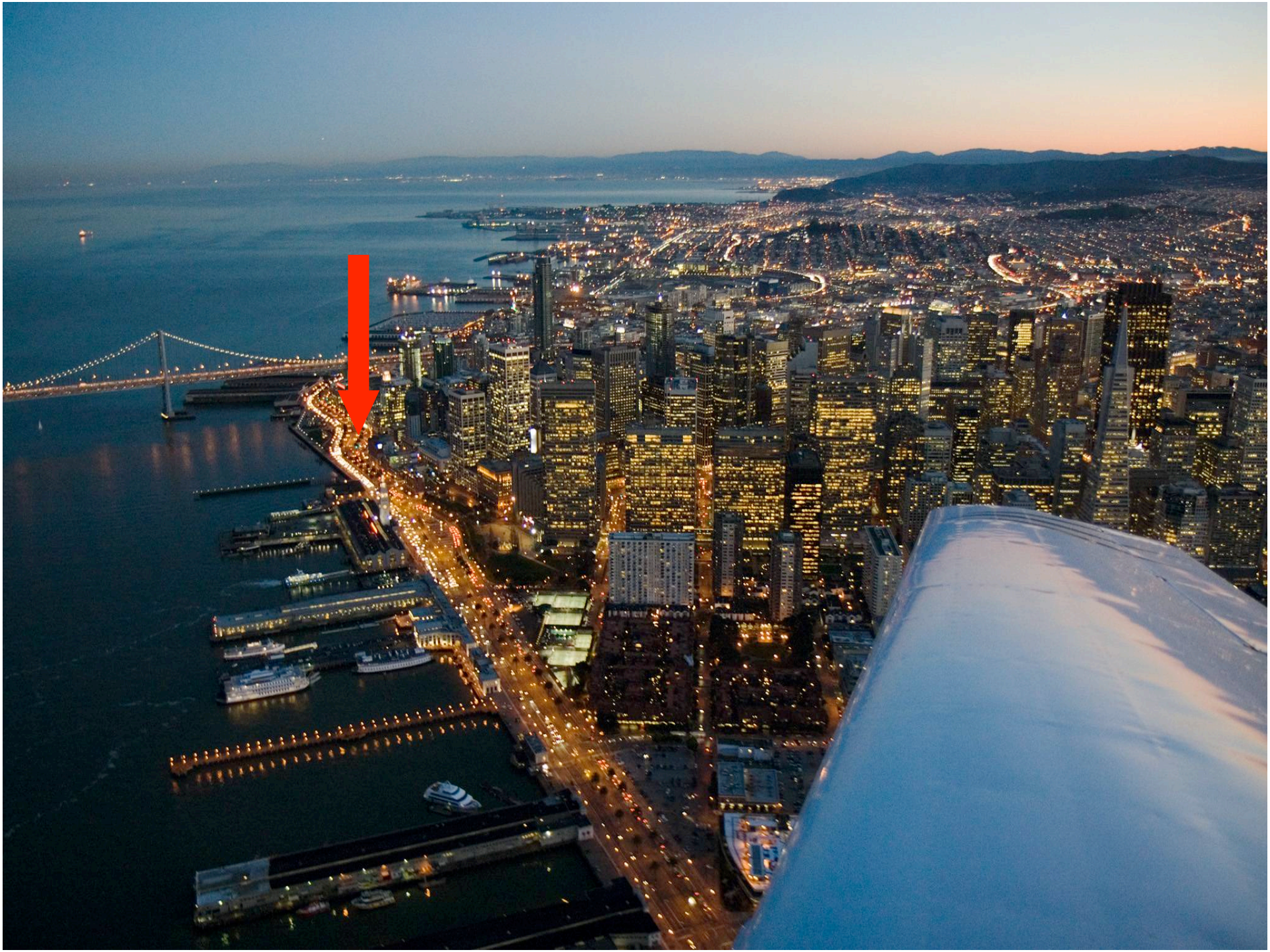
YEAR OF LIVING DANGEROUSLY

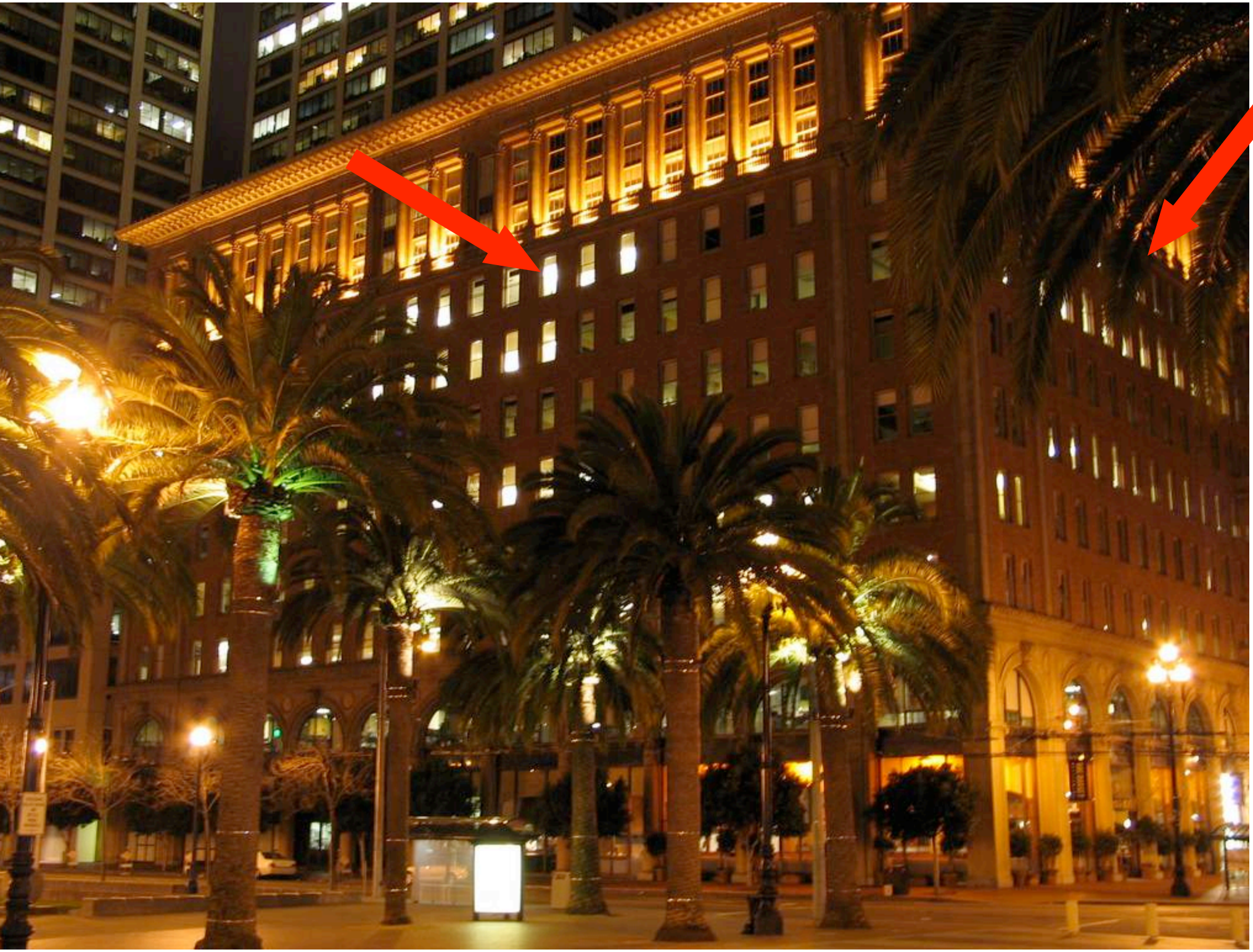
A Product Manager's Guide to Surviving the Transition to Agile Development

