

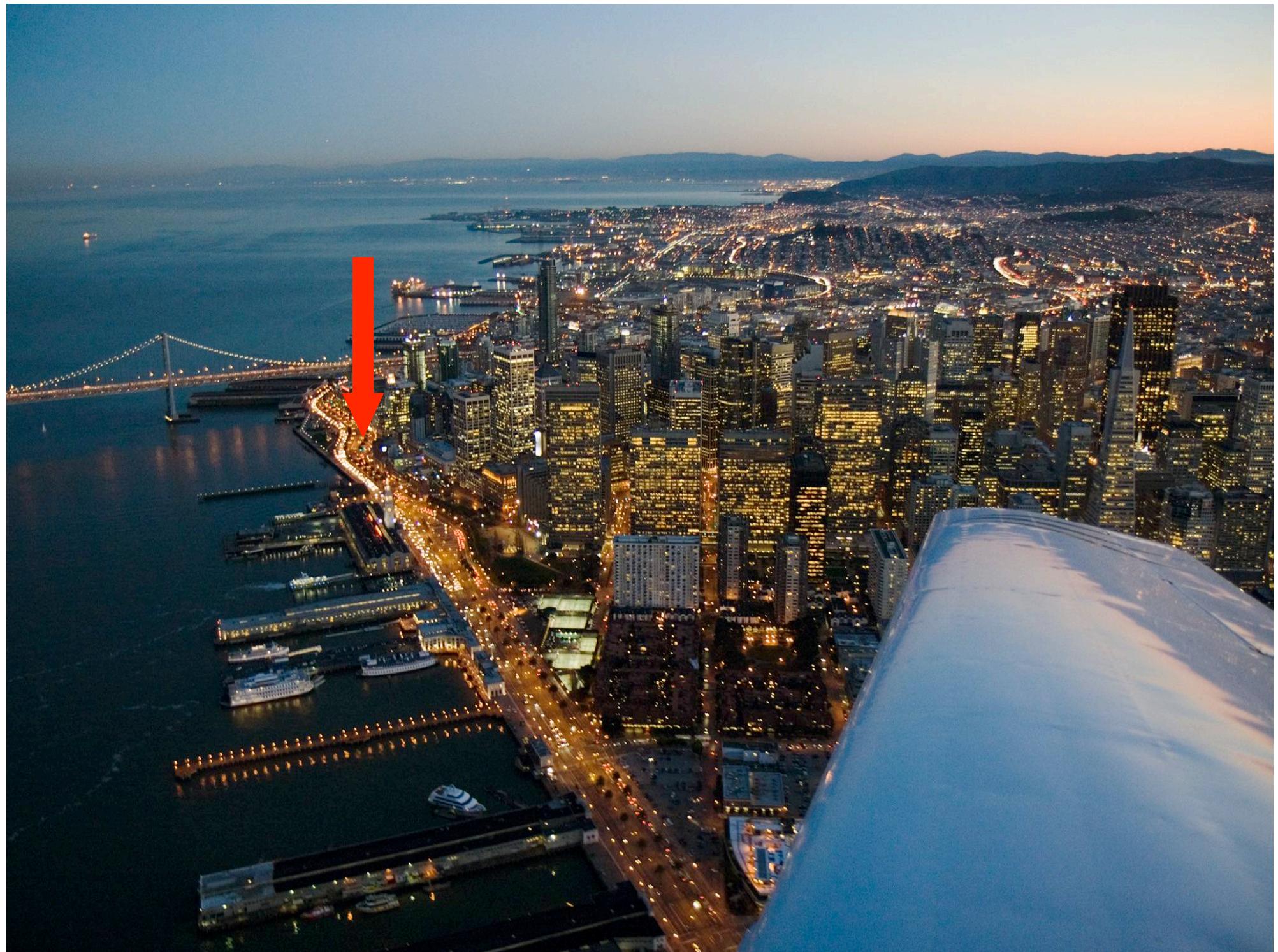
YEAR OF LIVING DANGEROUSLY

How Salesforce.com delivered Extraordinary Results through a “Big Bang” Enterprise Agile Revolution

