

Successfully Scaling an Agile Innovation Culture with Perforce

Steve Greene

VP, Program Management

Salesforce.com

Mike Saha

Sr. Manager, Release Engineering

Salesforce.com

2011

PERFORCE
USER CONFERENCE



Safe Harbor

Safe harbor statement under the Private Securities Litigation Reform Act of 1995: This presentation may contain forward-looking statements that involve risks, uncertainties, and assumptions. If any such uncertainties materialize or if any of the assumptions proves incorrect, the results of salesforce.com, inc. could differ materially from the results expressed or implied by the forward-looking statements we make. All statements other than statements of historical fact could be deemed forward-looking, including any projections of subscriber growth, earnings, revenues, or other financial items and any statements regarding strategies or plans of management for future operations, statements of belief, any statements concerning new, planned, or upgraded services or technology developments and customer contracts or use of our services.

The risks and uncertainties referred to above include – but are not limited to – risks associated with developing and delivering new functionality for our service, our new business model, our past operating losses, possible fluctuations in our operating results and rate of growth, interruptions or delays in our Web hosting, breach of our security measures, the outcome of intellectual property and other litigation, risks associated with possible mergers and acquisitions, the immature market in which we operate, our relatively limited operating history, our ability to expand, retain, and motivate our employees and manage our growth, new releases of our service and successful customer deployment, our limited history reselling non-salesforce.com products, and utilization and selling to larger enterprise customers. Further information on potential factors that could affect the financial results of salesforce.com, inc. is included in our annual report on Form 10-K for the most recent fiscal year ended January 31, 2010. This documents and others are available on the SEC Filings section of the Investor Information section of our Web site.

Any unreleased services or features referenced in this or other press releases or public statements are not currently available and may not be delivered on time or at all. Customers who purchase our services should make the purchase decisions based upon features that are currently available. Salesforce.com, inc. assumes no obligation and does not intend to update these forward-looking statements.

Why Agile?



