PROJECT MANAGEMENT MATURITY

Archibald & Prado Research
www.maturityresearch.com

Report 2014:

"General Report"
Part A: Indicators

February/2015

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Research Results

We are presenting the results of 2014 Archibald & Prado Research, whose data was available at the website **www.maturityresearch.com** from September to December 2014 and was taken by **415** professionals from all types of Brazilian organizations. As shown on the next slide, nine (9) reports were produced, and they were divided in three parts:

A. Indicators
B. Participants Profile
C. Governance Aspects

The data appears at reports in groupings. It was presented groupings only with over 5 participants (*Privacy Policy*).

The data presented at reports shows that exists a strong relation between maturity and KPIs. Then, the greater the maturity:

- Greater the total success
- Lower the failure
- Lower the delay
- Lower the cost overrun
- Greater the percentage of planned scope execution.

Adherence above is almost complete, but it is necessary to inform that small anomalies occurred on data from Government and Information Technology reports.

This year, we are going to present the following reports:

1. Global Results
2. Government
3. Benchmarking
4. Minas Gerais State
5. São Paulo State
6. Projects category: Organization Change and Operational Results Improvement
7. Projects category: Construction
8. Projects category: Information Technology (software) - Private Companies
9. Projects category: New Product Development with Research and Development

The first three reports show an overview. Reports about "Categories" allows higher detailing at different projects categories. We also have two reports that contains depth analysis from Minas Gerais and São Paulo States.

This Report

This report – **Global Report –** contains analysis of data provided by all research participants, which means **415** professionals from private and public organizations, and non government organizations. The data provided are from a total of **7,885** projects.

This document contains the Report Part A. The other two parts are:

- Participants Profile
- Governance Aspects

Final results showed an **average maturity of 2.64** for **Global** grouping. This value can be considered good, 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.

This report analyzes the main KPIs (success, delay, cost overrun, scope execution) either generally or divided by projects category, business area, billing (or budget) organization, cost from each project and Brazilian state.

Comments

As stated earlier, we had 415 participants in 2014. The main feature of this public is the **heterogeneity,** which means that they are from different organizations types, projects categories, business areas, organizations size and Brazilian states. The reports shows many comparisons with KPIs, but the leader should be attend to these comparisons, as noted in each case. For example, for KPIS from Brazilian states, try to avoid get conclusions using only present values, without considering the specificities of projects portfolios from each state.

Our intention is to show and analyze the data as captured, presenting to leader the greatest amount of information as possible. As established in our Principles Charter, our goal is to assist Brazilian organizations to evolve in Project Management.

Considering that, because it is a survey where stratifications are made and different samples sizes 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 representativeness interpretation 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 30	Good representativeness
Between 17 and 29	Average representativeness. Analyze data with discernment.
Under 17	Low representativeness. Analyze data with discernment.

Note: The warning "analyze data with discernment" is related to the fact that some populations are **finites** and, therefore, the representativeness is 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.

Contents

1. Global Results

2. Results by Organization Type

3. Results by Projects Categories

4. Results by Business Area

5. Results by Organization Size

6. Results by Cost from Each Project

7. Results by Brazilian State

8. Team who developed this work

9. Thanks

Global Results

This part of the report presents the global results of all participants population of the grouping:

– Maturity and their distribution at levels

– Dimensions Adherence

– Success, Average Delay and Cost Overrun Levels

– Cost of Projects Portfolio

**415 Organizations
7,885 Projects**

MATURITY:

- Maturity: 2.64

RESULTS INDICATORS

- Success Index:
  - Total Success: 56%
  - Parcial Success: 34%
  - Failure: 10%
- Average Delay: 27%
- Cost Overrun: 17%
- Average Scope Execution: 77%

PORTFOLIO COMPOSITION OF AVERAGE PROJECTS

- Average projects number: 19
- Average duration of each project: 14 months
- Average cost of each project: US$ 0,8 billion

Average Global Maturity: 2.64

We have a strong predominance in Level 2.

PERCENT DISTRIBUTION AT LEVELS
General - 2015

Level	Percent
1 INITIAL	14%
2 KNOWN	51%
3 STANDARDIZED	22%
4 MANAGED	11%
5 OPTIMIZED	2%

Distribution at Levels
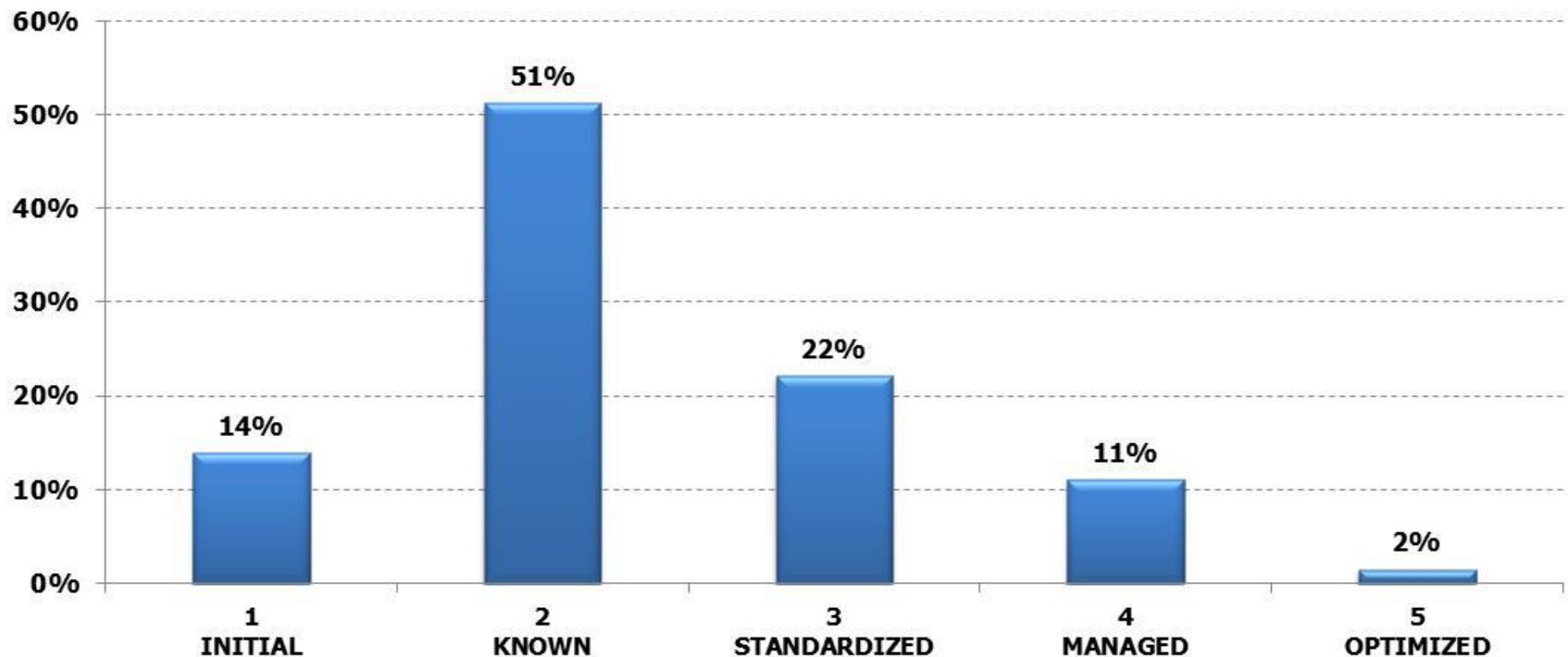
Level 1 – haven´t started evolution.

Level 2 – invested in knowledge.

Level 3 – implemented standards.

Level 4 – dominate the process.

Level 5 - reached the optimized level.

PERCENT DISTRIBUTION AT LEVELS
General - 2015
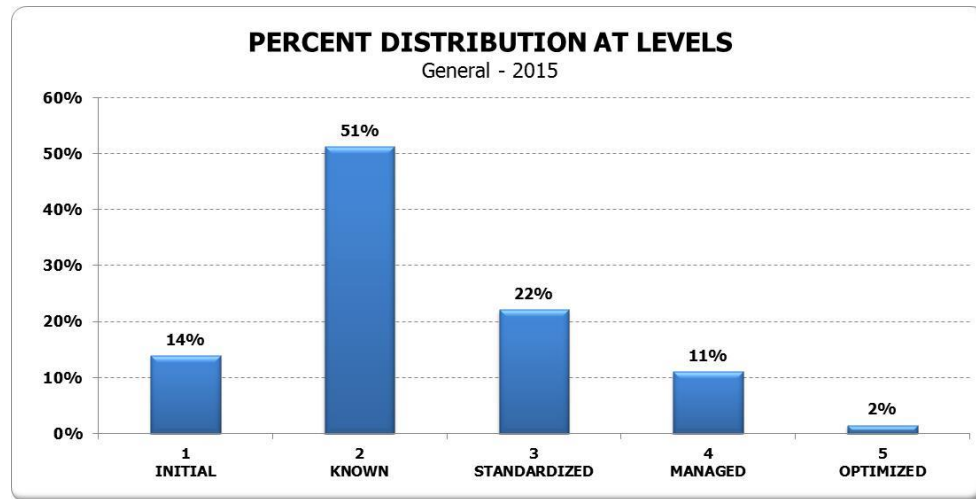
Comments

- On 64.3% (levels 1 and 2) of the participant organizations, Project Management still does not bring results to their business in the way they wish (levels 3, 4 and 5);

- Only 12.7% of the participant organizations belong to levels which allow work dominance and optimization (levels 4 and 5).

Dimensions Adherence

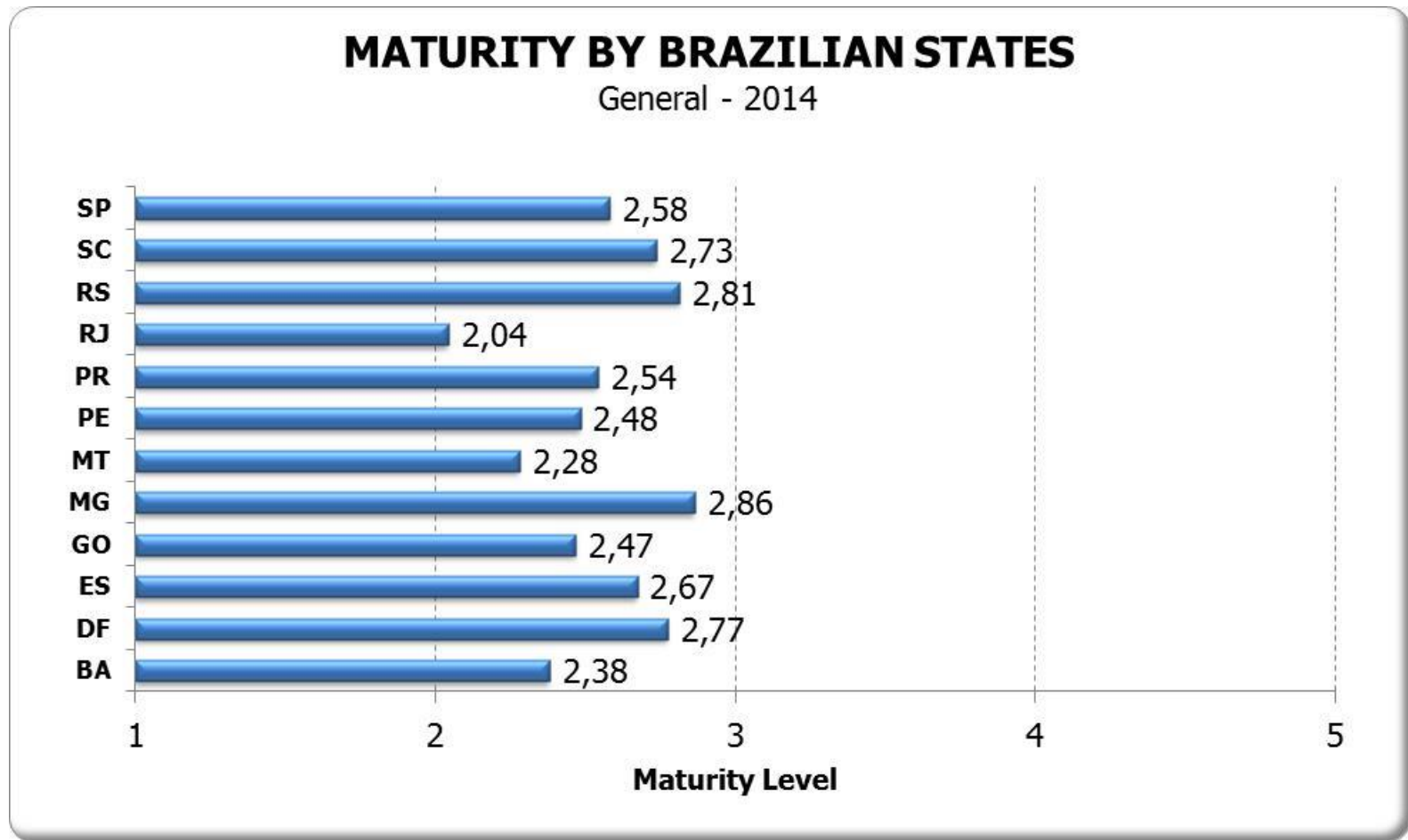There is equilibrium among values dimensions adherence. We can consider the values presented as regular. The ideal value would be above 70%.

DIMENSIONS ADHERENCE
General - 2014

Dimension	Adherence
Organizational Estructure	39%
Strategic Alignment	43%
Computerization	40%
Methodology	42%
Behavioural Competence	39%
Technical & Contextual Competence	42%
PM Competence	40%

Adherence Percentual
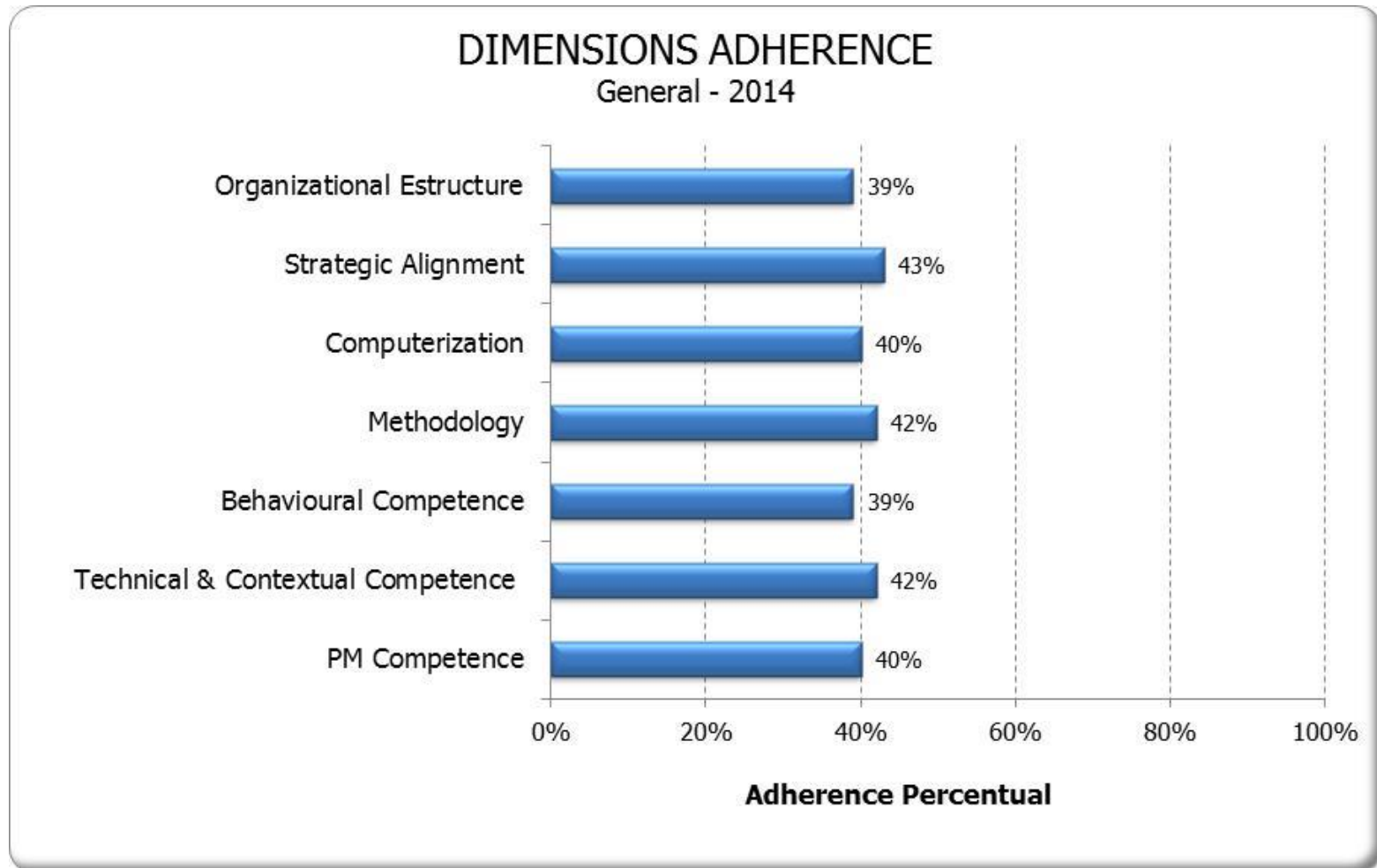
Maturity by Brazilian States

Minas Gerais presented the best value.

MATURITY BY BRAZILIAN STATES
General - 2014

State	Maturity Level
SP	2,58
SC	2,73
RS	2,81
RJ	2,04
PR	2,54
PE	2,48
MT	2,28
MG	2,86
GO	2,47
ES	2,67
DF	2,77
BA	2,38

Maturity Level

Only the groupings above presented samples with over 10 participants.

Success

There is a direct relation between maturity levels and success.

MATURITY LEVEL AND SUCCESS
General - 2014

	Level 1	Level 2	Level 3	Level 4	Level 5
Failure	18,6%	12,3%	5,3%	4,5%	5,0%
Parcial Success	42,8%	37,8%	32,1%	21,1%	14,0%
Total Success	38,7%	49,9%	62,6%	74,4%	81,0%

Maturity Level
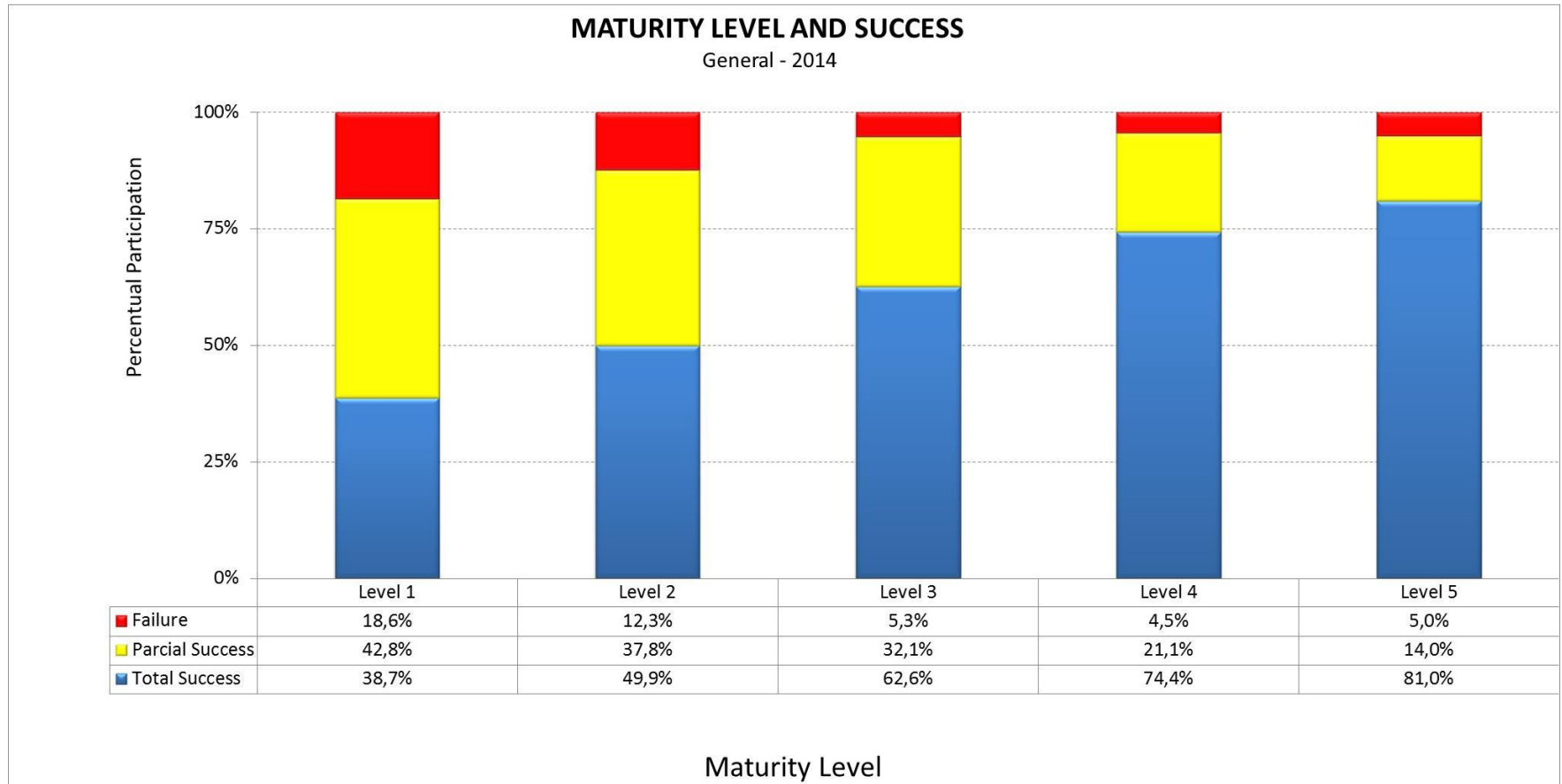
Samples size:

Level 1: 72 / Level 2: 164   / Level 3: 114   / Level 4: 57 / Level 5: 8

Total Success:

A successful project is one that achieved the target.

