bakkah

State of **PMO**
in Saudi Arabia 2021

Table of Contents

About
Report

Bakkah has launched a PMO survey for those who work in PMOs in the Kingdom of Saudi Arabia. We are happy to issue the PMO report based on the survey results. We want to thank everyone who collaborated in making this happen.

The report aims at giving a full insight about the PMO field in the kingdom. It shows critical numbers about project managers and organizations who have PMOs and who don't.

The results are accurate and pure since project managers were the target audience of the survey. More than 155 organizations from the public and private sectors throughout the kingdom have participated in this survey.

The report is divided into 6 sections each of which has vast accurate information in numbers based on the survey results.

The **Demography** section declares information about all the participants engaged in the survey in terms of their role, education level, years of experience, province, gender,sector, and organization size

The **PMO** section shows the percentage of organizations that have PMO and their types. It also discusses the reasons why some organizations don't have PMO. It also shows what project management approaches and activities that they do.

The **Maturity Assessment** section gives facts about whether organizations perform maturity assessment to their management practices regularly.

The **Certifications** section gives insights about the number of organizations that have certified project managers. Moreover, it discovers if organizations develop the technical skills of their PMO employees and provide them with training on their PMO standards.

The **Capacity section** investigates the number of people, project managers, program managers and portfolio managers employed in PMOs.

The **State of Project** section gives analytics about projects in organizations if they are completed, delivered on time, completed within specified scope, maintained customer satisfaction and more.
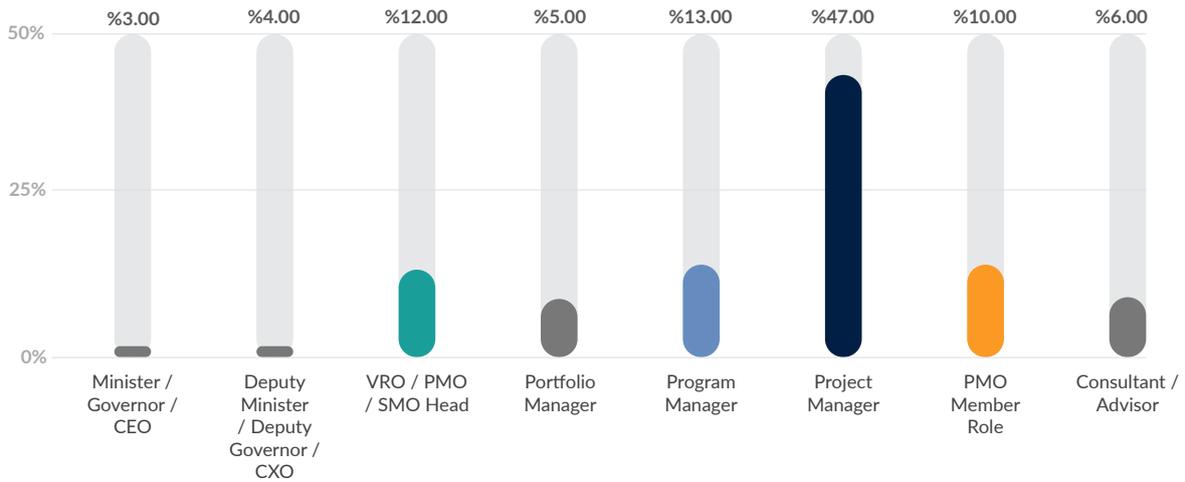
The **Tools and Dashboards** asks about the project management tools used by organizations and gives a percentage of each tool usage.

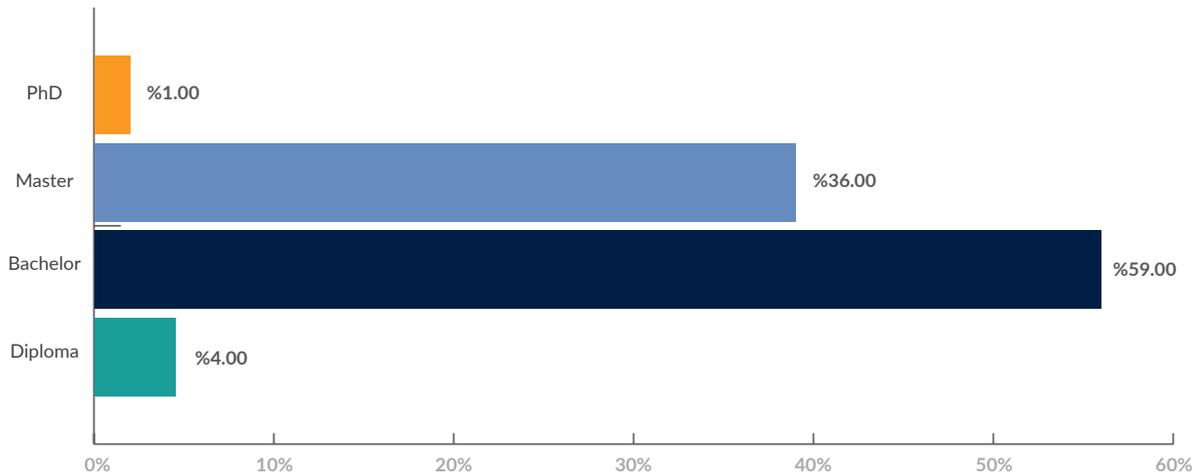The purpose of issuing this report is to improve the PMO community in the Kingdom based on the results received.
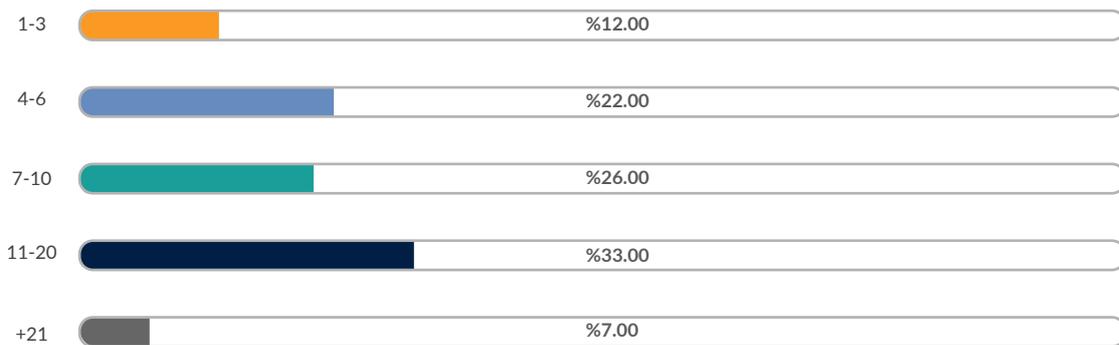
DEMOGRAPHY

Role

Minister / Governor / CEO	Deputy Minister / Deputy Governor / CXO	VRO / PMO / SMO Head	Portfolio Manager	Program Manager	Project Manager	PMO Member Role	Consultant / Advisor
%3.00	%4.00	%12.00	%5.00	%13.00	%47.00	%10.00	%6.00

