



AccuRev 2009 Agile Software Development Survey

Author:

Damon Poole, Chief Technology Officer

AccuRev

Overview

In the past two years we have noticed a significant increase in the discussion and use of Agile development. Many AccuRev customers use, or have experimented with Agile techniques (from most of the common variants – Scrum, XP, Kan Ban, etc.), and have told us that they would not be able to achieve their level of success without AccuRev.

In 2008 we started looking closer at Agile to determine why this development process was such a good fit for the AccuRev customer, and wanted to learn more. In Q2 2009 over 400 AccuRev customers were surveyed on their experience and opinions on Agile Software Development. These are the results of that survey.

Executive Summary

As expected, nearly 1 in 3 of the customers surveyed considered themselves to be 75% Agile or better. With this level of penetration we have a high degree of certainty in the points that were made:

1. **Agile Works** – almost **75% of respondents believe that Agile does increase developer productivity**. Two-thirds believe it results in higher quality and higher customer satisfaction. After that it gets a bit cloudier – the group was split 50-50 on its ability to increase employee satisfaction.
2. **On the whole, Agile projects are successful** – 70% said they rated the project as having “Some” or “Significant” benefit. 25% said “It is difficult to tell”, and less than 5% reported “No Change” or “More harm than good”
3. **2 out of 3 Agile Projects are pushed from the “Bottom Up”** – In the majority of cases the impetus for starting an agile process comes from the development team itself. Less than 17% of the respondents said the decision to go agile was mandated by upper management.
4. Surprising evidence explains **the decline of magazines and newspapers in the industry**. 69% of respondents said they’ve learned about Agile through Blogs, tied with reading about Agile through books. Conferences were a third major source of Agile information.
5. **Continuous Integration and Unit Testing are essential to implementing Agile**, 90% rated these practices as “Must-do” or “Valuable”. It appears that AccuRev’s ability to do Multi-Stage Continuous Integration is why it works so well for practitioners of Agile development. It should also be noted that Pair Programming is considered to be of little value, and even considered harmful by some.
6. **78% Say AccuRev helps them with Agile Development**



AccuRev, Inc.
10 Maguire Road
Lexington, MA 02421

Phone: 1-800-383-8170
sales@accurev.com
www.accurev.com

More Detailed Results

Attached you will find the results of the survey itself. We greatly appreciate the respondent's time and attention to these questions. If you have any questions or comments about this survey you can contact John Wall, our Marketing Programs Manager at jwall@accurev.com



DAMON POOLE is Founder and CTO of AccuRev, a leading provider of Agile Development tools. Damon has eighteen years of software development methodology and process improvement experience spanning the gamut from small collocated teams all the way up to 10,000 person shops doing global development. He writes frequently on the topic of Agile development and as one of AccuRev's two product owners works closely with AccuRev customers developing and implementing state of the art Agile techniques which scale smoothly to large distributed teams. Damon earned his BS in Computer Science at the University of Vermont in 1987 and his *Agile Development Thoughts* blog is at <http://damonpoole.blogspot.com>

AccuRev

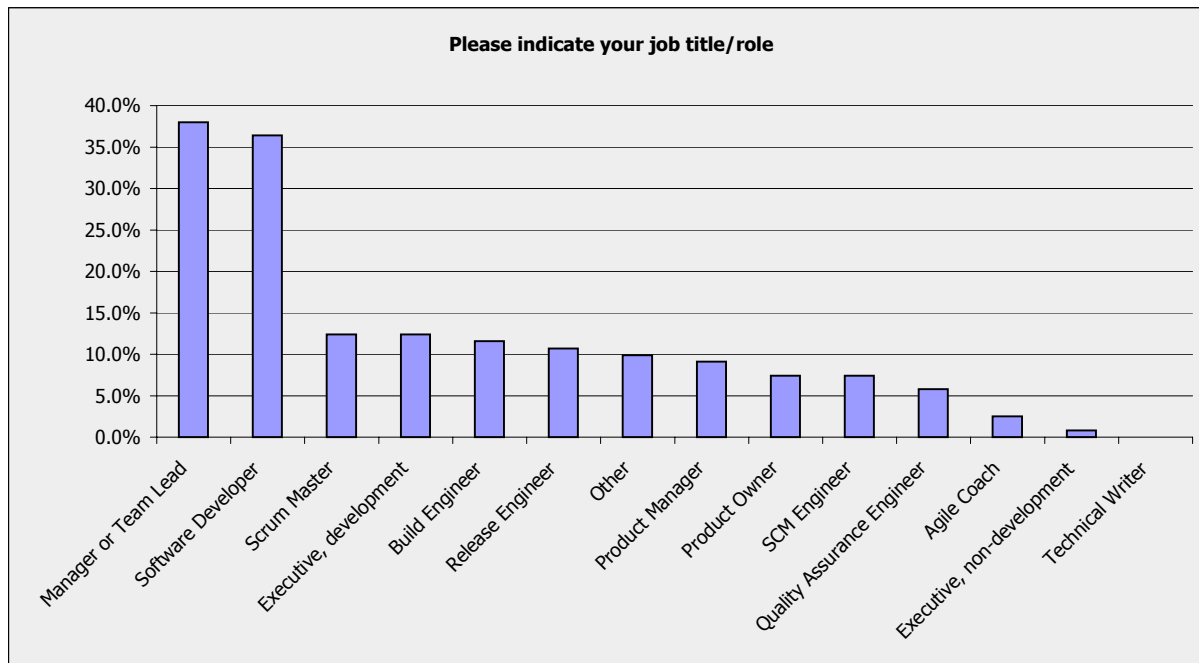
AccuRev, Inc.
10 Maguire Road
Lexington, MA 02421

Phone: 1-800-383-8170
sales@accurev.com
www.accurev.com

Agile Features Survey

Please indicate your job title/role

Answer Options	Response Percent
Manager or Team Lead	38.0%
Software Developer	36.4%
Scrum Master	12.4%
Executive, development	12.4%
Build Engineer	11.6%
Release Engineer	10.7%
Other	9.9%
Product Manager	9.1%
Product Owner	7.4%
SCM Engineer	7.4%
Quality Assurance Engineer	5.8%
Agile Coach	2.5%
Executive, non-development	0.8%
Technical Writer	0.0%

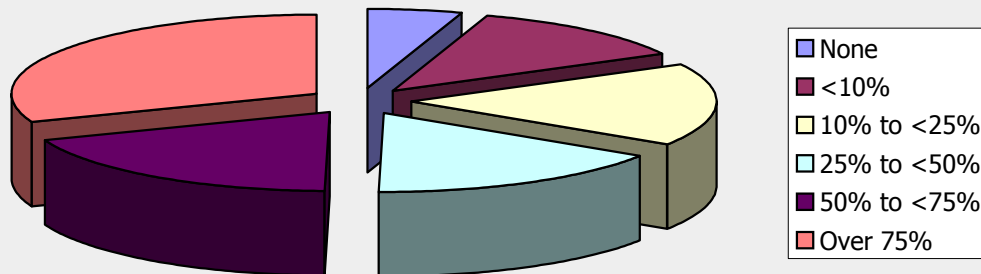


Agile Features Survey

What percentage of projects within your development organization would you estimate is currently doing some level of Agile development?

