

MATURITY IN PROJECT MANAGEMENT - BRAZIL

Archibald & Prado's Research

www.maturityresearch.com

2024 Research Report:

"General Report"

Part A: Performance Indicators

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1. Introduction
2. General Results
3. Results By Organization Type
4. Results by Project Category
5. Results by Business Area
6. Results by Customer Type
7. Results by Brazilian State

Attachments

- A. Highlights
- B. Team that developed this work
- C. Prado-MMGP Maturity Model
- D. Thanks

Introduction

In 2024, a maturity survey was not officially carried out in Brazil through the website www.maturityresearch.com as no call was made for this purpose. The previous survey had been carried out in 2021 and our plan is to carry out the next one exactly in 2024. But the economic scenario did not show strength to justify the research (projects in organizations are closely linked to the strength of the economy). On the other hand, we remind you that this site is permanently available and the maturity questionnaire can be answered at any time by anyone, be it a project management professional, student or simply curious. We observed that, in 2024, **117 PM professionals responded to the questionnaire**. So, we decided to take advantage of this data and publish some reports on our website:

The size of this sample (117) is adequate for producing **general reports**, but is not suitable for carrying out splits for the production of special reports (for example, exclusively for the Construction area or for the Information Technology category), since we would have small and statistically inadequate sample sizes. This is a shame, as we were deprived of important information, but we still decided to publish what was possible.

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 overall success and the lower the failure; the lower the delay; the lower the cost overrun; the higher the percentage of execution of the planned scope. Furthermore, the greater the maturity, the greater the perception, by senior management, of the importance of project management in adding value to the organization.

This report - *Global Report* - contains the analysis of data provided by all survey participants, 117 professionals from private, public and third sector companies. The data provided come from a total of 2,808 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 2.58 for Brazil. We cannot say that these data represent Brazil, given the sample size. But it is important to say that the values presented are very similar to those of other research shown here on this site.

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

MATURITY:

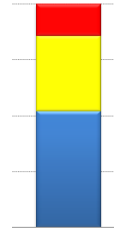
- Maturity: 2.58

117 Organizations
2,808 projects

RESULTS INDICATORS

Success Rate:

- Failure: 12%
- Partial Success: 13%
- Total Success: 55%



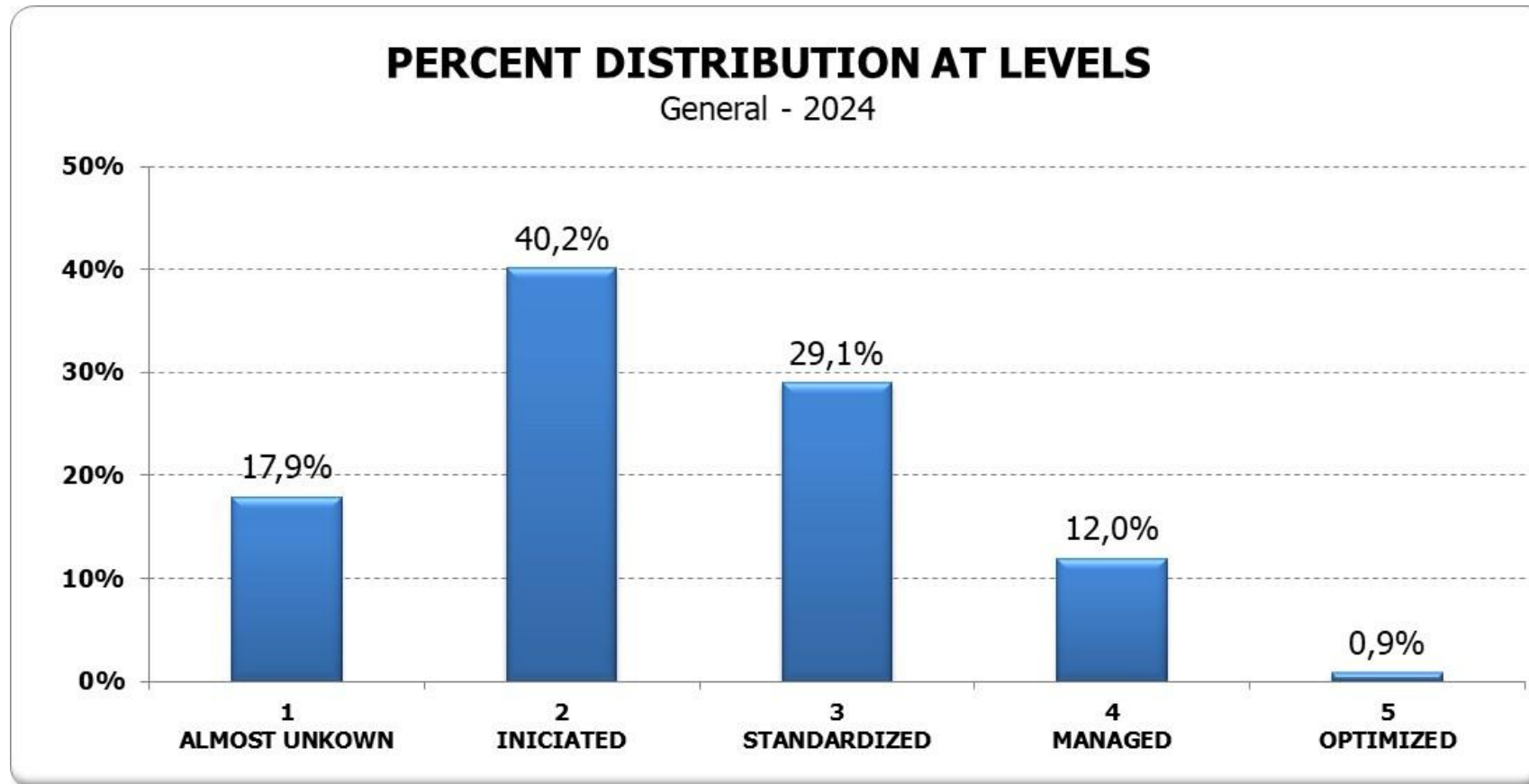
- Average delay: 30%
- Average cost overflow: 21%
- Average Scope Execution: 73%

AVERAGE COMPOSITION OF PROJECT PORTFOLIO

- Average amount of projects: 24
- Average duration of each project: 15 months

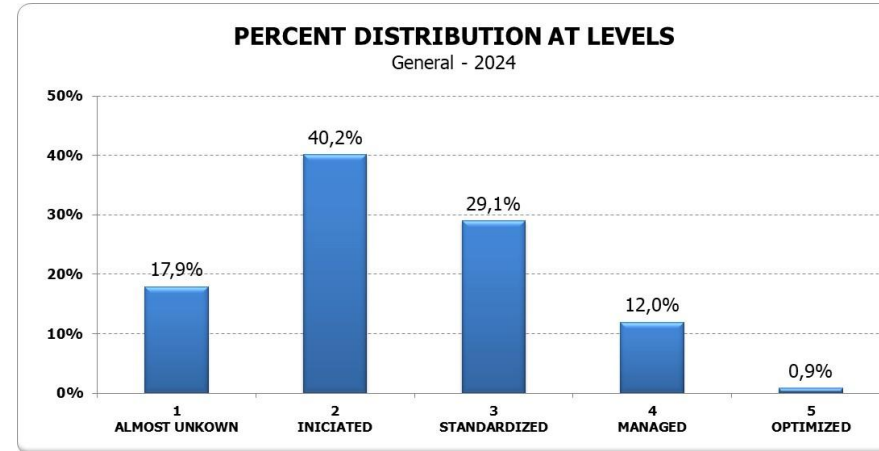
Average Maturity of the sample: **2.58**

We have a significant presence of organizations in levels 2 and 3.



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

- 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.

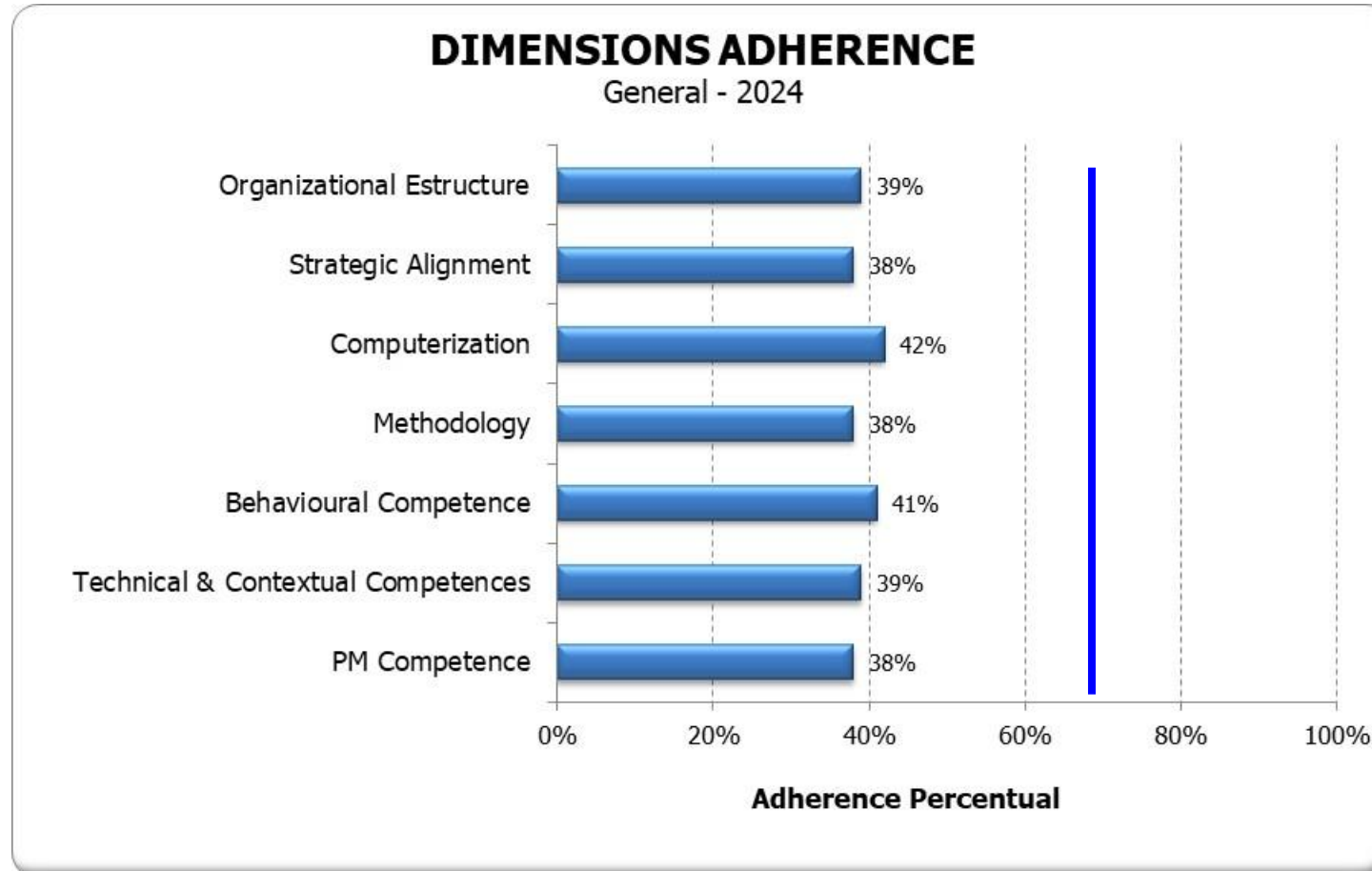


Comments

- For 58,1% (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 12,9% 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 above 70%.

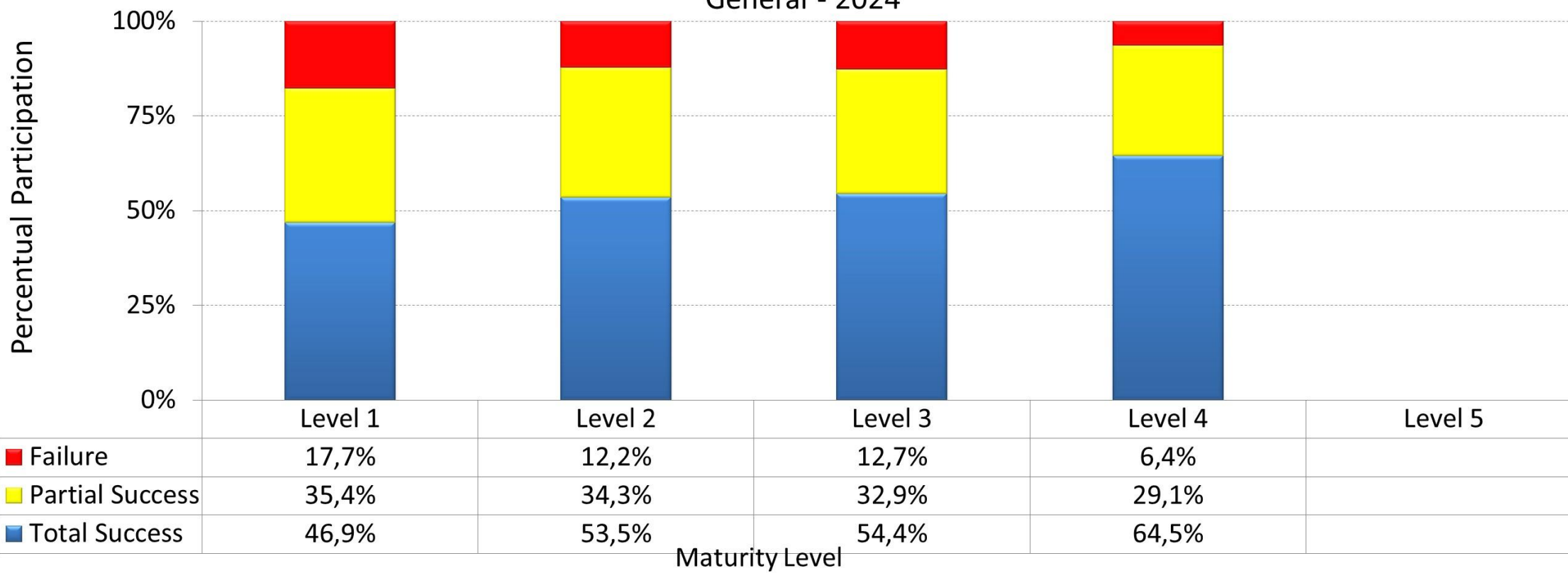


See Part 10 of this report for a brief explanation about Prado-MMGP maturity model.

The greater the maturity, the greater the success.

