

# PROJECT MANAGEMENT MATURITY

**Archibald & Prado Research**  
[www.maturityresearch.com](http://www.maturityresearch.com)

# General Report 2010

## Condensed Version

**February 12th, 2011**

**Organized by:**  
**Darci Prado**  
**José Carlos Tinoco**

This is the **General Report – Condensed Version** of the 2010 Archibald & Prado Research. It was available at the website [www.maturityresearch.com](http://www.maturityresearch.com) from september to december 2010 and was taken by **345** professionals from all types of brazilian organizations.

Final results showed an **average maturity of 2.61**. This can be considered good for the brazilian organizations, considering the short time in which the Project Management subject became populare in Brazil. But it is certainly a low score considering how much still has to be done.

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

- Data is only shown for groupings with more than 5 participants;
- No individual maturity score will be available for the general public, in any media.
- Detailed information can be found in the **General Report –Complete Version**.

## 1. 2010 Results

- Overall results
- Previous years comparison
- Drilled-down results
- Who are the benchmarks
- Participants' profile

## 2. Prado-PMMM model revision

## 3. Participants list

## 4. Research team

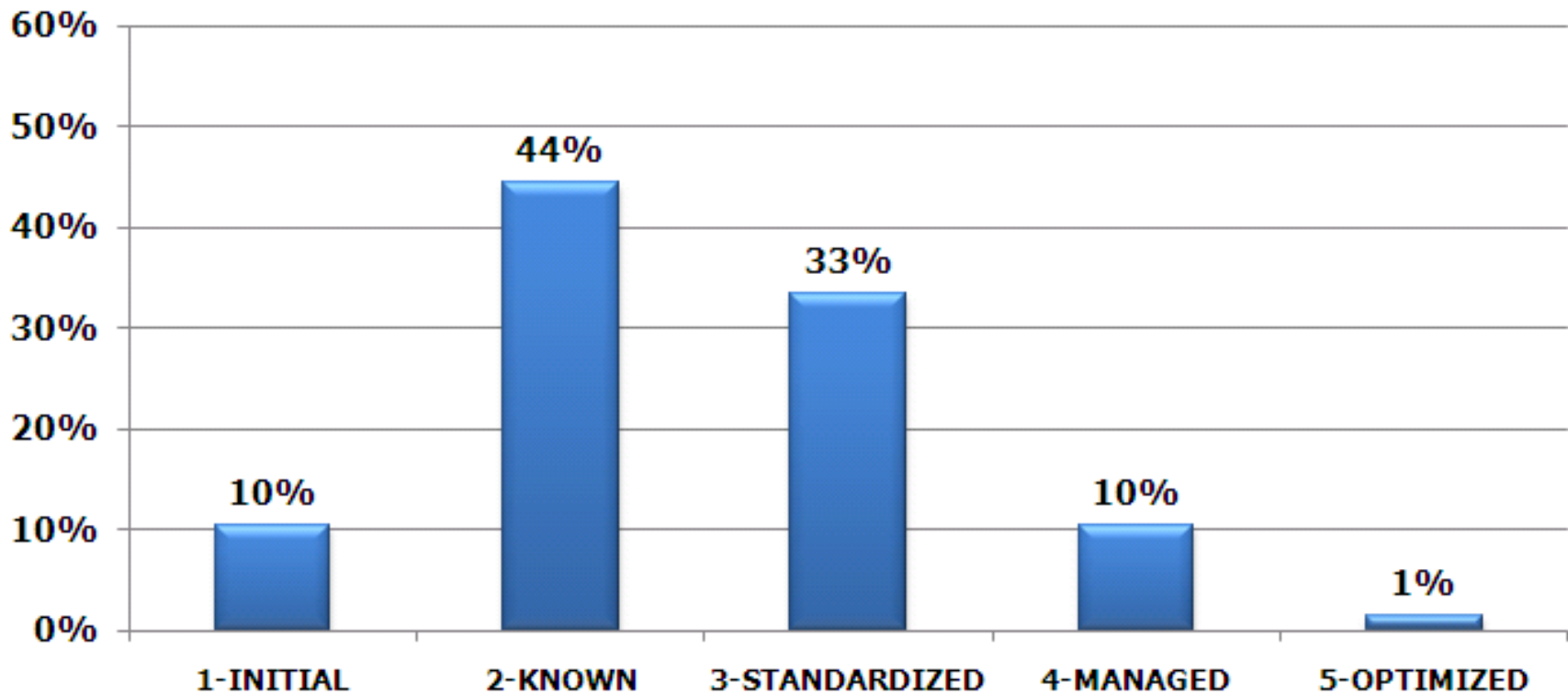
## 5. Thanks

## **This part of the report contains:**

- Overall maturity
- Previous years comparison
- Maturity drilled down by:
  - Organization type
  - Project Category
  - Business type
- Who are the benchmarks
- Participants' profile

Average Global Maturity: **2.61**

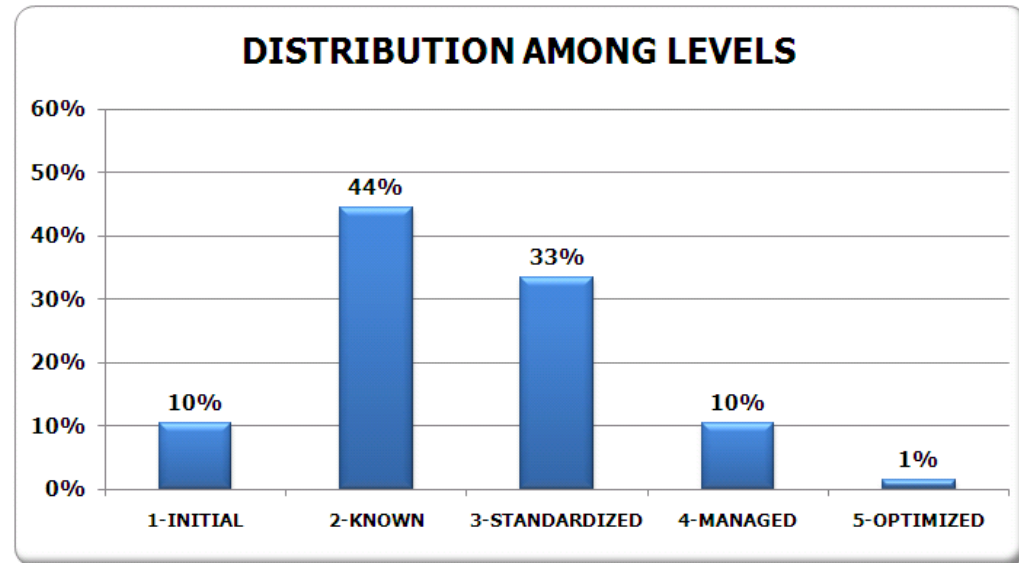
## DISTRIBUTION AMONG LEVELS



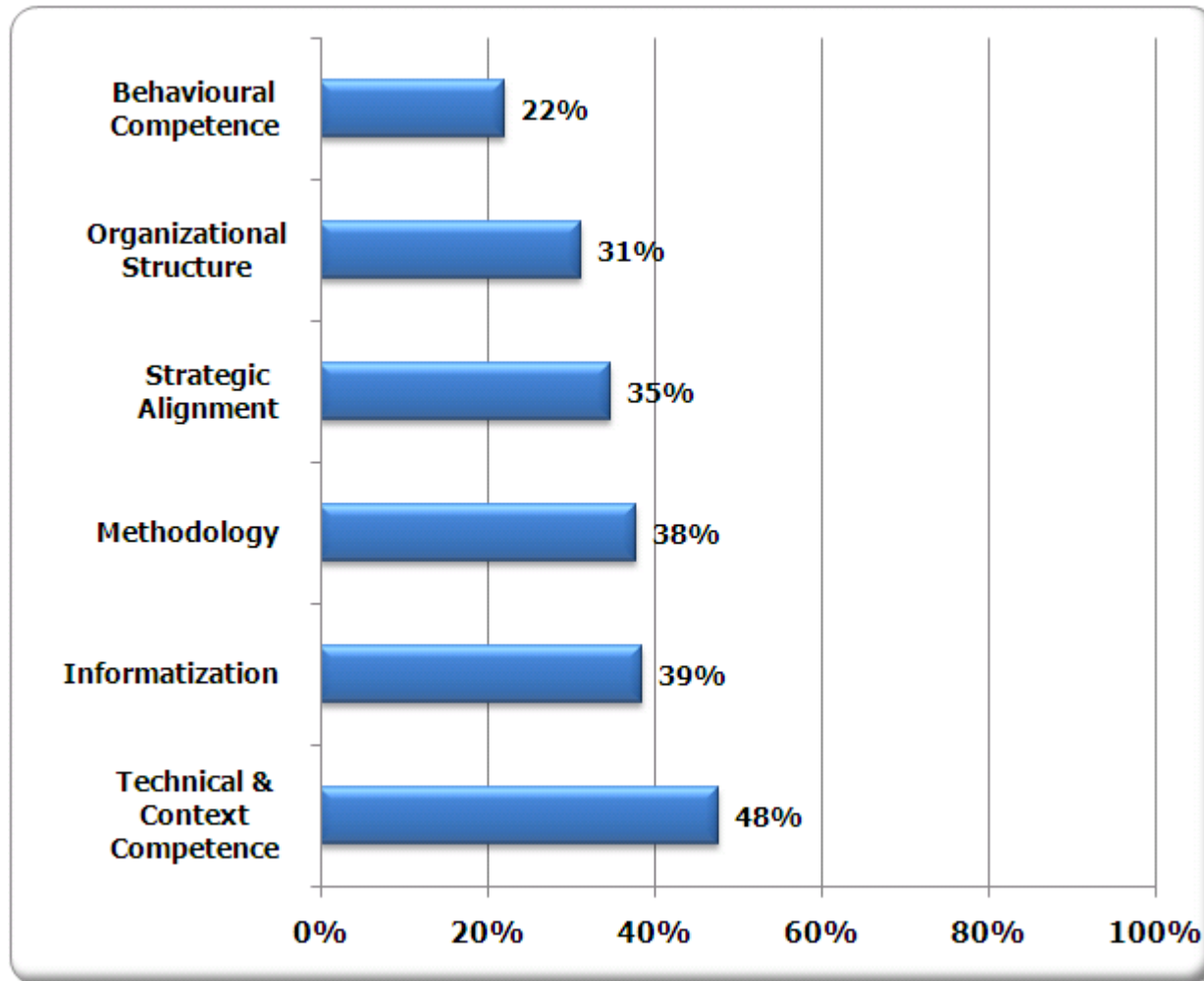
- Level 1** - 10% haven't started evolving.
- Level 2** - 44% invested in knowledge.
- Level 3** - 33% implemented standards
- Level 4** - 10% dominate the process.
- Level 5** - 1% reached the optimized level.

## Comments

- On 54% (levels 1 and 2) of the participant organizations, Project Management still does not bring results to their business in the way they wish. (3, 4 and 5);
- Only 11% of the participant organizations belong to levels which allow work dominance and optimization (levels 4 and 5).