Answer Options	Response Percent
None	5.1%
<10%	12.0%
10% to <25%	17.1%
25% to <50%	16.2%
50% to <75%	18.8%
Over 75%	30.8%

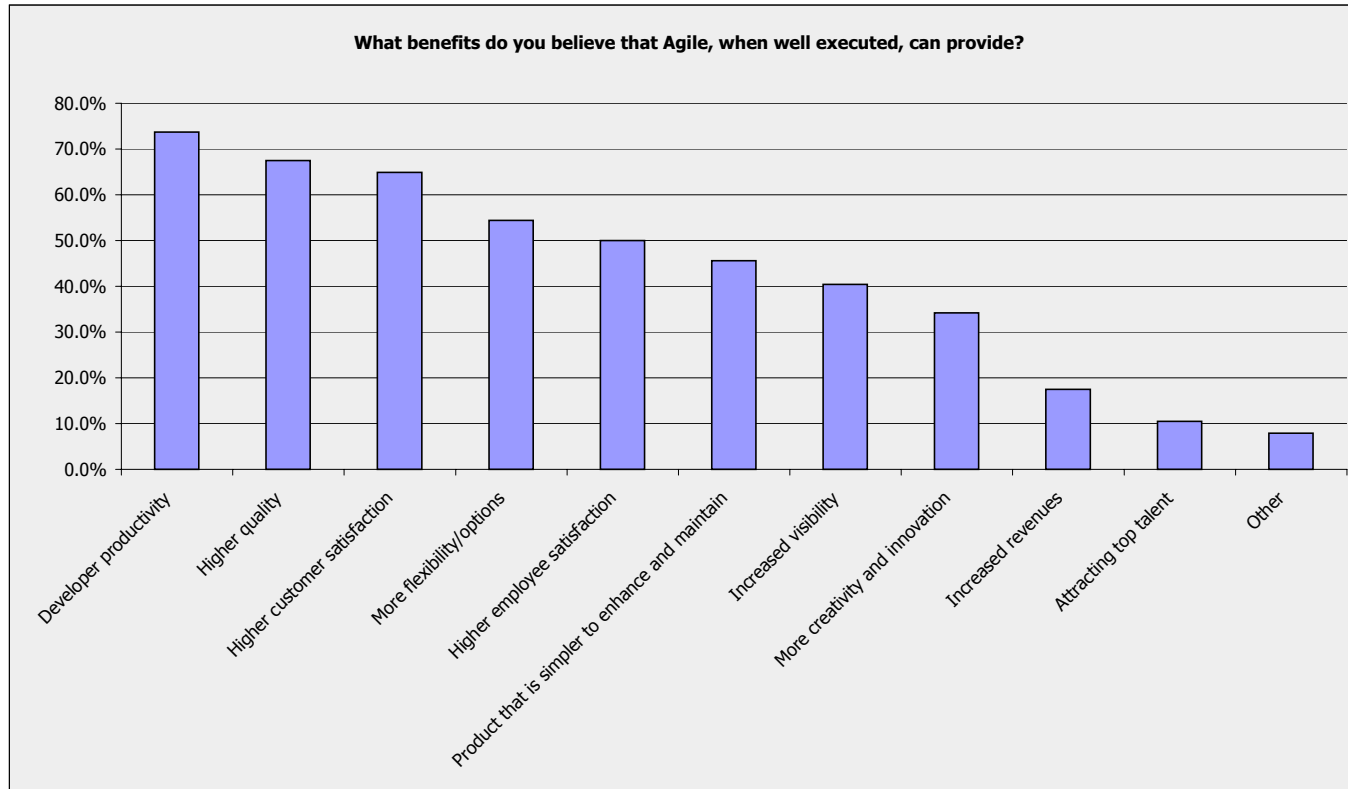
What percentage of projects within your development organization would you estimate is currently doing some level of Agile development?



Agile Features Survey

What benefits do you believe that Agile, when well executed, can provide?

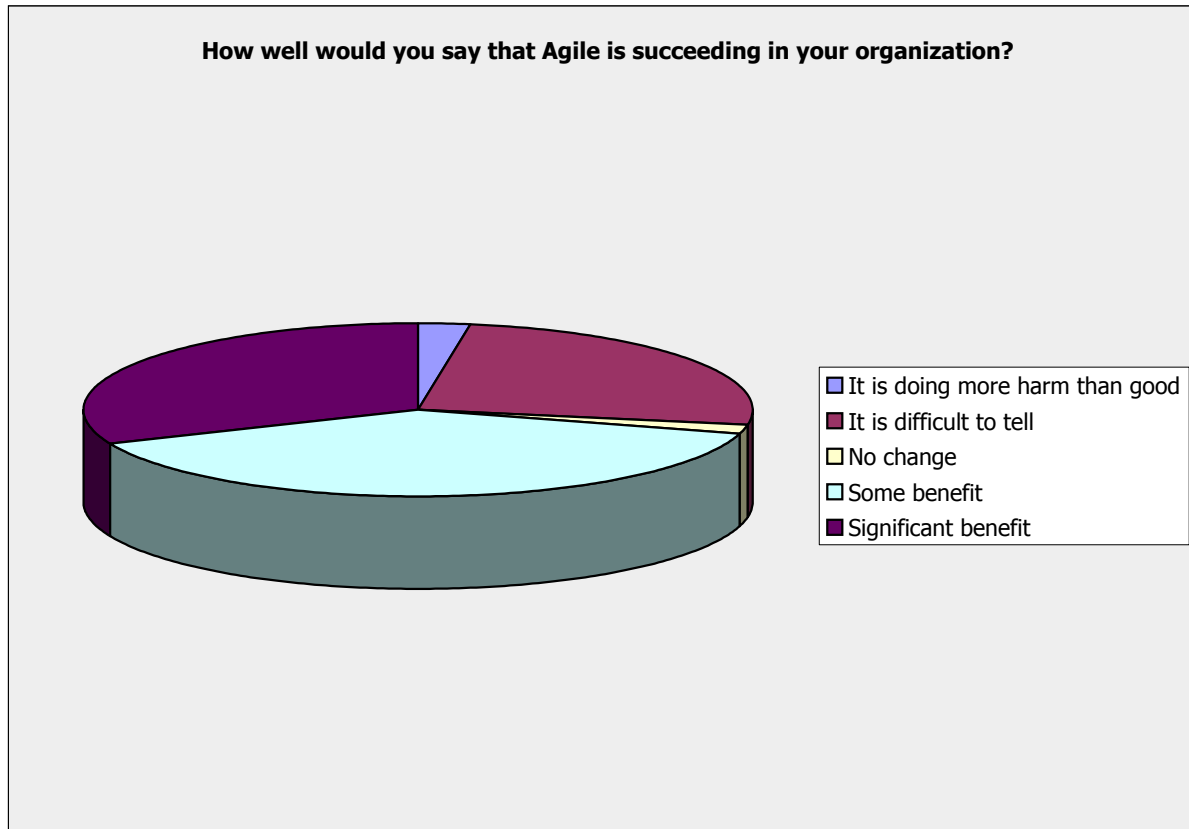
Answer Options	Response Percent
Developer productivity	73.7%
Higher quality	67.5%
Higher customer satisfaction	64.9%
More flexibility/options	54.4%
Higher employee satisfaction	50.0%
Product that is simpler to enhance and maintain	45.6%
Increased visibility	40.4%
More creativity and innovation	34.2%
Increased revenues	17.5%
Attracting top talent	10.5%
Other	7.9%



Agile Features Survey

How well would you say that Agile is succeeding in your organization?

