

PROJECT MANAGEMENT MATURITY

Archibald & Prado Research
www.maturityresearch.com

Report “Development of New Applications – Software” - 2012

Summary Version

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Version 2

Organized by :

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Carlos Eduardo Andrade has a Bachelor degree in Computer Science and MBA degree in Business Management, both from *UFMG*. Is IPMA certified. Works for over 10 years with project management, in IT, Telecommunications and Government.



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This is the **Development of New Applications – Software – 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 **64** professionals from organizations of this area, which represents a great progress when compared with last year's research, with 24 participants. The data provided are from a total of 1,472 projects.

Final results showed an **average maturity of 2.64**. 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.

Attention must be paid to the fact that this report is totally deicated to **Development of New Applications – Software** . In the last years, the reports included all Information Systems (Software) subcategories together.

In order to illustrate, we show below the participation of all subcategories.

Subcategory (2012)	Participants	Maturity
Development of New Applications	64	2.64
Great Maintenances	21	2.41
Implementation of applications for other areas of the organization	5	2.10
Implementation of applications for external clients	13	2.68
Implementation of new applications Instalação de novos aplicativos purchased from external suppliers	25	2.44
Total	130	2.55

MATURITY :

- Maturidade: 2.68

RESULTS INDICATORS

- Success Index :
 - Total Success: 52.4%
 - Partial Success: 34.0%
 - Failure : 13.6%
- Average Delay: 30.0%
- Average Cost Overrun : 16.0%

PORTFOLIO COMPOSITION OF AVERAGE PROJECTS BY PARTICIPANT

- Average projects number : 23
- Average duration of each project : 8 meses
- Average value of each project : R\$ 11,165,000.00

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

Maturity Results

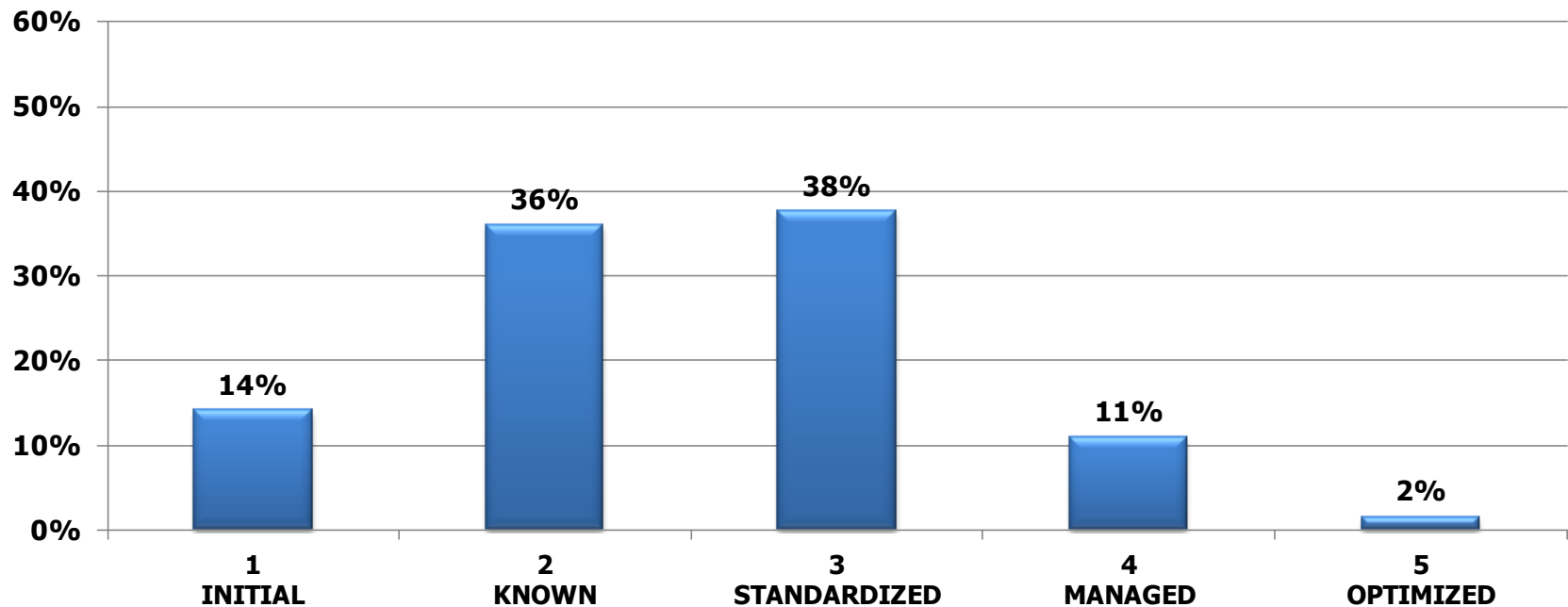
This part of the report contains :

- Overall results of Development of New Applications – Software
- Maturity broken down by :
 - Organization type
 - Project Categories
 - Business Areas
 - Billing Classes
 - Brazilian State

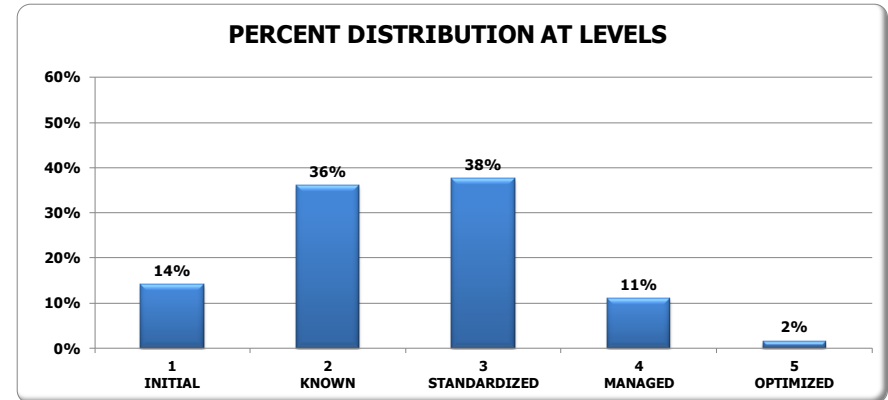
Average Global Maturity : 2.68

There is a strong predominance in level 3

PERCENT DISTRIBUTION AT LEVELS



- Level 1** – 14.1% haven't started evolving.
- Level 2** – 35.9% invested in knowledge.
- Level 3** – 37.5% implemented standards
- Level 4** – 10.9% dominate the process.
- Level 5** - 1.4% reached the optimized level.

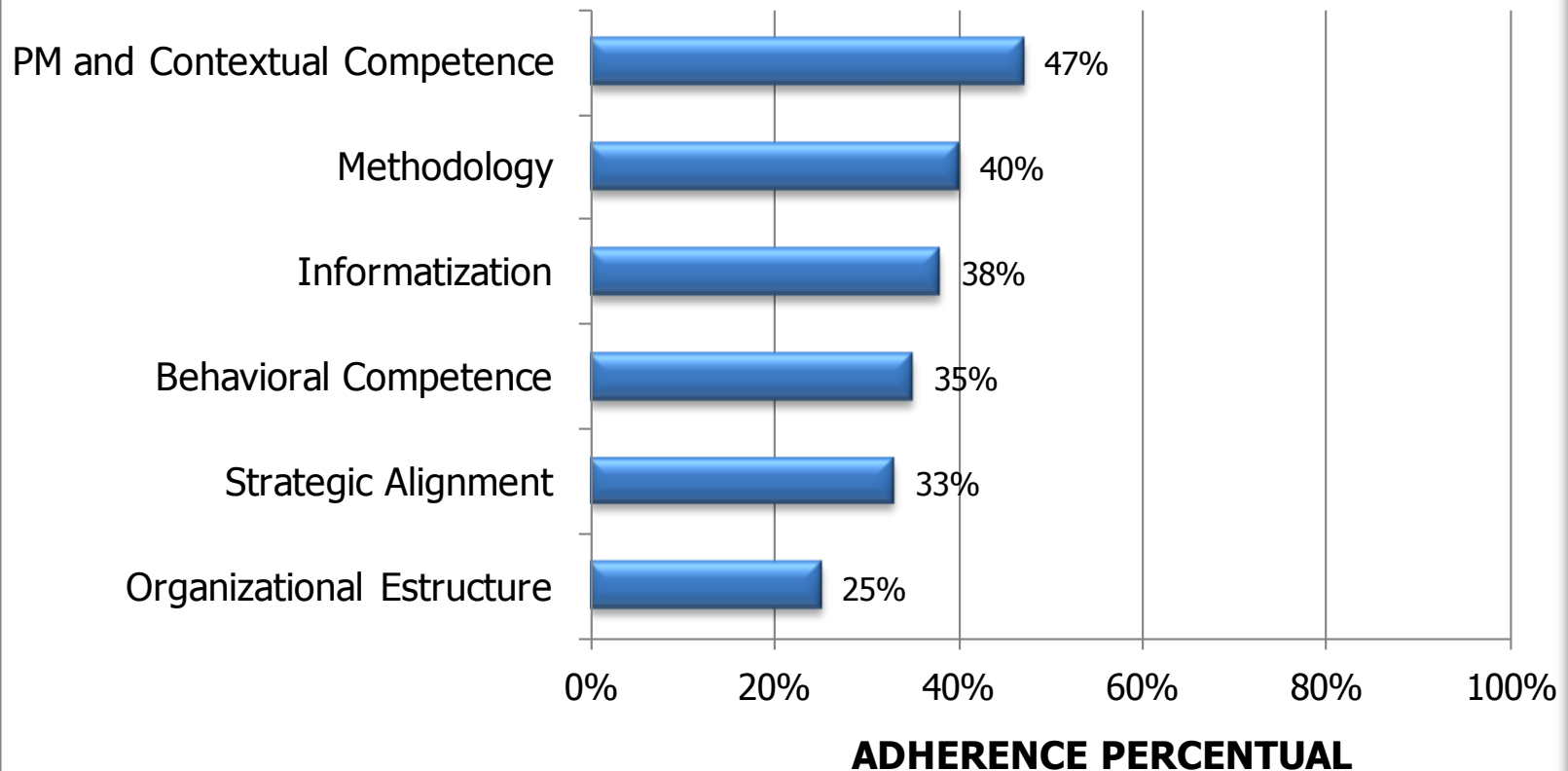


Comments

- For 50.0% (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 37.5% of participation;
- Only 12.3% of the participant organizations are in levels which allow work domain and optimization (levels 4 and 5).

