

PROJECT MANAGEMENT MATURITY

Archibald & Prado Research

www.maturityresearch.com

Report 2014:

“General Report”

Part B: Participants Profile

February/2015

Organized by:

Darci Prado, Warlei Oliveira and Lara Romano

We are presenting the part B of ***General Report***. Each report contains three parts:

- A. Indicators
- B. Participants profile
- C. Governance Aspects

In this report we show the percentage participation of the groupings used in Part A: Organization Type, Projects Categories, Business Area, Billing, Average Cost of each Project and Brazilian States.

In addition, a comparison is made between the following indicators: projects number in portfolio, average duration of each project and average cost of each project.

Participants List

NAME	ESTATE
ABB	SP
ABC	SP
ACME	RJ
Acumuladores Moura	PE
AES Tietê	SP
AGCO do Brasil	RS
Agência de Desenvolvimento do Distrito Federal / Terracap	DF
Agência Goiana de Defesa Agropecuária	GO
Agência Nacional de Aviação Civil	DF
Agente Marketing de Relacionamento	BA
AgilePM	ES
Algar Segurança	MG
ALGAR TECH	MG
Allen Informática	DF
Alstom GRID	SP
AMWAY	SP
anac	DF
Anglo American	MG
APAS	SP
Arcelor Mittal	MG
Arquivo Histórico do Exército	RJ
Arrastão Movimento de Promoção Humana	SP
Artlux	SP
Aser Security	GO
Assessor Público	SP
Associação Antônio Vieira - ASAV	RS
Associação Paulista de supermercados	SP
Athié Wohnrath Projetos e Gerenciamento Ltda	SP
ATIAIA	PE
attps Informática S.A.	MG

Some of the organizations participated with more than one department (or area).

Participants List

NAME	ESTATE
BAHIA	BA
Banco do Brasil S.A.	SP
Banco do Estado de Sergipe S/A	SE
Banco Itaú Unibanco S.A	SP
Banco Mercantil do Brasil S.A.	MG
BAUCON EMPREENDIMENTOS E CONSTRUÇÕES LTDA	PR
baumer s/a	SP
BAUMER S/A	SP
BIMrevit	RS
BL	RJ
BN Papel Catarinense Ltda	SC
Boost Consultoria	RJ
BSI Tecnologia Ltda.	SP
CAIXA ECONÔMICA FEDERAL	DF
Capgemini	RJ
CAPREM	SP
Casa Civil	RJ
CBMM	MG
CCOMGEX	DF
CELG D	GO
Celulose Irani S/A	SC
Cemig	MG
Cenibra	MG
Centro de Desenvolvimento de Sistemas	DF
CEPTIBR	DF
Citibank	SP
CLACLAU	MG
Collem Construtora Mohallem	MG
Companhia de Gás de Minas Gerais - GASMIG	MG
Companhia Energética de Minas Gerais – CEMIG	MG

Some of the organizations participated with more than one department (or area).

Participants List

NAME	ESTATE
Connexxion Brasil	SP
Consórcio Rmtc	GO
Construtora Ágata Ltda	MG
CONSTRUTORA ATERPA S.A.	MG
Construtora Castor Ltda	MG
Construtora Luiza Giotoku Ltda	SP
CONSTRUTORA OAS	SP
Conviver Urbanismo	CE
Cooling Freezing	RS
Copel - Companhia Paranaense de Energia	PR
CORREIOS/Área de Tecnologia	DF
CPTM	SP
CRS - DESENVOLVIMENTO DE SISTEMAS	SP
D.S Coimbra	MG
Datacom	RS
Deloitte	SP
Devemada Engenharia Ltda.	SP
Dogo & DOgo	SP
DOX Planejamento, Gestão e Desenvolvimento Imobiliário	SP
EBM Desenvolvimento Imobiliário	GO
EDIÇÃO	RJ
Eletrobras	RJ
Eletrobras Distribuição Rondônia	RO
EM Arquitetura Urbanismo e Engenharia	RS
EMC	SP
EMPRO	SP
Engenharia e Apoio	RJ
Engest Engenharia e Estrutura LTDA	DF
EquipaCare	RJ
ERP Consultoria	SP

Some of the organizations participated with more than one department (or area).

Participants List

NAME	ESTATE
ESAF/IBRAP	SC
Esmaltec SA	CE
Essencis	SP
Eurotrials	SP
Excellence Gestão Empresarial	RS
EXERCITO BRASILEIRO	DF
EY	SP
fabrica de software ufg	GO
Fabício da Silva Atanásio	SC
Facilit Tecnologia	PE
FALCONI	MG
Fernanda Borges Bordon ME	SP
FG/FPB/CEDEPE	PE
Fiat Automóveis SA	MG
FIVECOM SISTEMAS E CONSULTORIA LTDA	ES
Fluxo Soluções Integradas	BA
Fockink	RS
Fras-le S/A	RS
FRT TECNOLOGIA ELETRONICA LTDA	PE
Fundação Aprender	MG
Fundação Bradesco	SE
Fundação Ezequiel Dias	MG
Fundação Ezute	SP
Fundação Telefônica Vivo	SP
Furnas Centrais Elétricas S.A.	RJ
G&M IT	SP
Gafisa SA	SP
GAPNET Viagens	SP
GEFCO Logística - PSA	RJ
GEMBA NHS	PR

Some of the organizations participated with more than one department (or area).

Participants List

NAME	ESTATE
Geo Ambiente - Geologia Ambiental e Poços Eireli	SP
GÉRANCE Gerenciamento e Consultoria Ltda.	MG
Goldratt Associados Brasil	SP
Grupo Fleury S.A.	SP
Grupo Jacto	SP
Grupo Pão de Açúcar	SP
Grupo Proguarda	GO
GVDASA Sistemas	RS
HeaTTec	RS
Henfel Indústria Metalúrgica Ltda	SP
HOSPITAL DE MEDICINA ESPECIALIZADA	MT
HOSPITAL SANTA ROSA	MT
IBRAP	SC
Ibrap - Industrial Brasileira de Alumínio e Plástico	SC
Ibrap Esaf Indústria Brasileira de Alumínio e Plástico	SC
IDEA CONSULTORES ASSOCIADOS LTDA	PE
IDEAL WORK UNIFORMES E EPIS LTDA	SP
IF Solutions	SP
Igor Camerieri de Alvarenga ME	SP
Industria de Chaves Gold	SP
Indústrias Reunidas Coringa Ltda	AL
InfoChoice	MG
Infraero	DF
Infraero	DF
Innova SA	RS
INOVE	SP
INSTITUTO EUVALDO LODI	BA
Instituto Jatobás	SP
Intelbras	SC
InterSystems	SP

Some of the organizations participated with more than one department (or area).

Participants List

NAME	ESTATE
INTERTECHNE CONSULTORES S.A.	PR
IPMO - Escritorio Independente de gerenciamento de projetos Ltda	MG
ISA CTEEP - Cia de Transmissão de Energia Eletrica Pta	SP
ISDN Infra e Talentos em TIC	RJ
Itaipu Binacional	PR
Itambé Alimentos	MG
Itaúba Incorporações e Construções Ltda	PR
Itss Tecnologia	GO
João Granado Construtora e Imobiliária Ltda	PR
Jtec Informatica	SP
JVPM	SC
Kairos IT	SP
Landix	MG
Level3 Comunicacoes	SP
Lfm Engenharia de Obras Ltda	PR
LinkShare	SP
Localiza Rent A Car	MG
Log Consultoria	AL
Lorenge	ES
Lpfeifer Ltda	DF
Lucio Engenharia e Construções Ltda	SP
M&N Serviços de informática Ltda	SP
Mabin Consultoria e Treinamento	GO
MAGAZINELUIZA S.A.	SP
Magna Sistemas	SP
MAHLE METAL LEVE SA	MG
Maquinas Agrícolas Jacto - Divisão Mizumo	SP
Máquinas Agrícolas Jacto S/A	SP
MARCEL ZAMBON	SP
MarkArquitetura projetos e Gerenciamento Ltda	SP

Some of the organizations participated with more than one department (or area).

Participants List

NAME	ESTATE
Marsh Corretora de Seguros	SP
Martins Com Serv Distr SA	MG
Mascarenhas Barbosa Roscoe S.A.	MG
MDGEO	MG
MDL	RJ
Menegotti Indústrias Metalúrgicas	SC
Millenium	DF
Mineração Rio do Norte S.A	PA
MIP ENGENHARIA SA	MG
Mitsui Sumitomo Seguros	SP
MMC Automotores do Brasil Ltda	GO
MPGO	GO
MRV Engenharia e Participações SA	MG
N.A.Representações Ltda.	SP
Netshoes	SP
Nivea Maria Braga Consultoria em Informatica	PR
Novelli Souza Ltda	SC
Odebrecht Ambiental	SP
Opticom	SC
Orica	SP

Some of the organizations participated with more than one department (or area).

Participants List

NAME	ESTATE
Orica Brasil	SP
Otimiza Consultoria em Administração Ltda	RS
Paradigma Internet	MG
Paranasa Engenharia e Comércio S/A	MG
Parex Construções Industriais	MG
Parks Comunicações Digitais	RS
PC Sistemas	GO
Personal Service	RJ
Petra Gestão Empresarial	PR
PETROBRAS	SP
PETROBRAS	RJ
PI Engenharia e Consultoria	MG
Pif Paf Alimentos S.A	MG
Pixeon	SP
Planeta Educação Gráfica e Editora Ltda	SP
Plano Consultoria	DF
Plx	SC
PMQM Gestão de Projetos	MG
Policard	MG
Polícia Federal	DF
Polícia Federal em São Paulo	SP
Polícia Rodoviária Federal	DF
Pontomobi	SP
Portobello S/A	SC
POYRY Tecnologia Ltda	SP
Prefeitura Municipal de Foz do Iguaçu	PR
Prefeitura Municipal de Viana	ES
Previ	RJ
PRG ENGENHARIA	SP
PROCERGS	RS

Some of the organizations participated with more than one department (or area).

Participants List

NAME	ESTATE
Prodeb	BA
Proguarda	GO
PROGUARDA	GO
Prosys Engenharia	SP
QPRO Soluções Integradas	SP
Quattri Consultoria Ltda	SP
RANDON SA	RS
RD consultoria	SP
RDJ RESIDENCIAL LTDA	ES
Reta Engenharia Ltda	MG
Reta Engenharia Ltda	MG
ROCONTEC	SP
ronaldo garaguso	SP
RS Consultoria e Serviços	SP
SAEMAS	SP
Schneider Electric	SP
Schulz	SC
Schweitzer Mauduit do Brasil SA	RJ
seagull	SP
Sealed Air	SP
Sebrae	DF
Secretaria da Fazenda do Estado da Bahia	BA
SECRETARIA DA SEGURANÇA PÚBLICA	SP
Secretaria de Logística e Tecnologia da Informação	DF
Secretaria de Tecnologia da informação - TJCE	CE
SEFAZ	RS
Senacrs	RS
SENAI - CETA Centro de Excelência em Tecnologias Avançadas	RS
Senai-SC	SC
Serpro	PE

Some of the organizations participated with more than one department (or area).

