





## *Agenda for this evening*

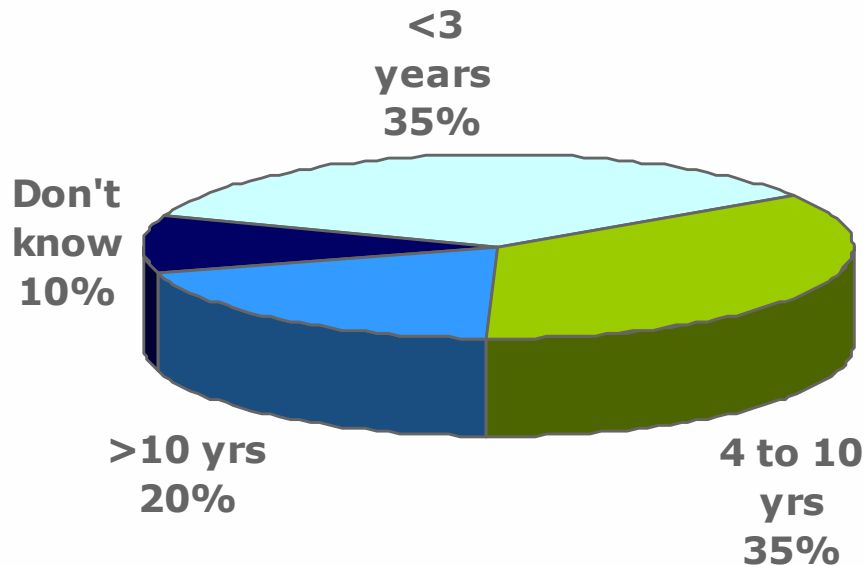
- Global perceptions of Project Management
- Executive Understanding of PM
- Initiatives to Maintain PM Leadership



# Rate of Project Management Introduction



When was project management first introduced to your organization?



More than one-third of those who use project management say that it was introduced in their company within the past 3 years.

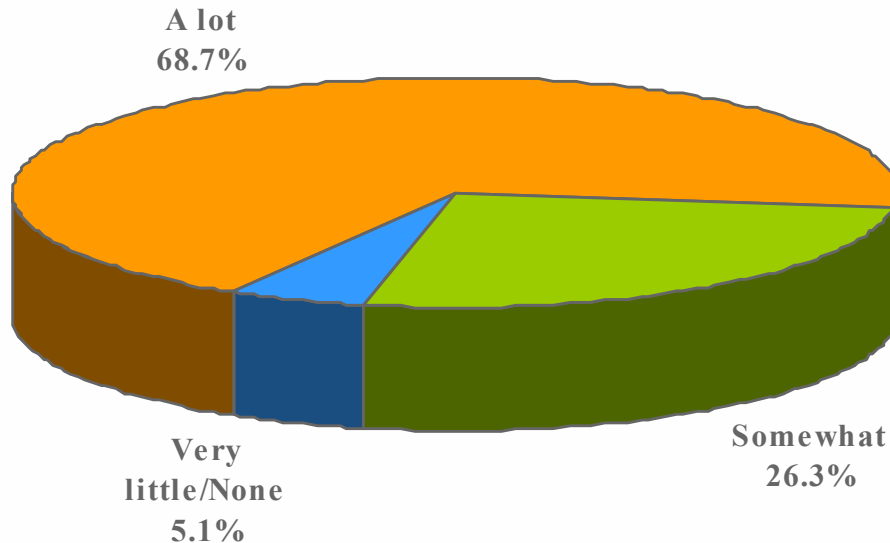
Source: 2003-2004 Project Management World Study, University of Bremen, PMI, and others



# Growth in Importance of Project Management



Has the importance of project management for your organization increased over recent years?



Of those using project management, the large majority say that the importance of project management has increased substantially within their organizations over the last few years.

