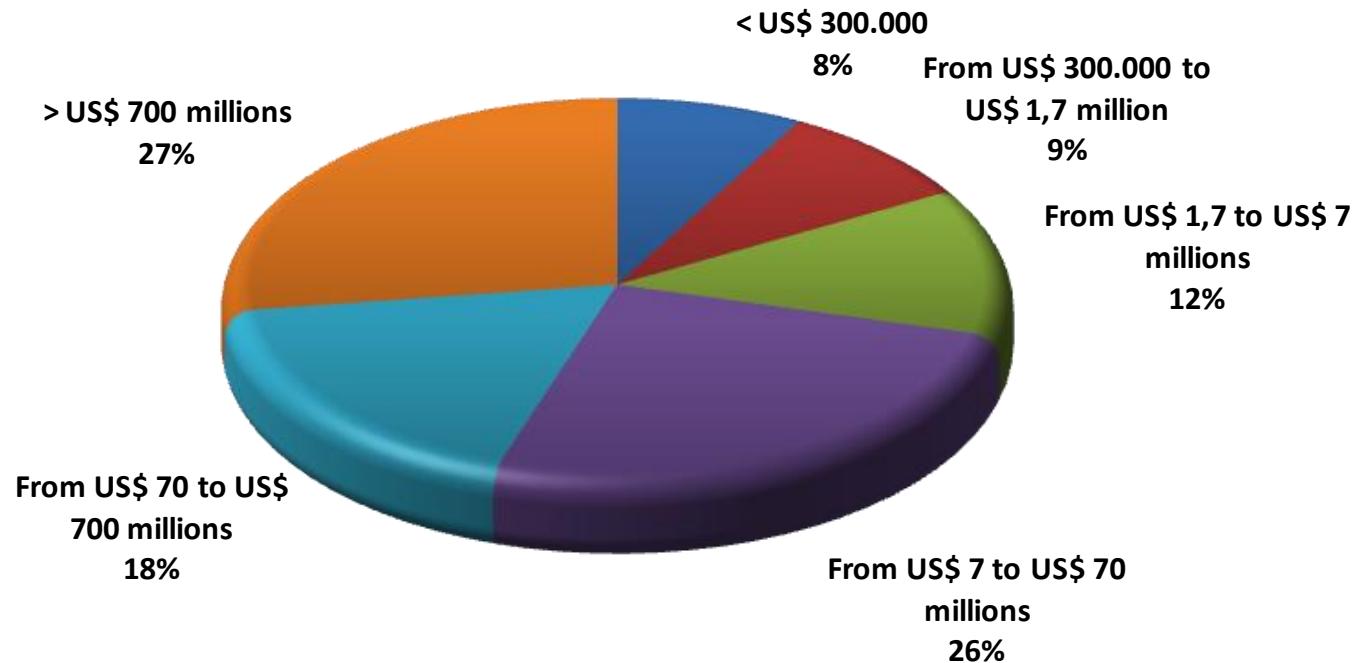
The states of São Paulo and Minas Gerais are the leaders in participation in the research with 56% of the participants.



Participants profile: Billing Classes

The small revenue organizations (up to \$ 10 million) had little participation in the research.

