PMI USER PERSONAS

User Interviews | **12/06/13**

Agenda

- Study Overview

- Summary of Findings

- Quantitative Survey Results

- Interview Insights by Topic

    - Technology Use
    - Professional Background
    - Project Management
    - Relationship with PMI
    - PMI.org

- Implications for User Persona

- Q&A

Project Plan

✔	**Stakeholder Interviews**	Attitudes & Perceptions	Gather Knowledge
✔	**Assumptions Workshop**	Group Alignment	Business Priorities
	User Interviews	Validate Perceptions	**User Needs & Behaviors**
	Persona Development	Synthesize Findings	**Primary Personas**
	Scenarios Workshop	Tool Usage (Persona)	**Plausible Use Cases**

Study Overview

Research Goals

- Speak with PMI's website users to better understand who they are, what their relationship is to PMI, and what their digital media needs are as they relate to PMI.org and project management

- Gather insights to further clarify user segmentation based on common website goals to inform PMI's digital user personas

- Round out the findings already addressed in the digital persona to fill in any informational gaps

Study Overview

Methodology

- **Quantitative Recruitment Survey –** Online survey gathered baseline quantitative information about visitors to the PMI.org website, and acted as a participant screener for qualitative interview recruitment/sampling

- **Qualitative User Interviews –Study**

  - Each individual interview session ran approximately 60 minutes

  - 13 interviews were conducted, one at a time, with representative users via phone and WebEx

  - Interviews were conducted by a design strategist and research assistant

Study Overview

Recruitment

- **Screener Survey** – **809 total** completed surveys from randomly viewed invitation on the PMI homepage

- **Opt-in Participation** – 679 respondents were willing to participate in a one hour follow-up phone interview

- **Sampling Criteria** – 11 phone interview participants, having met the predefined sampling criteria, were recruited from the survey responses

  - 2 participants were hand-selected to fill key informational gaps (PMO leader, Volunteer leader)

Study Overview

Purposive Sampling

Interview participants were selected based on a sampling criteria* that represents typical cases for major PMI.org user groups. Participants included people with an existing relationship with PMI, as well as some who had no affiliation with PMI other than having recently visited the PMI.org website.

- **Affiliated** – Current PMI member, certification holder, or both

- **Non Affiliated** – Has never been a member, certification holder, or volunteer

- **Organizational Markets** – PMO leadership (i.e. Executive or Director), who has searched for business services on PMI.org

- **Volunteer Leadership** – A chapter leader and a CoP leader

* Full sampling criteria available in the appendix

Study Overview

Discussion Topics

- **Technology: Use, Attitudes, and Behaviors** – Understand technology use, comfort level, and common information seeking behaviors

- **Professional Background** - Understand the individual's career trajectory and how project management plays a role in their day to day work

- **Relationship with PMI** - Discuss how the participants first learned about PMI, their history with PMI, and their impressions of the organization

- **PMI.org** – Understand the participant's history with, and use of, PMI.org. Discuss a recent task they completed on PMI.org, then have him/her access the site to walk-through the task
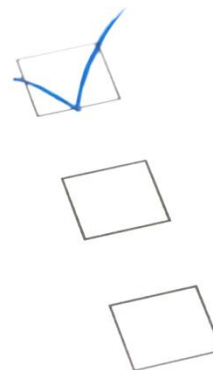
Screener Survey

Screener Survey

Survey Respondents

- **809 respondents** completed survey posted on the PMI.org homepage

- Online survey ran from **11/12 through 11/14**. It was only shown to US based visitors

- Statistically significant results, within a +/- 3.45 margin of error at a confidence level of 95%

  - i.e. We can be 95% sure that responses from the full population of PMI.org visitors would be within +/- 4 points of our respondent results

* Detailed survey results report is available for distribution

Screener Survey

Demographics

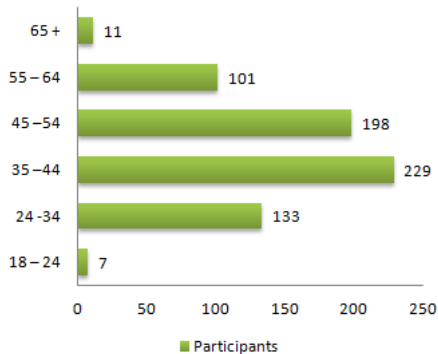|		
Gender	**Age Range**	**Location**

Gender

55% Men

45% Women

Age Range

34% 35 – 44 years

29% 45 – 54 years

20% 24 – 34 years

Age	Participants
65 +	11
55 – 64	101
45 – 54	198
35 – 44	229
24 – 34	133
18 – 24	7