Organizational Structure is the main weak point of the organizations

DIMENSIONS ADHERENCE - 2012

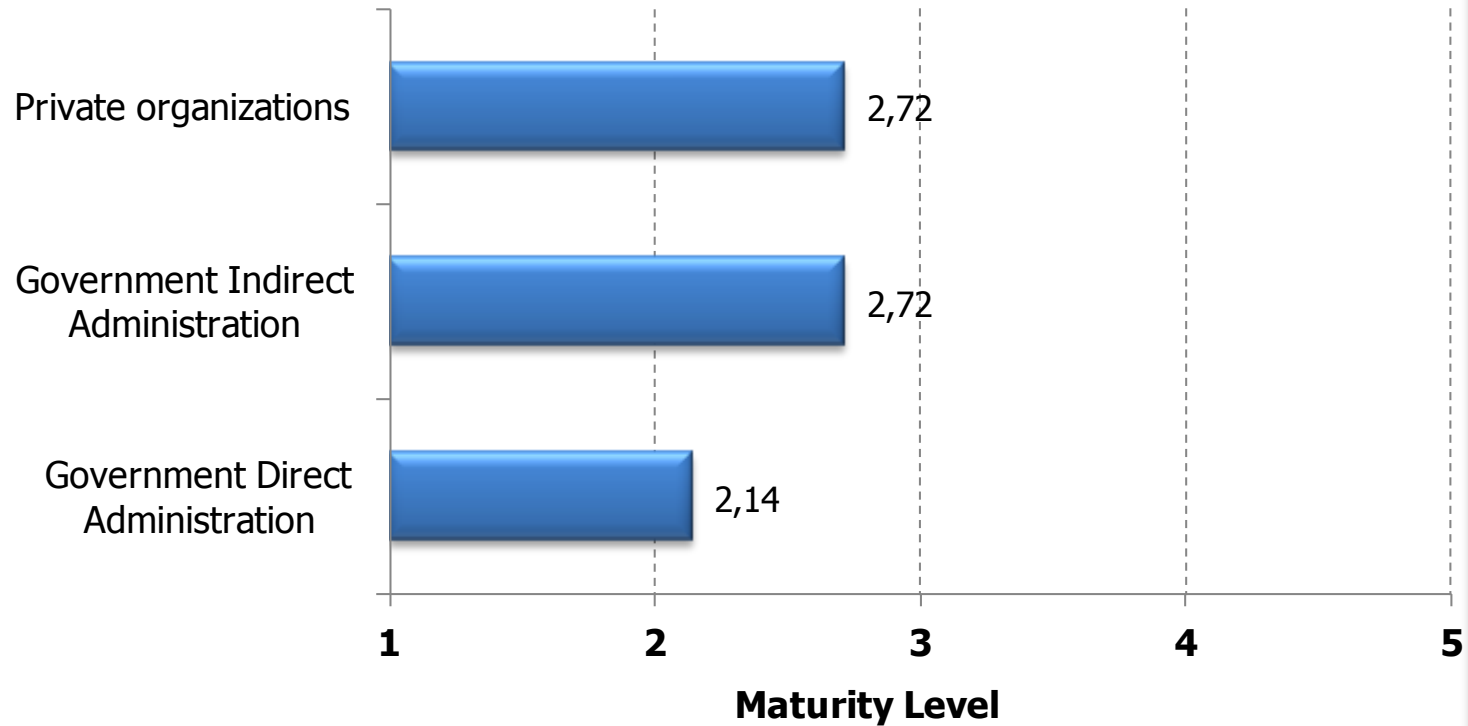


Considering that, because it is a survey where stratifications are made and different sizes samples are used, they have different representativeness. Thus, if the total number of respondents for a given sample is high, it is also high the representativeness of the data relating to that amount of respondents. 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 Number of Respondents	Representativeness
Above 30	Good representativeness
Between 17 and 29	Average representativeness. Analyze data with discernment.
Below 19	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



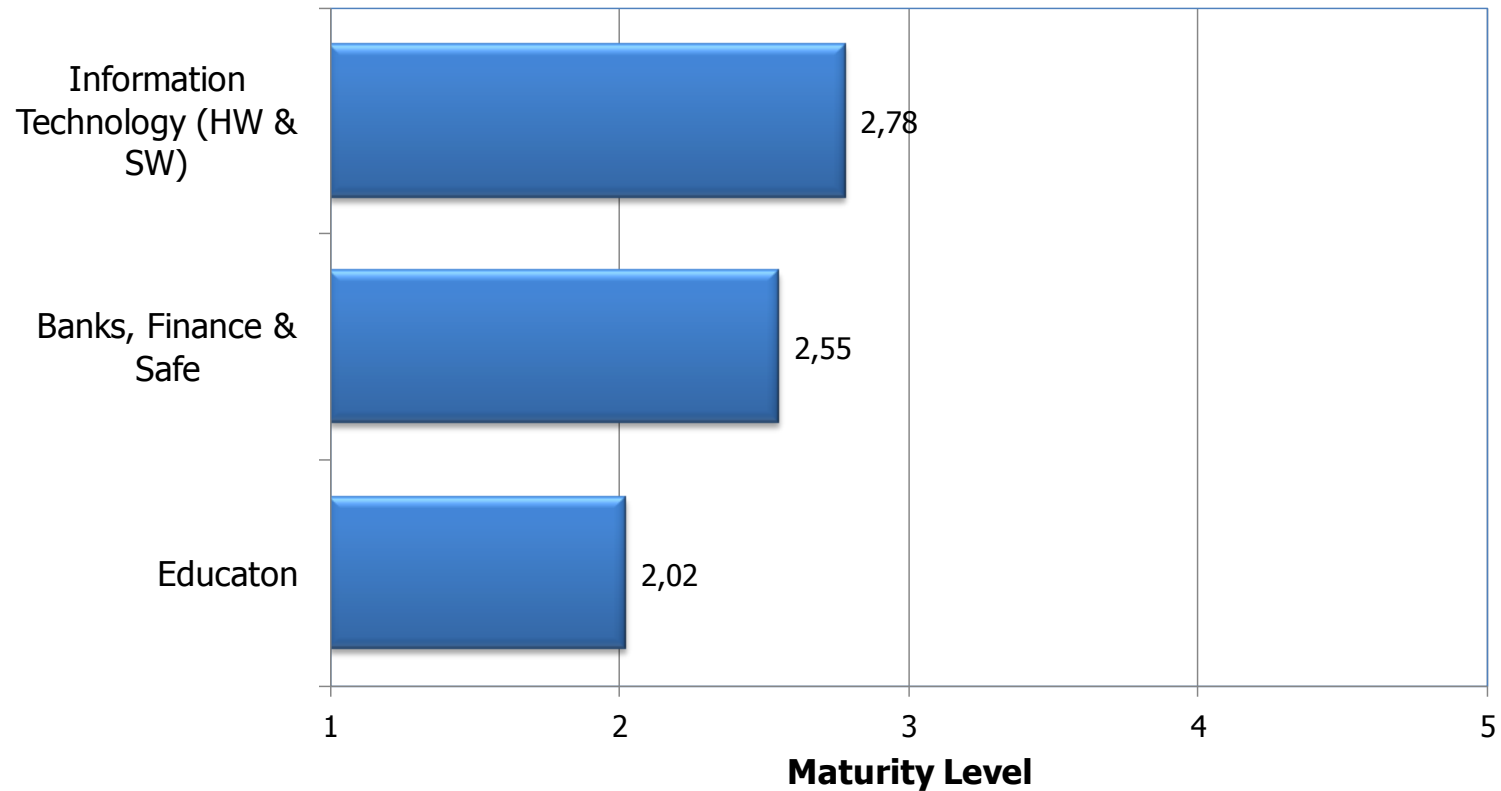
Samples size:

Private sector: 49

Government– Indirect Adm.: 6

Government– Direct Adm.: 9

MATURIDADE BUSINESS AREA - 2012



Samples size:

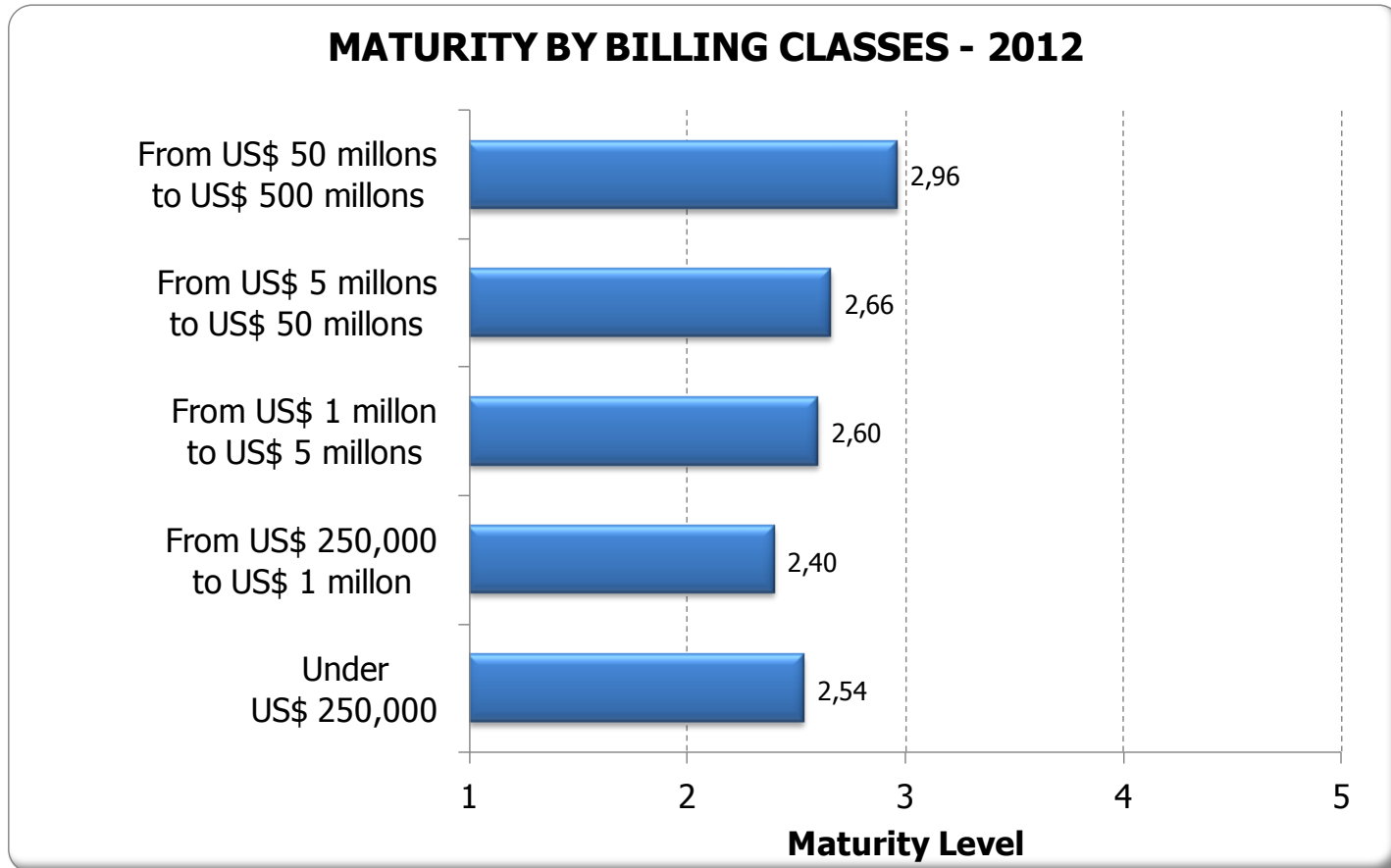
Information Technology: 26

Banks, Finance & Safe.: 6

Education.: 5

Maturity by Billing Classes

Organizations with higher billing have higher maturity.