MATURITY LEVEL AND SUCCESS

General - 2024

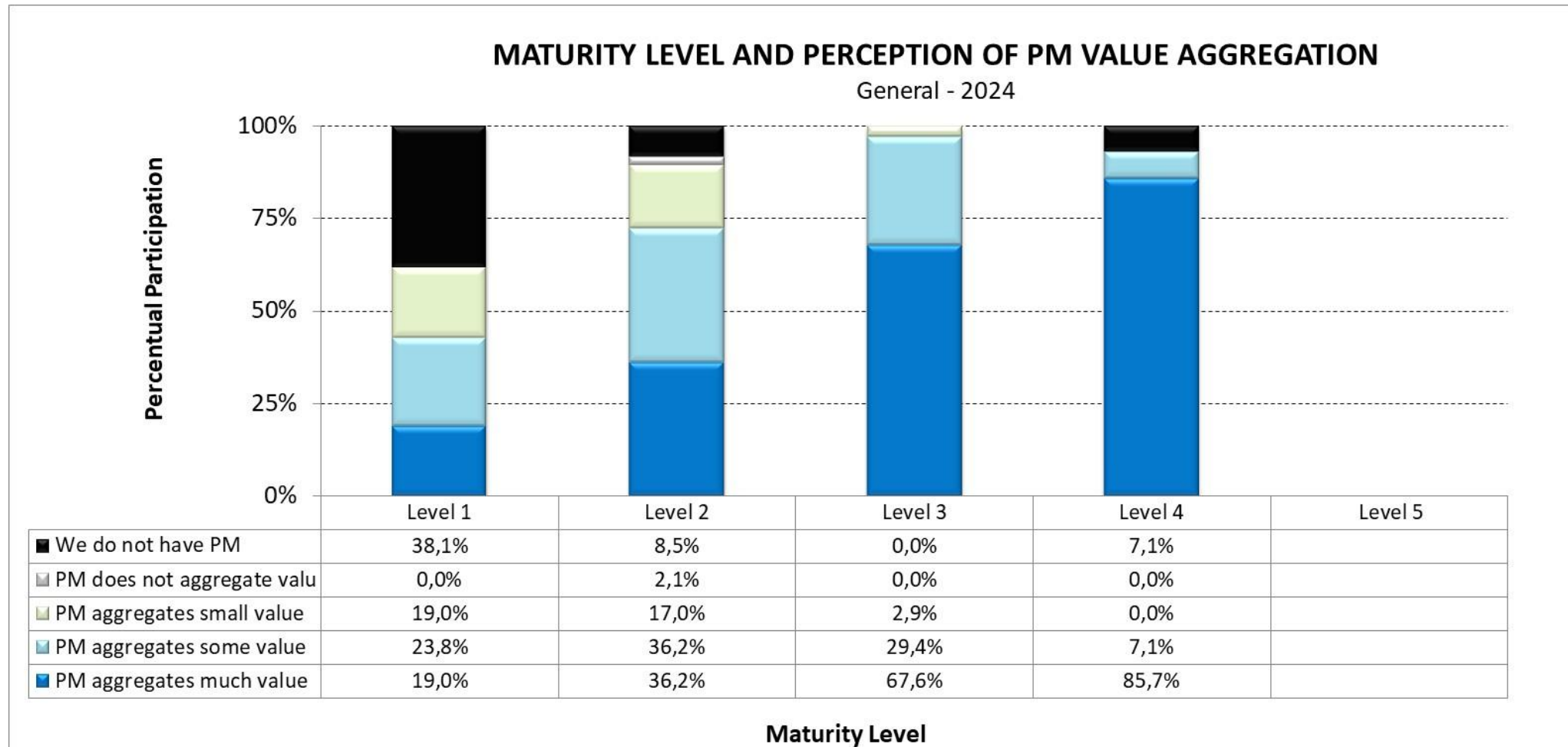


Level 5 information is not presented in line with our confidentiality policy of not disclosing information from groupings with less than 5 participants.

TYPE	CHARACTERISTICS
<p>TOTAL SUCCESS</p>	<p>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).</p>
<p>PARTIAL SUCCESS</p>	<p>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.</p>
<p>FAILURE</p>	<p>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.</p>

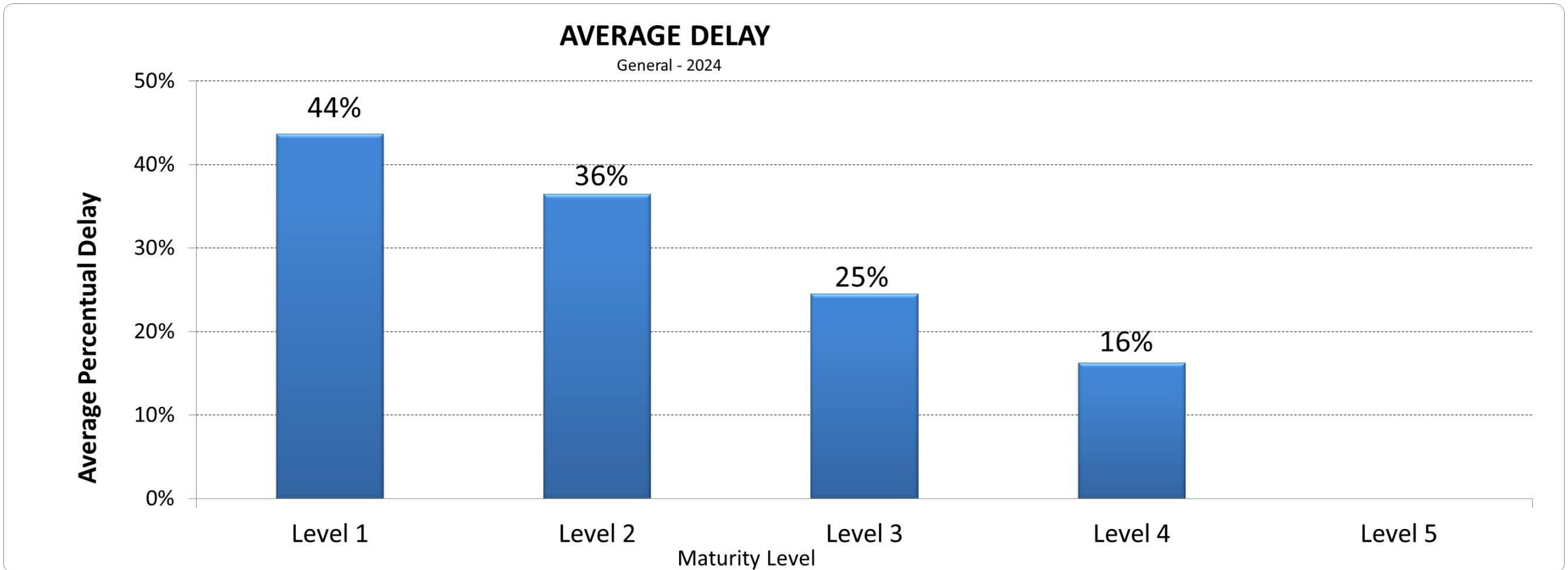
See the complete set of success conceptualization on the site www.maturityresearch.com

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



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

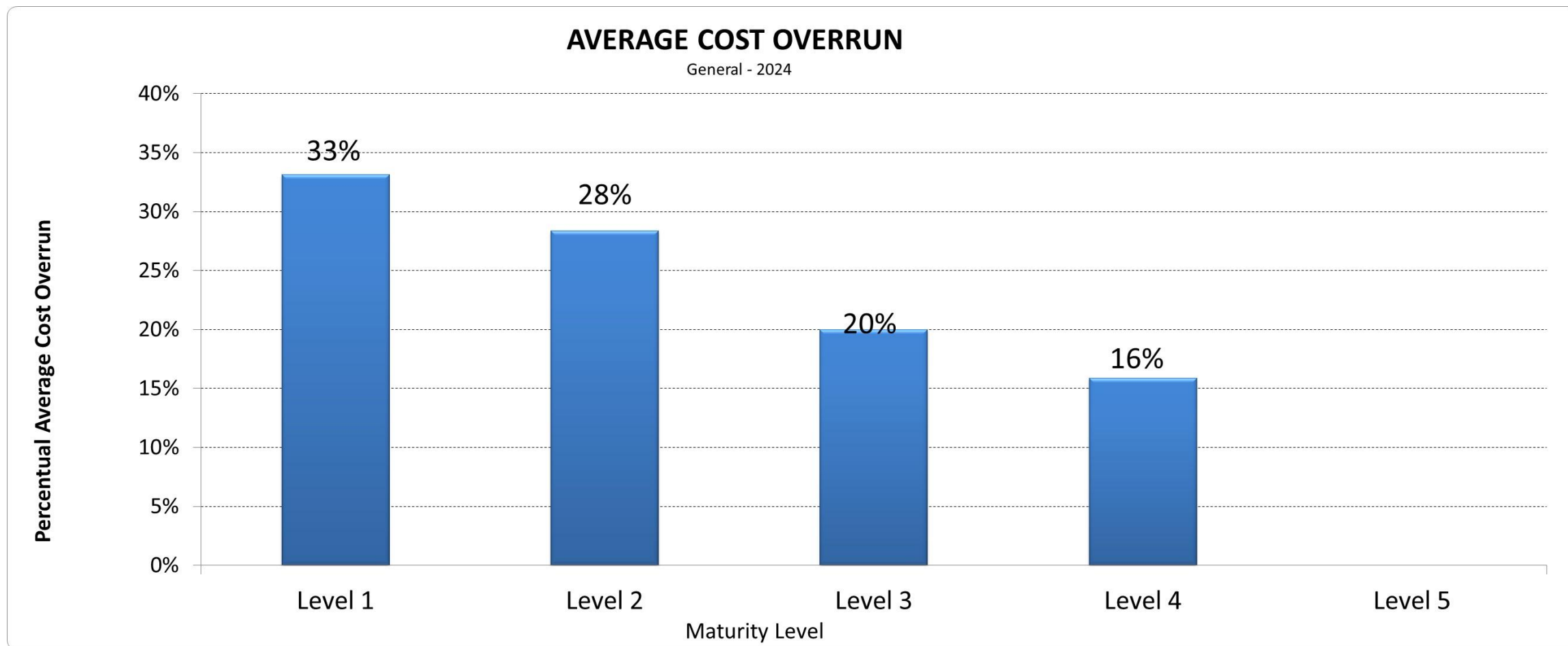
The higher the maturity, the lower the delay.



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: 21 / Level 2: 47 / Level 3: 34 / Level 4: 14 / Level 5: 1

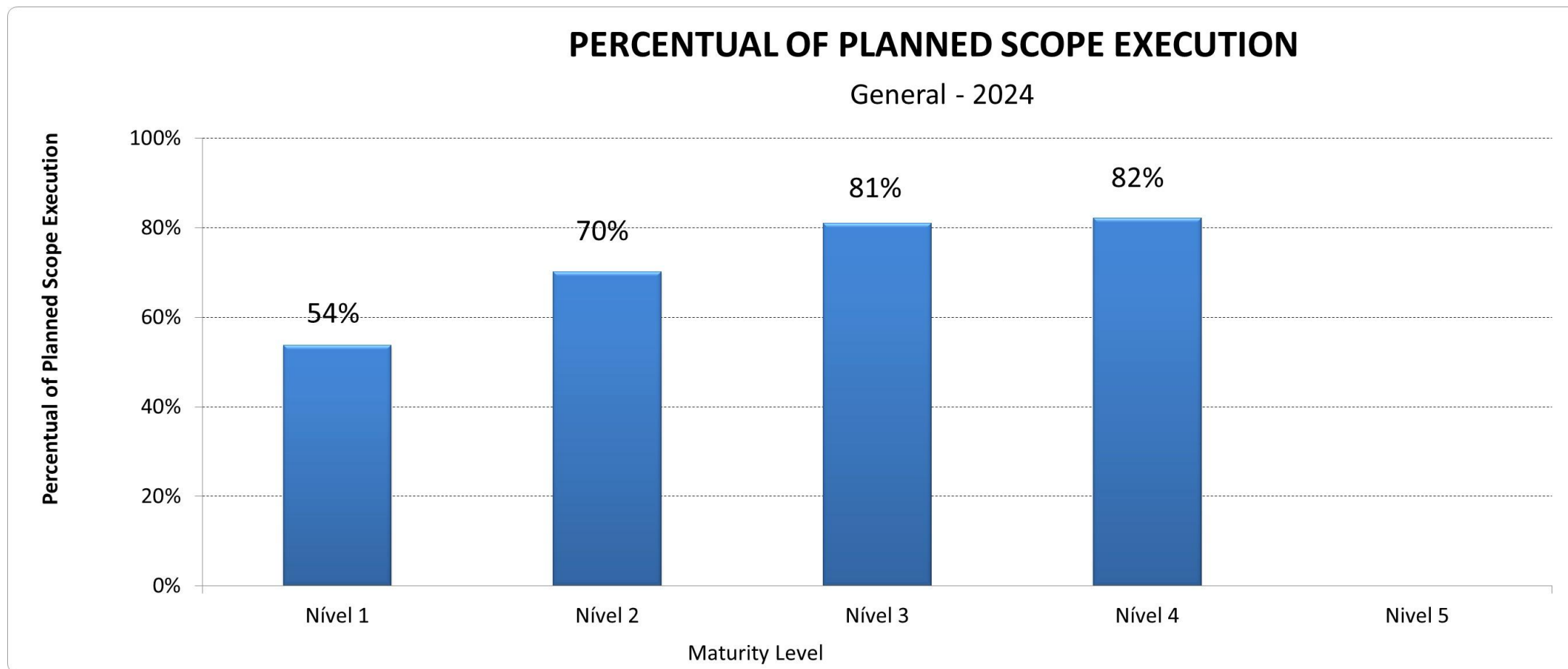
The higher the maturity, the lower the cost overrun.



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: 21 / Level 2: 47 / Level 3: 34 / Level 4: 14 / Level 5: 1

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



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

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

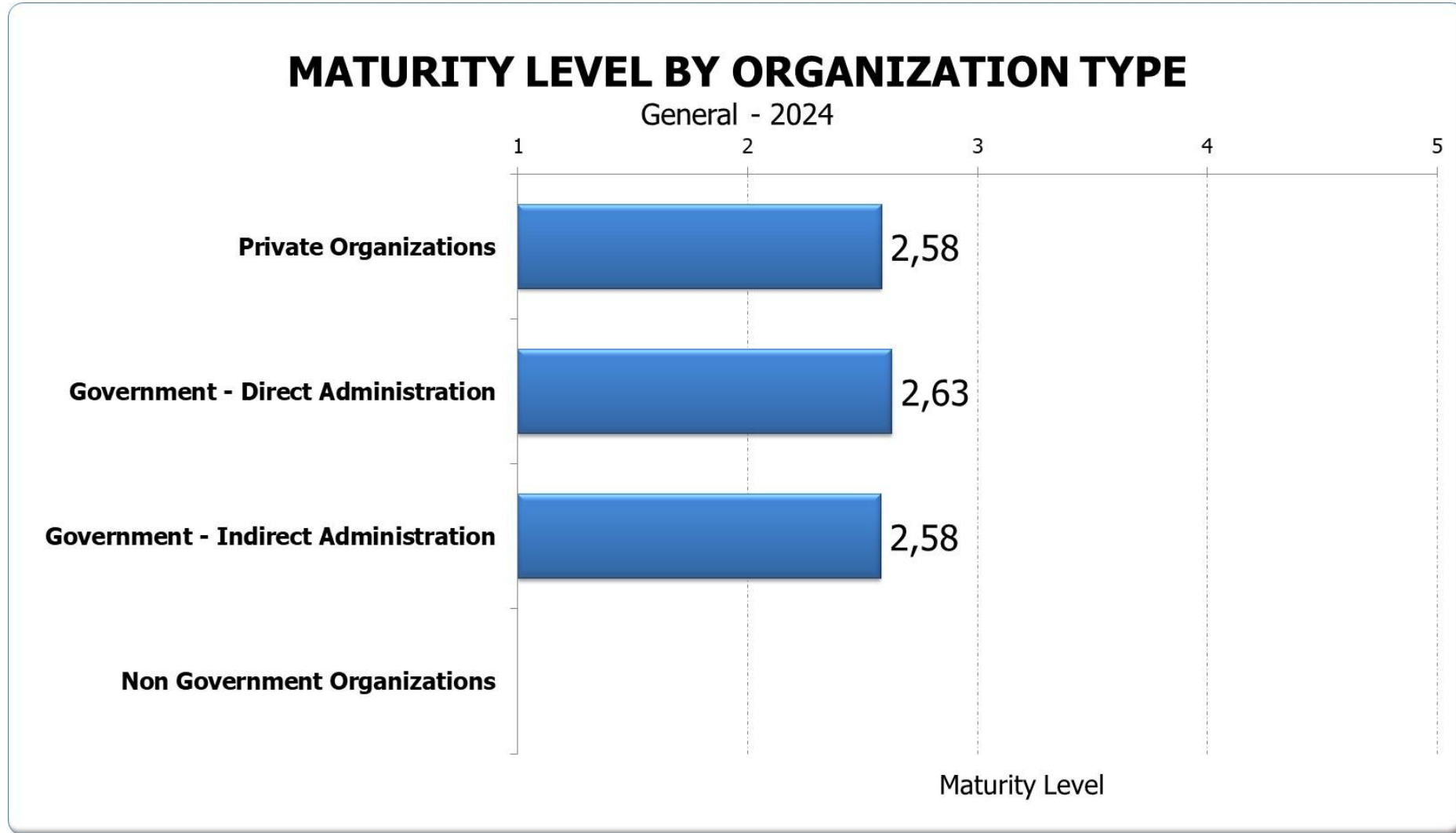
The types below were present in the survey.

TYPE OF ORGANIZATION	# of Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun	Scope Execution
Private organizations	88	75%	2,58	55%	32%	13%	31%	24%	74%
Government - Direct Administration	13	11%	2,63	44%	43%	13%	28%	11%	60%
Government - Indirect Administration	12	10%	2,58	55%	34%	11%	31%	12%	76%
Non Government Organizations	4	3%							
Totals	117	100%	2,58	55%	33%	12%	30%	21%	73%

According to our confidentiality policy, we are not disclosing information from groupings with less than 5 participants.