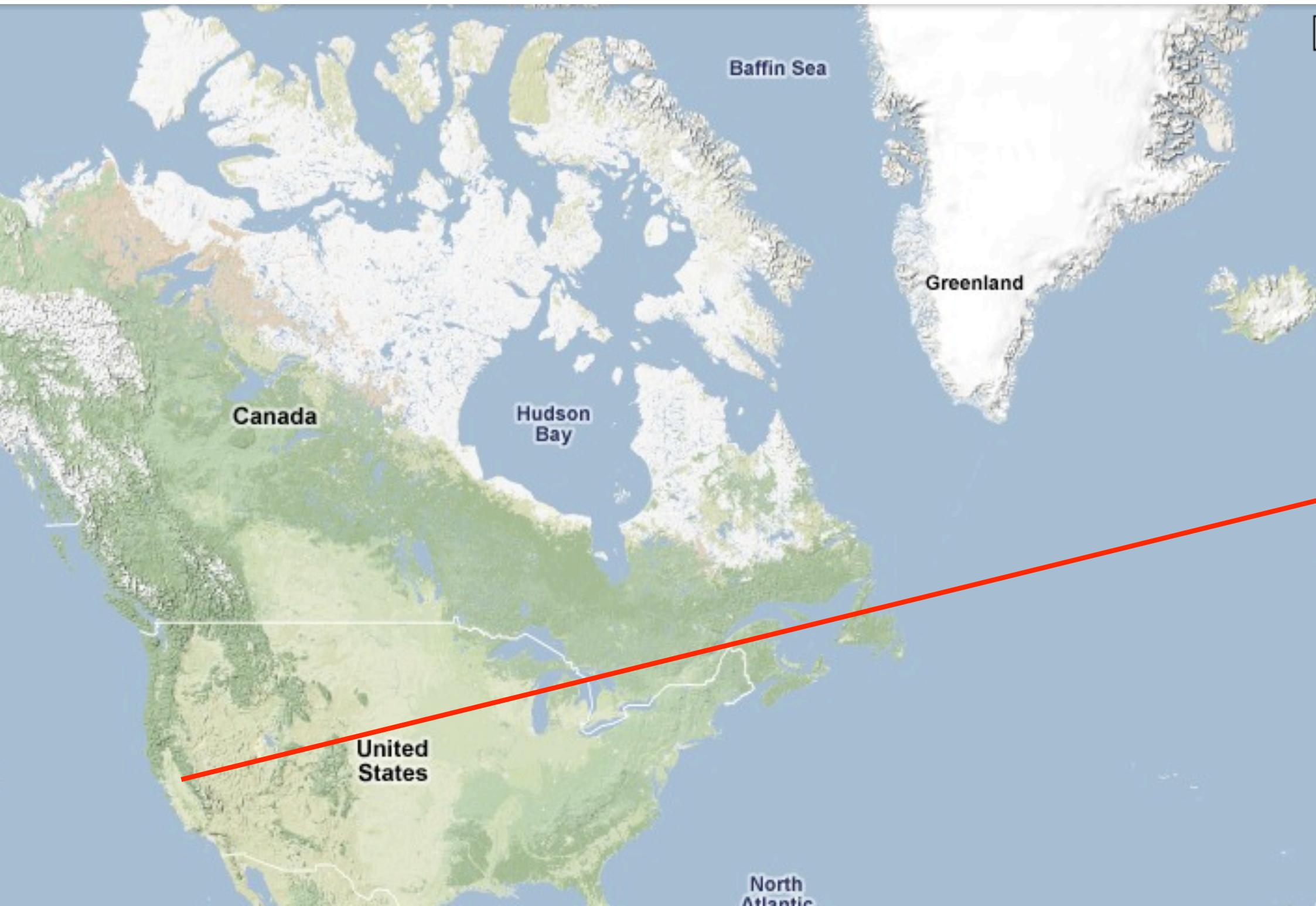
Scrum Gathering, Stockholm
October 2008

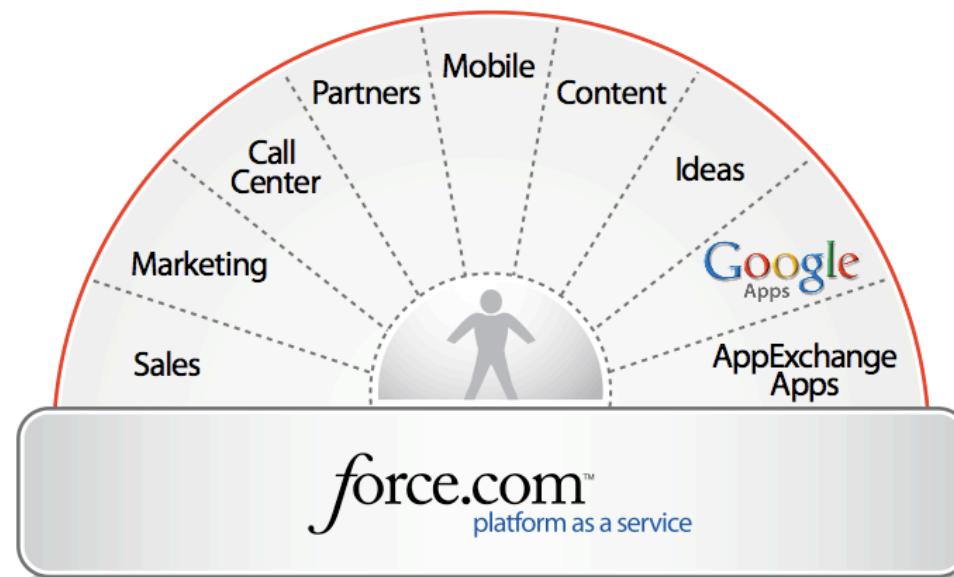
Steve Greene | Chris Fry









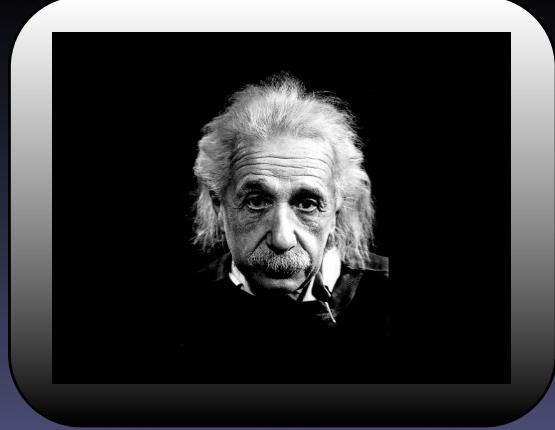


A little history...

from the beginning

3

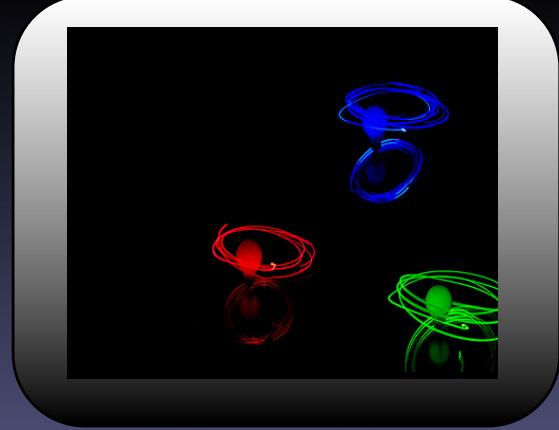
Number of people in R&D



smart



fast



innovative

4

Number of Major Releases per year

7 years later

rapid success

49,600+

Customers

1,100,000

Subscribers

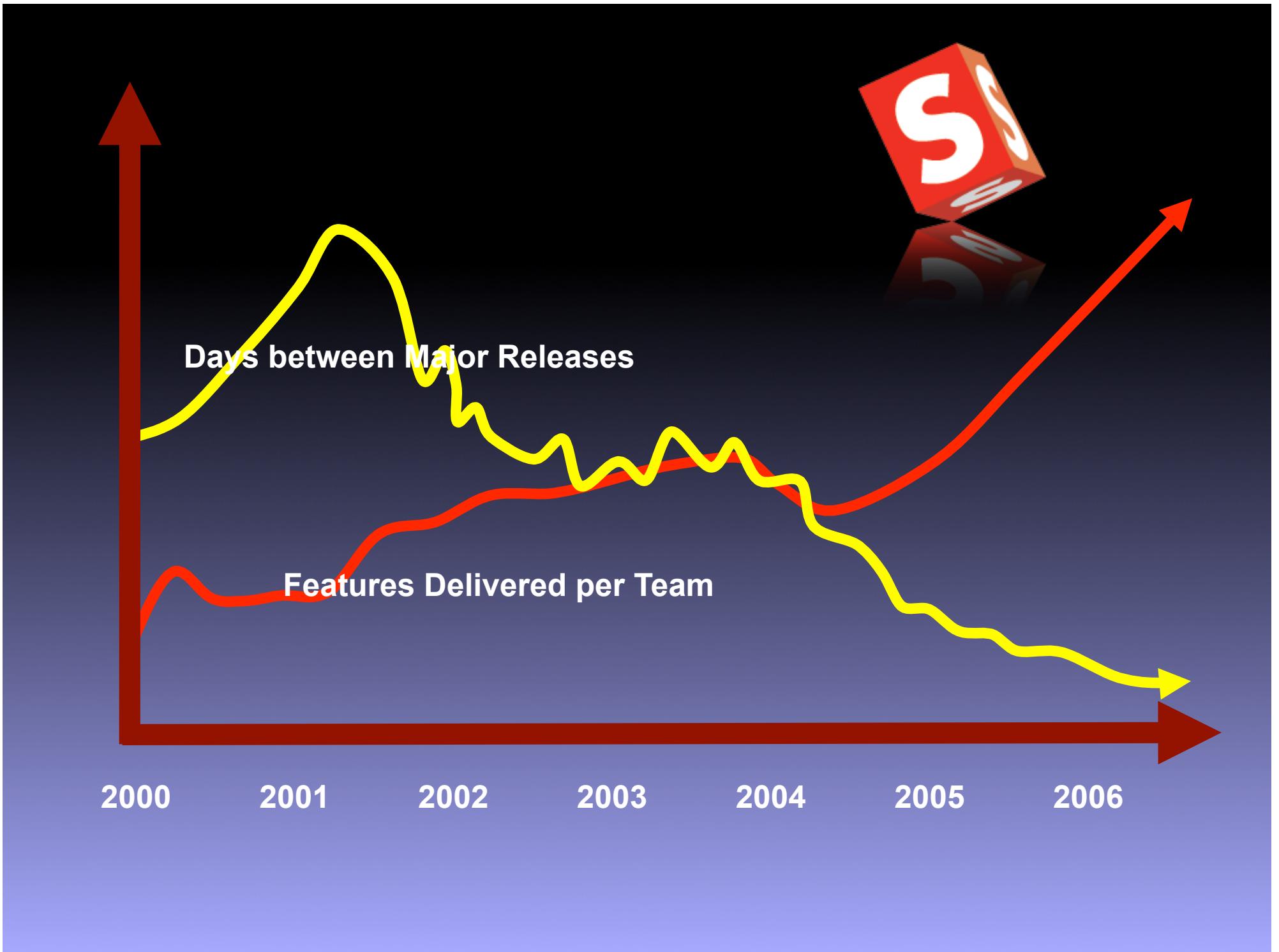
150 Million

transactions per day

500+

people in R&D

it was getting more difficult to deliver



1

Number of Major Releases in 2006

Why?