Samples size:

Over R\$ 1 billion: 18

Between R\$ 100 millions and R\$ 1 billion: 7

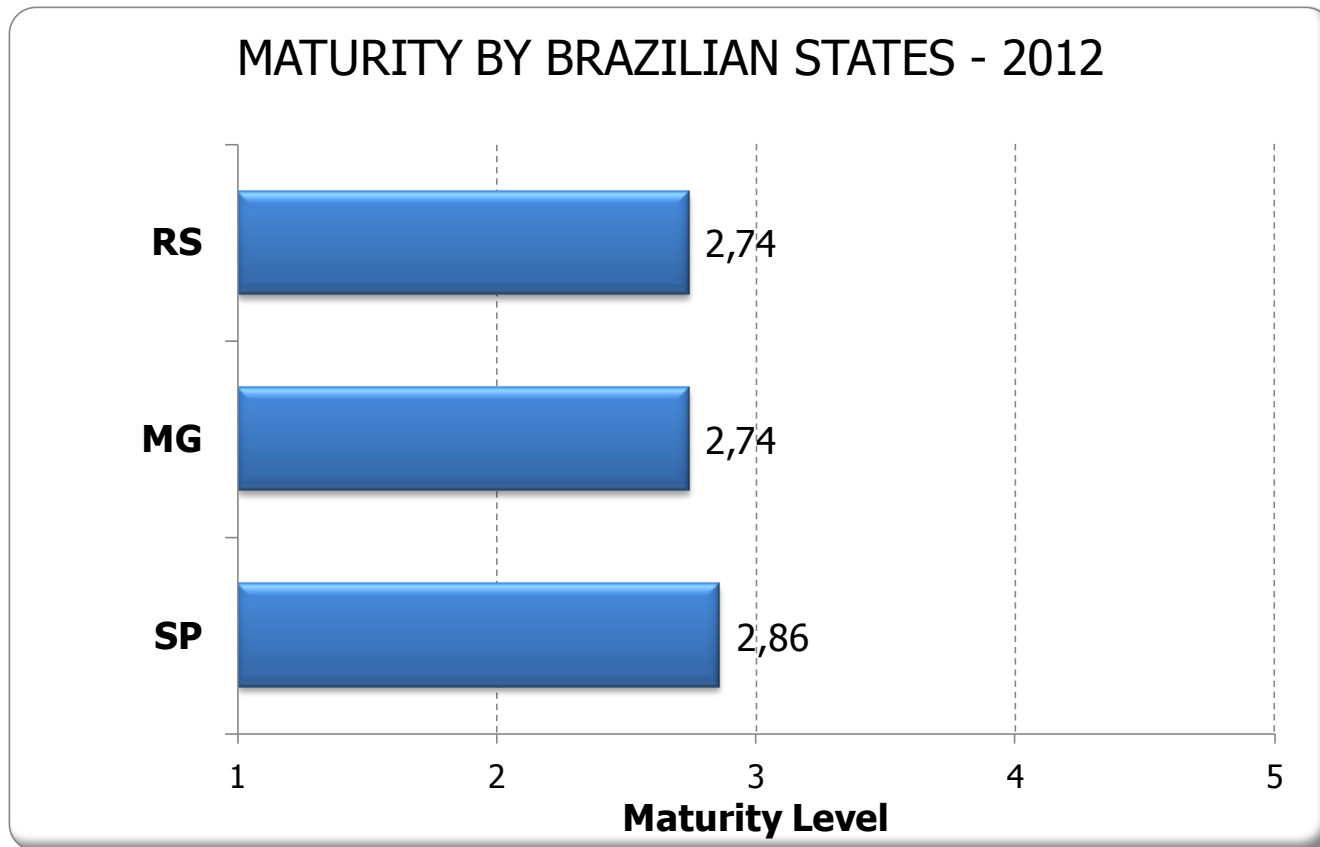
Between R\$ 10 millions and R\$ 100 millions: 16

Between R\$ 2 millions and R\$ 10 millions: 12

Between R\$ 500 thousand and R\$ 2 millions: 8

Maturity by Brazilian State

Here are shown only the states which had more than 5 participants.



Samples size:

RS: 8

MG: 11

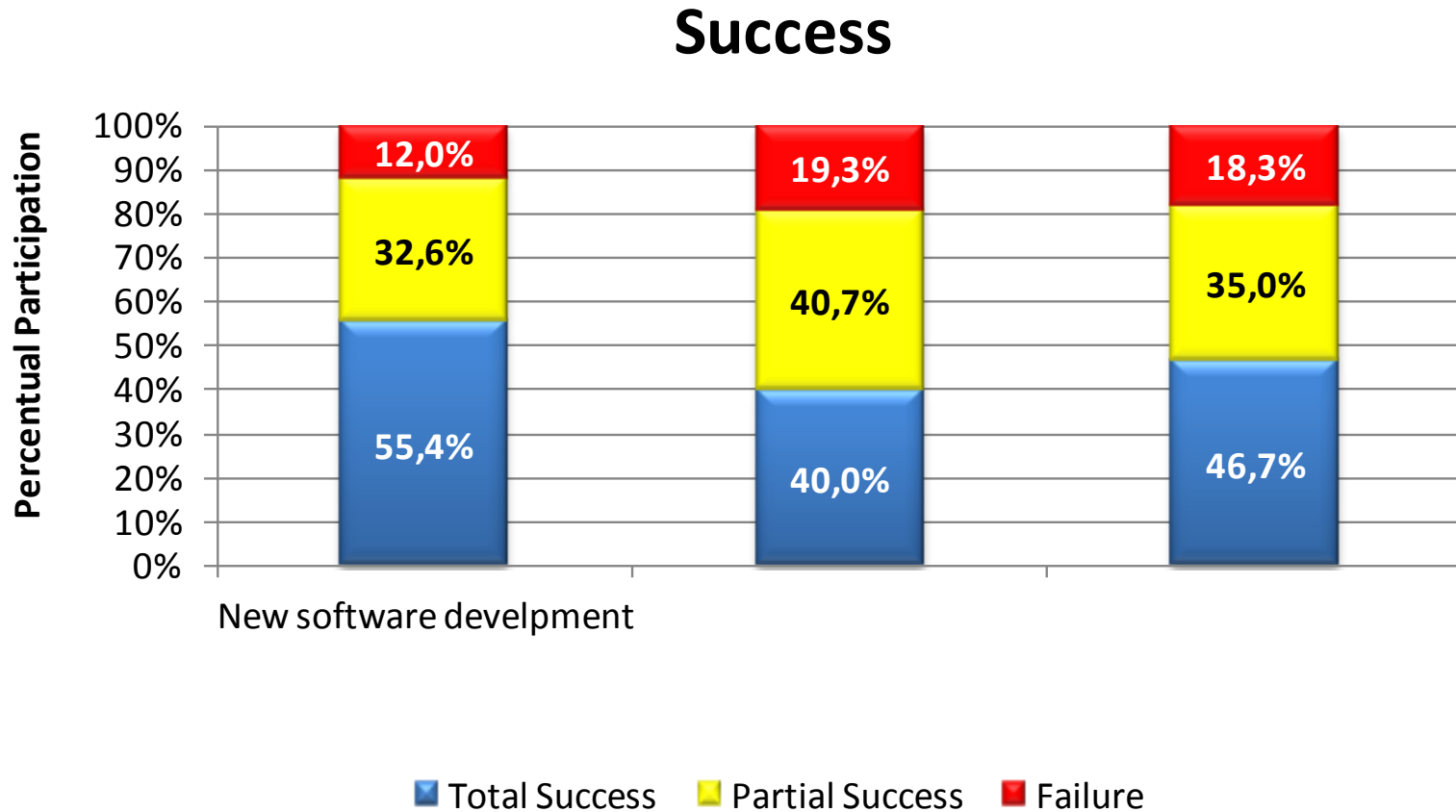
SP: 26

2012 RESULTS INDICATORS

This part of the report contains:

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

Average Values for Success



Samples size:

Private Organizations: 49

Gov – Direct Adm.: 9

Gov – Indirect Adm: 6

Obs.: the samples above are of low high and low representativeness

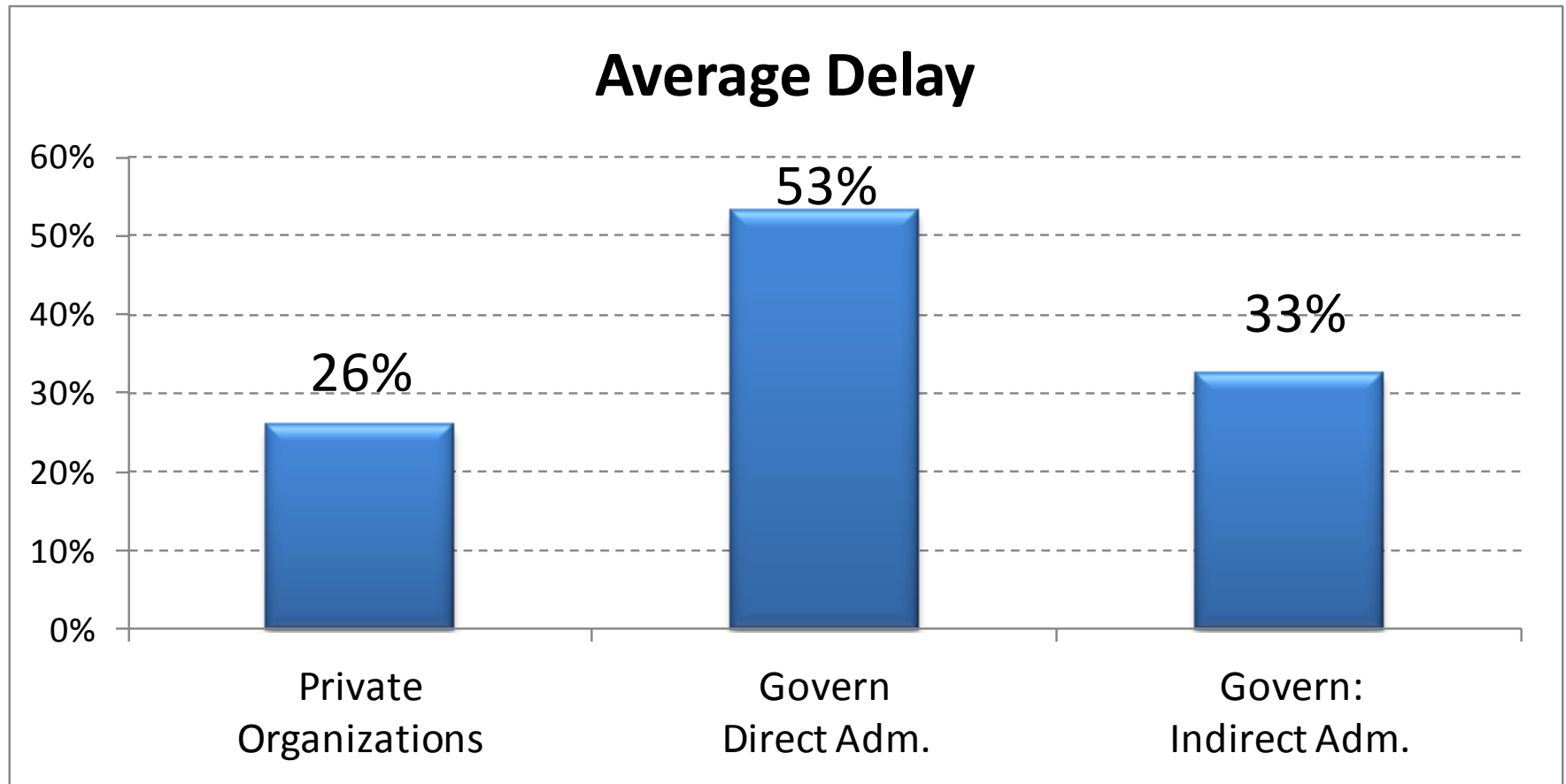
The participants used the following concepts of success:

Total Success: the project was completed with almost no variations of the planned time, scope and budget (insignificant differences are accepted). The end user was fully satisfied, as the delivered product/service is being used and has effectively brought value to his or her work.

Partial success or compromised: the project was closed and the software is being used. However, compromising events happened (significant delay and/or significant cost overrun) and/or the end user satisfaction is only partial, as the product/service do not present all the expected and necessary functionalities and/or do not bring the expected value to his or her work.

Failure: the project was interrupted or the delivered product/service is not being used because it does not meet the end user expectations or the delay was such that resulted in losses to the business. The user/client was deeply dissatisfied.

