

PROJECT MANAGEMENT MATURITY

Archibald & Prado Research

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Report 2024:

“General Report”

Part B: Participants Profile

Published February 2025

Organized by:

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We are presenting the part B of ***General Report***. Each report contains three parts:

- A. Indicators
- B. Participants profile
- C. Governance Aspects

In this report we show the percentage participation of the groupings used in Part A: Organization Type, Projects Categories, Business Area, Billing, Average Cost of each Project and Brazilian States.

In addition, a comparison is made between the following indicators: projects number in portfolio, average duration of each project and average cost of each project.

1. Participants Profile
2. Project Portfolio Analysis
3. Participants List

Attachment

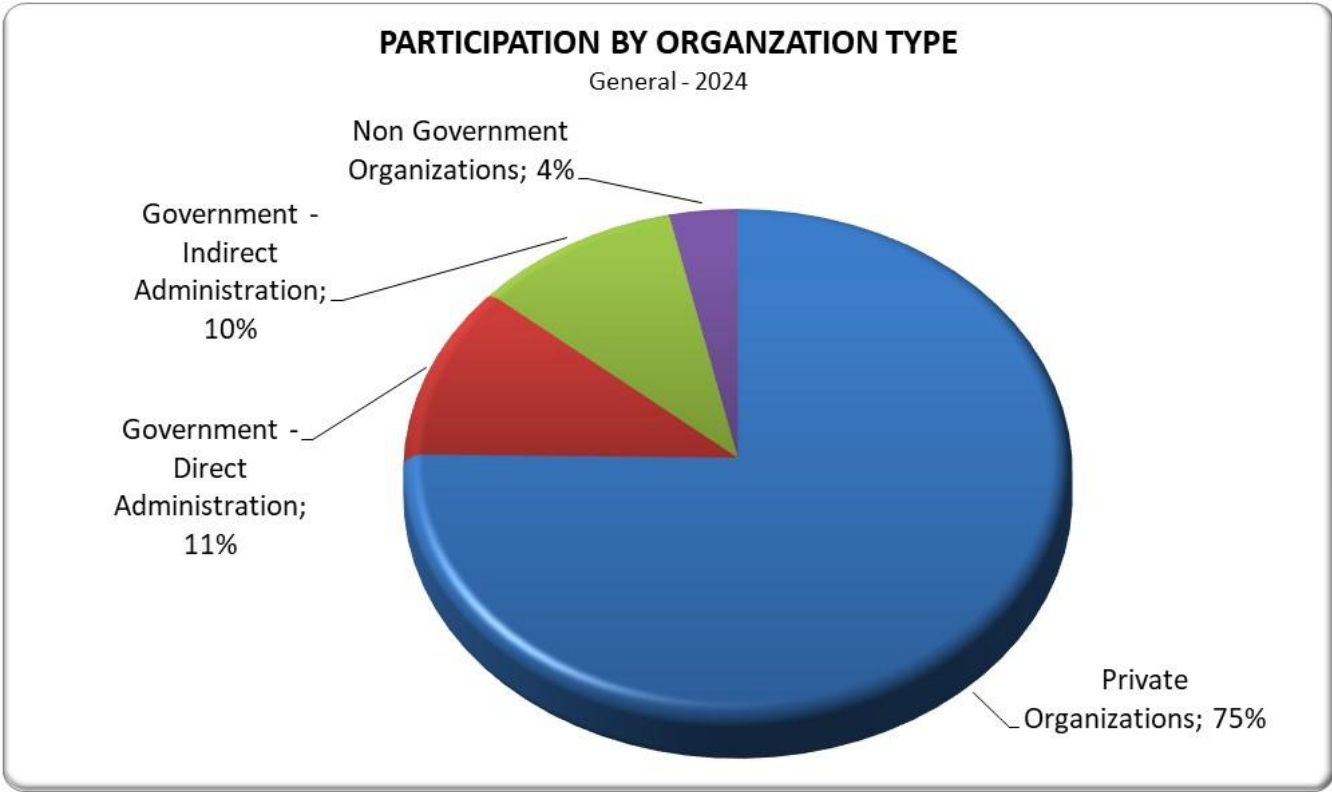
- A. Team who developed this work

PARTICIPANTS PROFILE

Participants by Organization Type

All organization types were present at the 2024 research.

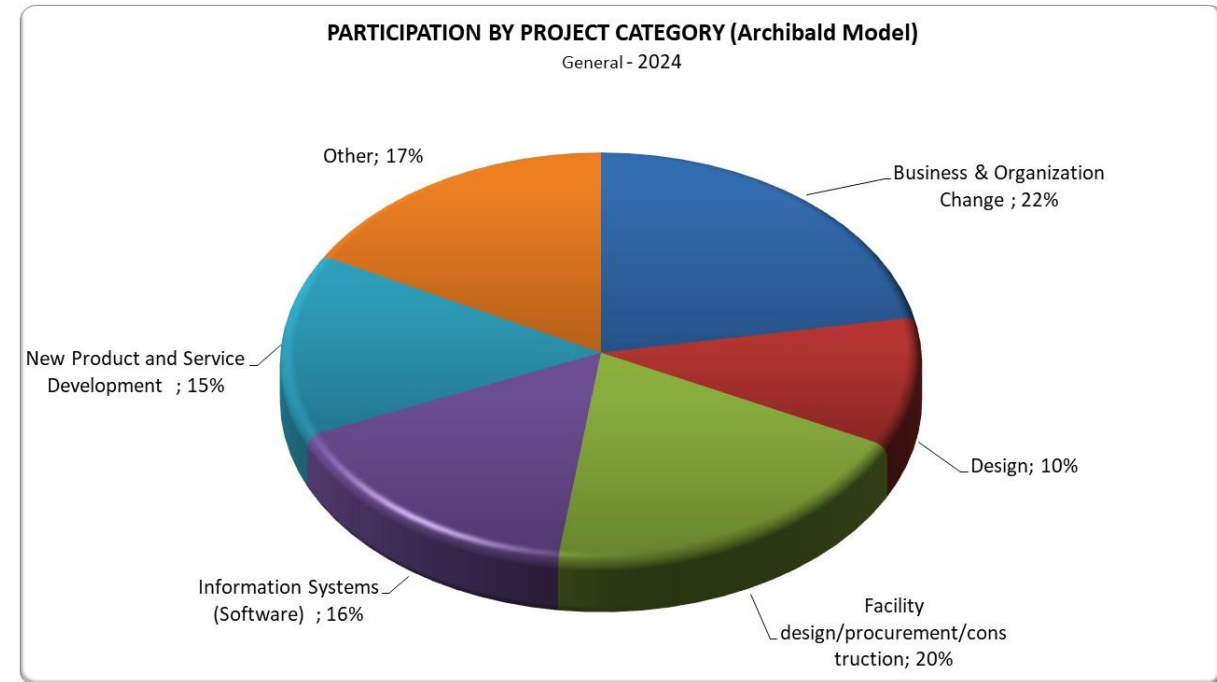
TYPE OF ORGANIZATION	# of Respondents	Percentual	Maturity
Private organizations	88	75%	2,58
Government - Direct Administration	13	11%	2,63
Government - Indirect Administration	12	10%	2,58
Non Government Organizations	4	3%	
Totals	117	100%	2,58



Participants by Projects Categories

The following categories were present at the research.