Lack of visibility



Resource Bottlenecks



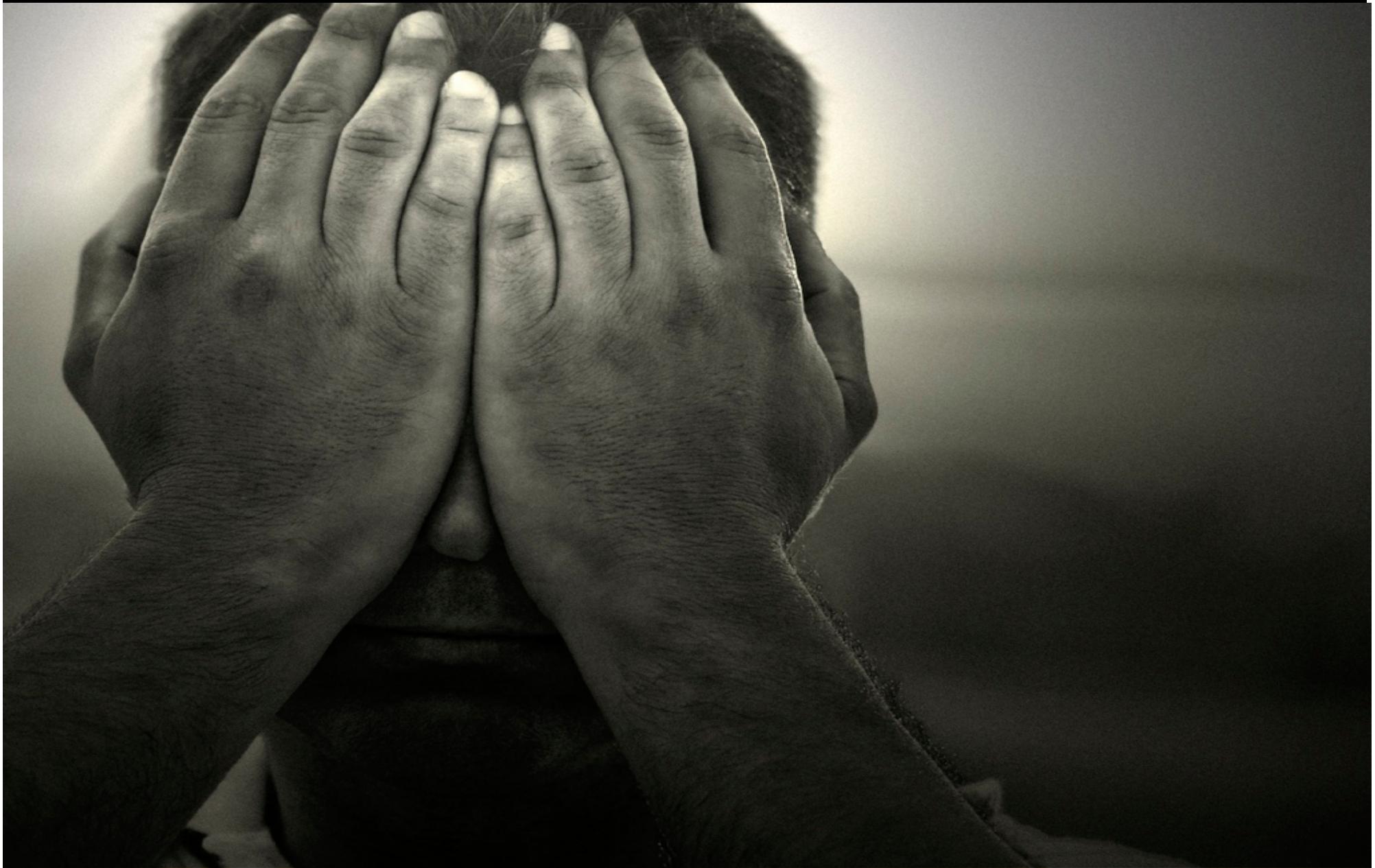


Unpredictable release dates

Lack of responsiveness, lack of team alignment on priorities



Unhappy customers





Gradual
productivity
decline as the
team grew

**What did we do
about it?**

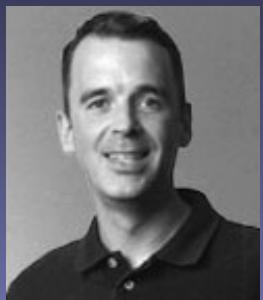
Major enterprise-wide Agile Transformation to ADM

in just 3 months

+

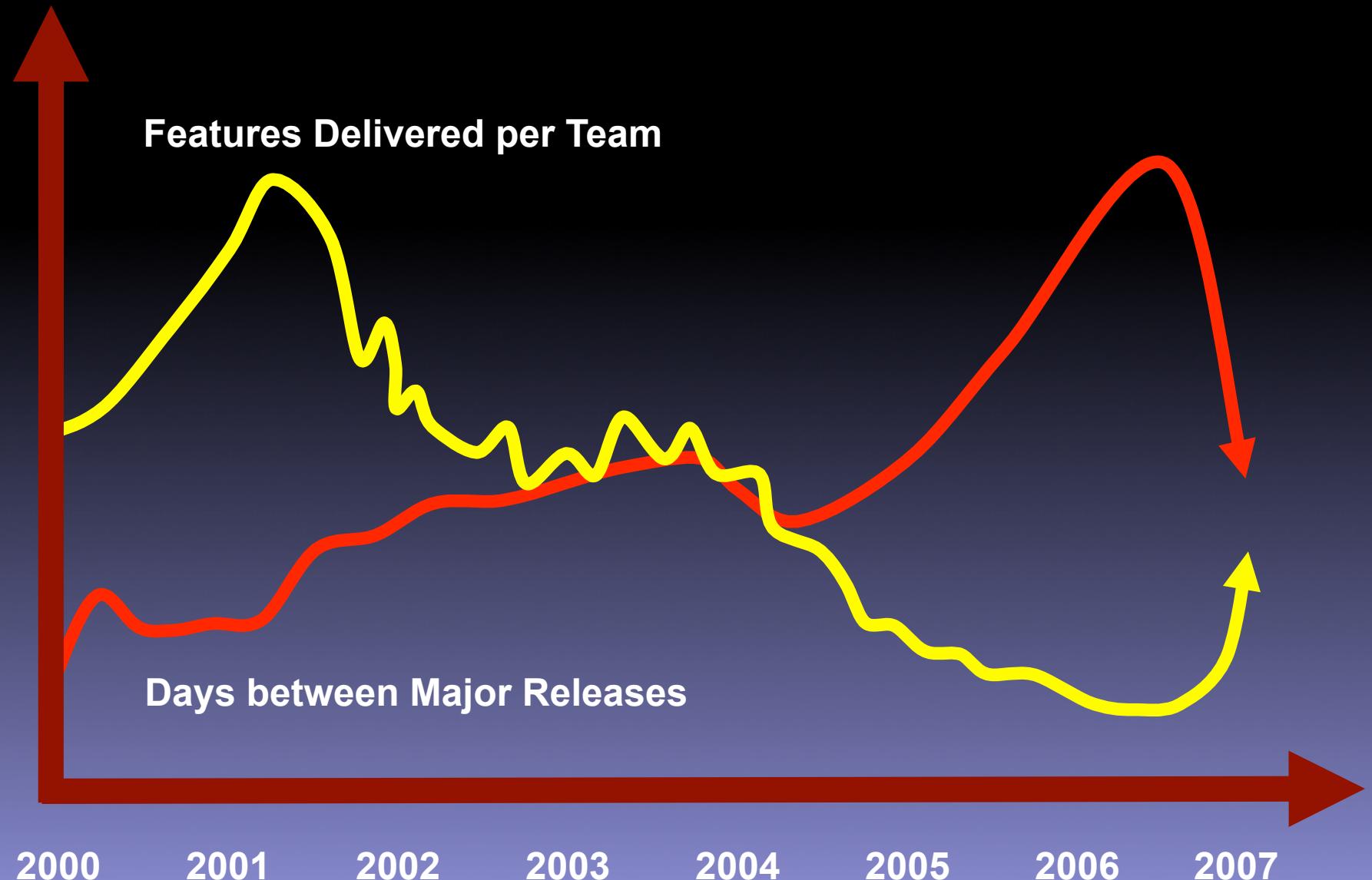
**another 18 months of
continuous improvement**

“ I knew we needed radical change to get us back on track to regular releases and agile delivered,”

