

MATURITY IN PROJECT MANAGEMENT - BRAZIL

Archibald & Prado's Research

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2024 Research Report:
“Benchmark Organizations”
(High Performance Organizations)

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Introduction

This report – ***Benchmark Organizations*** - contains the analysis of data provided by 15 Brazilian organizations. The data provided comes from a total of 435 projects. The majority of organizations in this group of excellence are from the private sector (12 or 80%).

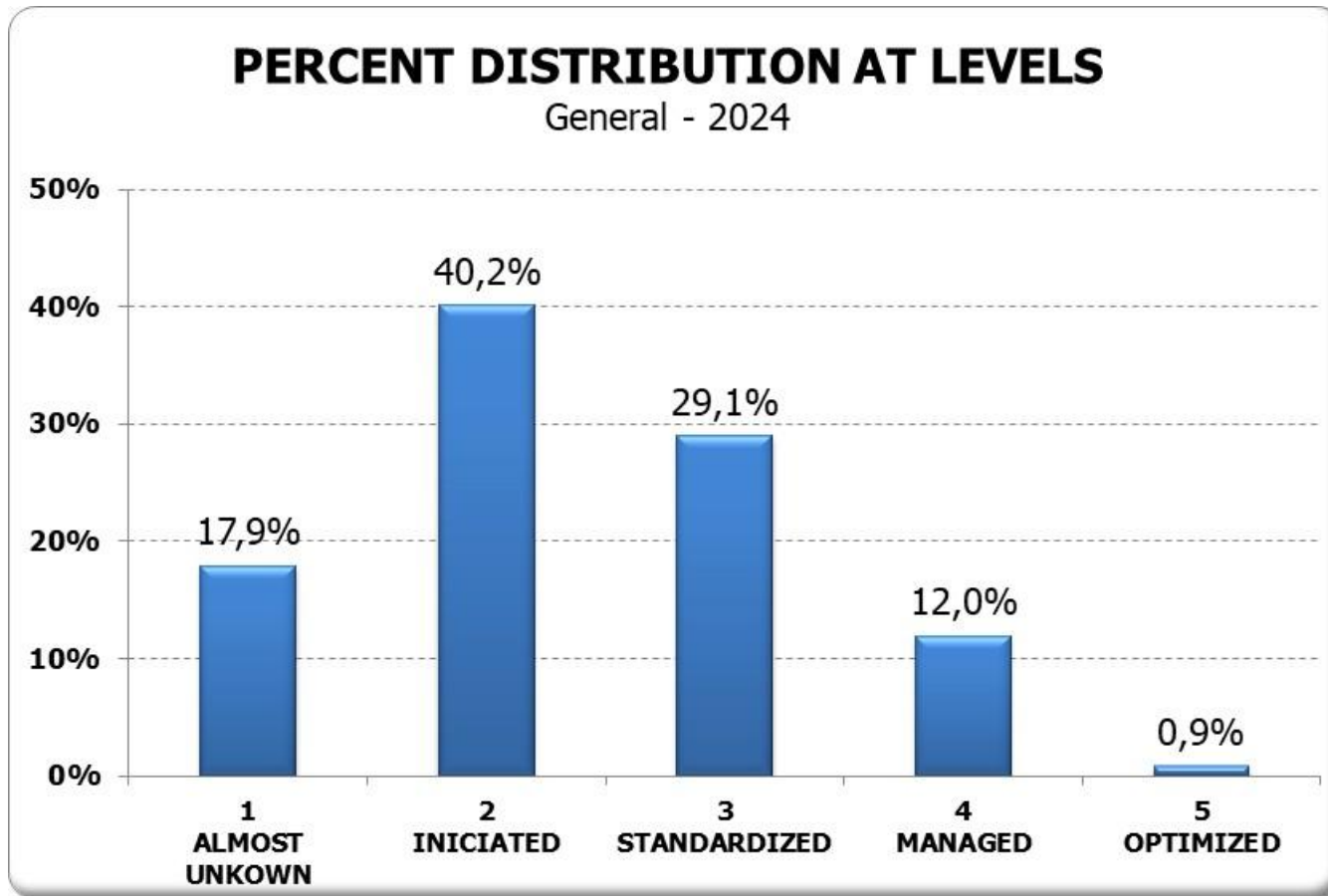
The final result presented in this report showed, for this group, an **average maturity of 4.01 and a value of 81% for Total Success**. Considering that the range of values for maturity goes from 1 to 5, it is possible to understand why we use the term “excellence” to qualify this group.