Participants List

NAME	ESTATE
Serviço Social da Indústria na Paraíba	PB
Serviço Social da Indústria Regional Bahia	BA
SINCO CONSORCIO TECNICO	SP
Sintegra Surgical Sciencies	SP
Sintegra Surgical Sciencies	SP
SKF do Brasil LTDA	SP
SMART Consulting	PR
Smart Consulting Group	PR
SNC Lavalin Projetos Industriais - a part of SNC Lavalin Group	MG
Somattos Engenharia e Comércio Ltda	MG
STE-Serviços Técnicos de Engenharia S.A.	RS
Supero Serviços em Informática Ltda.	SC
Supporttraining Informática	SP
Sysmap Solutions	SP
Tael Incorporações e Construções LTDA	SP
TAESA Transmissora Aliança de Energia Elétrica S.A.	RJ
TBG	RJ
TDB Produtos e Serviços	ES
TECHNIQUE Assessoria e Planejamento	RS
Technique Engenharia	RS
Tecnomapas	MT
Telefonica Brasil	SP
TELSAN- PETROBRAS - PROJETO REFINARIA DO NORDESTE	PE
TERRACAP	DF
TESTSE	SP
Theraskin Farmaceutica Ltda	SP
Thermogyn Ar Condicionado	GO
TJDFT	DF
TOTVS RS	RS
TRAIL INFRAESTRUTURA	SP

Some of the organizations participated with more than one department (or area).

Participants List

NAME	ESTATE
Transdata Industria e Serviços de Automação Ltda.	SP
TransdataSmart	SP
Transpetro	SP
TRE/RS	RS
Tribunal de Justiça do Estado do Ceará	CE
Tribunal Regional do Trabalho	SP
TRIBUNAL REGIONAL DO TRABALHO DA 13ª REGIÃO	PB
Tribunal Regional do Trabalho da 15ª Região	SP
Tribunal Regional do Trabalho da 20ª região (SE)	SE
Tribunal Regional do Trabalho de Minas Gerais	MG
Tron Informática	GO
TRS Gestão e Tecnologia S.A. (TOTVS RS)	RS
TRT 23	MT
Tuma Instalações Térmicas Ltda	MG
Ufba	BA
Unidade de Gerenciamento Social e Ambiental dos Igarapés de Manaus	AM
UNIFESP	SP
UNILA	PR
Unimed	PA
Unimed Paulistana	SP
Unimed-Vitoria	ES
Uninorte - Laureate	AM
UNIRITTER	RS
Universidade Anhembi Morumbi	SP
Universidade Potiguar	RN
Universidade Salvador - Unifacs	BA
UOLDIVEO	SP
Upman Organizacoes texteis	RS
Usiminas	MG
UTRSA	SP

Some of the organizations participated with more than one department (or area).

Participants List

NAME	ESTATE
Vale Fertilizantes SA	SP
Vale S/A	MG
ValeCard	MG
Vallourec	MG
Valpro gerenciamento de construções	SP
Velsis	PR
veneza construções e planejamento Ltda	CE
VERRI VERITATIS CONSULTORIA LTDA	SP
Vitae Brasil	SP
VITON 44 IND COM EXP ALIM LTDA	RJ
Waldir de Souza Junior	SP
werbran distribuidora de medicamentos Ltda	PR
Worktime	SE
Yamaha Motor da Amazonia Ltda	AM
Zero-Defect	RS

Some of the organizations participated with more than one department (or area).

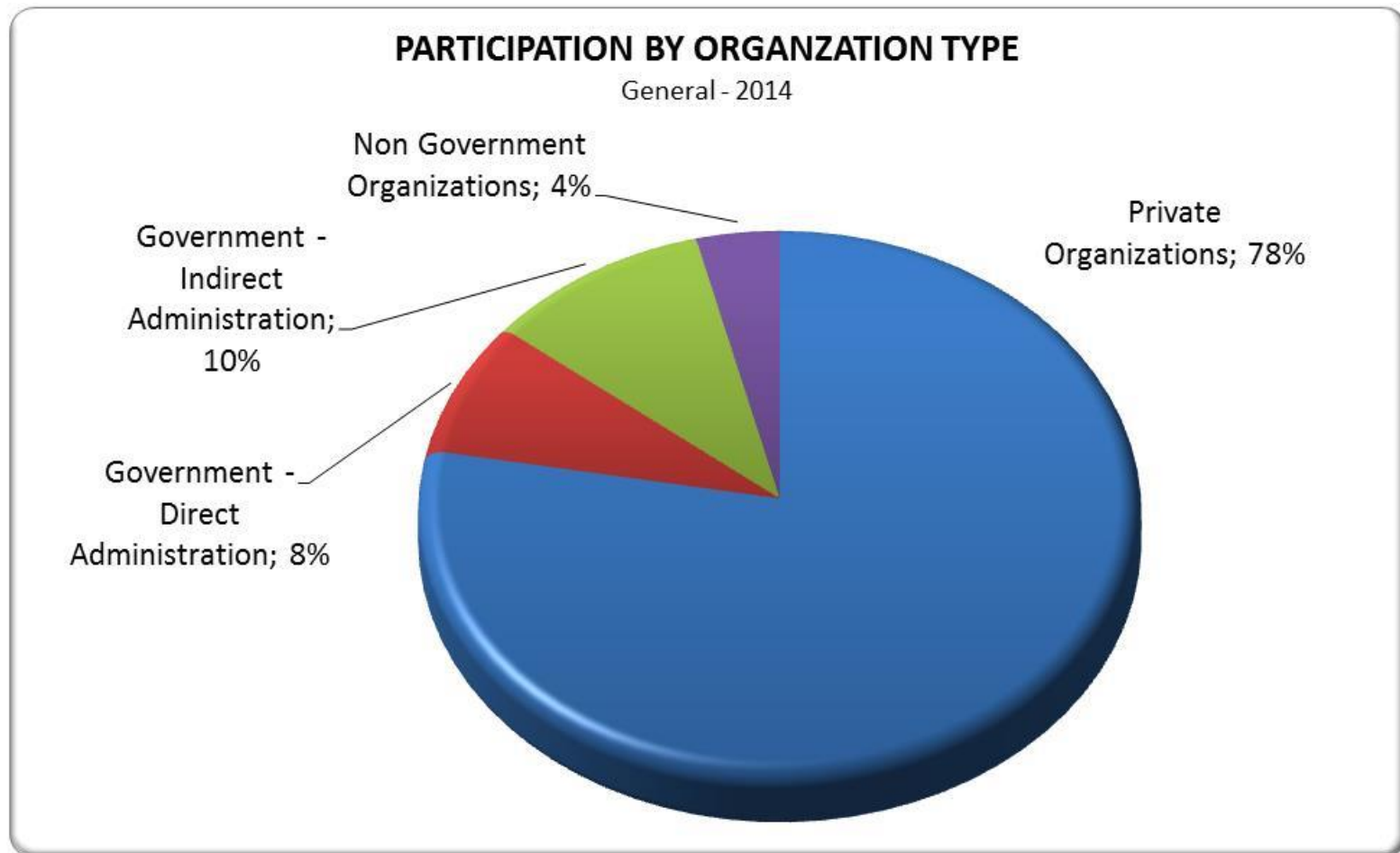
Participants by Organization Type

All organization types were present at the 2014 research.

Organization Type	# Respondents	%	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%	2,64

Participants by Organization Type

Emphasis on the participation of the Private Organizations.



Participants by Projects Categories

The following categories were present at the research.

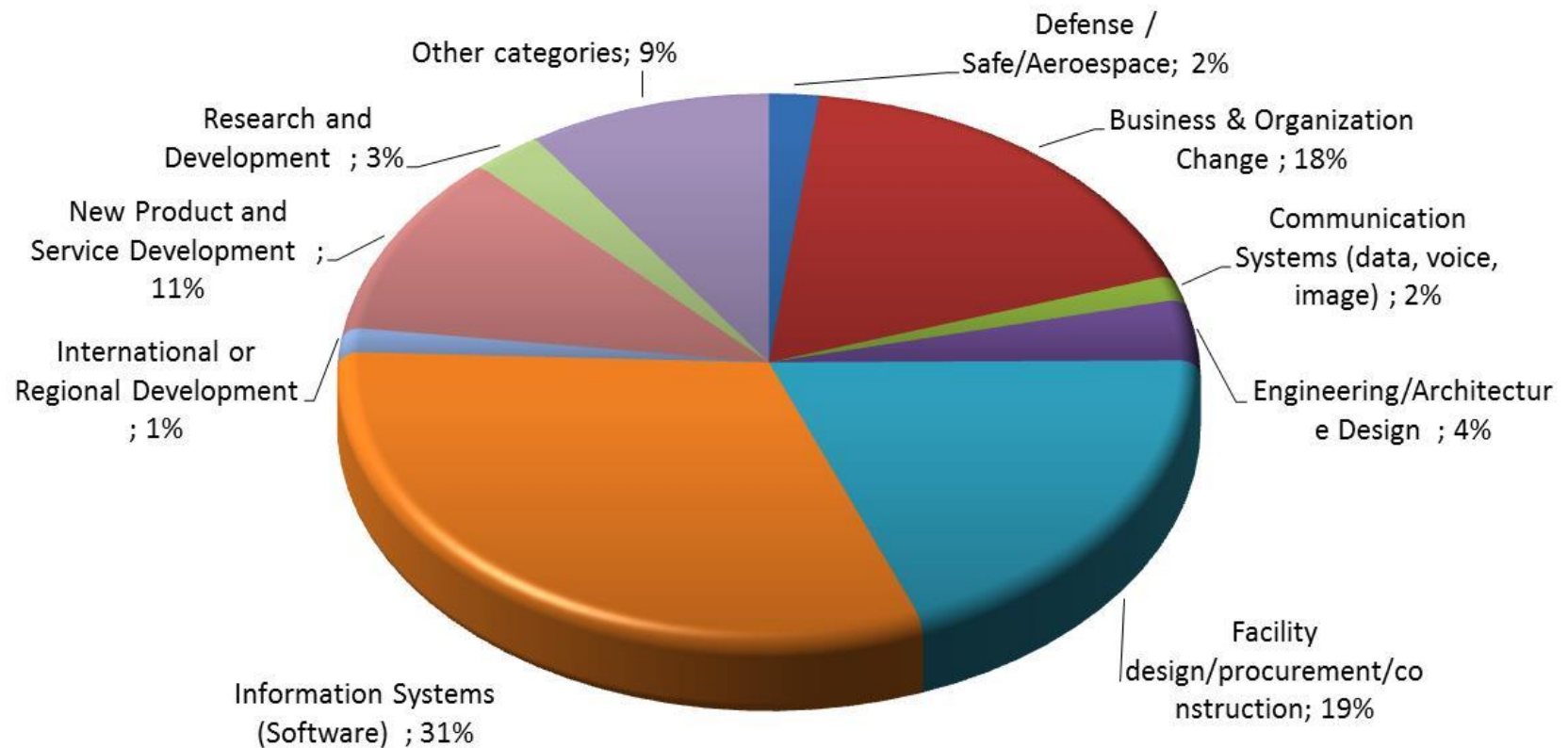
PROJECT CATEGORY (ARCHIBALD MODEL)	# Respondents	Percentual	Maturity
Defense / Safe/Aeroespace	8	1,9%	2,93
Business & Organization Change	74	17,8%	2,52
Communication Systems (data, voice, image)	6	1,4%	2,52
Engineering/Architecture Design	15	3,6%	2,77
Facility design/procurement/construction	80	19,3%	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
Other categories	39	9,4%	2,57
Media & Entertainment	1	0,2%	
Totals	415	100,0%	2,64

Participants profile: Project Category

The INDIVIDUAL category with the highest participation was the *Information Systems (sw)*.