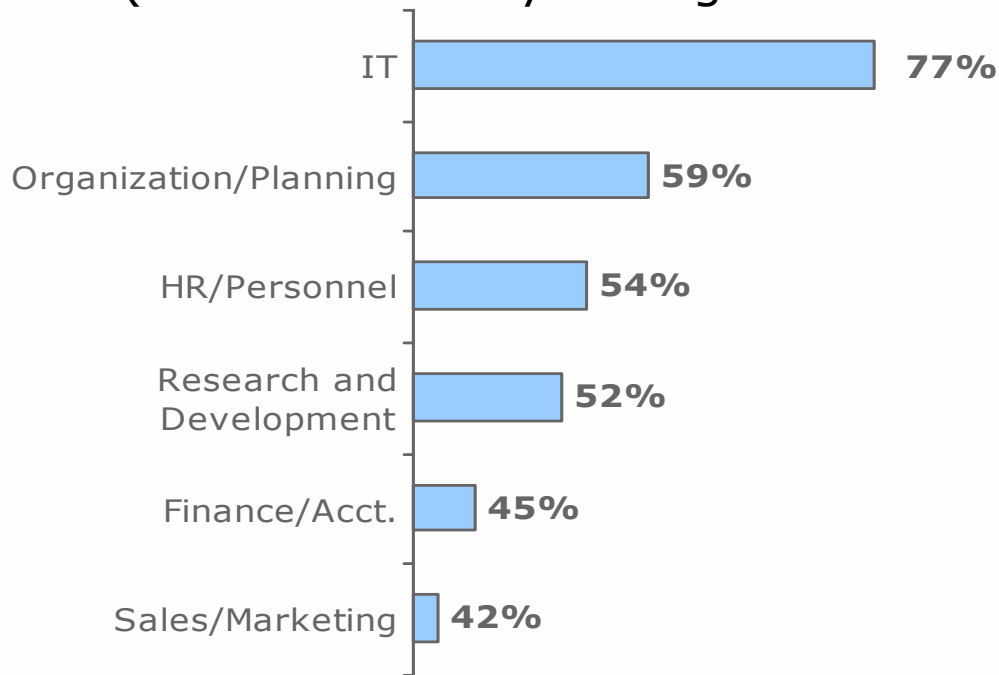
Source: 2003-2004 Project Management World Study, University of Bremen, PMI, and others



# Application of Project Management in Organizations



**Project Management covers all business aspects...**  
(Which areas of your organization use project management?)



While IT professionals are still the heaviest users, other key business functions are using it also.

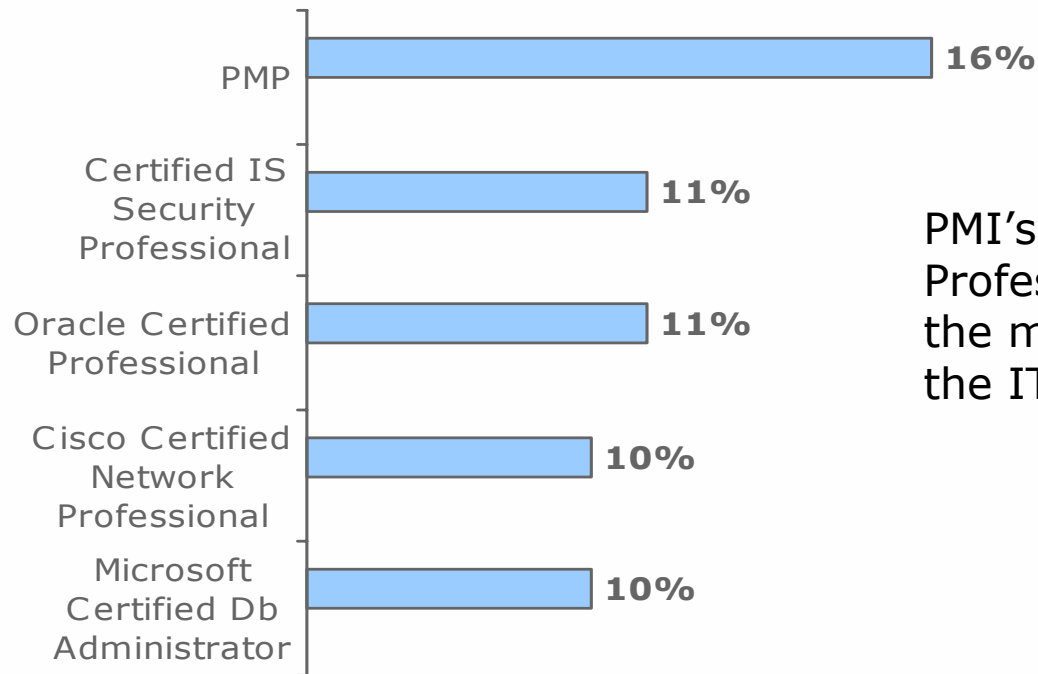
Source: 2003-2004 Project Management World Study, University of Bremen, PMI, and others



# Acceptance of Project Management in Information Technology



## Highest Paying IT Certifications (Premium Pay as a Percent of Base Pay)



PMI's Project Management Professional (PMP®) certification is the most valued certification in the IT field