Education Level

Level	Percentage
PhD	%1.00
Master	%36.00
Bachelor	%59.00
Diploma	%4.00

Years of Experience

Range	Percentage
1-3	%12.00
4-6	%22.00
7-10	%26.00
11-20	%33.00
+21	%7.00

Gender

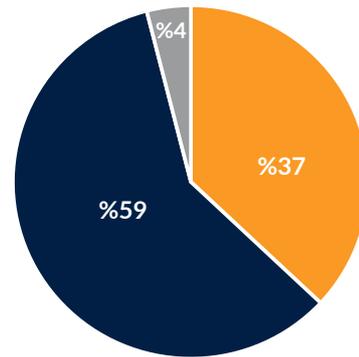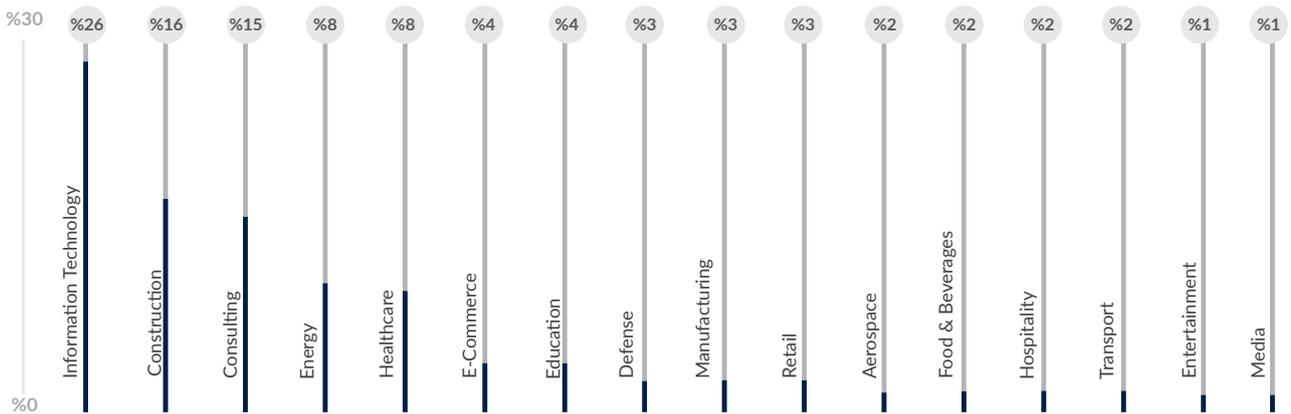

%88 Male

%12 Female

The sector that Participants' organizations belong to

%4

%37

%59

■ Public Sector ■ Private Sector ■ Private

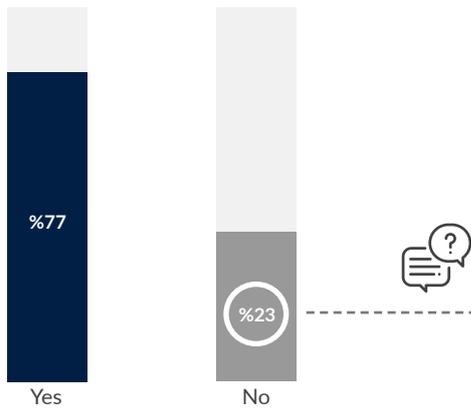## The industry that Participants' organizations belong to

%30															
%26	%16	%15	%8	%8	%4	%4	%3	%3	%3	%2	%2	%2	%2	%1	%1
Information Technology	Construction	Consulting	Energy	Healthcare	E-Commerce	Education	Defense	Manufacturing	Retail	Aerospace	Food & Beverages	Hospitality	Transport	Entertainment	Media

%0

The size of Participants' organization

Less than 10 employees	%2
10 - 50 employees	%8
200-51 employees	%18
201-1000 employees	%30
1,001 employees or more	%42
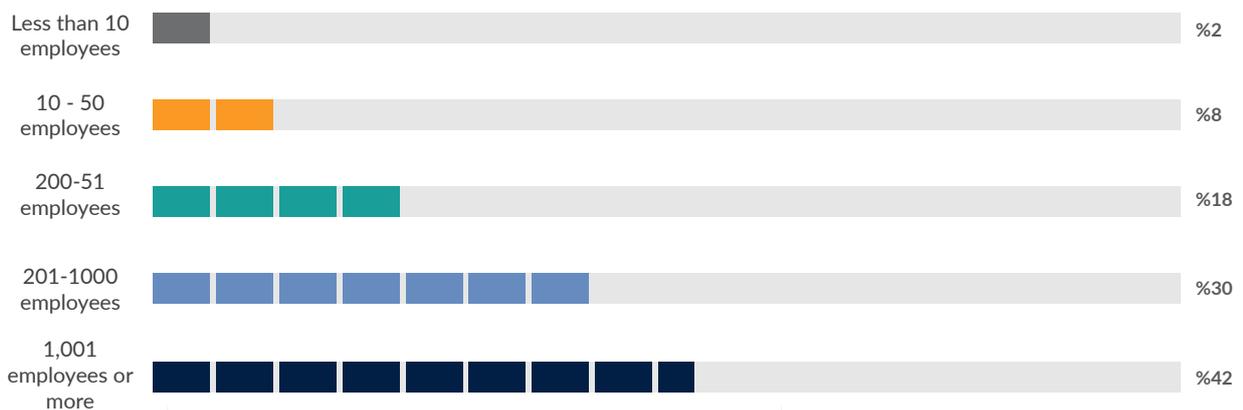
PMO
DEPARTMENTS

The percentage of organizations that have a PMO

- Yes **%77**
- No **%23**

Reasons why these organizations don't have a PMO

- Don't see a need for PMO **%18**
- Planning to introduce PMO **%38**
- Have alternative governance **%25**
- I do not know **%19**
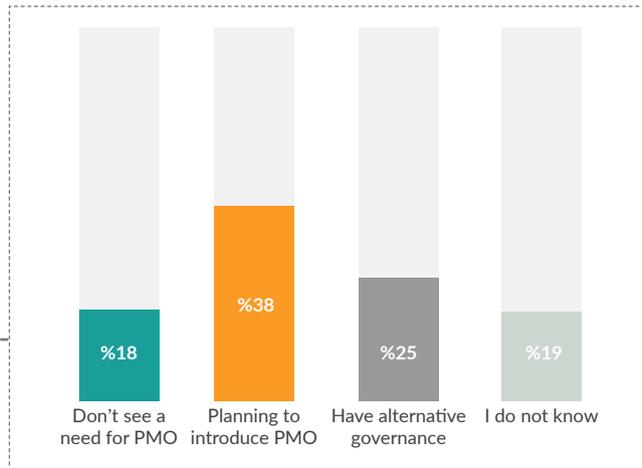
PMO types that organizations have

- Directive **%23**
- Controlling **%41**
- Supportive **%36**
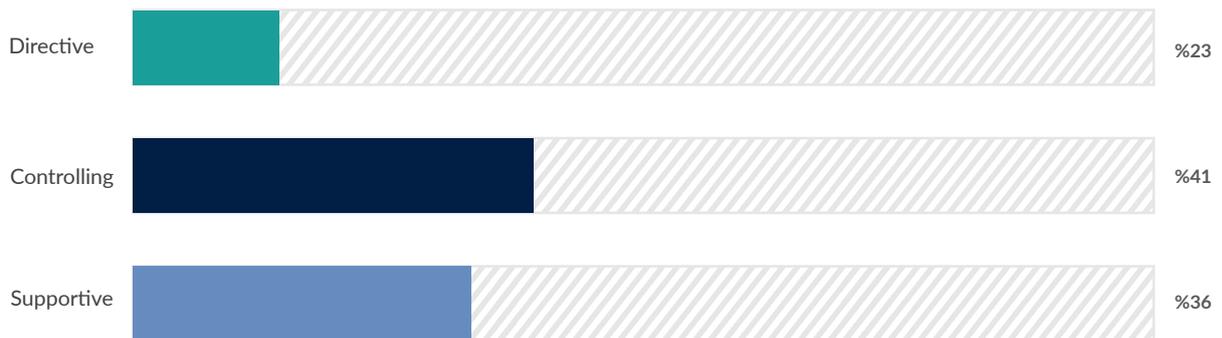
Project managers who align projects with their organization's strategy before the kickoff