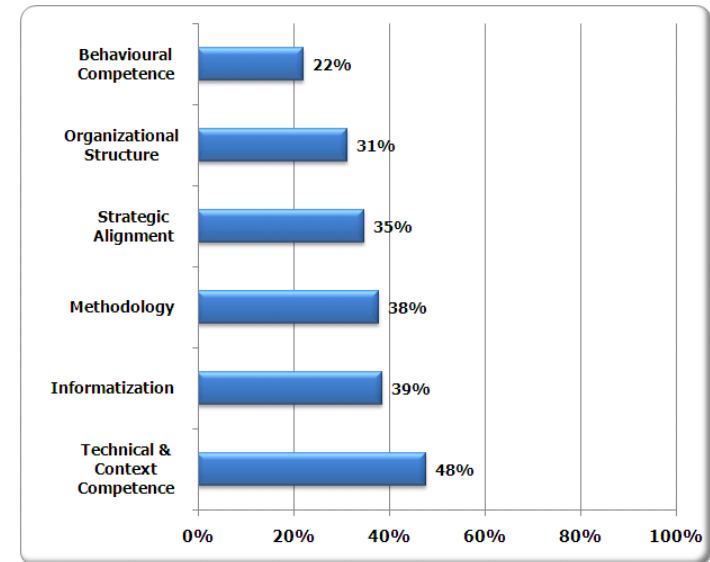


## Adherence to Dimensions



Technical and Contextual Competence is still the leader

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



## Interpretation of results

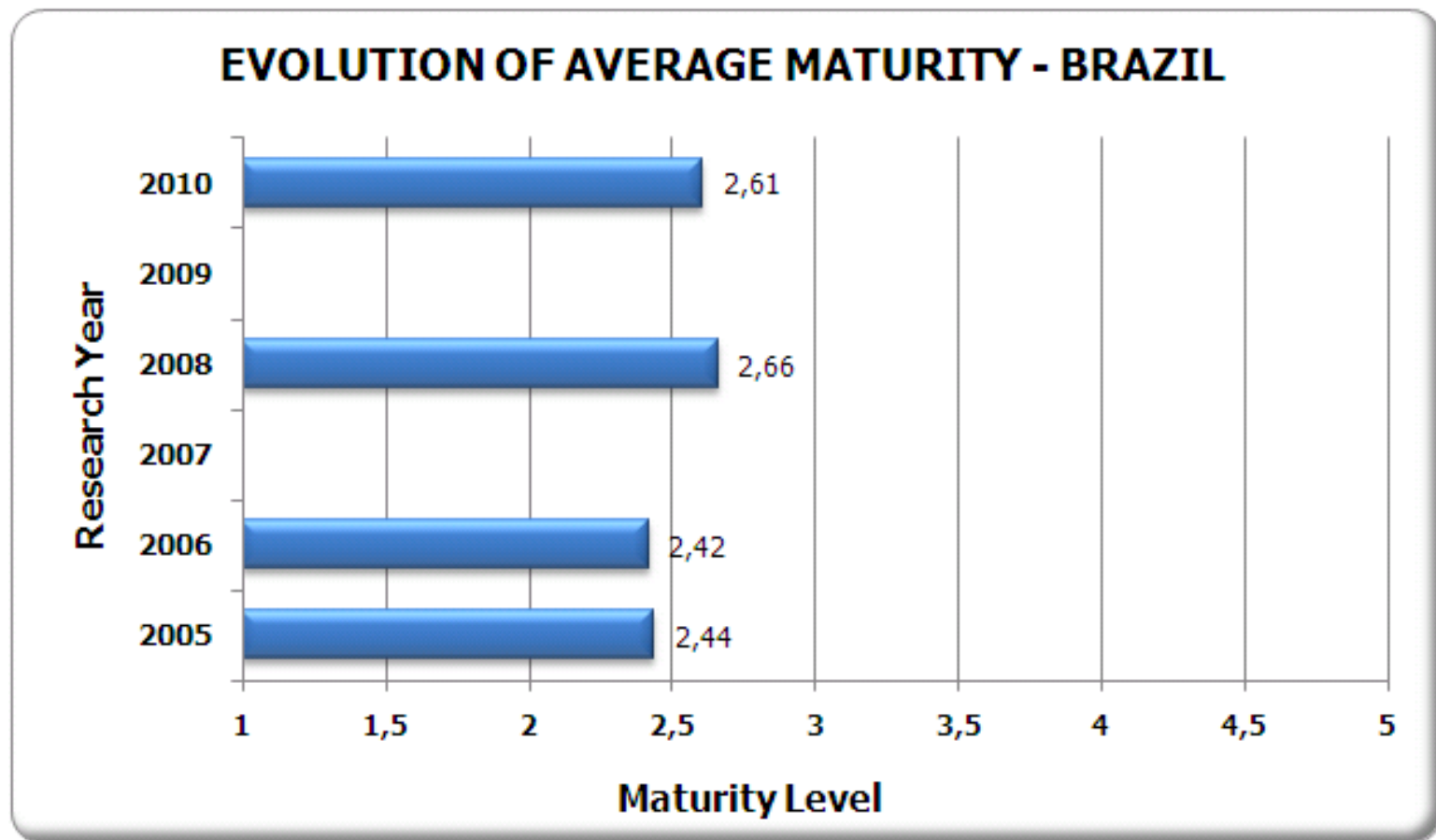
### Results show that:

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

### Conclusions:

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

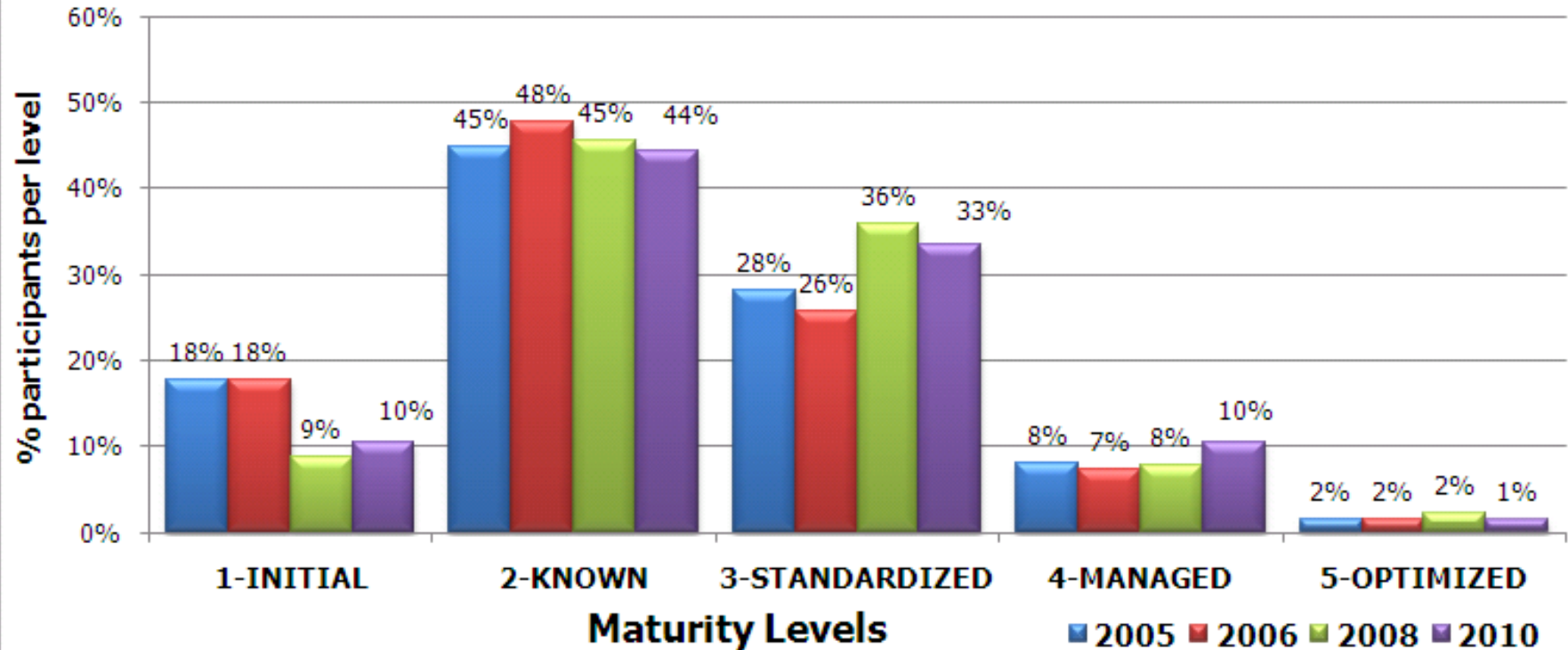




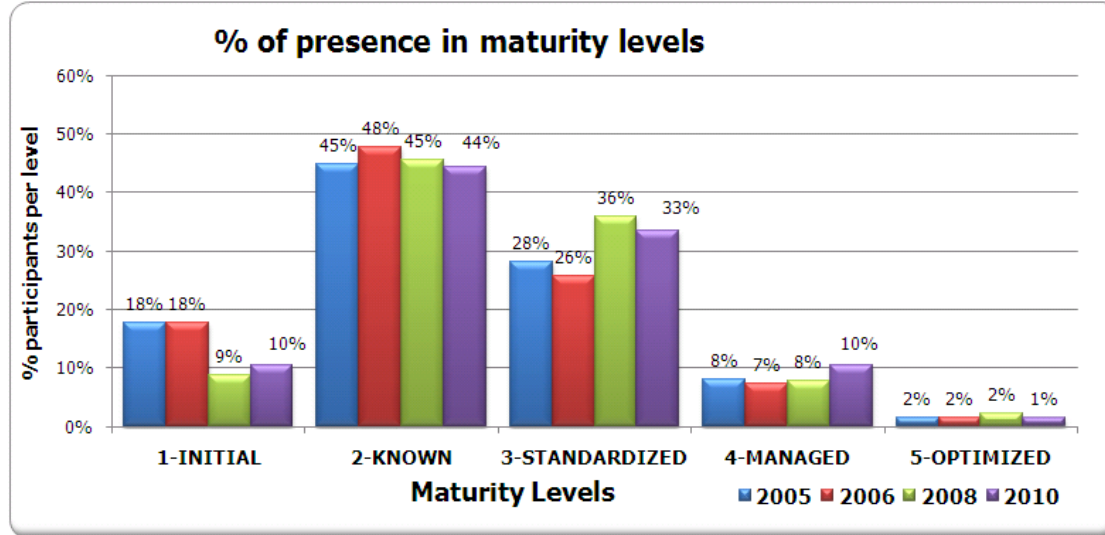
### Notes:

1. There was no research performed in 2007 and 2009
2. The decrease in maturity in 2010 may still be effect of the world financial crisis started in 2008 which still affected Brazil in 2009 and 2010 regarding investments.

## % of presence in maturity levels



**Note:** There was no research performed in 2007 and 2009



## Comments

- Between 2005 and 2008 there was a reduction at level 1, stabilization at level 2 and increase at level 3. This can be seen as the migration from organizations from level 1 to 2 and 2 to 3, thus with a combined result of the reduction at level 1 and increase at 3.
- Considering the importance of level 3, it is possible to say that this was a noticeable movement that should be praised. It is certainly consequence of the great effort seen in Brazil regarding Project management. It can be seen in the amount of available training courses, magazines, events, congresses and others which take place here and turn the world's eyes towards us.
- In 2010 the evolution noticeable since 2005 (increase at level 3) stopped.

# Drilled-down 2010 results

The data shown below was obtained from consolidated groups of organizations, grouped by organization type, project category and business type. It means that the total sample of 345 participants was drilled down.

GLOBAL DATA	
Std Deviation	0.81
Sample Size	Error Range
1065	0.05
345	0.09
266	0.1
67	0.2
30	0.3
17	0.4
11	0.5

When we analyze the consolidated results, the following question arises: which is the error range for different sample sizes? This question matters even more considering that the sample sizes range from 5 to 220. According to statistics (Sample Size Analysis), for this survey's data, we have the correlations between sample size and error ranges shown on the table to the left. This table applies to an infinite population size. In a finite population size, error ranges are smaller.

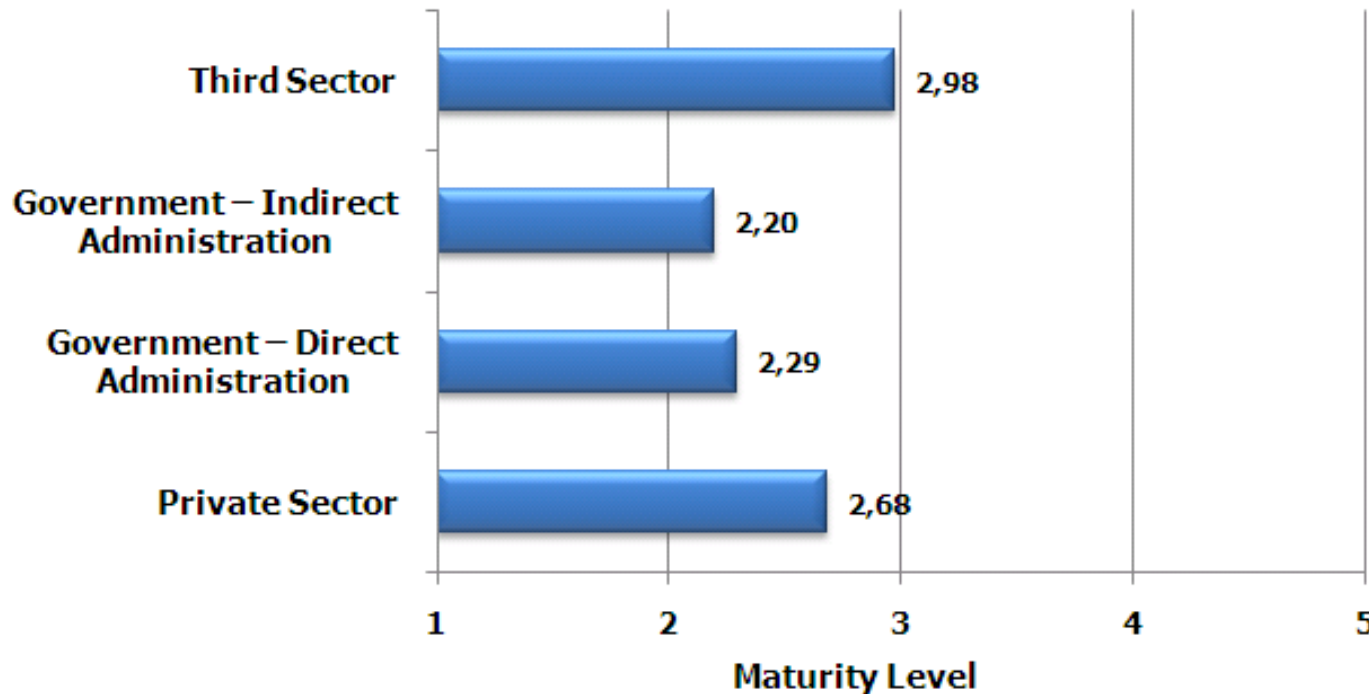
Considering this research's objectives, an error rate of  $\pm 0.3$  was considered acceptable (for an infinite population size). Readers should take notice of the data on the table above when analyzing the following data.

The portions of text ahead follow the criteria below:

- The total participants in each grouping will be shown;
- Groups with less than 10 participants will not be shown.

In the **Complete Report** this matter is more thoroughly addressed.