Answer Options	Response Percent
It is doing more harm than good	2.6%
It is difficult to tell	25.2%
No change	1.7%
Some benefit	39.1%
Significant benefit	31.3%

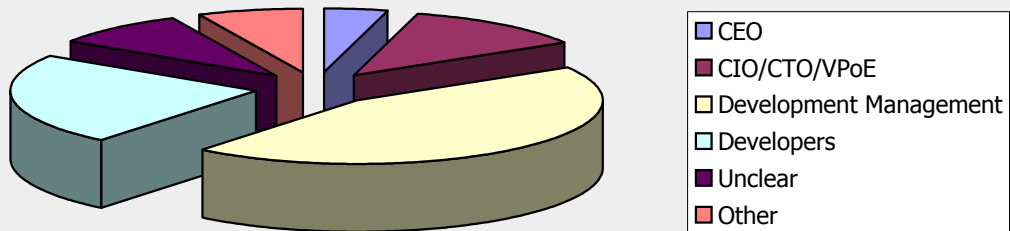


Agile Features Survey

What was the original impetus for adopting Agile processes?

Answer Options	Response Percent
CEO	4.3%
CIO/CTO/VPoE	12.2%
Development Management	44.3%
Developers	23.5%
Unclear	8.7%
Other	7.0%

What was the original impetus for adopting Agile processes?

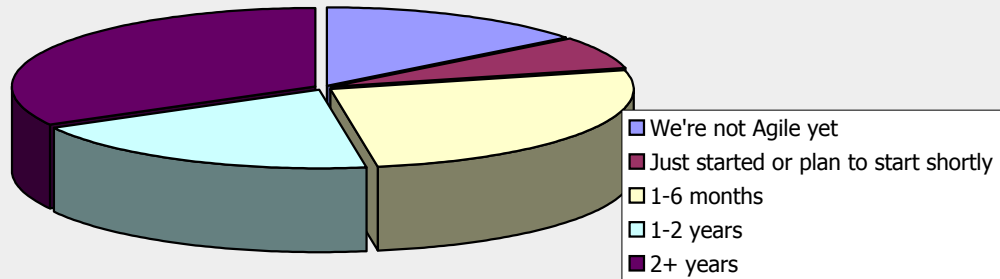


Agile Features Survey

How long has your organization been doing Agile?

Answer Options	Response Percent
We're not Agile yet	14.4%
Just started or plan to start shortly	6.8%
1-6 months	26.3%
1-2 years	19.5%
2+ years	33.1%

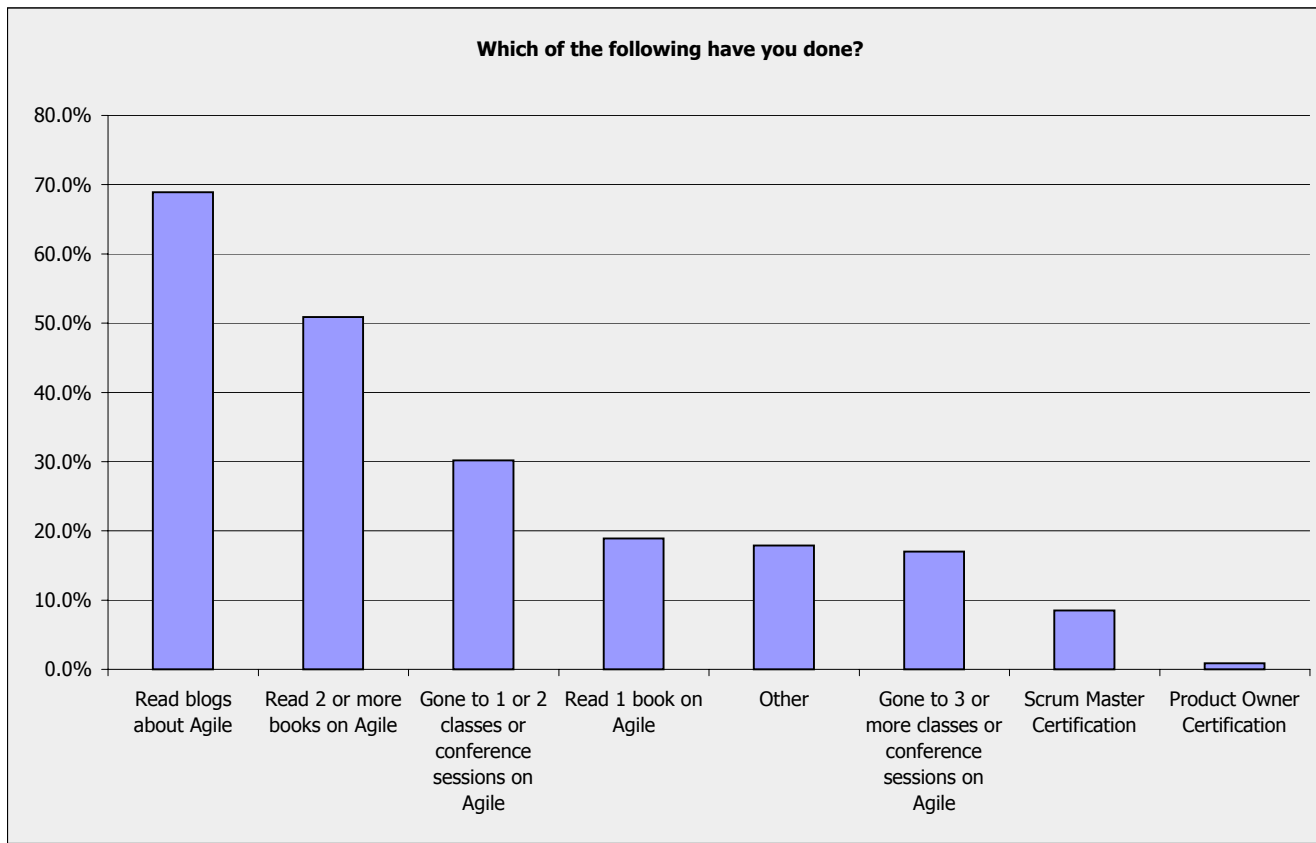
How long has your organization been doing Agile?



Agile Features Survey

Which of the following have you done?