Source: 2003 Foote Partners LLC – Certifications Pay Index



PROJECT MANAGEMENT INSTITUTE

# Premium Pay for Professional Technology Certifications



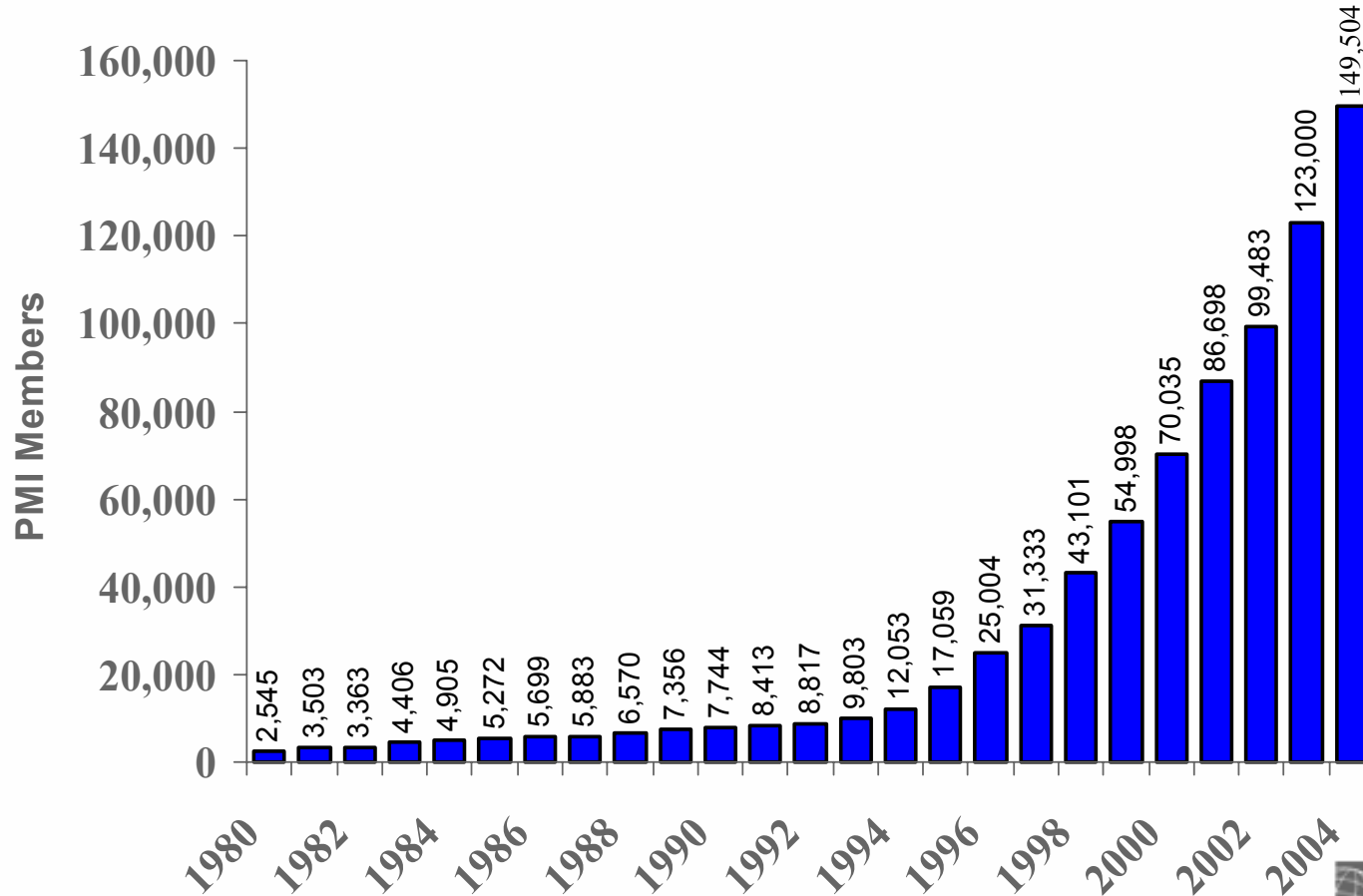
## Premiums Paid During Past Two Years

Project management certification shows the greatest growth in premium pay during the past two years

