MPCM
Maturity by Project Category Model

MATURITY IN PROJECT MANAGEMENT - BRAZIL

Archibald & Prado´s Research
www.maturityresearch.com

2017 Research Report:

"General Report"

Part A: Indicators

Published in February / 2018

Organized by:
Darci Prado, Warlei Oliveira and Lara Romano

MPCM
Maturity by Project Category Model

Contents of this Report

PART 1

Introduction

MPCM
Maturity by Project Category Model

Survey Results Presentation

This document presents the results from Archibald & Prado´s Maturity Survey conducted between the months of September to December 2017. The survey questions were available for free in www.maturityresearch.com, during that months and has been answered by 301 professionals from Brazilian organizations. As shown in the next slide, the analysis and treatment of the answers produced 13 (thirteen) reports. Only for the present report, there are a division in three parts:

A. Indicators
B. Participants Profile
C. Governance

Data appears grouped in reports. We only present groupings containing more than 5 participants (Confidentiality Policy and Statistical Reliability).
In general, the data presented in the reports show that there is a direct relationship between maturity and performance indicators. In other words, the greater the maturity:

- The greater the total success and the smaller the failure
- The less the delay
- The less the cost overrun
- The greater the execution percentage of the intended scope.

In addition, the higher the maturity, the higher the value perception of project management to add value to the organization.

MPCM
Maturity by Project Category Model

The 2017 Research Reports

This year we are presenting the following reports (13):

GLOBAL VISION

- Performance Comparative Analysis
- General (divided into 3 parts)
- Benchmarking

PROJECTS CATEGORIES

- Organizational Changes and Improvements in Operating Results
- Information Technology (Software)

ORGANIZATION TYPE

- Private
- Government
- Internal Customers (Inside Company)
- External Customers (Outside Company)

REGIONS AND STATES

- South Region
- North / Northeast Region
- Minas Gerais
- São Paulo

The criterion for creating a report for a grouping is that it must have at least 60 participants. This year, some exceptions were allowed.

This Report

This report - ***Global Report*** - contains the analysis of data provided by all survey participants, 301 professionals from private, public and third sector companies. The data provided come from a total of 6,260 projects.

This document constitutes report Part A (Indicators). The other two parts are:

B. Participants Profile
C. Governance

The final result presented in this report showed an average maturity of 2.59 for Brazil. This value can be admitted as good if we consider that the subject Project Management has been taken to be considered more seriously in Brazil recently. On the other hand, considering that the range of values for maturity is from 1 to 5, we can conclude that the Brazilian organizations still has much to improve.

This report analyzes the key performance indicators (success, delay, cost overrun and scope execution) both in general (global) and unfolded by organization type, projects category, business area, customer type and Brazilian state.

See Part 8 of this report for a brief explanation about Prado-MMGP maturity model.

Comments

As mentioned previously, we had a public of 301 participants in 2017. The main characteristic of this public is the **heterogeneity**, in other words, they come from different organizations types, projects categories, business areas, organizations sizes and Brazilian states. The reports we provide, present and allow many comparisons between performance indicators, but, in spite this, the reader must pay attention to these comparisons, as duly pointed in each report. For example, performance indicators from several Brazilian states are presented and, in this case, one must avoid drawing conclusions using only the presented values, without considering the specificities of projects portfolios of each state.

Therefore, we advise the reader to also analyze the reports that work with more detailed samples.

Our intention is to show and analyze the data as captured, presenting to the reader, with as much information as possible. As stated in our Principles Charter, our goal is to assist Brazilian organizations to evolve in Project Management.

Data Representativeness

Considering a research where stratifications are made and where there are samples of different sizes, these have different representativeness. Thus, if the total number of respondents for a given sample is high, the representativeness of the data referring to that number of respondents is also high. The interpretation of the representativeness of the data is totally governed by STATISTICS and, for the moment, we believe that it is sufficient to inform the reader of representative indications for different values of the total of respondents.

Total of Respondents	Representativeness
Above 30	Good representativeness
Among 17 and 29	Average representativeness. Analyze data with discernment.
Below 17	Low representativeness. Analyze data with discernment.

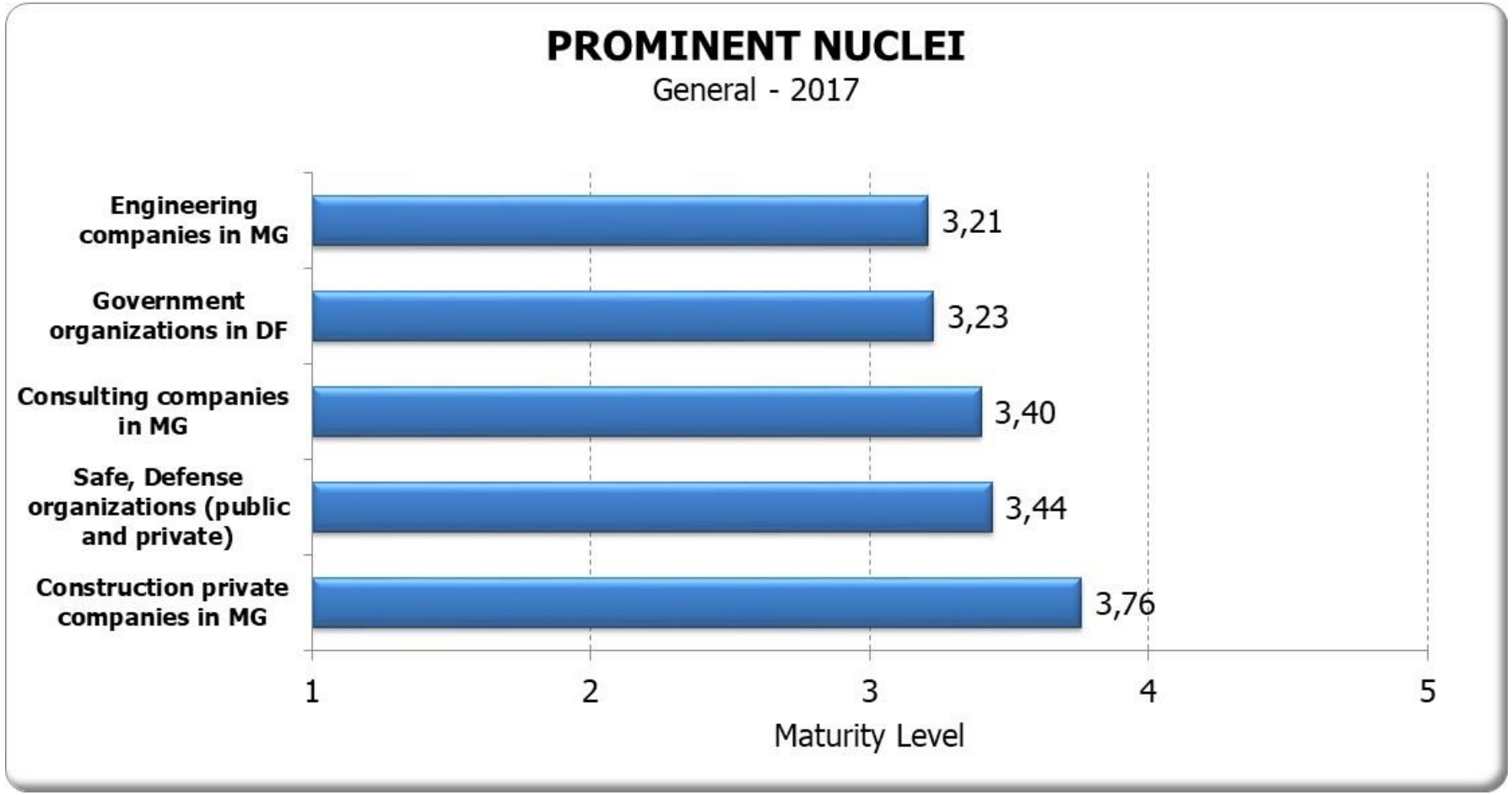
Note: The alert "analyze the data with discernment" is related to the fact that some populations are finite and, therefore, the representativeness criteria are differentiated. For example, if for the "Refractories" business we only have 5 companies in Brazil and if all of them participated in the survey, the results presented would be totally representative.

PART 2

Highlights

Prominent Nuclei

The nuclei below has presented the best maturity values. See also the Benchmarks Report.



Sample size:

Engineering Companies in MG: 8
Government organizations in DF: 6
Consulting Companies in MG: 6
Defense, Security and Aerospace (public and private) organizations: 8
Construction Companies in MG: 8

States at Highlight

The four states below has presented the best maturity values.

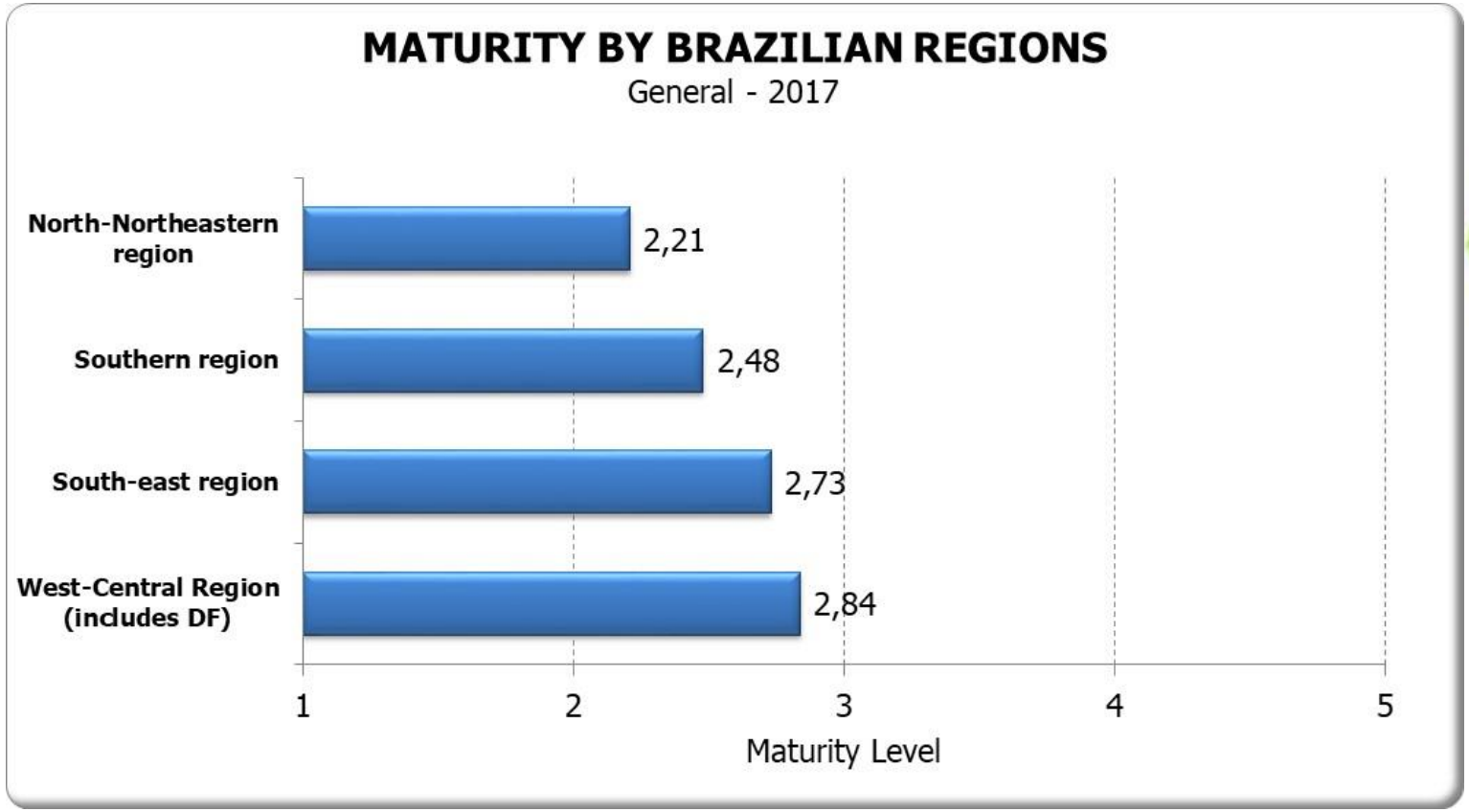
See also the Benchmark Report.

Sample Size: MG: 55 SC: 9 CE: 6 DF: 18

MPCM
Maturity by Project Category Model

Maturity in Brazilian Regions

Highlight for the West-Central Region (including DF).



Sample Size: North-Northeastern region: 57 Southern region: 67 South-east region: 151 West Central region + DF: 26

PART 3

General Results

In this part of the report the General Results of the entire participants population of this group are presented:

- Maturity and its distribution in levels
- Adherence to the maturity dimensions
- Success level, delay rate and cost overrun rate

General Results

301 Organizations
6,260 projects

MATURITY:

- Maturity: 2.59

RESULTS INDICATORS

Success Rate:

- Total Success: 52.0%
- Partial Success: 33.7%
- Failure: 14.3%
- Average delay: 24.2%
- Average cost overflow: 13.8%
- Average Scope Execution: 74.0%

AVERAGE COMPOSITION OF PROJECT PORTFOLIO

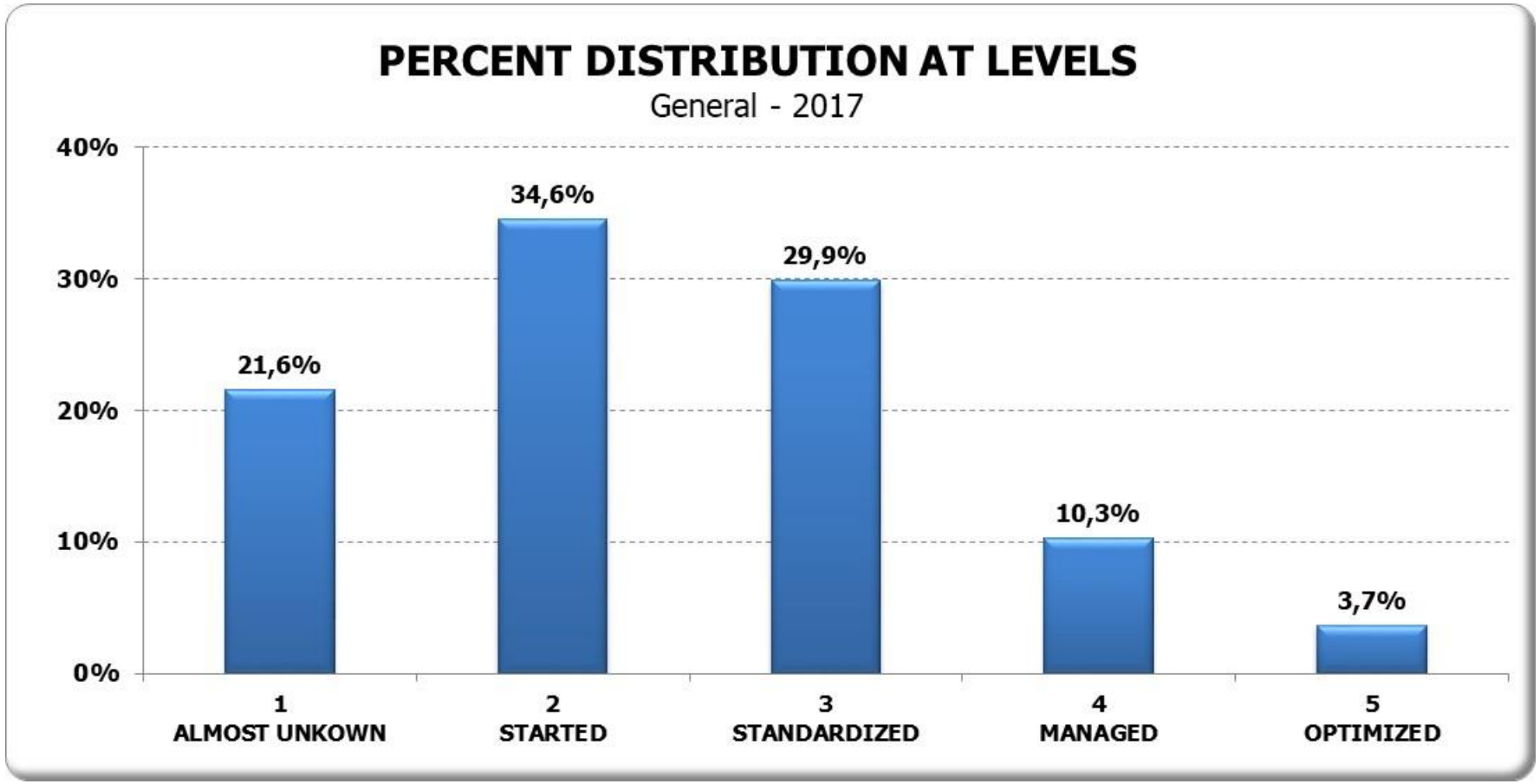
- Average amount of projects: 21
- Average duration of each project: 12 months

MPCM
Maturity by Project Category Model

Maturity

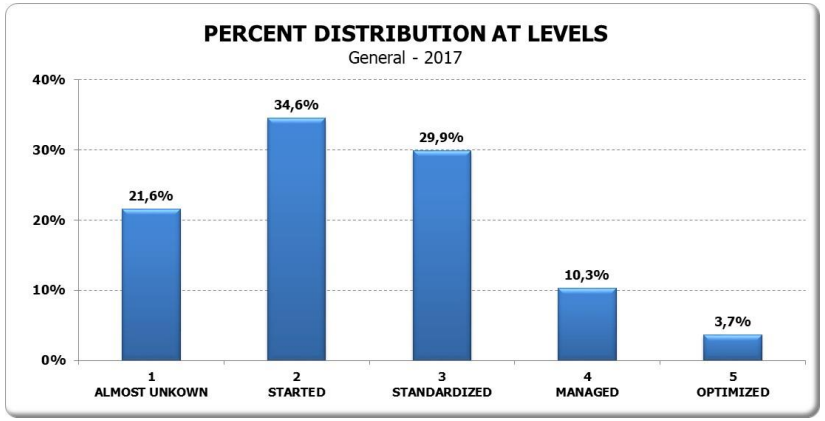
Maturity Average Brazil: **2.59**

We have a significant presence of organizations in Level 2.



Level Distribution

Level 1 - have not yet started the evolution.
Level 2 - invested in knowledge.
Level 3 - implemented standards.
Level 4 - dominate the process.
Level 5 - have reached the optimized level.