Predictability

Productivity

Innovation

**Who can benefit
from Agile?**



IT

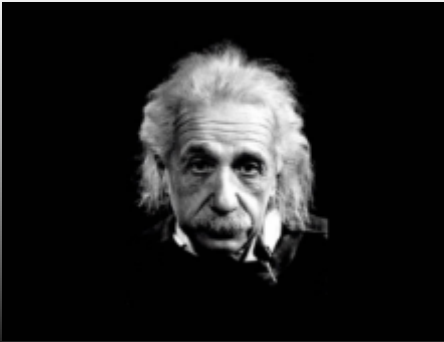
Product Dev't

Operations

Marketing

Services

The Salesforce Story



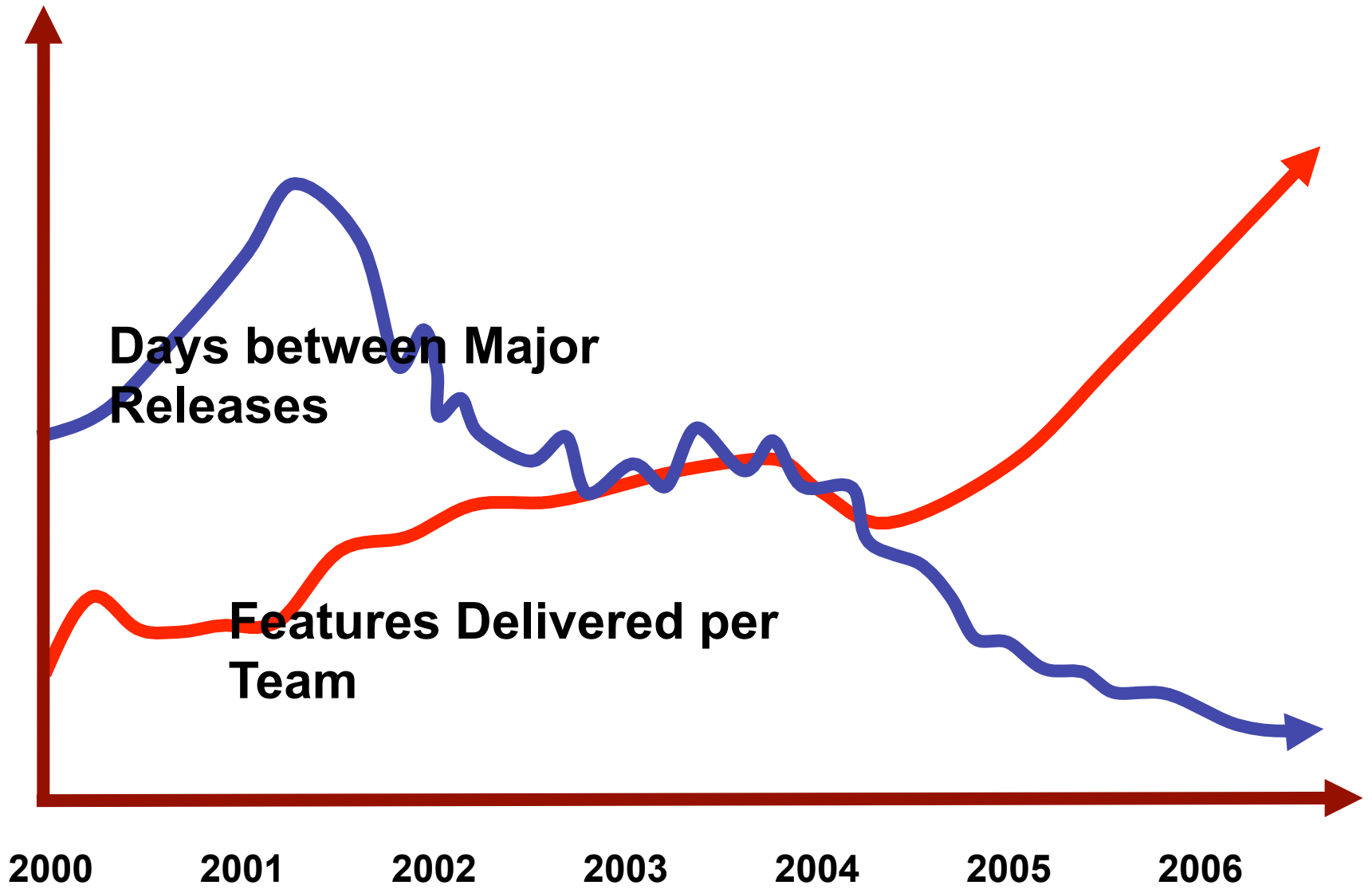
smart



fast



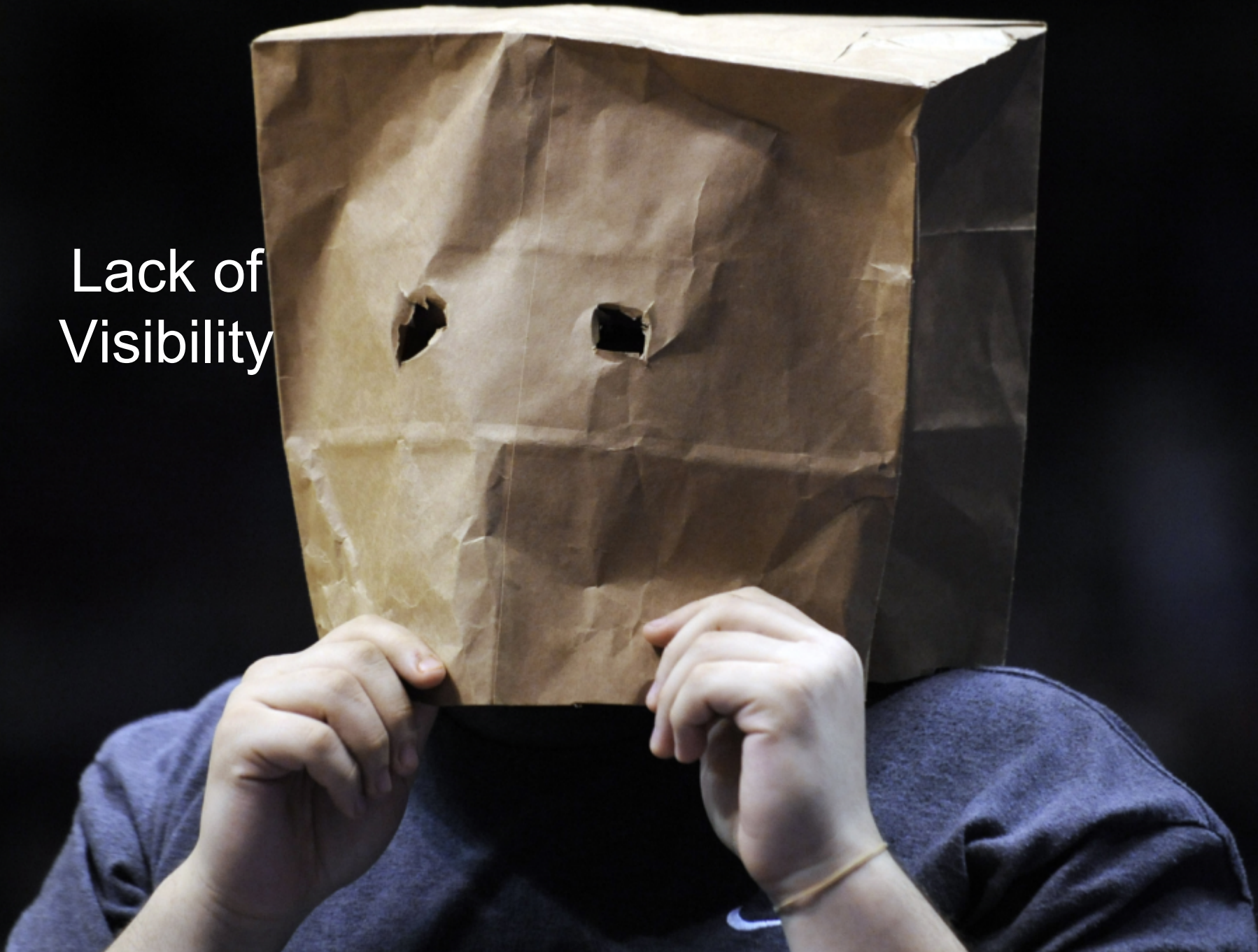
innovative



**Unpredictable
completion of
releases or
initiatives**



Lack of
Visibility



A black and white photograph of a hand pointing to a sign. The sign is rectangular with a dark background and white text. The text reads "CHANGED PRIORITIES AHEAD" in three lines. The hand is on the right side of the sign, with the index finger pointing towards the word "AHEAD". The background is dark and blurry, suggesting an indoor setting with a brick wall.

CHANGED
PRIORITIES
AHEAD

Resource Bottlenecks



What did we do about it?



Major enterprise-wide Agile Transformation to ADM



**In just 3 months
+ another 4 years of continuous improvement**



ADM (Adaptive Delivery Methodology)