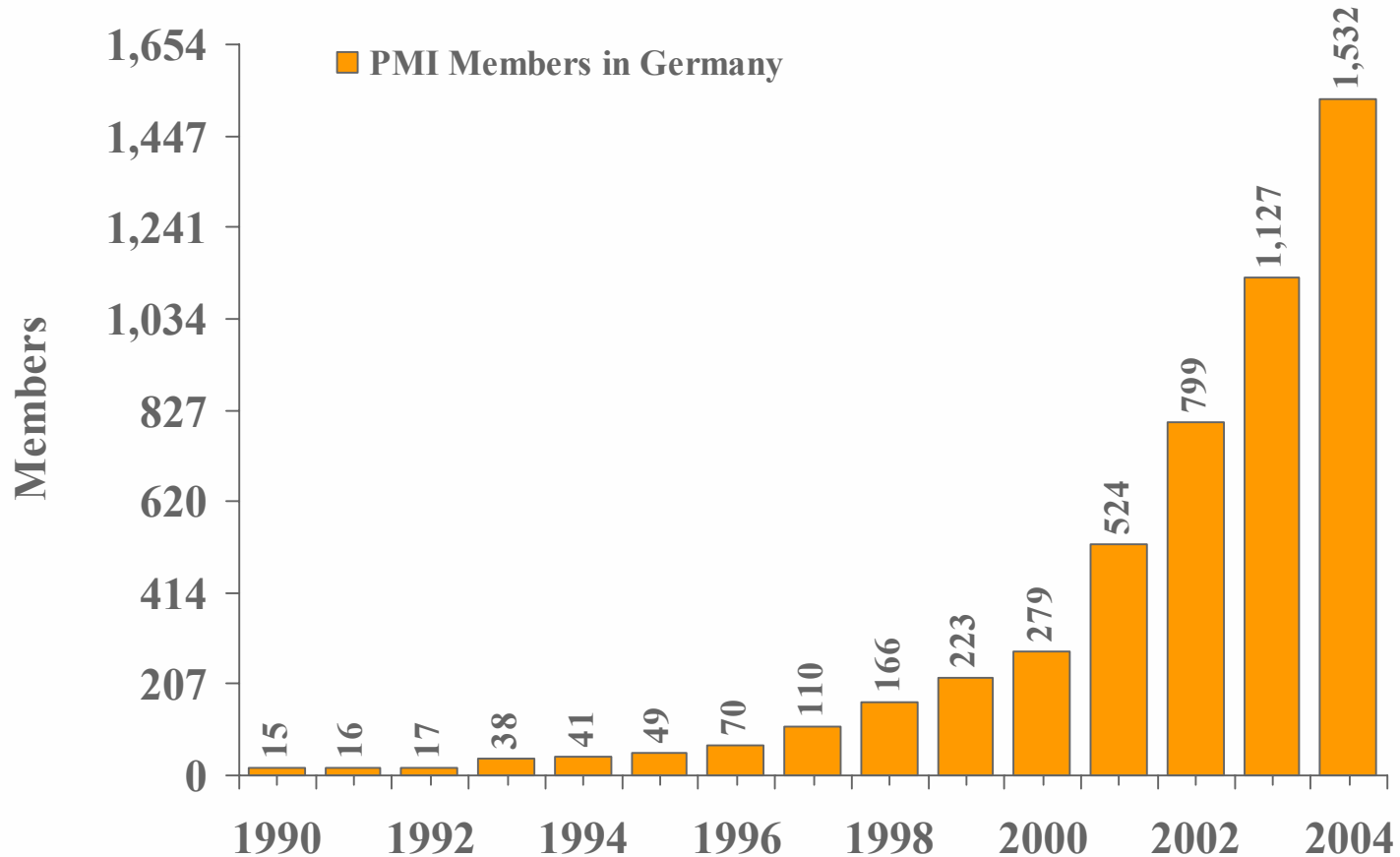
# Project Management: Escalating Demand



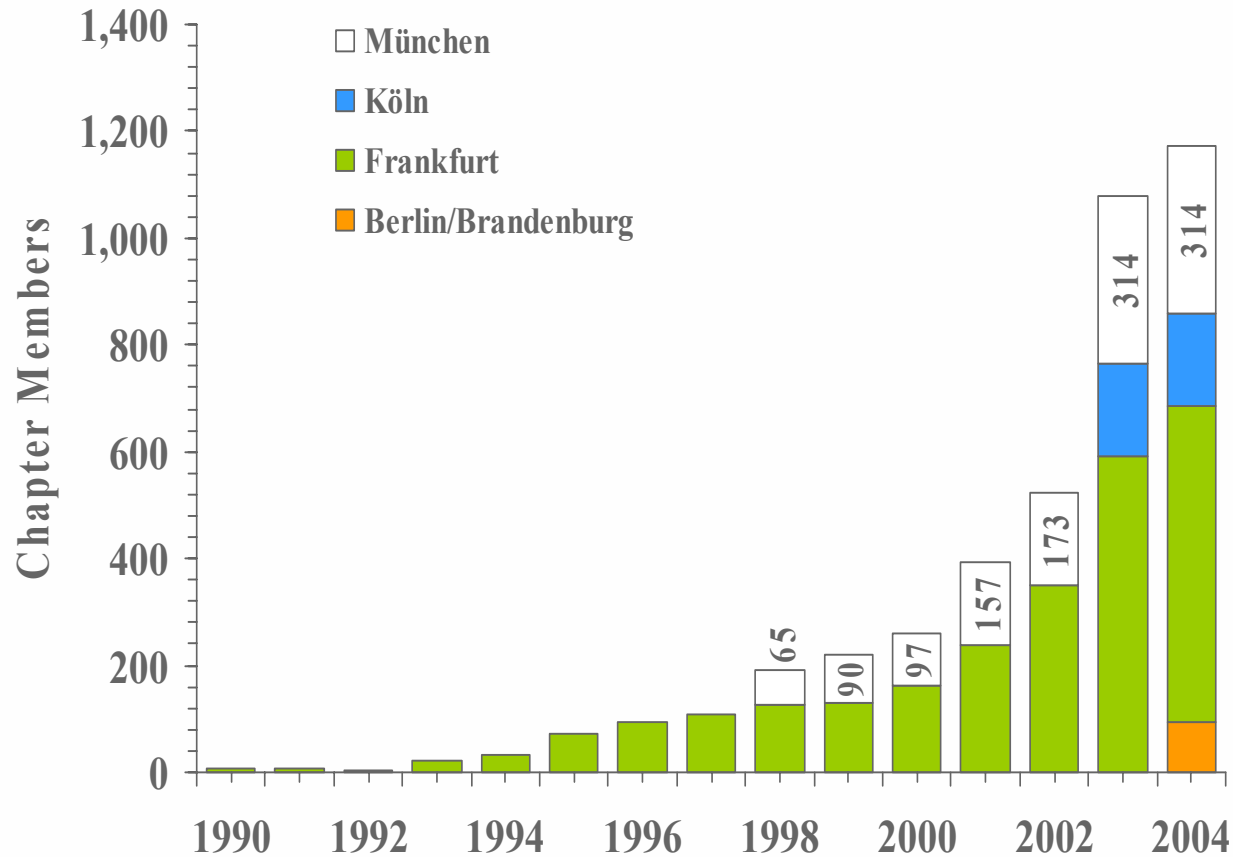
## PMI Membership Growth Since 1980



# PMI Members in Germany



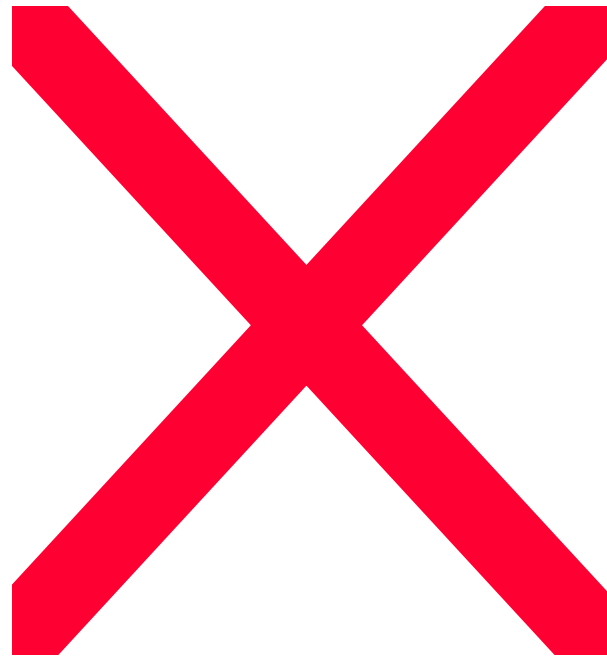
# Chapter Members in Germany



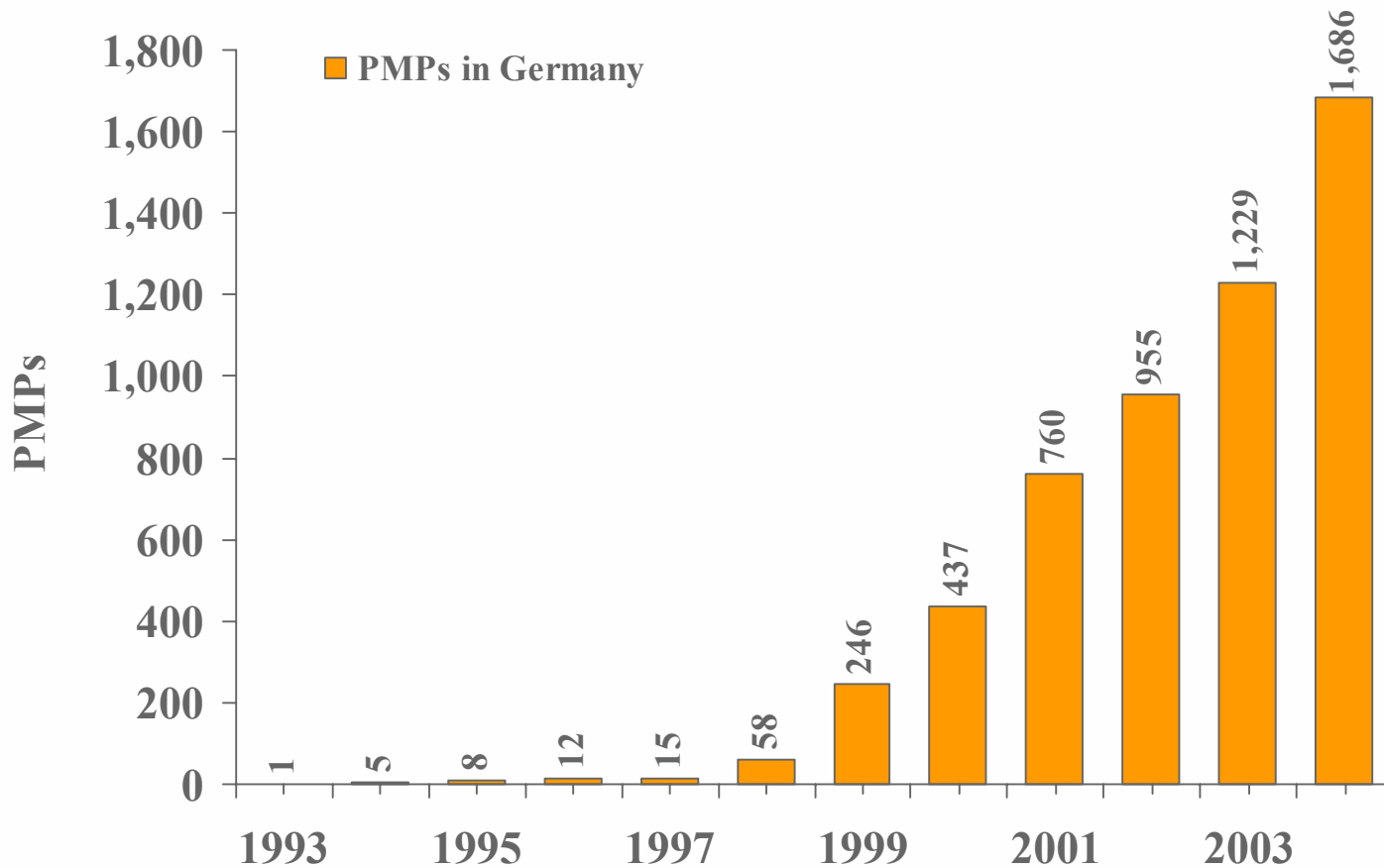
# Project Management: Escalating Demand



Growth in PMI PMP® Certification



# PMPs in Germany



PMP® is a registered mark of the Project Management Institute, Inc.



# Thought Leadership Research: Escalating Importance of Project Management

- PMI survey of 225 C-level executives in the U.S., Europe and Asia-Pacific...
  - 94% agree that “project management is a valuable asset to my company”
  - 98% agree they “attribute the successful completion of projects and change initiatives to effective project management”
  - 96% agree that “utilizing professional project managers is an effective way to ensure success”
  - 78% rank project management on par with, or above other strategic functions - legal, finance, marketing, information services, finance - in terms of value provided




# Thought Leadership Research: Utilization of Project Management


- 73% of global respondents currently employ professional project managers
  - US – 84%
  - UK – 76%
  - France – 76%
  - Germany – 64%
  - Japan – 80%
- 64% of respondents globally plan to increase project manager utilization in the coming years
  - 76% of U.S. corporate leaders agree that their “company plans to increase the utilization of project managers over the next few years”
  - 52% in Europe and 54% in Asia Pacific agree with the above statement
- 60% of China (Hong Kong) have never utilized project management