- Yes **%76**
- No **%24**

Organizations who perform periodic meetings with top management on the overall progress of projects

- Yes **%88**
- No **%12**

Organizations that reserve annual budget for projects and programs

%79 Yes

%21 No
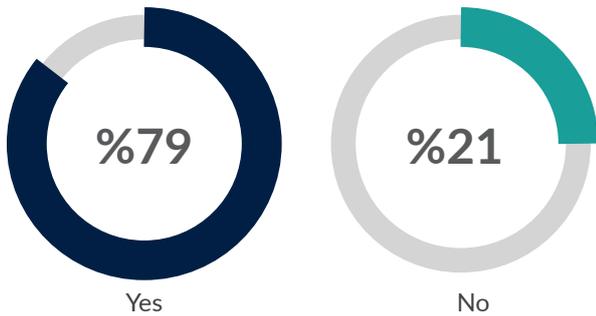
PMOs that have standard templates for project management activities

No **%19**

Yes **%81**
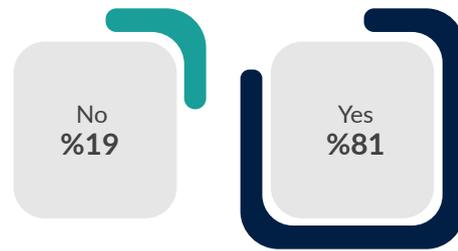
PMOs that follow best practices

Yes **%61**

No **%39**

Types of best practice that it follows

Axelos **%5**

PMI **%60**

ISO 21500 **%3**

Mix of Standards **%32**
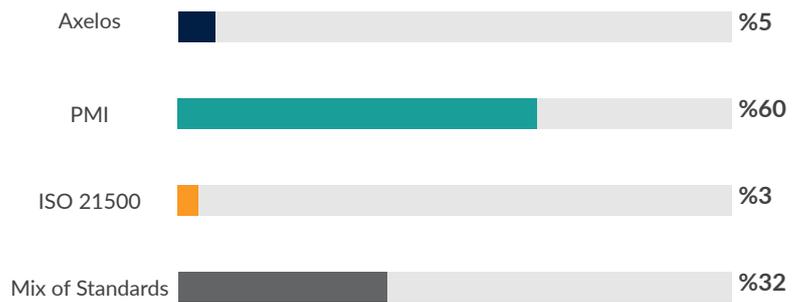
Types of project management approaches applied

%32

%46

%22
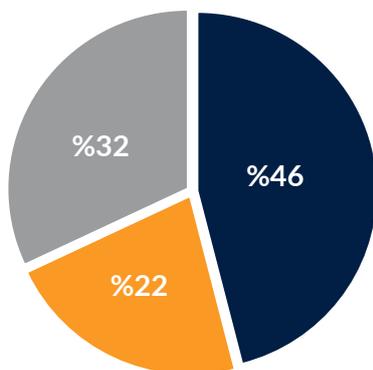
%46
Waterfall / Predictive
Plan-Driven

%22
Agile / Adaptive /
Change-Driven

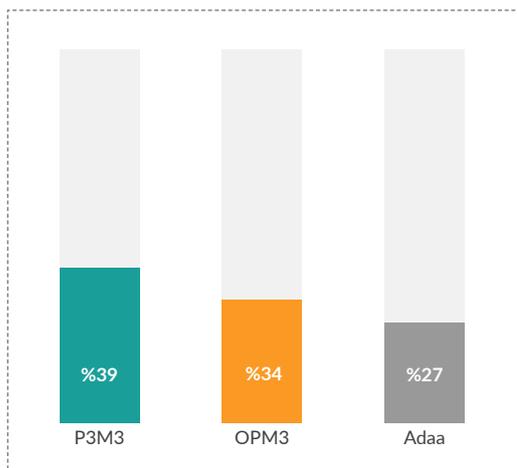**%32**
Hybrid (Waterfall/Agile)

State of PMO in Saudi Arabia 2021

MATURITY ASSESSMENT

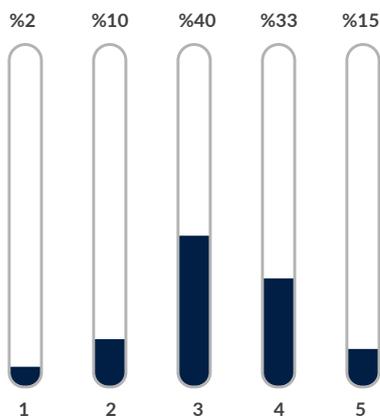## Organizations that have performed project/program/portfolio management maturity assessment in the past two years

%67 — No
%33 — Yes
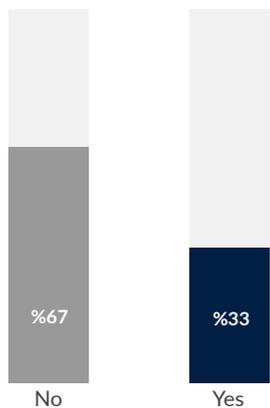
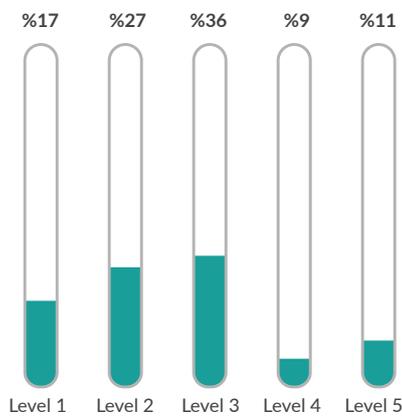## The type of assessment these organizations have used

%39 — P3M3
%34 — OPM3
%27 — Adaa

Opinion vs Actual Assessment

The maturity level these organization has scored

%2	%10	%40	%33	%15
1	2	3	4	5

The participants opinion on project/program/portfolio management practices in these organization

%17	%27	%36	%9	%11
Level 1	Level 2	Level 3	Level 4	Level 5

CERTIFICATIONS

Organizations provide project managers / specialists with training on their PMO standards
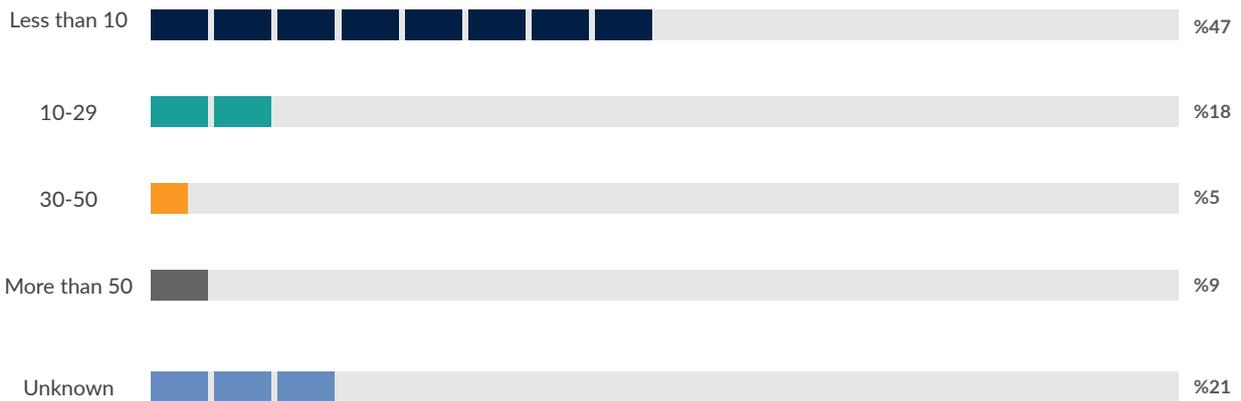
%56 %44

