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**To the PMI Belgium 2009-2010 board**

Dear PMI Board Member,

As you probably may know, in June 2007, I received the Research Collaboration Funds from PMI Belgium which helped me to fund parts of my research project titled "Measuring the influence of performance measurement techniques on the project control accuracy". Thanks to this initiative and the funds I was able to buy extra computer power to set up a huge and computational extensive computer experiment which allowed me to investigate a large number of project files under various assumptions.

A year later, I was the winner of the prestigious IPMA Research award 2008 at the 22nd World Congress in Rome (Italy) for the research study project "Measuring Time — An Earned Value Simulation Study". Obviously, the PMI Belgium funds can be seen as the trigger for this extensive research project. During the presentation in Rome, I explicitly mentioned the PMI Belgium contribution as the foundation of this research project.

The study has resulted in a book, international peer-reviewed papers (3 academic papers and 1 book chapter) and various papers in the more popular press (mainly in The Measurable News), each time mentioning the Research Collaboration funding of PMI Belgium (see appendix). More papers are in review and will hopefully be accepted in recognized peer-reviewed academic papers.

At the beginning of this year (2010), my book "Measuring Time: Improving Project Performance using Earned Value Management" was finally introduced on the market. With this book, I hope I am able to summarize the work I have done throughout the past years and to stimulate further research efforts in this field. For more information on the new book, see [www.or-as.be/measuringtime](http://www.or-as.be/measuringtime).

With this letter, I would like to thank all board members of PMI Belgium for the support they have given me during the research project by funding parts of it and by showing interest in the research topic. I hope I can rely on PMI Belgium in the (near) future by promoting my book and all future research to the Belgian audience, by promoting the newcoming EVA-Europe event in Ghent ([www.eva-europe.eu](http://www.eva-europe.eu)), and maybe by funding future research projects done by my research group. I believe that I was able to fully satisfy the request expressed by Stephan Vandevoorde when he said "now that you have the money, we are looking forward to the deliverables".

Best regards,

Mario Vanhoucke

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## **Appendix: Publications as a result of the research project partly funded by PMI Belgium (on January 2010)**

### **Peer reviewed academic papers**

Vandevoorde, S. and Vanhoucke, M., 2006, "A comparison of different project duration forecasting methods using earned value metrics", *International Journal of Project Management*, 24, 289-302.

Vanhoucke, M. and Vandevoorde, S., 2007, "A simulation and evaluation of earned value metrics to forecast the project duration", *Journal of the Operational Research Society*, 58, 1361–1374.

Vanhoucke, M., 2009, "Using activity sensitivity and network topology information to monitor project time performance", to appear in *Omega - International Journal of Management Science*.

### **Book chapter**

Vanhoucke, M., 2009, "Static and dynamic determinants of earned value based time forecast accuracy", in: *Handbook of Research on Technology Management's Planning and Operations*, 361-374.

### **Popular press**

Vanhoucke, M. and Vandevoorde, S., 2007, "Measuring the accuracy of earned value/earned schedule forecasting predictors", *The Measurable News*, Winter, 26-30.

Vanhoucke, M., 2008, "Project tracking and control: can we measure the time?", *Projects and Profits*, August, 35-40.

Vanhoucke, M. and Vandevoorde, S., 2008, "Earned value forecast accuracy and activity criticality", *The Measurable News*, Summer, 13-16.

Vanhoucke, M. and Vandevoorde, S., 2009, "Forecasting a project's duration under various topological structures", *The Measurable News*, Spring, 26-30.

Vanhoucke, M., 2010, "Measuring Time: An earned value performance management study", *The Measurable News*, 1, 10-14.

### **National publications**

Vanhoucke, M., 2006, "Waarschuwingssystemen: veel te vroeg of net te laat?", Inleiding hoofdstuk "Technologie, productie en informatica", *Management Jaarboek*, 121-124.

Vanhoucke, M. and Vandevoorde, S., 2006, "Waar zit het tijdsaspect in een 'earned value'-meetsysteem?", *Management Jaarboek*, 131-137.