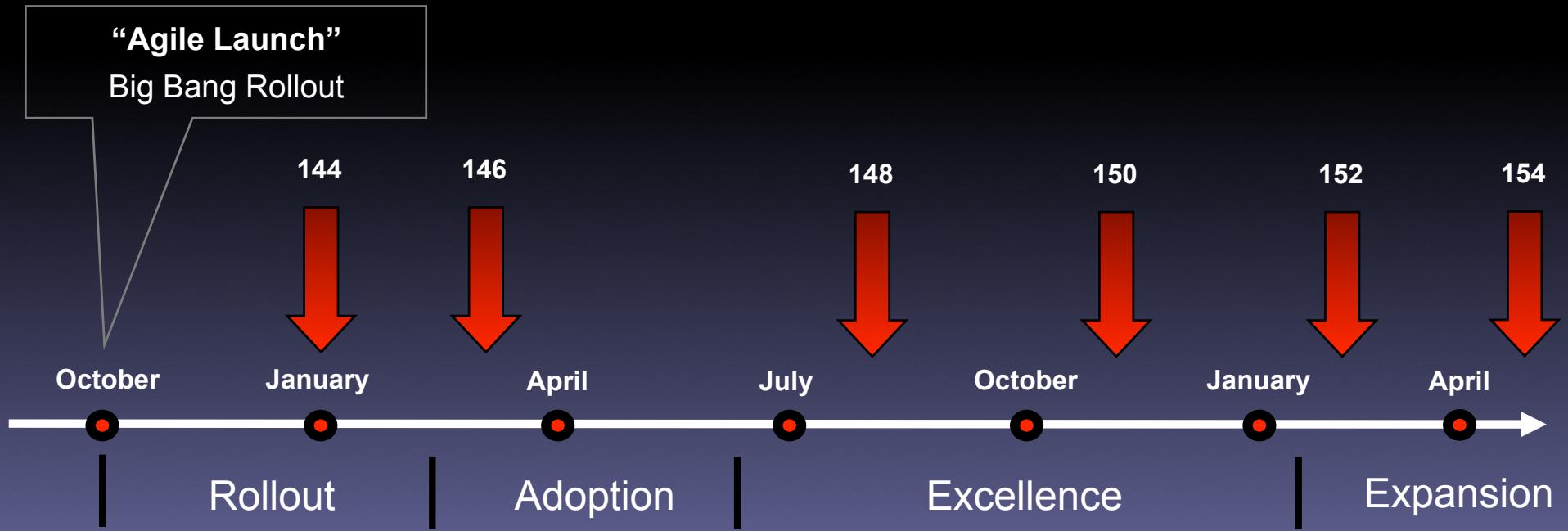


Parker Harris
*Founder and Executive Vice President, Technology
Salesforce.com*

Transformation Results



Agile Transformation Timeline



Customers



Our customers are happy...

**“ Agile has delivered total visibility, total transparency
and unbelievable productivity... a complete win! ”**



Steve Fisher
*Sr. Vice President, Platform Product
Management*
Salesforce.com



On time delivery?

Last waterfall release



156



154



152



150



148



146



144



No really.
Every agile release has been deployed on-time
(down to the exact minute)

“ Since implementing our iterative development methodology which enables us to deliver more frequent releases, we have seen statistically significant improvements in our satisfaction scores across our service attributes from our features to our platform.



Wendy Close
Salesforce Customer Satisfaction Survey
Sr. Manager Product Marketing
Salesforce.com

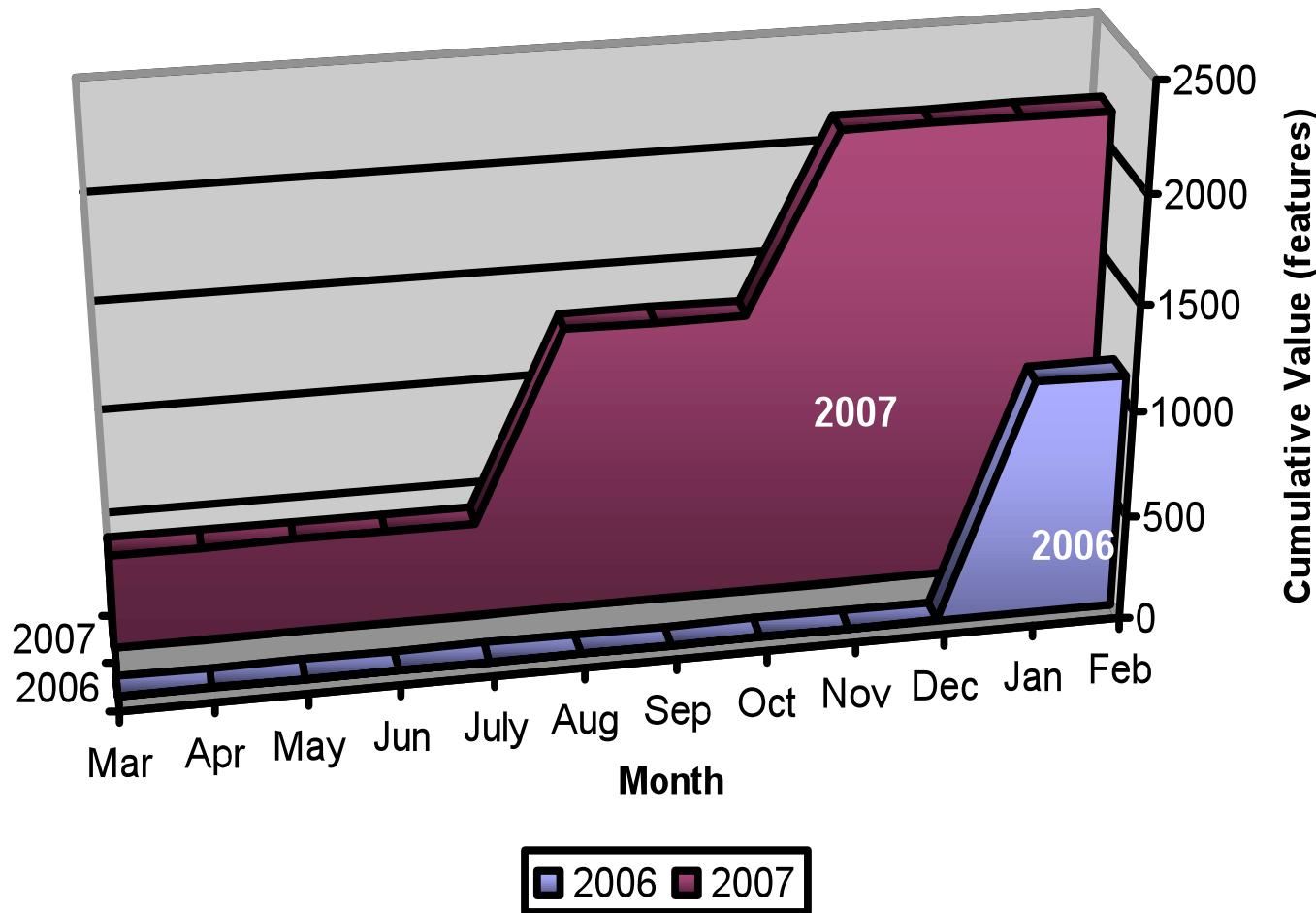
(Source: Salesforce.com Relationship survey, conducted by independent third party CustomerSat Inc., July 07 and Feb. 08. Sample size equals 4000+ randomly selected worldwide respondents from all size companies and industry sectors.)

94%
% of customers that indicate they definitely or
probably will recommend salesforce.com to others

* Source: *Salesforce.com Relationship survey*

+61%
improvement in “mean time to release”
for major releases in 2007

Cumulative Value (features) delivered in Major Releases



+568%

+94%

Increase in feature requests delivered -
2007 v. 2006

+38%

Increase in feature requests delivered per developer - 2007 v. 2006

“Simple is better. With our agile approach to product development we've put our amazing people in charge. They work as a team to do the right thing for the customers, their fellow employees and our shareholders.”



Todd McKinnon
Sr. Vice President, Research & Development
Salesforce.com



Our teams are happier...

92%
of respondents believe ADM is an effective
approach for their scrum teams

88%
of respondents believe the quality of our products
have improved or stayed the same

** 51% say our quality has improved*

89%

of respondents are having the “best time” or a
“good time” at Salesforce

* 49% improvement from pre-ADM

94%
of respondents would recommend ADM to their
colleagues inside or outside Salesforce



What is it and how did we do it?



What is ADM?



ADM is a modified Scrum/XP style of product development that is specific to Salesforce. It employs Scrum project management framework, adopts certain XP practices and is based on lean principles.

What is ADM?