Yes No

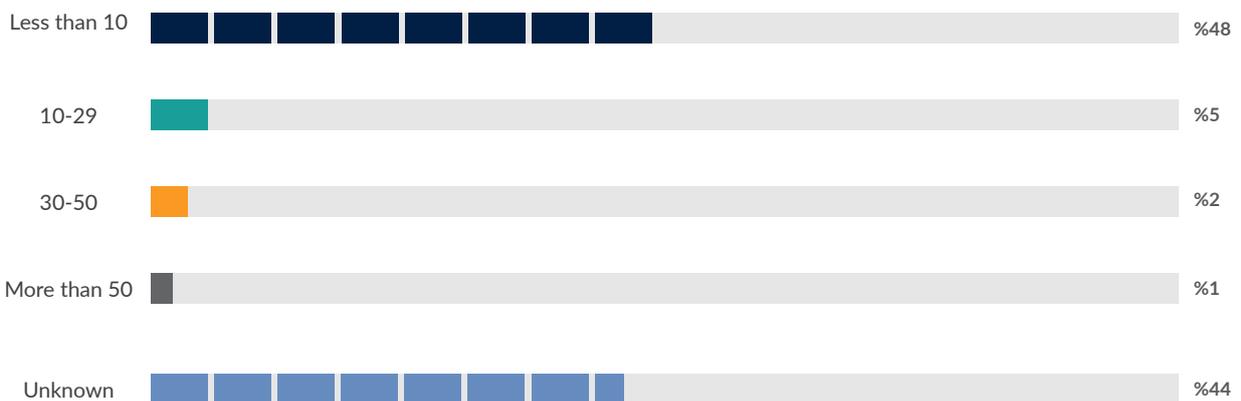**Organizations have a defined career paths for project/program/portfolio managers**

%51 %49

Yes No

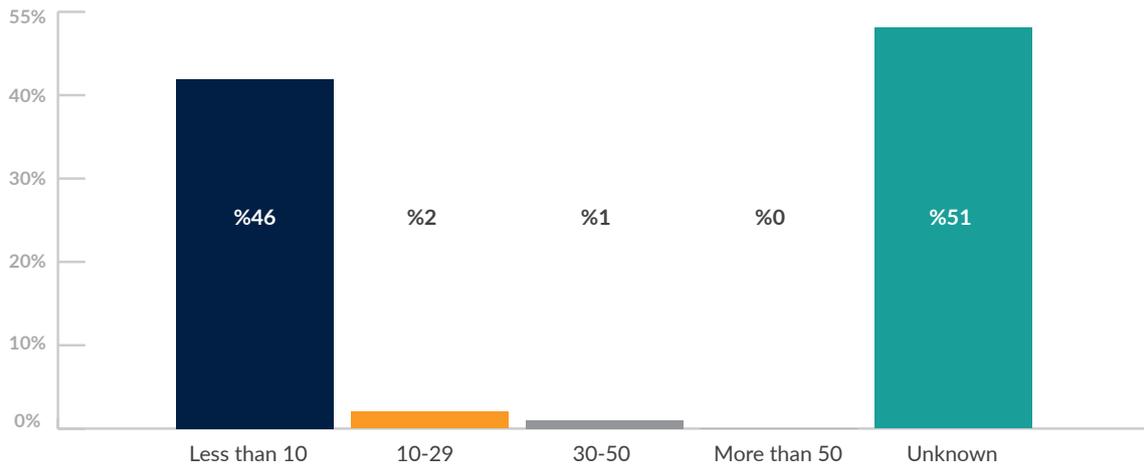**Organizations that develop the technical skills of their PMO employees**

%53 %47

Yes No

Number of professionals who have a project management certification (PRINCE2, PMP, CAPM, PRINCE-2Agile, PMI-ACP, SCRUM)

Less than 10 %47

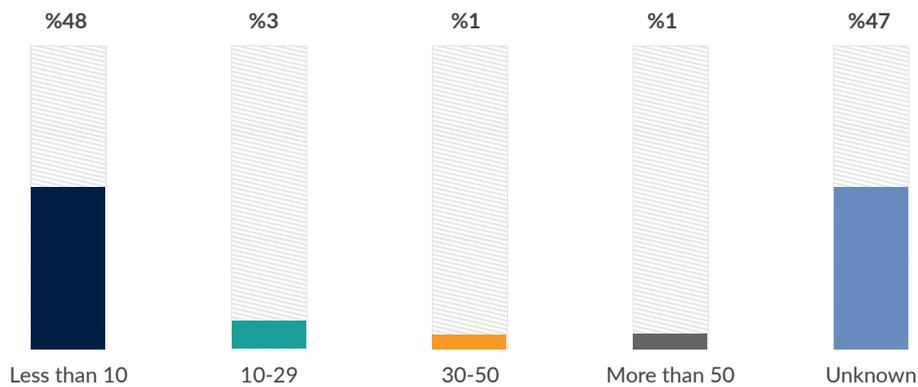10-29 %18

30-50 %5

More than 50 %9

Unknown %21

Number of professionals who have a program management certification (MSP, PgMP)

Less than 10 %48

10-29 %5

30-50 %2

More than 50 %1

Unknown %44

Number of professionals who have a portfolio management certification (MoP, PfMP)

Less than 10	10-29	30-50	More than 50	Unknown
%46	%2	%1	%0	%51

Number of professionals who have a PMO certification (P3O, I-PMO, E-PMO, CPMO)

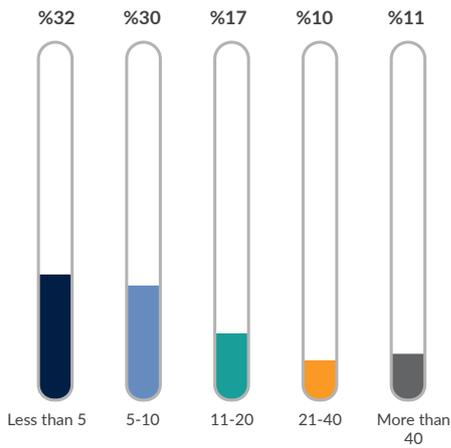| Less than 10	10-29	30-50	More than 50	Unknown
%48	%3	%1	%1	%47

Number of professionals who have a relevant P3M certification (AgileSHIFT, MoV, MoR, RMP, PMI-SP, Managing Benefits (APMG)