PARTICIPATION BY BILLING CLASSES- 2012

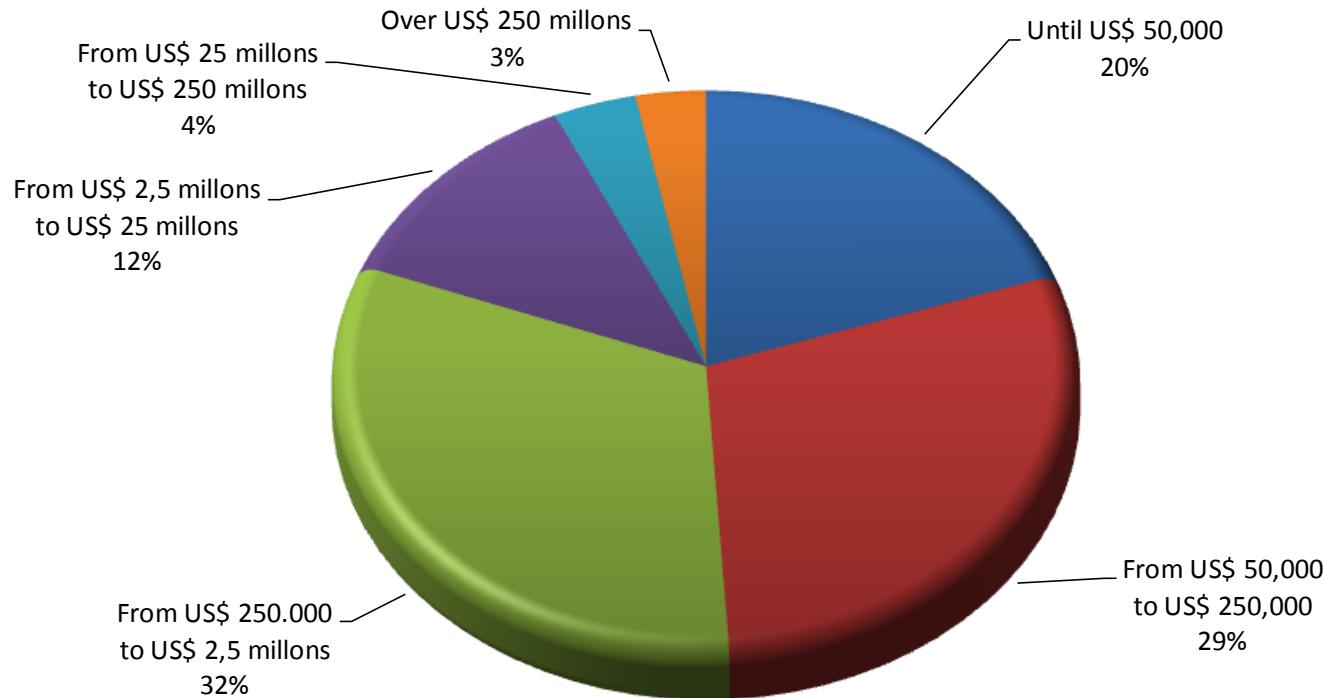


Participants profile: Cost of each project

83% of projects cost until R\$ 2,5 millions

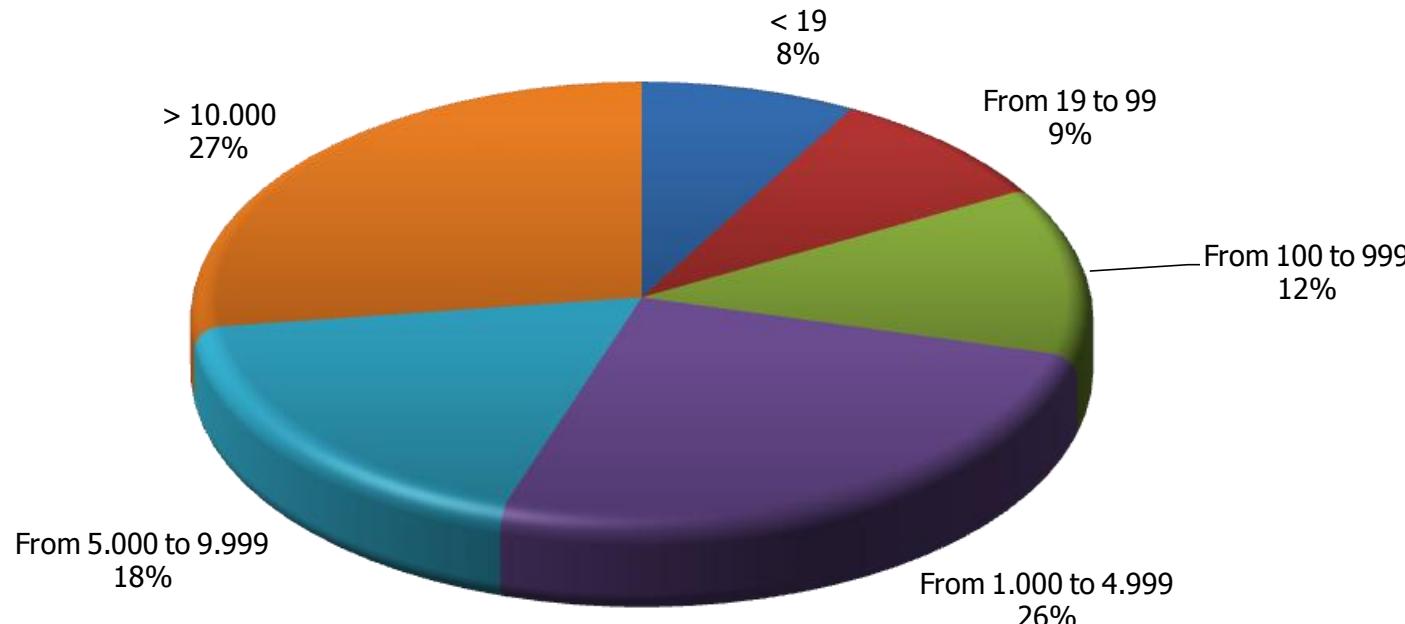
Average cost of each project is US\$ 15 millions

COST OF EACH PROJECT - 2012



Companies with fewer employees (up to 1,000) had little participation in the research.