This usually means it was finished and produced the expected results and benefits and the stakeholders were fully satisfied.

Furthermore, it is expected that the project has been completed within the desired outcomes for time, cost, scope and quality (small differences can be accepted depending on the project type).

Check the full set of success concept on the site www.maturityresearch.com

Partial Success or Commitment Success:

The project was completed, but did not produce all the results and expected benefits. There is a considered dissatisfaction among the stakeholders. Besides that, probably some of the desired outcomes for time, cost, scope and quality were significantly exceeded.

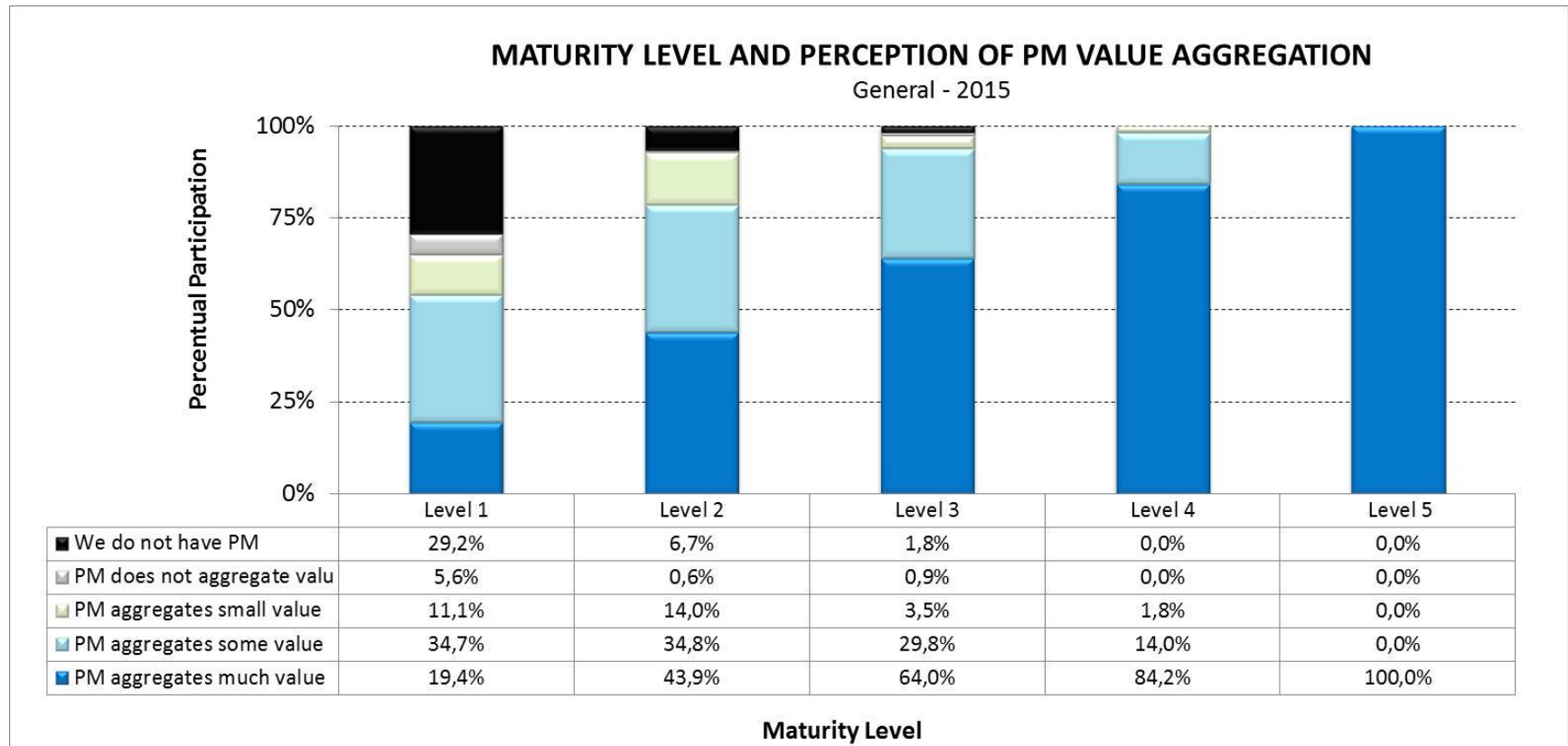**Check the full set of success concept on the site www.maturityresearch.com**

Failure:

There is a huge dissatisfaction among the stakeholders because the project was not completed or because it did not attend the expectations or because some of the desired outcomes for time, cost, scope and quality were exceeded in an absolutely unacceptable way.

Check the full set of success concept on the site www.maturityresearch.com

MPCM
Maturity by Project
Category Model

There is a direct relation between maturity levels and the perception of Project Management to add value to the organization.

MATURITY LEVEL AND PERCEPTION OF PM VALUE AGGREGATION

General - 2015

	Level 1	Level 2	Level 3	Level 4	Level 5
■ We do not have PM	29,2%	6,7%	1,8%	0,0%	0,0%
▨ PM does not aggregate valu	5,6%	0,6%	0,9%	0,0%	0,0%
▨ PM aggregates small value	11,1%	14,0%	3,5%	1,8%	0,0%
▨ PM aggregates some value	34,7%	34,8%	29,8%	14,0%	0,0%
■ PM aggregates much value	19,4%	43,9%	64,0%	84,2%	100,0%

Maturity Level

Samples size:

Level 1: 72 / Level 2: 164   / Level 3: 114   / Level 4: 57   / Level 5: 8

MPCM — Maturity by Project Category Model

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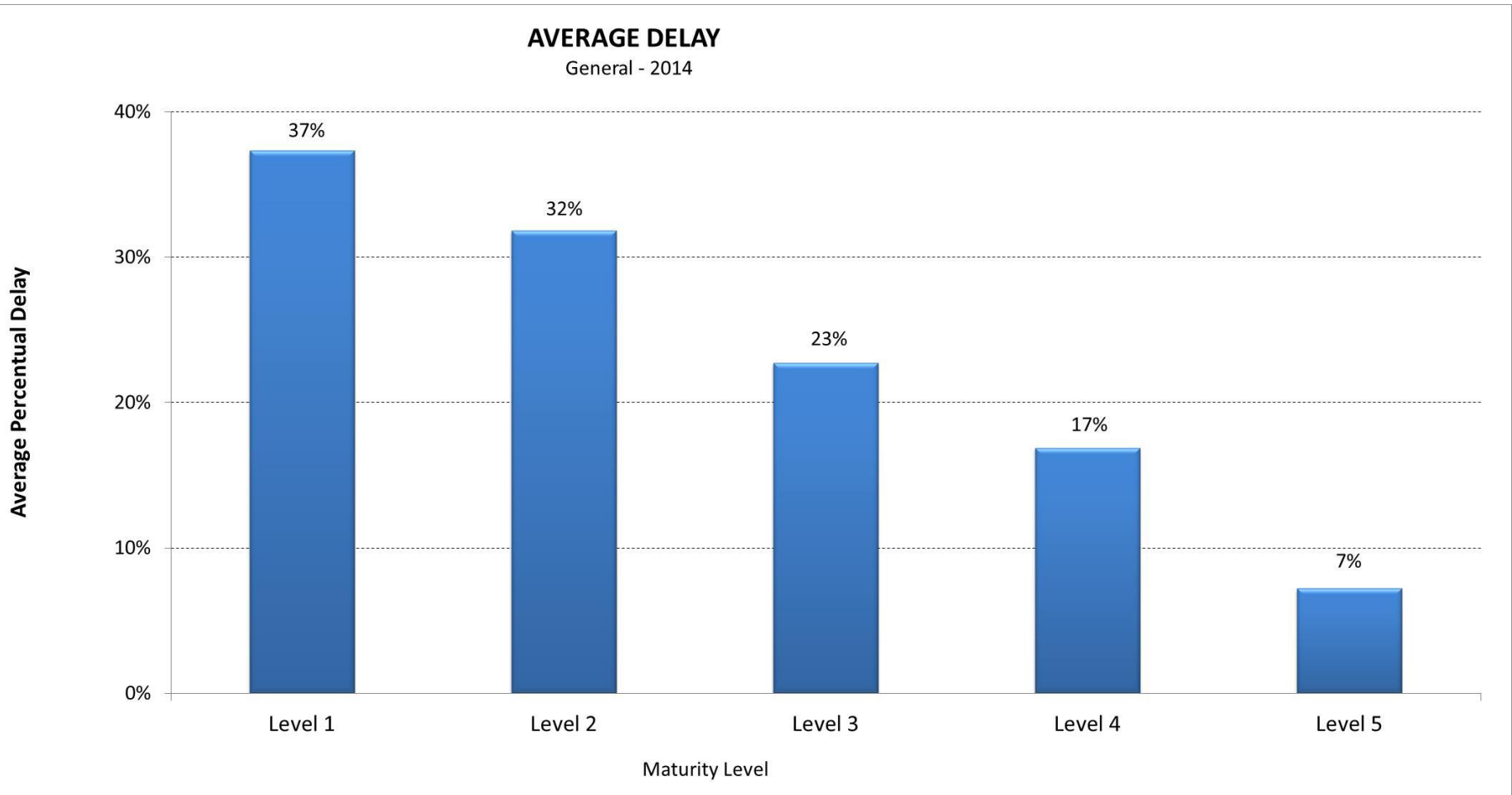

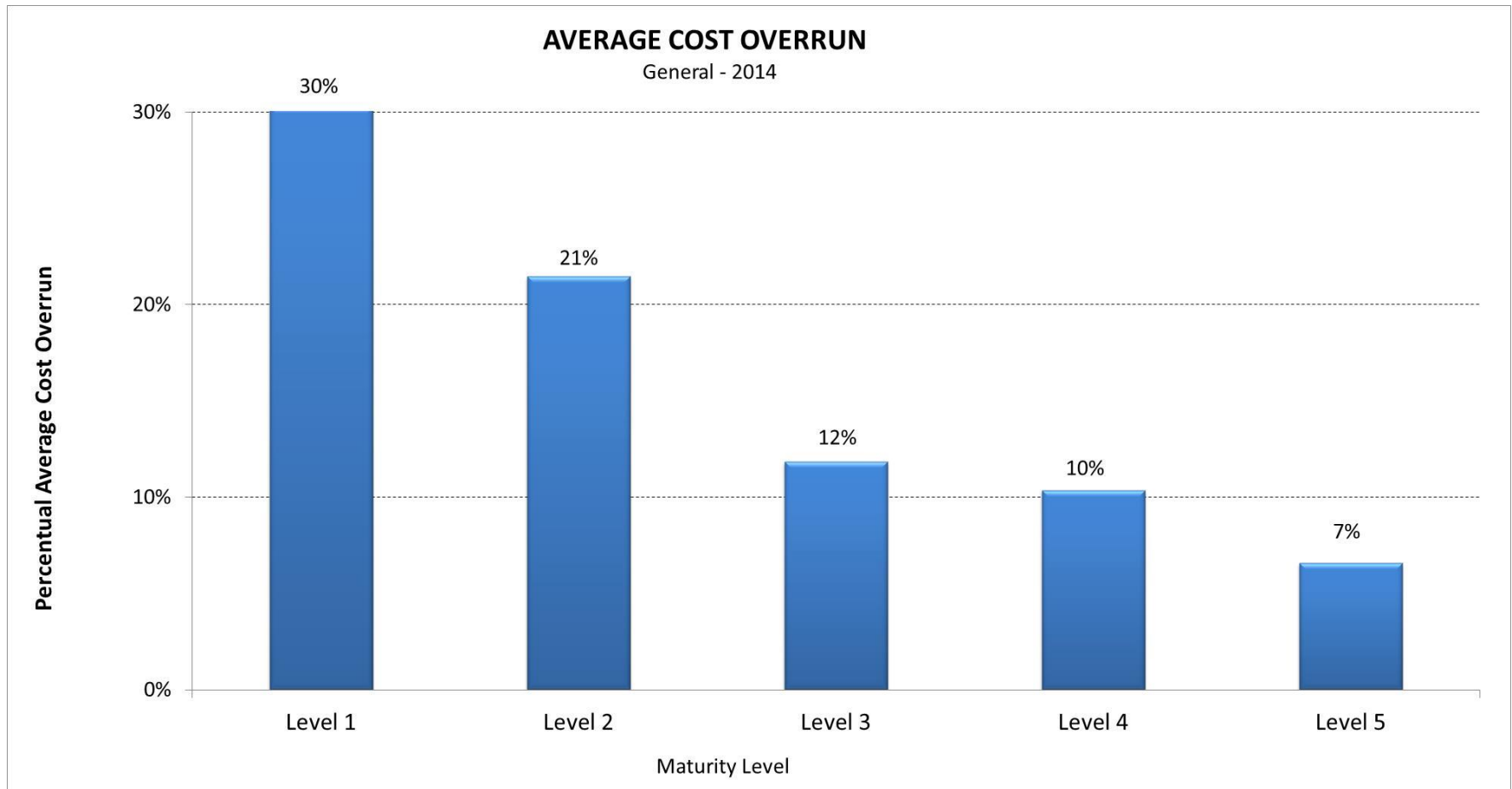
AVERAGE DELAY
General - 2014

Samples size:

Level 1: 72 / Level 2: 164   / Level 3: 114   / Level 4: 57   / Level 5: 8

Maturity vs. Average Cost Overrun

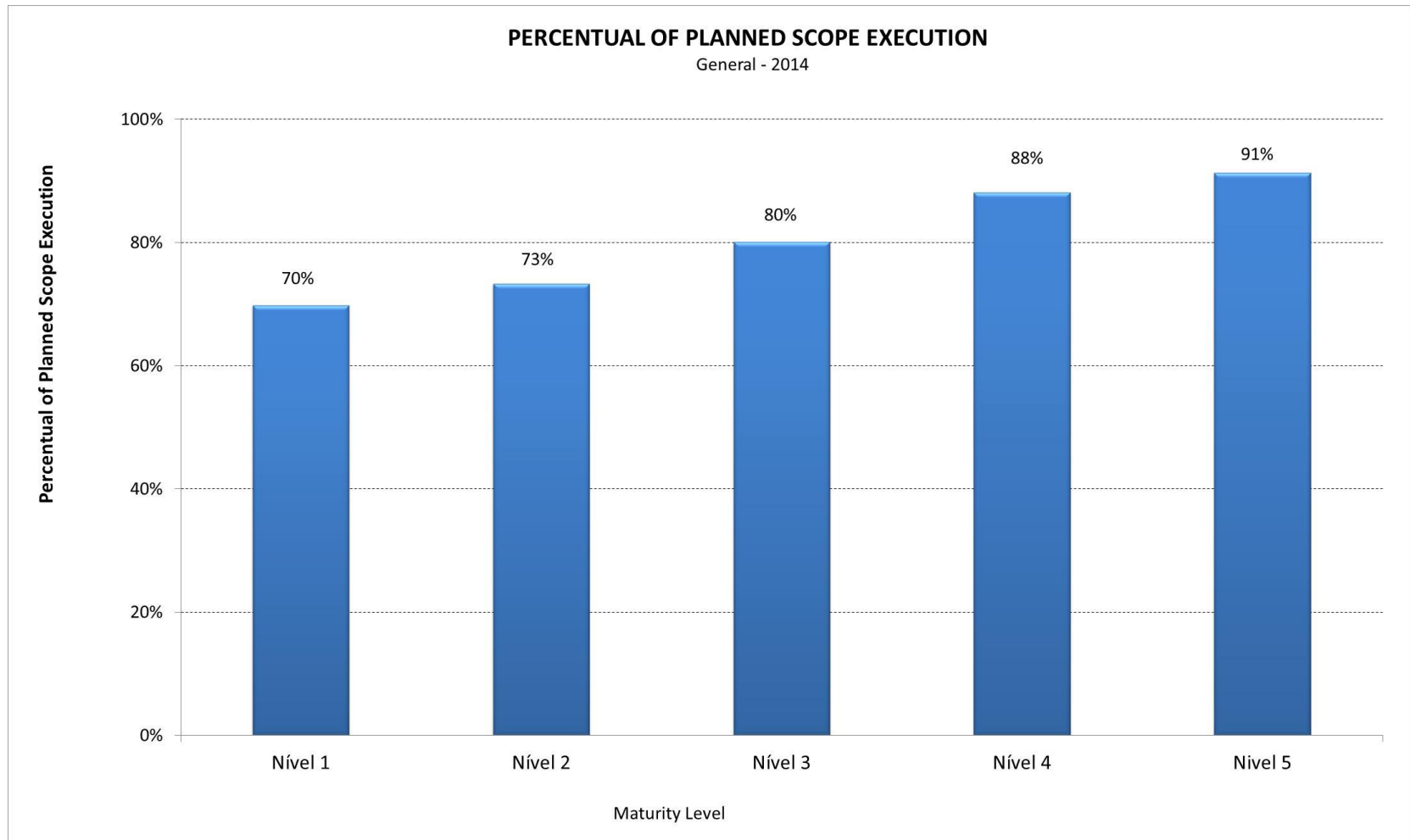There is an opposite relation between maturity levels and average cost overrun.

AVERAGE COST OVERRUN

General - 2014

Samples size:

Level 1: 72 / Level 2: 164   / Level 3: 114   / Level 4: 57   / Level 5: 8

MPCM
Maturity by Project
Category Model

There is a direct relation between maturity levels and planned scope execution.

PERCENTUAL OF PLANNED SCOPE EXECUTION
General - 2014

Samples size:

Level 1: 72 / Level 2: 164 / Level 3: 114 / Level 4: 57 / Level 5: 8

Results by Organization Type

In this part of the report, is made an analysis of similar data to Part 1, but considering the following Organization Types:

- Private Organizations

- Government – Direct Administration

- Government – Indirect Administration

- Non Government Organizations

View more information about the participants at "Part B - Participants Profile ".

Participants by Organization Type

The following categories were present at the research.

ORGANIZATION TYPE	# of Respondents	Percentual	Maturity
Private Organizations	323	77,8%	2,68
Government - Direct Administration	33	8,0%	2,48
Government - Indirect Administration	43	10,4%	2,51
Non Government Organizations	16	3,9%	2,44
Totals	**415**	**100,0%**	**2,64**

Maturity by Organization Type

Private Organizations stands out.