Silicon Valley Product Management Association
July 2nd - 2008

Rasmus **Mencke**

salesforce.com
Success On Demand.™





History

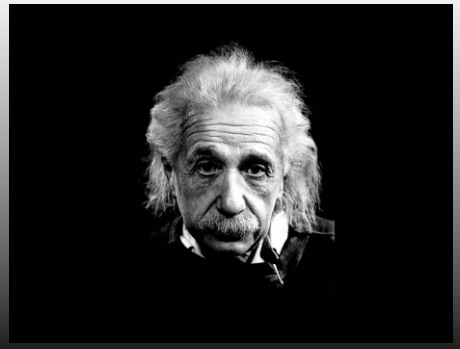
8

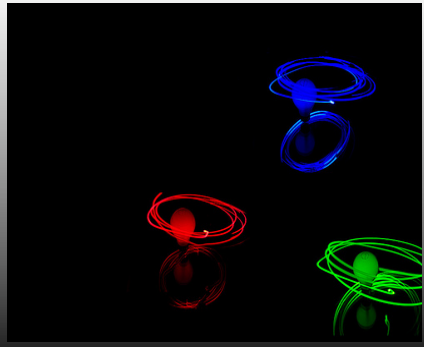
Age of Salesforce in years

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

41,000+

Customers

1,000,000+

Subscribers

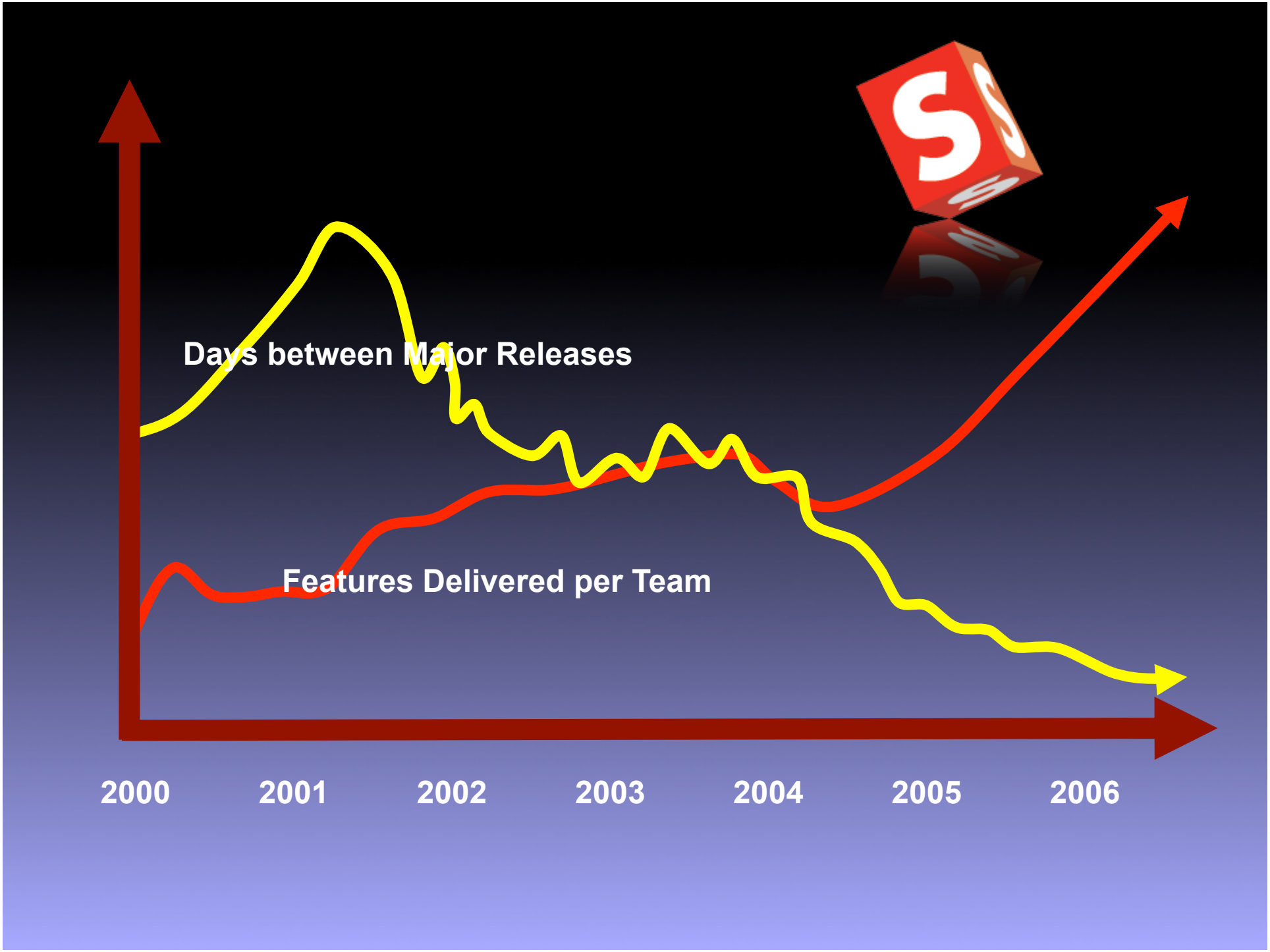
150 Million

transactions per day

200+

people in R&D

it was getting more difficult to deliver


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

1

Number of Major Releases in 2006

Yep, that’s it.

(just one release all year)

Why?

Lack of visibility at all stages in the release

Late feedback on features at the end of our release cycle

Fixed feature sets

Long and unpredictable release schedules

Gradual productivity declined as the team grew

What did we do about it?