PARTICIPATION BY PROJECT CATEGORY (Archibald Model)

General - 2014

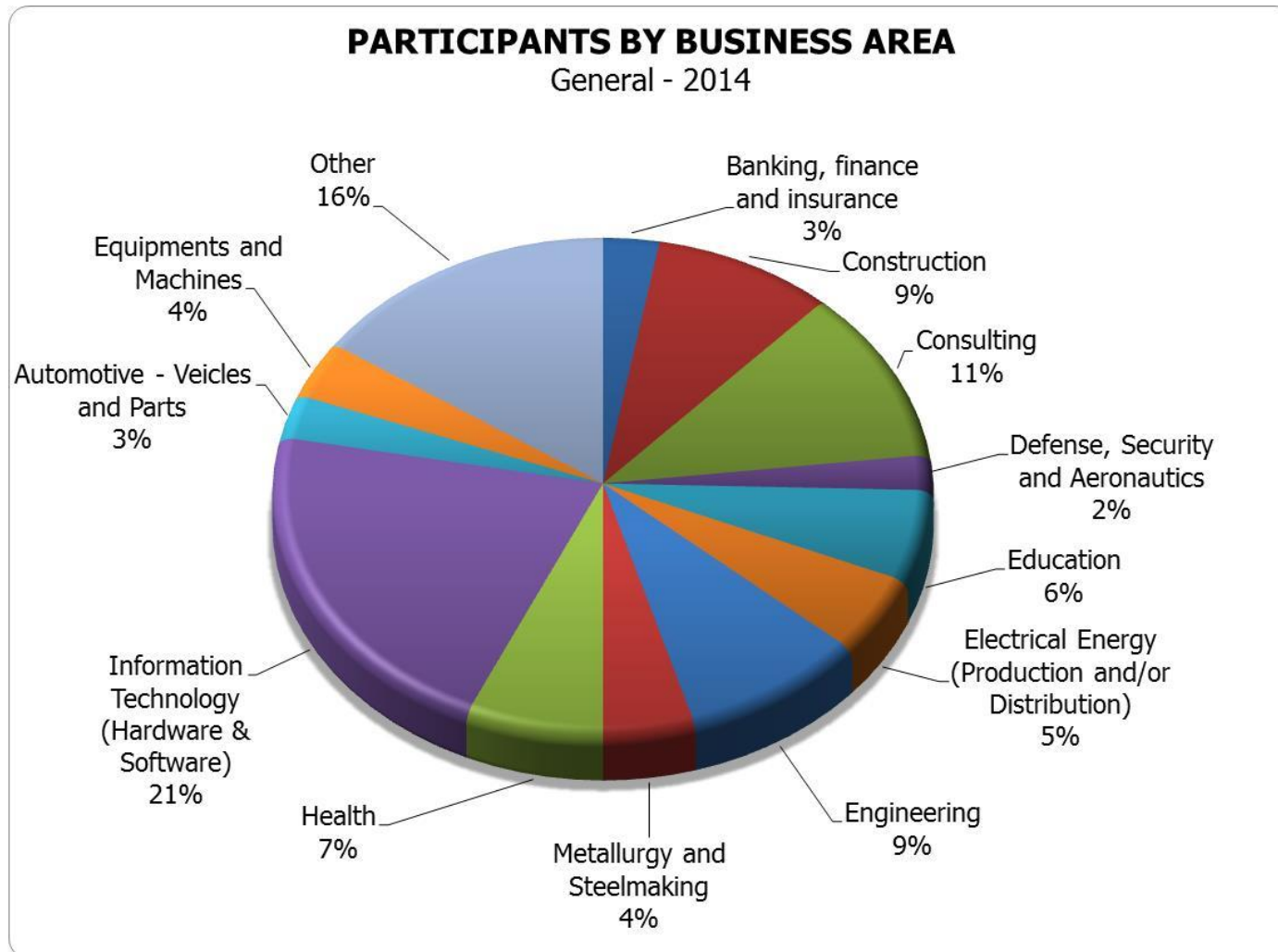


Participants by Business Area

Only the following categories were present at the research.

BUSINESS AREA	# Respondents	Percentual	Maturity
Agriculture, Cattle Raising, Silviculture e Forest Exploration	2	0,5%	
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%	
Metallurgy and Steelmaking	16	3,9%	2,64
Paper and Cellulose	4	1,0%	
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%	
Automotive & Automotive Parts	10	2,4%	2,66
Other	55	13,3%	2,53
Distribution (Whater and Gas)	6	1,4%	2,55
Clothing, Footwear, Fashion and Sports Equipment	1	0,2%	
Refractories, Ceramic and Glass	1	0,2%	
Equipments and Machines	13	3,1%	2,65
Chemistry and Petrochemical	4	1,0%	2,01
Textiles	1	0,2%	
Totals	415	100,0%	2,64

The INDIVIDUAL area with the highest participation was the *Information Systems (Hd & Sw)*.



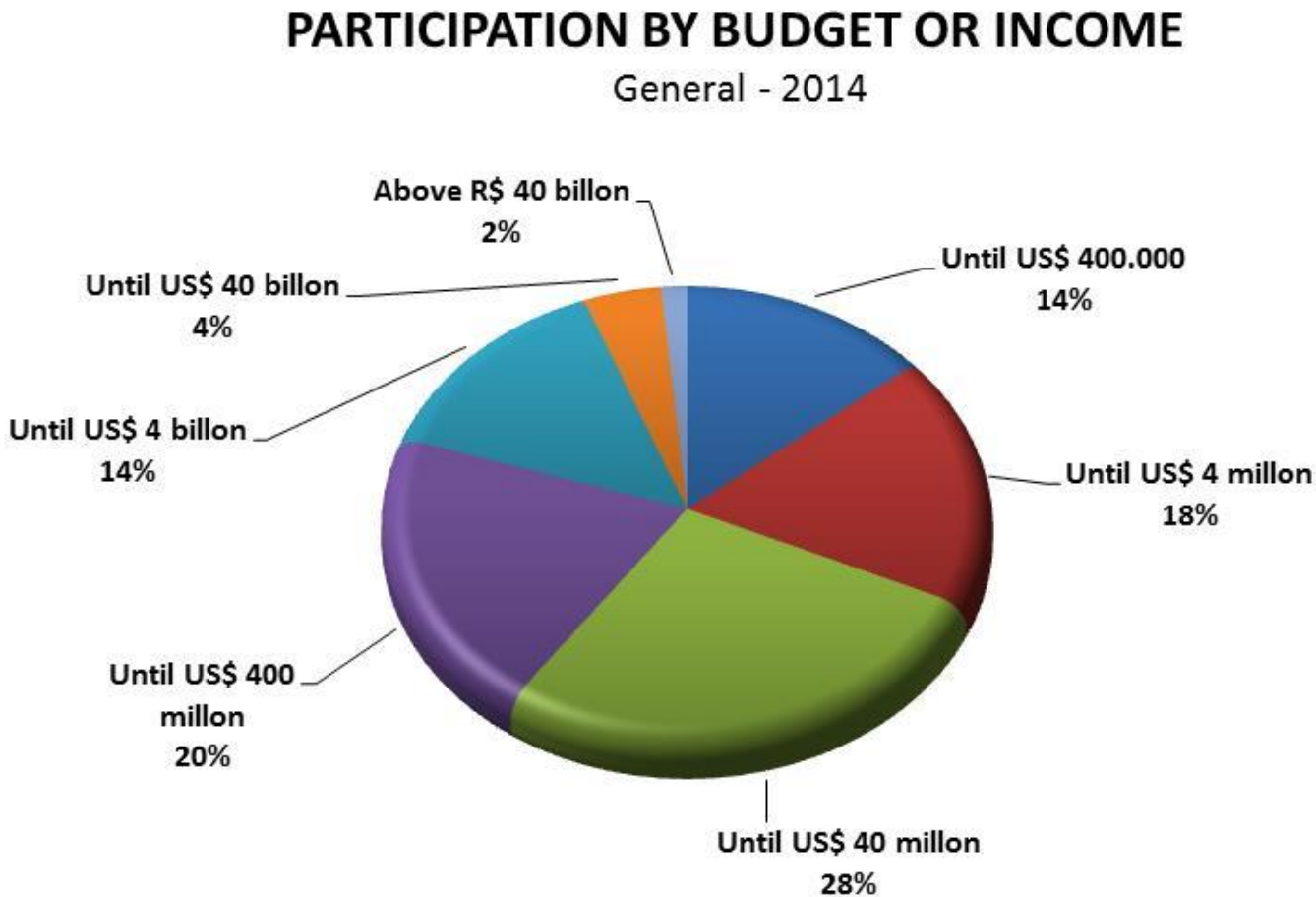
Participants profile: Budget

BUDGET OR INCOME	# Respondents	Percentual	Maturity
Until US\$ 400.000	58	14,0%	2,76
Until US\$ 4 million	74	17,8%	2,63
Until US\$ 40 million	116	28,0%	2,56
Until US\$ 400 million	84	20,2%	2,75
Until US\$ 4 billion	59	14,2%	2,62
Until US\$ 40 billion	18	4,3%	2,58
Above R\$ 40 billion	6	1,4%	2,60
Totals	415	100%	2,64

Participants profile: Budget

32% of organizations have budget up to US\$ 4 million.

40% of organizations have budget greater than US\$ 40 million.



Participants profile: Average Cost of Each Project

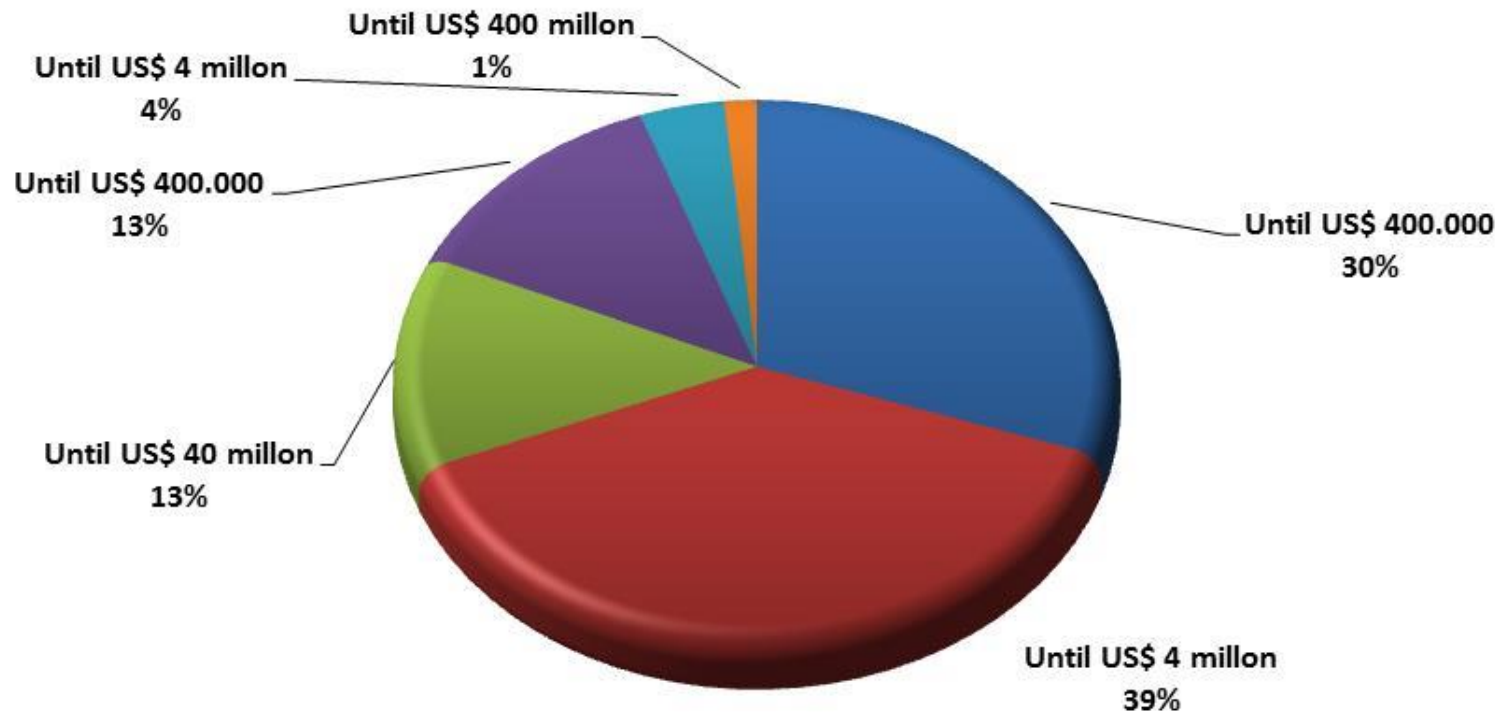
Average Cost of Each Project	# Respondents	Percentual
Until US\$ 400.000	100	30,2%
Until US\$ 4 million	128	38,7%
Until US\$ 40 million	42	12,7%
Until US\$ 400.000	43	13,0%
Until US\$ 4 million	13	3,9%
Until US\$ 400 million	5	1,5%
Total Geral	331	100,0%