## MATURITY BY ORGANIZATION TYPE

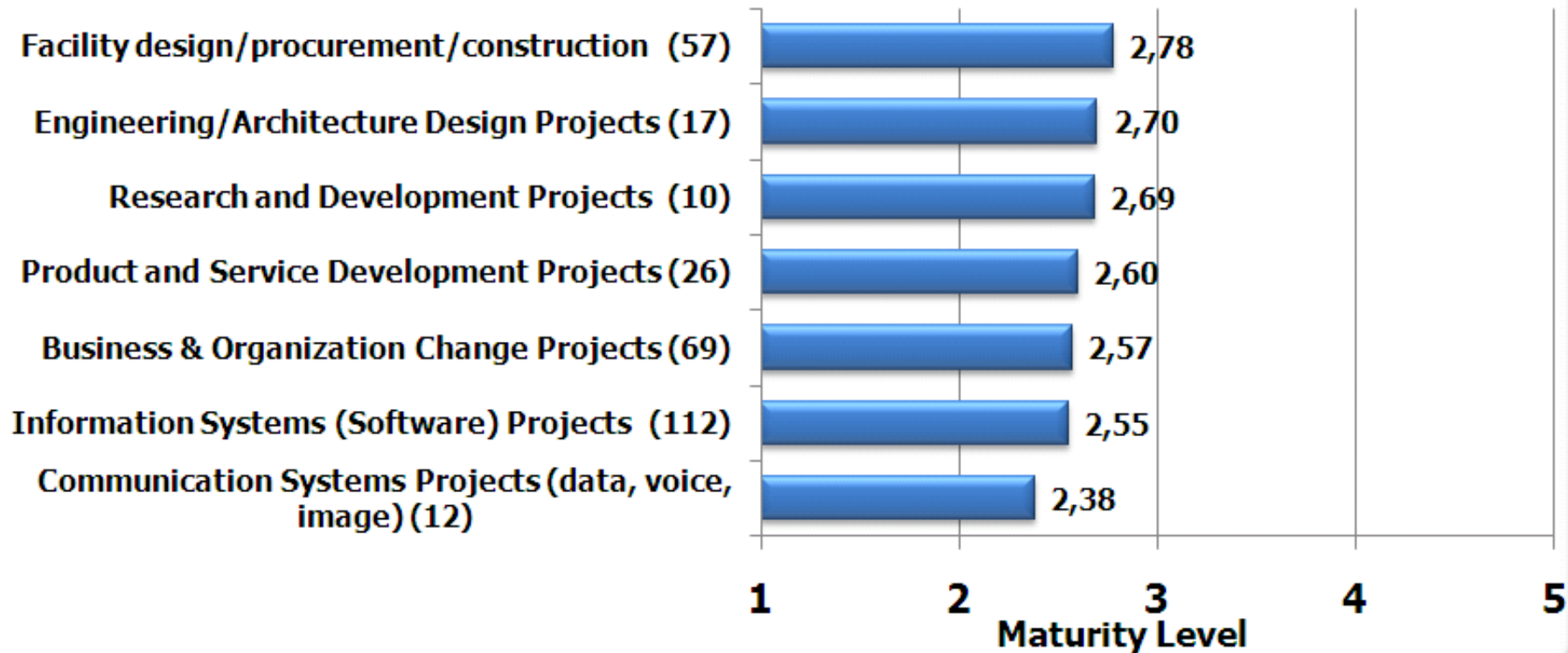


**Third Sector showed a surprising evolution in 2010**

Organization Type	Maturity	# of Partic.
Private Sector	2.68	250
Government – Direct Administration	2.29	36
Government – Indirect Administration	2.20	34
Third Sector	2.98	25

## MATURITY BY PROJECT CATEGORY

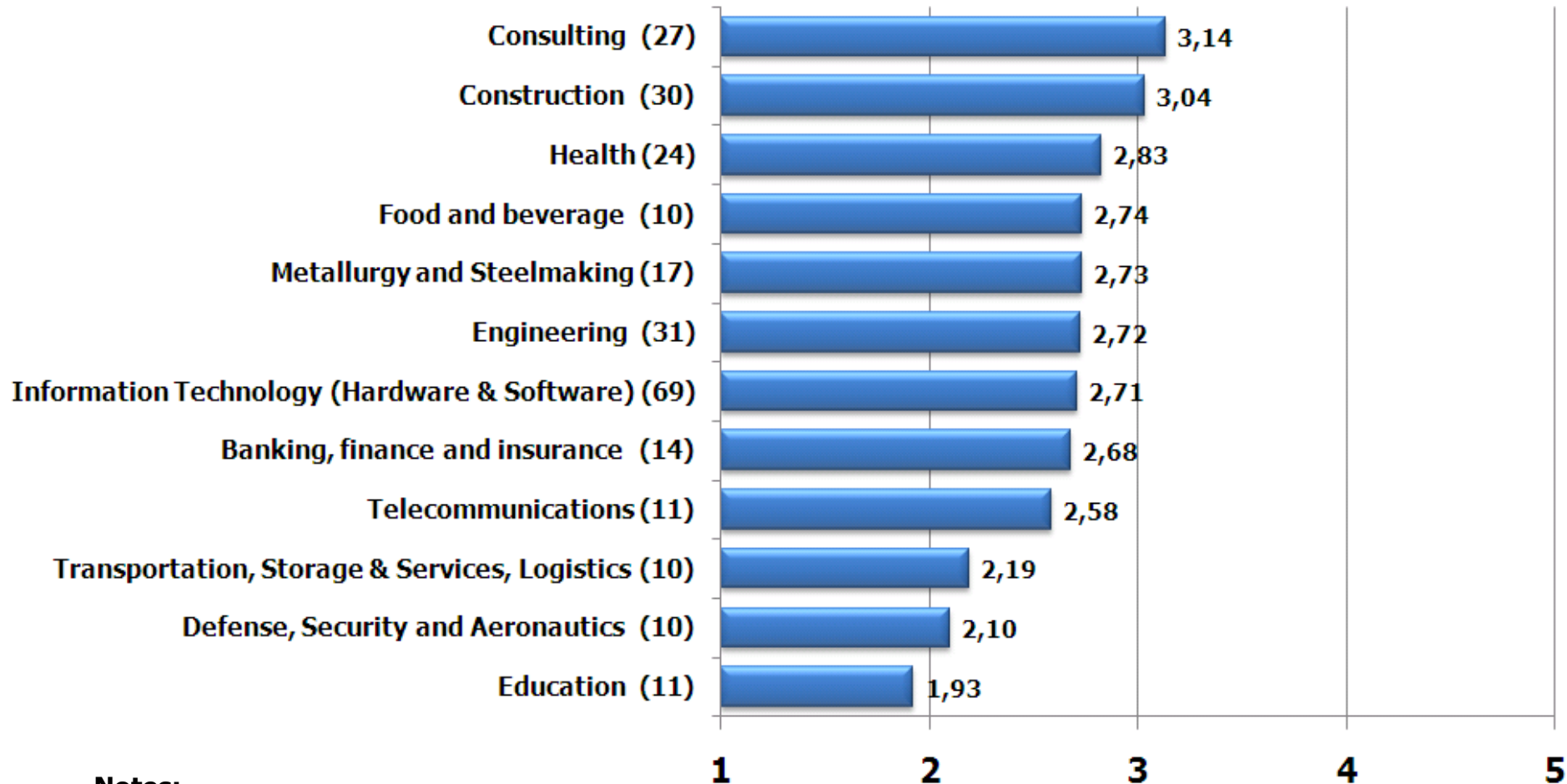
(According to Archibald's Model)



### Notes:

1. **Facilities (Construction, Assembly) was the greatest maturity.**
2. Numbers in parenthesis show the participants in each area.
3. The other areas amount to 81 participants.

## MATURITY BY BUSINESS SECTOR



### Notes:

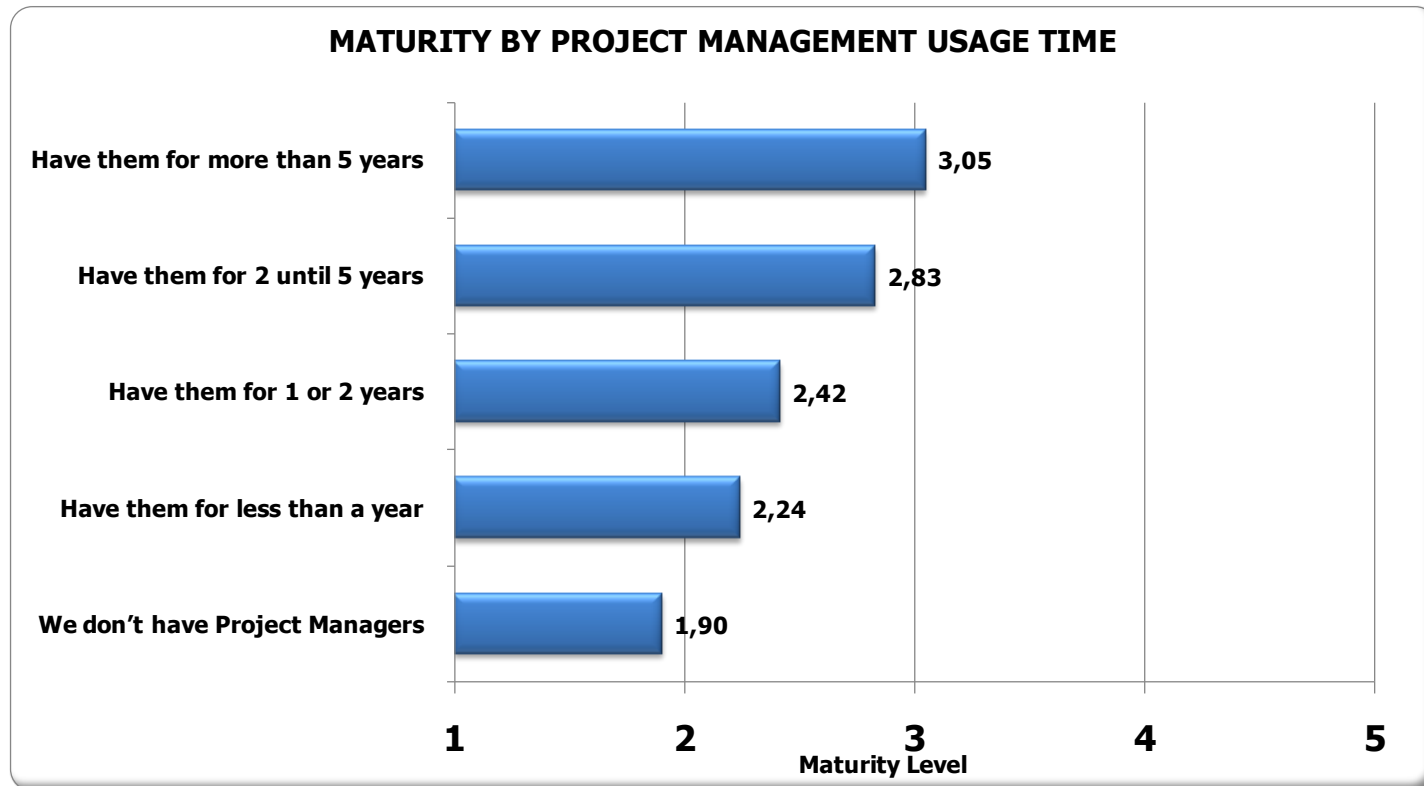
1. Consulting and Construction have the greatest maturity scores.