Major enterprise-wide Agile Transformation to ADM

in just 3 months

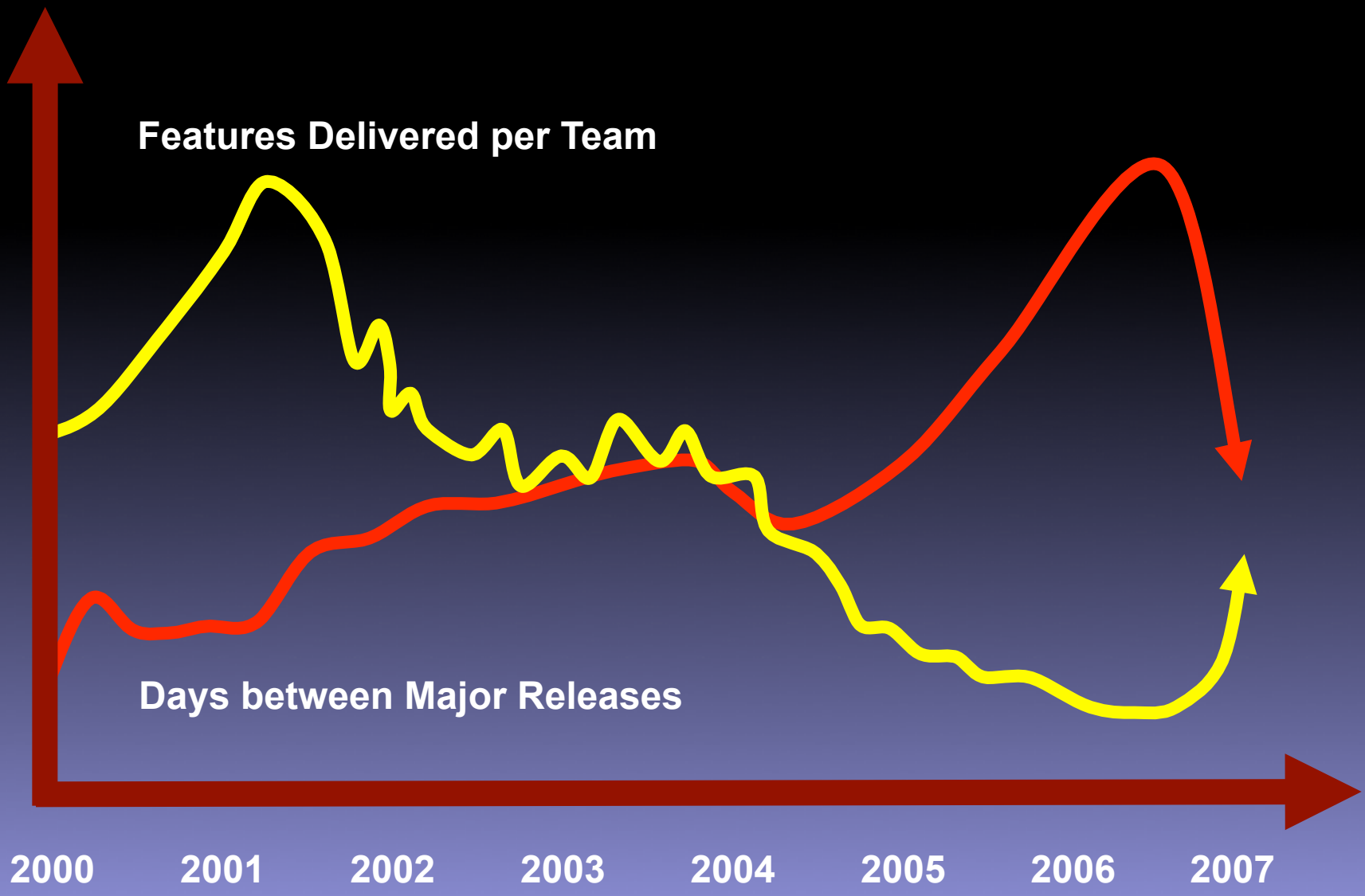
+

another 18 months of continuous improvement

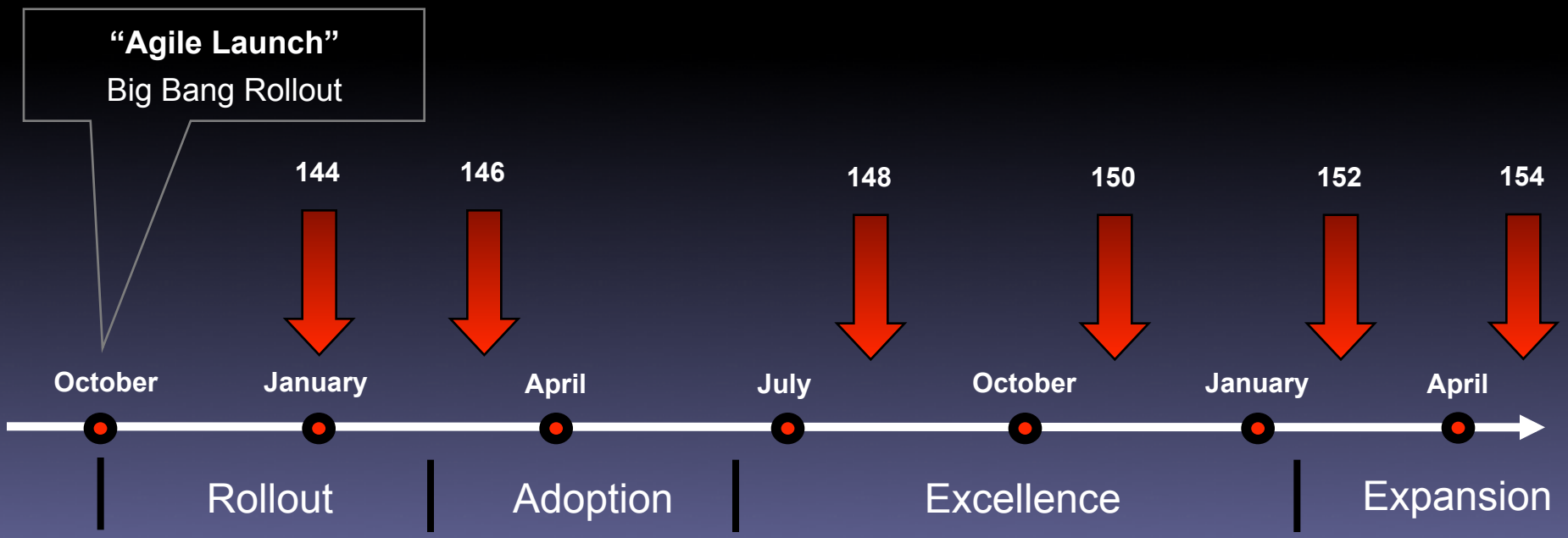
“I knew we needed radical change to get us back on track to regular releases and agile delivered.”

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

Transformation Results



Agile Transformation Timeline

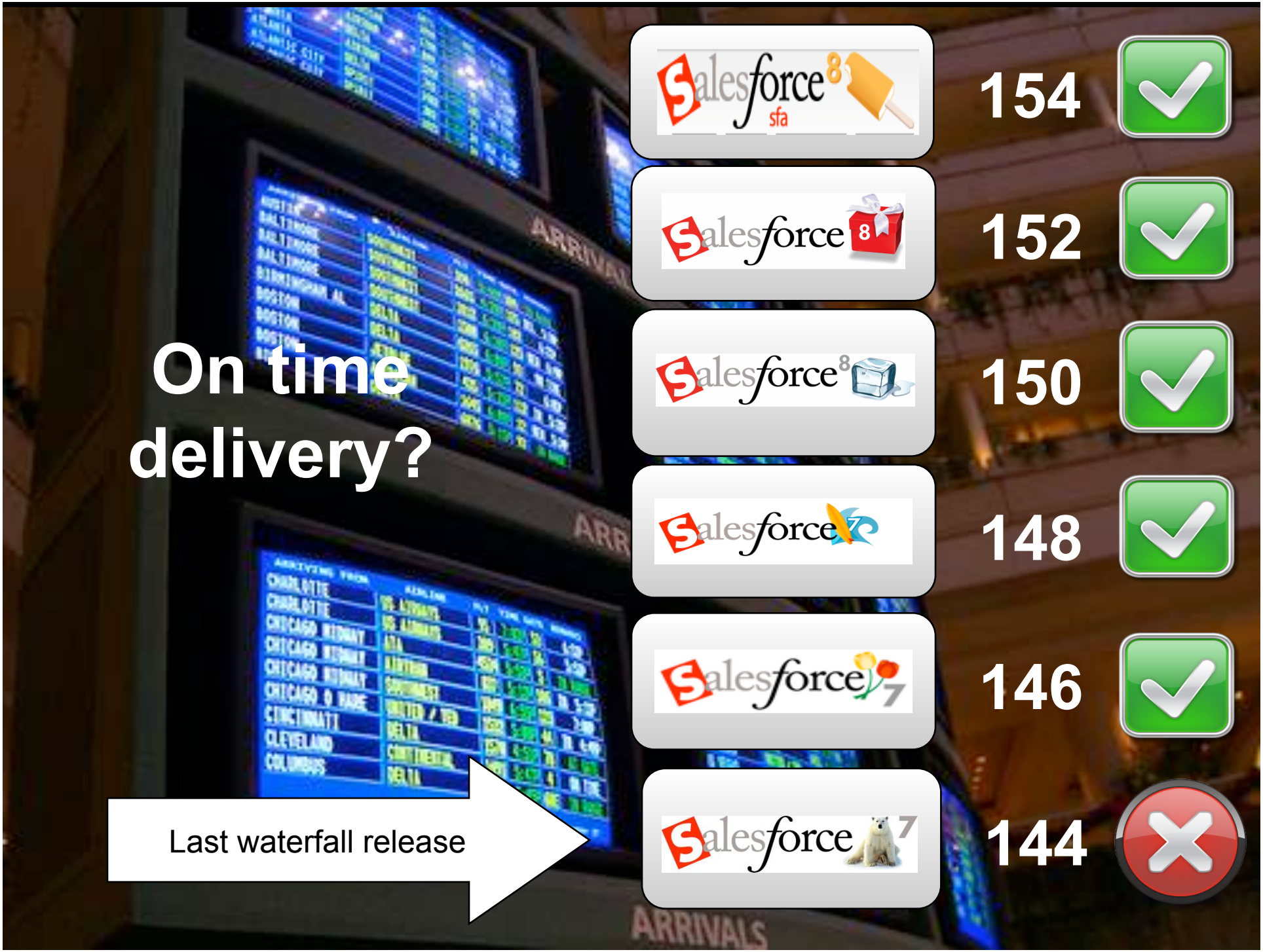


Customers

Our customers are happy…

“ADM has delivered total visibility, total transparency and unbelievable productivity… a complete win!”

Steve Fisher
Sr. Vice President, Platform Division
Salesforce.com


On time delivery?
Salesforce 8 sfa
154
Salesforce 8
152
Salesforce 8
150
Salesforce 7
148
Salesforce 7
146
Salesforce 7
144
Last waterfall release

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 satisfactions 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%

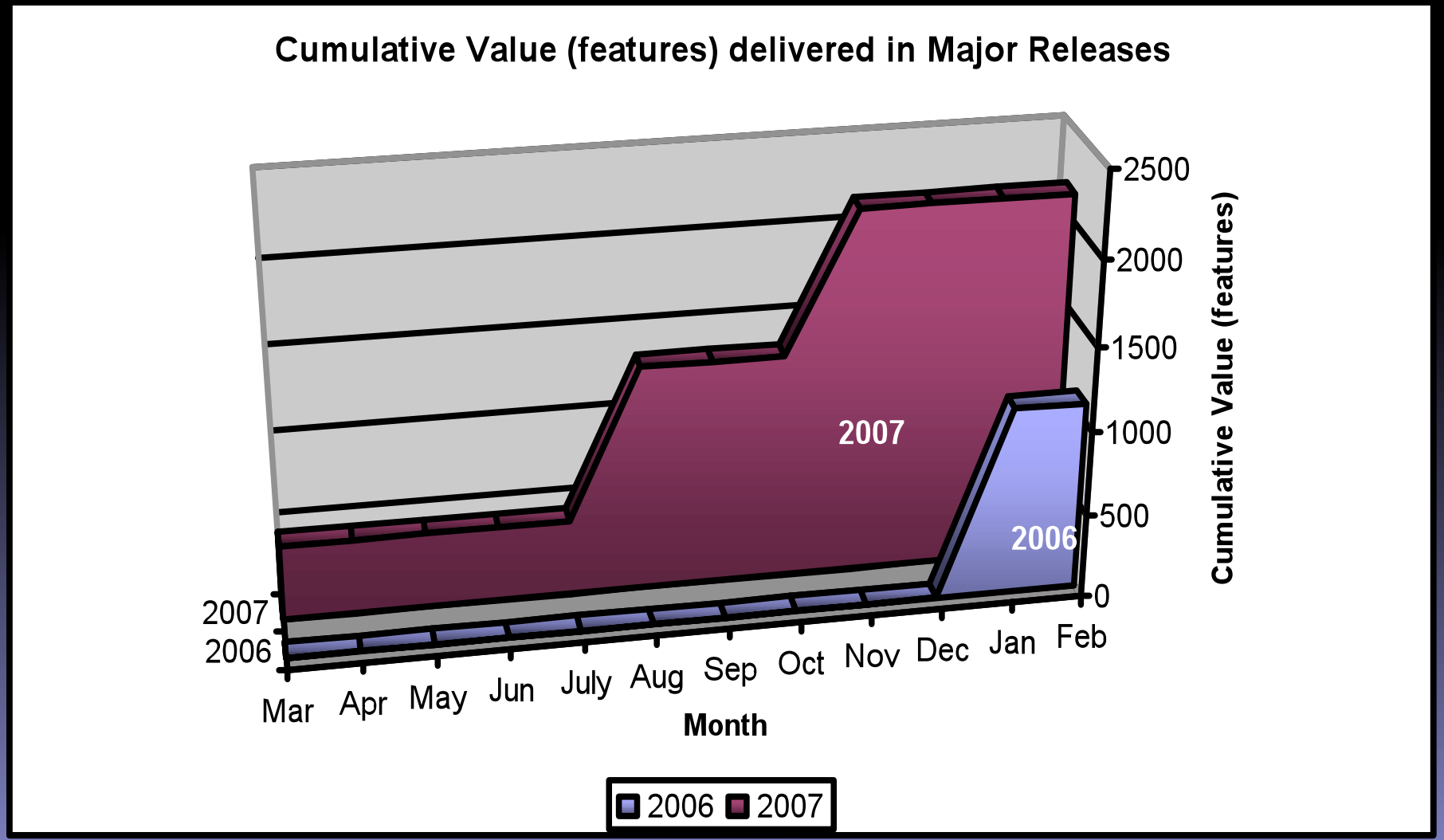
improvement in “mean time to release”
for major releases in 2007

