

MATURITY IN PROJECT MANAGEMENT - BRAZIL

Archibald & Prado's Research
www.maturityresearch.com

2021 Research Report: “General Report” Part A: Performance Indicators

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Introduction

Survey Results Presentation

This document presents the results from Archibald & Prado's Maturity Survey conducted between the months of September to December 2021. The survey questions were available for free in www.maturityresearch.com, during that months and has been answered by 181 professionals from Brazilian organizations. As shown in the next slide, the analysis and treatment of the answers produced 8 (eight) 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.

The 2021 Research Reports

This year we are presenting the following reports (8):

GLOBAL VISION

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

ORGANIZATION TYPE

- Internal Customers (Inside Company)

PROJECTS CATEGORIES

- Construction Industry

REGIONS AND STATES

- Southeast Region

The criterion for creating a report for a grouping is that it must have at least 60 participants.

This Report

This report - ***Global Report (or General Report)*** - contains the analysis of data provided by all survey participants, 181 professionals from private, public and third sector companies. The data provided come from a total of 4,745 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 2.94 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 10 of this report for a brief explanation about Prado-MMGP maturity model.

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

MATURITY:

- Maturity: 2.94

181 Organizations
4,745 projects

RESULTS INDICATORS

Success Rate:

- Failure: 9,2%
- Partial Success: 30,7%
- Total Success: 60,1%



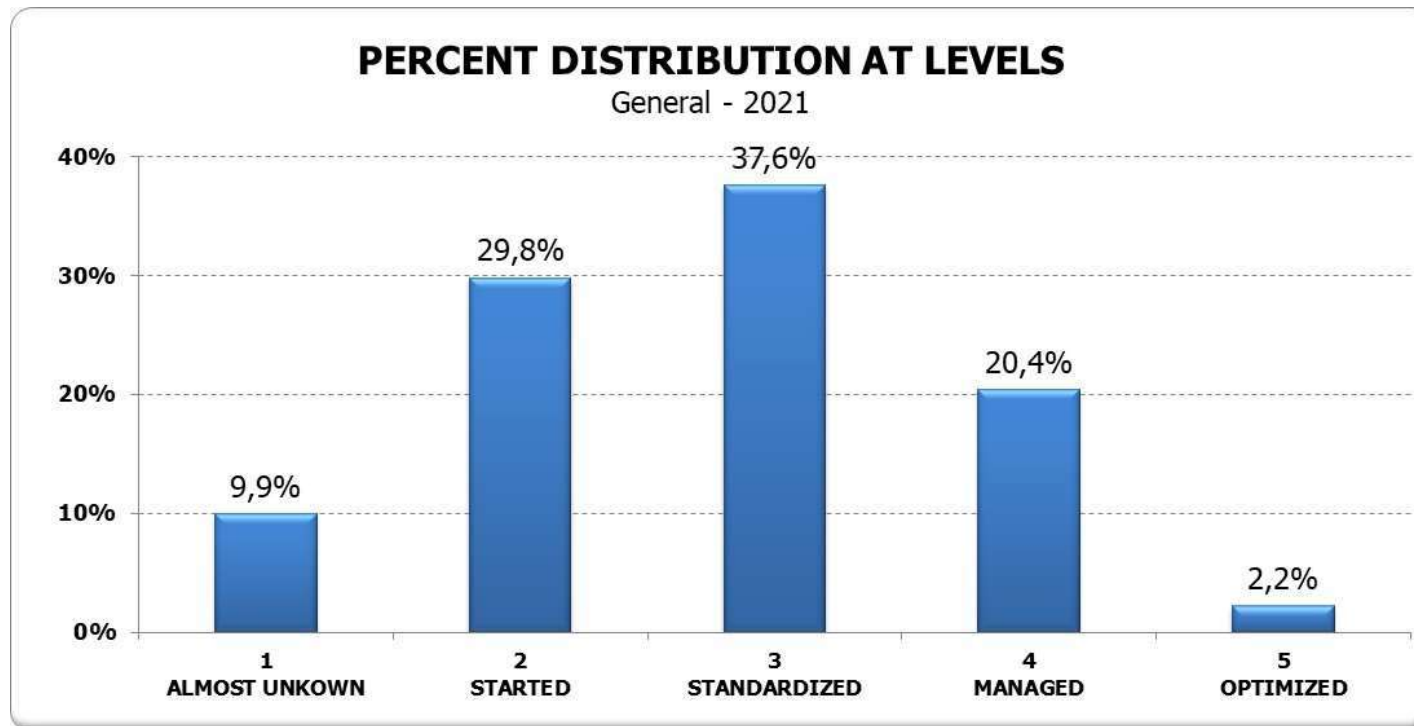
- Average delay: 21,4%
- Average cost overflow: 12,1%
- Average Scope Execution: 79,2%

AVERAGE COMPOSITION OF PROJECT PORTFOLIO

- Average amount of projects: 25
- Average duration of each project: 13 months

Maturity Average Brazil: **2.94**

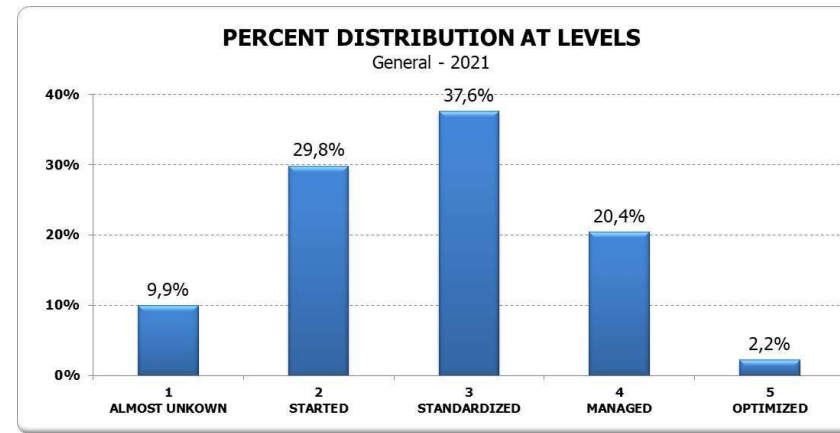
We have a significant presence of organizations in Level 3.



See Part 10 of this report for a brief explanation about Prado-MMGP maturity model.

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.

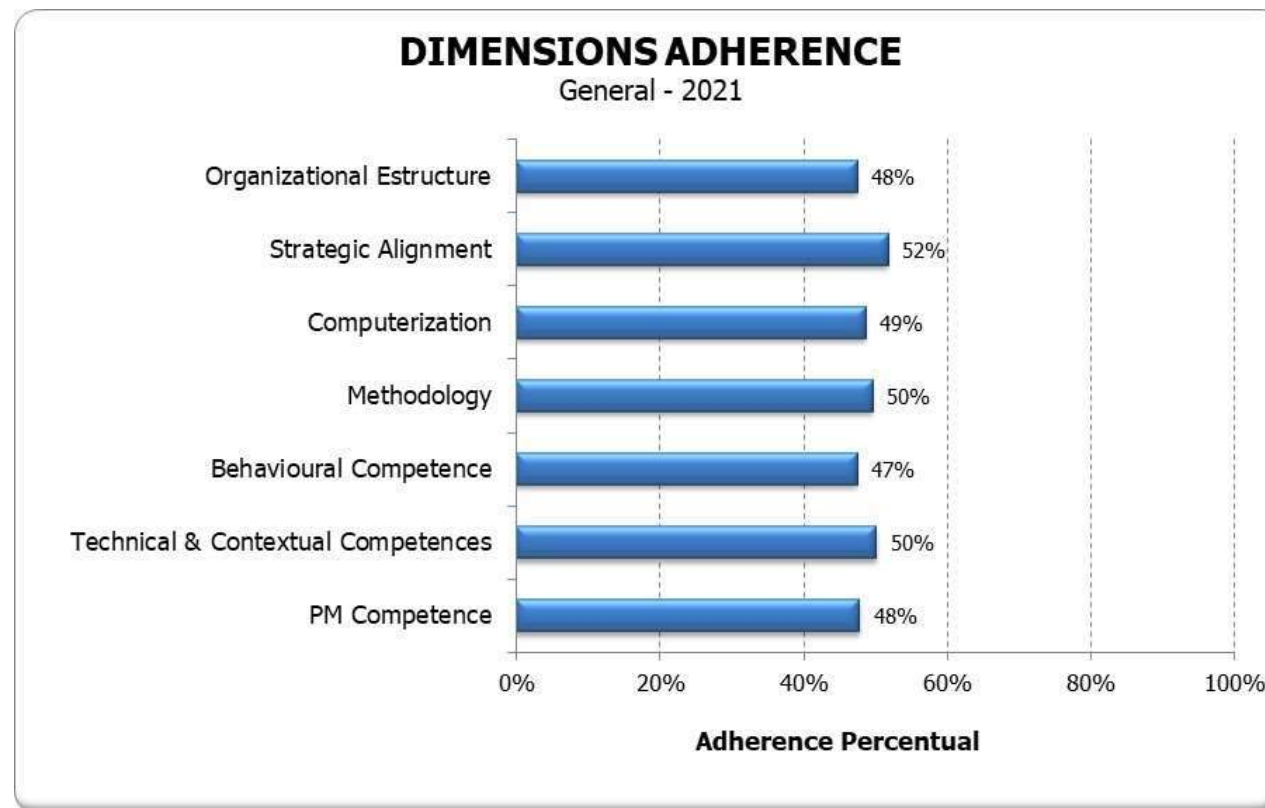


Comments

- For 39,7% (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 22,6% of organizations are at levels that allow full ownership and optimization of work (levels 4 and 5).

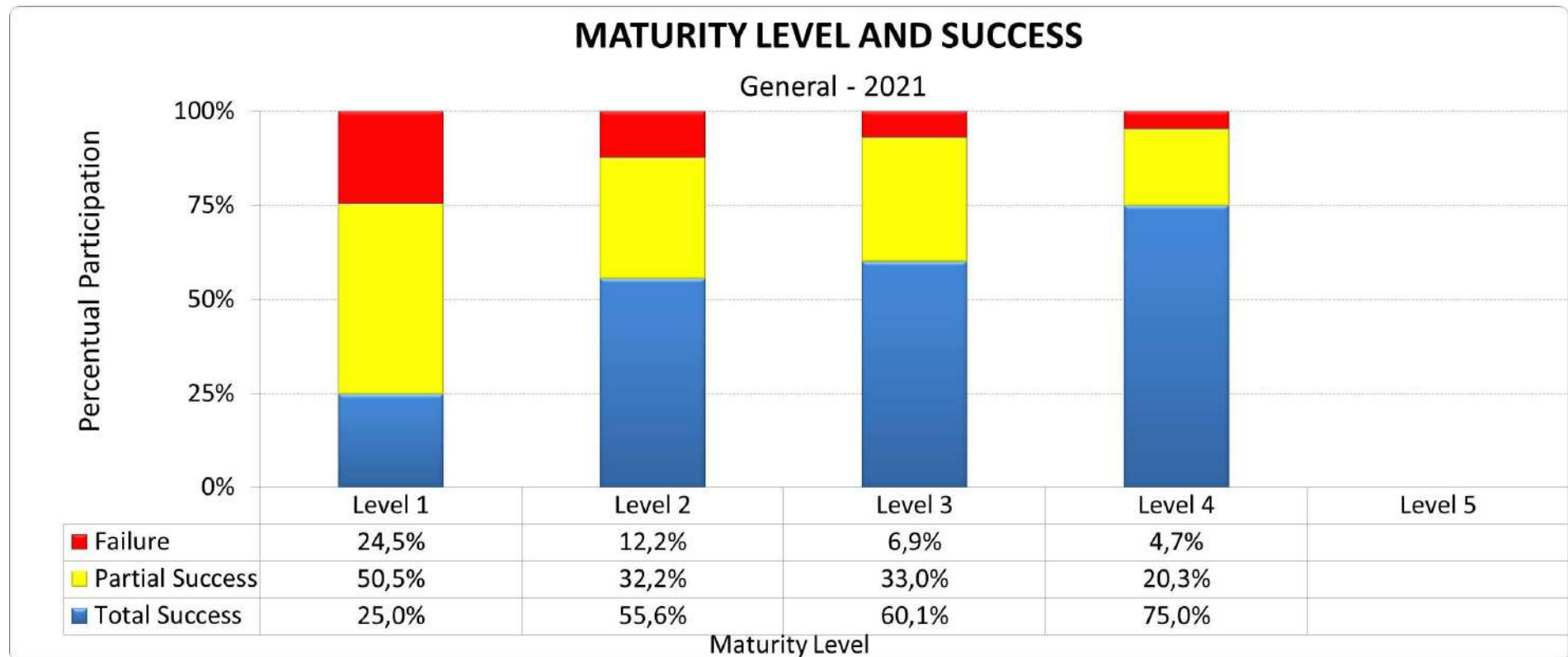
Maturity Dimensions Adherence

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%.



See Part 10 of this report for a brief explanation about Prado-MMGP maturity model.

The greater the maturity, the greater the success.



Level 5 information is not presented in line with our confidentiality policy of not disclosing information from groupings with less than 5 participants.

Sample Sizes:

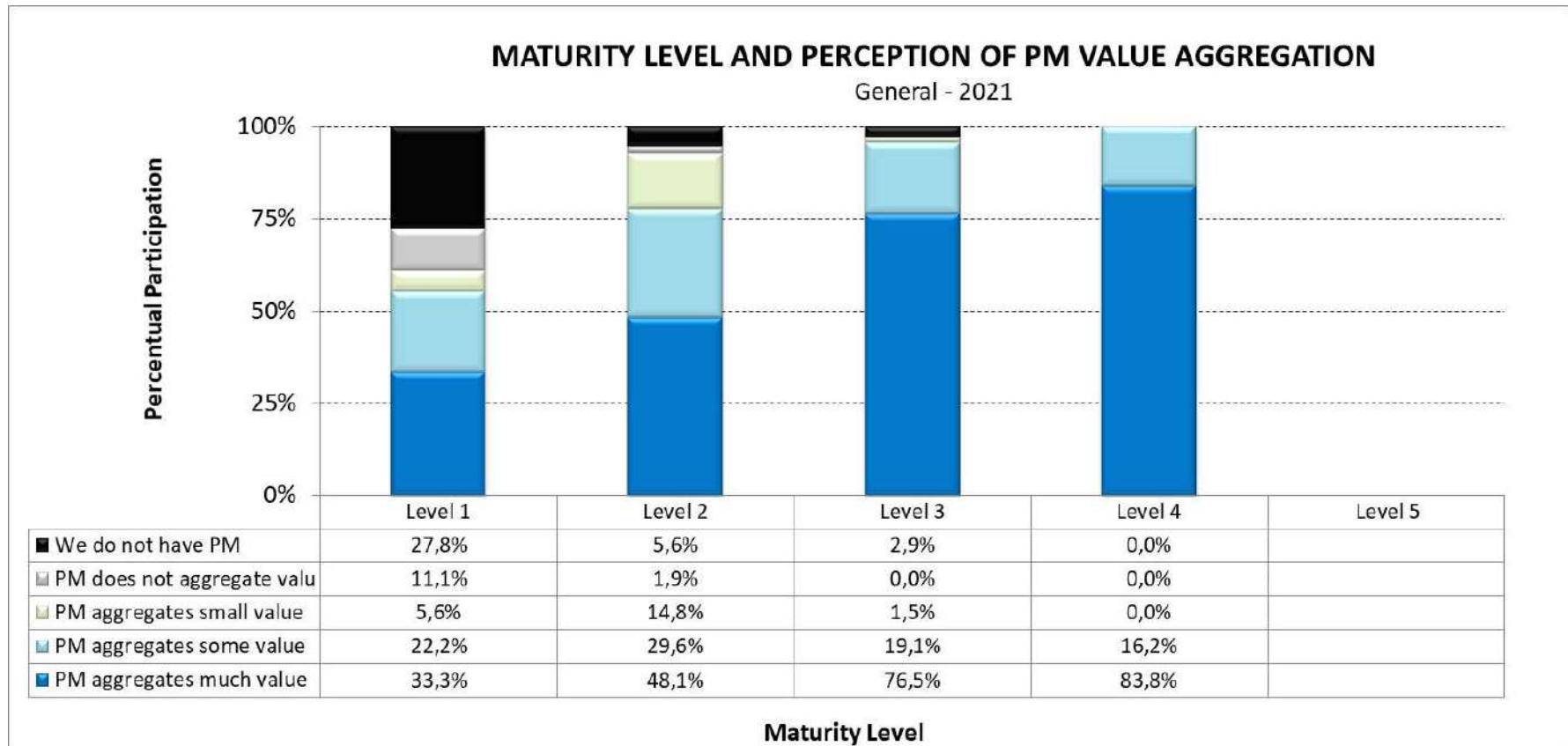
Level 1: 18 / Level 2: 54 / Level 3: 68 / Level 4: 37 / Level 5: 4