Average Values for Delay



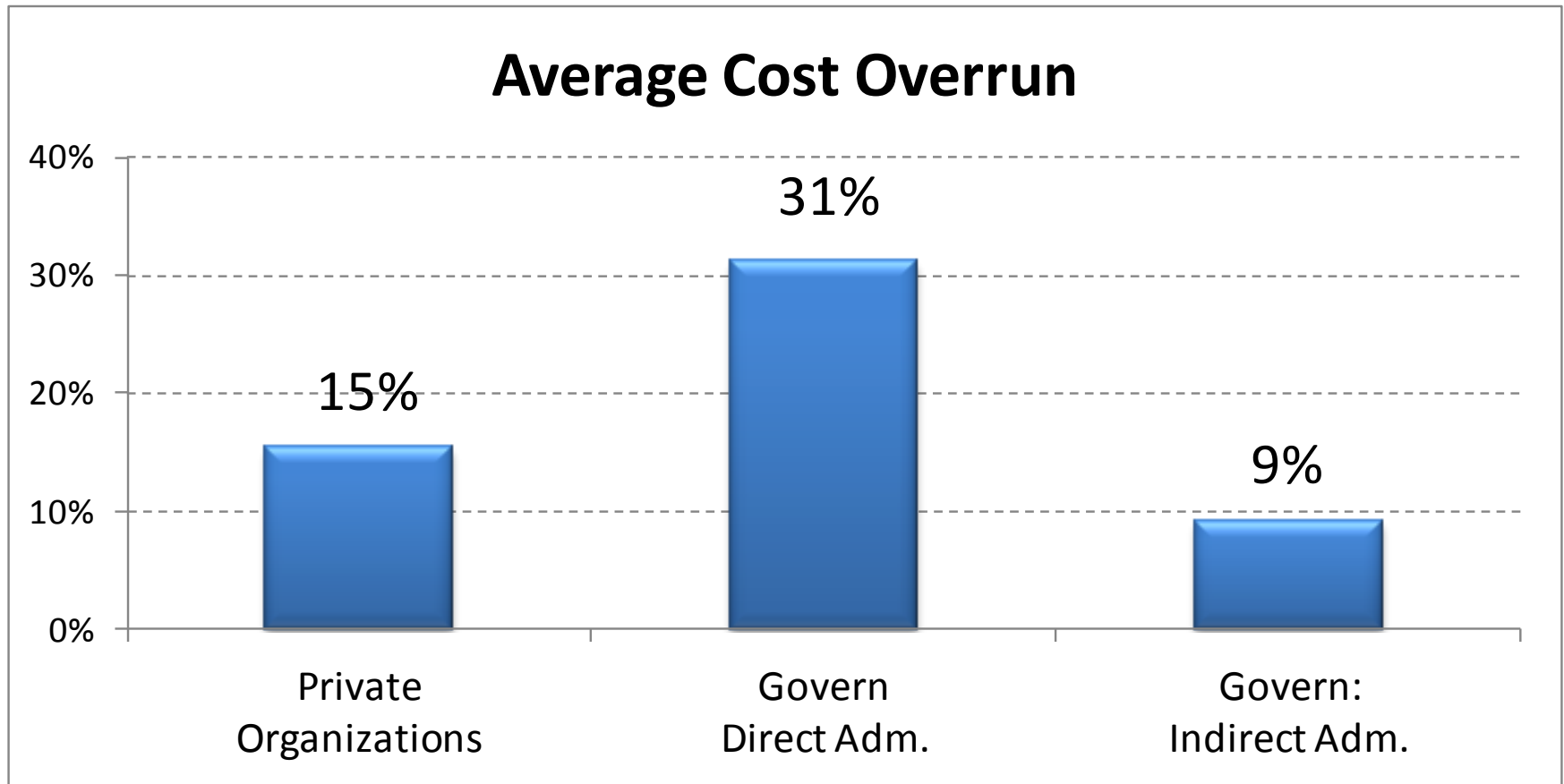
Samples size:

Private Organizations: 49

Gov – Direct Adm.: 9

Gov – Indirect Adm: 6

Obs.: the samples above are of low high and low representativeness



Samples size:

Private Organizations: 49

Gov – Direct Adm.: 9

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Obs.: the samples above are of low high and low representativeness

Governance Aspects

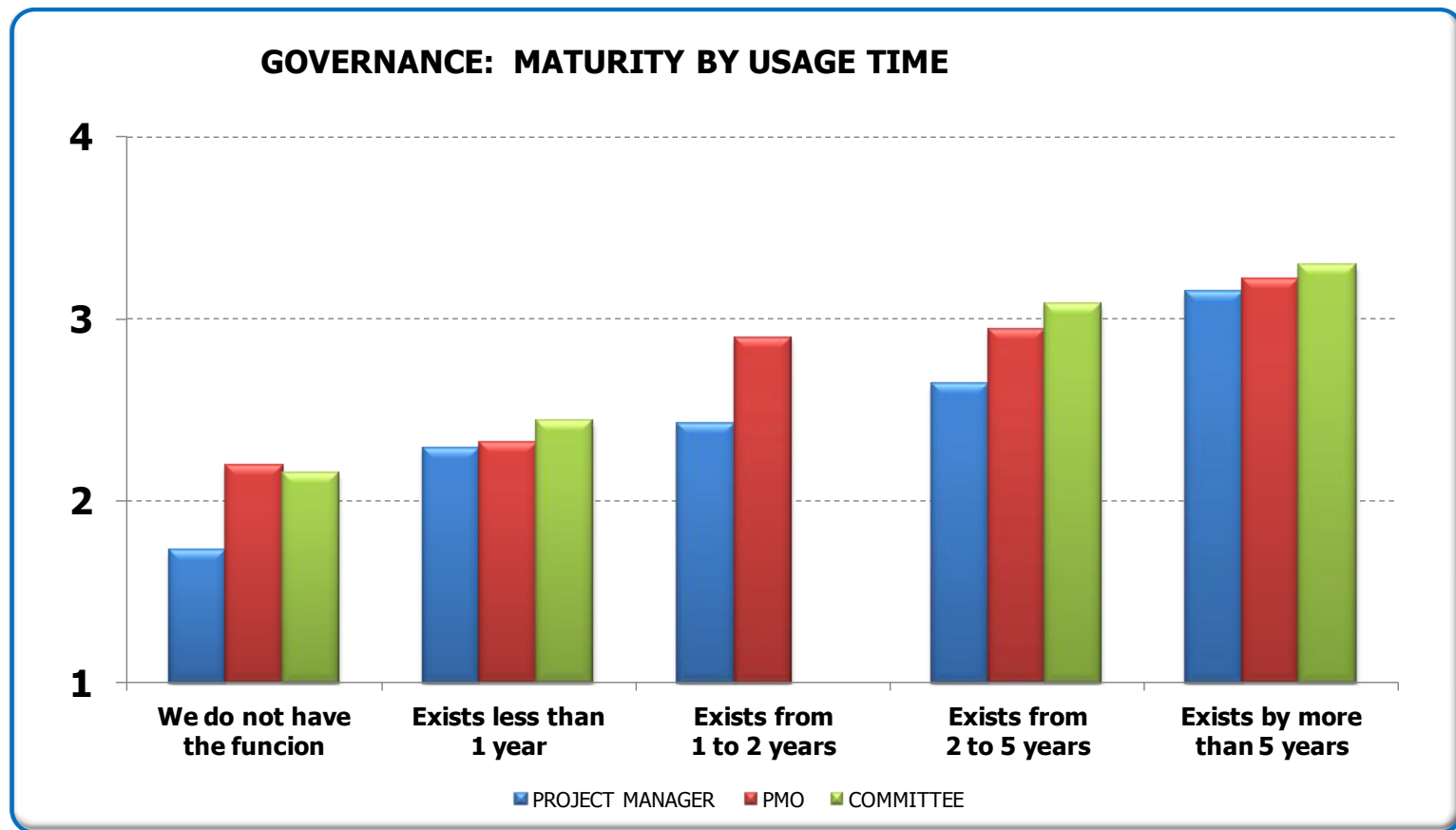
In this part of the report are presented data about the importance and acceptance of the following governance aspects:

- Project Manager
- PMO
- Committee

MPCM Importance of the Governance Elements

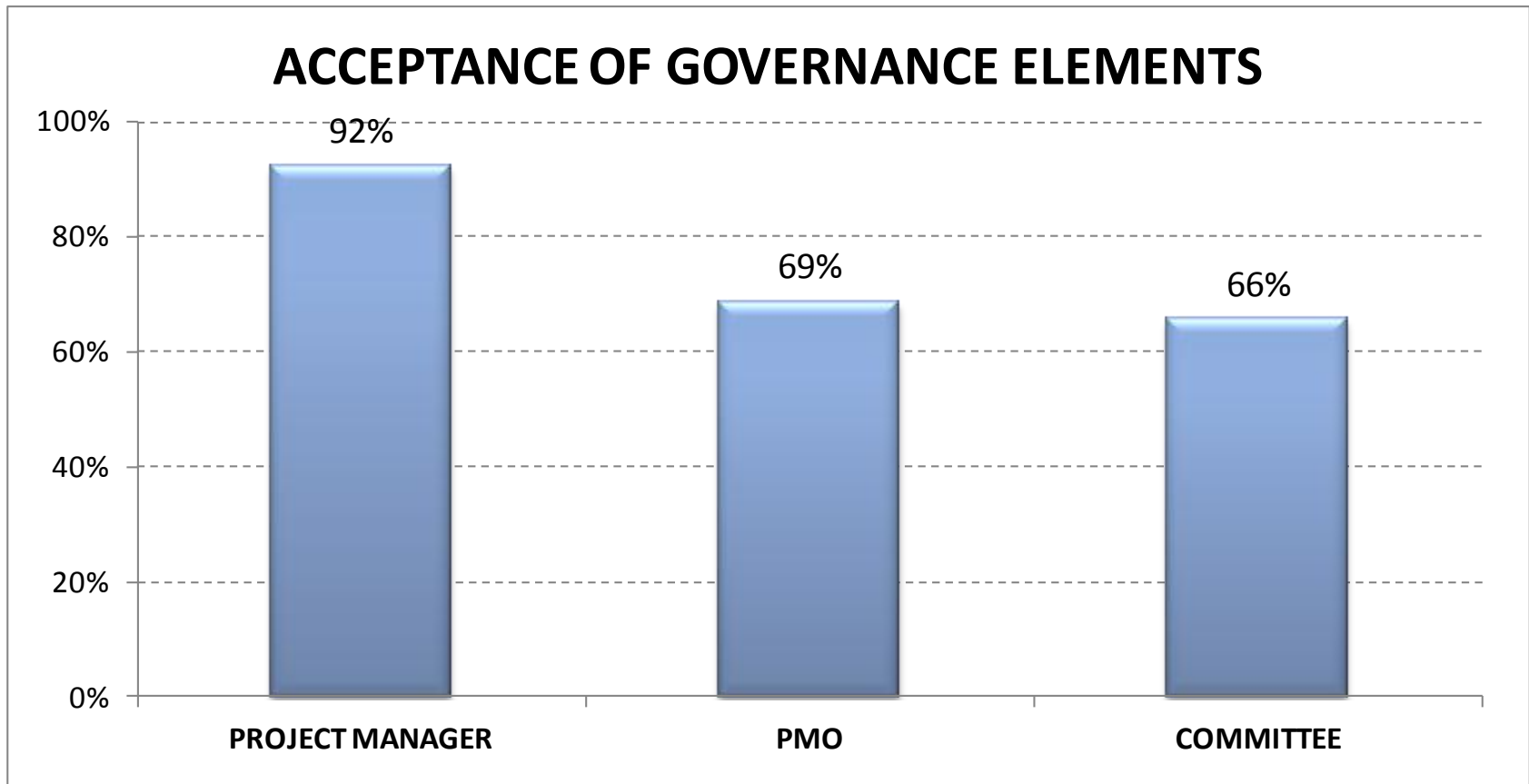
Maturity by Project Category Model

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.