■ Participants

Location

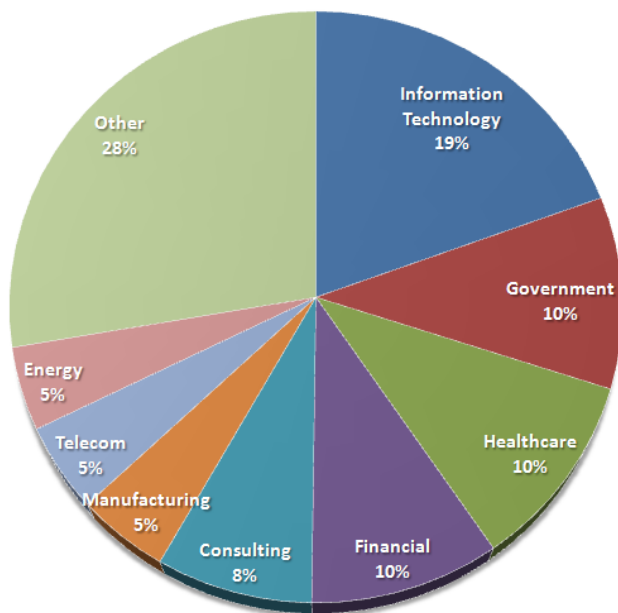| Washington	19
New York	13
Chicago	9
Houston	9
Atlanta	8

Responses scattered across 350 US cities

Screener Survey

Professional Focus

Company's Focus

Career Level

48% SME, Manager

38% Professional

11% Executive

2.5% Student

Project Management Primary Role?

75% Yes
25% No

Top Titles

83 Project Managers

25 Program Managers

13 IT Project Managers

Functional Area

41% IT or IS

19% PMO

10% Operations

Screener Survey

Relationship with PMI

Membership	Certification	Volunteering
76% Members	**61% Certification**	**13% Volunteers**
65% also chapter members	19% 1st certified in past 6 mos.	21 chapter leaders
	96% have a PMP	9 CoP leaders

Membership Interest

Interested: 68%
Former Member: 28%
Not Interested: 9%

Certification Interest
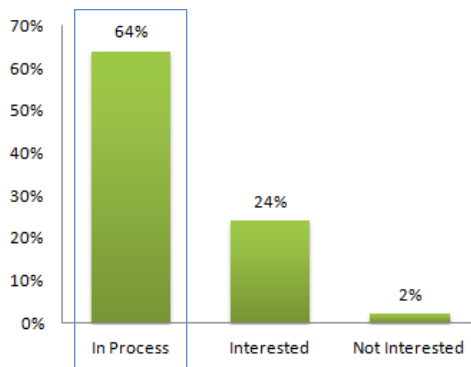
In Process: 64%
Interested: 24%
Not Interested: 2%

Volunteering Interest

Interested: 63%
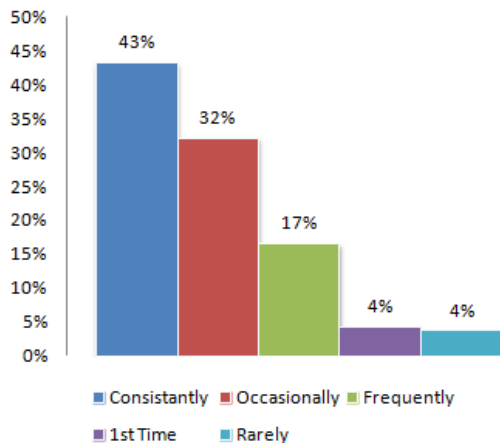Not Interested: 22%
Applied: 3%
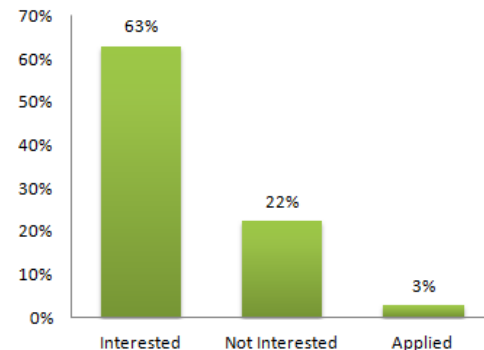
Screener Survey
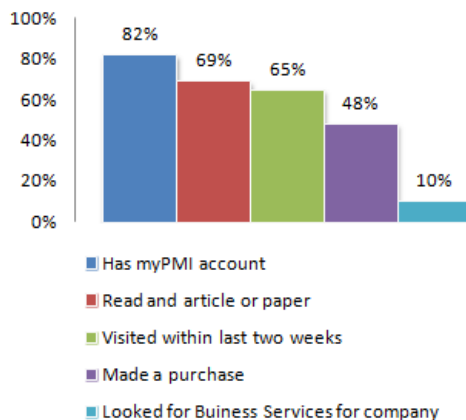
Online Behaviors