+94%

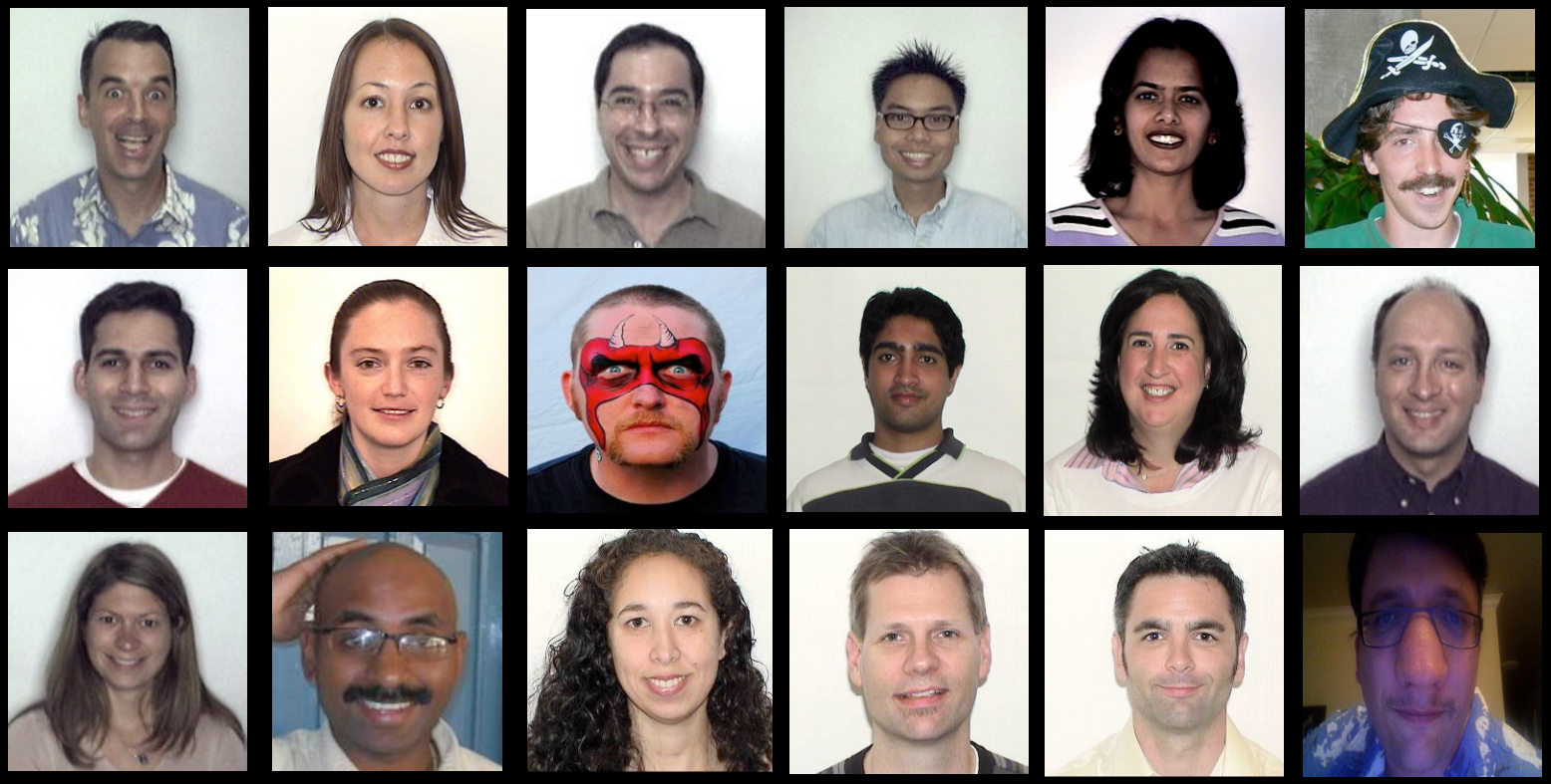
Increase in feature requests delivered - 2007 v. 2006

+38%

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


Cumulative Value (features) delivered in Major Releases
2500
2000
1500
1000
500
0
Cumulative Value (features)
2007
2006
2007
2006
Mar
Apr
May
Jun
July
Aug
Sep
Oct
Nov
Dec
Jan
Feb
Month
2006
2007

+568%



Our teams are happier…

"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

92%

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

91%

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

**** 59% say our quality has improved***

86%

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

**** Improved from 40% 15 months ago***

92%

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

SOFTWARE

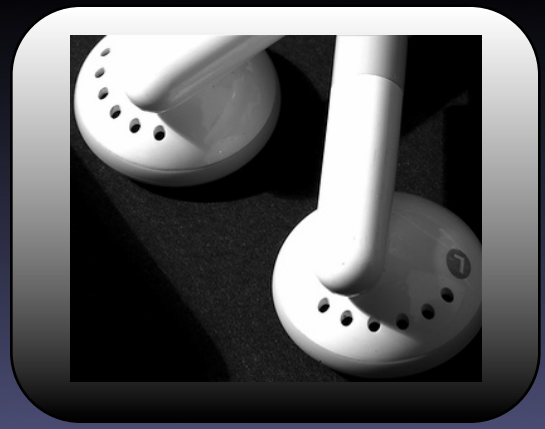
How’d we do it?

Launched organizational change program

Created a dedicated, cross-functional rollout team

Everyone jumped in together

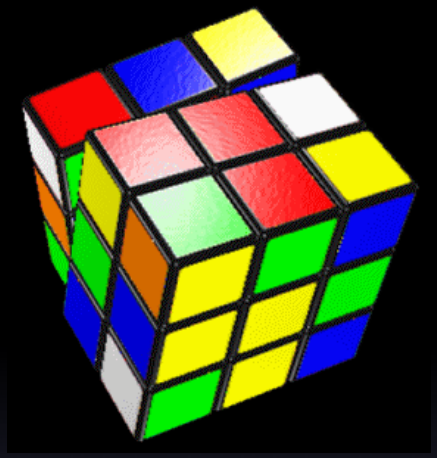
Positioned as a return to our core values



