Salesforce.com Adaptive Delivery Methodology & Lifecycle

Ketan Karkhanis
Director, Technology Program Management

in/ketankarkhanis

What is ADM?

ADM (Adaptive Delivery Methodology) is an Agile discipline that is specific to salesforce.com. It employs Scrum project management framework, adopts certain extreme programming practices and is based on lean principles.

140+

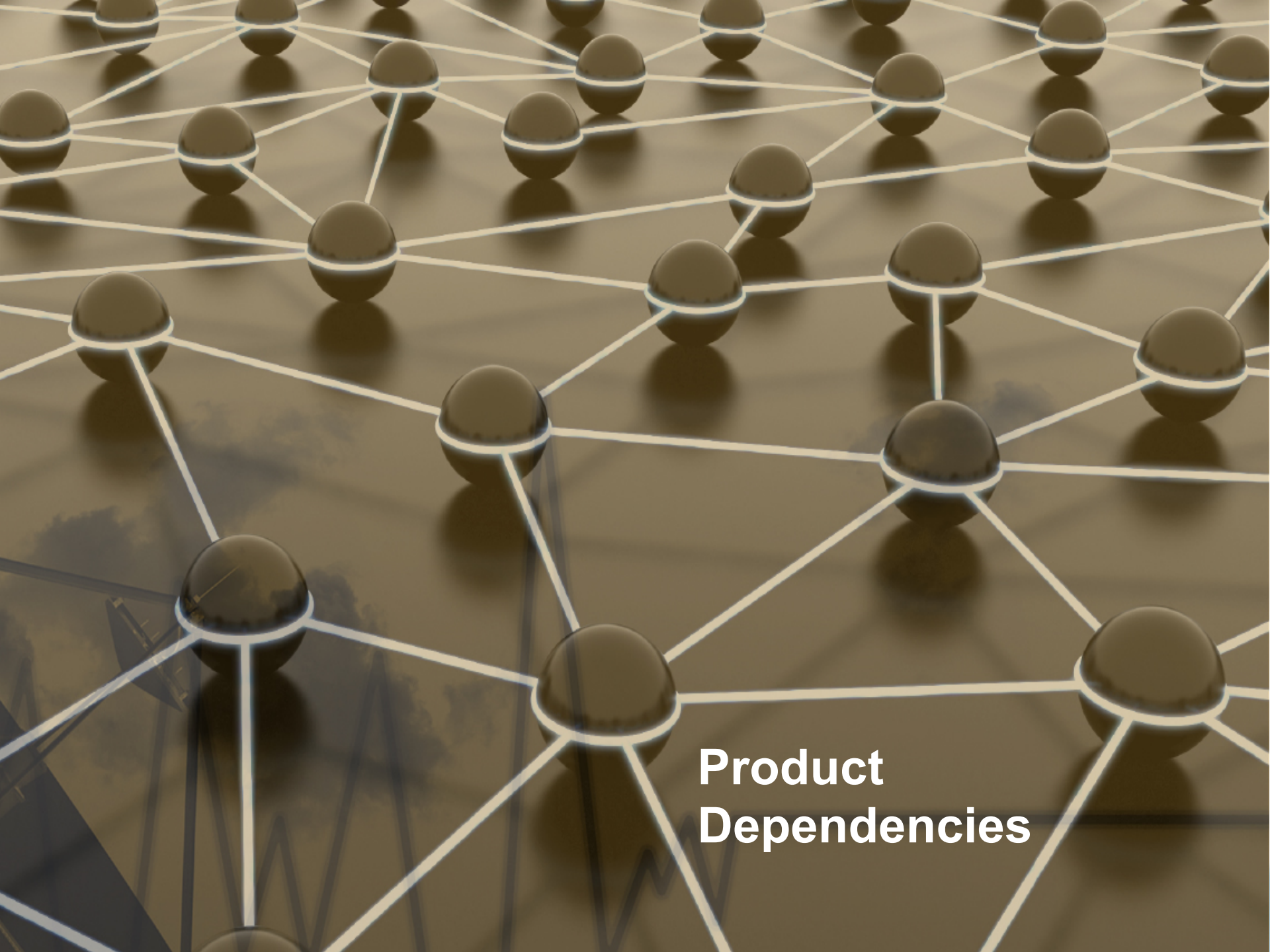
Scrum Teams @ Salesforce use ADM

Lets dive in !