Participants profile: Average Cost of Each Project

69% of organization have portfolios whose cost projects is up to US\$ 4 million each.

PARTICIPATION PER AVERAGE COST OF EACH PROJECT

General - 2014

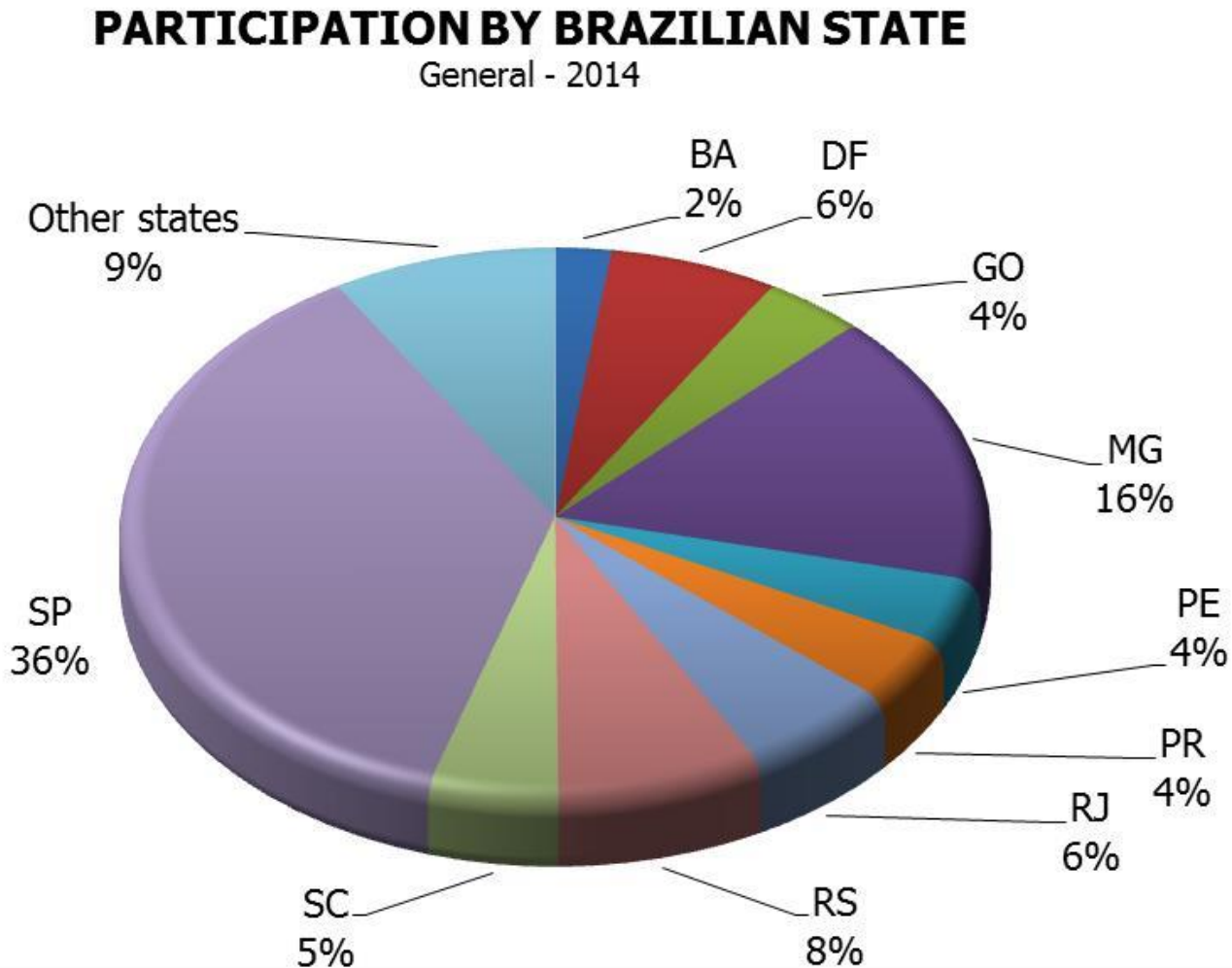


Participants profile: Brazilian States

BRAZILIAN ESTATE	# Respondents	Percentual	Maturity
AL	2	0,5%	
AM	3	0,7%	
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%	
PB	2	0,5%	
PE	16	3,9%	2,48
PR	16	3,9%	2,54
RJ	24	5,8%	2,04
RN	1	0,2%	
RO	1	0,2%	
RS	32	7,7%	2,81
SC	20	4,8%	2,73
SE	4	1,0%	
SP	152	36,6%	2,58
Totals	415	100,0%	2,64

Participants profile: Brazilian States

São Paulo is the state with higher participation at the research.