KISS

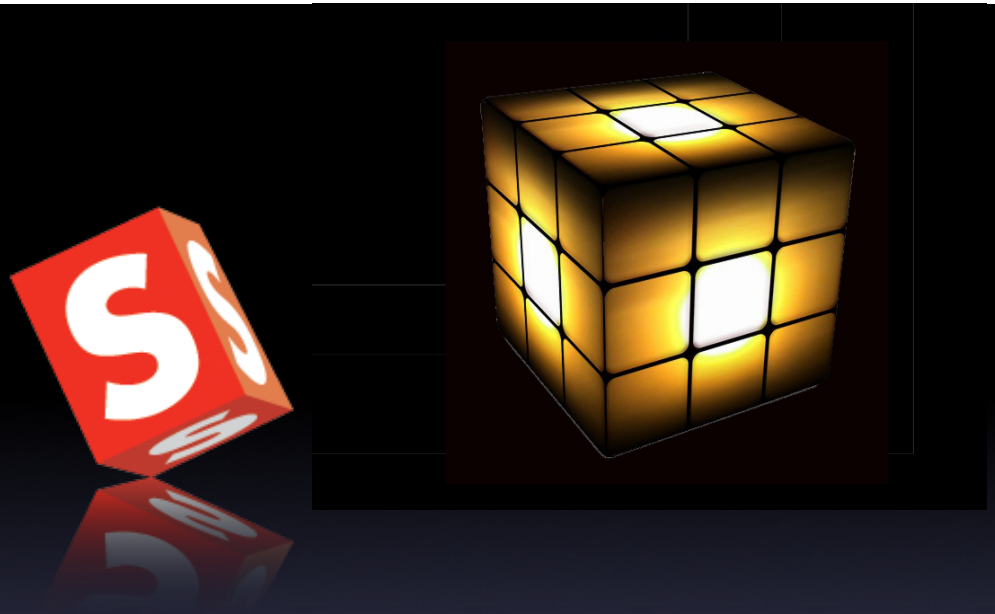
Listen to your customers

Iterate



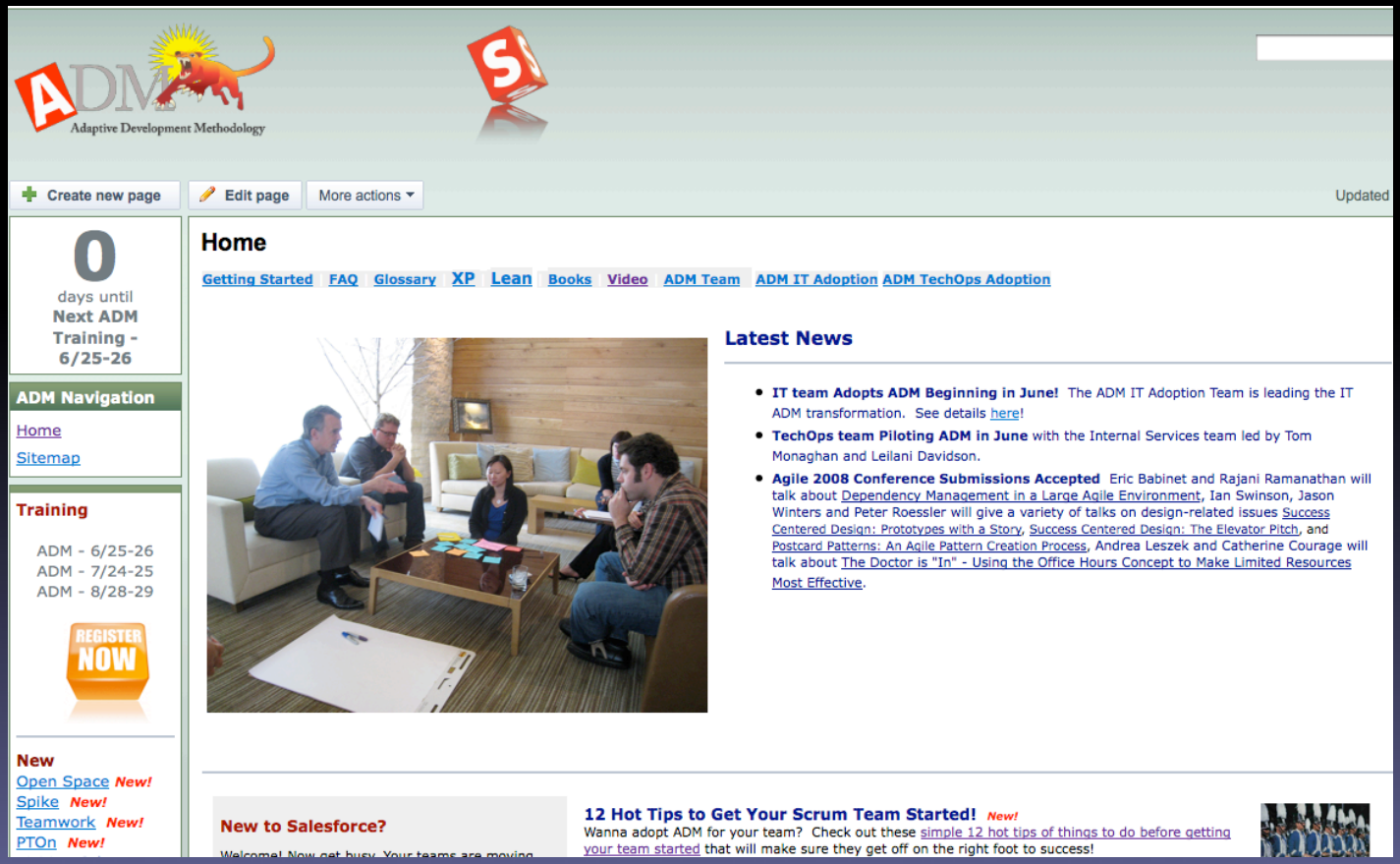
Distributed Ken Schwaber's Agile book

Developed 2-hour Agile overview – now a two day course



- Sent 35 Product Managers to Product Owner Certification
- Sent 30 ScrumMasters to ScrumMaster Certification

Created weekly Product Owner and Scrum master forums



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”

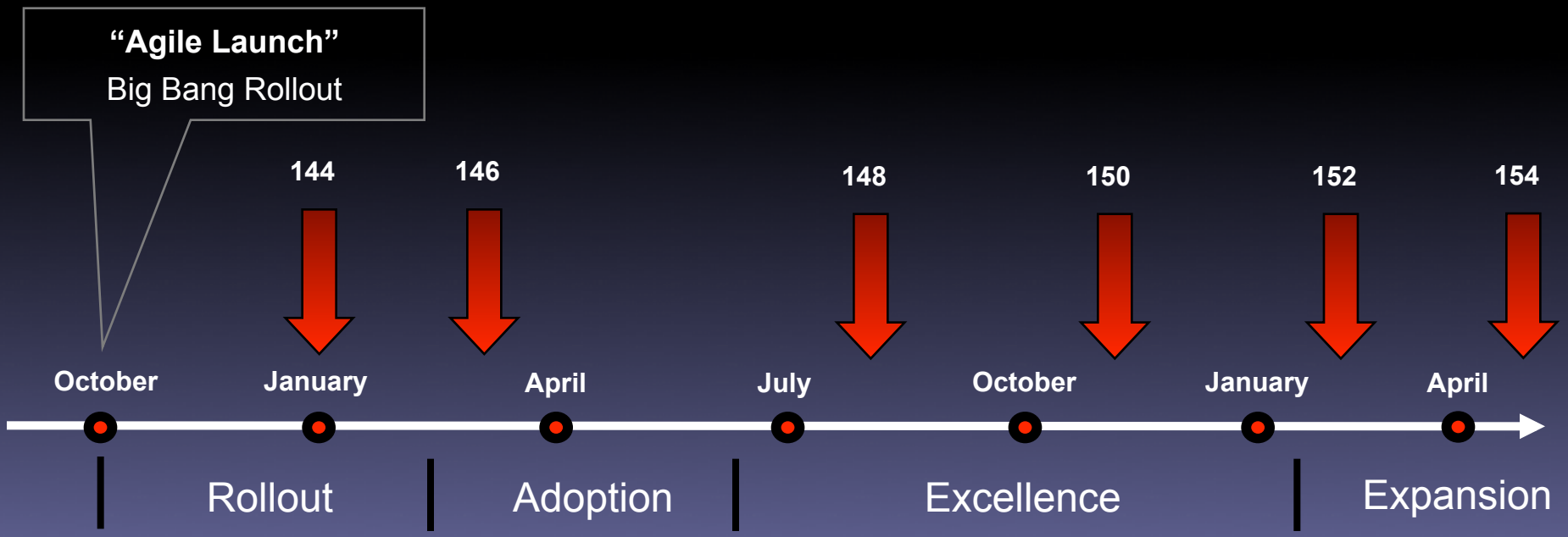
But, they got over it.

And. Finally. The rollout is over!

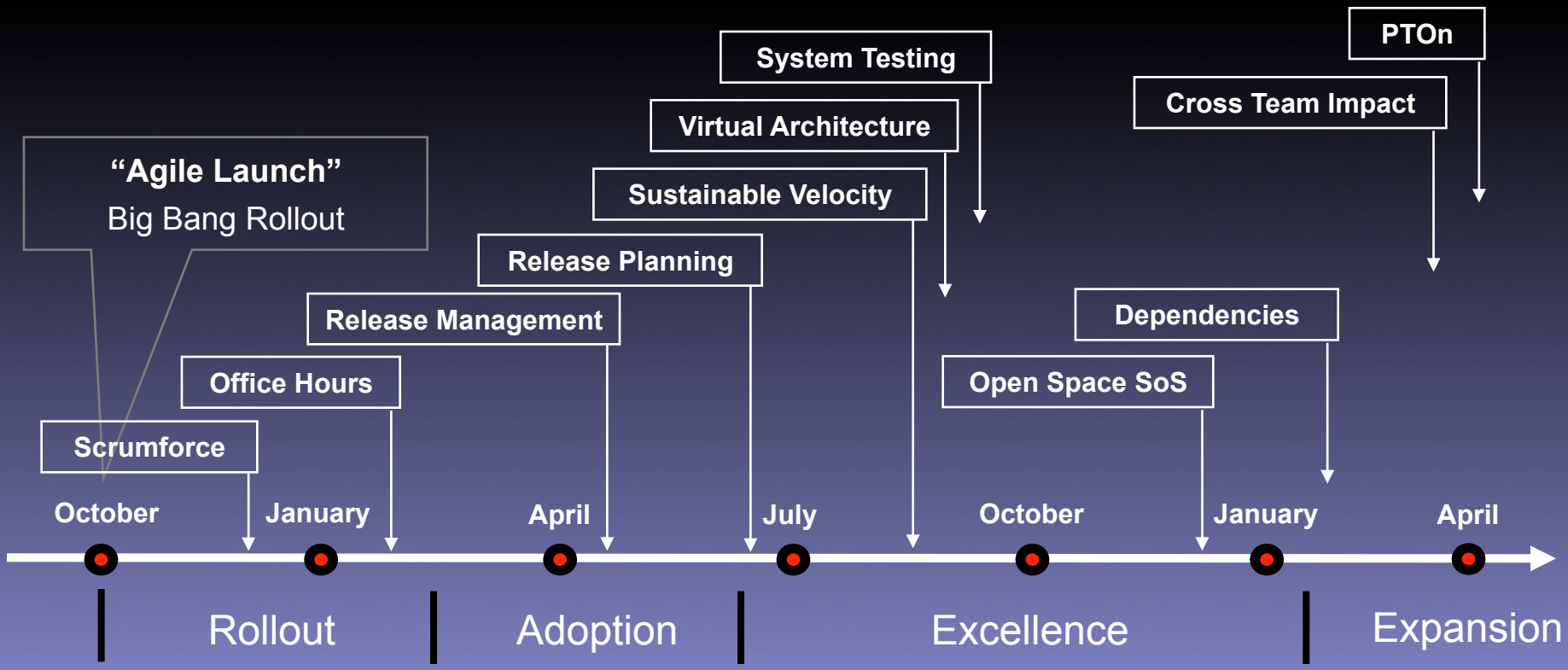
(but we’re not done)

Now for the later stuff.