2. Numbers in parenthesis show the participants in each area.

3. The other areas amount to 81 participants.

**Maturity Level**

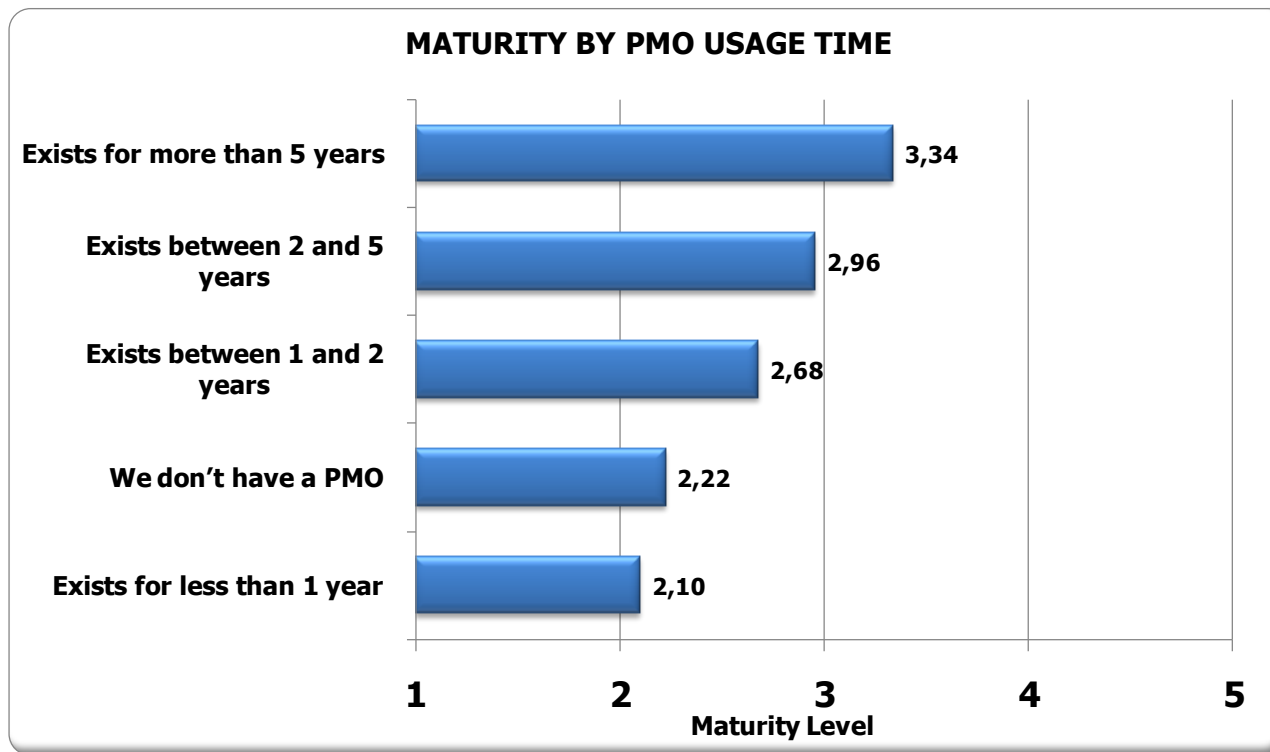
# Adoption of Project Manager



**Organizations which adopt the Project Manager role have greater maturity scores.**

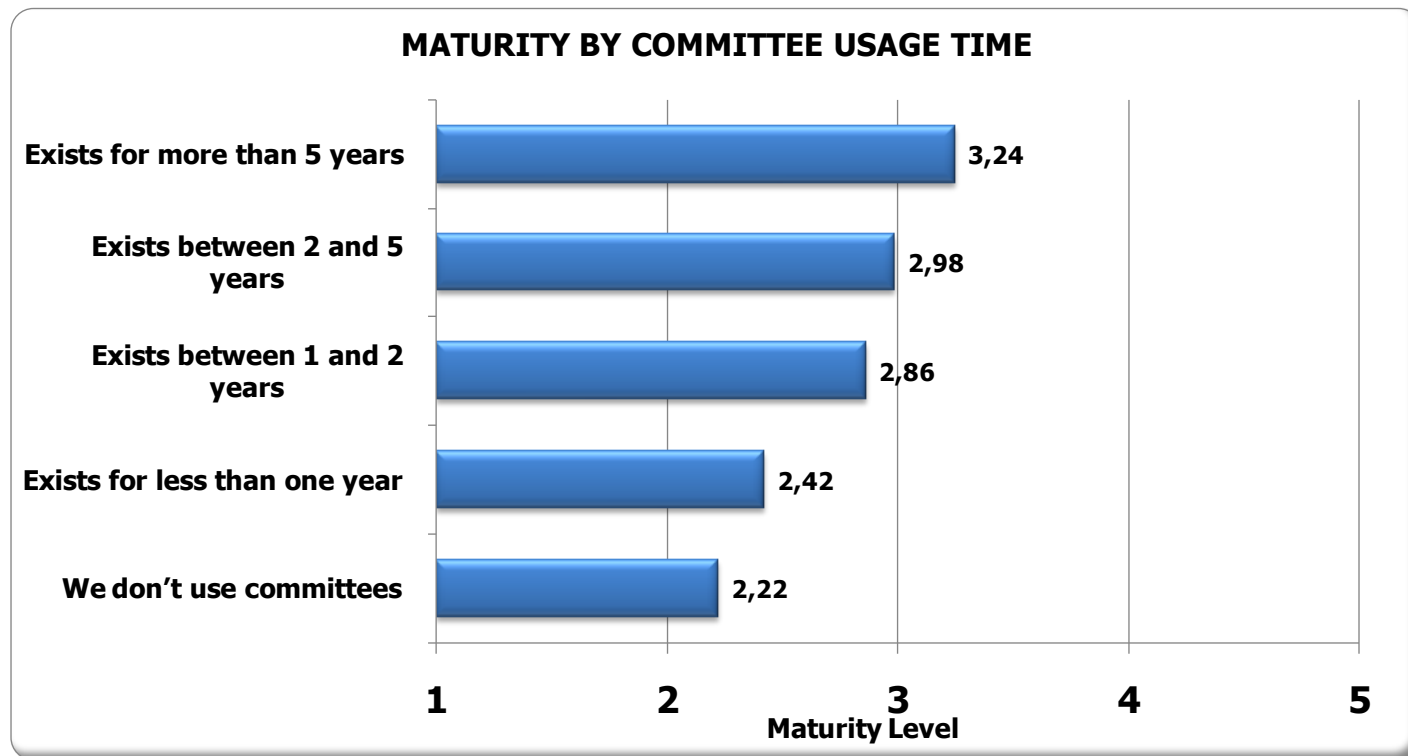
ADOPTION OF PROJECT MANAGER	MATURITY	# OF PARTICIPANTS
We don't have Project Managers	1.90	58
Have them for less than a year	2.24	29
Have them for 1 or 2 years	2.42	64
Have them for 2 until 5 years	2.83	94
Have them for more than 5 years	3.05	93
Did not answer	3.06	7





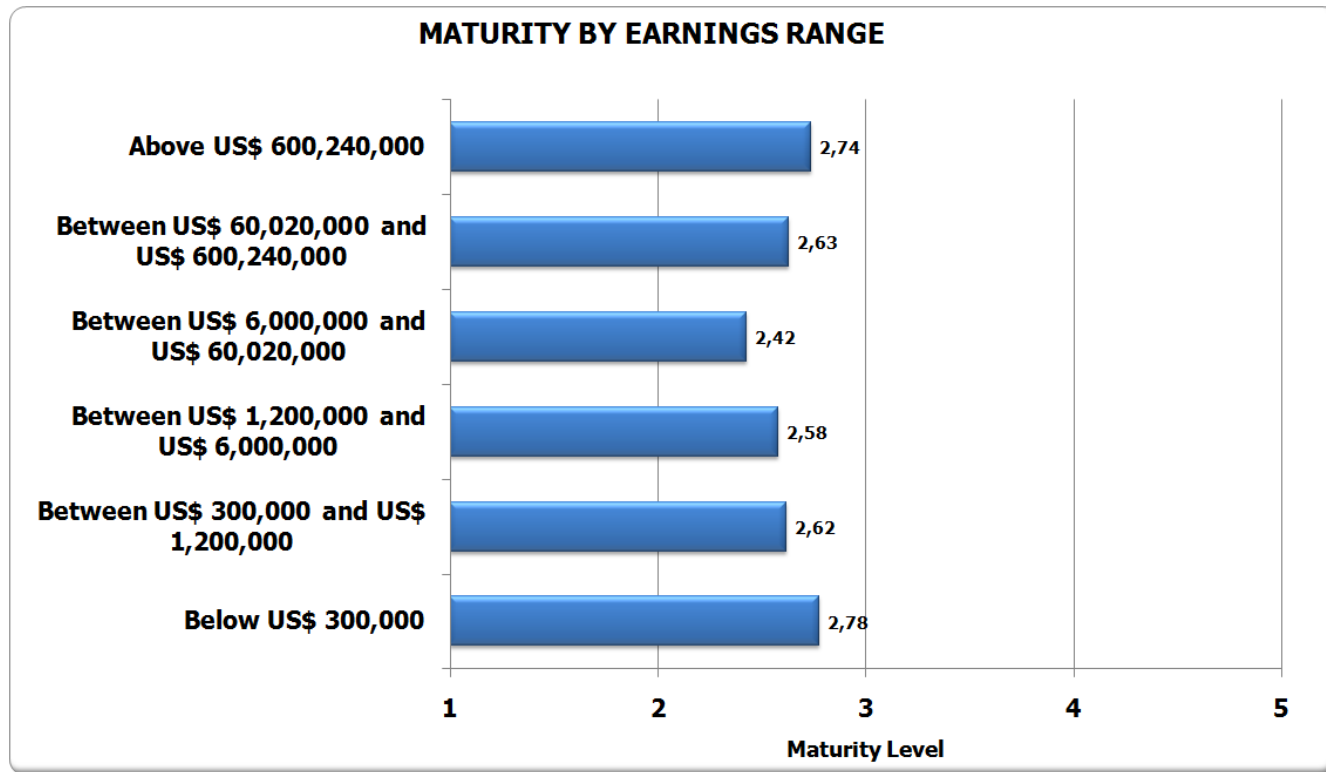
**Organizations that use a PMO longer have greater maturity scores**

PMO EXISTENCE	MATURITY	# PARTICIPANTS
Exists for less than 1 year	2.10	32
We don't have a PMO	2.22	127
Exists between 1 and 2 years	2.68	60
Exists between 2 and 5 years	2.96	82
Exists for more than 5 years	3.34	40
Did not answer	3.94	4



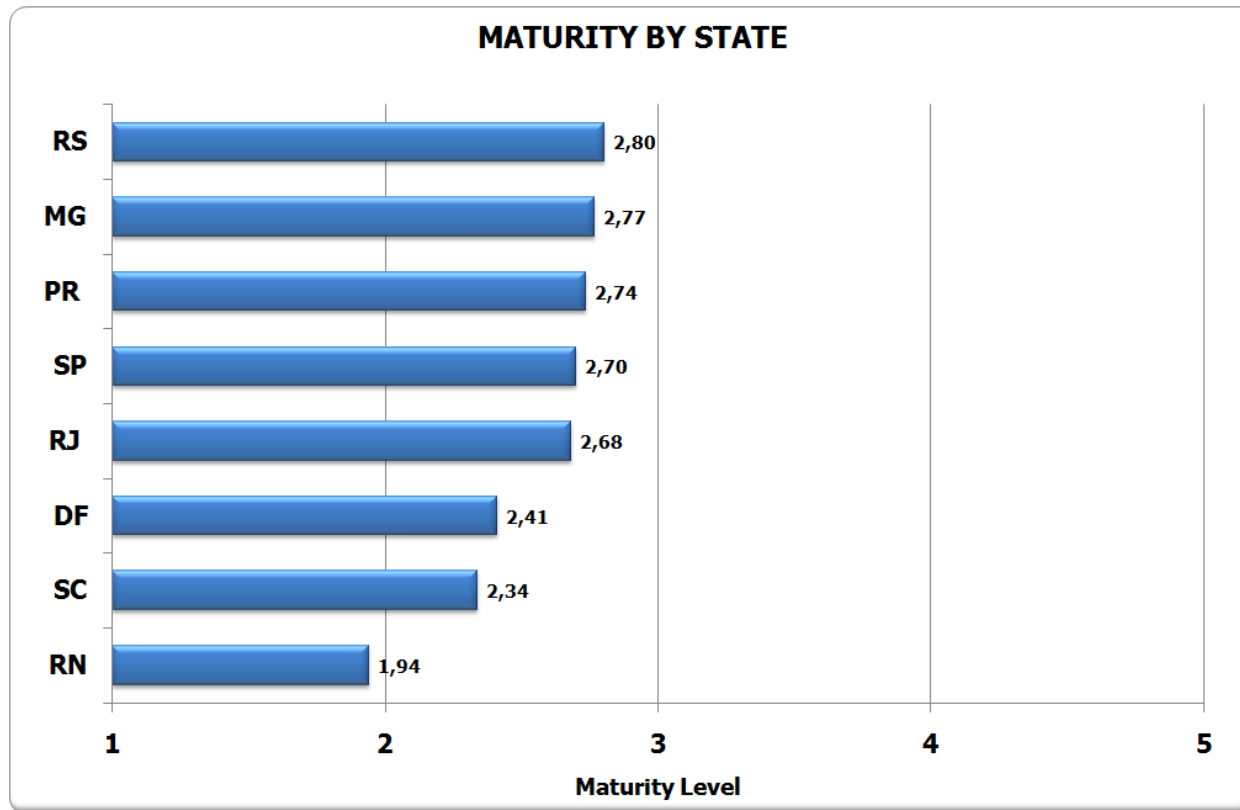
**Organizations that use a committee longer have greater maturity scores**

COMMITTEE UTILIZATION PRACTICE	MATURITY	# PARTICIPANTS
We don't use committees	2.22	139
Exists for less than one year	2.42	50
Exists between 1 and 2 years	2.86	59
Exists between 2 and 5 years	2.98	56
Exists for more than 5 years	3.24	38
Did not answer	4.32	3



**Organizations with intermediate earnings have smaller maturity scores**

EARNINGS	MATURITY	# PARTICIPANTS
Below US\$ 300,000	2.78	35
Between US\$ 300,000 and US\$ 1,200,000	2.62	39
Between US\$ 1,200,000 and US\$ 6,000,000	2.58	36
Between US\$ 6,000,000 and US\$ 60,020,000	2.42	81
Between US\$ 60,020,000 and US\$ 600,240,000	2.63	80
Above US\$ 600,240,000	2.74	74



Brazilian State	Maturity	#Partic.
DF	2.41	18
MG	2.77	93
PR	2.74	13
RJ	2.68	23
RN	1.94	18
RS	2.80	15
SC	2.34	13
SP	2.70	119

## Who are the 41 organizations that reached a maturity score of 4 or 5?

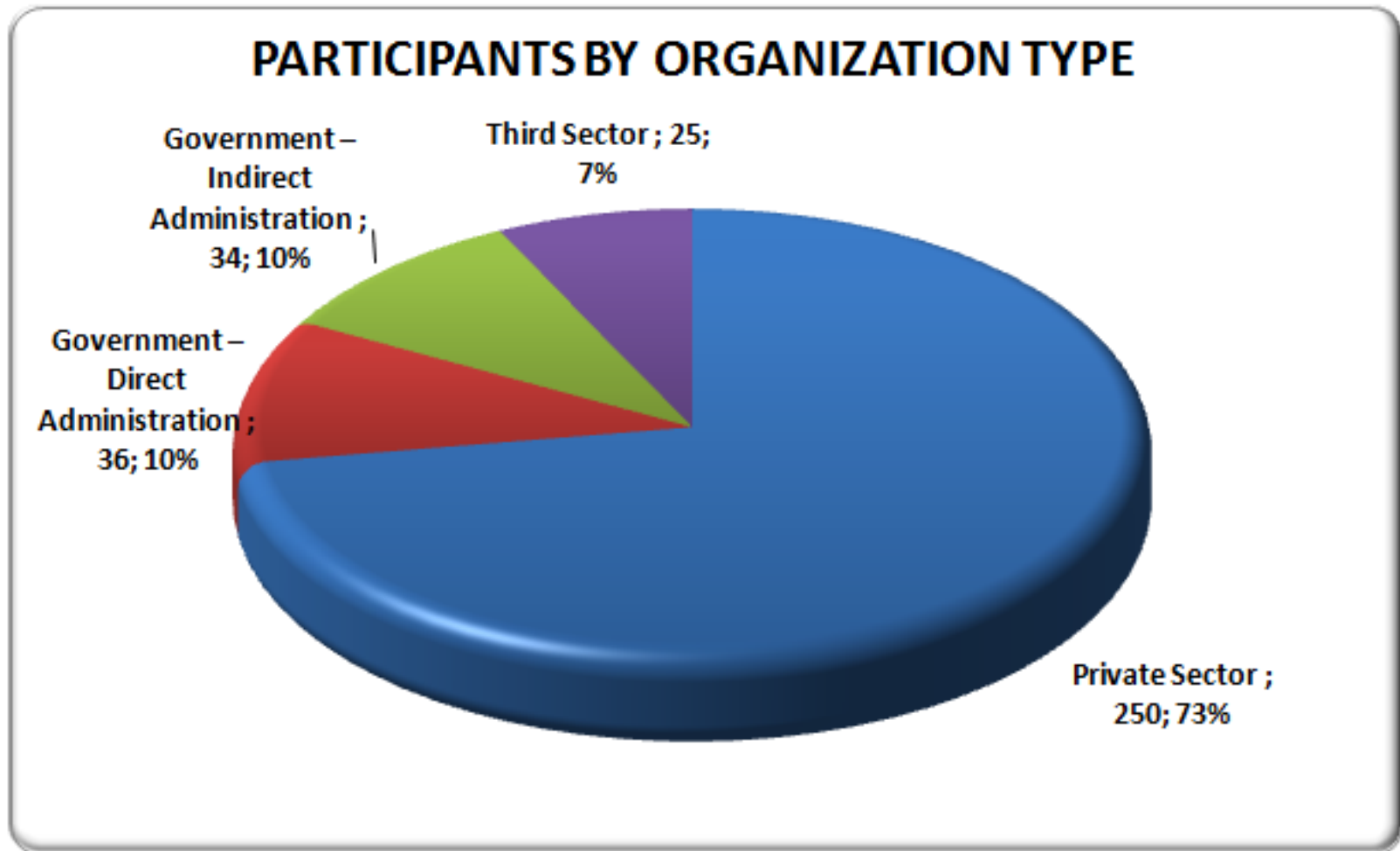
- By state: 17 organizations are in São Paulo, Minas Gerais (with 14) also stands out;
- By type: 33 are privately owned, 3 are Government organizations (2 are direct administration, 1 is indirect administration) and 4 are from the third sector;
- By category (Archibald): "Information Systems" has 11 organizations, "Facilities (construction)", with 10, and "Business and Organizational Change", with 7, also stand out.
- By business sector: "Construction", "Consulting", "Information Technology" all appear, with 8 organizations each

## Which groupings stand out?

- Projects for Organizational Change & Improvement of Operational Results, executed by consulting companies, presented an average maturity of 3.29. This group has 12 participants.
- Projects for Facilities (construction) executed by construction companies presented an average of 3.20. This group has 22 participants.