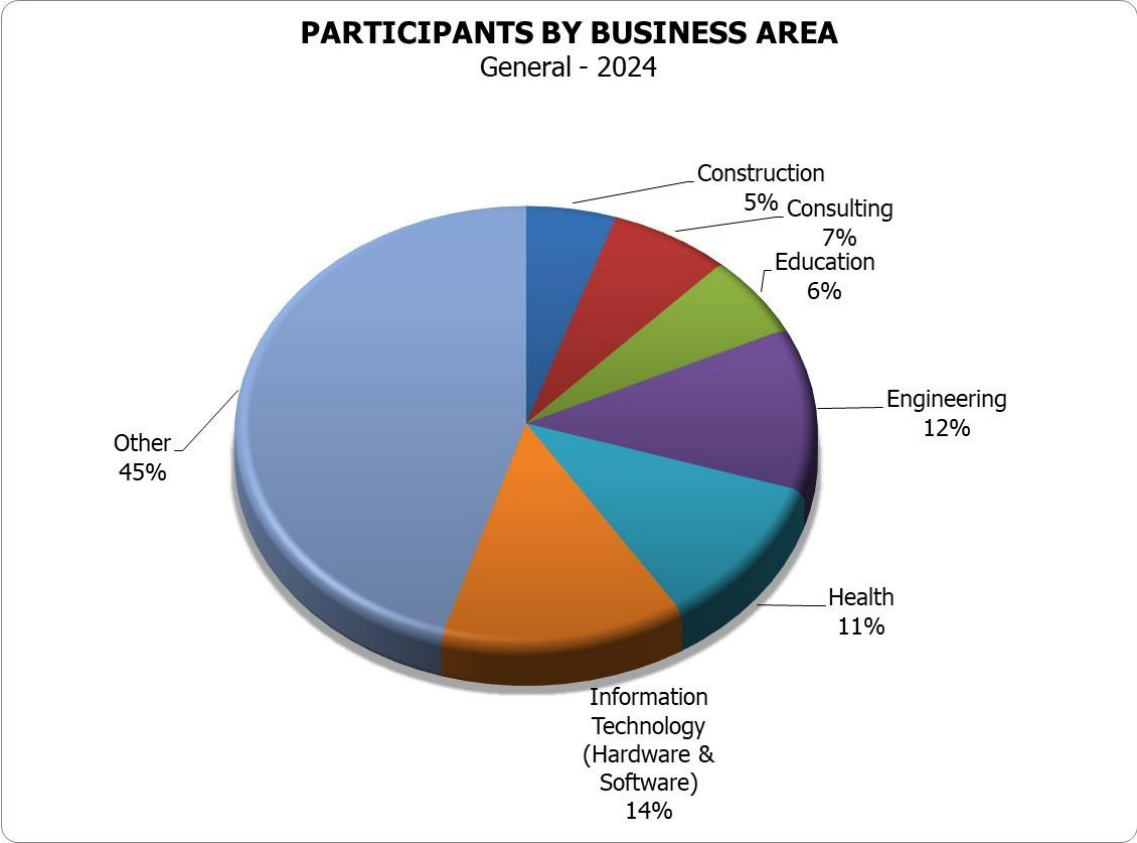
ARCHIBALD CATEGORY	# of Respondents	Percentual	Maturity
Defense / Safe/Aeroespace	2		
Business & Organization Change	26	22,2%	2,29
Communication Systems (data, voice, image)	2		
Engineering/Architecture Design	12	10,3%	2,47
Facility design/procurement/construction	23	19,7%	2,89
Information Systems (Software)	19	16,2%	2,57
International or Regional Development	1		
New Product and Service Development	17	14,5%	2,72
Research and Development	3		
Other categories	12	10,3%	2,86
Totals	117	100%	2,58



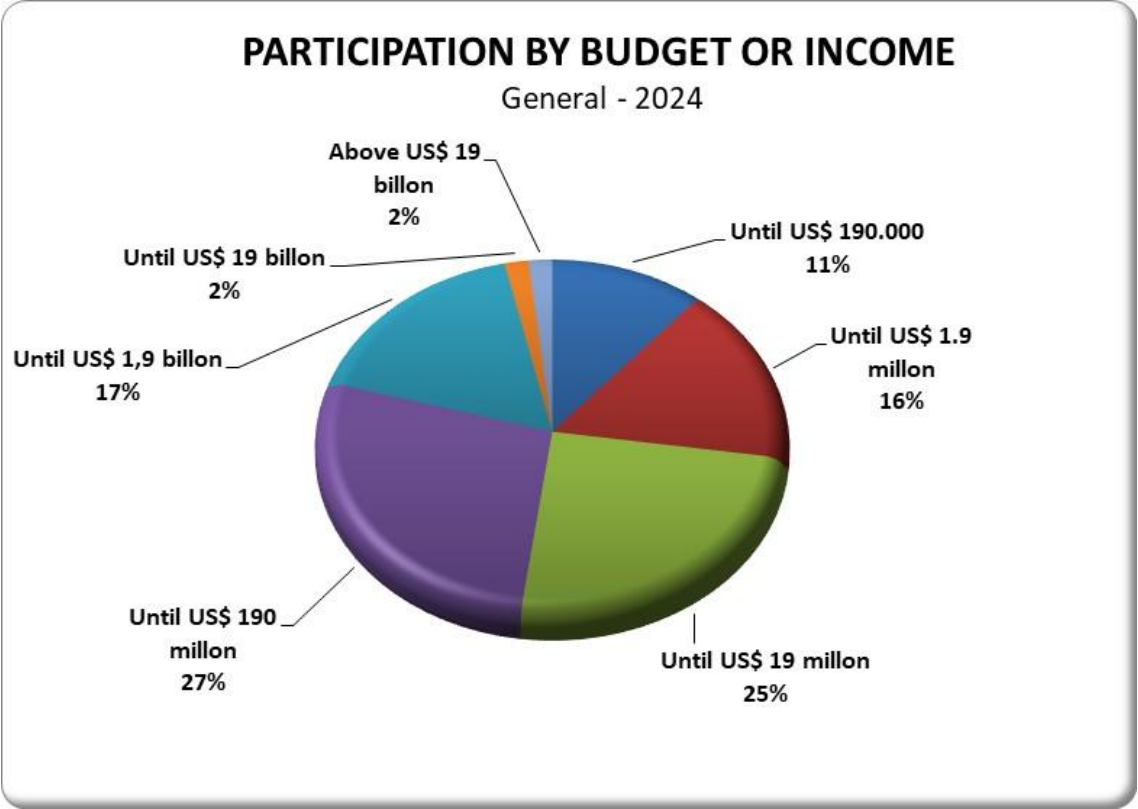
Participants by Business Area

Only the following categories were present at the research.