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

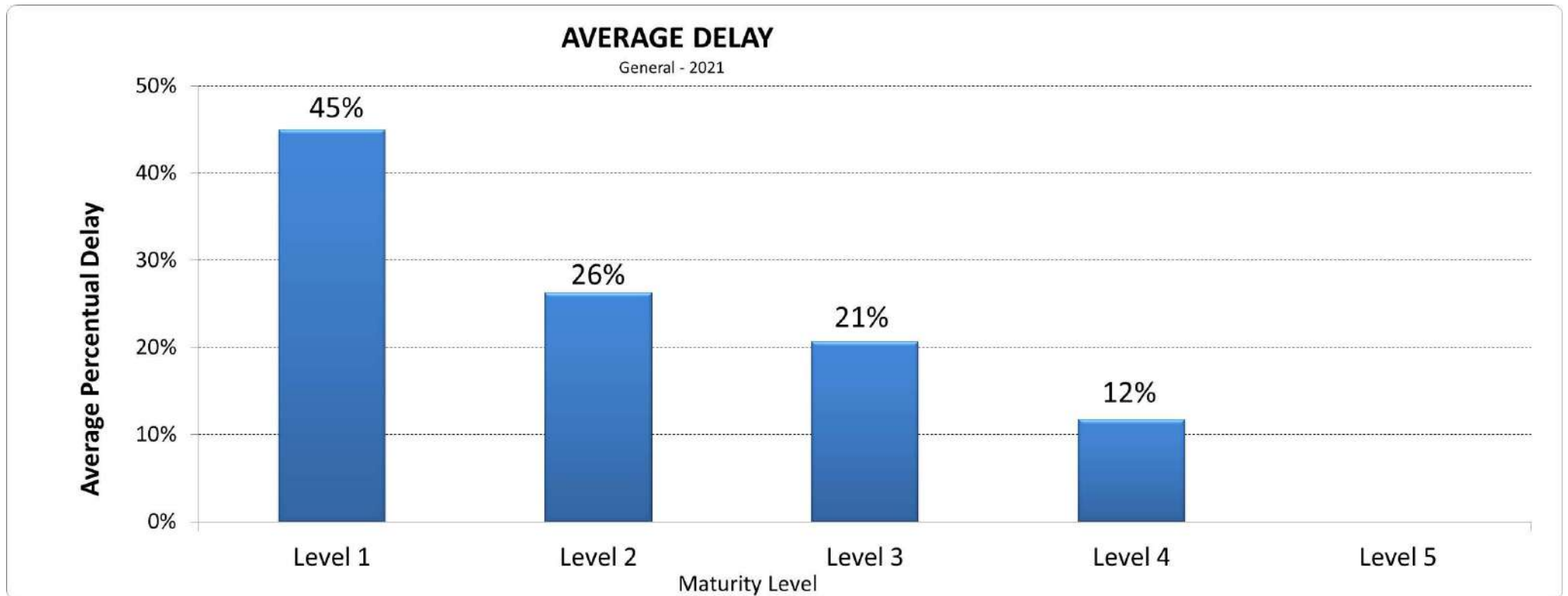
The higher the maturity, the greater the perception (by top management) of the importance of Project Management to add value to the organization.



Sample Sizes:

Level 1: 18 / Level 2: 54 / Level 3: 68 / Level 4: 37 / Level 5: 4

The higher the maturity, the lower the delay.

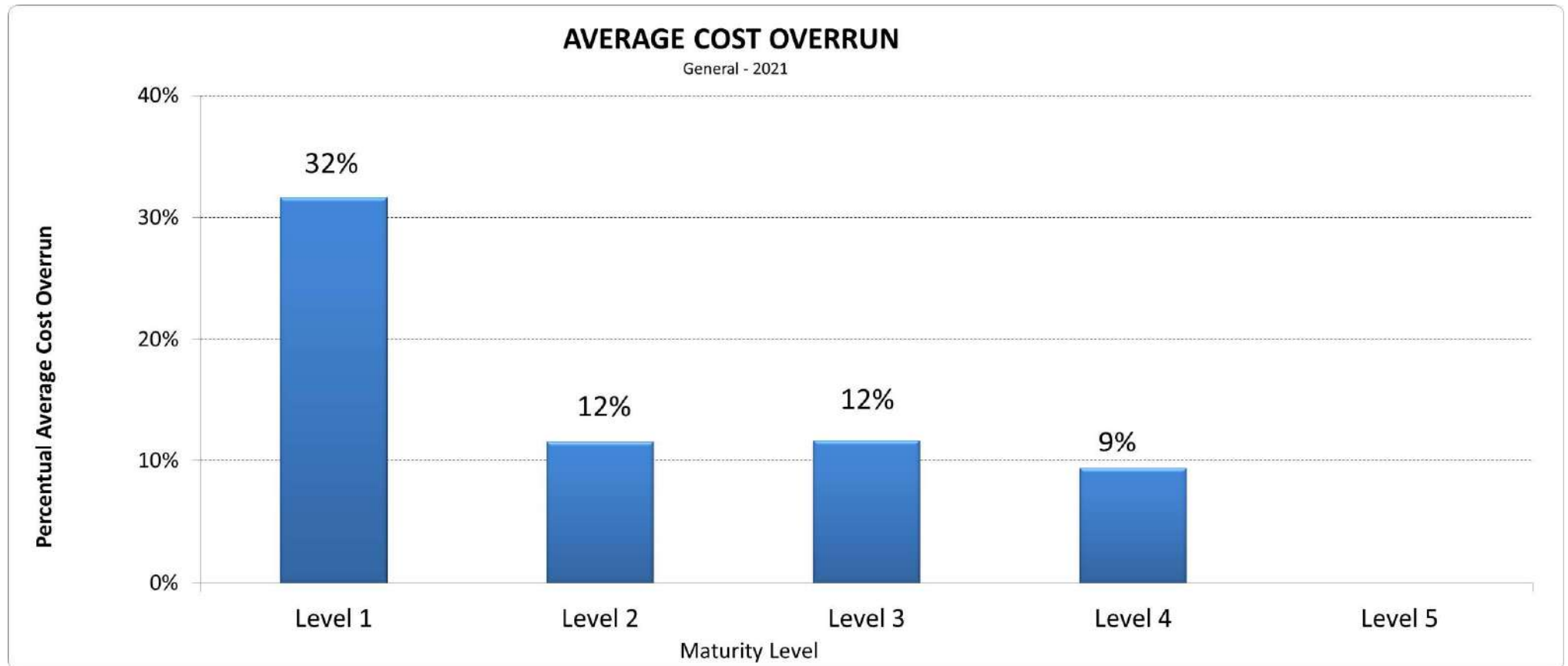


Sample Sizes:

Level 1: 18 / Level 2: 54 / Level 3: 68 / Level 4: 37 / Level 5: 4

Cost Overrun

The higher the maturity, the lower the cost overrun.

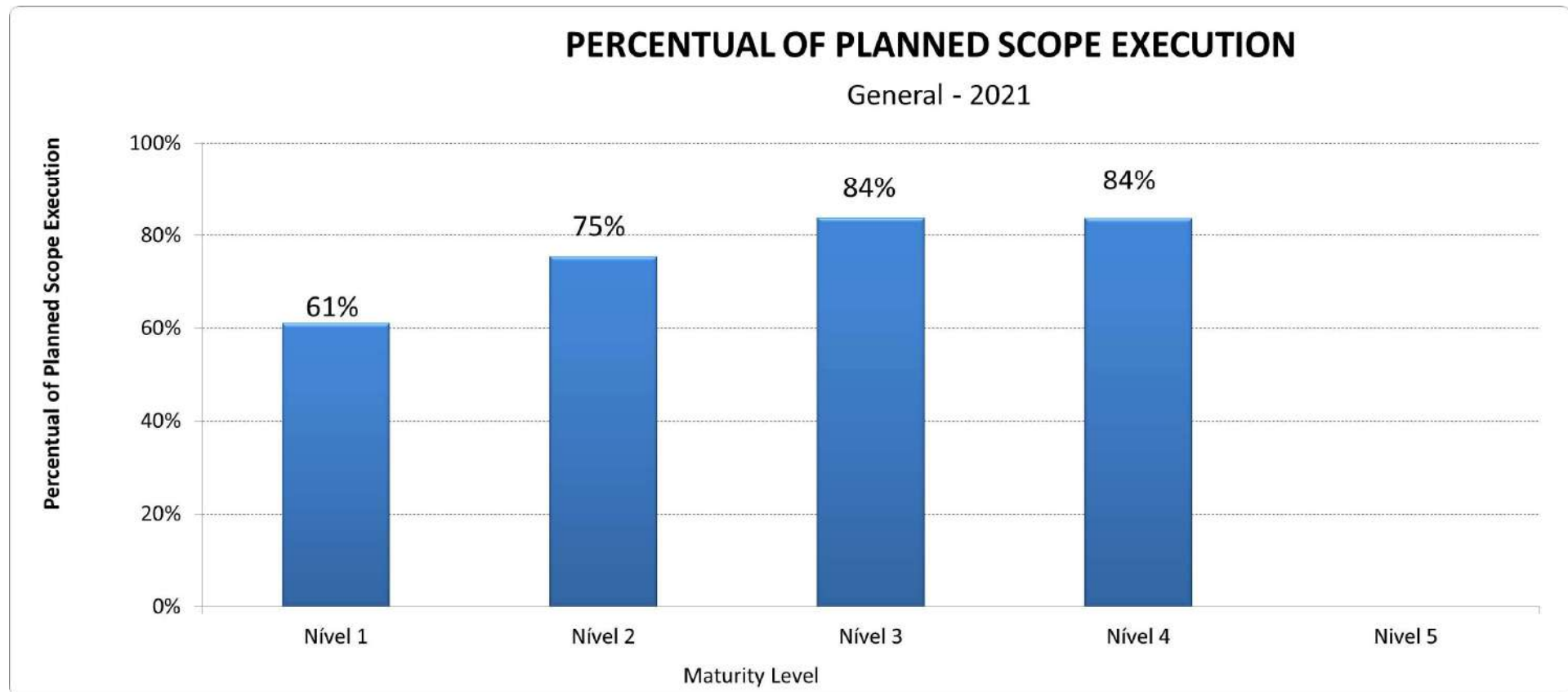


Sample Sizes:

Level 1: 18 / Level 2: 54 / Level 3: 68 / Level 4: 37 / Level 5: 4

Scope Execution

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



Sample Sizes:

Level 1: 18 / Level 2: 54 / Level 3: 68 / Level 4: 37 / Level 5: 4

Results by Organization Type

This part of the report analyzes data similar to Part 2, 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".

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	144	79,6%	2,98	61,8%	29,5%	8,7%	21%	13%	80%
Government - Direct Administration	13	7,2%	2,67	60,0%	33,3%	6,7%	26%	11%	72%
Government - Indirect Administration	10	5,5%	2,98	55,6%	35,0%	9,4%	20%	14%	79%
Non Government Organizations	14	7,7%	2,77	47,9%	36,7%	15,4%	28%	4%	76%
Totals	181	100,0%	2,94	60,1%	30,7%	9,2%	21%	12%	79%

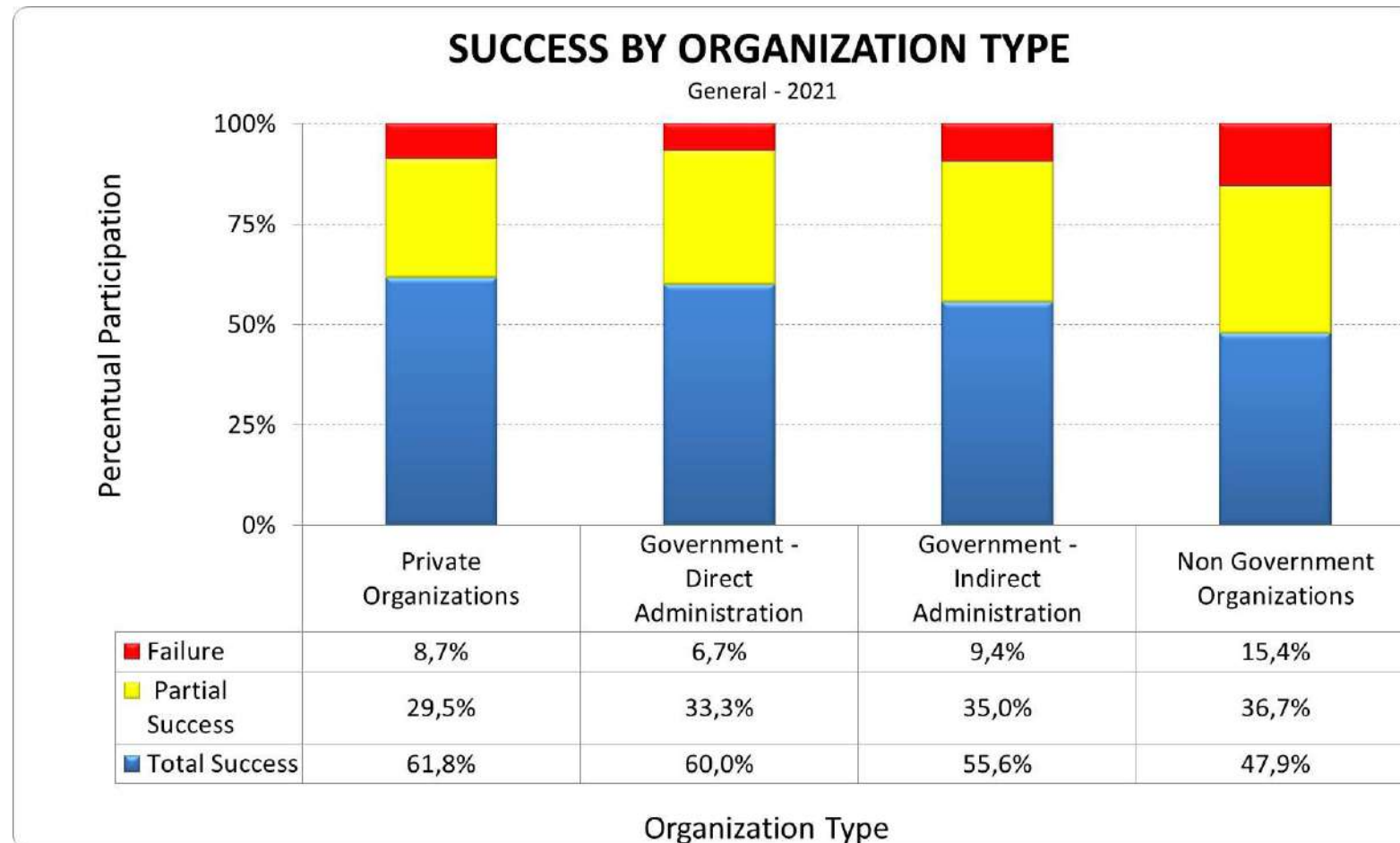
Maturity by Organization Type

Private Organizations and Government (Indirect Administration) stand out.