# Thought Leadership Research: Perception of Importance of Project Management

- 
- 92% (96% US) agree that “utilizing professional project managers is an effective way to ensure success”
    - 54% (84% US) “strongly agree”
  - 76% (98% US) agree that they “often attribute the successful completion of projects and change initiatives to effective project management”
  - 48% (50% US) said it is a strategic imperative
  - 41% (40% US) see project management as a tactical function
  - 25% (78% US) rank project management as a on par with, or above other functions within their organization (e.g. sales, legal, information services, finance) in terms of value provided

# Thought Leadership Research: Utilization of Project Managers

- 
- 49% (37% US) say new projects or change initiatives are likely to be led by an employee from the same functional area
  - 39% (55% US) identify a career path within their companies for project managers
  - 56% (65% US) believe certification is useful in evaluating employees' management abilities
  - 39% (38% US; 60% Japan) say their company has a PMO or department
  - Of companies that have a PMO, 93% say the head of the office has direct access to senior or chief executives

# Thought Leadership Research: Identifying Project Management Success

- 
- 95% agree they “often attribute the successful completion of projects to effective project management”
    - IT (100%)
    - Construction and Manufacturing (98%)
  - When asked in an open-ended format, 52% volunteer cost and budget stories as examples of project management successes
    - Efficiency (37%)
    - Timing (31%)
    - Improving client relationships (29%)

# Thought Leadership Research: Identifying Project Management Success - continued

- 37% of global executives say that the most important criterion for success is accomplishment of strategic goals
  - Completed on time (21%)
  - Well-managed (13%)
  - Completed on budget (13%)
- 67% of companies with \$500M+ in revenues, and 52% of multi-national companies, rank accomplishment of strategic goals as most important
- When first and second criterion are combined, leading concerns are:
  - Completed on budget (47%)
  - Completed on time (46%)
  - Accomplishes strategic goals (42%)
  - Well managed (29%)

# Thought Leadership Research: Project Management's Career Path

- 46% (55% in US, 47% in Europe and 28% in Asia) indicate that a career path exists within their company for professional project managers
  - 51% state there is not a career path for professional project managers
- 68% of global business leaders say project managers are on the “leadership track”
  - 55% in US
  - 80% in Asia
  - 75% in Europe

# Thought Leadership Research: The Relevance of Certification



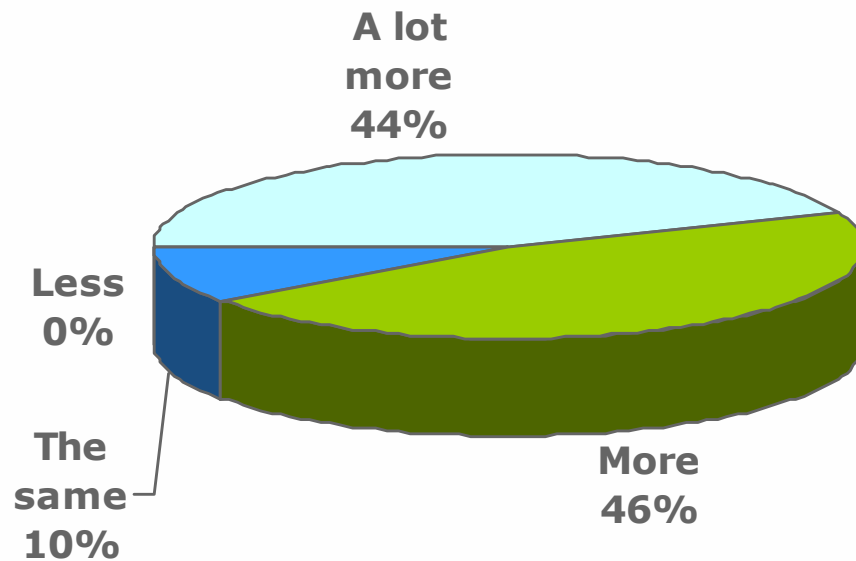
- 88% see “sufficient experience with relevant projects” as the most important quality for project managers to possess, as opposed to “certification from an accredited association” (3%)
- Executives at larger companies (\$500M+) are significantly more likely to say that certification is “useful” (87%) compared to their peers at smaller companies
- The larger the company, the more an international certification is preferred over a local/regional certification (53% for \$500M+; 46% for \$50-499M; 37% for \$25-49M)



# Expected Future Acceptance of Project Management



Do you believe that greater or less use of project management will become necessary in your organization in the future?