Samples smaller than 5 participants were not considered.

The graph below shows the usage of the governance elements by the respondents. The project manager function is frequently used, however PMO and Committee are still not in every organization. It does not necessarily mean a non-acceptance because there are situations where those elements are not needed.



The Maturity Model Value

As in the General Report, in this part of the report an analysis about the value of the Maturity Model-PMMM Prado, using data obtained in the research, is made . The data are:

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

Perception of Value Agregation of the Project Management Practice

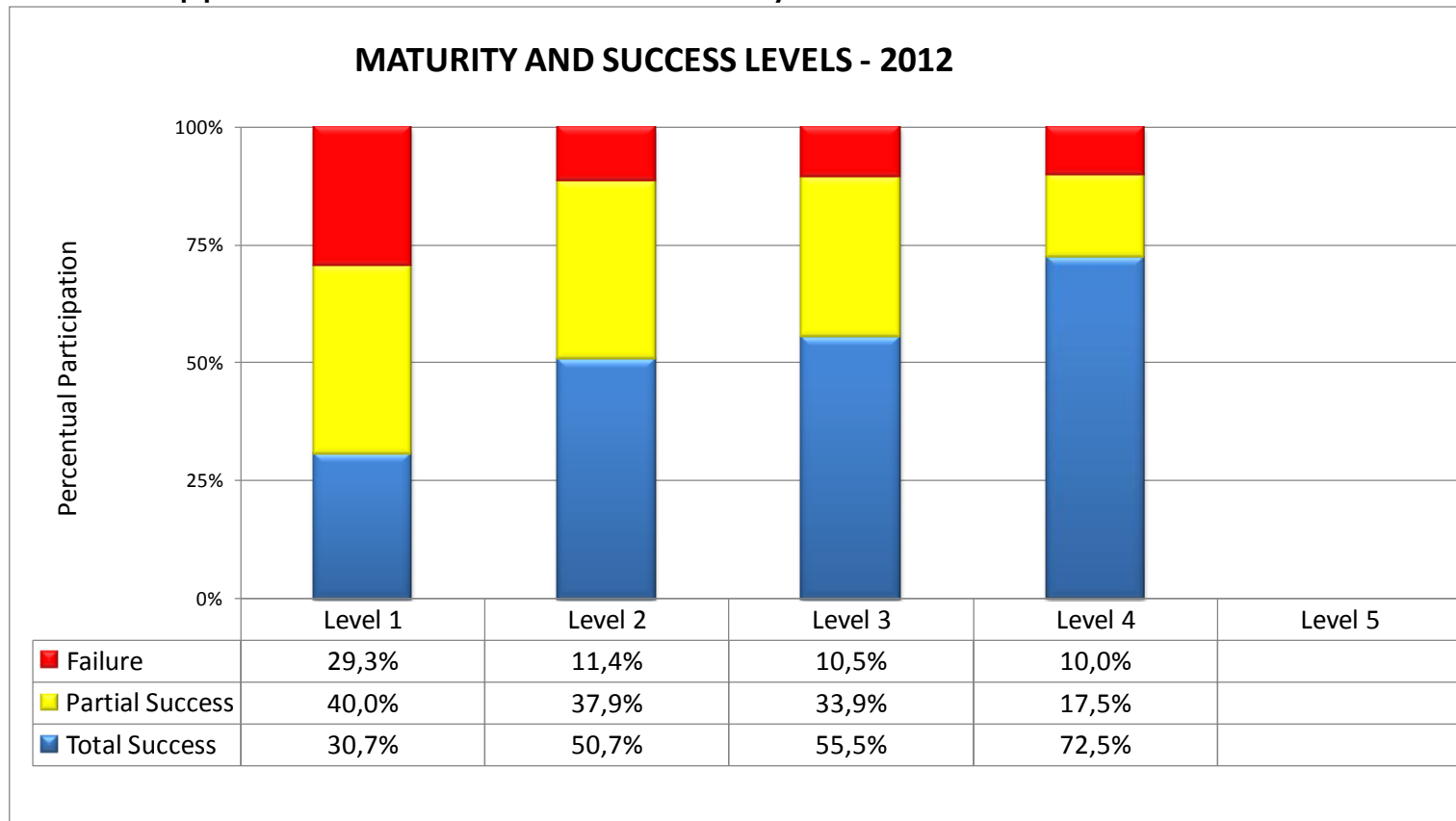
The answers to the 21st and 22nd questions of the questionnaire allowed to conclude that companies in senior management and leadership believe that the project management adds more value are those that:

- 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 (PM)	# Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun
We do not have PM	3	4,7%						
PM agregates small value	6	9,4%	2,19	35,0%	25,8%	39,2%	42%	33%
PM agregates some value	24	37,5%	2,47	47,2%	39,4%	13,4%	34%	14%
PM agregates much value	31	48,4%	2,89	63,2%	30,7%	6,1%	26%	15%
Total	64	100,0%	2,64	52,4%	34,0%	13,6%	30%	16%

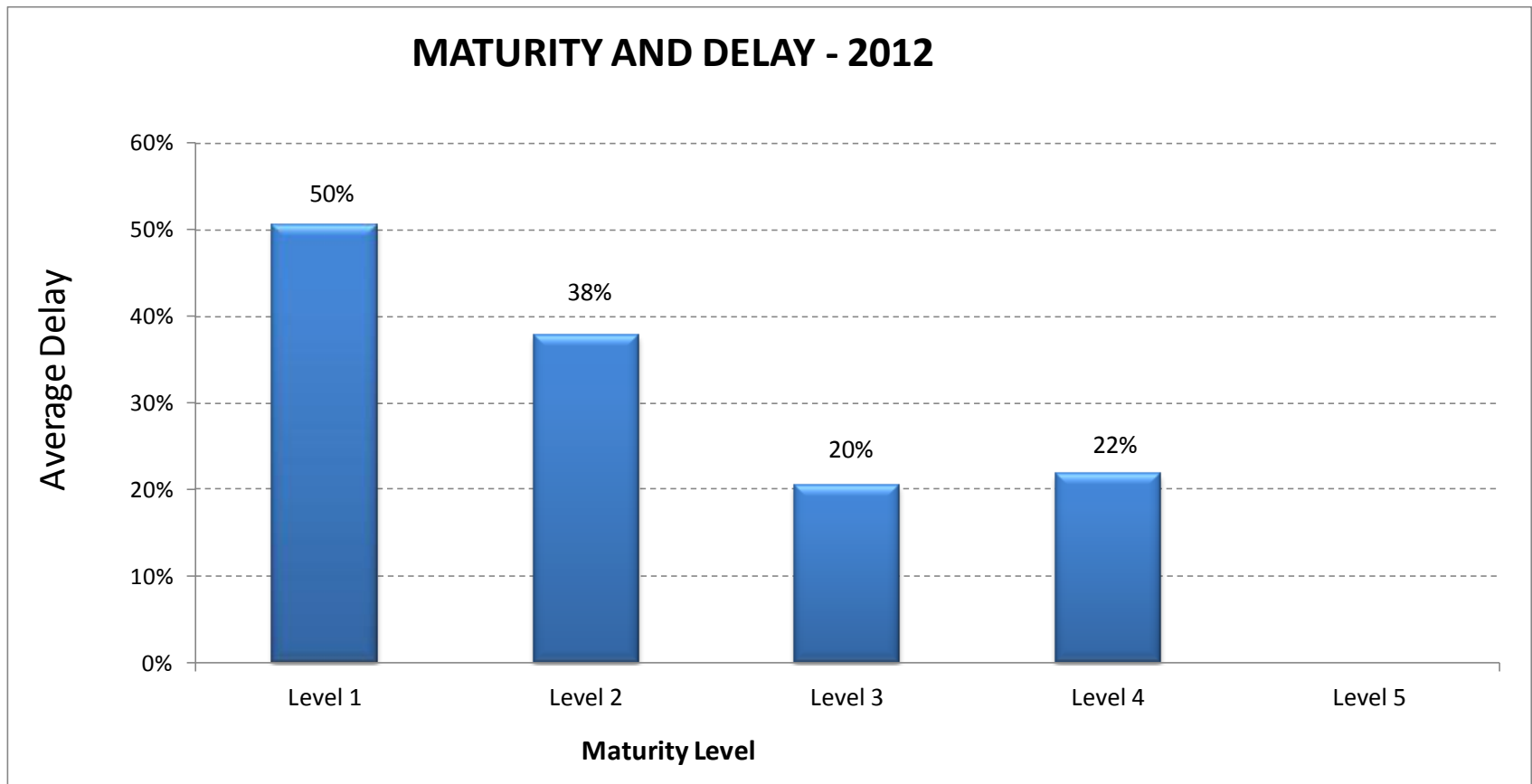
The data-cross allowed the following conclusions:

- ✓ 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.



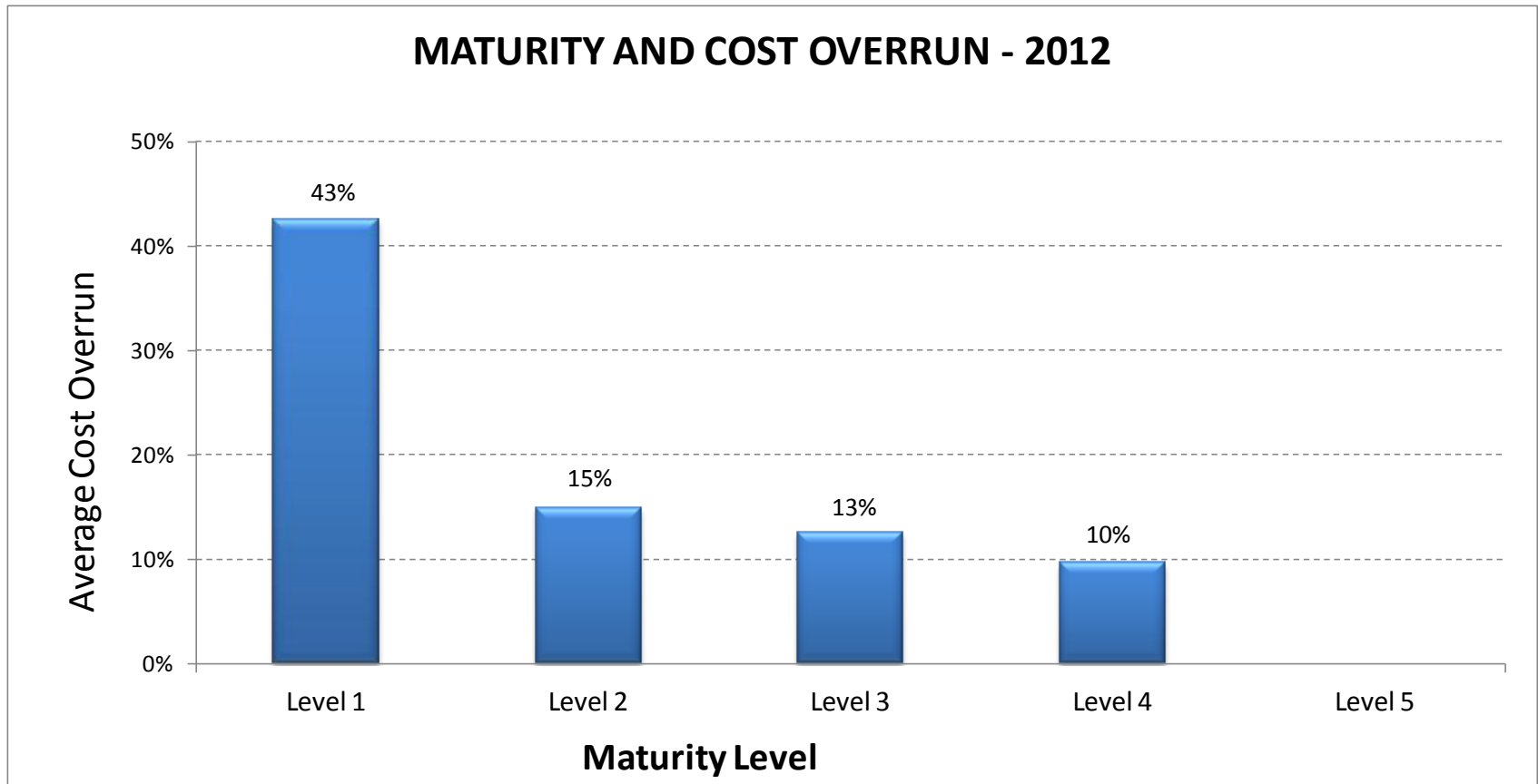
Maturity vs. Delay

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



Maturity vs. Cost Overrun

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



Value perception of project management best practices by senior management and leaders is directly related to the 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 na 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

In this part of the report are presented the data obtained for Development of New Applications – Software, **with 64 participants**, which form the basis for the analysis shown here

It is important to observe the aspect of the confidentiality of the small samples and data of samples smaller than 5 participants are not presented.