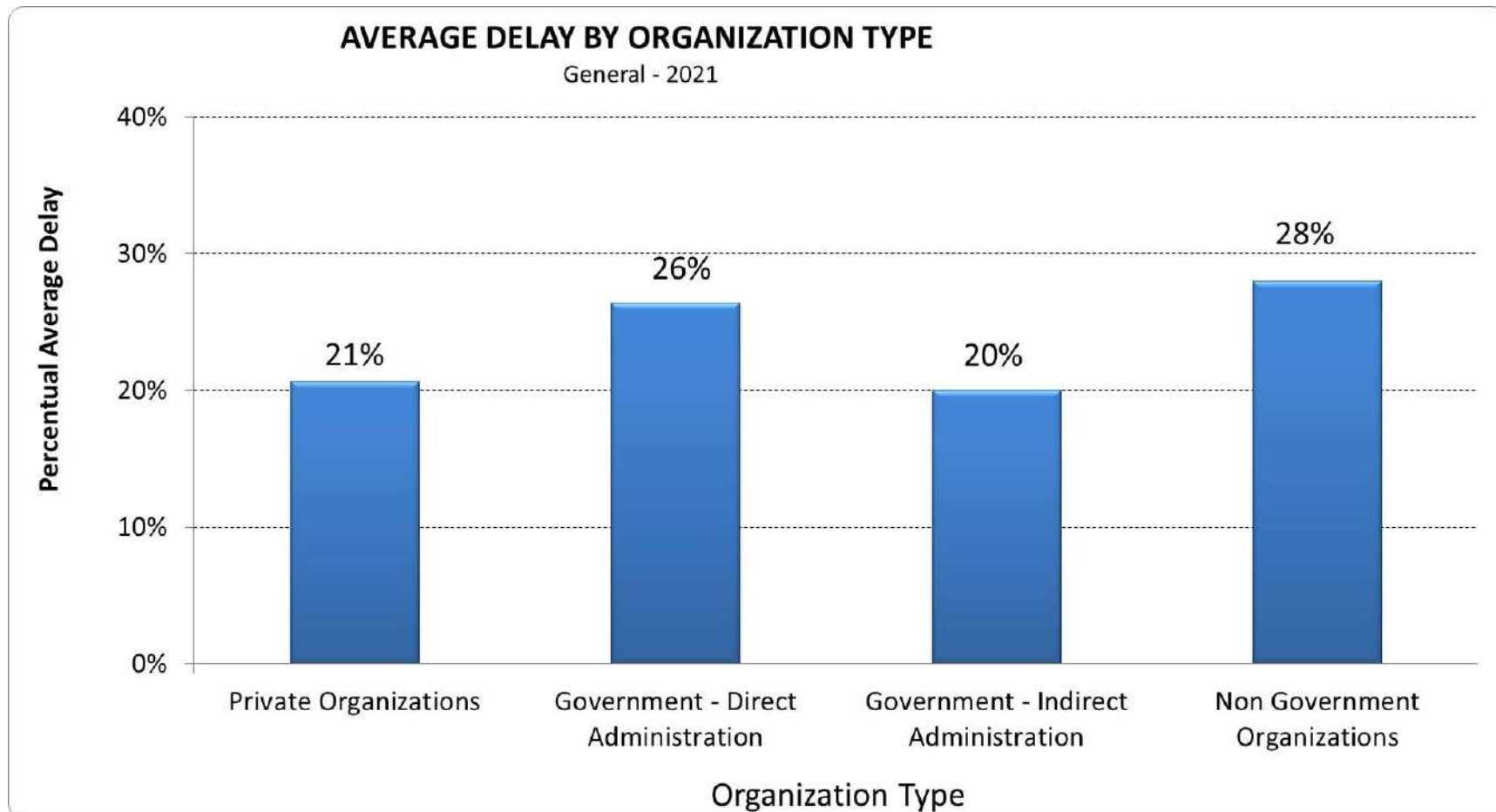
Success by Organization Type

Private Organizations stand out.



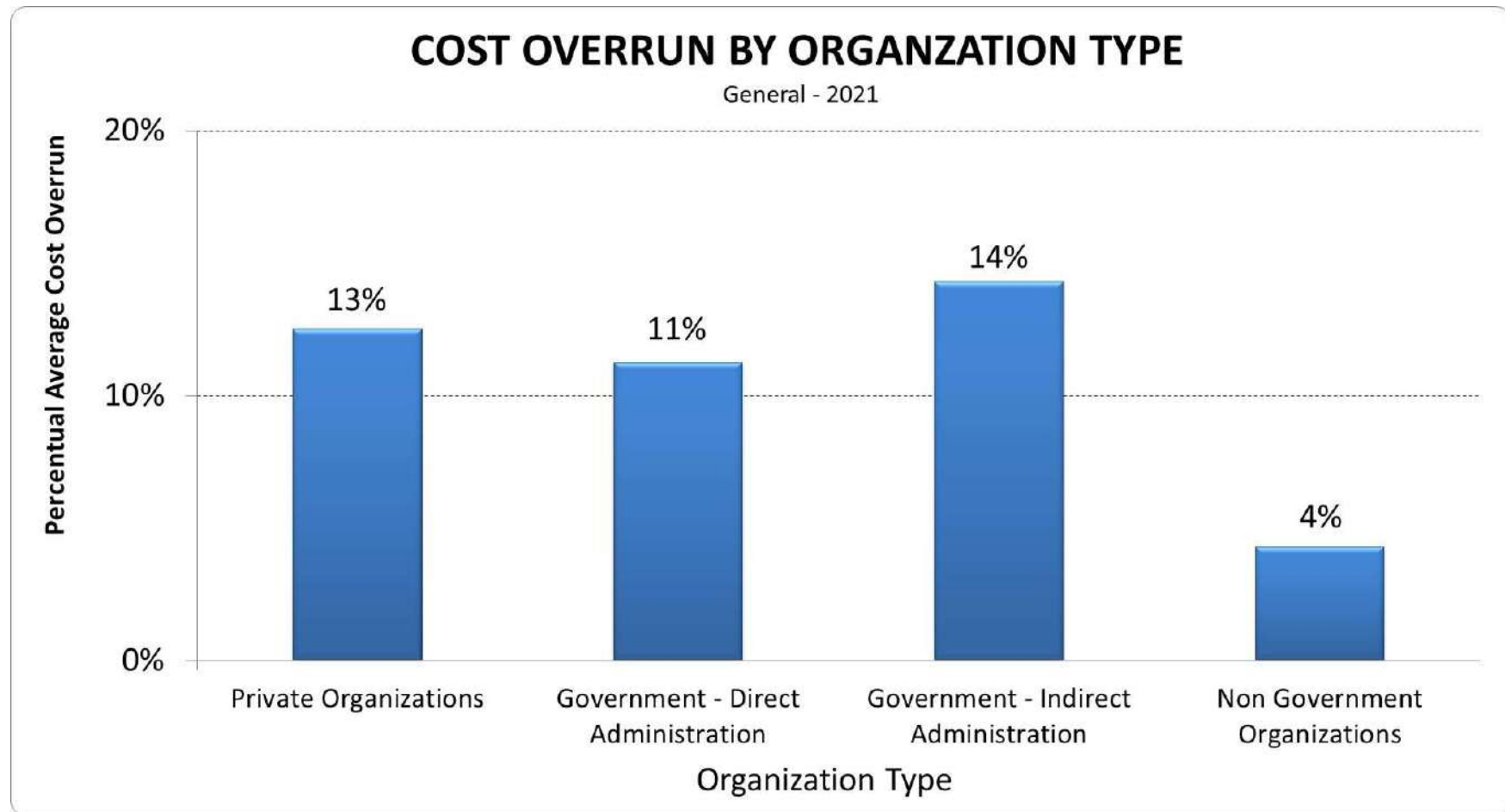
Delay by Organization Type

Private Organizations and Government (Indirect Administration) stand out.



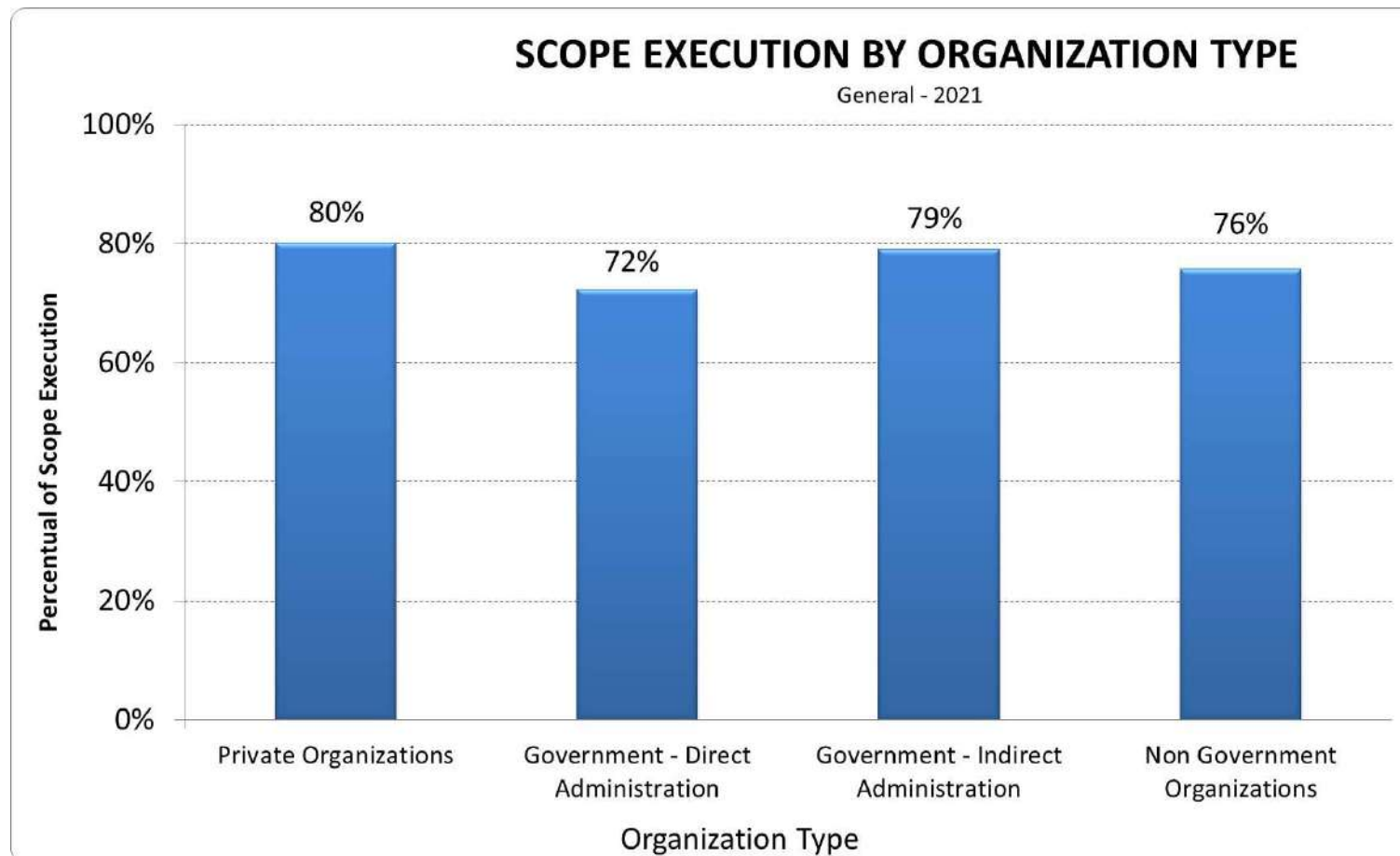
Cost Overrun by Organization Type

Non government organizations stand out.



Scope Execution by Organization Type

Private Organizations stand out.



Results by Projects Category

This part of the report analyzes data similar to Part 2, 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".

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

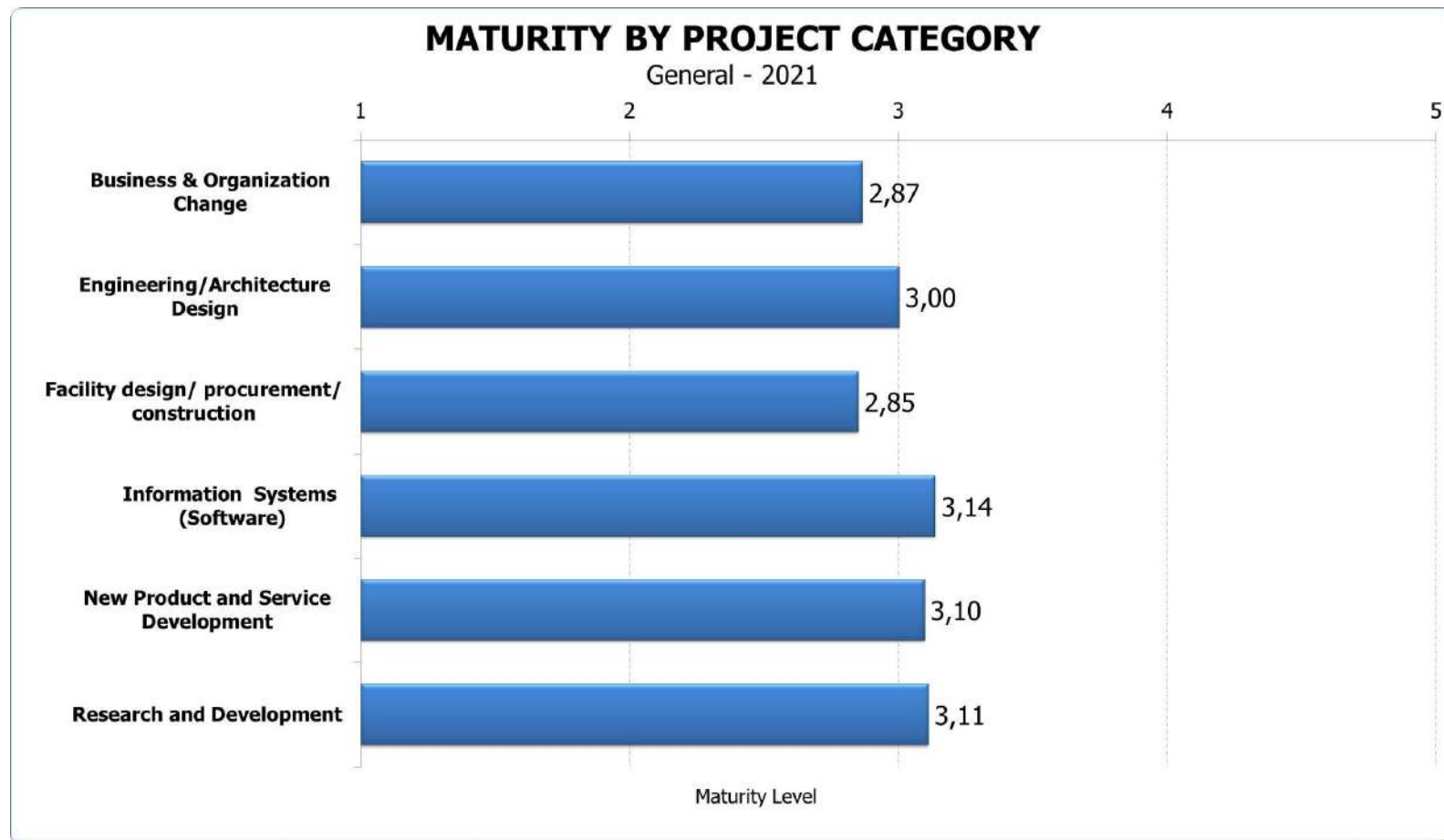
Participants by Projects Category

The categories below were present in the survey with a total of participants above 10.