Continuous Improvement



Continuous Improvement



Don’t be like us.

(or what would we’d do differently)

A Product Manager's guide to Agile

Gather Requirements

Traditional requirements

Customer meetings

Feedback from sales

Surveys

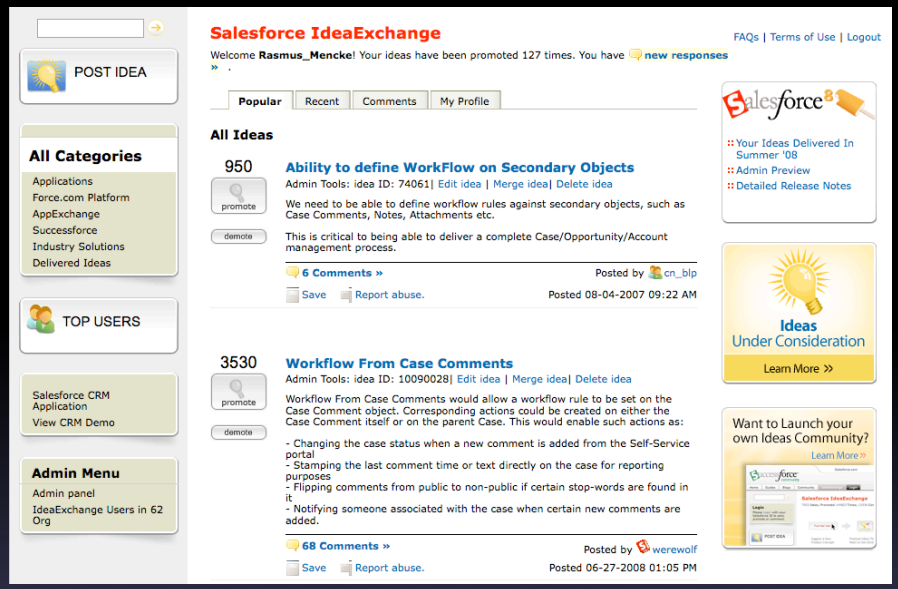
Support cases

Online forums

Usability Testing

Focus Groups

Site visits



Empower your customers

Ideas

Product Backlog

Write business relevant user stories

Prioritize the backlog

Keep grooming the backlog

Measure Success

Key metrics

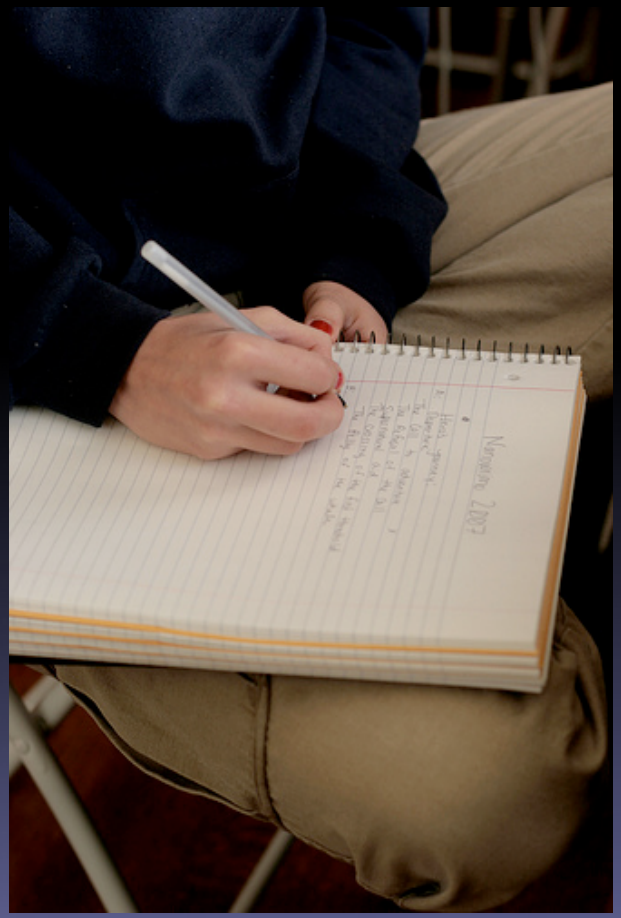
How do you measure

What have we learned

Train Product Owners early and with intensity

Bring in outside coaches

Focus on user story writing

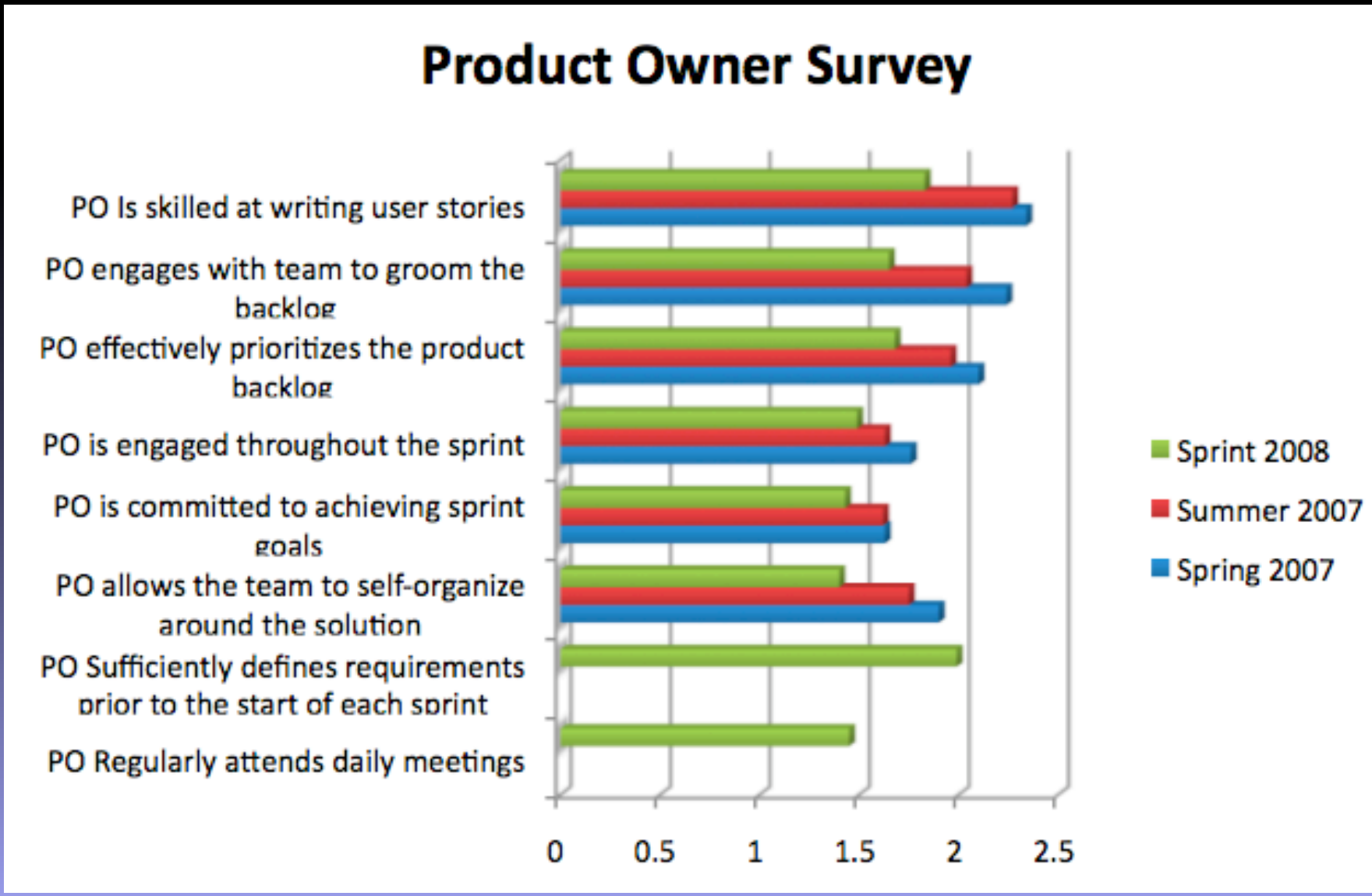


Gather upfront requirements before starting sprints

Engage executives by giving them tasks

Survey

Survey your organization and learn how to improve

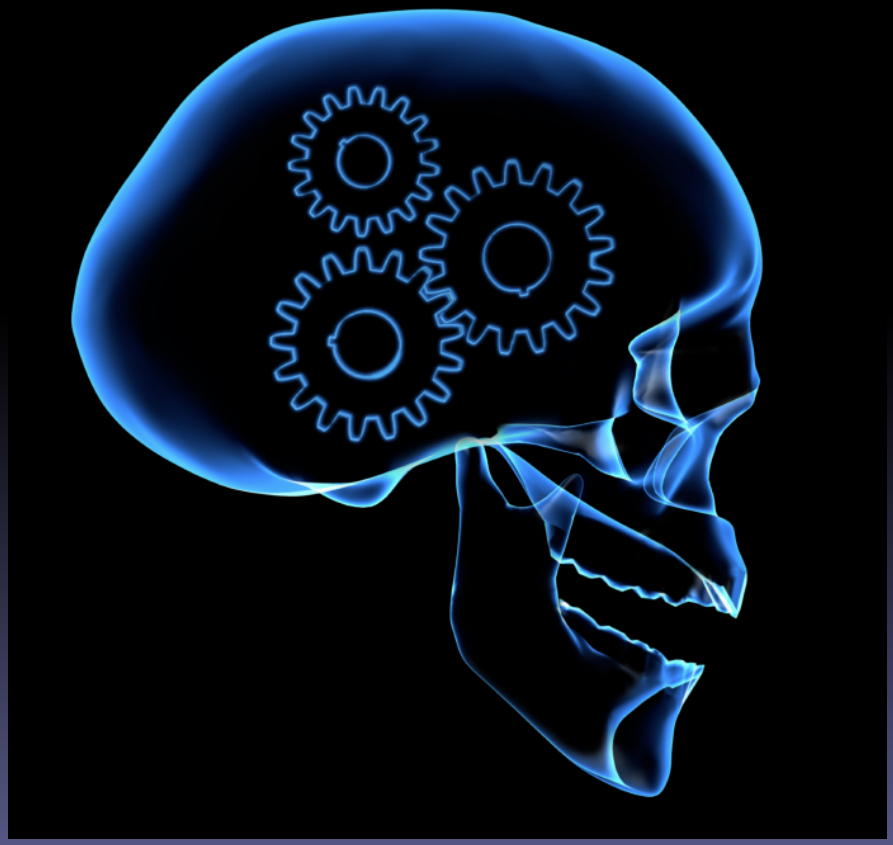

Product Owner Survey
PO Is skilled at writing user stories
PO engages with team to groom the backlog
PO effectively prioritizes the product backlog
PO is engaged throughout the sprint
PO is committed to achieving sprint goals
PO allows the team to self-organize around the solution
PO Sufficiently defines requirements prior to the start of each sprint
PO Regularly attends daily meetings
0
0.5
1
1.5
2
2.5
Sprint 2008
Summer 2007
Spring 2007

