

# PMSURVEY.ORG

A GLOBAL INITIATIVE OF PMI® CHAPTERS

# 2014

WORLD  
REPORT

PMI - Project Management Institute is the world's largest not-for-profit membership association for the project management profession. Its professional resources and research empower more than 1M members, credential holders and volunteers in nearly every country in the world to enhance their careers, improve their organizations' success and further mature the profession.

The PM SURVEY.ORG is one of the major research initiatives in the world on the topic of project management. It has become a reference for professionals, students, universities, and organizations that are looking for an overview of how project management practices are being used in organizations around the world and what results have been obtained through their use.

Because the information collected by the PMSURVEY.ORG represents how organizations are working on topics related to project management, it should not be viewed as a guide or a set of best practices.

The use of this report is free to the global project management community.

**Reference:** "PMSURVEY.ORG 2014 Edition. Project Management Institute."

Juliano Reis, PMP

The chapters that led this initiative in the PMSURVEY 2014 Edition were as follows:

Amazonas, Brazil  
Bahia, Brazil  
Bogota, Colombia  
Buenos Aires, Argentina  
Ceará, Brazil  
Central Ohio, USA  
Distrito Federal, Brazil  
Espírito Santo, Brazil  
France, France  
Goiás, Brazil  
Guadalajara, Mexico  
Mato Grosso, Brazil  
Mexico, Mexico

Minas Gerais, Brazil  
Montevideo, Uruguay  
Nuevo Cuyo, Argentina  
Nuevo Leon, Mexico  
Paraná, Brazil  
Pernambuco, Brazil  
Puebla, Mexico  
Rio de Janeiro, Brazil  
Rio Grande do Sul, Brazil  
Santa Catarina, Brazil  
Santiago, Chile  
São Paulo, Brazil  
Sergipe, Brazil  
Sinaloa, Mexico

In the 2014 Edition of PMSURVEY.ORG, 400 organizations participated in Argentina, Brazil, Canada, Chile, Colombia, France, Mexico, USA and Uruguay . Visit [www.pmsurvey.org](http://www.pmsurvey.org) to find the name of these organizations.



The technological tools that support the PMSURVEY.ORG were developed by an important Brazilian partner: Project Builder.

Project Builder was founded in 2002, and provides its customers in Brazil and abroad one of the most successful project management software products developed: “Project Builder.” It is a powerful tool to manage projects, programs, and portfolios, integrating initiatives from the strategy to the projects.

Project Builder is the founding sponsor of the PMSURVEY.ORG, and is a major sponsor of PMI conferences in Brazil. Its participation in this initiative was essential to make the dream into reality.

Our sincere thanks go to Project Builder because its leaders believed in the PMSURVEY.ORG initiative and joined resources to make it something that will benefit the global project management community.

This report is the result of the work of several volunteer professionals from different countries.

Below, in alphabetical order are the names of these professionals, who made history in 2014 by giving an enormous contribution to the continuing development of PMSURVEY.ORG.

Adriana Cibelli, Buenos Aires Chapter, Argentina  
Adriana Fório Sentieiro, São Paulo Chapter, Brazil  
Ailton Queiroz, Ceará Chapter, Brazil  
Alejandro Aramburu, Nuevo Cuyo Chapter, Argentina  
Alércio Bressano, Sergipe Chapter, Brazil  
Americo Pinto, Founder and Mentor, Brazil  
Anderson Gonzaga, Rio de Janeiro Chapter, Brazil  
Andre Voltolini, Rio Grande do Sul Chapter, Brazil  
Andres Felipe Gomez, Bogota Chapter, Colombia  
Andrey Furlan, Santa Catarina, Brazil  
Benedicto Hughes, Nuevo Cuyo Chapter, Argentina  
Bert Cousins, Central Ohio Chapter, USA  
Carlos Galassi, Bahia Chapter, Brazil  
Carol Dagort, Sao Paulo Chapter, Brazil  
Cecilia Boggi, Buenos Aires Chapter, Argentina  
Clebiano Nogueira, Mato Grosso Chapter, Brazil  
Cristina Serravalle, Bahia Chapter, Brazil  
David Villarreal, Nuevo Leon Chapter, Mexico  
Edilene Araujo, Mato Grosso Chapter, Brazil  
Eduardo Fonseca, Espírito Santo Chapter, Brazil  
Elizabeth Borges, Rio de Janeiro Chapter, Brazil  
Eleutério Alecrim, Rio de Janeiro Chapter, Brazil  
Eric Montero, Puebla Chapter, Mexico  
Erico Sabino, Amazonas Chapter, Brazil

Fabian Akselrad, Buenos Aires Chapter, Brazil  
Flavio Luiz Silva, Pernambuco Chapter, Brazil  
Francisco Abreu, Distrito Federal Chapter, Brazil  
Francisco Herrera, Sinaloa, Mexico  
François Delignette, France Chapter, France  
Fulvio Viçoso, Bahia Chapter, Brazil  
Gloria Folle Estrada, Montevideo Chapter, Uruguay  
Gustavo Albera, Nuevo Cuyo Chapter, Argentina  
Humberto Carneiro Jr., Pernambuco Chapter, Brazil  
Ines Cibils, Montevideo Chapter, Uruguay  
Jean-Claude Dravet, France Chapter, France  
Joao Gama Neto, São Paulo Chapter, Brazil  
Joao Walter Saunders, Ceará Chapter, Brazil  
Jorge Marroquin,  
José Alves, Distrito Federal Chapter, Brazil  
Jose Guilherme Filho, Sergipe Chapter, Brazil  
Jose Ramon Hernandez, Mexico Chapter, Mexico  
Júlia Milagres, Minas Gerais Chapter, Brazil  
Ken Tomlinson, France Chapter, France  
Leonel Furtado, Santa Catarina, Brazil  
Leonidas Diaz, Santiago Chapter, Chile  
Leonor Viturro, Buenos Aires Chapter, Argentina  
Lincoln, Paraná Chapter, Brazil  
Lionel Bourceret, France Chapter, France

Luiz H. Brillinger, Santa Catarina Chapter, Brazil  
Marcos Caringi, Santa Catarina Chapter, Brazil  
Mariana Caffarena, Montevideo Chapter, Uruguay  
Mario Soruli, Nuevo Cuyo Chapter, Argentina  
Marta Gaino, Bahia Chapter, Brazil  
Mauro Sotille, PMI Mentor Região 13, Brazil  
Miguel Castaneda Aguilera, Guadalajara Chapter, Mexico  
Miriam Machado, Espírito Santo Chapter, Brazil  
Myrian Moura, Minas Gerais Chapter, Brazil  
Osvaldo Ucha, Buenos Aires Chapter, Argentina  
Pablo Lledo, Nuevo Cuyo Chapter, Argentina  
Paulo Alves Jr., Goiás Chapter, Brazil  
Raúl Bellomusto, Buenos Aires Chapter, Argentina  
Ricardo Barcellos, Goiás Chapter, Brazil  
Rodrigo Giraldelelli, Paraná Chapter, Brazil  
Rogerio Severo, Rio Grande do Sul, Brazil  
Sarkis Mahdasian, Central Ohio Chapter, USA  
Tania Jesini, Amazonas Chapter, Brazil  
Thiago Regal, Rio Grande do Sul Chapter, Brazil  
Walter Sutterlin, Central Ohio Chapter, USA  
Yves Cavarec, France Chapter, France



This study addresses eight important aspects to identify the alignment of organizations with the best practices in Project Management. The analysis of each of these eight aspects is depicted in this study.



The security of the organization's data is the most important point of this initiative and, therefore, receives special treatment, which has ensured the credibility of the PMSURVEY.ORG for a decade.

All information provided by the participating organizations is treated absolutely confidential.

No user has access to individual records of the PMSURVEY.ORG database. All reports have only consolidated information through graphs with percentages, making it impossible to identify any specific organization.

Additionally, it is not possible to generate custom reports for filters that do not have at least four records of participating organizations, further enhancing system security.

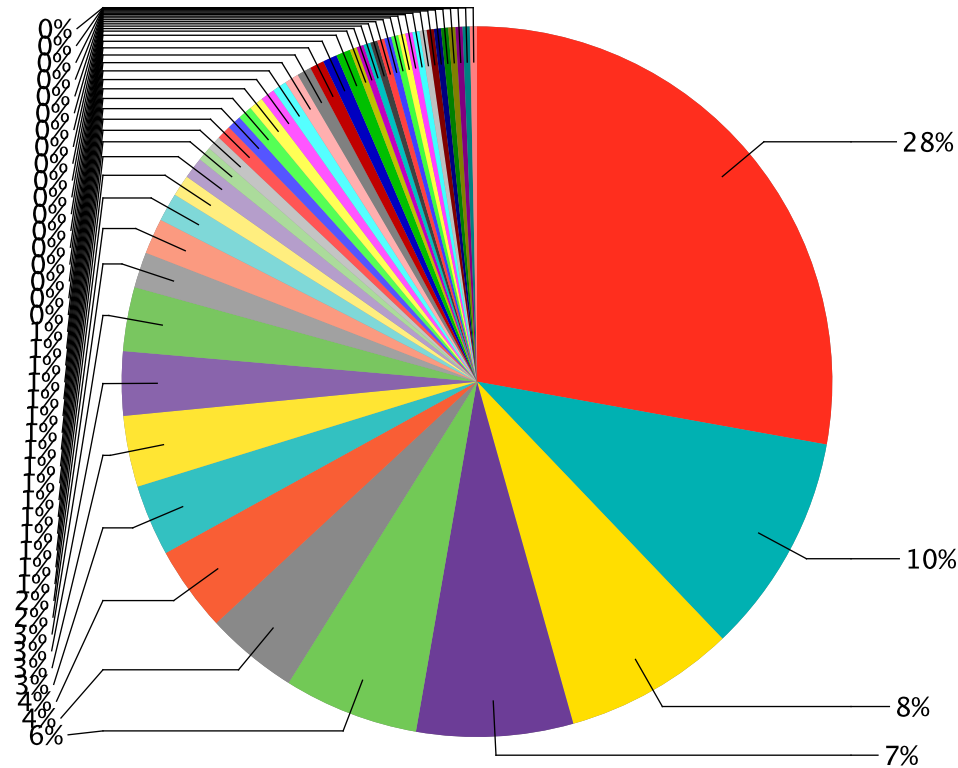
Under no circumstances are the data provided by organizations sold or shared with others. Additionally, data are not used for any other purpose not related to PMSURVEY.ORG.

# 2014 EDITION RESULTS



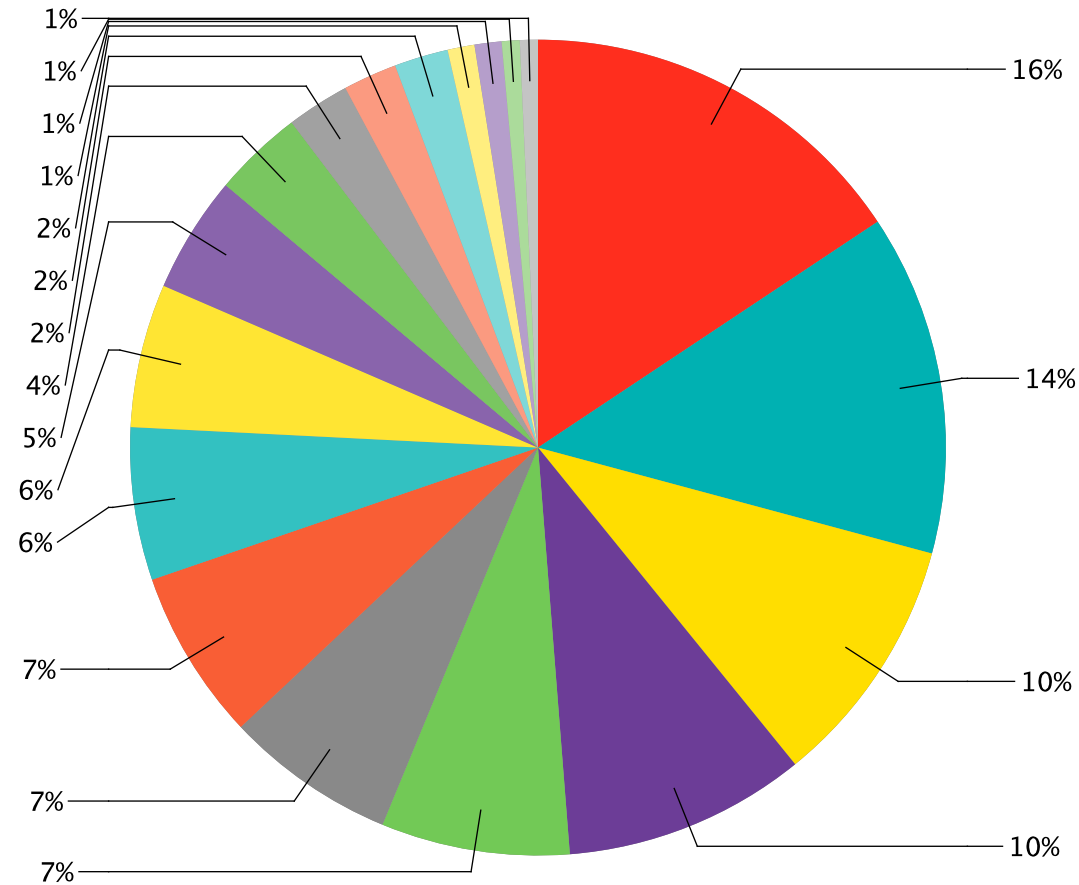
This section aims to draw a profile of participating organizations

## 0 - What is the location of your company?



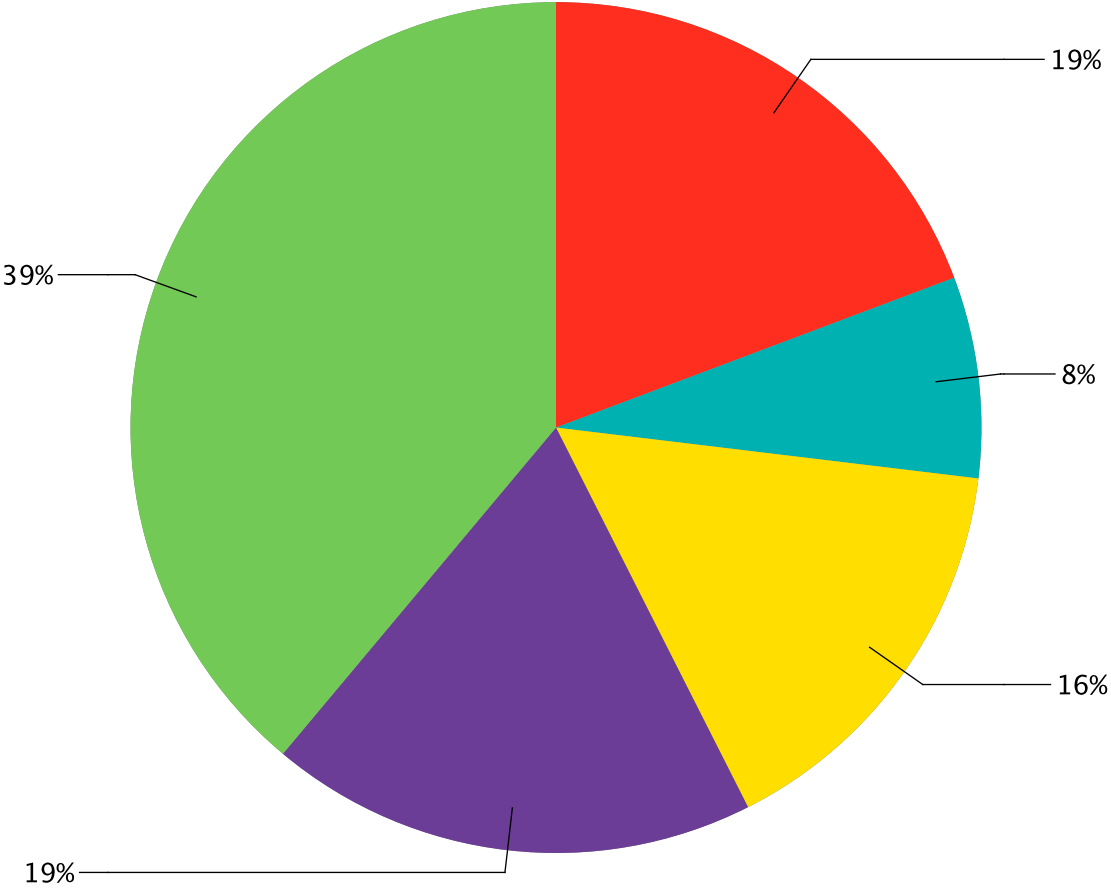
● São Paulo – 28% ● Rio de Janeiro – 10% ● Rio Grande do Sul – 8% ● Santa Catarina – 7% ● Minas Gerais – 6% ● Paraná – 4% ● Bogotá – 4% ● Distrito Federal – 3%  
● Goiás – 3% ● Pernambuco – 3% ● Bahia – 3% ● Espírito Santo – 2% ● de Buenos Aires – 2% ● Sergipe – 1% ● New Brunswick – 1% ● Montevideu – 1% ● Ceará – 1%  
● Chile – 1% ● Newfoundland/Labrador – 1% ● Mato Grosso – 1% ● Colorado – 1% ● Alagoas – 1% ● Maranhão – 1% ● Ohio – 1% ● Mendoza – 1%  
● Valle del Cauca – 1% ● Antioquia – 1% ● Cauca – 1% ● Cundinamarca – 1% ● New York – 0% ● Comunidad de Madrid – 0% ● Yukon – 0% ● Kentucky – 0%  
● Coimbra – 0% ● Quebec – 0% ● Pará – 0% ● Pensylvania – 0% ● Caldas – 0% ● Massachusetts – 0% ● Arkansas – 0% ● México – 0% ● Nova Scotia – 0%  
● Prince Edward Island – 0% ● New Mexico – 0% ● Île-de-France – 0% ● Querétaro – 0% ● Entre Ríos – 0%

% of Organizations



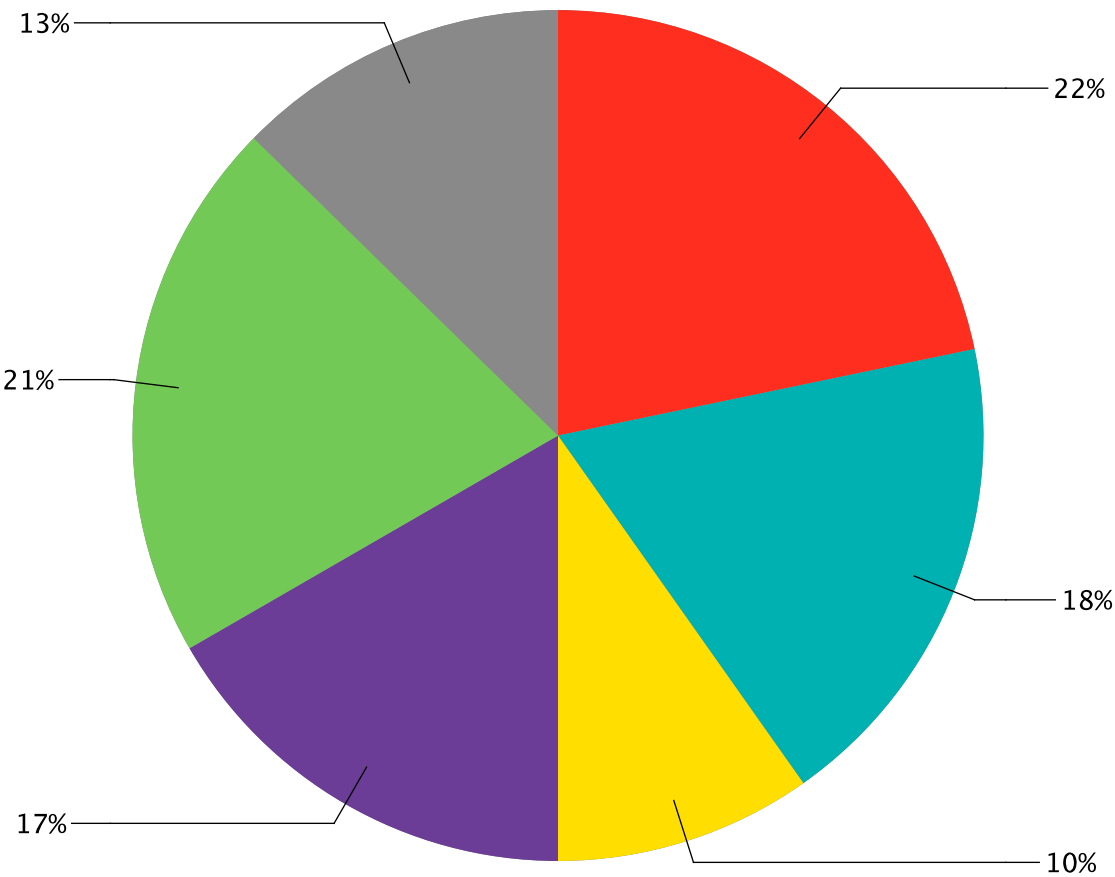
● Consulting – 16% 
 ● Information Technology – 14% 
 ● Services – 10% 
 ● Engineering and EPC – 10% 
 ● Other – 7% 
 ● Education – 7% 
 ● Manufacture – 7% 
 ● Oil, Gas and Petrochemicals – 6% 
 ● Financial Services – 6% 
 ● Telecommunications – 5% 
 ● Food and Consumer Goods – 4% 
 ● Automotive – 2% 
 ● Government – Direct Administration – 2% 
 ● Government – Indirect Administration – 2% 
 ● Mining – 1% 
 ● Insurance – 1% 
 ● Non-governmental – 1% 
 ● Steel – 1%

**% of Organizations**



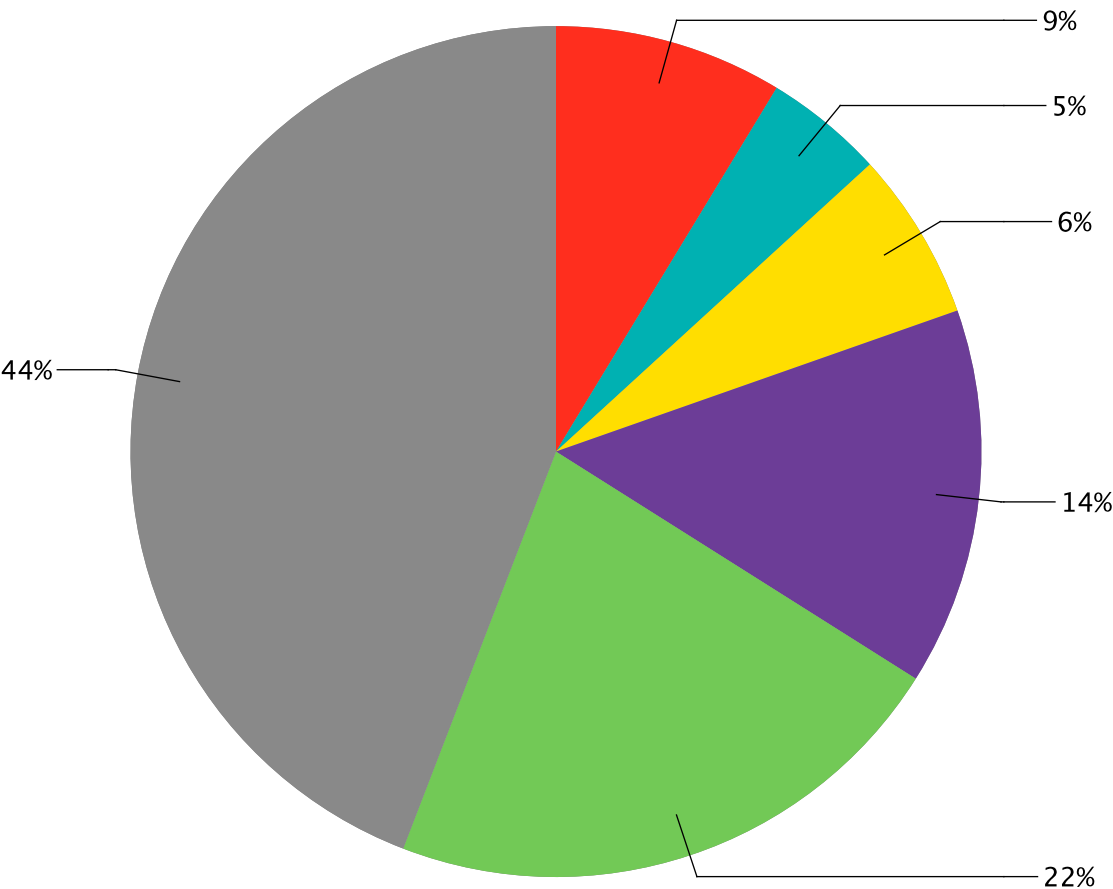
Over US\$ 1 Billion – 19%    Between US\$ 501 million and US\$ 1 Billion – 8%    Between US\$ 101 million and US\$ 500 Million – 16%  
Between US\$ \$ 10 million and US\$ 100 Million – 19%    Below US \$ 10 Million – 39%

% of Organizations



More than 5,000 employees – 22%    Between 1,001 and 5,000 employees – 18%    Between 501 and 1,000 employees – 10%    Between 101 and 500 employees – 17%  
Between 10 and 100 employees – 21%    Less than 10 employees – 13%

% of Organizations

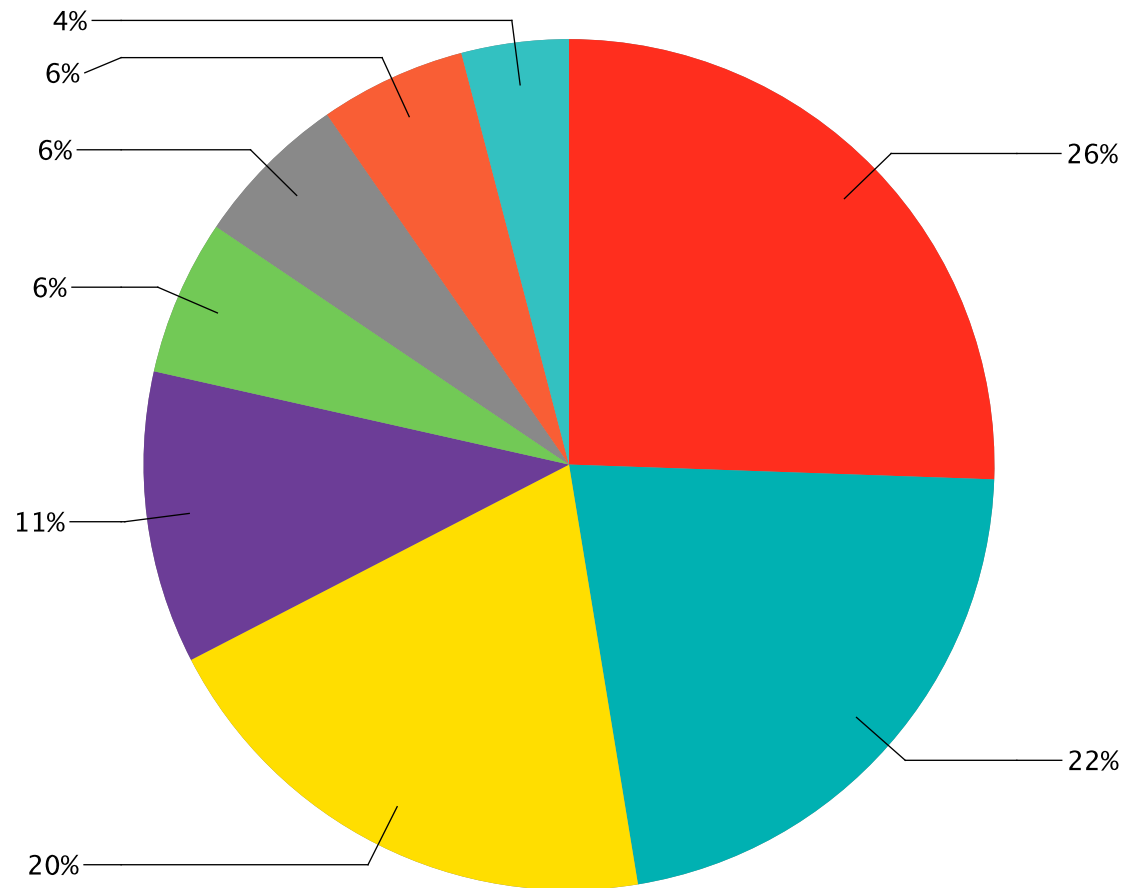


Over US\$ 1 Billion – 9%    Between US\$ 501 million and US\$ 1 Billion – 5%    Between US\$ 101 million and US\$ 500 Million – 6%  
Between US\$ 11 Million and US\$ 100 Million – 14%    Between US\$ 1 Million and US\$ 10 Million – 22%    Below US\$ 1 Million – 44%

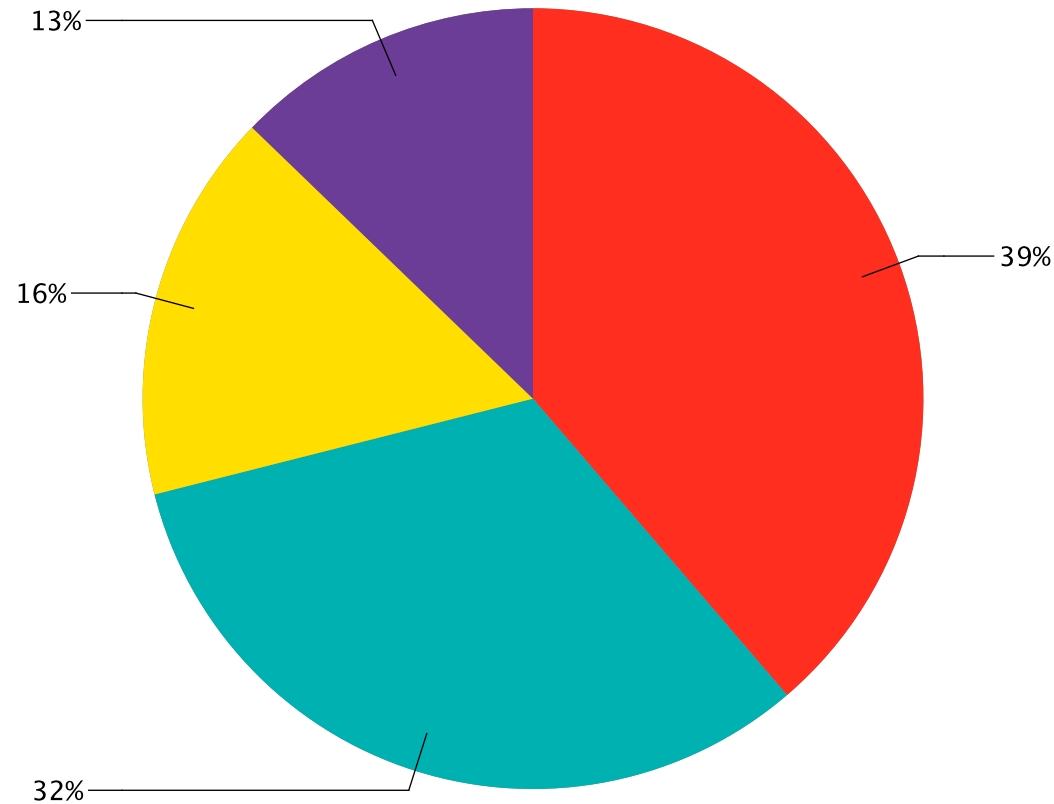
% of Organizations



## 5 - What is your role in the organization?



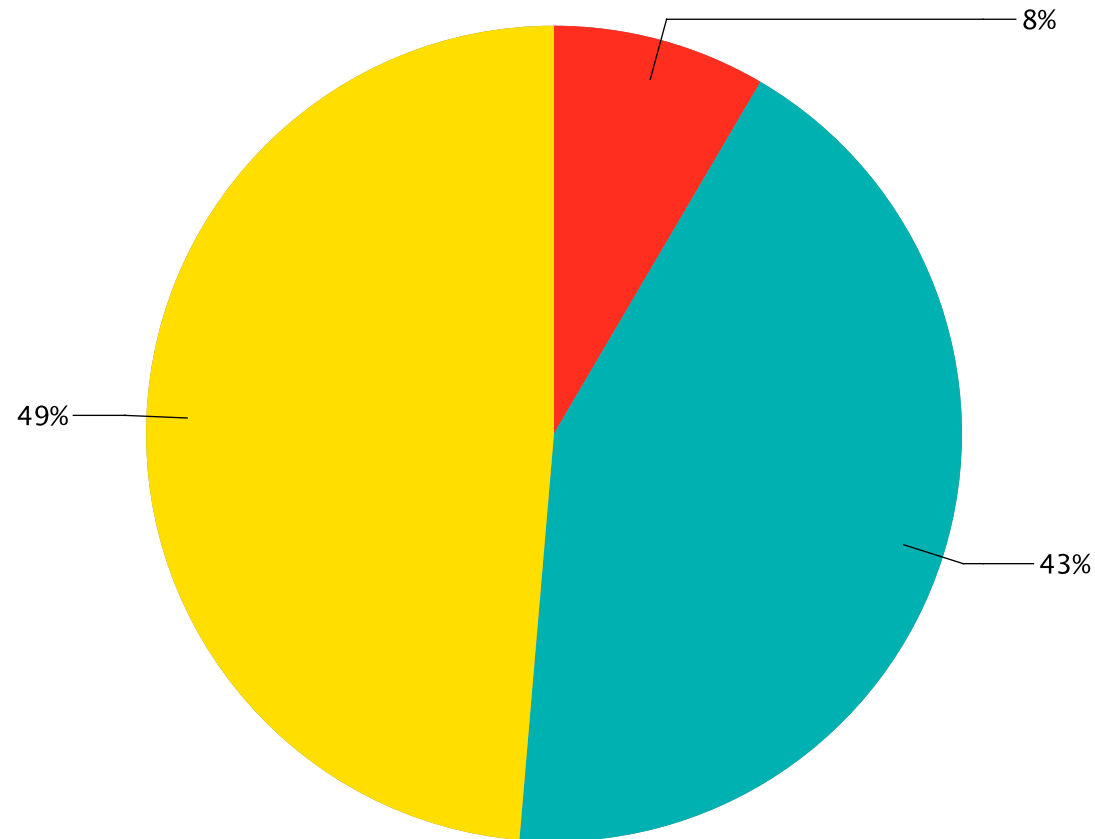
● Project Manager – 26% ● PMO Leader or member – 22% ● Executive (CEO, CIO, etc.) – 20% ● Other – 11% ● Consultant – 6% ● Analyst – 6%  
● Functional manager – 6% ● Program Manager – 4%



- For the most part, outside projects for external clients with the effective participation of the external client in developing – 39%
- The majority of projects within the organization, with the effective participation of the internal client in developing – 32%
- For the most part, outside projects for external clients but without the external client's participation in the development – 16%
- The majority of projects within the organization, without the internal client's participation in the development – 13%

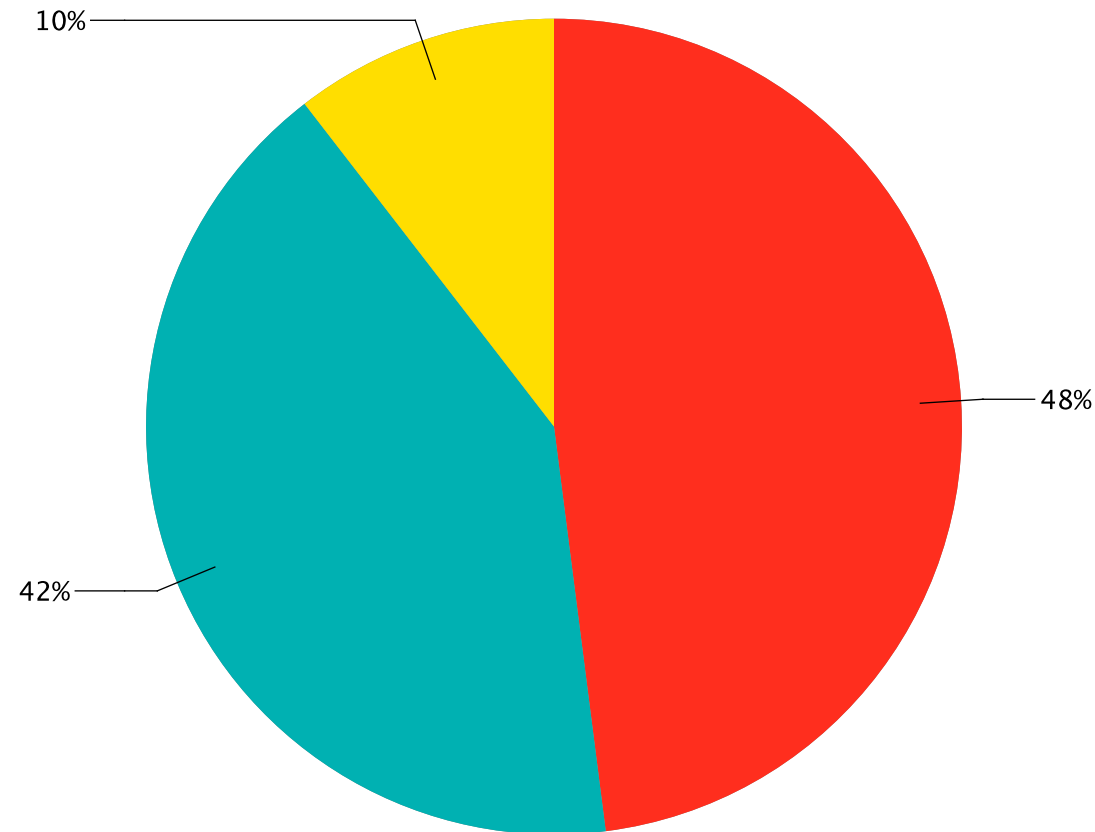
**% of Organizations**

This section aims to present information on the culture of organizations in project management. With this you can understand how they are culturally prepared to develop its professionals and their practices in project management and how this environment is able to support these initiatives.