MATURITY LEVEL BY ORGANIZATION TYPE
General - 2014

Organization Type	Maturity Level
Private Organizations	2,68
Government - Direct Administration	2,48
Government - Indirect Administration	2,51
Non Government Organizations	2,44

Maturity Level
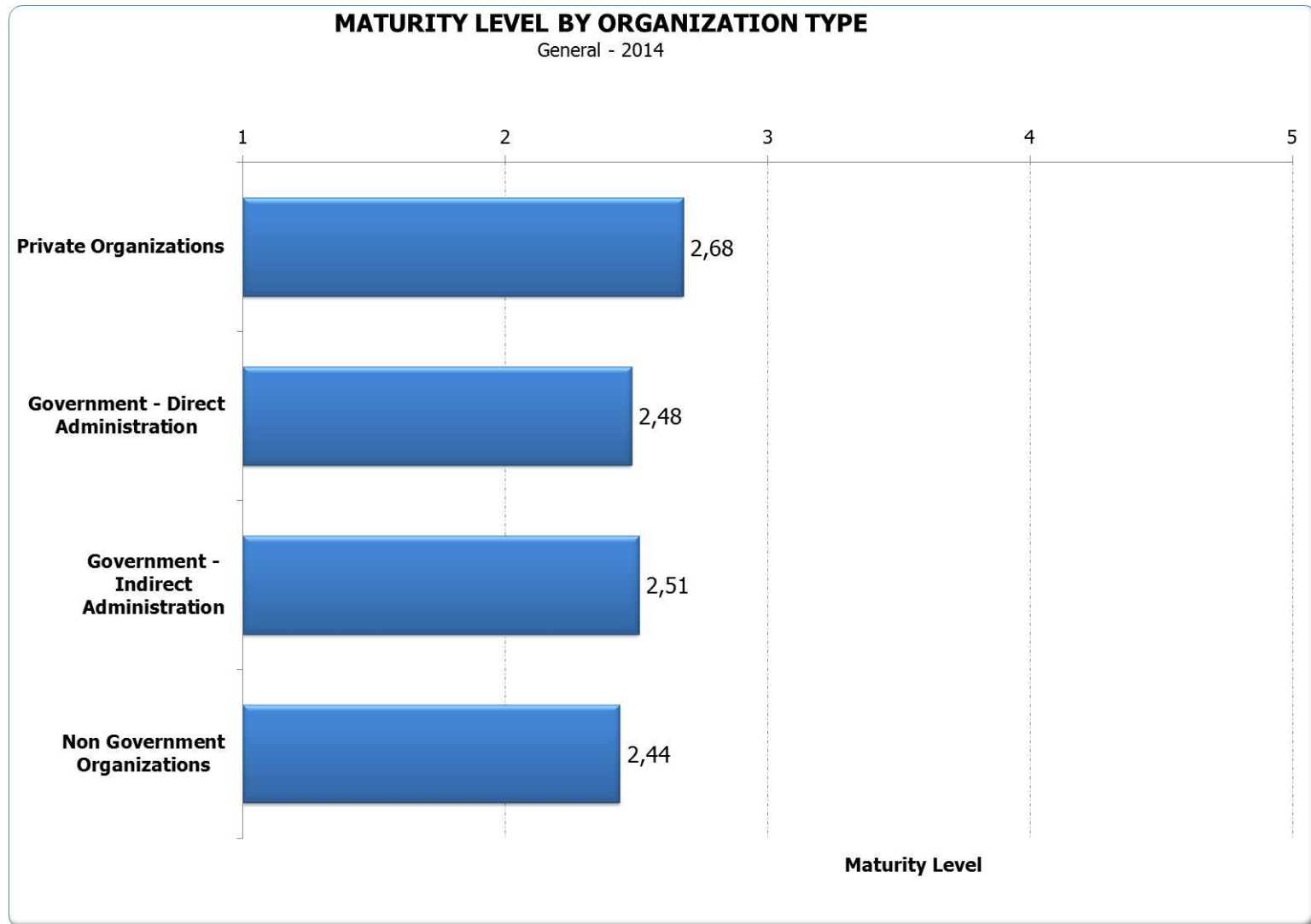
Non Government Organizations stands out.

SUCCESS BY ORGANIZATION TYPE
General - 2014
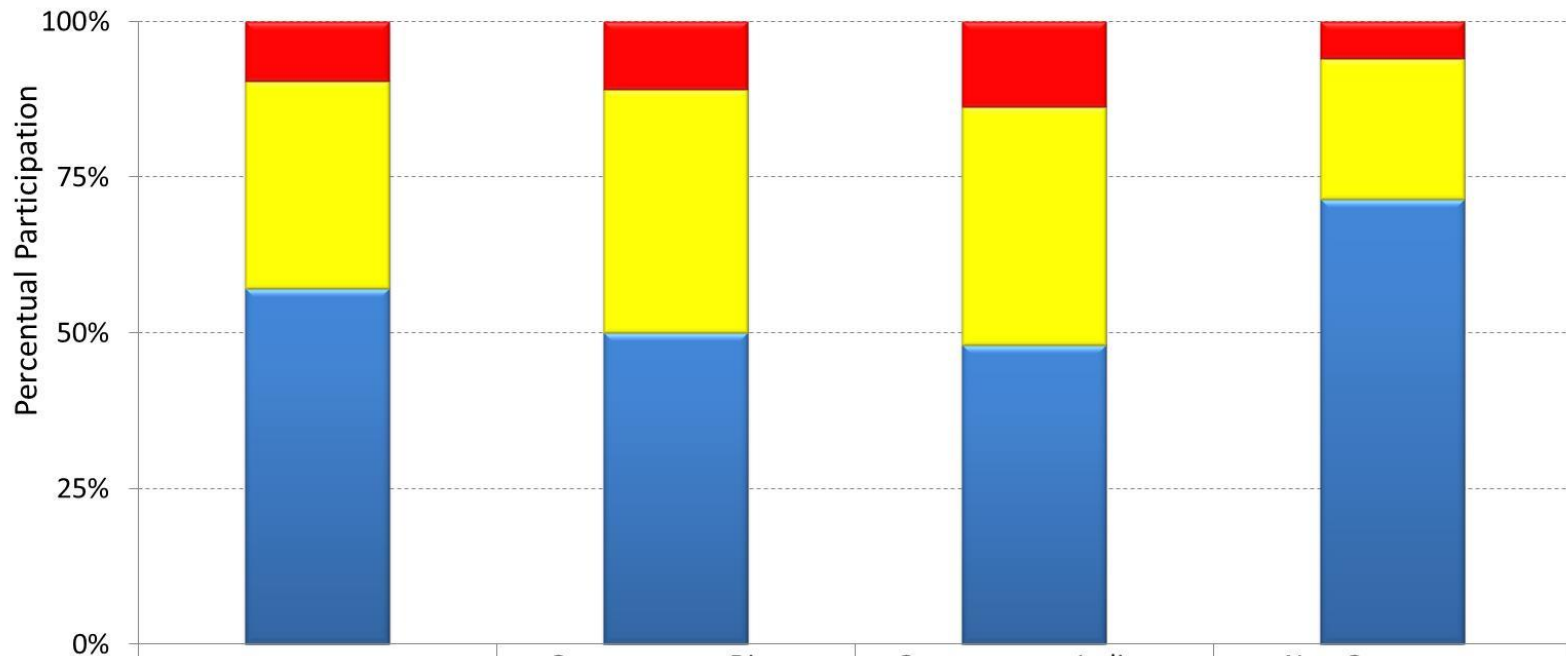
	Private Organizations	Government - Direct Administration	Government - Indirect Administration	Non Government Organizations
■ Failure	9,5%	11,0%	13,8%	5,9%
■ Partial Success	33,4%	39,0%	38,2%	22,7%
■ Total Success	57,1%	50,0%	48,0%	71,4%

Organization Type

MPCM
Maturity by Project
Category Model

Non Government Organizations stands out.

AVERAGE DELAY BY ORGANIZATION TYPE
General - 2014

Non Government Organizations stands out.

COST OVERRUN BY ORGANZATION TYPE

General - 2014
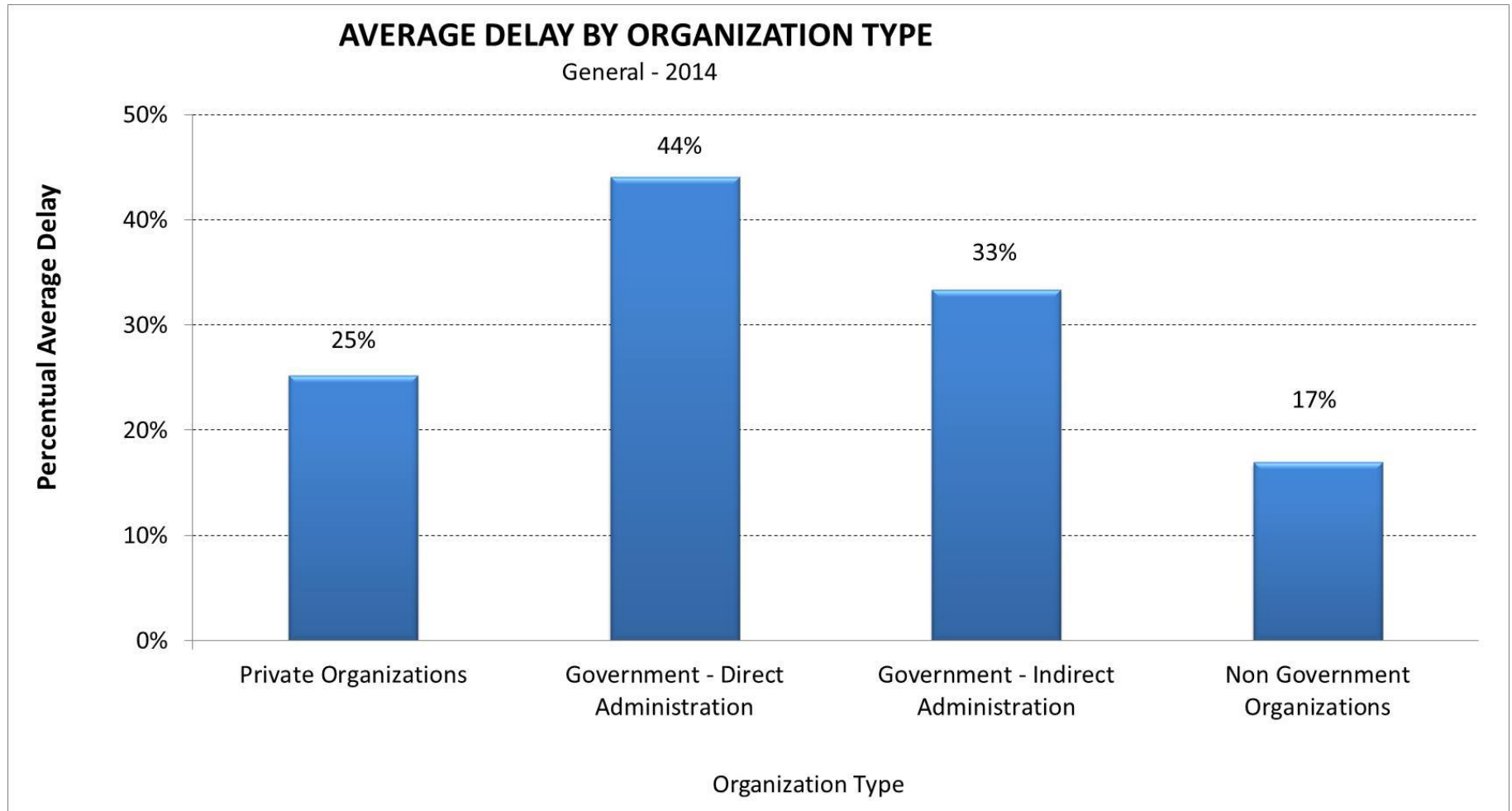
Private Organizations stands out.
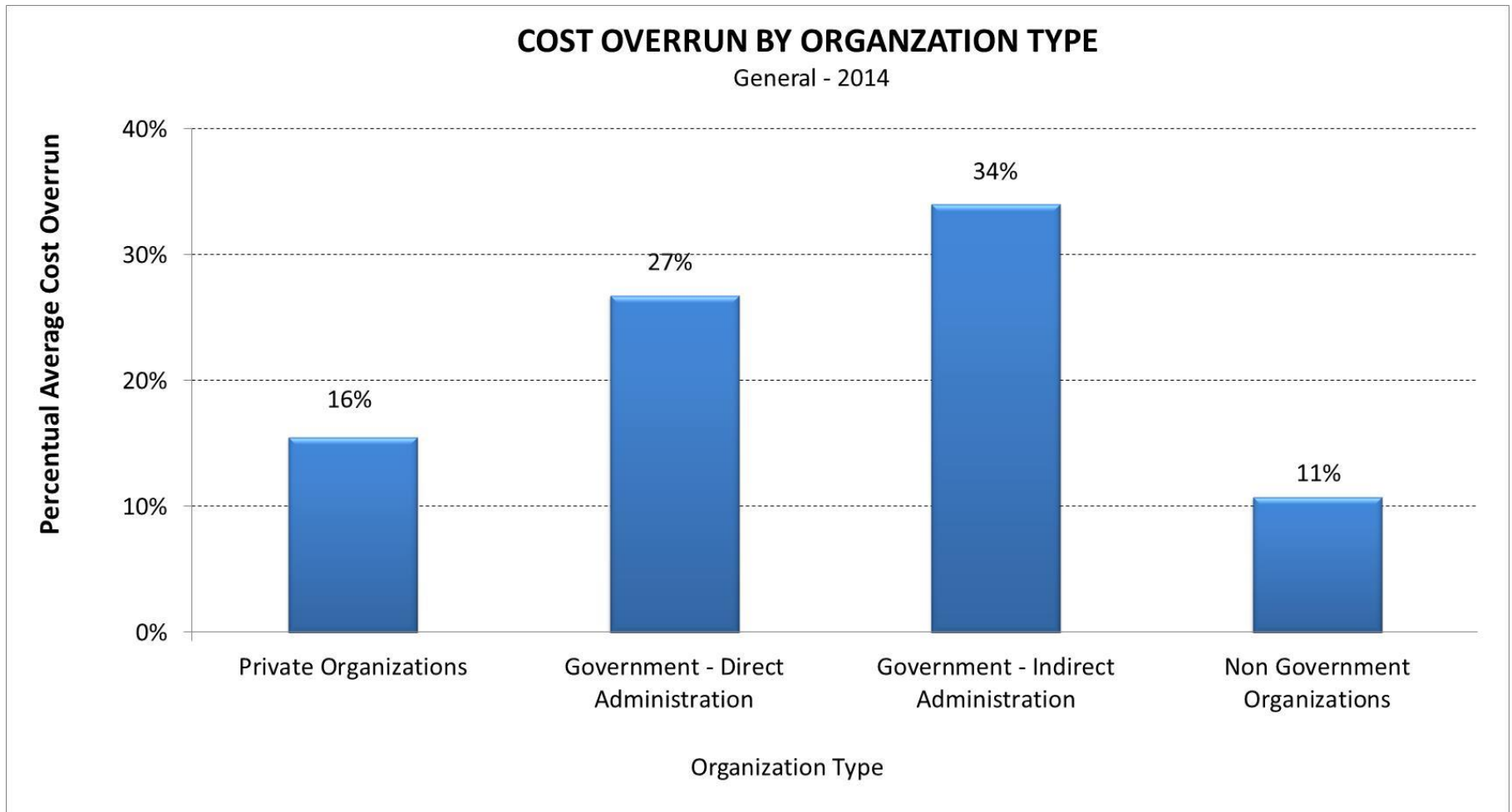
SCOPE EXECUTION BY ORGANIZATION TYPE

General - 2014

Results by Projects Categories

In this part of the report, is made an analysis of similar data to Part 1, but considering the following Projects Categories:

- Organization Change and Operational Results Improvement

- Construction and Assembly

- Information Systems (sw)

View more information about the participants at "Part B - Participants Profile ".

MPCM
Maturity by Project
Category Model

1. Defense, Security and Aeroespace Projects

2. Business and Organization Change Projects

3. Communication Systems (data, voice, image) Projects

4. Events Projects

5a. Engineering / Architecture Design Projects

5b. Facility Design / Procurement / Construction Projects

6. Information Systems (Softwares) Projects

7. International or Regional Development Projects

8. Media and Entertainment Projects

9. New Product and Service Development Projects

10. Research and Development Projects

11. Other Projects Categories

The following categories were present at the research.

ARCHIBALD CATEGORY	# of Respondents	Percentual	Maturity
Defense / Safe/ Aeroespace	8	1,9%	2,93
Business & Organization Change	74	17,8%	2,52
Communication Systems (data, voice, image)	6	1,4%	2,52
Engineering/ Architecture Design	15	3,6%	2,77
design/ procurement/ construction	80	19,3%	2,78
Information Systems (Software)	130	31,3%	2,61
International or Regional Development	6	1,4%	2,75
New Product and Service Development	45	10,8%	2,55
Research and Development	11	2,7%	2,68

Maturity by Project Category

The category *Defense, Security and Aeroespace* stands out.

MATURITY BY PROJECT CATEGORY
Genral - 2014

Category	Maturity Level
Defense / Safe/ Aeroespace	2,93
Business & Organization Change	2,52
Communication Systems (data, voice, image)	2,52
Engineering/ Architecture Design	2,77
Facility design/ procurement/…	2,78
Information Systems (Software)	2,61
International or Regional Development	2,75
New Product and Service Development	2,55
Research and Development	2,68

Maturity Level

Success by Project Category

The category *Defense, Security and Aeroespace* stands out.

SUCCESS BY PROJECT CATEGORY
Genral - 2014

|	Defense / Safe/ Aeroespace	Business & Organization Change	Communication Systems (data, voice, image)	Engineering/ Architecture Design	Facility design/ procurement/ construction	Information Systems (Software)	International or Regional Development	New Product and Service Development	Research and Development
■ Failure	1,7%	14,4%	5,0%	15,0%	8,7%	8,9%	16,0%	11,8%	4,0%
■ Partial Success	39,2%	32,3%	45,0%	38,2%	38,7%	35,8%	27,0%	27,3%	30,5%
■ Total Success	59,2%	53,3%	50,0%	46,8%	52,6%	55,3%	57,0%	60,9%	65,5%
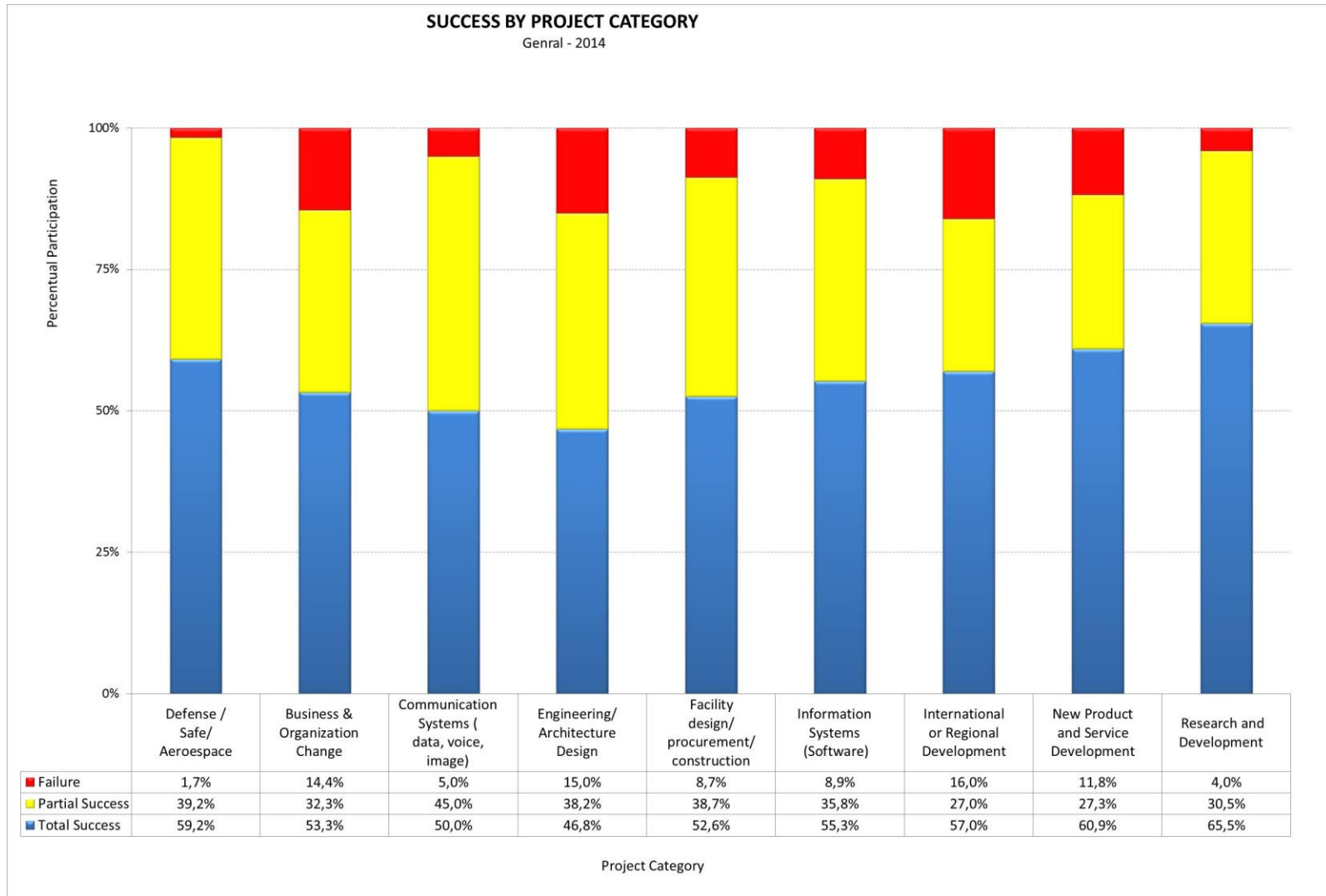
Project Category

Average Delay by Project Category

The categories *Defense, Construction & Assembly* and *Research & Development* stand out.