Why ADM?

Incredible Growth ... Unpredictable Releases

Lack of Visibility

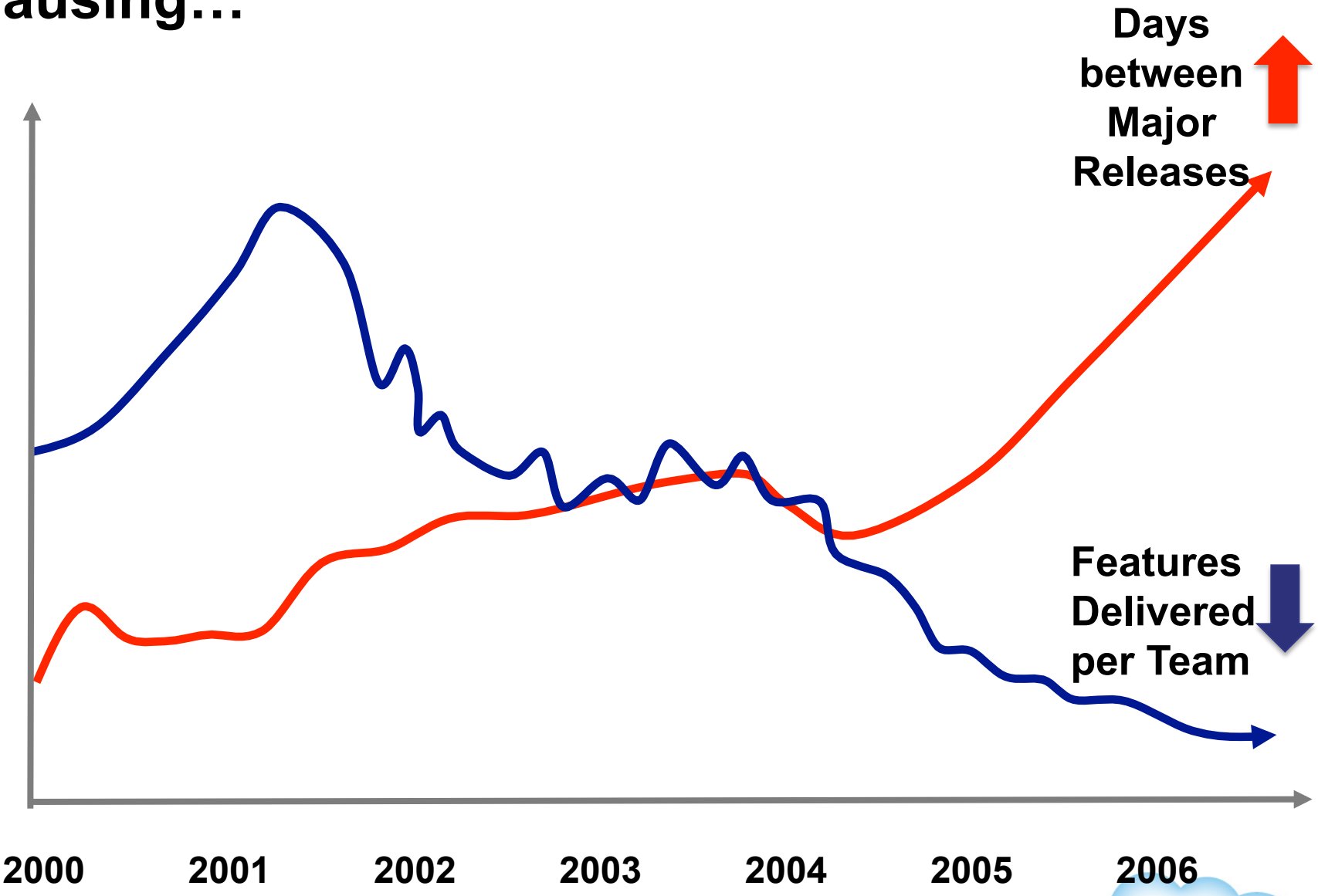

Product
Dependencies

Resource Bottlenecks

Changing Priorities

One
Codeline

Causing…


Days between Major Releases
Features Delivered per Team
2000
2001
2002
2003
2004
2005
2006

Back to What Worked & Scale for the Future

What is ADM?