Advice

Create dedicated cross-functional Agile rollout team

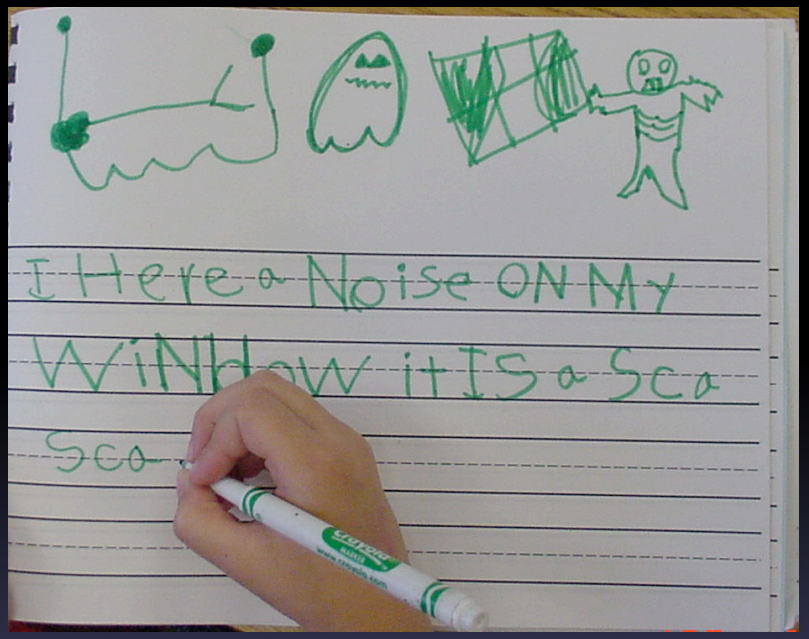
Don’t be afraid of making big changes

Get outside coaches involved early



Encourage “radical visibility”
over-communicate

Be patient and expect to make mistakes



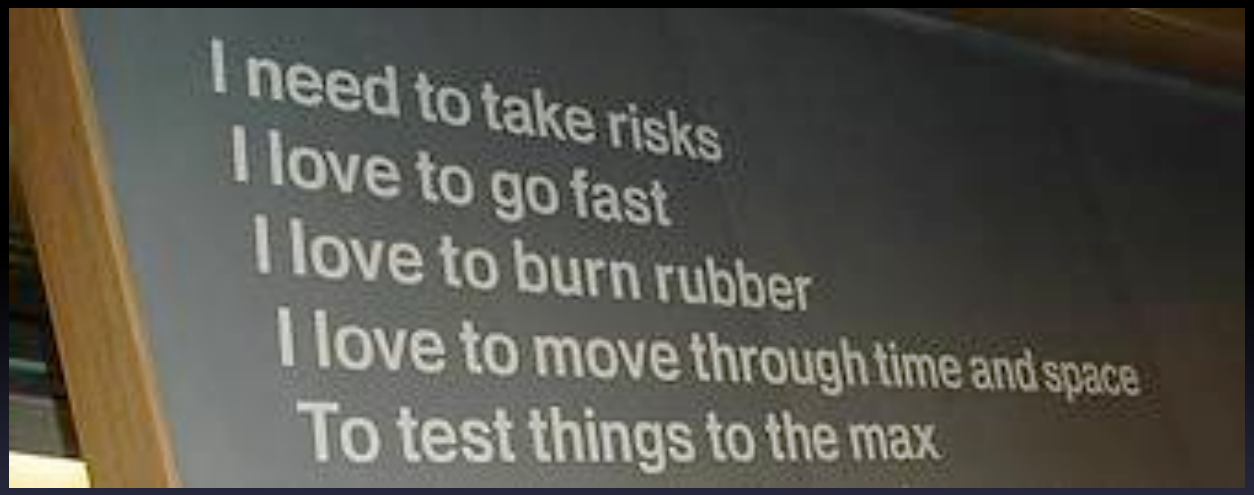
Focus on user story writing

Don’t be afraid to change the entire company all at one time

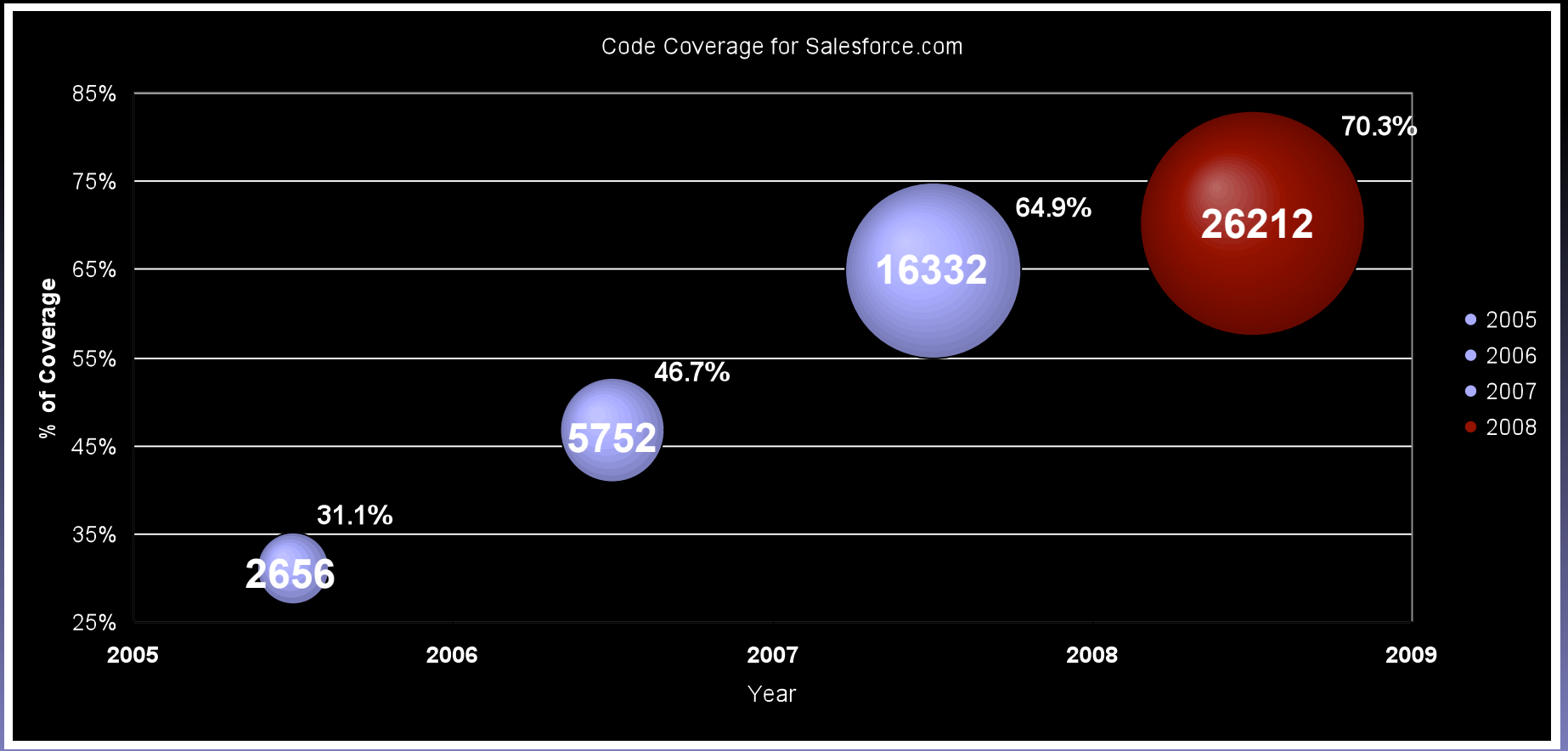
Adaptive Development Methodology

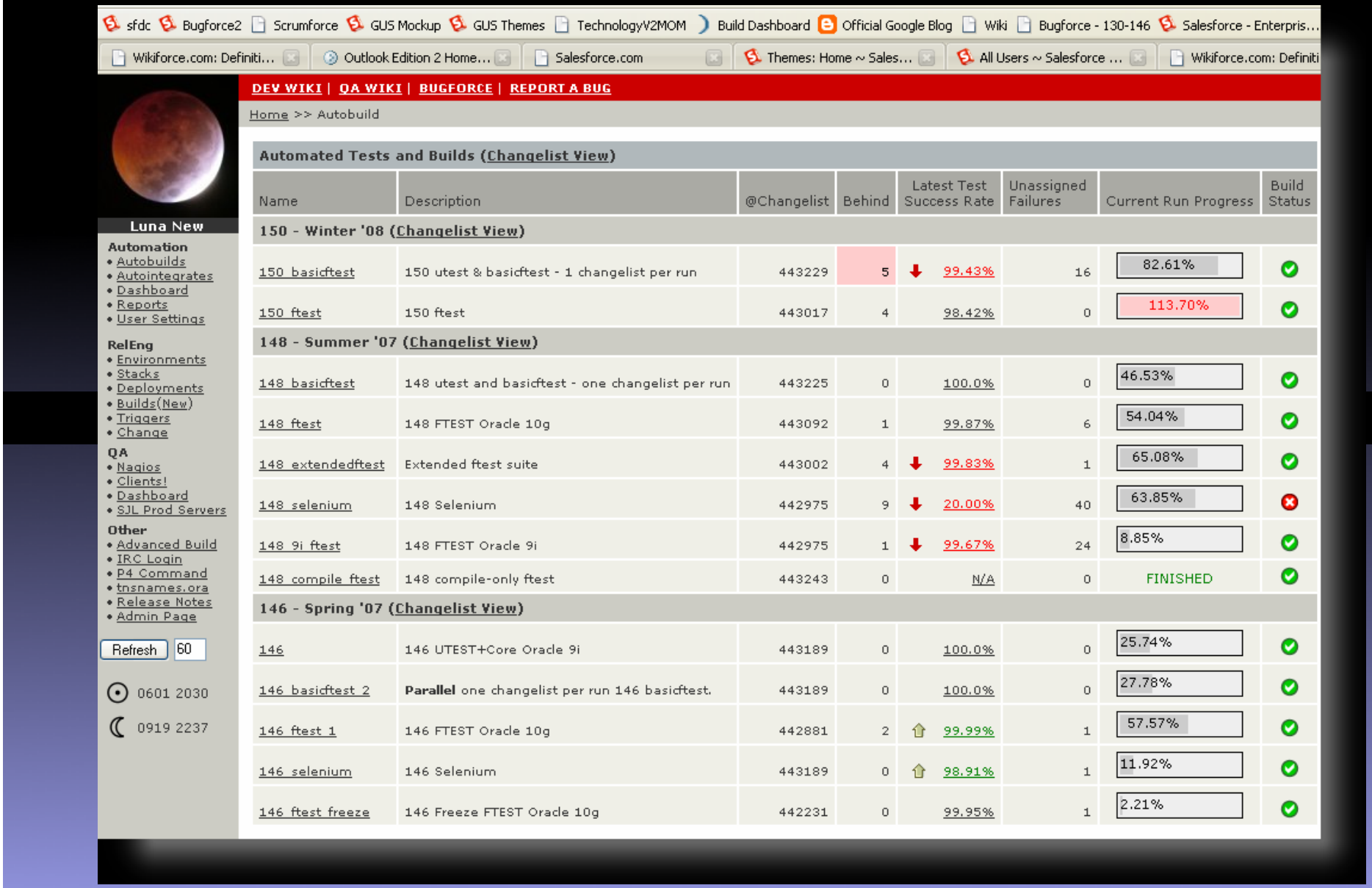
Focus on principles over mechanics

Focus on getting several teams to excellence



Focus on automation


Code Coverage for Salesforce.com
85%
75%
65%
55%
45%
35%
25%
% of Coverage
2005
2006
2007
2008
2009
Year
31.1%
2656
46.7%
5752
64.9%
16332
70.3%
26212
2005
2006
2007
2008


sfdc Bugforce2 Scrumforce GUS Mockup GUS Themes TechnologyW2MOM Build Dashboard Official Google Blog Wiki Bugforce - 130-146 Salesforce - Enterpris...
Wikiforce.com: Definiti... Outlook Edition 2 Home... Salesforce.com Themes: Home ~ Sales... All Users ~ Salesforce ... Wikiforce.com: Definiti
DEV WIKI | QA WIKI | BUGFORCE | REPORT A BUG
Home >> Autobuild
Luna New
Automation
• Autobuilds
• Autointegrates
• Dashboard
• Reports
• User Settings
RelEng
• Environments
• Stacks
• Deployments
• Builds(New)
• Triggers
• Change
QA
• Nagios
• Clients!
• Dashboard
• SJL Prod Servers
Other
• Advanced Build
• IRC Login
• P4 Command