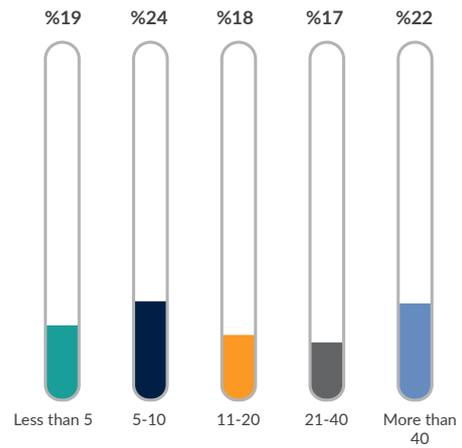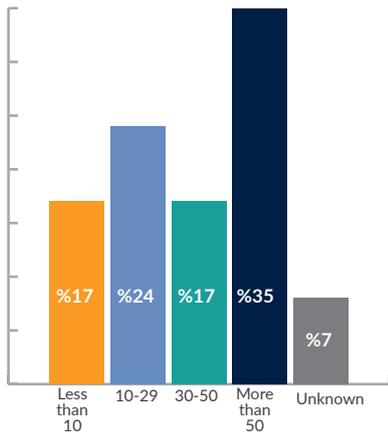| Less than 10	10-29	More than 50	Unknown
%44	%4	%1	%51
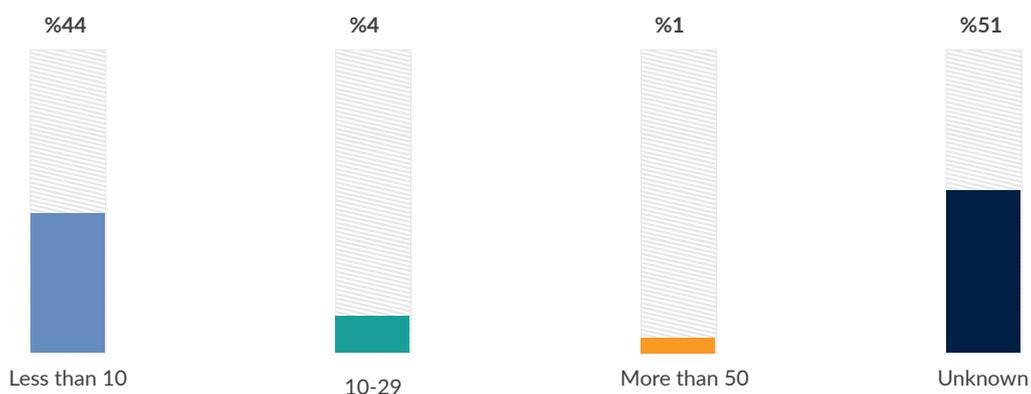
CAPACITY

Number of people who are employed in PMO

%32 — Less than 5
%30 — 5-10
%17 — 11-20
%10 — 21-40
%11 — More than 40

Number of project managers in the participants organization

%19 — Less than 5
%24 — 5-10
%18 — 11-20
%17 — 21-40
%22 — More than 40

Number of projects the participants have in their organization

%17 — Less than 10
%24 — 10-29
%17 — 30-50
%35 — More than 50
%7 — Unknown

Number of programs (or initiatives) the participants have in their organization

%40 — Less than 10
%20 — 10-29
%8 — 30-50
%11 — More than 50
%21 — Unknown
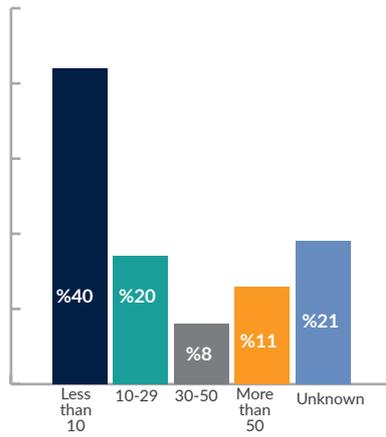
Number of portfolios the participants have in their organization

%25 — Less than 2
%24 — 2-4
%11 — 5-8
%10 — More than 8
%30 — Unknown
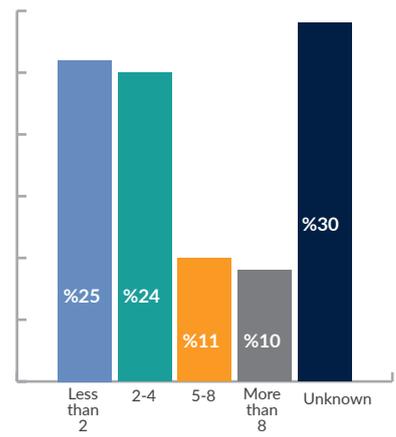
STATE OF PROJECTS

Most projects were completed on time or earlier

Strongly disagree	%11
Disagree	%30
Neutral	%30
Agree	%24
Strongly agree	%5
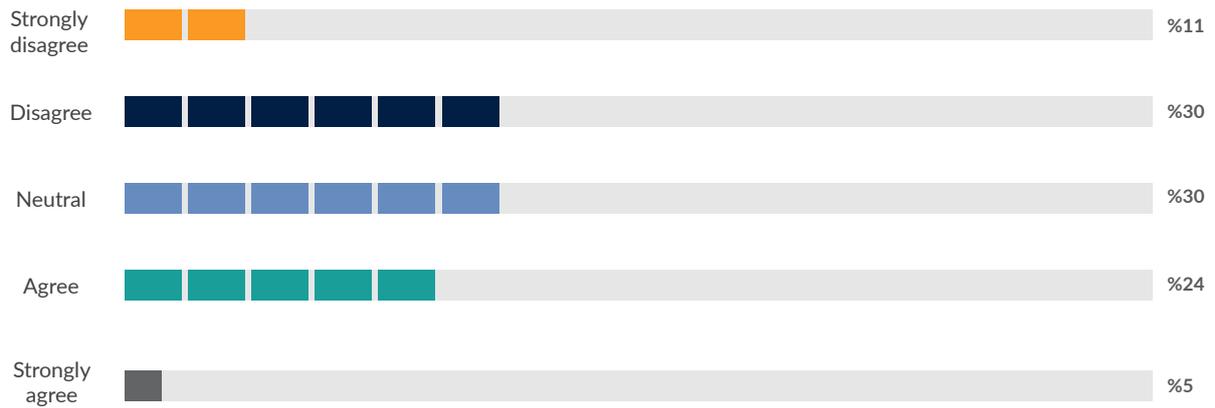
Projects were completed within or below specified cost (budget)

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
%6	%20	%33	%31	%10
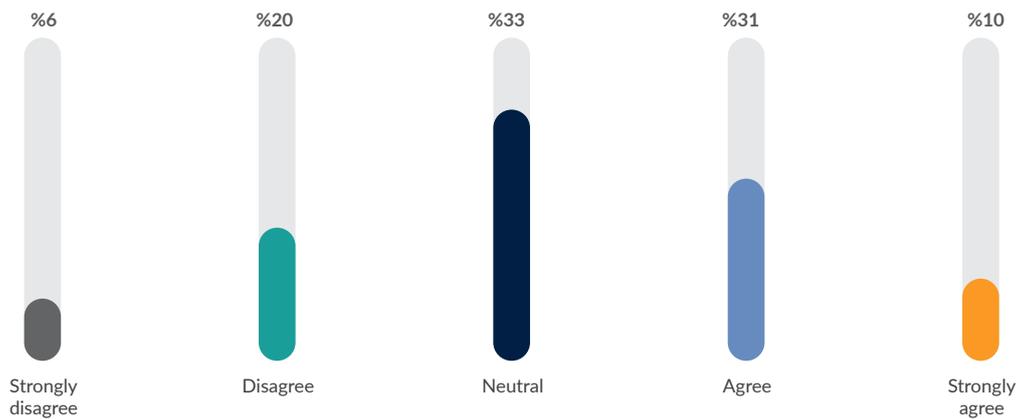
Project priorities change frequently