1
Eliminate Waste

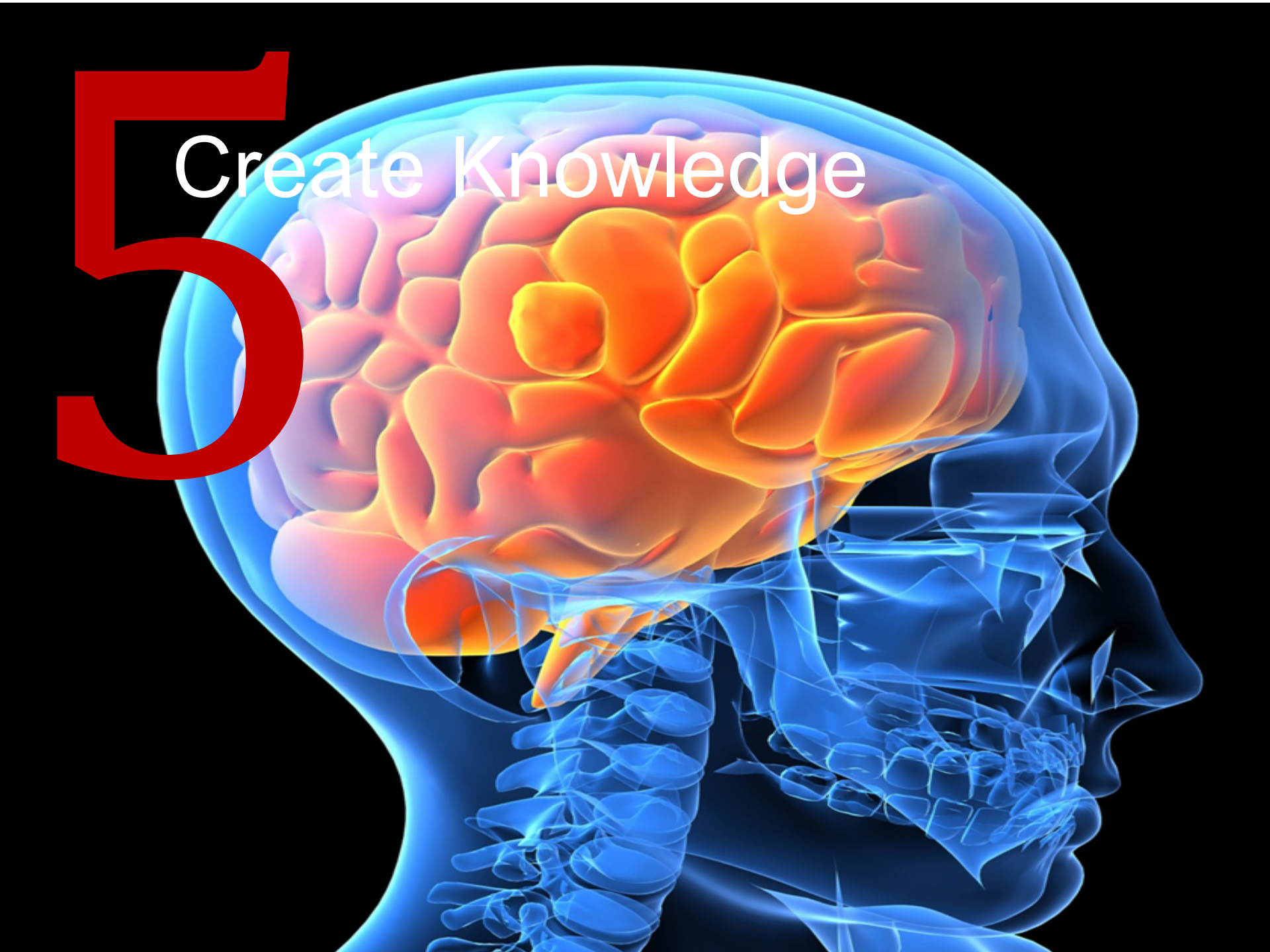
2 Build Quality In

3
Respect People