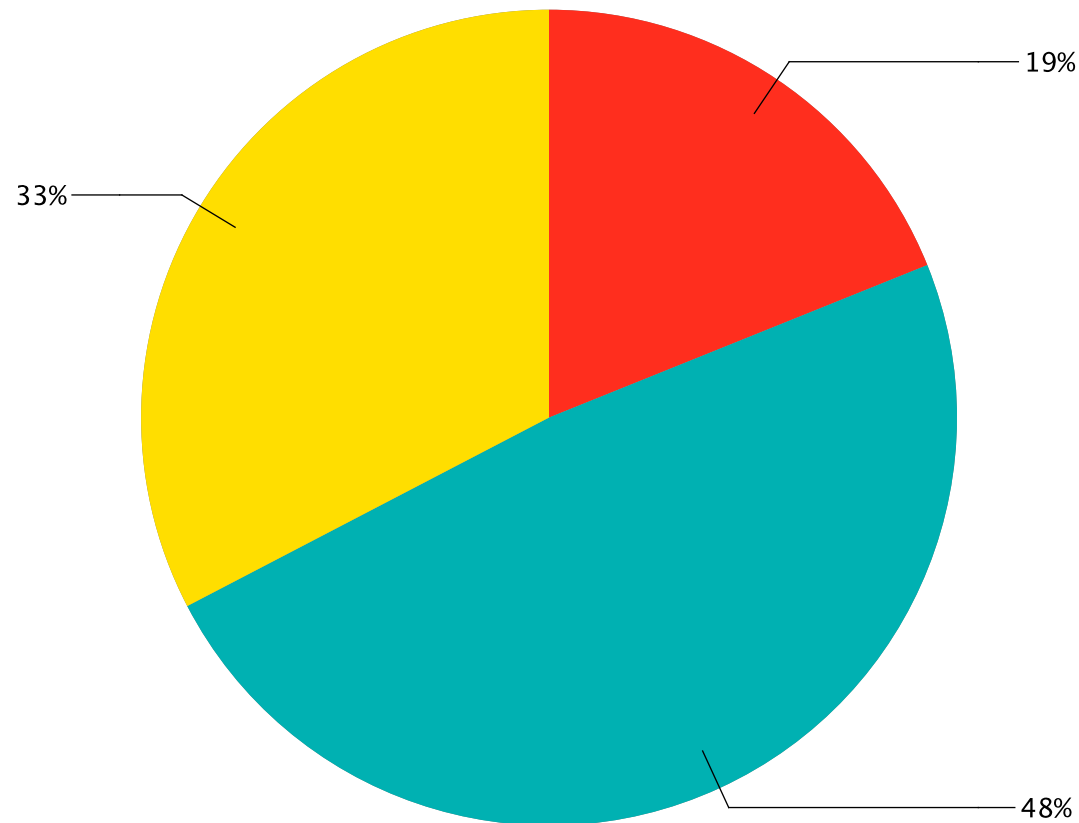
- High Resistance (most important areas or some areas of the organization with resistance) – 8%
- Average Resistance (some areas have resistance, but other areas support the theme) – 43%
- Low resistance (there is resistance in a few specific areas or there is no relevant resistance) – 49%

**% of Organizations**



- Great Support (The top management gives full support to initiatives related to project management) – 48%
- Medium Support (Top management gives support eventually to initiatives related to project management) – 42%
- Low Support (Top management gives little or no support for initiatives related to project management) – 10%

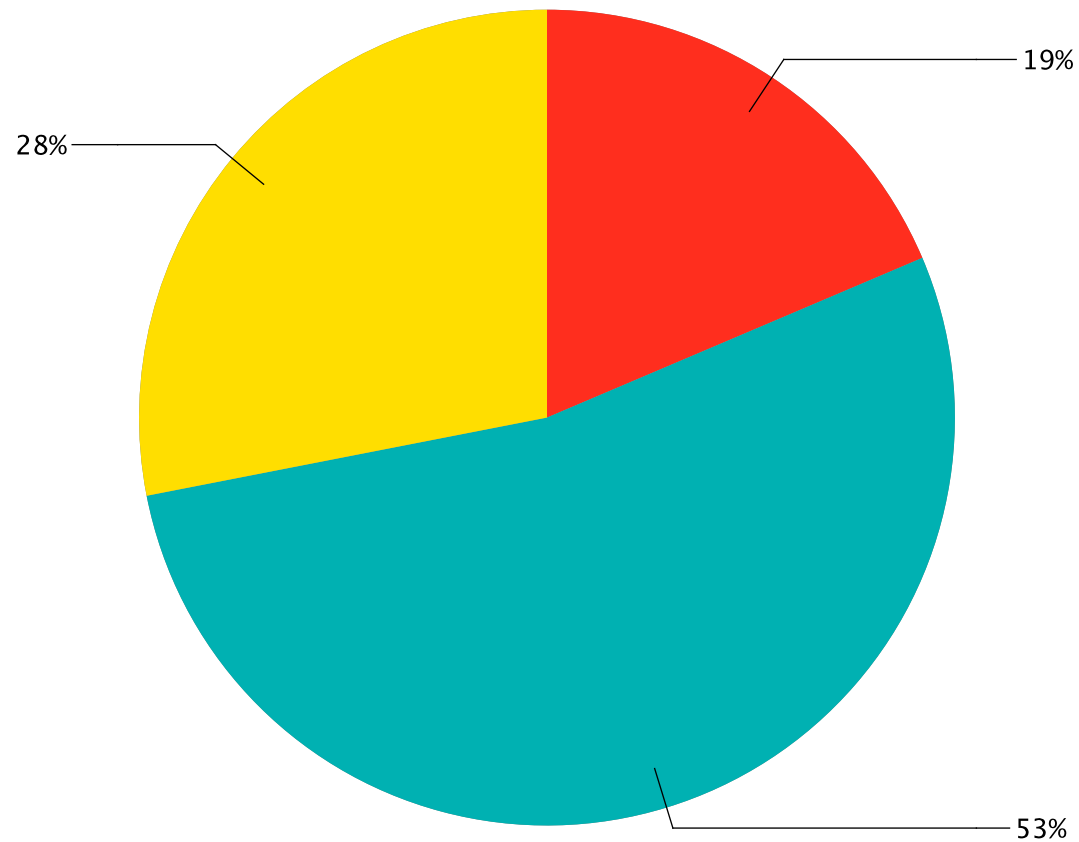
**% of Organizations**



- The organization always provides adequate time and resources for effective planning. – 19%
- The organization, in most cases gives adequate time and resources for effective planning. – 48%
- The organization rarely provides adequate time and resources for effective planning. – 33%

**% of Organizations**

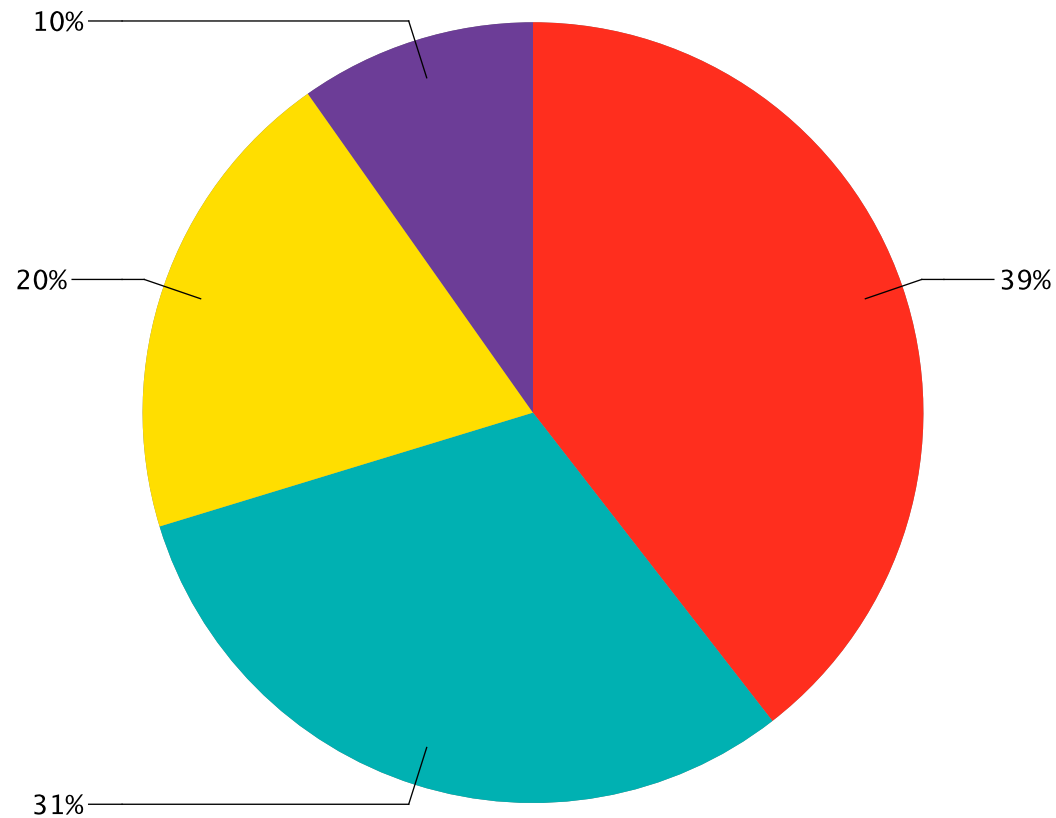




- The organization always provides adequate time and resources for effective control. – 19%
- The organization, in most cases gives adequate time and resources for effective control. – 53%
- The organization rarely provides adequate time and resources for effective control. – 28%

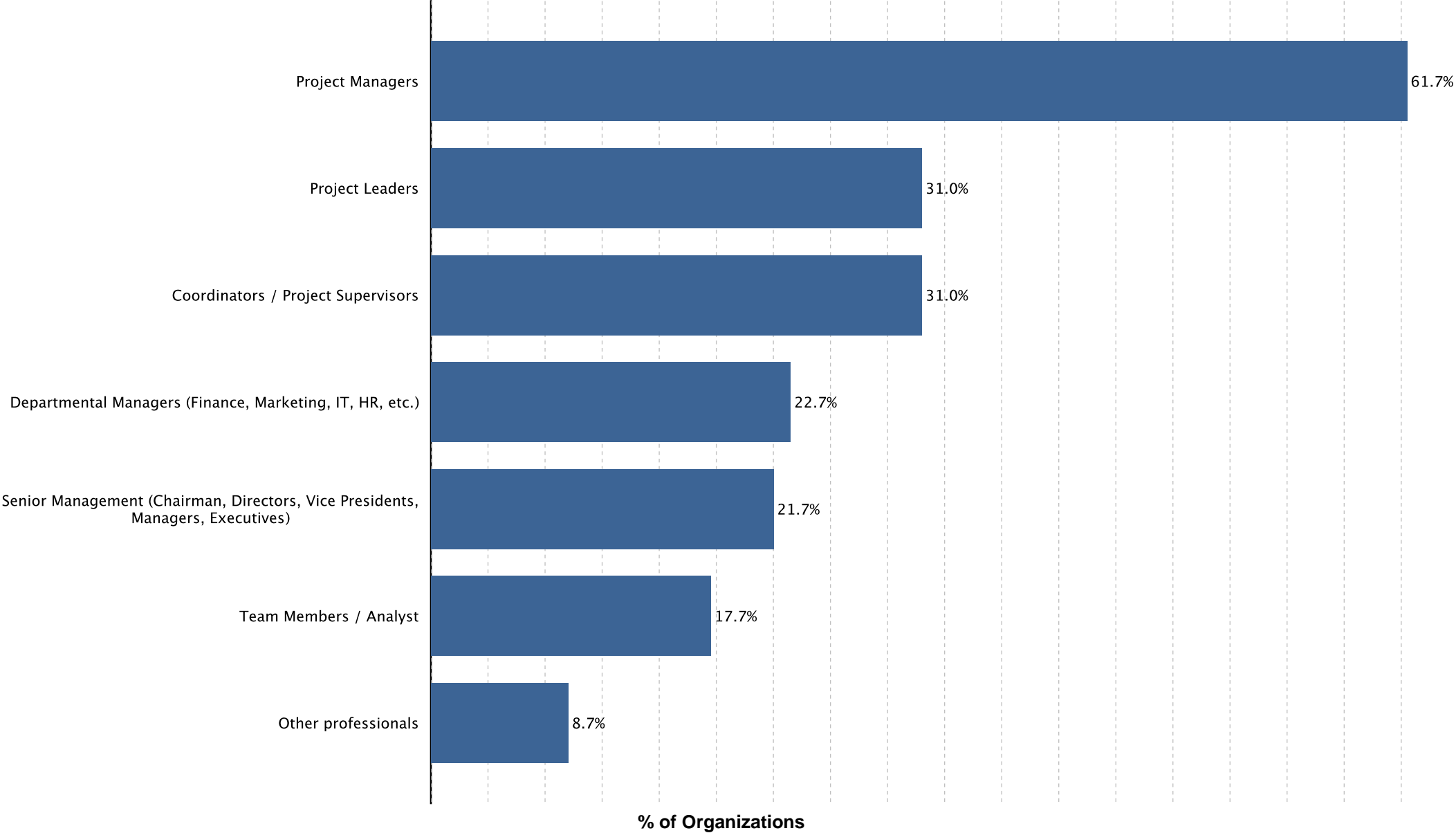
**% of Organizations**

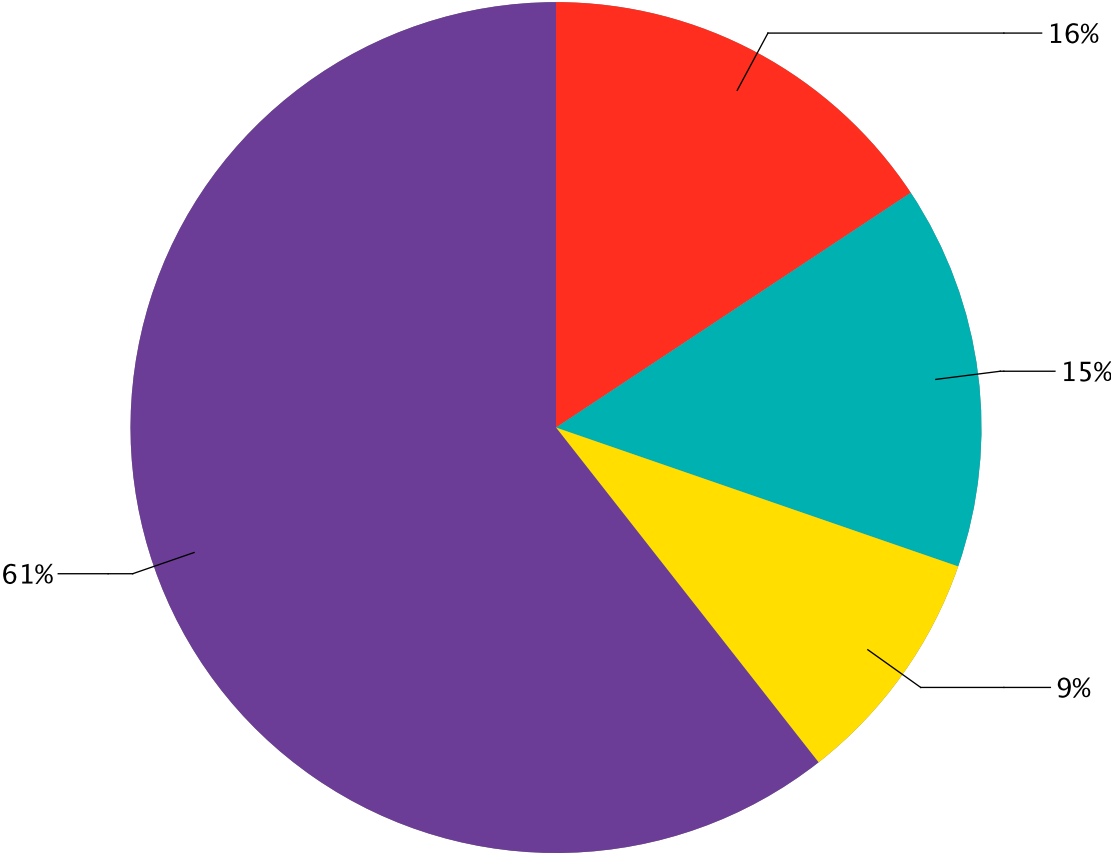
This section aims to present the characteristics of organizational structures and analyze how organizations are structured to manage their projects.



- A functional structure or departmentalized – the functional manager has responsibility for departmental projects – 39%
- A balanced matrix structure – where project managers have similar influence to functional managers – 31%
- A projectized organizational structure – oriented by projects or clients – 20%
- A strong matrix structure – where project managers have more influence than the functional managers – 10%

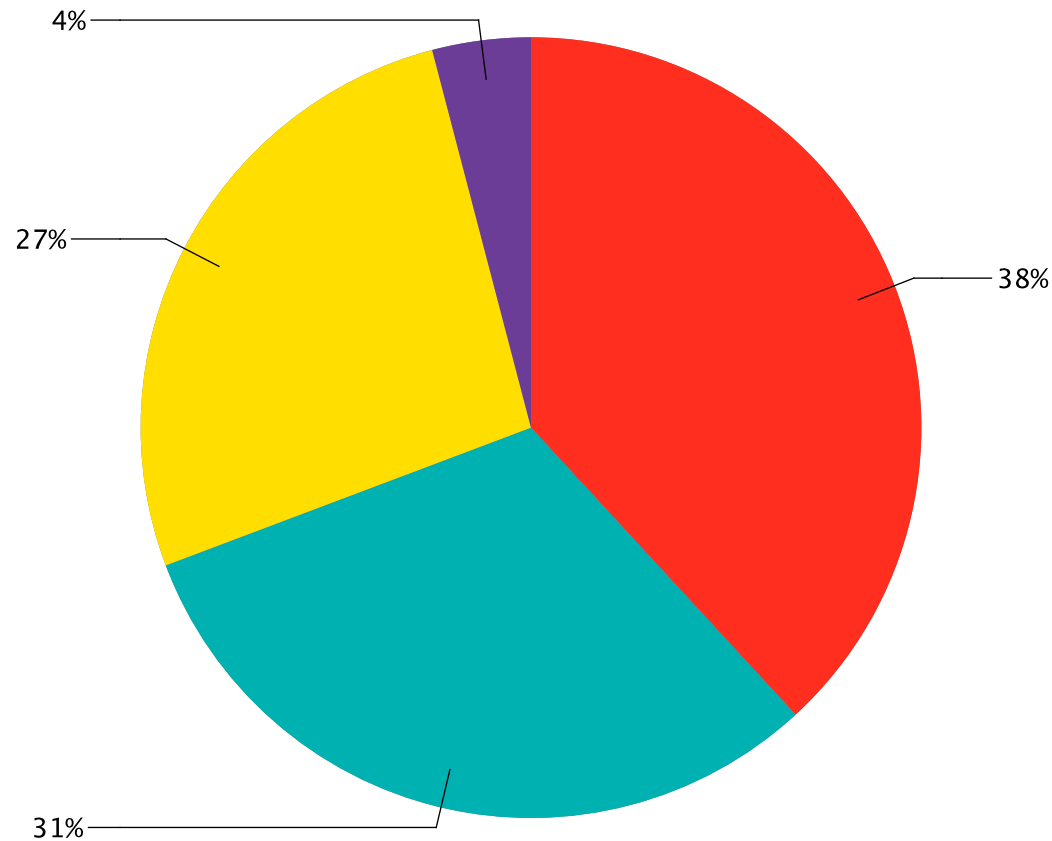
**% of Organizations**





More than 75% of professionals – 16%    Between 51% and 74% of professionals – 15%    Between 26% and 50% of professionals – 9%  
Less than 25% of professionals – 61%

% of Organizations

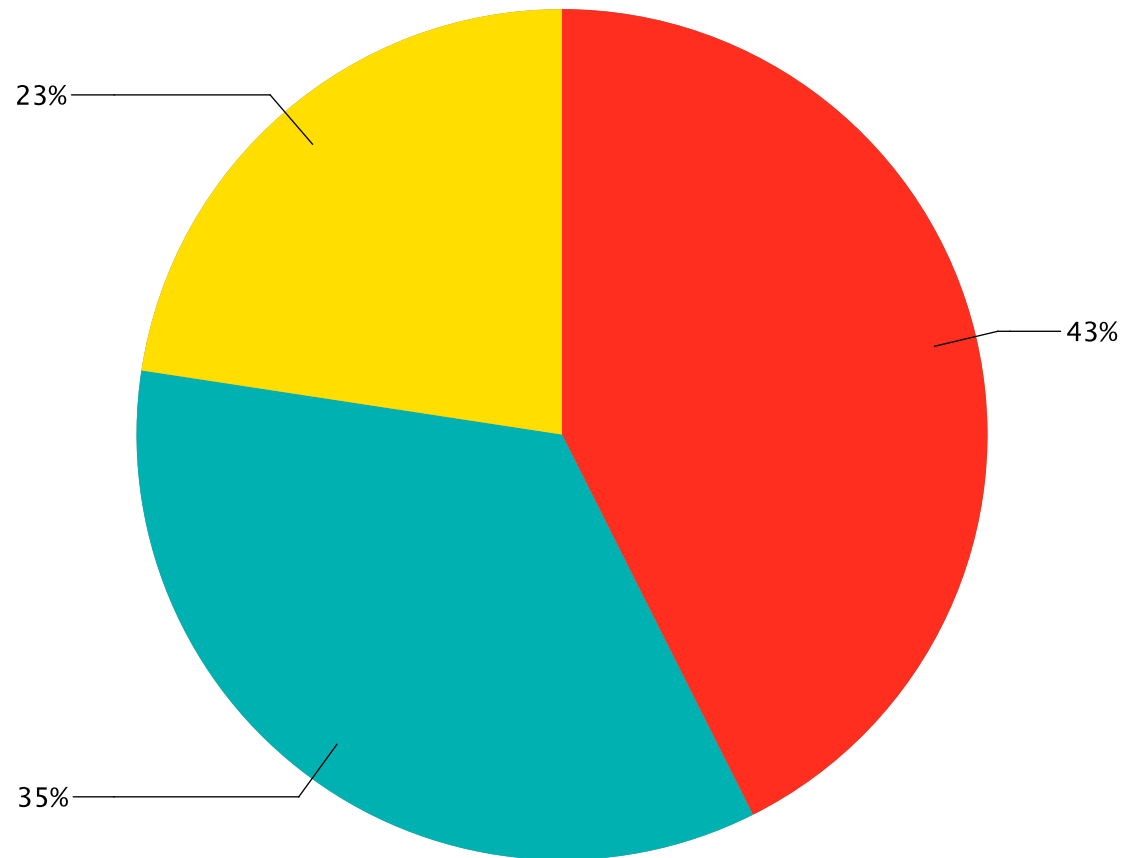


- It is something fundamental, which brought large and clear benefits for the success of our projects. – 38%
- It is important, but is still questioned internally, as the benefits are not always clear. – 31%
- It is something we would like to implement, but we don't have enough support yet. – 27%
- It is something that we believe may not be useful or applicable to our organization. – 4%

**% of Organizations**

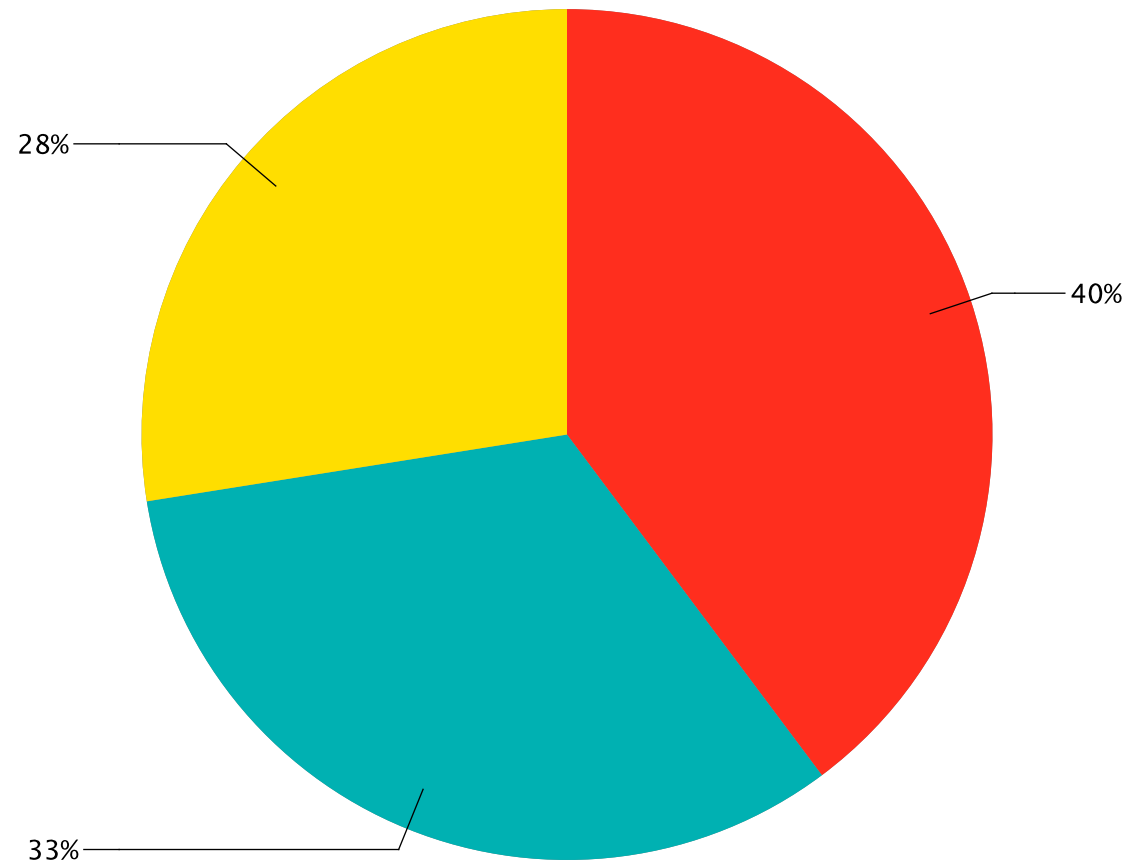


## 15 - The role "Project Manager" formally exist in the organizational structure?



- Yes, but there is no specific career plan for the Project Manager. – 43%
- The Project Manager role does not exist officially. – 35%
- Yes, and there is a specific career plan for the Project Manager. – 23%

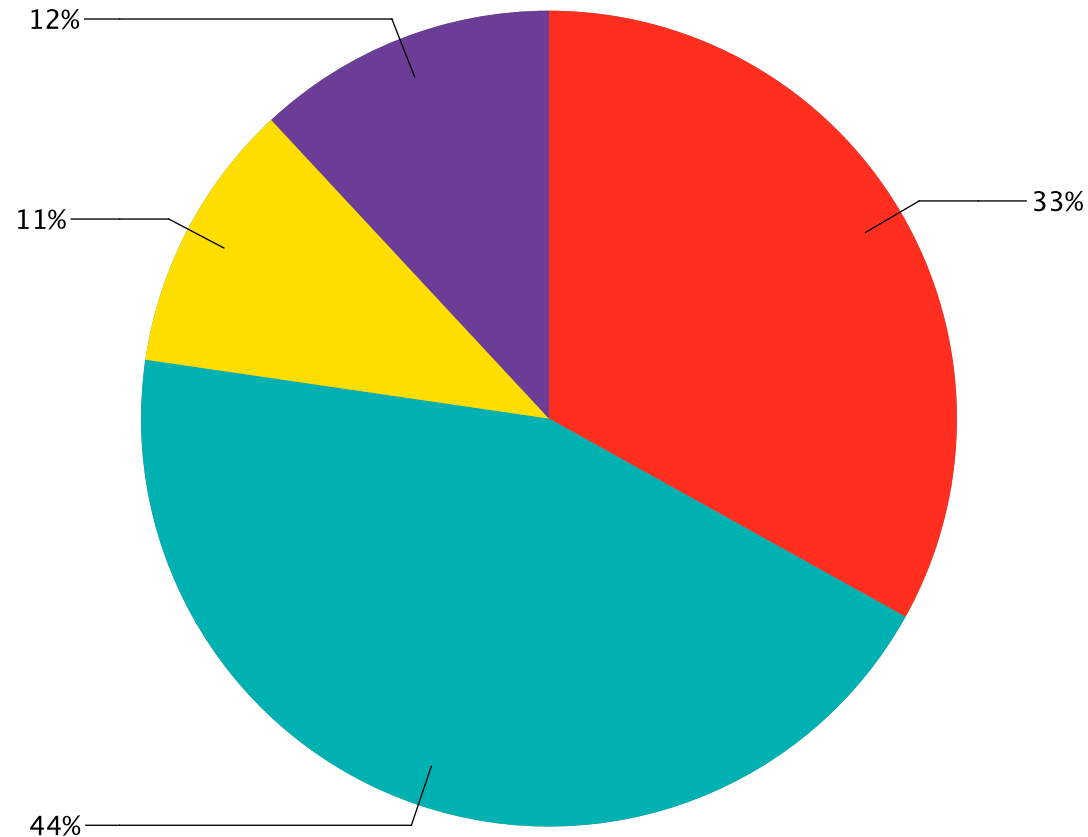
**% of Organizations**



- The day-by-day routine (processes) is prioritized over projects, sometimes jeopardizing the success of the projects. – 40%
- The projects are a priority in relation to the day-by-day routine (processes). – 33%
- There is a balance between projects and the day-to-day routine processes. – 28%

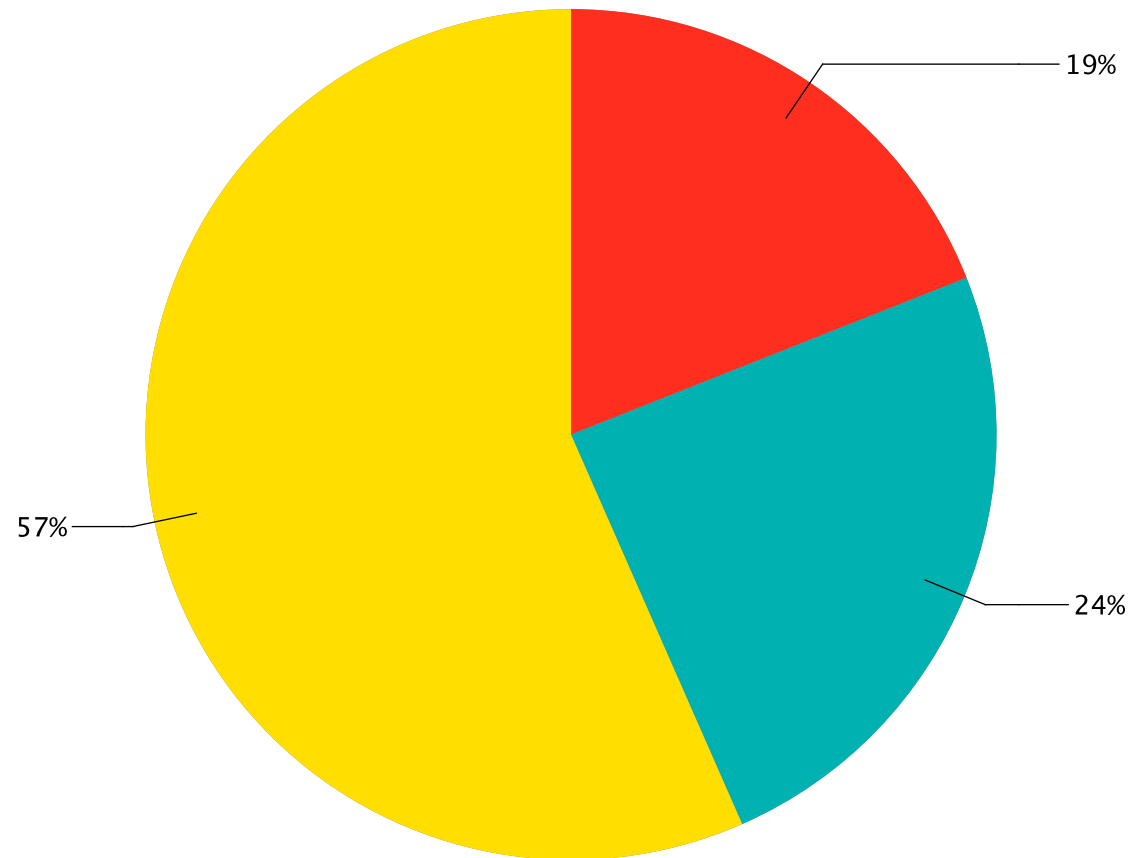
**% of Organizations**

This section aims to present how organizations are managing their portfolio of projects, with regard to practices, processes, definition of responsibilities and level of maturity.