• tnsnames.ora
• Release Notes
• Admin Page
Refresh 60
0601 2030
0919 2237
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 utest & basicftest - 1 changelist per run | 443229 | 5 | 99.43% | 16 | 82.61%
150_ftest | 150 ftest | 443017 | 4 | 98.42% | 0 | 113.70%
148 - Summer '07 (Changelist View)
148_basicftest | 148 utest and basicftest - one changelist per run | 443225 | 0 | 100.0% | 0 | 46.53%
148_ftest | 148 FTEST Oracle 10g | 443092 | 1 | 99.87% | 6 | 54.04%
148_extendedftest | Extended ftest suite | 443002 | 4 | 99.83% | 1 | 65.08%
148_selenium | 148 Selenium | 442975 | 9 | 20.00% | 40 | 63.85%
148_9i_ftest | 148 FTEST Oracle 9i | 442975 | 1 | 99.67% | 24 | 8.85%
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 | 25.74%
146_basicftest_2 | Parallel one changelist per run 146 basicftest. | 443189 | 0 | 100.0% | 0 | 27.78%
146_ftest_1 | 146 FTEST Oracle 10g | 442881 | 2 | 99.99% | 1 | 57.57%
146_selenium | 146 Selenium | 443189 | 0 | 98.91% | 1 | 11.92%
146_ftest_freeze | 146 Freeze FTEST Oracle 10g | 442231 | 0 | 99.95% | 1 | 2.21%

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Home | Security | System Status | Customer Login

View Upcoming Maintenance Schedule

Sunday April 6, 2008 | 9:22 pm PDT

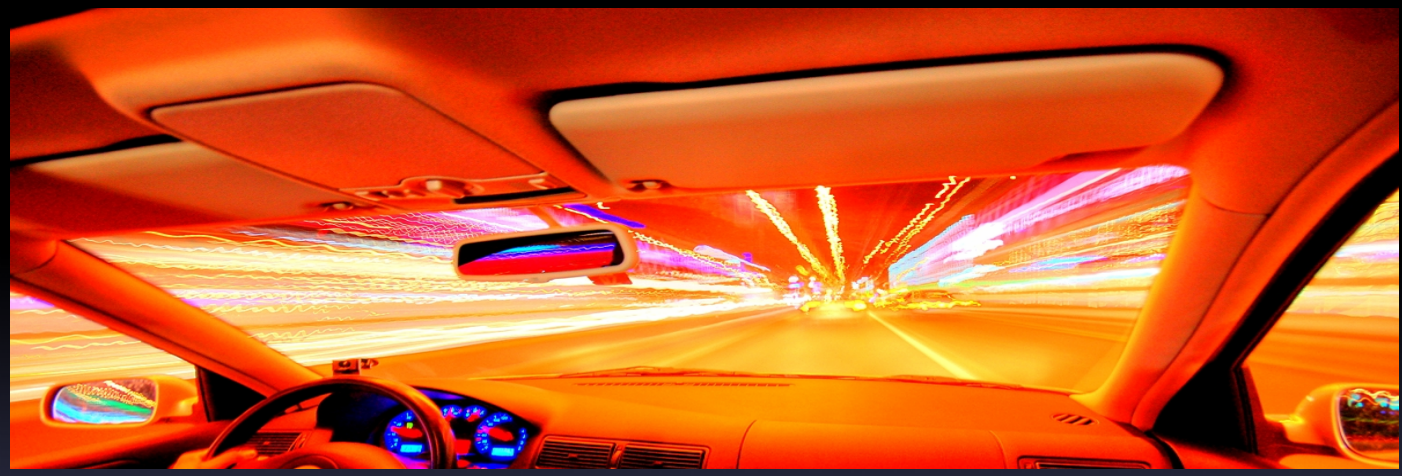
Service System	AP0 (AP)	EU0 (EMEA)	NA0 (SSL)	NA1	NA2	NA3	NA4	NA5
Status	✓	✓	✓	✓	✓	✓	✓	✓

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