90% feel that project management will become more necessary in the future.

Source: 2003-2004 Project Management World Study, University of Bremen, PMI, and others



# Initial Conclusions

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- While viewed as important, it is clear that project management is not as valued internationally as it is in the US.
  - The benefits of project management are more clearly understood in the US, Europe, and Japan, than other parts of the world.
  - Attitudes and perceptions about project management are not consistent throughout Asia-Pacific.

# Capitalize on Opportunities



- Among executives surveyed:
  - 76% plan to increase project manager utilization in the coming years
  - 94% agree that “project management is a valuable asset to my company”
  - 78% rank project management on par with, or above other functions within their organization (e.g. sales, information services, finance) in terms of value provided
  - 96% agree that “utilizing professional project managers is an effective way to ensure success”



# Capitalize on Opportunities



- Among executives surveyed:
  - 98% agree that they “often attribute the successful completion of projects and change initiatives to effective project management”
  - 55% identify a career path within their companies for project managers
  - 65% believe certification is useful in evaluating employees’ management abilities

# Areas for Growth



- Promote the benefits of a trained, experience project manager
- Increase visibility at the executive level
  - 64% (79% US) cannot recall seeing, reading or hearing information about project management recently
  - 94% (60% US) can't recall reading, seeing or hearing anything about project management certification

# Areas for Growth



- Assist organizations to Improve Organizational Project Management maturity
- Foster project management as a cross-industry management capability rather than an industry-specific technical capability
- Focus on increasing capability and competency of project personnel
- Gather quantitative data and case studies demonstrating success of PM

# *PMI-Building a Superior Practice*

- **Expanded Portfolio of Certification Credentials**
  - Complex Role Delineation Study
  - Advanced Certification
- **Expanded Accredited University Programs**
- **Expanded Portfolio of Standards**
  - Portfolio Management
  - Program Management
  - Scheduling Standard
  - OPM3
- **Career Path Planning and Counseling**



# *PMI-Gaining Global Acceptance*

- **Advocacy Program**
  - Global “road shows” with Components worldwide
  - Executive Suite research
  - Executive visits
- **Expanded Global Corporate Council**
- **Creation of Relationship Offices**
  - Washington, D.C.
  - Beijing, P.R.C.
- **Furthering Organizational Project Management Maturity (OPM3)**
  - Expanded Assessment Tools
  - Trained Assessment Specialists
  - Trained Improvement Specialists

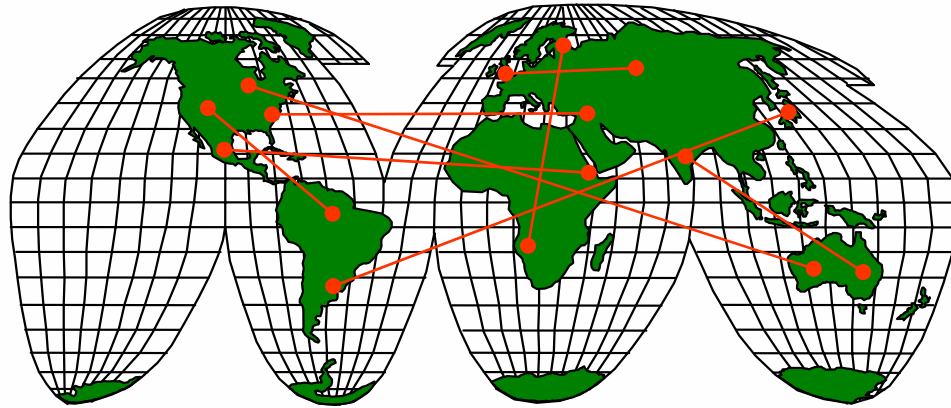


# *Through Strong Leadership and Community*

- **Leadership Development Initiative**
  - LCMS dedicated to the members of PMI Leadership
  - Mentoring, education, best practices
  - Individual Leadership Development programs
  - On-line, resident, and live programming
- **Global Service Network**
  - Brussels Service Center (June 2003)
  - Singapore Service Center (January 2005)
- **Community Transformation Project**
  - New models to form community in PMI
  - Enhanced services for supporting our components



*Working toward a future, where, worldwide, organizations will embrace, value, and utilize project management and attribute their success to it.*



By Building a Superior Practice

...And Gaining Global Acceptance

...Through Strong Leadership and  
Community





Thank you.

Questions?