This report presents the main performance indicators (success, delays, cost overruns and scope execution), makes a comparative analysis with low-performing organizations and provides considerations on strategies for evolution.

The numbers and information presented here confirm that growing in Maturity means significantly better results, that is, a better application of the money invested in projects.

In this way, it is expected that this report will be useful to those responsible in organizations that wish to put together their growth plan, both to have new arguments with their Senior Management, as well as to learn about benchmark data in their area of activity and, also, face the challenge of having a goal to be achieved or surpassed, aiming to be among the best.

Manuel Carvalho – February 2025.



Sample sizes: Level 1: 21 Level 2: 47 Level 3: 34 Level 4: 14 Level 5: 1

In this document we will regroup the organizations participating in the research as follows:

- Low performance: Levels 1 and 2
- Average performance: Level 3
- High performance: Levels 4 and 5

Our objective here is to analyze high-performance organizations (or benchmark organizations) that total 15 units or 12.9% of the total

Performance Indicators

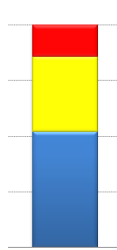
In this part of the report, the General Results of the entire of participants population of this group are presented.

MATURITY:

- Maturity: **4,01** (research general average: 2,58)

15 Organizations
435 projects

PERFORMANCE INDICATORS



Success Index:

- **Failure: 3.0%** (research general average : 12%)
 - **Partial Success: 16%** (research general average : 33%)
 - **Total Success: 81%** (research general average : 55%)
- Average delay: **9%** (research general average : 30%)
 - Average cost overrun: **8%** (research general average : 21%)
 - Execução média do Escopo: **91%** (research general average : 73%)

AVERAGE COMPOSITION OF THE PROJECT PORTFOLIO

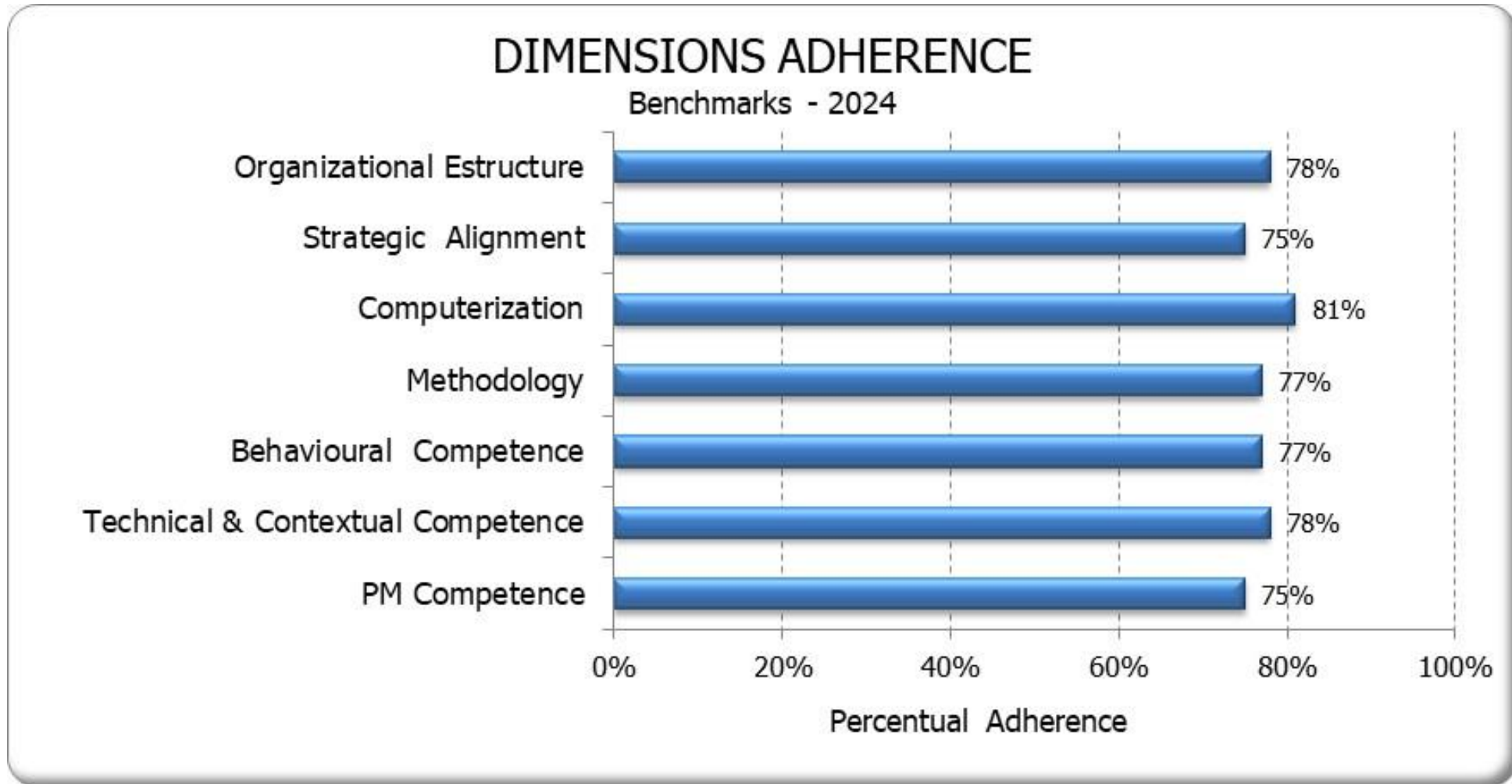
- Average number of projects: **29** (overall research average: 24)
- Average duration of each project: **11** months (overall research average: 15)