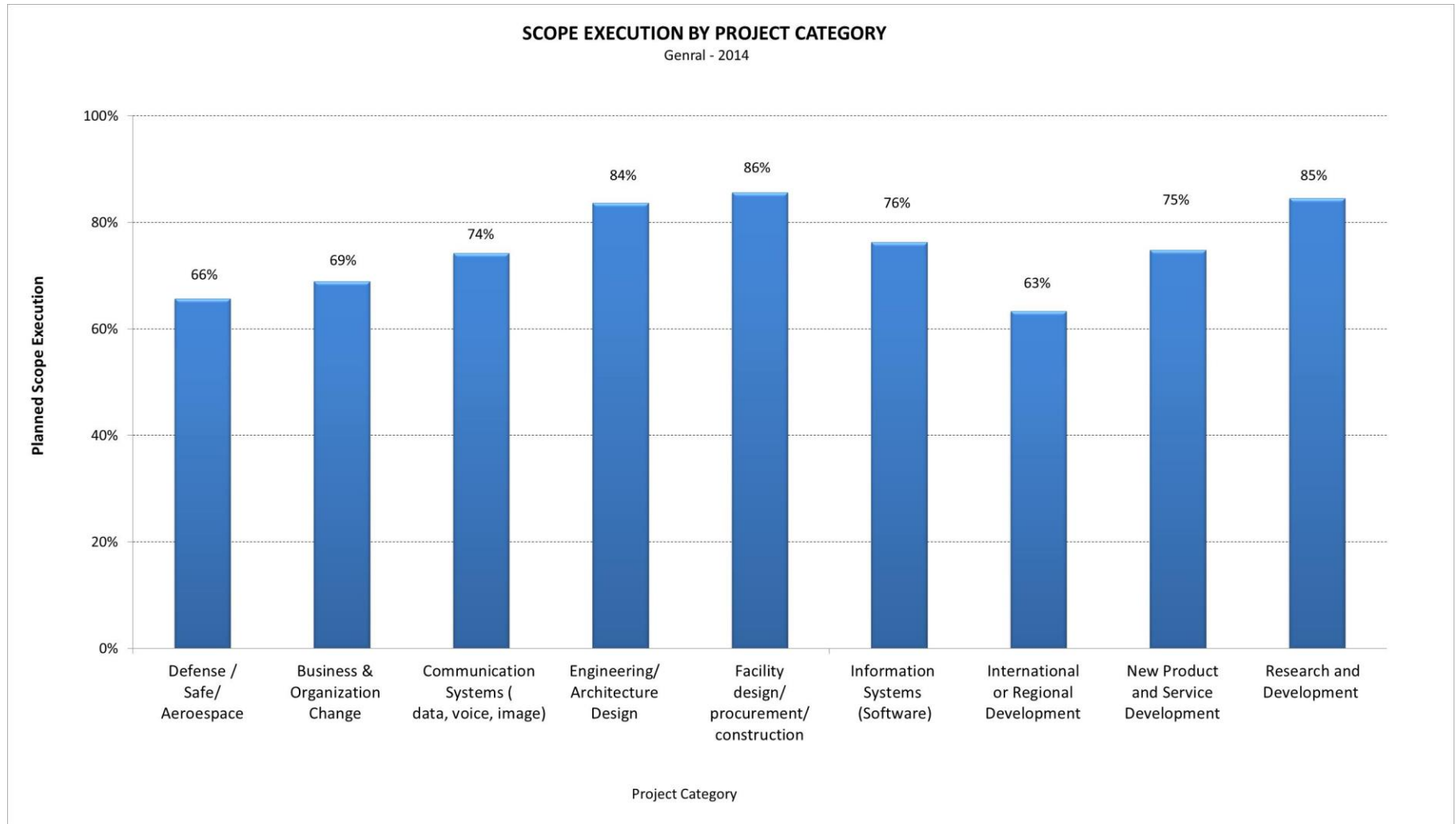**AVERAGE DELAY BY PROJECT CATEGORY**
Genral - 2014

The category *Defense* stands out.
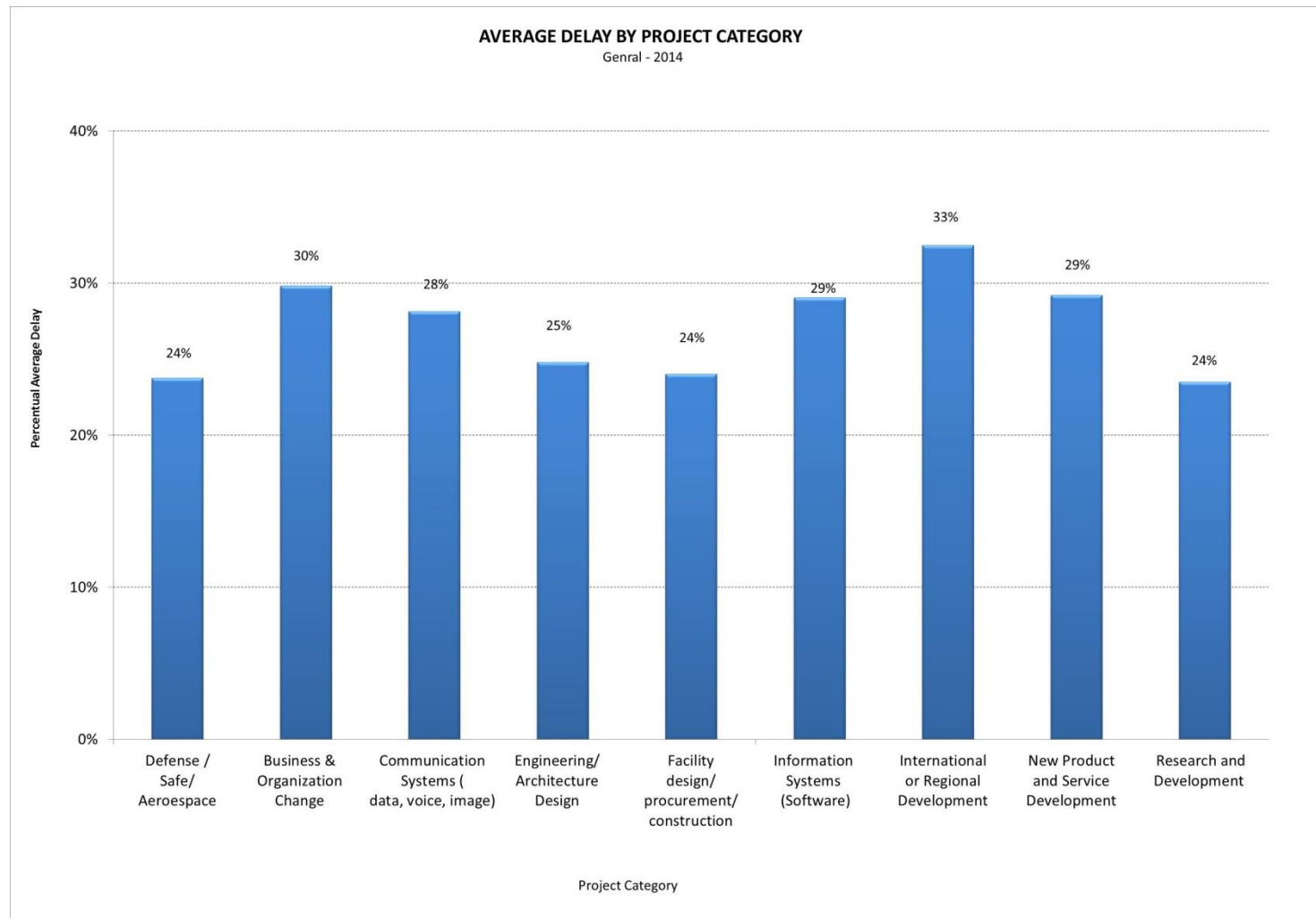
COST OVERRUN BY PROJECT CATEGORY
Genral - 2014
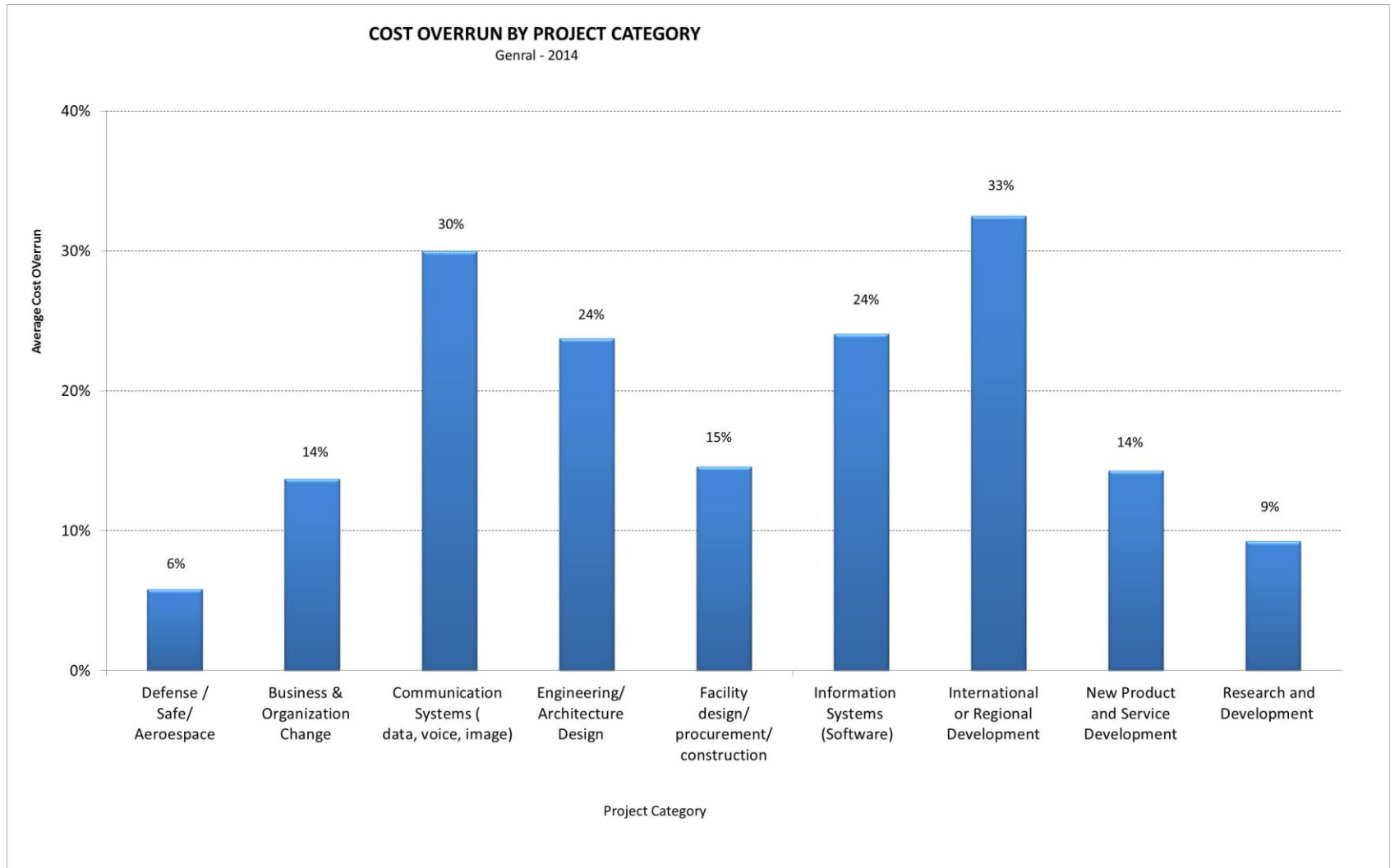
Scope Execution by Project Category

The category *Construction & Assembly* stands out.

SCOPE EXECUTION BY PROJECT CATEGORY
Genral - 2014

Results by Business Area

In this part of the report, is made an analysis of similar data to Part 1, but considering Business Areas shown on the next slide.

View more information about the participants at "Part B - Participants Profile ".

MPCM — Maturity by Project Category Model

1. Agriculture, Cattle Raising, Silviculture and Forest Exploration

2. Food and Beverage

3. Banking, Finance and Insurance

4. Trading

5. Construction

6. Consulting

7. Defense, Security and Aeroespace

8. Distribution (Water, Gas)

9. Education

10. Electronics

11. Engineering

12. Electrical Energy (Production and/or Distribution)

13. Equipments and Machines

14. Pharmaceutical

15. Mining

16. Metallurgy and Steelmaking

17. Paper and Cellulose

18. Oil and Gas

19. Chemistry and Petrochemical

20. Refractories, Ceramic and Glass

21. Health

22. Information Technology (Hardware & software)

23. Telecommunications

24. Textiles

25. Logistics

26. Turism

27. Automotive and Automotive Parts

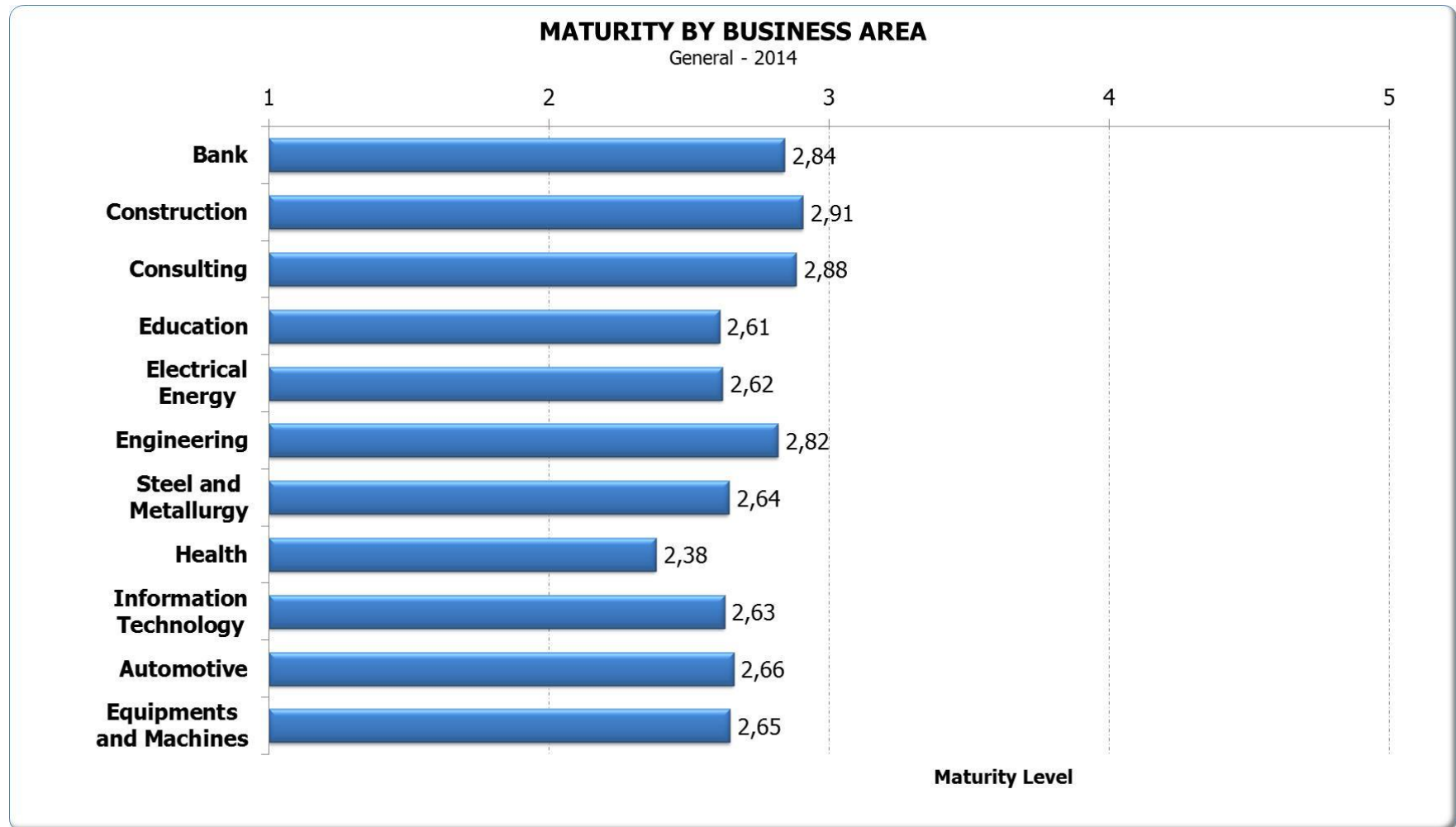28. Clothing, Footwear, Fashion and Sports Equipment

29. Other

MPCM
Maturity by Project
Category Model

Only the following categories were present at the research.

BUSINESS AREA	# Respondents	Percentual	Maturity
Agriculture, Cattle Raising, Silviculture e Forest Exploration	2	0,5%	1,56
Food and beverage	5	1,2%	1,88
Banking, finance and insurance	10	2,4%	2,84
Trading	5	1,2%	3,22
Construction	32	7,7%	2,91
Consulting	40	9,6%	2,88
Defense, Security and Aeronautics	8	1,9%	2,63
Education	21	5,1%	2,61
Electrical Energy (Production and/or Distribution)	18	4,3%	2,62
Engineering	32	7,7%	2,82
Pharmaceutical	5	1,2%	2,59
Mining	3	0,7%	1,86
Metallurgy and Steelmaking	16	3,9%	2,64
Paper and Cellulose	4	1,0%	3,03
Oil and Gas	7	1,7%	1,94
Health	24	5,8%	2,38
Information Technology (Hardware & Software)	75	18,1%	2,63
Telecommunications	8	1,9%	2,80
Logistics	8	1,9%	2,53
Turism	1	0,2%	1,89
Automotive & Automotive Parts	10	2,4%	2,66
Other	55	13,3%	2,53
Distribution (Water and Gas)	6	1,4%	2,55
Clothing, Footwear, Fashion and Sports Equipment	1	0,2%	2,13
Refractories, Ceramic and Glass	1	0,2%	2,46
Equipments and Machines	13	3,1%	2,65
Chemistry and Petrochemical	4	1,0%	2,01
Textiles	1	0,2%	2,72
Totals	**415**	**100,0%**	**2,64**

Maturity by Business Area

The maturity of *Engineering* area stood out over the others.