Visiting PMI.org
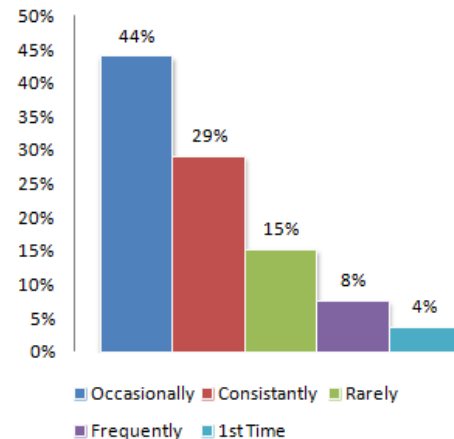
43% visit a few times a month

PMI.org Tasks

82% Have a myPMI Account

Seeks PM Content Online

81% seek a few times a month +

Screener Survey

Why are they visiting PMI.org?

Answers were gathered in a text field to prevent limited results

680 responses included a wide range of activity, but there were some trends*

- **PDU Management** – 26%, roughly 180 responses, were related to checking, entering, or researching opportunities for PDUs

- **PMP Certification** – 13%, or 89 responses, were related to researching, renewing, or applying for a PMP

- **Membership** – 45 related to researching or applying for membership

- **Webinars** – 44 related to searching or viewing webinars

- **PMBOK Download** – 26 came to the site to download the PMBOK

* Response estimates based on word search and visual inspection, text in full report.

Screener Survey

Additional Findings

- The majority of people coming to the PMI.org (willing to take a survey) are affiliated with PMI via a membership or certification. Only 16% of respondents were not affiliated with PMI other than website visits.

- **Not Affiliated***

  - **96%** of the non-affiliated were interested in certification
  - **86%** of the non-affiliated were interested in membership
  - **8%** of the non-affiliated made a purchase (vs. **49%** of total population)

- **Project Management Not Primary Role**

  - **40%** have a PMI certification, and **67%** are members
  - Of the non-certified, **87%** are interested in one, with **58%** actively pursuing

* Could have a myPMI account

User Interviews

User Interviews

Participant Details

679 survey respondents were willing to participate in the phone interview.

11 participants were recruited from the survey results while 2 were hand-selected referrals.

- 7 Affiliated – a member and/or certification holder
- 4 Not Affiliated – no membership or certification (maybe myPMI)
- 2 Organizational Markets (both affiliated with PMI)
- 8 Men, 5 Women
- 8 PMI members, 8 certification holders, 3 volunteers
- Only one of the members did not also have a certification
- 6 Project Management is primary profession
- 7 Project Management *is not* their primary profession
- 3 would be considered an "aspiring PM" based on discussions

Summary Insights

Project Management a Natural Progression, PMI a "Next Step"

- **Aspiring Project Managers** – Two of the aspiring PMs and at least one former PM indicated that improving project management skills was a progression that played to their existing strengths. This would differ from an "accidental PM" concept where project management related tasks might be thrust upon them.

  - People who think in terms of organization and process who want to leverage and formalize natural tendencies and be validated for them

- **The Next Step** –Participants described their involvement with PMI in terms of career plateau and progression as in *"What is my next step?"* a focus on They see PMI and a stepping stone. Three aspiring PMs used the phrase "Next Step."

Summary Insights

"Knowing that there is actually a term for that, like 'float' and 'baseline', what these things actually mean have brought me great joy and I know that I am not just a crazy planner. To know that people actually use this in real life."
– Early Career, Aspiring PM

"When I changed positions [project management] became less of a priority because I thought I was taking my career in another direction. ...As I continue to evolve, that's the one constant on my resume."
– Seasoned Professional, Aspiring PM

Summary Insights

Information Needs Tied to "Maturity"

- **Where to Start?** – All of the aspiring PMs indicated some level of apprehension when seeking out PMI information. They were *"not sure where to start"* and had some difficulty *"learning what the critical path is"*.

- **PMI for Big Projects in Big Companies** – Two participants had the impression that PMI content is geared toward the large-scale government or big corporate projects. They felt that there was not as much support or content for PMs who do high numbers of smaller, short projects or work in smaller companies.