- They are always aligned to the strategic planning – 33%
- They are not always aligned with the strategic planning – 44%
- There is no alignment, because the strategic planning was not disclosed within the organization. – 11%
- The projects are not aligned to the strategies or there is no strategy or strategic planning . – 12%

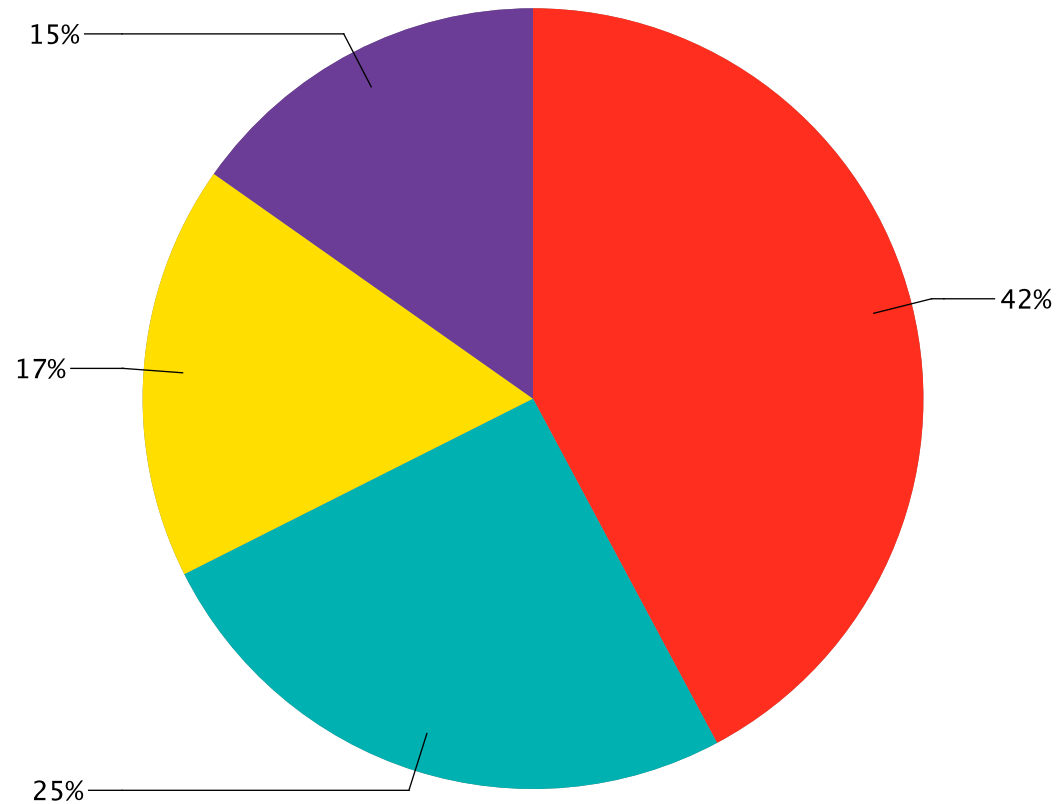
**% of Organizations**



● We use the BSC and the projects are aligned with the strategic objectives of the BSC. – 19%

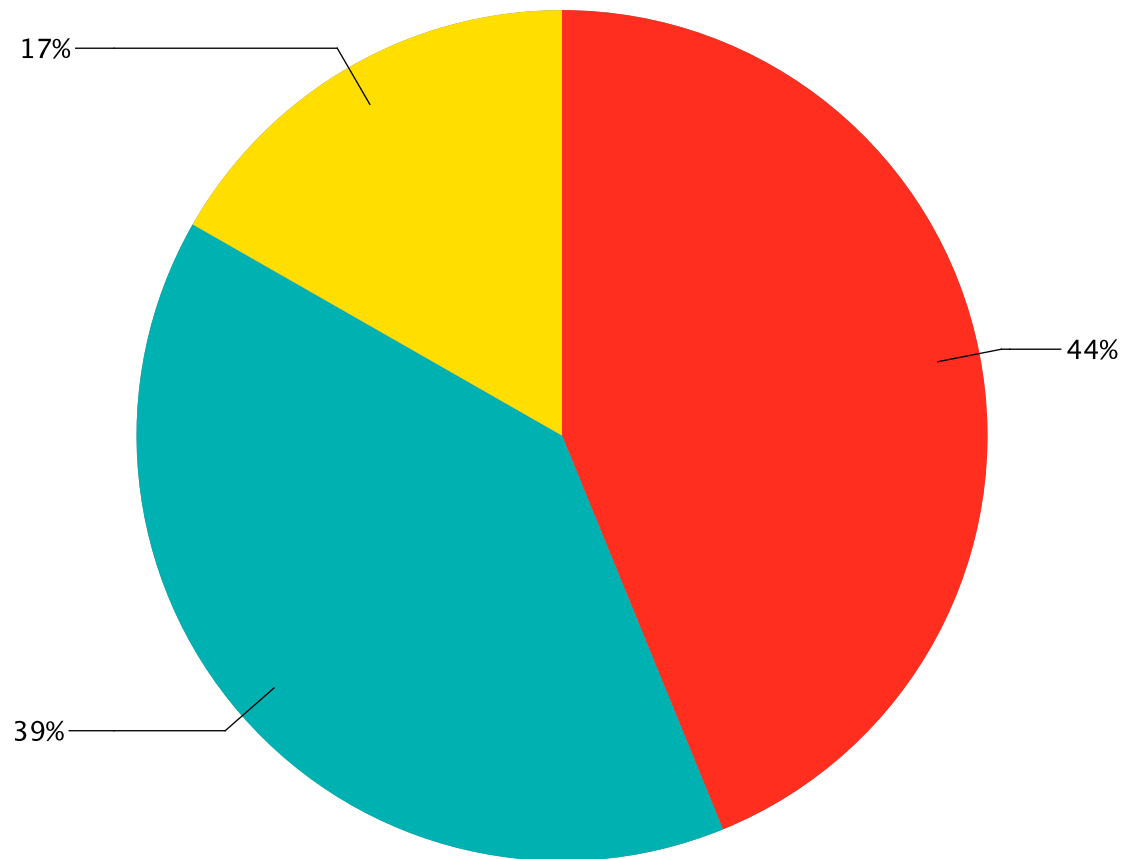
● We use the BSC but the projects are not necessarily aligned with the strategic objectives of the BSC – 24% ● We do not use the BSC – 57%

**% of Organizations**



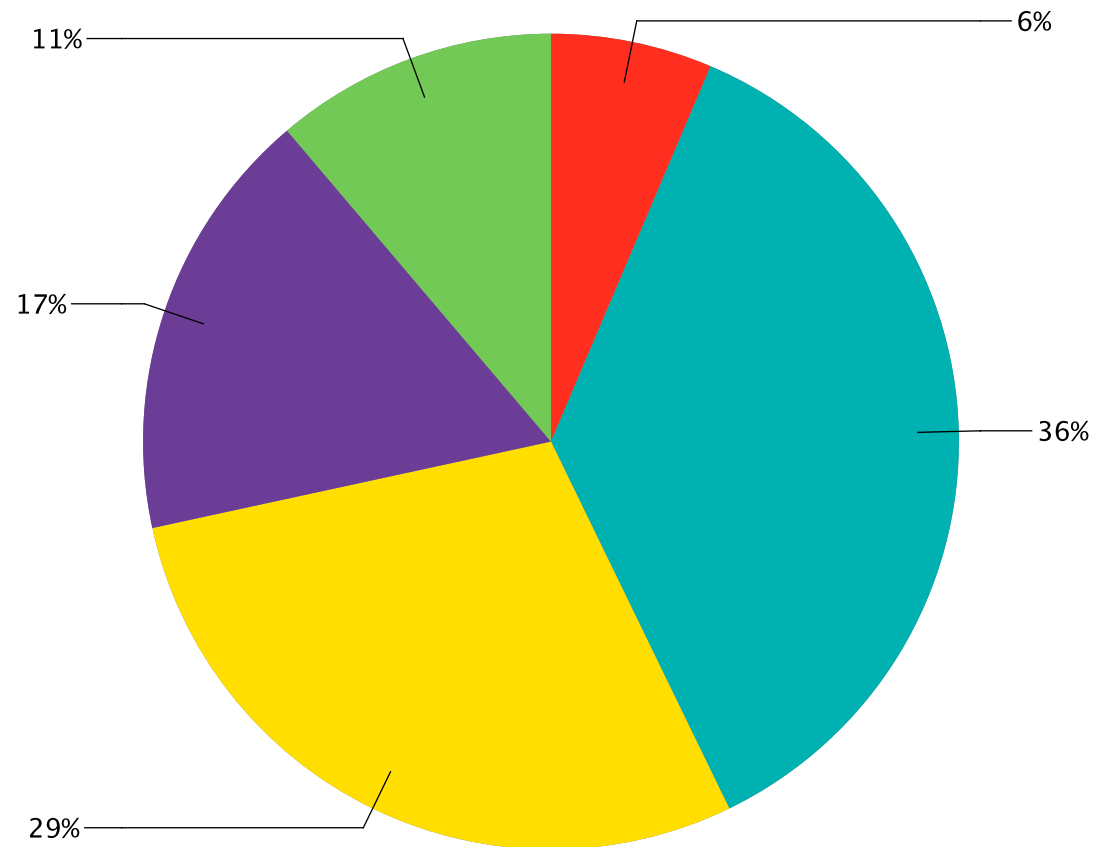
- There is no structured process. Projects are not always connected to the organization's strategy and prioritization generates disputes. – 42%
- There is a structured process, with clear and defined criteria for selection and prioritization. – 25%
- There is a structured process, with clear and defined criteria, but only for prioritization. – 17%
- There is a structured process, with clear and defined criteria, but only for selection. – 15%





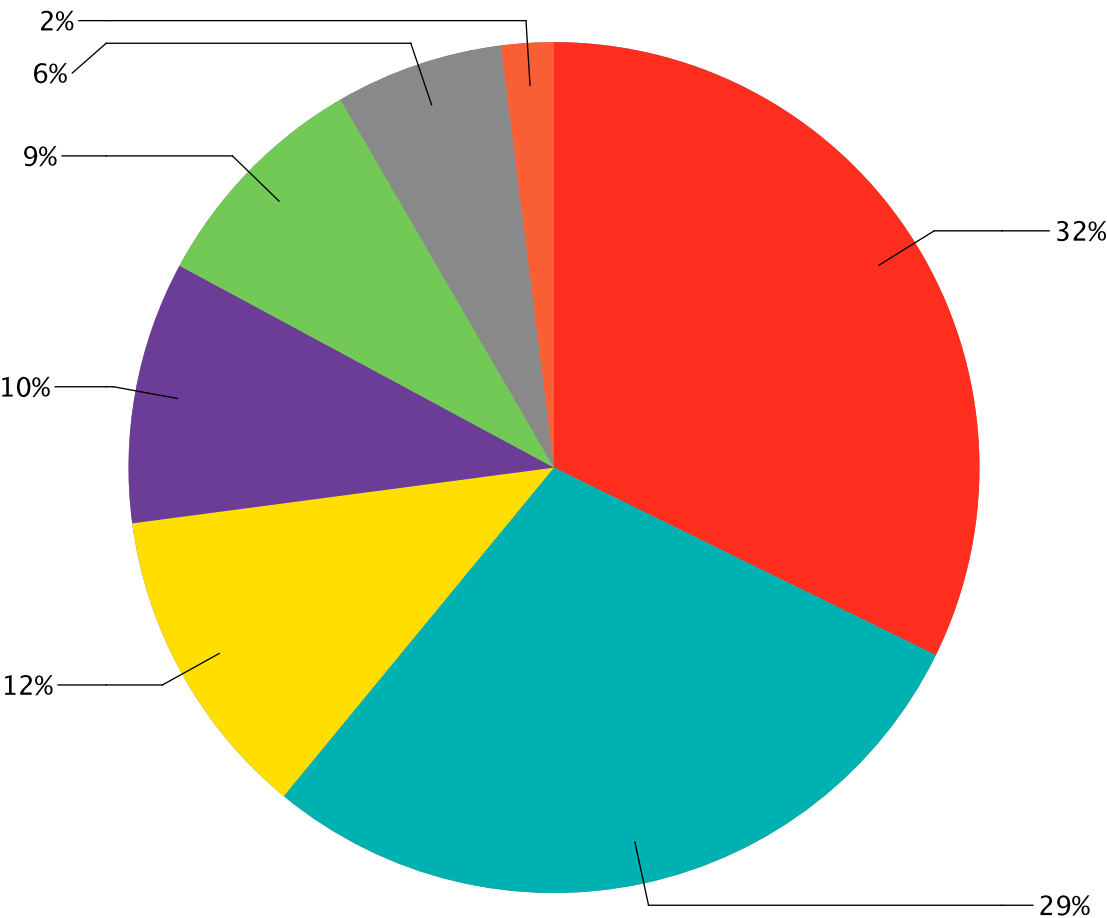
- Yes, but involves only monitoring the portfolio of projects, without monitoring its strategic benefits. – 44%
- No, there isn't a structured process. – 39%
- Yes, and the process involves tracking the strategic benefits of each project and the portfolio as a whole. – 17%

**% of Organizations**



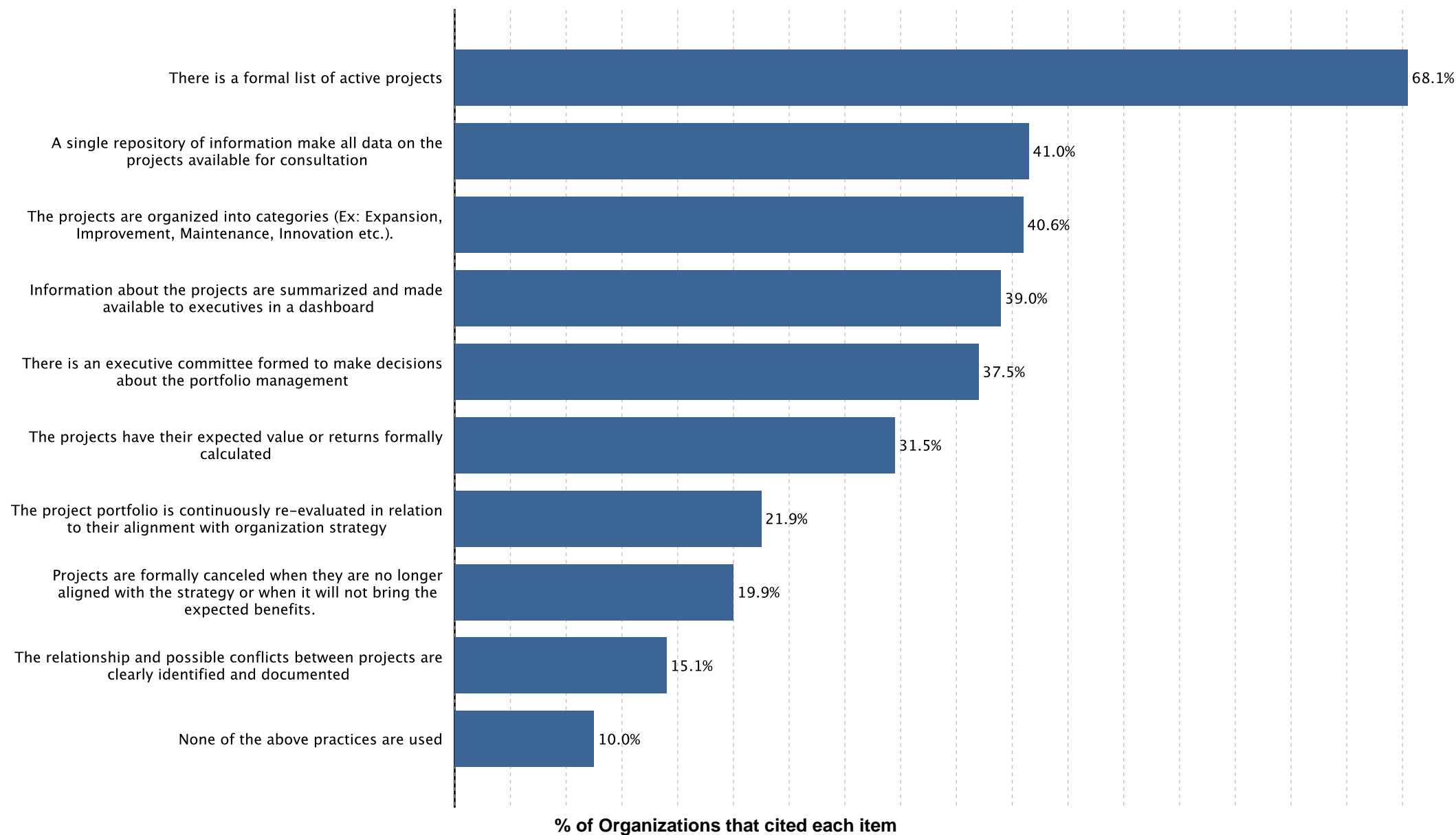
- 100% of projects included in the portfolio – 6%
- Between 76% and 99% of projects included in the portfolio – 36%
- Between 51% and 75% of projects included in the portfolio – 29%
- Between 25% and 50% of projects included in the portfolio – 17%
- Less than 25% of projects included in the portfolio – 11%

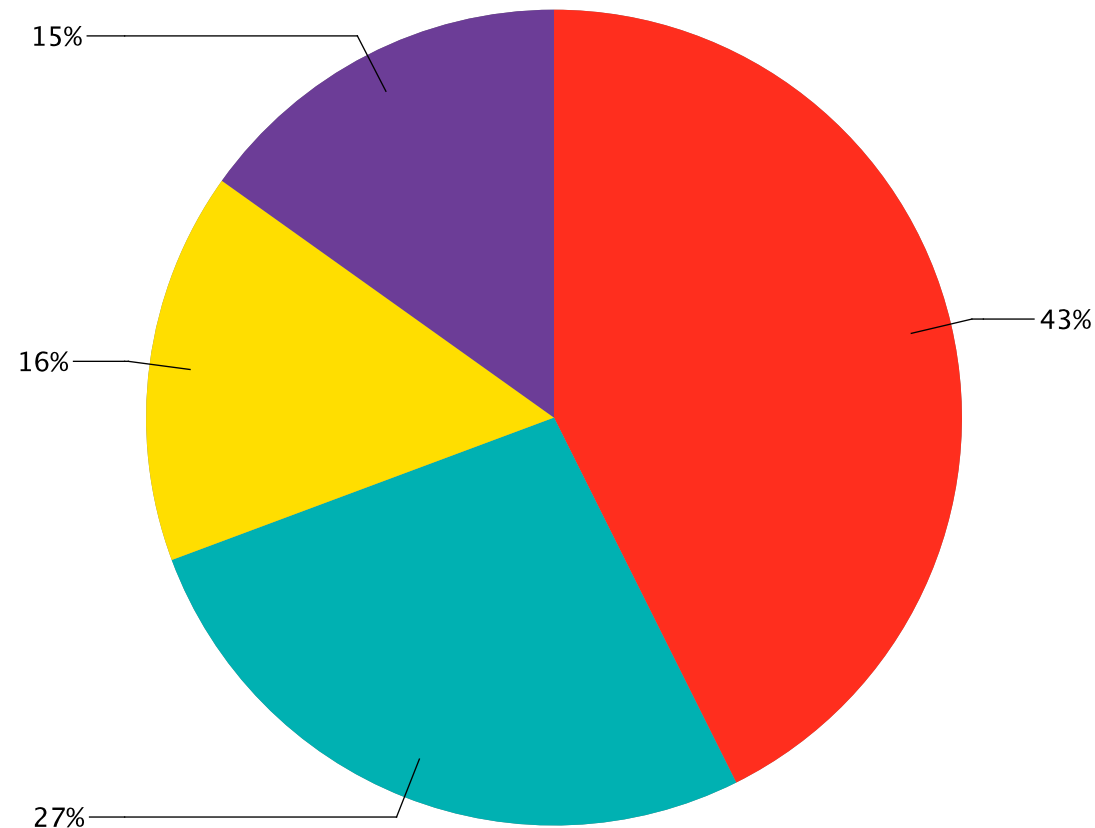
**% of Organizations**



● The Board of Directors – 32% ● The PMO – 29% ● None – 12% ● Other departments or management committee – 10% ● The Strategic Planning area – 9%  
● The Engineering department – 6% ● The Financial department – 2%

% of Organizations

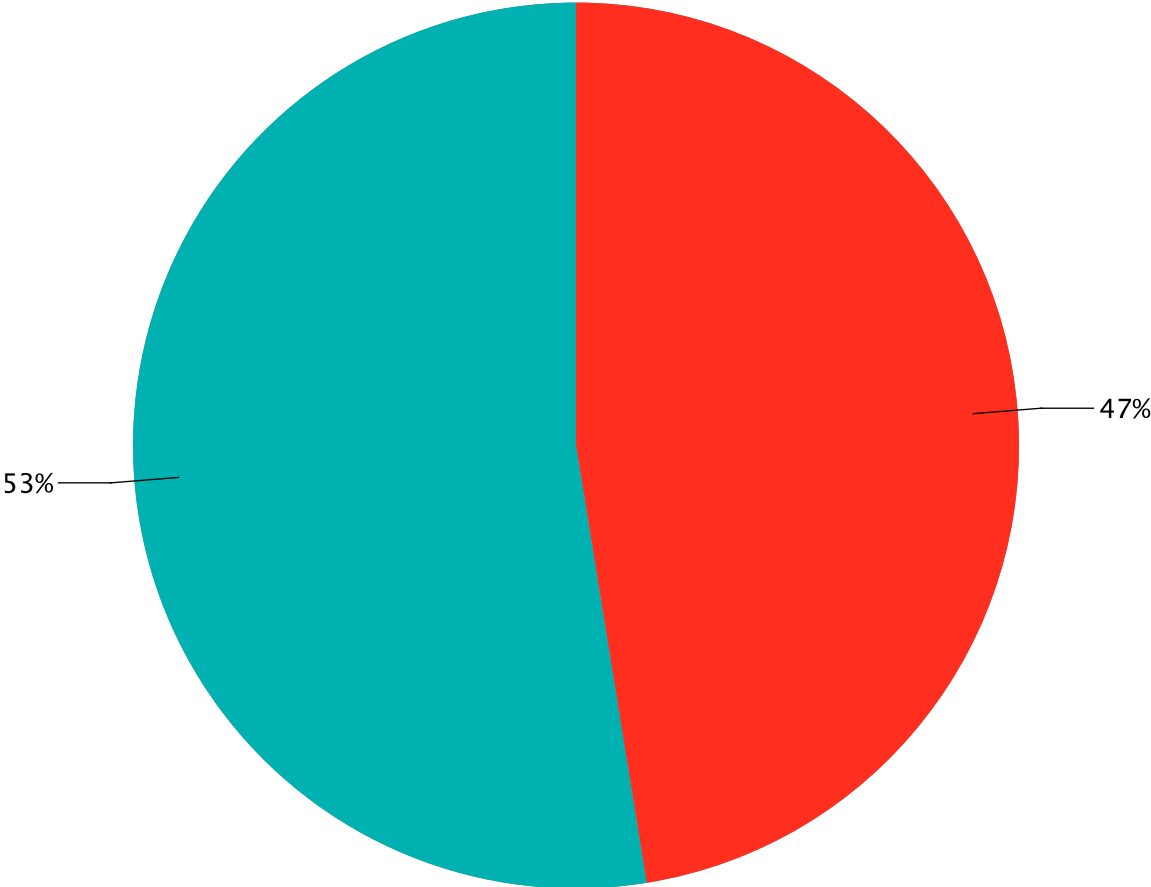




- We do not use programs, but we intend to do so. – 43%
- We do not use programs and have no intention of doing so. – 27%
- Yes and program represents a set of projects joined by a common strategy (e.g., Expansion Program) – 16%
- Yes and program represents a set of projects joined by a common theme (e.g., Quality Program) – 15%

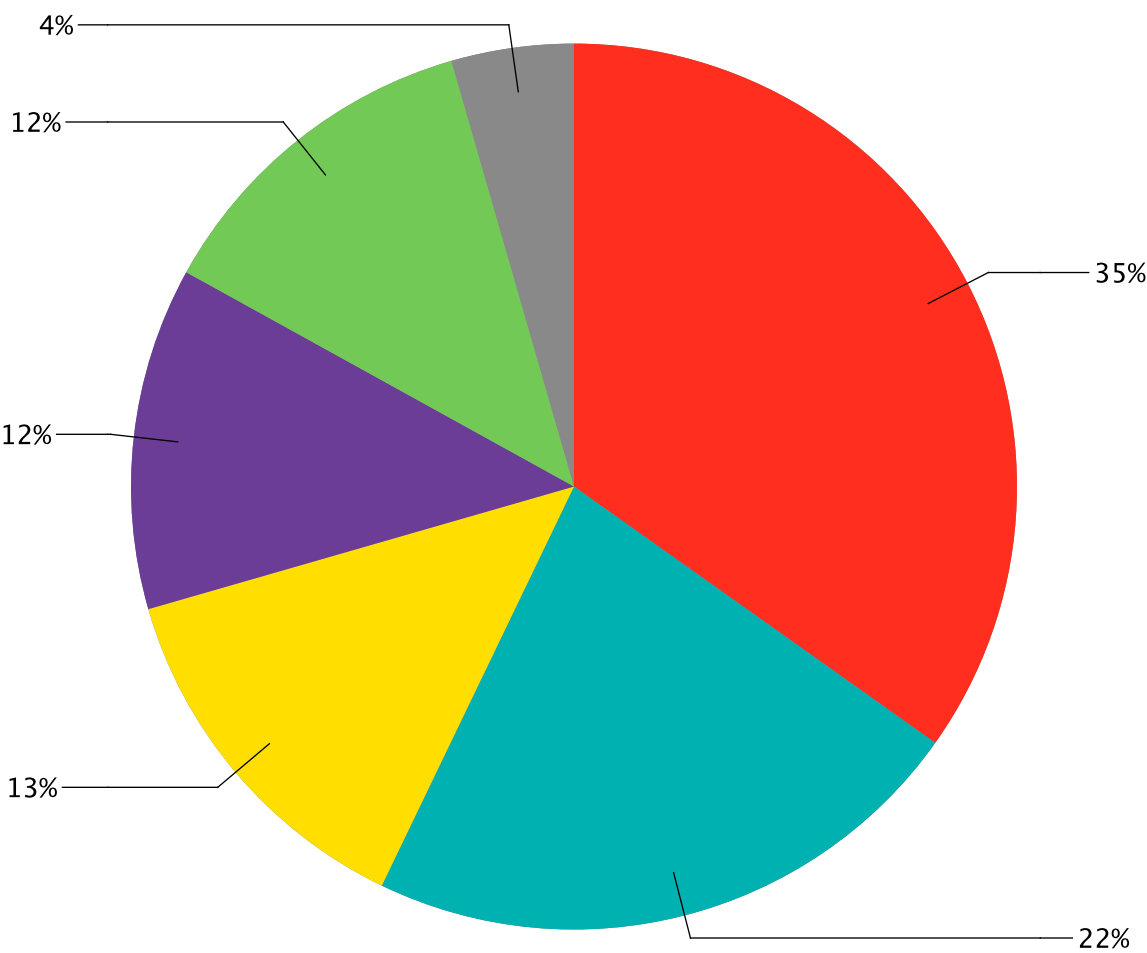
**% of Organizations**

This section aims to present a vision of how the Project Management Office (Project Office) has been used by organizations in supporting the development of their projects, highlighting aspects such as structure, levels of reporting, processes and roles and responsibilities.



● Yes - 47% ● No - 53%

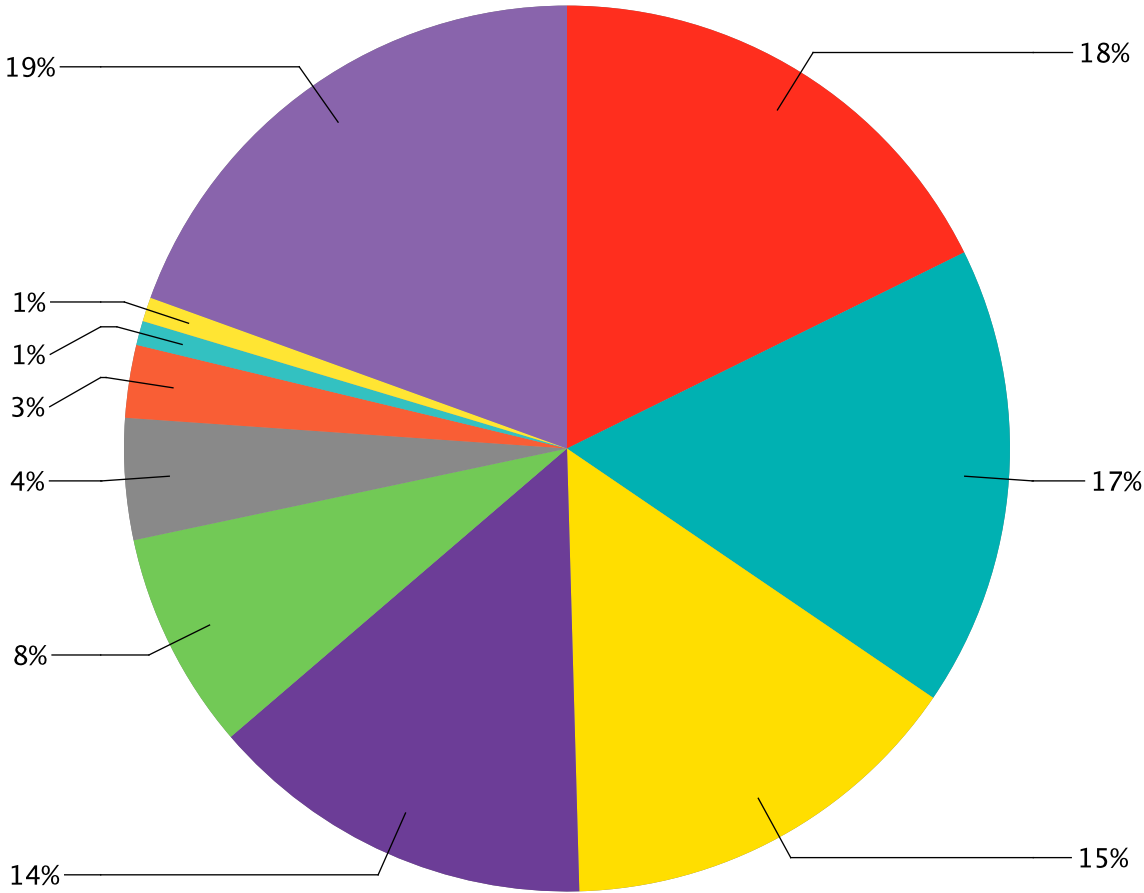
% of Organizations



● One Director – 35% ● The Board of Directors – 22% ● The President – 13% ● One Manager – 12% ● A Vice-President – 12% ● Other – 4%

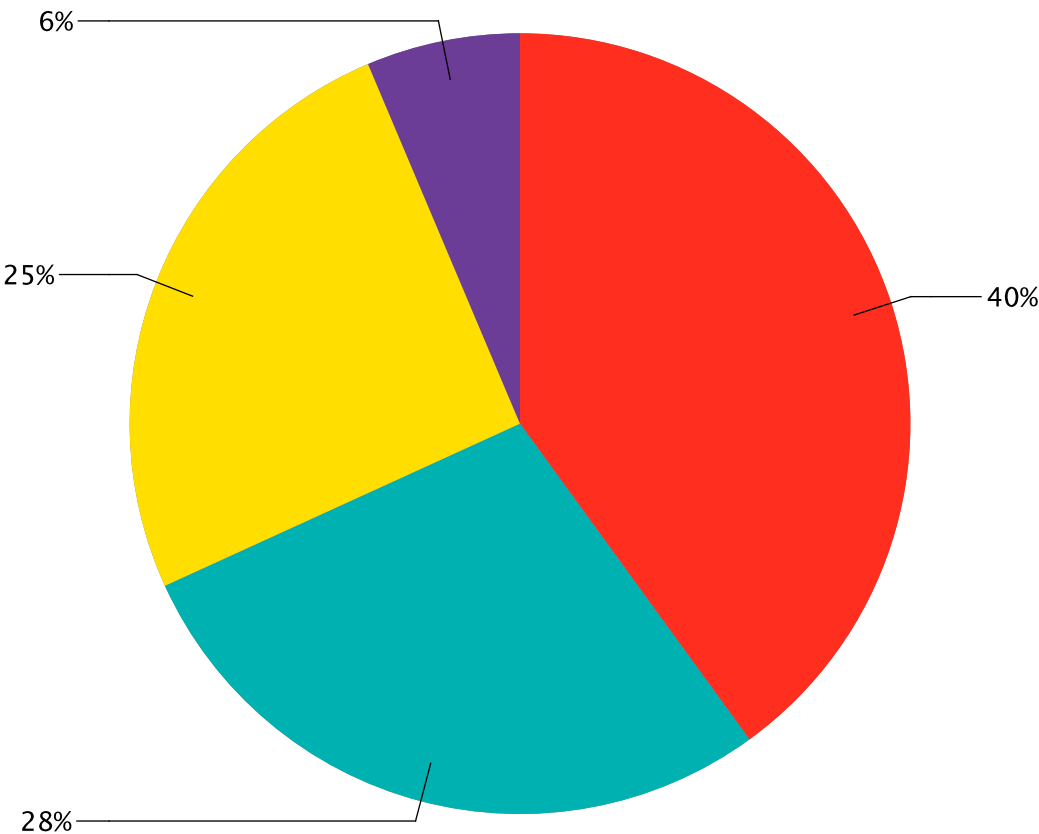
% of Organizations





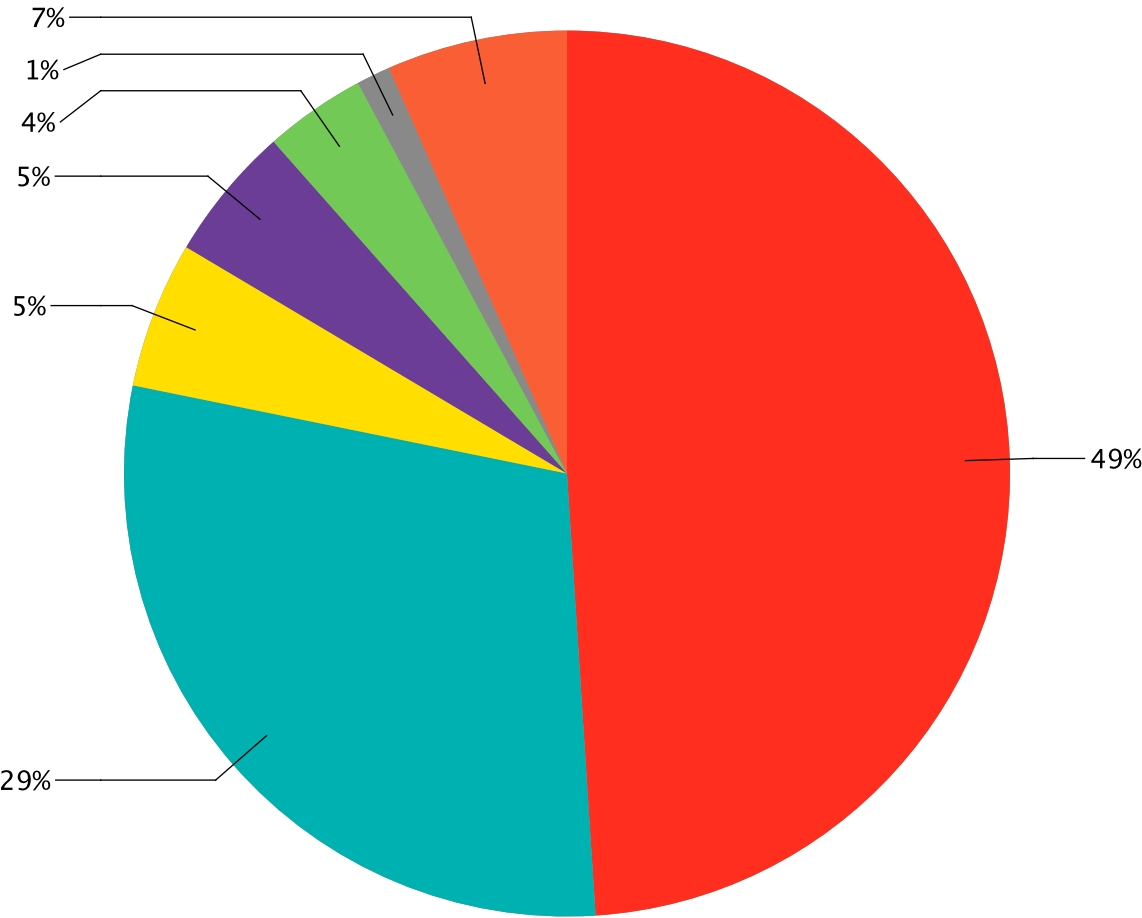
3 - 18% 4 - 17% 1 - 15% 2 - 14% 5 - 8% 7 - 4% 6 - 3% 9 - 1% 8 - 1% 10 or more - 19%