Indicators Explanations of Performance Types

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

All values are on the plateau labeled "**optimal**" (more than 70%.)

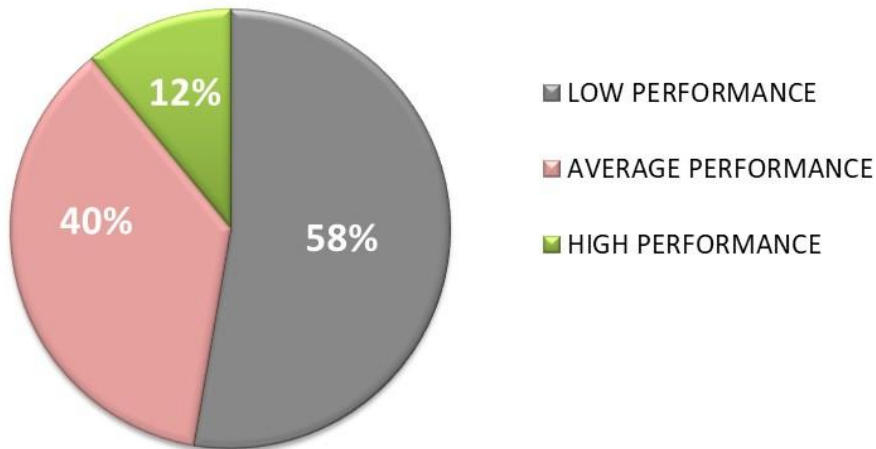


THE JOURNEY TO MATURITY EVOLUTION

Performance and Success

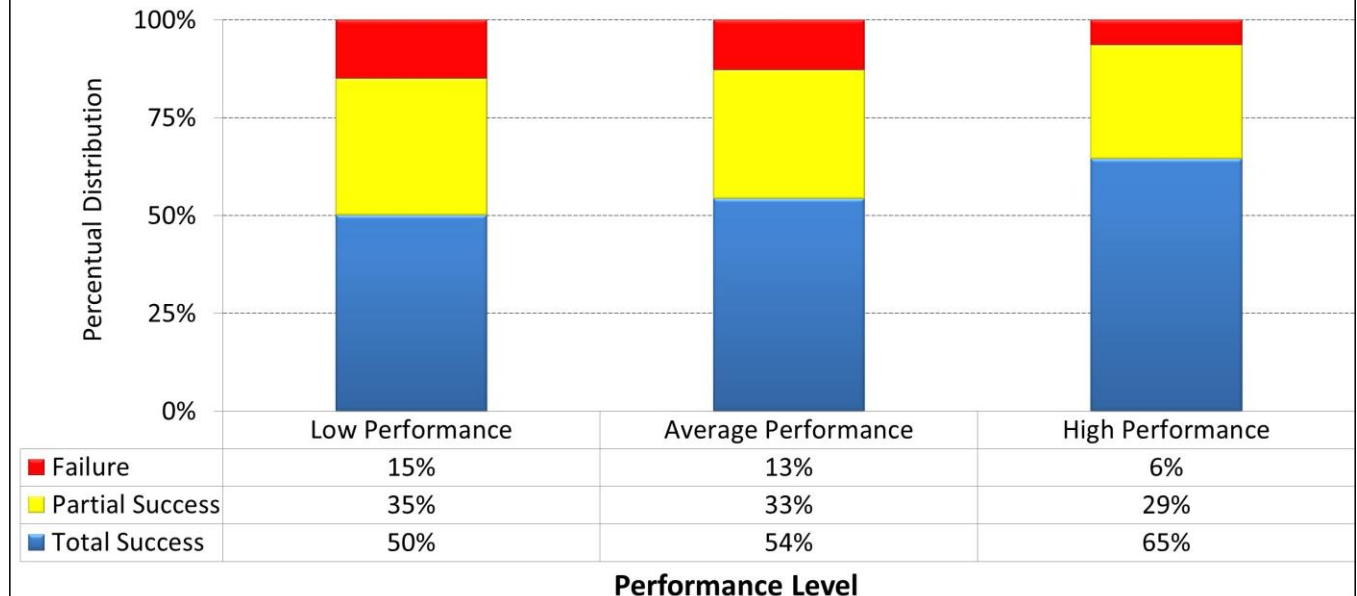
High-performance organizations (levels 4 and 5) **present 40% more Total Success** when compared to low-performance organizations (levels 1 and 2). **Additionally, high-performing organizations have a Failure Rate almost half lower than low-performing ones.** Failure is linked to not achieving goals and implementing strategies (and their associated benefits) and, worse, to financial and human waste that was applied to projects that did not produce the expected results. By encouraging themselves to increase maturity, organizations that are not yet among the benchmarks should increase their success rates and achieve results that, at the moment, seem distant, but as demonstrated here, are perfectly possible.

PERFORMANCE PERCENTUAL DISTRIBUTION
General - 2024



SUCCESS AND PERFORMANCE LEVEL

General - 2024



High-performance organizations have strong adherence to the characteristics of all dimensions.

MATURITY DIMENSION	CHARACTERISTICS OF BENCHMARK ORGANIZATIONS IN THE USE OF MATURITY DIMENSIONS AND WHICH STRONGLY AFFECT THE SUCCESS OF PROJECTS	PERCENTAGE OF ORGANIZATION'S ADHERENCE TO THE MATURITY DIMENSION WITHIN EACH LEVEL OF MATURITY				
		LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5
PM COMPETENCE	Benchmark organizations (levels 4 and 5) have professionals with strong knowledge and practical experience in Project Management.	12%	30%	49%	73%	