Strongly disagree	%3.00
Disagree	%17.00
Neutral	%31.00
Agree	%37.00
Strongly agree	%12.00
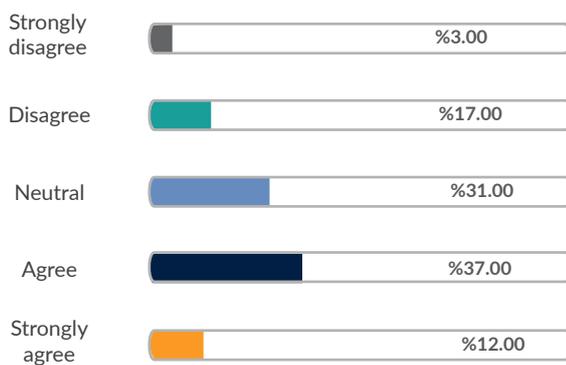
Organizations apply Benefit Realization on projects & programs

Yes %46

No %54

Projects were completed within specified scope

Strongly disagree	%3
Disagree	%20
Neutral	%29
Agree	%36
Strongly agree	%12
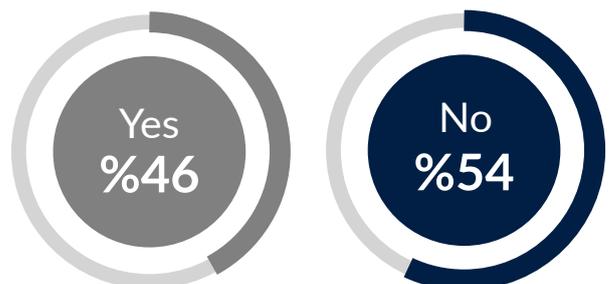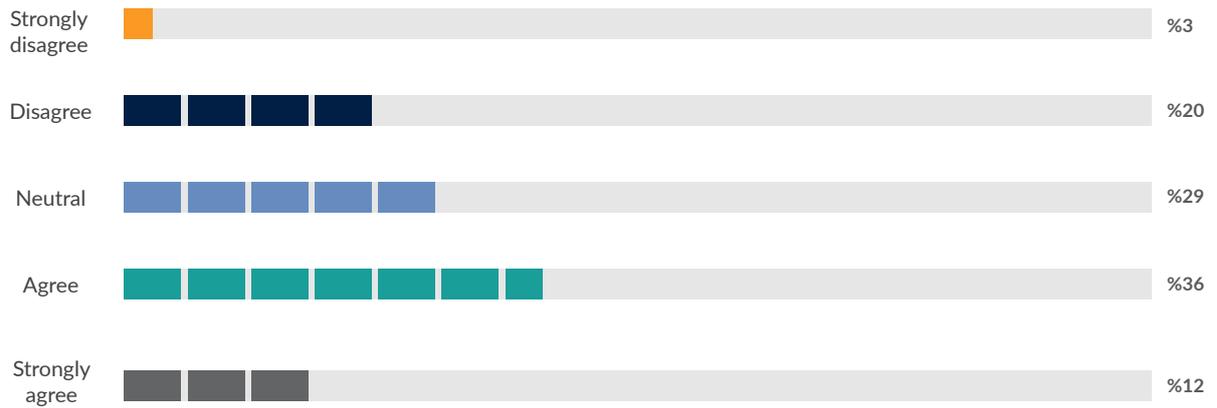
Project goals are clearly defined upfront

Strongly disagree	%5
Disagree	%13
Neutral	%29
Agree	%39
Strongly agree	%14
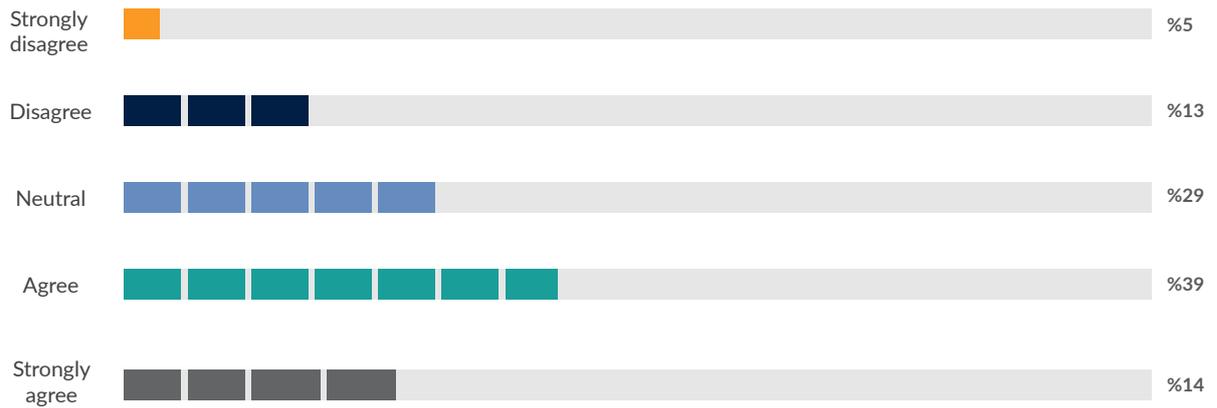
Project achieved its goals