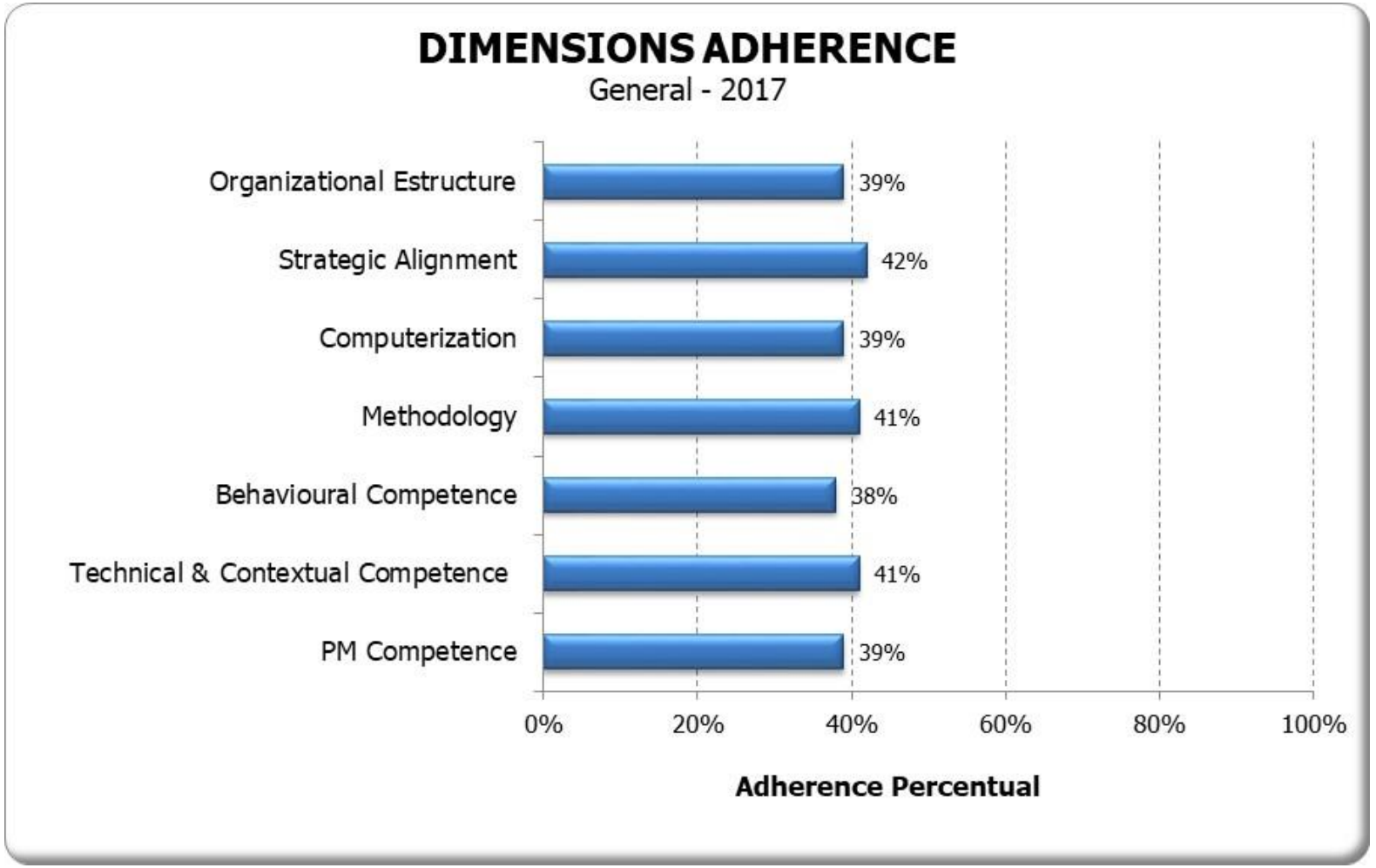
Comments

- For 56.2% (levels 1 and 2) of the organizations participating in this research, project management still does not allow to deliver results to their business as desired (levels 3, 4 and 5);
- Only 14.0% of organizations are at levels that allow full ownership and optimization of work (levels 4 and 5).

MPCM
Maturity by Project Category Model

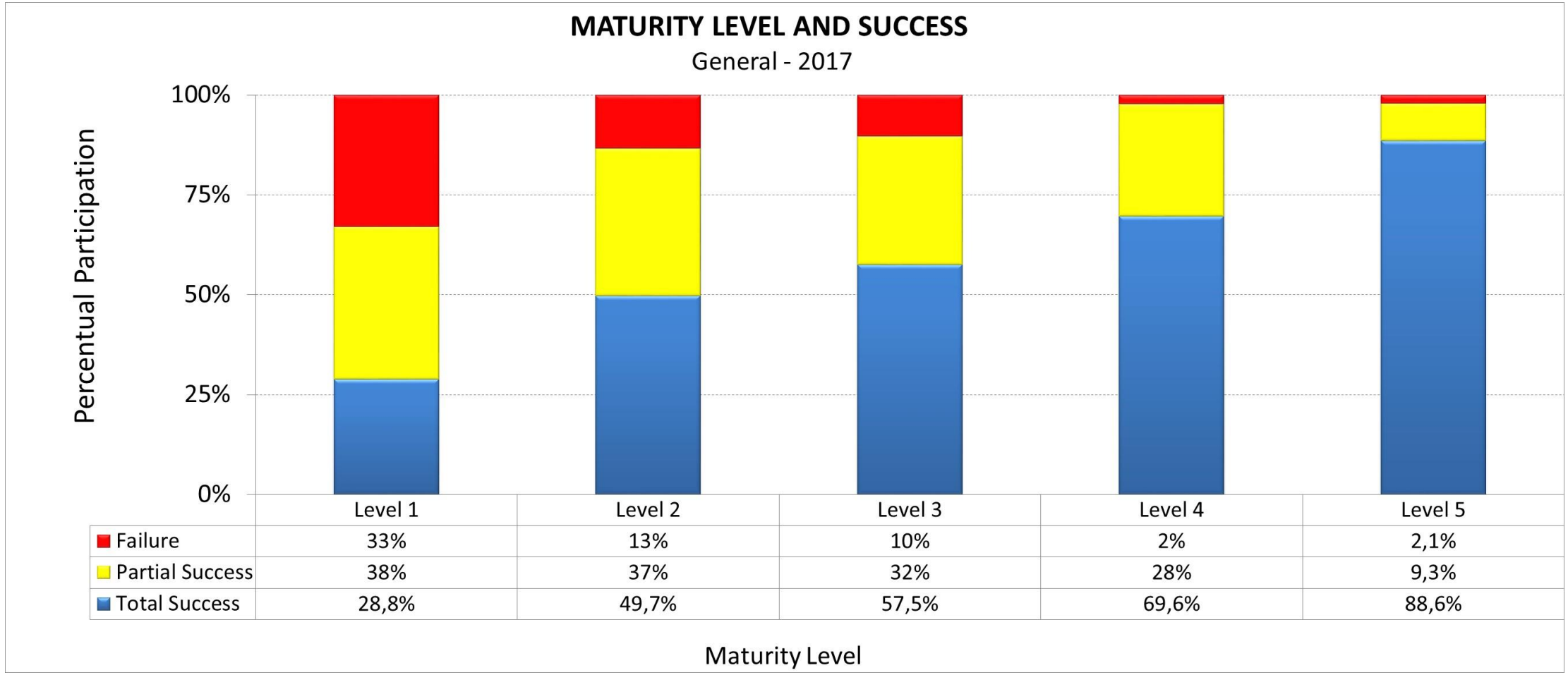
Maturity Dimensions Adherence

There is a balance between the values of adherence to the dimensions. We can consider the values presented as regular. The ideal would be to be above 70%.



Success

The greater the maturity, the greater the success.



	Level 1	Level 2	Level 3	Level 4	Level 5
Failure	33%	13%	10%	2%	2,1%
Partial Success	38%	37%	32%	28%	9,3%
Total Success	28,8%	49,7%	57,5%	69,6%	88,6%

Sample Size:
Level 1: 65 / Level 2: 104 / Level 3: 90 / Level 4: 31 / Level 5: 11

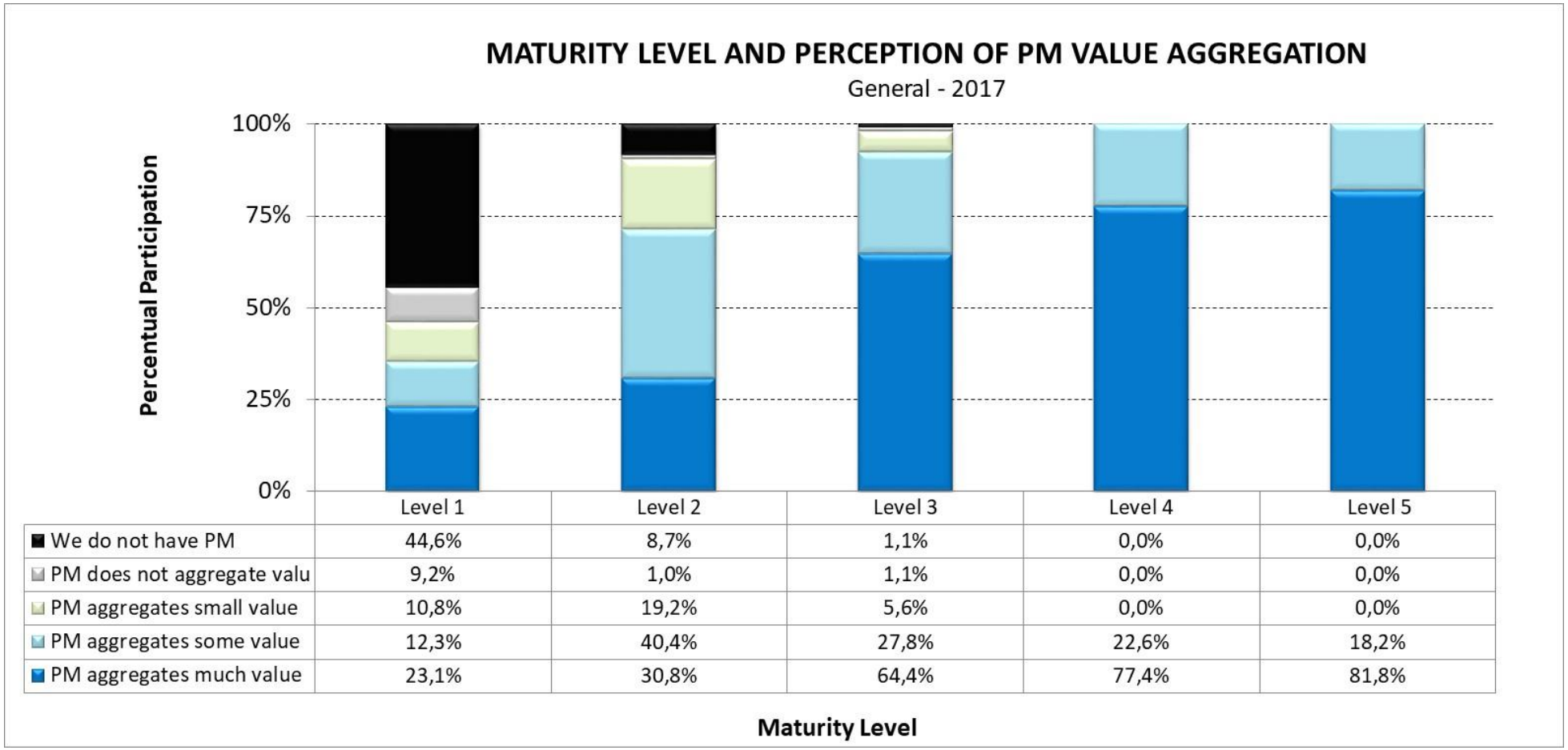
Performance Types

TYPE	CHARACTERISTICS
TOTAL SUCCESS	A successful project is one that has reached the goal. This usually means that it was completed and produced deliverables, expected results and benefits and the key stakeholders were fully satisfied. In addition, it is expected that the project has been closed within the expected requirements for term, cost, scope and quality (small differences can be accepted depending on the type of project).
PARTIAL SUCCESS	The project was completed but did not produce all the expected results and benefits. There is significant dissatisfaction among key stakeholders. In addition, some of the expected requirements for term, cost, scope and quality were probably significantly worse than desired.
FAILURE	There is a huge dissatisfaction among the key stakeholders either because the project was not completed or because it did not meet the expectations of the key stakeholders or because some of the expected requirements for time, cost, scope and quality were absolutely unacceptable.

See the complete set of success conceptualization on the site www.maturityresearch.com

Perception of PM Value

The higher the maturity, the greater the perception (by top management) of the importance of Project Management to add value to the organization.



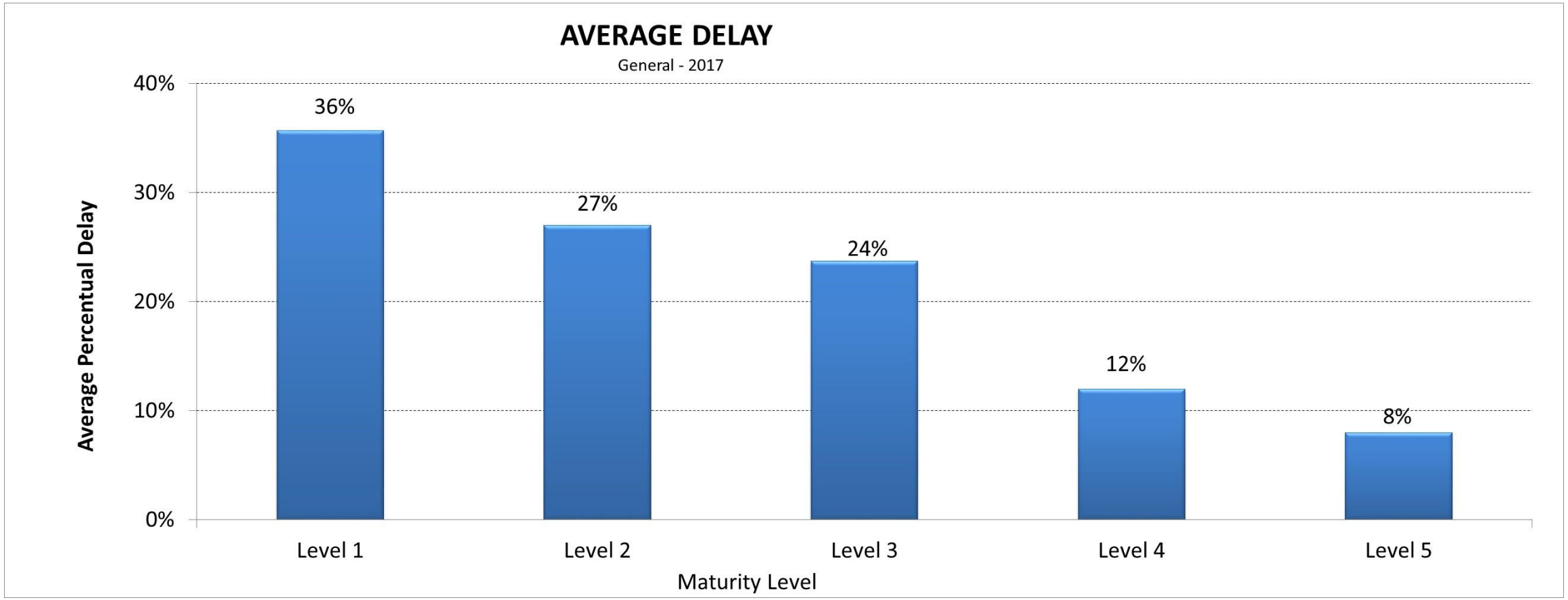
	Level 1	Level 2	Level 3	Level 4	Level 5
We do not have PM	44,6%	8,7%	1,1%	0,0%	0,0%
PM does not aggregate valu	9,2%	1,0%	1,1%	0,0%	0,0%
PM aggregates small value	10,8%	19,2%	5,6%	0,0%	0,0%
PM aggregates some value	12,3%	40,4%	27,8%	22,6%	18,2%
PM aggregates much value	23,1%	30,8%	64,4%	77,4%	81,8%

Sample Size:

Level 1: 65 / Level 2: 104 / Level 3: 90 / Level 4: 31 / Level 5: 11

Delay

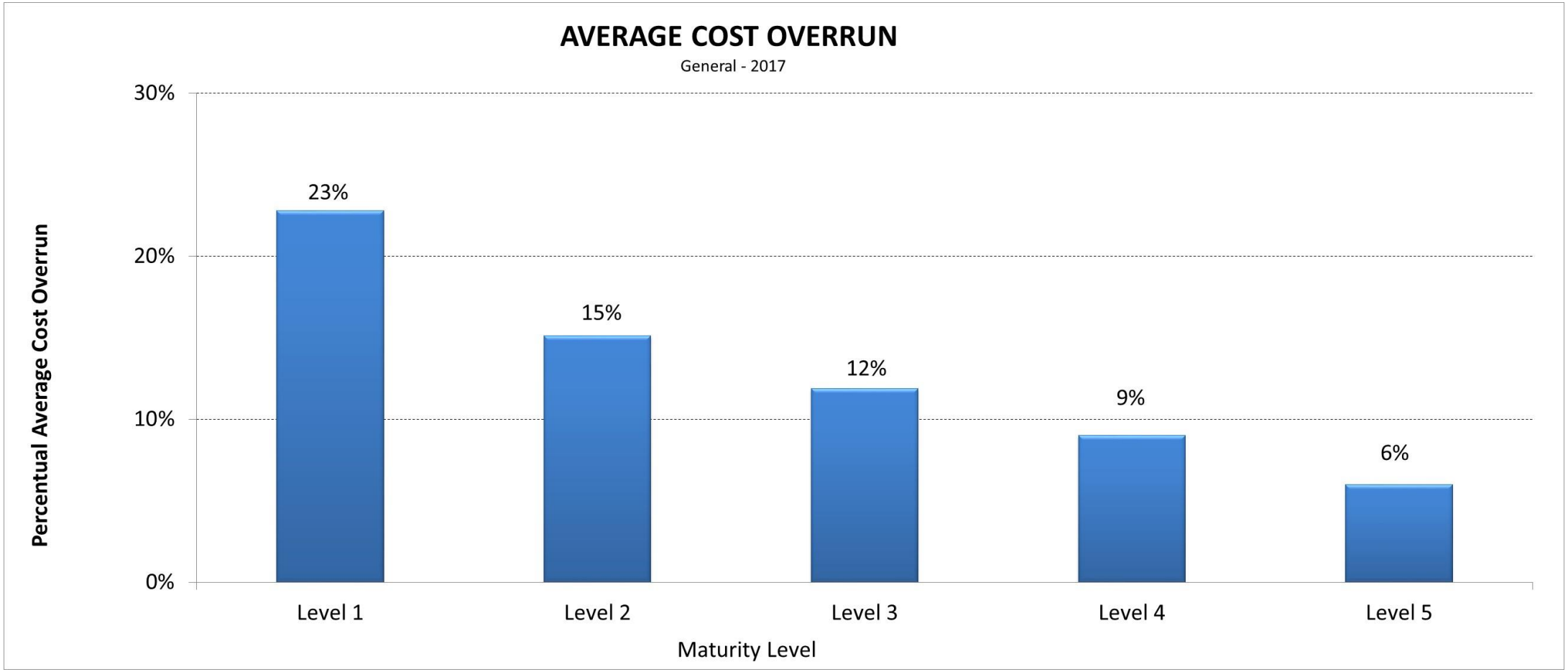
The higher the maturity, the lower the delay.