TECHNICAL AND CONTEXTUAL COMPETENCE	Benchmark organizations (levels 4 and 5) have professionals with strong knowledge and practical experience in the context of the organization where they work.	12%	29%	54%	77%	
BEHAVIORAL COMPETENCE	Benchmark organizations (levels 4 and 5) have professionals with strong knowledge and practical experience of behavioral aspects (leadership, organization, conflicts, etc.)	14%	33%	52%	76%	
METHODOLOGY (PROCESSES)	Benchmark organizations (levels 4 and 5) have adequate and highly standardized methodology and processes, which have evolved (continuous improvement) and are frequently used by the main stakeholders.	11%	29%	51%	75%	
COMPUTERIZATION (TOOLS)	Benchmark organizations (levels 4 and 5) have efficient and appropriate computational tools, which serve both the operational and strategic levels and are frequently used by the main stakeholders	14%	33%	55%	80%	
STRATEGIC ALIGNMENT	In benchmark organizations (levels 4 and 5), projects have a strong connection with organizational strategies. During their life cycles, projects are monitored to maintain strategic alignment and/or respond to market changes. There are standard and computational procedures for all processes.	11%	28%	51%	74%	
ORGANIZATIONAL STRUCTURE	Benchmark organizations (levels 4 and 5) have the appropriate and necessary organizational structure. It may or may not include aspects such as Project Manager, PMO, Committees and Sponsor. A super important aspect is that there is project governance, routinely practiced at both the operational and strategic levels and strongly contributing to the success of the projects.	12%	29%	52%	75%	