BUSINESS AREA	# of Respondents	Percentual	Maturity
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
Consulting	8	6,8%	2,64
Defense, Security and Aeronautics	3	2,6%	
Education	6	5,1%	2,34
Electrical Energy (Production and/or Distribution)	1	0,9%	
Engineering	14	12,0%	2,65
Pharmaceutical	1	0,9%	
Mining	2	1,7%	
Metallurgy and Steelmaking	1	0,9%	
Oil and Gas	5	4,3%	3,06
Health	13	11,1%	2,27
Information Technology (Hardware & Software)	16	13,7%	2,58
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
Distribution (Water, gas)	2	1,7%	
Equipaments & Machines: Construction and/or Assembling	3	2,6%	
Chemical	1	0,9%	
Totals	117	100%	2,58

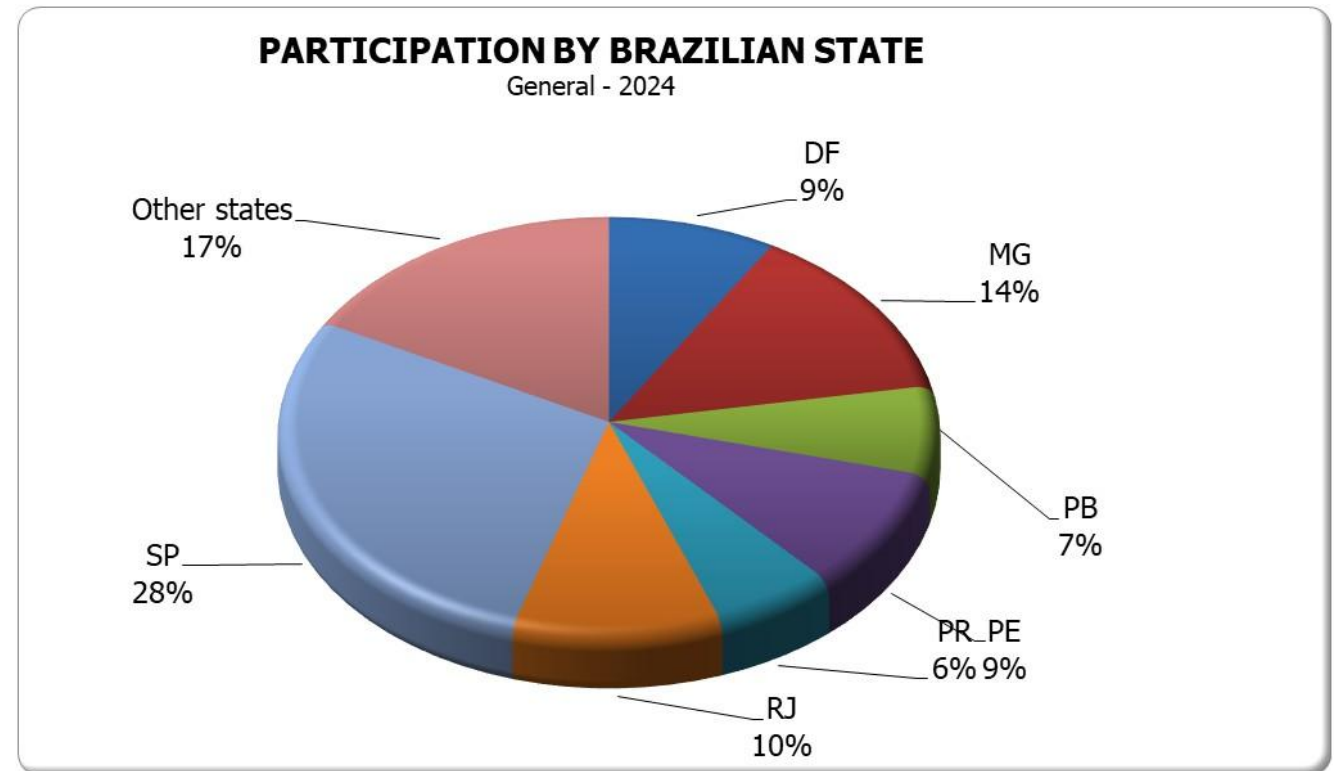


Annual Gross Revenue or Budget	# Respondents	Percentual	Maturity
Until US\$ 190.000	13	11,1%	2,33
Until US\$ 1.9 million	19	16,2%	2,66
Until US\$ 19 million	29	24,8%	2,54
Until US\$ 190 million	20	17,1%	2,91
Until US\$ 1.9 billion	2		
Until US\$ 19 billion	32	27,4%	2,49
Over US\$ 19 billion	2		
Totals	117	100,0%	2,58



Participants profile: Brazilian States

STATE	# de Respondents	Percentual	Maturidade
BA	1	1%	4,16
CE	1	1%	4,23
DF	10	9%	2,51
ES	1	1%	4,30
GO	5	4%	2,13
MA	3	3%	2,80
MG	16	14%	2,90
MT	1	1%	1,42
PA	1	1%	2,42
PB	8	7%	2,32
PE	11	9%	2,00
PR	7	6%	2,49
RJ	12	10%	2,58
RN	1	1%	2,88
RO	1	1%	2,84
RS	1	1%	4,04
SC	4	3%	2,74
SP	33	28%	2,59
Totals	117	100%	2,58