Lean	Self-organizing	Continuous integration
Agile	Time-boxed	Self-correcting
Ftest - Selenium	Re-factoring	
Transparent	Collective Code Ownership	User stories
Code Reviews	Iterative	Just-in-time
Early feedback	Predictable releases	Debt free
	Always Potentially Releasable	



Launched organizational
change program



Created a dedicated, cross-functional rollout team



Everyone jumped in together



Positioned as a return to our
core values



KISS

Listen to your
customers



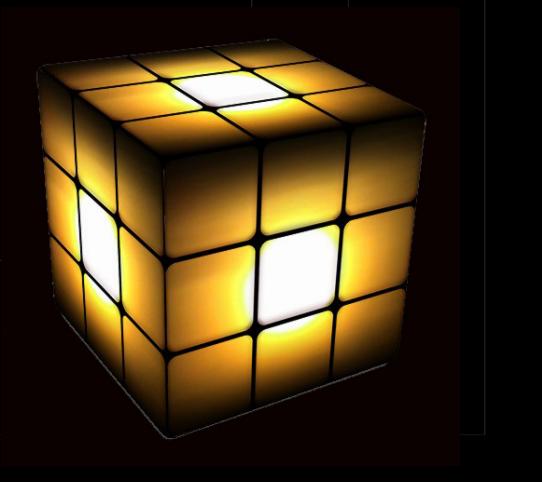
Iterate





Distributed Ken Schwaber's Agile book

Developed 2-hour Agile overview



Sent 30 ScrumMasters to ScrumMaster
Certification

Sent 35 Product Managers to Product
Owner Certification



Created weekly ScrumMaster and Product
Owner forums



ADM Adaptive Development Methodology

S

[Home](#) | [XP](#) | [Lean](#) | [Getting Started](#) | [FAQ](#) | [Glossary](#) | [Books](#) | [Video](#) | 148 | 150 | ADM Team
UPDATED: 2007-07-29 18:11



Latest News

- [Changes to Release Metrics Reporting](#)
- [Steve Greene and Chris Fry to speak at Agile 2007 Conference](#)
- [Scrumforce: New feature - "View Task by" + "View Chart by"](#)
- [Scrumforce: "Product Owner role assignment" bug fix + "Subscribe to all team stories" feature](#)
- [July Sprint Reviews, August 1-2, Location: TBD](#)
- [Target Build now Read Only in Bugforce](#)
- [Spring '07 ADM Survey results now available](#)
- [New ADM training deck launched](#)

New to Salesforce?
Welcome! Now get busy. Your teams are moving fast so you'll want to get your ADM "chops" quickly! Get started [here](#) with a step-by-step tutorial.

What is ADM?
Check out the [methodology](#) that has given us more predictability, velocity and revolutionized the way we work.

Why ADM?
Find out the history of the Salesforce Technology Team and [why we moved to an agile world](#).

What is Agile?
Get a quick overview of Agile from one of the founders of Scrum Ken Schwaber.


Ken Schwaber

[Watch Video](#) - 9:23

Learn & Adapt: Tri-tip Spectacular! [\[+ New!\]](#)
See our [highly competitive over-achievers get scrummy](#) on some whole (unsliced) Char Roasted Tri-Tips from Buckhorn...ohm...face-first, of course.

Carnival of Agilists - 7/19/07! [\[+ New!\]](#)
Check out the latest edition of [the rotating agile blogroll](#) guiding you to the active voices in the agile community.

This Page Intentionally Left Blank
People are often uncomfortable that Scrum doesn't prescribe how to deal with everything you need to know to do your job. Check out what it means to [let the team make their own decisions](#) - good or bad!

The 50 Who Matter Now
Business 2.0 has compiled an unabashedly subjective list of people, products, trends, and ideas that are transforming the world of business. Sure, Larry & Sergey are #1 but [Agile Software Development comes in at #18!](#)

Velocity: The Path to Predictability
Check out your team velocity for 148 [here](#). It might be tempting but don't compare teams: your velocity is relative to your team only!

Beyond Test Driven Development: Behavior Driven Development
TDD has become quite well known and many developers are getting benefit from the practice. But it is possible that [we can get even more value through BDD](#).







X|Google

About ADM

- [Home](#)
- [What is ADM?](#)
- [What is Scrum? \[+ New!\]](#)
- [Just the Facts \[+ New!\]](#)
- [Lean Principles](#)
- [Extreme Programming \(XP\)](#)
- [ADM Team](#)
- [ADM Future \[+ New!\]](#)
- [Scrum Music](#)
- [Fossa - ADM Mascot](#)

Getting Started

- [New to ADM?](#)
- [Scrum Overview](#)
- [Principles](#)

Training & Events

August

- 1 Certified ScrumMaster - Jeff Sutherland, Sunnyvale CA
- 13 Agile 2007 Conference, Washington, DC
- 14 Certified ScrumMaster - Michael James, San Jose CA
- 29 Certified ScrumMaster - Chris Sterling, San Jose CA
- 29 Certified ScrumMaster - Dan Rawsthorne, Orange County CA
- 31 Product Owners: Drivers of Organizational Change - Dan Rawsthorne, Orange County CA

Best Practices

- [Daily Standup \[+ New!\]](#)
- [Roles](#)
- [ScrumMaster](#)
- [User Stories](#)
- [Release Planning](#)
- [Sprint Planning](#)
- [Scrum of Scrums](#)
- [Definition of Done](#)
- [Sprint Review](#)
- [Retrospective](#)
- [Integration Sprint](#)

Created internal, wiki-based website as a reference for team members

Just get started.

(the rest will come later)

Change isn't easy.

(get ready to be hated)

“Scrum doesn't account for the fact of the reality of the waterfall. You cannot deny this by superimposing scrum over it.”

“Management is not proactive as we wait for decisions from management. Scrum gives me the feeling that Big Brother is watching and monitoring everything we do...”

“It seems like we spend more time talking about scrum...than we spend time talking and working on salesforce.com.”

“In many ways, scrum seems like an inflexible, bureaucratic process akin to something at the Department of Motor Vehicles.”

“...ditch the stupid annoyingly dumb excel spreadsheet.”

They don't like us.

(and may never like us again)

Team is effective but
productivity is lower

“Stop trying to implement scrum, and look
at how many releases we can really do
in a year.”

Lack of innovation. No innovation. I can't innovate. I am at the
mercy of my product owner, who cares not for innovation, only
the chirpings of customers...

“We've managed to take a lightweight process
and attach enough ... to it to make it just as bad
as our previous process, good job!”

“Scrum does not meaningfully affect the team's
effectiveness; it is structure and process that often
distracts the team from their goal, and can be used to
micromanage the team.”

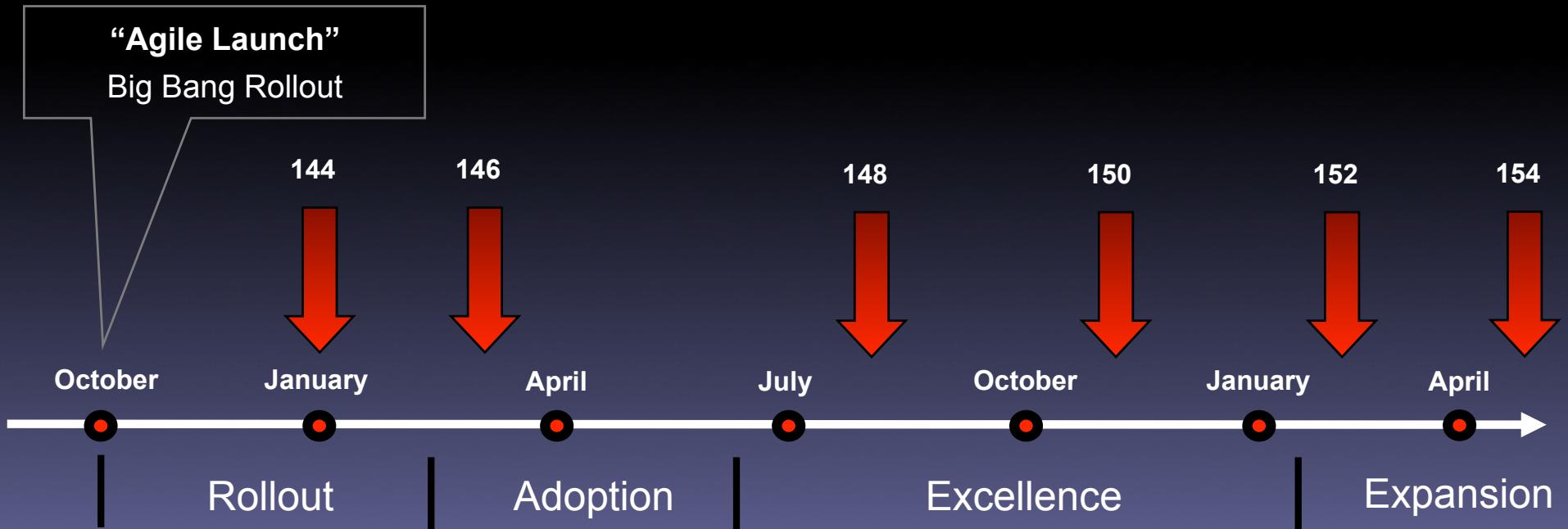
“The lingo is ridiculous”

But, they got over it.