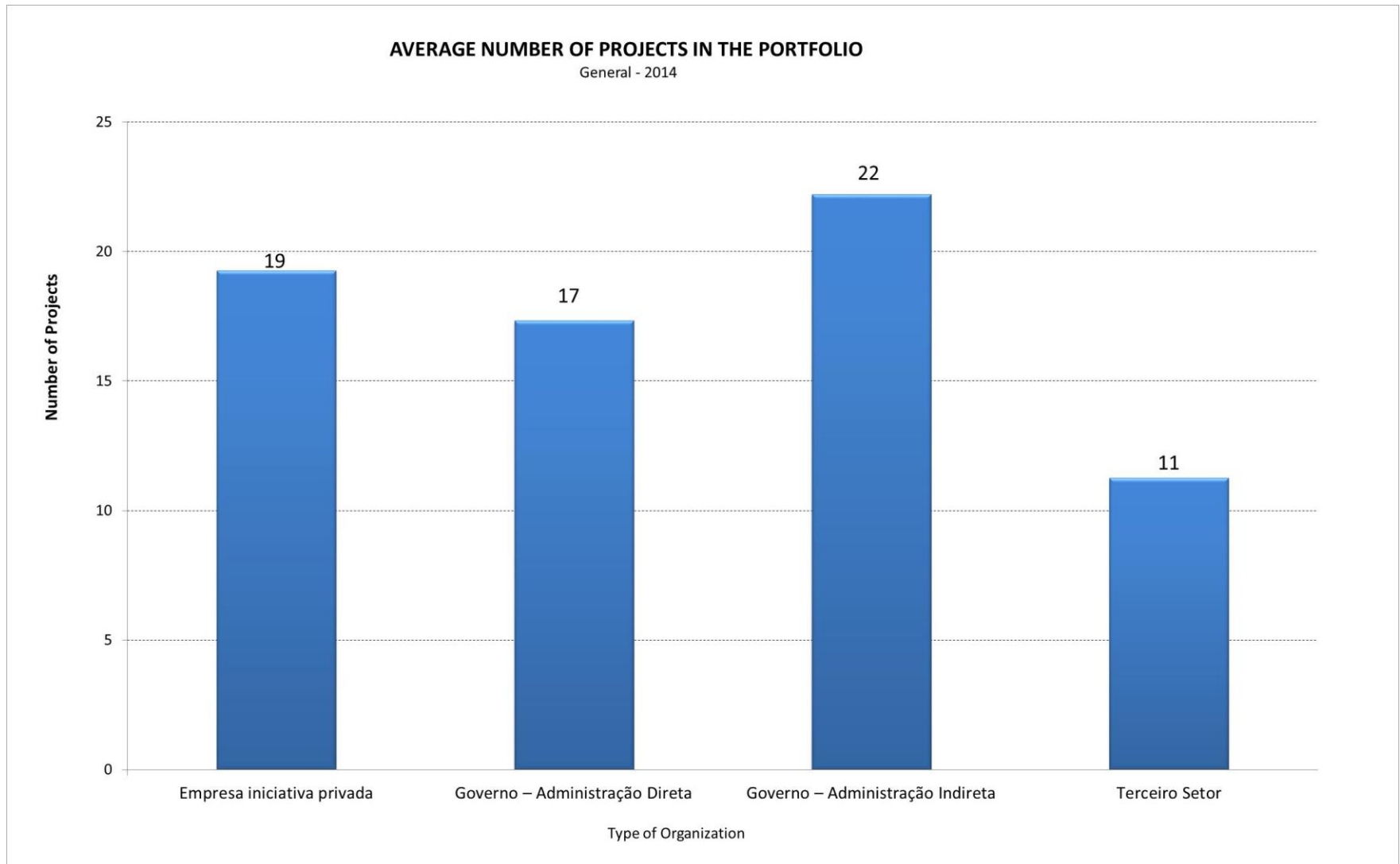


Size Comparison

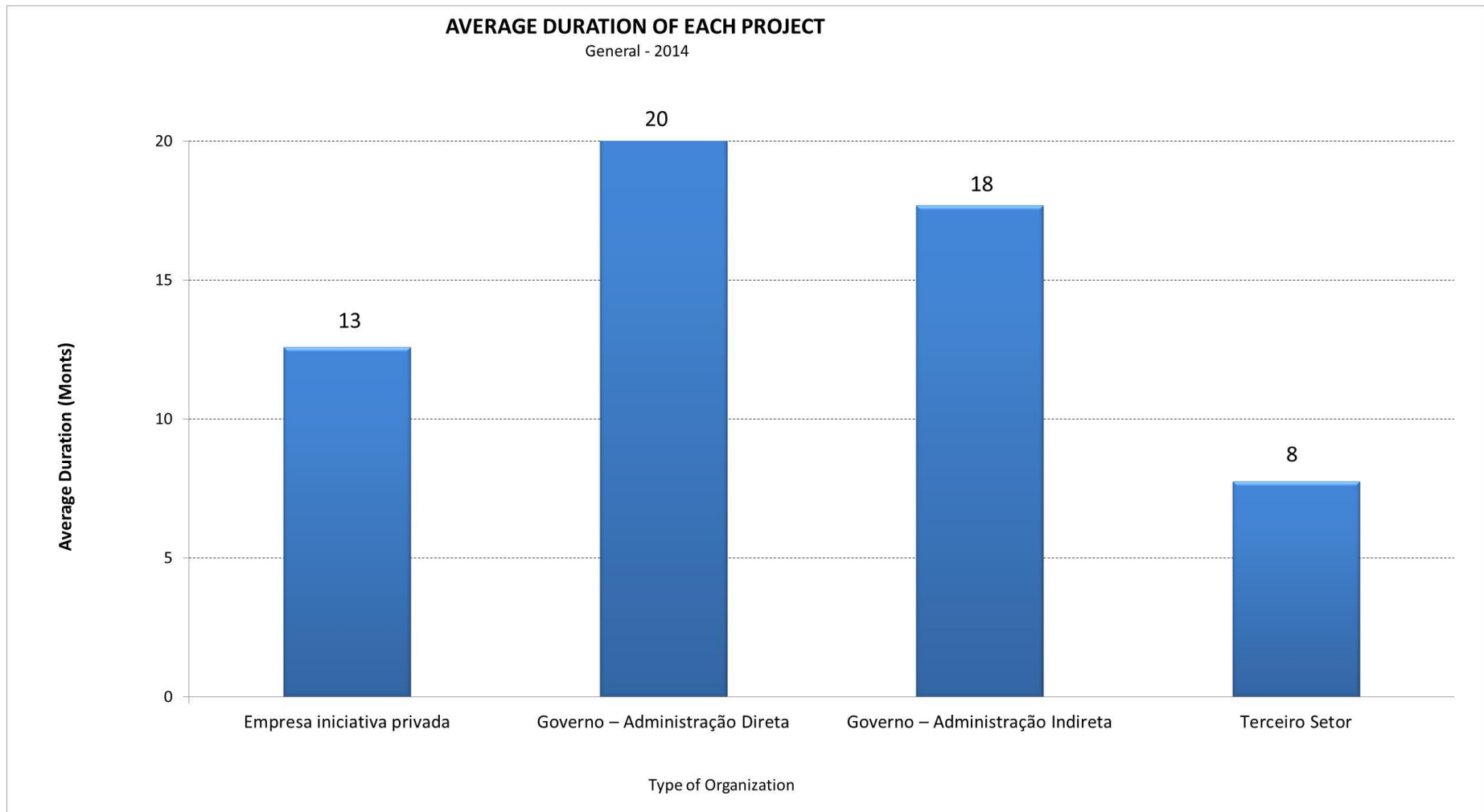
A – By Organization Type

Type of Organization	# Respondents
Private Organization	323
Government - Direct Administration	33
Government - Indirect Administration	43
Non Government Organizations	16
Totals	415

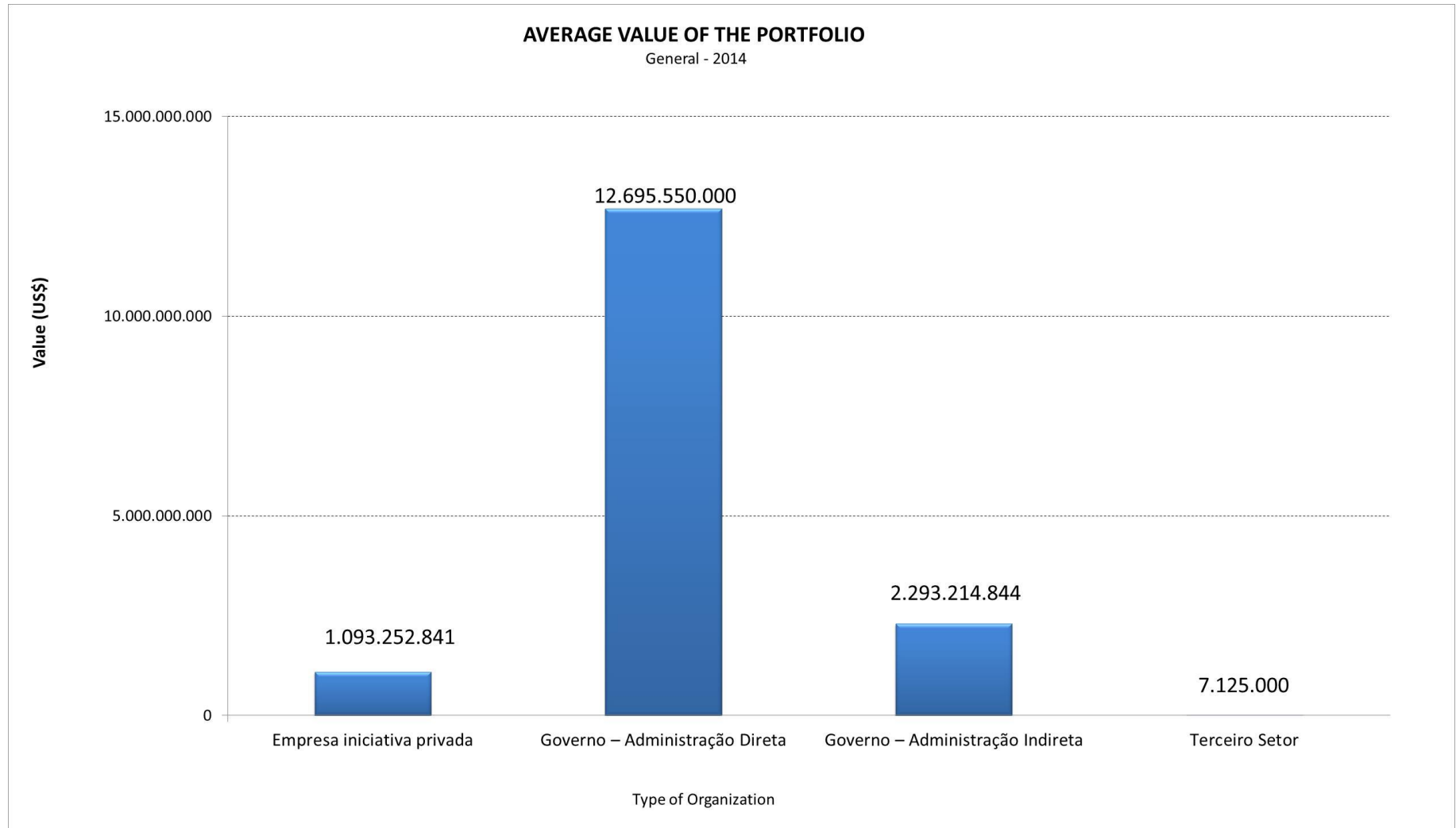
Average Number of Projects in the Portfolio



Average duration of each project



Average value of the Portfolio (US\$)