ARCHIBALD CATEGORY	# of Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Average Cost Overrun	Scope Execution
Business & Organization Change	39	21,5%	2,87	52,4%	39,2%	8,3%	27,9%	11,5%	74,2%
Engineering/Architecture Design	23	12,7%	3,00	57,8%	33,7%	8,5%	15,0%	9,3%	80,0%
Facility design/ procurement/ construction	35	19,3%	2,85	61,9%	29,4%	8,7%	21,7%	17,3%	85,4%
Information Systems (Software)	12	6,6%	3,14	75,0%	15,0%	10,0%	21,4%	13,8%	75,0%
New Product and Service Development	23	12,7%	3,10	65,6%	24,7%	9,7%	20,6%	11,3%	80,9%
Totals	181	100,0%	2,94	60,1%	30,7%	9,2%	21,4%	12,1%	79,2%

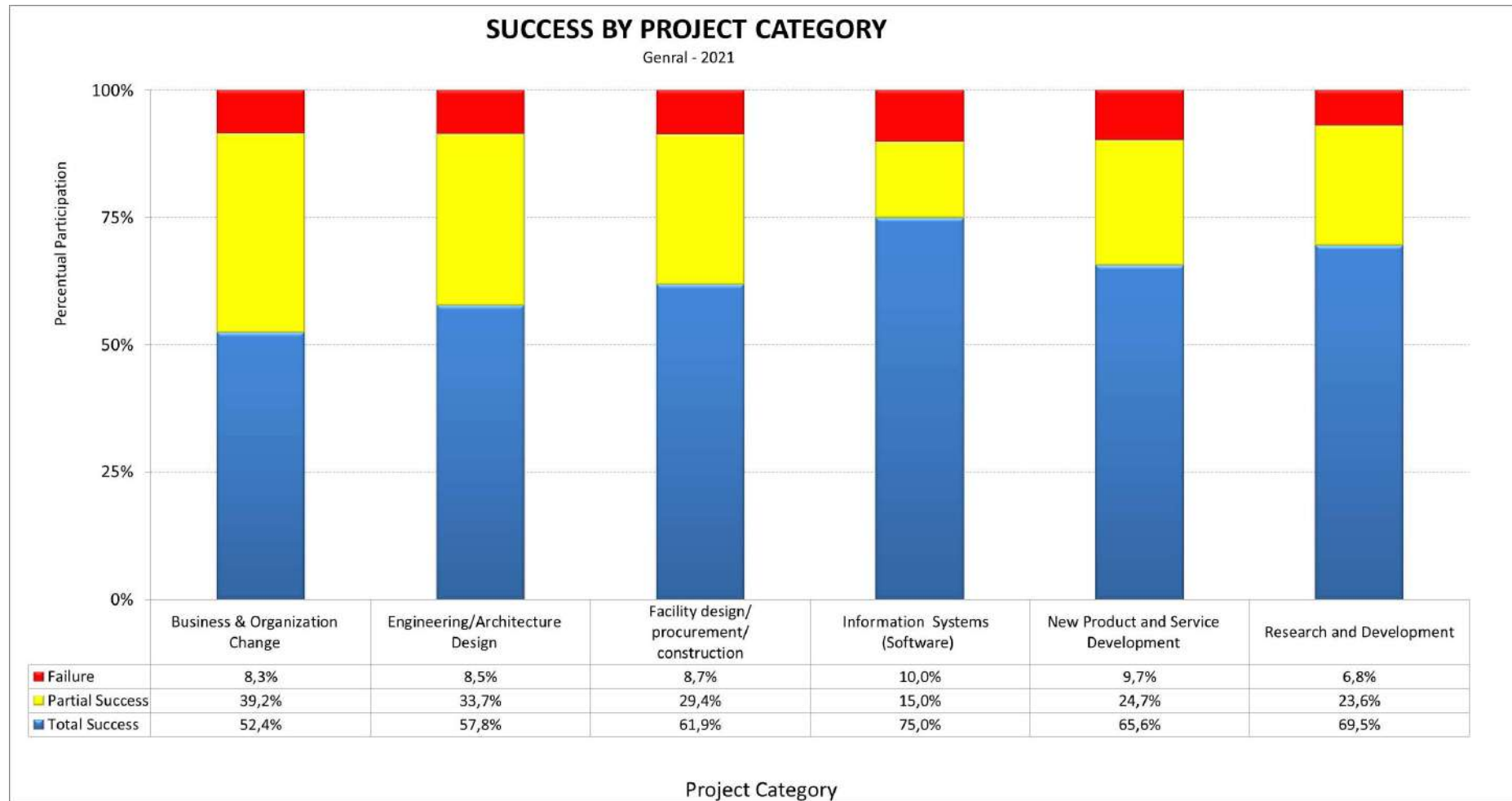
Maturity by Projects Category

The *Informations Systems (Software)* category stands out.



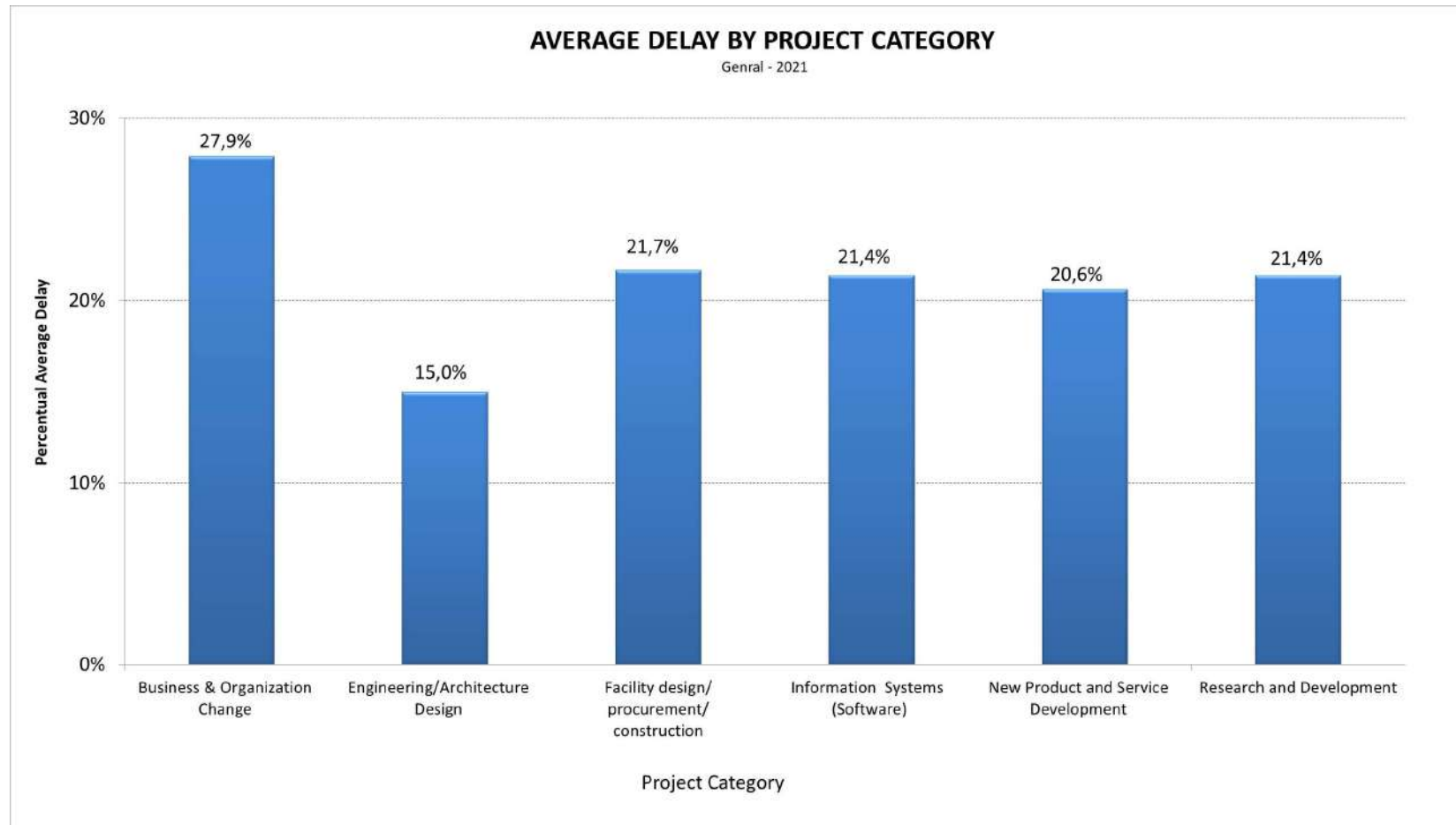
Success by Projects Category

The *Information Systems (software)* category stands out.



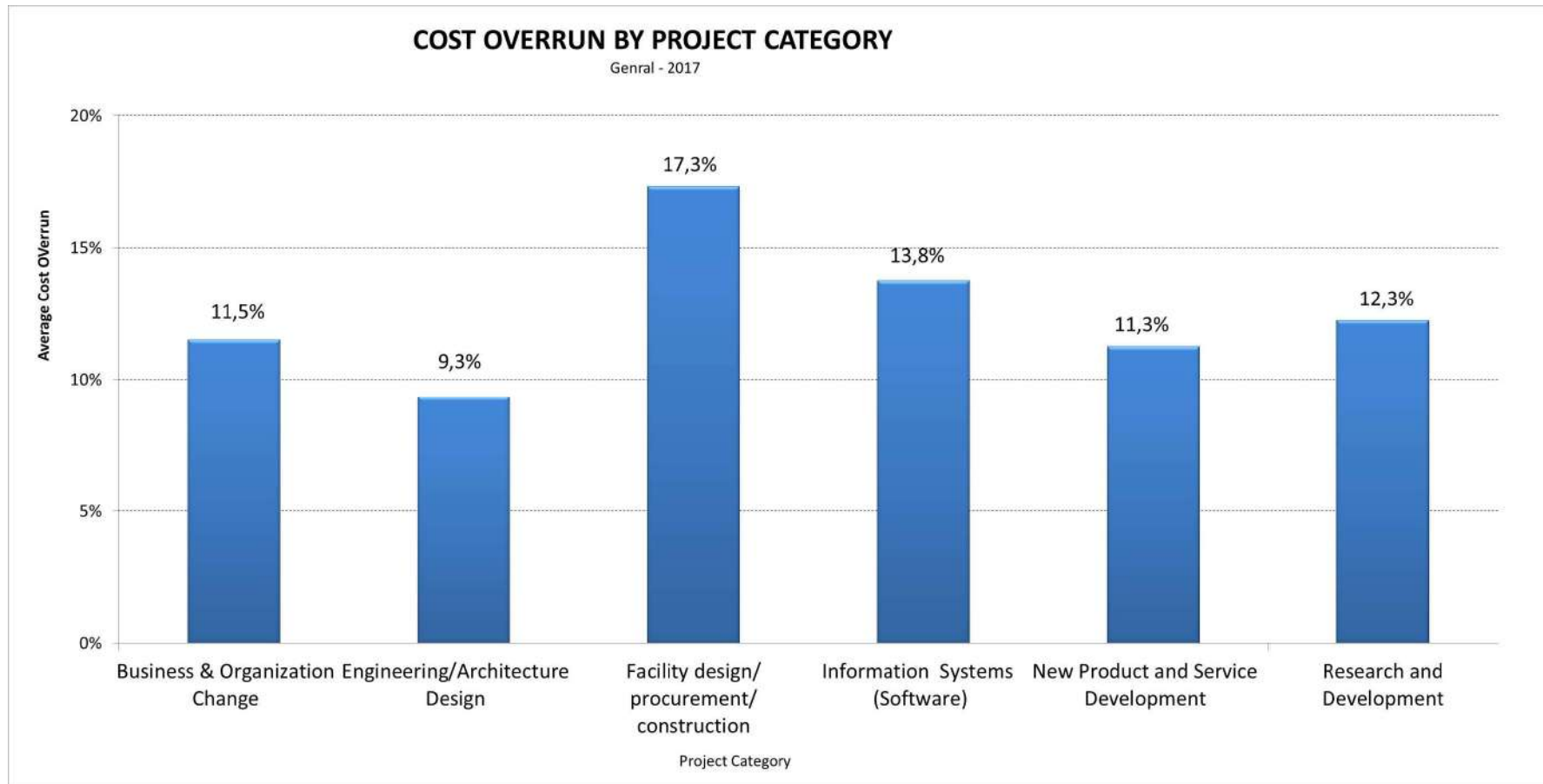
Delay by Projects Category

The *Engineering/Architecture Design* category stands out.



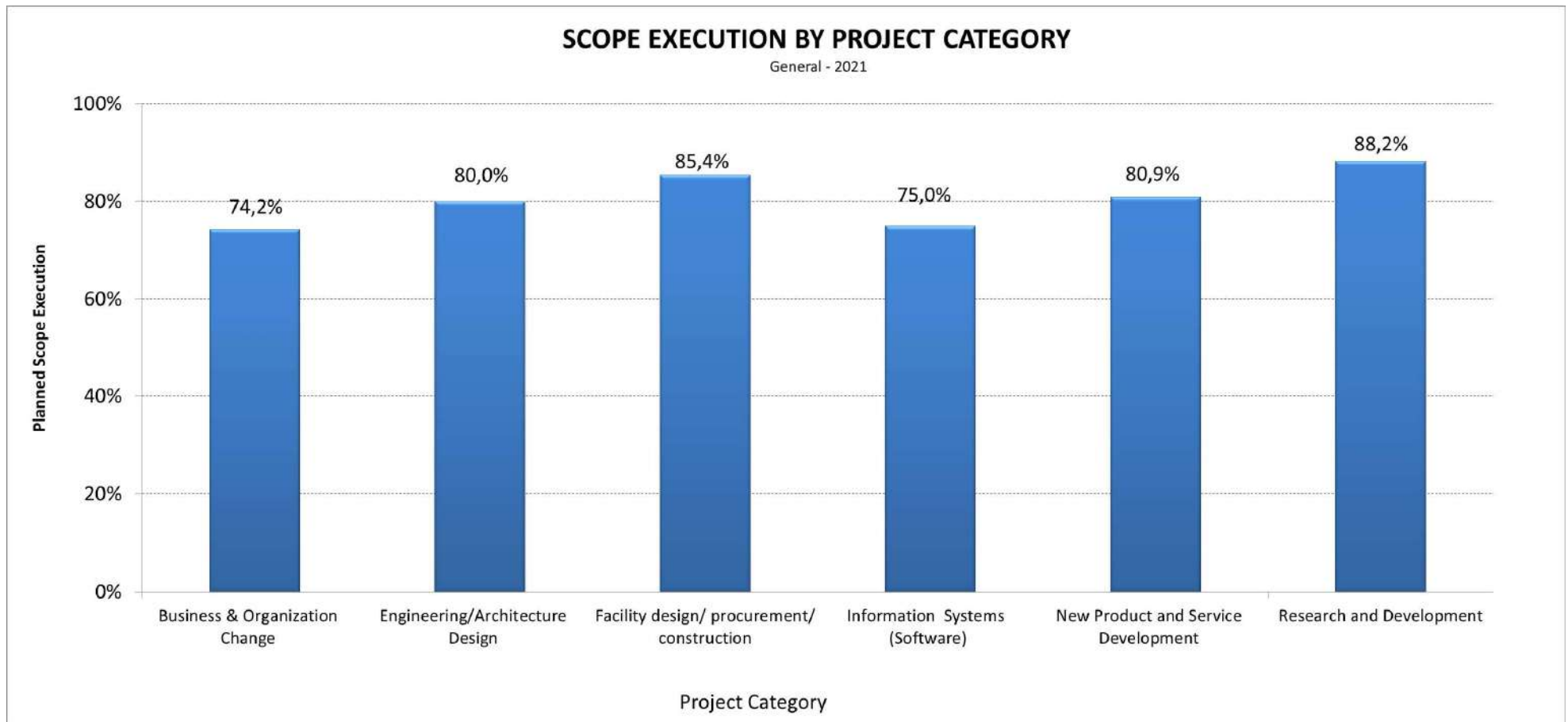
Cost Overrun by Projects Category

The *Engineering/Architecture Design* category stands out.