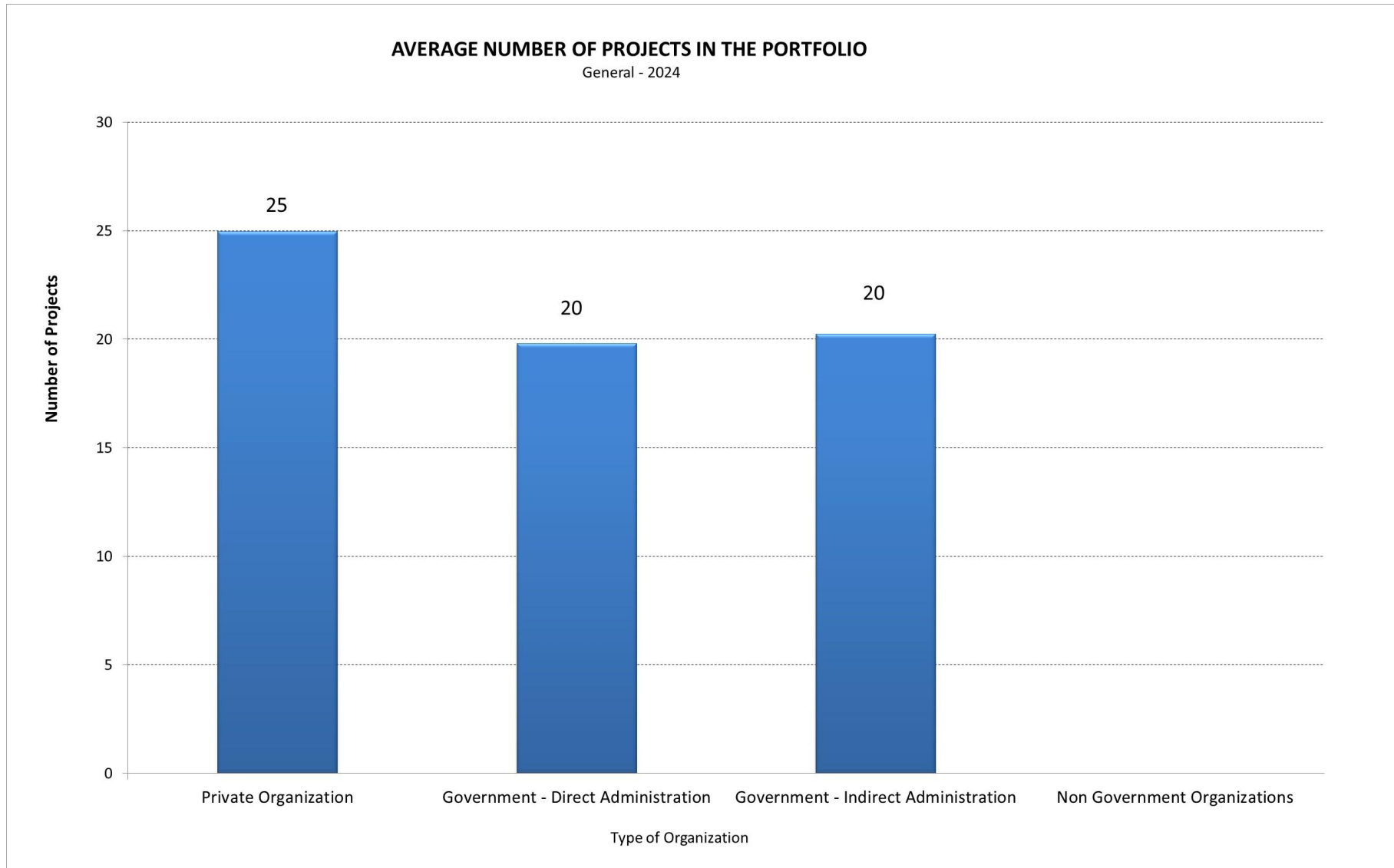


PROJECT PORTFOLIOS ANALYSIS

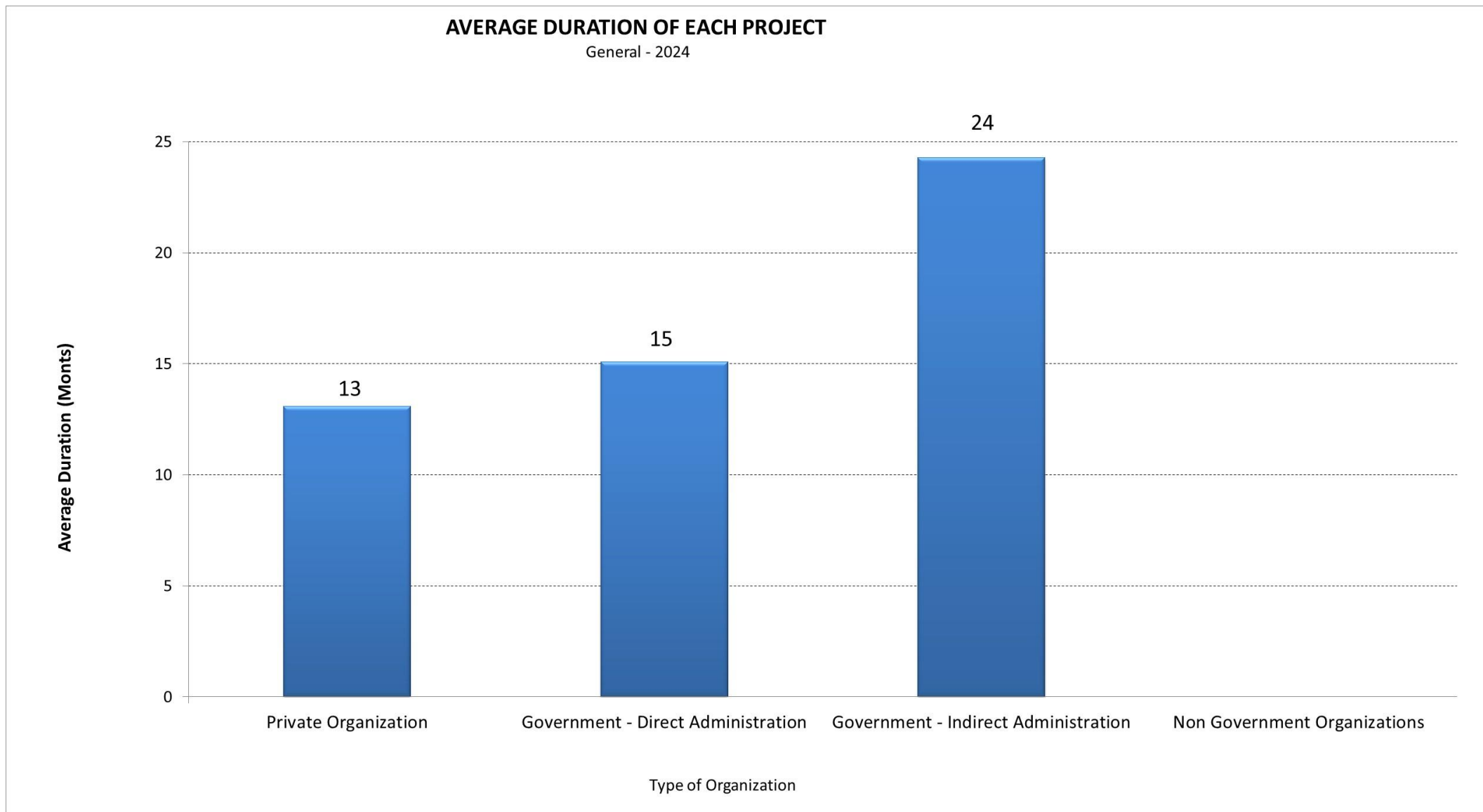
Size Comparison

A – By Organization Type

Type of Organization	# Respondents	Maturity	Average Number of Projects in the Portfolio	Average Duration
Private Organization	88	2,58	25	13
Government - Direct Administration	13	2,63	20	15
Government - Indirect Administration	12	2,58	20	24
Non Government Organizations	4			
Totals	117	2,58	24	15