Optimize the Whole

4

5 Create Knowledge



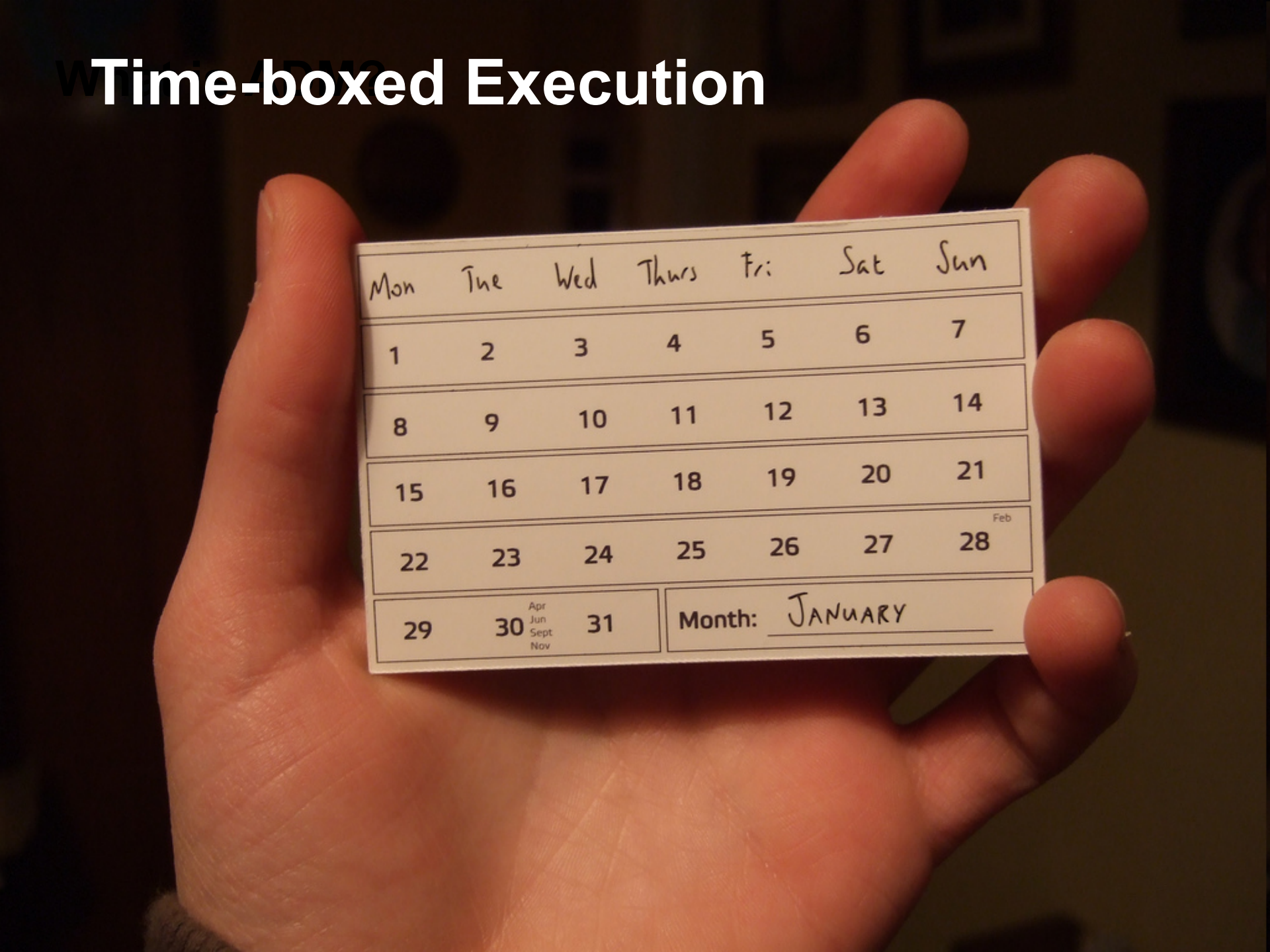
6 Just-in-time Decisions