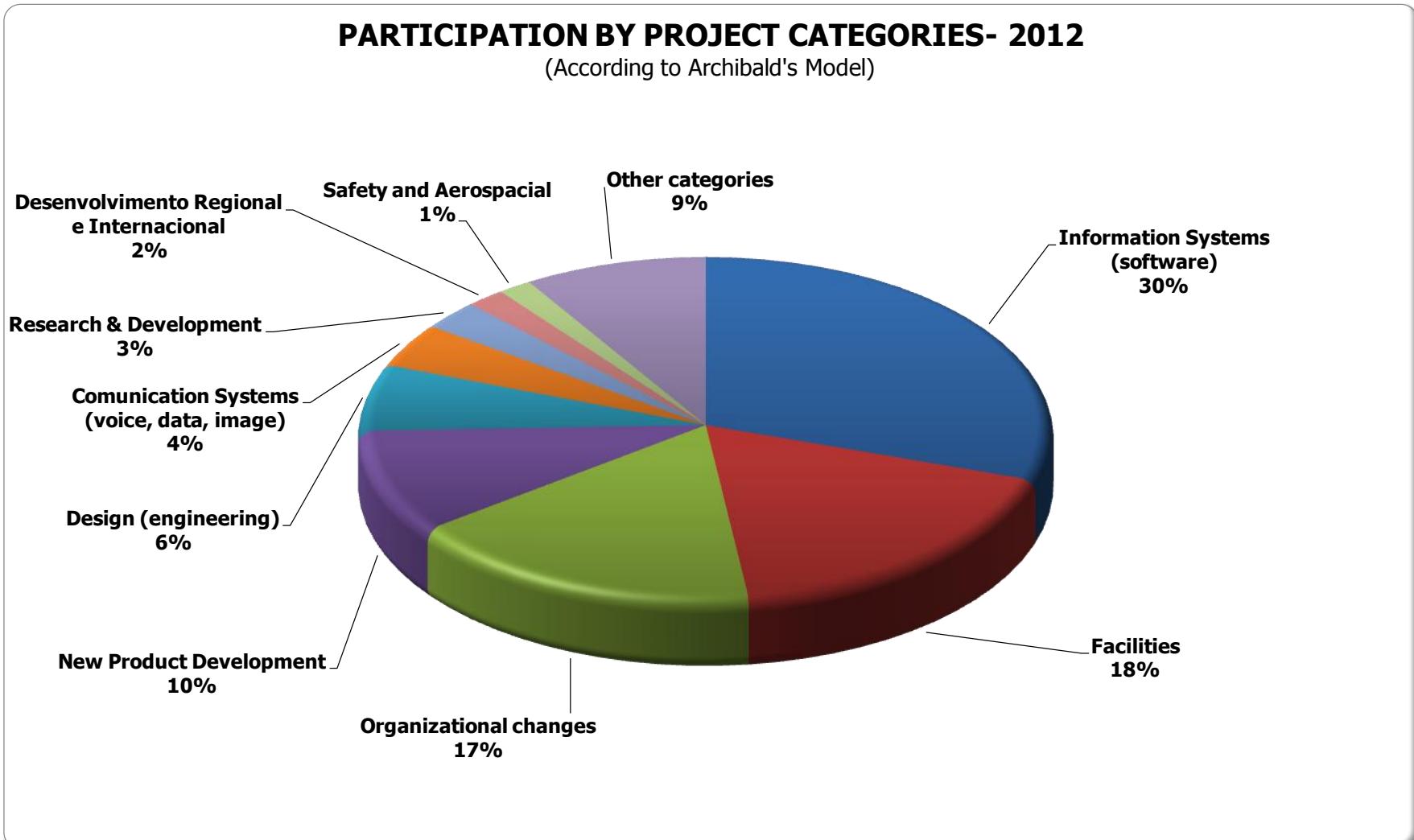
PARTICIPATION BY EMPLOYEES NUMBER - 2012



Category	
1	Aerospace/Defense Projects
2	Business & Organization Change Projects
3	Communication Systems Projects (data, voice, image)
4	Event Projects
5a	Engineering/Architecture Design Projects
5b	Facility design/procurement/construction
6	Information Systems (Software) Projects
7	International or Regional Development Projects
8	Media & Entertainment Projects
9	Product and Service Development Projects
10	Research and Development Projects
11	Other categories

Source: Russell D. Archibald

Participants Profile: Project Categories



Business sectors considered

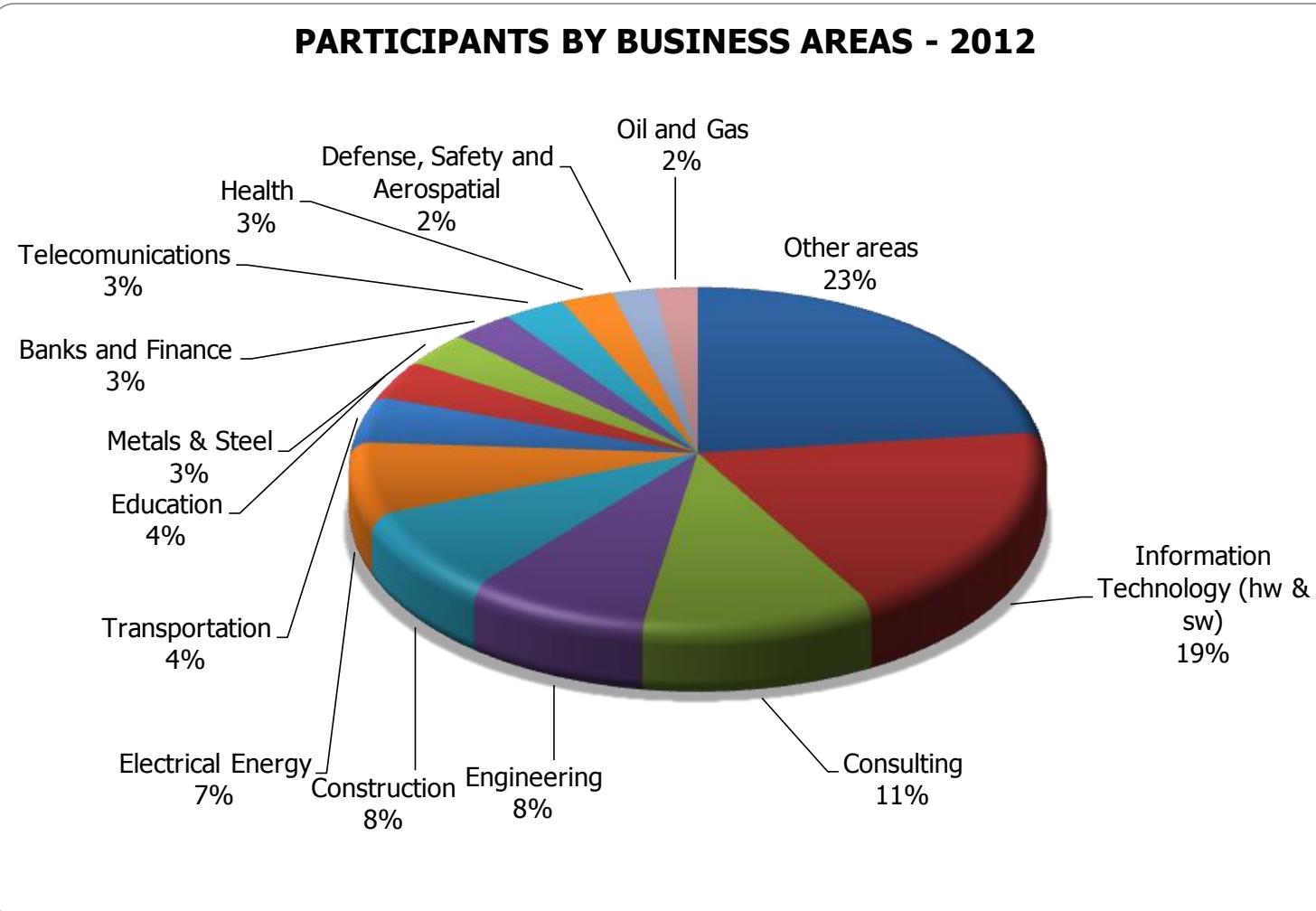
1. Agriculture, Cattle Raising, Silviculture e Forest Exploration
2. Food and beverage
3. Banking, finance and insurance
4. Trading
5. Construction
6. Consulting
7. Defense, Security and Aeronautics
8. Distribution (Water, gas)
9. Education
10. Electronics
11. Engineering
12. Electrical Energy (Production and/or Distribution)
13. Pharmaceutical
14. Mining

