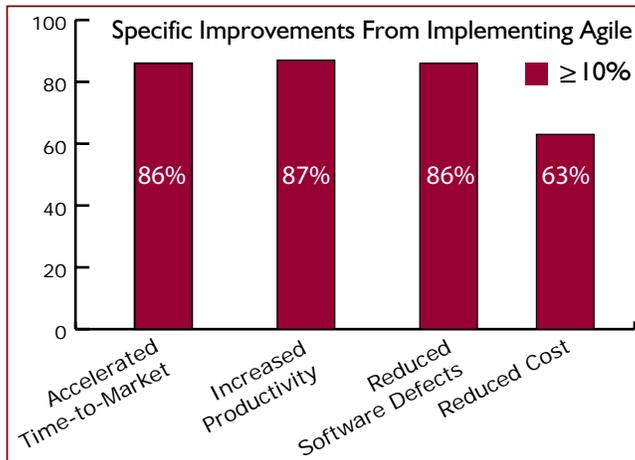


Survey Overview

VersionOne conducted a global survey to highlight the value teams deliver from Agile development. Survey respondents work in companies of all sizes from small and mid-sized organizations to the largest global corporations. This survey summarizes the state of Agile Development in organizations covering every industry vertical from financial services, health care, and education to video games, government, and defense.

Agile Development Delivers

In organizations around the globe, Agile development represents a significant leap forward in the value teams deliver.



Estimate **SPECIFIC IMPROVEMENTS** you have actually realized from implementing Agile practices

	≥ 10%	≥ 25%
Accelerated time-to-market	86%	60%
Increased productivity	87%	55%
Reduced software defects	86%	55%
Reduced cost	63%	26%

How would you rate the success of software projects within your organization to date?

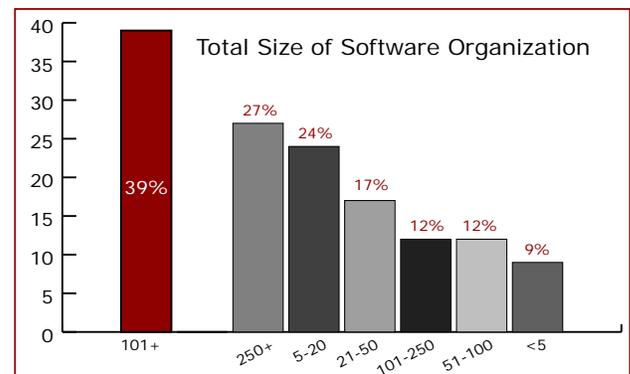
	Agile	Non-Agile
“Somewhat Successful” or “Very Successful”	81%	29%

Agile Development In Practice

Agile Development is now part of mainstream, enterprise deployments. Agile processes have been deployed across organizations of all sizes, and teams are using industry best practices to ensure an existing or customized methodology works best for their team.

How large is your **TOTAL** software organization (including employees related to all aspects of software development and delivery)?

Greater Than 250	27%
5-20	24%
21-50	17%
101-250	12%
51-100	12%
Less Than 5	9%



Value you have **ACTUALLY REALIZED** from implementing Agile practices

	Improved	Significantly Improved	Improved + Significantly Improved
Enhanced ability to manage changing priorities	52%	40%	92%
Increased productivity	58%	17%	75%
Improved team morale	54%	20%	74%
Enhanced software quality	50%	24%	74%
Accelerated time-to-market	51%	20%	72%
Reduced project risk	55%	17%	72%
Alignment between IT and business goals	44%	22%	66%

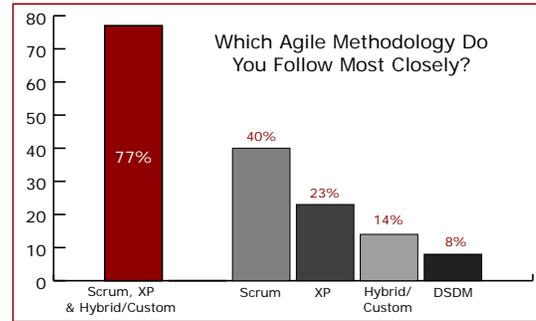
Agile Development In Practice *(continued)*

How long has your **COMPANY** been practicing Agile development methods?

Average 1.9 Years

Which Agile methodology do you follow most closely?