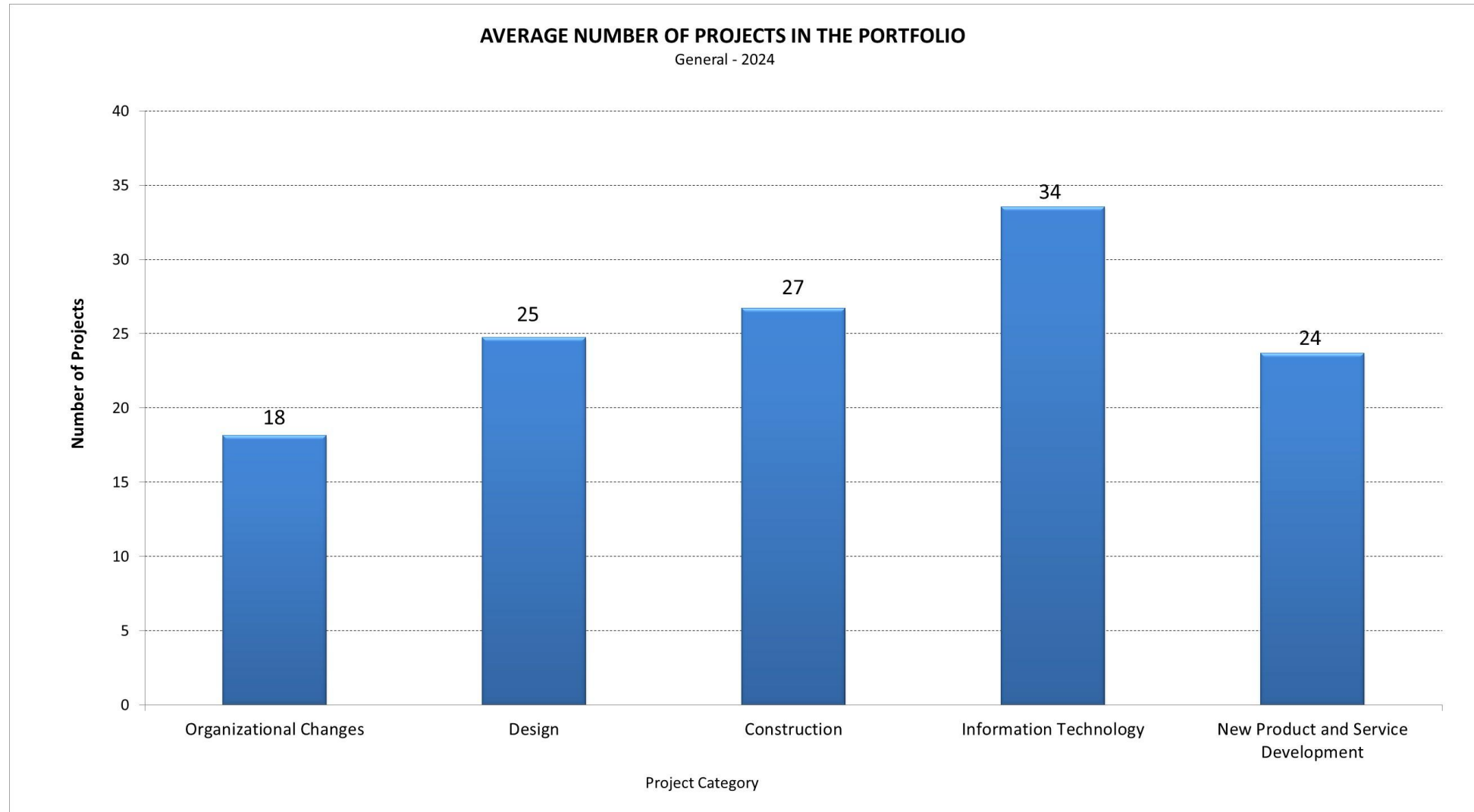
Average duration of each project



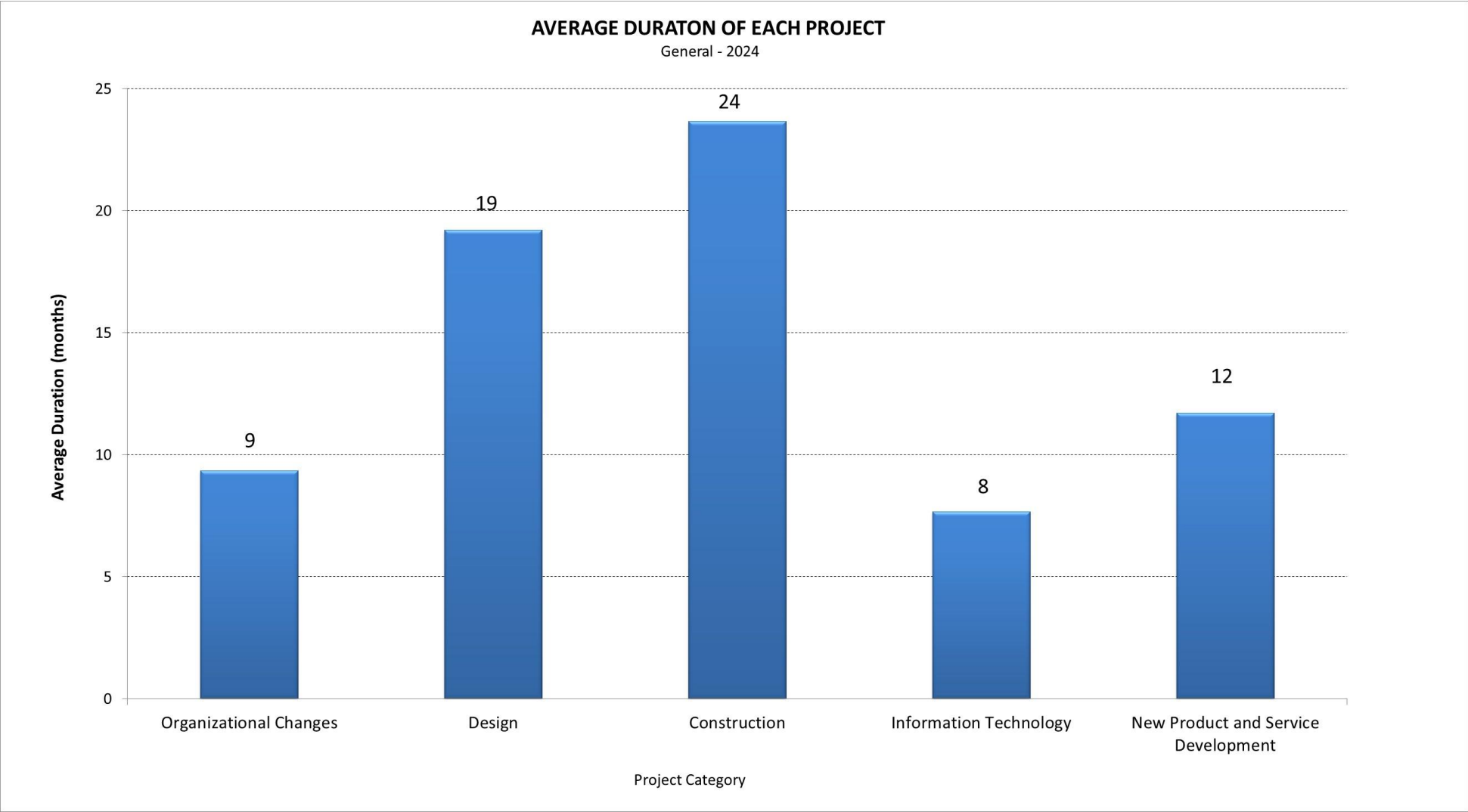
B – By Project Category

Project Category (Archibald Model)	# of Respondents	Maturity	# Projects	Average Duration
Organizational Changes	26	2,29	18	9
Desing	12	2,47	25	19
Construction	23	2,89	27	24
Information Technology	19	2,57	34	8
New Product and Service Development	17	2,72	24	12
Total	117	2,6%	24	15

Only classes with over 10 participants.