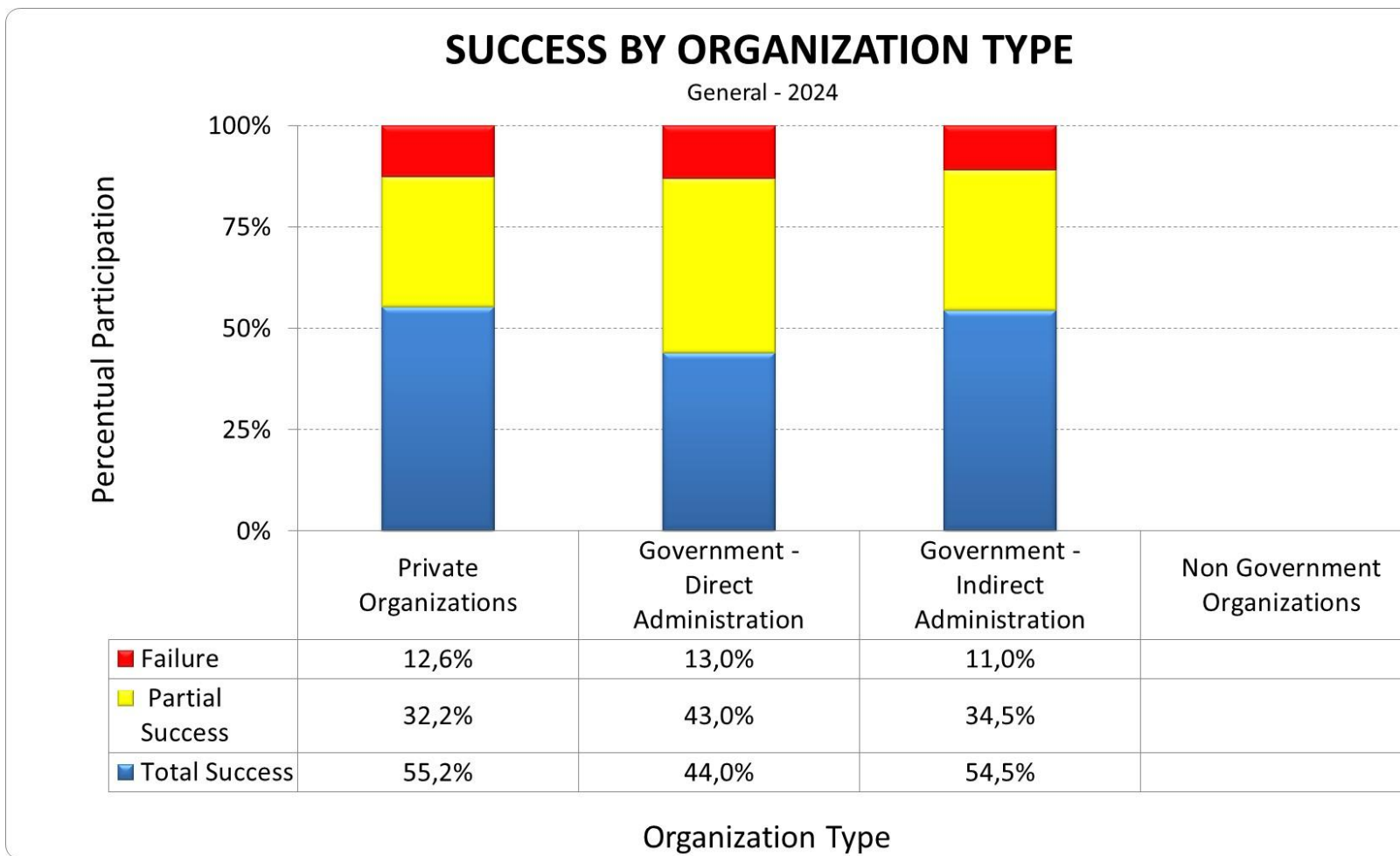
Maturity by Organization Type

Very similar values



Success by Organization Type

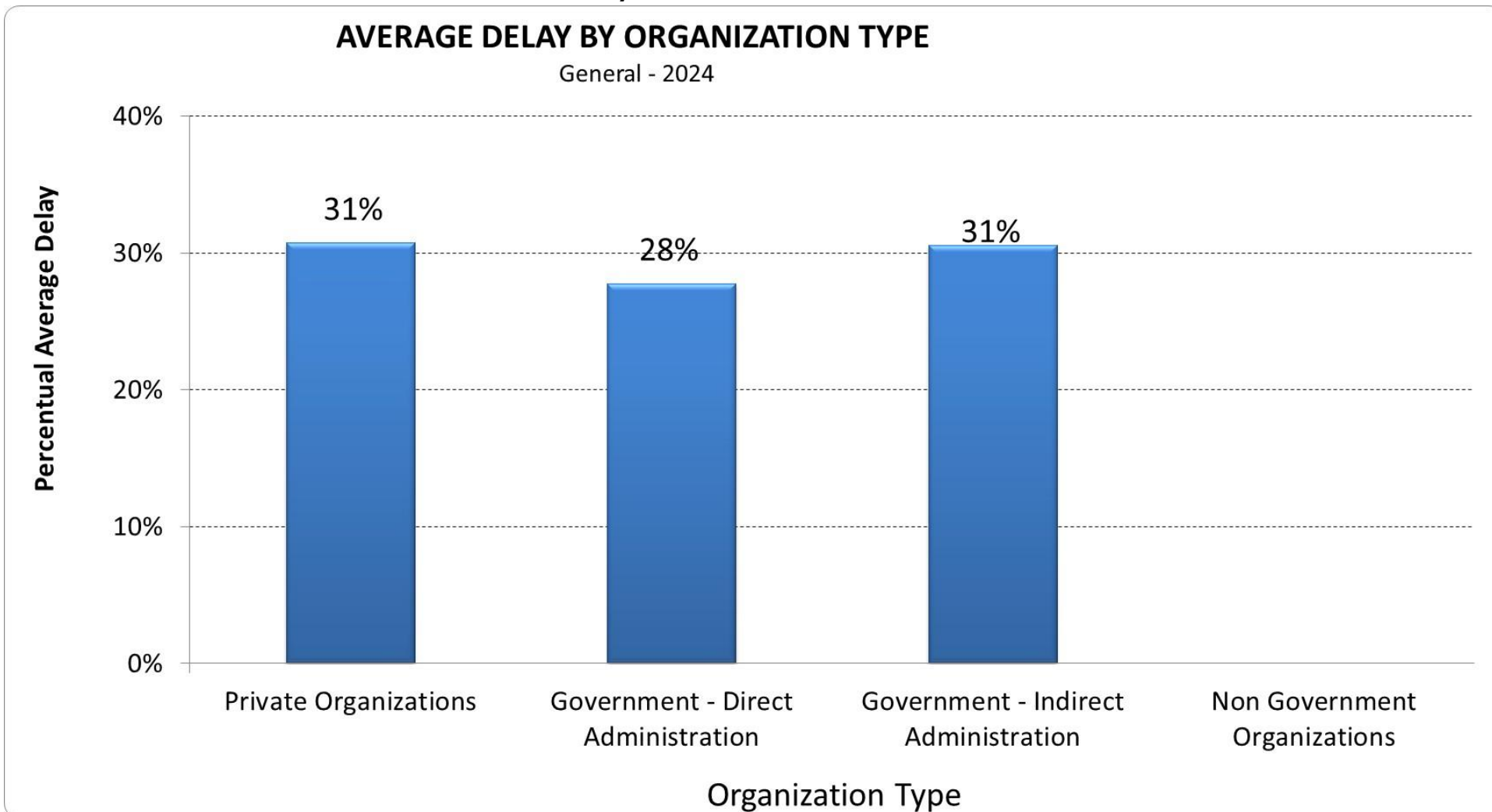
Highlights for *Private Enterprises* and *Government Indirect Administration*



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

Delay by Organization Type

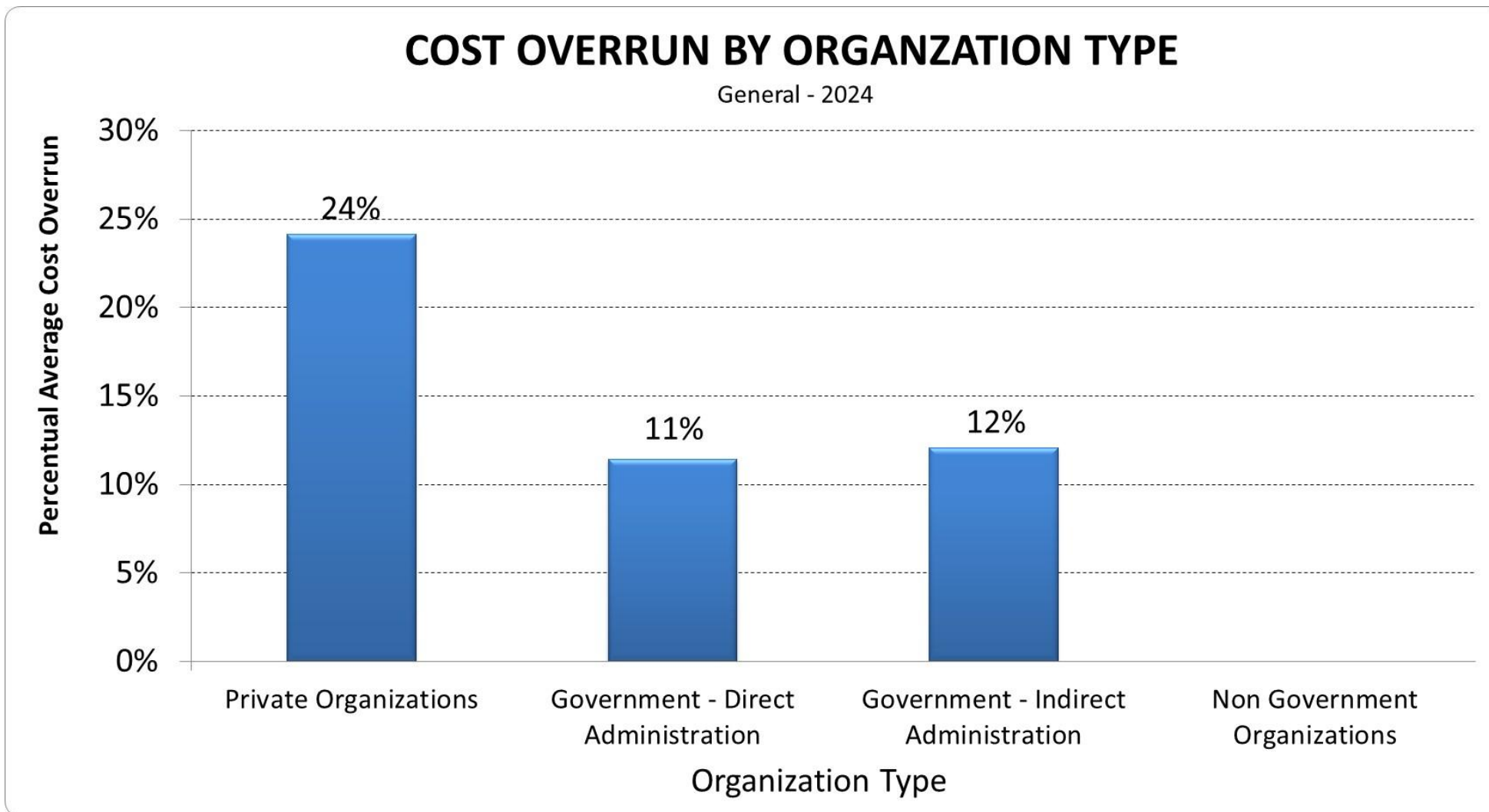
Very similar values



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

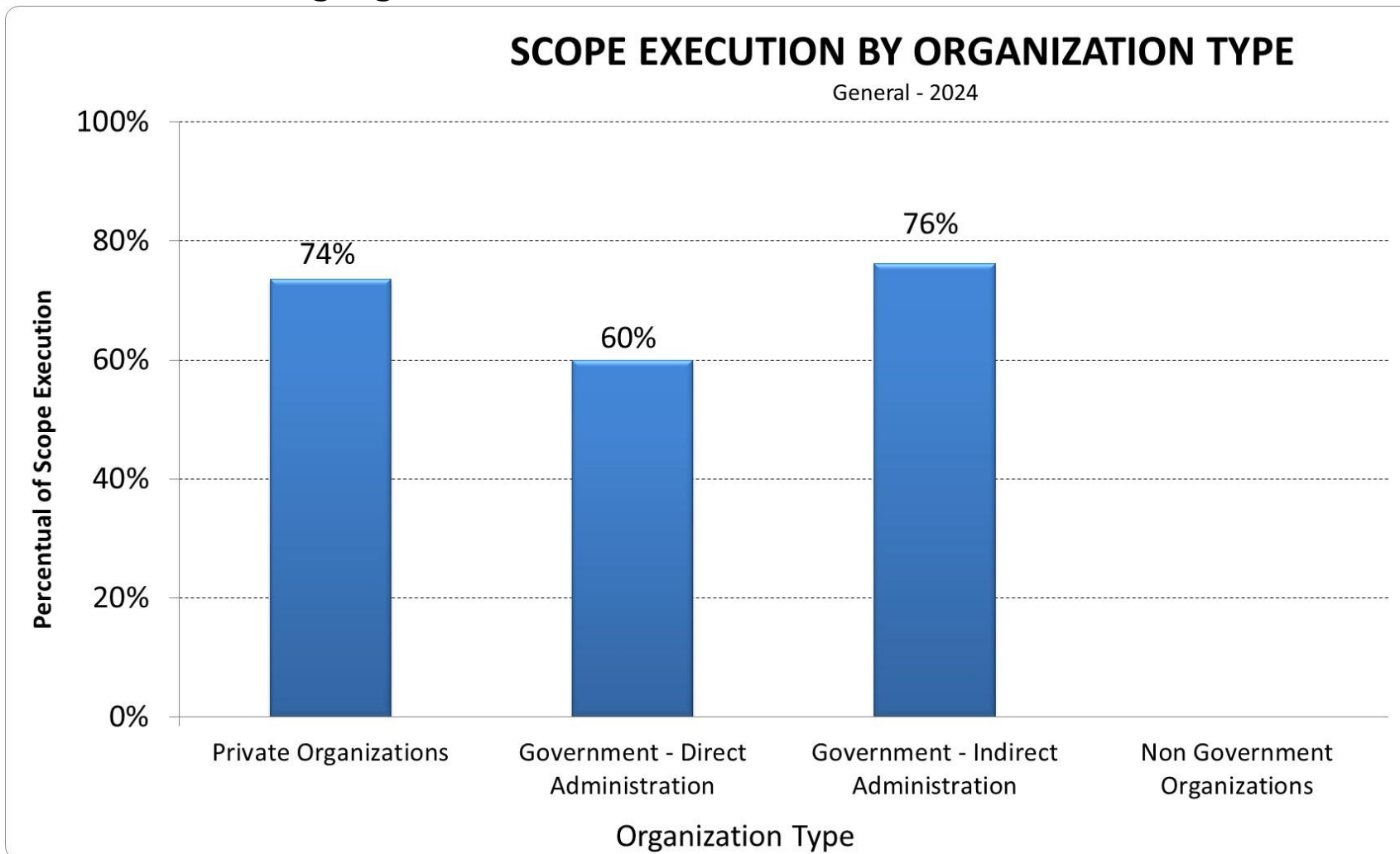
Cost Overrun by Organization Type

Highlights for *Government Direct Administration* and *Government Indirect Administration*



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

Highlights for *Government Indirect Administration*



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

Results by Projects Category

This part of the report analyzes data similar to Part 2, but broken down into project categories:

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

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

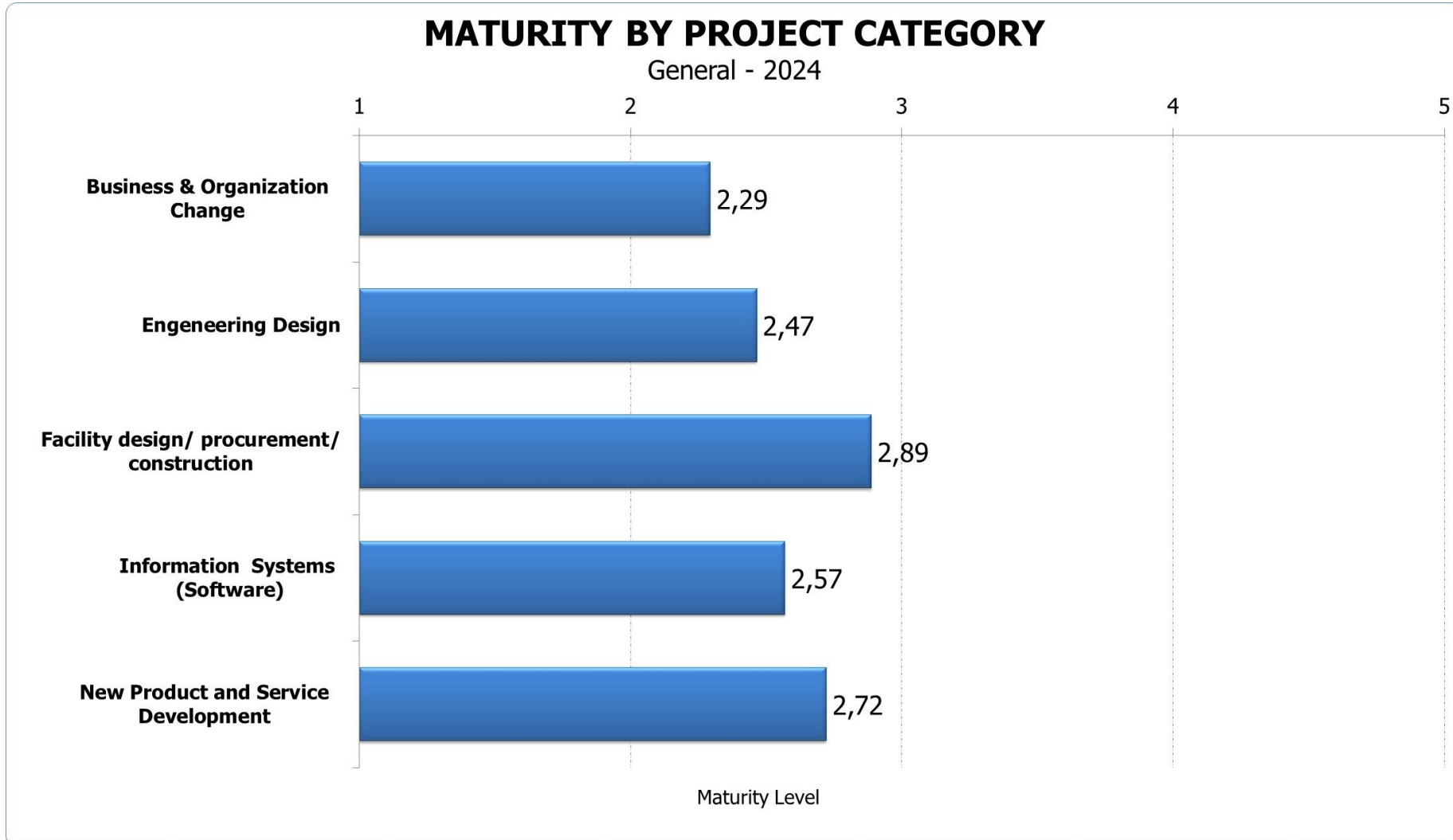
The categories below were present in the survey.

ARCHIBALD CATEGORY	# of Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun	Scope Execution
Defense / Safe/Aerospace	2								
Business & Organization Change	26	22,2%	2,29	60%	30%	10%	31%	24%	61%
Communication Systems (data, voice, image)	2								
Engineering/Architecture Design	12	10,3%	2,47	54%	35%	11%	36%	29%	75%
Facility design/procurement/construction	23	19,7%	2,89	55%	32%	13%	20%	16%	83%
Information Systems (Software)	19	16,2%	2,57	55%	31%	14%	27%	24%	73%
International or Regional Development	1								
New Product and Service Development	17	14,5%	2,72	39%	43%	17%	34%	23%	76%
Research and Development	3								
Other categories	12	10,3%	2,86	65%	29%	6%	43%	14%	80%
Totals	117	100%	2,58	55%	33%	12%	30%	21%	73%

According to our confidentiality policy, we are not disclosing information from groupings with less than 5 participants.

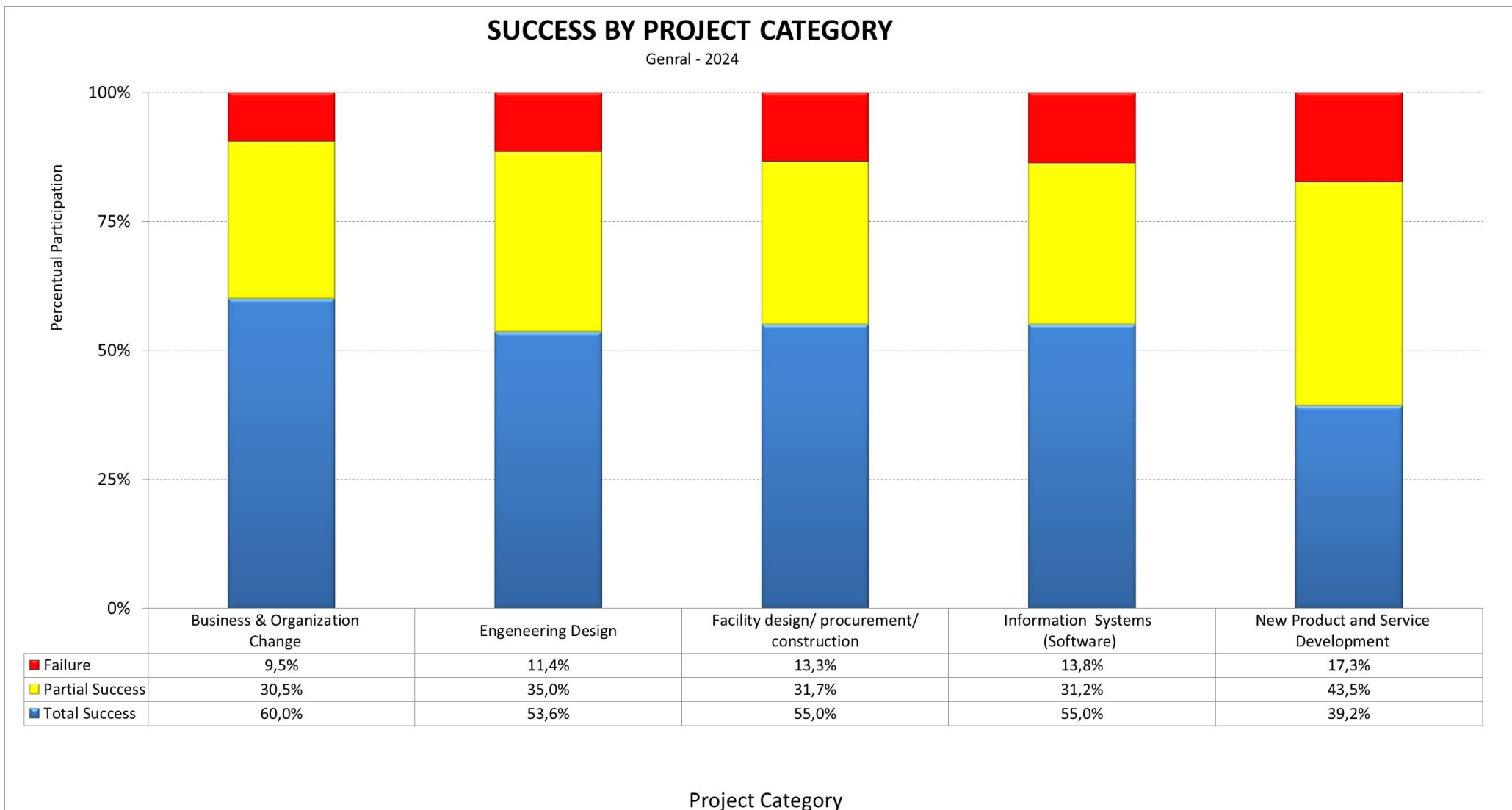
Maturity by Project Category

Construction's Category stands out.



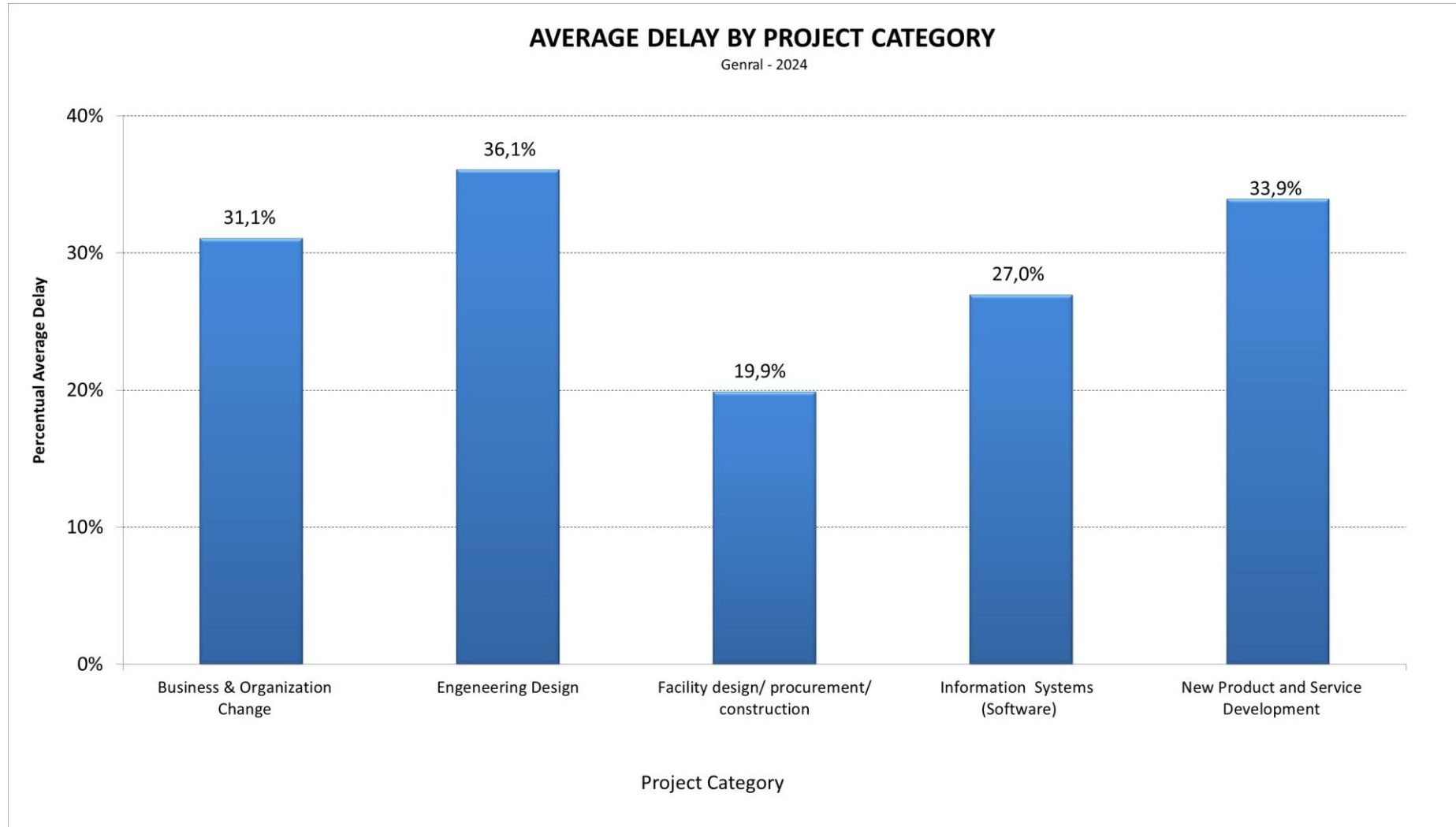
Success by Projects Category

Business and Organization Change's category stands out.



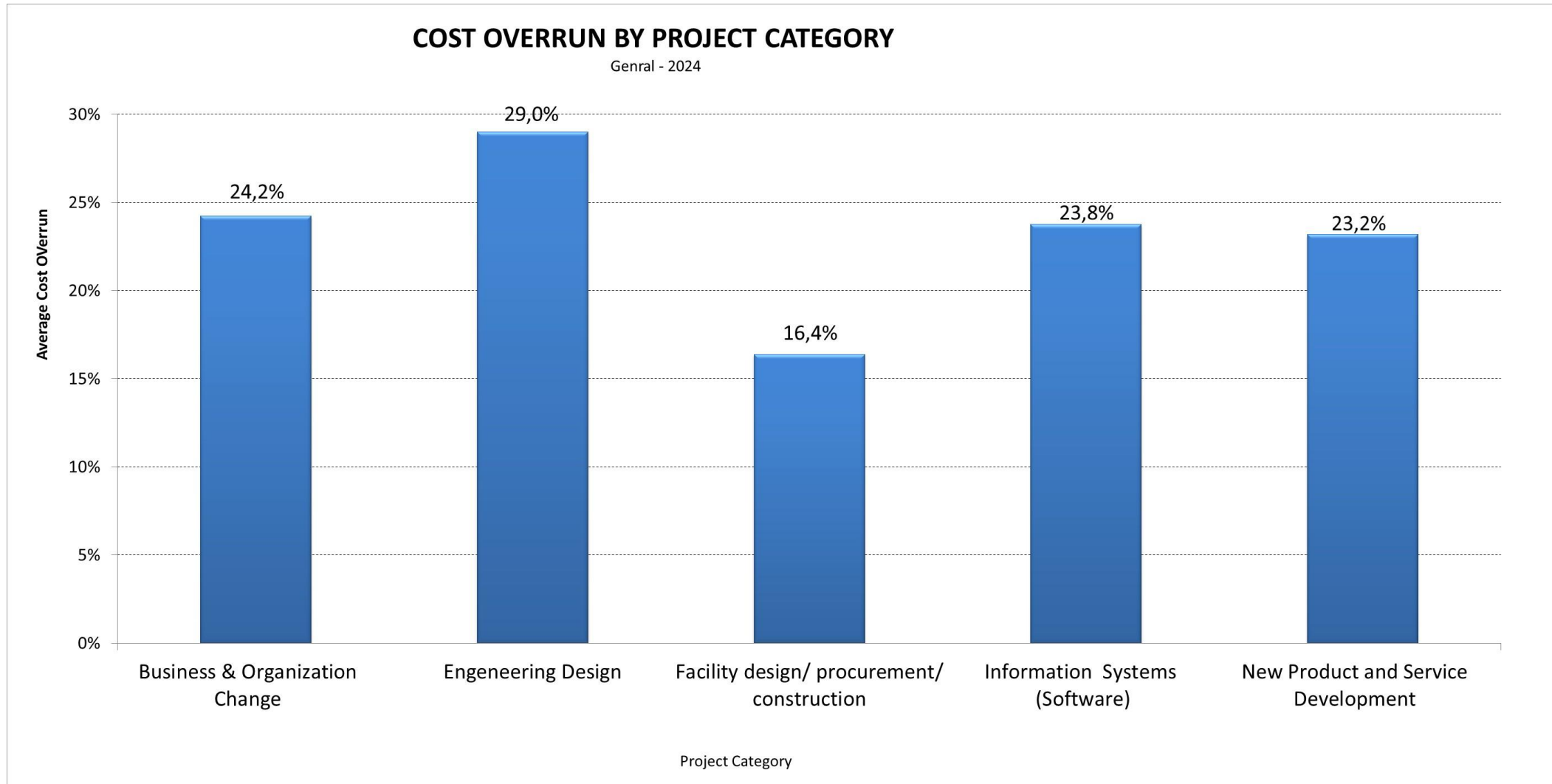
Delay by Projects Category

Construction's Category stands out.