Scope Execution by Projects Category

The category *Construction* stand out.



Results by Business Area

In this part of the report, data analysis is done similar to Part 2, 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".

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

Participants by Business Area

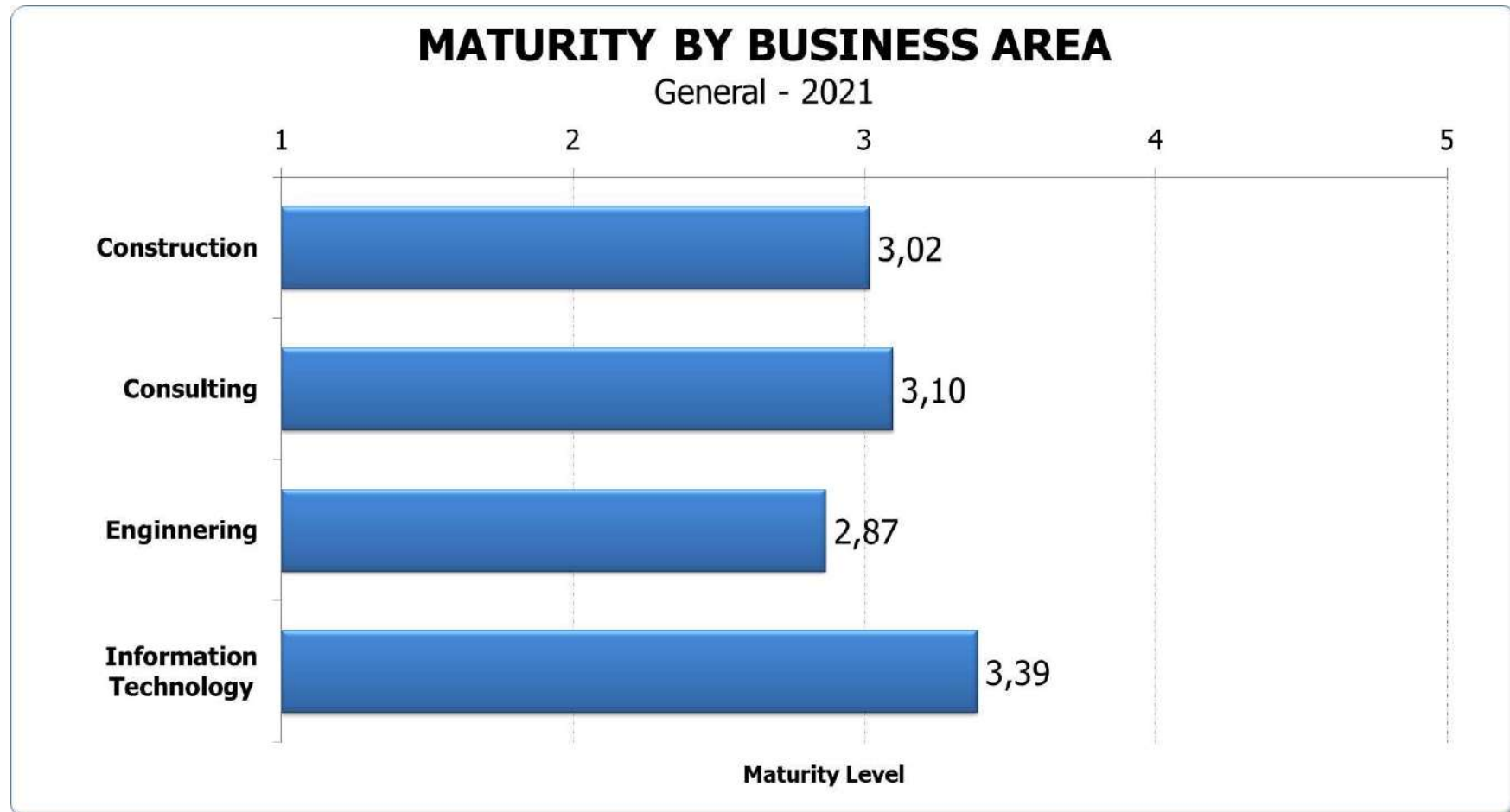
Only the areas below were present in the survey with more than 10 participants.

BUSINESS AREA	# of Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Average Cost Overrun	Scope Execution
Construction	17	9,4%	3,02	54%	36%	10%	20%	19%	78%
Consulting	20	11,0%	3,10	69%	24%	7%	15%	7%	86%
Enginnering	39	21,5%	2,87	62%	30%	8%	22%	13%	83%
Information Technology	12	6,6%	3,39	69%	27%	5%	15%	12%	78%
Totals Average			2,94	60,1%	30,7%	9,2%	21%	12%	79%

Only the groups above presented samples greater than 10 participants.

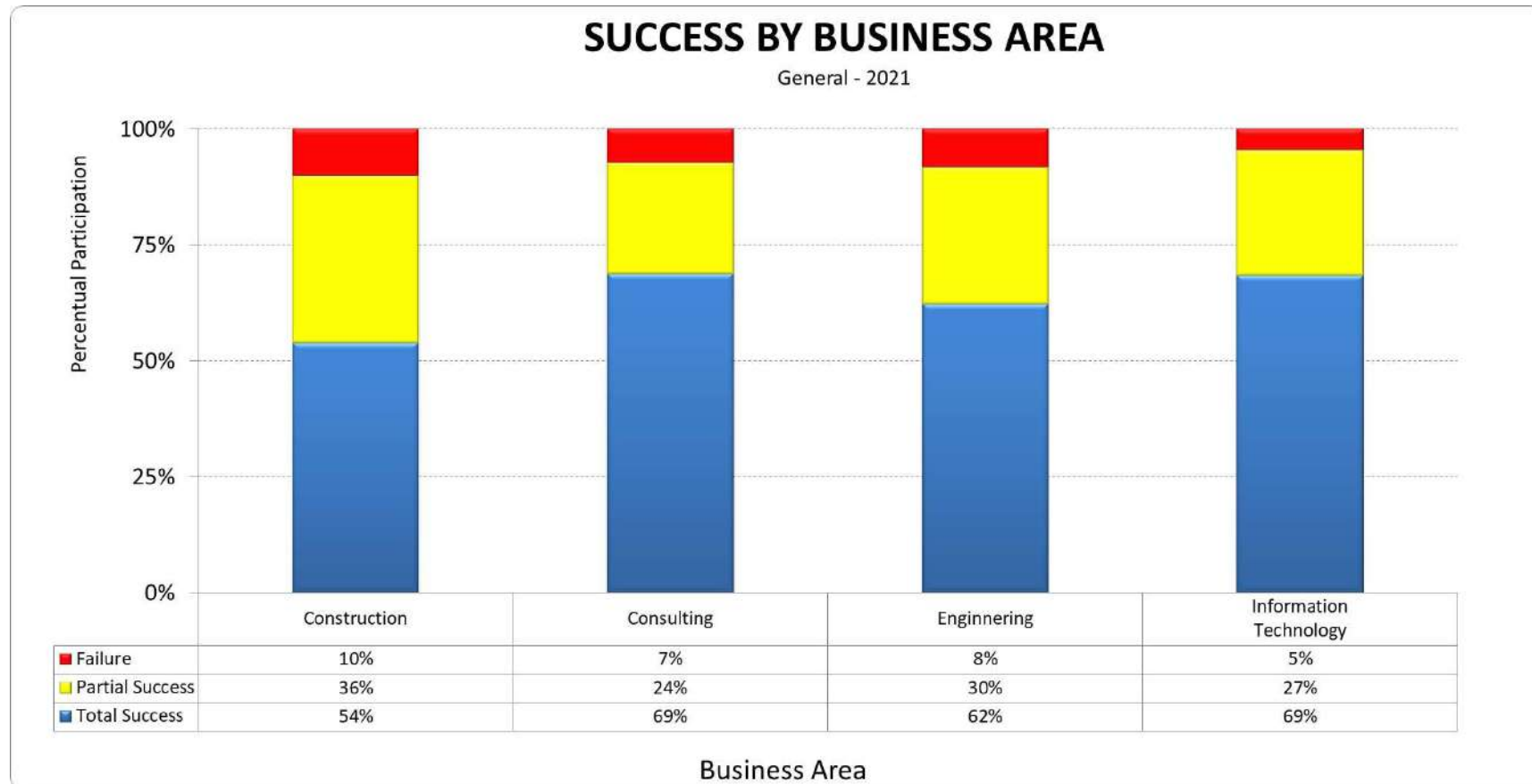
Maturity by Business Area

The maturity of the *Information Technology* area stood out above the others.



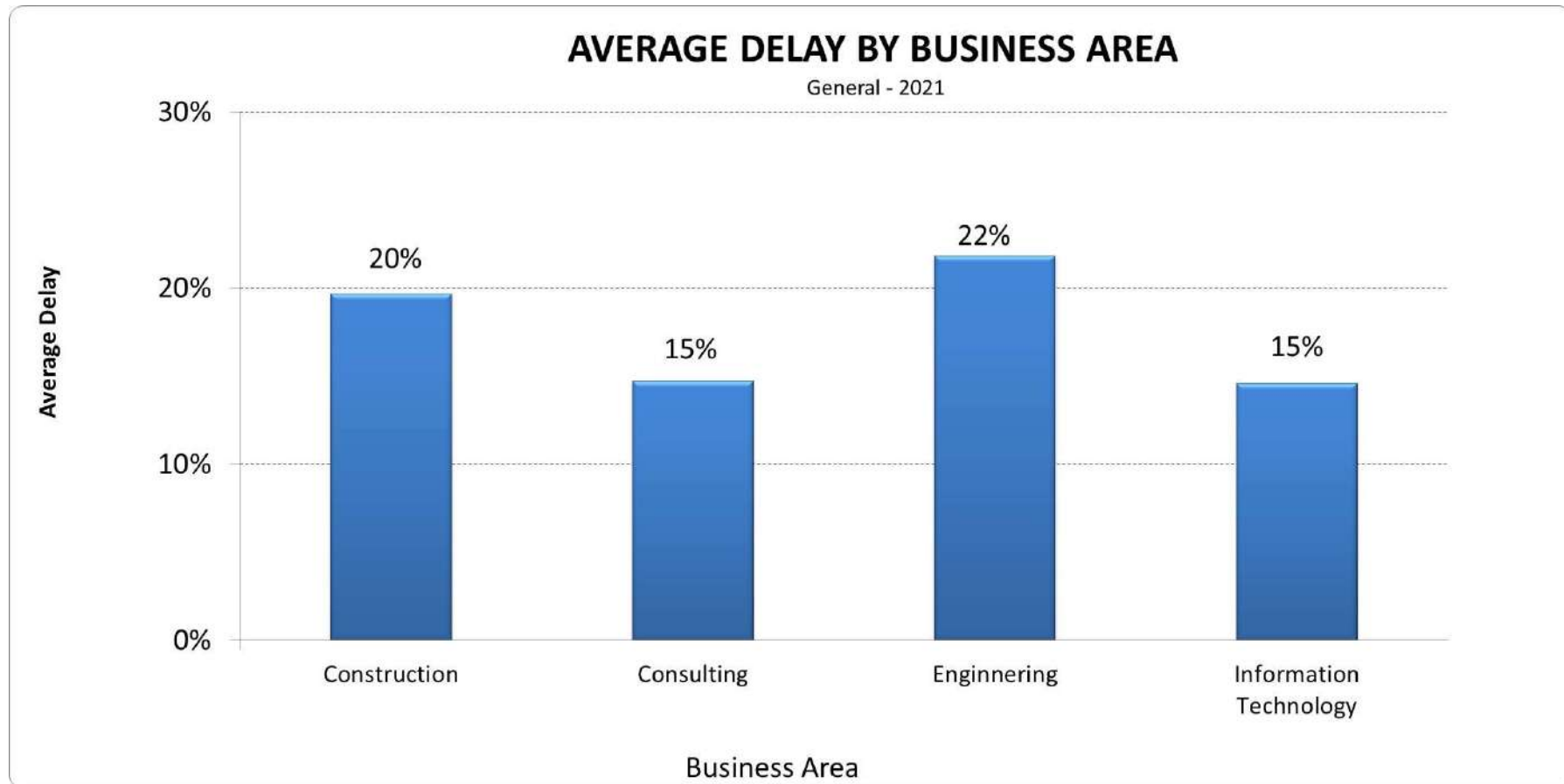
Success by Business Area

The indicators of *Information Technology* areas were highlights.



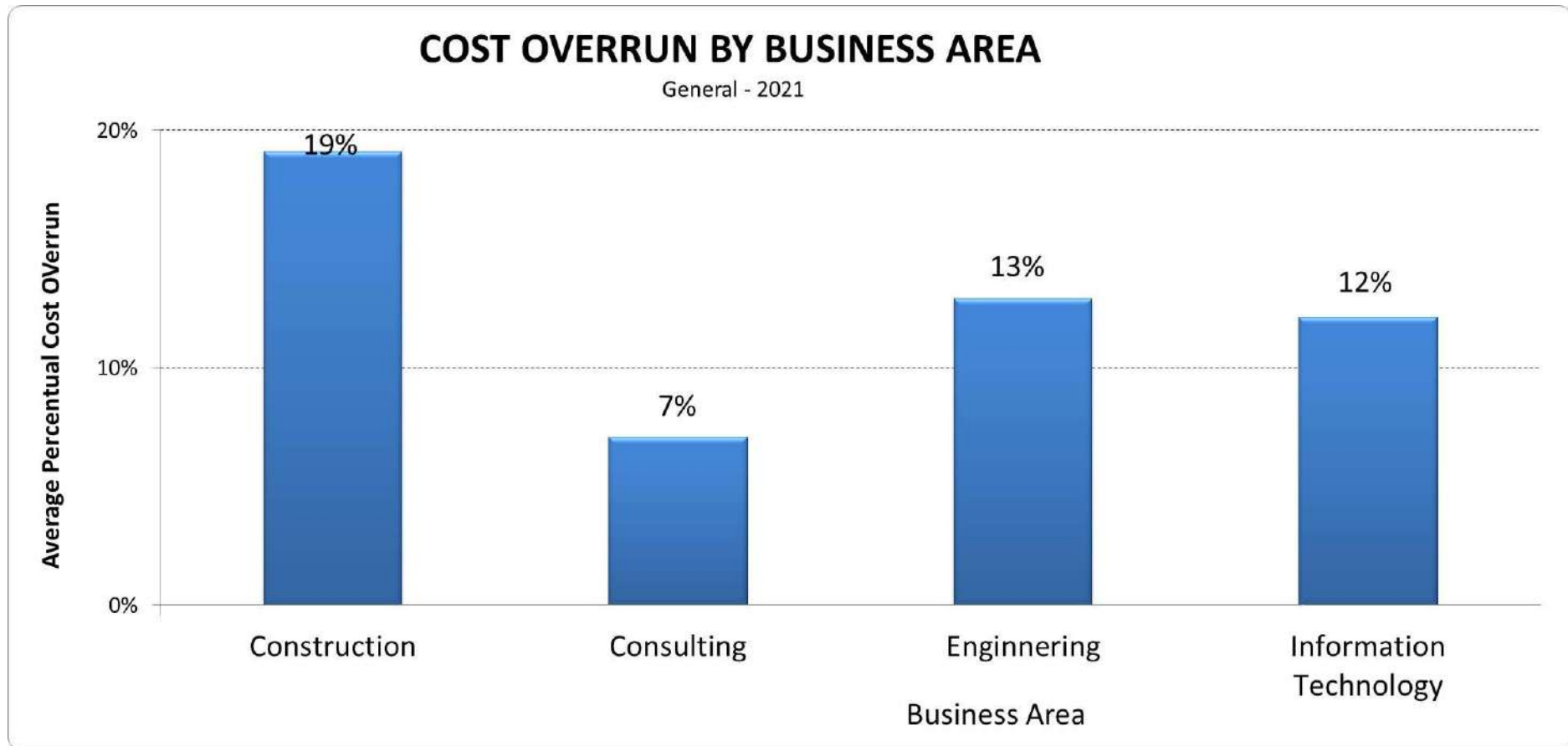
Delay by Business Area

Consulting and Information Technology has smaller delay.