MATURITY BY BUSINESS AREA
General - 2014

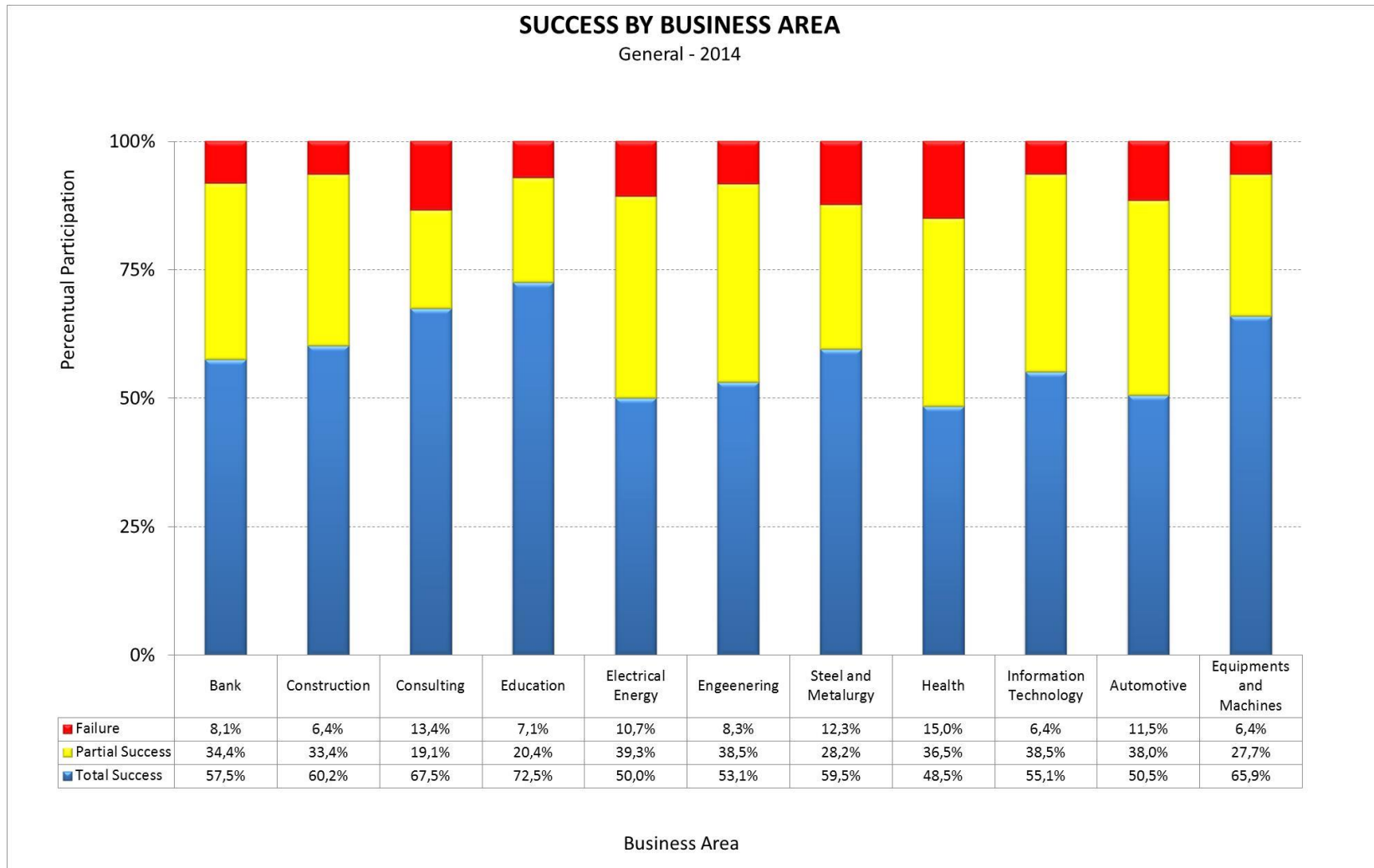| Business Area	Maturity Level
Bank	2,84
Construction	2,91
Consulting	2,88
Education	2,61
Electrical Energy	2,62
Engineering	2,82
Steel and Metallurgy	2,64
Health	2,38
Information Technology	2,63
Automotive	2,66
Equipments and Machines	2,65

Only the groupings above presented samples with over 10 participants.

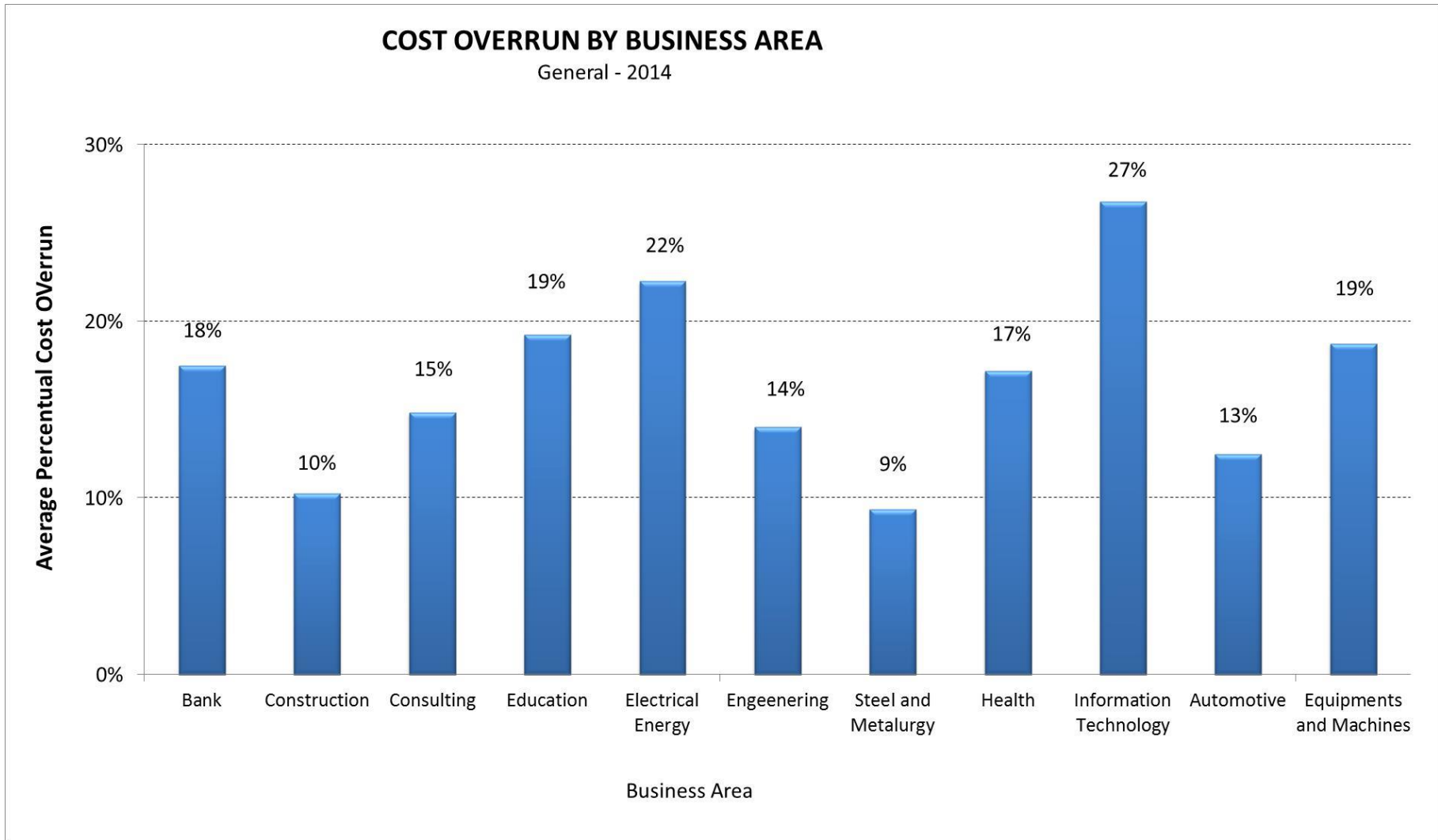The indicators of *Construction* and *Consulting* areas were highlights.

SUCCESS BY BUSINESS AREA
General - 2014

	Bank	Construction	Consulting	Education	Electrical Energy	Engeenering	Steel and Metalurgy	Health	Information Technology	Automotive	Equipments and Machines
Failure	8,1%	6,4%	13,4%	7,1%	10,7%	8,3%	12,3%	15,0%	6,4%	11,5%	6,4%
Partial Success	34,4%	33,4%	19,1%	20,4%	39,3%	38,5%	28,2%	36,5%	38,5%	38,0%	27,7%
Total Success	57,5%	60,2%	67,5%	72,5%	50,0%	53,1%	59,5%	48,5%	55,1%	50,5%	65,9%

Business Area

Construction has the lowest delay.

AVERAGE DELAY BY BUSINESS AREA

General - 2014

Business Area	Average Delay
Bank	29%
Construction	18%
Consulting	19%
Education	20%
Electrical Energy	33%
Engeenering	25%
Steel and Metalurgy	25%
Health	37%
Information Technology	31%
Automotive	19%
Equipments and Machines	22%
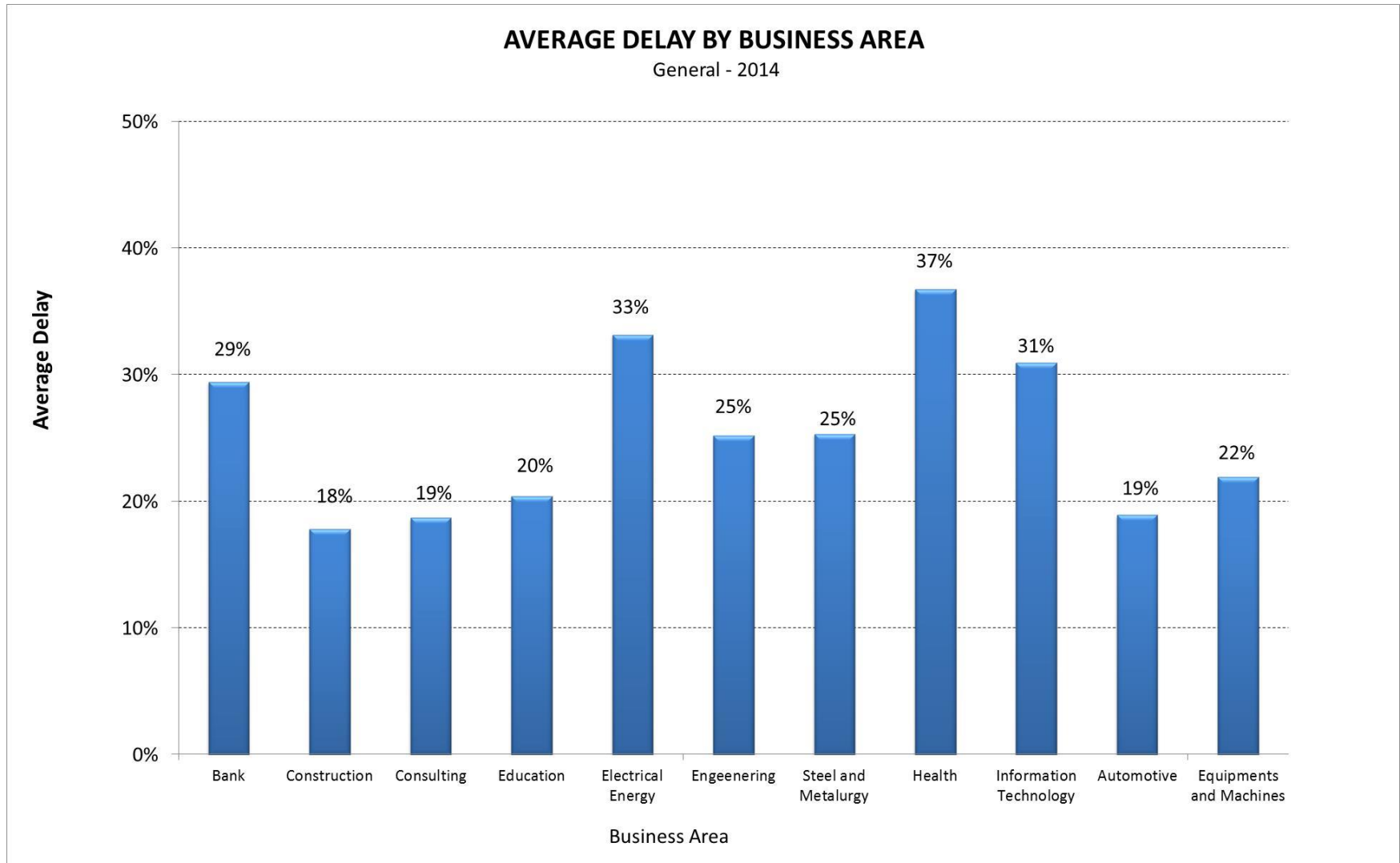
Cost Overrun by Business Area

Construction and *Metallurgy* have the best values.

COST OVERRUN BY BUSINESS AREA
General - 2014

Average Percentual Cost OVerrun (Y-axis: 0% to 30%)

Business Area	Value
Bank	18%
Construction	10%
Consulting	15%
Education	19%
Electrical Energy	22%
Engeenering	14%
Steel and Metalurgy	9%
Health	17%
Information Technology	27%
Automotive	13%
Equipments and Machines	19%

Scope Execution by Business Area

Construction has the best value.

SCOPE EXECUTION BY BUSINESS AREA
General - 2014
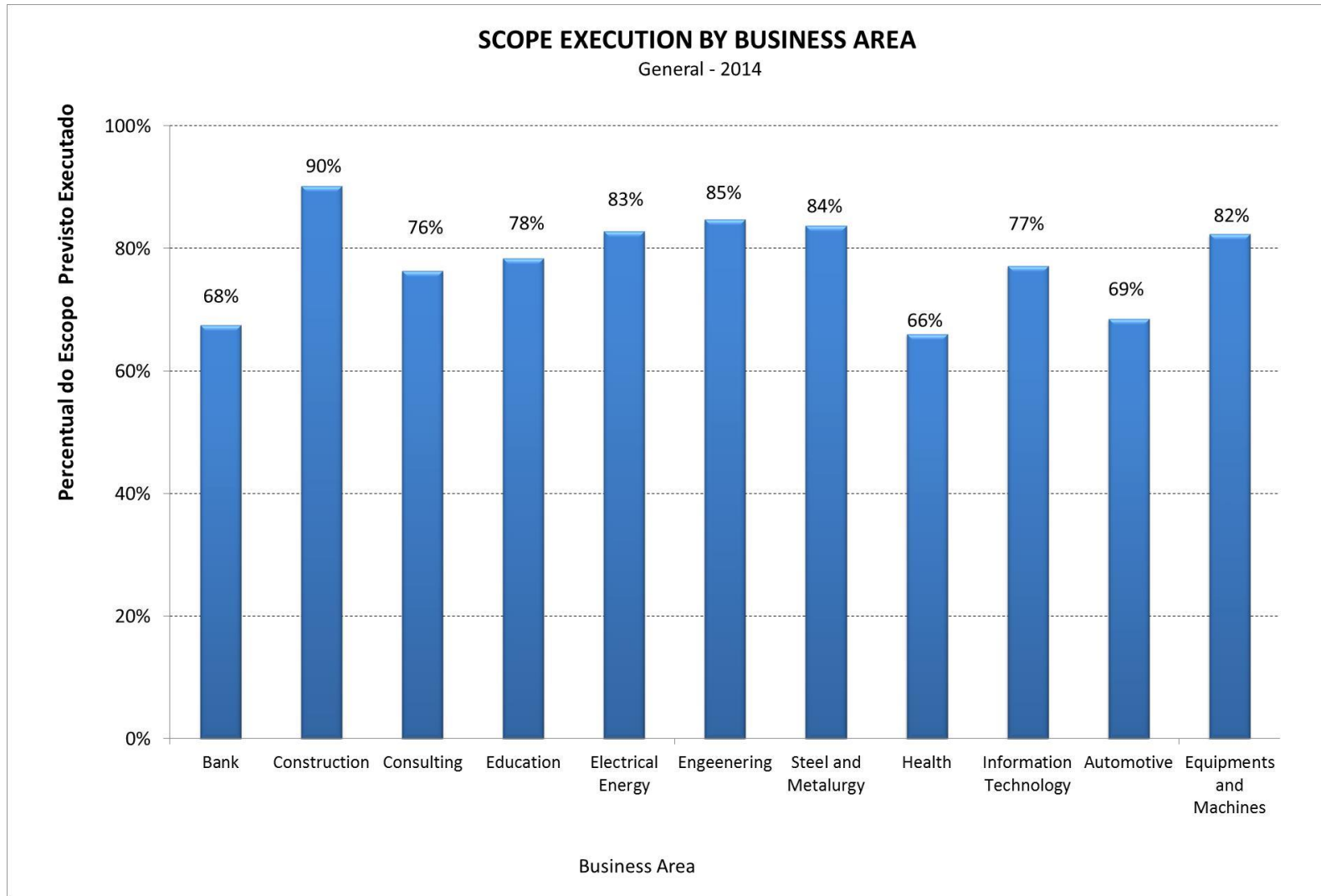
Results by Organization Size

In this part of the report, is made an analysis of similar data to Part 1, but considering Organization Side shown on the next slide.

To identify the organization size, it was used the value provided for billing or budget.

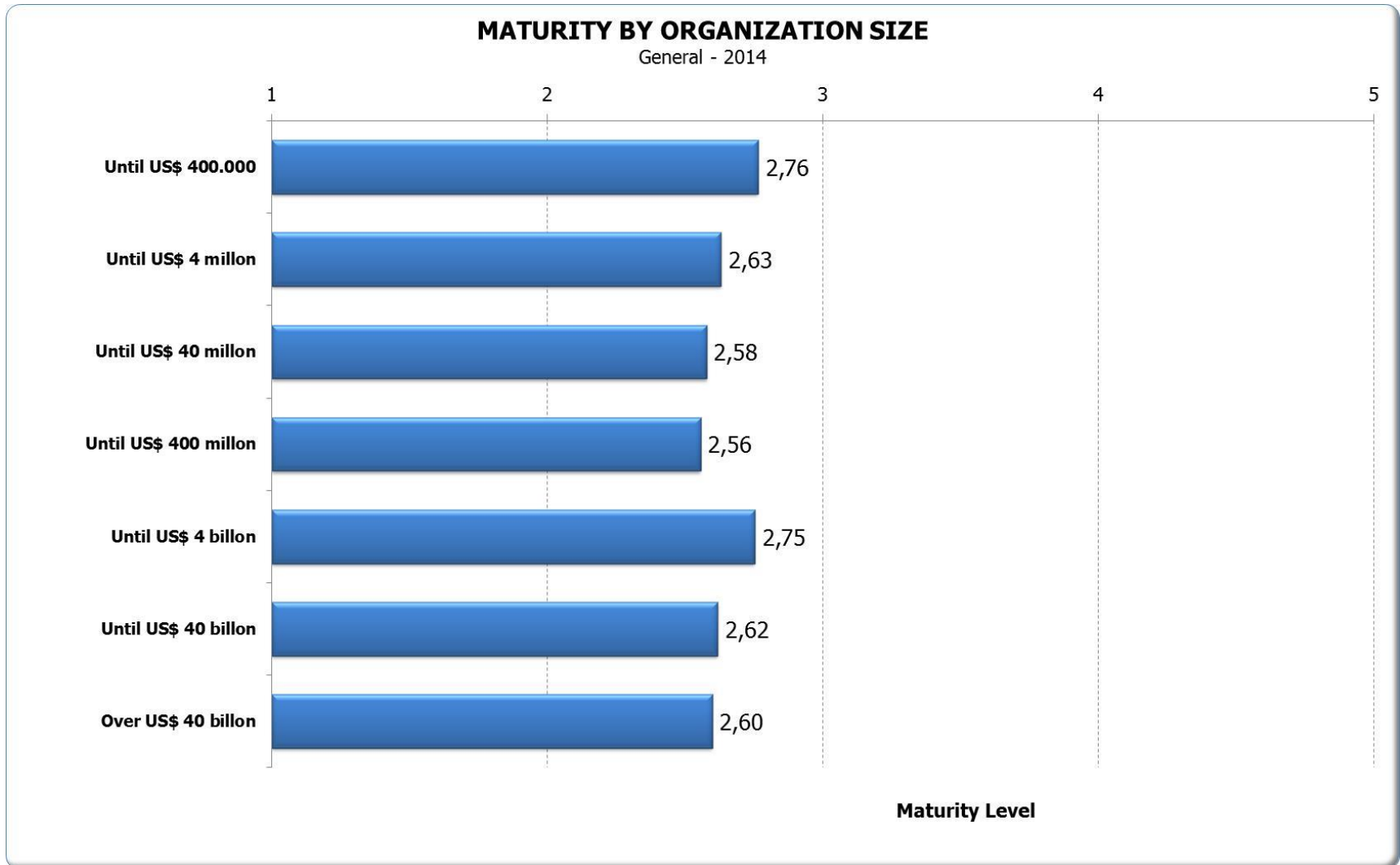**View more information about the participants at "Part B - Participants Profile ".**

To identify the organization size, it was used the value provided for BILLING. These are:

Annual Gross Revenue or Budget	# Respondents	Percentual	Maturity
Until US$ 400.000	58	14,0%	2,76
Until US$ 4 millon	74	17,8%	2,63
Until US$ 40 millon	116	28,0%	2,58
Until US$ 400 millon	84	20,2%	2,56
Until US$ 4 billon	59	14,2%	2,75
Until US$ 40 billon	18	4,3%	2,62
Over US$ 40 billon	6	1,4%	2,60
Totals	52	100,0%	2,95

Maturity by Organization Size

The values are very close.