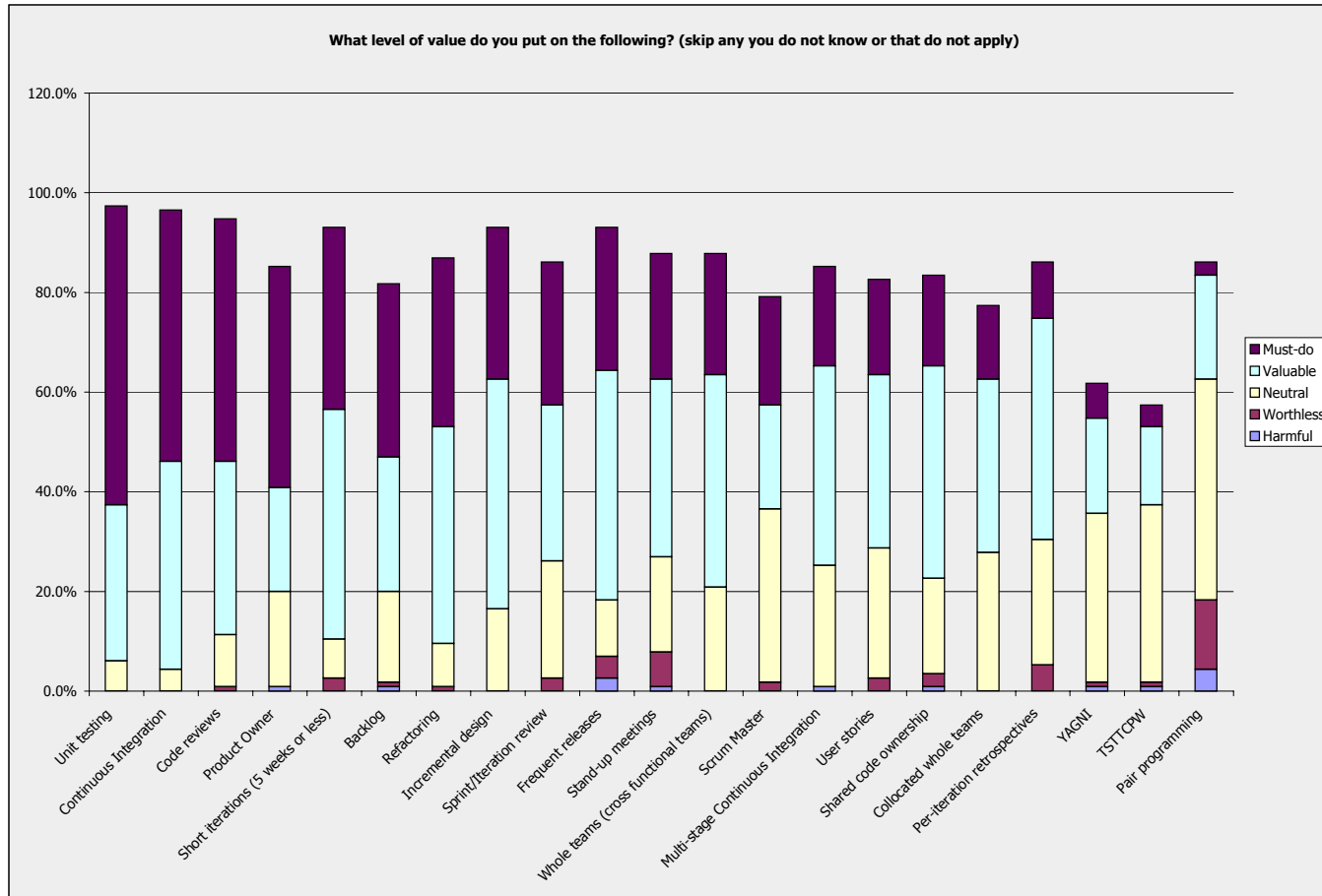
Answer Options	Response Percent
Read blogs about Agile	68.9%
Read 2 or more books on Agile	50.9%
Gone to 1 or 2 classes or conference sessions on Agile	30.2%
Read 1 book on Agile	18.9%
Other	17.9%
Gone to 3 or more classes or conference sessions on Agile	17.0%
Scrum Master Certification	8.5%
Product Owner Certification	0.9%



Agile Features Survey

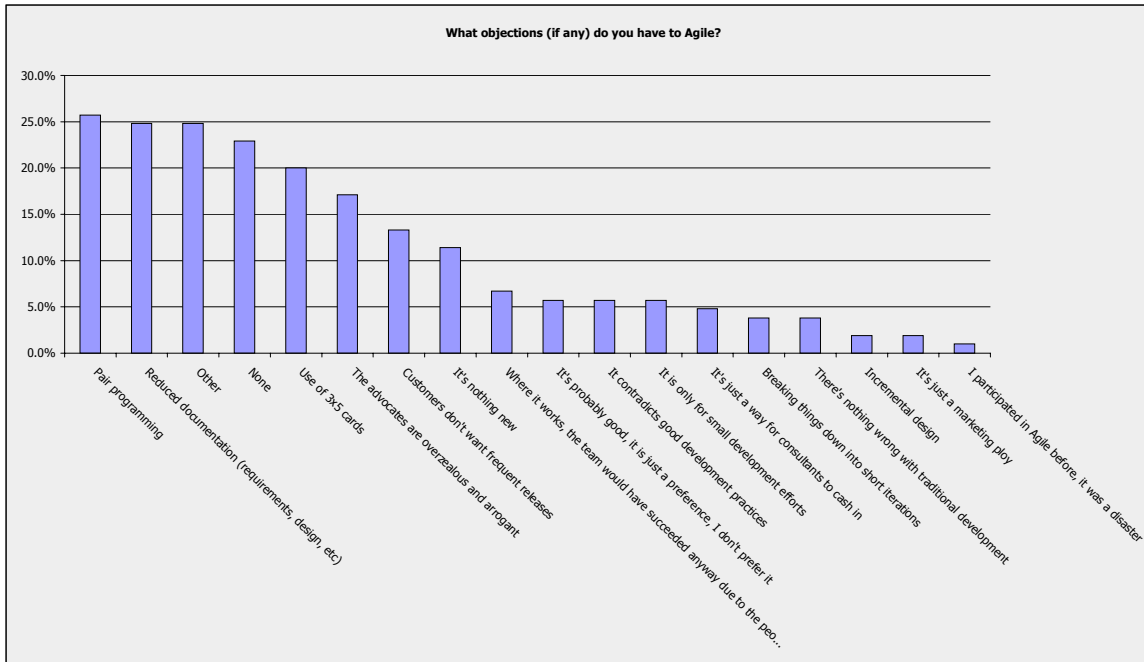
What level of value do you put on the following? (skip any you do not know or that do not apply)

Answer Options	Must-do	Valuable	Neutral	Worthless	Harmful
Unit testing	60.0%	31.3%	6.1%	0.0%	0.0%
Continuous Integration	50.4%	41.7%	4.3%	0.0%	0.0%
Code reviews	48.7%	34.8%	10.4%	0.9%	0.0%
Product Owner	44.3%	20.9%	19.1%	0.0%	0.9%
Short iterations (5 weeks or less)	36.5%	46.1%	7.8%	2.6%	0.0%
Backlog	34.8%	27.0%	18.3%	0.9%	0.9%
Refactoring	33.9%	43.5%	8.7%	0.9%	0.0%
Incremental design	30.4%	46.1%	16.5%	0.0%	0.0%
Sprint/Iteration review	28.7%	31.3%	23.5%	2.6%	0.0%
Frequent releases	28.7%	46.1%	11.3%	4.3%	2.6%
Stand-up meetings	25.2%	35.7%	19.1%	7.0%	0.9%
Whole teams (cross functional teams)	24.3%	42.6%	20.9%	0.0%	0.0%
Scrum Master	21.7%	20.9%	34.8%	1.7%	0.0%
Multi-stage Continuous Integration	20.0%	40.0%	24.3%	0.0%	0.9%
User stories	19.1%	34.8%	26.1%	2.6%	0.0%
Shared code ownership	18.3%	42.6%	19.1%	2.6%	0.9%
Collocated whole teams	14.8%	34.8%	27.8%	0.0%	0.0%
Per-iteration retrospectives	11.3%	44.3%	25.2%	5.2%	0.0%
YAGNI	7.0%	19.1%	33.9%	0.9%	0.9%
TSTTCPW	4.3%	15.7%	35.7%	0.9%	0.9%
Pair programming	2.6%	20.9%	44.3%	13.9%	4.3%