Consolidated: Main Results

TYPE OF ORGANIZATIONS	# Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun
Private organizations	49	76,6%	2,72	55,4%	32,6%	12,0%	26%	15%
Government - Direct Administration	9	14,1%	2,14	40,0%	40,7%	19,3%	53%	31%
Government - Indirect Administration	6	9,4%	2,72	46,7%	35,0%	18,3%	33%	9%
Total	64	100,0%	2,64	52,4%	34,0%	13,6%	30%	16%

Consolidated: Main Results

BUSINESS AREAS	# Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun
Agriculture, Cattle Raising, Silviculture and Forest Exploration	1	1,6%						
Banking, finance and insurance	6	9,4%	2,55	31,7%	48,3%	20,0%	48%	29%
Trading	3	4,7%						
Construction	1	1,6%						
Consulting	4	6,3%						
Education	5	7,8%	2,02	56,3%	26,3%	17,5%	55%	34%
Eletroeletronics	1	1,6%						
Electrical Energy (Production and/or Distribution)	1	1,6%						
Engineering	1	1,6%						
Pharmaceutical	1	1,6%						
Oil and Gas	1	1,6%						
Health	1	1,6%						
Information Technology (Hw and Sw)	28	43,8%	2,78	57,4%	32,1%	10,5%	27%	14%
Telecommunications	1	1,6%						
Tourism & Sports	1	1,6%						
Automotive & Automotive Parts	1	1,6%						
Other	7	10,9%	2,45	46,7%	38,3%	15,0%	28%	2%
Total	64	100,0%	2,64	52,4%	34,0%	13,6%	30%	16%

Consolidated: Main Results

BILLING	# Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun
Under US\$ 250,000	3	4,7%						
From US\$ 250,000 to US\$ 1 million	8	12,5%	2,54	50,8%	36,7%	12,5%	31%	16%
From US\$ 1 million to US\$ 5 millions	12	18,8%	2,40	59,5%	23,6%	16,8%	31%	22%
From US\$ 5 millions to US\$ 50 millions	16	25,0%	2,60	54,5%	33,5%	12,0%	28%	19%
From US\$ 50 millions to US\$ 500 millions	7	10,9%	2,66	25,0%	51,7%	23,3%	35%	10%
Above US\$ 500 millions	18	28,1%	2,96	52,1%	36,4%	11,4%	29%	15%
Total	64	100,0%	2,64	52,4%	34,0%	13,6%	30%	16%
EMPLOYEES	# Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun
Lesss than 19	4	6,3%						
From 19 to 99	17	26,6%	2,73	60,7%	27,9%	11,4%	26%	9%
From 100 to 999	16	25,0%	2,41	43,5%	33,5%	23,0%	39%	29%
From 1,000 to 4,999	9	14,1%	2,52	35,8%	54,2%	10,0%	31%	13%
From 5,000 to 9,999	5	7,8%	3,13	53,3%	35,0%	11,7%	23%	12%
Greater than 10,000	13	20,3%	2,75	55,0%	32,5%	12,5%	29%	16%
Total	64	100,0%	2,64	52,4%	34,0%	13,6%	30%	16%

Consolidated: Main Results

STATE	# Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun
AL	1	1,6%						
BA	3	4,7%						
DF	4	6,3%						
ES	1	1,6%						
MG	11	17,2%	2,69	66,3%	28,8%	5,0%	18%	10%
PB	1	1,6%						
PE	2	3,1%						
PR	3	4,7%						
RN	2	3,1%						
RS	8	12,5%	2,40	42,5%	40,0%	17,5%	40%	22%
SC	1	1,6%						
SE	1	1,6%						
SP	26	40,6%	2,69	51,4%	35,7%	12,9%	27%	18%
Total	64	100,0%	2,64	52,4%	34,0%	13,6%	30%	16%

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	5	7,8%	1,72	40,0%	35,0%	25,0%	47%	14%
Exists less than 1 year	5	7,8%	2,29	76,7%	23,3%	0,0%	17%	8%
Exists from 1 to 2 years	12	18,8%	2,42	36,4%	46,4%	17,1%	36%	29%
Exists from 2 to 5 years	25	39,1%	2,64	54,7%	29,7%	15,5%	28%	15%
Exists by more than 5 years	17	26,6%	3,15	55,0%	35,8%	9,2%	28%	12%
Total	64	100,0%	2,64	52,4%	34,0%	13,6%	30%	16%
USAGE OF PMO	# Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun
We do not have PMO	20	31,3%	2,19	48,8%	40,0%	11,2%	31%	19%
Exists less than 1 year	11	17,2%	2,32	49,2%	38,3%	12,5%	33%	27%
Exists from 1 to 2 years	6	9,4%	2,90	45,8%	29,2%	25,0%	26%	16%
Exists from 2 to 5 years	18	28,1%	2,94	61,9%	25,4%	12,7%	30%	10%
Exists by more than 5 years	9	14,1%	3,21	50,0%	39,3%	10,7%	27%	11%
Total	64	100,0%	2,64	52,4%	34,0%	13,6%	30%	16%
USAGE OF COMMITTEE	# Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun
We do not have Committee	22	34,4%	2,15	50,4%	33,6%	16,1%	25%	14%
Exists less than 1 year	16	25,0%	2,44	49,2%	37,9%	12,9%	36%	27%
Exists from 1 to 2 years	3	4,7%						
Exists from 2 to 5 years	13	20,3%	3,09	66,0%	23,0%	11,0%	33%	6%
Exists by more than 5 years	10	15,6%	3,30	42,5%	45,8%	11,7%	25%	17%
Total	64	100,0%	2,64	52,4%	34,0%	13,6%	30%	16%

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	3	4,7%						
PM aggregates small value	6	9,4%	2,19	35,0%	25,8%	39,2%	42%	33%
PM aggregates some value	24	37,5%	2,47	47,2%	39,4%	13,4%	34%	14%
PM aggregates much value	31	48,4%	2,89	63,2%	30,7%	6,1%	26%	15%
Total	64	100,0%	2,64	52,4%	34,0%	13,6%	30%	16%
AGREGATION OF VALUE BY PMO	# Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun
We do not have PMO	14	21,9%	2,23	50,8%	37,9%	11,3%	31%	21%
PMO does not aggregate value	1	1,6%						
PMO aggregates small value	7	10,9%	2,26	35,0%	36,0%	29,0%	27%	10%
PMO aggregates some value	25	39,1%	2,67	49,7%	38,3%	12,0%	28%	12%
PMO aggregates much value	17	26,6%	3,14	67,5%	25,0%	7,5%	28%	16%
Total	64	100,0%	2,64	52,4%	34,0%	13,6%	30%	16%

2012 PARTICIPANTS

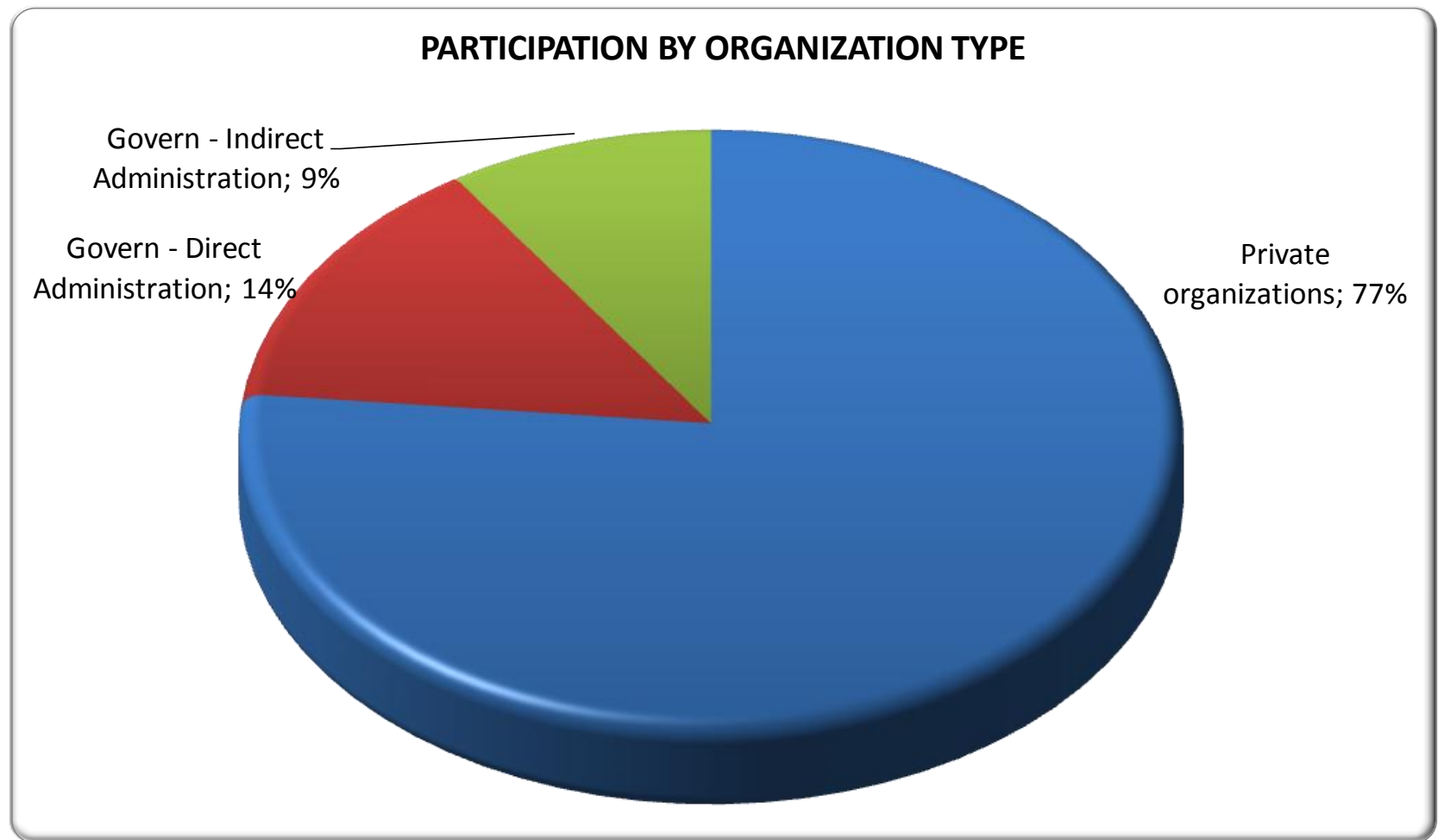
In this part of the report we present:

- Profile of the 64 participants
- Who are the benchmarks
- Complete list of the participant organizations

PARTICIPANTS PROFILE

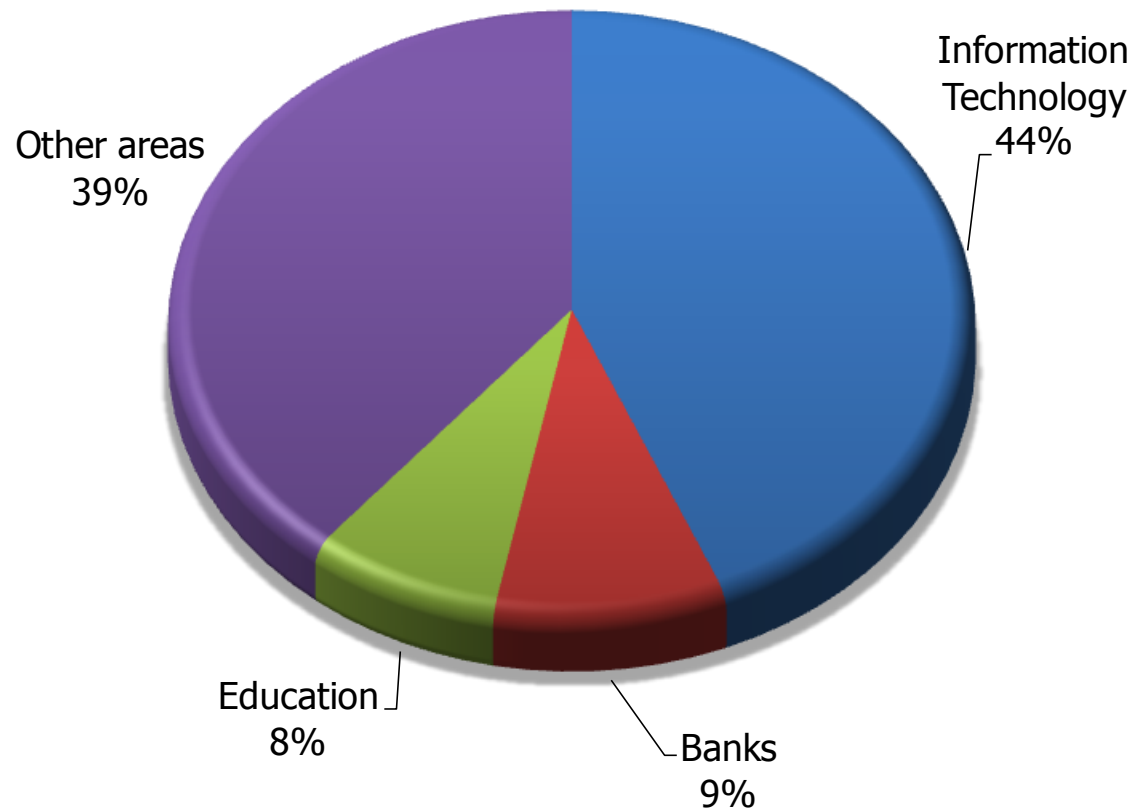
Participants profile: Organization Type

The private sector leads the participation in the research, with a contribution of 76%.

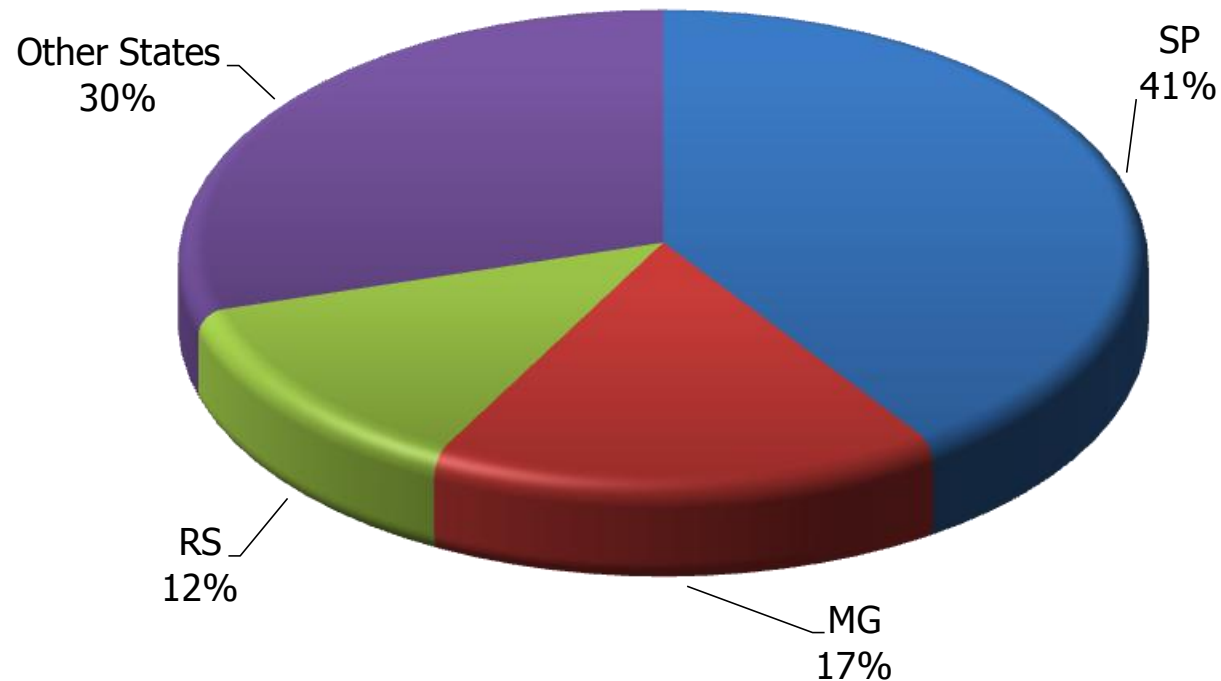


As expected, Information Technology organizations lead the research

PARTICIPATION BY BUSINESS AREAS - 2012



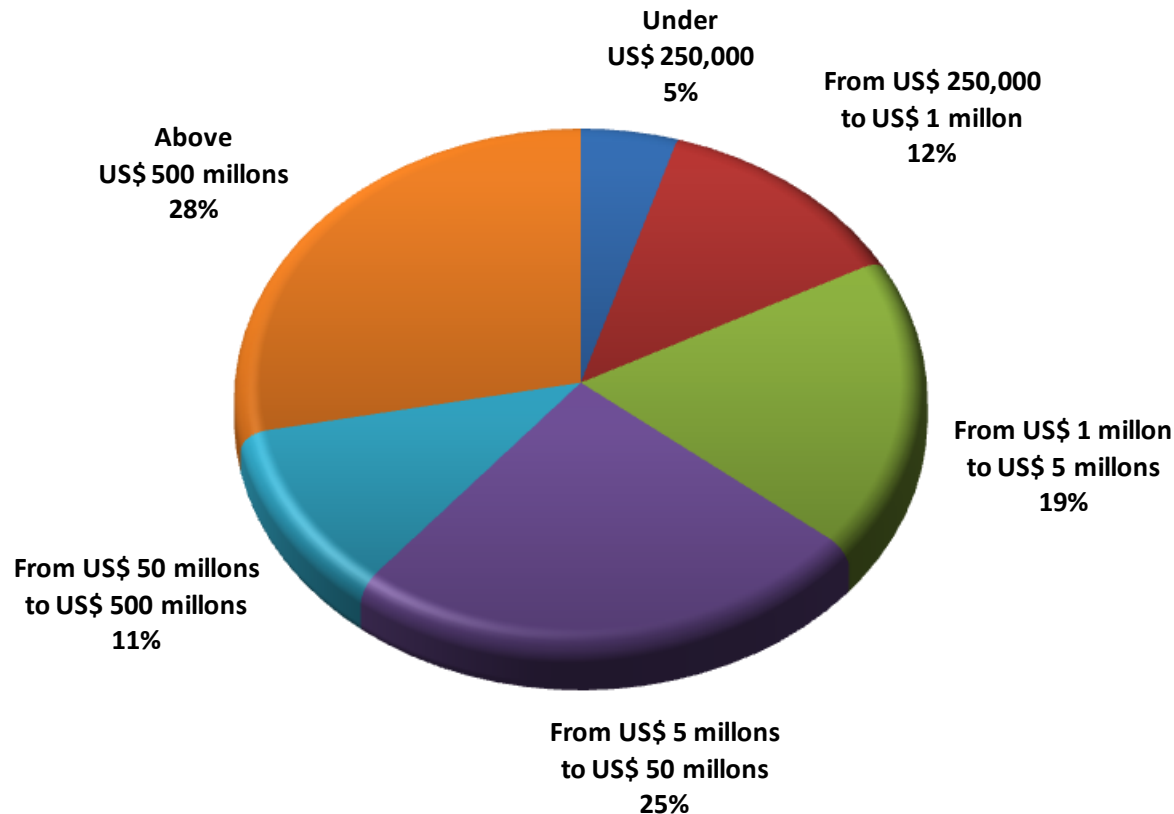
PARTICIPATION BY BRAZILIAN STATE - 2012



Participants profile: Billing Classes

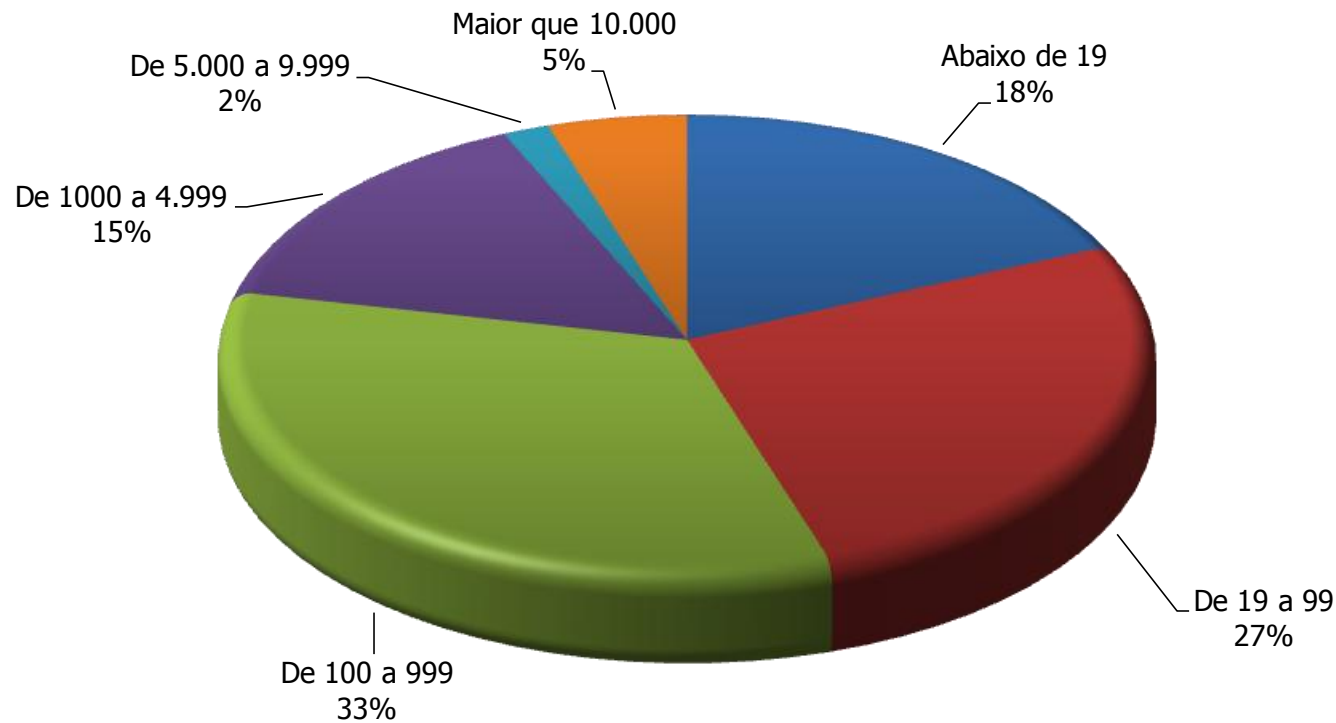
Organizations with billing up to R\$ 100 millions represent 61% of the participants.