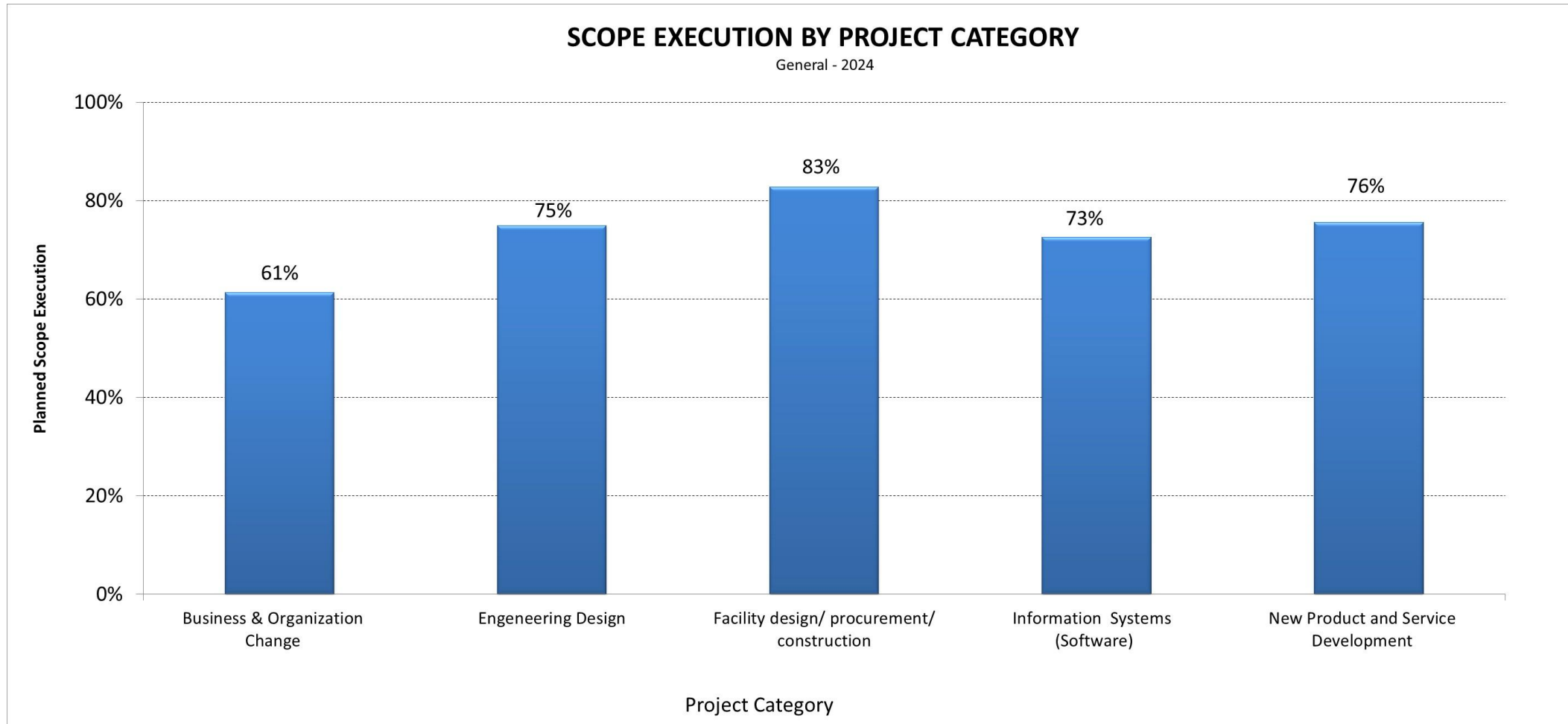
Cost Overrun by Projects Category

Construction's Category stands out.



Scope Execution by Projects Category

Construction's Category stands 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".

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

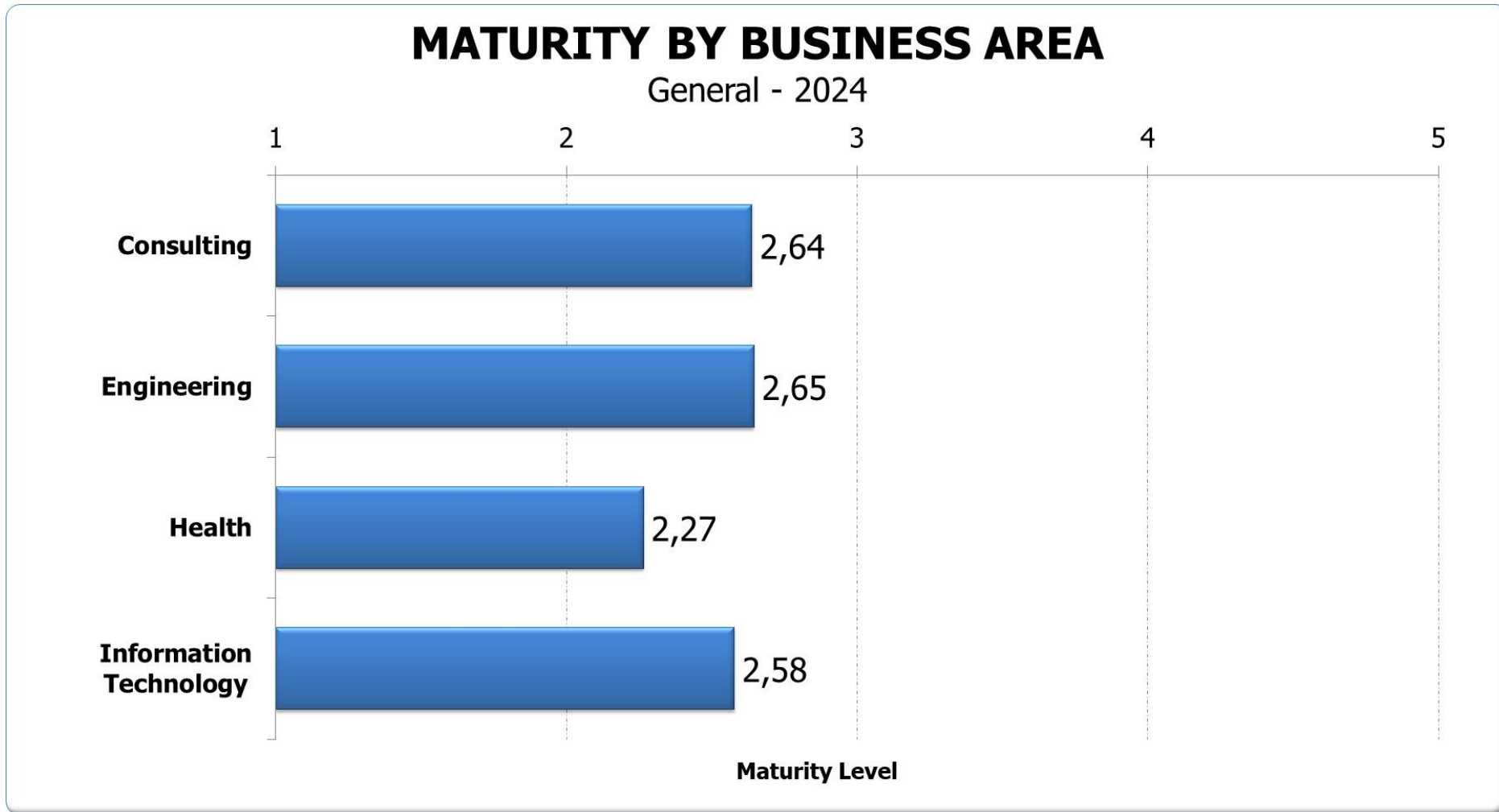
The areas below were present in the survey.

BUSINESS AREA	# of Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun	Scope Execution
Agriculture, Cattle Raising, Silviculture e Forest Exploration	1	0,9%							
Food and beverage	3	2,6%							
Banking, finance and insurance	3	2,6%							
Trading	1	0,9%							
Construction	6	5,1%	2,83	57,5%	37,5%	5,0%	22,0%	10,0%	69,2%
Consulting	8	6,8%	2,64	71,7%	20,8%	7,5%	22,1%	20,0%	78,8%
Defense, Security and Aeronautics	3	2,6%							
Education	6	5,1%	2,34	78,0%	18,0%	4,0%	28,0%	75,0%	74,2%
Electrical Energy (Production and/or Distribution)	1	0,9%							
Engineering	14	12,0%	2,65	67,5%	27,5%	5,0%	22,7%	10,3%	83,6%
Pharmaceutical	1	0,9%							
Mining	2	1,7%							
Metallurgy and Steelmaking	1	0,9%							
Oil and Gas	5	4,3%	3,06	43,0%	34,0%	23,0%	32,5%	32,5%	80,0%
Health	13	11,1%	2,27	47,3%	35,5%	17,3%	32,0%	26,6%	60,0%
Information Technology (Hardware & Software)	16	13,7%	2,58	47,0%	40,5%	12,5%	24,6%	19,4%	68,8%
Telecommunications	4	3,4%							
Transportation, Storage & Services, Logistics	3	2,6%							
Tourism & Sports	1	0,9%							
Automotive & Automotive Parts	2	1,7%							
Other areas	17	14,5%	2,55	61,5%	29,5%	9,0%	32,9%	19,7%	77,1%
Distribution (Water, gas)	2	1,7%							
Equipaments & Machines: Construction and/or Assembling	3	2,6%							
Chemical	1	0,9%							
Total Geral	117	1	2,58	54,5%	33,1%	12,4%	30,2%	21,0%	72,5%

According to our confidentiality policy, we are not disclosing information from groupings with less than 5 participants.

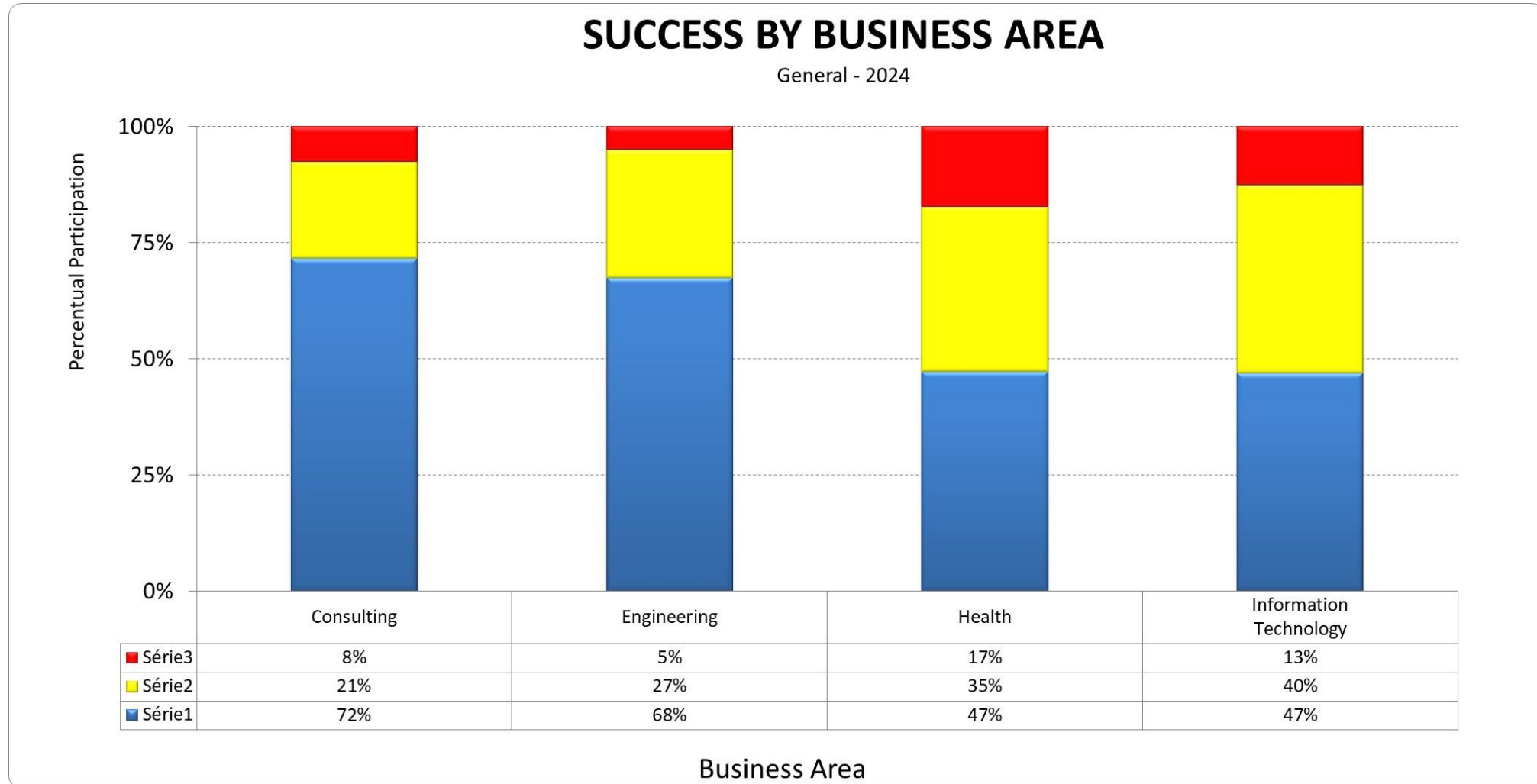
Maturity by Business Area

The maturity of the areas *Consulting*, *Engineering* and *Information Technology* area stood out.