Sample Size:
Level 1: 65 / Level 2: 104 / Level 3: 90 / Level 4: 31 / Level 5: 11

Cost Overrun

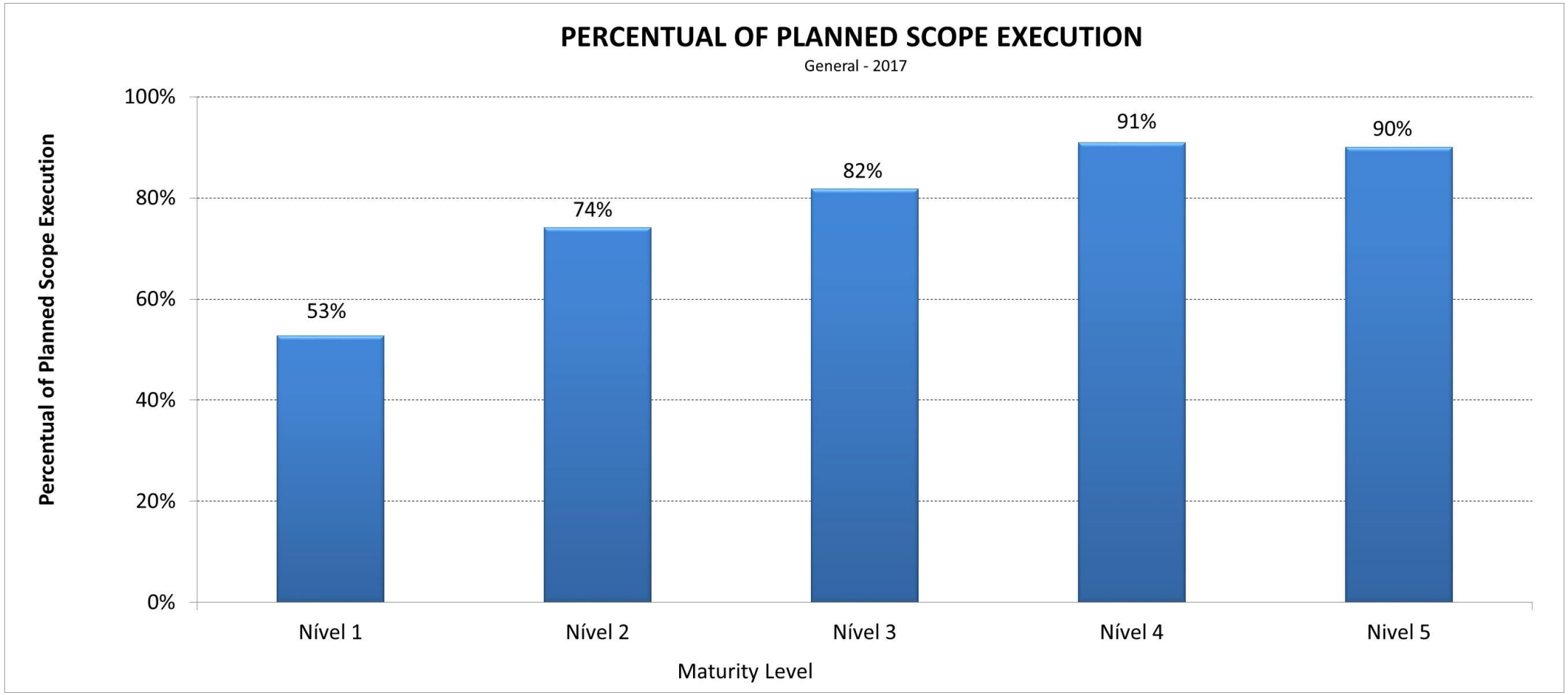
The higher the maturity, the lower the cost overrun.



Sample Size:
Level 1: 65 / Level 2: 104 / Level 3: 90 / Level 4: 31 / Level 5: 11

Scope Execution

The greater the maturity, the greater the execution of the intended scope.



Sample Size:

Level 1: 65 / Level 2: 104 / Level 3: 90 / Level 4: 31 / Level 5: 11

Results by Organization Type

This part of the report analyzes data similar to Part 1, but broken down into the following organization types:

- Private initiative
- Government - Direct Administration
- Government - Indirect Administration
- Third sector

See other information about participants in the survey report "Part B – Participants Profile".

MPCM
Maturity by Project Category Model

Participants by Organization Type

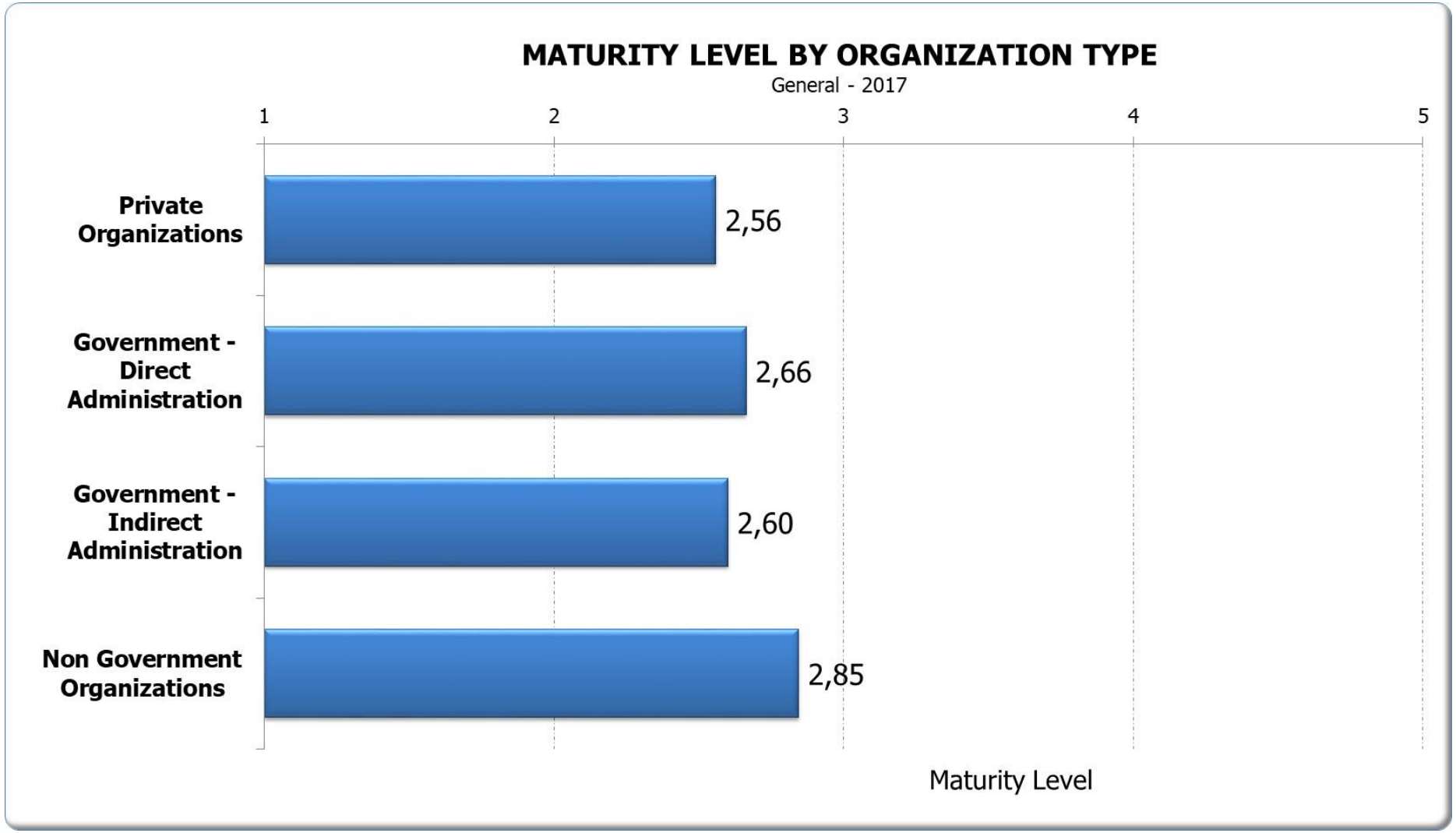
The categories below were present in the survey.

ORGANIZATION TYPE	# of Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Average Cost Overrun	Scope Execution
Private Organizations	223	74,1%	2,56	52,7%	33,5%	13,8%	21%	12%	76%
Government - Direct Administration	30	10,0%	2,66	43,0%	39,8%	17,2%	35%	20%	62%
Government - Indirect Administration	35	11,6%	2,60	50,4%	33,7%	15,9%	33%	18%	71%
Non Government Organizations	13	4,3%	2,85	65,6%	22,2%	12,2%	19%	16%	78%
Totals	**301**	**100,0%**	**2,59**	**52,0%**	**33,7%**	**14,3%**	**24%**	**14%**	**74%**

MPCM
Maturity by Project Category Model

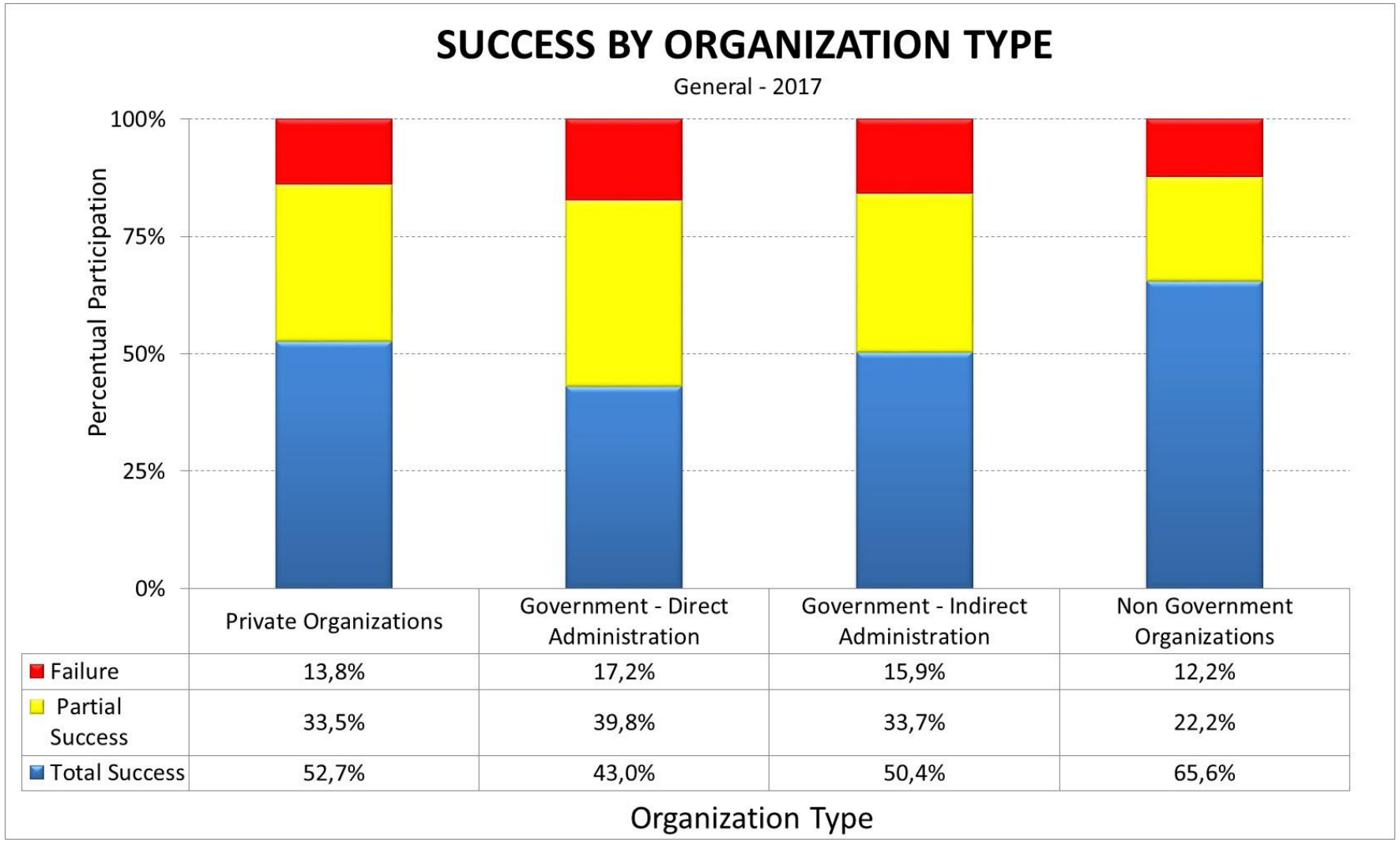
Maturity by Organization Type

Organizations in the *Third Sector* stand out.



Success by Organization Type

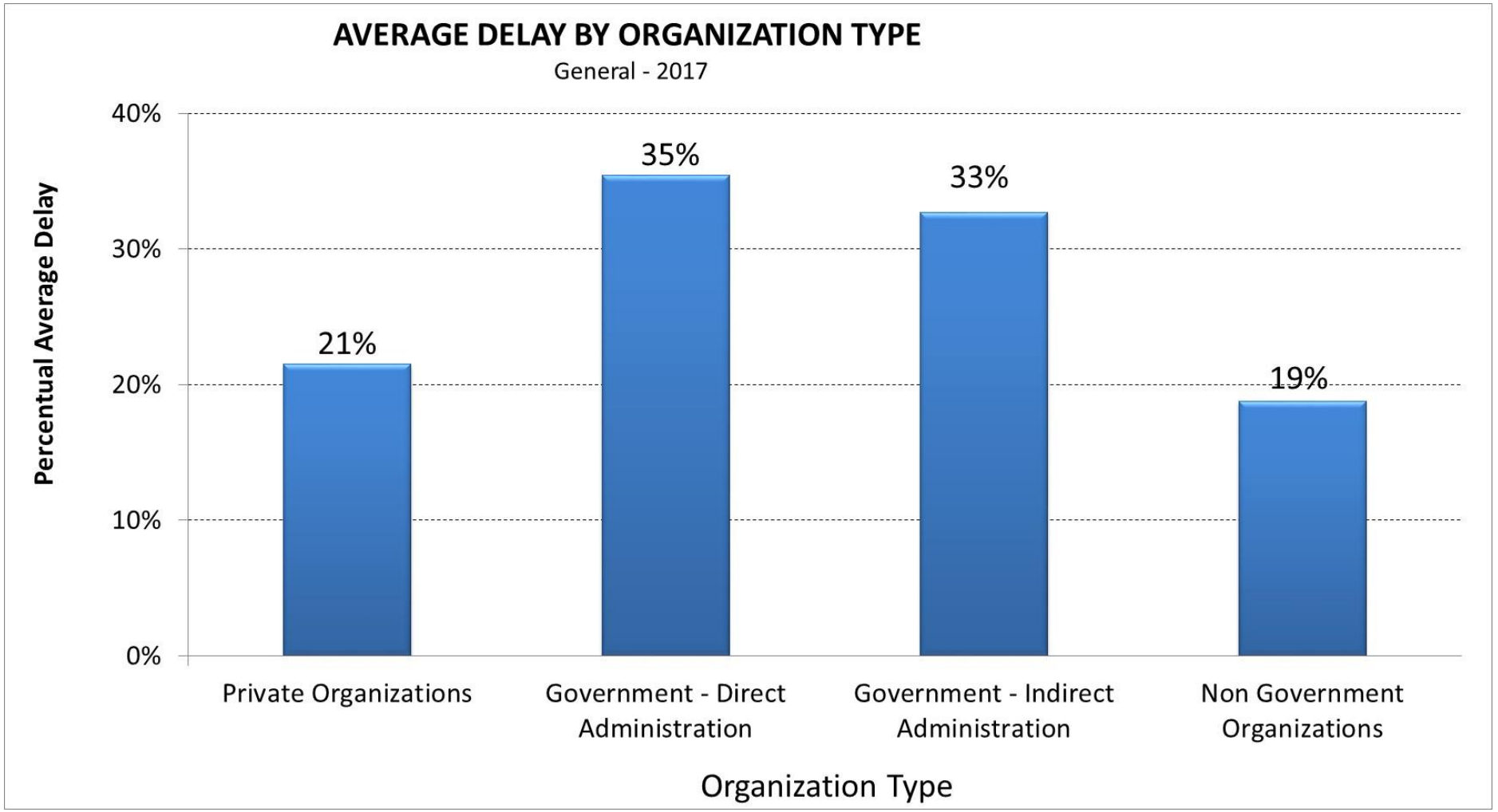
Organizations in *Non Government Organizations* stand out.



	Private Organizations	Government - Direct Administration	Government - Indirect Administration	Non Government Organizations
Failure	13,8%	17,2%	15,9%	12,2%
Partial Success	33,5%	39,8%	33,7%	22,2%
Total Success	52,7%	43,0%	50,4%	65,6%

Delay by Organization Type

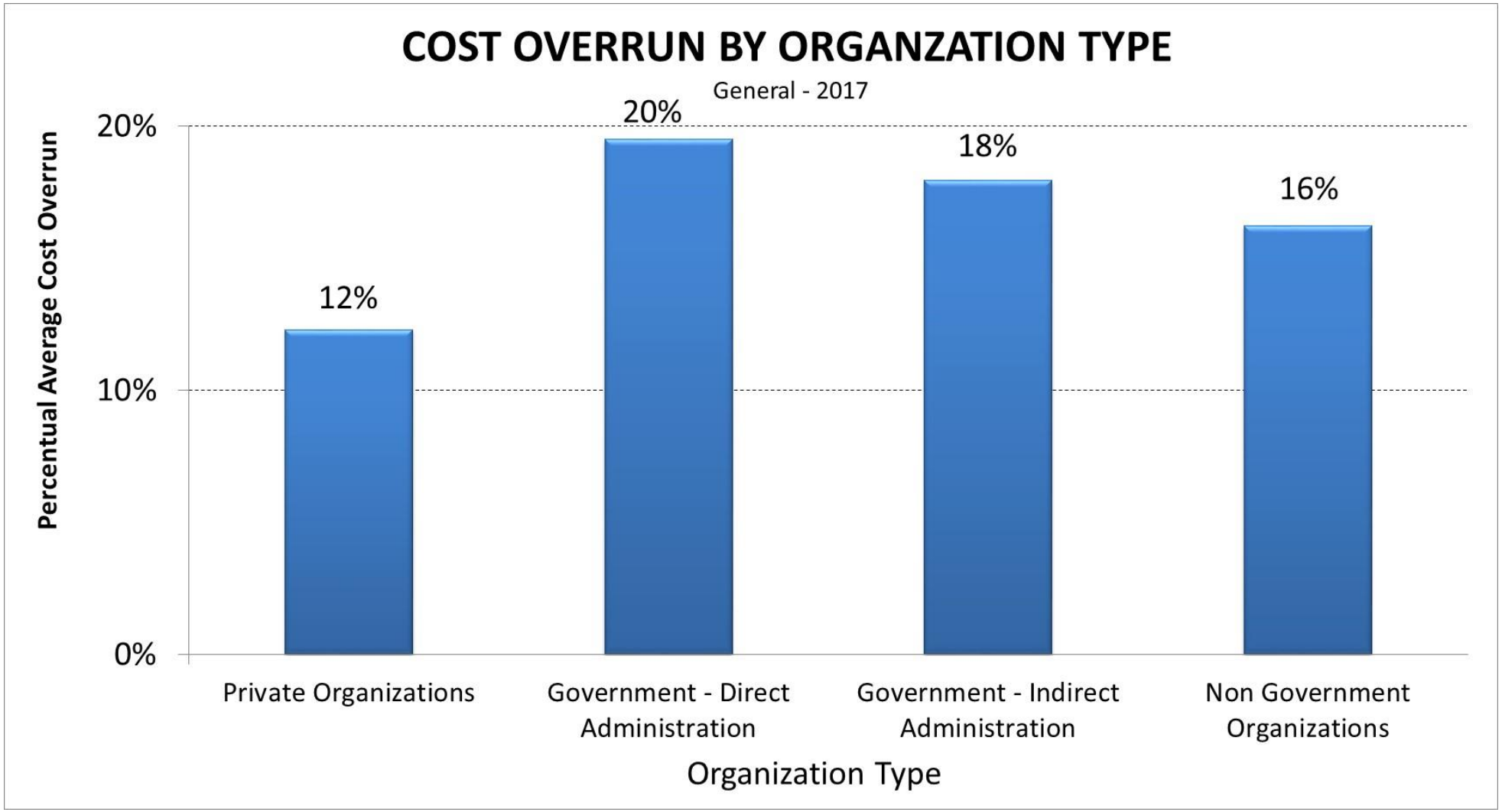
Non Government Organizations and *Private Initiative Organizations* stand out.