% of Organizations



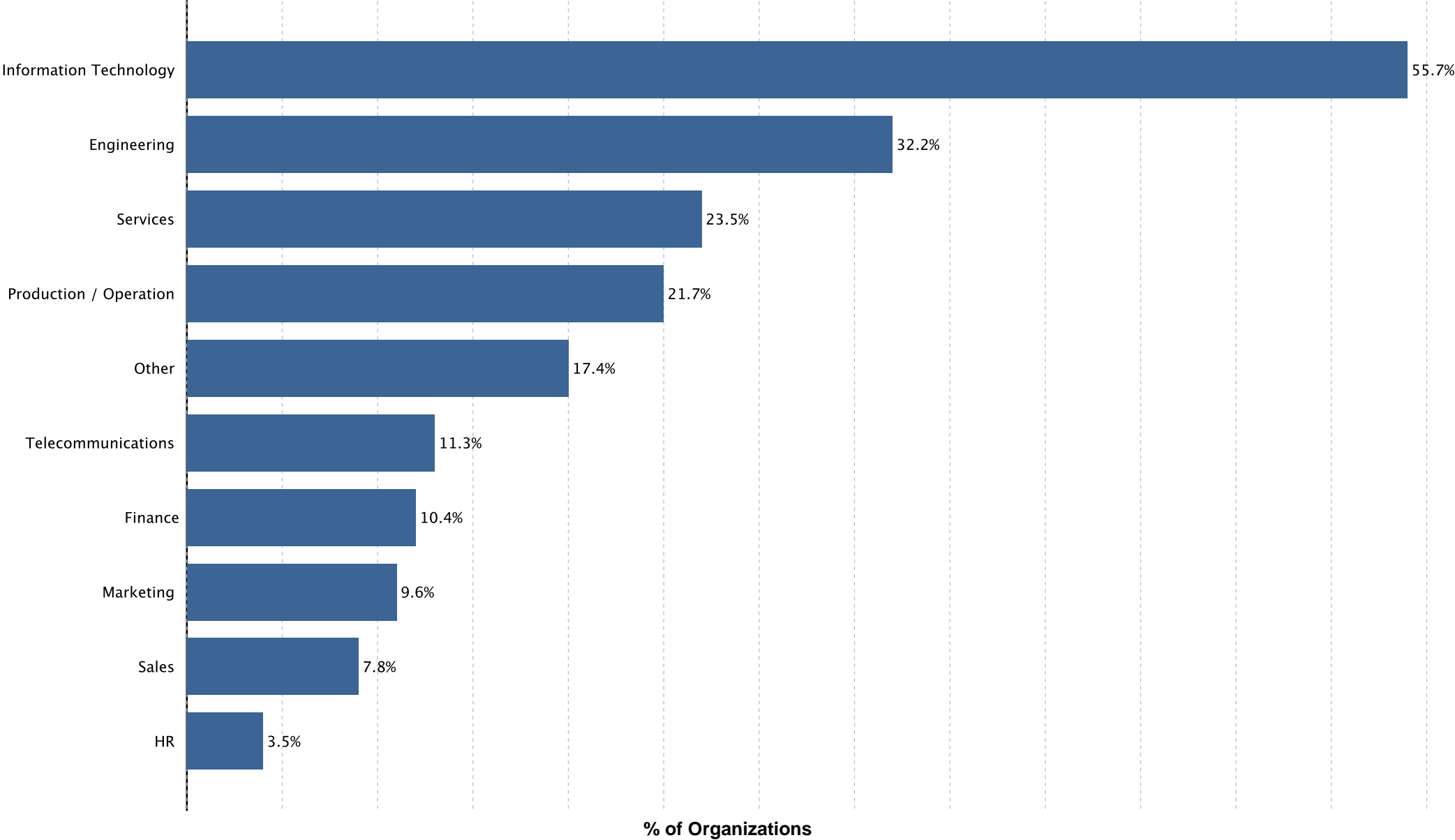
- There is no subordination between project managers and the Enterprise PMO. – 40%
- They report to the functional manager in a matrix structure, but they also report their performance to the Enterprise PMO. – 28%
- They are hierarchical and directly subordinate to the Enterprise PMO. – 25%
- They are subordinate to the Enterprise PMO only in some special cases (Ex: Strategic Projects) . – 6%

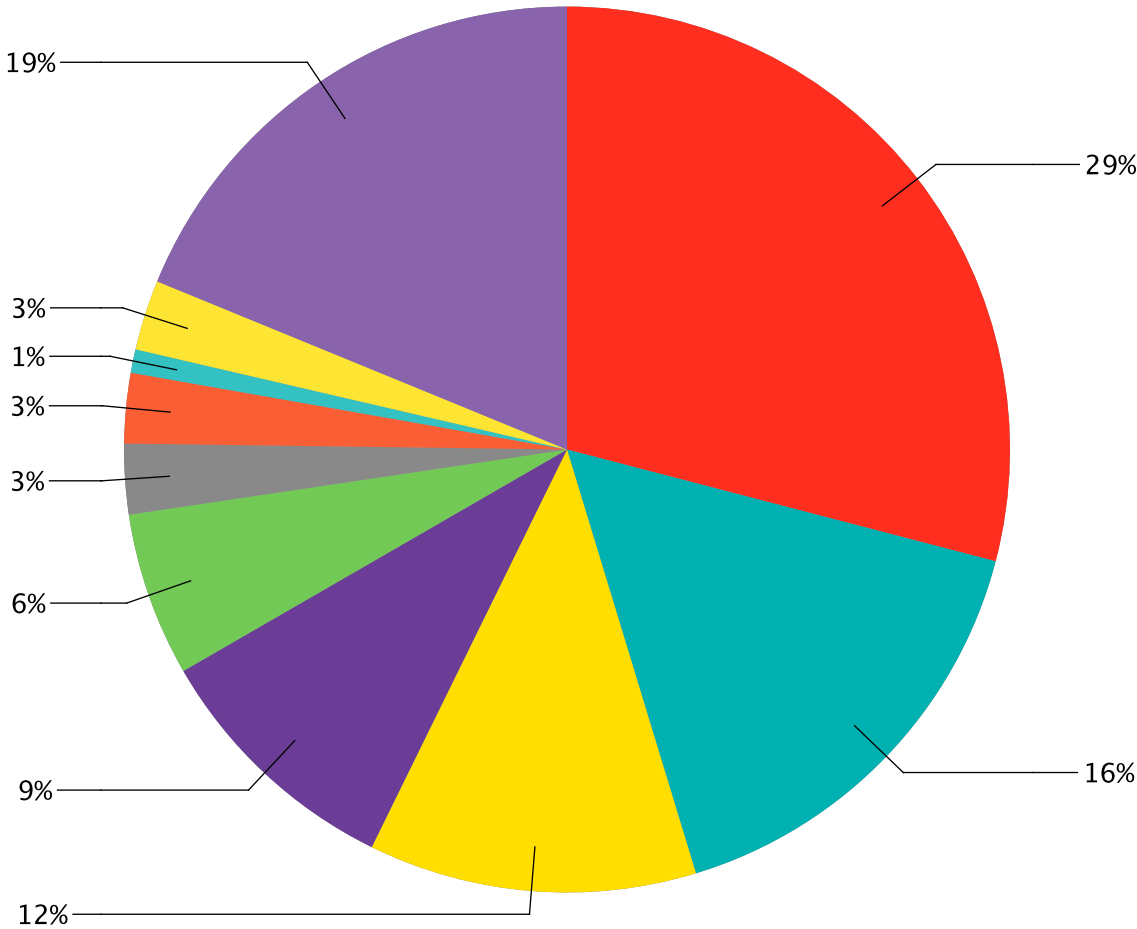
% of Organizations



● None – 49% ● 1 – 29% ● 2 – 5% ● 3 – 5% ● 4 – 4% ● 5 – 1% ● More than 5 – 7%

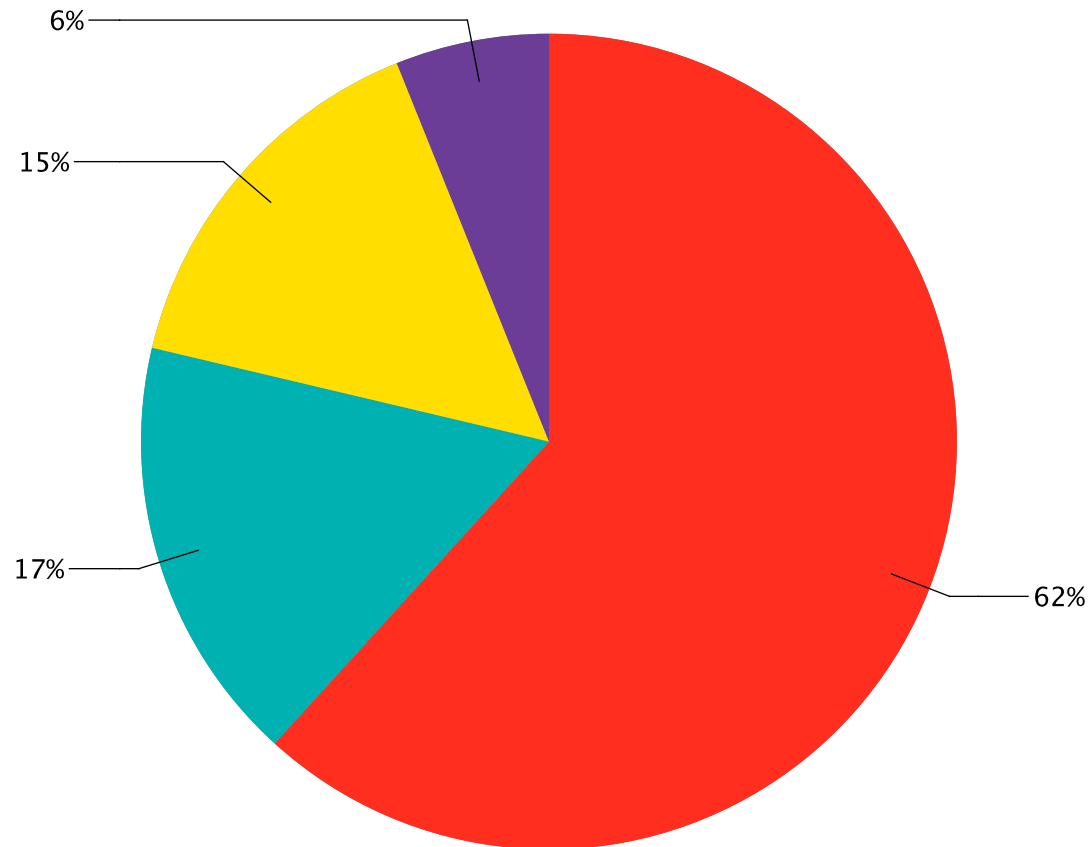
% of Organizations





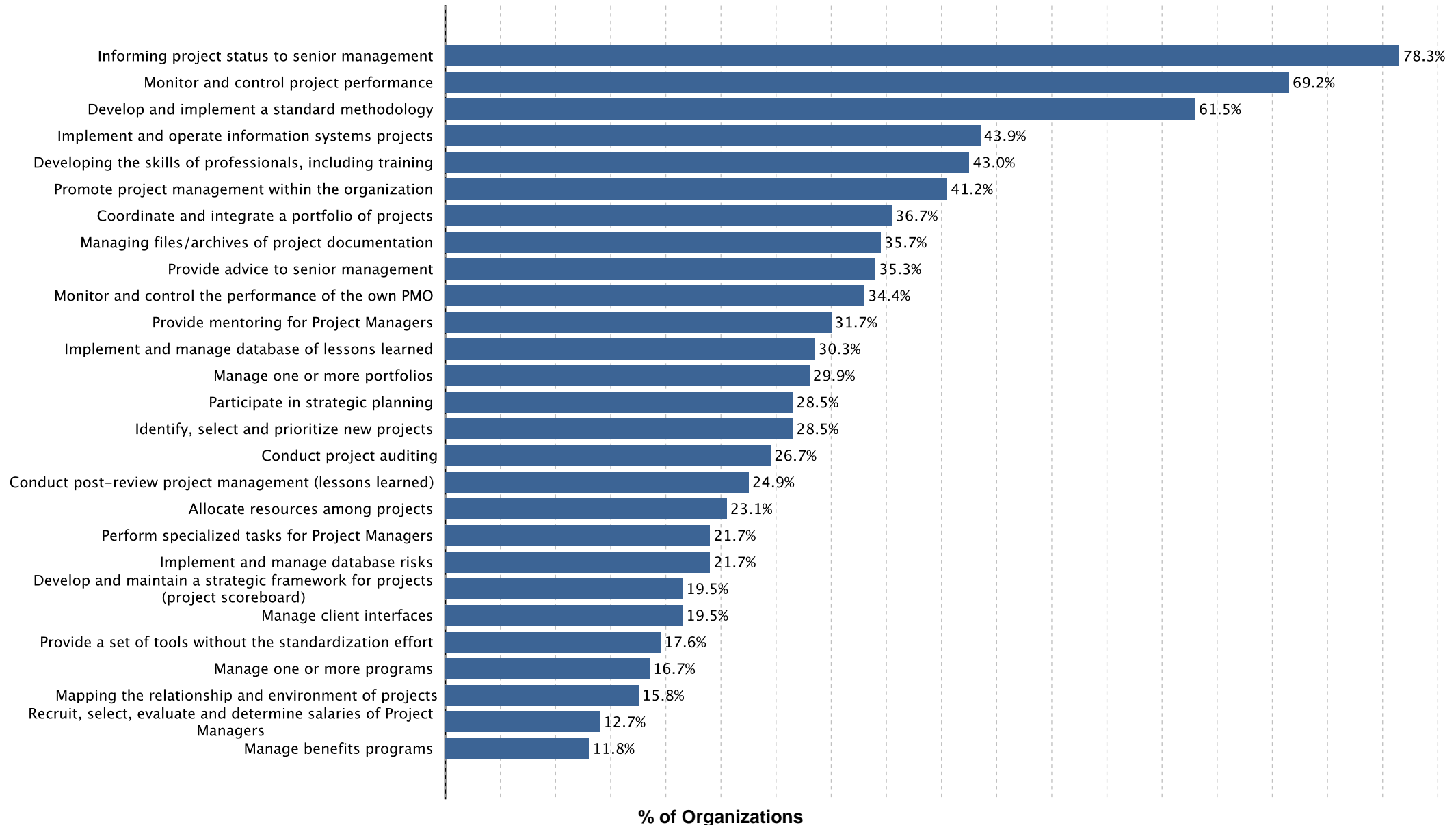
1 - 29% 2 - 16% 3 - 12% 4 - 9% 5 - 6% 6 - 3% 7 - 3% 8 - 1% 9 - 3% 10 or more - 19%

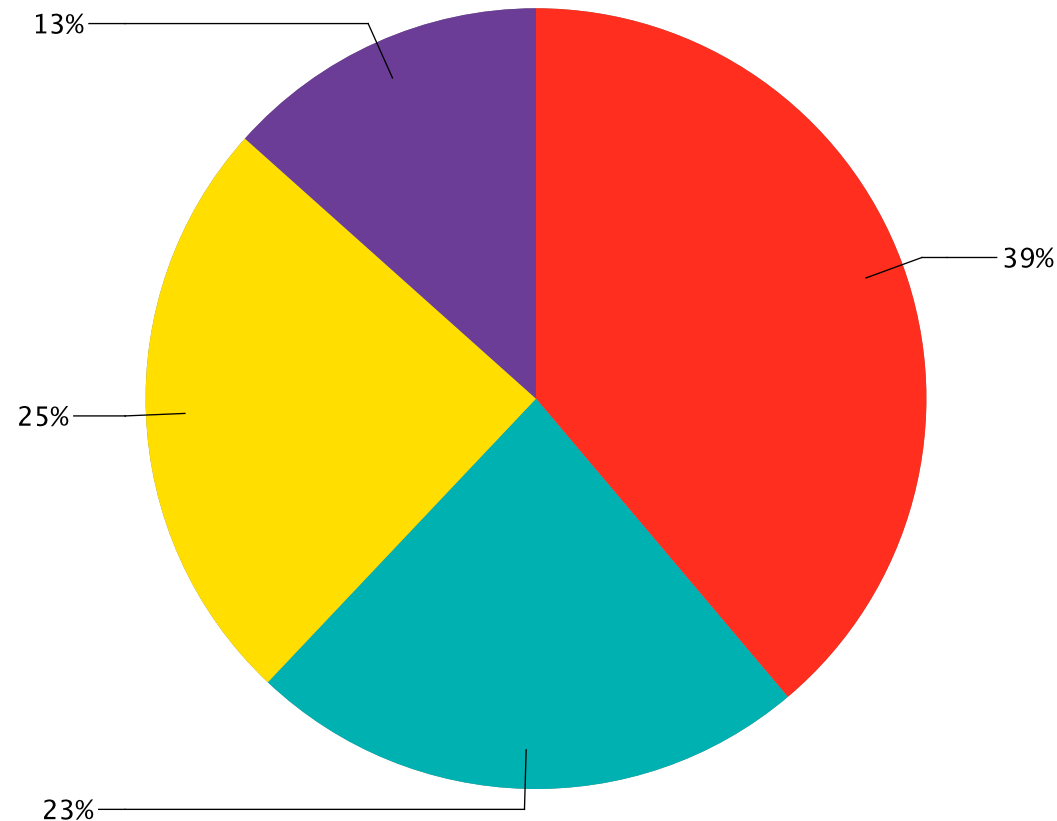
% of Organizations



- There is no subordination between project managers and the Departmental PMO . – 62%
- They are hierarchical and directly subordinate to the Departmental PMO. – 17%
- They report to the functional manager in a matrix structure, but they also report their performance to the Departmental PMO. – 15%
- They are subordinate to the Departmental PMO only in some special cases (Ex: Strategic Projects) . – 6%

**% of Organizations**

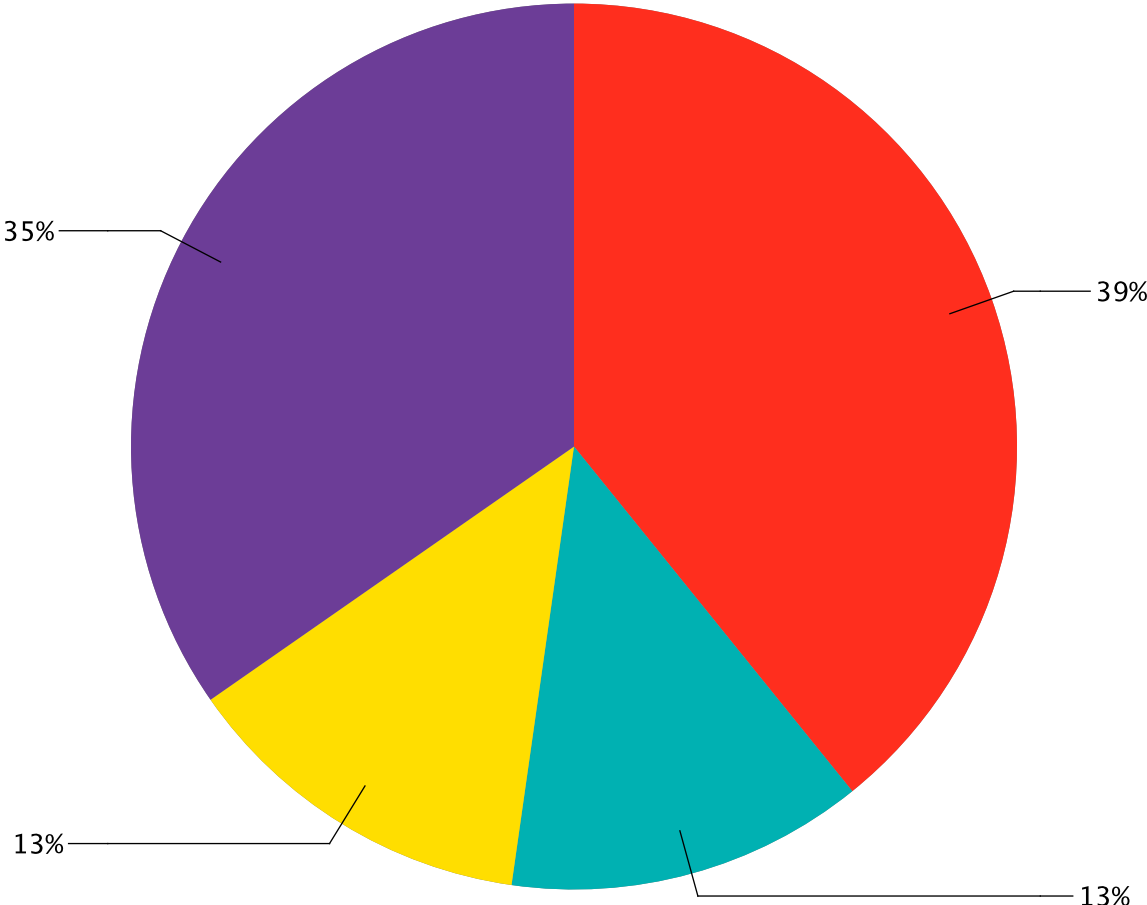




- Level 1 – Informal PMO formed by professionals with a personal interest in Project Management. Eventually assists in planning. – 39%
- Level 2 – PMO held accountable by project management organizational standards. Supports projects when requested. – 23%
- Level 3 – The PMO is considered the principal source of information and support related to project management practices. It is the focal point of information for the Top Management.
- Level 4 – The PMO supports the management of the portfolio. It is a reference to the Top Management for decision making. – 13%

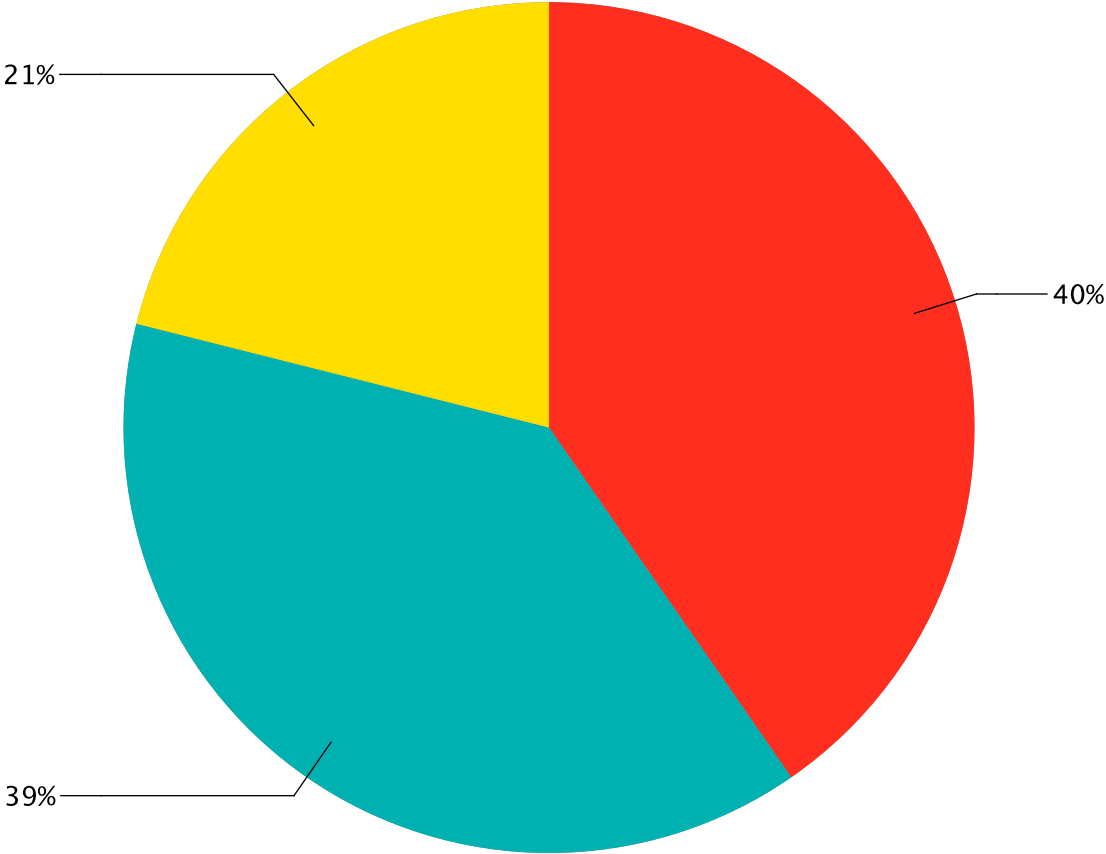
**% of Organizations**





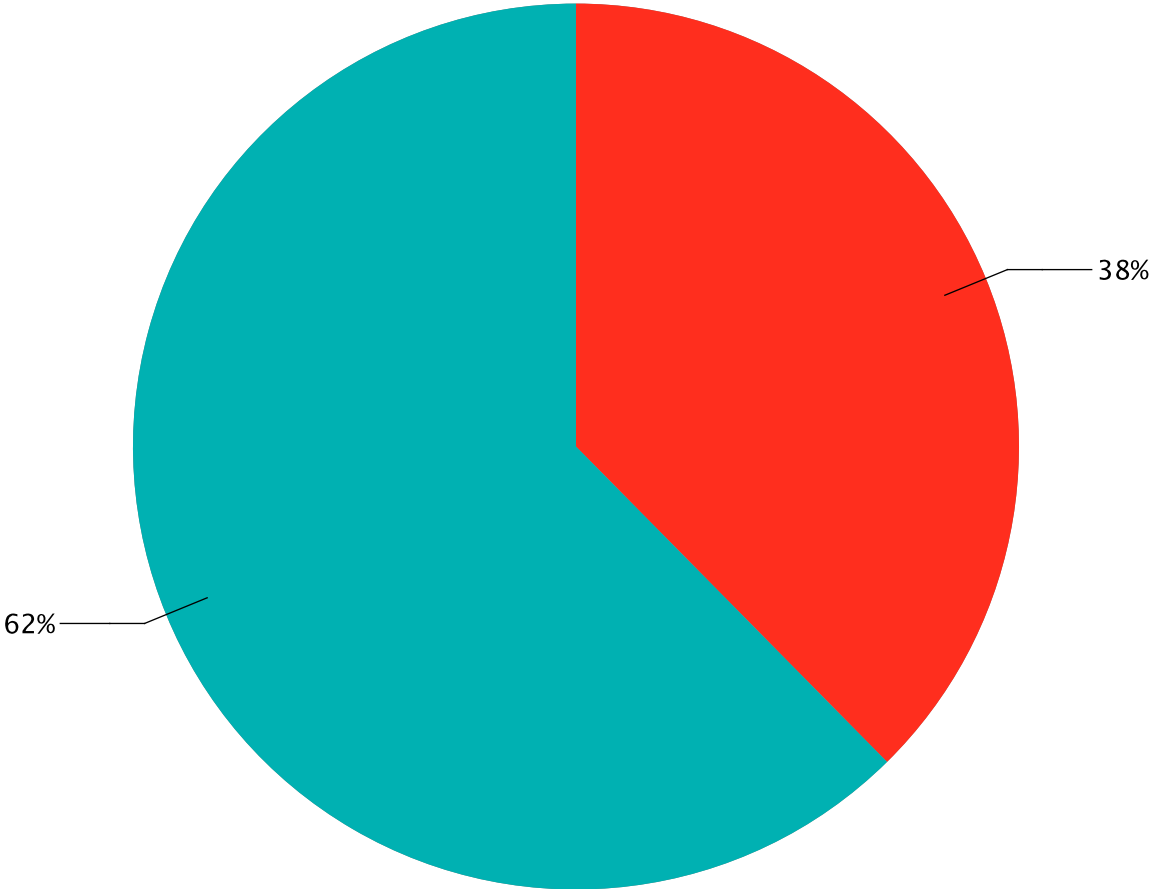
● For over 3 years – 39% ● Between 2 and 3 years – 13% ● Between 1 and 2 years – 13% ● For less than 1 year – 35%

% of Organizations



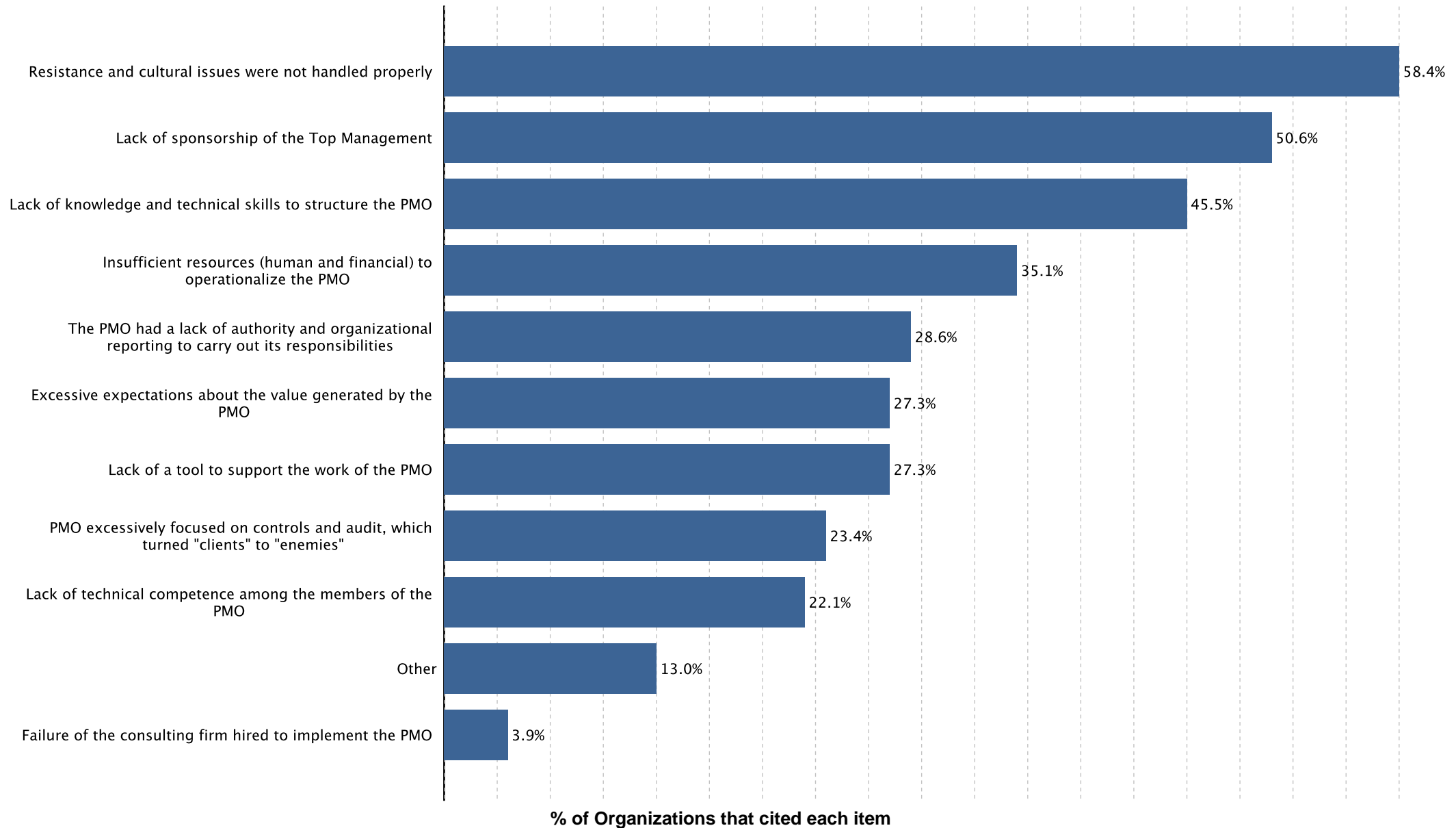
- The organization clearly perceive the value at all hierarchical levels, including top management – 40%
- The organization does not value the PMO – 39%
- The organization clearly perceive the value, but only in the intermediary hierarchical levels, such as middle management – 21%