Scrum	40%
XP	23%
Hybrid / Custom	14%
DSDM	8%



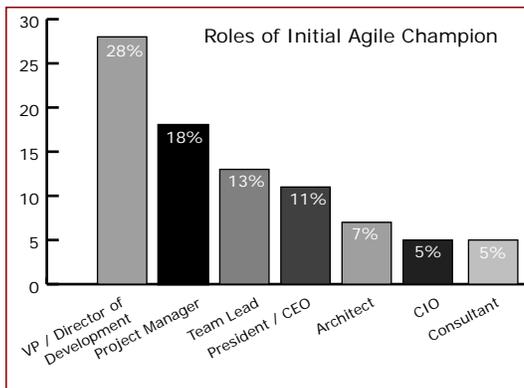
Enabling Enterprise to Adopt and Scale With Agile

A common question for early Agile deployments is “how do we get started.” It is often best to identify a pilot project that allows your team to quickly demonstrate value. To assist with scaling deployment and early success, it is important to identify how Agile can help your organization, who will act as the internal “champion”, and highlight the potential organization impediments.

How important were the following in your company’s decision to Initially adopt Agile development methods in your organization?

Very Important **Highest Importance** **Very + Highest Importance**

Enhanced ability to manage changing priorities	44%	45%	89%
Increased productivity	54%	27%	81%
Enhanced software quality	55%	24%	79%
Accelerated time-to-market	40%	36%	76%

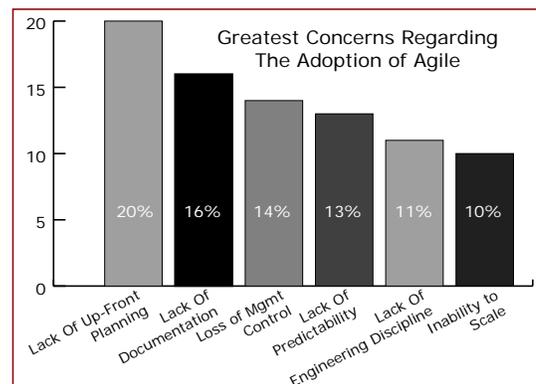


What role most closely identifies the initial champion of Agile development within your organization?

VP / Director of Development	28%
Project Manager	18%
Team Lead	13%
President / CEO	11%
Architect	7%
CIO	5%
Consultant	5%

What are / were the organization’s greatest concerns regarding the adoption of Agile development?

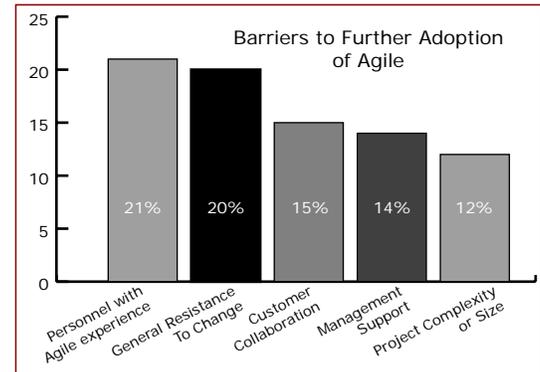
Lack of up-front planning	20%
Lack of documentation	16%
Loss of management control	14%
Lack of predictability	13%
Lack of engineering discipline	11%
Inability to scale	10%



Enabling Enterprise to Adopt and Scale With Agile *(continued)*

What are the barriers to further adoption of Agile in your current organization?

Personnel with the necessary Agile experience	21%
General resistance to change	20%
Customer collaboration	15%
Management support	14%
Project complexity or size	12%



What sources of information have you found most valuable in learning about Agile development?

Books	20%
Websites	18%
On-the-job training	14%
Conferences	10%
Internet searches	9%
Blogs	8%
Formal / Classroom training	7%
Newsgroups	7%

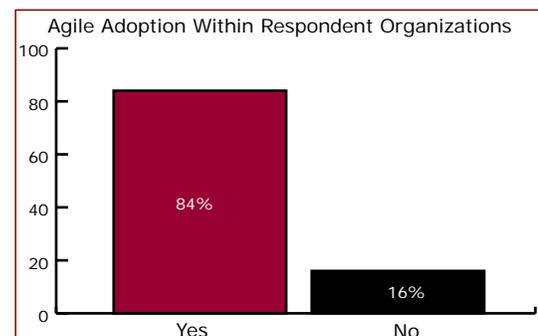
About The Survey

Here are a few additional statistics about the companies and individuals that participated in the survey.

Number of Respondents (completed): 722

Has your company adopted Agile development practices anywhere within your software organization?

Yes	84%
No	16%



How long have YOU personally been practicing Agile development methods?

Average 2.3 Years

Which role below best describes your current position in your company?

Project Manager	20%
Developer	12%
Team Lead	12%
Consultant	11%
VP / Director of Development	10%