Business sectors considered

(cont.)

15. Metallurgy and Steelmaking
16. Paper and Cellulose
17. Oil and Gas
18. Chemical
19. Refractories, Ceramic and Glass
20. Health
21. Information Technology (Hardware & Software)
22. Telecommunications
23. Textile
24. Transportation, Storage & Services, Logistics
25. Tourism & Sports
26. Automotive & Automotive Parts
27. Clothing, Footwear, Fashion and Sports Equipment
28. Other

Participants Profile – Business Areas



Who are the benchmarks?

Who are the 43 organizations that reached a maturity score of 4 or 5?

- **By type:** the majority (38) comes from private organizations
- **Por state:** 21 organizations are in São Paulo, highlighting yet for Minas Gerais (13);
- **Por category (Archibald):** "Information Systems" had 11 participants, "Facilities (construction)" and "Business and Organizational Change", both with 10, also stand out.
- **By business sector:** Consulting (10), Information Technology (9) and Engineering (8) are the highlights.

Which groupings stand out?

- Projects for Organizational Change & Improvement of Operational Results, executed by consulting companies, presented an average maturity of 3.26. This group had 20 participants.
- Projects for Facilities (construction) executed by construction companies presented an average of 2.96. This group had 19 participants.

Participants List

Note: If more than one department of the same company in the same state participated, only one reference to the company is provided in the following list.

Participants List (1)

NAME OF ORGANIZATION	STATE
A.W. Faber-Castell	SP
AACD	SP
ADP	SP
AECOM	RJ
AES Tietê	SP
Agencia de Fiscalizacao do Distrito Federal	DF
Águia Branca Participações SA.	ES
AHPQ	SP
Alelo	SP
Alfama Web	SE
Aliança da Terra	GO
Almatep Tecnologia em Construções Ltda	SP
AMIL	SP
Amil Saúde	SP
Anglo Engenharia e Participações Ltda	MG
APSA	RJ
ArcelorMittal Sistemas	MG
ArgoIT	SP
Arquindex Soluções em Arquivos Ltda	MG
Artlux Iluminacao Cenica	SP
ASFEB-Assoc. Servidores Fiscais do Estado da Bahia	BA
ASTECH	CE
Athi • Wohrnath Associados, Projetos e Gerenciamento SS Ltda	SP
ATP Engenharia	PE
attps informatica	MG
Avansys Tecnologia Ltda	BA
Axia Value Chain	SP
B&B Engenharia Ltda.	SP
B&L Arquitetura	MG
Banco Bradesco S.A.	SP

Participants List (2)

NAME OF ORGANIZATION	STATE
Banco do Brasil S.A.	SP
Banco Mercantil do Brasil	MG
BASF S.A.	SP
Baumer s/a	SP
BDMG	MG
Belotur S.A.	MG
Belov Oil	BA
Boa Vista Servicos	SP
BRC - Biagione Rangel Consultoria	RN
BRX Software	SP
BSI tecnologia	SP
Bunge Brasil	SP
C&M Empreendimentos Imobiliários Ltda.	PR
CAMERON do Brasil LTDA.	SP
Carteg Arquitetura e Construções Ltda	RJ
CB	SP
CBMM	MG
CCPR LTDA - Itambé	MG
Célio Senra Gestão de Empreendimentos Ltda.	MG
CEMIG	MG
CEMIG Distribuição	MG
CEMIG GT	MG
Cencosud Brasil Comercial Ltda.	SE
Centro de Desenvolvimento de Sistemas	DF
Centro de Educação para o Trabalho Virg. Resi	MG
CEPEMAR - Serviços de Consultoria em Meio Ambiente Ltda	ES
Cepemar Meio Ambiente	ES
Cepemar Serviços de Consultoria em Meio Ambiente Ltda	ES
Ceri Engenharia Ltda	SP
Chapter DF - PMI	DF

Participants List (3)