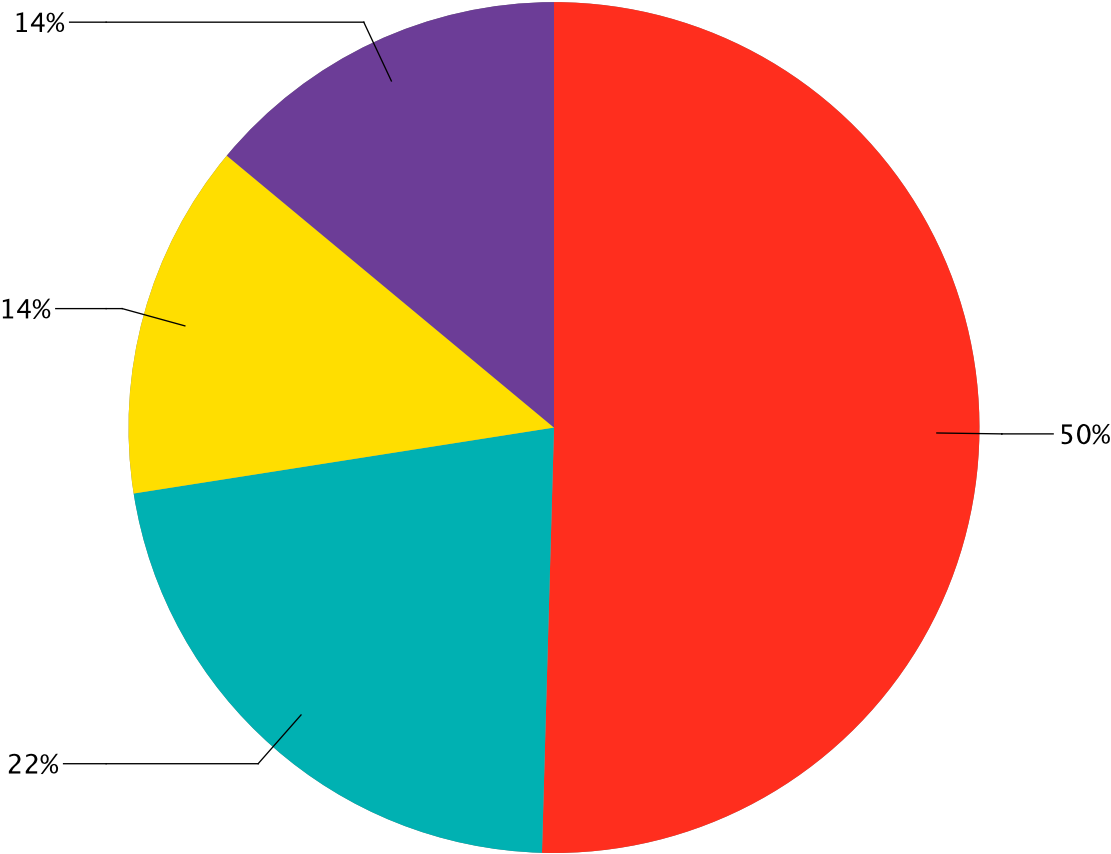
% of Organizations



Yes - 38% No - 62%

% of Organizations

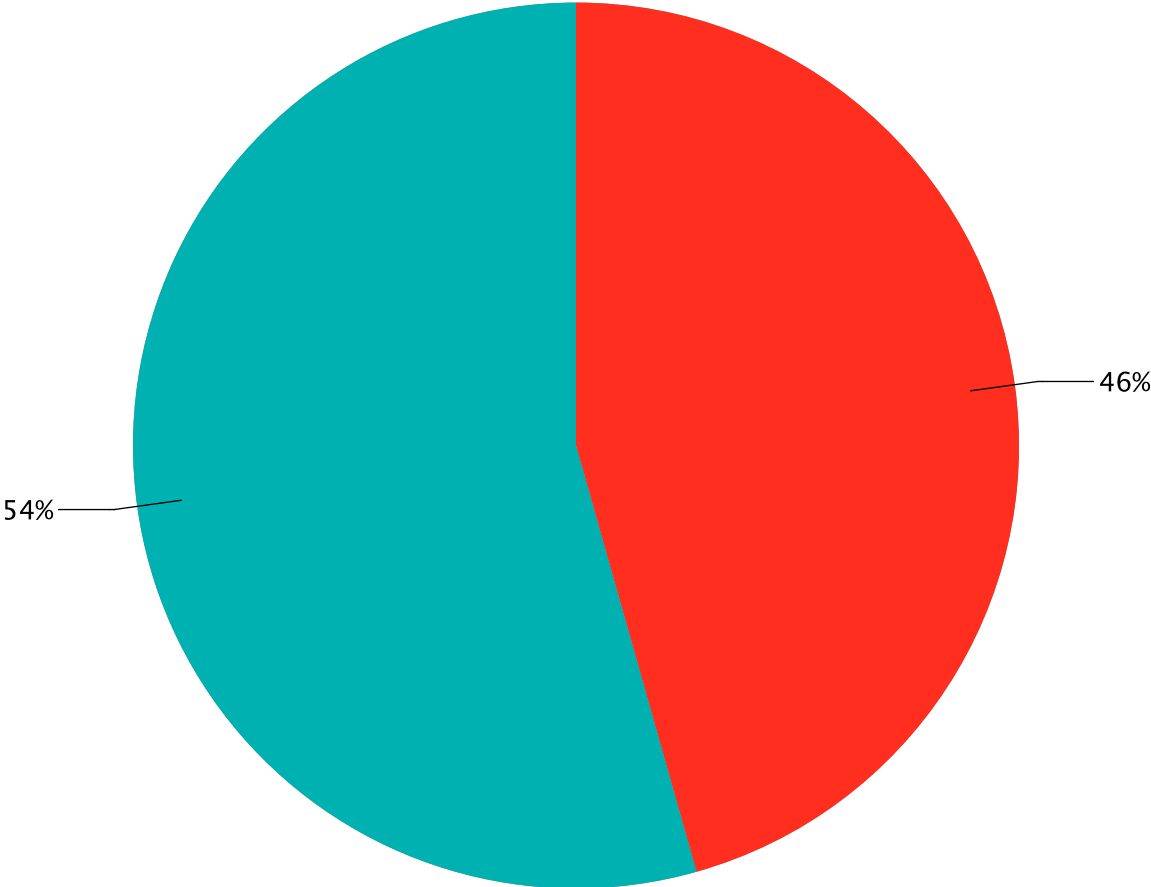




● We don't want to implement PMOs or a new PMO. – 50% ● We are in the process of implementing a PMO – 22%  
● We intend to implement a PMO in the next 12 months – 14% ● We intend to implement a PMO in the next 24 months or more – 14%

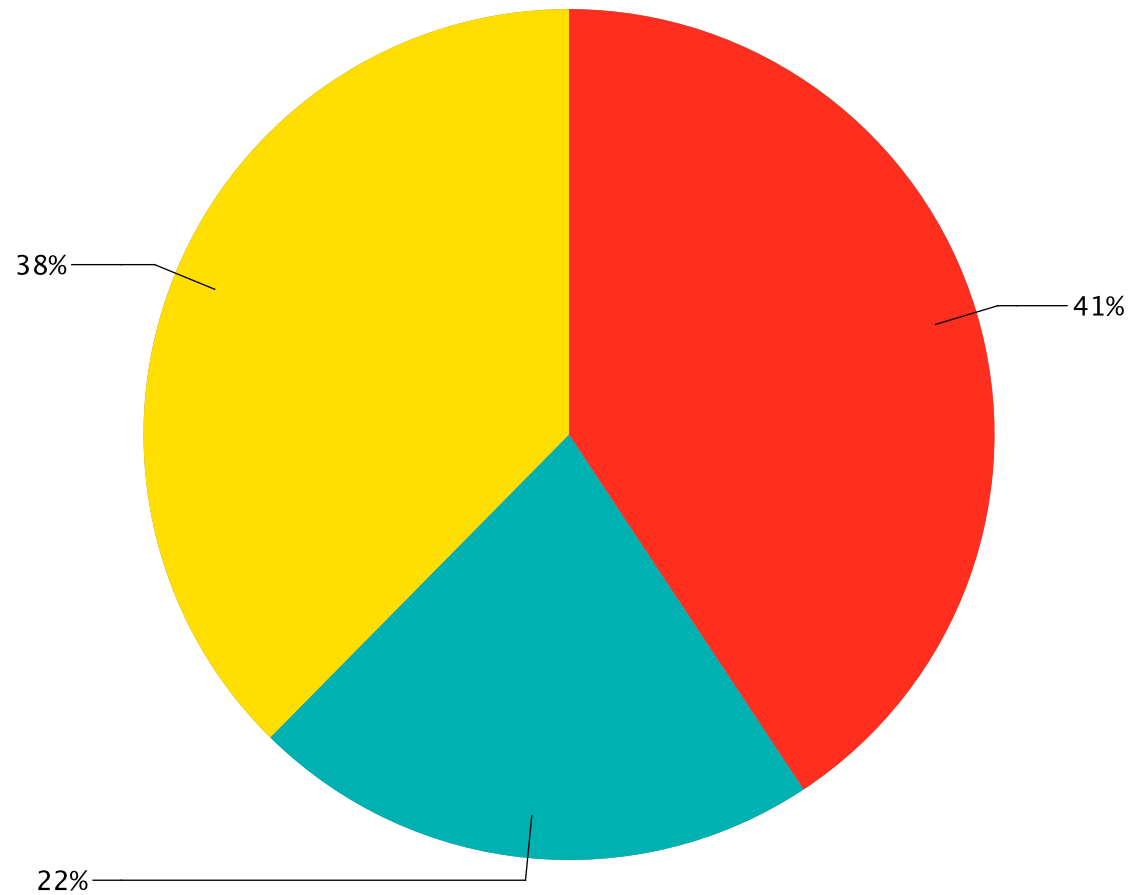
% of Organizations

This section aims to show how organizations are employing best practices in project management.



● Yes – 46% ● No – 54%

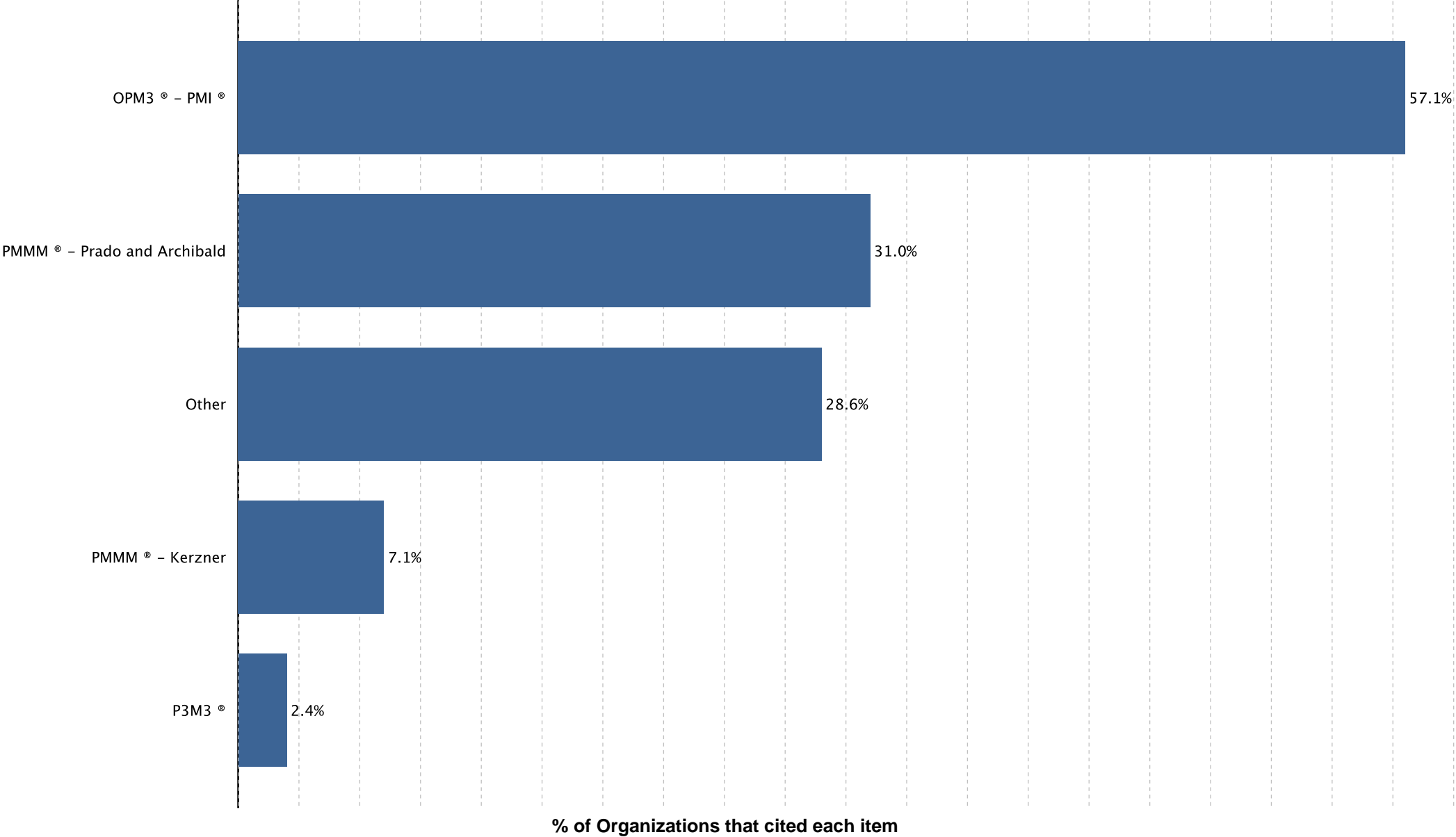
% of Organizations

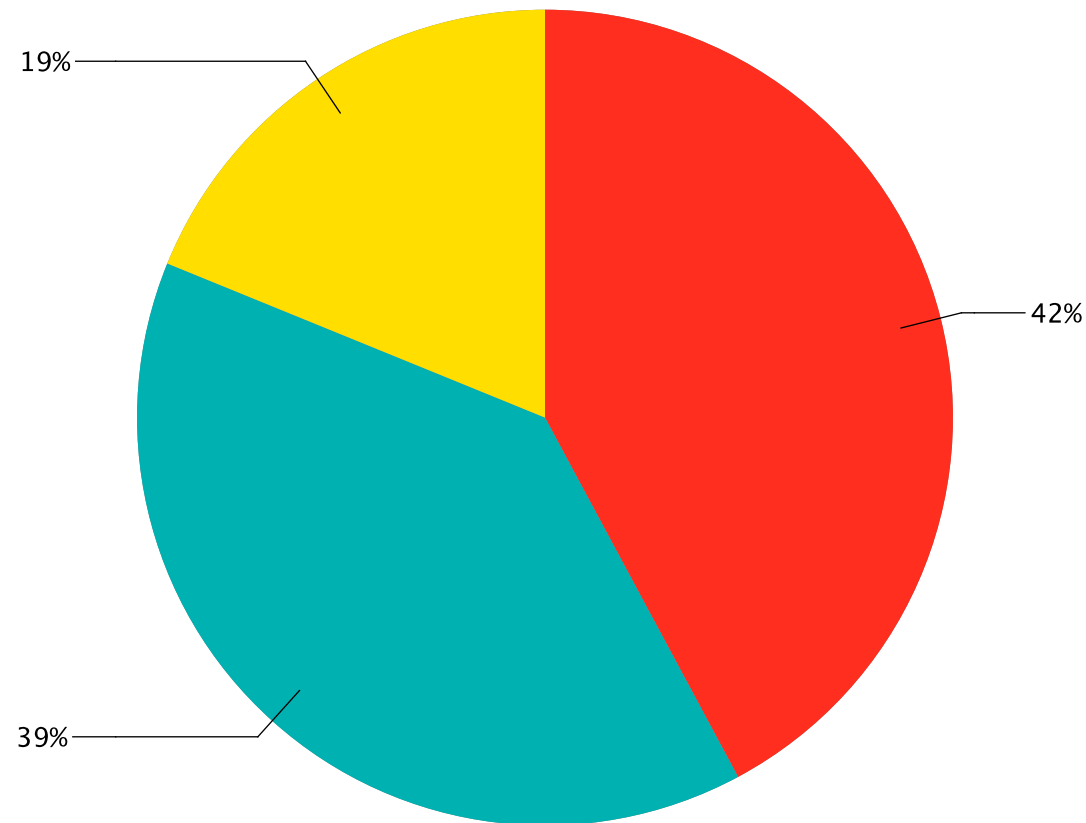


- The organization is aware of, employs or wants to employ – 41%
- The organization is aware of, but does not want to employ – 22%
- The organization is not aware of any project management maturity models – 38%

**% of Organizations**

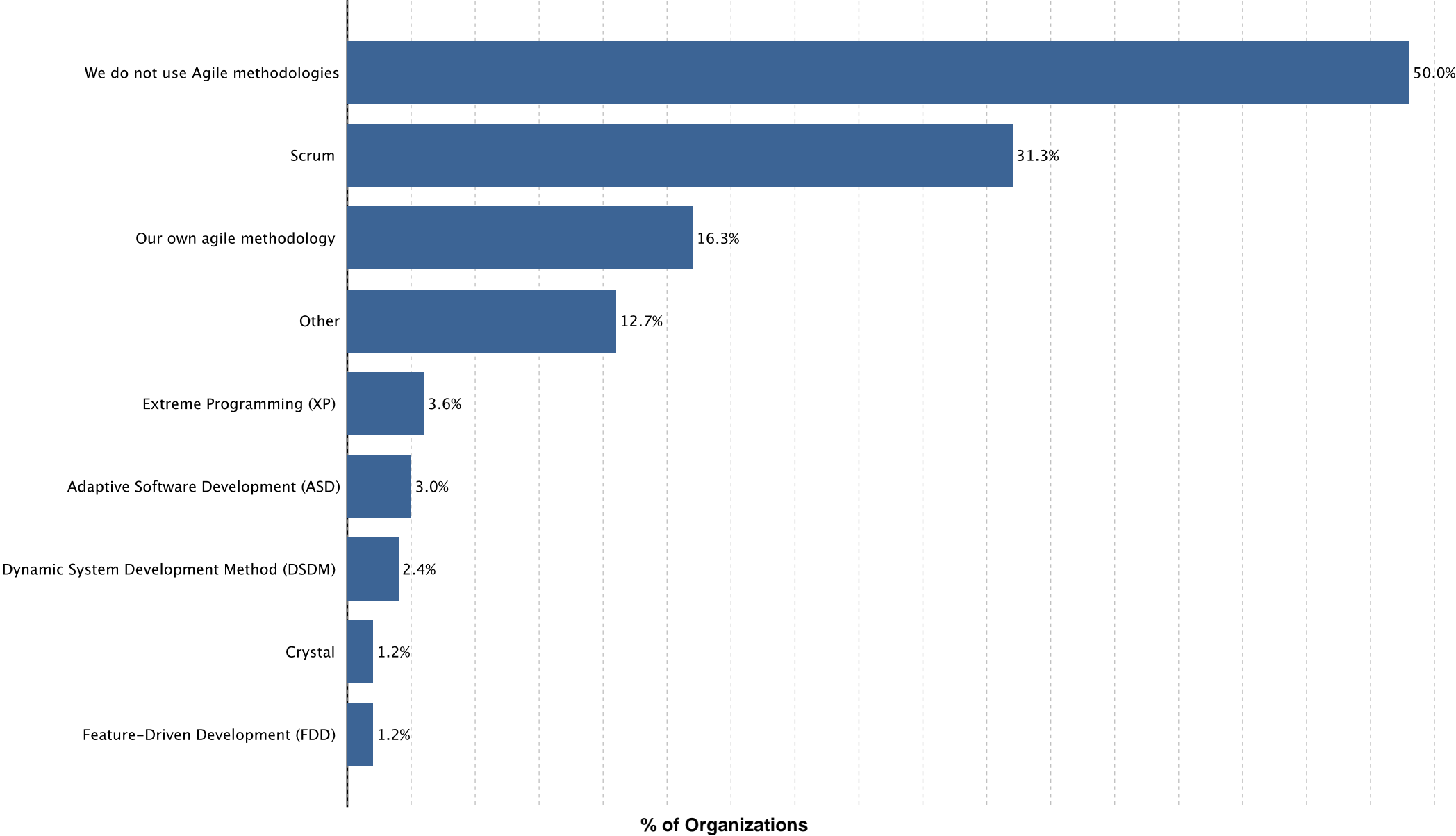


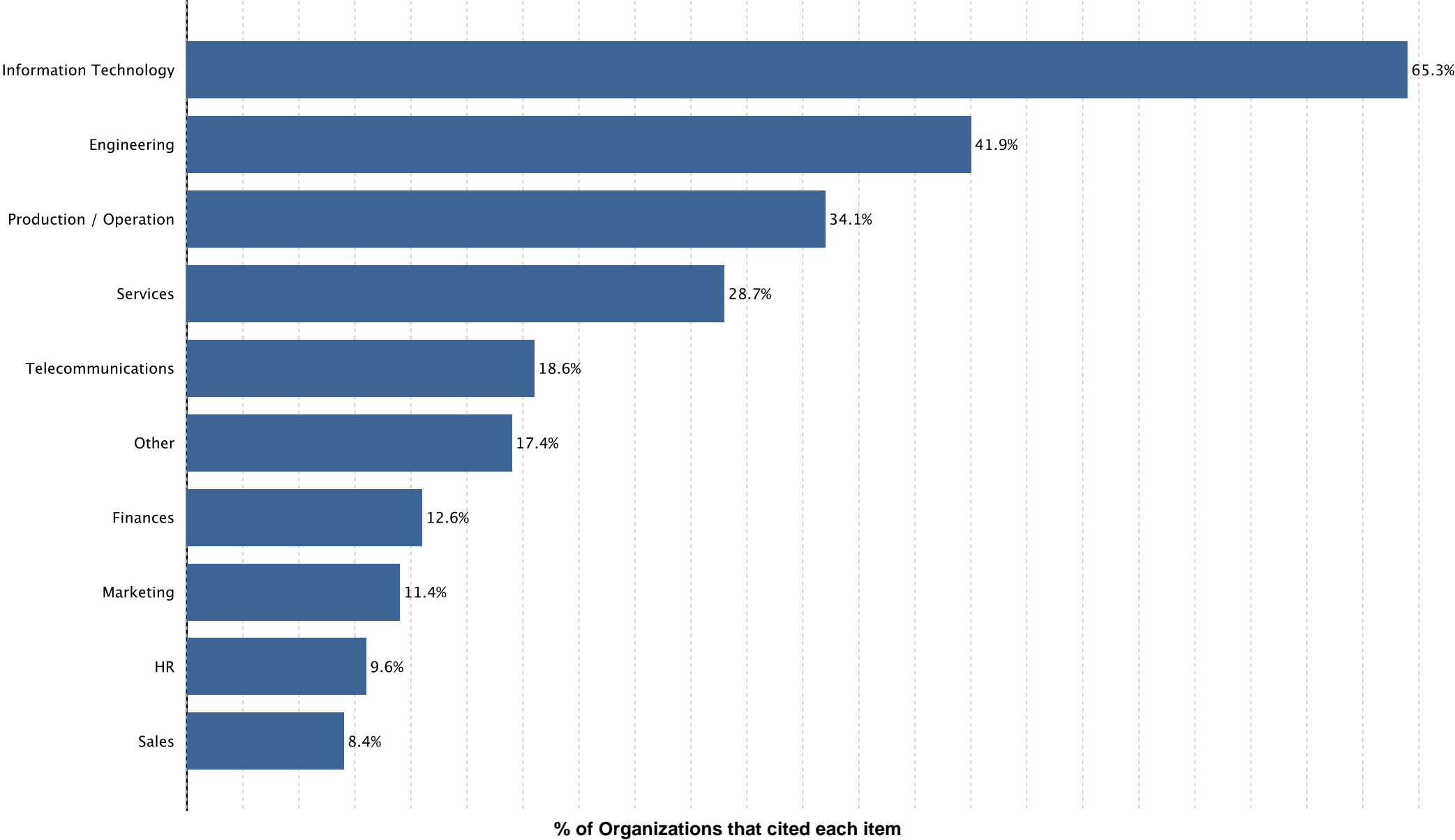


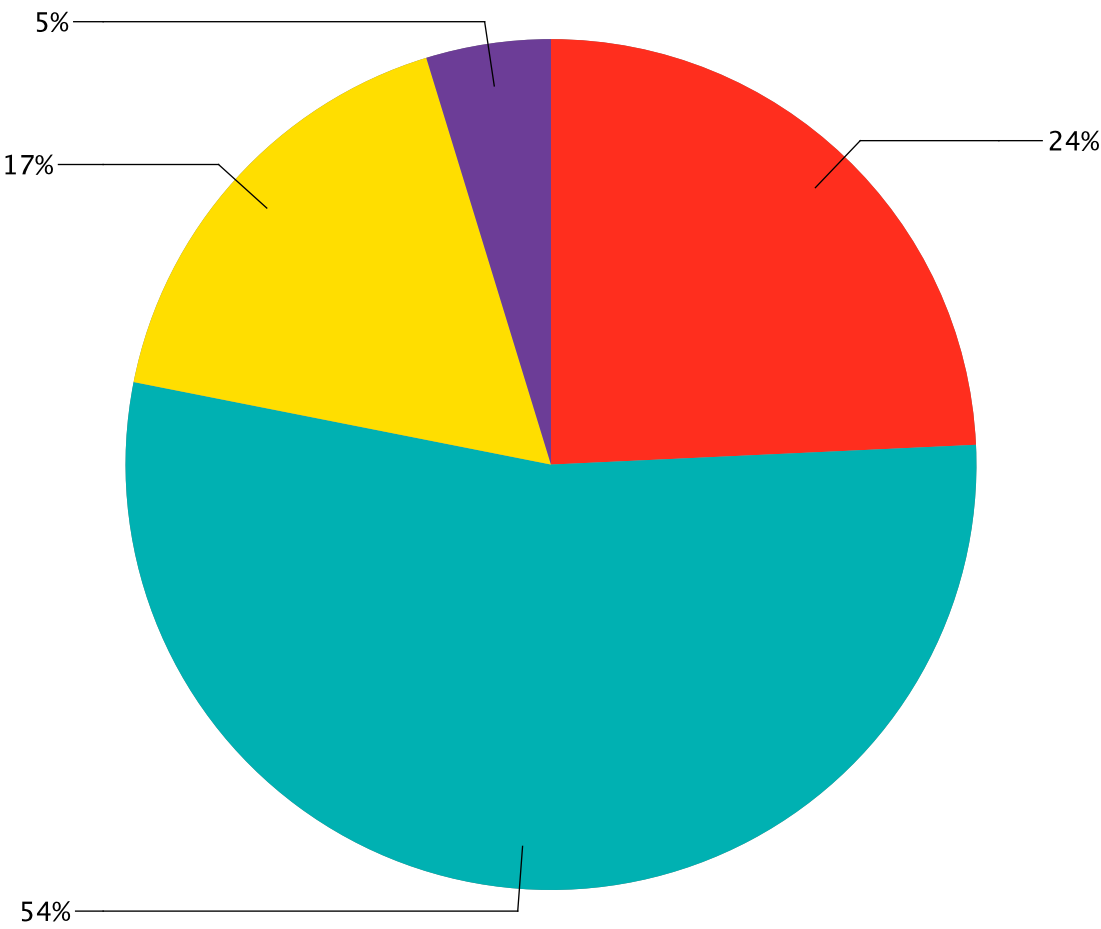


- The organization has a unique methodology for managing their projects, which is used by all areas. – 42%
- The organization has methods developed in specific areas. Each area uses its own methodology. – 39%
- The organization has no formal methodology. Project management is done informally. – 19%

**% of Organizations**

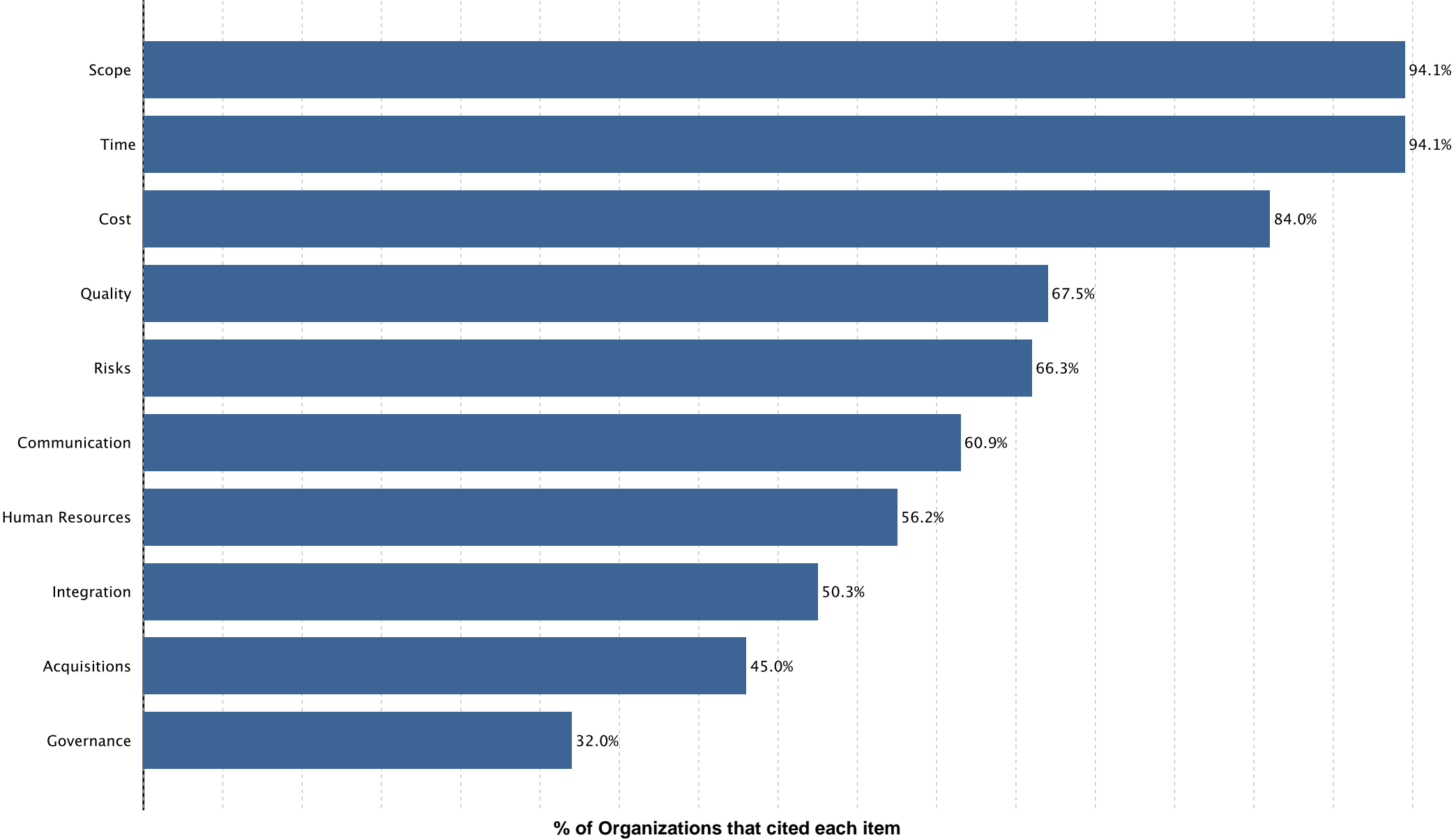


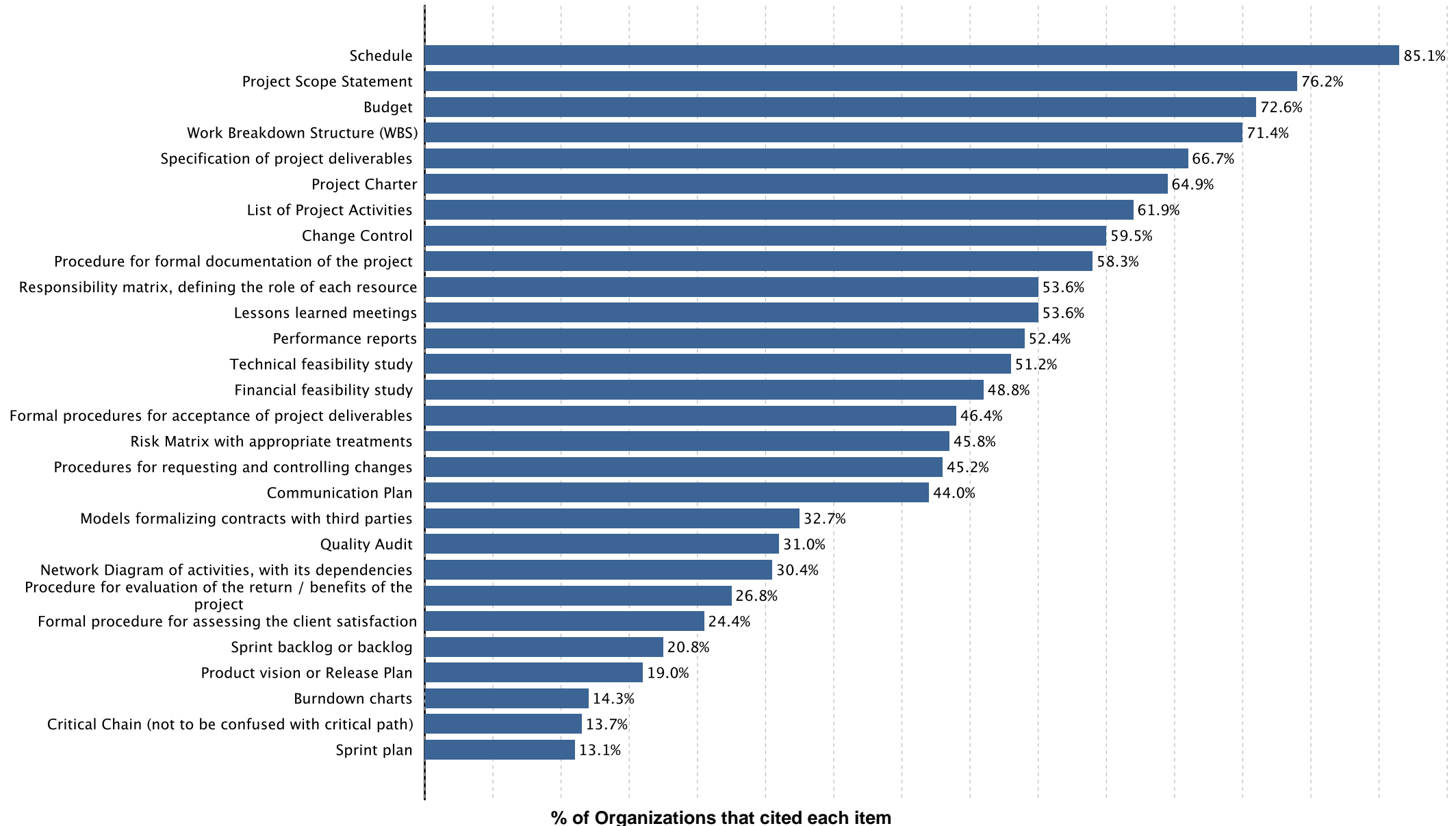


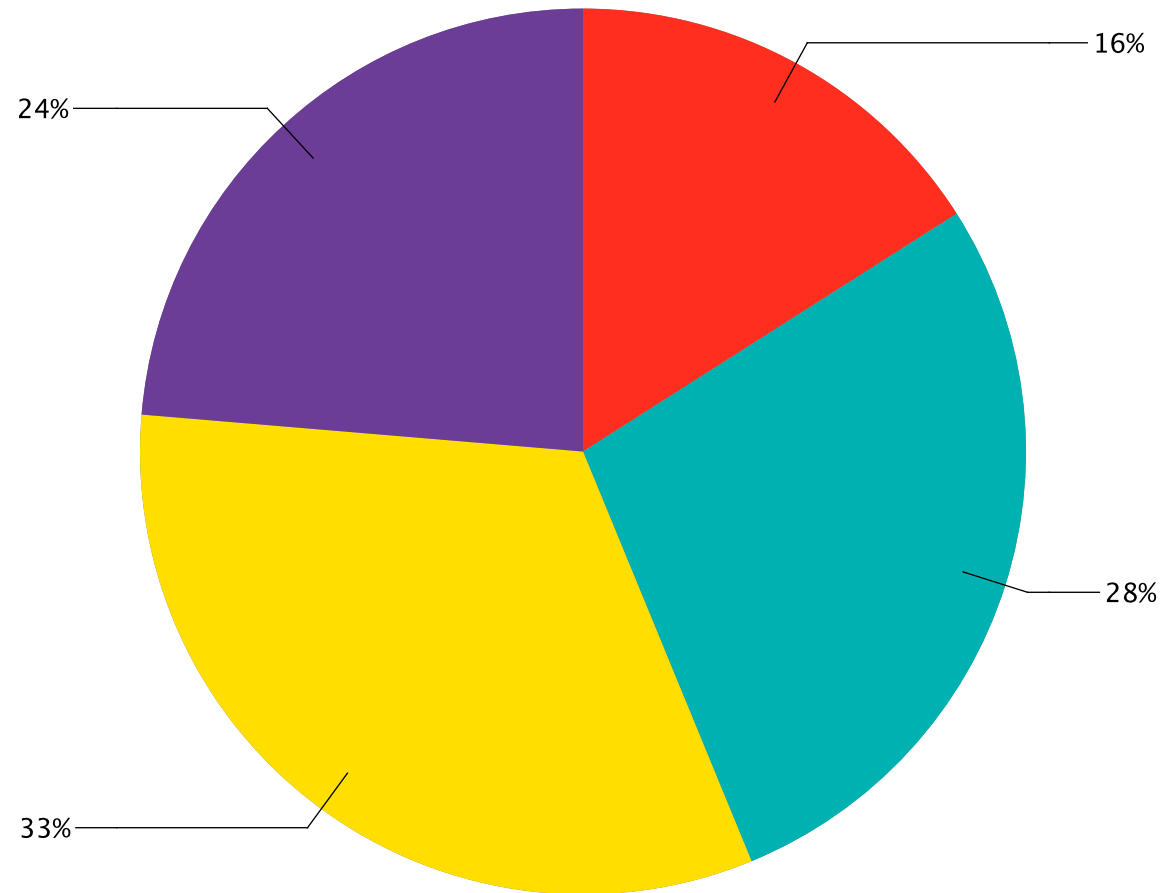


● The methodology is really used – 24% ● The methodology is used most of the time – 54% ● The methodology is used only in a few cases – 17%  
● The methodology is actually not used – 5%