- **A Healthy Tension** – A participant discussed how, as a standards body, PMI inherently holds the "establishment" viewpoint. However, he felt that they should also have a window into new trends from entrepreneurs NOT as an endorsement of the trends, but as an overseeing authority that is aware.

Summary Insights

"How do I get started in getting started? How do I resolve some of these questions I have? I want to make sure I'm going in the right direction before I start investing too much and then finding out I'm in the wrong place."
– Early Career, Aspiring PM

" You can't have a best practice until after it's been practiced long enough to know what's best. …But PMI needs to have at least a piece of it that doesn't necessarily endorse, but reports, closer to the edge…."
– Leader of Mature Government PMO

Summary Insights

Information Needs Tied to "Maturity" (cont.)

- **PMO Business information** – Both PMO leader participants discussed how PMO content needs are driven by the company size and PMO maturity. In addition, perception was that PMI Business services (both financially and functionally) were geared to larger companies and more established PMOs.

- **Accelerators vs. Best Practice** – Early stage PMOs need tactical ready to use templates and tools i.e. "accelerators" to assist them. Mature PMOs need best practice and enhancement information.

- **Off the Shelf** – PMI.org content not "ready to use" – templates and materials are not "accelerators" short cuts that can be downloaded and used right away

PMI
Project Management Institute

Summary Insights

Are there specific PMI services, business solutions you've considered?

"No, but it's a future desire. We're still trying to work on getting consistency across the board, across the project management team. We're still an [immature] company."
– Leader of New PMO

"Once you are maturing, you are looking at things that are changing at the strategic and tactical side. For example, looking for information regarding agile practices."
– Leader of Mature Government PMO

Summary Insights

Relationship with PMI Viewed as more "Pull" than "Push"

> "It seems that you get no communication from PMI. …I am longing to make more of a relationship with PMI than PMI has a relationship with me."

- **A More Balanced Relationship** – Almost all of the participants described PMI as someone you seek out when you need information. One of the aspiring PMs described that she was more interested in a relationship with PMI than it is with her. She based this on both difficulties she had finding content on PMI.org and by what she felt was a lack of consistent communication.

  - **Rigor is Good** -- While difficulty finding content and inconsistent communication was viewed as negative, the rigor of PMP certification was valued and was seen to establish credibility.

  - **Impact on Brand** – Because so much of participants' knowledge of PMI comes from the PMI.org, a net result of a challenged navigation is the perception that PMI itself is not accessible, distant, and uninterested.

PMI
Project Management Institute

Technology Use

> "I let some of the kinks get worked out before spending the $500 on the newest iPad."

Tell me about how you use technology in your day to day life.

- **Device use** – Participants owned a range of devices (laptop, desktop, tablet, etc.) Except in the case of smart phones, participants noted a clear distinction between work and personal device use. Common non-office work environments were travel and home office.

- **Online research** – All but one participant conducted online research in their work. At least 5 indicated this as a major aspect of their job

- **Technology Comfort**– Participants represented a range of technology comfort levels. Most were "content aggregators," at least 4 could be considered "technologists"

- **Device Adoption** – Only one participant claimed to be an "early adopter", the rest wait until reviews and fixes.

Professional Background

Project Management is Primary Job

Tell me what it means to be a <title> at your company and how you wound up in this role.

- **Director PMO** – Manages a newly created PMO at a small company, focused on establishing new process and raising project management visibility

- **Transitioned to PM** – Two project managers have transitioned from other roles (graphic design, supply chain) into project management

- **Senior Project Manager** – Consultant working with a range of companies with different PMO maturity levels

- **Team Lead Project Manager** – Large government agency projects, transitioning from one agency to another, still within project management

Professional Background

Project Management is Primary Job (cont)

How is PM handled in your organization? Is there a PMO?

One participant worked in a small, newly formed PMO where each of the 2 PMs manage 10-12, one to two month-long projects. Another worked in an established PMO with 30-40 PMs where PM is a core part of operations. A few worked for companies without a PMO that are just starting to organize around PM. One of these without a PMO had 10 project managers but each reported into different departments.

- *Does your company pay for certification?*
  Three participants said their company pays for certification. The PMO consultant felt that 90% of companies pay for PMI certification

- *Was PMP certification a requirement for your position?*
  None of the participants indicated that certification was a hiring requirement

Professional Background

Non Project Management Fields

Tell me what it means to be a <title> at your company and how you wound up in this role.

Two major types; those aspiring to get more into PM, and those who have transitioned out (seniority) but still maintain a PMP

Aspires to be in PM

- IT Specialist (young, entry level)
- Event Coordinator (nonprofit)
- Account Manager (leave sales)
- Dir. Call Center Tech (seasoned)
- Assist. Engineer (from Guyana)

Transitioned Out of PM

- Financial Analyst (prestige)
- Business Dev. (volunteer)

Professional Background

Non Project Management Fields (cont.)