MPCM
Maturity by Project Category Model

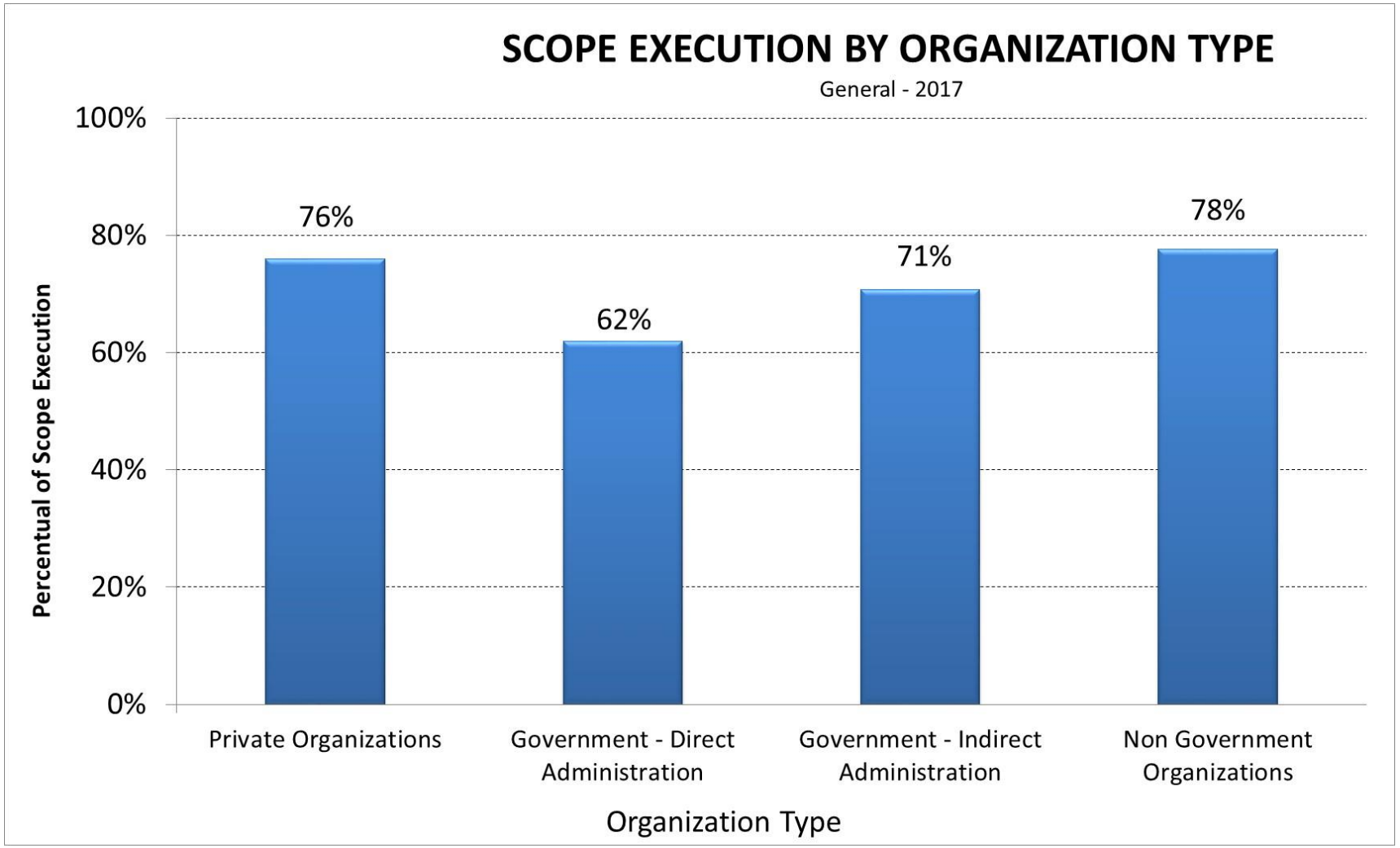
Cost Overrun by Organization Type

Private Initiative organizations stand out.



Scope Execution by Organization Type

Non Government Organizations and *Private Initiative Organizations* stand out.



Results by Projects Category

This part of the report analyzes data similar to Part 1, but broken down into the following project categories:

- Defense, Security and Aerospace
- Organizational Changes and / or Improvement of Operating Results
- Communication Systems (voice, data and image)
- Design (engineering projects, architecture, etc.)
- Construction & Erection
- Information systems (software)
- Development of New Products & Services
- Research and Development

See other information about participants in the survey report "Part B – Participants Profile”.

MPCM
Maturity by Project Category Model

Projects Category used in Survey

1. Defense, Safe and Aerospace Projects

2. Business and Organizational Change Projects

3. Communication Systems Projects (Voice, data and image)

4. Events Projects

5a. Engineering Design Projects, Architecture, etc.

5b. Projects of Enterprises, Investments, Constructions and Works

6. Information Systems Projects (software)

7. Regional or International Development Projects

8. Entertainment and Media Projects

9. New Product and Services Development Projects

10. Research and Development Projects

11. Other Categories

MPCM
Maturity by Project Category Model

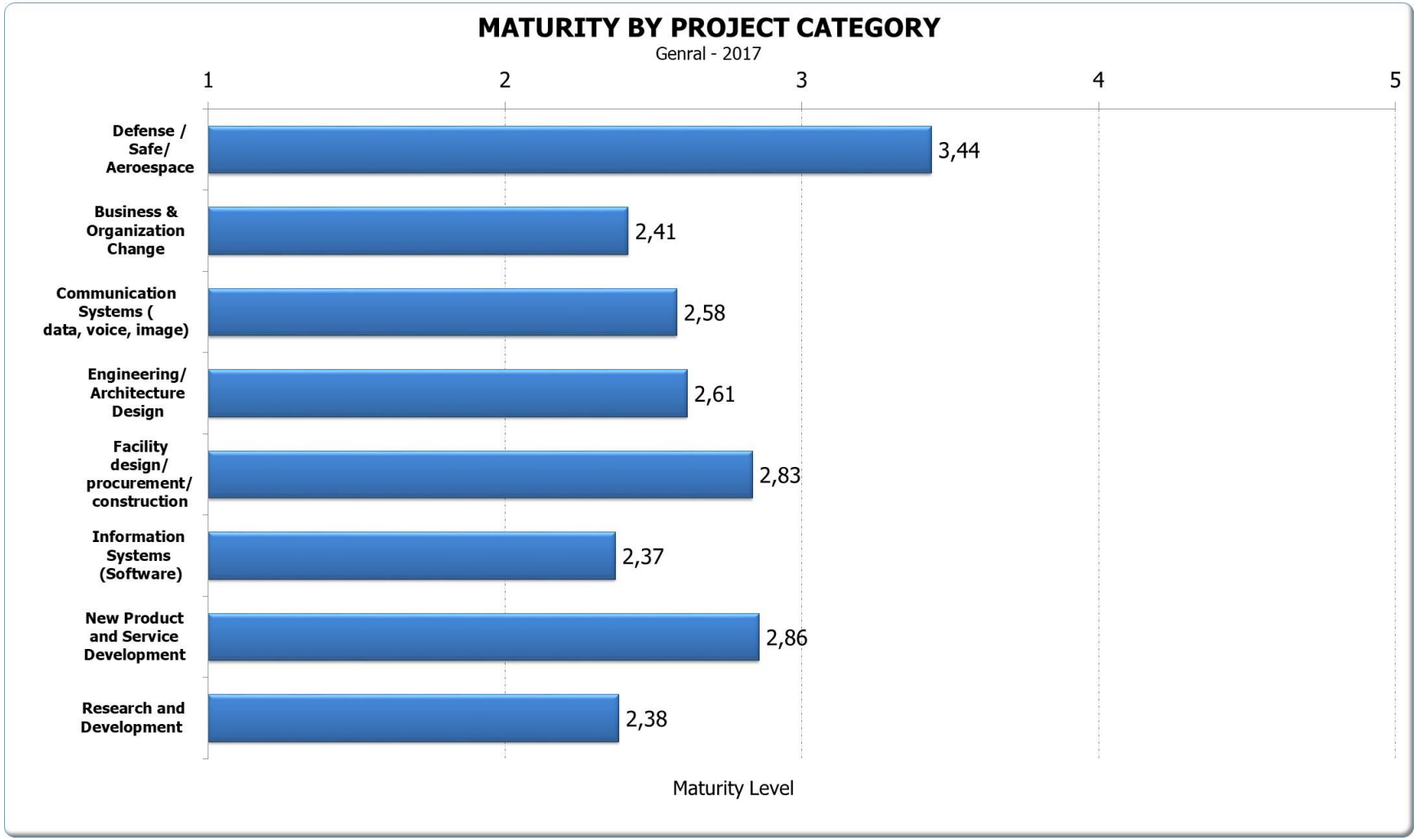
Participants by Projects Category

The categories below were present in the survey with a total of participants above 8.

ARCHIBALD CATEGORY	# of Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Average Cost Overrun	Scope Execution
Defense / Safe/ Aeroespace	8	2,7%	3,44	58,1%	27,5%	14,4%	42%	16%	68%
Business & Organization Change	75	24,9%	2,41	47,4%	30,8%	21,8%	22%	9%	67%
Communication Systems (data, voice, image)	8	2,7%	2,58	71,0%	20,0%	9,0%	51%	16%	83%
Engineering/ Architecture Design	17	5,6%	2,61	55,6%	32,2%	12,2%	21%	15%	69%
Facility design/ procurement/ construction	64	21,3%	2,83	55,1%	34,2%	10,7%	18%	12%	84%
Information Systems (Software)	51	16,9%	2,37	46,5%	44,4%	9,1%	34%	21%	74%
New Product and Service Development	34	11,3%	2,86	55,4%	34,0%	10,6%	23%	16%	77%
Research and Development	10	3,3%	2,38	64,3%	33,6%	2,1%	22%	19%	81%

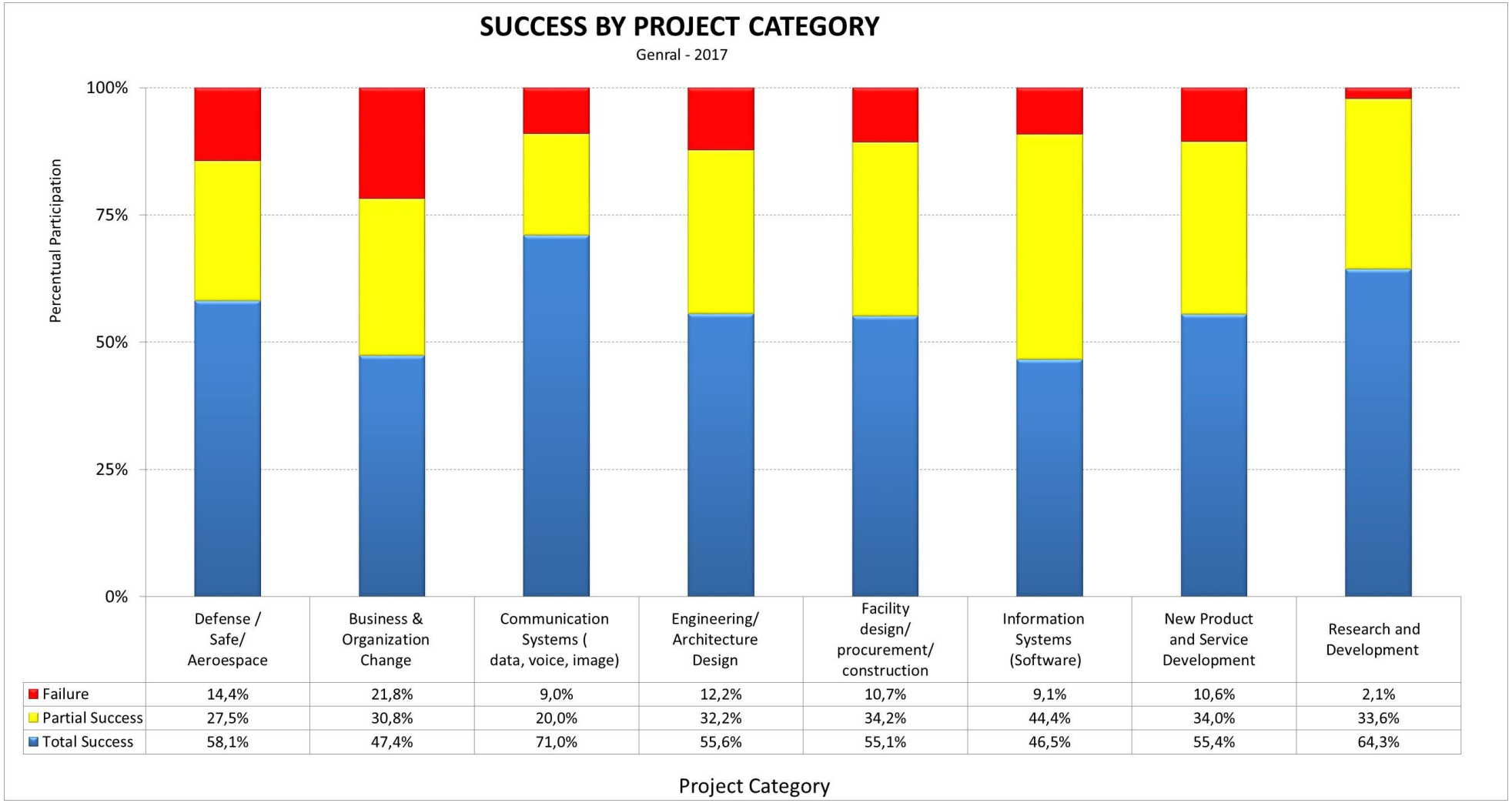
Maturity by Projects Category

The *Defense, Safe and Aerospace* category stands out.



Success by Projects Category

The *Research and Development* category stands out.

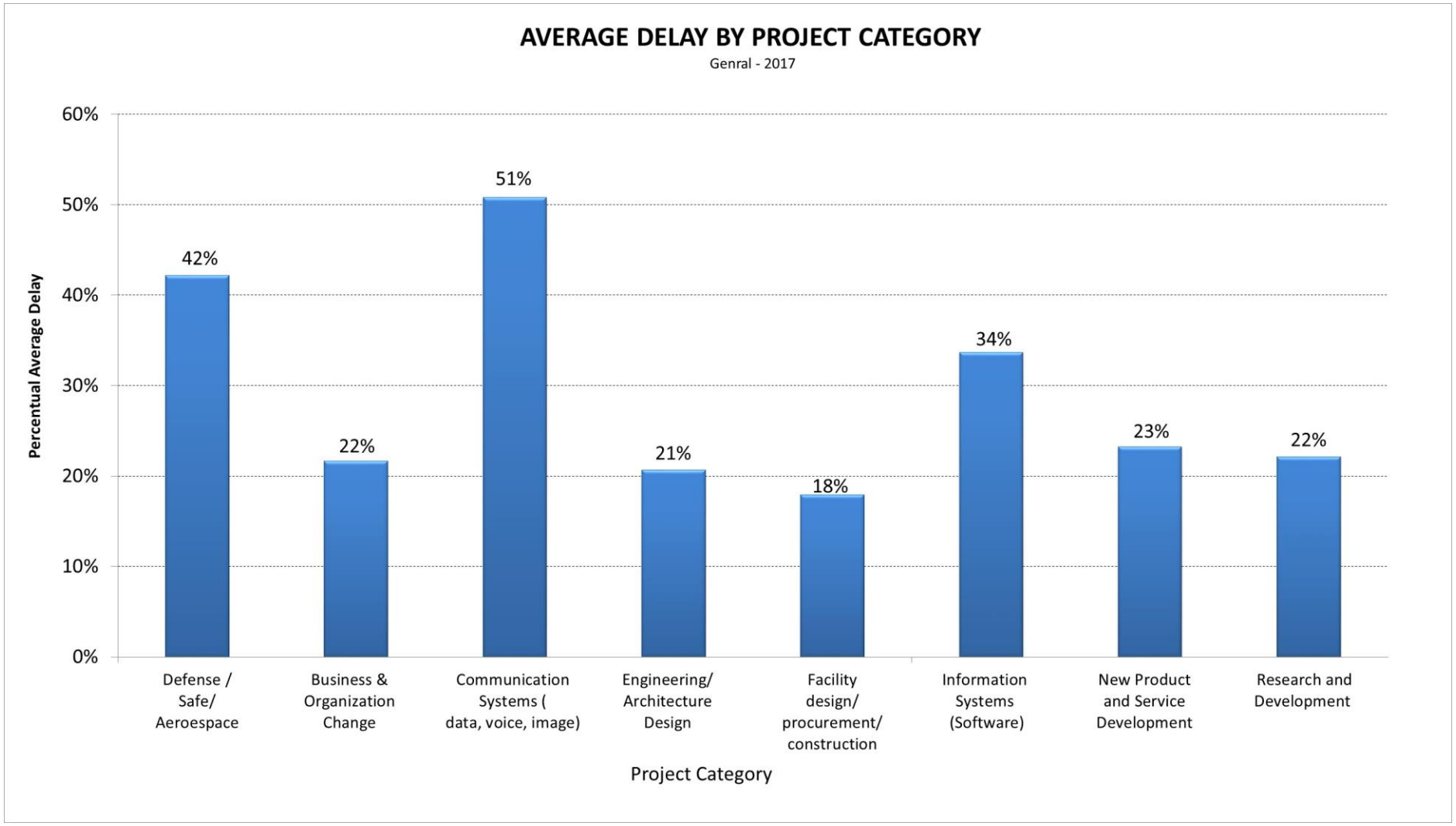


	Defense / Safe/ Aeroespace	Business & Organization Change	Communication Systems (data, voice, image)	Engineering/ Architecture Design	Facility design/ procurement/ construction	Information Systems (Software)	New Product and Service Development	Research and Development
Failure	14,4%	21,8%	9,0%	12,2%	10,7%	9,1%	10,6%	2,1%
Partial Success	27,5%	30,8%	20,0%	32,2%	34,2%	44,4%	34,0%	33,6%
Total Success	58,1%	47,4%	71,0%	55,6%	55,1%	46,5%	55,4%	64,3%