Deliver Fast
7

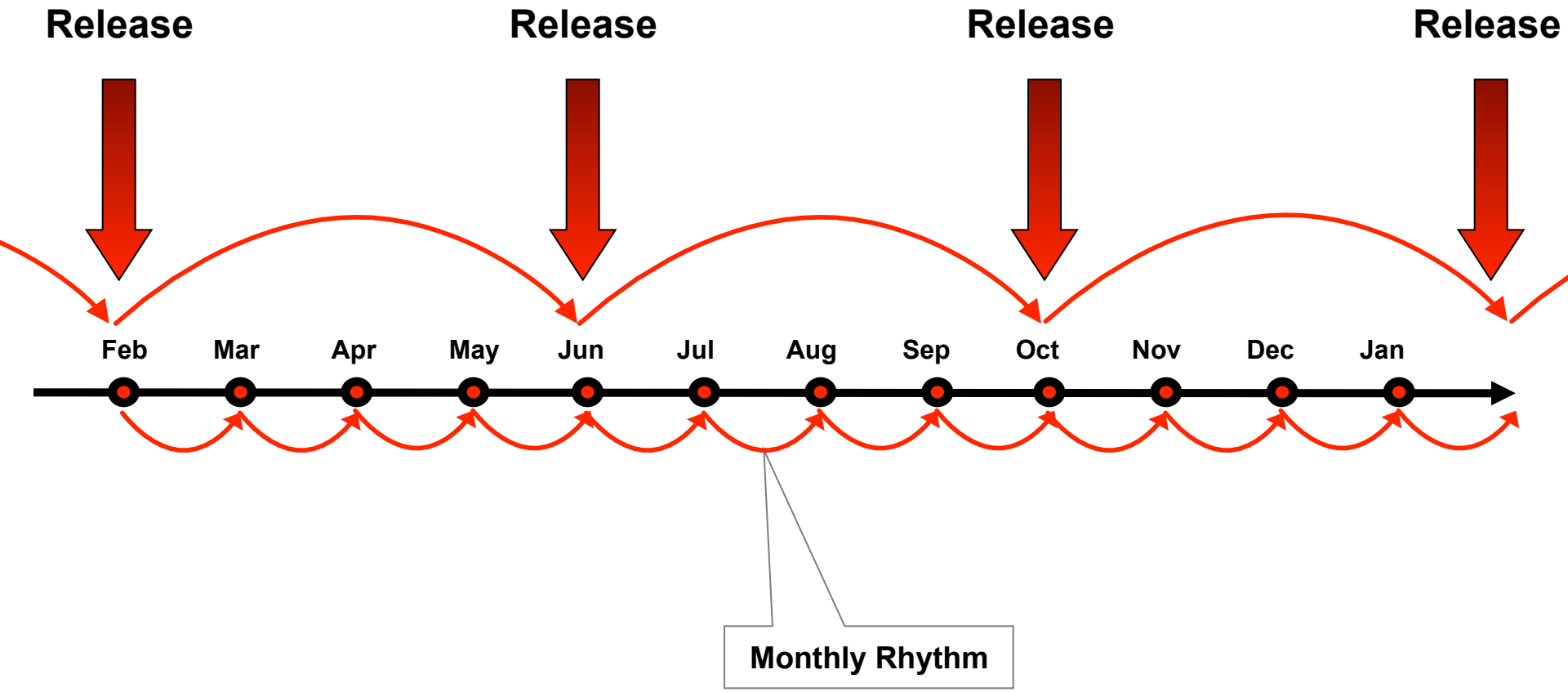
ADM Value Proposition

How do we do it?