What role does project management play in your day to day work?

- **IT specialist** – PM an increasing part of his job and he was looking to move into PM for better role with more pay

- **Biz Dev**– Formerly in PM (15 years ago) transitioned into other management roles

- **Events Coordinator** – Small nonprofit administrator looking to improve how her company's events are managed and possibly turn PM into a career

- **Account Manager** - Managing "warm" accounts which is PM. Would like to get out of sales and not have quotas

- **Assistant Engineer** – Process control, data entry of status. Moved to US from Guyana, looking to reestablish career in US

- **Director of Call Center** – PM is 50% of her current job as she has taken on related tasks as an evolution of her role

Professional Background

Non Project Management Fields (cont.)

What are some of your goals in certification and/or joining PMI?

There were three main goals for those in non project management fields with interested in PMI certification or membership; a transition into project management, to become more effective in an existing role, and to maintain the "prestige" of their certification despite leaving project management.

- **Transition to PM** – Aspiring, view PMI involvement as a next step as a means of getting out of a less desirable field (sales, event planning, etc)

- **Expand Existing Role** – Current role requires PM so they feel formalizing and deepening this skill set will help them be more effective (valuable) day-to-day

- **Maintaining Credibility** – These participants had moved past PM as a primary role without plans to return, but see their PMP as a prestigious "gold standard" for project management

About PMI

What type of organization is PMI? What do they do?
Who do they serve?

- Participants felt they had a clear idea of what PMI does. PMI was described as an organization for project managers and those who want to become project managers. Two mentioned PMI as a standards body. Most noted that PMI needs to serve professionals in a broad range of industries. Many mentioned companies and organizations would be served by PMI either as supplied qualified PMs or by assisting with standards.

Where do you think you've gathered most of your knowledge about PMI?

- Seven participants indicated PMI.org as a primary source of info about PMI. Many also mentioned they learned about PMI via colleagues and conferences.

- *How did you first become aware of PMI?* - Participants found out about PMI via casual conversation with colleagues (mostly about PMP) then investigating further. Biggest entry point was research into a PMP.

About PMI

Let's pretend for a minute that PMI is an actual person you know. How might you describe him or her?

Participants described PMI as *well respected*, *knowledgeable* (5), a *mentor* (4), or co-worker of value. PMI was viewed as the "go to" person when you have professional or career questions

- PMI was also described as *reserved*, *serious*, *calculated*, "*not the guy from college you grab a beer with*," *methodical*, *straight-laced*, *traditionalist*, and *baby-boomer*

What is your relationship with this person?

- Most indicated that they wanted their relationship with PMI to grow

- One felt she works harder to build relationship with PMI than it does with her

- Generational GAP, one participant felt that as a standards body PMI is inherently traditional but should have more of an eye to emerging trends

Membership

"I just thought that [membership] was the next best step in becoming part of this world"

Why are you a PMI member?
What are the most valuable aspects of membership to you?

For those in project management, the reasons for PMI membership were fairly consistent. These participants listed discounts, information access, and to a lesser degree networking as top reasons to be a member. Participants in non project management related fields also listed these benefits, but had additional "'foot in the door" type motivations for membership.

- **Membership Prerequisites?** – An aspiring PMP non-member, described his need to be more prepared for certification before becoming a member. When asked if membership could assist with that process he was unsure if it would.

- **ROI** – A non-member with his PMP indicated that he "can't think of a specific tangible benefit" to membership and related its value to a financial ROI.

Certification

"It was a sea-change after I did my certification. It was an advantage for me to know what is what. So it was a big eye opener for me."

You have your <certification>.
Why did you go for this certification?

Participants with a PMI Certification all indicated multiple reasons for getting it, the reasons fell into common categories;

- Better job candidate
- Benefit to current company
- Make more money

- Validate/legitimize experience
- Career path, "Next Step"
- General prestige

- **A Valuable Process** – Participants also discussed that the value of the knowledge acquired during the certification process was highly valuable both personally and professionally

"My biggest thing is that I don't want to stay stagnant, and I felt that at some point I had plateaued. What's my career path? What's the next step to making this job more of a career?"

Volunteering

Tell me about volunteering with PMI.

"You want to know who else is on the team. We are looking to network with other people."

A volunteer leader described how she originally wanted more people to become PMP certified so her certification would have more value. Later, many of her friends and contacts became volunteers so she remains involved for networking.