Agile Features Survey

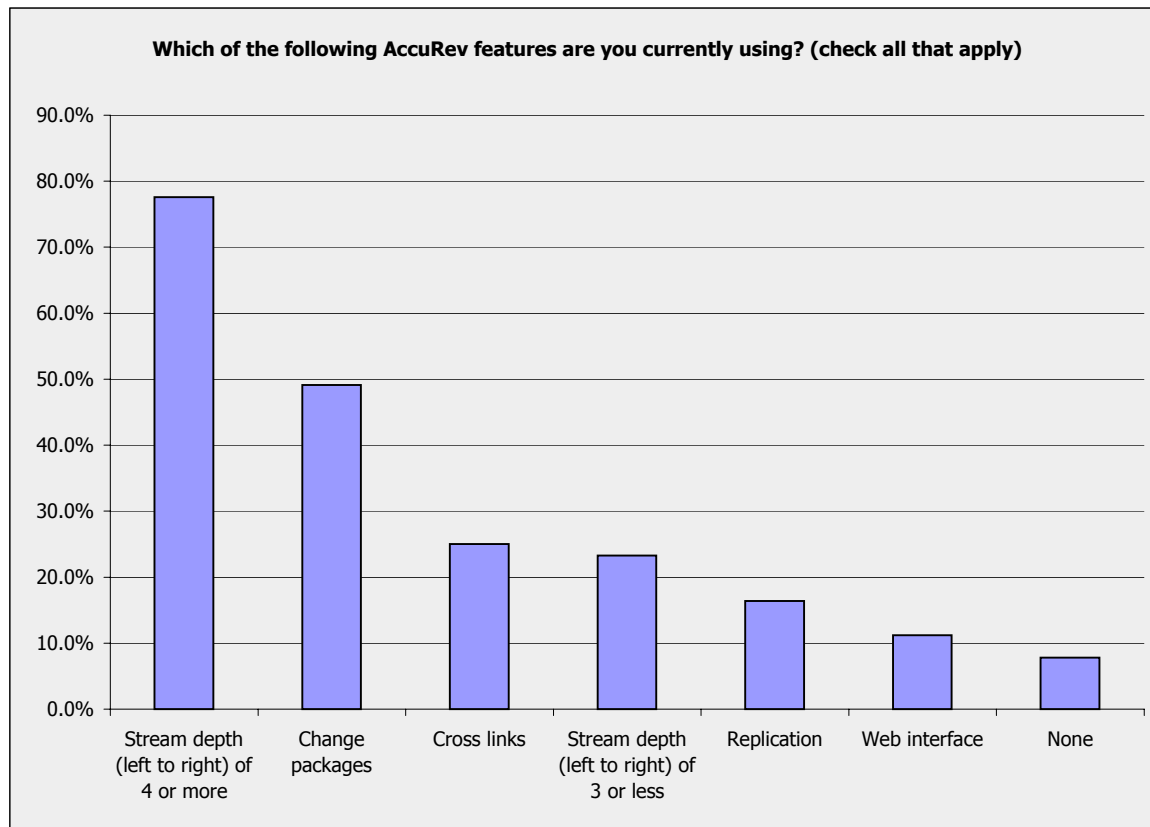
What objections (if any) do you have to Agile?		Response Percent
Answer Options		
Pair programming	Pair programming	25.7%
Reduced documentation (requirements, design, etc)	Reduced documentation (requirements, design, etc)	24.8%
Other	Other (please specify)	24.8%
None	None	22.9%
Use of 3x5 cards	Use of 3x5 cards	20.0%
The advocates are overzealous and arrogant	The advocates are overzealous and arrogant	17.1%
Customers don't want frequent releases	Customers don't want frequent releases	13.3%
It's nothing new	It's nothing new	11.4%
Where it works, the team would have succeeded anyway due to the people on the team	Where it works, the team would have succeeded anyway due to the people on the team	6.7%
It's probably good, it is just a preference, I don't prefer it	It's probably good, it is just a preference, I don't prefer it	5.7%
It contradicts good development practices	It contradicts good development practices	5.7%
It is only for small development efforts	It is only for small development efforts	5.7%
It's just a way for consultants to cash in	It's just a way for consultants to cash in	4.8%
Breaking things down into short iterations	Breaking things down into short iterations	3.8%
There's nothing wrong with traditional development	There's nothing wrong with traditional development	3.8%
Incremental design	Incremental design	1.9%
It's just a marketing ploy	It's just a marketing ploy	1.9%
I participated in Agile before, it was a disaster	I participated in Agile before, it was a disaster	1.0%



Agile Features Survey

Which of the following AccuRev features are you currently using? (check all that apply)

Answer Options	Response Percent
Stream depth (left to right) of 4 or more	77.6%
Change packages	49.1%
Cross links	25.0%
Stream depth (left to right) of 3 or less	23.3%
Replication	16.4%
Web interface	11.2%
None	7.8%

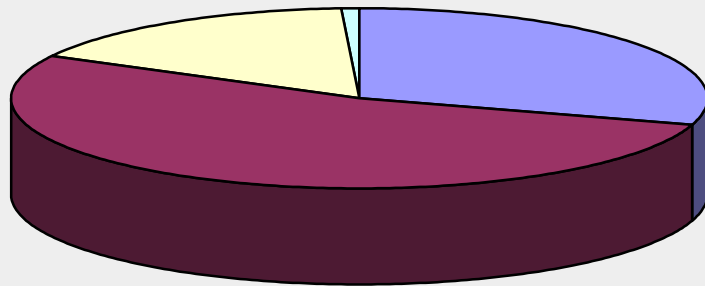


Agile Features Survey

How Agile do you think AccuRev (the tool) is?

Answer Options	Response Percent
AccuRev is a large help for Agile	27.9%
AccuRev is somewhat of a help for Agile	50.0%
AccuRev does not impact Agile	15.4%
AccuRev is an impediment to Agile	0.9%

How Agile do you think AccuRev (the tool) is?