% of Organizations



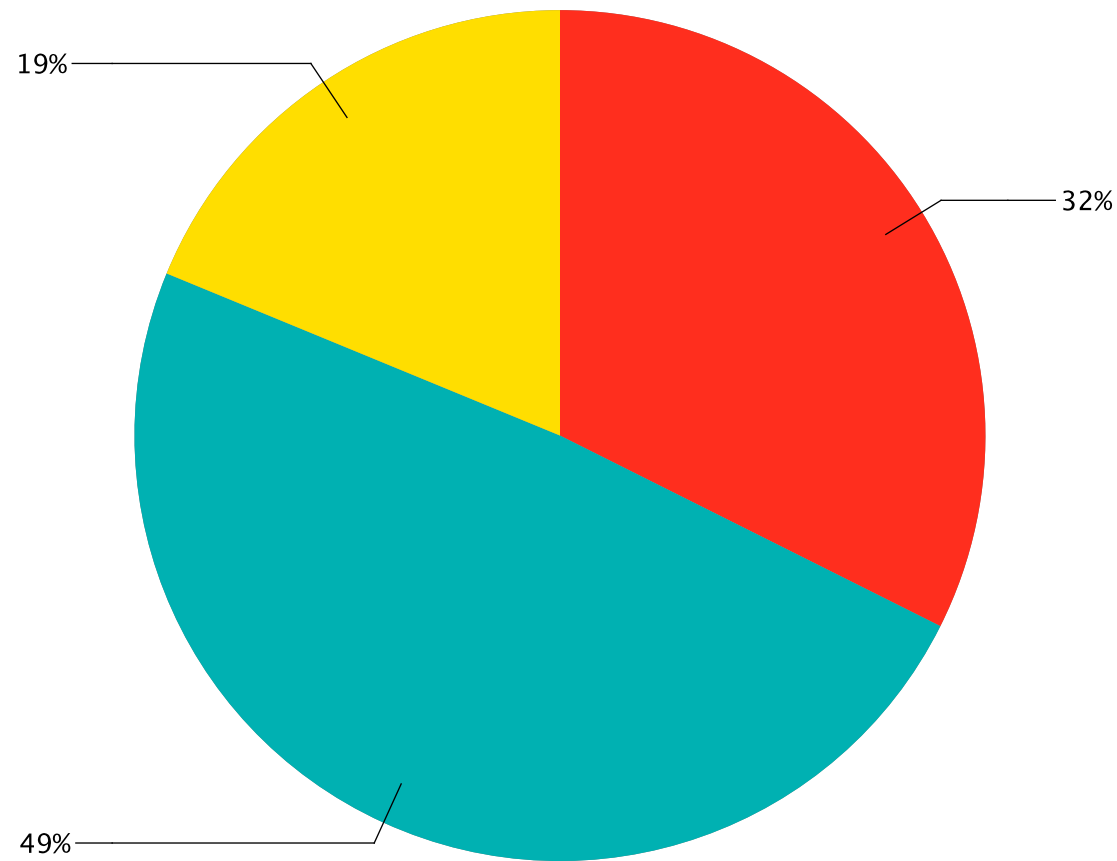




● Yes and its fully utilized – 16% ● Yes but it is not used effectively – 28% ● No but we intend to use – 33% ● No and we do not intend to use – 24%

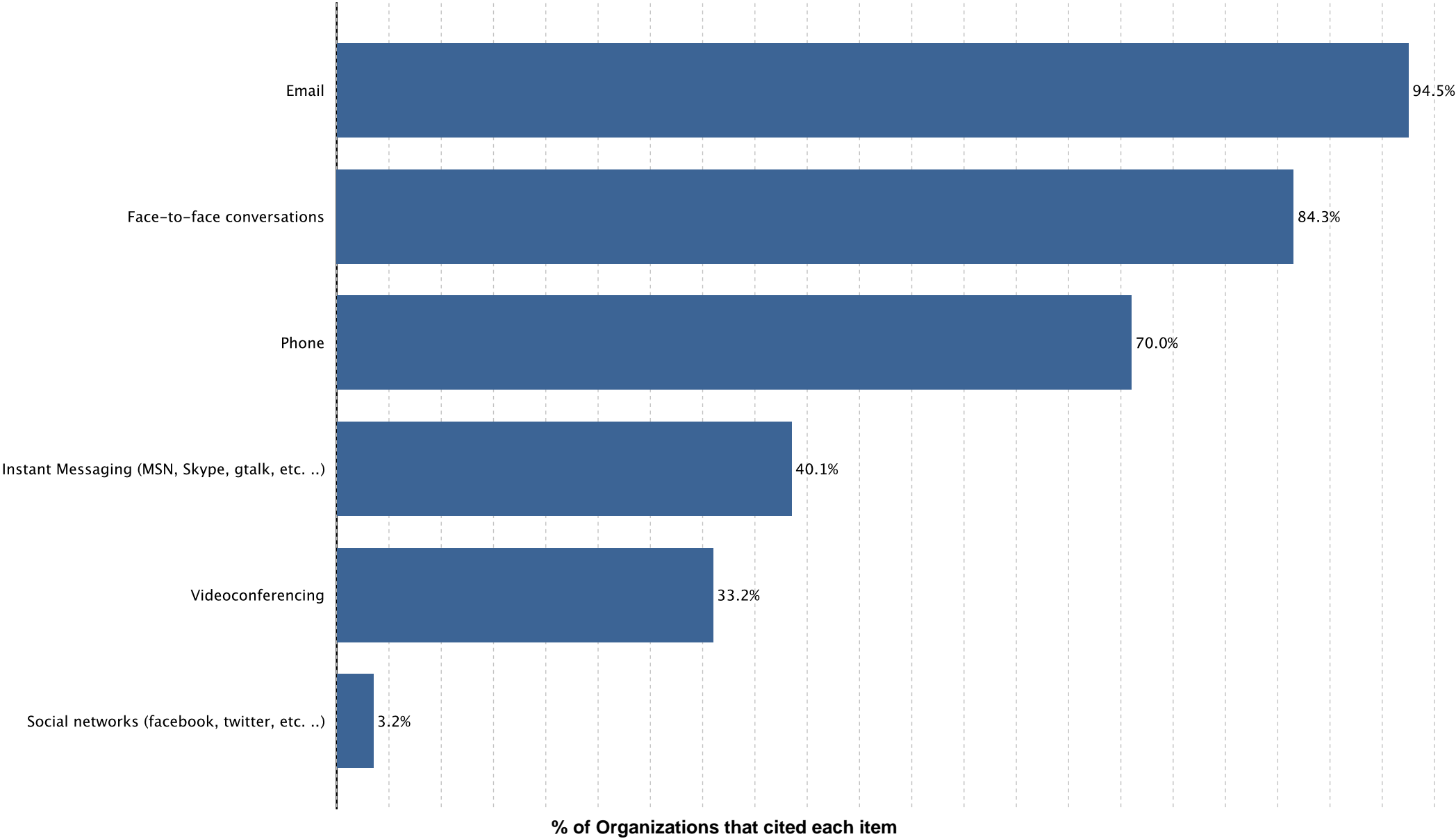
**% of Organizations**

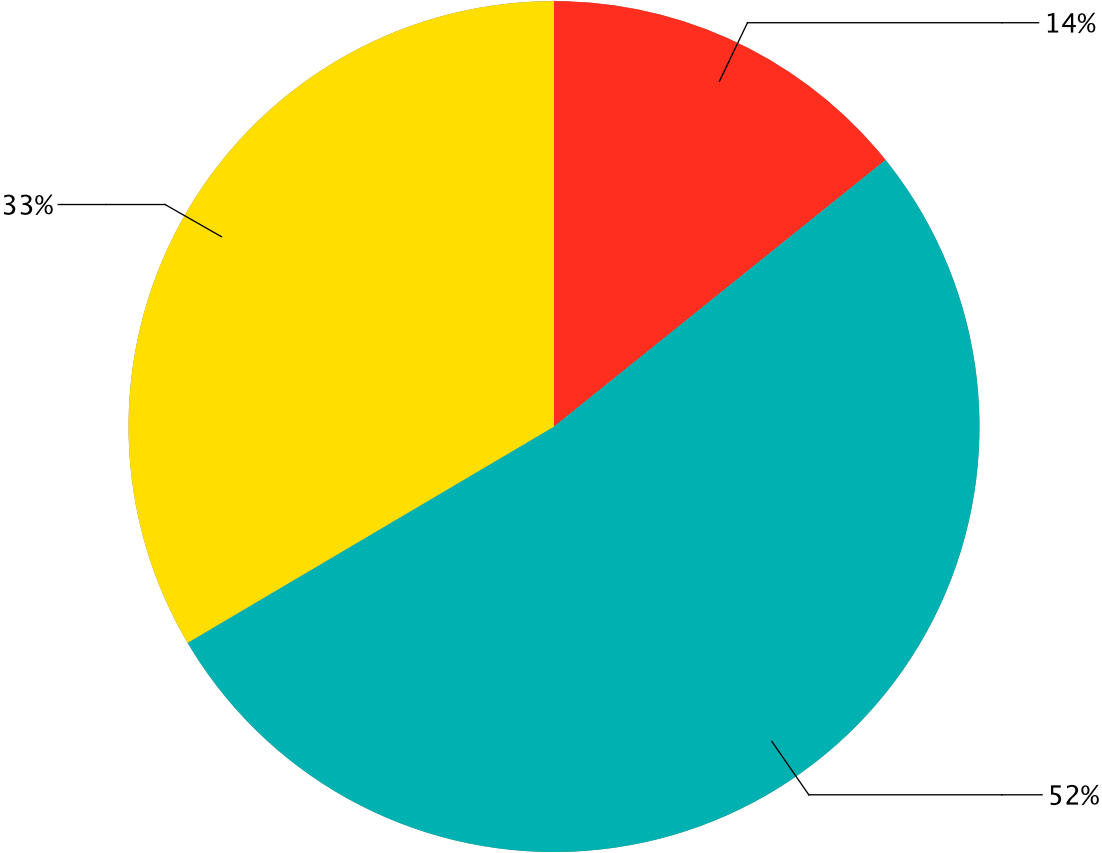




- Based on a formal methodology with structured policies, procedures and forms. – 32%
- Conducted informally, as the interest or need of the project manager – 49%
- We do not manage risks on projects in our organization – 19%

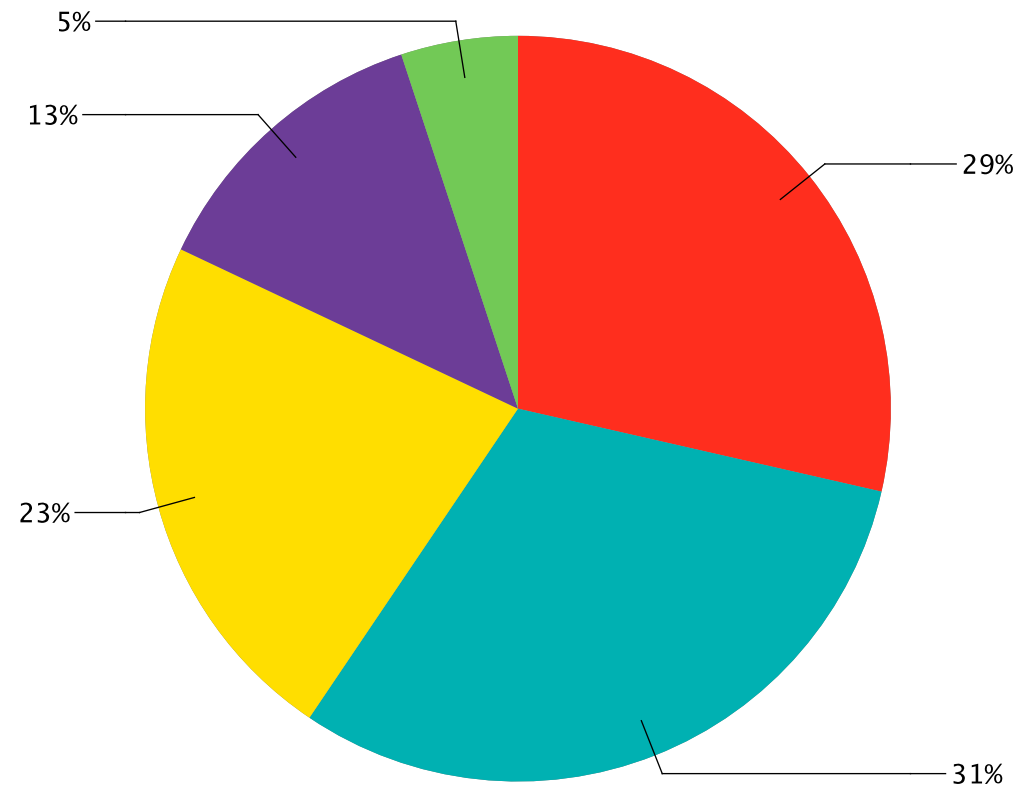
**% of Organizations**





● Low, the change is viewed as a negative event for the project – 14% ● Average, changes are needed to fit the client's needs – 52%  
● High, changes are seen as a natural event during the execution of the project – 33%

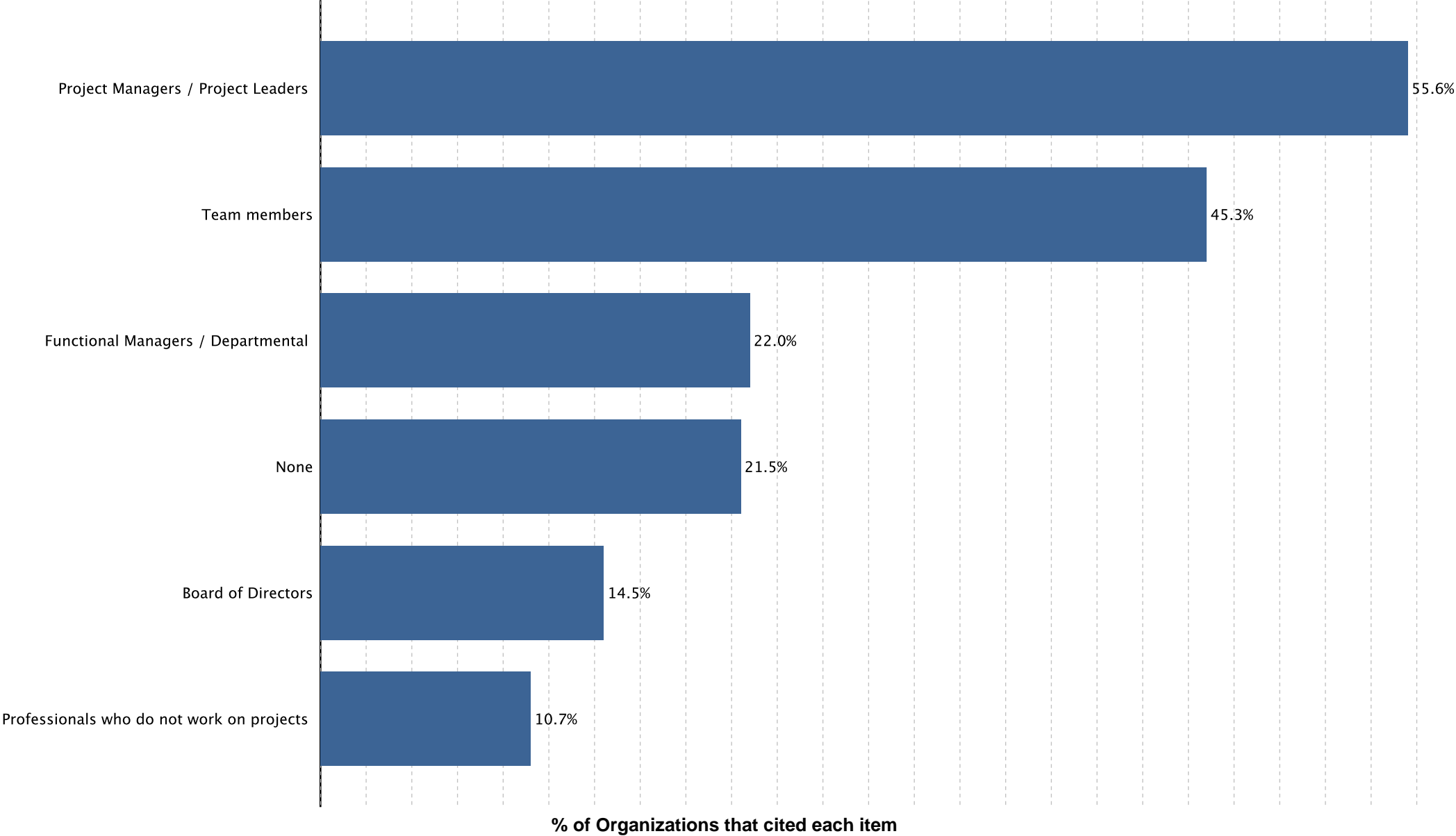
% of Organizations

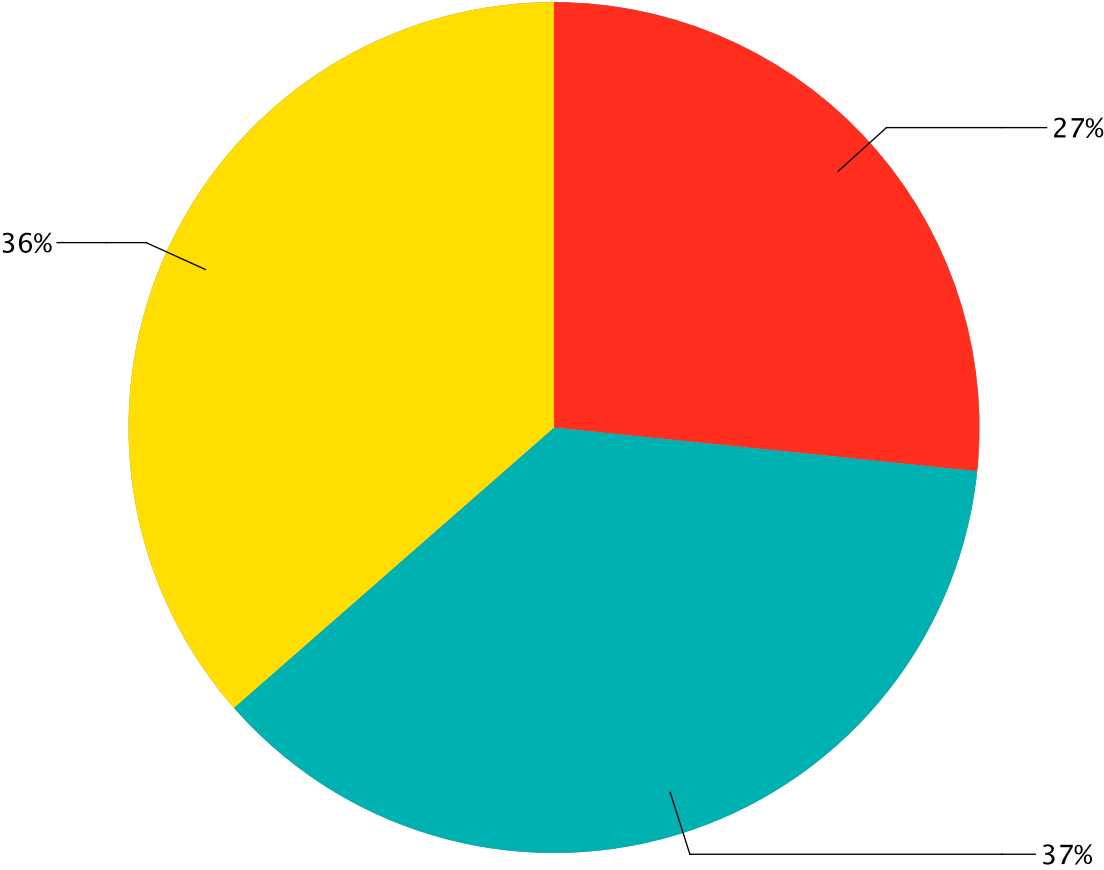


- Level 1 – Initial Process. There are no practices or standards. Indicators are collected informally. – 29%
- Level 2 – Structured Processes. There are Project Management processes, but they are not considered organizational standards. – 31%
- Level 3 – Institutionalized process. There are organizational standards for project management. – 23%
- Level 4 – Managed Processes. Indicators are used. Processes, standards and systems are integrated. – 13%
- Level 5 – Process Optimization. Lessons learned are regularly used. Focus on continuous improvement. – 5%

**% of Organizations**

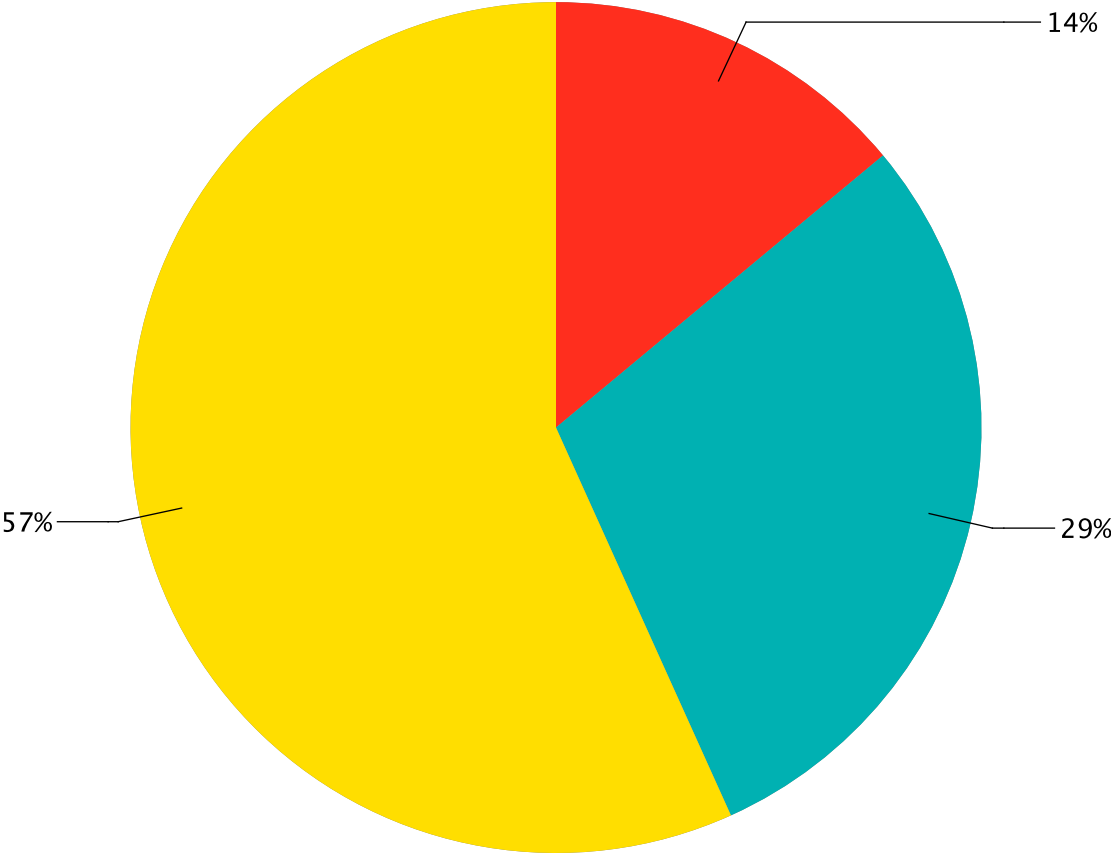
This section aims to examine the degree to which organizations the most important professional development practices, and to identify trends in the organizations surveyed.





- There is a formal program implemented – 27%
- There isn't one, but we intend to develop this program – 37%
- There isn't one and we don't intend to develop this program – 36%

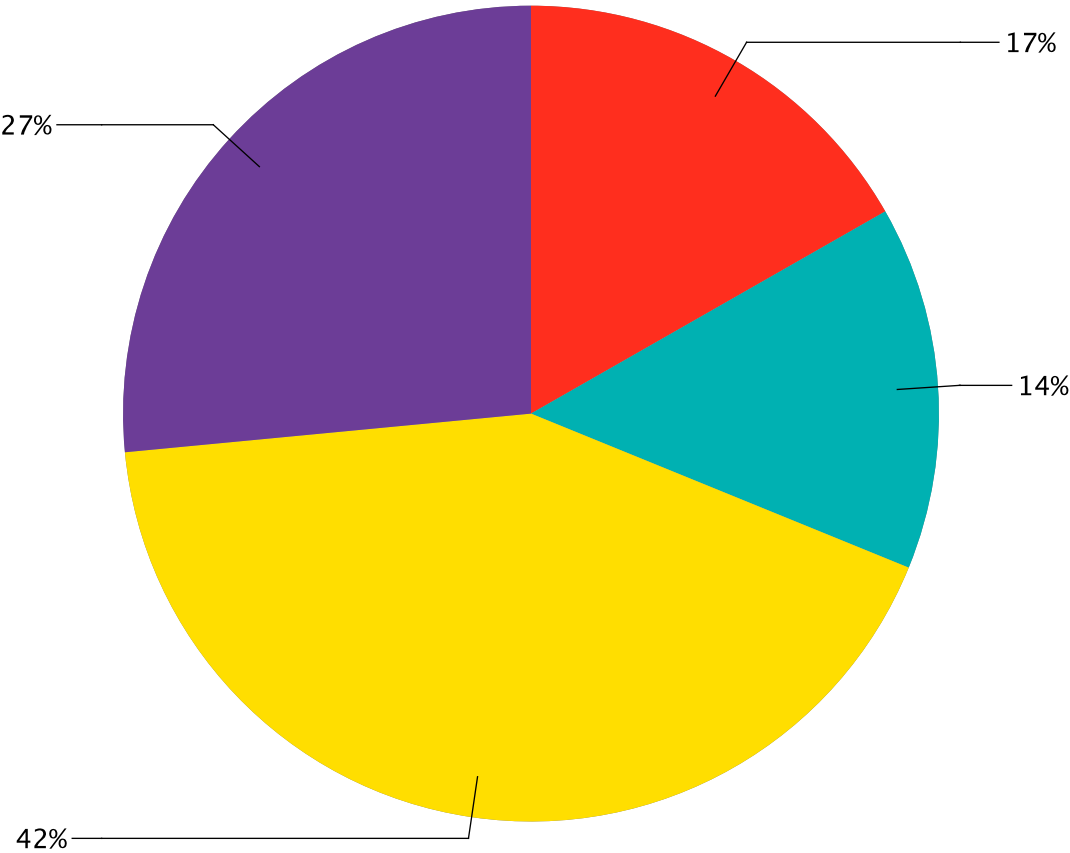
% of Organizations



- There is a formal program implemented – 14%
- There isn't one, but we intend to develop this program – 29%
- There isn't one and we don't intend to develop this program – 57%

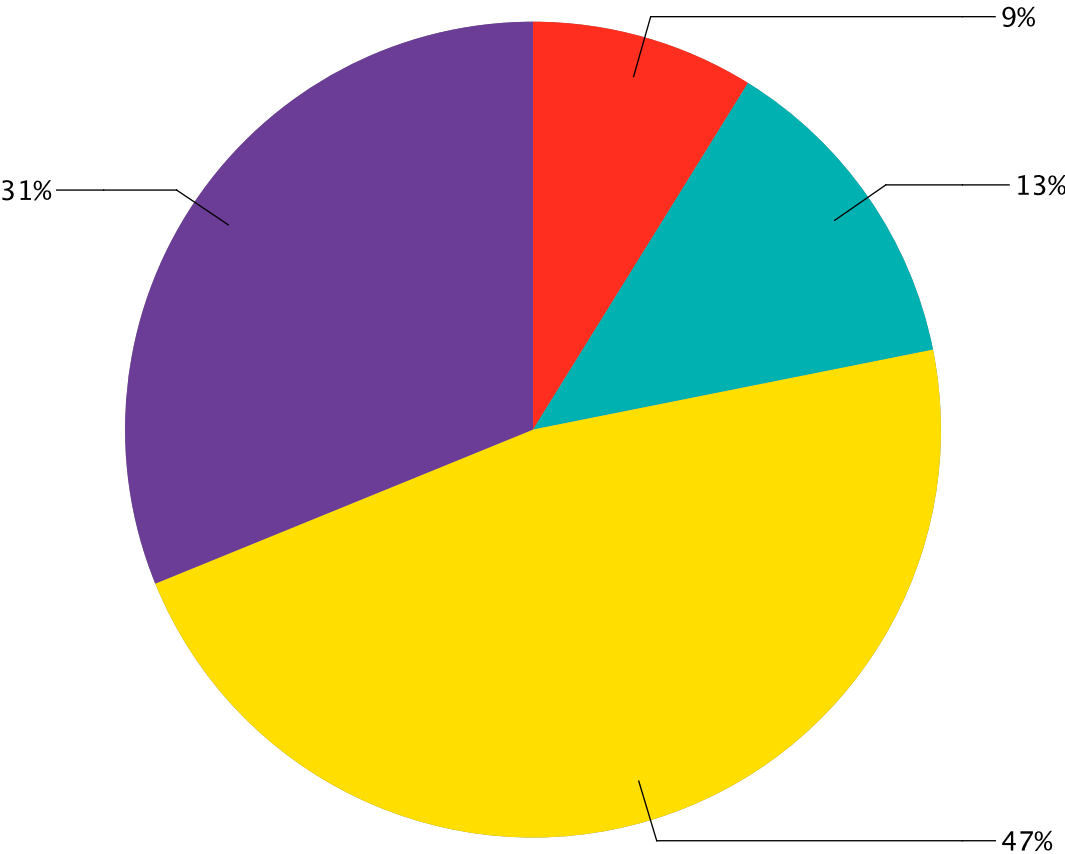
% of Organizations





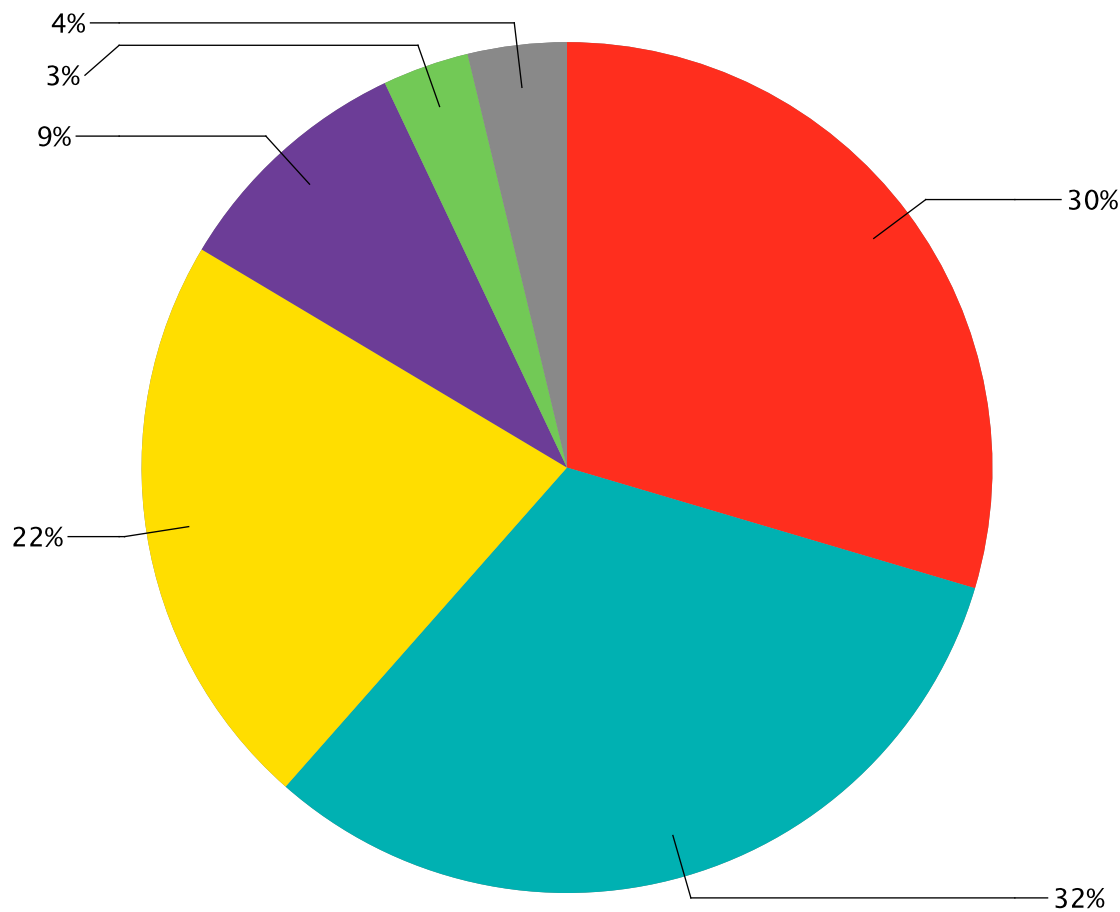
- Yes – 17%
- No, but we intend to implement this requirement – 14%
- No, and we do not intend to implement this requirement, but certification is seen as a differentiator. – 42%
- No, and we do not intend to implement this requirement. Certification is not seen as a differentiator. – 27%