- **Volunteering for PDUs** – A common motivator for volunteering, one participant even thought our interview should count for a PDU

- **Common Online Tasks** for leaders include sub-site content management, webinar production, event management, supporting other volunteers, etc

- **PMI.org** - Both volunteers interviewed said others cannot readily find content on PMI.org. Most of their time on the main site is finding content for others

- **Supporting Leaders** – Reduce administrative burden of volunteering, enhance networking, empower non-leader volunteers to independently complete tasks

Volunteering

Communities of Practice

A Communities of Practice volunteer leader walked us through CoP "signup" via myPMI, and the CoP websites. She outlined some of the challenges with content organization and management.

- **CoP Awareness** – Awareness both a communication and 'find-ability" issue.
    - Many PMI members not aware of CoPs (less than 50%), should get communication at registration, renewal about what's available. Older members might still think there is a cost to join CoP, not aware it has changed.
    - CoP signup process a cause for confusion since you can't access a CoP site without signing up for it. Used to be SIGs, but move towards more general "interest areas."
    - Knowledge repository very lacking, clunky, people don't even know to look there.
- **Information Silos** – Content redundancy and lack of cross CoP communication
    - User permissions an issue (i.e. any CoP member can delete site CoP docs)

PMI.org

PMI.org

> "PMI has a lot of names for all their different offerings. It's not always clear what to look for…"

What do you usually do on the site?

Participants were asked to discuss common reasons they come to PMI.org and walk us through the site via WebEx. It was common for participants to be unable to re-find the content they had found on a previous visit. By far, the biggest benefit sited was content and the top critique was related to finding that content.

Participants walked us through a range of tasks:

- Finding the cheapest ways to earn PDUs and finding Webinars for PDUs
- Research PMP and Agile credentials, checking their criteria
- Looking through forum content to understand what others think of a topic
- Researching academic content (whitepapers) for Masters program
- Maintain (adding, checking) their PDUs and renewing their credential

PMI.org

Is PMI.org a good site?

"It's too much information for the general public. **It's like one-size-fits-all and then it doesn't fit anyone.**"

"I think it is. I think it's rich in content. It has a lot of information and resources, if you can get to it. A lot of stuff is there, you just have to dig and dig."

"Sometimes it's easy to just Google resources. Searching through Google has never brought me back to PMI."

"I was successful in finding resources, but it was hard to navigate."
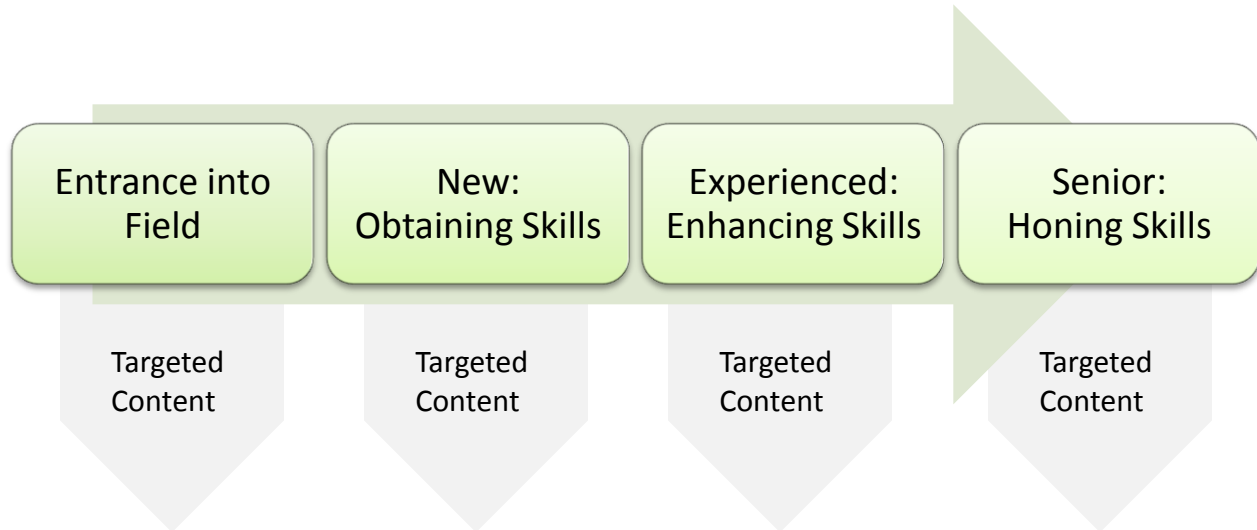
USER PERSONAS

"Before I can walk in another person's shoes, I must first remove my own."
- Brian Tracy

Persona Implications

What does this mean for PMI digital personas?