MPCM
Maturity by Project Category Model

Delay by Projects Category

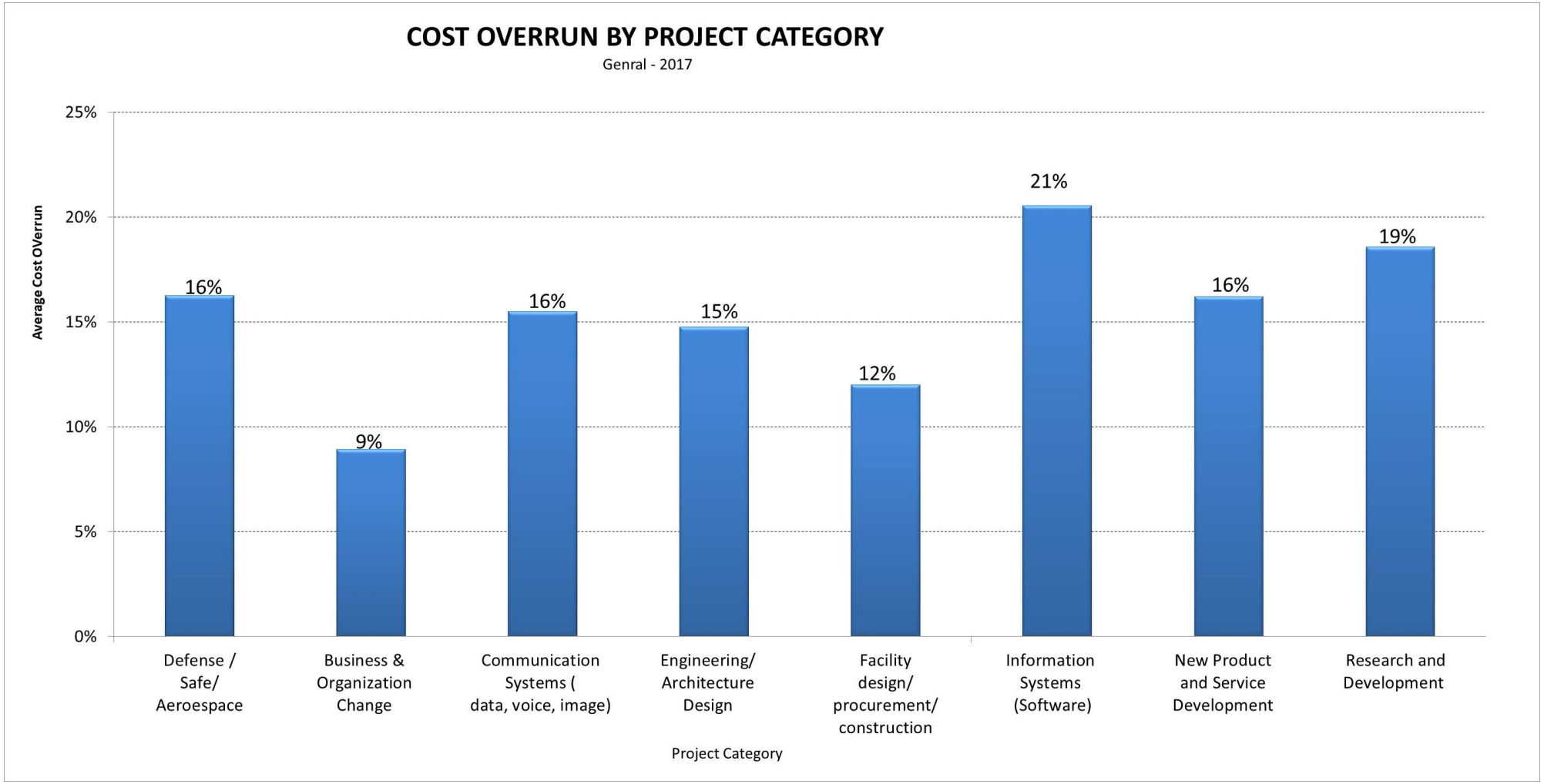
The *Construction* category stands out.



MPCM
Maturity by Project Category Model

Cost Overrun by Projects Category

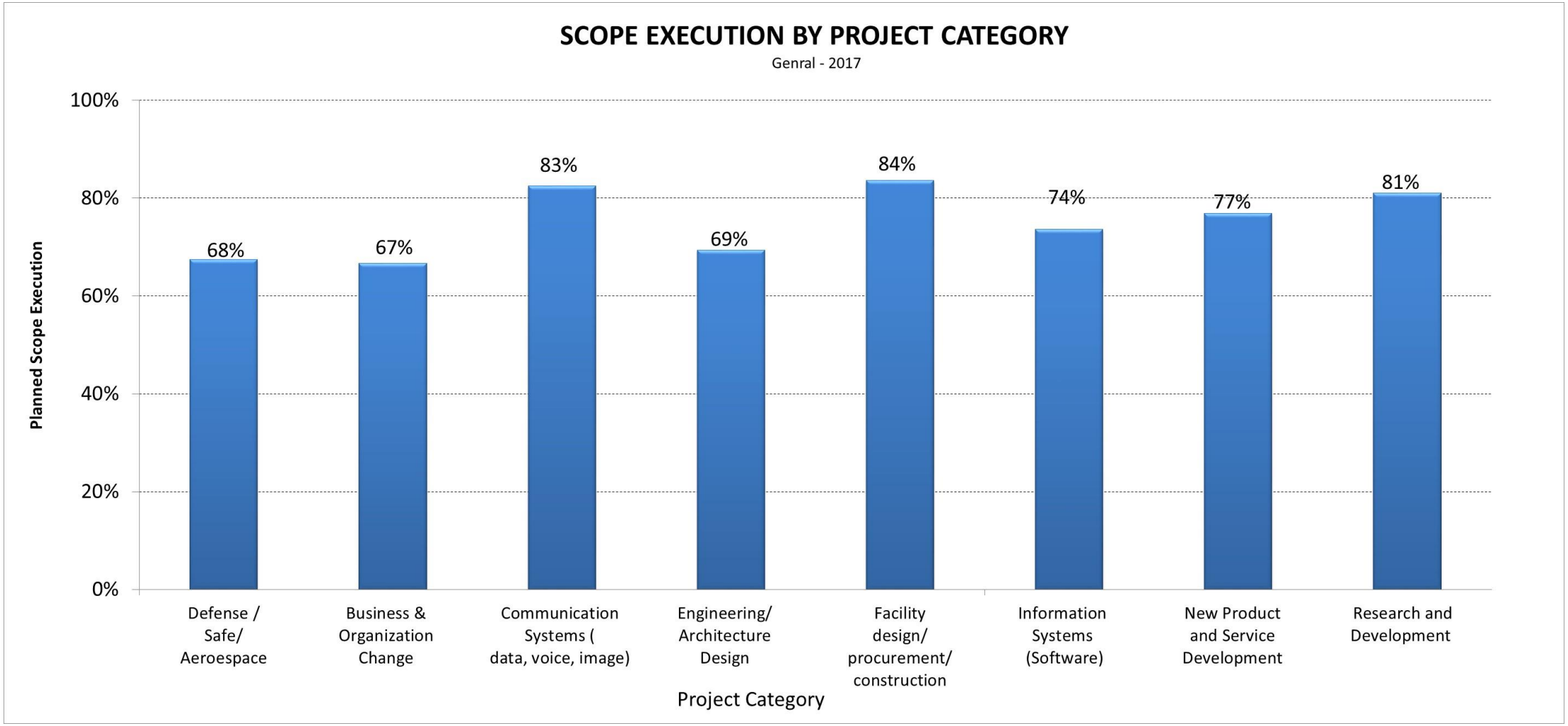
The category *Business and Organizational Changes* stands out.



MPCM
Maturity by Project Category Model

Scope Execution by Projects Category

The categories *Communication Systems* and *Construction* stand out.



Results by Business Area

In this part of the report, data analysis is done similar to Part 1, but broken down by the work areas shown in the next slide.

See other information about participants in the survey report "Part B – Participants Profile”.

MPCM
Maturity by Project Category Model

Business areas used in Survey

1. Agriculture, Livestock, Forestry and Forestry
2. Food and Beverage
3. Banks, Finance and Insurance
4. Trade
5. Construction
6. Consulting
7. Defense, Safe and Aerospace
8. Distribution (Water, Gas)
9. Education
10. Electro-electronics
11. Engineering
12. Electric Power (Production and / or Distribution)
13. Equipment
14. Pharmaceutical
15. Mining and quarrying (Mining, etc.)
16. Metallurgy and Steel
17. Pulp and Paper
18. Oil, Oil and Gas
19. Chemistry
20. Refractory, Ceramics and Glass
21. Health
22. Information Technology (Hardware & Software)
23. Telecommunications
24. Textile
25. Transport, Warehousing and Services & Logistics
26. Tourism & Sports
27. Vehicles and Parts
28. Clothing, Footwear, Fashion and Sporting Goods
29. Other Areas

MPCM
Maturity by Project Category Model

Participants by Business Area

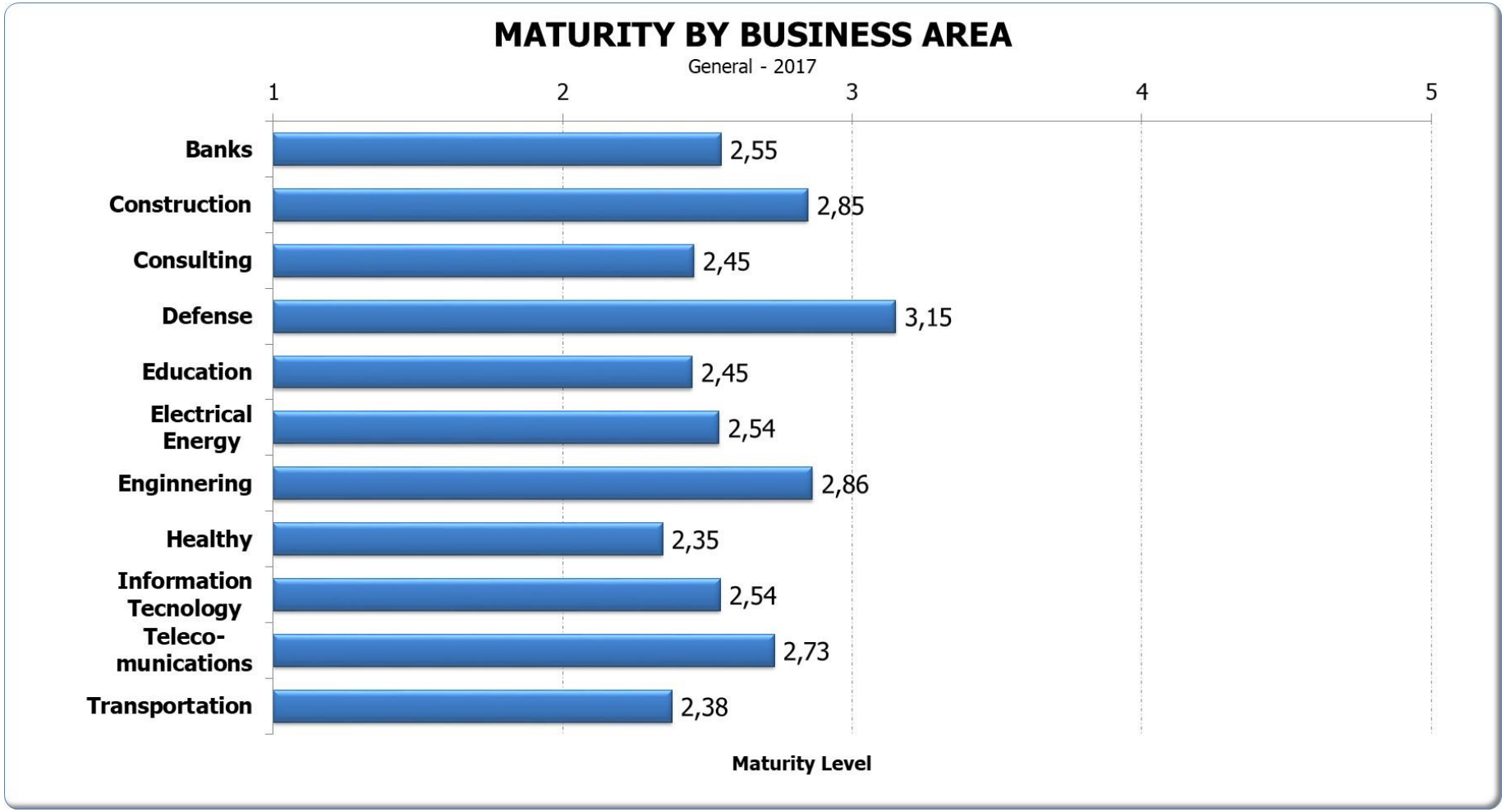
Only the areas below were present in the survey with more than 8 participants.

BUSINESS AREA	# of Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Average Cost Overrun	Scope Execution
Banks	8	2,7%	2,55	60%	29%	11%	15%	7%	74%
Construction	21	7,0%	2,85	56%	37%	7%	13%	15%	82%
Consulting	23	7,6%	2,45	45%	36%	19%	23%	10%	65%
Defense	10	3,3%	3,15	52%	37%	12%	39%	17%	59%
Education	19	6,3%	2,45	31%	45%	24%	31%	24%	59%
Electrical Energy	11	3,7%	2,54	44%	50%	6%	27%	14%	86%
Enginnering	33	11,0%	2,86	53%	33%	13%	19%	13%	83%
Healthy	9	3,0%	2,35	56%	15%	29%	27%	11%	61%
Information Tecnology	38	12,6%	2,54	52%	39%	9%	36%	21%	81%
Teleco-munications	11	3,7%	2,73	62%	34%	4%	24%	21%	77%
Transportation	10	3,3%	2,38	51%	43%	6%	33%	10%	78%

MPCM
Maturity by Project Category Model

Maturity by Business Area

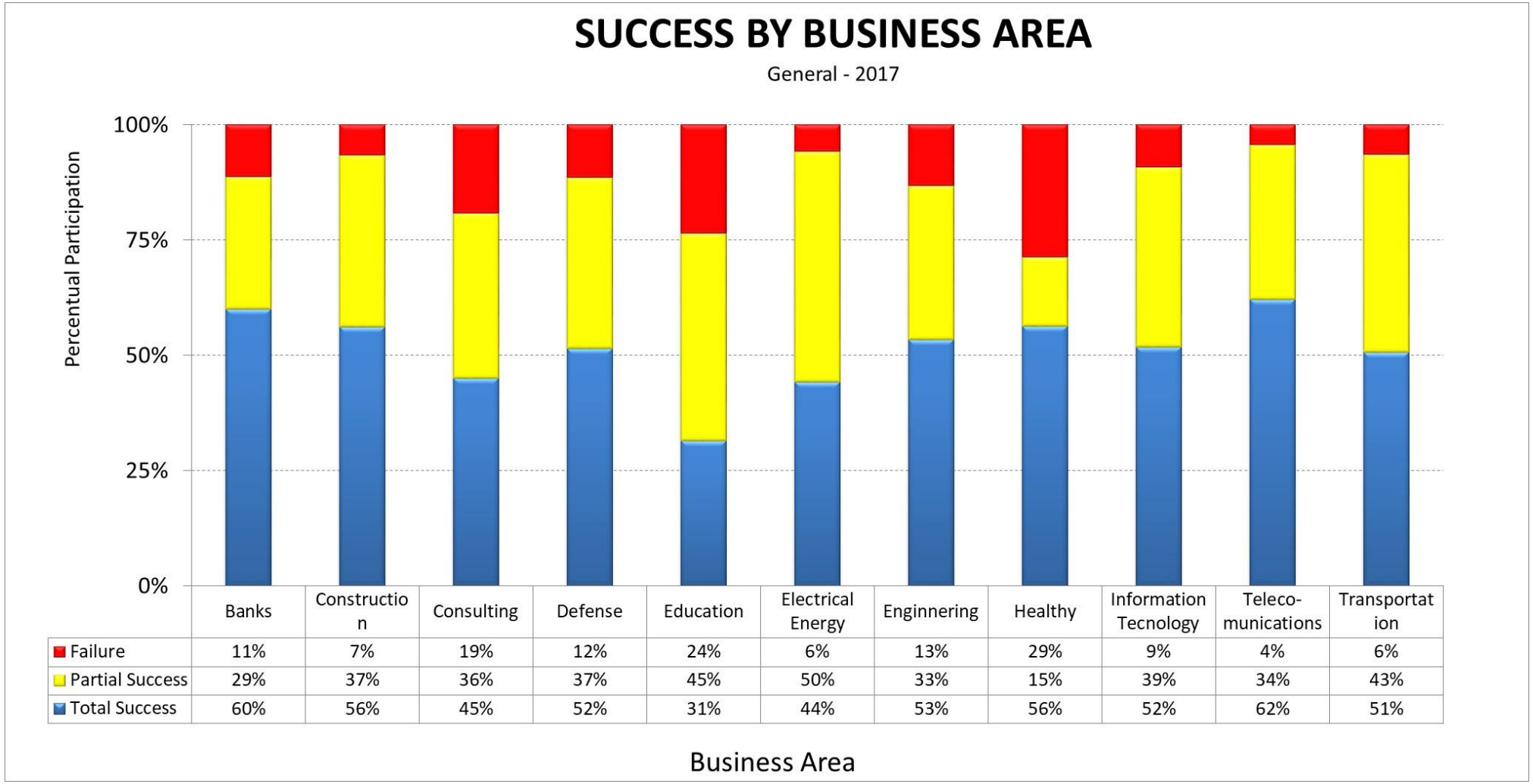
The maturity of the *Defense* Area ... stood out above the others.



Only the groups above presented samples greater than 8 participants.

Success by Business Area

The indicators of *Banking, Construction and Telecommunications* areas were highlights.