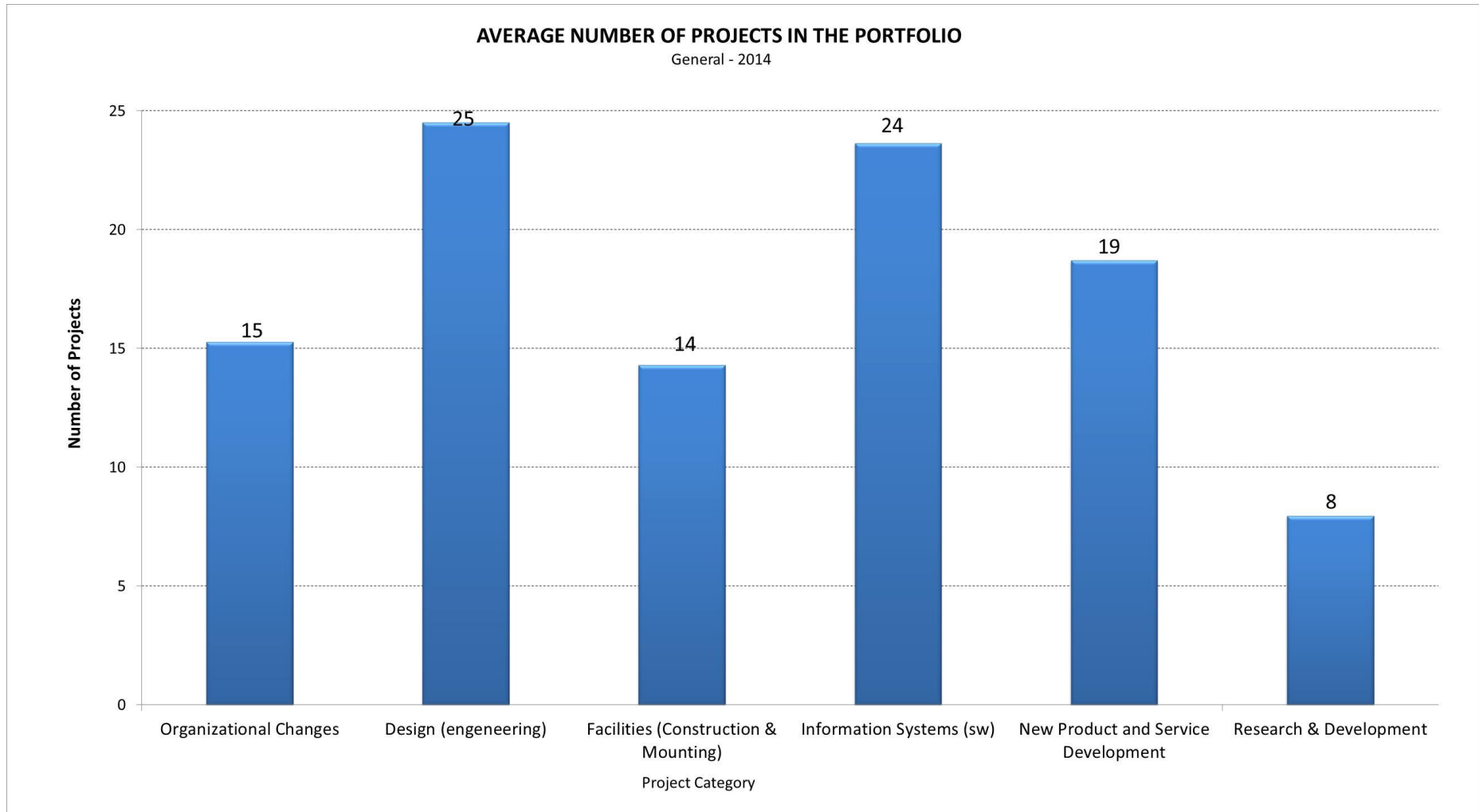


B – By Project Category

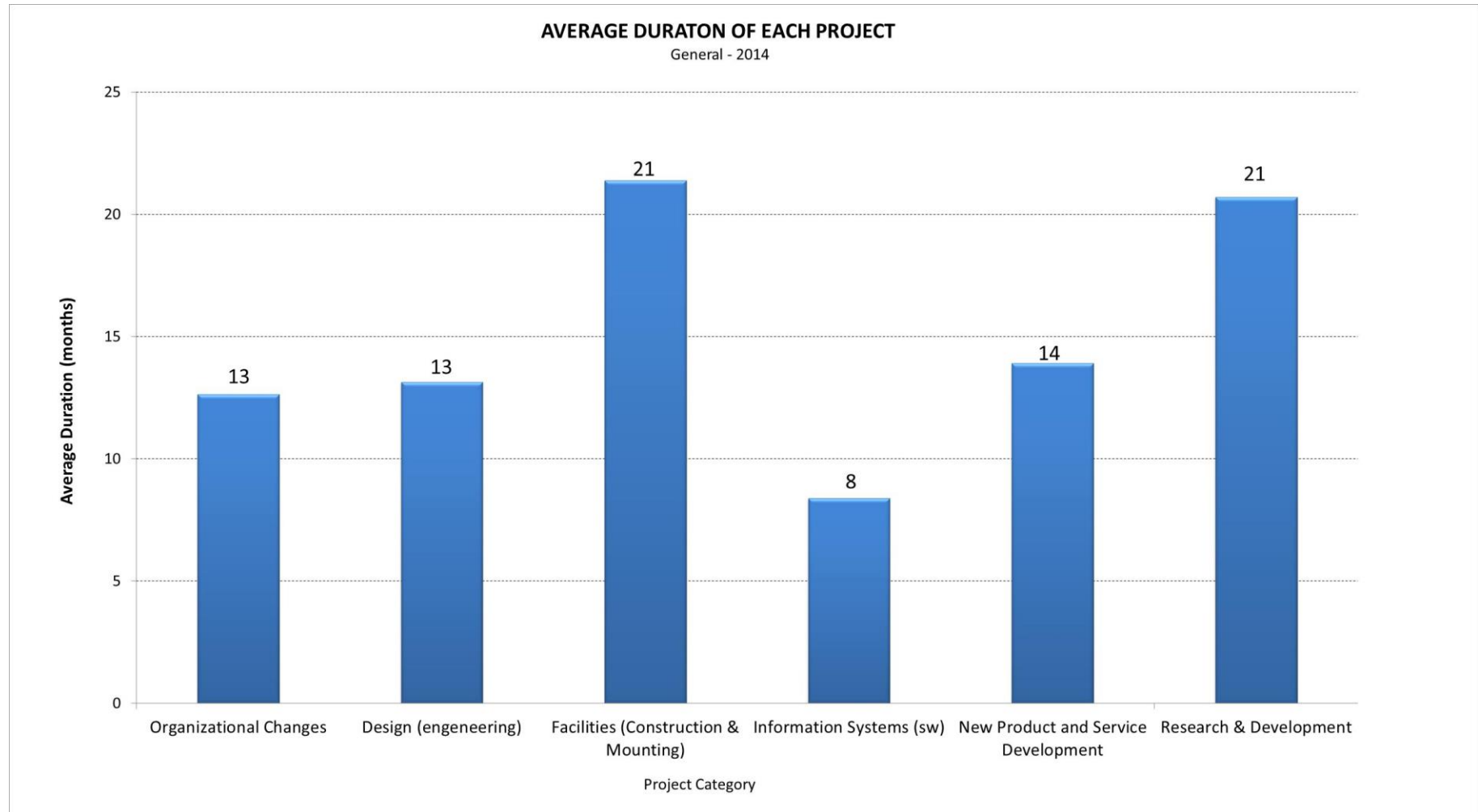
Project Category (Archibald Model)	# of Respondents
Organizational Changes	74
Design (engineering)	15
Facilities (Construction & Mounting)	80
Information Systems (sw)	130
New Product and Service Development	45
Research & Development	11
Total	415

Only classes with over 10 participants.

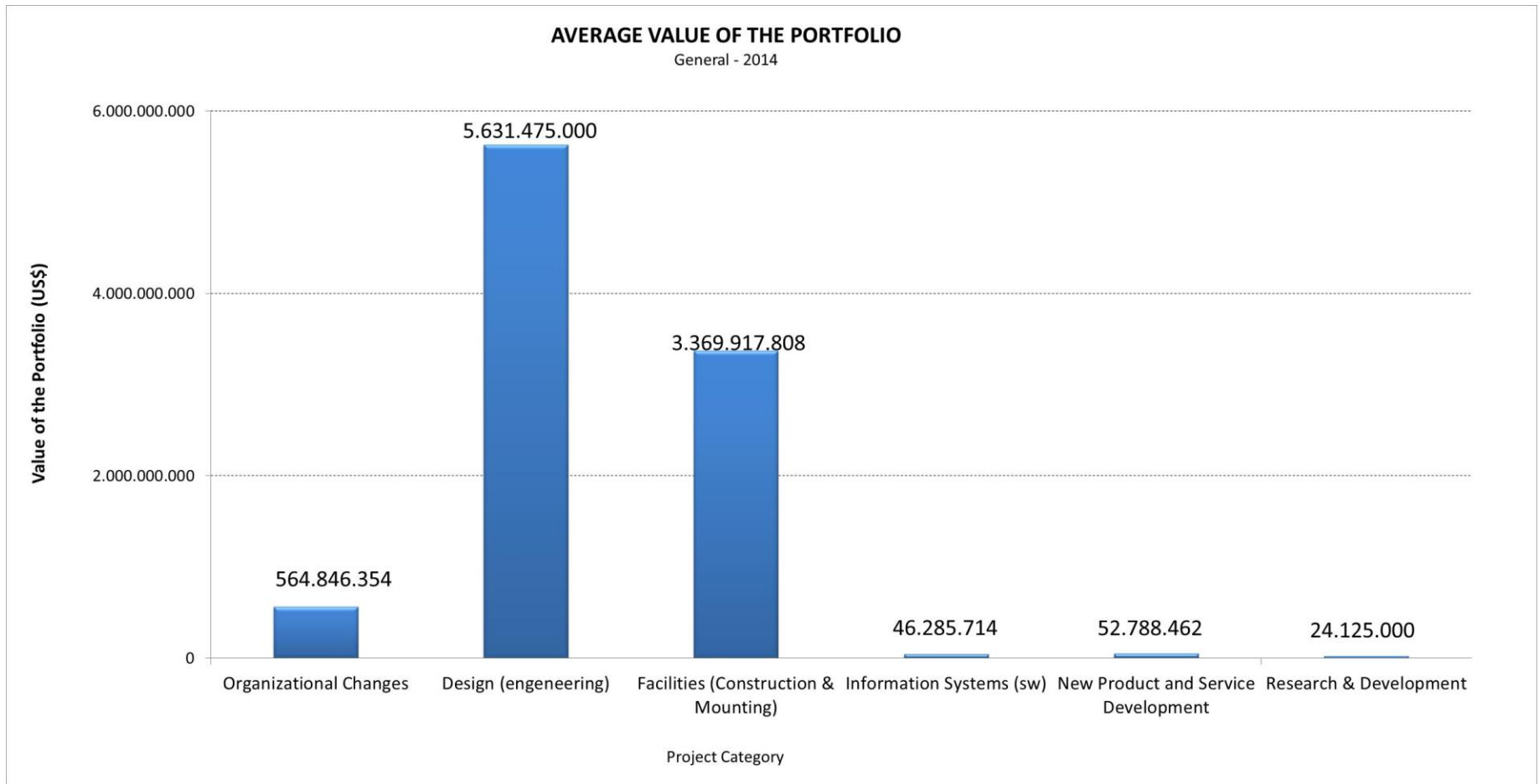
Average Number of Projects in the Portfolio