Time-boxed Execution



ADM Release Rhythm & Release Cadence



Transparency

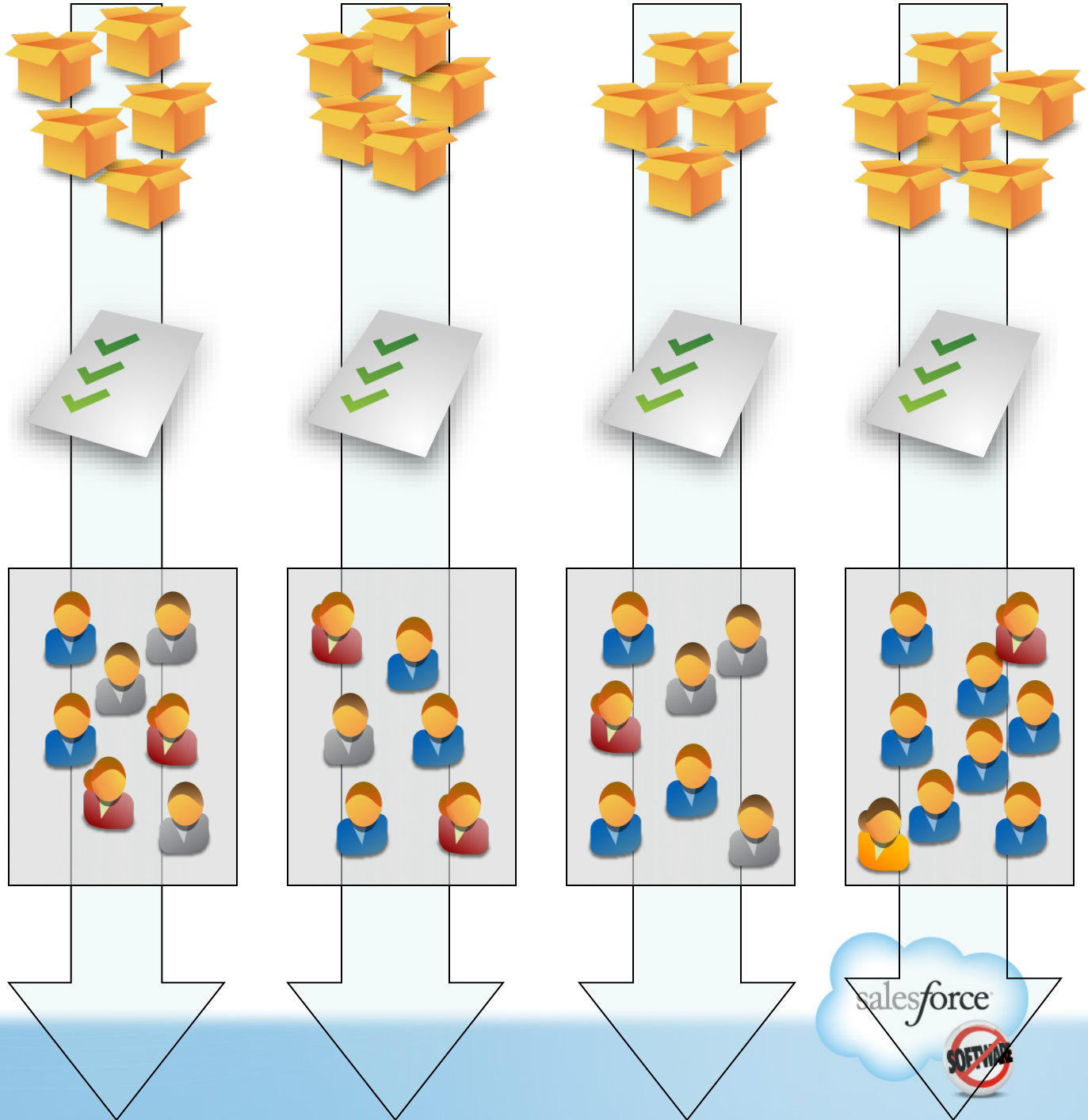
Roadmap Planning - 3X/year

Features