# **PARTICIPANTS PROFILE:**

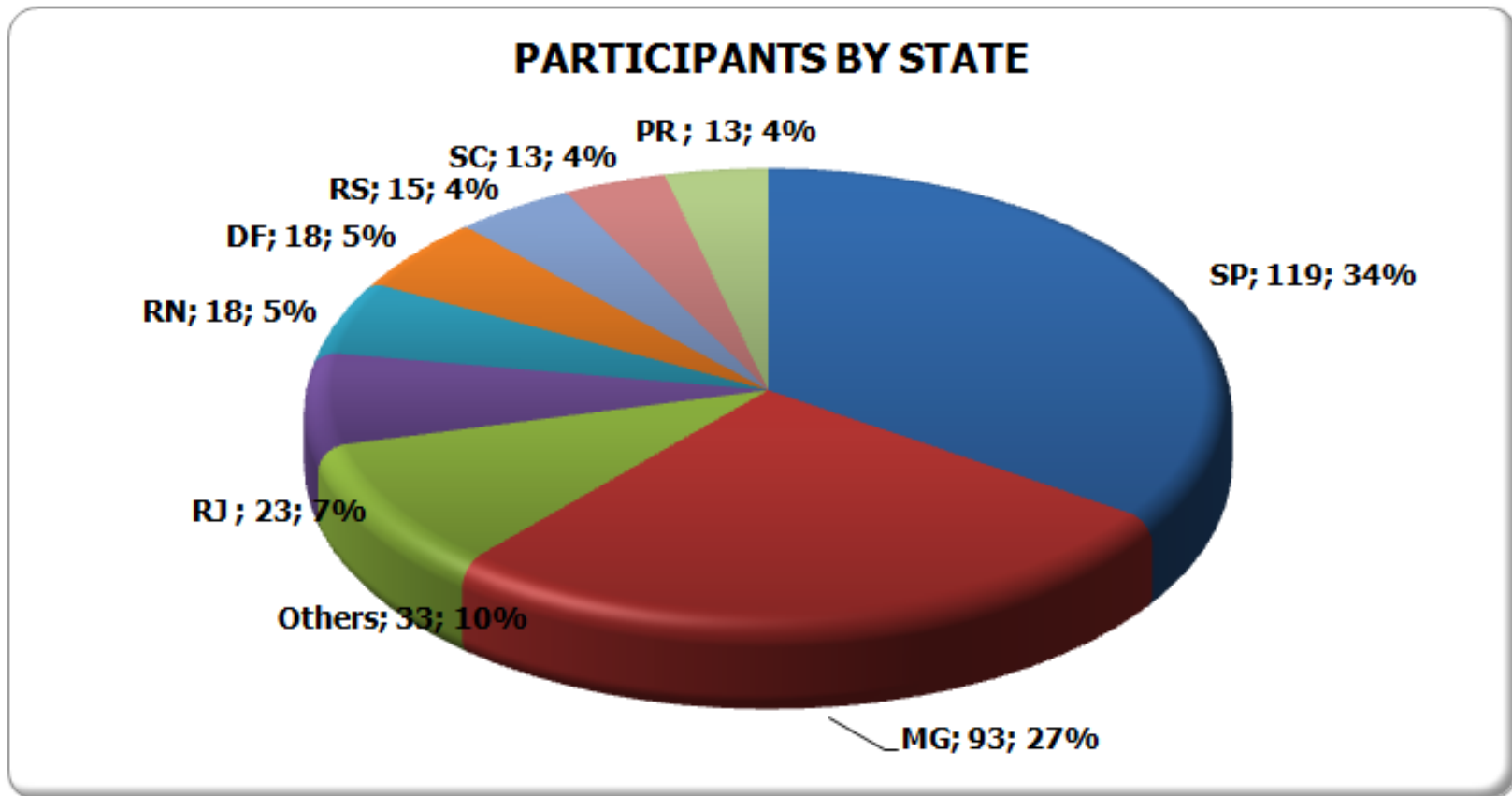
## **Who participated in this research?**



Note: the integer number before the percentage is the amount of participants.



# Perfil dos participantes: Estado

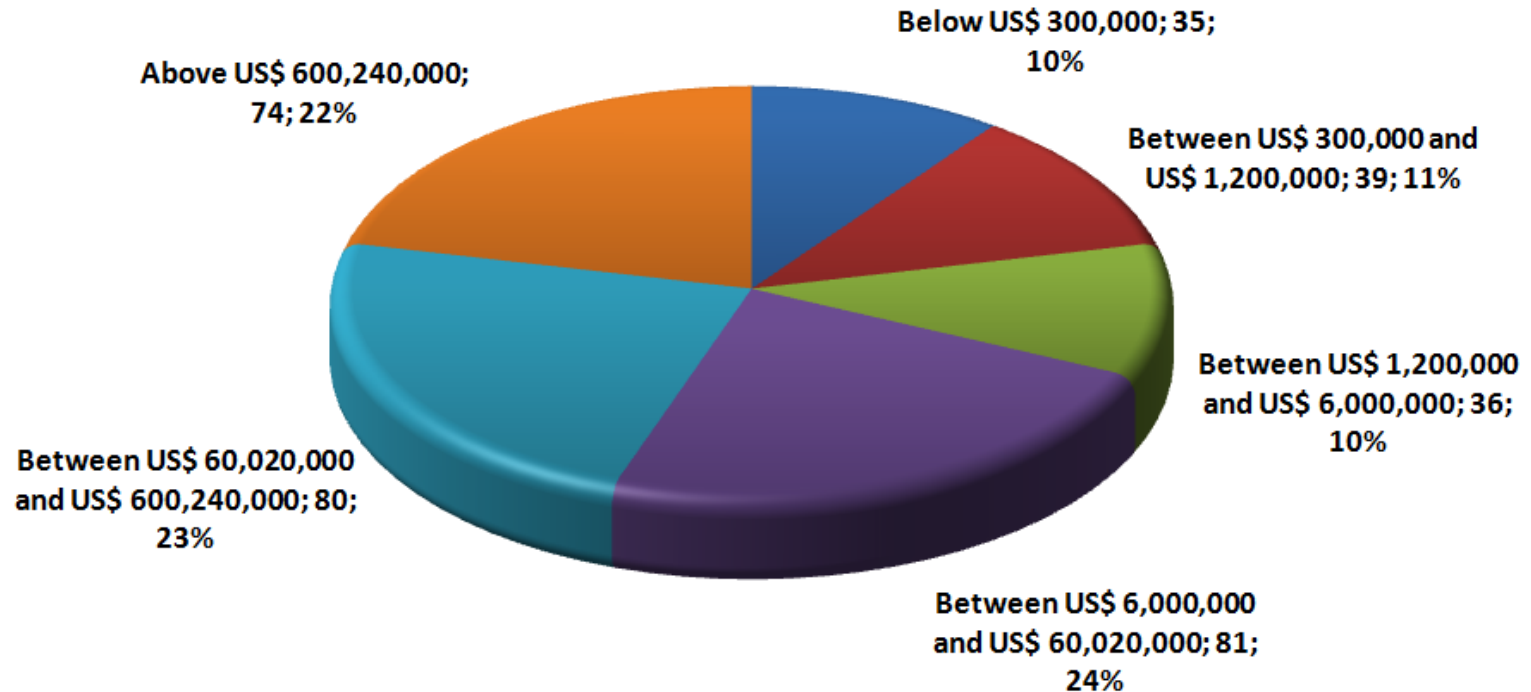


**Despite the low maturity (1.94), RN state's representativeness in this research increased considerably, which is a reflex of the investment initiatives in that area.**

Note: the integer number before the percentage is the amount of participants.

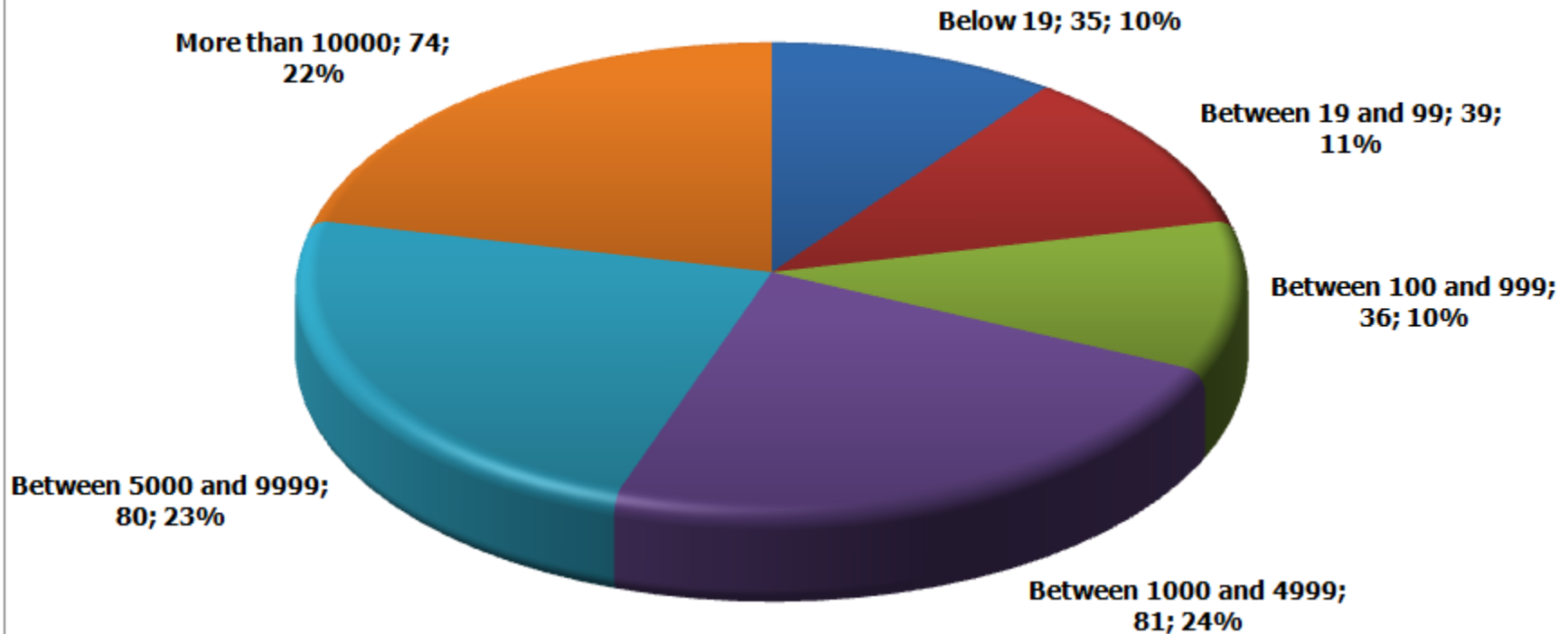
# Participants Profile: Earnings

**PARTICIPANTS BY EARNINGS RANGE**



Note: the integer number before the percentage is the amount of participants.

## PARTICIPANTS BY NUMBER OF EMPLOYEES



Note: the integer number before the percentage is the amount of participants.