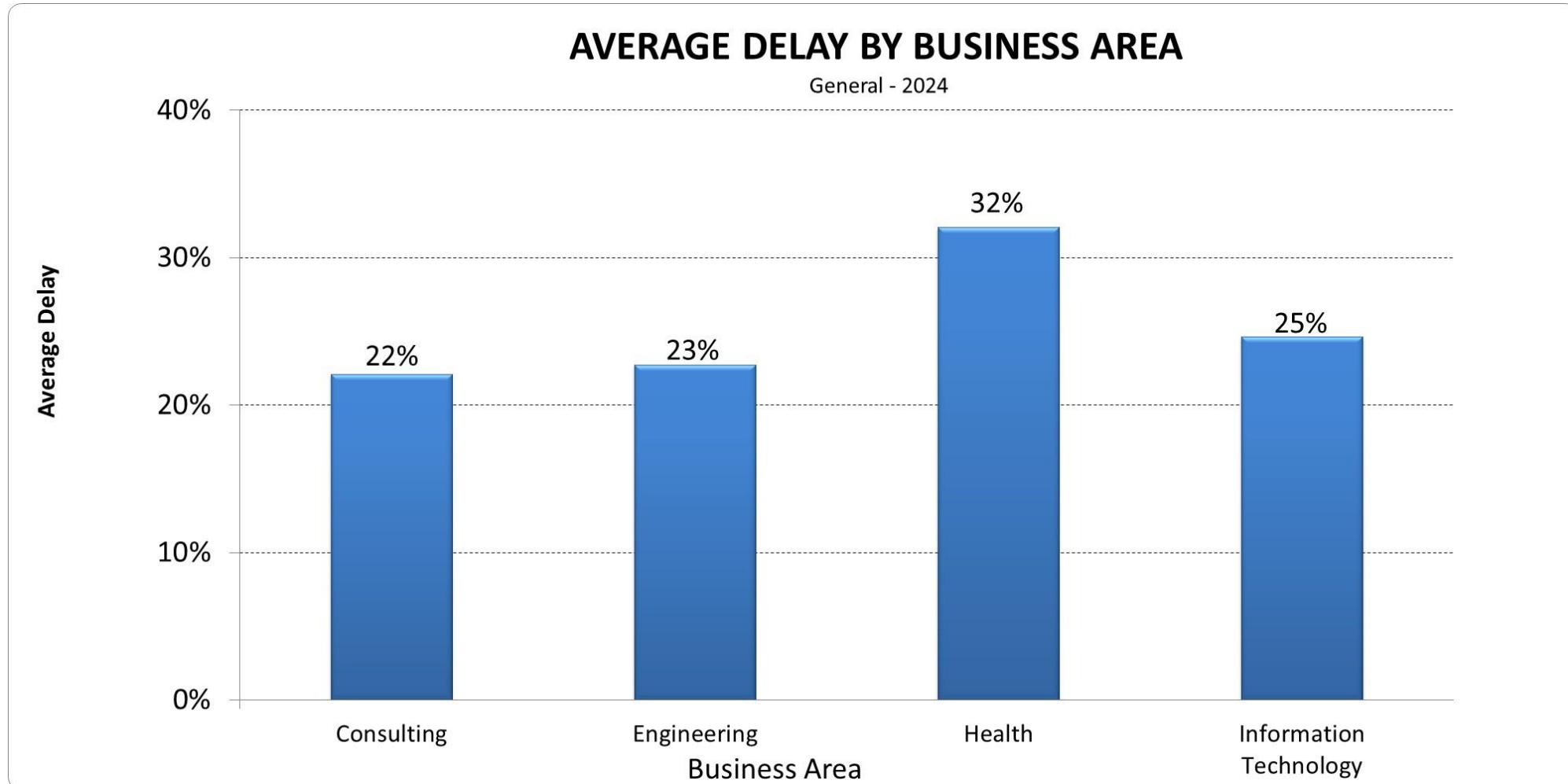


Success by Business Area

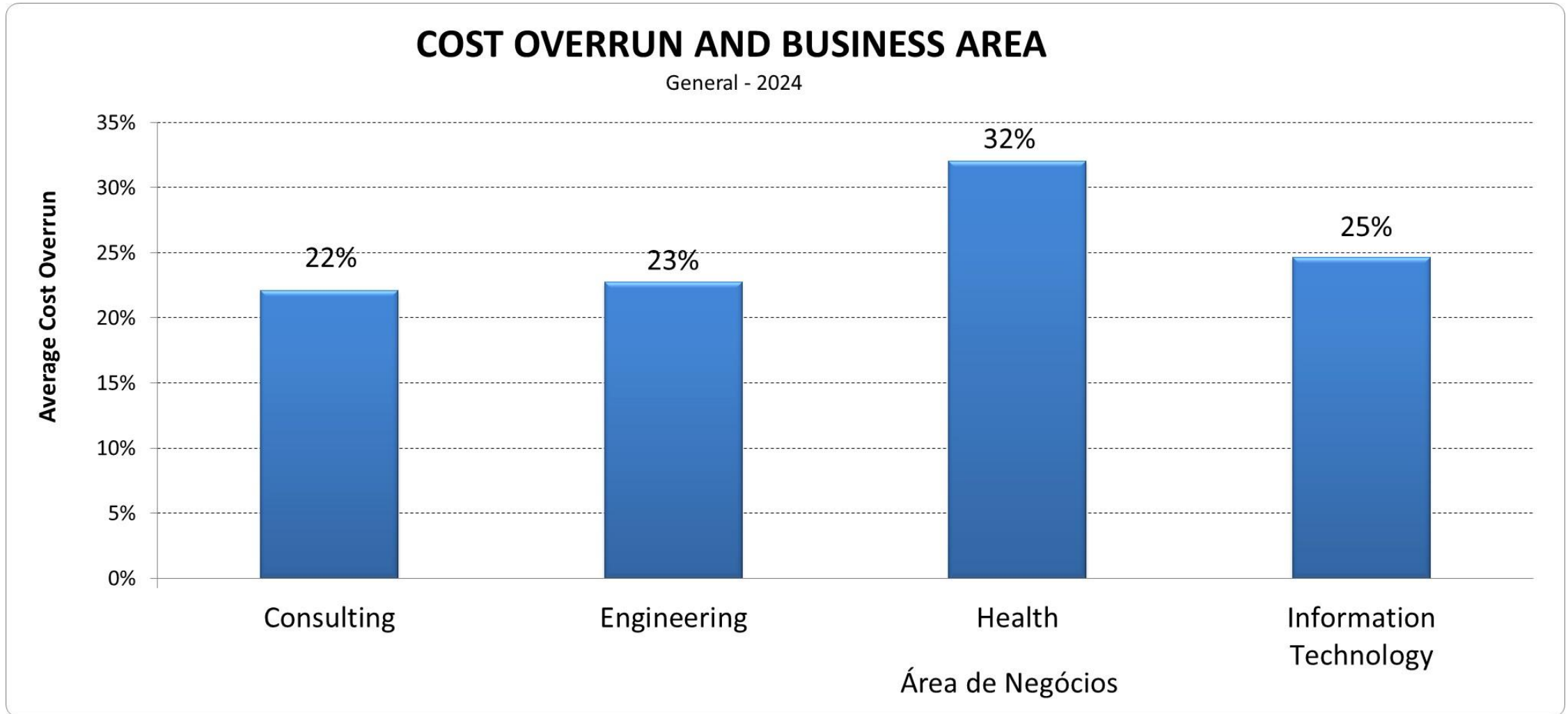
The indicators of *Consulting and Engineering* areas were highlights.



Consulting and engineering have less delay.

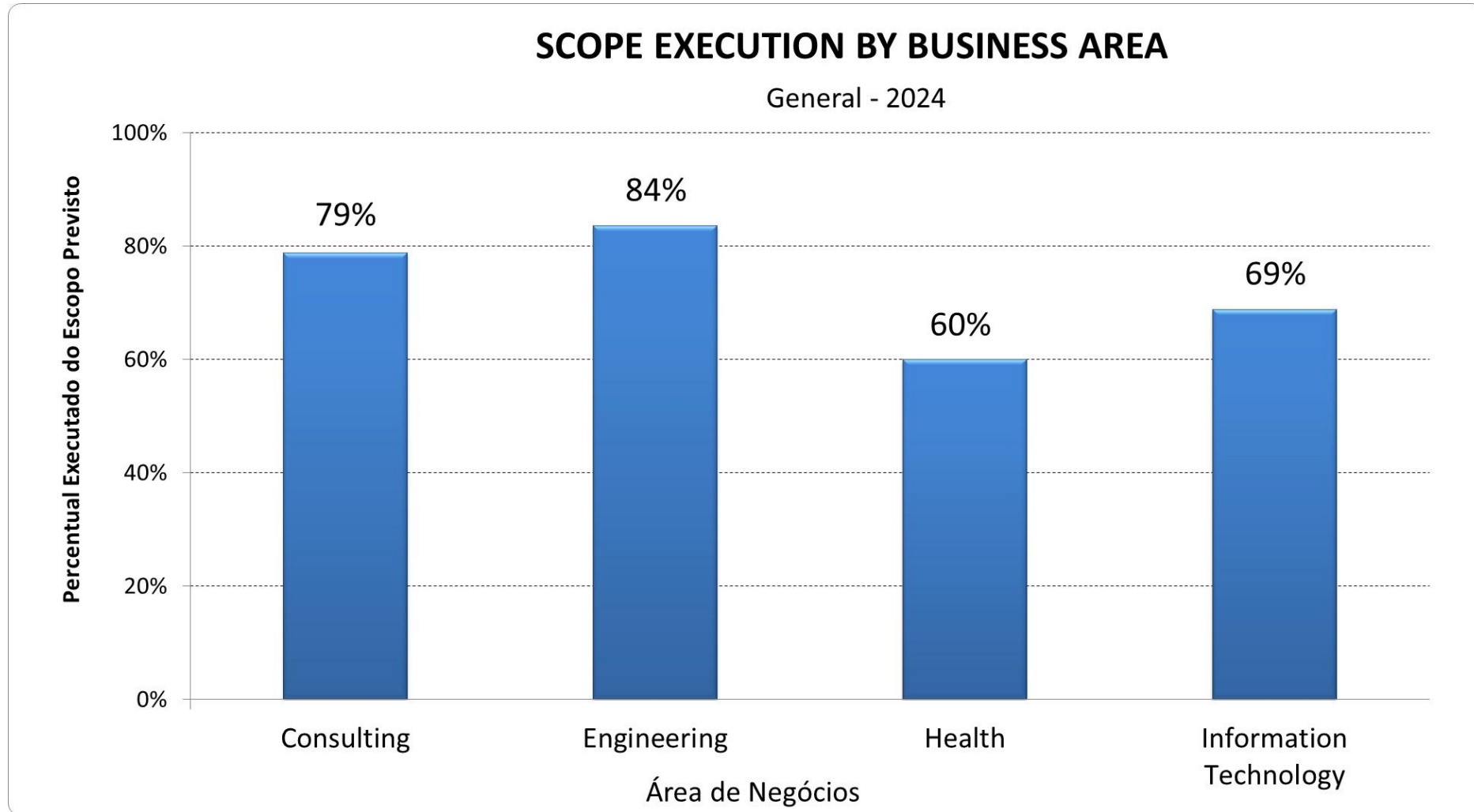


Consulting and Engineering have the best value.



Scope Execution by Business Area

Engineering 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.

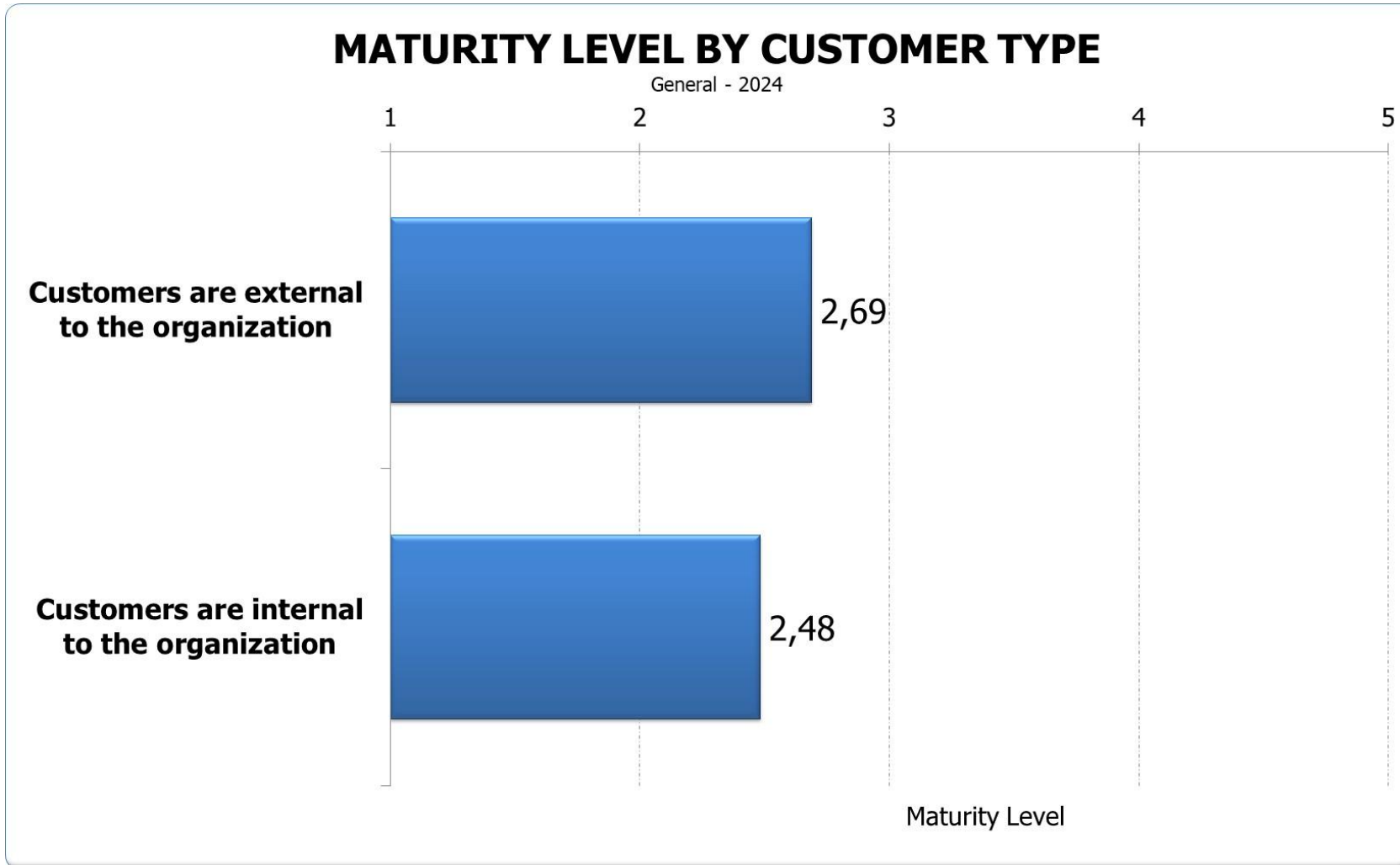
In this part of the report an analysis of data similar to that of Part 2 is done, but broken by the Customer Type.

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

TYPE OF ORGANIZATION	# of Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun	Scope Execution
Os clientes são externos à organização (ou seja, os produtos do projeto serão utilizados por outra organização).	56	48%	2,69	53%	33%	13%	29%	24%	76%
Os clientes são internos à própria organização (ou seja, os produtos dos projetos vão ampliar a capacidade de produção de valor da própria organização),	61	52%	2,48	55%	33%	12%	31%	18%	69%
Total Geral	117	100%	2,58	55%	33%	12%	30%	21%	73%