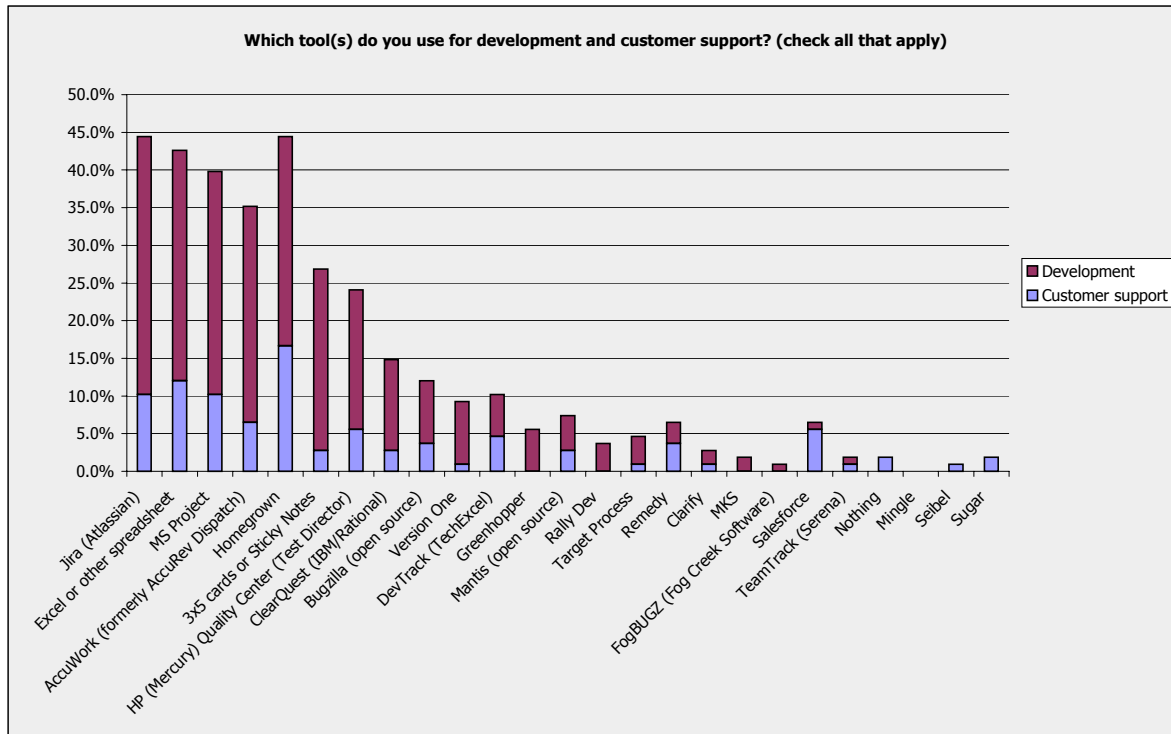


- AccuRev is a large help for Agile
- AccuRev is somewhat of a help for Agile
- AccuRev does not impact Agile
- AccuRev is an impediment to Agile

Agile Features Survey

Which tool(s) do you use for development and customer support? (check all that apply)

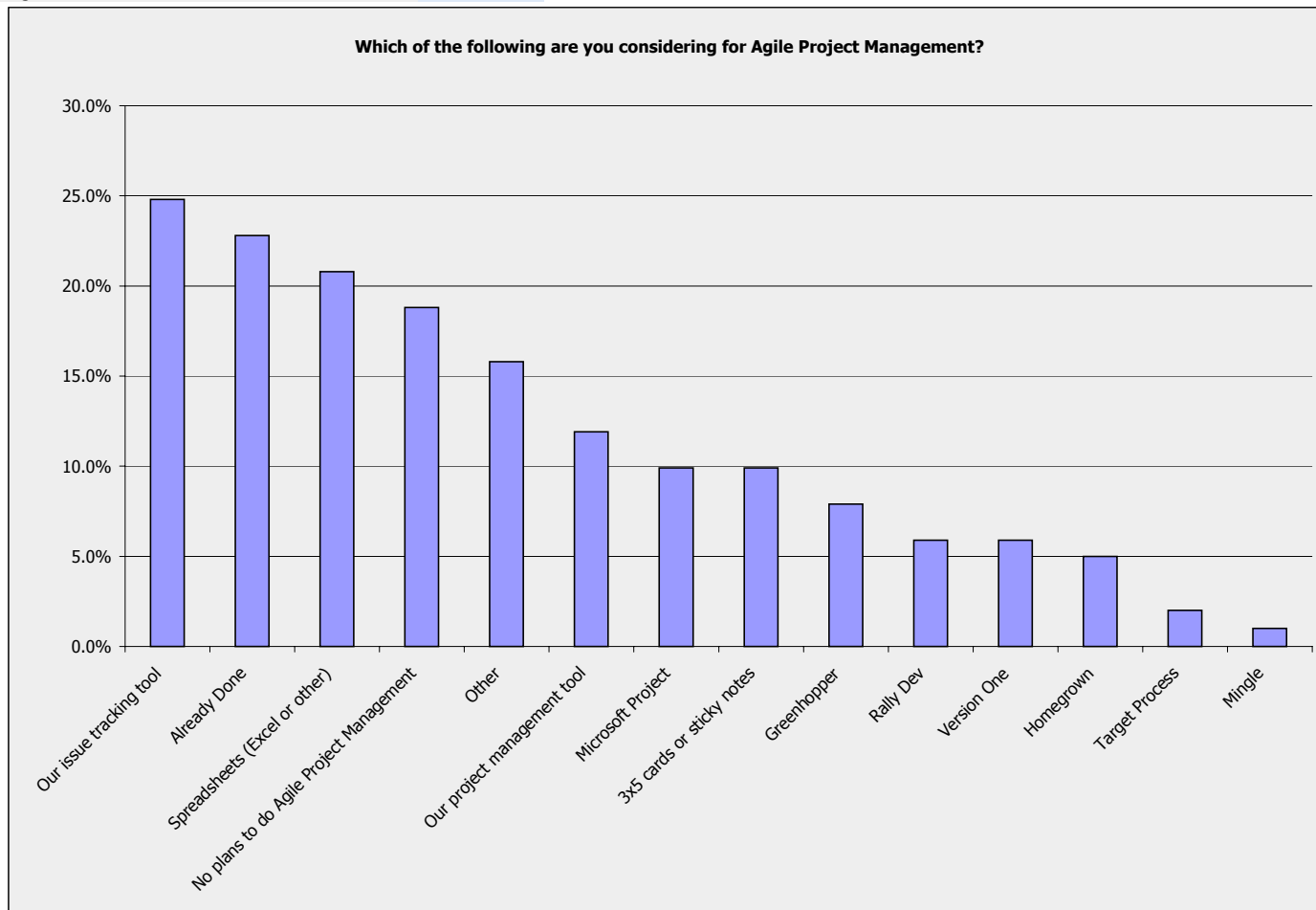
Answer Options	Development	Customer support
Jira (Atlassian)	34.3%	10.2%
Excel or other spreadsheet	30.6%	12.0%
MS Project	29.6%	10.2%
AccuWork (formerly AccuRev Dispatch)	28.7%	6.5%
Homegrown	27.8%	16.7%
3x5 cards or Sticky Notes	24.1%	2.8%
HP (Mercury) Quality Center (Test Director)	18.5%	5.6%
ClearQuest (IBM/Rational)	12.0%	2.8%
Bugzilla (open source)	8.3%	3.7%
Version One	8.3%	0.9%
DevTrack (TechExcel)	5.6%	4.6%
Greenhopper	5.6%	0.0%
Mantis (open source)	4.6%	2.8%
Rally Dev	3.7%	0.0%
Target Process	3.7%	0.9%
Remedy	2.8%	3.7%
Clarify	1.9%	0.9%
MKS	1.9%	0.0%
FogBUGZ (Fog Creek Software)	0.9%	0.0%
Salesforce	0.9%	5.6%
TeamTrack (Serena)	0.9%	0.9%
Nothing	0.0%	1.9%
Mingle	0.0%	0.0%
Seibel	0.0%	0.9%
Sugar	0.0%	1.9%



Agile Features Survey

Which of the following are you considering for Agile Project Management?