Average duration of each Project



Average Cost of the Portfolio

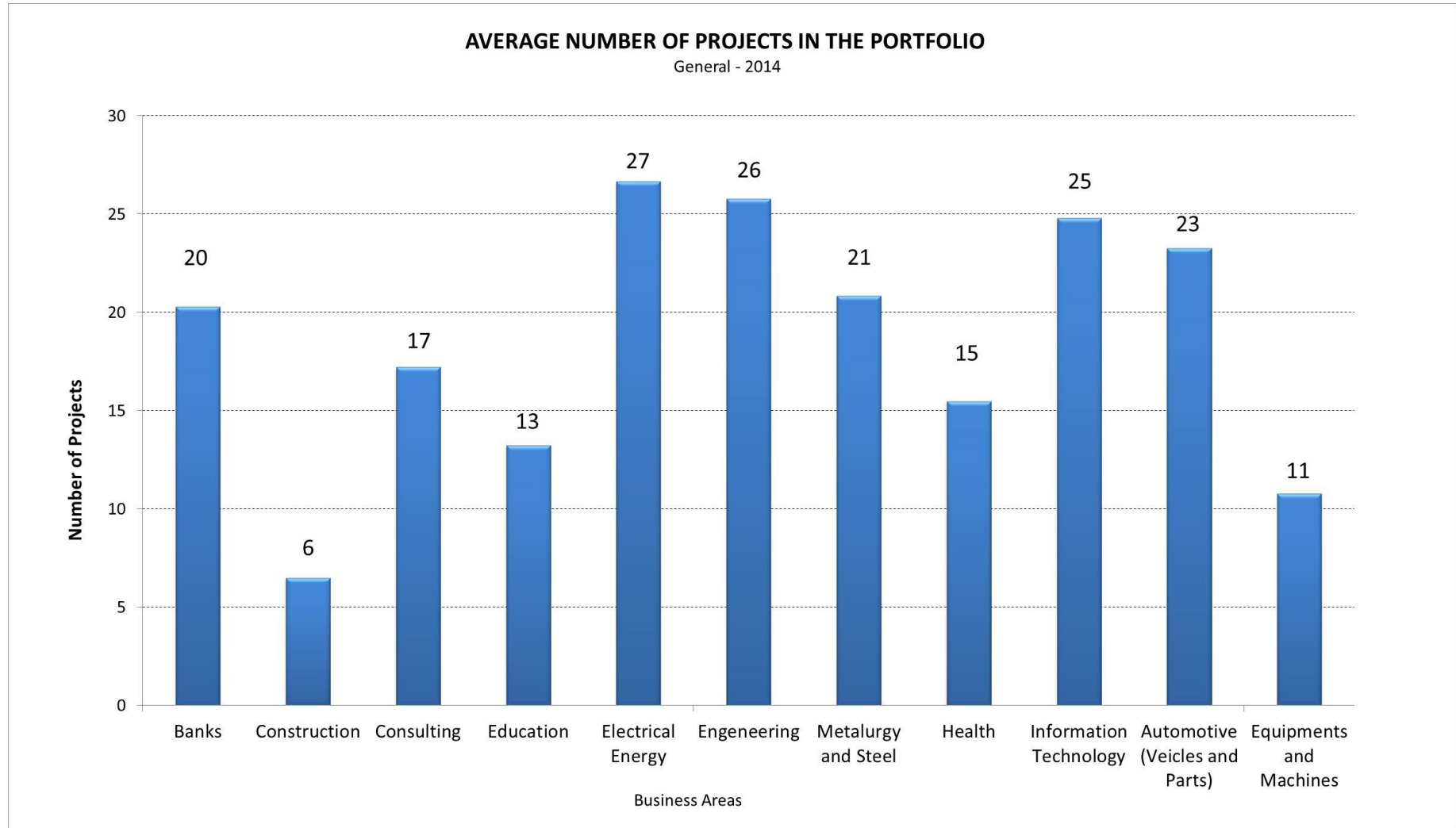


C – By Business Area

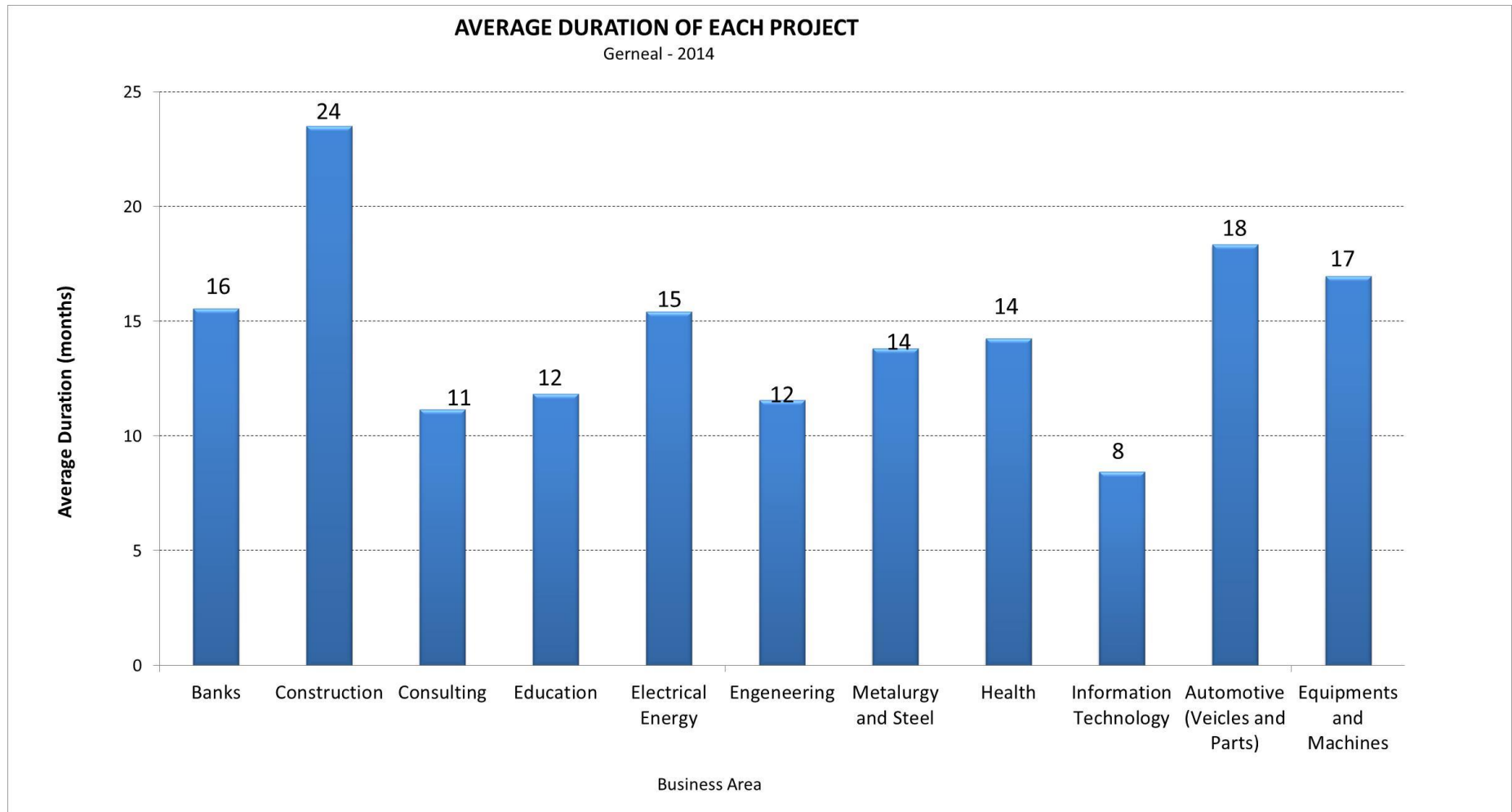
Business Area	# of Respondents
Banks	10
Construction	32
Consulting	40
Education	21
Electrical Energy	18
Engeneering	32
Metalurgy and Steel	16
Health	24
Information Technology	75
Automotive (Veicles and Parts)	10
Equipments and Machines	13
Total	415

Only classes with over 10 participants.

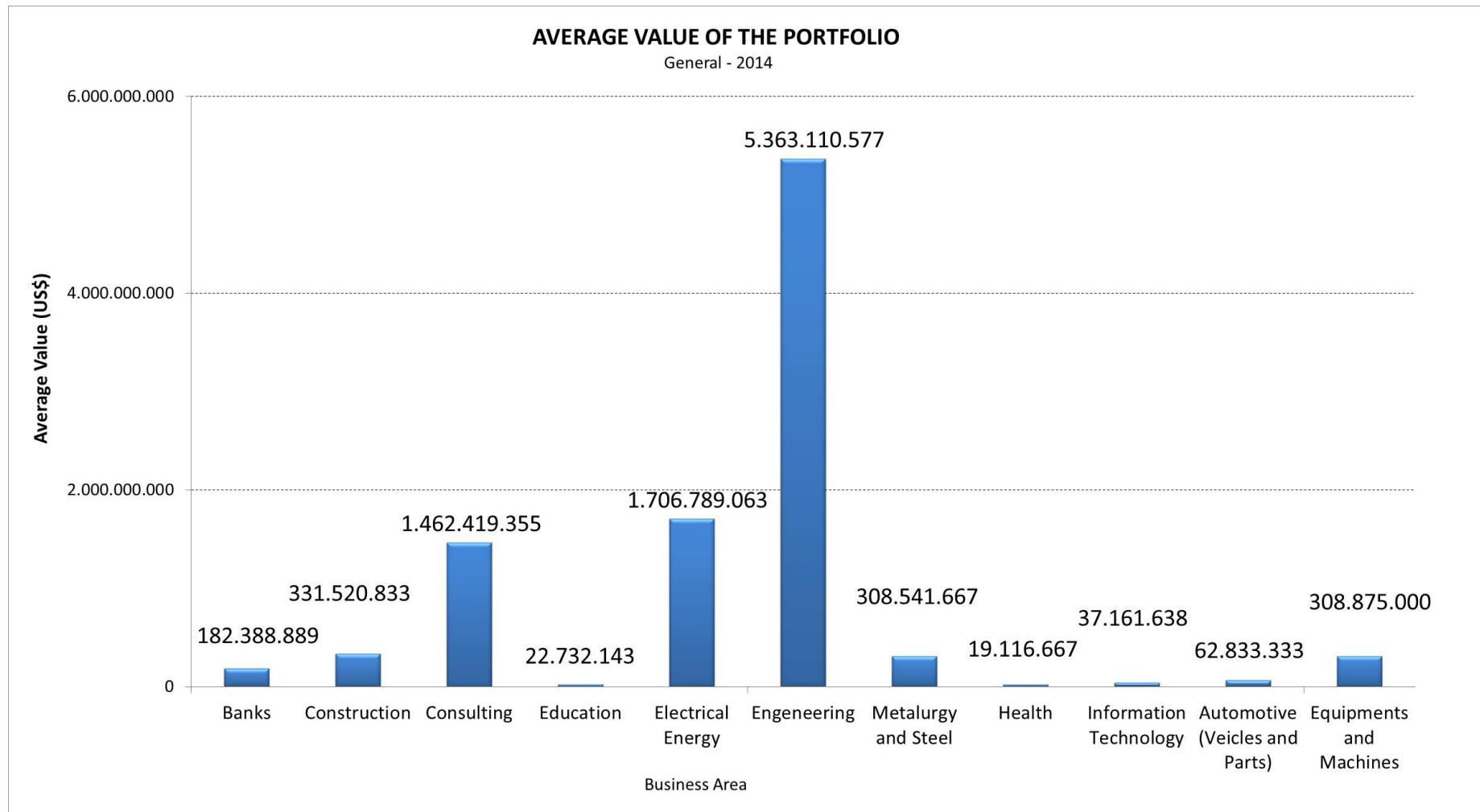
Average Number of Projects in the Portfolio