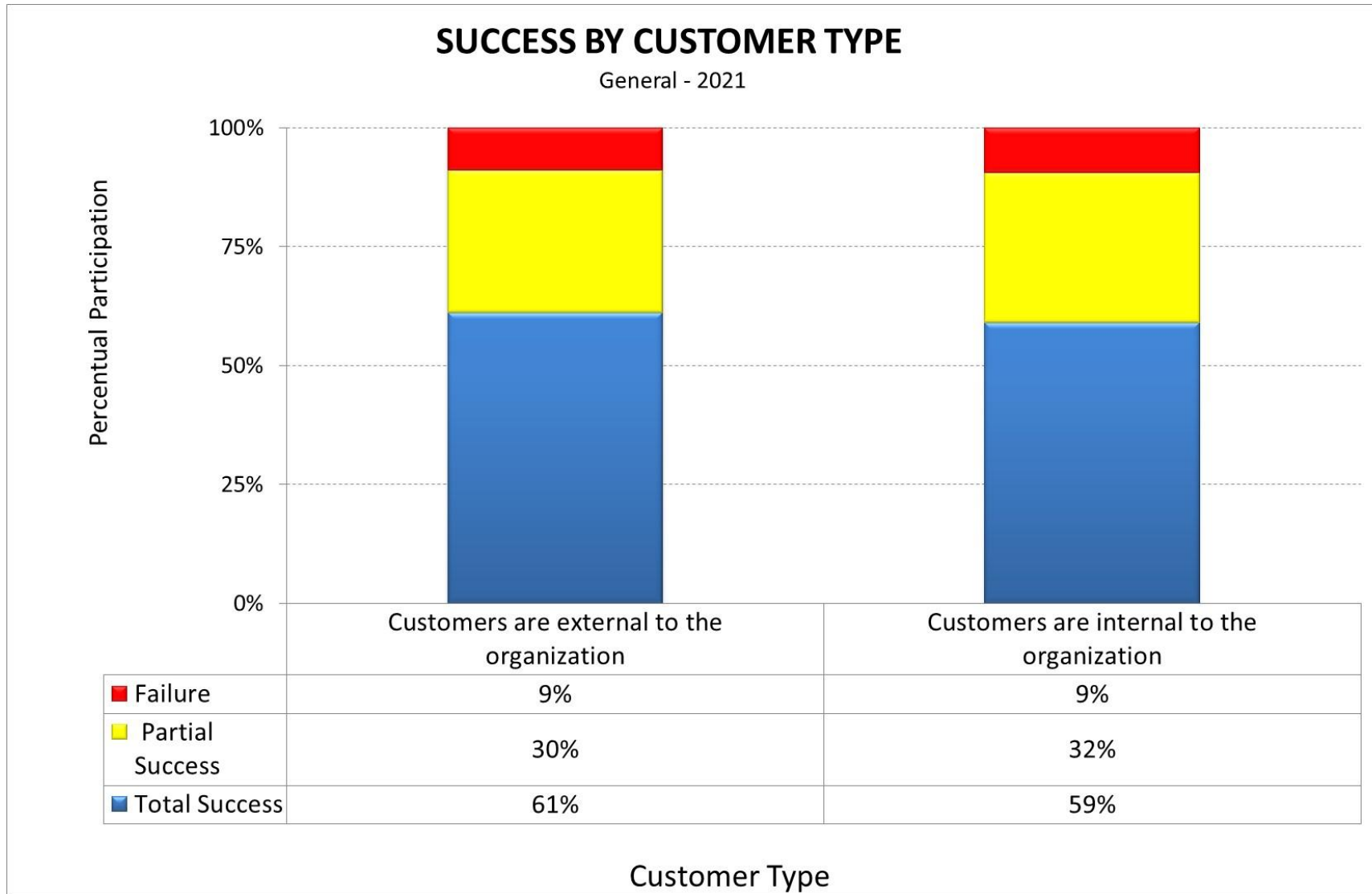
Maturity by Customer Type

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



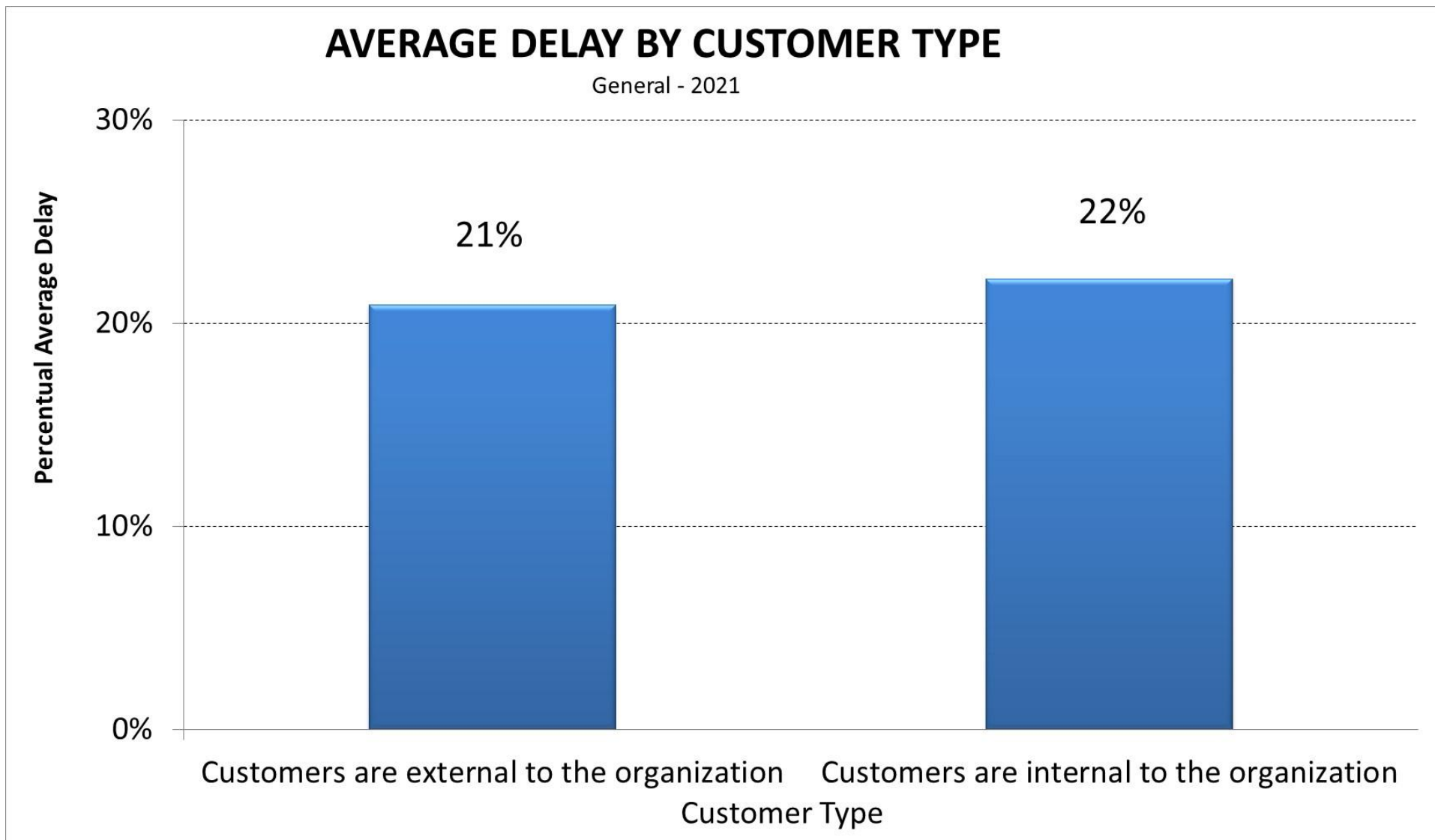
Success by Customer Type

There is no significant difference between the groups.



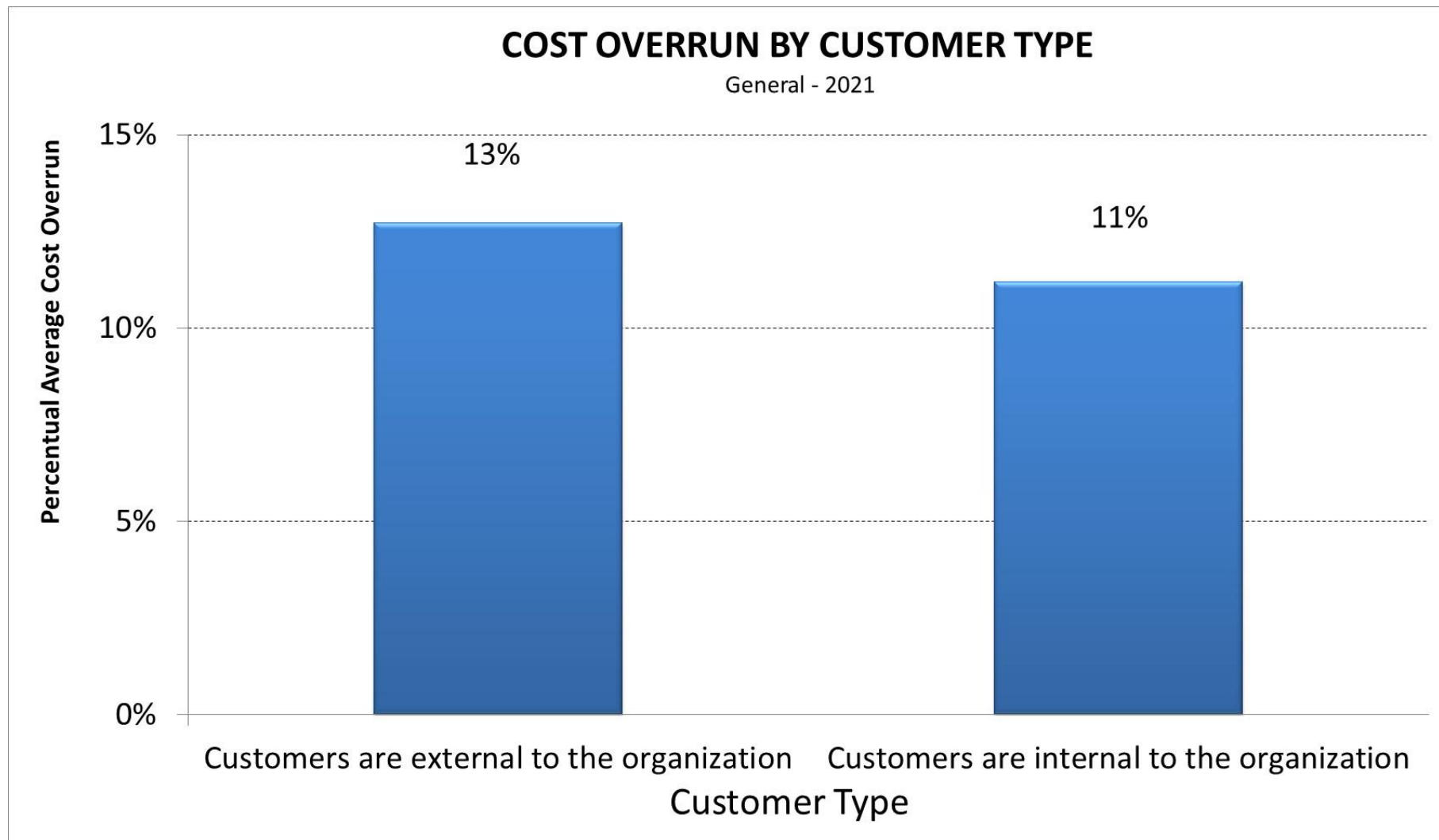
Delay by Customer Type

There is no significant difference between the groups.



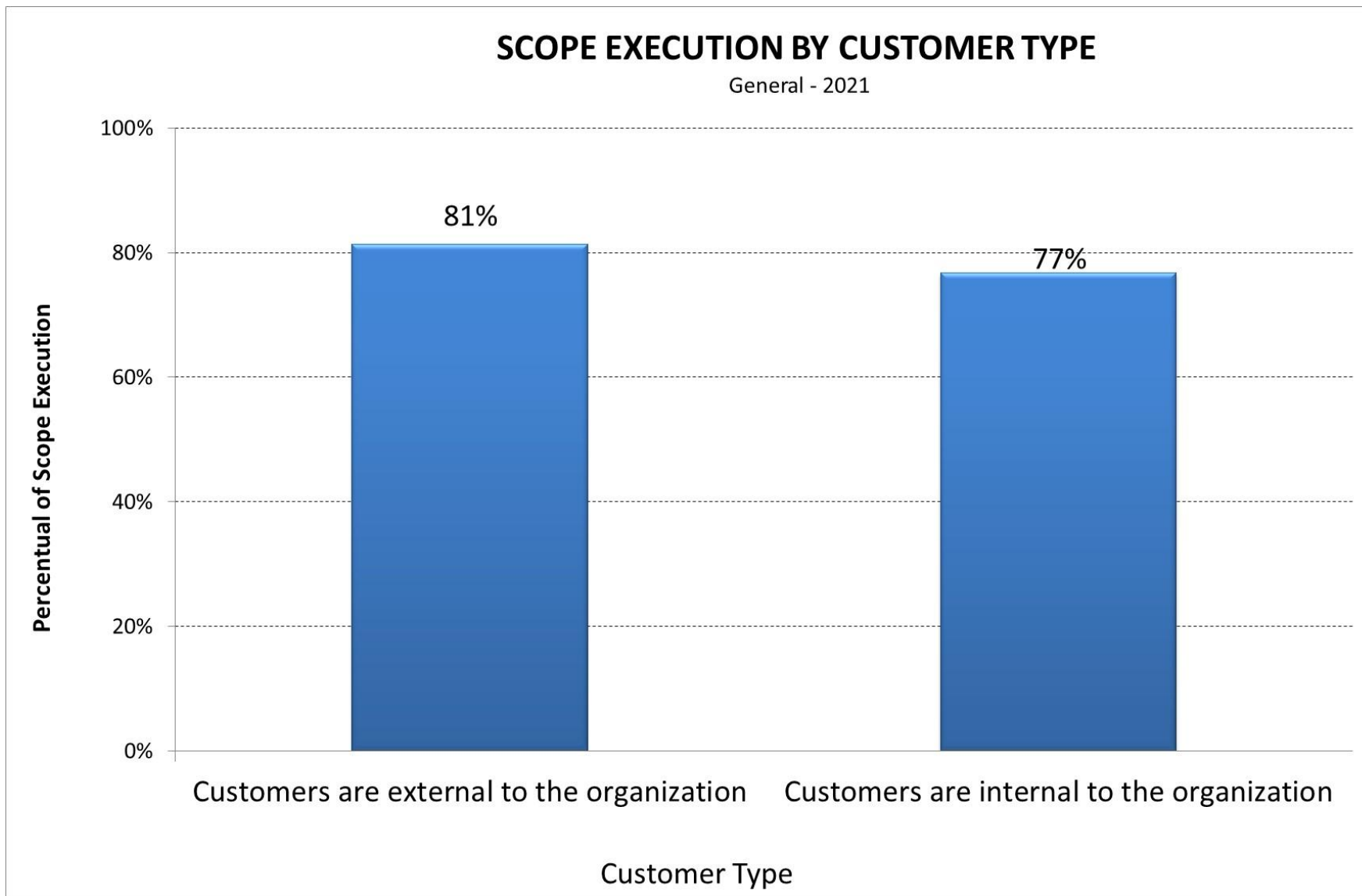
Cost Overrun by Customer Type

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".

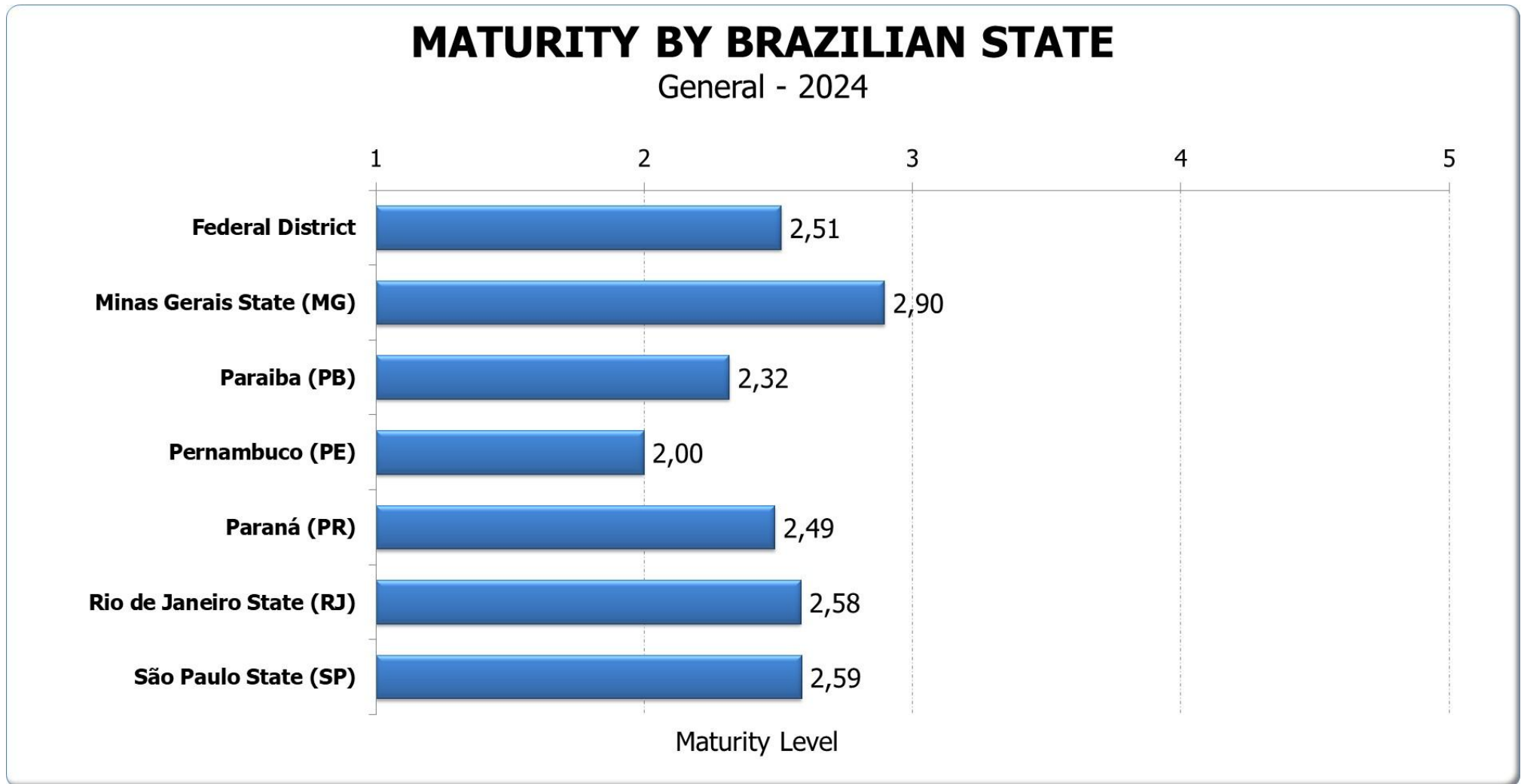
Brazilian States present in this Group

The states below were present in the survey.