How to reach a level of excellence?:

There is no single rule for how to improve in each maturity dimension. Each case is unique. A diagnosis must be made to identify the best and most appropriate tools, methodology, organizational structure, governance, etc. This diagnosis can be made during the maturity assessment in which one of the reports obtained is the List of Weaknesses (or Improvement needs).

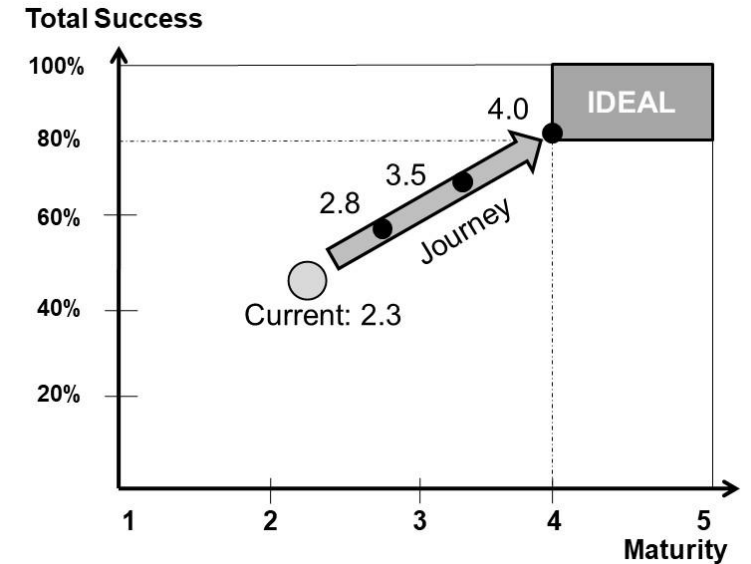
To find out how to carry out a maturity assessment, see suggestions on this website under the “How to Answer” tab

Reaching a level of excellence is not an easy task. There are many factors that contribute to making this journey difficult. Among the main ones, we can mention:

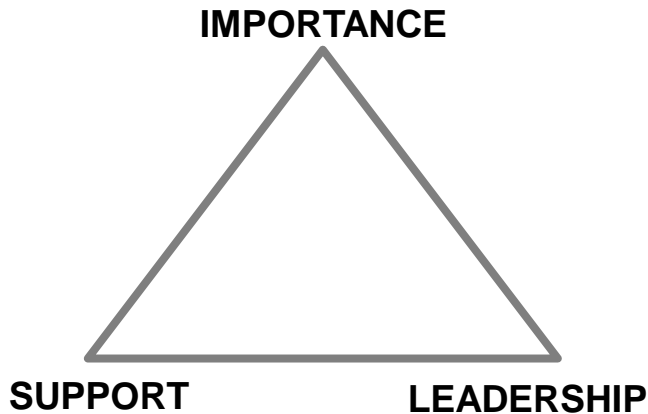
- Differentiated characteristics of the project environment, when compared to the production environment. In this environment, the success of each project often depends on several other areas of the organization in which the project manager's leadership is not always accepted.
- Reactive culture of some areas of the organization towards the peculiarities of project management that, sometimes, clash with existing traditional forms of management.
- Difficulties in customer relationships (in the case of organizations dedicated to projects).
- Strong pressure for deadlines, costs, scope and quality.
- Difficulties in obtaining the best talent for each project.