NAME OF ORGANIZATION	STATE
Chesf	PE
CHIP & CIA - IT Consulting	SE
CIMCORP Comércio Internacional e Informática S/A	MG
Citibank do Brasil SA	SP
CLA	MA
Clamper SA	MG
CMNet Soluções	RJ
Companhia hidro eletrica do Sao Francisco	PE
Companhia Paranaense de Energia - COPEL	PR
COMPANHIA PAULISTA DE FORÇA E LUZ	SP
CONCRETO Empreendimentos e Participações LTDA	MG
Confidencial	SP
Connexion Brasil - Carillo Consultoria Ltda.	SP
Consciência Soluções e Tecnologia	SP
Construtora Biap • Ltda	GO
Construtora Hedro Ltda	MG
Construtora Miranti	GO
Consultoria e Projetos Elétricos Júnior	MG
Control informática LTDA	SP
Copel	PR
CPFL	SP
CPLAN Consultoria e Planejamento Ltda.	SP
CPTM	SP
Credimóveis	PE
Cruz Azul de São Paulo	SP
CTIS TecnologiaLTDA	DF
CVC Brasil SA	SP
D.A.MATTEI Consultoria	PI
D.A.S.B.	SP
Dânila Termoindustrial Brasil Ltda	SC

Participants List (4)

NAME OF ORGANIZATION	STATE
DASA	SP
Deloitte	SP
DELP Engenharia Mecânica AS	MG
DEPARTAMENTO DE POLICIA FEDERAL	DF
DETTRAN - AL	AL
Devemada Engenharia Ltda.	SP
Digicade Tecnologia Aplicada	MG
Distribuidora de Medicamentos SantaCruz Ltda	SP
DPF	DF
DPF	SP
Drogaria Araujo S/A	MG
EBM Desenvolvimento Imobiliário	GO
ECOPLAN Engenharia LTDA	RS
Ecos do Futuro	RJ
Eficia Consulting	MG
EGV Consultoria	SP
ELETROLIDER	SP
EMC	SP
Engecrol Indústria e Comércio Ltda.	SP
Engefan engenharia e construções Itda	PR
Engelog - Centro de Engenharia Ltda.	SP
Engesis Engenharia e Sistemas Ltda	ES
ERP Consultoria	SP
ESAB Ind. e Com. LTDA	MG
Escritório de Arquitetura e Decoração C. Gontijo	MG
Essencis	SP
Excellence Gestão Empresarial	RS
Excército Brasileiro	DF
Faculdade dos Guararapes	PE
Faculdade Projeção	DF

Participants List (5)

NAME OF ORGANIZATION	STATE
Falconi Consultores de Resultado	MG
Ferreira Rocha Gestão em Projetos Sustentáveis	DF
FGV Projetos	SP
FH Consulting	RS
Fivecom Sistemas e Consultoria	ES
Flasa Engenharia e Construções LTDA	SP
Fork Consultoria	SE
Frangos CANTÃO	PR
Fundação Aprender	MG
Fundação Telefonica	SP
FURNAS CENTRAIS ELETRICAS S/A	GO
G3 Sistemas	PE
GALVAO Engenharia	SP
GEFCO	RJ
Geoambiente Sensoriamento Remoto	SP
Geomecânica AS	RJ
GERDAU Aços Longos S.A.	SP
Gerdau Usiba SA	BA
Goldratt Associados Brasil	SP
Granado Imóveis	PR
GRUPO BOTICARIO	PR
Grupo CRM - Kopenhagen / Chocolates Brasil Cacau	SP
Grupo Fleury	SP
Grupo Pão de Açucar	SP
Haver & Boecker Latinoamericana	SP
HP	SP
Human Power	DF
IBMR	RJ
ICI UFBA	BA
IDEA CONSULTORES	PE

Participants List (6)

NAME OF ORGANIZATION	STATE
Implanta Informática	DF
InCode Software Ltda	MG
INDG	MG
Indra Company - Contrato DETRAN Bahia	BA
Indústria e Comércio LEAL Ltda.	SP
InfoChoice	MG
Infraero	RS
INFRAERO	DF
INGETEK Empreendimentos Ltda.	SP
Instituto Jatobá	SP
InterSystems do Brasil	SP
IRANI	SC
ISDN Infraestrutura e Talentos em TIC	RJ
ITAU - Unibanco	SP
Itautec S.A.	SP
ITLab	SP
IUNEX Soluções	MG
Jamba	MG
Jaragua Equipamentos Industriais Ltda	SP
JMT	SP
JRS	AL
JSL S.A.	SP
Kayros IT Consultoria	SP
KI	MG
Klabin S/A	PR
Landis+Gyr Equipamentos de Medicao Ltda.	PR
Landix Sistemas LTDA	MG
LANXESS - Industria de Produtos Quimicos e Plasticos Ltda	SP
Leega	SP
LEGNET Engenharia LTDA	PR

Participants List (7)

NAME OF ORGANIZATION	STATE
LG Informática LTDA	GO
Localiza Rent a Car	MG
Lorenge S.A.	ES
M. Dias Branco S.A.	CE
MAHLE METAL LEVE SA	MG
Máquinas Agrícolas	SP
Mascarenhas Barbosa Roscoe SA. Construções	MG
Maxion Wheels	SP
Menegotti	SC
Mercatto Arquitetura e Design	MG
Metalurgica Macopres	PR
Milplan Engenharia, Construção e Montagens LTDA.	MG
Minascom	TO
Ministerio da Fazenda	DF
Ministério das Cidades	DF
Ministério Público Federal / Proc. Geral / Coord. de Eng. e Arquitetura	DF
MIP Engenharia	MG
Mirante Tecnologia	DF
ML	SP
MMB GM IT, Consultor para Odebrecht Realizações Imobiliárias	SP
MMC Automotores do Brasil Ltda	GO
MMX Mineração e Metálicos S/A	MG
Mondelez International	PE
MRV Engenharia	MG
MRV Engenharia e Participações S/A	MG
Multipet Sopradoras	PR
Multiplus SA	SP
MWM International Motores	SP
NEXA Tecnologia & Outsourcing	ES
NOTHEC	SP