STATE	# of Respondents	Percentual	Maturity	Total Success	Partial Success	Failure	Average Delay	Cost Overrun	Scope Execution
BA	1	1%							
CE	1	1%							
DF	10	9%	2,51	52%	32%	17%	39%	10%	61%
ES	1								
GO	5	4%	2,13	35%	50%	15%	43%	34%	70%
MA	3								
MG	16	14%	2,90	53%	37%	11%	29%	13%	88%
MT	1								
PA	1								
PB	8	7%	2,32	73%	16%	11%	19%	15%	70%
PE	11	9%	2,00	64%	27%	9%	19%	5%	71%
PR	7	6%	2,49	78,3%	18,3%	3,3%	33,3%	18,0%	81,4%
RJ	12	10%	2,58	44%	34%	22%	47%	36%	69%
RN	1								
RO	1								
RS	1								
SC	4								
SP	33	28%	2,59	55%	33%	12%	30%	21%	72%
Totals	117	100%	2,58	55%	33%	12%	30%	21%	73%

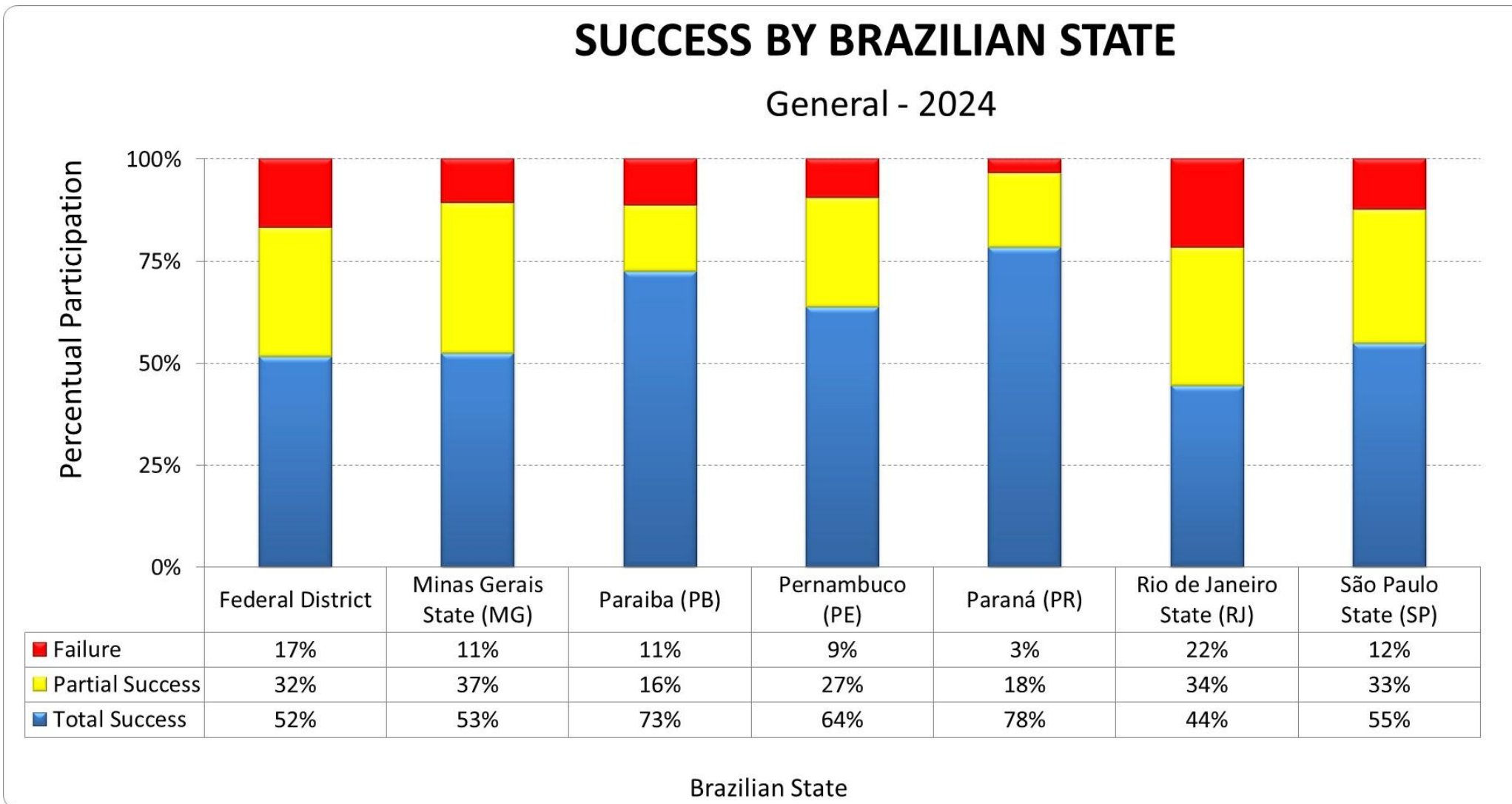
According to our confidentiality policy, we are not disclosing information from groupings with less than 5 participants.

Highlights for Minas Gerais State.

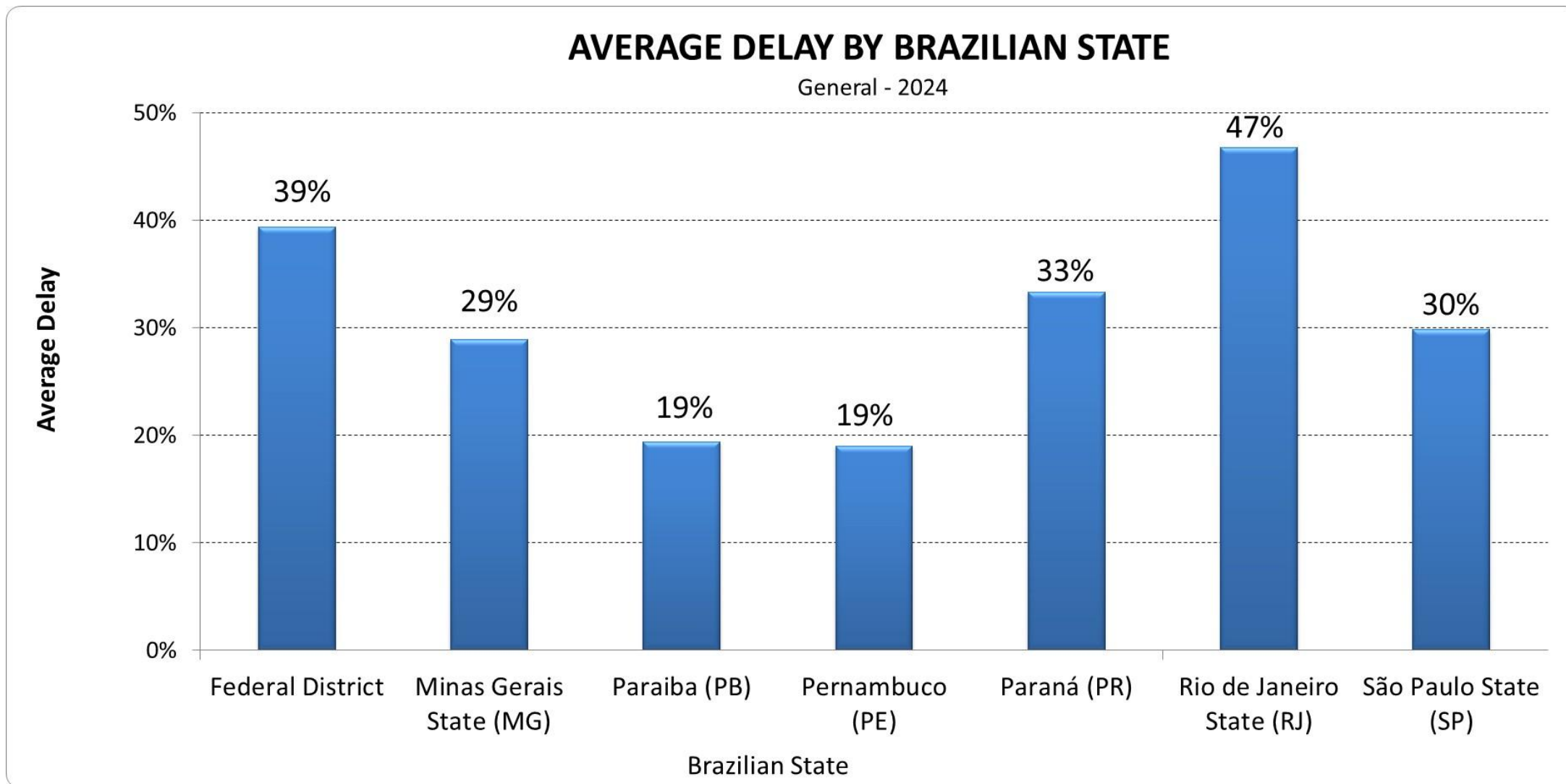


Success by Brazilian State

Highlights for Paraná State.

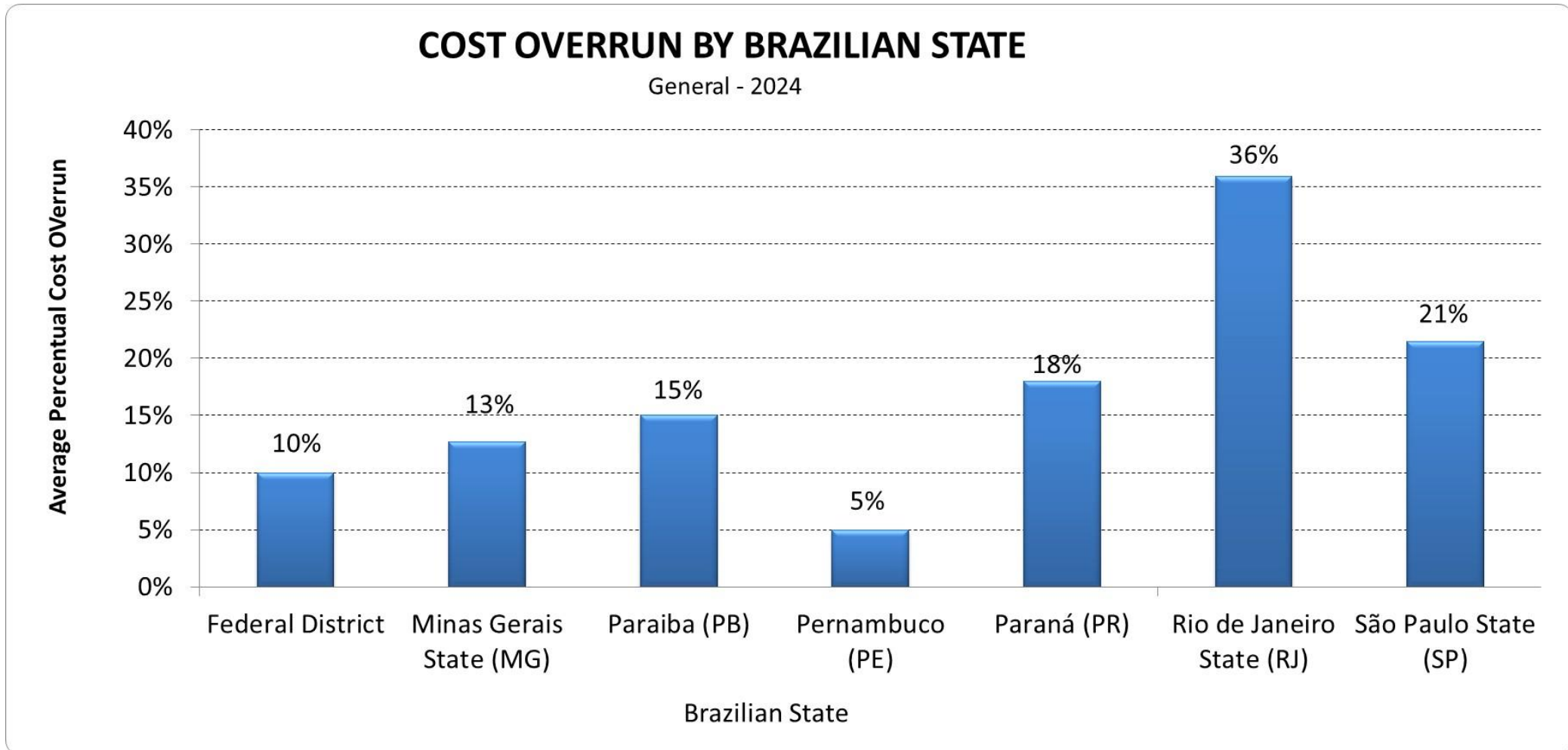


Highlights for PB and PE states.



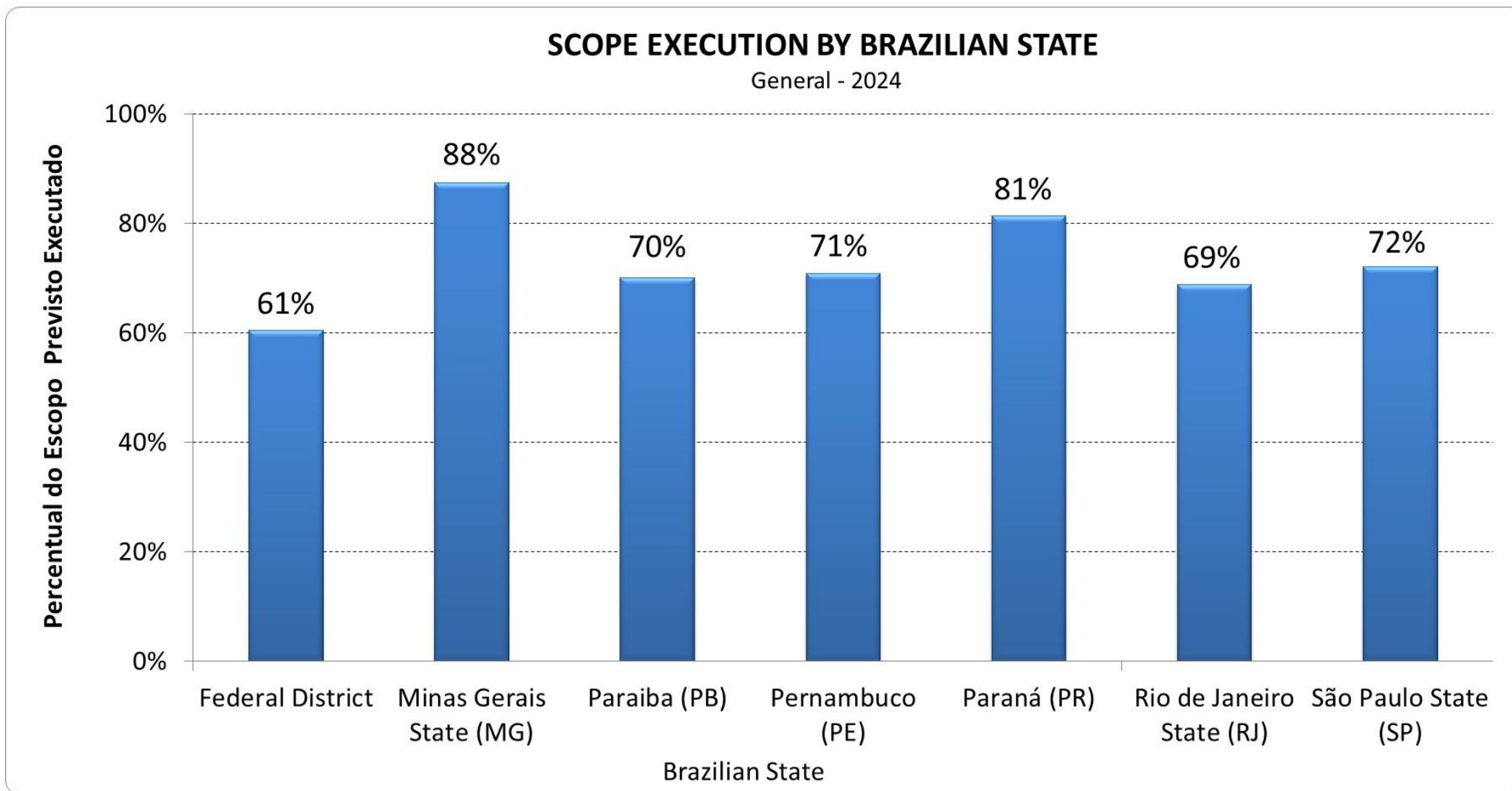
Cost Overrun by Brazilian State

Highlight for PE State.



Scope Execution by Brazilian State

Highlights for Minas Gerais State.



Attachments

About data and results presented in this report

As mentioned previously, we had a public of 117 participants in 2024. 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.

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



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.



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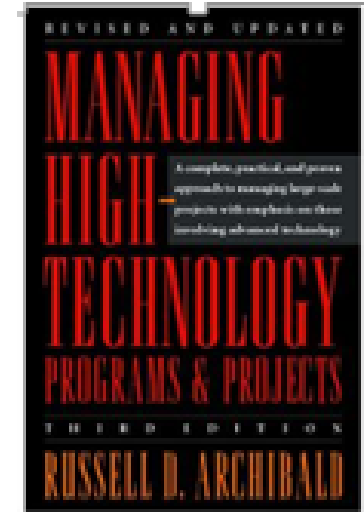
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- One of the PMI-USA founders
- Global consultant
- Listed in "Who is Who"



Darci Prado

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Prado-PMMM Maturity Model

Prado-PMMM – Project Management Maturity Model

Prado-PMMM 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.

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).

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.

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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- Promotion:
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 - CBIC: All affiliates (SINDUSCON, SICEPOT, SECOVI, etc.)
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THE END