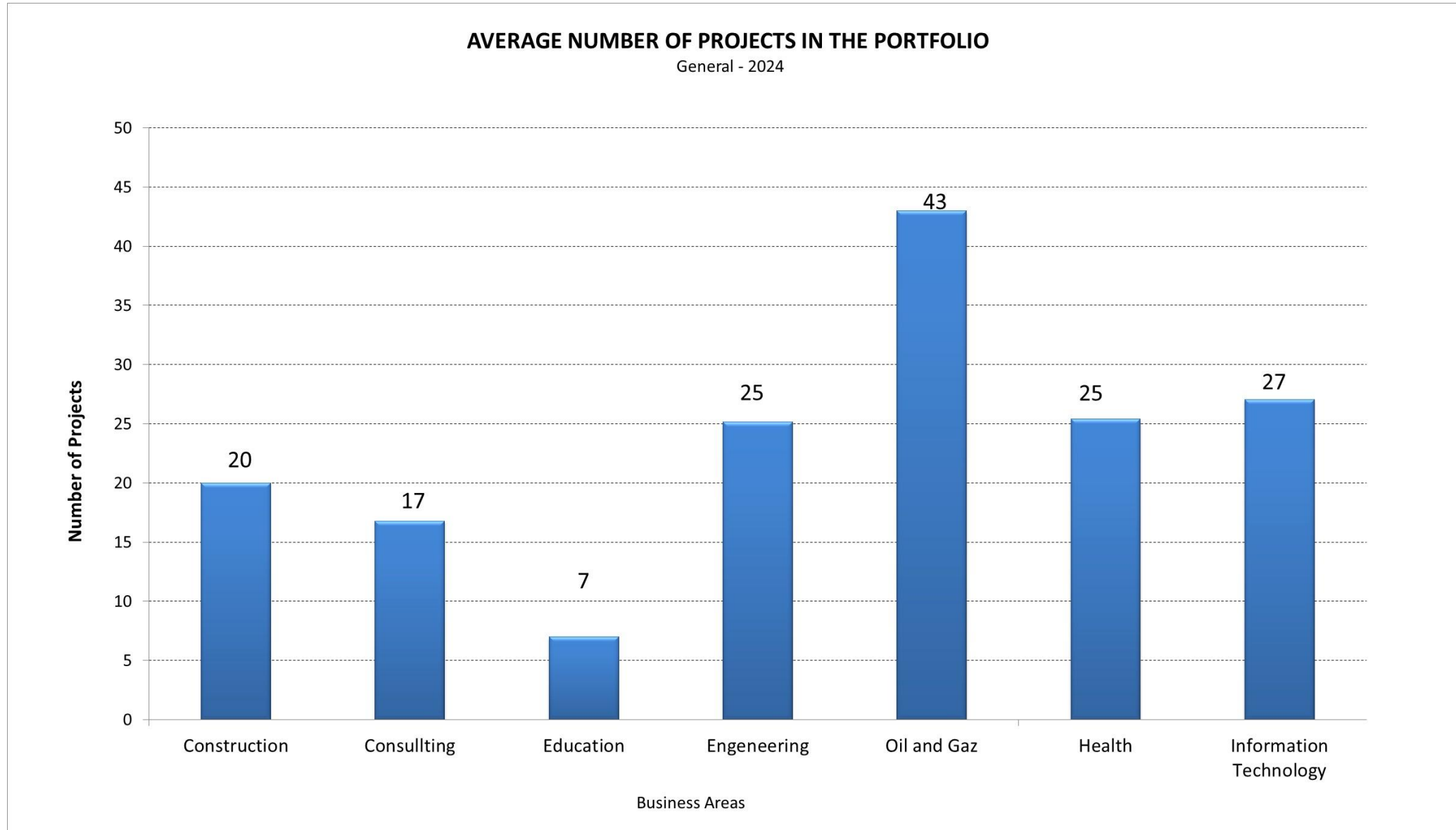
Average duration of each Project



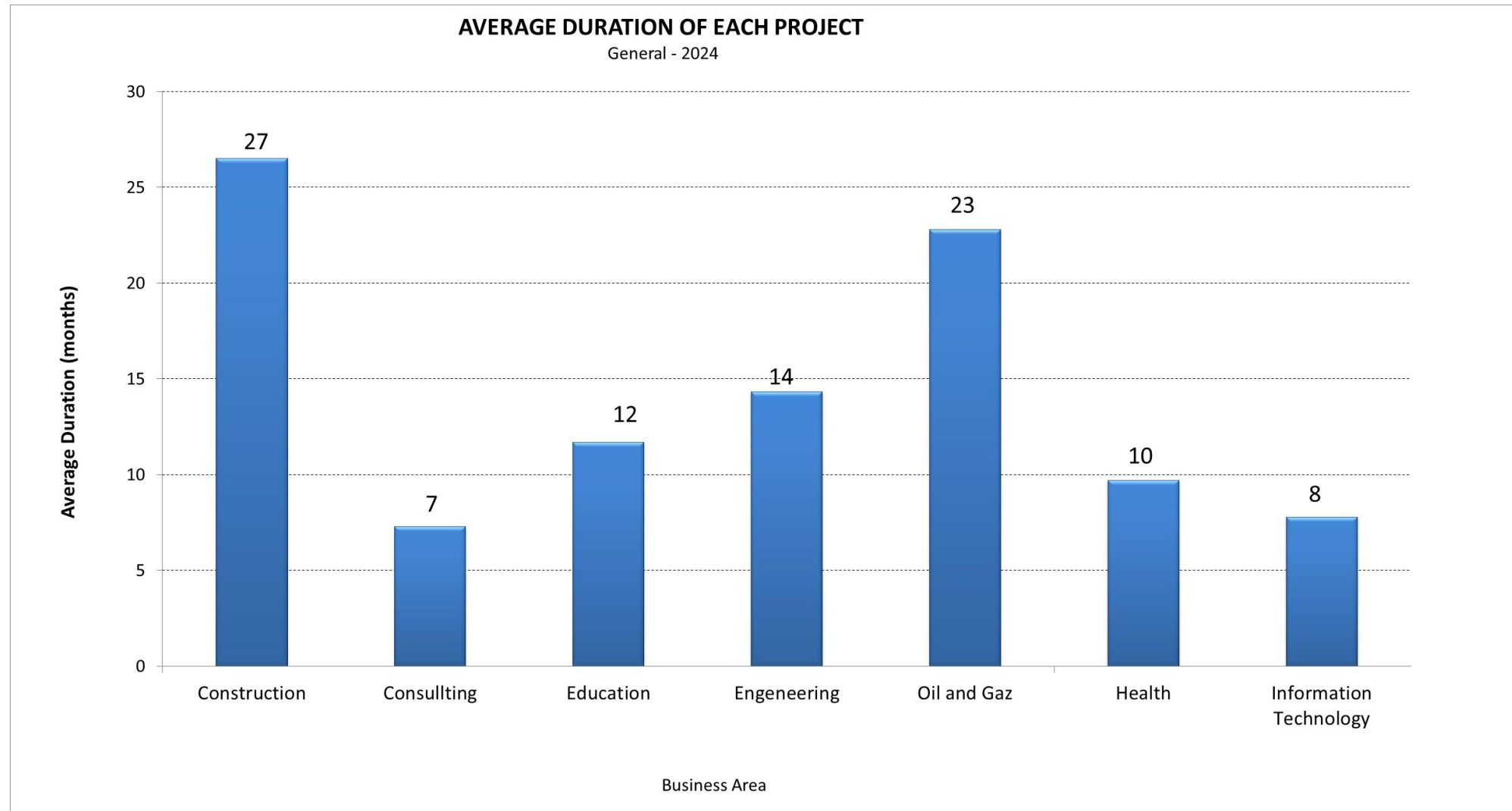
C – By Business Area

Business Area	# of Respondents	Maturity	# Projects	Average Duration
Construction	6	2,83	20	27
Consulting	8	2,64	17	7
Education	6	2,34	7	12
Engeneering	14	2,65	25	14
Oil and Gaz	5	3,06	43	23
Health	13	2,27	25	10
Information Technology	16	2,58	27	8

Only classes with over 10 participants.