Participants List (8)

NAME OF ORGANIZATION	STATE
Novelli Souza Ltda	SC
Ola	SC
Organização dos Estados Iberoamericanos	DF
ORPEG Consultoria e Treinamento	SP
Orteng	MG
Otimiza Consultoria em Administração Ltda	RS
Own	SP
Parex Service Ltda	MG
PC Sistemas	GO
PCE Planejamento, Consultoria e Engenharia	MG
PDG	SP
Pelissari	PR
Petra engenharia Ltda	MG
Petrobras	SE
Petrobras	SP
PETROBRAS (CENPES)	RJ
PETROLEO BRASILEIRO S.A.	SP
PF	DF
PKL Construções e Consultoria -LTDA	CE
Planit Gerenciamento	SP
PMQM-Gerenciamento de Projetos e Métodos Quantitativos	MG
Policard	MG
POLÍCIA FEDERAL - Diretoria Técnico-Científica	DF
Prefeitura Municipal de BH	MG
Prefeitura Municipal de MARICÁ	RJ
PREMOTEC - Soluções em Estrutura Pré-Fabricadas	PR
Procenge	PE
PROCERGS	RS
Prodabel	MG
Prodeb	BA

Participants List (9)

NAME OF ORGANIZATION	STATE
Progen	MG
Promon Engenharia Ltda.	RJ
PSA-X Tecnologia e Gerenciamento de Projetos	MG
QPro	SP
Quattri Consultoria	SP
Raizen	SP
Randon	RS
RCA Consultoria Empresarial	SP
Receita Federal do Brasil	DF
REDE D'OR	RJ
Rede Nacional de Ensino e Pesquisa	DF
Reta Edificações LTDA	MG
Reta Engenharia Ltda	MG
Rglog logistica e transporte Itda	SP
RNP - Rede Nacional de Ensino e Pesquisa	DF
Rocha Soluções Integradas	MG
Rodobens	SP
ROMI	SP
SABB COCA COLA	SP
SABE Alimentos LTDA	SE
Search Tecnologoa	DF
Sebrae	RS
Secr. de Estado de Casa Civil e de Relações Institucioais de MG	MG
Secretaria da Fazenda - RS	RS
Secretaria da Fazenda do Estado da Bahia	BA
Secretaria de Planejamento e Gestão de MG	MG
Secretaria de Orçamento Federal/Ministério do Planejamento	DF
Secretaria de planejamento e gestão	PE
Secretaria de Tecnologia da informação - TJCE	CE
Secretaria Municipal de Educação	PE

Participants List (10)

NAME OF ORGANIZATION	STATE
Secretaria Municipal de Saúde	SE
Secretaria Municipal dos Transportes e Infraestrutura	BA
SEDNA - Desenvolvimento de Sistemas de Informática	SP
SEFAZ-RS	RS
SEGURADORA	SP
SENAC/RS - Serviço Nacional de Aprendizagem Comercial	RS
SERPRO	MG
SERPRO	SC
Serpro	BA
SESC Rio	RJ
SESCOOP	DF
SESI BA	BA
SESP	DF
Setha Indústria Eletrica	RJ
Shift Consultoria e Sistemas	SP
Siemens Energy	RJ
Sistema FIERGS	RS
Sistema FIRJAN (FIRJAN, SESI, SENAI, CIRJ e IEL)	RJ
SLC	RS
SMARAPD Informática LTDA	SP
Sociedade Brasileira de Cultura Inglesa	RJ
Softpharma	PR
Somattos Engenharia e Comercio Ltda	MG
Sonda IT	SP
Souza cruz	RJ
Spektrum	SP
Stefanini IT Solutions	SP
STI&BE Consultores	PE
STN - Coordenação Geral de Sistemas e Tecnologia da Informação	DF
Stoque	MG

Participants List (11)

NAME OF ORGANIZATION	STATE
Supporttrainning Informática Ltda.	SP
Synchro	RJ
SYNCHRO Solução Fiscal	SP
Sysmap Solutions	SP
TACOM - Engenharia e Projetos Ltda	MG
Tech Supply	SP
TECHNIQUE Assessoria e Planejamento	RS
Tecnocred Soluções Tecnológicas	RS
TECNOMETAL - Engenharia e Construções Metálicas Ltda	MG
Tecnomont	GO
Teiko Tecnologia da Informação Ltda	SC
Telbrax	MG
Telecomunicações	MG
Telefonica / Vivo	SP
Tesouro do Estado do Rio Grande do Sul	RS
Test company	SP
Tetra Pak	SP
Time-Now Engenharia	MG
TMY	RJ
Toctao Engenharia Ltda	GO
Todo soluções em software	SP
Top Quality Desenvolvimento Empresarial Ltda.	RJ
Top Ventures Investimentos S/A	MG
TOTVS	SP
TOTVS RS	RS
Tribunal de Justiça do Estado do Ceará	CE
Tribunal de Justiça do PARANÁ	PR
Tribunal Regional do Trabalho da 11a. Regiao (AM/RR)	AM
Tribunal Regional Eleitoral de Minas Gerais	MG
TRIP Linhas Aereas	SP

Participants List (12)