% of Organizations



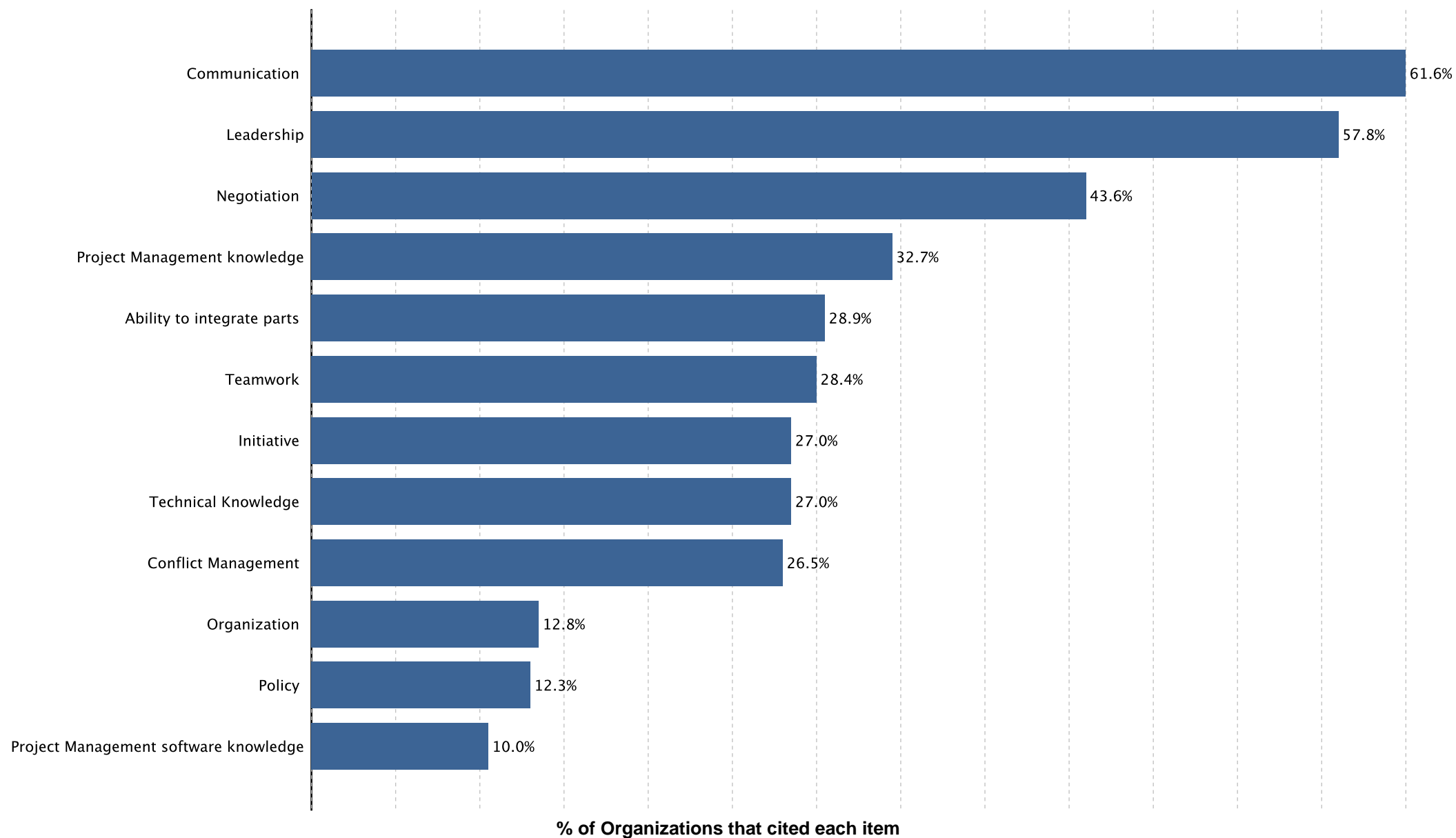
- Yes – 9% ● No, but we intend to implement this requirement – 13%
- No, and we do not intend to implement this requirement, but certification is seen as a differentiator. – 47%
- No, and we do not intend to implement this requirement. Certification is not seen as a differentiator. – 31%

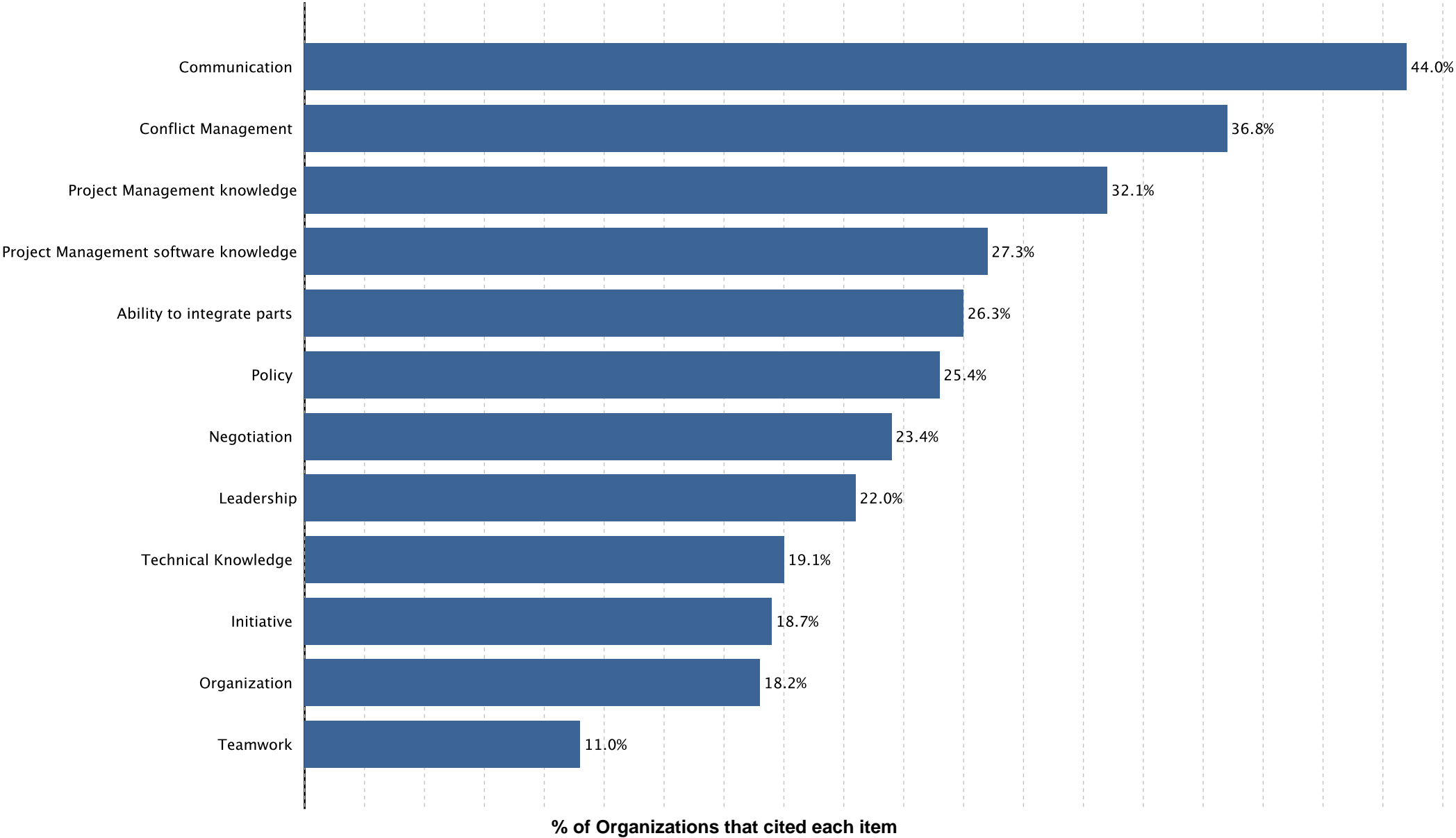
% of Organizations



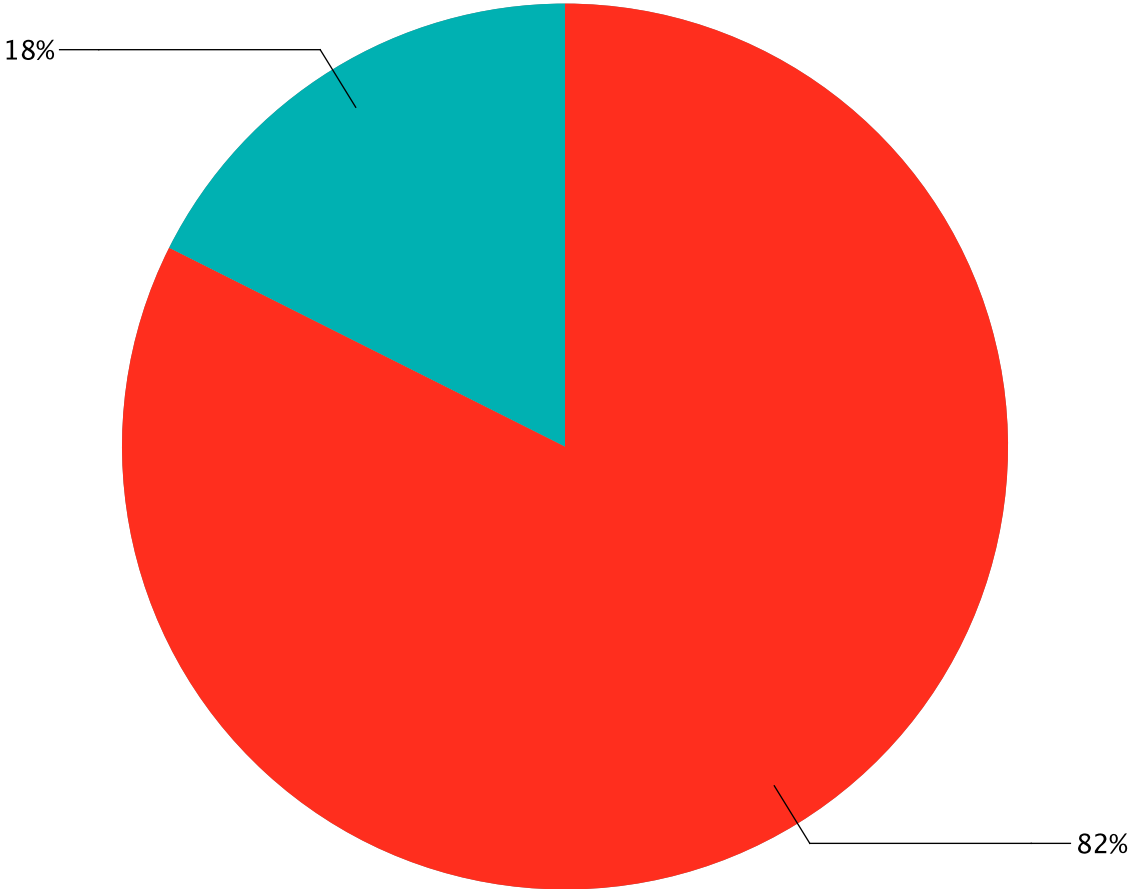
Below US\$ 3,000 – 30%    Between US\$ 3,000 and US\$ 4,999 – 32%    Between US\$ 5,000 and US\$ 7,999 – 22%    Between US\$ 8,000 and US\$ 10,999 – 9%  
Between US\$ 11,000 and US\$ 15,000 – 3%    Over US\$ 15,000 – 4%

% of Organizations



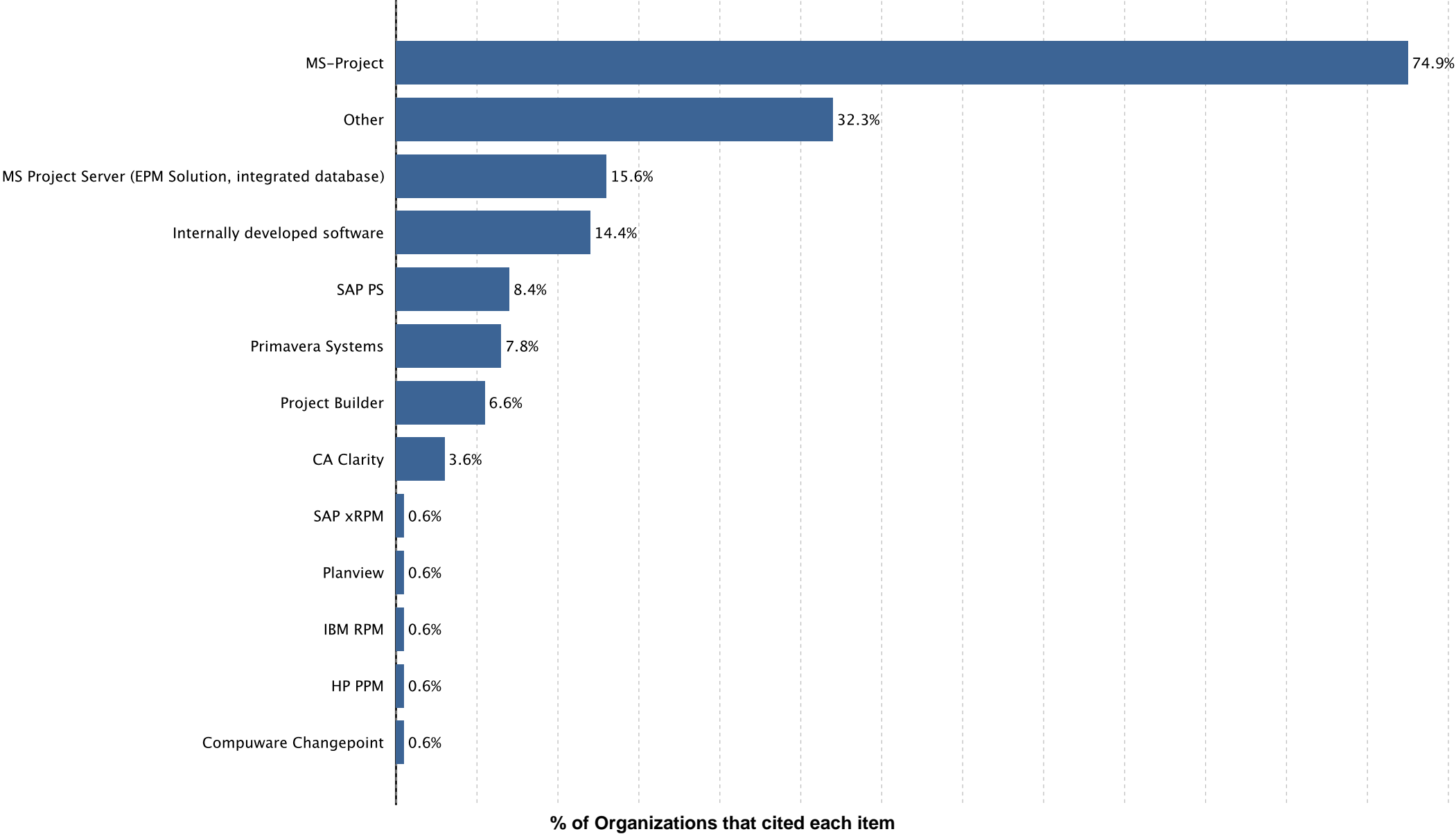


This section aims to examine what technologies are being used by support professionals in Project Management and Organizations and to what extent can collaborate for results.

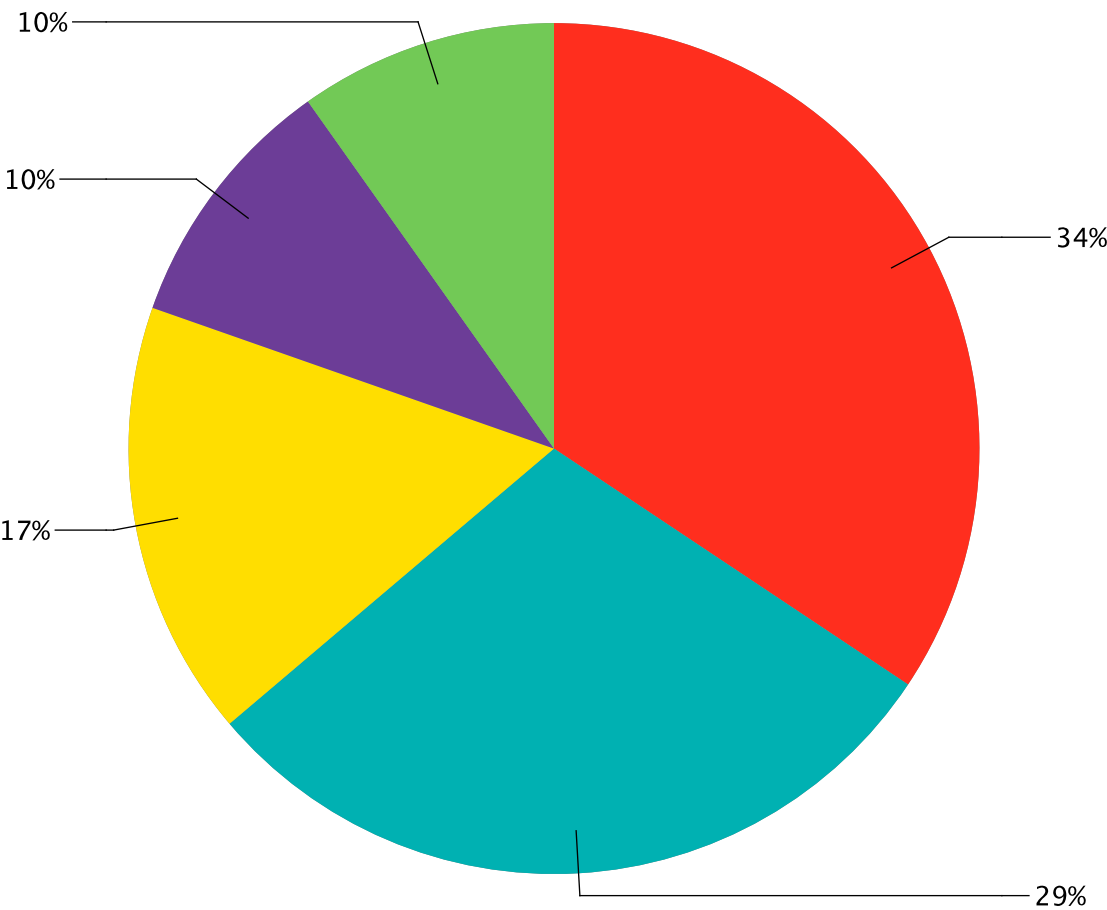


● Yes - 82% ● No - 18%

% of Organizations

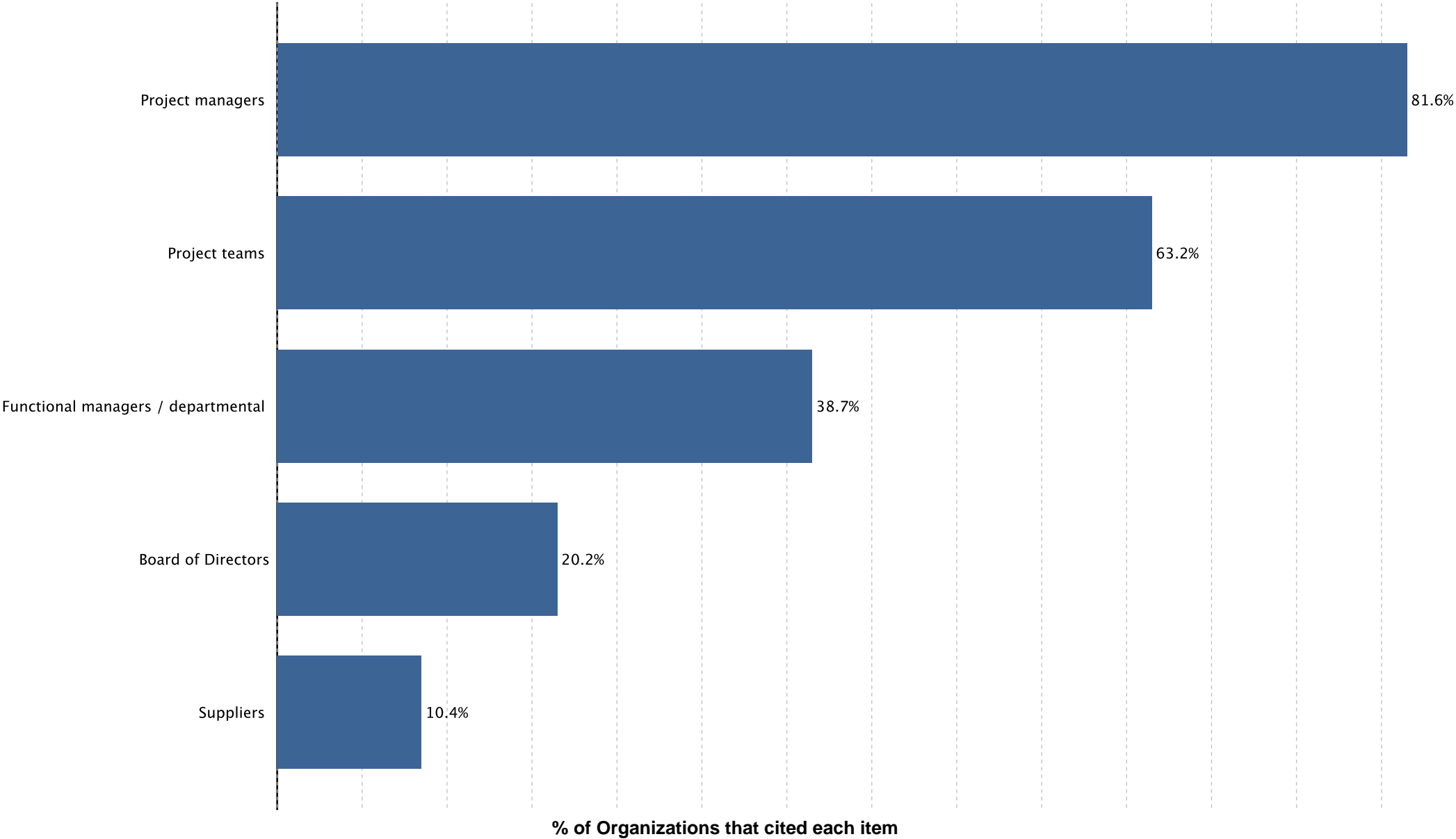




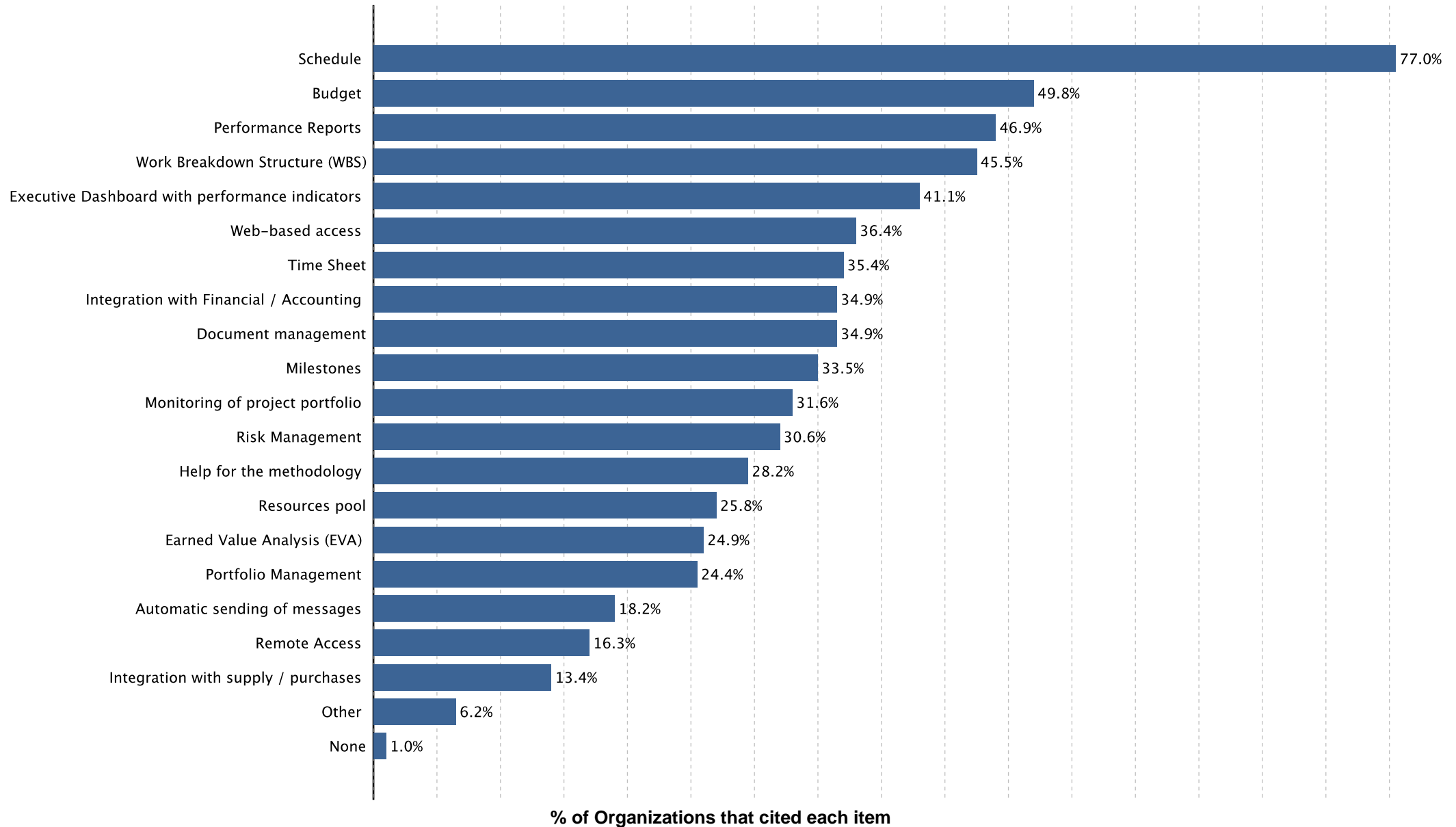


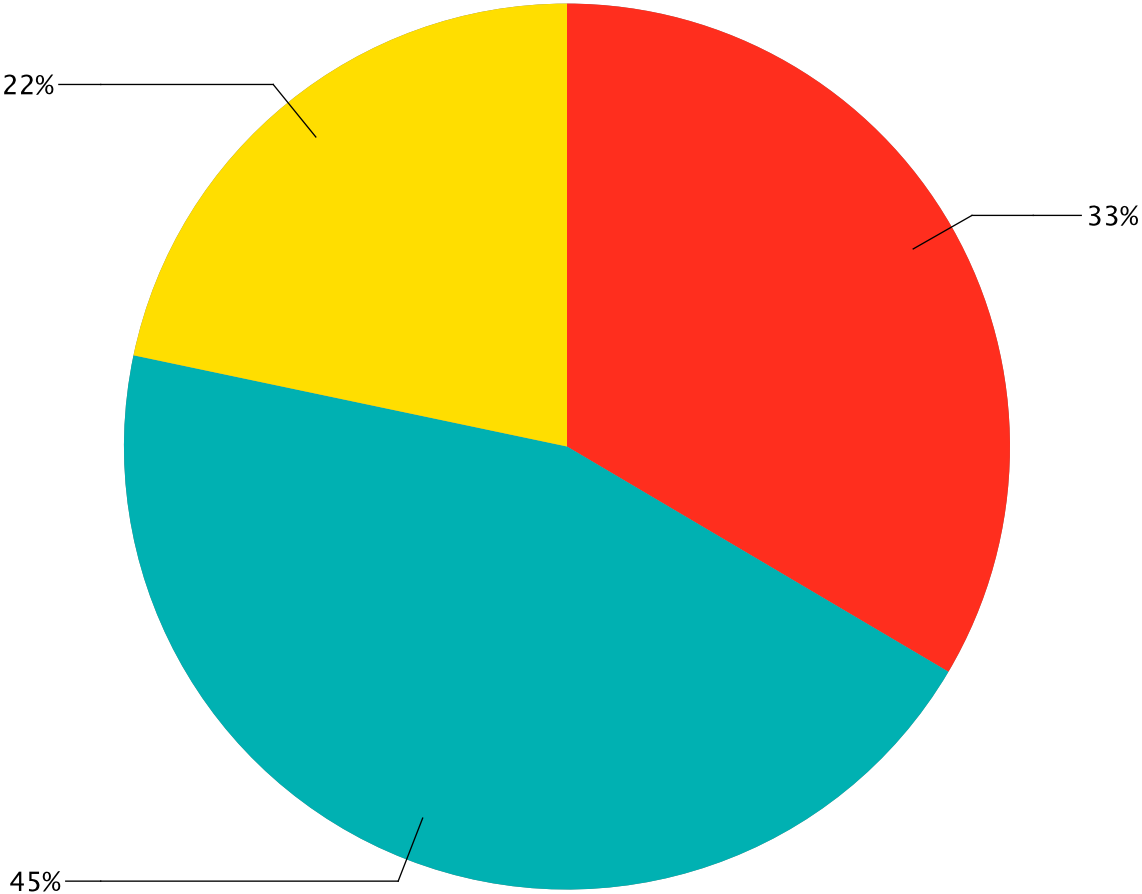
● It is used in 100% of the projects – 34% ● It is used in between 76% and 99% of the projects – 29% ● It is used in between 51% and 75% of the projects – 17%  
● It is used in between 25% and 50% of the projects – 10% ● It is used in less than 25% of the projects – 10%

% of Organizations



## 66 - Most important features in a Project Management Software

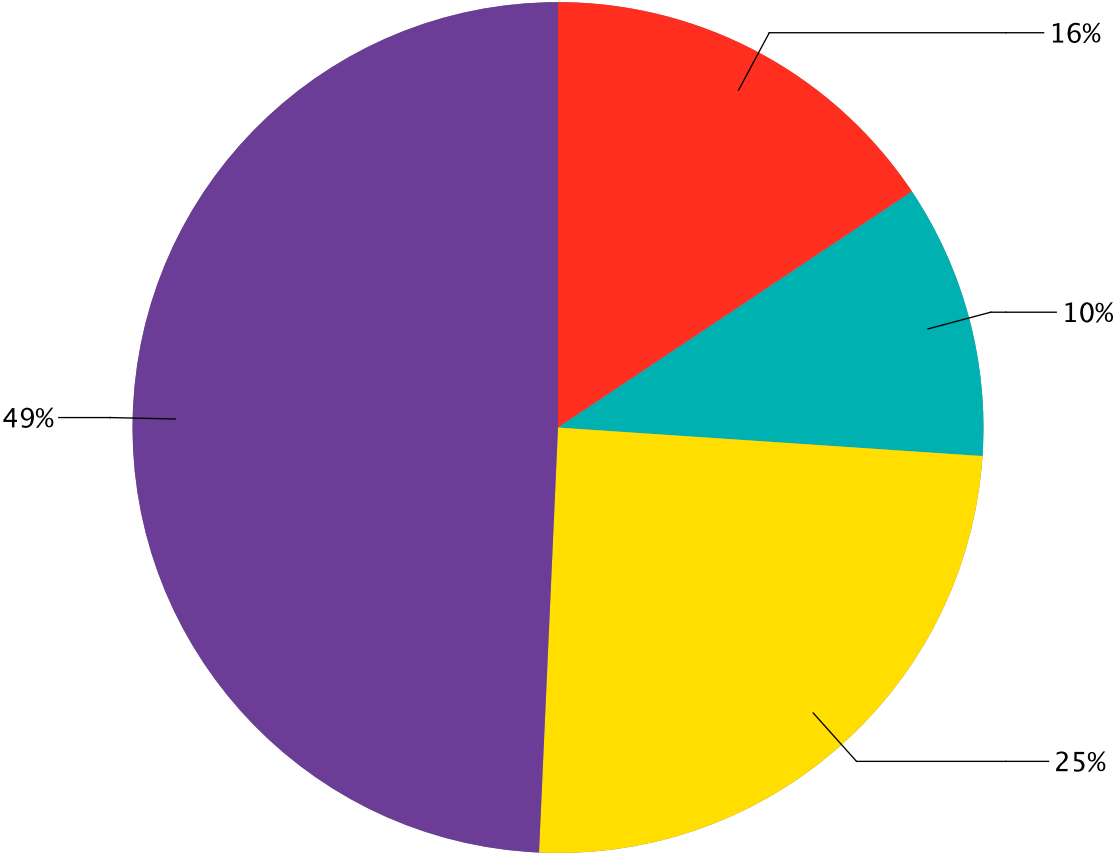




● Yes, we do – 33% ● We do not use, but we intend to do – 45% ● We do not use and do not intend to do – 22%

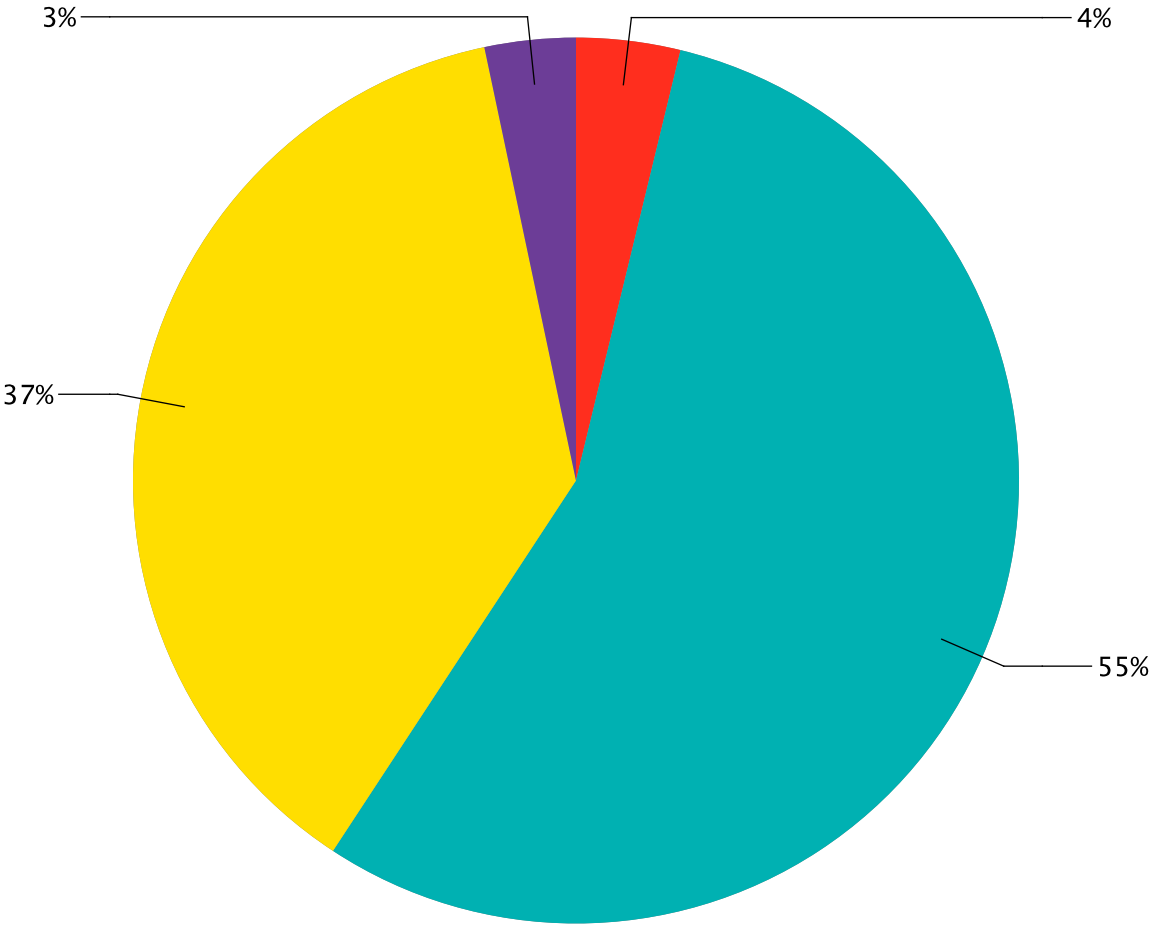
% of Organizations

This section aims to examine the project management performance and the benefits perceived by organizations also identifying the main problems, needs and critical success factors.