## Category

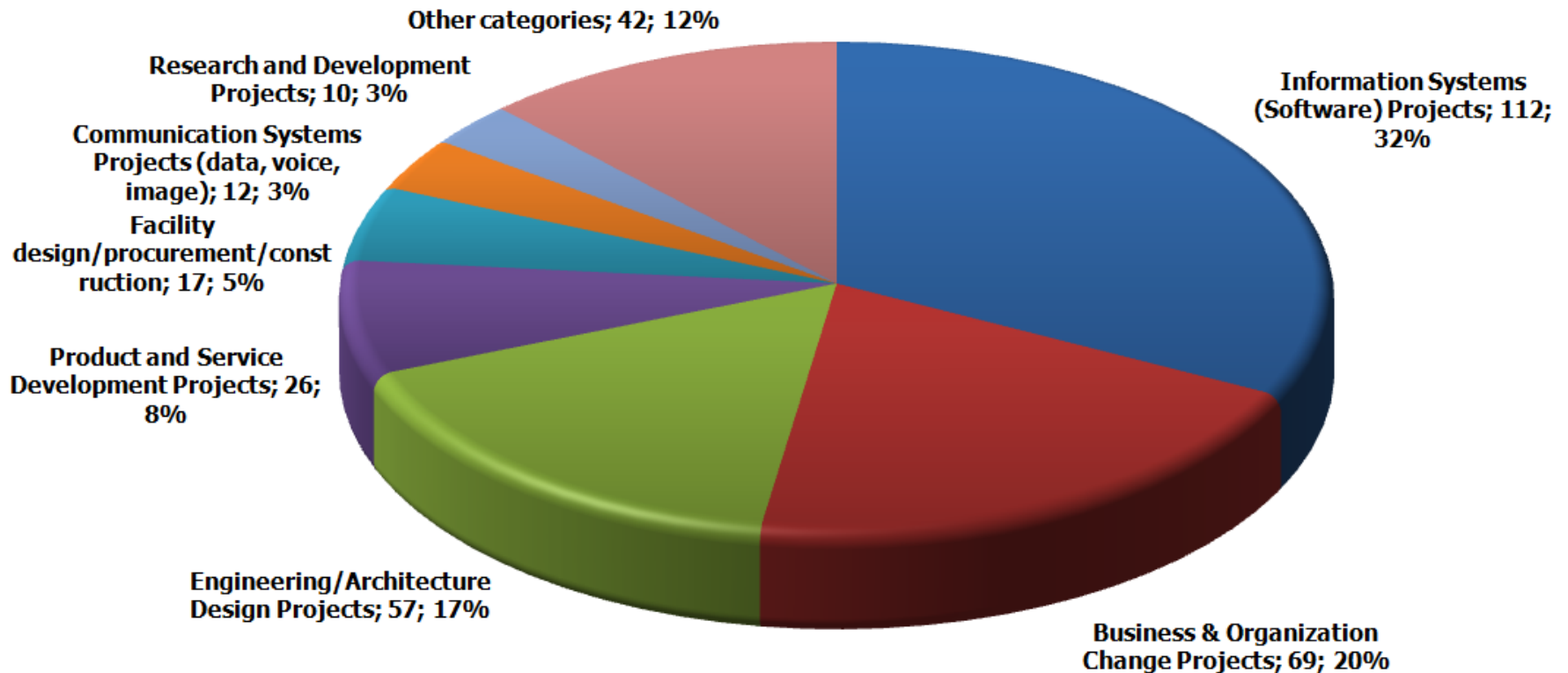
- 1** Aerospace/Defense Projects
- 2** Business & Organization Change Projects
- 3** Communication Systems Projects (data, voice, image)
- 4** Event Projects
- 5a** Engineering/Architecture Design Projects
- 5b** Facility design/procurement/construction
- 6** Information Systems (Software) Projects
-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

Source: Russell D. Archibald

# Participants Profile: Category

## PARTICIPATION BY PROJECT CATEGORY

(According to Archibald's Model)



**Information Systems is still the largest presence in the research**

Note: the integer number before the percentage is the amount of participants.

## Business sectors considered

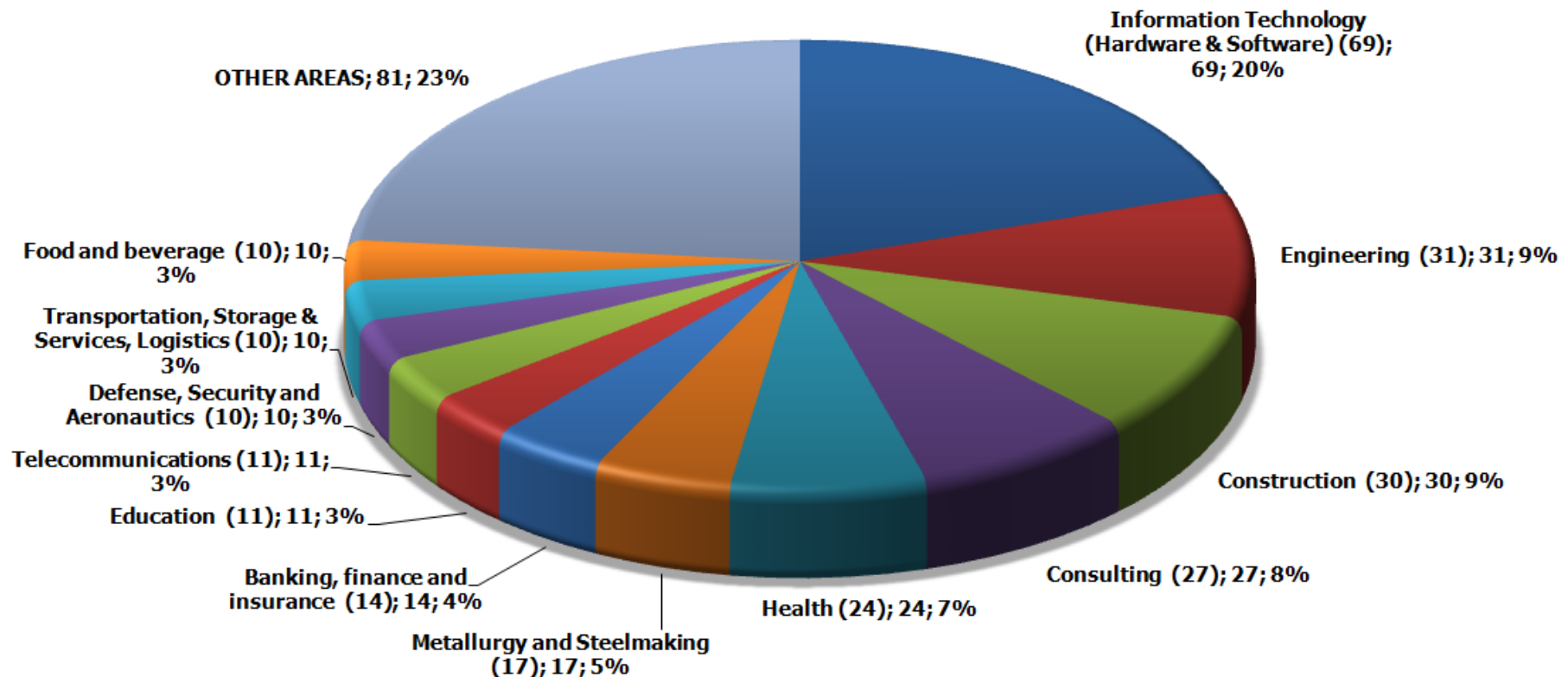
1. Agriculture, Cattle Raising, Silviculture e Forest Exploration
2. Food and beverage
3. Banking, finance and insurance
4. Trading
5. Construction
6. Consulting
7. Defense, Security and Aeronautics
8. Distribution (Water, gas)
9. Education
10. Electronics
11. Engineering
12. Electrical Energy (Production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

## Business sectors considered

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

(cont.)

## PARTICIPANTS BY BUSINESS SECTOR



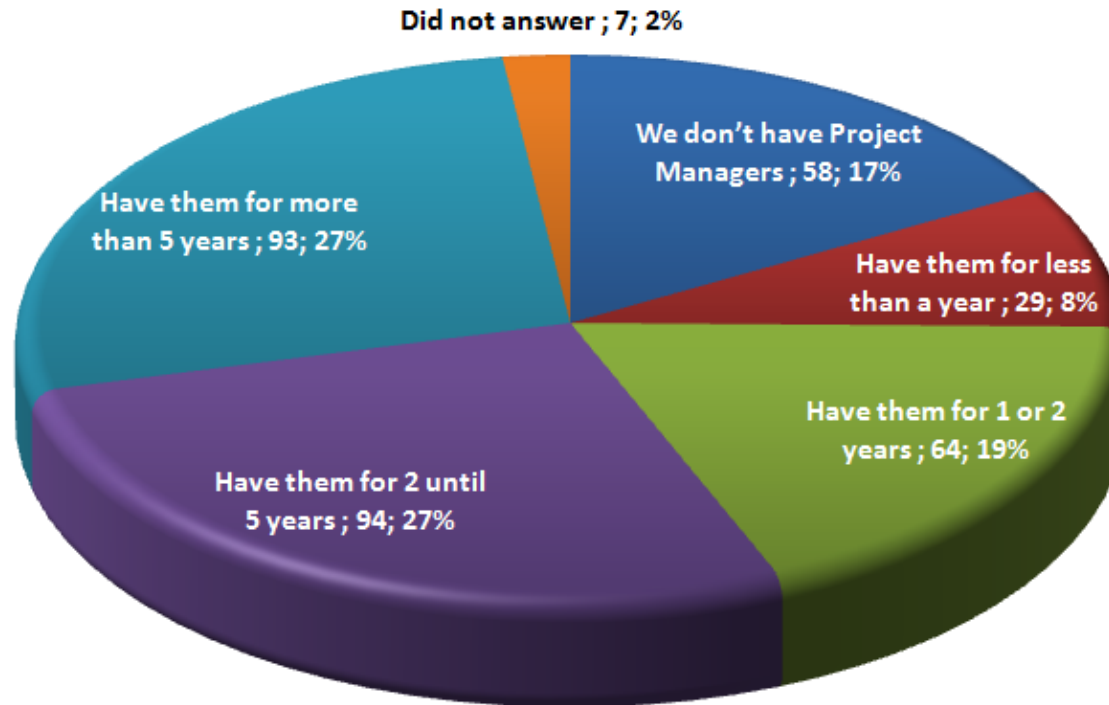
Information Technology is still the largest presence in the research

Note: the integer number before the percentage is the amount of participants.



# Participants Profile: use of Project Manager

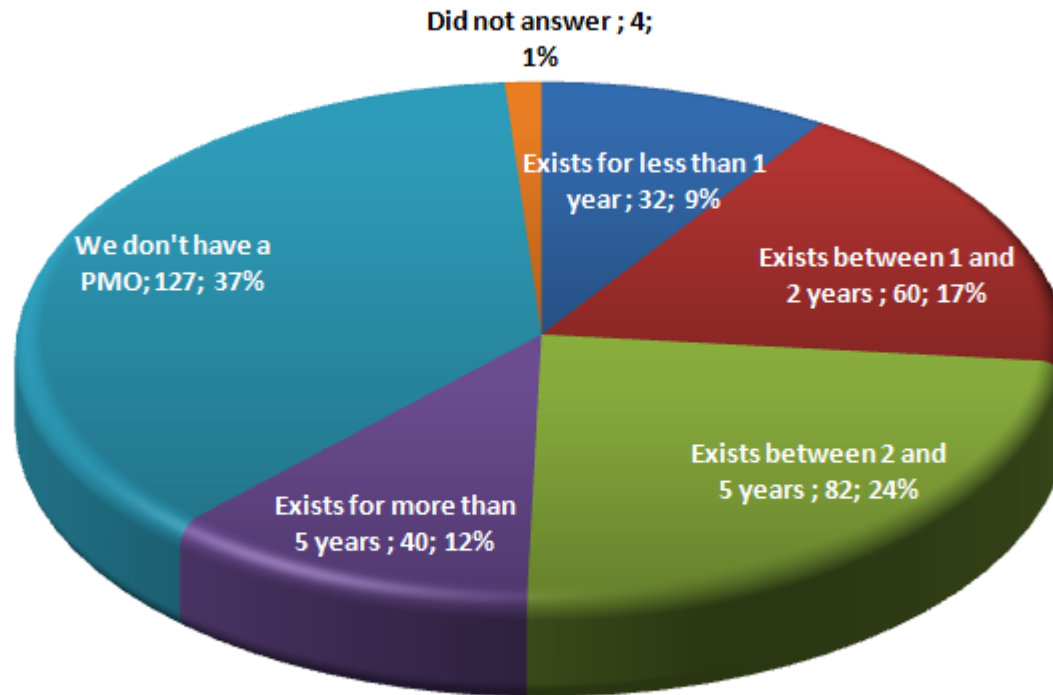
**PARTICIPANTS BY PROJECT MANAGER USAGE TIME**



**54% of the organizations use the Project Manager role for more than 2 years.**

Note: the integer number before the percentage is the amount of participants.

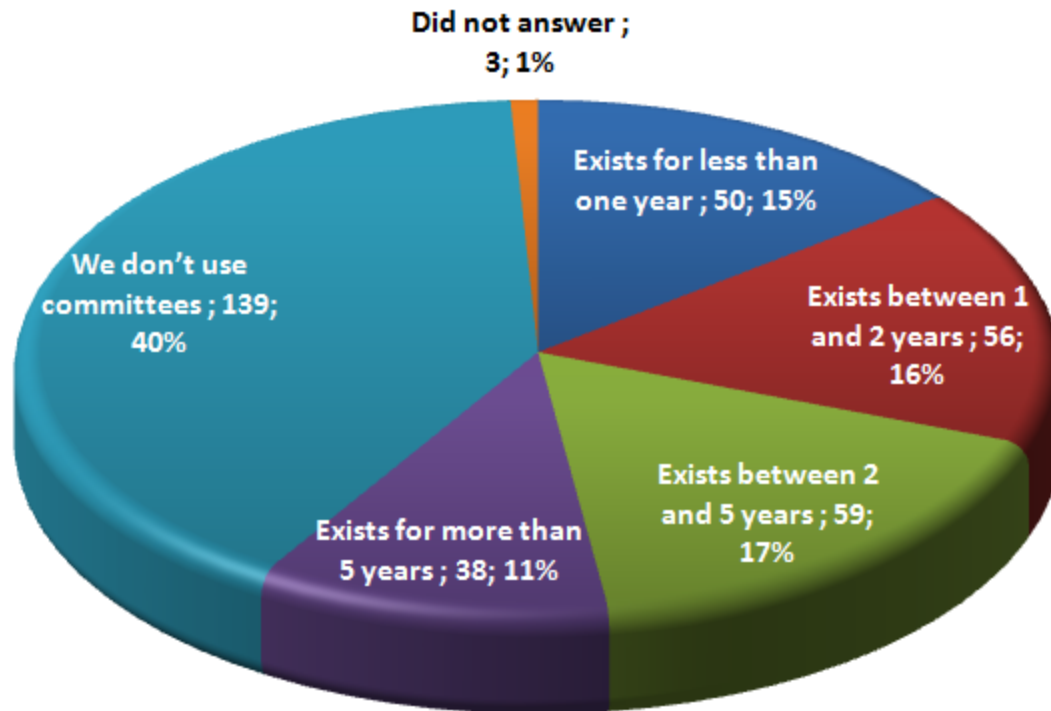
**PARTICIPANTS BY PMO USAGE TIME**



**63% of the organizations use a PMO for less than 2 years.**

Note: the integer number before the percentage is the amount of participants.

**PARTICIPANTS BY COMMITTEE USAGE TIME**



**40% of the organizations do not use a committee**

Note: the integer number before the percentage is the amount of participants.