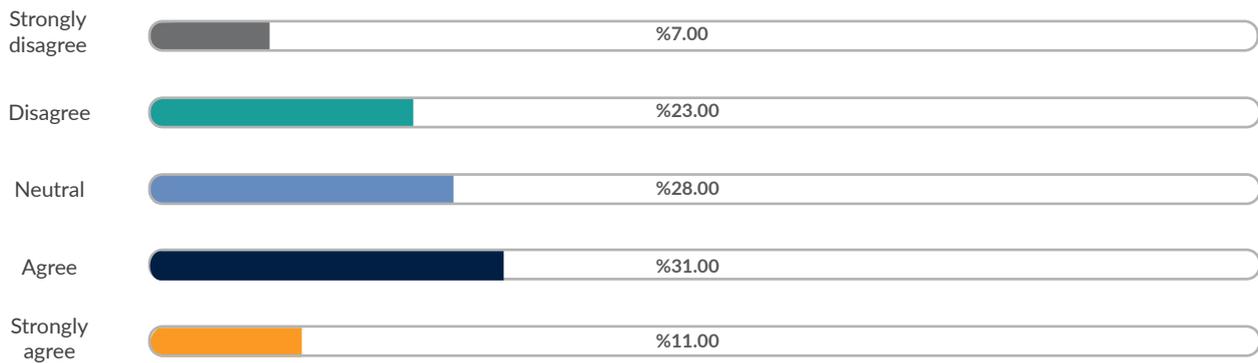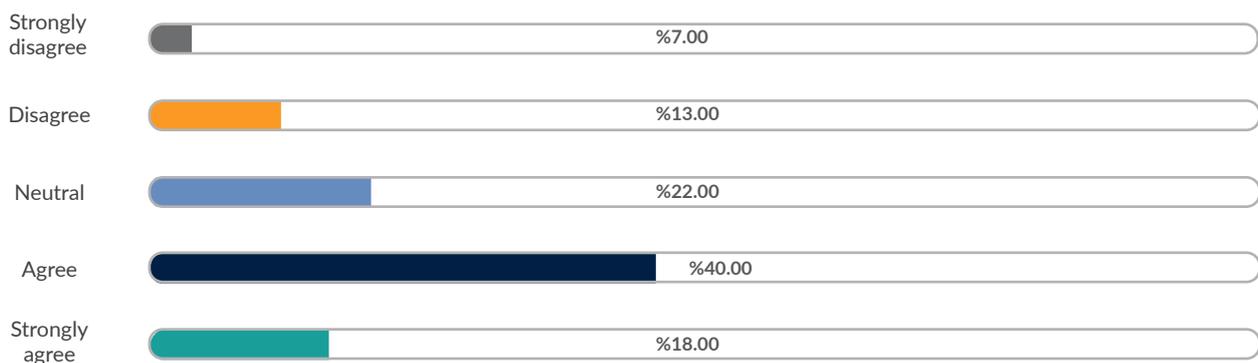|	
Strongly disagree	%2
Disagree	%7
Neutral	%25
Agree	%48
Strongly agree	%18
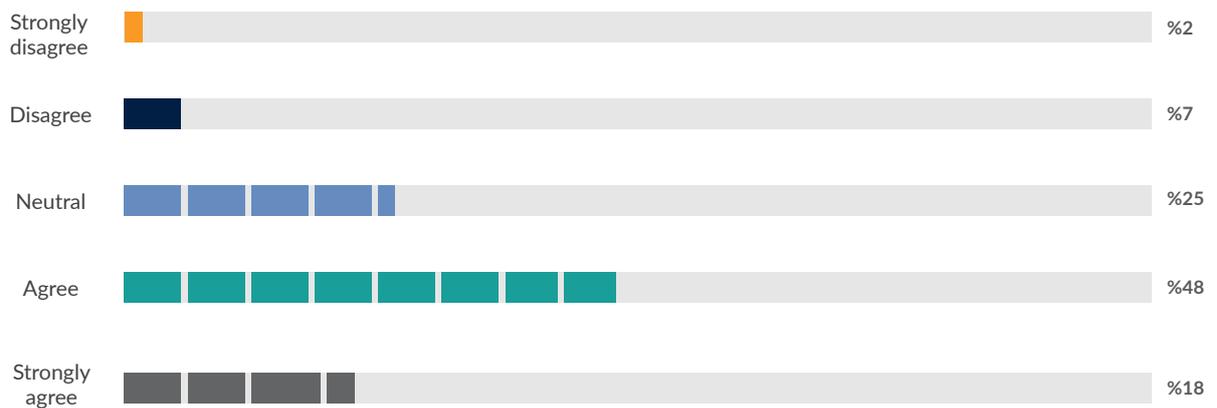
Only 60% of stakeholders are satisfied with project outcomes, which indicates lack of proper stakeholder engagement in projects

|	
Strongly disagree	%2.00
Disagree	%7.00
Neutral	%31.00
Agree	%45.00
Strongly agree	%15.00
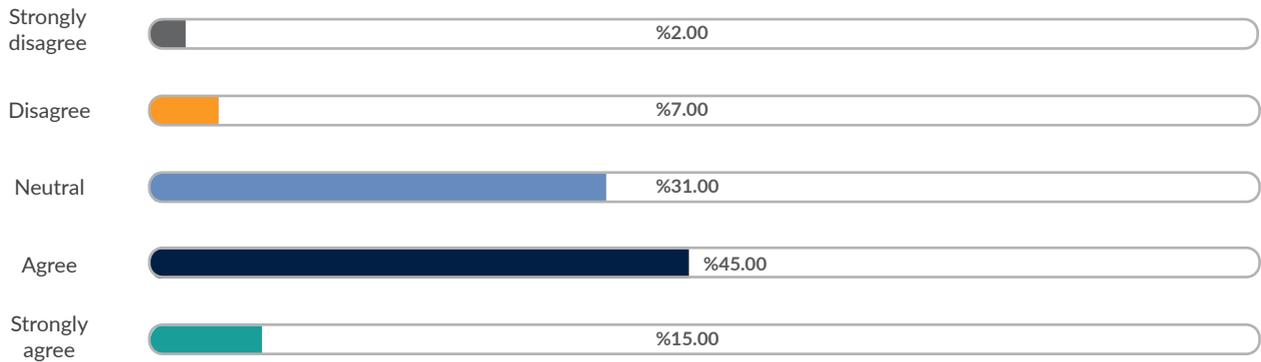
Over %30 of projects are unplanned in terms of risk.

Strongly disagree	%7.00
Disagree	%23.00
Neutral	%28.00
Agree	%31.00
Strongly agree	%11.00

Over 20% of projects are not handed over to operations successfully.

Strongly disagree	%7.00
Disagree	%13.00
Neutral	%22.00
Agree	%40.00
Strongly agree	%18.00

Approximately what is the percentage of your projects/programs that achieved their benefits?

%10	%10	%23	%44	%13
Less than %25	25 - 50%	51 - 75%	More than %75	Unknown
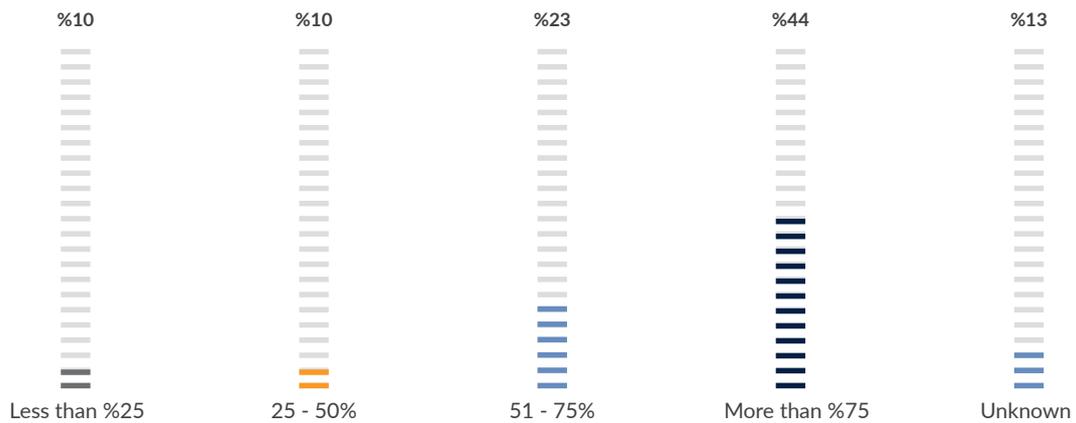
Over 25% of organizations do not apply knowledge management practices to learn from and optimize projects.