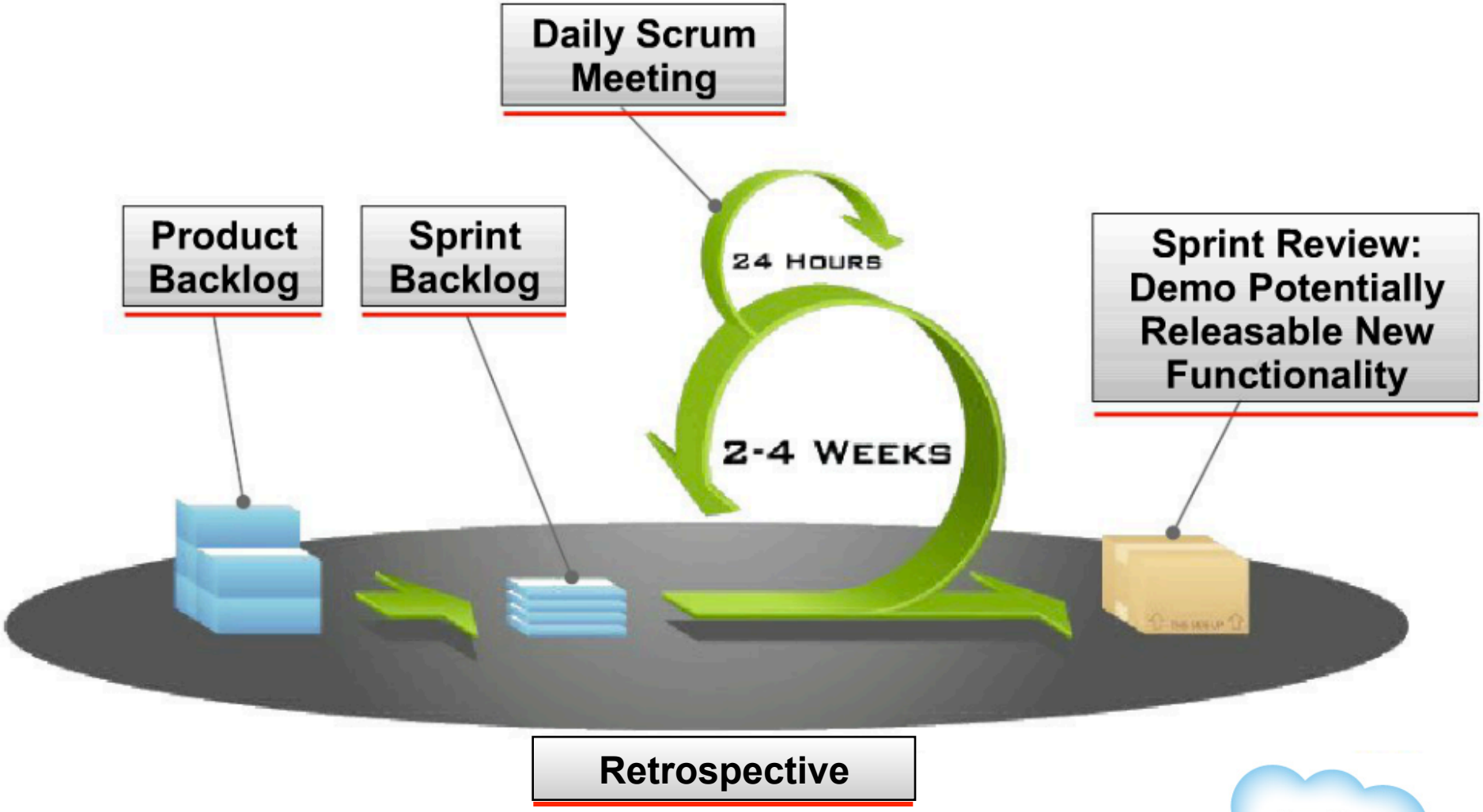
Prioritized Backlogs

Self-organized Scrum Teams

(x-functional dedicated Dev, QE, UE, Doc, Perf, PO, SM)