MATURITY BY ORGANIZATION SIZE
General - 2014

Organization Size	Maturity Level
Until US$ 400.000	2,76
Until US$ 4 millon	2,63
Until US$ 40 millon	2,58
Until US$ 400 millon	2,56
Until US$ 4 billon	2,75
Until US$ 40 billon	2,62
Over US$ 40 billon	2,60

Maturity Level

Success by Organization Size

In a simplified way, the extremes stand out.

SUCCESS BY ORGANIZATION SIZE
General - 2014

	Until US$ 400.000	Until US$ 4 millon	Until US$ 40 millon	Until US$ 400 millon	Until US$ 4 billon	Until US$ 40 billon	Over US$ 40 billon
■ Failure	10,2%	7,9%	10,2%	9,2%	12,0%	8,4%	24,2%
■ Partial Success	19,1%	39,1%	33,6%	34,8%	36,7%	34,4%	41,7%
■ Total Success	70,8%	52,9%	56,3%	56,0%	51,3%	57,2%	34,2%
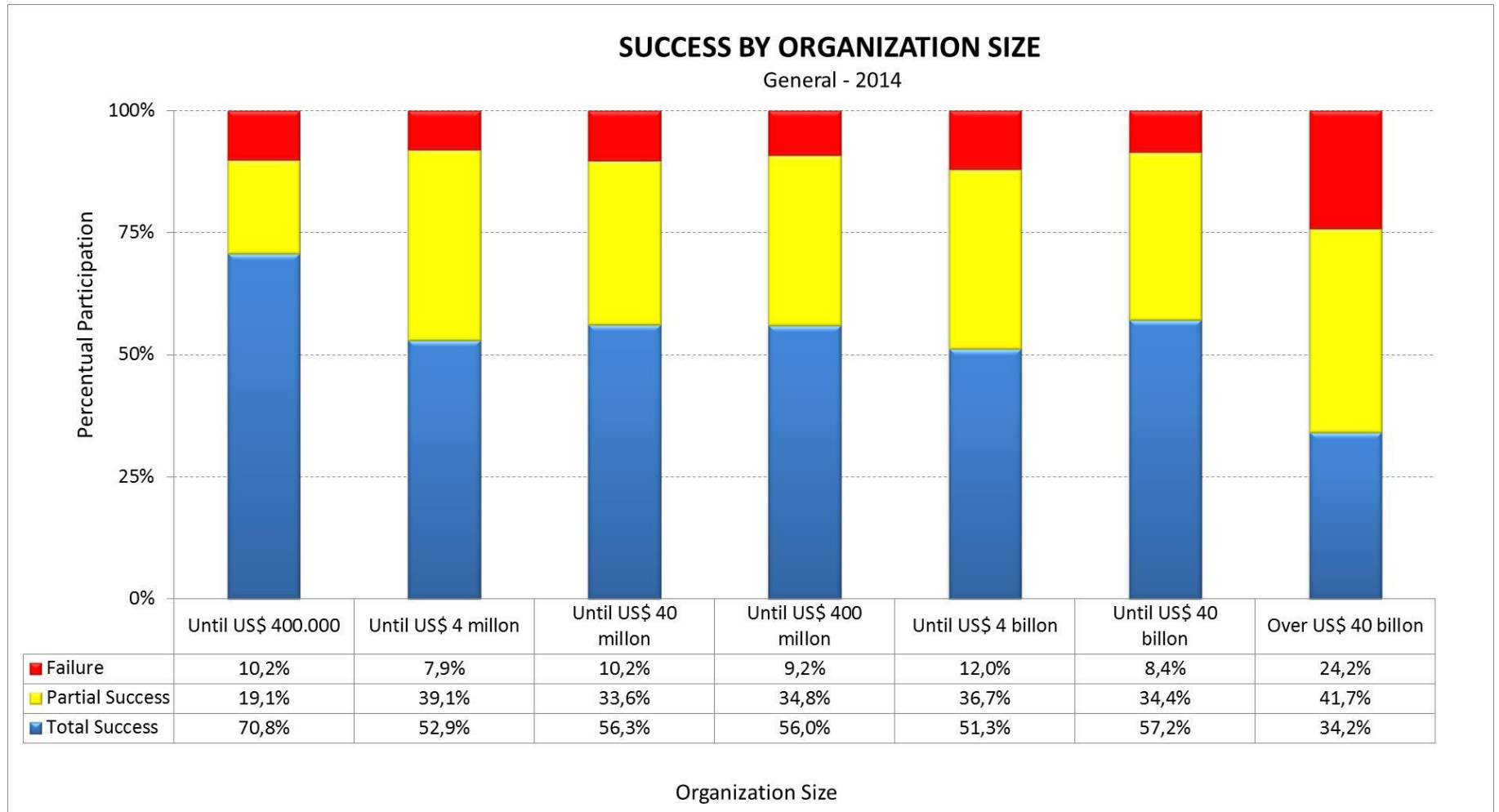
Organization Size

Delay by Organization Size

The highest delays are those from larger organizations.

DELAY BY ORGANIZATION SIZE

General - 2014

In a simplified way, larger organizations have the highest cost overrun.
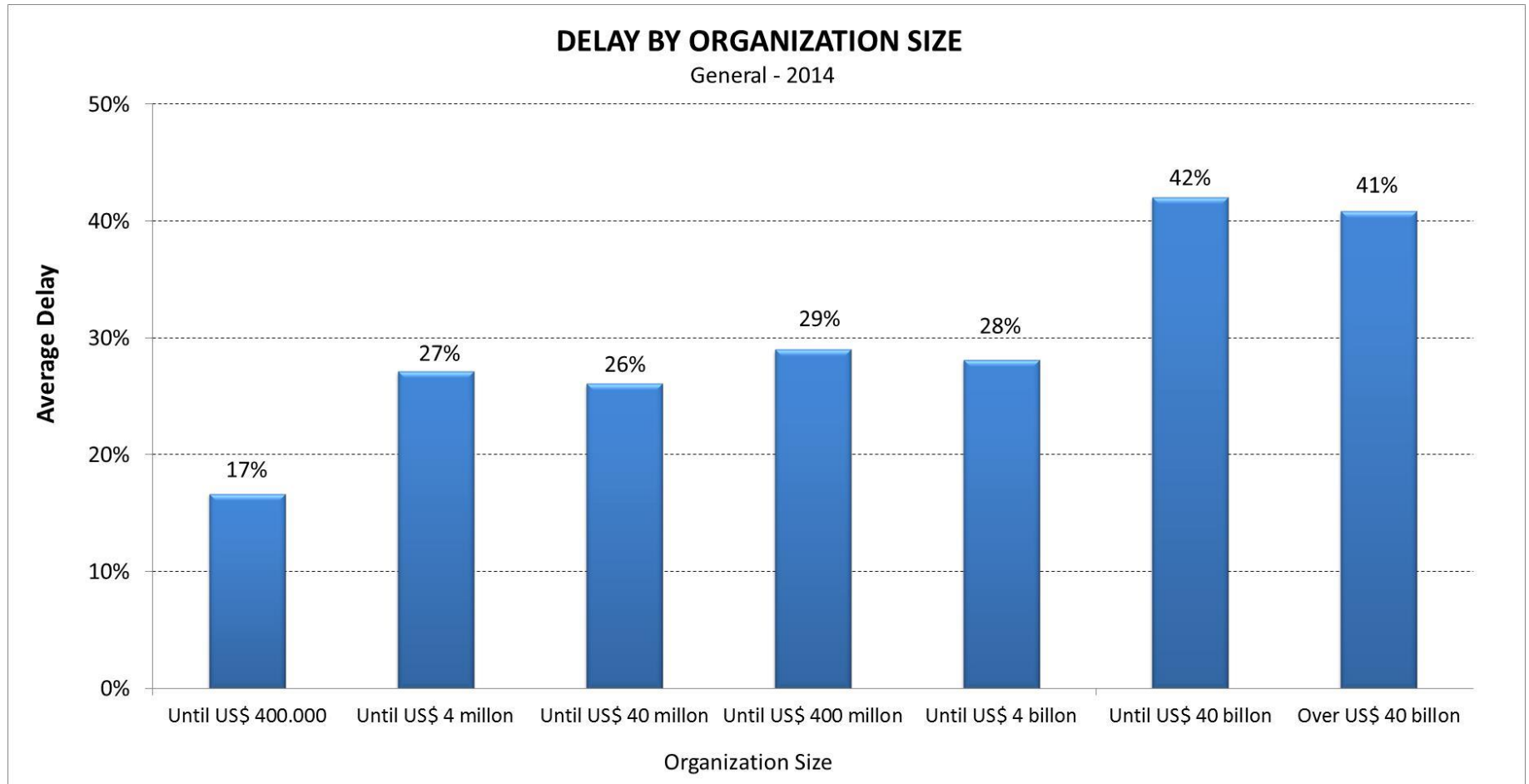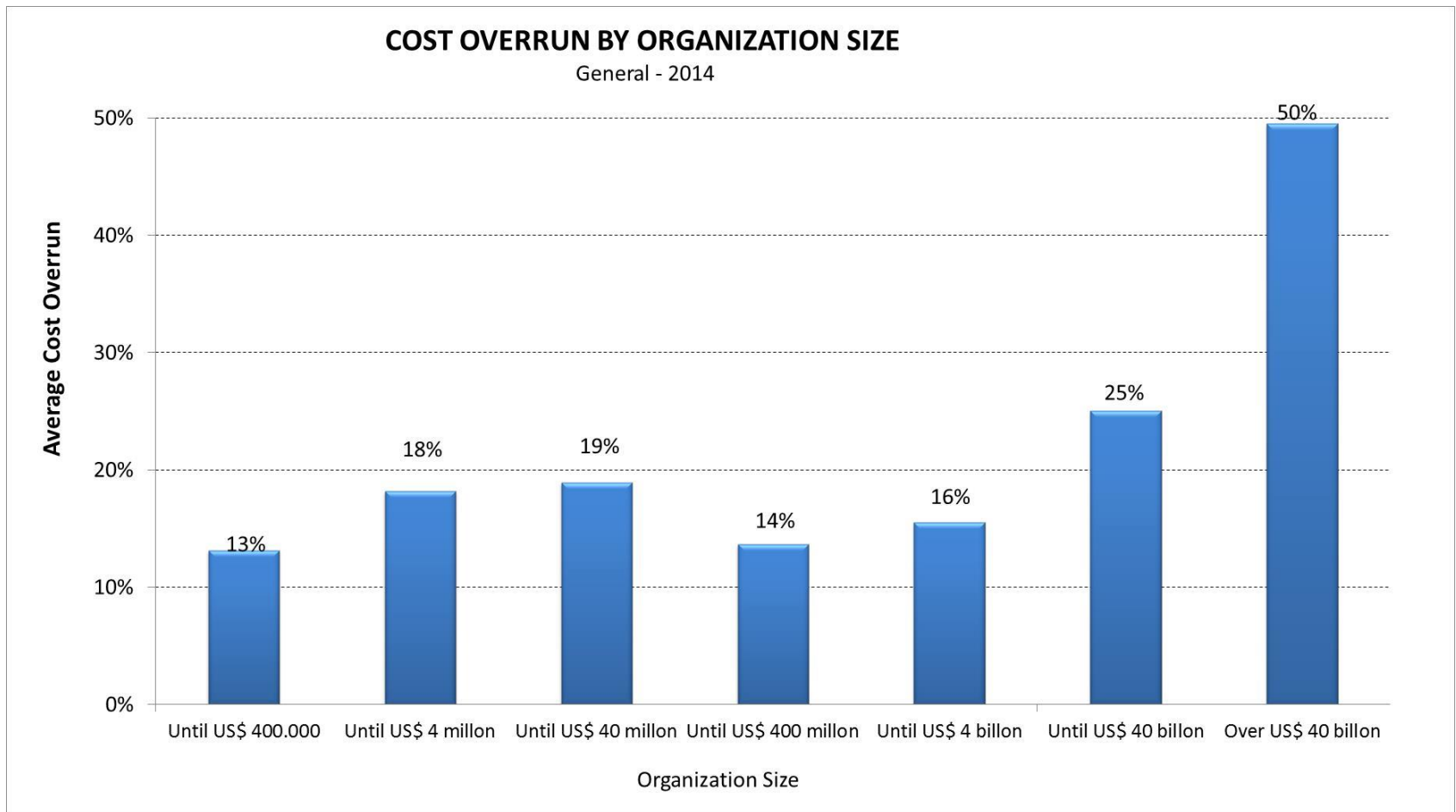
COST OVERRUN BY ORGANIZATION SIZE
General - 2014

There is some uniformity of results,
except the grouping *Over US$ 40 billion.*

SCOPE EXECUTION BY ORGANIZATION SIZE
General - 2014

Chart: Average Execution of Planned Scope by Organization Size

- Until US$ 400.000: 76%
- Until US$ 4 millon: 78%
- Until US$ 40 millon: 77%
- Until US$ 400 millon: 81%
- Until US$ 4 billon: 75%
- Until US$ 40 billon: 74%
- Over US$ 40 billon: 45%
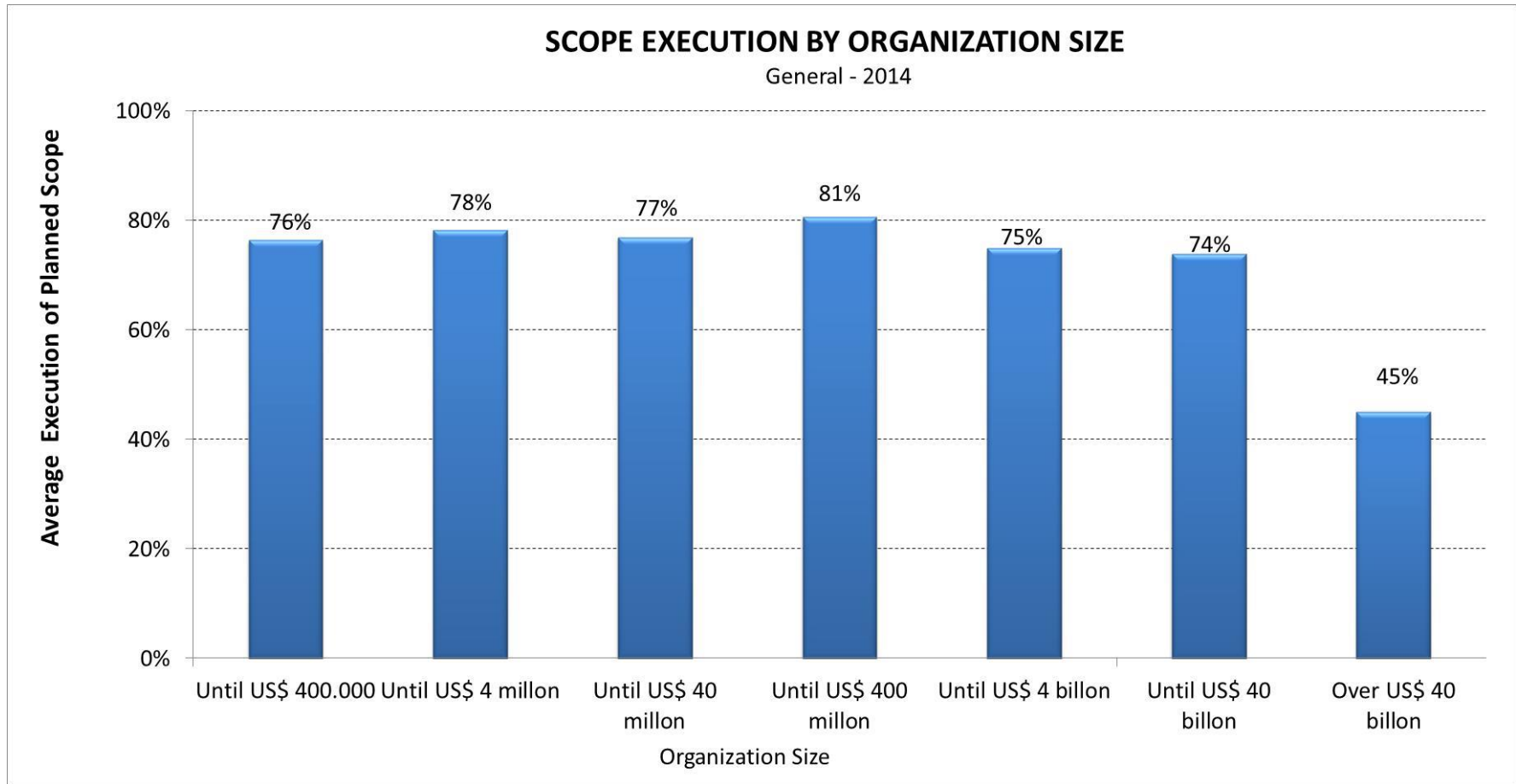
Results by Cost from Each Project

In this part of the report, is made an analysis of similar data to Part 1, but considering the Average Cost from Each Project.

View more information about the participants at "Part B - Participants Profile ".

Comments about this part of the report:

The following graphs shown indicate that organizations whose project portfolio consists of low-value projects for *Average Cost from Each Project* have KPIs slightly superior to the others.

MPCM Maturity by Project Category Model

68.9% of respondents work with portfolios consisting of projects to US$ 4 million. 1.5% work with mega projects (until US$ 400 million).

Average Cost of Each Project	# Respondents	Percentual	Maturity
Until US$ 400.000	100	30,2%	2,54
Until US$ 4 millon	128	38,7%	2,78
Until US$ 40 millon	42	12,7%	2,74
Until US$ 400.000	43	13,0%	2,67
Until US$ 4 millon	13	3,9%	3,09
Until US$ 400 millon	5	1,5%	3,17
Total Geral	331	100,0%	2,64

Note: Only 331 respondents provided this information.