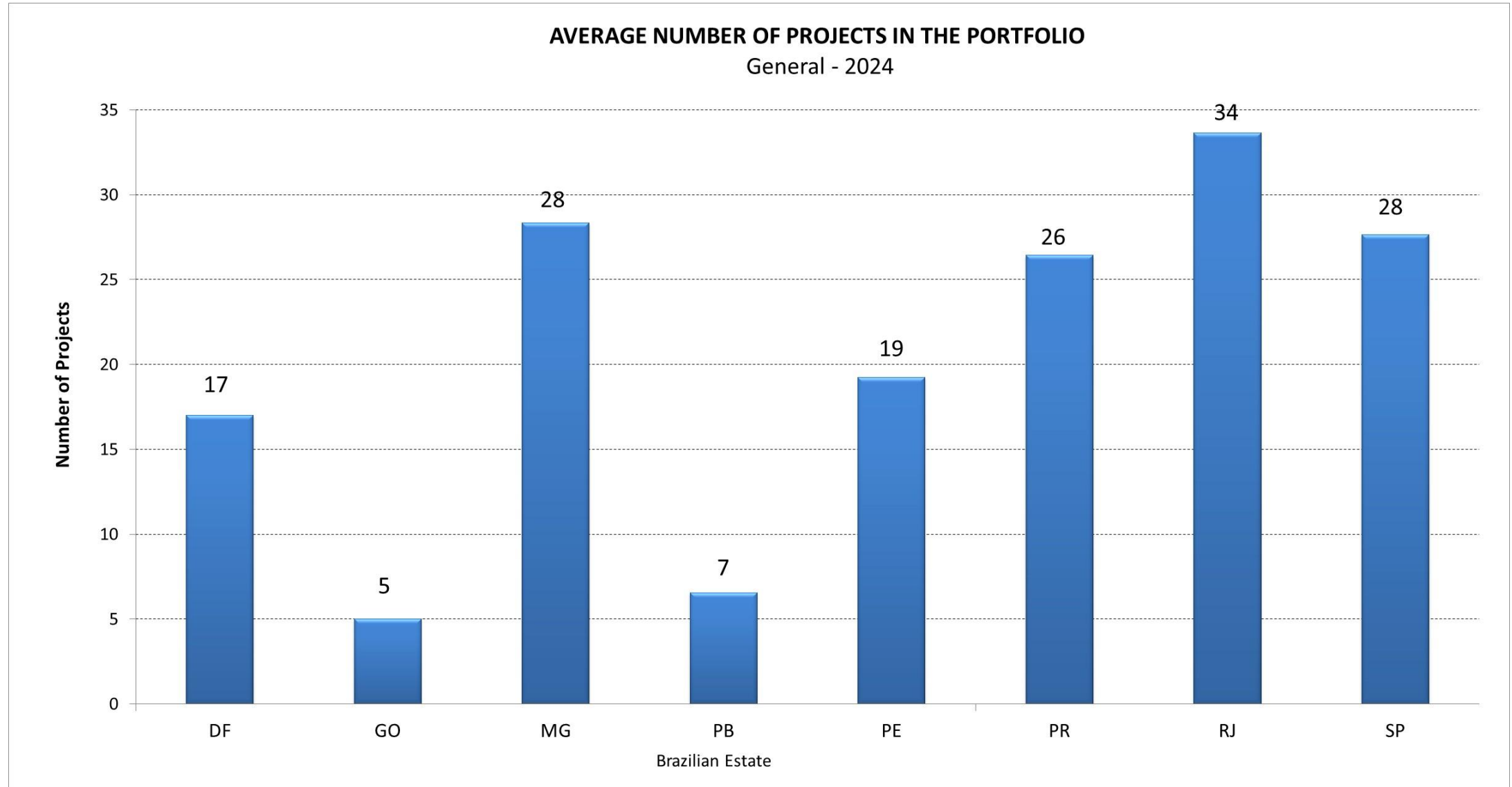
Average duration of each project

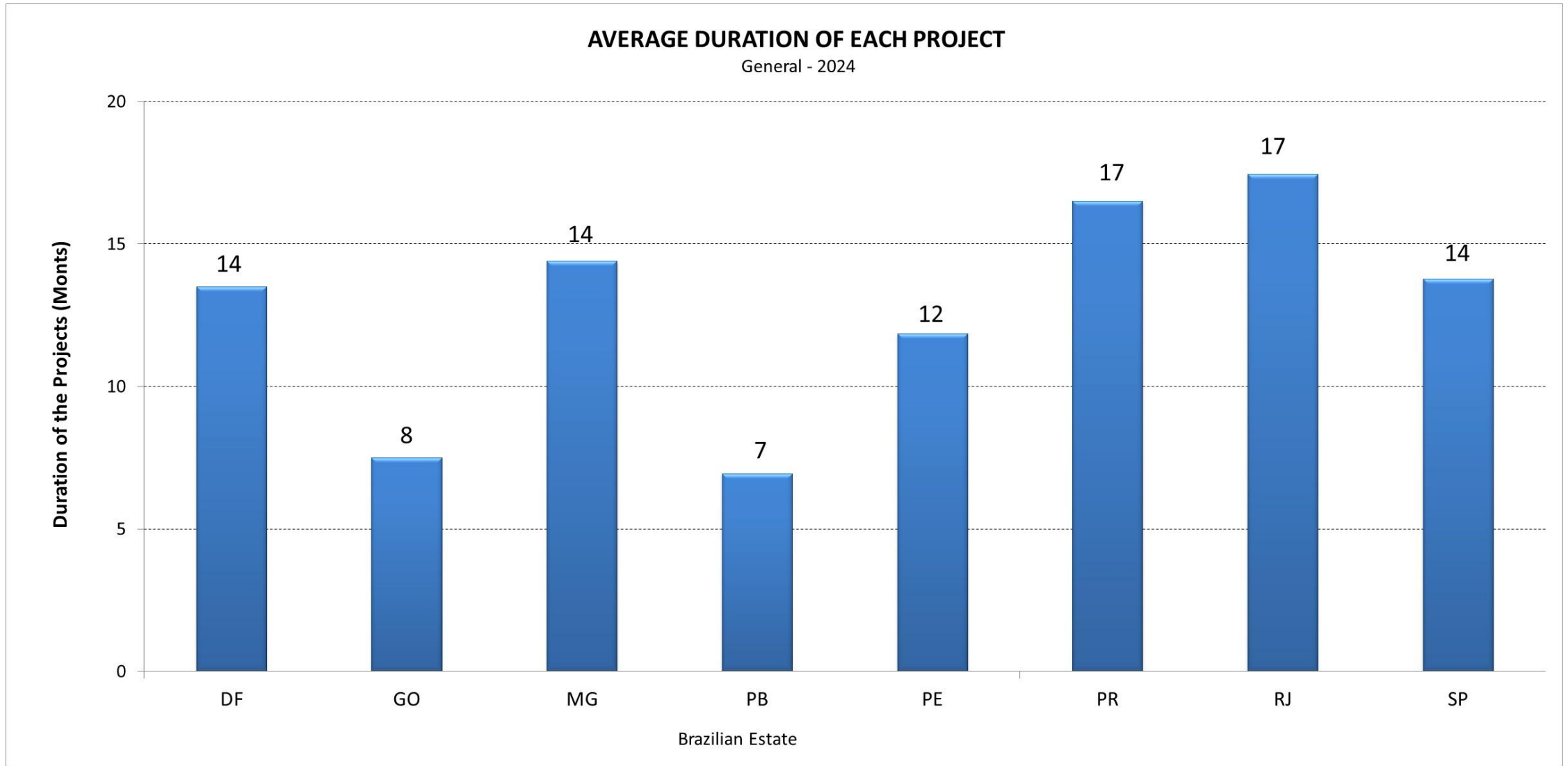


D – By Brazilian State

Brazilian Estate	# Respondents	Maturity	# Projects	Average Duration
DF	10	2,51	17	14
GO	5	2,13	5	8
MG	16	2,90	28	14
PB	8	2,32	7	7
PE	11	2,00	19	12
PR	7	2,49	26	17
RJ	12	2,58	34	17
SP	33	2,59	28	14

Only classes with over 5 participants.