- **The Career Continuum** – It's not just about the user's connection with PMI; it's also about where he is along his career path relative to his goals (i.e. career level and familiarity with Project Management underpin content interests).

Entrance into Field	New: Obtaining Skills	Experienced: Enhancing Skills	Senior: Honing Skills
Targeted Content	Targeted Content	Targeted Content	Targeted Content

Persona Implications

What does this mean for PMI digital personas?

- **Accessible at Entry Level** – Content targeted to younger and/or less Project Management savvy visitors is a potential opportunity to increase engagement.

- **Organizational Continuum Too** – Similar to individuals, content needs of Organizational Market users (i.e. PMO Leaders) is tied to the life-cycle of the user's organization.

  - **Create & Grow** – Leaders from early to mid stage PMOs will have a need for more tactical "accelerators," such as ready to use templates and tools. Process initiators, support that requires less time, skill and effort to implement.

  - **Refine & Maintain** – Leaders from more "mature" PMOs will need more best practice and strategic planning content. More sophisticated tools with higher need for process refinements (vs. initiation).

Persona Implications

What does this mean for PMI digital personas?

- **"Accidental PM" Might Not Be An Accident** – A resonant approach for visitors whose primary roles are not Project Management could be providing content and messaging that acknowledges innate project management skills in these users and encourages them in the honing and improvement of those skills.

- **Casual Consumption** – We did not discover significant *casual* PM content consumption on the site.* This is due in part to lack of related content. Targeting and supporting the needs of a broad, unaffiliated "information seeker" user group will require research beyond the scope of this project. However, a focus on career continuum is likely to support many of the needs of this user type.

- **Wearing One's Volunteer Hat** – The needs of PMI volunteers (while acting as such) are not centered around the main PMI.org site unless they are gathering information on behalf of another.

* 90% non-PMs want a certification

Persona Implications

What does this mean for PMI digital personas?

1. **Aspiring Project Manager** – Sees PMI relationship as a career stepping stone. Does not hold certification, but might be a member. Either new/early to workforce or new to project management. Motivated but wants a mentor. Seeks out PMI for standards, definitive answers, clarity. Younger and career driven, more likely to be female.

    • Might have a sub-set persona if "early career" goals are substantively different than "career transition" goals.

2. **Experienced Professional in a Non PM Role** - "I'm all about resources." Broadening his or her formal skill set, validating experience. Might go for certification, but not to formally move into PM. Focused on becoming more valuable and efficient. Seeks PMI as an edge, enhancement, progression and formalization of natural innate abilities. (Knowledge seeker)

Persona Implications

What does this mean for PMI digital personas?

3. **Affiliated Certified Project Manager** – The majority of current PMI members, traditional Project Manager, male between 35-55. Detailed and process-oriented, career minded but with compartmentalization; family, kids, work/life balance. Values PMI relationship but mostly seeks transactional involvement; maintaining certification, discounts on membership.

4. **Leader of Early Stage PMO** – Possibly a recent promotion or new to company. Organization's project management processes have now coalesced into a newly formed or early PMO. Project management might not be as formally valued/validated at the company, challenges with adoption and inclusion. Seeks PMI as a "go to" for information to help establish standards. Needs "low overhead" tools and templates along with easy to implement starter practices. Content needs more generalist. Might leverage PMI as a standards body for credibility internally if content is conceptually accessible to his stakeholders.

Persona Implications

What does this mean for PMI digital personas?

5. **Leader of Mature PMO** – Train the trainer. Senior management or PM consultant, "been there, done that." Sought out by his/her company or client for expertise and judgment. Leverages PMI for support with strategic, endemic program or project management issues specific to their company's current set of circumstances. More likely to consume content dealing with large-scale resource management, longer-term projects, and performance metrics.

6. **Volunteer Leader** – A PMI member and certification holder, might also be a PMO leader. However, when wearing his or her "PMI Volunteer Hat" is acting as an agent of PMI and so has distinct needs and goals. Seeks PMI for networking and community. Best supported by tools that allow them to effectively delegate tasks and manage other volunteers.

Persona Implications

What does this mean for PMI digital personas?

Primary Persona

1. Aspiring Project Manager
2. Project Manager
3. Experienced Non-PM
4. Early Stage PMO Leader
5. Mature PMO Leader
6. Volunteer Leader

Secondary Persona

a) REP
b) Government
c) Academic
d) Non – US (North America)
e) General Population

NEXT STEPS

Project Plan

✔	**Stakeholder Interviews**	Attitudes & Perceptions	Gather Knowledge
✔	**Assumptions Workshop**	Group Alignment	Business Priorities
✔	**User Interviews**	Validate Perceptions	User Needs & Behaviors
	Persona Development	Synthesize Findings	**Primary Personas**
	Scenarios Workshop	Tool Usage (Persona)	**Plausible Use Cases**

"I'm glad we all agree then"

"oh..."