# **CONSOLIDATED: Participants and Maturity**

# Participants and Maturity (consolidated)

ORGANIZATION TYPE	MATURITY	# PARTICIPANTS
Private Sector	2,68	250
Government – Direct Administration	2,29	36
Government – Indirect Administration	2,20	34
Third Sector	2,98	25
<b>Total</b>	<b>2,61</b>	<b>345</b>

ARCHIBALD CATEGORY	MATURITY	# PARTICIPANTS
Aerospace/Defense Projects	2,04	6
Business & Organization Change Projects	2,57	69
Communication Systems Projects (data, voice, image)	2,38	12
Event Projects	3,23	1
Engineering/Architecture Design Projects	2,70	17
Facility design/procurement/construction	2,78	57
Information Systems (Software) Projects	2,55	112
International or Regional Development Projects	2,45	2
Media & Entertainment Projects	4,67	2
Product and Service Development Projects	2,60	26
Research and Development Projects	2,69	10
Other categories	2,62	31
<b>Total</b>	<b>2,61</b>	<b>345</b>

# Participants and Maturity (consolidated)

BUSINESS SECTOR	MATURITY	# PARTICIPANTS
Agriculture, Cattle Raising, Silviculture e Forest Exploration	1,68	2
Food and beverage	2,74	10
Banking, finance and insurance	2,68	14
Trading	1,68	2
Construction	3,04	30
Consulting	3,14	27
Defense, Security and Aeronautics	2,10	10
Distribution (Water, gas)	1,68	2
Education	1,93	11
Electronics	-	-
Engineering	2,72	31
Electrical Energy (Production and/or Distribution)	1,90	6
Pharmaceutical	2,04	3
Mining	2,56	7
Metallurgy and Steelmaking	2,73	17
Paper and Cellulose	2,41	3
Oil and Gas	2,45	5
Chemical	1,73	5
Refractories, Ceramic and Glass	2,33	3
Health	2,83	24
Information Technology (Hardware & Software)	2,71	69
Telecommunications	2,58	11
Textile	-	-
Transportation, Storage & Services, Logistics	2,19	10
Tourism & Sports	-	-
Automotive & Automotive Parts	2,84	5
Clothing, Footwear, Fashion and Sports Equipment	1,32	1
Other Areas	2,35	37
<b>Total</b>	<b>2,61</b>	<b>345</b>

# Participants and Maturity (consolidated)

EARNINGS	MATURITY	# PARTICIPANTS
<b>Below US\$ 300,000</b>	<b>2,78</b>	<b>35</b>
<b>Between US\$ 300,000 and US\$ 1,200,000</b>	<b>2,62</b>	<b>39</b>
<b>Between US\$ 1,200,000 and US\$ 6,000,000</b>	<b>2,58</b>	<b>36</b>
<b>Between US\$ 6,000,000 and US\$ 60,020,000</b>	<b>2,42</b>	<b>81</b>
<b>Between US\$ 60,020,000 and US\$ 600,240,000</b>	<b>2,63</b>	<b>80</b>
<b>Above US\$ 600,240,000</b>	<b>2,74</b>	<b>74</b>
<b>Total</b>	<b>2,61</b>	<b>345</b>

EMPLOYEES	MATURITY	# PARTICIPANTS
<b>Below 19</b>	<b>2,91</b>	<b>37</b>
<b>Between 19 and 99</b>	<b>2,58</b>	<b>63</b>
<b>Between 100 and 999</b>	<b>2,47</b>	<b>85</b>
<b>Between 1000 and 4999</b>	<b>2,50</b>	<b>92</b>
<b>Between 5000 and 9999</b>	<b>2,77</b>	<b>26</b>
<b>More than 10000</b>	<b>2,83</b>	<b>42</b>
<b>Total</b>	<b>2,61</b>	<b>345</b>

# Participants and Maturity (consolidated)

STATE	MATURITY	# PARTICIPANTS
AC	1,72	1
AL	2,83	1
AM	1,40	1
AP		-
BA	2,14	6
CE	2,64	1
DF	2,41	18
ES	2,41	6
GO	2,38	5
MA		-
MG	2,77	93
MS	3,19	1
MT	2,25	2
PA	2,65	3
PB	2,81	1
PE	1,89	4
PI	1,23	1
PR	2,74	13
RJ	2,68	23
RN	1,94	18
RO		-
RR		-
RS	2,80	15
SC	2,34	13
SE		-
SP	2,70	119
TO		-
<b>Total</b>	<b>2,61</b>	<b>345</b>



# Participants and Maturity (consolidated)

PROJECT MANAGER USAGE	MATURITY	# PARTICIPANTS
Have them for more than 5 years	3,05	93
Have them for 2 until 5 years	2,83	94
Have them for 1 or 2 years	2,42	64
Have them for less than a year	2,24	29
We don't have Project Managers	1,90	58
Did not answer	3,06	7
<b>Total geral</b>	<b>2,61</b>	<b>345</b>

PMO EXISTENCE	MATURITY	# PARTICIPANTS
Exists for more than 5 years	3,34	40
Exists between 2 and 5 years	2,96	82
Exists between 1 and 2 years	2,68	60
Exists for less than a year	2,10	32
We don't have a PMO	2,22	127
Did not answer	3,94	4
<b>Total geral</b>	<b>2,61</b>	<b>345</b>

COMMITTEE USAGE	MATURITY	# PARTICIPANTS
Exists for more than 5 years	3,24	38
Exists between 2 and 5 years	2,98	56
Exists between 1 and 2 years	2,86	59
Exists for less than a year	2,42	50
We don't have a Committee	2,22	139
Did not answer	4,32	3
<b>Total geral</b>	<b>2,61</b>	<b>345</b>

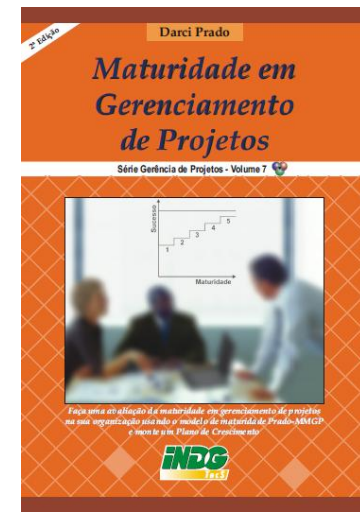
# **In this part we present a review of the Prado-PMMM model**

## What is a maturity model?

- A form of measuring the status of an organization regarding its ability to manage projects successfully
- A way to obtain an improvement plan:
  - After assessing the actual level, it is possible to establish a path to achieve level 5:
    - High success rates;
    - High productivity;
    - High satisfaction and low stress.

## Model characteristics

- Developed between 1999 and 2002
  - Based on vast practical experience;
  - Published in December 2002.
- Actual status: Version 1.6
  - Tested in several organizations (see [www.maturityresearch.com](http://www.maturityresearch.com));
  - Good consolidation level;
  - Refer to the book shown at the right (or go to [www.indgtecs.com.br](http://www.indgtecs.com.br)) for more information.



2nd Edition  
November, 2010

## Criteria used for conception

- **Utilize the same levels of the SW-CMM model** (1 to 5) developed by Carnegie-Mellon University for software development.
- Be **simple** (questionnaire with 40 questions) and **universal** (able to be applied to every kind of organization and project category).
- Try to relate organizational **maturity** with its **ability to successfully execute projects**.

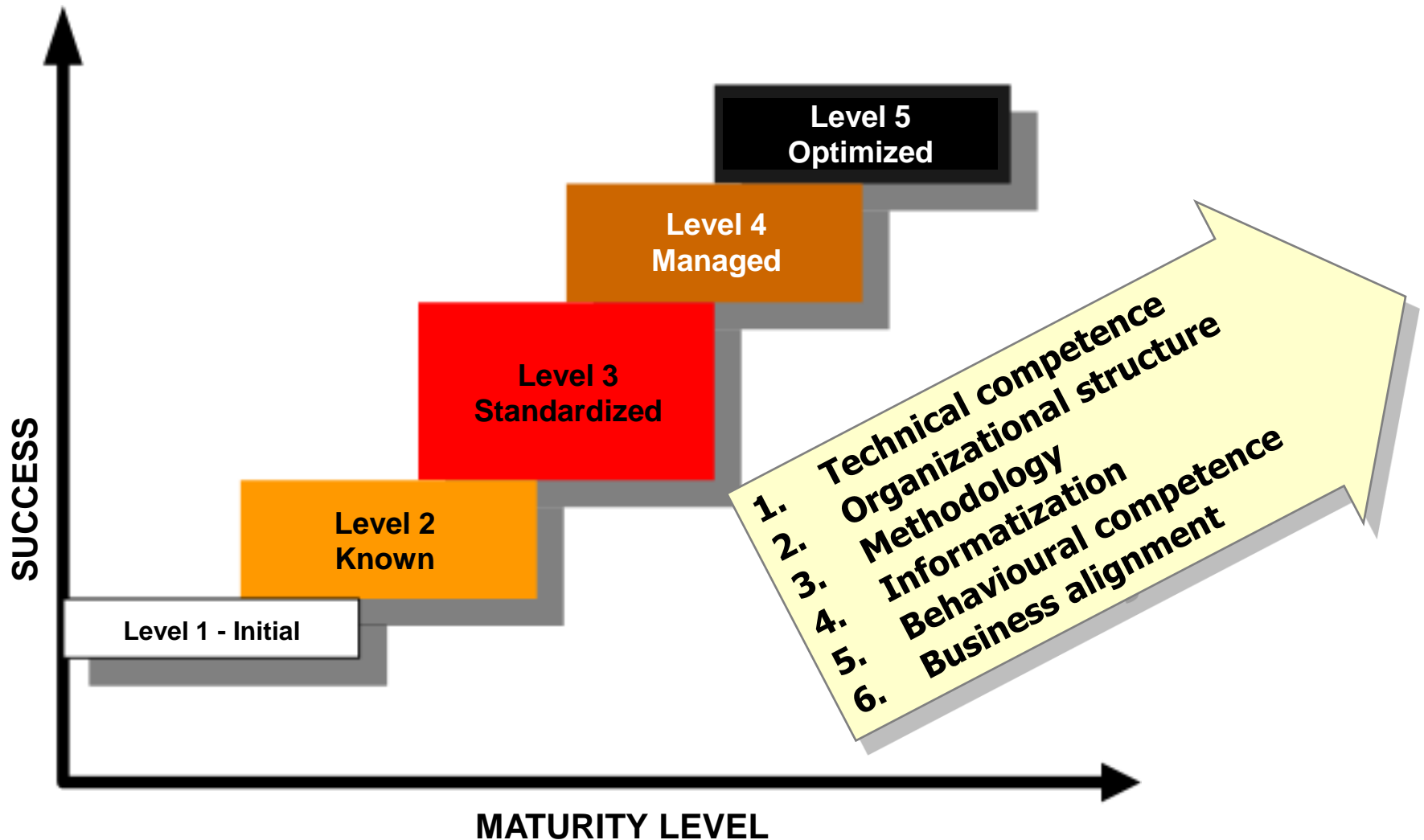
## Levels

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

## Dimensions

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

## SECTORIAL PMMM: LEVELS vs. DIMENSIONS



## The levels

### 1) Initial

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

### 2) Known

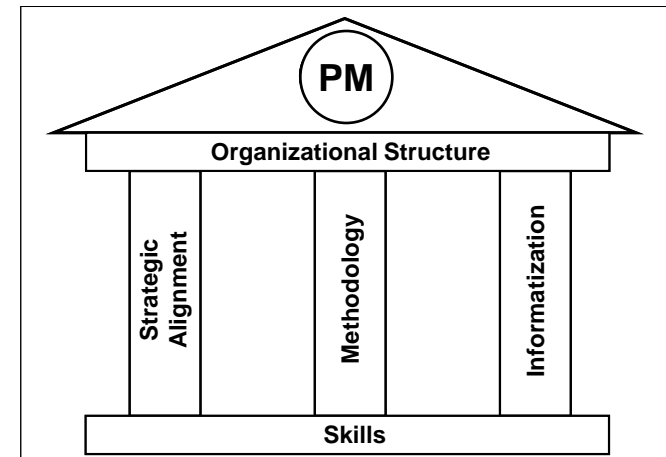
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Beginning of a new culture oriented to skill development

### 3) Standardized

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





## The levels

### 4) Managed

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

### 5) Optimized

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

# Participants List

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

# Participants List (1)

NAME	STATE
3E Empresa Junior FEEC UNICAMP	SP
A2 Contabilidade	SC
AACD - Associação de Assistencia a Criança Deficiente	SP
AB Brasil	SP
ÁBACO	MT
Abzil - 3M	SP
Ação Informática	SP
Aché Laboratórios Farmacêuticos S.A.	SP
ACTIVE	RN
Active tecnologia em Sistemas de Automação Ltda	SP
ActiveCorp	SP
AD&M Consultoria	DF
AeC	MG
Agencia de Fiscalizacao do Distrito Federal	DF
AGF ENGENHARIA	PR
Águia Branca Participações SA.	ES
Air Products Brasil Ltda	SP
Albatroz Serviços Náuticos Ltda.	PE
Alliance Consultoria	SP
Anglo Engenharia e Participações Ltda	MG
AngloGold Ashanti Brasil Mineração	MG
APOLLO SERVIÇOS TÉCNICOS EM ELETRICIDADE LTDA	SP
ArcelorMittal Inox Brasil	MG
ARG LTDA	MG
Armazens Gerais Columbia	SP
Arquindex Soluções em Arquivos Ltda	MG
ASFEB-ASSOC DOS SERV FISCAIS DO ESTADO DA BAHIA	BA
Associação Brasileira de Bares e Restaurantes	MG
ATI Tecnologia da Informação	RN
ATIVA Soluções	MG
Atnas Engenharia LTDA	RJ
attps informatica	MG
Avansys	BA
AW Construcoes e Empreendimentos Ltda	SP