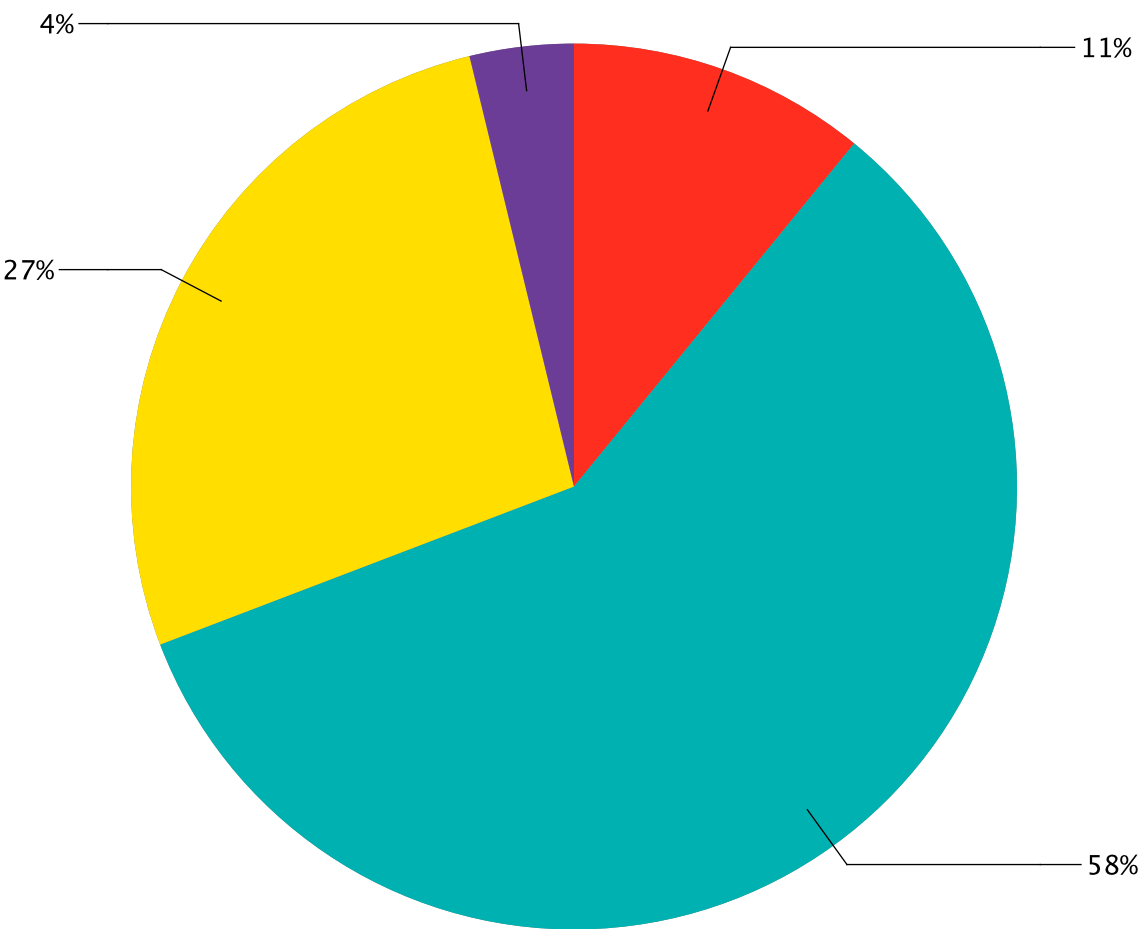
● We do it for all those involved in the project – 16% ● We do it but only for the manager – 10% ● We don't do it, but we intend to do – 25%  
● We don't do it and we don't intend to do – 49%

% of Organizations



Always - 4% Most of the time - 55% Rarely - 37% Never - 3%

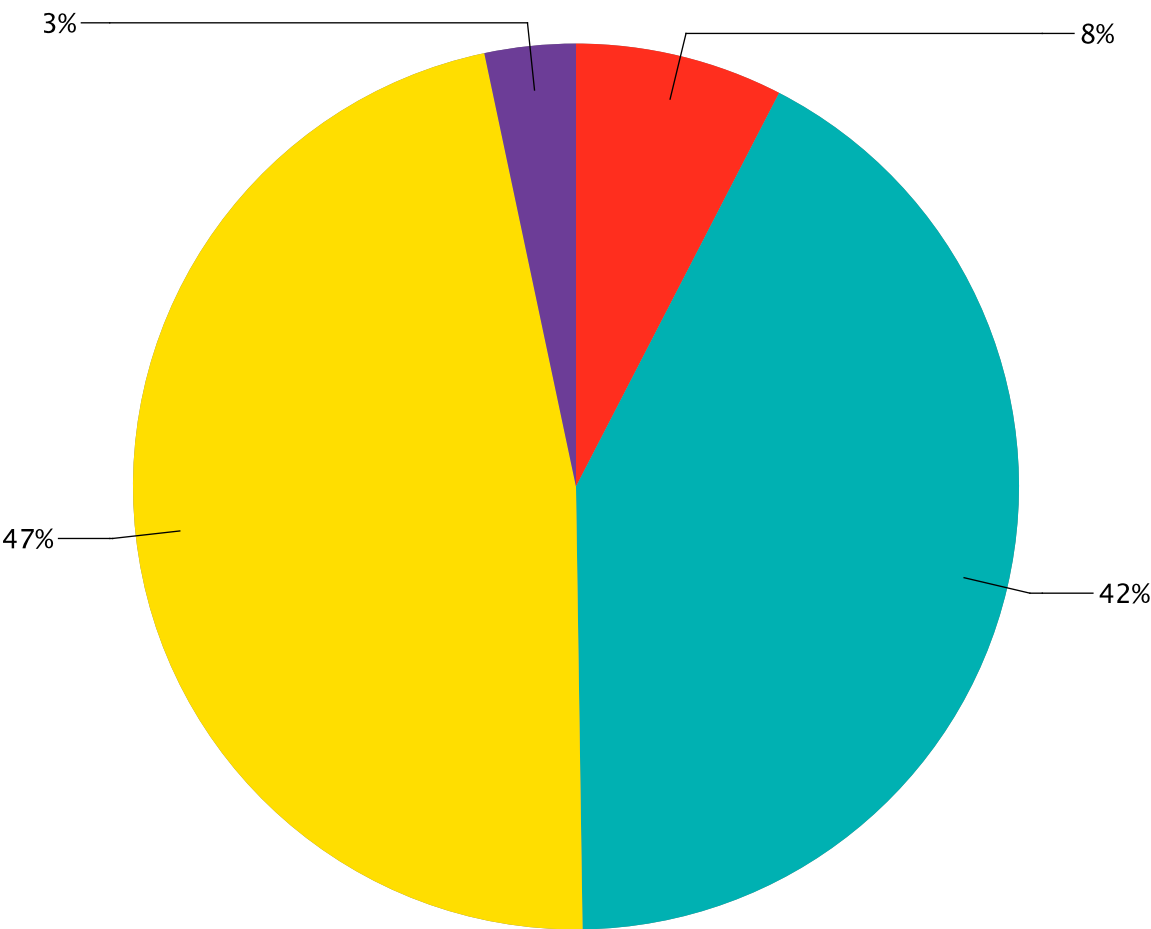
% of Organizations



Always - 11%   Most of the time - 58%   Rarely - 27%   Never - 4%

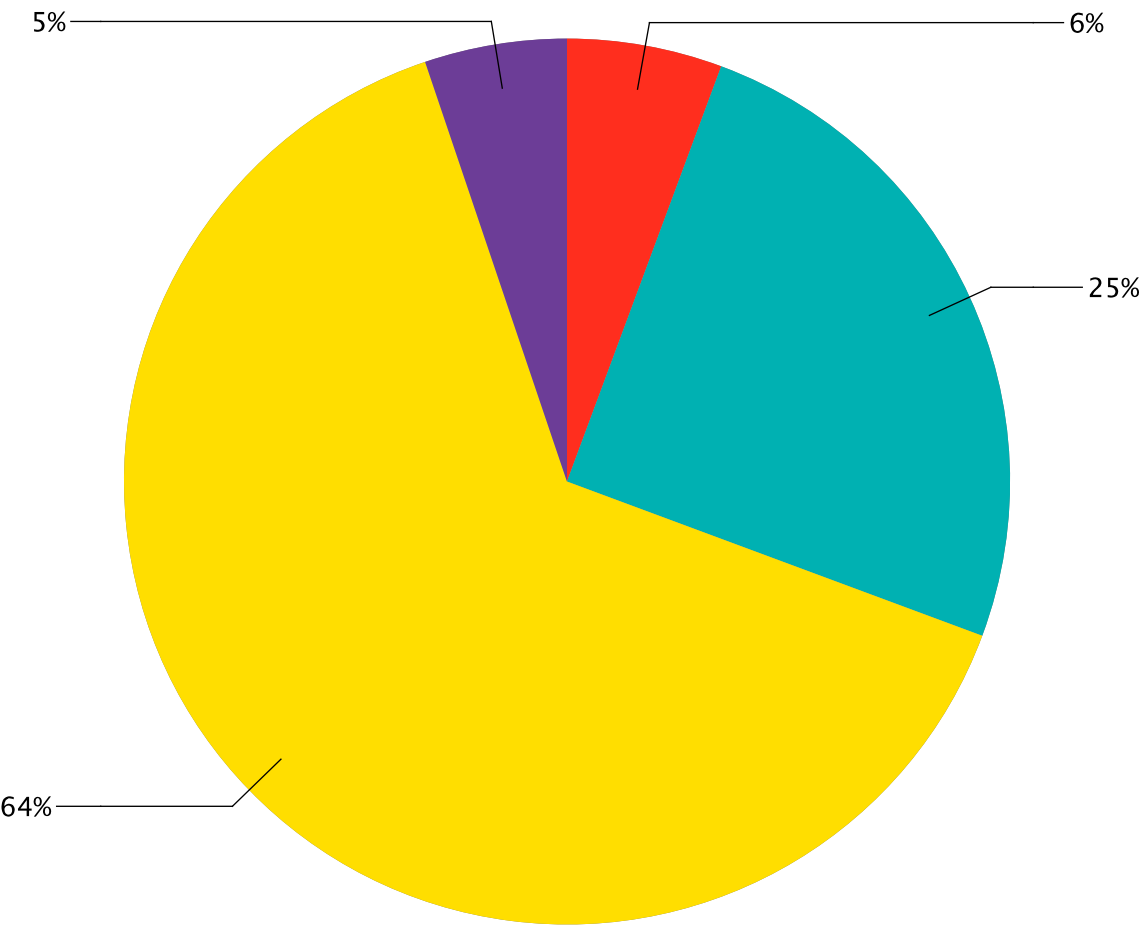
% of Organizations





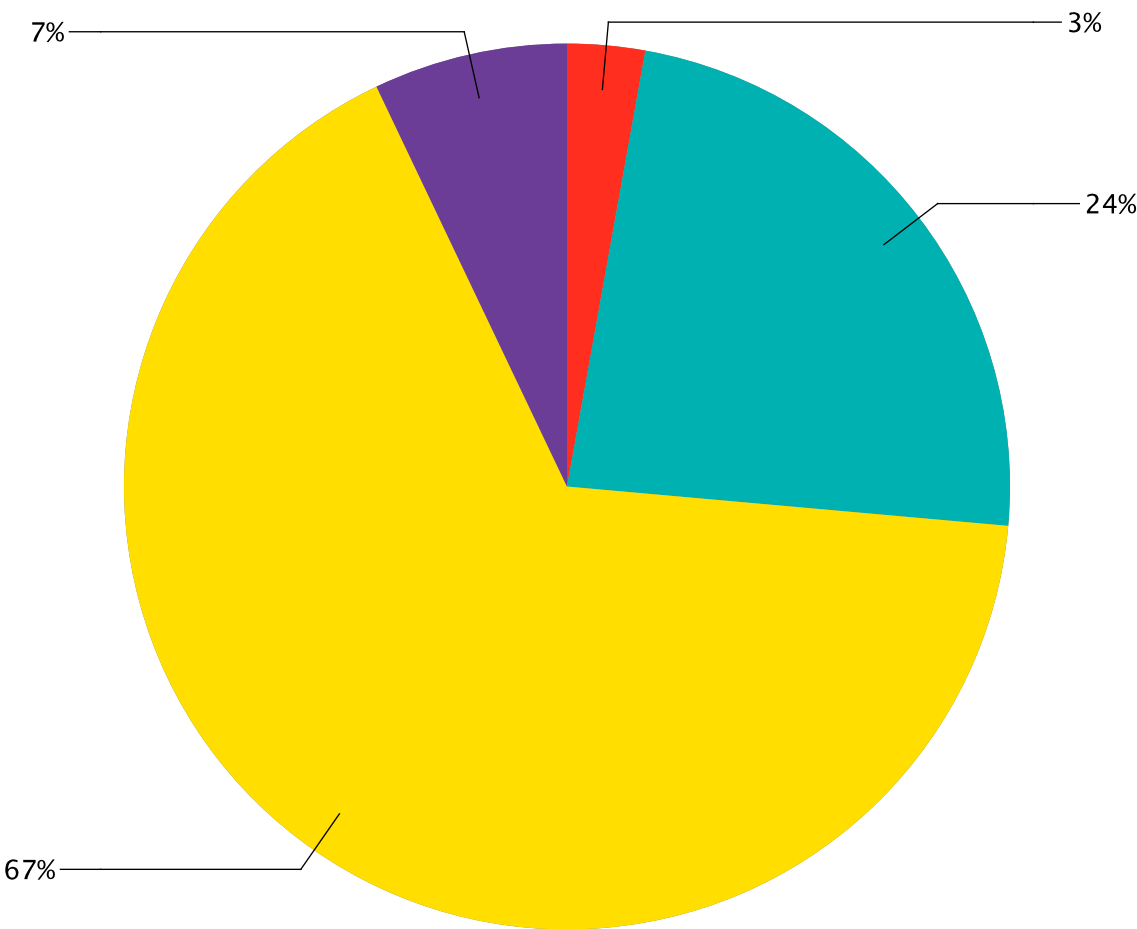
Always - 8% Most of the time - 42% Rarely - 47% Never - 3%

% of Organizations



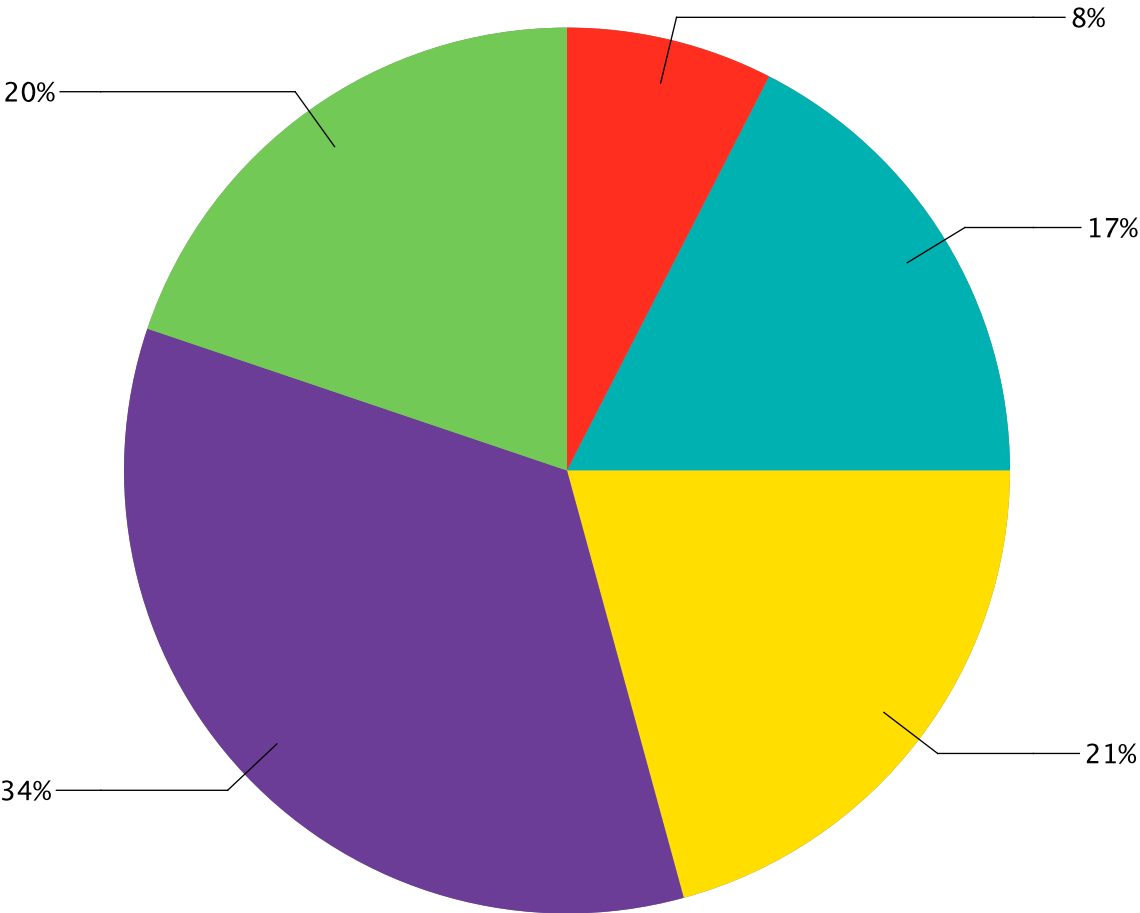
● Always - 6% ● Most of the time - 25% ● Rarely - 64% ● Never - 5%

**% of Organizations**



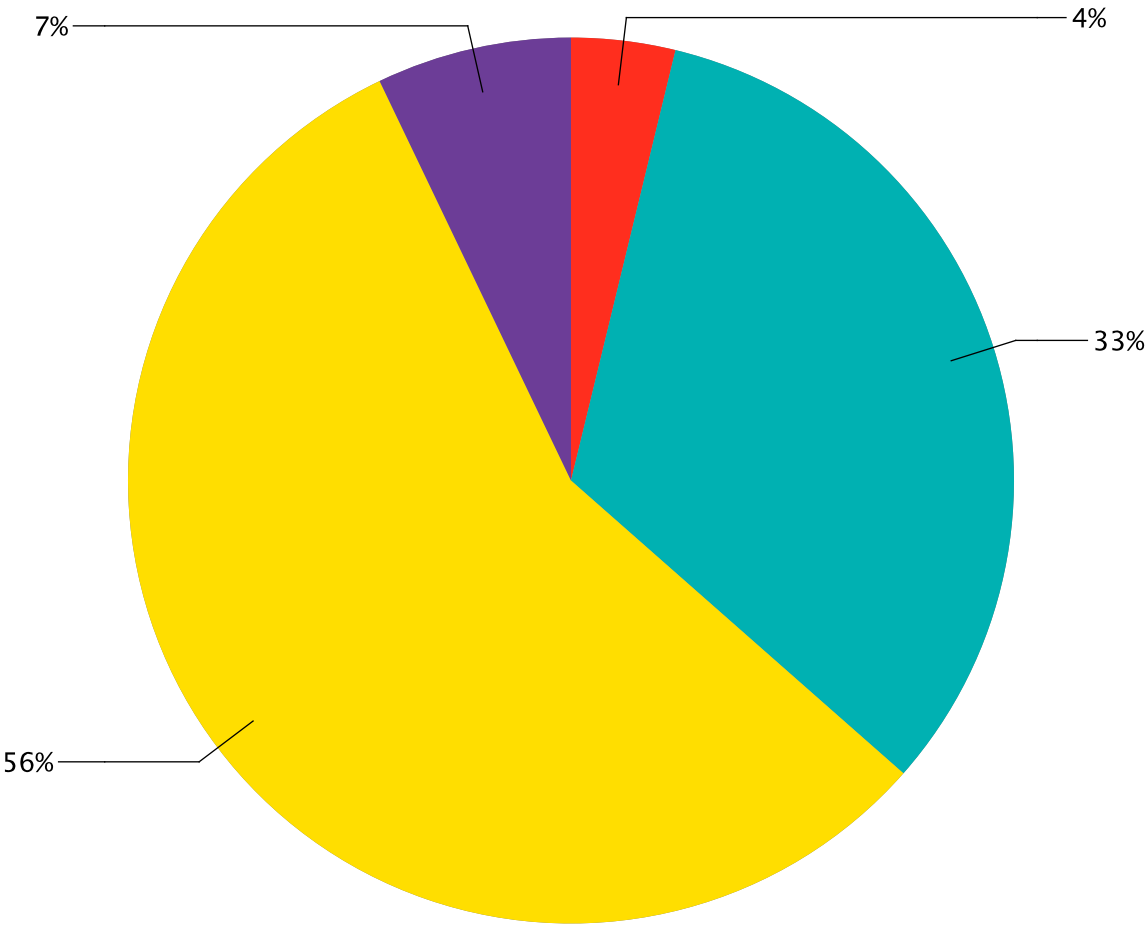
Always - 3%   Most of the time - 24%   Rarely - 67%   Never - 7%

**% of Organizations**



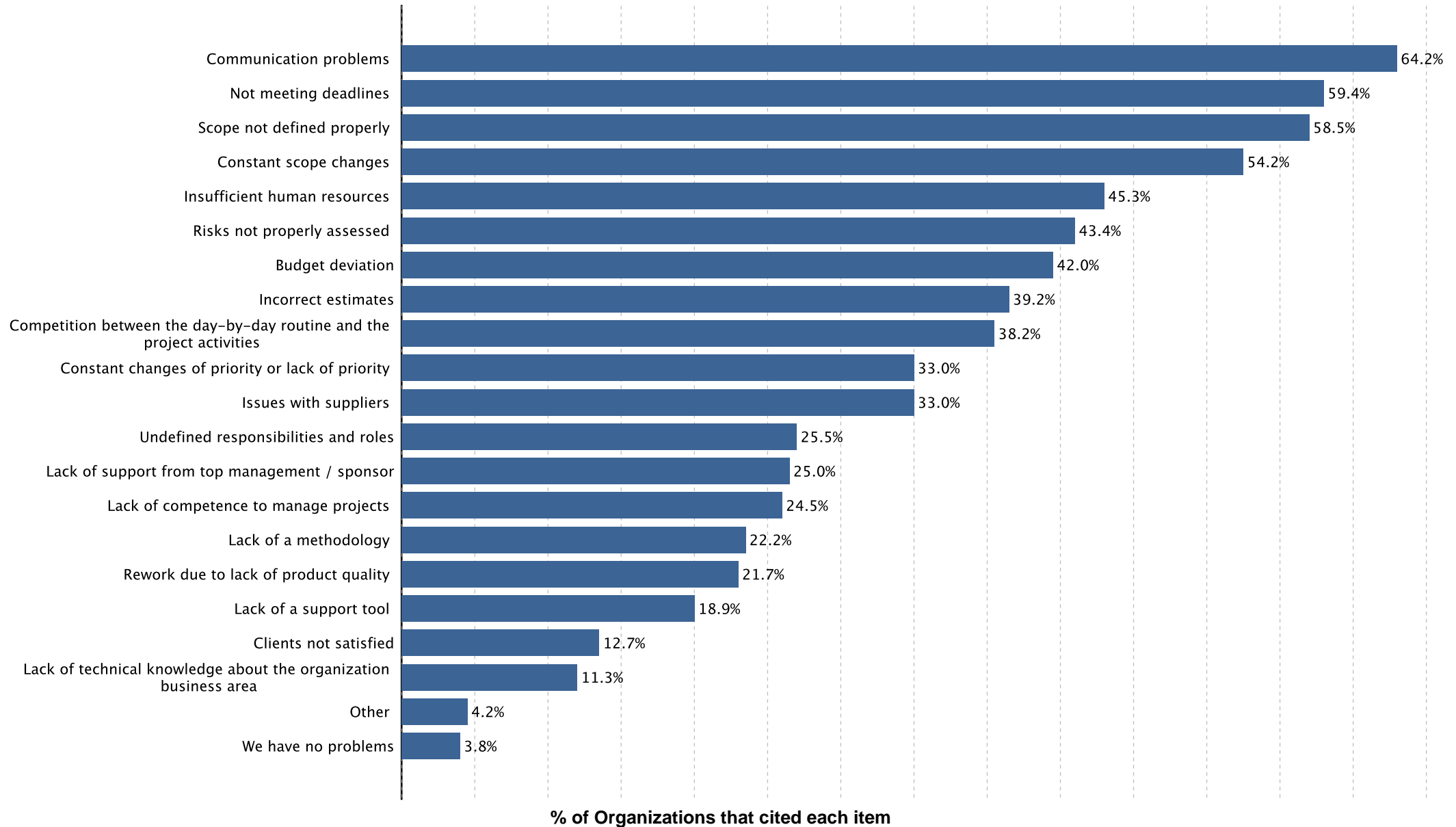
● More than -10% - 8%    ● Between -1% and -10% - 17%    ● No significant deviation - 21%    ● Between +1% and +10% - 34%    ● More than +10% - 20%

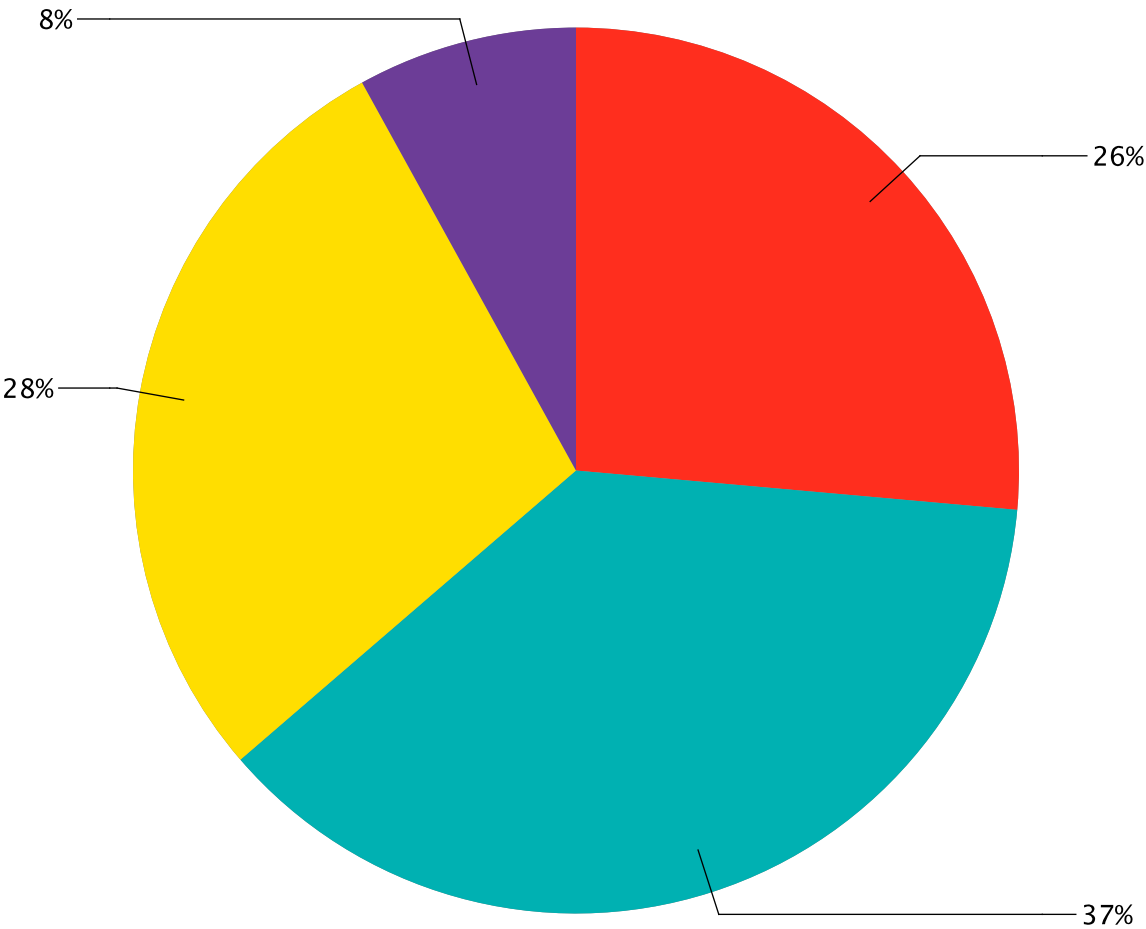
% of Organizations



Always - 4%   Most of the time - 33%   Rarely - 56%   Never - 7%

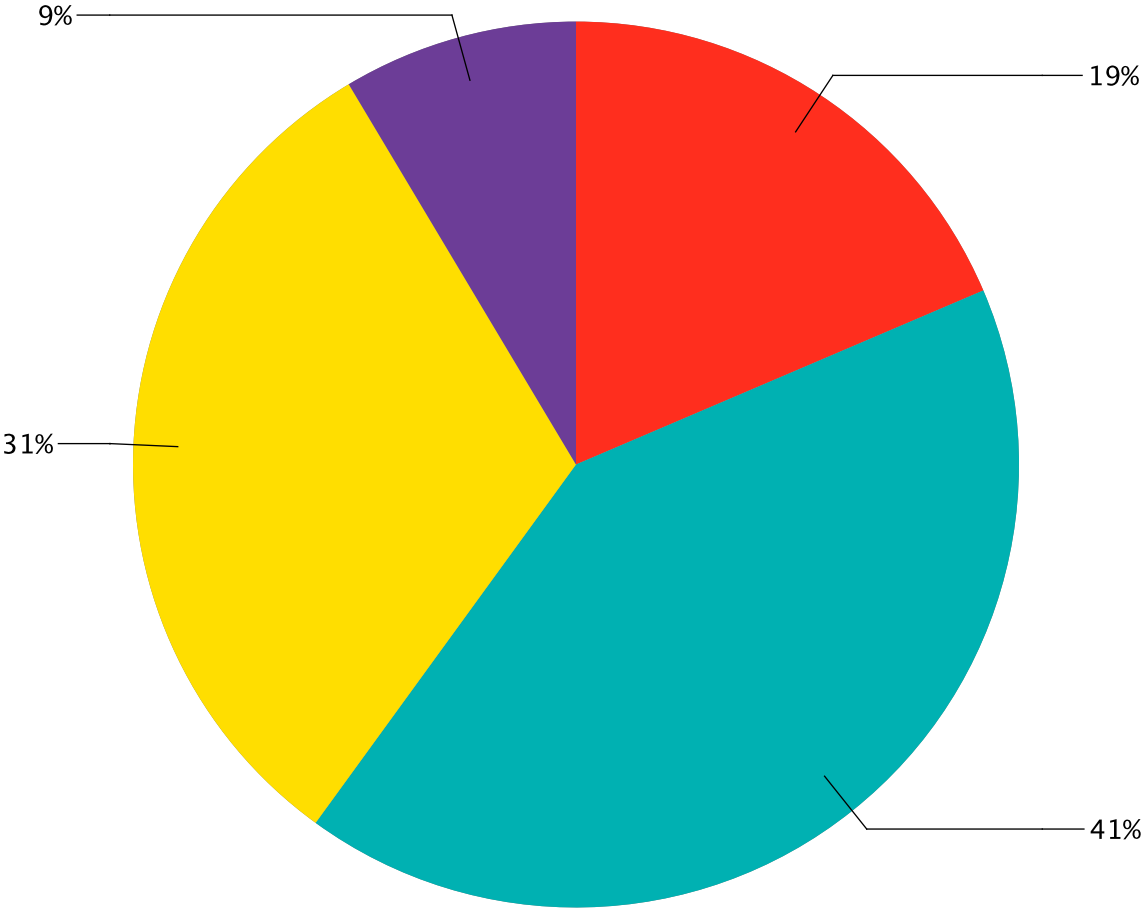
% of Organizations





● Yes, always realizes. – 26% ● Realizes most of the time. – 37% ● Realizes on few occasions. – 28% ● Does not realize at all. – 8%

% of Organizations



● Yes, always – 19% ● Realize most of the time. – 41% ● You see, but on few occasions. – 31% ● Do not you see, ever. – 9%

% of Organizations