Salesforce.com flavor of agile

Scrum project management framework

XP practices

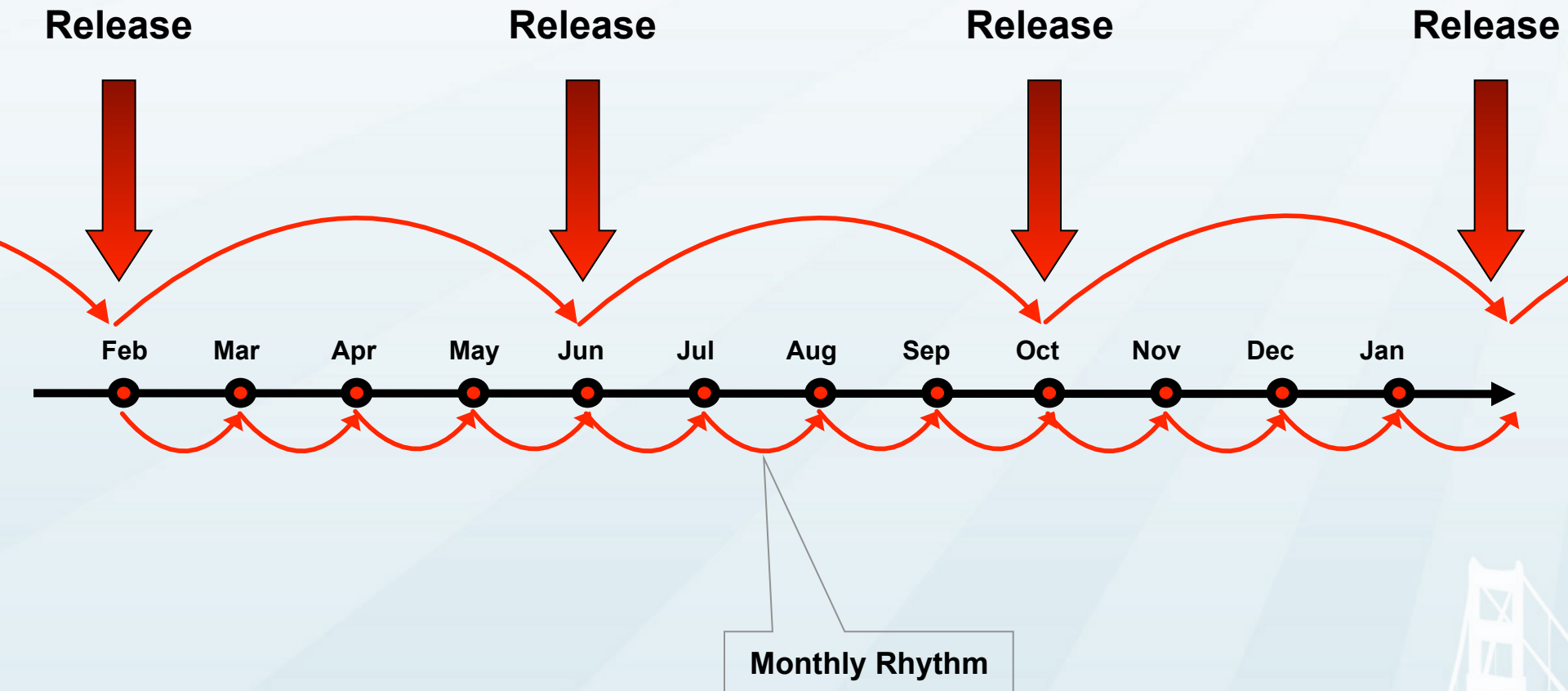
Based on Lean principles

What is ADM?