MPCM — Maturity by Project Category Model

Organizations with higher value for *Average Cost of Each Project* have higher maturity.
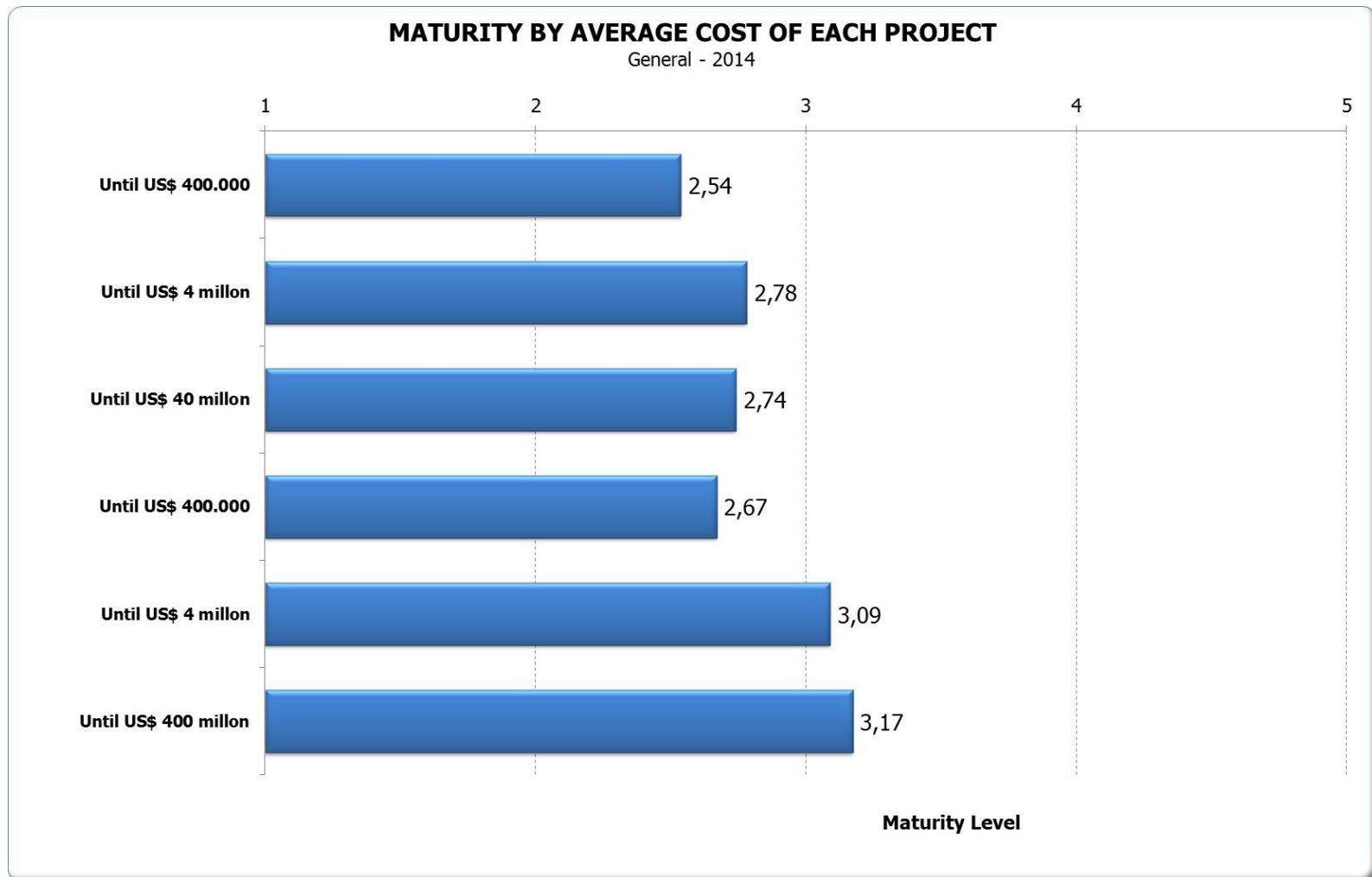
MATURITY BY AVERAGE COST OF EACH PROJECT
General - 2014

Category	Maturity Level
Until US$ 400.000	2,54
Until US$ 4 millon	2,78
Until US$ 40 millon	2,74
Until US$ 400.000	2,67
Until US$ 4 millon	3,09
Until US$ 400 millon	3,17

Maturity Level

Success by Average Cost of each project

Organizations with lowest value for *Average Cost of Each Project* have better evaluation.
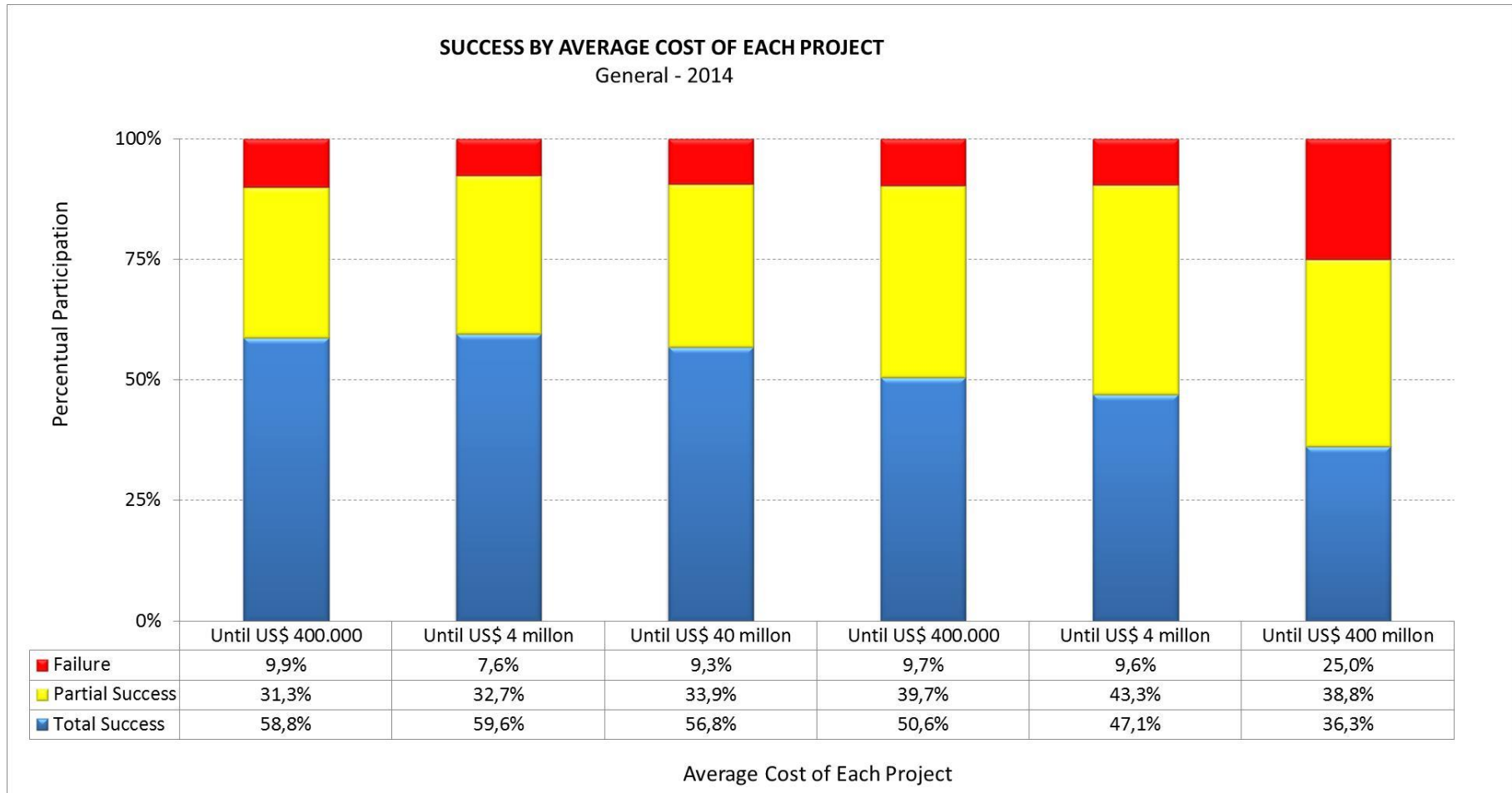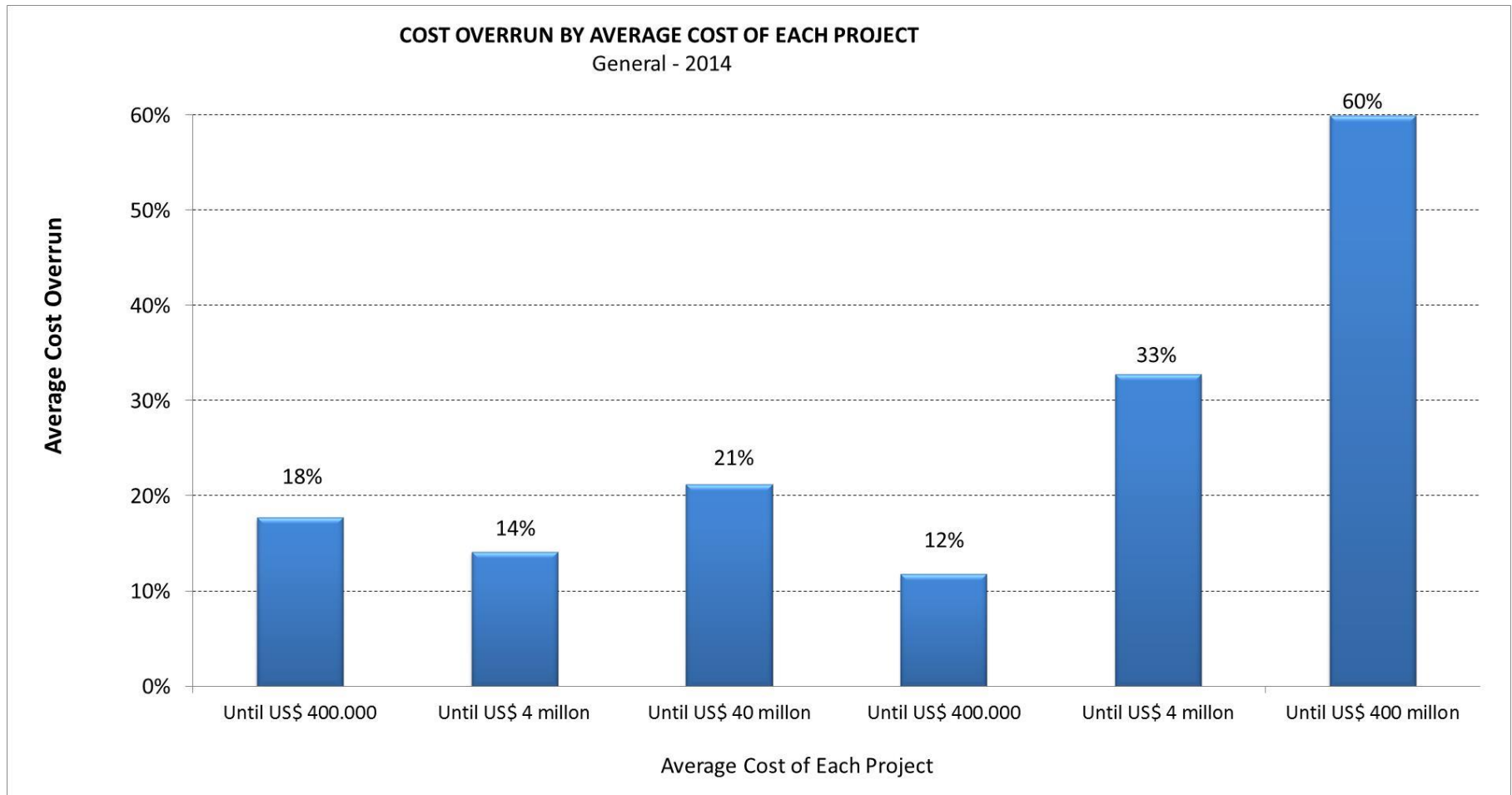
SUCCESS BY AVERAGE COST OF EACH PROJECT
General - 2014

	Until US$ 400.000	Until US$ 4 millon	Until US$ 40 millon	Until US$ 400.000	Until US$ 4 millon	Until US$ 400 millon
■ Failure	9,9%	7,6%	9,3%	9,7%	9,6%	25,0%
■ Partial Success	31,3%	32,7%	33,9%	39,7%	43,3%	38,8%
■ Total Success	58,8%	59,6%	56,8%	50,6%	47,1%	36,3%

Average Cost of Each Project

Organizations with lowest value for *Average Cost of Each Project* have lowest delay.

DELAY BY AVERAGE COST OF EACH PROJECT
General - 2014
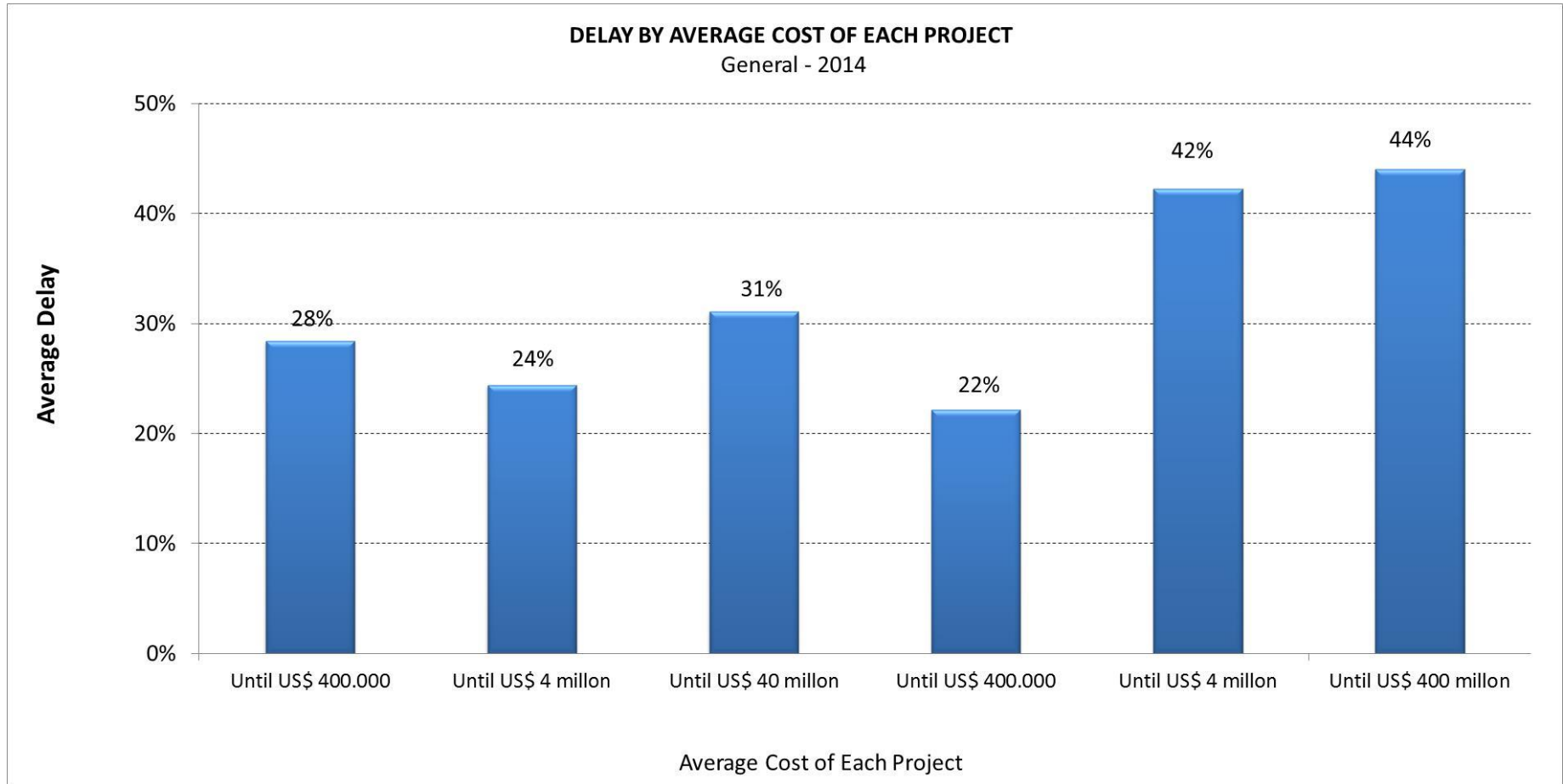
Cost Overrun by Average Cost of each project

Organizations with lowest value for *Average Cost of Each Project* have lowest cost overrun.

COST OVERRUN BY AVERAGE COST OF EACH PROJECT
General - 2014

Average Cost Overrun:
- Until US$ 400.000 — 18%
- Until US$ 4 millon — 14%
- Until US$ 40 millon — 21%
- Until US$ 400.000 — 12%
- Until US$ 4 millon — 33%
- Until US$ 400 millon — 60%

Average Cost of Each Project

There is no possible to point a prominent grouping.
However, it is worth mentioning the value obtained for mega projects (70%).

SCOPE EXECUTION BY AVERAGE COST OF EACH PROJECT
General - 2014
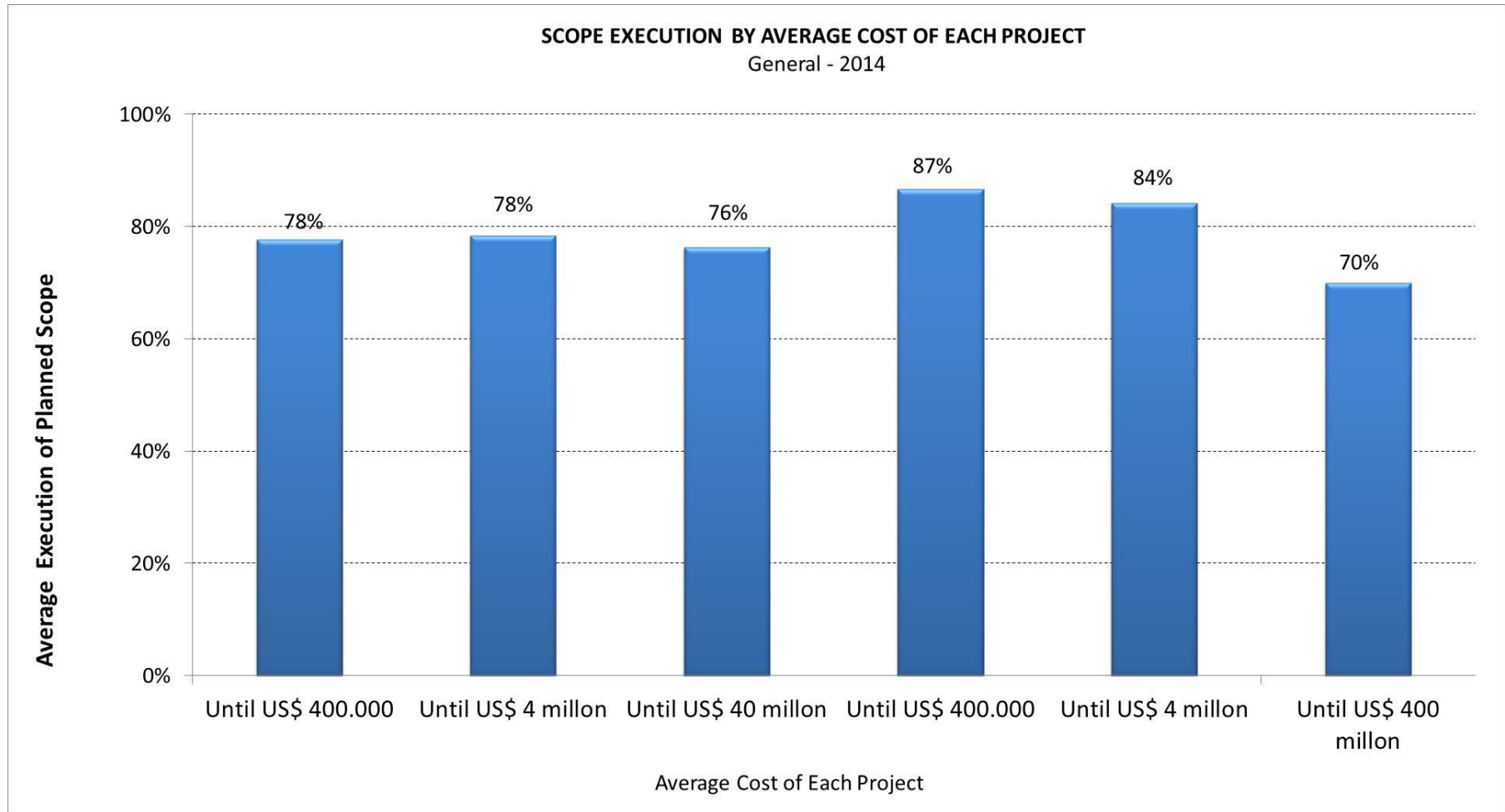
Results by Brazilian State

In this part of the report, is made an analysis of similar data to Part 1, but considering the Brazilian States.

View more information about the participants at "Part B - Participants Profile ".

Comments about this part of the report:

The following graphs shown indicate that occur different highlights for different states. We also observed that GO stands out in some indicators, despite having a low value to maturity.

Highlight for SP.

STATE	# Respondents	Percentual	Maturity
AL	2	0,5%	2,43
AM	3	0,7%	3,17
BA	9	2,2%	2,38
CE	5	1,2%	3,34
DF	27	6,5%	2,77
ES	7	1,7%	2,67
GO	16	3,9%	2,47
MG	67	16,1%	2,86
MT	8	1,9%	2,28
PA	3	0,7%	2,10
PB	2	0,5%	2,51
PE	16	3,9%	2,48
PR	16	3,9%	2,54
RJ	24	5,8%	2,04
RN	1	0,2%	3,42
RO	1	0,2%	3,02
RS	32	7,7%	2,81
SC	20	4,8%	2,73
SE	4	1,0%	3,51
SP	152	36,6%	2,58
Totals	**415**	**100,0%**	**2,64**

Maturity by Brazilian State

Highlights for MG and RS.