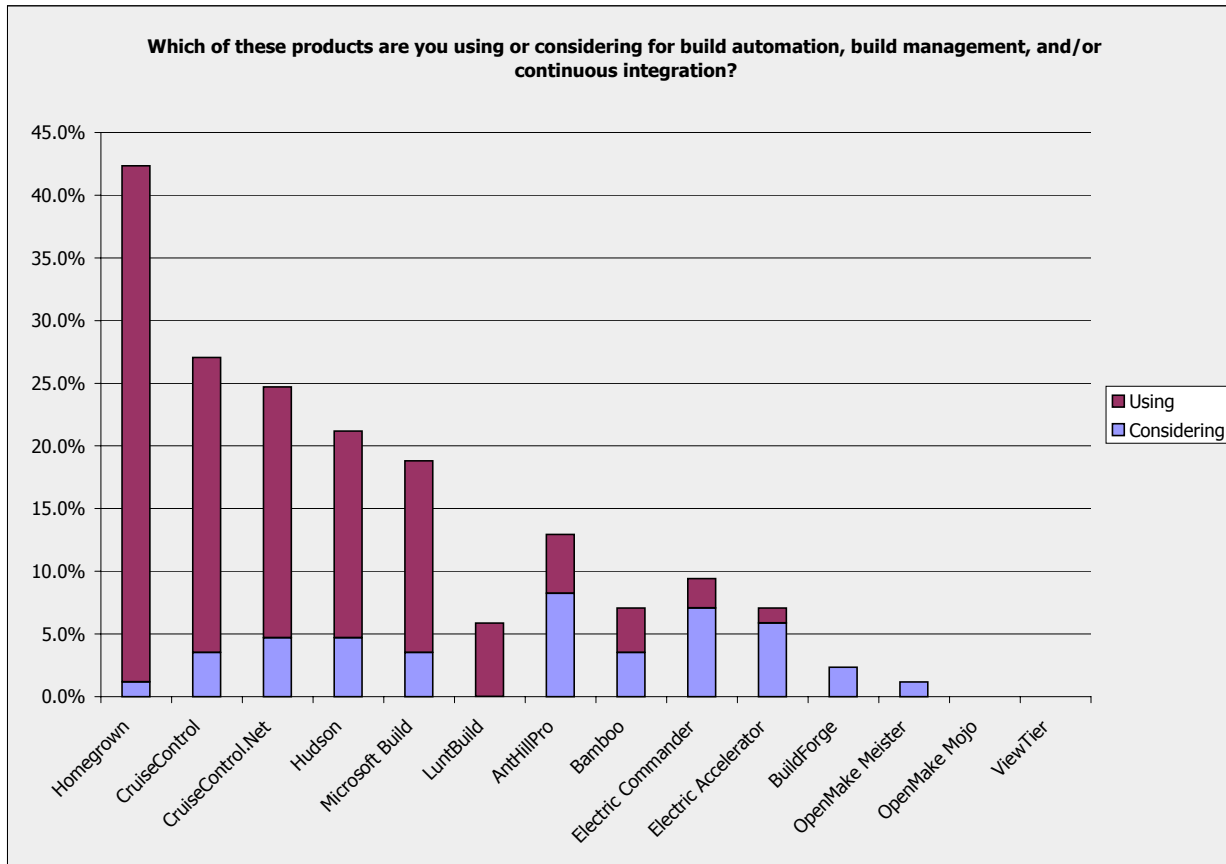
Answer Options	Response Percent
Our issue tracking tool	24.8%
Already Done	22.8%
Spreadsheets (Excel or other)	20.8%
No plans to do Agile Project Management	18.8%
Other	15.8%
Our project management tool	11.9%
Microsoft Project	9.9%
3x5 cards or sticky notes	9.9%
Greenhopper	7.9%
Rally Dev	5.9%
Version One	5.9%
Homegrown	5.0%
Target Process	2.0%
Mingle	1.0%



Agile Features Survey

Which of these products are you using or considering for build automation, build management, and/or continuous integration?

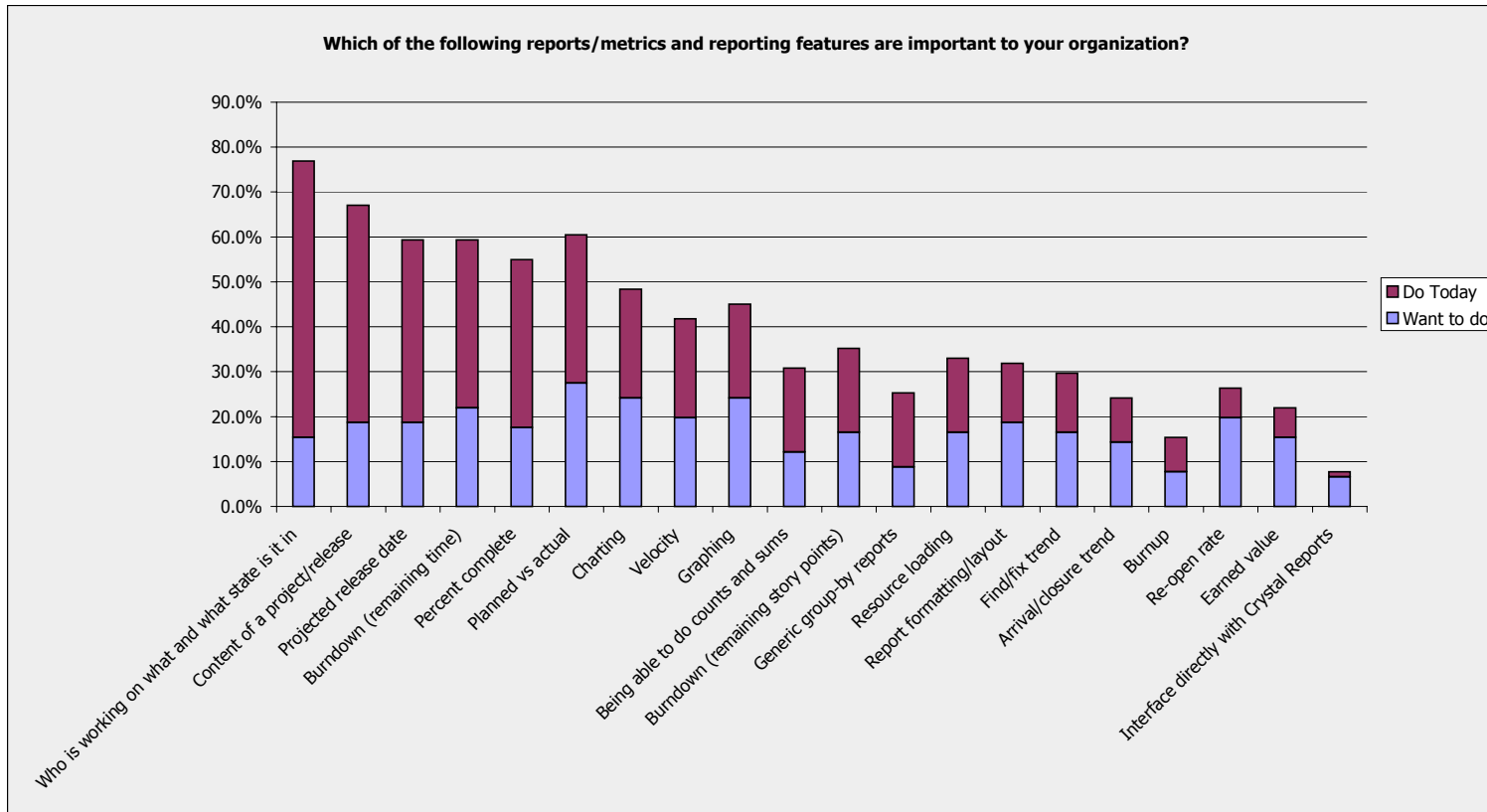
Answer Options	Using	Considering
Homegrown	41.2%	1.2%
CruiseControl	23.5%	3.5%
CruiseControl.Net	20.0%	4.7%
Hudson	16.5%	4.7%
Microsoft Build	15.3%	3.5%
LuntBuild	5.9%	0.0%
AnthillPro	4.7%	8.2%
Bamboo	3.5%	3.5%
Electric Commander	2.4%	7.1%
Electric Accelerator	1.2%	5.9%
BuildForge	0.0%	2.4%
OpenMake Meister	0.0%	1.2%
OpenMake Mojo	0.0%	0.0%
ViewTier	0.0%	0.0%