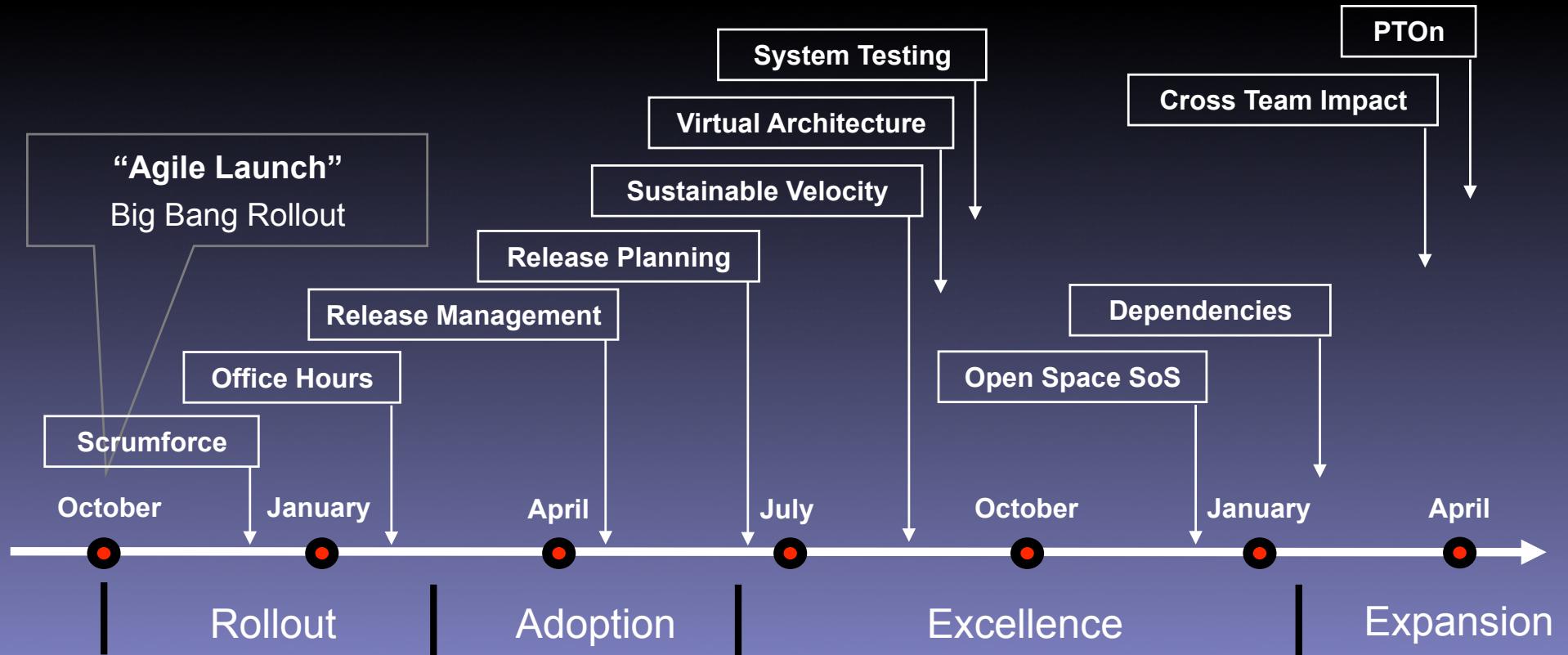
And. Finally. The rollout is over!
(but we're not done)

Now for the later stuff.

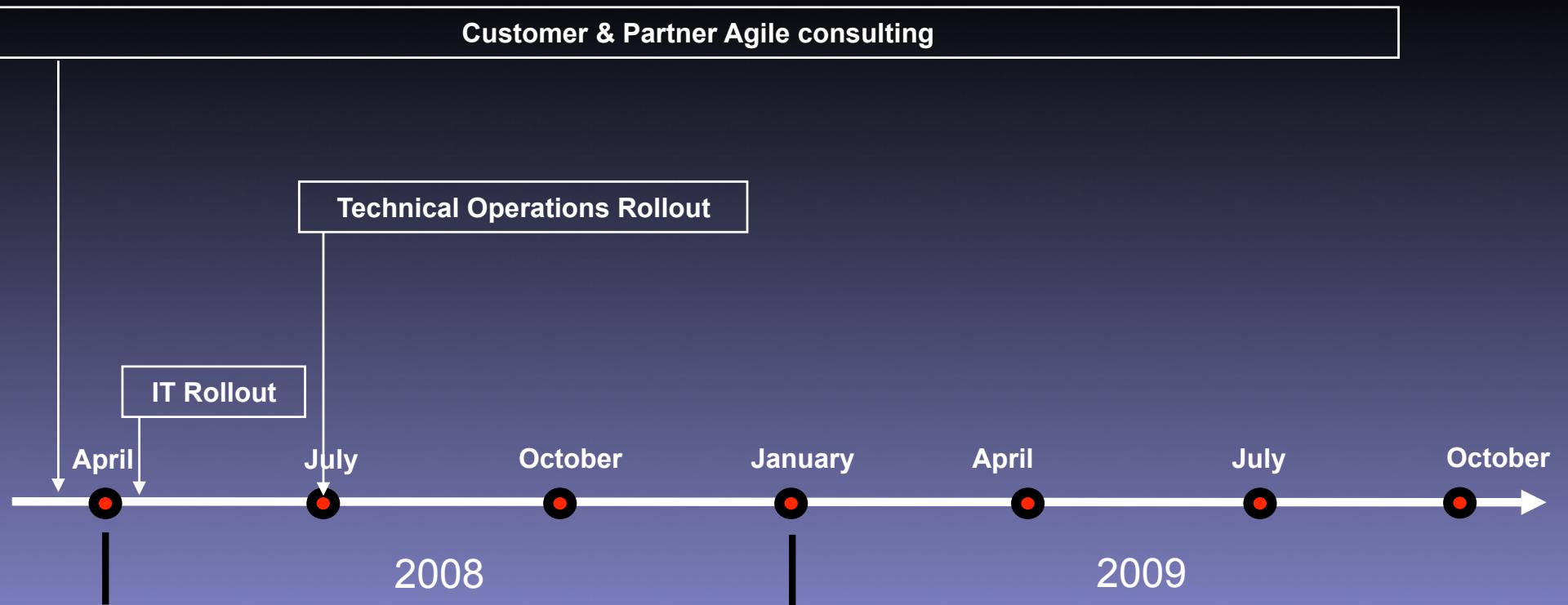
Continuous Improvement



Continuous Improvement



Continuous Improvement – Excellence & Expansion



Don't be like us.

(or what would we'd do differently)



Involve more individual contributors early



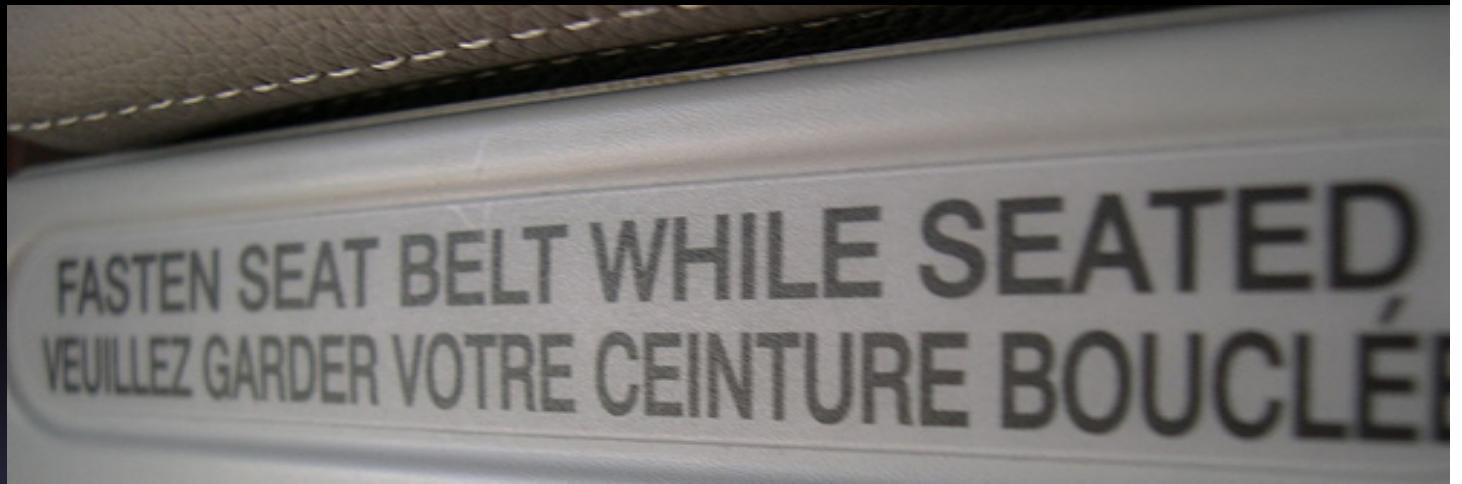
Train Product Owners earlier and with more intensity



**Get
outside coaching
earlier**



**Give key executives concrete deliverables
around the rollout**



**Be more clear about what the agile ‘rules’
are**

Keys to success?