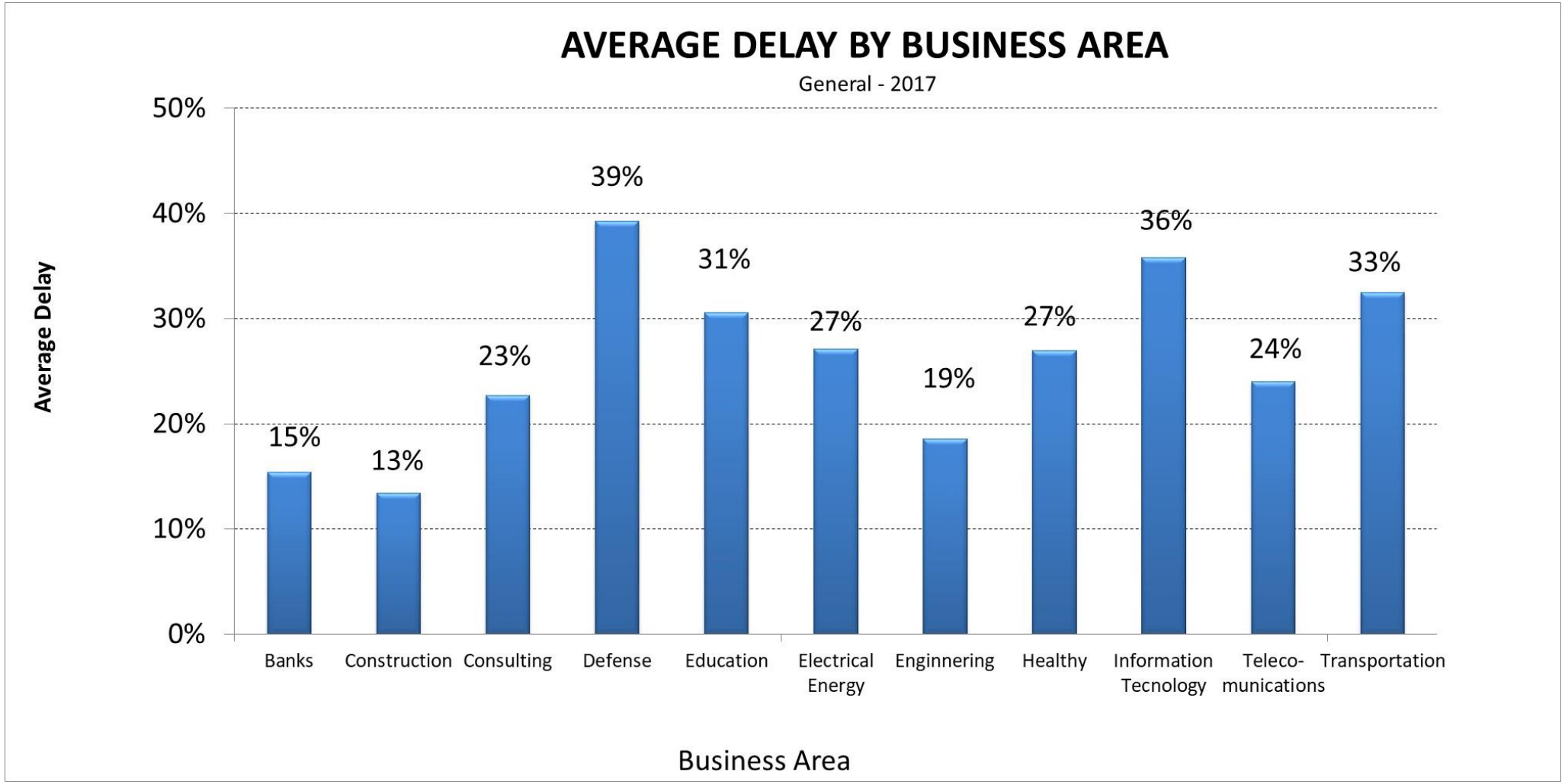


	Banks	Construction	Consulting	Defense	Education	Electrical Energy	Enginnering	Healthy	Information Tecnology	Teleco-munications	Transportation
Failure	11%	7%	19%	12%	24%	6%	13%	29%	9%	4%	6%
Partial Success	29%	37%	36%	37%	45%	50%	33%	15%	39%	34%	43%
Total Success	60%	56%	45%	52%	31%	44%	53%	56%	52%	62%	51%

MPCM
Maturity by Project Category Model

Delay by Business Area

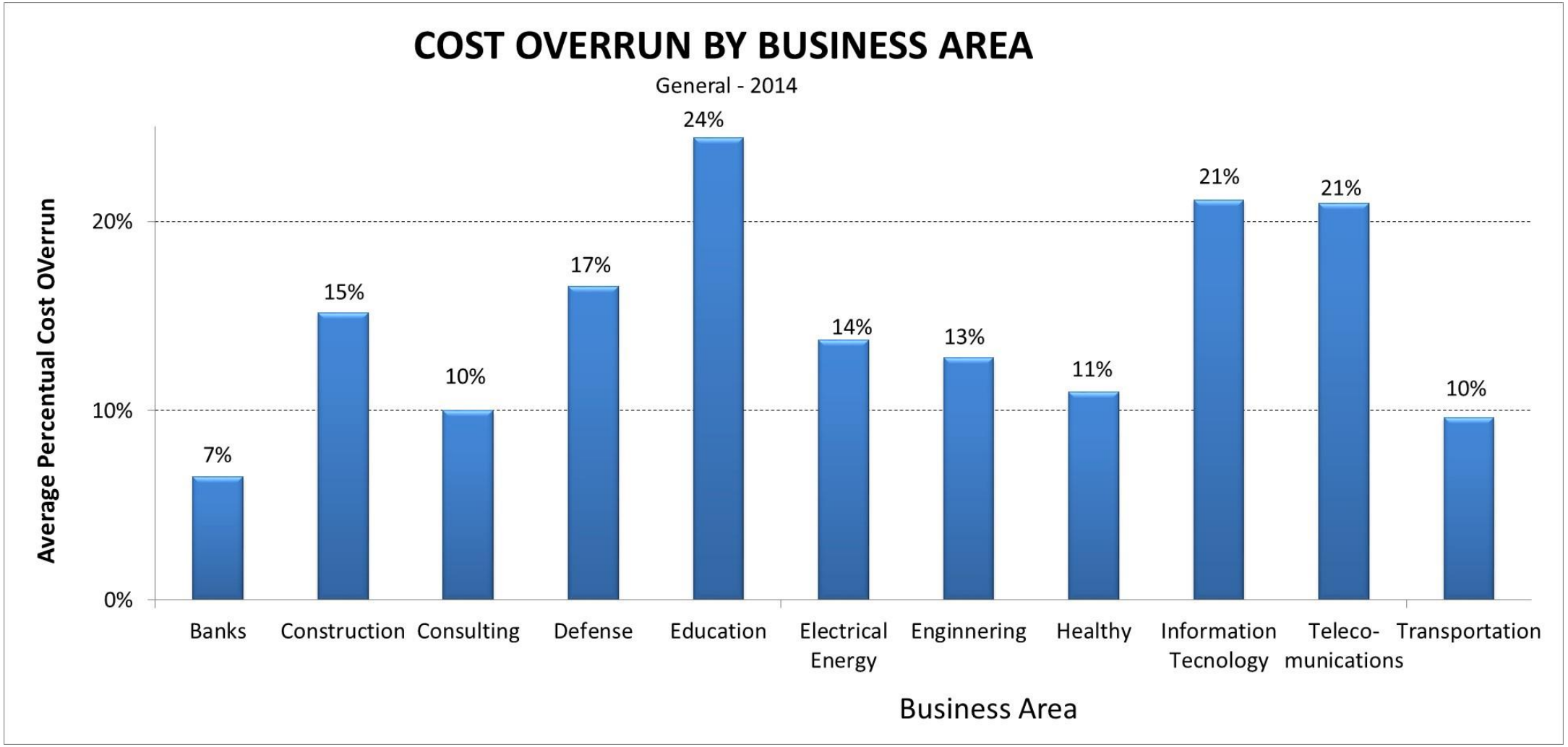
Construction has less delay.



MPCM
Maturity by Project Category Model

Cost Overrun by Business Area

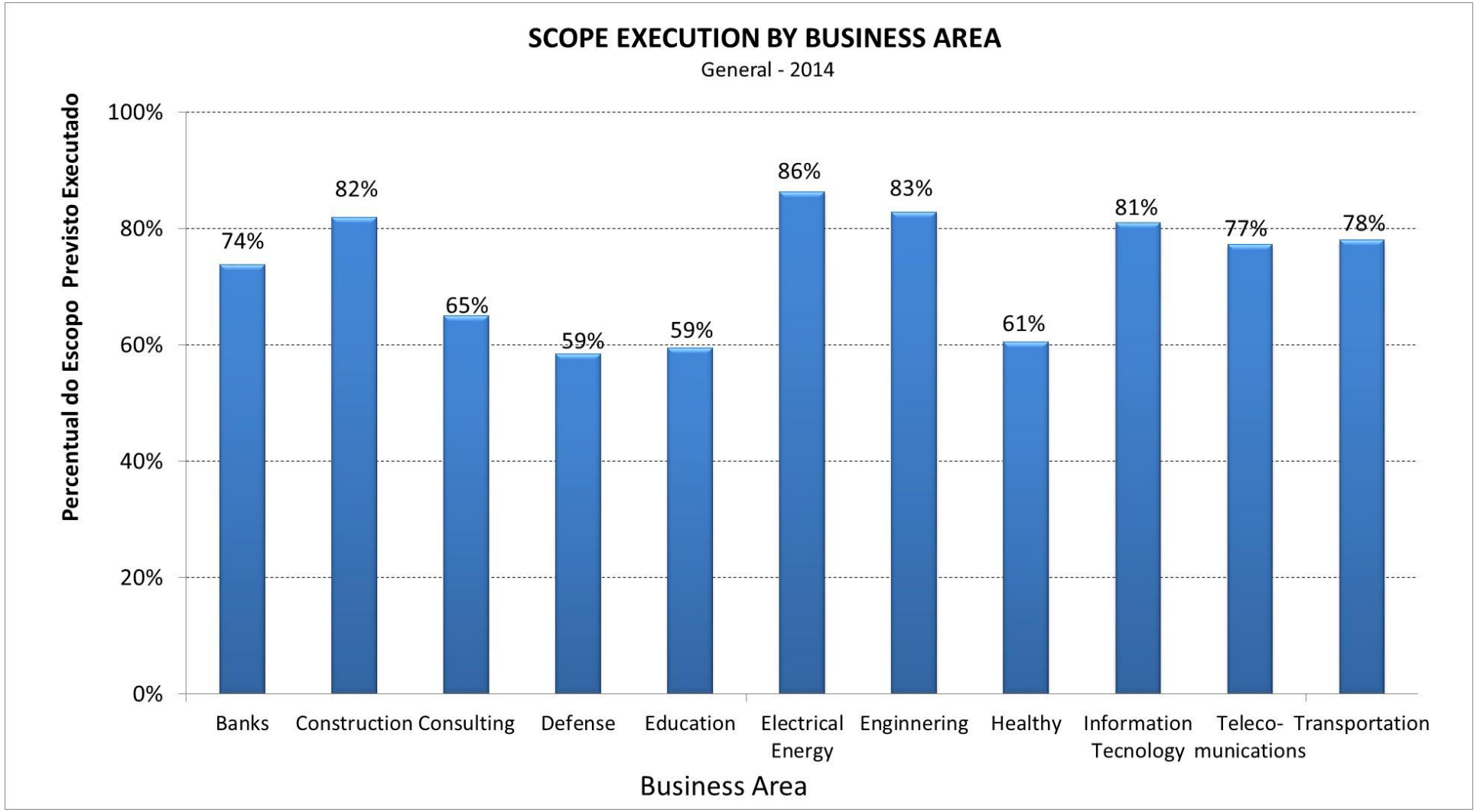
Banks ... have the best value.



MPCM
Maturity by Project Category Model

Scope Execution by Business Area

Electrical Energy has the best value.



Results by Customer Type

This part of the report is being produced for the first time. Projects customers can be internal or external to the organization. This last case characterizes "project-oriented organizations", such as construction companies, consultants, software-houses, etc.

In this part of the report an analysis of data similar to that of Part 1 is done, but broken by the Customer Type.

See other information about participants in the survey report "Part B – Participants Profile”.

Comments on this report part :
The graphs shown below demonstrate that the two groups analyzed perform very similarly.

Overview

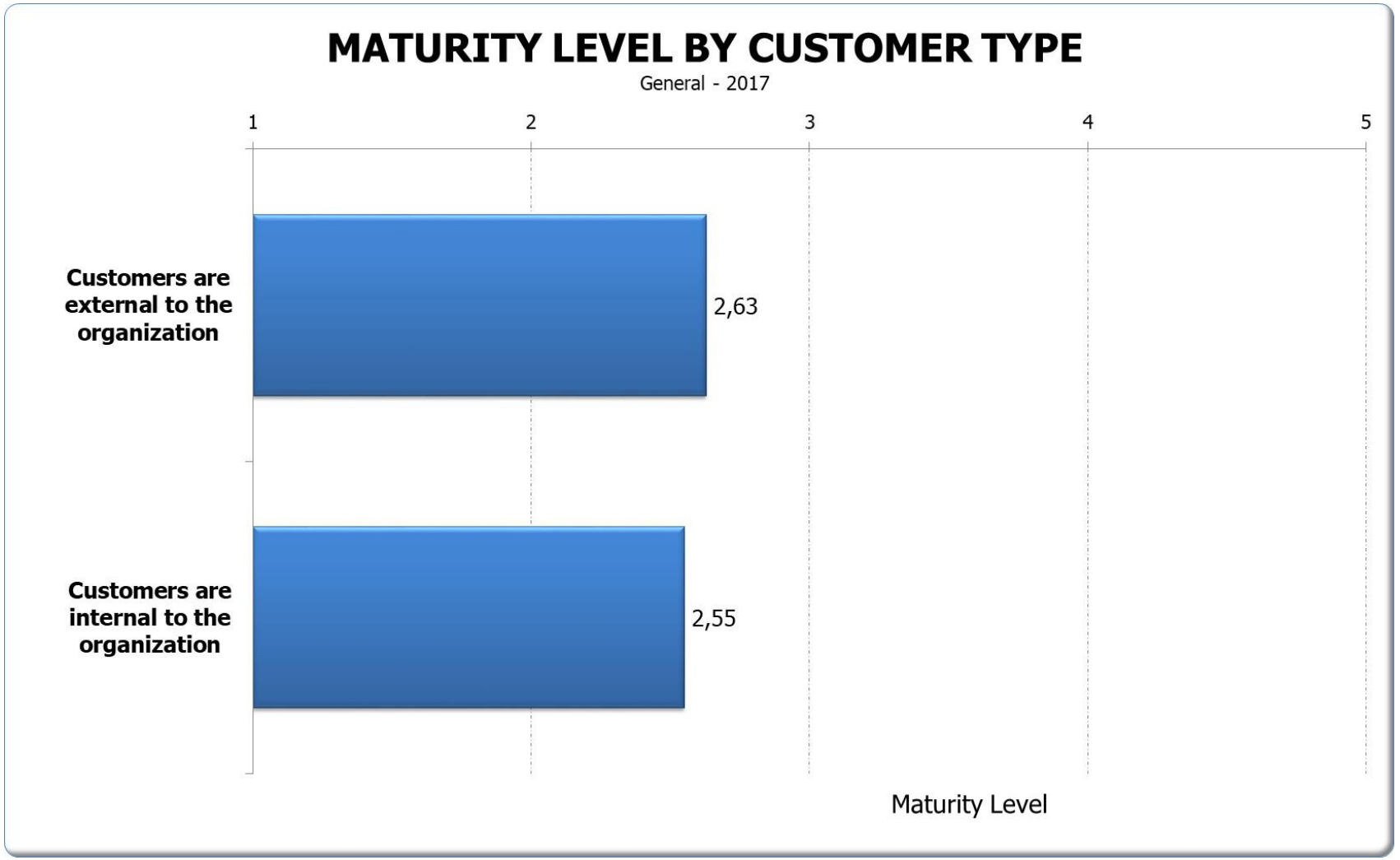
In this table we have a summary of the graphs shown below.

CUSTOMER TYPE	# of Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Average Cost Overrun	Scope Execution
Customers are external to the organization	141	46,8%	2,63	53%	32%	15%	23%	15%	78%
Customers are internal to the organization	160	53,2%	2,55	51%	35%	14%	26%	12%	71%
Totals	**301**	**100,0%**	**2,59**	**52%**	**34%**	**14%**	**24%**	**14%**	**74%**

The categories below presented less than 10 respondents.

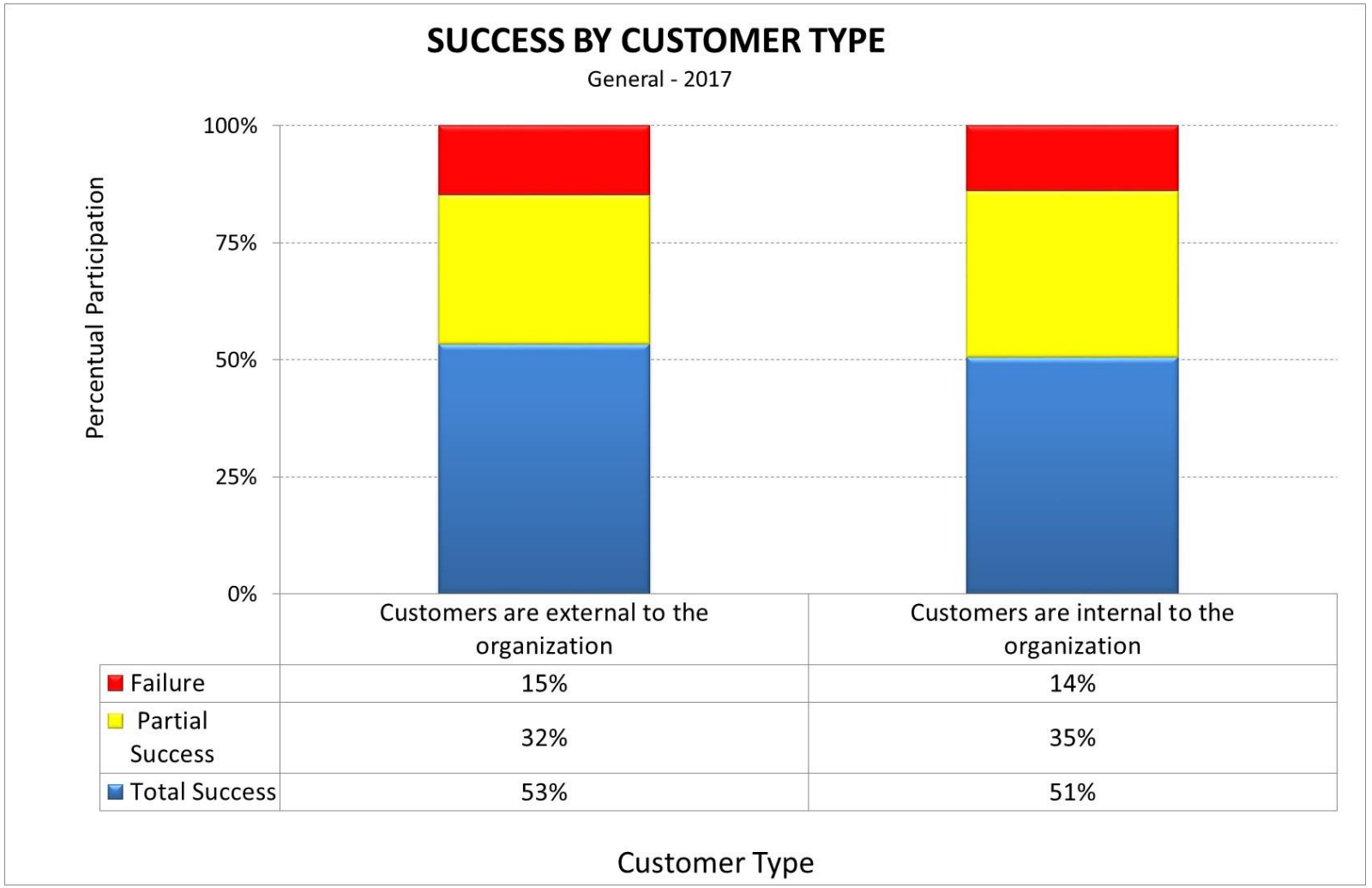
Maturity by Customer Type

There is no significant difference between the two groups.