PARTICIPANTS LIST

Participants List

ORGANIZATION NAME	STATE
Acumuladores Moura	PE
AGCO CAN	RS
Alupar Investimento	SP
Andritz Brasil Ltda	PR
AngloGoldAshanti	MG
APAS - Associação Paulista de Supermercados	SP
Apta Automação Ltda	MG
Argo Menthor	SP
Artécnica	RS
Autonoma	RS
Banco Central do Brasil	DF
BB Previdência	DF
Brandt	MG
BYD	SP
C & K Planejamento e Controle	RS
Carapreta	MG
Castrolanda	PR
Cemig Geração e Transmissão S.A	MG
Centro de Ciências Humanas e Naturais	ES
CESAR	PE

ORGANIZATION NAME	STATE
CGEP	DF
CHJ Engenharia	RN
Companhia Catarinense de Águas e Saneamento (Casan)	SC
Comunidade das Nações	DF
Construtora Barbosa Mello	MG
Controladoria-Geral do Estado	SC
Controladoria-Geral do Estado de Santa Catarina	SC
Cooperativa Agrária Agroindustrial	PR
Darede Serviços de TI	SP
DETRAN/SC	SC
Docile Alimentos	RS
DSK	PR
Dynamis Engenharia e Comércio Ltda	SP
Edscha do Brasil Ltda.	SP
Elfa Medicamentos SA	PB
Embasa	BA
ENA - Fundação Escola de Governo	SC
Energo Engenharia	CE
EPAGRI	SC
EQI Investimentos	SC
Exagro	MG

Some of the organizations participated with more than one department (or area).

ORGANIZATION NAME	STATE
Excellence Consultants	BA
Faculdade Ciências Médicas FCM-PB	PB
Faculdade de Ciências Medicas da Paraíba	PB
Falconi	MG
FAPESC	SC
FAURGS	RS
FCMPB	PB
FCMPB/AFYA	PB
Fiergs	RS
FIERGS	RS
FUNDAÇÃO CATARINENSE DE CULTURA	SC
Fundação de Amparo à Pesquisa do Estado de Roraima	RR
Fundação Dom Cabral	MG
Furnas Centrais Elétricas	RJ
Generali	RJ
Gerdau	SP
Gomes da Costa	SC
Grupo Abril	SP
Grupo Santa Joana	SP
Gwind	SP

ORGANIZATION NAME	STATE
Instituto Identidades do Brasil	RJ
Instituto Latino Americano de Governança e Compliance Público -	DF
Instituto Unibanco	SP
Junta Comercial do Estado de Santa Catarina	SC
Linea Alimentos	SP
Logicalis	SP
Ministério Público de Mato Grosso do Sul	MS
MSE Engenharia	PR
Objetiva projetos	SP
Otimiza Bank	RJ
Ottech	SP
Ownergy Solar	MG
Plenos Gestão de Projetos	MG
PM Business Solution	PE
Polícia Rodoviária Federal	DF
Portfolio 01	CE
Prática Klimaquip Industria e Comercio S.A.	MG
PRO FIRE ENGENHARIA DE INCÊNDIO	RS
Pro Fire Sistemas Contra Incêndio Ltda	RS
RD	SC

Some of the organizations participated with more than one department (or area).

Participants List

ORGANIZATION NAME	STATE
SEA - Secretaria de Estado da Administração	SC
Secr.de Estado da Agricultura, da pesca e do Desenvolvimento Rural	SC
Secretaria de Estado da Saúde	SC
SEDI	GO
Senai (teste)	RS
SENAI DR/BA	BA
SETIC	RO
Solinftec	MT
SPI Integração de Sistemas Ltda.	SP
SPRO IT Solutions	PR
Stella	MG
Stellantis	MG
Stihl	RS
Sup. Estadual de Tecnologia da Informação e Comunicação	RO
Tribunal de Justiça do Estado do Ceará	CE
Tribunal Regional Eleitoral do Distrito Federal - TRE/DF	DF
Unimed Noroeste Capixaba	ES
Unimed Poços de Caldas	MG
Unimed Poços de Caldas	MG
unimed salto itu - SP	SP
Unimed Salto Itu-SP	SP

ORGANIZATION NAME	STATE
Unimed São José do Rio Preto	SP
Unimed Sul Capixaba	ES
Unimed Vitória	ES
Vale	MG
Vesuvius Refratários Ltda.	SP
Vila São Cottolengo	GO
Votorantim Cimentos	SP
White Martins Indústria de Gases Ltda	RS

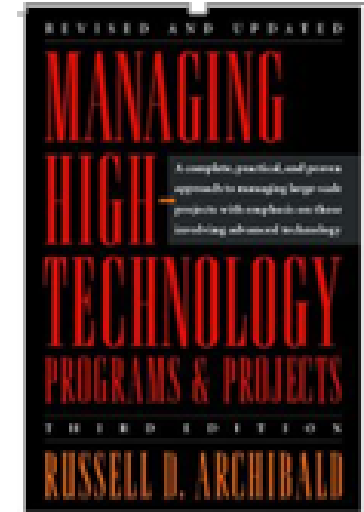
Some of the organizations participated with more than one department (or area).

Team who developed this work



Russel D. Archibald

- 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
- Honorary Industry Advisor of PM World Journal





Darci Prado is an Associate Consultant at *FALCONI Consultores de Resultado*. Bachelor degree in Chemical Engineering from *UFMG*, postgraduate degree in Economic Engineering from FDC and PhD from *UNICAMP*. He participated in the establishment of the PMI chapter in Minas Gerais and Paraná, and was a board member of PMI-MG between 1998-2002. He was the president of *Clube IPMA-BH* between 2006 and 2008. Author of 10 project management books.



Warlei Agnelo de Oliveira was Secretary of Transportation and Public Works advisor, and is currently the Project Manager of “Belo Horizonte Metro” structuring project. Bachelor degree in Civil Engineering, holds a MBA degree in Project Management from *FGV* and a M.Sc. degree in Business Administration. He is Orange Belt / ILL certified and is currently professor of Civil Engineering and Environmental Technology courses at *Centro Universitário UNA*.



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

GENERAL COORDINATION

Darci Prado

SITE DEVELOPMENT AND MAINTENANCE

2x3 Organizatiion

SITE DATA MAINTENANCE

Eduardo Motta

DATA BASE

2x3 Organizatiion

DATA ANALYSIS

Darci Prado, Eduardo Motta and Pedro Rocha

ANALYTICS

Paula Júlio

SITE SPONSORSHIP

Falconi – Consultores de Resultados

LINGUIST SUPPORT

English Language: Lara Romano

Spanish Language: Jose Luiz Oliva Posada, José R. Miglioli, Maria Eugenia, Dulce Morales, Gerardo Mendoza and Victor Bianchini

DIVULGAÇÃO

Parceria com diversas entidades e formadores de opinião

RELATÓRIOS

Veja nomes de autores em cada relatório

APOIO GERAL

Carlos Eduardo Andrade, Fernando Ladeira, José Ricardo Miglioli, Giselle de Laurentys, Manuel Carvalho da Silva Neto, Marcus Vinicius Marques e Warlei Oliveira



Thanks

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 - IPMA-Br
 - CREA: MG and SP
 - FIEMG
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THE END