"ah ha!"

"I'm glad we all agree then"

Appendix

Sampling Criteria

We will speak with 12 users, the following criteria will be used:

Affiliated (6)
We will target six participants who are already affiliated with PMI.
4 project managers as primary profession
2 aspiring project managers
4 members
4 credential holders
2 volunteer leaders (1 communities of practice, 1 chapter leader)
3 seasoned professional (35 – 54 , 10+ years in PM)
3 student or early career (18 – 34)
At least 2 in IT, but no more than 4
4 men minimum
Has at least occasionally sought out PM specific content online
At least occasionally visits PMI or has done so in the past 2 weeks

Select for a range of additional attributes:
        Location
        Length of history with PMI
        Made a purchase on PMI.org
        Read an article or paper on PMI.org
        Recent 1st credential (within past year or 6 mo)
        Registered myPMI account

Not Affiliated (4)
We will target four participants who have visited PMI.org but are otherwise not affiliated with PMI.
4 project management is not primary profession
2 early or mid career
2 seasoned , director or lead but not in PM
Visits PMI.org, but is not otherwise involved with PMI
Not an aspiring project manager

Select for a range of additional attributes:
        Location
        Frequency visiting PMI.org

Organizational Markets (2)
We will target two participants who are organizational markets contacts. These participants will either be recruited via email or hand-selected by organizational markets.
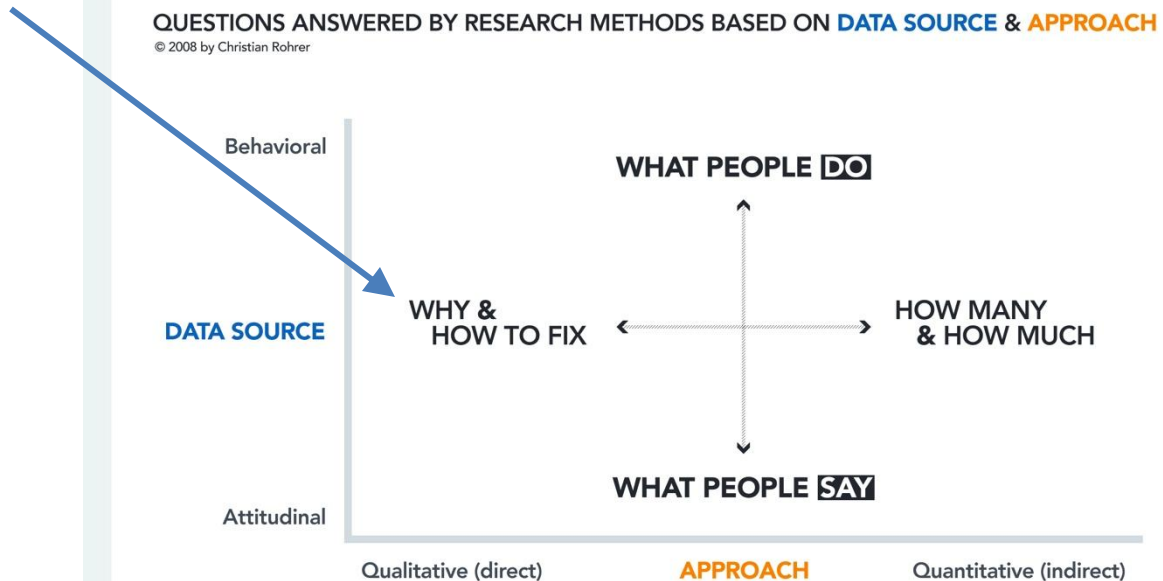1 PMO Director
1 Executive
Has visited PMI.org in past two weeks
Has actively looked for PM related business services

Appendix

Methodology

QUESTIONS ANSWERED BY RESEARCH METHODS BASED ON **DATA SOURCE** & **APPROACH**
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Behavioral

WHAT PEOPLE DO

DATA SOURCE   WHY & HOW TO FIX   ←→   HOW MANY & HOW MUCH

WHAT PEOPLE SAY

Attitudinal

Qualitative (direct)   **APPROACH**   Quantitative (indirect)

Appendix

Methodology

RESEARCH METHODS BY **DATA SOURCE** vs. **APPROACH** vs. **CONTEXT OF PRODUCT USE**
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