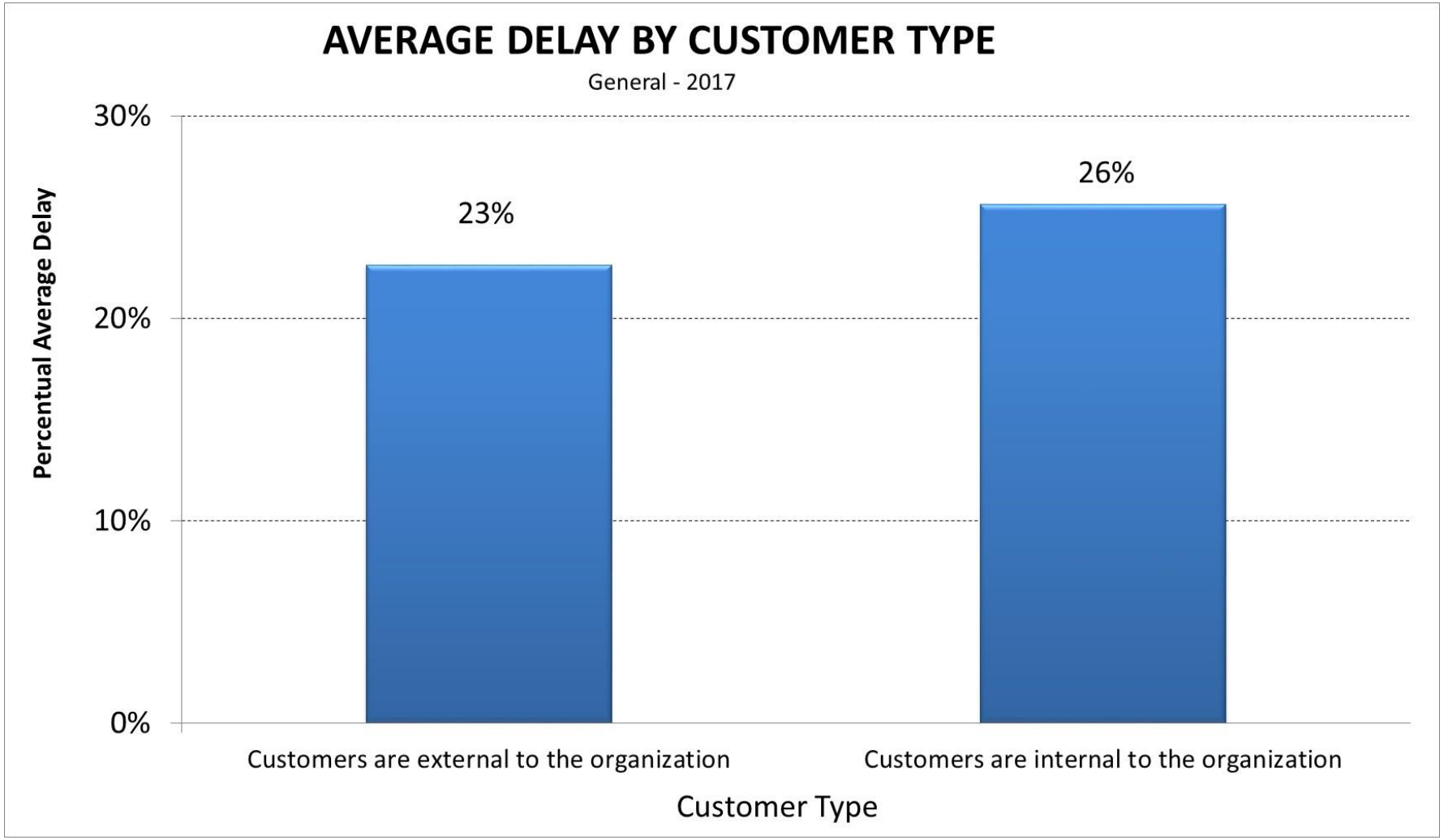
Success by Customer Type

There is no significant difference between the two groups.



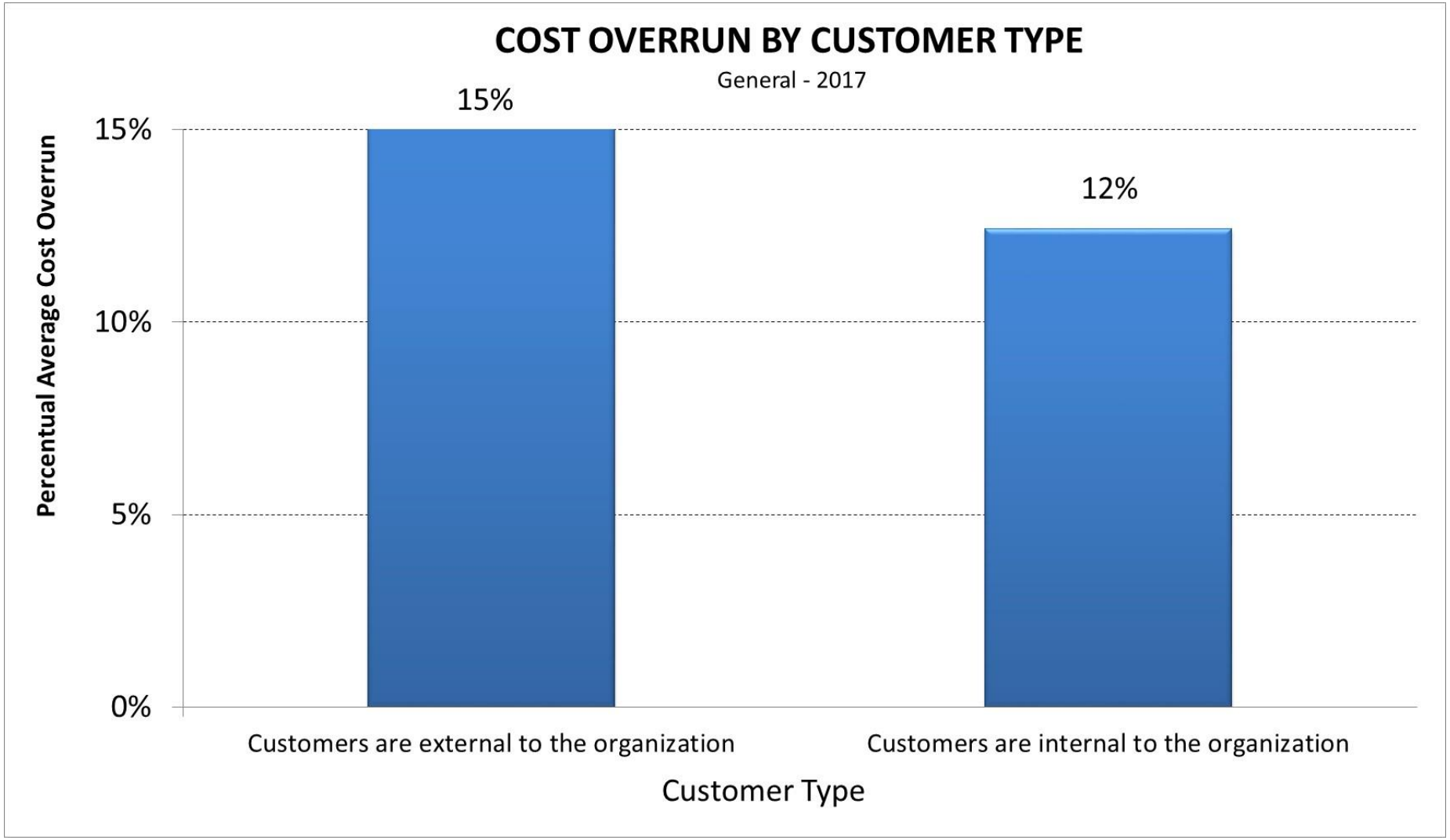
Delay by Customer Type

There is no significant difference between the two groups.



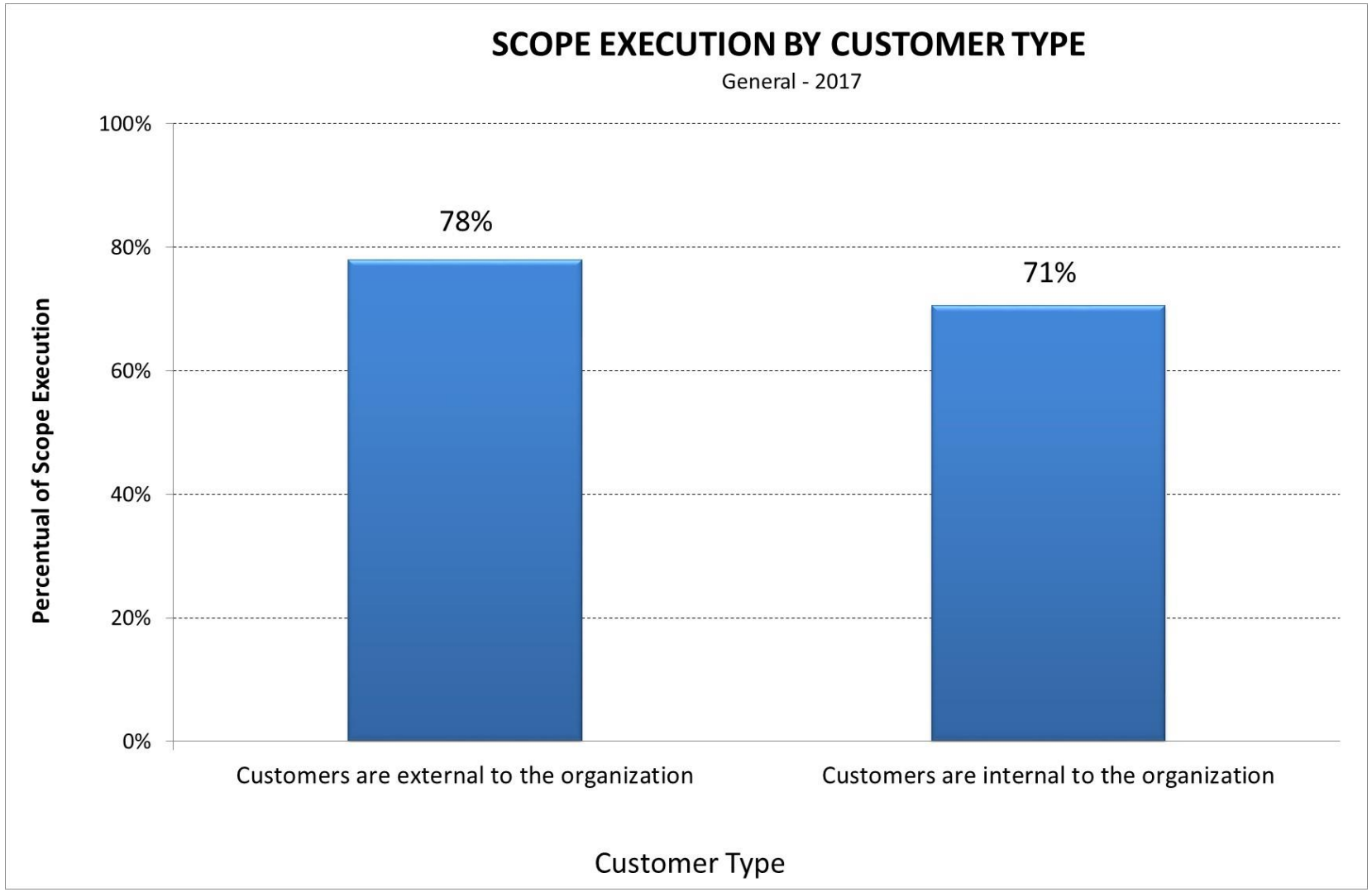
Cost Overrun by Customer Type

The "*internal customers*" grouping is slightly more efficient.



Scope Execution by Customer Type

The "*external customers*" grouping is slightly more efficient.



Results by Brazilian states

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

See other information about participants in the survey report "Part B – Participants Profile”.

Comments on this Part 8:

The graphs shown below indicate that different highlights occur for different states. We also observed that DF – Federal District, MG – Minas Gerais State and SP – Sao Paulo State stand out in some indicators.

MPCM
Maturity by Project Category Model

Brazilian States present in this Group

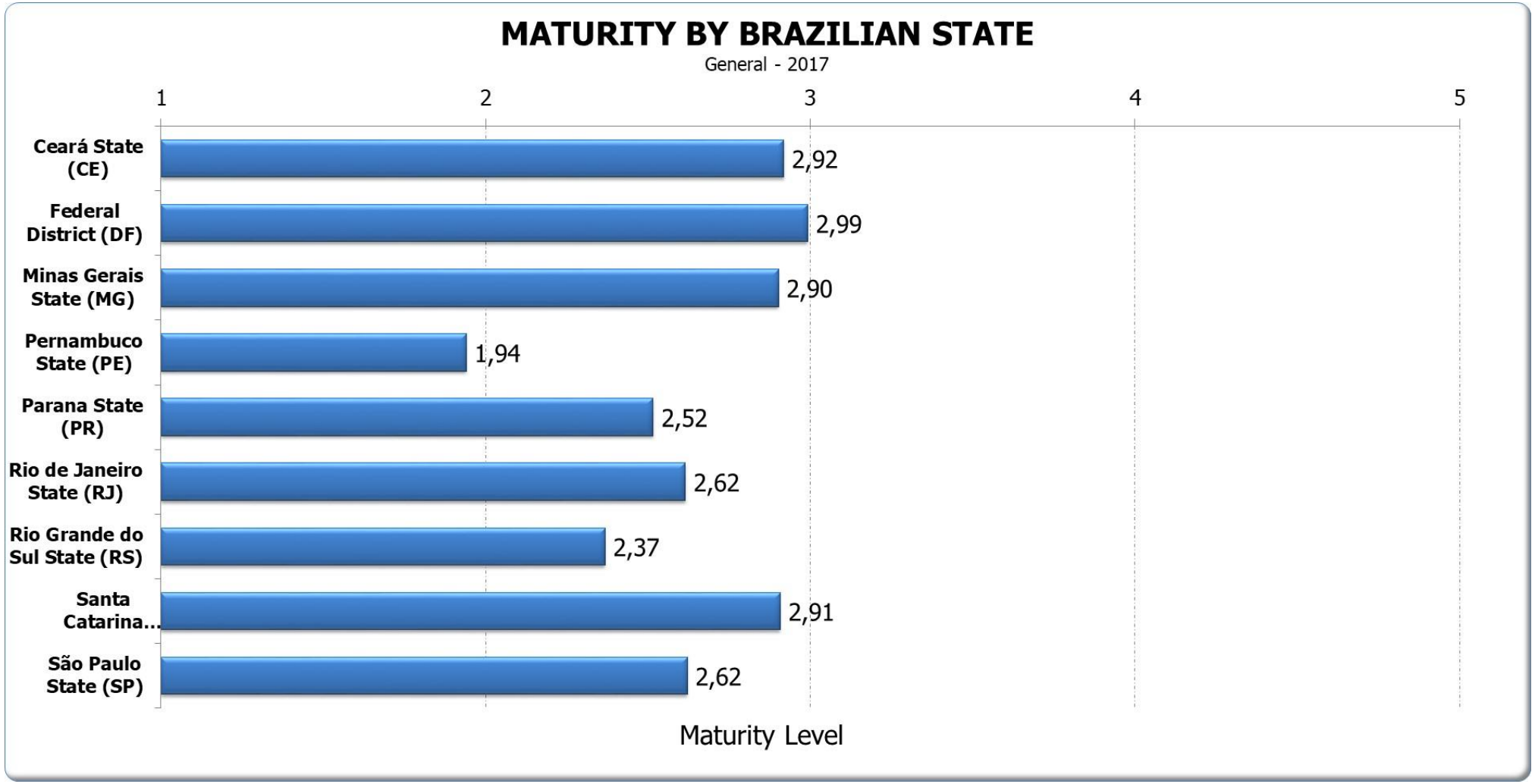
Highlights of presence for São Paulo State and Minas Gerais State.

State	# of Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Average Cost Overrun	Scope Execution
Ceará State (CE)	6	2,0%	2,92	62%	27%	11%	33%	1%	78%
Federal District (DF)	18	6,0%	2,99	57%	31%	12%	38%	21%	72%
Minas Gerais State (MG)	55	18,3%	2,90	60%	29%	11%	20%	11%	85%
Pernambuco State (PE)	29	9,6%	1,94	33%	45%	22%	29%	23%	57%
Parana State (PR)	20	6,6%	2,52	54%	32%	14%	22%	18%	73%
Rio de Janeiro State (RJ)	25	8,3%	2,62	53%	34%	13%	32%	17%	70%
Rio Grande do Sul State (RS)	38	12,6%	2,37	48%	29%	24%	27%	14%	68%
Santa Catarina State (SC)	9	3,0%	2,91	62%	28%	11%	17%	11%	81%
São Paulo State (SP)	68	22,6%	2,62	52%	37%	11%	22%	12%	77%
General Totals									

MPCM
Maturity by Project Category Model

Maturity by Brazilian State

Highlights for Federal District, Ceará State, Santa Catarina State and Minas Gerais State.

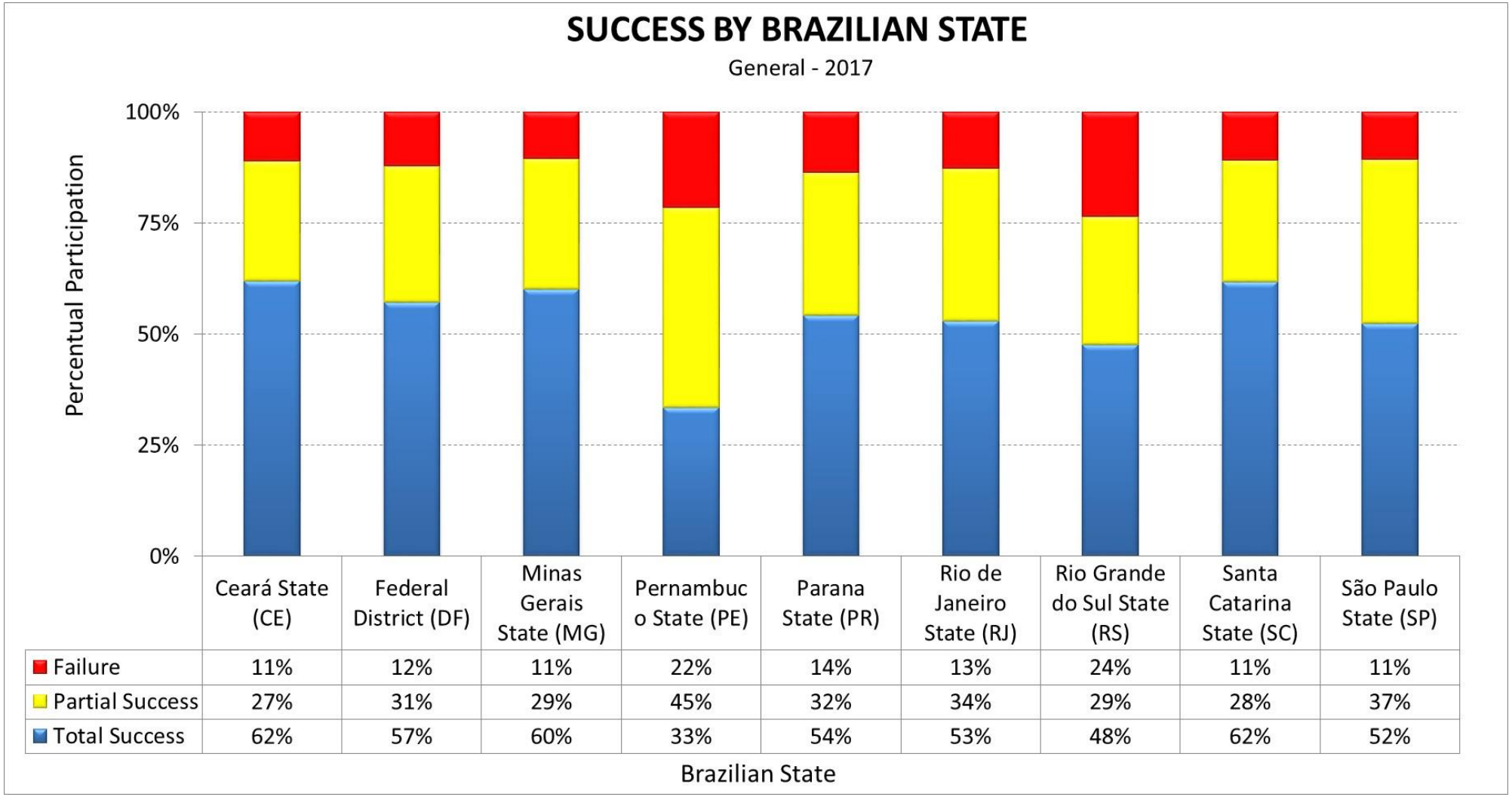


Only the groups above presented samples greater than 6 participants.