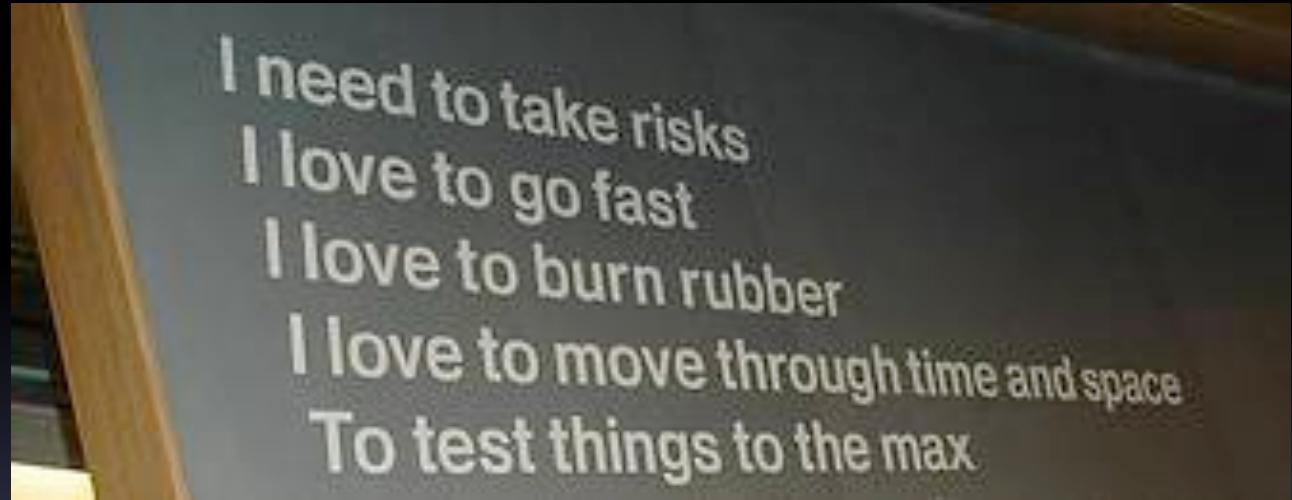
**Ensure executive commitment
to the change**

Focus on principles over mechanics



Focus on getting several teams to excellence

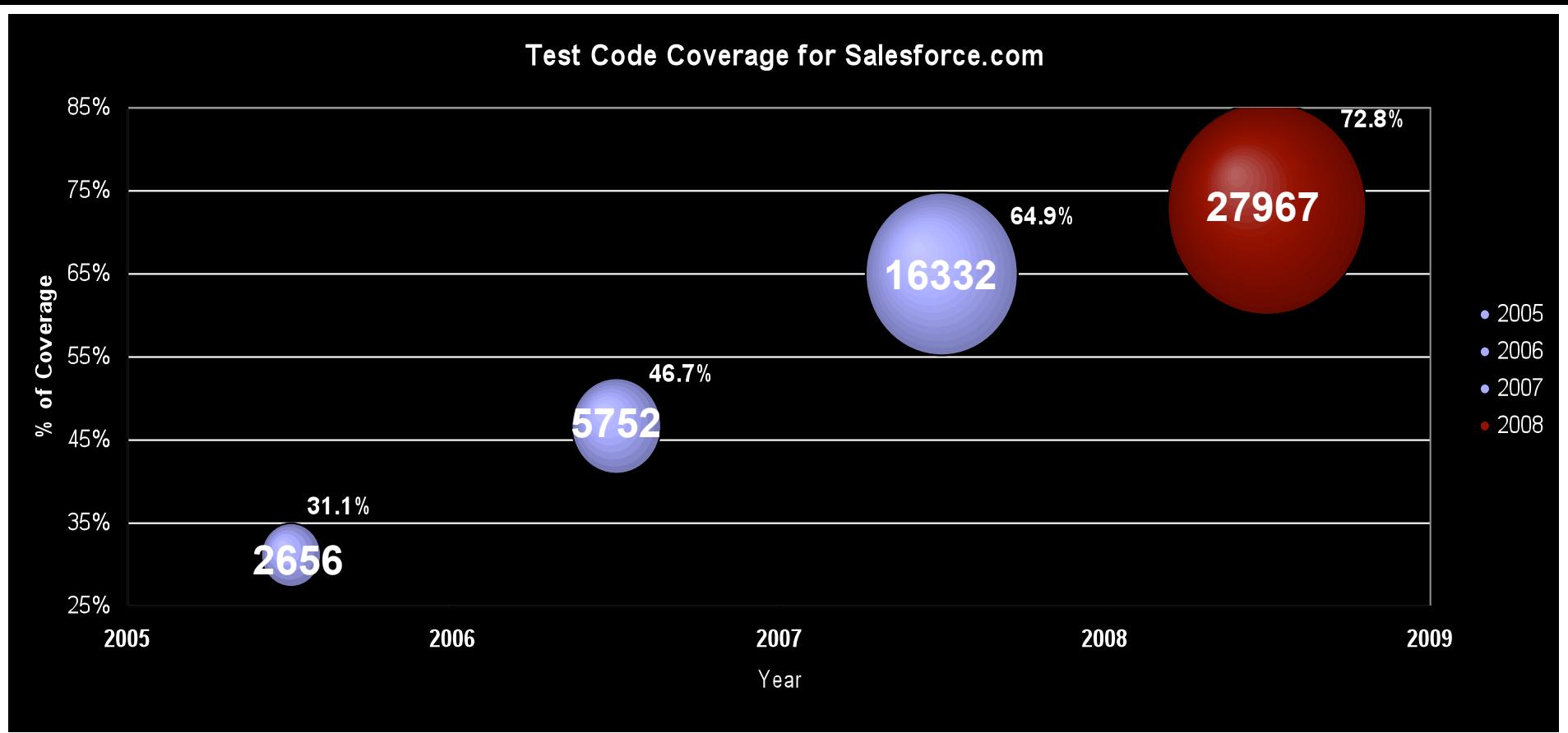




I need to take risks
I love to go fast
I love to burn rubber
I love to move through time and space
To test things to the max

Focus on automation

Automation



Automated Tests and Builds (Changelist View)								
Name	Description	@Changelist	Behind	Latest Test Success Rate	Unassigned Failures	Current Run Progress	Build Status	
150 - Winter '08 (Changelist View)								
150_basicftest	150 uteset & basicftest - 1 changelist per run	443229	5	↓ 99.43%	16	<div style="width: 82.61%;">82.61%</div>	✓	
150_ftest	150 ftest	443017	4	98.42%	0	<div style="width: 113.70%;">113.70%</div>	✓	
148 - Summer '07 (Changelist View)								
148_basicftest	148 uteset and basicftest - one changelist per run	443225	0	100.0%	0	<div style="width: 46.53%;">46.53%</div>	✓	
148_ftest	148 FTEST Oracle 10g	443092	1	99.87%	6	<div style="width: 54.04%;">54.04%</div>	✓	
148_extendedftest	Extended ftest suite	443002	4	↓ 99.83%	1	<div style="width: 65.08%;">65.08%</div>	✓	
148_selenium	148 Selenium	442975	9	↓ 20.00%	40	<div style="width: 63.85%;">63.85%</div>	✗	
148_9i_ftest	148 FTEST Oracle 9i	442975	1	↓ 99.67%	24	<div style="width: 8.85%;">8.85%</div>	✓	
148_compile_ftest	148 compile-only ftest	443243	0	N/A	0	FINISHED	✓	
146 - Spring '07 (Changelist View)								
146	146 UTEST+Core Oracle 9i	443189	0	100.0%	0	<div style="width: 25.74%;">25.74%</div>	✓	
146_basicftest_2	Parallel one changelist per run 146 basicftest.	443189	0	100.0%	0	<div style="width: 27.78%;">27.78%</div>	✓	
146_ftest_1	146 FTEST Oracle 10g	442881	2	↑ 99.99%	1	<div style="width: 57.57%;">57.57%</div>	✓	
146_selenium	146 Selenium	443189	0	↑ 98.91%	1	<div style="width: 11.92%;">11.92%</div>	✓	
146_ftest_freeze	146 Freeze FTEST Oracle 10g	442231	0	99.95%	1	<div style="width: 2.21%;">2.21%</div>	✓	