Agile Features Survey

Which of the following reports/metrics and reporting features are important to your organization?

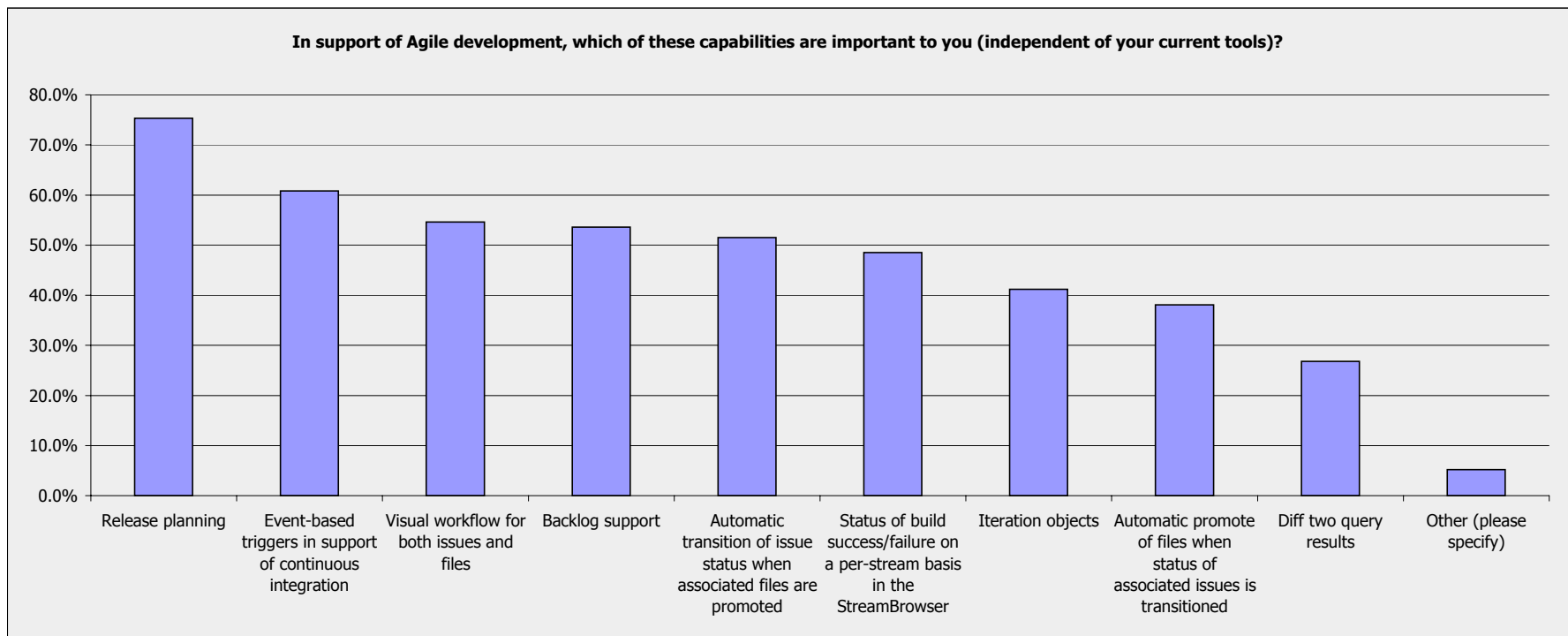
Answer Options	Do Today	Want to do
Who is working on what and what state is it in	61.5%	15.4%
Content of a project/release	48.4%	18.7%
Projected release date	40.7%	18.7%
Burndown (remaining time)	37.4%	22.0%
Percent complete	37.4%	17.6%
Planned vs actual	33.0%	27.5%
Charting	24.2%	24.2%
Velocity	22.0%	19.8%
Graphing	20.9%	24.2%
Being able to do counts and sums	18.7%	12.1%
Burndown (remaining story points)	18.7%	16.5%
Generic group-by reports	16.5%	8.8%
Resource loading	16.5%	16.5%
Report formatting/layout	13.2%	18.7%
Find/fix trend	13.2%	16.5%
Arrival/closure trend	9.9%	14.3%
Burnup	7.7%	7.7%
Re-open rate	6.6%	19.8%
Earned value	6.6%	15.4%
Interface directly with Crystal Reports	1.1%	6.6%



Agile Features Survey

In support of Agile development, which of these capabilities are important to you (independent of your current tools)?

Answer Options	Response Percent
Release planning	75.3%
Event-based triggers in support of continuous integration	60.8%
Visual workflow for both issues and files	54.6%
Backlog support	53.6%
Automatic transition of issue status when associated files are promoted	51.5%
Status of build success/failure on a per-stream basis in the StreamBrowser	48.5%
Iteration objects	41.2%
Automatic promote of files when status of associated issues is transitioned	38.1%
Diff two query results	26.8%
Other (please specify)	5.2%



Agile Features Survey

When budgeting, what are your top five Agile-related spending priorities?

Answer Options	First	Second	Third	Fourth	Fifth
Build Automation (continuous integration) product	33.8%	14.3%	10.4%	5.2%	7.8%
Internal (training, scripting, etc)	19.5%	10.4%	16.9%	7.8%	6.5%
Agile training	10.4%	9.1%	9.1%	11.7%	9.1%
Agile Project Management product	10.4%	14.3%	7.8%	9.1%	5.2%
Agile-oriented test tools	10.4%	16.9%	7.8%	11.7%	9.1%
Books	9.1%	9.1%	13.0%	7.8%	7.8%
Agile coaching	5.2%	10.4%	10.4%	13.0%	3.9%
Online Agile courses	1.3%	3.9%	5.2%	3.9%	3.9%
Conferences	0.0%	6.5%	1.3%	2.6%	15.6%