A Growth Plan must be designed to take the organization to the level of excellence (maturity level above 4 and Total Success index above 80%). The journey can be performed in a few cycles depending on the starting point. The tasks in this plan are obtained from the List of Weaknesses, identified during the maturity assessment process.



The book “Maturity in Project Management” / 4th edition – Brazilian-Portuguese language - www.editorafalconi.com / contains extensive instructions on how to assess maturity, identify weaknesses, how to put together a Growth Plan and how to run the plan.



To achieve a level of excellence, some factors are essential:

1 – High Importance of projects for the organization:

- Current project results are inadequate or could be improved.
- There is a strong need for project results to achieve strategic objectives or business objectives or to increase the organization's competitiveness.

2 – Decisive support from senior management

- Knowledge of the project scenario by senior management
- Adequate involvement whenever necessary to streamline the project management process.

3 – Strong leadership on the journey: existence of leaders who embrace the cause of the evolution of maturity and work hard for it.

Among the 15 high-performance organizations (levels 4 and 5), we have:

- **Type of organization:** 12 are private organizations, 2 are “Government – Direct Administration” type organizations and 1 is a “Government – Indirect Administration” type.
- **Project Category:** 6 organizations work on projects in the “Construction and Assembly” category, 1 with “Engineering/Architectural Design” projects, 2 with “Development of New Products and Services” projects, 1 with “Organizational Changes and/or Improvement of Operational Results”, 2 with “Information Systems (sw)” and 3 with “Other Categories”.
- **Business Line:** Agriculture: 1, Food and Beverage: 2, Construction: 2, Engineering: 2, Equipment and machinery (Construction & Assembly): 1, Oil, Oil and Gas: 2, Information Technology: 3, Other areas: 2.
- **Organization Size (budget or revenue):** 3 earn up to R\$1 billion, 9 earn up to R\$10 billion and 3 earn over R\$10 billion.
- **Type of Client:** 8 organizations are “dedicated to projects”, that is, they work for external clients; in the remaining 7 organizations, projects are internal.

Attachments

About data and results presented in this report

As mentioned previously, we had a public of 117 participants in 2024. In addition to being a small sample size for the purposes of our analysis, 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. Our intention is to display and analyze the data as captured, presenting the reader with as much information as possible within the sample size limitations.

On the other hand, we advise the reader to also analyze reports from other years that work with larger and more detailed samples. As established in our Charter of Principles, our objective is to help 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.



Manuel Carvalho da Silva Neto holds a Master's degree in Administration from CEPEAD – UFMG. He also obtained the titles of specialist in Economic Engineering (INEA / EEUFMG) and Financial Administration (FJP) and graduated in Mechanical Engineering from UFMG. He has 56 years of market experience, 51 of which in Projects. He has participated or directed more than 300 large and medium-sized projects in private and state-owned companies, public agencies and third sector organizations. He was undersecretary of Planning and Budget of the State of Minas Gerais from 2007 to 2008.



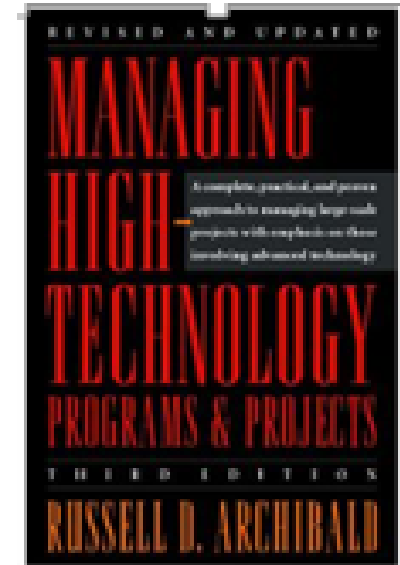
Russel D. Archibald (in memoria)

- 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
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Prado-MMGP Maturity 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.

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.

Thanks

Special thanks to the volunteers of this research.

- Support:  MINAS GERAIS, BRAZIL CHAPTER  www.sucesumg.org.br  CONSTRUINDO SOLUÇÕES 
  
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THE END