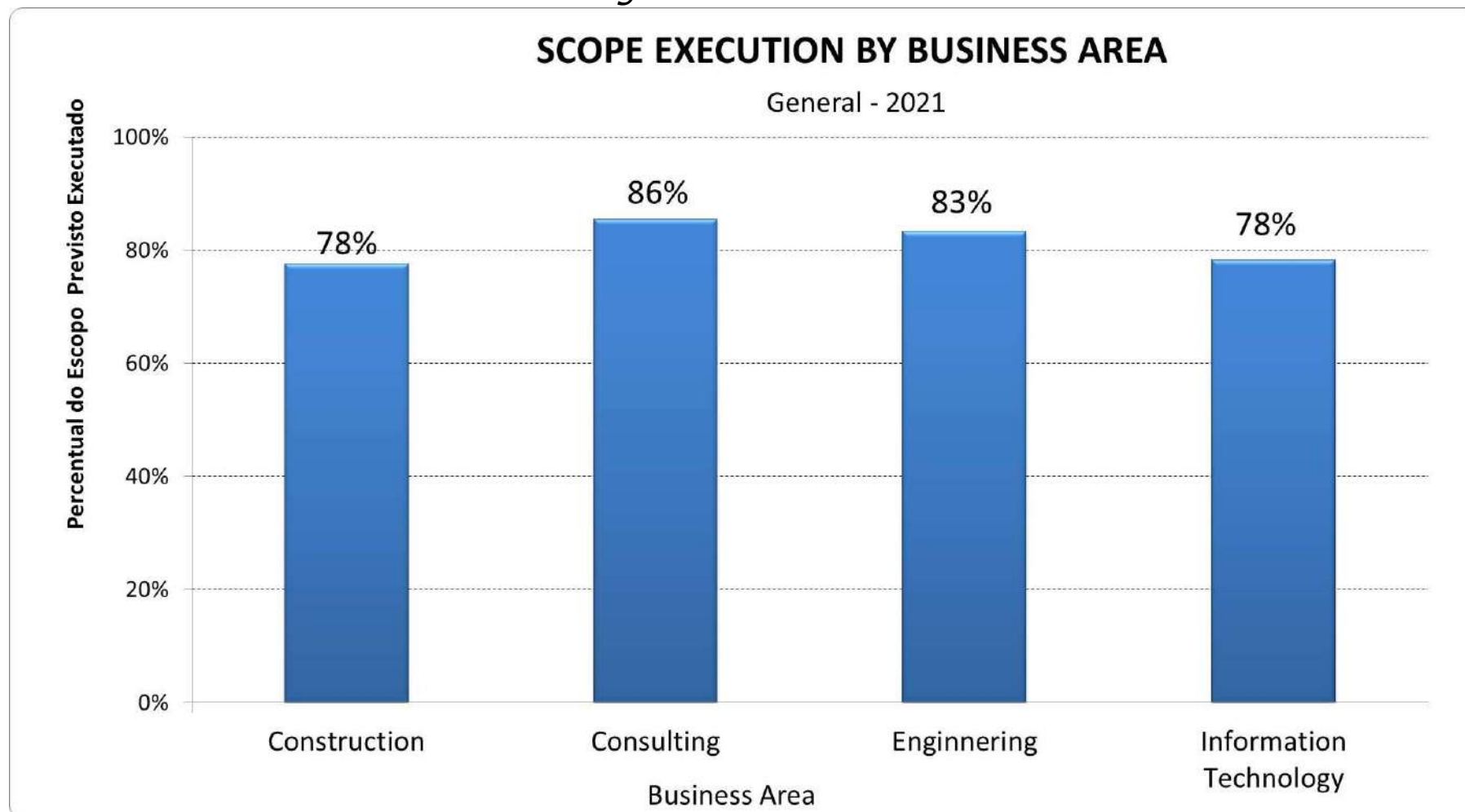
Cost Overrun by Business Area

Consulting has the best value.



Scope Execution by Business Area

Consulting 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 2 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 :

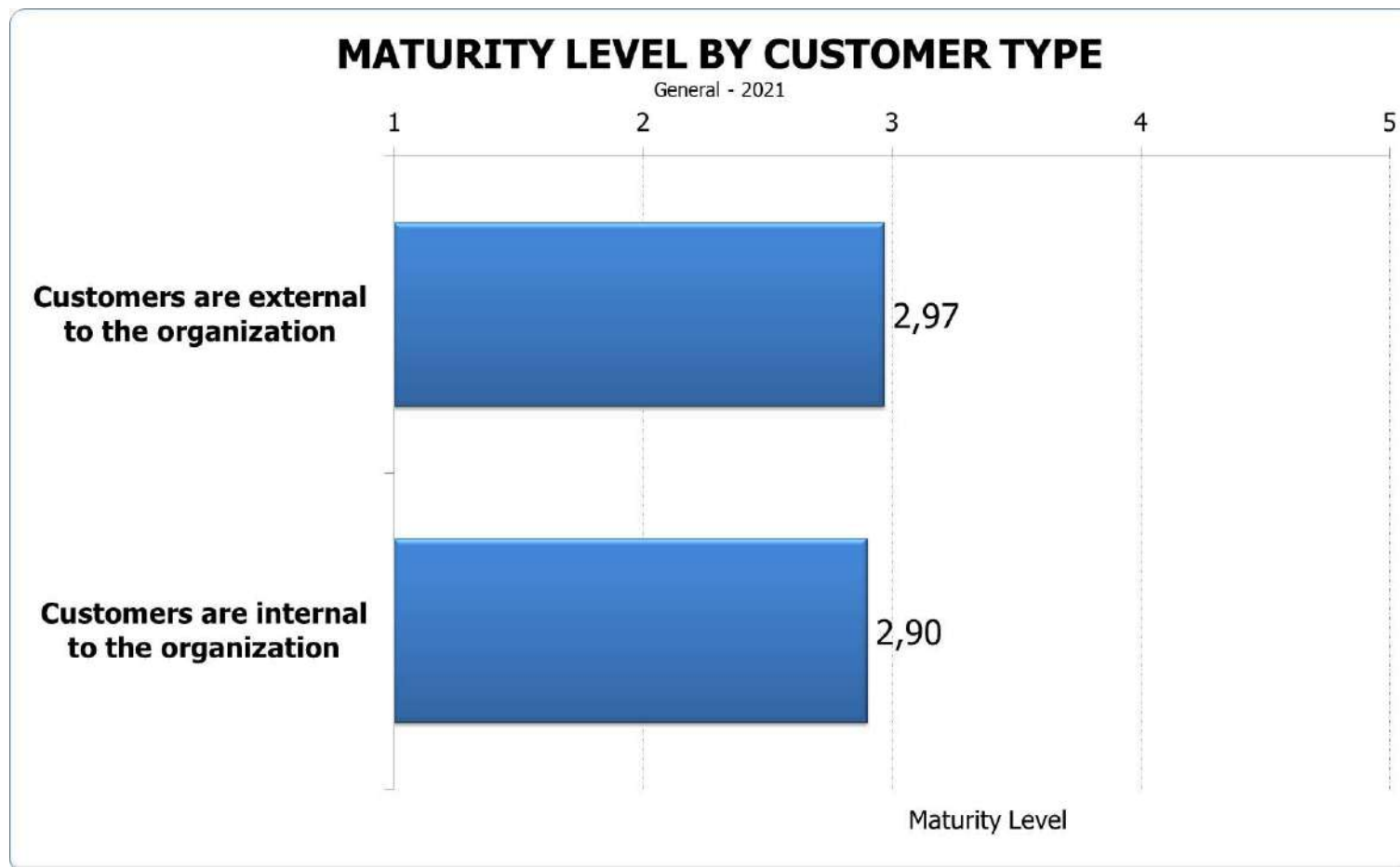
The graphs shown below demonstrate that the two groups analyzed perform very similarly.

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	99	54,7%	2,97	61%	30%	9%	21%	13%	81%
Customers are internal to the organization	82	45,3%	2,90	59%	32%	9%	22%	11%	77%
Totals	181	100,0%	2,94	60%	31%	9%	21%	12%	79%

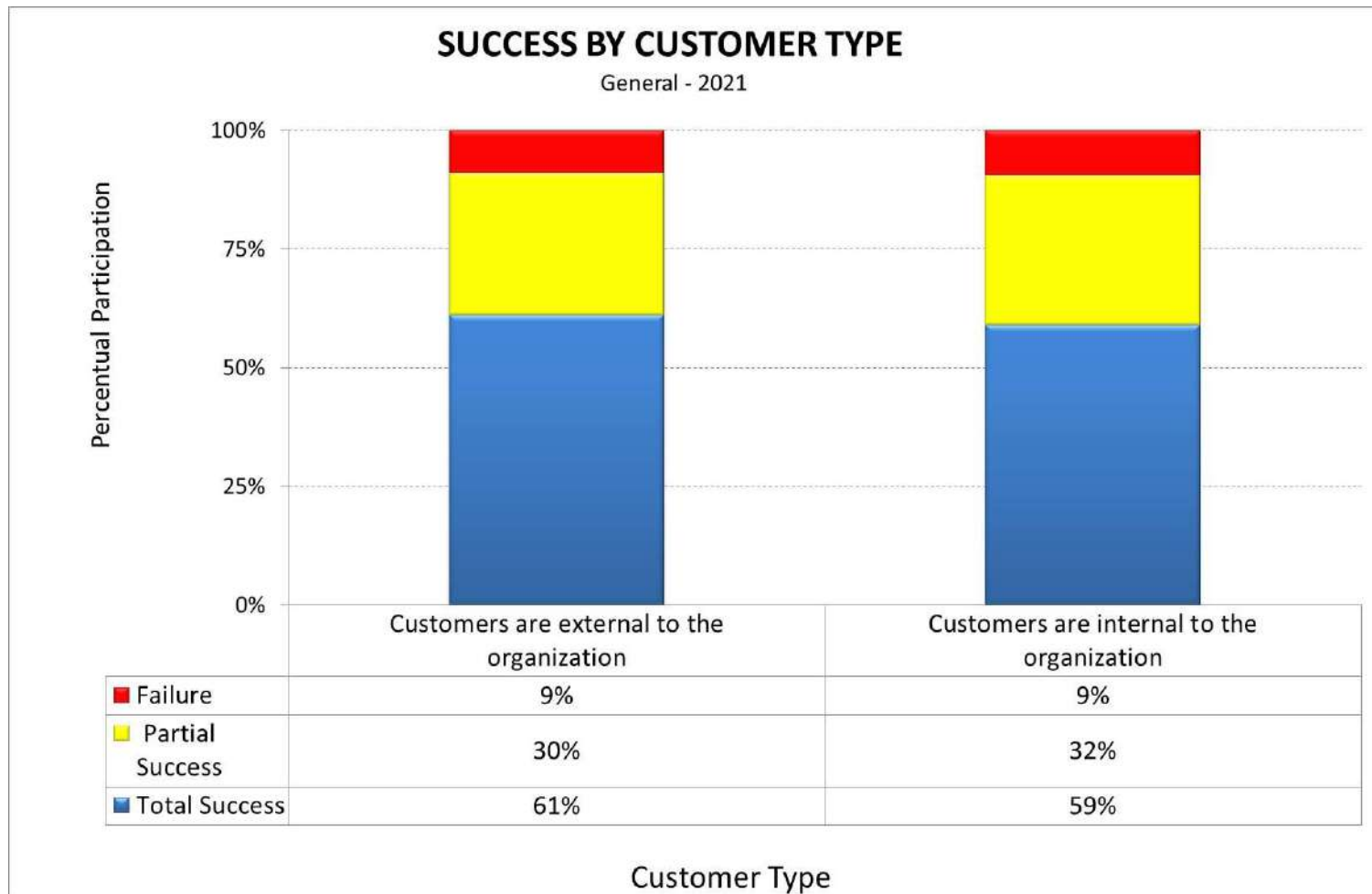
Maturity by Customer Type

There is no significant difference between the two groups.