PARTICIPATION BY BILLING CLASSES - 2012



Organizations with up to 1,000 employees represent 78% of the participants.

PARTICIPAÇÃO POR TOTAL DE EMPREGADOS - 2012



Who are the benchmarks?

Who are the 8 organizations that reached a maturity level of 4 or 5?

- **By Brazilian State:** 4 organizations are in São Paulo, 2 in Minas Gerais, 1 in Rio de Janeiro and 1 in Rio Grande do Sul.
- **By organization type:** 6 organizations are from the private sector, 1 from Government Direct Adm. and 1 from Government Indirect Adm.
- **By business area:** Information Technology Banking (1), Health (1), Construction (1) e Other Areas (1)

Participants List

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

Participants List (1)

NAME	STATE
Alfama Web	SE
Amil Saúde	SP
Avansys Tecnologia Ltda	BA
Banco Bradesco S.A.	SP
BRC - Biagione Rangel Consultoria	RN
Chesf	PE
Consciência Soluçõess e Tecnologia	SP
Control informática LTDA	SP
Credimóeis	PE
CVC Brasil SA	SP
DASA	SP
DEPARTAMENTO DE POLÍCIA FEDERAL	DF
DETRAN - AL	AL
Digicade Tecnologia Aplicada	MG
Drogaria Araujo S/A	MG
Fivecom Sistemas e Consultoria	ES
Geoambiente Sensoriamento Remoto	SP
Grupo Pão de Açúcar	SP
InCode Software Ltda	MG
Indra Company - Contrato DETRAN Bahia	BA
ITAU - Unibanco	SP
ITLab	SP
IUNEX Soluções	MG
JMT	SP
Kayros IT Consultoria	SP
Landis+Gyr Equipamentos de Medição Ltda	PR
Landix Sistemas	MG
Leega	SP
Localiza Rent a Car	MG
Mirante Tecnologia	DF
MRV Engenharia e Participações S/A	MG

Participants List (2)

NAME	STATE
Ola	SC
Own	SP
PROCERGS	RS
Raizen	SP
Randon	RS
Secretaria da Fazenda - RS	RS
SEDNA	SP
SEFAZ-RS	RS
SERPRO	MG
Serpro	MG
SESCOOP	DF
Shift	SP
Shift Consultoria e Sistemas	SP
SMARAPD Informática LTDA	SP
Softpharma	PR
STN - Coordenação Geral de Sistemas e Tecnologia da Informação	DF
Tecnocred Soluções Tecnológicas	RS
Telefonica / Vivo	SP
Tesouro do Estado do Rio Grande do Sul	RS
Todo soluções em software	SP
TRIBUNAL DE JUSTIÇA DO PARANÁ	PR
Tribunal Regional Eleitoral de Minas Gerais	MG
Unifacs - Universidade Salvador	BA
Unimed	PB
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Universidade Anhembi Morumbi	SP
Universidade Potiguar - UnP	RN
VGC Desenvolvimento de Software LTda	SP

Prado-PMMM Model

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

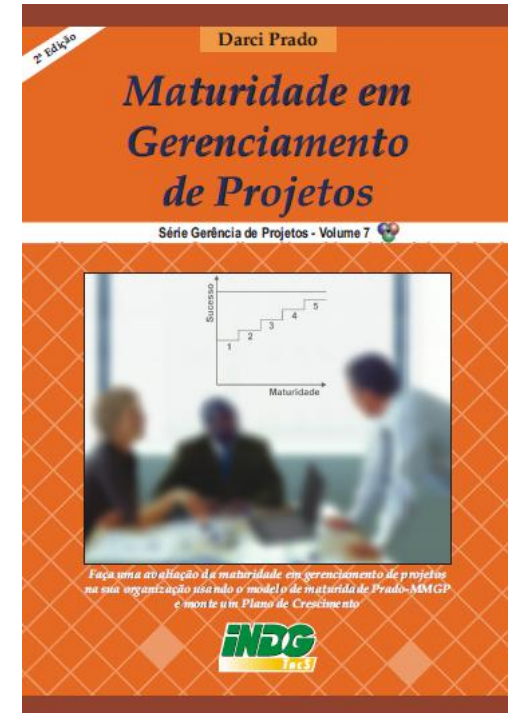
- Conception Criteria
- Levels
- Dimensions

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.



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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).

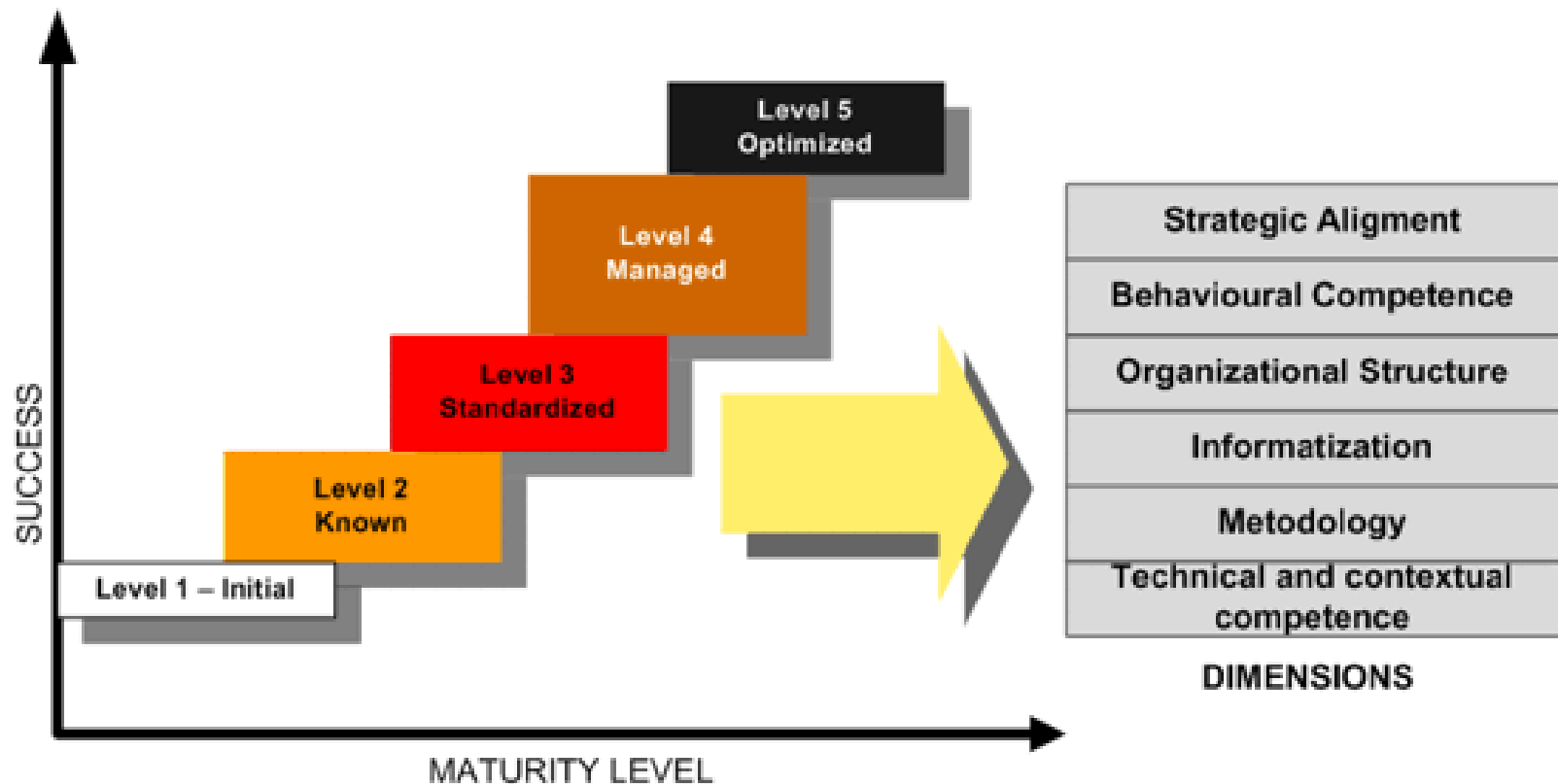
Levels

1. Initial
2. Known
3. Standardized
4. Managed
5. Optimized

Dimensions

1. Technical, context-based competence
2. Use of methodology
3. Informatization
4. Use of adequate organizational structure
5. Alignment with corporate business
6. Behavioural competencies

SECTORIAL PMMM: LEVELS vs. DIMENSIONS



The levels

1) Initial

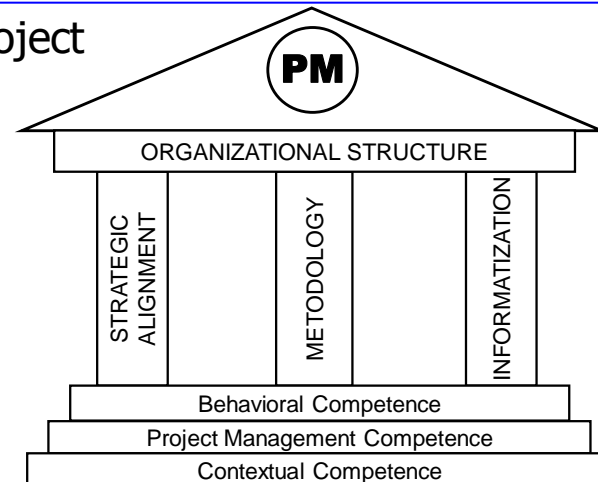
- Low knowledge about the subject
- No methodology or management models
- Projects managed by intuition

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



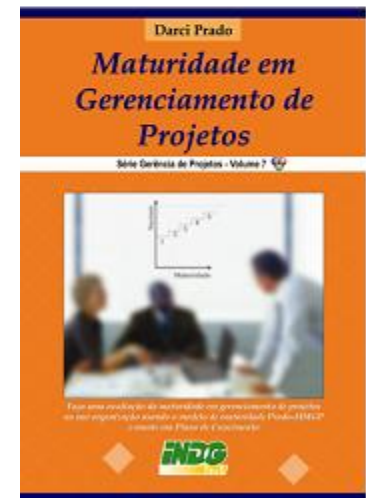
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- MSC, PhD
- PMP, IPMA
- One of the PMI-USA founders
- Global consultant
- Listed in "Who is Who"



Darci Prado

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- *Qualis* member of IPMA-Br
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END