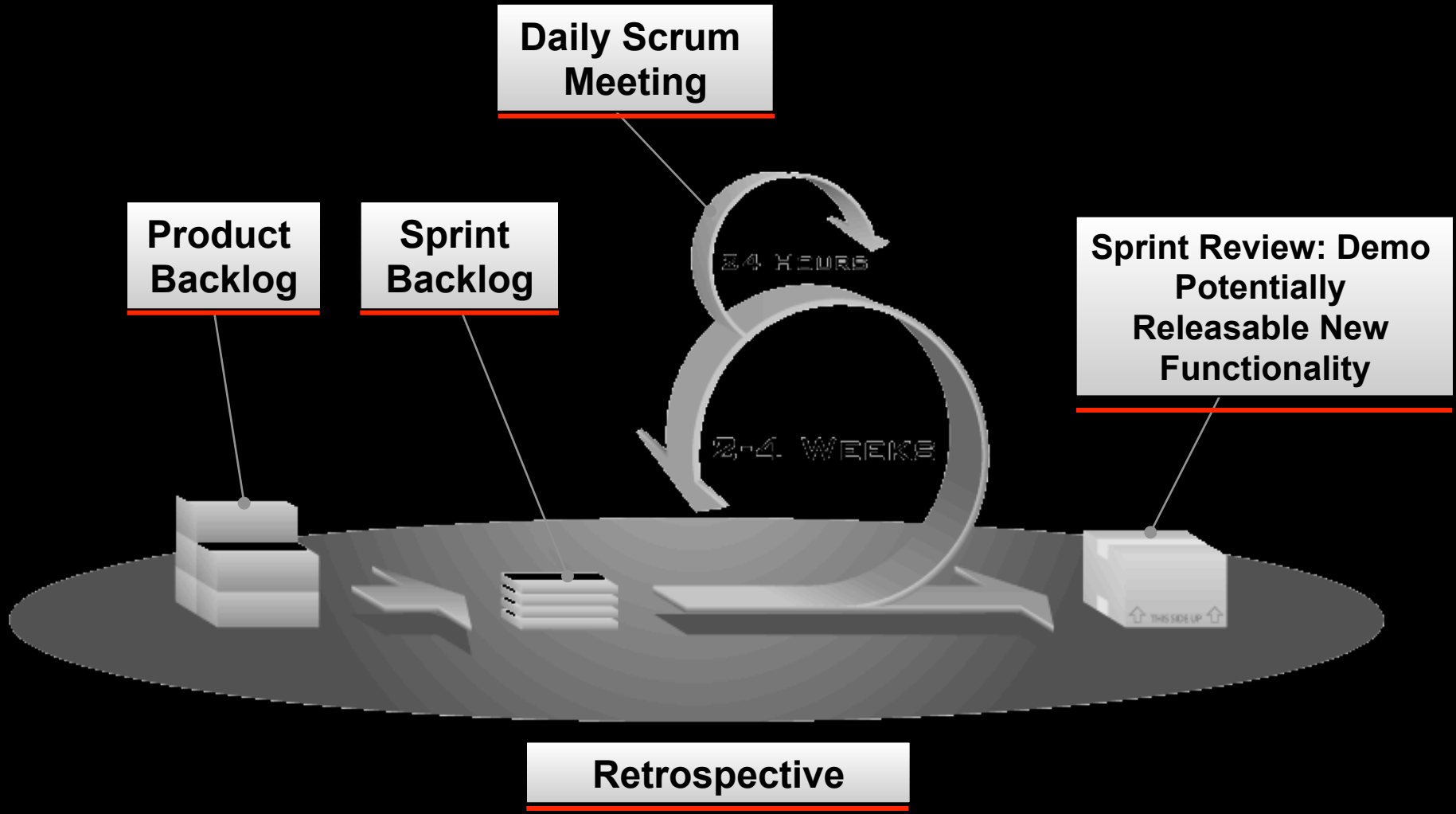


Agile
Lean
Self-organizing
Continuous integration
Time-boxed
Self-correcting
Ftest - Selenium
Re-factoring
Transparent
Collective Code Ownership
Early Feedback
Code Reviews
Iterative
Just-in-time
Predictable releases
Debt free
Continuous Improvement
Always Potentially Releasable