MATURITY BY BRAZILIAN STATE
General - 2014

State	Maturity Level
DF	2,77
GO	2,47
MG	2,86
PE	2,48
PR	2,54
RJ	2,04
RS	2,81
SC	2,73
SP	2,58

Maturity Level

Only the groupings above presented samples with over 10 participants.
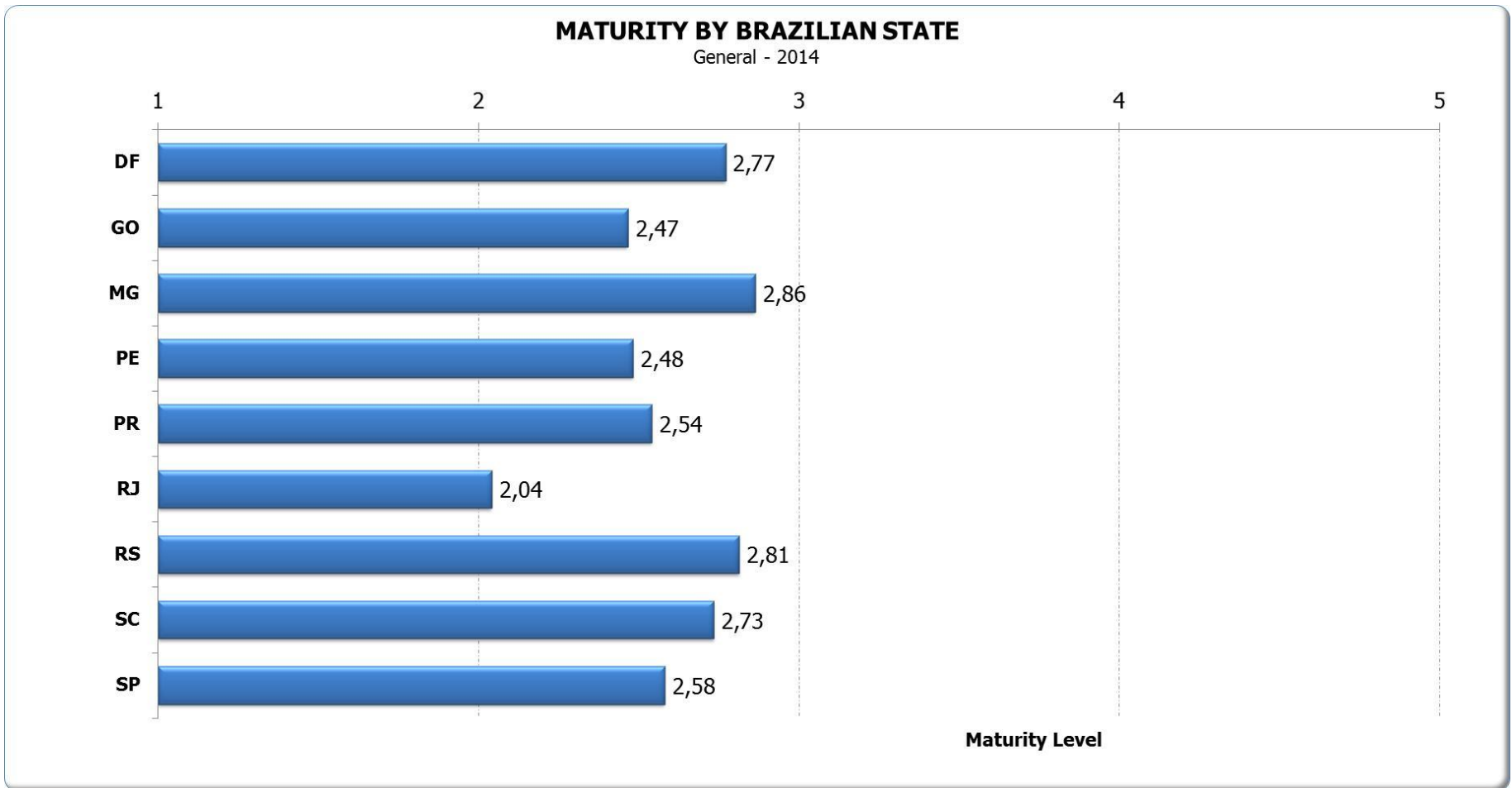
Highlights for GO and SC.
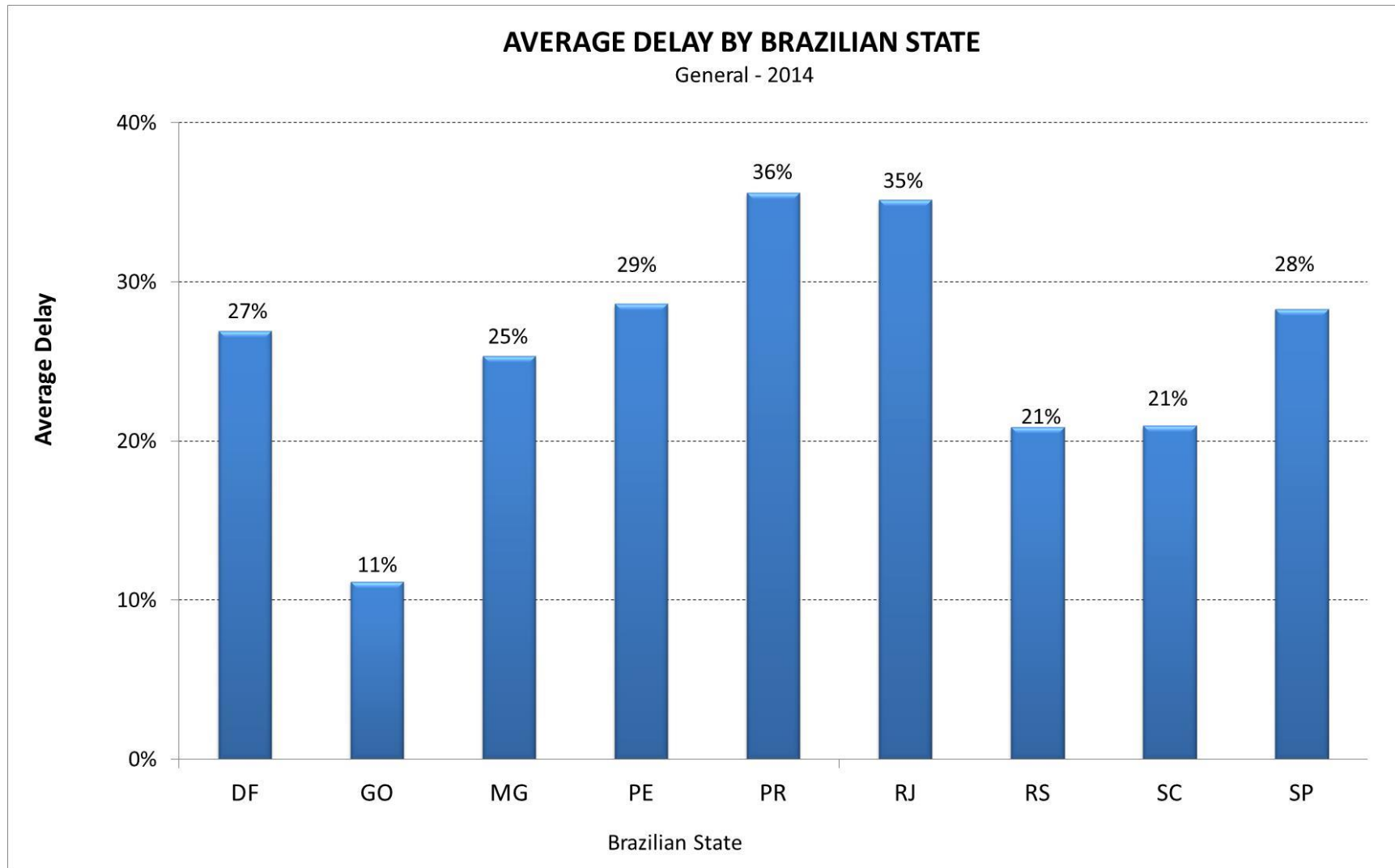
SUCCESS BY BRAZILIAN STATE
General - 2014
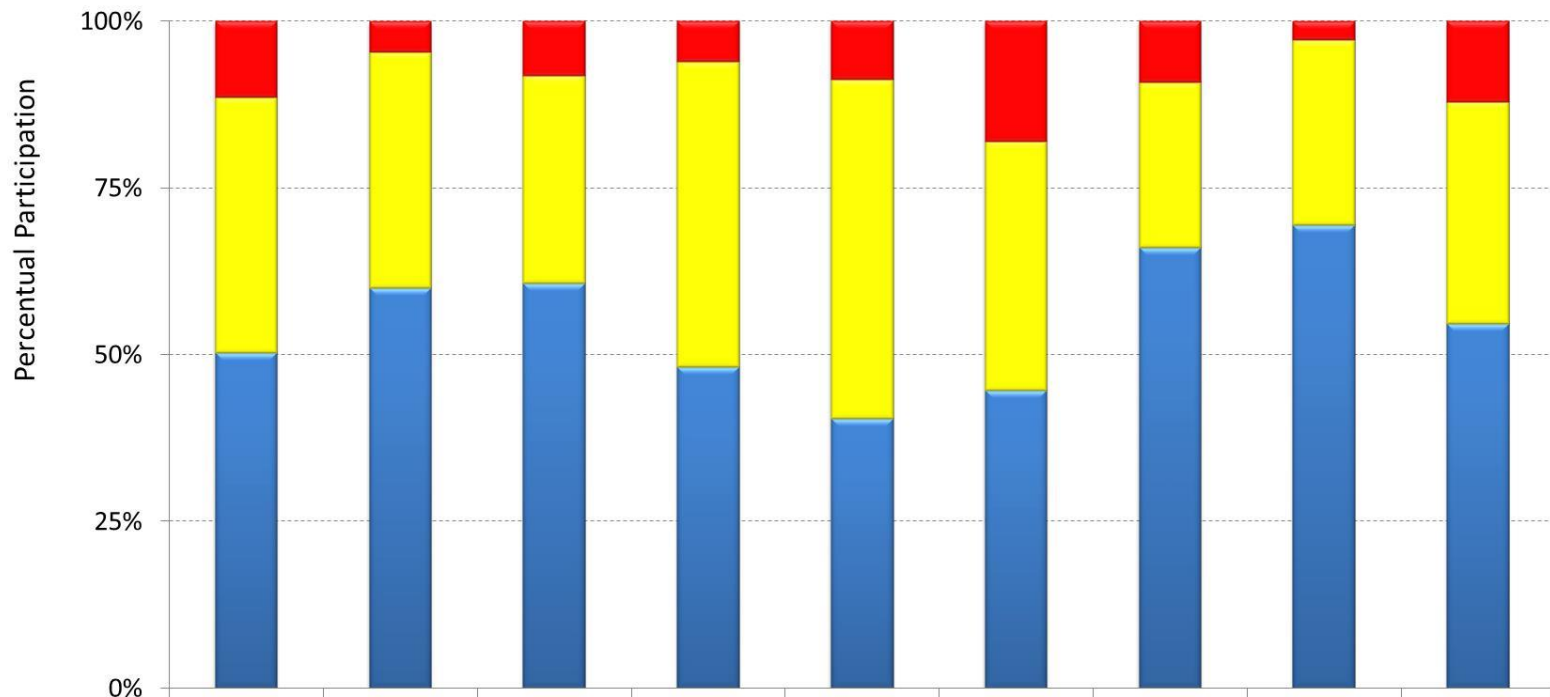
	DF	GO	MG	PE	PR	RJ	RS	SC	SP
■ Failure	11,4%	4,6%	8,2%	6,1%	8,8%	18,1%	9,1%	2,8%	12,1%
■ Partial Success	38,3%	35,4%	31,1%	45,7%	50,8%	37,2%	24,8%	27,8%	33,3%
■ Total Success	50,2%	60,0%	60,7%	48,2%	40,4%	44,7%	66,1%	69,4%	54,6%

Brazilian State

Highlight for GO.

Highlight for GO.

COST OVERRUN BY BRAZILIAN STATE
General - 2014

Highlight for RS and MG.
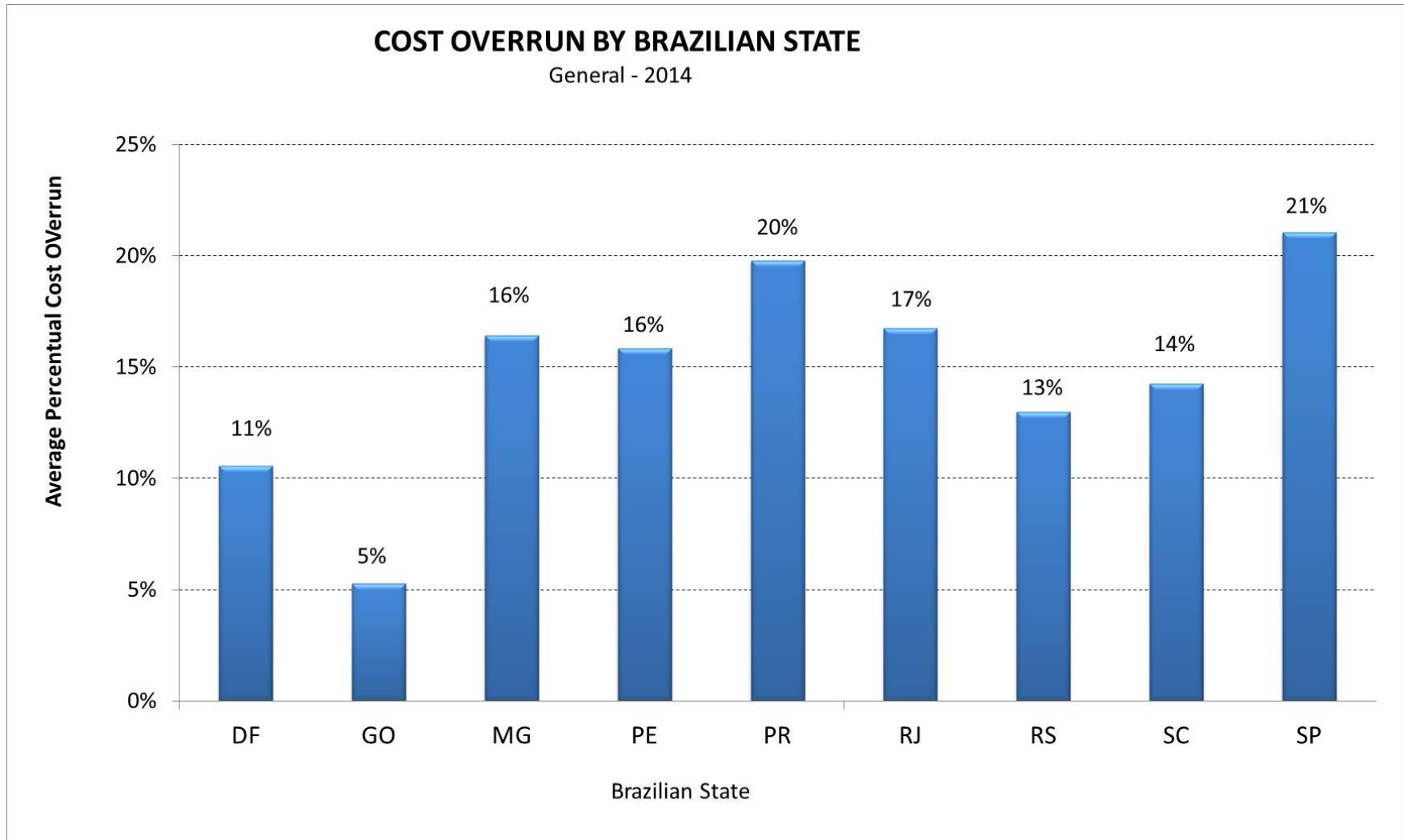
SCOPE EXECUTION BY BRAZILIAN STATE

General - 2014

Team who developed this work
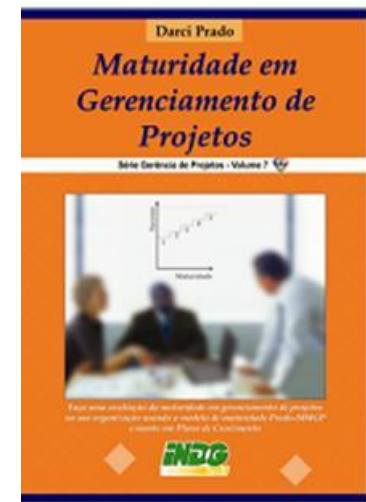
MPCM — Maturity by Project Category Model
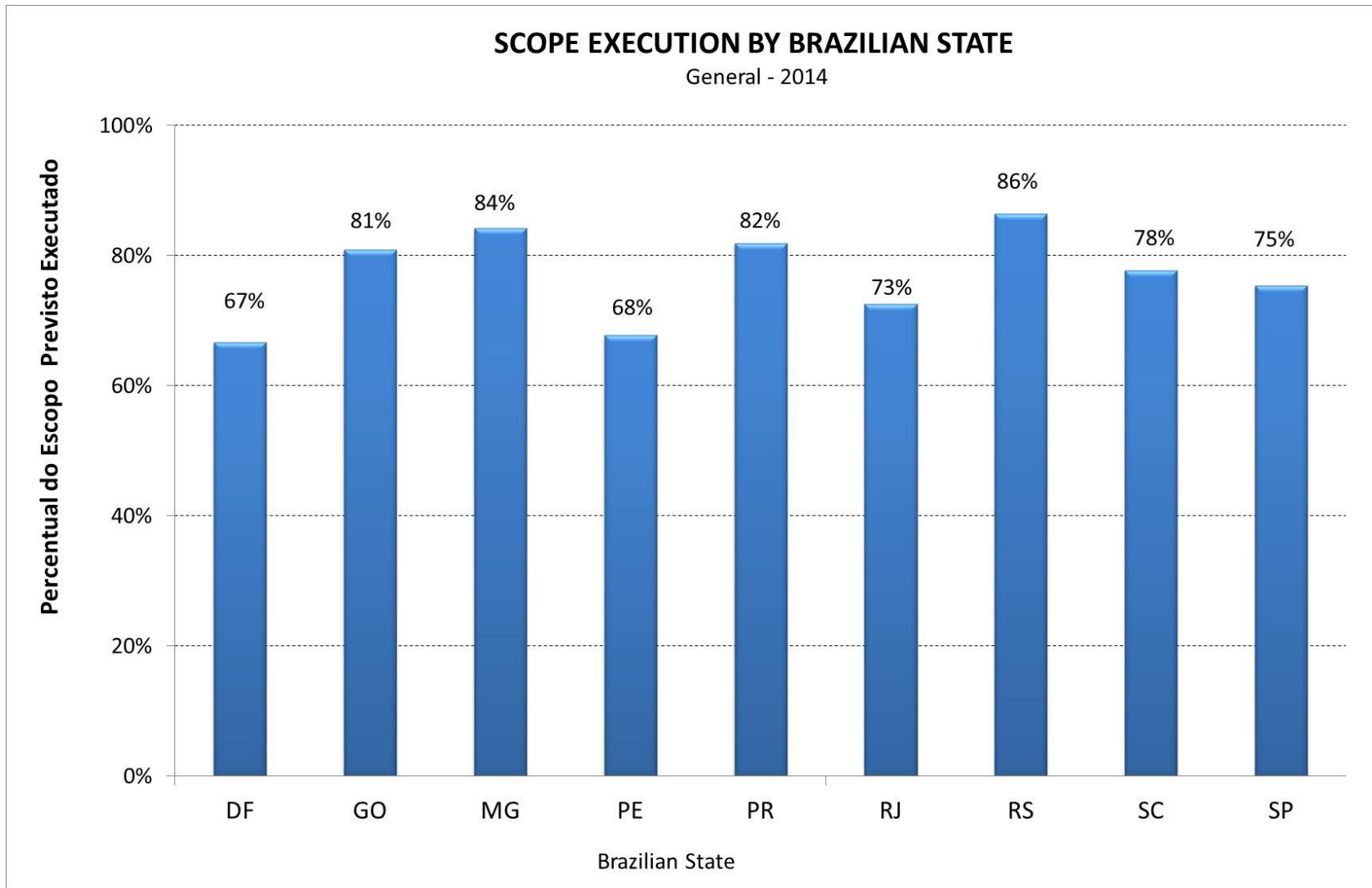
Russel D. Archibald

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

Darci Prado

- PhD
- *Qualis* member of IPMA-Br
- One of the PMI-MG, PMI-PR and Club IPMA-BH founders
- Associate Consultant at FALCONI

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MPCM
Maturity by Project
Category Model

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COMPLETE REPORT
Partnership with several organizations and opinion formers

Thanks

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    - CBIC: All affiliates (SINDUSCON, SICEPOT, SECOVI, etc.)
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    - IPMA-Br
    - CREA: MG and SP
    - FIEMG
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THE END