Luna New

- [Autobuilds](#)
- [Autointegrates](#)
- [Dashboard](#)
- [Reports](#)
- [User Settings](#)

RelEng

- [Environments](#)
- [Stacks](#)
- [Deployments](#)
- [Builds\(New\)](#)
- [Triggers](#)
- [Change](#)

QA

- [Nagios](#)
- [Clients!](#)
- [Dashboard](#)
- [SJSL Prod Servers](#)

Other

- [Advanced Build](#)
- [IRC Login](#)
- [P4 Command](#)
- [tnsnames.ora](#)
- [Release Notes](#)
- [Admin Page](#)

[Refresh](#) 60

0601 2030

0919 2237



Provide radical transparency

[Home](#) [Security](#) [System Status](#) [Customer Login](#)[View Upcoming Maintenance Schedule](#)

Sunday April 6, 2008 | 9:22 pm PDT

Service System	AP0 (AP)	EU0 (EMEA)	NA0 (SSL)	NA1	NA2	NA3	NA4	NA5
Status	✓	✓	✓	✓	✓	✓	✓	✓

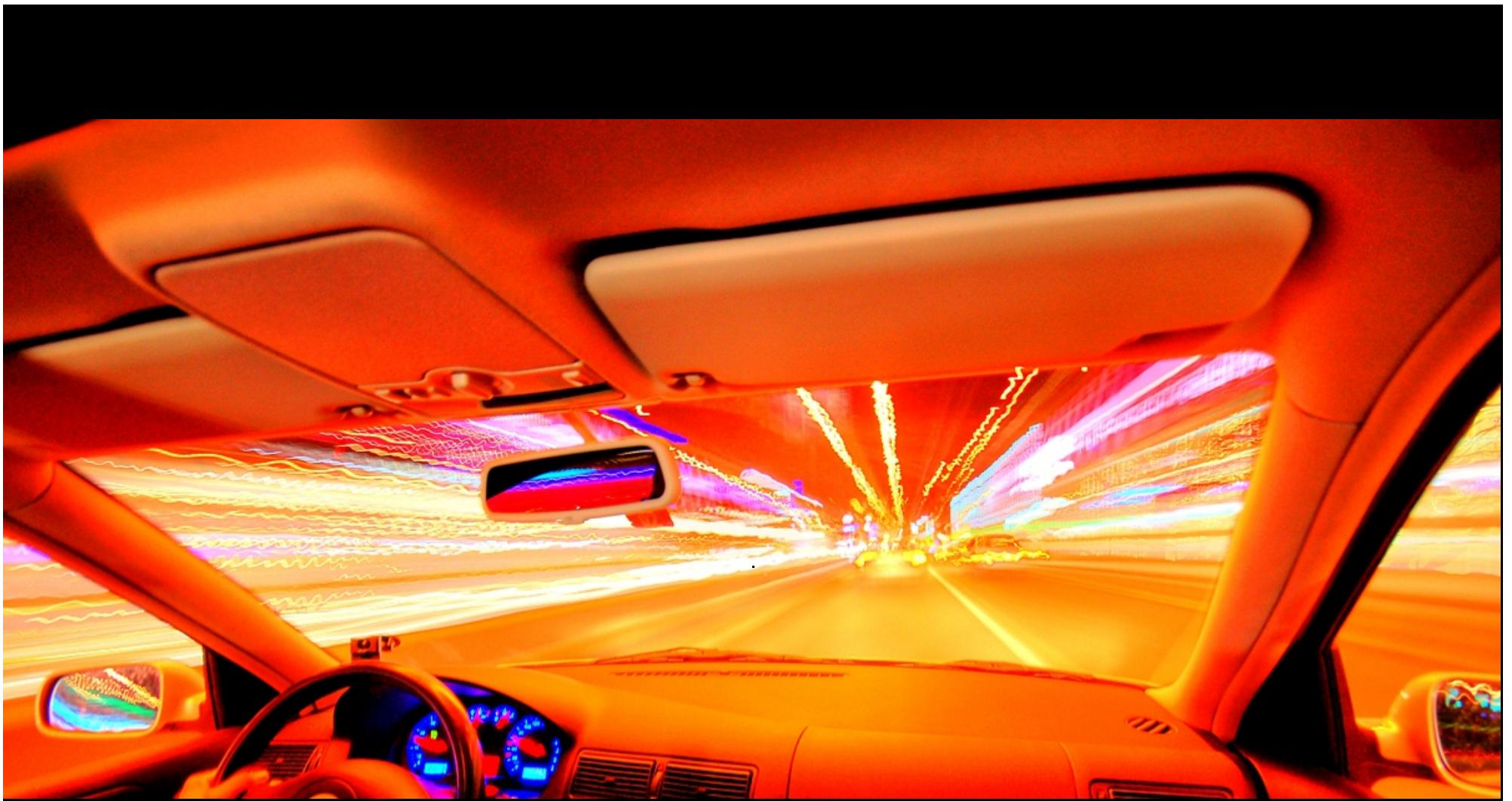
12:00 am PDT : NA5 Planned Maintenance

At 07:00 UTC, Maintenance will commence on NA5. The NA5 instance will be unavailable for the duration of this maintenance. Maintenance will complete by 13:00 UTC.

Service Performance History [†](#)

Date	Number of Transactions	Avg. Speed* (seconds)	System Status							
			AP0 (AP)	EU0 (EMEA)	NA0 (SSL)	NA1	NA2	NA3	NA4	NA5
04/05/08	51,420,359	0.218	✓	✓	✓	✓	✓	✓	✓	✓
04/04/08	128,424,619	0.258	✓	✓	✓	✓	✓	✓	✓	✓
04/03/08	146,265,965	0.250	✓	✓	✓	✓	✓	✓	✓	✓
04/02/08	148,091,057	0.252	✓	✓	✓	✓	✓	✓	✓	✓
04/01/08	150,496,539	0.262	✓	✓	✓	✓	✓	✓	✓	✓
03/31/08	155,493,903	0.272	✓	✓	✓	✓	✓	✓	✓	✓
03/30/08	62,106,570	0.202	✓	✓	✓	✓	✓	✓	✓	✓
03/29/08	54,436,794	0.188	✓	✓	✓	✓	✓	✓	✓	✓
03/28/08	131,820,110	0.241	✓	✓	✓	✓	✓	✓	✓	✓
03/27/08	151,722,846	0.253	✓	✓	✓	✓	✓	✓	✓	✓
03/26/08	148,485,414	0.249	✓	✓	✓	✓	✓	✓	✓	✓
03/25/08	147,445,051	0.263	✓	✓	✓	✓	✓	✓	✓	✓
03/24/08	132,934,355	0.253	✓	✓	✓	✓	✓	✓	✓	✓
03/23/08	51,588,381	0.201	✓	✓	✓	✓	✓	✓	✓	✓
03/22/08	51,302,326	0.177	✓	✓	✓	✓	✓	✓	✓	✓
03/21/08	101,230,561	0.242	✓	✓	✓	✓	✓	✓	✓	✓
03/20/08	135,158,405	0.245	✓	✓	✓	✓	✓	✓	✓	✓
03/19/08	141,913,955	0.250	✓	✓	✓	✓	✓	✓	✓	✓
03/18/08	130,667,382	0.246	✓	✓	✓	✓	✓	✓	✓	✓
03/17/08	140,488,188	0.263	✓	✓	✓	✓	✓	✓	✓	✓
03/16/08	55,750,490	0.194	✓	✓	✓	✓	✓	✓	✓	✓
03/15/08	49,012,735	0.195	✓	✓	✓	✓	✓	✓	✓	✓
03/14/08	126,316,319	0.275	✓	✓	✓	✓	✓	✓	✓	✓
03/13/08	143,874,128	0.273	✓	✓	✓	✓	✓	✓	✓	✓
03/12/08	143,218,963	0.316	✓	✓	✓	✓	✓	✓	✓	✓
03/11/08	143,554,575	0.304	✓	✓	✓	✓	✓	✓	✓	✓
03/10/08	141,584,757	0.333	✓	✓	✓	✓	✓	✓	✓	✓
03/09/08	51,532,067	0.237	✓	✓	✓	✓	✓	✓	✓	✓

 Instance available  Performance issues  Service disruption  i Informational message  Status not available



**When the heat is on stick to
your guns**

We failed.
(all along the way)

**Experiment,
be patient
and expect to make mistakes**





**100% Commitment to agile can
radically transform your
company**