Rhythm & Flow

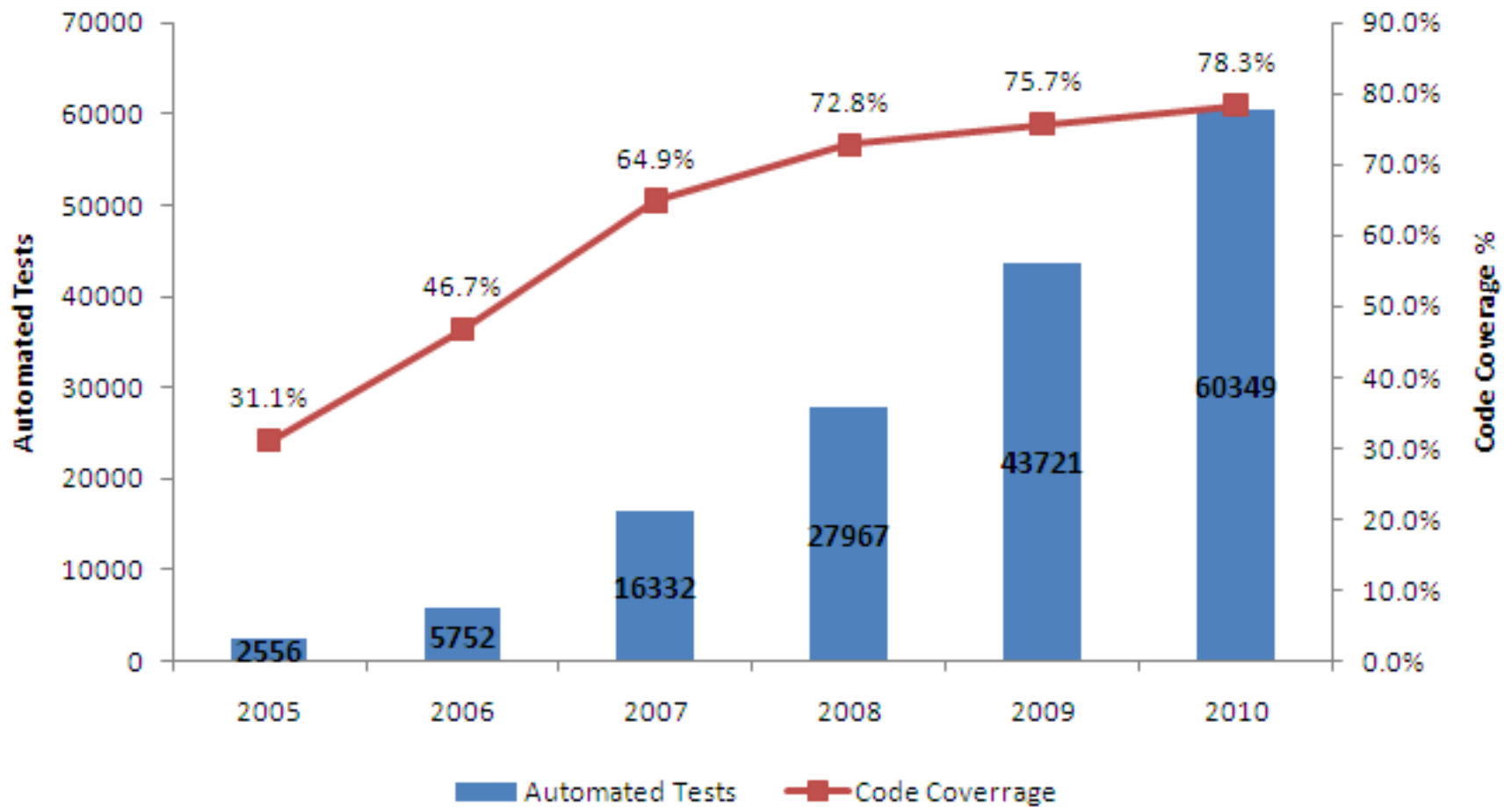


ADM / Scrum Lifecycle



Automation

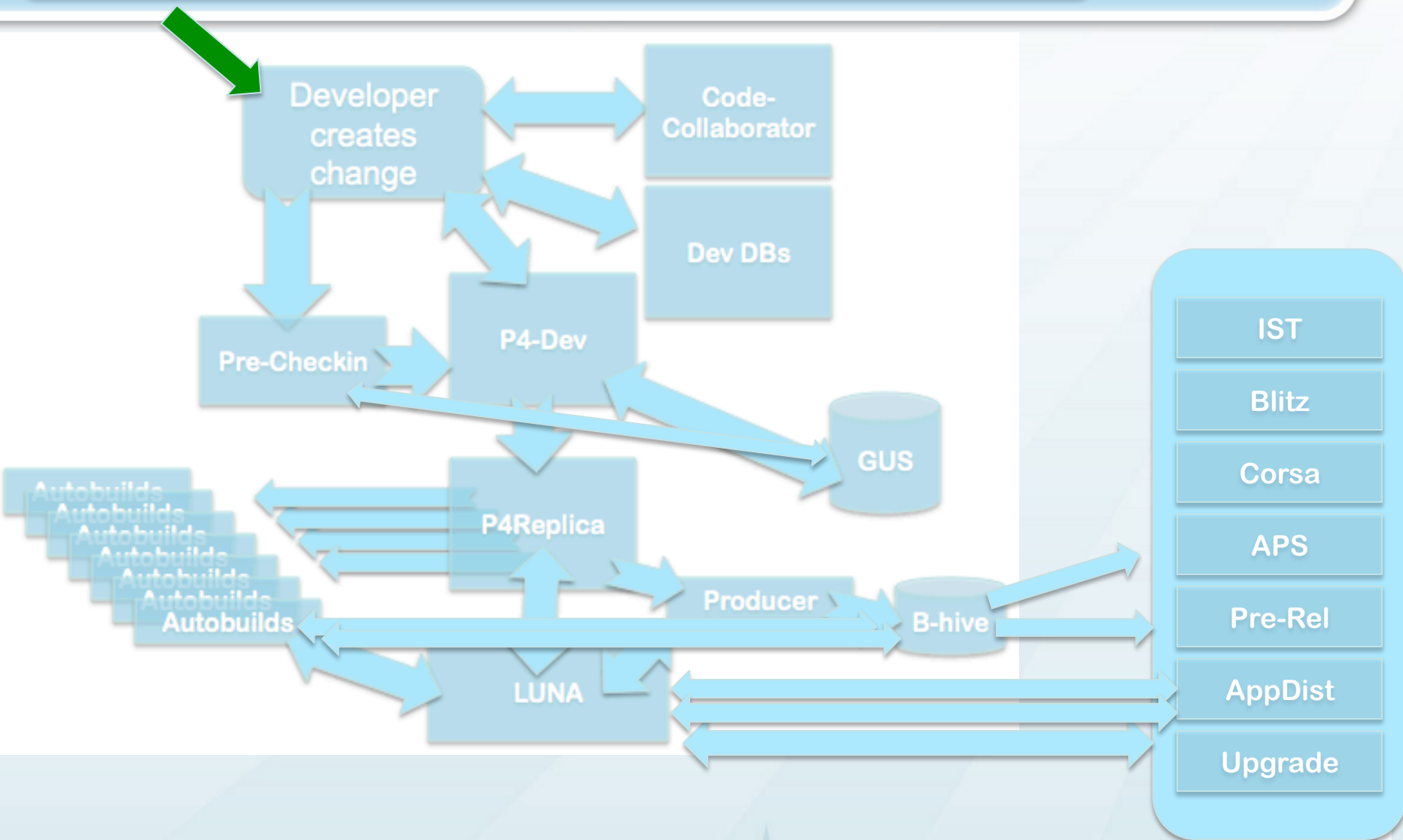
Automated Tests