%7	%19	%30	%31	%13
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
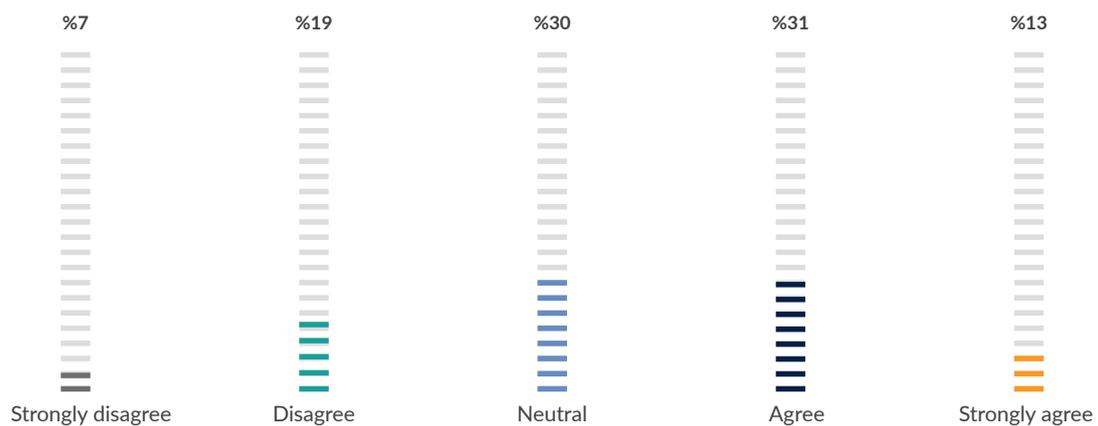
Projects have unrealistic deadlines and targets

%6	%31	%29	%26	%8
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
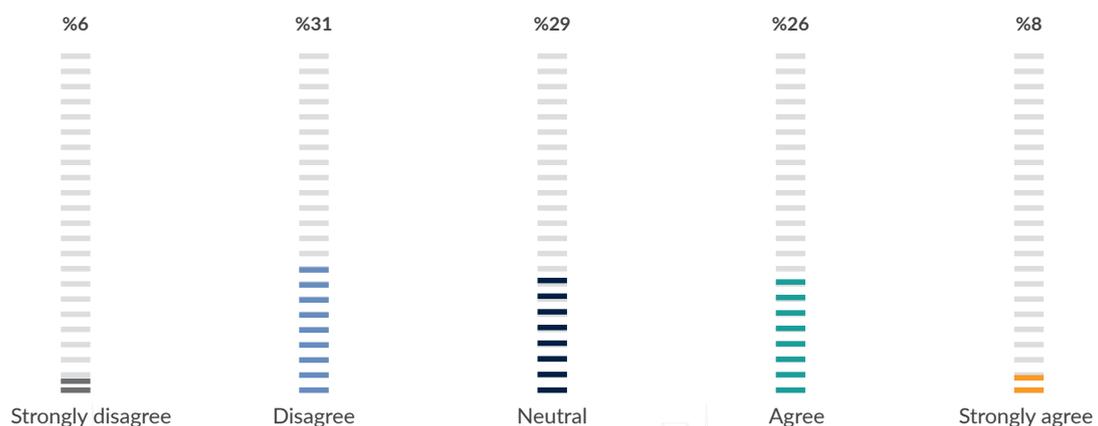
TOOLS AND DASHBOARDS

Reporting and dashboard tool that organizations use

| Tool	Percentage
Microsoft PowerBI	%21.00
Tableau	%4.00
Smartsheet	%5.00
Excel	%33.00
PowerPoint	%23.00
Other	%14.00
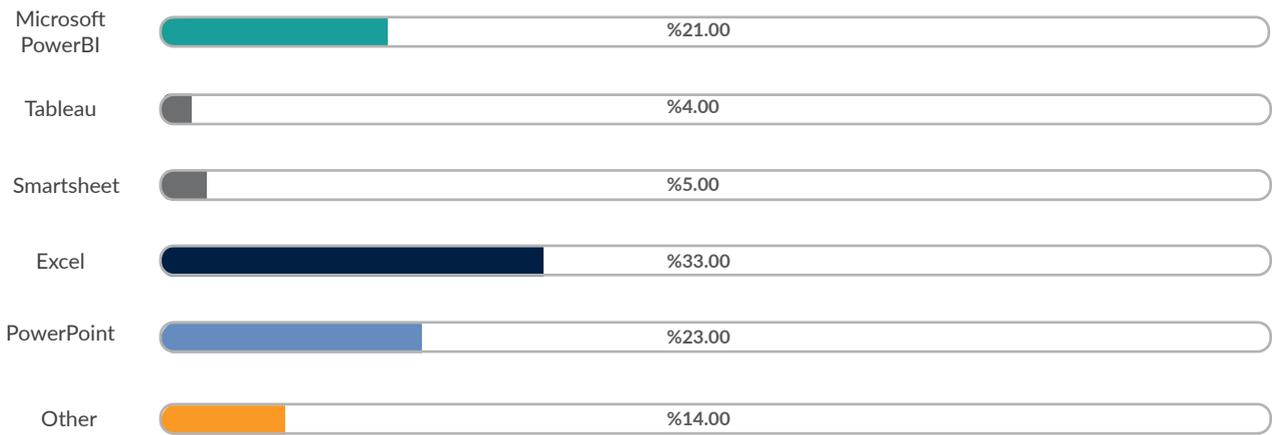
Over 56% of organizations use conventional methods of reporting progress such as Excel or PowerPoint.

Organizations that have a project management tool

- No %26
- Yes %74
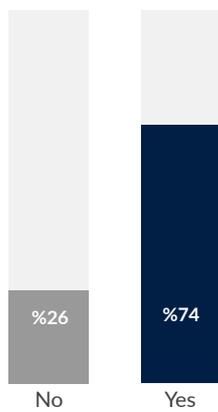
The project management tool that organizations use

- Microsoft EPM %39
- Microsoft Project Online %24
- Other %37
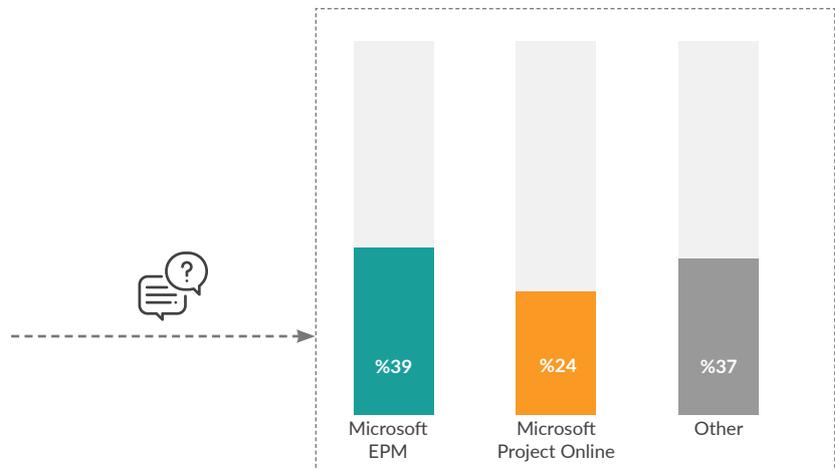
About Bakkah

Bakkah is a leading Saudi company that owns two subsidiaries: Consulting Company and Education Company. With a team of highly experienced and certified professionals, we will help you capitalize on opportunities driven by proven business practices.

Our consulting services aim to pave the way of success for both private and public organizations. Next to their technical expertise, our consultants count on an in-depth understanding of the regional context and work environment in Saudi Arabia.

Our consulting services focus on Governance, Strategy Management, Project Management, HR Management, Outsourcing, Performance Improvement, Strategic Communications, and Change Management. We help organizations to find optimal and high-quality solutions based on the organizations needs and challenges.

%90
Net Promoter Score
(Customer Satisfaction)

+200
Projects

+150
Clients

bakkah