# Participants List (2)

NAME	STATE
B2W	SP
Banco BBM	RJ
Banco Bonsucesso	MG
Banco Central do Brasil	DF
BANCO CITIBANK SA	SP
Banco da Amazônia S.A.	PA
Banco Itaú Unibanco SA	SP
Banco Mercantil do Brasil	MG
BANESTES - Banco do Estado do Espírito Santo	ES
Banrisul	RS
BHS	MG
Biancogrês Cerâmica S/A	ES
BOM CLIMA	PE
BSI Tecnologia	SP
BVP engenharia	MG
Cast Informática S.A.	DF
CBSS - Cartões Visa Vale	SP
CCPR LTDA - Itambé	MG
CELULOSE IRANI SA - PMO TI	SC
CEMIG D	MG
CEN	SP
Central Nacional Unimed	SP
CH2M Hill	SP
CHL Desenvolvimento Imobiliário SA	RJ
Cielo	SP
Clênio Senra Gestão de Empreendimentos Ltda.	MG
Collem Construtora Mohallem Ltda	MG
Companhia de Participação em Concessões Divisão Engelog	SP
Companhia do Projeto	GO
Compass International	RJ
Complex Consultoria em Informatica	SP
Computeasy	SP
Compuware do Brasil	SP
Conartes Engenharia e Edificações Ltda.	MG
Concremat	MG

# Participants List (3)

NAME	STATE
Confidencial	SP
Conselho Regional de Quimica	RJ
Construir Empreendimentos Imobiliarios	MG
Construir Empreendimentos Imobiliários Ltda	MG
Construtora	MG
Construtora Andrade Gutierrez SA	SP
Construtora Forte Ltda.	MG
Construtora Liderança Ltda	MG
Construtora Norberto Odebrecht	PR
construtora qbhz ltda	MG
CONVERGYS IMG DO BRASIL	SP
Copel	PR
COPEL Distribuição S.A.	PR
Correias Mercúrio S/A	SP
COSANPA - Companhia de Saneamento do Pará	PA
CPLAN Consultoria e Planejamento Ltda.	SP
CTIS	RJ
D.A.S.B.	SP
Dânica Termoindustrial Ltda	SC
DATAPREV	RJ
Dataprev	PB
David Yoshida	SP
Dedini Indústrias de Base	SP
Departamento de Estradas de Rodagem de Minas Gerais	MG
DEPARTAMENTO DE OBRAS PÚBLICAS DO ESTADO DE MINAS GERAIS	MG
DEPARTAMENTO DE POLICIA FEDERAL	DF
departamento de policia federal	DF
Departamento Estadual de Trânsito do Rio Grande do Sul - DETRAN/RS	RS
Domingos Costa Indústrias Alimentícias S.A.	MG
DPF	DF
ECOPLAN ENGENHARIA LTDA	RS
Eliane Revestimentos Cerâmicos	SC
Embraer	SP
Emccamp Residencial S.A.	MG
Engevix Engenharia S. A.	RJ

# Participants List (4)

NAME	STATE
Engserj Ltda	MG
EPC ENGENHARIA PROJETO CONSULTORIA S/A	MG
ERP Consultoria	SP
ESAB Industria e Comércio Ltda	MG
ESAB Indústria e Comércio Ltda	MG
Escala Construções e Empreendimentos	MG
Escola de Governo do RN	RN
Escritório de Gerenciamento do Projeto Copa 2014 - Governo de Minas Gerais	MG
ESMALTEC S/A	CE
Estrategia Rural	PI
Excellence Gestão Empresarial	RS
Faculdade do Sul	BA
FAPERN	RN
FGV Projetos	SP
Fibracon Construtora	MG
Fundação Movimento OndAzul	RJ
Fundação Unimed	MG
Fundação Universa	DF
FURNAS CENTRAIS ELETRICAS S/A	SP
Gamaplan Assessoria, Consultoria e Projetos Ltda	SP
GCINET Serviços de Informática Ltda	PE
Gerdau	SP
Gerdau Aços Longos S.A.	SP
Gerdau Comercial de Aços	SP
Gerência de Planejamento e Projetos	MG
GESTEC - Gestão & Tecnologia	RN
GOVERNO	DF
Governo do Estado do Rio Grande do Sul	RS
GOVRN/SEARH/COTIC	RN
Grupo Paris Filmes	SP
Grupo Santander	SP
Hospital Abreu Sodré	SP
HP	SP
IBM Brasil Ltda	RJ
IDEMA	RN

# Participants List (5)

NAME	STATE
<b>IGUATEMI</b>	<b>SP</b>
<b>InCode Software Ltda</b>	<b>MG</b>
<b>InfoChoice</b>	<b>MG</b>
<b>INFRAERO</b>	<b>DF</b>
<b>Inmetro</b>	<b>RJ</b>
<b>Innovit Gestão de Projetos e Processos</b>	<b>SC</b>
<b>Instituto de Estudos Avançados - IEA</b>	<b>SC</b>
<b>Instituto Mineiro de Agropecuária</b>	<b>MG</b>
<b>Intecnia S/A</b>	<b>RS</b>
<b>Intecnia SA</b>	<b>RS</b>
<b>InterSystems do Brasil</b>	<b>SP</b>
<b>Juniors Consultoria</b>	<b>AL</b>
<b>JUSTIÇA FEDERAL 1ª REGIÃO - SEÇÃO JUDICIÁRIA DO ACRE</b>	<b>AC</b>
<b>Justiça Federal de Mata Grosso</b>	<b>MT</b>
<b>Justiça Federal de Primeiro Grau no Amazonas</b>	<b>AM</b>
<b>Kayros IT Consultoria</b>	<b>SP</b>
<b>KC&amp;D Treinamentos Técnicos e Gerenciais</b>	<b>SP</b>
<b>Klabin S/A</b>	<b>PR</b>
<b>Klan</b>	<b>SP</b>
<b>KTY Engenharia</b>	<b>SP</b>
<b>Iacompt Consultoria Ltda</b>	<b>SP</b>
<b>Landix Sistemas Ltda.</b>	<b>MG</b>
<b>LBAG</b>	<b>MG</b>
<b>LG INFORMATICA LTDA</b>	<b>GO</b>
<b>L'Oréal</b>	<b>RJ</b>
<b>Magnesita Refratários</b>	<b>MG</b>
<b>MAHLE Metal Leve SA</b>	<b>SP</b>
<b>Manifesto Game Studio</b>	<b>PE</b>
<b>Mapal do Brasil Ferramentas de Precisão Ltda</b>	<b>MG</b>
<b>Marco XX Construções Ltda</b>	<b>MG</b>
<b>Martins Marigliano - Consultoria e Desenvolvimento Ltda</b>	<b>SP</b>
<b>Mascarenhas Barbosa Roscoe SA. Construções</b>	<b>MG</b>
<b>Metas Informática</b>	<b>RN</b>
<b>MINERAÇÃO SERRA GRANDE S.A.</b>	<b>GO</b>
<b>Mining Service</b>	<b>SP</b>

# Participants List (6)

NAME	STATE
MIP Engenharia	MG
Mitsubishi Motors do Brasil S/A	GO
MMCB	GO
MRV Engenharia e Participações S/A	MG
Multirede Informática S/A	SP
Nacional Veiculos	RN
NC4U COMUNICACAO	SP
Nestle	SP
Netpartners Consultoria em Sistemas	SP
NetProject Consultoria e Treinamento	MG
New System	RN
Nextel Brasil	SP
NOTHEC	SP
NRsystem Com. Serv. de Informática	SP
Oi	RJ
Omnisys	SP
Onset Tecnologia	SP
Otimiza Consultoria em Administração Ltda	RS
Paranasa Engenharia e comércio SA	MG
Petrobras	RJ
PM Tech	RS
PMQM-Gerenciamento de Projetos e Métodos Quantitativos	MG
PMS Informática e Com. Ltda.	SP
Poli Júnior	SP
POLÍCIA FEDERAL	DF
Polícia Federal	DF
Policlinica Resende Ltda	RJ
Potencial Engenharia	SP
Prati,Donaduzzi & Cia Ltda	PR
Primo Schincariol	SP
PROCERGS	RS
Prodabel	MG
Prodeb	BA
Prodemge	MG



# Participants List (7)

NAME	STATE
PRODESP Tecnologia da Informação	SP
Profissional Liberal	RJ
Pró-Informática Qualificação Profissional Ltda	MG
Propria	SP
Prosperi Tencnologia	ES
Qualitek	RN
Real Project Consulting & Training	SP
Rede D´Or	RJ
Reta engenharia Ltda	MG
REZEK FERREIRA INFORMÁTICA (FÁCIL INFORMÁTICA)	MG
RJS Consultoria S;C Ltda.	MG
Rodobens	SP
RSI INFORMATICA	SP
Sadia	SC
SAEB	BA
Saletto Engenharia de Serviços	MG
Sandvik do Brasil S.A.	SP
Santa Barbara Engenharia	MG
Sec. Estado da Tributação do RN	RN
Seção Judiciária do Estado da Bahia	BA
Secretaria de Estado de Defesa Social	MG
Secretaria de Infra-Estrutura do RN	RN
Secretaria de Planejamento e Gestão	MG
Secretaria de Segurança Pública e Defesa Social	RN
Secretaria de Transportes e Obras Públicas	MG
SEEC - Secretaria de Estado de Educação e Cultura do RN	RN
Semenge Engenharia S/A	SP
SENAC/RS - Serviço Nacional de Aprendizagem Comercial	RS
SERPRO	DF
Serviço Social da Indústria	ES
SESAP Secretaria de Estado de Saúde Pública	RN
SGP	MG
Shift Consultoria e Sistemas	SP
Simova	SP
Sistema FIERGS	RS

# Participants List (8)

NAME	STATE
Sistema FIRJAN (FIRJAN, SESI, SENAI, CIRJ e IEL)	RJ
Sociedade Beneficente Israelita Brasileira Albert Einstein	SP
SOFTCOM TECNOLOGIA EM TELECOMUNICAÇÕES LTDA	SP
Softpharma	PR
Softville	SC
Sonda Procwork Informática Ltda	SP
STJ - Superior Tribunal de Justiça	DF
Supporttraining Informática Ltda.	SP
Synchro	RJ
Techbiz Forense	MG
TECNOMETAL ENGENHARIA E CONSTRUÇÕES MECANICAS LTDA	MG
TELEFONICA	SP
Telefonica /SA - KEO	SP
Telefonica Pesquisa e Desenvolvimento	SP
Tetra Pak	SP
TGM Turbinas Industria e Comercio LTDA	SP
TN2Z Engenharia Ltda	SP
Top Quality Desenvolvimento Empresarial Ltda.	RJ
TOTVS	SP
TPD	SP
Tribunal de Justiça de Santa Catarina	SC
Tribunal Regional de Santa Catarina	SC
Tribunal Regional Eleitoral de Minas Gerais	MG
Tribunal Regional Federal da 1ª Região	DF
trip linhas aereas	SP
Trip Linhas Aéreas	SP
TRT 4ª REGIÃO	RS
Tulio Lopes Arquitetura Ltda.	MG
Ultra Engenharia e Serviços Ltda	MG
Unimed Campo Grande	MS
Unimed Londrina	PR
Unisinos	RS
Unitas Empreendimentos	MG
Universidade Federal do Paraná	PR
Universidade Potiguar	RN

# Participants List (9)

NAME	STATE
UnP	RN
Urb Topo engenharia e construções	MG
V & M do Brasil	MG
Vale SA	PA
VEERE TECNOLOGIA E SERVIÇOS	PR
Vencofarma	PR
Vick Máquinas	SC
Visual Systems Informatcia Ltda	SP
Vivo S.A.	SP
voestalpine Group IT	SP
Voith-Mont Ltda	SP
Volskwagen of Brazil	SP
Votorantim Cimentos	PR
Vulcan Material Plástico	RJ
Weg Equipamentos Elétricos	SC
Wheb Sistemas	SC

# **The team who developed this work**

## Authors – Team Leaders



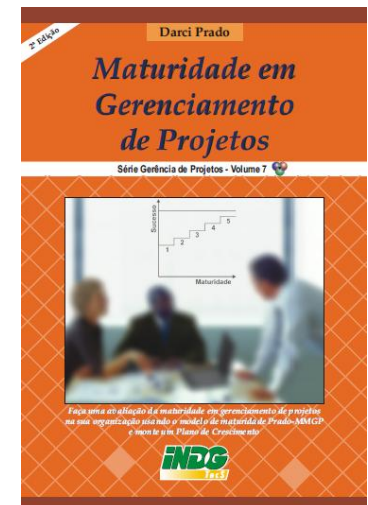
### Russel D. Archibald

- MSC, PhD
- PMP, IPMA
- One of the founders of PMI-USA
- Consults for companies all over the world
- Listed on “Who is Who”



### Darci Prado

- One of the founders of PMI-MG, PMI-PR and IPMA Club-BH
- Associate Consultant for INDG



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Manuel Carvalho Filho, Marcus Vinicius Marques and Warlei Oliveira

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Darci Prado

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Língua Italiana: Theodoro Procopiu, Lucas Pinheiro, Carlos E. Andrade and italian team

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## **DATA ANALYSIS**

Marcus Vinicius Marques, Bruno Machado and Renata Ferreira

## **CONDENSED REPORT**

Darci Prado, Warlei Oliveira and José Carlos Tinoco

## **COMPLETE REPORT**

Manuel Carvalho Silva Neto  
(see complete report)

## **PROMOTION**

Darci Prado, Rosania Fernandes, Andriele Ribeiro, Maria Fátima B. Borssatto, Carlos Ely and Daniel Furletti.

- Support:
  -  **PZM**  
MINAS GERAIS
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  -  **CBIC**
  -  **FGV**  
management
  -  **ipmabr**»
  -  **REVISTA**  
mundo **PM**  
Project Management
- Promotion:
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    - IPMABr
    - MBC, ASBRAER, CBIC
    - SUCESU: ES, MG, PR, RJ, RS, SC, SP
    - SINDUSCON: ES, MG, PR, RJ, RS, SC, SP
    - CREA: MG e SP
    - FIEMG
    - IPT-SP
    - ANPEI
  - Postgraduation courses
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# THE END