MPCM
Maturity by Project Category Model

Success by Brazilian State

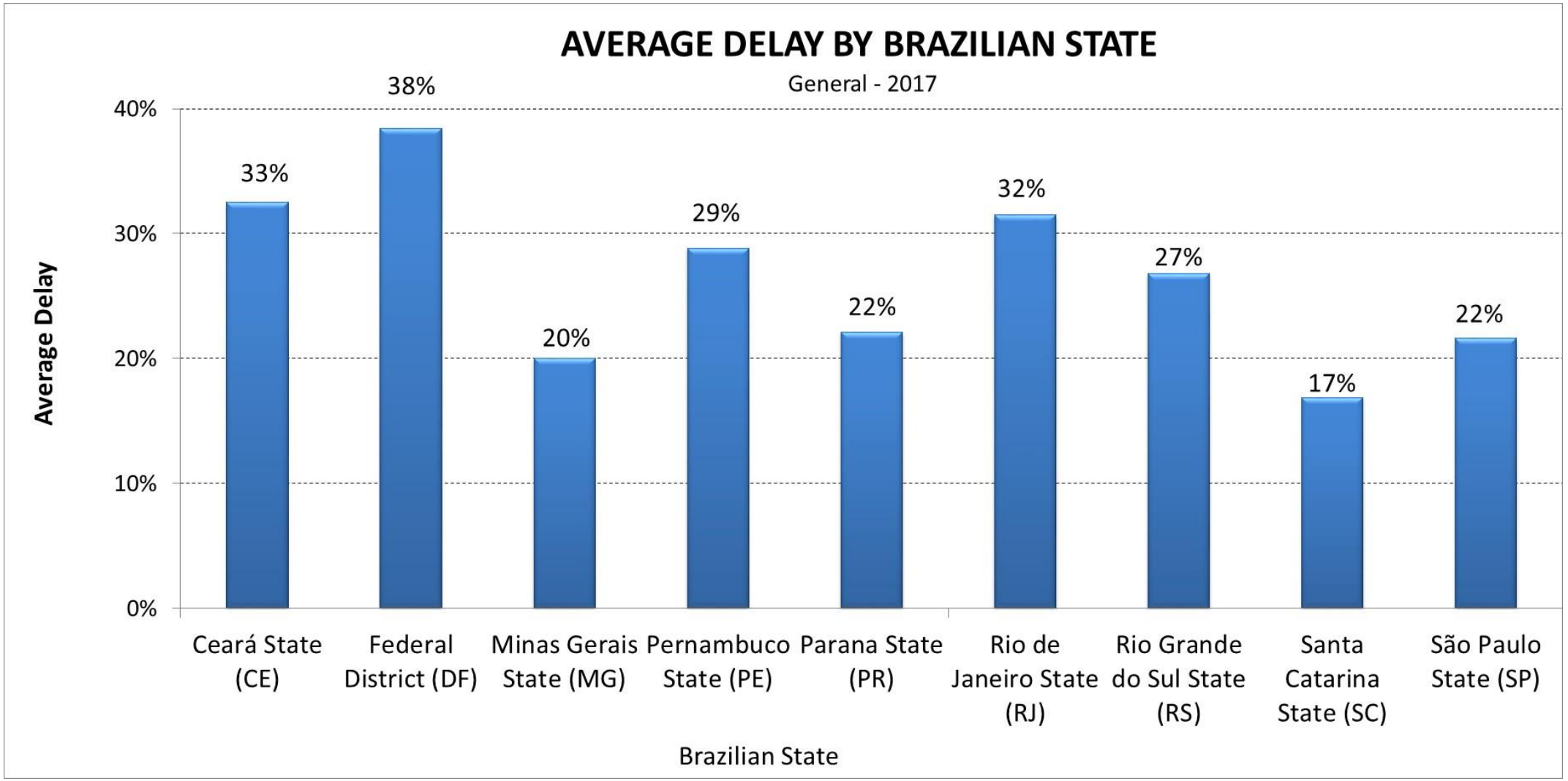
Highlights for Federal District, Ceará State, Santa Catarina State and Minas Gerais State.



	Ceará State (CE)	Federal District (DF)	Minas Gerais State (MG)	Pernambuco State (PE)	Parana State (PR)	Rio de Janeiro State (RJ)	Rio Grande do Sul State (RS)	Santa Catarina State (SC)	São Paulo State (SP)
Failure	11%	12%	11%	22%	14%	13%	24%	11%	11%
Partial Success	27%	31%	29%	45%	32%	34%	29%	28%	37%
Total Success	62%	57%	60%	33%	54%	53%	48%	62%	52%

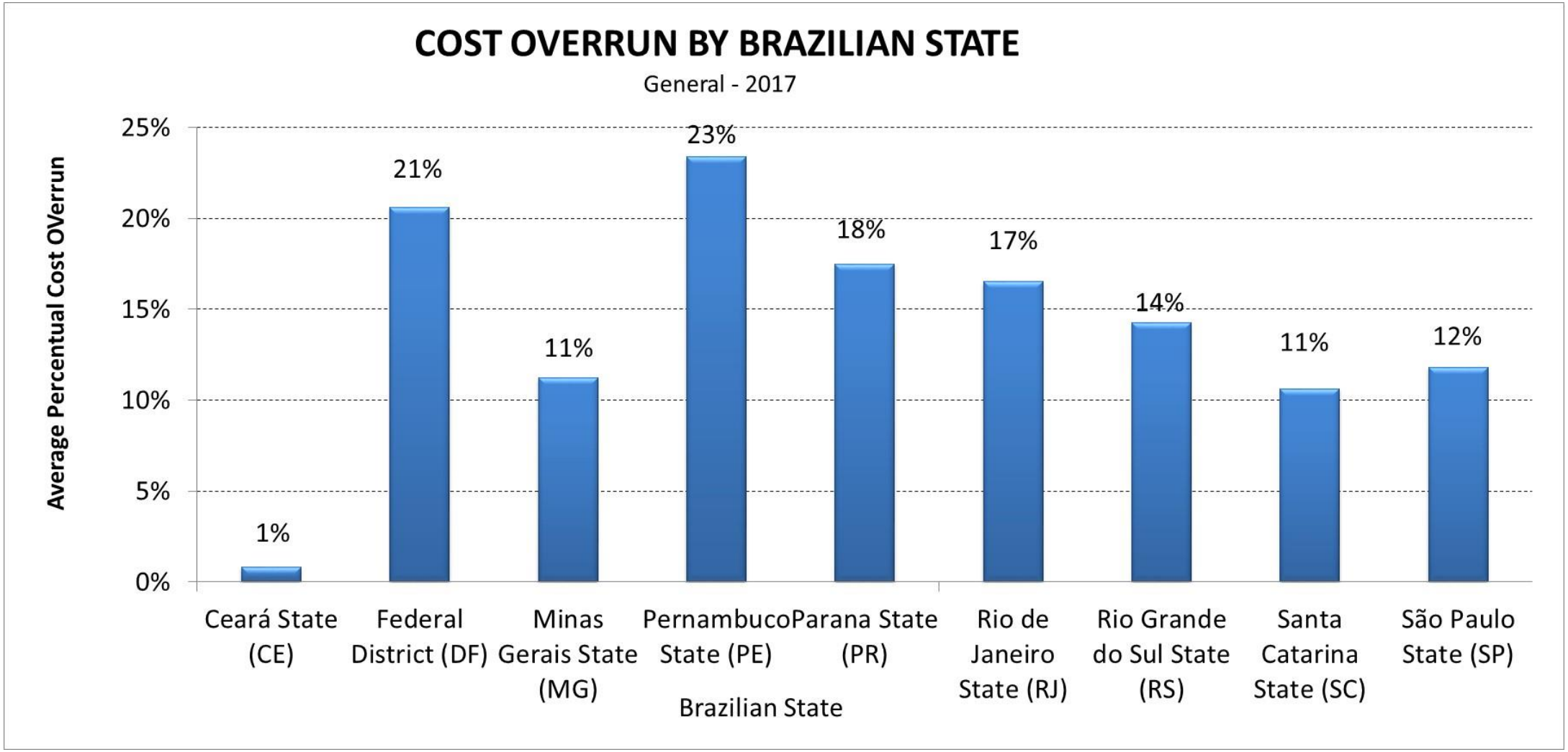
Delay by Brazilian State

Highlights for Minas Gerais State, Paraná State, Santa Catarina State and São Paulo State.



Cost Overrun by Brazilian State

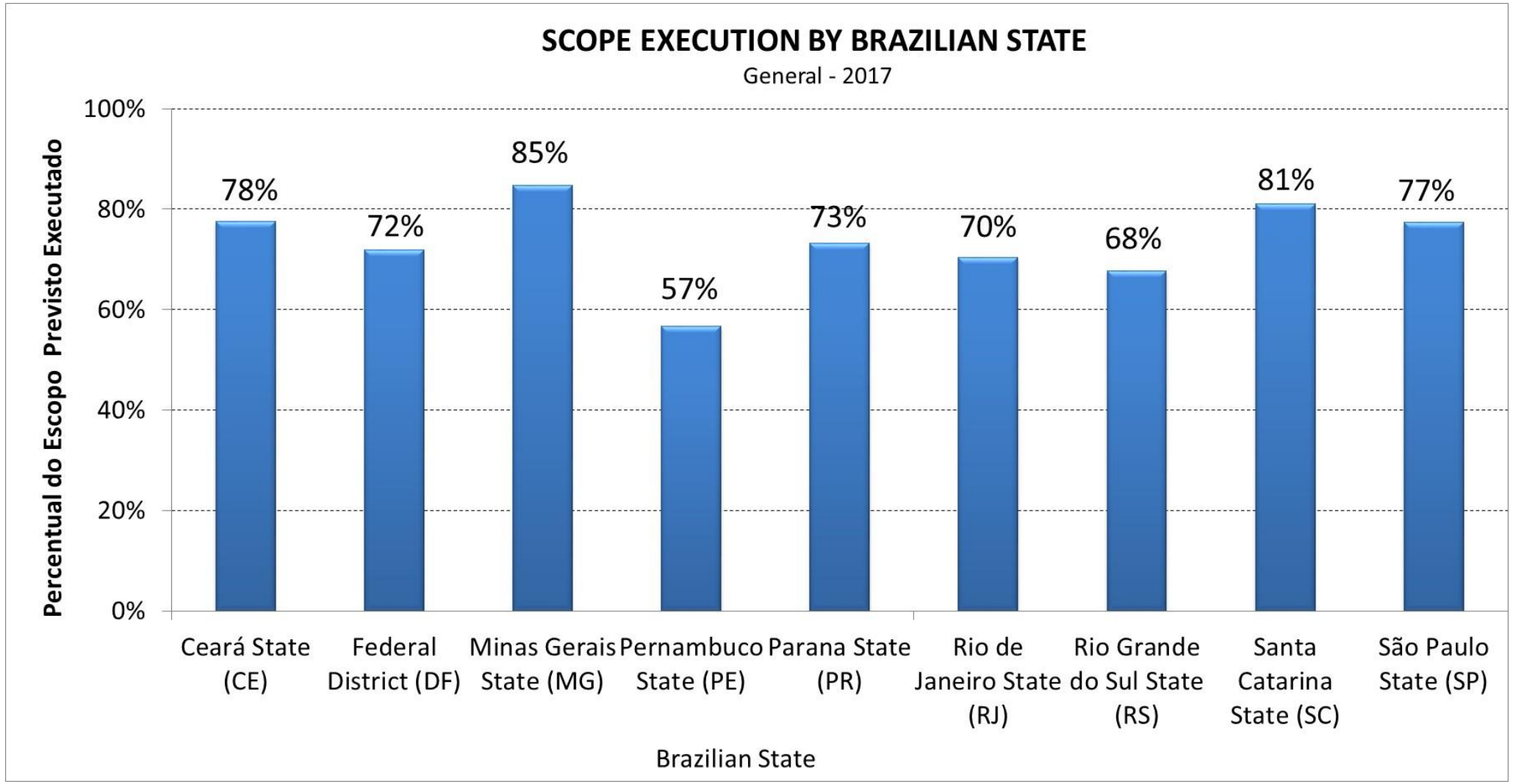
Highlight for Ceará State. Also stand out Minas Gerais State, Santa Catarina State and São Paulo State.



MPCM
Maturity by Project Category Model

Scope Execution by Brazilian State

Highlights for Minas Gerais State and Santa Catarina State.



PART 9

Team who developed this work

Authors of this Report

Darci Prado is *FALCONI* consulting partner. Graduated in Chemical Engineering from UFMG, post-graduate in Economic Engineering from Fundação Dom Cabral and doctor from UNICAMP. He participated in the founding of PMI chapters in Minas Gerais and Paraná and was member of the PMI-MG Board of Directors between 1998-2002. He was president of the IPMA-BH Club between 2006 and 2008. He is the author of 11 books about project management.

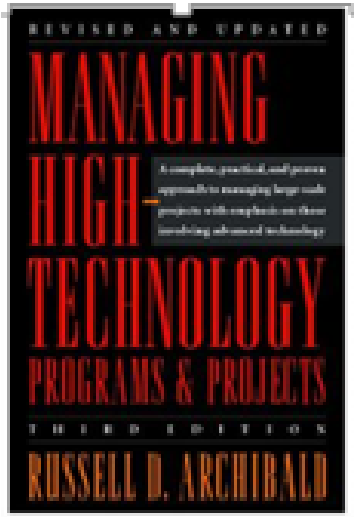
Warlei Agnelo de Oliveira is currently Commercial Operations Analyst at Gasmig - Cia. de Gas de Minas Gerais. In recent years he has served as advisor to the Department of Transport and Public Works of Minas Gerais State and Manager of the "Belo Horizonte Metrô" Project. Graduated in Civil Engineering with MBA in Project Management by FGV and Master in Administration. He holds the ILL Orange Belt certification and is currently professor of Engineering Courses at UNA University Center in Belo Horizonte.

Lara Mendonça Romano is 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 and specialization in Finance by INSPER. She is PMP certified and takes part of many projects at public sector and private organizations from different areas at *FALCONI Consultores de Resultado.*

2017 Team: Leadership

Russel D. Archibald

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



Darci Prado

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

MPCM
Maturity by Project Category Model

2017 Team

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 e Warlei Oliveira

GENERAL COORDINATOR
Darci Prado

WEBSITE DEVELOPMENT AND TRANSLATIONS
Website development: Warlei Oliveira e Carlos E. Andrade
Portuguese Language: Darci Prado
English Language: Lara Romano e Manuel Carvalho da Silva Neto
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

PART 10

Prado-MMGP Maturiy Model

Brief explanation about PRADO-MMGP Model

MMGP - Maturity Model in Project Management

Prado-MMGP maturity model, created in 2002, is based on the experience of consultant Darci Prado in a world-class organization (IBM), teaching (UFMG) and consulting (FALCONI Results Consultants). He has more than 40 years of project management experience and has already had the opportunity to get involved with projects of the most different values and types, ranging from construction, information technology, new product development, equipment installation, etc.

The model proposes to evaluate the maturity of an organization sector and has the following characteristics:

It includes 5 levels and 7 dimensions;
It includes Processes, Tools, People, Skills, Structures and Strategies;
It adheres to PMBOK (PMI), ICB (IPMA) and Prince2.

Maturity Research in Project Management - Brazil

Maturity research has been conducted in Brazil since 2005. It is led by Darci Prado and Russell Archibald and counts on the participation of several volunteers.

MPCM
Maturity by Project Category Model

Maturity Levels

Level	Title	Characteristics
1	Almost Unknown	The company does not have a correct perception of projects and project management (GP). Projects are executed on the basis of individual intuition, "goodwill" or "best effort." Usually no planning is done and control is non-existent. There are no standardized procedures. Success is the fruit of individual effort or luck.
2	Started (isolated initiatives)	This level represents the awakening to the subject of project management. Its main characteristics are: • Introductory knowledge of Project Management. • Introductory use of tools (sw) for sequencing activities. • Isolated initiatives for the planning and control of some projects. • Each professional works in his own way, since there is no standardized Platform for Project Management, consisting of processes, tools, organizational structure, etc. • There is awareness of the importance of implementing each of the components of a project management (GP) platform.
3	Standardized	This level represents the situation in which a GP platform was implemented. Its main characteristics are: • Evolution in skills. • Existence of a standardized platform for Project Management • Use of baseline. • Performance measurement of closed projects. • Data capture of anomalies that impact project results (delays, overflow, etc.). • The platform has been in use by the key players for more than a year. • A significant number of projects used all methodology processes (start, middle and end).

MPCM
Maturity by Project Category Model

Maturity Levels

Level	Title	Characteristics
4	Managed	This level represents the situation where the GP platform really works and gives results. Its main characteristics are: • Professionals consistently demonstrate a high level of competence, aligning knowledge and practical experience. • Elimination (or mitigation) of manageable anomalies that hinder project results. • Area results (success rate, delays, etc.) are compatible with the expected level of maturity 4. • This situation occurs more than 2 years ago. • A significant amount of projects have already completed their life cycles in this scenario.
5	Optimized	This level represents the situation where the GP platform not only works and gives results but has also been optimized through technological and process innovation. Its main characteristics are: • Optimization of processes and tools. • Optimization of results (deadlines, costs, scope, quality, performance, etc.) • Highest success level. • Environment and working climate of efficiency, productivity and low stress. • High recognition of area competence, which is seen as a benchmark. • This has been happening for over 2 years. • A significant number of projects have already completed their life cycles in this scenario.

Maturity Dimensions

Dimension	Characteristics
Project, Program and Portfolio Management Competence	The main stakeholders involved with project management should be proficient (knowledge + experience) in aspects of project management, such as, for example, presented in PMI's PMBOK manual or IPMA's ICB manual. The competence level required depends on the role of each.
Behavioral Competence	The main stakeholders involved with project management should be competent (knowledge + experience) in behavioral aspects (leadership, organization, motivation, negotiation, etc.). The competence level required depends on the role of each.
Technical and Contextual Competence	The main stakeholders involved with project management should be proficient (knowledge + experience) in technical aspects related to the product (good, service or result) being created, as well as aspects of the organization (finance, its production / distributive model, etc.). The competence level required depends on the role of each.
Methodology	Existence of a methodology adequate to project management and that involves the whole cycle that needs to be monitored. Eventually this means not only the Implementation phase, but also the Business Case stage.

Maturity Dimensions

Dimension	Characteristics
Informatization	Relevant aspects of the methodology should be computerized and the system should be user-friendly and allow the right decisions to be made at the right time. Eventually the whole cycle initiated by the idea / need should be computerized.
Organizational Structure	An appropriate organizational structure should be in use, both for the Business Case and for Implementation. In the case of implementation, this structure generally involves project managers, PMO, sponsor and committees. The Organizational Structure should regulate the relationship of authority and power between the project managers and the various organization areas involved with the projects.
Strategic Alignment	The projects executed in the sector are in total alignment with the strategies of the organization. The processes in question (portfolio management) are executed with the necessary quality and agility. There are computerized tools and the organizational structure in question is appropriate.

PART 11

Thanks

Special thanks to the volunteers of this research.

Thanks

- Support:

- 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

THE END