Average duration of each project



Average value of the Portfolio

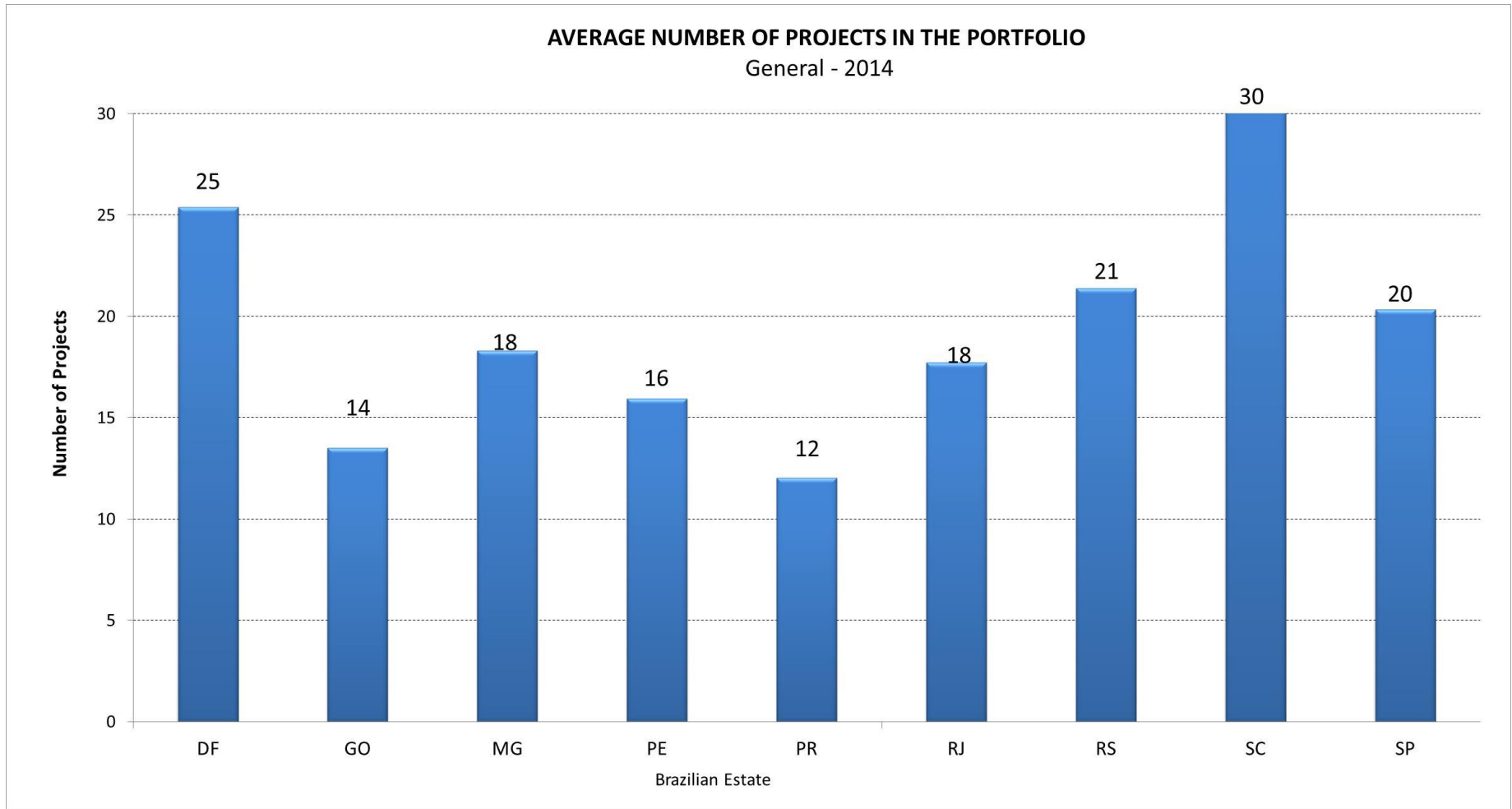


D – By Brazilian State

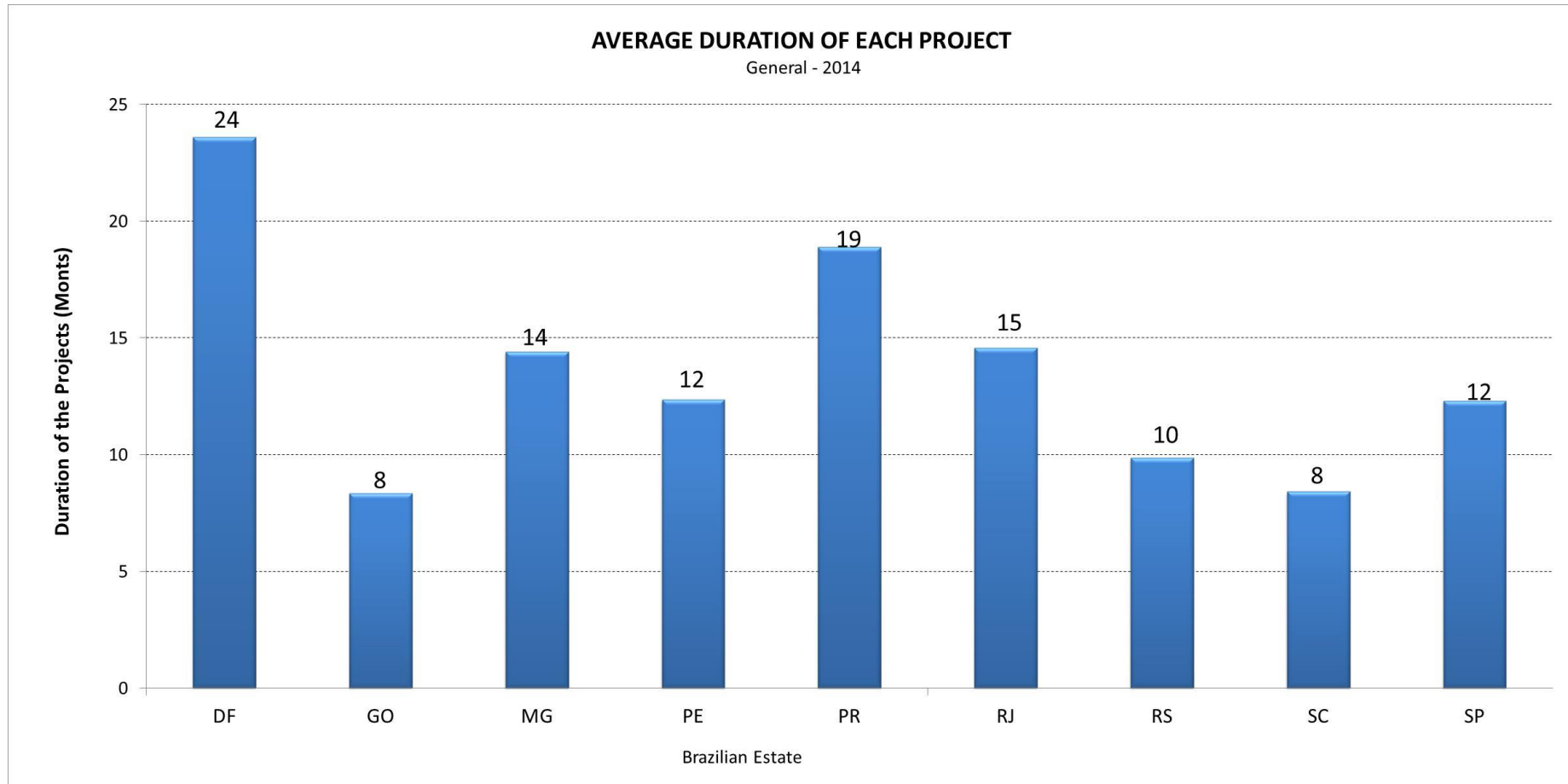
Brazilian Estate	# Respondents
DF	27
GO	16
MG	67
PE	16
PR	16
RJ	24
RS	32
SC	20
SP	152
Total	415

Only classes with over 20 participants.

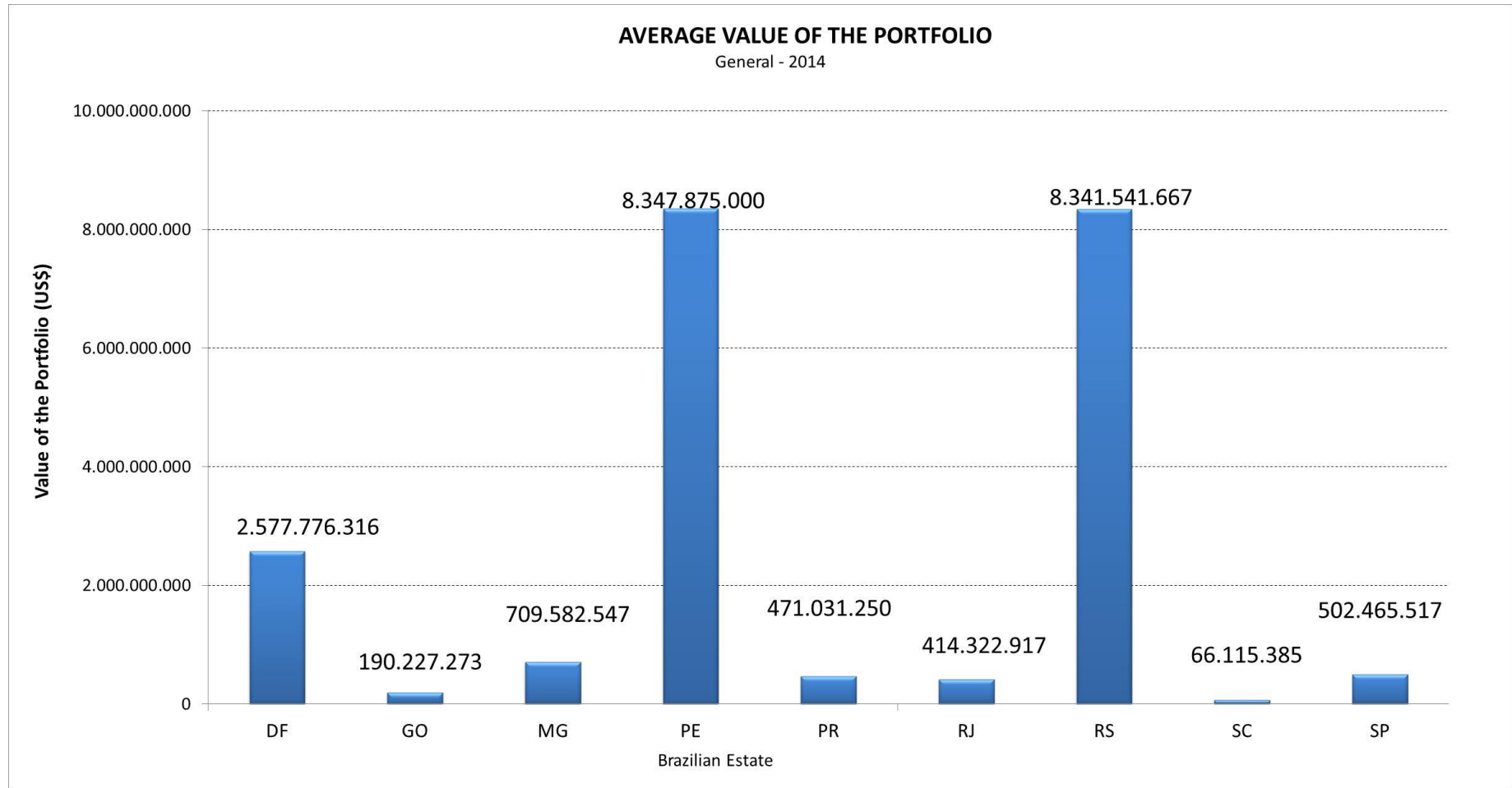
Average Number of Projects in the Portfolio



Average duration of each project



Average value of the Portfolio



Team who developed this work



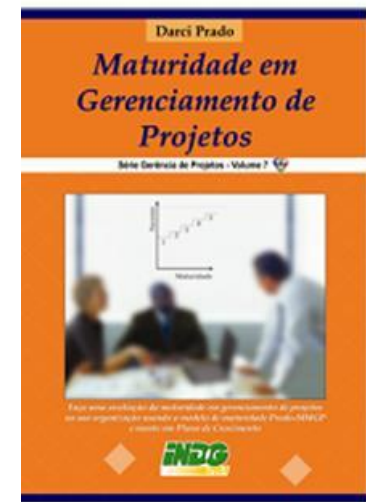
Russel D. Archibald

- 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





Darci Prado is an Associate Consultant at *FALCONI Consultores de Resultado*. Bachelor degree in Chemical Engineering from *UFMG*, postgraduate degree in Economic Engineering from FDC and PhD from *UNICAMP*. He participated in the establishment of the PMI chapter in Minas Gerais and Paraná, and was a board member of PMI-MG between 1998-2002. He was the president of *Clube IPMA-BH* between 2006 and 2008. Author of 10 project management books.



Warlei Agnelo de Oliveira was Secretary of Transportation and Public Works advisor, and is currently the Project Manager of “Belo Horizonte Metro” structuring project. Bachelor degree in Civil Engineering, holds a MBA degree in Project Management from *FGV* and a M.Sc. degree in Business Administration. He is Orange Belt / ILL certified and is currently professor of Civil Engineering and Environmental Technology courses at *Centro Universitário UNA*.



Lara Mendonça Romano is a Consultant at *FALCONI Consultores de Resultado*. Bachelor degree in Food Engineering from *UFLA*, postgraduate degree in Project Management, holds a MBA degree in Business Management from IETEC. She is PMP certified and takes part of many projects at public sector and private organizations from different areas at *FALCONI Consultores de Resultado*.

COMMITTEE

Russell Archibald, Darci Prado, Bruno Machado, Carlos E. Andrade, Fernando Ladeira, Ilso José de Oliveira, José Ricardo Miglioli, Manuel Carvalho da Silva Neto, Marcus Vinicius Marques and Warlei Oliveira

GENERAL COORDINATOR

Darci Prado

WEBSITE DEVELOPMENT AND TRANSLATIONS

Website development: Warlei Oliveira and Carlos E. Andrade

Portuguese Language: Darci Prado

English Language: Daniel von Sperling, Rafael Negrini and Lara Romano

Italian Language: Lucas Pinheiro, José Miglioli and Italian team

Spanish Language: Jose Luiz Oliva Posada, Maria Eugenia, Dulce Morales, Gerardo Mendoza, Lucas Pinheiro Neto and Igor Nehmy Malta

DATABASES

Carlos E. Andrade

DATA ANALYSIS

Bruno Machado

COMPLETE REPORT

Partnership with several organizations and opinion formers

Thanks

- Support:
 -  MINAS GERAIS, BRAZIL CHAPTER
 -  www.sucesumg.org.br
 -  CONSTRUINDO SOLUÇÕES
 - 
 - 
 - 
 - 
- Promotion:
 - Organizations and Associations:
 - CBIC: All affiliates (SINDUSCON, SICEPOT, SECOVI, etc.)
 - PMI: All *chapters*
 - IPMA-Br
 - CREA: MG and SP
 - FIEMG
 - Educational institutions:
 - FGV, FUNDAÇÃO DOM CABRAL, IETEC, IBMEC, CPLAN, VANZOLINI, DINSMORE
- Special Thanks: Paulo Safady Simão (CBIC), Mauro Sotille (PMI) e Sérgio Marangoni (PMI).

THE END