NAME OF ORGANIZATION	STATE
Tróico Telecomunicações da Amazônia Ltda	SP
TRT15	SP
TS Consultoria Empresarial Itda	DF
Tv Globo Minas	MG
Ultra Engenharia e Serviços Ltda	MG
Unifacs - Universidade Salvador	BA
Unimed	PB
UNIMED PAULISTANA	SP
Uninorte - Laureate	AM
UNIRITTER	RS
UNISANTOS	SP
Universidade Anhembi Morumbi	SP
Universidade Potiguar - UnP	RN
UOLDIVEO	SP
UTRSA	SP
Vale	ES
Vale	MG
Vale SA	PA
VANGUARD HOME Empreendimentos Imobiliários	PR
Velsis Soluções de Mobilidade	PR
Versionna do Brasil	SP
VGC Desenvolvimento de Software LTda	SP
voestalpine Group IT	SP
Voith Paper Ltda	SP
Volkswagen of Brazil	SP
VSE - Vale Soluções em Energia	SP
Washi Empreendimentos Imobiliários LTDA.	PR
Whirlpool - EMBRACO	SC
White Martins Gases Industriais Ltda	RJ
YOKOGAWA Service LTDA	SP

Prado-PMMM Model

In this part we present a review of the Prado-PMMM model:

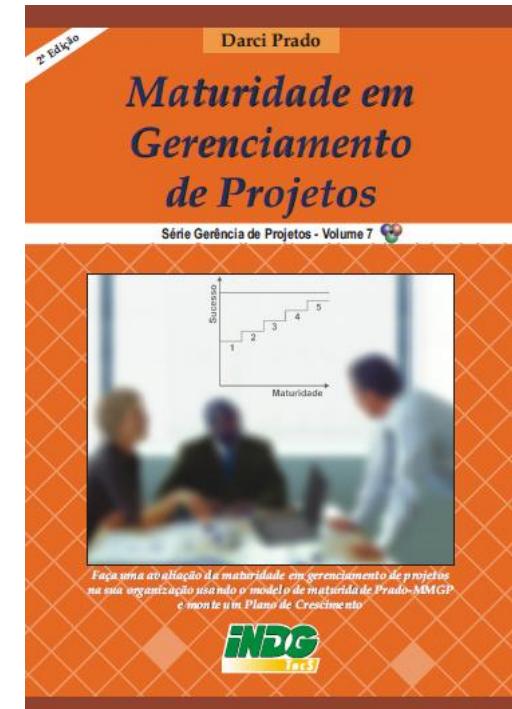
- Conception Criteria
- Levels
- Dimensions

What is a maturity model?

- A form of measuring the status of an organization regarding its ability to manage projects successfully
- A resource to assist in obtaining a growth plan.

Model characteristics

- Developed between 1999 and 2002
 - Based on vast practical experience;
 - Published in December 2002.
- Actual status: Version 1.7
 - Used by several organizations (see the "Testimonials" page at www.maturityresearch.com)
 - Good consolidation level;
 - Refer to the book shown at the right (or go to www.indgtecs.com.br) for more information.