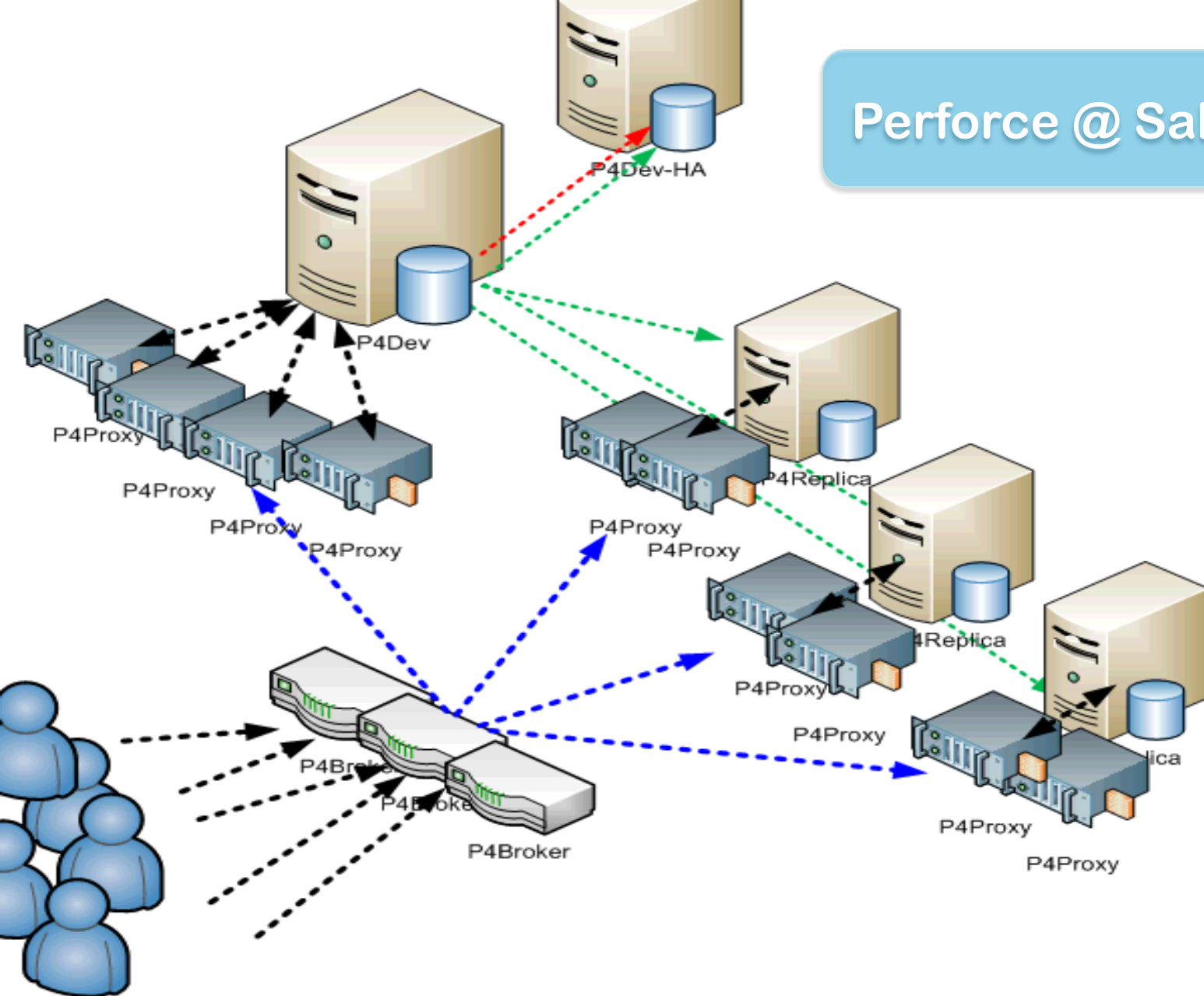
Rhythm as Code Movement



Follow the change(list)



Perforce @ Salesforce





AADM
Adaptive Delivery Methodology