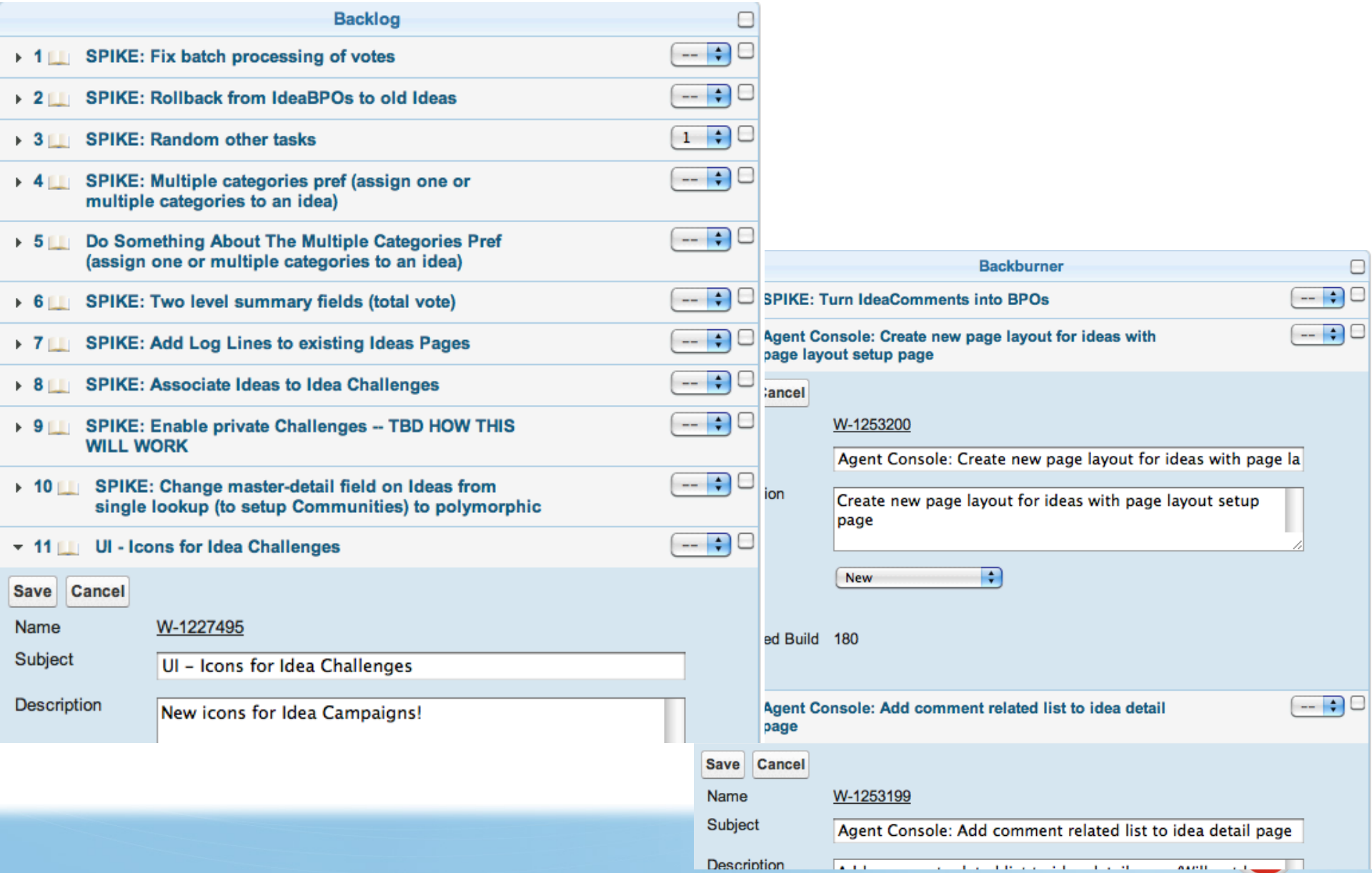


ADM/SCRUM Lifecycle



Priorities

Prioritized Product Backlog



Daily Verbal Collaboration

Monthly Sprint Reviews

Create a
Single
Definition
of Done

TRUST is our # 1 Value

Build Quality Into everything we do

Single definition of Done. In ADM Quality is built into the product every day rather than at the end of the release.

Quality includes all aspects of the product functionality (correctness, performance, scalability, usability, usefulness of functionality)

All Quality and Testing activities are done incrementally and synchronized with all software development (test planning, automation, execution, code reviews, etc.)

Automated Test development and execution are key to the success of agile development

Incremental feedback after each sprint is also crucial for success

Stop the codeline
when test failures are too high

Continuously Release-able

- ✓ 100,000+ automated functional tests run on every checkin
- ✓ 70%+ code coverage across the breadth of the service
- ✓ 99%+ standard passing rate target everyday
- ✓ Dedicated Build Master responsible daily management of build and automation results
- ✓ Automated tests built and passing before checkin

ADM delivers Innovation

- Team Empowerment
  - Build powerful, small, cross-functional scrum teams
  - Empowered to decide “what & how”
- Build Quality In
  - Debt free Automation = 100K ftests, 99% passing every day
  - Continuous Build & Integration = continuously releasable
- Eliminate Waste
  - Everything is Prioritized – only build top customer needs
  - Continuous Improvement after every iteration

ADM delivers Innovation

- Just-in-time Decisions
  - Make decisions at the last possible responsible moment
  - Decisions based on latest, rich, relevant knowledge
- Transparency
  - Daily team engagement, Monthly public Sprint Reviews
  - Continuous valuable feedback, product improvement, recalibration
- Deliver Fast
  - Build features in small increments
  - Fail Fast = Deliver quickly for immediate feedback

Adaptive Delivery Methodology