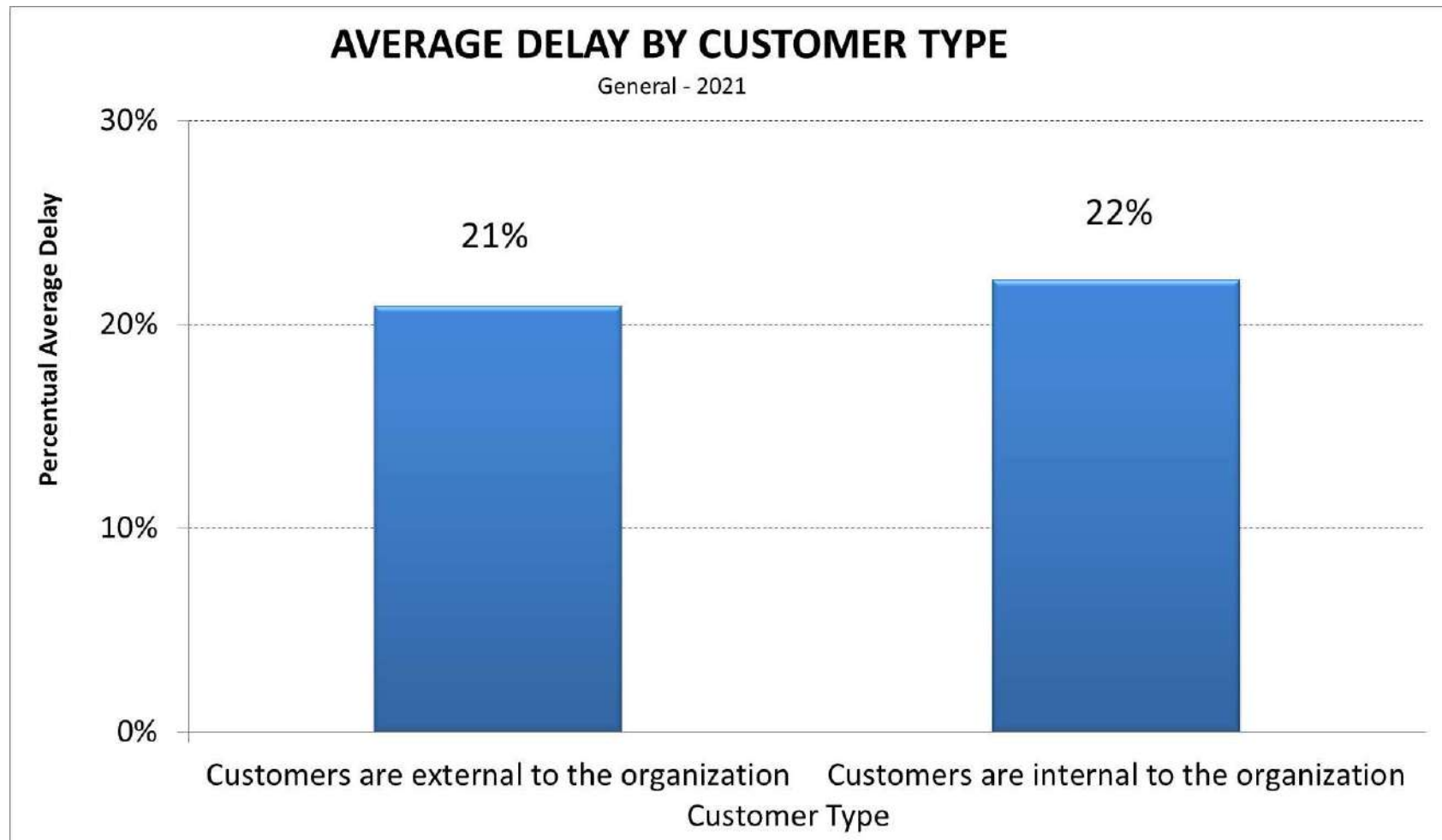
Success by Customer Type

There is no significant difference between the two groups.



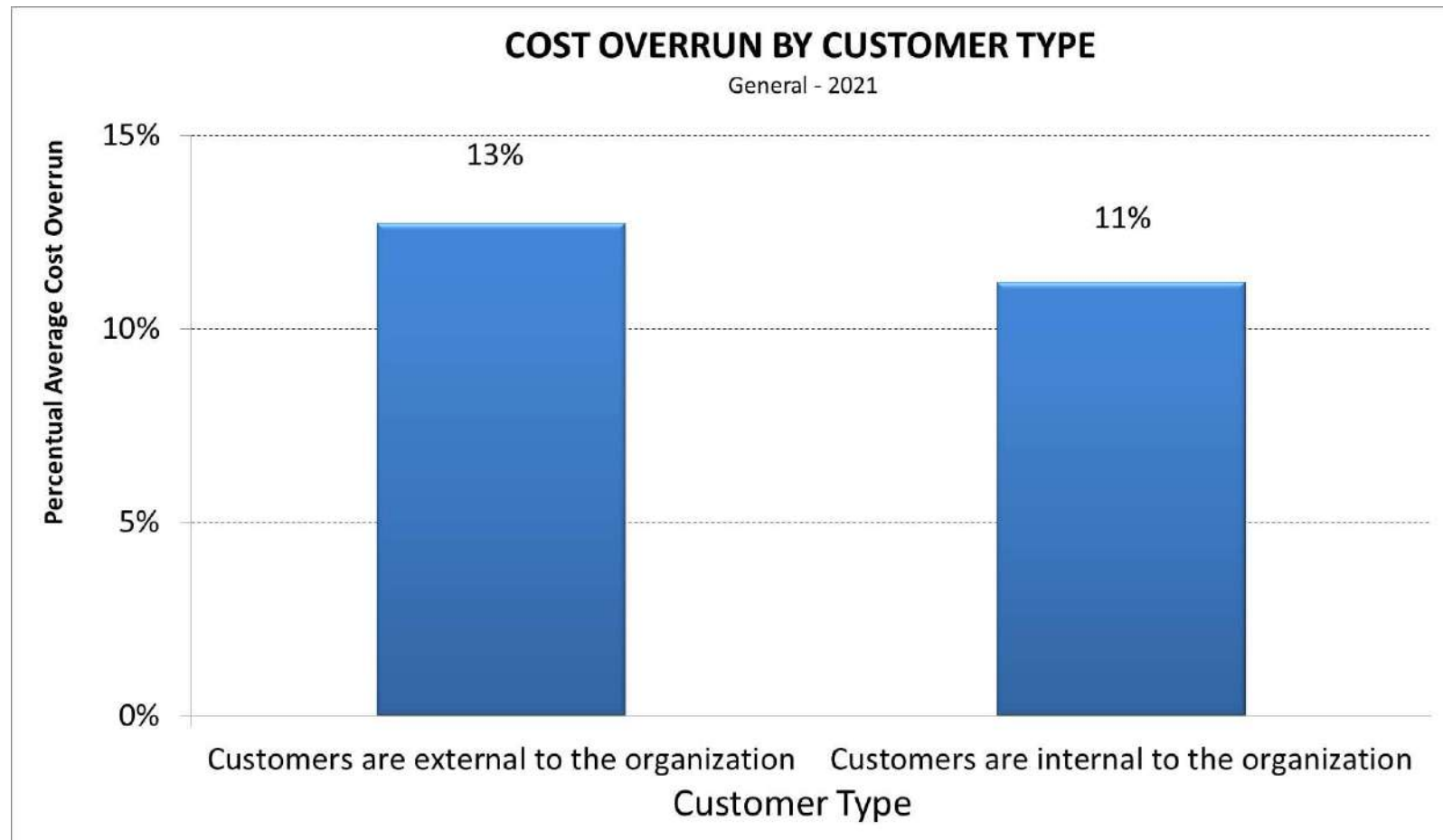
Delay by Customer Type

There is no significant difference between the two groups.



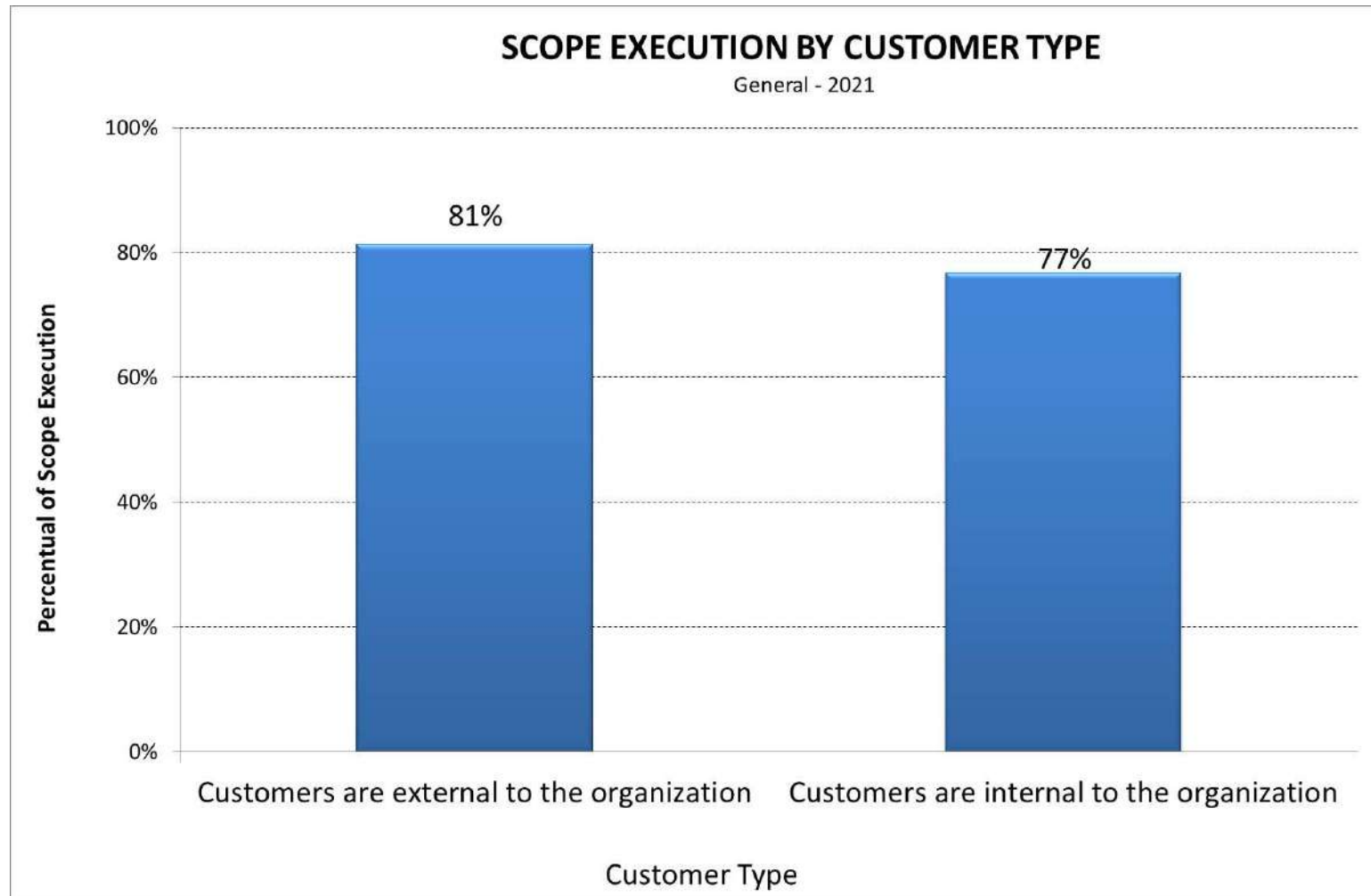
Cost Overrun by Customer Type

There is no significant difference between the two groups.



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.

Brazilian States present in this Group

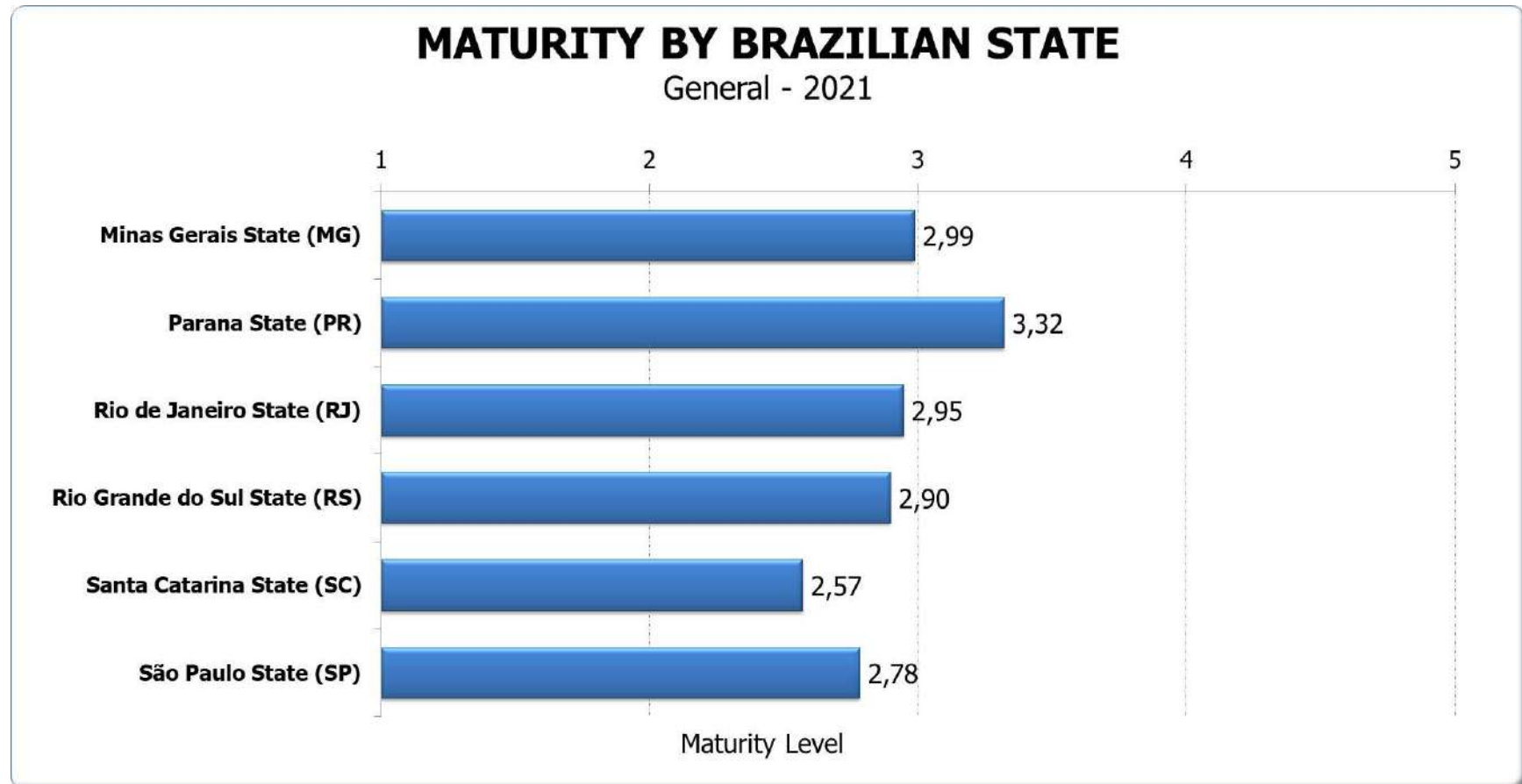
Highlights of presence for São Paulo State and Minas Gerais State.

	# Respondentes	Percentual	Maturidade	Sucesso total	Sucesso Parcial	Fracasso	Atraso	Estouro de Custos	Execução do Escopo
Minas Gerais State (MG)	53	29,3%	2,99	60%	31%	9%	19%	11%	79%
Parana State (PR)	11	6,1%	3,32	57%	39%	4%	19%	18%	85%
Rio de Janeiro State (RJ)	15	8,3%	2,95	53%	34%	14%	24%	6%	77%
Rio Grande do Sul State (RS)	16	8,8%	2,90	58%	27%	15%	31%	11%	88%
Santa Catarina State (SC)	16	8,8%	2,57	51%	44%	5%	18%	9%	74%
São Paulo State (SP)	29	16,0%	2,78	68%	25%	7%	19%	15%	78%
General			2,94	60,1%	30,7%	9,2%	21%	12%	79%

Only the groups above presented samples greater than 10 participants.