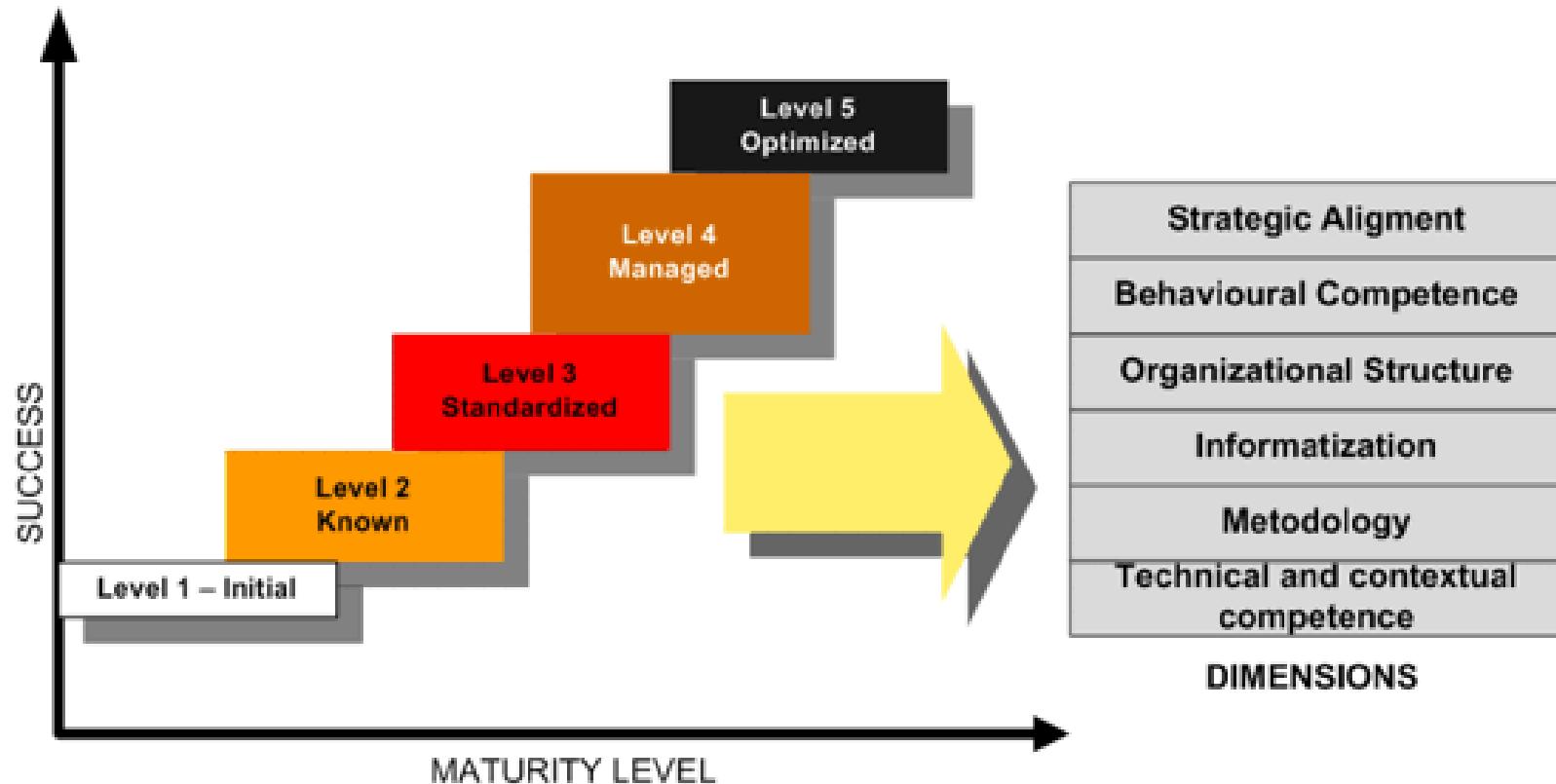
2nd Edition
November, 2010

Criteria used for conception

- **Address the full well lifecycle** (product, service ou result), involving finalistic and support processes.
- Reflect the use of **Best Management Practices** (especially those practices that really add value).
- Try to relate organizational **maturity** with its **ability to successfully execute projects**.
- **Utilize the same levels of the SW-CMM model** (1 to 5) developed by Carnegie-Mellon University for software development.
- Be **simple** (questionnaire with 40 questions) and **universal** (able to be applied to every kind of organization and project category).

Levels	Dimensions
1. Initial	1. Technical, context-based competence
2. Known	2. Use of methodology
3. Standardized	3. Informatization
4. Managed	4. Use of adequate organizational structure
5. Optimized	5. Alignment with corporate business
	6. Behavioural competencies

SECTORIAL PMMM: LEVELS vs. DIMENSIONS



The levels

1) Initial

- Low knowledge about the subject
- No methodology or management models
- Projects managed by intuition

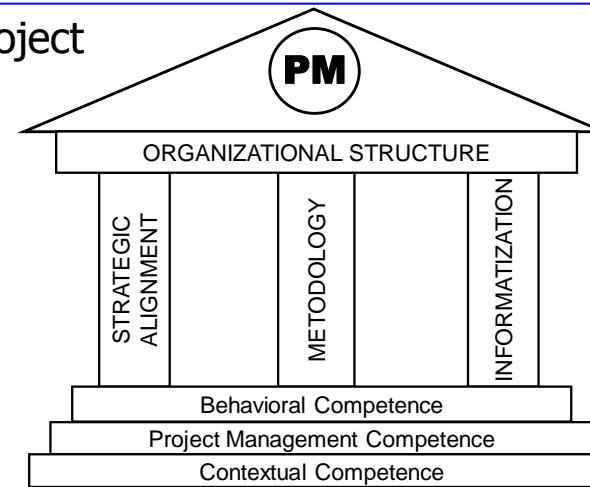
2) Known

Beginning of a new culture oriented to skill development

Isolated initiatives.

3) Standardized

- Implementation of a standardized Project Management platform:
 - Organizational structure
 - Methodology
 - Informatization
 - Strategic alignment
- Development of competencies



The levels

4) Managed

- Platform enhancements: the standards are working
- Anomalies identified and eliminated
- Efficient human relations
- Consolidated alignment with corporate business

5) Optimized

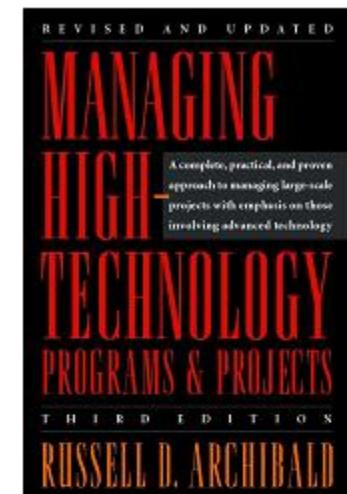
- Optimized performance indicators (deadlines, scope, quality and costs)
- Optimized management processes.
- Wisdom
- Low stress
- Low interference
- Somewhat natural

**The team who
developed this work**



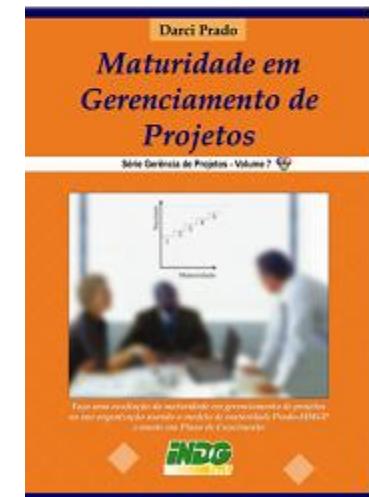
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- MSC, PhD
- PMP, IPMA
- One of the PMI-USA founders
- Global consultant
- Listed in "Who is Who"



Darci Prado

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- *Qualis* member of IPMA-Br
- One of the PMI-MG, PMI-PR e Clube IPMA-BH founders
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GLOBAL REPORT (Summary Version)

Darcy Prado and Warlei Oliveira

COMPLETE REPORT

Partnership with several organizations and opinion formers

Thanks

• Support:



• Promotion:

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THE END