Maturity by Brazilian State

Highlights for Parana State

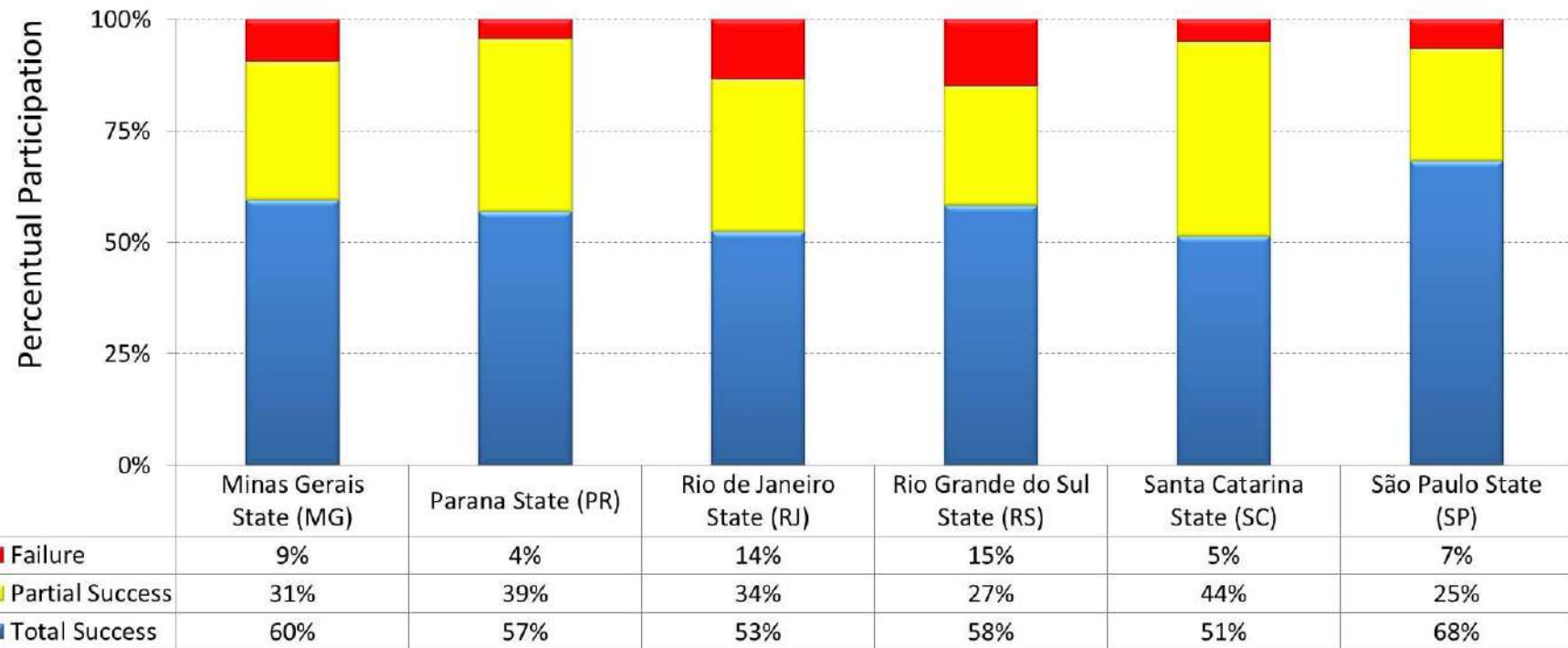


Success by Brazilian State

Highlights for São Paulo State.

SUCCESS BY BRAZILIAN STATE

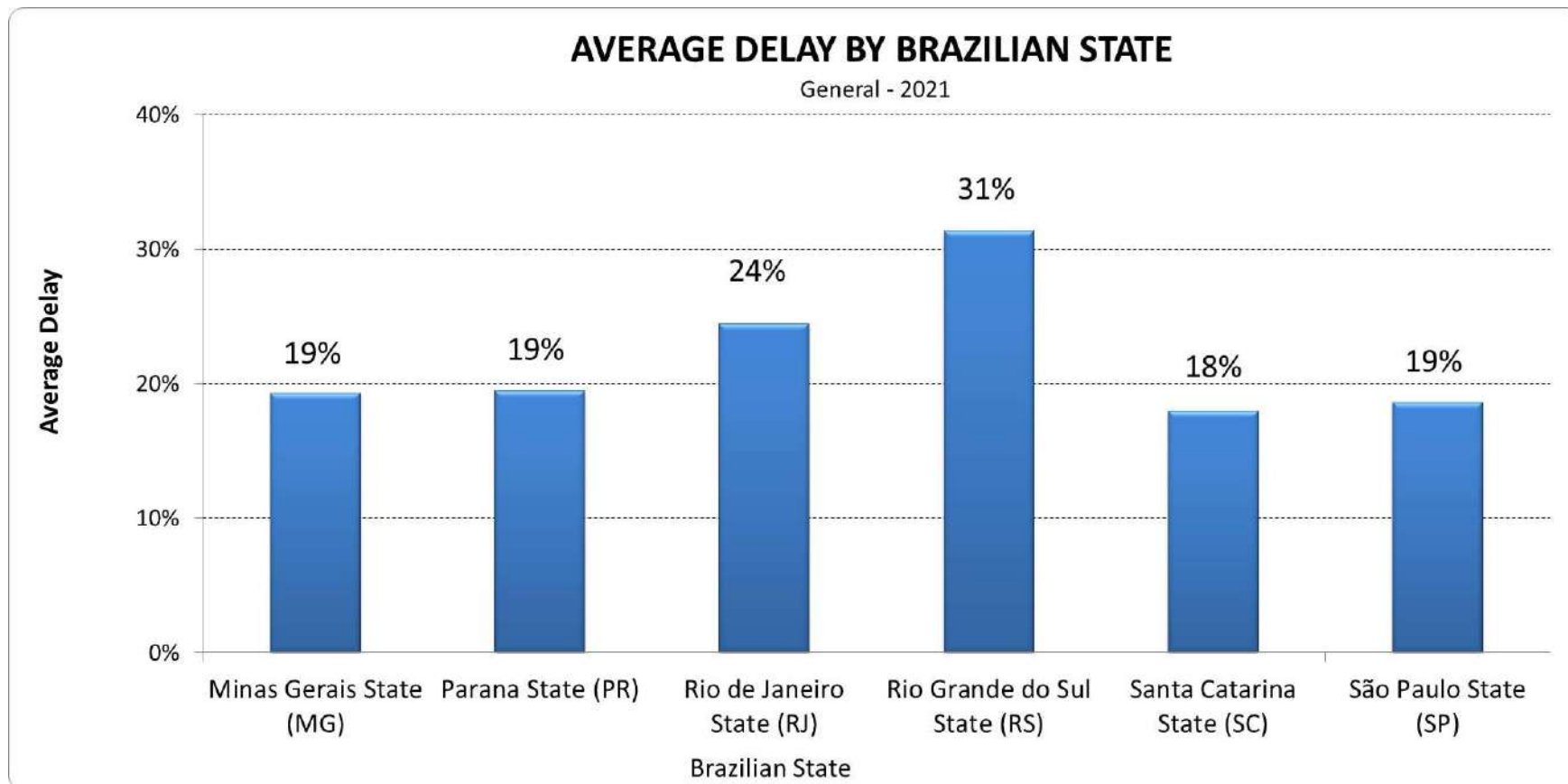
General - 2021



Brazilian State

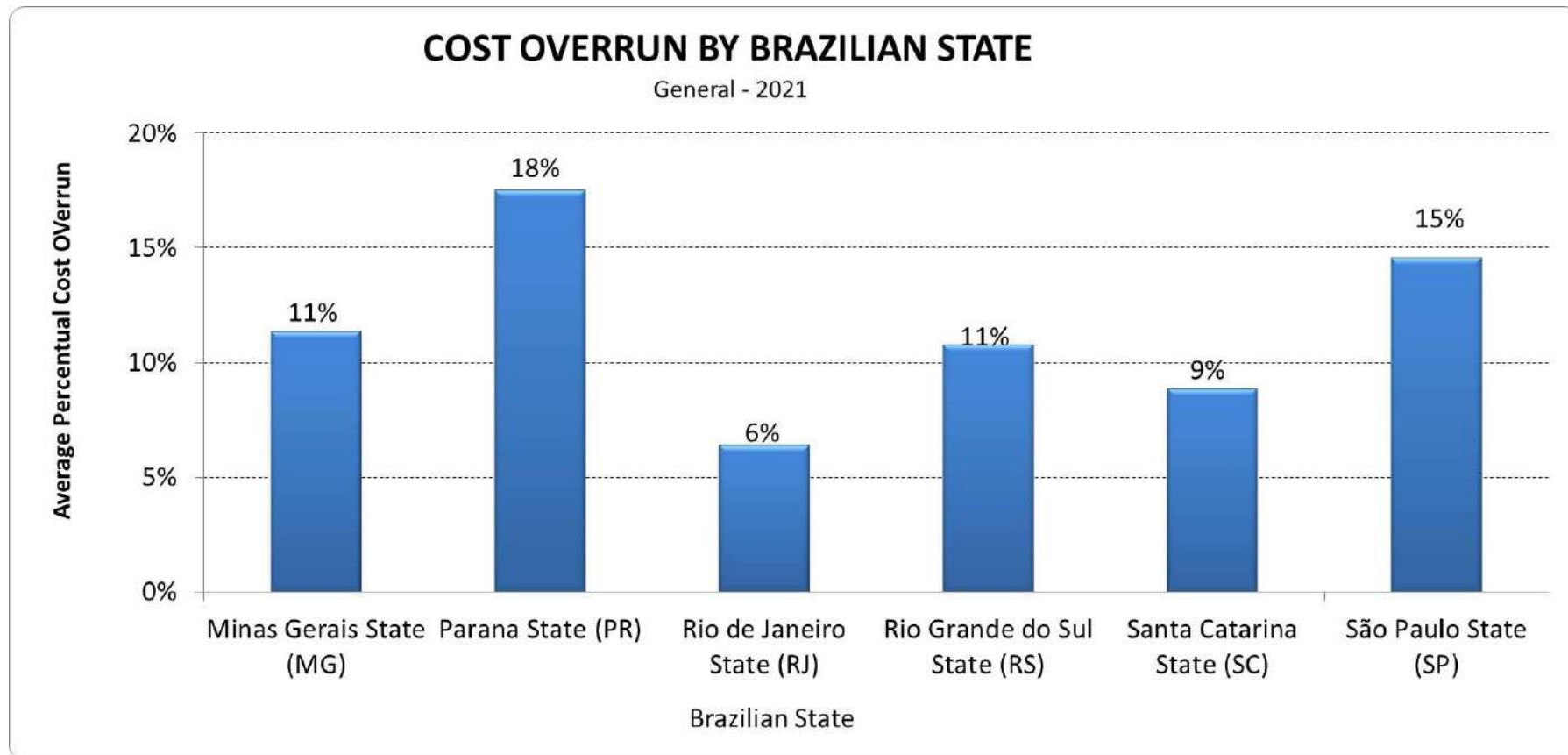
Delay by Brazilian State

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



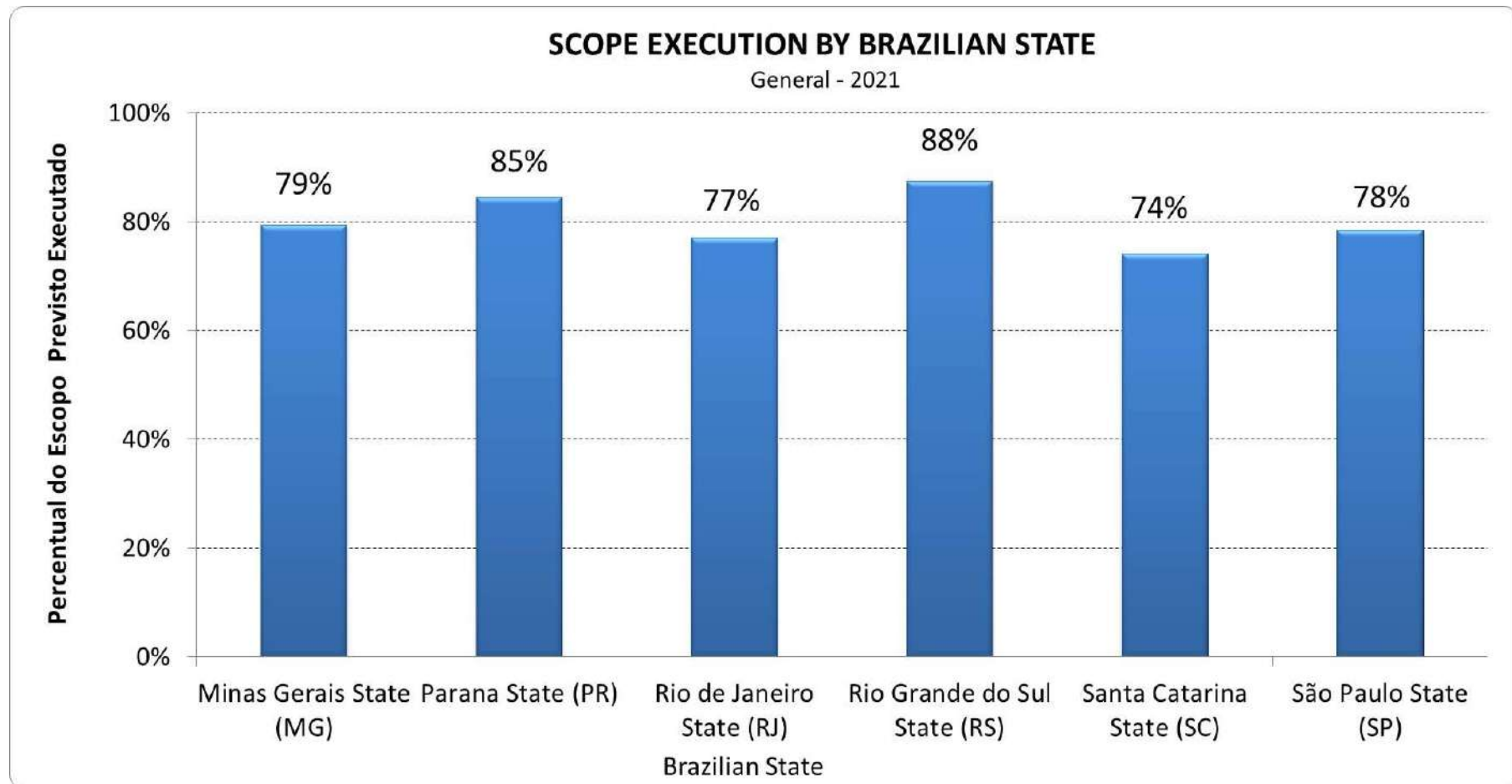
Cost Overrun by Brazilian State

Highlights for Rio de Janeiro State.



Scope Execution by Brazilian State

Highlights for Rio Grande do Sul State.



Attachments

About data and results presented in this report

As mentioned previously, we had a public of 181 participants in 2021. 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.

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. He developed the MEPCP methodology, the MMGP maturity model and the SISGEP software. He conducts a maturity survey on PM since 2005. Lately, he has worked internally with the *FALCONI* presidency, helping with strategic planning and project implementation.



Warlei Agnelo de Oliveira Warlei Agnelo de Oliveira is a Customer Relationship Engineer at the Commercial Department of Gasmig - Cia. de Gás de Minas Gerais for 8 years, focusing on generation, cogeneration and air conditioning solutions. Previously, he was an Advisor to the Department of Transport and Public Works of the State of Minas Gerais and Manager of the Structuring Project “Metrô de Belo Horizonte” by Metrominas. He was also a senior consultant at FDG/INDG (Current Falconi). Graduated in Civil Engineering with an MBA in Project Management from FGV and a Masters in Administration, he has the Orange Belt certification from ILL and was a professor of the Engineering and Technologists Courses at the UNA University Center in Belo Horizonte for 10 years..



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*.

2021 Team: Leadership



Russel D. Archibald (in memoria)

- 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
- Senior Advisor at FALCONI



GENERAL COORDINATION

Darci Prado

SITE DEVELOPMENT AND MAINTENANCE

2x3 Organization

SITE DATA MAINTENANCE

Eduardo Motta

DATA BASE

2x3 Organization

DATA PREPARATION

Darci Prado, Eduardo Motta and Pedro Rocha

ANALYTICS

Paula Júlio

SITE

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Prado-MMGP Maturity 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.

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: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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).

Maturity Levels

Level	Title	Characteristics
4	Managed	<p>This level represents the situation where the GP platform really works and gives results. Its main characteristics are:</p> <ul style="list-style-type: none"> • 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	<p>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:</p> <ul style="list-style-type: none"> • 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.

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.

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